

ADAPTING TO A CHANGING MARKETPLACE

As we step into the new decade and look back on our presence over the last 37 years, we have demonstrated our track record of business resiliency, adaptability to meeting the changing needs of our customers and workforce, compliance with evolving regulations, as well as upholding numerous environmental and social responsibilities. We value the positive reputation that we have built with our stakeholders across our footprint. We continue to be committed to high standards of corporate governance, upholding the trust in the IJM brand, ensuring customer satisfaction through our quality products and services. Our awards and accolades are listed on pages 10 and 11 of the Annual Report.



CEO&MD briefing analysts and fund managers on the Q2FY20 financial results

CREATING SUSTAINABLE VALUE FROM GOOD GOVERNANCE AND ETHICS

Sound corporate governance is a material sustainability matter to IJM and is critical in helping us shape strategy, manage risks and ensure long-term viability and business growth. IJM Group is a professionally managed company and is committed to delivering sustainable value to our stakeholders. We are guided by the Malaysian Code on Corporate Governance in ensuring the principles and best practices of good corporate governance are applied throughout the Group. The corporate governance

framework and practices, as in the Corporate Governance Overview Statement on pages 102 to 111 of the Annual Report, demonstrate the robust board and management accountability to our stakeholders.

In July 2019, IJM took home three awards at the Minority Shareholders Watch Group (MSWG)-ASEAN Corporate Governance Awards 2018 – a recognition of our efforts to elevate our corporate governance disclosure and practices. IJM won the Excellence Awards for Corporate Governance Disclosure, ranking 10 out of the 100 companies; Industry Excellence Award for the Construction and Plantation industries based on the ASEAN Corporate Governance Scorecard assessment.



IJM won three awards at the MSWG-ASEAN Corporate Governance Awards 2018

Business ethics and policies

In line with the Group’s commitment to conduct its business professionally, ethically and with the highest standard of integrity, the Board and all employees of IJM Group are committed to upholding the highest standards of professionalism and exemplary corporate conduct in our daily operations by adhering to the Code of Conduct and Ethics. It sets out the principles and standards of business

ethics and conduct, and each employee has a duty to read and adhere to it.

IJM Group has in place a number of Company codes and policies that establish the rules of conduct within the organisation; representing the main points of reference for all who work for and with us. These codes and policies can be found on the Company’s website.

Board Policy	Corporate Codes and Policies	Sustainability Policies
Board Diversity Policy	Anti-Bribery and Corruption Policy Code of Conduct and Ethics for Employees Code of Business Conduct for Third Parties Corporate Disclosure Policy External Auditors Policy Privacy Policy Remuneration Policy Whistleblowing Policy	Community Investment Policy Diversity and Inclusion Policy Environment Policy Human Rights Policy Responsible Supply Chain Policy Occupational Safety and Health Policy Quality Policy

Anti-bribery and corruption system

We remain committed to behaving professionally and with integrity in our business dealings with our customers, shareholders, business associates, third parties as well as towards one another. Pursuant to the Malaysian Anti-Corruption Commission (Amendment) Act 2018 which took effect from 1 June 2020, we have implemented an Anti-Bribery and Corruption System (“ABCS”) across the Group to strengthen our integrity, governance and anti-corruption framework. The Group practices a zero-tolerance approach against all forms of bribery and corruption, and upholds all applicable laws in relation to anti-bribery and corruption.

The ABCS, as a management system, comprises a manual which contains principles and policies that guide our ethical decisions. We enhanced and strengthened our business ethics framework by updating the IJM Code of Ethics and Conduct and developed a Code of Business Conduct for Third Parties (“CBC for 3rd Parties”) and relevant policies and procedures on anti-bribery and corruption.

Compulsory internal e-learning on ABCS was conducted for all employees. Dedicated communication channels to create awareness and disseminate information on anti-bribery and corruption as well as to promote a culture of integrity and compliance have been set up on our intranet. Where applicable, relevant employees were sent for external training on corporate liability and corruption risk management. Each employee is expected to read, familiarise and strictly comply with the ABCS in carrying out their duties. Third parties performing work or services

for or on behalf of IJM are also required to acknowledge conformity to the CBC for 3rd Parties as well as comply with all applicable laws and our ABCS manual. All investments including mergers, acquisitions, joint ventures and projects are reviewed for anti-bribery and corruption risk with appropriate due diligence conducted on the counter party and owners of the counter party, where relevant.

Integrity pledges were signed by the IJM leadership team to demonstrate top level commitment. We have in place control measures for compliance and to mitigate corruption risks which are assessed, monitored and regularly audited. In addition, we have in place robust testing and monitoring programmes to ensure that our control environment is effective. IJM Group continues to take all necessary measures and promote a culture of integrity through awareness campaigns and regular communications.



Department and divisional representatives engaged on Anti-Bribery and Corruption System at Wisma IJM

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Port Division collaborates with University Malaysia Pahang on creating awareness on ethics and integrity

The Port Division has been putting in additional measures to increase employees' awareness on ethics and integrity in their business. The Division collaborates with University Malaysia Pahang, who has created modules and conducted training programmes for the Port's management team and nominated successors on corporate governance between July and August 2019. The six training modules covered governance, risk and compliance, as well as acts and regulations pertaining to unethical behavior. The Malaysian Anti-Corruption Commission has also been invited to conduct awareness training on corruption for Port employees and business associates.

COMMITMENT TO QUALITY

Staying on top of the fast-changing business environment, especially in the diverse businesses we are involved in, requires tenacity for continuous improvement. We continue to be committed to our motto of *Excellence Through Quality*. This steadfast commitment stamps our *Mark of Excellence* in all our products and services.

All our business divisions implement management systems and are certified in accordance with relevant local and international benchmark standards. We build a culture of excellence by providing clear principles, unified standards and guidance for our processes and activities. This empowers our employees to take ownership and drive results through commitment and competency.

Our Construction, Property, Industry, Port and Toll Divisions are certified with the ISO 9001:2015 Quality Management System. The ISO 9001:2015 defines the way we operate to meet the requirements and satisfaction of our customers and stakeholders. This international standard promotes the adoption of a process approach, using the Plan-Do-Check-Act cycle with an overall focus on risk-based thinking aimed at taking advantage of opportunities and preventing undesirable results.

We are dedicated to exceeding industry standards for the quality and reliability of our products and services. The Construction Division's self-regulated assessment system, IJM Quality and Safety Assessment System ("IQSAS"), provides a quality assessment framework for civil engineering projects. The Quality Management Committee along with the Occupational Health and Safety Management Committee conducts an annual review of this Quality Management System and Safety and Health Management System. In this reporting period, the West Coast Expressway Sections 8 and 9 were completed and have been assessed with an IQSAS score of 81% and 84% respectively.

The construction industry also employs the Quality Assessment System in Construction ("QLASSIC"), a system to measure and evaluate the workmanship quality of a building construction work. QLASSIC assessments are carried out through site inspections, where marks are awarded if the workmanship complies with the CIS 7:2014 Construction Industry Standard following the first-time inspection principles.

In addition, the Construction Division contributes through the Construction Industry Development Board ("CIDB") and Master Builders Association Malaysia ("MBAM") in development initiatives relating to construction quality such as on the development of standards and training modules. In February 2020, the Property Division performed a CIDB QLASSIC assessment on the Sandakan Rimbayu Indah Phase 1C and achieved a score of 83%. In addition, the Property Division also achieved a QLASSIC score of 84% for Bandar Rimbayu in the reporting year.

Our Industry Division's products are certified with MS 1314:Part 4:2004 Precast concrete piles, SS EN 206:2014 Concrete, MS EN 206:2016 and CIS 21:2016 Ready-mixed concrete, JIS G 3137:2008 Small diameter steel bars for prestressed concrete, MS 1138:Part 3:2007 Prestressing steel and MS 1462 Metal scaffolding. The Division is also certified with the C60 Shoring system, BS 5975 Code of practice for temporary works procedures and the permissible stress design of falsework and BS EN 12812 Falsework.



Industry Division hosted a technical sharing session with members of the Technological Association Malaysia and Institution of Engineers Malaysia at its Nilai factory



Industry Division's ICP Kuantan factory obtained the Product Certification of Conformity for its spun piles

Our Plantation Division adheres to stringent production requirements and delivers the best quality products to meet customer demands and standards. The Division is governed by national and international certification standards such as the International Sustainability and Carbon Certification ("ISCC") for the Malaysian operations, Malaysian Sustainable Palm Oil ("MSPO") and Indonesian Sustainable Palm Oil ("ISPO"). The Division's processing operations and palm products are certified with Good Manufacturing Practice Plus. Also, all processing plants in the Malaysian operations are now certified with the MSPO Supply Chain Certification Scheme.



Successful recertification of ISCC and surveillance audits for MSPO and ISPO in all of Plantation's operations

ENSURING CUSTOMER SATISFACTION

The satisfaction of our customers is paramount to the continuity of our business. A material topic to all our divisions, customer satisfaction determines our ability to secure new and repeated business as well as fortify our ongoing

relationships to achieve economic success. We strive to fulfil our customer needs and exceed their expectations with the IJM *Mark of Excellence*. Each Division adopts different targets and measures of customer satisfaction due to the diversity of its business.

Construction	Property	Industry	Port	Toll
Customer satisfaction survey	Customer satisfaction index	Customer satisfaction survey	Customer satisfaction survey	Highway users satisfaction survey
Achieved average 81% for all projects (target: 80%)	Achieved average 85% for all projects (target: 75%)	Achieved average 96% for all products and services (target: 80%)	Achieved 94% (target: 80%)	Achieved average 88% for all highways (target: 85%)

For the Property Division, the Customer Satisfaction Index (CSI) measures satisfaction levels when customers make any interaction with IJM Land, while the Net Promoter Score ("NPS") indicates the willingness of our customers to recommend us to others. In the reporting year, the Division recorded an NPS of +15, indicating that IJM Land retains a positive level of customer loyalty that generates word-of-mouth referrals.



An employee based in Bandar Rimbayu recognised via the Moment of Truth Programme

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The survey results prove that the Division's efforts have been reaping positive outcomes. Since 2018, the Property Division has carried out internal customer-centric trainings to attain enhanced levels of service excellence to elevate customer experiences namely;

- CX Chats – Monthly employee sharing sessions on products and promotions
- Moment of Truth Programme – Recognise exemplary employees who have delivered quality service
- GM Awards: VIP Role Models – Empower employees to reward colleagues who demonstrate the IJM Land VIP Principles
- EXT Customer Survey – Collect on-site customer feedback using dedicated QR codes

For highway concessionaires, road user safety is an important element in maintaining high standards of the highway service. The Toll Division does this through road safety audits, accident investigations and propose counter measures that are linked to the Malaysian Highway Road Accident Database and Analysis System ("MHRoad"). The MHRoad integrated database is formed by the Malaysian Institute of Road Safety Research (MIROS) and the Malaysian Highway Authority (MHA), that allows concessionaires to monitor traffic more effectively, identify accident-prone areas, as well as conduct analytical assessments of accident patterns.

On top of road user safety, the Toll Division does 24-hours monitoring through the Traffic Control and Surveillance System equipped with closed-circuit television and conducts regular traffic patrols along the highway. Readable Variable Message System is also placed at strategic locations to notify road users with customisable messages. In the reporting period, we installed blue flashing lights for traffic attentiveness at road curves,

anti-skid traverse bars at designated locations to reduce overspeeding and improved on skid resistance through micro surfacing at motorcycle lanes. The highway is also equipped with users' facilities such as pedestrian bridges, highway lighting system and emergency telephones.



Toll Division provided customer service training for highway patrol, toll collectors and supervisors



Micro surfacing, a preventive maintenance technique that improves skid resistance at NPE



ICP's new Kuantan spun pile factory up and running on 13 August 2019 to support the growing demand in the East Coast



NPE highway's Traffic Control and Surveillance System Control Center

BRANDING AND REPUTATION

Beyond our track record, we have built a reputation for deep industry knowledge, excellence in product and service delivery, integrity and professionalism across all business divisions and the market we operate in. The IJM brand is an important driver and a differentiation factor when we pursue new business opportunities and attract talent.

At IJM, our commitment to meeting the needs of our stakeholders is expressed in our brand promise: *Delivering Inspired Solutions*. For us, it is the guiding philosophy that drives all our business decisions and actions, and steers us both internally and externally. For our clients and customers, it is a promise that we will continue to leverage our decades of experience and know-how to find and reinvent solutions that will inspire better benefits for all.

The media coverage we received, brand and customer surveys we conducted and awards and accolades we garnered in categories of business and product excellence, as well as our long-standing customer relationships have all provided a positive and accurate picture of the resilience of our brand as well as our business activities.



A familiar sight: IJM logo atop a building under construction – a testament of our track record as a builder of prestigious and iconic high-rise buildings in the city centre

IJM Land: The trusted value creator

IJM Land's brand reputation as a trusted value creator has served the Property Division well through the years. Its belief of delivering quality products with good customer service at the price that fulfills the hopes of all tiers of purchasers, builds brand presence and loyalty. IJM Land developments are recognised by its hallmarks of thoughtful design, accessibility and connectivity. Its efforts in creating enduring value are not only recognised by the numerous prestigious accolades we have acquired but also affirmed by homeowners and the community at large. Beyond IJM Land's role as a property developer, it sees itself as being a lifestyle integrator and community builder with the responsibility of creating spaces that benefit the neighbourhood, community and society at large.

IJM Land finds new ways to enrich the lives of its homeowners and deliver solutions that really matter to them. Constant conversations with its customers have kept IJM Land up-to-date, as it evolves with the homebuyers' lifestyle needs and housing preferences to create liveable spaces that they love. At the end of the day, branding is how IJM Land makes a difference and remains relevant in its customers' lives.



IJM Land wins the Platinum Award at the prestigious Putra Brand Awards 2019

Kuantan Port rebranding

For almost five decades, the establishment of Kuantan Port as a premier seaport has boosted the livelihood and economy of Malaysia's east coast region. Throughout this journey, the Port has experienced numerous changes and expansion to keep up with the evolving shipping business and global trade landscape and increasing demand from foreign direct investments.

The completion of Kuantan Port's New Deep Water Terminal in 2018 was a game-changing development for the Group – one that will see the Port doubling its capacity and transforming the Port into a major transshipment hub on the east coast of Malaysia for trade in and out of Asia.



Kuantan Port's rebranding exercise gives the Port a new look and feel to reflect its growing prominence

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Along with this development, Kuantan Port embarked on a rebranding exercise, giving the Port a new look and feel that reflects how far the Port has come and where it is today. This rebranding exercise also symbolises the Port's readiness to embrace and connect to opportunities of the future while making a mark on its employees, investors, customers and the local community.

The Port's rebranding exercise culminated in the launch of a new logo – the most visible symbol of the brand; a brand promise that is the guiding philosophy that drives all its business decisions and actions; a brand identity guideline to ensure the correct and consistent application of Kuantan Port's core identity elements across all communications; and the implementation of the new brand identity on internal and external communication touchpoints including stationery, signage, advertising and livery.

FOSTERING DIGITALISATION AND INNOVATION IN PRACTICE

IJM has been undertaking digital transformation and innovation initiatives to enable and integrate technology into all areas of our businesses. The implementation of our digital backbone with SAP for Enterprise Resource Planning, Human Capital Management and e-Procurement is ongoing with phased rollouts continuing until the end of 2020. While a few of our businesses have started using some components of the SAP system, fine tuning of processes across all businesses are expected to continue into 2021.

Our investment in SAP Ariba for strategic sourcing, which was initiated in May 2019 for cost reduction and procurement transparency purposes, has been yielding good results with all Divisions ramping up their procurement spend through the system. The SAP implementation is supported by coordinated change management initiatives such as nationwide roadshows, user training, as well as regular email and intranet messaging, to prepare our staff with an understanding of business expectations and the required digital skills to effectively use the system.



Digital transformation train-the-trainer session



Digital transformation roadshow at Wisma IJM



Innovation brainstorming workshop to generate new ideas

Digital transformation: The four pillars of change management

Change management workstream has been established to ensure that our employees have a smooth transition in the journey of digital transformation as they embark on a new system and new ways of working. There are four key pillars in the Change Management framework, namely:

<p>COMMUNICATIONS Disseminate consistent messaging to raise awareness and create understanding about the digital transformation</p>	<p>ENGAGEMENTS Engage all employees to promote enthusiasm and foster buy-in</p>	<p>TRAINING Identify gaps to educate employees on the changes observed to facilitate and ensure smooth transition</p>	<p>FEEDBACK CHANNELS Address concerns obtained in order to implement the necessary change interventions</p>
<p>The Communication Plan has been established with the following channels of communication:</p> <ul style="list-style-type: none"> • Newsletters • Go-Lives and cutover communications • Awareness teasers, banners and contests • FAQ documents • Stakeholder Engagement and Communication Plan 	<p>The Engagement Strategy and Plan covers the following:</p> <ul style="list-style-type: none"> • Engagement roadshow nationwide • Identification of and regular engagement with Change Agents across Divisions • Senior Management engagement sessions • Breakfast engagement sessions with key users • Regular briefing sessions with Business Process Owners & Business Champions • Go-Live high-tea engagement sessions 	<p>The Training Strategy and Approach included the below interventions:</p> <ul style="list-style-type: none"> • Change Impact Assessments • Stakeholder Analysis • Training Needs Analysis • Training Materials, Assessment Questionnaires and Effectiveness Reports • Soft Skills Training in managing change 	<p>Multiple feedback channels have been established to gauge users' level of adoption, which included:</p> <ul style="list-style-type: none"> • Change Readiness Assessment and Reports • Post Go-Live Surveys • Dedicated email channels for feedback collation • Monthly Change Agents meetings to gather users' feedback

Build innovation: Four-pronged approach

For businesses to stay relevant and resilient, we need to develop innovative processes and business models. The continuous journey of embedding innovation within the Group consists of a four-pronged approach which covers culture building, process innovation, leveraging on collaborations and strategic investments.

<p>BUILD INNOVATION CULTURE AND SKILLSET</p>	<p>IMPLEMENT DIGITAL PROCESS INNOVATION</p>	<p>BUSINESS COLLABORATION INNOVATION</p>	<p>STRATEGIC BUSINESS INVESTMENT</p>
<p>Objective: Embed innovation culture and skillset among IJM employees</p>	<p>Objective: Digitalise manual processes using existing productivity tools</p>	<p>Objective: Address business needs through collaboration with start-ups and technology partners</p>	<p>Objective: Invest in high potential and innovative start-ups that complement IJM core businesses</p>
			
<p>The IJM Intrapreneurship Organisation Program incorporated Design Thinking and Business Model Canvas to facilitate the process from ideation to pilot projects</p>	<p>Workplace modernisation initiative such as Digital Clinics enhance paper-less working environment and promotes online team collaboration</p>	<p>Innotech Day invites start-ups and technology partners to showcase innovation and explore collaboration for value creation</p>	<p>Invested in a property-technology start-up that provides an online platform to match landlords and tenants</p>

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Building Information Modelling

Building Information Modelling (“BIM”), which entails the digitalisation of construction information on construction projects, has continued to expand in scope and scale. BIM is now adopted for nine ongoing projects compared to three projects when we first started in 2016. BIM allows the involvement of all relevant disciplines among our Construction Division personnel throughout the project’s development. The utilisation of BIM technology during the pre-construction phase facilitates the team by enabling early visualisation and planning using 3D model-based simulation, reducing friction during construction. BIM has become an increasingly crucial tool during construction, promoting better coordination between trades and subcontractors benefitting from every phase of the project life cycle. Upon project completion, modifications and additional input included in the BIM model significantly eases work for renovation and facilities management.

The use of BIM is also in line with the Construction Industry Transformation Programme (“CITP”) for all public and private projects using BIM to adopt national specifications for construction by 2023. IJM is collaborating with Universiti Teknologi Malaysia (UTM) to conduct research on a real-life building for modeling and analysis using BIM tools and computational methods. The findings of the research will develop a BIM-based method to increase the level of automation for Green Building Index assessment and Industrialised Building System supply chain management.



BIM coordinators from the Bukit Bintang City Centre project became Champions of the BIM Contest Malaysia 2019 for the Contractor Category.

Flexi home

In line with enhancing housing affordability through creative design concepts and cost optimisation, our Property Division introduced the flexi home layout in its developments, namely Ara Impian at Seremban 2, as well as Livia and Starling at Bandar Rimbayu. These houses have an open-plan with flexible layouts, where the structural design of the home can be personalised to the different needs of homebuyers or expanded when future needs arise.

Industrialised Building System – the smarter way to build

We are always finding ways to improve productivity in a sustainable manner. On 8 August 2019, IJM held a groundbreaking ceremony for a fully automated Industry 4.0 Industrialised Building System (“IBS”) facility that marked the Company’s venture into producing IBS precast products. The construction of this IBS facility represents our industry commitment through the alignment with the CITP. The CITP agenda is aimed at shaping a modern, sustainable and productive construction industry in Malaysia.

The 200,000 sq ft factory is located at the growing industrial hub of Bestari Jaya, Kuala Selangor. It is built on a 25-acre site with an annual output capacity of 500,000 sq m (equivalent to 3,000 homes) that is set to be completed in 2021. The RM165 million facility showcases our capabilities in providing end-to-end digital IBS solutions – from design, costing, manufacturing to delivery and on-site installation.

A controlled manufacturing environment ensures product consistency enabling us to deliver increased end product quality to our customers. The adoption of the IBS system improves productivity as the construction period is shortened by up to 40% compared to the conventional method. It also reduces dependency on foreign labour while upskilling our local workforce. The system also has an aesthetic versatility where it enables customisable design requirements to allow efficient use of living space. This leads to a sustainable construction with lower carbon footprint and wastage apart from providing a safer and more conducive workplace.

The state-of-the-art fully automated Industry 4.0 IBS facility marks IJM’s venture into producing a wide range of IBS precast products that cater to diverse building applications – from affordable housing, low- and high-rise residentials, commercial buildings to public infrastructure such as schools and hospitals.



JIM IBS factory groundbreaking ceremony



Toll Division receiving the Highway Digitalisation Excellence Award in July 2019

Plantation digital supervision

In FY2017, the Plantation Division initiated the use of digital devices in its supervision of estate operations. The digital supervision enabled the Division to utilise GPS signals on Android hand-held devices to track plantation activities through a web-based backend system. In the conventional method, information on the crops and the productivity of harvesters were manually recorded and subsequently transferred to the administrative system. By using this digital data logger, in-field information is better analysed, reducing human error and facilitating an improvement in efficiency and response time. The reports are a useful toolkit for the supervisory staff and management to rectify any shortcomings in the fields, faster and more accurately. Presently, the digital devices are used in all Plantation estate operations in Malaysia. Subsequently, the system will be extended to apply into other plantation management activities, such as in pest, disease and agronomy monitoring.

Highway Digitalisation Excellence Award

In July 2019, the Toll Division received a Highway Digitalisation Excellence Award (HDEA) at the Highway Concession Conference 2019 under the category of Workplace Modernisation (Document Management and Work Order System). This award recognises leading players in the highway industry who keep their services at the very best through creative and innovative ideas, right technologies, devices and instruments.

SECURITY

Security is a material issue for all our Divisions. We believe in the right to security: for the public and our customers, residents, employees and partners.

The Property Division recognises the importance of safety and security at our townships. Security is built into the design of its townships and facilities using an approach called Crime Prevention through Environmental Design (CPTED) principles. Most of our development parcels have single ingress and egress points to screen off intruders, while pedestrian walkways and motorised lanes are separated by buffers to deter snatch thieves. To ensure quieter and safer neighbourhoods, we have introduced cul-de-sac layouts and traffic calming measures, whilst bright light emitting diodes ("LED") street lighting contributes to overall urban safety. Physical elements such as landscaping and perimeter fencing are used to enhance homeowners' sense of belonging and responsibility. We also collaborate with local law enforcement agencies and the police. The local force conducts regular patrols throughout the townships to maintain the safety and security of township residents.

The Industry Division implements a number of security measures for the transport, storage, handling, use and disposal of explosives at all quarry sites. All workers handling the explosives are trained with relevant safety procedures in accordance with all national regulations and health and safety standards. All relevant authorities are pre-informed of any planned use of explosives at the quarry sites.

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As the locations of our estates are in the interior, the operating units within the Plantation Division are always attentive to the surrounding areas. The Division works closely with related local government agencies to safeguard the estates and associated facilities in order to provide a secure environment for the employees living in the operating units. Internal security personnel enhance the security patrolling and form the *Rukun Tetangga* patrol teams in order to be always watchful and alert. During the nationwide Movement Control Order, the Division adopted a closed-door policy to protect its employees from visitors entering the premises without prior management approval.

The Port Division's security regulations are based on the International Ship and Port Facility Security ("ISPS") code. The ISPS code is an essential maritime regulation for the safety and security of ships, ports, cargo and crew. There are strict requirements for entrance permits under the National Security Council, unauthorised access restrictions to ships and port facility areas, as well as control of port facilities through CCTV surveillance and physical patrolling.

CCTV cameras are also installed at toll plaza areas to monitor highway movements; and at gated walkways assigned to our toll collectors and operational staff for their safety. Additionally, security guards are appointed around the toll plaza areas to ensure that only employees are allowed to enter authorised areas.

Data security and privacy

Digitalisation and information technology systems are becoming increasingly important in our operations. As a result, cybersecurity is central to managing the risk of data or information loss that could impact our business operations. We value our customers' trust and are committed to safeguarding their privacy by ensuring security of the collection, storage and handling of their personal information. We protect our customers' personal information in accordance with the Personal Data Protection Act (PDPA) 2010.

In the area of providing security for digital information and service management, we are certified with both the ISO/IEC 27001:2013 Information Security Management System (ISMS) and ISO/IEC 20000-1:2011 Information Technology Service Management System (ITSMS). During the reporting year, there were no cases of complaints filed by external parties or regulatory bodies nor cases of non-compliance concerning breaches of customer privacy or identified leaks, thefts or loss of customer data. The Privacy Policy, in both English and Bahasa Malaysia is available on the Company's website.

RESPONSIBLE SUPPLY CHAIN

Our supplier base is large making our supply chain both complex and deep. We extend IJM's values and principles to our suppliers, service providers and contractors in order to foster trust and long-term mutual benefits with all our stakeholders. IJM's Responsible Supply Chain Policy, available on the Company's website, sets out the same expectations from our operations to our supply chain: good ethics, healthy and safe workplace, minimise the risk of violating human and social rights, good environmental practices and ensure strict compliance to local laws and regulations. We address responsible sourcing issues through a multifaceted approach, including supplier assessments, audits and direct engagements.

As an example, in January 2020, the Port Division engaged with all stevedore companies to obtain their commitment on the prevention of fatalities and injuries. These stevedore companies provide waterfront manual workers to load and unload cargoes to and from ships that dock at the port. The engagement involved the Kuantan Port Authority, 11 stevedore companies, and the Port Division's management. Top hazards and accident types were identified and discussed; resulting in a contractor management plan in accordance to the ISO 45001:2018 to monitor contractors' operations and OSH capabilities.

A similar engagement was done with a Port customer, Alliance Steel and its transporters, to identify hazards within the port and public area. As a forward commitment to reduce accidents, the Port Division implemented the Machinery Permits to ensure that all lorries that come through the port meet the Road Transport Department's specifications and are roadworthy.



In November 2019, the Plantation Division hosted journalists from the European Union to appreciate the supply chain from seed to oil



High-level luncheon with key leaders of the construction industry on 10 January 2020

Supporting the local industrial ecosystem

The Government supports the local industry, especially in their capabilities and capacities to meet the global standard requirements. One such platform is the Industrial Collaboration Programme that provides opportunities and a competitive edge for local industry players in the global supply chain and market. Leveraging on the programme, the Construction Division collaborated with a local company, Mudahjuta Industries Sdn Bhd and has successfully developed a locally designed, sourced and fabricated high-performance board that has high impact and superior fire-resistant properties.

This non-combustible fire protection board involves the adoption of green technology in its development and meets stringent international standards. The central cementitious core design includes 30% of components formulated with waste materials from blast furnaces and cement plants and harvested rainwater. The Construction Division supported the tests at SIRIM's test laboratory and obtained the local Fire and Rescue Department's approval for the board to be made available to the local and international construction market, including our own construction projects.



Fire-resistant test furnace (hydraulic tilting type) at SIRIM's test laboratory