



**WESTPORTS**

PROVEN. TRUSTED. FRIENDLY.



# SUSTAINING GROWTH



SUSTAINABILITY REPORT

**2016**





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# ABOUT OUR REPORTING

Westports Holdings Berhad's inaugural annual sustainability report provides a summary of the Group's operating performance including financial and non-financial measures. The scope and criteria used when preparing this report are summarised opposite.



<b>Scope of Report</b>	1 January to 31 December 2016 (unless specified)
<b>Reporting cycle</b>	Annually
<b>Coverage</b>	Westports Holdings Berhad (Westports) and its subsidiary as included in the Group's consolidated financial statements. A subsidiary is a company in which Westports holds a majority stake or has direct managerial control. References to 'the Group', 'the Company' and 'we' refer to Westports and/or its affiliates and subsidiary.
<b>References and Guidelines</b>	<p><b>Principal Guideline</b></p> <ul style="list-style-type: none"> <li>• Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines</li> </ul> <p><b>Additional Guidelines</b></p> <ul style="list-style-type: none"> <li>• Bursa Malaysia's Corporate Social Responsibility (CSR) Framework</li> <li>• ISO 26000:2010 Guidance on Social Responsibility</li> </ul>
<b>Materiality and Relevance of Information Disclosed</b>	Westports engaged an external consultant to conduct a detailed materiality study with representatives from all stakeholder groups and its Board of Directors. This study helped identify the most important aspects of sustainability for stakeholders and the Group.
<b>Feedback</b>	<p>This report can be downloaded by all stakeholders from our corporate website, <a href="http://www.westportsholdings.com">www.westportsholdings.com</a></p> <p>For further enquiries, please contact:</p> <p>Mr Chang Kong Meng, Head of Investor Relations, Westports Holdings Berhad, P.O.Box 266, Pulau Indah, 42009 Port Klang, Selangor Darul Ehsan, Malaysia.</p> <p>Telephone : +603 3169 4047 Facsimile : +603 3169 4119 Email : <a href="mailto:chang@westports.com.my">chang@westports.com.my</a> Website : <a href="http://www.westportsholdings.com">www.westportsholdings.com</a></p>

# AT A GLANCE

**LEADING  
TERMINAL  
OPERATOR IN  
PORT KLANG**

**CONNECTED  
TO MORE THAN  
350  
PORTS AROUND THE  
WORLD BY MAIN LINE  
OPERATORS**

**BETWEEN  
30 AND  
35  
GROSS MOVES PER  
HOUR, HIGHER THAN  
THE INDUSTRY AVERAGE**

**793**

**CONTAINERS MOVED IN ONE  
HOUR ON THE CONTAINER  
SHIP, CSCL LE HAVRE, WITH  
A DEPLOYMENT OF NINE  
SHIP-TO-SHORE CRANES  
SETTING A WORLD RECORD  
IN 2014**

**IN 2016, WESTPORTS HANDLED A CONTAINER THROUGHPUT OF  
9.95 MILLION  
TWENTY-FOOT EQUIVALENT UNITS ("TEUS") AND  
11.8 MILLION  
METRIC TONNES OF BULK CARGO  
76% MARKET SHARE  
OF CONTAINER VOLUME THROUGHPUT IN PORT KLANG**

**BEST**  
WORKFORCE IN THE  
INDUSTRY

**16%**  
OF WESTPORTIANS  
HAVE BEEN WITH THE  
COMPANY FOR OVER  
15 YEARS

HANDLING CAPACITY  
INCREASED TO  
**12 MILLION**  
TEUS WITH A TARGET OF  
EXPANDING TO  
**16 MILLION**  
TEUS ANNUALLY UPON  
COMPLETION OF CT 9

WESTPORTS' DEEPEST DRAFT  
IS 17.5 M AND IT CAN HANDLE  
THE LIKES OF UASC BARZAN, AN

**18,800**  
TEU VESSEL  
AND CSCL GLOBE, A  
**19,100**  
TEU VESSEL

**RM4.4**  
MILLION  
WAS INVESTED  
IN COMMUNITY  
PROGRAMMES IN 2016

WINNER OF  
THE GOLD  
AWARD  
EMPLOYER OF  
CHOICE 2016,  
AWARDED BY  
MALAYSIAN INSTITUTE  
OF HUMAN RESOURCE  
MANAGEMENT

## ABOUT US

Westports is one of the world's leading ports that is supported by superior productivity and a water depth of 15 to 17.5 m. This makes us one of the preferred hub ports for the shipping lines in this region.

Our container volume has grown exponentially over the years and we are the leading terminal operator in Port Klang. By the end of 2016, we controlled 76% of the market share in container volume throughput as we handled a container throughput of 9.95 million twenty-foot equivalent units ("TEUs"). Westports also handled 11.8 million metric tonnes of conventional cargo in 2016. This is a phenomenal performance considering what has been achieved over the last 22 years since the port was privatised.

Productivity, as expressed by container moves per hour ("mph"), in Westports is among the highest in the world, averaging between 30 to 35 mph per crane. This results in

a faster turnaround for vessels that make our port of call. Despite our success, we continue to challenge ourselves to raise our performance bar as we are committed to delivering our best to all our valued clients and partners.

We are capable of handling 12 million TEUs with the current quay length of 4,900 metres and 55 ship-to-shore cranes. The CT 8 wharf expansion, scheduled to be fully operational by mid-2017, is expected to boost our handling to 12.5 million TEUs per annum.

Westports is a truly Malaysian Port with a workforce of 4,611. Virtually all of them are Malaysian citizens and some were born on Pulau Indah where the port is situated. The island's hard-core poverty has reduced drastically, which makes us an award-winning Corporate Social Responsibility Malaysian Port.





# VISION

To Be A Successful Gateway for the Nation's Trade Inventory and the Pride of the Nation In Terms of Employee Relations, Customer Satisfaction and Corporate Citizenship.

# MISSION

To Achieve 12 Million TEUs and 12 Million Tonnes of Cargo by 2020 with Excellent Returns for the Employees, Shareholders and Customers.







# WESTPORTS CULTURE

Executive Chairman, Tan Sri Datuk G. Gnanalingam, believes the positive work culture of employees has elevated the port to where it is today. Westports culture is summarised below.

## TEAMWORK

Westports believes in collective and cooperative teamwork which contributes to the achievement of the Company's vision and mission.

## RESPONSIBLE

This tenet is embraced by all employees where we are all responsible for our actions and conduct.

## ACCOUNTABILITY AND INTEGRITY

Integrity is the bedrock on which trust is built and is the hidden key to success. Employees are embedded with a deep feeling of trust and integrity which provides transparency and a positive work environment.

## INNOVATION

Westportians develop a passion for excellence and success through continuous innovation of new ideas and practices.





### **NOW CULTURE**

Westportians believe in the attitude and process of treating key business as if one's life depended on it. It is about determination to stay focused and being committed to delivering positive results. Westports cultivates a great sense of urgency and priority in every employee.

### **GOOD FAMILY VALUES**

We work together as a family and practise candour, open communications and solve any issues or problems together. Things are done with good thoughts, good intentions and good deeds. Westports is a big family where everyone is treated with respect.

### **SAFETY AWARENESS**

Safety is an integral part of sustaining our business growth and success leading to an increase in productivity.



# A MESSAGE FROM THE EXECUTIVE CHAIRMAN AND CEO





It gives us great pleasure to present Westports' inaugural sustainability report. At Westports, we already operate our business in a sustainable manner with our long-term and broad perspectives. We focus on profitability, efficiency and staff welfare, which complement the current emphasis on sustainability. Our phenomenal growth over the past years is a testament to our sustainable operating practices that promote sustainable growth. This inaugural sustainability report is categorised into three main chapters: economic, environment and social.

Westports is located on one of the world's major trade lanes and our terminal handling capacity is being actively utilised as domestic and regional trade volumes grow. We manage the nation's busiest port that connects Port Klang with global economies. The broad range of goods that pass through here improves the quality of life of all stakeholders. We need only consider a typical morning routine — such as bread at the breakfast table, getting dressed for work or even the materials and furnishings in our residential unit — to understand how a port contributes to society's well-being and therefore affecting our lives each day. Consider the journey that those products make, and we begin to understand the complexities of the global supply chain and their profound integration with ports in the process of improving our daily lifestyles.

Balancing complex priorities and providing sustainability requires solid leadership, a perspective of long-term changes and tenacity in overcoming future challenges. As our business is dynamic and involves many stakeholders, it is critical that we engage and incorporate their views in the long-term planning of our business. Since the birth of Westports, we are proud to continue bringing stakeholders together — the government, industry players and communities — in consultation as we discuss, propose and carry out plans for our common future.

Our role as one of the world's busiest ports is a source of pride and also a huge responsibility to all our stakeholders; a responsibility Westports takes very seriously. We have involved our stakeholders in the scoping of this report. Stakeholder input was essential and will no doubt be the catalyst for ongoing discussions on the long-term sustainability of the

terminal operations. By working together, we plan the future of this port collectively, ensuring the next generations of Malaysians enjoy the economic prosperity that regional and global trade delivers.

As you journey through this report, you will see a distinctive set of values that drive the way we conduct our business, including our commitment to our people, customers, communities and the environment. We act with integrity and work closely with the local port authority to maintain a safe and secure port. Westports is a complex place that serves thousands of people entering and exiting its facilities each day. However, we take every precaution to ensure safety and security inside and around the port.

We also build strong relationships with the community members on Pulau Indah to ensure that they also benefit from our successes. As a green port, we are committed to making the port greener every day.

We hope you enjoy reading about Westports, our invaluable economic, environmental and societal contributions while striking an effective balance on Malaysia's waterfront. In the coming years, we will strive to unlock opportunities for our company and enhance society's well-being.

We would like to take the opportunity to extend our gratitude to all our stakeholders. Your feedback, opinions and support encourage us to perform better while we continue to invest in the future for our stakeholders, country and the world. We would like to express our deepest appreciation to the Board of Directors for its continued leadership and to the management and employees for their continuous dedication, commitment and contribution. We hope you find our report useful and informative and we appreciate your feedback which is vital for us in developing our future. Together, we can secure a sustainable future for our port and the local communities.

**Tan Sri Datuk G. Gnanalingam**

*Executive Chairman*

**Ruben Emir Gnanalingam**

*Chief Executive Officer*

# WESTPORTS OBJECTIVES

**G**

## **Generate Sustainable Revenue**

Generate sustainable revenue through the consistent implementation of our values and corporate philosophy, continuous improvements and innovation, cost management and maintaining high customer satisfaction resulting in excellent returns for employees, shareholders and customers.

**O**

## **Operational Efficiency**

We provide operations and service excellence that exceeds global standards through effective training, the continuous review of operational achievement and enhancement of SOPs.

**W**

## **World Class Productivity**

Our vision is to be the First Port of Choice for our customers, shareholders and employees. We are determined to go the 'extra mile' to delight our customers with services that exceed their expectation, which include world-class productivity standards exercised through continuous quality improvement.

**E**

## **Employer of Choice**

Provide our employees with excellent compensation, benefits and training, job enrichment and human capital development. Employees are an integral component of the Company's achievements and we are determined to be the Employer of Choice by adopting best work practices.

**S**

## **Service Excellence**

We are committed to providing world-class services that surpass our customers' requirements and expectations. We strive to focus on conducting an in-depth study and unvarying improvement to meet our customers' ever-changing needs.

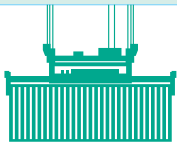
**T**

## **Technology Driven**

Committed to improving by considering new technologies to expedite and simplify our processes and efforts. This forms part of the daily work of all departments and sections and ensures the problems are eliminated at source in order to create better improvement opportunities.



# SERVICES



## CONTAINER

Deployment of 9 ship-to-shore cranes to CSCL Le Harve and attaining record productivity with 793 moves per hour



## CONVENTIONAL

Break bulk, dry bulk and liquid bulk have enjoyed favourable performance and throughput growth



## MARINE FACILITIES

Ensure customers' vessels move efficiently and safely



## CONTAINER FREIGHT STATION (CFS)

Providing consolidation and break-bulking facilities within the Free Commercial Zone



## ONE-STOP BUSINESS CENTRE

Houses government agencies, enforcement bodies, shipping lines and logistics service providers under one roof



## DISTRI PARK

Provides storage services, warehousing, facilitates consolidation and deconsolidation of cargoes



## BUNKERING

Provides bunkering services by supplying fuel for ships docking at the terminal



## REEFER

Reefers are handled at the terminal for transporting temperature-sensitive cargoes



## PORT POLICE

The safety and security measures at Westports are of international standards befitting a world-class port



## ON-DOCK DEPOT (ODD)

Main shipping lines and feeder operators can store their empty boxes within the terminal



## BULK STORAGE

Specialised in handling steel, timber, agriculture and mineral cargoes

# BOARD OF DIRECTORS



*left to right:*

Kim, Young So

Chan Chu Wei

Dato' Abdul Rahim  
Bin Abu Bakar

Tan Sri Dato'  
Nik Ibrahim Kamil Bin  
Tan Sri Nik Ahmad Kamil

Ruben Emir  
Gnanalingam Bin  
Abdullah

Tan Sri Datuk  
Gnanalingam A/L  
Gunanath Lingam





*left to right:*

Ip Sing Chi

Dato' Yusli Bin  
Mohamed Yusoff

Tan Sri Ismail  
Bin Adam

Ruth Sin Ling Tsim

Jeyakumar  
Palakrishnar

John Stephen  
Ashworth

# 5-YEAR FINANCIAL HIGHLIGHTS

## Group Performance For the Financial Year Ended 31 December

(In RM'000)	2012	2013	2014	2015	2016
Revenue	1,492,262	1,712,618	1,562,079	1,681,783	2,035,015
Profit before tax	434,673	517,008	578,781	650,143	754,819
Profit attributable to owners of the Company	359,317	435,305	512,205	504,864	636,981
Shareholders' equity	1,488,029	1,603,942	1,764,235	1,898,121	2,068,925
Total assets	3,214,425	3,573,984	3,846,122	4,029,555	4,349,077
Earnings per share (sen)	12.0	13.9	15.0	14.8	18.7
Dividend per share (sen)	9.0	9.6*	11.3	11.1	14.0
Dividend payout ratio (%)	75.0%	75.0%*	75.0%	75.0%	75.0%
Return on equity (%)	24.1%	27.1%	29.0%	26.6%	30.8%
Return on total assets (%)	11.2%	12.2%	13.3%	12.5%	14.6%

\* Excluding special dividend



# STATEMENT OF VALUE ADDED AND DISTRIBUTION

For the Financial Year Ended 31 December

(In RM'000)	2016	2015	2014
<b>VALUE ADDED:</b>			
Revenue	2,035,015	1,681,783	1,562,079
Less: Construction revenue	(230,679)	(103,485)	(59,109)
Operational revenue	1,804,336	1,578,298	1,502,970
Purchase of goods and services	(584,040)	(489,738)	(503,569)
<b>Total value added available for distribution</b>	<b>1,220,296</b>	<b>1,088,560</b>	<b>999,401</b>
<b>DISTRIBUTION:</b>			
To employees			
- salaries and other staff costs	233,228	219,507	210,167
To government			
- income tax	117,838	145,279	66,576
To provider of capital			
- dividends	446,028	391,127	351,912
- finance costs (net)	64,165	63,730	63,942
Retained for future reinvestment & growth			
- depreciation and amortisation	168,084	155,180	146,511
- retained profits	190,953	113,737	160,293
<b>Total distributed</b>	<b>1,220,296</b>	<b>1,088,560</b>	<b>999,401</b>
<b>RECONCILIATION:</b>			
Profit for the year	636,981	504,864	512,205
Add: Depreciation & amortisation	168,084	155,180	146,511
Finance costs (net)	64,165	63,730	63,942
Staff costs	233,228	219,507	210,167
Income tax	117,838	145,279	66,576
<b>Total value added</b>	<b>1,220,296</b>	<b>1,088,560</b>	<b>999,401</b>

Value added is a measure of wealth created. The above statement shows the Group's value added for 2016, 2015 and 2014 and its distribution by way of payments to employees, government and capital providers with the balance retained in the Group for future reinvestment and growth.

# AN INTEGRATED APPROACH TO STAKEHOLDER ENGAGEMENT

**Our relationship and interactions with our stakeholders are essential in evolving our sustainable progress and evaluating the impact of our business. Actively listening to our various groups of stakeholders and responding to their views and concerns are very important for us to help us:**

- Balance competing expectations,
- Address issues in an informed way,
- Improve our business.

Rather than one-off consultations on specific topics, we prefer to take an integrated approach to stakeholder engagement. We have an ongoing dialogue on our role in society, our services, our business performance and other issues. We also collaborate with our stakeholders at the business unit and company levels for additional improvements.

Our port operates in a dynamic environment compared to other organisations, which makes active two-way communications even more crucial to us. Throughout the year, we have regular dialogues with our different stakeholders, sometimes on a daily basis.

Input from a diversity of voices leads to improvement and innovation. Stakeholders' insights help us prioritise our efforts and focus.



## AN INTEGRATED APPROACH TO STAKEHOLDER ENGAGEMENT

### Our Key Stakeholders

Owners/shareholders

Administration/management

Port users

Employees

Suppliers

Community stakeholders

Non-governmental Organisations (NGOs)

Government organisations

Professional bodies

Our key stakeholders include transport companies, shipping lines, shipping agencies, logistics companies, warehousing companies, importers/exporters, oil and gas companies and cement companies. Our key local government stakeholders include the Port Klang Authority, Royal Malaysian Customs Department, Department of Safety and Health, Department of Environment, Royal Malaysia Police, Fire and Rescue Department, Port Health Authority and the Klang Municipal Council. Our key stakeholders that are professional bodies consist of certification bodies, auditors and environmental consultants.

A unique characteristic of port operations is that each business dealing is unique as it involves different stakeholder groups with different expectations, schedules, priorities and concerns. Each transaction also differs in terms of goods in question and this influences the stakeholders we engage with and handling procedures. Westports provides a unique stakeholder engagement experience for each transaction on a day-to-day basis.

# MATERIALITY

Materiality is a critical part of our corporate sustainability strategy because it ensures that we provide our stakeholders with the sustainability information most relevant to them. Often, our stakeholders have very specific interests and this can be a challenge for us. Westports uses a formal materiality process to identify the most important issues for its stakeholders and business strategies.

## The Materiality Process

Westports conducted a materiality survey during the last quarter of 2016. An external consultant's help was sought to ensure impartiality and the anonymity of the respondents.

### Stakeholders Views Considered During the Materiality Survey



The respondents were asked to rate the importance they placed on the following 38 areas.

### Sustainability Areas Assessed in the Materiality Study

#### Economic

Market presence; nation building; community investment; corporate governance; business ethics

#### Environment

Energy/resource conservation; materials; water; air quality; water quality; sediment management; environmental impact from transportation; environmental compliance; environmental costs

#### Social: Labour Rights & Decent Work

Employment & benefits; workplace OSH; training/career development; diversity & equal opportunity; equal remuneration; internal engagement and communication

#### Social: Human Rights

Human rights standards; non-discrimination; child labour; forced & compulsory labour; employees' rights; considering the native community

#### Social: Society

Anti-corruption; impact on local surroundings; engagement with local community; anti-competition

#### Social: Product Responsibility

Provision of information; marketing & communications; public health; sustainability in procurement; supplier training; quality; customer satisfaction; customer privacy



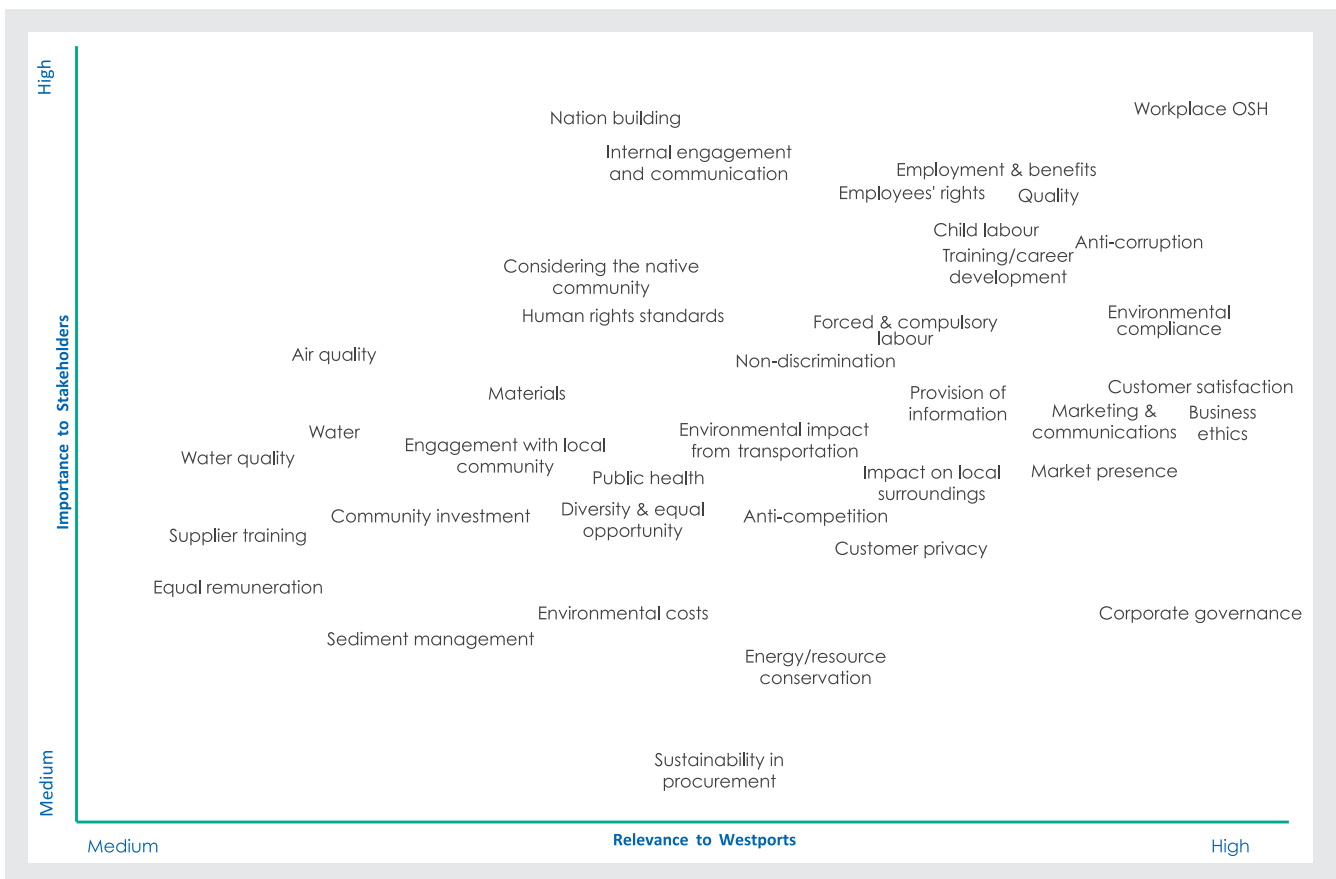
# MATERIALITY

Respondents were asked to indicate how important each criterion was, from a scale of ‘very unimportant’ (1) to ‘very important’ (5) with (3) being neutral.

The same survey was completed by members of the Board who represented the views of Westports.

## Materiality Matrix

Our stakeholder scores ranged from 3.89 to 5.00 and Westports’ scores varied from 3.05 to 4.78. A scale from medium to high was adopted as even the lowest scores fell into the medium category. The matrix is presented in the following diagram.



## Moving Forward

We use the materiality assessment to refine our commitments and identify areas for improvement. The results of our materiality assessment help us select the information contained in this report, providing data that responds to stakeholder needs. We recognise that more evidence is needed to quantify the value delivered by linking business performance and social impact, and we are working to address it. Overall, our analysis concluded that all the issues have the potential to significantly affect business success. Some are essential for protecting and increasing our revenue; others significantly influence our cost structure, supply chain and risk profile.

# ECONOMIC

Westports has a sizeable impact on the economic conditions of its stakeholders. The Company's electronic procurement and e-Bidding systems ensure all tendered work is conducted in a transparent and fair manner. Our operations also have a considerable impact on the local, national and regional economic development as we have the capacity to handle 12 million TEUs each year. With the exception of three, all our employees are Malaysian and some of them are indeed from Pulau Indah, where our operations are located.

## Westports Boosts the Nation's Economy by Being the Pit Stop for Container Vessels

Westports is one of the top ports in the world in terms of productivity. We are being consistently rated as one of the world's most productive ports. Our highly-motivated employees strive to increase productivity and services rendered to customers.

Westports has expanded over the years to become a mega-hub for both local and transshipment containers. Currently, its quay length measures 4.9 kilometres, which includes Container Terminal 8 (CT 8). It also has the potential to house another container terminal, which can increase the total annual handling capacity to 16 million TEUs when it is fully developed.

### Westports' Achievements





## ECONOMIC

### Westports' Pivotal Role in International Maritime Trade and Malaysia's Economic Development

#### PROVIDING CONNECTIVITY TO QUICKLY TRANSPORT PRODUCTS TO CONSIGNEES

We handle inventory and dispatch goods, resulting in a quicker turnaround time. We facilitate the delivery of consumer goods and raw materials that supplies Malaysia and the world.

#### PROVIDING STORAGE SPACE AND WAREHOUSING

We store various types of bulk cargo in our warehouses each day. With total warehouse space of 270,000 sq. ft., easy access to wharfs and state-of-the-art security systems, clients' cargo will still be in mint condition once it leaves the port.

#### PROVIDING BUNKERING AND OTHER SHIP-RELATED FACILITIES

We supply bunker fuel to numerous vessels berthing at Westports and sailing in the Straits of Malacca.

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### Boosting Local Employment

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Virtually all our employees are local with 83% being *Bumiputera*. With a current total workforce of 4,611 employees, Westports is truly a Malaysian port that upholds the spirit of 1Malaysia.

Our container throughput increased from 20,000 TEUs in 1996 to 9.95 million TEUs in 2016. Our total container volume handled since 1996 is approximately 85 million TEUs.

Westports commands 76% of the total container volume in Port Klang and is the major port for local containers for the Klang Valley and its geographical hinterland area.

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### Driving Systematic Education and Social Change in Malaysia

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Westports is a member of the Malaysian Collective Impact Initiative (MCII). This collective impact movement aims to improve education outcomes in Malaysia in two core areas: literacy development and career aspirations. MCII partners, including organisations from different sectors, schools and communities, help improve students' literacy.

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### Westports Supports the Malaysian National Education Blueprint Through its Membership

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MCII works with the community and other relevant stakeholders to seek ways of improving students' literacy. Identified target areas are mapped against existing member programmes in a coherent framework. Westports supports these programmes that focus on improving literacy and career aspirations as these two crucial focus areas greatly influence the socioeconomic status of the community.

## ECONOMIC

### Sustainable and Transparent Procurement

We aim to procure products and services in a sustainable manner and in a way that meets our commercial, financial, technical and operational requirements. Our procurement essentially generates benefits for the Company, society and the economy while minimising our environmental footprint.

#### Electronic Procurement System

Westports introduced its Electronic Procurement System (e-Proc) to ensure all prices and any other related information is efficiently processed and transparent.

#### Benefits of Westports' e-Proc System



##### REDUCED COSTS

Preventing duplicate spending, leveraging volume buying and saving costs associated with paper-based systems.



##### TRANSPARENT SPENDING

Easier to analyse procurement systems reports to ensure procedures adhere to internal policies.



##### INCREASED PRODUCTIVITY

Less time-consuming reusable tenders can be submitted and paperwork can be completed more easily.



##### ELIMINATING PAPERWORK

Everything can be saved and stored electronically which drastically reduces paper usage.



##### INCREASED TRANSACTION SPEED

e-Proc is both time-saving and efficient and eliminates unnecessary activities.



##### STANDARDISED BUYING

e-Proc makes it easier for each department to conform to company procurement standards.



##### REDUCED ERRORS

Electronic paperwork is streamlined and it is easier to check for errors with past orders being more easily referenced.



## ECONOMIC

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### e-Bidding

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The electronic and web-based e-Bidding system allows Westports to meet a global supply base and receive bids or tenders from both local and international players. e-Bidding is user-friendly, secure and transparent.

Leveraging on this technology, Westports can increase the efficacy of buying, sourcing and ordering.

#### Advantages of e-bidding

Competitive prices	Bids can be easily compared	Less time than traditional negotiations	Fewer manhours and less paperwork and travel costs
Suppliers gain greater market knowledge	All bidders have access to the same information and a clearly-defined process	Bidding system is secure	Suppliers can react directly to competitors' bids

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### Financial Assistance from the Government

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Investment Tax Allowances (ITAs) are a means of effecting a substantial artificial reduction in taxable profits. This allowance is in addition to the capital allowances that were given to offset depreciation. Westports has been granted an ITA, which is valid until 2017, based on the current approvals.

# ENVIRONMENTAL

**Port development and operations could adversely affect environmental quality if mitigation and due care are not being duly exercised. The environment is an essential component of the port's management and we are acutely aware of the growing importance of this issue.**

Adhering to all relevant environmental protection laws and regulations is part of our license to operate. In April 2009, Westports was certified with ISO 14001:2004. The certification covers the Company's container terminal operation. Westports adopted this internationally-recognised environmental management standard as it provides a systematic framework to manage the immediate and long-term environmental impacts of its services and processes. This certification verifies the Company's operational environmental data.

Westports also adopted this ISO standard to comply with the Environmental Quality Act, 1974. The environment legislation relates to the prevention, abatement, control of pollution and enhancement of the environment. Westports' environmental policies have clear objectives and targets for an effective and sustainable environmental management system.

We are pleased to report that there have been no major incidences of non-compliance or fines for environmental damage during this reporting period.

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## Our Green Port Initiatives

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Westports has positioned itself as a green port and has implemented various green initiatives throughout the Company and its operations.

Westports, the largest container terminal operating in Port Klang, and Malaysia's premier and busiest port, has undertaken several energy-reducing initiatives. Primalence technology has been employed for high mast lights and halogen lamps have been replaced with LED lighting. Hydrocarbon gas is also now being used due to its non-ozone depleting potential.

Westports is also evaluating different ways of powering its Rubber Tyred Gantry (RTG) cranes, which require significant amounts of energy. ISO 14001 training programmes are delivered to educate employees on a green operating environment. Westports also plans to evaluate the feasibility and suitability of enhancing the scope of its green port initiatives to include rainwater harvesting, solar energy, green building certification and participating in the carbon credit programme.



## ENVIRONMENTAL

### Summary of Green Port Features

 <p>Environmental induction educates all new recruits and raises awareness of resource management and environmental matters</p>	 <p>EQA 1974 training delivered to all port employees and tenants</p>	 <p>All port users attend mandatory environmental and safety training</p>
 <p>Carbon credit inventory and monitoring to be developed to support a 40% reduction of carbon emissions by 2020</p>	 <p>Rising sea levels taken into consideration during the terminal design</p>	 <p>Extensive landscaping programmes incorporate the 'Garden Port' concept</p>
 <p>Yearly mangrove planting programmes conducted with port users, NGOs, customers and villagers of Pulau Indah</p>	 <p>3R campaign implemented through the terminals</p>	 <p>Paperless transactions are performed through the e-Terminal Plus (e-TP) system to reduce paper use through the e-Berthing, e-Submit, e-Special Service Request (e-SSR), e-Loading, e-Deliver Order (e-DO), e-Gate Pass, e-Terminal Departure Report (e-TDR) and e-Billing stages.</p>
 <p>A tranquil carp pond for employees and visitors to enjoy</p>	 <p>Greening operations by planting trees along the wharf</p>	

Westports is at the forefront of the global port industry. The Group harnesses the power of technology to improve operational efficiency. With lower input requirements, this places less pressure on the world's precious resources. This approach also helps Malaysia progress as an advanced nation.

“The idea of a garden port was manifested with the belief that a seaport can be as attractive in surroundings and ambiance as an airport.”





Tan Sri Datuk G. Gnanalingam, Executive Chairman

## ENVIRONMENTAL

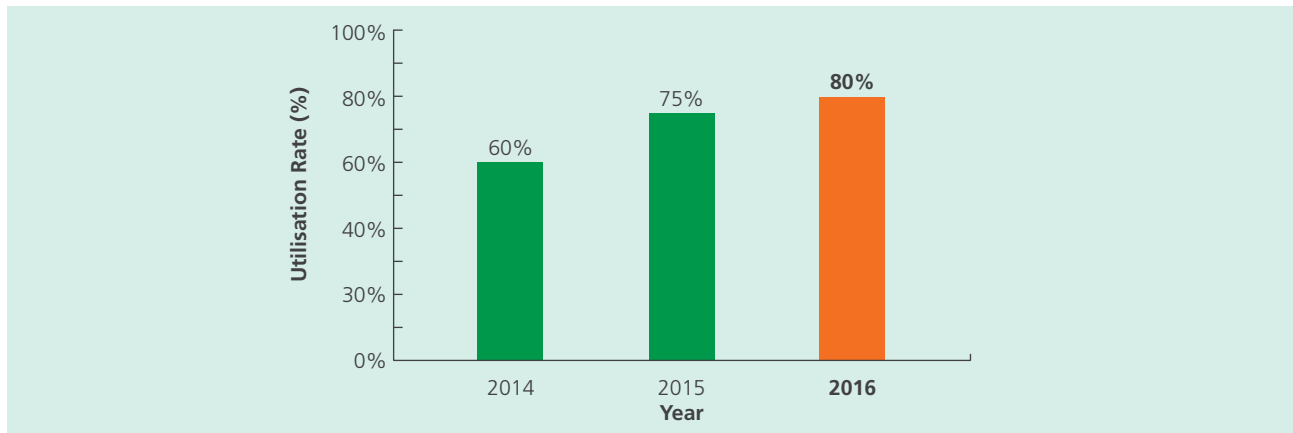
### Paperless Transactions

Today, Westports issues paperless electronic invoices to all clients and electronic gate passes to reduce business costs and inefficiency arising from paper usage. A gate pass is required to clear import containers from Westports.

#### Key Benefits of the e-Gate Pass

 <p>Electronically-generated by forwarding agents through e-Terminal Plus portal</p>	 <p>Free of charge</p>	 <p>Issued instantly without the need to collect it from the port</p>	 <p>Forwarding agents are able to collect import containers more quickly</p>
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#### e-Gate Pass Utilisation rate



Import containers amounted to 1.3 million TEUs in 2016. On average, over 65,000 monthly gate passes are generated.

Export-laden containers also require customs clearance before being loaded onto a vessel. Forwarding agents can now make customs declarations electronically with clearance being transmitted to the port electronically. Previously, forwarding agents had to physically present documents to the port.





Today, only 15% of our export clearances are manually processed with 85% being performed electronically. Approximately 60,000 export clearance transactions are processed online each month.

#### SAP System

Westports utilises the smart functionality of the SAP system to eliminate paper transactions. SAP applications capably manage financial, asset and cost accounting; production operations and materials as well as human capital, machinery and archived documents.

## ENVIRONMENTAL

### Tasks That Can Be Performed Electronically Using the SAP System

 <p>Leave application</p>	 <p>Payslip generation</p>	 <p>EA form generation</p>	 <p>Overtime application and recording</p>
 <p>Loan application</p>	 <p>Incentive viewing</p>	 <p>Personal data update</p>	

### Energy Management

Westports works to improve operational efficiency and minimise energy use throughout its operations and also reduce emissions generated where possible. Diesel is a major expense for Westports with most being consumed by the terminal tractors, rubber-tyred gantry cranes and tug boats. Pick-up trucks, buses, forklifts, stackers and generator sets also consume diesel.

Our STS cranes, reefer containers and port operational facilities are the main users of electricity.

Our direct and indirect energy usage by year is summarised in the chart below.

#### Diesel Energy Consumption

	2016	2015	2014
<b>Total Diesel Usage (million litres)</b>	45.4	41.8	39.9

In 2016, the majority of diesel was consumed by terminal tractors (37%), rubber-tyred gantry cranes (37%) and tug boats (22%). The remaining balance was consumed by pick-up trucks, forklifts, stackers, generator sets and buses.

#### Indirect Energy Consumption

	2016	2015	2014
<b>Electricity (million KW/h)</b>	95.5	84.2	76.5



## ENVIRONMENTAL

### Energy Intensity and Fuel Efficiency

The total energy consumption is not the best indicator of energy efficiency as the number of containers handled, measured by TEUs, that pass through the port has been increasing in recent years. As the number of TEUs increases, the energy usage will increase accordingly.

Energy intensity is a better measure of the energy efficiency of Westports' operations. Westports monitors the litres per TEU of its TTs and RTGs. The table below shows energy usage by litres per TEU for TTs and RTG cranes.

#### Energy Intensity/Fuel Efficiency Indicators

	2016	2015	2014
TT (ℓ/TEU)	1.51	1.62	1.71
RTG (ℓ/TEU)	0.80	0.87	0.92

The table above shows that our TTs and RTGs use diesel more efficiently each year.

Similarly, Westports monitors the amount of energy required per move as this information helps the Group assess the energy efficiency of its STS cranes, reefer containers and port operational facilities.

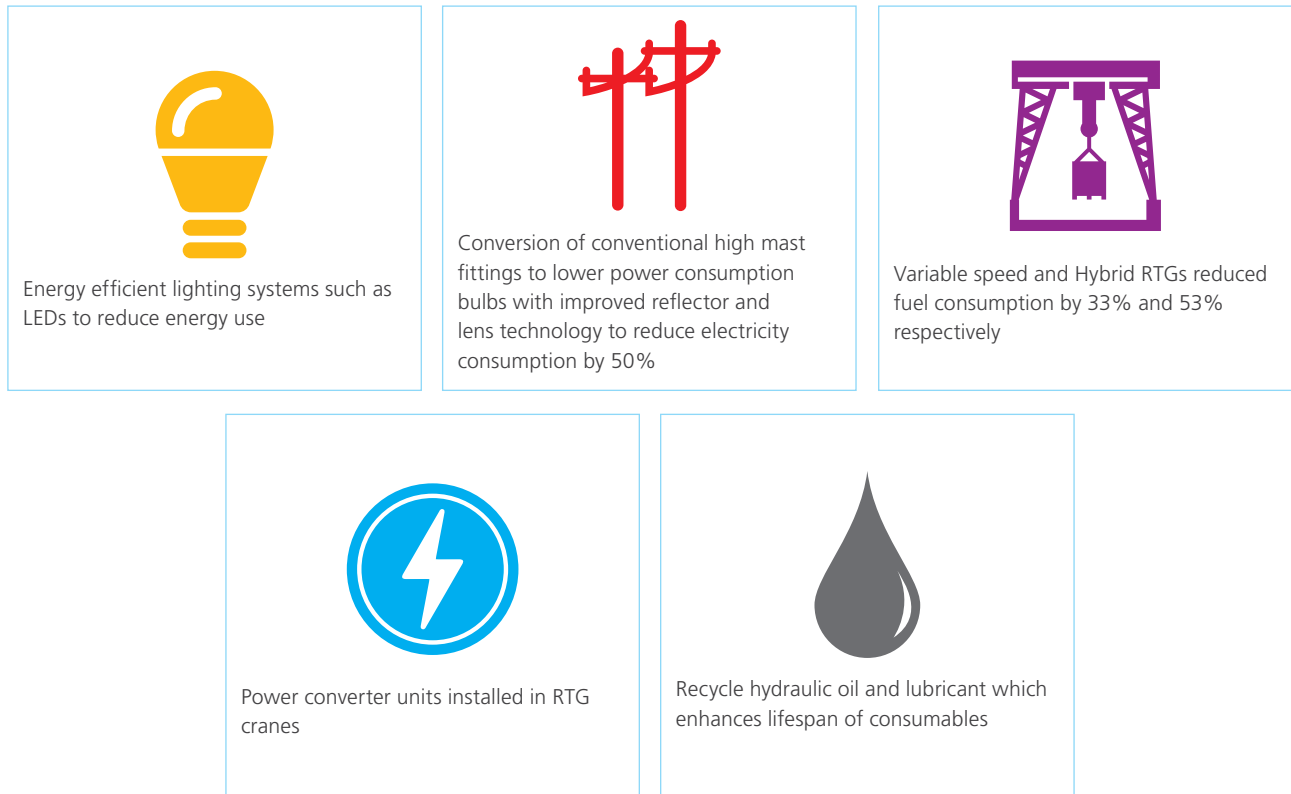
### Electricity Intensity

	2016	2015	2014
KWH/TEU	9.52	9.35	9.13

## ENVIRONMENTAL

Energy consumption is important in port operations and related activities. With higher energy costs, we are always seeking new ways and exploring technical improvements to reduce our fuel costs and conserve the environment. Some of the most significant initiatives are presented in the diagram below.

### Supporting Clean Energy



## Waste Management

Routine operational waste arising from port activities, relative to Westports overall throughput and volume, is not considered to be a major issue affecting marine life. However, Westports provides the interface to the land waste management and disposal system for vessels. Westports aims to reduce its waste where possible. Operational waste from vessels, if not properly managed, can end up contaminating and polluting the sea.

### Scheduled Waste

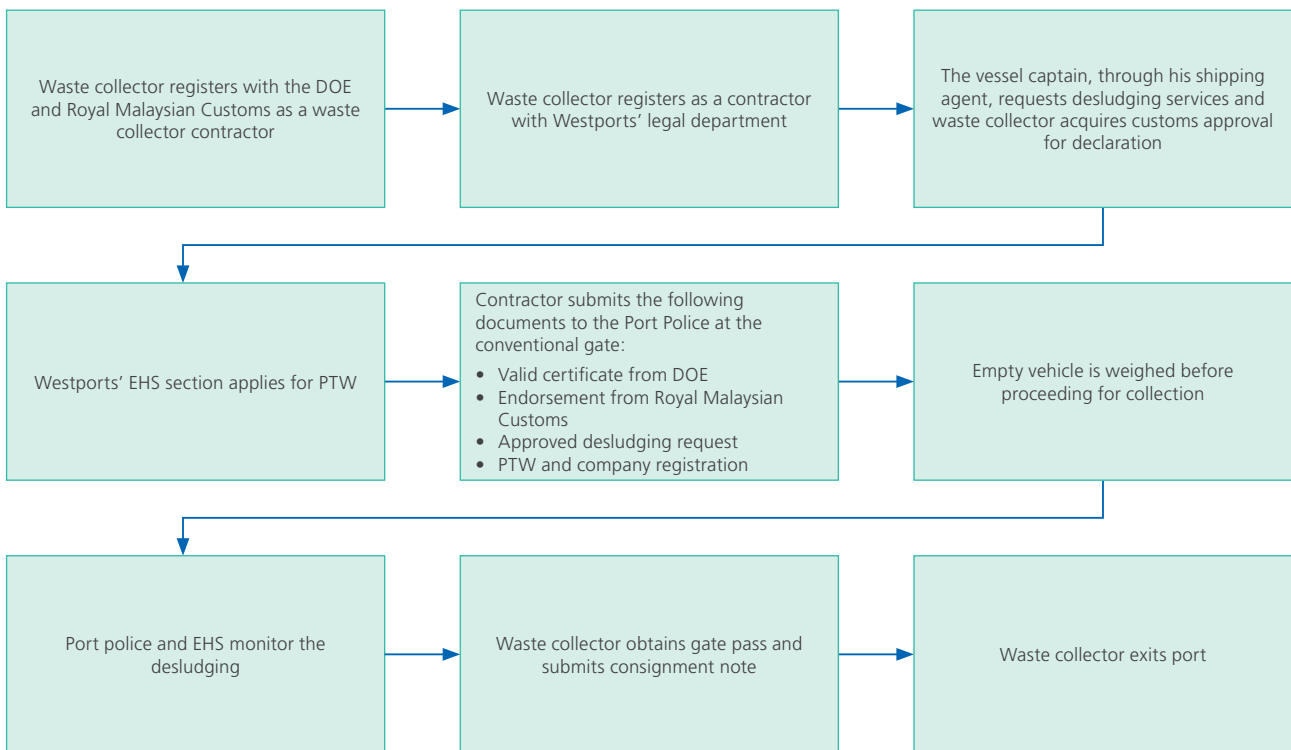
Westports has implemented proper management and control measures relating to using, handling, storing, packing, labelling and disposing of scheduled and general waste to prevent pollution to the environment surrounding the port premises. We handled 121 tonnes of scheduled waste in 2015 compared to 188 tonnes in 2014. In 2016, the total scheduled waste increased to 255 tonnes.

## ENVIRONMENTAL

Scheduled waste is stored and disposed off by our appointed licensed contractor as mandated by the Environmental Quality Act 1974. Westports reports its scheduled waste online through the Department of Environment's (DOE) Electronic Scheduled Waste Information System (eSWIS).

Westports has developed a Standard Operating Procedure (SOP) that governs the safe disposal of waste. It covers the receipt, transfer, transportation and final disposal of scheduled and general waste. This SOP is followed strictly to prevent environmental pollution within the port premises.

### Desludging of Waste SOP



Westports has a waste management system that allows the proper segregation of disposable and recyclable waste. The newly constructed effluent treatment plant system conforms to the Environmental Quality (Industrial Effluents) Regulations 2009.

A sludge collection system from ships and the new bunkering procedure were implemented in compliance with Environmental Quality (Scheduled Waste) Regulation 2005 and MARPOL Annex I & II respectively.



## ENVIRONMENTAL

### Recycling Hydraulic Oil





Westports invested RM250,000 in a hydraulic recycling machine to reclaim used hydraulic oil. This process offers many benefits such as increased machine reliability, considerable cost savings on oil, reduced time spent on oil changes, reduced environmental contamination and decreased waste disposal costs. In 2016, we recycled 6.56 tonnes of used hydraulic oil compared to 1 tonne of used hydraulic previously.

### Scrap Waste

All contractors must abide by our scrap management procedure. Contractors are required to obtain a license from Polis Diraja Malaysia (PDRM) in order to collect and transfer scrap. This license must be valid while conducting related activities on the company premises.

All contractors must handle scrap in a manner prescribed in the Environmental Quality (Control of Pollution from Solid Waste Transfer Station and Landfill) Regulations 2009.

### Requirements to Become a Scrap Waste Contractor

 <p>PDRM license</p>	 <p>Consignment note</p>	 <p>Drivers' information</p>	 <p>Record of progressive collection of scrap</p>
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Once these documents have been verified, Westports issues a gate pass that must be carried at all times for verification.

## Pollution Prevention and Monitoring

Shipping is the most energy-efficient way of moving large volumes of cargo. However, the ships emit nitrogen oxides (NOx), sulphur oxides (SOx), carbon dioxide (CO<sub>2</sub>) and particulate matter (PM) into the atmosphere. To address this issue, we ensure that all wastes in the port are properly managed in accordance with the International Convention on the Prevention of Pollution from Ships (MARPOL) International Laws.

Westports works closely with the Port Authority on matters relating to pollution. We ensure smooth traffic flow especially during peak periods to minimise emissions from vehicles entering the port and travelling on neighbouring roads. Dust from bulk cargoes is also a major source of air pollution in the neighbouring community. We developed various procedures to control, minimise and monitor dust.

The Westports Pollution Prevention Policy commits to reducing waste, minimising the use of raw materials, improving equipment efficiency and monitoring effluents discharge. As part of the port green initiative, trees are planted within and surrounding the port to sequester emissions from operations.

In compliance with the OSHA Act 1994 and the Factories and Machinery Act 1967 (Mineral Dust) Regulations 2000, we carried out exposure monitoring among the employees and port users to prevent occupational diseases caused by excessive exposure to dust. We engaged a consultant to monitor mineral dust in our Dry Bulk and Liquid Bulk Terminal. The assessment results showed that our terminal was free from hazardous dust.

## ENVIRONMENTAL

In June 2016, a third-party consultant assessed our indoor air quality according to the Indoor Air Quality 2010 (ICOP IAQ 2010) guide. The results showed elevated levels of total bacteria throughout all Westports' facilities. The management is seeking ways to reduce the total bacteria counts in the air throughout operations to ensure a safe and healthy working environment for our employees.

### Effluents Management and Water Pollution

Several initiatives were undertaken by Westports to comply with the Industrial Effluent Regulations 2009. Oil and grease traps were installed at all maintenance and repair workshops and weekly cleaning was performed. Water sampling analysis is also carried out yearly at various outlets close to the sea.

In compliance with the Sewage Regulations 2009, Westports conducts monthly preventive maintenance at its four Sewage Treatment Plants (STPs). The effluent is pre-treated at these plants to remove contaminants from the wastewater before being safely released into the sewer.

Westports conducts monthly maintenance and testing programmes. The most recent results are presented in the table below.

### Effluent Test Results From Four STP Plants in 2016

Test Parameter	Plant 1		Plant 2		Plant 3		Plant 4	
	Min	Max	Min	Max	Min	Max	Min	Max
Biochemical Oxygen Demand (BOD)	ND (<5)	15	ND (<5)	12	ND (<5)	10	ND (<5)	17
Total Suspended Solids	8	21	8	19	8	14	8	16
Chemical Oxygen Demand (COD)	10	54	13	45	10	38	12	16
Oil & Grease	ND (<1)	ND (<1)	ND (<1)	ND (<1)	ND (<1)	ND (<1)	ND (<1)	ND (<1)
Ammonical Nitrogen	1.21	20.2	1.06	12.4	2.3	11.2	3.6	11.4

The results from an independent laboratory show that the effluents discharged are well within the prescribed limits. Westports controls liquid pollution and continues to comply with the MARPOL for ships discharging ballast water.

Westports also undertook several initiatives to comply with the Industrial Effluent Regulations 2009. Oil and grease traps were installed at all maintenance and repair workshops, which are cleaned each week. Yearly water sampling analysis is also performed at various outlets near the sea.

In compliance with the Sewage Regulations 2009, monthly preventive maintenance is carried out on four Sewage Treatment Plants (STPs).

## ENVIRONMENTAL

### Air Pollution and Emissions Intensity

Westports monitors the emissions from its RTGs in compliance with the Clean Air Regulation 2014. We began purchasing Variable (VS) Speed RTGs and Hybrid RTGs in 2014. Both RTGs have greater fuel efficiency which leads to reduced emissions.

The VS RTG delivers optimum load-dependent power levels by reducing engine speed in accordance with demand. The Hybrid RTGs are fitted with an energy storage solution that offers substantial savings without any loss in productivity. Using stored power from the reserve when required, the reduced dependency on the diesel engine can deliver fuel savings of up to 30% depending on the type of use.

Emissions from RTGs are analysed through the Ringelmann Chart which complies with the Factory Machinery Act 1967 (FMA) standards. The RTGs frequently undergo corrective maintenance to ensure emissions are maintained at 20% and never exceed 40%.

Westports' terminals have in-house RTG engine injector servicing facilities. Regular injector maintenance reduces heavy black and white smoke being emitted during injector failures by 10%. All new terminal tractors (TTs) follow the Euro 4 emissions standards.

### Emissions Intensity: kg of CO<sub>2</sub> e Produced by Westports' TTs and RTGs

	2016	2015	2014
TT CO <sub>2</sub> e/TEU	3.99	4.28	4.51
RTG CO <sub>2</sub> e/TEU	2.07	2.28	2.43

Westports wants all employees and occupants to enjoy clean indoor air. Indoor Air Quality (IAQ) assessments from 39 sampling points in our main office buildings are analysed in compliance with the Industry Code of Practice. This IAQ assessment ensures all employees and occupants are protected from poor IAQ that could adversely affect their health and well-being.

Smoking is prohibited on all premises within the port vicinity to ensure the port is free from pollution. In 2015, we committed to 100% compliance with this smoking policy for our Ship-to-Shore (STS) crane operators. This policy aims to prevent pollution and comply with applicable legal and other requirements.

### Noise Control

Monitoring and managing noise from construction can be a difficult task. The nature and location of the noise generated can change over the course of a day and as the project develops.

Boundary noise levels are monitored periodically as per DOSH and DOE requirements. Noise characteristics at areas surrounding the project site boundary are determined to ensure we do not exceed the Malaysian Recommended Noise Limit.

Our consultant monitors the boundary noise levels at the container terminals, which include our maintenance workshops. The report confirmed that noise levels are within the recommended limits.



## ENVIRONMENTAL

### Water Management

Clean water was once an abundant natural resource. However, it is becoming a more valuable commodity due to droughts and overuse across the world.

Although not a major user of water, Westports monitors its use with the aim of reducing wastage whenever possible. Since 2014, Westports has been replacing its corroded iron pipes with High-density Polyethylene (HDPE) alternatives. This upgrading work prolongs the pipes' lifespan up to 50 years from the original 15 years by eliminating corrosion and water leakages. All iron pipes will gradually be replaced with this HDPE type.

#### Water Consumption

	2016	2015	2014
Million M <sup>3</sup> Water	1.60	1.44	2.16

Westports recognises climate change as a material issue and protects the environment from adverse impacts. Our climate change strategy and engagement with both employees and contractors help reduce greenhouse impacts. Examples include research into renewable energy and a complete climate change risk assessment.

Westports aims to achieve efficiency gains as well as cost and emissions reductions by adopting new technology. Switching to cleaner fuels and implementing technical and operational measures also help improve fuel efficiency. In 2016, we replaced most buses used to transport workers to their places of work with a more fuel-efficient model. These shuttle buses are part of our efforts to enhance safety by reducing the number of vehicles entering the port and wharf area. The shuttle buses also minimise emissions from transportation.

The management team evaluates and assesses new technologies and innovation to improve operational efficiency, which ultimately leads to a reduction in our environmental footprint. Led by our Chief Executive Officer, Mr Ruben Emir Gnanalingam, the management team include representatives from operations and planning, the maintenance and repair department, engineering, IT and finance. Reports and findings are discussed on a regular basis.

Westports continues to work with the Port Klang Authority and International Maritime Organisation (IMO) to collectively mitigate the impact from climate change. Senior management personnel use their expertise during discussions to provide input on public policy and regulations matters.

Westports is working towards managing and measuring its carbon emissions as part of its Carbon Management Plan. The Company uses the internationally recognised Greenhouse Gas ("GHG") Protocol established by the World Business Council for Sustainable Development (WBCSD) and World Research Institute (WRI). Our emissions accounting is based on the GHG Protocol classification of direct and indirect emissions.

## ENVIRONMENTAL

Emissions Scope	Category	Indicators Measured
Scope 1	Direct GHG Emissions	Machinery & company-owned vehicles
Scope 2	Indirect GHG Emissions	Electricity
Scope 3	Other Indirect GHG Emissions	Air travel

### Scope 1

We report GHG emissions from all machinery and company owned vehicles. Consumption is calculated from fuel purchases for TTs, RTGs, tug boats, buses and other machinery. Fuel volume is derived from the cost of purchase. The volume of CO<sub>2</sub> emissions from the consumption of fuel is derived from the emission factor published by the IPCC Guidelines for National GHG Inventories.

#### CO<sub>2</sub> Emissions from Machinery and Company-owned Vehicles

	2016	2015	2014
CO <sub>2</sub> e Emissions (tonnes)	119,896	110,758	105,375

### Scope 2

We calculated emissions resulting from electricity consumption, which is used to power our STS cranes, reefer containers, port operational facilities and buildings. The volume of CO<sub>2</sub> emissions from the use of electricity was derived using the emission factor published by the Malaysian Green Technology Corporation for the Peninsular Grid.

#### CO<sub>2</sub> Emissions from Purchased Electricity

	2016	2015	2014
CO <sub>2</sub> e Emissions (tonnes)	70,775	63,213	56,657

### Scope 3

Air travel GHG emissions were calculated point to point including the number of employees on board and distance travelled. Separate calculations were performed for business and economy class flights.

A centralised system is employed for the booking of the majority of short and long haul flights. Online tools derived from the WRI Greenhouse Gas Protocol have been used to calculate the CO<sub>2</sub> emissions from air travel.

In 2016, CO<sub>2</sub> emissions from air travel amounted to 120 tonnes.

## ENVIRONMENTAL

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### Ozone Depleting Substances

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Ozone depleting substances (ODSs) are substances which deplete the ozone layer and are widely used in refrigerators, air conditioners, fire extinguishers, dry cleaning, cleaning solvents, electronic equipment and as agricultural fumigants.

The Montreal Protocol on Substances that Deplete the Ozone Layer aims to protect the ozone layer by phasing out these substances that are believed to be responsible for ozone depletion.

Westports supports this initiative and has replaced older air conditioning equipment in the operators' cabins with inverter alternatives and green refrigerant gas.

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### Protecting Biodiversity with the Mangrove Replanting Programme

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Mangrove forests are extremely productive ecosystems that provide numerous benefits to both the marine environment and people. They are home to various species of fish, crab, shrimp and mollusc. Their dense root systems also trap sediments flowing downstream and off the land. This stabilises the coastline and prevents erosion from waves and storms.

Westports believe environmental protection should be the responsibility of all parties including companies, schools and individuals. On 30 May 2015, Westports initiated an ongoing mangrove replanting programme to help rebuild Pulau Indah's ecosystem and beautify the area. Westports collaborated with Infinity Logistics & Transport Sdn Bhd and Central Spectrum Sdn Bhd (Central Spectrum) under the guidance of the Coastal Fishermen Welfare & Education Association Malaysia. Seventeen employees took part in this event despite it being held on a weekend. Students from SMK Pulau Indah were also involved in the programme so that they develop an understanding of our ecosystem, as well as a love of nature. In 2016, more than 750 mangrove trees were planted. Furthermore, 650 mangrove seedlings were sowed to ensure a stable supply of mangrove trees at cost effective rate for the sustainability of this programme.

A mangrove nursery was also established in Selangor to purchase seeds at preferential rates. Many fishermen recognise the importance of mangrove ecosystems for coastal defence as well as providing a habitat, nursery and breeding grounds for marine life. Westports aims to continue with this collaboration to safeguard the interests of the fishing communities in Pulau Indah.

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### Compliance

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Westports adheres to all laws and regulations relevant to its operations. Examples of laws and regulations complied with include the:

- Port Authorities Act 1963
- Port (Safety of Workers) Rules, 1985



# SOCIAL: SOCIETY

Primarily, Westports channels its society contributions towards the Pulau Indah community. We prioritise philanthropy closer to our homes as the people on the island have contributed to the growth of Westports since operations commenced. This approach supports our business strategy of giving back to the community in which we operate.

## Five CSR Focus Points

 <p><b>POVERTY ERADICATION</b></p>	 <p><b>ENHANCING EDUCATION</b></p>	 <p><b>REFURBISHING COMMUNITY FACILITIES</b></p>
 <p><b>CONTRIBUTION TO THE NATIVE ORANG ASLI COMMUNITY</b></p>	 <p><b>ENSURING SAFETY AND SECURITY ON PULAU INDAH</b></p>	

## Poverty Eradication

“ Right from the day it was born, Westports had adopted Pulau Indah at the core of its CSR initiative. Aptly called 'Zero Poverty Programme at Pulau Indah', it aims to elevate the quality of life of the villagers and upgrade the development of the island. Today, Pulau Indah is poverty-free. ”

Tan Sri Datuk G. Gnanalingam, Executive Chairman

## Departmental CSR Focus

HR	Conventional	Finance	Container	Engineering	Port Police	IT
Education	Orang Asli community	Poverty Eradication	Gotong-royong and recycling	Repair works	Crime and surveillance	IT Literacy and computer lab

The small population on Pulau Indah is traditionally involved in agriculture and fishing. Today, many companies are now based on Pulau Indah, employing hundreds of workers. However, there are still some local villagers who require a little help.

## SOCIAL: SOCIETY

Westports has identified pockets of poverty and has been providing subsidies to those in need. Monthly financial assistance amounting to RM300 is given to single mothers with low incomes, old folks and orphans on Pulau Indah. Seven families have received this financial assistance. During the *Hari Raya* festive season, we also gave them goodie bags containing food and essentials.

### **Hari Raya Celebration**

On 28 June 2016, Westports treated 20 underprivileged students from SK Pulau Indah (1) to *Hari Raya* shopping at Tesco Extra Bukit Tinggi. The children purchased new clothes and shoes for the *Hari Raya* celebrations.

Westports also shared the joy of *Hari Raya* with the poor and single mothers on 29 June 2016. The children were given hampers and goodies and donations were extended to these less fortunate mothers.

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## Contribution to the Native *Orang Asli* Community

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Volunteers from the Conventional Department cleaned the community hall and surrounding areas at an *Orang Asli* settlement on Pulau Indah. The team cleaned drains and also removed rubbish from the road shoulders and lawn. Eighteen volunteers took part in the clean-up programme.

This community initiative improved the *Orang Asli* settlement by promoting a healthy and conducive living environment. The engagement also helped Westportians develop cordial relationships with the *Orang Asli* community who were grateful for the help. The children also engaged with our volunteers in a fun environment through sporting activities held in the village.

On 19 March 2016, Westports held a sports day and 'telematch' for *Orang Asli* children on Pulau Indah. This initiative helped promote good relations with *Orang Asli* families and other community members.

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## Enhancing Education

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Westports allocated resources to improve education in the local community. The Group helped children develop individual skills that improved their livelihoods.

### **Enhancing Education**

The Trust School programme is managed by Yayasan Amir, a unit of Khazanah Nasional in collaboration with the Ministry of Education. The schools aim to meet key performance levels that will lead to sustainable and positive outcomes. This five-year programme was established in 2014 with a total budget of RM5.6 million. We have contributed approximately RM5 million to date.

We have sponsored three schools in Pulau Indah under this programme namely Sekolah Kebangsaan ("SK") Pulau Indah 1, SK Pulau Indah 2 and Sekolah Menengah Kebangsaan ("SMK") Pulau Indah. These schools achieved their targets in all strategic goals in the third year of the programme.

## SOCIAL: SOCIETY

Westports also supported these three schools in the following educational programmes:

- i. A motivational programme to help students achieve good results. 150 students from SMK Pulau Indah participated in this programme.
- ii. Students with the best attendance record from SK Pulau Indah were rewarded. 100 students received stationery sets for their good record. This programme was part of *Program Ponteng Sifar*.
- iii. Engineering has jointly refurbished and upgraded the school facilities several times to provide a conducive, safe and comfortable environment for students to study in.
- iv. 80 Form 5 students attended educational visits to local universities to experience a varsity environment. Forty primary students were also taken on a trip to Farm in a City in Seri Kembangan. The students enjoyed learning and developed an appreciation of nature.
- v. An IT workshop was delivered to introduce students to different types of software such as photo editing, blogging and mobile applications.

“We really appreciate Westports’ invitation to participate in the English Day programme as there are many interesting activities for the students. It is a really great opportunity for them to be in this programme. This programme has encouraged students to converse in English more confidently. We do hope that Westports can plan this programme as an annual activity. On behalf of the school, I would like to thank Westports for organising this fun activity to build the students confidence in English as well as to increase their social skills”.

**Pn Nun Zarinah, English Teacher**

“Thank you Westports for organising this activity. I enjoyed this programme very much and I was happy to be part of it. Its activities make learning fun for us”.

**Tengku Zarif, Student**

Westports’ continuous support of the Trust School Programme in SK Pulau Indah and SMK Pulau Indah has enabled sustainable school transformation, reaching out collectively to 2,771 students and 176 teachers, including senior school leaders and school management.

**En Nik M. Fahmee, Programme Director of Yayasan Amir**

### English Programme for Students

The English language was also given equal importance to primary school students. An animation show was presented in English at our auditorium. The production was followed by light refreshments and a question and answer session to gauge the effectiveness of the show. This programme was held in the school holidays and well received by 85 students.



## SOCIAL: SOCIETY

### College Vocational Visit to the Port

Approximately 30 students from College Vocational Bukit Tinggi Klang were exposed to the various sections within the M&R department. Each gained insight into routine maintenance and repair operations at one of the world's leading ports. During a port tour, students observed port equipment being maintained.

The visit was headed by our trainers who also highlighted available careers at the port for mechanical, electrical, electronic and civil engineers.

### University Trip

In April 2016, we invited students from SMK Pulau Indah to visit local universities in Malaysia including UKM in Bangi on 21 April 2016 and IIUM Gombak on 27 April 2016.

All Form 5 students of SMK Pulau Indah had the opportunity to visit the universities in Bangi and Gombak to understand the minimum requirements to enrol on their courses. They were given exposure and gained awareness of the importance and benefits of tertiary education.

### Westports RSCY Community Sailing Programme

On 20 March 2016, Westports and Royal Selangor Yacht Club (RSYC) organised the Westports RSCY Community Youth Sailing Programme following its success in the previous year. The programme was initiated by our Marketing Department and was sponsored by Westports. Sporting events such as sailing help boost children's confidence.

Twenty-two students aged between 10 and 16 from SK Pulau Indah 1 were accepted on the programme. The programme consisted of nine training lessons on weekends and was well received by the students.

Syazrin bin Muhd Idris recently competed at the district level and won a gold medal at the Kejohanan Perahu Layar Majlis Sukan Sekolah Selangor (MSSS) 2016 competition. He was also placed eighth in the Majlis Sukan Sekolah-Sekolah Malaysia competition (MSSM) 2016.

"There is pride in being a sailor, not everyone has an opportunity to do it. I love the scenery while out on the boat, it is simply beautiful."

Syazwan bin Mohd Idris

### Soroptimist Organising Puberty Tools (SPOT) Programme

Westports recognises that some girls need guidance and educational awareness as they enter puberty and additional advice on practising good personal hygiene. Westports sponsored and organised a programme called 'SPOT' for female students of SK Pulau Indah 2 to raise the awareness of puberty management and feminine care. SPOT addresses current social ills, which include increasing under-age sexual activity, under-age pregnancies, unsafe abortions and baby abandonment by youths.

The programme was well received by 65 students from SK Pulau Indah 2 and 130 students from SK Pulau Indah who attended the event. The participants gained a more positive attitude towards reproductive health and social development.

A total of 17 hours spanning four sessions were invested in this programme. All Standard 4 female students of SK Pulau Indah 2 had the opportunity to attend this programme.

## SOCIAL: SOCIETY

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### Refurbishing Community Facilities

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#### Refurbishing of Sekolah Tahfiz Madrasah' Ulumul Quran Wal Ahadith

On 14 March 2016, a refurbishment and *gotong-royong* programme was organised at Sekolah Tahfiz Madrasah' Ulumul Quran Wal Ahadith. The team of volunteers comprised 60 employees and senior managers from the Container Group, Vessel Planning Group and Logistics.

The event included cleaning up the school's surrounding areas and toilets. The volunteers also refurbished the toilets, installed towel racks and laid floor mats.

#### Improving Living and Safety Standards

Forty-three Westports' representatives helped to refurbish a house at Kg Sg Pinang. The occupants suffered unsuitable living conditions and the property had no safety infrastructure.

The volunteers desludged the septic tank and refurbished the walls, floors and toilets. They also laid electrical wiring and piping, repaired the roof, plastered and painted the walls and performed vector control. The volunteers from the engineering department worked a total of 100 hours, including some time in their weekends.

Westports' contribution was highly appreciated by families within the local community. The volunteers found it rewarding to bring some cheer to these deserving families.

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### Donations

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Westports has donated more than RM1.8 million to support various good causes, especially those which advance the education level of our citizens. These contributions have improved the sustainability of communities surrounding the port.

The Company has also contributed to advancing sports in Malaysia through its sponsorship of Westports Malaysia Dragons. More than RM1.6 million was spent on sponsoring activities and the goals of Westports Malaysia Dragons.

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### Uniting Community Through Sports

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In conjunction with the National Sports Day, Westports was the primary sponsor for the inaugural Westports-SportsUnite U. R. MY BRO Junior Unite Basketball League 2016. The Under-15 Unity Basketball League 2016, held from mid-October to early November 2016, was the first Unity Basketball League to be held in Klang. The preliminaries were held at Pandamaran Basketball Court, Kg Baru Pandamaran; the finals at our newly launched state-of-the-art T.A.N.S.R.I.G. Culture Hall at Westports on Pulau Indah.



## SOCIAL: SOCIETY

Junior basket enthusiasts from diverse racial and cultural backgrounds took part in this league with the theme of ‘Unity among Races’. Each team required 12 players with at least five not being Chinese. The teams had to be represented by at least two non-Chinese players at all times when playing on the court.

Westports was proud to nurture young athletes who will represent the state and nation. SMK Raja Abdullah won the championship and was awarded the Tan Sri G trophy and a cash prize of RM1,500. The other finalists comprised SMK Enku Hussein, SMK Kota Kemuning Shah Alam and SMK Khee Beng.

### Ensuring Safety and Security on Pulau Indah

Westports realises how important safety and security are for our community members. Our safety and security measures follow international standards and are befitting a world-class port. Westports Police, Fire & Rescue and EHS Department, established under the provision of the Police Act 1990 and Privatisation Agreement 1994, is empowered to keep the port and Pulau Indah safe and crime free.

#### Minimum Port Police Requirements

Malaysian citizen	Minimum qualification of SPM	Aged between 20 and 28	Able to work in three shifts
Physically and mentally healthy	At least 1.63 m tall	Weigh 50 kg and above	Minimum chest measurement of 81 cm (normal) and 86 cm (inflated)
6/9 vision without spectacles	Not suffer from colour blindness and be able to hear clearly	Ability to converse in both Bahasa Malaysia and English with good leadership skills	Experience in uniform body will be an added advantage
Active in sports	Provided Pulapol training of 3 months and 1 month BOMBA	Possession of a valid driving license	A clean criminal record



## SOCIAL: SOCIETY

### Responsibilities of Westports' Port Police Department

Security of vessels and cargo	Safeguarding the office building, distriparks and other properties	Industrial safety, fire protection & prevention aspects
Patrolling services for the companies within the port premises, industrial area & residential area on Pulau Indah	Traffic control on Pulau Indah's roads	Standby duty at liquid bulk terminal and dangerous goods storage area
Ambulance services for port users and employees	Crime prevention consultancy for commercial sectors in Westports	Escort services
Fire audit for private warehouses	On land and underwater rescue operations	MSDS consultancy on dangerous cargo handling, transportation and storage
Training on security, port police, industrial safety, fire prevention and rescue training for port users and employees	Joint operations with the police department in curbing index and maritime crime	Port pass processing
Smart card security system (SCSS) processing		Visitor Management System (VMS) processing at conventional gate





At Westports, we recognise that we are more than just a business; we are part of both a local and global community. Our commitment to wellness and safety covering our employees is also extended to our communities and the environment.

Westports' Port Police helps provide a safe and secure living to the community on Pulau Indah. The unit responds to differing distress calls from islanders and on some occasions to requests beyond its jurisdiction. Unlike other auxiliary police units, Westports' Port Police also handles:

- Peak-hour traffic flow management
- Firefighting
- First-responder emergency ambulance service
- The containment of hazardous materials (hazmat)
- Underwater rescue
- Maintaining the depth and safety of the port's waterway

## SOCIAL: SOCIETY

### Additional Initiatives by Our Dedicated Port Police

 <p>Patrols island thrice daily</p>	 <p>7 CCTVs installed on the island under the NKRA initiative</p>	 <p>Traffic control especially during peak hours at selected points along the Pulau Indah highway</p>	 <p>Acts as a first response to accidents on Pulau Indah, especially during peak hours</p>
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### Unique Features

Uniquely, Westports' Port Police has the power to investigate, arrest, interrogate and prosecute criminals for offences committed on Pulau Indah. Officers can also arrest suspects even if they have absconded to distant locations.

Westports police organisation is equipped with an online police reporting system (PRS) linking its command centre directly to PDRM headquarters in Bukit Aman, Kuala Lumpur.

The unit delivers frequent briefings and seminars on port security procedures. Training programmes cover evidence gathering as well as investigation, arrest and prosecution procedures. Mock trial sessions, held at its training centre on Pulau Indah, are well attended by other Malaysian port police, auxiliary police units and port-related agencies.

### Highly-trained Personnel

Westports Port Police personnel have demonstrated their skill and dedication by providing the highest standard of service. New hires must attend rigorous training before they are allowed to report for duty at their respective stations.

PDRM instructors, the fire brigade and the armed forces are regularly invited to conduct training sessions. Recruits are also sent for short placements at PDRM and the Tengku Ampuan Rahimah Hospital in Klang. These placements allow the recruits to gain broad first-hand experience.

New inductees undergo four-and-a-half months of in-house training at the Westports Port Police Training Centre. They then report to the PDRM's Training Centre (PULAPOL) in Kuala Lumpur for a nine-week intensive training programme, followed by a two-week internship at a department within PDRM.

Recruits undergo one and a half months of rigorous drills in firefighting, hazmat management and emergency medical treatment. They are trained to perform rescues in high-rise buildings, confined areas, on ships, at sea and underwater. These training sessions are conducted by specialists from the fire brigade, navy and SMART team.

Upon completion of this training, every recruit is prepared for early emergency response, recovery and prevention.

Other compulsory training programmes include high angle rescue, weapons handling, International Ship & Port Facility Security Code (ISPS) awareness, ship shore safety, scuba diving, fire prevention and fire-fighting, explosive handling, medical training and performing CPR.

## SOCIAL: SOCIETY

### Community Clinic

Westports extended its medical coverage to employees' immediate family members and residents of Pulau Indah. Since 2003, the Group has operated the Community Clinic next to the in-house clinic.

The Community Clinic has a dedicated doctor and two administrators and is supported by a shared medical team which operates from Monday to Friday, between 9.00am and 5.00pm. The clinic is fully equipped with three beds for patients to receive immediate treatment. Westports' ambulance is on call 24 hours a day to bring patients to the clinic or hospital as and when required.

Westports waives consultation fees for residents of Pulau Indah and medicine is reasonable and affordable. It also performs basic medical examinations for senior citizens and single mothers.

This medical facility also serves as a panel clinic for employees of our landed clients and other companies on Pulau Indah.

### Crime Prevention and Safety Programme

On 29 March 2016, two port police officers and seven non-executive employees visited SK Pulau Indah to demonstrate first aid techniques. Two teachers and 139 students of Standards 5 and 6 attended this crime prevention and safety programme at their school. PDRM also prepared exhibitions for the students.

On 18 May 2016, we reached out to four teachers and 53 *doktor muda* club members of SK Pulau Indah to deliver a briefing on basic paramedic equipment and ambulance features.

## Ethics and Anti-Corruption

Westports' commitment to integrity and transparency is clearly stated in the Employee Handbook and Code of Conduct, which covers the purpose and scope, compliance with the law and fair dealing and integrity. The policy also covers whistleblowing and anti-bribery. Together, these documents are the guardians of Westports' integrity and outline the standards by which business is conducted.

Westports firmly opposes all forms of corruption and follows the highest ethical standards when doing business.

### Corrupt Practices Outlawed at Westports

 <p><b>BRIBERY</b></p>	 <p><b>FRAUD</b></p>	 <p><b>MONEY LAUNDERING</b></p>
 <p><b>EMBEZZLEMENT</b></p>	 <p><b>OBSTRUCTION OF JUSTICE</b></p>	 <p><b>TRADING IN INFLUENCE</b></p>

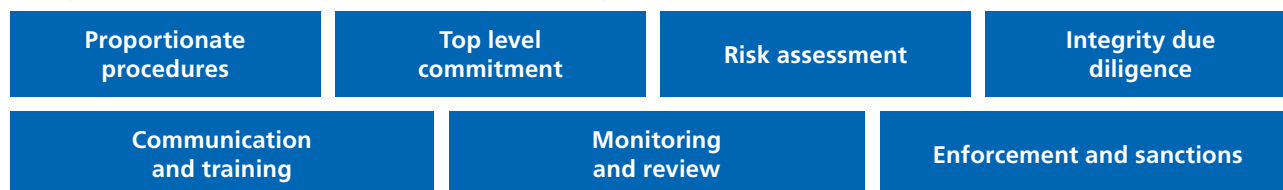
## SOCIAL: SOCIETY

Any corrupt activity in both the public or private sectors is prohibited. Offering, giving, requesting, accepting or receiving bribes, including facilitation payments, is strictly prohibited. Our zero tolerance of corruption and ethical standards is stated in the Code of Conduct, contractual terms and other governing documents.

Employees found to have been involved in bribery are subject to disciplinary action that can lead to termination. Heads of departments and sections must ensure that all employees adhere to the Anti-Bribery Policy.

The Board of Directors oversees our compliance with anti-corruption policies. Every employee is responsible for preventing and reporting instances of bribery using our whistleblowing channels. This also includes any suspicious activity or wrongdoing that may lead to bribery.

### Components of Our Comprehensive Anti-corruption Efforts



A keen understanding of corruption risk exposure is the cornerstone of an effective anti-corruption compliance programme. Corruption risks, including bribery, are an important element in Westports' risk register. This helps the Company design proper mitigation strategies and strategically deploy resources to combat potential instances of bribery, corruption and fraud. This is especially important for operations deemed to be of 'high risk'.


Westports places great emphasis on anti-corruption and anti-bribery and its firm position is communicated to all employees. Employees receive a copy of the Employee Handbook upon joining the Company. Each must sign the acknowledgement form and return it to the Human Resources Department.


Ethics, corruption and bribery will be covered in Westports' awareness programme and port attachment modules. Employees will also be reminded of our firm opposition to corruption during regular engagement sessions with employees and this is an ongoing process.

Westports' anti-corruption policy is also communicated to suppliers, contractors, subcontractors, agents, joint venture companies and third parties which the Company works with. Terms included in our 'Letter of Award' include the prohibition of illegal cargo and fraudulent misrepresentations on cargo documents.

Every contractor, subcontractor and third party is subject to corruption and bribery risk assessments and must declare they are not involved in any corrupt, unethical, misconduct and illegal behaviour. The screening of new and existing business partners on corruption and bribery is part of our due diligence in the context of Westports' compliance requirements.

In 2016, there were two cases of corrupt practices referred to HR and the staff involved were subjected to a domestic inquiry. The employees involved were terminated and the cases were referred to the relevant authorities. In 2015, we were fined RM3,000 for non-compliance with laws and regulations and there were no cases in 2016.

 No political contributions to candidates for public office or political parties.

 No corporate funds used to make independent political expenditures.



## SOCIAL: SOCIETY

### Public Policy Development and Lobbying

Westports actively participates in port-related public policy discussions and communicates regularly with the port authority.

We continuously engage with various government ministries and bodies such as the Economic Planning Unit (EPU), Performance Management and Delivery Unit (PEMANDU), Ministry of Transport (MOT), Ministry of Finance (MOF), Ministry of International Trade and Industry (MITI), Malaysia Productivity Council (MPC) and Malaysia External Trade Development Corporation (MATRADE). We advocate matters regarding the logistics industry and hold dialogue to support the national transportation agenda.

We also deal with local government agencies such as the Port Klang Authority (PKA), Royal Malaysian Customs Department (RMC), Department of Safety and Health (DOSH), Department of Environment (DOE), Royal Malaysia Police (PDRM), Fire and Rescue Department (BOMBA), Port Health Authority and Klang Municipal Council (MPK) regularly to ensure compliance with their policies, rules and guidelines. Dialogue sessions with the local government agencies are also held on a monthly basis.

As a pit stop for container vessels plying the world’s busiest shipping lanes, we engage actively with stakeholders to develop the industry. Key players consist of other port players, the local authority, forwarding agencies and business partners. The most significant key roles we play in the industry value chain are summarised below.

Body	Contribution
Port Consultative Committee (PCC)	As port stakeholders affect and are affected by the Port Authority’s decision, the Ministry of Transport (MOT) appointed various government and industry representatives as members of the PCC. CEO, Mr Ruben Emir Gnanalingam, represents Westports on this committee. A PCC meeting is convened when certain port-related policies are implemented, especially if there are: <ul style="list-style-type: none"> <li>• Substantial changes in tariffs</li> <li>• Plans to expand or develop the port</li> <li>• Any other matters that will affect the industry and country</li> </ul>
National Logistic Taskforce (NLTF)	Operating under the purview of the Ministry of Transport, the NLTF meets three times a year. It is responsible for designing, implementing and monitoring the action plans as stated in the Logistics and Trade Facilitation Master Plan. NLTF reports to the Special Committee on Services, which is chaired by the Prime Minister.  Westports is consulted on port infrastructure and logistics resource development under Cluster II – Trade Facilitation Mechanism, headed by the Ministry of International Trade and Industry and the Royal Malaysian Customs Department.
Focus Group on Trading Across Border (FGTAB)	FGTAB is an initiative by the Ministry of International Trade to improve Malaysia’s ranking in cross-border trading. As an FG TAB stakeholder, Westports engages with all key players on a quarterly basis to boost and improve logistics in Port Klang. Other stakeholders include the Selangor Freight Forwarders and Logistics Association (SFFLA), Royal Malaysian Customs Department, Ministry of Transport and Malaysia External Trade Development Corporation (MATRADE).
Logistics Council of Malaysia International Chamber of Commerce and Industry (MICCI)	Founded in 1837, MICCI is the oldest chamber in Malaysia. Representing almost 1,000 corporate members in over 30 different countries, MICCI helps its members improve their businesses. Westports and MICCI work together to ensure members can do business more easily.

# SOCIAL: LABOUR PRACTICES AND DECENT WORK

Westports continues to focus on developing an inclusive company in which attracting, developing and retaining excellent and diverse talent is central. We believe that only the best workforce can deliver sustainable business and operational performance. With our ever-expanding human capital, diversity has become one of our most valuable assets.

Our workplace practices are in line with the Malaysia Employment Act 1955 and the International Labour Standards. Our Employee Handbook, which is given to each employee during their induction, serves as a quick reference for many employment issues. We are pleased that there have been no incidences of noncompliance in our labour practices.

## Employer of Choice – Why Westports

Going beyond being a normal employer	1 <sup>st</sup> class medical benefits provided to staff and their dependents	A caring company through active involvement in CSR activities	Extensive career development training provided
Career progression	A family-oriented company	100% compliance with government policies	Reward for performance
Extensive benefits provided		Technology focused is a priority	Minimum living wage higher than the industry practice

### No Retrenchment Policy

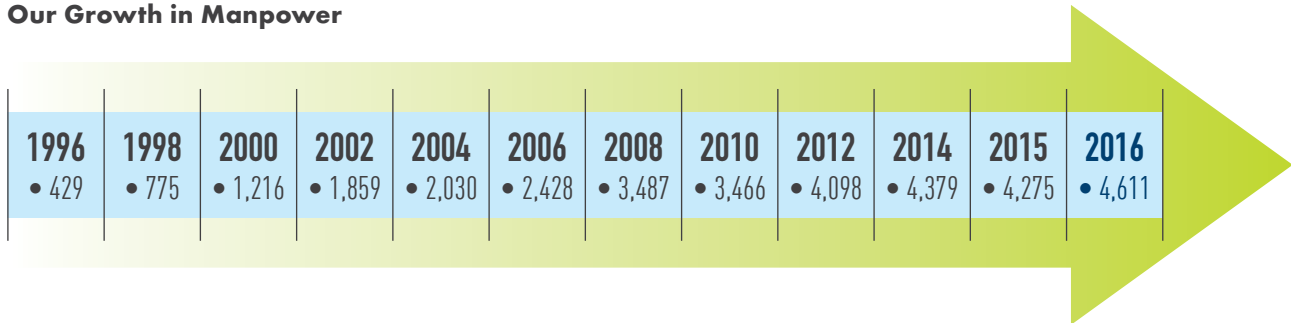
During the economic crisis of 2008, we had a headcount of 3,487. Westports had more than 500 excess employees but none were retrenched. We delivered additional skills development and training programmes to ensure that they remained relevant in the employment market. No changes were made to the Company's bonus system despite these economic challenges.

Westports understands that its people play a pivotal role in its success. Becoming the regional leader in the port industry is dependent upon employees' potential, dedication, knowledge and performance combined with strong leadership.

The Group has gone to considerable effort to create a work environment that stimulates innovation, team spirit, engagement and achievement. Our ambition is to be the employer of choice for both our current and future employees. Our work in this area led to us receiving awards, the most recent being the Gold Award for 'Employer of Choice 2016' awarded by Malaysian Institute of Human Resource Management (MIHRM).

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Our Growth in Manpower



### Westports' HR Champions Meet Employees' Demand

Today, employees have more options than ever before. They demand a new value proposition that allows them greater career support, flexibility to manage their work and more opportunities to develop their skills.

We have appointed HR champions to meet these challenging demands to continue being viable in the talent ecosystem. These champions comprise executives and managers from various departments who act as mediators between the management and employees. Monthly dialogue sessions are held to hear and obtain employees' feedback and concerns, which are subsequently heard by management. The HR champions check the status of each issue and report any management feedback to the employees. During the dialogue sessions, employees may also receive company updates and developments. Employees can also explain their grievances to the HR Champions in the strictest of confidence.

### Family-friendly Workplace Strategies

Westports strive to provide all employees with a balance between work and family responsibilities. Flexible arrangements help employees manage family and lifestyle commitments while still furthering the needs of the business. Reducing the stress from conflicting family, work and other demands benefits employees, employers and the wider community. Our family-friendly workplace strategy is summarised below.

#### Highest Parental Leave in the Industry

According to the Malaysian Employment Act 1955, every female employee is entitled to maternity leave for a period of not less than 60 consecutive days in respect of each confinement period. Westports has extended this to 90 consecutive days to allow our female employees to recuperate and spend extra time bonding with their newborns.

There is no provision for paternity leave under Malaysian law that allows a father time off for the birth of a child. Westports grants five paid paternity leave days for the birth of each new child, higher than the common industry practice of three days. We are happy to help fathers in our company with their first steps of parenthood.

#### Advanced Salary in Preparation for Festive Seasons

Malaysia has numerous festivals and celebrations, most of which are either religious or cultural in origin. These festivals can often be as costly as they are enjoyable.

Westports offers an option for employees to receive their salaries early during these festive seasons. Salary advances ease the financial burden our employees have to bear when preparing for quality celebrations with their families.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Subsidised Interest for Housing, Car and Motorcycle Loans

Westports provides employees with subsidised interest rates for housing loans. Employees are eligible for 72 months of basic salary or 90% of the purchase price or between RM100,000 to RM250,000 depending on their job grades, whichever is lower. Westports provides a subsidised interest rate of 4% per annum. All confirmed employees serving for at least three years may apply for this rate.

Westports subsidises the portion of interest rate above 4% for the purchase of a car or motorbike for all the employees.

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### Westports' Unique Engagement

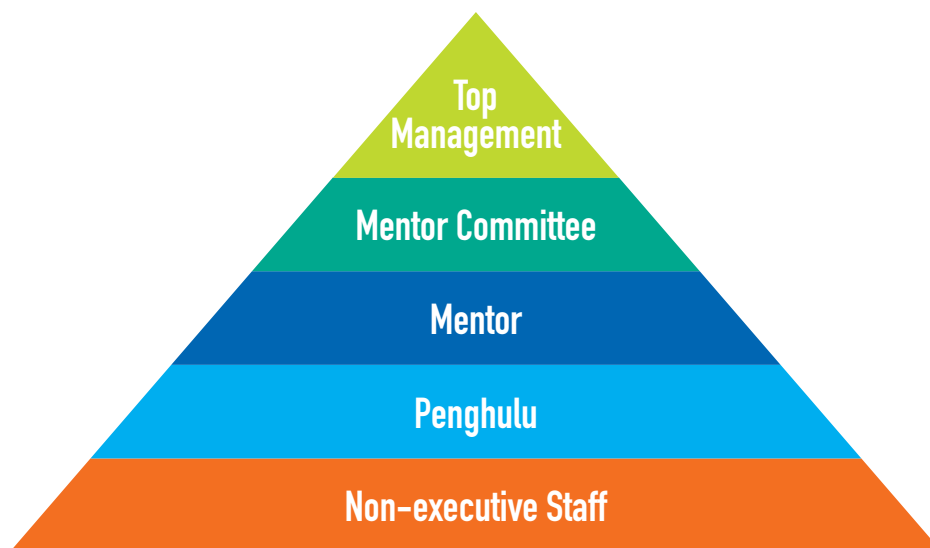
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Keeping employees engaged with the Company and encouraging them to stay connected with their peers and communities are essential components of our people strategy.

### Penghulu System

The Penghulu System was first introduced in May 2011 to promote a positive and unified culture. It encourages open communication, collaboration and employee ownership of initiatives and social programmes. This unique management-employee engagement system focuses on building relationships through dialogue and engagement. It promotes freedom of association and employees' rights to raise concerns. Grievances are heard at an individual level, before being cascaded down and reaching the collective level.

The Penghulu System is a cornerstone of two-way communication between the management and employees. This is evident in the 80% approval rating attained in a 2016 employee survey, conducted internally by the Mentor Committee.



Outstanding Penghulus are recognized for their exemplary behaviour through the Biannual Best Penghulu award. The award acknowledges outstanding Penghulu performance and also highlights best practices that can be emulated by others.



## SOCIAL: LABOUR PRACTICES AND DECENT WORK

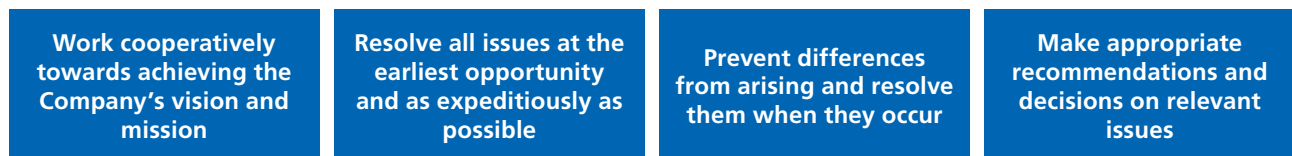
### Winning Characteristics of the Penghulu Award 2016



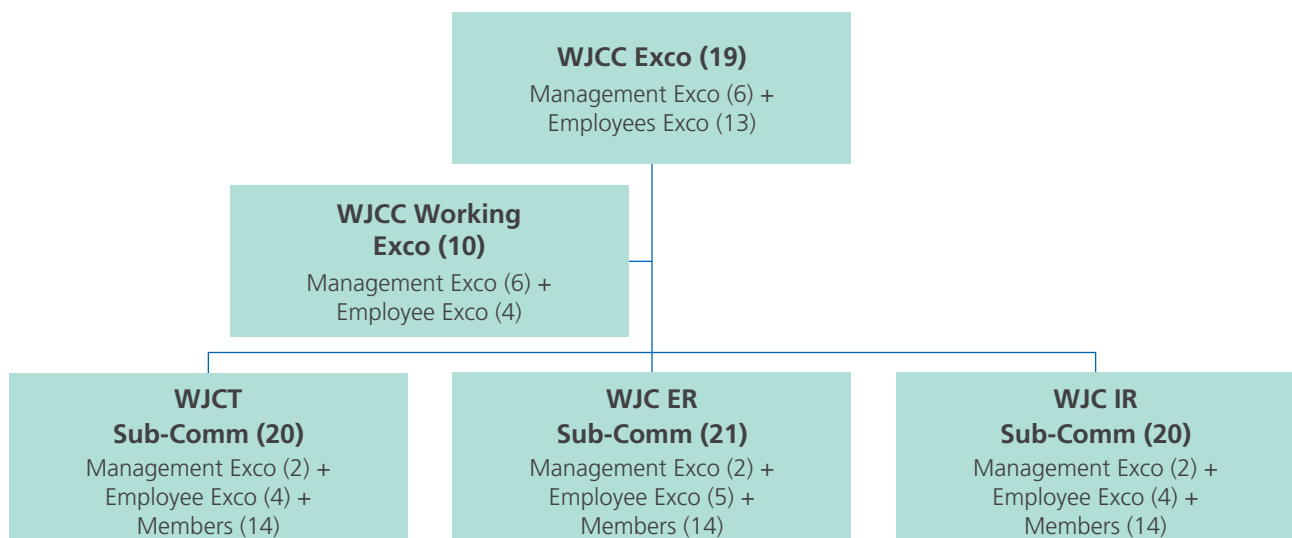
### Westports Joint Consultative Council (WJCC)

Westports Joint Consultative Council (WJCC) was formed in 2001. Its main purpose is to promote and maintain industrial harmony. WJCC is also a platform for discussion and consultation between employees' and the Company's representatives.

#### WJCC Objectives



#### WJCC Operating Structure



## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Teambuilding Programme

Teambuilding activities are a powerful way to unite a workforce. We aim to run these activities annually to develop good working relationships with different team members.

In 2016, teambuilding programmes were held for terminal tractor operators at Trolak. The two-day-one-night programme was attended by 1,241 operators who were divided into 25 groups. During the programme, we encouraged participants to voice any concerns and share positive ideas that can benefit the Company. Employees' achievements are celebrated and they are encouraged to establish clear goals.

### Westports Family Day

Family fun days and recreational events are a unique way to show appreciation to our workforce. Strong family values, which are also our company's values, should be cherished and nurtured. These events are a good way to support our values while encouraging social interaction. Westports spends approximately RM1 million on this initiative.

In 2016, a family day was celebrated on 5 November, 29 November, 4 December and 10 December at Sunway Lagoon in conjunction with each group's communications day.

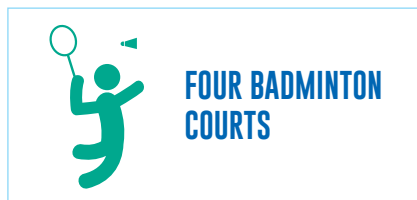
### Uniting Our People Through Sports

Sports and recreational activities are managed by the Sports Committee team. The committee plans activities including inter-departmental games and matches. A total of 14 inter-departmental games were held in 2016 including a marathon, snooker, tug of war, darts, carom, ping pong, chess, volleyball, sepak takraw, badminton, basketball, bowling, battle of the band and football for men. Matches organised specially for the ladies included *congkak*, *batu seremban*, darts, carom and *dam haji*.

### Multi-Purpose Hall

Westports has adopted an employee-first approach to personnel management and continues to seek ways to improve employees' welfare. This approach helps motivate employees so that they can perform as well as they are able in a pleasant, healthy and safe working environment. Following requests from employees, Westports built a multi-purpose hall that can house up to 1,500 people. The construction project was completed and use of the hall commenced in September 2016.

#### Multi-Purpose Hall Facilities



## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Communications Day

The port never stops as Westports operates 24 hours a day, 365 days a year. Each day, there are three shifts of eight working hours each. Some of Westports' operational staff are required to work independently as each worker operates his or her own machinery. It also requires high levels of concentration. Understanding the importance of keeping employees engaged, Westports established a monthly communications day as the Company realises the importance of keeping its employees engaged. In 2016, a total of 48 communications day were held during the year.

Employees are briefed on the group performance, disciplinary record, accident cases and overall attendance record during communications days. Various activities are also held to provide an exciting experience for employees such as talks, teambuilding programmes, leisure activities, quizzes and competitions.

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### Staying Connected

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#### Westports Facebook

Westports realised the need to keep abreast with the latest technological advancements. In 2014, Westports Facebook was launched to encourage employees to be engaged.

Westports uses Facebook to share news and company highlights including new recruits, promotions and other events. This medium is also used to recognise outstanding employees. Customers' acknowledgements of Westports' outstanding services and other company success stories are also highlighted. Members are updated on the Company's community programmes.

#### ARENA

Arena is an internal newsletter that provides company news, updates and general port information. A soft copy of Arena is published monthly and circulated throughout the Company. Hard copies are displayed on the notice boards in each department.

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### Prioritising Local Talent

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Youths play an important role in nation building so it is vital that they are provided with an enabling environment and an opportunity to contribute to national development. Westports' talent development strategy is aligned with the 11<sup>th</sup> Malaysia Plan on anchoring growth of people.

Westports offers internship opportunities to graduates or undergraduates seeking experience in a real business environment. Interns have an opportunity to work on specific projects and are given demanding tasks.

Interns are accompanied by a personal mentor during their time in Westports. Mentors share their expertise to help the interns discover their necessary skills for their future careers. Those who prove themselves have the opportunity to gain a deeper insight into the world of Westports and progress further in the organisation. The interns receive an attractive allowance.

In 2016, the Group welcomed internship students from renowned educational institutions such as UiTM Puncak Shah Alam, Universiti Selangor, Universiti Sains dan Teknologi, Universiti Teknologi MARA, MONASH University Malaysia, Universiti Putra Malaysia, INTI International College Subang and Multimedia University. Previously, we also received overseas internship students from India and the Republic of Zimbabwe. The Company received a total of 34 internship students in 2016.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

"It is my belief that the true greatness of our nation comes from the enduring spirit of Malaysians, our shared values and ideals, and the great talent of our people."

**Dato' Sri Haji Mohammad Najib bin Tun Haji Abdul Razak, Prime Minister of Malaysia**

I am glad that I did my internship in Westports as it has identified my potential career paths. I discovered the titles of the specific positions where my interests lie. All the impressive coaching from Westports showed me that I have a bright future here. It teaches me that I can be a better person in society as well as allowing me to perform well during internships. I am honoured to be a Westports' employee and become a permanent member of staff. Moreover, my transition to the real world has become easier. Being a member of staff has developed my transferable skills in the business world.

**Name: Ba Punitha A/P Balakrishnan**

**Designation : Finance Executive**

**Duration of Practical Programme: 30 June 2014 to 5 September 2014**

**University: University Malaysia of Sabah (Kota Kinabalu)**

We also participated in several career fairs organised by the Jabatan Tenaga Kerja. We collaborated with ministries and government agencies to provide employment to *Bumiputera* and *Orang Asli*.

In June 2016, Westports also held a career talk for students of SMK Pulau Indah. The talk enlightened students on the current job market, focusing on openings at Westports.

### Hiring People from Underprivileged Groups

Plomo Sdn Bhd is one of the emerging local *Bumiputera* providers of products and services to the maritime and oil and gas industry. Their manpower supply comes from the *Orang Asli* community including those from poor social backgrounds.

Westports works with Plomo Sdn Bhd when hiring candidates for certain positions within the Company. Previously, Terminal Tractor Operators must have passed their UPSR examination and sit for their driving tests before securing a job. In practice, most people in this under-privileged group do not possess these qualifications. However, Westports allows them to sit for the test in order to assess the candidate's reading, writing and numeracy skills.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Developing Talents

Our people are our game-changers. Employees are offered a wide variety of learning and development opportunities that build on their strengths, improve their skills and help them to achieve their best. The Company's first priority is ensuring employees not only constantly improve their performance but also learn to support their future careers within Westports.

Total training hours invested at the management and workforce levels in 2016 were 21,232 and 491,354 respectively. This translates to 53 hours of training per employee at the management level and 117 hours at the workforce level.

#### Training Hours by Category of Employees

	2016	2015	2014
<i>Training hours</i>			
- Management	21,232	10,324	11,528
- Workforce	491,354	336,704	380,120
	512,586	347,028	391,648
<i>Per employee</i>			
- Management	53	27	30
- Workforce	117	87	95
	111	81	89

### Career Progression

Our Human Resource Policies place great importance on multi-skilling to ensure our employees progress in their careers. Each employee has an opportunity to acquire a wide range of skills through on the job training. Performance and development are regularly updated to meet the challenges of business expansion and career advancement.

### Port Attachment

Westports' Port Attachment Programme provides all new executive recruits with an overview of the port and its businesses. This programme runs for two weeks and familiarises new employees with commonly used terminology in the Company and industry. It also introduces them to the management team and Westports' working culture.

### Overseas Exposure

Westports Overseas Exposure is a strategic training programme aimed at developing employees' skills and knowledge. Employees adapt the skills they have learned for use in their current work to boost the Company's productivity. New technological advancements and continuous improvements in the industry are also highlighted. This knowledge is crucial for the growth of the Company.



## SOCIAL: LABOUR PRACTICES AND DECENT WORK

Job Category	Overseas Exposure Programme	Destinations Visited in 2016
Senior management	Visits to the port and customers' headquarters	Hong Kong, Shenzhen, Barcelona, Rotterdam and Khorfakkan
Customers Central Planning Unit	Overseas attachment	Marseille, Hong Kong, Singapore, India and Taiwan
Maintenance Team	Technical knowledge transfer programme including equipment testing	Japan, Sweden and Singapore

### Grid Seminar

The Grid Seminar develops employee standards for managerial development. The participants improved their self-awareness and analysed workplace behaviour by applying the Grid's elements. Grid methodology focuses on developing the organisation's culture and building leadership traits in executives and managers. This approach utilises the talents of employees to create a systematic approach to developing a positive organisation. This training also helps executives resolve conflicts, build mutual trust and innovate for continuous growth.

### Facilitating Employees' Career and Financial Goals

Westports' Human Resources Department acts as a one-stop financial planning centre for its employees. Transactions are conducted effortlessly, saving employees a great deal of time. Monthly salary deductions may be made to organisations of their choice.

#### Companies to Which Monthly Salary Deductions Can Be Made

ASB	Tabung Haji	PTPTN	Persatuan Pekerja-pekerja Islam
Perbadanan Tabung Pembangunan Kemahiran	Koperasi Muslimin (M) Berhad	Koperasi Serbaguna Pelabuhan Klang	Koperasi Serbaguna Sri Klang
Persatuan Kebajikan Pekerja-pekerja India	SOCOSO	EPF	CIMB Private Pension Scheme

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Port Innovation Project

The Westports Innovative & Excellence Race 2016 challenges all employees. Each worker is invited to explore, identify and propose new innovative ideas related to their work area or future development of the Company.

Projects are based on new ideas or processes that provide a better solution to the organisation. The Port Innovation Project aims to create value by transforming ideas into cost reduction initiatives, enhancement of operational productivity and efficiency when they have been implemented. Details of the most recent winning projects are as follows.

#### Group and Individual Submissions

Prize	Group Submission Project	Individual Submission Project
First Prize	Double Spreader Carrier Trailer Modification	Fender Rubber Element to Convert to Cone Rubber Fender
Second Prize	Self-Sustained GPS Device	Relocating AVR Project RTG 62-73
Third Prize	Double Cycling Console Operation	Customised Rear and Front Guard Trailer on TTs

### Performance Measurement

Each employee's job performance and development potential is systematically evaluated. The objective performance measurement process is performed biannually.

Non-executives, such as operators, are monitored on the total moves or number of boxes processed per year. The performance of non-operators is measured by their skills such as supervisory and people management competencies. Attendance, discipline, analytics, solutions-formulation and other factors are also considered during the evaluation process.

All executives and managers submit fortnightly status reports to their supervisors for evaluation. Executives undergo 360° performance appraisals during which they are evaluated by their immediate supervisors, peers and subordinates.

### Rewarding Our Employees

Westports owes much of its success as a leading global port to its employees. The Company continually strives to identify, attract, hire and develop highly competent and successful individuals to the team. Employees are rewarded for their contributions and have an opportunity to plan for future success and career growth.

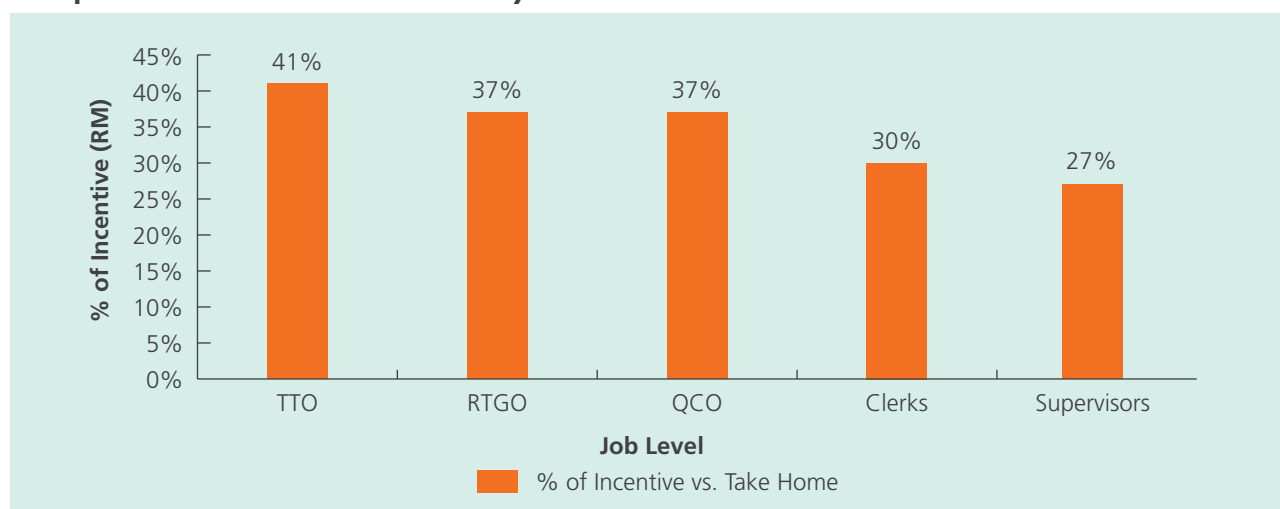
Westports is committed to providing employees with a comprehensive benefits package. Its overall compensation plan is consistent with its expectations of the quality and quantity of work performed and with its professional standards.

Westports introduced its incentive scheme in 2002 to motivate employees to perform effectively in order to receive additional remuneration. Non-executives are rewarded based on the number and speed of boxes being handled.

Incentives for supervisory positions are based on group performance, which promotes team performance, teamwork, planning and coordination with other team members. The incentive scheme is reviewed biannually by a committee.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Westports Incentive Scheme Rewards by Job Level



Westports offers a competitive salary plus an attractive benefits package that is higher than statutory requirements. The Company's offering is compared against the Employment Act 1955 requirements in the diagram below.

### Westports' Benefits Against the Employment Act 1955 Requirements

Types of Benefits	Westports	EA 1955
Annual Leave (days)	15 - 21	8 - 16
Marriage Leave (days)	5	0
Paternity Leave (days)	5	0
Compassionate Leave (days)	3	0
Maternity Leave (days)	90	60
Examination Leave (days)	3	0
Pilgrimage Leave (days)	10 - 30	0
Shift Allowance (RM)	75 - 800	0
Laundry Allowance (RM)	30	0
Meal Allowance (RM)	7/shift	0
E-Purse (RM)	200	0
Bonus (month)	1 - 6.25	0
Antenatal Claim (RM)	1000	0
Long Service Award (RM)	1,000 - 2,000	0
Education Fees	75%	0
Subsidised Hire Purchase Loan Interest	When >4%	0
Subsidised Housing Loan Interest	When >4%	0
EPF Contribution	13% - 17%	13%
Funeral Expenses (RM)	1,000	0
Death Benefits	Yes	No

## SOCIAL: LABOUR PRACTICES AND DECENT WORK



### Best Employees Award: Club 21 and Super Club 21

Westports has introduced Club 21 and Super Club 21, which reward and recognise outperforming employees. Their names and photos are displayed on the Company’s notice board. Informally, it is known as the ‘Pat on the Back’ programme.

Club 21 comprises 21 TEO and 21 non-TEOs (Terminal Equipment Operator) who have been nominated by their superiors and agreed by the overseeing committee. This group of people act as role models to employees and become new recruits’ mentors during induction programmes. Each winner receives a certificate and cash reward. They also travel overseas and attend a personal session with the Executive Chairman.

#### Nomination and Selection Criteria



Super Club 21 is commonly known as the ‘Hall of Fame’. The club comprises the best of the best from Club 21 and members are nominated biannually. Winners automatically become mentors to their respective division and each receives a certificate and cash reward.

### 1<sup>st</sup> Hour Performance Reward

This programme is similar to the ‘Pat on the Back’ programme. However, it solely examines employees’ work performance. Winners are nominated on a monthly basis and are given a RM50 cash voucher each month. This programme caters to TTOs, RTGOs, STKO and QCOs in particular.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### E-Purse

The E-Purse system provides the ability to perform cashless payment transactions using a smart card. The contactless smart card is issued to all Westports employees who may use it to pay for items from merchants within Westports. Westports provides its entitled employees with a 10% rebate when they use E-Purse in any cafeteria. There are 3,471 employees who use this system to purchase goods, food and fuel.

### Culture Programme

Much of our success can be attributed to our employees and working culture. The Culture Programme was introduced in 2015 to instil the company culture in employees and bridge the gap between the different generations of workers within Westports. More than RM1 million was invested in this programme. Employees were treated to a two-day-one-night outing at the Genting View Resort. The retreat was filled with activities that reinforce Westports' culture in each and every employee.

### Notice Period of Operational Change

Any operational changes occurring that potentially affect employees are communicated throughout the Company through email or other means of communication. The management uses our online intranet platform to communicate updates and changes within the Company. We acknowledge the importance of having two-way dialogue between the management and employees.

### Westports Malaysia Dragons (formerly known as KL Dragons)

The Westports Malaysia Dragons is a professional basketball team established by the joint effort of Malaysia's successful entrepreneurs including Dato' Wira Dani Daim, Dato Sri Robin Tan Yeong Ching and our CEO, Mr. Ruben Emir Gnanalingam. The Westports Malaysia Dragons was established as a self-sustaining professional basketball team and aims to create a regional high-performance sports platform. The Westports Malaysia Dragons has invested in facilities, infrastructure and player development to create a basketball entertainment entity.

Westports Malaysia Dragons was the first team to represent Malaysia in the AirAsia ASEAN Basketball League, which runs from January to June each year. The ASEAN Basketball League is fully endorsed by the South East Asia Basketball Association (SEABA) and International Basketball Federation (FIBA) Asia. Selected employees and their family members are given the opportunity to watch a live game at the MABA stadium during each season.

As the title sponsor, Westports provided RM1.6 million for the team's expenses in 2016 compared with RM1.9 million in 2015.

#### Achievements

Year	ABL Season League	ABL Playoffs
2009–2010	4 <sup>th</sup> place	Semi-finalist
2010–2011	3 <sup>rd</sup> place	Semi-finalist
2012	4 <sup>th</sup> place	Semi-finalist
2013	2 <sup>nd</sup> place	Semi-finalist
2014	3 <sup>rd</sup> place	1 <sup>st</sup> Runners Up
2015–2016	1 <sup>st</sup> place	Champion



## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Nurturing the Diverse Culture of the Country

*Hari Raya* is a religious holiday celebrated by Muslims. It marks the end of Ramadan, the Islamic holy month of dawn-to-sunset fasting. Literally meaning 'celebration day', it is considered one of the two most important celebrations for Muslims; the second being *Hari Raya Haji*.

At Westports, *Hari Raya* is the only day in the calendar with six hours of operational down-time from 6am to 12pm. A *Hari Raya* open house was held on 6 July 2016 for company employees.

### Occupational Safety and Health

#### Westports' Occupational Safety and Health Goals

To create safety, health and environmental awareness among Westports employees

To instil a safe and conducive working environment

To ensure all activities are carried out safely without causing accidents, death or damage to company property, human injury and environmental damage

To raise awareness that safety, health and environment is as equally important as operational productivity, best services and cost of revenue

Westports' prime objective is to establish a safe, healthy and environmentally (SHE) friendly working environment for all its workers and port users in a practical manner. The management is committed to continuously:

- Comply with OSHA 1994, FMA 1967, EQA 1974 and other applicable acts, legislations, orders, rules, codes of practices and other requirements to which Westports subscribes;
- Prevent harm to port users and environmental pollution through continual improvement in SHE management and performance;
- Provide facilities, materials and resources so that all workers can work in an SHE-friendly manner; and
- Ensure that all workers are acknowledged, informed, trained and supervised, in regards to the requirements of SHE, mitigating all risk to themselves, any other person and the environment.

Westports is committed to the health and safety of its workers and to eliminating work-related illness and injury. Zero harm is the ultimate goal; ensuring our people are not hurt at work and can return home injury free. Zero harm reflects our belief that all workplace injuries and illnesses are preventable.

Our Environmental Health and Safety (EHS) officers are responsible for coordinating and assisting in the implementation of EHS programmes and ensuring these programmes are implemented effectively. The EHS officers:

- Check the compliance of the port's facilities and infrastructure with applicable EHS standards
- Ensure employees and port users comply with all EHS requirements
- Conduct daily inspections of all port facilities and infrastructure to ensure compliance with the Occupational Safety and Health Act 1994, Act 514. (OSHA 1994) and our safety guidelines.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

Westports conducts internal and external audits to verify the effective implementation of the SHE Management System and conformance to ISO 14001 and OHSAS 18001 standards. Each audit is conducted twice yearly. The audit team observes practice and records, interviews relevant staff, prepares corrective action and presents them to the Management.

Westports has developed a SHE monitoring and measurement matrix for each function to implement a corrective and prevention procedure for dealing with actual and potential nonconformity.

The UCUX (You See You Act) programme was introduced to improve incident reporting. UCUX allows reports made through mobile phone calls or text messages to be attended to immediately.

### Safety and Health Committee

**Westports strives to have a workplace where a health and safety culture, integrated into core business activities, is a responsibility of all.**

The SHE Committee comprises a chairman and both management and employee representatives. This committee meets at least once a month to review safety concerns and performance. This meeting is usually conducted during the first week of each month. The committee, led by Executive Chairman/CEO of Westports, reports the Company's safety performance to the Board.

### Core Responsibilities of the EHS Committee

 <p>Conducting investigations and inspections</p>	 <p>Awareness programmes</p>	 <p>Internal audit</p>
 <p>Reporting accidents and incidents</p>	 <p>Chairing forums to discuss EHS-related grievances</p>	 <p>Health and safety risk assessment for existing and potential new projects and operations</p>

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### OSH Training Programmes in 2016

Employees are required to complete mandatory safety training classes that are relevant to their job descriptions. Failure to comply with this mandate may lead to disciplinary action. As at 31 December 2016, our entire workforce of 4,611 employees had been trained on the relevant health and safety standards.

Programme	Month	Programme Details
OHSAS 18001 Internal Audit Course	February & May	To ensure all SHE committee members are qualified internal auditors
Scheduled waste management	March, May & August	Contractors and employees from M&R and engineering were briefed on the proper handling and disposal of scheduled waste
Food handling course	April	Canteen workers were briefed on food handling and hygiene
Audiometric test	April	Engineers and technicians from M&R and engineering examined in line with the Factory and Machinery Act 1967
Bomb squad	May	Port police attended external training on Managing Threats On Explosive And Incendiary Device course (MTEID)
Fire drill at business centre	May	Full participation from all business centre tenants
Indoor Air Quality (IAQ)	July	Areas covered included Tower Block Building, Business Centre Building, CT4 Administration Building, CT1 Administration Building and the Container Gate Office
Working at height	July – September	Participants included M&R and engineering technicians, EHS crew, training and development staff and stowage on board
Forklift training	August – September	Participants included M&R employees
Chemical Health Risk Assessment (CHRA)	September	Audience included M&R employees
Classification and labelling training according to the Occupational Safety And Health (Classification, Labelling And Safety Data Sheet Of Hazardous Chemicals) Regulations 2013	October	Participants included employees from M&R, engineering, port police and operations
Noise conservation awareness training	October	M&R and engineering employees who are exposed to high noise levels at work are briefed on ways to reduce exposure
Train the trainer for Working at Height	November	Participants from EHS, M&R, T&D and ENG
Chemical Handling Management	December	Participants from M&R, ENG and Port Police
Introduction to OHSAS 18001 and ISO14001	Regularly	M&R employees were invited to this introductory course
Basic safe work practices	Regularly	All supervisors and group leaders at the container operation, conventional operation and M&R section were briefed on hazard identification, unsafe acts, use of a fire extinguisher and emergency procedures

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

Westports was awarded OHSAS 18001 certification in 1999, which is an international occupational health and safety management system specification. OHSAS aims to eliminate or minimise employees and port users' exposure to associated risks. As safety is a core value, OHSAS is strictly complied with and our certification was renewed on 1 September 2015. Our entire port is OHSAS 18001 certified including the container and conventional terminal operations.

### Wellness Programmes in Westports

<b>Mr. Westports (Total Body Performance)</b>	This bodybuilding programme for men demonstrates a good total body posture. The programme encourages staff to visit a gymnasium to achieve a good level of fitness and adopt a healthy lifestyle.
<b>Mr. Body Smart (Upper Body Performance)</b>	This bodybuilding programme for men demonstrates good upper body posture. This programme was to motivate staff to visit a gymnasium to achieve a good level of fitness and adopt a healthy lifestyle.
<b>Aerobics &amp; Yoga for Ladies</b>	This programme was introduced in 2015 to help improve ladies' fitness through flexibility and mental training. The sessions encourage ladies to adopt good and healthy lifestyles.
<b>Lunch Hour Workouts for Ladies</b>	This ladies programme contains all physical fitness components such as cardiovascular endurance, muscular strength, muscular endurance, flexibility, power, SAQ, body balance and coordination. Introduced in May 2016, the programme is held during the lunch break and participants can progress as they improve.

### OSH Initiatives in 2016

#### Safety & Health Monitoring Assessment

As per legal requirements, EHS took the initiative to conduct the following chemical management and industrial hygiene tests:

- Chemical Management: A Chemical Health Risk Assessment (CHRA) was conducted at M&R workshops by the external consultant to identify and assess whether chemicals are hazardous to health.
- Audiometric Test: A total of 20 employees from Engineering and 70 from M&R attended audiometric tests conducted by CNL Consultancy.
- Indoor Air Quality (IAQ): EHS hired a consultant to conduct an IAQ assessment within the Tower Block Building, Business Centre Building, CT 4 Admin Building, CT1 Admin Building and Container Gate office.

#### Inspection & Maintenance of Wire rope

On 28 August 2016, a Wire rope Inspection and Maintenance Programme was conducted by Kiswire Sdn Bhd. The workshop introduced the wire rope and discussed its care and maintenance. Wire rope defects and discard criteria were also highlighted. The workshop also included a practical work procedure and safety guide. Eighteen participants joined this workshop.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Port User Safety Induction

Westports has developed mandatory safety induction sessions, which are held on Mondays, Tuesdays, Wednesdays and Thursdays for all new port users. These sessions ensure that they are aware of our safety requirements when in the port area. The improved safety induction commenced on 22 November 2016.

The new Safety Briefing modules were proposed by DOSH Selangor as a mechanism to provide better safety guidance and awareness for port users and haulier drivers.

### Elimination of Excessive Working Hours

Workers, including those operating cranes and terminal tractors, often work long and irregular hours with three shifts operating over a 24-hour period. Fatigue and sleepiness impair operators' performance and may lead to traffic-related injuries and fatalities. However, Quality Control Officers work a maximum of five to six hours as their work is physically demanding and requires a high level of concentration. On occasions, operators are allowed to do overtime but the total working time must not exceed 16 hours. Workers must take a one hour break before overtime commences.

### Development of New SOPs

EHS introduced the following new standard operating procedures for day-to-day activities to ensure the work is performed safely and meets the regulatory requirements:

- Cargo Stacking on Trucks
- Inland Bunkering
- Fumigation
- Scrap Yard Management

### Safety Communication Tool

EHS introduced new communication tools such as multilingual brochures and a safety handbook. This initiative educates and guides port users on the importance of Westports' safety rules and regulations. It raises port users' safety awareness while promoting communication between employees and the management.

### Equipment Housekeeping

EHS has taken great care to conduct monthly Quay Crane (QC) inspections. Four QCs are checked each day and their housekeeping improved significantly from previous years.

### Pest Control Services

In 2015, engineering assigned EHS to undertake general pest control services near our equipment. For example, we expanded the pest services to RTGs and their surrounding areas. EHS also handles dogs, birds, bees and weasels.

### Emergency Response Preparedness (ERP)

Westports Fire and Rescue Team ("Westports FRT") has 266 employees that have been trained in ERP procedures. The ERP procedures govern our response in an emergency. Westports FRT ensures an appropriate and immediate response is triggered to either remove or eliminate any threat to life, property and the environment.



## SOCIAL: LABOUR PRACTICES AND DECENT WORK

Potential risks have been identified in the risk assessment register which covers response plans for oil spillages, fire, road accidents, haze, tremors and evacuation plans.

Westports FRD conducts the following biannual fire and evacuation drills to raise awareness of workplace fire safety:

- A fire drill at the Business Centre on 3 May 2016
- A fire drill at the Tower Block on 30 September 2016
- An evacuation drill at the Warehouse on 25 October 2016
- A fire and rescue drill at the Liquid Bulk Terminal on 19 December 2016

### National Sports Day

National Sports Day was officially announced by the Prime Minister of Malaysia, YAB Dato' Sri Mohd Najib Bin Tun Abdul Razak on 24 March 2015. The Prime Minister also declared the second Saturday in October as the National Sports Day.

Westports always emphasises the importance of sports on well-being and a healthy lifestyle. Sports can help prevent obesity, the main cause for hypertension, diabetes and heart attacks. Sports also unite members of various communities and we believe that a healthy body and mind will lead to higher productivity.

### Eight 'Health is Wealth' Activities Held in 2016

 <p>Badminton Clinic – a collaboration with the Badminton Association of Malaysia</p>	 <p>Walk 4 Fun</p>	 <p>Under-15 Unity Basketball League</p>	 <p>Test of Fitness</p>
 <p>Zumba</p>	 <p>Cross Country Run – a collaboration with Pulau Indah schools</p>	 <p>Free Throw Basketball</p>	 <p>Relay Marathon</p>

The teamwork by the working committee, employees, professional association, teachers and students was great. The activities attracted almost 1,000 participants and collaboration by all departments in Westports.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

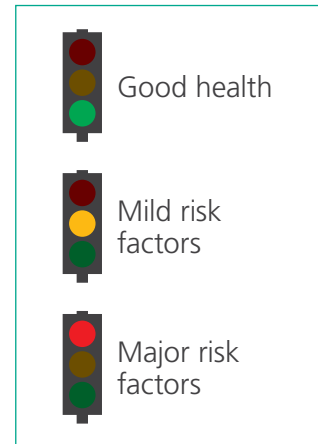
### Health Passports

We introduced a unique programme designed to check our employees' health. The programme adopts green, amber and red. These colours indicate employees' health and whether they need to take further measures to maintain or improve it.

Employees undergo routine blood tests, body mass index calculations, waist-hip ratios and blood pressure monitoring to help us choose the correct colour code for each.

It is mandatory for red category employees to attend the gym and this programme effectively increases employees' awareness of their own health.

Employees over 40 years old are prioritised as they could be more prone to health-related issues. We hope that this programme will empower our employees to take charge of their health. We also invite their spouses to health talks to encourage healthy family living.



### Pre-shift Exercise Programme

We introduced this exercise programme before work to help prevent chronic musculoskeletal conditions. This exercise is particularly beneficial for RTG, QC and TT Operators as their jobs can lead to neck and back pain if not balanced with regular exercise. These workers are also able to loosen and warm up their bodies before long working shift hours. The sessions are conducted by representatives from each group who have been trained by our gym instructors.

### Back Care Workshop

Westports collaborated with KPJ University in the development of back care workshops with the pilot programme first being held in 2014. This back care workshop was delivered for container and non-container employees with moderate to severe lower back pain.

We have since introduced this programme to pre-employment candidates and those with back issues. In 2016, 259 selected employees were divided into four groups according to the amount of pain experienced. The workshop was conducted on Communications Day and ran for four weeks.

We also delivered talks on related topics such as back cases in Malaysia, medical and surgical management as well as physiotherapy rehabilitation for the lower back. The importance of adopting proper lifting techniques was reinforced and other common back injuries introduced.

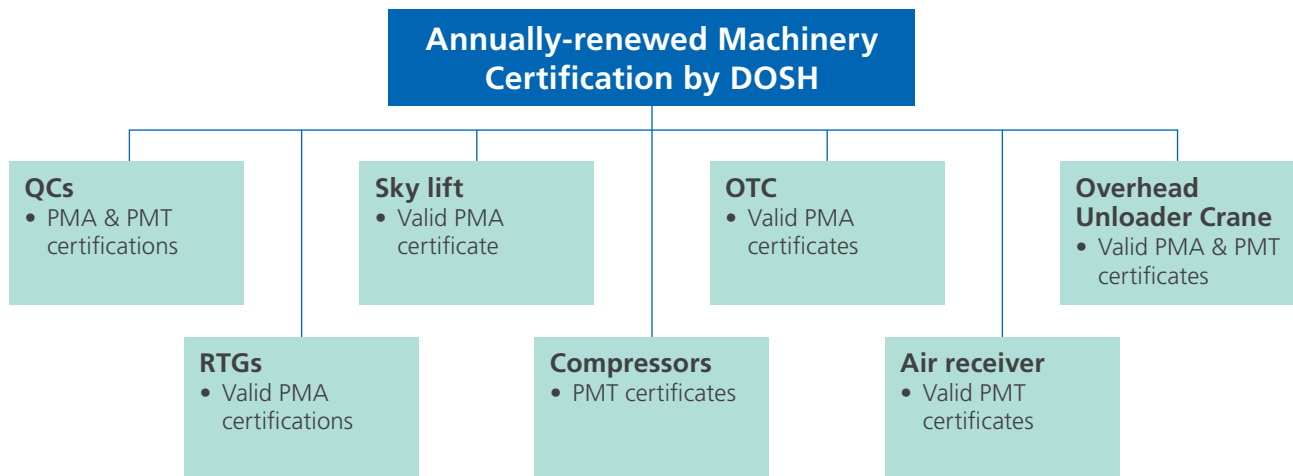
### Personal Protective Equipment

It is mandatory for all Westports' employees who work in high-risk categories to wear personal protection equipment (PPE). Typically, technicians, engineers, stowage on board, quay crane operators and contractors perform this type of work. Workers must wear at least safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and a safety harness. PPE is imperative as some hazards might remain even though engineering controls and safe systems of work have been applied. PPE helps us to achieve our target of reducing incidents. It is especially important for employees working in high-risk categories such as at height and in confined spaces.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Safety Compliance of Westports' Machinery

Westports is required to obtain a Permit Mesin Tekanan (PMT) for its compressor machines and a Permit Mesin Angkat (PMA) for its lifting machines. All Westports machinery has obtained the necessary permits in order to comply with the Factories and Machinery Act 1967.



### Medical and Healthcare

Westports provides its employees with one of the best medical benefits coverage. Two clinics are located at Westports.

#### Klinik Westports

### History

Established in 1998  
 First in-house clinic in Pulau Indah for employees  
 Expansion of clinic and manpower in 2001  
 Operated by one doctor, three medical assistants, one administrator and two administrative assistants

### Services Available

Provides first class medical treatment to staff  
 Conducts medical surveillance in the workplace  
 Liaises with specialists on staff health issues  
 Delivers regular health talks to staff, dependents and community members  
 Provides return to work assessments  
 Delivers announcements and health updates on the latest medical issues

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Additional Health Programmes Conducted by Westports

#### Medical screen (staff over 50 years)

- The programme optimises medication for employees suffering from chronic illness such as diabetes, high blood pressure and high cholesterol. This approach ensures they are fit to work and also discovers any newly-diagnosed cases. All employees were counselled on diet restrictions and exercise by our in-house doctors.

#### Diabetic programme

- This programme optimises the oral medication for employees with type 2 diabetes. Early insulin injections prevent organs such as kidneys, eyes and the heart from being damaged by high blood sugar levels. A HbA1C blood test accurately tests the average blood sugar levels. Each participant was counselled and advised by a trained diabetic educator.

#### Pap smears and mammograms

- Female employees over 40 years were sent for pap smears and mammograms. This programme screens for early signs of breast and gynaecological cancers.

#### Eye examinations

- Eye checkups are provided for container department employees by an ophthalmologist. The programme aims to identify eye-related medical issues for the key operators in the container department and begin early treatment if necessary. This programme aims to reduce incidents in the workplace resulting from problems with vision. Detailed eye assessments were carried out for those working on Quay Cranes, RTGs and TTs.

#### Health awareness raising programme

- Health awareness talks were delivered to two schools in Pulau Indah to raise awareness of the importance of leading a healthy lifestyle from a young age. The talk was given to a primary and secondary school in Pulau Indah.

#### Back assessment programme

- This programme forms part of the pre-employment medical check-up for all Terminal Truck Operators. Conducted by the gym and physiotherapy unit, it aims to identify any potential upper and lower back medical issues. Those afflicted are advised to have specialised exercise and rehabilitative programmes to strengthen their backs and improve their fitness so they can work effectively as Terminal Truck Operators.

#### Pound droppers challenge

- This programme helps overweight and obese employees improve their fitness levels and reduce their weight gradually. A total of 12 male and 12 female staff have enrolled on this programme.

#### Lunch time workout for ladies

- This programme aims to cultivate a healthy lifestyle instilling fitness in female employees. The workout is held during the lunch hour on Monday to Friday. Weight training, aerobics, yoga and cardio programmes are coordinated by gym trainers.

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

Westports also organised a series of health talks for employees by specialist doctors from private panel hospitals.

Date (2016)	Topic	Venue	Number of Participants	Presenter
9 March	Respiratory issues among children	Westports	47	Dr Angeline
23-24 March	First aid and CPR	Westports	19	En Basit
25-26 July	First aid and CPR	Westports	20	En Basit
30 September	Basic first aid	Tower Block	80+	En Basit
1 August	Chronic diseases	Westports	71	Pn Nurul Dietician
August	Female Health	Westports	51	Dr Sudha
10 August	Gaya Hidup Sihat	SKPI 1	220	Dr Kumar
29 September	Gaya Hidup Sihat	SKPI 2	170	Dr Kumar
9 September	AED (Automated Electronic Defibrillator) usage and demonstration	Westports	16	ZOL (provider)

### Gym

Our headquarters are equipped with gym facilities to promote healthy living to all employees. The gym has one executive, two full-time trainers, one administrative assistant while the physiotherapy centre has two qualified physiotherapists for employees' rehabilitation. Various programmes are offered that cover weight loss, routine workouts health, fitness and bodybuilding.

The clinic team works very closely with the gym and physiotherapy unit to ensure all staff receive the best medical and surgical care. This also includes rehabilitation from major or minor medical or surgical issues before allowing employees to return to work.

"Since the gym opened in 2004, we often spend our lunch breaks working out in the gym. It invigorates our body and mind, reduces stress, maintains our body shapes while establishing good relationships with other departments. The gym team organises many interesting and fun activities such as body toning, aerobic classes, cardio and weight training that encourage us to continue attending the gym. It improves the quality of outer in inner beauty."

**Nurul Syahirah, Finance**



## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Staff – Winner of Mr. Westports 2015

“The Mr. Westports competition encouraged me to continue my workouts at the gym. It helped me discipline myself, control my food intake and make changes to my lifestyle. I also improved my physical strength and fitness levels over the long term. Besides that, I am able to work energetically and actively while concentrating more on work. I would encourage employees to come to the gym and start their exercise routine to experience the positive difference that I have experienced. Thank you Westports.”

**Khairul Akhmal, Logistic Drayage, Group D**

### Our Safety Performance

Westports operates in an industry that involves heavy machinery and other workplace situations that may have the potential to cause injury. We are committed to the health and safety of our employees, contractors, customers, port users and also the security of our premises. We have developed extensive health, safety and environmental guidelines, policies and procedures that are regularly updated to comply with governmental and industry regulations, standards and best practices.

	2016	2015	2014
Fatality case(s)	3*	1	1
Accident rate **	5.28	5.77	6.24
Loss time injury frequency rate **	2.26	2.50	2.63
Severity rate **	71.75	78.21	59.70

\* Involving only third-party contractors

\*\* Based on every 200,000 hours worked

### Diversity and Inclusion

We embrace diversity and inclusion at every level of the Company from the top down. All employees are proud to work in an environment that reflects the communities in which we live and work.

Differing backgrounds, opinions, experiences and perspectives of a diverse workforce make us a stronger business and help foster a truly collaborative workplace. We seek ways to incorporate diversity into every part of our business. This approach helps us to leverage on our skills, compete in the marketplace and serve our communities.

**Our vision is a diverse and inclusive environment that fosters skilled and motivated people working together to drive innovation and deliver results in support of our core business and emerging opportunities.**

## SOCIAL: LABOUR PRACTICES AND DECENT WORK

### Employee Diversity






	2016	2015	2014
<b>Workforce</b>			
<i>Gender</i>			
Male	4,114	3,788	3,890
Female	98	103	100
	4,212	3,891	3,990
<i>Age</i>			
Below 30	2,427	1,963	1,887
31 to 50	1,678	1,808	1,966
Above 51	107	120	137
	4,212	3,891	3,990
<i>Ethnicity</i>			
Malay	3,628	3,346	3,387
Chinese	8	10	14
Indian	447	465	518
Others	129	70	71
	4,212	3,891	3,990
<b>Executives &amp; Managers</b>			
<i>Gender</i>			
Male	357	344	357
Female	42	40	32
	399	384	389
<i>Age</i>			
Below 30	169	130	123
31 to 50	215	236	246
Above 51	15	18	20
	399	384	389
<i>Ethnicity</i>			
Malay	213	192	191
Chinese	30	31	24
Indian	150	156	169
Others	3	2	1
Foreigners	3	3	4
	399	384	389

In 2016, we experienced an increase in our hiring rate to support the continuous expansion of our business. In 2016, the ratio of resignations over recruitment was 1:1.3.

# SOCIAL: HUMAN RIGHTS

We are committed to operating in a way that respects the human rights of all associates including supply chain personnel and local communities. While governments have the primary responsibility to protect human rights, our activities can potentially impact the human rights of individuals affected by business operations.

## Westports' Commitment to Human Rights

	Provides a safe and healthy workplace for associates		Does not use child labour
	Does not use forced, prison, indentured, bonded or involuntary labour		Prohibits discrimination in the hiring and employment practices including gender, race, religion, age, disabilities and nationalities
	Prohibits physical abuse and the harassment of associates as well as threats of either		Supports freedom of association and the rights of workers and employers to bargain collectively

All people should be treated with dignity and respect and Westports conducts business in a manner consistent with this principle. We adhere to all applicable employment and human rights regulations where operations are based and our suppliers are expected to do the same. Our human rights policy is summarised in the Code of Conduct.

Westports' Code of Conduct sets standards for employees and all subsidiary companies to promote honest and ethical conduct. The code includes the ethical handling of actual or apparent conflicts of interest between personal and professional relationships in the workplace.

We comply with the Children and Young Persons (Employment) Act 1966. The minimum age for all job types, including crane operators, is 20 years. Employees are expected to have SPM qualifications as a minimum.

We are pleased to report that there have been no reported incidents or risks of child, forced or compulsory labour. There were no violations of human rights involving the rights of indigenous people at any time in Westports' history.

## No Discrimination or Harassment

The Group is committed to providing a work environment that is free from all forms of discrimination on the basis of race, ethnicity, gender, creed, religion, age, disability or sexual preference.

We are also committed to providing a positive work environment that values the wide-ranging perspectives inherent in our diverse workforce and fosters individual growth and the achievement of business goals. Candour, courtesy, an ability to deal with change and the respect of humanity, personal dignity and privacy are some of the values encouraged in our employees.

## SOCIAL: HUMAN RIGHTS

Any act of discrimination or harassment when dealing with employees, customers and/or suppliers is not tolerated. Offenders are subject to severe disciplinary action which may include termination of employment.

In 2016, we participated in the 5<sup>th</sup> Walk the Talk campaign titled “Men & Women United to Stop Violence against Women”.

### Equal Employment Opportunity

The Group is committed to providing equal employment opportunities to all individuals regardless of race, colour, religion, sex, national origin, age, disability, marital status, sexual orientation or any other characteristics protected by law. It is the Group policy to provide equal opportunity to all employees with regard to hiring, pay rates, training and development, promotions and other terms of employment.

### Care for Disabled

The Group makes reasonable accommodation for qualified individuals with known disabilities.

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## Whistleblower Policy

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Westports has a dedicated Whistleblower Policy that encourages employees or a person or entity to make a protected disclosure. The Whistleblower may raise concerns at a high-level internally and disclose information that the individual believes shows malpractice or misconduct. Concerns that are in the public interest may be investigated so that appropriate remedial action can be taken.

The Whistleblower Policy also includes provisions to safeguard the confidentiality of the Whistleblower. It guarantees that there will be no retaliation against the Whistleblower if he or she has acted in good faith. It also contains measures to avoid abuse of the policy by making false or malicious allegations.

Any complaints or reports can be directed to the CEO or the Head of Human Resources. Should the Whistleblower believe that the Group is better served if the report is addressed to levels higher than Management, the complaint or report can be submitted directly to the Chairman of the ARMC.

# SOCIAL: PRODUCT RESPONSIBILITY

**Product responsibility concerns our services that directly affect stakeholders and port users in particular. Much of our product responsibility revolves around improving port operations, quality, innovation and technology.**

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## We Are a Safe Port

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### International Recognition

Westports is a member of the US Container Security Initiative and the Mega Port Initiative Compliance. Its port police are also trained in anti-terrorism and radioactive detection techniques.

In recognition of these skills, the U.S. Naval Criminal Investigative Service (NCIS) have classified Westports as a Safe Port for U.S. warships to dock.

In addition, following an independent audit conducted by two of its officers, the US Customs and Border Protection (CBP) certified Westports as compliant with the Customs-Trade Partnership Against Terrorism (C-TPAT) initiative.

Westports security measures meet the requirements of the U.S. Government. It is the fourth port within the Hutchinson Port Holdings (HPH) group of approximately 48 ports to have been audited under the C-TPAT programme.

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## Protecting Port Users Through Hazards Management

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Hazard management expands on our occupational safety and health processes. Hazard management is a continuous process that is used to protect the safety and health of port users, customers, vessel operators and all other persons visiting the port. Essentially, it is a problem-solving process aimed at identifying hazards, assessing the risks and controlling them.

## SOCIAL: PRODUCT RESPONSIBILITY

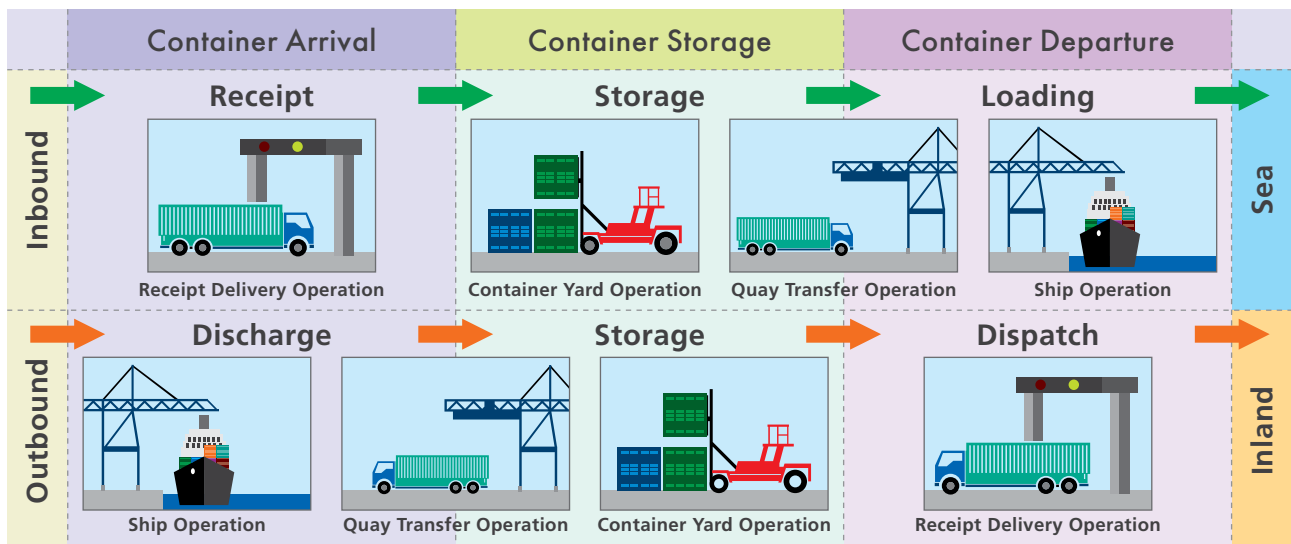
### Examples of Hazards Addressed Through Our Hazards Management

 Falls from height	 Falling objects	 Lifting equipment
 Fatigue	 Fire/electrocution	 Hazardous or Asphyxiate Substances
 Mooring Hazards	 Moving Vehicles and Equipment	 Musculoskeletal Disorders (MSDs)
 Night Work	 Noise	 Slips and Trips

### Improving Efficiency and Ensuring Quality Through Technology

The container yard occupies a large part of the terminal and it is a place to receive, store and deliver containers. Westports' Life Cycle Assessment (LCA) helps maximise efficiency while minimising waste and downtime.

#### Terminal Activities and Operations





## SOCIAL: PRODUCT RESPONSIBILITY

### Container Terminal Operating System

The container terminal operating system (COSMOS) controls the entire container terminal operations including berth allocation, ship planning, yard planning and rail planning to quay, yard, rail and gate operations.

Planning capability is tightly coupled with operations that capture real-time movements within the container terminal. Our overall operations monitoring, optimised equipment utilisation and resource allocation help us meet the demands of the next decade in terms of productivity and increasing throughput.

### E-Conventional Cargo System (E-CCS)

The informative and user-friendly E-Conventional Cargo System (E-CCS) was officially implemented in 2015. Besides automating manual processes that will improve operational efficiency, this system was designed to meet our customers' growing demands, ensure a faster turnaround of dynamic changes and needs while improving productivity monitoring. E-CCS system controls all work processes in conventional cargo operations for Dry Bulk, Break Bulk, Liquid Bulk, Warehouse and RORO terminals. Its goals are to simplify and automate the conventional cargo processes from documentation and operations to billing.

### TETRA

TETRA is an abbreviation of Terrestrial Trunked Radio. It is a global standard for radio communication as GSM is the mobile telephony standard. TETRA is an advanced digital radio system that supports and improves operations throughout Westports.

Deployed in 2008, indoor and outdoor radio communication between the operation control centre and terminal equipment operators has improved significantly

### Wireless

This spread spectrum solution enhances Westports' productivity and efficiency by tracking the positions and movements of all containers throughout the terminal.

A typical process involves using handheld units to record the arrival of incoming containers as they are discharged from the vessel at the quayside. This system determined position is downloaded into vehicle mounted computers on the yard equipment. The process is repeated for outgoing containers when they are loaded onto another vessel, truck or train.

### Smart Card Security System

As a key maritime port, Westports adheres to strict border and marine security practices. The Smart Card Security System is a security solution that utilises smart card technology. Smart cards are issued as an identification and authentication card for all forwarding agents, freight forwarders and hauliers.

The adoption of this technology reduces the risk of loss and theft of containers, adding a greater level of assurance to cargo owners. It also improves security by preventing document forgery and authenticating all entries and exits at the port.

## SOCIAL: PRODUCT RESPONSIBILITY

### Electronic Data Interchange (EDI)

Westports has an integrated electronic data interchange (EDI) with Dagangnet, Port Klang Net and the relevant stakeholders in the shipping and logistics community. This direct connection between systems eliminates the risk of errors, improves the service and response time and reduces business transaction costs.

### e-Terminal Plus Customer Portal

Westports' customer portal, e-Terminal Plus, is a digital delivery system that is non-linear, interactive and available 24 hours a day, 7 days a week. Its non-hierarchical character allows customers to obtain information at their own convenience and interactively allows customers to exchange information with Westports.

### e-Terminal Plus On-The-Go

The mobile version of e-Terminal Plus provides access to our customers anytime and anywhere from their smartphones. It is available for Android in Google Play. The mobile version is the most convenient way to access the traditional Westports e-Terminal Plus website directly through smartphones across the globe. It consists of popular searches with real-time information suitable for mobile users.

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## Respecting Customers Privacy

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All personal data is private and confidential. All customer data is handled with a high level of security and integrity to safeguard the interests of each individual involved. Westports complies with all relevant rules, regulations, legislations and controls in protecting the privacy of personal information.

The Personal Data Protection Act 2010 (PDPA) gives every individual, including our customers:

- The right to be aware of how personal information is accessed
- Some control over the nature and contents of the information held
- The right to know the purpose for which the information is held or processed

Westports adheres to the seven principles of data protection as set out in the PDPA.

## SOCIAL: PRODUCT RESPONSIBILITY

### The Seven Principles of Data Protection

#### General principle

- Personal data are obtained and processed fairly with the consent of the data subject and is only kept for the specified and lawful purpose

#### Notice and choice

- The data subject is told the purpose for which the personal data is to be processed

#### Disclosure

- The personal data used and disclosed is compatible with the purpose for which it was collected

#### Security principle

- Personal data is kept safely and securely with adequate security measures taken

#### Retention

- Personal data is not kept longer than is necessary for the purpose for which is was collected

#### Data integrity

- Ensure the personal data is accurate, complete and updated

#### Access

- The data subject is able to access, update and correct his personal data

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## Compliance

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Westports takes compliance issues seriously, investigating each and revisiting operational controls when necessary. We comply with all rules and regulations that govern our operations including the Ordinan Perkapalan Saudagar 1952, Customs Act 1967, Free Zone Act 1990 and GST Act 2014. We also conform to all other relevant regulations related to operational safety and environmental protection.

# MOVING FORWARD STATEMENT

From a humble beginning in 1994, the Westports saga is a remarkable testament to the pursuit of operational excellence and over-arching emphasis on customer service. The success of Westports reflects farsightedness, courage and determination in identifying an industry niche, and then building and capitalising on its core competencies.

As an award-winning premier port in the country, it has helped Malaysia enhance its competitive advantage in international trade.

High productivity, fast turnaround and berthing on arrival are critical attributes of Westports' services that customers value. Hence, Westports aspires to meet its customers' requirements with practices that enhance efficiencies in the supply chain. With a 76% container market share in Port Klang, the latter is now ranked as the 12<sup>th</sup> busiest port in the world.

Moving forward, we will extend our achievements by remaining focused and managing sustainable growth in collaboration with all our stakeholders. We are also committed to supporting further gateway and transshipment growth requirements by being environmental and social leaders while recognising and addressing the needs of local communities and beyond.



[www.westportsholdings.com](http://www.westportsholdings.com)

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