SUSTAINABILITY REPORT 2020



BREAKING THROUGH DISRUPTION

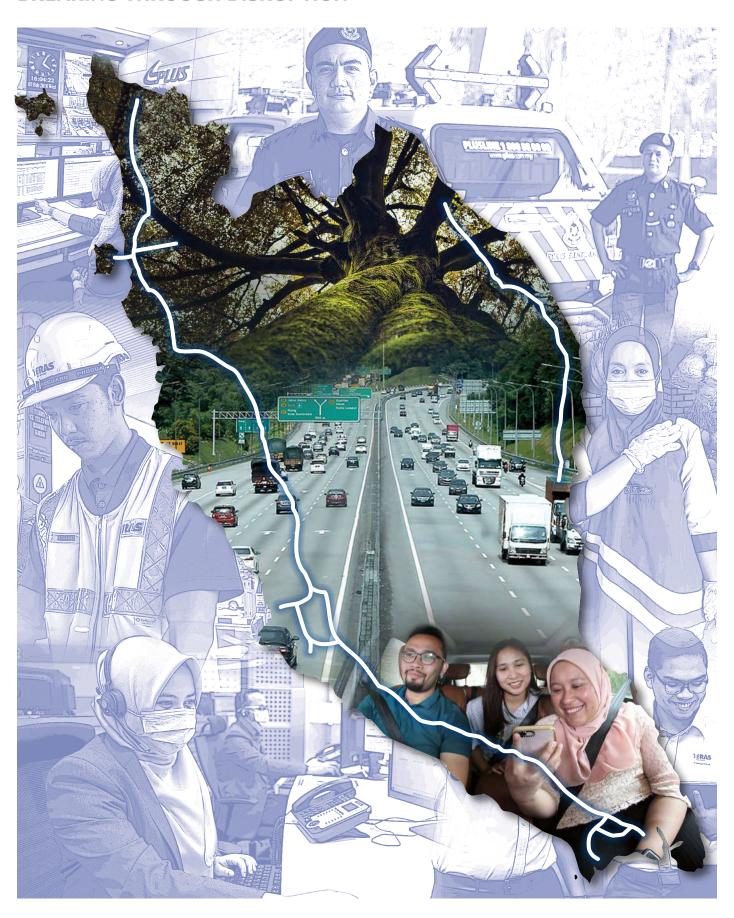


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COVER RATIONALE

The cover for our inaugural voluntary Sustainability Report, themed 'Breaking Through Disruption', reflects our success in connecting people and communities, as well as providing a safe and comfortable journey to our customers despite the challenges faced in 2020. Furthermore, it underscores the vital role we play in Nation-building as we strive to deliver sustainable value not only for our business, but also for society and the environment as a whole. Set against the backdrop of over 1,130km of highways we manage in Peninsular Malaysia, the cover of this Sustainability Report visualises our purpose of *Taking Good Care of You, Every Step of the Way*.



This is PLUS Malaysia Berhad's (PLUS) inaugural Sustainability Report following the formalisation of our sustainability agenda and aspirations in 2020. In this Report, we disclose our approach to sustainability, the governance functions we have put in place, the matters identified as material to our business and our stakeholders, as well as the efforts we have taken to address those matters.

This Report provides our stakeholders with a balanced and fair view on the value we created across the Environmental, Social and Governance (ESG) spectrum.

It also steers us towards ingraining best practices in all aspects of our business to ensure its sustainability, as well as that of our stakeholders and the environment, as we aspire to lead by example as the Nation's leading highway operator and a Government-Linked Company (GLC).

SCOPE AND BOUNDARIES

The information disclosed in this Report covers all of PLUS' operations, which manage over 1,130km of highways in Peninsular Malaysia.

To ensure the accuracy and completeness of data, statistics and information in this Report, we have placed appropriate internal controls and verification processes. We also seek to consider third-party assurance on our data for future reports.

Unless otherwise stated, this Report covers our activities for the period 1 January 2020 to 31 December 2020.

REPORTING STANDARDS

Through this voluntary report, we adopted corporate reporting best practices guided by Bursa Malaysia Berhad's Sustainability Reporting Guide (2nd Edition) and the Securities Commission's Malaysian Code on Corporate Governance.

This Sustainability Report has been prepared in accordance with the Global Reporting Initiative's (GRI) Standards: Core option. Additionally, in line with our efforts to embrace the United Nations Sustainable Development Goals (SDGs), where relevant, we have linked our sustainability initiatives to the SDGs.

FEEDBACK

We welcome feedback on this Report as we seek to continuously improve not only our disclosure standards, but also our overall efforts in integrating sustainability practices within our organisation. Inquiries and comments may be shared to us via e-mail at sustainability@plus.com.my or communication channels available as stated on our website, sww.plus.com.my.

COVID-19 PRECAUTIONARY MEASURES

We observed strict adherence to COVID-19 standard operating procedures (SOPs) during the production of this Report. Photos taken without personal protective equipment (PPE) were taken prior to the COVID-19 pandemic.





Throughout this Report, we placed multiple QR codes embedded with external links to provide you with more information on sustainability, as well as to various PLUS' Social Media platforms. Kindly scan this QR code to be directed to PLUS' corporate website.



DELIVERING SUSTAINABLE OUTCOMES FOR ALL



DEAR STAKEHOLDERS,



I am pleased to present PLUS' inaugural voluntary Sustainability Report for the year 2020. This Report shares our progress towards achieving our sustainability aspirations, where we share various sustainability-driven initiatives we have undertaken and built upon our sustainability agenda for the future.

Note: PLUS' stakeholders include Government and Regulators, Investors (Sukukholders), Shareholders, Employees, Customers, Business Partners and Vendors, Public, Non-Governmental Organisations (NGOs) and External Experts.

I must emphasise that one of our key corporate values is Taking Good Care of You, Every Step of the Way which forms the creed of our day-to-day operations but also in ensuring that we contribute to sustainable development in Malaysia.

As Malaysia's leading highway operator, with a footprint across seven states spanning over 1,130km, we are conscious of the critical role we play in meeting the Government of Malaysia's visions as well as our responsibilities towards our customers and stakeholders, ranging from our highway customers, vendors, business partners and local fence line communities, among others. Hence, it is imperative for PLUS to ensure that we are sustainable towards our business, operations and people, and demonstrate our commitment towards preserving the environment, being socially responsible and upholding good governance. I must emphasise that our brand purpose is *Taking Good Care of You, Every Step of the Way* which forms the creed of our day-to-day operations but also in ensuring that we contribute to sustainable development in Malaysia.

Our Board of Directors (Board) have long embraced the role of PLUS in nation-building and its impact on our various stakeholders and fully realising the importance of Environmental, Social, and Corporate Governance

(ESG). A diverse composition of the Board consisting of representatives from our shareholders as well as independent representation provides the catalyst in advocating good sustainability practices. Indeed, sustainability is a key agenda of the Board, not only because it is the right thing to do but because collectively, we believe in its ability to enhance value creation to our stakeholders of today and tomorrow.

In the wake of 2020, the world was faced with an unprecedented new challenge, the emergence of COVID-19 which affected the operations of organisations around the world and more so, all of us at a personal level. A challenge like this needed to be responded with strength, agility, and perseverance. This has compelled us to accelerate or find new ways of doing business to safeguard health and safety, while minimising socioeconomic disruption towards ensuring the well-being of our business, stakeholders and the environment in the long-term. Hence, we at PLUS established a comprehensive COVID-19 response and recovery strategy, in which we recognised the importance of sustainability more so than ever.

With this, PLUS is confident of rising to the challenge in the current landscape, harnessing new opportunities for future value creation and ensuring in the future, our highways provide the same, or even better level of comfort and safety that Malaysians enjoy today.



Penang Bridge



What Sustainability Means to PLUS

We have in place a sustainability framework supported by 25 material sustainability matters and our aspirations for each of these matters. We prioritised 13 material sustainability matters according to their importance to our business and our stakeholders and we will measure the achievement of our sustainability aspirations against our targets taking into account ESG considerations.



- Air Pollution (Greenhouse
- Water Management
- Waste Management
- Sustainable Materials
- Ecological Impacts





SOCIAL

- Agile Workforce



GOVERNANCE

- Ethics and Integrity
- Risk Management
- Responding to Crisis and Emergency
- Data Security
- Compliance to Laws and Regulations
- Financial Management



Delivering Our Purpose

It is important to note that while this is PLUS' first voluntary Sustainability Report which records our sustainability activities and achievements thus far, in recent years, we had already put in place numerous initiatives geared towards sustainability. In 2020, based on our sustainability framework, we were able to more clearly define the outcomes of our initiatives as follows:

Environmental

At PLUS, we look at environmental aspects holistically covering our material sustainability matters, comprising energy management, greenhouse gas (GHG) emissions, water management, waste management, sustainable materials and ecological impacts.



Hospital Sungai Buloh Interchange, North-South Expressway

In 2018, we introduced PLUS Green Roadmap to chart our course in adopting environmental initiatives in our operations. The PLUS Green Roadmap built on our previous efforts to ensure we minimise negative environmental impacts in our business, beginning with our ISO 14001:2015 Environmental Management System certification in 2016.

The PLUS Green Roadmap identified three objectives towards transforming PLUS into a green organisation: leveraging on green technology for operational excellence and competitiveness of our expressway and services; providing a holistic plan for deployment and implementation of green technology, green practices and green culture; and aligning our business growth with our sustainability commitment.

With the PLUS Green Roadmap in place, we have been able to achieve considerable strides in greening our business, starting with our own corporate headquarters, Persada PLUS. In 2019, the Sustainable Energy Development Authority (SEDA) Malaysia awarded our building with a 1-Diamond rating in its Low Carbon Buildings Assessment (Greenpass Operation). The rating recognised our achievement to reduce emissions by 6.75%, equivalent to approximately $287tCO_2$ /year. To illustrate this, these savings are equivalent to the following activities and items:

Reduction of emissions at our headquarters, Persada PLUS, is equivalent to:



7,170



667



49

household energy needs*

* Assumption of 4 people per household

Source: https://www.epa.gov/energy/greenhouse-gases-equivalencies-calculator-calculations-and-references

While this recognition is important for us, we do realise that this impact must be amplified. Going forward, we will continue to implement initiatives on emissions reduction as we seek to improve our SEDA Diamond rating.

Social

Our social initiatives form a vital component of our sustainability efforts. To ensure that we provide positive value in relation to our social stewardship, we focused our efforts on three key components – our workplace, operations and community.

Safety of Warga PLUS, their families and our community is of utmost importance to us. PLUS is the first highway company in the country to be certified with ISO 39001:2012 Road Traffic Safety Management System. In 2020, Malaysian Institute of Road Safety Research (MIROS) awarded PLUS the No.1 Ranking 'Safest Closed Toll Highway', which all bear testament to our efforts in championing highway safety.



Safety of Warga PLUS, their families and our community is of utmost importance to us.

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In adapting to the new norms required to curb the spread of COVID-19, we developed our Health, Safety, Security and Environment (HSSE) Prevention and Control Barrier Framework. The Framework applies to our employees, contractors and contract workers, visitors, business partners and customers, and guides the development of COVID-19 Standard Operating Procedures (SOPs) for our assets and facilities.

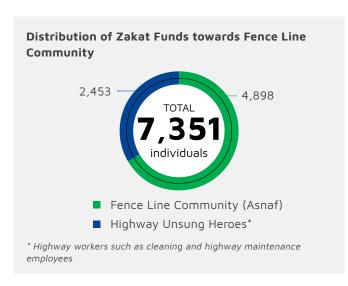
Even before the pandemic, we have continuously emphasised technology advancements to ensure maximisation of productivity. Therefore, when the Government announced the implementation of the Movement Control Order (MCO) on 18 March 2020, we were equipped with digital solutions and tools to enable Warga PLUS to work from home or remotely. All Board and Management meetings were done digitally, and Warga PLUS were equipped with relevant tools to work from home.

Throughout the pandemic, we contributed personal protective equipment (PPE) and medical equipment to the Nation's medical frontliners, as well as PPE for our own frontline employees in addition to providing three daily meals to Warga PLUS who were required to work during the first Movement Control Order (MCO 1.0) implemented in March 2020.

Our COVID-19 response also included efforts taken as part of supporting our fence line communities, which we have identified among our social material matters encompassing activities designed to uplift the socioeconomic status of communities living and working within 30km to 50km radius from our highways. During the year, we channelled zakat



Zakat presentation to Majlis Agama Islam Negeri Johor in February 2020



funds to over 7,000 fence line community members and our Highway Unsung Heroes made up of highway workers such as cleaning and highway maintenance employees. The channelling of zakat funds is facilitated by our role as an authorised agent of state zakat authorities and since 2020, we channelled some of the zakat funds directly to the asnaf who fulfil the requirements set by the states' Zakat Collection Centres. These included highway workers who are employees of our contractors. For us, this is an important effort to ensure that no one is left behind, and targeting the most vulnerable members of our fence line communities is the focus of our efforts in 2020.



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Governance

We strive to uphold good governance and have put in place measures and mechanisms which have led us to embody the principles of good governance standards throughout our operations. This includes the introduction of relevant frameworks and policies, where we succeeded in embedding governance procedures in all our decision-making processes, ensuring the highest standards of accountability and transparency.

We have in place an experienced Board to steer the organisation, bringing the right insights to the table. The Board is supported by relevant Board Committees which provide insights into key areas. We have strengthened our governance by establishing the Board Governance, Risk and Compliance Committee (BGRCC) as the dedicated Board Committee to provide oversight of our sustainability efforts (comprising ESG elements) to signal our top-level commitment to sustainability.

We have also introduced a Board Investment and Tender Committee (BITC) to further reinforce good governance in investment and procurement matters within the organisation. Additionally, we have the Board Nomination and Remuneration Committee (NRC) that reviews all matters relating to Warga PLUS and their well-being, appointment of senior executives and their performance and remuneration. All Board Committees provide recommendation to the full Board for final approvals.





Berita Harian, 31 August 2020

Addressing our risks through good governance

As Board Chairman, I believe that an organisation requires a productive level of engagement between Board members and the Management. In this regard, the establishment of these new Committees also represents the level of scrutiny that the Board imposes on our operations as well as the continued empowerment the Board seeks to provide to Management in driving our purpose.

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As Board Chairman, I believe that an organisation requires a productive level of engagement between Board members and the Management.

In relation to sustainability, the BGRCC is supported by the Management Governance, Risk and Compliance Committee (MGRCC). Led by our Managing Director, the MGRCC guides the development and execution of sustainability strategies, policies and frameworks, and ensures a coordinated approach to our sustainability initiatives.

With this stringent framework for oversight in place, we recorded considerable achievements where in 2019 we picked up regional awards for our risk management practices. In 2020, we were accredited with the ISO 37001:2016 Anti-Bribery Management System (ABMS). The ABMS is awarded to organisations that have demonstrated comprehensive efforts undertaken to prevent, detect and respond to bribery. This also includes our strengthened and independent Whistleblowing Policy to provide a safe space for the reporting of misconduct.

Moving Forward

2020 was indeed a challenging year for us – not only due to the uncertainties plaguing our beloved nation in this age of COVID-19, but also the numerous challenges associated with the highway industry. Through all this, I am proud to say that the Board remains committed in ensuring that we are able to weather the storm while on track to deliver our vision of building the Smart Highway of the Future and becoming an exemplary leader in the industry.

I invite you to join us on this journey as our Sustainability Report details the crucial milestones on how we address sustainability. At PLUS, we remain steadfast in our commitment to deliver our obligations to our business, communities and the environment. We are excited to continue on this voyage by working hand-in-hand with all our stakeholders to secure a brighter future for all.

Dato' Mohamad Nasir Ab. Latif Chairman, PLUS Malaysia Berhad

SUSTAINABILITY AS A CORE DRIVER OF OUR BUSINESS STRATEGY



DEAR STAKEHOLDERS,



PLUS highway is the strategic backbone of Malaysia's transport infrastructure. It connects the border of Thailand in the north to the border of Singapore in the south with crucial connections to all major airports, seaports and major towns in Peninsular Malaysia. Our highways provide the pivotal link to all modes of transport be it on land, air or sea that promotes the transportation of people, goods, produce, medications and others. The North-South Expressway (NSE) facilitates the economic engines of the various states it transcends.

Therefore, the connectivity we provide must be convenient, comfortable and most importantly, safe. We do know Malaysian customers are well travelled globally, have experienced similar service levels elsewhere, thus expect the same at PLUS. While these are the fundamentals of a professionally managed expressway, at PLUS, we desire to up the ante to provide an experience that is valued and appreciated by not only our present customers but by our customers of tomorrow. This can only be achieved if we strive to transform PLUS into the Smart Highway of the Future.

For that reality to materialise, we firmly believe that the sustainability roadmap is a key factor, which will steer the organisation towards realising that vision.

Fortunately for us, we have already begun that journey since 2017 with multiple initiatives from our digital and cultural transformation workstreams, which today has begun to bear fruit.

Through this revitalisation process, the organisation reinforced its new corporate values to Warga PLUS, aligning their focus towards our greater purpose of future proofing PLUS to weather the storms that the future may bring.

In fact, the clarity of purpose driven by our new corporate values is what has bound us together to break through the disruption that was brought about by the COVID-19 crisis.

We cannot deny that last year tested humanity's resilience in unfathomable ways. As the operator of over 1,130km of highways in Peninsular Malaysia, we at PLUS were in a unique position to witness the turmoil that the pandemic inflicted on Malaysians.

From the slowdown in economic activity to the separation of loved ones and even the restrained discretionary travel due to the movement controls in place since 18 March 2020, the distress experienced by the rakyat and businesses alike was our own. As a GLC, we were also deeply cognisant of the Government's battle to contain the pandemic and its socioeconomic impact; and thus we remained alert to provide support where possible.



Community message on the COVID-19 vaccination programme



Over the decades, the realisation has dawned upon us that our responsibility as a business goes beyond simply managing our highway infrastructure.

More than ever, the landscape we are in today reaffirms the urgency for which PLUS has embedded sustainable practices within all levels of our operations and in our relationships with all our stakeholders. Over the decades, the realisation has dawned upon us that our responsibility as a business goes beyond simply managing our highway infrastructure.

Infrastructure development, highway safety and customer service excellence will always remain our core focus, however, we have also identified a breadth of other areas within our operations in which we can elevate the value we deliver to our stakeholders as well as the natural environment. This is in line with our purpose of *Taking Good Care of You, Every Step of the Way.*

Ingraining sustainability in our operations

As expressed by our Chairman, Dato' Mohamad Nasir Ab. Latif in his statement in this Sustainability Report, we have identified 25 material sustainability matters, including 13 prioritised matters, which we address to ensure sustainability across the ESG areas.

During the year in review, we saw the significance of embedding each of these matters into our operations. We are confident that with this renewed approach to our business, we will be in a better positioned to respond to our stakeholders and reshape a robust and sustainable future for PLUS.

To us, this means demonstrating our value as an innovative mobility service provider and thought leader which is agile in addressing emerging opportunities and risks, supports access to affordable mobility and continuously invests in safety and service excellence of our highways.

From the ESG perspective, this translates to adopting environmentally conscious solutions and using green technology, creating value for the rakyat and our customers through our services and embedding good governance in our operations.

The following are just some highlights of how we did so in the year in review in the areas directly linked to our day-to-day operations.

Leading the way as an environmentally conscious highway operator

Our environmental sustainability initiatives are aimed at reducing carbon emissions and increasing the use of renewable energy; leveraging green technology for operational excellence and competitiveness; and embedding good environmental practices and a sustainability mindset in our strategic and operational decision-making.

Among areas we identified to accomplish these goals is energy management, where we aspire to achieve 15% in energy savings from 2018-2022 compared to our 2016 baseline through the adoption of green technologies and the energy pyramidapproach of conservation, efficiency and elimination. To do so, we have aligned our energy management system with the ASEAN Energy Management Scheme (AEMAS) and ISO 50001:2011 Energy Management System.



Our headquarters, Persada PLUS, located in Petaling Jaya, Selangor

The system has allowed us to implement a structured framework to manage and improve our energy usage, including using solar energy and LED lighting at Persada PLUS, our corporate headquarters, Rest and Service Areas (RSAs) and on the highways, as well as providing solar powered electric vehicle charging stations at some of our RSAs. To further strengthen the capacity of Warga PLUS, seven Warga PLUS have been trained with the required skills and competencies in green practices and green technology and are Certified Energy Managers.

As a result of our efforts, during the year in review, Persada PLUS was named the winner of the Energy Management (Large Building) category for energy efficiency at the National Energy Awards 2020. We were also named runner-up at the ASEAN Energy Awards 2020 under the Energy Management of Large Buildings category. These awards reaffirm our efforts to undertake energy management not only to meet our business goals, but also to benefit society at large and in meeting international standards.

Another area where we have incorporated environmental considerations is in the adoption of sustainable materials throughout our business and operations. This includes building a supply pipeline of sustainable and non-harmful materials for use.

To this end, we utilise recycled asphalt to resurface parking areas at our RSAs, lay-bys and overhead bridge restaurants. We are also working to reduce the use of single-use plastics at our RSAs and are exploring the use of alternative materials such as rubberised roads to resurface our highways.



These awards reaffirm our efforts to undertake energy management not only to meet our business goals, but also to benefit society at large and in meeting international standards.



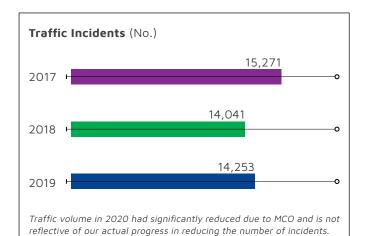
Yong Peng Lay-by Southbound

Putting society at the heart of our operations

As an organisation which cares for the well-being of our customers, we put road safety first and foremost, aspiring to provide safe and reliable roads by incorporating the 3E (Engineering, Education and Enforcement) approach to protect road users from potential hazards on the road. This has allowed us to keep the accident rate on our highways lower than that of federal roads.

We also lend our expertise in road safety as an experienced highway operator through our close collaborations with authorities such as the Jabatan Pengangkutan Jalan (JPJ), the Lembaga Lebuhraya Malaysia, Polis Diraja Malaysia (PDRM), the Malaysia Road Safety Department and the Malaysian Institute of Road Safety Research (MIROS). Together, we lead industry efforts to improve and enhance safety on our highways through regular monitoring, enforcement and public safety awareness programmes.

Our various road safety initiatives had contributed to a reduction in the number traffic incidents since 2017.





Entry at Kempas Toll Plaza



Facade Lighting at Menora Tunnel, North-South Expressway

Traffic congestion management is an area of importance to us. Our goal is to provide proactive traffic management to optimise the Level of Service and reduce incidental, seasonal and periodical congestion at targeted locations.



The use of digital payments at our toll plazas is also one example of our efforts in digitalisation and innovation, where we aspire to intensify digitalisation to increase workplace efficiency while striving for full elimination of manual processes.

We also strive to adopt innovative solutions to ease traffic congestion and improve customers' experience on our highways. Data-driven methodologies are being utilised to analyse traffic patterns and customers' driving behaviours, providing PLUS with effective solutions to improve our traffic flow by distributing traffic and maximising the capacity on our mainline highways. Specific challenge in reducing bottlenecks at our toll plazas are also being complemented by other initiatives such as promoting digital and cashless toll payments.

The use of digital payments at our toll plazas is also one example of our efforts in digitalisation and innovation, where we aspire to intensify digitalisation to increase workplace efficiency while striving for full elimination of manual processes. This is also in line with the newly launched Malaysia Digital Economy Blueprint, demonstrating our support of government advocacy for technology.





Our pilot cashless payment projects at one of the Rest and Service Area (RSA)



We have improved our Customer Satisfaction Index to 82% in 2020 from 79% in 2019 and our Net Promoter Score, which measures the likelihood of customers to recommend our products and services to others, to 21 in 2020 from just 6 in 2019; and a low of -1 in 2018.

Among the initiatives we have put in place include enhancing services on our website, enabling real-time data updates and using analytics platforms to facilitate better decision-making. Our subsidiary, TERAS, is working with existing partners such as Touch 'n Go and financial services providers to offer digital payments, fintech and RFID solutions at our facilities.

As we embrace the digital way of working throughout various internal processes, we engage with Warga PLUS to facilitate their adoption of our new processes and procedures. We are pleased to note that through TERAS projects, we have almost halved the time needed to complete various processes.

Ultimately, the bulk of the initiatives we execute in our day-to-day operations are geared towards elevating the customer experience. With a goal of delivering seamless journey experiences and becoming the preferred choice for road travel, we introduced various innovative digital and physical touchpoints to improve customer experience.

As a result of these efforts, we have improved our Customer Satisfaction Index to 82% in 2020 from 79% in 2019 and our Net Promoter Score, which measures the likelihood of customers to recommend our products and services to others, to 21 in 2020 from just 6 in 2019; and a low of -1 in 2018. However, as an organisation, this result shows there is room for improvements, thus we will continue to strive for improved customer experience as we aspire to move our customer service levels to hospitality industry standards.

Additionally, our Reputation Index has also improved, which takes into account our brand perception, by leaps and bounds in the past two years, improving our score to 79 in 2020 from 67 in 2019. This makes us to top ranking from the low ranking of 20 received in 2018.

These results bear testimony to the embodiment of our purpose of *Taking Good Care of You, Every Step of the Way* and more importantly, demonstrate the growing trust we have earned from our customers throughout the years.



Harian Metro, 16 September 2020

Addressing our risks through good governance

The past year highlighted the importance of addressing our risks to ensure the sustainability of our business. In line with the enhancement of our governance, we continue to embed effective risk management practices throughout our operations.

To this end, we have established our enterprise risk and resilience function to oversee risk management and instil a culture of risk awareness at PLUS. This is further institutionalised through our Enterprise Risk Management (ERM) framework which defines our risk strategy, appetite and tolerance. The framework also outlines key accountabilities and responsibilities, integrating ERM into our business planning and strategy.

With the progressive digitalisation of our processes and our journey into big data, we seek to institutionalise stringent standards of data management in line with local and international standards to ensure data security, protect customer privacy and avoid cyberthreats.

Among efforts we have taken in this area include the introduction of our Data Governance Framework to strengthen our data management ecosystem through robust rules and guidelines on the management and usage

of data across PLUS. Steered by our purpose of caring for all our stakeholders, we are committed to implementing the required data security controls to preserve our customers' trust and confidence.

Moving Forward

With our lives and business indelibly changed by the COVID-19 crisis, we are more committed than ever to embed sustainability practices within our operations. Guided by our purpose of *Taking Good Care of You, Every Step of The Way*, we are acutely aware of our need to integrate ESG matters in all aspects of our business to meet the needs and ensure the well-being of our stakeholders as well as the environment. Through the holistic measures we are taking now, we look forward to delivering the Smart Highway of the Future for the benefit of today's customers and tomorrow's generations.

Detúk Azman Ismail Managing Director PLUS Malaysia Berhad







OUR BACKGROUND

Incorporated on 29 November 2010, PLUS Malaysia Berhad (PLUS) was established to acquire all local assets and liabilities of PLUS Expressways International Berhad (PLUS Expressways), formerly a listed entity. As part of this exercise, PLUS acquired the following subsidiaries from PLUS Expressways:

- 1. Projek Lebuhraya Utara-Selatan Berhad;
- 2. Expressway Lingkaran Tengah Sdn. Bhd. (ELITE);
- 3. Linkedua (Malaysia) Berhad (Linkedua);
- 4. Konsortium Lebuh Raya Butterworth-Kulim (KLBK) Sdn. Bhd. (KLBK); and
- 5. TERAS Teknologi Sdn. Bhd.

PLUS also acquired Penang Bridge Sdn. Bhd. (PBSB), which was then the concession owner of Jambatan Pulau Pinang, from UEM Builders Berhad, a subsidiary of PLUS' shareholder, UEM Group Berhad.

In 2011, Projek Lebuhraya Usahasama Berhad, a wholly owned subsidiary of PLUS, was incorporated to undertake the consolidation of existing highway concessions acquired under a single entity, including undertaking the novation of all highway concessions from the respective concession companies, namely Projek Lebuhraya Utara-Selatan, ELITE, Linkedua, KLBK and PBSB. Subsequently, PLUS' acquisition of all local assets and liabilities from PLUS Expressways was completed on 12 January 2012.

In 2016, PLUS incorporated Lebuhraya Pantai Timur 2 Sdn. Bhd. (LPT2) to manage, maintain and operate the East Coast Expressway Phase 2.

With the completion of the highway concession consolidation, PLUS (through Projek Lebuhraya Usahasama Berhad and LPT2), is now the largest toll expressway operator in Malaysia and one of the largest in Southeast Asia. We are proud to establish a record of improving transportation convenience for travellers in Peninsular Malaysia over the three decades.

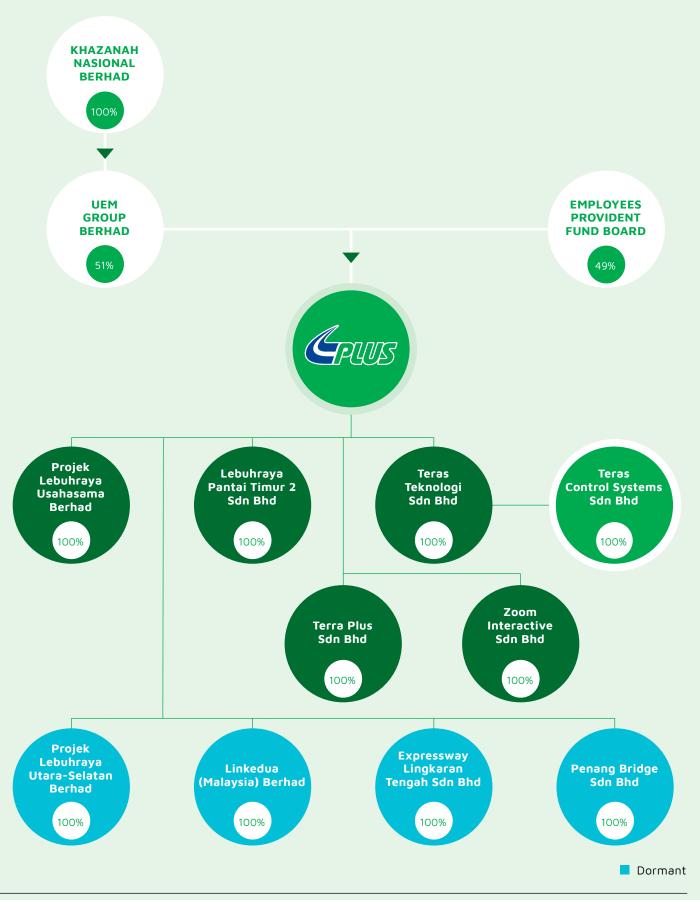
Our network of over 1,130 kilometres of highways across West Malaysia is crucial to sustainable economic and social development by ensuring safe transportation of goods and services, enabling job creation and providing citizens with freedom of movement.

Today, we are an industry leader, elevating the highway industry while leveraging on our digital revolution to better serve our customers. By embracing technology in all aspects of our services, we strive to deliver safer, smoother and more comfortable journeys to our customers, allowing them to enjoy a positive travelling experience.



Malaysia-Singapore Second Crossing (Linkedua)

OUR CORPORATE STRUCTURE



Sustainability Report 2020

OUR BRAND AND PURPOSE

At PLUS, our purpose lies in

Taking Good Care of You, Every Step of the Way

Safety



PLUS goes the extra mile to provide the safest travelling experience for everyone.

Comfort



PLUS cares for you and your family's comfort before, during and after the journey.

Social Impact



PLUS cares for the well-being and sustainability of local communities along our highways.

People



PLUS is the most admired company in Malaysia for fuelling the passion to serve the nation with care.

Technology



PLUS enables seamless and frictionless travel experiences through innovative, technologydriven solutions.

OUR VISION

To be a premier expressway group in the global arena

OUR MISSION

To provide efficient and safe expressway network that enhances the quality of life

OUR CORPORATE VALUES



Taking Care Of You



Do Things Better



Enterprise Focused



Take Pride In Results



Committed To Your Growth



Transparency And Open Communication

OUR HIGHWAY NETWORK



Projek Lebuhraya Utara-Selatan Berhad

- 1. North-South Expressway NSE
- 2. New Klang Valley Expressway NKVE
- 3. Seremban-Port Dickson Highway SPDH

Length: 805.8km **Concession Period**:

March 1988 to December 2038 (50 years)

Linkedua (Malaysia) Berhad

4. Malaysia-Singapore Second Crossing LINKEDUA

Length: 47km **Concession Period**:

July 1993 to December 2038 (45 years)

Penang Bridge Sdn. Bhd.

5. Penang Bridge PB

Length: 13.5km **Concession Period:**

September 1993 to December 2038 (45 years)

Expressway Lingkaran Tengah Sdn. Bhd.

6. North-South Expressway Central Link **ELITE**

Length: 63km **Concession Period**:

April 1994 to December 2038 (44 years)

Konsortium Lebuhraya Butterworth-Kulim Sdn. Bhd.

7. Butterworth-Kulim Expressway BKE

Length: 17km **Concession Period**:

June 1994 to December 2038 (44 years)

Lebuhraya Pantai Timur 2 Sdn. Bhd.

8. Kuala Terengganu-Jabor LPT2

Length: 184km **Concession Period:**

July 2016 to July 2034 (18 years)

OUR OPERATIONS

Our Customer Journey

- 1 Toll Plaza CCTV
- 3 Street Lighting
- 5 Rest Service Area/Overhead Bridge Restaurant/Lay-By
- Speed Limit Road Sign

- 2 High Mast Lighting
- 4 Directional Signage
- 6 PLUS Mobile App
- 8 Landscaping



Our Infrastructure and Activities

Facilities



Toll Plazas



Interchanges



Rest and Service Areas



Overhead Bridge Restaurants





Public Restrooms



Suraus

Assets



Lane-KM Pavement



Bridges



Tunnels



4,055 KM Highway Guardrail Barriers



Wire Rope Safety Barriers



OUR OPERATIONS

- 9 Highway CCTV
- 11 Motorcycle Shelter
- 13 UAV Drone (first stage trial)
- 15 PLUSRonda Patrol Vehicle

- 10 Emergency Telephone
- 12 Variable Messaging Sign
- 14 Vista Point







Variable Message Signs (VMS)





Emergency Telephones







Patrolling Services



17 Tow Trucks



22 Slide Decks



Patrol



39 Motorbikes



571 Patrolmen

OUR BOARD AND MANAGEMENT STRUCTURE

PLUS' Governance Structure

We are committed to uphold high standards of integrity and good governance across our business activities and operations to safeguard the interests of our internal and external stakeholders.

We established necessary governance mechanisms to define relationships between the Board, Management, employees and other stakeholders. This is important to provide clarity on strategic direction, define delegation of authority, and ensure accountability.

Today, PLUS is led by a group of experienced Board of Directors who bring a wide mix and range of experience and expertise in relevant fields such as accounting, finance, economics, management, sustainable development and engineering. The Board of Directors oversee PLUS' business activities, bringing their independent and sound judgement on issues encompassing strategy, performance, resources and standards of conduct.

Board Committees

Board Committees are established to assist the Board of Directors in discharging of statutory and fiduciary responsibilities. The Board Committees and their functions are as follows:

Board Governance, Risk and Compliance Committee (BGRCC)

Provides oversight and steer on all corporate governance, risk management, compliance, sustainability and integrity matters.

Board Nomination and Remuneration Committee (BNRC)

Provides recommendation to the Board on the nomination of new Directors, Board Committee members and Senior Management. In addition, the BNRC assists the Board in establishing appropriate succession plans, reviews performance and recommends remuneration packages for Senior Management.

Board Investment and Tender Committee (BITC)

Reviews investment projects and tender proposals which exceed the approved Discretionary Authority Limits (DAL) of the Managing Director, in line with the Board's delegation of power.

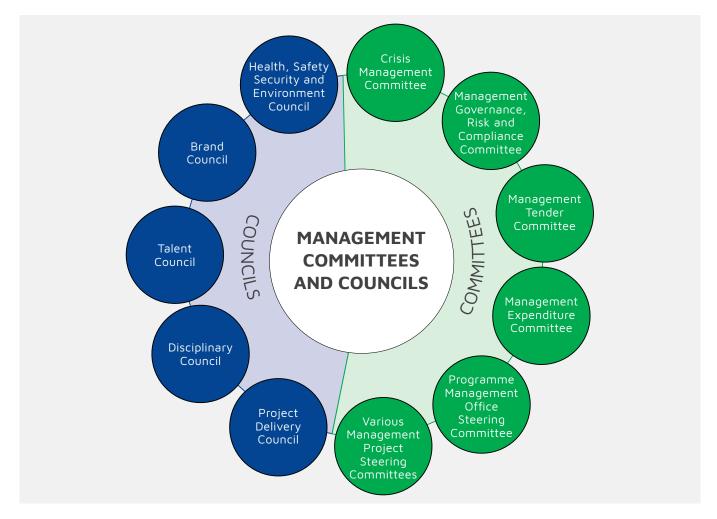
Board Audit Committee (BAC)

Provides oversight over the adequacy of internal controls, financial reporting process and management information systems, including related party transactions.

OUR BOARD AND MANAGEMENT STRUCTURE

Management Committees and Councils

The Managing Director is supported by an experienced leadership team and has set up organisation-wide committees and councils, led by the Managing Director himself. These committees and councils assist the Managing Director to execute initiatives following the Board's steer and provide avenue for collective deliberation, monitoring and problem solving to drive effective and efficient operations.





Conference Room, Persada PLUS



DATO' MOHAMAD NASIR AB. LATIF

Non-Independent Non-Executive Chairman







Academic/Professional Qualification/Membership

- Bachelor in Social Science (Economics) from Universiti Sains Malaysia
- Certified Diploma in Accounting and Finance (ACCA)
- Master of Science in Investment Analysis from the University of Sterling, United Kingdom

Experience

- Dato' Mohamad Nasir's career at the Employees Provident Fund Board (EPF) spanned 37 years, starting out as an Enforcement Officer and rising through the ranks to become General Manager of the International Equity Department before becoming EPF's Investment Chief in 2013.
- He retired as Deputy Chief Executive Officer (Investment) from EPF on 31 December 2019.
- Throughout his career, he has been an active advocate of good governance in corporate Malaysia. This involves regular engagements via public dialogues with the Government, regulators and industry leaders to propel stakeholder value.
- He was also part of the Joint Working Team of Putrajaya Committee for GLC (PCG) High Performance Transformation Programme, which is part of the Government's effort at improving performance of Government-Linked Companies (GLCs) by coordinating initiatives to enhance Board structures, regulatory environment, capital management, leadership and human capital development, among others.
- In 2019, Dato' Mohamad Nasir was Chairman of the Institutional Investors Council Malaysia.
- He is currently the Chairman of the Investment Panel of Kumpulan Wang Persaraan (Diperbadankan).

- Malaysian Resources Corporation Berhad
- Malaysia Airports Holdings Berhad
- United Plantations Berhad
- RHB Bank Berhad
- Yinson Holdings Berhad



DATUK AZMAN ISMAIL

Managing Director







♠ Academic/Professional Qualification/Membership

 Bachelor of Science in Chemical Engineering, University of Nebraska Lincoln, United States of America

Experience

- Datuk Azman was formerly the Managing Director of Shell Malaysia Trading Sdn. Bhd. and General Manager of Retail Business, overseeing Shell's petroleum retailing in Malaysia and Brunei, two positions he held concurrently.
- His 30-year distinguished career at the global oil and gas company saw him hold several key roles including those in operations, retail as well as finance. Datuk Azman also headed the transformation of the retail business in Malaysia, leading to Health, Safety, Security and Environment (HSSE), customer focus, business controls and turnarounds. His firm advocate of safety was instrumental in PLUS' achievement of becoming the first highway concessionaire to introduce the Expressway Operation Safety Passport (EOSP) in the country.
- A staunch advocate of technology innovation, he led PLUS to win Malaysia's Digital Transformer Award as well as the first runner-up at the 2020 ASEAN Energy Award for its successful implementation of digital and sustainability initiatives. He has earmarked PLUS as a globally recognised highway by winning the MIROS Safest Closed Toll Highway in 2020 and the prestigious Prince Michael International Road Safety Award in 2019.
- Datuk Azman is also a sought-after speaker by the academia like Universiti Sains Malaysia and Universiti Teknikal Malaysia Melaka and the highway industry, and has been asked to share his experience and expert insights at numerous CEO engagement platforms.

- Projek Lebuhraya Usahasama Berhad
- TERAS Teknologi Sdn. Bhd.
- Lebuhraya Pantai Timur 2 Sdn. Bhd.
- Board Member of Malaysian Institute of Road Safety (MIROS)
- President of the Association of Highway Concessionaires Malaysia (PSKLM)



DATO' MOHD IZANI GHANI

Non-Independent Non-Executive Director







Board Committee Memberships

- Governance, Risk and Compliance Committee (Chairman)
- Audit Committee

Academic/Professional Qualification/Membership

- Bachelor of Science (Economics) specialising in Accounting and Finance from the London School of Economics and Political Science, United Kingdom
- Fellow of the Association of Chartered Certified Accountants (ACCA)
- Member of the Malaysian Institute of Accountants (MIA)
- Member of the Chartered Institute of Islamic Finance Professionals

Experience

- Dato' Mohd Izani was appointed as an Executive Director of UEM Group Berhad (UEM Group) on 1 January 2019 and subsequently redesignated as the Managing Director on 1 August 2019.
- He has over 27 years of investment and management experience. Prior to joining UEM Group, he was the Executive Director, Investments at Khazanah Nasional Bhd. (Khazanah) where he oversaw its Turkey Regional Office.
- He was formerly Khazanah's Chief Financial Officer where under his leadership, it issued many landmark Sukuk transactions including exchangeable and Social Impact Sukuk.
- He had also previously served at Putrajaya Holdings Sdn. Bhd. and Renong Group.

- PLUS Expressways International Berhad
- Projek Lebuhraya Usahasama Berhad
- UEM Group Berhad
- UEM Sunrise Berhad
- UEM Edgenta Berhad
- UEM Builders Berhad
- Cement Industries of Malaysia Berhad (CIMA)
- Yayasan UEM
- Konsortium ProHAWK Sdn. Berhad
- Samsung C&T Corporation UEM Construction JV Sdn. Bhd.
- Uniquest Infra Ventures Private Limited



ROHAYA MOHAMMAD YUSOF

Non-Independent
Non-Executive Director







Board Committee Membership

 Governance, Risk and Compliance Committee

Academic/Professional Qualification/Membership

- Bachelor of Commerce degree from Australian National University, Canberra, Australia
- Associate Member of Certified Practising Accountant (CPA)
 Australia

Experience

- Rohaya is the Chief Investment Officer of the Employees Provident Fund of Malaysia (EPF), appointed in January 2020.
- She started her career with Arthur Andersen & Co. as a Senior Financial Consultant in the Audit Division in 1988.
- In 1990, she joined Maybank Investment Bank and was promoted to the position of Executive Vice President, Corporate Investment Banking in 2005.
- She joined Employees Provident Fund (EPF) Investment Division as Head of Corporate Finance in 2008 and was appointed in 2011 as Head of Capital Market Department overseeing global and domestic fixed income. In 2017, she was appointed as Head of Private Market, whose primary function is to invest in Private Equity, Infrastructure, Global and Regional Real Estates.
- Rohaya is currently Chairman of the Institutional Investors Council Malaysia (IIC), helming the position since her appointment in January 2020.
- She is currently a Board of Trustees of Yayasan Khazanah.

Directorship in Other Companies and Organisations

- Projek Lebuhraya Usahasama Berhad
- Malaysian Resources Corporation Berhad
- United Plantations Berhad
- Yinson Holdings Berhad.
- Yayasan Khazanah

Note:

While Rohaya is not a member of the PLUS Board, she is a Board Member of Projek Lebuhraya Usahasama Berhad (a wholly owned subsidiary of PLUS), a key entity which drives sustainability operations within PLUS.





WONG SHU HSIEN

Non-Independent Non-Executive Director







Board Committee Memberships

- Nomination and Remuneration Committee
- Investment and Tender Committee

♠ Academic/Professional Qualification/Membership

- Degree in Economics from University of Cambridge, United Kingdom
- Masters in Economics from the London School of Economics and Political Science, United Kingdom
- Chartered Financial Analyst (CFA)

Experience

- Wong Shu Hsien joined Khazanah Nasional Bhd. in February 2005 from Bina Fikir Sdn. Bhd. and is currently a Director of Investments at Khazanah Nasional Bhd.
- Previously she worked in a private equity firm called Emerging Markets Partnership, the Principal Advisor to AIG Infrastructure Fund II.

- UEM Group Berhad
- Malaysia Airports Holdings Berhad



MOHAMAD HAFIZ KASSIM

Non-Independent Non-Executive Director







Board Committee Memberships

- Nomination and Remuneration Committee
- · Investment and Tender Committee
- Audit Committee

Academic/Professional Qualification/Membership

- Bachelor of Science (Economics) degree, majoring in Accounting and Finance from the London School of Economics and Political Science, United Kingdom
- Fellow of the Association of Chartered Certified Accountants (ACCA)
- Chartered Financial Analyst (CFA)

Experience

- Hafiz began his career at Telekom Malaysia as an Investment Analyst in 1997 and prior to that, worked at PricewaterhouseCoopers (PwC) (Kuala Lumpur and London) and Daiwa Capital.
- He joined the EPF in 2008 and has led various investment departments including Private Markets, Capital Markets and Real Estate.
- In addition to his role at the EPF, he is the Managing Director of Kwasa Land Sdn. Bhd., the master developer of Kwasa Damansara township.
- He has over 20 years of corporate experience, with vast expertise and knowledge in Real Estate, Capital Markets, Private Equity, Financial Services and Accounting.

- Dialog Group Berhad
- QSR Brands (M) Holdings Bhd.
- SWM Environment Sdn. Bhd.
- Kwasa Land Sdn. Bhd.



DATO' NOORAZMAN ABD AZIZ

Independent
Non-Executive Director







Board Committee Memberships

- Nomination and Remuneration Committee (Chairman)
- Investment and Tender Committee (Chairman)
- Governance, Risk and Compliance Committee

♠ Academic/Professional Qualification/Membership

- Bachelor of Science (Finance) Louisiana State University, USA
- Practising member of the Chartered Institute of Islamic Finance Professionals (CIIF)
- Member of the Australian Institute of Company Directors
- Member of the Institute of Corporate Directors Malaysia

Experience

- Dato' Noorazman has over 37 years of experience in banking and finance, investments and capital markets after having served as Executive Director, Investments in Khazanah Nasional Bhd. (Khazanah) and served as Managing Director of Fajr Capital Ltd, a Khazanah investee company. He also held key positions in Citigroup, Bank Islam Malaysia Bhd., Kuala Lumpur Stock Exchange and Labuan Offshore Financial Services Authority (LOFSP), to name a few.
- He currently serves as Chairman of UEM Sunrise Berhad, Chairman of the Board of Trustees of Yayasan UEM, the philanthropic arm of UEM Group Berhad, and Chairman of Board of Trustees of International Centre for Education in Islamic Finance (INCEIF).
- He is also a member of the Investment Panel of Kumpulan Wang Persaraan Diperbadankan and sits on the Advisory Boards of Ancora Fund Management Co. in Indonesia and Creador Sdn. Bhd.
- He was the winner of the first Asian Banker Achievement Award 2005 for Islamic Finance.

- UEM Sunrise Berhad
- UEM Edgenta Berhad
- Kumpulan Perangsang Selangor Berhad
- Hong Leong Financial Group Berhad
- Yayasan UEM
- International Centre for Education in Islamic Finance (INCEIF)



LIM TIAN HUAT

Independent Non-Executive Director







Board Committee Membership

• Audit Committee (Chairman)

Academic/Professional Qualification/Membership

- Founding President and current Council Member of Insolvency Practitioners Association of Malaysia
- Fellow of the Association of Chartered Certified Accountants (ACCA)
- Member of the Malaysian Institute of Accountants (MIA)
- Member of the Malaysian Institute of Certified Public Accountants (MICPA)
- Member of INSOL International
- Bachelor of Economics (Honours)

Experience

- Lim Tian Huat has many years of experience in insolvency and reconstruction in Malaysia and internationally.
- He is a practising Chartered Accountant with his own firm, Rodgers Reidy Co.
- He co-authored the book entitled 'The Law and Practice of Corporate Receivership in Malaysia and Singapore'.
- He was a Commissioner to the United Nations Compensation Commission.
- He was a member of the Corporate Law Reform Committee under the purview of the Companies Commission of Malaysia.

- Pacific & Orient Insurance Co. Berhad
- Malaysia Building Society Berhad (quoted in Bursa Malaysia)
- MajuPerak Holdings Berhad (quoted in Bursa Malaysia)
- Anglo-Eastern Plantations PLC, a company publicly quoted on the London Stock Exchange

Sustainability Report 2020

OUR BOARD OF DIRECTORS



DATO' ROSLAN IBRAHIM

Non-Independent
Non-Executive Director







Academic/Professional Qualification/Membership

- Bachelor's Degree in Civil Engineering from University College of Swansea, United Kingdom
- Master's Degree in Business Administration from Heriot-Watt University, Edinburgh, United Kingdom

Experience

- Dato' Roslan who is currently the Director, Technical of Merdeka 118 Project, has over 30 years of industry experience which includes a proven track record in the construction and management of complex infrastructure projects.
- He started his career in 1981 and has been involved in several mega projects including the Peninsular Gas Pipeline, the 55-storey Menara Telekom, the Putrajaya Bridges and the Petronas Twin Towers. In the area of Business Development, he secured maiden projects in Sudan and Dubai during his tenure with MMC Engineering Group Berhad and IJM Corporation Berhad respectively.
- He joined UEM Group Berhad (UEM Group) in 2006 and brings along with him a wealth of cross functional experience from his background in Engineering and Construction as well as Business Development. During his tenure, he headed the project team to design and build the Sultan Abdul Halim Mu'adzam Shah Bridge, also known as Penang Second Bridge (P2B) Project. Having successfully completed the P2B Project, he was assigned as the Head of Group Business Development. Thereafter, he took up the position of President Director of PT Lintas Marga Sedaya, a former 55% subsidiary of UEM Group in Indonesia that undertook the 116km, RM4.4 billion construction of the Cikopo Palimanan Highway Project.
- On 1 August 2015 he was appointed Chief Operating Officer, Development of UEM Sunrise Berhad until he assumed the current position in 2018.
- Prior to UEM Group, he was the Acting Executive Director for Operations and Business Development in Puncak Niaga Holdings Bhd.

Directorship in Other Companies and Organisations

- · Projek Lebuhraya Usahasama Berhad
- · Cement Industries of Malaysia Berhad (CIMA)
- Samsung C&T Corporation UEM Construction JV Sdn. Bhd.

Note:

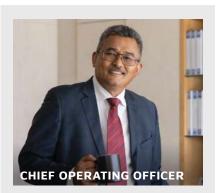
While Dato' Roslan is not a member of the PLUS Board, he is a Board member of Projek Lebuhraya Usahasama Berhad (a wholly-owned subsidiary of PLUS), a key entity which drives sustainability operations within PLUS.

OUR LEADERSHIP TEAM



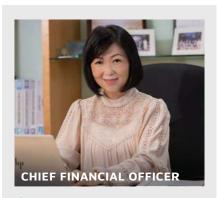
DATUK AZMAN ISMAIL

Datuk Azman is responsible for leading PLUS' strategy towards achieving its vision, mission and goals. He also provides guidance in developing and executing PLUS' sustainability strategies, frameworks and policies.



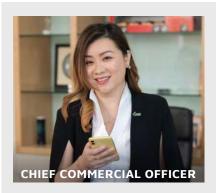
2 ZAKARIA AHMAD ZABIDI

Zakaria leads the day-to-day operations of PLUS, as well as the operational functions, health and safety, and maintenance of highway assets. In the area of sustainability, he ensures PLUS' sustainability initiatives are executed according to plan.



O CHAI YOKE FONG

Chai is responsible for the overall financial management of PLUS. She is tasked with managing PLUS' financial strategies and operations to ensure PLUS' obligations, as the single largest rated sukuk issuer in the country, is met at all times, while ensuring PLUS' long-term sustainability and returns to investors.



O CHRISTINE LIEW

Christine is responsible for formulating and implementing PLUS' commercial and customer strategies. She ensures PLUS adopts customer-centric sustainability practices throughout its commercial activities, including engaging with local communities, business partners and corporate organisations which conduct business with PLUS.



NORMA MOHD RAZALLI

Norma leads PLUS' talent management and industrial relations. Her role includes ensuring PLUS possesses a sufficient and capable workforce to undertake its sustainability initiatives, as well as overseeing all other initiatives related to Warga PLUS.



SATPAL SINGH

Satpal is responsible for the Governance, Risk and Compliance at PLUS. He has also been tasked to lead the Programme Management Office, PLUS' sustainability strategy and the coordination of sustainability practices at PLUS.



OUR LEADERSHIP TEAM



NOOR MEIZA AHMAD

Meiza advises on all legal and corporate secretarial matters for PLUS Group of Companies.



ZULKIPPLI HARON

Zulkippli manages and supervises PLUS' acquisition programmes, ensuring fair, efficient and effective procurement processes.



SYED MOHAMMED IDID SYED AHMED IDID

Syed leads PLUS' communications with its external stakeholders, including corporate, community and public engagement activities towards ensuring effective and transparent communications.



MUSTAKIM ILMAN MUSTAFA

Mustakim oversees the internal audit and control function, providing appropriate oversight into the PLUS' sustainability initiatives.



AZIS CHIN

Azis leads and oversees organisational change initiatives including spearheading the development of programmes to promote the agility of Warga PLUS.



Ir. MAIZATUL ZAILA KAMAROL ZAMAN

Maizatul is responsible for developing and monitoring the implementation of business strategies to enable achievement of strategic objectives and ensure the sustainability of PLUS.



2 ZULKEFLE IDRIS

Zulkefle in his capacity as Acting Chief Technology Officer oversees and leads the development, implementation and operation of technological ecosystems.



O UNGKU ZAKI UNGKUHAMZAH

Ungku Zaki as Acting Chief Executive Officer for TERAS and Head, Service Excellence champions TERAS' business improvement planning processes to align and prioritise improvement projects at the corporate and operational levels in TERAS.

WARGA PLUS

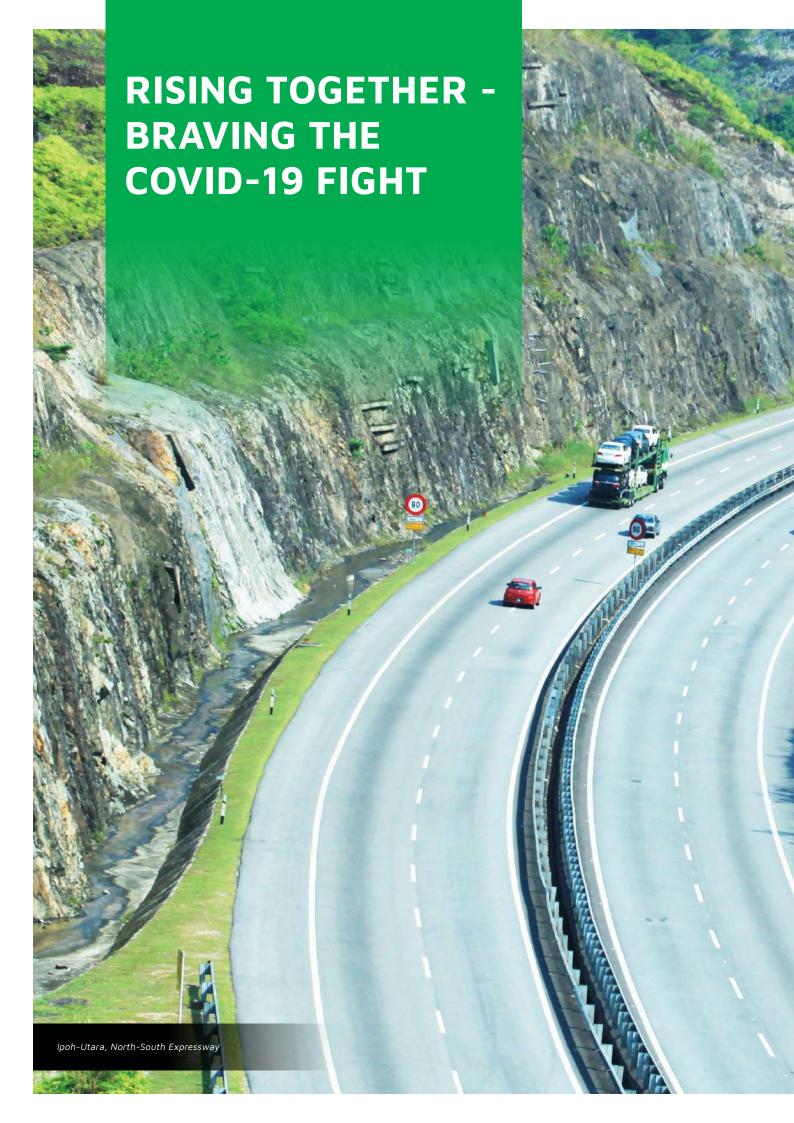








Photos were taken prior to the COVID-19 pandemic







Underscoring our organisation's purpose of Taking Good Care of You, Every Step of the Way, we are steadfast in supporting the activities of Malaysia's frontliners in the Nation's battle against the COVID-19 pandemic. Being cognisant of our role as the logistical lungs of Peninsular Malaysia's socioeconomic activities, we spared no effort to ensure seamless delivery of our services while protecting the health, safety, and well-being of all our stakeholders, from our own employees, our local communities, and business partners, through to our customers.

The following details the response we undertook since the implementation of Malaysia's first Movement Control Order (MCO 1.0) on 18 March 2020, which revolves around the following five objectives:



Ensuring the Continuity of Our Operations



Protecting Warga Plus



Supporting Our Value Chain to Flatten the COVID-19 Curve



Looking Out for Our Customers



Contributing to Our Fence Line Community



Ensuring the Continuity of Our Operations

In ensuring that we can continue delivering our services to the nation, we formulated a strategy to respond and recover, mobilised our crisis management team, and accelerated our digitalisation initiatives to safeguard the health and safety of Warga PLUS.

Formulating a the Right Strategy to Respond and Recover

As the nation reeled from the disruptions and dangers posed by COVID-19, we at PLUS took preemptive steps to prepare ourselves in ensuring that we were able to respond and recover from the impacts of the pandemic. A cohesive and comprehensive COVID-19 response and recovery strategy was developed and approved by the Board and was then executed through the establishment of our Programme Management Office (PMO).

The strategy serves to navigate our way through the uncertainty of the pandemic by mitigating foreseeable risks and capitalising on high impact opportunities. The strategy also helped us prepare for the new normal while reducing any long-lasting future adverse impacts. Following the introduction of the strategy, we have developed and realigned our blueprints across our key business verticals with continuous emphasis on our Health, Safety, Security and Environment (HSSE), Processes, People and Governance.



Safety and compliance to COVID-19 Standard Operating Procedures (SOPs)

Mobilisation of Crisis Management Team

As part of our Business Continuity Plan (BCP), the Crisis Management Team (CMT) chaired by the Managing Director, was mobilised to navigate PLUS through the pandemic. Through the CMT, we have ensured minimal disruptions to our operations while complying with the Movement Control Order (MCO) standard operating procedures (SOPs) to protect the safety of our frontliners. The CMT comprises representatives from various operational and support functions to ensure a holistic approach is undertaken in propelling the organisation forward through the pandemic.



COVID-19 SOP advisory poster at PLUS' RSAs and social media platforms



Physical distancing practiced at the RSA

Acceleration of Our Digitalisation Initiatives

We continuously emphasise technology advancements to ensure maximisation of productivity. Therefore, when the Government announced the implementation of the MCO on 18 March 2020, we were ready with digital solutions and tools to enable Warga PLUS to work from home or remotely. Among the digital solutions implemented include the Development of Digital Masterplan to accelerate the creation of virtual workspaces for the new normal. This includes providing laptops to Warga PLUS and desktop computer peripherals to frontliners at Toll Plaza/Region Office, enabling digital signatures, online trainings and conferences as well as the deployment of Wi-Fi across section offices.



Crisis Management Team activated since Day 1 of MCO $\,$



Protecting Warga Plus

Understanding the risks that our frontline employees, who are an integral part of what we call Warga PLUS, we have taken various measures to protect their personal safety, welfare and support them in delivering their work.

Our frontliners include our Traffic Management Centre (TMC) Operation Assistants and Supervisors, Customer Service Assistants (CSAs), Toll Plaza Supervisors, PLUSRonda personnel and IT support staff. Some of the measures we undertook to protect them include the following:



Provided Personal Protective Equipment (PPE) such as face masks, gloves, hand sanitisers and thermometers



Intensified cleaning activities at our offices



Provided pre-packed meals prepared by caterers



Granted approval for Business Region Managers (BMRs) to utilise petty cash and a disaster float fund for urgent protective gear while waiting for delivery of supplies



Reduced the working hours and the number of shifts due to reduced manpower requirement following traffic volume reduction



Reduced the number of PLUSRonda personnel on duty as well as the number of loops, or rounds, required of our PLUSRonda. This is made possible due to reduced traffic resulting in less incidents requiring our PLUSRonda's attention:

Before MCO

During MCO

20 - 36 loops

5 – 6 loops and static (standby at selected locations)

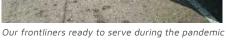


Closed all Customer Service Offices



Introduced remote vehicle classification using our Virtual Network Computing at our toll plazas, which allows CSAs to remain in the control room to select vehicle classes and record unusual transactions related to the lanes at our tolls, thus, reducing contact with third parties









Adhering to Strict SOPs

In line with the adoption of strict SOPs to protect the safety of Warga PLUS and all stakeholders, we instituted appropriate markings around our PLUS buildings to ensure physical distancing is observed. In addition, we have put in place the following:



Contact tracing for Warga PLUS and visitors via MySejahtera app and our PLUS Mobile app



Monitored and limited the number of people allowed in our buildings



Provided free face masks to Warga PLUS and conducted temperature screening before entry



Placed floor safety markers for safe physical distancing



Operationalised special SOPs for communal areas such as gymnasium, cafeteria and Child Development Centre (CDC)



For Warga PLUS who are not at the forefront but are still vital in ensuring the continuity of our operations, we divided them into two teams with each team working from office on alternate weeks, when necessary



Communicated regular reminders and placed educational posters regarding COVID-19 SOPs

To reinforce a higher level of safety mindedness, we introduced Positive Observations (PO+) as a mandatory KPI for all Warga PLUS, encouraging Warga PLUS to make positive observations of safe behaviours performed by colleagues. The exercise is aimed at drawing attention to safe behaviours practiced by Warga PLUS, with colleagues giving words of appreciation or positive feedback upon detection of safe behaviour, especially on adherence to COVID-19 SOPs.



R&R Gurun (Arah Utara)

Sebagai langkah dan usaha dalam membendung wabak COVID-19, semua Prosedur Operasi Standard yang ditetapkan oleh Majlis Keselamatan Negara wajib dipatuhi. Anda perlu memberikan maklumat berikut sebelum memasuki premis ini.









COVID-19 SOP advisory poster at PLUS' RSAs and social media platforms



Deployment of WFH Arrangements

Apart from our frontliners, all Warga PLUS have been assigned to Work From Home (WFH) throughout the MCO to reduce the risks of contracting the virus. Features of our WFH arrangements include the following:



Deployed laptops to all Warga PLUS from various functions



Introduced flexible working hours focusing on outputs and outcomes



Introduced claimable allowance of up to 60GB of internet data



Improvised and increased online training modules to enhance digital literacy



Provided Virtual Private Network (VPN) for Warga PLUS to access into internal systems



Conducted meetings virtually, with some exceptions under strict and enhanced SOP



Mobilised Digital Initiative Studio (DIS) teams to support the activation of WFH



Published Buku Panduan Menghadapi Norma Baharu (Guidebook in Facing the New Norm) which provides recommended actions and appropriate suggestions to help Warga PLUS maintain productivity while working virtually or in the office while outlining SOP requirements

To ensure that PLUS mitigated the exposure of cybersecurity threats while employees are working from home, additional controls and initiatives were undertaken as follows:



Strengthened user login verification requirements



Deployed frequent anti-virus updates



Disseminated continuous reminders on the type of threats prevalent during the MCO period and safeguards that must be applied during the MCO period



Established a dedicated Cybersecurity Emergency Response Team (CERT) to manage cyber threats



Established a cybersecurity incident response plan to guide Warga PLUS in the event of any cybersecurity threats. A virtual cyber drill exercise was conducted in October 2020 to ensure readiness in managing cybersecurity threats

Embracing Mental Health as a New Normal Ailment

We acknowledge the growing importance of mental well being of our Warga PLUS. Considering the physiological and psychological consequences of working from home, the extended work hours, video conferencing fatigue and stress, we believe Mental Health is a critical issue that must be handled delicately and sincerely. Human Resource and Health, Safety, Security and Environment (HSSE) are championing this with the objective of creating a safe environment that will enable staff to speak openly and freely about their mental health condition and seek help and support.



Siti Nur Amirah, one of our Warga PLUS, working from home



Supporting Our Value Chain to Flatten the COVID-19 Curve

In recognition of the vital role played by our business partners and vendors, we introduced rental waivers for our business partners, facilitated pre-ordering at our RSAs and provided support on the Pelan Jana Semula Ekonomi Negara (PENJANA) microfinancing initiative.

1

Supporting local businesses at our RSAs, Lay-bys and Overhead Bridge Restaurants

As the operations of our business partners were heavily affected due to the MCO, we provided them a helping hand to manage through the pandemic. To support their business recovery, rental waivers were provided to relevant business partners within contractual obligations to reduce their burden.

Rental Waiver and Rental Relief

18 March 2020 to 14 August 2020

Rental Relief: Discount

1 November 2020 to 31 December 2020

5 Months
MCO/CMCO/RMCO

2 Months CMCO 2.0



Providing convenience and minimise physical contact

Through our PLUS app and Facebook page, we enabled pre-ordering of meals from our RSAs for pick-up at a later time. This was an effort to mobilise a rapid response for those who still needed to travel on our highways. This initiative was executed in less than two weeks.



51 business partners at **21 locations** participated in this initiative (as at 31 December 2020).



PENJANA microfinancing

Following the introduction of the Government's PENJANA economic stimulus plan, financial institutions and other corporations offered financing assistance for SMEs. We assisted SMEs by providing advice on the application process and documentations through phone calls, in the hope that our business partners can sustain through the pandemic.



During the pandemic, the Digital Visualisation Team provides continuous support to all facets of PLUS business operations from good corporate branding to communicating strategic key messages to the customers and stakeholders via production of creative visuals which, among others, include COVID-19 SOP compliance reminders and other initiatives for PLUS' multiple communication channels.







Sustainability Report 2020

OUR COVID-19 RESPONSE



Looking Out for Our Customers

The safety of our customers is of utmost importance. Temperature checks were placed at all rest service areas (RSAs) and overhead bridge restaurants (OBRs) and public spaces were cleaned/sanitised regularly.

Interval time for cleaning/sanitising of food court areas, toilets, surau and other facilities:



min for peak hours



min off-peak hours

Shortened opening hours of RSAs during MCO:





Leveraging on our digital presence, we introduced our PLUS Texting Realtime Interface (PUTRI) chatbot. This serves to respond to non-emergency queries from our customers, and serves to inform the public of any closures or change of operating hours for any of our facilities.



COVID-19 SOP advisory poster at PLUS' RSAs and social media platforms



PLUS Texting Realtime Interface (PUTRI) poster at PLUS' RSAs and social media platforms



Scan this QR code to watch our special MCO Raya Advertisement



Contributing to Our Fence Line Community

To recognise the tireless efforts of Malaysian medical frontliners as well as supporting the well-being of our other fence line communities, we made the following contributions:



Program Titipan Kasih Harian Metro RM65,000 contribution to 13 welfare homes (orphanage and old folks' homes) with 689 occupants in collaboration with Harian Metro



Sponsorships for mineral water to enforcement authorities during COVID-19 roadblocks



Contribution to Highway Unsung Heroes @ Workers for Support Services - RM735,900 contribution to 2,453 subcontractor workers who clean, maintain and upkeep the highway facilities and premises. Help is given aligned with Taking Care of You corporate value as they are integral part of our highway ecosystem



Program Ibadah Korban - RM168,000 to contribute 21 cows for 21 mosques/locations benefiting 2,000 recipients



Zakat Disbursement to Asnaf - RM1.47 million distribution to 4,898 asnaf along fence line communities in collaboration with Lembaga Zakat and Penghulu Kampung who help identify the eligible Asnaf



Distribution of Highway Unsung Hero assistence



We reached out to 13 Welfare Homes across our network



Kita sedia maklum kekurangan peralatan perubatan bukan sahaja dilalui di Malaysia, tetapi juga di seluruh dunia seperti mana dilaporkan di media dan media sosial. Oleh itu sumbangan ini datang tepat pada masanya dan memberi manfaat kepada pasukan barisan hadapan di HKL (Harian Metro, 16 September 2020)



Datuk Dr. Heric Corray Ketua Pengarah Hospital Kuala Lumpur (HKL)

Lending Support to Our Fence Line Communities in **Confronting Pandemic Impacts**

PLUS recognises the responsibility we bear towards the fence line communities across the four regions we operate, in line with our promise of Taking Good Care of You, Every Step of the Way.

Many of our fence line communities are made up of B40 groups, as well as business partners who operate their food and beverage (F&B) stalls at our Rest and Service Areas (RSAs), Lay-bys and Overhead Bridge Restaurants (OBRs). As the country went under the first MCO in March 2020 to curb the spread of COVID-19, these communities saw their livelihoods impacted from the standstill in business activity.

In 2020, we mobilised over RM4 million from our Corporate Social Responsibility (CSR) and zakat allocations to support the medical frontliners as well as our fence line communities. Over the past five years, we are proud to have channelled over RM98 million in donations to the needy.

In responding to the urgent need for equipment by Hospital Sungai Buloh and Hospital Kuala Lumpur in their battle to save lives, we allocated over RM1.2 million for the purchase of PPE as well as medical equipment in playing our part to assist in flattening the curve.

The challenges faced by our fence line communities also inspired our Warga PLUS to play a greater role in making a difference. Hence, the Tabung Warga PLUS Prihatin (TWPP) was established for the sole objective of enabling each employee to participate in charitable endeavours agreed upon by Management. The TWPP allows Warga PLUS to make personal donations to PLUS' CSR projects. This marked an extension of Warga PLUS' contribution of time and energy in previous CSR projects, enabling them to

continue undertaking charitable activities and demonstrate our culture of caring while avoiding physical contact in light of pandemic risks.

The TWPP saw an encouraging number of Warga PLUS donating a sum of RM130,000, collected in less than 3 months, which was equally distributed among fence line community hospitals that are close to our operations namely; Tuanku Ja'far Hospital in Seremban, Sultanah Aminah Hospital in Johor Bahru, Enche' Besar Hajjah Khalsom Hospital in Kluang, Melaka Hospital, Tuanku Ampuan Rahimah Hospital in Klang, Selayang Hospital and Serdang Hospital.

Additionally, RM300,000 was utilised from our zakat allocation to contribute funds to Hospital Raja Permaisuri Bainun, Ipoh, which critically needed various medical equipment to treat COVID-19 patients.

In the month of Ramadan, we channelled monetary assistance to over 10,000 fence line community members, including 4,898 asnaf, as well as 13 welfare homes housing 689 senior citizens and orphans. While most festivities were subdued, during Hari Raya Aidil Adha, we remained committed to our annual contribution towards the Ibadah Korban to 21 mosques and surau, ensuring the joy of the celebration continued to shine for the recipients amid the pandemic.

To recognise the 'Unsung Heroes' made up of our highway workers who diligently take care of our highway assets, we donated cash to this group, regardless of their nationality and religious belief.

We continue to monitor the impacts of COVID-19 to ensure rapid response in the event where assistance is needed. At the same time, we remain committed to lending our assistance towards other needs as required by our fence line communities, as we recognise the vital role they play in PLUS' operational ecosystem.

PLUS sumbang peralatan perubatan

Petaling Jaya: PLUS Malaysia Berhad (PLUS) menyumbang per-alatan perubatan bernilai RM1.2 juta dalam usaha membantu petugas barisan hadapan menanga-ni wabak COVID-19.

Pengarah Urusamya, Datuk Azman Ismail, berkata sumba-ngan berbentuk peralatan peru-batan dan perlindungan peribadi itu diserahkan kepada Hospital Kuala Lumpur (HKL) dan Hos-sital Sumpir (HKL) dan Hospital Sungai Buloh (HSB) dan diharan danat membantu menyumbang kepada kadar pemulihan yang lebih tinggi.

"Ketika seluruh tenaga kerja HKL dan HSB fokus merawat pe-

sakit COVID-19, PLUS membantu dalam proses perolehan di mana kami membeli terus dari pembekal dan menyelaraskan penghantaran peralatan ke kedua-dua hospital terbabit.

"Inilah pembabitan dan bantu-an yang kami boleh lakukan bersama untuk mengurangkan be ban pasukan perolehan hospital itu dalam detik yang mencabar ini," katanya menerusi satu kenyataan, semalam.

Katanya, PLUS menyokong se gala usaha kerajaan untuk me-nangani wabak dan akan terus mengingatkan rakyat supaya ke kal berada di rumah di samping menjaga keselamatan dan kesi-

hatan masing-masing. Sementara itu, Pengarah HKL, Datuk Dr Heric Corray, berkata Datuk Dr Heric Corray, berkata pihaknya berterima kasih kepada PLUS atas sumbangan peralatan perlindungan peribadi (PPE) berjumlah RM968,000 yang sangat membantu pihak hospital untuk menangani wabak COVID-19.
Di Kota Samarahan, Universiti Malaysia Sarawak (UNIMAS)

menyumbang unit kotak intubasi, pelindung muka dan cecair pembasmi kuman pada tangan kepada beberapa institusi perubatan, ter masuk Hospital Umum Sarawak (HUS), Klinik Kesihatan Samarahan dan Hospital Pakar Kuching

(KPJ). Sumbangan diserahkan oleh Timbalan Naib Canselor Penyelidikan dan Inovasi UNIMAS, Prof Dr Wan Hashim.

Penyelidik UNIMAS, Dr Charles Bong Hin Joo yang mengetuai projek mencipta kotak intubasi itu, berkata peralatan itu bagi memberi perlindungan tambahan kepada pasukan perubatan semamerawat pesakit COVID-19, khususnya yang mengalami kegagalan pernafasan. Cecair pembasmi kuman pada

tangan pula dibangunkan oleh Fa-kulti Sains dan Teknologi Sumber



Azman Ismail

UNIMAS. manakala pelindung muka dihasilkan bersama oleh Fakulti Sains Kognitif dan Pembangunan Manusia, Fakulti Bina Alam Sekitar serta Fakulti Sains Komputer dan Teknologi Maklu-

Berita Harian 8 April 2020

Distribution of Our Assistance to Malaysia's Frontliners in the Fight Against COVID-19



We contributed personal protective equipment (PPE) to designated COVID-19 hospitals and COVID-19 screening hospitals across our network. The source of the fund was pooled from the following:

Tabung Warga PLUS Prihatin

RM0.13 million

Zakat Contributions and PLUS Corporate CSR Fund

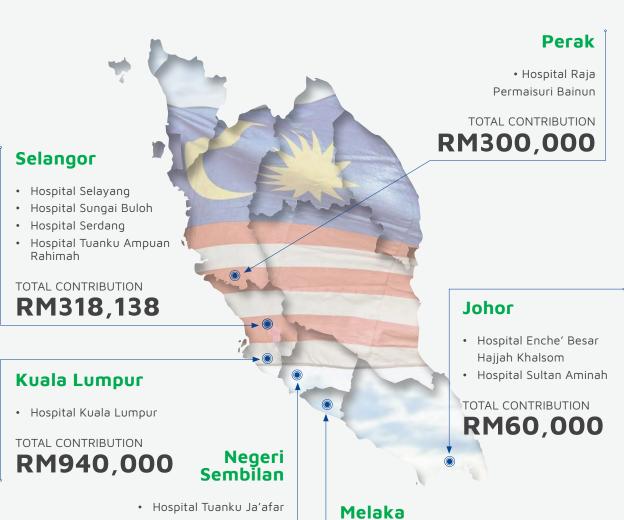
RM1.55 million

contributed aid to:

6 States

7 Designated COVID-19 hospitals

3 COVID-19 screening hospitals



TOTAL CONTRIBUTION

RM30,000

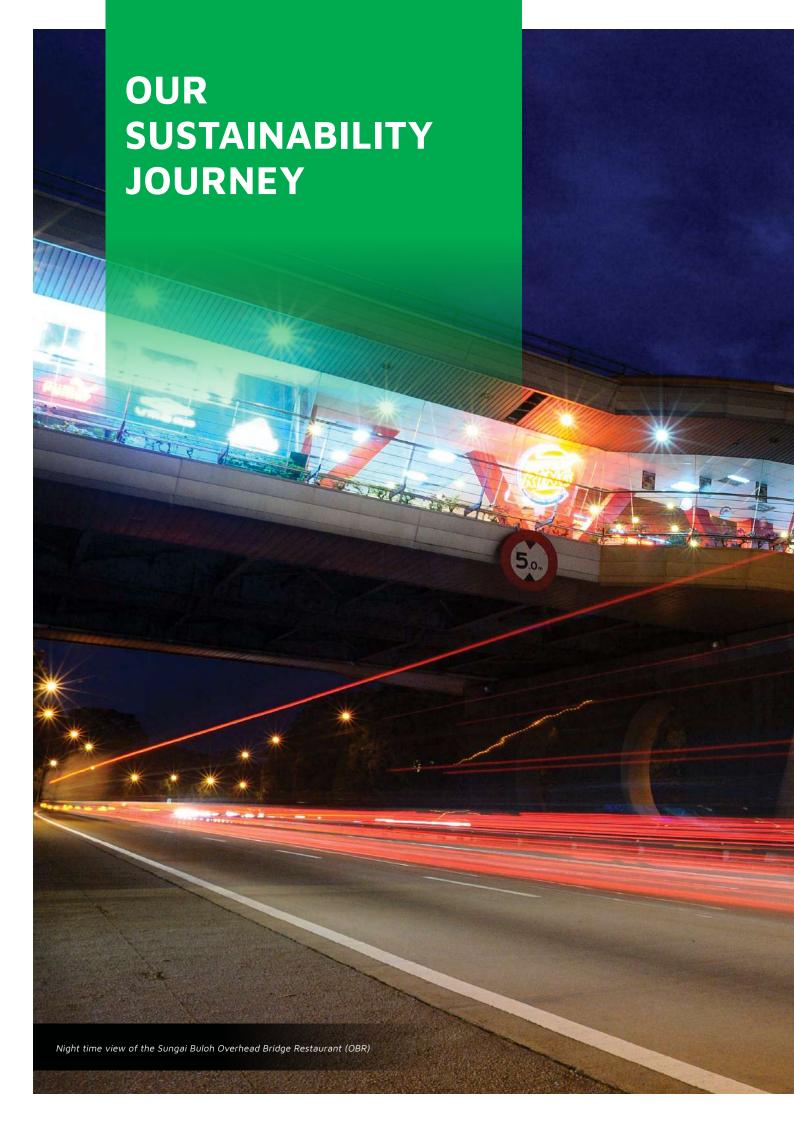
Hospital Melaka

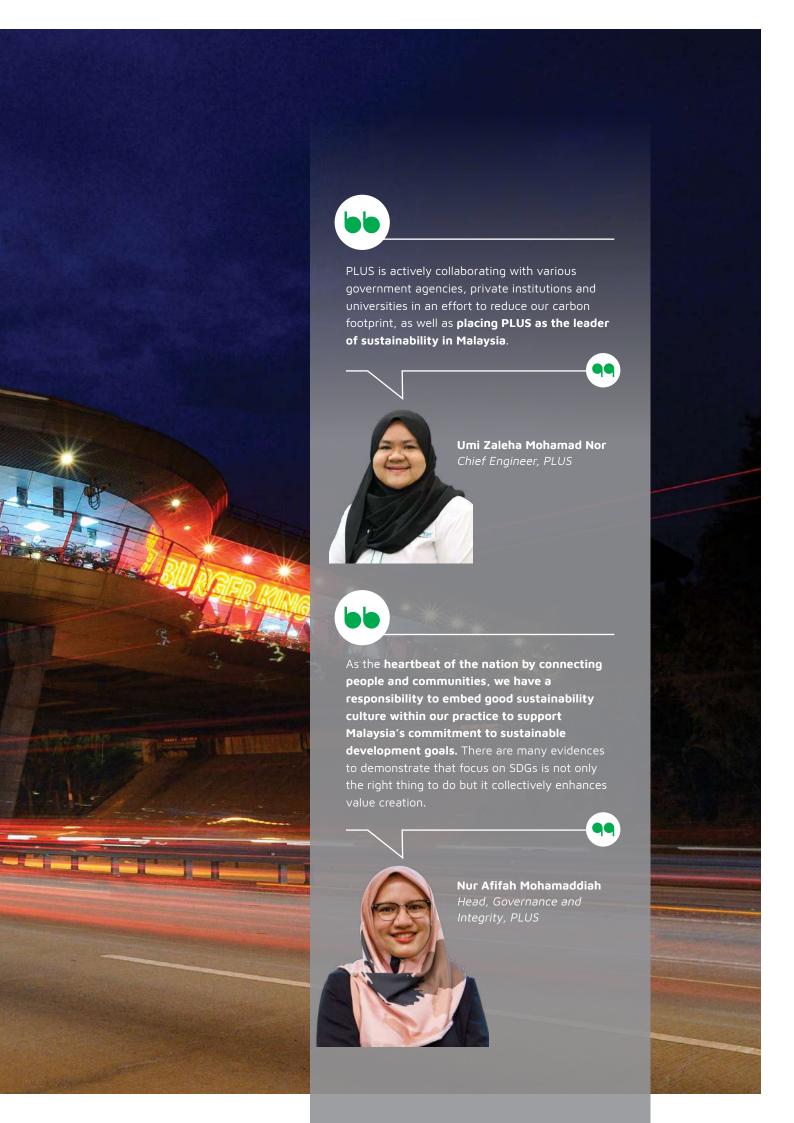
TOTAL CONTRIBUTION

RM30,000

TOTAL CONTRIBUTION

RM1.68 million





OUR APPROACH TOWARDS SUSTAINABILITY

We manage over 1,130km of highways in Peninsular Malaysia, making our highway network the backbone of road transport. In recognising that our business impacts Malaysians' lives and livelihoods, local communities and the environment, we are duty-bound to ensure positive outcomes across the socioeconomic and environmental areas that we touch. In 2020, we finalised our sustainability aspirations as part of our continued journey to inculcate sustainability.

Our efforts in sustainability build on various initiatives we have put in place throughout the years to create positive impacts on Malaysian society and the environment. At the same time, we have enhanced our corporate governance mechanisms to reflect our commitment to transparency and accountability.

With the formalisation of our sustainability aspirations in 2020, we identified our material sustainability matters and its related initiatives, categorised according to the spectrum of Environmental, Social and Governance (ESG). In tandem with this, we established the appropriate governance structure to monitor the implementation of our sustainability activities. Our approach to sustainability ensures adequate management of our opportunities and risks in a strategic way to enable long-term value creation.

To steer our sustainability efforts, we embarked on the following eight-step process, beginning with identifying the requirements we must adhere to, through to the publication of our sustainability report to promote transparency and accountability of our activities.

Our Eight-Step Approach



Requirements

Ascertained requirements in the Concession Agreements as well as applicable laws and regulations



Benchmark

Identified practices of comparable organisations and industry players



Standards

Determined National and Global guidelines and standards on practices and disclosures



Strategise

Formulated a strategy and desired outcomes (framework) in managing sustainability



Governance

Established a governance and reporting structure for execution and monitoring of all sustainability matters



Materiality

Identified stakeholders and understand what is important to them



Prioritise

Crafted our aspirations and focus areas for immediate and future action



Report

Disclose sustainability initiatives and efforts through a periodic report

OUR APPROACH TOWARDS SUSTAINABILITY

Establishing The Baseline



We began by identifying the requirements in the Concession Agreements, as well as laws and regulations that govern and may impact our business and operations across the ESG spectrum. This assisted us in setting the baseline of minimum requirements relating to sustainability that we need to fulfil in our business and operations.



We then conducted a sustainability benchmarking exercise against other companies relevant to our business, as well as other notable companies in sustainable practices. This helped us to understand the views and practices from our peers and other industry leaders.



Subsequently, we conducted research on local and global guidelines available with regards to sustainability practices and reporting. Through this exercise, we will be able to align our initiatives better with leading local and international guidelines.

Some of the standards include:



Bursa Malaysia Sustainability Reporting Guide

Provides detailed guidance on reporting in accordance with sustainability-related Listing Requirements, including example disclosures and good practice recommendations.



Malaysian Code on Corporate Governance (MCCG)

Outlines good corporate governance practices, and disclosures on sustainability practices, and is recommended for non-publicly listed companies.



Sustainability Accounting Standards Board (SASB)

Focuses on financially material information covering a range of industry-specific sustainability areas, including environmental and social topics.



Global Reporting Initiative (GRI)

Provides disclosure guidelines and reporting principles to help organisations increase their transparency and communicate their impacts on sustainable development.



United Nations Sustainable Development Goals (SDG)

A universal call to action by 2030 by producing a set of universal goals that meet the urgent environmental, social and economic challenges.

Local

OUR APPROACH TOWARDS SUSTAINABILITY

Our Alignment to the SDGs

The United Nations Sustainable Development Goals (SDGs) represent the world's ambitions to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. In recognising the crucial role the SDGs play in improving long-term outcomes, especially for future generations, we have aligned our sustainability initiatives to the SDGs in support of the global sustainability agenda.



To this end, we identified eight SDGs to which we can significantly contribute, as outlined in this section. We have cross-referenced the relevant SDGs to our specific sustainability initiatives reported in this Sustainability Report.



Ensure Access to Affordable, Reliable, Sustainable and Modern Energy For All

Since 2016, we accelerated efforts to significantly improve energy efficiency and considerably increased our investment in harvesting renewable energy sources. We are also working towards accelerating the use of sustainable energy.



Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work For All

We provide fair and reasonable work for all Warga PLUS regardless of their gender, race or any disabilities. We promote the growth of micro, small and medium enterprises that we work with, and provide development opportunities in areas of mutual interest.



Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialisation and Foster Innovation

We build and maintain infrastructures that are resilient and sustainable, by increasing adoption of green technologies and processes. We also collaborate with local higher learning institutions to support domestic research and innovation.



Reduce Inequalities Within and Among Countries

We proactively reduce inequalities and promote inclusion irrespective of age, gender, disability or other status within PLUS. We are increasing our roles to support the growth of the Bottom 40 percent (B40) of the population through targeted assistance and collaborations.



Make Cities and Human Settlements Inclusive, Safe. Resilient and Sustainable

We are working to ensure our roads and facilities are safe for all our customers, especially the vulnerable. Their resilience to crises and emergencies are also important to minimise any economic losses to the nation caused by disruptions in connectivity.



Ensure Sustainable Consumption and Production Patterns

We explore the possibilities to increase the adoption of sustainable consumption practices which include reducing wastes generated from our operations. We also advocate these practices to our stakeholders such as customers, business partners and vendors.



Take Urgent Action to Combat Climate Change and Its Impacts

We incorporate sustainability factors in our strategies and operations to increase our effort to reduce the impacts of climate change. We are also intensifying our roles to educate the public and increase awareness to fight climate change.



Promote Peaceful and Inclusive Societies for Sustainable Development, Provide Access to Justice For All and Build Effective, Accountable and Inclusive Institutions at All Levels

We undertake measures to ensure PLUS is free from all forms of bribery and corruption via robust decision-making processes, due diligence and strengthened accountability and transparency.





Scan this QR Code to learn more on the SDGs

OUR APPROACH TOWARDS SUSTAINABILITY



We then identified specific aspirations for each environmental, social and governance (ESG) factor, and determined outcome-led initiatives that we will undertake to achieve our aspirations. Our sustainability framework is illustrated as follows:

Ensuring PLUS operations

are sustainable and takes into account ESG considerations

Goal

ESG Factors

Aspirations

Environmental

To strive towards reducing carbon emissions in our

operations and increase the use of renewable energy

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To leverage on green technologies for operational excellence and competitiveness

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To embed good environmental practices and sustainability mindset into strategic and operational decision-making

.....

To uphold our mission and vision, and applying core values in delivering stakeholder expectation

Social

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To create a positive social and economic impact for all stakeholders across our highway footprint and business ecosystem

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To advocate the importance of safety and equip our workforce and our ecosystem to embrace technology and be future ready

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Governance

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To achieve our business objectives while embedding good governance practices and ensuring compliance to laws and regulations

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To institutionalise good governance through the adoption of internationally recognised standards

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To meet stakeholders' expectations and ensure business sustainability by actively identifying and managing risks and opportunities



Nusajaya exit, Linkedua

GOVERNING SUSTAINABILITY



Our sustainability practices are directed by robust governance structures which promote accountability to meet our commitments and aspirations. We also see sustainability governance as a means for PLUS to align with international best practices

which respond to the public's call for greater corporate responsibility, transparency, fairness and accountability. This, in turn, will allow us to further improve our stakeholder relationships and increase value creation.

While our approach to sustainability is ingrained throughout our organisation, our Board of Directors provides the highest level of governance and oversight through the Board Governance, Risk and Compliance Committee (BGRCC). By adopting this approach, we ensure that our commitment to sustainability is practiced as a collective effort among all Warga PLUS.

The BGRCC is supported by the Management Governance, Risk and Compliance Committee (MGRCC). The MGRCC is steered by our Managing Director who ensures that our sustainability strategy is in line with PLUS' overall business strategies, and takes into account our opportunities and risks.

On-ground oversight and coordination of our sustainability initiatives is tasked to the Sustainability Team, with our various business functions responsible for implementation and identification of initiatives aligned to ESG factors. Together, the Sustainability Team and business functions work closely to execute our sustainability agenda. We have also established working committees such as the Energy Management Committee and the Project Steering Committee, consisting of internal subject matter experts, to oversee the delivery of specific initiatives.



Sunrise at Penana Bridge

INDIVIDUAL OWNERS (BUSINESS FUNCTIONS)

- Propose new and relevant ESG initiatives
- Implement sustainability initiatives in accordance to approved budgets and timelines
- Monitor and report the progress and achievements of initiatives
- Escalate issues related to execution of initiatives/programmes

SUSTAINABILITY TEAM

- Comprises key individuals from various functions across PLUS to execute and operationalise sustainability initiatives
- Governance, Risk and Compliance Division acts as a central coordinator to collate the development and execution of sustainability plans and initiatives and ensures that they are reported to the Managing Director and BGRCC in a timely manner
- Identifies continuous improvement opportunities in PLUS' sustainability strategy, framework and policies

GOVERNING SUSTAINABILITY



MGRCC	BGRCC	BOARD OF DIRECTORS
 Ensures that appropriate sustainability plans and initiatives are developed, executed and reported Proposes sustainability strategies, frameworks and policies 	 Provides steer and recommends improvements on matters relating to sustainability Reviews and recommends sustainability strategies, frameworks, policies and initiatives and plans for Board of Directors' approval 	Provides oversight over all matters relating to sustainability Reviews and approves appropriate sustainability strategies, frameworks and policies



ENGAGING STAKEHOLDERS



In order to deliver impactful sustainability initiatives to our stakeholders, we conducted a materiality assessment through sustainability engagement surveys to identify sustainability matters that are important to our stakeholders. In conducting the materiality assessment, we adopted the following steps:

Established a baseline by applying international standards tailored to the infrastructure and transportation industries.

step

Reviewed the established baseline against our strategies, risk reports and trends to determine the sustainability matters most relevant to PLUS.

 ${\sf step}{f 2}$

Identified key internal and external stakeholders, and subsequently devised the most suitable approach for engagement.

step 🖥

Engaged internal and external stakeholders via face-to-face and online interviews as well as online surveys to understand their expectations and concerns.

step4

Mapped out a materiality matrix for PLUS based on engagement results using weighted average and validated them with the Senior Management and the Board.

step



Memberships and Associations

We believe that our positive impacts to the environment and the society can be amplified further through collaborations with other organisations. Apart from the eight stakeholder groups, we are also an active member of the following organisations and are actively engaging other industry players to share best practices and learn from each other:

- Persatuan Syarikat Konsesi Lebuhraya Malaysia (PSKLM)
- 2 Road Engineering Association of Malaysia (REAM)
- 3 Malaysian Advertisers' Association
- 4 Intelligent Transport System Association of Malaysia
- 5 Majlis Keselamatan Jalan Raya (MKJR)
- 6 Chartered Institution of Highways and Transportation (CIHT)
- 7 Alliance for Safe Community (ASC)

ENGAGING STAKEHOLDERS

Stakeholder Groups	How We Impact Each Other	How We Engage With Them
Government and Regulators	 The Government and Regulators develop, govern and deploy policies that have impact on our operations and business activities We play a significant role in our partnership to meet the national agenda, by implementing these policies in our operations and business activities 	 Active engagements with relevant ministries, regulators and authorities Cultivate an ethical and risk-aware culture that complies with regulations
Sukukholders	 Sukukholders contribute the required debt capital financing for the construction and privatisation of PLUS' highway projects We are responsible to ensure our financial obligations and covenants are met at all times 	 Transparent disclosures through rating agency and trustee Regular briefing and engagement through general meetings and informal meetings Communicate sustainability strategies
Shareholders	 Shareholders provide the necessary equity capital for the construction and privatisation of PLUS' highway projects We are committed to execute our strategies and deliver long term sustainable returns to our shareholders through the creation of economic value 	 Regular briefing and engagement through meetings, site visits and conferences Transparent and timely corporate reporting and disclosures through multiple platforms Communicate sustainability strategies
Employees	 Employees depend on us to provide a sustainable and reliable source of income, as well as a safe place to work with fair opportunities for career development We also recognise that our employees play an instrumental role in delivering value and executing strategy 	 Publish internal newsletters, quarterly townhalls and Intranet portal for PLUS employees Provide competitive benefits and remuneration packages Support team building via sports and recreation activities Support talent development and training
Customers	 Customers depend on us to provide uninterrupted, reliable and affordable highway journeys We develop our strategies to fulfil customers' expectation, as they give us purpose to drive our business performance 	 Conduct customer and community engagement through Loyalty Programmes Encourage customer interaction through Customer Contact Centre, website and social media platforms Regular updates on traffic conditions by Traffic Monitoring Centre (TMC)
Business Partners and Vendors	 Business Partners and Vendors rely on us to provide business opportunities and financial security We empower Small and Medium Enterprises (SMEs) to grow and enhance their capabilities across industries, as well as to be more resilient and competitive 	 Provide full disclosure of our procurement policies on corporate website Conduct supplier briefings and capability building programmes Continuous engagement in meetings and communicating our efforts in managing their concerns
Public (Including Fence Line Communities and Media)	 The public expects us to be a reliable, responsible and sustainable company, contributing to socioeconomic development We disseminate information to our stakeholders through the media and collect valuable information on our business ecosystem from the public 	 Establish and implement Corporate Social Responsibility (CSR) initiatives across education enhancement, community engagement and environmental conservation. This includes Bumiputera Empowerment initiatives Various placemaking and civic engagement initiatives
NGOs and External Experts	 NGOs and External Experts provide us insights on the relevant sustainability causes they represent We collaborate with them to elevate the standards of the highway industry and gather important feedback regarding our operations 	 Contribute through community investments including donations, fundraising and volunteering programmes Promote awareness of traffic safety in local communities Various placemaking and civic engagement initiatives



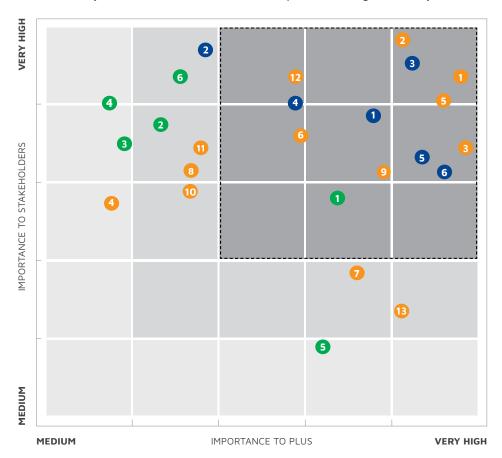
DETERMINING MATERIALITY



Our Materiality Matrix maps out the material sustainability matters that are important to PLUS and our stakeholders. It helps us to prioritise our resources to address the highly material sustainability matters, while having oversight on all other sustainability matters at the same time.

Our Materiality Matrix

Our materiality assessment enabled us to develop the following materiality matrix:



Our Highly Material Sustainability Matters



- Energy Management
- Air Pollution (Greenhouse Gas Emissions)
- 3 Water Management
- Waste Management
 - Sustainable Materials
- **Ecological Impacts**



Social

- Road Safety
- Traffic Congestion Management
- Occupational Health and Safety
- 4 Infrastructure Development
- Customer Experience
- 6 Agile Workforce
- 7 Human Capital Development
- 8 Labour Rights and Practices
- Digitalisation and Innovation
- Supporting Fence Line Communities
- Bumiputera Empowerment
- Fair and Efficient **Procurement Practices**
- 13 Branding and Reputation



Governance

- Ethics and Integrity
- Risk Management
- Responding to Crisis and Emergency
- Data Security
- Compliance to Laws and Regulations
- Financial Management

OUR SUSTAINABILITY POLICY

As we continue to build on our efforts in sustainability, we will focus on meeting the growing needs of the transport sector while growing sustainably, reducing carbon output and remaining competitive. We are committed to achieve this balance by focusing our efforts based on the following:



Environmental

- To strive towards reducing carbon emissions in our operations and increase the use of renewable energy
- To leverage on green technologies for operational excellence and competitiveness
- To embed good environmental practices and sustainability mindset into strategic and operational decision-making



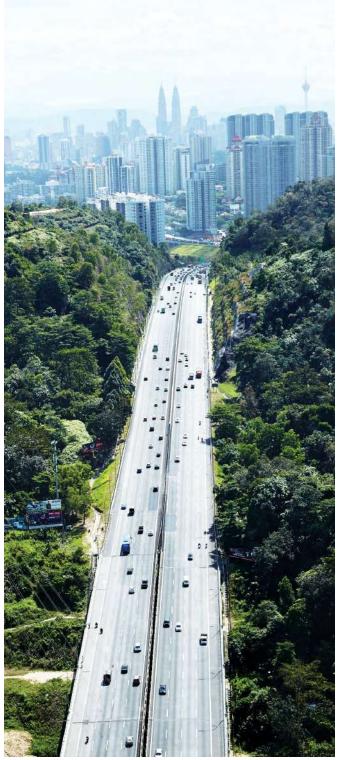
Social

- To uphold our mission and vision, and applying core values in delivering stakeholder expectation
- To create a positive social and economic impact for all stakeholders across our highway footprint and business ecosystem
- To advocate the importance of safety and equip our workforce and our ecosystem to embrace technology and be future ready

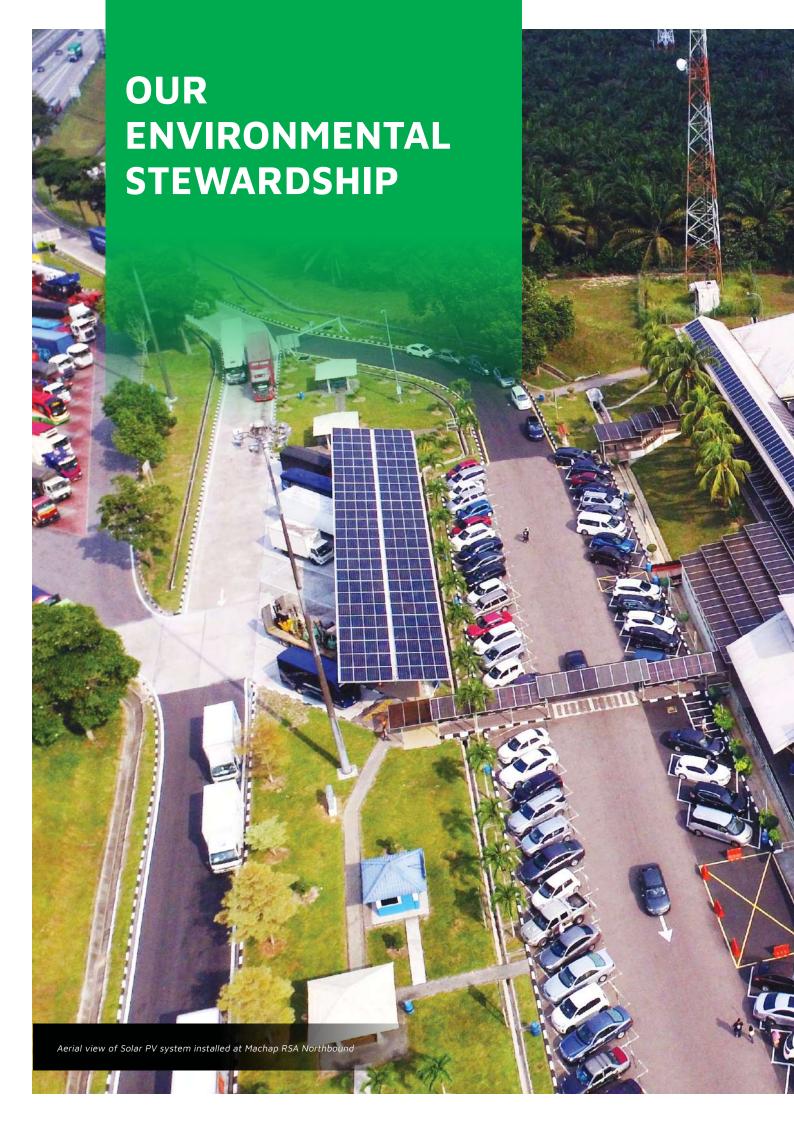


Governance

- To achieve our business objectives while embedding good governance practices and ensuring compliance to laws and regulations
- To institutionalise good governance through the adoption of internationally recognised standards
- To meet stakeholders' expectations and ensure business sustainability by actively identifying and managing risks and opportunities



Bukit Lanjan, New Klang Valley Expressway















These SDGs are relevant to our environmental stewardship

Our efforts to nurture environmental sustainability are driven by the PLUS Green Roadmap 2018-2022, which outlines a five-year plan for PLUS to transform into a green organisation.

PLUS Green Roadmap 2018-2022

We developed the PLUS Green Roadmap to address our key challenges ahead of meeting the growing needs of the transport sector while growing sustainably, reducing our carbon output and staying competitive. The PLUS Green Roadmap also sets out our efforts to leverage green technologies and practices to achieve operational excellence and continuously innovate our products and services. The development of the PLUS Green Roadmap was guided by the PLUS Green Framework, as follows:

PLUS Green Framework

VISION

To be a Premier Expressway Group in the Global Arena

MISSION

Providing Efficient and Safe Expressway Network that enhances Quality of Life



CORPORATE GOVERNANCE

- Policy and procedures
- Management responsibility
- Monitoring and reporting



CAPACITY BUILDING

- Mindset change and culture
- Competency
- Collaboration and tech transfer



TECHNOLOGY ADOPTION AND PRACTICES

- Green technology and practices
- Performance monitoring
- New business model



GLOBALISATION

- Benchmarking
- Recognition and visibility
- Education and CSR

RESOURCE EFFICIENCY

REDUCED CARBON EMISSIONS

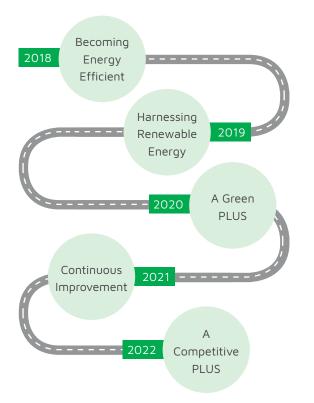
HEALTHY AND SUSTAINABLE LIFESTYLE





Scan this QR code to read our PLUS Green Roadmap 2018-2022

In delivering the PLUS Green Roadmap, we have identified the following milestones and goals:



The action plans and initiatives outlined in the PLUS Green Roadmap (the Roadmap) are targeted at creating value for us by reducing operating costs, shaping green mindsets, fostering innovation among Warga PLUS, and managing our environmental impact.

In view of this, we see the Roadmap as one of the key strategies in sustaining our performance and competitiveness.

The Roadmap also outlines our approach to addressing our six environmental material sustainability matters:



Energy Management



Air Pollution (Greenhouse Gas (GHG) Emissions)



Water Management



Waste Management



Sustainable Materials



Ecological Impacts



Energy Management

What Energy Management Means to Us:

The management of energy efficiently within the operations focusing on renewable energy, reducing reliance on the grid and usage of fossil fuel.

Our Aspiration:

To achieve energy savings of 3% annually and 15% from 2018-2022, compared to our 2016 Greenhouse Gas (GHG) Baseline Assessment Report, by adopting green technologies and practices through the Energy Pyramid approach.

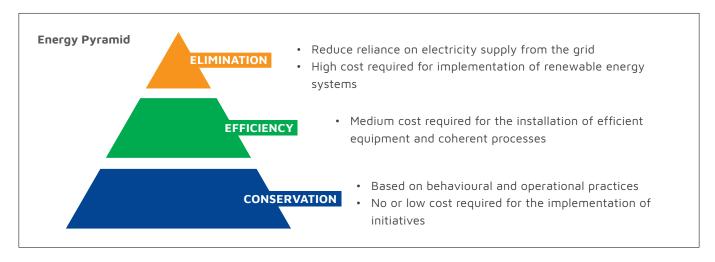


Routine inspection performed on Solar PV system in January 2020





Scan this QR code to read our 2016 GHG Baseline Assessment Report



Initiatives and Highlights

Guided by our adherence to various standards, we have put in place a structured framework to manage and improve our energy usage. As at end of 2020, we recorded a 25% reduction in energy consumption from our 2016 Baseline Assessment, equivalent to 2,170MWh, through a combination of energy saving measures as well as use of renewable energy.

Our Sustainable Energy Management System ensures efficient management of energy covering all aspects of energy consumption at PLUS and involving not only machines and equipment, but also the application of best operational practices.

The Sustainable Energy Management System is spearheaded by our Energy Management Committee, led by our Chief Operating Officer and assisted by an experienced technical team and seven AEMAS-certified energy managers. With this system in place, we formalised our commitment to manage energy consumption efficiently as well as encourage energy efficient practices among Warga PLUS.

Our efforts thus far have been recognised through the various awards and recognitions we obtained, including our 1-Diamond Rating Certification rating for Sustainable Energy Development Authority (SEDA) Malaysia's Low Carbon Buildings Assessment (Greenpass Operation) received in 2019, resulting from our 6.75% reduction in emissions, equivalent to 286.78tCO₃/year, or 413,228kWh/year at our Persada PLUS building.





1,100+

air-conditioning units upgraded since 2019

Energy management standards that we adhere to:

- MS 1525:2019 Energy Efficiency and Use of Renewable Energy for Non-residential Buildings
- ISO 50001:2011 Energy Management System
- Scheme (AEMAS)
- SISO 14001:2015 Environmental Management System

Our notable achievements:



Winner of the Energy Management for Large Building category at the National Energy Awards 2020



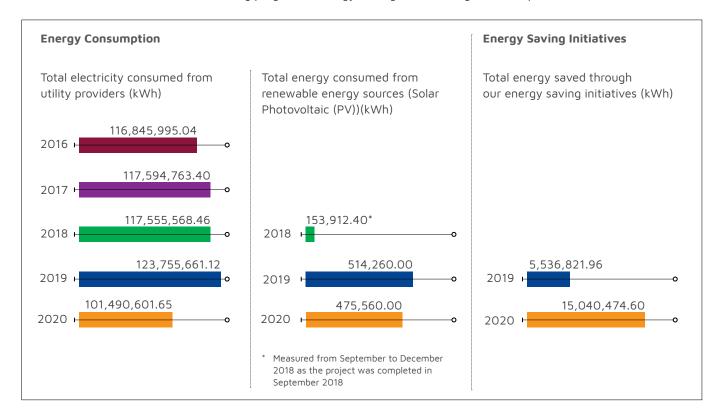
First runner-up of the ASEAN Energy Awards 2020 for Energy Management (Large Building category)





Scan this QR code to view our Energy Management Policy

Since 2018, we achieved the the following progress in energy management throughout our operations:



Moving forward, we will strive to safeguard our business against the rising cost of electricity. Furthermore, we intend to explore more ways to self-generate our electricity as we take proactive steps to implement alternative solutions for the future.

Persada PLUS' Green Building Transformation

We instituted a number of energy saving measures at our Persada PLUS headquarters and have also carried out an Energy Audit to evaluate:

- Energy management practices and consumption in Persada PLUS
- Energy performance and identify opportunities for improvement without compromising safety, operation and comfort levels





Chief Operating Officer with PLUS Energy Managers in February 2020



Overview of energy management initiatives at Persada PLUS:



Aerial view of Persada PLUS



Utilising Technology Systems to Manage Our Energy

We adopted a number of technology systems and applications to help monitor, manage and reduce our energy consumption. These include:



PLUS MyUtilities Portal

This intranet portal is a centralised platform to track, record and analyse monthly utilities consumption and costs. The portal also enables us to collect data on electricity and water usage and identify factors for any increase or decrease trend. This data further allows us to take corrective actions to reduce electricity costs and prevent electricity wastage.



Solar Log System

The system was installed to monitor daily Solar PV generation at the Persada PLUS building, enabling the production of daily, monthly and yearly performance reports which eases the monitoring of Solar PV performance and efficiency.



Our Facilities Management team performing regular site inspection in February 2020



Muhammad Mahyuddin Ishak Ayob performing scheduled inspection of our facilities in February 2020



Building Automation System (BAS)

Our Persada PLUS building is equipped with BAS, a system that implements energy efficient controls and automatically monitors the building's electrical and mechanical functions to optimise supply and usage. This includes our air-conditioning and lighting systems, lifts, plumbing, fire system as well as Tenaga Nasional Berhad (TNB) main intake.



Energy and Environmental Monitoring System for server room

The main server room at the Persada PLUS building allows remote monitoring of equipment and important parameters to alert and alarm of any potential unwanted events. This system consists of several features such as energy monitoring, temperature sensors, a water leak detection system and high sensitivity smoke detection system. The system enables our technical personnel team to monitor electricity consumption, prevent electricity wastage, and ensure smooth operation of the main server for PLUS' toll equipment system.



Energy Monitoring System (EMS)

The Energy Monitoring System is connected to the Digital Power Meter located at each Energy Accounting Centre (EAC). The system displays electricity consumption trends for each EAC through TV monitors at the lobby of Persada PLUS, providing awareness to building occupants on energy consumption. It also enables our Facilities Management team and building maintenance contractors to take necessary rectification action and prevent any potential energy wastage.



Smart Asset Management System

Our appointed building maintenance contractor for Persada PLUS uses a Smart Asset Management System, which utilises technology to optimise assets and enhance workplace performance by leveraging on Internet of Things (IoT) connectivity. This has enabled us to put in place digital maintenance work processes, a centralised command and contact centre and customised customer portal. With our growing mobile workforce capability, our field employees can also perform scheduled work better with easy access to historic information about the asset, while performance is monitored and reported on a real-time basis.



Inculcating Environmental Consciousness in Our Workforce

To further ingrain environmental consciousness among Warga PLUS, we conducted various activities. These include energy efficiency trainings aimed to provide Warga PLUS confidence in using energy management best practices and awareness campaigns on our renewable energy and energy savings programmes. Malaysian Green Technology and Climate Change Centre (MGTC) was our training partner.



Air Pollution (GHG Emissions)

What Air Pollution Management Means to Us:

The management of air pollution resulting from operations, including greenhouse gas (GHG) emissions during operational activities.

Our Aspiration:

Measure and reduce air pollution (including GHG emissions) generated from our operations and advocate for the provision of green infrastructures along our highway.

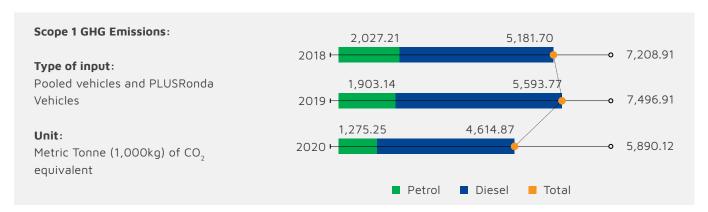
Initiatives and Highlights

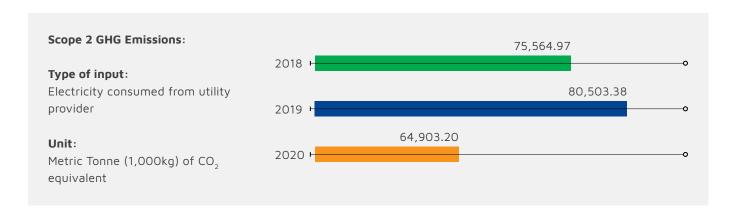
The various initiatives we undertook to manage our energy also creates positive impacts on our GHG emissions, and forms part of our efforts to achieve carbon neutrality. While air pollution from the vehicles using our highways is beyond our control, we believe that we play an important role to influence the outcome of air pollution and have taken the steps that can help to reduce emissions on our part.

We report and monitor our Scope 1 and Scope 2 GHG emissions as follows:



Aerial view of Menora Tunnel and Meru Tunnel, North-South Expressway





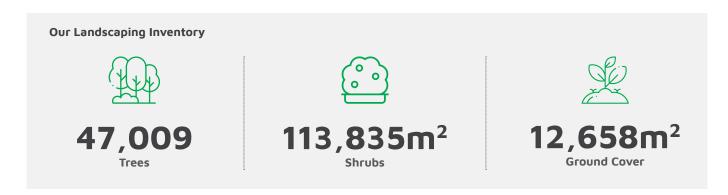
We have outlined mitigation actions to reduce GHG emissions in PLUS Green Roadmap. This includes our collaborations under Low Carbon Mobility Programme with Malaysian Green Technology and Climate Change Centre (MGTC), drawing assistance from the United Nations Industrial Development Organisation (UNIDO) and Global Environment Facility (GEF-5) to promote an energy efficient, low carbon transportation in Malaysia through the expansion of the nationwide ChargEV network. To date, six Rest and Service Areas (RSAs) along our highways have been installed with Solar Powered Electric Vehicle (EV) Charging Station. Moving forward, we strive to increase the number of EV Charging Stations available throughout our highways.

Along our highways and within our other assets such as at our RSAs, our landscaping initiatives also aid in combating air pollution, while providing customers with refreshing scenery. Along our highways, we currently record the following landscaping inventory:





Solar EV Charging station at Ayer Keroh OBR



Moving forward, we are committed to continuously collaborate with our Green Strategic Partners and MGTC, under the Low Mobility Carbon Mobility Programme to explore opportunities to intensify our initiatives to reduce air pollution along our highways.





Water Management

What Water Management Means to Us:

The management of water usage in the operations of the company including, but not limited to, improving water efficiency, intensity and recycling.

Our Aspiration:

Integrate existing water systems (inlet and outlet) with green infrastructures to meet demand for water.

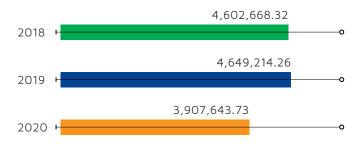
Initiatives and Highlights

Our water management initiatives currently focus on reducing wastage and utilising alternative water sources to reduce pressure on Malaysia's water resources.



Tube well water treatment at Bukit Tagar Toll Plaza

Total Volume of Water Withdrawn (m³)



Towards meeting our water management objectives, we installed water efficient appliances such as dual flush toilets and efficient water taps at our buildings.

We have also installed a tube well water treatment system at the Bukit Tagar Toll Plaza. The system extracts and treats groundwater to meet standard parameters before it is being used for bathrooms, cleaning and landscaping. This initiative helped to reduce our environmental footprint as the nearest treated water pipeline alignment is more than 10km away from the Toll Plaza.

As we progress, we endeavour to increase the number of tube well water treatment system at locations where supply of fresh water is limited.



Volume of water withdrawn from groundwater (Tube Well)

4,200m³/year

(2018-2020)

Rainwater Harvesting Across Our Physical Presence

Since 2012, we have implemented rainwater harvesting at the Persada PLUS building, as well as rest service areas (RSAs) and lay-bys. At the Persada PLUS building, harvested rainwater is supplied to the chillers for our air-conditioning system, while at RSAs and lay-bys including Rawang Northbound, Kulai Southbound and both directions at Yong Peng, rainwater harvesting systems have been installed for cleaning and landscaping.

We have installed 21 rainwater harvesting systems across our operations where the harvested rainwater is used for activities such as general cleaning and landscaping. Moving forward, we seek to introduce additional rainwater harvesting systems to further reduce our reliance on treated water.





Waste Management

What Waste Management Means to Us:

The management of waste generated from the operations (treatment, handling, storage, disposal) in line with regulatory standards.

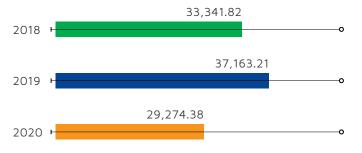
Our Aspiration:

Reduce waste generated from operations, maintenance and repair works, refrain from using non-environmentally friendly materials and intensify recycling efforts.

Initiatives and Highlights

With our physical presence traversing over 1,130km of highways in Peninsular Malaysia, we see tremendous potential for us to reduce our waste. Our waste management complies to relevant laws and regulations including the Environmental Quality Act 1974 which governs waste management as well as sewage treatment. Our waste management contractors are also required to adhere to conditions as set out in the Environmental Quality Act 1974, with domestic waste disposed at sites permitted by the Department of Environment according to regulations. Waste management at PLUS also adheres to our ISO 14001:2015 Environmental Management System (EMS) certification.

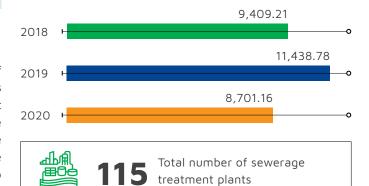
Total Waste Generated (tonnes)



We own and manage our sewage treatment plants (STPs) to treat our wastewater, with monthly effluent samplings undertaken at laboratories accredited by Malaysian Qualifications Agency to ensure we meet the minimum standards set for effluent discharge. We recorded the following from the STPs we own and manage and the volume of treated wastewater discharged from 2018 to 2020:

Wastewater Treated

Volume of treated wastewater discharged (outflow of treated water) (m^3)



Managing Waste at our Rest Stop Areas (RSAs), Lay-bys and Overhead Bridge Restaurants (OBRs)

Our RSAs and lay-bys represent a significant component of our physical footprint and are utilised by up to millions of users annually. In an effort to reduce our environmental footprint from our physical presence, we introduced the following:

- Recycling bins to reduce the quantity of waste directed to landfills
- Individual grease traps for food and beverage operators as well as centralised grease traps to filter out grease from food stalls

Moving forward, we intend to explore the potential to intensify recycling activities through Corporate Social Responsibility (CSR) projects such as repurposing/reusing waste for furniture/artisan products as well as reducing waste output in RSAs.

Research Project for Sustainable RSAs

Lembaga Lebuhraya Malaysia has collaborated with Universiti Kebangsaan Malaysia (UKM) to develop guidelines on sustainable infrastructure and waste management for RSAs. As we have the largest highway footprint, PLUS has been chosen as one of the highway concessionaires in providing the data and input to the research study.

The research project involves four main phases comprising:

Phase 1	Phase 2	Phase 3	Phase 4
Desktop research	Site visits to conduct feasibility of the implementation of sustainable components, as well as gathering input on the requirements and challenges RSAs face in waste management and energy usage	Simulation, lab and on-ground studies and data gathering	Data analysis, discussion and production of the guidelines

The study focuses on waste management and sustainable infrastructure design at RSAs. The result of the study will enable us to understand key sustainable practices that are suitable and feasible to be applied at our RSAs.

We aspire to have the following sustainable facilities at our RSAs:



Electric Vehicle (EV) Charging Facilities



Installation of Solar Panels



Installation of Rainwater Harvesting System



LED Lighting



Installation of Food Waste Composter



Aerial view of Tropical Fruit Village Bukit Gantang Lay-by



Sustainable Materials

What Sustainable Materials Mean to Us:

The management of materials in our operations with a focus on using recycled, non-hazardous, and renewable materials.

Our Aspiration:

Adopt the use of sustainable materials throughout our business and operations, including building a supply pipeline of sustainable and non-harmful materials for use.

Initiatives and Highlights

PLUS applies proven pavement innovations in our methodologies to incorporate the use of more sustainable materials in our business and operations. Not only is this approach more sustainable, but it can potentially realise further savings. For instance, we currently use recycled asphalt to resurface additional parking areas at our RSAs and lay-bys.

Further to this, we are exploring the use of alternative materials to resurface and rehabilitate our highways by

developing sustainable options to enhance crack resistance such as Stress Absorbent Membrane Interlayer (SAMI) and premium mixture using Polymer Modified Bitumen (PMB). We are also working to reduce the use of single-use plastics at our RSAs and promote the use of sustainable materials throughout our operations.



Bukit Gantang Lay-by Northbound



Ecological Impacts

What Ecological Impacts Mean to Us:

The incorporation of climate change-related considerations into strategic and operational decision-making, including measuring the impact of climate change as a result of operations and reducing the impact to our stakeholders.

Our Aspiration:

Incorporate sustainability agenda in strategic and operational discussions and implement actions to measure and minimise the impacts of climate change (e.g. floods and land erosion) to our operations.

Initiatives and Highlights

In line with PLUS Green Roadmap, we have adopted a holistic approach towards managing our ecological impacts. Our efforts thus far have culminated in the activities undertaken through our remaining environmental sustainability matters.

In the early construction of our highways, several locations alongside forests, were identified as a wildlife crossings. One such location is the mountain ridge located above Meru-Menora Tunnel. The incorporation of these wildlife crossings reduces the environmental impacts of our operations, while keeping our customers safe from threats of wild animals entering the highways.

As disclosed in our landscaping inventory under the Air Pollution section of this Sustainability Report, we have also planted various trees along our highways, which we continue to maintain on a daily basis as part of our highway operations.

In July 2015, debris flow nets were installed at critical slopes along our highways to protect road users and our infrastructure from the forces of nature such as falling rocks or debris. The nets have the capability to stop a nine-tonne boulder travelling at 25m per second. Upon installation, the nets were the first of its kind in Southeast Asia.

Currently, the nets are installed at six locations, namely, three in Jelapang, two in Gunung Tempurung Area and one in Bukit Maokil.

Several locations along our highway (for example, Shah Alam Toll Plaza) have been identified as flash flood-prone area. As a mitigation action, we have installed a floodwall system along the highway, which acts as an artificial barrier designed to contain the waters from overflowing into the highway.

In addition to the risks of flooding and the effects of water on slope stability, the monitoring of rainfall patterns and data analysis have proven beneficial in predicting the behaviour of the slope and river water levels. Our Real Time Monitoring System (RTMS) will trigger an alert to identify personnel once the threshold is reached. This helps us in managing potential slope instability and flooding that may occur. Currently, 71 rainfall monitoring stations and six ground water monitoring stations have been installed along our highways.

We deploy a holistic implementation of maintenance works for civil assets. These are conducted thoroughly to ensure the assets are functional and safe. During these maintenance activities, assets are also inspected to assess the effects of climate change on structural integrity, with the necessary corrective and preventive measures taken to maximise its lifespan. The types of maintenance activities conducted include:



Routine Maintenance

Repetitive, cyclical or periodic works to maintain functionality, safety and aesthetics.



Curative Maintenance

Repair works to address defects to maintain safety, serviceability and structural integrity.



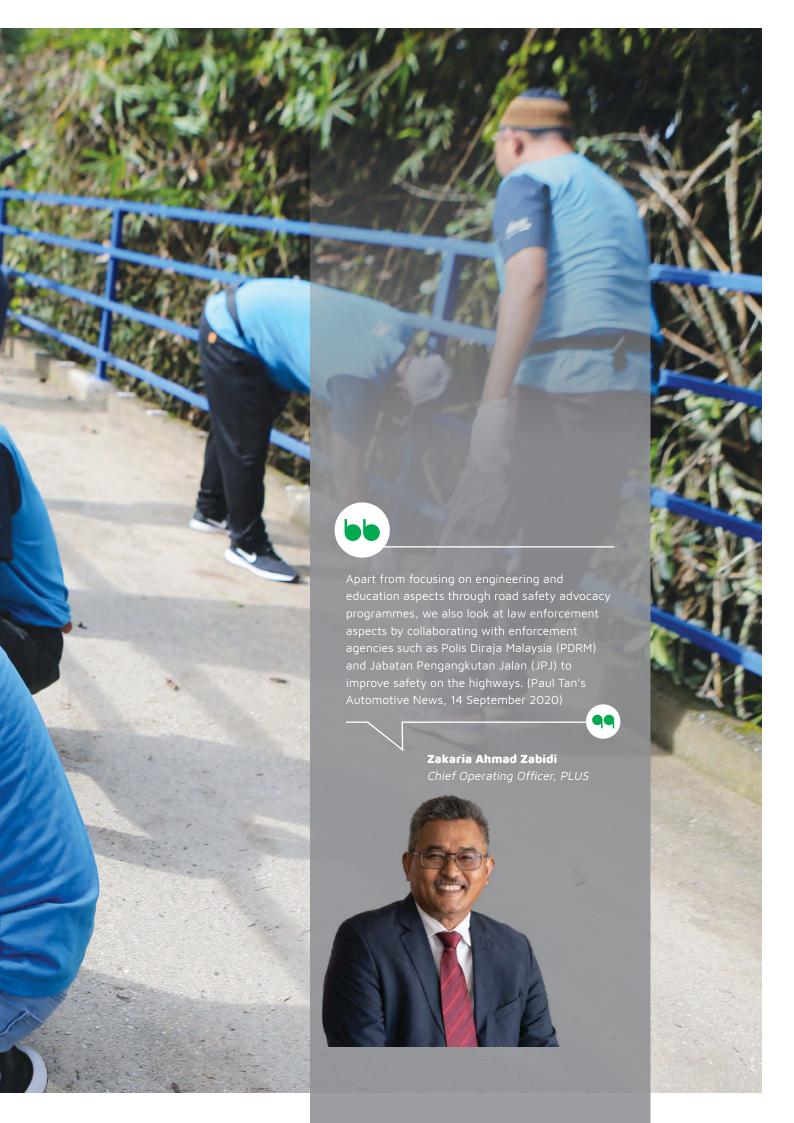
Preventive Maintenance

Enhance asset condition to preserve and maximise life of the asset.



Debris flow nets at Bukit Maokil













These SDGs are relevant to our commitment to society

At PLUS, we have fostered a strong sense of community, driven by our highway footprint across Peninsular Malaysia which has made us a part of Malaysians' daily lives and work. Within our operations, we are also proud to support Warga PLUS in achieving career progression and ensuring their well-being.

Our commitment to society is shaped by our brand purpose of *Taking Good Care of You, Every Step of the Way.* To this end, we have put in place various measures to improve outcomes across our social system, which consists of our operations, workplace and community.

Our Operations

We believe that our expressways contribute to the quality of life of the urban and rural populations by allowing them to enjoy reduced travel times, easier commutes and increased economic opportunities from trade and development.

Our Workplace

Our employees, which we affectionately refer to as Warga PLUS, are our most valuable assets. We are committed to providing them with a safe, healthy and conducive work environment.

Our Community

We give back to the communities in areas that we operate in and promote their socioeconomic development.

Relevant Material Sustainability Matters



Road Safety



Traffic Congestion Management



Occupational Health and Safety



Infrastructure Development



Customer Experience



Human Capital Development



Agile Workforce



Labour Rights and Practices



Digitalisation and Innovation



Supporting Fence Line Communities



Bumiputera Empowerment



Fair and Efficient Procurement Practices

Our social initiatives are centred on three primary focus areas aimed at delivering positive value to all Warga PLUS and communities.

Safety as #1 Priority

We made it our utmost priority to provide safe and healthy facilities and environment to all Warga PLUS, customers, contractors, sub-contractors, visitors and any other person that may be affected by our operations and activities. We strive to continuously advocate the importance of safety in our ecosystem and reduce any potential health and safety hazards within our operations.

Develop Human Capital

We are dedicated to develop an agile, competent and skilled workforce to meet current and future needs through ongoing strategic human capital development programmes. We also extend our learning and development programmes and knowledge sharing to our business partners, vendors and fence line communities.

Improve Socioeconomic Status

We strive to nurture and develop our fence line communities who reside within 30km to 50km radius from our highways. These include small and medium entrepreneurs in our Rest and Service Areas (RSAs), many of whom have found an improved quality of life since operating an outlet at our RSAs.







Our Operations

While our operations form the core of our business offerings for economic value creation, we are also cognisant that our highways and highway services have the potential to deliver social value. This includes enabling comfortable and efficient journeys as well as facilitating socioeconomic activities and access to income generating opportunities for Malaysians to improve their quality of life. Hence, our material sustainability matters related to our operations are geared towards enhancing the highway experience and ensuring safety for highway users and highway workers.



Road Safety

What Road Safety Means to Us:

The management of infrastructures and services that meet the safety standards of the industry.

Our Aspiration:

Provide safe and reliable roads incorporating the 3E approach i.e. Engineering, Education and Enforcement to protect road users from potential road hazards.

Initiatives and Highlights

Since the first day of our operations, PLUS views safety as our top priority. Beyond just highway customers, the focus on safety is also extended to other key stakeholders including our own employees and business partners, as well as fence line communities along the PLUS highway network. The emphasis on ensuring everyone's safety on PLUS highways led to the development of the 3E safety framework: ensuring safety for all through Education, Engineering and Enforcement (3E), in line with our purpose statement *Taking Good Care of You, Every Step of the Way.*

Average daily traffic:

1.7 million vehicles daily

Efforts to educate on the importance of highway safety were organised both internally for Warga PLUS and externally for business partners and members of the community. In 2019, PLUS launched the Expressway Operations Safety Passport (EOSP) in collaboration with National Institute of Occupational Safety and Health (NIOSH), which was recognised as the first of its kind in the highway industry. The EOSP programme curriculum was co-developed with NIOSH drawing on PLUS' long experience and expertise in highway safety to ensure those working on the highway are equipped with critical safety knowledge. Additionally, various engagements and Corporate Social Responsibility (CSR) programmes focused on safety were organised with support from Non-Governmental Organisations (NGOs) and community leaders.



Strategic collaboration between PLUS and PDRM to keep our highways safe





JPJ opened its first Unit Penguatkuasa Lebuhraya at North-South Expressway, Jelapang, Ipoh

With over 30 years of experience in managing and maintaining world-class highway infrastructure, PLUS also looked at engineering and innovation to boost the safety levels along our highways. Inspired by the Formula One™ safety car concept, we introduced Safety Vehicles (SVs) to help regulate highway traffic speed and enable emergency response crews to move ahead and clear hazards on the highway. In addressing the blackspots along our highways, we also looked at new materials and designs for highway furniture such as introduction of concrete dividers on our highways to prevent crossbound incidents, as well as improving road surfaces and utilising digital surveillance at critical locations of the highway.

We recognise the importance of close collaboration with key enforcement agencies such as Polis Diraja Malaysia (PDRM) and Jabatan Pengangkutan Jalan (JPJ) to ensure the safety of everyone travelling on PLUS highways. In addition, to further support enforcement operations by these agencies, we donated new vehicles dedicated for patrolling on PLUS highways as well as set up several field stations to coordinate all enforcement activities. One example of our partnership with JPJ can be seen through the establishment of Unit Penguatkuasa Lebuhraya (UPLR) or Highway Enforcement Unit, at Jelapang Toll Plaza as the first highway enforcement unit in Malaysia. Our close collaboration with PDRM saw the setting up of Unit Siasatan Lebuhraya (USLR) or Highway Investigation Unit at selected RSAs and toll plazas. The USLRs enable road users to lodge police reports along the highway, instead of having to find a police station at the nearest exit. We are also in the process of installing additional speed cameras (AWAS) to promote safe and responsible driving on PLUS highways.

Road Safety Advocacy

As the largest expressway service provider in Malaysia, we believe in taking a proactive and collaborative approach with other public, private and social organisations to identify, plan and implement safety improvement initiatives. PLUS is highly appreciative of the commitment towards public safety from other key players in the highway industry including Lembaga Lebuhraya Malaysia, Jabatan Keselamatan Jalan Raya (JKJR), Malaysian Institute of Road Safety Research (MIROS), as well as the Persatuan Syarikat-Syarikat Konsesi Lebuhraya Malaysia (PSKLM),



Kolaborasi strategik antara JPJ dan PLUS turut meliputi dari segi Tanggungjawab Sosial Korporat (CSR). Antaranya menyediakan empat pejabat untuk Unit Penguatkuasa Lebuhraya di sepanjang lebuh raya kendaliannya iaitu di Pagoh di Johor, Dengkil di Selangor, Ipoh dan Gunung Semanggol di Perak. PLUS juga menyumbang kenderaan kepada unit penguatkuasaan selain empat alat timbang berat kenderaan mudah alih bagi memudahkan anggota kami melaksanakan tugasan.



Dato' Ahmad Nasir Abd Gani

Timbalan Pengarah, Dasar dan Pemantauan Strategik Antarabangsa, Jabatan Pengangkutan Jalan (JPJ)

which is chaired by our Managing Director for the 2019-2021 term. We are also proud to work closely with strategic partners such as the National Institute for Occupational Safety and Health (NIOSH) and the Chartered Institution of Highways and Transportation to promote road safety. Many of our Senior Management team members are also actively involved in local road safety campaigns with grassroots, community-based organisations.

In recognition of these efforts, we received the prestigious Prince Michael International Road Safety Award (PMIRSA) in 2019. Considered by many as one of the most coveted road safety awards globally, PLUS is also the first Asian highway company to win the award since its inception in 1987. In February 2020, PLUS received the ISO 39001:2012 Road Traffic Safety Management System certification which reinforces our commitment to reduce fatalities and serious injuries related to road traffic incidents.



I am proud to see how PLUS actively explores new approaches and ideas to manage traffic along our highway while ensuring our customers enjoy safer and more convenient travel.





PLUSRonda personnel assisting highway user with a flat tyre





Traffic Congestion Management

What Traffic Congestion Management Means to Us:

The implementation of measures to reduce traffic congestion and manage peak traffic periods.

Our Aspiration:

Proactive traffic management to optimise the Level of Service (LOS) and reduce incidental, seasonal and periodical congestion in targeted locations.

Initiatives and Highlights

We believe every customer should enjoy a safe and comfortable journey on our highway and we are guided by our Concession Agreement obligations and Lembaga Lebuhraya Malaysia's LOS Guidelines via the global 3E approach (Engineering, Education and Enforcement). As such, PLUS is ramping up efforts to ease traffic congestion by leveraging on innovation, data and technology.

We manage our highways by utilising the Intelligent Transport System (ITS), through computers, sensors, control, communications, and electronic devices which translated data to facilitate communications on mobility management. ITS enables highway customers to be better informed which resulted in a higher level of safety along our highways. Among the key features of ITS applied in PLUS include:



Variable Message Sign (VMS) showing the emergency hotline at LPT2



Social media message to customers for planning of journey

> Traffic Monitoring Centre (TMC)

The TMC monitors the safety and well-being of our highway users 24 hours a day and hosts the call centre for our toll-free customer care line. It provides real-time traffic management and coordinates assistance with our PLUSRonda team as well as relevant associated authorities for any incidents that occurred along our highways. Our TMC is supported by a video wall, which acts as our 'eyes on the highway' that is powered by a network of high-resolution Closed Circuit Television (CCTV) cameras feeding live video feeds, allowing us to have a clear view of the situation on-the-ground.

Variable Message Sign (VMS)

VMS enables real-time dissemination of information to PLUS customers on incidents, roadworks and maintenance work, authority messages and safety messages, as well other messages related to special events and news updates. The information disseminated is based on identified locations and affected stretches, providing road users with valuable information to help them to plan their journey better.

Automatic Vehicle Detection System (AVDS)

The AVDS detects speed and length of vehicles and provides estimated travel time using radar technology. The overall calculation is based on the radar point of detection at each installed location where vehicles pass through. The data is aggregated and translated into estimated travelling time based on identified destinations.



Aerial view of Bukit Lanjan, New Klang Valley Expressway upon completion of lane widening

We have implemented strategic initiatives to manage traffic congestions at targeted stretches along our highways to improve traffic flow. Supported by our ITS as the key enablers, the following are some of our key initiatives:

Lane Capacity Expansion

Upon identifying areas where our highway is approaching the capacity, we conduct studies to identify the source of congestion and possible solutions which may address the congestion at the area. We conduct lane capacity expansions through various methods such as reconfiguring our lanes and managing sources of congestion. Where applicable, we also realign the road markings, and install additional highway furniture to manage congestion better.

As the end barriers of the NSE, the demolition of staggered lanes at Juru and Sungai Dua Toll Plazas not only help improve the traffic flow, but also enhanced the safety for Warga PLUS by having a dedicated waiting space before crossing the highway to access the administration building. Upon implementation of our electronic toll collection, we identified that the additional toll booths,

initially constructed to provide additional lanes to conduct transactions can be demolished to provide more space for both incoming and outgoing traffic. This had significantly reduced the traffic congestion around both toll plazas.

We had also conducted lane-widening exercise at strategic stretches to increase our lane capacity and ease traffic congestion. One example is at Slim River, North-South Expressway, which saw the highway being widened from two to three lanes for 3km. This is to provide a dedicated climbing lane for heavy vehicles such as lorries and busses, enabling smoother traffic flow around the area.

SMARTLane Initiative

Introduced on a trial basis from 23 October 2019, the smart lane aims to address traffic congestion at critical stretches approaching capacity especially on a daily basis, through the utilisation of technology. Covering Km 4.3 to Km 8.4 (Setia Alam to Shah Alam) on the New Klang Valley Expressway Northbound, the smart lane is implemented during peak hours between 6.30 am to 9.30 am. It is also fitted with appropriate signages and is managed in cooperation with the Highway Police and Polis Bantuan PLUS. Special tow trucks are also provided for the smart lane. Currently, our SMARTLane initiative is in Phase 1 (Pilot Stage).

In addition to the above strategic initiatives, we also utilise digital platforms and social media to manage traffic. Some of our more recent initiatives include:

- Live information updates through media on traffic conditions through our Twitter accounts @ plustrafik and @lpt2trafik, PUTRI Chatbot, PLUS Mobile App, in addition to the planned launch of a new Twitter account, @plus2U (for planned work and big events).
- ≥ Launch of Estimated Travel Time in June 2020, using Google Maps and VMS at selected stretches to manage congestion through dissemination of information and activation of AVDS at fourth lane stretches.







Scan this QR code to follow aplustrafik Twitter account



Scan this QR code to follow @lpt2trafik Twitter account





Occupational Health and Safety

What Occupational Health and Safety Mean to Us:

The provision of a safe and healthy workplace environment that is free of fatalities, injuries and illnesses in compliance with the law and occupational health and safety standards.

Our Aspiration:

Achieve the Goal of Zero preventable Fatality and Lost Time Injury (LTI) and ensure facilities, products and services are in accordance with legal requirements and industry standards.

Initiatives and Highlights

In addition to promoting safety on our highways, PLUS remains deeply committed to the safety of our people at the workplace. This is anchored on our philosophy that we are only borrowing our employees and business partners from their families, so that is why we must honour their trust and be responsible to take good care of them to ensure

they return safely to their home every day. Our safety journey towards achieving our Goal Zero for preventable Fatality and Lost Time Injury (LTI) is a testimony of our ambition to achieve zero harm across all of our operations. To this end, we ensure strict compliance to occupational health and safety standards, focusing on the well-being of Warga PLUS and contract workers while extending the positive experience to all highway customers. Beyond just meeting the minimum standards, we aim to always exceed compliance requirements as we strive to assert our stewardship and thought leadership in safety to lead the industry by example as a responsible highway operator.

Our safety commitment is also passionately advocated by our top management, demonstrating leadership in ensuring effective and sustainable safety performance. This leadership is exemplified through the establishment of Health, Safety, Security and Environment (HSSE) Council to shape our safety journey and review safety policies and strategic plans to ensure effective implementation. We have also put in place a 6C Model for HSSE, which sets out our approach in the areas of Commitment, Competence, Compliance, Culture, Communication and Consequence in managing occupational health and safety.



Toolbox session (short briefing intended to increase awareness on the different safety aspects and dangers at the work sites) for contractors

Key Action Plans - 6C Model



Commitment

- HSSE Council to provide steer for PLUS' safety journey towards Goal Zero and acts as a panel to review incidents resulting in fatalities, injuries and illnesses.
- HSSE Partners Steering Committee to address HSSE issues with top leadership and key contractors.
- Safety Day, Management Facility Visit (MFV) and Turun Padang Programme for leaders to demonstrate commitment towards safety and engage with Warga PLUS, business partners and contract workers on current safety issues.



Culture

Bottom-Up Culture Initiatives aimed at making Warga PLUS more aware of safety aspects in the workplace. We launched the following programs:

2017 Potential Incident and Near Miss (PINM)

2018 Unsafe Act Audit (UAA)

2019 Unsafe Act Unsafe Condition (UAUC)

• Positive Observation (PO+)



Competence

- Developed the Expressway Operations Safety Passport (EOSP) with NIOSH to provide essential safety knowledge for all Warga PLUS, business partners and contract workers. A total of 24,400 persons have been certified including our Managing Director, leaders, employees and contract workers operating on and along our highways.
- Defensive Driving Course, a three-phase course to increase driving competency among drivers in PLUS including PLUSRonda and frequent business travellers. This mandatory course ensures a safe driving culture is developed among Warga PLUS.
- E-Learning HSSE Essential Modules to provide awareness to Warga PLUS on the fundamentals of HSSE.



Communication

- Issuance of Safety Alerts, Hazard Identification, Risk Assessment and Risk Control (HIRARC) review and Learning From Incidents (LFIs) to prevent future recurrence and to be embedded in the Region/Section Annual HSSE Plan and New Occupational Health and Safety Committee Standards.
- Raised awareness on HSSE issues via internal communications campaigns:

#KlikforRoadSafety (enforce safety belt, 2019 helmets, and child restraint seats)

#BerubahBersama Campaigns (Safe 2020 Commuting, STOP LTI and Mental Health Awareness)

Consequence



Compliance

- Digitalisation and enhancement of existing Work Permit System in ensuring full compliance to specific critical/high risk activities.
- · Online Incident Reporting System established for full compliance on Incident Management.
- HSSE Management System to maintain accreditation of ISO 45001:2018 Occupational Health and Safety Management System and ISO 14001:2015 Environmental Management System. Our accreditation signifies our full compliance to all applicable statutory, regulatory and contractual requirements while ensuring that we continuously improve our systems in line with any changes within the HSSE spectrum.
- As we consider safety a priority in PLUS, consequence management is a pertinent area in good safety feature. Consequence management procedures are applied to all Warga PLUS for any major non-compliances which results in fatalities or LTIs.
- · All cases are investigated and actions are taken if circumstances were found to be preventable.
- Minor violations are managed by reinforcing knowledge on health and safety through training and coaching; while cases which are considered to have higher risk towards health and safety will result in more severe actions.



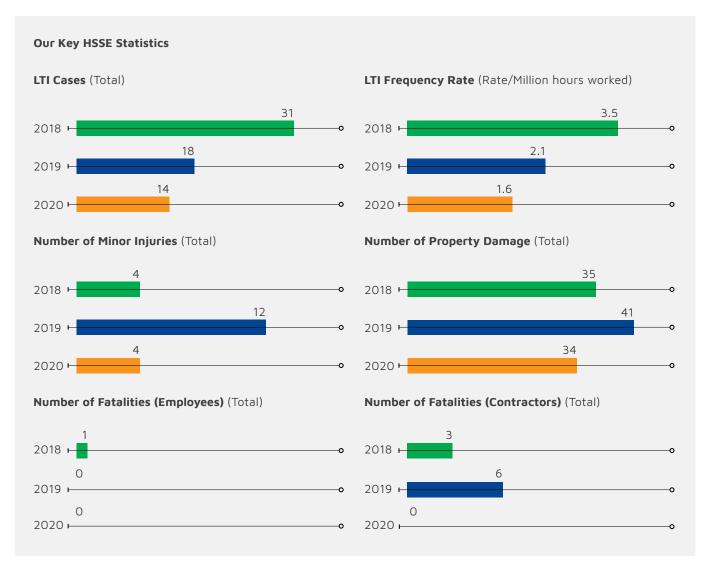
Impact of Our HSSE Activities

One of our emerging areas of focus is to further amplify HSSE communications to raise awareness on safety within the PLUS community through safety campaigns, online events and activities. This begins at the operational level, where we conduct thorough investigations in the event of safety incidents. This allows us to identify the root cause of incidents, with outcomes reviewed by relevant Incident Panels at our headquarters and region levels as appropriate. For significant incidents resulting in fatalities and LTI, the incident review panel will be chaired by the Managing Director and Chief Operating Officer to thoroughly review the details of the incidents. If the incidents are found to have been preventable, appropriate actions will be taken. For the

past three years, we have recorded significant improvements in our safety performance towards meeting our occupational health and safety aspirations.

We have also noted the following improvements:

- Improved safety leadership as reflected from visible management commitment activities and readiness to apply consequence management.
- Increased competence and safety culture across all levels of the organisation as a result of EOSP training and HSSE Bottom-Up Culture Initiatives.
- The latest Employee Engagement Survery (EES) result showed an increase on Safety, indicating a positive impact of enhancing safety culture in PLUS.





Management Facilities Visit (MFV) at Bukit Lanjan, Kuala Lumpur in January 2020

Following the development of Expressway Operations Safety Passport (EOSP) which was developed in collaboration with the National Institute of Occupational Safety and Health (NIOSH), the Lembaga Lebuhraya Malaysia has since imposed the implementation of EOSP for all other highway operators. PLUS is proud to be the first highway concessionaire that has fully implemented EOSP throughout our operations. EOSP is a compulsory safety induction course for all contract workers, related staff and other individuals involved in maintenance, operation and construction works on PLUS highways. The course is carried out to ensure all related highway duties personnel receive adequate basic knowledge, fundamentals of safety, traffic management, specific critical works and emergency response for a safe mindset while creating safe working areas on site.

Additionally, we have implemented the PLUS Work Permit System, which ensures all works on the expressway are fully controlled and monitored in accordance with applicable statutory, regulatory, contractual and other relevant requirements. Further demonstrating our leadership in the arena of safety, we are the only highway operator in

Malaysia to provide safety vehicles creating safe zones for workers undertaking planned and emergency works on the highway including special task in clearing hazardous debris that could cause harm to highway users.

Accreditation to standards is also a key focus area in our safety initiatives and in 2020, we successfully transitioned to the ISO 45001:2018 Occupational Health and Safety Management System (OHSMS) from Occupational Health and Safety Assessment Series (OHSAS) 18001:2007 to continuously improve our safety management system. The new OHSMS certification validates our continual effort in our safety journey management towards achieving Goal Zero.

The occupational health and safety initiatives we have put in place reflect on the strong culture of safety inculcated within our operations. This culture has been achieved through a phased approach which focuses on raising safety awareness, guiding our employees in identifying unsafe conditions and acts, and subsequently understanding potential risks and consequences.

We have also introduced the Kelab PLUSRonda Selamat (KPS) and Kelab Customer Service Assistant (CSA) Selamat (KCS) Awards to ingrain a safety culture, instil positive behaviour and reinforce change through awards and recognition among our PLUSRonda and CSA frontliners.

KPS is implemented in six-month cycles and was formally introduced in 2019 following a pilot test from December 2018 to March 2019. The establishment of KPS has proven to be successful as we observed a decline in the number of incidents involving PLUSRonda since its launch. To date, the KPS is entering its third cycle and is expected to end in June 2021.

KCS was initiated in March 2020 to mirror the success of KPS and expand the target group to our CSAs, another critical group of Warga PLUS with high LTI incidents recorded. The KCS first cycle was launched in March 2020 and ended in December 2020.

Since 2018, we have staged our annual PLUS Safety Day in collaboration with highway authorities and other safety agencies. In 2020, due to the COVID-19 pandemic, the annual PLUS Safety Day was organised virtually back to back with an online workshop on Road Safety Management. Organised in collaboration with the Alliance for Safety Community and supported by Lembaga Lebuhraya Malaysia, MIROS and the Department of Safety Standards Malaysia, the event was attended by over 2,000 online participants comprising Warga PLUS, highway concessionaires and numerous other agencies. The event highlighted new safety challenges arising from the COVID-19 pandemic relevant to our operations,

with the theme of #BerubahBersama. Highlights of the event included sharing and insights from Datuk Azman Ismail, PLUS Managing Director as well as Tan Sri Lee Lam Thye, Chairman of the Alliance of Safe Community and Associate Professor Dr Amer Siddiq Amer Nordin, Director UMCares and Consultant Psychiatrist at Universiti Malaya Medical Centre (UMMC).

In recognition of our efforts in occupational health and safety, the following are our achievements since 2019:

1 February 2019

Recognition of our milestone in having 11,650 Individuals obtain the Expressway Operations Safety Passport (EOSP) by National Institute of Occupational Safety and Health (NIOSH)

10 December 2019

Prince Michael International Road Safety Award granted by His Royal Highness Prince Michael of Kent, United Kingdom

20 February 2020

First highway in Malaysia received the accreditation of ISO 39001:2012 Road Traffic Safety Management System awarded by NIOSH Certification Sdn Bhd

1 August 2020

No. 1 Best Performing Closed Toll Highway – Double win for PLUS as ELITE is ranked No. 2 awarded by Malaysia Institute of Road Safety Research (MIROS)



Management Facilities Visit (MFV) at Bukit Lanjan, Kuala Lumpur in January 2020



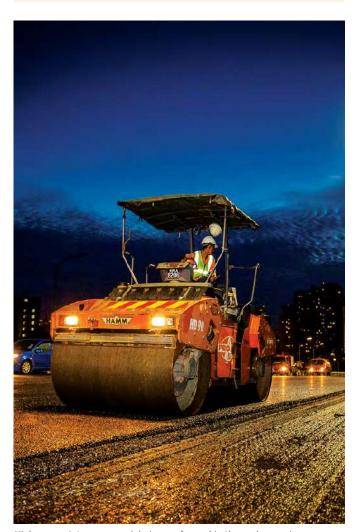
Infrastructure Development

What Infrastructure Development Means to Us:

The maintenance and expansion of highway infrastructure to deliver positive value to our stakeholders and the economy over the long term.

Our Aspiration:

Enhance critical infrastructures to support the growth of rural areas and reduce developmental gaps between regions in line with the Malaysia Plans.



Highway maintenance work being performed in the early morning

With over 30 years of experience managing highways in Peninsular Malaysia, we have strived to evolve from being simply a highway operator to an organisation dedicated to the delivery of value to our stakeholders and the economy. We view the development of highway infrastructure as critical to the achievement of Malaysia's economic development plans and nation-building. As Malaysia progresses to become a developed nation, more people are able to afford their first cars, which lead to increasing traffic volume in recent years. To accommodate the high traffic volume, we have widened some stretches of the NSE (Shah Alam-Jalan Duta, Shah Alam-Rawang, Nilai North-Port Dickson) to include a fourth lane and refurbish high-volume interchanges.

With the establishment of new interchanges, such as the Southville City interchange on the NSE which was launched in 2018, our activities in infrastructure development provide avenues for the development of new townships. This creates jobs and new communities for the socioeconomic benefit of Malaysians. We are committed to ensure high quality of our existing roads as it is an integral aspect of our customer's experience and we strive to ensure that continuous maintenance carried out on our roads meets the highest standards set by the regulators and benchmarked with global best practices. New technologies such as the Unmanned Aerial Vehicle (UAV) have been deployed to enable us perform quick and comprehensive checks of the conditions of our assets to ensure it is in safe condition for our customers. Through our technological arm – TERAS Teknologi Sdn. Bhd. – new innovative software tools and algorithms are being deployed utilising intelligent sensing to identify the maintenance needs of our infrastructures.

We are currently working together with the Malaysian Government and Lembaga Lebuhraya Malaysia towards a vision of creating the Smart Highway of the Future. A vision that provides an integrated ecosystem of new technologies such as Internet of Things sensors, democratised payment models and smart gantry, among others benchmarked against best highway practices globally. This may include removing toll plazas and lane barriers to structurally accommodate high traffic volume, reducing congestion and providing seamless customer experience.





Customer Experience

What Customer Experience Means to Us:

The delivery of highway services and products that meet or exceed the needs of our customers and society at every touchpoint.

Our Aspiration:

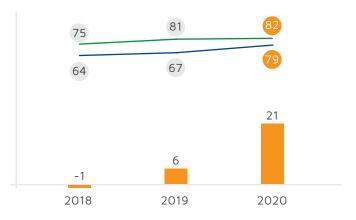
Deliver seamless journey experiences and become the preferred travel choice of Malaysians.

Initiatives and Highlights

Our customers are at the heart of everything we do, and it is a belief deeply held by all of us at PLUS since our first day of operations. In line with our purpose *Taking Good Care of You, Every Step of the Way*, PLUS aspires to deliver the best services and products to keep our customers satisfied with their travel experiences on PLUS highways. At PLUS, we recognise that our customers' travel needs and wants may evolve over time. Our focus is to stay as closely connected to all our customers and hope our various digitalisation efforts will help us in this endeavour.

The journey towards delivering excellent customer experience will remain a core focus at PLUS, and we are optimistic by some of the progress we have made since 2018 across several key customer satisfaction measurements:

Key Customer Experience Metrics



- Customer Satisfaction Index (%)
- Reputation Index (%) Net Promoter Score

Note: Our customer experience survey were conducted by Ipsos in 2018 and The Nielsen Company in 2019 to 2020.

PUSAT SEHENTI SERBA LENGKAP

Kemudahan di R&R PLUS dapat pujian ramai

Oleh Suliati Asri suliati@hmetro.com.my

Bagi mereka yang melakukan perjalanan jauh menggunakan lebuh raya, singgah di kawasan Rehat dan Rawat (R&R) dikendalikan PLUS Malaysia Berhad (PLUS) bagaikan suatu kemestian kerana fungsinya sebagai pusat sehenti serba lengkap.

sinonim buat rakyat Malaysia yang menyambut ulang tahun kemerdekaan negara ke-63.

negara ke-63.
Malah, reputasinya
turut mendapat pujian
pelancong asing kerana
pengunjung bukan saja
boleh menikmati pelbagai



NUR Akmal

Butterworth-Kulim dan Jambatan Pulau Pinang. Sebagai pengendali lebuh raya terbesar di negara ini, PLUS bukan hanya menyelenggara laluan malah melengkapinya

keselesaan pengguna. Selain R&R kemudahan

dengan pelbagai kemudahan untuk



CHEE Heng

pulang ke kampung di Batu Pahat, Johor sekitar tahun 70-an, Azlan berkata apabila pulang ke kampung, ibunya sentiasa menyediakan bakul berisi makanan dan air kopi sebagai bekalan sepanjang jalan selain perlu mencari masjid untuk solat.

"Dengan kemudahan serba lengkan disadiaka



ZAIMAH

"Selepas kematian suami, saya terpaksa membesarkan lima anak berusia dari lima hingga 15 tahun. Dengan peluang diberikan PLUS, saya dapat membesarkan anak dan menghantar mereka melanjutkan pelajaran. "Terima kasih PLUS

"Terima kasih PLUS kerana sentiasa memberi



Selatan.

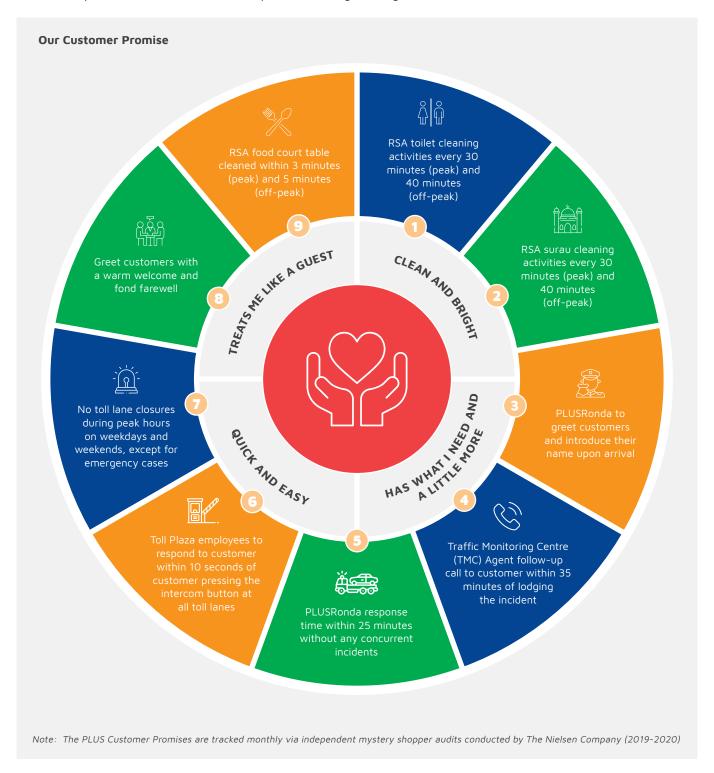
Sebagai peniaga terawal di R&R Perasing, Nur Akmal Alias, sebelum ini berhadapan kesukaran memperoleh pelanggan kerana lokasi R&R jauh dari jalan besar selain masih tidak dikenali ramai.

masih tidak dikenali ramal.
"Dulu, saya pernah dapat jualan RM10 sahaja dan hampir putus asa. Namun, dengan dorongan dan bantuan promosi selain potongan sewa 50 peratus diberikan PLUS, saya tekad meneruskan perniagaan Keropok Cap Mutiara yang



Harian Metro, 6 September 2020

The PLUS Customer Promise pilot programme has been the flagship, company-wide initiative to improve customer experience at key touchpoints along their journey. These nine customer promises were developed based on known customer pain points at critical moments of their journey. A dedicated e-learning module was also developed to shape a common understanding on customer experience and the nine customer promises among all Warga PLUS.

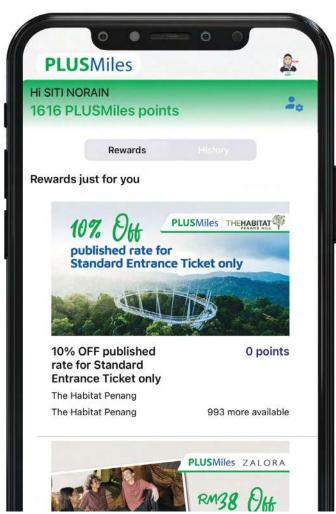


Sustainability Report 2020

OUR COMMITMENT TO SOCIETY

PLUS Mobile Application

The PLUS mobile app (PLUS App) with a host of helpful features was developed to become a customer's travelling companion on PLUS highways. Beyond basic travel planning information such as toll rates, PLUS App also displays real-time live CCTV feeds of traffic conditions along PLUS highways. Customers requiring assistance could also interact with PUTRI, PLUS' chatbot or virtual assistant. In an emergency, customers can trigger an SOS button to request PLUSRonda assistance to their location.



Snapshot of PLUS App

PLUS App also offers a pre-order function for customers to purchase meals from participating Community Business Partners during their journey. Besides helping customers practice physical distancing and minimise time waiting and queueing in public spaces, this new PLUS app feature also supports Community Business Partners to attract more customers in their journey towards business recovery.

Another value-added PLUS App feature is the built-in integration with PLUSMiles, PLUS' rewards and loyalty programme. Customers can now access the entire PLUSMiles redemption catalogue at the tip of their fingers. This includes F&B redemption items at selected PLUS RSAs which customers can redeem instantly using their PLUSMiles points.

Listening to Our Customers

PLUSMiles members also shared many helpful suggestions and ideas to help PLUS take better care of its customers especially in the middle of a pandemic. In fact, the RSA Pre-Order function on PLUS App was one of the many good ideas shared by our loyal PLUSMiles members as part of online surveys carried out throughout 2020.



- Pre-order food and self pick-up from food stalls
- Pre-order food and have the food delivered to parking area
- Pre-order food and self pick-up at selected pick-up points

Managing Customer Feedback

Enhancing customer feedback management is crucial to shape meaningful customer experience improvements for all our customers. This requires an integrated approach to capturing, analysing, responding and applying insights mined from all our customers.

The Customer Intelligence Portal (CIP), which has recently completed Phase 1 of its development will help customers, stakeholders and PLUS share and take action on customer feedback more seamlessly.

The COVID-19 pandemic has also shifted our focus towards emphasising the hygiene of our facilities to ensure we maintain our customers' trust. We have stressed compliance



J)

Scan this QR code to be directed to our PLUSMiles Facebook page and sign up to be a member of PLUSMiles

with SOPs, such as wearing face masks and installing physical distancing markers to protect the safety of our customers, among other measures.

Apart from hygiene initiatives related to COVID-19, we continued to focus on general hygiene of our facilities. We have earned recognition for the cleanliness of our bathrooms from Kementerian Perumahan dan Kerajaan Tempatan (KPKT) at its Majlis Sambutan Hari Tandas Sedunia Peringkat Kebangsaan for 2019 and 2020.

Our Commitment and Support to the Growth and Success of Our Business Partners and Society

In aligning our business partners with the achievement of our customer service goals, we have put in place our Business Partner Incentive Programme (BPIP) to improve service levels at key physical touchpoints along the highway journey.

The BPIP is designed to offer recognition and rewards to our business partners for achieving significant growth and increase productivity in their business. This enables us to move away from solely focusing on corporate philanthropy and more towards value creation. The BPIP also aims to encourage business partners to improve their value proposition and performance in meeting customers' needs and ensuring sustainability.

	Purpose	Impact	Benefits
VALUE CREATION	Innovative and promotes sustainable business model	Fundamental strategic and operational impact	 Promotes shared value (business - institutions and communities) Promotes competitiveness and innovation Promotes a sustainable business model Develops human capital (key in developing countries Incorporated into the business strategy
RISK MANAGEMENT	Compliance	Medium to high strategic and operational impact	Mitigates operational impactMitigates operational risksSupports external relationships
CORPORATE	Providing funding and skills	Little strategic and operational impact	 Collaborations and sponsorships with other stakeholders Undefined benefits Measurement of other corporate competencies Company's social responsibilities, impacts and functions

We are committed to supporting our Community Business Partners by developing their capabilities in areas such as Digital Adaptation, Entrepreneurship, Operational Optimisation and Customer Service Excellence. Our Community Business Partners place their trust on us to earn a living through our Rest and Service Areas (RSAs), thus their well-being are our priority and we take the utmost care of the people who are an integral part of our highway community.

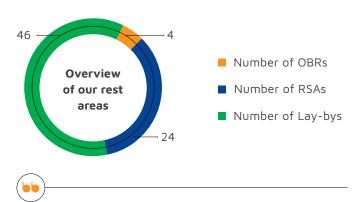
At the same time, this has enabled our Community Business Partners to grow and move forward together with us, while making sure that they are able to deliver the best service to customers, upholding our core value of *Taking Good Care of You, Every Step of the Way* through their business platforms, and not just focused on sustaining their business operations and livelihoods but also to cater to the growing demands of customers.

Sustainability Report 2020

OUR COMMITMENT TO SOCIETY



Our Local Community Business Partners at Bukit Gantang RSA Northbound in January 2020



Corporate Social Responsibility (CSR) is not just about managing, reducing and avoiding risk, it is about creating the opportunities and generating improved performance to a broader constituency that includes key stakeholders including customers, Warga PLUS, NGOs, Government and the of the communities in which we operate. We work very closely with our Business Partners (BPs) especially our Stall Operators at our RSAs to ensure our customers' experience and journey are the best level of service when they are taking a break from their long drive. We provide continuous Business Partners Incentive Programme through various supports and trainings to our BPs and assist them to expand their business in their best interests. I am motivated knowing my work also help improves quality of for our customers and BPs.



We prioritise the local fence line communities living within 30km to 50km radius from our RSAs in our pursuit to provide economic improvement and empowerment to the local communities especially to the B40 segment. Our RSAs, lay-bys and OBRs currently provide a catalyst for income opportunities, economic growth and well-being to 71.5% of our Community Business Partners which consist of the local fence line communities. As the largest highway concessionaire in Malaysia, the growth, success, business continuity and sustainability of our Community Business Partners, including helping them develop thriving and resilient businesses, are important to us. For more information on how we support the local communities, refer to the Supporting Fence Line Communities section of this Sustainability Report.





Ketika mula berniaga, saya tidak ada modal banyak dan hanya mampu beli peti ais saja. Tapi pengurusan PLUS bantu bukan saja sewa yang murah dan bil air serta elektrik percuma tapi juga perkakasan seperti pinggan, sudu, garpu, rak dan banyak lagi. (Harian Metro, 6 September 2020)





Chong Chee Heng Rakan Niaga PLUS di R&R Ayer Keroh (Local Community Business Partner)







Our Workplace

Warga PLUS forms the heart of our operations and are instrumental in helping us achieve our business and sustainability objectives. To this end, our material sustainability matters related to our workplace are geared towards providing a conducive working environment which allows Warga PLUS to unleash their fullest potential, while also caring for their well-being as well as that of their families. In attaining sustainability through our workplace initiatives, we also provide opportunities for socioeconomic development of our business partners and vendors.



Human Capital Development

What Human Capital Development Means to Us:

The approach undertaken to attract, develop and retain personnel to be suited for the organisation and future career development.

Our Aspiration:

Focus on upskilling and reskilling of personnel and optimise performance to meet the current and future needs of the business.

Initiatives and Highlights

Our approach to human capital development is anchored on nurturing our talent and a fair reward system which recognises the efforts and contributions of Warga PLUS. To this end, we place emphasis on continuous learning for all levels of Warga PLUS.

Further details on our workforce are disclosed in the Labour Rights and Practices section of this Sustainability Report.

We recognise that the development of a high performing workforce starts with the provision of fair compensation and benefits, as well as rewards-related programmes and initiatives. To reinforce positive employee behaviour, we have put in place the appropriate employee compensation, benefits and rewards, which we continuously monitor via a total rewards review exercise. This ensures our overall remuneration system is aligned with competitive market practices and enables prudent manpower cost management while providing our talent with attractive remuneration.



In-house training conducted in February 2020



We are committed to developing our workforce to be agile, while taking care of their well-being. As we embrace the **new norm**, we want to ensure that we are able to provide the right support, for our people to fulfil their ambitions and simultaneously drive the pursuit of our mission and vision.

Kugahnaesen M. Manogaran Head, Organisational Development and Talent Management, PLUS

Some examples of key benefits that we offer to Warga PLUS:



Leave

We provide Annual Leave, Sick Leave, Maternity Leave, Examination and Study Leave to allow our workforce to have a healthy work-life balance.



Medical

We have provisions for outpatient expenses, hospitalisation, dental, optical as well as health screenings to ensure Warga PLUS is healthy.



Insurance

We provide insurances such as Group Term Life insurance and Group Personal Accident insurance to ensure Warga PLUS are taken care of should an unexpected event takes place.



Allowance

Recognising the round-the-clock nature of our industry, we provide various allowances such as on-call, back-for-duty and shift allowance for Warga PLUS who are essential to ensure the continuity of our operations.



Flexi-Work Arrangements

In moving towards promoting agility within Warga PLUS, we practice flexi-working hours and break hours. We also emphasise on outputs, rather than strict working hours to provide flexibility to Warga PLUS, especially in facing unexpected circumstances.



Self-development

We provide benefits for professional association memberships and reimburse their examination fees to promote self-developments.



Other benefits

We also provide interest subsidy on car or motorcycle loans, toll subsidy as well as reimbursement of call charges. At our Persada PLUS headquarters, we also have in place the following facilities:



Child Development Centre



Gymnasium



Sports Complex (which includes a football field and multipurpose hall)



All Warga PLUS were equipped with laptops during MCO

We are also exploring benefits/rewards which are unique in the market, such as removing the need for medical certificates for minor illnesses.

In an effort to encourage Warga PLUS to adopt continuous learning, we launched an e-learning management system which enables learning anywhere, anytime, and on any device. The system leverages on technology to improve accessibility to knowledge and is also used for onboarding of new employees.

Additionally, we have developed specific learning and development programmes to improve the competency of Warga PLUS in technical, self development as well as leadership areas. Learning and development programmes, such as the Digital Talent Programme, PLUSRonda Development Programme, as well as the various agile workshops are carefully crafted to ensure Warga PLUS are able to progress in their career while being able to adopt to the ever-changing environment swiftly when necessary.



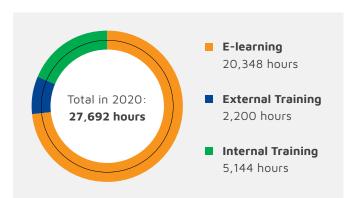
In-house training in February 2020

The following are the key statistics of our learning and development initiatives in 2020:

Total number of
Training Hours in 2020:
27,692 hours

Total number of Employees
Trained in 2020:
2,303*

• Not inclusive of mandatory e-learning for all employees



Our efforts in human capital development are also focused on identifying and nurturing talent to meet our succession planning needs. Hence, we have established new guiding principles (business impact, irreplaceability/scarcity and tacit knowledge/relationships) for the identification and prioritisation of critical roles across the organisation.

From 2018 to 2020, we have identified the following for our succession planning talent pool:

Total Talents Identified

Number of talents identified throughout PLUS



A refresh of the talent pool will also be carried out in 2021. Subsequent to this, we will introduce a new set of leadership competencies aligned to our six corporate values and in cognisance of the current operating environment. We aim that in 2022, these leadership competencies will be integrated across the relevant people process such as recruitment, performance management and talent identification processes.



Scan this QR code to be directed to our LinkedIn page to be part of Warga PLUS





Agile Workforce

What An Agile Workforce Means to Us:

The development of an agile and productive workforce to adopt and anticipate rapid changes in the operating and business environment.

Our Aspiration:

Continuously build capacity and capability of each Warga PLUS to meet business challenges of today and the future without any disruptions.

Initiatives and Highlights

With the COVID-19 pandemic requiring new ways of working, we have risen to the challenge and proved our resilience to survive. Our purpose of *Taking Good Care of You, Every Step of the Way* was also demonstrated in the management of our employees, with our Warga PLUS representing a family which supports and helps each other in responding to challenging conditions, while also emphasising on the importance of individuals' drive for continuous improvement to contribute to our business aspirations.

Agility in our workforce will also serve as a means to respond to our technology drive which has required us to respond in real-time, thus signalling the agility we must achieve.

One of the important aspects in strengthening the agility of our workforce is to ensure that Warga PLUS' skill sets is in alignment with the company's direction. In 2020, we launched a number of initiatives to strengthen the awareness, understanding, immersion and sustainability of our new Corporate Values, which were launched at the end of 2019 in alignment with PLUS' aspirations and strategic business objectives. This has resulted in the improvement of our Corporate Values Index and Change Readiness Index.

One of our key initiatives in 2020 was the launch of our Buku Amali Nilai Korporat (BANK) which serves as a step-by-step guidebook to strengthen the understanding and applications of our Corporate Values among Warga PLUS.



Versions of BANK which aims to strengthen understanding of our corporate values

To further inculcate the culture of agility, we developed our Call to Action Guidebook (CTA) as a tool to support leaders and employees in managing and navigating through culture change, the new ways of working and ensuring Warga PLUS are ready for virtual working.

Our agile workforce initiatives have been further reinforced through the identification of Process Improvement Champions across PLUS to lead process improvement initiatives. The Process Improvement Champions are guided by our Process Improvement Guide which informs them in executing their initiatives effectively. The guide includes benefit management steps to facilitate Benefit Realisation Management.



Labour Rights and Practices

What Labour Rights and Practices Mean to Us:

The incorporation of practices to ensure that employees, contractors and sub-contractors are treated fairly with regard to labour laws and regulations.

Our Aspiration:

Uphold good labour practices and ensure the rights of our employees, contractors and sub-contractors are protected at all times.

Initiatives and Highlights

To ensure that the voices of Warga PLUS are heard, we maintain an open door policy and conduct regular meetings with our two workers' unions, the Employees Union and the Supervisors Union. We discuss on employment issues and work-related concerns with the objective of arriving at mutually beneficial outcomes for all related parties.

We are committed to being a responsible employer to Warga PLUS and adhere to the relevant laws and regulations on labour rights and practices. This commitment also goes beyond our own workforce to cover our contractors and sub-contractors, ensuring fair treatment to all who provide their services to us.

To this end, the following are the key laws and regulations that we adhere to:

- 1. Employment Act 1955
- 2. Industrial Relations Act 1967
- 3. Code of Conduct for Industrial Harmony
- 4. Trade Union Act 1959

In addition to meeting regulatory requirements, we have put in place various measures to safeguard mental health and well-being of Warga PLUS, as well as share our appreciation for their efforts in driving our operations.

We embrace diversity among our workforce, not only across gender, but also ethinicity, age and skill level. In view of this, we continuously monitor our workforce diversity to ensure fair and balanced views in steering our operations.



Safety at work is our pledge in taking care of our people (In picture: Mahadzir Maso'd)

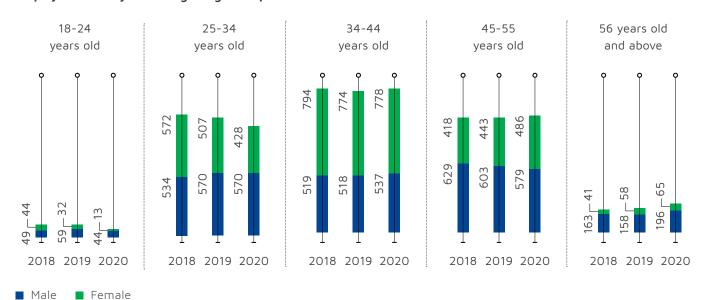


For the past three years, we have recorded the following in measurements of employee diversity:

Employee Diversity According to Gender



Employee Diversity According to Age Group



Employee Diversity According to Employment Type

Employee Diversity According to Ethnicity

3,683 32 44 - 4 3,594 169 2018 + 2018 + 3,630 41 45 3,556 166 2019 ⊦ 2019 + 3,607 40 43-6 3,539 157 2020 H 2020 H ■ Non-Permanent Malay Chinese Indian Others Permanent

In creating a conducive working environment and promoting good health and well-being, we provide sports and childcare facilities and encouraging (when possible) participation in local sports tournaments. Due to the COVID-19 pandemic, some events in 2020 were put on hold to support the nation's effort to flatten the curve of infection. Thus, leveraging on our multiple virtual platforms, various engagement sessions were held throughout 2020 to reach out to Warga PLUS.

Between 2019 and 2020, we held the following engagement sessions, among others:



The young workforce of Warga PLUS taken in January 2020



Employee Appreciation

In appreciation of the commitment and hard work by Warga PLUS in carrying out their responsibilities, we held various events to recognise and reward their achievements as follows:

- Appreciation hi-tea to celebrate the achievement of participants and winners of Sukan Kerjaraya (SKR), Annual Productivity and Innovation Conference (APIC), International Quality and Productivity Convention (IQPC) as well as cultivate a culture of excellence.
- Movie day out for Warga PLUS and families at local cinemas nationwide, as part of employee engagement activities to cultivate a healthy work-life balance culture and an opportunity for Warga PLUS to get to know each other's families and enjoy a day out. For those working shifts, we gave them an open ticket so they could go with their colleagues/superiors at their own convenience.
- Anugerah Bestari PLUS, an award to celebrate the children of Warga PLUS who did well in their public exams from UPSR to STPM/STAM.

Sustainability Report 2020

OUR COMMITMENT TO SOCIETY



Hari Raya Aidilfitri celebration in 2019



Fostering Closer Ties

Our organisation has formed a tight-knit community in line with our purpose of caring for all of our stakeholders, and we held the following activities to further strengthen the bond among our Warga PLUS:

- Buka puasa and Hari Raya celebrations.
- Distribution of Duit Raya to selected Warga PLUS who work on the eve, first and second day of Hari Raya Aidilfitri, as a token of appreciation for their sacrifice and commitment to the company.
- Special prayers and token contribution in the form of pocket money for Warga PLUS performing the Haj.



We believe that **constant engagement between leaders** and employees is key to forging close and lasting ties between the two. At PLUS, we take engagement and employee communication very seriously through various initiatives, both work-related or purely social where Warga PLUS get to let their hair down.

While we may not have been able to do much socialising during MCO in 2020, Senior Management went into overdrive to engage with employees in small groups, online. This helped to allay fears of COVID-19 and of uncertainties, and to promptly address any issues on the ground so Warga PLUS are assured of a safe environment to work in, despite the pandemic.





and Employee Experience





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Engagement sessions with Warga PLUS are continuously conducted either physically (prior to the COVID-19 pandemic) or digitally (post COVID-19 pandemic)



Taking Care of the Welfare of Warga PLUS

As an employer which cares for the well-being of Warga PLUS, we also provide the following support to ensure the welfare of our workforce is well taken care of:

- Zakat distribution to eligible Muslim B40 Warga PLUS.
- Special aid to eligible non-Muslim B40 Warga PLUS, mirroring the zakat distribution to their Muslim colleagues.
- Funeral benefits for Warga PLUS or beneficiaries upon death of immediate family members or employees.
- Natural disaster contribution to eligible employees affected by floods, fires and storms.
- PLUS Adoption Scheme to care for the family of employees who pass away while performing their duty. The scheme provides annual financial assistance for school-going children of the deceased until they complete their tertiary education.
- Special company contribution to next of kin upon death of unmarried Warga PLUS who passed away in the course of performing his duty.

- Mental Health Talk with Expert during PLUS Safety Day 2020 to increase awareness on mental health and well-being.
- Prihatin to enable Warga PLUS to make personal contributions to families of deceased colleagues.



PLUS amat prihatin tentang keselamatan dan kesejahteraan kami, terutamanya yang bertugas di barisan hadapan dalam menghadapi ancaman COVID-19. Pihak Syarikat sentiasa memastikan bahawa kami dapat menjalankan tugas harian dengan baik, tanpa mengabaikan unsur-unsur keselamatan dan kesihatan pekerja.





Leadership Engagement

To further strengthen communication between all Warga PLUS and provide engagement with the top management, we held the following:

- Jom Sembang virtual engagement featuring selected leaders who share particular topics in their areas of expertise and address any queries/concerns from the audience.
- Let's Chat!' for Warga PLUS and 'Let's Engage!' for TERAS, virtual chat sessions where Warga PLUS were given the opportunity to engage in direct conversations with top leadership in small groups.
- #CeriaBersama, a fun engagement programme where Warga PLUS of all levels let their hair down in relationship-building activities.



Let's Chat Bersama Chief Financial Officer session



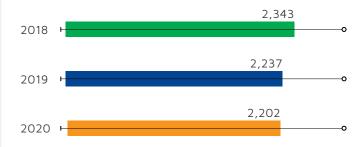
Let's Chat Bersama Chief Governance, Risk and Compliance Officer session

Right to Collective Agreements

Our non-executive employees are represented through our employees' union and the execution of the Collective Agreements. In 2020, 2,202 of them were unionised.

We are proud to have a good relationship with the two unions that we have. We are constantly in communication with our unions through various engagement channels to ensure effective communication of the direction of the company to the Warga PLUS on the ground. These platforms are also being used to obtain feedback, as well as to listen to any of the concerns of Warga PLUS, especially relating to their well-being, health and safety.

Number of Unionised Employees





Pihak syarikat tidak pernah melupakan kakitangan seperti kami yang bertugas di barisan hadapan di mana pihak Syarikat masih lagi membekalkan pelitup muka, hand sanitiser dan hand glove untuk memastikan keselamatan dan kesihatan kami terjamin. Pihak Syarikat juga memastikan persekitaran kerja yang selamat dan sihat dengan menjalankan kerja-kerja proses nyahkuman di plaza serta keprihatinan syarikat terhadap kebajikan kakitangan yang didapati positif COVID-19 dan yang perlu menjalani kuarantin di rumah.





Digitalisation and Innovation

What Digitalisation and Innovation Mean to Us:

The introduction and application of digital technology in this increasingly digitally-reliant environment.

Our Aspiration:

Intensify digitalisation initiatives to increase workplace efficiency and strive for 100% elimination of manual processes through digitalisation in 2021.



TERAS personnel inspecting toll equipment in January 2020



Digital Initiative Studio (DIS) is one of the functions under Technology and Innovation that plays a crucial role in PLUS' digital transformation journey by ensuring the availability of IT infrastructures, hardware and software platforms, tools and equipment, user adoption and knowledge, as well as IT support. We are also working collaboratively with other business functions within the organisation to help build and offer solutions under our Enterprise-Wide Digitisation efforts.



Jamaliah Hasan Manager, Digital Initiative Studio (DIS), PLUS

Initiatives and Highlights

We strive to keep abreast of the rapid evolution and adoption of digital solutions with the implementation of various digitalisation initiatives throughout our operations.

In our focus towards intensifying our Digitalisation and Innovation initiatives, we have focused on growing the digital community within PLUS to accelerate the adoption of new technologies. This is primarily done by utilising internal capabilities and collaborating with external parties to build digital solutions. These enable us to promote innovation among Warga PLUS, stimulating the generation of new ideas to digitalise and improve business processes.

Through our digitalisation and innovation initiatives, we managed to realise the following benefits in 2020:



1,306 hours reduction in process cycle time



51 digital solutions developed internally



49 process champions successfully lead process digitisation



170 digitalised processes



More than **3 million** papers saved





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PLUS Unmanned Aerial System (UAS) Unit setting up their drones

We have put in place various innovative solutions including, real-time data updates and analytics to improve our decision-making process. These include the creation of a 'data-lake' which houses big data from our operations, facilitating data analytics.

Our subsidiary, TERAS, is exploring new business opportunities with existing partners such as Touch 'n Go and potential financial partners to offer digital payments, fintech and RFID solutions for parking as well as drive-through food and beverages.

PLUS Unmanned Aerial System (UAS) Unit was established in 2019 as an innovative approach for preventive maintenance inspections. The ultimate goal is to embark on full convergence in automation of preventive maintenance inspection works and monitoring with combination of Artificial Intelligence (AI), Machine Learning (ML) and Geomatics.

Moving forward, we aim to eliminate 100% of our manual processes and become fully digital. We will also be focusing on reskilling and upskilling of all Warga PLUS to improve efficiency, while inculcating a digital mindset. We will explore innovative solutions to continuously improve our business processes and customer experience in support of the Industrial Revolution 4.0.



Adalah menjadi tanggungjawab utama kami untuk menjaga keselamatan anda di sepanjang perjalanan anda.









Our Community

We take pride in contributing to the development of society and have taken various communities both directly and indirectly impacted by our operations under our wing. Our efforts to support our community through our sustainability initiatives are thus aimed at improving the lives and livelihoods of our communities which include the general public, business partners and vendors.



Supporting Fence Line Communities

What Supporting Fence Line Communities Means to Us:

The incorporation of practices to uplift the socioeconomic status of communities within 30km to 50km radius from our highways including our Rest Service Areas (RSAs), Overhead Bridge Restaurants (OBRs) and lay-bys.

Our Aspiration:

Provide opportunities for fence line communities to elevate their socioeconomic standing and nurture them towards economic independence.

Initiatives and Highlights

Our presence throughout Peninsular Malaysia provides us with valuable opportunities to contribute to the socioeconomic status of communities within our vicinity. To this end, we have identified various groups within 30km to 50km radius from our highways (including our RSAs, OBRs and lay-bys) as fence line communities, who we are able to serve beyond our business operations. This is line with our approach to care for and create value for our communities indirectly impacted by our operations.

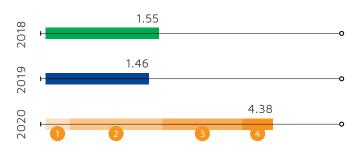


Titipan Kasih programme organised in collaboration with Harian Metro at Kampung Balun, Slim River in 2019



From 2018 to 2020, we have contributed more than RM7 million on the following on social programmes, benefiting over 50,000 recipients.

Amount Spent on Social Programmes (RM million)



- 1 CSR Programmes, Donations and Sponsorships (RMO.50 million)
- Contribution to COVID-19 Hospitals (RM1.68 million)
- 3 Zakat (Fence Line) (RM1.47 million)
- Zakat (Unsung Heroes) (RM0.74 million)



PLUS menyampaikan sumbangan dalam pelbagai cara dan program. Tidak hanya memberi dan menjalankan kewajipan, saya lihat sumbangan yang dihulurkan PLUS juga sangat cantik kerana bantuan yang disalurkan dapat dirasai semua golongan komuniti terutama asnaf.



Subang, Selangor

Zakat Distribution

With the COVID-19 crisis creating health and economic disruptions to many Malaysians, our Corporate Social Responsibility (CSR) projects focused on supporting affected groups within our fence line community. We are also duty-bound to fulfil our responsibility as an officially-appointed zakat distributor, and channelled zakat funds to eligible asnaf amid the pandemic in 2020.

We view our role as a trustee of zakat funds with utmost sense of responsibility and are committed to only disbursing zakat to rightful recipients as identified by State Religious Authorities. The effectiveness of our zakat disbursements was further strengthened by our decision to develop a new Zakat Framework during the year, which allowed us to implement a focused approach to zakat disbursements. From 2020 onwards, we were empowered to channel zakat disbursements directly to the asnaf, provided that they fulfilled the requirements set.



Zakat distribution to asnaf at Kampung Balun, Slim River in 2019

Community Engagement

Since 2019, our collaboration with Harian Metro provided an up-close and personal engagement with our fence line B40 community through activities organised with our leaders and employees. The programme allowed us to enhance our outreach to the rural areas within 30km to 50km radius from our highways that had yet to be included in previous activities. The collaboration continued in 2020, where we reached out to 13 welfare homes in nine states, which had been overlooked as other groups were given priority during the pandemic. We hope the stories shared by Harian Metro as the leading Malay media will also direct its readership to aid the affected communities.

Moving forward, PLUS aims to strengthen this initiative through continuous engagement with the assisted communities, aiming to further develop their economic well-being and livelihood.

During the month of Ramadan, we also took the opportunity to further engage fence line communities by contributing to nearby mosques, orphanages and tahfiz centres. For Hari Raya Aidil Adha in 2020, we donated 21 cows to 21 communities which benefited around 2,000 recipients.



PLUS mudah berganding bahu bersama Pertubuhan Bukan Kerajaan (NGO) terutama dalam kempen meningkatkan kesedaran keselamatan demi kesejahteraan orang ramai.

Pelbagai inisiatif dilaksanakan bersama, antaranya mempromosikan kempen pemakaian tali pinggang keselamatan dan kerusi keselamatan kanak-kanak. PLUS dengan kolaborasi IKATAN juga telah mengadakan program Hari Keselamatan 2020 secara virtual pada tahun lalu. Ia adalah komitmen ke arah membudayakan keselamatan di dalam seluruh ekosistem lebuh raya dan komuniti sekeliling.



Community Impact Survey

During the year in review, we conducted a community impact survey to assess the effectiveness of our social programmes and formally assess and understand the needs of our community. The objectives of the survey comprised:

- To assess the impact of assistance provided to our community in 2020.
- To create a benchmark for the alignment between initiatives and PLUS' corporate values and sustainability aspirations.
- > To contribute data for determining the direction of social responsibility initiatives towards uplifting communities along our highways.

Our survey was well-received, with 1,598 respondents throughout our highway footprint. In order to avoid the risk of contracting the COVID-19 virus, the respondents were contacted by our Section employees via telephone, with results recorded via online forms. The respondents comprised asnaf as well as B40 highway workers.

Our survey result showed that 93% of respondents preferred aid in the form of cash during the pandemic compared to receiving items in kind. Cash aid also enabled beneficiaries to utilise aid received according to their individual needs. Additionally, cash aid minimised COVID-19 risks for all parties as the cash could be transferred online, whereas donations-in-kind would require physical contact.

Key findings:

92% agreed that PLUS' assistance had helped them in facing the COVID-19 pandemic

Over 79% utilised the aid received for food supplies

More than 73% agreed that the aid channelled by PLUS was sufficient

GPLUS

OUR COMMITMENT TO SOCIETY



Bumiputera Empowerment

What Bumiputera Empowerment Mean to Us:

The introduction of measures to support the socioeconomic status of the Bumiputera community within our ecosystem.

Our Aspiration:

Uplift Bumiputera communities to reduce income disparity and increase their contribution towards national gross domestic product (GDP), in line with the national Shared Prosperity Vision 2030, Bumiputera Economic Transformation Roadmap 2.0 as well as Dasar Keusahawanan Nasional 2030.

Initiatives and Highlights

As a responsible Government-Linked Company (GLC), we play a vital role in realising the Government's Bumiputera development agenda towards achieving national socioeconomic objectives. We are uniquely positioned to interact with various Bumiputera communities throughout our value chain and strive to contribute to their upliftment.

In an effort to deliver impactful outcomes for the Bumiputera community, we developed a Bumiputera Empowerment Framework to govern programmes aimed to empower the community, focusing on our personnel, fence line community, Community Business Partners and vendors.



Women Entrepreneurship Bazar at Dengkil RSA in 2019



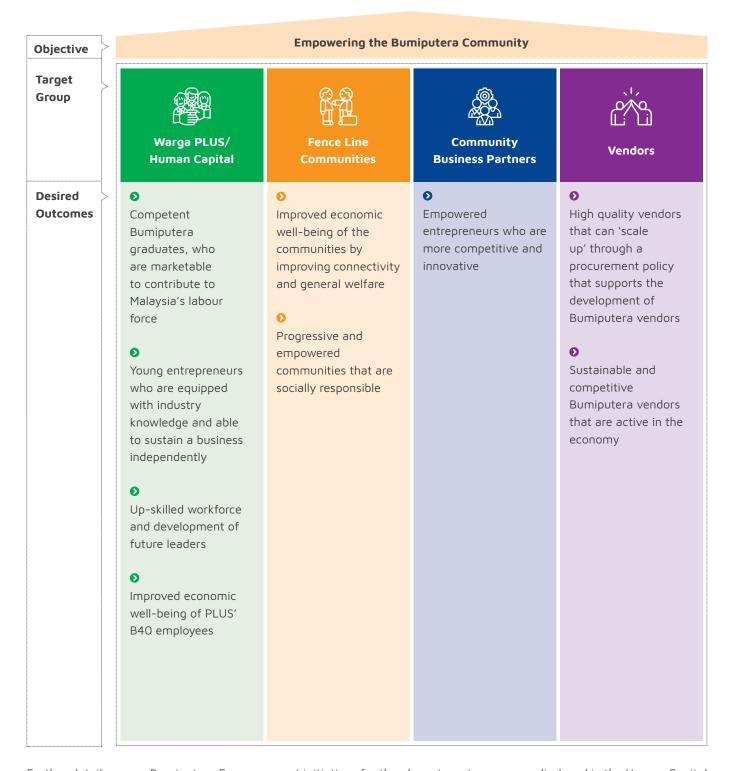
Recognition of Business Partners in Business Partners Incentive Programme (BPIP) in 2019



PLUS juga sentiasa memberikan dorongan kepada peniaga. Jika perniagaan tidak konsisten atau menurun, PLUS akan memberi idea dan menyelesaikan masalah dihadapi. (Harian Metro, 6 September 2020)



The framework sets out desired outcomes for each of these stakeholder groups as illustrated in the following:



Further details on our Bumiputera Empowerment initiatives for the above target groups are disclosed in the Human Capital Development, Customer Experience, Supporting Fence Line Communities and Fair and Efficient Procurement Practices sections of this Sustainability Report, respectively.





Fair and Efficient Procurement Practices

What Fair and Efficient Procurement Practices Mean to Us:

The implementation of procurement practices that are fair, efficient, responsible, ethical and transparent.

Our Aspiration:

Increase procurement activities from small and mediumsized enterprises (SMEs) to support the Nation's target of achieving higher SME GDP contribution of 50%.

Initiatives and Highlights

We are committed to fair procurement practices and have established a Management Expenditure Committee (MEC), chaired by the Managing Director and a Board Investment Tender Committee (BITC), chaired by an independent Director. This enables the formulation of business cases and procurement strategy in a manner which promotes fair and efficient procurement practices.

Our procurement procedures promote fair tender exercises with detailed due diligence in accordance with approved PLUS SOPs.

Further to this, we are embedding the following initiatives to enhance our procurement practices:

- Review of contract Schedule of Rates to be market reflective.
- Adopt strategic tender approach based on needs, business agility, speed and spending trends.
- Implement mandatory registration of vendors with PERKESO and Inland Revenue Board to ensure compliance with regulatory requirements.
- Establish appropriate governance measures for vendor registration, tender processes, and introduction of the MEC, Management Tender Committee (MTC) and BITC.
- Implement Enterprise Resource Planning (ERP) system for efficient and transparent process with 14 improvement activities focused on digitalisation.

In view of our engagements with multiple vendors throughout our operations, we recognise the vital role we play in creating

value for Malaysia's SME community, who form the backbone of the country's economic activity. Hence, our procurement practices have a strategic focus towards vendor development and fair treatment.

In line with the National agenda for SME development, which is also linked to Bumiputera empowerment, we established a 5-year Vendor Development Programme (VDP) to propel Malaysian SMEs towards becoming locally and globally competitive.

The objectives of our VDP are to:

- Develop and upskill Bumiputera vendors to become capable and competitive.
- Support the Government's aspiration of developing Bumiputera SMEs.
- Contribute to the development in local business and industries.

We adopt vendor development scores prescribed by the Malaysia Productivity Corporation's (MPC) Business Excellence Framework (BEF) which covers training, consultancy and performance assessment. We are also looking at developing modules to enhance the capability of our VDP participants, particularly in leadership, business strategy, IT, customer relations, workforce management, system and processes.

Since its launch, 13 vendors from various industries including construction, manufacturing and system technology have participated in our VDP. Currently, four vendors are in the the System Implementer phase, six vendors are in the Practitioner phase and one vendor is in Best-in-Class phase. One vendor has completed the five-year programme.



Vendor Innovation Partnership Programme organised by Ministry of Entrepreneur Development and Cooperatives (MEDAC) in 2019

Key Vendor Development Programme (VDP) Activities



Vendor Consultancy and Site Visit



Vendor Assessment (As per BEF)



Technical Training by Vendor Development Programme (VDP) Technical Partners



Networking and Business Matching by MEDAC



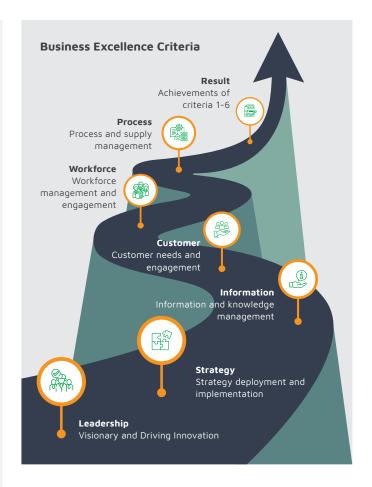
Vendor Exhibition organised by MEDAC and government agencies



Various competitions and awards

A few highlights include:

- Providing consultancy and assessment to VDP participants using a Business Excellence Framework. VDP participants also receive opportunities to attend various trainings and seminars organised by Government agencies
- Actively participate, together with VDP participants, in Business Matching sessions organised by various Government agencies. This provides new opportunity for PLUS to identify potential vendors and help our VDP participants to expand their connections
- Establishing internally developed training modules for VDP participants
- Coordinating site visits and invite VDP participants to witness and understand the operations of a successful SME. We will also host knowledge-sharing sessions, allowing VDP participants to share knowledge with each other, on top of obtaining new skills from PLUS and other successful SMEs
- Demonstrating the effectiveness of our VDP, one of our vendors won first prize at the National Innovative and Creative Circle Convention 2018 organised by MITI and SIRIM





Being guided as part of the **Vendor Development Programme (VDP)** under PLUS since back in 2014 **has laid an impact of tremendous room of improvements**for our company despite having 20 years of experience **as a Bumiputera contractor specialising in geotechnical works.** Graduated in 2020 for Business Excellence has not just transformed our working culture to be well rounded but also propelled our standards of quality to a much higher level with better relationships between existing and new potential clients.













These SDGs are relevant to the strength of our governance

We are proud to uphold the good standards of corporate governance and have put in place the appropriate structures, policies and procedures to ensure we exercise accountability and transparency in everything we do.

Our approach to governance is cascaded from the Board of Directors through to the operational level, where we have ingrained good governance practices throughout our decision-making processes. We established a Board Governance, Risk and Compliance Committee (BGRCC) to strengthen governance oversight.

A Management Governance, Risk and Compliance Committee (MGRCC), chaired by the Managing Director is tasked to oversee the implementation of good governance across PLUS. Business Functions across PLUS play their roles in upholding good governance, with the Governance, Risk and Compliance (GRC) Division being the central focal point for coordination, execution and reporting of governance matters.

With these mechanisms in place, we are able to confidently address our material governance sustainability matters:



Ethics and Integrity



Responding to Crisis and Emergency



Compliance to Laws and Regulations



Data Security



Risk Management



Financial Management



Seremban, North-South Expressway at night



Ethics and Integrity

What Ethics and Integrity Mean to Us:

The adoption of high ethical and integrity practices at all levels of the organisation.

Our Aspiration:

Embed ethics as a cultural fabric, with zero tolerance for misconduct, fraud and bribery, towards maintaining a bribery-free ecosystem.

Initiatives and Highlights

Integrity

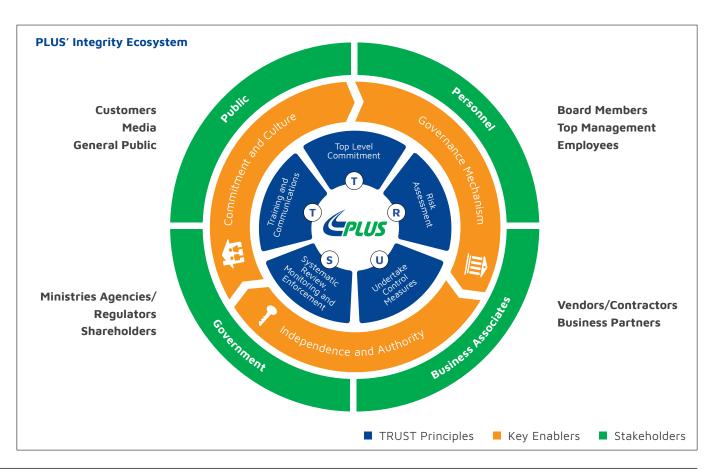
In line with the enforcement of Section 17(A) of the Malaysian Anti-Corruption Commission (MACC) Act 2009, we have strengthen our integrity efforts. Our integrity practices area anchored upon the concept of 'TRUST' introduced by the Prime Minister's Department in the Guidelines on Adequate Procedures Pursuant to Subsection (5) of Section 17A under the Malaysian Anti-Corruption Commission (MACC) Act 2009 (GAP). We established an Integrity Framework, which sets out the approach and mechanisms to prevent, detect and respond to misconducts relating to bribery, corruption, fraud and abuse of power within the operations of PLUS. The framework also features PLUS' Integrity Ecosystem, guided by our 10 Anti Bribery and Corruption (ABAC) principles. In the following pages, we highlight the efforts undertaken by us in each of the areas.



PLUS holds a zero-tolerance position against all forms of bribery and corruption. Real integrity is doing the right thing when nobody is watching. As a reminder, we have devised the hashtag of #pilihintegrititiadatoleransi.

- Datuk Azman Ismail, Managing Director, PLUS















Top Level Commitment

We developed an ABAC guide and manual which identifies 10 key principles that has to be read, understood and complied with by PLUS personnel and anyone engaging with PLUS. The illustrative ABAC guide outlines the 10 principles, including the do's and don'ts alongside with practical scenarios for each principle, and is available on our corporate website.

To further demonstrate our utmost level of commitment. we organised our very first Integrity Day in January 2020 which showcased our efforts in combating bribery and corruption. Over 400 business associates, vendors, contractors, regulators and government officials took an oath to be bribery and corruption free with a pledge in the presence of MACC.

The Board Governance, Risk and Compliance Committee (BGRCC) and Management Governance, Risk and Compliance Committee (MGRCC) provides robust and regular oversight over integrity matters via periodic reporting by the Governance and Integrity team (G&I) a dedicated team, set up to look into integrity matters.

Our Whistleblowing Policy

We have strengthened our Whistleblowing Policy to ensure that anyone is able to report cases of improper conduct, within PLUS, without fear of retaliation or reprisal.

The policy covers matters which can be reported on, information to be provided and disclosure of the whistleblower's identity while providing assurance on the protection of their identity. Additionally, the policy also outlines the conditions for anonymous disclosure, our commitment to ensuring the independence of our whistleblowing process as well as our assurance to notify the whistleblower on the outcome of their complaint.

Furthermore, the policy provides details on the various channels for whistleblowers to lodge their report. We have ensured that the reporting channels are independent from our Management Team.

10 Principles of PLUS' position on Bribery and Corruption



PLUS has a zero-tolerance position against all forms of bribery and corruption.



We are committed to dealing with business associates and government officials in a fair, transparent and ethical manner.



We prohibit any receiving, giving or promising of facilitation payments.



₩ We do not entertain support letters and requests for special privileges.



We shall conduct due diligence on PLUS personnel, business associates, projects and business activities, in particular where there is significant exposure to bribery and corruption risk.



We shall declare conflicts of interest on a schedule basis and where actually, potential or perceived conflicts arises.



We adopt a No Gifts policy, subject to certain limited exceptions.



We prohibit offering or accepting hospitality subject to certain limited exceptions.



We allow charitable donations and sponsorships for legitimate reasons. We do not make political donations.



We strongly encourage reporting (whistleblowing) of real or suspected cases of bribery and corruption without fear of retaliation or reprisal.





Below are the key information from our Whistleblowing Policy, as highlighted on our website:



PLUS MALAYSIA BERHAD (PLUS) WHISTLEBLOWING POLICY



Our principle

We (PLUS) strongly encourage reporting cases of improper conduct (committed or about to be committed) within PLUS, without fear of retaliation or reprisal.



What can you complain on?

Any improper conduct (misconduct or criminal offence) including but NOT limited to the following:

- Fraud
- Bribery and Corruption
- Abuse of Power
- Conflict of Interest
- Forgery, theft or embezzlement
- Gross negligence duty
- Misuse of Company's Property
- Non-compliance to Policies and Procedures

This Policy does not apply to personal grievances concerning an individual's terms and conditions of employment, or any other aspects of working relationships. Such matters shall be dealt with under our Human Resource Policies and Procedures



Our available complaint channels

Disclosures can be made to ANY of the following reporting channels, in strict confidential manner:-



Email to:

BoardChairman@plus.com.my for a direct message to the Board Chairman

<u>ChairmanGRCC@plus.com.my</u> for a direct message to the Chairman of the GRCC



Corporate link website at: www.plus.com.my



In writing to PLUS Board Chairman or Chairman of Board GRCC at

Persada PLUS Persimpangan Bertingkat Subang, KM15 Lebuhraya Baru Lembah Klang 47301 Petaling Jaya Selangor Darul Ehsan.

These reporting channels are independent from our Management Team.



Remember to include these information in your complaint

Any disclosure made should contain the following information:

- Details of the person(s) involved (Who)
- Details of the allegation
 - » Nature of the allegation (What and How)
 - Where and when the alleged misconduct/ wrongdoing took place
- Other relevant information and supporting evidence if available

Your identity is protected

A Whistleblower will be accorded with protection under the Policy consistent with the Whistleblower Protection Act 2010, provided that the complaint is made in good faith. Such protection is accorded even if the investigation later reveals that the Whistleblower is mistaken as to the facts and the rules and procedures involved.

Disclosure of identity (Whistleblower)

For us to accord you with the necessary protection under the Policy and also to obtain more details pertaining to the disclosure, you are required to disclose your personal details as follows:-

- Name
- Contact Details Office Contact/ Mobile/ Home
 These personal details will be kept confidential.

Anonymous whistleblowing

Anonymous whistleblowing is permitted. However, Whistleblowers must be aware that there must be sufficient evidence in order for PLUS to conduct an investigation.

Independence of the whistleblowing process

We are committed in ensuring the independence of our whistleblowing process.

Notification on the outcome of the complaint

You will be notified on the outcome of your complaint.

PLUS reserves the right to amend the procedures contained in this document from time to time.

PLUS Malaysia Berhad Whistleblowing Policy











Bribery Risk Assessments

We have a comprehensive process to identify, assess, monitor and respond to key exposures towards bribery risks. Our bribery risk reports are regularly reviewed and deliberated by the MGRCC and the BGRCC. This is to provide reasonable assurance that key bribery risks are actively managed.





Asia Pacific Strategic Risk Award 2019

Pengurusan risiko PLUS terbaik di Asia Pasifik

Terima anugerah pada Persidangan Tahunan Forum Risiko 2019









Undertake Control Measures

In demonstrating our dedication towards uncompromising standards of ethics and integrity, we obtained the ISO 37001:2016 Anti-Bribery Management System (ABMS) certification in June 2020. The certification is designed to quide organisations in preventing, detecting and responding to bribery as well as to comply with laws and regulations.

The certification reaffirmed our zero-tolerance principle towards all forms of bribery and corruption. Received amid the pandemic last year, the certification was achieved in the midst of our accelerated adoption of new working norms, leveraging on technology.

As part of our commitment to continuous improvements, we strive towards strengthening our internal controls to promote a bribery and corruption-free environment. This includes the development of our integrity framework and regular review of anti-bribery and corruption guide. We also embed internal controls into operational Standard Operating Procedures (SOPs) and relevant documentations.



Anti-Bribery and Corruption pledge led by Datuk Azman Ismail, during PLUS Integrity Day in January 2020



ISO 37001:2016 certification achieved in 2020









Systematic Review, Monitoring and Enforcement

To guarantee that our integrity practices are relevant, adequate and effective, we introduced mechanisms to monitor, report and enforce the 10 ABAC Principles. To this effect, we diligently monitor activities and statistics, conduct audits and where required, followed by consequence management for non-compliance. In 2020, we introduced an Annual Mandatory Declaration for all Warga PLUS as part of their respective Key Performace Indicators (KPIs). This consist of making declarations on conflict of interest, giving and receipt of gifts as well as hospitality.

We also have a strong consequence management to those who breach PLUS' ABAC policy and Employee Code of Conduct.



 $PLUS\ Integrity\ Day\ organised\ in\ January\ 2020\ with\ our\ regulators,\ business\ associates\ and\ Warga\ PLUS\ Day\ organised\ in\ January\ 2020\ with\ our\ regulators,\ business\ associates\ and\ Warga\ PLUS\ Day\ organised\ in\ January\ 2020\ with\ our\ regulators,\ business\ associates\ and\ Warga\ PLUS\ Day\ organised\ in\ January\ 2020\ with\ our\ regulators,\ business\ associates\ and\ Warga\ PLUS\ Day\ organised\ organised\ organised\ our\ organised\ orga$









Training and Communications



Briefing on corporate liability by MACC officer during Integrity Day 2020

Training

In an effort to ensure ethics and integrity are continuously upheld, as well as instil good conduct among Warga PLUS, we conducted a full scale training for all Warga PLUS in 2019, while in 2020, we focused on refresher trainings to selected personnel and teams based on business requirements.

The training sessions were held across our regional offices throughout Peninsular Malaysia, as well as our subsidiaries Projek Lebuhraya Usahasama Berhad, LPT2 and TERAS. Due to physical distancing requirements, the trainings in 2020 were conducted online.

The objectives of the refresher trainings were to provide:

- Refreshers on our ABAC Principles
- Practical guidance on how to make the Mandatory Declaration on our Integrity Portal
- Encourage transparency by culture of declarations

Number of Warga PLUS trained in 2020

2,787 participants

83

session

Number of Warga PLUS trained in 2019

3,802 participants

112

sessions

Communicating Our Commitment to Ethics and Integrity

As part of measures to further instil good conducts among Warga PLUS as well as all parties dealing with us, we ensure that there is regular internal and external communications. Our communications platforms include:

Internal Communications

- Email from Managing Director
- Email from Chief Governance and Risk Officer
- HR Communication via internal portal and buzz@plus
- Physical posters
- · Newsletters and reminders

External Communications

- Our policies, guidelines and procedures on PLUS' Corporate Website
- Reminders on PLUS' Social Media platforms (Facebook, Instagram)
- Media Statements
- ABAC commitment reminders for business associates and external parties
- Newsletters to Business Associates dealing with PLUS
- Videos



Invited external speaker Mohd Firdaus Ramlan, addressing Warga PLUS on the impact of a corruption conviction



Participants of integrity training session held in January 2020



Videos Released on Corporate website and social media



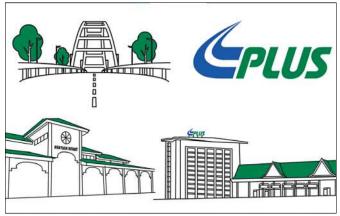
10 ABAC Principles Video



Business Partner Expectations



Integrity Journey Video



ABAC Principles Sketch Video





Scan this QR Code to view these videos, alongside other videos published by PLUS in our YouTube Channel 'PLUS Malaysia'

Employee Ethics

Employee Code of Conduct

Our Employee Code of Conduct (ECOC) governs the professional conduct of Warga PLUS and outlines their responsibilities in performing their duties. The ECOC ensures that all individuals acting on behalf of PLUS perform their activities in an ethical way, in accordance with laws and regulations as well as the standards PLUS sets through our policies, guidelines and rules. The ECOC also details the circumstances in which employees would be deemed to have breached the ECOC and the disciplinary actions that can be taken against them.





Responding to Crisis and Emergency

What Responding to Crisis and Emergency Means to Us:

The deployment of efficient practices to respond and recover from emergencies and crisis situations.

Our Aspiration:

Adopt swift response and recovery plans to effectively manage incidents and crisis situations, ensuring minimal disruption.

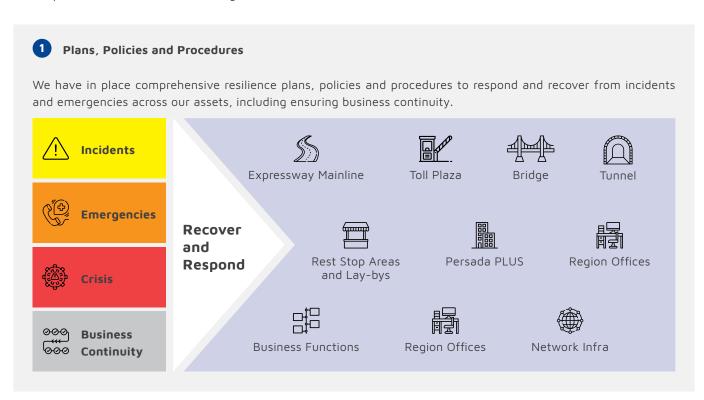
Initiatives and Highlights

Our approach to crisis and emergency response is guided by local and international standards and frameworks, which are translated into our practices in alignment with ISO 22301:2019 Security and Resilience - Business Continuity Management Systems. This covers the requirements for implementing, maintaining and improving a management system to protect against, reduce the likelihood of, prepare for, respond to and recover from emergencies. Additionally, we adopt the practices recommended by the Disaster Recovery Institute International, that provides education, accreditation and thought leadership in business continuity, disaster recovery, cyber resilience and related fields.

Furthermore, we make reference to the Securities Commission Malaysia's Guiding Principle on Business Continuity as best practice and our benchmark for business continuity. It also serves as a platform to increase awareness on the importance of effective business continuity plans.

Our ability to respond and recover from emergencies and crisis is anchored on our strong resilience practices covered in the following three areas:

- 1 Plans, Policies and Procedures
- 2 Escalation and Communication
- 3 Training and Simulation Exercises



An illustration of some of our plans, policies and procedures tailored to our operations and assets (non-exhaustive):

Emergency Response Plans (ERP)

Respond to incidents or emergencies across our highway assets

Crisis Management Plan (CMP)

Manage escalated incidents or emergencies that lead to a crisis

Information Technology Disaster Recovery (ITDRP)

Recover and protect business IT infrastructure to support business operations

Cybersecurity Incident Response Plan (CIRP)

Respond to potential cybersecurity threats

Business Continuity Plan (BCP)

Recover and restore business operations to normalcy

2

Escalation and Communication

We have established and operationalised a fully functional Crisis Management Team (CMT) that is chaired by our Managing Director and comprises our C-Suites and relevant representatives from each Business Function. They are supported by various teams on the ground:



Crisis Communications Team

Manage internal and external communications including mainstream media and social media updates



Damage Assessment Team

Perform preliminary damage assessment and determine likely period of downtime



Emergency Response Team

Coordinate evacuation process to protect Warga PLUS' and public's safety



Cyber Emergency Response Team

Coordinate efforts with internal and external parties to remediate cyber incidents

Our CMT was activated into action on 18 March 2020 following the announcement of the MCO.

We established Triggering Criteria and Escalation Protocol to provide a structured process in managing incidents and crisis which will enable the CMT and relevant personnel to determine the level of incident and plans to be invoked, depending on the severity.



Participants of safety training session



Hamidah Abdul Aziz, our security guard at Persada PLUS control room





Training and Simulation Exercises

To further enhance our ability to respond to crisis and emergencies, we adopt continuous learning through post-mortems and knowledge sharing. We ensure that regular training sessions are conducted all the way from our Senior Management right to our frontliners.

Desktop simulation exercises are continuously conducted to validate existing documentation and on-the-ground practices.

In light of growing cyber threats following greater adoption of digital technology, in 2020 we conducted a cybersecurity desktop simulation exercise to ensure our readiness to manage cyber threats.

We have simulation exercises planned in 2021 where we will be working with authorities including Polis Diraja Malaysia (PDRM) and Bomba to perform emergency drills for the tunnels and bridges while placing focus on safety and resiliency to maintain acceptable service levels during disruptions of critical processes.





Our preparedness for crises and emergencies was demonstrated during the emergency landing of a Singaporean private plane on the North-South Expressway in Johor in November 2020. Although no one had anticipated such an event, we were sufficiently prepared to respond to the situation effectively and efficiently.



We always ensure to obtain and disseminate quick and precise customer in distress information to PLUSRonda team to make sure that our customers are assisted soonest possible. As part of PLUS customers' touchpoint, I am always relieved to know that our PLUSRonda team has reached our distressed customers and I know that they are in good hands.





Training session on emergency response for Warga PLUS

In ensuring the safety of our customers, our Traffic Monitoring Centre (TMC) provides centralised coordination and management of information and responses for our highway operations. The TMC's functions include 24-hour monitoring and traffic surveillance as well as continuous dissemination of information to the public via Variable Message Sign (VMS), Twitter and PLUS App. It also monitors PLUSRonda operations in managing traffic accidents.



Compliance to Laws and Regulations

What Compliance to Laws and Regulations Means to Us:

The management of business activities in compliance to all relevant laws and regulations.

Our Aspiration:

Introduce robust processes to identify legal and regulatory compliance requirements and monitor compliance throughout all business and operational activities.

Initiatives and Highlights

We instil a strong culture of compliance throughout our operations and continuously deploy preventive and detective measures to ensure compliance to applicable laws and regulations. Our highway operations are governed by Concession Agreements (CA), as well as guidance issued by Lembaga Lebuhraya Malaysia and the Kementerian Kerja Raya (KKR). We proactively monitor our compliance to the CA through submission of periodical reports to Lembaga Lebuhraya Malaysia and KKR. In addition, we have placed a structured mechanism to monitor our compliance to all other applicable acts and regulations and established necessary mechanisms to prepare for compliance to any emerging laws.

Coverage of Compliance to Laws and Regulations



Concession Agreements

Requirements from Concession Agreements including the relevant laws stated



Existing Laws and Regulations

Laws and regulations that must be complied with in our daily business operations



Emerging Laws due to Business Operation Requirements

Emerging requirements due to changes in the industry and business landscape



Shah Alam Interchange, New Klang Valley Expressway



Data Security

What Data Security Means to Us:

The implementation of measures to identify, monitor, secure and protect critical and sensitive data from data loss and leakages.

Our Aspiration:

Institutionalise leading standards and practices to ensure compliance with data management standards and prevent loss of critical and confidential data.

Initiatives and Highlights

With the advancement of global technology over the last decade, use for data has evolved rapidly over the years. As PLUS progress along the digital maturity curve, we have placed growing emphasis on big data and analytics projects to aid us in creating a single user view and delivering actional insights to our stakeholders. In keeping up with technological enhancements, various initiatives were undertaken, leading to an increase in data usage.

Evolution of Technology and Data Over the Last Decade

Global Trends



-) Cloud-enabled applications to share computing and storage resources
 - · Artificial Intelligence



- Virtualised and software defined all data
- Blockchain technology
- · Big data analytics

An illustration of some initiatives undertaken by PLUS



Automatic Number Plate Recognition (ANPR)



Customer Intelligence Portal



PUTRI Chatbot



Project Data Lake and Data Warehouse



PLUSRonda Intelligent Management System (PRIME)



Digitalise PLUSMiles Loyalty Programme



Implementation of Cloud

It is imperative for us to remain cognisant that meaningful use of data to create value can only be achieved by understanding and adhering to good governance. In view of this, we took steps to understand the laws, regulations and standards that may govern data and benchmarked practices against the following (non-exhaustive):



Data Management Association (DAMA) International



Bank Negara Malaysia (BNM) Guidelines and Policies



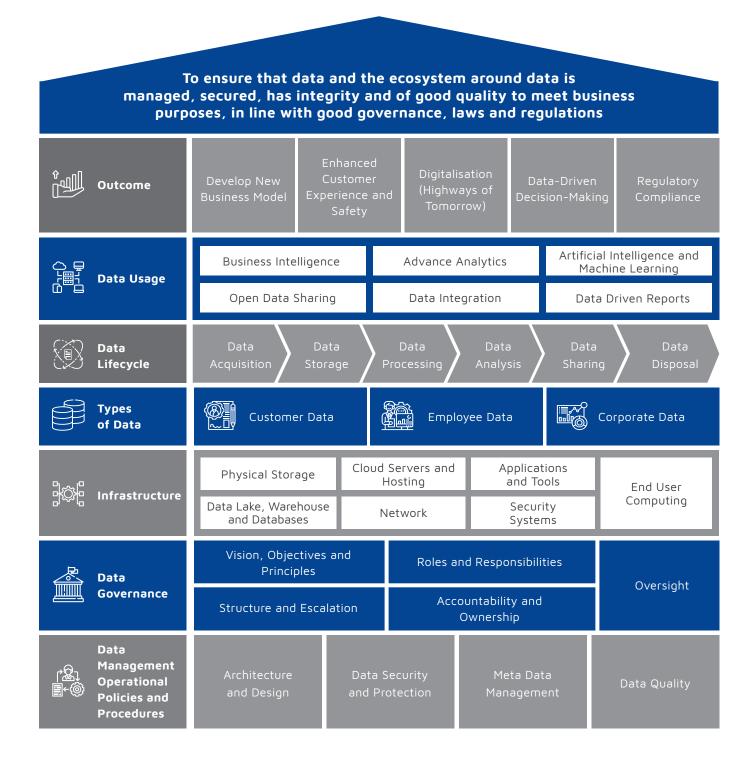
EU's Global Data Protection Regulation (GDPR)



Personal Data Protection Act (PDPA)

PLUS' Data Management Ecosystem

We are committed to ensure robust management of data to minimise the risk of data breaches. In view of this, we performed a mapping of our data ecosystem and developed a comprehensive Data Governance Framework which sets the guidelines and rules of engagement in handling enterprise-wide data. Our data management ecosystem outlines our objectives and an end-to-end view of what we need to protect and govern.



Once we determined our data management ecosystem, it was important for us to identify the core principles to govern our data. These principles act as a guide for implementation and institutionalisation of data governance.

Data Governance Principles



Vision, Objectives and Principles

- Recognise data as a strategic asset and utilise data where relevant to aid effective decision-making
- 2. Develop and implement an effective framework to govern data



Structure and Escalation

- Establish an effective escalation structure and mechanism to support data governance objectives
- Build competency and capacity where appropriate to optimise the operationalisation of data governance



Roles and Responsibilities

5. Define clear roles, responsibilities and authority to govern data



Accountability and Ownership

 Adopt strict and appropriate assignment of controls over data access, rights and change requests



Data Security and Protection

- Maintain effective control and classification over data privacy to preserve the confidentiality and integrity of data through its lifecycle
- Ensure all digital and physical data are secured and protected against internal and external threats



Infrastructure

 Provide adequate infrastructure in the form of systems, application hardware and software to support data governance requirements



Data Quality

 Maintain reliable data quality to aid decision making and optimise value creation



Data Lifecycle

11. Deploy adequate operational policies and procedures to support data governance objectives throughout each stage of the data lifecycle (Acquisition, Storage, Analysis, Processing, Sharing, Disposal)



Change, Communication and Awareness

- 12. Digitise manual documents and records
- 13. Heighten understanding of data governance through consistent communication and knowledge sharing



Oversight

- Ensure data is managed in compliance to legal, regulatory and contractual requirements
- Conduct periodic data risk assessment and audits

A roadmap was developed concurrently to prioritise areas of importance and high risk, under which a key component is to continuously strengthen our existing data security and protection. In 2020, we embarked on a journey to review and enhance our existing Privacy Policy and Notices (PPN) as well as relevant personal data touchpoints.

We are continuously improving our data infrastructure and security policies taking ISO 27001:2013 Information Security Management System and NIST Cybersecurity Framework as reference points.

Key Focus Areas In Data Security And Protection Includes:





Data classification



Data privacy and protection



Physical security and environment



Cybersecurity



Risk Management

What Risk Management Means to Us:

The inculcation of practices to identify, assess and manage risks that may impact the business and its operations.

Our Aspiration:

Effectively identify, assess and mitigate threats that may adversely impact the business by embedding effective risk management practices throughout our business and operations.

Initiatives and Highlights

Risk management is critical not only to minimise threats but to also apprise us on the acceptable levels of risk we can take in the delivery of our business objectives as well as identify and capitalise on opportunities.

Enterprise Risk Management

We developed a robust Enterprise Risk management (ERM) Framework, which we ascribe to in defining our approach towards risk management within all levels of our organisation. Our framework outlines our risk and governance strategy, roles and responsibilities as well as a detailed guideline of our risk management processes.

In order to enhance the understanding of risk management across the organisation, we performed a mapping of our risk management process to ISO 31000:2018 Risk Management.

Our risk management process provides a detailed step-bystep guide on how to manage risk and complemented by our slogan *I Am Ready to Manage Risk* to facilitate learning and application across all levels of PLUS. We have also introduced a simple and effective e-learning titled *I Am Ready to Manage Risk*.



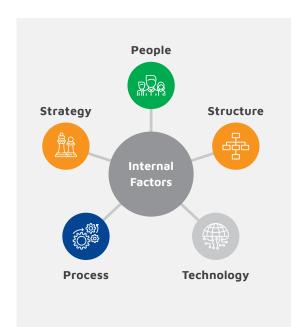


Warga PLUS discussing risk management under the new norm

Our risk management process consists of the following steps:

Identify

We perform comprehensive risk identification through scanning of internal and external environment as follows:







Corporate Risks

- Approximately 50 corporate risks monitored
- Managing risks that span across business functions and impede overall organisational objectives
- Monitored and responded quarterly



Business Function Risks

- 149 business functions risks monitored
- Managing risks that may impact a business function from delivering its objectives
- Reported quarterly



Project Risks

- Managing risks that may impede achievements of project objectives
- In 2020, approximately 30 projects and risks were critically assessed, monitored and reported

Assess

We assess our risks based on likelihood and impact and map them against a 5 by 5 Risk Map. Our risks are classified in the following categories:

External	People	PDo	Legal and Compliance	Strategic	
Financial	Customer and Products		Operational	Technology	

Respond

We deploy structured risk response options to facilitate sound decision-making.

Monitor

We continuously monitor risk ratings, controls, status of action plans and re-prioritise the risks based on criticality. We keep a lookout for any emerging risks based on changes in internal and external environment as well as the level of controls.

Report

Our Management and Board are kept updated on risk management matters through regular reporting to Management Governance, Risk and Compliance Committee (MGRCC) and Board Governance, Risk and Compliance Committee (BGRCC). Key areas of reporting include:



Corporate Risks



Business Function Risks



Project Risks

Our Risk Culture

The success of risk management is the ability to effectively embed the risk culture into daily practices. Below are the few principles that we adopt to strengthen risk culture:

Perspectives	Practices	
Tone from the top	A distinct and consistent tone from the top from the Board and Senior Management	
Decision-making	Risk thinking applied in strategic and operational decision-making processes	
Collaboration	Close collaboration among the business functions, where the Enterprise Risk Resilience (ERR) team plays the role of a business advisor and facilitates knowledge sharing	
Communication and Awareness	Transparent and timely risk information flowing throughout the organisation with active engagement reaching out and covering all Warga PLUS	

We strive to continue enhancing our risk management practices as we seek to build on accolades we have earned in the area of risk management. These include our recognition as StrategicRISK Asia Pacific's Risk Programme of the Year and Malaysia Association of Risk and Insurance Management's Risk Management Team of the Year which we received in 2019.



Financial Management

What Financial Management Means to Us:

The planning and management of financial matters to ensure investments, capital sourcing and fund allocations are executed in the best interest of PLUS.

Our Aspiration:

Protect financial interest of the organisation through prioritising critical investment, operations and ensuring revenue optimisation to deliver value.

Initiatives and Highlights

As Malaysia's largest rated sukuk issuer, we ensure that our financial resources are managed responsibly to create values for our investors, and we consistently engage our sukukholders to align ourselves with the principles of sustainable finance. We carefully craft our strategies to meet the expectations of our sukukholders and shareholders and strive to ensure our initiatives continue to deliver sustainable returns to them.

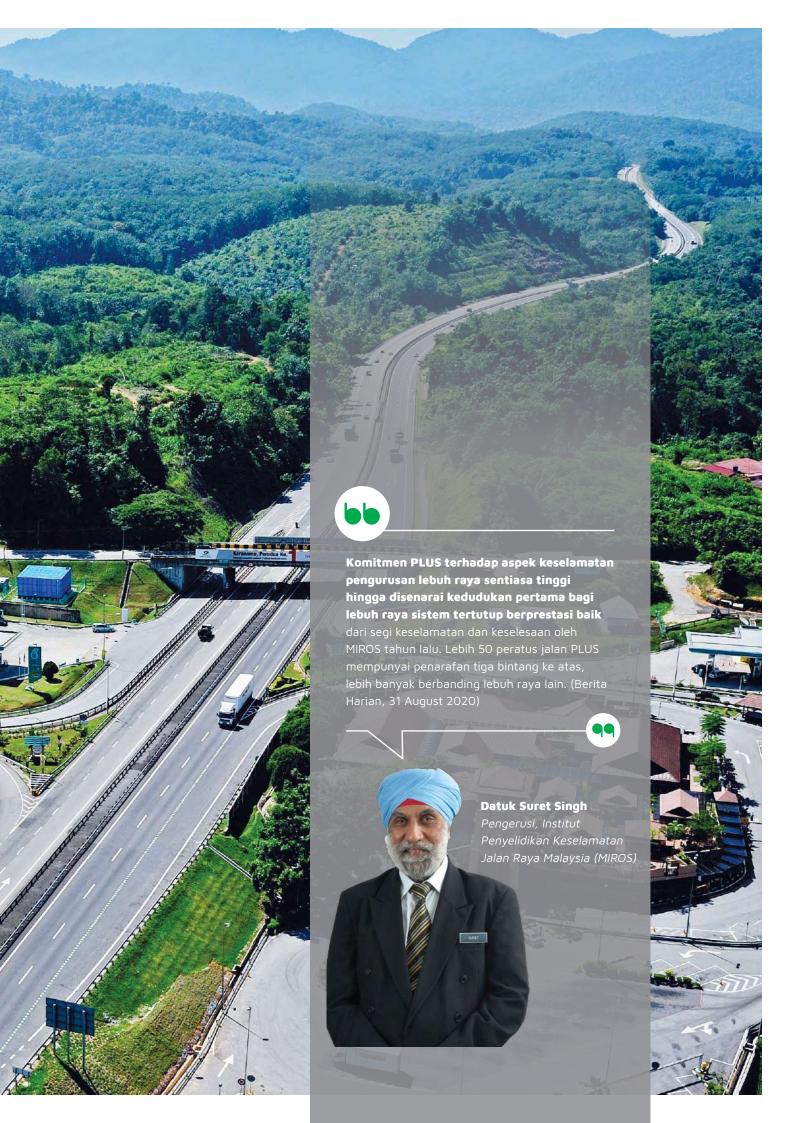
Various efforts are in place to improve our overall efficiency and cost optimisation. These enterprise-wide initiatives focus on developing innovative solutions to institutionalise efficiency and effectiveness of our people, processes, and technology. These initiatives are streamlined and prioritised based on their potential impacts and are monitored closely to manage risks, challenges, and any possible derailments. Over the years, we have successfully reduced our structural cost for mid-term and long-term sustainability.

We continue to strive towards strengthening our ability to operate efficiently and reduce costs in our efforts to maximise value distribution to our stakeholders.



LPT2 at sunrise









Award/Achievement

Persada PLUS Building – First runner-up for Energy Management of Large Building Category

FIRST RUNNER-UP

ASEAN Energy Awards 2020

Organiser/Awarding Body

ASEAN Centre for Energy

Description

- This award recognises the sustainability initiatives implemented under our five-year Green Roadmap plan to transform PLUS into a green organisation.
- We have implemented energy saving measures in Persada PLUS that focuses on various energy saving initiatives, such as LED retrofitting, Variable Frequency Drive for main air-conditioning system, de-lamping exercise, as well as installation of Solar Photovoltaic renewable energy system.
- The ASEAN Energy Awards is a prestigious award to encourage greater participation and interest in energy development within the ASEAN region as well as provide a mechanism for organisations to continuously search, benchmark and acknowledge initiatives and best practices in energy development.





November

www.nationalenergyaward.com.my



Award/Achievement

Persada PLUS Building – Winner for Energy Management (Large Building), Energy Efficiency Category

National Energy Award 2020

Organiser/Awarding Body

Kementerian Tenaga dan Sumber Asli (KeTSA)

- The award recognises our efforts in embracing and implementing the use of green technology in Persada PLUS.
- The Persada PLUS building recorded a significant reduction in energy consumption and improvement of its Building Energy Intensity (BEI) by lowering its annual energy consumption by 15% in 2019 as compared to its 2016 baseline. The criteria for evaluation included the area of Impact to Environment, Sustainability, Replicability and Originality.
- The National Energy Awards 2020 (NEA) is organised annually by KeTSa and recognises Malaysian organisations leading the field in sustainable practices through the adoption of energy efficiency and renewable energy. This achievement entitled us to represent Malaysia in the ASEAN Energy Award 2020.

November 2020



Award/Achievement

Runner-up for Public Rest Area Category (Senawang Lay-by – Northbound)

Sambutan Hari Tandas Sedunia 2020

Organiser/Awarding Body

Kementerian Perumahan dan Kerajaan Tempatan (KPKT)

Description

- This award recognises our effort in ensuring good hygiene standards across our public rest areas.
- We have implemented SOPs to ensure our public rest areas are clean, safe and comfortable for our customers.
- This annual event is organised by KPKT to educate the public on the importance of good hygiene standards to avoid transmission of diseases, such as COVID-19. It also seeks to promote the culture of keeping toilets clean, safe and comfortable.





Award/Achievement

2020 Digital Transformer (Malaysia)

IDC Digital Transformation Awards 2020 (IDC DX AWARDS)

Organiser/Awarding Body

International Data Corporation (IDC) ASEAN

- The award recognises our digital transformation initiative, Toll of Tomorrow where we aim to modernise the expressway and tolling systems.
- Among our notable projects under this initiative are our Data Lake, which serves as the foundation for advanced analytics and data science to address rising customer expectations; PUTRI Chatbot, which has reduced workloads of call centres by enabling road travellers to receive real-time information on traffic, toll fares, reward points, promotions and events; and our PLUS Mobile Application, which provides a journey planner to travellers where they can access camera feeds, toll fares information, and live incident notifications along the highway.



August 2020



Award/Achievement

Best Performing Closed Toll Highway (North-South Expressway)

2nd Best Performing Closed Toll Highway (ELITE Highway)

MyExpressway MIROS Certification Ceremony

Organiser/Awarding Body

Malaysian Institute of Road Safety Research (MIROS)

Description

- The recognition was awarded based on a low mortality index as well as optimal environmental design and traffic operations in terms of road safety aspects. It also shows that we have great potential to reduce the rate of fatal accidents and serious injuries.
- This is also a testament of how we strive to ensure that our highways are safe for all at all times.
 We have invested synergistically in man and machinery to deliver optimal comfort and safety for highway customers.

25 July 2020



Award/Achievement

Gold Award Winner, Best Crisis Communications Measurement and Reporting (Managing Crisis and Reputation Category)

AMEC Global Summit 2020, United Kingdom

Organiser/Awarding Body

International Association for Measurement and Evaluation of Communication (AMEC)

- This annual award recognises the exceptional work and accomplishments of research, measurement and analytics for businesses and government communications campaigns. We are proud to be the first highway concessionaire in the world to receive the award.
- This proves that the support from the top leadership is key to communications success.
- The AMEC Awards is an annual award programme organised by the International Association for the Measurement and Evaluation of Communications that recognises the exceptional work and accomplishments of research, measurement and analytics for businesses and government communications campaigns.

12 June 2020



Award/Achievement

ISO 37001:2016 Anti-Bribery Management System (ABMS) Certification

Organiser/Awarding Body

SIRIM QAS International Sdn. Bhd.

Description

- This certification bears testament to the tremendous effort made towards driving the Anti-Bribery and Corruption (ABAC) culture and mindset to each and every Warga PLUS. This also demonstrates our commitment and readiness for corporate liability requirements under Section 17(A) of the MACC Act.
- The certification was obtained following extensive audits conducted by SIRIM QAS International Sdn. Bhd., an independent certification body which concluded that we have institutionalised robust and effective processes and practices to prevent, detect and respond to bribery in line with anti-bribery laws.
- ISO 37001 is an international standard designed to help organisations implement an anti-bribery management system. It specifies a series of measures organisations can implement to help prevent, detect and address bribery.





Award/Achievement

ISO 39001:2012 Road Traffic Safety Management System (RTSMS) Certification

Organiser/Awarding Body

National Institute of Occupational Safety and Health (NIOSH)

- We have embarked on leveraging the use of modern technology to enhance our highway operations and services via digital transformation, from highway patrol vehicles, traffic monitoring centre modernisation and upskilling the digital capabilities of Warga PLUS.
- ISO 39001:2012 specifies requirements for a Road Traffic Safety Management System (RTSMS) to enable an organisation that interacts with the road traffic system to reduce death and serious injuries related to road traffic crashes which it can influence.
- This certification reaffirms our international recognition as the first Asia-Pacific Highway to win the Prince Michael International Road Safety Award in December 2019.



24 December 2019



Award/Achievement

Four Gold Awards (Technology, Employee Communications, Corporate Branding and Best Use of Digital), and two Silver Awards (Public Sector Category and the Best Use of Digital)

Malaysia PR Award Ceremony 2019

Organiser/Awarding Body

Public Relations and Communications Association of Malaysia

Description

- These awards recognises our ability to set clear communications strategies that are aligned with our objectives via proper research prior to starting campaign. This also enables us to have a starting baseline that could be benchmarked against measurable data.
- Our entries stood out due to our strong measurement and evaluation, which demonstrated the real-world impact of our Public Relations campaigns on target audiences.
- Malaysia PR Award Ceremony 2019 aims to bring the best in Malaysia's PR and Communications industry.





Award/Achievement

Best Advertisement in Auto and Travel Category

YouTube Malaysia's Best Advertisement Award

Organiser/Awarding Body

YouTube Malaysia

- The award was our first-ever win at the YouTube Malaysia Festival.
- 'Tumpang' short video garnered more than 8.3 million views on YouTube and other social media platforms.
 The video, produced in conjunction with Hari Raya Aidilfitri, tells the story of a young man who travels home for Raya in a lorry because he had missed his bus. The video signifies our endeavour to provide meaningful journeys for our customers.
- The annual YouTube Malaysia Advertisement Awards celebrates and honours most outstanding advertisement creatives on Malaysia's most popular video platform and daily destination for entertainment, information and education.





Award/Achievement

Prince Michael International Road Safety Awards – Innovative Road and Traffic Management System

Prince Michael Road Safety Award 2019

Organiser/Awarding Body

RoadSafe, United Kingdom

Description

- PLUS is the first Asian highway company to receive the prestigious Prince Michael International Road Safety Award (PMIRSA) award for its leading-edge road safety initiatives in 2019.
- Through our educational collaboration with the National Institute of Occupational Safety and Health (NIOSH), PLUS co-created the Expressway Operations Safety Passport (EOSP) that has increased the safety awareness of highway workers.





Award/Achievement

Gold Award (Section S4), Silver Award (Section C5) and Certification Award (Section N5) under the Operational Toll Highways category

My Green Highway Index (MyGHI) Convention

Organiser/Awarding Body

Kementerian Kerja Raya (KKR), Jabatan Kerja Raya (JKR), TM One, Lembaga Lebuhraya Malaysia and Pertubuhan Professional JKR Malaysia

- This award recognises the level of greenness of our highways. A green highway is a highway that has been designed and constructed with the sustainability requirements and global standard.
- This award assesses five core areas; sustainable design and construction activities, energy efficiency, environmental and water management, material and technology as well as social and safety.





Award/Achievement

Putra Brand Bronze Award – Transportation, Travel and Tourism Category

Putra Brand Awards 2019

Organiser/Awarding Body

Association of Accredited Advertising Agents Malaysia (4As)

Description

- This award recognises the level of our commitment towards passenger safety and comfort in ensuring that our customers are taken care of at every step of their journey.
- Over 8,000 Malaysians voted for us, the only highway concessionaire as the Putra Brand Bronze Award winner under the Transportation, Travel and Tourism category for the fourth consecutive year.
- Putra Brand award aims to recognise brands that connect with consumers through performance, topof-mind recall, and support and highlight the High Value Ideas contributed towards a brand's success.

September 2019



Award/Achievement

Best Application for Government Services category (Silver Award), Best Use of KOL category (Bronze Award) and Best Application for Hospitality and Travel category (Bronze Award)

Marketing Mob-Ex Awards, Singapore

Organiser/Awarding Body

Marketing Magazine, Singapore

- This award is a recognition from the region's top mobile marketing experts on the quality and effectiveness of our mobile marketing and digital transformation programmes. We are the first highway concessionaire to win the award.
- Our 2018 end of the year School Holidays 'Senyuman Sepanjang Jalan' Campaign through our PLUS Mobile Application emerged as the first highway company to win Southeast Asia's premier marketing Mob-Ex awards which took place in Singapore.
- Marketing Mob-Ex Awards seeks to acknowledge and celebrate the most effective, innovative and creative mobile marketing efforts.

September 2019



Award/Achievement

National Risk Management Team of the Year Award

Malaysian Association of Risk and Insurance Management International Conference 2019

Organiser/Awarding Body

Malaysian Association of Risk and Insurance Management (MARIM)

Description

- The award is a huge testament to PLUS' Enterprise
 Risk team's ability to go the extra mile to successfully
 tailor its risk management programme to meet the
 changing business strategy and support management
 and Board of Directors in managing risks through
 effective planning, communication and collaboration
 across the organisation.
- This national level recognition is intended to be a benchmark for the risk management profession in the country.
- MARIM's Risk Management Team of the Year Award was evaluated based on a two-tier judging process and is intended to give due recognition to the team and organisation in its pursuit of excellence in a challenging and constantly evolving environment.

21 August 2019



Award/Achievement

One Diamond Green Initiative Award

Organiser/Awarding Body

Malaysia Sustainable Energy Development Authority (SEDA)

- This award recognises our efforts to optimise the use of green technology in preserving the environment for our staff and the surrounding communities.
- The One Diamond Green Initiative Award was given to organisations which have successfully implemented electricity consumption exercises via renewable energy and reduced carbon dioxide emissions to preserve the environment.
- In 2018, PLUS had successfully reduced carbon dioxide emission of 6.75%, equivalent to 2287tCO₂ and an energy savings of 413,228 kWh at Persada PLUS through the installation of Variable Speed Drive (VSD) for air conditioning systems, reducing the usage time of air conditioning systems, developing solar photovoltaic technology, implementing delamping (reducing/ relocate the use of fluorescent lamps in adequate lighting locations and lighting not required) and installing motion sensor lighting system in toilets and prayer rooms, to name a few. We are also the first highway concessionaire in the country to receive such an award.







Award/Achievement

Asia Pacific StrategicRISK Award

Annual Conference Risk Forum 2019, Singapore

Organiser/Awarding Body

StrategicRISK Asia Pacific

- This award is a clear testament that our risk management practices has made its mark at the regional level and our practices are a benchmark for the industry.
- Executive publisher of StrategicRISK in Europe, Middle East and Asia-Pacific, William Sanders, said the key factor that placed PLUS ahead of the other candidates is the authenticity in our approach towards risk where technical theories have been simplified into something that can be appreciated and remembered by all employees through its catchy 'I Am Ready to Manage Risk' process.
- The StrategicRISK Award winners were independently judged by a panel of hand-picked risk experts on their risk programme meeting the changing needs of the organisation and how it was effectively embedded within the company's DNA.

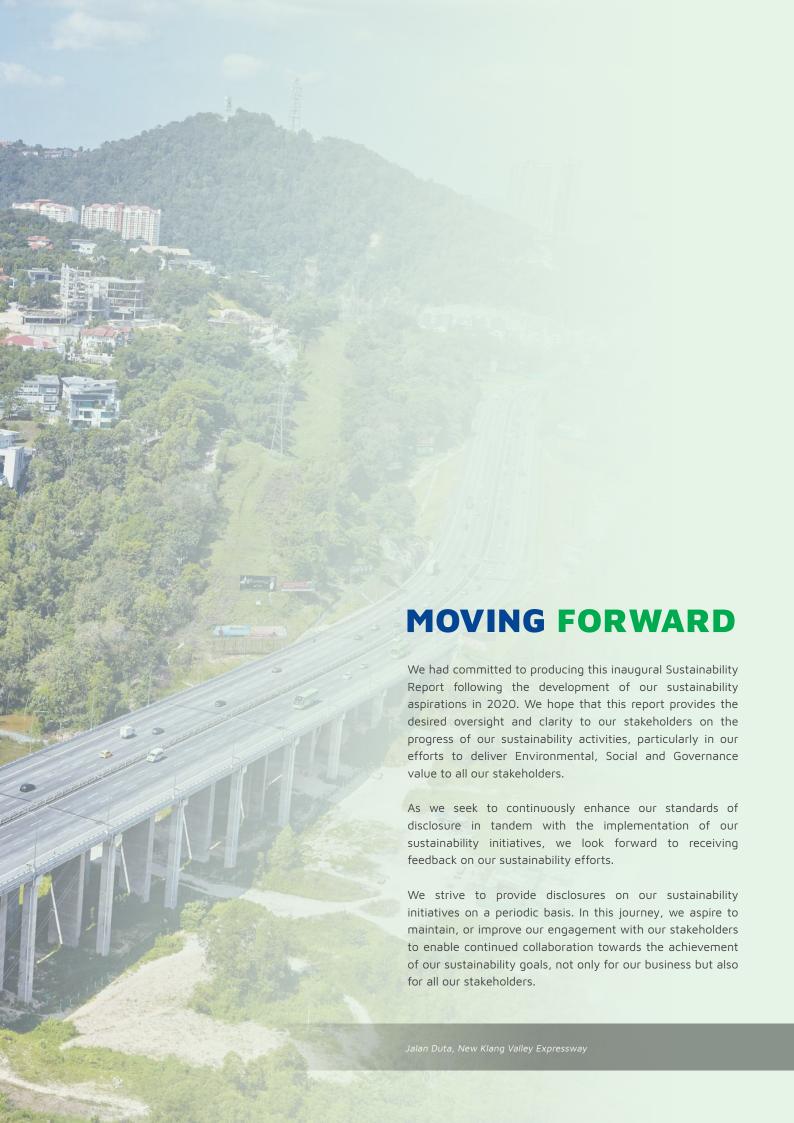
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