CORPORATE GOVERNANCE REPORT

STOCK CODE : 9679

COMPANY NAME: WCT HOLDINGS BERHAD

FINANCIAL YEAR : December 31, 2021

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCEDisclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A - DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application :	Applied	
Explanation on application of the practice	 The Board of Directors ("the Board") of WCT Holdings Berhad ("WCT" or "the Company") plays an important role in the stewardship of its direction and operations which focuses mainly on strategies, financial performance and critical business issues to ensure that the governance of the Group is consistently maintained. The roles and responsibilities of the Board and the matters reserved for the Board's approval are set out in the Board Charter. The Board reviewed and adopted the strategic business plan and the budget of the Company and its subsidiaries ("the Group") at the beginning of the financial year and to ensure that the necessary resources are in place to meet the objectives as well as overseeing the conduct of WCT's businesses and to evaluate whether the businesses are being properly managed. The Board has been reviewing and monitoring together with the Management on the strategies and the impact of the on-going COVID-19 pandemic on the Group's operation and financial position with focus to maintain the Group's business operation with minimal disruption to construction at sites, sales and services activities and obligations to comply with the relevant pandemic standard operating procedures at the work places. In order to navigate through this challenging time, the Group has implementing various cost cutting initiatives to mitigate the impact of the decline in revenue and profits as well as to leverage on new technologies and marketing channels to drive the future sales and revenue. A COVID-19 Task Force was set up and is responsible for 	
	 implementing the precautionary and mitigation measures as well as observing the Government's standard operating procedures to safeguard the wellbeing of Group's employees, customers and general public. The Board is supported by the Group Managing Director, Executive Directors and the Management, whose responsibilities are to 	
	implement the Group's strategies and manage the operation of the Group, subject to certain prescribed authority limit.	

- The Board has oversight on matters delegated to the Management whereby updates are reported on quarterly basis or as and when required.
- The Board has in place the Code of Ethics for the Directors, a standard Code of Conduct and Ethics relating to its business operations for all its employees, the Policy & Procedures on Anti-Bribery and Anti-Corruption as well as Whistleblowing Policy & Procedures which promotes a good corporate governance culture within the Group.
- Where appropriate, matters have been delegated to the following Board Committees, all of which have written terms of reference to assist the Board in discharging its duties and responsibilities. The Board receives the reports of their proceedings and deliberations at its scheduled Board Committees meetings:
 - (1) Audit Committee
 - (2) Board Risk & Sustainability Committee ("BRSC")
 - (3) Nomination & Remuneration Committee ("NRC")
 - (4) Options Committee
- The Audit Committee has been entrusted by the Board to ensure the Group's financial and non-financial reporting present a true and fair view of its state of affairs and all the applicable approved accounting standards in Malaysia have been adopted.
- The BRSC is to assist the Board in overseeing the risk management activities of the Group and approving appropriate risk management procedures and methodologies across the Group. In addition, BRSC is also responsible for overseeing sustainability-related risks and ensuring that sustainability considerations are incorporated into the Group's businesses and strategies so as to create value for its businesses and stakeholders as well as to support business continuity and competitiveness in the longer term.

As part of WCT Group's effort to embed sustainability into its business strategy and operations, the Group had carried out a sustainability material assessment and identified sustainability prioritised material matters during the year 2021. The Company had on 24 February 2022 refined its existing vision and mission and adopted a Sustainability Framework which guides and support the implementation of strategies/initiatives to work towards achieving the Sustainability goals and targets.

The details of sustainable business practices covering economic, environmental and social aspect are disclosed in the Sustainability Statement of the Company's Annual Report 2021.

- The Board through NRC to oversees the selection and assessment of the Directors and Board Committees including the review of the Directors' remuneration and fees and the Group's succession plan. During the year under review, the Board had, upon reviewed by NRC, approved the re-employment of Mr. Liang Kai Chong as an Executive Director of the Company for a period of three (3) years with effect from February 2022.
- The Board had on 12 October 2021 adopted the Board and Senior Management Diversity Policy to commit in encouraging diversity, including gender diversity, and to align with the updated principles

	and recommendation under the Malaysian Code on Corporate Governance 2021 ("the Code").
	Note: The Board Charter and the Terms of Reference for all the Board Committees are available for reference at the Company's website (www.wct.com.my)
Explanation for :	
departure	
Large companies are requi	red to complete the columns below. Non-large companies are encouraged
to complete the columns b	elow.
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Measure :	
- <i>c</i>	
Timeframe :	

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	: Applied
Explanation on application of the practice Explanation for departure	 Tan Sri Lim Siew Choon, the Executive Chairman of the Company, is primarily responsible for ensuring the Board's effectiveness and conduct as well as facilitating constructive deliberation of all matters presented. The responsibilities of the Chairman include, amongst others, the following: As a leader of the Board and is responsible for the development needs of the Board. To maintain constructive and respectful relationships between the Directors and between the Board and the Management. Setting the board agenda and ensuring the Board receive complete and accurate information in a timely manner. Leading the Board in establishing and monitoring good corporate governance practices in the Group. To represent the Company at shareholders' meetings and to ensure an effective communication between the Company and the shareholders and stakeholders. To manage the boardroom dynamics by promoting a culture of openness and debate. To oversee the annual evaluation of performance of the Board, Board Committees and individual directors as well as to discuss the performance and assessment with the individual director concerned and the chairman of the respective Board Committees. To facilitate the constructive and effective contributions from all the Directors at the Board meetings.
	ired to complete the columns below. Non-large companies are encouraged
to complete the columns	below.
Measure	
Timeframe	

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3The positions of Chairman and CEO are held by different individuals.

Application	Applied	
Explanation on application of the practice	The position of Chairman and Group Managing Director are held by two (2) different individuals. Tan Sri Lim Siew Choon is the Executive Chairman of the Board and Dato' Lee Tuck Fook is the Group Managing Director of the Company.	
	The Company ensures that there is a clear and proper balance of power and authority between the two (2) positions.	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure		
Timeframe		

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

Note: If the board Chairman is not a member of any of these specified committees, but the board		
allows the Chairman to participate in any or all of these committees' meetings, by way of invitation,		
then the status of this pro	actice should be a 'Departure'.	
Application	: Applied	
Explanation on	: The Executive Chairman of the Board, Tan Sri Lim Siew Choon is not a	
application of the	member of the Audit Committee and Nomination & Remuneration	
practice	Committee of the Company and he does not participate in any of these committees' meeting.	
Explanation for		
departure		
Large companies are required to complete the columns below. Non-large companies are encouraged		
to complete the columns below.		
Measure	:	
Timeframe	:	
1		

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied	
Explanation on	:	The Board is supported by two suitably qualified and competent	
application of the	•	Company Secretaries, namely:	
practice		Jampan, Jacketanes, namer,	
		 Ms Loh Chee Mun, a Chartered Secretary and Associate member of The Malaysian Institute of Chartered Secretaries and Administrators; and Mr Chong Kian Fah, a member of the Malaysian Institute of Accountants. Ms Loh Chee Mun is also the Secretary for all the Board Committees of	
		the Company. She attends all Board and Board Committee meetings.	
		The Board and Board Committees have unrestricted access to the advice and services of the Company Secretaries relating to the Group policies and procedures, regulatory requirements such as companies and securities laws, corporate governance matters, Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and the Code.	
		The Company Secretaries keep themselves abreast with the regulatory changes and development in corporate governance, rules and regulations through continuing education and professional training.	
Explanation for departure	:		
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to complete the column	-		
Measure	:		
Timeframe	:		

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	Applied
Explanation on application of the practice	The Company Secretary ensures that all meeting materials are generally sent to the Board members five (5) business days before the meeting to allow them to have sufficient time to go through papers and make informed decisions.
	The Board's deliberation and decision are properly recorded in the minutes of the Board meetings and distributed to the Directors in a timely manner for review and thereafter for confirmation at the next meeting.
Explanation for departure	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure	
Timeframe	

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies—

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

Application :	Applied	
Explanation on : application of the practice	The Company's Board Charter sets out the roles and responsibilities of the Board, the Board Committees, Directors and the Management as well as the issues and decisions reserved for the Board. The Board Charter is periodically reviewed to ensure its compliance and relevance to the prevailing laws, rules, regulations and to be consistent with the Board's objective. The Board Charter is made available for reference on the Company's website at (www.wct.com.my).	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	: Applied
Explanation on application of the practice	: The Code of Ethics for Company Directors adopted by the Company provides the ground rules and guidance for proper standard of conduct and ethical behaviour for the Board and its members, based on the principles of sincerity, integrity, responsibility and corporate social responsibility and the Group has adopted a standard Code of Conduct and Ethics ("WCT Code of Ethics") relating to its business operations for all its employees.
	As part of the Company's commitment against all forms of bribery and corruption, the Company has put in place the Anti-Bribery and Anti-Corruption ("ABAC") Policy and Standard Operating Procedures ("SOP" to prohibit the bribery or corrupt acts by any director, employee of persons performing services for the Group.
	The Company's Whistleblowing Policy and Procedures serve to provide an avenue and mechanism for any individual to report any concerns they may have on any suspected and/or known improper conducts wrongdoings, corruption, fraud and/or abuse in accordance with the procedures as provided therein.
	The Code of Ethics for Company Directors and employees, ABAC Policy and the Whistleblowing Policy are made available for reference on the Company's website at (www.wct.com.my).
Explanation for departure	
Large companies are re to complete the colum	 equired to complete the columns below. Non-large companies are encouraged ns below.

Measure	:	
Timeframe	:	

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application		Applied	
Explanation on application of the practice	:	The Board has in place Whistleblowing Policy and Whistleblowing Procedures for any individual to report any concerns they may have on any suspected and/or known improper conducts, wrongdoings, corruption, fraud and/or abuse in accordance with the procedures as provided under the Policy. The Whistleblowing Policy is made available on the Company's website at (www.wct.com.my), as reference and for ease of access for reporting by the employees and associates of the Group.	
		An improper conduct is any act, omission or conduct that is unlawful, illegal, immoral, unethical, dishonest, improper or wrong, and may include but is not limited to the following:	
		 (a) a criminal offence; (b) failure to comply with any law or regulation; (c) failure to comply with any policy, guideline, procedure, advisory, directive and/or instructions issued by the Group; (d) misuse of the Group's funds or assets; (e) an act or omission which creates a substantial and specific danger to the lives, health or safety of the employees or the public or the environment; (f) unsafe work practices or substantial wasting of Group's resources; (g) abuse of power by an officer of the Group; (h) fraud, corruption, bribery, blackmail, money laundering; (i) sexual harassment; and (j) concealment/cover up of any of the above. The Whistleblower may report any suspected or known instances of improper conduct which is committed by any employee or Director of the Group directly to the AC - Chairman via any of the following channels: (i) By post in a sealed envelope, indicated "Strictly Private and Confidential – to be opened by Addressee Only" to the attention 	

	Audit Committee Chairman
	WCT Holdings Berhad
	B-30-01, The Ascent, Paradigm
	No. 1 Jalan SS7/26A, Kelana Jaya,
	47301 Petaling Jaya,
	Selangor Darul Ehsan, Malaysia
	(ii) Via electronic mail (e-mail) to whistleblower@wct.my
	(iii) Via online submission using this link
	https://www.wct.com.my/whistleblowingform/
	For every whistleblowing report received, the Audit Committee ("AC") Chairman will appoint an investigator to perform preliminary assessment on the credibility and sufficiency of evidence on the reported improper conduct. Based on the result from preliminary assessment, the AC Chairman shall decide or to discuss with the AC members on the next course of action (i.e. whether a full investigation is warranted). The AC will review the investigation report, and should the allegation is substantiated, the AC will identify and recommend the corrective action to be taken and recommend if disciplinary action is to be taken against the wrongdoer. During the year under review, no full investigation was performed on any improper conduct reported.
Explanation for :	
departure	
Large companies are requir	red to complete the columns below. Non-large companies are encouraged
to complete the columns be	elow.
Measure :	
Timeframe :	

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	: Applied
Explanation on application of the practice	: The Board had taken a more holistic approach of the business with proactive and effective measures to anticipate and address materine ESG risks and opportunities. WCT took cognisance of the 17 Sustainab Development Goals ("SDGs") of United Nation and assessed each of them to determine to what extent WCT as an economic entity contributing towards achieving these goals. To-date, WCT has contributed positively to some of these goal at varying degree and as going-concern entity, WCT continues to strive onwards toward achieving these sustainability goals.
	The Board has delegated the responsibility of risk management oversight and control to the Board Risk & Sustainability Committee ("BRSC") comprising four (4) Independent Non-Executive Directors of the Company.
	The duties and responsibilities of the BRSC are to support and provide oversight the implementation of the Company's and the Group sustainability strategy, initiatives, policies and practices as approved to the Board including setting and assessing of targets and measuring the performance against targets and to report to the Board on the same regularly.
	Further, WCT has established a Group Sustainability Committee ("GSC to assist the BRSC in discharging its duties and responsibilities. The GS is made of leadership from each division to ensure consister implementation of its sustainability goals and strategies.
	In 2021, WCT reviewed and undertook a sustainability materialist assessment in order to develop strategies for its engineering construction, property development, retail malls, hotels and business aviation divisions. The assessment was carried out based on a set of established methodology via an internal assessment and stakeholded engagement survey where 19 materiality matters were identified.

	The sustainability material matters form the foundation for WCT's aspirations to deliver on the SDGs which will be supported by the following sustainability pillars: i. promote sustainable development goals in all economic endeavours ii. deliver shared value to stakeholders iii. Uphold environmental and social stewardship iv. Balance private wealth to public good The allocation of scarce resources on the material matters to achieve targets based on the respective indicators will ensure that WCT is gradually delivering on the goals and together building a sustainable going concern moving forward. With sustainability being a standing quarterly agenda in the BRSC meetings, the updates on the Group's sustainability flagship programmes and the performance of the key material matters will be reported and monitored on a quarterly basis.	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

	T
Application	Applied
Explanation on application of the practice	The Group's sustainability strategy, initiatives, policies and practices as approved by the Board including targets and sustainability performance measurements will be communicated internally via the Group Sustainability Committee ("GSC") and to all employees, where appropriate and externally via WCT's Sustainability Statement and corporate website at https://www.wct.com.my/sustainability/ . In addition, the related policies and initiatives will be embedded into daily business operations and socialised with internal stakeholders by respective business divisions and departments through inclusion in procedures or training.
Explanation for	
departure	
Large companies are req	red to complete the columns below. Non-large companies are encouraged
to complete the columns	elow.
Measure	
Timeframe	

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application :	Departure
Application .	Departure
Explanation on :	
application of the	
practice	
Evalenation for	The Board leadership and evereight are working towards integrating
Explanation for : departure	The Board leadership and oversight are working towards integrating sustainability considerations encompassing environmental, social and governance (ESG) to corporate strategy, governance and decision-making as the underlying issues related to ESG are material to the ability of WCT to create long term durable value and maintain confidence of stakeholders.
	The Board aims to focus on competency training and capacity building in equipping the Board and senior management to continuously address sustainability risks and extract the benefits from the opportunities.
	In 2020, a sustainability awareness briefing was conducted for the Board to raise awareness on sustainability and what is required for the institutionalisation of sustainability into WCT's overall business strategy. In 2021, the Board was involved in reviewing and approving the Group's prioritised material matters and corresponding strategies.
to complete the columns l	ired to complete the columns below. Non-large companies are encouraged pelow.
Measure :	 i. FTSE4GOOD indicators used for each of the material matter; and ii. GRI disclosure requirement for reporting on these material matters The sustainability competence requirements for the Board will be determined and subsequently relevant training will be provided and when selecting future board member, these skills matrix and competencies will be considered. Examples of sustainability competence includes knowledge and understanding in sustainable construction, circular economy and climate resilience.

Timeframe :	Within 2 years	

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	÷	A study is required for developing the criteria for the performance evaluations of the Board and the Management to address the Company's material sustainability risk and opportunities. Currently, the Company does not have any alternative practice.
Large companies are to complete the colu	•	ed to complete the columns below. Non-large companies are encouraged clow.
Measure	:	A study will be carried out to review and develop the criteria for the performance evaluations of the Board and the Management in addressing the Company's material sustainability risk and opportunities.
Timeframe	:	Within 3 years

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.			
Application :	Adopted		
Explanation on adoption of the practice	 The WCT's Group Sustainability Committee ("GSC") was established in 2018 to oversee WCT's sustainability plan and strategies. The GSC is headed by a Chairman, Mr. Liang Kai Chong, Executive Director of WCT Holdings Berhad. The Chairman oversees the following responsibilities of the Committee: a) Review and recommending to the Board the Group sustainability plans, strategies and performance. b) Oversee WCT Group's management of sustainability objectives and strategies to ensure alignment with Group's commitment towards sustainability. c) Review and assess overall sustainability strategies and sustainability performance management. d) To review and advise on the Sustainability Statement prior to the Board's review. 		

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application :	Applied
Explanation on application of the practice : The Nomination & remuneration Committee ("NRC") read and composition of the Board based on objective, merit regards on the diverse set of skills, knowledge, profess experience, gender, age, cultural and educational ethnicity including the tenure of Directors through ann assess the requirements to ensure the Board's composition periodically.	
	The NRC reviews and evaluates the performance and effectiveness of the Board and individual directors including those directors who are seeking for re-election through annual directors' evaluation. Only those directors with satisfactory evaluation and continues to perform effectively and to demonstrate commitment to his/her role are recommended to the Board for re-election.
Explanation for : departure	
Large companies are requ	ired to complete the columns below. Non-large companies are encouraged
to complete the columns i	pelow.
Measure :	
Timeframe :	

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application :	Departure	
Explanation on : application of the practice		
Explanation for : departure	During the year under review, the Board comprises ten (10) Directors, five (5) (or 50%) of whom are Independent Directors.	
	The current Board composition, half of which consist of independent directors, fully complies with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad which requires at least 2 directors or 1/3 of the Board members (whichever is the higher) to be independent directors.	
	The Board noted the recommendation of the Code that the Board for Large companies shall comprise a majority of independent directors. Whilst the Board currently does not comprise a majority of independent directors, the Board believes that there is a good balance between Executive powers and Board independence within the current Board composition and to enable the Board to discharge its duties effectively and objectively.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :	The Board would assess its composition and consider the appointment of additional independent director should the need arise.	
Timeframe :	Others	

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application :	Applied
Explanation on :	There are no Independent Directors serving the Board beyond nine (9)
application of the	years.
practice	
	Upon completion of nine (9) years, an Independent Director may continue to serve on the Board as Non-Independent Director, or if the Board intends to retain an Independent Director beyond nine (9) years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.
Explanation for :	
departure	
Large companies are requi to complete the columns b	red to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

limits the tenure of	f an indep	on of this Step Up practice, a listed issuer must have a formal policy which pendent director to nine years without further extension i.e. shareholders' ctor as an independent director beyond nine years.
Application	:	Not Adopted
Explanation on	:	
adoption of the		
•		
practice		

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice		The NRC is responsible for assessing and making recommendations on any new appointments including the re-election of retiring Directors to the Board. In making these recommendations, the NRC considers and assess the diverse set of skills, knowledge, professional/industry experience, gender, age, cultural and educational backgrounds, ethnicity and length of services of the proposed candidate in accordance with the Board and Senior Management Diversity Policy ("Diversity Policy"), when determine the Board's composition. The NRC will take into consideration the time commitment, number of directorships and other obligations when considering the potential candidates. The NRC is also review and make recommendation to the Board for the appointment or renewal of employment contract of executive directors of the Company, taking into account diversity in addressing the composition of the Board. During the year under review, the NRC, upon its review and assessment, recommended the re-employment of Mr. Liang Kai Chong, an Executive Director of the Company, who will be reaching the retirement age in February 2022.
Explanation for departure	:	
Large companies are to complete the colu	•	ed to complete the columns below. Non-large companies are encouraged clow.
Measure	:	

Timeframe	:	

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied
Explanation on application of the practice	:	The NRC will consider multiple channels such as recommendations from the Board, management or independent sources to identify suitably qualified candidates should there be any new appointment of Directors. No recommendation was made for appointment of new director during the year 2021.
Explanation for departure	:	
·		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	Applied
Explanation on application of the practice	Shareholders may refer to the Profile of Directors and the Analysis of Shareholdings for Directors' shareholding in the Company's Annual Report 2021 for the details of Directors who are seeking for re-election at the 11 th Annual General Meeting ("AGM").
	As disclosed in the Corporate Governance Overview Statements, the Board supported the re-appointment of the Directors who are seeking for re-election at the coming 11 th AGM as they have provided their full contribution, commitment and participation towards the Group, their confidence to stand up for a point of view and always act in the best interest of the Group as a whole. In addition, the Independent Directors who are seeking for re-election at the coming 11 th AGM, do not have any position or relationship that might influence in a material respect their capacity to bring an independent judgement on issues before the Board and to act in the best interest of the Group.
Explanation for departure	
Large companies are requ to complete the columns	ired to complete the columns below. Non-large companies are encouraged below.
Measure	
Timeframe	

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied
Explanation on	:	The Nomination & Remuneration Committee is chaired by Datuk Ab
application of the		Wahab Bin Khalil, an Independent Non-Executive Director.
practice		
Explanation for	:	
departure		
Large companies are requ	uir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns	be	elow.
Measure	:	
Timeframe	:	

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on	:		
application of the practice			
Explanation for departure	:	-	Rahana Binti Abdul Rashid is the only ard which represent 10% of the Board
		the Board. Even though the Comprepresentation at Board level, the	ance of promoting gender diversity in pany has not reached the 30% women Board discharge its duties objectively t of the Group taking into account the
Large companies are to complete the colur	•	•	Non-large companies are encouraged
Measure	:	Where new appointments are to be made to the Board or on replacement of a Director on the Board, priority will be given to suitable women director candidates to achieve at least 30% women directors on the Board.	
Timeframe	:	Others	By year 2026

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application :	Applied
Explanation on : application of the practice	To commit in encouraging diversity, including gender diversity, and to align with the updated practices under the Code, the Board had on 12 October 2021 adopted the Board and Senior Management Diversity Policy ("Diversity Policy"). The Board supports the Government's aspiration to achieve at least 30% women directors on the Board including senior management. The Diversity Policy which is embedded in the Board Charter is made available for reference at (www.wct.com.my).
Explanation for : departure	
Large companies are requ	red to complete the columns below. Non-large companies are encouraged
to complete the columns b	pelow.
Measure :	
Timeframe :	

to complete the columns below.

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.		
Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	Currently, the Board conducts a formal and objective annual evaluation to determine the effectiveness of the Board, its committees and each individual director. Hence, the Board did not engage any independent expert to facilitate the evaluation process in 2021.
		The NRC has reviewed and adopted the criteria used for the annual assessment and evaluation of each individual Director, the Board as a whole and the Board Committees as well as the independence assessment of the Independent Directors.
		Each Director is required to review and appraise himself and the Board and/or the respective Committees of which he is a member based on the criteria as set out in the evaluation form. From the results, the NRC will draw conclusions on the Board's and Committees' effectiveness in discharging their duties and responsibilities. The results and conclusions will be escalated to the Board.
		The annual review and evaluation of the Board as a whole, the Board Committees and the individual Directors which were conducted for the financial year ended 2021 concluded that the Board and the Board Committees had continued to operate effectively towards fulfilling their duties and responsibilities as the members of the Board and Board Committees throughout the year under review.
Large companies are i	requir	red to complete the columns below. Non-large companies are encouraged

Measure	:	The Board shall continue to conduct the evaluation internally and may consider in engaging independent expert to facilitate objective and candid board evaluation as and when the Board deems necessary.	
Timeframe	:	Within 1 year	

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application :	Applied	
Explanation on : application of the practice	The objective of the Group's Remuneration Policy is to attract and retain the Directors and Senior Management who play an important role in leading and controlling the Group's operation effectively. Generally, the remuneration of each Director and Senior Management are determined based on their roles and responsibilities having regard to their merits, qualifications and competence as well as the Group's operating results, individual performance and comparable market statistics.	
	The Policy on Remuneration of Directors and Senior Management of the Group, which set out the details on the procedures involved to determine the remuneration of the Directors and senior management, is in line with the best practices recommended by the Code and MMLR of Bursa Securities and make available for reference on the Company's website at (www.wct.com.my).	
Explanation for : departure		
Large companies are requito complete the columns b	red to complete the columns below. Non-large companies are encouraged pelow.	
Measure :		
Timeframe :		

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application :	Applied	
Explanation on : application of the practice	The NRC is to assist the Board in identifying and to recommend for the Board's approval new appointments and/or re-elections of Directors, review the terms of employment and propose remuneration for Directors and Senior Management as well as the diverse set of skills, knowledge, professional/industry experiences, gender, age, cultural and educational backgrounds, ethnicity and length of service of the Directors The Terms of Reference of NRC is available on the Company's website at (www.wct.com.my).	
Explanation for : departure		
Large companies are requi to complete the columns b	red to complete the columns below. Non-large companies are encouraged elow.	
Measure :		
Timeframe :		

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	Please refer to the disclosure for the financial year ended 31 December 2021 as per attached.

				Company ('000)						Group ('000)						
No	No Name	Directorate	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total
1	Tan Sri Lim Siew Choon	Executive Director	12,000	=	3,105,000	115,000	15,321	7,195	3,254,516	Input info here	Input info here	Input info here				
2	Dato' Lee Tuck Fook	Executive Director	12,000	-	2,700,000	100,000	-	3,566	2,815,566	Input info here	Input info here	Input info here				
3	Chow Ying Choon	Executive Director	12,000	-	1,745,000	75,000	31,150	1,381	1,864,531	Input info here	Input info here	Input info here				
4	Goh Chin Liong	Executive Director	12,000	-	2,227,500	82,500	38,800	7,456	2,368,256	Input info here	Input info here	Input info here				
5	Liang Kai Chong	Executive Director	12,000	-	1,485,000	55,000	23,300	11,241	1,586,541	Input info here	Input info here	Input info here				
6	Tans Sri Marzuki Bin Mohd Noor	Independent Director	84,000	21,000	-	-	-	700	105,700	Input info here	Input info here	Input info here				
7	Datuk Ab Wahab Bin Khalil	Independent Director	84,000	20,000	-	-	-	700	104,700	Input info here	Input info here	Input info here				
8	Dato' Ng Sooi Lin	Independent Director	84,000	22,000	-	-	-	3,130	109,130	Input info here	Input info here	Input info here				
9	Ng Soon Lai @ Ng Siek Chuan	Independent Director	84,000	7,000	-	-	-	3,130	94,130	Input info here	Input info here	Input info here				
10	Rahana Binti Abdul Rashid	Independent Director	84,000	14,000	-	-	-	3,130	101,130	Input info here	Input info here	Input info here				
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure						
Explanation on application of the practice	:							
Explanation for departure	:	Generally, the remuneration of each senior management is determined in accordance with each senior management's level of responsibility, expertise and experience, having taken into account the remuneration and employment conditions within the construction and property industries to ensure the remuneration package are competitive and sufficient to attract and retain talents. Long-term incentives are also introduced through share-based scheme under the Company's Employees Share Options Scheme (2013/2023) to align the senior managements' interest more closely to that of the shareholders. The Company has opted not to disclose on a named basis the top 5 senior management's remuneration in bands width of RM50,000 due to confidentiality and sensitivity of each remuneration package as well as the competitive conditions for talent in the industry.						
		As an alternative, the Company daggregate and no name basis paid (excluding the Directors of the Composition Salaries Other emoluments Fees Bonus EPF Benefit-in-kind Total:	to the top 5 senior management					

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:	The Company has no immediate p	olan to comply with this disclosure.
Timeframe	•	Others	

			Company								
No	Name	Position	Salary	Allowance	Bonus	Benefits	Other emoluments	Total			
1	Input info here	Input info here	Choose an item.	Choose an item.							
2	Input info here	Input info here	Choose an item.	Choose an item.							
3	Input info here	Input info here	Choose an item.	Choose an item.							
4	Input info here	Input info here	Choose an item.	Choose an item.							
5	Input info here	Input info here	Choose an item.	Choose an item.							

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

			Company ('000)								
No	Name	Position	Salary	Allowance	Bonus	Benefits	Other emoluments	Total			
1	Input info here	Input info here									
2	Input info here	Input info here									
3	Input info here	Input info here									
4	Input info here	Input info here									
5	Input info here	Input info here									

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.1

The Chairman of the Audit Committee is not the Chairman of the board.

		-
Application	:	Applied
Explanation on application of the practice	:	The Chairman of the Audit Committee, Tan Sri Marzuki Bin Mohd Noor, is not the Chairman of the Board.
Explanation for departure	:	
Large companies are real to complete the column	•	red to complete the columns below. Non-large companies are encouraged elow.
Measure	:	
Timeframe	:	

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.2

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application :	Applied
Explanation on : application of the practice	The Audit Committee's Terms of Reference has incorporated a policy that a person who is a former audit partner in charge of the external audit of the Company is required to observe a cooling-off period of at least five (5) years before he/she can be considered to be appointed as a director or a member of the Audit Committee or senior management team of the Company.
Explanation for : departure	
Large companies are requ to complete the columns b	red to complete the columns below. Non-large companies are encouraged pelow.
Measure :	
Timeframe :	

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application :	Applied
Explanation on : application of the practice	The Company has in place a Policy on Assessment of External Auditors which contain the policies and procedures to assess the suitability, objectivity and independence of the Company's external auditor upon reviews being conducted on the same.
	During the year under review, the Audit Committee had 2 discussions with the external auditors, namely Ernst & Young PLT ("EY") on 17 March 2021 and 25 November 2021 without the presence of the Executive Directors and the Management. The Audit Committee has also monitored and reviewed the performance and the independence of EY and is satisfied that EY has been independent throughout the conduct of the audit process and the services rendered by EY have met the quality expected by the Audit Committee.
	The Audit Committee has obtained confirmation from EY that they are and have been independent throughout the conduct of the audit engagement in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Code of Ethics for Professional Accountants (including International Independence Standards).
	In addition, to the best knowledge of the Audit Committee, the provision of non-audit services by the external auditors during the year under review did not compromise the external auditors' independence.
Explanation for : departure	
Large companies are requir to complete the columns be	red to complete the columns below. Non-large companies are encouraged elow.
Measure :	

Timeframe	:	

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on		The Audit Committee comprises the following members, who are all
adoption of the		Independent Non-Executive Directors:
practice		
		(1) Tan Sri Marzuki Bin Mohd Noor (Chairman)
		(2) Datuk Ab Wahab Bin Khalil
		(3) Dato' Ng Sooi Lin
		(4) Ng Soon Lai @ Ng Siek Chuan
		(5) Rahana Binti Abdul Rashid

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application	:	Applied
Explanation on application of the practice	:	The Audit Committee possesses a wide range of necessary skill and experience to discharge its duties. The qualification and experience of individual member of the Audit Committee are disclosed in the Profile of Directors in the Company's Annual Report 2021. The members of the Audit Committee continuously to keep themselves abreast of relevant developments in accounting and auditing standards, new rules and regulations etc. During the financial year 2021, the members of the Audit Committee had attended the following seminar/training programmes: Tan Sri Marzuki Bin Mohd Noor Corporate Directors Summit 2021 - Governance 4.0 (17 August 2021) Webinar on Securities Commission Guidelines on the conduct of Directors of listed corporations and their subsidiaries (28 September 2021) Securities Commission's Audit Oversight Board Conversation with Audit Committees (6 December 2021)
		 Datuk Ab Wahab Bin Khalil Corporate Directors Summit 2021 - Governance 4.0 (17 August 2021) Webinar on Securities Commission Guidelines on the conduct of Directors of listed corporations and their subsidiaries (28 September 2021) The Asset and Facility Management Conference (AFMC 2021) (9 & 10 November 2021) Securities Commission's Audit Oversight Board Conversation with Audit Committees (6 December 2021)

	 Dato' Ng Sooi Lin Webinar on Securities Commission Guidelines on the conduct of Directors of listed corporations and their subsidiaries (28 September 2021) Securities Commission's Audit Oversight Board Conversation with Audit Committees (6 December 2021) Ng Soon Lai @ Ng Siek Chuan BNM-FIDE Forum Dialogue: The Future of Malaysia's Financial Sector (9 June 2021) BNM-FIDE Forum Dialogue on RMiT Implementation (8 July 2021) Webinar on MFRS 17 (10 September 2021) 		
	 Sustainability Training by Climate Governance Malaysia (8 November 2021) 		
	 Puan Rahana Binti Abdul Rashid Corporate Directors Summit 2021 - Governance 4.0 (17 August 2021) 		
	 Webinar on Securities Commission Guidelines on the conduct of Directors of listed corporations and their subsidiaries (28 September 2021) Securities Commission's Audit Oversight Board Conversation with Audit Committees (6 December 2021) 		
Explanation for : departure			
to complete the columns be	red to complete the columns below. Non-large companies are encouraged elow.		
Measure :			
Timeframe :			

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1

The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	The Board affirms its responsibility for maintaining a sound risk management framework and internal control system to safeguard shareholders' investment and the Group's assets, as well as to discharge its stewardship responsibility in identifying principal risks and ensuring the implementation of an appropriate risk action plan and internal control system to manage those risks.
		In this respect, the Board has established a governance structure to ensure effective oversight of risks and control in the Group. It is assisted by Board Risk & Sustainability Committee ("BRSC") and Risk Management Committee ("RMC").
		BRSC is responsible for providing an independent oversight of the implementation and operation of the Group's enterprise-wide risk management framework. It reviews the Group's enterprise-wide risk management framework and ensures that an effective process to identify, evaluate, control, report and manage risks is created, implemented and maintained by the Group.
		RMC is responsible for developing, executing and maintaining an effective risk management system, including the continual review process of identified risks and the effectiveness of mitigation strategies and controls.
		At operating unit level, risk owners are responsible for identifying risks that may have an impact on achieving their operational/financial and other business objectives.
		Information on the Group's risk management and internal control system implemented during the year is presented in the Statement on Risk Management and Internal Control set out in the Company's Annual Report 2021.
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure		
Timeframe		

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied	
Explanation on application of the practice	:	The Group adopts an enterprise wide risk management framework, which identifies potential major risks to the Group. The identified risks are assessed using qualitative and quantitative aspects against their likelihood (based on risk appetite approved by the Board) and their impact thereof. Gross risks are ranked accordingly, after taking into consideration of gross likelihood and gross impact should the risks occur, before they are ranked according to the residual risks, after taking into consideration the effectiveness of controls and action plans taken or proposed to be taken to mitigate such identified risks. RMC reviews, appraises and assess the risks identified by the respective risk owners of the Group together with the controls and action plans undertaken or proposed to be undertaken to mitigate and manage the identified risk exposure. The RMC then reported key risks together with mitigation action to BRSC on quarterly basis. After due deliberation, the BRSC would then present a summary of the key risks and mitigations actions and its recommendation to the Board for final endorsement. The Board has received assurance from the Group Managing Director and Director of Finance & Accounts that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged			
to complete the colum	ns be	elow.	
Measure	:		
Timeframe	:		

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application :	Adopted
Explanation on : adoption of the practice	The Company has established Board Risk & Sustainability Committee, which comprises the following members and all are Independent Non-Executive Directors, to oversee the Company's risk management framework and policies including sustainability risks and efforts: (1) Dato' Ng Sooi Lin (Chairman) (2) Tan Sri Marzuki Bin Mohd Noor (3) Datuk Ab Wahab Bin Khalil (4) Rahana Binti Abdul Rashid

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application :	Applied	
Explanation on : application of the practice	The internal audit function of the Group is performed by the in-house Group Internal Audit Department ("GIAD") that provides independent and reasonable assurance on the adequacy and effectiveness risk management, control and governance processes within the Group. Head of GIAD functionally reports to Audit Committee ("AC") who reviews, deliberate and endorsed the audit plan and resources required by GIAD. GIAD focused on timely and complete execution of audit plan, finalisation of audit reports, and implementation of agreed action plan ("AAP") which are encompasses in internal audit report. Results from audit engagements together with those from implementation of AAP are presented and deliberated during quarterly	
	AC meeting. To ensure that GIAD could function effectively, the resources required by GIAD is periodically reviewed according to the needs e.g., business expansion and diversification of the Group.	
Explanation for : departure		
Large companies are requir to complete the columns be	ed to complete the columns below. Non-large companies are encouraged elow.	
Measure :		
Timeframe :		

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose-

to complete the columns below.

- whether internal audit personnel are free from any relationships or conflicts of interest,
 which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	: Applied	Applied			
Explanation on application of the practice	were an relations subsidia The GIA Malaysia Internal at 31 De	All members of GIAD signed an annual declaration to declare that they were and has been independent, objective, and free from any family relationship with Directors and/or major shareholders of WCT and its subsidiaries. The GIAD, led by Halmiaskandar Kasmiri, a Certified Accountant of Malaysian Institute Accountant (MIA) and a member of the Institute of Internal Auditors ("IIA") Malaysia, has a total of seven (7) members as at 31 December 2021. Summary of education and qualification of the members of GIAD is as follow: -			
		Education		Affiliation	1
	Туре	Number	Chartered Accountant - MIA	Member of IIA Malaysia	Other professional certification i.e. ACCA
	CAT	1	-	1	1
	Bachel Degree		4	5	-
	Total	7			
	related t	The activities and functions of GIAD is independent of the activities related to business of the Group and it perform its duties in accordance with standards and guidance issued by The IIA Global.			
Explanation for departure	:				
Large companies are r	equired to com	pplete the columns	s below. Non-la	arge compani	es are encouraged

Measure	:	
Timeframe	:	

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

Application :	Applied
Explanation on application of the practice	The Company has in place procedures to enable effective communication with stakeholders. This includes announcements to Bursa Malaysia Securities Berhad, media releases, Annual General Meeting ("AGM"), the Investor Relations Programme which reaches out to the investors and other stakeholders through engagement such as quarterly briefing with analysts, road shows etc as well as the Company's websites (www.wct.com.my) which provides relevant information for investors and other stakeholders. The detailed on the effective, transparent and regular communication with the stakeholders of the Company is as follows: EFFECTIVE COMMUNICATION AND PROACTIVE ENGAGEMENTS WITH SHAREHOLDERS The Group values and strongly believes in the importance of effective communication with shareholders, potential investors and the public. This is to ensure that all shareholders, both institutional and individual investors, have full access to the relevant information disclosed by the Company. It does this through the Company's Annual Report, AGM, the Company's website (www.wct.com.my) and the timely release of all corporate announcements and quarterly interim financial results, thus providing shareholders and the investing public with an overview of the Group's performance and operations. All enquiries made are dealt with as promptly as practicable. The Annual Report remains as the Company's main source of information to the shareholders and investors while the Company's website, which has a dedicated investor relations section, is intended to provide relevant information about the Group to a wider segment of the investing public. Any shareholders and/or stakeholders of the Group who may have concerns relating to the Group may directly convey the same to Tan Sri Marzuki Bin Mohd Noor, the Company's Senior Independent Non-Executive Director, who serves as a point of contact for shareholders and other stakeholders.

ENSURE TIMELY AND HIGH-QUALITY DISCLOSURE

The Board recognises the importance of prompt and timely dissemination of accurate and sufficient information concerning the Company and its Group to the shareholders, investors and other stakeholders to enable them to make informed decisions.

The Company maintains the practice of releasing all requisite announcements as well as material and price sensitive information in a timely manner to Bursa Securities in compliance with the disclosure requirements as set out in the MMLR of Bursa Securities. The Company also releases timely updates to the market and community through the Company's websites, media release and other appropriate channels. Price-sensitive information and information that may be regarded as undisclosed material information about the Group is, however, not disclosed until after the requisite announcement to Bursa Securities has been made.

THE AGM

The AGM of the Company is used as a forum of communication with its shareholders. All shareholders are encouraged to attend the AGM which is usually held within the Klang Valley and is easily accessible by the shareholders. In light of the COVID-19 pandemic, the Company conducted a fully virtual 10th AGM on 22 June 2021 as a precautionary measure to curb the spread of COVID-19. During the 10th AGM, a presentation was given by the Senior Management to the shareholders on the Group's strategies, performance and latest developments including the Company's responses to the questions raised by the Minority Shareholders Watch Group (MSWG), on behalf of the minority shareholders of the Company and Permodalan Nasional Malaysia, a substantial shareholder of the Company. The Board encourages participation from shareholders by having a question and answer session during the AGM whereby the shareholders may channel their queries relating to the audited financial statements of the Group and the Company to the Company's External Auditors and may discuss the Group's performance and its business activities with the Directors and the Management of the Company. Each item of special business included in the notice of the general meeting is accompanied by an explanation of the effects of a proposed resolution. Separate resolutions are proposed for substantially separate issues at the general meeting and the Chairman would declare the number of proxy votes received, both for and against each separate resolution where appropriate.

Pursuant to Paragraph 8.29A of the MMLR of Bursa Securities, any resolution set out in the notice of any general meeting shall be voted by poll. As such, all resolutions proposed at the forthcoming 11th AGM of the Company scheduled to be held on 15 June 2022 will be voted by poll. An Independent Scrutineer will be appointed by the Company to verify the results of the poll at the AGM.

INVESTOR RELATIONS

Another important channel of communication with shareholders, investors and the general investment community, both locally and internationally, is the Group's investor relations activities. The Company conducts regular

	briefings with financial analysts and fund managers from time to time as a means of maintaining and improving investor relationship. At least four (4) analyst briefings are held each year, usually to coincide with the release of the Group's quarterly interim financial results. Additional engagements with individual or group of analysts and fund managers may be held on an ad hoc basis as and when requested. A press conference is normally held after the AGM or any Extraordinary General Meeting of the Company.	
	Below is a summary of the investor relation the financial year ended 31 December 202	_
		<u>Total</u>
	Meetings/Conference calls with invest analysts and fund managers	stors, 3
	Investors briefings	4
	The Group's website (www.wct.com.my investor relations and provides up-to-da business and operations. Presentations managers are also posted on this secti Further enquiries on all investor related following person: Ms Lo Wei Teing Senior Manager - Corporate Affa Tel: +603 7806 6608 Email: wei-teing.lo@wct.my	ate information on the Group's is made to analysts and fund tion of the Company's website. matters may be directed to the
Explanation for : departure		
	red to complete the columns below. Non-la	arge companies are encouraged
to complete the columns b	elow.	
Measure :		
Timeframe :		
L	1	

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application :	Departure	
Explanation on : application of the practice		
Explanation for : departure	The Company's Annual Report 2021 is currently not fully aligned to the Integrated Reporting framework recommended by the International Integrated Reporting Council. In the Annual Report 2021, the Company reports on the Group's strategy, governance, performance and prospects for the benefit of all	
	 its stakeholders vide the following reports: Chairman's Statement; Financial Statements and the Management Discussion & Analysis; Sustainability Statement; Corporate Governance Overview Statement and Corporate Governance Report; Statement on Risk Management and Internal Control; and Audit Committee Report. 	
Large companies are requi	red to complete the columns below. Non-large companies are encouraged below.	
Measure :	The Company will continue to enhance on its reporting on the Group's strategy, governance, performance and prospects as well as the risks and opportunities by progressively adopt the principles recommended by the International Integrated Reporting Council in order to provide a comprehensive report on the Group initiatives to create greater value to its stakeholders.	
Timeframe :	Within 1 year	

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application :	Applied		
Explanation on : application of the practice	During the financial year 2021, the Notice of Tenth Annual General Meeting ("10 th AGM") of the Company was issued on 11 May 2021, which had more than 28 days' notice prior to the 10 th AGM held on 22 June 2021.		
Explanation for : departure			
Large companies are requ	red to complete the columns below. Non-large companies are encouraged		
to complete the columns below.			
Measure :			
Timeframe :			

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application :	Applied	
Explanation on application of the practice	All the Directors, including the chair of the Board Committees, had attended and participated the fully virtual 10 th AGM of the Company held on 22 June 2021 via the Remote Participation and Electronic Voting Facility and had provided response to questions addressed to them. Despite the 10 th AGM of the Company was a fully virtual meeting, the shareholders were given opportunities to raise questions before and during the meeting. The Company's responses to the questions raised by Minority Shareholders Watch Group (MSWG) and Permodalan Nasional Malaysia, a substantial shareholder of the Company prior to the 10 th AGM were also shared with the shareholders at the meeting for the benefit of the shareholders.	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3

Listed companies should leverage technology to facilitate-

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Applied
Explanation on application of the practice		The Company had leveraged on technology to facilitate remote shareholders' participation and voting in absentia at its fully virtual 10 th AGM held on 22 June 2021. The 10 th AGM was held through Remote Participation and Electronic Voting ("RPEV") facilities provided by the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd ("Boardroom") via the meeting platform at https://web.lumiagm.com/ . which facilitate shareholders' remote participation and voting in absentia as well as to allow the shareholders to pose question to the Board and Chairman of the meeting via typed text in the query box during the live streaming of the 10 th AGM. The meeting platform provided by Boardroom is regularly and extensively penetration tested using independent, accredited third-party experts. Besides, all LumiAGM systems and suppliers' services are certified to the ISO/IEC 27001:2013 international standard. This provides a robust, auditable and externally verified framework of controls designed to maintain the confidentiality, integrity, and availability of customer information and the personal data Lumi processes on their behalf. Lumi uses strong, industry best-practice encryption techniques to ensure customer data is protected from unauthorized access. All data is encrypted, with all keys managed directly by Lumi. There is also audit trail on respective LUMI system.
Explanation for departure	:	
Large companies are to complete the colu	-	red to complete the columns below. Non-large companies are encouraged elow.

Measure	:	
Timeframe	:	

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures		
undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient		
opportunity to pose question	ons and the questions are responded to.	
Application :	Applied	
Explanation on : application of the practice	the Annual Report 2020 together with the Administrative Details which encompassed the guidance on the conduct of the 10 th AGM, including the electronic voting for the conduct of poll on the resolutions. During the 10 th AGM, a presentation was given by the Senio Management to the shareholders on the Group's strategies performance and latest developments including the Company' responses to the questions raised by the Minority Shareholders Watch	
	Group (MSWG) on behalf of the minority shareholders of the Company and Permodalan Nasional Malaysia, a substantial shareholder of the Company, for the benefit of the shareholders. The shareholders were allowed to submit their questions related to the resolutions tabled at the 10 th AGM and the financial performance/development of the Group via email to enquiries@wct.my prior to the 10 th AGM or use the query box to transmit questions to the Board and the Chairman of the AGM via RPEV Facilities provided by Boardroom during the live streaming of the 10 th AGM.	
	The Chairman had ensured that sufficient time was allocated for discussion and addressed the questions raised by the shareholders before the commencement of the poll voting.	
Explanation for : departure		
Large companies are requir	red to complete the columns below. Non-large companies are encouraged	

to complete the columns below.

Measure	:	
Timeframe	:	

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform. **Applied Application** In light of the COVID-19 pandemic, the Company conducted a fully **Explanation on** application of the virtual 10th AGM on 22 June 2021 as a precautionary measure to curb the spread of COVID-19. practice The RPEV Facilities provided by Boardroom, the Company's Share Registrar, via the meeting platform at https://web.lumiagm.com/. facilitated shareholders' remote participation and voting in absentia as well as to allow the shareholders to pose question to the Board and Chairman of the meeting via typed text in the query box. The shareholders are also allowed to submit their questions via email to enquiries@wct.my prior to the 10th AGM. The meeting platform provided by Boardroom allows the shareholders to participate the meeting online using smartphone, tablet or computer and to view live webcast of the meeting. The Company takes cognisance of the recommendation of the Code to make the questions raised by the shareholders visible to all participants of the meeting. **Explanation for** departure Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below. Measure

Timeframe	:	

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

Note: The publication general meeting.	n of Ke	ey Matters Discussed is not a substitu	ute for the circulation of minutes of
Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The minutes of 10 th AGM have been made available to the shareholders on its website at www.wct.com.my slightly more than 30 business days after the AGM.	
Large companies are to complete the colu		red to complete the columns below. No Plow.	on-large companies are encouraged
Measure	:	Will ensure all future minutes of general meetings are circulated to the shareholders no later than 30 business days after the general meetings.	
Timeframe	:	Within 1 year	

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

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