THE PLACE
A Decade Defined by Excellence

SUSTAINABILITY REPORT 2023

10 years Anniversary 2013 - 2023

A Decade Defined *by Excellence*

This year, KLCCP Stapled Group reached a significant milestone, commemorating the 10th anniversary since its establishment as the largest internally managed Stapled Security in the country. As we pay tribute to our rich eclectic history, we reflect on a journey that symbolises a decade of unparalleled inventive growth and leadership. One that showcases our strength, built not only from the people within the Group, but also from our valued partners, customers and the community with whom we have collaborated extensively. Together with our tenants, we continuously upgrade our assets, from the tallest twin icons in the world to one of the city's largest green lungs – keeping them at the cutting edge with increasingly advanced innovation and technology.

By actively listening to our esteemed customers and guests, we have meticulously maintained the vibrancy of our malls, elevating the customer journey through immersive lifestyle experiences. We have refined our prestigious hotel to attract and enchant even the most discerning guests, ensuring unique unforgettable stays. Our resolute dedication to creating value for our stakeholders has not only propelled us to thrive during favourable times but also boosted our ability to endure and survive the most unprecedented challenges.

Keeping a pulse on evolving needs, we proudly maintain our stature as the largest REIT in the country, consistently providing sustainable returns to our valued shareholders. Thanks to all our stakeholders, and our visionary leadership, we continue to be the place for all.

SURIA KLCC
ISETAN
Kinokuniya

10 EXCEPTIONAL YEARS

2023

- Launched the 5-year Strategy Blueprint for the next growth phase
- Rolled out KLCC Group Digital Roadmap, charting its digital journey
- Completed the Group's first 5-year Sustainability Roadmap (2019-2023)
- Embarked on Task Force on Climate-related Financial Disclosure (TCFD) recommendations journey towards climate change adaptation and management
- Launched the Sustainable September campaign with the mission to establish KLCC Precinct as Malaysia's first Sustainability Development Goal hub
- Secured GBI Silver certification for Menara Maxis

2022

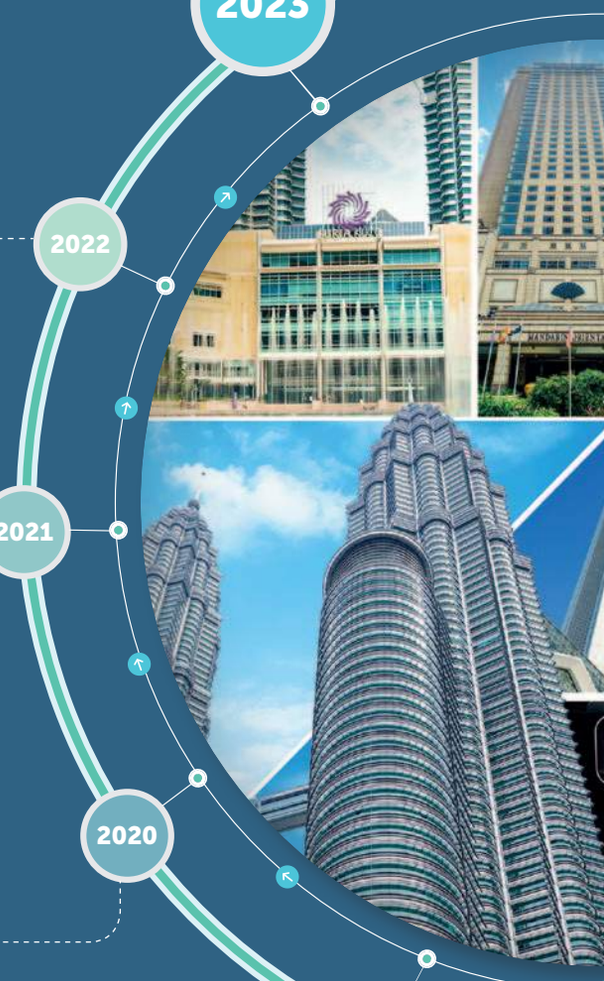
- Attained MSC status for PETRONAS Twin Towers and Menara ExxonMobil
- Installed over 900 LED lights on the external facade of PETRONAS Twin Towers
- Installed facial recognition devices for improved security and contactless access at PETRONAS Twin Towers
- Installed 57 EV chargers within KLCC Precinct, making it the venue with the largest number of EV charging points in Malaysia
- Launched pedestrian bridge connecting Menara Dayabumi and Central Market
- Achieved Green Hotel Standard and Sustainable Low Carbon Building 3-Diamond Rating for MOKUL Hotel
- KPM collaborated with Gentari Sdn Bhd to explore opportunities in green mobility and renewables within KLCC Precinct and its managed facilities

2021

- Established Integrated Building Command Centre (IBCC) to monitor building performance in real time
- Established Integrated Security Operation Centre to enhance KLCC Precinct security
- 100% elimination of Single-Use plastic in Mandarin Oriental, Kuala Lumpur hotel (MOKUL Hotel) operations
- Launched 49 Premium Parking bays with 20 EV chargers at Suria KLCC parking for customers' convenience, towards carbon footprint reduction

2020

- Secured 15-year Triple Net Lease (TNL) extension for PETRONAS Twin Towers and Menara 3 PETRONAS up to 2042 & 2041 respectively
- KLCC Park named World's Top 5 Best Urban Park by the International Large Urban Parks
- Attained ISO37001:2016 Anti-Bribery Management System (ABMS) certification for KLCC Property Holdings Berhad (KLCCP), KLCC REIT Management (KLCCRM), KPM and KLCC Urusharta (KLCCUH)
- Completed the anchor-to-specialty space reconfiguration involving 72 tenants, many of which were among the pioneering stand-alone stores in Malaysia and exclusive to Suria KLCC



2019

- PETRONAS Twin Towers featured in Top 50 Most Influential Tall Buildings of the Past 50 Years by Council on Tall Buildings and Urban Habitat (CTBUH)
- PETRONAS Twin Towers named the Top 10 Green Buildings of the Decade by Green Building Council Malaysia
- Secured GBI Gold for PETRONAS Twin Towers and Silver for Menara 3 PETRONAS

From the time KLCCP Stapled Group was established as the first stapled REIT in Malaysia, we have journeyed not only to maintain the prestige of our premium portfolio, but add to its value as we also created value for our tenants, customers, guests, investors and the community at large. This is reflected in the string of awards won over the last decade as a Property and REIT group, and recognition gained as an organisation that has become progressively greener and increasingly in tune with changing trends as well as societal expectations. While we celebrate our 10th anniversary with a sense of pride, it is with even greater pleasure that we look forward to the next decade and more of working closely with all our stakeholders to shape a continuously dynamic and vibrant landscape.

2013

- Listed as the first ever Shariah compliant stapled structure in Malaysia

2014

- Inclusion in the FTSE Bursa Malaysia Index for the first time
- Best Islamic REIT Deal of the Year in Southeast Asia by Alpha Southeast Asia
- Real Estate Deal and Country Deal of the Year (Malaysia) from Islamic Finance News
- Established Sukuk Murabahah Programme for KLCC REIT and Suria KLCC, rated AAA by RAM Ratings

2015

- Inclusion in the FTSE4Good Bursa Malaysia Index
- Obtained provisional Green Building Index (GBI) Gold Certification for PETRONAS Twin Towers and Silver for Menara 3 PETRONAS

2016

- Inclusion in the FTSE4Good Emerging Index
- Named Best Shariah Compliant REIT Malaysia
- Attained ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System) and OHSAS 18001:2007 (Occupational Health and Safety Management System)
- Completed refurbishment of Menara Dayabumi as a prime Grade A office building

2017

- PETRONAS Twin Towers received the Gold in Non-Strata Commercial Category of TheEdgeProperty.com Malaysia's Best Managed Property Awards 2017
- KLCC Parking Management (KPM) became the first parking management company in the country to receive ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007
- Secured 18-year lease for Menara ExxonMobil with ExxonMobil Exploration and Production Malaysia Inc (EMEPMI) and PETRONAS

2018

- Recognised for the Highest Return on Equity Over Three Years under REIT category at the Edge Billion Ringgit Club Corporate Awards 2018
- Won the Industry Excellence Award for Real Estate Investment Trust (REITs) and Investment Funds category at the National Corporate Reporting Awards (NACRA) 2018
- Received the Gold Award in the Below 10 Years Mixed Development Category at TheEdgeProperty.com Malaysia's Best Managed Property Awards 2018 for Menara 3 PETRONAS
- Installed the largest rotating double-sided LED screen in the world in Suria KLCC
- Implemented the first virtual parking management system in Malaysia utilising a private cloud
- Completed the Group's 3-year Sustainability Roadmap (2016-2018)

About This Report [GRI-2-1, 2-3]

The KLCCP Stapled Group's Sustainability Report is an annual disclosure that offers a comprehensive overview of our Environmental, Social and Governance (ESG) performance and value creation initiatives, addressing key material sustainability matters for stakeholders. Aligned with the United Nations 2030 (UN2030) agenda and guided by the World Economic Forum (WEF)'s Stakeholder Capitalism Metrics (SCM), the report highlights our management approach and achievements on material sustainability matters.

SCOPE AND BOUNDARY

Our 2023 Sustainability Report outlines our initiatives throughout the fiscal year from 1 January to 31 December 2023, encompassing all business activities of the KLCC Property Holdings Berhad (KLCCP) and KLCC REIT (KLCCRM), which forms KLCCP Stapled Group, in Malaysia, including property investment, development, and management.

MATERIAL SUSTAINABILITY MATTERS

In 2023, our company underwent a comprehensive reassessment of our material sustainability matters. We carefully examined and confirmed the validity of the company's material sustainability matters using a double materiality approach, which factored in stakeholder prioritisation, and decision-making influence, as well as the company's economic, environmental, and social impacts on sustainability. As a result, we established the KLCCP Stapled Group Materiality Matrix, a valuable tool for guiding and prioritising our future efforts.

Please refer to pages 31 to 38 for more information on the subject.

SUSTAINABILITY FRAMEWORK AND APPROACHES

At the heart of our business strategy lies an unwavering commitment to sustainability, a cornerstone in our pursuit of strategic brilliance and value creation. The KLCCP Stapled Group's sustainability framework stands as a testament to this commitment, meticulously crafted to harmonise with the critical dimensions of the UN2030 agenda and the four sustainability lenses. Our framework not only addresses material sustainability matters but also places a premium on prioritising contributions to the achievement of United Nations Sustainable Development Goals (UNSDG) targets.

Please refer to pages 22 for more information on Sustainability Framework and Approaches.

What sets us apart is not just the robust governance and integrity with which we manage sustainability but also our proactive engagement with stakeholders. Through this concerted effort, KLCCP Stapled Group propels ahead on its sustainability journey, poised to make a lasting impact.

ASSURANCE

To enhance the trustworthiness of our reporting, selected parts of this sustainability statement underwent an internal review by our company's internal auditors, comprising:

- Anti-Corruption
- Diversity
- Emissions Management
- Energy Management
- Labour Standards and Practices

This commitment ensures transparency and accuracy in our sustainability disclosures, aligning with our dedication to responsible and accountable business practices. We will strive to continually enhance our data accuracy and quality to strengthen our disclosures moving forward by progressively subjecting all indicators to independent assurance in the coming phases. For a comprehensive understanding of the scope, covered subject matter(s), and conclusions (where applicable).

Please refer to the detailed explanation on page 118.

EVOLVING SUSTAINABLY: CELEBRATING ACHIEVEMENTS AND EMBRACING THE FUTURE

This year, we are at a key juncture as KLCCP Stapled Group completes the first 5-year Sustainability Roadmap, established in 2019. With three specific goals in mind, we are honoured to share both our achievements along with the shortcomings of all our targets. It's a testament to our commitment to making a positive impact and striving to continually improve our performance.

Please refer to pages 54 to 61 for more information on the subject.

Yet, we understand that sustainability is a journey, not a destination. Adapting to market changes and societal needs, KLCCP Stapled Group is gearing up for the next voyage in sustainability. As good corporate citizens, we recognise the responsibility to drive the agenda. Our upcoming journey aims to further amplify the Group's capabilities and deepen our impact on sustainability.

For 2023, the Group significantly enhanced its social and environmental contributions through 'KLCC Sustainable September', a month-long initiative. Building upon the success of a more modest 2022 event, this expanded programme fostered collaboration among diverse players within the Group, delivering impactful sustainable initiatives for the benefit of the environment and community. The event facilitated the Group's efforts to establish the KLCC Precinct as a globally recognised UNSDG hub for both leisure and business.

In recognition of our steadfast commitment to sustainability, we take pride in receiving prestigious awards that commend our notable contributions to ESG practices. These accolades stand as a testament to our unwavering dedication to responsible business conduct and the positive impact we strive to make on the broader sustainability landscape.

Please refer to pages 9 for more information on the subject.

BOARD RESPONSIBILITY STATEMENT

The Boards of Directors of KLCCP and KLCCRM acknowledge their responsibility in ensuring the integrity of the Sustainability Report, in which to the best of the Board's knowledge addresses all key sustainability issues that are material to the Group's ability to create value and fairly presents the performance of KLCCP Stapled Group. This report was approved by the Boards on 7 February 2024.

Tan Sri Ahmad Nizam bin Salleh
Chairman

Datuk Md. Shah bin Mahmood
Chief Executive Officer

FEEDBACK

Your feedback is important to us moving forward. We value and welcome all inputs and comments towards enhancing the quality of our IR disclosures. Please visit **www.klcc.com.my** for more information or contact us for any queries via email at **investor_relations@klcc.com.my**.

CROSS REFERENCE

Tells you where you can find additional information within the Report

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

OUR REPORTING SUITE

INTEGRATED ANNUAL REPORT 2023

Scan QR Code to read the online report

GUIDED AND IN ACCORDANCE WITH REPORTING FRAMEWORKS AND REGULATIONS

- International Integrated Reporting Framework (IIRF) under the IFRS Foundation, previously known as Value Reporting Foundation (VRF)
- Companies Act, 2016 (Companies Act)
- Bursa Malaysia's Main Market Listing Requirements (MMLR)
- International Financial Reporting Standards (IFRS)
- Malaysian Financial Reporting Standards (MFRS)
- Bursa Malaysia's Corporate Governance Guidelines 4th Edition, and MD&A Guidelines
- Securities Commissions Malaysia, Listed REIT Guidelines
- FTSE4Good themes and indicators for Real Estate Holdings and Development Sector
- Malaysian Code on Corporate Governance 2021 issued by Securities Commission Malaysia
- Securities Commission's Guidelines on Islamic Capital Market Products and Services (ICMPS Guidelines)

SUSTAINABILITY REPORT 2023

Scan QR Code to read the online report

GUIDED AND IN ACCORDANCE WITH REPORTING FRAMEWORKS AND REGULATIONS

- Bursa Malaysia's Sustainability Reporting Guide 3rd Edition 2022 and related toolkits
- World Economic Forum's Stakeholder Capitalism Metrics (WEF SCM)

Referenced to:

- Global Reporting Initiative (GRI) Universal Standard
- Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard
- United Nations Sustainable Development Goals (UNSDG)
- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- FTSE4Good Themes and Indicators for Real Estate Holdings and Development Sector
- Sustainability Accounting Standards Board (SASB) Sector Specific Disclosures
- Dow Jones Sustainability Indices (DJSI) through S&P Global's Corporate Sustainability Assessment (CSA)

HOW TO NAVIGATE OUR REPORT

OUR CAPITALS

- FC Financial Capital
- IC Intellectual Capital
- MC Manufactured Capital
- SR Social and Relationship Capital
- HC Human Capital
- NC Natural Capital

STRATEGIC FOCUS AREAS

- MC Maximising Cash Generator
- EB Expanding Core Business
- SO Stepping Out

MATERIAL SUSTAINABILITY MATTERS

PEOPLE

- M1 Human Capital Development
- M3 Labour Standard and Practices
- M2 Human Rights
- M4 Health, Safety and Security

PLANET

- M5 Climate Change and Energy Management
- M6 Environmental Management

PEACE

- M7 Corporate Governance
- M9 Cyber Security and Data Privacy
- M8 Business Ethics

PROSPERITY

- M10 Financial Sustainability
- M12 Supply Chain Management
- M11 Customer and Tenant Management
- M13 Corporate Social Responsibility

STAKEHOLDER GROUP

- S1 Shareholders, Investors and Business Partners
- S4 Tenants, Customers and Guests
- S2 Employees
- S5 Suppliers and Service Providers
- S3 Government, Local Authorities and Regulators
- S6 Community
- S7 Media

KEY RISKS

- R1 Financial Risk
- R5 Security Risk
- R2 Human Capital Risk
- R6 Asset Management Risk
- R3 Health, Safety and Environment Risk
- R7 Facility Management Risk
- R4 Market Risk
- R8 Supplier Risk

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDG)

CONTRIBUTING towards UNSDG to ensure environmentally, socially and economically sustainable business

KLCC PROPERTY HOLDINGS BERHAD

21st

KLCC REAL ESTATE INVESTMENT TRUST

11th

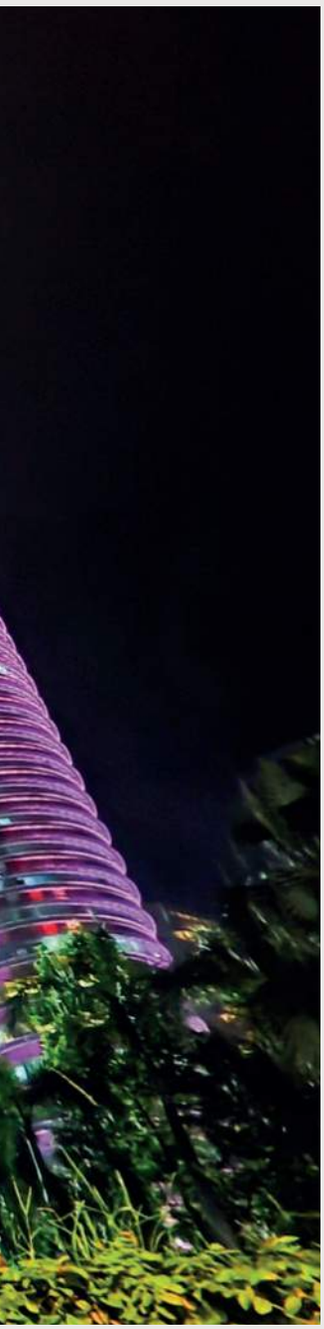
ANNUAL GENERAL MEETINGS

Wednesday, 24 April 2024 | 10.30 a.m.

To be held virtually and broadcasted live from:

Crystal Room
Level 2, Mandarin Oriental, Kuala Lumpur,
Kuala Lumpur City Centre, 50088 Kuala Lumpur, Malaysia.

INSIDE THIS REPORT



www.klcc.com.my

10 Exceptional Years
About This Report

1 A STRONG INVESTMENT CASE

08 We are KLCCP Stapled Group
10 Our Investment Case

2 OUR SUSTAINABILITY APPROACH

12 Sustainability Highlights
14 Sustainability @ KLCC
16 Our Reporting Journey and Milestones
18 Sustainability Steering Committee Chairman's Message
20 Sustainability Governance
22 Sustainability Framework
23 Stakeholder Engagement and Value Creation
31 Material Sustainability Matters
39 Materiality Assessment
40 Our Strategy
44 Our Integrated Approach to Value Creation
46 Value Creation Model
48 A City Park Like No Other

3 A YEAR OF POSITIVE IMPACT

50 2023 In Focus
50 Our Contribution to UNSDG
54 5-Year Sustainability Roadmap
62 People
78 Planet
88 Peace
100 Prosperity
112 KLCC Sustainable September

4 OUR SUSTAINABILITY METRICS

114 Three-Year Sustainability Performance Table
118 Statement of Assurance on the Sustainability Report of the KLCCP Stapled Group
120 Sustainability Benchmark and Certifications

5 COMMITTED TO STANDARDS

122 World Economic Forum Stakeholder Capitalism Metrics
126 Global Reporting Initiative (GRI) Content Index
136 Glossary of Abbreviations, Terms and Acronyms

We Are KLCCP Stapled Group

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 How We Are Structured: Group Corporate Structure on pages 34 to 35 IAR

7 Properties

Market Capitalisation
RM12.8 billion

Property Value
RM16.0 billion

Gross Floor Area
12.0 million (sq. ft.)

STATEMENT OF PURPOSE

A PROGRESSIVE ENERGY AND SOLUTIONS PARTNER ENRICHING LIVES FOR A SUSTAINABLE FUTURE

CULTURAL BELIEFS

CUSTOMER FOCUSED
I deliver solutions from the customer lens

BE ENTERPRISING
I seek opportunities and make them happen

INNOVATE NOW
I challenge norms and push boundaries

SPEAK UP
I express my views openly

COURAGE TO ACT
I take action to progress with pace

SHARED VALUES

LOYALTY
Loyal to corporation

INTEGRITY
Honest and upright

PROFESSIONALISM
Strive for excellence

COHESIVENESS
United, trust and respect for each other

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 Business Review on pages 96 to 117 IAR

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 Our Strategy on pages 92 to 95 and Value Creation Model on pages 38 to 39 IAR

Our Investment Case

FINANCIAL HIGHLIGHTS

Revenue
RM1.6 billion
(2022: RM1.5 billion)

Profit for the year
RM1.1 billion
(2022: RM0.9 billion)

Property value
RM16.0 billion
(2022: RM15.7 billion)

Distribution per Stapled Security
40.50 sen
(2022: 38.00 sen)

Net Asset Value per Stapled Security
RM7.39
(2022: RM7.27)

BUSINESS HIGHLIGHTS

OFFICE

Premium Grade-A office with **100% occupancy**

Upward rental revisions for **Menara 3 PETRONAS** and **Menara ExxonMobil** for a further **3- year** term

RETAIL

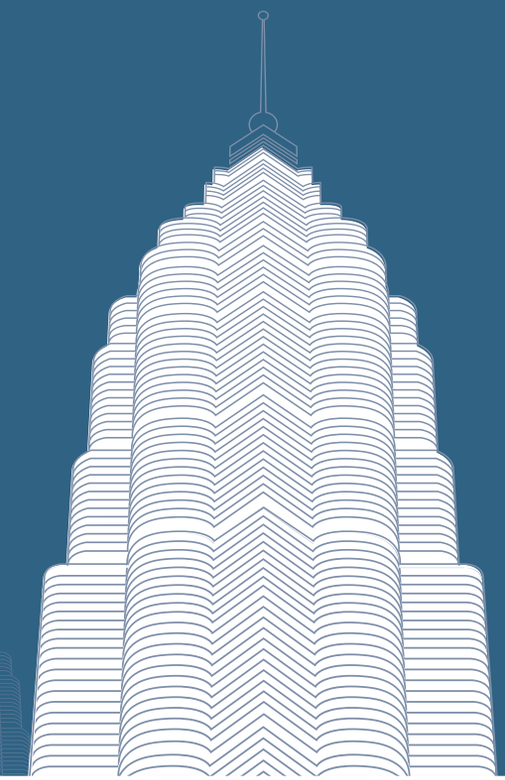
Suria KLCC's **'Picnic in the Park'** won the prestigious Platinum Award for **'Best Experiential Marketing'** in the 2022-2023 Malaysia Shopping Malls Association Awards

Brought in **35 new tenants**, adding to the almost **600 new tenants** introduced since the mall opened in 1998

HOTEL

Attained the **highest Revenue per available room** since the hotel opened in 1998

Achieved a remarkable guest satisfaction score of **90%**, a testament to the exceptional service provided to our guests



MANAGEMENT SERVICES

KPM secured the operations of **1,680 car parking bays** at various locations in Kuala Lumpur and Putrajaya

KLCC Urusharta expanded its facilities management works including the **Workplace for Tomorrow**

OUR INVESTMENT PROPOSITION

SUPERIOR QUALITY INVESTMENT PORTFOLIO
ensuring resilient earnings and stability

STRONG BALANCE SHEET
with RM18.3 billion in total assets

ROBUST GOVERNANCE STRUCTURE
supported by steadfast leadership committed to ethical conduct

ESG PRINCIPLES ARE CORE
to our value creation strategy

FOCUSED ON DRIVING IMPACTFUL CHANGES
to future-proof the business

Sustainability Highlights

PEOPLE

RM 1.8 million Invested in Learning & Development

41 Hours
Average Learning Hours per year per employee

Zero fatalities

39% women in the workforce

Zero recorded cases of substantiated grievance on discrimination and human rights

PLANET

23% reduction in GHG emissions compared to base year 2015

13% waste diverted from landfill

13% reduction in energy consumption compared to base year 2015

16% reduction in water consumption compared to base year 2015

440,468 kWh renewable energy generated from Solar PV installed on Suria KLCC's rooftop in 2023

PEACE

50% Women Directors on Boards

63% Independent Non-Executive Directors on Boards

Zero Bribery and Corruption cases

Zero Cyber Security incidents

100% operations assessed for corruption related risks

PROSPERITY

RM104.5 million of tax paid to the Government

RM4.6 million contributed to Corporate Social Responsibility (CSR)

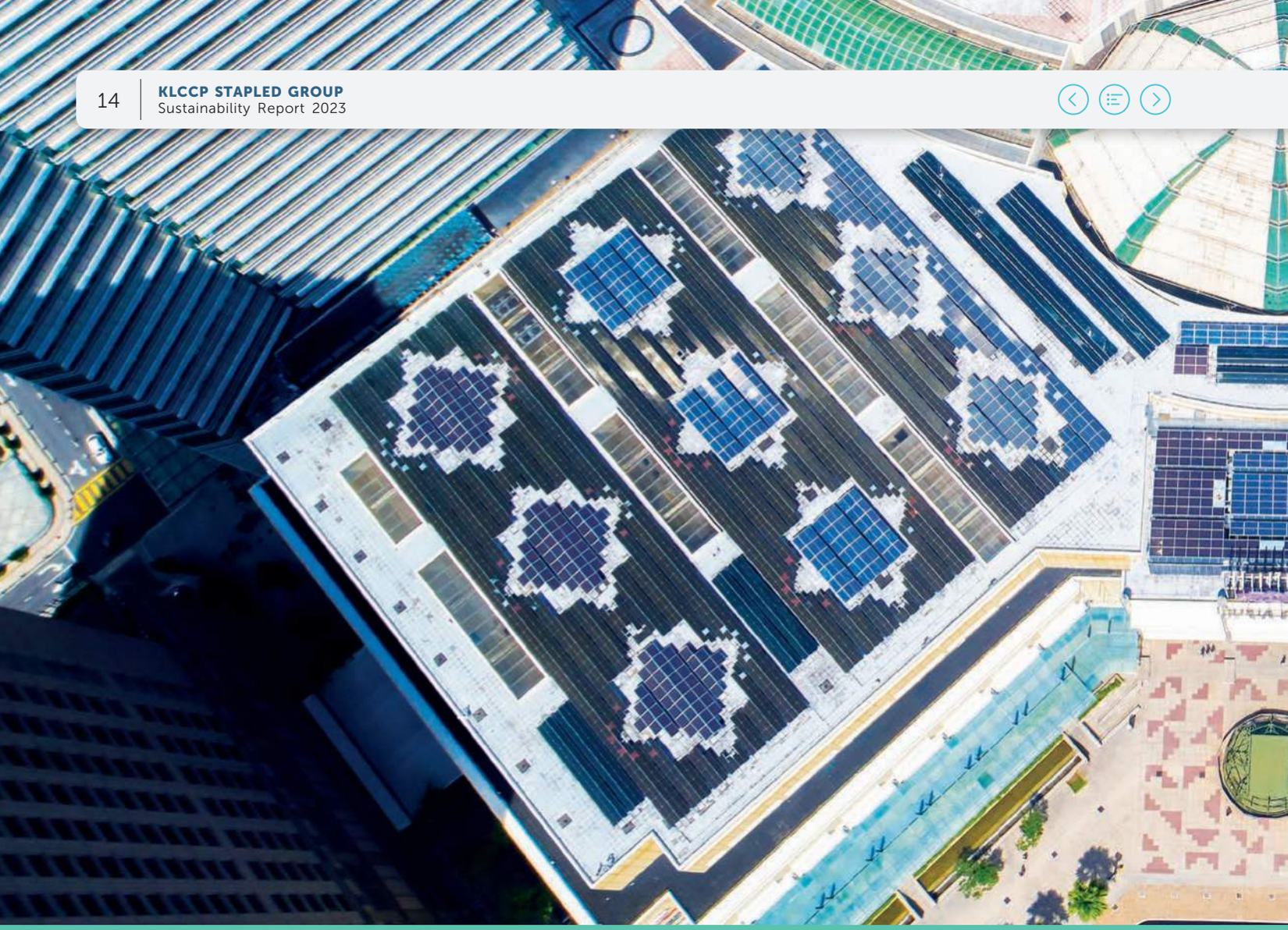
90% Average Customer satisfaction score for Office, Car Park, and Hotel segment

73 Net Promoter Score (NPS) for Retail segment, well above industry benchmark of **43**

RM723.9 million dividend paid, increase of **RM63.2 million** compared to 2022

RECOGNITION OF KLCCP STAPLED GROUP'S SUSTAINABILITY LEADERSHIP

AWARDS	DESCRIPTION
15th Annual Global CSR & ESG Summit & Awards 2023 – Platinum	The Global CSR & ESG Summit and Awards 2023™ is Asia's premier awards programme, recognising companies for outstanding products, services, projects, and programmes in CSR and ESG. This prestigious award highlights a company's leadership and commitment to ethical values, legal compliance, and respect for individuals, communities, and the environment in their business practices.
The Asset ESG Corporate Awards 2023 – Platinum	KLCCP Stapled Group won The Asset ESG Corporate Awards for the fourth consecutive year from 2020. The awards provide a stringent benchmarking service for listed companies, assessing them based on various financial metrics serving as proxies for management acumen, as well as evaluating their governance quality, social responsibility, environmental responsibility, and investor relations.
5 Star Rating Awards (STAR-CII) 2023	Mandarin Oriental, Kuala Lumpur (MOKUL Hotel) was a recipient of the '5 Star Rating Awards (STAR-CII) 2023' by the government agency, Solid Waste Corporation (SWCORP) Malaysia for Best Solid Waste Management Practices – Commercial Category Year 2023.
The Royal Society for Prevention of Accidents (RoSPA) Awards – Gold	KLCC Urusharta (KLCCUH) was awarded the RoSPA Gold Award for four years in a row. These awards are a testament to KLCCUH's hard work in embracing high health, safety and environment (HSE) standards, delivering significant contribution, and maintaining outstanding performance in Occupational Safety and Health.
British Safety Council Award – International Safety Awards 2023	In its first application for this award, KLCCUH won the International Safety Awards 2023 for demonstrating strong commitment to good health and safety management.

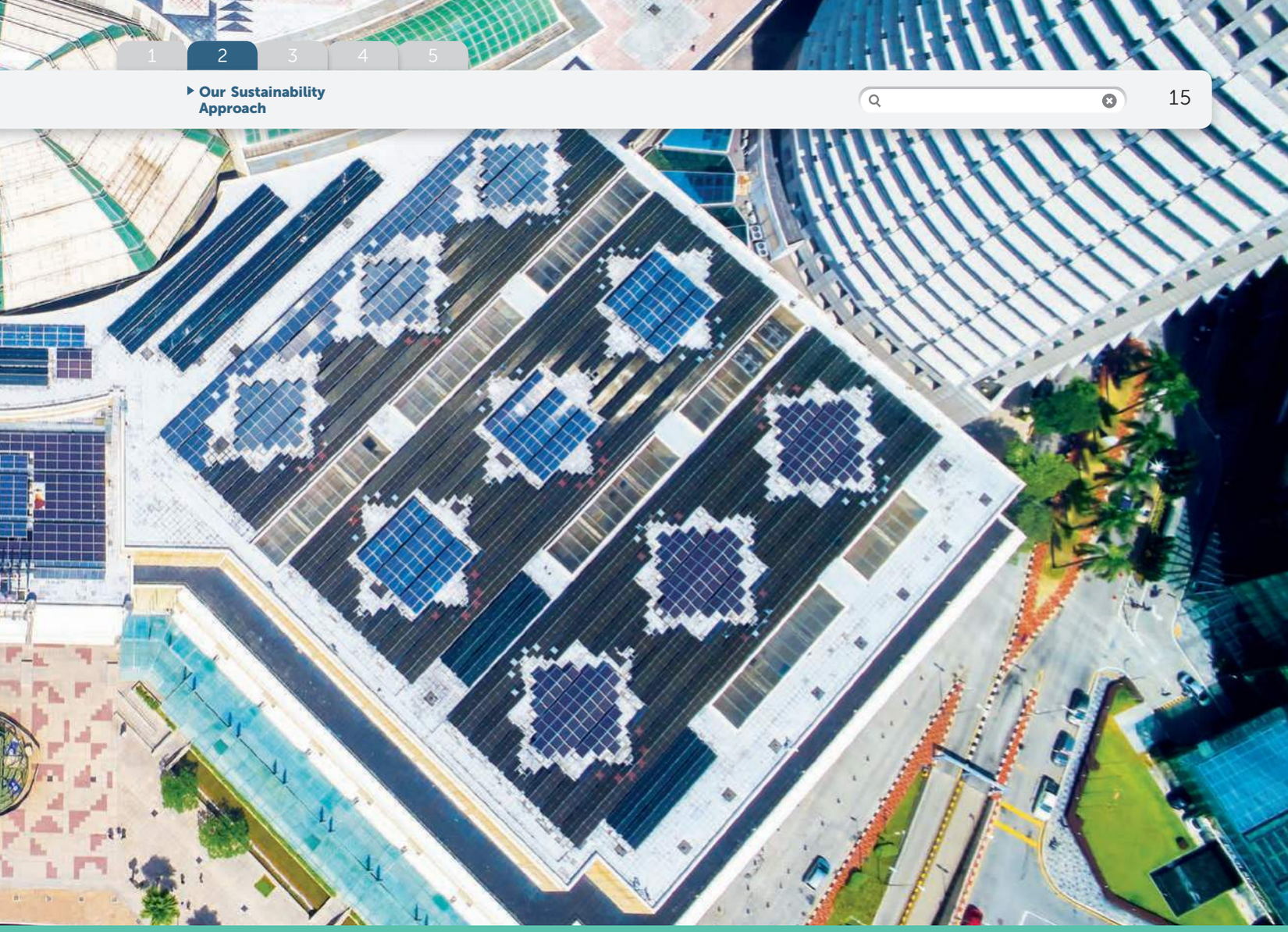


Sustainability @ KLCC [GRI 2-22]

As the country's largest internally managed Stapled Security, engaged in investment holding, property investment and the provision of management services, we bear the responsibility of showcasing leadership not solely within our business domains but also in our interactions with the environment and community. Our focus is on making long-term investments for the sustained growth and future of our organisation and stakeholders. It is imperative that our actions have a positive and enduring impact on our community, economy, the environment, and the nation.

Embarking on a journey toward sustainability is not just an initiative; it is a commitment to lasting impact. Recognising the imperative for progressive yet continuous action, we are seizing the opportunity to significantly influence the environmental and societal landscape while concurrently enhancing the future value of our business.

Aligned with the UN2030 Agenda, our strategic framework revolves around the critical dimensions of Prosperity, Planet, People, and Peace. Beyond mere compliance, our approach is geared towards delivering financial prosperity, environmental protection, and societal well-being, with a judicious balance between economic success and environmental and social responsibility.



Our organisational commitment encompasses:

- Pragmatic management of material sustainability matters, encompassing a comprehensive assessment of risks and opportunities inherent in our industry.
- Fostering lasting and sustainable business values that align with stakeholders, customers, and the wider community.
- Reduction of environmental impacts and carbon emissions arising from our operations.
- Prioritisation of stakeholder well-being, safety, and security as a fundamental operational philosophy.
- Adherence to the highest standards of governance in all aspects of our business operations.

This commitment is further manifested through a meticulously formulated 5-Year Sustainability Roadmap (2019-2023). This roadmap is designed to fortify our organisational purpose and accomplish three overarching goals:

As the current roadmap concludes in 2023, we are poised to continue our journey to enhance our impact and sustainable value by continuing with an improved roadmap.

Our unwavering dedication is underscored by a rigorous measurement of our sustainability performance against the UNSDG. This commitment propels us toward contributing meaningfully to environmental sustainability, fostering a secure and vibrant environment for our community, creating growth opportunities, and upholding the highest standards of integrity and human rights.

Our Reporting Journey and Milestones

[GRI-2-28]

2014

- Published our 1st full-fledged Corporate Responsibility and Sustainability Report

2015

- 1st Malaysian Real Estate Investment Trust (REIT) included on FTSE4Good Bursa Malaysia Index

2016

- Introduced our maiden Sustainability Statement
- Formalised the Sustainability Governance Structure and formed the Sustainability Steering Committee (SSC).
- Developed a Sustainability Framework and a three-year Sustainability Roadmap
- Inclusion into FTSE4Good Emerging Index

2019

- Published our inaugural online Sustainability Report
- Established an enhanced 5-year Sustainability Roadmap, continuing from the completion of the previous version
- Attained Green Building Index (GBI) Certification for PETRONAS Twin Towers (Gold) and Menara 3 Petronas (Silver)
- Positioned in top 11th percentile among our super sector peers under the FTSE4Good Index Series

2020

- Attained ISO 37001:2016 Anti-Bribery Management System (ABMS) certification
- Ranked in top 8th percentile among our super sector peers under the FTSE4Good Index Series
- Rated in top 25% amongst 240 listed companies in FTSE Bursa Malaysia (FBM) EMAS

2022

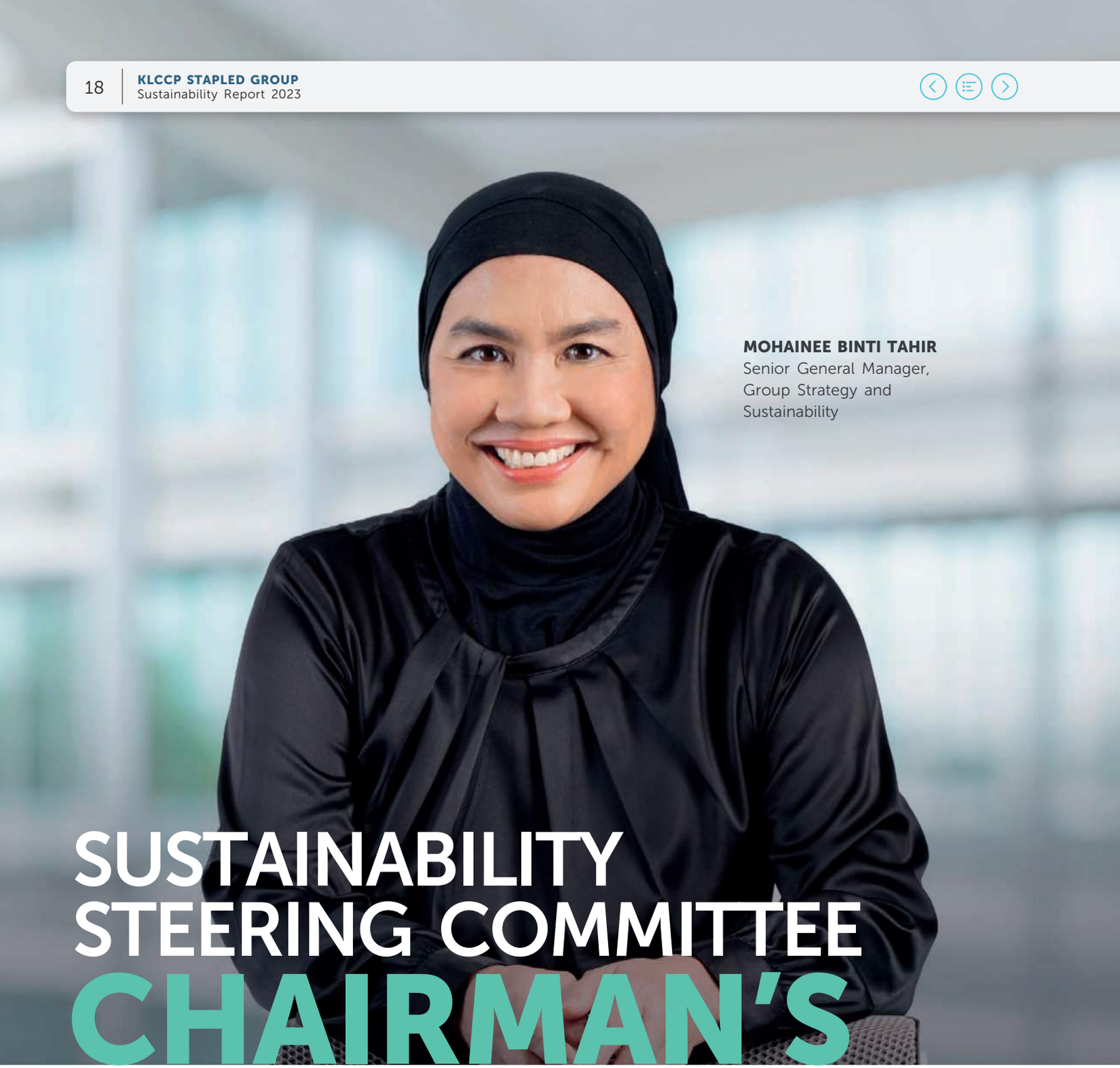
- Established the Environmental, Social and Governance Department
- Inaugural communication on Progress to United Nations Global Compact (UNGC)

2021

- Established the Board Risk Committees, providing oversight on risk management, ESG compliance and sustainability matters for the Group
- Officially became a member of the United Nations Global Compact Malaysia (UNGCMY) in June 2021

2023

- Completed the 5-year Sustainability Roadmap (2019-2023)
- Attained Green Building Index (GBI) Certification (Silver) for Menara Maxis
- Completed the Greenhouse Gas (GHG) Emissions Forecast Model for KLCCP Stapled Group, enabling Net Zero Carbon emissions (NZCE) Pathway Target setting
- Undertook a Gap Analysis for the TCFD reporting framework, aligning with thematic pillars and disclosure requirements by 2025



MOHAINEE BINTI TAHIR
Senior General Manager,
Group Strategy and
Sustainability

SUSTAINABILITY STEERING COMMITTEE CHAIRMAN'S MESSAGE

DEAR SHAREHOLDERS,

KLCCP Stapled Group has always adopted a responsible stance in balancing our financial performance with the creation of positive Environmental, Social and Governance (ESG) outcomes. As climate change and energy management issues are becoming more critical, we have stepped up to the challenge of reviewing our operations and re-setting our sustainability priorities.

2023 was pivotal for KLCCP Stapled Group's sustainability agenda, as the year marked the completion of our first 5-Year Sustainability Roadmap and preparations for its successor. During the year, we also conducted an extensive review of our material sustainability matters and, for the first time, ranked them according to their significance, both internally and externally.

Not surprisingly, Climate Change and Energy Management emerged as our topmost sustainability priority. According to the United Nations Environment Programme (UNEP), about 37% of global carbon emissions are from commercial buildings, hence our responsibility to ensure the most efficient use of energy in our portfolio of assets. Cognisant of this, one of the three sustainability goals we outlined along with our first sustainability roadmap was "Combating Climate Change and Reducing Environmental Impacts".

Various targets were set for this and the other two sustainability goals, namely "Building a Smart, Safe and Sustainable KLCC Precinct" and "Building an Agile, Inclusive and Sustainable Workforce in a Volatile, Uncertain, Complex and Ambiguous (VUCA) World".

In terms of our environmental performance, our total carbon emissions and energy consumption increased by 3% and 5% year-on-year respectively, mainly due to higher occupancy rates in our hotel. Towards achieving the 25% emissions reduction target by 2030 (from a 2019 baseline), we have established a Carbon Reduction Strategy based on energy efficiency and the adoption of renewable energy. We are also establishing reduction targets for each operating and business unit, ensuring a higher level of responsibility and accountability Group-wide.

> "2023 WAS PIVOTAL FOR KLCCP STAPLED GROUP'S SUSTAINABILITY AGENDA, AS THE YEAR MARKED THE COMPLETION OF OUR FIRST 5-YEAR SUSTAINABILITY ROADMAP AND PREPARATIONS FOR ITS SUCCESSOR."

Our longer-term goal is to become a net zero carbon organisation by 2050. This requires even greater commitment including enhanced transition investment. As a start, we are expanding our reduction initiatives to encompass Scope 3 indirect emissions, such as emissions from employees' commute and business travel. Monitoring and measurement of these emissions will begin in 2024.

Underlining our commitment to climate change adaptation and management, we have engaged the services of a consultant to help establish a framework for reporting based on Task Force on Climate-related Financial Disclosures (TCFD) recommendations. The process began in 2023 with a capacity building workshop for our leadership team and other key sustainability players. A gap analysis is ongoing and we hope to start reporting based on the recommendations in our next annual report, a year ahead of the deadline set by Bursa Malaysia.

Just as we are increasing our focus on environmental issues, we are pressing ahead with our social and governance commitments. Globally, there has been increasing focus on diversity and inclusion at the workplace as well as the observance of human rights. We recognise these as areas where there is scope for more structured policies and procedures, and are working to fill the gaps. In 2024, we will be launching our Human Rights Policy along with enhanced due diligence processes including social risk assessments.

We are further strengthening a culture of sustainability through more robust governance and by nurturing a sustainability mindset across the Group. Towards the former, we have embarked on sustainability training for our Board of Directors. Our directors as well as our leadership team participated in a half-day session on "Creating Impactful Leadership for Sustainability" on 5 December 2023. In addition, our leadership team attended a Net Zero Carbon Emissions masterclass facilitated by PETRONAS' Corporate Sustainability Office. To promote sustainability awareness among all employees and encourage the adoption of sustainable choices as well as lifestyles, a series of talks and activities was organised throughout the month of September. Our employees were also required to complete two sustainability e-learning modules.

As an organisation, we subscribe to and are committed to sustainability because we firmly believe sustainability issues will shape our future. Nevertheless, it is always heartening to be recognised for our initiatives. This year, we were very pleased to receive top awards at two industry events. We won Platinums in the ESG and CSR Leadership category at the 15th Annual Global CSR & ESG Summit & Awards 2023; as well as at the Asset ESG Corporate Awards 2023.

These awards are the result of the efforts put in by the entire KLCCP Stapled Group team, and I would like to thank each member for your commitment to our sustainability journey. Rather than rest on our laurels, we are aiming for more and achieve even greater success. The objective is not only to future-proof KLCCP Stapled Group, but also to contribute towards a better, more equitable and sustainable future for everyone.

Sustainability Governance

[GRI 2-9, 2-14]

The KLCCP Stapled Group's commitment to sustainability extends beyond rhetoric, finding its stronghold in a robust governance structure.

The Boards of KLCCP and KLCCRM (the Boards) serve as the paramount authority and are accountable for ensuring effective management of material sustainability matters, including climate change, and initiatives within the group, supported by the Board Risk Committees (BRC). Together with the Leadership Team, the Boards take responsibility for the governance of sustainability in setting the Group's sustainability strategies, priorities, and targets.

Guiding the charge on sustainability strategies for KLCCP Stapled Group, the CEO diligently updates the BRC and the Boards every quarter, seeking their valuable counsel on related matters.

The Sustainability Steering Committee (SSC), responsible for the strategic management of sustainability matters, maintained its structure for the year 2023. Chaired by the Senior General Manager, Group Strategy and Sustainability, the committee includes representation from division heads and operating units, fostering a holistic approach to sustainable practices.

Supported by Group Strategy and Sustainability Division (GSS) and facilitated by the Environmental, Social & Governance (ESG) Department as the secretariat, KLCCP Stapled Group is not just embracing sustainability-it is consistently shaping the future of responsible business practices.

SUSTAINABILITY GOVERNANCE STRUCTURE FOR KLCCP STAPLED GROUP

- The Boards
- Board Risk Committees
- Chief Executive Officer
- Sustainability Steering Committee
- Group Strategy and Sustainability Division

KLCCP STAPLED GROUP SUSTAINABILITY STEERING COMMITTEE

ROLES AND RESPONSIBILITIES OF SUSTAINABILITY GOVERNANCE GROUPS IN KLCCP STAPLED GROUP

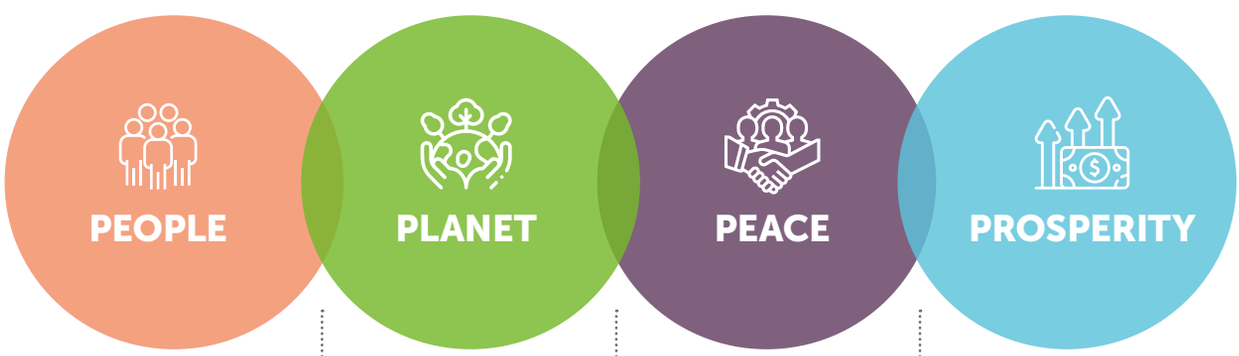
Roles	Sustainability Governance Groups	Responsibilities
Oversight of sustainability matters	Boards of Directors	• Ultimately accountable for managing sustainability matters within the Group. • Oversee the inculcation of a strong sustainability culture, with the tone coming from the top throughout the Group. • Oversee the strategic management of material sustainability matters. • Ensure that sustainability-related issues are included in the Boards' agenda. • Approve the Group's Annual Sustainability Report.
	Board Risk Committees	• Provides direction, guidance and oversight on risk policies, strategies, principal risks, and risk practices as well as ESG compliance and Sustainability matters. • Oversees implementation of sustainability strategy. • Reviews and endorses the Group's Annual Sustainability Report for the Boards' approval
Strategic management of sustainability matters	Chief Executive Officer	• Provides leadership over implementation of sustainability strategies. • Leads the inculcation of a strong sustainability culture throughout the company. • Leads the strategic management of material sustainability matters. • Ensures that sustainability-related issues are taken into consideration in management deliberations including when devising business strategies. • Reviews the Group's Annual Sustainability Report before obtaining Board Risk Committees' approval.
	Sustainability Steering Committee	• Oversees policies and practices on issues relating to sustainable development. • Identifies and prioritises material sustainability matters. • Reviews and endorses priorities, policies, practices, targets, and achievements on key sustainability issues. • Considers regulatory trends and listens to stakeholders on corporate behaviour contributing to sustainable development. • Oversees Group's performance in relation to sustainability. • Reviews the annual sustainability report for the KLCCP Stapled Group. • Participates in sustainability related trainings and workshops identified by the ESG department. • Oversees sustainability performance by respective constituents.
Day to day implementation of sustainability matters	Group Strategy and Sustainability	• Oversees divisions/functions in ensuring robustness of systems related to sustainability management. • Guides and coordinates input of all divisions/functions in sustainability processes, e.g., materiality assessment • Ensures processes and controls are in place within divisions/functions. • Reports on performance of processes and controls. • Reports management targets. • Develops plans and timelines for disclosure.

Sustainability Framework

[GRI 2-22]

KLCCP Stapled Group focuses on a strong commitment to sustainability, integral to our pursuit of strategic excellence and value creation. The Group's sustainability framework is carefully designed to align with the UN2030 agenda. To reflect the critical dimensions within the agenda, from the perspective of KLCCP Stapled Group, four sustainability lenses were assigned, that addresses 13 prioritised material sustainability matters while emphasising contributions to UNSDG and Targets. The framework thrives on close engagement with our stakeholders, while addressing the material sustainability matters in creating an impact within our strategic value creation.

UN2030 AGENDA CRITICAL DIMENSIONS



Four Sustainability Lenses

Positive Social Impact	Safeguard the Environment	Responsible Governance	Continued Value Creation

KLCCP Stapled Group Material Sustainability Matters

• Health, Safety and Security • Human Capital Development • Human Rights • Labour Standard and Practices	• Climate Change and Energy Management • Environmental Management	• Business Ethics • Corporate Governance • Cyber Security and Data Privacy	• Financial Sustainability • Customer and Tenant Management • Corporate Social Responsibility • Supply Chain Management

KLCCP Stapled Group contributes to the following UNSDG through various sustainability efforts and initiatives rolled out:

Detailed information on how each SDG correlates with our Material Sustainability Matters and related contribution can be referred to in pages 31 to 38.

7
Stakeholders
S1
Shareholders, Investors and Business Partners
S2
Employees
S3
Government, Local Authorities and Regulators
S4
Tenants, Customers and Guests
S5
Suppliers and Service Providers
S6
Community
S7
Media

Stakeholder Engagement and Value Creation

S1 SHAREHOLDERS, INVESTORS AND BUSINESS PARTNERS

WHY WE ENGAGE

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

ENGAGEMENT CHANNEL AND FREQUENCY

- Annual General Meetings (AGMs) — A
- Business partners' board meetings — Q
- Investor and analyst briefings — Q
- Results announcements — Q
- Corporate website — R
- Annual Report — A
- Sustainability Report — A
- Press Releases — R

KEY TOPICS AND CONCERNS

- Financial management
- Business resilience and sustainability
- Environmental, Social and Governance (ESG) practices
- Business strategy and long-term growth
- Governance practices
- Negative reports

OUR RESPONSES

- Quarterly results announcements, analyst briefings, one-on-one video conferences, Board meetings, AGMs and news coverage
- Communication of our ESG practices through our Sustainability Report, corporate website, emails and online ESG World Platform
- Strong corporate strategies that provide clear business direction
- Engagement with investors though ESG themed site visits

VALUE CREATED FOR SHAREHOLDERS, INVESTORS & BUSINESS PARTNERS

- Stable returns to holders of Stapled Securities
- Strong brand positioning to sustain competitive advantage
- Enhance decision making due to Group's transparency and timely performance updates
- Strong ESG values to attract established and strategic business partners

VALUE FOR KLCCP STAPLED GROUP

- Access to funds/capital from shareholders and investors
- Provision of consistently high returns enhances KLCCP Stapled Group's credit rating and attracts more investors
- Business partners' technical skills and expertise strengthen the Group's intellectual capital, hence performance
- Recognition by the industry, e.g. The Asset Platinum Award on ESG Excellence

RISKS

- Underperformance resulting in lower share price
- Resistance from shareholders to corporate plans or strategies, hampering the attainment of corporate objectives
- Non-alignment in values or strategic objectives with business partners creating friction in operations

OPPORTUNITIES

- Reinforce the trust and confidence of shareholders, investors and business partners through transparency and integrity
- Engage constantly with shareholders, investors and business partners to share the Group's goals and objectives, and align their expectations with our objectives and strategies
- Conduct due diligence on business partners to ascertain their integrity and values, in addition to their skills and expertise

BUSINESS INITIATIVES

- Investor relations team engages frequently with investing community
- Participation in investor conferences
- Provision of timely and relevant information to shareholders, e.g. quarterly briefings and press releases, production of annual reports
- Maintenance of constantly updated IR site on corporate website
- Strong governance and culture of integrity to enhance Group's performance

VALUE CREATION INDICATORS & HIGHLIGHTS

- Paid out RM723.9 million in 2023 based on total dividend of 40.50 sen, the highest for the Group
- Maintained our credit rating of AAA/Stable rating by RAM Ratings for Suria KLCC & KLCC REIT Sukuk Murabahah Programmes
- Increased property valuation to RM16.1 billion

MAP TO

Capitals: FC MC HC IC SR NC

Material Sustainability Matters: M3 M4 M5 M6 M7 M8 M9 M10 M11 M12

UNSDG:

Legend: D – Daily W – Weekly M – Monthly T – Bi-monthly B – Bi-annually Q – Quarterly A – Annually R – As required

S2 EMPLOYEES

WHY WE ENGAGE

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

ENGAGEMENT CHANNEL AND FREQUENCY

- CEO Townhall sessions providing updates on financial performance, growth plans and employee matters — A
- Dialogue and engagement with Leadership Team — R
- Training/workshop/teambuilding/sharing sessions — R
- Performance reviews where career progression is discussed — Q
- Intranet/emails/HR Careline/memos — R
- Employee satisfaction survey/Organisational Culture Survey — A
- Health and recreational activities — R
- KLCC MyWellness Website and App — D

KEY TOPICS AND CONCERNS

- Group's strategies, 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

OUR RESPONSES

- Updates on financial performance, growth plans and employee matters
- Structured training and e-learning for all levels
- Quarterly employees' career advancement discussions at the Human Capital People Development Committee
- Various Health Safety and Environment (HSE) awareness programmes
- Staff engagement sessions assuring job security
- Thoughtfull health assessment/campaigns/talks through MyWellness KLCC to support mental health and fitness

VALUE CREATED FOR EMPLOYEES

- Equal employment opportunities and attractive career progression
- Healthy and safe work environment that promotes sustainability
- Opportunities for learning, development and growth
- Competitive remuneration and benefits
- Opportunities to take part in sports, recreational and environmental conservation activities

VALUE FOR KLCCP STAPLED GROUP

- Energised and engaged employees ensure valuable contributions to our business strategy and growth
- Innovative, up-to-date and competent workforce provides long-term relevance in the industry
- High-performance and customer-focused work culture

RISKS

- Failure to retain employees by not meeting their expectations
- Failure to equip employees with skillsets required
- Emotional stress or anxiety leading to lack of productivity
- Reputational damage if perceived to practice discrimination or violate labour laws

OPPORTUNITIES

- Embrace technology, communication channels and change management programmes to stay ahead of the curve and increase skills and experience in order to remain relevant
- Transform our workforce with the right mindset and culture; and maintain organisational resilience with satisfied and competent employees
- Reduced cost of hiring and training from lower employee turnover
- Elevate women leadership in line with the nation's aspiration
- Maintain a safe workplace and healthy workforce for a sustainable business
- Efficient and sustainable management systems and work processes

BUSINESS INITIATIVES

- Leverage e-learning platforms to empower employees to upskill themselves
- Evaluate core capabilities ensuring talents are equipped with the right skills
- Enhance organisational performance and sustainability via robust succession plans
- Offer diverse activities through KLCC Sports and Recreation Club (KSRC) for work-life integration
- Implemented a Digital Health platform and organise wellness talks & health checks to encourage a healthier lifestyle
- Connect regularly with employees to establish meaningful relationships
- Practice Equality, Diversity and Inclusion
- Establish grievance mechanism for human rights issues
- Provide attractive remuneration and benefits to attract and retain top talent
- Establish a Generative HSE Culture

VALUE CREATION INDICATORS & HIGHLIGHTS

- RM1.8 million spent on learning and development
- 2.4:1 succession ratio of ready talents per critical position
- 40,124 total training hours clocked in 2023 at an average 41 hours of online digital self learning and physical training session per staff
- Organisational Culture Survey index score of 78
- 36% of Top Management are women
- Zero incident of discrimination in the workplace

MAP TO

Capitals: FC MC HC IC SR NC

Material Sustainability Matters: M1 M2 M3 M4 M5 M6 M7 M8 M9 M10 M11 M13

UNSDG:

Stakeholder Engagement and Value Creation

S3 GOVERNMENT, LOCAL AUTHORITIES AND REGULATORS

WHY WE ENGAGE

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

ENGAGEMENT CHANNEL AND FREQUENCY

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

KEY TOPICS AND CONCERNS

- Contribution to economic and industry growth
- Compliance with government policies, laws and regulatory requirements
- Ethical business practices
- Report on carbon emissions data

OUR RESPONSES

- Conduct briefings to relevant ministries, government departments and agencies on Group's operations or areas of interest
- Monitor compliance through periodic internal assessments
- Implement containment strategy, initiatives and adhered to health and hygiene protocols
- Respond to local authority's request for carbon emissions data of our assets

VALUE CREATED FOR GOVERNMENT, LOCAL AUTHORITIES & REGULATORS

- Complied with policies, regulations, guidelines, and standards relevant to the industry
- Contributed to the nation's coffers with taxes due
- Advanced industry standards through adoption of best practices across our operations
- Contributed to government's low-carbon transition

VALUE FOR KLCCP STAPLED GROUP

- Excellent rapport with the investment community through regular feedback/data to regulators for analysis and in promoting the REIT industry
- Establish the trust of government and relevant agencies, building strong working relationship

RISKS

- Non-compliance with laws, regulations or licenses could result in reputational damage and financial loss

OPPORTUNITIES

- Regular engagement with regulatory bodies to keep updated on policies and guidelines allows us to keep risks in check and assures sound and stable business operations

BUSINESS INITIATIVES

- Adhere to ISO37001 ABMS guidelines to maintain high level of integrity, corporate governance, transparency and best practices
- Emissions reduction initiatives supporting government's ambition to achieve net zero carbon emissions by 2050
- Continuously review and enhance risk and crisis management

VALUE CREATION INDICATORS & HIGHLIGHTS

- Paid RM104.5 million to the Government in taxes for the year
- Achieved carbon emissions reduction of 23% compared to 2015 (base year)
- Achieved zero non-compliance with all relevant regulatory requirements

MAP TO

Capitals: HC IC SR NC

Material Sustainability Matters: M4 M5 M6 M7 M8 M9

UNSDG:

Legend: D – Daily W – Weekly M – Monthly T – Bi-monthly B – Bi-annually Q – Quarterly A – Annually R – As required

S4 TENANTS, CUSTOMERS AND GUESTS

WHY WE ENGAGE

Our tenants, customers and guests drive market dynamics that underpin the growth and success of our business

ENGAGEMENT CHANNEL AND FREQUENCY

- Hotline, surveys, and emails to manage queries, customers/tenants' feedback — R
- Environmental campaigns, i.e., energy conservation, water use, promoting digital platforms — R
- Loyalty programmes for shoppers and hotel guests — R
- Dialogue and engagement sessions — R
- Social media and other online platforms to promote products & services — R
- Website — R

KEY TOPICS AND CONCERNS

- Security within the KLCC Precinct
- Customer satisfaction on products and services
- Product safety
- Condition of amenities provided in our properties
- Promotions and rewards

OUR RESPONSES

- Provide safe and comfortable environment
- Offer a diverse retail mix catering to lifestyle and trends
- Hold promotional and reward programmes at our hotel and malls to drive occupancy and footfall
- Improve customer/guest experience via digital lifestyle products and self-service customer care solutions
- Continued the "Safe Space" initiative to address mental health issues; and "WeCareProgramme" to enhance high standards of hygiene awareness

VALUE CREATED FOR TENANTS, CUSTOMERS AND GUESTS

- Reliable professional services, safe shopping environment and innovative trendsetting products and services
- Higher footfall and tenant sales contributed by experiential reward programmes and campaigns
- Healthy hotel occupancy contributed by high level of hotel maintenance and regular upgrades

VALUE FOR KLCCP STAPLED GROUP

- Increased revenue and income from retail and hotel segments
- Safeguard reputation for premier office, retail and hotel spaces
- Continuously enhanced value of property portfolio

RISKS

- Failure to keep up with the rapid changes in customer expectations and digital revolution
- Loss of market leadership due to intensifying competition and disruption to business trends

OPPORTUNITIES

- Reimagine office spaces to meet evolving tenant needs
- Re-strategise retail with refreshing tenant and trade mix to drive footfall
- Differentiate consumer offerings with a focus on experience
- Innovate hotel's services and offerings to adapt to the new norm and provide quality guest experience
- Partnership and collaboration with retail tenants to understand shopper's behaviour and preferences
- Boost shopper traffic, guest arrivals and sales upon re-opening of businesses

BUSINESS INITIATIVES

- Excellent tenancy management, marketing support and customer/facilities management services
- Increasing digitalisation, automation and adoption of smart technologies
- Adoption of energy and water saving practices to lower our environmental impact
- Employment of a waste management hierarchy to prevent, reduce and minimise waste

VALUE CREATION INDICATORS & HIGHLIGHTS

- Achieved customer satisfaction score of 96%, 90% and 85% for office, hotel and parking operations respectively
- Achieved retail Net Promoter Score (NPS) of 73
- Increased property portfolio valuation from RM15.9 billion to RM16.1 billion
- Achieved record occupancy (66.9%) for MOKUL Hotel in October 2023

MAP TO

Capitals: FC MC HC IC SR NC

Material Sustainability Matters: M2 M3 M4 M5 M6 M7 M8 M9 M10 M11 M13

UNSDG:

Stakeholder Engagement and Value Creation

S5 SUPPLIERS AND SERVICE PROVIDERS

WHY WE ENGAGE

Our suppliers and service providers drive our value chain with expertise and support, contributing to the quality of our products and services

ENGAGEMENT CHANNEL AND FREQUENCY

Meetings and workshops	R
Safety, procurement procedures and Anti-Bribery Management System (ABMS) briefings	R
Evaluations/performance reviews/audits	A
Corporate presentations	R
Supplier training programmes	R

KEY TOPICS AND CONCERNS

- Fair competition and compliance with procurement guidelines
- Potential business opportunities
- Transparency of tender processes
- Compliance with laws and regulations
- Contract extensions/expiries
- Prompt issuance of payments

OUR RESPONSES

- Provide equal opportunities to eligible suppliers
- Request for information to meet project/service requirements
- Engage with suppliers on HSE matters, procurement procedures and ABMS
- Support local employment through our supply chain

VALUE CREATED FOR SUPPLIERS AND SERVICE PROVIDERS

- Growth and business expansion opportunities for local suppliers
- Assurance of fair and ethical treatment as the Group's procurement complies with the Code of Conduct and Business Ethics (CoBE)
- Enhanced ESG awareness and practices in line with KLCCP Stapled Group's ESG values

VALUE FOR KLCCP STAPLED GROUP

- Reliable supply of quality products and services to enable the Group's smooth operations
- Suppliers and vendors that demonstrate same ESG values as KLCCP Stapled Group ensure sustainable practices along the entire value chain, enhancing the Group's reputation and standing

RISKS

- Potential conflicts of interest, corruption and unethical practices
- Quality and safety of products and services at stake
- Introduction of ESG risk into the supply chain
- Overdependence on foreign suppliers may result in cost escalation and increase in carbon emissions

OPPORTUNITIES

- Create a database of reputable and reliable suppliers, and continuously enhance the pool of quality suppliers
- Collaborate with reputable suppliers to strengthen relationships hence reliability
- Build capability in ESG practices amongst local suppliers

BUSINESS INITIATIVES

- Implement AI-powered software SMART GEP for enhanced vendor management and cashflow monitoring
- Contractually mandate adherence to our CoBE for our suppliers and service providers
- Conduct annual supplier audit to ensure suppliers' adherence to CoBE

VALUE CREATION INDICATORS & HIGHLIGHTS

- Spent RM261.4 million on suppliers and service providers
- 99% of total procurement spent on local suppliers
- Scored 90% Average Customer satisfaction for Office, Car Park, and Hotel segment

MAP TO

Capitals: FC MC HC IC SR NC

Material Sustainability Matters: M2 M3 M4 M5 M6 M7 M8 M9 M10 M12

UNSDG:

Legend: D – Daily W – Weekly M – Monthly T – Bi-monthly B – Bi-annually Q – Quarterly A – Annually R – As required

S6 COMMUNITY

WHY WE ENGAGE

Our community defines our social relevance, how we connect and foster goodwill and deliver a lasting positive impact by addressing their needs

ENGAGEMENT CHANNEL AND FREQUENCY

- Corporate Social Responsibility (CSR) programmes — R
- News portals, emails, websites, leaflets, kiosks, posters — R
- Events held at KLCC Park — M

KEY TOPICS AND CONCERNS

- Environmental and social benefits and impact caused by our business activities
- Health and safety measures in our business operations

OUR RESPONSES

- Participation in CSR programmes, (e.g. donations and sponsorships, and environmental conservation programmes)
- Enhanced security measures in KLCC Precinct through 24/7 monitoring via CCTV with analytics
- Contributed to welfare fund of the local authorities
- Contributed to maintenance of public infrastructure e.g., KLCC Park and pedestrian walkways

VALUE CREATED FOR COMMUNITY

- Safe and secure environment for tenants, shoppers and guests in KLCC Precinct
- CSR contribution to local infrastructure, education and healthcare benefit the local community, and especially marginalised pockets of the community

VALUE FOR KLCCP STAPLED GROUP

- Community investments cultivate positive relationships with stakeholders, establishing the Group's long-term relevance in the industry
- Social citizenry drives our brand, enhancing our reputation and the market's perception

RISKS

- Lack of corporate social responsibility initiatives would damage the Group's reputation
- Random allocation of funds/selection of beneficiaries may lead to accusations of bias

OPPORTUNITIES

- Enhance visibility of a socially responsible KLCC brand in the wider community
- Increase employee awareness of social inequities and involvement in initiatives to create a positive and lasting impact on the community

BUSINESS INITIATIVES

- Mental Health Awareness campaign at Suria KLCC
- Sponsor and contribute to various programmes and charitable organisations
- Promotion of sustainability practices in KLCC Precinct through the KLCC Sustainable September campaign

VALUE CREATION INDICATORS & HIGHLIGHTS

- Contributed RM4.6 million towards corporate social responsibility
- Benefitted 16,983 individuals and organisations through corporate outreach programmes

MAP TO

Capitals: FC MC HC IC SR NC

Material Sustainability Matters: M2 M3 M5 M6 M7 M8 M9 M10 M11 M13

UNSDG:

Stakeholder Engagement and Value Creation

S7 MEDIA

WHY WE ENGAGE

The media shapes market perception and is a key multiplier of information to the public helping to build positive dialogue with our organisation

ENGAGEMENT CHANNEL AND FREQUENCY

Press releases	R
Emails	R
Press conferences	R
Interviews	R
Media events	R

KEY TOPICS AND CONCERNS

- Financial performance, growth strategy and plans
- Timely and transparent disclosure
- Media investment, i.e., media buy, subscription of media services

OUR RESPONSES

- Press releases on quarterly results, events and notifications
- Participation in media events and interviews
- Maintain communication with media through media interviews, press conferences and provision of relevant information when requested

VALUE CREATED FOR MEDIA

- Timely updates on our financial performance, growth strategy and plans to aid media's reporting
- Advertising support through advertising spend and subscription of media services
- Strong media relations

VALUE FOR KLCCP STAPLED GROUP

- Good relationship with the media helps to enhance our reputation and credibility via fair and balanced content reporting
- Positive media coverage helps to address various stakeholder concerns, enhancing brand equity and public confidence
- Increased exposure and visibility of the of the Group's reputation, credibility and brand

RISKS

- Poor visibility due to insufficient media coverage
- Occurrence of inaccurate or false information

OPPORTUNITIES

- Build stronger media relationship at top level
- Expand our network of media friends to be able to disseminate information when required
- Communicate transparently with media to establish stakeholders' trust and confidence in KLCCP Stapled Group

BUSINESS INITIATIVES

- Press releases on quarterly results, events and notifications
- Participation in media events and interviews

VALUE CREATION INDICATORS & HIGHLIGHTS

- Achieved RM21.0 million Earned Media Value (EMV) from coverage in conventional media
- Achieved positive coverage of 74% for conventional media

MAP TO

Capitals: HC IC SR NC

Material Sustainability Matters: M4 M5 M6 M7 M8 M9

UNSDG:

Material Sustainability Matters

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

At KLCCP Stapled Group, sustainability is deeply embedded within our strategic planning, risk management, and is a fundamental aspect across all facets of our business and value chain. As a diversified entity engaged in property development, investment, and management services, we identify prospects to generate enduring value while mitigating external trade-offs associated with our operations and value chain.

We formulate our sustainability agenda to tackle issues that hold significance for both our internal and external stakeholders. Consequently, obtaining input and addressing sustainability matters considered material to our key stakeholders is an essential component of our sustainability management strategy.

APPROACH

Step 1 Identification

- In 2019, we strategically conducted a horizon scanning exercise, benchmarking against industry standards and identifying key risks and opportunities, resulting in the identification of 12 material sustainability matters for the company.
- In 2022, the list was realigned to include the Bursa Malaysia Prescribed Common Sustainability Matters. A total of 13 material sustainability matters were listed for the Group.
- In 2023, a meticulous review and scrutiny process was undertaken to finalise our materiality matrix.

Step 2 Prioritisation

- The company examined the material sustainability matters identified in Identification Phase.
- The process considered two main factors:
  - The size of their impact (economic, environmental, or social) following KLCC Enterprise Risk Management guidelines.
  - Influence on stakeholders' assessments and decisions, based on a survey towards appropriate stakeholder groups.

  In addition, stakeholder prioritisation was conducted based on their influence and dependence on KLCCP Stapled Group business, as per Bursa Guideline.

Step 3 Validation

- Both the process and outcome of the materiality assessment undertaken are reviewed and approved by the KLCCP Stapled Group Sustainability Steering Committee and the Board.

Step 4 Matrix

- The results of all prior processes culminates in the Materiality Matrix for KLCCP Stapled Group.
- The Materiality Matrix will undergo subsequent limited review annually, while a full scale materiality assessment will be done at least once every 3 years or if there are major changes to its business model or operating context.

Material Sustainability Matters

Human Capital Development

DESCRIPTION

Our unwavering dedication to developing human capital drives our strategy to maintain a perpetually prepared and highly skilled workforce.

WHY IS IT MATERIAL

Human capital development is pivotal in ensuring competence to execute essential strategies, underlining business sustainability across all facets of the triple bottom line.

RISKS

- Failure to retain employees
- Failure to equip employees with skillsets required with advancements in technology
- Failure to address financial and emotional stress leading to lack of productivity

OPPORTUNITIES

- Transforming our workforce with the right mindset and culture
- Keeping a resilient organisation with satisfied and competent employees
- Reduced cost due to employee turnover

OUR APPROACH

- Training and Development
- Workforce Sustainability and Core Capabilities Building
- Workforce Engagement and Wellbeing

MAP TO Capitals: IC HC MC SR Stakeholders: S2 UNSDG:

Human Rights

DESCRIPTION

Human rights is about the freedom of every individual to live a life free from fear, harassment or discrimination.

WHY IS IT MATERIAL

In the workplace, it is important to protect human rights in order to demonstrate the value placed on all employees and to nurture a culture in which everyone feels empowered to realise his or her true potential, thereby contributing to the long-term success and sustainability of the Group.

RISKS

- Failure to prevent reputational damage if perceived to practice discrimination

OPPORTUNITIES

- Elevating women leadership within the Group, in line with the nation's aspiration
- Attracting and retaining customers who are concerned with human rights

OUR APPROACH

- Equality, Diversity, and Inclusion
- Non-Discrimination
- Grievance Mechanism for Human Rights Issues
- Managing Human Rights Risks Strategically

MAP TO Capitals: IC HC MC SR Stakeholders: S2 S4 S5 S6 UNSDG:

01 PEOPLE

Labour Standards and Practices

DESCRIPTION

It is important to adhere to the country's robust labour standards and practices to support our commitment in treating all employees with the respect and dignity they deserve.

WHY IS IT MATERIAL

The Group views this adherence to Labour Standards and Practices, to be in line with our commitment to responsible and sustainable business operations, and serves as a strategic investment in our workforce, driving our competitive edge in the industry.

RISKS

- Failure to prevent reputational damage due to perceived violation of labour practices
- Failure of complying with regulations

OPPORTUNITIES

- Implementing good grievance mechanism and practices
- Enhancing productivity and employee retention

OUR APPROACH

- Compensation, Benefits and Talent Retention
- Responsible Employment

MAP TO Capitals: IC HC MC SR Stakeholders: S1 S2 S4 UNSDG:

Health, Safety and Security

DESCRIPTION

KLCCP Stapled Group recognises the vital role that Health, Safety and Security management plays in fostering a resilient and responsible corporate environment. Our steadfast commitment to the well-being of all stakeholders, be they employees, partners, customers or the communities we operate in, underscores our dedication to creating lasting value.

WHY IS IT MATERIAL

We understand that our success hinges on the well-being of our people and the security of our operations. As such, we strive continually to elevate our Health and Safety (H&S) standards, ensuring our practices exceed industry benchmarks.

The KLCCP Stapled Group believes that by prioritising Health, Safety and Security, we not only mitigate risks but also fortify the foundation upon which sustainable business resilience is built.

RISKS

- Threats to employees' Health and Safety – work related illnesses, and occupational hazards
- Threats to security 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
- Ensuring leadership commitment in heightening safety and health standards
- Providing support to improve health and well-being for a sustainable work-life balance

OUR APPROACH

- Health and Safety Management
- Proactive Incident Management
- Generative HSE Culture
- Digitalising HSE
- Security Management

MAP TO Capitals: IC HC MC SR Stakeholders: S1 S2 S4 S5 UNSDG:

Material Sustainability Matters

02 PLANET

Climate Change and Energy Management

DESCRIPTION

The effects of climate change are becoming more evident in increasing climate events such as floods, typhoons, heat waves, forest fires and droughts, among others. These necessarily have a negative impact on communities, often damaging homes as well as livelihoods.

WHY IS IT MATERIAL

For the KLCCP Stapled Group, climate change, which is exacerbated by carbon emissions (from energy consumption among others), has the potential to damage our assets and communities and needs to be mitigated.

RISKS

- Potential worsening of global warming
- Potential business disruption due to severe weather conditions
- Failure to meet increase in operation costs due to material/resource scarcity because of climate change
- Threats to human health – physical and psychological well-being
- Failure to meet increase in demand by investors for low carbon/climate resilient companies

OPPORTUNITIES

- Supporting the government's efforts to transition to a low-carbon economy by 2050
- Reducing energy usage by adopting energy efficient practices
- Assessing climate risk helps to future proof our business operation
- Attracting investments by being a climate resilient business

OUR APPROACH

- Climate Action Strategies
- Carbon Emissions Accounting and Reduction
- Energy Management

MAP TO Capitals: FC NC Stakeholders: S1 S2 S3 S4 S5 S6 UNSDG:

Environmental Management

DESCRIPTION

Our commitment to environmental management goes beyond strategy; it is a profound recognition of our role in building a sustainable future. Through conscientious eco-friendly practices, we actively reduce our ecological footprint, positioning our properties as symbols of modernity and environmental responsibility.

WHY IS IT MATERIAL

Engaging stakeholders in environmentally conscious practices empowers individuals to contribute actively to global environmental preservation. Our commitment to improving the environmental quality of surrounding communities reflects a deep-seated belief that our actions today shape tomorrow's world. In summary, our environmental management strategy serves as a testament to our dedication to creating a sustainable and responsible future.

RISKS

- Degradation of environment quality caused by our operations
- Financial and reputational loss due to legal non-compliance
- Environmental pollution causing negative impact to the community

OPPORTUNITIES

- Implementing good waste management practices
- Promoting circularity in environmental management
- Enhancing our credibility by being certified to ISO 14001 Environmental Management System
- Saving costs by resources conservation

OUR APPROACH

- Water Management
- Waste Management

MAP TO Capitals: FC NC Stakeholders: S1 S2 S3 S4 S5 S6 UNSDG:

03 PEACE

Corporate Governance

DESCRIPTION

Corporate governance is crucial in shaping the trajectory of a company. Through well-structured corporate governance frameworks, companies are able to ensure that policies and procedures are adhered to across the entire value chain, protecting the organisation's financial and non-financial wellbeing while protecting stakeholders' interests and contributing positively to sustainability.

WHY IS IT MATERIAL

The Group's sustained growth is reliant upon maintaining a robust and effective corporate governance, which include identification and proactive management of risks that could impact the company's ability to achieve its strategies, as well as transparent communication of these strategies fostering stakeholder trust and confidence.

RISKS

- Heightened legal, regulatory and reputational risks
- Business disruption due to lack of preparedness to face crisis/ emergencies

OPPORTUNITIES

- Promoting governance practices that contribute to growth and management stability.
- Engaging shareholders on investment decisions and promoting management transparency
- Ensuring business continuity and resilience

OUR APPROACH

- Risk and Crisis Management
- Board Diversity and Capacity Building

MAP TO Capitals: FC IC SR Stakeholders: S1 S2 S3 S4 S5 S6 S7 UNSDG:

Business Ethics

DESCRIPTION

True to our commitment to transparency and responsible business practices, KLCCP Stapled Group places paramount emphasis on upholding rigorous standards of business ethics.

WHY IS IT MATERIAL

In an ever-evolving business landscape where stakeholders increasingly prioritise social responsibility, our commitment to business ethics becomes a key differentiator. As we strive for sustainable growth, we recognise that ethical behaviour is not just a compliance requirement but an essential element that ensures the resilience and longevity of the Group.

RISKS

- Lack of control and strategic alignment leading to corruption, negligence, fraud, and lack of accountability
- Potential corporate legal liability
- Reputational loss if perceived as a corrupt corporate

OPPORTUNITIES

- Improving organisational efficiency and effectiveness in managing bribery and corruption risks to foster trust and integrity.
- Enhancing credibility of anti-corruption practices in the organisation by being certified to ISO37001 ABMS

OUR APPROACH

- Integrity and Corruption Management
- Top Leadership Commitment
- Anti Bribery Management System

MAP TO Capitals: FC IC SR Stakeholders: S1 S2 S3 S4 S5 S6 S7 UNSDG:

Material Sustainability Matters

03 PEACE

Cyber Security and Data Privacy

DESCRIPTION

Cyber Security and data privacy encompass the measures and protocols implemented by KLCCP Stapled Group to safeguard its digital infrastructure and sensitive information from unauthorised access, breaches, and exploitation. These encompass robust technological defenses, procedural guidelines, and adherence to regulatory standards, forming the foundational pillars of the company's operational integrity.

WHY IS IT MATERIAL

KLCCP Stapled Group prioritises the protection of our systems and data, recognising the critical role that cybersecurity and data privacy play in sustaining our business operations and fostering trust with our stakeholders. Our commitment to these principles underscores our dedication to maintaining the highest standards of security and privacy, ensuring the longevity and resilience of our Group.

RISKS

- Threat to data security
- Financial loss due to failure on recovery of system
- Potential corporate legal liability due to data leakage

OPPORTUNITIES

- Engaging with stakeholder and employees to create awareness on data protection and accountability
- Creating awareness on network and data protection to minimise cyber risks

OUR APPROACH

- Education and Awareness
- Phishing Tests
- SWITCH Training
- Enterprise Cyber Security Governance Framework
- Cyber Security Business Impact Assessment (CS-BIA)

MAP TO Capitals: FC IC SR Stakeholders: S1 S2 S3 S4 S5 S6 S7 UNSDG: 8

04 PROSPERITY

Financial Sustainability

DESCRIPTION

Financial sustainability goes beyond mere financial metrics. It reflects the Group's resilience in navigating economic uncertainties, market fluctuations, and industry challenges, thus safeguarding its operational continuity, stakeholder confidence, and ability to pursue broader sustainability objectives effectively.

WHY IS IT MATERIAL

Financial sustainability is not merely a financial metric for KLCCP Stapled Group; it is a strategic imperative that underpins our commitment to responsible and enduring business practices. By prioritising financial health, we ensure not only our survival but also the continuity of our sustainability efforts, translating aspirations into tangible results that benefit our company, stakeholders, and the world at large.

RISKS

- Unexpected increase in costs due to global uncertainty and volatile market
- Insufficient working capital leading to financial insolvency
- Inability to compete in a challenging market
- Lack of efficiency and competitiveness to survive in the digital era

OPPORTUNITIES

- Reducing operating costs to conserve cash for survival
- Unlocking value through asset portfolio optimisation
- Leveraging core competencies to promote economic and industry growth.
- Improving operational efficiency and cost effectiveness through digitalisation and new technology

OUR APPROACH

- Ensuring Business Resilience
- Impactful Value Sharing
- Ensuring Sustainability Aspirations
- Supporting Socio-Economic Benefits
- Digitalisation

MAP TO Capitals: FC MC Stakeholders: S1 S2 S4 S5 S6 UNSDG:

Customer and Tenant Management

DESCRIPTION

Being a multifaceted concept, sustainability is addressed not only through environmental initiatives but also by emphasising strong relationships with customers and tenants. By understanding their needs, KLCCP Stapled Group builds trust and collaboration, positioning ourselves as reliable partners in the communities we serve.

WHY IS IT MATERIAL

Keeping customer and tenants, engaged and satisfied not only fosters brand loyalty but also contributes to positive social impact, creating vibrant and inclusive communities. Our dedication to providing the best customer experience ensures satisfaction, reinforcing our position as a responsible corporate citizen and driving positive change in the business ecosystem.

RISKS

- Failure to keep up with the rapid changes in customer expectations and digital revolution
- Failure to maintain market leader position due to intensifying competition and disruption to business trends

OPPORTUNITIES

- Reimagining office spaces to meet the evolving needs of our tenants
- Re-strategising retail with refreshing tenant and trade mix to drive footfall
- Differentiating 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
- Boosting shopper traffic, guest arrivals and sales with experiential and exciting new promotional events

OUR APPROACH

- Extensive Engagement
- Feedback Mechanisms
- Customer Satisfaction

MAP TO Capitals: FC MC Stakeholders: S1 S2 S4 UNSDG:

Material Sustainability Matters

04 PROSPERITY

Supply Chain Management

DESCRIPTION

Beyond operational excellence, our supply chain is a vehicle for social impact. We actively seek suppliers who share our commitment to fair labour practices, diversity and ethical standards.

WHY IS IT MATERIAL

A more sustainable network of supply chain, contributes to positive outcomes for workers and communities, in line with our broader goal of being a responsible corporate citizen. Moreover, our streamlined and sustainable supply chain is designed to provide the best customer experience, exceeding expectations and reinforcing our reputation for excellence.

RISKS

- Potential conflict of interest, corruption and unethical practices
- Failure to ensure quality and safety of products and services
- Failure to mitigate ESG risks in the supply chain
- Overdependence on foreign suppliers may result in cost escalation and increase in carbon emissions

OPPORTUNITIES

- Creating a database of reputable and reliable suppliers
- Collaborating with suppliers
- Enhancing the pool of suppliers for procurement of quality products and services
- Building capability in ESG practices amongst local suppliers

OUR APPROACH

- Robust Procurement Management

MAP TO Capitals: FC MC Stakeholders: S1 S2 S4 S5 S6 UNSDG: 8 11

Corporate Social Responsibility

DESCRIPTION

Community enrichment and well-being emphasise a company's role in enhancing the communities it serves.

Corporate Social Responsibility (CSR) through investments in local infrastructure, education and healthcare not only foster sustainable growth but also cultivate positive relationships with stakeholders, demonstrating a genuine commitment to community development.

WHY IS IT MATERIAL

Corporate Social Responsibility (CSR) is crucial to sustainable operations as it encompasses a commitment to social impact and community wellbeing. Social impact initiatives, such as philanthropy and sustainable practices, address societal challenges and contribute to community betterment.

RISKS

- Unfavourable Group reputation due to lack of involvement in corporate social responsibility initiatives
- Preference to charitable beneficiaries may lead to perception that the Group is not genuine in their CSR intentions

OPPORTUNITIES

- Enhancing brand visibility to the wider community
- Increasing employee awareness and involvement
- Giving back and creating a positive and lasting impact on the community
- Creating value for society

OUR APPROACH

- Corporate Social Responsibility (CSR) Initiatives
- KLCC Sustainable September

MAP TO Capitals: FC MC Stakeholders: S2 S6 UNSDG: 3 11

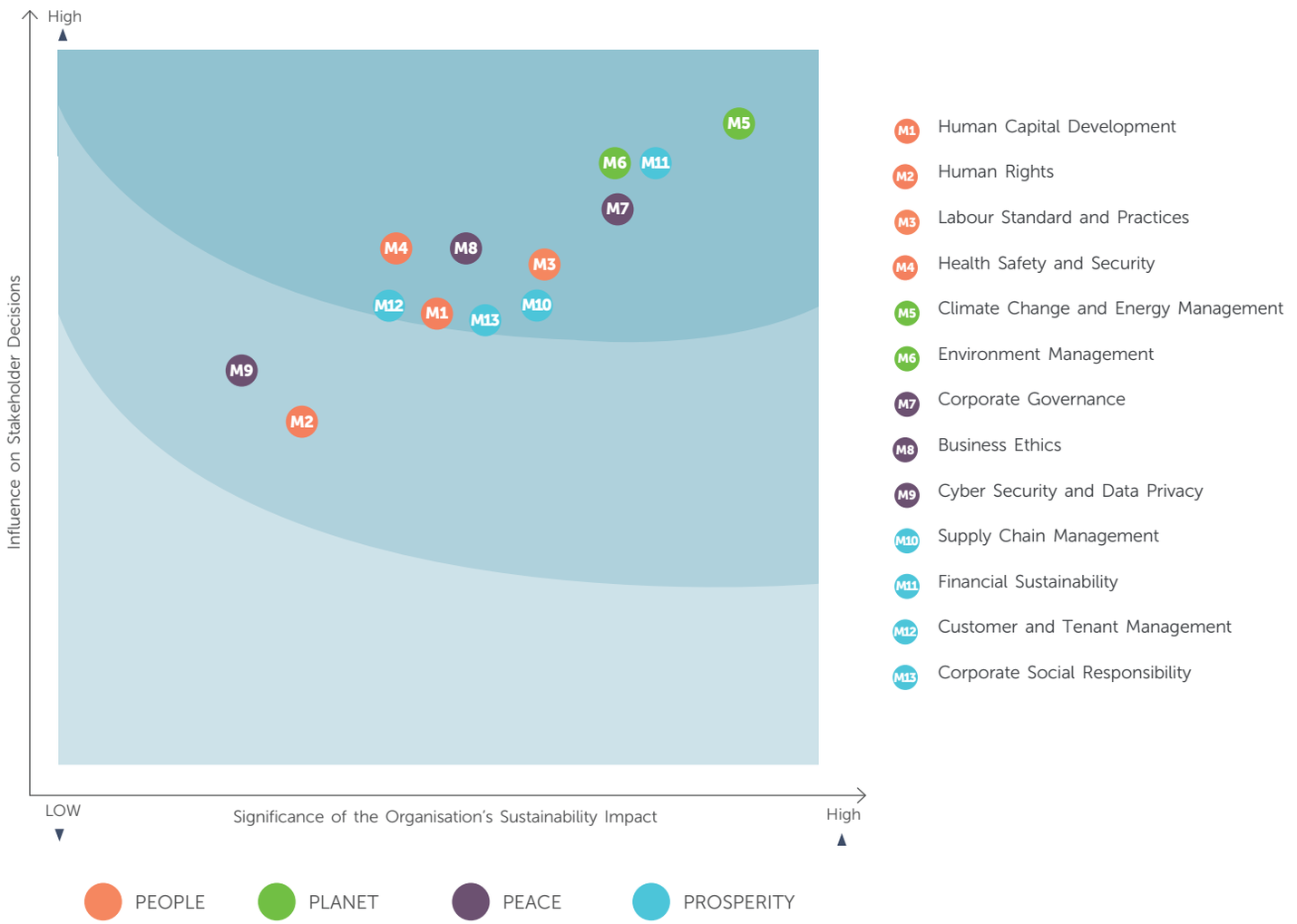
Materiality Assessment

Thirteen (13) material sustainability matters identified for KLCCP SG according to the four sustainability pillars are assessed through the following steps:

- Stakeholder prioritisation was conducted based on their influence and dependency on the business. Five prioritised stakeholder groups were engaged to complete a material sustainability matter survey.
- When assessing the influence of the sustainability matter on stakeholders' decisions, each stakeholder was given respective weightage based on the results of the stakeholder prioritisation process.
- The influence of the sustainability matter on stakeholders' decisions is the weighted score which best describes the influence of each sustainability matter on decisions by respective stakeholder groups.
- The significance of the our sustainability impacts are risks/impacts caused by the business towards the environment and external stakeholders. They are determined based on the KLCC Enterprise Risk Management Guideline, where risk rating is the result of likelihood x severity, from three sustainability aspects: economic, environmental and social.

Based on the result of the assessment for each material sustainability matter, a materiality matrix was plotted as shown in the following figure.

Materiality Matrix



Our Strategy

Our 3-Pronged Growth Strategy has guided and aligned us to deliver on our Group's purpose and create sustainable value for our customers and stakeholders. This strategy is underpinned by our Winning Formula focusing on customer centric mindset and approach to value creation supported by Commercial Excellence, Project Excellence and Operational Excellence as we strengthen our portfolio to future-proof our organisation and ensure the Group's long-term survivability.

3-PRONGED GROWTH STRATEGY

Maximising Cash Generator

Our high-quality investment portfolio provides strong and stable cashflows. Protecting and maximising these assets provide a solid base for profitability and a foundation for growth.

Sustain investments to maximise our current cash generators

Expanding Core Business

Property investment and development remain our core business. We are defining opportunities for further growth and value enhancement.

Invest to broaden the resource base and build the next line of cash generators

Stepping Out

Accelerated key global and industry trends are reshaping the real estate landscape, customer behaviour and expectations. We continue to build our capabilities in order to allocate resources to better position ourselves for the future.

Invest to future proof our overall portfolio

WINNING FORMULA

STRATEGIC FOUNDATION

Culture | Capability | Digital | HSE | Sustainability (ESG)

SUSTAINABILITY ASPIRATION: CLIMATE ACTION

2023

- Craft carbon reduction strategy
- Establish carbon targets for business units
- Institutionalisation of sustainability in KLCC business units

2023 - 2030

- Decarbonisation:
  - Reduce energy consumption in assets
  - Energy efficient equipment
  - Use renewable energy
- Green/low carbon investment portfolio
- Circular economy

2030

25% Reduction in Carbon Emissions

Note:
- *2019 as reference base year*
- *Targets are set on equity based approach for scope 1 and 2 emissions*

2030 - 2050

- Continue decarbonisation
- Circular economy
- Plant electrification
- Carbon offset (2040 onwards)

2050

Net Zero Carbon Emissions

MEASURING OUR STRATEGIC PROGRESS IN 2023

COMMERCIAL EXCELLENCE

PILLAR 01

KEY PRIORITIES/ FOCUS AREAS

Increase value through:

- Optimising business portfolio to improve business performance and adapt to ever-changing market needs
- Pursuit of growth agenda
- Strengthening capabilities

RESOURCE ALLOCATION

- Financial: Allocate financial resources efficiently for strategic initiatives that enhance commercial performance.
- Manufactured: Portfolio of diverse iconic assets in office, retail, hotel and management services in facilities and car park.
- Intellectual: Promote a culture of continuous learning to stay relevant in the market.
- Human Capital: Empower commercial teams via training and development.
- Social and Relationship: Collaborate with strategic partners to optimise asset performance, business growth and engage in community and corporate social responsibility to enhance the Group's reputation.
- Natural: Align business strategies with environmental stewardship to meet evolving market expectations.

INITIATIVES	ACHIEVEMENTS	HEADLINE KPIs	PRIORITIES FOR 2024
1. Optimise asset performance to enhance profitability	• Experiential retail experience and increased foot traffic at Suria KLCC with refreshed tenant mix • Asset modernisation (upgraded escalators and mall-wide facilities) • Strengthened offerings, capitalised on business, leisure and MICE segments at MOKUL Hotel contributed to a record high > 50% RevPar YoY growth • Enhanced customer experience through KLCC Parking Management's licence plate recognition (LPR) • KLCC Park activation spurring business and economic activities in KLCC Precinct (e.g. New Year's Eve and Merdeka celebrations, Sustainable September)	• Revenue • Profit Before Tax • Net Yield	• Curate tenant partnerships for future success • Modernise asset aesthetics and functional improvements to heighten shopping experience • Focus on key markets in leisure, business and MICE segments to drive MOKUL Hotel's RevPar growth • Intensify KLCC Park activation to foster a sense of community and spur economic activities within KLCC Precinct
2. Expansion of facilities management and car park management services	• Secured additional revenue from facilities management and car park management services	• Revenue growth	• Secure new business
3. Strengthen capabilities to enhance commercial excellence	• Completed competency inventories review and achieved 100% completion of capability assessment of target executive population	• % completion of capability assessment	• Establish pool of competent Subject Matter Experts (SMEs) that contribute to business excellence

Short to Medium Priorities | Focus Areas

- Sustain investments to maximise current cash generators

Long-Term Priorities | Focus Areas

- Build next line of cash generators

Map to

Capitals: FC MC HC IC SR NC

Key Risks: R1 R2 R4

Material Sustainability Matters: M1 M10 M11 M12

Stakeholders: S1 S2 S3 S4 S5 S6 S7

Our Strategy

PROJECT EXCELLENCE

PILLAR 02

KEY PRIORITIES/ FOCUS AREAS

Managing project deliverables through:

- Achieving 100% on time, on budget, on scope (OTOBOS) in all projects
- Enhancing customer satisfaction through quality and timely delivery

RESOURCE ALLOCATION

- Financial: Allocate manpower resources efficiently in projects.
- Manufactured: Portfolio of diverse, iconic assets in office, retail, hotel and management services in facilities and car park.
- Natural: Sustainable resource utilisation and environmental conservation.
- Intellectual: Leverage culture of continuous improvement to improve deliverables.
- Social and Relationship: Build strong relationships with contractors and clients.

INITIATIVES	ACHIEVEMENTS	HEADLINE KPIs	PRIORITIES FOR 2024
1. Ensure projects align with business goals, are delivered on time, within budget and scope, enhancing customer value	• Achieved 100% OTOBOS in projects e.g. Workplace For Tomorrow (WFT) in PETRONAS Twin Towers and Menara 3 PETRONAS, PETRONAS Twin Towers external LED lighting installation	• All projects meet OTOBOS	• Sustain 100% OTOBOS for all projects under KLCCP and KLCC REIT

Short to Medium Priorities | Focus Areas

- Streamlining Project Execution Processes: Workflows and operational procedures will be refined to enhance efficiency, reduce waste, and accelerate project delivery

Long-Term Priorities | Focus Areas

- Strive to lead in sustainable and innovative project delivery

Map to

Capitals: FC MC IC SR NC

Key Risks: R1 R2 R3 R8

Material Sustainability Matters: M6 M10 M11 M12

Stakeholders: S1 S2 S3 S4 S5

OPERATIONAL EXCELLENCE

PILLAR 03

KEY PRIORITIES/ FOCUS AREAS

Effective and efficient operations through:

- Strong focus on HSE and adherence to ESG practices
- Optimum resource utilisation
- Innovative technologies and solutions

RESOURCE ALLOCATION

- Financial: Allocate resources for cost optimisation through cost containment and cost reduction initiatives.
- Manufactured: Portfolio of diverse, iconic assets in office, retail, hotel and management services in facilities and car park.
- Human Capital: Training and development programmes for operations teams.
- Natural: Sustainable resource utilisation and environmental conservation.
- Intellectual: Leverage culture of continuous improvement to improve operational efficiencies.
- Social and Relationship: Build strong relationships with customers, contractors and clients.

INITIATIVES	ACHIEVEMENTS	HEADLINE KPIs	PRIORITIES FOR 2024
1. Strong commitment to Health, Safety and Environment (HSE) best practices and adherence to HSE rules and regulations	• Zero fatalities and fire incidents • Achieved ROSPA Gold Award for KLCCUH and KPM	• Zero fatalities and fire incidents	• Institutionalise and enhance HSE Generative Culture
2. Cost containment/cost reduction	• Prudent spending and cost management	• % cost reduction	• Operate cost optimisation and cost containment initiatives
3. Digital initiatives to enhance operational excellence	• Implemented and rolled out SMART GEP procurement to enhance procurement and sourcing efficiencies	• Completion as per milestone	• Completion of digital initiatives planned in 2024
4. Strengthen capabilities to enhance operational excellence	• Completed competency inventories review and achieved 100% completion of capability assessment of target executive population	• % completion of capability assessment	• Establish pool of competent Subject Matter Experts (SMEs) that contribute to operational excellence

Short to Medium Priorities | Focus Areas

- Implement digital solutions that improve operational efficiency and productivity

Long-Term Priorities | Focus Areas

- Expand our commitment to embedding sustainability within our operations with energy-efficient initiatives to reduce our carbon emissions

Map to

Capitals: FC MC HC IC SR NC

Key Risks: R1 R2 R3 R4 R6 R7 R8

Material Sustainability Matters: M1 M4 M5 M6 M10 M11 M12

Stakeholders: S1 S2 S3 S4 S5

Our Integrated Approach to Value Creation

At KLCCP Stapled Group, we have integrated value creation into our business model. This requires us to consider various elements that could impact our ability to create value for the Group as well as our stakeholders in the short, medium and long term. Through an assessment of our operating environment and the needs of our stakeholders, we are able to develop strategies to achieve our end goals.

ASSESSING OUR CONTEXT

EVALUATE OUR OPERATING ENVIRONMENT

See pages 78-81 IAR

We analyse our operating environment and identify mega trends, risks and opportunities which have the greatest impact on our ability to create value in the short, medium and long terms. These include global and local economic activity, property trends, market volatilities, geopolitical tensions, competition, changing customer expectations, as well as increasing social, regulatory and environmental requirements.

STRENGTHEN STAKEHOLDER ENGAGEMENT

See pages 23-30

Proactive engagement with key stakeholders allows us to understand their needs and be responsive to their expectations, prioritising what each stakeholder group values the most. In the process of delivering sustained value to all our stakeholders, we develop quality relationships with them which contribute to the continued growth and sustainability of our business.

- S1 Shareholders, Investors and Business Partners
- S2 Employees
- S3 Government, Local Authorities and Regulators
- S4 Tenants, Customers and Guests
- S5 Suppliers and Service Providers
- S6 Community
- S7 Media

IDENTIFY RISKS & OPPORTUNITIES

See pages 82-91 IAR

Our ability to create value is impacted by risks that could derail the attainment of our goals; and opportunities that could accelerate or accentuate positive outcomes. We have in place a comprehensive risk management framework that allows us to identify these risks and opportunities, and manage them as we pursue our strategic and business objectives.

- R1 Financial Risk
- R2 Human Capital Risk
- R3 Health, Safety and Environment Risk
- R4 Market Risk
- R5 Security Risk
- R6 Asset Management Risk
- R7 Facility Management Risk
- R8 Supplier Risk

IDENTIFY AND PRIORITISE OUR MATERIAL ISSUES

IDENTIFY OUR MATERIAL SUSTAINABILITY MATTERS

See pages 51-59 IAR

Material sustainability matters are those that could impact our ability to deliver value in the short, medium and long term. These are identified through an analysis of the macro-environment, our operating context, the resources we rely on, as well as feedback from our stakeholders. Our 13 material sustainability matters inform our strategy to manage our risks and leverage our opportunities.

PEOPLE

- M1 Human Capital Development
- M2 Human Rights
- M3 Labour Standard and Practices
- M4 Health, Safety and Security

PLANET

- M5 Climate Change and Energy Management
- M6 Environmental Management

PEACE

- M7 Corporate Governance
- M8 Business Ethics
- M9 Cyber Security and Data Privacy

PROSPERITY

- M10 Financial Sustainability
- M11 Customer and Tenant Management
- M12 Supply Chain Management
- M13 Corporate Social Responsibility

REINFORCE OUR ESG COMMITMENTS

In line with our vision to be at the forefront of ESG developments in the real estate sector, we recently conducted a fresh materiality assessment to reaffirm our material sustainability matters; and will be developing a new sustainability roadmap to further enhance our environmental and social performance with key learnings from the recently-completed 2019-2023 roadmap.

FORMULATE OUR STRATEGY → ALLOCATE OUR RESOURCES INTO OUR BUSINESS MODEL

CREATING VALUE

OUTLINE OUR STRATEGY

See pages 40-43

Our 3-pronged growth strategy focuses on:

By concentrating on these three areas of focus, we will strengthen our business viability and performance through enhanced efficiencies across our operations and expansion of our asset portfolio to stay in tune with evolving needs and trends.

ALLOCATE OUR CAPITAL

See pages 40-41 IAR

The execution of our strategy relies on the disciplined allocation of the six capitals:

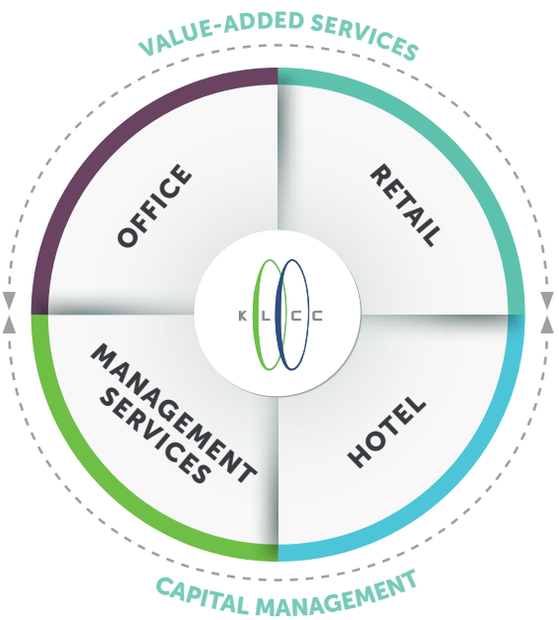
- FC Financial Capital
- HC Human Capital
- SR Social and Relationship Capital
- MC Manufactured Capital
- IC Intellectual Capital
- NC Natural Capital

We deploy our resources optimally and align our relationships to drive growth, reinforce resilience and deliver sustainable value for all our stakeholders.

INTEGRATE OUR BUSINESS MODEL

See pages 42-43

We seek to actively manage our activities and their impact to ensure we enhance the positive and minimise the negative outcomes of our business model, thereby sustaining value for all our stakeholders.



Enhance Our Value

Ultimately, KLCCP Stapled Group seeks to create long-term value for the Group as well as our shareholders and other stakeholders. We track our operational outcomes through various Key Performance Indicators which are measured against our strategies and strategic performance.

- **A source of sustained growth in total returns for investors and shareholders**
- **An employer of choice for employees**
- **A preferred business partner for vendors and suppliers**
- **A responsible community partner**

Creating a Positive Impact

Value Creation Model

STATEMENT OF PURPOSE

A Progressive Energy and Solutions Partner
Enriching Lives for a Sustainable Future

OUR CAPITALS...

INPUTS

FC Financial Capital

- Total equity attributable to holders of Stapled Securities **RM13.3 bil**
- Total financing **RM2.4 bil**
- Share Capital: **RM1.8 bil**
- Cash Generated from Operations: **RM1.1 bil**

MC Manufactured Capital

- Iconic and high-quality assets
  - **5** Offices (3 GBI Certified) – **1** Hotel
  - **2** Retails
- We are a diversified REIT with a portfolio of **7** properties in Malaysia
- State-of-the-art infrastructure & facilities to ensure best-in-class products & services

IC Intellectual Capital

- Digital Enablers to create value through innovation
- Specialised facilities management expertise
- Boards and Manager's deep industry knowledge
- Efficient business processes and robust management systems

HC Human Capital

- Total Employees: **1,044**
- High performing talents and future driven culture
- Implementation of Diversity, Equality and Inclusivity (DEI) Policies
- Reward Structures linked to performance and value drivers

SR Social and Relationship Capital

- High integrity, trust and transparent communication with our key stakeholders
- Local Procurement: **99%**; International Procurement: **1%**
- A focus on responsible local procurement and supplier development
- Embracing sustainable development as well as responsible ESG Practices

NC Natural Capital

- Energy Consumption: **128,830 MWh**
- Initiatives to reduce consumption of natural resources
- Carbon emissions inventory being compiled to identify further reduction
- Digitalisation efforts and initiatives to reduce environmental footprint

...ENABLE VALUE-ADDING

MATERIAL SUSTAINABILITY MATTERS

PEOPLE

- M1 Human Capital Development
- M2 Human Rights
- M3 Labour Standard and Practices
- M4 Health, Safety and Security

PLANET

- M5 Climate Change and Energy Management
- M6 Environmental Management

PEACE

- M7 Corporate Governance
- M8 Business Ethics
- M9 Cyber Security and Data Privacy

PROSPERITY

- M10 Financial Sustainability
- M11 Customer and Tenant Management
- M12 Supply Chain Management
- M13 Corporate Social Responsibility

SUSTAINABILITY PILLARS

- People
- Planet
- Peace
- Prosperity

...ACTIVITIES

OUR 3-PRONGED GROWTH STRATEGY

STRATEGIC PILLARS

- MC **Maximising Cash Generator**
- EB **Expanding Core Business**
- SO **Stepping Out**

MARKET TRENDS

Accelerated Digital Transformation	Experiential and Immersive Customer Experience

UNDERPINNED BY

We are committed to the highest standards of governance and constantly review our framework to align with stakeholders' best interest

UNDERPINNED BY:
OUR SHARED VALUES

LOYALTY
Loyal to corporation

INTEGRITY
Honest and upright

PROFESSIONALISM
Strive for excellence

COHESIVENESS
United, trust and respect for each other

THAT CREATE...

...VALUE FOR OUR STAKEHOLDERS

OUTPUTS

OUR PRODUCTS

- KLCCP Stapled Group's core output is quality real estate assets. Through our business activities of developing and managing of these properties to recycle capital, we aim to create value across our capitals, while recognising that some capitals are negatively affected through this process, despite our best efforts.
- Quality real estate investments that add value to society and deliver sustained cash flow.

  Our end products include:
  - Office: **5.6 mil** sq. ft. NLA
  - Retail: **1.1 mil** sq. ft. NLA
  - Hotel: **629** rooms
  - Facilities managed: **25**
  - Car park bays managed: **16,495**
  - Total Directly and Indirectly held Portfolio GFA of **12.0** million sq. ft. (2022: **12.0** mil sq. ft.)

OUR WASTE AND EMISSIONS

- Total GHG emissions of: **100,362** tCO_2e (2022: 97,051)
- **6,392 tonnes** of waste generated from the Group's operation, with 13% diverted from landfill. (2022: 4,768, 14%)

Sustainability – the net zero race	The Talent Challenge

OUTCOMES

FC Financial Capital

- Ranked 1st in the MREITs industry
  - By market capitalisation: **RM12.8 bil** (2022: RM12.1 bil)
  - By property value: **RM16.0 bil** (2022: RM15.7 bil)
- Annual total return: **11.4%** (2022: 8.1%)
- **RM1.6 bil** Revenue (2022: RM1.5 bil)
- **RM0.9 bil** Profit for the year (excluding fair value adjustments) (2022: RM0.8 bil)

MC Manufactured Capital

- Average occupancy rate
  - Office: **100%**
  - Retail: **96%**
  - Hotel: **55%**
- Retail tenant sales growth out-performed pre-Covid levels
- Secured **1,680** car park bays

IC Intellectual Capital

- Strong governance structure and transparency
- **84%** Managers upskilled with enhanced leadership competencies
- **80%** senior management upskilled with enhanced leadership competencies
- Enhanced IT security systems with zero incidents of cybersecurity breaches

HC Human Capital

- **41** employee training hours (2022: 28 hours)
- Enhanced employee skillset and capabilities
- Improvement on safety performance
- Improvement in Organisational Culture Survey Index Score to **78** (2022: 73)

SR Social and Relationship Capital

- Analysis report coverage: **11**
- **RM4.6 mil** spent on corporate social responsibility
- Organisational Culture Survey index score of **77** on integrity
- **90%** average customer satisfaction score for Office, Car Park, and Hotel segment

NC Natural Capital

- Minimised environmental impact
- Achievement of sustainability roadmap 2023 targets
- Strategic collaboration towards green mobility and renewable energy

TRADE-OFFS

We apply our financial capital to execute our growth strategy, which increases our manufactured capital, as well as to manage every aspect of our operations, hence increasing our human, intellectual and social & relationship capitals. It is important to balance the allocation of our financial capital prudently to maintain healthy cash flow and capital position without impeding our growth aspirations.

Investments into optimal maintenance of our physical properties decreases our financial capital in the short term but increases it in the long term, as reflected in their increased valuation. The short-term decrease in financial capital also results in enhanced energy efficiency and other environmentally-friendly initiatives (natural capital), increased tenant and customer satisfaction (social and relationship capital) and a stronger brand (intellectual capital).

Increasing our intellectual capital involves investing into our digital platforms and technologies, building the knowledge and expertise of our talents, and continuously enhancing our organisational processes and procedures. While draining our financial capital in the short term, this will be enhanced in the long term as we maintain quality assets (manufactured capital), satisfy customers' and tenants' needs (social & relationship), increase our organisational capabilities (human capital), and reduce our carbon footprint (natural capital).

Our people are key to our sustained success, hence it is important to channel sufficient resources into their training and development, engagement, remuneration and benefits in order to improve the quality of our assets (manufactured capital), reduce our footprint (natural capital) and develop better stakeholder relationships (social & relationship capital). This results in stronger organisational expertise and brand equity (intellectual capital) leading to enhanced profits.

We invest into building strong relationships with key stakeholders including our customers, tenants, suppliers and the community. This helps build our brand equity and maintaining tenant loyalty (intellectual capital). We are best in class in managing our facilities (manufactured and natural capitals) hence continuosly improving our property valuation (financial capital).

Through increased use of energy-efficient technologies (financial & intellectual capital), we are able to reduce our energy consumption (natural capital) and therefore our carbon emissions in line with our corporate agenda to attain net zero carbon status by 2050. This demonstrates our commitment to the carbon transition, increasing our reputation (intellectual capital) while saving costs and enhancing our business in the long term (financial capital).

"The park was created in a strategic stroke of city renewal, setting aside several blocks for a park with lake, rainforest trees, flower beds and lingering pathways next to central business district sky-scrappers, thereby creating a lush breathing space for office workers and city shoppers."

WORLD URBAN PARKS

6 CLEAN WATER AND SANITATION
8 DECENT WORK AND ECONOMIC GROWTH
11 SUSTAINABLE CITIES AND COMMUNITIES
13 CLIMATE ACTION
15 LIFE ON LAND

A City Park Like No Other

For 25 years, as Kuala Lumpur transformed into a metropolis pulsing with commercial activity, its very centre has remained green, an oasis of calm and serenity. This is KLCC Park, a 50-acre urban botanical treasure that has taken natural conservation to the highest level while serving the needs of local communities. Designed by renowned Brazilian landscape artist Roberto Burle Marx, the park – boasting world-class facilities for people of all ages, has been meticulously maintained as a masterpiece of social and environmental intersection. While contributing to carbon capture and biodiversity, it also creates social cohesion and heightens people's well-being.

Its exceptional sustainability attributes have led to the park winning a series of awards, the most notable being a Silver at the 2020 Large Urban Parks Awards presented at the World Urban Park Congress. We at KLCCP Stapled Group are proud of this nature wonderland and are committed to maintaining it as the stunning green emerald in our crown.

Receives 5,000-15,000 visitors daily and up to 30,000-50,000 for events, promoting sustainable tourism

A Social Magnet

Integrated security surveillance with 239 CCTVs, 26 Emergency Help-Points, 86 Crime Prevention through Environmental Design (CPTED) and Auxilliary Police

1.3km EPDM (ethylene, propylene and diene monomers) rubberised jogging track and foot path for comfort and safety

2-acre children's playground and pool with MS966:2001-certification

Venue host for events and community festivals, showcasing vibrant KL city culture

Lake Symphony Fountain with RGB lights, programmed to colourful animation and music

2023 in Focus

[GRI 2-4, 3-3]

Our Contribution to UNSDG

KLCCP Stapled Group remains dedicated to advancing the United Nations Sustainable Development Goals (UNSDG) by actively pursuing goals and targets that align with our business purpose and strategies. Our 2023 Sustainability Report follows the guidance of the World Economic Forum's Stakeholder Capitalism Metrics, harmonising with the UN2030 Agenda for Sustainable Development and its 17 UNSDG.

We consistently update the UN Global Compact on our progress through the Communication on Progress (CoP) platform, endorsing The Ten Principles on Human Rights, Labour, Environment, and Anti-Corruption. This reinforces our commitment to the UNSDG and reflects our global vision for inclusive and sustainable development.

	UNSDG Targets	Our Contribution
	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	Responsible hazardous waste management in all our assets and operations, in compliance with the Environmental Quality (Scheduled Waste) Regulations 2005 Zero cases of occupational illness or disease recorded in 2023
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	50% women directors on the Boards 44% of management level staff and above, are women 39% of our employees are women
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	KLCCP Stapled Group has continually implemented water conservation efforts in our assets. In 2023, we achieved the following reductions from our base year 2015 data, in the following segments: Office: 9.2% Retail: 24.2% Hotel: 8.6%
	7.1 By 2030, ensure universal access to affordable, reliable, and modern energy services 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	57 Electric Vehicle (EV) Chargers at car parks available within KLCC Precinct to date 440,468 kWh of renewable energy was generated from solar PV panels installed at Suria KLCC's rooftop
	8.8 Protect labour rights and promote safe and secure working environment for all workers, including migrant workers, in particular women migrants, and those in precarious employment	KLCCP HSE policy commits and strives to provide a safe working environment for all employees. We recorded zero fatalities in 2023 Our Occupational Safety and Health management system is ISO45001 certified, audited annually by an external certification body. We also achieved Zero Non-conformity Report (NCR) from the assurance process

2023 in Focus
Our Contribution to UNSDG

	UNSDG Targets	Our Contribution
Make cities and human settlements inclusive, safe, resilient, and sustainable	11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	In 2023, the Group attained notable waste diversion rates through a combination of initiatives focused on waste prevention, reduction, recycling, and composting: Office: 3% Retail: 12% Hotel: 31%
Ensure sustainable consumption and production patterns	12.2 By 2030, achieve the sustainable management and efficient use of natural resources	Eliminated 100% of single-use plastic in hotel operations We managed to achieve the following waste diversion rates: Office: 3% Retail: 12% Hotel: 31%
	12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	MOKUL Hotel composted 239 tonnes of food waste (25% of total waste generated)
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their lifecycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil to minimise their adverse impacts on human health and the environment	Responsible hazardous waste management in all our assets and operations, in compliance with the Environmental Quality (Scheduled Waste) Regulations 2005
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse	We managed to achieve the following waste diversion rates: Office: 3% Retail: 12% Hotel: 31%
	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	The Group discloses our sustainability data in the ESG World Platform on our corporate website. The Group was recognised by The Asset with a Platinum Award for excellence in Environmental, Social and Governance practices for four consecutive years

	UNSDG Targets	Our Contribution
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Engaged an external consultant to pursue disclosures aligned with the TCFD Recommendations. We are currently under the process of gap analysis
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Conducted training for Senior Management on the company's Net Zero Carbon Emissions Pathway in 2023. Inclusion of climate related information in the Sustainability Awareness Talk, as part of KLCC Sustainable September 2023 campaign
	16.5 Substantially reduce corruption and bribery in all their forms	Zero corruption cases in 2023

2023 in Focus

5-Year Sustainability Roadmap

In 2023, KLCCP Stapled Group celebrated the successful completion of its 5-year Sustainability Roadmap, albeit with mixed results. We were able to achieve all our year-by-year targets for Goal 1, while recording a 78% success rate for Goal 2 related targets across the five-year period. In 2023, we had an area to improve upon for the same goal, which is the Organisational Culture Survey index score, with an achievement of 73 against the targeted 80. For Goal 3, we managed to achieve almost all our year-by-year targets, with only one shortcoming. In 2023, our hotel segment did not achieve their target on waste generation reduction, which has increased by 5%. The uptrend was due to increased business activity with guest occupancy and footfall growing significantly in 2023. Our commitment to sustainability is evident in the various accomplishments realised within the three main goals associated with the roadmap, each with progressive targets over the past five years, with annual measurement commencing 2020.

Building a Smart, Safe and Sustainable KLCC Precinct

GOAL 1 | GOAL 2 | GOAL 3

Our Capitals: FC | MC | IC | SR

Supporting the UNSDG

Material Sustainability Matters

- M4 Health, Safety and Security
- M10 Financial Sustainability
- M11 Customer and Tenant Management

Focus Areas

- Digital Infrastructure
- Innovative Customer-Focused Solutions
- Data Analytics

● Targets Achieved ● Targets Not Achieved

5-Year Target To be a digitally competent organisation

Year	Specific Year Target	Actual Achievement	
2023	• Digitalisation of procurement process – Phase 1 of SMART GEP	• Successful go live of SMART GEP for Source to Contract	●
	• Improvement in parking services • Preliminary discussion with end users on layout and standard template format of new Unified Content Management System (UCMS) portal has kickstarted	• Successfully completed PMS 2.0 which includes seamless entry to enhance customer's experience at NWD, KLCC Convention Centre, Menara Dayabumi and Menara Sapura	●
	• Unified Content Management System & KLCC Integrated Management Dashboard	• Preliminary discussion with end users on layout and standard template format of new unified content management system (UCMS) portal has kickstarted	●
	• Integrated Workplace Management System (IWMS)	• IWMS has been segmented into several phases within OPUs	●

Year	Specific Year Target	Actual Achievement	
2022	• Reduced system downtime caused by technical challenges	• System downtime reduction achieved	●
	• Provided customer options for payment methods • Achieved minimum period (less than 5 seconds) to exit car park	• Parking Management System (PMS) 2.0 established which ensure smooth operations and improve customer experience	●
	• MOKUL Hotel paperless initiatives • Organised digital related requests in a systematic manner through digital system instead of conventional methods i.e., email • Improved tracking of requests	• Introduced QR Code in all guestrooms' TV to allow guests to access latest information digitally • Launched the Service Request Management system (DiReq @Digital Requests) to better manage and organise employees' requests for digital related services	●
	• Established Enterprise Information Management	• Built high quality Enterprise Data Hub and high-quality Enterprise Content Management	●
	• Established KLCC Group Procurement integrated dashboard	• Created an integrated dashboard which displays real time status of procurement related requests	●
	• Established KLCC Parking Management (KPM) Operations dashboard	• Created a reporting dashboard to track parking operations within KPM	●
2021	• IBCC systems integration for PETRONAS Twin Towers and Menara 3 PETRONAS	• Successfully integrated seven systems into IBCC for the two assets	●
	• Parking Management System (PMS) – enhancement of contactless and cashless payment at NWD car park.	• Successfully enhanced contactless and cashless payment at Northwest Development (NWD) car park	●
2020	• Set up a digital committee	• Established a Digital Committee to shape the business digital adoption and key focus areas	●
	• Established a digital roadmap (2020 – 2023)	• Established Digital Roadmap (2020 – 2023)	●
	• Rolled out Microsoft 365 (M365) to 100% of employees	• Rolled out M365 to 100% of employees to enable digital ways of working as well as facilitate remote working	●
	• Launched Integrated Building Command Centre (IBCC)	• Successfully conducted the pilot launch of IBCC	●
	• Transitioned Northwest Development (NWD) car park to 100% ticketless and cashless	• Successfully achieved 100% implementation of ticketless and cashless parking solutions at NWD car park	●

2023 in Focus
5-Year Sustainability Roadmap

Building an Agile, Inclusive and Sustainable Workforce in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world

GOAL 1 | **GOAL 2** | GOAL 3

Our Capitals: HC

Supporting the UNSDG

Material Sustainability Matters

- M1 Human Capital Development
- M2 Human Rights
- M3 Labour Standard and Practices
- M4 Health, Safety and Security
- M8 Business Ethics

Focus Areas

- People and Culture Fit
- Empowered, Agile and Resilient Workforce
- Work Life Integration
- HSE Maturity Culture

● Targets Achieved ● Targets Not Achieved

5-Year Target Achieve a succession planning ratio of 2:1

Year	Specific Year Target	Actual Achievement	
2023	• Achieve succession planning ratio of 2:1	• Achieved succession ratio of 2.4:1	●
2022	• Achieve succession planning ratio of 1:1 • Review of critical positions • Talent Review • Talent Assessment as potential top talent	• Achieved succession ratio of 1:1 • Review completed as planned • Review completed as planned • Assessment conducted	●
2021	• Achieve succession planning ratio of 1.3:1	• Achieved succession ratio of 0.8:1	●
2020	• Achieve succession planning ratio of 1.3:1	• Achieved succession ratio of 0.7:1	●

5-Year Target Institutionalise organisation capabilities

Year	Specific Year Target	Actual Achievement	
2023	• Achieve 100% completion of assessment on core capability from the target population	• Completed competency inventories review and achieved 100% completion of capability assessment of target executive population	●
2022	• Review and align the Capability Areas in support of the Group's Strategic Framework	• Conducted capability inventory review to align with identified areas of excellences towards supporting the Group's Strategic Framework	●
2021	• 100% completion for capability assessments for Marketing, Sales & Leasing, Property Development, Investment Management and Project Management core capability areas • Capability upskilling to support the Group enhance strategic agenda and culture transformation	• 100% completion of the capability assessments for executive to manager level • Upskilled 25 Senior Managements and 33 talents identified as Culture and Change Associate	●
2020	• Conducted 100% review of the five core capabilities for career development	• 100% review of five core capabilities conducted on employees achieved	●

5-Year Target **Inculcate digital native mindset, healthy and ethical workforce**

Year	Specific Year Target	Actual Achievement	
2023	• Achieve 30.4 hours of online digital self-learning per staff per year[1]	• Achieved 52 Hours online learning per staff	🟢
	• Achieve 80 index score in the 2023 Organisational Culture Survey on Employee Wellness, Diversity & Inclusion	• Scored 73 in the 2023 Organisational Culture Survey on Employee Wellness Diversity & Inclusion.	🔴
2022	• MESTI-FIT Program (Think Right) • Intensify Integrity Culture through roll-out of COBE Refresher & Leaders speak Corner	• Conducted CARE (Check Signal, Apply conversation, Reassure support and Ensure help) training • Completed ABMS Refresher for all staff in 2022	🟢
2021	• Launch Digital Learning Series with 80% employee participation in the programmes	• 95% employees participated in Digital Learning Series programs	🟢
	• 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	🟢
	• Address mental health and wellbeing of employees.	• Conducted mental wellbeing survey with 81% participation rate	🟢
	• 80% of staff complete the five Critical Legal Areas (CLA) MyLearning modules.	• Achieved 72% completion rate for the five CLA mylearning module	🔴
2020	• Launched Innovation Hub	• Launched Innovation Hub in September 2020	🟢
	• 100% employee participation on e-learning platform	• 100% participation of employees achieved on e-learning platform.	🟢
	• Implementation of Group-wide Anti-Bribery Management System (ABMS) towards achieving ISO 37001:2016	• Attainment of ISO 37001:2016 ABMS certification by KLCCP, KLCCRM, KLCCUH, KPM and six other subsidiaries	🟢

[1] The target excludes Suria KLCC and MOKUL Hotel staff.

2023 in Focus
5-Year Sustainability Roadmap

5-Year Target **Towards Generative HSE Culture by 2025**[1]

Year	Specific Year Target	Actual Achievement	
2023	• To achieve Generative HSE Culture Maturity Rating of 4.15 in 2023	• Achieved 4.25 Generative HSE Culture Maturity Rating	●
2022	• Continuation of GC Programmes among KLCC workforce with 3 modules involving Leadership Team, Middle Managers, and Front Liners	• 100% completion of identified GC programmes	●
	• To achieve Generative HSE Culture Maturity Rating of 4.3	• Achieved 3.98 Generative HSE Culture Maturity Rating	●
2021	• Continuation of GC Programmes among KLCC workforce with 3 modules involving Leadership Team, Middle Managers, and Front Liners	• 100% completion of identified GC programmes	●
	• To achieve Generative HSE Culture Maturity Rating of 4.05	• Achieved 4.05 Generative HSE Culture Maturity Rating	●
2020	• Building foundation of Generative Behaviours among KLCC workforce with 20% employees targeted in Generative HSE Culture outreach programme	• 2% employee outreach achieved, as focus shifted to managing operational sustainability during COVID and MCO period	●

[1] Target for goal in 2020 is to achieve Generative HSE Culture (Rating 4.5) by 2024. This target was revised in 2022, which is to achieve the same rating, by 2025.

Combating climate change & reducing environmental impacts [1]

GOAL 1 | GOAL 2 | GOAL 3

Our Capitals: NC

Supporting the UNSDG

Material Sustainability Matters

- M5 Climate Change and Energy Management
- M6 Environmental Management

Focus Areas

- Carbon Emissions
- Energy Consumption
- Water Usage
- Waste Generation
- Removal of Single-Use Plastics (SUPs)

[1] All targets and achievements specified for Goal 3 are calculated based on 2015 baseline, except for waste generation, for which Suria KLCC has a 2017 baseline

● Targets Achieved ● Targets Not Achieved

5-Year Target To reduce carbon emissions

Year	Specific Year Target	Actual Achievement
2023	Carbon emissions reduction target: • Office: 8.0% ● • Retail: 18.0% ● • Hotel: 3.0% ●	Carbon emissions reduction achievement: • Office: 19.8% ● • Retail: 33.6% ● • Hotel: 13.0% ●
2022	Carbon emissions reduction target: • Office: 8.0% ● • Retail: 18.0% ● • Hotel: 3.0% ●	Carbon emissions reduction achievement: • Office: 20.0% ● • Retail: 35.0% ● • Hotel: 27.6% ●
2021	Carbon emissions reduction target: • Office: 4.9% ● • Retail: 3.0% ● • Hotel: 17.4% ●	Carbon emissions reduction achievement: • Office: 33.1% ● • Retail: 40.6% ● • Hotel: 52.0% ●
2020	Carbon emissions reduction target: • Office: 4.8% ● • Retail: 3.0% ● • Hotel: 16.8% ●	Carbon emissions reduction achievement: • Office: 21.2% ● • Retail: 24.1% ● • Hotel: 54.5% ●

2023 in Focus
5-Year Sustainability Roadmap

5-Year Target To reduce energy consumption

Year	Specific Year Target	Actual Achievement
2023	Energy consumption reduction target: • Office: 8.0% • Retail: 18.0% • Hotel: 3.0%	Energy consumption reduction achievement: • Office: 8.5% • Retail: 31.4% • Hotel: 7.9%
2022	Energy consumption reduction target: • Office: 6.8% • Retail: 5.0% • Hotel: 1.8%	Energy consumption reduction achievement: • Office: 10.0% • Retail: 32.9% • Hotel: 25.8%
2021	Energy consumption reduction target: • Office: 6.8% • Retail: 5.0% • Hotel: 1.8%	Energy consumption reduction achievement: • Office: 21.0% • Retail: 38.1% • Hotel: 51.5%
2020	Energy consumption reduction target: • Office: 4.8% • Retail: 4.3% • Hotel: 1.0%	Energy consumption reduction achievement: • Office: 19.6% • Retail: 27.6% • Hotel: 45.7%

5-Year Target To reduce water usage

Year	Specific Year Target	Actual Achievement
2023	Water consumption reduction target: • Office: 1.0% • Retail: 7.0% • Hotel: 8.4%	Water consumption reduction achievement: • Office: 9.2% • Retail: 24.2% • Hotel: 8.6%
2022	Water consumption reduction target: • Office: 1.0% • Retail: 7.0% • Hotel: 20.0%	Water consumption reduction achievement: • Office: 22.0% • Retail: 32.6% • Hotel: 21.7%
2021	Water consumption reduction target: • Office: 0.6% • Retail: 38.0% • Hotel: 12.0%	Water consumption reduction achievement: • Office: 50.5% • Retail: 51.6% • Hotel: 59.2%
2020	Water consumption reduction target: • Office: 1.4% • Retail: 6.4% • Hotel: 5.5%	Water consumption reduction achievement: • Office: 27.4% • Retail: 40.3% • Hotel: 38.7%

5-Year Target To reduce waste generation

Year	Specific Year Target	Actual Achievement
2023	Waste generation reduction: • Office: 12.0% 🟢 • Retail: 18.0% 🟢 • Hotel: 15.0% 🟢	Waste generation reduction: • Office: 46.0% 🟢 • Retail: 23.0% 🟢 • Hotel: 5.5% Increase due to higher occupancy 🔴
2022	Waste generation reduction: • Office: 12.0% 🟢 • Retail: 18.0% 🟢 • Hotel: 15.0% 🟢	Waste generation reduction: • Office: 68.0% 🟢 • Retail: 38.0% 🟢 • Hotel: 29.0% 🟢
2021	Waste generation reduction: • Office: 12.6% 🟢 • Retail: 35.0% 🟢 • Hotel: 3.0% 🟢	Waste generation reduction: • Office: 91.0% 🟢 • Retail: 64.0% 🟢 • Hotel: 14.0% 🟢
2020	Waste generation reduction target: • Office: 11.8% 🟢 • Retail: 5.0% 🟢 • Hotel: 5.0% 🟢	Waste generation reduction achievement: • Office: 81.0% 🟢 • Retail: 57.0% 🟢 • Hotel: 44.0% 🟢

5-Year Target 100% removal of SUP in hotel operations

Year	Specific Year Target	Actual Achievement
2023	100% removal of SUP in hotel operations.	100% removal achieved 🟢
2022	100% removal of SUP in hotel operations.	100% removal achieved 🟢
2021	100% removal of SUP in hotel operations.	100% removal achieved 🟢
2020	68% removal of SUP in hotel operations.	68% removal achieved 🟢

The horizon ahead

Building on past successes and learning from areas where targets were not met in the current five-year plan, KLCCP Stapled Group is committed to continually advancing its sustainability goals. The forthcoming roadmap will focus on four key pillars, namely People, Planet, Peace and Prosperity, aligning with established sustainability performance indicators. The plan will also adapt to evolving sustainability frameworks, emphasising factors such as human rights and community investment in business processes.

The Group will also look to shift the goalpost on reducing carbon emissions in line with the Net Zero Carbon Emissions (NZCE) Pathway by 2050. These targets will address the shift toward a low-carbon emissions economy, encompassing climate resilience, energy management and environmental stewardship.

Successfully navigating this journey will require collective efforts from all stakeholders within the Group. Despite the challenges in a market that is dynamic and ever-changing, the Group is confident of being well-positioned and fully capable of achieving meaningful and impactful results through this updated roadmap.

PEOPLE

Positive Social Impact

HUMAN CAPITAL DEVELOPMENT

[GRI 3-3, 403-6, 404-1, 404-2, 404-3]

WHY IT IS IMPORTANT

Our commitment to the relentless development of human capital underscores our strategy to keep our workforce perpetually prepared and highly skilled. This is pivotal in ensuring competence to execute essential strategies, underlining business sustainability across all facets of the triple bottom line.

At KLCCP Stapled Group, we view the cultivation of human capital as a strategic investment in our company's future. Recognising our people as one of our primary assets, we actively invest in learning and development, fortifying the base of our sustained growth and success. We see it as a wise investment ensuring our key capital remains resilient and robust in the face of dynamic business challenges.

OUR APPROACH

We empower our talented workforce to drive sustainable growth by prioritising diverse growth strategies. We ensure they have the skills and capabilities to fulfil their aspirations while meeting stakeholder needs and adapting to the dynamic business landscape.

Training and Development

We foster a culture of self-directed learning, enabling our team to acquire essential skills efficiently. Leveraging cutting-edge e-learning platforms like MyLearningX (MLX), Switch and LinkedIn Learning (LIL), we optimise employees' time and commitment to current tasks while allowing them to pursue the learning and development they need for them to grow.

Workforce Sustainability and Core Capabilities-Building

Aligned with our commitment to creating an agile, inclusive and sustainable workforce in a rapidly changing world, we consistently evaluate and enhance our core capabilities. This ensures our talents are equipped with the necessary skills to excel within the Group.

At the same time, we enhance our organisational performance and sustainability via robust succession plans. Leveraging external assessments and PETRONAS, we conduct comprehensive talent reviews to identify and subsequently grow a pool of talented individuals for key positions.

Workforce Engagement and Well-being

We prioritise employee well-being by fostering a positive and inclusive workplace. Our engagements, spanning various channels, aim to inspire commitment and enhance productivity. Initiatives like townhalls and leadership sessions allow employees to voice their ideas. Additionally, our KLCC Sports and Recreation Club (KSRC) organises diverse activities for work-life integration. We have also implemented a Digital Health platform and organise wellness talks as well as health checks to encourage a healthier lifestyle. In addition, all employees have access to non-occupational medical and healthcare services through a comprehensive insurance package.

Underlining our commitment to adding value, we have delivered a leadership learning series to foster talent development, as well as career management engagement sessions to provide clarity on career progression, career conversations, performance management and leadership competencies.

Promoting teamwork, we prioritise alignment among diverse talents within the Group to cultivate cohesiveness, collaboration, communication and trust. Our inclusive approach includes teambuilding programmes labelled as KLCC Integrated Team Alignment (or ceritaKITA) for all staff, fostering a unified and successful journey for the Group.

2023 in Focus [GRI 2-4, 3-3]

People

KEY INITIATIVES IN 2023

2.4:1
succession ratio of 2 ready talent for each critical position.

100%
completion of core capabilities assessment, from 20% target population involving executives to senior management.

41 Hours
online digital self-learning and physical training per staff/year, the highest annual average recorded since the Group's inception.

Organisational Culture Survey index score of **73** on Employee Wellness, Diversity and Inclusion

Team Building (ceritaKITA):
4 sessions conducted in 2023, attended by total of 249 individuals. Another 4 cohorts will go through the programme in 2024.

Engagement Sessions on Career Management:

6 Engagements
187 Staff Turnout

Engagement sessions focused on:

- Career progression clarity
- Career conversation
- Performance management & leadership competencies

Health and Wellness Programmes:

- Religious activities – talks and congregational prayers.
- Sports & recreational activities
- Industrial Relations for Leaders
- Employee Assistance Programme
- "Poundfit" Fitness Programme
- Fishing Tournament
- Wellness webinar series by AIA
- Expansion of Employee Assistance Programme
- KLCC Long Service Award
- KLCC Annual Dinner

Specific Initiatives in Suria KLCC

1. Developed comprehensive competency profile framework as a tool to measure developmental needs for succession planning.
2. Successfully executed the Performance Development and Succession Programme Clinics in collaboration with the Leadership Team to enhance competencies and identify potential growth opportunities.
3. Integrated the Harrison 10 Key Leadership Competency seamlessly into the competency profile framework for managers and above.
4. Integrated Learning Management System (LMS) into SuccessFactors. The LMS now features a comprehensive array of online training modules, providing accessible and enriching learning opportunities for all staff.

Specific Initiatives in MOKUL Hotel

1. **Department Trainer Programme**
   To enhance department trainers on-the-job training skills and knowledge to deliver effective training to colleagues.

2. **Interviewing for Success**
   To enhance managers' skills and ability to select the right candidate for the right job. 31 recruiting managers attended the training programme in March and August 2023.

3. **MoveUp Programme**
   A middle-management programme consisting of 11 modules to equip potential managers with leadership skills and the ability to demonstrate Mandarin Oriental Hotel Group (MOHG) competencies. Nine assistant managers from various departments attended the programme.

4. **Rising Fans Programme**
   An 18-month programme designed to groom emerging talent – fresh graduates and other high potential employees at the start of their careers – to become leaders within MOKUL Hotel. Rising Fans are placed in various departments to enhance their knowledge and gain cross-functional skills and experience. Eight fresh graduates were enrolled in the programme in January 2023 for Rooms, Spa and F&B.

Engagement Programmes	Description
Colleague & Leader of the Month Award	• 23 line colleagues and 11 managers were recognised in 2023
Colleague Appreciation Day	• Jan – Chinese New Year Festive Celebration • Feb – Valentine Cookies Competition • March – Tea-time with all Colleagues • April – Ketupat Weaving Competition • May – Hari Raya Festive Celebration • June – Spin the Wheel Challenge. • July – 25th Anniversary Quiz Challenge • Aug – Employees Provident Funds (EPF) roadshow • Sept – Legendary Quality Experience (LQE) Celebration • Oct – Fabulous Food Run • Nov – Colleagues Appreciation Luncheon • Dec – Christmas Party at Cafe
Year-End Colleagues Dinner & Dance	• Bringing colleagues together to celebrate the end of the year and to reflect on the events and experiences of the past 12 months.

2023 in Focus [GRI 2-4, 3-3]
People

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Training and Development			
Total investment per year (RM 'mil)	**1.8**	1.0	0.6
Total training hours per year	**40,124**	26,790	11,243
Total training hours per year – Top Management	**1,220**	–	–
Total training hours per year – Management	**6,006**	–	–
Total training hours per year – Executives	**16,871**	–	–
Total training hours per year – Non–Executives	**16,027**	–	–
Average training hours per year per employee	**41**	28	12
Average investment per year per employee (RM)	**6,632**	1,079	650
Percentage of full-time employees (FTE) participating in training and development programmes	**93%**	96%	97%
Percentage of employees reviewed under EPM – Total [1]	**89%**		
Percentage of employees reviewed under EPM – Male [2]	**50.6%**		
Percentage of employees reviewed under EPM – Female [2]	**49.4%**		
Percentage of employees reviewed under EPM – Top Management [2]	**3.9%**		
Percentage of employees reviewed under EPM – Management [2]	**19.7%**		
Percentage of employees reviewed under EPM – Executive [2]	**65.6%**		
Percentage of employees reviewed under EPM – Non–Executive [2]	**10.4%**		
Percentage of employees reviewed under EPM – Proteges/Interns [2]	**0.0%**		
Percentage of employees reviewed under EPM – Disabled Persons [2]	**0.4%**		

[1] Total percentage includes KLCCP, Suria KLCC and MOKUL Hotel permanent employees. All employees eligible for performance review has undergone the process, denoted in the 89%. Non-eligibility is due to status of employment, such as employees under probation, or has not performed their duty for 6 months or more within the performance cycle.
[2] Percentage shown under breakdown of gender and employee category, does not include employee from Suria KLCC and MOKUL Hotel due to specific information not able to be disclosed at this juncture.

Map to

Stakeholders: S2

UNSDG: 3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH

Capitals: HC MC SR IC

HUMAN RIGHTS
[GRI 3-3, 2-7, 2-25, 2-26, 202-2, 405-1, 406-1]

WHY IT IS IMPORTANT

Human rights is about the freedom of every individual to live a life free from fear, harassment or discrimination. In the workplace, it is important to protect human rights in order to demonstrate the value placed on all employees and to nurture a culture in which everyone feels empowered to realise his or her true potential, thereby contributing to the long-term success and sustainability of the Group.

OUR APPROACH

KLCCP Stapled Group goes above and beyond to ensure every aspect of our business upholds the fundamental human rights of everyone associated with the Group. We prohibit forced or child labour, modern slavery or any other form of unfair conduct across our operations. To enhance our ability to protect rights, the Group is establishing a formal human rights governance framework. This is to be launched in 2024 together with more proactive implementation strategies.

Equality, Diversity and Inclusion

We maintain a diverse workforce encompassing different ethnicities, age groups and genders through robust human capital strategies, including effective recruitment and training initiatives. A well-balanced demographic distribution not only fosters a conducive environment for talent retention but also enhances succession planning opportunities.

Demonstrating our commitment to gender diversity, the percentage of women in our workforce increased from 37.5% in 2022 to 39.0%. We have also made strides in improving gender representation and gender pay equity in all facets of the Group.

Non-discrimination

Embracing and respecting individual differences, we cultivate an inclusive environment where each individual feels valued and empowered to voice their unique perspectives as they contribute to daily activities and decisions.

Our belief in the equal treatment of all employees based on merit and ability is enshrined in our Code of Conduct and Business Ethics (CoBE). Any breach of CoBE will be redressed via a comprehensive grievance mechanism which allows employees to raise concerns confidentially.

The Group's Human Capital Department is well-versed in addressing equal opportunities and dignity at work, leveraging a robust mechanism to resolve grievances promptly and confidentially. This mechanism not only safeguards our workforce against discrimination but also proactively addresses issues at their inception, reinforcing our commitment to a fair and inclusive workplace.

82% of top management is local

76 proteges/interns present within the group

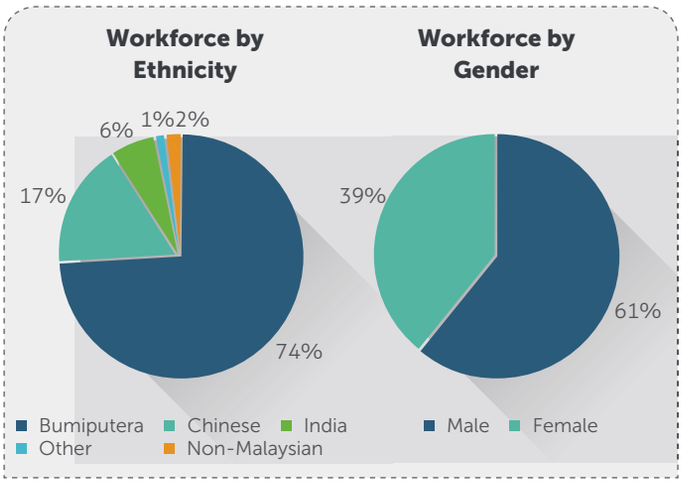
4 Disabled persons employed within the group

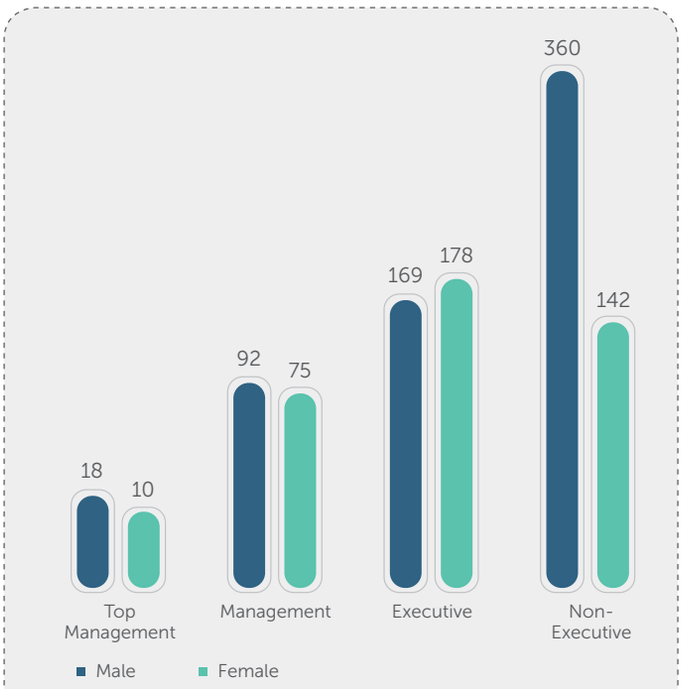
Grievance Mechanism for Human Rights Issues

The Group provides our internal and external workforce a formal grievance mechanism to report any perceived human rights issue. Upon substantiation, all such reports are thoroughly investigated, addressed and resolved.

Managing Human Rights Risks Strategically

We embarked on our social performance journey with the development in [2022] of a 3-Year Social Performance Strategy to manage human rights risks in KLCC. This strategy presents a structured approach to aligning our resources with responsible business conduct across our operations and supply chain.





2023 in Focus [GRI 2-4, 3-3]
People

KEY INITIATIVES IN 2023

Office and Car Park

Non-Discrimination

KLCC Group Health, Safety and Environment Department (GHSE) conducting a human rights session with KPM service providers

Social Risk Assessment

During the year, we intensified our Social Risk Assessment (SRA) for a deeper understanding of human rights issues across our value chain involving staff, contractors and communities. Through this exercise, KLCCP Stapled Group identified our human rights risks as well as mechanisms to control them. We also established an SRA technical standard to standardise the methodology to assess and mitigate the social risks of projects.

In addition, we conducted several human rights awareness sessions for our contractors introducing them to human rights legislation and practices, as well as our grievance mechanism. These sessions were delivered as part of the 3-Year Social Performance Strategy.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Non-Discrimination			
Total number of employee discrimination incidents	**0**	0	0
Number of corrective actions taken	**n/a**	n/a	n/a
Gender Equality [1]			
Workforce by Gender – Male	**639 (61.21%)**	603	557
Workforce by Gender – Female	**405 (38.79%)**	363	356
Employee Position			
Top management (Male)	**18 (1.72%)**	17	13
Top management (Female)	**10 (0.96%)**	9	7
Management (Male)	**92 (8.81%)**	95	151
Management (Female)	**75 (7.18%)**	70	105
Executive (Male)	**169 (16.20%)**	–	393
Executive (Female)	**178 (17.05%)**	–	244
Non-Executive (Male)	**360 (34.48%)**	–	–
Non-Executive (Female)	**142 (13.60%)**	–	–
Gender Pay Indicator			
Annual Compensation for Employees – Total (RM)	**Mean: 116,562 Median: 92,907**	–	–
Annual Compensation for Employees – Male (RM)	**Mean: 118,316 Median: 95,180**	–	–
Annual Compensation for Employees – Female (RM)	**Mean: 113,878 Median: 87,984**	–	–

2023 in Focus [GRI 2-4, 3-3]
People

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Diversity (Ethnicity) [1]			
Workforce by Ethnicity			
Bumiputera	**774 (74.14%)**	707	685
Chinese	**174 (16.67%)**	153	133
Indian	**69 (6.61%)**	62	54
Other	**8 (0.77%)**	44	41
Non-Malaysian	**19 (1.82%)**	-	-
Workforce by Ethnicity – Top Management			
Bumiputera	**10 (0.96%)**	-	-
Chinese	**11 (1.05%)**	-	-
Indian	**1 (0.10%)**	-	-
Other	**1 (0.10%)**	-	-
Non-Malaysian	**5 (0.48%)**	-	-
Workforce by Ethnicity – Management			
Bumiputera	**90 (8.62%)**	-	-
Chinese	**56 (5.36%)**	-	-
Indian	**12 (1.15%)**	-	-
Other	**4 (0.38%)**	-	-
Non-Malaysian	**5 (0.48%)**	-	-
Workforce by Ethnicity – Executives			
Bumiputera	**278 (26.63%)**	-	-
Chinese	**45 (4.31%)**	-	-
Indian	**18 (1.72%)**	-	-
Other	**0**	-	-
Non-Malaysian	**6 (0.57%)**	-	-
Workforce by Ethnicity – Non-Executives			
Bumiputera	**396 (37.93%)**	-	-
Chinese	**62 (5.94%)**	-	-
Indian	**38 (3.64%)**	-	-
Other	**3 (0.29%)**	-	-
Non-Malaysian	**3 (0.29%)**	-	-

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Diversity (Age Group) [1]			
Workforce by Age Groups			
Below 30	**291 (27.87%)**	248	175
30 – 39	**324 (31.03%)**	308	316
40 – 49	**242 (23.18%)**	248	247
50 – 59	**173 (16.57%)**	160	172
60 Above	**14 (1.34%)**	2	3
Workforce by Age Groups – Top Management			
Below 30	**0**	-	-
30 – 39	**2 (0.19%)**	-	-
40 – 49	**7 (0.67%)**	-	-
50 – 59	**15 (1.44%)**	-	-
60 Above	**4 (0.38%)**	-	-
Workforce by Age Groups – Management			
Below 30	**7 (0.67%)**	-	-
30 – 39	**43 (4.12%)**	-	-
40 – 49	**70 (6.70%)**	-	-
50 – 59	**43 (4.12%)**	-	-
60 Above	**4 (0.38%)**	-	-
Workforce by Age Groups – Executives			
Below 30	**95 (9.10%)**	-	-
30 – 39	**162 (15.52%)**	-	-
40 – 49	**58 (5.56%)**	-	-
50 – 59	**32 (3.07%)**	-	-
60 Above	**0**	-	-
Workforce by Age Groups – Non-executives			
Below 30	**189 (18.10%)**	-	-
30 – 39	**117 (11.21%)**	-	-
40 – 49	**107 (10.25%)**	-	-
50 – 59	**83 (7.95%)**	-	-
60 Above	**6 (0.57%)**	-	-
Human Rights Grievances			
Total number of substantiated grievances recorded	**0**	0	0
Total number of grievances resolved through formal grievance mechanism	**0**	0	0

[1] Workforce total does not include outsourced employees, and proteges/interns. Disabled persons number is not included in the overall total, as it has already been accounted for in each employee category.

Map to

Stakeholders: S2 S4 S5 S6

UNSDG:

Capitals: HC MC SR IC

2023 in Focus [GRI 2-4, 3-3]
People

LABOUR STANDARDS AND PRACTICES
[GRI 401-1, 405-2]

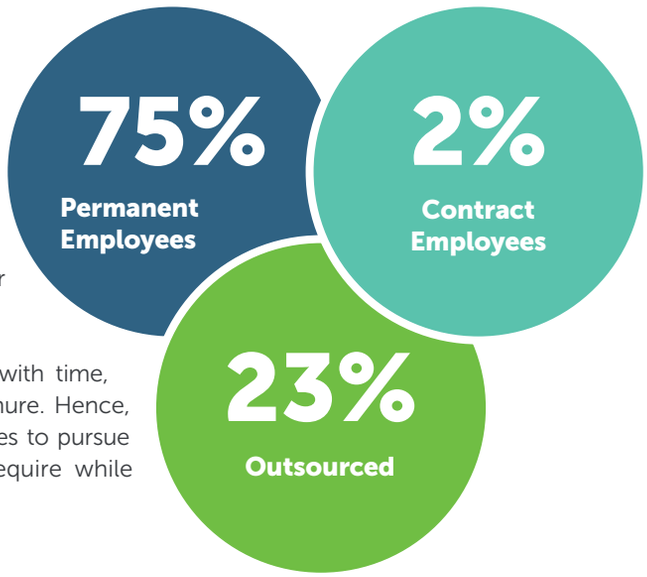
WHY IT IS IMPORTANT

It is important to adhere to the country's robust labour standards and practices to support our commitment to treating all employees with the respect and dignity they deserve. This is in line with our commitment to responsible and sustainable business operations, and serves as a strategic investment in our workforce, driving our competitive edge in the industry.

OUR APPROACH

Compensation, Benefits and Talent Retention

In our continuous pursuit of excellence, we have maintained the process of comprehensive reviews, benchmarking against similar industry players. That our dynamic grade structure and well-balanced salary scale is attractive is evident by our increasing retention rate. In 2023, we also started to monitor our absenteeism rate as an indicator of staff well-being, reflecting our labour standards and practices.



The Group acknowledges that employees' interests may change with time, along with a desire to perform different job scopes along their tenure. Hence, we provide an internal sourcing mechanism which allows employees to pursue new roles; and help them to develop the new skillsets they require while leveraging their existing skills.

Responsible Employment

Our unwavering adherence to Malaysian Labour Laws coupled with zero tolerance for modern slavery or child labour underscores our dedication to ethical employment. Our holistic approach extends to suppliers and partners, holding them to rigorous standards through our Supplier Code of Conduct. By integrating responsible employment practices into our core values, we not only mitigate risks but also foster a workplace culture that aligns with sustainable and socially conscious investing.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Absenteeism			
Number of Absent Days	**5,656**	–	–
Absenteeism Rate [1]	**2%**	–	–
Responsible Employment			
Permanent/Full-Time Employees (FTE)	**1,023**	946	–
Contract Employees	**21**	20	–
Outsourced Employees	**289**	341	–
Total Employees	**1,333**	1307	–
% of Non–Permanent Employees	**23%**	30%	–
Hiring Trend			
New Employee Hires	**256**	–	–
New Employee Hires – Male	**167**	–	–
New Employee Hires – Female	**89**	–	–
% Filled by Internal Candidates	**9%**	–	–
Average Hiring Cost/FTE	**40,596**	–	–
Employee Turnover			
Permanent Employee – Total	**184**	–	–
Permanent Employee – Top Management	**6**		
Permanent Employee – Management	**31**		
Permanent Employee – Executive	**51**		
Permanent Employee – Non–Executives	**96**		

[1] Absenteeism rate is calculated based on [Number of absentee days in the reporting period/Total days scheduled to be worked in the accounting period] x 100

Map to

Stakeholders: S1 S2 S4

UNSDG: 3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH

Capitals: HC MC SR IC

2023 in Focus [GRI 2-4, 3-3]
People

HEALTH, SAFETY AND SECURITY
[GRI 2-8, 2-27, 403-1, 403-2, 403-3, 403-5, 403-8, 403-9, 403-10]

WHY IT IS IMPORTANT

In the realm of sustainable business practices, the KLCCP Stapled Group recognises the vital role that Health, Safety and Security management plays in fostering a resilient and responsible corporate environment. Our steadfast commitment to the well-being of all stakeholders, be they employees, partners, customers or the communities we operate in, underscores our dedication to creating lasting value.

We understand that our success hinges on the well-being of our people and the security of our operations. As such, we strive continually to elevate our health and safety (H&S) standards, ensuring our practices exceed industry benchmarks. By integrating modern technologies, fostering a culture of continual improvement, and championing innovative solutions in all our business functions and operations, we position ourselves as leaders in the H&S realm within the business landscape.

Our sustainability journey is not just about adhering to guidelines; it is a commitment to building a legacy of safety, resilience and ethical stewardship. The KLCCP Stapled Group believes that by prioritising Health, Safety and Security, we not only mitigate risks but also fortify the foundation upon which sustainable business resilience is built.

OUR APPROACH

Health and Safety Management

At the heart of our approach is a robust self-regulated HSE Management System. Fortified by an HSE Policy encompassing our commitment to the highest performance standards, the Group ensures all our business functions and operations are conducted without any harm to internal and external parties.

Both our HSE Management System and Mandatory Control Framework (MCF) are assessed by internal and external parties to ensure the processes meet the requirements of standards subscribed to. Our ISO 45001:2018 certification serves as recognition that the HSE Management System implemented in KLCCUH, KPM and MOKUL Hotel meets international standards. The external assurance conducted by SIRIM in 2023 resulted in a zero non-conformance report (NCR) and only two opportunities for improvement (OFI), the latter an improvement from the previous year. Actions to address the findings have been identified and undertaken to leverage opportunities to improve the management system further.

We also achieved zero non-compliance to laws and regulations from the authorities, reflecting a high level of health and safety performance benchmarked against industry best practices.

Proactive Incident Management

Incident management forms a critical part of the HSE Management System and MCF. Key processes are in place to ensure H&S related hazards and risks that may arise from operational activities are managed and controlled in accordance with the hierarchy of control, through the Hazards and Effects Management Process (HEMP).

The Unsafe Act Unsafe Condition (UAUC) process is another proactive effort undertaken whereby employees report potential hazards or risks identified, without fear of reprisals. Should an incident occur, response procedures are executed to minimise the impact. These are followed by investigations into the root causes and necessary actions to prevent any recurrence.

In 2023, a total of 7.96 million manhours were recorded, of which 61% or 4.86 million manhours originated from contractors. Of the remaining 39% or 3.1 million manhours accounted for by our employees, most were in the hotel and retail segments. Testifying to our commitment to H&S, the Group successfully maintained zero fatalities within our business operations this year, despite the increase in manhours.

We also recorded four Lost Time Injury (LTI) cases during the year, leading to a frequency rate of 0.50. Actions to address the incidents and prevent their recurrence have been identified and implemented, such as the repair of defective parts or items, inspection of existing controls, and briefings to key personnel on the root causes. All learnings have also been shared with employees.

Generative HSE Culture

KLCCP Stapled Group acknowledges the importance of a strong Generative HSE Culture, which can only be amplified in terms of maturity by instilling personal accountability at all levels. Efforts to enhance such a culture have resulted in increased awareness and understanding of HSE principles among all employees as well as improved leadership effectiveness in driving more initiatives.

In 2023, the Group achieved a rating of 4.25 on the Generative Culture Ladder with a response rate of above 99% in the Culture Maturity Survey across KLCCP. This reflects our dedication to maintaining exceptional HSE practices across our operations. We adhere strictly to HSE standards, cultivating a culture of compliance and leadership among our employees and contractors, reinforcing our position as a sound investment choice.

The HSE training programmes organised in 2023 were pivotal to this achievement. The number of employees trained in the year increased significantly, demonstrating conscientious efforts to inculcate the Generative HSE Culture we desire.

Digitalising HSE

KLCCP Stapled Group has increasingly digitalised our HSE solutions including performance and incident reporting, resulting in increased reporting process cycle efficiency and improved data-driven decision-making.

The solutions implemented not only optimise operational efficiencies by streamlining HSE reporting and management processes, they also enhance our capacity to discern valuable trends and patterns in HSE performance. As a result, we have solidified our reputation as a leader in technology-driven HSE management.

Security Management

Maintaining a robust security and surveillance system is crucial to safeguard the renowned PETRONAS Twin Towers, ensuring open and free access for visitors while managing security incidents affecting nearby structures. The Integrated Security Operation Center (ISOC), equipped with advanced digital technology, serves as the central hub for monitoring security in the KLCC Precinct, supporting our updated security approach.

In 2023, as in previous years, there were no reported security breaches across all KLCCP Stapled Group Assets and Operations.

Additionally, our adherence to ISO 18788:2015 for KLCCUH reflects our dedication to maintaining a security management system that aligns with international best practices.

Lost Time Injury (LTI) Incidents

2023: **4** 2022: **2** 2021: **1**

Lost Time Injury (LTI) Frequency Rate

2023: **0.50** 2022: **0.26** 2021: **0.14**

Work Related Fatalities

2023: **0** 2022: **0** 2021: **0**

Loss of Primary Containment (LoPC)

2023: **0** 2022: **0** 2021: **0**

Number of employees trained on Environmental Standards

52

Number of employees trained on Health and Safety Standards

103

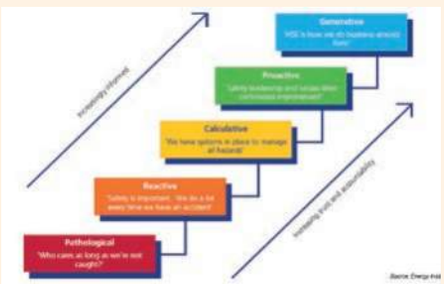
ZERO legal and regulatory related non-compliance from authorities

ZERO NCR from SIRIM Audit

2023 in Focus [GRI 2-4, 3-3]
People

KEY INITIATIVES IN 2023

Generative HSE Culture



The Generative HSE Culture maturity survey for 2023 was rolled out in January 2024 to all employees, leading to our achieving the 2023 target

Engagements and roadshows on Generative HSE Culture in 2023

Health and Safety Training Programmes

Various training programmes on topics such as Workplace Indoor Air Quality, Fire Safety, Basic Occupational First Aid and Automated Emergency Defibrillator (AED) were conducted in 2023, both in person and virtually

Internal and External Engagements

KLCC HSE Fraternity Engagement

KLCCUH Executive Director was invited as the Keynote Speaker at the 2023 Asia Pacific OSH Conference

Courtesy cisit by the Deputy Director General of JBPM to PETRONAS Twin Towers' Centralised Emergency Control Centre (CECC)

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Manhours			
Manhours Worked ('mil)	**7.96**	7.61	6.94
Incidents			
LTI Incidents	**4**	2	1*
LTI Frequency [1]	**0.50**	0.26	0.14*
Work Related Fatalities	**0**	0	0
Loss of Primary Containment (LoPC)	**0**	0	0
Unsafe Act Unsafe Condition (UAUC) Reported	**1,110**	970	1,339
HSE Programmes			
Internal Audits	**9**	9	8
Non-conformances Issued	**18**	20	11
Non-conformances Closed	**18**	20	11
Inspections Conducted	**615**	588	601
Inspection Finding Resolution Rate	**100%**	100%	100%
SIRIM Audit NCR Issued	**0**	0	0
SIRIM Audit OFI Issued	**2**	9	5
Number of Entries by Authority	**7**	4	4
Number of Stop Work Issued by Authority	**0**	0	0
Number of Training on Environmental Standards	**52**	44	20
Number of Training on Health and Safety Standards	**103**	71	53

[1] LTI Frequency Rate is calculated using the following formula – [(Number of LTI case x 1,000,000 Manhours Worked)/ Total Manhours Worked]
* Denotes data that have been restated from prior reports due to updates post disclosure.

Map to

Stakeholders: S1 S2 S4 S5

UNSDG: 3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH

Capitals: HC MC SR IC

PLANET

Safeguard The Environment

CLIMATE CHANGE AND ENERGY MANAGEMENT

[GRI 302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7]

WHY IT IS IMPORTANT

The effects of climate change are becoming more evident in increasing climate events such as floods, typhoons, heat waves, forest fires and droughts, among others. These necessarily have a negative impact on communities, often damaging homes as well as livelihoods. For the KLCCP Stapled Group, climate change, which is exacerbated by carbon emissions (from energy consumption among others), has the potential to damage our assets and communities.

OUR APPROACH

We adopt a practical and measurable approach in addressing climate change and energy management, in line with market expectations. Our aim is to safeguard long-term portfolio value, mitigate environmental risks, and contribute to broader sustainability goals. Via proactive strategies, we enhance the durability of our assets and fulfil our role as a responsible corporate citizen, contributing to a more sustainable and resilient future. We seek to assure our stakeholders that we are committed to protecting the environment along with their long-term interests.

Our Climate Action Journey

2015
- Commenced reporting on GHG emissions and energy consumption data

2016
- Developed a carbon inventory to establish emissions baseline and monitor GHG emissions

2017
- Discussed the recommendations by TCFD with SSC in line with Bursa Malaysia's approach to TCFD recommendations

2018
- Established Energy Management Committee
- Discussed our proposed Climate Change Position Statement
- Conducted a Climate Change Workshop in collaboration with GHSE, PETRONAS
- Disclosed our GHG emissions and energy consumption targets in our 3-Year Sustainability Roadmap

2019
- Established a Climate Change Position Statement
- Engaged with GHSE, PETRONAS to explore TCFD recommendations and the way forward for the Group

2020
- Launched the Integrated Building Command Centre (IBCC) for facilities management to enable real-time operations and automation, contributing to overall performance efficiency
- Continued to explore TCFD recommendations on reporting requirements and disclosures and the way forward

2021
- Assessed our readiness to support TCFD recommendations.
- Conducted a workshop on Net Zero Carbon Emissions (NZCE) in collaboration with GHSE, PETRONAS

2022
- Assessed our sustainability management against TCFD recommendations
- Working towards aligning our carbon reduction with PETRONAS Net Zero Carbon Emissions 2050 target

2023
- Engaged industry expert to align our disclosures with TCFD recommendations
- Conducted gap analysis and physical & transition climate risk assessment
- Committed to disclosure aligned with TCFD recommendations by 2024

Climate Action Strategies

Our climate action journey began years ago when we recognised the importance of reducing our carbon emissions in order to halt or at least mitigate climate change. We set yearly targets for emissions reduction in the 5-year Sustainability Roadmap rolled out in 2019 and, guided by meticulously crafted strategies that consider the intricacies and specific nature of our operations, has consistently endeavoured to meet all of these. In 2022, we further strengthened our decarbonisation and climate resilience efforts by stating our goal of achieving Net Zero Carbon Emissions by 2050.

Thanks to our collaboration with PETRONAS in establishing a GHG emissions forecasting tool, we are now strategically positioned to set carbon reduction targets for each specific operation. This facilitates the development of precise decarbonisation strategies tailored to the requirements of each operation.

Our decarbonisation strategy revolves around three main aspects: reduced energy consumption, use of energy-efficient equipment, and incorporation of renewable energy. Specific initiatives implemented at each operation will align with these key aspects, adjusted to suit the unique nature of their respective businesses.

2023 in Focus [GRI 2-4, 3-3]
Planet

Carbon Emissions Accounting and Reduction

All our strategies depend on having in place a transparent emissions database and accurate monitoring systems to indicate how much carbon we are emitting, and how successful our efforts are in reducing our emissions year to year.

Our emissions measurement is guided by the Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard. Adopting the standard's organisational and operational boundaries approach, we developed our targets in the 5-year Sustainability Roadmap using 2015 as the base year.

KLCCP Stapled Group monitors emissions from all our assets and operating units, covering the following

Scope 01

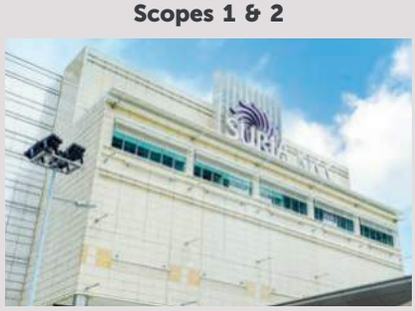
Scope 02

Scope 03

Category 13 – Downstream Leased Assets – This involves indirect emissions from assets that KLCCP Stapled Group owns and leases on an operational or financial lease. As to date, the only asset under this category is the tenanted levels of Menara ExxonMobil.

Category 15 – Investment – This involves indirect emissions from assets owned and leased under a management agreement, i.e. assets under our Triple Net Lease Agreement. KLCCP SG also accounts for Scopes 1 and 2 emissions from assets under this category considering our equity in them.

Scopes 1 & 2



Suria KLCC

Scope 3 Category 13

Menara ExxonMobil

Scope 3 Category 15

PETRONAS Twin Towers

Menara 3 PETRONAS

Menara Dayabumi

Mandarin Oriental Kuala Lumpur

In 2023, we managed to achieve substantial GHG emissions reductions in line with our 5-year Sustainability Roadmap targets for each of the following segments – Office and Car Parks, Hotels and Retail. This stems from the carbon reduction initiatives implemented by each Operating Unit (OPU) as described in the key initiatives section below.

Task Force on Climate-Related Financial Disclosures (TCFD) Reporting Framework

Continuing from the initial mapping of the sustainability management approach against the four pillars of TCFD recommendations in 2022, we brought in external experts in 2023 to pinpoint gaps in our sustainability framework, approach and disclosures compared to the recommendations.

This was crucial for the integration of TCFD recommendations into our sustainability reporting, covering all pillars including climate scenario analysis and risk assessments. It also allows the experts to share best global practices with KLCCP Stapled Group, enabling us to adopt these practices and strengthen our sustainability strategy.

The Group plans to disclose full alignment of our sustainability report with TCFD recommendations in 2024.

Energy Management

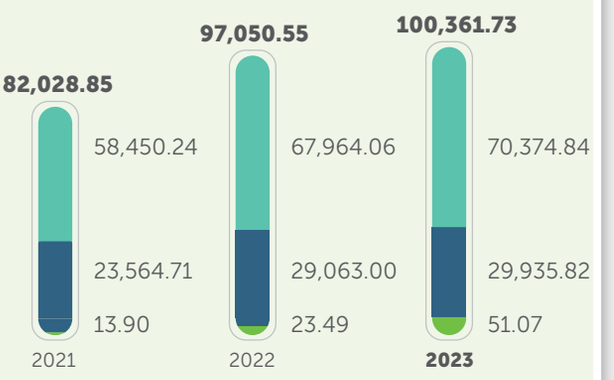
Energy management is essential for our Group as we navigate ever-changing market demands in Malaysia. Implementing energy-efficient practices not only leads to cost savings but also contributes to environmental conservation. By reducing our energy consumption through sustainable energy solutions, we actively lower our carbon footprint, aligning with global initiatives for a more sustainable future.

One of the efforts undertaken has been to acquire green building certification for the iconic PETRONAS Twin Towers and Menara 3 Petronas, with the former achieving a Gold GBI rating and the latter a GBI Silver. This translates into 58% of our gross floor area being certified green.

Our energy management strategy focuses on promoting responsible consumption within our operations and steering clear of unnecessary energy usage. This is achieved through administrative measures and technological upgrades, such as retrofitting facilities and equipment with low-energy alternatives. Our commitment is evident in the consistent reduction of building energy consumption and intensity from the base year of 2015. Although our energy consumption across all segments increased year on year in 2023, this was the result of significantly increased footfall and occupancy within our retail and hotel segments.

Recognising that renewable energy will be vital to reducing the Group and the country's carbon emissions, we are focusing on increasing solar energy generation in our operations.

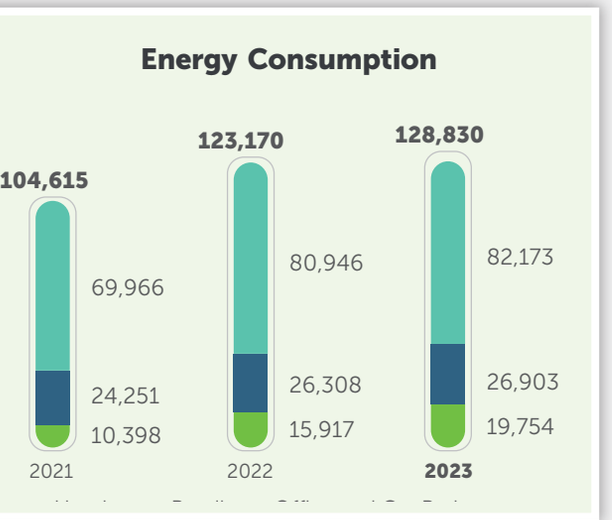
23% absolute GHG emissions reduction from base year 2015



In 2023, our overall energy consumption:

Increased by **5%** compared to 2022

Decreased by **13%** compared to base year 2015



Generated **440,468** kWh of solar energy in 2023

2023 in Focus [GRI 2-4, 3-3]
Planet

KEY INITIATIVES IN 2023

Office and Car Park

PETRONAS Twin Towers

- Completion of LED light replacement in common areas and mechanical floor
- Optimisation of chilled water usage in accordance with Delta-T requirements
- Improved lighting control perimeter area operation hours

Menara Dayabumi

- Completion of chiller overhaul
- Completion of LED light replacement with motion sensor in staircase
- Optimisation of car park lighting usage
- De-lamping at KLCCUH office

Supplied and installed new Building Control System (BCS) central server and peripherals in control room; new IP-based network controller, and IP Building Automation and Control Network (BACNet) Variable Air Volume (VAV) controller, indoor BCS enclosure, portable operator, field sensors; and modified existing BCS interface in all control panels

Menara 3 PETRONAS

- Replacement of domestic water pump auto trans to Variable Speed Drive (VSD)

Menara ExxonMobil

Retail

Energy Consumption

- All lights in janitor rooms throughout the mall are switched off when not in use.
- A modernisation project for escalators that enhances safety, improves efficiency, and provides a better user experience is under way at Ramlee Mall. The project spans from Levels G to C and Levels 1 to 2. The project will also reduce future maintenance costs and enhance property value.

Hotel

Energy Consumption

- Introduction of heat pump system for hot water in guest rooms to reduce natural gas consumption.
- Upgrade of Inncom system during rooms renovation for better control of lighting and air conditioning in guestrooms.
- Shut off individual air-conditioning units in unoccupied areas.
- Switch off lights when there is low or no activity, and in non-essential areas.
- Installation of LED lights in 90% of areas that need to be lit.

KEY PERFORMANCE INDICATORS

Indicator:		2023	2022	2021
Green House Gas Emissions (tCO_2e)				
Scope 1 Total		**51.07**	23.49*	13.90*
– Office and Car Park		**48.93**	20.79*	11.55*
– Retail		**2.14**	2.70*	2.36*
– Hotel		**0**	0	0
Scope 2 Total		**29,935.82**	29,063.00*	23,564.71*
– Office and Car Park		**7,134.39**	6,749.08*	3,141.28*
– Retail		**22,801.43**	22,313.92*	20,423.43*
– Hotel		**0**	0	0
Scope 3 Total (Category 13 – Downstream Leased Assets; and Category 15 – Investments)		**70,374.84**	67,964.06*	58,450.24*
– Office and Car Park		**53,595.44**	54,008.20*	49,189.12*
– Retail		**0**	0	0
– Hotel		**16,779.40**	13,955.86*	9,261.62*
Total GHG Emissions (S1, 2 and 3)		**100,361.73**	97,050.55*	82,028.85*
Energy Management				
Total Energy Consumption (MWh)		**128,830**	123,170*	104,615*
– Office and Car Park ('000)		**82,173**	80,946	69,966*
– Retail ('000)		**26,903**	26,308*	24,251*
– Hotel ('000)		**19,754**	15,917*	10,398*
Energy Intensity (kWh/m2. yr)				
– Office and Car Park	PETRONAS Twin Towers (Tower 1)	**109**	109*	99*
	PETRONAS Twin Towers (Tower 2)	**95**	92*	82*
	Menara 3 PETRONAS	**178**	172*	136*
	Menara Dayabumi	**103**	106*	98*
	Menara Exxonmobil	**224**	214*	182*
– Retail	Suria KLCC	**183**	179*	165*
– Hotel	Mandarin Oriental, Kuala Lumpur	**219**	177*	115*
Renewable Energy				
Energy Generated from Solar (kWh)		**440,468**	415,421	470,770

* Denotes data that have been restated from previous reports due to updates post disclosure.

Map to

Stakeholders: S1 S2 S3 S4 S5 S6

UNSDG: 3 GOOD HEALTH AND WELL-BEING; 7 AFFORDABLE AND CLEAN ENERGY; 11 SUSTAINABLE CITIES AND COMMUNITIES; 13 CLIMATE ACTION

Capitals: NC FC

2023 in Focus [GRI 2-4, 3-3]
Planet

ENVIRONMENTAL MANAGEMENT – WATER AND WASTE MANAGEMENT
[GRI 303-1, 303-5, 306-1, 306-2, 306-3, 306-4, 306-5]

WHY IT IS IMPORTANT

Our commitment to environmental management goes beyond strategy; it is a profound recognition of our role in building a sustainable future. Through conscientious eco-friendly practices, we actively reduce our ecological footprint, positioning our properties as symbols of modernity and environmental responsibility. Engaging tenants in environmentally conscious practices empowers individuals to contribute actively to global environmental preservation. Our commitment to improving the environmental quality of surrounding communities reflects a deep-seated belief that our actions today shape tomorrow's world. In summary, our environmental management strategy serves as a testament to our dedication to creating a sustainable and responsible future.

OUR APPROACH

In our ongoing commitment to safeguard the environment, we address the critical aspects of water and waste management. Our focus lies in actively reducing consumption trends, recognising the pivotal role this plays in enhancing sustainability. Through strategic measures, we are making strides to minimise water usage and optimise waste management practices. This not only aligns with environmental responsibility but also underscores our dedication to being a positive force for sustainability in Malaysia.

Water Management

Water consumed in our office buildings, retail malls and hotel facilities comprises municipal water. We continually look for ways that the Group, including our stakeholders, can improve our water efficiency. This includes the installation of water-efficient systems and adoption of non-wasteful behaviours. Water consumption increased in 2023 compared to the previous year because of the increase in business activities, signified by the rise in footfall and occupancy rates. Nonetheless, our consumption was 16% less than our 2015 base year. We have also installed appropriate controls to ensure all our operations do not contribute to any form of water pollution.

Waste Management

Minimising GHG emissions associated with landfill operations is key to our waste management. By reducing unnecessary waste generation and diverting waste away from landfills, we actively contribute to a low-carbon environment.

Our waste management processes align with the Solid Waste and Public Cleansing Management Act 2007 and other relevant regulatory standards. Most of our non-hazardous waste originates from building operations and food establishments. Such waste is diverted from landfills through effective reduce, reuse, recycling and composting initiatives. In 2019, we introduced a Single Use Plastic (SUP) phase-out initiative, as well as a collaborative waste recycling and recovery programme for items such as paper, fabric and used cooking oil (UCO).

Our hazardous waste management adheres to the Environmental Quality (Scheduled Waste) Regulations 2005, and involves the proper disposal of items such as light bulbs and electronic waste.

Through responsible waste management, we aim to foster a sustainable environment that benefits both our business and the community.

KEY INITIATIVES IN 2023

Group

Used Cooking Oil (UCO) Recovery Drive

This programme educates employees and tenants about the crucial role of UCO as a bio-feedstock for bio-refinery, highlighting its potential contribution to our sustainability agenda. Collaborative efforts between KLCCP, PETRONAS and Capital Oil led to a series of UCO collection events from July to December 2023. A total of 692.87 kg of UCO was collected from the recovery drive.

Fabric Recycling Drive

Out of the **13.9 million tonnes** of total waste generated in **Malaysia** in 2021, **3.1%** or **432,901 tonnes** were fabric waste.
(Compendium SWCorp, 2022)

Fast fashion has become a popular trend, generating a significant amount of fabric waste. In our commitment to fostering a more sustainable nation, we are creating awareness as well as offering a means for our employees, tenants and the community to recycle their unwanted fabrics, diverting it from the landfill.

In collaboration with POS Malaysia, MISC and Lifeline Clothing (LLC) Malaysia, we have installed a fabric recycling bin in Menara Dayabumi, which is accessible to all stakeholders mentioned. This initiative aligns with the KLCCP Sustainability Framework, supporting UNSDG 11 – Sustainable Cities and Communities, and UNSDG 12 – Sustainable Consumption and Production.

Office

Phasing Out Single Use Plastics (SUPs)

- Cleared out existing stock of plastic PET bottles
- Replaced plastic food containers with new food packaging upon success of pilot programme
- Provided new vending machines with enhanced flavours along with "use your own cup feature", replacing paper cups
- Procured 12,000 glasses and 570 jugs for meeting rooms and conference floors
- Modified labelling on recycling bins to create greater tenant awareness and avoid confusion
- Verified list of external caterers and F&B suppliers in Suria KLCC & Avenue K to ensure both food hygiene and eco-friendly food packaging

Approved & Verified Food Outlets (Suria KLCC & Avenue K)
1st Review: **83 outlets**
2nd Review: **60 outlets**

Collaborative Efforts with PETRONAS

3R Recycling Program as part of Phasing Out Single Use Plastics (SUPs)

KLCCUH worked with PETRONAS Trading Corporation Sdn Bhd (PETCO) at PETRONAS Twin Towers to eliminate the use of plastics and enforce collection and segregation of plastic waste for recycling.

Paper Recycling Drive

We collaborated with PETRONAS Downstream Business Excellence (DBE) in its effort to collect wastepaper at its office in PETRONAS Twin Towers.

Phase Out of SUPs in Sembang Petang

We shared insights on phasing out SUPs with stakeholders at "SUPs Sembang Petang" events organised by PETRONAS, led by the Executive Director of KLCCUH, Dato Ts. Izwan Hasli.

2023 in Focus [GRI 2-4, 3-3]
Planet

Car Park

KPM Recycle Waste Campaign FY2023

The KPM Recycle Waste Campaign FY2023 reflects our acknowledgement of the importance of waste management in reducing operational costs and our environmental footprint, while enhancing our reputation and stakeholders' trust. Throughout the year-long campaign, various programmes were organised to foster greater environmental awareness among our staff.

Retail

Initiative	Details
Water Usage	• Rectify leaking pipes by promptly repairing or replacing the faulty sections. • Collaborate closely with tenants to promote responsible water usage practices.
Waste Generation	• Encourage mall food & beverage (F&B) tenants to segregate food waste into recycling and non-recycling bins, thereby boosting landfill diversion efforts. • Facilitate CEPSWAM competent persons' understanding of the Scheduled waste management process and ensure legal compliance with EQ (Scheduled Waste) Regulations 2005 via cross audits involving Suria KLCC.

Hotel

Initiative	Details
Water Usage	• Installation of water filters at Basement 4 of the Hotel has clarified water used in flushing in guestrooms resulting in reduced water consumption.
Waste Generation	• Waste separation at source with different bins for recyclables, non-recyclables and food waste. • 100% removal of single-use plastic in hotel operations. • Annual waste management training for colleagues to reinforce proper waste management behaviour at MOKUL Hotel.

KEY PERFORMANCE INDICATORS

Indicator:		2023	2022	2021
Water Management [1]				
Water Consumption (m3)	Office	**570,412**	490,248	311,244
	Retail	**475,653**	422,417	303,806
	Hotel	**175,281**	150,153	78,228
	Total water consumption	**1,221,346**	1,062,818	693,278
Water Intensity (m3 per sqm of gross floor area)	Office	**0.49**	0.42*	0.27*
	Retail	**3.31**	2.94*	2.12*
	Hotel	**1.61**	1.38*	0.72*
	Office	**0.45**	0.42*	0.27*
Non-Hazardous Waste Management				
Waste Generated (MT)	Office and Car Park	1,371	830	232
	Retail	4,066	3,291	1,879
	Hotel	954	647*	774*
	Total waste generated	6,392	4,768	2,885*
Waste Disposed (MT)	Office and Car Park	1,331	823	223
	Retail	3,560	2,947	1,672
	Hotel	659	311	99
	Total waste disposed	5,550	4,081	1,994
Percentage Waste Diverted from Landfill (MT)	Office and Car Park	3%	1%	4%
	Retail	12%	10%	11%
	Hotel	31%	52%	64%
Hazardous Waste Management				
Waste Generated (MT)	Office and Car Park	1.23	1.69	2.79
	Retail	0.32	0.29	0.36
	Hotel	1.05	1.39	0.36
	Total waste generated	2.60	3.37	3.51
Waste Disposed (MT)	Office and Car Park	1.46	1.18	0.49
	Retail	0	0	0.36
	Hotel	1.05	1.41	0.32
	Total waste disposed	2.51	2.59	1.17

[1] Water intensity data restated due to change of denominator from Net Floor Area in prior reporting to Gross Floor Area in 2023.
* Denotes data that has been restated from prior reports due to updates post disclosure.

Map to

Stakeholders: S1 S2 S3 S4 S5 S6

UNSDG:

Capitals: NC FC

PEACE

Responsible Governance

CORPORATE GOVERNANCE

[GRI 2-9, 2-25, 2-26, 405-1]

WHY IT IS IMPORTANT

Corporate governance is crucial in shaping the trajectory of a company. Through well-structured corporate governance frameworks, companies are able to ensure that policies and procedures are adhered to across the entire value chain, protecting the organisation's financial and non-financial well-being while protecting stakeholders' interests and contributing positively to sustainability. A critical component of corporate governance is the identification and proactive management of risks that could impact the company's ability to achieve its strategies. Meanwhile, transparent communication of these strategies fosters stakeholder trust and confidence, essential for the Group's sustained growth.

OUR APPROACH

Risk and Crisis Management

An effective and sound risk management system is important to achieve our business strategies and objectives, hence is integral to KLCCP Stapled Group's business. We leverage the KLCC Group Enterprise Risk Management (ERM) Framework which sets out our risk policy, risk governance and structure, risk measurement, risk operations and system. The ERM Framework ensures the Group's strategic and operational activities are within strategic mandates, risk appetites and corporate objectives.

KLCC Stapled Group is committed to providing a reasonable level of confidence that risks and their associated controls are adequately, effectively and safely managed through a comprehensive assurance programme.

To support the above, there is an established Risk Management Oversight Structure encompassing the Boards, Board Risk Committees (BRC), and the Risk Management Committee (RMC). This structure assigns responsibility for risk management whilst facilitating the assessment and communication of risk-related matters from the operational levels to the Boards. The KLCCP and KLCCRM Boards have developed the KLCC Resiliency Model which covers:

Enterprise Risk Management

The ERM Framework is a structured and holistic approach to identify, assess, treat and monitor risks thereby reduce the likelihood and impact of identified risks while enhancing the Group's ability to achieve our strategic objectives. Aligned with the ISO31000 standard, the Framework manages risks in an integrated, systematic and consistent manner, anchoring on the key elements of Governance, Context Setting, Risk Assessment, Risk Treatment, Risk Monitoring & Review and Continual Improvement.

Elements of the ERM Framework

2023 in Focus [GRI 2-4, 3-3]
Peace

Activities	Description
Annual review of Risk Appetite	• Our Governance, Risk and Assurance (GRA) Department reviewed the Group's risk appetite to ensure our financial and non-financial risk exposure and tolerance to achieve our strategic objectives are properly defined and reflective of internal and external changes. • The updated risk appetite statement, risk tolerance and risk threshold were presented to the Risk Management Committee, Board Risk Committee and the Boards of KLCCP and KLCCRM. The risk appetite covers five main areas: • **Strategic Risk** Measures the variability in investment returns and capital efficiency that the Group is willing to take in ensuring we achieve our business objectives. • **Financial Risk** Measures the Group's capital, profitability and liquidity position in pursuing our business objectives. • **Operational Risk** Measures direct and indirect loss resulting from inadequate or failed internal processes, people and systems or from external events which affect the achievement of our business objectives. • **Reputational Risk** Measures the risk of failure to meet stakeholder expectations because of events, behaviours, actions or inactions that create a negative perception of the Group. • **Legal and Regulatory Compliance Risk** Measures the risk of non-compliance with prevailing laws and regulations governing the business.
Annual review of Risk Profile	• GRA Department coordinates the 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 our risk exposures are relevant in light of current and emerging risks. • The updated risk profiles were presented to the RMC, BRC and the Boards.
INTERISK System	• KLCCP Stapled Group uses the INTERISK system to manage and monitor our risk profiles. Embedding the ISO 31000 risk management standard, INTERISK 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

KEY INITIATIVES IN 2023

Governance

We deployed a centralised digital governance management platform called myGOVERNANCE.

Risk Management Process

We conducted Risk Maturity Survey to gauge the level of mindset and risk institutionalisation amongst employees of KLCC.

Continual Improvement

We established Lesson Learnt @ Zest, a centralised digital platform that manages lesson learnt across the Group.

Crisis Management

KLCCP Stapled Group has in place a comprehensive set of procedures to prepare the organisation to respond to and manage crises while protecting people, the environment as well as the Group's assets and reputation.

The Crisis Management Plan ("CMP") encompasses:

- Emergency/crisis team structure with roles and responsibilities
- Activation thresholds and protocols
- Communication process with updated contact numbers and integration with relevant parties (i.e. government authorities and relevant stakeholders)
- Strategies and actions for responding before, during and after the emergency/crisis
- Process for escalating relevant emergency/crisis information to potential impacted parties within KLCCP Stapled Group and resource requirement during emergency/crisis

The CMP addresses emergency scenarios in HSE, Finance, Human Capital, Digital, Facility Management, and Legal & Regulatory. It is tested annually to ensure the readiness and effectiveness of the communication process and recovery action plan in responding to a crisis. Through the exercise, risk owners are made aware of their roles and prepared to respond in the event of an emergency/crisis.

Business Continuity Management

KLCC Stapled Group has established a Business Continuity Plan (BCP) as part of our Business Continuity Management (BCM) in response to incidents that affect our Information and Communications Technology (ICT), business supply chain, assets and people.

The BCP is designed to provide guidance in resuming key business functions in the event the CMP is unable to contain a crisis that has escalated into a prolonged disaster with catastrophic financial, operational and/or reputational impacts.

The BCP is reviewed annually by conducting Business Impact Analysis (BIA) for all divisions, departments, and OPUs in accordance with the BCM framework, following which the results are presented to the Risk Management Committee and Approving Authority. Through the BIA, critical business functions are identified, and the impact of their unavailability is ascertained. This helps in prioritising timelines for the resumption of activities and specifying the minimum resources requirements (e.g. people, equipment, assets, facilities, technology, vital records, interdependencies) to be allocated to recover and resume these functions following prolonged business disruption.

This year, a Call Tree Verification exercise was conducted to validate the phone numbers and contacts of relevant personnel and stakeholders. This was to ensure that Critical Business Function (CBF) staff are contactable to carry out their designated roles in the event of a crisis. As part of the exercise, CBF staff were also trained to respond promptly to the activation of a BCP.

2023 in Focus [GRI 2-4, 3-3]

Peace

Board Diversity and Capacity Building

A diverse Board is imperative to respond to the complexities and interconnectedness of challenges facing businesses today. To ensure a well-balanced mix of expertise and skillsets, we are committed to preserving diversity across backgrounds, age, gender and ethnicity on top of experience and perspectives. This diversity facilitates the Board in navigating the sustainability landscape encompassing environmental, social and governance dimensions. Inclusivity in decision-making enhances creativity, innovation and risk management, ultimately leading to more robust and sustainable business practices.

50% **Women Directors on Boards**

63% **Independent Non-Executive Director on Boards**

Our Board Diversity Policy, approved by KLCCP Board and is applicable to KLCCRM, reflects the government's aspiration for women to represent at least 30% of boards of directors. We have been exceeding this minimum since 2020, with women currently making up 50% of our Boards. The policy is described in detail in the Corporate Governance Report for 2023.

The Board has also adopted a policy to limit the tenure of Independent Non-Executive Directors (INED) to nine years, as recommended by the Malaysian Code on Corporate Governance (MCCG). Currently, none of the INEDs on our Board exceed this ceiling.

Cognisant that effective sustainability leadership requires ongoing education, we provide targeted training for our Board members. On 5 December 2023, we organised two sessions on the topics of Conflicts of Interest and Sustainability, each taking up a half-day. The morning session focused on ethical governance, specifically on managing risks related to conflicts of interest; while the afternoon session centred on cultivating impactful leadership by equipping board members with the knowledge and tools needed to integrate sustainability principles into decision-making.

Board Training on Conflicts of Interest and Creating Impactful Leadership for Sustainability Capacity Building

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Board Diversity			
Gender Profile			
Percentage of Board Members – Male	**50%**	50%	44%
Percentage of Board Members – Female	**50%**	50%	56%
Workforce by Age Group			
Percentage of Board Members – Below 30	**0**	0	0
Percentage of Board Members – 30-39	**0**	0	0
Percentage of Board Members – 40-49	**0**	0	11%
Percentage of Board Members – 50-59	**38%**	38%	33%
Percentage of Board Members – Above 60	**62%**	62%	56%
Workforce by Ethnicity			
Percentage of Board Members – Bumiputera	**88%**	88%	89%
Percentage of Board Members – Chinese	**12%**	12%	11%
Percentage of Board Members – Indian	**0**	0	0
Percentage of Board Members – Others	**0**	0	0
Percentage of Board Members – Non-Malaysian	**0**	0	0
Tenure			
Percentage of Board Members – < 5 Years	**75%**	100%	89%
Percentage of Board Members – 5 to 10 Years	**25%**	0	11%
Percentage of Board Members – > 10 Years	**0**	0	0

Map to

Stakeholders: S1 S2 S3 S4 S5 S6 S7

UNSDG:

Capitals: NC FC

2023 in Focus [GRI 2-4, 3-3]
Peace

BUSINESS ETHICS
[GRI 2-27, 205-1, 205-2, 205-3]

WHY IT IS IMPORTANT

True to our commitment to transparency and responsible business practices, KLCCP Stapled Group places paramount emphasis on upholding rigorous standards of business ethics.

In an ever-evolving business landscape where stakeholders increasingly prioritise social responsibility, our commitment to business ethics becomes a key differentiator. As we strive for sustainable growth, we recognise that ethical behaviour is not just a compliance requirement but an essential element that ensures the resilience and longevity of the Group.

OUR APPROACH

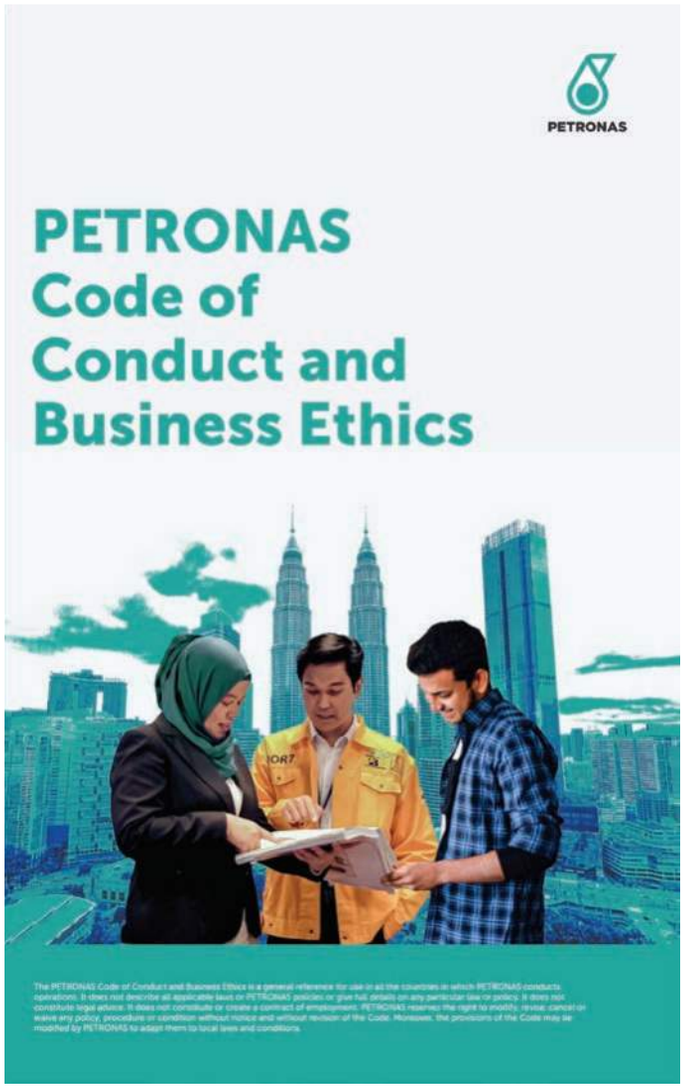
Integrity and Corruption Management

KLCCP Stapled Group's continuous efforts to manage our integrity risk reflect a commitment to conducting business with integrity in support of the Group's zero tolerance against all forms of bribery and corruption.

We recognise that bribery and corruption pose a constant threat to our operations, the risks varying across different landscapes including jurisdictions, business sectors, people and transactions. To manage these risks, we adhere to the KLCC Code of Conduct and Business Ethics (CoBE) which is based on the values of Loyalty, Integrity, Professionalism and Cohesiveness.

Top Leadership Commitment

KLCCP's Policy Statement on Anti-bribery and Corruption was reviewed and endorsed by the CEO in November 2023. The policy states our commitment to complying with applicable laws and regulations, which include the KLCC CoBE and Anti-bribery and Corruption Manual. Consequence management will be applied on any employee who contravenes the CoBE. We also provide a channel for employees and the public to report any improper conduct observed within the KLCC Group of companies.



Anti-Bribery Management System

KLCCP and its subsidiaries, KPM and KLCCUH, are certified to ISO 37001:2016 ABMS standards. The recertification audit conducted by SIRIM in November this year showed that our systems and controls are adequate and effective in ensuring compliance with the standard.

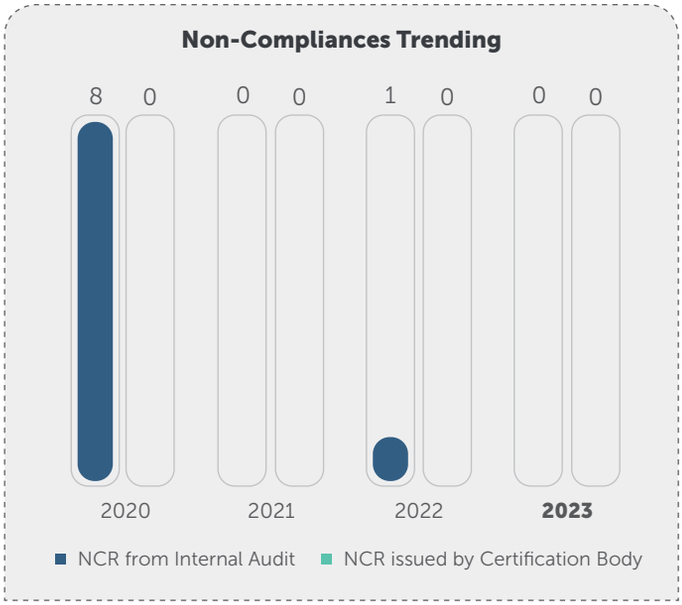
We implement Adequate Procedures as per the T.R.U.S.T. Principles based on the Guidelines supported by the MACC Act 694, i.e. Top Leadership Commitment, Risk Assessment, Undertake Control Measures, Systematic Monitoring, Review and Enforcement, Training and Communication.

	Actions taken in 2023
Top Leadership Commitment	• The Group CEO endorsed our Policy Statement on Anti-bribery and Corruption in November 2023. • Heads of divisions and operating units set the tone from the top during "Leaders' Integrity Time Out" and "Integrity Moments" with respective constituents.
Risk Assessment	• A risk assessment on bribery and corruption was conducted to identify, analyse, assess and mitigate all related risks. • The Bribery and Corruption Risk Profiles for all entities were endorsed by the Risk Management Committee for oversight by the CEO and governing body. • Risk mitigation owners are responsible for implementing the necessary risk controls.
Undertake Control Measures	• No Gift Policy • Whistleblowing Policy • Pre-employment due diligence checks for high-risk/sensitive positions • Integrity Pledge by all employees • Due diligence on business associates • Asset Declaration by employees • Limits of Authority
Systematic Monitoring, Review and Enforcement	• Documents review by Compliance function • Internal audits in September 2023 • Recertification Audit by SIRIM in November 2023 • Top Management review in December 2023 • Governing body review in November 2023
Training and Communication	• Engagement on Corporate Governance and Integrity for governing body • Integrity awareness induction for new employees • Internal Audit training for ABMS internal auditors • Refresher on anti-bribery and corruption for all employees • Anti-bribery and corruption and related policies awareness sessions for third parties and service providers • Competency training for Compliance function • Monthly integrity strengthening communication to all employees

2023 in Focus [GRI 2-4, 3-3]
Peace

Our commitment to enhancing integrity is evident through regular ABMS awareness and refresher sessions provided to all employees. These sessions not only reinforce our stance against corruption but also ensure that everyone is well-versed in our anti-bribery policies, Corporate Liability under S17A, and our Whistleblowing mechanism.

As a result of our anti-bribery and corruption efforts, the Group has maintained a record of zero substantiated corruption cases for four consecutive years.



KEY INITIATIVES IN 2023

ABMS specific awareness and knowledge transfer

We curated training for specific target group to ensure effectiveness of the training.

ABMS Compliance Program

We established the ABMS Compliance Programme to ensure Adequate Procedures as per T.R.U.S.T Principles and an effective monitoring system ('TRUST-T' via Microsoft Power Automate and Power BI) are in place. 'TRUST-T' is a digital tool that tracks, monitors and automates reminders to entities to implement the ABMS T.R.U.S.T Action Plan according to planned dates. TRUST dashboards create insights on the Group's overall ABMS implementation status.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Anti-Corruption			
Percentage of employees who have received anti-corruption training	**97%**	97%	54%
Total number of operations within reporting entity	**3**	3	3
Total number of operations assessed for corruption related risks within reporting entity	**3**	3	3
Percentage of operations assessed for corruption-related risks [1]	**100%**	100%	100%
Total number of substantiated corruption incidents	**0**	0	0
Percentage of action taken on substantiated corruption incidents	**n/a**	n/a	n/a

[1] Operations covered under the assessment include KLCCP, KLCCUH and KPM. Suria KLCC and MOKUL Hotel does not contribute towards the indicated percentage.

Map to

Stakeholders: S1 S2 S3 S4 S5 S6 S7

UNSDG: 3 GOOD HEALTH AND WELL-BEING; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Capitals: IC SR SR

2023 in Focus [GRI 2-4, 3-3]
Peace

CYBER SECURITY AND DATA PRIVACY
[GRI 418-1]

WHY IT IS IMPORTANT

KLCCP Stapled Group prioritises the protection of our systems and data, recognising the critical role that cybersecurity and data privacy play in sustaining our business operations and fostering trust with our stakeholders. Our commitment to these principles underscores our dedication to maintaining the highest standards of security and privacy, ensuring the longevity and resilience of our Group.

OUR APPROACH

We understand that our digital infrastructure is a vital asset that must be safeguarded against evolving cyber threats. To this end, we have implemented robust cybersecurity measures aimed at fortifying our systems and preventing unauthorised access. Regular assessments, updates and monitoring protocols are integral to our strategy of identifying and mitigating potential vulnerabilities, ensuring the ongoing integrity of our systems. Our efforts to safeguard our digital infrastructure led to the Group achieving zero Cyber Security incidents in 2023.

Education and Awareness

We prioritise the continuous education of our employees on Cyber Security through regular training. Each employee in KLCCP underwent 8.72 hours of dedicated learning, while Suria KLCC and MOKUL Hotel recorded, 3.68 and 0.5 hours per employee average respectively in 2023, ensuring a well-informed and vigilant workforce.

Phishing Tests

To gauge employees' awareness levels, we conduct phishing tests regularly. These simulations help to identify potential vulnerabilities and empower our teams to recognise and respond to phishing attempts effectively.

Zero substantiated Cyber Security incidents recorded in 2023

SWITCH Training

Our employees undergo specialised SWITCH training, equipping them with the latest knowledge and skills in Cyber Security. This training ensures that our workforce remains at the forefront of evolving cyber threats and mitigation strategies.

Enterprise Cyber Security Governance Framework

Our Cyber Security efforts are guided by the Enterprise Cyber Security Governance Framework. Comprising a comprehensive set of policies, procedures and controls, the framework presents a consistent and standardised approach to Cyber Security across the Group.

The framework also prioritises the protection of sensitive information shared with external parties. Our Vendor Contract Agreements integrate Non-Disclosure Agreements (NDAs), reinforcing the commitment to data privacy and setting clear expectations for our partners and vendors.

Cyber Security Business Impact Assessment (CS-BIA)

As part of our proactive approach, we conduct regular Cyber Security Business Impact Assessment (CS-BIA) on applications used within the Group. Potential risks are, therefore, identified and addressed promptly, minimising the likelihood of security incidents.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Cyber Security			
Phishing test failure rate:			
Office and Car Park	**3.39%**	3.58%	–
Retail	**8.20%**	–	–
Hotel	**1.80%**	4.40%	–
Training on Cyber Security – average learning hours per employee			
Office and Car Park	**8.72**	6.70	–
Retail	**3.68**	–	–
Hotel	**0.50**	–	–
Total number of substantiated Cyber Security incidents	**0**	0	0

Map to

Stakeholders: S1 S2 S3 S4 S5 S6 S7

UNSDG: 8 DECENT WORK AND ECONOMIC GROWTH

Capitals: IC SR SR

PROSPERITY

Continued Value Creation

FINANCIAL SUSTAINABILITY

[GRI 203-1]

WHY IT IS IMPORTANT

Financial sustainability is not merely a financial metric for KLCCP Stapled Group; it is a strategic imperative that underpins our commitment to responsible and enduring business practices. By prioritising financial health, we ensure not only our survival but also the continuity of our sustainability efforts, translating aspirations into tangible results that benefit our company, stakeholders, and the world at large.

OUR APPROACH

Ensuring Business Resilience

Financial sustainability is the lynchpin for the survival of our business. By ensuring sound financial health and vigilantly executing our strategies for growth, we fortify ourselves against economic uncertainties, market fluctuations and unforeseen challenges. It provides the stability and resilience necessary to navigate the dynamic business landscape.

Impactful Value Sharing

We understand that financial sustainability is not just about generating value; it is about how that value is shared. We are committed to equitable and responsible distribution practices that ensure the benefits of our success reach all stakeholders, including employees, customers, suppliers and the communities in which we operate. This commitment reflects our belief that sustainable financial practices should contribute to a more inclusive and just society.

Ensuring Sustainability Aspirations

Financial sustainability is pivotal to ensuring that our sustainability aspirations and efforts endure over time. By maintaining a robust financial foundation, we can invest in innovative solutions, newer technologies and responsible practices that contribute to a more sustainable future. This longevity justifies the trade-offs with the costs incurred, aligning short-term sacrifices with long-term gains.

Supporting Socio-Economic Benefits

Our financial sustainability transcends profit margins; it supports the creation of socio-economic benefits. By fostering a financially resilient environment, we can invest in initiatives that extend beyond the bottom line, such as community development programmes and responsible supply chain management. Financial sustainability amplifies our capacity to generate positive impacts that resonate far beyond our balance sheets.

2023 in Focus [GRI 2-4, 3-3]
Prosperity

KEY INITIATIVES IN 2023

Digitalisation

KLCC Group Digital Roadmap

The Group developed our Digital Roadmap charting our digital journey up till 2028.

The following deliverables were implemented in 2023:

SMART GEP – Source to Contract (S2C)

The SMART GEP S2C module went live successfully on 9 October 2023. Based on a sample Purchase Requisition (PR) application valued at less than RM100,000, the module reduced manpower costs by 33%. This was attributed to the consolidation of data through the Digital Form at source, whereas previously data provided in manual forms had to be re-entered into the system.

Integrated Workplace Management System (IWMS)

IWMS has been segmented into several phases within OPUs:

- Computerised Maintenance Management System (CMMS), one of the modules within IWMS, a system to improve operational efficiency, is currently being assessed on its utilization against business day to day operations. Results of which are then measured against industry practices to help further improve quality of services to end user customers. Gaps are closed and baselines updated to ensure optimum results.
- A successful pilot project with the aim to improve leasing and sales processes through digitalisation, resulting in enhanced business productivity.

Improvement in Parking Services

In December 2023, Parking Management System (PMS 2.0) was completed successfully, enabling seamless entry into the carparks at NWD, KLCC Convention Centre, Menara Dayabumi and Menara Permata Sapura, greatly enhancing the customer experience. Also under PMS 2.0, KPM has established a Disaster Recovery Plan for business continuity.

Cyber Security Baselines

Implemented security baselines across KLCC Group Digital systems for new and existing ICT infrastructure to prevent Cyber Security attacks.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Financial Result			
Dividend (RM'mil)	**723.9**	660.8	500.1
Taxes (RM'mil)	**104.5**	70.2	81.9
Revenue (RM'mil)	**1,619.2**	1,459.3	1,171.1
Infrastructure Maintenance (RM'mil) [1]	**4.3**	3.7*	4.4*
Operating Cost and Expenses (RM'mil)	**421.0**	322.7	235.0
Value Distribution			
Total RM distributed to Shareholders (RM'mil)	**723.9**	660.8	500.1
Total RM distributed to Government (RM'mil)	**112.2**	105.5	45.9
Total RM distributed to Communities (RM'mil) [1]	**4.6**	18.6*	131.4*
Total RM distributed to Employees (RM'mil)	**145.1**	132.8	104.2
Total RM distributed to Banks (RM'mil)	**111.3**	105.8	105.2
Total RM distributed to KLCCP SG (RM'mil)	**104.5**	87.4	25.9

[1] Total RM distributed to communities includes expenditure on infrastructure maintenance and donations or charity from KLCCP, Suria KLCC and MOKUL Hotel.
* Denotes data that has been restated from prior reports due to updates post disclosure.

Map to

Stakeholders: S1 S2 S3 S4 S5 S6

UNSDG:

Capitals: FC MC

2023 in Focus [GRI 2-4, 3-3]
Prosperity

SUPPLY CHAIN MANAGEMENT
[GRI 204-1]

WHY IT IS IMPORTANT

Beyond operational excellence, our supply chain is a vehicle for social impact. We actively seek suppliers who share our commitment to fair labour practices, diversity and ethical standards. This approach contributes to positive outcomes for workers and communities, in line with our broader goal of being a responsible corporate citizen. Moreover, our streamlined and sustainable supply chain is designed to provide the best customer experience, exceeding expectations and reinforcing our reputation for excellence.

99%
local supplier prioritised

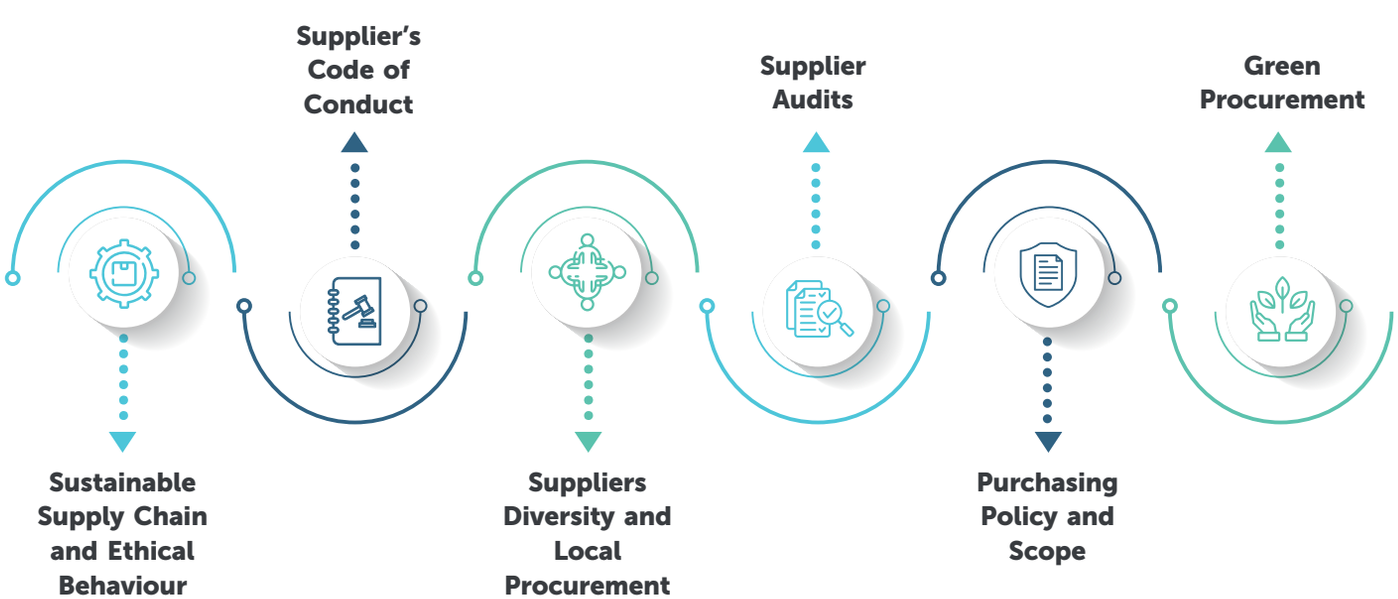
OUR APPROACH

Our approach to supply chain management is more than just about operational efficiency; it is a commitment to sustainability that resonates throughout our business.

Robust Procurement Management

Recognising our ability to shape suppliers' practices, we have integrated clauses in all contracts with our contractors, consultants and suppliers, mandating adherence to our CoBE. The focus is on combatting corruption, upholding business ethics, and prioritising HSE practices along every step of our supply chain.

Beyond compliance, we seek to instigate a ripple effect of change throughout our supply chain. We anticipate that our sustainability standards will influence not only our direct relationships but also the broader business landscape. Mindful of our contribution to the local economy, we also prioritise local partners as far as possible.



KEY INITIATIVES IN 2023

Consolidated Procurement

Consolidated procurement not only streamlines the purchasing process but also optimises manhours and reduces paper consumption. Through centralisation, moreoever, redundant tasks associated with procurement are minimised, allowing employees to focus on more value-added activities.

Specific Initiatives in MOKUL Hotel

Responsible Procurement

In 2023, MOKUL Hotel spent RM5.66 million on Responsible Procurement. This included continued efforts to eliminate single-use plastic since 2022 and achieving 100% responsible sourcing for agriculture commodities like coffee, cocoa, tea, vanilla, free-range chicken eggs, sugar, and paper products. MOKUL Hotel also ensured compliance with the WWF Endangered Seafood Guide in its menu and purchased 64% sustainably certified seafood (MSC, ASC, AIP). These initiatives underscore MOKUL Hotel's commitment to sustainable and responsible business practices.

Supplier Audit Process

In the pursuit of maintaining Food Safety practices, MOKUL Hotel has implemented a systematic approach by conducting audits on their food suppliers. In 2023, a total of 30 vendors were assessed, of which 23 falling into the high-risk category and the remaining categorised as low risk. Notably, all audits revealed no non-compliances, affirming the adherence of these vendors to the specified standards.

Consequently, these suppliers have been retained within MOKUL Hotel's supply chain.

Additionally, 40% of MOKUL Hotel's food vendors hold accreditation with either ISO 22000 or HACCP&MS:1480, subjecting them to audits only once every five years. In contrast, non-accredited vendors undergo more frequent audits, with high-risk vendors audited annually and low-risk vendors audited biannually. This systematic evaluation underscores MOKUL Hotel's commitment to ensuring the reliability and compliance of its supply chain partners in the realm of responsible procurement.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Proportion of spending on local suppliers [1]			
Total amount spent on local suppliers (RM 'mil)	**261.0**	–	–
Total amount spent on all suppliers (RM 'mil)	**261.4**	–	–
Proportion of spending on local suppliers in %	**99%**	–	–

[1] Data acquired from KLCCP and MOKUL Hotel. Suria KLCC is excluded from the data provided.

Map to

Stakeholders: S1 S4 S5 S6

UNSDG: 8 DECENT WORK AND ECONOMIC GROWTH, 11 SUSTAINABLE CITIES AND COMMUNITIES

Capitals: FC MC

2023 in Focus [GRI 2-4, 3-3]

Prosperity

CUSTOMER AND TENANT MANAGEMENT

WHY IT IS IMPORTANT

Being a multifaceted concept, sustainability is addressed not only through environmental initiatives but also by emphasising strong relationships with customers and tenants. By understanding their needs, KLCCP Stapled Group builds trust and collaboration, positioning ourselves as reliable partners in the communities we serve. This commitment not only fosters brand loyalty but also contributes to positive social impact, creating vibrant and inclusive communities. Our dedication to providing the best customer experience ensures satisfaction, reinforcing our position as a responsible corporate citizen and driving positive change in the business ecosystem.

OUR APPROACH

Extensive Engagement

We believe in more than just transactional relationships – we actively engage with our customers and tenants throughout their journey with KLCCP Stapled Group. Via personalised interactions, open communication channels and community involvement, we seek to understand our customers' and tenants' evolving needs and preferences.

Feedback Mechanisms

At KLCCP Stapled Group, we recognise that feedback is invaluable for continuous improvement, and continuously seek insights from our customers and tenants. We have implemented robust feedback mechanisms to capture their opinions, suggestions and concerns. This iterative feedback loop not only helps us refine our services but also demonstrates our commitment to transparency and responsiveness.

Customer Satisfaction

Our primary goal is to ensure the satisfaction of our customers and tenants. We measure success not just by transactions but by the positive impact we make on their lives and experiences. Through consistent and reliable services, transparent communication, and a proactive approach to problem-solving, we strive to exceed expectations. Customer satisfaction is a guiding principle that shapes our decisions and actions, reinforcing our dedication to building sustainable, long-lasting relationships.

In 2023, we maintained a score of between 85% and 96% in the Customer Satisfaction Survey rolled out across most segments in the Group, as shown in the Key Performance Indicators (KPIs) section below. Our retail segment, meanwhile, achieved an NPS score of 73, which compares very favourably against the industry benchmark of 43. We will work continually on feedback provided to us, both positive and negative, to improve our capabilities and provide the best customer experience in all our segments.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Customer Satisfaction/Net Promoter Score			
Office	**96**	88	81
Retail [1]	**73**	64	65
Hotel	**90**	87	87
Car Park	**85**	83	–

[1] The retail segment specifically utilises NPS, while the other segments utilise the Customer Satisfaction Score.

Map to

Stakeholders: S1 S2 S4

UNSDG: 8 DECENT WORK AND ECONOMIC GROWTH, 11 SUSTAINABLE CITIES AND COMMUNITIES

Capitals: FC MC

2023 in Focus [GRI 2-4, 3-3]
Prosperity

CORPORATE SOCIAL RESPONSIBILITY

WHY IT IS IMPORTANT

Corporate Social Responsibility (CSR) is crucial to sustainable operations as it encompasses a commitment to social impact and community well-being. Social impact initiatives, such as philanthropy and sustainable practices, address societal challenges and contribute to community betterment.

Community enrichment and well-being emphasise a company's role in enhancing the communities it serves. Investments in local infrastructure, education and healthcare not only foster sustainable growth but also cultivate positive relationships with stakeholders, demonstrating a genuine commitment to community development.

OUR APPROACH

Corporate Social Responsibility (CSR) Initiatives

KLCCP Stapled Group fully embraces the concept of CSR which we believe provides us our social license to operate. Serving the communities we operate in is an extension of creating a positive social impact as part of our ESG commitments. We have a designated CSR team within the Strategic Communication and Investor Relations department that is tasked with identifying and implementing community outreach programmes focusing on charity, donations and fundraising initiatives. We will continuously enhance our CSR initiatives and explore long-term endeavours that provide ongoing benefits to the communities involved.

KLCC Sustainable September

KLCC Sustainable September was a month-long event dedicated to various ESG related programmes and initiatives. The collaborative effort of the Group's diverse segments involved engaging communities and fostering sustainable practices. Going forward, we seek to organise the event annually, underscoring our relentless pursuit of contributing to a more sustainable planet and society.

Refer to pages 112 to 113 for a detailed spread on the event.

KEY INITIATIVES IN 2023

Sponsorships	Details
Energy Asia Conference	• The Energy Asia Conference serves as a platform for leadership discussions and showcases cutting-edge solutions with the aim of uniting global industry leaders, investors and policymakers to overcome energy transition challenges for a just and responsible net-zero future in Asia.
Young Executive Sustainability Summit (YESS)	• Organised by UNGCMYB, YESS addresses sustainability issues from diverse perspectives targeting young professionals.
PETRONITA Orchid Run and Ride 2023	• PETRONITA Orchid Run and Ride promotes physical fitness and mental wellness. Proceeds are channelled towards more equitable healthcare.
Suara PACSU – Police Administrative and Civilian Staff Union	• Suara PACSU contributes to PDRM's crime prevention campaign and Union activities, including financial assistance for education, legal aid, workshops, forums and sports activities.
Bursa Bull Charge Run	• The Bursa Bull Charge Run brings together the Malaysian capital market in a fund-raising initiative to support Bursa Malaysia's goal of creating a more sustainable marketplace.
Tapestry of Colours Charity Dinner (TOCCD)	• Proceeds from TOCCD 2023 were directed to Yayasan Universiti PETRONAS (UTP)'s scholarship fund for underprivileged students, fostering research, innovation, and campus activities related to arts, sports and culture.
Yayasan UTP Charity Golf 2023	• The Yayasan UTP Charity Golf 2023 raised funds for Yayasan UTP's Scholarship and Bursary fund, supporting underprivileged students and promoting educational excellence.
Pertubuhan Dar Asnaf	• In collaboration with KLCC Sustainable September, KLCCP donated to Pertubuhan Dar Asnaf Al-Fateeh Al-Idrisiah Selangor, benefiting orphans and Asnaf children via programmes such as educational sponsorships, vocational training, healthcare services and necessities.

2023 in Focus [GRI 2-4, 3-3]
Prosperity

KEY INITIATIVES IN 2023

Initiative	Details
Mental Health Awareness Campaign at Suria KLCC	• Since the Mental Health Awareness Campaign was first organised in 2021, Suria KLCC has allocated a budget of RM5,000 for each of Chinese New Year, Hari Raya and Christmas to enhance the sales of Suria Ribbon Pins at RM10 per piece, commencing in 2022. Proceeds from these sales are directed to selected NGOs, namely: i) Malaysian Mental Health Association ii) The Green Ribbon Group iii) Befrienders KL iv) Mental Illness Awareness & Support Association • To date, we have contributed RM57,910 to the NGOs, of which RM30,410 was collected in 2023.
Make-A-Wish with Us – Festive 2023	• Make-A-Wish Malaysia is part of a global movement to fulfil the wishes of children battling critical illnesses. We commit 5% of sales from our Festive Afternoon Tea at the Lounge on The Park, Christmas Eve Dinner, and Christmas Day Brunch at Mosaic to the cause.
Malaysian Association of Hotels (MAH) KL Chapter's Charity Cookies Bake 2023	• The Annual MAH KL Chapter's Charity Cookies Bake raises funds for charity. This year, the proceeds went to Rumah Kasih Charity Home and Pertubuhan Kebajikan Ulul Azmi (formerly Pusat Jagaan Anak Yatim & Miskin Sri Kundang).
Pink Afternoon Tea in support of Estée Lauder Companies' 2023 Breast Cancer Campaign	• Promotions were offered at RM188 net, with 10% of the proceeds channelled to Estée Lauder Companies' 2023 Breast Cancer Campaign.
Visit to Rumah Kasih Charity Home	• On 26 September 2023, 21 MOKUL Hotel colleagues organised a visit to spread cheer among the senior citizens and abandoned government hospital patients at Rumah Kasih Charity Home in Setapak. This was in conjunction with the Mid-Autumn Festival.
World Environment Day	• MOKUL Hotel celebrated World Environment Day and its 25th anniversary by planting 25 trees at the Forest Research Institute Malaysia (FRIM), supporting the national 100 Million Tree Planting Campaign.
Minimising Food Waste Awareness Workshop	• MOKUL Hotel collaborated with WWF Malaysia to conduct a precinct-wide workshop for the Kuala Lumpur Convention Centre Business Events Alliance (KLCCBEA). The objective was to share how we can improve food waste management in hotels.
Feed The Homeless with Reach Out Malaysia	• Since 2015, MOKUL Hotel has been contributing packets of food (35 packs) to Reach Out Malaysia to help feed the homeless in Kuala Lumpur.
Old Soles New Life	• This shoe recycling campaign aims to turn old shoes into surfaces for jogging tracks, fitness corners and playgrounds.
Toyota Outrun 2023 on 15 Jan 2023	• Toyota OutRun 2023 brought communities together to celebrate the lives of cancer survivors, while raising funds for the National Cancer Society Malaysia (NCSM).
School Recycled Learning Programme	• The Kitchen & Stewarding Team collected and cleaned 100 metal cans before donating them to a school for its annual children's recycling activity.

KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Corporate Social Responsibility (CSR)			
Total amount invested in the community (RM'mil) [1]	**4.6**	18.6*	131.4*
Total number of beneficiaries of the investment in communities	**16,983**	–	–

[1] Amount includes contributions from KLCCP, Suria KLCC and MOKUL Hotel.
* Denotes data that has been restated from prior reports due to updates post disclosure.

Map to

Stakeholders: S2 S6

UNSDG:

Capitals: FC MC

KLCC Sustainable September

KLCC Sustainable September, initiated in 2022 by KLCC Business Events Alliance (KLCCBEA), aims to promote sustainable practices within the KLCC Precinct. The choice of September as the designated month is strategic, aligning with various sustainability-related days such as International Charity Day (5 September), UNSDG Action Day Decade of Transformation (25 September) and International Day of Awareness of Food Loss and Waste (29 September).

In 2023, a larger collaboration was fostered, involving the broader KLCC Group in our collective efforts to reinforce our commitment to a sustainable future. A comprehensive month-long series of activities was organised to drive sustainable initiatives for the environment and community.

Key participants in this collaborative endeavour included KLCCP, KLCC Sports & Recreation Club, KLCCBEA (comprising KLCC Convention Centre, Mandarin Oriental Kuala Lumpur, Traders Hotel, Impiana KL Hotel and Suria KLCC), Double Tree Hilton Putrajaya and The Everly Putrajaya as well as external parties such as Pusat Darah Negara, AIA, Capital Oil, KLOTH Cares, MAEKO and Accordia.

The primary objective of this month-long initiative is to foster increased involvement of our staff and business partners in advancing KLCC Group's sustainability agenda, focusing on the following key objectives:

- Strengthening relationships within KLCC Group to drive the attainment of UNSDG, in line with the aspirations of both KLCC Group and KLCCBEA.
- Establishing September as a month dedicated to sustainability within our Group, with the intention to turn the event into an annual tradition.
- Elevating global recognition of KLCC Precinct as an UNSDG-oriented destination for both leisure and business activities.
- Motivating the business events supply chain as well as venues and hotels associated with KLCC Group to take a leading role in advocating environmental and societal causes.

Key Impact from the Event

120 bags of blood collected

RM19,310 donated to charity house

338.33 kg Used Cooking Oil (UCO) collected

69% employees completed E-Learning on Sustainability

87.5% overall Satisfaction Score on KLCC Sustainability Day

85% post evaluation score participant's awareness enhancement

200 Run for a cause runners

88 Sustainability Explorer Hunt participants

UNSDG Contribution:

Sustainable September contributes towards these UNSDG through the impact achieved from its execution.

Date	Event	Objective	Stakeholders/ participants	Collaborating parties
8	Media Launch, including: • Care For Your Kidney fun run • Health screening by NKF	• To promote kidney health awareness • To raise funds for the National Kidney Foundation (NKF)	KGLT, KLCCBEA, Media, KLCC Group runners (200pax)	KLCCP, KLCCBEA
5, 25	Blood Donation at Putrajaya Holdings & Dayabumi	• To educate employees about how regular blood donation reduces the risk of medical conditions • To encourage volunteerism among employees and tenants	KLCC Staff and PjH/ Dayabumi tenants	KLCCP Pusat Darah Negara, AIA
9-17 22	Restaurant Week Campaign Live draw	• To create awareness about KLCC The Place's positioning as an UNSDG precinct, where visitors can "meet, eat, sleep, shop and play" sustainably.	Customers	KLCCP, KLCCBEA
19-22	Bake for Charity fund-raising	• Hotels and KL Convex culinary teams made 1,700 packs of cookies for sale (at RM5) to KLCCBEA partners and KLCC Group staff to raise funds for charity • To provide nutritious meals to individuals and families	Employees and customers	KLCCP, KLCCBEA
19, 20, 26	Used Cooking Oil (UCO) collection drive at Menara PjH, NWD & Dayabumi	• To promote awareness on UCO recyclability and its importance as a feedstock for bio-refinery • Inter-division competition to boost the drive	Employees, tenants & community	KLCCP & Capital Oil
26	KLCC Sustainability Day activities – awareness talks, exhibition booths and experiential learning	• To enhance awareness among staff on sustainable practices and environmental responsibility • To showcase the potential of circular economy by collaborating with recycling and social enterprise organisations	KLCC employees	KLCCP, KLCCBEA, Kloth Cares & Capital Oil
30	Treasure Hunt around KLCC Precinct	• To promote awareness of Sustainability initiatives by the KLCC Group • To engage in team bonding through interactive activities	KLCC Group employees	KLCCP & KSRC

Three-Year Sustainability Performance Table

The subsequent Three-Year Performance Table is generated from the Bursa ESG reporting platform.

Indicator	Measurement Unit	2021	2022	2023
Business ethics				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Top Management	Percentage	12.00	2.00	2.00
Management	Percentage	31.00	22.00	8.00
Executive	Percentage	57.00	54.00	24.00
Non-executive	Percentage	0.00	22.00	66.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Corporate social responsibility				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	131,400,000.00	18,600,000.00	4,600,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	0	0	16,983
Human rights				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Top management Below 30	Percentage	0.00	0.00	0.00
Top management 30-39	Percentage	0.00	0.00	0.19
Top management 40-49	Percentage	0.00	0.00	0.67
Top management 50-59	Percentage	0.00	0.00	1.44
Top management Above 60	Percentage	0.00	0.00	0.38
Management Below 30	Percentage	0.00	0.00	0.67
Management 30-39	Percentage	0.00	0.00	4.12
Management 40-49	Percentage	0.00	0.00	6.70
Management 50-59	Percentage	0.00	0.00	4.12
Management Above 60	Percentage	0.00	0.00	0.38
Executive Below 30	Percentage	0.00	0.00	9.10
Executive 30-39	Percentage	0.00	0.00	15.52
Executive 40-49	Percentage	0.00	0.00	5.56
Executive 50-59	Percentage	0.00	0.00	3.07
Executive Above 60	Percentage	0.00	0.00	0.00
Non-executive Below 30	Percentage	0.00	0.00	18.10
Non-executive 30-39	Percentage	0.00	0.00	11.21
Non-executive 40-49	Percentage	0.00	0.00	10.25
Non-executive 50-59	Percentage	0.00	0.00	7.95
Non-executive Above 60	Percentage	0.00	0.00	0.57
Gender Group by Employee Category				
Top management Male	Percentage	0.00	0.00	1.72
Top management Female	Percentage	0.00	0.00	0.96
Management Male	Percentage	0.00	0.00	8.81
Management Female	Percentage	0.00	0.00	7.18
Executive Male	Percentage	0.00	0.00	16.20
Executive Female	Percentage	0.00	0.00	17.05
Non-executive Male	Percentage	0.00	0.00	34.48
Non-executive Female	Percentage	0.00	0.00	13.60
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Total numbers of substantiated incident of non-discrimination to employees	Number	0	0	0
Total workforce by ethnicity: Bumiputera	Percentage	0.00	0.00	74.14
Total Workforce by ethnicity: Chinese	Percentage	0.00	0.00	16.67
Total Workforce by ethnicity: Indian	Percentage	0.00	0.00	6.61
Total Workforce by ethnicity: Others	Percentage	0.00	0.00	0.77
Total Workforce by ethnicity: Non-Malaysians	Percentage	0.00	0.00	1.82
Top management by ethnicity: Bumiputera	Percentage	0.00	0.00	0.96
Top management by ethnicity: Chinese	Percentage	0.00	0.00	1.05
Top management by ethnicity: Indian	Percentage	0.00	0.00	0.10
Top management by ethnicity: Others	Percentage	0.00	0.00	0.10
Top management by ethnicity: Non-Malaysians	Percentage	0.00	0.00	0.48
Management by ethnicity: Bumiputera	Percentage	0.00	0.00	8.62
Management by ethnicity: Chinese	Percentage	0.00	0.00	5.36
Management by ethnicity: Indian	Percentage	0.00	0.00	1.15
Management by ethnicity: Others	Percentage	0.00	0.00	0.38
Management by ethnicity: Non-Malaysians	Percentage	0.00	0.00	0.48
Executive by ethnicity: Bumiputera	Percentage	0.00	0.00	26.63
Executive by ethnicity: Chinese	Percentage	0.00	0.00	4.31
Executive by ethnicity: Indian	Percentage	0.00	0.00	1.72

Internal assurance | External assurance | No assurance | (*)Restated

Indicator	Measurement Unit	2021	2022	2023
Executive by ethnicity: Others	Percentage	0.00	0.00	0.00
Executive by ethnicity: Non-Malaysians	Percentage	0.00	0.00	0.57
Non-executive by ethnicity: Bumiputera	Percentage	0.00	0.00	37.93
Non-executive by ethnicity: Chinese	Percentage	0.00	0.00	5.94
Non-executive by ethnicity: Indian	Percentage	0.00	0.00	3.64
Non-executive by ethnicity: Others	Percentage	0.00	0.00	0.29
Non-executive by ethnicity: Non-Malaysians	Percentage	0.00	0.00	0.29
Disabled person by ethnicity: Bumiputera	Percentage	0.00	0.00	0.00
Disabled person by ethnicity: Chinese	Percentage	0.00	0.00	0.00
Disabled person by ethnicity: Indian	Percentage	0.00	0.00	0.00
Disabled person by ethnicity: Others	Percentage	0.00	0.00	0.00
Disabled person by ethnicity: Non-Malaysians	Percentage	0.00	0.00	0.00
Proteges and interns by ethnicity: Bumiputera	Percentage	0.00	0.00	0.00
Proteges and interns by ethnicity: Chinese	Percentage	0.00	0.00	0.00
Proteges and interns by ethnicity: Indian	Percentage	0.00	0.00	0.00
Proteges and interns by ethnicity: Others	Percentage	0.00	0.00	0.00
Proteges and interns by ethnicity: Non-Malaysians	Percentage	0.00	0.00	0.00
Corporate governance				
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	44.00	50.00	50.00
Female	Percentage	56.00	50.00	50.00
Below 30	Percentage	0.00	0.00	0.00
30-39	Percentage	0.00	0.00	0.00
40-49	Percentage	11.00	0.00	0.00
50-59	Percentage	33.00	38.00	38.00
Above 60	Percentage	56.00	62.00	62.00
Board of directors' profile by ethnicity: Bumiputera	Percentage	89.00	88.00	88.00
Board of directors' profile by ethnicity: Chinese	Percentage	11.00	12.00	12.00
Board of directors' profile by ethnicity: Indian	Percentage	0.00	0.00	0.00
Board of directors' profile by ethnicity: Others	Percentage	0.00	0.00	0.00
Board of directors' profile by ethnicity: Non-Malaysians	Percentage	0.00	0.00	0.00
Board of directors' profile by age group: Below 30	Percentage	0.00	0.00	0.00
Board of directors' profile by age group: 30 - 39	Percentage	0.00	0.00	0.00
Board of directors' profile by age group: 40-49	Percentage	11.00	0.00	0.00
Board of directors' profile by age group: 50-59	Percentage	33.00	38.00	38.00
Board of directors' profile by age group: Above 60	Percentage	56.00	62.00	62.00
Board of directors' profile by tenure: Below 5 years	Percentage	89.00	100.00	75.00
Board of directors' profile by tenure: 5-10 years	Percentage	11.00	0.00	25.00
Board of directors' profile by tenure: above 10 years	Percentage	0.00	0.00	0.00
Climate change and energy management				
Bursa C4(a) Total energy consumption	Megawatt	0.00	0.00	0.00
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	13.90	23.49	51.07
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	23,564.71	29,063.00	29,935.82
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	58,450.24	67,964.06	70,374.84
Energy intensity in Kwh per square meter per year: PETRONAS Twin Towers - Tower 1	Number	99	109	109
Energy intensity in Kwh per square meter per year: PETRONAS Twin Towers - Tower 2	Number	82	92	95
Energy intensity in Kwh per square meter per year: Menara 3 PETRONAS	Number	136	172	178
Energy intensity in Kwh per square meter per year: Menara Dayabumi	Number	98	106	103
Energy intensity in Kwh per square meter per year: Menara ExxonMobil	Number	182	214	224
Energy intensity in Kwh per square meter per year: Suria KLCC	Number	165	179	183
Energy intensity in Kwh per square meter per year: Mandarin Oriental Kuala Lumpur	Number	115	177	219
Renewable energy generation: Energy generated from solar PV in Kwh	Number	470,770	415,241	440,468
Health, safety and security				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.14	0.26	0.50
Bursa C5(c) Number of employees trained on health and safety standards	Number	53	71	103
Total numbers of manhours worked in millions	Number	7	8	8
Number of lost time injury incident	Rate	0.00	0.00	0.00
Number of loss of primary containment incident	Number	0	0	0
Number of internal audit conducted	Number	8	9	9
Number of inspection process carried out	Number	601	588	615
Total nonconformances issued	Number	11	20	18

Internal assurance | External assurance | No assurance | (*)Restated

Indicator	Measurement Unit	2021	2022	2023
Total nonconformances closed out	Number	11	20	18
Total observation issued	Number	52	49	35
Inspection result	Percentage	100.00	100.00	100.00
SIRIM audit nonconformance report recorded	Number	0	0	0
SIRIM audit opportunities for improvement recorded	Number	5	9	2
Number of entries by authorities	Number	4	4	7
Number of stop work by authorities	Number	0	0	0
Human capital development				
Bursa C6(a) Total hours of training by employee category				
Top management	Hours	0	0	1,220
Management	Hours	0	0	6,006
Executive	Hours	0	0	16,871
Non-executive	Hours	0	0	16,027
Labour standard and practices				
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	0.00	30.00	23.00
Bursa C6(c) Total number of employee turnover by employee category				
Top management	Number	0	0	6
Management	Number	0	0	31
Executive	Number	0	0	51
Non-executive	Number	0	0	96
Total percentage of employees reviewed under Employee Performance Management	Percentage	0.00	0.00	89.00
Percentage of male employees reviewed under Employee Performance Management	Percentage	0.00	0.00	50.60
Percentage of female employees reviewed under Employee Performance Management	Percentage	0.00	0.00	49.40
Percentage of top management reviewed under Employee Performance Management	Percentage	0.00	0.00	3.90
Percentage of management reviewed under Employee Performance Management	Percentage	0.00	0.00	19.70
Percentage of executive reviewed under Employee Performance Management	Percentage	0.00	0.00	65.60
Percentage of non-executive reviewed under Employee Performance Management	Percentage	0.00	0.00	10.40
Percentage of proteges and interns reviewed under Employee Performance Management	Percentage	0.00	0.00	0.00
Percentage of disabled person reviewed under Employee Performance Management	Percentage	0.00	0.00	0.40
Number of absenteeism	Number	0	0	5,656
Absenteeism rate	Rate	0.00	0.00	0.02
Total new employee hires	Number	0	0	256
Total new male employee hires	Number	0	0	167
Total new female employee hires	Number	0	0	89
Total percentage of vacancy fill by internal hires	Percentage	0.00	0.00	9.00
Average hiring cost per full time employee	Number	0	0	40,596
Gender pay indicator: Total mean annual compensation for employees	Number	0	0	116,562
Gender pay indicator: Total median annual compensation for employees	Number	0	0	92,907
Gender pay indicator: Mean annual compensation for male employees	Number	0	0	118,316
Gender pay indicator: Median annual compensation for male employees	Number	0	0	95,180
Gender pay indicator: Mean annual compensation for female employees	Number	0	0	113,878
Gender pay indicator: Median annual compensation for female employees	Number	0	0	87,984
Supply chain management				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	0.00	0.00	99.00
Cyber security and data privacy				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Average phishing test failure rate: Office and Car Park	Number	0	4	3
Average phishing test failure rate: Retail	Number	0	0	8
Average phishing test failure rate: Hotel	Number	0	4	2
Average learning hours per employee on cyber security: Office and Car Park	Hours	0	7	9
Average learning hours per employee on cyber security: Retail	Hours	0	0	4
Average learning hours per employee on cyber security: Hotel	Hours	0	0	1
Environment management				
Bursa C9(a) Total volume of water used	Megalitres	693.278000	1,062.818000	1,221.346000
Bursa C10(a) Total waste generated	Metric tonnes	2,885.00	4,768.00	6,392.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	891.00	687.00	842.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	1,994.00	4,081.00	5,550.00
Water intensity in cubic meter per square meter gross floor area: Office and Car Park	Number	0	0	0
Water intensity in cubic meter per square meter gross floor area: Retail	Number	2	3	3
Water intensity in cubic meter per square meter gross floor area: Hotel	Number	1	1	2
Hazardous waste disposed in Tonnes: Office and Car Park	Number	0	1	1
Hazardous waste disposed in Tonnes: Retail	Number	0	0	0
Hazardous waste disposed in Tonnes: Hotel	Number	0	1	1

Internal assurance | External assurance | No assurance | (*)Restated

Indicator	Measurement Unit	2021	2022	2023
Financial sustainability				
Dividend in RM Millions	MYR	500.10	660.80	723.90
Taxes in RM Millions	MYR	81.90	70.20	104.50
Revenue in RM Millions	MYR	1,171.10	1,459.30	1,619.20
Infrastructure Maintenance in RM Millions	MYR	4.40	3.70	4.30
Operating costs and expenses in RM Millions	MYR	235.00	322.70	421.00
Total value distribution to shareholders in RM Millions	MYR	500.10	660.80	723.90
Total value distribution to government in RM Millions	MYR	45.90	105.50	112.20
Total value distribution to communities in RM Millions	MYR	131.40	18.60	4.60
Total value distribution to employees in RM Millions	MYR	104.20	132.80	145.10
Total value distribution to banks in RM Millions	MYR	105.20	105.80	111.30
Total value distribution to KLCC Property Stapled Group in RM Millions	MYR	25.90	87.40	104.50
Customer and tenant management				
Customer satisfaction survey score in percentage: Office	Percentage	81.00	88.00	96.00
Customer satisfaction survey score in percentage: Hotel	Percentage	87.00	87.00	90.00
Customer satisfaction survey score in percentage: Car Park	Percentage	0.00	83.00	85.00
Net promoter score in percentage: Retail	Percentage	65.00	64.00	73.00

Disclaimers

1. The 3-year performance table is generated from the custom template of the Bursa ESG reporting platform, as at 23 February 2024. No changes were made to the pdf report generated from the system and is attached as is in this report.
2. During our data analysis and entry into the Bursa ESG Reporting Platform, we identified certain discrepancies in terms of unit assignment that is not possible to be changed within the system. As a result, we have reported zero for such indicators, underscoring our commitment to precision and continual enhancement of our reporting practices. The data will be restated upon addressing the unit discrepancy in subsequent reporting.
3. The following indicators are affected by the above-mentioned condition:
   a. Total energy consumption
   b. Number of lost time injury incident
4. Some values would appear differently in the report generated from the ESG Platform as compared to the content of this Sustainability Report 2023, due to differing number and decimal formatting within the system, that is not able to be changed at this juncture.

Statement of Assurance on the Sustainability Report of the KLCCP Stapled Group

As published in its Integrated Annual Report for the financial year ended 31 December 2023

We, the Internal Auditors of the KLCCP Stapled Group, were engaged by the Board to provide an Internal Assurance on the Sustainability Report of the KLCCP Stapled Group, as published in its Integrated Report for the financial year ended 31 December 2023 (the "Integrated Report") in the form of an Internal Review on whether the Subject Matter is in all material respects in accordance with the Guidelines of Bursa Malaysia and whether internal controls are effective in managing and supporting Sustainability Reporting. The resulting Internal Review Report and this Statement of Assurance had been subjected to approval by the Board Risk Committee, the Board Audit Committee and the Board.

SUBJECT MATTER

The Scope covered by the Internal Review engagement are:

(i) Sustainability Governance: Disclosures in relation to the oversight, strategic management & implementation of Material Sustainability Matters
(ii) Disclosures in relation to Materiality Assessment
(iii) Selected Indicators as follows:

Material Sustainability Matters (MSM)	Indicators Reviewed
Anti-Corruption	• Percentage of operations assessed for corruption-related risks
Diversity	• Percentage of employees by gender and age group, for each employee category • Percentage of directors by gender and age group
Labor Practices & Standards	• Total hours of training by employee category • Percentage of employees that are contractors or temporary staff • Total number of employee turnover by employee category
Emissions Management	• Scope 1 emissions in tonnes of CO_2e • Scope 2 emissions in tonnes of CO_2e • Scope 3 emissions in tonnes of CO_2e (at least for the categories of business travel & employee commuting)
Energy Management	• Total energy consumption
Total 5 MSM Covered	**Total 10 Indicators reviewed (out of 23 common indicators recommended by Bursa Malaysia)**

The boundary of the Internal Review represents all KLCC Stapled Group's Business Activities in Malaysia, except for Indicators reviewed under Emissions Management and Energy Management, whereby only Mandarin Oriental Hotel, Kuala Lumpur and Suria KLCC were covered. The rationale for the reduced boundary for Emissions Management and Energy Management Indicators review, was due to the fact that external consultants engaged by KLCCP Stapled Group's Ultimate Parent, PETRONAS had conducted a review on Green House Gas emissions on all KLCC Stapled Group's Business Activities in Malaysia except for Mandarin Oriental Hotel, Kuala Lumpur and Suria KLCC.

STANDARDS AND REFERENCES ADOPTED

The Internal Review and Internal Assurance engagement was performed and evidence obtained based on the following standards and references:

(i) Internal audit standard and benchmark: International Professional Practices Framework (IPPF)
(ii) Bursa Malaysia Sustainability Reporting Guide - 3rd Edition 2022
(iii) Bursa Malaysia Sustainability Reporting Toolkits

PROCEDURES PERFORMED

Our Internal Assurance engagement on the Subject Matter consists of making enquiries, primarily of persons responsible for the preparation of the Subject Matter presented in the Sustainability Report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

(iv) Walk-through tests.
(vl Inquiries and interview of relevant management personnel in charge of the subject matter data collection, collation and reporting.
(vi) Observation of processes performed and analytical procedures.
(vii) Verification and validation of underlying records, information and data.
(viii) Inspection of policies, procedures, documents and testing of internal controls.
(ix) Evaluating the appropriateness of quantification methods and reporting procedures and reconciling the underlying records.

RESTRICTION OF USE

The Statement of Assurance focus primarily on KLCCP Stapled Group's ESG management and activities based on reasonable information currently available. This Statement of Assurance shall not be copied, referred to or disclosed, in whole or in part, without our prior written consent.

Sustainability Benchmark and Certifications

Sustainability Certifications	2023	2022	2021	2020	2019
KLCC Property Holdings Berhad					
ISO 37001:2016 (Anti-Bribery Management System)	Achieved in 2020. (Latest recertification in 2023. Valid until November 2026)				
Green Building Index Menara Maxis	GBI Silver Rating				
KLCC Real Estate Investment Trust					
Green Building Index PETRONAS Twin Towers	GBI Gold Rating				
Green Building Index Menara 3 PETRONAS	GBI Silver Rating				
KLCC Urusharta Sdn Bhd					
ISO 37001:2016 (Anti-Bribery Management System)	Achieved in 2020. (Latest recertification in 2023. Valid until November 2026)				
ISO 14001:2015 (Environmental Management System)	Achieved in 2014, (Latest recertification in 2023. Valid until 22 July 2026)				
ISO 9001:2015 (Quality Management System)	Achieved in 2005, (Latest recertification in 2023. Valid until April 2026)				
ISO 45001:2018 (Occupational Health and Safety Management System)	Achieved in 2014, (Latest recertification in 2022. Valid until October 2025)				
ISO 41001:2018 (Facility Management System)	Achieved 2021, (Latest recertification in 2023. Valid until November 2027)				
Mandarin Oriental, Kuala Lumpur					
ISO 14001:2015 (Environmental Management System)	Achieved in 2003, (Latest recertification in 2022. Valid until October 2024)				
ISO 22000:2018 (Food Safety Management System)	Achieved in 2008, (Latest recertification in 2022. Valid until October 2024)				
OHSAS 18001:2007/ISO 45001:2018 (Occupational Health and Safety Management System)	Achieved in 2014, (Latest recertification in 2022. Valid until October 2024)				
Ministry Tourism, Arts and Culture Malaysia (Green Hotel)	Achieved in 2017, (Latest recertification in 2022. Valid until December 2025)				
Ministry Tourism (ASEAN Tourism Standard)	Achieved in 2012, (Latest recertification in 2022. Valid until 2024)				

Sustainability Certifications	2023	2022	2021	2020	2019
KLCC Parking Management					
ISO 37001:2016 (Anti-Bribery Management System)	Achieved in 2020. (Latest recertification in 2023. Valid until November 2026)				
ISO 14001:2015 (Environmental Management System)	Achieved in 2016, (Latest recertification in 2022. Valid until September 2025)				
ISO 9001:2015 (Quality Management System)	Achieved in 2016, (Latest recertification in 2022. Valid until August 2025)				
ISO 45001:2018 (Occupational Health and Safety Management System)	Achieved in 2016, (Latest recertification in 2022. Valid until October 2025)				

World Economic Forum Stakeholder Capitalism 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	**67, 69**
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	**69**
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 labour, 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	**67, 72**
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 organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	WEF15	**74 to 75, 77**
Skills for the future	16	**Training provided (#, $)** Average hours of training per person that the organisation'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	**63, 66**

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
PLANET – CORE				
Climate Change	7	**Greenhouse gas (GHG) emissions** For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO_2e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	WEF7	**79 to 83**
Climate Change	8	**TCFD implementation** 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.	WEF8	**81**
Nature loss	9	**Land use and ecological sensitivity** 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).	WEF9	Not applicable
Freshwater availability	10	**Water consumption and withdrawal in water-stressed areas** 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.	WEF10	Water consumption **84 to 87** Not applicable as we do not operate in regions with high water stress

World Economic Forum Stakeholder Capitalism Metrics

Theme	#	SCM metrics and disclosure	SCM sequence	Page reference and reasons for omissions, if applicable
PEACE – CORE				
Governing purpose	1	**Setting purpose** 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.	WEF1	**10 to 12**
Quality of governing body	2	**Governance body composition** 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.	WEF2	**20 to 21** IAR **166 to 175**
Stakeholder Engagement	3	**Material issues impacting stakeholders** 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.	WEF3	**31 to 39**
Ethical behaviour	4	**Anti-corruption** 1. Total percentage of governance body members, employees and business partners who have received training on the organisation's anti-corruption policies and procedures, broken down by region. a. Total number and nature of incidents of corruption confirmed during the current year but related to previous years; and b. Total number and nature of incidents of corruption confirmed during the current year, related to this year. 2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	WEF4	**96 to 97**
Ethical behaviour	5	**Protected ethics advice and reporting mechanisms** A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behaviour and organisational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organisational integrity.	WEF5	**67, 94**
Risk and opportunity oversight	6	**Integrating risk and opportunity into business process** 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.	WEF6	**89**

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** 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. 2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	WEF17	**73**
Employment and wealth generation	18	**Economic contribution** 1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organisation's global operations, ideally split out by: • Revenues • Operating costs • Employee wages and benefits • Payments to providers of capital • Payments to government • Community investment 2. Financial assistance received from the government: total monetary value of financial assistance received by the organisation from any government during the reporting period.	WEF18	**100, 103**
Employment and wealth generation	19	**Financial investment contribution** 1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy. 2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	WEF19	IAR **130**
Innovation of better products and services	20	**Total R&D expenses ($)** Total costs related to research and development.	WEF20	Not applicable
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	**12**

Global Reporting Initiative (GRI) Content Index

STATEMENT OF USE

KLCCP Stapled Group has reported the information cited in this GRI content index for the period between 1 January 2023 to 31 December 2023 with reference to the GRI Standards.

GRI 1 USED

GRI 1: Foundation 2021

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
General Disclosure	**GRI 2: General Disclosures 2021**	2-1 Organisational details					About this report (SR 2023)	
		2-2 Entities included in the organisation's sustainability reporting					We are KLCCP Stapled Group (IAR 2023)	
		2-3 Reporting period, frequency and contact point					About this report (SR 2023)	
		2-4 Restatements of information					2023 in Focus, Three-Year Sustainability Performance Data (SR 2023)	**50 to 113, 114 to 117**
		2-5 External assurance					Not Applicable	
		2-6 Activities, value chain and other business relationships					We are KLCCP Stapled Group (IAR 2023)	
		2-7 Employees	C3(a)	SLS		Principle 6	Human Rights (SR 2023)	**66 to 71**
		2-8 Workers who are not employees	C3(a)	SLS		Principle 6	Health, Safety and Security (SR 2023)	**74 to 77**
		2-9 Governance structure and composition	C3(a), C3(b)	SLS		Principle 6	Stakeholder Engagement and Value Creation Management, Sustainability Governance, Corporate Governance (SR 2023)	**20 to 21, 23 to 30**
		2-10 Nomination and selection of the highest governance body					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-11 Chair of the highest governance body					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		2-12 Role of the highest governance body in overseeing the management of impacts					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-13 Delegation of responsibility for managing impacts					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
	GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting					Sustainable Governance (SR 2023)	**20 to 21**
		2-15 Conflicts of interest					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-16 Communication of critical concerns					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-17 Collective knowledge of the highest governance body					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-18 Evaluation of the performance of the highest governance body					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-19 Remuneration policies					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-20 Process to determine remuneration					Corporate Governance Overview (IAR 2023)	IAR **186 to 217**
		2-21 Annual total compensation ratio					Not Applicable	
		2-22 Statement on sustainable development strategy				Principle 1,2,7,8,10	Sustainability @ KLCC, Sustainability Framework (SR 2023)	**14 to 15, 22**
		2-23 Policy commitments					No present data or statement to disclose	
		2-24 Embedding policy commitments					No present data or statement to disclose	
		2-25 Processes to remediate negative impacts	C6(d)	SHR		Principle 1,2,6,10	Human Rights, Corporate Governance (SR 2023)	**66 to 71, 88 to 93**

Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
		2-26 Mechanisms for seeking advice and raising concerns	C6(d)	SHR		Principle 1,2,6,10	Human Rights, Corporate Governance (SR 2023)	**66 to 71, 88 to 93**
		2-27 Compliance with laws and regulations	C1(c) C5(a)	GAC	510	Principle 1,2,6,10	Health, Safety and Security, Business Ethics (SR 2023)	**74 to 77, 94 to 97**
		2-28 Membership associations					Our reporting journey and milestone, Our Contribution to UNSDG (SR 2023)	**16 to 17, 50 to 53**
		2-29 Approach to stakeholder engagement					Stakeholder Engagement and Value Creation (SR 2023)	**23 to 30**
		2-30 Collective bargaining agreements					Not Applicable	
MATERIAL TOPICS	**GRI 3: Material Topics 2021**	3-1 Process to determine material topics					Material Sustainability Matters (SR 2023)	**31 to 39**
		3-2 List of material topics					Material Sustainability Matters (SR 2023)	**31 to 39**
PROSPERITY	**GRI 3: Material Topics 2021**	3-3 Management of material topics					Material Sustainability Matters, 2023 in Focus, Three-Year Sustainability Performance Data (SR 2023)	**31 to 39, 50 to 113, 114 to 117**
	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed					Financial Sustainability (SR 2023)	**100 to 103**
		201-2 Financial implications and other risks and opportunities due to climate change					No present data or statement to disclose	
		201-3 Defined benefit plan obligations and other retirement plans					No present data or statement to disclose	
		201-4 Financial assistance received from government					Not Applicable	

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
	GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage					Not Applicable	
		202-2 Proportion of senior management hired from the local community	C3(a)	SLS			Human Rights (SR 2023)	**66 to 71**
	GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported					Financial Sustainability (SR 2023)	**100 to 103**
		203-2 Significant indirect economic impacts					Not Applicable	
	GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	C7(a)	SHR			Supply Chain Management (SR 2023)	**104 to 105**
PEACE	**GRI 205: Anti-corruption 2016**	205-1 Operations assessed for risks related to corruption	C1(b)	GAC		Principle 10	Business Ethics (SR 2023)	**94 to 97**
		205-2 Communication and training about anti-corruption policies and procedures	C1(a)	GAC		Principle 10	Business Ethics (SR 2023)	**94 to 97**
		205-3 Confirmed incidents of corruption and actions taken	C1(c)	GAC	510	Principle 10	Business Ethics (SR 2023)	**94 to 97**
	GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices					Not Applicable	
PROSPERITY	**GRI 207: Tax 2019**	207-1 Approach to tax					Not Applicable	
		207-2 Tax governance, control, and risk management					Not Applicable	
		207-3 Stakeholder engagement and management of concerns related to tax					Not Applicable	
		207-4 Country-by-country reporting					Not Applicable	

Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
PROSPERITY	**GRI 301: Materials 2016**	301-1 Materials used by weight or volume					No present data or statement to disclose	
		301-2 Recycled input materials used					No present data or statement to disclose	
		301-3 Reclaimed products and their packaging materials					No present data or statement to disclose	
PLANET	**GRI 302: Energy 2016**	302-1 Energy consumption within the organisation	C4(a) C11(a) C11(b)	ECC	130	Principle 7,8,9	Climate Change and Energy Management (SR 2023)	**78 to 83**
		302-2 Energy consumption outside of the organisation					Climate Change and Energy Management (SR 2023)	**78 to 83**
		302-3 Energy intensity	C4(a)	ECC	130	Principle 7,8,9	Climate Change and Energy Management (SR 2023)	**78 to 83**
		302-4 Reduction of energy consumption	C4(a)	ECC	130	Principle 7,8,9	Climate Change and Energy Management (SR 2023)	**78 to 83**
		302-5 Reductions in energy requirements of products and services					Not Applicable	
	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	C9(a)	EWT	140	Principle 7,8,9	Environmental Management (SR 2023)	**84 to 87**
		303-2 Management of water discharge-related impacts					Not Applicable	
		303-3 Water withdrawal					Not Applicable	
		303-4 Water discharge					Not Applicable	
		303-5 Water consumption	C9(a)	EWT	140	Principle 7,8,9	Environmental Management (SR 2023)	**84 to 87**

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
	GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas					Not Applicable	
		304-2 Significant impacts of activities, products and services on biodiversity					Not Applicable	
		304-3 Habitats protected or restored					Not Applicable	
		304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations					Not Applicable	
	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	C11(a)	ECC	110	Principle 7,8,9	Climate Change and Energy Management (SR 2023)	**78 to 83**
		305-2 Energy indirect (Scope 2) GHG emissions	C11(b)	ECC	130	Principle 7,8,9	Climate Change and Energy Management (SR 2023)	**78 to 83**
		305-3 Other indirect (Scope 3) GHG emissions	C11(c)	ECC		Principle 7,8,9	Climate Change and Energy Management (SR 2023)	**78 to 83**
		305-4 GHG emissions intensity					Climate Change and Energy Management (SR 2023)	**78 to 83**
		305-5 Reduction of GHG emissions					Climate Change and Energy Management (SR 2023)	**78 to 83**
		305-6 Emissions of ozone-depleting substances (ODS)					Not Applicable	
		305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions					Climate Change and Energy Management (SR 2023)	**78 to 83**

Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	C10(a)	EPR		Principle 7,8,9	Environmental Management (SR 2023)	**84 to 87**
		306-2 Management of significant waste-related impacts	C10(a)	EPR		Principle 7,8,9	Environmental Management (SR 2023)	**84 to 87**
		306-3 Waste generated	C10(a)	EPR		Principle 7,8,9	Environmental Management (SR 2023)	**84 to 87**
		306-4 Waste diverted from disposal	C10(a)	EPR		Principle 7,8,9	Environmental Management (SR 2023)	**84 to 87**
		306-5 Waste directed to disposal	C10(a)	EPR		Principle 7,8,9	Environmental Management (SR 2023)	**84 to 87**
PROSPERITY	**GRI 308: Supplier Environmental Assessment 2016**	308-1 New suppliers that were screened using environmental criteria	S6(a)	ESC		Principle 7,8,9	No present data or statement to disclose	
		308-2 Negative environmental impacts in the supply chain and actions taken	S6(b)	ESC		Principle 7,8,9	No present data or statement to disclose	
PEOPLE	**GRI 401: Employment 2016**	401-1 New employee hires and employee turnover	C6(c)	SLS			Labour Standards and Practices (SR 2023)	**72 to 73**
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees					No present data or statement to disclose	
		401-3 Parental leave					No present data or statement to disclose	
	GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes					No present data or statement to disclose	

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
PEOPLE	**GRI 403: Occupational Health and Safety 2018**	403-1 Occupational health and safety management system					Health, Safety and Security (SR 2023)	**74 to 77**
		403-2 Hazard identification, risk assessment, and incident investigation					Health, Safety and Security (SR 2023)	**74 to 77**
		403-3 Occupational health services					Health, Safety and Security (SR 2023)	**74 to 77**
		403-4 Worker participation, consultation, and communication on occupational health and safety					No present data or statement to disclose	
		403-5 Worker training on occupational health and safety	C5(c)	SHS			Health, Safety and Security (SR 2023)	**74 to 77**
		403-6 Promotion of worker health					Human Capital (SR 2023)	**62 to 66**
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships					Not Applicable	
		403-8 Workers covered by an occupational health and safety management system					Health, Safety and Security (SR 2023)	**74 to 77**
		403-9 Work-related injuries	C5(a) C5(b)	SHS	320		Health, Safety and Security (SR 2023)	**74 to 77**
		403-10 Work-related ill health					Health, Safety and Security (SR 2023)	**74 to 77**
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	C6(a)	SLS			Human Capital (SR 2023)	**62 to 66**
		404-2 Programs for upgrading employee skills and transition assistance programs	C6(a)	SLS			Human Capital (SR 2023)	**62 to 66**
		404-3 Percentage of employees receiving regular performance and career development reviews					Human Capital (SR 2023)	**62 to 66**

Global Reporting Initiative (GRI) Content Index

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	C3(b)	SLS GCG			Human Rights, Corporate Governance (SR 2023)	**66 to 71, 88 to 93**
		405-2 Ratio of basic salary and remuneration of women to men					Labour Standards and Practices (SR 2023)	**72 to 73**
	GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	C6(d)	SHR		Principle 6	Human Rights (SR 2023)	**66 to 71**
PEOPLE	**GRI 407: Freedom of Association and Collective Bargaining 2016**	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk					Not Applicable	
	GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour					Not Applicable	
	GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour					Not Applicable	
	GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures					Not Applicable	
	GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples					Not Applicable	
PROSPERITY	**GRI 413: Local Communities 2016**	413-1 Operations with local community engagement, impact assessments, and development programs					Not Applicable	
		413-2 Operations with significant actual and potential negative impacts on local communities					Not Applicable	

CRITICAL DIMENSION	GRI STANDARD	DISCLOSURE	BURSA MY CI	F4GBM ESG THEMES	SASB	UNGC	SECTION	PAGES
	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	S7(a)	SSC	440	Principle 1,2,3,4,5,6	No present data or statement to disclose	
		414-2 Negative social impacts in the supply chain and actions taken	S7(b)	SSC	430	Principle 1,2,3,4,5,6	No present data or statement to disclose	
	GRI 415: Public Policy 2016	415-1 Political contributions					Not Applicable	
PEOPLE	**GRI 416: Customer Health and Safety 2016**	416-1 Assessment of the health and safety impacts of product and service categories					Not Applicable	
		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services					Not Applicable	
PROSPERITY	**GRI 417: Marketing and Labelling 2016**	417-1 Requirements for product and service information and labelling					Not Applicable	
		417-2 Incidents of non-compliance concerning product and service information and labeling					Not Applicable	
		417-3 Incidents of non-compliance concerning marketing communications					Not Applicable	
PEACE	**GRI 418: Customer Privacy 2016**	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	C8(a)		230		Cyber Security and Data Privacy (SR 2023)	**98 to 99**

Legend
IAR – Integrated Annual Report
SR – Sustainability Report

Not Applicable – Denotes non-applicability of the specific standard disclosure, to the nature and scope of business.
No present data or statement to disclose – Denotes information that is present or may be present within the business, but is not ready for disclosure.

Glossary of Abbreviations, Terms and Acronyms

Abbreviation/Term/Acronym	Full Term/Definition
3R	Reduce, Reuse and Recycle
ABC Manual	Anti-Bribery and Corruption Manual
ABMS	Anti-Bribery Management System
AGM	Annual General Meeting
BACNET	Building Automation and Control Network
BCM	Business Continuity Management
BCP	Business Continuity Plan
BEI	Building Energy Intensity
BIA	Business Impact Analysis
BRC	Board Risk Committees
BCS	Building Control System
CBF	Critical Business Function
CCTV	Closed-Circuit Television
CEO	Chief Executive Officer
CMMS	Computerized Maintenance Management System
CMP	Crisis Management Plan
CMS	HSE Culture Maturity Survey
CO_2	Carbon Dioxide
CoBE	Code of Conduct and Business Ethics
CSA	Corporate Sustainability Assessment
CSR	Corporate Social Responsibility
DBE	Downstream Business Excellence
DJSI	Dow Jones Sustainability Indices
ECSGF	Enterprise Cyber Security Governance Framework
EMS	Environmental Management System
EMT	Emergency Management Team
EPM	Employee Performance Management
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
EV	Electric Vehicle
F&B	Food and Beverage
FTSE ECC	FTSE Climate Change Theme
FTSE EPR	FTSE Pollution and Resources Theme
FTSE ESC	FTSE Supply Chain Environment Theme
FTSE EWT	FTSE Water Security Theme

Abbreviation/Term/Acronym	Full Term/Definition
FTSE GAC	FTSE Anti-Corruption Theme
FTSE SHR	FTSE Human Rights and Community Theme
FTSE SHS	FTSE Workforce Health and Safety Theme
FTSE SLS	FTSE Labour Standard Theme
FTSE SSC	FTSE Supply Chain Social Theme
GBI	Green Building Index
GC	Group Commercial
GCEO	Group Chief Executive Officer
GFA	Gross Floor Area
GHG	Greenhouse Gas
GHSE	Group Health, Safety and Environment
GJ	Gigajoules
GM	General Manager
GRI	Global Reporting Initiative Standards
GSS	Group Strategy and Sustainability
H&S	Health and Safety
HA	High Availability
HC	Human Capital
HEMP	Hazard and Effect Management Process
HSE	Health, Safety and Environment
HSEMS	Health, Safety and Environment Management System
HSSE	Health, Safety, Security and Environment
IBCC	Integrated Building Command Center
ICC	Integrated Command Centre
ICT	Information and Communication Technologies
INED	Independent Non-executive Director
IP	Internet Protocol
ISO	International Organisation for Standardization
ISOC	Integrated Security Operation Centre
IT	Information Technology
IWMS	Integrated Workplace Management System
KG	Kilogram
KGLT	KLCC Group Leadership Team
KLCCBEA	KLCC Business Events Alliance
KLCCP	KLCC Property Holdings Berhad

Glossary of Abbreviations, Terms and Acronyms

Abbreviation/Term/Acronym	Full Term/Definition
KLCCRM	KLCC REIT Management Sdn Bhd
KLCCUH	KLCC Urusharta Sdn Bhd
KPI	Key Performance Indicators
KPM	KLCC Parking Management Sdn Bhd
KSRC	KLCC Sports and Recreation Club
kWh	Kilowatt hour
LDL	Leaders Develop Leaders
LED	Light-Emitting Diode
LIL	Linkedin Learning
LMS	Learning Management System
LOPC	Loss of Primary Containment
LTI	Lost Time Injury
LTIF	Lost Time Injury Frequency
m2	Square metre
m3	Cubic metre
MCCG	Malaysia Code of Corporate Governance
MCF	Mandatory Control Framework
MLX	MyLearningX
MOHG	Mandarin Oriental Hotel Group
MOKUL	Mandarin Oriental, Kuala Lumpur
MT	Metric Ton
NCR	Non-conformity Report
NDA	Non-Disclosure Agreement
Net Floor Area	Net Floor Area
NGOs	Non-Government Organisations
NPS	Net Promoter Score
NSOM	New Security Operating Model
NWD	Northwest District at KLCC car park
NZCE	Net Zero Carbon Emissions
OFI	Opportunity for Improvement
OPUs	Operating Business Units
OT	Operational Technology

Abbreviation/Term/Acronym	Full Term/Definition
PETCO	PETRONAS Trading Corporation SB
PMS	Parking Management Solution
PR	Purchase Requisition
REIT	Real Estate Investment Trust
RMC	Risk Management Committee
SASB	Sustainability Accounting Standards Board
SCM	Stakeholder Capitalism Metrics
SGM	Senior General Manager
SIRIM	Standard and Industrial Research Institute of Malaysia
SM	Senior Manager
SRA	Social Risk Assessment
SSC	Sustainability Steering Committee
SUP	Single-use Plastic
SWCORP	Solid Waste and Public Cleansing Management Corporation
TCFD	Task Force on Climate related Financial Disclosures
tCO_2e	Tons of carbon dioxide equivalent
UAUC	Unsafe Act Unsafe Condition
UCO	Used Cooking Oil
UN2030	United Nations 2030 Agenda
UNGC	United Nations Global Compact
UNSDG	United Nations Sustainable Development Goals
VAV	Variable Air Volume
VSD	Variable Speed Drive
VUCA	Volatile, Uncertain, Complex and Ambiguous
WEF	World Economic Forum

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