

ENSURING A FAIR, INCLUSIVE AND SAFE WORKPLACE

Our business success depends on our employees, who are our catalysts for excellence and innovation. We strive to provide our employees a safe, inclusive and conducive work environment that allows for personal and professional growth. In this section we review the progress we have made in our workplace in FY2018.

DRIVING A DIVERSE AND BALANCED WORKFORCE

IJM Group employed 4,611 people across our business divisions as at 31 March 2018. Our biggest employers are the Construction, Plantation and Industry Divisions that collectively employ 57% of our total workforce. Permanent full-time employees make up about 86% of the workforce. We believe that our reputation as a responsible employer and our emphasis on the wellbeing of our employees are enablers to a conducive and productive workplace environment.

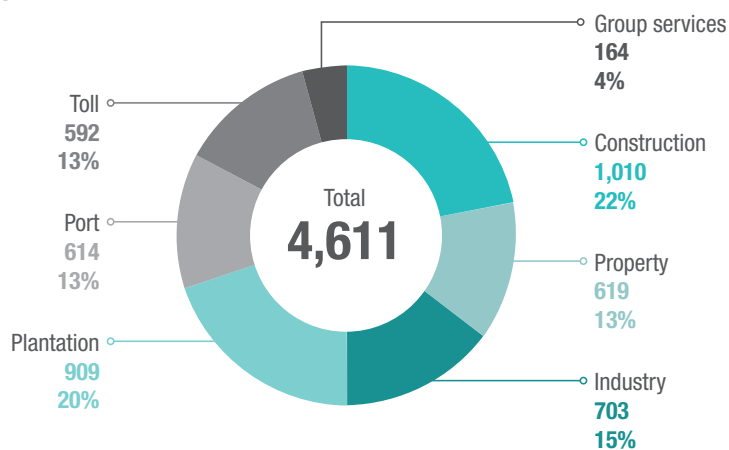
At IJM, we embrace a philosophy of openness in acknowledging differences of opinions, cultures and contributions among all team members, treating all with respect. Our Diversity and Inclusion Policy acknowledges the benefits of a diverse workforce in generating creative solutions and ensuring IJM Group maintains competitiveness in the ever-challenging and global business environment. Our hiring decisions

are made without regard to gender, marital status, nationality, ethnicity or age. At all times, we treat our employees with mutual trust and respect, including our direct and indirect employees.

As at 31 March 2018, 64% of our total Malaysian workforce were Bumiputra (Malays and indigenous populations), 27% Chinese and 7% Indian. Non-Malaysian nationals constitute less than 1% of the workforce in all Divisions except for IJM Plantations. Our Plantation Division employs 48% of non-Malaysians in Sabah, East Malaysia and its Indonesian operations.

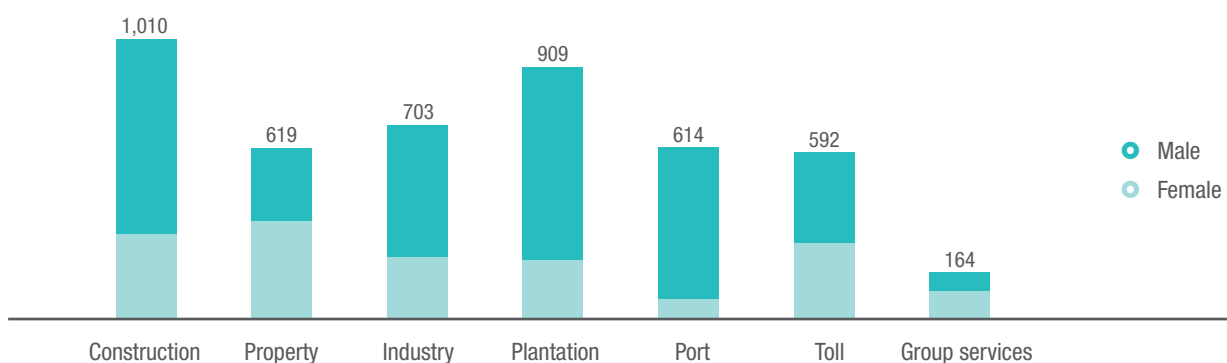
More than half of our workforce have been with IJM for more than five years. IJM's employee turnover rate remains lower than the market average of 12%, except for our Toll operations which has a higher turnover rate of contract workers.

Employees by business



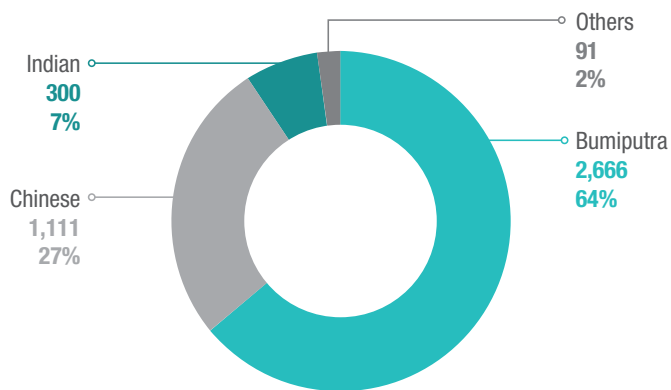
Note: Figures for IJM employees by business do not include workers employed by subcontractors and plantation workers

Employees by gender

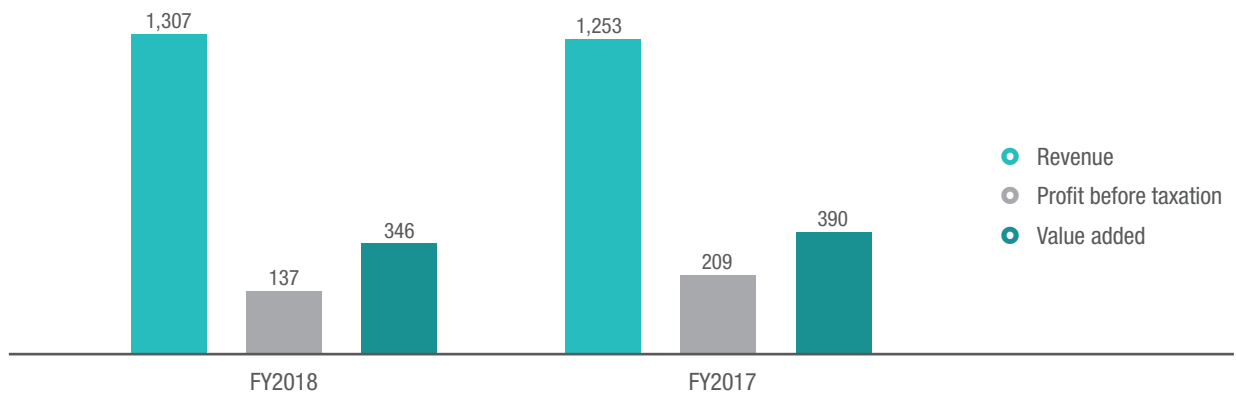


ENSURING A FAIR, INCLUSIVE AND SAFE WORKPLACE

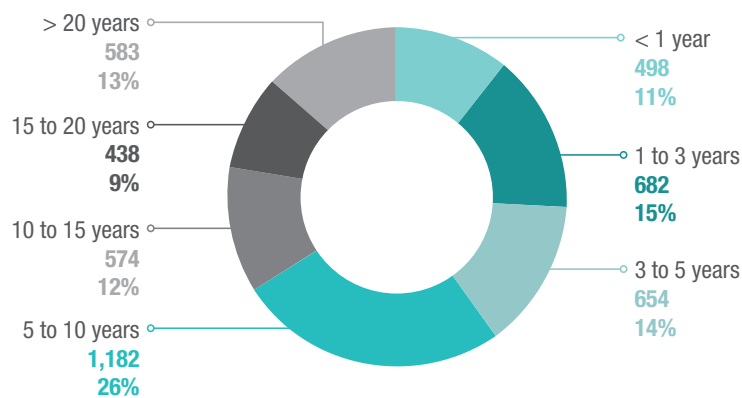
Malaysian employees by race



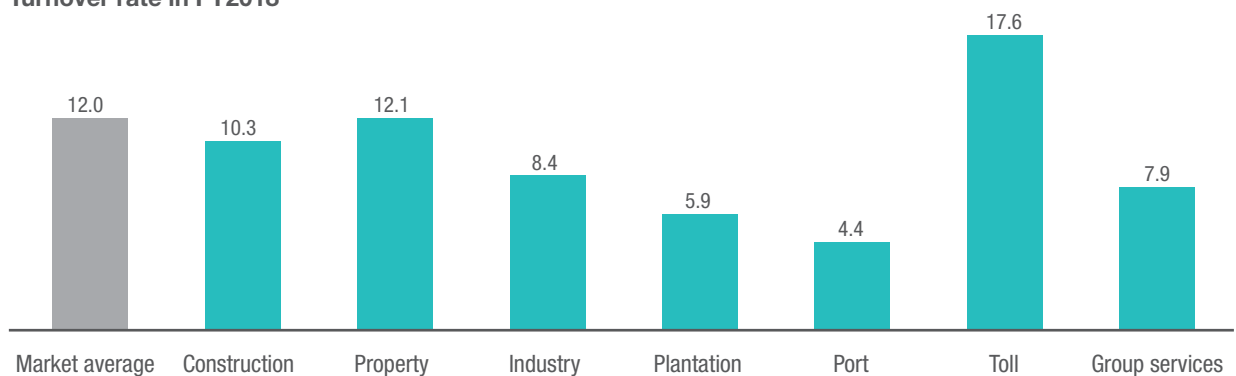
Productivity per employee (RM)



Workforce by length of service



Turnover rate in FY2018





TEAMWORK

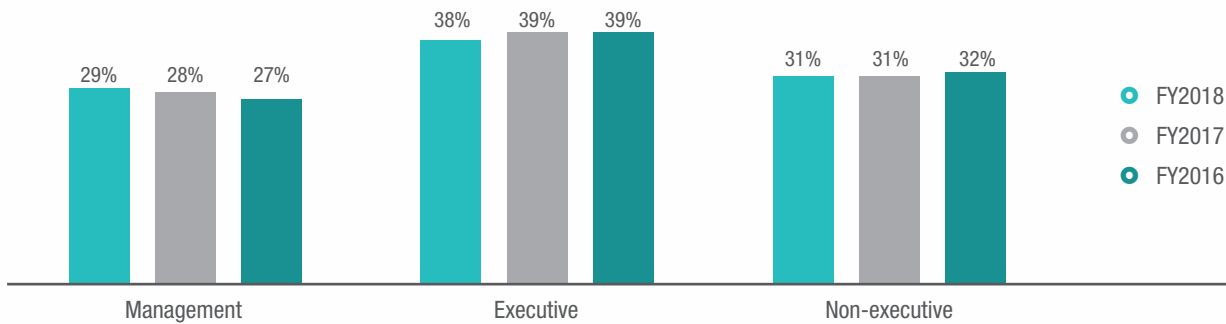
We work, collaborate and succeed in unity, believing and trusting each other in pursuing our shared goals. We embrace a philosophy of openness in acknowledging differences of opinions, cultures and contributions among all team members, treating all with respect.

WOMEN ON BOARD

We believe in an inclusive workplace, and this includes promoting and improving gender equality in our workplace. Women make up one third of our total labour force. As at 31 March 2018, 38% of our executive roles and 31% of our non-executive roles are held by women.

Women in management roles make up just under one third of this category although we are seeing a consistent increase in the past three years. The Board will endeavour to meet the 30% women Directors as soon as practicable pursuant to the Board Diversity Policy, which can be accessed from our Company’s website. In November 2017, we welcomed two women Directors, Tunku Alina Binti Raja Muhd Alias and Ms Tan Ting Min to our Board. Appointments of women directors have also been undertaken in some of the subsidiaries of the Group, including the listed subsidiary, namely IJM Plantations Berhad.

Women representation by employment category



ACHIEVING EMPLOYEE WELLBEING

The ability to live a healthy life that includes work-life balance is an important part of our commitment to our employees. We organise programmes covering total

wellness quadrants comprising physical, emotional, environmental and financial wellbeing. We believe these programmes will give our employees incentives, tools, social support and strategies to adopt and maintain healthy lifestyles.



Pink October – creating awareness on breast cancer on 13 October 2017

ENSURING A FAIR, INCLUSIVE AND SAFE WORKPLACE

01
02
03
04
05
06

Sustainability Statement



Encouraging workplace wellness programmes on 22 November 2017



Celebrating Family Wellness Day on 19 August 2017



Celebrating Deepavali at Wisma IJM

IJM provides fitness facilities at our corporate headquarters, Wisma IJM, including a gym and various fitness programmes. Our Plantation Division encourages our employees to participate in various sports activities by organising friendly matches throughout the year and providing sports facilities such as indoor sports amenities and football fields in our estates.

Employees from our corporate headquarters and Toll operations participated in a 3-month long wellness programme that integrated work-life balance, facilitating a change in lifestyle to attain better wellbeing and improve productivity. Part of the wellness programme, the Biggest Loser Challenge, drew 64 employee participants who underwent fitness classes, pre- and post-wellness measurements, health and dietary talks and diet behavioral change.

Other wellness programmes include weekly mindfulness workshops, yoga and Zumba classes, health awareness talks as well as family and financial wellness consultations. In addition, programmes on educating employees in the area of environment was done through movie screenings and recycling campaigns.

Kelab Sukan IJM (“KSIJM”), whose members consist of employees across the Divisions, allow for workplace camaraderie. Aside from organising sports and health-related activities, the sports club hosts recreational gatherings as well.



Hari Raya celebration at Kuantan Port on 22 July 2017



Kelab Sukan IJM Bowling Championship 2018 on 25 February 2018



Ping Pong Championship on 9 January 2018

RESPECT FOR HUMAN RIGHTS

IJM recently established a Human Rights Policy that is available on the IJM website. IJM is committed to protecting the rights of our employees and treating them with dignity and respect. The Group also endeavours to operate in an ethical and responsible manner, and to prevent human rights violations in our business operations. This Human Rights Policy provides guiding principles to ensure that the Group adheres to basic human and labour rights and values with a view to achieving organisational goals and maintaining a sustainable growth through healthy, harmonious and professional work ethics.

IJM ensures our employees are earning a fair living wage. In line with the Minimum Wages Order 2016 in Malaysia, we increased the minimum employment wage from RM900 to RM1,000 in Peninsular Malaysia and RM800 to RM920 in Sabah and Sarawak. In our Indonesian operations, the Plantation Division adheres to the minimum wage agreements fixed by each provincial government and observes all related guidelines or revisions made to the agreements.

We respect the rights of our employees to associate and to collectively bargain in accordance to national laws. We recognise union representation, which amounts to about 3% of the Group's workforce, all from our Port operations. The communication of the collective bargaining agreement is performed in English and Bahasa Malaysia.

We are involved in businesses that rely highly on foreign workers. We are committed to protecting these workers' rights and treating them with dignity and respect as enshrined in our Diversity and Inclusion Policy. We comply with all applicable labour laws, rules and regulations in the countries where we operate.

The Group engages with a broad range of subcontractors and suppliers who support many aspects of our business. We expect our suppliers and subcontractors to extend the same rights and respect, as will be communicated via our Supply Chain Policy that is being drafted and shall be published in the next reporting period.

We implement HSE best practices at our workplaces to ensure the basic safety of our workforce and minimise the risks of accidents, injuries and exposures to health risks. Welfare facilities such as clean eating facilities, sanitary facilities, washbasins and prayer rooms are made available and accessible to all workers.

We do not tolerate child labour and forced labour in our direct operations and in our supply chains. IJM Group does not and will not employ any person below the age of 18 in Malaysia and 17 in Indonesia.



Plantation workers provided with passport lockers

HIGHLY ENGAGED EMPLOYEES

IJM's triennial Employee Engagement Survey ("EES") allows us to gather, analyse and respond to our employees' views and suggestions to improve employee experiences. The MyVoice Survey 2017 conducted by an independent third-party resulted in an 81% response rate. The survey results have been reviewed by the management and converted into implemented action plans in areas of performance management, career development, organisation image, operational efficiency and quality, organisational competitive position, leadership, as well as workplace conditions.

Some of the key highlights from the MyVoice Survey 2017 and actions taken:

- Desire for more face time with management. As a result, various business divisions conducted regular communication sessions with staff for clarity of business direction, progress and open dialogues. These engagements with senior management are done in various forms such as regional meetings, townhall meetings, forums and breakfast meetings
- Effective and timely review and feedback for better performance, productivity and accountability. As a result, IJM Group is reviewing the performance management framework and processes, as well as remuneration framework to raise reward differentiation
- Provide clarity of career paths and facilitate internal career opportunities. As a result, IJM Group launched a job mobility portal that promotes and facilitates career opportunities across our businesses
- Promote learning and development opportunities and build leadership capabilities. As a result, various businesses are identifying and rolling out relevant training opportunities for our employees. IJM Group has embarked on the second cohort of Leadership Accelerated Development Programme ("LEAD")

The next MyVoice Survey will take place in January 2020.

ENSURING A FAIR, INCLUSIVE AND SAFE WORKPLACE

01
02
03
04
05
06

Sustainability Statement



Port's townhall meeting on 31 January 2018

LEARNING AND DEVELOPMENT

We strive to develop a diverse pipeline of talents and give our employees opportunities to learn and grow, overcome challenges, take on new roles and adopt greater responsibilities. We know our current and prospective employees expect pathways to new opportunities that reward them for their performance and value contributions. Offering our employees a challenging working environment that tests and builds their capabilities not only sets them up for success, it also makes our businesses stronger and more innovative.

By investing in our employees, we not only build careers, we drive progress. As a result of this commitment,

IJM Group invested around RM2.4 million in 3,420 employees over 1,200 training sessions spread out over 90,752 hours.

We felt the need to provide employees a conducive platform to grow by learning new and valuable skills and encourage the creation of innovative ideas. On 1 February 2018, we launched a new vibrant learning environment for our employees. The new learning and development rooms are designed based on construction elements of wood, water and earth and were named after the revised elements of leadership competencies initiative launched on the same day – Resilience, Agility and Curiosity.

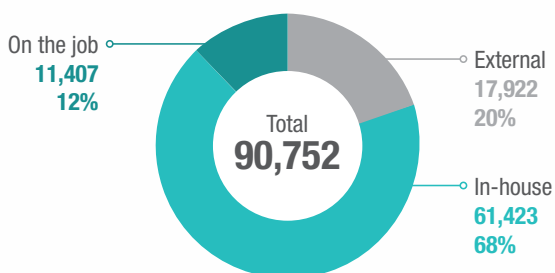


A training session held in the new Curiosity Room

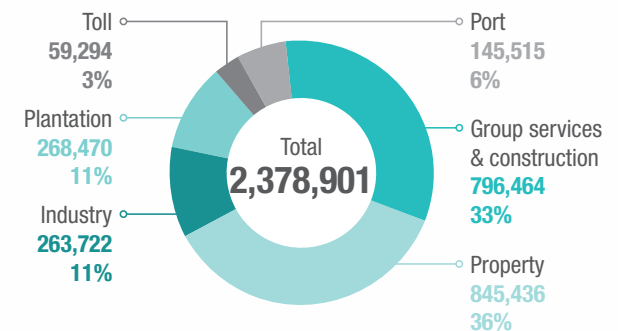


Hands-on training on basic occupational first aid, CPR and AED

Training hours by type



Learning and development spending by business (RM)



NURTURING FUTURE-READY LEADERS

In today's business environment, it is crucial for employees to adapt to constant changes. We make considerable efforts to future-ready our employees, unlocking their potentials to be forward thinkers and flexible to tackle unexpected future challenges.

We invest in development programmes to enhance our employees' leadership competencies. We do this via a two-year Leadership Accelerated Development Programme ("LEAD"), designed for our employees who have the ability to take on more challenges and responsibilities and aspire to rise to a senior role. Our

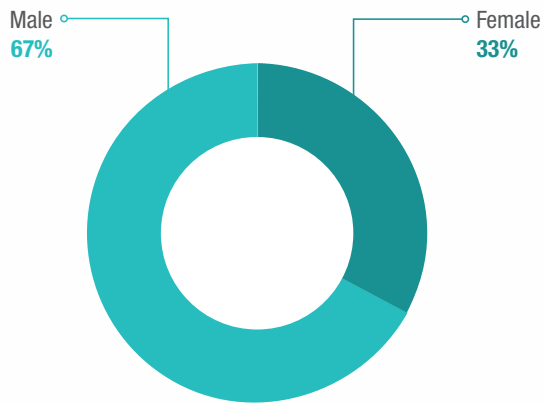
employees go through a robust assessment of their leadership potential before being accepted into the programme.

Our first LEAD cohort of 73 participants graduated in August 2017. In this programme, participants were exposed to a variety of leadership competency modules such as strategic thinking, intrapreneurial orientation and ownership, driving results and building effective teams. Half of the first cohort has been promoted since graduation. New modules on global mindset, resilience, learning agility and digital proficiency have been included in the programme for the second LEAD cohort.



The new learning and development rooms launched at Wisma IJM are named after elements of leadership competencies - Resilience, Agility and Curiosity

First cohort of LEAD by gender



LEAD's first cohort of graduates

ATTRACTING TALENT

We acknowledge the need to look outside our Company to make sure we find the best people for each role. We aim to balance our internal promotions and external hires to achieve the most conducive mix of diverse talents, functions, subject-matter experts and organisational fit.

We are dedicated to attracting talented employees and giving them opportunities to achieve their work and life goals at IJM. We actively recruit the best talents via our Company's website, media advertisements, recruitment agencies, career fairs at schools and universities or via internal employee recommendations.

INNOVATE FOR TOMORROW

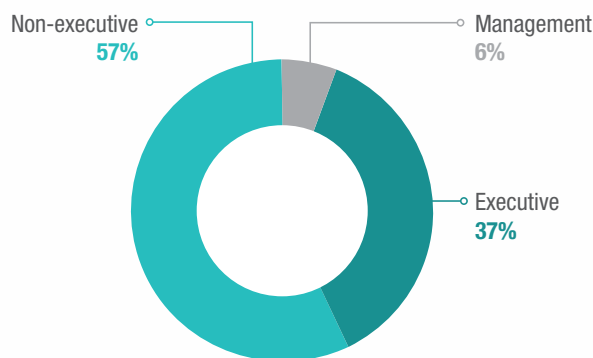
We are constantly connecting with students in our effort to identify tomorrow's leaders. Apart from organising leadership camps in schools, we embarked on a real-world case study, providing students an opportunity to gain real and hands-on work experience while studying.

'*Innovate for Tomorrow*' is an all-encompassing and integrated engineering challenge, allowing students to work and apply their knowledge on an actual business case for a period of six months. The challenge, opened to students from four local universities, focused on designing concepts for an actual 20.85-acres of land located at our Bandar Rimbayu township. The challenge enabled students to showcase and pitch ideas for a future township that millennials would find appealing.

Throughout the six months, participants attended a series of training workshops on mindset, skillset and toolset to help them prepare for the challenge. A total of 64 students from the fields of civil engineering, architecture and quantity surveying prepared and presented their mock up models of the actual township plans showing buildings, road circulation and public spaces to IJM's senior management and gained feedback on the feasibility of their plans.

This challenge enabled these university students to learn key employability skills such as communication, collaboration, creativity and critical thinking. The students gained an exposure to real-world corporate considerations that would benefit them upon graduation.

New employee hires by employment category



Leadership Camp at SMK Datuk Lokman on 15-16 July 2017 involving 152 student leaders and 20 IJM employees



IJM Land employees giving the 'Innovate for Tomorrow' participants an overview of the Bandar Rimbayu township

ENSURING SAFER WORKING ENVIRONMENT

Health and safety is a top priority. We strive to have zero fatalities by improving how we reinforce safe behaviour amongst our employees and contractors, strengthening the accountability of management for ensuring safe working environment, implementing workplace improvements on a regular basis and promoting a safety culture in our everyday activities.

IJM Group is guided by the motto, *'Health, safety and environment is everyone's responsibility'* and work towards:

- Complying with all applicable HSE legislation and other requirements
- Familiarise all employees and stakeholders with training, information and facilities available
- Increase awareness and accountability at all levels of the organisation
- Monitor and regularly review our set objectives

MANAGING AND MONITORING OUR HSE PERFORMANCE

Our HSE management system guides our conduct throughout our business operations in our commitment to protect both the people and the environment. We embrace self-regulation and ensure that compliance levels toward HSE regulations are met through internal audits at all our construction sites.

We are certified with internationally and locally recognised Occupational Safety and Health Management Standards known as OHSAS 18001:2007, MS 1722:2011 and ISO 14001:2015. These systems are adopted at all IJM construction sites, which enable us to systematically manage the HSE risks and opportunities and continually improve HSE performances. A total of 53 HSE surprise inspections and 18 HSE internal audits were carried out in FY2018.

During the period under review, we assessed potential risks associated with construction activities. The identified work hazards and risks were then eliminated or mitigated by implementing necessary control measures at the project sites.

HSE POLICY STATEMENT

Our Health, Safety and Environment ("HSE") Policy statement governs how we live up to our commitment to continuously improve on HSE practices. The HSE Policy, available in English and Bahasa Malaysia, has three objectives:

Prevent accidents

Prevention of accidents that may affect the Company's employees as well as the general public by implementing the best standards of HSE practices as well as effective management of risks in all our operations.

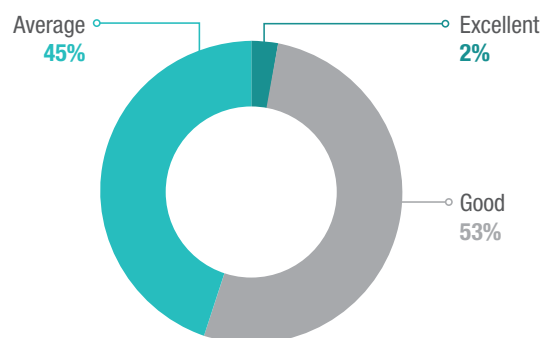
Prevent occupational illnesses

Promote the essence of healthy lifestyle among the Company's employees to ensure their health and wellness are well safeguarded from any occupational related diseases or illnesses.

Prevent environmental pollution

Protection of the environment from significant potential impacts resulting from the Company's operations via provision for pollution control measures and implementation of best environmental practices.

HSE surprise inspections



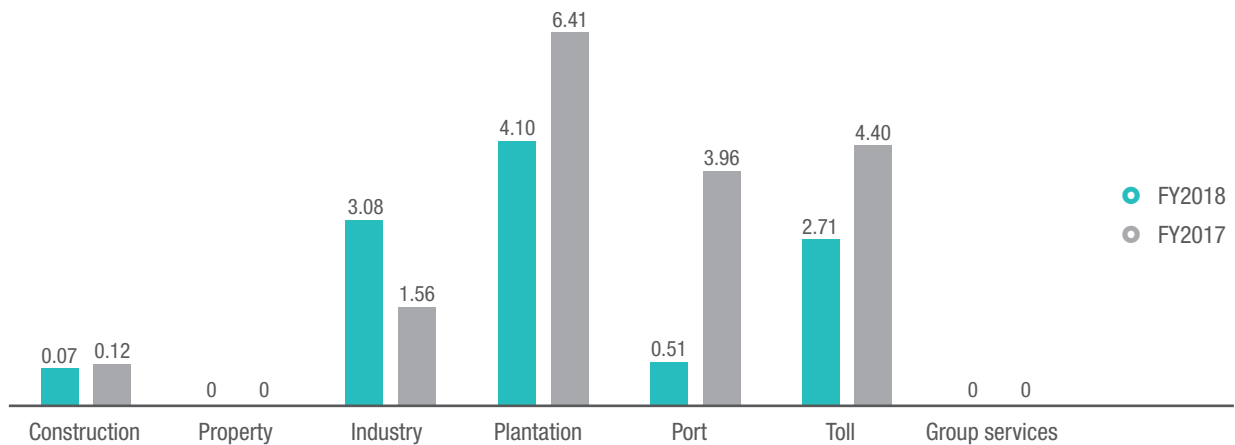
ENSURING A FAIR, INCLUSIVE AND SAFE WORKPLACE

WORKPLACE ACCIDENTS

We achieved a reduction of 38% in the Group Lost Time Injury (“LTI”) frequency rate, thereby meeting our FY2018 target of a 5% reduction in accidents.

IJM documented a total of 124 LTIs across all Divisions during the reporting period. Our Plantation Division recorded the highest frequency rate in this reporting period due to the manual and physical nature of the working environment.

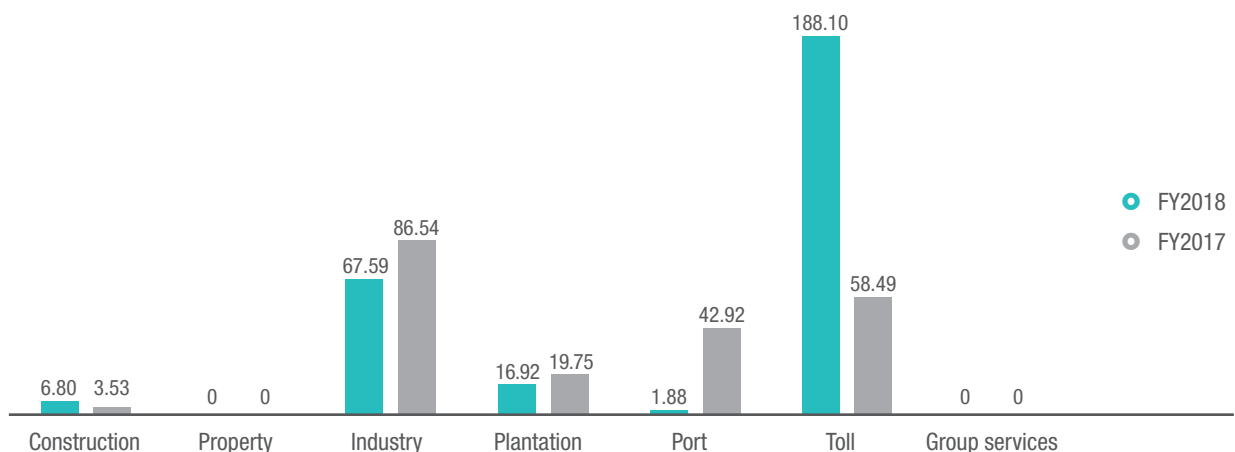
LTI frequency rate (per 1,000,000 man-hours worked)



Our Industry Division and Toll operations recorded the highest accident severity rates across the Group, with a total of 68 and 188 lost work days per number of lost time injuries respectively. In our Industry Division, hand and finger injuries sustained during manual handling activities were the most common type of accidents.

At our Toll highways, traffic accidents occurred while employees were commuting between toll plazas and patrolling on highways. On a number of occasions, employees also suffered finger and leg injuries at the workplace while providing on-site help to highway users.

LTI severity rate (per 1,000,000 man-hours worked)



There were 4 fatalities during the reporting period – two employees and two subcontractors lost their lives in workplace incidents.

We suffered a fatality at the warehouse on the Port grounds. On 12 October 2017, a lorry driver died after sustaining injuries from falling to the ground and hitting his head, when the adjacent stack of timber collapsed and hit his leg. We have since reviewed the standard operating procedures in the warehouse, identified and assessed possible hazards in the sawn timber activities.

On 4 December 2017, an Industry Division worker fell and got stuck in between the conveyor belt and bunker in one of the spun piles factories. We have since implemented corrective actions to prevent reoccurrence, installed barricades at the storage bunker areas and improved communication among workers.

On 4 March 2018, a launching gantry partially fell to the ground level at our Construction's MRT Package V203 project. One of our staff died on the spot. We have since implemented control measures which include additional self-locking devices for the launcher to enhance the capacity of the braking system, improve the method of inspection and relevant checklists as well as introduced comprehensive and periodic on-the-job training for the team.

On 9 March 2018, a tow truck driver lost control of his vehicle and hit our toll patrolman while he was controlling traffic at the Besraya highway. Our staff died on the spot. Following the accident, Besraya carried out mitigation actions such as installation of anti-skid speed breakers and improved sight distance by trimming road side landscape and trees.

Full investigations and follow-up actions are taken following each fatality. Consolations were provided to the grieving families as well as Company assistance in terms of bereavement, application for insurance claims and checks on the immediate welfare of the family.

We regret all incidences at the workplace and continue to pursue our goal of zero fatalities. The Board and management are committed to ensuring that the strategy and underpinning programmes are embedded in the Company to prevent future incidents.

HSE AWARENESS, TRAININGS AND INITIATIVES

PROVIDING COMPREHENSIVE COMPETENCY TRAINING

We enhance our employees' capabilities by providing a wide range of soft skills and technical trainings, including HSE. These trainings are also applicable

to our sub-contractors, who are given adequate awareness on HSE and On-Job-Training. In FY2018, 1,018 On-Job-Trainings were conducted at project sites on topics such as emergency response, scheduled waste management, sediment and erosion control, plant and machinery handling as well as environmental management systems.

We prepare employees to be constantly alert and to respond quickly in the event of an emergency. Possible types of emergency situations such as fire and explosion, chemical spillage and slope failure have been identified for project sites and series of drills were conducted to test the effectiveness of the site-specific Emergency Preparedness and Response Plan.

PROMOTING INTERNAL HSE AWARENESS

On 11 July 2017, we celebrated the IJM HSE Day and showcased Divisional activities on safety, health and green practices to boost awareness and educate our employees on the importance of HSE.

HSE Campaigns were also carried out in various Divisions. Construction Division rolled out the campaign with the theme *'Zero fatality – be persistent! Make it happen'* and included engagement sessions with senior management and project teams. Property Division engaged its regional offices with safety talks by authority bodies, fire equipment demonstrations, physical site visits and inspections. The Port operations introduced monthly management safety walkabouts, emphasising management's leadership in the areas of HSE awareness and accountability.

On 3 August 2017, we launched IJM's new official HSE icon, C.A.R.E., at our annual Senior Management Forum. The icon is represented in the shape of an exclamation mark that serves as a symbol of constant vigilance and alertness against potential hazards and environmental risks.



C.A.R.E.

- Complying with legislation
- Aware and accountable for HSE
- Regular review of performance
- Efficiency in managing HSE

IJM's new official HSE icon, C.A.R.E.

ENSURING A FAIR, INCLUSIVE AND SAFE WORKPLACE

01
02
03
04
05
06

Sustainability Statement



HSE Icon Launch Ceremony during the Senior Management Forum 2017



Port operation's demonstration of bauxite handling methods during the IJM HSE Day on 11 July 2017

DIVISION-SPECIFIC HSE INITIATIVES

Construction: Routine machinery inspection by third party

Our operations involve machineries. It is essential for us to ensure that all equipment and machineries are safe for operations on site with thorough and regular inspections. In addition to our internal inspections, we also appoint third party inspectors to inspect the condition of the machines and verify that they are safe for use on site.



Controlled site access and egress with turnstile and biometric system

Construction: Provide safe access and egress

We control our access and egress to the sites by separating the gate for employees and construction vehicles. Installation of biometric systems at the site allows us to have better access and egress control. The system also monitors the time and attendance of site personnel which enable immediate head count checks in case of any emergencies at site.

Construction and Property: Pollution mitigation measures

Provisions for environmental pollution measures are identified and provided at each project site. Mitigation measures for reducing air and water pollution as well as controlling noise and vibration levels are frequently inspected to ensure effectiveness at all times.

Property: Setting up HSE committees at offices and sales galleries

HSE committees have been established at all regional offices and sales galleries. The committees identify, evaluate and control potential hazards at the workplace. Regional management lead these periodic meetings and workplace inspections. Committee members who are also part of the Emergency Response Team are equipped with emergency management and business recovery procedures through periodic drills and trainings.

Industry: Raising HSE standards through friendly competition

Industry Division builds on their teams' competitive spirits to raise awareness and improve safety practices. All factories and quarries are subject to biannual surprise visits, where they are assessed for compliance to HSE best practices and new HSE initiatives, and penalised for infractions. The top-performing facilities are acknowledged at the culmination of the competition, while low achievers receive the 'wooden spoon'.



HSE Campaign 2017 launched at the Lumut factory on 26 October 2017

Plantation and Port: HSE trainings for drivers and emergency simulation

HSE departments at our Plantation and Port operations conduct HSE awareness for their mechanical machine and prime mover container drivers respectively. The trainings highlight the do's and don'ts while driving, pre-inspection prior to operation as well as maintenance of vehicles. Both operations ran fire drills and emergency simulations to equip employees for emergency situations.



Drivers' maintenance training at Plantation Division's operations in Indonesia



Briefing before a fire simulation at our Plantation Division's operations in Indonesia



Through the Port's Load Out Campaign, the Norwegian Statoil Johan Sverdrup export pipeline project successfully achieved 26,000 man-hours with zero lost time injury

Port: Reporting on unsafe act and condition

During the launch of the new HSE C.A.R.E. icon, the Port operations launched new initiatives on HSE compliance. Through the 'If You See It, You Own It' initiative, employees are encouraged to report any unsafe acts and conditions for immediate action. Penalties are imposed for HSE non-compliances through the newly introduced system.

Toll: Road safety campaign

As part of the Emergency Response Plan, our Toll operations organised trainings on fire-fighting, first aid, as well as responding to tool and chemical spills. In FY2018, the Toll operations also ran campaigns targeted at road users focusing on the importance of road safety especially during festive seasons.



Rescue drill at Berth 1 at the Port was successfully conducted within the designated response time



Road safety campaign



Port's traffic department holding the HSE awareness training

EMBRACING A CULTURE OF INNOVATION AND DIGITAL TRANSFORMATION

Companies need to constantly innovate if they want to survive in this fast-paced environment. When IJM embarked on a Blue Ocean Strategy (“BOS”) co-creation process in 2016, 100 initiatives were formulated. Two years later, the 5-year strategic blueprint has seen the launch of 76 initiatives across all Divisions in the areas of business growth, operational excellence, technology, innovation, branding and human capital.

On 11 August 2017, we launched the Innovation Lab at our headquarters. This lab has been set up to create a space aimed at nurturing a culture of innovation among our employees and to develop and execute value-driven ideas for the Company. Among the varied topics covered were workplace productivity and modernisation, customer experience, sales and marketing, process digitisation, sustainability, brand positioning, virtual reality and augmented reality.



Sharing sessions held at the launch of the Innovation Lab on 11 August 2017



Experiencing Augmented Reality (AR) at the Innovation Lab



Our Construction Division embarked on the journey towards digital transformation through the setup of the Building Information Modelling (“BIM”) Department. This department drives the digitalisation of construction information on site, aiming to create a process that maintains information integrity throughout pre-construction to post-construction stage. The team has launched 3 pilot projects in 2016 and has since expanded its BIM implementation to 8 projects, including infrastructure projects such as MRT2.

Concurrent with the launch of the Innovation Lab, we announced our partnership with Malaysia Digital Economy Corporation (“MDEC”) to tap into the innovations of start-up companies. Our Property Division collaborated with selected start-up companies to provide smart home solutions to our customers. In early 2018, we launched the inaugural Rimbun Ara Cyberhomes project in Seremban 2 Heights, which incorporates smart technology in these homes. This effort towards smart home is to keep abreast with the technological advancement as well as customer wants and needs. These homes are equipped with high-speed broadband infrastructure which allows customers to manage home energy usage, home security systems and artificial intelligence smart assistants.

In line with IJM Group’s Digital Transformation Agenda, the Industry Division embarked on the journey to digitalise piles production inventory and improve on the piles delivery system. Since November 2017, the old method of manual piles inventory recording has been replaced with a QR Code system, enhancing the efficiency of our inventory control and delivery system.

01
02
03
04
05
06

Sustainability Statement



Adopting the QR Code system for piles inventory and delivery system



The launch of the inaugural Rimbum Ara Cyberhomes project in Seremban 2 Heights in early 2018



Demonstration on graphite harvesting pole



Drone training

Our Plantation Division explored change management approaches to improve work productivity, as this requires changes in work methodologies, behaviour and embracing fitting innovations. One such initiative is the use of graphite harvesting poles to replace the existing aluminium poles. The lightweight material, often used in aeroplanes, is ergonomic-friendly and customisable in length. Another initiative is the use of drones and satellite systems to gain direct and instant access to information for effective estate management.

Port operations participated in MDEC's Value Innovation Programme to identify opportunities in the digital space and collaborate with start-up companies to pilot innovation projects. The Division is also collaborating with the East Coast Economic Region Development Council and the Technology University of Munich International to drive Industry 4.0 in the East Coast region of Peninsular Malaysia. This is in line with IJM's significant footprint as the largest port operator in the East Coast and primary developer of the Malaysia-China Kuantan Industry Park.

IJM Group is currently undertaking an initiative to strengthen our information technology backbone for digital transformation to enhance our digital capability in the key areas of enterprise architecture, cyber security, governance, network and cloud infrastructure.