



KLCCP STAPLED GROUP

THE PLACE



Sustainability Report 2021



THE PLACE

We have come together with an open and honest culture, creating a positive, effective and collaborative environment, where all our people are empowered to deliver our success.

We have defined our strategic priorities, set our targets and risk appetites and monitored our progress and the likely outcomes.

We have understood views, perspectives, concerns and ideas from inside and outside the Group knowing that this is vital to ensuring our operations meet the changing needs of our stakeholders.

Our tomorrow remains positive, as we seek to be at the forefront of understanding and responding to the challenges in creating **The Place** for all our stakeholders.

The design of the PETRONAS Twin Towers represents stability, growth and fortitude. A symbol of the values which we have held dear during these challenging times. We have all come together and demonstrated resilience, agility, creativity, as well as a clear commitment to our Statement of Purpose.

INSIDE THIS REPORT

ABOUT THIS REPORT

02 Our Reporting Journey

A STRONG INVESTMENT CASE

04 We are KLCCP Stapled Group

06 Our Investment Proposition

SUSTAINABILITY @ KLCC

08 Sustainability Strategy and Approach

10 Our Reporting Journey and Milestones

12 Sustainability Steering Committee Co-Chairman's Message

14 Sustainability Governance

15 Sustainability Framework

16 Stakeholder Management

18 Material Sustainable Matters

22 Strategic Blueprint

24 Our Strategic Value Creation

2021 IN FOCUS

- 26 Towards Supporting the United Nation's 2030 Agenda for Sustainable Development
- 28 Measuring Progress in Pursuing Sustainability Goals
- 32 People
- 50 Planet
- 62 Peace
- 70 Prosperity

FIVE-YEAR SUSTAINABILITY PERFORMANCE DATA

- 83 People
- 83 Planet
- 84 Prosperity
- 85 Sustainability Benchmarks and Certifications

STAKEHOLDER CAPITALISM METRICS (SCM) INDEX

- 86 People
- 87 Planet
- 88 Peace
- 89 Prosperity

OUR REPORTING JOURNEY

Our sustainability reporting has significantly evolved over the past few years and continues to do so. We stay on the forefront of market disclosure trends and proactively manage our data processes to ensure our stakeholders get valuable insight into our sustainability approach and performance.

Our reporting process involves a review of external sustainability best practice reporting guidelines on transparency and engaging with people across our business and key stakeholders on material issues. This year, we have taken guidance from the World Economic Forum’s Stakeholder Capitalism Metrics (WEF SCM).

WEF SCM THEMES

PEOPLE

Ensure our people fulfil their potential in dignity and equality and in a healthy environment.

PLANET

Protecting our planet through responsible environmental management and taking urgent action on climate change to support the needs of present and future generations.

PEACE

Embrace a corporate culture encompassing values, exemplary attitude, and behavior in all areas of conduct.

PROSPERITY

Ensure all our stakeholders enjoy prosperous and fulfilling lives and that economic, social and technological progress can benefit all in the long run.

SCOPE AND BOUNDARIES

Our 2021 Sustainability Report relates to the work undertaken in our financial year – 1 January 2021 to 31 December 2021. The performance tables relate to our assets and social and governance metrics for the calendar year 2021. The scope of our Report reflects our business activities i.e. property investment, development and management services.

MATERIALITY

During 2021, we worked to validate our material issues. As part of the assessment, a four step process: identification, prioritisation, validation and review, was used to ensure the appropriate issues were brought forward and assessed properly. The results from this exercise were assessed to establish the priority and relative importance of each of the issues to both our business and stakeholders and alignment with our corporate risk register. Our Material Sustainable Matters are:

- Our People
- Human Rights and Labour Practices
- Security, Safety and Health
- Climate Change
- Environmental Management
- Corporate Governance and Business Ethics
- Risk and Crisis Management
- Financial Sustainability
- Economic, Social and Industry Growth
- Supply Chain Management
- Customer and Tenant Management
- Corporate Social Investment

 To read more refer to Material Sustainable Matters on pages 18 to 21

REPORTING FRAMEWORKS

We compile, align and are guided by our outputs in respect to the following reporting frameworks – Bursa Malaysia’s Sustainability Guidelines 2nd Editions and FTSE4Good Themes and Indicators for the Real Estate Holdings and Development sector frameworks. This allows for a comprehensive reporting format in view of greater clarity. This year we have taken guidance from the World Economic Forum’s Stakeholder Capitalism Metrics (WEF SCM) which is also aligned to the United Nation’s Sustainable Development Goals (UNSDGs).

SUSTAINABILITY GOVERNANCE

The KLCC Property Holdings Berhad (KLCCP) and KLCC REIT Management Sdn Bhd (KLCCRM) Boards have ultimate oversight on all aspects of the business, including sustainability. The Boards review and approve the Group’s Sustainability Strategy, Sustainability Policy and other policies, and receives updates from the Sustainability Steering Committee (SSC), which, along with a working committee, ensures that our sustainability commitments are integrated throughout our business operations.

Day-to-day, the implementation of the sustainability strategies are driven by the CEO and reports on its progress are made to the Boards of KLCCP and KLCCRM.

On 9 December 2021, a Board Risk Committee was established to provide direction, guidance and oversight on Risk Management and the Environmental, Social and Governance (ESG) compliance and sustainability matters to further strengthen sustainability governance of the Group.

 To read more refer to Sustainability Governance on page 14







ENGAGING STAKEHOLDERS

We recognise the importance of stakeholder engagement in achieving our strategic priorities and ensuring the long-term success of the Group. We define our strategic priorities, set our targets and risk appetites and monitor our progress and the likely outcomes. Stakeholder engagement and management are key ingredients for our continued success. Understanding views, perspectives, concerns and ideas from inside and outside the Group is vital to ensure our operations meet the changing needs of our stakeholders.





 To read more refer to Stakeholder Management on pages 16 to 17


Navigation Icons

Six Capitals


-  Strong Financial Position
-  Portfolio of Diverse, Iconic Assets and Management Services
-  Deep Knowledge and Strong Capabilities
-  Engaged and Inspired Employees
-  Natural Resources
-  Trusted Relationships with Stakeholders

Strategic Pillars

-  Maximising Value of Investments
-  Resilience in Soft Market Conditions
-  Creating Value through Sustainability
-  Embracing Digital for Business Enhancement

 Find more information inside this report

 Link to corporate website at www.klcc.com.my

 Find more information in our KLCCP Stapled Group Integrated Annual Report 2021

WE ARE KLCCP STAPLED GROUP

SHARED VALUES

LOYALTY

Loyalty to corporation and nation

INTEGRITY

Honest and upright

PROFESSIONALISM

Committed, proactive and always striving for excellence

COHESIVENESS

United in purpose and fellowship

CULTURAL BELIEFS

CUSTOMER FOCUSED

I deliver solutions from the customer lens

INNOVATE NOW

I challenge norms and push boundaries

BE ENTERPRISING

I seek opportunities and make them happen

SPEAK UP

I express my views openly

COURAGE TO ACT

I take action to progress with pace

STATEMENT OF PURPOSE

WE CREATE PLACES PEOPLE LOOK FORWARD TO, PROGRESSING LIFESTYLE FOR A SUSTAINABLE FUTURE


WHO WE ARE

Malaysia's largest REIT and only Stapled Security in the country, comprising KLCCP and KLCC REIT. KLCC REIT focuses on active asset management and acquisition growth strategies, whilst KLCCP is the development arm of the Stapled Group. At the forefront of Malaysia's real estate industry, our unique structure allows us to maximise the value we create for all our stakeholders.

 To read more, refer to **A Strong Corporate Structure** on pages 14 to 15 in the **KLCCP Stapled Group Integrated Annual Report 2021**


HOW WE DO IT

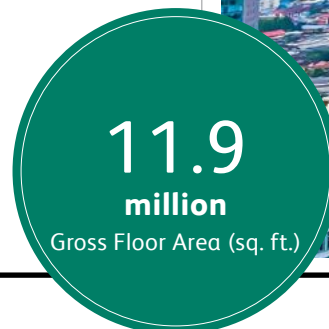
We are committed to creating a progressive lifestyle experience within the KLCC Precinct while enhancing the value of our property portfolio. We are focused on optimising sustainable value creation through a strategic approach that capitalises on our unique Stapled Group structure and our competitive differentiators, well positioned for the future.

 To read more, refer to **Strategic Blueprint and Our Strategic Value Creation** on pages 22 to 25

WHAT WE DO

We own, manage, develop and invest in a portfolio of premium assets comprising office, retail and hotel properties in the heart of Kuala Lumpur. This is complemented by our award winning asset management services provided by KLCC Urusharta Sdn Bhd (KLCCUH) and KLCC Parking Management Sdn Bhd (KPM). This synergy of property investment and asset management strengthens the earning potential of our stable of iconic properties.

 To read more, refer to **Operations Review** on pages 84 to 111 in the **KLCCP Stapled Group Integrated Annual Report 2021**



PETRONAS TWIN TOWERS
An iconic landmark, the world's tallest twin towers

SURIA KLCC
The premier shopping destination in the heart of Kuala Lumpur

MENARA MAXIS*
Home to one of the leading communications service provider in Malaysia

MANDARIN ORIENTAL, KUALA LUMPUR
A 5-star award winning luxury hotel

MENARA 3 PETRONAS
Premium office and retail space, seamlessly connected to Suria KLCC

KOMPLEKS DAYABUMI
An integrated office and retail development (located outside the KLCC Precinct)

MENARA EXXONMOBIL
Office tower tenanted by major oil and gas corporations



* KLCCP owns a 33% stake in Menara Maxis



Diversified office-focused REIT

OUR INVESTMENT PROPOSITION

KLCCP STAPLED GROUP	
REVENUE	RM1.2 billion (2020: RM1.2 bil)
PROFIT FOR THE YEAR	RM0.5 billion (2020: RM0.5 bil)
PROPERTY VALUE	RM15.6 billion (2020: RM15.7 bil)
NET ASSET VALUE PER STAPLED SECURITY	RM7.21 (2020: RM7.21)
DISTRIBUTION PER STAPLED SECURITY	33.60 sen (2020: 30.00 sen)

SUSTAINABILITY

People	Planet
<p>Invested RM600,000 on staff learning and development</p> <p>Spent RM3.0 million on staff wellness and digital tools</p> <hr/> <p>Launched KLCC MyWellness Employee Assistance Programme in addressing physical and mental health</p> <hr/> <p>Achieved 99.74% fully vaccinated employees</p> <hr/> <p>Maintained zero fatalities since 2014 and achieved zero Loss Time Injury (LTI) incidents</p>	<p>Reduction of 21.5% in GHG emission vs 2020 from proactive measures in minimising our carbon footprint</p> <hr/> <p>Reduction of 27.0% in water usage contributed by the ongoing water initiatives, equivalent to cost savings of RM400,000</p> <hr/> <p>MOKL Hotel eliminated 100% Single-Use plastic in its operations</p> <hr/> <p>Renewable Energy from the photovoltaic system at rooftop of Suria KLCC mall, contributing to electricity savings of approximately 16.8 million kWh, equivalent to a total saving of RM1.8 million since 2014</p> <hr/> <p>KPM launched Environmental Campaign themed, "The Earth Day" with a total of 100 tree seedlings planted</p>

Business Highlights



Office

Upward rental revision for PETRONAS Twin Towers



Retail

Brought in 17 new retail tenants, some are first and stand-alone stores to Suria KLCC

Extended RM127.1 million of rental assistance to affected tenants



Hotel

Guest Satisfaction Score of 87% for bespoke hotel experiences



Management Services

Launched the **Integrated Building Command Centre** towards a real-time integrated facilities management services

Launched Premium Parking for customer convenience and easy access to the mall with **49 bays** and **20 EV chargers**

HIGHLIGHTS

Peace

Achieved **56% Women Directors** and **67% Independent Non-Executive Directors** on Boards

Maintained **Zero bribery** and **corruption** cases

Developed **Digital Project Management Framework** to strengthen **Cybersecurity governance**

Established **Board Risk Committee** to provide oversight on Risk Management, ESG compliance and sustainability matters

Prosperity

Paid RM81.9 million taxes to Government

Spent **RM128.3 million** on **community investment** and **retail tenant assistance**

Launched Safe Space @ Suria KLCC - first mall in Malaysia to drive the concept of a safe space for members of the community to address mental health

Strategic partnership between **MOKL Hotel** and **Tatler House** – first of its kind in Malaysia, where the Presidential Suite was converted into space for exclusive events and guests

Implemented cashless payment at North West Development car park, leveraging **Setel mobile application**

Continued engagement with investment community via virtual platforms – **125 institutional investors, analysts** and **fund managers**



TOGETHER TOWARDS A

SUSTAINABILITY STRATEGY AND APPROACH

Our aim is to be the most sustainable Stapled Group in Malaysia. It is fundamental to the future value of our business and to lessen our impact on the environment and society that we act now. We have an opportunity to make a meaningful difference and we look forward to working with our tenants, customers, suppliers, communities and sector peers to achieve common goals and provide buildings that are adaptable and resilient to climate change and that promote the health and wellbeing of the occupants and the surrounding areas.

We have set a sustainability strategy which ensures:

- We continue to advance our sustainability journey, aligning to our corporate strategy, culture and values which are deeply embedded in our business model
- We aspire to create long-term sustainable outcomes for our holders of Stapled Securities, customers, and our community
- We responsibly manage our material sustainable matters and the risks and opportunities impacting our business and the industry at large

- We approach our sustainability practices and business operations aligned to the highest principles of governance
- We track our sustainability performance via our 5-Year Sustainability Roadmap (2019-2023) which is aligned to our strategies in future-proofing our purpose under three main goals:
 - Building a Smart, Safe and Sustainable KLCC Precinct
 - Building an Agile, Inclusive and Sustainable Workforce in a VUCA World
 - Combating Climate Change and Reducing Environmental Impact

We chart our sustainability performance against our five prioritised United Nation's Sustainable Development Goals (UNSDGs) to accelerate our commitment in contributing towards environmental sustainability, providing a safe, secure and conducive environment for our community to work, live and enjoy leisure activities, creating growth opportunities, and operating with the highest standard of integrity and respect for human rights.

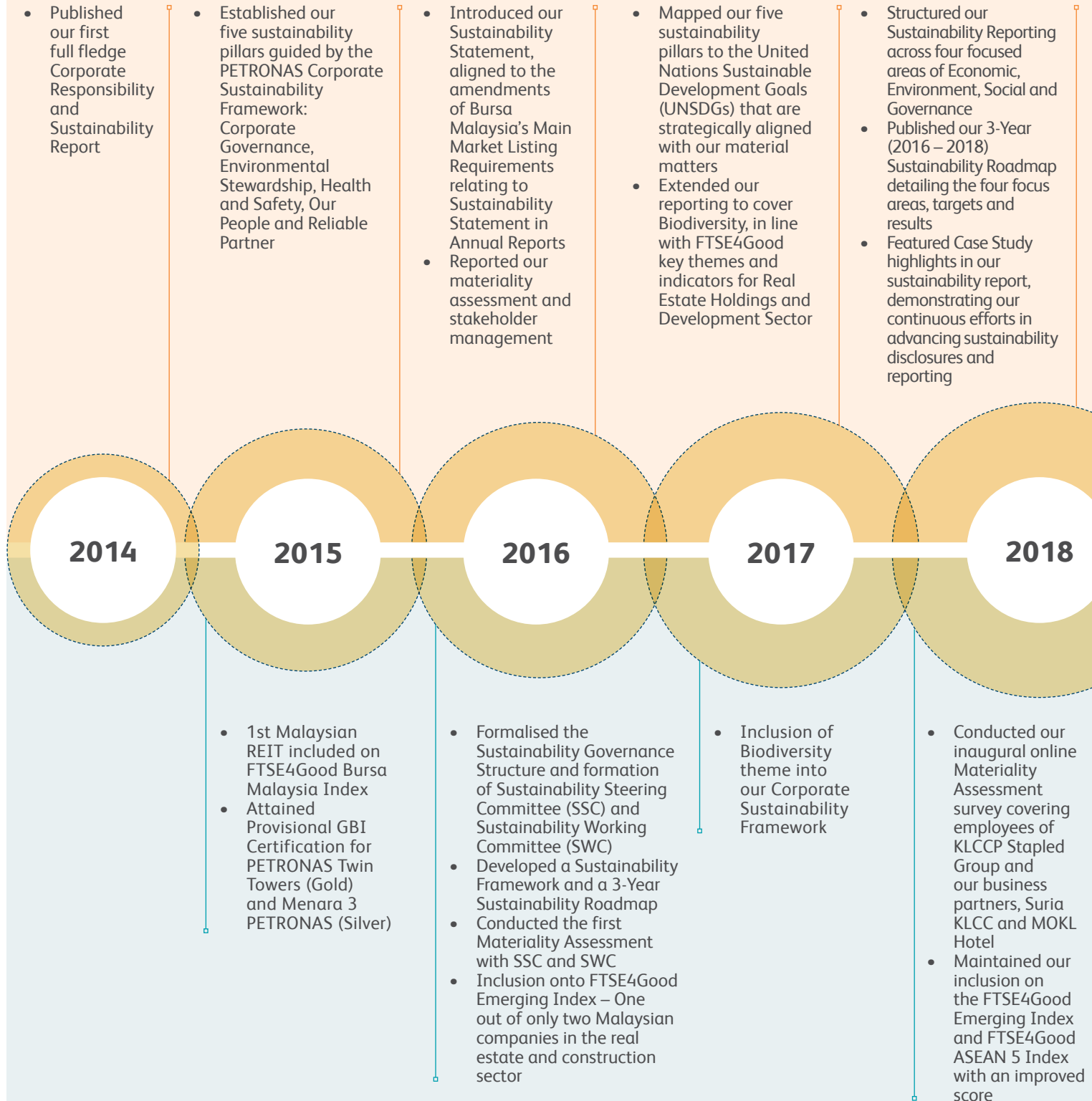


SUSTAINABLE FUTURE

OUR REPORTING JOURNEY AND MILESTONES

We continue to progress our sustainability journey in our pursuit to advance our sustainability reporting and practices. We aligned our reporting to the United Nation's 2030 Agenda across five critical dimensions - Prosperity, Planet, People,

OUR REPORTING



Partnership and Peace, in line with our commitment to contribute towards the five prioritised United Nation’s Sustainable Development Goals.

JOURNEY

- Embarked on our integrated reporting journey, aligning to the International Integrated Reporting <IR> Framework as our reporting guideline and reference
- Published our inaugural online Sustainability Report
- Published our 5-Year (2019 – 2023) Sustainability Roadmap outlining our goals, focus areas and targets
- Aligned our reporting to the United Nation’s 2030 Agenda of five critical dimensions i.e. Prosperity, Planet, People, Partnership and Peace
- Referenced our reporting to the World Economic Forum’s Stakeholder Capitalism Metrics, mapping the 21 core metrics which are aligned to the UNSDGs

2019

2020

2021

- Established our 5-Year Sustainability Roadmap aligned to prioritised UNSDGs
- Attained full GBI certification for PETRONAS Twin Towers (Gold) and Menara 3 PETRONAS (Silver)
- Positioned in the Top 11th percentile among our supersector peers under the FTSE4Good Index Series

- Attained ABMS ISO 37001:2016 certification
- Ranked in the Top 8th percentile among our supersector peers under the FTSE4Good Index Series
- Rated in the Top 25% amongst 240 listed companies in the FBM EMAS

- Established the Board Risk Committee to provide direction, guidance and oversight on risk management, ESG compliance and sustainability matters for the Group
- KLCCP Stapled Group officially became a member of the United Nation Global Compact Malaysia (UNGCMY) in June 2021
- Published our first Sustainability Report based on ESG Impact Reporting, taking guidance from the WEF SCM Metrics

MILESTONES

SUSTAINABILITY STEERING COMMITTEE CO-CHAIRMAN'S MESSAGE

“ More than a year after the start of the COVID-19 pandemic, we still find ourselves in challenging, uncertain times. COVID-19 has tested our resilience and forced us all to adapt. ”



**KLCCP Staped Group
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It has also made many of us reflect on our pre-pandemic lives and questioned established ways of doing things. Nevertheless our commitment to being a leader in Environmental, Social and Governance (ESG) matters, both in the property sector and more broadly, remains unchanged. In this Sustainability Report (the Report), we describe our ESG targets and outline our progress to date.

PROGRESS IN 2021

The continued success of the Group throughout the pandemic has shown that our focus on balancing value and growth for our stakeholders is the correct one. We must continue to evolve, if we intend to remain both relevant and resilient in the coming years. To that end, our 5-year Sustainability Roadmap continues to guide us on our journey towards our goals of Building a Smart, Safe and Sustainable KLCC Precinct, Building an Agile, Inclusive and Sustainable Workforce in a VUCA World and Combating Climate Change and Reducing Environmental Impact.



ANNUAR MARZUKI ABDUL AZIZ
Chief Financial Officer

ZALINA IBRAHIM
Head, Health, Safety and Environment

Our achievements during the year under review have progressed commendably as we continued our digitalisation push through the establishment of DigiCo to provide oversight on all Digital Projects and ensure a strong governance structure on existing and future initiatives. Two Digital Focus Areas (DFA), namely Facilities Management and the IBCC Integration are towards their completion stage and our Parking Management enhanced its contactless and cashless payment systems.

Our commitment to our People has never been greater as we recognised the need to manage their mental health and wellness. Partnership programmes were instituted and a roll out of the Employee Assistance Programme (EAP) called KLCC MyWellness provided comprehensive and personalised professional coaching to improve their physical and mental health. More on our achievements can be found throughout this report and in our corporate website.

TRANSITION TO A CLEANER WORLD

Stakeholders have significantly raised the spotlight on environment and climate change. As part of our commitment to accelerate the transition to a low-carbon world, and in line with PETRONAS' ambition to reach Net Zero by 2050, we are taking action to better understand our carbon footprint towards a robust and practical strategy. During the year under review, as the Nation gradually reopened and businesses resumed operations, we witnessed an uptick in our environmental numbers.

Although warranted, we will look closely at our sustainability performance once our environmental numbers normalise and we are able to better assess the operating environment. Further, we have taken the decision to begin the groundwork in accessing our readiness towards reporting on the Taskforce on Climate-Related Financial Disclosures (TCFD). We believe these disclosures will increase awareness and understanding of climate-related risks and opportunities

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within the Group resulting in better risk management and more informed strategic planning. It will additionally, proactively address investors' demand for climate-related information in a framework that investors are increasingly asking for.

We continue to connect actively with our stakeholders both internally and externally and our proud moment came when we clinched the Platinum Award in the Asset ESG Awards 2021, for the second consecutive year for our excellence in ESG practices. We were also awarded the Sustainability Business Awards 2020/2021 Significant Achievement for Supply Chain Management and Business Ethics & Responsibility, The Royal Society for the Prevention of Accidents (RoSPA) Gold and Silver Awards for our Facilities Management and Car Park Management respectively while Mandarin Oriental, Kuala Lumpur was awarded the Green Hotel Standard 2020-2022 by Ministry of Tourism, Arts and Culture.

LEADING THE WAY

Our ambitions to evolve into a sustainability leader is based on integrating sustainability into our culture, so that everybody in the organisation understands sustainability and how we add value to society. We focus on gender diversity not through setting quotas, but by making sure that recruitment opportunities are equally available irregardless of gender. In health and safety, we aim for outstanding performance, staying ahead of the curve in terms of compliance and making sure we are a Group that our stakeholders can trust.

ACTIONING OUR COMMITMENTS

This year we take guidance from the World Economic Forum's Stakeholder Capitalism Metrics (WEF SCM) for our sustainability reporting as best practice for a more focused ESG impact reporting. This is particularly crucial as the call for greater sustainability disclosures are increasingly apparent and it is our commitment to position the Group as a transparent, responsive, and responsible organisation to enhance stakeholders' trust.

The recent update to the Malaysian Code on Corporate Governance (MCCG) issued by Bursa Malaysia, further reaffirmed the importance of ESG matters for an organisation. One of the areas covered is on strengthening Board oversight and integration of sustainability in the company's strategy and operation. This will see sustainability taking a more prominent role as organisations are required to address sustainability risks and opportunities to support its long-term strategy and success. Following this, the Board Risk Committee (BRC) was established on 9 December 2021 to provide direction, guidance, and oversight on Risk Management, ESG compliance and sustainability matters for the Group.

The COVID-19 pandemic has brought a wide range of ESG factors into sharp focus for corporates – including employee wellness and working conditions, access to healthcare, and environmental impact. COVID-19 has also made investment in the SDGs more urgent than ever. Investment in sustainable, innovative and resilient infrastructure is critical to pave the way for an inclusive post-COVID-19 economic recovery. KLCCP Stapled Group aims to play a positive and collaborative role, not only better and greener but with a greater social conscience, building on our deeply held beliefs within society.

SUSTAINABILITY RECOGNITION



The Asset ESG Corporate Awards 2021

- Platinum Award for Excellence in Environmental, Social and Governance (ESG)



MSOSH Occupational Safety & Health (OSH) Award 2021

- Gold Class 2 Award (Services Sectors)



Royal Society for the Prevention of Accidents (RoSPA) Health and Safety Awards 2021

- Gold Award – KLCC Urusharta Sdn Bhd
- Silver Award – KLCC Parking Management Sdn Bhd



Sustainability Business Awards Malaysia 2020/2021

- Supply Chain Management
- Business Ethics and Responsibility



Green Hotel Standard 2020-2022

by Ministry of Tourism, Arts and Culture

SUSTAINABILITY GOVERNANCE

The Sustainability Steering Committee (SSC) is co-chaired by Annuar Marzuki Abdul Aziz, Chief Financial Officer and Zalina Ibrahim, Head of Health, Safety and Environment.

Members of the SSC comprise heads from all major business functions which ensures the development of sustainability strategies representing the wider interests of the Group.

The SSC is supported by a working committee in ensuring sustainability is integrated throughout our business operations. The CEO is responsible for driving the implementation of sustainability strategies for KLCCP

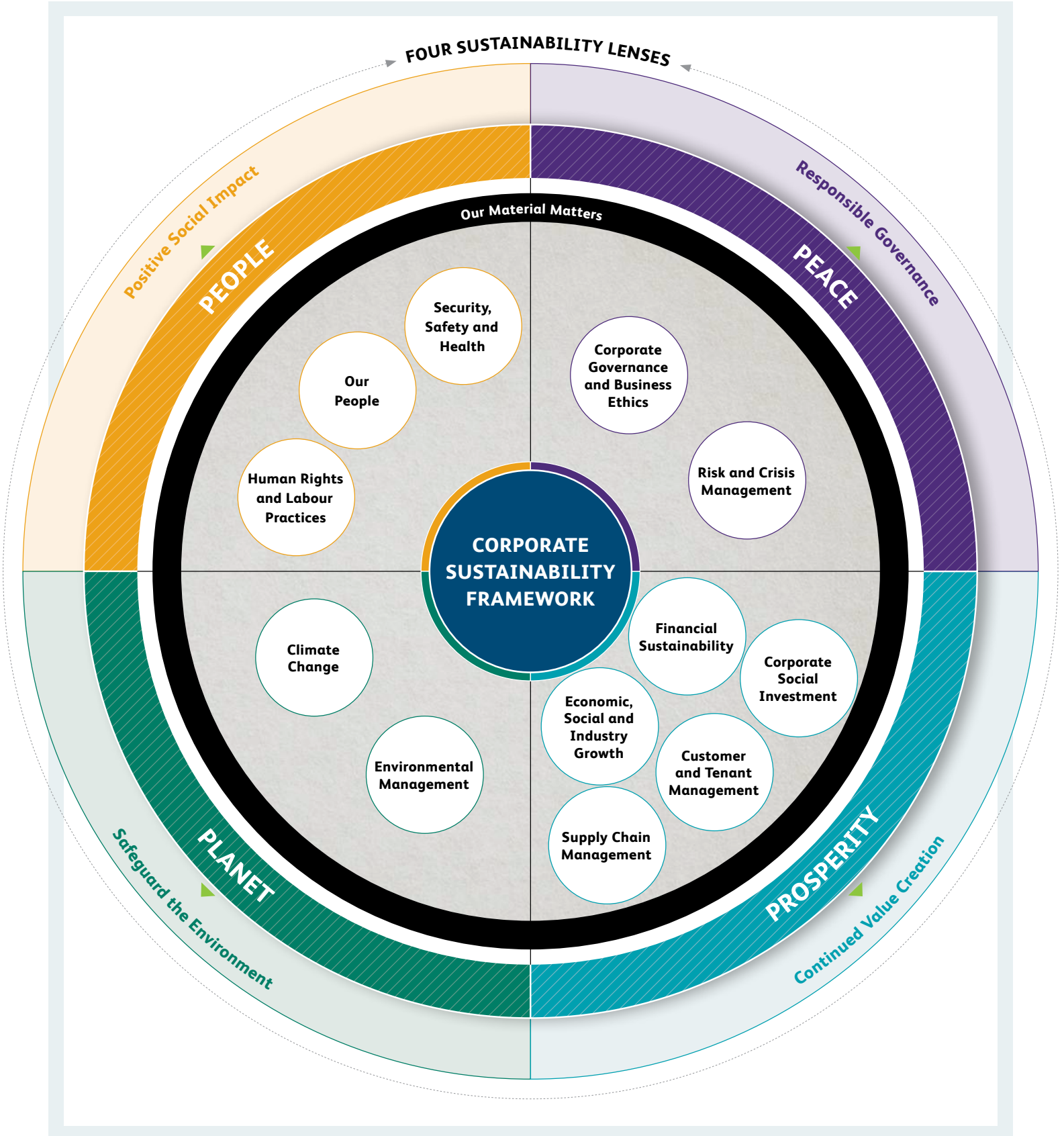
Stapled Group and reports the progress to the Boards of KLCCP and KLCCRM (the Boards) annually and seeks their advice on related issues. The Boards represent the highest authority and is ultimately accountable for managing sustainability matters within the Group.

In December 2021, a Board Risk Committee comprising 3 Independent Non-Executive Directors was established to provide direction, guidance and oversight on risk policies, strategies, principal risks and risk practices as well as ESG compliance and sustainability matters.



SUSTAINABILITY FRAMEWORK

Our sustainability framework encapsulates our principles on sustainability, aligned to the United Nation's 2030 Agenda.





STAKEHOLDER MANAGEMENT

CREATING VALUES FOR OUR STAKEHOLDERS



SHAREHOLDERS, INVESTORS AND BUSINESS PARTNERS

Our shareholders, investors and business partners define the trust, reputation and credibility of our organisation and provide access to funding to grow our business

EMPLOYEES

Our employees are the Group's greatest asset. Through their dedication, passion and belief in our shared values, we deliver desired results



GOVERNMENT, LOCAL AUTHORITIES AND REGULATORS

The Government, local authorities and regulators provide the regulatory framework in which we operate in respect to compliance and risk mitigation



Our stakeholders have their significance, interest, impact and influence on our businesses. To keep our stakeholders informed, we constantly engage them to address their concerns, obtain their views and manage their interests and expectations through the varied existing engagement and communication platforms. We have a diverse group of stakeholders who have their own set of interests and every group is important to us. Inside is a summary of our stakeholder engagement, why they are important to us and our value proposition to them.



STAKEHOLDER MANAGEMENT

▶ SHAREHOLDERS, INVESTORS AND BUSINESS PARTNERS

◉ ENGAGEMENT AND COMMUNICATION PLATFORMS

- Annual General Meetings (AGM)
- Business Partners' Board Meetings
- Investors and analysts' briefings
- Results announcements
- Corporate website
- Annual report
- Press releases

◉ KEY TOPICS AND CONCERNS

- Financial management
- Business resilience and sustainability
- Environment, Social and Governance (ESG) practices
- Business strategy and long-term growth
- Governance practices
- Negative reports in conventional and social media

◉ OUR RESPONSES

- Updates via quarterly results announcements, analyst briefings, one on one video conference, Board meetings, AGM and news coverage
- Updated Economic, Environmental, Social and Governance practices through our Sustainability Report, corporate website, emails and online ESG World Platform
- Developed strong corporate strategies that provide clear business direction
- Communicated timely and real-time data on the impact of the pandemic to the organisation

◉ VALUES CREATED

- Delivered stable returns to holders of Stapled Securities – distributed 95% of distributable income amounting to a full year dividend payment of RM606.6 million
- Identified opportunities for operational excellence and long-term sustainable returns
- Enhanced brand positioning to sustain competitive advantage by communicating our business strength and future prospects
- Promoted transparent practices which contributed to better-informed investment community

▶ EMPLOYEES

- Townhall session by CEO
- Dialogue and engagement with Leadership Team
- Training/workshop/teambuilding/sharing sessions
- Intranet/Emails/HR Careline/memos
- Mental health survey
- Health and recreational activities
- KLCC MyWellness Website and App

- Company's long-term growth and performance
- Skills and capability development
- Career progression
- Employee benefits and compensation
- Security, safety, health, and well-being
- Work life balance
- Job security

- Updated on financial performance, growth plans and employees' matters
- Provided structured training and e-learning for all levels
- Human Resource Planning and Development Committee discussed employees' career advancement on a quarterly basis
- Conducted various HSE awareness programmes
- Carried out awareness programmes on COVID-19
- Provided COVID-19 self-test kit for all employees for mandatory self-test prior to returning to work in office
- Addressed staff well-being and provided support via curated KLCC MyWellness programme on mental health
- Assured staff of job security through staff engagement sessions

- Equal employment opportunities and career progression
- Healthy and safe work environment that promotes sustainability
- Long-term employment from hire to retire
- Opportunities for learning, development and growth. Spent RM600,000 on learning and development
- Well-informed and competent employees
- Competitive remuneration and benefits

▶ GOVERNMENT, LOCAL AUTHORITIES AND REGULATORS

- Emails/letters to provide feedback, updates and queries
- Formal meetings, briefings, forums, visits, and consultations
- HSE inspections of business premises
- Collaboration with local authorities in managing KLCC Precinct's safety and security

- Contribution to economic, and industry growth
- Compliance with government policies, laws, and regulatory requirements
- Compliance to COVID-19 SOPs
- Ethical business practice

- Briefing to relevant ministries, government departments, and agencies on Group's operations or areas of interest
- Monitored compliance through periodic internal assessments
- Reported on compliance in Annual Report and corporate website
- Implemented containment strategies initiatives and adhered strictly to the COVID-19 SOPs and health and hygiene protocols throughout our business operations
- Provided updates to regulators on COVID-19 related financial impact and sustainability of REITs

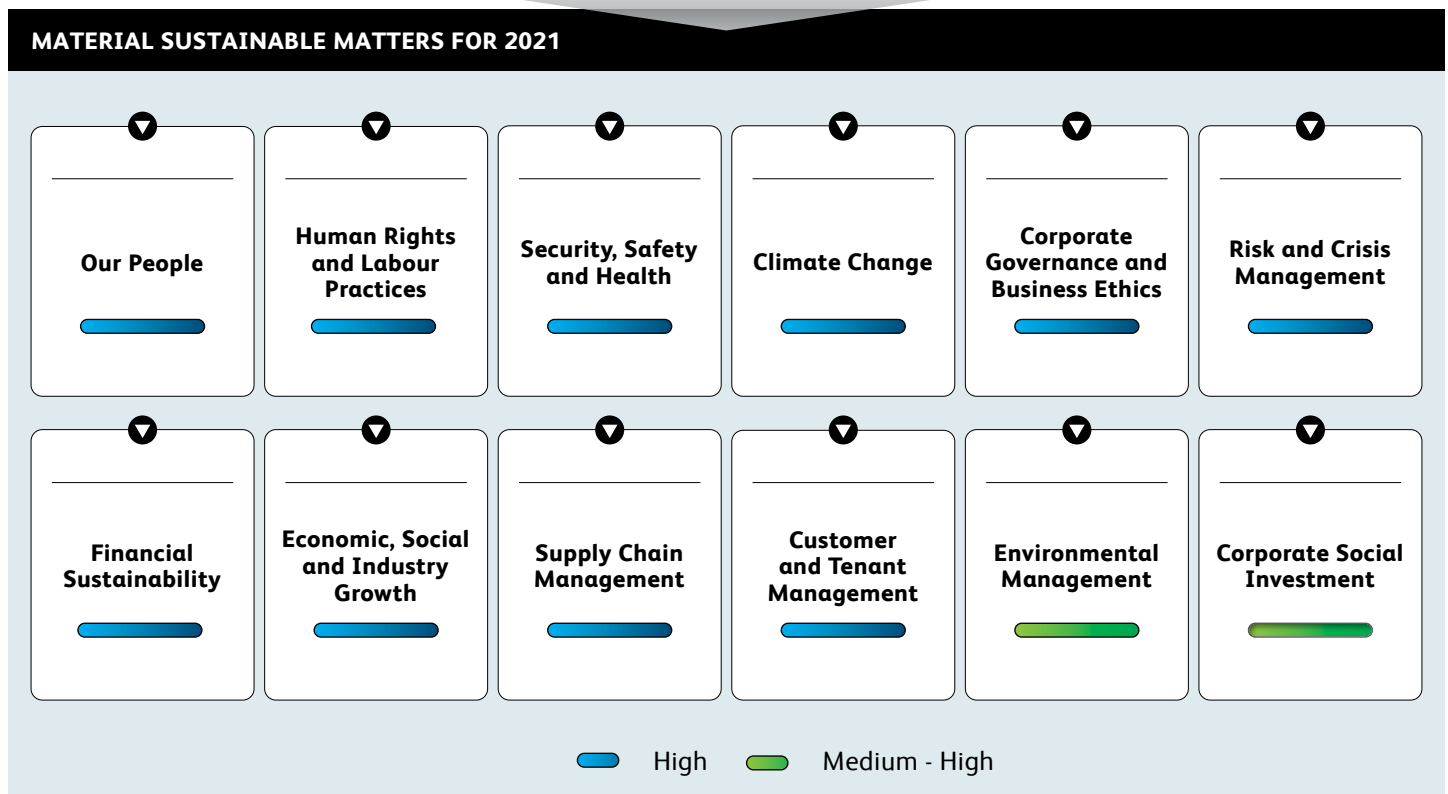
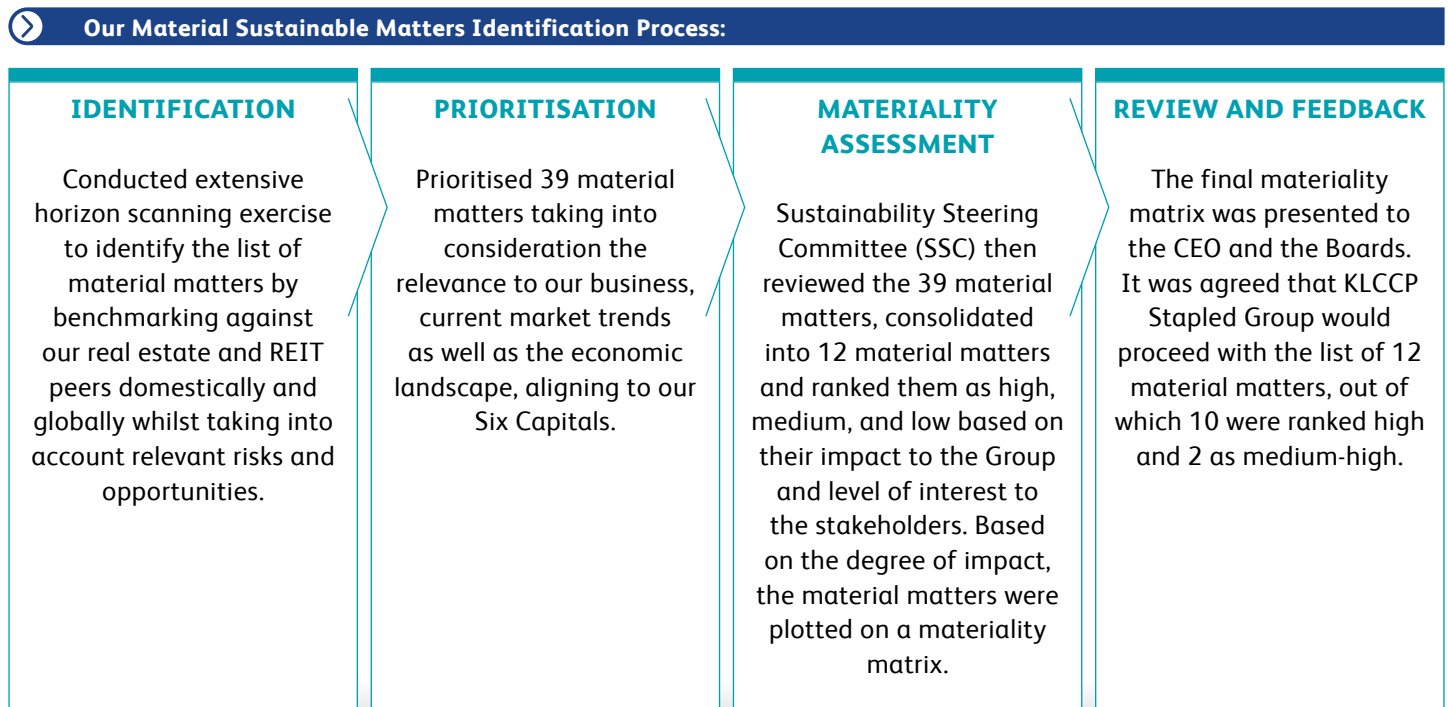
- Complied with policies, regulations, guidelines, and standards set forth in relation to the industry
- Regular feedback/data to regulators for analysis and in promoting the REIT industry
- Paid RM81.9 million in taxes to the Government and recognised as the "Pembayar Cukai Terbaik 2020" in March 2021 by the Inland Revenue Board
- Advanced industry standards through adoption of best practices across our operations
- Achieved a reduction of 21.5% in GHG emission compared to 2020 from proactive measures in minimising our carbon footprint coupled with reduced building occupancy and operational capacity

▶ TENANTS, CUSTOMERS AND GUESTS	▶ SUPPLIERS AND SERVICE PROVIDERS	▶ COMMUNITY	▶ MEDIA
<ul style="list-style-type: none"> • Hotline, surveys, email to manage queries, customers/tenants' feedback • Awareness campaigns on environmental conservation i.e. energy conservation, water use, promoting use of digital platforms • Loyalty programmes for shoppers and hotel guests • Dialogue and engagement sessions • Social media • Website • Online platforms to promote products and services 	<ul style="list-style-type: none"> • Meetings and workshops • Safety briefings • Evaluation/performance review/audit • Corporate presentations • Supplier training programmes 	<ul style="list-style-type: none"> • Corporate Social Responsibility (CSR) programmes • News portals, Emails, websites, leaflets, kiosks, posters 	<ul style="list-style-type: none"> • Press releases • Emails • Press conferences • Interviews • Media events
<ul style="list-style-type: none"> • COVID-19 safety measures • Security within the KLCC Precinct • Customer satisfaction on products and services • Product safety • Condition of amenities provided in our properties • Promotions and rewards 	<ul style="list-style-type: none"> • Fair competition and compliance to procurement guidelines • Potential business opportunities • Transparency of tender processes • Compliance with laws and regulations • Contract expansion and expiry • Prompt issuance of payment 	<ul style="list-style-type: none"> • Contribution to the community through donations, sponsorships and infrastructure development and maintenance • Health and safety measures and environmental impact on business operations • Security within KLCC Precinct 	<ul style="list-style-type: none"> • Financial performance, growth strategy and future plans • Media investment i.e., media buy, subscription of media services • Participation in events and engagement with media
<ul style="list-style-type: none"> • Provided safe and convenient environment • Enhanced security features within KLCC Precinct • Offered diverse retail mix to cater to lifestyle and trends • Held promotional campaigns and reward programmes to enhance attraction • Improved customer/guest experience via digitalisation initiatives such as online shopping, use of digital menu at restaurants and touchless payment options • Extended rental assistance amounting to RM127.1 million to affected retail partners • Launched "Safe Space" at our retail mall to drive mental health, awareness campaign whilst providing an environment of acceptance and compassion for the community • Curated hotel staycation packages to cater to domestic market which offered attractive discounts for rooms, food and beverage • Continued "WeCare Programme" to enhance high standards of hygiene awareness at hotel • Enhanced product offerings at MOKL Hotel Online Shop 	<ul style="list-style-type: none"> • Equal opportunities for eligible suppliers • Request for information to meet the project/ service requirements • Conducted online evaluation • Engagement with suppliers on HSE related matters, procurement procedures and Anti-Bribery Management System 	<ul style="list-style-type: none"> • Participation in CSR programmes i.e. fundraising activities, environmental conservation programmes • Enhanced security measures within KLCC Precinct through 24/7 monitoring via CCTV with analytics • Extended support to frontliners by distributing essential items • Contributed to welfare fund of the local authorities • Financial support for Malaysian AIDs Foundation • Contributed to hospitals via PETRONITA's Orchid Run & Ride event 	<ul style="list-style-type: none"> • Issuance of press releases on quarterly results, events and notifications • Participated in media events and interviews • Organised virtual media interview with EdgeProp • Networked with media at "Malam Wartawan Malaysia 2021"
<ul style="list-style-type: none"> • Safe and secured place to work, shop, stay and enjoy leisure • Brought onboard 17 new retail tenants, creating greater vibrancy and elevating shopping experience • Innovative and trend setting products and services • High service level standards and enhanced customer experience resulted in continued patronage therefore increased in tenant sales • Reliable professional services, safe shopping environment and innovative trend setting products and services resulting in guest satisfaction score of 87% • Rewarded our customers through experiential reward programmes and campaigns which resulted in increased footfall and tenant sales • Supported our retail tenants towards business sustainability to weather the crisis, recover quickly and rebuild loyal customer base 	<ul style="list-style-type: none"> • Opportunities for growth and business expansion • Maintained local procurement at 95% • Instilled a culture of sustainable procurement through supply of environmentally friendly products • Promoted a culture of ethical practices by complying to Code of Conduct and Business Ethics (CoBE) 	<ul style="list-style-type: none"> • Enriched the lives of our community and improved societal well-being • Contributed RM1.2 million in community investment • A safer and secure environment for tenants, shoppers and guests 	<ul style="list-style-type: none"> • Fostered good relationship with the media • Provided accurate information for error-free reporting • Enhanced brand equity and public confidence • Higher and positive exposure of brand

MATERIAL SUSTAINABLE MATTERS

In identifying the Group’s material sustainable matters, we benchmarked against our industry peers, evaluated our sustainability context, stakeholder issues and the associated risks and opportunities. We considered both internal and external factors affecting the industry in our review and assessed their impact on our business and importance to our stakeholders.

Taking into account the prolonged health crisis, the Sustainability Steering Committee identified two new material sustainable matters, namely Building Air Quality and Mental Wellness to be included in 2021.



PEOPLE

MATERIAL SUSTAINABLE MATTERS:

Our People

- Equality, Diversity and Inclusion
- Skills and Capability Development
- Talent Management
- Workforce Engagement
- Women Empowerment
- Job Security
- New Ways of Working
- Mental Wellness

Human Rights and Labour Practices

- Responsible Employment
- Non-Discrimination

RISKS

- Failure to retain employees
- Employees not well-equipped with skillsets required with advancements in technology
- Reputational damage if perceived to practice discrimination
- Financial and emotional stress leading to lack of productivity
- Unable to minimise or manage the spread of COVID-19 at workplace

OPPORTUNITIES

- Transforming our workforce with the right mindset and culture
- Elevating women leadership within the Group, in line with the nation's aspiration
- Keeping a resilient organisation with passionate and competent employees
- Supporting the Government in suppressing the spread of COVID-19 and achieve herd immunity

MATERIAL SUSTAINABLE MATTERS:

Security, Safety and Health

- Safety and Health Management
- Security Management
- Building Air Quality

RISKS

- Threats to employees' health and safety – pandemic, work related illnesses, and occupational hazards
- Threats to safety of our guests, tenants, customers, and assets in relation to any global security threats
- Threats to employees' mental health due to work stress, job security and other personal issues

OPPORTUNITIES

- Maintaining a healthy workforce and safe workplace for a sustainable business
- Leadership commitment in heightening safety standards
- Providing support to improve health and wellbeing for a sustainable work-life balance

MATERIAL SUSTAINABLE MATTERS

PLANET

MATERIAL SUSTAINABLE MATTERS:

- Climate Change**
 - GHG Emission
 - Efficient Energy Management
 - Renewable Energy
- Environmental Management**
 - Water Management
 - Waste Management
 - Responsible Material Use

RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> Negative impact to the environment resulting from our operations Threats to human health – physical and psychological wellbeing 	<ul style="list-style-type: none"> In support of the Government’s efforts to transition to a low-carbon economy by 2050 Committed to operate and grow in an environmentally responsible and sustainable development Reduced our energy usage by adopting responsible practices

PEACE

MATERIAL SUSTAINABLE MATTERS:

- Corporate Governance and Business Ethics**
 - Corporate Governance and Compliance
 - Business Ethics, Integrity and Corruption Management
 - Cyber Security and Data Privacy
- Risk and Crisis Management**

RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> Heightened legal, regulatory and reputational risks Lack of control and strategic alignment leading to corruption, negligence, fraud, and lack of accountability Cyber disruption to data security 	<ul style="list-style-type: none"> Promote good governance practices that contribute to growth and management stability Improve organisational efficiency and effectiveness in managing bribery and corruption risks to foster trust and integrity Engage shareholders in making investment decisions and promote management transparency Create awareness on network and data protection to minimise cyber risks Licence to operate Engaging with stakeholder and community to create awareness on data protection and accountability

PROSPERITY

MATERIAL SUSTAINABLE MATTERS:

- Financial Sustainability**
 - Sustained Returns and Profitable Growth
 - Capital Management
 - Business Strategy and Innovation
 - Cost Containment
- Economic, Social and Industry Growth**
 - Contribution to Nation Building and Industry Growth
 - Digitalisation

RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> Unexpected increase in costs resulting from the pandemic Insufficient working capital leads to financial insolvency Inability to compete in a challenging market Lack of efficiency and competitiveness to survive in the digital era 	<ul style="list-style-type: none"> Reduce operating costs to conserve cash for survival Unlocking value through optimisation of our portfolio of assets Leveraging on our core competencies to promote economic and industry growth Staying connected with our stakeholders during the pandemic, leveraging digitalised services

PROSPERITY

MATERIAL SUSTAINABLE MATTERS:

Supply Chain Management

- Local Procurement Management
- Responsible Product Sourcing
- Food Safety and Quality

RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> • Lead to potential conflict of interest, corruption and unethical practices • Quality and safety of products and services at stake 	<ul style="list-style-type: none"> • Own a database of reputable and reliable suppliers • Better collaboration with suppliers in managing procurement processes • Wide selection of suppliers for the procurement of quality products and services

MATERIAL SUSTAINABLE MATTERS:

Customer and Tenant Management

- Tenant Engagement
- Customer Experience and Satisfaction
- Tenant Sustainability
- Customer Confidence
- Marketing and Promotions

RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> • Failure to keep up with the rapid changes in customer expectations and digital revolution • Impedes market leader position from intensifying competition and disruption to business trends • Losing tenants as they are unable to sustain during the pandemic • Customers/guests avoiding the mall/hotel resulting in loss of business • Losing customer/guest loyalty and reduced sales 	<ul style="list-style-type: none"> • Reimagining office spaces to meet the evolving needs of our tenants • Re-strategising retail with refreshing tenant and trade mix to drive footfall • Differentiate the consumer offering with a focus on experience • Innovating hotel's services and offerings to adapt to the new norm to provide quality guest experience • Retaining tenants by providing rental assistance to help their businesses recover • Boost shopper traffic, guest's arrival, and sales upon re-opening of businesses

MATERIAL SUSTAINABLE MATTERS:

Corporate Social Investment

RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> • Unfavorable image for the company • Preferences to a particular charitable beneficiary 	<ul style="list-style-type: none"> • Enhance brand visibility to a wider community • Increase employees' awareness and involvement • Giving back and creating a positive and lasting impact to the community

STRATEGIC BLUEPRINT

REFINING OUR STRATEGY TO BE

Our efforts to be a customer centric organisation over the long-term is guided by our Statement of Purpose and our aspiration to be a Solutions Partner to our stakeholders, enriching lives for a sustainable future.

Evolution of Our Business Strategy

- 2018**
 - Driving enduring demand for our spaces, towards delivering financial and societal value to all our stakeholders
 - Business agility to respond and adapt to the new pace of change and strengthening our competencies to amplify our skillsets
- 2019**
 - Future proofing our positioning to become the Solutions Partner to our business partners, embedding resilience for the longer-term and creating sustainable value, leveraging opportunities and technology
- 2020**
 - Harnessing digital & driving dynamic and innovative solutions as a new way of working towards a sustainable future

Groupwide Transformation

STATEMENT OF PURPOSE

We create places people look forward to, progressing lifestyle for a sustainable future

VALUE DRIVERS

- Our People
- Our Assets
- Strategic Partnerships
- Sustainability Agenda

STRATEGIC FRAMEWORK

STRATEGIC FOUNDATION

Culture

Capability

Digital

HSE

Sustainability (ESG)

Supported by our Sustainability Goals

Building a Smart, Safe and Sustainable KLCC Precinct

Building an Agile, Inclusive and Sustainable Workforce in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) World

CUSTOMER CENTRIC

As we progress from our 3 phases of strategy as outlined in our Integrated Annual Report 2020, in 2021, the Group embarked on a Groupwide Transformation exercise in reshaping the organisation towards positioning for growth trajectory, post pandemic.



OUR STRATEGIC VALUE CREATION

STRATEGIC PILLARS

S1 MAXIMISING VALUE OF INVESTMENTS

S2 RESILIENCE IN SOFT MARKET CONDITIONS

OUR CAPITALS AND INPUTS

F

Strong Financial Position

Total equity attributable to holders of Stapled Securities

RM13.0 bil

Total financing

RM2.4 bil



To read more, refer to A Statement from the CFO on pages 70 to 71 and KLCCP Stapled Group 5-Year Financial Highlights and Summary on pages 72 to 75 of the KLCCP Stapled Group Integrated Annual Report 2021 at https://www.klcc.com.my/investor-relations/annual_report.html

P

Portfolio of Diverse, Iconic Assets and Management Services

Iconic and high-quality asset
5 Offices, 2 Retails, 1 Hotel

Property Value

RM15.6 bil



To read more, refer to Our Iconic Portfolio on pages 6 to 12 and Operations Review on pages 84 to 111 of the KLCCP Stapled Group Integrated Annual Report 2021 at https://www.klcc.com.my/investor-relations/annual_report.html

K

Deep Knowledge and Strong Capabilities

Deep **real estate experience**
Digital enablers to create value through innovation



To read more, refer to KLCCP and KLCC REIT Boards of Directors on pages 136 to 146 and Management Team on pages 147 to 150, Operations Review on pages 84 to 111 and Digitalisation at the Forefront on pages 28 to 29 of the KLCCP Stapled Group Integrated Annual Report 2021 at https://www.klcc.com.my/investor-relations/annual_report.html

VALUES CREATED

People: Progressing Our Social Agenda

Material Matters:

- Our People
- Human Rights and Labour Practices
- Security, Safety and Health

Capitals Involved: **K E R**

Invested **RM600,000** for staff training

RM3.0 mil on staff wellness and digital tools

99.74%

fully vaccinated employees as of December 2021

Rolled out

KLCC MyWellness

in addressing physical and mental health

Zero

Number of fatalities recorded since 2014

Planet: Protecting Our Environment

Material Matters:

- Climate Change
- Environmental Management

Capital Involved: **N**

21.5%

Reduction in GHG emission from 2020

RM1.8 mil

Energy cost saving since 2014 from the solar panel at the rooftop of Suria KLCC mall

100%

Elimination of Single-Use plastic in hotel operations

Risks and Opportunities:



To read more, refer to Material Sustainable Matters on pages 18 to 21

TRADE-OFF

F

Financial capital is applied to enable us to execute our growth strategy and in mitigating risks to sustain performance typically with positive impacts on Portfolio, Employees, Knowledge and Relationships capitals. This however may result in depletion of Natural resources.

P

Investing in asset enhancement initiatives and reducing the environmental footprint will benefit the Natural, Knowledge, Employees and Relationships capitals, but comes at a cost to Financial capital. However, in the long-term, these investments expand our business capacities, and grow our financial position.

K

Investment in leadership capabilities development, ongoing business processes and digital technology lead to positive impact on the Portfolio, Employees, Natural and Relationships capitals but will negatively impact the Financial capital. However, this will benefit all our six capitals in the longer term.

S3 CREATING VALUE THROUGH SUSTAINABILITY

S4 EMBRACING DIGITAL FOR BUSINESS ENHANCEMENT

E

Engaged and Inspired Employees

Total Employees
785 permanent, 128 contract

High performing people and future driven culture

To read more on Our People, refer to pages 32 to 49

N

Natural Resources

50 acres of KLCC Park (green lung) with **1,700 trees**

693,278 m³ of water used in our buildings

102,073,000 kWh of electricity used in our buildings

To read more on our Environmental practices, refer to pages 50 to 61

R

Trusted Relationships with Stakeholders

High integrity, trust and transparent communication with our key stakeholders

To read more, refer to Stakeholder Management on pages 16 to 17

Peace: Embodying Good Governance

- Material Matters:**
- Corporate Governance and Business Ethics
 - Risk and Crisis Management

Capital Involved: K

56% Women directors on Boards	67% Independent Non-Executive Directors on Boards	Zero bribery and corruption cases reported
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Prosperity: Advancing Economic Resilience

- Material Matters:**
- Financial Sustainability
 - Economic, Social and Industry Growth
 - Customer and Tenant Management
 - Supply Chain Management
 - Corporate Social Investment

Capital Involved: F

RM1.2 bil Revenue	RM0.5 bil Profit for the year	33.60 sen Distribution per Stapled Security
RM128.3 mil Spent on community investment and rental assistance to retail partners	95% Products sourced locally	87% Hotel guest satisfaction score

E Investment in employees' continuous training and development as well as to support employees working from home during the pandemic have depleted our Financial capital. However, this will benefit our Financial, Portfolio, Natural and Relationships capitals in the longer term.

N Utilisation of natural resources in our business operations negatively impacts the Natural capital. We manage our emission, electricity consumption and water use to minimise environmental degradation resulting in positive impact to Financial capital and indirectly boost other capitals that create value for our stakeholders.

R Our commitment in providing rental assistance to our retail partners and giving back to the community have reduced our Financial capital. Studier negotiations with stakeholders in our effort to preserve cash may impede relationship throughout our supply chain. However, this will uplift all our six capitals in the long run.

TOWARDS SUPPORTING THE UNITED NATION'S 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

THIS YEAR WE HAVE TAKEN GUIDANCE FROM THE WORLD ECONOMIC FORUM'S STAKEHOLDER CAPITALISM METRICS (WEF SCM) WHICH IS ALSO ALIGNED TO THE UN'S 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT THAT SHAPE AND REPRESENT THE 17 SUSTAINABLE DEVELOPMENT GOALS

WEF SCM THEMES

OUR PRIORITISED UNSDGs

PEOPLE

Ensure our people fulfil their potential in dignity, equality and in a healthy environment



PLANET

Protecting our planet through responsible environmental management and taking urgent action on Climate Change to support the needs of present and future generations



PEACE

Embrace a corporate culture encompassing values, exemplary attitude and behavior in all areas of conduct



PROSPERITY

Ensure all our stakeholders enjoy prosperous and fulfilling lives and that economic, social and technological progress can benefit all in the long run



▶ HOW WE ALIGN

- We acknowledge the importance of the health and safety of our employees, communities and strive towards creating a safe and secure environment for all
- We strongly believe in the importance of developing our people and are committed in our role in promoting diversity, equal opportunity and responsible employment practices
- Caring for the community by improving safety measures during the pandemic
- Creating a conducive working environment by prioritising employees' wellness
- Promoting training and e-Learning to provide continued training and upskilling

- We practice responsible environmental management through reducing Greenhouse Gas emission, energy consumption, water use and responsible waste management
- We protect our planet through sustainable development and environmental conservation efforts

- We are committed to upholding our Shared Values and ethical business conduct with zero tolerance to bribery and corruption
- We are fully resolved and committed to employing the principles of integrity, transparency and professionalism for continued progress and success to safeguard the interests of stakeholders and enhance shareholders' investment and value and protect the interests of all stakeholders

- We play an active role in contributing positively to the industry's and nation's growth through nation building and spurring socio economic development
- Enriching the lives of our communities - KLCC Precinct is the place where people can converge and enjoy the various experiences through excellent infrastructure, accessibility and connectivity to the attractions within the development

▶ VALUES WE CREATE

- Safe and secure workplace with a strong HSE culture
- An empowered, agile and enabled workforce with clear work-life balance
- A diverse and inclusive workplace which create a sense of belonging amongst employees
- We promote sustainable development for long-term growth and provide our community with a conducive environment to work, live, shop, play, visit and dine

- A greener environment for the well-being of our community through responsible business practices by reducing our carbon footprint
- Gained cost savings from reduced energy consumption, water use and use of renewable energy in our operations

- Integrity and ethical practices amongst Boards, management, employees, business partners and stakeholders
- Sustainable financial performance delivering long-term values and returns to our holders of Stapled Securities
- Accountability on control systems which commensurate with the risks involved

- Spurring economic activities and creating a vibrant place for people from all walks of life
- Deliver sustainable returns to our holders of Stapled Securities and generate growth where benefits are broadly shared throughout the society
- We connect with our tenants, customers and communities in meeting their needs for seamless experiences

MEASURING PROGRESS IN PURSUING SUSTAINABILITY GOALS

5-YEAR SUSTAINABILITY ROADMAP (2019 - 2023)

GOAL 1: Building a Smart, Safe and Sustainable KLCC Precinct

SUPPORTING THE UNSDGs:



OUR CAPITALS:



MATERIAL SUSTAINABLE MATTERS:	FOCUS AREAS:
<ul style="list-style-type: none"> Financial Sustainability Economic, Social and Industry Growth Security, Safety and Health Customer and Tenant Management Risk and Crisis Management 	<ul style="list-style-type: none"> Digital Infrastructure Innovative Customer-Focused Solutions Data Analytics

5-YEAR TARGET (2019 - 2023)	2021 TARGETS	2021 ACHIEVEMENTS		
To be digitally competent organisation	Integrated Building Command Centre (IBCC) systems integration for PETRONAS Twin Towers and Menara 3 PETRONAS	Successfully integrated seven systems into IBCC: <ul style="list-style-type: none"> Energy Management System – controlling power usage and switching off non-essential loads during peak hour Chilled Water System – controlling chilled water usage based on real data usage, supply temperature and room temperature Water Management System - to generate alarm for non-stop flushing or leaking Internal Air Quality (IAQ) System - enable temperature to be adjusted to reach the comfort level for occupants (based on the standard indicator) Work Order Management (WORMS) - created a cloud-based WORMS and Asset Management System for fast response in attending to complaints or maintenance work Common Estate Confine Pump Room Monitoring – digital remote monitoring of pump room at KLCC Park which reduces manual activities at height and confined spaces through real time operation PETRONAS Twin Towers (Standalone structural monitoring) – digitally remote monitoring and reducing physical activities working at height with real-time operations 	●	
	Parking Management Systems (PMS) – enhancement of contactless and cashless payment at Northwest Development (NWD) car park	<ul style="list-style-type: none"> Integration of KLCC Parking Management (KPM) parking systems into a single management platform 	Completed assessment by PETRONAS Digital Sdn Bhd on KPM current network, application and server infrastructure.	●
	<ul style="list-style-type: none"> Collaboration between KPM and SETEL Ventures Sdn Bhd - by extending payment option to customers using SETEL e-payment app by PETRONAS 	Completed system setup and dry run on the use of SETEL at NWD. Expected to be operational by quarter 1, 2022.	●	

● 2021 target met	● 2021 target in progress	● 2021 target not met
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GOAL 2: Building an Agile, Inclusive and Sustainable Workforce in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) World

SUPPORTING THE UNSDGs:



OUR CAPITALS:



MATERIAL SUSTAINABLE MATTERS:	FOCUS AREAS:	
<ul style="list-style-type: none"> Our People Human Rights and Labour Practices Security, Safety and Health 	<ul style="list-style-type: none"> People and Culture Fit Empowered, Agile and Resilient Workforce 	<ul style="list-style-type: none"> Work Life Integration HSSE Generative Culture


5-YEAR TARGET (2019 - 2023)	2021 TARGETS	2021 ACHIEVEMENTS	
Achieve a succession planning ratio of 1:2	To achieve a succession ratio of 1:1.3	Achieved a succession planning ratio of 1:0.8	●
Institutionalise organisation capabilities	100% completion of capability assessments for Marketing, Sales & Leasing, Property Development, Investment Management and Project Management core capability areas	100% completion of the capability assessments for executive to manager level	●
	Capability upskilling to support the Group enhanced strategic agenda and culture transformation	Upskilled 25 Senior Managements and 33 talents identified as Culture and Change Associate to cascade and upskill the masses towards understanding the Group enhanced strategic agenda and culture transformation	●
Inculcate digital native mindset, healthy and ethical workforce	Digital Launched Digital Learning Series with 80% employees participation in the programs	95% employees participated in Digital Learning Series programs covering Agile Scrum, Azure DevOps, Power Automate, Power Apps, SWITCH, PowerBi, Mural, and Citizen Analytics	●
	Implement a new platform that offers a more comprehensive solution across HR, Talent Management, Workforce Management, and Payroll	Migrated the existing myPASSPORT to a new myCareerX platform for better talent management. It is an online all-in-one HR platform where employees are empowered to drive their own development and to complete their daily HR-related activities	●
	Health and Wellbeing Address mental health and wellbeing of employees	<p>Conducted mental wellbeing survey with 81% participation rate</p> <p>Partnered with Naluri Sdn Bhd and rolled out Employee Assistance Programme (EAP) – KLCC MyWellness, a comprehensive and personalised EAP to improve physical and mental health</p> <p>Enhanced medical benefits to include:</p> <ul style="list-style-type: none"> Pre-hospitalisation admission and COVID-19 test coverage COVID-19 hospitalisation treatment coverage Mental illness treatment for staff and dependents <p>Activated Banjir Care taskforce to aid employees affected by the floods - RM32,500 disbursed to affected employees</p>	●

● 2021 target met	● 2021 target in progress	● 2021 target not met
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MEASURING PROGRESS IN PURSUING SUSTAINABILITY GOALS

5-YEAR SUSTAINABILITY ROADMAP (2019 - 2023)

GOAL 2: Building an Agile, Inclusive and Sustainable Workforce in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) World (Cont'd)

SUPPORTING THE UNSDGs:   

OUR CAPITALS:    

MATERIAL SUSTAINABLE MATTERS:	FOCUS AREAS:	
<ul style="list-style-type: none"> • Our People • Human Rights and Labour Practices • Security, Safety and Health 	<ul style="list-style-type: none"> • People and Culture Fit • Empowered, Agile and Resilient Workforce 	<ul style="list-style-type: none"> • Work Life Integration • HSSE Generative Culture

5-YEAR TARGET (2019-2023)	2021 TARGETS	2021 ACHIEVEMENTS	
Inculcate digital native mindset, healthy and ethical workforce	Ethics at workplace 80% staff complete five Critical Legal Areas (CLA) mylearning module	Achieved 72% completion rate for the five CLA mylearning module	●
Towards Generative HSSE Culture in 2024	Conduct three training programmes on Generative HSSE Culture (GC)	Five KLCC Group Leadership Team attended GC Leadership Training 30 participants attended Rakan HSE Program	●

● 2021 target met
 ● 2021 target in progress
 ● 2021 target not met

GOAL 3: Combating climate change and reducing environmental impacts

SUPPORTING THE UNSDGs:



OUR CAPITALS:

MATERIAL SUSTAINABLE MATTERS:	FOCUS AREAS:	
<ul style="list-style-type: none"> Climate Change Environmental Management 	<ul style="list-style-type: none"> Carbon Emission Environmental Management Energy Consumption 	<ul style="list-style-type: none"> Water Usage Waste Generation Removal of Single-Use Plastic

5-YEAR TARGET (2019-2023) ¹	2021 TARGETS ²	2021 ACHIEVEMENTS ²	
To reduce carbon emission: <ul style="list-style-type: none"> Office: 8.0% Retail: 18.0% Hotel: 3.0% 	Reduction in carbon emission: <ul style="list-style-type: none"> Office: 4.9% Retail: 3.0% Hotel: 17.4% 	Delivered improved carbon efficiency where we achieved a reduction of 28.0% for office, 12.0% for retail, however hotel increased emission by 3.4% <ul style="list-style-type: none"> Office: Retail: Hotel: 	
To reduce energy consumption: <ul style="list-style-type: none"> Office: 6.8% Retail: 5.0% Hotel: 1.8% 	Reduction in Energy consumption: <ul style="list-style-type: none"> Office: 5.0% Retail: 19.0% Hotel: 0.3% 	Drove down energy consumption in our operations by 1.9% for office, 11.3% for hotel with the continuous implementation of energy efficient initiatives. However retail increase consumption by 140.6% (2020 data does not include chilled water) <ul style="list-style-type: none"> Office: Retail: Hotel: 	
To reduce water usage: <ul style="list-style-type: none"> Office: 1.0% Retail: 7.0% Hotel: 20.0% 	Reduction in water usage: <ul style="list-style-type: none"> Office: 0.6% Retail: 38.0% Hotel: 12.0% 	Reduced water usage throughout our assets by 31.7% for office, 18.8% for retail, and 33.5% for hotel through our efficient water management <ul style="list-style-type: none"> Office: Retail: Hotel: 	
To reduce waste generation: <ul style="list-style-type: none"> Office: 12.0% Retail: 18.0% Hotel: 15.0% 	Reduction in waste generation: <ul style="list-style-type: none"> Office: 12.6% Retail: 35.0% Hotel: 3.0% 	Waste management within our operations which is carried out via reduction, reuse and recycling resulted in total waste reduction of 34.0% for office, 89.7% for retail, and 69.2% for hotel <ul style="list-style-type: none"> Office: Retail: Hotel: 	
100% removal of single-use plastic in hotel operations	100% removal of single-use plastic in hotel operations	Successfully eliminated 100% of single-use plastic in hotel operations	

2021 target met	2021 target in progress	2021 target not met
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Notes:

- The 5-Year targets are calculated based on 2015 baseline.
- 2021 targets are calculated from 2015 baseline except for retail waste generation from 2017.
- The significant reduction in GHG emission, energy consumption, water use and waste generation are mainly due to reduced occupancy in our office buildings, lower footfall in our mall and reduced capacity in hotel operations resulted from the implementation of various phases of Movement Control Order throughout the year.

PEOPLE

PROGRESSING OUR SOCIAL AGENDA

As a real estate player, our business strategy takes into perspective the risks and opportunities impacting the real estate industry and organisation. We proactively manage and identify business impact on the safety, security and well-being of our employees, customers, and the local communities. This involves a process of creating sustainable places that promote safe, secured and conducive environment whilst endeavouring to build positive relationships within the areas we operate.

OUR ALIGNMENT TO THE UNSGDs



MATERIAL SUSTAINABLE MATTERS

- Our People
- Human Rights and Labour Practices
- Security, Safety and Health

RELATED PRINCIPAL RISKS

- Human Capital
- Health, Safety and Environment
- Facilities Management
- Security

MAPPED TO OUR CAPITALS



5-YEAR SUSTAINABILITY ROADMAP (2019-2023)

- **Goal 2**
Building an Agile, Inclusive and Sustainable Workforce in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) World



IN THIS SECTION

Our People

- Equality, Diversity and Inclusion 34
- Women Empowerment 34
- Skills and Capability Development 35
- Talent Management 36
- Workforce Engagement 37
- Mental Wellness 39
- New Ways of Working 41
- Job Security 41

Human Rights and Labour Practices

- Responsible Employment 41
- Non-Discrimination 41

Security, Safety and Health

- Safety and Health Management 44
- Security Management 48
- Building Air Quality 48



Photo taken in 2019



Photo taken in 2019



FOCUS FOR THE YEAR

- ▶ Building an inclusive, agile and empowered workforce through a culture of accountability
- ▶ Retooling our people with the right capabilities to deliver new value
- ▶ Fostering employee engagement and work-life integration



OUR APPROACH

Our people are integral to our business and our success. Our ability to attract and retain a diverse workforce, characterised by equal opportunities and prospects for advancement, is fundamental to our ability to operate.

We recognise that workforce expectations have evolved considerably over the past years and will continue to do so. Today's talents are looking for growth, opportunities to shine, variety, flexibility, mobility and security. Increasingly, people want to work for a company that is purpose-driven and where they can add value to society.

Our strategy aims to prepare our Group the evolving expectations of future generations of employees. The new flexible ways of working including remote working, will have an important impact on working processes, knowledge retention and succession planning for the Group, and our strategy reflects this.

Our talent management is based on promoting performance management, leadership development, succession planning and employee capability building. It is implemented at all levels of the organisation in partnership with our leaders, business managers and operation teams, to support our business priorities and growth strategy.

As an equal opportunities' employer, we strive to treat everyone fairly, as entrenched in our Code of Conduct and Business Ethics (CoBE), which sets out the requirements that protect people against discrimination in our workplace.

OUR PEOPLE

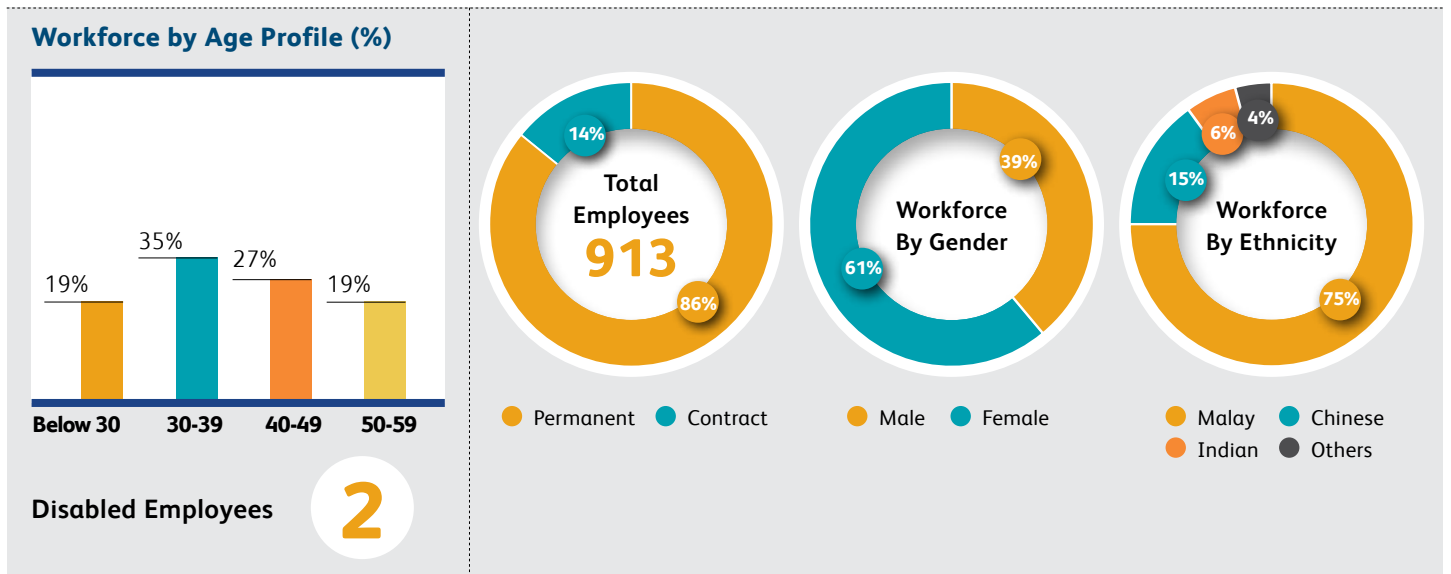
The Group's business strategy relies on teams who are engaged, skilled and passionate about what they do. Our culture of accountability and business sustainability plays an important role in achieving this.

Purpose-driven leadership is about creating a safe, diverse and inclusive environment where our employees are treated fairly and with respect and are empowered to succeed and grow.

PEOPLE

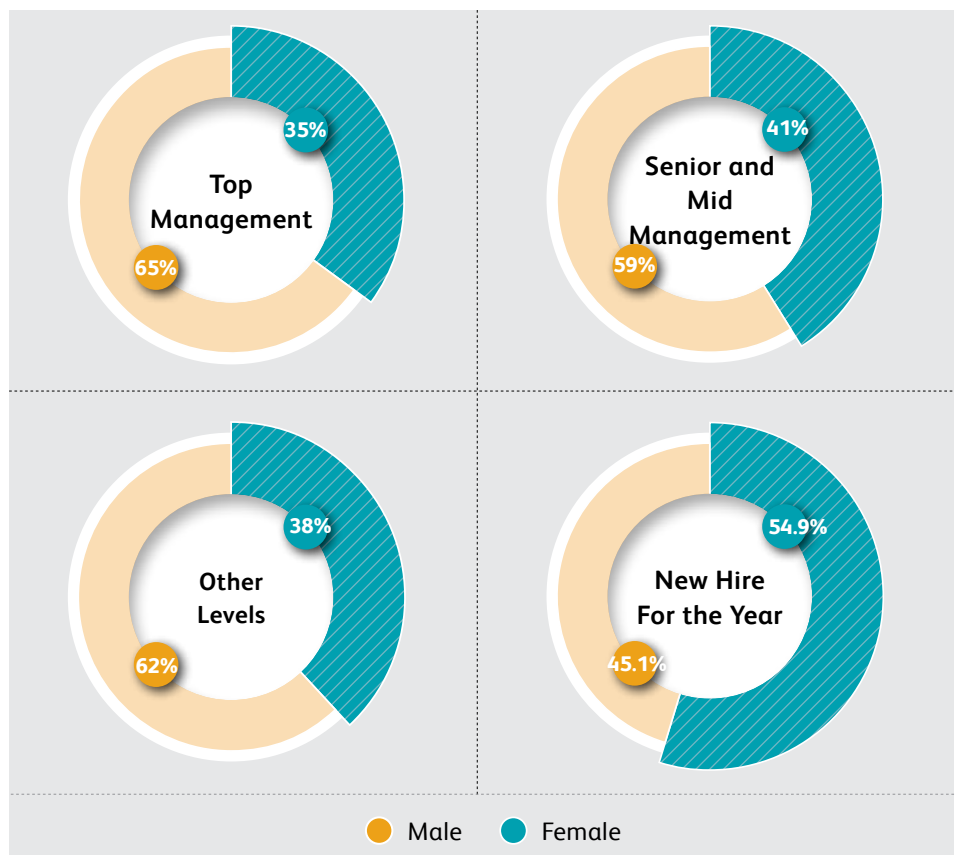
Equality, Diversity and Inclusion

Advancing our culture of inclusion and belonging continues to be a priority and in 2021 we took significant steps to strengthen our approach and enhance our strategy. We are committed to a culture in which everyone has access to opportunities that support their development and in which everyone can reach their potential without barriers. Furthermore, we recognise that the diversity of our workforce, including the different skills, mindsets, knowledge and experience of our employees, give us a better understanding of our stakeholder’s expectations. Ensuring our environment is one where everyone feels they belong and can bring their potential to the fullest will drive our collective ability to innovate and deliver cutting-edge ideas, products and services to all our stakeholders.



Women Empowerment

Equal opportunities for women remain a key focus for the Group. We recognise the positive impact of gender diversity on the performance of teams and the business. Therefore, increasing female representation in leadership supports our business strategy. In 2021, women accounted for 39% of our total workforce and 59% of our senior management. We conscientiously took into consideration the diversity of our workforce in our new hires. The year also saw a higher female new hires for the Group at 54.9%. Women representation in the Boards increased to 56% in line with the Board Diversity Policy which seek to ensure that the mix and profiles of our Board members, in terms of age, ethnicity and gender, provide the necessary range of perspectives, experiences and expertise required to achieve effective stewardship and management.



Skills and Capability Development

By providing training and development opportunities to our employees, we not only support them to grow as individuals and team members; we also maintain our high-performance culture. We use targeted qualification and development measures for our employees to enhance their skillsets and know-how within the business and operations and safeguard our commercial success.

Our intention is to provide our employees across the Group with the development opportunities they need with regard to their technical and personal skills. This enables us to retain talents over the long-term and prepare them for their future roles.

During the year, we continue to promote e-learning to equip our people with essential and important skillsets for them to be able to function in today's world and to adapt to the new ways of working. We have identified the relevant areas of learning with digital know-how, based on their area of expertise, Cyber Security, Mural and Power Bi.

Employees Attended Training	97%
Total Hours of Training	11,243
Total Training Investment per Employee (Hour)	12
Total Training Cost per Employee (RM)	650
Total Training Cost (RM)	600,000

Capability Upskilling

Functional Skill Leadership Team

- 280 employees assessed on core capabilities
- Achieved 100% completion of capability assessment for Management, Sales and Leasing, Property Development, Investment Management and Project Management functions

KLCC Group Transformation and Cultural Beliefs

- 33 Culture and Change Associates and 25 Senior Management upskilled

Learning Friyays

Dedicated learning hours open to employees of the Group held every Friday (3 to 5pm)

22 Friyays Sessions

72% completion for Five critical Legal Areas Module

95% employees participated in Digital Learning Series



PEOPLE

TRAINING PROGRAMMES FOR THE YEAR

		Details and Benefits
Retail	PRADS Refresher Course	<ul style="list-style-type: none"> • Training to guide employees on how to set their objectives for their performance appraisal via Success Factor
	Assertive Communication Program	<ul style="list-style-type: none"> • Training program to enhance leaders i.e. supervisors and managers to be more assertive in their daily communication
Hotel	Leadership Development	<ul style="list-style-type: none"> • All promoted employees participated in Job Skills Training led by qualified trainers who have attended the On Job Training and Group Training Technique programmes. Both programmes are designed to build leadership skills in future trainers to ensure that they are able to train their colleagues effectively • 22 department trainers were certified in On Job Training and 14 department trainers certified in Group Training Technique
	“Move Forward” Leadership Programme	<ul style="list-style-type: none"> • 1-year programme designed and conducted regionally for experienced managers to further enhance their business skills and leadership qualities. One management colleague underwent the programme which was launched on 17 November 2021
	In-house Executive MBA programme	<ul style="list-style-type: none"> • Offered in conjunction with the Royal Melbourne of Technology (RMIT). The rigorous business development programme is available to senior managers who are nominated by the management
	eCornell and LobsterInk	<ul style="list-style-type: none"> • MOKL’s development training offered to managers including topics such as Managing Performance Development Programme, Interviewing for Success and e-learning education via the hotel’s online learning modules

Talent Management

Talent development is part of our HR strategy and is implemented at all organisational levels. We tailor our talent development programs to suit business needs and employee expectations, ensuring that our highly skilled and engaged talents are equipped to meet the needs of our stakeholders.

Leadership development was also given an emphasis by the Group through its building of internal talents to prepare them for leadership roles. The focus for 2021 was on high performers of junior to mid-level with high potential to become future leaders in the Group with the introduction of the KLCC Group Emerging Leadership Programme (KELPro 2.0). The talents are subjected to a long-term program to prepare them for future leadership roles.

The Group continued to provide programmes to prepare leaders into their leadership roles with programme such as the Personal Leadership Program (PLP) in collaboration

with PETRONAS Leadership Centre (PLC). During the year, six talents completed the talent review while 25 talents graduated from the Professional Excellence (PE) module in KELPro programme.

The year also saw the implementation of myCareerX migration from the existing myPASSPORT platform for better talent management experience. myCareerX is an online all-in-one HR platform where employees are empowered to drive their own development and to complete their daily HR-related activities.

Workforce Engagement

The well-being of our employees is reflective of how happy and healthy they are at the workplace. By engaging them in our business, we inspire them to greater commitment, and motivate them to perform productively and efficiently. We continued to maintain consistent employee engagement during these challenging times by putting our people first as we focused on their health and emotional wellbeing and matters of their needs and concerns.

The engagements held throughout the year, provide our employees with the opportunity to provide feedback and for their voice to be heard and subsequently foster a positive and inclusive workplace. We engaged our people in the business and culture transformation initiatives and encouraged them to share their feedback, ideas, and suggestions directly with senior management via various channels such as townhall, briefings and leadership sharing sessions. Likewise, our leaders engaged closely with their respective team to cascade messages including sharing on business performances and updates.

Despite most of our engagements being conducted virtually, we also connected and enriched our employees through work-life balance programmes whilst building a workforce that embraces our Cultural Beliefs in delivering performance.

In promoting work-life integration, our Sports and Recreation Club, KSRC, organised several programmes for its members which included e-sports tournament, the Merdeka Virtual Hunt, Saltwater Fishing Competition, football and invitation match sessions. Via the AIA Vitality platform, physical fitness, healthy diet talks as well as health check campaigns were among the programmes organised throughout the year to encourage employees to embrace a healthier lifestyle to improve their wellbeing.



PEOPLE

ENGAGEMENTS FOR THE YEAR

GCEO Engagement		Details and Benefits
		<ul style="list-style-type: none"> 2 virtual engagement sessions held on 4 June and 22 Oct 2021 and attended by over 700 employees Shared matters related to the Group's operations under the COVID-19 scenario, aspirations for the Group moving forward and updates on the Group's culture transformation
	Leadership Sharing	<ul style="list-style-type: none"> Leaders across the Group shared operational updates with employees via virtual platforms to keep employees informed of the current situation <p>Topics shared:</p> <ul style="list-style-type: none"> COVID-19 situation The Group vaccination updates Culture and Integrity Financial and Operational updates
	KLCC Group Virtual Induction for Newcomers	<ul style="list-style-type: none"> To provide exposure to new employees on the Group's Statement of Purpose, culture shared values, cultural beliefs, HSE engagement, employee benefits, HR Related Matters and Code of Conduct and Business Ethics & Integrity etc The Group welcomed on board 82 new hires across the Group
	Mobile Vaccination Programme	<ul style="list-style-type: none"> Conducted vaccination drive for 1,000 members of the Group's Sports and Recreational Club via mobile vaccination programme in collaboration with Ministry of Federal Territories MYMedic@Wilayah Mobile Vaccine Truck Programme at two locations – Kuala Lumpur and Putrajaya
Retail	Quarterly Townhall by the Chief Executive Officer	<ul style="list-style-type: none"> Welcoming new colleagues, presentation of staff sward, virtual quiz and birthday wishes
	Step Challenge	<ul style="list-style-type: none"> The activity was aimed at maintaining a healthy lifestyle by staying physically active, cultivate team bonding and sense of belonging
Hotel	Townhall Session with General Manager	<ul style="list-style-type: none"> Two Townhall Sessions held to update on the current pandemic situation and steps taken by the hotel to address the challenges. The positive steps taken to protect employees from the uncertain business situation and updates on the management movement (new hires, internal transfer, Cultural Exchange Ambassador), sharing hotel memo on the application of the wage subsidy initiated by government, update on the hotel vaccination status, etc.
	Lunch with General Manager	<ul style="list-style-type: none"> General Manager and Director of HR hosted three lunches to celebrate the winners of Colleagues and Leaders of the Month at Lai Po Heen restaurant
	Weekly Evening Walk with EXCO Members	<ul style="list-style-type: none"> Conducted seven sessions with an average of 10 employees participated in each session towards building a healthy, productive work life balance and bonding with colleagues
	Sports and Recreational Activities	<ul style="list-style-type: none"> Activities held include Carrom Tournament and Tuesday Night Futsal

Mental Wellness

We provide a wealth of resources designed to raise awareness of wellbeing, reduce the stigma of mental health and encourage open, honest conversations. A key message for employees throughout the pandemic has been that their health and wellbeing remain the Group's utmost priority and this has been complemented by offering advice to employees on how to reach out for assistance. Giving greater emphasis to this issue, the Group carried out the mental wellbeing survey in September 2021 to gauge employees' wellbeing and mental wellness and to establish the appropriate intervention programme to improve employees' wellness.

Mental Wellbeing Survey

- 81%** employees participated in the survey
- 82%** able to maintain healthy mental wellbeing
- 18%** experienced challenges
- 19%** interested to seek professional help

KLCC MyWellness

In partnership with

leading digital care provider

- Personalised Professional Coaching**
- Dedicated Health Journey**
- Interactive Lesson Playlist**
- Motivational Challenges**

Employees are the heart and soul of our organisation

We aim to create a conducive and healthy working environment to nurture innovativeness and yield higher performance

MyWellness is a digitally integrated wellness coaching solution that addresses the root causes of physical and mental health risks

Rolled out an Employee Assistance Programme MyWellness a comprehensive and personalised programme to improve employees' physical and mental health

PEOPLE

Building upon the World Mental Health Month in October, Suria KLCC took the initiative to promote the mall as a safe space for the public to visit, with the launch of Safe Place @ Suria KLCC.

Safe Space @ Suria KLCC

Suria KLCC was the **first mall in Malaysia** to launch the concept of a **Safe Space** for the community to address mental health

In partnership with



Activities



Workshops



Talks



Panel discussions



Dialogue sessions with mental health professionals

Converted retail space of over 2,000 sq. ft. on Level 1 of Ampang Mall into an **educational gallery** for the **community** to **converge** and **discuss** mental health

The campaign under the theme, "We Are With You - A Mental Health Awareness Campaign" was launched by YAM Tengku Puteri Raja Tengku Puteri Iman Afzan Al-Sultan Abdullah, Green Ribbon Group Founder and President and the CEO of Suria KLCC, Mr Andrew Brien



Scan to see our **We Are With You - A Mental Health Awareness Campaign** video



The Mental Health Awareness Campaign was held from 8 November 2021 and extended to 31 December 2021 due to an **overwhelming response from thousands of visitors** from the community

New Ways of Working

The immediate priority at the start of the COVID-19 outbreak was to ensure the health, safety and wellbeing of our people. We were quick to move to a working from home model and the investments that we made into technology over the past years to facilitate flexible working enabled us to transition rapidly with minimal disruption to day-to-day operations. Throughout the pandemic we have been able to use these technologies to keep in close contact with employees and encourage team interaction to ensure our people feel connected and supported. We also introduced the flex wear or smart casual dress code in September 2021 to provide a positive flexible and inclusive workspace environment.



Job Security

The Group is keenly aware of the health concerns and economic uncertainty weighing on the entire community. Whilst many organisations continue to lay off their employees during this uncertain economic period, the Group places our people at the heart of the organisation and it is through them that we live up to our purpose and values.

As we face the personal and professional challenges of the day, the Group is committed to doing all it can to alleviate concerns about income or job stability. To that end, the Group continues to practice no COVID-19 related layoffs for all employees. We assured our people of their job security and there was also no salary cut despite the challenging business environment.

The Group continued providing health and welfare benefits during this period which allowed employees to care for themselves and their families as we look to support the nation more effectively towards recovery.

HUMAN RIGHTS AND LABOUR PRACTICES

As a responsible business we are committed to generating mutual stakeholder benefits and ensuring that we do not infringe on the human rights of others. We recognise that our employees are crucial to the on-going success of the business and to how the Group is regarded by the wider market. Furthermore, we believe that all employees should be treated fairly and with respect.

Whilst we recognise that the Government has the primary responsibility to protect and support human rights, we also embrace the important role we play as a business. Within all our business activities and partnerships, we are dedicated to considering our social and environmental impact and addressing any human rights issues.

Responsible Employment

The Group expects everyone working with us or on our behalf to abide by the Malaysian Labour Laws, which include the Employment Act 1955, Trade Union Act 1959 and Industrial relations Act 1967 amongst others. The Group has a zero-tolerance approach to modern slavery and child labour in our organisation or our supply chains.

The prevention, detection and reporting of modern slavery or child labour in any part of our organisation or supply chain is the responsibility of all those working for us or on our behalf. As part of our contracting processes, we reserve the right to terminate our relationships with suppliers and other organisations working on our behalf if they do not comply with the Labour Standards.

All suppliers, contractors or business partners of the Group are required to comply with our Supplier Code of Conduct, which sets out our expectations for the treatment of workers and how suppliers are required to behave.

Non-Discrimination

The Group values and respects individual differences. We believe in creating an environment where our teams feel they are

valued; where they can bring their differences to work each day and where they feel able to make their own unique contribution. We believe everyone deserves the right to be treated equally throughout their employment with us and should not be discriminated against because of their differences. The Group is committed to treating all its employees and potential employees equally based on merit and ability to do the job without being improperly influenced by untoward factors.

The Group has in place its Code of Conduct and Business Ethics which details the steps taken should an employee believe that their equality rights may have been breached. If an employee feels that an attempt at informal resolution is inappropriate given the seriousness of their complaint or if informal attempts have failed or been unsatisfactory, then a formal complaint may be made to the HR Careline. A HR representative will ensure an investigation is carried out as quickly as possible (depending upon the individual nature of the complaint and the availability of those allegedly involved to be interviewed). If the findings disclose evidence of a possible disciplinary offence, then disciplinary proceedings will be commenced in accordance with our disciplinary policy. All members of the HR department have received appropriate training in resolving equal opportunities and dignity at work issues. They will deal with any grievances raised with them under this policy in the strictest confidence.

PEOPLE



OUR APPROACH

We provide healthy, safe and secure places for our stakeholders to live, work, shop and play, recognising that we can only achieve this through close collaboration with our people, business partners, including our supply chain and enforcing authorities. Our business activities are conducted in accordance with our KLCC HSE Policy and comply with the highest standards of occupational safety and health regulations. This is supported by our HSE Management System (HSEMS), HSE Mandatory Control Framework (MCF) and PETRONAS Technical Standards to strengthen HSE Governance within the KLCCP Stapled Group while providing clear requirements on operational safety, environment and health for consistent and effective implementation.

We have also taken the opportunity to embrace innovative construction methods, to realise the full potential of health and safety benefits. This relates to both key design principles and on-site construction risks. We work with design teams to ensure our developments maximise desired operational outcomes while achieving our vision of providing healthy, safe and secure places.

SECURITY, SAFETY AND HEALTH

We have comprehensive Security, Safety and Health management system and processes in place to ensure to the best of our ability and in line with industry best practice, the health, safety and security of anyone visiting our assets. We are fully committed to consistently achieving the highest standards of health and safety management and performance and our record in this area is exemplary.



FOCUS FOR THE YEAR

- ▶ Shaping a Generative HSSE Culture
- ▶ Security Management with comprehensive security and surveillance
- ▶ COVID-19 preparedness and compliance to Standard Operating Procedures (SOPs)



PEOPLE

Safety and Health Management

At KLCCP Stapled Group, the safety and well-being of people is deeply rooted within our HSSE strategy and management activities and is strengthened by the Group’s HSSE culture which aims to create greater transparency and awareness. With our aspiration to accelerate the Generative HSSE Culture, we continued to drive efforts towards values, attitudes, goals and proficiency of the organisation’s health and safety. With the aim to promote transparency and mindfulness in all HSE areas based on the Culture Maturity Survey 2021, we obtained a score of 4.05 at Proactive Level. This demonstrates our resilience in maintaining good HSE practices in every aspect of our work and operations. It sees us prioritising and implementing very high safety standards, as well as making an effort to exceed them by going beyond.

We continued our initiatives in ensuring strict adherence to safety standards and enforced safety culture, compliance and leadership among employees as well as our contractors.

Our Leadership Team continues to be the force in accelerating the formation of the desired Generative HSSE Culture across our businesses and operations. During the year, five members of the Group’s Leadership Team attended the HSSE Generative Culture Leadership Training while 30 participants, involving the frontliners attended the Rakan HSE programme.

Generative HSSE Culture

We promote these behaviours in inculcating the Generative HSSE Culture within the Group:

- Ownership**
 Leaders role model and everyone has strong ownership over HSSE, as we believe HSSE creates value and beneficial for our business.
- Interdependent**
 We look out for each other because potential risks and errors are always at the top of our minds, and because nobody has all the answers - EVERYBODY contributes to HSSE.
- Mindful**
 We are conscious of HSSE in what we do because it’s the right thing to do, not because somebody is watching
- Courageous**
 We feel safe to intervene when we see unsafe conditions and behaviors and welcome such interventions from our co-workers.

Fatalities

Zero
2021
 (2020: Zero)

Loss of Primary Containment (LOPC)

Zero
2021
 (2020: Zero)

Loss Time Injury (LTI) Incidents

Zero
2021
 (2020: 1)

Loss Time Injury Frequency (LTIF)

Zero
2021
 (2020: 0.13)

Major Fire

Zero
2021
 (2020: Zero)

We continued our intervention programmes and extended it further during the COVID-19 pandemic to inculcate the Generative HSSE Culture under the “Jom Patuh dan Tegur” or “Let’s Comply and Intervene” initiative. We endeavour for all our employees as well as that of our visitors and contractors to uphold and embrace the safety culture in all aspects of their work be it at site or offices as well as their daily lives.

Jom Patuh dan Tegur
(Let’s Comply and Intervene)

Display your security pass prominently
 Be sure to have your security pass visible at all times when at KLCC premises.

Don’t use your smartphone while walking
 Need to use your smartphone? Stop and step aside please.

Wear your face mask
 Face masks are required to enter KLCC facilities and must be kept on when interacting with others within a 1 metre distance.

Maintain physical distance
 Maintain a physical distance of at least 1 metre from others at all times, and keep your mask on.

Sanitise your hands frequently
 Frequent hand sanitising is one of the best ways to keep COVID-19 at bay.

KLCC Tier 1 Tabletop Exercise

Attended by the Emergency Response Team's (ERT) First Intervention Team to ensure staff appointed as Emergency Response Team are aware of the latest Incident Action Plan (IAP) and their roles and responsibilities in responding to HSE emergencies

Generative HSSE Culture e-Learning Series

Conducted to provide awareness on Generative HSSE Culture, comprising 3 parts:

- What is Culture
- Understanding Generative HSSE Culture
- How do we Embrace Generative HSSE Culture

KLCC Parking Management HSE Upskilling Training

Aimed to refresh and enhance understanding of Permit-To-Work system processes, Incident, Accident Reporting, and Investigation

First Line Functional HSE Assurance

A self-assurance program conducted to evaluate compliance of day-to-day based on functional activities.

PETRONAS Rakan HSSE

Working Safely Together Towards Generative HSSE Culture
Conducted virtually and attended by 24 staff from across the Group

HSE TRAININGS AND WEBINARS



Managing Mental Wellbeing at Work during COVID-19 Pandemic

The webinar was organised to provide a platform for participants to improve their mental health and motivate, appreciate, and inspire the participants to contribute more with maximum energy to adapt to the new norms

Preparing KLCC Verifier for COVID-19 Self-Test Training

62 employees and 179 service providers and contractors trained as verifiers and 3 verifier services have been conducted



COVID-19 Immunisation Webinar; Let's Achieve the Herd Immunity

Organised in support of the National Immunisation Program, featuring Special Advisor on public health to the Prime Minister, Tan Sri Dr. Jemilah Mahmood

Awareness on Noise Exposure Regulation 2019

The Noise Risk Assessment (NRA) helps to identify the noise problems in the workplace. The assessment highlighted that all locations in PETRONAS Twin Towers are below noise threshold level

- HSE Walkabout at KLCC Precinct
- HSE Walkabout at Project Sites

HSE WALKABOUTS AND ASSESSMENTS

Chemical Health Risk Assessment Presentation for PETRONAS Twin Towers and Menara 3

- To identify the hazards
- Evaluate the degree of existing control measures
- Recommend further control measures
- Attendees: KLCCUH staff from HSE, PETRONAS Twin Towers' Operations and Maintenance, Common Estate, Common Facilities, and HSE and Operations Menara 3 PETRONAS

PEOPLE

Digital HSSE at KLCC

We leverage the PETRONAS' myHSSE digital platform that serves as our e-reporting platform for HSSE digital solutions. This platform houses several HSSE digital solutions where each addresses different business pain points where we can leverage according to our business operations. The use of this platform enables users to harness the power of HSSE data to derive insights on HSSE performance, trends, emerging risks and other important elements so that proactive interventions can be planned.



UAUC

Unsafe Act, Unsafe Condition

A centralised platform to report, track and provide analytics of Unsafe Act, Unsafe Condition and Safe Observation.

LegalEasy

A solution to create a specific entity's legal register and to conduct compliance audits against the legal register or selected legislation, based on a set of audit questions.

EPICS

Environment and Social Performance Integrated and Centralised System

An integrated system that provides holistic environmental and social performance data management for compliance and sustainability reporting.

IM

Incident Management

A system to report, record and track actions on HSSE incidents and grievances.

MARS

Monitoring and Reporting System

An integrated and centralised system to report, record and monitor the HSSE performance indicators.

SHIELD

Stewardship, Health, Information and Environment Linked Database

A unified platform to manage the HSE database. It contains modules on Occupational Health (OH), Industrial Hygiene (IH) and Product Safety (PS).

COVID-19 Management as our Main Agenda

As part of the Group’s efforts in managing the safety, health and the well-being of our stakeholders, a series of engagements, collaborations between HSSE and experts in emergency and crisis and the medical field, as well as the activation of all safety measures by our Operation and Maintenance team from the Facilities Management at our offices, hotel and retail, continued to be implemented.

The KLCC Pandemic and Preparedness Response Team (KPRT), which was established in 2020, continued to steer KLCC preparedness and response on COVID-19 matters to provide support and guide to our operational and strategic activities. They also spearheaded the acceleration of the vaccination drive for the organisation through the MYMedic@Wilayah Vaccine Mobile Truck Program in collaboration with the Ministry of Federal Territories. KPRT also closely monitored and tracked the COVID-19 cases of employees and service providers across the Group via an interactive Power Bi real-time dashboard.

COVID-19 Cases Recorded

Confirmed Cases	
Staff	Service Provider
86	86
TOTAL	172

Recovered	
Staff	Service Provider
86	86
TOTAL	172

Person Under Surveillance	
Staff	Service Provider
216	52
TOTAL	268



COVID-19 Communications



PEOPLE

Security Management

Having a comprehensive security and surveillance system is essential to protect the iconic PETRONAS Twin Towers, maintaining an open and free access for visitors and controlling security incidents impacting our buildings within the precinct.

Integrated Security Operation Centre (ISOC)



24/7 Acts as a security central nerve monitoring

Empowered with **digital technology** to support the new security modus operandi

Six Advanced Intelligent



Building Air Quality

In ensuring healthy and conducive working environment for our tenants particularly upon their return to offices, one of the areas of emphasis for the year was indoor air quality. In respect to this, our Facilities Management performed a comprehensive review of our buildings' Heating, Ventilation, and Air Conditioning (HVAC) system.

We took a concerted effort in ensuring the air quality in our buildings is in compliance with Section 18 of Occupational Safety and Health Administration (OSHA) and we are proud to note that all our offices' ventilation and air quality are meeting the World Health Organisation (WHO) and other relevant standards.

Initiatives undertaken:

Heat recovery ventilation

- Maintains outdoor air ventilation intake that contributes to both energy efficiency and good Indoor Air Quality (IAQ)

Demand controlled ventilation

- Maintains comfort level as per occupants' requirement

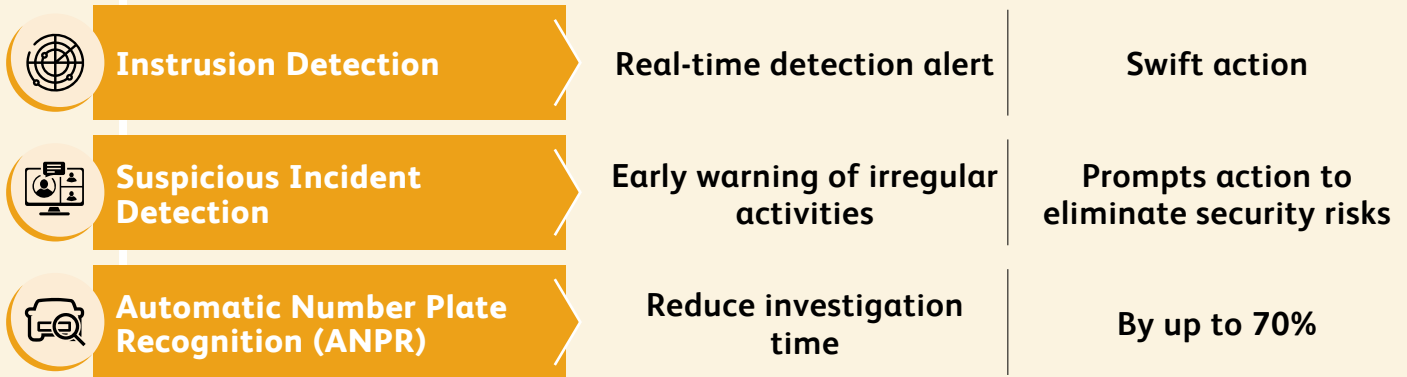
During the year, we enhanced the security model for the KLCC Precinct with heavy reliance on digital technology.

New Security Operating Model (NSOM)

New Digital way for security operation



Analytical features @ ISOC



- Economiser operation**
 - Less mechanical cooling is required therefore resulting in energy saving
- Envelope tightness**
 - Maintains moisture dynamics within building envelope
- Air distribution system tightness**
 - Improves air distribution which contributes to both energy efficiency and good IAQ
- More efficient particle filtration**
 - Improves equipment efficiency with cleaner air supply
- Operation and Maintenance Regime**
 - Regular purging help remove contaminated air and measurement of air change

PLANET

PROTECTING OUR ENVIRONMENT

Protecting the planet is a social, economic and ethical, as well as environmental, imperative. As a recognised corporate leader, we are committed to minimising our environmental footprint and delivering sustainable value to our society.



OUR ALIGNMENT TO THE UNSDGs



MATERIAL SUSTAINABLE MATTERS

- Climate Change
- Environmental Management

MAPPED TO OUR CAPITALS



RELATED PRINCIPAL RISKS

- Finance
- Asset Management
- Facility Management
- Health, Safety and Environment
- Security

5-YEAR SUSTAINABILITY ROADMAP (2019-2023)

Goal 3

Combating Climate Change and Reducing Environmental Impact



IN THIS SECTION

Climate Change

- Greenhouse Gas Emission 54
- Efficient Energy Management 55
- Renewable Energy 57

Environmental Management

- Water Management 58
- Waste Management 58
- Responsible Material Use 61



FOCUS FOR THE YEAR

- ▶ Strategising the way forward in support of the Climate Change Agenda
- ▶ Assessing our readiness towards reporting on the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- ▶ Stepping up efforts to achieve 100% elimination of single-use plastic at MOKL Hotel

OUR APPROACH

The world is facing a climate emergency, and natural resources are being used up faster than they can be replenished. Protecting the environment is an ongoing challenge for businesses of all sizes, in all industries, all over the world. We continue to promote responsible business practices throughout our operations and to support the global Climate Change Agenda.

This year, to strengthen our sustainability performance, we looked to evaluate and manage the risks and opportunities associated with Climate Change and assess our readiness towards supporting the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

In line with our commitment in supporting the United Nation's Sustainable Development Goals in promoting good health and wellbeing, building sustainable cities and communities and taking measures to address Climate Action, we aim to minimise disruption to the environment and its adverse impact to our community by reducing the environmental footprint of our buildings and to efficiently manage the use of energy, water and resources.



1

DRIVING DOWN ENERGY CONSUMPTION
in our operations



2

MINIMISING USE OF WATER
throughout our assets



3

MINIMISING QUANTITIES OF WASTE GENERATED
at our assets



4

PROMOTING USE OF GREEN PRODUCTS AND SERVICES



5

INFLUENCING SUPPLIERS/ CONTRACTORS to promote **ENVIRONMENTAL CONSERVATION**

PLANET

CLIMATE CHANGE

We are committed to supporting the transition to a clean and energy-efficient economy. Our approach to Climate Change supports the transition to a cleaner, more energy-efficient and sustainable global economy that is conscious of its use of limited natural resources.

We recognise the complexity and urgency of Climate Change and consider the risks and opportunities that Climate Change presents to the global economy. As a large corporate entity, we believe we can make a meaningful impact in addressing Climate Change.

We acknowledge the science behind Climate Change and support the Paris Agreement’s aim of holding the increase in the global average temperature to well below 2°C above pre-industrial levels, and of pursuing efforts towards limiting it to 1.5°C.

As such, we support the transition to a low-carbon economy whilst realising that this might take time due to socio-economic constraints. We need to find a balance between the need for increasing energy access and economic growth,

and the urgency to reduce carbon emissions across all areas of our operations. Consequently, we will be cautious in our approach to this transition, which is not solely focused on the next decade but rather 20, 30 and 40 years ahead. Therefore, when assessing our participation in all fossil fuel activities, we will ensure we consider a variety of financial, socio-economic and environmental factors relevant to a local context. The transition cannot be made in isolation from the realities of the communities in which we, and our partners, operate, and we welcome the voice of all stakeholders as we make the move together to a cleaner, low-carbon world that is most responsible for all participants.

We are mindful of the potential climate risks when the economy restarts after COVID-19 and therefore stand firm in our commitment to clean energy investments as they will make the new economy more sustainable.

Our Climate Change Journey

2021

- Conducted an assessment on our readiness towards supporting the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)
- Conducted a workshop on Net Zero Carbon Emission (NZCE) in collaboration with GHSE, PETRONAS

- Adopted digital technology in the pilot launch of the Integrated Building Command Center (IBCC) for facilities management to enable real-time operations and automation which contributes towards energy and overall performance efficiency
- Continued exploration on TCFD recommendations in reporting requirements and disclosures and the way forward

2020

2019

- Established a Climate Change Position Statement
- Engaged with PETRONAS GHSE to explore the recommendations of the TCFD and the way forward for the Group

OUR CLIMATE CHANGE POSITION STATEMENT

“

We duly recognise our corporate responsibility as a player in the real estate sector in mitigating Climate Change impact and to add value to the community where we operate.

”



2016-2017

- Established Energy Management Committee
- Preliminary discussion on the proposed Climate Change Position Statement
- Conducted a Climate Change Workshop in collaboration with GHSSE, PETRONAS
- Disclosed our 3-Year Sustainability Roadmap on GHG emission and energy consumption target and results

- Developed a carbon inventory to establish emission baseline and monitor GHG emission
- Discussed the recommendations by Task Force on Climate-Related Financial Disclosures (TCFD) with SSC in line with Bursa Malaysia's support towards TCFD

- Embarked on our flagship action in establishing data collection methodology
- Commenced reporting on GHG emission and energy consumption data

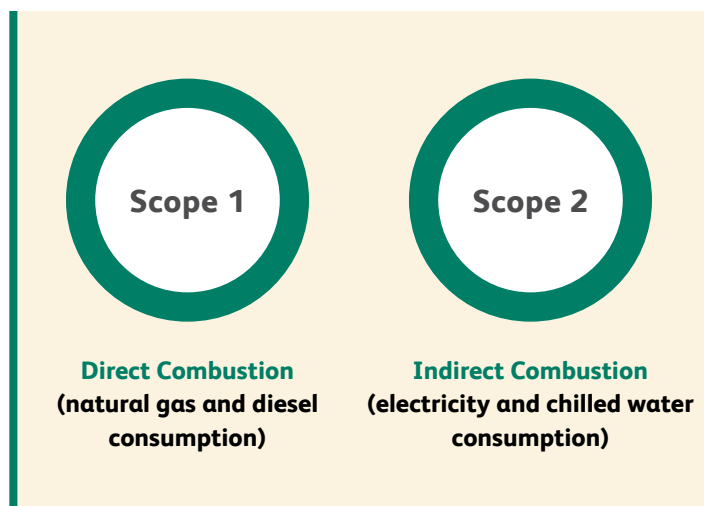
2018

2014-2015

PLANET

Greenhouse Gas Emission

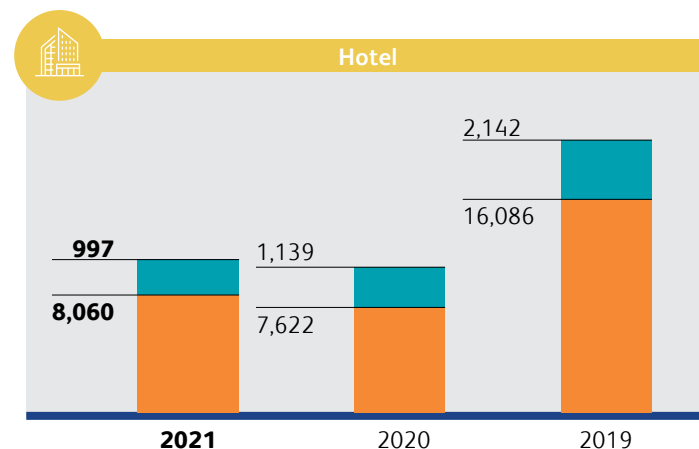
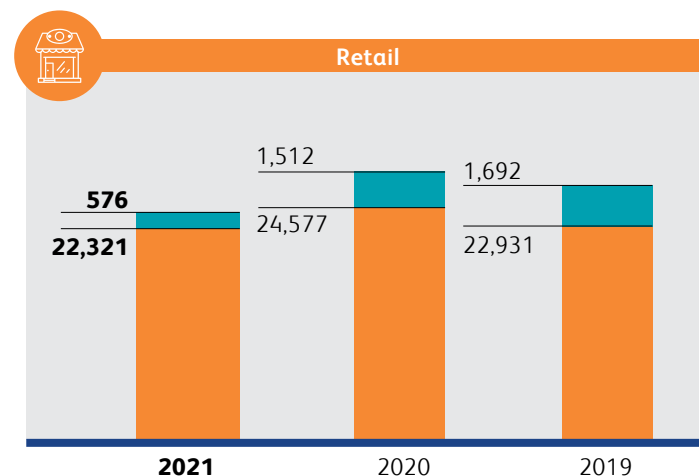
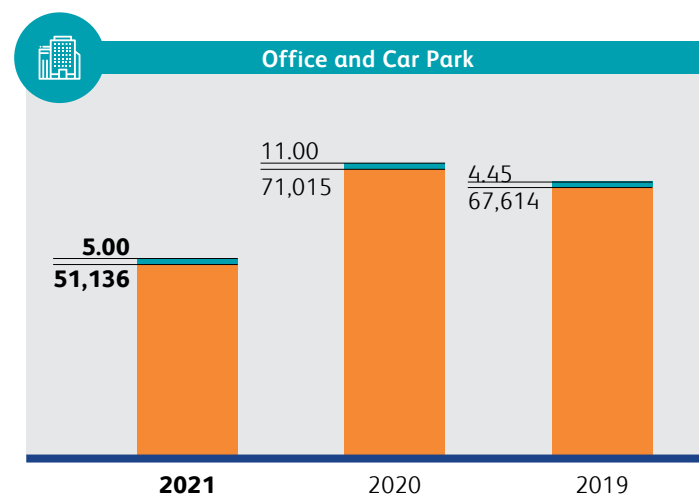
We embrace our responsibility to understand and manage our carbon footprint and we monitor our carbon emission and track our progress via our 5-Year Roadmap based on:



In support of the climate change agenda, we collaborated with PETRONAS and conducted a workshop on Net Zero Carbon Emission (NZCE) to better understand the technicality involved in moving towards NZCE. We are looking into setting up a task force that will further assess, identify the boundary, sources of our emission, the baseline as well as the various options and technology available in reducing our GHG emission and subsequently propose the way forward for the Group.

During the year, we have successfully achieved a reduction of 21.5% in our GHG emission from 105,876 mtCO₂e in 2020 to 83,095 mtCO₂e in 2021 as a result of our continued proactive measures in minimising our carbon footprint coupled with the reduced occupancy and lesser business activity in our offices, car park and retail during the year.

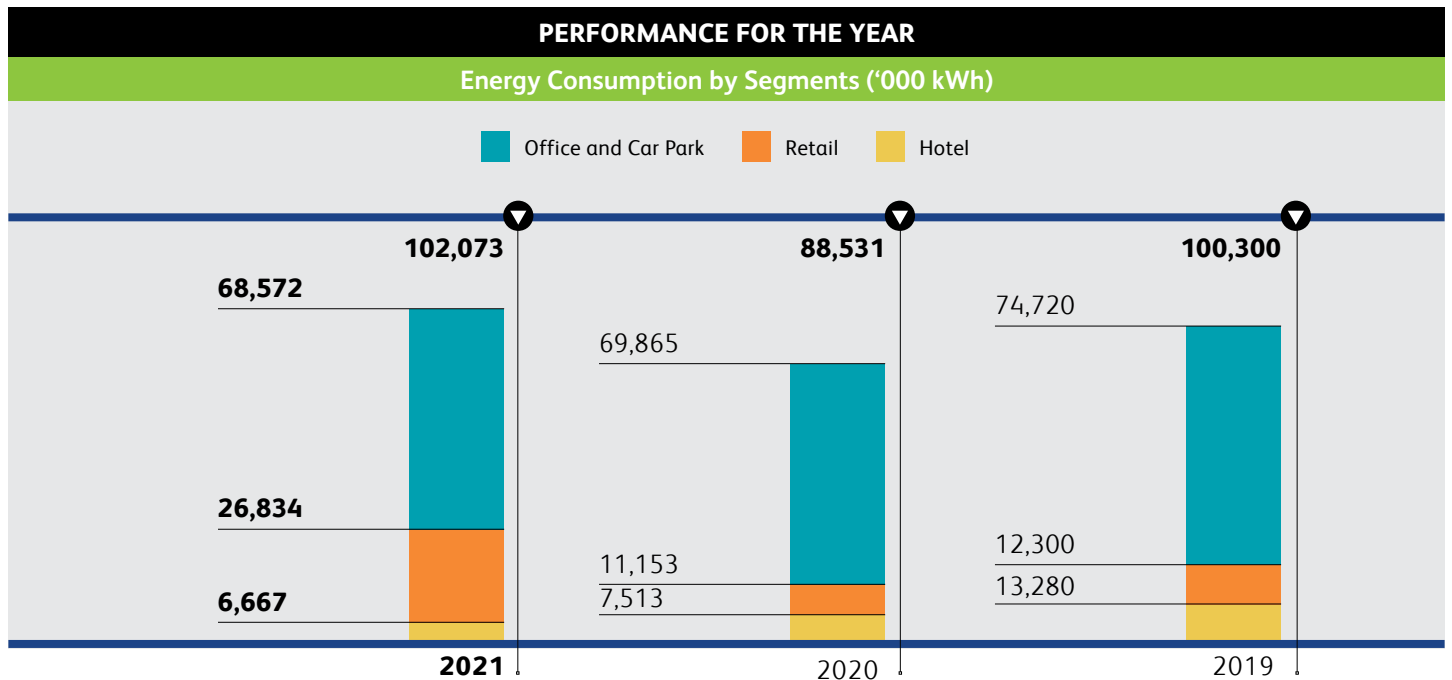
PERFORMANCE FOR THE YEAR			
Greenhouse Gas Emission by Segment (mtCO ₂ e)			
	Total		
	2021	2020	2019
Scope 1	1,578	2,662	3,838
Scope 2	81,517	103,214	106,631
Total	83,095	105,876	110,469



Efficient Energy Management

As one of the main sustainability agenda and pillar to our effort in reducing our carbon footprint, we continue to implement energy efficient initiatives throughout our business operations to optimise energy consumption towards overall reduction.

Our overall energy consumption during the year increased 15.3% from 88,531 kWh in 2020 to 102,073 kWh in 2021. This was due to the increase in operational activities with the reopening of our hotel and retail businesses.



Offices

- LED light replacement for facade/external lighting, and common areas
- Switching off light when not in use and print when necessary
- Health Check of fire pump ongoing at 80% completion
- Fire Pump repair work progressing at 70% completion
- Completed replacement of Building Control System Sensor for lighting
- Completed Phase 1 of chiller overhaul activity

Retail

- Modernisation of escalators at Ramlee Mall
- Upgrading of Building Control System
- Air Handling Unit refurbishment works at back of house
- LED upgrading works at Ramlee and Ampang entrances and car park entrance lobbies
- Participated in Earth hour on 27 March 2021 by turning off non-essential lightings

Hotel

- 20% running capacity threshold for hot water calorifier, extraction fans, and water pumps
- Reduced Guest lift operation to three units from eight units
- Temperature setback to 25°C as floors were closed
- Lights at corridor, closed floors and non-essential areas, switched off during low or no activity
- Minimal lighting at partially closed basement parking area
- Introduced heat pump system to replace boiler for hot water generation for guestroom

PLANET

CASE HIGHLIGHT

Integrated Building Command Centre

In line with our Facilities Management 4.0 Transformation, the Integrated Building Command Centre (IBCC) was launched in April 2021. The IBCC provides a centralised monitoring and command base to coordinate points of visibility via a centralised dashboard that shows real-time overall building performance.

The IBCC features a centralised command center, complete with digital and intelligent facilities, that will allow efficient energy management, reduce labour intensity, schedule of maintenance man-hours, and the cost of managing buildings.

The real-time monitoring of Building Management Systems such as chilled water systems, alarm systems and Building Energy Index at the PETRONAS Twin Towers and Menara 3 PETRONAS, will contribute towards our effort in reducing our carbon footprint.



**Smart
Facilities
Management
systems**



IBCC Features – designed in a modular way to monitor and control key and subservices

Energy Management

Automation System

Sensor Monitoring System

Life & Safety

CCTV

Chilled Water System

HSSE

Vertical Transportation (VTS)

Work Order Management System (WORMS)

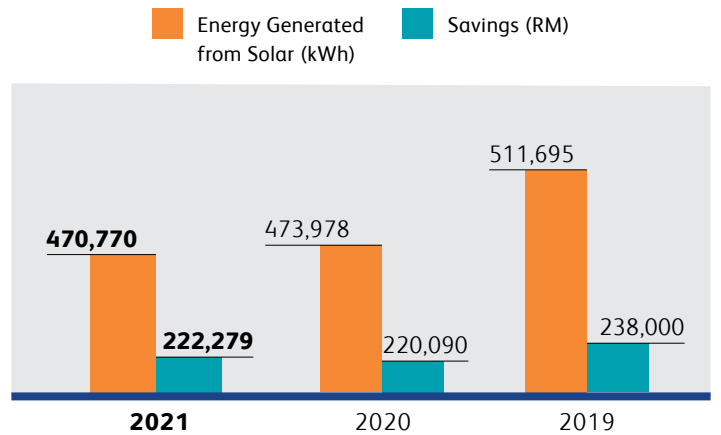


Renewable Energy

Reducing our environmental impact is vital to both the Group and our customers. We take a practical approach in managing natural resources which include promoting the use of renewable energy at our mall.

At Suria KLCC, the photovoltaic system, located at the rooftop has contributed to the mall’s electricity saving of approximately 16.8 million kWh since 2014, equivalent to a total saving of RM1.8 million. This in turn, equates to a GHG emission reduction of approximately 360,000 kg of carbon dioxide (CO2) per year.

Solar Energy Performance



ENVIRONMENTAL MANAGEMENT

Our mission focuses on providing the highest quality commercial office space while bringing responsible environmental solutions and innovative energy saving strategies to our tenants and the communities where we operate. We know a cleaner future cannot be delayed, thus our commitment to reduce waste, save energy, and manage our resources responsibly across our portfolios.

We closely manage our environmental performance through green building best practice, industry sustainability benchmarks, and internal reviews. As the performance of our assets improves through enhanced operations and capital investments, so too does our baseline, towards improving the sustainability performance of our buildings.

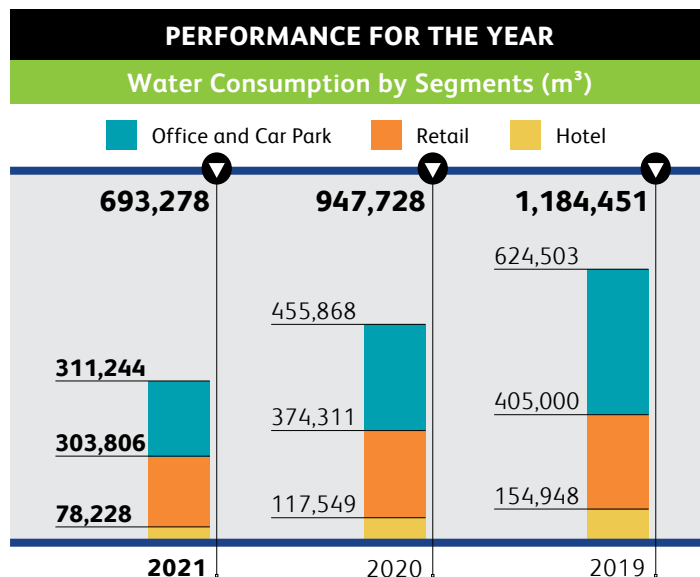


PLANET

Water Management

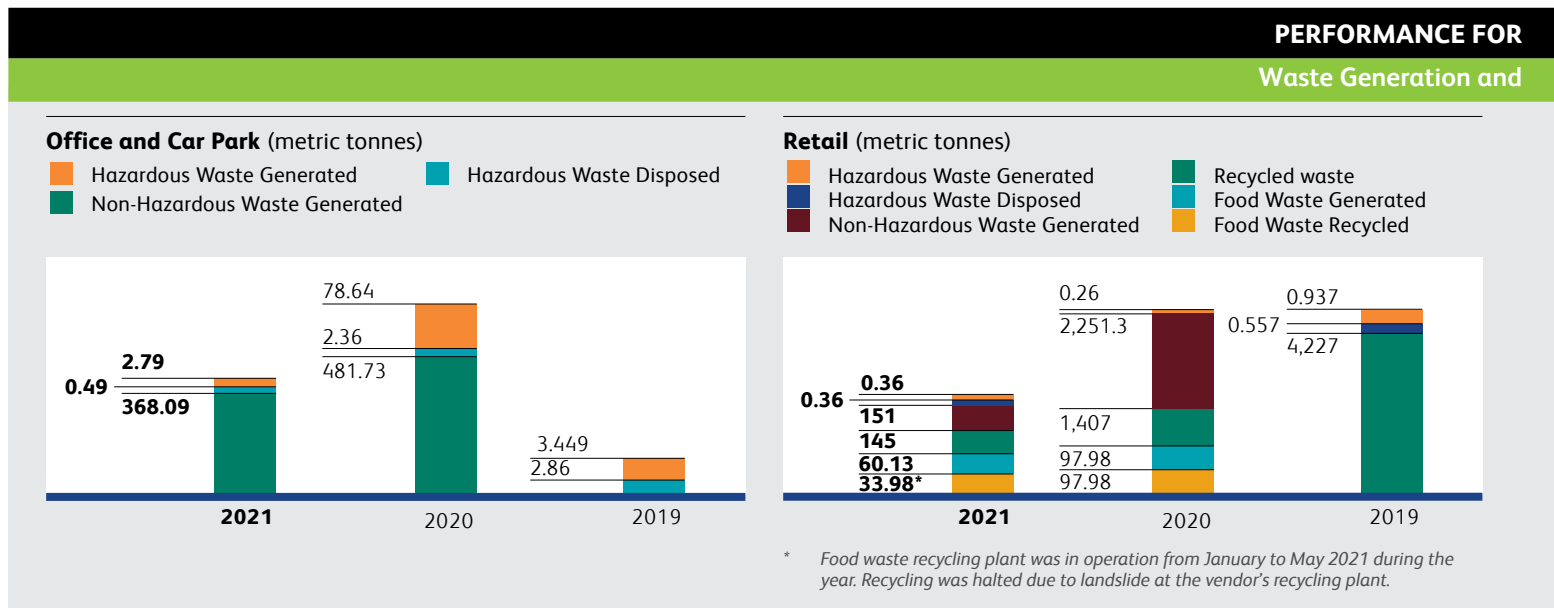
The solutions we have implemented today for water resource protection and waste management will benefit the long-term health and wellbeing of our employees, tenants and our communities. Our water consumption is relatively low compared with other industries. Our primary use is in our office buildings, retail malls and hotel facility, where we use it for drinking, sanitation, and food preparation. We have in place various initiatives that support our goal of monitoring and minimising the amount of water we consume across our operations. We assess water consumption and installations and make site-specific recommendations for water efficiency improvements.

During the year, we achieved a reduction of 27% in water usage, contributed by the ongoing water reduction initiatives as well as the reduced occupancy due to the prolonged lockdown.



Waste Management

The waste we produce is in the form of our disposal of construction waste during the development and renovation of our buildings. Municipal waste produced during operations from our buildings by users and occupants, which include domestic and hazardous waste make up the balance of waste we produce. We are continuing our effort to reduce waste and reuse resources.




Offices


- Ongoing 3R campaign at all office buildings in collaboration with PETRONAS
- Encouraged contractor to use friendly material i.e. Green product for chemical and biodegradable plastic
- Encouraged internal contractors to participate in the recycle program
- Conducted a digital cleanup campaign to reduce the usage of the hard drive storage and leveraging cloud based (one drive) application to help reduce carbon footprint of the digital system

Retail


- Waste sorting exercise held to support the mall's recycling program
- Carried out food waste recycling program for Level 2 Food Court tenants
- Total food waste generated: 60.13 tonnes
- Total food waste recycled: 33.98 tonnes



Common Facility



Retail



Hotel

- Implementation of water recollection/harvesting effort – rainwater harvesting project in collaboration with PETRONAS’ Malaysian Petroleum Management (MPM) at Masjid As Syakirin. The rainwater collected is used for irrigation and floor cleaning purposes around the area. Since its implementation in December 2020, it has achieved a collection of 4,500 litres/month at its highest

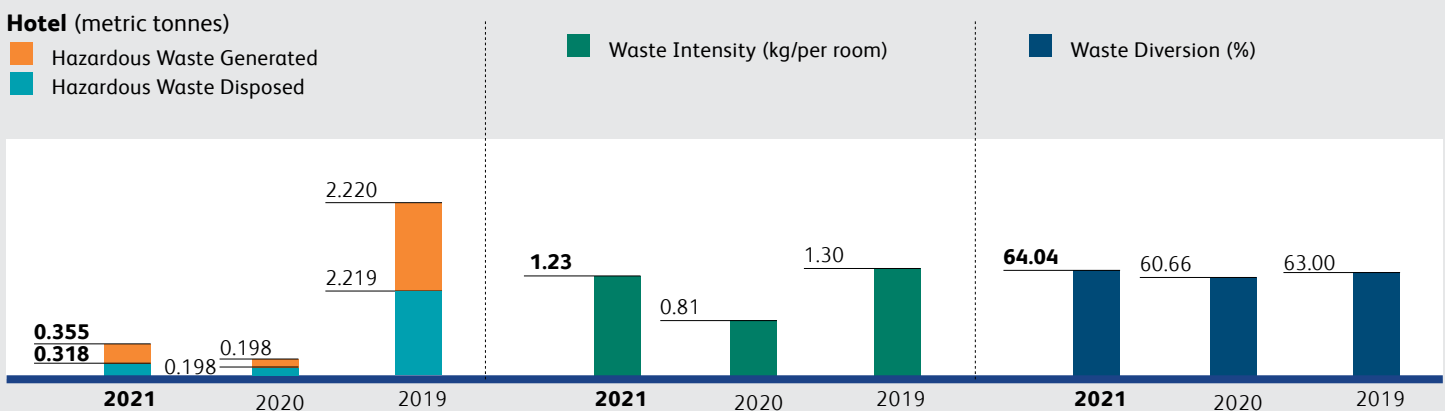
- Monitoring of water leakages issues throughout the mall


- Centralised dishwashing to minimise water use
- Reduced laundry operations to 2/7 days with reduced hours
- Reduced operations of water dispensers and ice machine
- Closed warm and cold whirlpools, sauna and steam room

Where our services require us to handle hazardous waste, we dispose them responsibly, without risk to our people, the environment or local communities. We continue to encourage our people to minimise their waste through various initiatives, by minimising printing and optimising use of consumables.

THE YEAR

Disposal by Segments





Hotel

- Conducted online awareness training for employees on diligent practices of segregations and smart purchasing
- Successfully eliminated 100% Single-Use plastic in the operations mainly from guest rooms, Food & Beverage, kitchen and spa
- Paperless initiative - introduced QR Code in all guest rooms which allows guests to access latest information of the Hotel, digital map, In-room dining and minibar menu, MO shop and digital library
- “Waste Not Want Not” Annual sale - to provide an avenue for employees to donate their unwanted items for resale to other colleagues. This in turn would reduce the amount of waste that goes into the landfills

PLANET

CASE HIGHLIGHT

THE ABSOLUTE ELIMINATION OF SINGLE-USE PLASTIC AT MANDARIN ORIENTAL, KUALA LUMPUR

The first step in eliminating Single-Use plastic started in 2019 when Mandarin Oriental, Kuala Lumpur (MOKL Hotel) collaborated with WWF-Malaysia with the signing of a Memorandum of Understanding (MoU) in November 2019. Part of the initiative was to eliminate Single-Use plastic throughout the hotel's operations.

In 2020, the Alternative Materials Tool by WWF was introduced to find alternatives to achieve the goal of absolute elimination of Single-Use plastic. As it would be unrealistic to omit the usage of packaging within the hotel, steps and references to the Alternative Materials Tool have been made to find substitutes in materials for food packaging. Sustainability implications were carefully

considered using data and analysis to constantly make improvements.

As corporate responsibility has always been the guiding principle for MOKL Hotel, 2021 saw groundbreaking milestones in its commitment to always making better choices.

More than ever, MOKL Hotel places emphasis on sustainability as urbanisation continues to spread. As much as possible, in each and every decision across the hotel, MOKL Hotel highly regards corporate responsibility values so to make real impact as active members striving to make a difference.




Responsible Material Use





At KLCCP Stapled Group we promote sustainable consumption by optimising the use of environmentally friendly products throughout our operations.

What we buy and where we buy it matters at every level of our supply chain - from the operations team, the contractors on site to our suppliers producing the materials. We take a thorough approach to sourcing sustainable materials as we have the responsibility in minimising the adverse effect, not only to the environment but also to our people and the community.

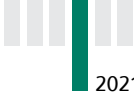
This includes environmental and ethical sourcing of eco-friendly products that are safe, non-toxic and biodegradable. Our HSE team is monitoring all chemical usage through permit system prior to work commencement in ensuring eco-friendly products are used in the maintenance works at our premises.


Hotel

At our hotel, we have increased the use of sustainable, eco label and local products such as:

 <p>Coffee 98% usage</p>	 <p>Tea 100% usage</p>	 <p>Vanilla 100% usage</p>	 <p>Cocoa 95% usage</p>
--	--	---	---

- Sourced paper products bearing certifications from the Forest Stewardship Council/ Programme for Endorsement of Forest Certifications (PEFC)
- Use of recycle Paper Products
- Identified operational areas using paper and research for suitable alternatives
- Increased the use of Sustainable Seafood which was at 68% during the year and removed critically endangered species from the hotel's menu and sourced fish that is certified by the Marine Stewardship Council (MSC) or the Aqua Culture Stewardship Council (ASC)



PEACE

EMBODYING GOOD GOVERNANCE

At the core of everything we do, and the way that we do it, lies our commitment to the highest standards of governance excellence. It is not enough for us to deliver world class assets; we must do so while upholding standards of integrity and ensuring risks are managed at acceptable levels.

OUR ALIGNMENT TO THE UNSDGs



MATERIAL SUSTAINABLE MATTERS

- Corporate Governance and Business Ethics
- Risk and Crisis Management

MAPPED TO OUR CAPITALS



RELATED PRINCIPAL RISKS

- Market
- Finance
- Asset Management
- Security



IN THIS SECTION

Corporate Governance and Business Ethics

- Corporate Governance and Compliance 64
- Business Ethics, Integrity and Corruption Management 65
- Cybersecurity and Data Privacy 66

- Risk and Crisis Management 67



FOCUS FOR THE YEAR

- ▶ Establishment of the Board Risk Committee to provide oversight on Risk Management, ESG compliance and sustainability matters
- ▶ Reconstitution of Boards composition to strongly reflect the strategic priorities of the business
- ▶ Communication and upskilling on Anti-Bribery Management System (ABMS)

OUR APPROACH

We have a strong corporate governance framework, reflecting our commitment to safeguarding the interests of our stakeholders. The corporate governance framework comprise the governing bodies, the corporate governance policies and procedures that define the competencies of the governing bodies and other corporate governance rules, in line with regulations and best practice standards.

Sound corporate governance is implicit in our values, culture, processes, functions and organisational structure. Our values require that directors and employees behave with integrity, displaying consistent and uncompromised moral strength in order to promote and maintain trust.

We have a strong culture of entrenched values, which form the cornerstone of our behaviour towards stakeholders and against which we measure practices and activities to

assess the characteristics of good governance. Directors and employees are required to conduct themselves with integrity, consistently and uncompromisingly displaying moral strength and behaviour that promotes trust.

This commitment to good corporate governance is reflected in the CoBE, our foundation in fulfilling our business obligations with utmost integrity and transparency. Our culture of openness, transparency and accountability are strengthened with the adoption of the No Gift Policy and Whistle Blowing Policy and our adherence to the Anti-Bribery and Corruption Policy and Guidelines (ABC manual).

In managing the risk, the Group has a robust KLCC Resiliency Model which provides an integrated view on our overall strategy in managing risks.

We have a strong culture of entrenched values, which form the cornerstone of our behaviour towards stakeholders and against which we measure practices and activities to assess the characteristics of good governance.

PEACE

CORPORATE GOVERNANCE AND BUSINESS ETHICS

Corporate Governance and Compliance

At the highest governance level, the Boards has the ultimate responsibility to monitor that the Group is operating as a responsible organisation. This includes considerations around climate-related risks and opportunities when reviewing the group's strategy.

Principal and emerging risks are identified through robust assessments by the Boards and its various sub-committees. The Boards recognise that a balanced board is vital for sustainable value creation and that competency skills are adequately represented within the Board Committees. The Boards composition is both qualitatively and quantitatively balanced in terms of skills, gender, experience, tenure and independence. The Boards regularly review its own effectiveness and undertakes a formal evaluation of its performance and that of its committees and individual directors once in three years.



Establishment of the Board Risk Committee (BRC) on 9 December 2021 to provide direction, guidance, and oversight on:

- ▶ Risk Management
- ▶ Environmental, Social and Governance (ESG), compliance and sustainability matters



**Dato' Jamaludin
bin Osman**
Chairman



**Farina binti
Farikhullah Khan**
Member



**Datin Noor Lily
Zuriati binti Abdullah**
Member

Duties and functions of the BRC

- Good governance practices consistent with the Board's risk appetite, guided by applicable laws and regulations
- Adequacy and effectiveness of KLCC Property Holdings Berhad (KLCCP) compliance and ethics programme as framework for enhancement and monitoring of good business ethics and conduct of employees and other stakeholders, including the Code of Conduct and Business Ethics (CoBE), Anti-Bribery and Corruption Policy and Guidelines (ABC Manual), No Gift Policy and ongoing awareness programmes, communication, training and education on compliance
- Determination of KLCCP's sustainability strategy and governance structure in alignment with the KLCCP's business strategy; and
- Any other matters related to Environmental, Social & Governance (ESG), compliance and sustainability as defined by the Board or Board Committees

Reconstitution of Boards composition to strongly reflect the strategic priorities of the business

- 1** Chairman/Non-Independent Non-Executive Director
- 1** Executive Director
- 6** Independent Non-Executive Directors
- 1** Non-Independent Non-Executive Directors

56%
Women Directors on Boards

67%
Independent Non-Executive Directors on Boards

Stakeholder Management

Our Board is committed to continuous improvement in our corporate governance principles, policies and practices, and does so by remaining abreast of evolving regulations and best practices. This is further enhanced through engagement with regulators and industry bodies, and through seeking regular feedback from other stakeholders.

We establish and maintain proactive dialogue with all our stakeholders and recognise that stakeholder needs are dynamic and that we need to be responsive to the evolving stakeholder landscape. We manage our stakeholders’ needs and expectations by taking into consideration their viewpoints towards more tangible business value creation.

Our Stakeholder Management Framework, as set out on pages 16 to 17 of this report demonstrate how we engage and create values for our diverse group of stakeholders. Communication with stakeholders is imperative in understanding and managing their expectations and providing new perspectives in generating a positive impact to the organisation.

Business Ethics, Integrity and Corruption Management

KLCCP Stapled Group’s continuous effort in managing integrity risk within the organisation reflects our commitment to conduct business with high integrity and in support of the Group’s zero tolerance against all forms of bribery and corruption.



ISO 37001:2016 Anti-Bribery Management Systems

KLCCP Stapled Group adopts a zero-tolerance towards bribery and corruption by our Board of Directors, management, employees and vendors and we are committed to acting professionally with integrity in our business.

The Group has the responsibility to ensure that the anti-bribery management system, policies and practices are understood by all group levels and communicated through the various internal communication channels and training sessions. During the year, we reinforced our zero tolerance to bribery and corruption commitment and continued to upskill our people through relevant trainings. We underwent a Surveillance Audit by SIRIM QAS International Sdn Bhd to evaluate on our continued compliance of the Group’s management system to the required standards. We will undergo a recertification audit in 2023.

PEACE

Cybersecurity and Data Privacy

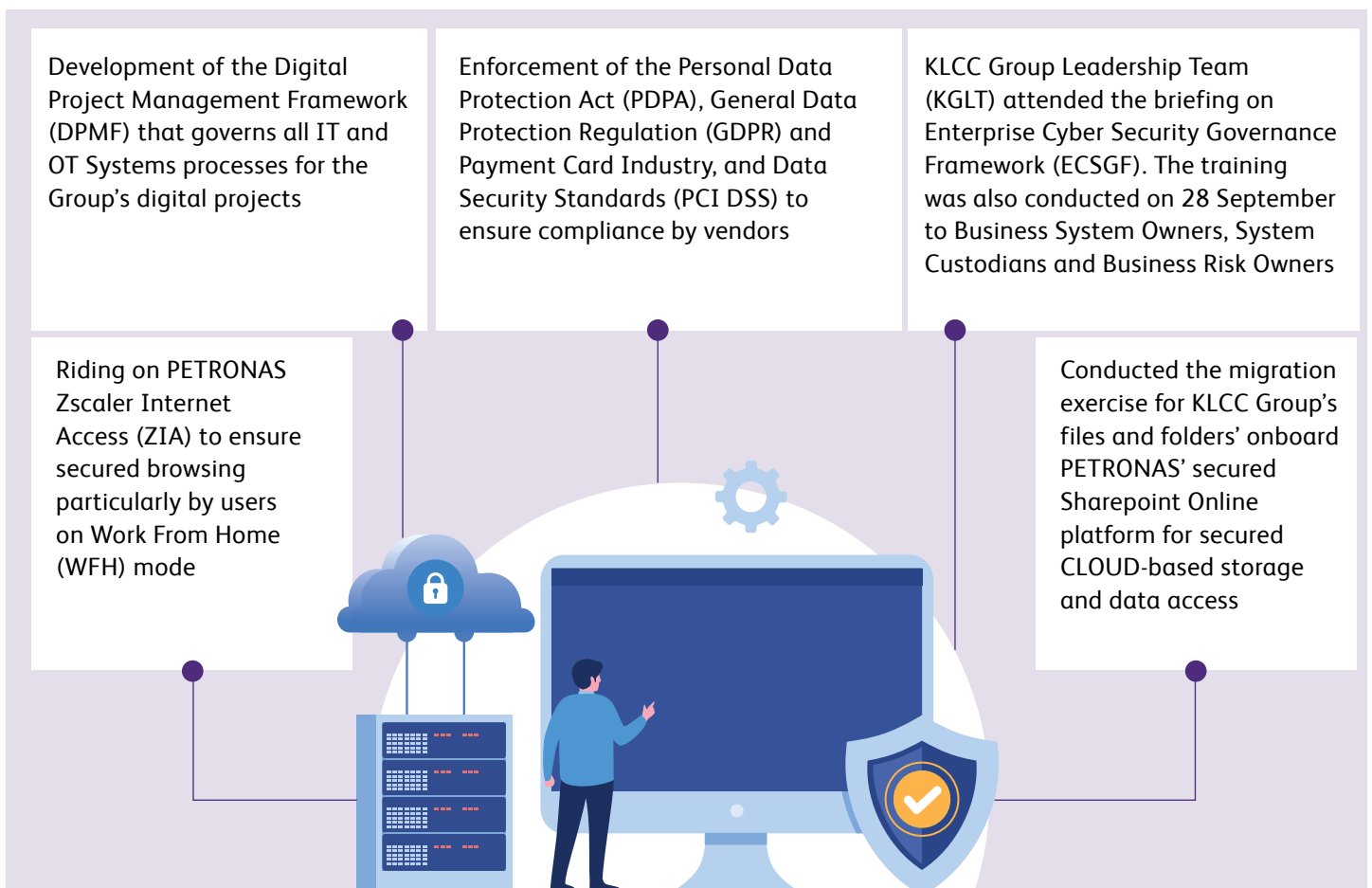
Safeguarding the data within our stewardship throughout its lifecycle and ensuring ongoing compliance with data protection regulations globally remains a key priority for the Group. At KLCCP Stapled Group, our IT infrastructure is fully supported by Group Digital, PETRONAS. Through the cybersecurity alerts and other initiatives, we continue to educate and create awareness among employees on cyber threats.

As our employees are the first line of defence in keeping the organisation secure, it is important for them to understand the threats and be equipped with the necessary cybersecurity knowledge. We continue to create greater awareness and compliance on cybersecurity, via awareness training programmes on cybersecurity. In dealing with external parties, we make transparent the Data Privacy Policy, requiring strict adherence to prevent unauthorised usage of data. We have in place a series of controls to provide further protection assurance, including robust validation of system access and obligations on external parties who may have the data access.

The KLCC Group ICT cybersecurity is responsible to govern and manage cybersecurity of the KLCC Group which encompasses ownership, responsibility, and accountability for assessing, controlling and mitigating risks. The team works very closely with PETRONAS Digital and leveraging on PETRONAS cybersecurity expertise and guidance to manage, monitor and mitigate all matters or issues pertaining to cybersecurity.

Our cybersecurity efforts are guided by PETRONAS Enterprise Cyber Security Governance Framework, which aims to protect our systems and data from malicious attacks. The PETRONAS Cyber Security Governance oversees the Enterprise Cyber Security Governance Framework, which defines the guidelines, standards, boundaries and procedures required to ensure our cybersecurity risks are effectively managed and mitigated. In 2020, we developed The Cyber Security Action Plan in our effort to mitigate cybersecurity crime and to strengthen the existing system and procedures to address the root causes of cybersecurity issues resulting from poor enforcement, weak internal control and acceptance culture.

INITIATIVES FOR THE YEAR



RISK AND CRISIS MANAGEMENT

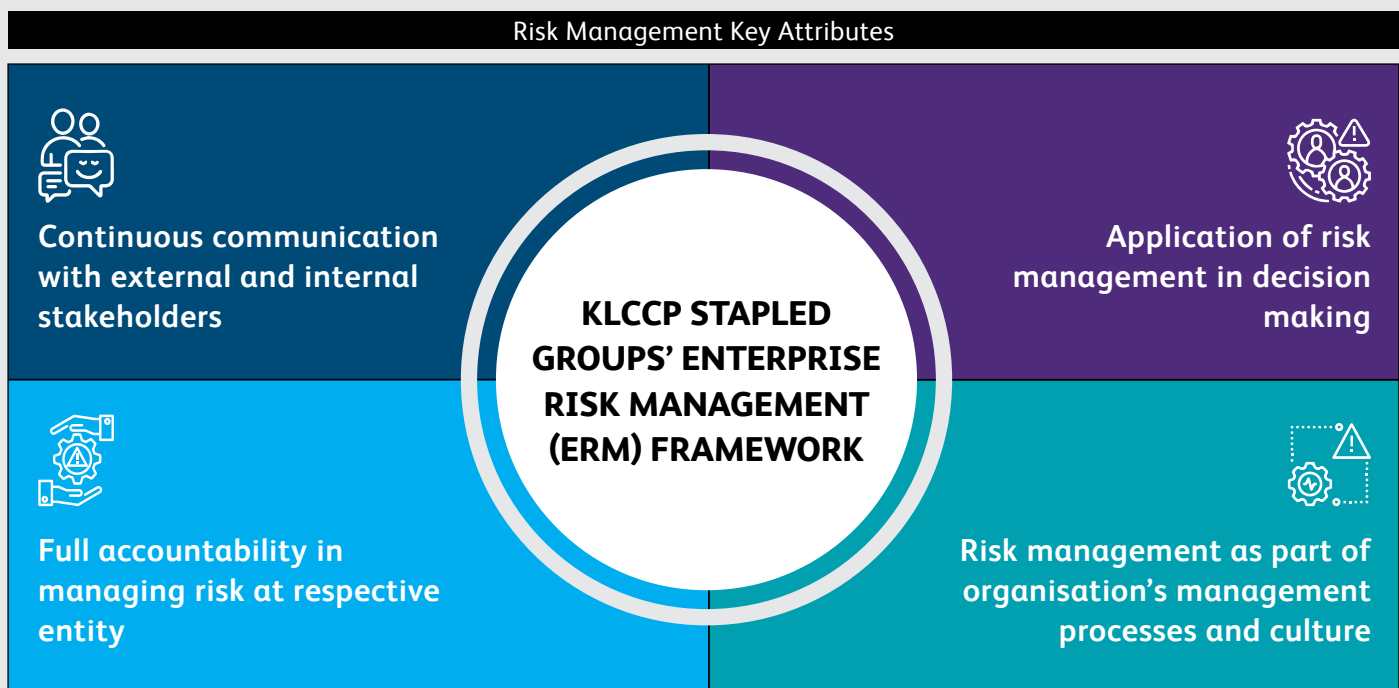
Risk management is an integral part of KLCCP Stapled Group’s business at both strategic and operational levels. An effective and sound risk management system is important for KLCCP Stapled Group to achieve its business strategies and objectives. KLCCP Stapled Group has an established KLCC Group Enterprise Risk Management Governance Framework which outlines the risk policy, risk governance and structure, risk measurement and risk operations and system.

The Risk Management Oversight Structure which consists of the Boards, Audit Committee, (“ACs”), and the Management represented by Risk Management Committee (“RMC”) and Top Management. The structure used to assign responsibility for risk management and facilitates the process for assessing and communicating risk issues from operational levels to the Boards. KLCCP and KLCCRM Boards developed the KLCC Resiliency Model to provide an integrated view on the overall strategy for managing risk focusing on the three key areas.



Enterprise Risk Management

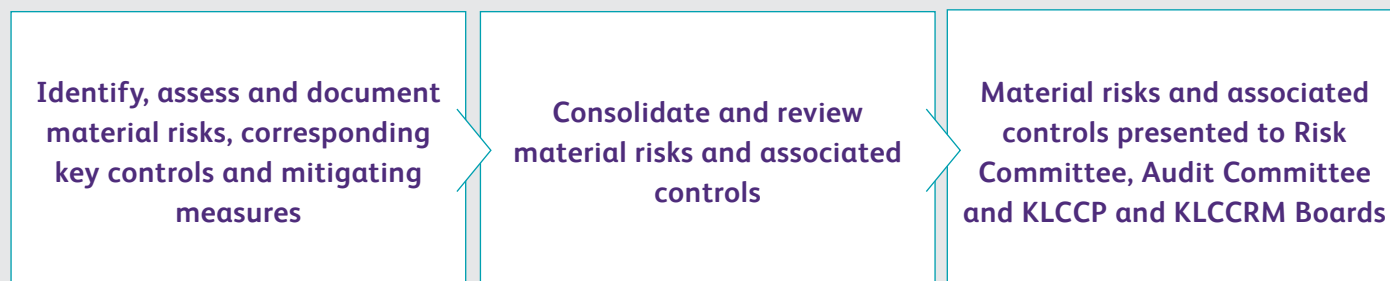
KLCCP Stapled Groups’ Enterprise Risk Management (ERM) Framework is a structured and holistic approach to identify, assess, treat and monitor risk aimed to reduce the likelihood and impact of all identified risks to enhance ability to achieve strategic objectives. It sets out the six key elements comprising Governance, Context Setting, Risk Assessment, Risk Treatment, Risk Monitoring and Review and Continual Improvement which enable KLCCP Stapled Group to manage risks in an integrated, systematic, and consistent manner.



Risk assessment is carried using the risk assessment guideline aligned to ISO31000. to provide a balanced view for informed decision making through richer risk conversations and considerations of risk reward trade-off.

PEACE

ANNUAL GROUP-WIDE RISK PROFILING EXERCISE



KLCCP Stapled Group utilises the INTERISK system as a risk tool to effectively manage and monitor risk profiles. It embeds the industry standard risk management process of ISO31000. The INTERISK system drives active risk conversation/analysis monitoring through a dashboard, reinforces effective risk governance and assurance practices and provides a seamless flow of information and processes along the risk management value chain.

Crisis Management

A comprehensive set of processes aims to prepare the organisation to respond and manage crisis in the risk areas to protect and save people, environment, assets, and reputation.

Our Crisis Management Plan (CMP) is in place to address and respond to incidents where risk mitigation fails or when full prevention of the risk occurring is unlikely. The CMP addressed the following credible scenario in the area of HSE; Finance; Human Resources; ICT; Facility Management; Legal & Regulatory in managing crisis.

The plan includes the objective and scope of emergency/crisis management plan; emergency/crisis team structure with roles and responsibilities; activation thresholds and procedures; communication process with updated contact numbers and integration with relevant parties (i.e. government authorities and relevant stakeholders); strategies and actions for responding pre, during and post emergency/crisis; escalation process for escalating relevant emergency/crisis information to potential impacted parties within KLCCP Stapled Group and resource requirement during emergency/crisis.

Business Continuity Management

A Business Continuity Plan (BCP) for KLCCP Stapled Group was established to cover the failure of ICT, business supply chain, assets, and people. The BCP aims to provide guidance in resuming key business functions in the event the CMP fails to contain the incident and it escalates into a prolonged disaster that has a major or catastrophic impact on the business in terms of financial, operation and reputation.

The review of BCP involves a business impact analysis (BIA) to ensure the critical business functions are identified, assessment of the impact of unavailability of the functions over time, setting prioritised timeframes for resuming these functions and specifying Minimum Resources Requirements (e.g. as people, equipment, assets, facilities, technology, vital record, interdependencies) to be allocated to recover and resume these functions following prolonged business disruption.

The BIA is conducted annually for all Business Unit (BU) and Operating Units (OPUs) in compliance to BCM framework. The updated BIA and BCP are presented to Risk Committee and the Approving Authority.

The testing and exercising for Call Tree Verification exercise is conducted twice a year to ensure effectiveness of communication to Critical Business Function (CBF) staff upon activation of BCP. From these exercises, the CBF staff are contactable and responded accordingly.

Integrated Assurance to Management

The MyAssurance system provides overall reasonable level of confidence to KLCCP Stapled Group management that risks and controls are being adequately, effectively and safely managed to safeguard the Group.

It provides integrated assurance to management based on real time monitoring for transparency and timely reporting. The system covers three lines of assurance that helps to strengthen the line of sight for assurance reporting and oversight with clear roles & responsibilities for better empowerment and self-assurance.

INITIATIVES FOR THE YEAR

<p>Review of Risk Appetite</p>	<ul style="list-style-type: none"> Reviewed the Risk Appetite to provide comprehensiveness to the current risk appetite statement in ensuring the financial and non-financial risk exposure and type of risk to be pursued or retained by KLCCP Stapled Group in achieving its strategic objectives are properly defined The risk appetite statement, risk tolerances and risk threshold were reviewed and presented to the Risk Management Committee, Audit Committee, KLCC Property Holdings Berhad and KLCC REIT Management Sdn Bhd Boards <div data-bbox="343 925 1478 1578" data-label="Diagram"> <p>STRATEGIC Measures the degree of variability in investment returns and capital efficiency that the Company is willing to take in ensuring achievement of business objectives</p> <p>OPERATIONAL Measures the direct or indirect loss resulting from inadequate or failed internal processes, people and systems or from external events which affects the achievement of Company's business objectives</p> <p>REPUTATIONAL Measures the risk of failure to meet stakeholder expectations as a result of any event, behavior, action or inaction of the Company that may form negative view towards the Company by stakeholders</p> <p>FINANCIAL Measures capital, profitability and liquidity position in pursuing the Company's business objectives</p> <p>LEGAL AND REGULATORY COMPLIANCE Measures the risk of non-compliance with prevailing laws and regulations governing the business</p> <p>Five Main Areas of Risk Appetite</p> </div>
<p>Group-wide Risk Profiling Exercise</p>	<ul style="list-style-type: none"> Group Risk Management Department facilitates and coordinates the Group-wide Risk Profiling exercise to review, assess and update the principal risks to safeguard KLCCP Stapled Group's investment and key business activities and to ensure the risk exposures are relevant and up to date taking into account emerging risks
<p>Briefing on Fire and Life Safety</p>	<ul style="list-style-type: none"> Conducted briefing on Fire and Life Safety program for floor safety managers and tenants, testing and exercising via walk through sessions with all risk owners to review tier 1 (Response is within the control and capability of the Emergency Response Team) emergency/crisis management plan for all the identified credible scenarios From these exercises, risk owners are aware of their roles and response preparedness in the event of emergency/crisis. These exercises are to ensure the readiness and effectiveness of the communication process and the recovery action plan in responding to the crisis

PROSPERITY

ADVANCING ECONOMIC RESILIENCE

We are committed to sustainable social and economic development across our business, operations and communities. We seek to share prosperity through our local hiring, investments in our operations and infrastructure, and contributions to non-profit organisations that help communities thrive and promote inclusive social development.

OUR ALIGNMENT TO THE UNSDGs



MATERIAL SUSTAINABLE MATTERS

- Financial Sustainability
- Economic, Social and Industry Growth
- Supply Chain Management
- Customer and Tenant Management
- Corporate Social Investment

MAPPED TO OUR CAPITALS



RELATED PRINCIPAL RISKS

- Finance
- Market
- Asset Management
- Facilities Management
- Supplier

5-YEAR SUSTAINABILITY ROADMAP (2019-2023)

- **Goal 1**
Building a Smart, Safe and Sustainable KLCC Precinct



IN THIS SECTION

Financial Sustainability	72
Economic, Social and Industry Growth	
• Contribution to Nation Building and Industry Growth	73
• Digitalisation	74
Supply Chain Management	75
Customer and Tenant Management	77
Corporate Social Investment	79



FOCUS FOR THE YEAR

- ▶ Supporting the Government's effort in economic recovery by providing rental assistance to our retail tenants and through corporate social investment programmes
- ▶ Strengthening business resilience and continuity through close monitoring of our cash flow and cost optimisation
- ▶ Enhancing customer and tenant communication in building trust and elevating experience
- ▶ Progressing social agenda through community programmes for the needy and underprivileged

OUR APPROACH

The way we manage the business – through the life cycle of our assets, reflects our financial, physical, and social approach and priorities. We constantly look to strengthen our portfolio to ensure it meets the changing needs of our customers and communities. We always bring social, economic, and environmental benefits to the areas where we operate. Great design increases efficiency, encourages people to spend time in our spaces and enables buildings to adapt to changing customer needs. We design with long-term value in mind. We design our buildings to support wellbeing and productivity.

We aim to make meaningful contributions economically and socially and grow with our stakeholders which includes

our suppliers, customers, tenants and business partners to maintain long-term partnerships across our business portfolios.

We invest to attract and develop great people who add value to our business. We take engagement, wellbeing, diversity, and reward seriously and conduct regular reviews. We help those furthest from the jobs market access opportunities in our industry. We believe that everyone who works on our behalf must be treated and paid fairly and our business should reflect and support our diverse communities. We strive to maintain a high standard of health, safety and security in all the working environments we control and partner to help raise standards in our industry.

We aim to make meaningful contributions economically and socially and grow with our stakeholders which includes our suppliers, customers, tenants and business partners to maintain long-term partnerships across our business portfolios.

PROSPERITY

FINANCIAL SUSTAINABILITY

The COVID-19 continued to ravage the global economy and caused significant instability and high volatility in global capital markets and its impact is likely to be felt for a long time. At the home front, the prolonged disruption to businesses and services, along with border closure and movement control have outsized the impact on private consumption and business investment. Individuals and businesses affected by the crisis are at high risk of facing immediate cash flow constraints as their earnings continue to dwindle. In navigating the challenges brought about by the pandemic, KLCCP Stapled Group continued to focus its priority to drive sustainable growth and create significant value for its stakeholders through various strategic recovery efforts within our portfolio during the year.

We undertook several measures to mitigate the impact of the pandemic by closely monitoring our cash flow and focused on cost optimisation through the implementation of a series of cost containment measures by suspending all non-essential OPEX and CAPEX and temporary closure of unoccupied hotel rooms and amenities.

 To read more, refer to the Statement from the CFO in the KLCCP Stapled Group Integrated Annual Report 2021 on pages 70 to 71

Our strategy to deliver sustainable growth and long-term value to our stakeholders were underpinned by four strategic pillars of maximising value of investments, resilience in soft market conditions, creating sustainable value and embracing digital for business enhancement which saw us responding to the harsh impact of COVID-19 on our businesses.

We continue to ensure that our properties are maintained in pristine condition with re-configured office spaces aligned to the new normal and equipped with health and safety Standard Operating Procedures (SOPs) to drive longer term tenancy prospects and restore confidence of our tenants in returning to the workplace.

 To read more, refer to the Strategic Blueprint on pages 22 to 23.



ECONOMIC, SOCIAL AND INDUSTRY GROWTH

Contribution to Nation Building and Industry Growth

Our business is driven by our clear Statement of Purpose - We Create Places People look forward to, Progressing Lifestyle for a Sustainable Future. We create positive experiences for our stakeholders in the places they work, shop, socialise and live. Our chosen sectors offer us numerous market opportunities that we address by managing our portfolio of assets.

Maintenance of KLCC Park and Pedestrian Tunnels



RM951,000

Commitment to Capital Market Development

We forge strong relationships with our shareholders as well as with our banks and sukuk holders who provide our equity and debt funding. As a listed company we have a responsibility to those individuals and institutions who have invested money in our business either through equity (our shareholders and joint venture partners) or debt (our banks and sukuk holders) to deliver long-term and sustainable returns on their investment.

We ensure regular communication with our investors through an extensive programme, mainly managed by a dedicated Investor Relations team. The engagements were conducted via various platforms – one-on-one meetings, conference calls, analysts' briefings, and site visits to KLCCP Stapled Group properties as well as at capital market conferences. The Annual General Meeting normally also provides an excellent opportunity to meet many of our retail shareholders and answer their questions about the business but due to the pandemic we transitioned to host the AGM in a fully virtual mode which allowed shareholders to participate online and raise their questions. We had 1,003 shareholders who logged

Our success is based on our expert team and solid balance sheet. Together, these provide resilience in uncertain conditions and the power to address opportunities. Across the Group, our approach is characterised by customer centricity and a culture of accountability with an enterprise mindset – all underpinned by an industry-leading approach to sustainability.

Ultimately, our aim is to create sustainable shareholder returns, together with significant social and economic value for our stakeholders.

We collaborate with our stakeholders, particularly our tenants and customers, to ensure we emerge from the COVID-19 pandemic in a strong position. As part of our obligation towards the nation's economic growth, we paid RM81.9 million in tax to the Government for the year.

on to the Remote Participation and Voting Facility and all 74 questions raised by the shareholders were answered during the live AGM proceedings, including those from our major shareholders, EPF, MSWG and PNB.

Our website contains comprehensive information about our strategy and performance, regulatory news and press releases as well as information about our debt and our approach to ESG issues.

During the year under review, the Senior Management and the Investor Relations team held meetings with representatives from 125 institutions and participated in 7 conferences and analysis briefings to update them on our performance and to provide an opportunity for them to ask questions. These investor interactions enable our investors to be updated on our business and allow us to understand their priorities and concerns. This feedback is vital to help shape our strategy and our communications and disclosure to make sure that we are meeting their expectations.

Key Events

- Citi Asia Pacific Property Conference 2021

- Daiwa Pan-Asia REIT Conference 2021

PROSPERITY

Digitalisation

The world around us is changing at a great pace and we are in continuous dialogue with our customers as we strive to understand and prepare to meet the longer-term trends within our industry.

By doing this, we are able to ensure that our portfolio continues to meet the needs our stakeholders play an integral part in providing customers' an experiential experience and that our business remains relevant.

We have embedded a culture of continuous improvement within the Group and are constantly questioning how and why we do things while pushing the boundaries to do better. This means we are constantly refining not just our existing portfolio but also how we design, plan and build our assets, with sustainability and technology at the heart of our thinking.

The creation of our Digital Roadmap (2020-2023) was an important part of this process, reflecting our belief that we should consider investments in data and technology in the same way that we consider investments in physical assets.

The industry within which we operate offers significant opportunities to make changes that not only help improve efficiencies, but also help us make better and more informed decisions. Key to this is a focus on enhancing operational excellence in the areas of project management, facilities management and safety and security.

Managing KLCC Park Digitally via The KLCC Park System Automation

1 Reduce risk of working at heights and in confined spaces

2 Switching and Monitoring of all Pump Rooms
Manual
Remote Operation

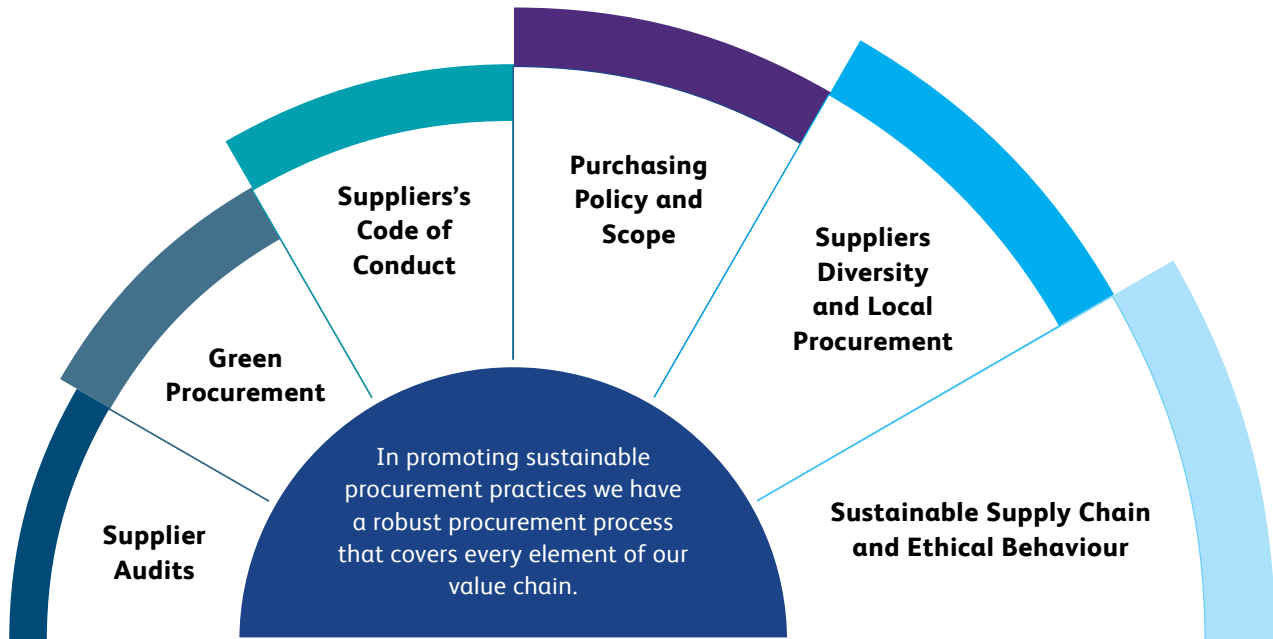
3 93% Reduction of Activities
8,760 activities } 624 activities

4 Reduce Cost and Risk

INITIATIVES FOR THE YEAR

Digital Project Management Framework	<ul style="list-style-type: none"> Introduced a new Digital Project Management (DPMF) in July 2021 to assist new digital requests within the Group As a standard reference for digital project procedures in guiding the Business Units and Operating Performance Units with the DPMF phases and process for accommodating any new digital request
KLCC Parking alternative cashless payment method	<ul style="list-style-type: none"> KPM collaborated with SETEL Ventures Sdn Bhd (SVSB) to deliver a cashless and seamless parking payment experience for its customers with Setel mobile application
KLCC Parking Management Solution (PMS 2.0)	<ul style="list-style-type: none"> PETRONAS Digital Sdn Bhd (PDSB) completed assessment of 21 sites across the KPM network, application and server infrastructure and provided full report including system High Availability (HA) and Disaster Recovery (DR) requirements
MOKL Hotel – paperless initiatives	<ul style="list-style-type: none"> Introduced QR Code in all guestrooms' TV. The service allows guests to access latest information of the Hotel, Digital Map, In-room Dining and Minibar menu, Shop MO and Digital Library

SUPPLY CHAIN MANAGEMENT



Sustainable Procurement and Supply Chain plays a significant role in our sustainability practices. Recognising that we are in a position to influence our suppliers to adhere to our principles and values, we included in all our contracts with our contractors, consultants and suppliers, the provisions requiring them to comply with our CoBE. We also promote transparent and fair practices by our supplier by including a provision on supplier code of conduct in the contract terms and conditions on fighting corruption, maintaining business ethics and prioritising HSE practices.

By doing this, we promote our sustainability standards beyond our own business, causing a ripple effect of change that we hope will affect the way that suppliers deal not only with us, but with their other customers and their own suppliers as well. This effect gives procurement one of the biggest levers to drive sustainability in our economy.

We are committed to doing business with other companies that share our values and beliefs. For effective sustainable supply chain management, we must secure buy-in from our suppliers to uphold our high standards.

INITIATIVES FOR THE YEAR

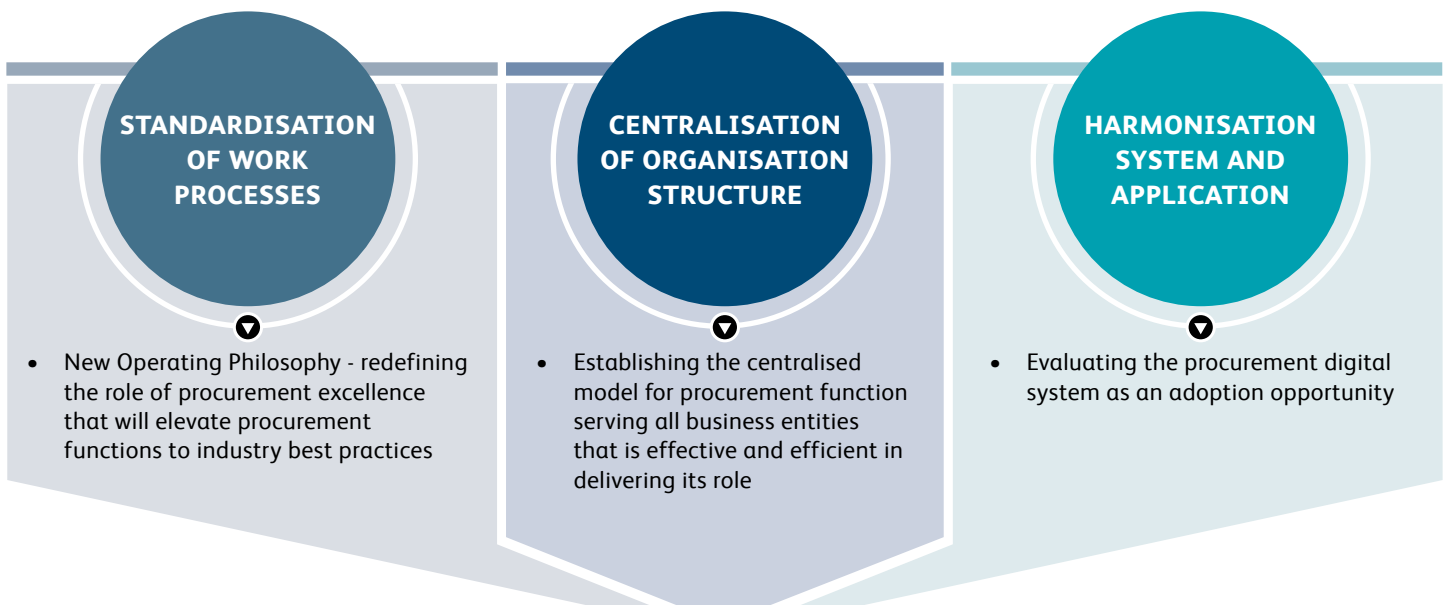
<p>Implementation Of Secure Managed File Transfer</p>	<ul style="list-style-type: none"> • Group Procurement implemented the Secure Managed File Transfer (SMFT), a service to facilitate the exchange of large files between staff and external parties in managing submission of tender documents • SMFT enables transfer of files above 5MB which also reduces cost and save time
<p>Supplier Audit</p>	<ul style="list-style-type: none"> • KLCCUH conducted the Tier 1 audit on a quarterly basis with a total of 12 contractors during the the year. Functional Checklist was used as a tool for the audit • For MOKL Hotel, a total of 23 vendors was scheduled to be audited. Supplier audit findings were communicated via Food Supplier Action Report on specific actions to be taken
<p>Supplier Evaluation</p>	<ul style="list-style-type: none"> • KLCCUH conducted a bi-annual Supplier Performance Evaluation. A total of six suppliers were evaluated with the average rating of 2.5, Grade B (Generally Acceptable Contractor)

PROSPERITY

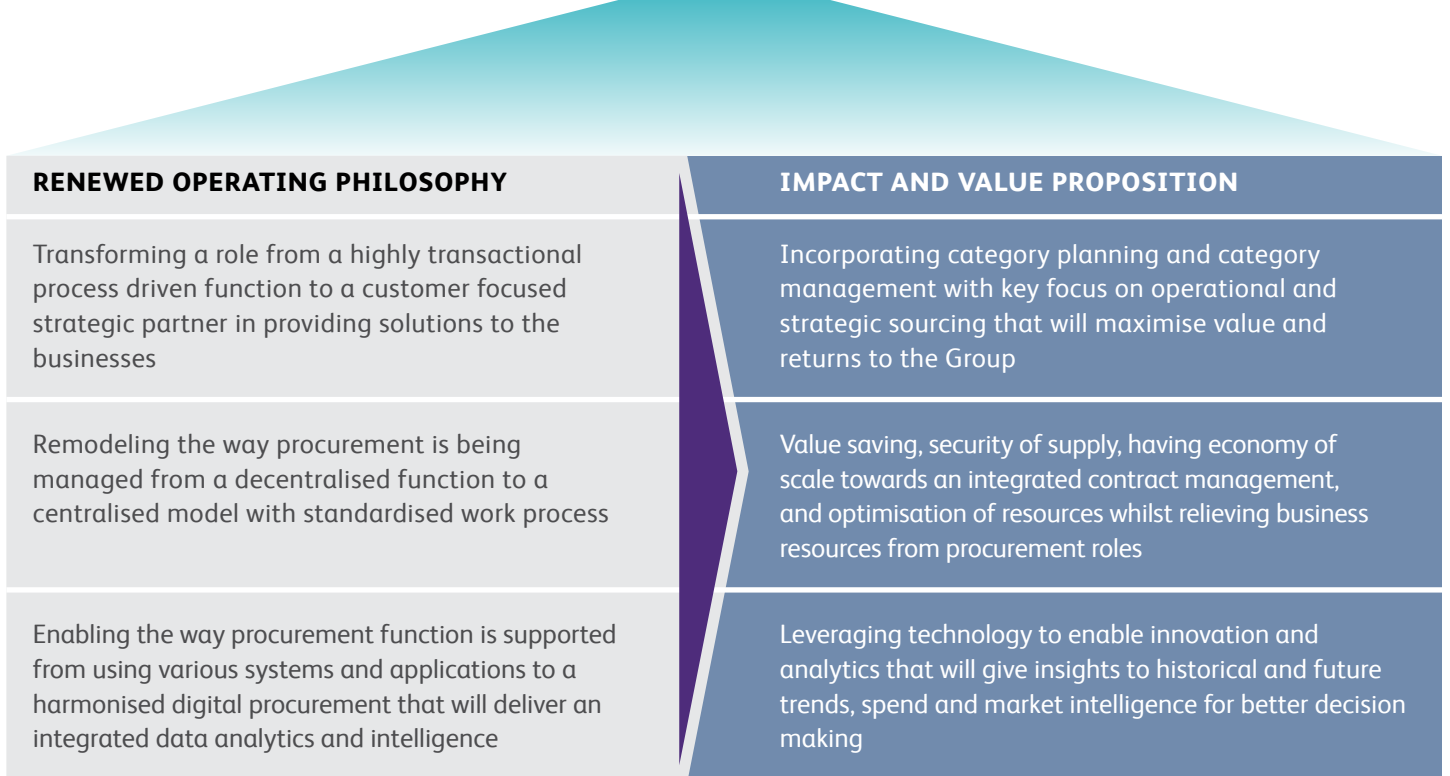
A Harmonised Digital Procurement

As part of the KLCC Group’s transformation agenda which aims to achieve higher functional efficiency and effectiveness across our operations, we embarked on transforming our procurement functions to further enhance the procurement role to become a customer focused strategic partner in providing solutions to the businesses within the KLCC Group.

The transformation involved the Standardisation of Work Processes, Centralisation of Organisation Structure and Harmonisation of System and Application.



A Transformative Role Towards Procurement and Contracting Excellence



Customer and Tenant Management

We believe in building a strong and trusting relationship with our customer and tenants as we continue to engage with them even during the difficult times. We value their patronage and take into consideration their feedback in our effort to expand our outreach and in building a shared sense of responsibility and progressing societal development. We conducted extensive engagements via numerous communication channels to promote social betterment,

building strong tenant relationship and meet the evolving customer behaviour and expectations.

We are also committed to provide the best customer experience and endeavour to exceed guests' expectations, through personalised services that cater to individual needs. We curated loyalty programmes to suit our guests and provide them with the best experience whether they are in offices, at our retail mall or during their stay at our hotel.

INITIATIVES FOR THE YEAR

	Impact/Results
Ensuring the health and safety of office tenants during the COVID-19 pandemic	<ul style="list-style-type: none"> • Issued Return to Office (RTO) Facilities Preparedness Guidebook to create a positive and safe working environment • Installed Protection Paneling to the workstations to enhance protection and reduce staff risk from getting direct transmission of COVID-19 and other relevant virus transmission • Upgraded air filters to ensure healthy indoor air quality • Increased frequency of cleaning with a additional sanitiser dispensers at identified strategic locations • Implemented social distancing measures in our office buildings
Supporting retail tenant sustainability	<ul style="list-style-type: none"> • Extended RM127.1 million in rental assistance to our retail partners, – recognising that each tenant is unique in their own right
Mitigation against COVID-19 at Suria KLCC	<ul style="list-style-type: none"> • Earliest malls in the country to provide seamless temperature scanning for shoppers by installing several top-of-the-line scanners at major entrances. The scanner automatically alerts security personnel if anyone exceeds the temperature limit at the entrance
Attracting Shoppers Back	<ul style="list-style-type: none"> • Providing lively interactive and attractive decorations for festive seasons. • Cash reward campaign through 'The Great Giveaway and The Golden Ticket' campaigns • The Great Giveaway - rewarded 17 winners with RM5,000 Suria KLCC shopping vouchers and 34 winners with exclusive luxury prizes as they spent a minimum of RM150 as well as gave away 1,000 AsterSpring gift sets via spending tier of RM600 • The Golden Ticket 2021 - 34 shoppers were rewarded with RM5,000 Suria KLCC shopping vouchers and 2,513 lucky winners with RM50 Suria KLCC shopping vouchers • Launched Safe & Easy Shopping 2.0 video
Prioritising Health and Safety of Hotel Guests	<ul style="list-style-type: none"> • Reinforced our "WeCare programme" in providing awareness, guidelines and confidence to our guests and employees in preventing COVID-19 by taking the mandatory precautions

PROSPERITY

INITIATIVES FOR THE YEAR

	Impact/Results
MOKL Hotel Promotional packages – capturing domestic market	<ul style="list-style-type: none"> Offered attractive discounts in both Deluxe and Club & Suites promotions such as the Staycation at MO, Urban Resort, Deluxe School Staycation, Frontliner Appreciation and etc Embarked on a journey to transform the indoor golf into the new MOKL Hotel Kids Club in order to adapt itself to the new demand. The new “Little Explorer Club” located at Level 3 of the hotel, will add a new dimension to the recreational area which currently includes Spa, Fitness and Wellness, two tennis courts, an infinity swimming pool and the AQUA restaurant, a refreshing al fresco restaurant and bar
MOKL Hotel Strategic partnership and collaborations	<ul style="list-style-type: none"> Partnered with Tatler House – first of its kind in Malaysia, where the Presidential Suite was converted into space for exclusive events and guests The collaborations not only attracted local attention and demand to our hotel but have also attracted several high-end brands to organise pop-up events, special dinners and cocktails
MO Online Shop product offerings	<ul style="list-style-type: none"> Enhanced its product offerings which allowed guests to acquire their most desired products from various Mandarin Oriental hotels, ranging from bed linen to in room amenities
Communication with the parkers on the of Car Park Operation Status	<ul style="list-style-type: none"> Released several notifications via email, website and signages on Car park operation status Notices and signages regarding parking status while in the car park area and New Norm SOP’s (i.e., mySejahtera, social distancing and etc.,) were displayed on site during MCO the lockdown
Jump Card” service at NWD Car Park	<ul style="list-style-type: none"> Introduced “Jump Card” to customers to ease exit from the car park in the event of issues with their Touch ‘N Go, Mastercard, VISA or AMEX, as a replacement to the card used at the entry.



➤ CORPORATE SOCIAL INVESTMENT

KLCCP Stapled Group embraces social responsibility and maintains active engagement with our diverse group of stakeholders who have a direct or indirect impact to our business, reputation and our purpose in creating a sustainable future for all. We continue to establish mutually beneficial relationships through impactful communications and initiatives that suit the different needs of our stakeholders.



Community Investment



2021

RM128.3

million

2020

RM95.3

million

As a responsible corporate citizen, we recognise that we will be more enriched when those around us thrive. We have a duty to maintain the highest standards of social responsibility and integrity as an employer, a developer, a landlord and a solutions partner - our buildings are part of the local community and our city.

We strive to make our communities better places to live and work in and recognise we can only do this if we foster and maintain strong community relationships and listen to our stakeholders about what matters to them. None of this would be possible without our enthusiastic and committed employees who are committed to creating an inclusive environment that allows them to develop and play a meaningful part in our social value creation. Our community programmes are designed to ensure we make a positive contribution to the society in which we operate. We support our communities via projects such as fundraising events, community development and partnership in creating a conducive environment for all. Through our community engagement initiatives, we ensure that we support local issues and, in particular, help the underprivileged and the needy.

PROSPERITY

MOKL Hotel's Flood Donation Drive "Project Darul Makmur"

- Assisted staff's families who were affected by the floods in, Pahang
- Donated bedding supplies worth RM8,350 and used clothing through PETRONAS and the Malaysian Armed Forces

MOKL Hotel - Donated Used Computer to School

- Donated 15 used computers to the Computer Empowerment Programme (CEP), an initiative by the Medical Awareness Camp Outreach (MACO), to equip underprivileged students with learning tools



KLCC Group Flood Relief for affected employees

- A total of RM32,500 was distributed to support employees affected by the floods

Sponsorship of Fire and Rescue Department of Malaysia's Fire Safety Awareness Campaign

- Sponsored RM5,000 to Fire and Rescue Department of Malaysia in support of its Fire Safety Awareness Campaign and to raise fund for its Firefighters' Welfare, Building and Education Fund



Sponsorship for Petronita's Orchid Run & Ride Virtual Edition 2021

- Sponsored 140 runners from KLCC Group at a total cost of RM10,640
- Proceeds channeled to hospitals to support medical research and care and treatment programmes to manage increase in medical cases and psychological cases

Charity/Donation Drives/Fundraising/Community Service

Collaborated with Malaysia REIT Manager's Association (MRMA)

- Contributed RM100,000 Speedmart Vouchers to 10 ADUNs within Selangor and Kuala Lumpur to be distributed to the needy



Suria KLCC donated food and beverage items for the benefit of the 3,500 medical frontlines at Hospital Sungai Buloh

MOKL Hotel volunteered at Kuala Lumpur Convention Centre Vaccination Centre

- Total of 15 colleagues participated as facilities volunteers carrying out non-medical duties, including greeting, ushering, and assisting people with registration

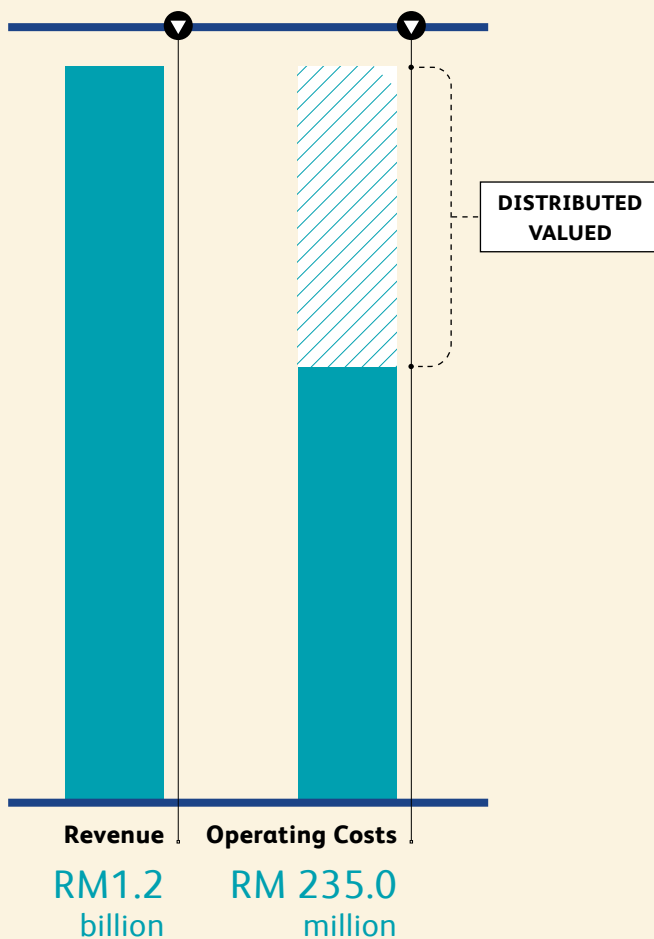
MOKL Hotel provided healthy lunch for the volunteers at vaccination centre at Kuala Lumpur Convention Centre Vaccination Centre

- Sponsored 100 packed food worth RM1,161 for volunteers from International SOS, Medipulse Healthcare and MB Perkasa on 8 September 2021 at vaccination centre at Kuala Lumpur Convention Centre

DELIVERING AND ADDING VALUE

In 2021, we generated a total revenue of RM1.2 billion. Of this, about 20% went to purchasing costs and other operating expenses. The remaining RM0.9 billion were distributed to our employees, shareholders, and other providers of capital, paid in taxes to government, or retained in the company.

OUR VALUE GENERATION AND DISTRIBUTION



The graph shows our direct economic value generated in 2021 of which RM235.0 million went to operating costs and expenses.

The difference is our value distribution in 2021, excluding purchasing costs and operating expenses.

TO SHAREHOLDERS

RM606.6 million
was paid to shareholders. We aim to be an attractive investment for shareholders and were able to increase dividends in 2021, despite the pandemic

TO EMPLOYEES

RM104.2 million
was paid in employee wages and benefits

TO KLCCP STAPLED GROUP

RM25.9 million
was retained in the company

GOVERNMENT

RM45.9 million
taxation to the government

TO BANKS

RM105.2 million
was paid in interest expenses to banks

TO COMMUNITIES

RM128.3 million
was paid in donations, sponsorships and rental assistance to our retail partners.

PROSPERITY

Prosperity Goes Beyond Profit

The Group has adopted the definition of prosperity from the WEF Stakeholder Capitalism Metrics framework: “An ambition to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social, and technological progress occurs in harmony with nature.” Prosperity for us highlights the importance of prosperous societies and the role of businesses in fueling economic growth, innovation and shared wealth.

What Gets Measured Gets Done

Transparency through measurement is our key tool in running an accountable business. We use metrics from both reporting standards and ratings and have set up a system of establishing internal ownership of indicators in order to allow for systematic follow-up and improvement against best practices. We take guidance from the WEF Stakeholder Capitalism Metrics, with disclosures focusing on people, planet, prosperity, and principles of governance (Peace), as we support improved approaches on how to measure and drive sustainable performance.

Combining Profit and Purpose

Our company purpose goes beyond profit. We apply knowledge to address business challenges so that when we succeed, society succeeds. Sustainability is deeply embedded in our strategy, priorities and actions. We strongly believe that long-term shareholder value creation is best optimised through a holistic approach in which we help people and the planet thrive, while maintaining or increasing prosperity.

Supporting Local Communities

We aim to create shared value for the company and society. We engage in community projects such as through charity, donations fundraising and community service.

Creating a Fair Workplace

We create safe and secure jobs for more than 90% employees and through innovative projects and initiative we also create jobs for future generations. We have the ambition to increase the proportion of women working at the Group, particularly in senior management positions.

Tax Policy

The Group’s Tax Policy is approved by the Board and executed by the Management. Within the framework of tax laws and regulations, the Group optimises the tax cost in the same way as it does other costs. We seek open and transparent interaction with the tax authorities and policy makers. Our approach to tax risks is based on the Group’s overall risk strategy with continuous reviews to ensure control and risk mitigation as needed. We report in line with local regulations and our Code of Conduct and Business Ethics.

FIVE-YEAR SUSTAINABILITY PERFORMANCE DATA

PEOPLE

Our People	2021	2020	2019	2018	2017
Workforce by Age Group					
Below 30	175	353	362	358	337
30 - 39	316	346	343	363	353
40 - 49	247	273	281	280	266
50 - 59	172	155	136	131	126
60 above	3	3	4	7	6
Total workforce	913	1,130	1,126	1,139	1,088
Workforce by Gender					
Male	557	707	699	700	684
Female	356	423	427	439	404
Employee Position and Gender Profile					
Top Management : Male	13	11	12	20	27
Female	7	2	2	6	18
Senior Management : Male	151	153	151	151	151
Female	105	121	122	115	124
Other Levels : Male	393	543	536	529	506
Female	244	300	303	318	262
Workforce by Ethnicity					
Malay	685	821	822	797	750
Chinese	133	170	169	185	182
Indian	54	72	68	86	81
Others	41	67	67	71	75
Health and Safety					
Number of Fatalities	0	0	0	0	0
Loss Time Injury (LTI) Incidents	0	7	5	9	4
Loss Time Injury Frequency (LTIF)	0	0.78	0.47	1.19	0.46
Loss of Primary Containment (LOPC)	0	0	0	0	0
Potential Incident/Near Miss (PI/NM)	962	1,662	1,805	2,245	528

PLANET

Energy Consumption (kWh) ('000)	2021	2020	2019	2018	2017
Office and Car Park	68,572	69,865	74,720	88,044	82,900
Retail	26,834	11,153	12,300	14,293	14,851
Hotel	6,667	7,513	13,280	13,621	14,141
Total Energy Used	102,073	88,531	100,300	115,958	111,892
Energy Intensity (kWh/m²)					
PETRONAS Twin Towers (Tower 1)	88	115	124	130	-
PETRONAS Twin Towers (Tower 2)	89	96	147	143	-
Menara 3 PETRONAS	75	156	99	148	-
Menara Dayabumi	98	97	119	143	-
Menara ExxonMobil	184	96	264	265	-
Suria KLCC	169	31	199	196	-
MOKL Hotel	115	247	147	151	-

FIVE-YEAR SUSTAINABILITY PERFORMANCE DATA

PLANET

GHG Emission (mtCO ₂ e)	2021	2020	2019	2018	2017
Scope 1					
Office and Car Park	5	11	4.45	4.66	9.63
Retail	576	1,512	1,692	1,635	1,573
Hotel	997	1,139	2,142	1,192	1,913
Total Scope 1 Emission	1,578	2,662	3,838	2,832	3,496
Scope 2					
Office and Car Park	51,136	71,015	67,614	82,667	87,078
Retail	22,321	24,577	22,931	27,141	27,462
Hotel	8,060	7,622	16,086	16,583	18,003
Total Scope 2 Emission	81,517	103,214	106,631	126,391	132,543
Total (Scope 1 and Scope 2 Emission)	83,095	105,876	110,469	129,223	136,039
Energy Generated from Solar (kWh)					
Retail	470,770	473,978	511,695	512,257	510,000
Water Used (m³)					
Office and Car Park	311,244	455,868	624,503	589,491	591,444
Retail	303,806	374,311	405,000	497,347	569,490
Hotel	78,228	117,549	154,948	154,530	169,103
Total Water Used	693,278	947,728	1,184,451	1,241,368	1,330,037
Waste Management					
Hazardous Waste Generated (metric tonnes)					
Office and Car Park	2.79	78.64	3.449	9.88	9.133
Retail	0.36	0.26	0.937	0.755	0.92
Hotel	0.355	0.198	2.22	0.5	0.746
Hazardous Waste Disposed (metric tonnes)					
Office and Car Park	0.49	2.36	2.86	9.88	10.284
Retail	0.36	-	0.557	0.97	0.92
Hotel	0.318	0.198	2.219	0.5	0.97
Waste Intensity (kg per room)					
Hotel	1.23	0.81	1.3	2.35	3.8
Waste Diversion (%)					
Hotel	64.04	60.66	63	25.76	23.13
Waste Recycled (tonnes)					
Retail	145	1,407	4,227	4,232	3,819

Note: The change in some data is due to the standardisation of calculation method

PROSPERITY

	2021	2020	2019	2018	2017
Dividend (RM'mil)	541.6	686.0	668.0	652.6	643.3
Taxes (RM'mil)	81.9	87.9	104.5	104.0	103.2
Revenue (RM'bil)	1.17	1.42	1.41	1.37	1.34
Infrastructure Maintenance (RM'000)	1,359	1,575	1,647	716	1,238

SUSTAINABILITY BENCHMARKS AND CERTIFICATIONS

Sustainability Certifications	2021	2020	2019	2018	2017
KLCC Property Holdings Berhad					
ABMS ISO 37001:2016 (Anti-Bribery Management System)	Achieved in 2020. Valid until December 2023				
KLCC Urusharta Sdn Bhd					
Green Building Index PETRONAS Twin Towers		GBI Gold Rating			-
Green Building Index Menara 3 PETRONAS		GBI Silver Rating			-
ISO 37001:2016 (Anti-Bribery Management System)	Achieved in 2020. Valid until November 2023				-
ISO 41001:2018 (Facilities Management Systems)	Achieved since 2021, (Valid until December 2024)				
ISO 18788:2015 (Private Security Operations Management System) Certified by SIRIM	Achieved in 2019, recertification in 2022				-
ISO 14001:2015 (Environmental Management System)	Achieved since 2014, (latest recertification in 2020. Valid until 22 July 2023)				
ISO 9001:2015 (Quality Management System)	Achieved since 2005, (latest recertification in 2020. Valid until April 2023)				
ISO 45001:2018 (Occupational Health and Safety Management System)	Achieved since 2014, (latest recertification in 2020. Valid until July 2023)				
Mandarin Oriental, Kuala Lumpur					
ISO 14001:2015 (Environmental Management System)	Achieved since 2003, (latest recertification in 2021. Valid until October 2024)				
ISO 22000:2018 (Food Safety Management Systems)	Achieved since 2008, (latest recertification in 2021. Valid until October 2024)				
ISO 45001:2018 (Occupational Health and Safety Management System)	Achieved since 2003, (latest recertification in 2021. Valid until October 2024)				
KLCC Parking Management					
ABMS ISO 37001:2016 (Anti-Bribery Management System)	Achieved in 2020. Valid until November 2023				
ISO 14001:2015 (Environmental Management System)	Achieved in 2016, (latest recertification in 2019. Valid until August 2022)				
ISO 9001:2015 (Quality Management System)	Achieved in 2016, (latest recertification in 2019. Valid until August 2022)				
ISO 45001:2018 (Occupational Health and Safety Management System)	Achieved in 2016, (latest recertification in 2019. Valid until October 2022)				

STAKEHOLDER CAPITALISM METRICS (SCM) INDEX

A World Economic Forum (WEF) and International Business Council (IBC) led initiative

This year, we referenced our reporting to the World Economic Forum's Stakeholder Capitalism Metrics, mapping the 21 core metrics which are aligned to the UNSDGs.

WEF and IBC Core ESG Metrics

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
PEOPLE- Core				
Dignity and equality	11	Diversity and inclusion (%) Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	WEF11	34
Dignity and equality	12	Pay equality (%) Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	WEF12	Information is not disclosed due to confidentiality constraints
Dignity and equality	13	Wage level (%) Ratios of standard entry level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	WEF13	Information is not disclosed due to confidentiality constraints
Dignity and equality	14	Risk for incidents of child, forced or compulsory labor An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	WEF14	41
Health and well-being	15	Health and safety (%) The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	WEF15	42 to 49
Skills for the future	16	Training provided (#, \$) Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	WEF16	35

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
PLANET- Core				
Climate Change	7	<p>Greenhouse gas (GHG) emissions</p> <p>For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO₂e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p>	WEF7	52 to 54
Climate Change	8	<p>TCFD implementation</p> <p>Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	WEF8	Data assessment in progress
Nature loss	9	<p>Land use and ecological sensitivity</p> <p>Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).</p>	WEF9	Not applicable
Freshwater availability	10	<p>Water consumption and withdrawal in water-stressed areas</p> <p>Report for operations where material: megaliters of water withdrawn, megaliters of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.</p>	WEF10	58 to 59

STAKEHOLDER CAPITALISM METRICS (SCM) INDEX

A World Economic Forum (WEF) and International Business Council (IBC) led initiative

WEF and IBC Core ESG Metrics

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
PEACE - Core				
Governing purpose	1	<p>Setting purpose</p> <p>The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.</p>	WEF1	8
Quality of governing body	2	<p>Governance body composition</p> <p>Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.</p>	WEF2	14
Stakeholder engagement	3	<p>Material issues impacting stakeholders</p> <p>A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.</p>	WEF3	16 to 21
Ethical behaviour	4	<p>Anti-corruption</p> <ol style="list-style-type: none"> Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. <ol style="list-style-type: none"> Total number and nature of incidents of corruption confirmed during the current year but related to previous years; and Total number and nature of incidents of corruption confirmed during the current year, related to this year. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. 	WEF4	7, 64 to 68
Ethical behaviour	5	<p>Protected ethics advice and reporting mechanisms</p> <p>A description of internal and external mechanisms for:1. Seeking advice about ethical and lawful behaviour and organizational integrity; and2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.</p>	WEF5	41, 63 to 65
Risk and opportunity oversight	6	<p>Integrating risk and opportunity into business process</p> <p>Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.</p>	WEF 6	18 to 21 IAR - 62 to 69

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
PROSPERITY- Core				
Employment and wealth generation	17	Absolute number and rate of employment <ol style="list-style-type: none"> Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region. 	WEF17	34
Employment and wealth generation	18	Economic contribution <ol style="list-style-type: none"> Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization’s global operations, ideally split out by: <ul style="list-style-type: none"> Revenues Operating costs Employee wages and benefits Payments to providers of capital Payments to government Community investment Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period. 	WEF18	79, 81 to 82
Employment and wealth generation	19	Financial investment contribution <ol style="list-style-type: none"> Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company’s investment strategy. Share buybacks plus dividend payments, supported by narrative to describe the company’s strategy for returns of capital to shareholders. 	WEF19	Information is not disclosed due to confidentiality constraints
Innovation of better products and services	20	Total R&D expenses (\$) Total costs related to research and development.	WEF20	No data present
Community and social vitality	21	Total tax paid The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	WEF21	81

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