

SHAPING SUSTAINABLE FUTURES



SUSTAINABILITY REPORT 2022



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SHAPING SUSTAINABLE FUTURES

The cover for our second voluntary Sustainability Report, themed **Shaping Sustainable Futures**, is a holistic representation of our commitment towards conducting our business and operations in an environmentally conscious and socially responsible manner, while upholding good governance. This is aligned with our mission of *Connecting Communities to Shape a Safe and Sustainable Future*. The circular road depicts connectivity through our highway network of over 1,130km in Peninsular Malaysia, with unique graphics highlighting our services and facilities visualising our brand purpose of *Taking Good Care of You, Every Step of the Way*. The children at the center of the cover represent the future generation which we are entrusted to be responsible for, together with our people who form the foundation of our business and our operations as we propel into the future.

ABOUT THIS REPORT

At PLUS, we connect communities to shape a safe and sustainable future.

Our mission at PLUS Malaysia Berhad (PLUS) is to *Connect Communities to Shape a Safe and Sustainable Future*. We operate a highway spanning over 1,130 km facilitating economic activities throughout Peninsular Malaysia, hence we play a significant role in driving sustainable practices in the ecosystem. We are committed to conduct our business and operations in an environmentally conscious and socially responsible manner, while upholding good governance.

In this Report, we disclose our approach to sustainability, refreshed material matters and continuous commitment towards advancing the sustainability agenda in alignment with various recognised standards. This places us in a better position to understand stakeholders' requirements and steer the organisation towards a sustainable future for all.

SCOPE AND BOUNDARIES

The information disclosed in this Report covers all of PLUS' operations and activities from 1 January 2021 to 31 December 2022 unless otherwise stated.

To ensure the accuracy and completeness of data, statistics and information in this Report, we have implemented appropriate internal controls and verification processes.

REPORTING STANDARDS

We have adopted corporate reporting best practices in developing this Report, with disclosures guided by Bursa Malaysia Berhad's Sustainability Reporting Guide (3rd Edition) and the Securities Commission's Malaysian Code on Corporate Governance. This Report has also been prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards and Taskforce on Climate-related Financial Disclosures (TCFD) recommendations.

FEEDBACK

We seek to continuously improve our disclosure standards and drive more meaningful integration of sustainability practices within our organisation. As such, we welcome all feedback and suggestions for improvement. Inquiries and comments may be shared to us via e-mail at sustainability@plus.com.my or through the communication channels available as listed on our website, www.plus.com.my.



Throughout this report, we have placed multiple QR codes embedded with external links that provide more detailed information on our sustainability efforts, as well as to various PLUS social media platforms. Kindly scan this QR code to be directed to the PLUS corporate website.

A WORD FROM OUR CHAIRMAN

SUPPORTING NATION BUILDING BY ADVANCING SUSTAINABILITY



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

DEAR STAKEHOLDERS,

“

It gives me great pleasure to present to you our second voluntary Sustainability Report, covering the period of 1 January 2021 to 31 December 2022. Over the past two years, we have made significant strides in our continuing sustainability journey. This Report details the wide-ranging initiatives we have launched to create shared, long-term value for all.

”

A WORD FROM OUR CHAIRMAN

Embracing a Holistic Mission

As Malaysia's leading highway operator with a network that spans over 1,130km, our mission statement steers our approach in everything that we do. With this in mind, we have recently refreshed our mission statement to reflect our sharpened focus on sustainability and safety for the wellbeing of Warga PLUS, our customers and all stakeholders we work with. In doing this, we reinforced our foundational commitment towards nation building. Our refreshed mission statement reads:

We connect communities to shape a safe and sustainable future.

At the core of our mission, we connect people and places, facilitating economic and social activity to enhance quality of life. We do so while placing safety first, with the aim of inculcating a safety culture for the benefit of all.

At the same time, we are committed to conduct our business and operations in an environmentally conscious and socially responsible manner, whilst upholding good governance standards. This means being resilient, capitalising on opportunities to create value and prudently managing risks to achieve financial and operational sustainability, all while leveraging on technological advancements. As an industry leader, it is our responsibility to shape the future

of the industry as well as our society in collaboration and partnership with the Government and all our stakeholders.

Adopting a Comprehensive Approach to Sustainability

Our approach to sustainability aligns with the Nation's aspirations, including the Twelfth Malaysia Plan (RMK-12) and addresses the requirements of our regulators and shareholders. We take guidance from local and international sustainability standards and strive to advance the United Nations Sustainable Development Goals (UN SDGs) through our sustainability actions.

Being cognisant of the importance of our ecosystem, we seek feedback from our internal and external stakeholders to understand what is material to them in terms of sustainability, ensuring that we prioritise and deliver sustainability initiatives that are both meaningful and impactful.

Complementing this, our strong governance structure enables the successful integration of sustainability into our strategies, business and operations, guiding the implementation of initiatives and the building of a culture that values and promotes sustainability. In parallel to this, we practice transparency in our sustainability approach, disclosing the progress and performance of our initiatives through various channels, including this biennially-published voluntary Report.



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

A WORD FROM OUR CHAIRMAN

Strengthening Community Resilience

During the COVID-19 pandemic, we spared no effort in ensuring seamless delivery of our services while protecting the health and safety of communities, our business partners, Warga PLUS and highway customers. These efforts continued as the Nation transitioned into the endemic phase and entered the new norm.

To support the Nation’s vaccination programme, we converted our premises into an Integrated Public Vaccination Centre (IPVC) powered by medical personnel and volunteers, administering vaccines to over 39,000 individuals. We then supported the post-pandemic recovery of our valued business partners by launching the *Satu Pembelian, Seribu Harapan* campaign to encourage purchases at the Rest and Service Areas (RSAs), providing rental payment assistance and introducing training programmes to help them adapt to the new normal.

Climate change forms another critical threat to our communities and in response to the increasing frequency of floods, we designed and successfully implemented a comprehensive Flood Preparedness Plan. Encompassing robust preventive, detective and corrective measures, the plan is geared towards ensuring the safety and security of our highway customers, vulnerable communities and Warga PLUS during times of crisis and emergencies. Its provisions were put into action in the face of the devastating flood that occurred in Selangor and Terengganu in 2021, when we went above and beyond to rescue our highway customers, escort them to safety and provide them with food and shelter. Once the floods subsided, we then lent a helping hand by aiding them to rebuild their lives, demonstrating our brand purpose of *Taking Care of You, Every Step of the Way*.

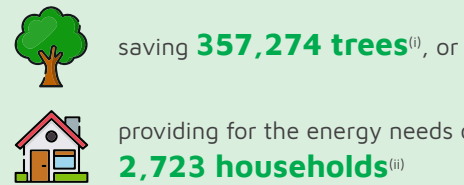


Our Chairman (second from the right) visiting flood victims to deliver monetary and food aid, together with our Managing Director (third from the right).

Leading the Way in Environmental Action

Since the launch of the PLUS Green Roadmap 1.0, we have come a long way, precipitating significant reduction in greenhouse gas (GHG) emissions, achieved through a combination of energy efficiency measures, such as the retrofitting of LED lights across our mainline and facilities and the harnessing of solar energy through the installation of solar panels. This led to a reduction of over 21,000 tCO₂e in carbon emissions, representing improvement of 23.5% in Scope 1 and 2 emissions compared to our 2017 baseline.

Our **23.5%** reduction for Scope 1 and 2 emissions is equivalent to:



In maintaining the momentum of this success, our PLUS Green Roadmap 2.0 will guide us towards achieving our 35% emission reduction target by 2030 and Net Zero by 2050 through comprehensive mitigation strategies.



An illustration of our net zero mitigation strategies.

(i) Assuming each household consumes 11,880 kWh of electricity on average per year.
 (ii) Based on the amount of carbon sequestered over a period of 10 years since the tree seedling is planted.

Source: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

A WORD FROM OUR CHAIRMAN

Furthering our climate action efforts, we are partnering with the Ministry of Works (MOW), the Malaysian Highway Authority (MHA) and various parties to expand the network of electric charging stations along our highways. By championing the electric vehicle movement, we are not only supporting the Government's Green Technology Masterplan (2017-2030) and Low Carbon Mobility Blueprint (2021-2030), but also facilitating our highway customers in adopting a greener lifestyle.

At the same time, we are committed to promote circular economy practices within our business and operations, focusing on sustainable pavement solutions, responsible resource management and reducing our consumption of materials and water.

Championing Safety and Leveraging on Technology

At PLUS, the safety of our workforce and highway customers is of top priority. Over the past two (2) years, we have achieved a 97% decrease in Lost Time Injury (LTI) through our robust and wide-ranging health and safety practices.

During this time, we have implemented the Expressway Operations Safety Passport (EOSP), maintained strict compliance to health and safety standards, ensured effective health and safety communication and a conducive health and safety culture. Moving forward, we will continue our march towards achieving our Goal Zero for preventable fatalities and LTI while providing guidance to our highway ecosystem partners in strengthening their health and safety practices.

It is also critical that we ensure every highway customers feel safe and secure during their journeys. To this end, we deploy our PLUSRonda and LPT2Ronda teams to provide aid in times of distress. By leveraging advanced technology in our patrolling vehicles, we are able to attend to customers more swiftly than ever.

Technology is also a key lever in our quest to achieve operational excellence, evidenced by the 98% reduction in maintenance inspection time through the deployment of Unmanned Aerial Vehicle (UAV) or drones. We are applying Artificial Intelligence (AI) to fulfil various key functions, from detecting and preventing suicide attempts on the Penang Bridge to identify pavement defects. Presently, we are also exploring the use of AI at our RSAs to improve customer experience across key touchpoints.



Warga PLUS conducting maintenance inspection at Bukit Lanjan, Kuala Lumpur.



Our PLUSRonda team, ready to serve our highway customers.

A WORD FROM OUR CHAIRMAN

Developing Our People and Communities

We are committed to create an inclusive workplace culture that values diversity and promotes equal opportunities while aiding the socioeconomic development of our fence line communities.

We have a balanced workforce of which 50% comprises women, in addition to having 30% women representation in leadership positions. All of Warga PLUS benefit from our focus on upskilling, with over 54,000 training hours recorded over the past two (2) years. In parallel, we have also launched the industry’s first Human Rights Policy, a catalyst to drive continued improvements to our employment practices moving forward.

We are passionate in building a society that is future ready. Hence, we champion the Government’s Bumiputera Empowerment Agenda, where we strive to contribute to the socioeconomic upliftment of the Bumiputera community. We do this through various channels and programmes, including our Vendor Development Programme (VDP) which empowers Bumiputera Micro, Small and Medium Enterprises (MSMEs) in their entrepreneurship aspirations. Over the past five (5) years, we contributed more than RM12.5 million to social programmes and in the form of financial aid including Zakat, benefitting more than 128,000 individuals in total.



Our business partner ensuring cleanliness and safety at one of our Rest Service Areas (RSAs).

Upholding Good Governance

We are proud to uphold good governance standards and have placed appropriate controls to ensure accountability and transparency in everything we do.

With the advancement and accelerated application of technology, cybersecurity and data privacy threats have amplified. In response, we have intensified our focus on

strengthening the information security, reinforcing our data management ecosystem with robust security strategies to ensure data security, protect customer privacy and avoid cyberthreats.

We are serious about inculcating good integrity practices not only within our organisation but also across our operating ecosystem. Our integrity advocacy and awareness programmes include providing training to and driving awareness among 3,800 Warga PLUS and over 400 vendors and contractors.

The efficacy of our governance practices was evidenced by the resilience we displayed in the face of the COVID-19 pandemic, when we effectively balanced the need to ensure the movement of frontliners, essential goods and services with the imperative of safety. Our considered and decisive actions led to us receiving various accolades, energising our continued efforts in the new norm.



Our Chairman receiving a token of appreciation from the Royal Malaysia Police (PDRM) at the OP Selamat Opening Ceremony.

Championing Sustainability Advocacy

As part of our nation building efforts, we champion the adoption of sustainability, through actively contributing on various advisory boards, national councils, industry committees and associations.

We work with young talents and future leaders, providing them with the skills and insights they need to succeed while inculcating a mindset that values environmental action and safety consciousness.

Through these dedicated actions and more, I am proud to announce that we have made remarkable progress in our sustainability journey since our last voluntary Sustainability Report.

As a testament to our efforts, we were recognised by our customers and the Malaysian public as one of the top

A WORD FROM OUR CHAIRMAN

five (5) Most Trusted Brands in Malaysia while also receiving various certifications, awards and recognitions from various esteemed international and local bodies.



Our PLUSRonda personnel engaging primary school students during one of our Community Based Programmes (CBPs).

The Journey Continues

With progress comes change and the opportunity to honour those who have contributed to our journey. On this note, I would like to extend my sincerest appreciation and gratitude to Puan Rohaya Mohammad Yusof for her valuable contributions and unwavering dedication during her tenure as a member of the Board. We are fortunate to have had her expertise and guidance.

On behalf of the Board and Senior Management, I would also like to express my heartfelt gratitude and appreciation to Datuk Azman Ismail for his exceptional leadership, strategic vision and outstanding contributions to PLUS and the highway industry during his six-year tenure, achieving significant milestones and awarded various accolades in the fields of innovation, technology, operational excellence, governance and integrity. His unwavering commitment towards sustainability has been an inspiration to us all. He will be remembered for his professionalism, integrity and dedication to excellence.



Our Chairman presenting a token of appreciation to our Managing Director for his contributions and leadership at PLUS.

With that, it gives me great pleasure to welcome Datuk Nik Airina, who will take on the helm as our Managing Director on 1 May 2023. Datuk Nik Airina brings with her a wealth of knowledge and expertise, with extensive experience over 30 years in the infrastructure, transport and health industries, during which time she has been involved in the development, implementation and operations of major infrastructure projects in the region. Her leadership will be invaluable as we navigate the challenges and leverage on the opportunities that lie ahead.

With that said, it is now time to continue on the path we have forged and deliver even greater value for all. Together, let us forge ahead and create a brighter and more sustainable future for our industry and our Nation as a whole.



Children from our Child Development Centre (CDC) holding the Jalur Gemilang.

Dato' Mohamad Nasir Ab. Latif

Chairman

PLUS Malaysia Berhad

WE ARE PLUS



Our PLUSRonda team, ready to serve the nation.



“

PLUS merupakan Rakan Strategik yang memainkan peranan penting dalam memacu pembangunan sosioekonomi melalui pengendalian lebuh raya mereka yang menghubungkan komuniti di Semenanjung Malaysia, seterusnya merancang kegiatan ekonomi yang pesat dan inklusif.

Inisiatif yang dilaksanakan oleh PLUS dapat mewujudkan ekosistem lebuh raya yang mementingkan aspek kelestarian, selari dengan dasar nasional, terutamanya matlamat Rancangan Malaysia Kedua Belas (RMK-12).

”

**YBhg. Datuk Seri Hj. Hasnol
Zam Zam Ahmad⁽ⁱ⁾**

*Ketua Setiausaha (KSU),
Kementerian Kerja Raya
Malaysia*



“

Kementerian Pengangkutan menyambut baik usaha pihak PLUS yang sentiasa bersedia berganding bahu dengan Kerajaan dalam menjayakan agenda kelestarian sektor pengangkutan di Malaysia.

Seiring dengan Dasar Pengangkutan Negara 2019-2030 yang turut mempromosikan ekosistem pengangkutan hijau, kemudahan stesen pengecas kenderaan elektrik (EV) di sepanjang lebuh raya seliaan PLUS akan menjadi pemangkin dalam mempercepat peralihan kepada mobiliti rendah karbon. Inisiatif ini juga adalah sejajar dengan hasrat Malaysia untuk menjadi negara neutral karbon menjelang tahun 2050 bagi menangani isu perubahan iklim.

”

**YBhg. Dato' Jana
Santhiran Muniayan**

*Ketua Setiausaha (KSU),
Kementerian Pengangkutan
Malaysia*



Scan this QR code to watch the video of our PLUSRonda personnel sharing their experiences and challenges.

Note

(i) YBhg. Datuk Seri Hj. Hasnol Zam Zam Ahmad was appointed as KSU, Kementerian Kerja Raya Malaysia on 4 April 2023.

OUR BACKGROUND



An aerial view of Overhead Bridge Restaurant (OBR) Ayer Keroh.

On 29 November 2010, PLUS Malaysia Berhad (PLUS) was established to acquire all assets and liabilities of PLUS Expressways Berhad, a former listed entity. As part of this exercise, PLUS became the holding company of the following entities:

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

In addition to the five (5) entities mentioned above, PLUS also acquired Penang Bridge Sdn. Bhd. (PBSB), which was the concession owner of Jambatan Pulau Pinang at the time, from UEM Builders, a subsidiary of PLUS' shareholder, UEM Group Berhad.

In 2011, Projek Lebuhraya Usahasama Berhad, a wholly-owned subsidiary of PLUS, was set up to undertake the consolidation of existing highway concessions acquired by PLUS under a single entity. This included the novation of all highway concessions from the respective concession companies, namely Projek Lebuhraya Utara-Selatan Berhad, ELITE, Linkedua, KLBK and PBSB which was completed on 12 January 2012.

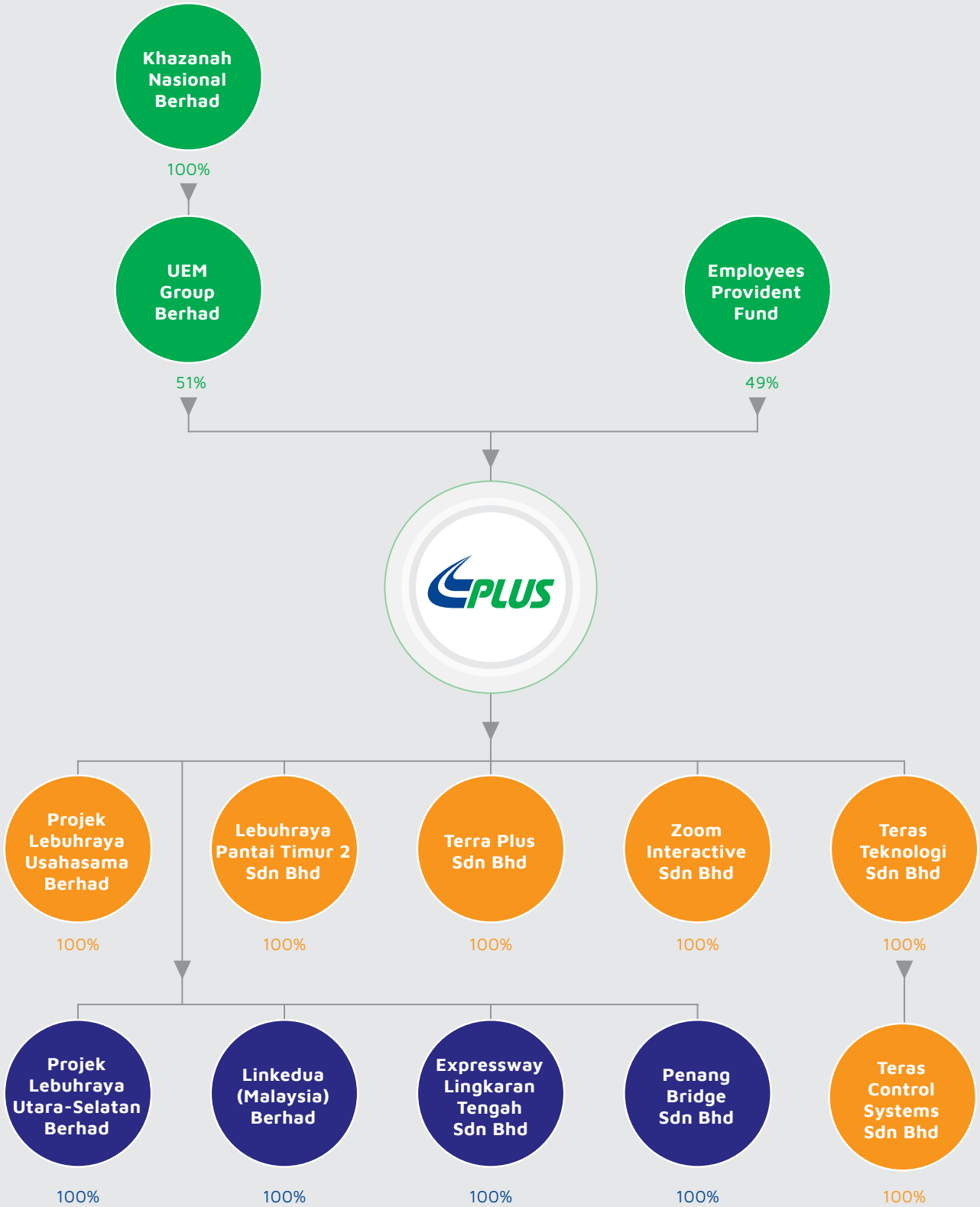
In 2016, PLUS incorporated Lebuhraya Pantai Timur 2 Sdn. Bhd. (LPT2), which manages, maintains and operates the East Coast Expressway Phase 2.

With the completion of the aforementioned highway concession consolidation and the incorporation of LPT2 into the PLUS family, we are now the largest toll expressway operator in Malaysia and one of the largest in Southeast Asia, presenting a significant responsibility that we do not take lightly and will continue to strive to greater heights for.

Our network of over 1,130 kilometres of highways is crucial to sustainable economic and social development of Peninsular Malaysia, ensuring safe transportation of goods and services, enabling job creation and movement.

We are an industry leader, elevating the highway industry while leveraging on 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, enabling a positive travelling experience.

OUR CORPORATE STRUCTURE







■ Dormant

OUR MISSION, PURPOSE AND VALUES






Our Mission







We connect communities to shape a safe and sustainable future.

 <p>We Connect Communities</p> <p>We connect people, places and facilitate socioeconomic activity, best described as connecting communities from across geographical, social and economic segments to enhance quality of life.</p>	 <p>To Shape</p> <p>As a leader, we play a critical role in shaping the future of the industry as well as our society. We recognise that this requires collaborative effort and partnership with all stakeholders, including the Government.</p>
 <p>Safe</p> <p>We are known for championing safety, be it in office or on-site, physical or digital and continue to prioritise and inculcate this safety culture to all our stakeholders.</p>	 <p>Sustainable Future</p> <p>We are committed to conduct our operations and business in an environmentally and socially responsible manner whilst upholding good governance. This includes being resilient, leveraging on opportunities and managing risks, in line with technological advancements.</p>

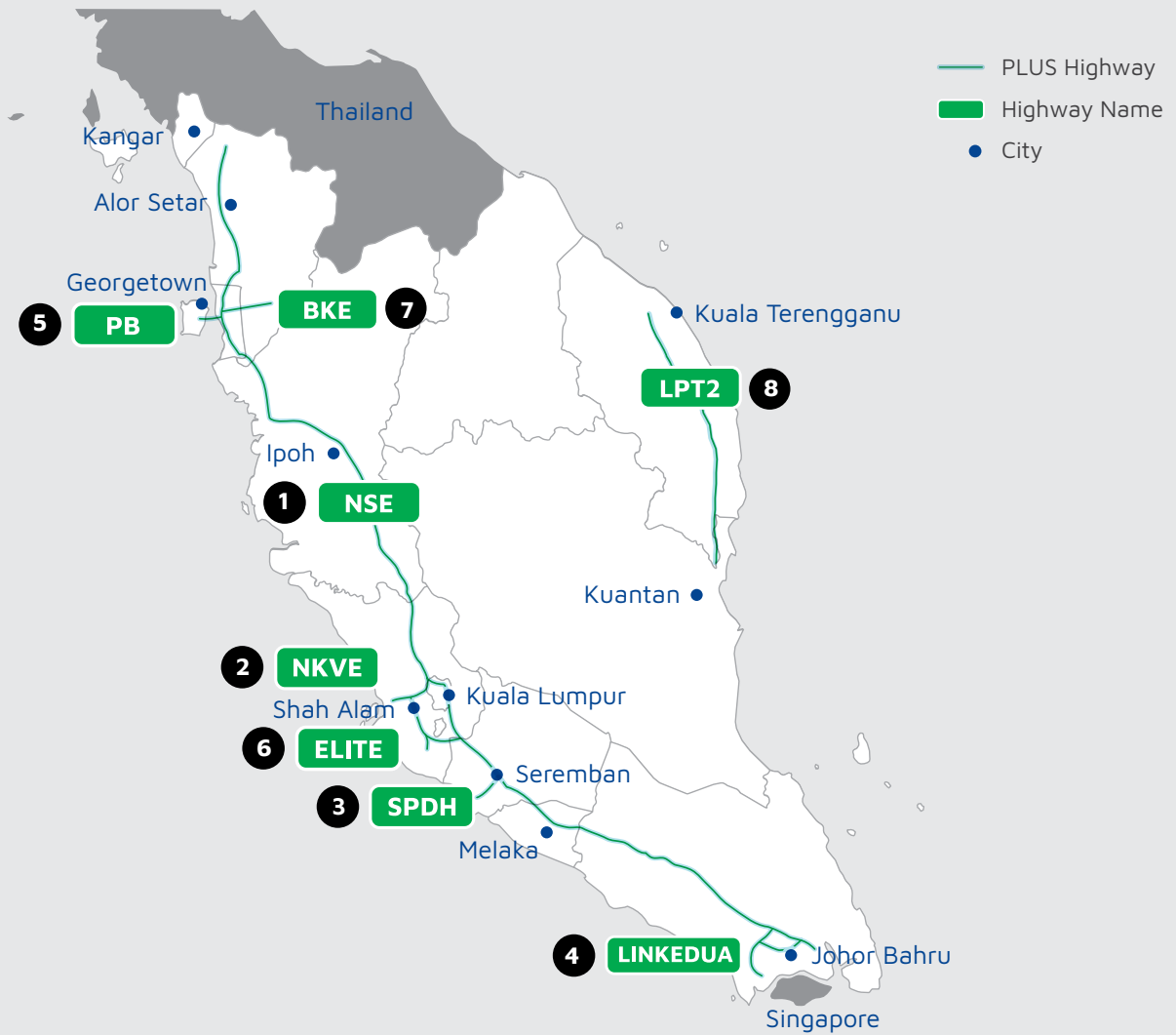
At PLUS our brand purpose lies in

Taking good care of you, every step of the way.

Our Brand Pillars				
 <p>Safety</p> <p>PLUS goes the extra mile to provide the safest travelling experience for everyone.</p>	 <p>Comfort</p> <p>PLUS cares for you and your family's comfort before, during and after the journey.</p>	 <p>Social Impact</p> <p>PLUS cares for the wellbeing and sustainability of local communities along our highways.</p>	 <p>People</p> <p>PLUS is the most admired company in Malaysia for fueling the passion to serve the Nation with care.</p>	 <p>Technology</p> <p>PLUS enables seamless and frictionless travel experiences through innovative, technology-driven solutions.</p>

Our Corporate Values					
 <p>Taking Care of You</p>	 <p>Do Things Better</p>	 <p>Enterprise Focused</p>			
 <p>Take Pride in Results</p>	 <p>Committed to Your Growth</p>	 <p>Transparency and Open Communication</p>			

OUR HIGHWAY NETWORK



Projek Lebuhraya Usahasama Berhad

- 1. North-South Expressway **NSE**
 - 2. New Klang Valley Expressway **NKVE**
 - 3. Seremban-Port Dickson Highway **SPDH**
- Length: 805.8km**

- 4. Malaysia-Singapore Second Crossing **LINKEDUA**
- Length: 47km**

- 5. Penang Bridge **PB**
- Length: 13.5km**

- 6. North-South Expressway Central Link **ELITE**
- Length: 63km**

- 7. Butterworth-Kulim Expressway **BKE**
- Length: 17km**

Lebuhraya Pantai Timur 2 Sdn. Bhd.

- 8. Kuala Terengganu-Jabor **LPT2**
- Length: 184km**

OUR OPERATIONS AND FACILITIES

- | | | |
|--|--|--------------------------------|
| 1 Toll Plaza Closed-Circuit Television (CCTV) | 4 Street Lighting | 7 Landscaping |
| 2 High Mast Lighting | 5 Directional Signage | 8 Speed Limit Road Sign |
| 3 Automated License Plate Recognition (ALPR) Camera | 6 Rest Service Area (RSA)/ Overhead Bridge Restaurant (OBR)/ Lay-By | 9 Highway CCTV |

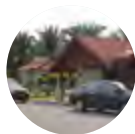


Facilities



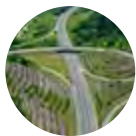
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Toll Plazas



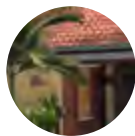
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Lay-bys



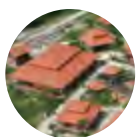
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Interchanges



173

Public Restrooms



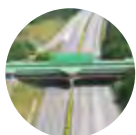
29

Rest Service Areas



132

Suraus



2

Overhead Bridge Restaurants

Assets



5,100

Lane-KM Pavement



705

Bridges



2

Tunnels



4,136 KM

Highway Guardrail Barriers



60 KM

Wire Rope Safety Barriers

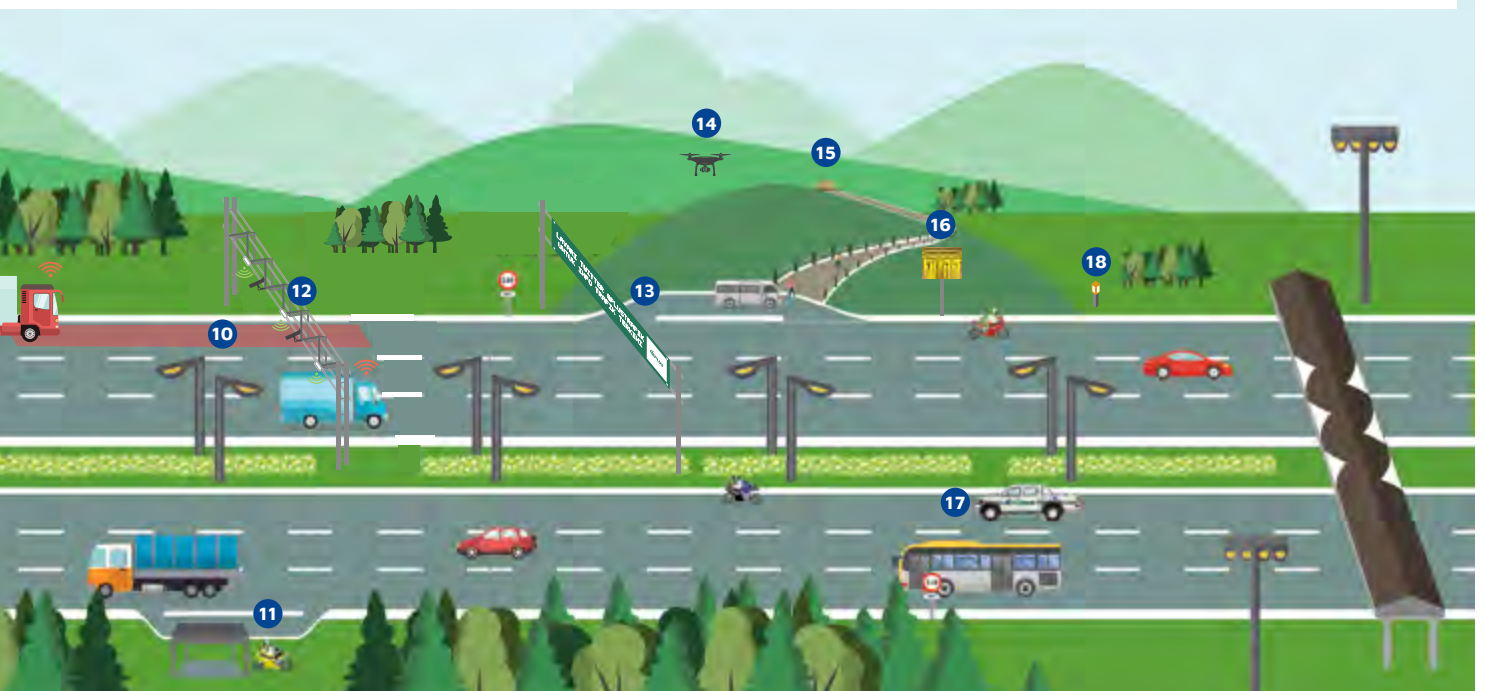



4,055 KM

Highway Fencing

OUR OPERATIONS AND FACILITIES


- 10 Weigh-in-Motion (WIM)
- 11 Motorcycle Shelter
- 12 Oversized Vehicle Detection (OSVD) System
- 13 Variable Message Sign (VMS)
- 14 Unmanned Aerial Vehicle (UAV)
- 15 Vista Point
- 16 SMARTLane Signage
- 17 PLUSRonda Patrol Vehicle
- 18 Emergency Telephone




1,721
High Mast Lightings


39,624
Street Lightings


88
Variable Message Signs


2,770
Closed-circuit Television Cameras


1,119
Emergency Telephones


3
Unmanned Aerial Vehicle


8,346
Slopes


6,036
Culverts

Patrolling Services

590 Patrolmen



90 Traffic Monitoring Support Personnel



140 Patrol Vehicles



39 Motorbikes



28 Slide Decks



17 Tow Trucks



OUR BOARD AND MANAGEMENT STRUCTURE

Our Governance Structure

We see good governance as central to deliver greater value for all our stakeholders. As such, we strive to ingrain best practices in governance, including strict adherence to the highest standards of integrity and business ethics at all levels of our organisation. Our Directors apply knowledge and experience to exercise independent and sound judgment on strategy, performance, resources and conduct. Collectively, they offer expertise in a wide range of fields, including accounting, finance, economics, engineering and sustainable development, enabling well-rounded and effective decision-making on sustainability matters.

Our Board Committees

Our Board Committees assist the Board of Directors in discharging their statutory and fiduciary responsibilities. These Committees and their functions are as follows:



Management Committees

Our experienced leadership team is tasked with steering and executing strategies. Organisation-wide Committees are set up to assist in decision-making in accordance with the Board’s directions, while providing an avenue for collective deliberation, monitoring and problem-solving, towards ensuring effective and efficient operations.



Our senior management team’s annual operating plan session.

OUR BOARD OF DIRECTORS



DATO' MOHAMAD NASIR AB. LATIF

*Independent
Non-Executive Chairman*

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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 (EPF) Board spanned 37 years, beginning 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. 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 the Chairman of the Investment Panel of Kumpulan Wang Persaraan (Diperbadankan).

Directorship in Other Organisations

- Malaysian Resources Corporation Berhad
- United Plantations Berhad
- RHB Bank Berhad
- RHB Islamic Bank Berhad
- Yinson Holdings Berhad

OUR BOARD OF DIRECTORS



DATO' MOHD IZANI GHANI

*Non-Independent
Non-Executive Director*

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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) on 1 January 2019 and subsequently redesignated as the Managing Director on 1 August 2019.
- He has over 30 years of investment and management experience. Prior to joining UEM, 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.

Directorship in Other Organisations

- UEM Group Berhad
- UEM Sunrise Berhad
- UEM Edgenta Berhad
- UEM Builders Berhad
- Projek Lebuhraya Usahasama Berhad
- PLUS Expressways International Berhad
- Cement Industries of Malaysia Berhad (CIMA)
- Yayasan UEM
- Konsortium ProHAWK Sdn. Bhd.
- Samsung C&T Corporation UEM Construction JV Sdn. Bhd.
- Unipati Concrete Sdn. Bhd.
- International Centre for Education in Islamic Finance (INCEIF)
- Institut Jantung Negara Sdn. Bhd.

Board Committee Memberships within PLUS

- Governance, Risk & Sustainability Committee (Chairman)
- Audit Committee

OUR BOARD OF DIRECTORS



MOHAMAD HAFIZ KASSIM

*Non-Independent
Non-Executive Director*

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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

- He is currently the Chief Financial Officer of Employees Provident Fund (EPF).
- 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.
- He was also the Managing Director of Kwasa Land Sdn. Bhd.
- He has over 20 years of corporate experience, with vast expertise and knowledge in Real Estate, Capital Markets, Private Equity, Financial Services and Accounting.

Directorship in Other Organisations

- Malaysian Resources Corporation Berhad.
- QSR Brands (M) Holdings Bhd.
- SWM Environment Sdn. Bhd.
- Kwasa Land Sdn. Bhd.

Board Committee Memberships within PLUS

- Nomination & Remuneration Committee

OUR BOARD OF DIRECTORS



WONG SHU HSIEN

*Non-Independent
Non-Executive Director*



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 an Executive 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.

Directorship in Other Organisations

- UEM Group Berhad
- Malaysia Airports Holdings Berhad
- Malaysia Aviation Group Berhad
- Malaysia Airlines Berhad
- Themed Attraction Resorts & Hotels Sdn. Bhd.

Board Committee Memberships within PLUS

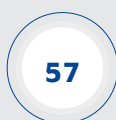
- Nomination & Remuneration Committee

OUR BOARD OF DIRECTORS



ROHAYA MOHAMMAD YUSOF

*Non-Independent
Non-Executive Director*



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 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.

Directorship in Other Organisations

- Projek Lebuh raya Usahasama Berhad
- United Plantations Berhad
- Yinson Holdings Berhad
- Malaysia Airport Holdings Berhad

Board Committee Memberships within PLUS

- Governance, Risk & Sustainability Committee

Note

Puan Rohaya's tenure with PLUS ended on 6 March 2023. En. Azhar Ahmad was appointed as PLUS' Board member, effective on the same date.

OUR BOARD OF DIRECTORS



DATO' NOORAZMAN ABD AZIZ

*Independent
Non-Executive Director*



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, the Chairman of UEM Sunrise Berhad and Sun Life Malaysia, 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), Managing Director of Fajr Capital Ltd, a Khazanah investee company and held key positions in various financial institutions including Citigroup, Bank Islam Malaysia Bhd., Kuala Lumpur Stock Exchange and Labuan Offshore Financial Services Authority (LOFSA).
- He is also the Chairman of the Board of Trustees of Yayasan UEM and Board of Trustees of International Centre for Education in Islamic Finance (INCEIF).
- He is 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.

Directorship in Other Organisations

- UEM Sunrise Berhad
- UEM Edgenta Berhad
- Kumpulan Perangsang Selangor Berhad
- CTOS Digital Berhad
- Sun Life Malaysia Assurance Berhad
- Sunlife Malaysia Takaful Berhad
- Yayasan UEM
- International Centre for Education in Islamic Finance (INCEIF)

Board Committee Memberships within PLUS

- Nomination & Remuneration Committee (Chairman)
- Investment & Tender Committee (Chairman)
- Governance, Risk & Sustainability Committee

OUR BOARD OF DIRECTORS



LIM TIAN HUAT

*Independent
Non-Executive Director*

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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
- BA in 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.

Directorship in Other Organisations

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

Board Committee Memberships within PLUS

- Audit Committee (Chairman)
- Investment & Tender Committee

OUR BOARD OF DIRECTORS



DATO' ROSLAN IBRAHIM

*Non-Independent
Non-Executive Director*



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.

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, the Technical Director of Merdeka 118 Project, has over 40 years of industry experience in 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. 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) in 2006, bringing along a wealth of cross functional experience in Engineering, Construction and Business Development. During his tenure, he led the design and build the Sultan Abdul Halim Mu'adzam Shah Bridge, also known as Penang Second Bridge (P2B). He was then 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.
- On 1 August 2015, he was appointed as Chief Operating Officer, Development of UEM Sunrise Berhad until he assumed the current position in 2018.

Directorship in Other Organisations

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

Board Committee Memberships within PLUS

- Investment & Tender Committee

OUR BOARD OF DIRECTORS



DATUK AZMAN ISMAIL

Managing Director

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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 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 for the successful implementation of digital 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, Universiti Teknikal Malaysia Melaka, the highway industry and he has been asked to share his experience and expert insights at numerous CEO engagement platforms.

Directorship in Other Organisations

- Projek Lebuhraya Usahasama Berhad
- TERAS Teknologi Sdn. Bhd.
- Lebuhraya Pantai Timur 2 Sdn. Bhd.
- Board Member of Malaysian Institute of Road Safety (MIROS)

Note

Datuk Azman's tenure with PLUS ended on 31 December 2022. Datuk Nik Airina Nik Jaffar was appointed as Managing Director on 1 May 2023, continuing PLUS' sustainability journey.

OUR BOARD OF DIRECTORS



AZHAR AHMAD

*Non-Independent
Non-Executive Director*



Note
En. Azhar Ahmad was appointed as PLUS' Board member, effective on 6 March 2023.

Academic/ Professional Qualification/ Membership

- Bachelor in Accountancy from MARA University of Technology
- Member of the Malaysian Institute of Accountants (MIA)

Experience

- Azhar is currently the Head of Capital Market Department, responsible for fixed income investment (loan and bonds) and private debt fund across domestic and global market.
- He started his career with Employees Provident Fund (EPF) in 1995 and held several positions in various fields such as investment & economic research, debt capital market, fixed income investment, corporate finance, fund management and private debt fund.
- Prior to his current post he was the Head of External Fund Manager Department where he supervised external fund managers for equity and fixed income mandate (domestic and global market).
- In 2022, he was appointed as a member of Islamic Financial Market Sub-Committee by Bank Negara Malaysia.

Directorship in Other Organisations

- IJM Corporation Bhd

Board Committee Memberships within PLUS

- Investment & Tender Committee
- Audit Committee
- Governance, Risk & Sustainability Committee

OUR BOARD OF DIRECTORS



DATUK NIK AIRINA NIK JAFFAR

Managing Director

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Academic/ Professional Qualification/ Membership

- Bachelor of Science in Civil Engineering from the University of Miami, United States of America
- Masters of Science in Civil Engineering from the University of Miami, United States of America
- Fellow of the Chartered Institution of Highways and Transportation (CIHT), United Kingdom

Experience

- Datuk Nik Airina has more than 30 years of experience in project development as well as concession, project and asset management both in Malaysia and internationally, having been involved in the development and management of various infrastructure projects namely the North-South Expressway (NSE), Cikopo-Palimanan Toll Road (Indonesia), Manila-Cavite Expressway (Philippines), LRT Extension and Pan Borneo Sabah.
- She was previously the General Manager of PLUS' Planning and Development Division before taking on the role as the Chief Operating Officer in 2006.
- She has held several senior leadership roles in various companies, including the Managing Director of Opus Group Berhad, Group Chief Business Development Officer of UEM Group Berhad, Director, Special Projects of UEM Group Berhad and Managing Director of UEM Builders Berhad.
- Her active involvement in industry associations and institutions is well-acknowledged. She previously served as the Vice Chairman of CIHT Malaysia and was a Council Member of the Road Engineering Association of Asia and Australasia as well as the Road Engineering Association of Malaysia.

Directorship in Other Organisations

- Construction Industry Development Board
- UEM Builders Berhad
- Borneo Highway PDP Sdn. Bhd.
- Konsortium ProHAWK Sdn. Bhd.
- Projek Lebuhraya Usahasama Berhad
- Lebuhraya Pantai Timur 2 Sdn. Bhd.
- Teras Teknologi Sdn. Bhd.
- Universiti Teknikal Malaysia Melaka

Note

Datuk Nik Airina Nik Jaffar was appointed as PLUS' Board Member and Managing Director on 1 May 2023.

OUR LEADERSHIP TEAM



Datuk Azman Ismail⁽ⁱ⁾

Managing Director

Datuk Azman steered PLUS towards achieving its strategy, mission and corporate targets. He had brought sustainability at PLUS to heightened levels and set a clear tone from the top including providing leadership in the development of PLUS' sustainability strategies, framework and policies.



Datuk Nik Airina Nik Jaffar⁽ⁱⁱ⁾

Managing Director

Datuk Nik Airina will be driving PLUS' sustainability journey forward, embodying the mission to *Connect Communities to Shape a Safe and Sustainable Future*. Her extensive experience will be a catalyst in advancing sustainability for PLUS and the industry, contributing towards achieving the National agenda.



Datuk Zakaria Ahmad Zabidi

Chief Operating Officer

Datuk Zakaria plays the vital role of leading highway operations, maintenance and championing health & safety. He is instrumental in the development and execution of PLUS' sustainability strategies including PLUS' Green Roadmap and driving towards a Net Zero target.



Ahmad Rizal Omar

Chief Financial Officer

Rizal is responsible for managing financial strategies, operations and performance. He is tasked to ensure PLUS' obligations as the single largest sukuk issuer in the country is met at all times, while ensuring PLUS' long-term sustainability and returns to investors.



Shazalina Ahmad

Chief People Officer

Shazalina is PLUS' people leader. Her role includes developing and managing talent, inculcating people collaboration, championing human resource relations and ensuring that PLUS has an agile and capable workforce which is future-ready and sustainable.

Note

(i) Datuk Azman's tenure with PLUS ended on 31 December 2022.

(ii) Datuk Nik Airina Nik Jaffar was appointed as Managing Director on 1 May 2023, continuing PLUS' sustainability journey.

OUR LEADERSHIP TEAM

**Christine Liew****Chief Commercial Officer**

Christine is responsible to formulate and implement PLUS' commercial and customer strategies. She ensures PLUS adopts customer-centric sustainability practices throughout its commercial activities, including engaging business partners and corporate organisations which conduct business with PLUS.

**Satpal Singh****Chief Governance and Risk Officer**

Satpal is responsible to manage governance, risk and compliance and ensures that PLUS remains resilient and sustainable. He is tasked to institutionalise practices aligned to operate in an environmentally conscious, socially responsible manner whilst upholding good governance.

**Kang Yew Jin****Chief Technology Officer**

Kang Yew Jin formulates and implements technology to enable seamless highway operations. He manages PLUS' network infrastructure, supporting applications and ensures the deployment of robust cybersecurity measures.

**Anwar Ishak****Chief Executive Officer of TERAS**

Anwar is tasked to accelerate TERAS' growth and expand its footprint beyond being Malaysia's largest highway system integrator. He introduces and applies cutting edge technology throughout Malaysia's highway ecosystem.

**Noor Meiza Ahmad****Head, Legal and Corporate Secretarial**

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

**Zulkippli Haron****Head, Procurement**

Zulkippli is tasked to manage and supervise all PLUS' acquisition programmes to ensure fair, efficient and effective procurement processes as well as champion PLUS' Bumiputera initiatives.

OUR SUSTAINABILITY ECOSYSTEM

Our interchange connecting New Klang Valley Expressway (NKVE) with North-South Expressway Central Link (ELITE).



“

PLUS sering memberikan kerjasama kepada pihak berkuasa dalam menguruskan operasi lebuhraya dan membina ekosistem lebuhraya yang lestari. Kami di JPJ Malaysia mengalukan kolaborasi bersama pihak PLUS dalam melaksanakan pelbagai inisiatif lestari yang berkaitan dengan aspek keselamatan, pematuhan terhadap undang-undang serta menjalankan operasi berlandaskan amalan terbaik dalam industri.

”

YBhg. Dato' Zailani Bin Hj. Hashim

Ketua Pengarah, Jabatan Pengangkutan Jalan (JPJ) Malaysia



“

We are very encouraged that **PLUS has taken an active role in championing sustainability practices for the highway industry through embedding international standards and principles in their strategic decision-making and daily operations,** inspiring confidence to all on their sustainability roadmap.

”

Faroze Nadar

Executive Director, United Nations Global Compact Network, Malaysia & Brunei



OUR APPROACH TOWARDS SUSTAINABILITY

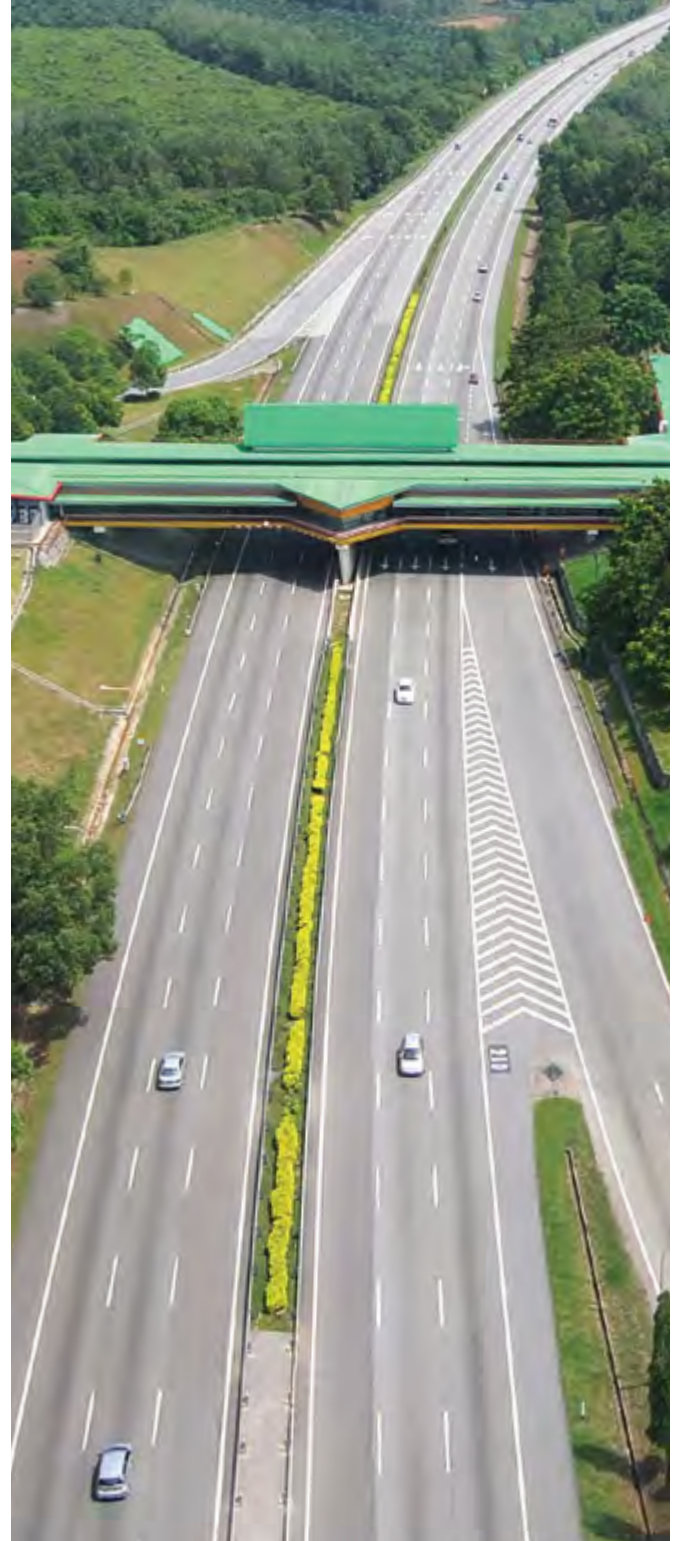
Our mission at PLUS is to *Connect Communities to Shape a Safe and Sustainable Future*. In achieving this, we are committed to conduct our business and operations in an environmentally conscious and socially responsible manner, while upholding good governance.

We manage over 1,130km of highways in Peninsular Malaysia, traversing through various landscapes, linking the Nation and the people, making our highway network the backbone of road transportation. Hence, we play a significant role in driving sustainability practices. Throughout the years, we have implemented various initiatives which positively impact the environment and people, whilst upholding good governance practices.

In moving our sustainability agenda forward, we streamlined our approach into five (5) steps.

Our Five-Step Approach

	<p>Step 1: Requirements and Alignment Ascertained requirements and aligned to applicable laws, regulations and standards.</p>
	<p>Step 2: Strategy and Governance Defined organisation strategy and set up good governance mechanisms.</p>
	<p>Step 3: Materiality Identified stakeholders and understood what is important to them.</p>
	<p>Step 4: Integration and Execution Integrated sustainability thinking into business and operations.</p>
	<p>Step 5: Report and Communication Disclosed progress through a periodic communication to relevant stakeholders.</p>



Our Overhead Bridge Restaurant (OBR) Ayer Keroh, along the North-South Expressway (NSE).

OUR APPROACH TOWARDS SUSTAINABILITY



Step 1: Requirements and Alignment

The Concession Agreements, various laws, regulations and standards that we must adhere to set the baseline for our sustainability practices. We embedded local and global sustainability guidelines available to position our sustainability agenda as a strategic value-add to the overall organisation.

As we aspire to be an industry leader, we place high importance to align our practices to global and local guidelines as well as standards. We actively benchmark ourselves against local and international organisations with admirable sustainability practices. These standards and guidelines include:

Local

	<p>Twelfth Malaysia Plan (RMK-12)</p> <p>A national blueprint with “Advancing Sustainability” as a key theme. Aims to provide focus towards green growth, accelerating resilience and strengthening economic stability.</p>		<p>Malaysian Code on Corporate Governance (MCCG)</p> <p>A guidance for good corporate governance practices and disclosures on sustainability practices, recommended for non-publicly listed companies.</p>
	<p>Bursa Malaysia's Sustainability Reporting Guide</p> <p>A detailed guidance for reporting sustainability in accordance to Listing Requirements, including example disclosures & good practice recommendations.</p>		<p>CEO Action Network (CAN)</p> <p>Highlights commitments of members towards meeting set targets and disclosure requirements in each of the ESG component through advocacy, capacity building, action and performance.</p>

Twelfth Malaysia Plan (RMK-12)

The Government introduced game changers to transform the approach to national development. They aim to restore the economic stability of the people and regenerate national economic growth by increasing purchasing power, narrowing existing socioeconomic disparities and ensuring environmental sustainability. The plan revolves around three (3) main themes, as follows:

<p> Resetting the Economy</p> <p>Focuses on restoring the growth momentum of key economic sectors and propelling strategic and high-impact industries as well as micro, small and medium enterprises.</p>	<p> Strengthening Security, Wellbeing and Inclusivity</p> <p>Focuses on efforts to uphold the country's stability by enhancing defence and security, while improving healthcare, providing affordable housing, promoting an active lifestyle and fostering unity.</p>	<p> Advancing Sustainability</p> <p>Focuses on advancing green growth, enhancing energy sustainability and transforming the water sector.</p>
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OUR APPROACH TOWARDS SUSTAINABILITY



Step 1: Requirements and Alignment

Membership in the CEO Action Network (CAN)

CAN is Malaysia’s sustainability-focused, peer-to-peer, informal network of CEOs and senior decision-makers, where PLUS is a member and has pledged to a Level 2 Commitment, entailing the following ESG targets:

	<p>Environmental</p> <ul style="list-style-type: none"> • Set public targets on Scope 1 and 2 greenhouse gas (GHG) emission reduction. • Commit to implement Task Force on Climate-Related Financial Disclosures (TCFD) recommendations.
	<p>People (Social)</p> <ul style="list-style-type: none"> • Set public targets on the percentage of female composition of top management. • Conduct human rights risk assessments, including on child/ forced/ compulsory labour, across own operations and value chain.
	<p>Governance</p> <ul style="list-style-type: none"> • Disclose material sustainability risks and opportunities. • Disclose ESG-linked performance criteria of top management.

Our participation in CAN’s Policy Advocacy workstream for the Transportation Industry (Highway Concessionaires) helps influence, shape policies and strategies that create a positive impact. We also promote CAN objectives and membership by mobilising team members to support their initiatives.

Alignment to Shareholders’ Expectations

<p>Khazanah Nasional’s Sustainability Framework</p> <p>A blueprint towards embedding sustainability in its investment decision-making and daily operations.</p>		<p>EPF’s Sustainable Investment Policy</p> <p>A core EPF investment consideration that focuses on sustainable investing and integration of ESG factors into business and operations.</p>
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We are guided by Khazanah Nasional’s Sustainability Framework, which outlines principles on embedding sustainability in investment decision-making and daily operations. In addition, we ensure that our sustainability initiatives and programmes are aligned with the Employees Provident Fund’s (EPF) Sustainable Investment Policy, particularly the Issue Policies relating to Workers’ Wellbeing and Climate Change.

OUR APPROACH TOWARDS SUSTAINABILITY



Step 1: Requirements and Alignment

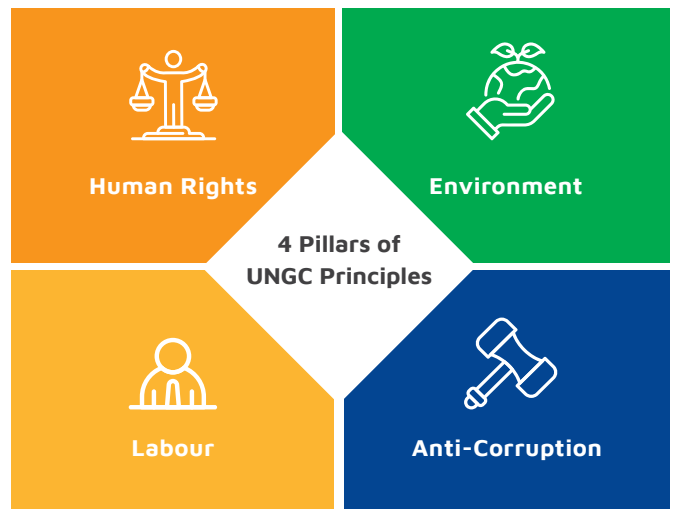
International Standards and Guidelines

	<p>United Nations' Sustainable Development Goals (UN SDG)</p>
<p>A universal call to action to achieve The Global Goals, which correspond to urgent environmental, social and economic challenges by 2030.</p>	
<p>Global Reporting Initiative (GRI)</p>	<p>Provides disclosure guidelines and reporting principles for organisations to increase their transparency and communicate their impacts towards sustainable development.</p>
	<p>Sustainability Accounting Standards Board (SASB)</p>
<p>Focuses on financially material information covering a range of industry-specific sustainability areas, including environmental and social topics.</p>	
<p>Task Force on Climate-related Financial Disclosures (TCFD)</p>	<p>Outlines disclosure recommendations that facilitate understanding of the risks and opportunities of climate change to business and operations and vice versa.</p>

Commitment to the Ten (10) Principles of the UN Global Compact (UNGC)

As a signatory, we join 21,000 organisations worldwide to actively participate in advocacy programmes and teaching panels, providing us an avenue to contribute, share and gain knowledge on a wide range of sustainability topics.

To demonstrate our commitment in aligning our business and operations to the UNGC's ten (10) universally accepted principles, we partake in the submission of the Communication on Progress (COP) annually. This provides us with a channel to transparently report our adoption of sustainable practices. In addition to this, we conduct periodical reviews to identify areas for improvement and administer necessary measures to address them.



OUR APPROACH TOWARDS SUSTAINABILITY



Step 1: Requirements and Alignment

United Nations' Sustainable Development Goals (UN SDGs)

The UN SDGs are a comprehensive set of goals that serve as a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The adoption of the UN SDGs are intended to provide a systematic framework for national action and promote international collaboration on sustainable development.

We remain committed to the UN SDGs in advancing our sustainability agenda. We have identified eight (8) UN SDGs to which we significantly contribute to, as outlined in this section and have cross-referenced them to specific sustainability initiatives that we have undertaken.



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

We have accelerated efforts to significantly improve energy efficiency and harvest renewable energy.



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. We have structured measures in place to respond, recover and communicate to all stakeholders during crises and emergencies.



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

We acknowledge that our operational footprint covers individuals from different socioeconomic backgrounds. Hence, it is our responsibility to safeguard our rights holders, including by providing a conducive work environment for Warga PLUS.



Ensure Sustainable Consumption and Production Patterns

We continue to explore possibilities to increase the adoption of circular economy practices. This includes minimising our use of natural resources and reducing waste generated from our operations.



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

We build and maintain infrastructure that is resilient and sustainable. We collaborate with institutions of higher learning and leading industry practitioners to support domestic research and innovation.



Take Urgent Action to Combat Climate Change and its Impacts

We incorporate sustainability factors into our strategies and operations in a bid to reduce the impacts of climate.



Reduce Inequality within and among Countries

We proactively reduce inequalities and promote inclusion irrespective of age, gender, disability, experience or qualification. We proactively support the growth of the Bottom 40 percent (B40) community of the population through targeted assistance and collaborations.



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

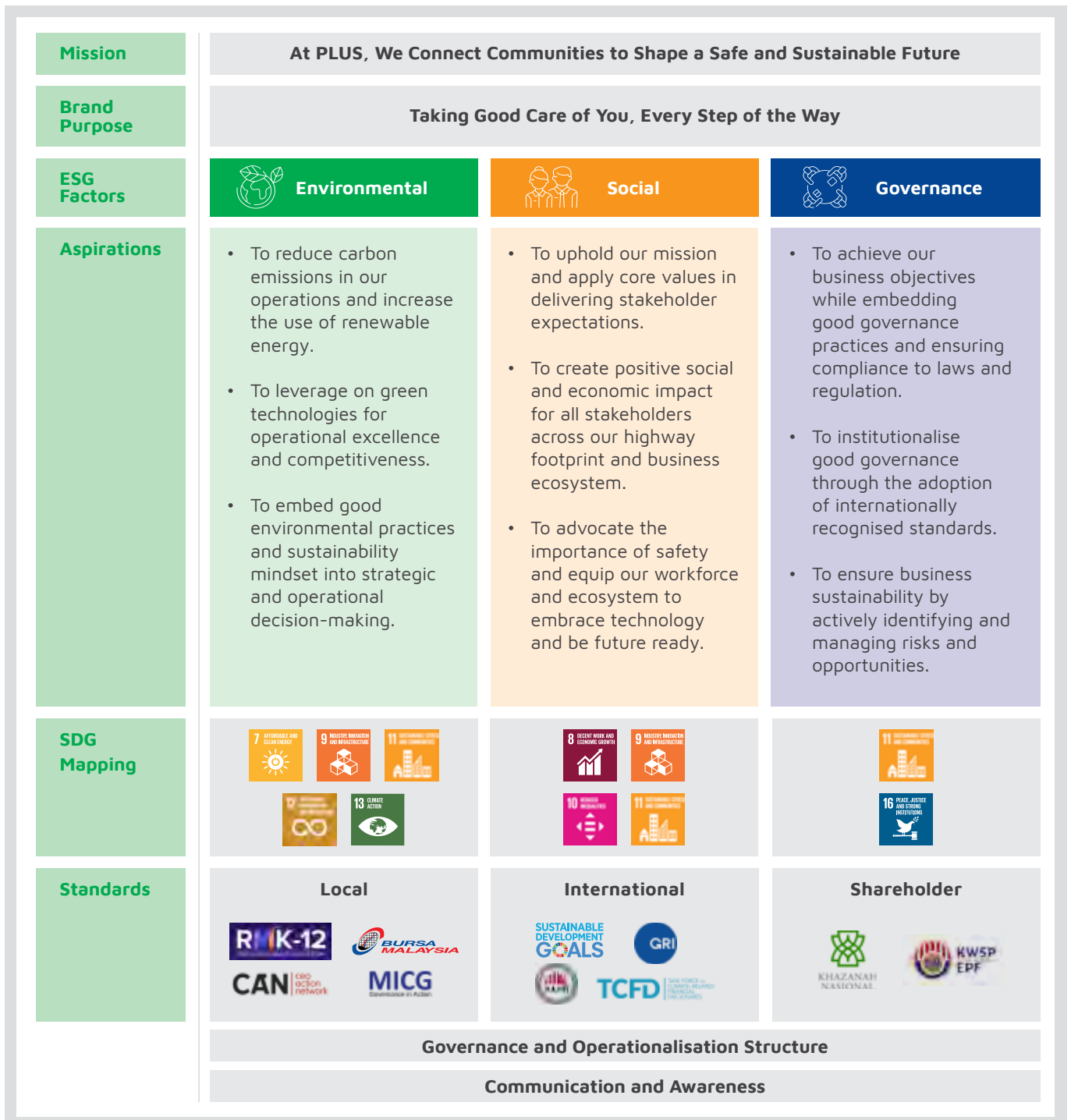
We adopt robust decision-making processes, conduct due diligence and continuously strengthen our accountability and transparency measures to combat bribery and corruption.

OUR APPROACH TOWARDS SUSTAINABILITY



Step 2: Strategy and Governance

We have established a comprehensive Sustainability Ecosystem, entailing an overarching framework with aspirations to provide clarity, foster cross-functional collaborations and ensure ESG aspects are given due consideration in the development of our strategies.



OUR APPROACH TOWARDS SUSTAINABILITY



Step 2: Strategy and Governance

We believe in the institutionalisation of sustainability throughout all levels of the organisation as it is a collective responsibility. Accordingly, our sustainability practices are reflected through robust governance and operationalisation structures.

Our sustainability governance, spearheaded by the Board of Directors is aligned with best practices and standards, as part of our efforts to respond to the increased levels of scrutiny in corporate responsibility, transparency, fairness and accountability.

The Board Governance, Risk & Sustainability Committee (BGRSC) provides stewardship on our sustainability policies,

programmes and strategies, reviews progress on key initiatives and deliberates on key sustainability challenges.

The BGRSC is supported by the Management Governance, Risk & Sustainability Committee (MGRSC), which membership includes key senior management personnel and chaired by the Managing Director. The MGRSC ensures that our sustainability programme and ecosystem are executed seamlessly.

These respective functions are supported by the Sustainability Team, which work alongside various business functions to identify and implement initiatives aligned to ESG factors.



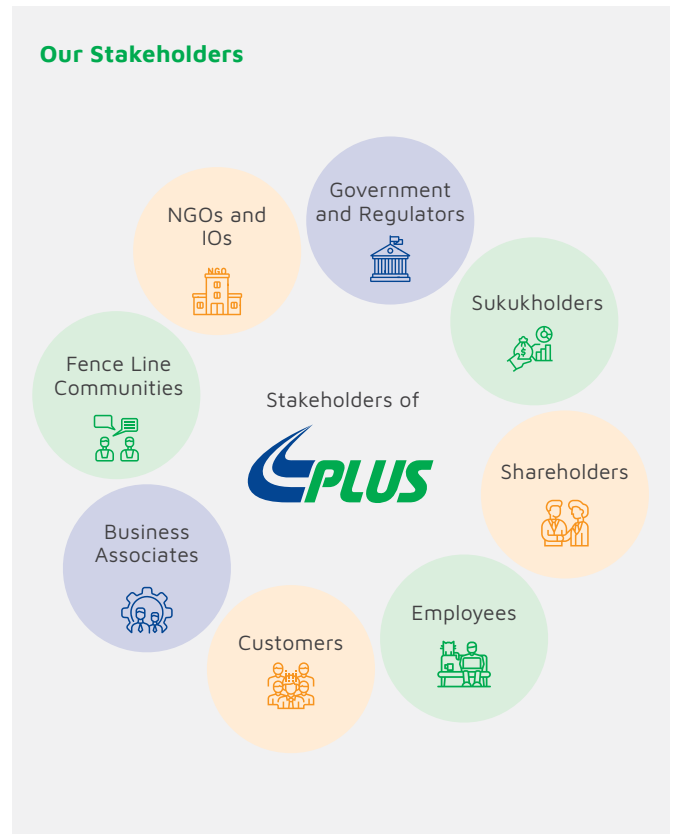
Step 3: Materiality

We operate within an environment where stakeholders interdependency and value creation are paramount. A materiality assessment is a powerful tool to determine and obtain feedback from various stakeholders on the sustainability material matters that we should focus on. In 2022, we refined our material matters to reflect stakeholders' expectations post pandemic and take into consideration changes in strategy, opportunities and risks, external business, operating environment and industry practices.

Our Process

- 1** Review established baseline against international standards and guidelines.
- 2** Analyse emerging sustainability-related themes and risks and benchmark against good practices of organisations in the same industry.
- 3** Identify key internal and external stakeholders.
- 4** Engage stakeholders via face-to-face, interviews and surveys to understand their expectations.
- 5** Consolidate and derive insights, which are then mapped out on the materiality matrix, validated by Senior Management and Board.

Our Stakeholders



Note

NGOs refer to Non-Governmental Organisations while IOs refer to International Organisations.

OUR APPROACH TOWARDS SUSTAINABILITY

Our Materiality Matrix





Based on the results of our materiality assessment, our material matters are mapped on our materiality matrix (illustrated below) which helps us identify matters that are important to PLUS and our stakeholders, facilitating the effective prioritisation of our resources.



 Environmental	 Social	 Governance
<ol style="list-style-type: none"> 1. Energy Management 2. Emissions Reduction and Electrification 3. Waste and Water Management 4. Sustainable Materials 5. Climate Impact Adaptation 	<ol style="list-style-type: none"> 6. Road Safety 7. Traffic Congestion Management 8. Digitalisation and Innovation 9. Nation Building 10. Maintenance and Operational Excellence 11. Occupational Health and Safety 12. Agile Workforce 13. Human Rights 14. Bumiputera Empowerment 15. Fence Line Community Development 16. Customer Centricity 	<ol style="list-style-type: none"> 17. Ethics and Integrity 18. Risk Management 19. Data Security 20. Financial Leadership 21. Procurement Practices 22. Crisis Response and Communication 23. Legal and Regulatory Compliance

We frequently engage our stakeholders through various platforms and programmes. This ensures effective communication of our stakeholder-specific strategies, plans and actions and is a key component of our efforts to gauge their perspectives as well as gather insights on emerging issues, as depicted in the following page.

OUR APPROACH TOWARDS SUSTAINABILITY

Stakeholder Groups	How We Impact Each Other	How We Engage with Them
 Government and Regulators	<ul style="list-style-type: none"> The Government and Regulators develop, govern and deploy policies that have an impact on our operations and business activities. We play a significant role in our related partnerships to meet the national agenda (i.e. by implementing these policies in our operations and business activities). 	<ul style="list-style-type: none"> Conduct active engagements with relevant ministries, regulators and authorities. Cultivate an ethical and risk-aware culture that complies with regulations.
 Sukukholders	<ul style="list-style-type: none"> Sukukholders contribute the required debt capital financing for the construction and privatisation of our highway projects. We are responsible to ensure that our financial obligations and covenants are met all the times. 	<ul style="list-style-type: none"> Publish transparent disclosures through rating agencies and trustees. Hold regular briefings and engagements through general meetings and informal meetings. Communicate sustainability strategies.
 Shareholders	<ul style="list-style-type: none"> We are committed to execute our strategies and deliver long-term sustainable returns by preserving the economic value of our business and operations. 	<ul style="list-style-type: none"> Hold regular briefings and engagements through meetings, site visits and conferences. Publish transparent and timely corporate reporting and disclosures through multiple platforms. Communicate sustainability strategies.
 Employees (Warga PLUS)	<ul style="list-style-type: none"> Warga PLUS depend on us for a sustainable and reliable source of income, a safe place to work and fair opportunities for career development. We recognise that Warga PLUS play an instrumental role in delivering value and executing our strategies. 	<ul style="list-style-type: none"> Publish internal newsletters, hold regular townhalls and maintain an Intranet portal for our Warga PLUS. Provide competitive benefits and remuneration packages. Support talent development and training.
 Customers	<ul style="list-style-type: none"> Customers depend on us to provide uninterrupted, reliable and affordable highway journeys. We develop our strategies to fulfil customers' expectations; they give us purpose to drive our business performance. 	<ul style="list-style-type: none"> Conduct customer engagements through loyalty programmes. Encourage customer interactions through our Customer Contact Centre, website and social media. Post regular updates on traffic conditions through the Traffic Monitoring Centre (TMC).
 Business Associates	<ul style="list-style-type: none"> Business Associates rely on us for business opportunities and financial security. We empower Micro, Small and Medium Enterprises (MSMEs) to grow and enhance their capabilities across industries, as well as to be more resilient and competitive. 	<ul style="list-style-type: none"> Provide full disclosure of our procurement policies on corporate website. Conduct supplier briefings and capability building programmes. Continuously engage through meetings by communicating our efforts to manage their concerns.
 Fence Line Communities	<ul style="list-style-type: none"> Fence Line Communities expect us to be a reliable, responsible and sustainable company that contributes to socioeconomic development. 	<ul style="list-style-type: none"> Establish and implement corporate social responsibility (CSR) initiatives, including Bumiputera empowerment initiatives. Spearhead various placemaking and civic engagement initiatives.
 NGOs and IOs	<ul style="list-style-type: none"> Non-Governmental Organisations (NGOs) and International Organisations (IOs) 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. 	<ul style="list-style-type: none"> Contribute through community investments (i.e. donations, fundraising and volunteering programmes). Promote awareness of traffic safety in local communities.

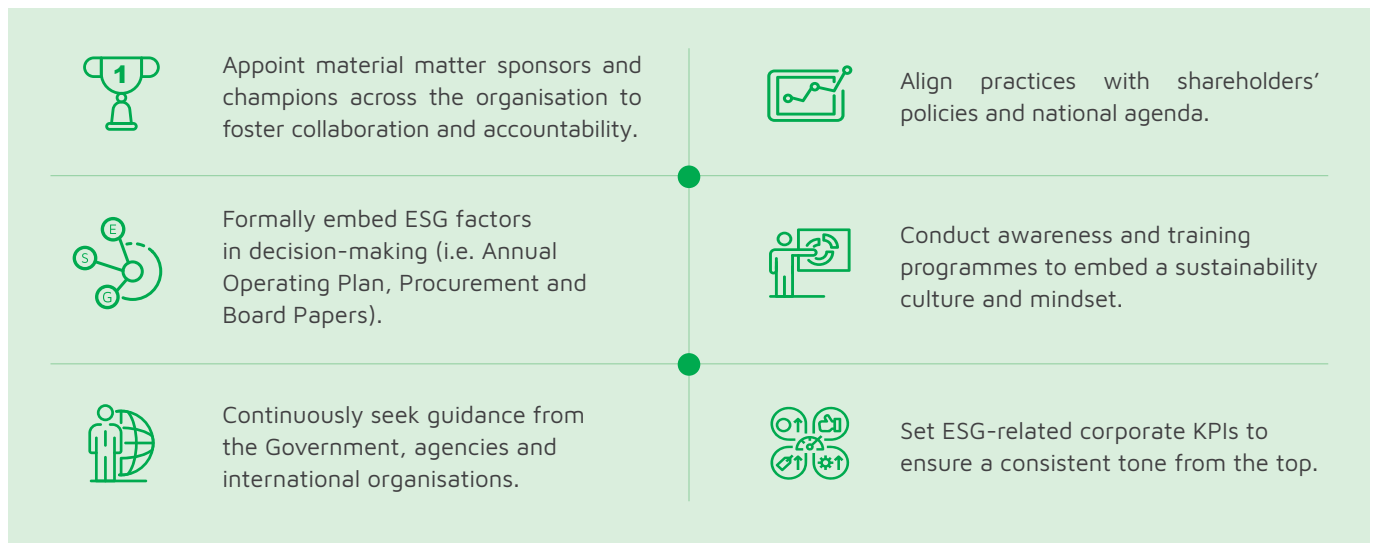
OUR APPROACH TOWARDS SUSTAINABILITY



Step 4: Integration and Execution

It is imperative that we integrate sustainability practices and the relevant material matters across all aspects of our business and operations.

This ensures consistent application of ESG-related aspirations in value creation and decision-making. There are numerous integration approaches that we have adopted, some of which are listed as follows:



The execution of sustainability initiatives requires seamless collaboration, communication and commitment from all levels of the organisation. Accordingly, sustainability is embedded as a corporate Key Performance Indicator (KPI) to drive a strong tone from the top. Such KPIs are intended to drive and ingrain sustainability behaviours in the execution of day-to-day activities from the management to on-ground personnel and frontliners.

Sustainability initiatives are classified in accordance with the material matters they relate to. Material matter champions are appointed to ensure the aspirations, initiatives and targets identified for each material matter are achieved. They take the lead in driving the involvement of Warga PLUS in executing sustainability strategies and play a key role in promoting a sustainability culture across all level in PLUS.



Step 5: Report and Communication

It is imperative that we communicate and report on sustainability initiatives to keep our stakeholders abreast of relevant developments. Hence, we continuously seek guidance, feedback and collaboration opportunities to improve our sustainability ecosystem. This is done through reporting and communicating our aspirations, targets, progress and performance to various parties within our stakeholder network.



Excerpt from our inaugural UN Global Compact (UNGC) Communication on Progress (COP).

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An aerial view of Hospital Sungai Buloh Interchange, North-South Expressway (NSE).

“

Lebuhraya merupakan tunjang pengangkutan darat yang menghubungkan rakyat Malaysia dalam keadaan selamat dan selesa serta memudahkan pergerakan barangan dan perkhidmatan yang lancar di seluruh negara.

Industri lebuhraya memainkan peranan penting dengan mendukung masyarakat dalam fasa pemulihan daripada COVID-19 dan mendorong kemajuan negara pada masa hadapan.

”

YBhg. Dato' Ir. Mohd Shuhaimi Bin Hassan

Ketua Pengarah, Lembaga Lebuhraya Malaysia (LLM)



“

Pihak LLM akan terus bekerjasama dengan pihak PLUS dan syarikat konsesi lebuhraya yang lain bagi merealisasikan visi untuk menjadikan pembangunan, pengurusan dan kawalseliaan lebuhraya bertaraf dunia. Keutamaan sentiasa diberi keatas kesejahteraan pengguna-pengguna lebuhraya.

Inisiatif-inisiatif yang sedang dilaksanakan oleh PLUS, termasuk kolaborasi strategik bersama pihak LLM, dapat melonjakkan kemajuan industri lebuhraya dan seterusnya menyokong pembangunan negara demi meningkatkan kualiti hidup serta kesejahteraan semua rakyat Malaysia.

”

Ir. Sazali Bin Harun⁽ⁱ⁾

Timbalan Ketua Pengarah (Bisnes), Lembaga Lebuhraya Malaysia (LLM)



Note

(i) Ir. Sazali Bin Harun was appointed as Ketua Pengarah, Lembaga Lebuhraya Malaysia on 10 May 2023.

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We are honoured to have been a Strategic Partner of the Nation (*Rakan Strategik Negara*) for over three (3) decades, consistently being at the forefront of the country's nation building efforts. Our status as the Nation's largest highway operator puts us in a prime position to play our part in contributing to the nation's sustainable development efforts. In line with this, we are committed to conduct our business and operations in an environmentally conscious and socially responsible manner, while upholding good governance.

As the business landscape constantly evolves, we take proactive measures to ensure that our sustainability initiatives are comprehensive and address key risks and opportunities across the Environmental, Social and Governance (ESG) spectrum while safeguarding organisational value and the interests of our diverse stakeholders.

With an operational footprint of over 1,130km across highways in Peninsular Malaysia, we have designed and implemented a variety of programmes to create a positive impact that benefits not only Warga PLUS but also the wider Malaysian community. These programmes are featured throughout this entire Report, underscoring our commitment to nation building and the sustainable development of our nation.

Some of the undertakings in 2021 and 2022 which accentuate our continuous commitment towards upholding our mission and purpose are as follows:

- 
Supporting Communities to Recover from COVID-19
- 
Strengthening Climate Response and Resilience
- 
Advancing Green Practices towards a Net Zero Goal
- 
Leveraging Technology to Enhance Safety and Operational Excellence
- 
Championing Sustainability Advocacy



Children, the future of our Nation, demonstrating patriotic spirit by waving the Jalur Gemilang proudly.

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Supporting Communities to Recover from COVID-19

During the COVID-19 pandemic, we spared no effort in ensuring seamless delivery of our services while protecting the health and safety of local communities, our business partners, Warga PLUS and highway customers.

The pandemic created an unprecedented shift in the way we live our lives and disrupted conventional business operations. As the Nation recovers and embraces the new norm, it is important for us to continue supporting the Nation's on-going strategies to build resilience.

> Supporting the Nation's Vaccination Efforts

We facilitated the Government's efforts to expedite vaccinations by participating in the National COVID-19 Immunisation Programme (PICK). We were the first highway operator in Malaysia to convert our premises into an Integrated Public Vaccination Centre (IPVC) to meet the national vaccination demands. Our center could accommodate up to 2,000 individuals daily for their COVID-19 vaccinations, through appointments made via the MySejahtera app.



Our IPVC had administered COVID-19 vaccines to **39,000+** individuals.

Our IPVC, powered by 150 volunteers, was strategically located at Klang Valley, providing access to the surrounding communities, keeping them safe and ultimately driving the revival of the local business ecosystem. The Association of Highway Concessionaires Malaysia (PSKLM) welcomed and supported our initiative by providing the IPVC volunteers with tokens of appreciation.

> Facilitating Warga PLUS to Serve Highway Customers

This commitment began with our efforts to encourage all Warga PLUS and their families to be vaccinated and set up a dedicated team to monitor infection cases among Warga PLUS, with the aim of containing the impact of COVID-19 to the best of our ability.

During the Movement Control Order (MCO), we leveraged on digital technologies to connect Warga PLUS with one another,

ensuring continuous engagement within our operational ecosystem. We provided the tools and technology to enable flexible and safe work arrangements while meeting the Nation's need to safely transport front liners, essential goods and services across the country.

As the MCO was lifted, we facilitated the transition of Warga PLUS to be fully physically present at our workplace to serve our customers. Even so, we continued to encourage Warga PLUS to wear face masks and practice social distancing, in adherence to the Government's standard operating procedures (SOPs). We also provided hand sanitisers and displayed posters to remind them to take care of their personal hygiene.



Our IPVC which administered vaccine doses to the nearby community, relieving the pressures on vaccination centres nationwide.

> Helping Communities to Get Back on Their Feet

With the lifting of the MCO, we ensured that our RSAs gradually returned to full capacity while remaining in full compliance with issued SOPs. Our Rest Service Area (RSA) were equipped with hand sanitisers, physical distancing markers and other necessary precautions to maintain the highest level of safety.

Our RSA stall operators, who are earning a living through our RSAs, had their businesses impacted during the MCO. To aid their recovery, we launched the *Satu Pembelian, Seribu Harapan* campaign, which enabled them to stay in business, creating a positive ripple effect for suppliers throughout the value chain, many of which are from our fence line communities.

SUPPORTING NATION BUILDING



We promote products and services of our Rest Service Area (RSA) stall operators during the Satu Pembelian, Seribu Harapan campaign.

In addition, we offered rental payment assistance and introduced a PLUS in-app pre-order system to further support the RSA stall operators within our ecosystem.

➤ Empowering Business Partners to Thrive in the New Norm

In line with our brand purpose of *Taking Good Care of You, Every Step of the Way*, we provided continuous support to our business communities during the COVID-19 endemic phase. We leveraged on the Business Partner Incentive Programme (BPIP) to nurture our business partners in effectively adopting new business and operational models to stay competitive and strive for success in the new norm.

The training programme covers digital adaptation, entrepreneurship, operational optimisation and customer service excellence. One highlight of the programme is a menu engineering training course organised in collaboration with the National Institute of Entrepreneurship (INSKEN). The programme not only guided our business partners to produce effective and attractive menus, but also empowered them to develop online marketing plans to increase their visibility in the new norm.

We also organised a financial training programme with Agensi Kaunseling dan Pengurusan Kredit (AKPK) to upskill our business partners in managing their business and personal finances more effectively, thereby empowering improved cash flow management.



An average of **440+** business partners participated in each training programme we organised, including those conducted virtually during the COVID-19 Movement Control Order (MCO).



Our business partners attending training as part of our BPIP.

To stay competitive and attract a wider customer base, we highly encourage our business partners to adopt technology and embrace cashless payment methods, especially considering the growing trend of contactless payment in the post-COVID-19 pandemic era.



300+ stalls operating at our RSAs are equipped with cashless payment capabilities as of 2022.



PLUS memainkan peranan yang penting dalam melindungi dan membantu kami bangkit semula daripada impak pandemik COVID-19 terhadap kehidupan dan perniagaan kami. Ini jelas dilihat melalui pelbagai inisiatif yang dijalankan termasuk menawarkan vaksin COVID-19 di Persada PLUS, kempen "Satu Pembelian, Seribu Harapan", memberikan bantuan kewangan dan latihan.



Badrul Hisham Bin Hussain
Rakan Niaga PLUS di R&R
Ulu Bernam (Arah Selatan)



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 **Strengthening Climate Response and Resilience**

Our Nation has not been spared in feeling the impact of climate change, manifested in prolonged monsoon seasons, high intensity rainfall and rising ground temperatures. With our highways spanning across 1,130km and serving an average of 1.7 million daily users, significant changes in weather patterns, including severe rainfall leading to flood, can have devastating consequences to our operations and highway customers.

Hence, we designed and successfully executed a comprehensive Flood Preparedness Plan, encompassing preventive, corrective and detective measures to ensure the safety and security of our highway customers, vulnerable communities and Warga PLUS during crises and emergencies.

 Preventive Measures	 Detective Measures	 Corrective Measures
--	---	--

 **Preventive Measures**

We have implemented extensive preventive measures to enhance our ability to detect, predict and prepare ourselves for floods. Some of these measures are as follows:

> Identification of Flood Hotspots

We have leveraged on our robust risk management practices to identify, assess and monitor flood risks and conducted flood risk projections to ascertain high-risk locations along our highways.

Additionally, we are undertaking a comprehensive climate risk assessment to develop a deeper understanding of the climate change impact to our business and operations. This will enable us to further reinforce the operational resilience of our infrastructure and facilities at critical locations.

> Strengthened Preparedness to Respond

We ensure the availability of sufficient vehicles and safety accessories to facilitate rescue and evacuation plans at affected locations. Our commitment extends to supporting the External Response Agencies (ERA) and facilitating the provision of rescue boats and safety equipment to mobilise rescue efforts quickly.

We have also taken proactive steps by partnering with the Fire and Rescue Department (BOMBA) to organise flood preparedness, rescue and evacuation training sessions aimed at equipping Warga PLUS with the necessary knowledge and skills to keep themselves and those around them safe in emergency situations.



Our Chief Operating Officer (second from the left) officiating our Rescue Boat Handling and Safety Briefing programme. Also present is Syed Shahril Anuar Syed Sulaiman, Chief of Subang Jaya's Fire and Rescue Department (second from the right).

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Detective Measures

Our detective measures enable us to gather valuable data and information in assessing potential flood incidences, devise strategies and plans as well as maintain a sufficient activation window for deploying mitigation actions.

Apart from keeping abreast and closely monitoring updates from Meteorology Department of Malaysia, the 'Public InfoBanjir' websites and various announcements, we also apply technology for early detection and prompt action.

Corrective Measures

Throughout 2021 and 2022, we experienced two (2) major flood incidences affecting NKVE, ELITE and LPT2 highways and executed the following measures:

Activation of Emergency Response Plan (ERP)

Our ERPs were activated after receiving an incident report from our Traffic Monitoring Centre (TMC) based on on-the-ground information. We immediately closed off affected areas and prepared alternative route plans to allow our highway customers to detour away from the flood-stricken locations.

Swift, effective and accurate communication during these times is key to enable informed decisions. During the aforementioned flood incidents, we initiated a series of communications to our highway customers via Variable Message Signs (VMS), the PUTRI Chatbot and various social media channels, sharing alternative routes and providing updates on the progress of measures to keep everyone safe.

Demonstrating Care and Commitment

We collaborated with External Response Agencies (ERAs) to execute the evacuation of highway customers and Warga PLUS who were stranded due to floods.



Our Section Manager working with the Fire and Rescue Department of Malaysia (BOMBA) to transport stranded highway customers to a safe location during the December 2021 flood affecting the NKVE highway.

Other preventive efforts include:



Performed regular inspections and routine maintenance on culverts and drains.



Initiated flood wall extensions at locations with high vulnerabilities.



Prepared rescue equipment and temporary shelters.

Other detective efforts include:



Deployed Unmanned Aerial Vehicle (UAV) drones for air surveillance.



Installed flood markers to monitor rises in water levels.



Capitalised on CCTVs along our highways for better visual inspection.

Other corrective efforts include:



Activated ERPs to ensure safety of all during rescue operations.



Established alternative route plans and temporary traffic diversions.



Disseminated continuous updates through various communication channels.



Collaborated with service providers to promptly clean and clear debris from affected areas.

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Warga PLUS Going Above and Beyond to Demonstrate Care

We played a crucial role in the December 2021 Shah Alam flood incident, working with BOMBA, NGOs and other volunteers to rescue over 200 stranded highway customers who were trapped along the NKVE stretch and ELITE highway overhead bridge.

Our Section Manager led the rescue operation and fearlessly navigated the flood to escort our highway customers to safety using rescue boats. The team provided the flood victims with food and drinks while evacuation efforts were underway.

We transported the victims to the banquet hall of Persada PLUS and our Central Region Office, where we provided them with warm blankets, mattresses, pillows and hot meals. We accommodated them with the required customer care and support to ensure they felt safe and taken care of during this difficult period. We also helped the victims reach out to their families to notify them of their situation.

Once the flood cleared, we escorted our highway customers to their vehicles and commenced immediate cleaning works to restore highway operations.

> Lending a Helping Hand to Rebuild Homes

A large number of Warga PLUS and our fence line communities were affected by the flood incidents. In response to this, we provided financial and food assistance as well as visited those affected to help them in cleaning up their homes, all in the spirit of lending a hand to help each other in times of difficulty.



Warga PLUS cleaning up homes damaged by flooding.

Our commitment to provide timely assistance and ensure the wellbeing of those affected helped to prevent fatalities during the crisis. This demonstrated our dedication to serving the Nation.



Warga PLUS distributing financial and food aid to communities affected by flooding.



At PLUS, we truly believe in our responsibility of *Taking Good Care of You, Every Step of the Way*. When I was the C4 Section Manager, my team and I spared no effort during the flood in saving close to 200 highway customers who were stranded on the NKVE. Our team went above and beyond putting aside our exposure to extreme weather and exhaustion in seeing through the unprecedented rescue mission.

With the assistance of the Fire and Rescue Department, we successfully evacuated the stranded highway customers to designated temporary shelters, where proper care were made available to them. I am grateful for the successful rescue mission and thankful to be blessed with an amazing team.



Suhairy Bin A. Rahman
Former C4 Section Manager,
PLUS



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Advancing Green Practices towards a Net Zero Goal

We are committed to nurturing sustainable practices and conducting our business and operations in an environmentally conscious manner. This is in line with the Nation’s aspiration of becoming a carbon neutral Nation by 2050, as outlined in the Twelfth Malaysia Plan (RMK-12).

➤ PLUS Green Roadmap 1.0 (2018-2022)

Our Green Roadmap 1.0 guided us in leveraging on energy efficiency, applying green technologies and reducing our greenhouse gas (GHG) emissions, in which we achieved remarkable results:



Recorded actual energy savings of 25% in 2022 through the deployment of energy efficient initiatives, exceeding our 2018 energy saving target of 15%.



Recorded a 23.5% reduction in our 2022 GHG emissions (from a 2017 baseline) through energy efficiency measures and harnessing renewable energy.



Won several national and regional energy awards, including the National Energy Award, ASEAN Energy Award and Malaysia Green Highway index (MyGHI) Platinum, Gold and Silver Awards.



Received various certifications, including ISO14001:2015 Environmental Management System, Green Building Index (GBI) and SIRIM Green 5S.



Successfully inculcated a strong green culture through the establishment of the Green Management and Energy Committee (GMEC), supported by e-learning, awareness training and ongoing efforts to identify potential environmentally conscious projects.

➤ PLUS Green Roadmap 2.0 (2023-2030)

Capitalising on the success of Green Roadmap 1.0, we are moving forward with our environmental efforts and embarking on PLUS Green Roadmap 2.0.

This PLUS Green Roadmap 2.0 aims to increase visibility of our organisation’s environmental aspirations, which include reducing GHG emissions, deploying more renewable energy, leveraging green technologies and practices as well as embedding a green mindset into our operations.

Environmental Aspiration



To drive towards reducing GHG emissions in our operations and increase our use of renewable energy.



To leverage on green technologies for operational excellence and competitiveness.



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

Guiding Principles



Governance and Management System



Culture and Capacity Building for Organisation and Value Chain



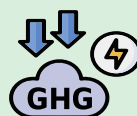
Technology Adoption, Nature-Based Solutions and Green Practices



Global Standards and Recognition

In developing our PLUS Green Roadmap 2.0, we refined our emissions sources and aligned ourselves with the Intergovernmental Panel on Climate Change (IPCC), demonstrating our commitment to reduce our GHG emissions by 35% in 2030 (against a 2017 baseline) and achieve net zero emissions by 2050, in line with national aspirations.

The Green Roadmap 2.0 highlights seven (7) mitigation strategies to be applied across our ecosystem, providing us with a comprehensive plan to reduce our emissions.



We aim to reduce emissions by **35%** in **2030** and achieve **net zero** by **2050**.

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An illustration of our net zero mitigation strategies.


Through our collective efforts and continued dedication to these strategies, we are confident in our ability to make a positive impact on the environment and contribute to a sustainable future for all.

➤ **Advancing Future Mobility for the Nation**

As Malaysia’s largest highway operator, we play a key role in advocating and promoting the adoption of a low-carbon lifestyle amongst highway customers, supporting our Nation’s Green Technology Master Plan (GTMP) 2017-2030 and the Low Carbon Mobility Blueprint (LCMB) 2021-2030.

Accordingly, we assisted the relevant ministries, regulators and agencies in proposing an Electric Vehicle Charging Station (EVCS) Roadmap for our highways, which in turn will serve as a valuable input towards developing a national roadmap.

By providing infrastructure for electric vehicle nationwide, we are encouraging more Malaysians to switch from traditional internal combustion engines to electric-powered vehicles, which reduces the Nation’s dependence on fossil fuels and ultimately leads to a reduction in greenhouse gas (GHG) emissions.



Our EVCS Roadmap outlines our efforts to facilitate the installation of **100** DCFC charging stations along our highways by 2025.



The launching of the TNB Electron EVCS at RSA Ayer Keroh Northbound attended by the Minister of Works (fourth from the left), Secretary-General (third from the left) and Deputy Secretary-General (second from the right) of the Ministry of Works, our Board of Director (fourth from the right), Director-General of Malaysian Highway Authority (third from the right), as well as our Chief Operating Officer (first from the right).

SUPPORTING NATION BUILDING

> Strength and Sustainability of Pavements

We are committed to promote circular economy principles within our business and operations, particularly through the responsible management and consumption of materials, waste and water.

Our highway pavements, spanning across 1,130 km, is a critical asset. We continuously innovate our methodologies, processes and materials to reduce its environmental impact without compromising on quality and safety. We are partnering with Edgenta Infrastructure Services (EIS) Research and Development (R&D) centre to conduct initiatives.

Recycled Asphalt Pavement (RAP)

Cold-in-Plant (CIP) Recycled Asphalt

We are currently monitoring the use of CIP recycled asphalt that utilises 100% RAP at our N4 section.

Hot-in-Plant (HIP) Recycled Asphalt

We are currently monitoring the use of HIP recycled asphalt, which utilises 30% RAP in both the Binder Course (BC) and Wearing Course (WC) layers across our C3 section.

The use of RAP materials would enable us to further reduce our greenhouse gas (GHG) emissions and waste produced during maintenance work while increasing the durability of our pavements.



The trial lay location for HIP recycled asphalt at Section C3.

Stress Absorbent Membrane Interlayer (SAMI)

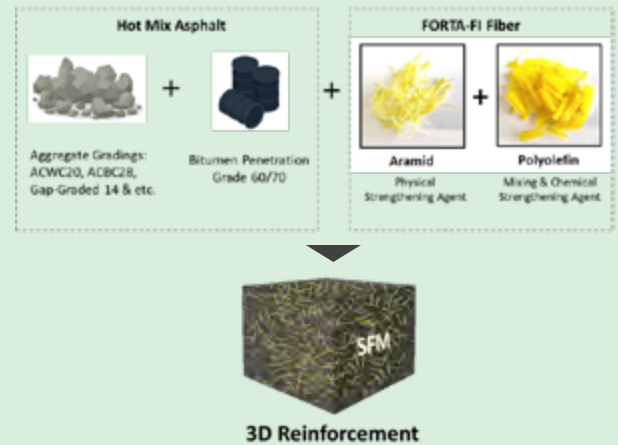
We have explored the use of SAMI as an alternative to the use of thick layers of Dense Bitumen Mix (DBM) in resurfacing and rehabilitating our highways.

By using SAMI, we have been able to enhance our productivity rate by **3x** and achieve **60%** reductions in maintenance costs and raw material usage.

Moving forward, we will be exploring the use of other innovative materials through research and development (R&D) collaborations including:

Super Fiber Mix (SFM)

SFM is a type of Hot Mix Asphalt that utilises FORTA-FI fibers with high tensile strength to produce enhanced asphalt mixes. In 2023, we will embark on using SFM, which would further improve productivity while reducing resource utilisation and maintenance costs. SFM has also been proven to increase the durability of pavements and contribute to reduced GHG emissions.



An illustration of the components used in SFM.



We place great emphasis on utilising sustainable materials in various aspects of our operations. Notable examples are our adoption of SAMI and SFM for road rehabilitation works, which represents a significant step forward in the development of sustainable solutions for our industry. This innovative method lowers carbon emissions by reducing the need for deep excavations and enhances the longevity of road structures.



Dr. Md Yunus Bin Ab Wahab
Technical Advisor, PLUS



SUPPORTING NATION BUILDING



Leveraging Technology to Enhance Safety and Operational Excellence

As a Nation, it is crucial for us to adopt technology that accelerates economic growth, social development and environmental sustainability. Accordingly, we accelerated the incorporation of Artificial Intelligence (AI), big data analytics and the Internet of Things (IoT) into our business and operations, driving efficiency while simultaneously elevating the safety and experience of our highway customers.

> AI Alert System for Detection of Suicide Attempts

Over the past few years, there has been an increase in reported suicide attempts at the Penang Bridge. It is believed that this trend is due to mental distress arising from personal reasons, rising costs of living and loss of employment.

Cognisant of the potential of AI to be a game-changer, we are leveraging on its functionality to also strengthen our suicide prevention efforts. We are collaborating with a homegrown start-up company to develop a cutting-edge system that utilises AI technology and our existing Closed-Circuit Television (CCTV) cameras to detect suspicious movements along the bridge's parapets.

We are currently conducting a Proof of Concept (POC) by infusing our CCTV cameras with state-of-the-art AI Human Pose Estimation capabilities. This will not only enable the detection of suspicious motions, but also provide real-time audio warnings to highway customers and swiftly alert our Traffic Monitoring Centre (TMC) for immediate action.

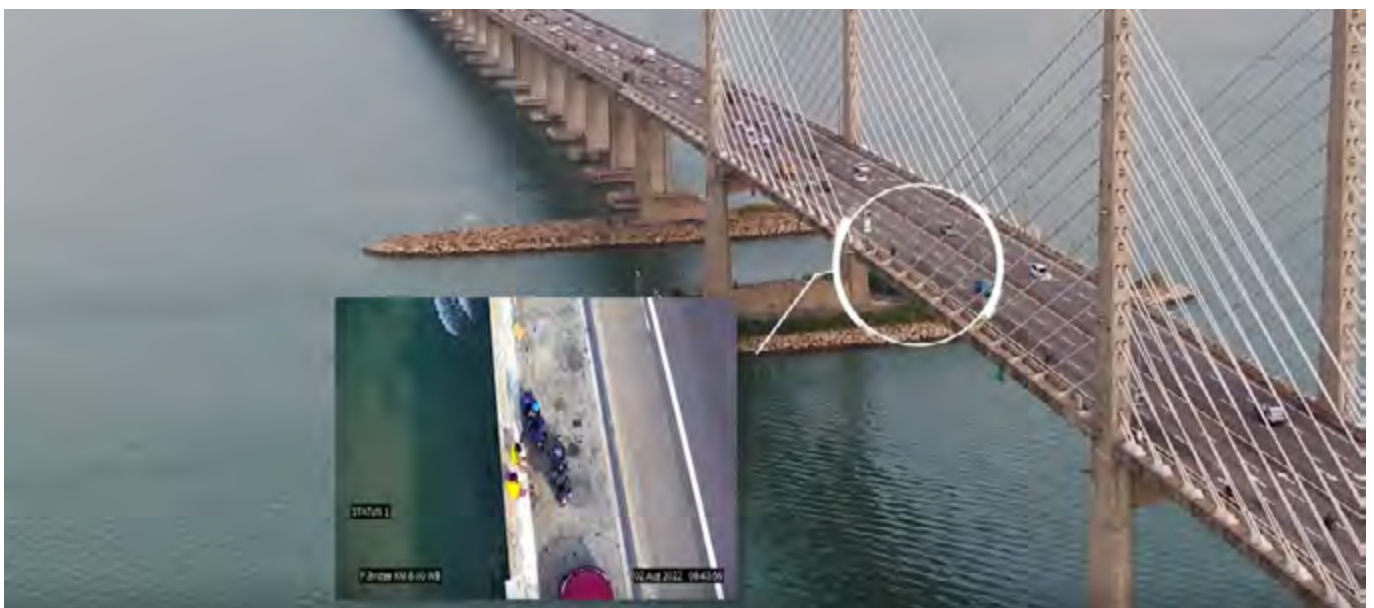
> AI Defect Detection System (AIRADAR)

Extreme changes in weather patterns, including high, concentrated rainfall, have impacted the service life of our pavements. Therefore, to ensure the safety and comfort of highway customers throughout their journey on our highways, we have taken measures to proactively monitor the condition of our highway pavements.

One of such measures is the installation of built-in, AI-based dashcams in PLUSRonda vehicles to auto-detect pavement defects such as surface cracks and potholes along our highways. We envision that this technology will enable us to leverage PLUSRonda's and LPT2Ronda's extensive patrolling to identify pavement defects and allow us to quickly resurface the damaged areas.

> Enhancing Customer Key Touchpoints

We are exploring the use of AI, integrated into the CCTV cameras at our RSAs to help identify customer traffic. This would enable hourly, daily and monthly insights of footfalls in prime areas such as amenity zones, stalls, commercial lots and food court zones. This facilitates our analysis on customer trends, develop a deeper understanding of customer touchpoints and needs to ultimately improve our suite of services. Additionally, this will assist us to better manage our manpower, enhance safety and keep our customers satisfied.



One of our CCTVs detecting human movement on the Penang Bridge.

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> PLUSRonda Intelligent Management (PRIME)

Our PRIME System is a built-in mobile application installed in all our patrolling vehicles which replaces the previous manual logging of incidents. PRIME enables swift monitoring and real-time notification of all activities undertaken by PLUSRonda directly to the Traffic Monitoring Centre (TMC).

As a result, this saves incident processing time, allowing PLUSRonda to arrive and attend to highway customers more swiftly, especially during critical situations. Additionally, the digital storing of accurate incident information on PRIME allows for easier retrieval of evidence, expediting the process of any insurance claims.



Our PLUSRonda personnel assisting a highway customer.

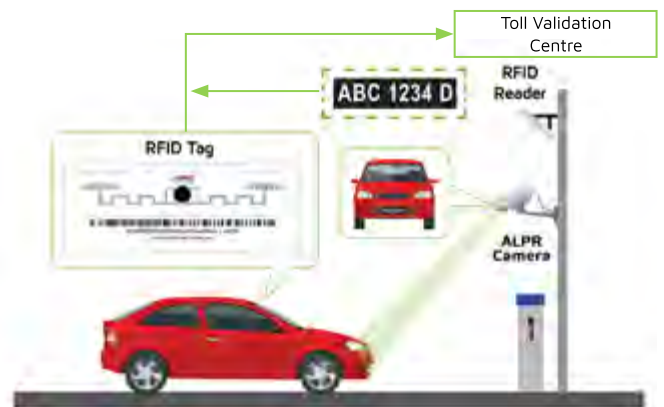


Our PLUSRonda personnel utilising PRIME during routine patrolling.

> Technology to Support RFID Customers

We have placed 610 Automated License Plate Recognition (ALPR) cameras at our toll plazas and established Malaysia's first Toll Validation Centre (TVC) to validate entry-to-exit transactions for RFID customers. The integration of ALPR and TVC assists in automatically resolving the most pertinent RFID challenges faced by highway customers including faulty tags, technical glitches and incorrect toll fares in the background, without interrupting their journeys.

To ensure the optimum reliability level of the RFID system in delivering seamless entry-to-exit experiences for RFID customers, we have strengthened our network infrastructure through the relocation of roadside cabinets and increased Internet Protocol Virtual Private Network (IPVPN) redundancies along our mainlines.



An infographic showing how the RFID Toll Payment system operates with an integrated ALPR system.



In the spirit of *Do Things Better*, we continuously challenge ourselves to **pioneer the adoption of cutting-edge technology in enhancing our business efficiency while elevating highway customers' safety.**



Tengku Omar Zainal Abidin
Head of Technology, TERAS



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Championing Sustainability Advocacy



Highway Industry Leadership

As the Nation's largest highway operator, we leverage on innovative solutions and our leadership experience to champion road safety while supporting the Government's vision of building smart highways in line with the national Intelligent Transport System (ITS) Blueprint.

Our representation as a board member of the Malaysian Institute of Road Safety Research (MIROS) through our esteemed and respected Managing Director (MD) since 2017 demonstrates the crucial role we play in providing practical insights, technical stewardship and industrial expertise in the field of road safety within Malaysia. This representation drives the development and implementation of road safety policies and research projects, which extend to the ASEAN region through MIROS' function as the ASEAN Road Safety Centre (ARSC).

Our Chief Operating Officer (COO), being an experienced leader within the highway industry and a strong advocate of road safety and innovation, holds multiple leadership positions across different associations. This enables him to elevate the national highway and transportation sectors by spearheading collaborations, facilitating technology and knowledge transfers and promoting research and development (R&D). The following entails our COO's involvements in various national associations:

✓ President of the Malaysian Highway Concessionaires Association (PSKLM) for the 2022-2024 term

✓ Deputy President of the Chartered Institution of Highways and Transportation (CIHT) (Malaysian branch) for the 2022-2024 term

✓ Council member of the Road Engineering Association of Malaysia (REAM) for the 2021-2023 term

✓ Council member of the Intelligent Transport System Association of Malaysia (ITSM) for the 2022-2024 term

Our COO also represented Malaysia at the Intelligent Transport Systems (ITS) World Congress 2022 in Los Angeles, USA, where global leaders and industry experts convened to collaborate and share operational and technological advancements. In addition, he has been invited to speak at various international forums, where he shared his insights on our digital transformation journey and the use of innovative solutions to drive operational excellence.

As part of our efforts in supporting the Government to develop the National Intelligent Transportation Management Center (NITMC), we regularly host ministries, agencies and universities at our premises to showcase our Traffic Monitoring Centre (TMC), while providing an avenue for knowledge exchange on various ITS subject matters.



Our Chief Operating Officer (second from the right) together with the Minister of Works (sixth from the right) and other Malaysian delegates at the ITS World Congress 2022 in Los Angeles.



Our Senior General Manager of Operations (third from the left) explaining the role of TMC in supporting ITS adoption in Malaysia to representatives of ITS Korea, the Korea Research Institute for Human Resource (KRIHS) and the Malaysia Automotive, Robotics & IoT Institute (MARii).

SUPPORTING NATION BUILDING

Accelerating Technology and Innovation

In alignment with the National Fourth Industrial Revolution (4IR) Policy, we are at the forefront of advocacy efforts aimed at creating an inclusive digital society and empowering businesses to leverage data-driven technologies and AI to achieve progressive and sustainable growth.

From higher learning institutions to national organisations, our advocacy efforts see us actively sharing our thought leadership, technical expertise and experience with the wider community in Malaysia, a demonstration of our commitment to promote technology and innovation.

Our Chief Technology Officer is an Executive Committee member of the National Tech Association of Malaysia (PIKOM), which brings leaders from across the industry together to champion the Nation's information and communications technology (ICT) efforts. PIKOM serves as the voice of the industry and actively participates in the development of Government policies to drive national growth.

Our Head of Innovation & Center of Excellence (ICE) plays an active role in driving innovative solutions and engineering breakthroughs in the highway industry. He does this through his involvements in local learning institutions, such as being an Industry Advisory Panel (IAP) member for the Faculty of Built Environment and Surveying at Universiti Teknologi Malaysia (UTM). He is also part of the Studies Committee (SC) for the Master's in Geographical Information System (GIS) and Remote Sensing programme at Universiti Putra Malaysia (UPM).

Many members of our management team were invited to be keynote speakers and panelists in corporate conferences, sharing our and the country's journeys in the IR4.0 sphere, while advocating the importance of digital technology in advancing economic and social development for the Nation.



Our Managing Director (second from the right) shared on our digital journey at the International Congress of Innovation and Technology (WCIT 2022).

Our technology arm, TERAS, is proactively enhancing our technological capabilities in preparation for the implementation of a Multi Lane Fast Flow (MLFF) tolling system in Malaysia.



Our Chief Executive Officer of TERAS (third from the left) speaking with the then Minister in the Prime Minister's Department (Economy) on the technology behind MLFF at the Smart Nation Expo and Forum 2022.

Advancing the United Nations Sustainable Development Goals (UN SDGs)

To build a prosperous, inclusive and sustainable Nation, we are actively advancing the UN SDGs through our involvement in international and national advocacy programmes, aligned with the objective of the Twelfth Malaysia Plan (RMK-12).

We became a signatory of the UN Global Compact (UNGC) in September 2021, thereby granting us opportunities to participate in UNGC advocacy programmes and educational panels. In tandem with this, we submit our Communication on Progress (COP) annually to promote transparency to all stakeholders regarding our efforts and progress towards achieving our sustainability agenda.

We are also part of a network of industry leaders called the CEO Action Network (CAN). Our involvements with CAN's workstreams, working groups and roundtables enable us to deliberate on diverse sustainability subjects and drive feasible, collaborative solutions that advance the national sustainability agenda.



Scan this QR code to read about our Communication on Progress (COP), published in September 2022.

SUPPORTING NATION BUILDING

> Representing Malaysia on the International Stage

At the international level, our Chief Governance and Risk Officer (CGRO) was invited to New York, USA, to be part of the 77th UN General Assembly specifically, the exclusive UN Private Sector Forum. During the forum, the world’s most pressing sustainability issues, such as the global energy and climate change crisis, were discussed. Our CGRO made us proud by sharing PLUS’ sustainability targets and achievements on stage to a global audience.

At the UN Governance Forum, our CGRO was also invited to share his experience and recommendations across pertinent social development governance issues, drawing from his vast experience working with industry leaders in Southeast Asia. Additionally, he was invited to the UN SDG Investment and UNDP Digital Public Infrastructure forums, where he had opportunities to showcase the work being done in Malaysia towards driving sustainable development.



Our Chief Governance and Risk Officer at the UN Private Sector Forum in New York.



Our Chief Governance and Risk Officer with the founder of Microsoft, Bill Gates at the 77th UN General Assembly (UNGA).

> Advocating Sustainability as Part of the Nation Building Agenda

Closer to home, our CGRO has been invited to be a speaker and panelist at over eight (8) corporate-level sustainability forums organised by various institutes, foundations and companies. During these events, he not only shared the good sustainability practices that PLUS has in place, but more importantly, strongly advocated for how businesses in Malaysia can integrate sustainability into their business and operations as a competitive advantage and a lever towards nation building.

PLUS has been invited to participate in the development of the National Planetary Health Action Plan (NPHAP). This participation commences through the involvement of our Managing Director who has actively emphasised the critical role of environmental sustainability for the future of the transportation sector.



Developing Young Leaders for the Future

We are committed to cultivate future-ready talents with the right skills and knowledge to meet the demands of increased complexity global challenges. We actively engage young talents, providing them with practical insights and skills that prepare them for future.

We are executing a series of sustainability-themed learning programmes with universities, colleges and professional institutions where we aim to provide exposure on corporate sustainability practices. In supporting the Government’s effort to equip youths with practical industrial experience, we participate in the Government’s Perdana Fellowship programme to provide young Malaysians with first-hand experience in Government administration and management.



Warga PLUS posing for a picture with UiTM students during our inaugural sustainability engagement.



Engaging with 1.7 million highway customers daily who commute on PLUS highways, we recognised the critical role we play in influencing the mindset of Malaysians towards adopting sustainable practices. Hence, we are raising awareness and demonstrating good sustainability practices with all members of society, such as students, corporates and other members of the highway industry.



Noor Ezwani Binti Nor Kamal
Head of Traffic Monitoring Centre, PLUS



SUPPORTING NATION BUILDING

Cultivating Positive Customer Behaviour

Aligned with our mission to *Connect Communities to Shape a Safe and Sustainable Future*, we are committed to promote positive behavioral changes among our customers with regards to personal health and safety, social etiquette as well as the environment. Doing so will foster a society characterised by heightened safety consciousness and a firm dedication to responsible and sustainable practices, thus bolstering Malaysia's efforts towards nation building.

Promoting a Journey Planning Culture

Our Travel Time Advisory (TTA) and traffic monitoring updates enable regular Malaysians to instill a journey planning culture, reducing travel time and traffic congestion, improving road safety and enabling a smoother and less stressful commute. This, in turn, allows them to be more productive in their daily lives and have more time to spend with their loved ones. Our TTA scheduling application, available on the PLUS app, also features real-time CCTV footage of traffic conditions.

In addition, we introduced the first on-demand insurance for road travel, providing accessible and affordable road mobility protection to all highway customers. This is part of our efforts to introduce a paradigm shift in customer behaviour and cultivate risk and safety awareness.

Inculcating a Circular Economy Mindset

We are implementing measures to cultivate a circular economy mindset and responsible social practices at our Rest Service Areas (RSAs) and lay-bys. These initiatives include promoting self-cleaning of dining areas after meals, segregating food waste, adopting a recycling culture among our highway customers, introducing Reverse Vending Machines (RVM) at selected RSAs and fabric recycling facilities at our offices.

Enhancing Safety Awareness for All Highway Customers

We collaborate with the Royal Malaysia Police (PDRM), Road Transport Department (JPJ) and Malaysian Institute of Road Safety Research (MIROS) to organise trainings and safety awareness programmes for young drivers and fence line community members who reside along our highways. This aims to safeguard their wellbeing and prevent any incidents on the road.

To encourage commercial vehicle drivers to observe safer driving practices on the road, we are developing a unique safety behavioral programme for them which entails the introduction of a Safety Performance Index to track and monitor adherence to safety requirements.



A Travel Time Advisory announcement circulated on our social media channels.



Our PLUSRonda personnel engaging primary school students to raise awareness on road safety as part of our Community Based Programme (CBP) in Tangkak, Johor.

SUPPORTING NATION BUILDING



Institutionalisation of Sustainability within Warga PLUS

Warga PLUS are at the core of our operations and is crucial in driving our sustainability aspirations in both business and operations. To institutionalise a culture of sustainability among Warga PLUS, we have developed a comprehensive list of programmes across physical, virtual and hybrid settings.

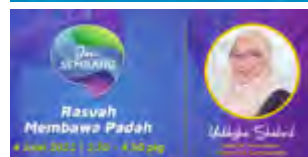
➤ Instilling Sustainability Awareness among Warga PLUS

We are committed to instilling a culture of sustainability among Warga PLUS, aligning to our mission statement of *Connecting Communities to Shape a Safe and Sustainable Future*. To this end, we set a strong tone from the top through the establishment of sustainability-related Key Performance Indicators (KPIs) in our corporate and leadership scorecards. These KPIs are then cascaded throughout the organisation, aimed to embed a holistic sustainability culture at all levels.

We support this commitment through various communication and awareness sessions via emails, newsletters, *Jom Sembang* sessions and videos. Our Ramadhan sustainability video, for example, was a key catalyst in driving Warga PLUS to reduce food wastage, utilise reusable bags and promote composting.



Our Chief Operating Officer wishing Happy Earth Day to Warga PLUS.



We hosted several *Jom Sembang* sessions to embed responsible and sustainable practices among Warga PLUS.

➤ Embedding Sustainability among Young Hires

We recognise the importance of nurturing a comprehensive awareness and understanding of sustainability among the youth to cultivate future talents that can contribute to the long-term growth of our Nation. Therefore, all fresh graduates who are enrolled in our Protégéship programme are exposed to our sustainability training and awareness initiatives, providing them with an understanding of the right tools and knowledge at the start of their career.

We believe that doing this will instill a strong sense of responsibility towards the environment and society in their career moving forward, empowering them to serve the Nation better.

➤ Creating a Unified Comprehension through On-the-Ground Training

It is crucial to ensure all Warga PLUS along our operational ecosystem across the country share a comprehensive and cohesive understanding of sustainability on both personal and corporate levels. To achieve this, we are conducting our interactive *turun padang* engagement sessions to reach out to Warga PLUS from every corner of the country to share our mission statement and sustainability aspirations, thereby helping them to understand how our collective sustainability efforts can contribute towards developing a sustainable nation.



Our *turun padang* engagement session with Warga PLUS at the Section N3/N7 Office in Kubang Semang, Penang.

➤ Driving Sustainability through Experiential Learning

We have also introduced practical learning and engagement sessions covering topics such as upcycling, composting and gardening, where relevant local NGOs are brought in to share their skills and expertise. Through these sessions, we hope Warga PLUS will embody and inculcate sustainability in their professional and personal lives.



Educating Warga PLUS on the importance of 5R approach in conjunction with the launch of fabric recycling bin.

SUPPORTING NATION BUILDING

Selected Highlights Throughout 2021 and 2022:

1. Environment



Retrofitted over **30,000** LED lights across our mainline and facilities, saving **27 million kWh** of energy and reducing emissions by **19,313 tCO₂eq** (equivalent to **2,434 household's energy needs⁽ⁱ⁾** / **319,344 trees saved⁽ⁱⁱ⁾**).



Installed **8** solar panels systems across our facilities, generating **2.5 million kWh** of energy, reducing emissions by **1,742 tCO₂eq** (equivalent to emissions from **388** vehicles for a year⁽ⁱⁱⁱ⁾).



Reduced our energy consumption by **25%** and recorded a reduction in our greenhouse gas (GHG) emissions by **23.5%** in 2022 from a 2017 baseline.



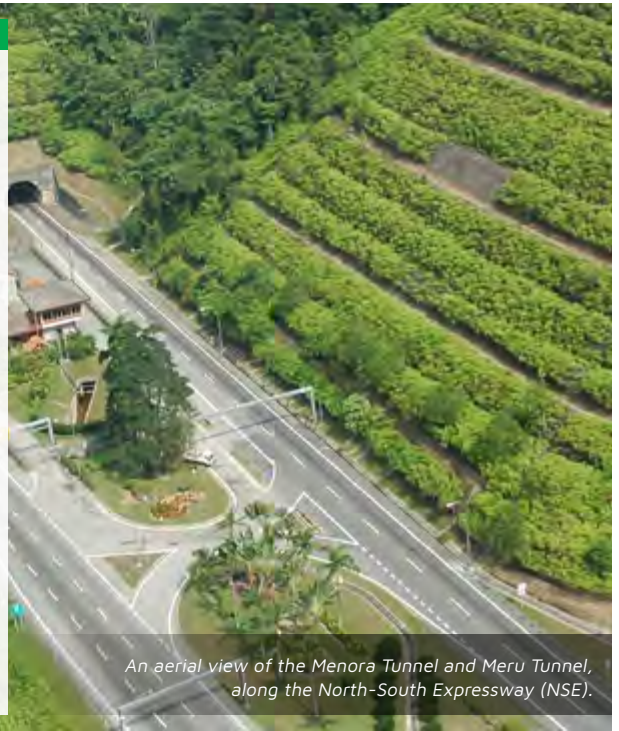
Facilitated the installation of **22** Direct Current Fast Charging (DCFC) stations along our highways, with a roadmap to install **100** DCFCs by 2025.



Installed **19** rainwater harvesting systems at our offices and selected rest stops, reducing our dependence on freshwater consumption.



Planted **270,783** trees and **247,716 m²** of shrubs along our highways.



An aerial view of the Menora Tunnel and Meru Tunnel, along the North-South Expressway (NSE).

2. Operations and Technology



Installed **2,770** CCTV cameras across our facilities and offices, protecting the safety of Warga PLUS and our highway customers.



Deployed our Safety Vehicles (SVs) for more than **34,000** tasks on our highways in 2022, reducing fatality cases in planned and emergency works.



Provide cashless payment options at over **85%** of our RSA stalls.



Established the Nation's **first** Toll Validation Centre (TVC) to support the implementation of RFID.



Equipped our toll plazas with **610** Automated License Plate Recognition (ALPR) cameras and **216** Radio Frequency Identification (RFID) lanes, increasing our throughput by **30%**.



Reduced inspection time by **98%** through the deployment of Unmanned Aerial Vehicle (UAV) drones, replacing conventional methods.



Developed **7** customer-facing digital platforms and **96** internal digital solutions, addressing the needs of our highway customers.



A night view of our toll plaza.

(i) Assuming each household consumes 11,880 kWh of electricity on average per year.

(ii) Based on the amount of carbon sequestered over a period of 10 years since the tree seedling is planted.

(iii) Based on the emission of a gasoline-powered passenger vehicle with 2 axles 4 tyres.

Source: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

SUPPORTING NATION BUILDING

3. Workplace

-  Maintained a gender balance consisting of **50%** men and women in our workforce, with women occupying **30%** of our senior leadership roles.
-  Delivered more than **180** learning and development programmes over **290** sessions to Warga PLUS, accounting for over **54,000** training hours.
-  Achieved a **97%** decrease in Lost Time Injury (LTI) from **35** cases in 2018 to only **1** case in 2022.
-  Achieved the participation of all **3,800** Warga PLUS (**100%**) in our Culture of Health and Safety (CoHS) programme.
-  Saved over **3 million** sheets of paper and **10,720 hours** of cycle time through our digitalisation efforts.



Our management team engaging with our Customer Service Assistants (CSAs).






4. Governance

-  Reduced vendor registration and Purchase Order (PO) processing time by **50%** and **30%** respectively through the adoption of technology.
-  Awarded over **RM900 million** to more than **600** qualified vendors annually, of which **99%** were Malaysian vendors.
-  Conducted Anti-Bribery and Corruption (ABAC) training sessions to over **3,800** Warga PLUS, accounting for over **8,700** training hours.



Rest Service Area (RSA) Sungai Perak Southbound.

5. Customers and Community

-  Vaccinated more than **39,000** individuals at our Integrated Public Vaccination Centre (IPVC).
-  Contributed more than **RM12.5 million** to social programmes and financial aid (including Zakat), benefitting more than **128,000** individuals.
-  Proactive involvement of Bumiputera in our operational ecosystem, where by **90%** of Warga PLUS and **70%** RSA stall operators are from the Bumiputera community.
-  Achieved **positive** Net Promoter Scores (NPS) and average Customer Satisfaction Index (CSI) scores **above 80%** since 2019.
-  Selected as the **top 5** most trusted organisations by Malaysians in the Ipsos Malaysia's Trust Track Study 2022.



Our Community Based Programme (CBP) with fence line communities at Sekolah Kebangsaan Sungai Pinang, Balik Pulau.

OUR ENVIRONMENTAL STEWARDSHIP



An aerial view of the Solar Photovoltaic (PV) system installed at Rest Service Area (RSA) Machap Northbound.



“

We strive to operate in an environmentally conscious manner, pioneering the application of green technology and inculcating a green mindset among Warga PLUS. We are committed to achieve our mission of *Connecting Communities to Shape a Safe and Sustainable Future*.

”

Datuk Zakaria Ahmad Zabidi
Chief Operating Officer, PLUS



“

In the fast-evolving landscape of green technology, strategic collaboration is essential for success. It is the cornerstone of innovation and growth in business. We are honoured to support PLUS in their sustainability journey. Together, we can combine our strengths, leverage on our expertise and drive meaningful change for the planet and future generations.

”

Ts. Shamsul Bahar Mohd Nor
Chief Executive Officer,
Malaysian Green Technology
and Climate Change Corporation
(MGTC)



OUR ENVIRONMENTAL STEWARDSHIP

These Sustainable Development Goals (SDGs) are relevant to our environmental stewardship:



PLUS Green Roadmap

Our efforts to nurture environmental sustainability are driven by the PLUS Green Roadmap 1.0 (2018-2022), which outlines a five-year plan for us to transform into a green organisation.

Leveraging on the progress we have made up until 2022, we are finalising the PLUS Green Roadmap 2.0. This roadmap focuses on our Net Zero Greenhouse Gas Emission Plan as well as the sustainable use of waste, water and materials.

-  **Energy Management**
-  **Emissions Reduction and Electrification**
-  **Waste and Water Management**
-  **Sustainable Materials**
-  **Climate Impact Adaptation**



An aerial view of the Menora Tunnel and Meru Tunnel, along the North-South Expressway (NSE).

OUR ENVIRONMENTAL STEWARDSHIP



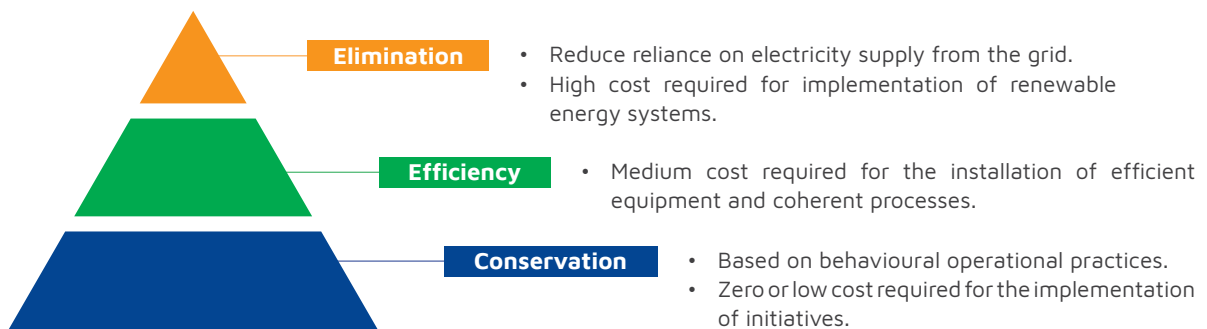
Energy Management

What Energy Management Means to Us:

The management of energy through our operations, with a focus on energy efficiency practices, while reducing our reliance on the grid by harnessing renewable energy.

Our Aspiration:

To increase energy efficiency through the adoption of green practices and deployment of green technologies.

The Energy Pyramid Approach**Initiatives and Highlights**

There is an upward trend of energy consumption needs that is driven by population growth, urbanisation and rising standards of living, especially in developing economies like Malaysia. In the industrial sector, meeting these needs ensure business reliability and continuity across value chains on a national scale.

At PLUS, we use the Energy Pyramid as a framework to evaluate the various ways in which we can optimise energy consumption in our business and operations. The Energy Pyramid has three (3) categories: Conservation, Efficiency and Elimination.

In 2019, we launched our energy policy to foster energy-efficient practices, mainly by pledging to improve energy efficiency on our expressway facilities in a sustainable, efficient and environmentally-friendly manner for all stakeholders. We are committed to effective energy management and continued compliance with relevant laws and regulations, with the goal of becoming a leader in energy efficiency within the industry while supporting national environmental conservation efforts.

Our energy policy is embodied within our business and operations through the rollout of our Sustainable Energy Management System (SEMS). This aims to efficiently manage all aspects of energy consumption within PLUS.

SEMS is governed by the Green Management and Energy Committee (GMEC), which is headed by the Chief Operating Officer (COO) with members comprising of heads of division from various business functions. The GMEC is further backed by a technical team and eight (8) ASEAN Energy Management Scheme (AEMAS) certified energy managers. They meet quarterly to oversee energy usage and assess the progress of energy-related initiatives across the organisation. With this system in place, we have formalised our commitment to manage energy consumption efficiently and foster energy-efficient practices among Warga PLUS.

To date, we have rolled out several energy-saving measures in phases across Persada PLUS and various locations along our mainline, such as toll plazas and interchanges.

OUR ENVIRONMENTAL STEWARDSHIP

Energy management standards we adhere to:

- MS 1525: 2019 Energy Efficiency and Use of Renewable Energy for Non-residential Buildings
- ISO 50001: 2001 Energy Management System
- ASEAN Energy Management Scheme (AEMAS)
- ISO 14001: 2015 Environmental Management System



Scan this QR code to view our energy policy.



An aerial view of the solar PV system installed at Persada PLUS.

Since 2018, we began the installation of Solar Photovoltaic (PV) systems, starting at our Persada PLUS headquarters and eventually expanding to our Rest Service Areas (RSAs) and Overhead Bridge Restaurants (OBRs).

We have retrofitted more than 30,000 LED lights at Persada PLUS and along our highways, including at toll plazas, interchanges, lay-bys, section offices and other facilities, thereby reducing electricity consumption and contributing to emissions savings.

Moving forward, we aim to convert more than 19,000 lights over the next few years and capitalise the use of solarised lighting at the Persada PLUS car park.



An aerial view of the solar PV system installed at RSA Machap Northbound.



30,000+

LED lights retrofitted since 2018



1,100+

air-conditioning units upgraded since 2019



8

facilities have installed solar PV systems since 2018

We believe in creating value-add solutions through close collaborations with industrial partners to further reduce our emissions throughout our operations. As such, we signed a Memorandum of Understanding (MOU) with Tenaga Nasional Berhad (TNB) in March 2022 to enable synergy, knowledge exchange and operational excellence through the deployment of renewable energy and green technologies. This MOU signing will also enable both organisations to strengthen our alignment in contribution to the national goal of transitioning to a low-carbon economy.

Our efforts in efficient energy consumption have been recognised through various awards and accolades. In 2021, we were named first runner-up for Energy Efficiency Building (Retrofitted Building category) at both the National Energy Awards (NEA) and the ASEAN Energy Awards (AEA).

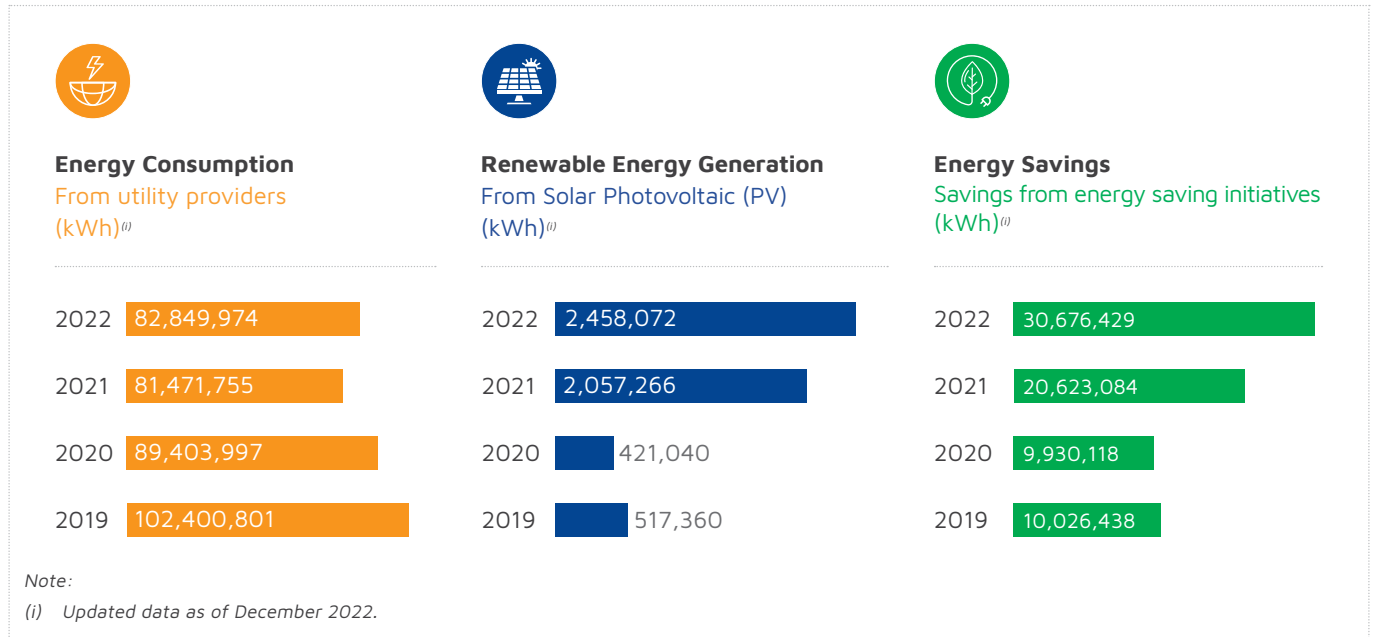


Scan this QR to view our video on solar-powered RSAs along our highways.

OUR ENVIRONMENTAL STEWARDSHIP

Our Progress So Far

We have achieved the following progress in energy management throughout our operations:



Warga PLUS performing routine inspection on a solar PV system.

OUR ENVIRONMENTAL STEWARDSHIP



Retrofitting LED lights across Persada PLUS, including our mainlines, interchanges and toll plazas at several regions has generated an average annual energy savings of 27,252,122 kWh and 19,313 tCO₂eq in emissions savings.



Installing Solar Photovoltaic (PV) systems at Persada PLUS and seven (7) rest stops has generated an average annual energy savings of 2,458,072 kWh and 1,742 tCO₂eq in emissions savings.



Replacing air-conditioning (AC) inverters to reduce power output at Persada PLUS, section and region offices has generated an average annual energy savings of 271,938 kWh and 193 tCO₂eq in emissions savings.



Installing motion sensor lighting at Persada PLUS to prevent lights from being left on unnecessarily has generated an average annual energy savings of 76,860 kWh and 55 tCO₂eq in emissions savings.



Installing a variable frequency drive at Persada PLUS to improve efficiency of the cooling tower and water pumps has generated an average annual energy savings of 227,040 kWh and 161 tCO₂eq in emissions savings.



Revising the start-up time for chillers and air handling units (AHU) at Persada PLUS to operate at intervals has generated an average annual energy savings of 65,370 kWh and 46 tCO₂eq in emissions savings.

In addition, we have also adopted a number of technological systems and applications to help monitor, manage and reduce our energy consumption while conducting various activities to inculcate environmental consciousness and encourage green practices at the workplace.

OUR ENVIRONMENTAL STEWARDSHIP

Malaysia Green Highway Index (MyGHI)

The Malaysia Green Highway Index (MyGHI) is a highway performance baseline assessment developed by Malaysian Highway Authority (MHA) in collaboration with the Universiti Teknologi Malaysia (UTM) that evaluates the sustainability of highway operation covering design & construction activities, energy efficiency, environmental & water management, material & technology and safety. Since 2016, our highway sections have been awarded with various platinum, gold and silver ratings.

Aiming for Gold Green Building Index (GBI) Certification

The Green Building Index (GBI) is Malaysia’s industry-recognised green rating tool to promote sustainability practices in the building and operations of facilities. The design of our rejuvenated Rest Service Area (RSA) Seremban Southbound which is currently being constructed has already been awarded with a provisional GBI certification. The RSA is engineered to provide a modern and differentiated experience to our highway customers through facilities such as Solar Photovoltaic (PV) cells, electric vehicle (EV) charging stations, a rain-water harvesting system and energy-efficient equipment.



An illustration of the rejuvenated RSA Seremban Southbound.

Features of the Rejuvenated RSA Seremban:



Solar Photovoltaic (PV) Panels



Green-certified Building Materials



Recycling Bins



EV Charging Station



Rain Water Harvesting Facilities



Green Landscape



Water and Electricity Saving Equipment



Natural Ventilation and Daylight Harnessing

OUR ENVIRONMENTAL STEWARDSHIP



Emissions Reduction and Electrification

What Emissions Reduction and Electrification Mean to Us:

The management of greenhouse gas (GHG) emissions reduction in our operations and ecosystem.

Our Aspiration:

To reduce GHG emissions generated from our operations and advocate for the provision of green infrastructure along our highways.

Initiatives and Highlights

As Malaysia's largest highway operator, it is vital that we manage our internal GHG emissions as well as influence and facilitate our stakeholders to take necessary steps to reduce GHG emissions in the ecosystem. This is aligned to Malaysia's commitment under the Paris Agreement of the United Nations' Framework Convention on Climate Change (UNFCCC) and our national aspiration of reaching carbon neutrality by 2050.

Hence, we prepared and developed the PLUS Green Roadmap 1.0 (PGR 1.0) which outlined a five-year plan for us to address key challenges in meeting the growing needs of the transport sector while progressing sustainably. We are finalising the PLUS Green Roadmap 2.0 (PGR 2.0), which focuses on our Net Zero GHG Emission Plan and contains relevant mitigation strategies.

Scope 1 and Scope 2 Emissions

In order to reach our goal of achieving net zero emissions by 2050, we have been actively tracking and reporting our GHG emissions (Scope 1 and Scope 2), following the latest changes in grid electricity emission factor (GEF) for Peninsular Malaysia⁽ⁱ⁾. Our energy efficiency measures in PGR 1.0 have resulted in a reduction of 23.5% in December 2022 against our 2017 baseline.

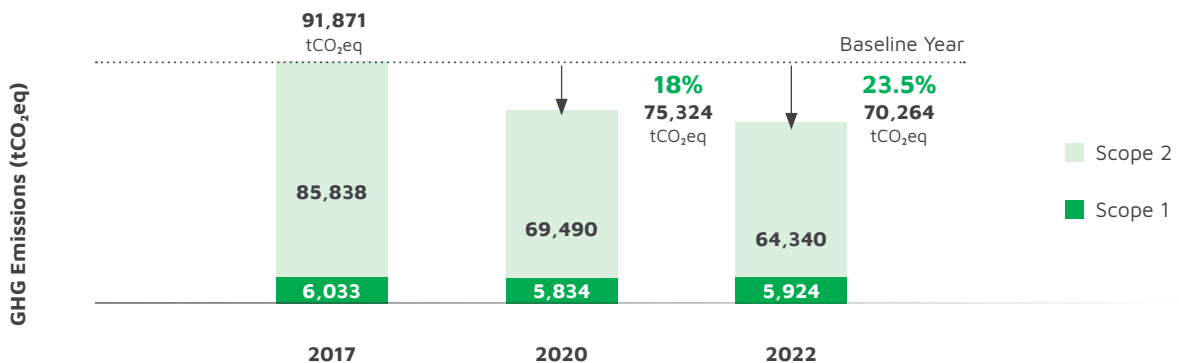
Our **23.5%** reduction for Scope 1 and 2 emissions is equivalent to:



saving **357,274 trees⁽ⁱⁱ⁾**, or



providing for the energy needs of **2,723 households⁽ⁱⁱⁱ⁾**



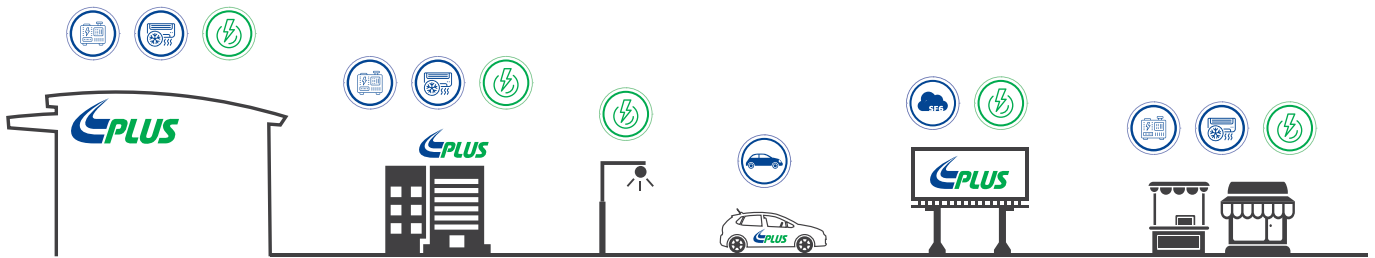
Our Scope 1 and Scope 2 emissions from 2017 to 2022^(iv).

(i) The grid electricity emission factor (GEF) was revised from 0.585 to 0.780 at the end of December 2022
(ii) Assuming each household consumes 11,880 kWh of electricity on average per year.
(ii) Based on the amount of carbon sequestered over a period of 10 years since the tree seedling is planted.
(iv) Updated data as of December 2022.

Note:

(ii) and (iii) are sourced from: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

OUR ENVIRONMENTAL STEWARDSHIP

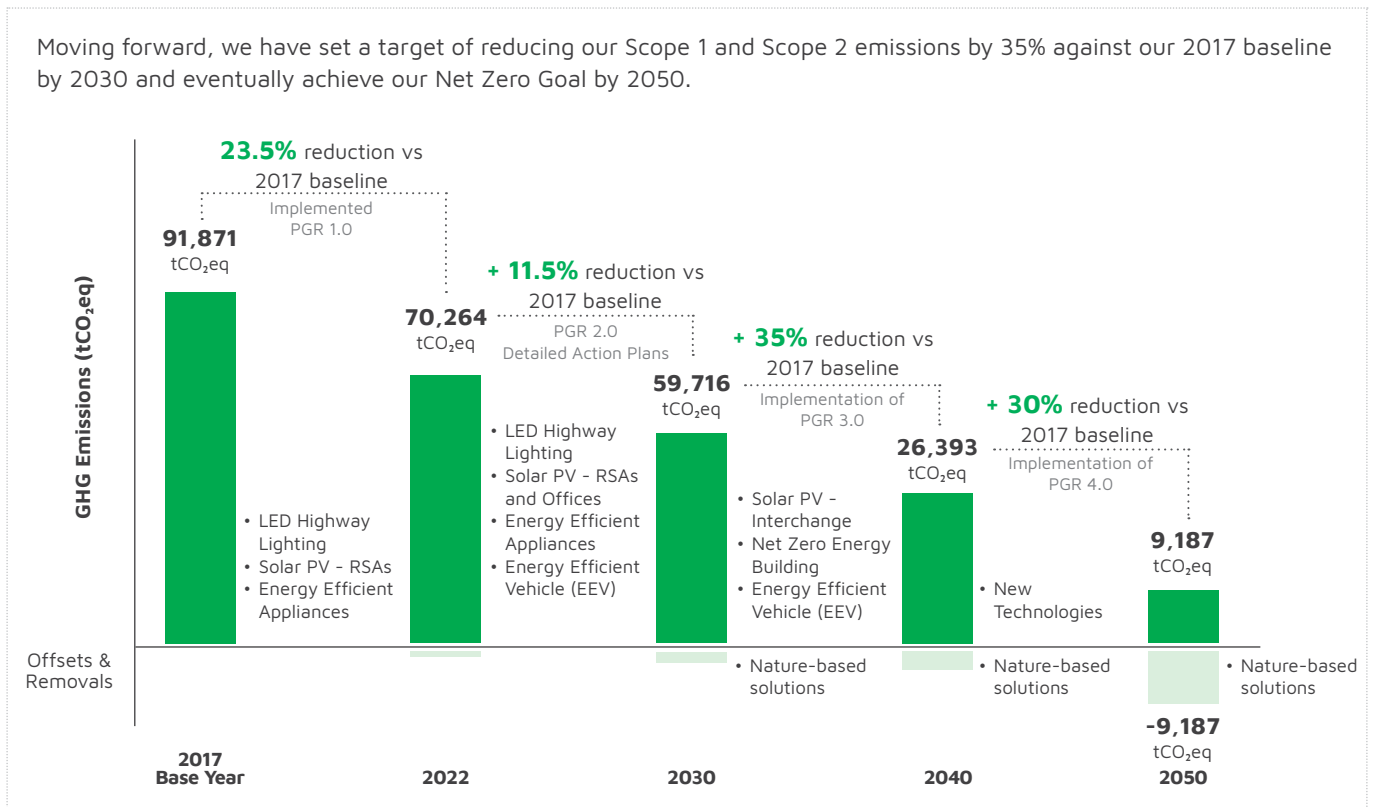


An illustration of our Scope 1 and Scope 2 emissions sources.

Scope 1		Scope 2	
<p>Company Facilities Diesel generators at Persada PLUS/ Rest Service Areas (RSAs)/ lay-bys/ Overhead Bridge Restaurants (OBRs)/ region and section offices/ toll plazas.</p>	<p>Company Vehicles PLUS Patrolling and pooled vehicles.</p>	<p>Sulphur Hexafluoride (SF6) Leakage in SF6 (switchgear for the substations).</p>	<p>Purchased Electricity Electricity purchased from the grid for:</p> <ul style="list-style-type: none"> Persada PLUS Mainline (streetlighting/ high-mast) Common areas (RSAs/ lay-bys/ OBRs) Building (toll plazas, region/ section offices)
<p>Fugitive Emissions Fugitive emissions from fire extinguishers/ refrigerations/ air conditioning devices at PLUS building/ vehicles.</p>			

Scope 1 and Scope 2 Emissions Reduction Plan

Moving forward, we have set a target of reducing our Scope 1 and Scope 2 emissions by 35% against our 2017 baseline by 2030 and eventually achieve our Net Zero Goal by 2050.



Our Scope 1 and Scope 2 emissions reduction plan towards Net Zero Goal by 2050.

OUR ENVIRONMENTAL STEWARDSHIP

Scope 3 Emissions

We are working closely with our suppliers and business partners in assessing our Scope 3 emissions within our value chain by gathering emissions data sources relevant to our business and operations, in strict adherence to the methodology endorsed by the greenhouse gas (GHG) Protocol.

Transition to Low-Carbon Practices

We are collaborating with the Malaysian Green Technology and Climate Change Corporation (MGTC) under the Low-Carbon Mobility Programme, drawing assistance from the United Nations Industrial Development Organisation (UNIDO) and Global Environment Facility (GEF-5) to promote energy efficient, low-carbon transportation in Malaysia.

The ability to compute carbon emissions is fundamental in efforts to achieve carbon neutrality. Hence, we have sent Warga PLUS for a series of training sessions organised by MGTC and Malaysia Highway Authority (MHA) to enhance our internal capabilities, equipping our Warga PLUS with the knowledge and skills to calculate emissions according to the principles and approaches outlined in the GHG Protocol.

Moving forward, we would like to build competency in computing carbon footprint among students in institutions of higher learning. This in turn will inculcate a carbon sensitive mindset among our future generations.

EV Charging Station Roadmap (2022-2025)

We aim to encourage green mobility for our highway customers by expanding the Electric Vehicle Charging

Station (EVCS) network nationwide. This is in line with the Low Carbon Mobility Blueprint 2021-2030 (LCMB) and the Green Technology Master Plan Malaysia 2017-2030. We are supporting this national goal through the construction of infrastructure to enable the adoption of EVs in Malaysia.

Moreover, we are a permanent member of the National Level Inter-Ministry Electric Vehicle task force formed by the International Trade and Industry Ministry (MITI), which serves as a platform to discuss strategies in the development of Malaysia's EV ecosystem. We play a key role by providing thought leadership on the development of EV infrastructure on highways across the country.

Our EVCS Roadmap (2022-2025) includes targets and action plans to increase the installation of Direct Current Fast Charging (DCFC) EV charging stations along our highways. It is a proactive strategy for roadside development that aims to strategically place charging stations based on factors such as locations, energy needs, land factors and the distance between each charging station through collaborations with reputable Charge Point Operators (CPOs).

To meet the anticipated future increase in charging capacity demand, we plan to work alongside the Ministry of Works (MOW) and MHA to facilitate the installation of DCFC EV charging stations along our highways. Recognising the need for fast charging technology, we are also working to upgrade our existing alternating current (AC) charge points to DCFC charge points.

Moving forward, we aim to support CPOs in tapping into the use of renewable energy to power their EVCS i.e. by equipping our charging stations with solar rooftops and solar farms.



An aerial view of the Nilai-Seremban stretch, along the North-South Expressway (NSE).

OUR ENVIRONMENTAL STEWARDSHIP

Locations of Electric Vehicle Charging Station (EVCS) Provided by PLUS and Charge Point Operators (CPO) along Our Highways



1	LB. Sg. Juru NB (20kW)	LB. Sg. Juru SB (50kW)	8	LB Pedas NB (180kW)	
2	RSA Gng. Semanggol SB (20kW)		9	OBR Ayer Keroh NB (50kW)	OBR Ayer Keroh SB (50kW)
3	LB. Bkt. Gantang NB (50kW)	LB. Bkt. Gantang SB (50kW)		RSA Ayer Keroh NB (180kW)	RSA Ayer Keroh SB (50kW)
4	RTC Gopeng NB (180kW)		10	LB Tangkak SB (180kW)	
5	RSA Paka NB (180kW)		11	RSA Pagoh NB (180kW)	
6	RSA Tapah SB (180kW)	RSA Tapah NB (180kW)	12	Skudai Rest Stop SB (50kW)	Skudai Rest Stop SB (120kW)
7	RSA Seremban NB (180kW)	RSA Seremban SB (180kW)	13	Skudai Rest Stop SB (120kW)	Skudai Rest Stop SB (50kW)

RSA: Rest Service Area
RTC: Rural Transformation Centre

LB: Lay-by
NB: Northbound

OBR: Overhead Bridge Restaurant
SB: Southbound



22 Units

Direct Current Fast Charging (DCFC) electric vehicle charging stations installed along our highways.



Scan this QR code to watch our video on EV Charging Stations.

OUR ENVIRONMENTAL STEWARDSHIP



Waste and Water Management

What Waste and Water Management Mean to Us:

The management of waste, wastewater and water generated from our operations (i.e. treatment, handling, storage and 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 our recycling efforts.

Initiatives and Highlights

With our physical presence traversing across nine (9) states in Peninsular Malaysia, we see tremendous potential to manage waste, wastewater and water optimally.

Our waste management practices are in compliance with 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 set out in the Environmental Quality Act 1974, with domestic waste disposed at sites permitted by the Department of Environment (DOE) Malaysia. Waste management at PLUS also adheres to the ISO 14001:2015 Environmental Management System (EMS) requirements.

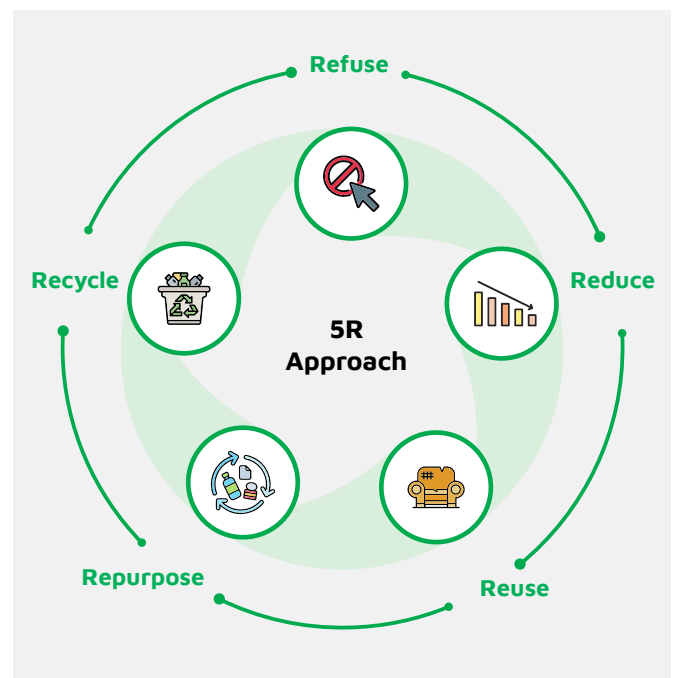
We are governed by the Water Services Industry Act 2006 (Act 655), which regulates our water supply and sewage systems.

Adopting a Circular Economy Approach

We embrace circular economy principles to reduce the use of materials, conserve resources and transform waste into new materials and products. This is crystallised by rethinking and redesigning the extraction, consumption and disposal of resources within our value chain. The methods that we have adopted to keep products in circulation before they end up in landfills are illustrated by the 5R approach as detailed below:



Our Chief Governance and Risk Officer (second from the right), Head of Facilities Management (first from the right) and representatives from Kloth Care (our fabric recycling partner) at the launching of our first fabric recycling bin at Persada PLUS.



An illustration of the 5R Approach practiced by PLUS.

OUR ENVIRONMENTAL STEWARDSHIP

Refuse

An effective way to manage waste is to minimise the use of resources and avoid excessive consumption of materials. We place strong emphasis on awareness and action, whereby we conduct trainings and organise recycling programmes.

This includes placing posters and infographics at various locations of our premises to inculcate the adoption of sustainable practices relating to waste management among Warga PLUS and our customers. We have introduced a programme to shape the behaviour of our business partners. This programme is aligned to the SIRIM Green 5S Model (structure, systematic, sanitise, standardise and self-discipline) in an effort to embed sustainability in their day-to-day operations and optimise resource consumption.

Earth Day Campaign



We encourage Warga PLUS to adopt sustainable practices during Ramadan through our Earth Day campaign.

As part of our 2022 Earth Day campaign during Ramadan, we produced a video highlighting sustainable practices such as bringing one's own cutleries and bags to work, using biodegradable materials as an alternative to plastic and adopting methods to reduce food wastage.

Reduce

We aim to reduce our waste generation through various programmes, thereby preventing the unnecessary consumption of resources. These programmes promote various resource-friendly practices which include:

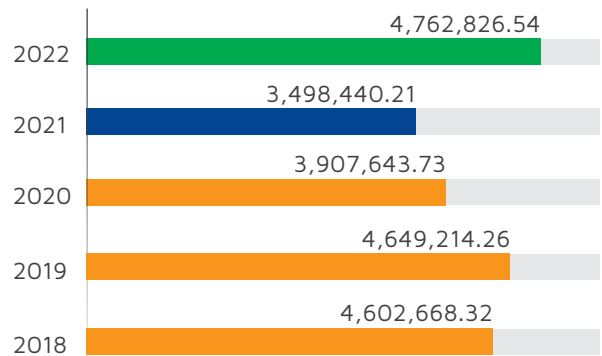
- > Using biodegradable foodware and paper straws in takeaways at our Rest Service Areas (RSAs) to reduce the use of single-use products.
- > Bringing reusable food containers and cutleries when purchasing food and drinks at the cafeteria.
- > Bringing one's own bottles to meetings.
- > Printing documents only if required and using both sides of the paper.

We have also placed notices at designated areas around our offices to remind Warga PLUS to conserve water and save electricity.

Water Efficient Appliances

In an effort to conserve water, we are planning to install water-efficient appliances. This process will start at our rejuvenated RSA Seremban.

Total Volume of Water Consumption (m³)




Tube Well Water Treatment System

To reduce our environmental footprint, we have 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 used for toilet flushing, cleaning and landscaping purposes. This helps lower our impact on the environment as the closest treated water pipeline is over 10km away from the toll plaza.

OUR ENVIRONMENTAL STEWARDSHIP



Warga PLUS carrying out regular maintenance work on our tube well water treatment system in Bukit Tagar.

 **5,559 m³**
of water withdrawn from groundwater sources (tube well pumping) in 2022.

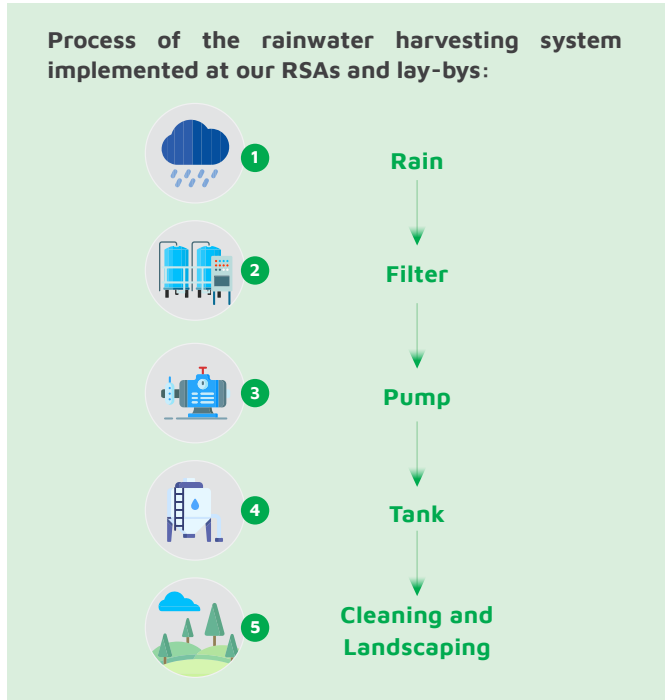
Rainwater Harvesting



Our adoption of rainwater harvesting as an alternative water source for daily usage reduces reliance on natural and treated water.

Since 2012, we have implemented rainwater harvesting at the Persada PLUS building, Rest Service Areas (RSAs) and lay-bys. At Persada PLUS, harvested rainwater is used in chillers for our air-conditioning system, while at selected RSAs and lay-bys, harvested rainwater is utilised for cleaning and landscaping. Currently, we have rainwater harvesting systems at 19 locations within our operations. Moving forward, we seek to introduce additional rainwater harvesting systems and extend its usage for flush systems and irrigation, further reducing our reliance on treated water.



Our rainwater harvesting systems at Lay-by Yong Peng.



  Scan this QR code to watch our video on rainwater harvesting.

Water Catchment Area

At the Menora Tunnel, we have started collecting rainwater that flows from Bukit Meru. The rainwater is collected in a pond that is used by nearby offices for cleaning and landscaping purposes.

Reuse

At our offices, we refurbish and repair lightly-used furniture to ensure they are kept in good shape and retain their functionality, extending their lifespan.

We conduct regular stock takes of our stationery inventory to ensure we optimise the procurement of our office resources and materials.

We are intensifying our efforts in collecting gently-used fabric and textiles such as clothes, sheets and curtains amongst Warga PLUS and our highway customers to be distributed to targeted communities.

OUR ENVIRONMENTAL STEWARDSHIP

 **Repurpose**

When it comes to waste that is not reusable, we leverage on innovative solutions that repurpose them into objects or materials with an alternative use value. For example, several of our business partners at our Rest Service Areas (RSAs) have started selling used cooking oil to companies that transform and redeploy it into soap bars or biodiesel.



Moving forward, we plan to explore composting, a resourceful method of repurposing organic matter. We will also upskill Warga PLUS with knowledge on how to upcycle common household or office waste.



Warga PLUS practicing 5R approach by recycling used clothing at Persada PLUS.



Our recycling bins at RSA Gunung Semanggol Southbound.

  Scan this QR code to watch our video on recycled asphalt.








 **Recycle**

We are committed to institutionalise strong awareness towards recycling and driving behavioural shifts among our customers, business partners and Warga PLUS. Accordingly, we have initiated the procurement of new 3R (reduce, reuse and recycle) bins which will be placed at our RSAs, Overhead Bridge Restaurants (OBRs) and lay-bys while conducting campaigns to promote recycling among highway customers.

Recycling is embedded within our operations and maintenance, where recyclable items such as papers, cardboard boxes, plastics, bottles and cans are collected by recycling contractors for processing. We consistently advocate for the segregation of waste among our business partners and vendors by providing waste segregation bins and making it a requirement to install grease traps at their premises.

Recently we introduced a web-based mobile application called PLUS 5S Pro that systematically tracks recycling activities among our business partners. In addition, we coordinate the collection of recyclable waste to be sent to buy-back centres, where they are transformed into sellable, reusable products that generate income for our business partners.

Recycling data as of 2022:

-  **9,998 kg** of paper
-  **2,994 kg** of grease
-  **1,153 kg** of plastic
-  **1,110 kg** of tin
-  **682 kg** of tea powder
-  **2,947** aluminium cans recycled
-  **2,387** plastic bottles recycled

OUR ENVIRONMENTAL STEWARDSHIP

Reverse Vending Machine (RVM) by KLEAN

An RVM provided by KLEAN to PLUS is an automated device which allows the deposit of recyclable containers in exchange for consumer reward points. As part of the PLUS Green Initiative Project in collaboration with KLEAN, Malaysia’s first Artificial Intelligence (AI) powered RVM provider, we piloted a RVM project at selected RSAs in September 2022. Adopting this technology promotes positive behavioural change among our highway customers by incentivising recycling.



Our AI-powered RVM which was introduced at Overhead Bridge Restaurant (OBR) Sg. Buloh and RSA Rawang as a Proof of Concept (POC).



The foodcourt area at the Rest Service Area (RSA) Gunung Semangol Southbound.

We dispose all waste that is not recyclable or reusable in compliance with local laws and regulations. We work with Edgenta Infrastructure Services (EIS) and Urusan Teknologi Wawasan Sdn. Bhd. (UTW) to properly dispose our e-waste in accordance with regulation set by Department of Environment (DOE) Malaysia.



Disposal

Discharge of Treated Sewage

We own and manage STPs to treat our wastewater, with monthly effluent samplings tested at laboratories accredited by the Malaysian Qualifications Agency to ensure we meet the minimum standards for effluent discharge.

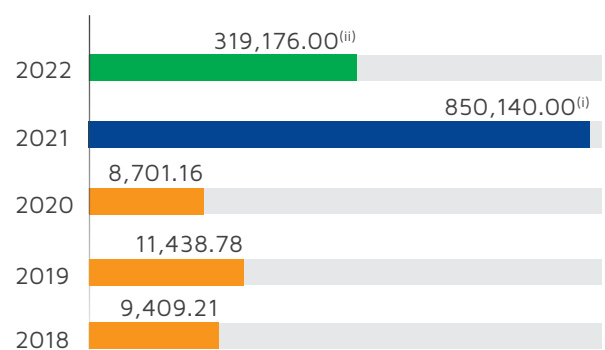
Our 83 STPs meet the wastewater treatment process standards per the Environmental Quality Act 1974, with a further 32 STPs to be upgraded at a later date. We have also converted eight (8) of these STPs to pump stations at selected RSAs to improve process efficiency.



115

Total number of sewage treatment plants.

Total Wastewater Treated and Discharged (m³)



Note:

- (i) Volume increased as flow meters are installed at the remaining STPs and recalibrated to ensure accuracy of reading.
- (ii) Volume decreased in 2022 due to the conversion of 8 STPs into pump stations.

OUR ENVIRONMENTAL STEWARDSHIP



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 and build a supply pipeline of sustainable materials for use.

Initiatives and Highlights

We recognise the importance of innovation and sustainability in a resource-constrained environment. As such, we uphold the circular economy concept of reducing waste and improving resource productivity in our business and operations to ensure we remain an exemplary leader within the industry. Apart from our core business of pavement maintenance as highlighted in Maintenance and Operational Excellence section, we also consider the use of sustainable materials at our Rest Service Areas (RSAs) and offices.



Sustainable Materials at RSAs

We are exploring the use of biodegradable cutleries and striving to reduce single-use plastics at our RSAs. This is a journey that we have embarked on with our business partners and vendors. In doing so, we aim to be a catalyst in changing customer behaviour, thereby contributing to our Nation building agenda.



Lay-by Bukit Gantang Northbound.



Sustainable Materials at Our Premises

Our concerted effort to digitise most of our office processes significantly reduced our paper usage by 160,800 pages in 2022. At the same time, we have launched programmes that inculcate and embed a culture of sustainability among our Warga PLUS. For instance, in our management meetings we promote a 'bring your own bottle' practice and provide glass bottles to attendees. We also encourage Warga PLUS to bring their own reusable bags, thereby circumventing the unnecessary usage of plastic. As we progress, we seek to procure more sustainable materials for usage in our offices.



We provide reusable glass bottles at our meeting rooms.

OUR ENVIRONMENTAL STEWARDSHIP



Climate Impact Adaptation

What Climate Impact Adaptation Means to Us:

The incorporation of climate change-related considerations into strategic and operational decision-making processes, including assessing the impact of our operations on climate change and taking measures to reduce the impact.

Our Aspiration:

Incorporate sustainability in strategic and operational decisions and implement actions to measure and minimise the impacts of climate change on our operations.

Initiatives and Highlights

We aim to further strengthen our environmental stewardship by embedding green practices and a sustainability mindset into our strategic and operational decision-making. This is especially pertinent considering the vulnerabilities of our business and operations to climate change.

Our approach to climate change adaptation is aligned with the Paris Agreement, an international treaty on climate change which aims to limit global warming.

Nature-based Solutions

Nature-based solutions offer carbon sequestration, which is beneficial to both our business and the environment in various ways:



Reduces soil erosion



Acts as a wind breaker



Caters to regional wildlife habitats



High oxygen producing capacity



High carbon dioxide trapping capacity

Along our highways and facilities, we have adopted landscaping initiatives that have resulted in the following:



270,783 of trees planted



247,716 m² of shrubs planted



7,985 m² of ground cover provided

We plan to further leverage on nature-based solutions to maximise the carbon removal potential throughout our business and operations. These include studies to take stock of current carbon removal performance and best approaches to amplify these efforts.



An aerial view of the lush green landscape along the stretch towards the Meru-Menora Tunnel, along the North-South Expressway (NSE).

OUR ENVIRONMENTAL STEWARDSHIP

Debris Flow Net and Rock-fall Barrier

Debris flow nets have been installed at critical slopes along our highways to protect road users and our infrastructure from forces of nature such as falling rocks or debris. These nets are the first of their kind in Southeast Asia and have the capability to stop a nine-tonne boulder travelling at up to 25 metres per second. Currently, the nets are installed at six (6) locations, with three (3) in Jelapang, two (2) in the Gunung Tempurung area and one (1) in Bukit Maokil.

We have also installed a rock-fall barrier system at KM 258.17 SB and Bukit Lanjan along the North-South Expressway (NSE). This support solution is designed to hold disintegrating and falling elements, thereby preventing safety hazards to highway customers, causing damage to our infrastructure and traffic disruptions.

Wildlife Crossings

During the early period in the construction of our highways, several locations alongside forests were identified as wildlife crossings. One such location is the mountain ridge located above the Meru-Menora Tunnel. The identification and consideration of these wildlife crossings in our strategies serves to reduce our environmental impact and keep our highway customers safe from threat of wild animals entering our highways.

Utilising Technology to Manage Climate Change

By carrying out monitoring and analysis of rainfall patterns, we have been able to predict the behaviour of man-made slopes and river water levels along our highways. This enables us to access early warning data with regard to slope conditions and rising water levels around the areas of our assets and facilities. These initiatives are part of our commitment to utilise technology for data collection, analysis and reporting towards driving informed decision-making. The overarching objective is to safeguard the safety of our highway customers and ensure business continuity in the face of adverse weather conditions.

Task Force on Climate-related Financial Disclosures (TCFD) Recommendations

We are committed to progressively implement the TCFD recommendations towards further strengthening our reporting and boosting our resilience towards climate change. Refer to page 161 for further information on TCFD.

Climate Risk Assessment and Environmental Impact Analysis

We are currently undertaking a comprehensive climate risk assessment to develop a deeper understanding of the consequences of climate change to our operations, as well as the impact of our operations towards climate change. This provides us an opportunity to better allocate our resources in safeguarding our operations from any adverse impacts.



Our rock-fall barrier, along the New Klang Valley Expressway (NKVE).

OUR COMMITMENT TO SOCIETY



Warga PLUS performing community service at Kampung Hujung Bandar, Sik, Kedah.



“

Sebagai anggota PLUSRonda, tanggungjawab utama kami adalah untuk menjalankan rondaan berkala di sepanjang jajaran lebuhraya bagi memastikan keselamatan dan keselesaan pengguna. Kami berkhidmat 24 jam sehari dan komited untuk menghulurkan bantuan kepada pengguna lebuhraya apabila diperlukan.

”

Norhafizi Bin Kasimin
PLUSRonda



“

Sumbangan PLUS dalam membaik pulih jalan di *Vehicular Box Culvert* amat dihargai kerana ianya merupakan laluan utama penduduk Kg. Sari Baru. Ini memberi impak positif kepada aktiviti ekonomi setempat. Tambahan pula, lampu solar yang dipasang membuatkan kami rasa lebih selesa dan selamat untuk menggunakannya.

”

Azali bin Ahmad
Ketua Kampung,
Kg. Sari Baru,
Pagoh, Johor



OUR COMMITMENT TO SOCIETY

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. Within our operations, we are also proud to support Warga PLUS in achieving career progression and ensuring their wellbeing.

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

Our Operations

We believe that our highways contribute to the quality of life of the communities by allowing them to enjoy reduced travel times, with safe and easier commutes.

O

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.

W

Our Community

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

C

Relevant Material Sustainability Matters



Road Safety



Traffic Congestion Management



Maintenance and Operational Excellence



Occupational Health and Safety



Digitalisation and Innovation



Agile Workforce



Human Rights



Customer Centricity



Bumiputera Empowerment



Fence Line Community Development

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

OUR COMMITMENT TO SOCIETY

O W C Our Operations

We are committed towards ensuring that our highways and services have the potential to deliver social value by enabling safe, comfortable and efficient journeys to facilitate socioeconomic activities and improve quality of life of Malaysians.

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

Initiatives and Highlights

We view safety as our top priority and strive to ensure the safety of our 1.7 million daily highway customers.



Average daily traffic post-COVID-19 pandemic:
1.7 million vehicles

Our focus on safety extends to Warga PLUS, business partners and fence line communities along our highways and is anchored to our 3E road safety framework, ensuring safety for all through Engineering, Education and Enforcement (3E).



Our 3E road safety framework.

Our 3E road safety framework is designed to align our business and operations with the Malaysia Road Safety Plan 2022-2030 (MRSP 2022-2030) which seeks to drive road safety initiatives at all levels of society, supporting the national aspiration to achieve 50% reduction in road accident fatality by 2030.

Engineering

Enhancement of Highway Infrastructures

Our infrastructures comprise of various types of assets and facilities along our highways and are the main touchpoints for the highway customers. Hence, we allocate significant resources to implement rigorous monitoring and maintenance standards.

In 2022, we collaborated with the Malaysian Highway Authority (MHA) to conduct upgrading and maintenance work on nine (9) black spot areas identified along the North-South Expressway (NSE) as part of our efforts to prevent accidents and casualties amongst our highway customers. These upgrades include the installation of new rumble strips, reduced speed advisory signs and flashing lights on existing chevron signs at accident-prone areas.

Our team of experts conduct regular Road Safety Audits to identify areas of concern and ensure our roads meet the highest standards of safety.

International Road Assessment Programme (iRAP)

To enhance the quality of our roads and ensure the safety of our highway customers, we participate in the International Road Assessment Programme (iRAP), a globally recognised initiative operating in over 100 countries that awards star rating for road safety improvements.

Malaysia Road Assessment Programme (MyRAP)







We work closely with the Malaysian Institute of Road Safety Research (MIROS) under the Malaysia Road Assessment Programme (MyRAP) which utilises the iRAP framework to identify improvements and upgrading requirements to our infrastructures.

OUR COMMITMENT TO SOCIETY

Highway Assistance

Our PLUSRonda and LPT2Ronda teams are equipped with Auxiliary Police (AP) competencies and are hence empowered to oversee traffic management on our highways, especially in the event of an accident.

We acknowledge the importance of ensuring highway customers feel safe and secure on their travels. Our PLUSRonda and LPT2Ronda teams are always ready to assist highway customers in times of need, with a wide range of capabilities that include:

 Traffic Regulation	 Basic First Aid
 Towing Service	 Defensive Driving
 On-site Minor Vehicle Repair	 Emergency Response Coordination



Our PLUSRonda personnel assisting a highway customer with a flat tyre.

In addition to being competent, we strive to ensure our PLUSRonda and LPT2Ronda teams are equipped with the right tools and technologies to perform their duties effectively. To certify that they have the core enabling abilities and capacity to discharge their roles in a safe and reliable manner, each team member must undergo a Fit-To-Work (FTW) assessment and meet strict physical and mental requirements.

Available 24 hours a day and 365 days a year, the services offered by PLUSRonda and LPT2Ronda are an embodiment of our dedication in providing the ultimate travel experience for our highway customers.



Two of our PLUSRonda personnel were recognised as Highway Heroes by Malaysian Highway Authority (MHA) during the 2021 Highway Industry Award Ceremony for assisting a couple to deliver a baby on the NKVE highway.


Deployment of Safety Vehicles (SVs)

Leveraging on our partnership with Edgenta Infrastructure Services (EIS), we implemented measures to enhance the safety levels on our highways. Taking inspiration from the Formula One™ safety car concept, we were the first highway operator in Malaysia to introduce Safety Vehicles (SVs) to regulate traffic speed and assist emergency response crews in clearing hazards on our highways. Our SVs are equipped with sufficient safety features to alert highway customers of their presence, get into formation and enable planned or emergency work to be conducted in an isolated and safe environment on our highways. In 2022, we deployed our SVs for more than 34,000 tasks on our highways.



The Safety Vehicles used for planned and emergency works.

We are modernising our SVs by introducing Truck Mounted Attenuator (TMA) to reduce damage to structures and vehicles in the event of a collision. TMAs are able to provide superior protection for all stakeholders on our highways during the commencement of operational and maintenance work.



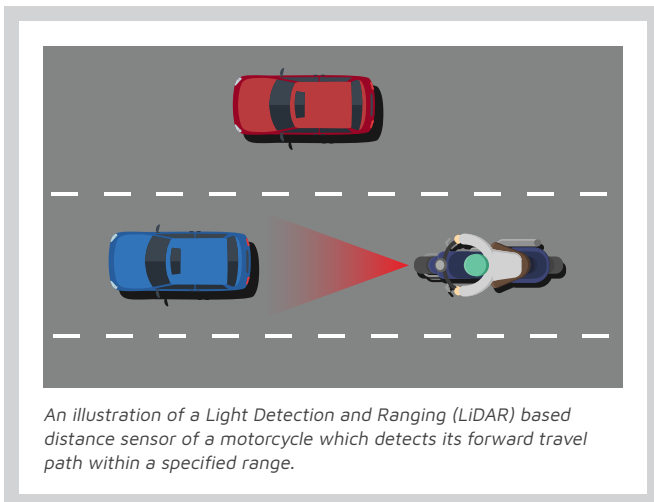
We successfully deployed Safety Vehicles for more than **34,000** tasks on our highways in 2022.

OUR COMMITMENT TO SOCIETY

Enhancing the Safety of Motorcyclists

There has been a significant rise in the number of rear-end collision between motorcycles and other vehicles. To help motorcyclists increase their situational awareness, we collaborated with Malaysia Institute of Road Safety Research (MIROS) to create the Motorcycle Collision Alert System (MCAS). Through light-emitting and audio signaling devices, this revolutionary and innovative system provides motorcyclists with visual and auditory alerts of an impending hazard or risk of collision within their forward travel path, enabling enhanced collision avoidance action.

We are currently in the process of conducting tests for MCAS and hope to deploy this easy-to-install devices on motorcycles soon.



An illustration of a Light Detection and Ranging (LiDAR) based distance sensor of a motorcycle which detects its forward travel path within a specified range.

Safety Programmes for Commercial and Heavy Vehicles

Approximately 10% of highway customers in Malaysia consist of heavy vehicle drivers. We are developing a comprehensive safety programme for our fleet operator drivers through our PLUSTRack programme, which equip our drivers with the abilities and skills required to handle heavy vehicles safely and responsibly.

This includes a smart fleet management solution for fleet operator drivers which offer real-time tracking of toll expenses, driver safety and vehicle maintenance management, fleet safety and fleet efficiency capabilities. Equipped with Artificial Intelligence (AI) and pattern detection technology, this innovative solution provides push notifications to fleet drivers, enabling them to better manage their journey and prepare for unexpected challenges on the road.

We partnered with the Royal Malaysia Police (PDRM), Road Transportation Department (JPJ) and MIROS to co-host the first Heavy Vehicle Safety and Technology Conference (HEVTEC 2022). The conference witnessed the coming together of more than 120 heavy vehicle industry communities and associations as well as featured influential local and international speakers from key public and private organisations. It provided a platform for knowledge exchange and discussions amongst the attendees on the best practices and emerging technologies in safety.



120+ Heavy vehicles communities & associations attended HEVTEC 2022.



Our collaboration with Volvo Trucks Malaysia (Volvo) to drive safety and sustainability solutions for the heavy vehicle industry in Malaysia.

Collaboration on Research and Development (R&D)

We continue to seek out and establish partnerships with universities as well as provide funding to create opportunities for R&D in the field of road safety. We have been able to launch successful R&D programmes such as the Signal Warning Detector System (SWAD) project in collaboration with Universiti Tun Hussein Onn Malaysia (UTHM).

SWAD is a sensor-based danger detecting device to alert and protect Warga PLUS working on our expressways by alerting them of potential hazards within proximity of their work zones. The system includes wireless sensors, controllers, lights, sirens and safety vests with output detectors. The system is currently under testing and will be deployed for piloting under real operational conditions upon completion.



OUR COMMITMENT TO SOCIETY

Education

Advocacy Through Community Based Programme (CBP)

We understand the importance of fostering a culture of road safety for both our highway customers and the wider community. Thus, we have taken a proactive and collaborative approach to safety improvement by partnering with key public, private and social organisations. Our CBP includes *Webinar Bersama Membudayakan Keselamatan Jalan Raya* (Let's Inculcate Safety Culture Together Webinar), which is a partnership with Royal Malaysia Police (PDRM), Road Transportation Department (JPJ) and Malaysia Institute of Road Safety Research (MIROS) to share information and raise awareness on road safety with participants from universities, polytechnics and training centres.

We also organised art contests for primary school students to inculcate road safety culture at an early age. In 2022, we have organised:

-  **7** webinars, with a total of **3,611** participants
-  **10** contests, with a total of **1,283** participants



We organised a webinar on road safety for Universiti Pendidikan Sultan Idris (UPS), Tanjong Malim, Perak.



We organised an art contest to educate students of Sekolah Kebangsaan Datin Khadijah, Kuala Kangsar, Perak on the importance of road safety.

Safety Information to the Public

We leverage on our outreach on social media platforms to disseminate safety information and tips to raise awareness on best practices of safeguarding one's safety on the road. In addition, these channels are crucial avenues for us to engage and communicate with our stakeholders to ensure that they are well informed of our initiatives to keep them safe and provide convenience during their journeys.



Road safety posters disseminated on our social media channels to share safety tips among our highway customers.

Enforcement

Collaborations with Authorities

We recognise the importance of close collaboration with key enforcement agencies, such as PDRM and JPJ to ensure the safety of our highway customers. Over the years, we donated new vehicles to both PDRM and JPJ dedicated to patrolling on PLUS highways and set up several field stations to coordinate and support their enforcement activities.

Our partnership with JPJ can be seen through the establishment of the first Highway Enforcement Unit or *Unit Penguatkuasa Lebuhraya* (UPLR) in Malaysia. Similarly, our close collaboration with PDRM saw the setting up of the Highway Investigation Units or *Unit Siasatan Lebuhraya* (USLR) at selected Rest and Service Areas (RSAs) and toll plazas. The USLRs enable highway customers to lodge police reports at our offices along the highways instead of having to find a police station at the nearest exit.

OUR COMMITMENT TO SOCIETY

Further to this, we continuously provide full support to the impactful operations organised by Royal Malaysia Police (PDRM) and Road Transportation Department (JPJ), such as *Ops Rempit*, *Ops Bersepadu*, *Ops Emergency Lane*, *Ops Lejang* and *Ops Halangan*. We have entered into a shared arrangement with JPJ to monitor our performance in keeping our highways safe.

Association and Membership

Our participation and membership in associations and task forces demonstrate commitment towards continuously improving road safety within the highway industry and actively support Malaysian Road Safety Department (JKJR) through their safety programmes and community engagements respectively.

We collaborate closely with the following agencies and authorities to maintain a safe highway ecosystem for all Malaysians:

 Malaysia Highway Authority (MHA)	 Royal Malaysia Police (PDRM)	 Road Transport Department of Malaysia (JPJ)
 National Institute of Occupational Health & Safety (NIOSH)	 Fire and Rescue Department of Malaysia (BOMBA)	 Malaysian Road Safety Department (JKJR)
 Malaysian Highway Concessionaires Association (PSKLM)	 Chartered Institution of Highways and Transportation (CIHT)	 Malaysia Institute of Road Safety Research (MIROS)



JPJ officers conducting checks on heavy vehicles on our highway to ensure their compliance to prescribed regulations.

OUR COMMITMENT TO SOCIETY



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:

Proactively manage traffic to optimise Level of Service (LOS) and reduce incidental, seasonal and periodical congestion at targeted locations.

Initiatives and Highlights

Our Nation’s growing population and increased economic activities have contributed to a surge in vehicles on the road, resulting in an average daily traffic of 1.7 million across our highways.

To ensure a seamless, safe and comfortable experience for all our highway customers, we have adopted innovative and data-driven traffic management measures to reduce congestion.

In addition to complying with the Concession Agreement obligations, we are guided by the Ministry of Works (MOW), the Malaysia Intelligent Transport System (ITS) Blueprint and Malaysian Highway Authority’s (MHA) Guidelines on Traffic Management Planning.

Traffic Monitoring Centre (TMC)

Our TMC plays a vital role as the traffic management hub for our highways. It monitors the safety and wellbeing of our highway customers 24 hours a day and hosts the call centre for our customer care line.

The operations at our TMC is supported by a smart video wall, which acts as our “eyes on the highway”. Powered by a network of 179 high-resolution CCTV cameras along our highways, this technology feeds our TMC with real-time video recordings of on-the-ground situations, which enables efficient traffic management, swift deployment of personnel and prompt notifications to the authorities. In addition, the video wall is able to display open-source social feeds and software applications, thereby facilitating timely and accurate dissemination of information to our highway customers.

Features of our smart video wall:



Projected through an LED screen, thereby reducing energy consumption.



Provides higher resolution displays for more precise visuals.



Allows wireless sharing via mobile applications.



Presents more information at any given time due to the use of multiple LED video walls.



A display of real-time videos and applications to facilitate traffic management on the smart video wall at our TMC.

Our TMC personnel are always ready to provide assistance to highway customers, especially during times of distress. As such, we continuously upskill our TMC personnel with essential communication skills to assist them to interact with our highway customers in a courteous and timely manner, while projecting empathy, professionalism and confidence.



1,000+ to 2,000+
Customer calls managed per day.

OUR COMMITMENT TO SOCIETY

Variable Message Sign (VMS)

VMSs along our highways enable our highway customers to be informed of important information and to plan their journey more efficiently. Information shared on our VMSs include real-time information on incidents, roadworks, traffic conditions and alternative routes, as well as timely safety reminders.



Our VMS displaying traffic updates along one of our highways.

SMARTLane

We introduced the SMARTLane initiative to convert the emergency lanes on our highways into temporary additional lanes and minimise traffic congestion. Implemented across ten (10) stretches, SMARTLanes are activated during the peak hours of between 6:30 am to 9:30 am on weekdays and occasionally during festive seasons as well.

We communicate the activation of SMARTLanes via VMSs and our social media platforms. To increase visibility of the activation, we deploy PLUSRonda along the SMARTLane to guide our highway customers.

In addition, we have constructed several new emergency bays across various stretches along our highways to allow heavy vehicles to park in cases of emergency, without compromising the safety of other highway customers. With the implementation of SMARTLane, we observed faster traffic flow and fewer accidents.

Moving forward, we plan to utilise Intelligent Transportation System (ITS) equipment to establish electronic SMARTLanes, thereby improving the efficiency of our deployment.

Reversible Lane

To ease congestion during rush hours at our toll plazas, especially where traffic flow is directionally different, we implement a reversible lane mechanism. This eases congestion by borrowing available lane capacity from the direction that has less traffic. These adjustments are indicated by our overhead traffic light and signages at toll plazas.

This mechanism has been very successful at Rawang Selatan, Simpang Pulai and Putra Mahkota, where our exit lanes are converted to entry lanes during the morning rush hour.



We utilised an entry lane at our toll plaza as an exit toll during rush hour.

Lane Capacity Expansion

We proactively conduct studies to identify the source of congestion and design solutions to address the issue accordingly. These include lane capacity expansions through various methods such as reconfiguring and widening lanes, realigning road markings at strategic locations and installing additional highway furniture to better manage congestion.




We convert the emergency lane into a SMARTLane during the morning rush hour.

OUR COMMITMENT TO SOCIETY

Automatic Vehicle Detection System (AVDS)

To strengthen our traffic monitoring efforts along the North-South Expressway (NSE), we rolled out the AVDS, a radar-based technology for the collection of real-time traffic data to detect queue build-up, accidents and including the density, speed, length and class of vehicles on the road.

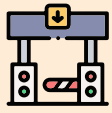


62
Automatic Vehicle Detection Systems installed along the NSE.

HAWKEYE for Predictive Traffic Monitoring

HAWKEYE is a predictive traffic monitoring tool, capable of processing real-time data to predict traffic patterns through forecasting traffic flow, density and speed along our highways.

With this, we are able to plan our operations and deploy traffic-easing measures such as activating SMARTLanes to reduce congestion, accurately advising highway customers on current highway traffic and predicting traffic defaulting events based on historical trends.




11
Toll plazas to be equipped with HAWKEYE Monitoring Tool by the end of 2023.





Our Traffic Monitoring Centre (TMC) personnel using AVDS and HAWKEYE to monitor traffic and accidents along our highways.

Communicating Traffic Information to Highway Customers

We utilise digital channels and various social media platforms to communicate traffic information to our highway customers. Real-time updates are disseminated based on the information received from the TMC. Our initiatives include:

- 

Live information updates through our Twitter accounts (i.e. @plustrafik and @lpt2trafik), PLUS Putri Chatbot and PLUS App.
- 

“Plan Your Journey” feature on the PLUS App shows a live CCTV traffic feed of our highways and helps our highway customers pre-plan their journeys based on traffic conditions.
- 


Travel time advisory through the PLUS Putri Chatbot advises on the estimated journey time from one designated toll plaza to another based on current traffic.



Real-time CCTV traffic feed on the PLUS App's Plan Your Journey feature.



Scan this QR code to follow @plustrafik Twitter account.



Scan this QR code to follow @lpt2trafik Twitter account.

OUR COMMITMENT TO SOCIETY



Maintenance and Operational Excellence

What Maintenance and Operational Excellence Mean to Us:

The delivery of optimal performance through effective management of our resources, processes and systems towards ensuring our assets are kept in good condition and operate at peak efficiency.

Our Aspiration:

The delivery of operational activities (including maintenance programmes) in an efficient and effective manner, through technology utilisation and in adherence to high standards of quality and all relevant regulations.

Initiatives and Highlights

As the Nation races ahead in economic and infrastructure development, we are witnessing a rapid increase in mobility, making it even more important for us to focus on providing quality, safe and reliable highway infrastructure. To this end, we are committed to offering a seamless experience to our highway customers through the deployment of innovative tools for robust maintenance and operational excellence.



Our maintenance team conducting slope inspection work to ensure the safety of our highway customers.

We deploy holistic implementation of maintenance works for our assets. These are conducted thoroughly to ensure the assets are functional and safe. During these maintenance activities, assets are also inspected with the necessary preventive measures taken to strengthen their integrity and maximise their lifespans.

The types of maintenance activities conducted for civil, mechanical and electrical assets include:



Routine Maintenance

Cyclical or periodic works to maintain functionality, safety and aesthetics (i.e., maintenance of drainage, landscaping, road furniture, pumps, toll equipment and buildings).



Curative Maintenance

Repair works to address defects and ensure safety, serviceability and structural integrity (i.e., repairs of pavements, bridges, slopes, embankments, tunnels and replacement of power road lighting cable).



Preventive Maintenance

Planned works to enhance the design life of the asset and facilities (i.e., usage of innovative materials for pavements to extend lifespans and retrofitting LED streetlights).

Our operations and maintenance activities are closely guided by the prescribed standards of the Malaysian Highway Authority (MHA), through which we aim to fulfil our regulatory obligations and set the benchmark for the highway industry in Malaysia. Accordingly, we collaborated with the MHA to develop several manuals and guidelines that serve as nationwide references for all highways.



Maximising Maintenance Efficiency through Innovation

We continuously innovate our maintenance strategies and execution through collaborations, research and development (R&D) and the deployment of technology and machinery to replace traditional manual processes. Some of our strengths, among many, are highlighted in next page.

OUR COMMITMENT TO SOCIETY

Collaborative Partnership with Learning Institutions

Our successful collaboration with Universiti Teknikal Malaysia Melaka (UTeM) led to the development of the first semi-automatic cone laying and collecting machine in ASEAN, i.e., the C2L machine. The C2L eliminates the need for manual labour, not only reducing the time taken to lay and collect cones but also reducing the risk exposure to our team on the ground when managing highway traffic.

Our innovative partnership with UTeM was recognised at the Innovative and Creative Circle (ICC) convention, where we were awarded a gold medal and obtained intellectual property approval for the C2L design. We are currently conducting Proof of Concept (POC) with the C2L system with the plan to integrate this innovative solution into our maintenance activities in the future.

Unmanned Aerial Vehicles (UAVs)

We have improved our maintenance inspection activities by using UAVs or drones, operated by our in-house geomatic professionals. Our UAVs enable quick and comprehensive checks of our assets to identify areas for improvements. We are developing a long-term UAV plan to adopt emerging technologies, such as geospatial artificial intelligence, machine learning and deep learning, towards further advancing monitoring works, especially in potential flood-prone areas. The use of our UAVs allows us to gain the following benefits:

	<p>Improved Safety Eliminates the need for Warga PLUS to access hazardous areas, thereby reducing the risk of Lost-Time Injury (LTI).</p>
	<p>Increased Accessibility Enables access to challenging locations by overcoming geographical limitations.</p>
	<p>Enhanced Accuracy Provides detailed and accurate visual data for inspection using high-definition cameras and imaging sensors.</p>
	<p>Timely Emergency Response Enables swift deployment during planned and emergency work by enabling effective interventions to be taken.</p>



Our Geomatic Operations team setting up their drones to inspect maintenance works.

Preserving Pavement Quality and Aiding Enforcement Through Technology

Oversized and overweight vehicles cause damage to highway assets and pose a higher risk of accidents. Accordingly, we have invested in the Oversized Vehicle Detection (OSVD) System and Weigh-in-Motion (WIM) System, enabling effective identification of oversized and overweight vehicles on our highways for the authorities to take appropriate enforcement action.


Oversized Vehicle Detection (OSVD) System

The OSVD is a cutting-edge technology designed to detect and identify oversized vehicles before they enter the Meru-Menora Tunnel. The system uses laser scanners and Automated License Plate Reader (ALPR) cameras to identify oversized vehicle and send out alerts to multiple parties, including response teams. A visual warning is displayed on the on-site Variable Message Sign (VMS) to notify the oversized vehicle driver to exit or make a U-turn at the designated location.

Weigh-In-Motion (WIM)

WIM is a technology that automatically captures and records the weight of vehicles in real-time as they move over sensors embedded in the highway pavement along our highways.

We are conducting Proof of Concept (POC) at a pilot location in which we are looking into enhancing our WIM system with advanced features such as ALPR cameras to detect car registration numbers and send a notification to alert enforcement authorities in the event of a violation.

 We have successfully installed **19 Weigh-In-Motion (WIM)** systems along our highways.

OUR COMMITMENT TO SOCIETY

O W C Our Workplace

Warga PLUS, who form the heart of our operations, are instrumental in helping us achieve our business and sustainability objectives. Our material sustainability matters related to our workplace are geared towards providing a conducive working environment allowing Warga PLUS to unleash their fullest potential, while also caring for their wellbeing.

 **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 Zero preventable Fatality and Lost Time Injury (LTI) for Warga PLUS and contract workers and ensure facilities, products and services are in accordance with legal requirements and industry standards.

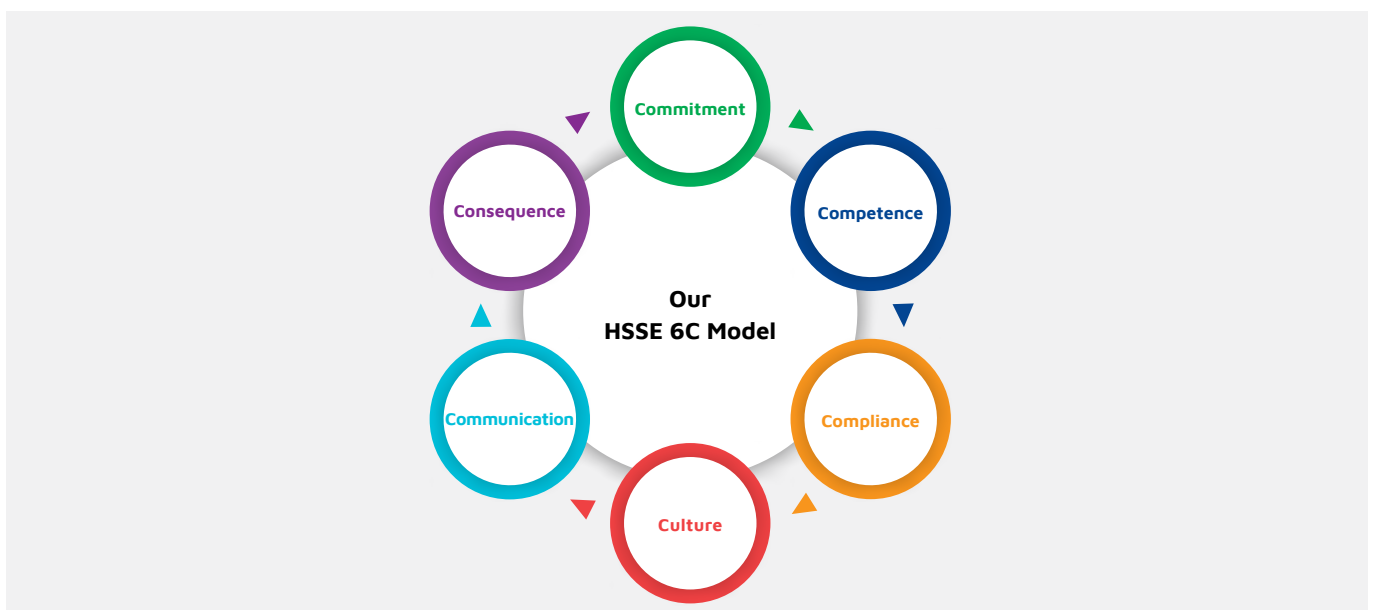
Initiatives and Highlights

In tandem with our efforts to promote highway safety, we maintain a strong dedication in ensuring workplace safety.

Our safety journey towards achieving our Goal Zero for preventable fatalities and Lost Time Injury (LTI) is a testimony of our ambition to achieve zero harm across all of our operations. We ensure strict compliance to occupational health and safety standards, focusing on the wellbeing 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 and lead the industry by example as a responsible highway operator.

Our HSSE 6C Model

We have developed an in-house 6C Model for Health, Safety, Security and Environment (HSSE) based on international and local best practices. The 6C Model forms the anchor to the health and safety programmes at PLUS in the following dimensions, as outlined below:



OUR COMMITMENT TO SOCIETY

Commitment

- > Management Health, Safety, Security and Environment (HSSE) Steering Committee provides direction for PLUS' safety journey towards Goal Zero.
- > PLUS - Edgenta Infrastructure Services (EIS) Operations Steering Committee addresses HSSE challenges relating to operations and maintenance.
- > Annual Safety Day demonstrates our commitment towards safety.


Competence

- > Expressway Operations Safety Passport (EOSP) in collaboration with National Institute of Occupational Health & Safety (NIOSH) provides essential safety knowledge for all Warga PLUS, business associates and contract workers operating on and along our highways.
- > Defensive Driving Course increases driving competency among PLUSRonda and LPT2Ronda, ensuring a safe driving culture is developed among Warga PLUS.
- > HSSE Essential e-learning modules drive awareness amongst Warga PLUS on the fundamentals of HSSE.

Compliance

- > ISO 45001:2018 Occupational Health and Safety Management System (OHSMS) and ISO 14001:2015 Environmental Management System (EMS).
- > Applicable Legal Other Regulations and Requirements (ALORR) Online Evaluation System.
- > Hazard Identification, Risk Assessment and Risk Control (HIRARC) reviews.
- > Digitalisation and enhancement of existing Work Permit System in ensuring full compliance to critical or high-risk activities.
- > Institutionalisation of 24 safety audits annually, with HSSE representatives deployed at our offices across the country.
- > Online Incident Reporting System for full compliance on Incident Management.

Culture

- >  Culture of Health and Safety (CoHS) provides an engaging approach in promoting a holistic view on health and safety whilst urging Warga PLUS to take action in taking care of their wellbeing.
- > Love Yourself Health Checkup campaign raises awareness on Warga PLUS' physical and mental health and encourage them to undergo health screenings.
- > Kelab PLUSRonda Selamat (KPS) and Kelab CSA Selamat (KCS) instils HSSE Culture among our frontliners.



Our logo design of Kelab PLUSRonda Selamat (KPS).



Our logo design of Kelab CSA Selamat (KCS).

Communication

- > Safety Alerts and Learning From Incidents (LFIs) to prevent future recurrence and to be embedded in each region and section.
- > HSSE Flix platform showcases and highlights HSSE news, updates and initiatives.
- > Internal webinars on HSSE awareness.

Consequence

- > Consequence management procedures are applied to all Warga PLUS for any major non-compliances which results in fatalities or Lost Time Injuries (LTIs).
- > Minor violations are managed by reinforcing knowledge on health and safety through training and coaching.



We frequently conduct in-house HSSE training for Warga PLUS.

OUR COMMITMENT TO SOCIETY

Initiatives to Enhance our Leadership in Safety

We have implemented various initiatives and programmes to safeguard Warga PLUS across our business and operations. These initiatives and programmes are intended to reinforce measures in ensuring a safe and conducive working environment for all Warga PLUS. In addition, they provide an avenue for collaboration with authorities and external agencies to strengthen the overall safety ecosystem for the benefit of highway customers.

> Management Health, Safety, Security and Environment (HSSE) Steering Committee

Our commitment to safety starts from the top, with our senior management demonstrating leadership in our HSSE culture. We conduct regular Management HSSE Steering Committee meetings as a strategic avenue to discuss, deliberate and provide solutions as well as champion HSSE at PLUS.



Scan this QR code read our HSSE Policy.

> Expressway Operations Safety Passport (EOSP)

We collaborated with National Institute of Occupational Health & Safety (NIOSH) to establish the EOSP in 2017, making us the first highway concessionaire to fully implement EOSP in 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 our highways. The course is carried out to ensure these on-duty personnel receive adequate knowledge on the fundamentals of safety, traffic management and emergency response. This cultivates a safety mindset and safeguards the on-site working environment from hazards and incidents. Following the success of our EOSP programme, the Malaysian Highway Authority (MHA) has collaborated with NIOSH to raise it as a standard module which is mandatory for the industry to comply with by 2025.

> Accreditation to International Organisation for Standardisation (ISO)

We successfully transitioned to the ISO 45001:2018 Occupational Health and Safety Management System (OHSMS) as part of our commitment towards improving health and safety of Warga PLUS and all personnel working on our highways. In 2021, we were recertified for the OHSMS, demonstrating our continuous efforts in safety journey management towards achieving Goal Zero.

> Creating a Safe, Secure and Healthy Work Environment

To enhance the safety and security of our workplace, offices and facilities, we have installed 2,770 CCTV cameras and deployed 247 security guards.

Our teams are equipped with the right tools and mindset to respond effectively to highway customers in distress while projecting confidence and instilling trust. We provide relevant personnel and contractors with the necessary safety personal protective equipment (PPE), including safety vest, hard hat, safety boots as well as harness equipment for those who work at heights. By taking these proactive measures, we provide reassurance that their safety and security are our top priority, ultimately putting their minds at ease.



Our engineers conducting site inspection to ensure upkeep of our office buildings in necessary PPE.

> S.T.A.R Mindset

In 2022, we introduced the S.T.A.R (Stop, Think, Act and Review) mindset as part of our LTI prevention campaign, aiming to instil a safety-first mindset at all levels, from leadership to frontliners. The S.T.A.R mindset emphasises the significance of utilising one's senses through thoughts, observations, attentive listening, communication and cultural practices to foster safety habits as well as establish a safe working environment.

We strive to cultivate a safety-first approach in all daily activities and encourage greater awareness of one's surrounding and nurture greater accountability.

OUR COMMITMENT TO SOCIETY

As part of the Let's Practice S.T.A.R programme, we received more than 13,000 submissions detailing positive observations and sharing lessons learnt on health and safety, aimed at minimising workplace health and safety risks which we will implement moving forward.

> **Kelab PLUSRonda Selamat (KPS) and Kelab Customer Service Assistant Selamat (KCS)**

The KPS and KCS have been effective in ingraining a safety culture among our frontliners by incorporating a tiered ranking system (0 to 3 stars with 3 stars being the highest ranking) based on participation in HSSE initiatives. In 2022, more than 80% of KPS and KCS members achieved two (2) stars and above since the programme's inception.

> **Safety Day 2021**

With the theme of *ISihatSelamat*, our Safety Day 2021 focused on individual accountability with regard to health and safety in the digital age. The event was officiated by



Celebrity Chef Naem teaching Warga PLUS how to prepare healthy meals at home, live from his studio as part of Safety Day 2021.



Warga PLUS receiving step-by-step Zumba guidance from a Celebrity Fitness instructor as part of Safety Day 2021.

the Minister of Health and featured the official launch of our Employee Assistance Programme (EAP), a healthy cooking session conducted by a professional chef, tips on COVID-19 prevention from a medical expert and a Zumba session. Leading up to the event, we organised various activities such as the "Cergaslympic" campaign, which encouraged Warga PLUS to participate in physical exercises such as speed-walking, jogging and cycling.

> **Safety Day 2022**

For Safety Day 2022, we broadened our focus from self-care to include the health and safety of our highway customers with the *WeSihatSelamat* theme. This emphasised our commitment in promoting a culture of health and safety among Warga PLUS and to include our highway customers in our focus, embodying our customer-centric culture.

The event was organised in a hybrid setting, officiated by the Secretary-General of the Ministry of Works (MOW) and featured a fun and interactive S.T.A.R safety hunt at Persada PLUS.



Our Chief Operating Officer, who we call "Captain Safety", sharing our successes and future enhancements at Safety Day 2022.



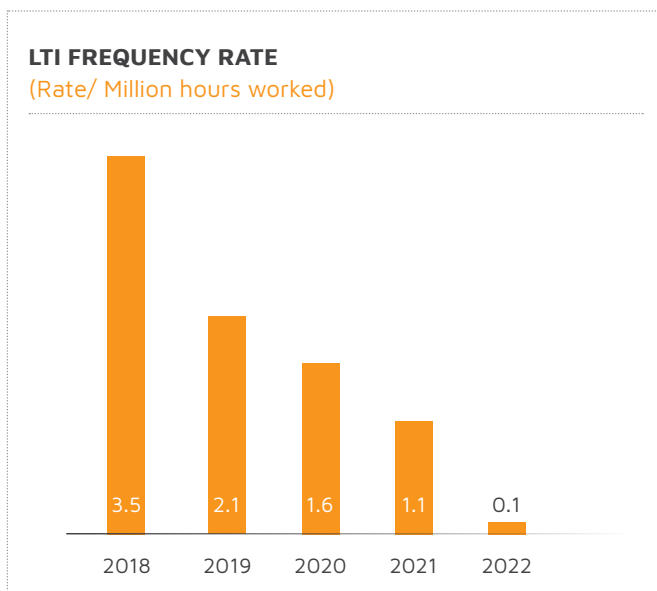
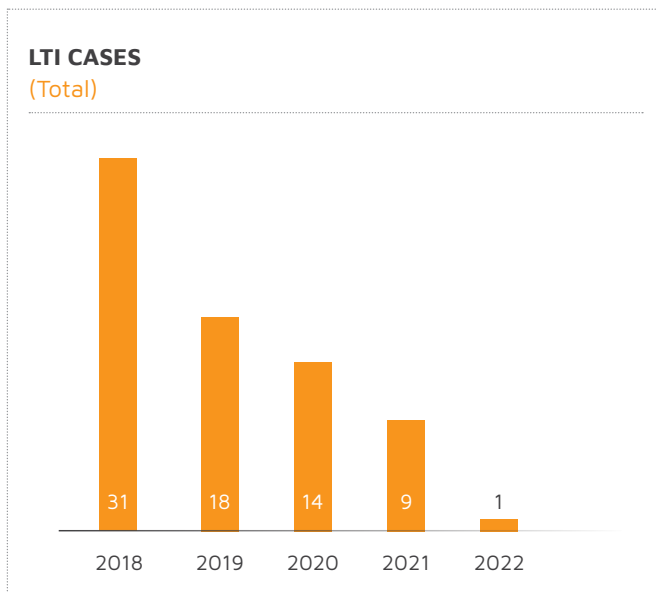
Our PLUSRonda team being recognised for their achievements during Safety Day 2022.

OUR COMMITMENT TO SOCIETY

Impact of Our HSSE Activities

> Strengthened Safety Leadership

As a result of our robust HSSE programme and a high adoption among Warga PLUS, we observed a significant reduction in fatalities and Lost Time Injuries (LTIs). Key HSSE statistics and their trend over the past five years are as follows:



As an industry leader, we see the need to go above and beyond to provide guidance and influence the HSSE culture and practices of personnel working on our highways, with an aim of reducing LTIs throughout the industry.

> Enhanced Awareness and Culture of Health and Safety

We have designed and implemented comprehensive HSSE awareness programmes, campaigns, online events and activities. As a result, we have successfully created a competent workforce that champions safety and have institutionalised a strong culture of safety across our business and operations.



The participation rate of Warga PLUS in Culture of Health and Safety (CoHS) programme increased from **99.8%** in 2021 to **100%** in 2022.



The participation rate of Warga PLUS in our health screening programme increased from **8%** in 2021 to **100%** in 2022.



Our 2022 Employee Engagement Survey (EES) showed that safety remains a **top 3** factor in contributing to higher levels of engagement at work.

Safety is one of the key factors that determines the satisfaction of a workforce. At PLUS, we continuously ensure that all Warga PLUS feel secure, comfortable and at ease while discharging their roles and responsibilities. A conducive environment boosts their confidence and morale in the workplace. This, in turn, contributes to higher job satisfaction and productivity, leading to a highly motivated and engaged workforce.

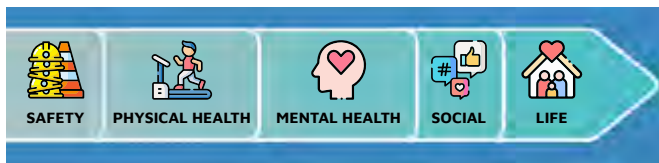


Warga PLUS participating in the S.T.A.R safety hunt during Safety Day 2022.

OUR COMMITMENT TO SOCIETY

SayHeart PLUS (SHP)

We are always committed to the overall wellbeing of Warga PLUS. SHP is an overall wellbeing programme initiated to help Warga PLUS cope with the new norms during the COVID-19 pandemic and beyond. It consists of personal wellbeing programmes that were addressed through five (5) pillars, namely, Safety, Physical Health, Mental Health, Social and Life. Beyond individual wellbeing, SHP also fosters a sense of community, hence promoting unity and improving team dynamics across the organisation. We strongly believe that *Taking Care of Warga PLUS* boosts morale and ultimately drives superior services delivery to our customers. The sections below highlights initiatives in each of the pillars:



The five (5) pillars of SayHeart PLUS.

Gamifying Culture of Health and Safety

The Culture of Health and Safety (CoHS) 1.0 initiative was introduced to complement SHP's Total Health Framework, leading to the successful implementation of 58 programs in 2021. Given the success of CoHS 1.0, the increasing demand for self-regulated medical screening and growing mental health issues, we are continuing to promote a culture of health and safety in 2022 through CoHS 2.0.

To enhance the participation of CoHS activities, we incorporated a gamification and reward concept into the initiative to excite and create a healthy competitive environment among Warga PLUS. The CoHS 2.0 platform enabled Warga PLUS to submit CoHS reports and record their participation in SHP activities and be rewarded with points, leading up to recognition during the Safety Day 2022 through the CoHS Games.



A total of **53,000+** CoHS reports were submitted by Warga PLUS in 2022, reflecting a positive health and safety culture across the organisation.

Safety

We aspire to create a secured and protected environment for all Warga PLUS as well as promote safety practices to achieve our Goal Zero target for Lost Time Injury (LTI).

Promote Safe Commuting to Work

Our safety culture extends beyond work to other aspects of Warga PLUS' lives, including their commute to work. As such, we organised Safe Commuting Webinars in collaboration with Royal Malaysia Police (PDRM) and Malaysia Institute of Road Safety Research (MIROS) to educate and raise awareness about the importance of responsible driving in preventing accidents during daily commutes.



Webinar with Dr. Bakri Zainal Abidin from PDRM to educate Warga PLUS on safety practices during commuting.

Physical Health

This focuses on promoting and maintaining the physical wellness of Warga PLUS.

Empowering Lifestyle Change with Technology

We introduced an application to drive positive lifestyle changes and encourage Warga PLUS to stay healthy. The application features personalised health programmes such as weight management, nutrition tracker and virtual coaching.

Compulsory Health Screenings

We made free health screenings accessible to all Warga PLUS to promote personal health and wellness. It is mandatory for all PLUSRonda, LPT2Ronda and Shift Commanders to undertake health screenings to ensure they are able to perform their duties effectively.

OUR COMMITMENT TO SOCIETY



Mental Health

Recognising the importance of mental wellbeing, we are dedicated to provide support to Warga PLUS who are coping with these challenges through various initiatives.



Webinar with Dr. Aida Syarinaz from Universiti Malaya (UM) to raise awareness on mental health among Warga PLUS.

Championing Mental Wellness with Expert Guidance

With our efforts in 2021 and 2022, we hosted a lineup of more than 30 insightful webinars by bringing in medical and academic experts to equip Warga PLUS with the knowledge and skills to stay mentally healthy. These initiatives have garnered overwhelming support from Warga PLUS with an average of 1,200 attendees per programme.



1,200+ average participation per programme, indicating high mental health awareness among Warga PLUS.

Employee Assistance Programme (EAP)

We provided EAP as a resource to raise awareness about the availability of professional support to Warga PLUS in managing their challenges. The EAP is a platform for Warga PLUS to receive advisory and schedule counselling consultations with experts on all encompassing issues in relation to the workplace, personal and mental health via face-to-face, telephone and online communication channels.



Social

We are not only dedicated to ensuring the health and wellbeing of Warga PLUS, but also building a stronger sense of community among them. This pillar encouraged interaction and engagement through activities that foster togetherness, improve motivation and personal development.

Opportunity to Exercise Together at Work

Our *Let's Get Physical* programme brought Warga PLUS together for in-house physical activities led by Warga PLUS across our business and operations. The programme featured engaging exercises such as Zumba, Cardio Dance and Tabata to energise our workforce and improve productivity as well as engagement among Warga PLUS.



Warga PLUS from our C5 Section Office leading a fun exercise virtually as part of the *Let's Get Physical* programme.



Life

This pillar encourages Warga PLUS to improve their soft skills and focused on fostering a sense of fulfilment, positivity and happiness, hence empowering Warga PLUS to be the best version of themselves at work and ultimately be in the best position to deliver superior services to our customers.

Empowering Warga PLUS to Reach Financial Goals

In the light of COVID-19 pandemic which amplified economic uncertainties, we recognised the significance of financial literacy. Hence, we equipped Warga PLUS with the necessary knowledge to manage their finances better through a series of webinars, including collaborations with Agensi Kaunseling dan Pengurusan Kredit (AKPK).

Enhancing Work-life Integration through Life Coaching

We recognise the importance of equipping Warga PLUS with the ability to balance their personal and professional lives, encouraging their holistic growth as individuals and taking care of their wellbeing. As such, we worked with a life-coaching expert to coordinate a series of sharing sessions which suggest ways to foster harmonious relationships between their lives at work and home.

OUR COMMITMENT TO SOCIETY



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, with the goal of completely eliminating manual processes in the future.

Initiatives and Highlights

Our organisation’s presence stretches across 1,130km of highways in Peninsular Malaysia, with our Warga PLUS located across our footprint are dedicated to deliver our promise of *Taking Good Care of You, Every Step of The Way*.

The COVID-19 pandemic amplified our efforts to embed innovative and collaborative digital solutions across the enterprise, enabling our people to work and ensure organisational resilience in the face of adversity. To this end, we have leveraged emerging technologies such as cloud computing, Artificial Intelligence (AI) and big data to deliver the following:

Improvements in Work Efficiency

Providing Better Customer Experience

We leverage on digital technologies to connect Warga PLUS with one another and ensure everyone is involved and engaged within our operational ecosystem. With this objective in mind, we successfully organised more than 41 virtual country-wide events in 2021 and 2022, connecting over 3,800 of our Warga PLUS simultaneously. Events such as our Safety Day, Customer Centricity Day, leadership conferences and townhalls allow for seamless dissemination of information while empowering Warga PLUS at all levels to interact and communicate.



Warga PLUS from our region and section offices attending the Customer Centricity Day 2022 event virtually.

Improvements in Work Efficiency

Since 2012, we have increased our work efficiency by pursuing an enterprise shift from manual to digital business processes by leveraging on Microsoft solutions.

For instance, we embraced Microsoft Teams to host events, townhalls and meetings seamlessly in a virtual or hybrid setting, thus reducing the need to travel and the associated carbon footprint. We also utilised Power App to create simple digital applications and encourage the usage of digital tools. We also automate time-consuming manual tasks leveraging on the Microsoft Power Platform.



Warga PLUS adopting technologies in their day-to-day activities.

OUR COMMITMENT TO SOCIETY

Our digitalisation efforts have resulted in the following:



5,360 hours

In cycle time reduced annually since 2020.



3 million +

Papers saved since 2020.



49

Process champions successfully lead process digitalisation.



80%

In time saved when generating reports.



7

Customer-facing digital platforms.



96

Digital solutions developed internally.

During these conventions, our teams not only showcase their ideas and learn from participating companies and countries, but also have the chance to bring home internationally-recognised awards for their innovative breakthroughs.



Providing Better Customer Experience

Cashless Payment Options

To provide convenience to our highway customers and support the Malaysian Government’s aspiration to promote digital payments across the country, we offer cashless payment options to highway customers at our Rest Service Areas (RSAs). We collaborated with 12 strategic cashless payment providers to educate the public and cultivate awareness about the use of cashless payment in our Rest Service Areas (RSAs) and side stops along our highways. We are proud to say that 85% of our stall operations have adopted digital payment methods as of December 2022, and compelled to reach 100% by 2023.



85%

of our stall operators offer cashless payment.



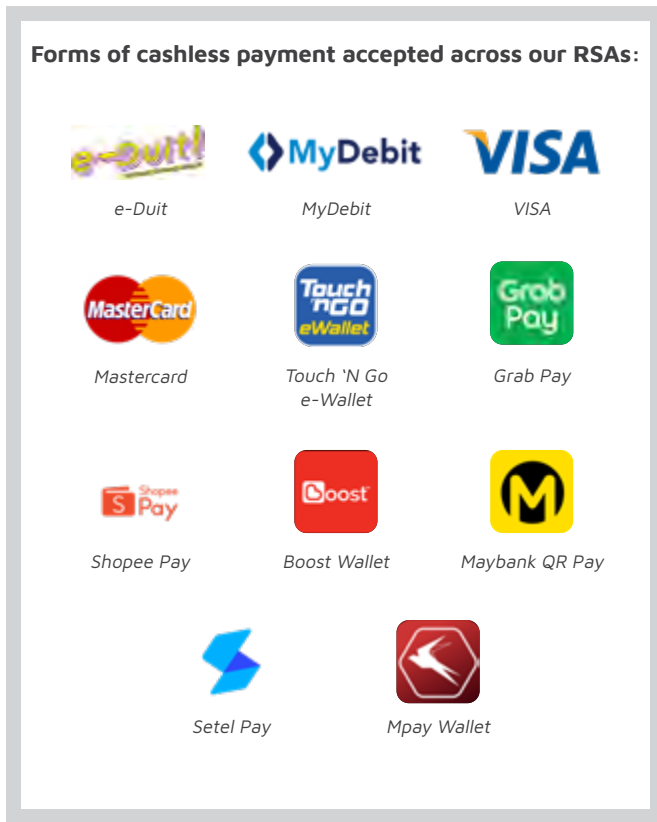
Our Cashless Transaction campaign at RSA Dengkil.

In upholding our corporate value to *Do Things Better*, we place great emphasis on innovation and learning. Over the years, several teams have represented PLUS and even our Nation as a country in the International Convention on Quality Control Circles (ICQCC).

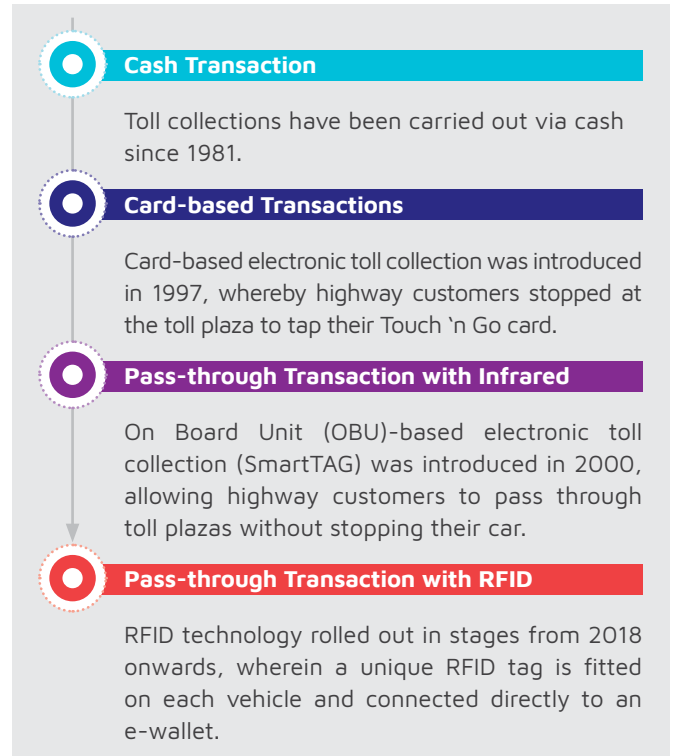


Our Chief Commercial Officer (first from the right) receiving a recognition from the then Minister in the Prime Minister’s Department (Economy) for showcasing the use of technology and smart app within PLUS at the Smart Nation Expo and Forum 2022.

OUR COMMITMENT TO SOCIETY



Our toll system technology evolution is as illustrated below:



A customer using a cashless payment method at one of our RSAs.

Adoption of Radio Frequency Identification (RFID)

We are taking progressive steps towards the realisation of Smart Highway of the Future by embracing technologies that provide our highway customers with a seamless experience throughout their journeys. This includes equipping our infrastructures with efficient and reliable systems in ensuring our readiness for the implementation of Multi-lane Fast Flow (MLFF).

We believe in providing our highway customers with their preferred mode of toll payment at our toll plazas, which are equipped with Touch 'N Go, SmartTAG and RFID.

With our highways traversing over 1,130km and equipped with 104 toll plazas, the decision to introduce RFID by the Government has changed the landscape of Malaysia's highway industry as we know it. The RFID system allows highway customers to seamlessly pass through toll plazas, with payment deducted directly and conveniently from their Touch 'N Go e-wallet.

216
RFID lanes in our operating ecosystem.

30%
Increase in throughput at RFID lanes.

OUR COMMITMENT TO SOCIETY



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 the capacity and capability of each Warga PLUS to meet the business challenges of today and the future.



Warga PLUS from different walks of life collaborating in harmony at work.

Initiatives and Highlights

We aim to develop a workforce which embodies our corporate values and is equipped with the agility and future-ready skills needed to adapt to the evolving needs of our highway customers. Our competent workforce is and will continue to contribute towards the advancement of the industry as well as serving the country in various capacities.

An agile workforce is one that feels engaged and motivated at work, enabling them to be high-performing in delivering exceptional service to our highway customers. To further enhance the engagement of Warga PLUS, we focus on the following key areas:



Learning and development for all levels of Warga PLUS.



Attraction of ambitious professionals and young talent to drive our future growth.



Institutionalisation of corporate values among Warga PLUS.



Assessing the level of engagement of Warga PLUS through an Employee Engagement Survey (EES).



Continuous Learning and Development

To infuse a continuous learning mindset, we have crafted learning and development programmes which will enable Warga PLUS to be more agile and supported in their career development. We have successfully delivered a high number of training hours to a diverse set of Warga PLUS, enabling them to gain technical expertise, leadership abilities and future-ready skills.



OUR COMMITMENT TO SOCIETY



We designed a total of **180+** learning and development programmes and delivered **290+** sessions throughout 2021 and 2022.

Our programmes are easily accessible to all Warga PLUS, who can choose to participate physically, virtually or in a hybrid setting. We offer a wide variety of programmes, including but not limited to the following:

> General Professional Development Programme

This programme covers a wide range of soft skill topics, supplemented with external learning opportunities to ensure that Warga PLUS possess the necessary knowledge and skill set to carry out their tasks effectively. For example, we developed various training programmes for Warga PLUS stationed at the Traffic Monitoring Centre (TMC) to strengthen their communication and active listening skills, thus enhancing their service to all highway customers.

> PLUSRonda Development Programme

This programme is mandatory for all PLUSRonda and LPT2Ronda personnel, which aims to enhance their capabilities and competencies in providing excellent service to our highway customers. The programme covers the following courses:



Public Relations and Communications



Traffic Regulatory and Management



Defensive Driving



Basic Occupational First Aider (BOFA)

> Digital Talent Programme

We believe it is imperative to equip Warga PLUS with future-ready skills in technology, elevate their digital literacy and build internal digital capabilities, towards driving digital innovation and creating data-driven solutions that can improve our operations and better serve our highway customers.

Our Digital Talent Programme includes, among others, the Microsoft Power BI Data Analysis course that enables data-driven decision-making and the Big Data Fundamental course, which introduces Warga PLUS to analytical tools and techniques that are highly beneficial to their work.



We conduct in-housing trainings to enhance Warga PLUS' digital and data literacy.

> Senior Leadership Development Programme

We have designed a programme that allows Warga PLUS to undergo a variety of learning curricula, entailing individualised, structured cohort-wide and on-the-job coaching or mentoring, followed by project stints and job rotations.

Further to this, we collaborated with Emeritus, an online education provider, to provide our participants with unparalleled opportunities to expand their horizons through a curated selection of Executive Education programmes from the most reputable institutions worldwide.

> Outward Mindset Workshop and Agile Awareness Webinar

We promote the application of an outward and agile mindset to drive innovation, adaptability, effective problem-solving and robust decision-making.

In 2021, we have organised Outward Mindset (OM) workshops that were facilitated by internal trainers and attended by 400+ executives. We also partnered with external expert to host an Agile Awareness Webinar for Warga PLUS. The webinar provided an introduction to the fundamental concepts of an agile mindset and how it benefits organisations by inculcating collaboration, flexibility and resilient practices to achieve high-performing results.

OUR COMMITMENT TO SOCIETY



A poster of our Agile Awareness Webinar organised in 2022.

Attraction of Professionals and Young Talents

Positioning PLUS as an Employer of Choice

We recognise the importance of attracting talents to drive the future growth of PLUS and support our mission. As such, we regularly participate in youth job fairs and career fairs to showcase job opportunities available at our organisation and to drive our future growth while providing a career platform for local talents.



Our Managing Director speaking to aspiring young talents during the GRADUAN Career Fair & Conference 2022 at Kuala Lumpur Convention Centre.

We took the centre stage at the GRADUAN Career Fair & Conference 2022 where our representatives spoke at the Industry Insight Forum, highlighting our role in shaping the Highway of the Future through the incorporation of technology and digital solutions.



Our efforts to attract new talents to join Warga PLUS led us to be recognised at the GRADUAN Career Fair & Conference 2022 as the Most Preferred Employer in the Construction and Property Sector.

Protégéship and Internship Programmes

As part of our nation building effort since 2021, we have offered more than 250 young graduates the chance to gain a diverse and enriching experience with PLUS through our internship and protégéship programmes.

By working with seasoned leaders, technical specialists and industry innovators, these young graduates were able to learn from the best and acquire a range of competencies and valuable skills, boosting their employment prospects. Our protégéship programme has helped 80% of protégés to secure permanent placement in various industries.



Warga PLUS from different business functions manning our booth at the GRADUAN Career Fair & Conference 2022.

OUR COMMITMENT TO SOCIETY

Institutionalisation of Corporate Values among Warga PLUS

Strengthening the Visibility of Corporate Values Across Business and Operations

We ensure our corporate values, mission statement and brand purpose are publicised on various social media platforms and displayed at our headquarters as well as in every regional and section offices nationwide. These serve as reminders to Warga PLUS, encouraging the embedding of such values in their daily routines.



Visuals of our six (6) corporate values.

To enhance the understanding and institutionalisation of our corporate values among Warga PLUS, we have introduced Buku Amali Nilai Korporat (BANK) and PowerBANK, which are a series of e-books designed to assist the appointed change agents in facilitating internal workshops within each business function.

Building on the success of BANK and PowerBANK, we also launched the PowerBANK+ platform for business functions to showcase impactful initiatives that can be integrated into our business and operations.



The evolution of our BANK programme (left) into PowerBANK (middle) and PowerBANK+ (right).

Employee Engagement Survey (EES)

We conduct an Employee Engagement Survey (EES) annually to gauge the level of engagement, readiness and acceptance of Warga PLUS in living our corporate values. Survey results are reviewed by an external independent expert to ensure transparency and safeguard confidentiality. Through this survey, we are able to benchmark ourselves against other Government-Linked Companies (GLCs) in the country, identify our strengths, areas for improvement and implement prompt actions to further enhance our employee engagement.

According to **our EES in 2022:**

79% of Warga PLUS feel engaged at work, which is **9% higher** than the country's norm.

The top three (3) factors that reinforced positive experiences of Warga PLUS at work:

Culture & Values
(83%)

Safety
(82%)

Change
(81%)

The statistics above show that Warga PLUS has understood our culture and core values, prioritise safety and are open to changes in the business and operational ecosystem.

Note: The survey results are based on data from a reputable third party.



Warga PLUS from different business functions having a discussion.

OUR COMMITMENT TO SOCIETY



Human Rights

What Human Rights Means to Us:

The incorporation of practices to ensure those who work on our highways are treated fairly with regard to labour laws and regulations.

Our Aspiration:

To continuously drive, uphold and integrate human rights best practices across our ecosystem towards safeguarding Warga PLUS and rights holders within our business and operations.

Right to Collective Agreements

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.



61% of Warga PLUS are unionised as of 2022.

Initiatives and Highlights

We are committed to being a responsible employer to Warga PLUS and adhering to the relevant laws and regulations on labour rights and practices. This commitment goes beyond Warga PLUS and covers those who work on our highways, ensuring fair treatment to all who provide their services to us.

Promoting Diversity, Equity and Inclusion (DEI)

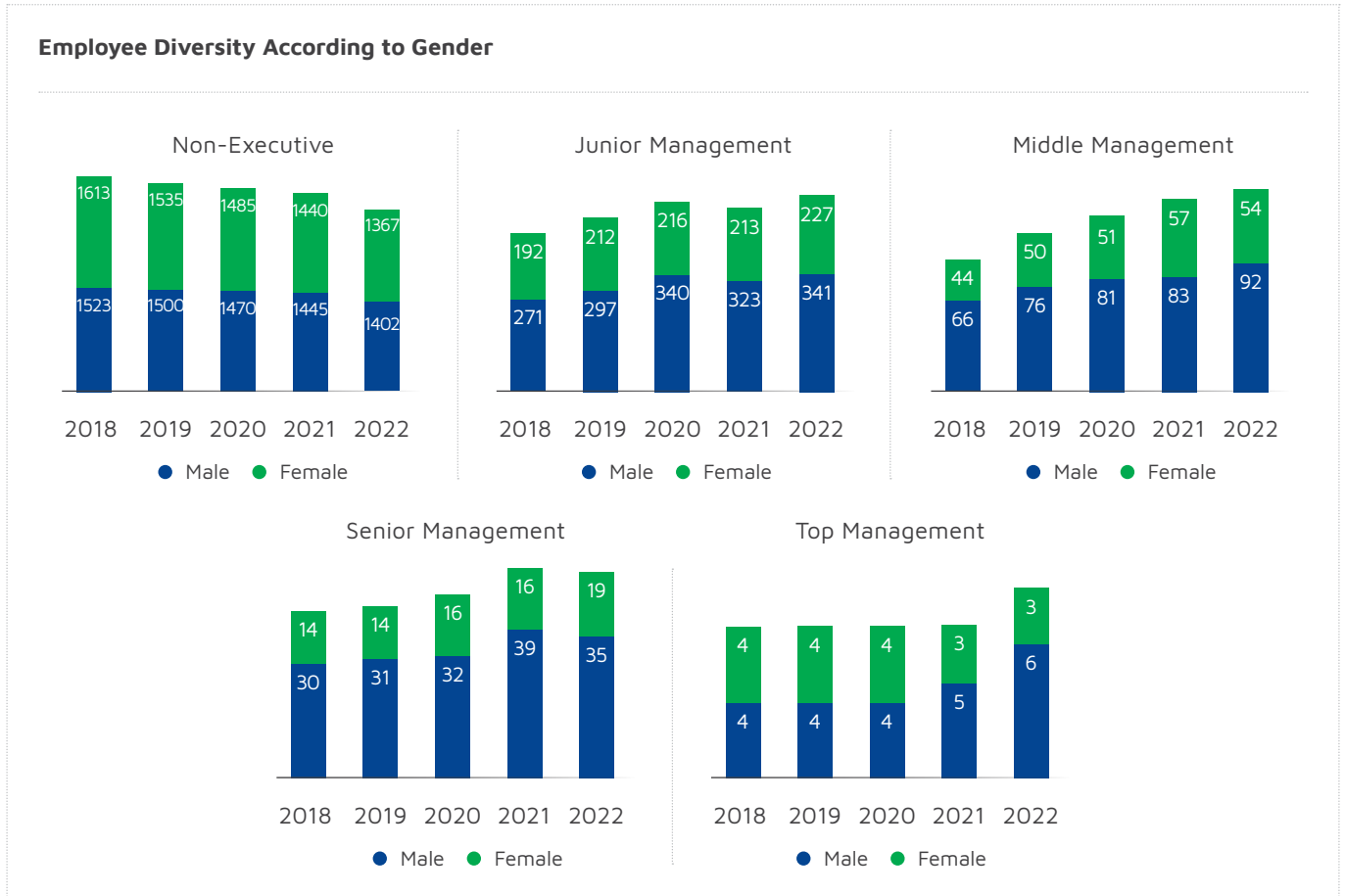
We embrace diversity among our workforce, not only across gender but also ethnicity, age and skill level. We believe in equitable recruitment practices based on our business and operational requirements while continuously promoting a diverse workforce and inculcating an inclusive workplace. Our workforce comprises of people from diverse backgrounds, enabling us to derive unique ideas and insights from them in steering our business and operations.



Our Customer Service Assistants (CSAs) at one of our toll plaza booths.

OUR COMMITMENT TO SOCIETY

For the past five (5) years, our employee diversity performance is as follows:



Supporting Women in Leadership

We are committed to support the Government’s aspiration for at least 30% of decision-making positions to comprise of women.



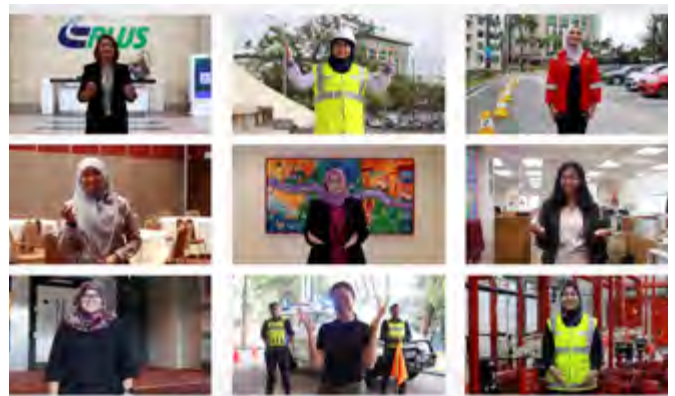
Our gender-balanced workforce.

~50%
women representation in our workforce.



Our women leadership.

30%
women representation in senior leadership for the past 5 years.



We empower women leaders and celebrate International Women’s Day together.



Scan this QR code to watch the video on how we celebrated International Women’s Day 2023.

OUR COMMITMENT TO SOCIETY

Taking Care of Warga PLUS' Wellbeing

As an employer which cares for the wellbeing of all Warga PLUS, we provide the following benefits:

**Leaves**

We provide annual leave, sick leave, maternity and paternity leave, compassionate leave, examination leave and study leave to allow our workforce to have a healthy work-life balance.

**Medical**

We cover outpatient, hospitalisation, dental and optical expenses, as well as health screenings, to ensure our Warga PLUS are healthy and fully protected.

**Insurances**

We provide group term life insurance and group personal accident insurance to ensure Warga PLUS are taken care of should an unexpected event take place.

**Allowances**

We offer on-call, back-for-duty and shift allowances for Warga PLUS who are essential to ensure the continuity of our operations and in recognition of the round-the-clock nature of our industry.

**Subsidies**

We provide interest subsidy on car or motorcycle loans, toll subsidy as well as reimbursement of call charges.

**Flexi-Work Arrangements**

In assisting Warga PLUS to adapt to the new norms of work, we offer flexible working arrangements that include flexi-working hours and adequate break time.

**Scheduled Rosters**

We provide scheduled variable rosters to ensure Warga PLUS on shift are able to get sufficient rest for their overall wellbeing.

**Compassionate Assurances**

- We provide funeral assistance following the death of Warga PLUS or their immediate family members.
- We contribute monetary aid to the next of kin of Warga PLUS who pass away in the course of their work.
- We set up the Tabung Warga PLUS Prihatin to enable Warga PLUS to make personal contributions to families of deceased colleagues.
- We introduced the PLUS Adoption Scheme, which provides annual financial assistance for children of Warga PLUS who have lost a parent while on the job, with assistance lasting until they complete their tertiary education.

**B40 Financial Aids**

We distribute zakat to eligible Muslim bottom 40 income group (B40) Warga PLUS and provide special aid to eligible non-Muslim B40 Warga PLUS, mirroring the zakat distribution to their Muslim colleagues.

**Natural Disaster Relief Contributions**

We contribute natural disaster relief to eligible Warga PLUS who are affected by floods, fires and storms.

**Mental Health**

We provide Warga PLUS a platform to talk to professional counsellors on mental health, personal and work matters.

**Open Door Communications**

We practise an open-door policy for Warga PLUS to raise any concerns about their work to the management through various channels.

**Self-Development Benefits**


We provide benefits for Warga PLUS to attain professional association memberships.

OUR COMMITMENT TO SOCIETY

We promote a healthy work-life balance and provide a conducive work environment for Warga PLUS, including but not limited to the following facilities:

- 

On-site Child Development Centre to help increase the productivity of guardians at work as they can have peace of mind knowing that their child is nearby.
- 

Gymnasium with various exercise equipment to promote a healthy lifestyle among Warga PLUS.
- 

Sports complex which includes a football field and multipurpose hall to promote physical wellbeing.
- 

Rest areas and pantries at offices and toll plazas to ensure Warga PLUS get adequate rest during the workday.



Our Child Development Centre to offer support to Warga PLUS with children.



Our various sports facilities to promote work-life integration among Warga PLUS.

Appreciating Warga PLUS

To show our gratitude for the dedication and efforts of Warga PLUS in fulfilling their duties, we carry out initiatives in fostering camaraderie and engagement as well as strengthening relationships between Warga PLUS at all levels.

We distribute duit raya to our frontliners who work on the eve, first and second days of Hari Raya Aidilfitri, as a token of appreciation for their sacrifice and commitment to serve our highway customers during festive seasons.



Our Managing Director (first from the left) at our Traffic Monitoring Centre (TMC) distributing duit raya to a TMC personnel working on the first day of Raya.

“

PLUS prihatin terhadap keadaan dan persekitaran tempat kerja. Kami disediakan saluran untuk mengemukakan sebarang isu kepada pihak pengurusan. PLUS juga sentiasa proaktif dengan melaksanakan pelbagai inisiatif untuk menambah baik kebajikan Warga PLUS meliputi aspek keselamatan dan kesihatan fizikal serta mental.

”

Azmi Abu Bakar
Presiden, Kesatuan
Pekerja-Pekerja PLUS

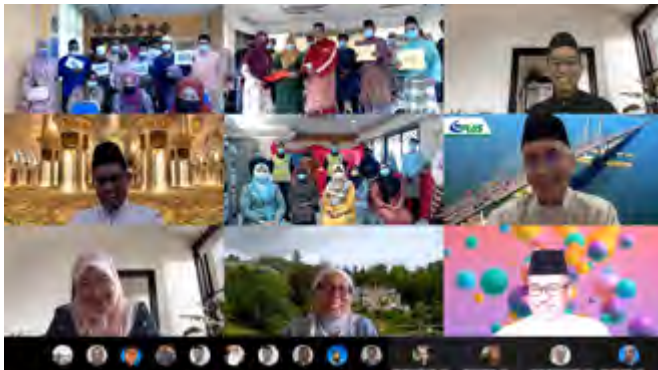


OUR COMMITMENT TO SOCIETY

Fostering Closer Ties

We have organised events to enhance unity and camaraderie among Warga PLUS, including *Majlis Berbuka Puasa* and a Hari Raya celebration across all regional offices.

Despite the Movement Control Order (MCO) in 2021, we organised a virtual Hari Raya celebration which saw the coming together of Warga PLUS across the different geographical locations nationwide. This event showcased the Warga PLUS culture of building strong connections and supporting one another, even during challenging times.



Warga PLUS celebrating Hari Raya Aidilfitri 2021 virtually.

Leadership Engagement

We organise townhalls and *Jom Sembang* sessions that provide a two-way communication platform where our leaders share their expertise on diverse topics with all Warga PLUS. This initiative allows Warga PLUS to seek information from the top and strengthen communication at all levels. In addition, we also organise interactive events that bring together Warga PLUS across all regions to discuss the organisation’s accomplishments and future objectives through online and in-person sessions.



A *Let's Chat* session with our Chief Technology Officer, where he shared the digitalisation efforts undertaken by PLUS and obtained feedback on these initiatives.



41

Virtual flagship initiatives conducted throughout 2021 and 2022.

Human Rights Risk Assessment (HRRR)

We are proud to be the first Malaysian highway operator to conduct a HRRR across our operations and value chain, aligning with our commitment towards the CEO Action Network (CAN) and the United Nations Global Compact (UNGC).

Our Alignments:



United Nations Global Compact

Human Rights



Support and respect the protection of internationally proclaimed human rights

Ensure non complicit in human rights abuses

Labour



Uphold freedom of association and the effective recognition of the right to collective bargaining

Eliminate all forms of forced and compulsory labour

Effectively abolish child labour

Eliminate discrimination in respect of employment and occupation



CEO Action Network

Social



Set public targets on percentage of female composition in top management

Conduct human rights risk assessments, covering child/ forced/ compulsory labour across our own operations and value chain

OUR COMMITMENT TO SOCIETY

The HRRAs are crucial to identify, prevent and mitigate any human rights risks throughout our value chain and strengthen our ability to safeguard stakeholder groups impacted by our business operations. The HRRAs results allowed us to continuously maintain and improve a desirable, safe and conducive work environment for Warga PLUS. This, in turn, cultivates a productive, informed and upskilled workforce which is in line with our nation building agenda.

We developed our in-house HRRAs methodology taking guidance from leading international guidelines and standards, including but not limited to the following:




International Bill of Human Rights

Underlines universally protected, fundamental human rights that promote social progress and better standards of life.



UN Guiding Principles on Business and Human Rights

A global standard and guiding framework to prevent and address the risk of adverse impacts on human rights linked to business activity.



The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work






















Expresses the commitment of governments, employers and organisations to uphold basic human values.

We then identified seven (7) human rights dimensions, supported by 39 sub-areas, covering potential areas where our business operations may affect the human rights of our external and internal stakeholders.

We deployed the HRRAs in three (3) stages, comprising online interviews, surveys, face-to-face engagements and phone interviews among internal and external stakeholder groups. In the engagement sessions, our stakeholders were given the opportunity to provide feedback on actual and historical situations where our operations may have impacted human rights and to propose action plans and areas of improvements in protecting their human rights.

The HRRAs enabled us to develop a set of action plans that further strengthen our human rights practices. This includes the development of the industry's first human rights policy.

HRRAs Engagements and Outcomes:

Dimensions	Methodologies	Stakeholders	Respondents	Actionable Items	
 Human Resources	Online Interview	 Warga PLUS	1,700+	 Strengthen grievance mechanism	 Enhance awareness on bullying & harassment
 Physical Security Arrangements		 Business Partners	278	 Enhance safety measures at Rest & Service Areas	 Raise societal environmental awareness
 Community Impact	Online Surveys	 Vendors	155	 Strengthen measurement of CSR impacts	 Heighten community engagements
 Health & Safety	Group Engagements	 Customers	125		
 Business Integrity	Face-To-Face Interviews	 Management Representatives	60+		
 Contractors & Supply Chain		 Fence Line Communities	25		
 Product Quality & Marketing Practices	Phone Interviews	 Security Personnel	12		
		 NGOs	10		

OUR COMMITMENT TO SOCIETY



An HRRA engagement session with Warga PLUS at the Central Region Office.

Human Rights Policy

As a result of the HRRA, we established a human rights policy which is guided by international guidelines and local regulatory requirements. This reaffirms our commitment to respect human rights among Warga PLUS, our business associates and all parties engaging with us.



We established this policy by taking steer from the following standards, guidelines and documents to ensure a holistic and comprehensive approach:

- 

International good practice guidelines, which include the UN's International Bill of Human Rights and the ILO's Declaration on Fundamental Principles and Rights at Work.
- 

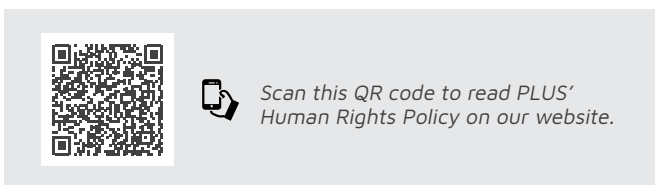
Local laws and regulatory requirements, which include the Malaysian Employment Act 1955 and the Anti-Harassment Bill 2021.
- 

Practices of local and international highway companies, government-linked companies and organisations renowned for leading human rights practices.
- 

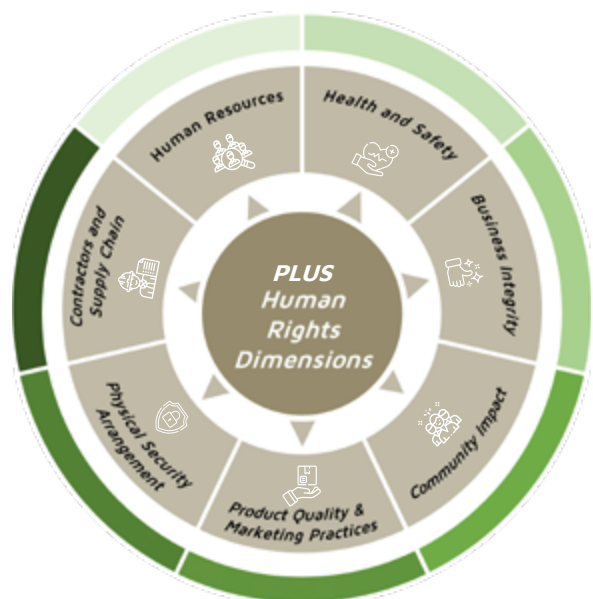
Expectations from our key stakeholders, taking into account feedback from HRRAs.
- 

Our existing policies, procedures and guidelines.

Upholding human rights across all of our business operations is crucial in maintaining our core values and aligns with our mission of *Connecting Communities to Shape a Safe and Sustainable Future*. Our Human Rights Policy is shaped by the seven (7) dimensions depicted below and contains our key commitment statements for each of the dimensions as well as appropriate implementation measures.




A poster of our Jom Sembang session on sexual harassment.



OUR COMMITMENT TO SOCIETY

Anti-Harassment and Anti-Bullying Commitment

We do not tolerate any forms of harassment, bullying and reserve the right to protect Warga PLUS from acts of harassment and bullying carried out by any party. We consider harassment as any unwanted conduct and bullying as any act that may lead to fear, intimidation, emotional, physical or psychological harm. This also includes cyberbullying.

We provide various internal platforms to report instances of harassment and bullying. Our secure Speak-Up Channel is managed by an externally-appointed independent party, hence assures confidentiality and confidence in reporting.

We regularly provide awareness to Warga PLUS on our anti-harassment and anti-bullying campaigns, where we provide education and create awareness on the available reporting mechanisms. To supplement our harassment and anti-bullying campaigns, we provide leadership training to Warga PLUS in supervisory roles.

Our commitment to prevent harassment and bullying extends beyond our workplace and includes all our premises, such as our RSAs, toll plazas and highways. Further to this, we have implemented measures to ensure the safety of our business

partners, vendors, contractors and highway customers and we do not condone any form of harassment or bullying.

We have added CCTVs to provide a safe work environment for our highway customers and parties we engage with on our premises. In addition, we are placing posters and signages in all offices as a visual reminder that we do not support any acts of bullying and harassment.

We were recognised by United Nations Global Compact Malaysia & Brunei (UNGCMYB) in the Pioneer Sustainable Development Action Recognition category for spearheading human rights practices within the industry and for being the first to undertake a HRRRA that is implemented across our operations and value chain.



Scan this QR code to read more our achievements at the UNGC Sustainability Performance Awards 2022.



We were recognised for our sustainability initiatives at the Sustainability Performance Awards Night 2022 organised by the United Nations Global Compact Malaysia & Brunei (UNGCMYB).

OUR COMMITMENT TO SOCIETY



Customer Centricity

What Customer Centricity Means to Us:

The ability to understand customers' situations, perceptions and expectations, where the customer is the focal point of products, services and experiences.

Our Aspiration:

Deliver safe, seamless experiences and delightful moments throughout our customers' journeys with us.

Initiatives and Highlights

Our customers are at the heart of everything we do. In line with our purpose, *Taking Good Care of You, Every Step of the Way*, we aspire to deliver the best services and products to always keep our customers satisfied.

We recognise that our customers' travel needs and wants have evolved over time due to exposures and interactions they have had with various brands around the globe, creating expectations for superior products and high-quality services. We remain focused on our efforts to be closely connected to all our customers and ensure the delivery of excellent customer experiences.

PLUS Customer Promise

The PLUS Customer Promise is our group-wide initiative to improve our customers' experience at key touchpoints along their journeys. Our Customer Promises build a standard service level that meets customer expectations uniformly across our operations.



OUR COMMITMENT TO SOCIETY

Customer Centric Culture Programme



Our Customer Centric Culture Programme (3CP) is a flagship programme that was launched to ingrain and embed the culture of customer centricity among Warga PLUS, thereby developing understanding and empathy towards our customers and improving the quality of the services we provide. The execution of the 3CP is guided by the Customer Culture Framework, entailing the following:

 <p>Building and Strengthening Mindsets</p> <ul style="list-style-type: none"> • <i>Jom Sembang</i> sessions • Arbinger Outward Mindset workshops
 <p>Ingraining and Embedding Habits</p> <ul style="list-style-type: none"> • Customer Promise Compliance (CPC) programme • Mystery shoppers • G.I.F.T. reports
 <p>Empowerment via Knowledge and Tools</p> <ul style="list-style-type: none"> • Customer Centricity Day • Customer centricity capacity-building • Service Language Playbook (SLP)

Customer Promise Compliance (CPC) programme

Elevates and standardises our quality of services at key customers' touchpoints. The programme monitors adherence and displays the scoring of each section office across all ten (10) Customer Promises on a consolidated dashboard.

Mystery shoppers

Assesses the compliance of key customer touchpoints and identifies areas of improvement.

G.I.F.T. reports

A gamification and award approach to inculcate a culture of better identifying, anticipating and understanding customer needs. Warga PLUS submit customer observations, including positive and constructive feedback, via a mobile app that rewards them for submissions.



The PowerApp interface for G.I.F.T. report submissions by Warga PLUS.

We organised a Customer Centricity Day in 2022 to strengthen the internalisation of a customer-centric culture amongst all Warga PLUS. The event was conducted in-person at Persada PLUS and live-streamed across our offices throughout the Nation at the same time.

With the theme of *Pelanggan Kita, Tetamu Kita*, the day served as a call for Warga PLUS to apply a holistic customer-centric approach throughout our value chain in ensuring our customers are kept satisfied. The day featured a panel session with a lineup of speakers from award-winning organisations in customer service, as well as a Highway Star Award to recognise Warga PLUS' exemplary professionalism and care during their interactions with our customers.

OUR COMMITMENT TO SOCIETY



Our Managing Director (second from the left) and Head of Marketing (first from the left) with invited guest panelists.

Our frontliners apply the principles of the Service Language Playbook (SLP) to effectively guide them in communicating with highway customers. We will be introducing an e-learning module on customer centricity to better empower Warga PLUS in applying customer-oriented best practices and adopting a customer-focused mindset.

Our Efforts to Enhance Customer Experience








1 Effectively Resolving Customers' Feedback

We acknowledge that robust customer feedback management is crucial to shape meaningful customer experiences, enhance customer loyalty and understand areas for improvement. Therefore, we have adopted an integrated 4R approach to effectively record, report, respond and resolve feedback and concerns from all our customers.

Our PLUSLine is a service hotline available 24 hours a day, 7 days a week for customers to report any issues or concerns while using our highways, including those relating to traffic congestion, road conditions or accidents. The hotline boasts a team of dedicated customer service representatives who are trained to effectively handle customer feedback promptly and efficiently.

In addition to PLUSLine, we also encourage our customers to channel their feedback through our official website and various social media channels.


Customer Feedback Channels

 PLUSLine	 Feedback Forms
 PUTRI Chatbot	 Our Social Medias
 Email	 Our Website
 PLUS App	



PLUS Texting Realtime Interface (PUTRI) is the **first Artificial Intelligence (AI) and Machine Learning (ML) chatbot** within the highway industry in Malaysia, capable of addressing customer needs across multiple topics swiftly.

At the backend, our Customer Intelligence Portal (CIP) allows the consolidation of customer feedback on a single platform, facilitating the monitoring and response process. The CIP enables PLUSMiles members to track the status of their complaints and feedback in real-time via a ticketing mechanism.



We received approximately **1,200 customer feedback** from various channels daily and responded to them within **7 days** on average.

OUR COMMITMENT TO SOCIETY

2 Enhancing Customer Experiences via Our PLUS App

We have developed tools to help our customers meet their top travelling needs on our highways. The PLUS App has the following features which are geared towards enhancing our customers' travel experience:



Journey planner assists customers in planning their journeys in advance by providing live traffic updates.



Real-time traffic updates via @plustrafik notifies customers on traffic conditions along our highways, with newly-enhanced icons to indicate the location of accidents.



SOS button enables customers to send distress signals to emergency services, with inclusive features for low-mobility customers.



PLUS App feed shows real time CCTV footages along our highways.



The PLUS App features a toll fare calculator, electric vehicle charging stations locator and other functionalities to ensure convenience of our highway customers.

The PLUS App has a built-in integration with PLUSMiles, our rewards and loyalty programme. This allows customers to collect points and redeem a wide range of products conveniently. The app also serves as a platform to support our Rest Service Area (RSA) stall operators in their journeys toward post COVID-19 business recovery.



Scan this QR code to watch the video on how to utilise the 'Toll Fare' function on our PLUS App to plan your journey.

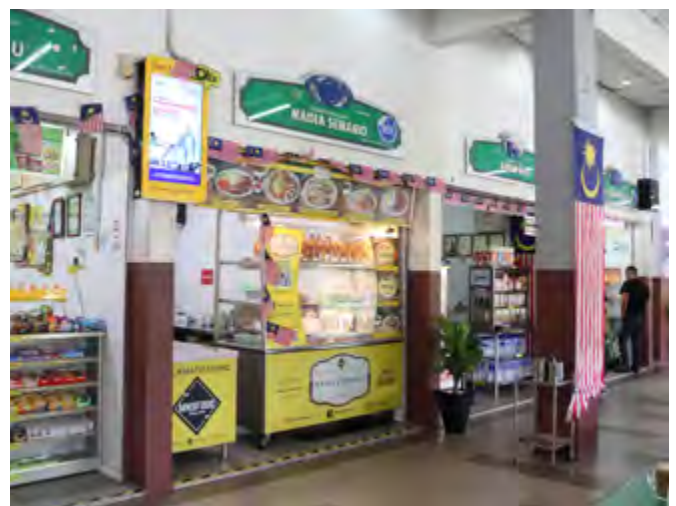


Scan this QR code to watch the video on the introduction of 'Journey Planner' on our PLUS App.

3 Delivering Customer Centricity at Key Touchpoints

To ensure the safety and satisfaction of our customers throughout their journeys on our highways, we maintain our assets and facilities, including pavements, signages and rest areas, to the highest standards.

Our RSAs and lay-bys are equipped with amenities that allow customers to rest and recharge before continuing their journeys. The restrooms and food outlets in these areas are cleaned multiple times a day, keeping our customers comfortable while they enjoy a wide spread of food and beverages. This includes affordable meals, local favourites from various states and international brands provided by business partners who have been selected via a transparent and structured process.



The variety of food stores at RSA Dengkil Southbound.

OUR COMMITMENT TO SOCIETY

Our Rest Service Areas (RSAs) are designed to be specially-abled and elderly-friendly, demonstrating our commitment to providing facilities that are inclusive. We provide ample space at our prayer rooms and have dedicated certain sections as playgrounds for children to engage in physical activities and playtime.

Our toll plazas are the main touchpoints to our highway customers. We introduced elements of optimisation and flexibility into our toll plaza operating model, enabling our Customer Service Assistants (CSAs) to be deployed across different toll plazas. This ensures that our CSAs are visible to customers and can attend to their needs promptly.



We have more than **400+** stall operators across our rest areas, with more than **80%** being home-grown, local favourites and the balance **20%** being international brands, meeting the needs of all Malaysians.



Customers enjoying local delicacies at RSA Rawang Northbound.



Prayer room facilities at RSA Dengkil Southbound.



Scan this QR code to watch the video on our effort to introduce 'Menu Rahmah' at our RSAs.

Delivering Value to Customers

Looking forward, delivering excellent customer experiences remains our core focus. To this end, we are proud of the progress we have made across several key customer satisfaction dimensions, including but not limited to the following:



Positive Net Promoter Score (NPS) and Customer Satisfaction Index (CSI) score has **averaged above 80%** since 2019, indicating that customers feel fulfilled over the services we provide.



Ipsos Malaysia's Trust Track study shows that we are among the **top five (5) most trusted** organisations in Malaysia in 2022.



Children's playground at RSA Rawang Northbound.

OUR COMMITMENT TO SOCIETY

O W **C** **Our Community**

We take pride in contributing to the development of society. Our efforts to support communities through our sustainability initiatives aim to improve the lives and livelihoods of communities around us.

 **Bumiputera Empowerment**

What Bumiputera Empowerment Means 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).

empowering the community through various means such as providing employment opportunities for Bumiputera graduates, upskilling local businesses and supporting community outreach efforts. Our Bumiputera Empowerment Framework is aligned with the Twelfth Malaysia Plan (RMK-12), Shared Prosperity Vision 2030 (SPV2030) and Tindakan Pembangunan Bumiputera (TPB2030).

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 and strengthened our Bumiputera Empowerment Framework to govern programmes aimed at

Shared Prosperity Vision 2030 (SPV2030)

A blueprint to drive Malaysia towards becoming a knowledge-based economy, including by ensuring equitable socioeconomic conditions for the Bumiputera community.

Tindakan Pembangunan Bumiputera (TPB2030)





A 10-year roadmap that includes strategies and initiatives to strengthen the presence of the Bumiputera community in supply chains across different industries.



We recognised high-performing vendors, including Bumiputera entrepreneurs, during our Procurement Day 2022.


OUR COMMITMENT TO SOCIETY

Guided by our Bumiputera Empowerment Framework, we set out targets and initiatives to create meaningful opportunities for Bumiputera graduates, equip local Micro, Small and Medium Enterprises (MSMEs) with the tools they need to thrive as well as provide vital community outreach support to our fence line communities. Furthermore, we are dedicated to identify and nurture high-potential, competitive local vendors, enabling them to scale up and expand their presence within PLUS business and operation ecosystem, thus strengthening our shared portfolio. The Bumiputera Empowerment Framework sets out desired outcomes for each of these stakeholder groups as illustrated in the following:

Empowering the Bumiputera Community				
Objective				
Target Group	 Warga PLUS/ Human Capital	 Fence Line Communities	 RSA Stall Operators	 Vendors
RMK-12's Objectives	Strengthening Education & Empowering Human Capital	Accelerating Bumiputera Socioeconomic Development	Increasing the Resilience & Sustainability of Bumiputera Businesses	
Desired Outcomes	<ul style="list-style-type: none"> > Competent local graduates who are marketable and contribute to the labour force. > An efficient and effective workforce that is equipped with relevant skillsets to support the industry. > A versatile workforce that can be mobilised to meet business needs. 	<ul style="list-style-type: none"> > Fence line communities that are highly engaged and have high level of educational, social and health awareness. > Fence line communities that have access to basic essentials and services. 	<ul style="list-style-type: none"> > Empowered entrepreneurs who are competitive and innovative. > Improved and consistent income for stall operators. 	<ul style="list-style-type: none"> > Competitive vendors that can meet or exceed expectations. > Sustainable vendors that are active in contributing to the economy.

Details of initiatives undertaken for certain target groups above are illustrated in the following sections:

- > Warga PLUS/ Human Capital in Agile Workforce;
- > Fence Line Communities in Fence Line Community Development; and
- > Vendors in Procurement Practices.



Over **90%** of Warga PLUS, **72%** of our Rest Service Area (RSA) stall operators and the vast majority of our fence line community are from the Bumiputera community.

OUR COMMITMENT TO SOCIETY



Fence Line Community Development

What Fence Line Community Development Means to Us:

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

Our Aspiration:

Provide opportunities for the socioeconomic improvement of the fence line communities in enhancing their safety and livelihood.

Initiatives and Highlights

Our footprint throughout Peninsular Malaysia provides us with valuable opportunities to deliver positive environmental and socioeconomic impact for the communities that live within a 30km radius of our highway, who we call our fence line communities.

Holistic Outreach

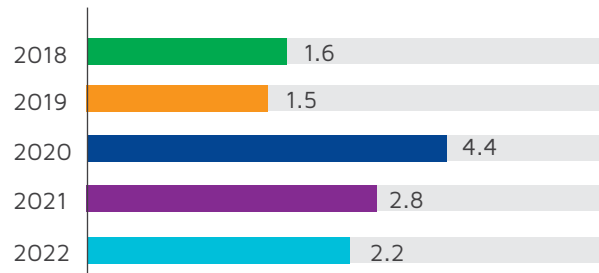
We reached out to a diverse pool of communities within our fence line with different socioeconomic backgrounds. We are proud to have made a meaningful difference in the lives of so many people and we are committed to continue our efforts towards helping more communities in the future.



400+ of our business partners are from the fence line communities.

From 2018 to 2022, we contributed more than RM 12.5 million on the following social programmes, benefiting more than 128,000 recipients:

Amount Spent on Social Programmes (RM million)



Zakat Distribution

As an officially-appointed zakat distributor, we are committed to disburse zakat to its rightful recipients as identified by state religious authorities. To enhance the impact of our zakat disbursements, we developed a Zakat Framework and established a Zakat Fund Committee to adopt a more targeted approach in zakat distribution, while ensuring adherence to Syariah requirements at all times.



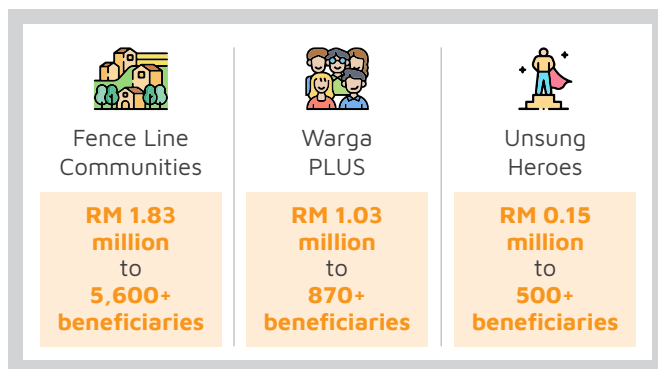
Warga PLUS engaging with our fence line communities at Kg. Balun, Slim River, Perak.

OUR COMMITMENT TO SOCIETY

This has also enabled us to continuously distribute zakat to eligible asnaf communities during the COVID-19 pandemic.

- > We presented zakat to suitable Maahad Tahfiz Centres within 30km radius of our highways, demonstrating our dedication to support these centres which were heavily impacted by the COVID-19 pandemic.
- > We channelled zakat distribution to Warga PLUS who was affected by the yearly flood incident and identified third party frontliners in acknowledging their contributions and dedication in taking care of our customers.
- > We distributed zakat to asnafs from nearby villages, surau, mosque, charitable organisations and universities.

The amount of zakat distributed and beneficiaries of our zakat contributions in 2021 and 2022 are detailed out below:



Endowment Fund for Universities

We channelled more than RM 300,000 worth of zakat collection to an endowment fund to provide financial

assistance to students from Universiti Putra Malaysia (UPM), Universiti Sains Malaysia (USM) and International Islamic University Malaysia (IIUM). The fund serves to help students to overcome financial challenges, enabling them to fully focus on their education. Our investment in the next generation is also a key factor in building a brighter future for the communities we serve.

Bringing Hope to Communities

Our Corporate Social Responsibility (CSR) projects focus on improving the wellbeing and socioeconomic status of our fence line communities as well as supporting them to recover from economic challenges in the aftermath of the COVID-19 pandemic. This includes providing aid during floods, upgrading critical infrastructure, offering financial support as well as food aid.

A Helping Hand to Flood-Stricken Communities

As we care deeply about the communities we serve, we are quick and passionate in lending a helping hand during trying times.

In July 2022, we sent 57 Warga PLUS to aid the flood-stricken village of Kupang, in Baling, where the devastating floods washed away homes and destroyed properties. Alongside the Malaysian Armed Forces (ATM), National Anti-Drug Agency (AADK) and other Non-Governmental Organisations (NGOs), Warga PLUS worked diligently to clean up the homes of villagers, providing them with much-needed relief.



Distribution of zakat to Maahad Tahfiz Centres in the Northern region in 2022.




Distribution of zakat to asnafs in the Southern region (Machap, Simpang Renggam, Kulai and Senai) in 2022.

OUR COMMITMENT TO SOCIETY

Building Infrastructure for Communities

In December 2022, we completed road repair and upgrading works at Kampung Sari Baru, Pagoh, providing surrounding communities with safe passage and accessibility, including the installation of solar-powered lights at an underpass.

While we were at Kampung Sari Baru, we also took the opportunity to distribute zakat at Surau Al-Hakim to 60 asnaf from nearby villages.

 **7,000+** residents from **5** nearby villages benefitted from the road repair and upgrading works carried out at Kampung Sari Baru, Pagoh.

Eradicating Hunger through Food Aid Distributions

As part of our *Bersama Ambil Peduli* campaign, in conjunction with our National Day's theme of "Malaysia Cares", we deployed our "We Care Squad" (*Skuad Ambil Peduli*) consisting of 313 Warga PLUS to distribute food baskets to families across all sections along our highways.

 **1,300+** food baskets were distributed, benefitting **5,500+** individuals from our fence line community.

In 2022, we collaborated with PDRM's Traffic Investigation and Enforcement Department (JSPT) to distribute food aid to 50 villagers in Kampung Chepur, Lenggong, Perak, helping them get through financially challenging times.



Warga PLUS engaging with our business partners and cashless payment providers at RSA Dengkil.



Our Managing Director (fourth from the right) launching the newly upgraded Vehicular Box Culvert (VBC) at Kampung Sari Baru, Pagoh.

OUR COMMITMENT TO SOCIETY



We Care Squad delivering food baskets to families in need in conjunction with the Bersama Ambil Peduli campaign in 2021.

Supporting Social Bodies through Community Relief

We actively provide financial aid to various social bodies, helping them to deliver greater impact through their community relief programmes. Our contributions are as follows:



Persatuan Kebajikan Keluarga Bekas Polis dan Tentera (POLTERA) Wilayah Persekutuan dan Selangor

We provided financial support for the medical and educational needs of former army and police personnel, including their families as a way of showing our gratitude towards those who keep the Nation safe and peaceful.



National Stroke Association of Malaysia (NASAM)

We provided financial support to make rehabilitation more accessible and affordable to stroke survivors.



Rotary Club of Kuala Lumpur Diraja

We extended our support to Rotary Club of Kuala Lumpur Diraja's flagship Solar-Powered Organic Urban Farming Project, which aimed to improve food security and optimisation of expenses at orphanages and elderly homes in Kuala Lumpur.

Delivering Impact through Engagements

We regularly engage our fence line communities to obtain feedback on the impact and effectiveness of our initiatives, in addition to seeking their input prior to the commencement of significant projects that may affect them environmentally, socially and economically.

In 2022, we conducted a community impact survey to evaluate the effectiveness of our social programmes. The survey provided us with the opportunity to formally assess and understand the needs of the communities we engage.

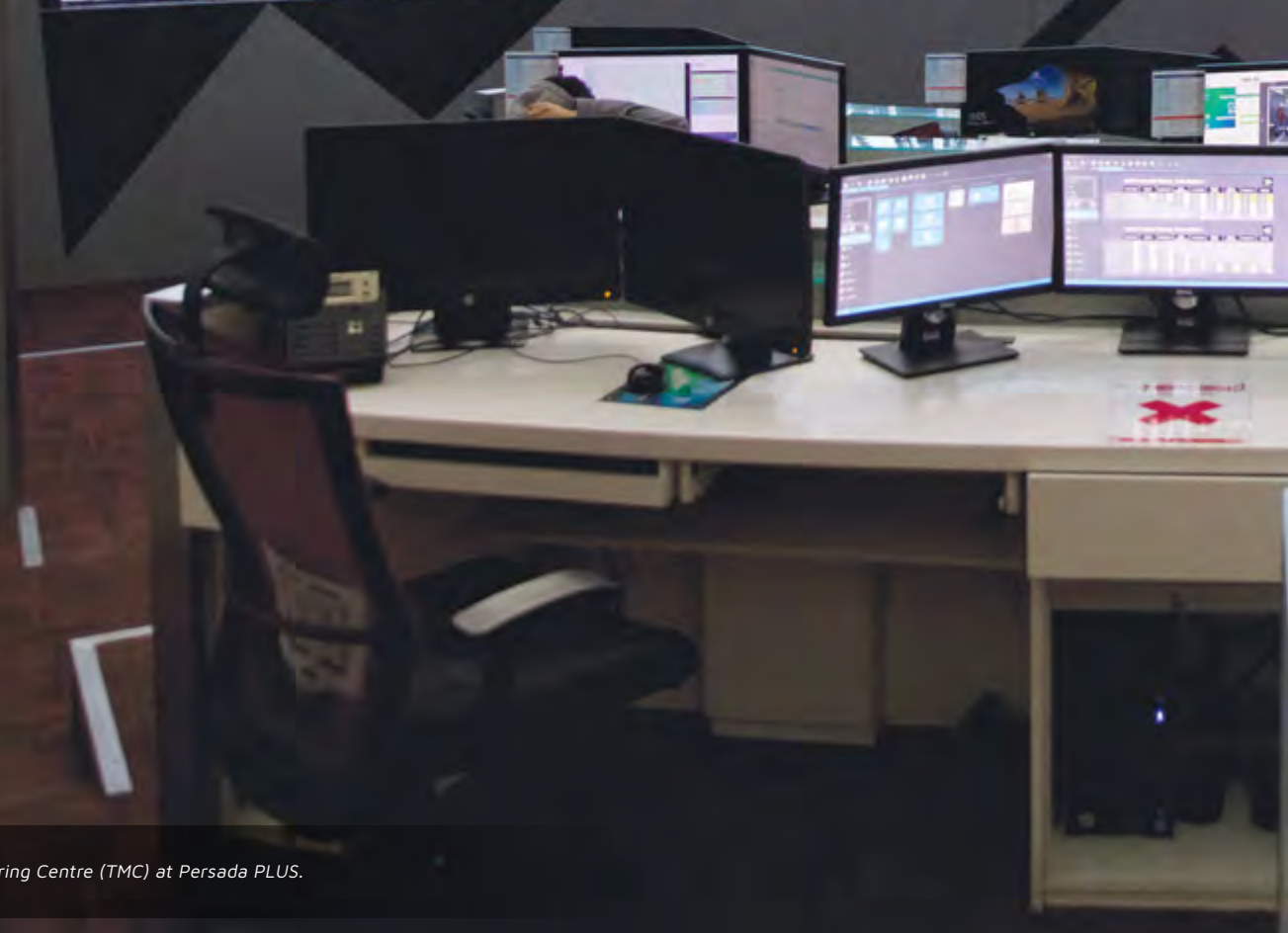
Our survey was well-received, with more than 400 respondents from the asnaf community and among B40 highway workers. Key findings from the survey are as follows:

- 94%** agreed that our assistance helped them during the COVID-19 pandemic and endemic phases.
- 89%** utilised the aid received for food supplies, housing rental, bills, medication and other daily needs of the family.
- 89%** preferred aid in the form of cash as compared to receiving items in kind for them to utilise the aid received according to their individual needs.
- 82%** agreed that the aid channelled by PLUS was sufficient.



Warga PLUS working with NGOs and other organisations to clear the debris of a flood-stricken home located in Baling, Kedah.

OUR STRENGTH IN GOVERNANCE



Our Traffic Monitoring Centre (TMC) at Persada PLUS.



“

Hubungan simbiotik antara PLUS dan PDRM mampu meningkatkan pengalaman perjalanan pengguna yang lebih positif dan mewujudkan ekosistem lebuh raya yang selamat bagi semua lapisan masyarakat.

Kerjasama PLUS dengan Polis Diraja Malaysia (PDRM) dalam menjalankan rondaan cegah kemalangan dan menguatkuasakan peraturan dan undang-undang jalan raya melalui Unit Peronda Lebuh Raya (EMPV) serta penubuhan Unit Siasatan Lebuh Raya (USLR) di kawasan Rehat & Rawat (R&R) dan plaza tol terpilih memberi akses mudah dan cepat untuk pengguna lebuh raya berinteraksi dengan pihak berkuasa sekiranya berhadapan dengan situasi yang merbahaya.

”

**Yang Dihormati CP Dato’
Sri Mat Kasim Bin Karim**
*Pengarah Jabatan Siasatan dan
Penguatkuasaan Trafik, PDRM*



“

PLUS sentiasa proaktif melaksanakan kolaborasi strategik ke arah memastikan keselamatan serta kelancaran aliran trafik selamat di lebuh raya. Kolaborasi strategik PLUS dan JPJ telah mengukuhkan lagi tahap kesiapsiagaan keselamatan pengguna lebuh raya menghadapi situasi risiko kecemasan di lebuh raya. Di mana, melalui aktiviti latihan simulasi fizikal secara berkala dan pengurusan komunikasi yang efektif telah meningkatkan keyakinan semua pihak akan kesiapsiagaan PLUS terhadap sebarang krisis.

”

**YBhg. Datuk Lokman
Bin Jamaan**
*Pengarah Kanan Penguatkuasa,
Jabatan Pengangkutan Jalan (JPJ)
Malaysia*



OUR STRENGTH IN GOVERNANCE

These SDGs are relevant to the strength of our governance:



A night view of the North-South Expressway (NSE).

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 (BOD) all the way through our frontliners, where we have ingrained good governance practices throughout our decision-making processes.

Our Board Governance, Risk & Sustainability Committee (BGRSC) is tasked to oversee the implementation of good governance across the organisation. In addition, business functions across PLUS play their part 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.

-  **Ethics and Integrity**
-  **Procurement Practices**
-  **Crisis Response and Communication**
-  **Legal and Regulatory Compliance**
-  **Data Security**
-  **Risk Management**
-  **Financial Leadership**

OUR STRENGTH IN GOVERNANCE



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 within our cultural fabric, with zero tolerance for misconduct, fraud and bribery, aimed towards maintaining a bribery-free ecosystem.

Initiatives and Highlights

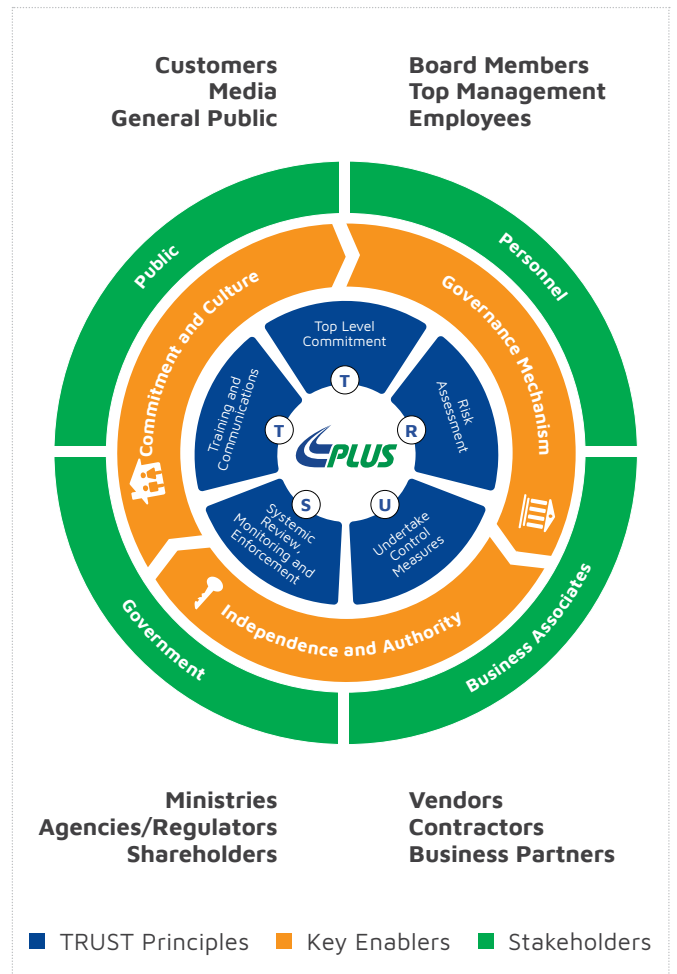
In line with the enforcement of Section 17(A) of the Malaysian Anti-Corruption Commission (MACC) Act 2009, we have further strengthened our integrity efforts. Our integrity practices are anchored upon the concept of 'TRUST' introduced by the Prime Minister's Department in the Guidelines on Adequate Procedures (GAP) pursuant to Subsection (5) of Section 17A of the MACC Act 2009.

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 our operations. The framework also encompasses our Integrity Ecosystem, which is guided by our ten (10) Anti-Bribery and Corruption (ABAC) principles. In the following pages, we highlight the efforts undertaken by us in each of the 'TRUST' principles.



We are proud to establish the Nation's first Highway Enforcement Unit in collaboration with Road Transport Department of Malaysia (JPJ).

Integrity Ecosystem



Our PLUSRonda team taking an integrity pledge.

OUR STRENGTH IN GOVERNANCE

T R U S T Top Level Commitment

Our Anti-Bribery and Corruption (ABAC) guide includes practical scenarios for each principle that must be read, understood and complied with by Warga PLUS and anyone engaging with us. To ensure that the guide is on par with the latest standards and trends, we have since revised the contents of the guide in 2022.

In addition, we have established various control measures to ensure the successful implementation of organisation-wide ABAC initiatives, with the Board Governance, Risk & Sustainability Committee (BGRSC) providing robust and regular oversight over integrity matters.


Whistleblowing Policy

We have also strengthened our Whistleblowing Policy. To ensure robust integrity practices, we carried out a survey in 2022 across approximately 3,800 PLUS employees and 1,200 business associates to determine our understanding and state of compliance with integrity practices.


Using the feedback gained from the survey, we took a positive step forward by rebranding the “Whistleblowing” channel as the “Speak Up” channel, in line with leading practices and to encourage stakeholders to proactively speak up without fear of retribution.

To strengthen the confidentiality, independence and impartiality of this platform, we have appointed an independent third party to administrate the Speak Up process.



 Scan this QR code to view our Speak Up Guideline and channel.



 Scan this QR code to view our ABAC Guide.

Ten (10) principles of our position on bribery and corruption:



We have 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 our personnel, business associates, projects and major business activities, where there is a significant exposure to bribery and corruption risk.



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



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 but we do not make political donations.



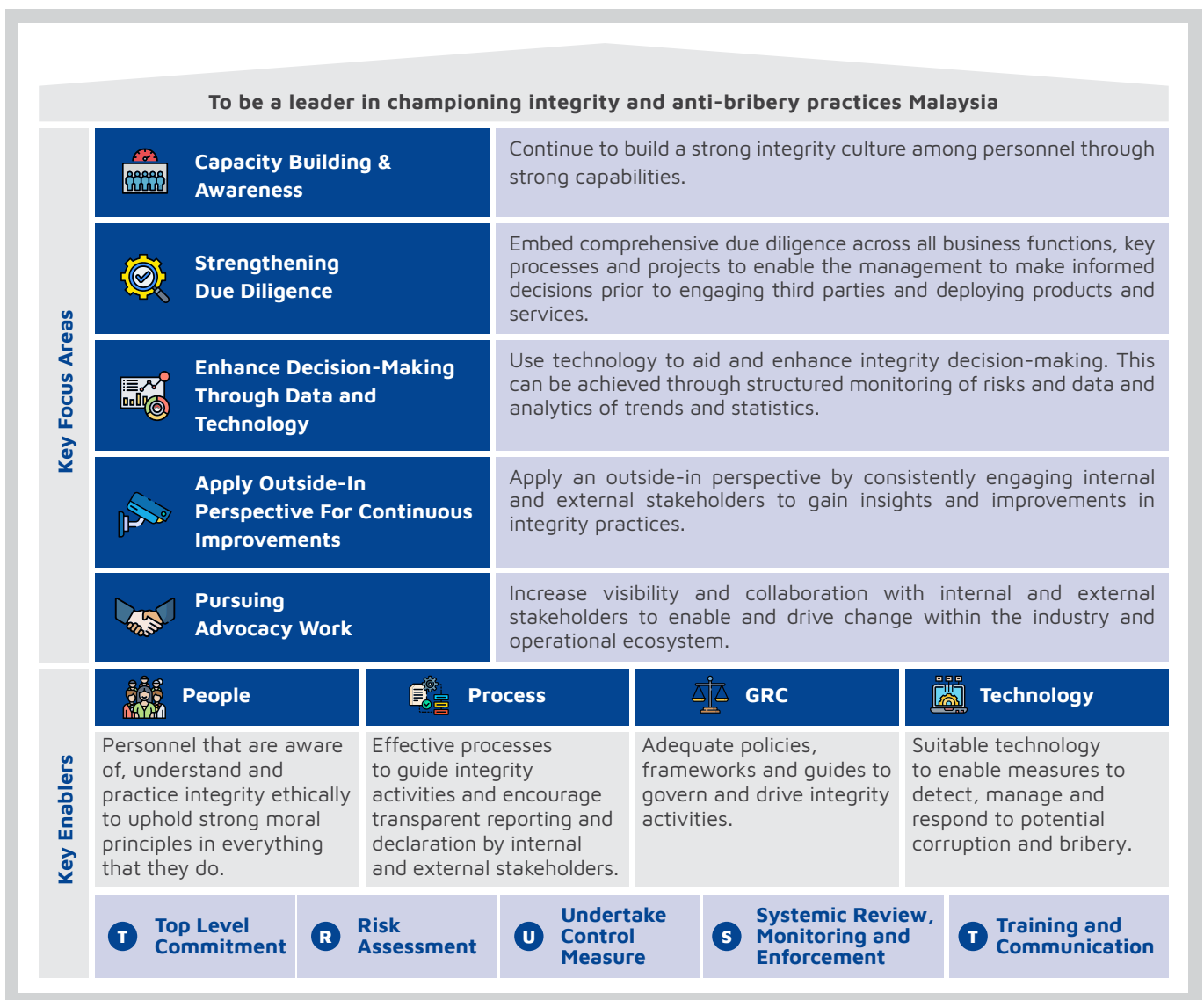
We strongly encourage reporting (whistleblowing) of real or suspected cases of bribery and corruption without fear of retaliation or reprisal.

OUR STRENGTH IN GOVERNANCE

T R U S T 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 Board Governance, Risk & Sustainability Committee (BGRSC) providing reasonable assurance that key bribery risks are actively managed.

Moreover, we formulated an Organisational Anti-Corruption Plan (OACP) in line with the Government’s National Anti-Corruption Plan (NACP) 2019-2023. To achieve the goal of anti-corruption, we have implemented the following OACP Strategic Priorities:



We have also utilised the OACP to implement a comprehensive process to address key bribery risk exposures. Periodic activities include performing enterprise-wide bribery risk assessments, reviewing business functions’ Standard Operating Procedures (SOPs) and updating existing controls and propose action plans for each functional bribery risk profile.

OUR STRENGTH IN GOVERNANCE

T R **U** S T **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 2020. The certification is designed to guide organisations in preventing, detecting and responding to bribery, complying with relevant laws and regulations as well as reaffirming our zero-tolerance principle towards all forms of bribery and corruption.

Since being certified, we have undergone annual surveillance and recertification audits conducted by SIRIM to ensure that the management system continuously complies with ABMS' standards. Accordingly, SIRIM has endorsed and recommended for us to proceed with re-certification without requiring changes to our current Anti-Bribery and Corruption (ABAC) implementation and processes. This is a testament to the comprehensiveness of our current ABAC implementation.

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 regular review of our ABAC Guide and embedding of internal controls into operational Standard Operating Procedures (SOPs) and relevant documentations.



Our team at SIRIM's ABMS Certification Award Ceremony.

T R U **S** T **Systemic Review, Monitoring and Enforcement**


To guarantee that our integrity practices are relevant, adequate and effective, we introduced mechanisms to monitor, report and enforce the ten (10) ABAC Principles. To this effect, we diligently monitor activities and statistics, conduct audits and followed by consequence management for instances of non-compliance. As part of our continuous efforts to instil and enforce good integrity culture, mandatory integrity related Key Performance Indicators (KPIs) have been introduced as well. We have also introduced comprehensive Codes of Conduct for Warga PLUS and business associates.


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 and in accordance with laws and regulations as well as the standards we set through our policies, guidelines and rules.

Our Business Associates Code of Conduct (BACOC), on the other hand, governs professional conduct expected from any external parties with whom we have, or plan to establish, some form of business relationship, including our business partners, vendors, contractors, subcontractors, consultants, agents, representatives, tenants and other intermediaries.

The BACOC serves as a one-stop reference to assist business associates to understand their responsibilities when dealing with us. It covers the following key areas:

	ABAC Principles		Intellectual Property and Branding
	Information Security		Statements to External Parties
	Competitive Practice		Representations
	Health, Safety, Security and Environment		Protection of PLUS' Assets
	Recordkeeping		Compliance to Laws and Contractual Obligations
	Human Rights		



 Scan this QR code to watch our Anti-Bribery and Corruption video.

OUR STRENGTH IN GOVERNANCE

T R U S T

Training and Communications

Training

As part of our continuous efforts to raise awareness on our integrity culture, we have carried out several training sessions, as follows:

- **Mandatory training** for all new joiners, upon completion, there is a requirement to complete and pass an online assessment. All trainees are then required to sign and declare an Integrity Pledge stating that they understand and abide by the Anti-Bribery and Corruption (ABAC) Guide. Since the launch of our ABAC programme in 2019, 112 face-to-face training sessions were organised resulting in 3,802 (99.1%) of Warga PLUS across the country completing the training programme and undertaking the Integrity

Pledge. Since then, 27 training sessions were organised whereby 571 new joiners successfully underwent the mandatory training and completed their pledge.

- **Refresher training** on a periodic basis to identify lessons learned from reported incidences, engagement sessions across different regional offices and interactive e-learning modules. A total of 77 training sessions covering 2,588 Warga PLUS have been conducted since 2020.
- **ABAC briefing sessions** for all business associates through our Procurement Day and Business Partners Incentive Programme (BPIP).

Communicating Our Commitment to Ethics and Integrity

As part of measures to further instil ethical conducts among Warga PLUS as well as all parties dealing with us, we carry out regular internal and external integrity-related communication. Our communication platforms include:

Internal Communications

- Emails from our leaders.
- HR Communication via internal portal and buzz@plus.
- Physical and digital posters.
- Newsletters and reminders.
- Interactive e-learning modules.

External Communications

- Policies and guidelines on our corporate website.
- Reminders on our social media platforms.
- ABAC commitment reminders for business associates and newsletters on our integrity expectations.
- Vendor and Business Partner Day engagement sessions.
- Panel sharing sessions.



Visuals of our internal communication on ABAC-related matters.



Visuals of our external communication on ABAC-related matters.

OUR STRENGTH IN GOVERNANCE



Procurement Practices

What Procurement Practices Mean to Us:

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

Our Aspiration:

Increase procurement from Micro, Small and Medium Enterprises (MSMEs) to support the Government's target of achieving 50% contribution to gross domestic product (GDP) from MSMEs.

Initiatives and Highlights

We have established a Board Investment Tender Committee (BITC), supported by the Management Expenditure Committee (MEC) and Management Tender Committee (MTC) to ensure the promotion and enablement of fair and efficient procurement practices.

Our procurement function is pivotal to ensure the sustainable acquisition of materials and services necessary for the execution of our business and operations.



RM900+ million

worth of contracts awarded annually to more than 600 qualified vendors over the past 5 years.

13,000+

Purchase Orders (PO) processed on average per annum.

2,000+

approved vendors within our ecosystem.

99%

of our supplier spend is towards local vendors.

Procurement Transformation

In 2022, we embarked on a procurement transformation programme in order to drive improvement across the entire procurement value chain. The transformation programme focuses on the following key dimensions:



Strategy

Optimising our procurement strategy to meet business expectations while remaining in compliance with the Concession Agreements and service-level agreements (SLAs).



People

Ensuring Warga PLUS are upskilled and equipped with the desired skills (technical & non-technical) and competencies.



Process

Maintaining efficient, timely and accurate processes that drive operational efficiencies.



Governance

Instituting good governance practices with suitable levels of control and authority.

We conducted various engagements with stakeholders within our procurement ecosystem to understand their expectations and a benchmarking exercise to identify procurement standards and best practices to be implemented in our organisation.

This enabled us to design structured solutions that streamline and enhance our procurement operating model as well as institutionalise a stronger procurement culture among all our stakeholders. In achieving these objectives, our transformation activities are supported by strategic technology utilisation, change management initiatives and training and awareness activities.

OUR STRENGTH IN GOVERNANCE

By embracing purpose-fit technology, we achieved an improvement of up to 50% in cycle times across our vendor registration and contract documentation processes, as well as a 30% improvement in cycle time for Purchase Requisition (PR) to Purchase Order (PO) conversions, which contribute to the saving of approximately 1 million hours from 2020 to 2022.



1 million hours

saved through digitalised procurement processes over the past three (3) years.

Vendor Development Programme (VDP)

We recognise the vital role that we play in creating value for Malaysia's Micro, Small and Medium Enterprise (MSME) community, who form the backbone of the country's economic strength.

In line with the national agenda for MSME development, which is also linked to Bumiputera empowerment, we have established a five (5) year VDP aimed at propelling Malaysian MSMEs towards becoming locally and globally competitive. The objectives of our VDP are as follows:

- Develop and upskill Bumiputera vendors to become capable and competitive.
- Support the national aspiration of developing Bumiputera MSMEs.
- Contribute to the development of local businesses and industries.

There are a total of 15 vendors in the programme with two (2) having recently graduated in 2021 and 2022 respectively.



15 vendors

are currently part of our Vendor Development Programme, with their progress periodically tracked by our procurement team.

With the success of the VDP in past years, we continued the programme to empower more Malaysian MSMEs to be locally and globally competitive. As a reflection of our commitment, we signed a Memorandum of Understanding (MOU) with the Ministry of Entrepreneur Development and Cooperatives (MEDAC) in 2021, becoming one of 26 official anchor companies entrusted to strengthen the capabilities of local vendors.



One of the VDP consultation sessions.

In an effort to ensure holistic development for our participating vendors, the VDP contains several key activities that include:



Vendor consultancy and site visits.



Vendor assessments as per the Business Excellence Framework (BEF) by Malaysia Productivity Corporation (MPC).



Technical training by technical partners.



Networking and business matching sessions.



Vendor exhibitions.



Competitions and awards.

We evaluate the performance and growth of our VDP vendors by mapping their progress against the BEF, which covers training, consultancy and performance assessment. Moving forward, we are looking at developing modules that can further enhance the capabilities of our participating vendors, particularly in leadership, business strategy, Information Technology (IT), customer relations, workforce management, systems and processes.

Vendor Success Stories

As a testament to the success of our programme, several of our VDP vendors have won notable awards at national level platforms. This includes a civil and structural consultancy company winning 2nd prize at SIRIM's Innovative and Creative Circle (ICC) convention in 2021, recognising their work in identifying and streamlining their processes to realise cost savings, waste elimination and lean process time.

OUR STRENGTH IN GOVERNANCE



The award received by one of our Vendor Development Programme (VDP) vendors at SIRIM's Innovative and Creative Circle (ICC) convention.

In 2022, one of our VDP vendors received a Micro, Small and Medium Enterprise (MSME) grant as part of the vendor capacity and capability development initiatives during the *Pembangunan Kapasiti Vendor* programme organised by the Ministry of Entrepreneur Development and Cooperatives (MEDAC). This success story is a testimony to our efforts in driving our vendors' continued growth.

Procurement Day

In 2022, we organised our inaugural Procurement Day, with the objective of providing a platform for robust vendor interaction on procurement-related matters and hence further supporting their development.

The event participants comprised of vendors from within our vendor ecosystem, financial institutions, strategic partners and Warga PLUS who benefitted from various networking opportunities and engagements.

Outcomes of our inaugural Procurement Day

150+

vendor representatives were upskilled on our integrity practices.

45

existing vendors participated in business matching sessions to understand what they can offer us and how we can contribute to their growth.

40+

new vendors were registered, providing them with the opportunity to work with us in the future.

The event enabled us to acknowledge our vendors, who provide various critical services and products for the maintenance, upgrading and management of highway operations. To celebrate their achievements, we provided them with well-deserved awards, signifying the accomplishments and progress they have made in their respective journeys.

At the same time, new vendors with the requisite expertise and experience in highway operations were provided with an opportunity to register and be inducted into our highway ecosystem.



The Chief Secretary of MEDAC receiving a brief explanation from one of the exhibitors during our Procurement Day.

Green Procurement

In furthering our commitment towards sustainability, we aim to execute various initiatives that will reduce environmental impact of our business and operations. This includes adopting green procurement practices aligned to the Government's Green Procurement Guideline and the development of our Green Procurement Framework.



Our Procurement team at the Procurement Excellence Awards Asia Pacific in Singapore.

OUR STRENGTH IN GOVERNANCE



Crisis Response and Communication

What Crisis Response and Communication Mean 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 ability to respond and recover from crises and emergencies is anchored on our strong resilience practices across the following three areas:



Plans, Policies and Procedures

We have established comprehensive resilience plans, policies and procedures to govern our business and operations in times of crisis. These governing documents are critical to steer us in responding and recovering from incidents and emergencies to ensure our operational continuity.



Training and Simulation Exercises

We adopt continuous learning through post-mortems and knowledge sharing, hence ensuring regular training sessions are conducted all the way from our Senior Management right to our frontliners. In 2022 alone, training sessions were provided to 200 of our Warga PLUS. We also conduct full simulation exercises to test the capability and robustness of our practices.

Some simulation exercises conducted in the past include the following:



Desktop Walkthrough Exercise of a hypothetical fire and evacuation on the Jambatan Pulau Pinang (JPP), where we identified areas of improvement, media handling, top-down communication and customer care.



Live physical simulation at Paka Toll Plaza, LPT2 of an accident at a toll plaza with multiple casualties, involving a tanker, civilian vehicles and an ambulance carrying patients en route to the hospital. The scope of the exercise included the activation of the mainline's and the toll plaza's response plans, organisational Crisis Communication Plan (CCP) and a mock press conference.

OUR STRENGTH IN GOVERNANCE



Live physical simulation at Ipoh Utara Toll Plaza, North-South Expressway (NSE) of an accident involving a tanker, a civilian vehicle and an ambulance, resulting in a fire and multiple casualties. The scope of the exercise included the activation of our Emergency Response Plans (ERPs) and a mock press conference.

All rescue and communication activities during the live physical simulations were successfully concluded through close collaboration with the following agencies and authorities who we would like to thank:



Response, Recovery and Communication





The principles of response and recovery are applied across our operational value chain to ensure timely and effective actions are taken to address incidents that impact our stakeholders. Our response and recovery activities cater to varying magnitude of incidences, some of which are included below:

- We mobilise our PLUSRonda and LPT2Ronda teams to patrol our expressways and provide assistance to our highway customers wherever it is needed. Available 24 hours a day, our PLUSRonda and LPT2Ronda teams are trained to provide minor repairs to vehicles experiencing a mechanical fault or breakdown, towing services, traffic management and coordination of emergency services.
- In ensuring the safety of our highway customers, our Traffic Monitoring Centre (TMC) provides centralised coordination and management of information and responses for our highway operations. The TMC functions 24 hours a day to provide traffic surveillance and support to PLUSRonda and LPT2Ronda.
- Beyond the team at our TMC, we encourage Warga PLUS to be part of our Executive On-Call initiative. This provides a platform for them to familiarise themselves with the reporting and communication of traffic incidents to top management.



Our PLUSRonda personnel assisting a highway customers by carrying out a minor check and repair.

OUR STRENGTH IN GOVERNANCE

PLUS Resilience Plan	
Objective	To safeguard PLUS' people, assets, systems and reputation by being able to respond to, manage and recover from disruption expeditiously and effectively.
Scope	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Office Tunnel Toll Systems Cybersecurity</p> <hr/> <p>Mainline Bridge RSA People Communication</p> </div> <div style="width: 35%;"> <ul style="list-style-type: none"> • Alignment & harmonisation of the various crisis plans. • Identification of key stakeholders & communication platforms. • Determination of specific roles & responsibilities including escalation structure. • Formulation of triggering criteria based on the level of disruption. </div> </div>
Resilience Plans	<div style="display: flex; justify-content: space-between;"> <div style="width: 22%; text-align: center;">  <p>Operation Resilience</p> </div> <div style="width: 22%; text-align: center;">  <p>Technology Resilience</p> </div> <div style="width: 22%; text-align: center;">  <p>Communication & Ecosystem</p> </div> <div style="width: 22%; text-align: center;">  <p>Business Continuity</p> </div> </div>
Description	<div style="display: flex; justify-content: space-between;"> <div style="width: 24%;"> <p>Institutionalises good practices to ensure quick response to an emergency before it escalates.</p> </div> <div style="width: 24%;"> <p>Robust technology infrastructure to protect and preserve data and recovery of critical systems.</p> </div> <div style="width: 24%;"> <p>Provides guidelines to respond effectively and seamlessly during an emergency.</p> </div> <div style="width: 24%;"> <p>Identifies risk exposure and impact to assist business functions to recover.</p> </div> </div>
Resilience Procedures	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 30%; text-align: center;"> <p>Emergency Response Plan for Key Assets</p> <hr/> <p>Emergency Response Plan for Office Buildings</p> </div> <div style="width: 20%; text-align: center;"> <p>Cyber Incident Response Plan</p> <hr/> <p>IT Disaster Recovery Plans</p> </div> <div style="width: 40%; text-align: center;"> <p>Crisis Management Plan</p> <hr/> <p>Crisis Communication Plan Business Continuity Plans</p> </div> </div>
Outcome	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Step-by-step operational guide/ plan on what to do</p> </div> <div style="width: 20%;"> <p>Governance and controls for IT infrastructure</p> </div> <div style="width: 40%;"> <p>Strategic response to internal and external stakeholders, including recovery and normalisation in an effective manner</p> </div> </div>
Key Enablers	<div style="display: flex; justify-content: space-between;"> <div style="width: 20%; text-align: center; background-color: #0056b3; color: white; padding: 5px;">Communication</div> <div style="width: 75%;"> <p>Establish a communication channel that disseminates fast and accurate information for effective decision-making and the safeguarding of PLUS' reputation.</p> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 20%; text-align: center; background-color: #0056b3; color: white; padding: 5px;">Process and Technology</div> <div style="width: 75%;"> <p>Institutionalise best practices and simplify processes through technology, focusing on proactive measures to detect, manage and respond to potential disruptions.</p> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 20%; text-align: center; background-color: #0056b3; color: white; padding: 5px;">People</div> <div style="width: 75%;"> <p>Provide employees with the required tools, techniques and training to respond to and manage disruption effectively.</p> </div> </div>
Support	Continuous training, awareness and simulation exercises to ensure readiness.

OUR STRENGTH IN GOVERNANCE



Legal and Regulatory Compliance

What Legal and Regulatory Compliance Mean to Us:

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

Our Aspiration:

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

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.

The foundation of good governance in internal controls arises from well written Standard Operating Procedures (SOPs) and Work Instructions (WI) to support Warga PLUS in performing and executing their day-to-day business operations. To ensure strong internal controls, we have in place the following preventive, detective and corrective controls, whereby all three work hand-in-hand in reinforcing our internal controls.

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 within our daily business operations.



Emerging Laws

Emerging requirements due to changes in the industry and business landscape.



Guidelines Issued by Malaysian Highway Authority (MHA) and other regulators

Must be complied within our daily operations.

Preventive control to reduce errors in our internal processes.

- Identify the relevant processes, develop SOPs to govern each processes and align them with relevant ISOs requirements.
- Equip SOPs with clear narration of processes, roles and responsibilities of the process owners and flow charts/ diagram.

Detective control to ascertain the effectiveness of our SOPs wherein we have compliance checks.

- Compliance assessments, internal reviews and checks and/ or audit.
- Comprehensive review of the SOPs and WI across all business functions to ensure they are developed and designed in a manner that balances between having adequate internal controls and ensuring efficiency in carrying out day-to-day business activities.

Corrective control to improve gaps identified during our compliance assessments.

- Carry out periodic internal reviews and checks and/ or audits, to respond to changes in the business environment.
- Identify gaps and carefully review and take steps to correct them.
- Comprehensiveness of the procedure, adequacy of the internal controls, effectiveness and efficiency of the processes, consistency of its coverage and compliance with the ISO9001:2015 requirements.

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 the Ministry of Works (MOW) and Malaysian Highway Authority (MHA). We proactively monitor our compliance to the CA through the submission of periodical reports to MOW and MHA.

OUR STRENGTH IN GOVERNANCE



Data Security

What Data Security Means to Us:

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

Our Aspiration:

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

Initiatives and Highlights

With the advancement of global technology over the last decade, we have progressively digitalised our information record and retention system, utilised big data analytics as well as increased our reliance on online communication platforms to drive efficiency, improve business management and strengthen collaborative effort with our stakeholders. In view of the invaluable and highly sensitive nature of our data, we have intensified our focus and resources on strengthening the security of our data and information ecosystem.

Our data management ecosystem is reinforced by a robust security strategy which comprises of the following two-prong approach:



System and Hardware

Ensure adequate and comprehensive mechanisms are in place to monitor, filter and block malicious activities which will prevent any data leakages. To further strengthen our security, we also have in place cybersecurity monitoring and detection capabilities to detect cybersecurity threats using machine learning and Artificial Intelligence (AI).



Scan this QR code to read our Information Security Guide (Third Party).



People and Process

We acknowledge that in aligning a holistic data management ecosystem, a strong foundation is required and thus we have invested our resources to ingrain a security culture among Warga PLUS and within our business operations. In doing so, we have executed various initiatives which include establishing various internal process to facilitate Warga PLUS in remaining cognisant on data security matters while performing their day-to-day operations, providing training to increase awareness and develop a comprehensive Information Security Policy & Guide (ISPG) for both Warga PLUS and third parties.

As a testament to the strength of our data management ecosystem, we pride ourselves in having zero-data breach incidents which is a remarkable achievement in maintaining a safe and secure digital ecosystem.

Our Information Security Policy and Guide (ISPG)

As part of our effort to ingrain a culture of information security among Warga PLUS and our external stakeholders, we launched an ISPG to assist Warga PLUS and third parties on precautionary measures that must be understood to ensure information security is intact.

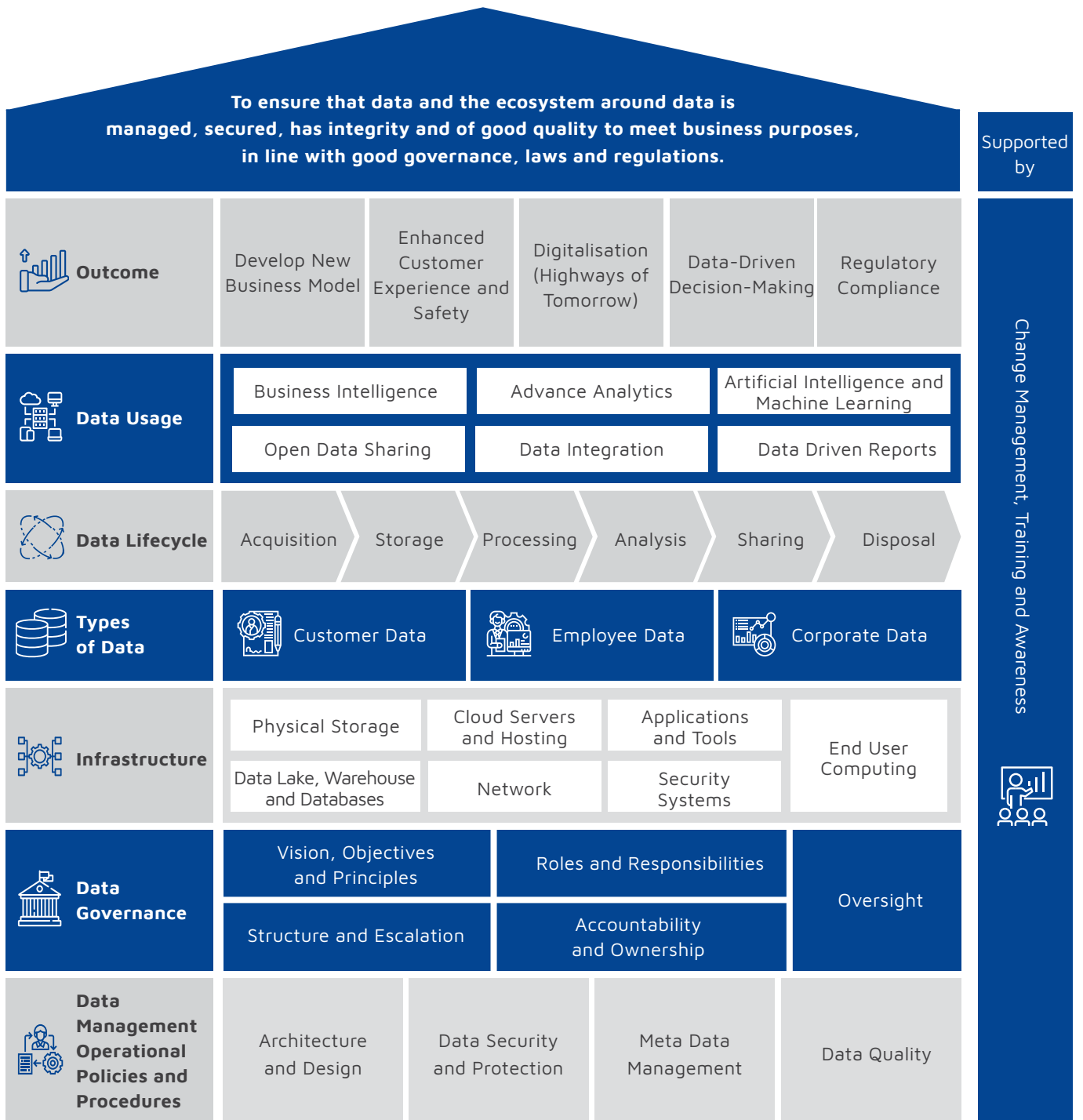


Excerpt from our ISPG detailing the do's and don'ts in relations to information security management.

OUR STRENGTH IN GOVERNANCE

Our Data Management Ecosystem

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



OUR STRENGTH IN GOVERNANCE

This Information Security Policy and Guide (ISPG) focuses on the following five (5) key areas of information security:

1 Organisation for Information Security

Addresses roles and responsibilities of Data Owners, System Owners and Data Users to ensure information is secured.

2 Information Classification

Addresses the information classification categories and outlines how Warga PLUS should classify information.

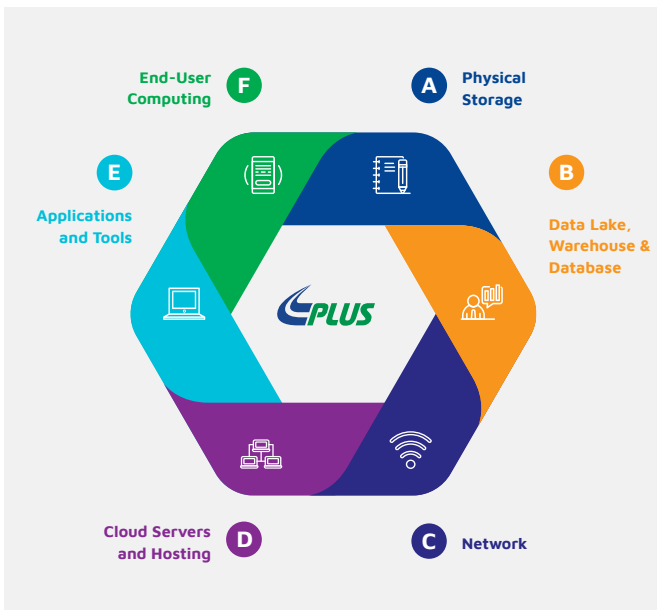
Highly Confidential	Restricted
Internal	Public

3 Information Labelling and Handling

Addresses information labelling, printing, storing, filing, backup, retention and disposal.

4 Access Control

Addresses how stakeholders can ensure secured access control when accessing spaces where information resides:



5 Information Sharing

Addresses the security measures to be undertaken when sharing information internally and externally, as well as while using messaging applications and social media. In addition, it outlines the areas of information sharing and guidelines that should be observed. In ensuring stakeholders' understanding, the ISPG provides specific examples and scenarios to be considered:

Areas of Information Sharing

Sharing of information internally and externally via various platforms:

- > Within the organisation
- > Public Communication
- > Regulators & Government Bodies
- > Other external requests

Specific examples and guidelines for sharing information through messaging applications and social media:



Messaging Applications



PLUS' Social Media



Personal Social Media



Warga PLUS receiving training to promote good information security practices.

OUR STRENGTH IN GOVERNANCE

Information Security Policy and Guide (ISPG) Enablers

In ensuring the success of our information security initiatives, we have implemented the following three (3) approaches:

<p>Enable</p> <p>Supports implementation.</p>	<ul style="list-style-type: none"> • In exhibiting our commitment to a top-down approach, we established a Data Governance Council, chaired by our Chief Technology Officer. The council frequently convenes to discuss pertinent issues which include the execution of data governance initiatives, solutions and implementation of technology enhancements across the organisation.
<p>Embed</p> <p>Aspires to set the right tone and culture in the implementation of information security.</p>	<ul style="list-style-type: none"> • Our bottom-up approach includes inculcating a culture of information security among Warga PLUS by rolling out mandatory e-learning modules and conducting frequent internal trainings. • In reinforcing our message and stance on information security related matters, we consistently publish communication posters for guidance.
<p>Enforce</p> <p>Assists in ensuring compliance.</p>	<ul style="list-style-type: none"> • To ensure long-lasting changes, we enforce compliance by making our e-learning mandatory and incorporating disciplinary procedures for non-compliance.



Our internal communication posters on information security-related matters.

Protection of Customers' Data and Privacy

We place the utmost importance on the security and protection of our customer data and have therefore taken necessary steps to ensure that the storage of customer data is highly secured.

We are committed to maintaining the confidentiality, security and integrity of the personal data of our relevant stakeholders. To this end, we have developed our Privacy Policies and Notices in line with the Personal Data Protection Act 2010, which aims to outline the manner in which we deal with and processes stakeholders' Personal Data as well as stakeholders' ability to access, correct or limit our access to their personal data. Our Privacy Notices, which can be found on our corporate website, cover our:

Customers and other Individuals	Business Partners	Vendors	Job Applicant and Personnel

Scan this QR code to read our Privacy Policy and Notices.

OUR STRENGTH IN GOVERNANCE



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:

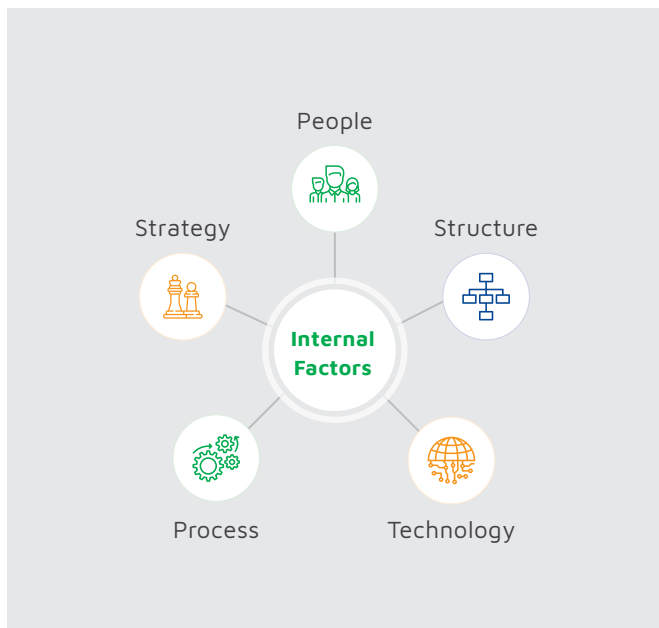
Effectively identify, assess and mitigate threats that may adversely impact the business by embedding effective risk management practices throughout our business and operations.

Initiatives and Highlights

Risk management is critical not only to minimise threats, but also to apprise us on the acceptable levels of risk we can take and opportunities that we can capitalise on in operating our business.

1 Identify

We perform comprehensive risk identification by scanning our internal and external environments as follows:



Enterprise Risk Management (ERM) Framework

We are guided by our ERM Framework which outlines our approach towards risk management within all levels in our organisation. It outlines our risk and governance strategy, roles, responsibilities and a detailed guideline of our risk management process. Our ERM Framework is aligned to globally recognised and local guidelines and standards including:

- ISO 31000:2018 Risk Management Guidelines.
- COSO 2017 Enterprise Risk Management - Integrated Framework.
- Malaysian Code on Corporate Governance (MCCG) 2021 Principle B - Effective Audit and Risk Management.
- Bursa Malaysia Guidelines: Statement on Risk Management and Internal Control (SORMIC).

Our risk management process consists of the following five (5) steps:

OUR STRENGTH IN GOVERNANCE

2 Assess

We assess our risks based on likelihood and impact and map them against our risk map classified by the following categories:



3 Respond

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

4 Monitor

We continuously monitor risk ratings, controls and the status of action plans and re-prioritise risks based on criticality.

5 Report

Our Management and Board are kept updated on risk management matters through regular reporting to the Management and Board Governance, Risk & Sustainability committees.

Our Risk Culture

Success in institutionalising risk management across the organisation is driven by a strong risk culture. We aim to strengthen our risk culture through the following practices:

Perspectives	Practices
Tone from the top	A distinct and consistent tone from the Board and Senior Management.
Decision-making	Risk thinking applied in strategic and operational decision-making processes.
Collaboration	Close collaboration among 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.

In addition, we conduct various risk refresher sessions with Warga PLUS. These sessions are intended to further upskill our practitioners and develop deeper comprehension towards risk management best practices.

Risk Advocacy

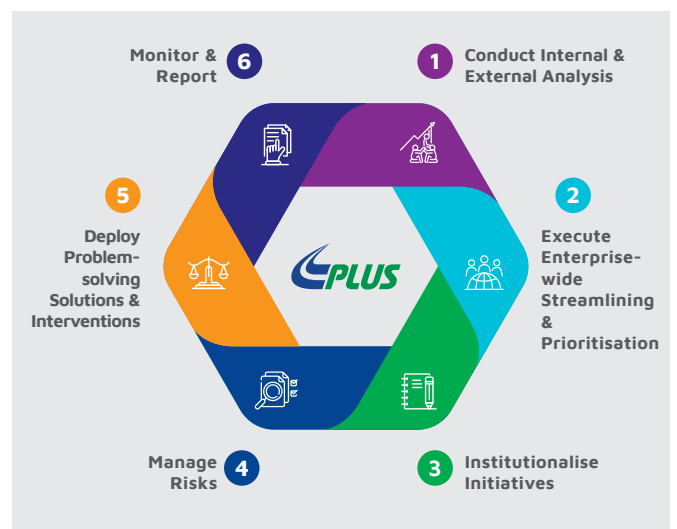
We actively advocate for good risk management practices and show our risk leadership through industry and nation building activities with diverse stakeholders.



Our Chief Governance and Risk Officer partaking in the ESG Evolve 2022 Forum as a speaker.

Risk Management in the Programme Management Office

The Programme Management Office (PMO) was established to play a central role in implementing standardised project and initiative management practices across the organisation. Risk management is deeply embedded into the PMO's function to manage external and project risks. The PMO analyses and presents key information to the management through its dashboard to ensure decisions are executed based on sound and reliable information. The following were steps taken in setting up and executing the PMO:



OUR STRENGTH IN GOVERNANCE



Financial Leadership

What Financial Leadership Means to Us:

The planning and management of financial matters to ensure investments can successfully support our business and operations.

Our Aspiration:

Protect financial interest of the organisation through prioritising critical investments and operations 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. We also consistently engage our sukukholders to align ourselves with the principles of sustainable finance. We then carefully craft our strategies to meet the expectations of our sukukholders and shareholders as well as strive to ensure our initiatives continue to deliver sustainable returns to them.

Various efforts are in place to improve efficiency and optimise cost. 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.

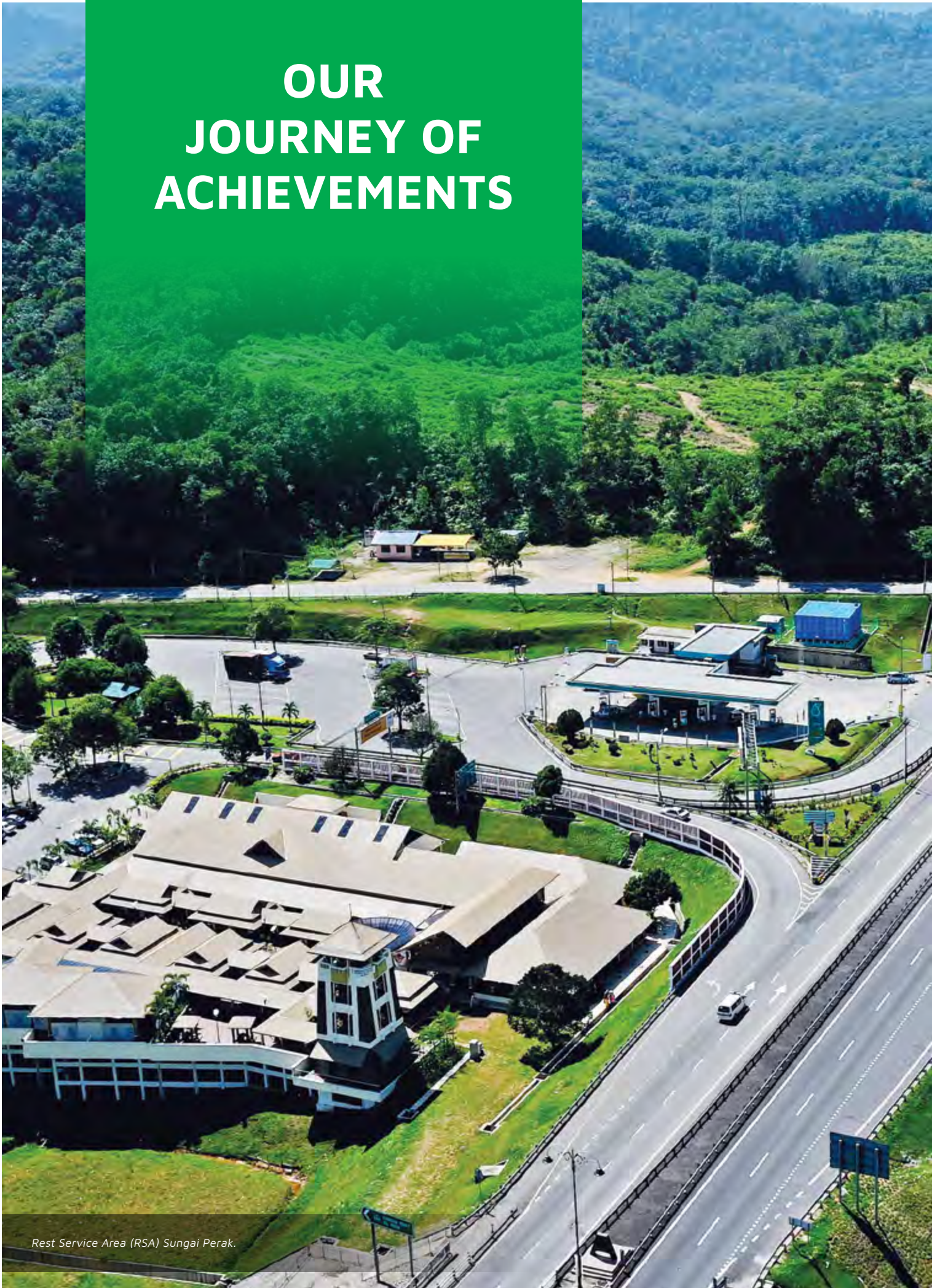
In an effort to ensure comprehensive internal controls, we have streamlined our financial processes to ensure compliance with various ISO standards. This is a testament to our robust financial governance system.

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



The Penang Bridge at sunrise.

OUR JOURNEY OF ACHIEVEMENTS



Rest Service Area (RSA) Sungai Perak.



“

Pengurusan lebuh raya PLUS secara keseluruhannya adalah berlandaskan piawaian industri yang progresif dan pendekatan inovatif. Ini termasuklah kerjasama yang dijalankan bersama KKR dalam mengurangkan kesesakan trafik di lebuh raya, menambah baik aspek keselamatan serta meningkatkan mutu perkhidmatan di kemudahan yang disediakan.

Usaha ini sudah pastinya memberikan impak yang positif kepada pengguna-pengguna lebuhraya seterusnya memacu kecemerlangan industri lebuh raya.

Ini merupakan cerminan budaya korporat progresif yang membolehkan PLUS menjadi peneraju dalam industri lebuh raya, terutamanya dari aspek pembangunan kelestarian.

”

YBhg. Dato' Zahrul Hakim Bin Abdullah

*Timbalan Ketua Setiausaha
(Dasar dan Pembangunan),
Kementerian Kerja Raya*



“

PLUS is a proud Malaysian example of an industry leader that has spearheaded ESG initiatives aligned with national aspirations and global goals. Their efforts in driving positive change has been recognised locally and internationally as they continue to contribute towards building a more sustainable nation.

”

Ts. Dr. Siti Zaharah Ishak

*Deputy Director,
Industrial Networking
& Commercialisation,
Universiti Teknologi MARA
(UiTM)*



OUR JOURNEY OF ACHIEVEMENTS

09 December 2022



Sustainability Performance Awards 2022

Organiser/ Awarding Body

United Nations Global Compact Malaysia & Brunei (UNGCMYB)

Award/ Achievement

- > United Nations Sustainable Development Goals (UN SDG) Ambition Benchmark Award for Zero-Bribery Incidences Award
- > Pioneer Sustainable Development Action

Description

- These awards are to recognise the continuous efforts of UNGC signatories in integrating UN SDGs into their business and operations.
- We received an award for zero-bribery incidences as a demonstration of our firm stance on ethics and integrity, guided by our comprehensive Integrity Framework which embeds the T.R.U.S.T concept and our Anti-Bribery and Corruption (ABAC) programme.
- In addition, PLUS was recognised for pioneering a Human Rights Risk Assessment (HRRRA) within the highway industry. The HRRRA enabled us to identify a set of action plans to strengthen our human rights and labour practices, which spearheaded the development of a dedicated Human Rights Policy.

08 December 2022



ASEAN Risk Awards 2022

Organiser/ Awarding Body

Enterprise Risk Management Academy (ERMA)

Award/ Achievement

- > ASEAN Risk Champion
- > ASEAN Risk Professional of the Year

Description

- ERMA is the exclusive body which recognises and honours Southeast Asian organisations that demonstrate exemplary risk management practices.
- We received the ASEAN Risk Champion Award for our successful institutionalisation of risk management and embedding strategic decision-making across the organisation.
- In addition, our Chief Governance and Risk Officer was awarded the ASEAN Risk Professional of the Year Award. He demonstrated the successful application of risk management principles to resolve complex organisational challenges, and was applauded for his commitment towards advocating best risk management practices in the region.

OUR JOURNEY OF ACHIEVEMENTS

03 December 2022

**GRADUAN Brand Awards 2022****Organiser/ Awarding Body**

Graduan Sdn Bhd

Award/ Achievement

- Malaysia's Most Preferred Employer (Construction and Property Category)

Description

- The GRADUAN Brand Awards is Malaysia's most prestigious graduate recruitment award, seeing the participation of more than 150,000 Malaysian talents in the voting process over the past decade.
- We were recognised as Malaysia's Most Preferred Employer in the Construction and Property Category which is an acknowledgement of our continuous efforts in creating a conducive working environment for graduates to grow and flourish in their careers, bolstered by the tone-from-the-top to promote inclusivity.

01 December 2022

**Innovative and Creative Circle (ICC) Convention****Organiser/ Awarding Body**

QKM Consults

Award/ Achievement

- Services Category (Winner and First Runner-Up)
- Two (2) 3-Star Awards

Description

- This convention aims to promote innovation, and generation of new ideas by showcasing the formulation and implementation of successful solutions to overcome business and operational challenges.
- We were awarded as winner of the service category for the development of an application to plan and monitor land related activities along our highways, significantly reducing verification process time.
- We also secured the First Runner-Up in the Services Category for the development of PLUSRonda Intelligent Management System (PRIME), which digitalised the manual processes to report, record and obtain data by our PLUSRonda team.

OUR JOURNEY OF ACHIEVEMENTS

18 November 2022



International Convention on Quality Control Circles (ICQCC) 2022

Organiser/ Awarding Body

Indonesia Quality Management Association

Award/ Achievement

- > One (1) Prime Gold Award
- > Two (2) Gold Awards

Description

- The ICQCC is a platform for organisations across various countries to exchange ideas and explore techniques to improve product quality, productivity and customer satisfaction.
- Our participating teams were conferred with the Prime Gold Award for the deployment of an energy harvesting device which utilises dynamos to generate and store electricity from passing traffic and re-funnel it into the grid.
- In addition, our participating teams were conferred with two (2) Gold awards for establishing a PLUS 5S Pro application, which integrates audits, inspections, trainings and performance dashboards on a single platform, as well as implementing a Temporary Business e-Permit, increasing efficiency in the application and approval process.

28 October 2022



Clean, Safe and Healthy Food Court Award – National Level

Organiser/ Awarding Body

Ministry of Health (Food Quality and Safety), in collaboration with Ministry of Local Government Development

Award/ Achievement

- > National Champion: RSA Machap Southbound
- > National Third Place: RSA Paka Northbound
- > National Fourth Place: Lay-By Nilai Southbound

Description

- The Ministry of Health, in collaboration with the Ministry of Local Government Development hosts an annual competition to promote and improve the level of cleanliness of food courts in Malaysia. Food courts which provide the highest level of food safety and hygiene to their customers are recognised during the award ceremony.
- RSAs along our highways were conferred with national and state level awards for maintaining excellent hygiene and safety standards and ensuring the comfort of highway customers.

OUR JOURNEY OF ACHIEVEMENTS

17 October 2022



MARIM International Conference 2022

Organiser/ Awarding Body

Malaysian Association of Risk and Insurance Management (MARIM)

Award/ Achievement

- Excellence in Resilience During the COVID-19 Pandemic

Description

- MARIM is Malaysia’s most active risk and insurance management body. MARIM promotes and advocates risk management and insurance practices through educational seminars, lectures and conferences.
- We were conferred with an award of excellence for demonstrating resilience in responding and recovering to the COVID-19 pandemic playing a critical role in ensuring the safe transportation of goods and services thereby facilitating economic activity.

13 October 2022



Productivity Excellence Recognition Ceremony 2022

Organiser/ Awarding Body

Malaysia Productivity Corporation (MPC)

Award/ Achievement

- Frontier Company in Productivity Excellence Award
- 216 Productivity Champions

Description

- Annually, the MPC recognises organisations and its individuals who demonstrate and champion productivity at the workplace to drive future workforce development, greater accountability for productivity, digitalisation and innovation, forging a robust ecosystem as well as a productive mindset.
- We received the Frontier Company Award in Productivity Excellence for our commitment in developing a future-ready workforce and for championing 236 productivity improvement initiatives.
- Additionally, 216 Warga PLUS were recognised as Productivity Champions.

OUR JOURNEY OF ACHIEVEMENTS

13 January 2022



Putra Brand Awards

Organiser/ Awarding Body

Association of Accredited Advertising Agents Malaysia (4As)

Award/ Achievement

- Putra Brand Silver Award - People’s Choice Award for “Transportation, Travel & Tourism” Category

Description

- Putra Brand Awards aims to recognise brands that connect with consumers through performance, consistency and the underlying High Value Ideas contributing towards a brand’s success.
- Winning the People’s Choice Award in the Transportation, Travel & Tourism category (whereby 8,000 Malaysians voted for us) is an indication of the positive impact we have made by deploying timely and comprehensive maintenance programmes of our highway facilities for the safety of our highway users.

02 December 2021



Majlis Anugerah Industri Lebuh Raya 2021

Organiser/ Awarding Body

Malaysian Highway Authority (MHA)

Award/ Achievement

- Best Highway Brand Communication Award
- Best Data Management Award

Description

- Majlis Anugerah Industri Lebuh Raya is an inaugural event hosted by MHA that honours highway concessionaires and relevant stakeholders for their contribution in the development and maintenance of Malaysia’s highway system over the past 41 years.
- We were awarded with the Best Highway Brand Communication Award for our commendable efforts in carrying out effective and timely public communication on highway-related information such as real-time information on traffic and current toll fares.
- In addition, we were conferred with the Best Data Management Award as a recognition for our excellent handling of customer and other stakeholders’ information.

OUR JOURNEY OF ACHIEVEMENTS

27 November 2021



International Convention on Quality Control Circles (ICQCC), Hyderabad, India

Organiser/ Awarding Body

Quality Circle Forum of India (QCFI)

Award/ Achievement

- > Three (3) Par Excellence Awards

Description

- The ICQCC is a platform for organisations across various countries to exchange ideas, experience and explore techniques to improve product quality, productivity and customer satisfaction.
- We were recognised for our notable creative solutions, which include the implementation of an Oversized Vehicle Detection (OSVD) System to prevent the entry of oversized vehicles to the Menora Tunnel, lowering the risk of equipment damage.
- We were also conferred awards for the deployment of Video Analytics (VA) to measure and improve traffic levels at toll plazas during peak hours.

15 November 2021



Annual Productivity & Innovation Showcase (ARISE)

Organiser/ Awarding Body

Malaysia Productivity Corporation (MPC)

Award/ Achievement

- > Creative & Popular Video Award - Winner
- > Sustainability Award - Winner
- > Industry 4.0 Award - Winner
- > QE/5S category - First Runner-Up and Top 6
- > Five (5) 5-Star Awards
- > Two (2) 4-Star Awards
- > Highest Cost Saving Award
- > Best Facilitator Award

Description

- This national convention provides a platform for organisations to showcase the formulation and implementation of successful solutions to overcome business and operational challenges.
- Our sweeping victories signify our sophistication and creativity in developing practical solutions.
- We were recognised for the development of a Weigh-in-Motion (WIM) system for heavy vehicles, an Integrated Module System for commercial operations and our strengthened fencing system that aims to address high incidence of animals entering our highways.

OUR JOURNEY OF ACHIEVEMENTS

11 September 2021



ASEAN Energy Awards 2021

Organiser/ Awarding Body

ASEAN Centre for Energy

Award/ Achievement

- Persada PLUS Building - First Runner-Up for Energy Efficiency Building Award (Retrofitted Building Category)

Description

- The ASEAN Energy Awards is a prestigious award to encourage greater participation and interest in energy development as well as provide a mechanism for organisations to continuously search, benchmark and acknowledge initiatives and best practices in energy development.
- By retaining the First Runner-Up position in the Retrofitted Building Category for two (2) consecutive years, we have established ourselves as an industry leader. This award is a testament to our continuous efforts in embracing and deploying green technology at Persada PLUS.

05 April 2021



National Energy Award 2021

Organiser/ Awarding Body

Ministry of Natural Resources, Environment and Climate Change

Award/ Achievement

- Persada PLUS Building - First Runner-Up for Energy Efficiency Building Award (Retrofitted Building Category)

Description

- The National Energy Awards (NEA) is organised annually by NRECC to recognise Malaysian organisations leading the field in sustainable practices using renewable and energy-efficiency solutions. The criteria for evaluation included the impact to the environment, replicability and originality.
- We were conferred this award for our commendable efforts in reducing energy consumption through efficient energy management within Persada PLUS, which includes the installation of a Solar Photovoltaic (PV) System that contributed to a significant carbon emissions reduction. Winning this award allowed us to represent Malaysia in the ASEAN Energy Award 2021.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) RECOMMENDATIONS

Task Force on Climate-related Financial Disclosures (TCFD) Recommendations

The TCFD recommendations form a framework that guide organisations on disclosing their actions in mitigating climate change risks. It encourages organisations to report their sustainability commitments transparently, thereby instilling confidence among their stakeholders.

Our progress in implementing the recommendations across the four (4) pillars of TCFD (i.e., governance, strategy, risk management and metrics and targets) are as follows:

Governance	
Disclose the organisation's governance around climate-related risks and opportunities.	<ul style="list-style-type: none"> Quarterly meetings are held with the Board Governance, Risk & Sustainability Committee (BGRSC) and Management Governance, Risk & Sustainability Committee (MGRSC) to seek steer and guidance on governance, risk, sustainability and compliance matters. The BGRSC and MGRSC oversee and monitor our sustainability performance through updates on ESG matters and climate related risks and mitigations, in our Corporate Risk Report.
Strategy	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.	<ul style="list-style-type: none"> The PLUS Green Roadmap 2.0 outlines the mitigation strategies and action plans to be implemented for different time horizons (i.e., short, medium and long terms) in addressing a wide range of sustainability matters, including climate-related risks and opportunities. Our materiality assessment conducted in 2022 helps identify and prioritise key material matters that are embedded into our strategies and operations.
Risk Management	
Disclose how the organisation identifies, assesses and manages climate-related risks.	<ul style="list-style-type: none"> We are guided by our Enterprise Risk Management (ERM) Framework, which outlines the approach towards risk management at all levels of our organisation. This includes the identification, assessment and monitoring of various categories of risks, inclusive of climate-related ones. Climate-related risks are identified, assessed and managed by the Business Function Risk Registers (BFRR). Key risks emerging from the BFRR are escalated and highlighted in our Corporate Risk Report and subsequently monitored through periodical reporting to the MGRSC and BGRSC.
Metrics and Targets	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<ul style="list-style-type: none"> The PLUS Green Roadmap 2.0 focuses on propelling us towards becoming a net zero organisation. It covers a second greenhouse gas (GHG) baseline study covering Scope 1 and Scope 2 emissions sources, the development of our 2050 net zero journey, our GHG mitigation strategies to achieve our targeted emissions reductions. Apart from GHG related metrics, opportunities enabled through energy management initiatives are measured through electricity and carbon avoidance savings. These measurements include historical figures from the baseline year for tracking and trend analysis.

GRI CONTENT INDEX

Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) provides a comprehensive set of disclosure guidelines and reporting principles for organisations to report on their sustainability performance, thus increasing their transparency and credibility.

We are committed to uphold these standards and our adherence to GRI’s disclosure guidelines and reporting principles is as follows:

GRI Standard	Disclosure	Page Reference
GRI 2: General Disclosures 2021		
Disclosure 2-1	Organisational details	12-13, 15
Disclosure 2-2	Entities included in the organisation’s sustainability reporting	13
Disclosure 2-3	Reporting period, frequency and contact point	3
Disclosure 2-6	Activities, value chain and other business relationships	12-17
Disclosure 2-7	Employee	112
Disclosure 2-9	Governance structure and composition	18
Disclosure 2-11	Chair of the highest governance body	19
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	18, 40
Disclosure 2-22	Statement on sustainable development strategy	4-9, 34
Disclosure 2-23	Policy commitments	34-43, 117-118, 134
Disclosure 2-24	Embedding policy commitments	34-43, 115-118, 133-137, 145-148
Disclosure 2-25	Processes to remediate negative impacts	134
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	134
Disclosure 2-28	Membership associations	36-37, 57-58, 91
Disclosure 2-29	Approach to stakeholder engagement	40, 42-43
Disclosure 2-30	Collective bargaining agreements	111
GRI 3: Material Topics 2021		
Disclosure 3-1	Process to determine material topics	34-43
Disclosure 3-2	List of material topics	41
Disclosure 3-3	Management of material topics	46-151
GRI 203: Indirect Economic Impacts 2016		
Disclosure 203-1	Infrastructure investments and services supported	52-55, 74-75, 87, 93-94, 96, 122-123
Disclosure 203-2	Significant indirect economic impacts	39, 47-48, 124-129, 139
GRI 204: Procurement		
Disclosure 204-1	Proportion of spending on local suppliers	15, 63, 138, 140
GRI 205: Anti-corruption 2016		
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	134-137

GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference
GRI 302: Energy 2016		
Disclosure 302-1	Energy consumption within the organisation	69
Disclosure 302-4	Reduction of energy consumption	62, 67-70
GRI 303: Water and Effluents 2018		
Disclosure 303-1	Interactions with water as a shared resource	62, 76-78, 80
Disclosure 303-2	Management of water discharge-related impacts	80
Disclosure 303-3	Water withdrawal	77-78
Disclosure 303-4	Water discharge	80
Disclosure 303-5	Water consumption	77
GRI 305: Emissions 2016		
Disclosure 305-1	Direct (Scope 1) GHG emissions	6, 72-73
Disclosure 305-2	Energy indirect (Scope 2) GHG emissions	6, 72-73
Disclosure 303-5	Reduction of GHG emissions	6, 52-54, 62, 70, 72-75
GRI 306: Waste 2020		
Disclosure 306-2	Management of significant waste-related impacts	76-80
GRI 401: Employment 2016		
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	113
GRI 403: Occupational Health and Safety 2018		
Disclosure 403-1	Occupational health and safety management system	97-101
Disclosure 403-2	Hazard identification, risk assessment and incident investigation	98
Disclosure 403-3	Occupational health services	102-103
Disclosure 403-4	Worker participation, consultation and communication on occupational health and safety	98
Disclosure 403-5	Worker training on occupational health and safety	98-100
Disclosure 403-6	Promotion of worker health	101-103
Disclosure 403-9	Work-related injuries	101
GRI 404: Training and Education 2016		
Disclosure 404-2	Programmes for upgrading employee skills and transition assistance programmes	107-108
GRI 405: Diversity and Equal Opportunity 2016		
Disclosure 405-1	Diversity of governance bodies and employees	19-31, 112
GRI 408: Child Labour 2016		
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labour	36-37, 115-118
GRI 409: Forced or Compulsory Labour 2016		
Disclosure 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	36-37, 115-118
GRI 413: Local Communities 2016		
Disclosure 413-1	Operations with local community engagement, impact assessments and development programmes	47-48, 50-51, 126-129



Jalan Duta, New Klang Valley Expressway (NKVE).

MOVING FORWARD

We are pleased to present our second voluntary Sustainability Report, showcasing the significant progress we have made across the Environment, Social and Governance (ESG) spectrums in 2021 and 2022. Our aim is to provide our stakeholders with transparency and oversight on our sustainability initiatives and the institutionalisation of a sustainable culture throughout our business and operations.

We strive to provide disclosures on our sustainability initiatives on a periodic basis and are committed to continuously enhance our disclosure standards towards the achievement of our sustainability aspirations. Together, let's shape a safe and sustainable future for all.

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