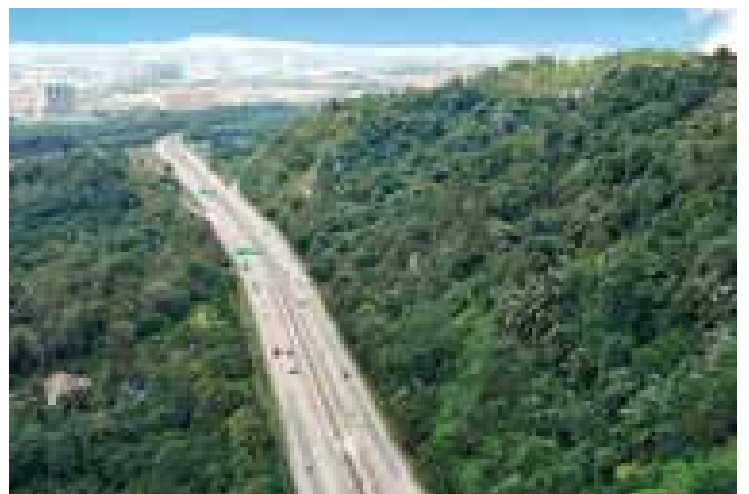


**REALISING OUR  
SUSTAINABILITY  
ASPIRATIONS**

Sustainability Report 2021



This report is printed on 100% environmental-friendly paper.





# ABOUT THIS REPORT

This is Projek Lintasan Kota Holdings Sdn Bhd's (PROLINTAS) inaugural Sustainability Report which represents our pledge to continue building on efforts in sustainability that we have put in place in previous years.

Aside from detailing our sustainability agenda, this Report elucidates our approach, governance structure, material matters for both our business and our stakeholders, as well as the initiatives we are undertaking to address those matters.

In producing this Report, we have strived to provide fair and balanced insights into the Environmental, Social and Governance (ESG) value that we have created and delivered to all our stakeholders. This Report also records our journey in adopting best practices in sustainability.

## Scope and Boundaries

The disclosures in this Report cover all of PROLINTAS's business operations, which encompass 282.7km of expressways in Malaysia utilised by hundreds of millions of road users annually.

We have endeavoured to ensure the completeness and accuracy of the data and information in this Report through the implementation of the necessary internal controls and verification processes. Additionally, we have sought third-party assurance on our data to further validate its accuracy.

Unless otherwise stated, this Report accounts for our activities for the period 1 January 2021 to 31 December 2021.

## Reporting Standards

While PROLINTAS is not a public-listed company and is thus not obliged to produce a Sustainability Report, we are pleased to publish our sustainability disclosures voluntarily. In doing so, we have adopted corporate reporting best practices guided by Bursa Malaysia Berhad's Sustainability Reporting Guide (2<sup>nd</sup> Edition) and the Securities Commission's Malaysian Code on Corporate Governance 2021.

This Sustainability Report has also been prepared with reference to Global Reporting Initiative's (GRI) Standards. Furthermore, in line with our efforts to instil the United Nations Sustainable Development Goals (SDGs) within our organisation, we have linked our sustainability initiatives to the SDGs where relevant.

### NAVIGATION ICONS



This icon tells you where you can find related information in this report.



This icon tells you where you can search for more information online.



This report is available online at [www.prolintas.com.my](http://www.prolintas.com.my)

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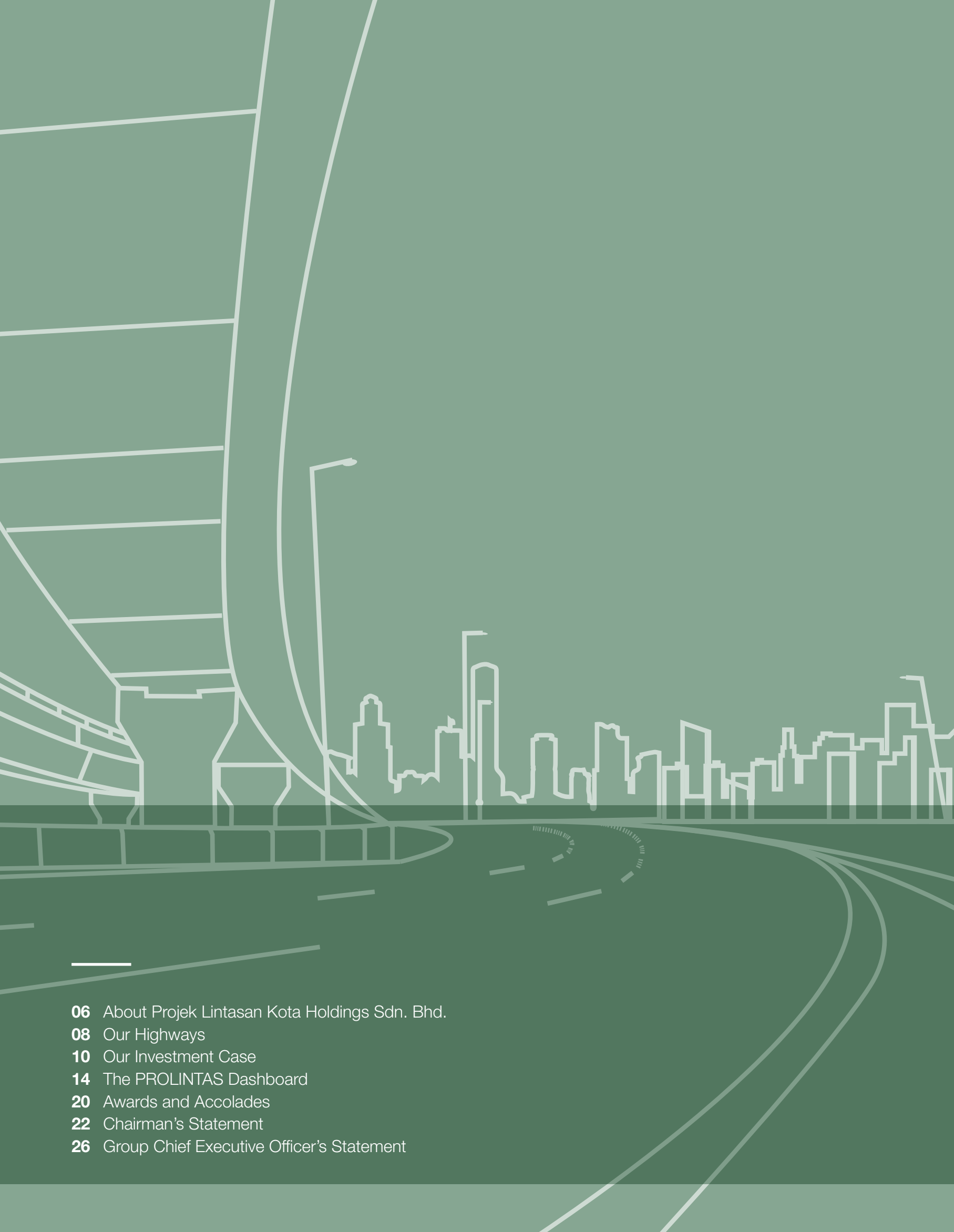
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# INTRODUCTION



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## ABOUT PROJEK LINTASAN KOTA HOLDINGS SDN. BHD.



**650**  
highly skilled  
employees

**+25**  
years of  
building urban  
connectivity

Projek Lintasan Kota Holdings Sdn. Bhd. or 'PROLINTAS' was incorporated as an investment holdings company in 1995. We have been intrinsically involved in empowering the convergence of communities through urban connectivity right from the beginning.



## About Projek Lintasan Kota Holdings Sdn. Bhd.



## Innovating Sustainable Mobility Solutions

Since 1995, PROLINTAS has been proud to shoulder the responsibility of designing, building, operating and maintaining some of Malaysia's most essential expressways. Every day, millions of Malaysians traverse the Ampang-Kuala Lumpur Elevated Highway (AKLEH), Guthrie Corridor Expressway (GCE), Kemuning-Shah Alam Highway (LKSA) and Kajang Dispersal Link Expressway (Kajang SILK) in the course of their daily lives. Every year, tens of millions of road users count on these highways to keep them mobile – and rely on us to keep them safe.

With another two highways scheduled for completion soon, the Damansara-Shah Alam Elevated Expressway (DASH) and Sungai Besi-Ulu Kelang Elevated Expressway (SUKU), we are optimistic on our continued ability to transform the urban landscape and believe we're firmly placed to become Malaysia's leading road infrastructure developer.

Throughout our journey, we have made technology a cornerstone of our capabilities, innovating solutions such as our proprietary Smart Surveillance System (S3). S3 is a fully integrated artificial intelligence and machine learning-based system which drives operational efficiency and safety. It enables monitoring of highway surfaces as well as detection of faulty assets, road accidents, foreign objects, stagnant water areas and animal presence.

We've also introduced the PROLINTAS Integrated Maintenance Escalations (PRIME) system based on a Microsoft platform, which has elevated our capabilities across our operations from incident reporting to automation of maintenance schedules.



For more information on the technology systems that power our operations, please refer to pages 71-79 of this Report.

Reinforcing the technological innovations which form a key driver of our overall operations, we have also strived to instil sustainable practices in all that we do. We believe that sustainability plays an integral role not only to underpin our business case, but also to secure the well-being of all our stakeholders as well as the environment.

Anchored on our technology innovations, sustainability agenda and years of experience building and managing Malaysia's leading highways, we remain positive on our prospects of continuing to deliver safe, convenient and comfortable mobility solutions that meet global standards.

## Vision

To be  
Malaysia's  
leading  
highway  
concessionaire

## Mission

Build and  
operate  
highways that  
will be the routes  
of choice to  
users

We are committed to deliver the following:

- Excellent customer services
- Effective cost management
- Effective assets and resources management
- Continuous business growth
- Leading the Environment, Social and Governance (ESG) Initiatives
- Technology-focused organisation
- Leading all relevant quality, safety and regulatory requirements and standards.

# OUR HIGHWAYS

BUILDING  
CONNECTIVITY,  
ENGINEERING  
CONVENIENCE.  
**ELEVATING LIVES.**

**E12**

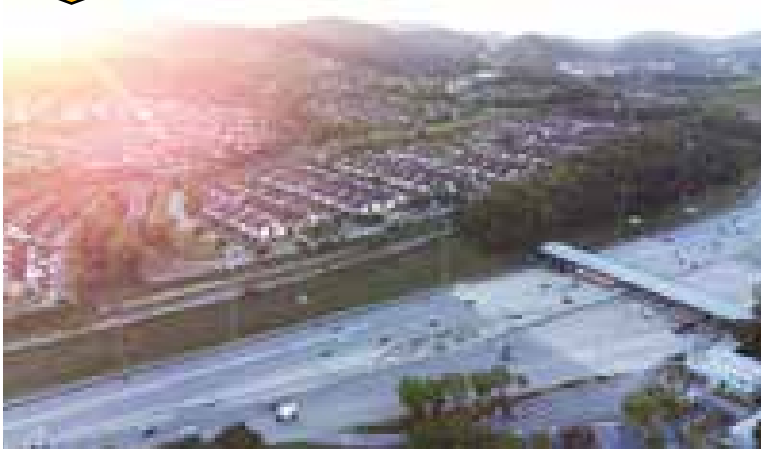


**AMPANG - KUALA LUMPUR ELEVATED HIGHWAY**  
**In-City Driving Comfort**

Length	12.9km*
Interchanges	5

The nation's first intra-urban elevated highway with direct access into KL City Centre, improves mobility and convenience for commuters while supporting Ampang and Hulu Klang's rapid urbanisation.

**E35**



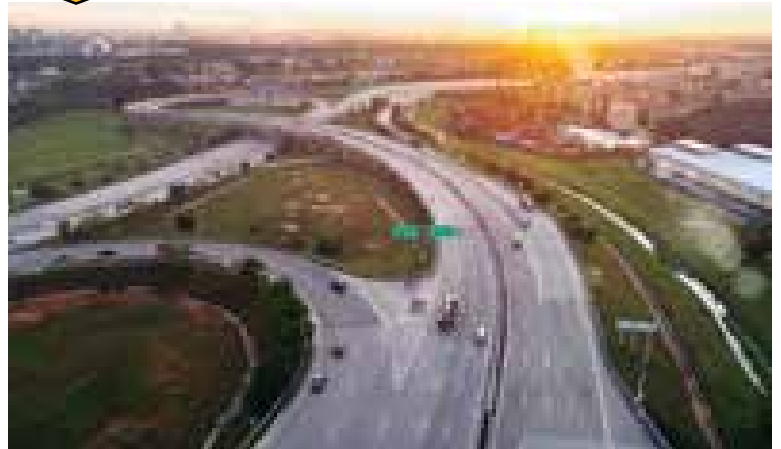
**GUTHRIE CORRIDOR EXPRESSWAY**  
**Bringing Home Closer**

Length	55.4km*
Interchanges	8

From personal commutes to commercial convenience, the journey from Shah Alam to Rawang offers comfortable and convenient access to townships along the way.



**E13**



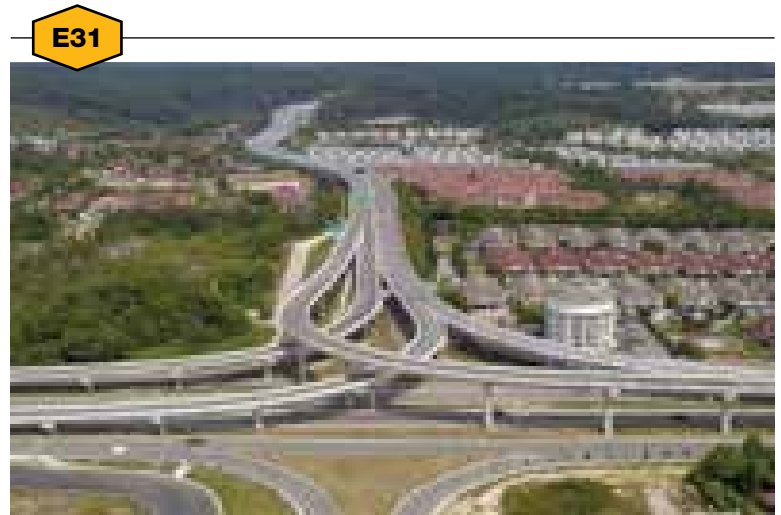
**LEBUHRAYA KEMUNING - SHAH ALAM**  
**A Quick Alternative From Federal Highway To New Townships**

Length	14.7km*
Interchanges	6

Six lane-expressway offers unparalleled convenience while bringing people together, from Alam Impian to Shah Alam.

\* Note: Effective length including interchanges

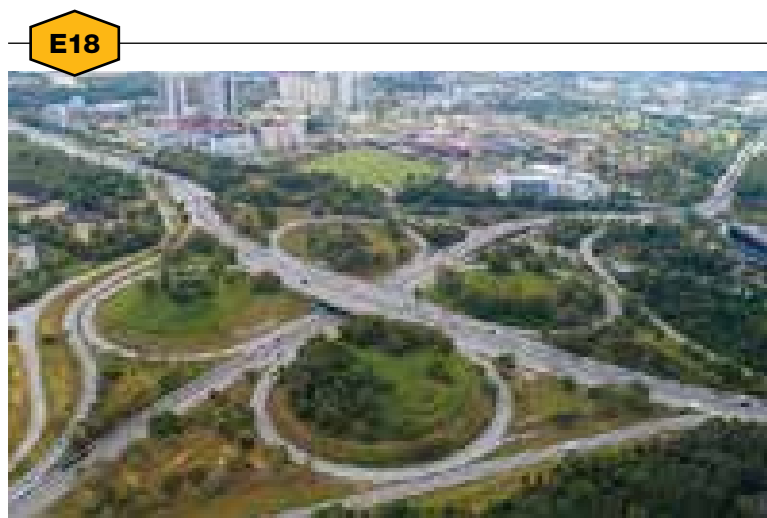
OUR HIGHWAYS



**DAMANSARA - SHAH ALAM  
ELEVATED EXPRESSWAY**  
**Providing Absolute Convenience**

Connectivity that blends in communities, reducing travelling time from the start to endpoint from 90 minutes to only 17 minutes.

Length	47.0km*
Interchanges	13



**KAJANG SILK HIGHWAY**  
**Main Connectivity To  
Putrajaya**

Effective traffic dispersal network for Kajang's matured residential and commercial areas.

Length	95.0km *
Interchanges	12



**SUNGAI BESI - ULU KELANG  
ELEVATED EXPRESSWAY**  
**Going Above And Beyond For  
Malaysia**

Spectacular engineering design providing access to over 60 residential areas and connections to major highways.

Length	57.7km*
Interchanges	14

## OUR INVESTMENT CASE

### A Trusted Partner in Urban Connectivity

In delivering our responsibility as one of the country's leading large-scale infrastructure concessionaires, we have been proud to also play a role in urban connectivity and the convergence of communities.

Our results speak for themselves. With the effective length of our highways including interchanges covering 282.7km, we have recorded annual users far exceeding 100 million.

Yet, even as we advance in our journey to create value in the nation's highway infrastructure, we have trained our sights on greater returns. Guided by our mission of 'Elevating Lives', the next five years will see us focusing on creating a safer, more convenient and enriching user experience for all our customers. We will set out to achieve this by building and operating highways that become the routes of choice for Malaysians. Usage of our highways enables value creation from the convergence of communities and accessibility to urban connectivity. We also create value by contributing to Malaysians' financial well-being. Our shareholders Permodalan Nasional Berhad and Amanah Saham Nasional Berhad which own the Amanah Saham unit trust funds, and in turn, Amanah Saham unit holders, can expect to receive a share of any profits we make as part of their annual unit trust dividends.

We leverage on our associations and memberships to accelerate and enhance the positive, lasting change we strive to affect for our stakeholders and the environment. These industry collaborations provide an avenue for sharing knowledge and best practices. It also offers a platform for us to serve as a thought leader in safety, highway infrastructure and urban connectivity. Through the following associations and memberships, we proactively participate in industry engagement to collaborate on raising industry standards:



### Mapping The Roads Ahead BUSINESS PLAN 2022-2027

Over the next five years, we aspire to realise our mission through the implementation of our 2022-2027 Business Plan. The Business Plan is informed by our strategic intent. In the past four years, this has been anchored on achieving operational excellence by exceeding all our service parameters and expectations of our highway users whilst improving the quality of our services to an international level. This has partly been driven by aligning our key operational processes to ISO standards. We have also adopted smart technologies and embraced innovation across our business to elevate our services and achieve operational efficiency.

We have also focused on achieving excellence in project delivery, as demonstrated by our timely delivery of the SUKE and DASH highways which will be completed as scheduled in 2022. Our project delivery capabilities are also empowered by close monitoring of the quality, cost and safety elements provided by our contractors. At the same time, we remain diligently committed to upholding the safety and health of our stakeholders as well as the environment during and after construction.

Additionally, we have delivered business growth and enhanced shareholder value through our stable and consistent financial and business performance. We will continue to focus on the growth of our business by embarking on future expansions locally and regionally, while also maximising commercial activities and potential within our highways.

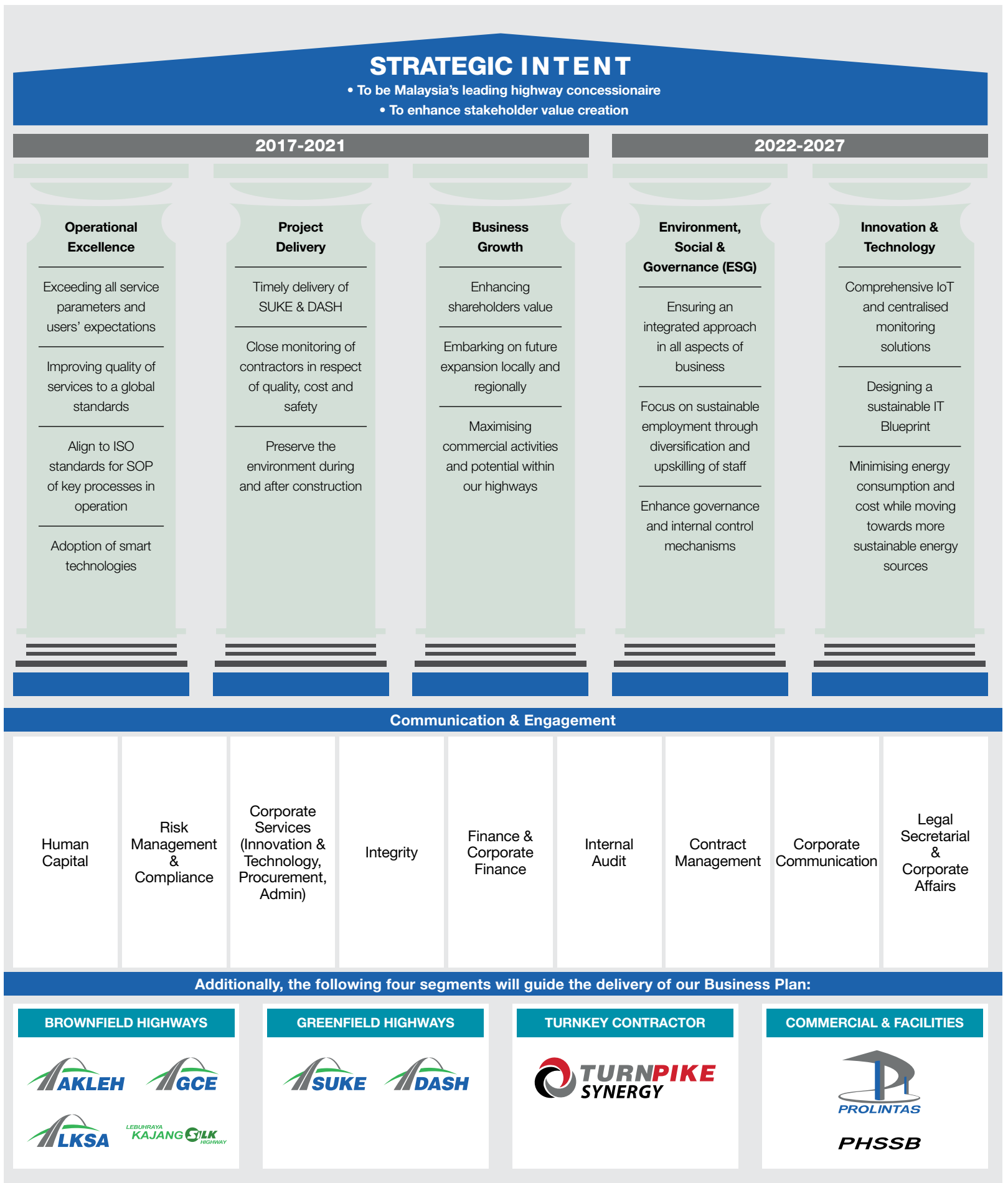
Over the next five years, we will focus on the Environment, Social and Governance (ESG) elements of sustainability. This will be anchored on ensuring an integrated approach to sustainability in all aspects of our business. We will also focus on providing sustainable employment through diversification and upskilling of our staff. All our efforts will further be anchored on enhancing our governance and internal control mechanisms to ensure we practise uncompromising standards of ethics and integrity.

Innovation and technology, already a cornerstone of our operations, will form a key pillar of our business going forward. Under this pillar, we will put in place comprehensive IoT and centralised highway monitoring solutions. We are also in the midst of designing our sustainable IT Blueprint to take our business forward, create value and maximise value from our IT investments. Additionally, we intend to minimise our energy consumption and costs while moving towards the adoption of more sustainable energy sources as we prepare to take climate action.

The remaining structure of our strategic intent is anchored by the functions performed by our various divisions, from human capital to legal secretarial and corporate affairs.

To deliver our Business Plan, we will leverage on our brownfield highways, consisting of our existing AKLEH, GCE, LKSA and Kajang-SILK highways; greenfield highways comprising the under-construction SUKE and DASH highways; our turnkey contractor Turnpike Synergy as well as our commercial and facilities units to unleash sustainable value for our stakeholders.

Our Investment Case



## Our Investment Case

### ELEVATING OUR VALUE OFFERING

At the heart of our Business Plan lies our sustainability goals. We view these sustainability goals as inherent to our business and crucial to the delivery of value to all our stakeholders.

Our sustainability goals are led by three pillars of Accelerating Advancement, Converging Communities and Elevating Lives. Each of these pillars set out our way forward in attaining continued, positive change for our business, delivering excellent services and support for our communities and conserving the environment.

Further anchoring our commitment to sustainability, we have aligned our sustainability pillars to specific UN Sustainable Development Goals (SDGs); and proudly aspire to contribute to each of the 17 SDGs in the course of our business.

PROLINTAS



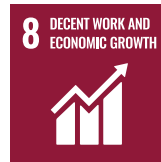
### ACCELERATE ADVANCEMENT

Accelerating changes for advancement, continuing to transform what we do & how we do it encompassing our core business.

ALIGNED TO UNITED NATIONS



We have started to adopt clean energy beginning with our green fleet management strategy for our 84 patrolling, operations maintenance and office pool cars. We have also adopted the use of electric motorbikes (e-bikes) for patrolling of our highways. Additionally, we have taken steps to reduce our energy consumption through street lighting and office lighting retrofitting and the introduction of our energy saving campaign.



Our employees receive fair and reasonable work regardless of their gender, race or any disabilities. We embrace just business practices for the various highway contractors and vendors that work with us.



Innovation and technology form a key pillar of our business, ensuring business continuity as well as future-proofing our business. From our corporate headquarters to our highway operations, we leverage on innovation and technology to enhance our efficiency, take climate action and elevate our customer experience.



Our highway infrastructure and amenities take into account environmental sustainability through energy efficient solutions such as LED lighting at our offices and our highways. We also practise responsible consumption of resources to avoid wastage and minimise our carbon footprint. At the same time, our highways provide a timely and cost-efficient alternative for communities to converge, enabling sustainable development in urban areas.

Strengthening infrastructure to support economic expansion

Re-engineering economic growth for greater prosperity

Sustainable employment opportunities

Our Investment Case

SUSTAINABILITY FRAMEWORK



**CONVERGING COMMUNITIES**

To provide a quality infrastructure network and excellent services to elevate the quality of all lives.



**ELEVATE LIVES**

To conserve environment by creating sustainable activities & coexist in harmony with the environment.

SUSTAINABILITY DEVELOPMENT GOALS



We contribute to job creation within our organisation, where we currently employ 650 staff. We also provide commercial opportunities for our business partners and vendors. Furthermore, we indirectly employ over 30,000 the whole supply chain involved in building and maintaining our highways. Our investments in our community, particularly our efforts to support the education of students from low-income families. Collectively, we contribute income-generating opportunities and strive to uplift the welfare of our communities to provide them with access to financial security.



We monitor our consumption of resources such as energy, water and paper and implement appropriate mitigation measures to minimise our environmental footprint. We also practise responsible production in the construction of our highways, adopting sustainable solutions where feasible to preserve the environment.



The health and safety of all our stakeholders represent the cornerstone of our business. From our employees, highway users, construction workers and through to the communities we interact with, we practise the strictest standards of health and safety to protect their well-being.



We have embarked on climate action by initiating carbon offsetting, using energy-efficient solutions and embracing sustainable development practices in the construction and operation of our highways. We will continue to monitor our climate impacts and implement appropriate mitigation measures to minimise negative impacts.



We view education as a crucial enabler to a sustainable future. To this end, we support education among our communities, especially students from B40 families, by providing them with donations in cash and in kind to assist with their schooling needs. We also provide workshops and training programmes on personal development, individual empowerment, character building and other soft skills to enhance the marketability of our students and graduates.



Our highways form a key component of land transport in Malaysia's urban areas. Given our highways' effective length of 282.7km, including interchanges, we recognise the gravity of practising sustainability throughout our physical footprint and have embarked on a journey of environmental sustainability to ensure the harmony and welfare of life on land.



We are proud to promote gender equality within our organisation, with women employees representing almost half of our workforce as well as a substantial share of key positions. We also provide opportunities for women representation in male-dominated positions, such as among our highway patrol force.



As an organisation established under the auspices of the Public-Private Partnership Unit under the Prime Minister's Office, as well as one that is owned by one of Malaysia's largest fund managers, we are duty-bound to practise and uphold the strictest standards of corporate governance to ensure the preservation of the integrity of the country's key institutions.

**Enhancing inclusiveness towards an equitable society**

**Improving well-being for all prosperity**

**Accelerating human capital development**

**Work-life balance**

**Pursuing green growth for sustainability and resilience**

**Good governance practices**



**THE**

**PROL**





# **INTAS**

## **DASHBOARD**

# THE PROLINTAS DASHBOARD



## OPERATING HIGHWAY ASSETS

Our operating highway assets form the heart of our business. Since our inception in 2015, we have continued to expand and improve not only our highway footprint, but also the accompanying infrastructure to provide our road users with a safe and comfortable highway experience.



Effective length including interchanges  
**178km**



Interchanges  
**31 Nos.**



Toll Plazas  
**10 Nos.**



Variable Messages & Signs  
**18 Nos.**



CCTVs  
**388 Nos.**



Karas Trees Planted  
**3,792 Nos.**



Street Lighting (100% Lighted Highways)  
**8,970 Lanterns**



High-mast  
**97 Poles**



Emergency Telephones  
**49 Nos.**



Motorcycle Lanes  
**46km**

## TRAFFIC AND SURVEILLANCE

Our traffic management and surveillance ensure the safety of our highways through technology-driven mobility solutions, working with our stakeholders on every kilometre to complete their journeys safely.



Patrol Person  
**32 (AP) | 28 (Non-AP\*) Nos.**



Control Room Operators  
**8 (AP) | 13 (Non-AP\*) Nos.**



Electric Bikes  
**18 Nos.**



Patrol Cars  
**11 Nos.**

\* Auxiliary Police



Surveillance capabilities play a vital role in serving our users. From our people on the ground to our digital solutions, we strive to stay connected every kilometre of our highways so that they can

## HIGHWAY FACILITIES AND SERVICES

Our service to our stakeholders doesn't just end on the road. Along our highways, we have put in place facilities and services that go beyond expectations to deliver not only convenience to our highway users, but also provide a welcoming environment to make our highways the route of choice for urban commuting.



Patrol Bikes  
**11 Nos.**



Maintenance Vehicles  
**19 Nos.**



Tow Trucks  
**3 Nos.**



PROLINTAS Digital Assistant  
**5,140 downloads**



Rest Service Areas  
**2 Nos.**



Lay-bys  
**8 Nos.**



Community Event Space  
**1 No.**



Public Restrooms  
**10 Nos.**



Suraus  
**10 Nos.**



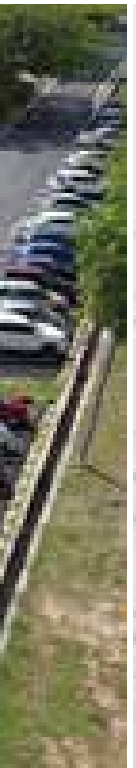
Pedestrian Bridges  
**13 Nos.**



RSA Tenants  
**31 Nos.**



Free High Speed WiFi Service  
**80 Mbps**



## INNOVATION AND TECHNOLOGY SERVICES

Our commitment to innovation and technology are instrumental in making us one of the leading highway concessionaires in Malaysia. Harnessing the power of IoT, we're able to ensure the safety of our highway users, improve the efficiency of our work processes and deliver continuous uptime of our systems. These allow us to monitor and maintain our infrastructure and assets to provide excellent service quality as well as achieve business continuity.



Street Light Sensors  
**3,000 out of 6,843 Lanterns**



Road Scanning Devices  
**11 Nos. Installed in all Patrol Vehicles**



Maintenance Register Devices  
**28 Nos.**



Admin & Monitoring Devices  
**16 AI Monitoring Screens**



Fleet Tracking and Monitoring Devices  
**74 Installed in Traffic and Maintenance Vehicles**



4G LTE Backup Connectivity Devices  
**10 Nos. installed at all toll plazas**

## PROJECTS: SUKE & DASH

Our upcoming SUKE and DASH projects will bring the number of lanes and access to business centers, ensuring continued economic growth.

### FEATURES



**SUKE**  
Construction Progress  
**>93%**



Effective length including interchanges  
**57.7km**



Interchanges  
**14 Nos.**








Toll Plazas  
**3 Nos.**



Rest & Service Areas  
**1 Nos.**



and DASH projects represent exciting new additions to our portfolio of highways. Their completion of our operational highways to six and provide Malaysians with more alternatives for urban mobility, employment, residential, educational and even leisure activities in tandem with the country's development.

	SUKE	DASH
<b>&gt;97%</b>	 <b>2 Nos.</b>	<b>2 Nos.</b>
<b>47.0km</b>	 <b>3 Nos.</b>	<b>4 Nos.</b>
<b>13 Nos.</b>	 <b>3 No.</b>	<b>4 No.</b>
<b>3 Nos.</b>	 <b>2,666 Nos.</b>	<b>2,441 Nos.</b>
<b>2 Nos.</b>	 <b>17.6 km</b>	<b>16.9 km</b>

**VALUE PROPOSITION**

	SUKE	DASH
 Contractors Participated in the Projects	<b>280</b>	<b>190</b>
 Approximate Employment Opportunities Created	<b>9,075</b> Workers	<b>7,425</b> Workers
 Accessibility Residential Areas	<b>&gt;60 Nos.</b>	<b>&gt;40 Nos.</b>
 Journey Time (saving 50 mins. from 75 mins. on existing road)	<b>25 minutes</b>	<b>17 minutes</b> (saving 43 mins. from 60 mins. on existing road)
 Trees Planted	<b>15,542 Nos.</b>	<b>15,854 Nos.</b>

## AWARDS AND ACCOLADES

Our awards and accolades bear testament to our commitment to integrity, safety and quality. We observe the highest standards throughout our business, be it within our day-to-day operations or in our governance practices. We also emphasise on uncompromising quality in the delivery of our highway infrastructure and services, adopting international frameworks to practise globally-recognised standards. Demonstrating our efforts, we have received recognition from Malaysia Highway Authority (MHA), World HRD Congress & Employer Branding Institute, Construction Industry Development Board (CIDB) and PNB. We have also received ISO certifications for quality, environment, anti-bribery, road traffic safety and occupational health & safety.



**ANUGERAH REKABENTUK DINAMIK LEBUH RAYA  
MALAYSIAN HIGHWAY AUTHORITY (MHA)**  
SUKU Expressway



**ANUGERAH INOVASI & KESELAMATAN MALAYSIAN  
HIGHWAY AUTHORITY (MHA)**  
Bronze Award for PROLINTAS Group of Companies



**5 Star Recognition CIDB's Safety  
& Health Assessment System in  
Construction (SHASSIC)**  
SUKU Expressway



**PNB Innovation Challenge 2021  
(PIC 2021)**  
Most Favourite Idea Award



**The Malaysia Book of Records**  
Most Number of Anti-Corruption Stickers  
Distributed in a campaign

Awards & Accolades



**Asia's Training and Development Excellence Award for Best Apprenticeship Programme**

The award recognises our effort in empowering fresh graduates with education-oriented and skill enhancement programmes. Our apprenticeship programme improves the marketability and entrepreneurial skills of unemployed graduates through on-the-job training and guidance programmes conducted in collaboration with industry experts.



**Asia's Best Employer Brand Award for Promoting Health in the Workplace**

The award recognises our effort in promoting Health in the Workplace During and Post-COVID-19 Recovery. We have undertaken a holistic approach in ensuring the overall well-being of our employees, consisting of both their physical and psychological health during this pandemic.



**ISO 9001 : 2015**  
Quality Management Systems



**ISO 14001 : 2015**  
Environment Management Systems



**ISO 37001 : 2016**  
Anti-Bribery Management Systems



**ISO 39001 : 2012**  
Road Traffic Safety Management Systems



**ISO 45001 : 2018**  
Occupational Health and Safety Management Systems

## CHAIRMAN'S STATEMENT

# The Nation's Trusted Partner in Sustainable Urban Highways

### To Our Valued Stakeholders,

On behalf of the Board of Directors, I am delighted to present to you PROLINTAS's Sustainability Report 2021, which marks our very first effort to formally disclose our sustainability practices. Over the years, we have gradually laid the foundation for the integration of sustainability within our organisation. This Report comprises another step in those endeavours as we seek to build on the strides we have already made in sustainability, as well as pledge our continued commitment to deliver long-term value to all our stakeholders.

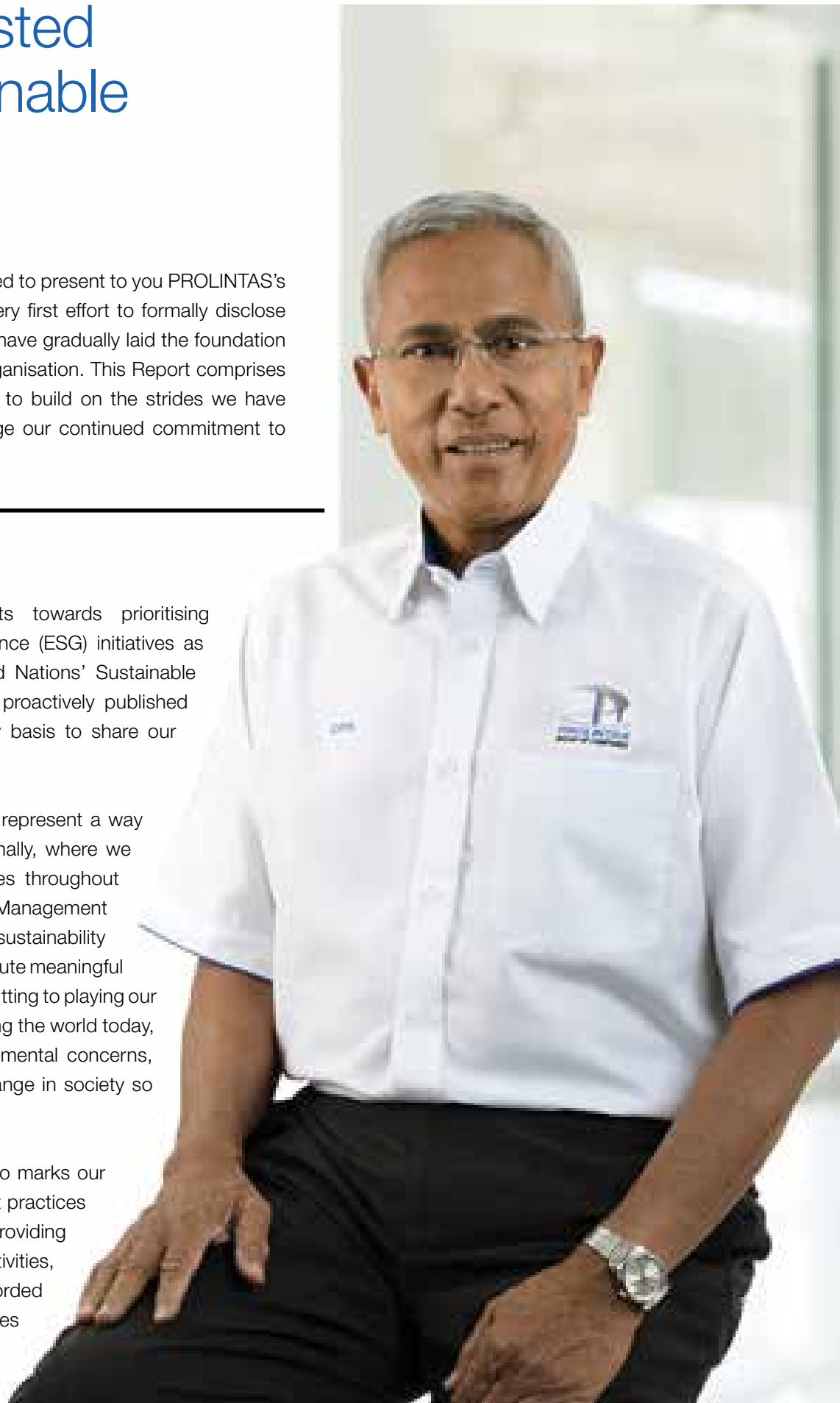


### Driving Our ESG Agenda

In recognition of the Government's efforts towards prioritising Environmental, Social and Corporate Governance (ESG) initiatives as well as aligning our ambitions with the United Nations' Sustainable Development Goals (SDGs), PROLINTAS has proactively published this Sustainability Report 2021 on a voluntary basis to share our sustainability journey.

We also recognise that sustainability initiatives represent a way in which we can give back to society. Additionally, where we previously adopted certain sustainable activities throughout our operations, in recent years the Board and Management have heightened our approach to incorporating sustainability within our business strategy in an effort to contribute meaningful change. Steered by this approach, we are committing to playing our role in addressing the most pressing issues facing the world today, namely, climate change. In addition to environmental concerns, we are also taking steps to create positive change in society so that we may all gain access to a better future.

The publication of this Sustainability Report also marks our commitment to transparency and adopting best practices in our corporate disclosures. We believe that providing the public with greater oversight into our activities, particularly through a triple bottomline view afforded by a Sustainability Report, also demonstrates good practice as we prepare for our listing exercise targeted in 2023.





## Chairman's Statement

The pandemic events of the past two years have demonstrated a greater need than ever before for each of us to play our part in ensuring the long-term well-being of humanity and the environment.

### Delivering Sustainable Value

Our sustainability journey thus far builds on our capabilities in delivering on our mandate as a trusted partner to the Government under the auspices of the Public Private Partnership Unit (Unit Kerjasama Awam Swasta - UKAS) in the Prime Minister's Department. Our responsibilities also fall under the purview of the Ministry of Works, Ministry of Finance and the Malaysian Highway Authority (MHA).

Working closely together with these Ministries and authorities, we assist the public sector to achieve efficient resource allocation, in line with the objectives of the Public Private Partnership Programme, allowing the Government to focus its resources on the Malaysians who need it the most.

Since 1995, we have contributed to the advancement of the country's highway infrastructure and mobility landscape, enabling millions of Malaysians to access opportunities for employment, business, education and even family and leisure activities. Every year, almost 150 million vehicles ply our highways, making us one of the country's leaders in urban connectivity and a vital part of Malaysians' daily lives. Highways also promote efficiency by reducing travelling time, which, in turn, reduces labour costs as a function of the time needed



## The Board of Directors remains uncompromising in carrying out its duties of providing oversight and strategic direction.

to travel to work, as well as decreases the use of fossil fuels for vehicles in addition to lowering fuel expenses. Collectively, these are in line with the SDGs' focus on tackling climate change and enabling a better future overall.

At the same time, as a private sector entity, we have been able to allocate vital resources, including financial and human capital among others, to building and managing highways in the country. This has allowed the Government to focus its own efforts on Malaysians' most pressing needs, with the security that PROLINTAS will deliver on the areas that we excel in – urban highways and mobility solutions which contribute to Nation-building.

In addition to building and managing vital public infrastructure to support economic development and enable urban connectivity, we are also proud to play a role in contributing to Malaysians' financial well-being. With Permodalan Nasional Berhad and Amanah Saham Nasional Berhad making up our shareholders,

each Amanah Saham unit holder, in turn, can expect to receive a share of any profits we make as part of their annual unit trust dividends. Hence, the performance of our highways may directly impact the performance of one of the country's largest fund managers, making our business a matter of national interest not only in ensuring the availability of urban connectivity, but also in providing Malaysians with income-generating opportunities.

In view of this higher responsibility that we hold ourselves accountable to, we will continue to ensure sustainable actions remain firmly placed at the heart of our business towards achieving both the Government and international goals on sustainability as informed by the SDGs.

## Chairman's Statement

### Sustainability Anchored on Integrity

As we move ahead with our sustainability agenda, the Environmental, Social and Governance (ESG), factors will form the basis for the delivery of our sustainability goals. This ESG framework will steer us towards achieving our Vision of being Malaysia's leading highway concessionaire and Mission of building and operating highways that will be the routes of choice for users.

Towards this end, chief among our priorities is the execution of the highest standards of corporate governance built on the principles of ethics, transparency, accountability and responsibility. The Board of Directors remains uncompromising in carrying out its duties of providing oversight and strategic direction.

Management further aids us in conducting our business in an ethical manner through sound management practices and in line with our principles of corporate governance. Furthermore, our governance-related departments are committed to reviewing and updating our governance practices and functions in line with best practices and regulatory developments.

### A Disciplined Approach to Managing Our Risks

PROLINTAS' sustainability agenda has been reinforced by the integration of sustainability-related risks and opportunities into the PROLINTAS Risk Management Framework. This approach has enabled a comprehensive and holistic view on aligning our dynamic business needs with the interests of all of our stakeholders.

We believe that risk management is a crucial aspect in executing informed strategic decisions towards operating a safe, responsible and sustainable business. The PROLINTAS Risk Management Framework was developed incorporating the ISO 31000:2018 standard and the COSO Risk Management framework to encapsulate a holistic approach in managing our risks. The Framework forms our basis for continuously identifying, assessing and communicating risks across our business.

The risk management practice in PROLINTAS fortifies the organisation's position in business resilience and supports the continuous efforts in improving our business performance. This has been reflected in the various initiatives we undertook in 2021 in line with embedding governance throughout our operations.



#### Risk and Performance Management



Improvement in our Bi-Annual RMCD Satisfaction survey score of 98% in 2020 from 95% in the previous year.

Highlights from 2021 include the Business Continuity Plan testing in our SILK highway using a power disruption scenario and the improvement in our Bi-annual Risk Management and Compliance Department ("RMCD") from 95% in 2020 to 98% in 2021. The survey measures the effectiveness of our risk management and compliance practices from the perspective of our various Divisions, Projects and Departments.

In further strengthening our governance within PROLINTAS, we have developed a Regulatory Compliance Programme that comprehensively identifies and reviews all statutory obligations of all legal entities within PROLINTAS. This programme ensures that these legal obligations are monitored to minimise incidences of non-compliance.

With our comprehensive corporate governance functions and initiatives in place, we are confident that PROLINTAS may adequately secure our business against risks and disruptions towards achieving longevity and delivering sustainable value to all our stakeholders.



For further details on our efforts in corporate governance, I invite you to read pages 111-122 of this Sustainability Report.

## Chairman's Statement

**Putting Sustainability Into Action**

Guided by our sustainability principles, we have also identified five key pillars through which our sustainability practices will be implemented. These comprise Safety, Innovation, Society, the Environment and Corporate Governance. Our efforts in tandem with each of these pillars towards achieving sustainability are detailed throughout this Report, but in summary, these pillars steer us towards continuing to leverage on our cutting-edge technology capabilities to drive operational efficiency and service excellence. Further to this, we will also continue to prioritise the health and safety of our stakeholders, build the capabilities of our people, uplift our communities and contribute to environmental conservation throughout our operations.



🔹 Cerdik programme to build our community capabilities.



🔹 Preserving our environment through tree planting.

Collectively, we intend to harness these areas to build our capacity in ESG to aid us in attaining enhanced stakeholder value creation. For more information on how we are building sustainability through technology, health and safety, our people and communities and environmental preservation, I invite you to read the GCEO's Statement as well as the subsequent sections of this Sustainability Report.

Guided by our sustainability goals and our intent to provide all our stakeholders with greater transparency and oversight into our value creation activities, we are confident that PROLINTAS is well-placed to deliver on its Vision of being Malaysia's leading highway concessionaire for the benefit of our country, our communities and our natural environment.

With the publication of this first Sustainability Report for PROLINTAS, we are pleased to pledge our formal commitment to the sustainability agenda.

**Acknowledgements**

On behalf of the Board of Directors, I would like to extend our appreciation to the Government of Malaysia, namely the Prime Minister's Department, UKAS, the Ministry of Works, Ministry of Finance and the Malaysian Highway Authority for their continued guidance and support. Our appreciation also goes to our shareholders, Permodalan Nasional Berhad and Amanah Saham Nasional Berhad for their continued support and trust. I would also like to thank the Management and employees of PROLINTAS for their relentless dedication towards achieving the organisation's sustainability objectives. Finally, our utmost gratitude is reserved for the millions of Malaysians who traverse our highways every day and provide us with our licence to operate.

**DATO' IDRIS BIN KECHOT**  
Chairman

## GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT

# Harnessing Sustainable Solutions to Become Malaysia's Leading Urban Mobility Partner

### To the Valued Stakeholders of PROLINTAS,

I am honoured to share the Company's inaugural Sustainability Report, which will showcase how we at PROLINTAS have adopted sustainable practices across our operations. As one of the Government of Malaysia's private sector partners in building and operating urban highways, we recognise that our responsibility, first and foremost, is to deliver financial value that may assist the Government in meeting the Rakyat's needs.

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### Preferred Highways for Urban Commuting

As one of Malaysia's leading highway concessionaires focusing on urban expressways, we have built and currently operate the Ampang-Kuala Lumpur Elevated Highway (AKLEH), Guthrie Corridor Expressway (GCE), Kemuning-Shah Alam Highway (LKSA) and Kajang Dispersal Link Expressway (Kajang SILK). Close to half-a-million Malaysians rely on our infrastructure to enable their daily commute by road, bringing annual driver numbers on our highways to almost 150 million.

We are also in the midst of completing the construction of another two highways, the Sungai Besi-Ulu Kelang Elevated Expressway (SUKE) and Damansara-Shah Alam Elevated Expressway (DASH). SUKE will cover a distance of 57.7km\* while DASH will traverse a length of 47.0km\*, providing Malaysians with valuable alternatives to commute within the Greater Klang Valley area, helping to save their travel time and cost so that they can spend more time on the activities that are meaningful to them.

\* Note: Effective length including interchanges



## Group Chief Executive Officer's Statement

Additionally, with a total of 27 interchanges and three Rest & Service Areas (RSAs), our highway users will be assured of continued convenience, comfort and safety through every kilometre of their journey. This additional infrastructure, scheduled for completion in 2022, will play a crucial role in meeting Malaysia's growing mobility needs in tandem with its continued economic development.

We also look forward to complementing the Government's efforts to enhance its transport infrastructure towards a sustainable ecosystem that includes road and rail services. Ultimately, we recognise that we are all working together towards providing Malaysians with safe, comfortable and convenient alternatives for travelling in and around urban areas, whether via private or public transport.



Artist's impression of the proposed SUKE rest and service area.



We recognise that we are all working together towards providing Malaysians with safe, comfortable and convenient alternatives for travelling in and around urban areas, whether via private or public transport.

This sustainable approach towards urban mobility is aligned with our goal of contributing meaningful value to our stakeholders. The affairs of the world today have impressed upon us the need to create value that go beyond just ringgit and sen. Climate change and the COVID-19 pandemic have tested humanity and the environment to our limits. We must find new ways to live and work if we are to prevail into a brighter future.

#### Thriving in The New Normal

The COVID-19 pandemic and subsequent Movement Control Orders (MCOs) put in place from March 2020 provided a unique opportunity for our organisation to test our mettle. Yet, with traffic patterns depressed by as much as 85% at the peak of the MCO, greatly impacting our income, we were able to redirect our resources towards productive endeavours.

Through prudent and disciplined cost management, we have remained financially stable throughout this pandemic period. Demonstrating our commitment as a responsible private sector partner, we avoided any staff downsizing or salary reductions. Neither did we remove any staff benefits from our employee compensation packages. Cost optimisation was instead directed towards operations and maintenance efficiencies, allowing us to control outflows and maintain our organisation's profitability.

## Group Chief Executive Officer's Statement

We also took advantage of the travel restrictions and resultant pause in traffic on our highways to provide our highway frontline staff with opportunities to build their capacity with skills-based courses, encouraging continued productivity amid the disruption to our business.

### Expanding Our Role as A Sustainable Highway Concessionaire

PROLINTAS is committed to enhancing the role we play as a builder and operator of highways. We appreciate that our responsibility is now more than just about providing Malaysians with a solution to getting from Point A to Point B. In order to offer meaningful impact, we must contribute long-term value that creates positive impacts for Malaysians and the Nation as a whole.

Sustainability is not foreign to PROLINTAS. While this Sustainability Report 2021 is our first, we have already put in place various sustainable practices over the years. Chief among these has been our utilisation of world-class technologies to drive operational efficiency. In tandem with these, we have also adopted the strictest Environmental, Health and Safety (ESH) standards to safeguard the well-being of our stakeholders.

We are also proud to embrace integrity and exercise the highest standards of corporate governance. Underscoring our uncompromising approach to integrity, eight companies under our Group have received the ISO 37001:2016 certification for its Anti-Bribery Management System (ABMS) from SIRIM QAS International, the conformity assessment body accredited by the Department of Standards Malaysia. The certification demonstrates our adoption of the highest standards in preventing and detecting bribery and corruption in line with global standards.

Additionally, we are committed to uplifting the experiences of our employees and the communities we serve, as well as playing our part in preserving the environment.

Collectively, our commitment to integrity, technology solutions, HSE capabilities, community investments and environmental conservation efforts form the crux of our sustainability needs: To deliver a safe and comfortable solution to road travel for all our stakeholders as well as contribute to the preservation of our planet.

### ESG COMPLIANCE GOVERNANCE

Strong corporate governance practices, informed by active engagement with stakeholders encourages **ACCOUNTABILITY** and **TRANSPARENCY** and promotes good decision-making to support PROLINTAS's business.

In endeavouring to become the country's largest urban highway service provider, our SUKE and DASH projects, which are on track for completion in 2022, will add over 40km of three-lane, dual-carriageways to Klang Valley's urban highway landscape.

With SUKE traversing from Sri Petaling to Ulu Klang and DASH connecting Shah Alam to Damansara Perdana, these highways will provide seamless connectivity to complement the transportation system in the Klang Valley.

Significantly, the highways will allow Malaysians to reduce their travel time while easing traffic congestion on other highways as road users are provided with more alternatives for their urban commute. Both highways will also reach out to over 100 residential areas, combined with MRT and LRT stations to support last-mile connectivity with urban public transport systems.

Collectively, the presence of these highways is expected to help drive socioeconomic activity to contribute to economic growth. Additionally, underscoring the emphasis we place on sustainability, we are planting over 25,000 trees within the vicinity of both highways not only to offset our carbon footprint, but also to nurture the environment we operate in.

## Group Chief Executive Officer's Statement



➤ DASH Highway: Designed with Communities, Environment and Safety in mind.

### Prioritising the Safety of Our Stakeholders

The safety of our stakeholders, especially our highway users, underlines all that we do. We understand that our highway infrastructure is only as good as the safety and comfort of our customers, hence we have made Safety and Health paramount within our operations and across our highways.

Our culture of Safety and Health begins at the workplace, where we have put in place Safety and Health Policy guidelines, adopted best practices in occupational Safety and Health (OHS) and continuously comply with the Occupational Safety and Health Act 1994 (Act 514) and other relevant laws and regulations.

Notably, all four of our operational highways are certified to global standards on Occupational Health and Safety Management Systems (ISO 45001:2018). This certification recognises that we have implemented a systematic and recognised management system which safeguards the health and safety of our workforce. We were also among the first companies in Malaysia to transition to this standard from the previous OHSAS 18001:2007 management system.

In 2019, we had also revised our Environmental, Safety and Health (ESH) Policy in line with our pledge to provide a safe and healthy workplace for not only our employees, but all our partners involved in our highway development and operation. The Policy commits to, among others, preventing incidents, injuries and illness, striving to eliminate OHS risks and hazards, as well as minimising all forms of pollution.

Our efforts in health and safety are led by relevant ESH committees which are present throughout our corporate and highway operations. Consisting of both management and employee representatives, these committees ensure appropriate oversight and resolution of Safety and Health-related matters.

We also strive to maintain Safety and Health at our project sites, namely, the SUKE and DASH highways which are currently still under construction. To this end, we work closely with our consultants and contractors to ensure that safety at project sites are implemented at all times. Additionally, we continuously work with the relevant authorities, such as the Department of Safety and Health (DOSH), the Construction Industry Development Board (CIDB) as well as Non-Government Organisations (NGOs) to improve our safety standards.

## Group Chief Executive Officer's Statement

In recognition of our efforts, we received the Bronze award for safety and innovation at the Malaysian Highway Authority's (MHA) Highway Industry Recognition Awards 2021. Our turnkey contractor for SUKE also received five-star recognition in the Safety & Health Assessment System in Construction (SHASSIC) from CIDB. The award, which is based on CIDB's assessment of our ESH management system, compliance to legal requirements, site management and monitoring framework, among others, reflects our unconditional commitment towards ESH at our project sites.

Our safety initiatives also culminate in our efforts to keep our road users safe, with continuous measures put in place to ensure secure journeys on our highways. These measures include improving our road surfaces to enhance the driving experience, managing weather events and enhancing the quality of our roads as a whole. We have also installed 6,304 units of LED streetlight lanterns to brighten up all four of our operational highways and staff the highways with trained patrolmen to assist road users. With our highways now additionally lit, we have been able to reduce the number of accidents recorded on our roads. Additionally, we have put in place world-class technologies to elevate our highway experience, which I will detail further in the following section.



Our traffic control activities ensure the safety of road users, particularly in hazardous situations such as during heavy rain.





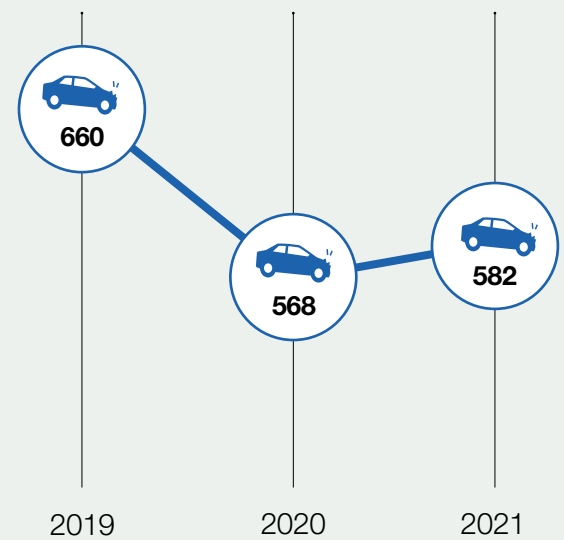
Group Chief Executive Officer’s Statement



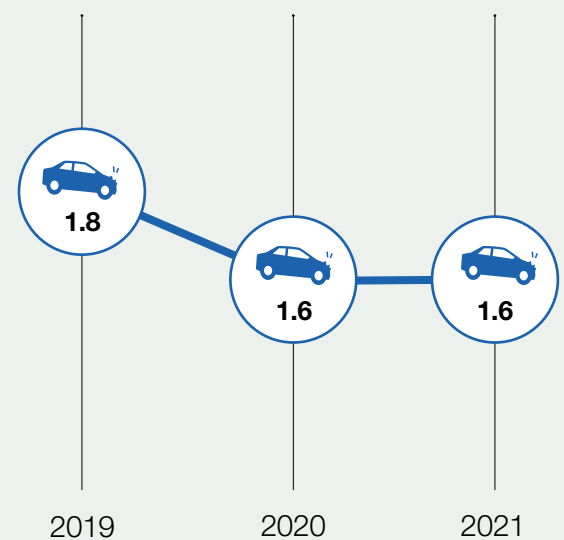
6,843 units of LED streetlight lanterns installed to brighten up all our operational highways.

Significantly, as a result of the collective efforts we have implemented to assure our stakeholders’ safety when they travel on our highways, we have seen the number of traffic incidents decline since 2019.

No. of Traffic Accident Cases



Frequency of Traffic Accidents per day



Additionally, in 2020 and 2021, we were able to maintain frequency of traffic accidents per day at 1.6 cases, an improvement from 1.8 cases in 2019.

For further information on our initiatives to ensure the safety of our stakeholders, I invite you to also refer to pages 55-69 of this Sustainability Report.

## Group Chief Executive Officer's Statement

### Harnessing Advanced Technologies to Transform Journeys

Innovation and technology represent key drivers of our sustainability agenda. Since 2017, we have put in place a five-year innovation and digital transformation plan which sets out our way forward for leveraging on modern and latest technologies to achieve growth and operational efficiencies and deliver value to all our stakeholders.

With the groundwork for the plan completed in its first two years of implementation, followed by adoption of operational optimisation and modernisation in its third year, we are now in the midst of integrating all technical solutions identified in the plan.

I am pleased to report that the plan has already delivered significant results since its inception. In 2018, we developed and introduced our PROLINTAS Digital Assist mobile application, which allows our road users to request emergency assistance with the tap of a button.

Following the introduction of the app, we then launched Smart Surveillance System (S3) with Artificial Intelligence and Machine Learning technology leveraging on Internet-of-Things (IoT) to

carry out highway monitoring,

incident detection,

classification, data

analytics and reporting

in an integrated

manner. S3, which

detects and monitors

highway surfaces, faulty

assets, road accidents,

foreign objects, stagnant water

areas and animal presence in real time, has made us

Malaysia's first concessionaire to introduce a smart

system to monitor highways.

Since its launch in August 2020, S3 has enabled us to detect 2,583 incidents across seven out of nine categories, which we immediately assessed and resolved. Among these include potholes, cracks in the road surface, foreign objects and incidents/accidents, among others.

Most importantly, S3 has allowed us to commendably decrease our monthly incidents detected as we have been able to take quicker action to resolve issues. From August 2020 to December 2021, the number of issues detected has declined from over 600 to under 100. Significantly, we have been able to immediately identify and repair potholes quickly through S3. To date, potholes are rarely seen on our highways.

S3 has enabled us to detect **2,583** incidents across seven out of nine categories



Group Chief Executive Officer’s Statement



We developed and introduced our Smart Surveillance System, which scans our highways for anomalies which improved our response and rectification turnaround time.


We have since also introduced PROLINTAS Integrated Maintenance Escalations (PRIME), a Microsoft-based system which is used for highway maintenance management. PRIME which includes maintenance forms and integrates work flow automation, builds on our continued efforts to digitise our way of doing work. As a result of this innovation, it has increased the efficiency of our maintenance process, digitises and integrates automation modules for maintenance schedules, builds on our continued efforts to digitise our system management to modernise incident reporting, maintenance, increase the efficiency of our highway repairs process as well as monitor progress.



The rapid progress we have made in our technology transformation has also put us well on our way of building smart highways of the future. Under this banner, we envision our highways to be automated, connected to a cloud platform, supported with remote monitoring, anomaly detection with Artificial Intelligence and Machine Learning technology.

These technology advancements and impact on our highways represent just some of the success we have achieved since embarking on our innovation and digital transformation plan.

Moving forward, we are also in the midst of formulating a Technology & Innovation Blueprint that we look forward to implementing over the next three years.

 For further details on how we are using technology to deliver safe and comfortable journeys for our highway users, please refer to pages 71-79 of this Sustainability Report.

 Smart Surveillance System scans and detects anomalies on the highway mainline.

## Group Chief Executive Officer's Statement

### Caring for Our Society

In addition to creating value through our core business, we have also taken conscious efforts to uplift our communities. These measures recognise that sustainability permeates beyond financial concerns and require a holistic approach to enable the creation of long-term value for all our stakeholders.

To this end, we are pleased to provide employment opportunities for Malaysians within our operations and continue to invest in their upskilling not only for the benefit of our business, but also to enhance the local talent pool with high performing, skilled and experienced workers. We foster diversity and provide opportunities for talent development in addition to working with the Government on national initiatives on graduate employment, training as well as talent rehiring to help drive the economy.

Among our initiatives is our participation in the Government's Protégé programme, which cultivates the potential of youths by enhancing their entrepreneurial and professional skills to add value to the national economy through the creation of job opportunities or entrepreneurship. Our participation in the programme demonstrates our strong commitment and efforts to contribute to the nation's talent development agenda. Holistically designed for young graduates to bridge the gap between the academic and professional worlds, the programme also underscores the way in which we contribute to society by providing unemployed graduates with training opportunities and enhancing graduate employability in Malaysia.



- ▶ Vaccination programme for PROLINTAS employees.

In addition to our contributions through Protégé, our workforce development efforts have also earned local and regional recognition, with our organisation receiving Best Apprenticeship Programme at Asia's Training and Development Excellence Award, which recognises our efforts to empower fresh graduates with education-oriented and skills enhancement programmes. We were also recognised for Promoting Health in the Workplace at Asia's Best Employer Brand Award due to our efforts to **protect and promote health at the workplace during and post-COVID-19 recovery through a holistic approach in ensuring overall well-being, physical and psychological health of our employees during this pandemic.**

Additionally, we were shortlisted in the top two among 27 companies in the Malaysian Institute of Human Resource Management's (MIHRM) HR Best Practices of 21st Malaysia-International HR Awards 2021. This Awards recognise organisations that have developed excellent best practices in any area of people management. Organised since 1999, the Awards are strongly supported and endorsed by the human resources community, with the honourable Minister of Human Resources as the Patron.



- ▶ Educational workshops focused on personal development and character building.

## Group Chief Executive Officer's Statement

Contribution of laptops, Internet dongles and SIM cards to B40 group. ➔



Furthermore, through our project operations, our contractors employ thousands of construction workers which support vital economic multipliers, making us an indirect contributor to the country's growth as well.

Beyond our operations, we also work with our communities, particularly B40 groups to enhance their outcomes. Focusing on various efforts in education, **we provide education programmes to aid young Malaysians across the country in their personal development.** Additionally, we support the Ministry of Education's CERDIK programme and have contributed **RM2 million in laptops, Internet dongles and SIM cards to 1,385 students from 19 schools around peninsular Malaysia.**

#### *Our Flood Response*

Subsequent to long-term social investment programmes, we endeavour to act when needed in the event of emerging disasters. During the recent flooding which particularly affected the state of Selangor to an unprecedented level, we **rapidly mobilised our response to come to the aid of victims.**



➔ PROLINTAS volunteers providing assistance to flood victims.

This included **40 of our own employees** who were adversely affected by the floods, and who we assisted with immediate cash aid and house cleaning and repairing to help them get back on their feet. We also rushed to the aid of our highway users, contributing food and drinks to those who took shelter at our Seri Muda Layby on the LKSA. Residents who were stranded in their homes around the area have also been channelled with daily supplies to help them through the trying period. Amid the aftermath of the flooding, we subsequently assisted residents with house cleaning in Shah Alam, Klang and Hulu Langat.

With flood relief efforts still ongoing, PROLINTAS remains committed to providing support and assistance to those affected by this disaster.

## Group Chief Executive Officer's Statement



⬆ Erosion and sedimentation control on our highways to minimise impacts to the natural ecosystem of irrigation.

### Preserving Our Environment

Another key effort we have taken to ensure sustainable value creation has been in the area of the environment. From the use of Industrialised Building Systems (IBS) to promote environmentally responsible consumption and production at our project sites, taking steps to efficiently manage our carbon footprint, landscaping our highways and contributing to the preservation of our efforts, we strive to improve our impact on the environment throughout our business.

In this respect, among strides we have achieved include putting in place our green fleet management strategy to manage our 84 fleets involved in patrolling, operation maintenance and office pool cars. This strategy focuses on using new technology to monitor fleet activities, employing vehicles which produce fewer CO<sub>2</sub> emissions, monitoring driving behaviour, undertaking timely & effective fleet maintenance schedules as well as monitoring fuel consumption through new monitoring technology. The aim of this fleet management strategy is to reduce negative environmental impacts and improve our carbon footprint. We have also taken steps to reduce our energy consumption through street lighting and office lighting retrofitting and the introduction of our energy saving campaign. In 2021, we recorded 17.9% of energy savings, with our consumption declining from 15,019,842 kWh to 12,330,844 kWh.

We have also adopted the use of electric motorbikes (e-bikes) for patrolling of our highways. We currently use 18 e-bikes for patrolling, resulting in savings of 4,268 litres of fuel; equivalent to 36 tonnes of carbon emissions reductions.

## Group Chief Executive Officer's Statement

**Exercising Integrity in All That We Do**

We are committed to the values of transparency and good corporate governance by exercising integrity across our organisation, which forms the foundation of PROLINTAS. It is also widely accepted that the achievement of the SDGs depends on effective governance. To this end, we practise acculturation of integrity through the implementation of good governance, which will subsequently contribute to sustainable business dealings that allow PROLINTAS to operate efficiently whilst minimising our risks.



For more information on our corporate governance and risk management practices, please refer to pages 111-122 of this Sustainability Report.

It is important to highlight that collectively, all members of PROLINTAS together with our respected Business Partners and Stakeholders concurrently play an important role to embrace the culture of integrity. To date, PROLINTAS has conducted various activities and raised awareness of our stringent governance practices. These activities and awareness programmes have also extended to our business partners, reaffirming our commitment to supporting the rights and responsibilities of all parties to unite against corruption towards a fairer Malaysia and a more sustainable, resilient and inclusive future.

**Embracing Sustainability for a Secure Future**

Driven by our holistic efforts to create sustainable value for our stakeholders, going forward we are optimistic on our ability to enhance PROLINTAS's business towards a post-COVID-19 environment. Where the past two years have ravaged economic and social systems, we are training our sights on a better future, leveraging on our focus on sustainable practices and anchored on prioritising health and safety as well as harnessing our strengths in technology and innovation, our focus on our people, our community investment and our environmental conservation initiatives.

We will place emphasis on achieving our sustainability goals, anchored on the ESG pillars of sustainability. As introduced by our YBhg Chairman in his statement of this Sustainability Report, these ESG pillars will inform our initiatives to achieve sustainability for our business, our communities and our environment. Further details on our



We believe our decades' long experience of building and managing Malaysia's urban highways and anchored on ESG imperatives, we are confident that we are on firm footing to become the country's leading sustainable mobility solutions provider.

approach and programmes are disclosed throughout this report, but from a business perspective, I wish to reiterate that PROLINTAS views these ESG pillars as imperative to our ability to operate sustainably amid our prevailing operating landscape.

As we navigate new and evolving realities brought upon by global growth, climate change and the ongoing COVID-19 pandemic, we believe our decades' long experience of building and managing Malaysia's urban highways and anchored on ESG imperatives, we are confident that we are on firm footing to become the country's leading sustainable mobility solutions provider.

**Acknowledgements**

I would like to thank the Government of Malaysia, Unit Kerjasama Awam-Swasta - UKAS under the purview of the Prime Minister's Department, the Ministry of Works, Ministry of Finance as well as the Malaysian Highway Authority for their support and leadership. My gratitude also goes to the Board of Directors for their stewardship as well as the employees of PROLINTAS for their commitment and diligence in carrying out their duties for the organisation. I would also like to thank our partners for their continued support. My final word of appreciation is extended to our highway users for their trust in PROLINTAS as their safe, comfortable and convenient choice for urban commuting.

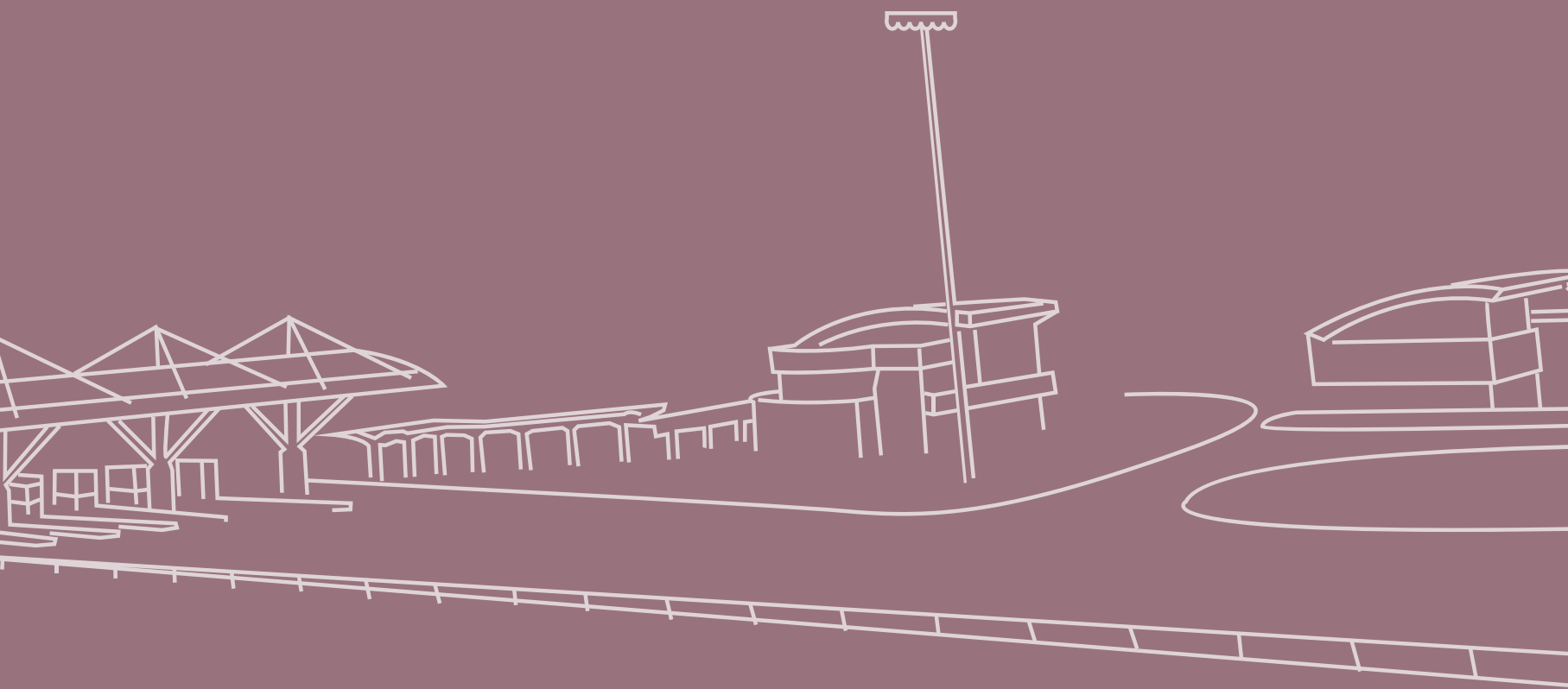
**DATO' MOHAMMAD AZLAN ABDULLAH**

Group Chief Executive Officer



# OUR APPROACH





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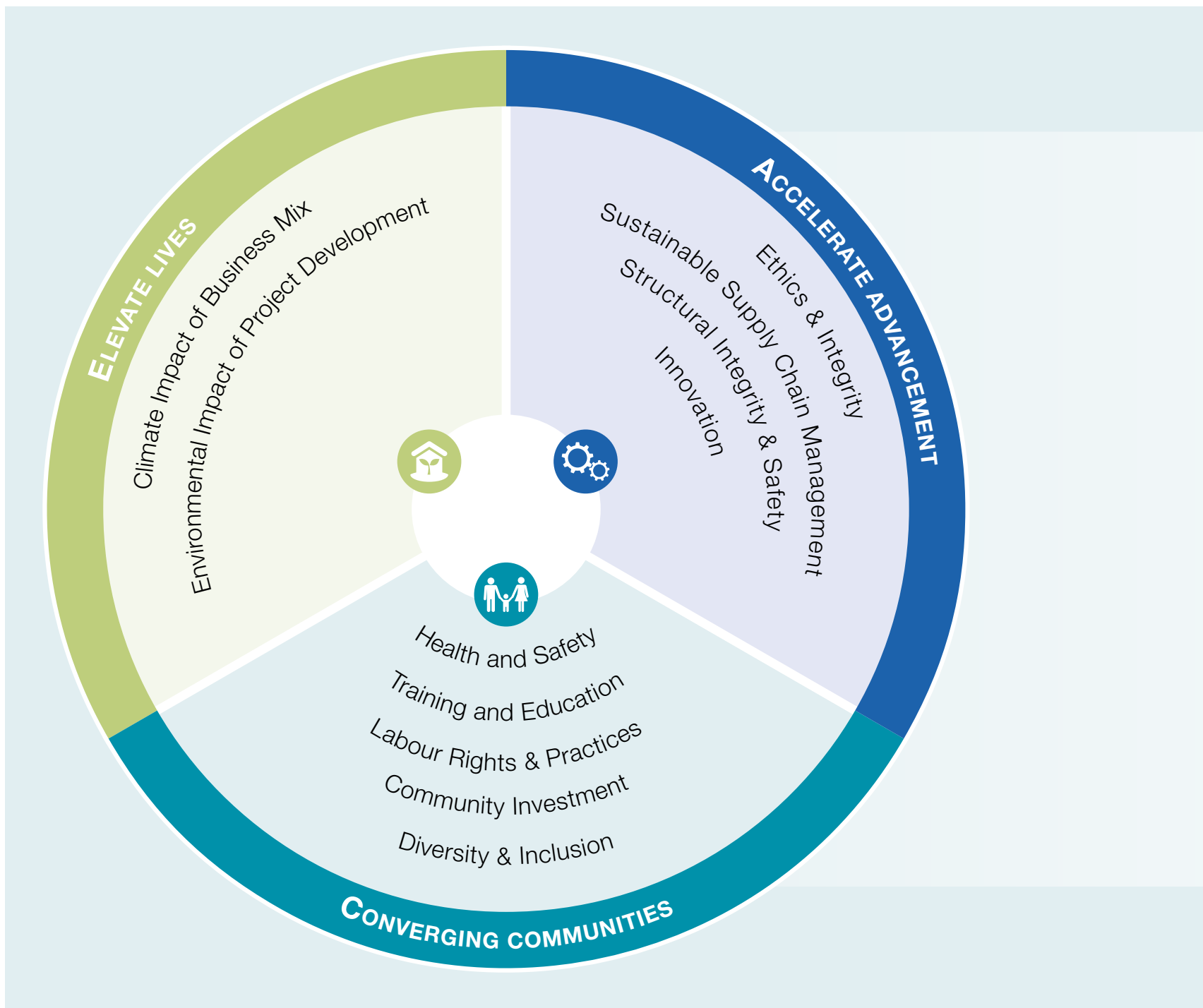
# SUSTAINABILITY FRAMEWORK

Our Sustainability Framework guides our approach to sustainability and is anchored on the Environmental, Social and Governance (ESG) pillars of sustainability. We subscribe to the belief that the longevity of a business must deliver value beyond profitability. Hence, we undertake investments and initiatives which create positive impacts on the environment, society and embrace the strictest standards of integrity and ethics to ensure not only the prosperity of our business, but also brighter prospects for our communities and the environment.

It is in this way that we are continuing to build stakeholder value and contribute to a sustainable future for all. As we progress on our sustainability journey, we will strengthen our sustainability

practices towards realising our long-term aspirations. This will take into account rapidly changing needs to maximise positive impacts on the community and the environment, particularly in the area of climate change which will create devastating knock-on effects throughout the world and humanity if not addressed urgently.

In light of this, we will continue to pay attention to our stakeholders' concerns towards addressing their needs and improving our responses to them. We will also enhance our monitoring and mitigation of climate-related risks throughout our operations to deliver greater stakeholder value and conserve our natural environment.



## Sustainability Framework

Collectively, our sustainability practices are aimed at achieving responsible resource management, ensuring meaningful value creation for stakeholders and enhancing PROLINTAS's performance by pushing the organisation to new heights. In doing so, we believe we will be able to contribute to long-term and sustainable economic, environmental, and social development.

### Sustainability Principles

In line with this, we have adopted the ESG pillars to develop our own sustainability principles anchored on our intent towards Accelerating Advancement for our business, Converging Communities to explain our stakeholders through our quality

infrastructure network and service excellence as well as Elevating Lives by taking steps to conserve our environment.

Our sustainability principles were also developed based on the material matters that are of most pressing concern to our stakeholders. In turn, we have put in place various initiatives with a view on addressing those areas and thus deliver value for the long-term.

Additionally, we have strived to align each of our goals and initiatives with the UN's Sustainable Development Goals, as we seek to effect positive change by helping to address the globe's most pressing needs.



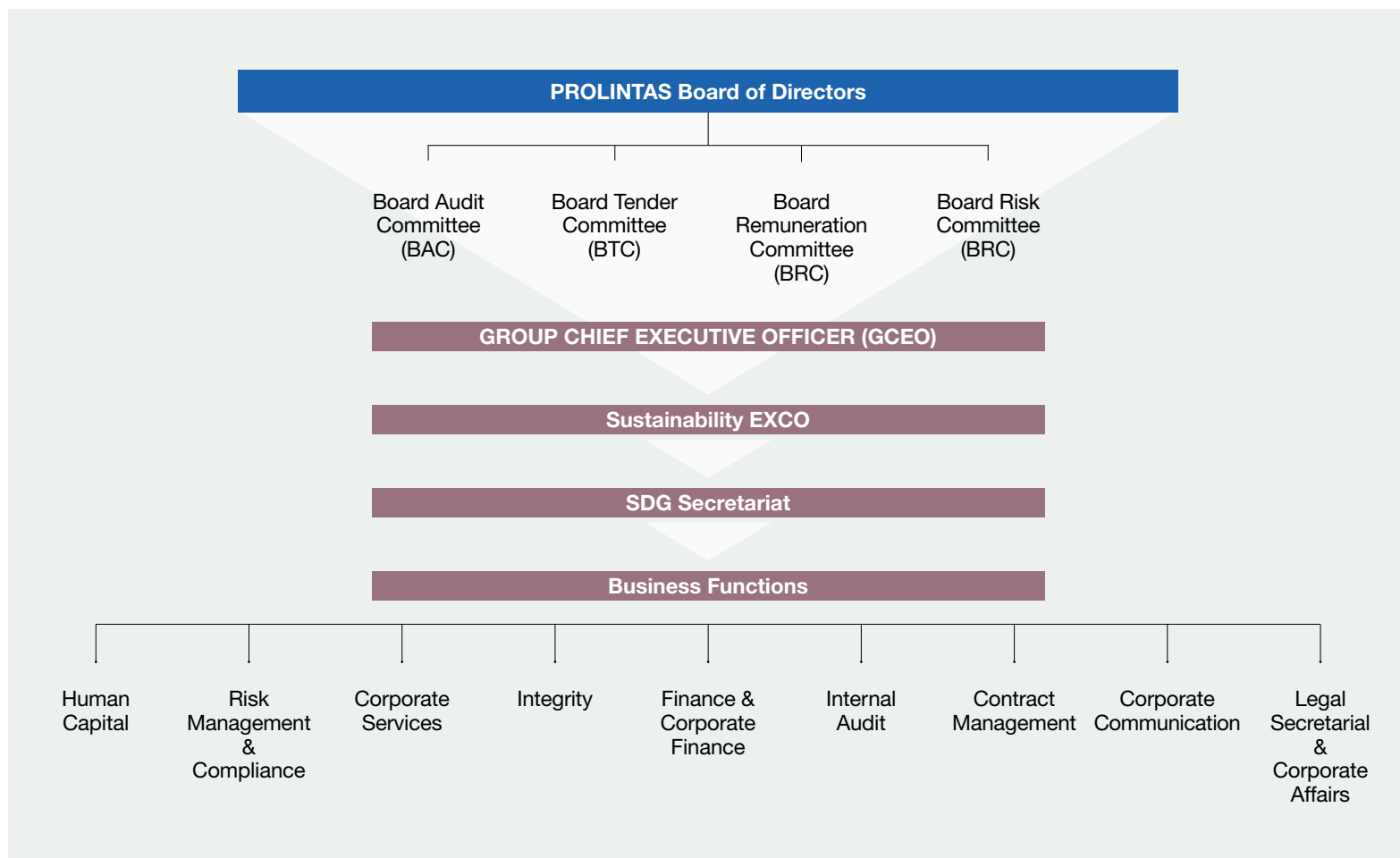
# SUSTAINABILITY GOVERNANCE

At PROLINTAS, sustainability is governed by our Board of Directors, who sets the tone from the top on our organisation’s approach to sustainability as well as ensuring the integration of the principles of corporate governance throughout our activities. This approach is then incorporated by senior management, with the support of the Board of Directors, into our business strategies, which ensure that our activities take into account the requirements of sustainability.

Our governance of sustainability builds on our commitment to ethics, integrity and uncompromising standards of corporate governance, which inform our approach in all that we do from our Board of Directors to our employees on the ground.

We have put in place robust corporate governance frameworks which set the parameters for our dealings with all our external stakeholders and regularly review these frameworks in line with current developments, legal requirements and international best practices.

We also comply with all relevant regulations related to integrity and corporate governance, including the Companies Act 2016 and the Malaysian Code on Corporate Governance 2017 (MCCG). While we are not a public-listed company, we also take into account Bursa Malaysia Securities Berhad’s Main Market Listing Requirements towards implementing local best practices in our corporate governance practices.



## Sustainability Governance

Governance of our sustainability practices is led by our Sustainability Executive Committee (EXCO), which oversees the effectiveness of our sustainability initiatives. The Sustainability EXCO is further supported by our SDG Secretariat, who leads the formulation of PROLINTAS's sustainability strategy and implementation plans. On-ground implementation of our sustainability initiatives are then undertaken by our respective Projects, Operations and Corporate Office functions, which have been tasked with carrying out our sustainability principles as follows:

These principles are further integrated into our projects, operations and corporate office's functions as follows:

**PROJECTS****PROJECT DELIVERY**

Identify and evaluate sustainability issues that may impact projects during development, design, construction, and operation.

Identify and implement activities to address these issues by PROLINTAS policies and standards and relevant regulations.

**OPERATIONS****PRESERVATION AND PROTECTION**

Carry out economically and operationally feasible activities to protect the environment, including reducing energy consumption and carbon emissions, water and resource consumption, and waste generation.

**STAKEHOLDERS**

Work with key stakeholders to foster understanding and trust; provide programmes that improve the quality of life to address broader common societal issues.

**VALUE CREATION**

Ensure that all activities and initiatives lead to meaningful outcomes that benefit our stakeholders.

**CORPORATE OFFICE****WORKPLACE**

Create and sustain workplaces that emphasise integrity, performance, and output quality, as well as collaborative working environments and responsible resource and capital management, as well as safety and health, in order to generate value for PROLINTAS's stakeholders.

**PERFORMANCE AND QUALITY**

Strengthening PROLINTAS's sustainability through continuous improvement, learning and development, innovation, and applying relevant quality standards such as ISO9001, ISO14001, ISO37001, ISO39001 and ISO45001 Management Systems.

# SUSTAINABILITY PRINCIPLES

Our commitment to sustainability is aimed at achieving responsible resource management, ensuring meaningful value creation for stakeholders and enhancing PROLINTAS’s performance by pushing the organisation to new heights. In doing so, we believe we will be able to contribute to long-term and sustainable economic, environmental, and social development.

To this end, we have developed our sustainability principles consisting of Accelerating Advancement of our business, Converging Communities through our highway infrastructure and Elevating Lives through social and environmental harmony. These principles will be actioned upon through our sustainability initiatives which include our material matters, aimed at creating positive impacts for our stakeholders and the environment.



## ACCELERATE ADVANCEMENT

Accelerating changes for advancement, continuing to transform what we do & how we do it encompassing our core business.



## CONVERGING COMMUNITIES

To provide a quality infrastructure network and excellent services to elevate the quality of all lives.



## ELEVATE LIVES

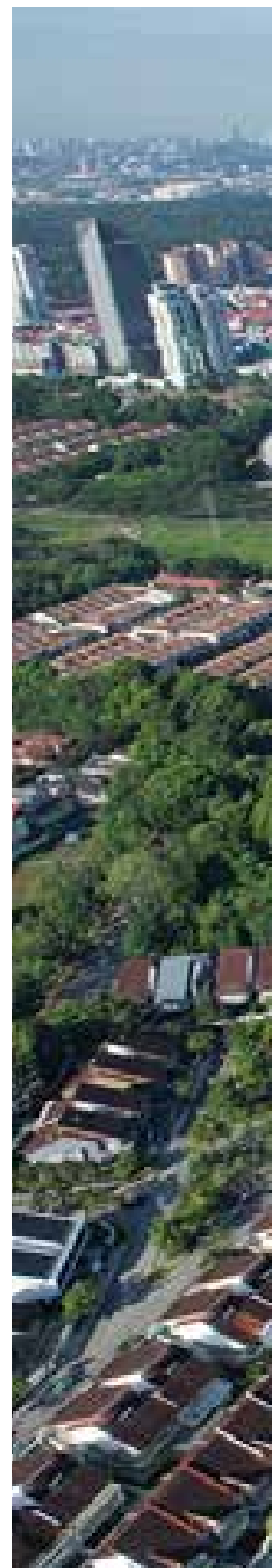
To conserve environment by creating sustainable activities & coexist in harmony with the environment.

### Making Impact to:

Customers	Shareholders	Environment	Society	Employees
<ul style="list-style-type: none"> <li>• Comfort &amp; Convenient</li> <li>• Safe Commuting</li> <li>• Smooth Driving</li> </ul>	<ul style="list-style-type: none"> <li>• Long-Term Value</li> <li>• High Performance</li> <li>• Potential Profit</li> <li>• Integrity &amp; Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Efficient</li> <li>• Environment Friendly Organisation</li> <li>• Energy Efficient</li> <li>• Low Wastage</li> <li>• Biodiversity Preservation</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility/ Connectivity</li> <li>• Catalyst for Development</li> <li>• Improve Social Network</li> <li>• Co-exist in Harmony</li> </ul>	<ul style="list-style-type: none"> <li>• Work Life Balance</li> <li>• Employment Opportunity</li> <li>• Development</li> <li>• Safe Workplace</li> <li>• Capacity &amp; Capability</li> </ul>

With these principles in mind and guided by our sustainability framework, we will further leverage our expertise in technology and innovation as well as our decades of experience in managing highways in Malaysia to develop, plan, and execute highway construction projects which take into account the environmental, economic and social impacts that may be affected by our highway alignment and our business activities.

As one of the Malaysian Government’s private sector partners under the auspices of UKAS, we are also committed to engaging and supporting the communities who are in close proximity to our highway network to foster inclusiveness and trust.



## Sustainability Principles






Location: Damansara Perdana, Damansara-Shah Alam Elevated Expressway.

# ENGAGING WITH OUR STAKEHOLDERS

Stakeholder engagement represents a crucial avenue for us to align our business imperatives with the areas of interest and concern to our stakeholders. We continuously maintain open lines of communication with all our key stakeholder groups through various channels and leverage on these engagements to improve our business operations, fulfil their expectations, and deepen our connections with them. We also strive to address their interests towards creating positive impacts and minimising negative impacts as part of our efforts to deliver value to all our stakeholders.

Our key stakeholder groups, the ways in which we engage with them, their areas of interest and concern as well as our responses to their needs are as follows:

KEY STAKEHOLDER	METHOD OF ENGAGEMENT	ISSUE OF CONCERN
 <p><b>CUSTOMERS</b></p>	<ul style="list-style-type: none"> <li>- Complaints Management</li> <li>- Telephone</li> <li>- Emails</li> <li>- Social media</li> <li>- Surveys</li> <li>- Traffic Consultant Reports</li> </ul>	<ol style="list-style-type: none"> <li>1. Traffic Congestion</li> <li>2. Road Traffic Safety &amp; Security</li> <li>3. Highway Facilities' Comfort &amp; Convenience</li> <li>4. Smooth Toll Transaction</li> </ol>
 <p><b>COMMUNITY</b></p>	<ul style="list-style-type: none"> <li>- Local Council Meetings</li> <li>- Community Dialogue Sessions</li> <li>- Complaints</li> <li>- Telephone</li> <li>- Emails</li> <li>- Social media</li> <li>- State, district and local municipal officials</li> </ul>	<ol style="list-style-type: none"> <li>5. Public Safety &amp; Convenience</li> <li>6. Construction Noise</li> <li>7. Highway Traffic Noise</li> <li>8. Recreation Area &amp; Space</li> <li>9. Community Contribution</li> </ol>
 <p><b>GOVERNMENT &amp; REGULATORY AUTHORITIES</b></p>	<ul style="list-style-type: none"> <li>- Meetings</li> <li>- Inspections &amp; Audits</li> <li>- Periodic reports</li> <li>- Municipal Councils</li> <li>- Authorities liaison</li> </ul>	<ol style="list-style-type: none"> <li>10. Construction Safety</li> <li>11. Pandemic &amp; Disease Control</li> <li>12. Land, Water &amp; Air Pollution</li> <li>13. Construction Workers Well-being</li> <li>14. Deforestation</li> <li>15. Animal Protection</li> <li>16. Natural Resources Depletion</li> </ol>






## Engaging with Our Stakeholders



### OUR RESPONSE

- |   |  |   |
|---|--|---|
| - Traffic Control & Surveillance System   | - Contra Flow                            | - New access                                    |
| - Road Traffic Management   | - Road widening                          |   |
| - Improved directional signages   | - Highway routine maintenance & repair   | - Engagement with Police, Bomba & Hospital      |
| - Visible lane markings   | - Smart Mobile application               | - Accident mock-ups & emergency response drills |
| - 100% lighted highways   | - Patrolling activities                  |   |
| - Use of Smart Surveillance System  | - Auxiliary Police service               |   |
| - RSA and lay-by Upgrading, urban park & community hall   | - Layby upgrading                        | - High speed internet service                   |
|   | - Routine maintenance & repair           |   |
| - Additional self service kiosks  | - Effective electronic toll system       |   |
| - Barricade & hoarding  | - Flagman                                | - Pedestrian bridge                             |
| - Road traffic management   | - Traffic lights                         |   |
| - Noise monitoring  | - Hoarding                               | - Construction activities planning              |
| - Noise monitoring  | - Installation of noise barriers         |   |
| - Landscaping works   | - Sungai Ampang beautification           |   |
| - Jogging tracks & recreation areas   | - Vertical planting                      |   |
| - Continue to give back to the local communities through our Corporate Social Responsibility programmes |  |   |
| - Project Safety Plan   | - Safety awareness                       |   |
| - Additional safety personnel   | - Conduct regular audits and inspections |   |
| - Fogging, larviciding & disinfectant activities  | - Health checking & monitoring           |   |
|   | - Movement control                       |   |
| - Environmental Monitoring Plan   | - Erosion & Sedimentation Control        | - Scheduled Waste Management                    |
| - Decent workers quarters   | - Frequent trainings & briefings         | - Inspections & audits                          |
| - Replacement of land & trees (3:1)   |  |   |
| - Animal crossings  | - Fencing                                |   |
| - Energy efficiency & renewable energy  | - E-Bike & EV Charging Station           | - Reduce, reuse & recycle programme             |

## Engaging with Our Stakeholders

KEY STAKEHOLDER	METHOD OF ENGAGEMENT	ISSUE OF CONCERN
 <p><b>INVESTORS &amp; FINANCIAL INSTITUTIONS</b></p>	<ul style="list-style-type: none"> <li>- Meetings</li> <li>- Periodic reports</li> <li>- Liaison</li> </ul>	<p>17. Business Growth &amp; Strategy</p> <hr/> <p>18. Governance &amp; Transparency</p> <hr/> <p>19. Company's Reputation</p>
 <p><b>CONTRACTORS, CONSULTANTS &amp; SUPPLIERS</b></p>	<ul style="list-style-type: none"> <li>- Tender Exercise</li> <li>- Request for Proposals</li> <li>- Meetings</li> </ul>	<p>20. Fair Procurement Process</p> <hr/> <p>21. Prompt Payments</p> <hr/> <p>22. Business Opportunity</p>
 <p><b>EMPLOYEES</b></p>	<ul style="list-style-type: none"> <li>- Town halls</li> <li>- Events</li> <li>- Emails</li> <li>- Employment surveys</li> <li>- Performance Appraisals</li> </ul>	<p>23. Employee well-being</p> <hr/> <p>24. Training and Career Development</p> <hr/> <p>25. Work-life Balance</p> <hr/> <p>26. Healthy &amp; Safe Workplace</p>

## Engaging with Our Stakeholders

## OUR RESPONSE

- Provide ongoing financial & non-financial disclosures
- New business proposals
- Business Code of Conduct
- Awareness programmes
- Integrity policy
- ABMS Certification
- Regularly publish literature and press releases that highlight our activities, awards and accolades
- Media & NGO engagements
- Transparent tender evaluation process based on industry best practice
- Limit of Authority Guidelines
- Clearly communicated payment methods (eg. Interim, Milestone & Percentage payments)
- Use of ERP (Oracle) System for monitoring
- Project based professional recommendation & validation
- Open tender advertisements
- Vendor registration system
- Employment benefit & compensation
- Frequently conduct training needs analysis
- Conduct training to enhance knowledge & skill
- Competency training with regulatory bodies
- Annual sports carnival
- Flexible working hours
- Motivational talks
- Paternity leave
- Family day
- Occupational Health & Safety Policy
- Pandemic control
- Conduct frequent workplace inspections
- Disinfection of working areas
- Annual fire drills and emergency response exercises
- Distribution of PPE packs
- Health screenings & talk sessions
- Mass vaccination programmes
- Distribution of RTK test kits
- Indoor air quality improvement

# ASSESSING OUR MATERIAL MATTERS

Our material matters were assessed based on our stakeholder engagements, which aided us in identifying the areas we should address in the course of our business to deliver sustainable value. Upon assessment of our stakeholders' needs, we then evaluated areas deemed as material to our business and stakeholders. We also conducted a peer review to benchmark and validate our material matters against the local and global industry.

Following the identification and validation of nine material matters, we have categorised and prioritised the material matters in alignment with the ESG pillars of sustainability and based on our sustainability principles of Accelerating Advancement, Cultivating Communities and Elevating Lives. Additionally, we have mapped our material matters against the UN SDGs as part of our effort to contribute to the achievement of the global agenda on sustainable growth.

As this is our inaugural Sustainability Report, we conducted a materiality validation to identify material matters that are significant to our stakeholders.

The assessment included a comprehensive online research and a desktop validation against industry peers locally, regionally and globally. It resulted with 22 material matters, of which 12 were prioritised and relevant to our business and our stakeholders.

We also referenced the GRI Standards, the Sustainability Accounting Standards Board (SASB) and The Global Risks Report 2022 (17th Edition) by the World Economic Forum.

We address and manage our material matters by leveraging on our Sustainability Framework and Sustainability Principles. The following table outlines our validation result of 12 material matters.





The 14.7km Lebuhraya Kemuning Shah Alam (LKSA) with six interchanges, connects the Shah Alam city centre to new townships such as Alam Impian.



# OUR FOCUS AREAS

## 54 **Prioritising the Safety of Our Stakeholders**

- Road Traffic Safety
- Providing a Safe and Comfortable Highway Experience
- Leveraging on Technology to Ensure Safe Journeys
- Traffic Patrols
- Emergency Response
- Traffic Safety Promotion and Awareness
- Workplace Health and Safety
- Occupational Health and Safety (OHS) Management System
- Hazard Identification and Assessment of Risks and Opportunities (HIARO)
- Project Site Health and Safety

**70 Embracing a Culture of Innovation and Technology**

- Laying a Robust Infrastructure for the Future
- Harnessing Technology for the Comfort and Convenience of Our Customers
- Enhancing Management Decision-Making Through Data Visualisation Dashboard
- Strengthening Digital Transformation

**80 Preserving Our Environment**

- Combating Climate Change
- Electrification of Motorcycles for Patrolling
- Initiating Carbon Offsetting
- Sustainable Construction Materials
- Reduce, Reuse and Recycle

**96 Caring for Our Society**

- Scheduled Waste Management
- Traffic Noise Monitoring
- Water and River Management
- Minimising Environmental Impacts on Our Communities
- Rejuvenation of Elmina Rest Service Area GCE
- Refurbishment of Bukit Jelutong Lay-by GCE
- Development of Shah Alam Urban Park LKSA
- Caring for Our Employees
- Fostering Diversity in Our Workforce
- Employee Diversity According to Gender
- Ensuring Employee Well-being
- Developing Our Talent Pool
- Engaging with Our Workforce

**110 Embracing the Highest Standards of Corporate Governance**

- Supporting the National Agenda on Job Creation
- Promoting Indirect Employment Opportunities
- Caring for Our Communities
- Fostering a Culture of Integrity
- Managing Our Risks
- Business Continuity Management
- Enterprise Risk Management
- Risk Management Framework
- Bridging Risk Management and Compliance to Deliver Governance
- Sustainable Supply Chain Management
- Vendor Development Programme
- Technical Module
- Non-Technical Module

**PRIORITISING  
THE SAFETY  
OF OUR  
STAKEHOLDERS**





## Prioritising the Safety of Our Stakeholders

### MATERIAL MATTERS

Our need to prioritise the safety of all our stakeholders reflects our material matters as identified through our stakeholder engagement and our peer comparison; covering **Structural Integrity and Safety** as well as **Health and Safety**.

GRI 403; GRI 416

UNSDG:

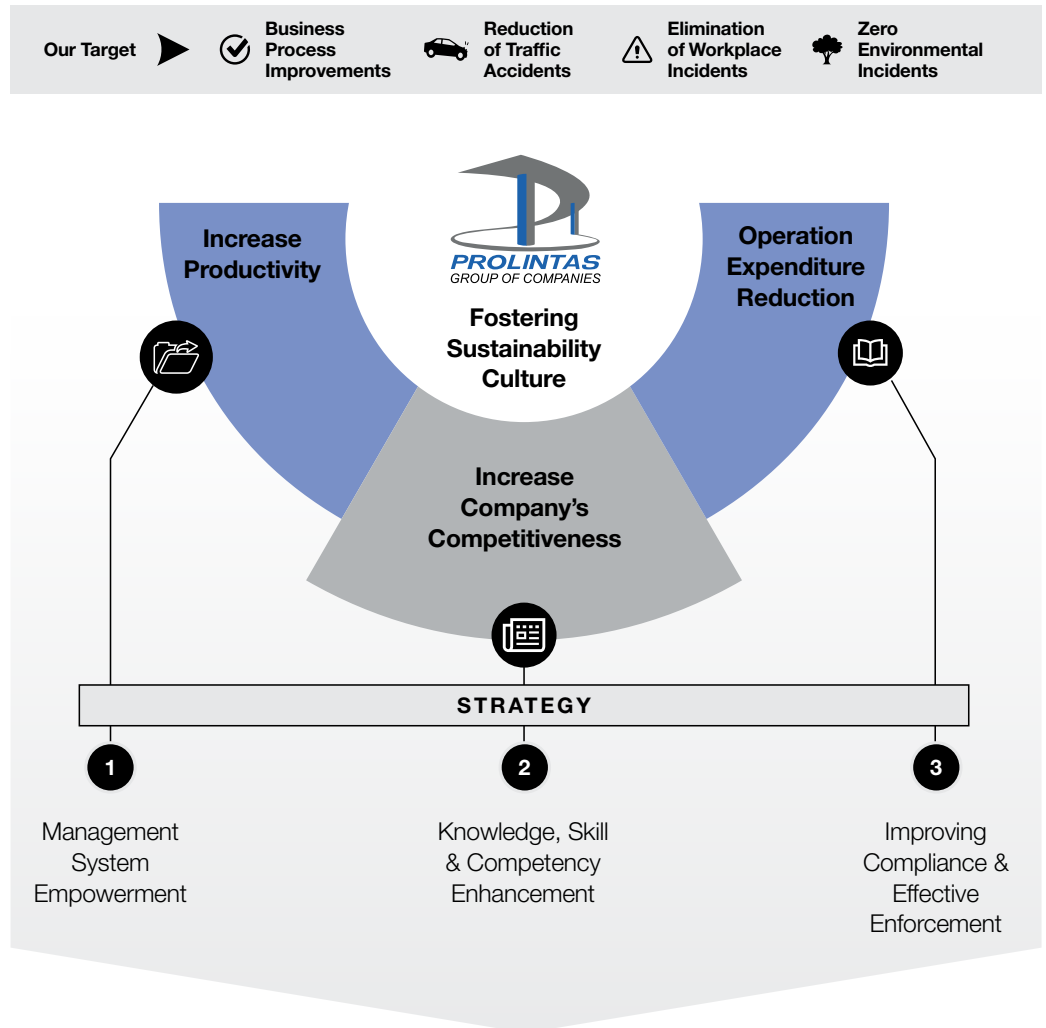


### HOW WE APPROACH SAFETY

With hundreds of thousands of Malaysians travelling on our roads every day, we have made it our priority to keep them safe on every kilometre of their journey. From the moment our stakeholders enter the PROLINTAS ecosystem, we have put in place the appropriate measures to ensure their safety, and we will continuously strive to enhance these safety measures and protect all our stakeholders when they engage with us.

This emphasis on safety extends beyond our highways and applies to all our interactions with our stakeholders. To this end, our safety strategies consist of road traffic safety, project site safety as well as health and safety at our workplace. These strategies consist of empowerment through management systems, enhancing our knowledge, skill and competency as well as improving compliance and effective enforcement. Our targets for these strategies are to achieve business process improvements, reduce traffic accidents and eliminate workplace and environmental incidents. Through these strategies, we expect to increase the company's competitiveness and productivity while reducing operational expenditure towards fostering a culture of sustainability at PROLINTAS.

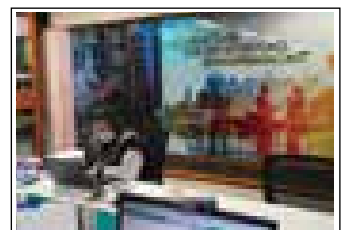
### Safety Measures to Ensure Safe Place for All



**Road Traffic Safety**



**Project Site Safety & Health**



**Safe & Healthy Workplace**

### Road Traffic Safety

Accidents represent the main risk of compromised safety standards. We endeavour to prevent accidents and facilitate prompt assistance for vehicle breakdowns and emergencies. Using CCTVs managed by traffic controllers at our Traffic Management Centre (TMC) on a 24/7 basis, as well as on-site surveillance by the Group's Auxiliary Police team, our highways are constantly monitored and maintained to prevent, detect and rectify poor road conditions or any occurrences that may make the road impassable or unsafe, such as landslides, floods or potholes. We also conduct road safety awareness campaigns on a regular basis to promote positive road safety etiquette and encourage road users to practise regular vehicle maintenance and servicing.

## Prioritising the Safety of Our Stakeholders

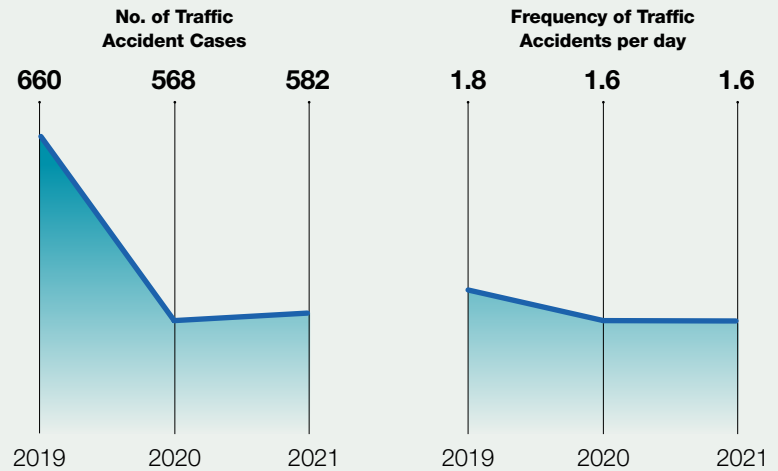


Clear directional signages and road lane markings.

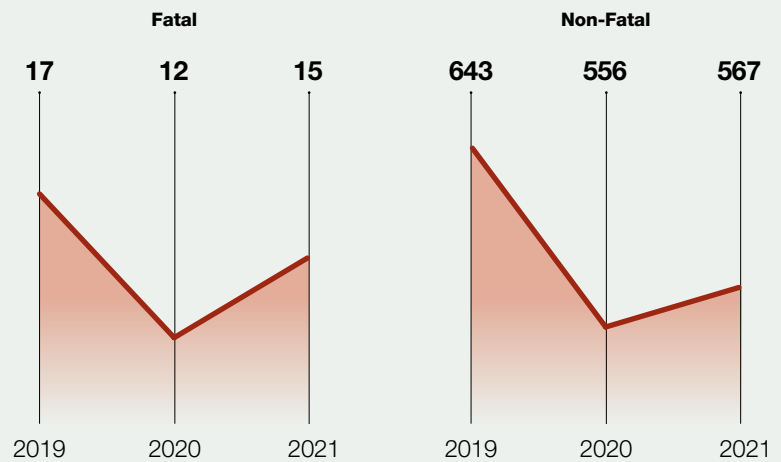


As a result of these initiatives, over the years we have continued to see a downtrend in fatal accidents as well as accidents, both with and without victims.

### PROLINTAS Group Traffic Accident Data



### No. of Fatal Against Non-Fatal Accidents



Reflecting our commitment to the strictest standards of safety, as 10 February 2020 we were accredited with the ISO 39001:2012 Road Traffic Safety Management System (RTSMS) standard. The standard applies to all our highway operations, making us the first highway operator in Malaysia to receive this internationally recognised certification and demonstrating our capabilities in meeting all the requirements demanded of the standard.



## Prioritising the Safety of Our Stakeholders

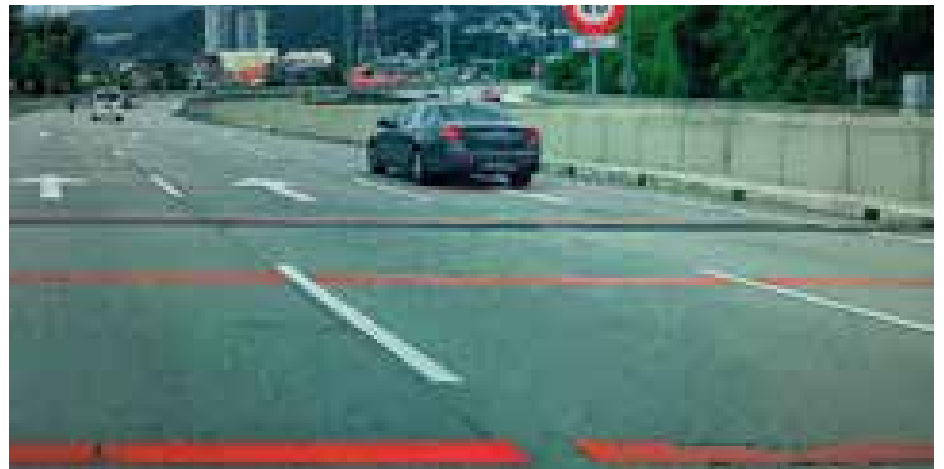
Further efforts to ensure safety on our highways include clear road and directional signboards and signages, warning signs, flexible barriers on motorcycle lanes to protect motorcyclists as well as road markings. Digital signboards are also on display at strategic locations to broadcast our emergency hotline number to assist road users and provide a rapid response when required.

Among our efforts to avoid untoward incidents on our highways includes implementing the appropriate measures in high-risk areas. Combining both learnings from previous accidents as well as intuitive steps aimed at proactively avoiding accidents, we have implemented the following safety measures at our highways:

Solid lines between lanes to encourage straighter driving and fewer lane crossings	Rumble stripped roads to warn motorists against speeding around curves	Flexible post and dedicated lane	Road warnings against crashes
--	--	----------------------------------	-------------------------------



Setting up traffic management for emergency situation.



Road lane markings and rumble strips.



Our emergency hotline is always on display to assist road users and allows us to deliver a fast response.



Clearly visible warning signs.

## Prioritising the Safety of Our Stakeholders

### Providing a Safe and Comfortable Highway Experience

We continuously implement aggressive measures to ensure the safety and comfort of travellers on our highways. From the roads themselves to technology solutions, we strive to assure our road users of a reliable journey along every kilometre.

Among ongoing efforts that we have implemented are road surface improvements, which include microsurfacing, very thin overlays, porous asphalt, installation of glassgrid and super fibre mix pavements. These different types of pavements enable better skid resistance and friction and tyre grip; allow quicker water run-off and extend the service life of our roads. As a result of these efforts, we have been able to reduce accidents at accident prone area such as on the KM15.8 North Bound stretch of the GCE, where we successfully brought the number of accidents down to zero in 2021 from four in 2020. Another accident prone area, KM6.7 South Bound on the GCE, also registered zero accident in 2021 from five accidents in 2020.



Carpet patching is one of our effort towards zero pothole target.

Our highways are 100% lighted, additionally other key measures to improve traffic safety on our highways include the installation of LED streetlights in stages to brighten up our roads. Currently, we have completed LED street lighting at AKLEH, with installation at GCE, LKSA and SILK reaching 25%, 52% and 97%, respectively. Cumulatively, we have already installed 6,304 units of LED streetlights across all our four operational highways.

Highway	LED Lanterns	SON Lanterns	Total
AKLEH	673 Nos. (100%)	Nil	673 Nos.
GCE	615 Nos. (25%)	1,813 Nos. (75%)	2,428 Nos.
LKSA	780 Nos. (52%)	733 Nos. (48%)	1,513 Nos.
SILK	4,236 Nos. (97%)	120 Nos. (3%)	4,356 Nos.
<b>Total</b>	<b>6,304 Nos. (70%)</b>	<b>2,666 Nos. (30%)</b>	<b>6,843 Nos.</b>



All our highways are 100% lighted, with a growing proportion of our lighting powered by energy-efficient LED lanterns to minimise our carbon footprint.

Prioritising the Safety of Our Stakeholders



**Case Study - GCE**

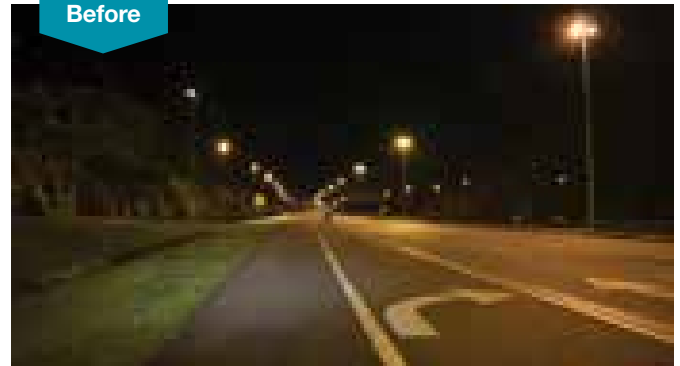
Providing a Safe and Comfortable Highway Service

Brighten-up the Highways

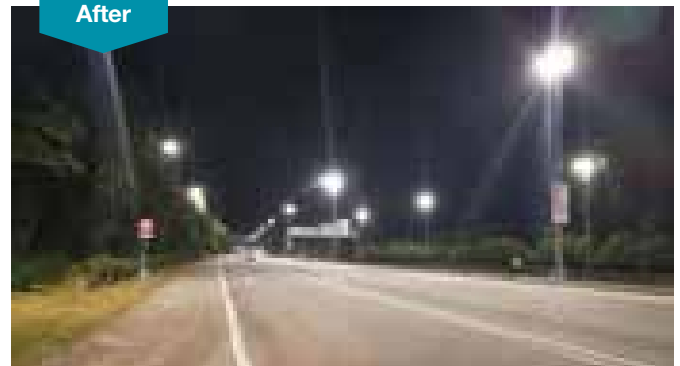


**Installation of 615 Nos. LED Street Lighting Lanterns**

Before

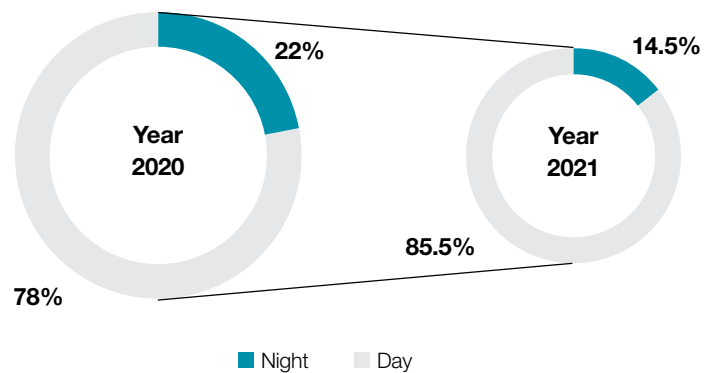


After



⬆ The addition of LED street lighting to our highway mainlines has improved night time visibility at all our highways.

**Comparison of Accidents During Day & Night Time**



After installation of 615 nos of new LED street lighting the accident rate during night time has been reduced from 22% in 2020 to 14.5% in 2021.

## Prioritising the Safety of Our Stakeholders



### Leveraging on Technology to Ensure Safe Journeys

Technology represents a key enabler for our safety capabilities, as it enhances our efficiency and effectiveness in responding to traffic incidences. In addition, our technology infrastructure and systems provide us with crucial data for pertinent decision-making that allows us to take intuitive and proactive measures towards ensuring the safety of our road users.

Our Smart Surveillance System (S3) anchors the safety of our highways, leveraging on AI and Machine Learning to detect and notify as well as mobilise us to address incidences. Using visual data gathered from devices attached to our patrol cars, S3's AI is able to immediately identify anomalies on the road and trigger the appropriate alerts for us to rapidly respond and minimise any damage.

We have also put in place our state-of-the-art TCSS which uses real-time data to perform efficient operation and control of our highway network. The system allows us to analyse data and disseminate up-to-date information to deliver rapid response as well as updates to the management, authorities and road users.

For more information on S3 and our other technology initiatives, please refer to the Technology and Innovation chapter on pages 71-79 of this Sustainability Report.

## Prioritising the Safety of Our Stakeholders

### Traffic Patrols

Our patrolmen patrol and monitor all mainlines of our highway network around the clock. In the event of a traffic accident or other emergency incidents, they arrive at the incident scene as soon as possible to provide first aid support and determine the magnitude of the incidents. They also help ensure safe and smooth traffic by assisting broken-down vehicles as well as collecting fallen or foreign objects.

To ensure they are able to carry out their patrolling duties effectively, all our patrolmen are provided with appropriate equipment, including personal digital assistants, a hand-held device which allows for two-way communication as well as store and access data. We also have a fleet of 47 vehicles comprising electric motorbikes (e-bikes), motorcycles, patrol cars, lorries and tow trucks.



▶ PROLINTAS patrolling fleet managing traffic during an incident at one of our highways to ensure the safety of our road users.

## Prioritising the Safety of Our Stakeholders

### Emergency Response

Our emergency response efforts play a crucial role in ensuring incidents on our highways are addressed as quickly as possible. Through our Traffic Monitoring Centre, we have access to real-time traffic information from multiple sources, allowing us to promptly process data gathered every second.

#### ACCIDENT RESPONSE TIME TARGET

**582**

Traffic Accident Cases in 2021

**92%**

Response Time within Target



#### VEHICLE BREAKDOWN RESPONSE TIME

**4,318**

Vehicle Breakdown Cases in 2021

**97%**

Response Time within Target

Our Emergency Response Plan sets out measures for effective response and recovery from emergency situations, protecting road users and our employees as well as minimising property and environmental damage.



Help save lives

In line with the emergency protocol established by the Malaysian Highway Authority and adopted by highway operators, we have also established an Incident Command System depending on the urgency of the incident as follows:

#### Level

**01**

- One lane closing
- Property damage or minor injury
- Short road condition recovery time
- Clearance time less than two hours

### The Emergency Response Plan is implemented according to the following process:

#### Incident Information



PROLINTAS Mobile Applications



Emergency Telephone



CCTV Camera Monitoring



Hotlines

#### Traffic Monitoring Centre



Control Centre Operator disseminates Incident Information to Patrolmen and Malaysia Emergency Response Services (MERS).

#### Emergency Response



Patrolmen deployment to the scene as first responders to determine magnitude of the incident.



## Prioritising the Safety of Our Stakeholders

In 2021, we were able to respond with our targeted 10-minute response time for accidents and vehicle breakdowns over 90% of the time.



Helps protect property



Prevent incident from escalating



Prevent environmental damage



Fast emergency response and recovery



Efficient use of resources

Level

### 02

- Serious injury or fatal
- One or more lane closing
- Unusual traffic congestion
- Clearance time between two and four hours

Level

### 03

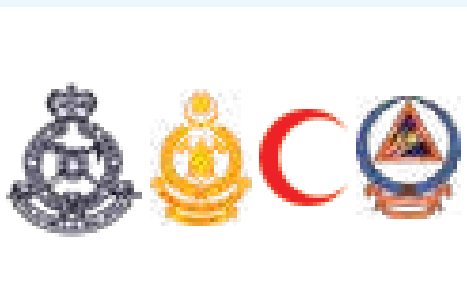
- Unusual traffic accident
- Flood, natural disaster or any serious disruption
- Requires expert or heavy machineries for road clearance
- Clearance time more than four hours

Level

### 04

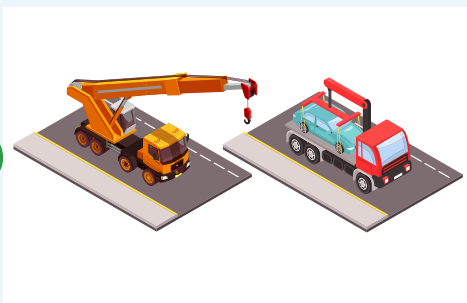
- Disasters & crises which are sudden where the consequences are too serious and destructive
- Any incident that disrupts the Company's operation for more than four hours
- Any incident stated in *Arahan 20 Majlis Keselamatan Negara (Disasters)*

Rescue Operation



Arrival of MERS team to carry out rescue operation.

Machinery Operator



Removal of damaged and/or heavy vehicles from accident area.

Public Announcement



Notification of accident to road users.

Prioritising the Safety of Our Stakeholders



Fast response to assist road users in distress.



Our Emergency Response Team (ERT) and patrolmen have been trained with the appropriate skills and knowledge. All our patrol officers possess valid First Aid certificates, while selected patrolmen have also been trained as auxiliary police officers.



Conducting mock-up accident and emergency response drills to refresh the skills and knowledge of ERT and patrolmen.

# Prioritising the Safety of Our Stakeholders

## Traffic Safety Promotion & Awareness

In a further effort to avoid untoward incidents and accidents on our highways, we continue to undertake proactive efforts to raise awareness among our stakeholders about the dangers of impaired driving, speeding, tailgating, and riding without a helmet, as well as to educate our road users on driving and riding safely.

We also frequently conduct road safety awareness programmes to promote excellent road safety etiquette and to urge motorists to practise routine vehicle maintenance and service.

### Posters published in our social media to remind road users on road traffic safety



## Prioritising the Safety of Our Stakeholders

### Workplace Health and Safety

In addition to protecting the safety of our road users, we also place emphasis on providing a safe and healthy workplace for our employees who work tirelessly to ensure smooth and efficient highway operations. Our work practices are aligned with all relevant Safety and Health Policy guidelines. We have also adopted both local and international best practices in occupational safety and health (OSH) and comply with the legal requirements of the Occupational Safety and Health Act 1994 (Act 514) and supporting legislation.

### Occupational Health and Safety (OHS) Management System

All four of our operational highways have been successfully certified to the internationally recognised ISO 45001:2018 Occupational Health and Safety Management System standard. The certification recognises the systematic management system we have put in place to assure the safety and health of our employees.

Further underlining our commitment to implementing best practice and improving safety and health in the workplace, we transitioned from the previous management system to ISO 45001:2018. This makes us one of the first companies in Malaysia to successfully upgrade our occupational health and safety management system to the latest management standard within the first year of the new standard's implementation.



- Regular inspection by site safety personnel to ensure effective safety implementation.

### ESH Policy

Environmental, Safety and Health Policy has been revised to reflect our commitment to providing a safe and healthy workplace for all parties involved in highway development and operation. The Policy extends beyond our own employees to all third-parties participating in the operation and construction of our highways.

### The Policy details our efforts to:

- 1 Provide a safe and healthy workplace, and working conditions for all towards prevention of incidents, injuries and illness.
- 2 Strive to eliminate hazards at the workplace and reduce OSH risks.
- 3 Strive to effectively prevent all types of pollution, in particular air, water, noise and land pollution, as well as optimise resources and energy consumption, and minimise environmental impacts from our activities and services to our surroundings.
- 4 Comply with all applicable Environmental, Safety and Health legal and other requirements as well as industry standards.
- 5 Provide training and adequate resources to aid employees in fulfilling their responsibilities towards Environmental, Safety and Health Management System.
- 6 Conduct regular reviews and evaluations of the Environmental, Safety and Health Management Systems implementation.
- 7 Continually improve the effectiveness of our Environmental, Safety and Health Management System.
- 8 Establish a mechanism for consultation and participation of workers within the framework of the Environmental, Safety and Health Management System.

## Prioritising the Safety of Our Stakeholders



### Hazard Identification & Assessment of Risks and Opportunities (HIARO)

In an effort to continuously identify and mitigate workplace health and safety risks, since 2016 we have conducted Hazard Identification & Assessment of Risks and Opportunities (HIARO) exercises across our highway operations. The HIARO exercises enable us to identify necessary controls for all activities on all operated highways.

The establishment of HIARO is in line with the requirements of ISO 45001:2018, Occupational Health and Safety Management System, as well as the requirements of the OSH Act.

Results from the HIARO have been used to develop standard operating procedures (SOPs) and further improve the company's OSH management approach. We also update and maintain the HIARO register from time to time in line with current issues to ensure its relevance.

We have conducted Hazard Identification & Assessment of Risks and Opportunities (HIARO) exercises across our highway operations and identified 1,177 activities categorised as follows:

Low Risk	Medium Risk	High Risk
806 Activities	370 Activities	1 Activity

We identified one high risk activity i.e: Traffic control by patrolmen while attending to a traffic accident.

Several safety measures have been taken to reduce the risk:

1. To improve patrolman knowledge in Traffic Management Plan by conducting frequent briefings, training, mock-up accidents and emergency response drills
2. Eliminate risk of accidents at accident prone areas by improving safety conditions by additional traffic signs, installation of warning lights, etc.



➤ Simulation Accident & Emergency Response Drill during Movement Control Order period.

### Safety Skill and Knowledge Enhancement Programmes

Awareness and training programmes play a key role in inculcating a culture of safety among our employees. These programmes also ensure our employees are apprised of the relevant health and safety requirements and practices to create a secure environment at our workplace that protects our employees health, safety and well-being.

To this end, we continuously implement strategic training programmes throughout the year to help employees avoid unsafe situations, bridge knowledge gaps and educate them on topics such as safe work practices and mental health issues that may arise on the job.

 <b>Competency Training</b>	 <b>Safety Awareness</b>	 <b>Health Awareness</b>
<ul style="list-style-type: none"> <li>• Safety and Health Officer</li> <li>• Certified Environmental Professional in Scheduled Waste</li> <li>• Traffic Management Officer</li> <li>• Working Safely at Height</li> <li>• Authorised Entrant and Standby Person for Confined Space</li> <li>• Basic Occupational &amp; First Aider</li> <li>• Temporary Traffic Control</li> </ul>	<ul style="list-style-type: none"> <li>• Safety &amp; Health Supervision at Site</li> <li>• Expressway Operations Safety Passport</li> <li>• Emergency First Aid &amp; Fire Safety Response Training</li> <li>• ISO45001 OHSMS Awareness</li> <li>• ISO45001 Internal Auditor Refresher</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Through The Pandemic: How To Work Effectively During Pandemic</li> <li>• Reality Therapy - Confronting the COVID-19 Pandemic</li> <li>• Healthy Diet and Lifestyle During a Pandemic</li> <li>• Emotional Stress: Seeking Solutions</li> <li>• Understanding Emotions for Individual Success</li> </ul>

## Prioritising the Safety of Our Stakeholders



3

Toolbox briefings are also carried out regularly prior to the commencement of work activities to remind employees on safe work practices and risks.

### Project Site Health and Safety

With our SUKE and DASH highways currently still under construction, we continue to place emphasis on health and safety at our project sites, which we view as central to our operations. Working closely with our consultants and contractors, we diligently ensure safety measures are continuously implemented at our sites. We collaborate with DOSH and CIDB as well as NGOs to provide safety training on-site.

**2021  
Total Hours  
Worked**

SUKE  
**9,267,841**  
hours

DASH  
**3,390,266**  
hours

#### Safety & Health Incidents

Type of Incident	SUKE	DASH
Fatality	1	1
Major Injuries		2
Minor Injuries	2	
Ill Health		
First Aid Cases	1	
Near Miss	1	
Property damage		8

During the year, SUKE and DASH recorded 9.27 million and 3.39 million in man hours worked, respectively. While we recorded two major incidents involving one fatality at each project, we rapidly implemented the appropriate measures to review and strengthen our safety procedures as we strive to avoid similar incidents in the future. These procedures include undertaking simulated accidents and conducting emergency response exercises.

### “I see and I act” programme

We developed the “I see and I act” programme, which consists of monitoring employee behaviour in terms of safety and providing feedback. The programme aims to reduce the number of accidents at work by raising awareness among employees that their behaviour directly affects their safety - not only among themselves, but also of their co-workers.

### 1. Safety action/initiative/activities to eliminate fatal accidents or any incidents

ITEM	IMPROVEMENT AND ACTION TAKEN
1	<p><b>Strengthening Safety &amp; Health Personnel at site</b></p> <ul style="list-style-type: none"> <li>- Assigned to coordinate, monitor and evaluate Work Package Contractor’s Safety &amp; Health Manager performance to manage all medium and high-risk activities with safe work system compliance.</li> <li>- Appoint competent, experienced and well qualified Safety &amp; Health Manager to strengthen the Site Safety Management System.</li> </ul>
2	<p><b>All project site personnel for working at height (WAH) shall be provided with SIRIM approved single lanyard safety harness before allowed to gain access at height</b></p> <ul style="list-style-type: none"> <li>- SUKE SHM to monitor PPE Compliance training programme compliance and training material relevance.</li> <li>- Repetitive offenders shall be subjected to consequence management procedures.</li> <li>- Weekly audit on SHE Compliance.</li> </ul>

Prioritising the Safety of Our Stakeholders

ITEM	IMPROVEMENT AND ACTION TAKEN
3	<p><b>Safety &amp; Health and Engineering Training Programme relevant to construction works</b></p> <ul style="list-style-type: none"> <li>- WPC shall submit their revised Safety &amp; Health and Engineering Training Programme and matrix to SC for review and approval.</li> </ul>
4	<p><b>Review all medium and high-risk activities and submit enhanced Method Statement and HIRARC to SC for approval</b></p> <ul style="list-style-type: none"> <li>- Review the existing HIRARC of all medium and high-risk activities and introduce additional control – site specific Lifting/ Beam Launching, Working at Height, Hot-Work, Pier Work Portal, delivery/ transportation of heavy pre-cast and others.</li> <li>- Review the HIRARC Methodology stipulated in Safety &amp; Health for quarterly, after incident and annual review.</li> <li>- All enhance improvement on risk control measures shall be implemented and shall be audited regularly for effectiveness.</li> </ul>
5	<p><b>Permit to Work System (PTWS) procedures enhancement shall be established and implemented on the strictest terms of compliance for all medium and high-risk activities</b></p> <ul style="list-style-type: none"> <li>- Permit Requester (WPC Project Engineer/Site Supervisor), Permit Verifier (WPC Safety Manager/Construction Manager &amp; SC IOW), 2nd PTW will be approved by WPC Project Manager/Director.</li> <li>- WPC Project Manager shall establish PTW forms that contains running number and all PTW issued shall be registered in advance in PTW Register and review by PM/PD on weekly basis.</li> </ul>



PROLINTAS via its turnkey contractor for Sungai Besi-Ulu Kelang Expressway project; Turnpike Synergy Sdn Bhd had received a five-star recognition in the Safety & Health Assessment System in Construction (SHASSIC) from the Construction Industry Development Board (CIDB).

This recognition reflects our unconditional commitment towards Health, Safety and Environment (HSE) on the safety aspect of our highway maintenance work at the construction area.

The award was given based on the assessment made by CIDB looking into key area such as HSE Management System, compliance to legal/statutory requirements, site management & monitoring framework etc.

# EMBRACING A CULTURE OF INNOVATION AND TECHNOLOGY





## Embracing a Culture of Innovation and Technology

### MATERIAL MATTERS

In an era of rapid change and technological advancement, businesses must innovate and harness new developments in order to succeed. Our innovation activities not only ensure that we stay ahead of the curve, but also enable us to **create added value for our customers**, operations and business. These efforts address our material matters of **Innovation & Technology** and **Empowering Digitalisation**.

### UNSDG:



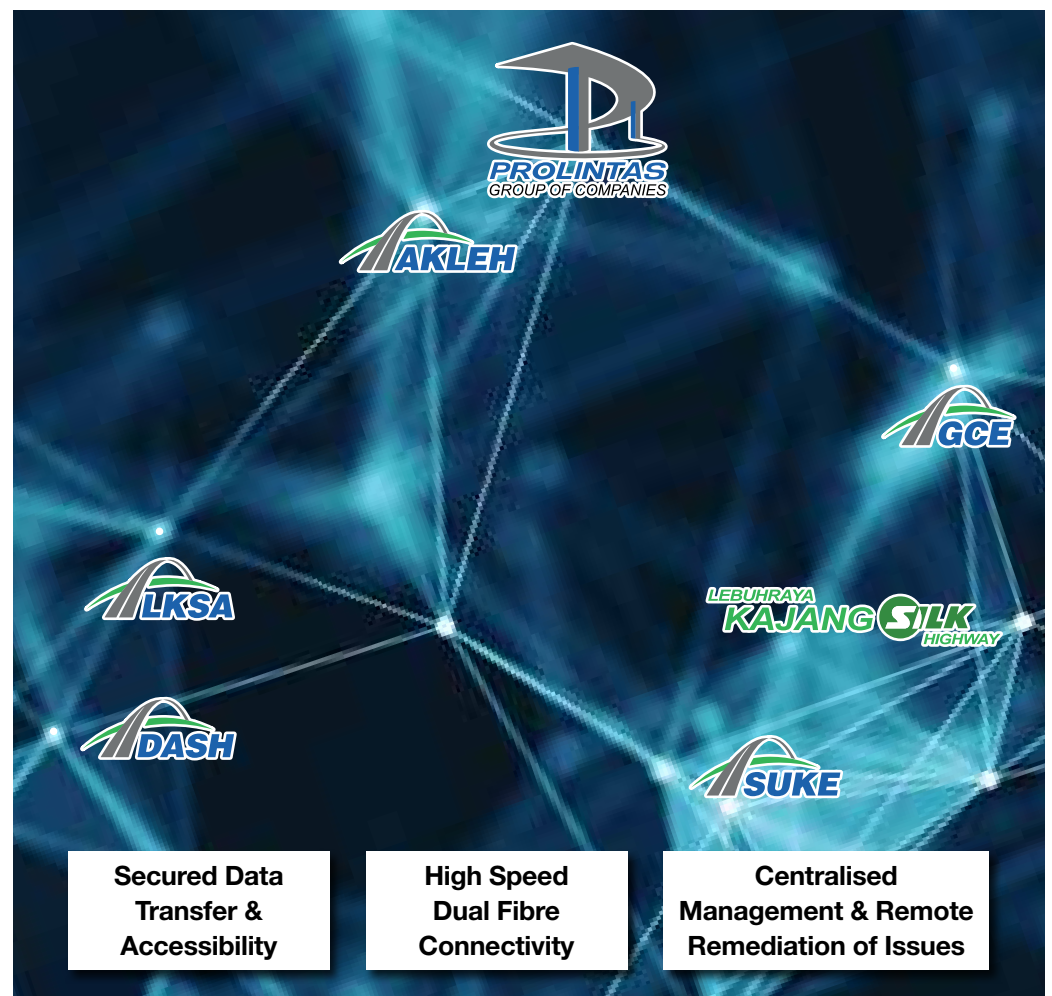
### HOW WE APPROACH INNOVATION

While our core business consists of putting in place the hard infrastructure that makes up 282.7km (effective length including interchanges) of Malaysia's urban highways, with two new highways opening soon, PROLINTAS has strived to put in place elements of **“smart highways of the future”** that embrace innovation and technology.

Innovation and technology, one of the pillars of PROLINTAS' house, focus on providing comprehensive integrated IoT solutions for a sustainable business. We started with embarking on a digital transformation to leverage technologies that contribute to our growth and operational efficiency, in turn creating value for our stakeholders. These actions include setting the course for the future by developing innovative connectivity solutions and aligning them with our business of geographically dispersed highway sites and urban transportation environments. We then continued our initiatives to optimise existing applications and operating systems for the highway business by maximising the use of our robust network infrastructure while introducing new technology solutions and applications. We continue to explore the latest technologies and integrate new solutions into our operations.

### Laying a Robust Infrastructure for the Future

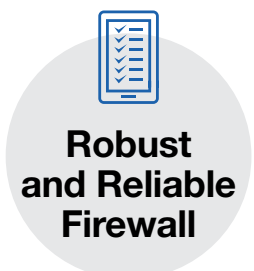
All of our highways, including our headquarters, are networked with two connectivity services running in parallel. This is made possible by the Software-defined Wide Area Network (SD-WAN) solution, an Internet Protocol Virtual Private Network (IPVPN)-based technology that enables connectivity without the need to run own fibre optic cables between highways.



- Secured network connectivity ensuring fast, uninterrupted data transmission and virtually zero downtime.

#### Placing robust cybersecurity measures

The architecture has been precisely tuned to ensure fast, uninterrupted data transmission and virtually zero downtime. Connectivity was designed with robust cybersecurity measures. We equipped each highway with a dual-layer firewall from two different providers complementing each other as the first line of defense . Internally, we have isolated groups of nodes in multiple virtual local area networks (vlan) to minimise exposure to threat and visibility to attackers. We have also equipped all of our computers with the latest anti-virus protection while the entire network accessibility is controlled by active directory (AD) for maximum security.

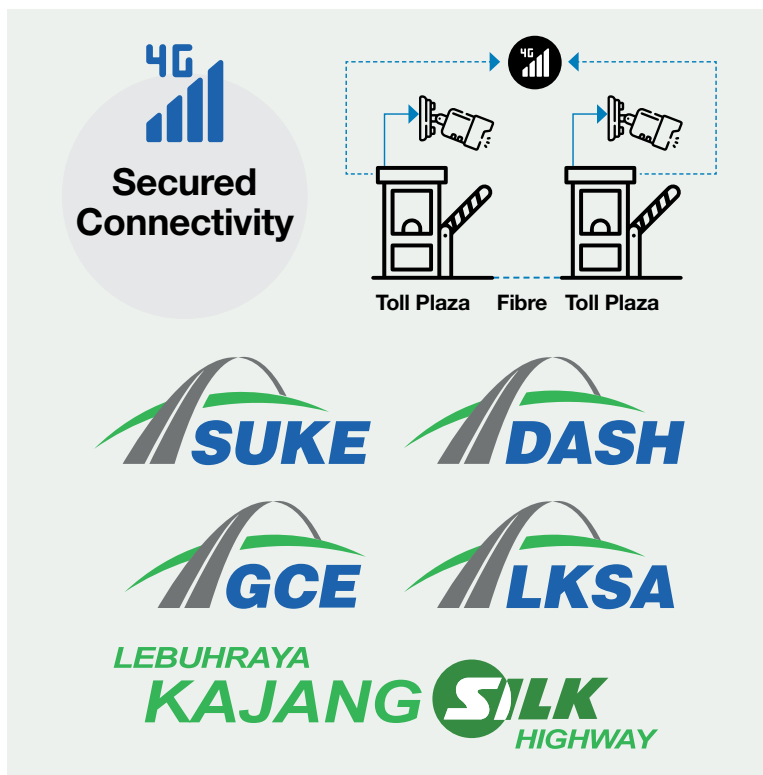


## Embracing a Culture of Innovation and Technology

### Ensuring virtually zero downtime toll operations

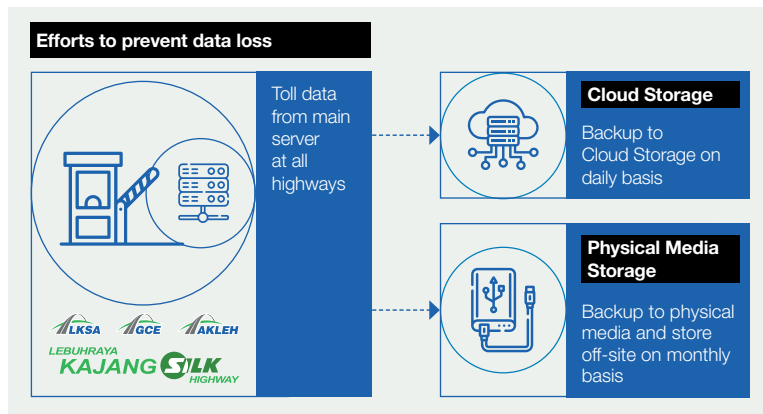
The round-the-clock urban traffic on our highways requires continuous connectivity to enable uninterrupted toll operations. In addition to our fibre network, we have also deployed 4G LTE backup connectivity by leveraging the services of multiple service providers. This has been achieved by implementing an innovative and robust backup architecture.

The architecture utilises 4G LTE technology at each toll plaza and is activated immediately upon any failure of our fibre connection. Since its implementation, we have experienced zero downtime of our toll operations at all of our highways. We continue to ensure the security of our networks, whether over fibre or 4G LTE. In turn, these efforts have helped keep our operations running 24 hours a day, seven days a week, 365 days a year.



Efforts to ensure toll system operations continuity in the event of fibre disruption

In addition to ensuring continuous connectivity, we also back up our toll data daily via a cloud platform. This allows for quick retrieval and restoration of our data in the event of any malfunction of our toll system. Further to the cloud-stored data, we also back up our data on physical media stored at an off-site location to ensure the security of our data. These backups have allowed us to eliminate the risk of data loss and further enhance business continuity. With these backups in place, we have been able to maintain all of our data with no data losses recorded.



### Embracing work anytime, anywhere with secured cloud-based applications

As part of our digital transformation efforts, we have enhanced our business applications by leveraging the ORACLE Fusion Cloud platform, an industry-leading Enterprise Resource Planning (ERP) suite. The group-wide platform drives business process innovation across our group, creating a one-stop solution that streamlines processes and workflows, improves productivity and ensures accuracy while being accessible through cloud-based tools.



We have also transformed the functions of our corporate processes to eliminate redundancies in our business processes. As part of our integration and digitisation efforts, we have centralised all business data in finance, accounting, procurement and human resources within our Group to increase the efficiency of our processes, eliminate errors, improve productivity and reduce paper consumption.

## Embracing a Culture of Innovation and Technology

We also use online collaborative platforms for our day-to-day work, enabling us to perform our daily functions in an organised, fast, efficient and modern way. Data stored on the cloud platform is constantly accessible by employees while remaining secure. The platform further allows our employees to work anywhere, anytime; providing added safety especially amid the ongoing pandemic environment.



### Enabling Work-From-Home Arrangement

Our work anytime, anywhere capabilities has already been enabled even before most of the world transitioned to working from home following the onset of the pandemic in early 2020. As a result, we were able to continue working effectively and efficiently amid movement controls put in place for the most part of 2020 and 2021. These work-from-home capabilities have been empowered by:



The use of the Oracle ERP system, which enables our employees to work out of office and perform business as usual



The provision of Office 365 Cloud for work collaboration, communication, virtual meetings, reporting and monitoring



The provision of more than 231 units of laptops to desktop users



Online meeting and work collaboration training to enhance employee skills and enable work-from-home arrangement.

To support the working from home arrangement, we have conducted user awareness campaigns and training to educate our workforce on how to use the tools provided. Additionally, our IT department has provided continuous and regular support and follow-ups to our workforce to ensure a seamless work-from-home experience.

## Embracing a Culture of Innovation and Technology

### Harnessing Technology for the Comfort and Convenience of Our Customers

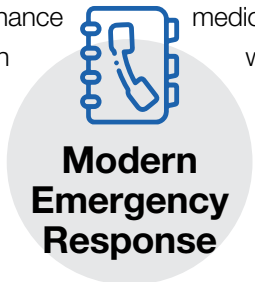
Our digital transformation aims to build “smart highways of the future” that are automated, connected to a digital data platform, and capable of remote monitoring. We optimised and modernised our operations and integrated new technology solutions. In 2018, we developed and launched our PROLINTAS Digital Assist mobile app which allows our road users to request for assistance in emergency situations with the touch of a button. This was followed by the launch of our IoT solution for operations, known as our Smart Surveillance System

(S3), which incorporates Artificial Intelligence and Machine Learning technologies and PROLINTAS Integrated Maintenance Escalations (PRIME) solution in 2019.

We have modernised the conventional emergency call by developing our Digital Assist app. The system’s automated workflow enables real-time alerts for faster deployment of resources, with an average response time of two minutes.

Through Digital Assist, road users can report emergencies encountered while on our highway from a list including accidents,

depleted car batteries, car breakdowns, overheating, out of petrol, tyre punctures, medical assistance required or broken windscreens. Our TMC then receives the notification, which is assigned to our nearest patrolman. All patrolmen are equipped with mobile devices with access to Digital Assist. Road users are notified of the specific patrolman assigned to their case as well as their estimated time of arrival. Road users can also track the patrolmen’s journey from the time they are assigned up until they arrive to the road user, providing the road user assurance on their safety and security while waiting for assistance.



In addition to the emergency assistance function, the app is also linked to our respective highway hotlines, with GPS locators enabling the app to identify the relevant hotline users can contact according to their location on our highways at the time. The app also provides announcements on traffic conditions in addition to linkages to our social media for users to access the latest information about our highways. Furthermore, through the app, users can access promotions and points of interest in the vicinity of our highways, which can be linked to users’ navigation apps, to provide our road users with added convenience while travelling on our roads.

The Digital Assist app is available both on the Apple and Google Play app stores and has recorded over 5,000 downloads across both platforms.

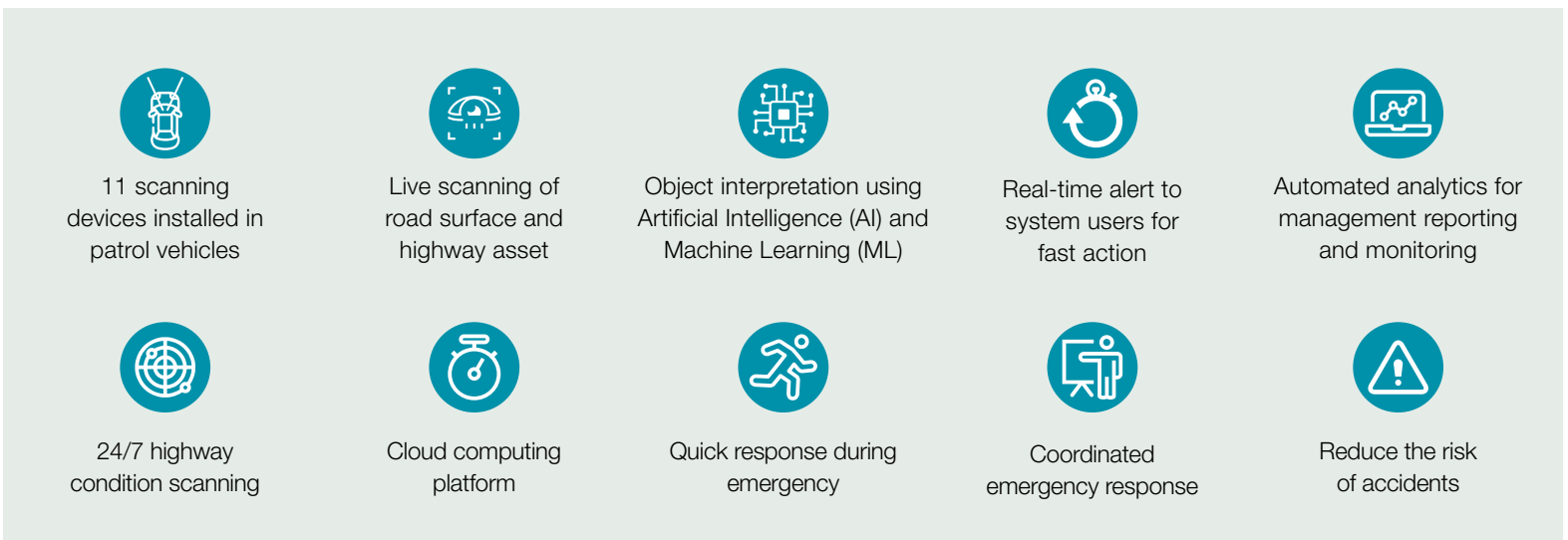
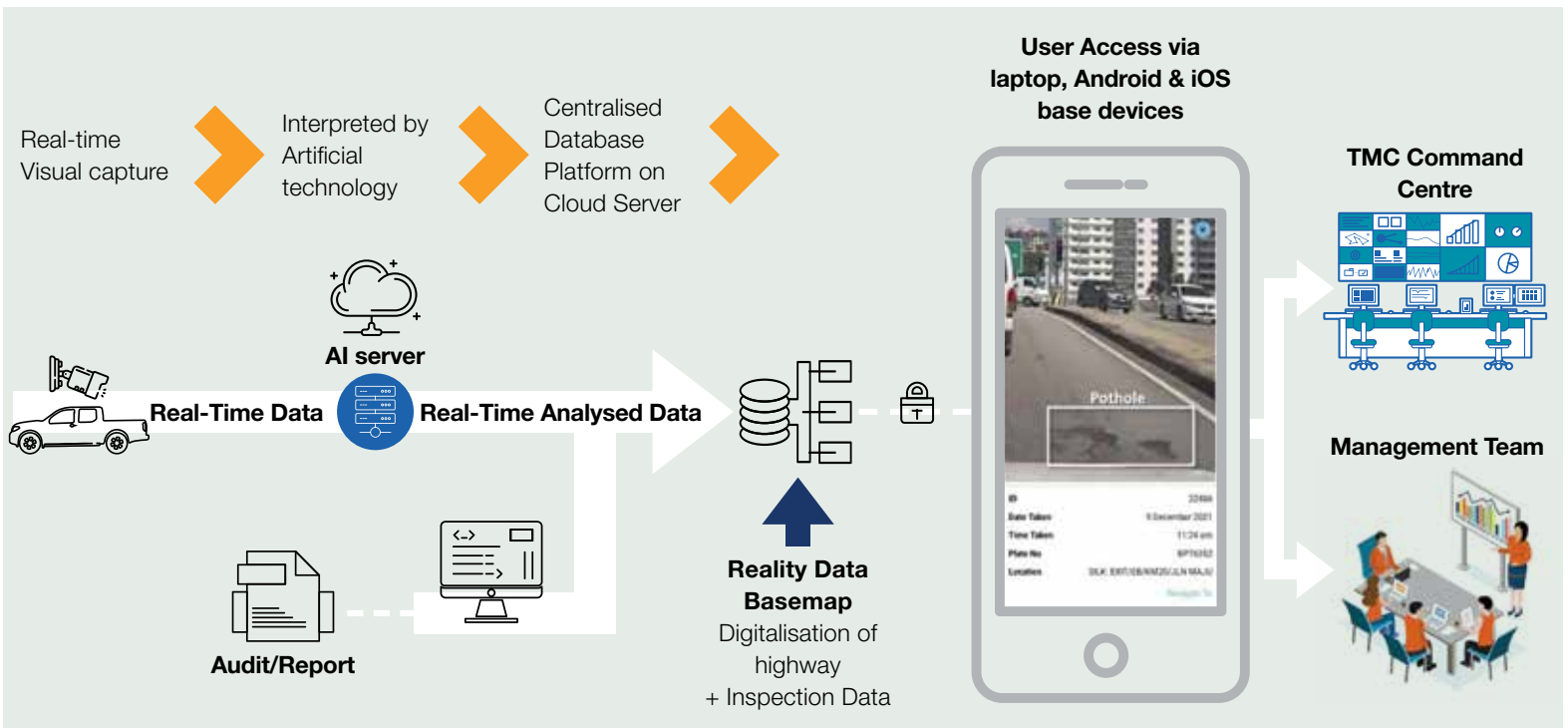
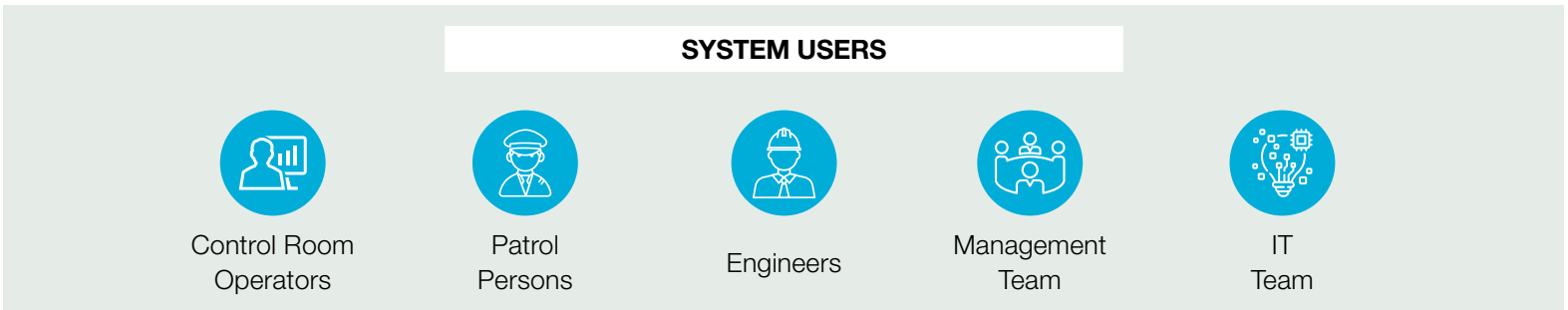


*Mudah dan cepat dapat bantuan. Terima Kasih.*

## Embracing a Culture of Innovation and Technology

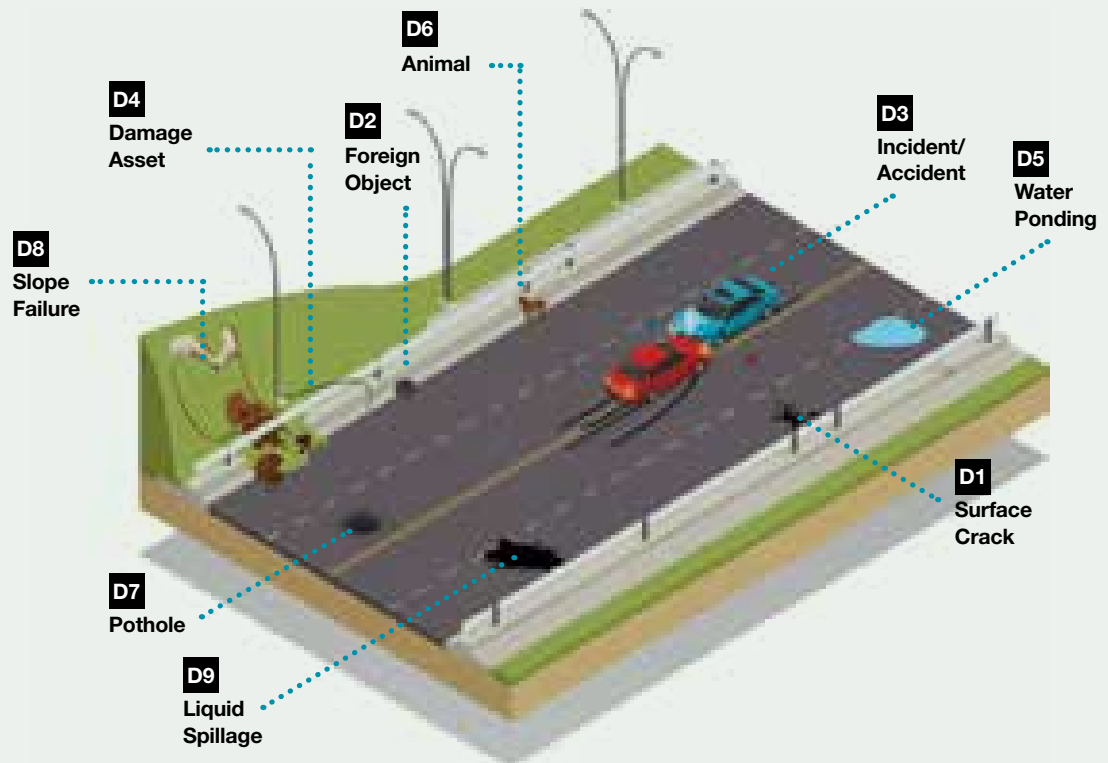


In Malaysia, PROLINTAS was the first in the industry to introduce the use of AI and Machine Learning technologies in highway operations through our S3 solution, a ground-breaking capability which allows for real-time monitoring of our highways. The system integrates our Traffic Management Centre, highway patrolling and maintenance as well as our IT functions to deliver enhanced traffic safety and quicker emergency response.

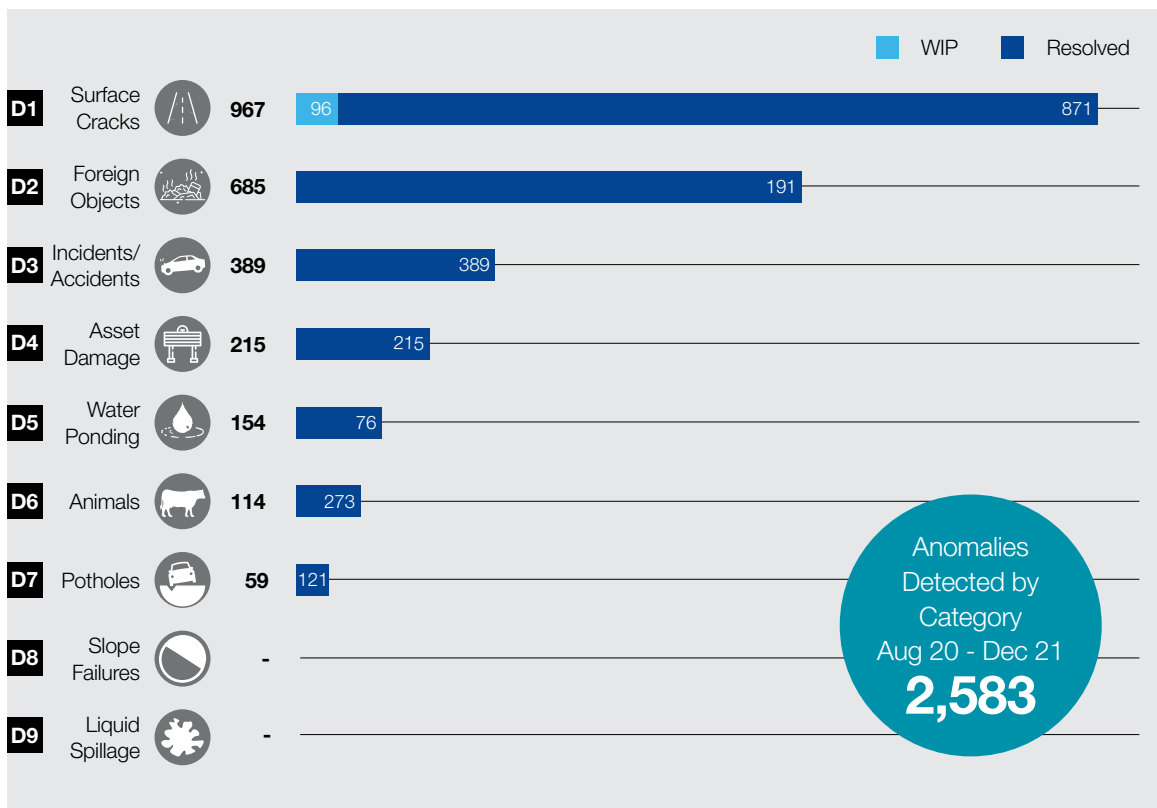


## Embracing a Culture of Innovation and Technology

As part of S3, together with a technology partner, we developed a centralised traffic and road monitoring platform named Artificial Intelligent System Analytics (AISyA) to autonomously and rapidly detect accidents, foreign objects on the road and stray animals, anomalies in the road surface, and damage to road furniture. The platform was developed on a scalable architecture and is future-proof, and can be integrated with other future sensors and solutions via an API interface.



Since its introduction in August 2020 up until December 2021, we detected 2,583 issues across nine categories that we were able to quickly identify and remediate. Cracks in the road surface accounted for the majority of issues detected, followed by foreign objects and incidents/accidents.



**114**  
Potholes detected and rectified immediately

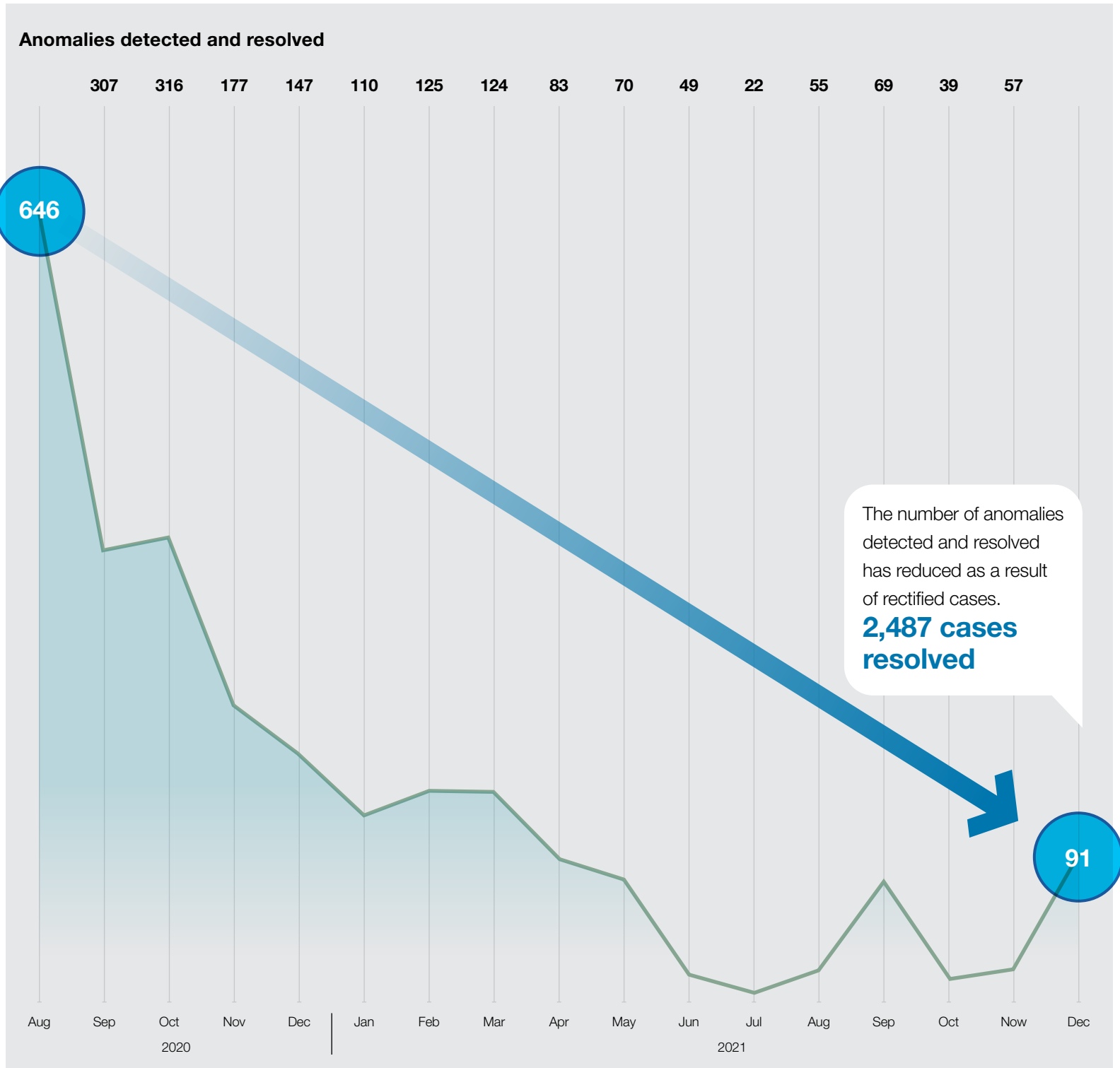
**215**  
Asset damages replaced in average of two days

**967**  
Surface cracks - 90% (871) remediated under scheduled re-surfacing programme 2021

**685**  
Foreign objects removed

## Embracing a Culture of Innovation and Technology

Most importantly, S3 has allowed us to dramatically reduce our road defects and ensure the safety of our customers as we have been able to take quicker action to resolve issues. From August 2020 to December 2021, the number of issues detected has reduced from over 646 to 91. Significantly, immediate identification of potholes through S3 has enabled us to repair potholes more quickly.



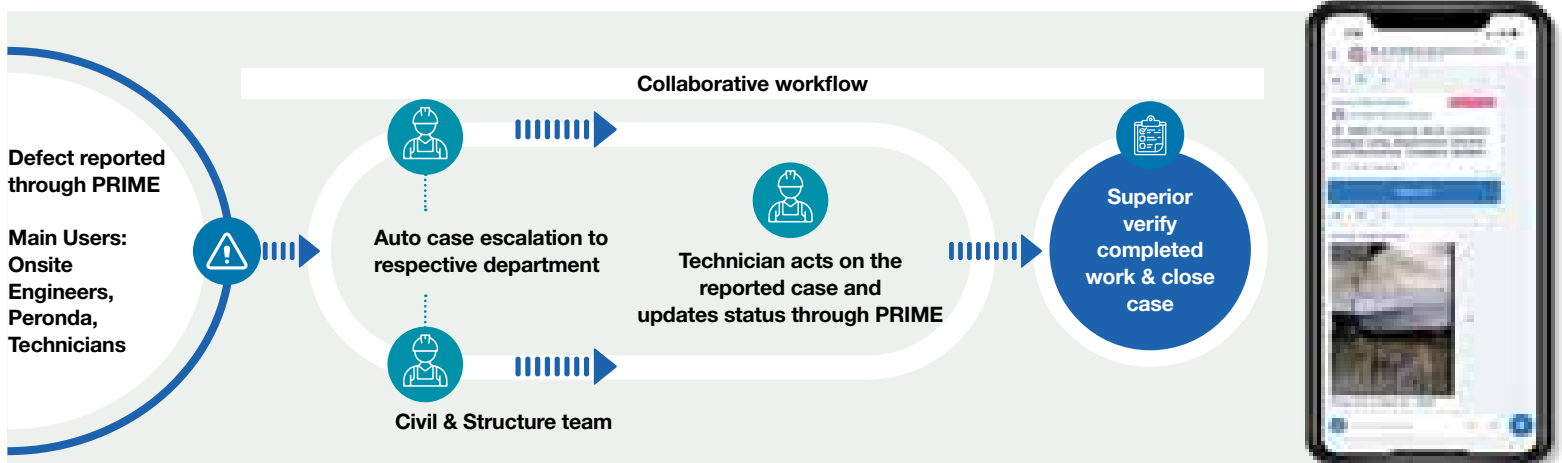
As a result of improved detection of highway issues and in turn, quicker rectification of the issues, we have recorded a downward trend in the total number of issues detected. Significantly, from April to July 2021, we were able to minimise the occurrence of potholes on our highways following rapid detection and rectification due to our S3 system.

## Embracing a Culture of Innovation and Technology

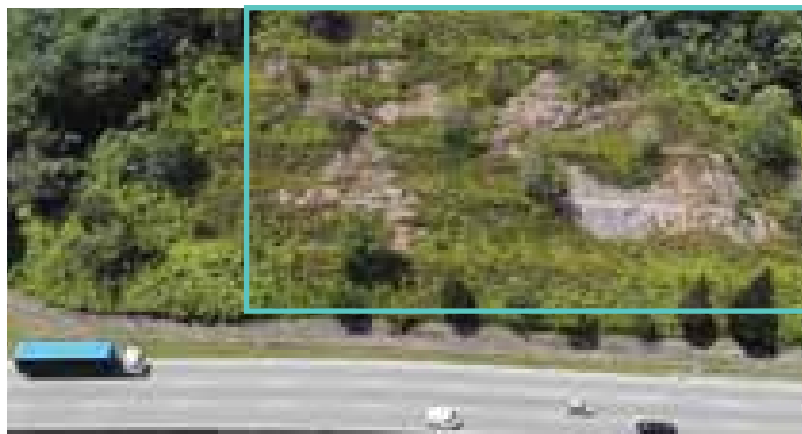


Our PROLINTAS Integrated Maintenance Escalations (PRIME) system improves our efficiency in addressing issues at our highway assets apart from roads. These assets include our toll system, laybys, RSAs and any of the other customer-facing buildings along our highways.

PRIME enables immediate incident reporting, such as amenities malfunctions including faulty lighting at our buildings and toll system breakdowns, during routine inspections by our technicians and engineers. Where incident reporting and tracking were previously conducted via paper forms, PRIME has allowed us to shift to an online system and escalate incident reporting more quickly. The system is accessible through a robust mobile device through which engineers and technicians can report incidences and upload visuals to be escalated to relevant parties from our Civil & Structure and Electrical & Electronics teams. The PRIME dashboard, which shows information such as the number of cases reported as well as the progress of the cases, is accessible by all involved in maintaining our assets, including Management.



Through PRIME, we have been able to simplify our work processes, digitise fault reporting and rectification processes, speed up rectification turnaround time, automate task assignments, set auto reminders for tasks and move towards a paperless work environment. Ultimately, by enhancing the efficiency of our maintenance activities, we have been able to deliver a more comfortable highway experience and improve customer satisfaction.



In addition, we also use drone and UAV technologies to monitor slopes and hard-to-reach areas. The bird's eye view of the areas has helped us assess the situation more efficiently and accurately.

These technology advancements and impact on our highways represent just some of the success we have achieved since embarking on our innovation and digital transformation plan.

### Enhancing Management Decision-Making Through Data Visualisation Dashboard

We strive to manage our highway operations data in an innovative and integrated way, providing management with meaningful insights for decision-making. These data include:

Traffic data	Toll collection amount (RM)	Classes of vehicles	Analysis of on & off peak traffic trends	Type of payment

Through the use of cloud-based analytics technology, we are able to compile and visualise pertinent data on traffic, toll collection amounts, classes of vehicles travelling through our tolls, on and off-peak traffic trends as well as types of toll payments made. The data is compiled and analysed in a timely and relevant manner that is consolidated between different toll system integrators and raw data formats.

With this capability, Management is empowered with meaningful data for informed decision-making, which allows them to address issues in a timely manner. For example, in the event of any discrepancies between toll transactions and toll payments received, Management will receive rapid notifications to enable rapid execution of appropriate actions.

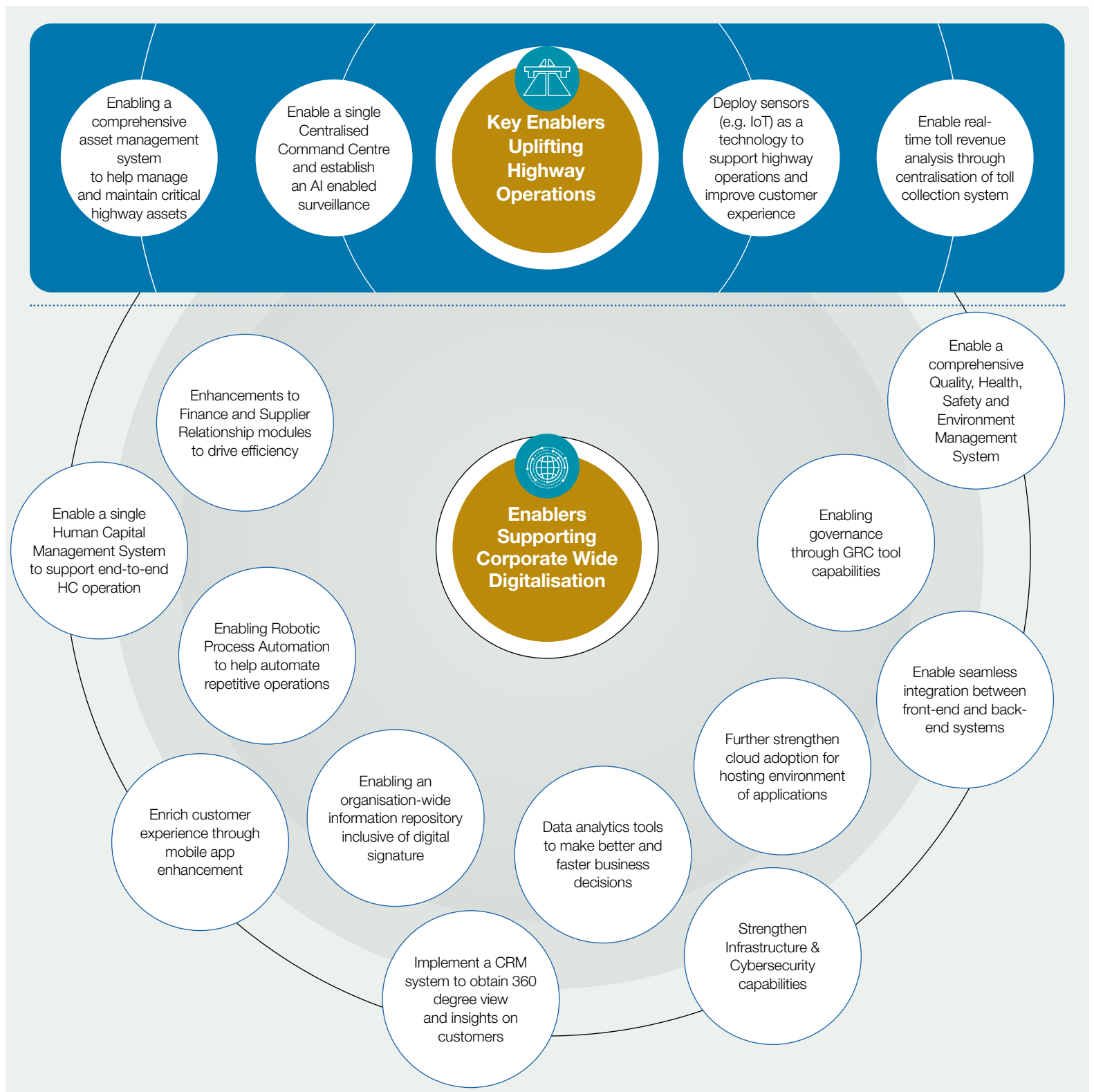


## Embracing a Culture of Innovation and Technology

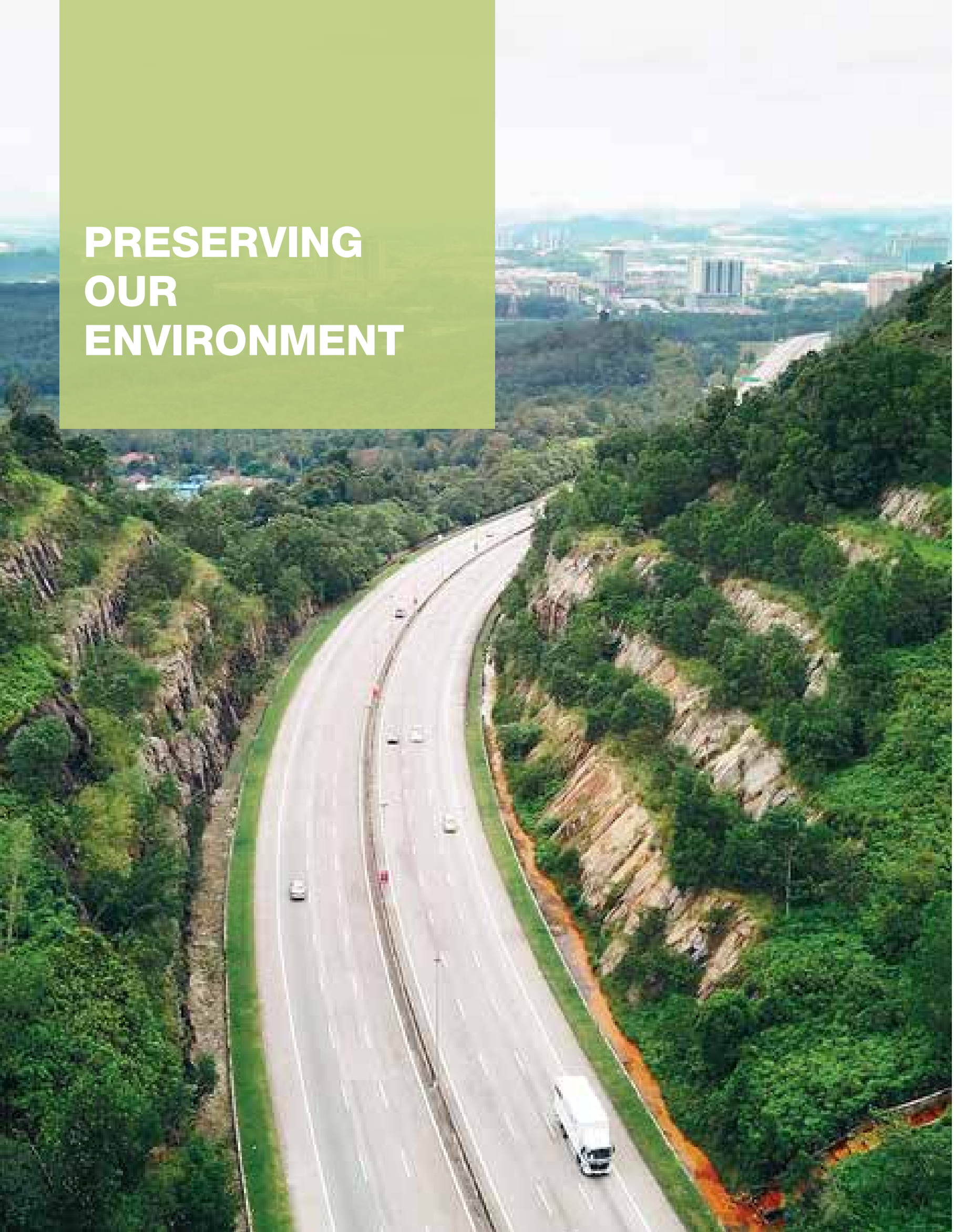
### Strengthening Digital Transformation

Going forward, we will implement our IT Blueprint which builds on our existing initiatives, addresses any gaps and enhance our IT capabilities. The Blueprint is aimed at elevating our previous and existing capabilities to future-proof our business, as it will not only ensure continuity of our business, but also add value to our business. Additionally, the Blueprint will enable PROLINTAS to unleash value from our IT investments.

To further strengthen our digital transformation, we have identified key enablers to uplift our highway operations. This comprises introducing new technology capabilities to create value and enhance our business strategy through innovation. We have also identified key enablers to support organisation-wide digitalisation aimed at enhancing our existing environment and addressing issues that may hinder future strategy. Each of these enablers are supported by respective initiatives which will be executed over a three-year period.



# **PRESERVING OUR ENVIRONMENT**



Preserving Our Environment

**MATERIAL MATTERS**

In delivering our responsibility of mitigating our impact on the environment, we strive to address **Climate Change** and **Resource & Waste Management** to ensure we protect and build value for all our stakeholders now, and for the future.

**GRI 302; GRI 303; GRI 305;  
GRI 306; GRI 307**

**UNSDG:**



**HOW WE APPROACH OUR ENVIRONMENT**

As a highway operator, our goal is to reduce our impact on the environment, connect businesses and communities, and improve people’s mobility while reducing carbon emissions. We recognise sustainability as a strategy to build resilience and co-exist with the environment in our daily actions.

Our efforts to protect and preserve the environment are centred on initiatives to combat climate change and manage our use of resources. We also undertake measures aimed at improving environmental conditions in and around our highways such as by reducing noise pollution and implementing other measures to achieve harmony among the communities we are present.

**Combating Climate Change**

We recognise that our role as a highway operator poses tough challenges in minimising negative climate impacts, as the vehicles which traverse our roads are largely powered by fossil fuel. Nonetheless, we strive to contribute efforts towards combating climate change, focusing on reducing carbon emissions within our operations and implementing carbon offsetting.

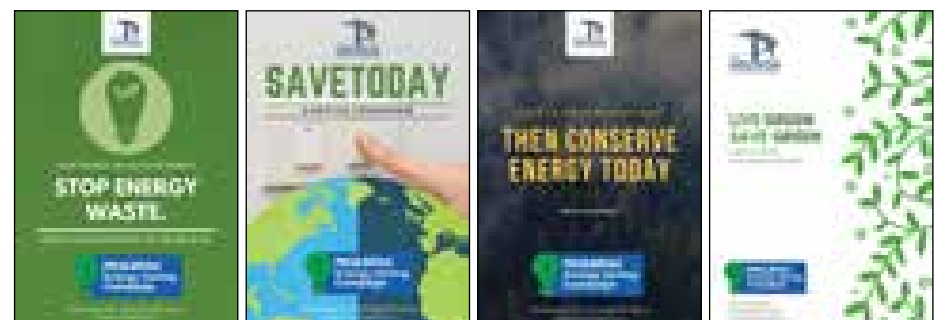
Among our measures to reduce GHG emissions include energy consumption through retrofitting of street lighting LED lanterns and office bulbs with LED lighting. As a result of this effort, we achieved 2.69 million kWh in energy savings, reducing our energy consumption by 17.9% to 12.33 million kWh in 2021 from 15.02 million kWh in 2020. We have also launched our energy saving campaign aimed at reducing our electricity consumption by 10% in 2022.



70% of street lighting on PROLINTAS highways have been retrofitted with LED lighting.

**Initiatives:**

Street lighting retrofitting	Office lighting retrofitting	Energy saving campaign
Installation of 6,304 nos. LED lanterns replacing SON lanterns	Replacing outdated 2,202 nos. fluorescent bulbs with LED bulbs	Target yearly reduction 3-5% by 2030 – reduction 30% total monitoring trend every month



Energy saving campaign posters to raise awareness.

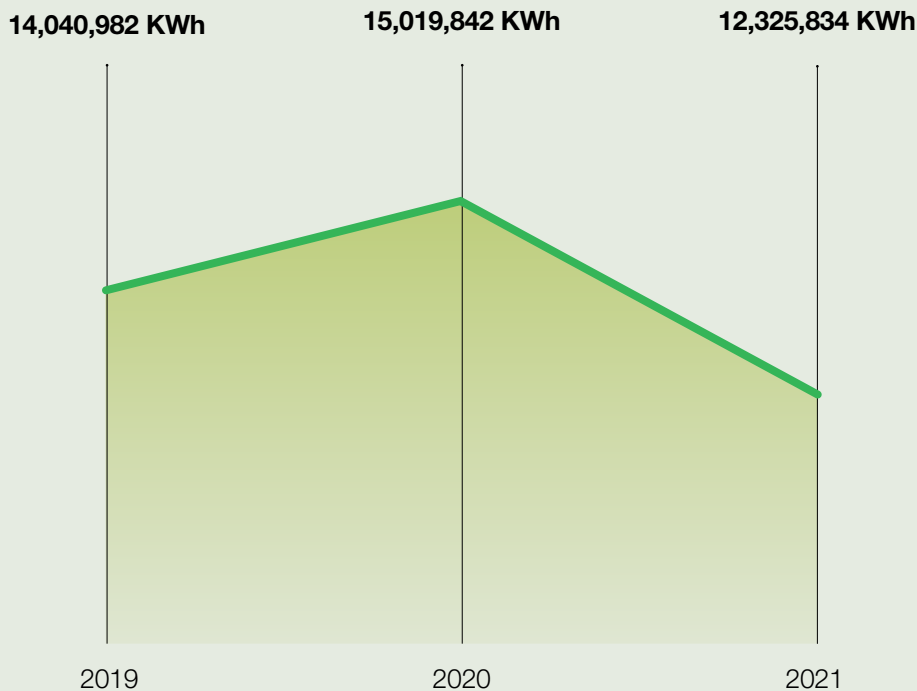
## Preserving Our Environment

Responsible use of energy we have put in place to reduce energy consumption at our workplace include:



- Installation of VRV air conditioning systems with the latest technology energy efficient air conditioning system to replace old air conditioners.
- Procuring electrical appliances with energy saving features.
- 1. DASH Toll Plaza Denai Alam and Kwasa Damansara with a capacity to generate up to 266 KWp total energy.  
2. SUKE Toll Plaza Alam Damai, Bukit Teratai and Ampang with a capacity to generate up to 77 KWp total energy.

### PROLINTAS 3-Year Energy Consumption



Reduce  
**17.9%**  
or  
2,688,998 kWh  
energy savings  
in 2021

From  
**15,019,842 kWh**  
in 2020 reduced to  
**12,330,844 kWh**  
in 2021.

## Preserving Our Environment

We also currently manage 84 patrolling, operations maintenance, and office pool cars. These assets contribute to inputs for our Scope 1 GHG emissions, made up of direct emissions from owned or controlled sources. The fuel consumption for our fleet from 2019 to 2021 is disclosed in the bar chart above. While we are in the midst of monitoring our Scope 1 emissions for future reporting, we are striving to reduce the carbon footprint from our fuel consumption through a sustainable fleet management strategy which combines fuel-efficiency and optimising the vehicles' activities.

### This green fleet management strategy focuses on four key areas:

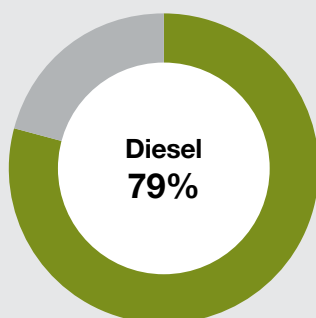
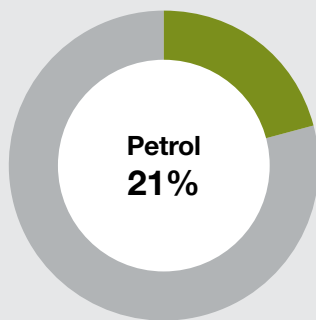
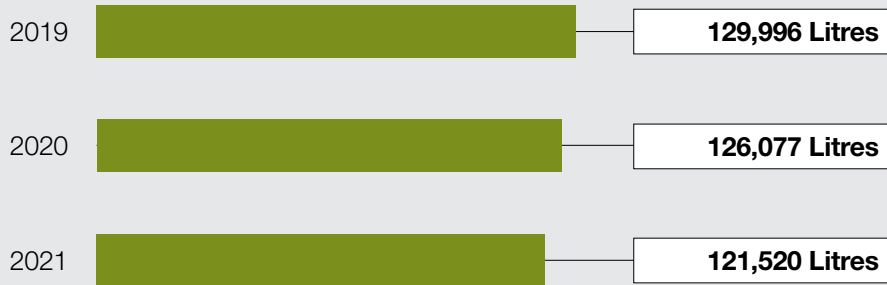
Using new technology to monitor fleet activities

Purchasing vehicles which produce fewer CO<sub>2</sub> emissions

Monitoring driving behaviour

Timely & effective fleet maintenance schedules

### Annual PROLINTAS Vehicle Fuel Consumption



#### Average Use

2019  
10,838  
Litres/month

2020  
10,507  
Litres/month

2021  
10,127  
Litres/month

### Electrification of Motorcycles for Patrolling

Highway patrols using petrol motorcycles usually cover a longer distance due to the larger capacity and petrol optimisation of these types of bikes. To supplement patrols by petrol bikes, we have deployed 18 units of e-bikes for patrolling of our highways over shorter distances.

The initiative is focused on raising the visibility of traffic patrols on the highway to ensure customer safety, provide a fast response and help to reduce carbon emissions with the use of green technology.

The deployment of the e-bikes has resulted in 4,268 litres of fuel saved; equivalent to 36 tonnes of carbon emissions reductions.



⬆️ E-bike used for highway patrols that reduce our fuel consumption

## Preserving Our Environment



### Our other efforts in tree planting and transplanting have included:

- Planting 1,542 trees of various species along SUKE.
- Planting and transplanting 15,854 trees of various species along DASH.
- Planting of 2,852 karas trees at the Lagong Interchange.
- 940 karas trees near the Alam Impian toll plaza at LKSA.

#### Initiating Carbon Offsetting

In tandem with the construction of our highways, we also endeavour to plant as well as restore greenery not only along the highways, but also in selected forests.

As part of our construction of SUKE, we worked together with the Federal Territories' Forestry Department to restore 11.33 hectares of forest at the Sungai Besi Permanent Forest Reserve in Kuala Lumpur. Under this initiative, we planted 14,000 saplings of forest species in the Sungai Besi Permanent Forest Reserve, Kuala Lumpur. Various saplings of forest and native plant species of *Drybalanops aromatica* (Camphor tree), and *Garcinea atroviridis* (Asam Gelugur) were planted to create a balanced ecosystem. The impact will be huge in restoring the natural environment for sustainable development.



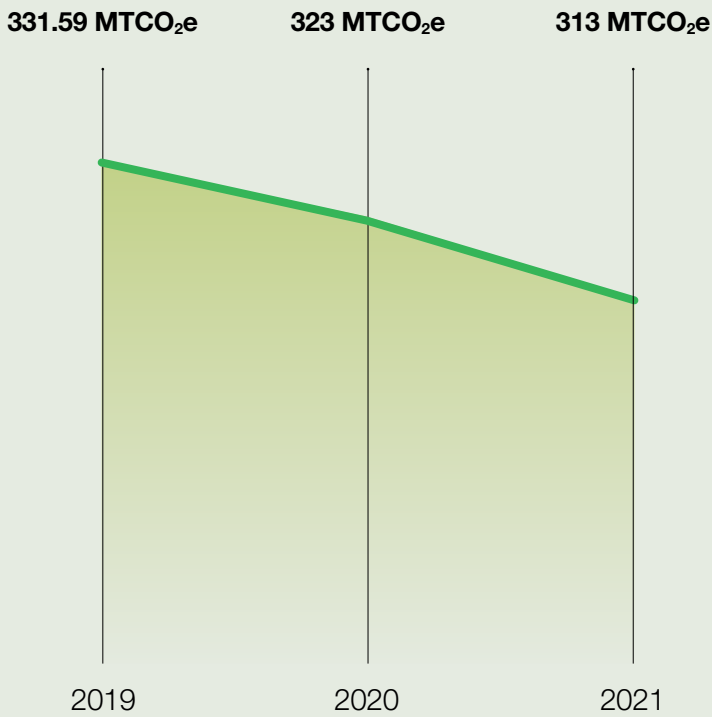
➤  
Karas trees  
planted at  
Lagong  
Interchange,  
GCE.

We currently monitor our Scope 1 and 2 GHG emissions, consisting of our vehicles' fuel consumption and the electricity consumed from the utility provider.

**Scope 1: Direct emissions from our vehicle fleet**



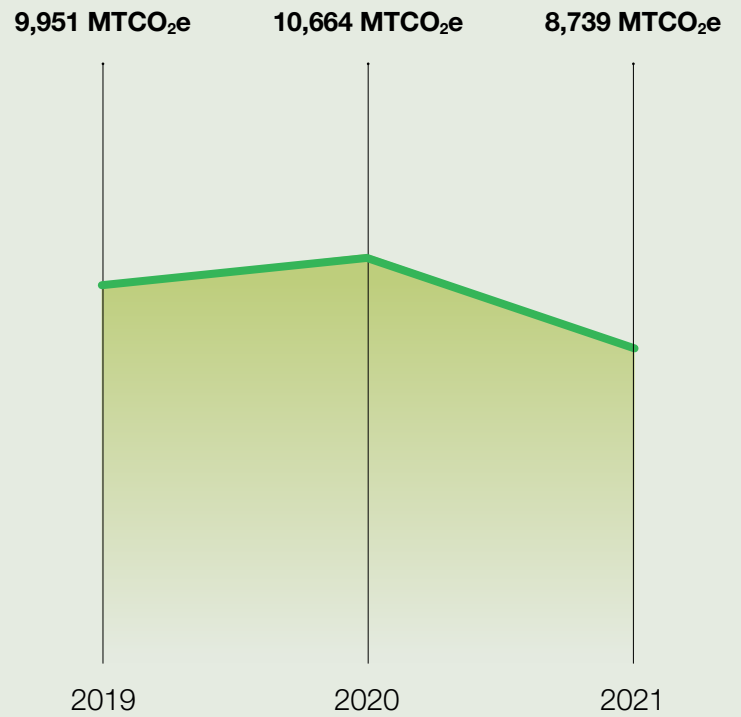
🔹 Vehicles' fuel consumption is monitored closely through our Fleet Management System.



**Scope 2: Indirect emissions from consumption of energy**



🔹 Various efforts have been made to ensure the efficient use of energy.



Moving forward, we will continue to monitor our emissions data and identify the appropriate mitigation plans that may be feasible for us to adopt in the future.

## Preserving Our Environment

Along the Gateways, Toll Plazas, urban areas, residential, recreational and forest areas along SUKE, we are putting in place a 'green chamber' of landscaping to create safe, attractive and low maintenance greenery. Under the green chamber concept, territorial rooms defined by the landscape components serve as a 'green' factor within nodes which have a physical and visual connection to the highway. A total of 718 trees have been replanted in Section A and 824 trees replanted in Section B of this project, covering an area of 394,589 m<sup>2</sup> and 276,171 m<sup>2</sup>, respectively.

To further add value to our carbon offsetting activities, we have entered into a joint venture with the Department of Agriculture for the proposed development of modern orchards with the usage of technologies and various IoT sensors to produce high quality crops within the vicinity of our DASH project.

Planned to be located next to the Denai Alam rest and service area on 0.53 hectares of land, the fruit trees to be planted include durian and mango.

Other than this modern orchard will be equipped with various facilities for the user such as kiosks to sell cut fruits and juices, garden with gazebos, solar powered lighting, jogging tracks and other recreational activities.

In addition to creating positive environmental impacts, the project is also aimed at creating new business revenue for our organisation, increasing traffic volume to the area and creating business opportunities to the local community. The project is expected to commence in 2022 with fruit harvesting targeted in 2024.

### Sustainable Construction Materials

As with other organisations involved in the construction of infrastructure, and indeed similar to corporates by and large, we use and dispose of our share of resources in the course of our business. Nonetheless, we strive to act as a responsible corporate citizen through responsible consumption and disposal of resources.

Efforts in this area include our Industrialised Building System (IBS) practices, which we have incorporated at our Mainlines and toll plazas at our DASH and SUKE projects. In total, 85% of DASH and SUKE have utilised IBS. Through IBS, we are able to optimise time and cost of construction as well as enhance the quality of our infrastructure.



- More than 85% of SUKE & DASH Structures are using Industrialised Building Structures.



### Reduce, Reuse and Recycle

As a responsible corporate citizen, we recognise that we are duty-bound to manage the use and disposal of resources in an appropriate manner that reduces waste and minimises negative impacts on the environment.

Whilst we are currently in the process of systematically collecting data on our consumption and disposal of resources such as paper and water as well as production of effluents, we continue to undertake certain measures where we can to improve our carbon footprint.

These measures include putting in place our 3R (Reduce, Reuse and Recycle) programme to promote proper waste management through the 3R principle in our society, preserve resources and control hazardous substances to protect the environment.

#### Waste Collected for Reduce, Reuse and Recycle in 2021



PROLINTAS successfully evaded

**48,274KG**

of waste to be disposed to landfills



## Preserving Our Environment



- Placing 3R bins at strategic locations at our highway facilities to promote 3R habits among the public and our employees.



- Collaboration with Community-Recycle-Charity (CRC), a non-profit organisation, to collect and manage recyclable items at our highway operations for charity.

Installing food waste composters at our RSAs, through which 700kg of food waste has been collected since October 2021, generating 85kg of fertiliser.



- Organic food waste dumped into the food composter for decomposing process.



- Compost generated from the composter provides nutrients to plants as fertiliser.



- Organic compost fertiliser is used for our plants along the highway.



- Collection and recycling of scrap metal from the replacement of steel or metal structures due to accidents or replacement of new structures, total 47.4MT of scrap metal sent to a recycling centre in 2021.

## Preserving Our Environment

### Scheduled Waste Management

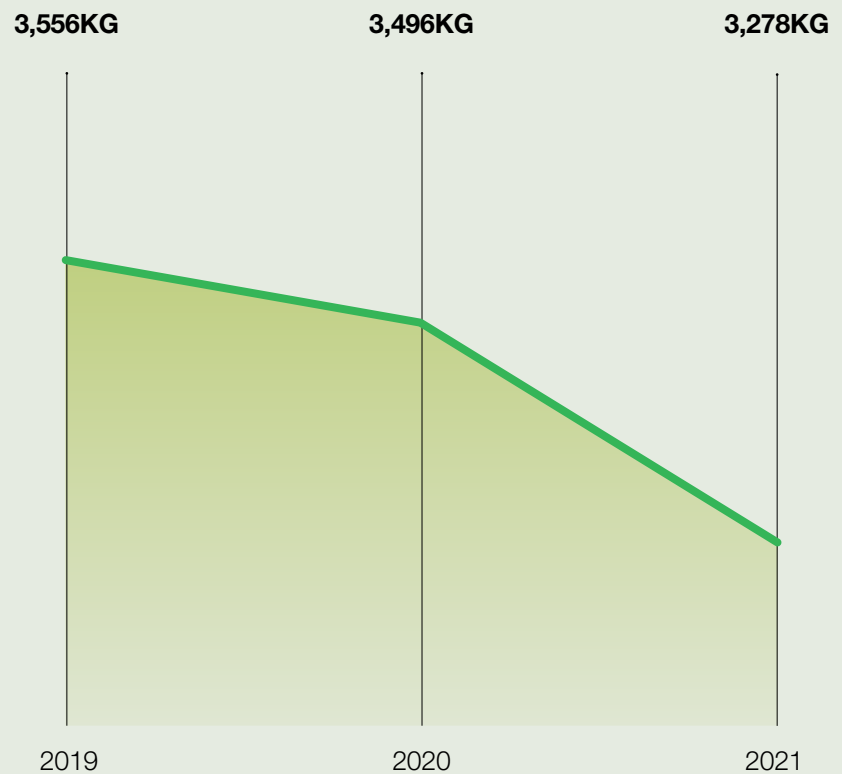
With our aim of protecting the environment, scheduled wastes generated from our operations are appropriately managed and disposed in accordance with relevant regulations. We have also incorporated best practices in the standard operating procedures of our Integrated Management System for the management of scheduled wastes. Scheduled wastes generated are stored and delivered to prescribed locations for treatment, disposal or recovery of material in accordance with the strict requirements of the Environmental Quality Act (1974) Regulations 2005.

#### Our scheduled waste management initiatives include the following:

- Providing scheduled wastes storage facilities at each highway location.
- Training our employees to become Certified Environment Professionals in Scheduled Waste Management (CePSWaM).
- Ensuring proper packaging, storage and labelling of scheduled waste in appropriate containers.
- Engaging a licensed scheduled transporter to deliver scheduled waste to the prescribed disposal location.

In an effort to minimise our impact on the environment, we are currently considering initiatives to reduce the generation of scheduled wastes as much as possible.

#### Annual Scheduled Wastes Generated & Disposed



➤ Scheduled wastes are packaged in proper containers and loaded for transport to approved disposal location by the Department of Environment licensed transporter.



Preserving Our Environment

**Traffic Noise Monitoring**

Our activities are carried out over large areas that are exposed to local communities and the environment. We recognise the value of biodiversity and take responsibility for protecting and preserving the environment in these areas. However, noise pollution, which is a major environmental concern for communities, will occur as a result of our highway operations.

In light of this, we closely monitor noise levels with an aim to control and minimise the effects of noise pollution from traffic, either to ensure regulatory compliance or to mitigate the risks of negative impacts on the natural environment and protect human health.

Our annual measurement of noise levels on all operating highways includes the following parameters:

**Daytime and nighttime noise level measurement**

Recommended permissible noise level according to the Environmental Impact Assessment (EIA) approval conditions

**Daytime**

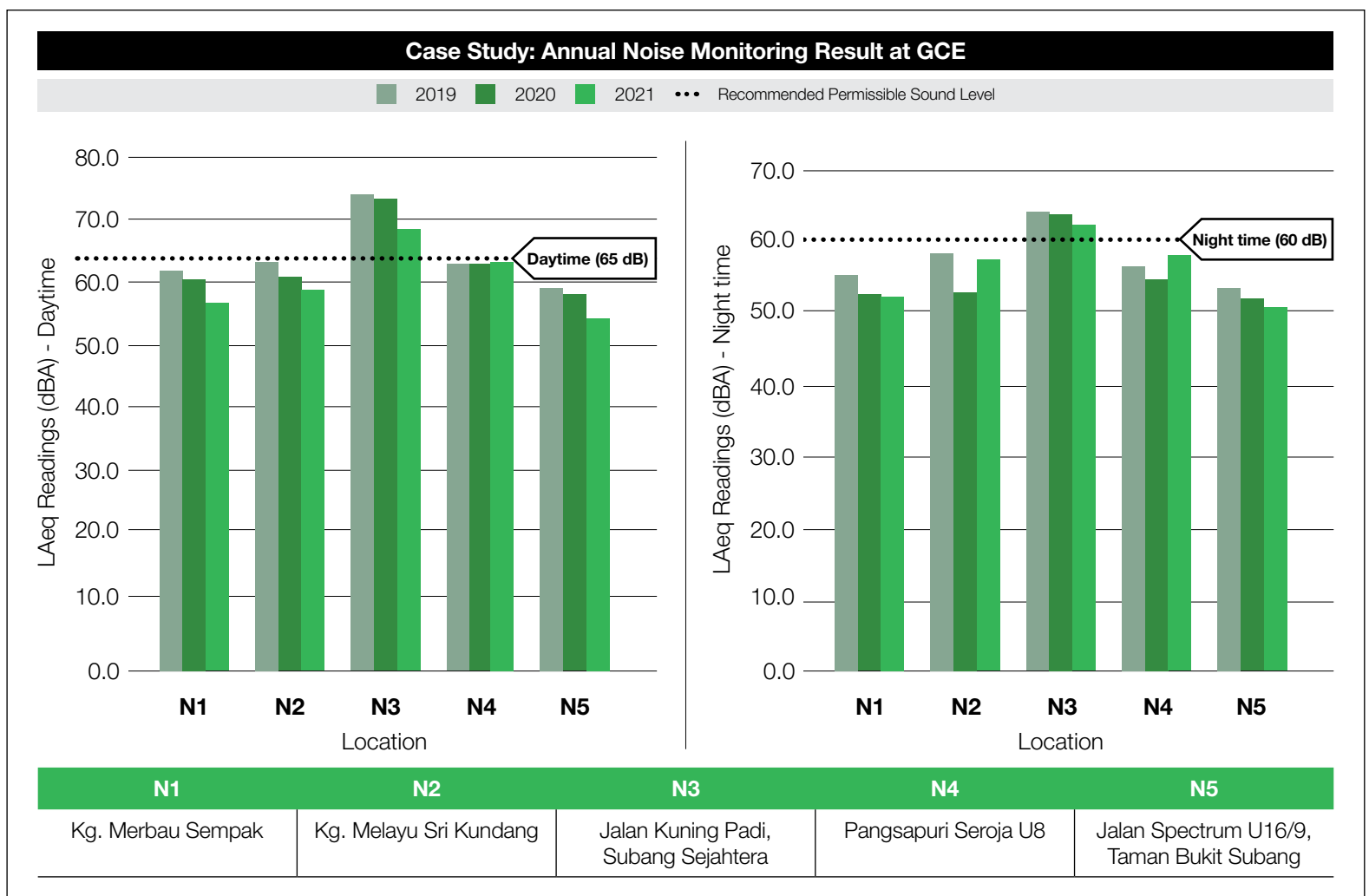
**65**

dB

**Nighttime**

**60**

dB



All measuring points at GCE except one recorded sound levels which were within the recommended permissible sound level during the day and at night.

As we remain committed to minimise any negative environmental impacts at all our highways, we are considering a number of solutions to reduce noise pollution, such as by planting trees or installing barriers in the affected areas.

## Preserving Our Environment

### Water and River Management

In an effort to manage our effluents, we have put in place a system to monitor the quality of the effluents prior to its discharge into the public irrigation system. All our sewage treatment plants are managed and monitored by our competent employees that have attended the Certified Environmental Professional Sewage Treatment Plant Operation (CePSTPO) training conducted by the Environment Institute of Malaysia (EIMAS).

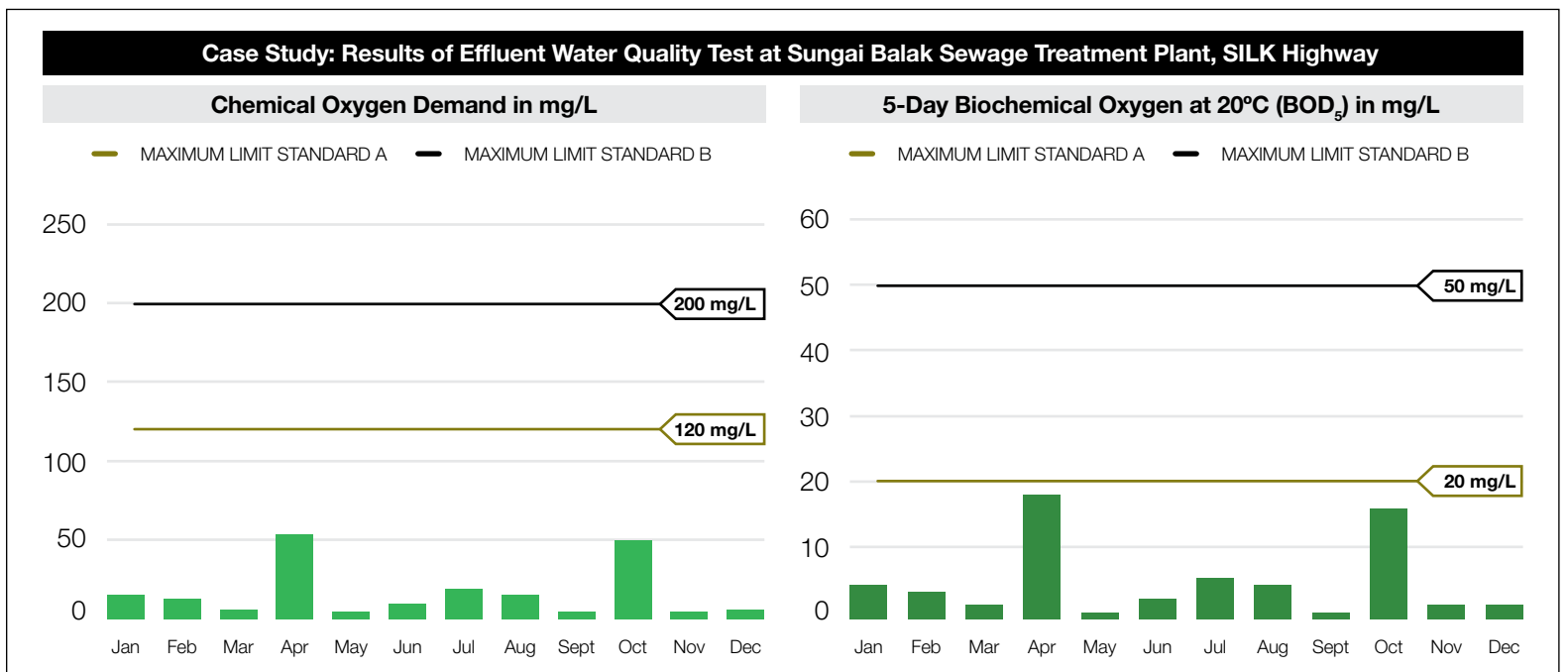
Every month, effluent tests according to five test parameters are conducted at each sewage treatment plant. The tests are used to determine the quality of the water after treatment is within the limits stipulated by the relevant regulations.

Test Parameter	Maximum Limits of Standard A*	Maximum Limits of Standard B*
Chemical Oxygen Demand (COD)	120 mg/L	200 mg/L
5-Day Biochemical Oxygen at 20°C (BOD <sub>5</sub> )	20 mg/L	50 mg/L
Total Suspended Solids	50 mg/L	100 mg/L
Oil and Grease	20 mg/L	20 mg/L
Ammonical Nitrogen	10 mg/L	20 mg/L

Note\*: Acceptable Conditions of Sewage Discharge of Standards A and B in accordance with the Environmental Quality Act 1974 and Environmental Quality (Industrial Effluents) Regulations 2009)



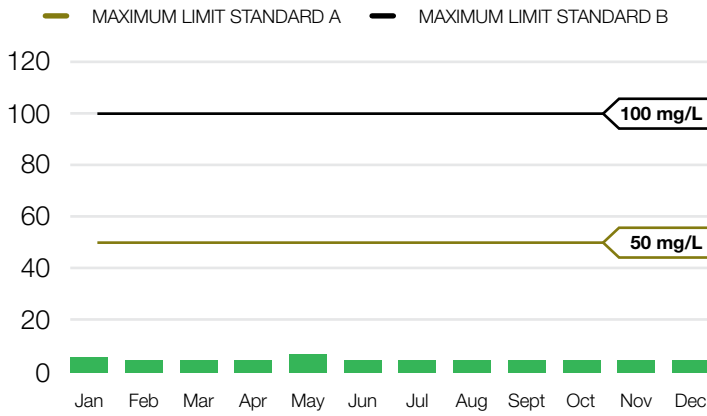
Monthly routine test on our Sewage Treatment Plant to ensure water discharge is not harmful to the environment.



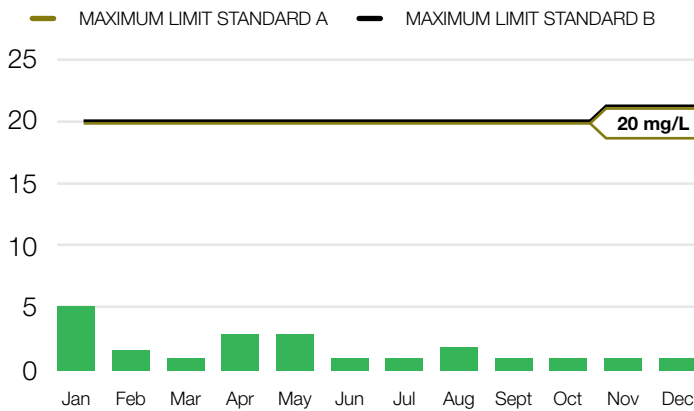
Preserving Our Environment

**Case Study: Results of Effluent Water Quality Test at Sungai Balak Sewage Treatment Plant, SILK Highway**

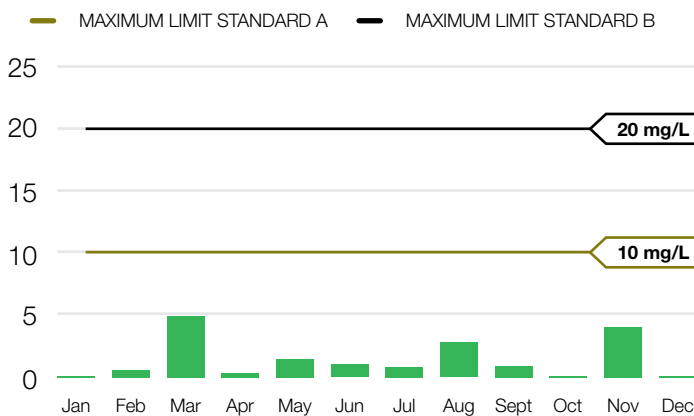
**Total Suspended Solids in mg/L**



**Oil and Grease in mg/L**



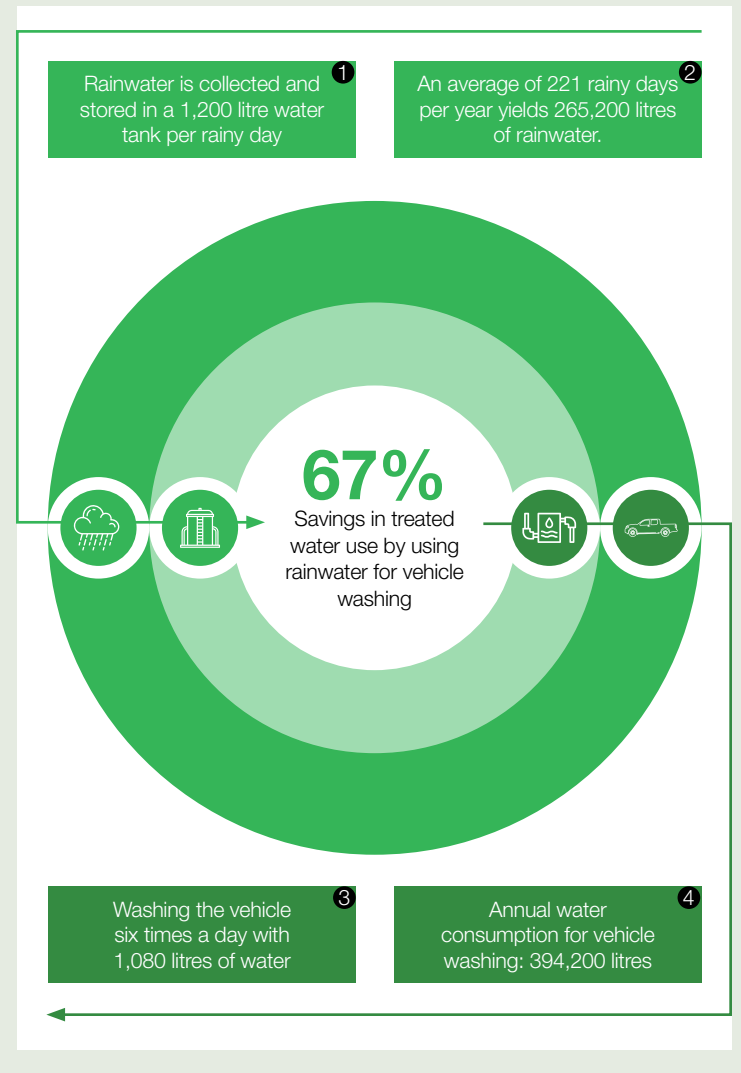
**Total Suspended Solids in mg/L**



We assure that the water discharged from our sewage treatment plant is safe and not harmful to the environment. Routine monthly testing in 2021 has shown that the water treated by our sewage treatment plant far exceeds the standards required by the regulatory agency.

We also strive to use water responsibly and plan to introduce rainwater harvesting in 2022 to improve conservation of this valuable natural resource. We are already experimenting with our planned rainwater harvesting system to use for washing patrol vehicles.

**Case Study: SILK Highway Washing Patrol Vehicle Experiment**



Washing our patrol vehicle with rainwater.

## Preserving Our Environment

We have already put in place measures to conserve water and protect our rivers including:

- Straightening the Sungai Ampang and improving the riverbanks including a 3km walking trail for local community recreation activity.
- River preservation and conservation awareness activities in collaboration with the Department of Environment.
- Programme to mitigate flooding issues by widening and deepening road drainage and constructing water retention pond.



- Denai Sungai Kebangsaan is a collaborative programme with the Department of Environment to promote river preservation and conservation awareness in the community.



- Water retention pond at GCE that could cater up to 1,050 cubic meter of rain water as part of mitigation programme to minimise flood risk at the area.

### Minimising Environmental Impacts on Our Communities

In all its projects, PROLINTAS has imposed a strict environmental management system at every stage of construction to ensure ecological friendliness.

Effective compliance of the Environmental Impact Assessment (EIA) requirements are ensured and Environmental Monitoring Plan (EMP) during construction are strictly and uncompromisingly observed.

Highways take the environmentally sound option, emphasising the importance of the communities surround.

When the alignment of SUKE, for example, traversed within highly sensitive areas like rivers, special consideration on environmental protection and preservation was taken as early from design stage.



- Sungai Ampang straightening and riverbank improvement where a 3km walking trail was also provided for local community.

Preserving Our Environment

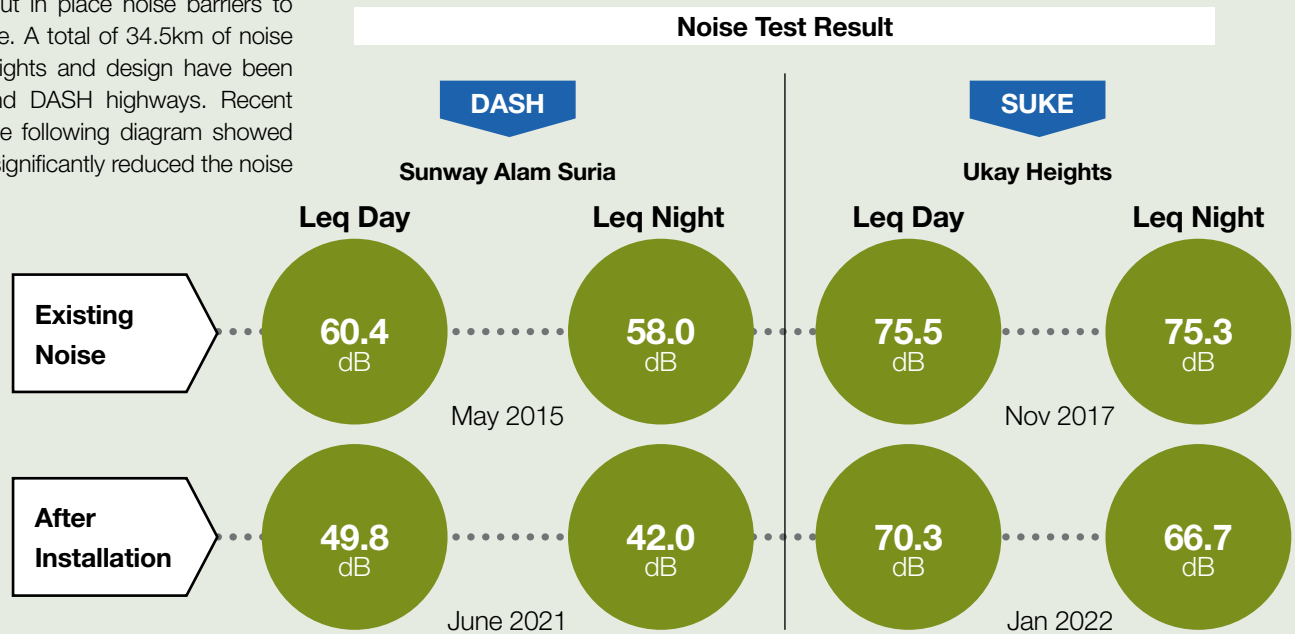
Fears were raised over the river's ecosystem. Experts said that without ultraviolet rays, bacteria in the river would fester and ultimately destroy its ecosystem. These issues were tackled by constructing elevated twin decks 10-metres apart running parallel on both sides of the river bank to allow direct sunlight to the river below, as well as provide access for the regular maintenance of the main drainage channel. The project also incorporated a masterplan to beautify it as well as provide recreational areas for the communities.



SUKE was built to allow sunlight to the river and recreational areas were also provided beneath the highway.

**Highway Noise Control**

Noise pollution represents one of the risks we face in operating and building our highways. To this end, we have started to put in place noise barriers to mitigate highway noise. A total of 34.5km of noise barriers of various heights and design have been installed at SUKE and DASH highways. Recent noise tests data in the following diagram showed that the noise barrier significantly reduced the noise impact.



In addition to putting in place noise barriers, we have also implemented various other initiatives to foster community relations.

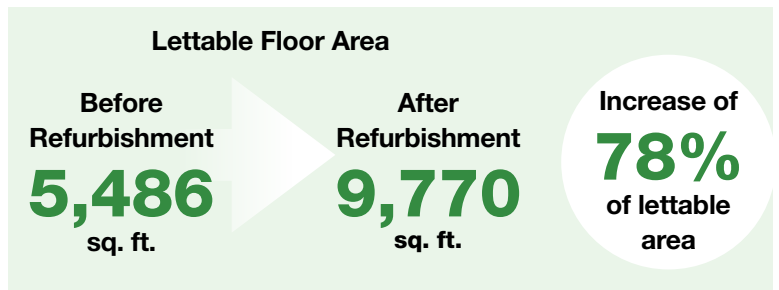
For further information on our efforts to contribute to our communities, please refer to the Society chapter on pages 97-109 of this Sustainability Report.

DASH is the first highway in Malaysia with fully enclosed noise barriers.

## Preserving Our Environment

### Rejuvenation of Elmina Rest Service Area GCE

Providing a fresh and contemporary look for the RSA to attract more users to GCE highway. Larger objective was to create a point of destination. The rejuvenation led to an increase in net lettable area to provide more local entrepreneurs to carry out their business activities. It is also important to note that 30% of the existing roof structures are recycled as a walkway posts and façade fins.



Rejuvenated Elmina Rest Service Area





## Preserving Our Environment

### Refurbishment of Bukit Jelutong Lay-by GCE

Improvement of service level for highway users by providing better facilities and updated look for the lay-by which was never upgraded since its opening 16 years ago.



### Development of Shah Alam Urban Park LKSA

Highway facilities with event hall for local community to carry out their activities.



**CARING  
FOR OUR  
SOCIETY**



Caring for Our Society

**MATERIAL MATTERS**

Our commitment to society reflects the responsibility we are proud to shoulder as the Government's partner in Nation-building, providing employment and business opportunities. We are also duty-bound to safeguard the welfare of the communities we serve. Our measures to care for our society thus address our material matters of **Labour Rights and Practices, Diversity and Inclusion, Training and Education** as well as **Community Investment**.

**GRI 402; GRI 404; GRI 405; GRI 413**

**UNSDG:**



**HOW WE APPROACH SOCIETY**

As one of the leading highway concessionaires in Malaysia, we help drive the economy by offering access to employment as well as commercial opportunities for Malaysians to improve their livelihoods. These business opportunities cover not only direct interactions for PROLINTAS's own commercial needs, but also activities which are indirectly enabled through the presence of our highways. Our highways in operation cover over 80km of roads, serving a vibrant ecosystem of residential, educational, commercial and leisure activities which benefit diverse communities. To this end, our commitment to caring for our society is focused on our Employees and our Communities.



**Caring for Our Employees**

Our workforce is currently made up of 650 employees across the non-executive, executive and senior management levels. Of our workforce, 427 (66%) comprise permanent employees and the remaining 223 (34%) comprise fixed-term contract employees. Through our project contractors, we also indirectly employ over 30,000 local and foreign construction workers for the construction of our SUKE and DASH highways, providing crucial employment opportunities in the country.

As a responsible employer, PROLINTAS adheres to all the relevant employment laws in Malaysia, ensuring compliance with labour rights and practices as well as fair treatment and compensation of our workforce.

The key labour laws include:

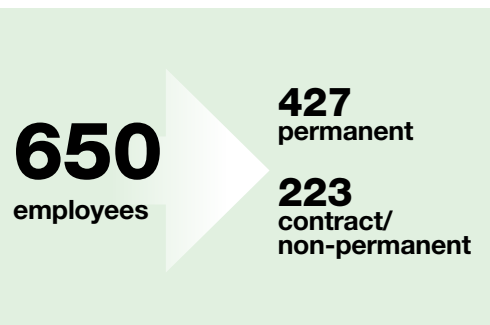
- Industrial Relations Act 1967 (Revised 1976) (Act 177)
- Minimum Retirement Age Act 2012 (Act 753)
- Employment Information Act 1953 (Act 159)
- Employment Act 1955 (Act 265)
- National Wages Consultative Council Act 2011 (Act 723)
- Minimum Wages Order 2020

- Personal Data Protection Act 2010 (Act 709)
- Employment Insurance System Act 2017 (Act 800)
- Employees' Social Security Act 1969 (Act 4)
- Employees Provident Fund Act 1991 (Act 452)
- The Children and Young Persons (Employment) Act 1966
- Occupational Safety and Health Act 1994
- Workmen's Compensation Act 1952 (Revised 1982) Act 273

**Fostering Diversity in Our Workforce**

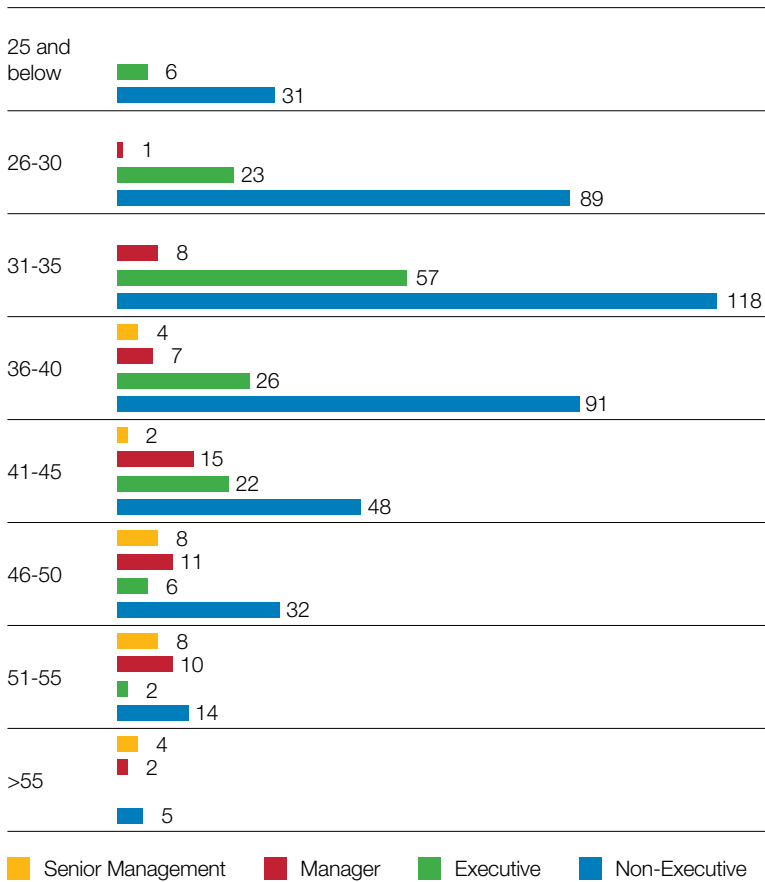
Our workforce benefits from a diverse range of ages, skill sets and genders, which is aligned to our focus of fostering diversity and inclusion among our talent pool. We also believe that diversity encourages richer perspectives to drive innovation, job satisfaction and employee performance.

The age group of our employees range from 19 to 65 years, with 83% of our workforce aged between 26-45 years. This provides PROLINTAS with a secure talent pool to enable succession planning, while also allowing us to leverage on experienced Subject Matter Experts and industry retirees from among our employees belonging to the 45-and-over age groups.



Caring for Our Society

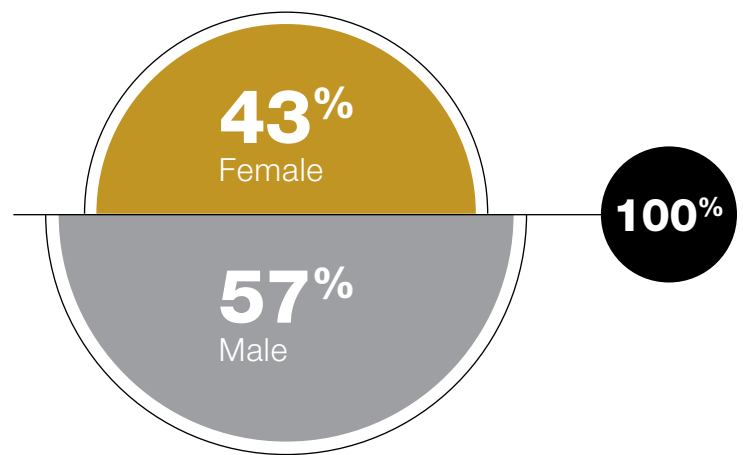
**Age Distribution by Level**



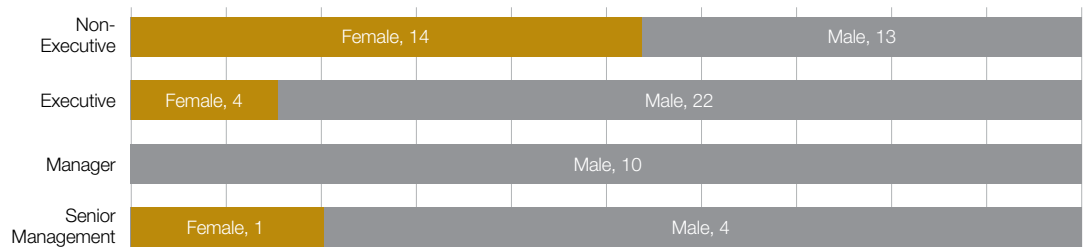
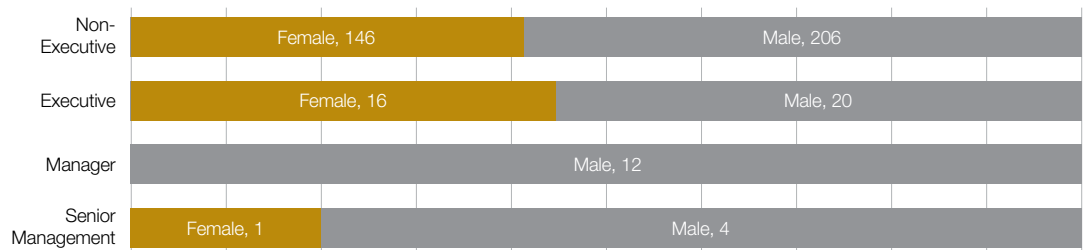
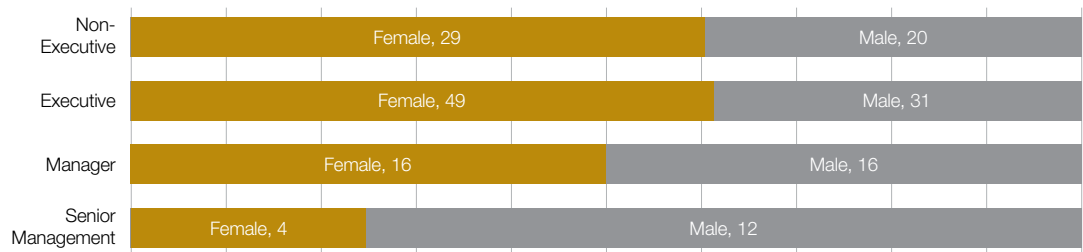
**Employee Diversity According to Gender**

We are firm believers of promoting gender diversity among our employees, with female employees account for 43% of our overall workforce, while male employees account for 57%. The gender breakdown between male and female employees is also fairly balanced within our Operations division. The gender breakdown between male and female employees is also fairly balanced within our Operations division.

Furthermore, we are proud to foster women empowerment and gender equality by employing women in male-dominant positions, with 17% of our engineers comprising female employees and four women serving as auxiliary policewomen.



**Employee Diversity According to Gender by Division**



## Caring for Our Society

## International Women's Day

**Patrolwoman**

in Highway industry, Malaysia

**Nur Husna Hafiza Mohamad Noor**

*Walaupun menjadi peronda wanita yang pertama tidak lah semanis yang disangkakan namun saya bangga dengan perjalanan saya setakat ini dan berharap pihak PROLINTAS dapat memperkembangkan lagi kumpulan peronda wanita.*

*Saya dapat mempelajari pelbagai ilmu baru khususnya melibatkan kenderaan, pemantauan dan penjagaan aset lebuhraya dan cara untuk mengendalikan kes yang berlaku seperti kenderaan rosak, kemalangan dan bencana seperti banjir, tanah runtuh atau kebakaran.*

**Auxiliary Policewoman**

in Kajang SILK Highway

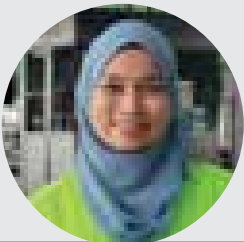
**Nurmayiean Mian**

*Ketika menjalani latihan adalah pengalaman yang paling berharga dan tidak semua orang boleh perolehi. Saya dapat mempelajari banyak perkara terutamanya meningkatkan disiplin diri, bertemu dan bekerjasama dengan lain-lain anggota daripada lain agensi, yang paling utama adalah mempelajari dan belajar berkaitan akta polis.*

*Tips untuk terus cemerlang dalam kerjaya ialah dengan mendengar arahan dan melakukan kerja yang diamanahkan dengan bersungguh-sungguh dan tidak cuai dalam melakukan tugas yang diberi.*

**Senior Manager**

in Quantity Surveyor

**Sr Azury Kamaruddin**

For me, striking a balance between work and home is almost impossible, but I always try to spend quality time with my family as much as I can. Support from loved ones keeps me motivated. But as the saying goes, what doesn't kill you makes you stronger. Looking back, I'm grateful for the experience as I believe that the hardships have turned me into a better person.

**Ensuring Employee Well-being**

All our employees are compensated fairly for their contributions to the organisation. Our remuneration package as well as other employee benefits are aimed at nurturing a motivated and high-performing workforce, as well as contributing to employee well-being by enabling a comfortable work-life balance and positioning PROLINTAS as an employer of choice.

To this end, we provide financial compensation and benefits that are competitive with the industry, and attractive non-financial employment benefits as well as staff welfare aid, not only to reward our employees for their diligence and dedication, but also to encourage employee retention.

Our compensation package is reviewed periodically and benchmarked against the external market as well as our own internal equity to ensure it remains attractive to our talent and commensurable with employee contributions.

As part of our compensation package, employees are provided with comprehensive benefits aimed at protecting their well-being. These benefits include:

- Minimum Wage and Cost-of-living allowance (COLA): We compensate our workers above national minimum wages to enable them to provide their families with a decent standard of living. The minimum wages for PROLINTAS is RM1,750, which is 46% higher than the amount set out by the National Minimum Wages Order 2020. The wellbeing of employees who earn above the minimum wage is also safeguarded through the provision of a fixed monthly Cost of Living Allowance (COLA) of RM550 for non-executives and RM400 for executives.
- Leave: Annual leave, sick leave and maternity leave, which provide our employees with peace-of-mind, the time to restore their health and focus on individual and family pursuits. Employees may also utilise examination and study leave to help better their station in life.
- Medical: Our employee's physical health is assured with benefits provided for medical and hospitalisation expenses, dental and optical coverage as well as health screenings.
- Insurance: Our Group Term Life Insurance and Group Personal Accident plans ensure our employees are protected upon encountering unexpected events.
- Other allowance: Meal, shift, laundry allowances help provide our employees with financial flexibility by easing the costs associated with attending work, while also fairly compensating our employees for conducting their duties.
- Flexi-Work Arrangements: While every employee must commit to working specific hours in a day, we provide flexi-working hours and breaks to ensure fair working practices.

## Caring for Our Society

- Self-development: We encourage our employees to seek opportunities for self-development that may elevate their well-being, and offer subsidies and reimbursements where relevant.
- Other benefits: Our employees may make claims for communications and travel expenses to ease their cost of living.

All employees undergo annual reviews to assess their performance and allow for sharing of professional expectations. To reward high performers and motivate our workers towards excellence, employees who excel in their roles are provided with opportunities for career progression and/or promoted as part of our talent pipeline and leadership succession plan.

As part of our annual review process, we typically undertake an annual promotion exercise which takes into account PROLINTAS's and employees' talent aspirations, readiness and progress in personal development.

We also put in place our Performance Improvement Plan which provides our employees with opportunities to upskill and enhance their capacity and capabilities.

We also care for those transitioning to retirement by providing retirement benefits and upskilling programmes such as entrepreneurship for the future undertaking of retirees.

### Developing Our Talent Pool

We strive to invest in the development of our employees not only to develop our own internal talent pool, but also to add value to the Malaysian workforce. We believe that upskilling our own workers will enhance the quality of the Malaysian talent pool as a whole in the event that our employees leave our workforce and re-enter the job market. Investing in our workforce enables us to quickly fill any vacant positions when necessary and avoid prolonged disruptions to our business from vacancies.

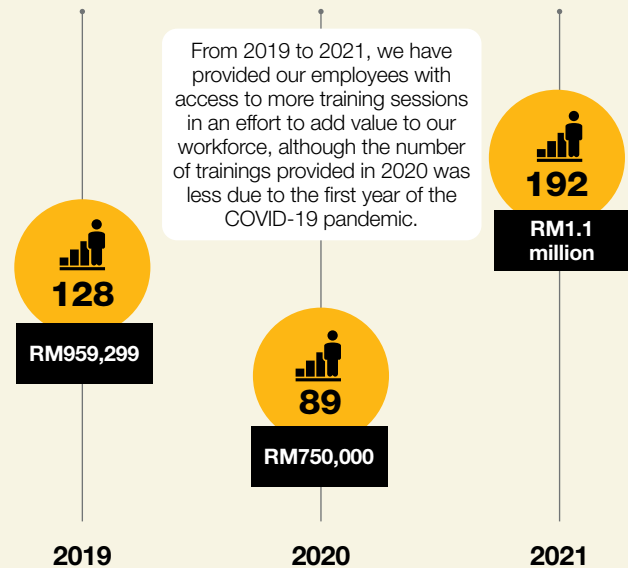
Our talent development efforts are anchored on our talent management framework, through which we have put in place various initiatives to develop high performing individuals.

In addition to developing high performing talents, we also invest in training programmes to increase the competency level of all our employees, who are provided with access to a repository of curated material. During the year in review, all our employees across all levels and functions each received a minimum of 50 hours of training to improve their competency level. From 2019 to 2021, our employees have also participated in 409 training programme for three years from 2019-2021 of training programmes covering areas of leadership, operational and functional excellence, communication, safety, technical & technological, compliance & governance and personal development. For 2021, our training programmes focused on communication, technology and safety as well as operational and functional excellence to build our capacity and capability for growth.

**50**  
hours of  
training

We strive to continuously increase the amount of training provided to our employees in an effort to add value to our workforce. From 2019 to 2021, the number of training programmes held increased from 128 to 192, with less training programmes held in 2020 as the first year of the COVID-19 pandemic disrupted regularly-scheduled programmes. The details on the number of training programmes conducted from 2019 to 2021 are as follows:

### Number of Training Programmes from 2019 to 2021



We pride ourselves on our skilled and diverse workforce made up of employees qualified across various levels of education. From those possessing high school certificates and vocational and technical certificates, through to diploma, bachelor's, master's and doctorate degree holders, our workforce is equipped with the requisite qualifications to carry out their respective roles. The differing levels and types of qualifications our employees possess also demonstrates our approach to fostering diversity and promoting inclusivity within our workforce.

### Academic Qualification Level

High School Certificate	245
Vocational and Technical Certificates	97
Diploma	117
Bachelor degree	164
Master's degree	25
Doctorate	2

Caring for Our Society

In addition to these trainings, we also encourage our employees to acquire professional certifications for the continued enhancement of their specialised technical skills. This further allows PROLINTAS to leverage on their expertise to provide high quality services to our customers.

**Number of Employees Possessing Specialised Certifications**

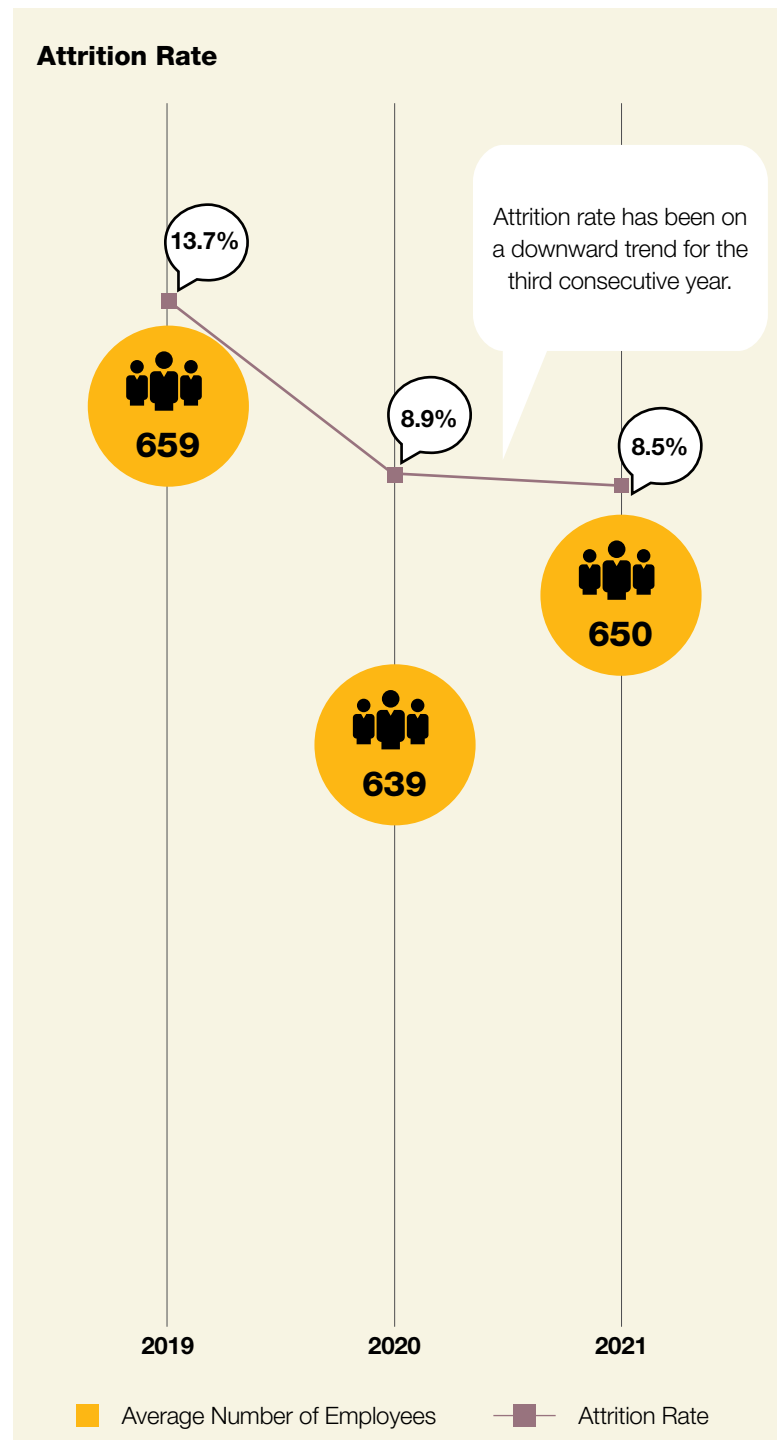
Chartered Certified Accountant	9
Professional Engineer (Ir)	17
Surveyor (Sr)	5
Professional Technologist (Ts) and Technician (Tc)	4
Certified Chargeman	5
Certified Traffic Management	12
Certified Safety and Health Officer	6
Project Management Professional	3
Chartered Secretaries and Administrator	2
Certified Environmental Professional	3
Certified in Corporate Governance	4
Safety Compliance Certification	180

We also invest in life-long learning of our workforce, providing them with access to employable and transferable social and professional skills that they may benefit from beyond their service with PROLINTAS. Since 2019, we have invested RM2.8 million in life-long learning.

**Engaging with Our Workforce**

We recognise that an engaged workforce is an effective workforce and thus endeavour to maintain open, two-way communications with our employees. Since 2019, activities such as town halls, Coffee & Connect, management retreats and casual chat sessions (Jom Sembang) have seen us improve our employee engagement to 80% in 2020 from 71% in 2019. Our employee attrition rate has also declined to 3.4% in 2021, demonstrating the success of our efforts to retain our workers and position our organisation as an employer of choice.

**Attrition Rate**



## Caring for Our Society

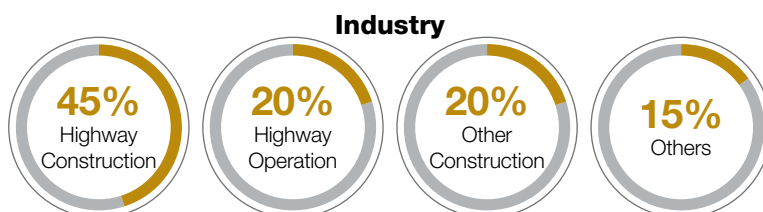
<p><b>Town Halls</b> Engaging the gaps between GCEO &amp; with grass root level through goals-sharing key takeaways communicated across Company-wide levels.</p>	<p><b>Management Retreats</b> Ignite high performance culture through retreat sessions and avenue to explore the performance review for the identified business opportunities.</p>
<p><b>Coffee &amp; Connect</b> Bring together talents of different generations &amp; experiences and backgrounds in acting as change agents for the Company.</p>	<p><b>Jom Sembang</b> Engaging session with specific groups in addressing main issues, solutions-based and stimulate organisational performance.</p>

### Supporting the National Agenda on Job Creation

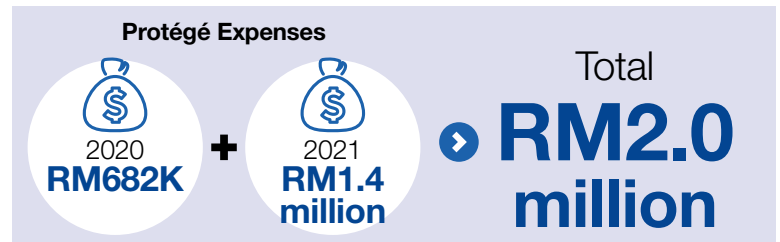
We recognise that in our role as a private sector partner to the Government, our responsibility includes supporting the national agenda on job creation. In view of this, we strive to participate in various Government programmes which promote graduate employability as well as work upskilling, reskilling and rehiring.

Since 2020, we have participated in the Government's *PenjanaKerjaya* programme to provide employment to retrenched workers. We have been able to hire retrenched workers through this programme, made up of experts and skilled workers from a similar and relevant industry.

### Hiring of skilled retrenched workers through *PenjanaKerjaya* programme



To further build our talent pipeline, in 2020 we joined the Government's Professional Training and Education for Growing Entrepreneurs (Protégé) programme as part of our corporate social responsibility (CSR) agenda to provide fresh graduates with training opportunities and enhance graduate employability in Malaysia. Introduced in 2019, the Protégé programme is an entrepreneurial and marketplace training programme for youth to raise their competitiveness and employability through collaborations with industry experts. Within our organisation, 80 graduates have participated in this programme.



### Promoting Indirect Employment Opportunities

Our Project contractors hire their own construction workers to carry out works as part of our highway construction and maintenance, making our organisation an indirect contributor to job creation for over 30,000 local and foreign construction workers. While these workers do not form part of our workforce, we remain cognisant of our responsibility towards fair labour practices for these workers.

We are committed to ensuring adequate human rights protection for foreign construction workers. To this end, we provide fair and acceptable working conditions that cover remuneration, working hours, paid leave, minimum employment age, occupational safety and health measures, social security measures and welfare facilities and benefits provided in connection with employment and security of employment.

Their welfare is closely monitored in accordance with our robust Health and Safety Policy, which is imposed as part of our contract agreement with our contractors. We also conduct regular site visits and audits to ensure strict compliance with our health, safety and workers' well-being requirements.

In adherence to the International Labour Organisation's (ILO) standards as well as the Employment Act 1955, we implement standard working hours of 48 hours a week for construction workers. In addition, workers' shifts are limited to a maximum of 12 hours, including overtime.

Contractors are also provided with accommodation which meet comfortable living standards and must be located at a centralised location away from our project sites.

These accommodations must be maintained by our project contractors for the duration of the contract period and throughout any extension of time. Based on our monitoring and in line with appropriate laws, the accommodations are equipped with adequate and comfortable space for sleeping, as well as kitchen and dining facilities, bathrooms and prayer rooms.

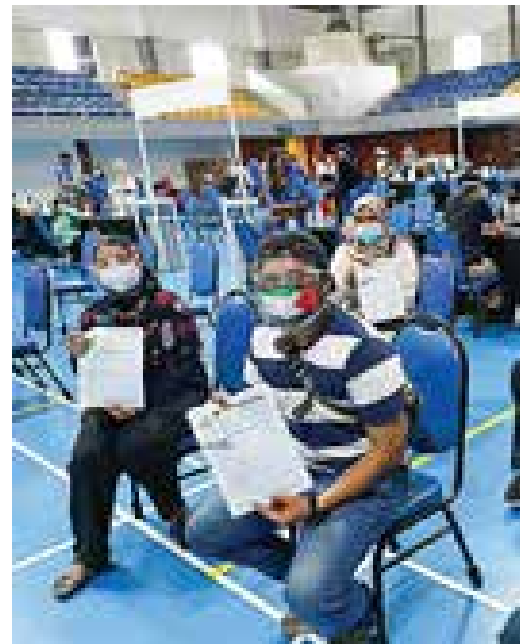


Caring for Our Society



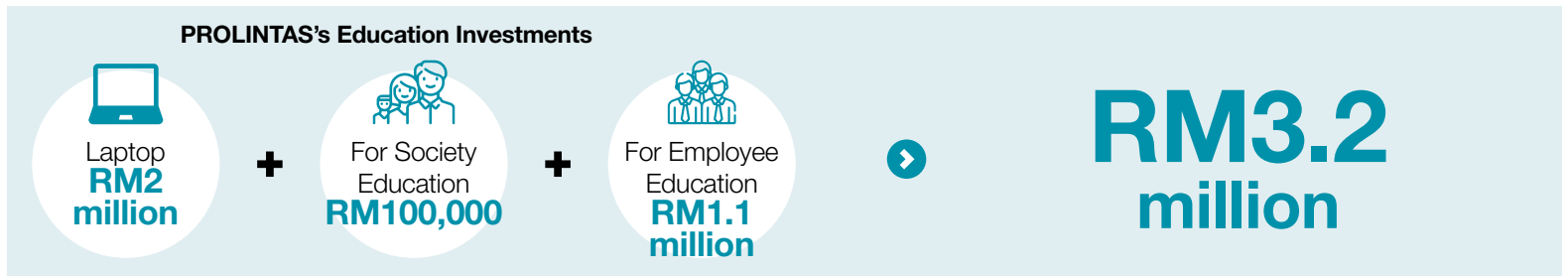
**Caring for Communities**

Our community activities are currently anchored across three pillars: Education, to empower youth, especially from the B40 group, with long-term knowledge and skills to uplift their prospects; Welfare, consisting of efforts to help sustain communities amid times of difficulty such as during the ongoing COVID-19 pandemic; and Disaster Relief, to aid communities impacted by disruptive events such as natural disasters.



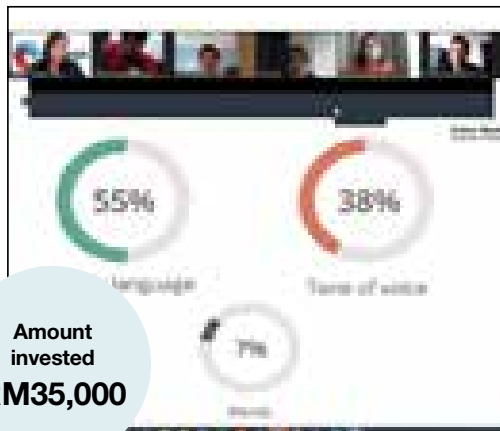
Caring for Our Society

## Community Investment: Education



We have identified education as a key pillar of our communities as we recognise that we possess a vital role to play in building up the nation's human capital. Under this pillar, we work with B40 and urban poor communities located around the alignment of our four operational highways. In recent years, we have undertaken the following key education programmes:

### Virtual education programme



A soft skills programme leveraging on performing arts for fresh graduates to improve their English communication and build confidence through performing arts.

#### Beneficiaries

**50 fresh graduates from all around Malaysia**

### Virtual Highway Camp



Nurturing personal development, individual empowerment and character building for secondary students.

#### Beneficiaries

**120 Form 1 and Form 2 students from six schools**

### Empowering the Younger Generation workshop



Personal development and character-building workshop.

#### Beneficiaries

**200 primary school students from five schools in Kuala Lumpur and Selangor**

### Ministry of Education CERDIK programme

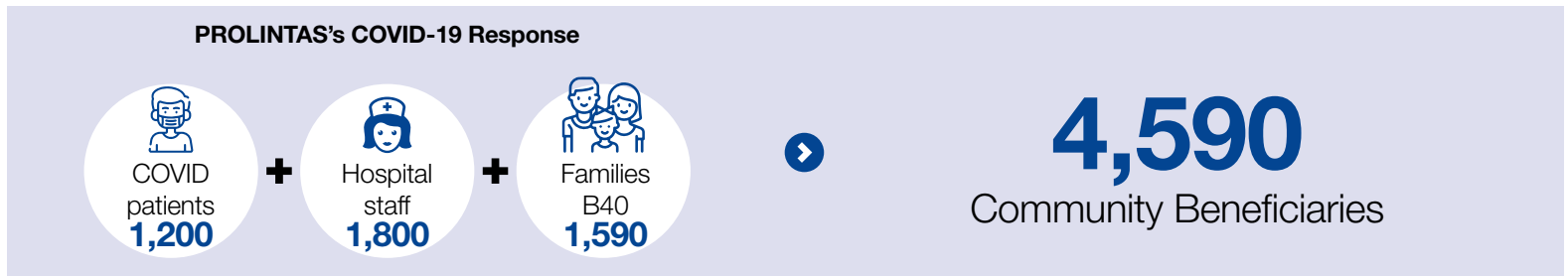


RM2 million contribution of 1,385 laptop and Internet dongles as well as 42 SIM cards, managed by Yayasan Hasanah as the CERDIK initiative secretariat.

#### Beneficiaries

**1,385 students across nineteen schools around peninsular Malaysia**

## Community Investment: Welfare – Our COVID-19 Response



Our welfare initiatives are aimed at providing short-term relief for our surrounding communities in times of need. In the past two years, these efforts have focused on aiding those affected by the COVID-19 pandemic. These activities have focused on our external stakeholders comprising local communities as well as internal stakeholders consisting of our employees.

**Amount invested**  
**RM16,000**

Contribution of three-ply face masks, sanitisers and Harian Metro newspapers to MAEPS Quarantine Centre.

**Beneficiaries**

**1,200 COVID-19 patients and MAEPS staff**

**Amount invested**  
**RM19,000**

Contribution of basic food supply for B40 Families.

**Beneficiaries**

**120 families from B40 category**

**Amount invested**  
**RM11,000**

Contribution of snacks, instant noodles and beverages to Hospital Sungai Buloh frontliners.

**Beneficiaries**

**1,800 Hospital Sungai Buloh staff**

**Amount invested**  
**RM10,000**

Purchase of admission tickets to Zoo Negara.

**Beneficiaries**

**370 families and orphans in Kuala Lumpur and Selangor area**

**Amount invested**  
**RM30,000**

Contribution of basic food supplies for 400 B40 Families for Ramadan and Hari Raya celebrations.

**Beneficiaries**

**400 families from B40 category**

**Amount invested**  
**RM50,000**

Contribution of qurban meat for 700 B40 Families in conjunction with Hari Raya Aidil Adha.

**Beneficiaries**

**700 families from Asnaf and B40 category**

Caring for Our Society



Amount invested  
**RM50,000**

Food bank programme at all highways (July to August).



Amount invested  
**RM50,000**

Food bank programme at all highways (August to September).



Amount invested  
**RM24,000**

Groceries to affected B40 families at Kampung Sungai Penchala affected by enhanced movement control order (EMCO).

**Beneficiaries**

**700 families from B40 category**

**Beneficiaries**

**300 families from B40 category**



Amount invested  
**RM6,000**

Stakeholder engagement activity with the Fire and Rescue stations (BOMBA) along PROLINTAS Highways, SUKE and DASH projects in conjunction with Hari BOMBA celebration.

**Beneficiaries**

**400 packs of pulut kuning were distributed to 10 Fire and Rescue stations (BOMBA)**



Amount invested  
**RM12,000**

Contribution of safety cones, LED light sets and mineral waters to IPD Kajang, IPD Sepang, IPD Sg Buloh and IPD Shah Alam.

**Beneficiaries**

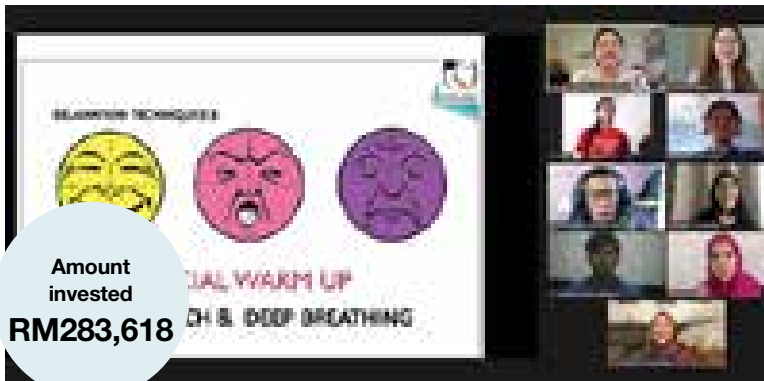
**IPD Kajang, IPD Sungai Buloh, IPD Sepang and IPD Shah Alam**

# Workplace Response

## PROLINTAS's COVID-19 Response



# RM1.3 million



Amount invested  
**RM283,618**

Training & knowledge sharing to provide employees with reskilling/upskilling.

### Beneficiaries

- 650 employees
- 60 protégé
- 30 interns



Amount invested  
**RM10,000**

Food baskets to COVID-19 patients.

### Beneficiaries

60 impacted employees



Amount invested  
**RM30,000**

Channelling non-perishable food aid from our Zakat Wakalah to eligible employees.

### Beneficiaries

100 employees

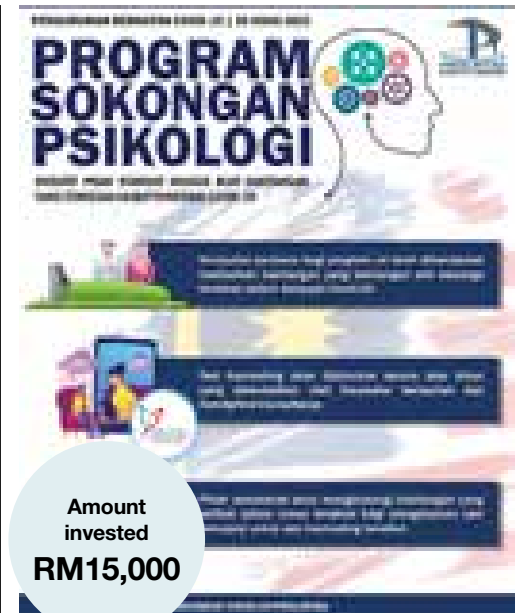


Amount invested  
**RM550,000**

COVID-19 swab testing through demographic close contact tracing.

### Beneficiaries

410 employees tested through demographic testing and underwent repetitive COVID-19 screening totalling 3,000 tests



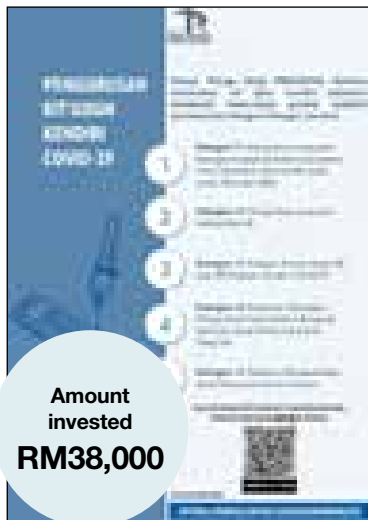
Amount invested  
**RM15,000**

Mental health support for employees.

### Beneficiaries

11 employees undergoing mental health support programmes with a registered psychologist

Caring for Our Society



Amount invested  
**RM38,000**

Provision of COVID-19/ self-test kits.

**Beneficiaries**

**All employees provided with self-test kits on bi-weekly basis**



Amount invested  
**RM5,000**

Going the extra mile to provide disinfection services not only in the office but also in the homes of staff affected by COVID-19.

**Beneficiaries**

**Impacted 512 employees eligible for this services**



Amount invested  
**RM240,644**

The commitment of our Management to protect the safety of our employees was demonstrated through an investment of RM240,644 for the installation of air filters and purifiers to provide employees with clean and fresh air to help reduce the spread of COVID-19.



Amount invested  
**RM41,130**

Worked together with CIDB to roll out our vaccination programme for our employees and construction workers to accelerate the COVID-19 vaccination rate in Malaysia and achieve herd immunity to combat the pandemic.

**Beneficiaries**

**276 employees**



Amount invested  
**RM26,460**

Distribution of COVID-19 care packs to our employees to help them stay safe and maintain healthy hygiene amid the pandemic.

**Beneficiaries**

**650 employees**

In addition to employee welfare initiatives in response to COVID-19, we have also put in place functions and processes to aid our organisation in addressing pandemic impacts. These include activating our COVID-19 Secretariat and Central Response Office to oversee crisis impacts and resolve conflicts.

We have also redesigned our workplace to adhere to SOPs as well as introduced remote working for non-essential roles. In line with new norms at the workplace, we have implemented appropriate communications to our employees to help promote the public's general well-being. A total of 130 info-graphic messages have been broadcasted to employees as active reminders placed throughout our workplace. We have also put in place the Telegram app as our official communication platform to reach our people.

## Community Investment: Disaster Relief

During the recent unprecedented flooding in Selangor, we mobilised various efforts in aid of flood victims, which included not only our local communities, but also our own employees.

Forty of our employees who were adversely affected by the floods received immediate cash aid of RM1,300 each as well as house cleaning assistance. Employees were also given the option to apply for up to five days of unrecorded leave to provide them with time to overcome this adversity without being weighed down with their work responsibilities. Additionally, we have mobilised donation drives for affected employees to access. These employees need only inform us of the assistance required and we will channel aid accordingly. Furthermore, we will assist employees with valuation of damaged possessions to enable the channelling of assistance from our Zakat Wakalah fund.



➤ PROLINTAS staff assisting with flood clean-up for communities and employees affected by the recent flooding in Selangor.

For local communities and road users affected by the flooding, we put in place a myriad of measures to ease their burdens. Immediate measures taken included distributing food and basic necessities to road users who were stranded on our LKSA and GCE highways on the night of the flooding on 19 December 2021.

Following the closure of LKSA, we mobilised our patrolmen to assist with traffic flow. Additionally, we provided constant updates on the traffic status through digital VMS, our social media and our hotlines.

On 20 December 2021, to assist 300 road users who had taken shelter at the Seri Muda Layby on the LKSA, we organised a

special relief team to distribute food. During this time, the Layby was opened to the road users for temporary shelter and to access clean water and electricity.

As the flooding receded, we mobilised 100 volunteers from our Sports, Social and Welfare Club to assist flood victims around Shah Alam, Klang and Hulu Langat with house cleaning. Additionally, we worked together with the Ministry of Works, MHA and our highway concessionaire counterparts on clean-up efforts in Cheras.

We also mobilised our assets and employee volunteers to assist the Ministry and MHA on a flood relief mission at Taman Sri Nanding, Hulu Langat.

# EMBRACING THE HIGHEST STANDARDS OF CORPORATE GOVERNANCE





## Embracing the Highest Standards of Corporate Governance

### MATERIAL MATTERS

As a private sector partner under the Government's Public-Private-Partnership (PPP) programme, Sustainability governance is **governance of organisations which is both lawful and which promotes a good life for all**, now and far into the future. Reflected by our material matters of Ethics and Integrity as well as **Sustainable Supply Chain Management**, we have put in place strong corporate governance practices to ensure uncompromising standards of integrity throughout our business. This reflects our commitment to **Ethics and integrity** and to conducting our business in ways that are **principled, transparent** and **accountable** to our key stakeholders.

**GRI 204; GRI 205; GRI 308; GRI 414**

**UNSDG:**



### HOW WE APPROACH GOVERNANCE

PROLINTAS, Corporate Governance deals with determining the ways to take effective strategic decisions. It gives ultimate responsibility to the Board of Directors.

The Board provides entrepreneurial leadership for PROLINTAS and direction for the Management in addition to ensuring the practice of corporate governance within the organisation.

Corporate governance entails the areas of environmental awareness, ethical behaviour corporate strategy, compensation, and risk management. The basic principles of corporate governance are accountability, transparency, fairness, and responsibility.

The Board is empowered to communicate its vision and direction as well as focus on corporate governance through its Audit Committee. Within the Audit Committee, a three-lines of Defence Model is adopted where the first line is Management, the second line is Integrity and RMCD while the third line is Audit. These functions support the Board in ensuring that PROLINTAS upholds stringent standards of corporate governance.

Furthermore, our Board Charter was established in line with the Malaysian Code of Corporate Governance (MCCG) to clearly define the roles and responsibilities of the Board and the Board Committees.

### PROLINTAS Corporate Governance Principles



Tone from the top signifies commitment from the Top Management and the Board of Directors that is fundamental in building a resilient organisation in the strive towards Sustainable Growth.

Our operations adopt utmost adherence of good governance, which contributes in achieving **sustainable business strategies**.



Good governance is considered a material matter to **PROLINTAS' long-term success**.

Our corporate governance system is built on the principles of Ethics, Transparency, Accountability, and Responsibility.



Our **Board of Directors** is responsible for oversight, sound management and **strategic direction** while the **Management** is committed to ensuring we **conduct our business ethically** and to the **highest standards of corporate governance**.



To align our approach with best practice corporate governance and regulatory developments in PROLINTAS, **governance related departments will periodically review and update** our corporate governance documents and practices.

### IGD CORE VALUES

**Transparency • Responsibility • Uncompromising • Sincerity • Trustworthy**

### OUR MISSION

## INTEGRITY

is my **MISSION** | my **ACTION** | my **PRIDE**

### OUR ACHIEVEMENTS

The first highway concessionaire to receive the ISO 37001:2016 certification for its Anti-Bribery Management System (ABMS).

The first highway concessionaire to receive recognition from the Malaysia Book of Records for its Anti-Corruption Campaign to the road users.

The department received recognition by MACC for its sustainable initiatives in reflection of the highest standards of corporate governance and integrity for PROLINTAS.

## Embracing the Highest Standards of Corporate Governance

### Fostering a Culture of Integrity

PROLINTAS established its own Integrity Unit in year 2017 which was further evolved into the Integrity Department in year 2018 with the following policies and guidelines put in place:

**Code of Business Ethics & Conduct**

**No Gift Policy**

**Anti-Bribery and Corruption Policy**

**Whistleblowing Policy**

**Integrity Pact**

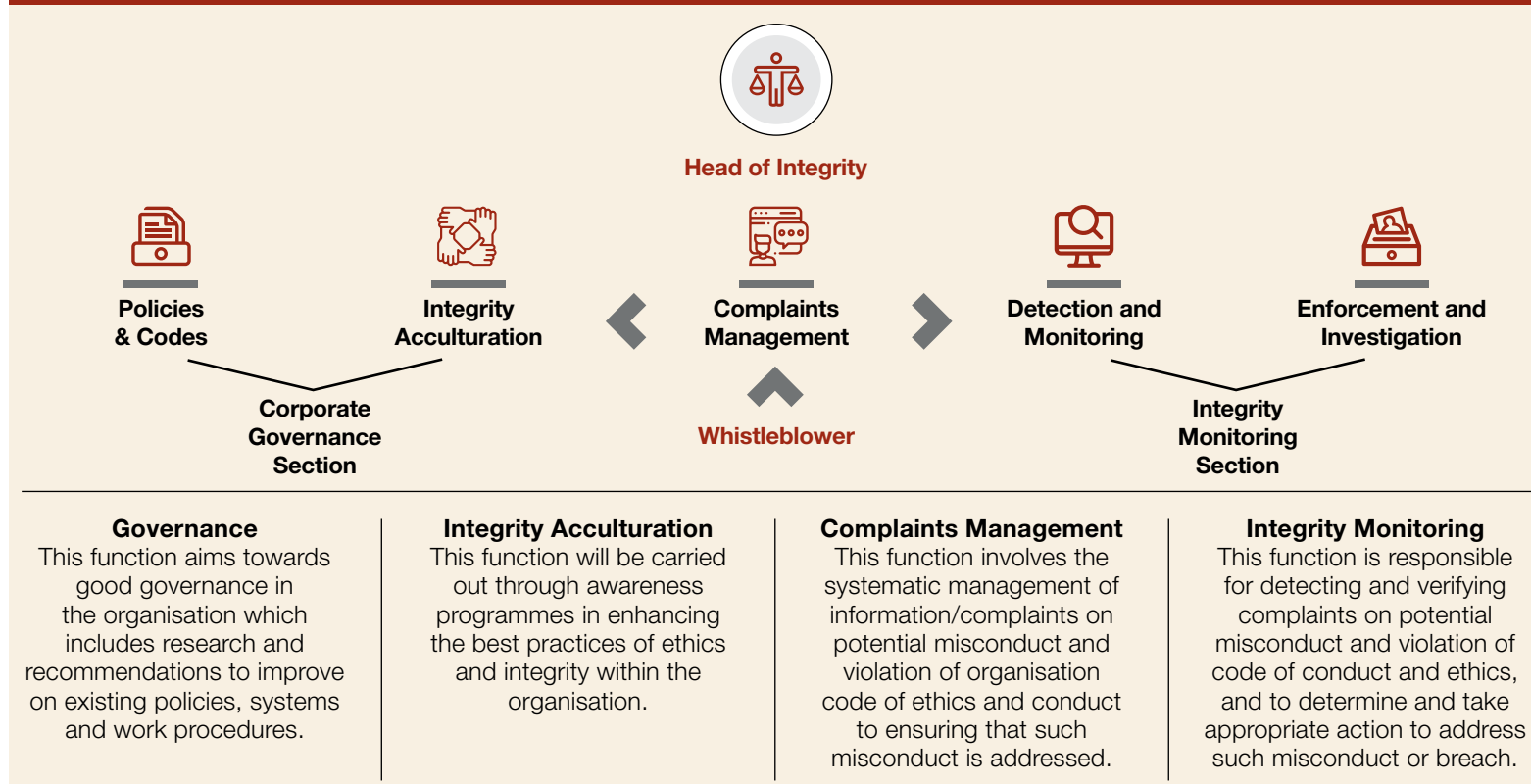
**Supplier Code of Conduct**

These policies and guidelines provide strict standards of ethics and integrity expected from our employees in their business engagement with our stakeholders and business partners.











Since the establishment of the Integrity Unit, subsequently followed by the Integrity Department, we have since taken continuous steps to strengthen our integrity and governance functions. Our Organisation Anti-Corruption Plan and Corruption Risk Management systems were put in place in 2019; and in 2020, we became the first highway concessionaire to receive the Anti-Bribery Management System 37001:2016 certification. We have also received recognition from the Malaysia Anti-Corruption Commission (MACC) for our initiatives in reflecting the highest standards of corporate governance and integrity at PROLINTAS.

### Our Structure and Core Functions

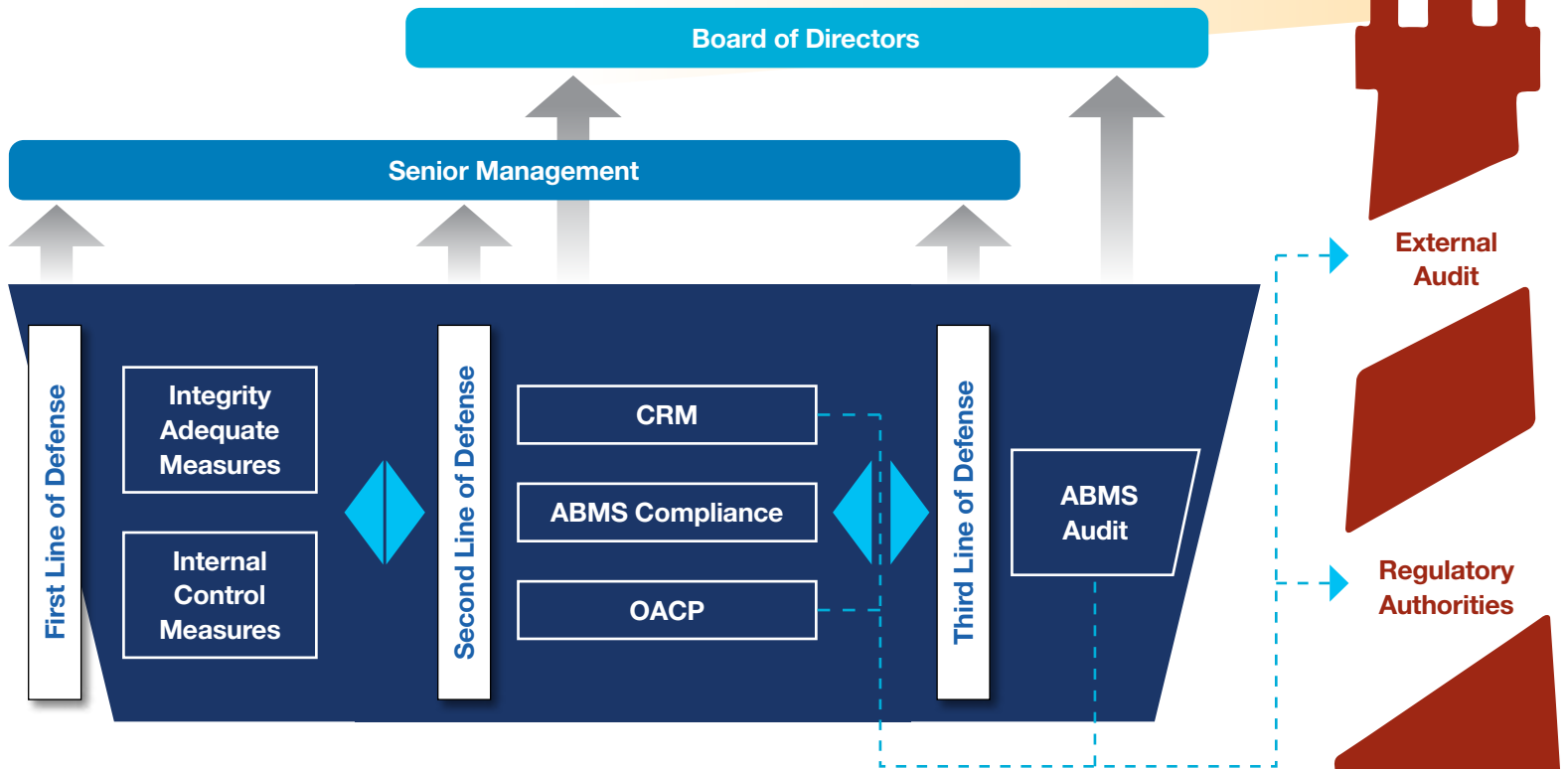


## Embracing the Highest Standards of Corporate Governance

We focus on four key pillars in the area of integrity. These pillars comprise integrity strengthening, governance monitoring compliance, assurance and operational discipline.

 <p><b>Integrity Strengthening</b></p> <ul style="list-style-type: none"> <li>- Education</li> <li>- Training and development</li> <li>- Campaign &amp; awareness</li> <li>- Access to information and training using digital platform including data analytics</li> </ul> 	 <p><b>Governance Monitoring Compliance</b></p> <ul style="list-style-type: none"> <li>- Code of Business Ethics and Conduct (CoBE)</li> <li>- Supplier Code of Conduct</li> <li>- No Gift Policy</li> <li>- Integrity Pact</li> <li>- Due Diligence</li> <li>- Declaration of Interest</li> </ul> 	 <p><b>Assurance</b></p> <ul style="list-style-type: none"> <li>- ABMS ISO 37001:2016</li> <li>- Organisational Anti-Corruption Plan</li> <li>- Corruption Risk Management</li> <li>- Three Lines of Defence Strategy</li> <li>- ABMS Internal &amp; External Audit</li> <li>- Management Audit Committee</li> <li>- Board Audit Committee (BAC)</li> <li>- Whistleblowing Committee (WBC)</li> </ul> 	 <p><b>Operation Discipline</b></p> <ul style="list-style-type: none"> <li>- To conduct business in ways that are PRINCIPLED, and ACCOUNTABLE to key stakeholders.</li> <li>- To foster a culture which adopts Operation Discipline using Integrity to reduce the level of risk exposure to corrupt practices.</li> </ul> 
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In year 2020, we further extended the capabilities of our Integrity Department into the Integrity & Governance Department (IGD). The department adopted Three Lines of Defence of Risk Management as a new approach in delivering Operational Excellence.



## Embracing the Highest Standards of Corporate Governance

We are now targeting to become a next generation IGD champion by 2025, focused on full integration of integrity and governance procedures throughout our entire organisation and among all our employees. This will be achieved through the following four commitments we have identified, for which we have also determined our approach to realising the commitments and how progress will be measured.

### Towards Becoming the Next Generation IGD Champion by 2025

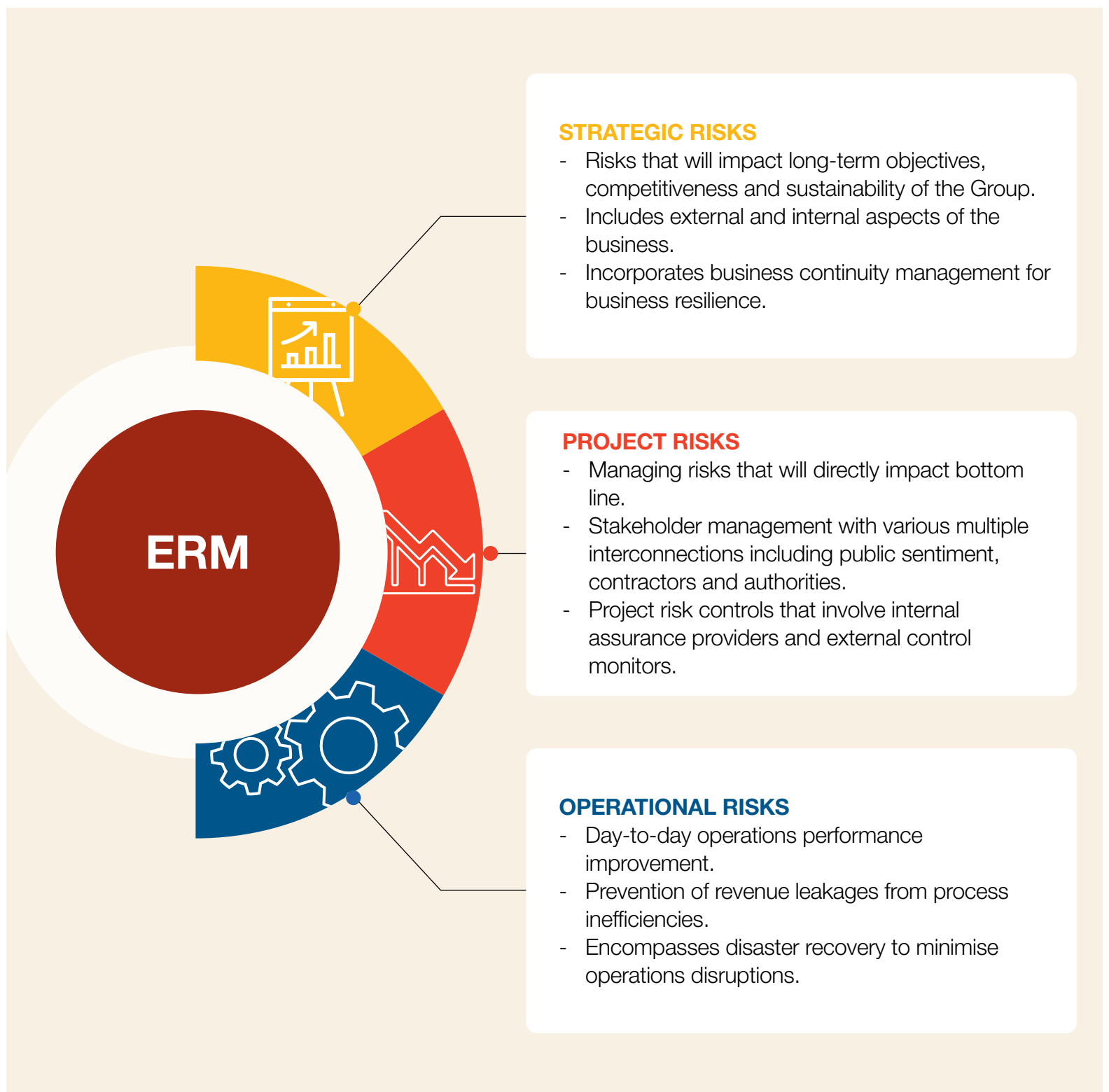
<p><b>Commitment 01</b> </p>	<p>To institutionalise good governance through the adoption of internationally recognised standards.</p>	
<p><b>What</b>                      Our sustainability practices are directed by robust governance structures which promote accountability to meet our commitments and aspirations. We also see sustainability governance as a means for PROLINTAS to align with international best practices.</p>	<p><b>How</b>                      Integrity solutions to be guided by a Sustainable Governance Framework:</p> <ul style="list-style-type: none"> <li>• ABMS ISO 37001:2016</li> <li>• OACP (under National Anti-Corruption Plan)</li> <li>• TRUST Adequate Procedures Guidelines (GIACC)</li> <li>• CRM (Corruption Risk Assessment)</li> <li>• CISM (Corporate Integrity System Malaysia)</li> </ul>	<p><b>Measuring Progress</b></p> <ul style="list-style-type: none"> <li>• Through the implementation of ISO 37001:2016 certification, PROLINTAS can cultivate a better anti-bribery and ethics culture along with the trust within the establishment.</li> <li>• By adopting the ISO, IGD will be able to combine the GRC strategies with the ISO system across all department units in a transparent and operative manner.</li> </ul>
<p><b>Commitment 02</b> </p>	<p>To achieve our business objectives while embedding good governance practices and ensuring compliance to laws and regulations.</p>	
<p><b>What</b>                      Governance compliance helps PROLINTAS protect the business' resources and reputation. Compliance lays the foundation on which we build our company's reputation.</p>	<p><b>How</b>                      Managing our IG compliance via:</p> <ul style="list-style-type: none"> <li>• Staff to fully comply and abide to PROLINTAS Code of Business Ethics and Conduct (CoBE).</li> <li>• Business Partners to comply and abide to the Supplier Code of Conduct.</li> <li>• Company to comply with the Section 17A Corporate Liability new provision through enforcing adequate measures and procedures set by GIACC.</li> <li>• IGD to consistently monitor and practice on ABMS objectives to ensure its sustainability in managing good governance.</li> </ul>	<p><b>Measuring Progress</b></p> <ul style="list-style-type: none"> <li>• Quarterly reporting to Board Audit Committee (BAC) and Management Audit Committee (MAC).</li> <li>• Twice yearly reporting to BPIA Unit under MACC.</li> <li>• Conduct internal and external surveillance audits for ABMS.</li> </ul>
<p><b>Commitment 03</b> </p>	<p>We undertake measures to ensure PROLINTAS is free from all forms of bribery and corruption via robust decision-making processes, due diligence and strengthened accountability and transparency.</p>	
<p><b>What</b>                      IGD must defend the company from any charge directed to Section 17A through in place of "adequate procedures" designed to prevent bribery from occurring.</p>	<p><b>How</b>                      Undertake measures through:</p> <ul style="list-style-type: none"> <li>• Guidelines on adequate measures by GIACC.</li> <li>• OACP (under National Anti-Corruption Plan)</li> <li>• CRM (Corruption Risk Assessment)</li> <li>• CISM (Corporate Integrity System Malaysia)</li> <li>• Whistleblower Policy</li> <li>• ABMS auditing</li> <li>• Due-diligence checking</li> </ul>	<p><b>Measuring Progress</b></p> <ul style="list-style-type: none"> <li>• Reports from SIRIM for ABMS auditing.</li> <li>• Risk rating evaluation from MACC.</li> <li>• Number of corruption case reported and solved by IGD/MACC.</li> </ul>
<p><b>Commitment 04</b> </p>	<p>To meet stakeholders' expectations and ensure business sustainability by complying to some significant SDGs related outcomes.</p>	  
<p><b>What</b>                      Embedding sustainability actions and thinking on diversity across the business, operations and programmes in shaping a sustainability integrity culture among PROLINTAS staff and business partners.</p>	<p><b>How</b></p> <ul style="list-style-type: none"> <li>• Staff engagement through learning programmes and internal communication initiatives.</li> <li>• Strengthening of business ethics policies and practices, ensuring compliance with the law.</li> <li>• Strengthening transparency and trust among stakeholders through enhancement of framework, and sustainability governance.</li> <li>• Enhance diversity using the digital platform in managing training, communication, monitoring, and data analytics.</li> </ul>	<p><b>Measuring Progress</b></p> <ul style="list-style-type: none"> <li>• Develop a tracking mechanism to measure the quality of the training provided and whether the training meets its goals and objectives using Kirkpatrick Model.</li> <li>• Creating effective communication using digital technology to disseminate important information on ethics and governance to all staff and business partners.</li> </ul>

## Embracing the Highest Standards of Corporate Governance

We have also identified the appropriate monitoring, reporting, certification and audits to ensure the achievement of each commitment towards becoming a Next Generation IGD Champion by 2025.

### Managing Our Risks

In line with the categorisation of our business functions into the Projects, Operations and Corporate Office divisions, we have also segregated our risks according to strategic, project and operational risks. These aforementioned risks have been analysed to assess the impact and corresponding mitigating actions that have been put in place to secure PROLINTAS's position in managing these dynamic uncertainties.



Embracing the Highest Standards of Corporate Governance

Sustainable Performance – Risk and Opportunities



Risk



**Operational Resilience**

Disruption to PROLINTAS' operations will have a major impact to the short-term and long-term business sustainability. Building resilience towards technological, financial, pandemic are critical to ensure the business can continue to operate and deliver value to our stakeholders.



**Natural Disasters**

Natural disasters such as floods, landslides and severe rainstorms can pose a risk to highway users and the highway structures itself. Slopes, bridges, tunnels and pavements are the main structures that are susceptible to these natural disasters.



**Cyber & Digital**

The digital revolution has seen unprecedented uptake in the last three years. This phenomenon has brought on an increased dependency on all things digital. Breaches in the cyber and technology space could potentially have a significant impact to PROLINTAS.



**Finance**

Macroeconomic events such as the COVID-19 pandemic has created new aspects of financial stress.



**QESH**

The safety and well-being of all our stakeholders including employees and our end-users is a fundamental consideration in our business.

In both operations and our highway development projects, safety risks will have monumental impact on our stakeholders and the business as a whole.



**Operational Resilience**

The fluid nature of regulation influenced by political as well as social currents require PROLINTAS to be agile in keeping up with requirement changes of regulatory obligations.



## Embracing the Highest Standards of Corporate Governance

**Opportunity**

Lessons learnt during the COVID-19 pandemic has increased our knowledge base on managing operational resilience. In addition, emerging technologies such as AI, RPA and IR 4.0 has immense possibilities to have a positive impact on our resilience management efforts.

**Action**

- ITSD has implemented the S3 Surveillance System that will immediately rectify any unsafe conditions on the highways. Incidences that may lead to disruptions will be minimised.
- The Business Continuity Plan for operations are being constantly tested to ensure viability to onsite operations conditions.

By offering prevention services and integrating climate change into our investment criteria, PROLINTAS' Highway will be able to minimise the probability of natural disaster occurrences.



- PROLINTAS highways are built with drainage systems that beat the minimum requirements for flood management.
- In building and maintaining our highways, PROLINTAS has implemented environmental conscious development such as slope and pier protection systems to minimise the impact of potential natural disasters to the community.

Technology itself can be used to protect value and mitigate risks brought on by cyber and digital dependencies.



- Subscription to the top-of-the-line anti-virus programme.
- Periodical IT Security audits that includes penetration tests.
- Identified gaps will be analysed and closed to ensure sufficient protection of information technology and its use in PROLINTAS.

PROLINTAS can take advantage of current low interest rates and leveraging these opportunities to assist our business partners and vendors during times of financial stress.



PROLINTAS has adopted a sustainable strategy in financing including maintaining a strict shariah-based approach in all of its financing involvement. This is to support the national Islamic financing agenda.

- Employee productivity can be maintained or increased when there are minimal safety incidents.
- Time and cost savings can be realised for projects when safety incidents that will contribute to production delays are minimised.



- Highway patrol and response is equipped with the S3 surveillance and communication system to enhance safety of our highway users.
- Weekly Safety Audits and daily on-site safety patrols conducted at ongoing highway constructions sites have minimised the occurrence of safety incidents.

Oversight and assurance on compliance obligations will enable PROLINTAS to continually focus on operational and strategic demands.



A Regulatory And Legislative Compliance Obligation Programme has been rolled out to all legal entities within PROLINTAS Group. This programme will provide oversight and assurance on all regulatory and legislative obligations of all legal entities within the Group.

## Embracing the Highest Standards of Corporate Governance

### Business Continuity Management

Business Continuity Management (BCM) ensures that we remain in a constant state of readiness to confront any disruptions to our business.

BCM plays a crucial role in building organisational resilience to protect our staff, physical assets, reputation and brand name against any disruptions that may occur. Establishing the appropriate action plans to contend with such disruptions also ensures we are equipped to provide organised, safe and timely recovery and delivery of essential business activities in the event of a major disruption. To this end, we have put in place our Business Continuity Plan to act as a guideline to ensure our business can still run effectively and efficiently in a prolonged event that could lead to business disruptions.

We perform periodic testing of our BCP at all our highways to evaluate our efficiency against disruptions. This testing ensures that the prescribed recovery time frames are met as well as providing us with visibility to identify and remedy in view of real-world scenarios that may differ from the expected outcome of the BCP.



Planning



Recovery



Management



Ongoing Operation



Risk



Resilience



Procedures

### Enterprise Risk Management

Enterprise risk management plays a key role in enabling PROLINTAS to manage our financial and non-financial risks. In addition to identifying our risks, our risk management implements an organisation-wide approach while also ensuring we exercise robust governance and risk management controls. Risk management also empowers strategic decision-making, as we take into account the various risks and outcomes towards informing the most robust measures to take to maximise positive outcomes.

#### ADDING VALUE WITH PURPOSE

Supporting Business Resilience	Creating and Protecting Value	Enabling Strategic Decision-Making	Facilitating Continuous Improvement
<ul style="list-style-type: none"> <li>Identifying risks and subsequently implementing and monitoring controls for operational and strategic objectives.</li> <li>Cross-disciplinary approach in managing business sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that PROLINTAS value-creation initiatives are protected by robust governance and risk management controls.</li> <li>Providing PROLINTAS employees with support and training on risk management to enable corporate risk aware culture.</li> </ul>	<ul style="list-style-type: none"> <li>Questioning status-quo and analysing multi-dimensional probabilities.</li> <li>Providing de-biased perspective on risk drivers and possible mitigation actions.</li> </ul>	<ul style="list-style-type: none"> <li>Testing of current controls and action plans that aim to mitigate risks.</li> <li>Constant engagement with all functions within PROLINTAS on risk management and compliance matters for overall functional improvement.</li> </ul>



## Embracing the Highest Standards of Corporate Governance

### Risk Management Framework

In ensuring our risk management follows international standards, we have developed our Risk Management Framework based on the ISO 31000:2018 standard and the COSO Risk Management Framework.

The Risk Management Framework establishes the foundation of how we execute our risk management activities, based on internationally accepted best standards of practice. It also provides for more precise and measurable identification and assessment of risks. This, in turn, ensures that oversight on our risks is current and accurate. We also undertake risk analysis and reporting focused on value-based exposure of risk with the ultimate goal of minimising financial repercussions to PROLINTAS.



The framework was formulated by our RMCD, which is also responsible for its implementation, coordination and overall alignment of risk management activities across PROLINTAS. In accordance with the framework, material strategic risks are reported to the Board Audit Committee on a quarterly basis. These quarterly assessments also include detailed analysis of emerging material risks.

Leveraging on our risk management approach, we endeavour to transform risks into opportunities from which we can yield meaningful results while protecting the overall business value of PROLINTAS.



#### Enhance Risk Strategy

- Provide timely, transparent and relevant communication to stakeholders.
- Enhances strategic decision-making by delivering accurate and current risk information.
- Establish a common risk framework that is adopted and implemented across PROLINTAS Group.



#### Embed Risk Management

- Establish a formal method for defining acceptable levels of risk within PROLINTAS Group.
- Utilise stress tests to validate risk tolerances.
- Planning and reporting risk cycles are optimally coordinated to ensure information about risk issues is incorporated into business planning.



#### Improve Controls and Processes

- Risk modelling tools have been established to provide enhanced predictions of risks.
- Self-assessment and other reporting tools are standardised across PROLINTAS Group.
- Optimised controls to improve effectiveness, be cost effective and support increased business performance.
- Key risk and control metrics have been established.



#### Communicate Risk Coverage

- Elaboration of risk management and control framework within PROLINTAS Group's Annual Report.
- Inclusive and compressive Governance, Risk and Compliance system in place that ties all stakeholders together in a single assurance universe.

## Embracing the Highest Standards of Corporate Governance

### Bridging Risk Management and Compliance to Deliver Governance

Compliance to our legal obligations is vital to ensuring our continued operations. Given our role as the Government’s private sector partner and the proximity of our business to national interests, we are potentially more exposed to legal requirements than typical corporates in Malaysia.

Taking cognisance of our duty and responsibility in this area, we have identified three areas of compliance to focus on: Statutory Obligations; Financing Agreements and Concession Agreements.

Statutory Obligations	Financing Agreements	Concession Agreements
		
<p>Systematically document and evidence Departments’/ Divisions’ status of compliance with statutory obligations.</p>	<p>Ensure timely submission on PROLINTAS’ financial statements, audited account reports to our regulators, financiers and other stakeholders.</p>	<p>Ensure all PROLINTAS Highways meet all obligations as set out in the Concession Agreements by the authorities.</p>
<p>Further driving our culture of compliance, our expectations on compliance-related matters are communicated and understood by PROLINTAS staff and business partners through effective and regular communication and awareness sessions.</p>		

The integration of sustainability-related risks into the Risk Management and Compliance framework allows for a more comprehensive and holistic view on the alignment of business and stakeholder interests.

This supports PROLINTAS’s sustainability risk and compliance management as it allows us to design and implement appropriate mitigation strategies to continuously improve our business performances.

### Sustainable Supply Chain Management

Sustainable supply chain management is crucial to ensuring continuity of our highway operations and projects. Our efforts in this area are thus focused on fair procurement practices that ensure we work with the best performing and efficient vendors and partners to support our business.

To this end, we implement the following initiatives, among others, to safeguard our supply chain:

<p>Objective and independent tendering processes including comprehensive technical, financial and commercial evaluation to ensure the appointment of the best candidates</p>	<p>Efficient tender schedule to ensure all required works are procured in a timely manner to avoid business disruptions</p>	<p>Implementation of Vendor Development Programme to optimise the performance of our vendors</p>	<p>Introduction of e-procurement to reduce environmental impacts from our activities and enhance the efficiency of our procurement process</p>	<p>Invitation for procurement proposals for eco-friendly material to be used in our business activities to reduce our impact on the environment</p>
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## Embracing the Highest Standards of Corporate Governance

These initiatives are targeted to safeguard the continuity and sustainability of our business activities by ensuring that we only work with the best vendors and partners. Our e-procurement practices will also accelerate our tender evaluation process, reduce errors as well as improve our environmental impact as we reduce our reliance on paper.



➤ Advertisement on social media inviting local SMEs to participate in our VDP.

### Vendor Development Programme

PROLINTAS Vendor Development Programme (VDP) is a programme established to develop and support local contractors, particularly small and medium enterprises (SMEs), to progressively improve their technical, financial and performance capabilities in executing the works awarded to them. This programme identifies the gaps in skills, technology adaptation, financial management and marketability of the company.

In this competitive market environment, local contractors need to improve their skills and capabilities to do their work better. This will benefit them as they increase the quality of their work or services and become more relevant in the industry.

#### PROLINTAS VDP objectives

Develop a pool of competent and capable contractors who meet PROLINTAS standards.

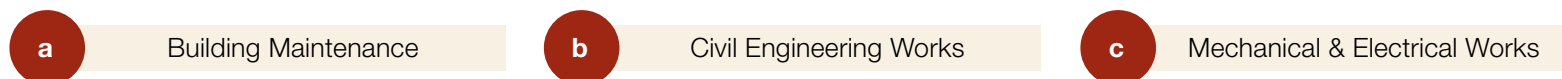
Increase and maintain the quality of work or services provided by contractors in accordance with PROLINTAS standards and requirements.

Providing a platform for aspiring contractors in the highway operations and maintenance industry to train and develop with the goal of moving up the value chain.

## Embracing the Highest Standards of Corporate Governance

During the VDP Open Day, 460 vendors had shown their interest and registered for this programme. Potential vendors will be evaluated and shortlisted based on a number of criteria to qualify for participation in the programme.

Vendors will be classified based on three (3) main categories:



For the development programme, classroom training and on-site training will be provided inclusive of two (2) essential modules which are **Technical Module** and **Non-technical Module**.

### Technical Module

Routine Maintenance	Asset Condition Assessment	Minor & Major Repairs
<b>Civil Routine Maintenance</b> <ul style="list-style-type: none"> <li>- Grass Cutting</li> <li>- Drain Desilting</li> <li>- Signboard Cleaning</li> <li>- Pothole Patching</li> <li>- Landscaping</li> <li>- Building Cleaning</li> <li>- Pavement Crack Sealing</li> </ul>	<b>Periodic Evaluation</b>	<b>Civil Minor or Major Repairs</b> <ul style="list-style-type: none"> <li>- Slope Repair</li> <li>- Drainage Repair</li> <li>- Signboard Repair</li> <li>- Pavement Repair &amp; Rehab</li> <li>- Road Marking Works</li> <li>- Guardrail Replacement</li> <li>- Building Repairs</li> </ul>
<b>Mechanical &amp; Electrical Routine Maintenance</b> <ul style="list-style-type: none"> <li>- Lane Equipment Cleaning</li> <li>- 1<sup>st</sup> Level Routine Maintenance</li> <li>- Genset &amp; UPS</li> <li>- TCSS Terminals</li> <li>- Streetlight Feeder Pillars</li> <li>- TCSS System</li> <li>- Earthing System</li> </ul>		<b>Mechanical &amp; Electrical Minor or Major Repairs</b> <ul style="list-style-type: none"> <li>- Toll Equipment Repair</li> <li>- Comprehensive Maintenance</li> <li>- Genset &amp; UPS Repair</li> <li>- TCSS Repairs</li> <li>- Streetlight System Repair</li> <li>- TMC System Repair</li> <li>- Electrical &amp; Mechanical System Repair</li> </ul>

### Non-technical Module

Modules	Description
<b>Contract &amp; Legal</b>	<ul style="list-style-type: none"> <li>• Provide training on preparing the tender document submission.</li> <li>• Provide training on understanding condition of contract for contractual matters.</li> <li>• Provide selected legal and corporate secretarial support.</li> </ul>
<b>Business Administration</b>	<ul style="list-style-type: none"> <li>• Facilitate office organisation and communication.</li> <li>• Advise on the function of manpower in the organisation.</li> </ul>
<b>Finance &amp; Accounting</b>	<ul style="list-style-type: none"> <li>• Provide training on preparation of claims, interim payment certificate together with its supporting documents.</li> </ul>

We target that this programme would benefit us by having a resilient pool of contractors that could deliver the works up to our standards and requirements and consistently achieve excellent performance.

## GRI Content Index

Disclosure	Description	Page Number
<b>ECONOMIC</b>		
<b>GRI 103: Management Approach 2016</b>		
103 - 01	Explanation of the material topic and its Boundary	102 - 109
103 - 02	The management approach and its components	102 - 109
103 - 03	Evaluation of the management approach	102 - 109
<b>GRI 203: Indirect Economic Impacts 2016</b>		
203 - 01	Infrastructure investments and services supported	102 - 109
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<b>ENVIRONMENT</b>		
<b>GRI 103: Management Approach</b>		
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<b>GRI 302: Energy</b>		
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<b>GRI 305: Emissions</b>		
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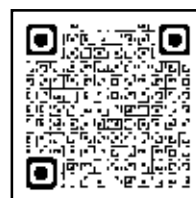
## GRI Content Index

Disclosure	Description	Page Number
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**Feedback**

Feedback on this Report is welcomed and may be addressed to [sustainability@prolintas.com.my](mailto:sustainability@prolintas.com.my). We pledge to consider all relevant feedback that may benefit our efforts to continuously raise the standards of our sustainability practices and disclosures.



This QR code may also be scanned for access to feedback page at our corporate website.



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