



CONVERGING COMMUNITIES

# DIVERSITY, EQUITY & INCLUSIVITY



■ HIGH IMPORTANCE  
■ MEDIUM IMPORTANCE  
■ LOW IMPORTANCE

## SIGNIFICANCE

Fostering a corporate culture and work environment that embraces diversity, ensures equity and encourages inclusivity is a priority in PROLINTAS. By leveraging the cultural and sociological differences of our talent, we believe in driving creativity and enhancing productivity to deliver exceptional service for sustainable business success.

While Diversity, Equity & Inclusivity may be considered of low material importance for the Group, they underscore our commitment to social responsibility and our position as a progressive leader in the industry.

### OUR APPROACH DIVERSITY, EQUITY & INCLUSIVITY

#### 01 EQUITY IN OPPORTUNITIES

The Group has implemented tailored strategies to enhance diversity within our workforce and foster an inclusive culture that mirrors our customer base and the communities we serve.

This approach prioritises two key pillars:

**01:** We strive to provide equal opportunities to all employees, balancing fairness in the opportunities we offer.

**02:** We proactively cultivate an inclusive community culture to foster stakeholder collaboration and unity.

#### 02 COMMUNITY INCLUSIVE CULTURE



## 01

## EQUITY IN OPPORTUNITIES

We maintain a healthy work environment free from bias and discrimination by practising equity in opportunities for growth and progress. Effectively, this involves fair treatment in hiring, promotion, training and compensation, creating a level-playing field that values merit and capability.

## FAIR AND COMPETITIVE LIVING WAGE

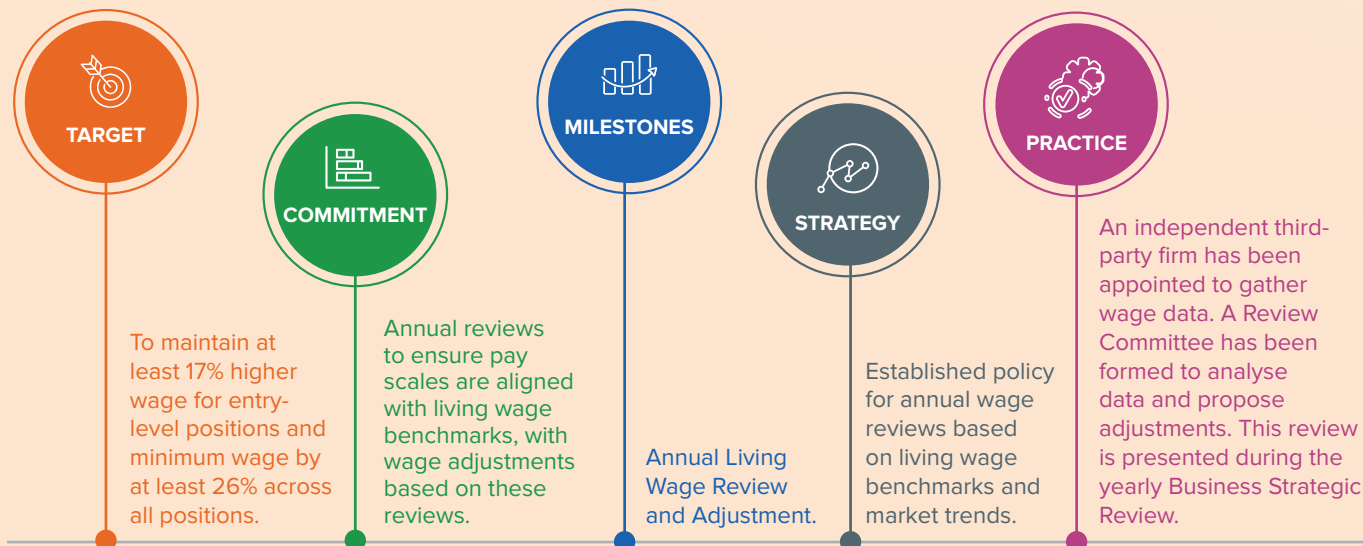
PROLINTAS ensures an equitable and motivated workforce by offering a competitive living wage above market rates, tied to performance, adjusted for inflation, and complemented by additional benefits.

## REMUNERATION HIGHER THAN INDUSTRY RATES

Since 2020, we have become a preferred employer, offering graduates salaries 17% above the RM2,700 single adult living wage. Additionally, we exceed the RM1,500 minimum wage by at least 26%, demonstrating our commitment to competitive compensation.

## ANNUAL SALARY BENCHMARKING

We conduct annual salary benchmarking to ensure competitive pay scales that are aligned with the cost of living, particularly in Kuala Lumpur.





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	TARGET	COMMITMENT	MILESTONES	POLICY	PRACTICE
<b>PAY FOR PERFORMANCE CULTURE</b>  Our compensation framework for non-management level employees consists of 80% in fixed pay and 20% in variable pay.	To achieve a higher ratio of employees earning above the base salary through performance incentives.	Enhance performance management systems to establish clear, fair, and achievable metrics, reinforcing a culture of meritocracy.	Performance Incentive System Enhancement.	Comprehensive Performance Management Policy outlining the appraisal system, metrics and link between performance and pay.	Uses a balanced scorecard approach to measure performance.
<b>COST OF LIVING ADJUSTMENTS (COLA)</b>  We offer a monthly COLA of RM400 on top of standard salaries to all employees, including contract workers, to offset inflation and protect their purchasing power.	To ensure that COLA can effectively mitigate the impact of inflation on employees.	Regularly review and adjust COLA based on reputable cost of living indices and employee feedback.	All employees have received monthly payments under COLA.	COLA Policy detailing how adjustments are calculated, when they are reviewed and how they are communicated and implemented.	Implemented a tracking system to monitor cost of living indices and gather feedback on living costs via regular focus groups and surveys.







## 02

### COMMUNITY INCLUSIVE CULTURE

Our highways serve diverse communities, and we prioritise sensitivity to their varied needs. Our policies, services, and interactions reflect our commitment to meeting the expectations of all segments of society.



### ARTFUL JOURNEYS

In collaboration with the National Autism Society of Malaysia (NASOM), PROLINTAS produced a 2024 corporate calendar and diary featuring artwork created by students with autism. The artwork showcased the hidden talents of the children to inspire a better appreciation of their capabilities and greater understanding of their efforts to contribute to society. The collaboration reflects the Group's enduring philosophy of 'Elevating Lives', which focuses on enriching lives beyond our primary responsibility to provide safe, efficient and convenient passage on our highways.

### KEY HIGHLIGHT



PROLINTAS purchased **20** exquisite art pieces from NASOM, which were featured in PROLINTAS' Corporate Calendar 2024

#### FISH



**Name of Artist:**  
Joel Joshua Augustian

**Painting Technique:**  
Water colour & stamping

**Drawing Inspiration:**  
Current obsession of Joshua



**Name of Artist:**  
Noor Qanitha Binti Umar

**Painting Technique:**  
Water colour

**Drawing Inspiration:**  
Morning scene



#### SUNFLOWERS IN THE FIELD



#### KEEP THE WILD ALIVE



**Name of Artist:**  
Maadaraju Joseph Paul

**Painting Technique:**  
Water colour & stamping

**Drawing Inspiration:**  
Artist is obsessed with elephants



**Name of Artist:**  
Maathurvarman s/o Elayaraja

**Painting Technique:**  
Water color

**Drawing Inspiration:**  
Expression of Maathu's current mood





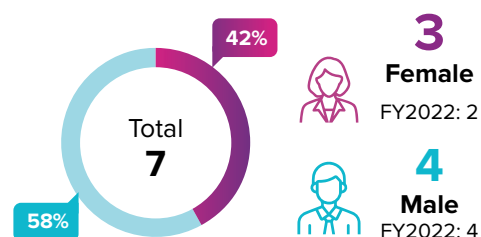
## OUR PERFORMANCE

The Group monitors the effectiveness of our initiatives on Diversity, Equity & Inclusivity via metrics including the demographics of our workforce and comparisons of remuneration as well as other benefits between different groups of employees.

Please refer to the People Performance Indicators on pages 272 to 274 for historical data. In instances where historical data is unavailable, it is considered as the baseline year.

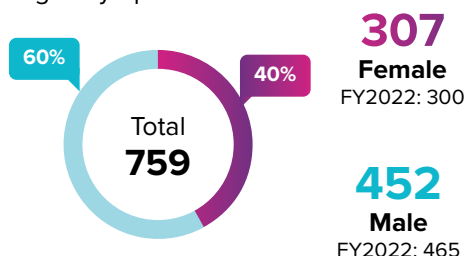
## BOARD OF DIRECTORS BY GENDER

The Group is shifting towards a more balanced representation on the Board, having added two female Directors since 2021.



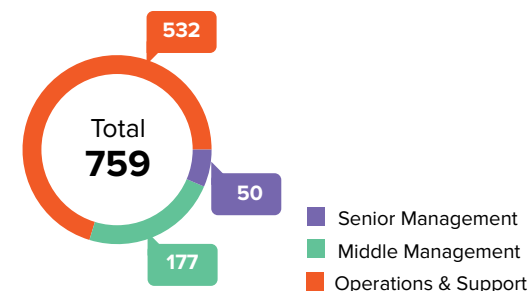
## EMPLOYEES BY GENDER 2020 - 2023

The composition of our workforce continues to be dominated by males at a ratio of roughly 6:4 to female employees, largely due to the nature of work for highway operations.



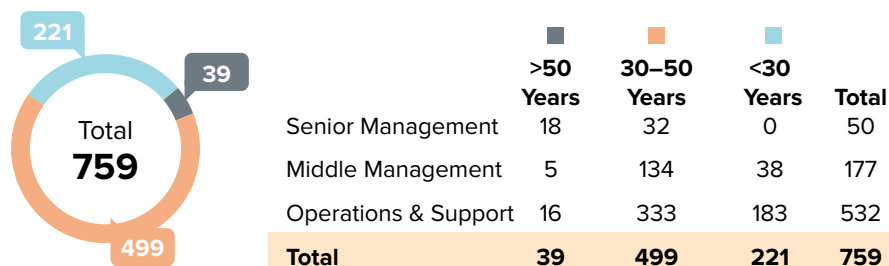
## GENDER BY EMPLOYEE CATEGORY

While the gender proportion was almost equal in middle management positions, the number of females was considerably lower than their male counterparts in senior management and operational roles.

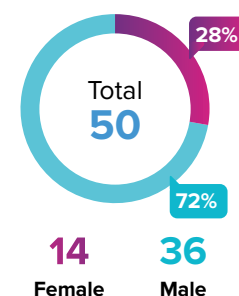


## AGE BY EMPLOYEE CATEGORY

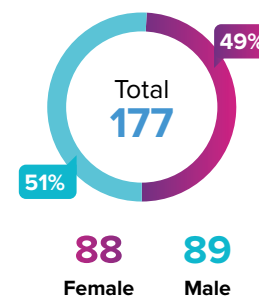
Our workforce represents a healthy blend of youth and experience, with most employees in their middle ages and a significant proportion starting out in their careers.



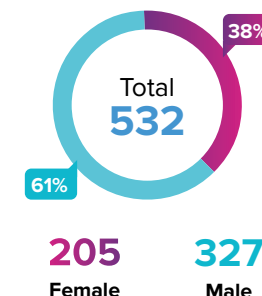
## Senior Management



## Middle Management



## Operations &amp; Support

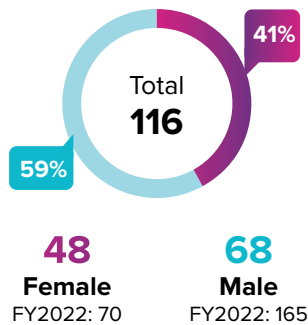




# CONVERGING COMMUNITIES DIVERSITY, EQUITY & INCLUSIVITY

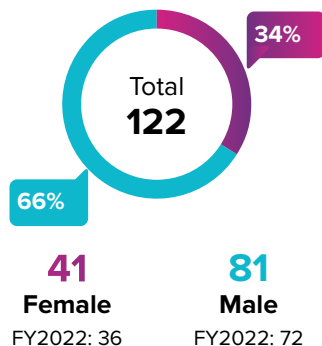
## NEW EMPLOYEE HIRE BY GENDER

Males accounted for most of our new employee recruitment over the past four years, mainly due to the operational requirements of the newly-opened SUKE and DASH.



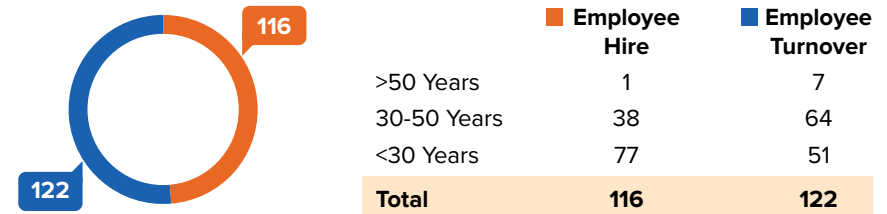
## NEW EMPLOYEE TURNOVER BY GENDER

The attrition rate among male employees in the past three years has been double that of their female counterparts.



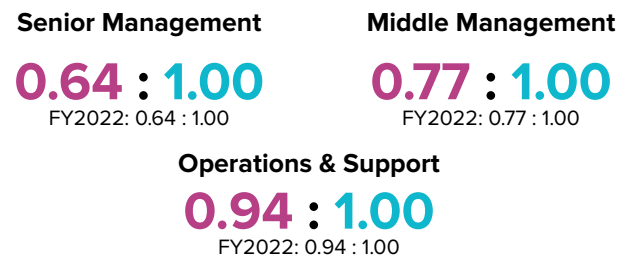
## NEW EMPLOYEE HIRE & TURNOVER BY AGE GROUP

Our recruitment of new employees focused on young, bright talents in 2023 to balance the turnover by mostly employees aged 50 years and below.



## FEMALE TO MALE RATIO OF MEAN SALARY BY EMPLOYEE CATEGORY

We are making measurable progress in narrowing the gender pay gap, particularly in Operations. Our commitment to equity remains strong as we work diligently to address and improve the ratio within management tiers.

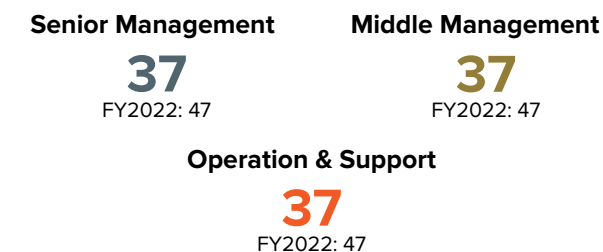


## FEMALE TO MALE RATIO OF MEAN BONUS BY EMPLOYEE CATEGORY

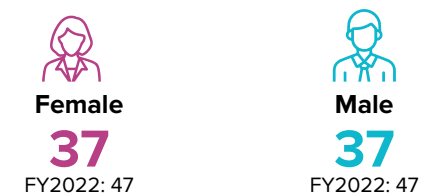
Positive strides in bonus parity are seen in Operations & Support, with a near-equal ratio. Efforts are underway to enhance equity at all management levels.



## AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY



## AVERAGE TRAINING HOURS BY GENDER







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### PARTNERSHIPS AND COLLABORATIONS

The Group is committed to developing partnerships and maintaining collaboration to contribute towards Diversity, Equity & Inclusivity beyond PROLINTAS to the communities we serve as well as society at large.

#### PROLINTAS AT MINGGU SAHAM AMANAH MALAYSIA 2023

PROLINTAS was a contributor to the Minggu Saham Amanah Malaysia (MSAM) 2023, organised by Permodalan Nasional Berhad (PNB) to highlight the importance of financial literacy and investment education.

Designed to highlight elements of science, technology, engineering and mathematics (STEM), our exhibition space attracted a significant proportion of the 200,000 attendees to the week-long event.

Another key aspect of our presentation was the focus on sustainable and equitable development, where infrastructure is specifically designed to serve the communities equitably while minimising impact to the natural environment.

Our interactive approach also encouraged attendees to offer feedback on their expectations of infrastructure development, reflecting the community-centric considerations at the core of our planning.



We presented a session on **'Empowering Future Highway Engineering with PROLINTAS'** to elaborate on the complexity of highway development and the role of highway infrastructure in stimulating economic and social growth.

During the session, we also ensured inclusivity by replacing technical jargon with simple and direct explanations to foster greater understanding among our audience comprising not only professionals, but also students.

### GOING FORWARD

We will actively promote an inclusive culture that celebrates diversity and ensures equal opportunities for all employees, stakeholders, and the communities we serve. We aim to create a more equitable and inclusive highway system that reflects society's diverse needs and values by fostering an environment where every voice is heard and respected.





## CONVERGING COMMUNITIES DIVERSITY, EQUITY & INCLUSIVITY



*Promoting inclusivity through education awareness in highlighting PROLINTAS' role in uplifting the community where it serves.*

*Briefing officials from PNB on how PROLINTAS embeds sustainable and equitable development into its highway projects.*

*The hi-tech exhibition booth showcased the complex world of highway development and how PROLINTAS catalyses economic and social growth.*

Overview

About PROLINTAS

Our Business Approach

Guiding Voices

Our Leadership

Sustainability at PROLINTAS

Our Materiality Matters

Accelerating Advancement

Elevating Lives

Converging Communities

Data & Assurance