

# Sustainability Statement

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## Commitment to Sustainability

We embed sustainability into our products and services, and recognise the importance of incorporating the environmental, social and governance aspects throughout our business operations. This ensures we operate responsibly and are committed to our mission to deliver sustainable value to our stakeholders and enrich lives with the *IJM Mark of Excellence*.

Our approach to sustainability, elaborated through the **Marketplace**, **Environment**, **Workplace** and **Community** sections of this Statement, is fundamental to how we do business and is integrated across all our business divisions. We are committed to a sustainable business for the long term and aim to create a lasting value for our stakeholders.

### STATEMENT OVERVIEW (GRI 102-50)

This statement covers our sustainability-related practices and performance for FY2021 and focuses on the topics that have been prioritised by our businesses as well as those identified by our key stakeholders as material to our businesses.

### Frameworks and benchmarks (GRI 102-54)

As part of our sustainability journey, we continue to enhance our reporting framework to capture and communicate our sustainability-related commitments and performance to our stakeholders. This statement has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards – Core option, the world’s most widely used standards for sustainability reporting that provides guidance suited for the IJM Group business model and complex operations. We apply the GRI’s principles in defining report content and quality, as set out by the GRI Standards. Readers may refer to the full GRI Content Index that can be found on pages 179 to 181.

This statement is also aligned with locally and globally recognised disclosure frameworks and benchmarks such as Bursa Malaysia’s Sustainability Reporting Guidelines, FTSE4Good Bursa Malaysia Index, MSCI ESG Indexes, Sustainable Development Goals (“SDGs”), Business for Societal Impact (“B4SI”) Framework and Sustainability Accounting Standards Board (“SASB”) Engineering & Construction Services sector disclosure. This Statement should be read in conjunction with the Annual Report 2021 and other sustainability-related disclosures on the Company’s website.

### Reporting period and scope (GRI 102-50, GRI 102-52)

This Statement covers IJM Group’s sustainability performance of its business operations in Malaysia and Indonesia for the financial year from 1 April 2020 to 31 March 2021. The operations in Malaysia and Indonesia accounted for 77% and 9% of the Group’s total operating revenue in FY2021 respectively.

### Performance data (GRI 102-50, GRI 102-56)

This Statement includes data from IJM’s subsidiaries but excludes data from associates and joint ventures outside of Management’s control. Data presented in this Statement includes the comparative data from the previous two years. The data for FY2021 disclosed in this Statement has been verified by the Group’s Internal Audit Department. IJM will explore the option of obtaining an independent third-party verification in the future.

### Feedback (GRI 102-53)

We value the feedback of our stakeholders and welcome suggestions on how we can better improve our sustainability disclosure. Please share with us your questions and/or suggestions pertaining to this statement, which can be sent to [ijmir@ijm.com](mailto:ijmir@ijm.com).



Engaging with potential customers of Kuantan Port

## SUSTAINABILITY GOVERNANCE (GRI 102-18)

Our sustainability commitments are governed by IJM's Group-wide sustainability governance framework, established in FY2017, led by the Board and supported by the Executive Committee and the Group

Sustainability Steering Team in integrating sustainability practices across the Group. The committee advises on ESG strategies that shape the organisation's sustainability-related efforts across **Marketplace**, **Environment**, **Workplace** and **Community**.

IJM Group Sustainability Governance Framework






## Commitment to Sustainability

### ENGAGING WITH STAKEHOLDERS (GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44)

In September 2020, the World Economic Forum released a white paper on stakeholder capitalism metrics, recognising that companies that hold themselves accountable to their stakeholders and increase transparency will be more viable – and valuable – in

the long-term. Hence, we are committed to staying involved and connected with our stakeholders to build a stronger and longer-lasting relationship. In line with SDG 17 *Partnership for the Goals*, we engage with our stakeholders through various channels to better understand their needs and concerns, which will guide us in formulating our sustainability strategy and efforts.

The table below outlines key engagement topics with various stakeholder groups in FY2021:

	Shareholders, Investors and Lenders	Clients/Customers	Subcontractors and Suppliers
 <b>Stakeholders</b>	<b>Why we engage:</b> Shareholders, investors and lenders provide us with the financial capacity to sustain our growth. We work to ensure they have a strong understanding of our strategy, performance and business fundamentals.	<b>Why we engage:</b> Focus on customers' needs to identify opportunities to improve products and services.	<b>Why we engage:</b> Encourage our supply chain to adhere to high standards of professionalism and sustainable practices.
 <b>Method and Frequency of Engagement</b>	<ul style="list-style-type: none"> <li>• Annual general meetings</li> <li>• Annual reports</li> <li>• Bi-annual analyst briefings</li> <li>• Company's website</li> <li>• Investor conferences</li> <li>• Regular meetings</li> <li>• Scheduled site visits</li> </ul>	<ul style="list-style-type: none"> <li>• Annual customer satisfaction surveys</li> <li>• Customer satisfaction platforms e.g. phone calls, emails, social media</li> <li>• Events and scheduled site visits</li> </ul>	<ul style="list-style-type: none"> <li>• Annual subcontractors'/suppliers' HSE performance evaluations</li> <li>• Briefings such as product/technology briefing sessions</li> <li>• Events and training</li> <li>• Tender sessions</li> </ul>
 <b>Key Topics Raised</b>	<ul style="list-style-type: none"> <li>• Business outlook and strategy</li> <li>• COVID-19 impact on business</li> <li>• Financial and operational performance</li> <li>• Impact of government policies and regulations</li> <li>• Environment, social and governance ("ESG") practices and commitments</li> <li>• Risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Product/service quality and support</li> <li>• Customer service and experience</li> <li>• ESG practices and commitments</li> <li>• Health, safety and environment ("HSE") practices and compliance</li> <li>• Responsible planting practices</li> </ul>	<ul style="list-style-type: none"> <li>• HSE practices and compliance</li> <li>• Legal compliance and contractual commitments</li> <li>• New equipment/technology reliability and performance</li> <li>• Product/service quality and delivery</li> <li>• Workers' welfare and well-being</li> <li>• ESG practices and commitments</li> </ul>

Apart from stakeholder engagement, we also actively participate in industry association activities to learn, develop and contribute to a collective voice towards best practices for the industries we serve. The list

of associations where our Group and Divisions are members of and actively partner with, can be found on our Company's website.

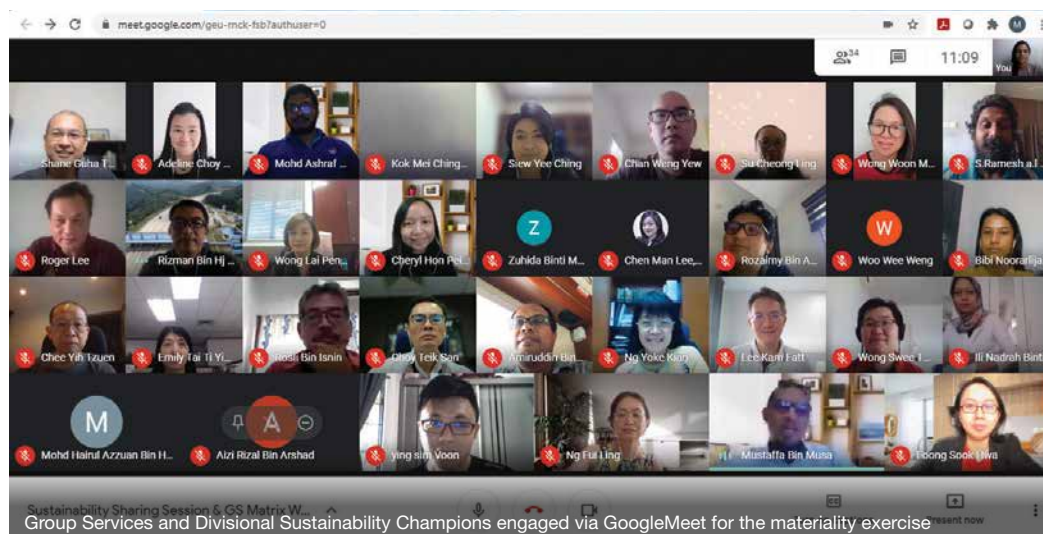
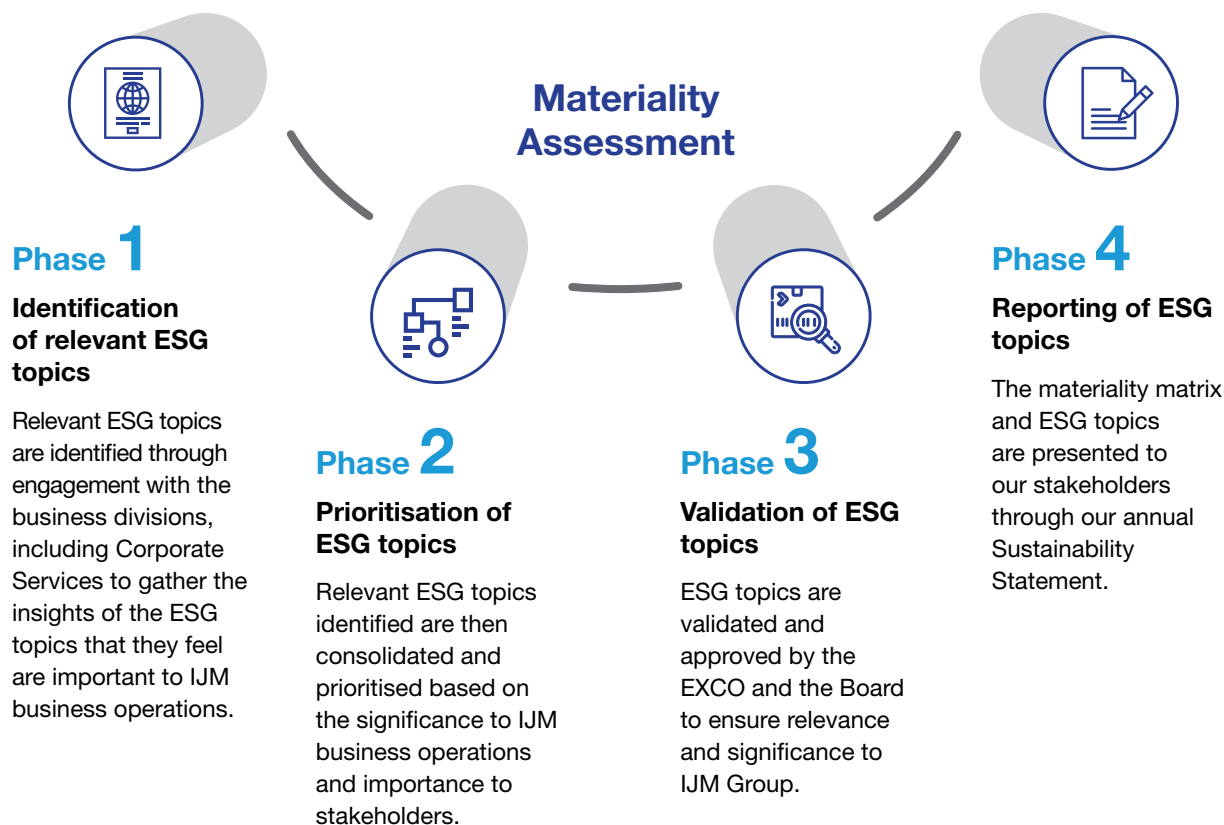
Regulators and Government Authorities	Media	Employees	Local Community, Industry Associations, Academia and Non-Governmental Organisations
<p><b>Why we engage:</b></p> <p>Ensure that we comply with all laws and regulations that are relevant to our businesses.</p>	<p><b>Why we engage:</b></p> <p>Increase awareness and understanding of our businesses by providing timely and accurate information about the Group's products, services and financial performance.</p>	<p><b>Why we engage:</b></p> <p>Provide professional development and career progression opportunities to create a conducive and engaging workplace that values employees' contribution.</p>	<p><b>Why we engage:</b></p> <p>Foster collaborative partnerships and hold ongoing dialogues to build positive relationships and ensure that we can deliver mutual benefits.</p>
<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Company representations at industrial association initiatives/technical working groups</li> <li>• Compliance and certification exercises</li> <li>• Consultations, briefings and training</li> <li>• Periodic site visits and audits</li> <li>• Periodic forums and online meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Annual general meetings</li> <li>• Annual reports</li> <li>• Company's website</li> <li>• Events and site visits e.g. media appreciation events, project launches</li> <li>• Media relations e.g. press releases, press conferences and interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Annual performance appraisals</li> <li>• Employees' wellness initiatives</li> <li>• Regional Alignment Forums, townhall and committee meetings</li> <li>• Social programmes via Kelab Sukan IJM, IJM Toastmasters Club</li> <li>• Training and workshops</li> <li>• Wellness /COVID-19 survey</li> <li>• Workplace and intranet</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports and social media</li> <li>• Community outreach and development programmes</li> <li>• Community engagements e.g. partnerships, dialogues, seminars and conferences</li> <li>• Company's website and advertisements</li> <li>• Educational briefings and site visits</li> <li>• Events e.g. Exhibitions, product launches and festive celebrations</li> </ul>
<ul style="list-style-type: none"> <li>• Adherence to COVID-19 preventive measures</li> <li>• Certifications and awards</li> <li>• Compliance with laws and regulations</li> <li>• Corporate governance</li> <li>• HSE practices and compliance</li> <li>• ESG practices and commitment</li> <li>• Industry updates and best practices</li> </ul>	<ul style="list-style-type: none"> <li>• The Group's financial and non-financial performance</li> <li>• The Group's strategy for growth and value creation</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19 impact on business and work arrangements</li> <li>• Employee engagement and development opportunities</li> <li>• Regular health and safety practices</li> <li>• ESG practices and commitments e.g. human rights and workplace conditions</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19 preventive measures</li> <li>• Community investment programmes and partnerships</li> <li>• ESG practices and commitment</li> <li>• The Group's branding and reputation</li> <li>• Industry-related developments, research and knowledge sharing</li> <li>• Regular local community engagements in the vicinity of our projects</li> </ul>



## Commitment to Sustainability

### APPROACH TO MATERIALITY: IDENTIFYING OUR FOCUS AREAS (GRI 102-47)

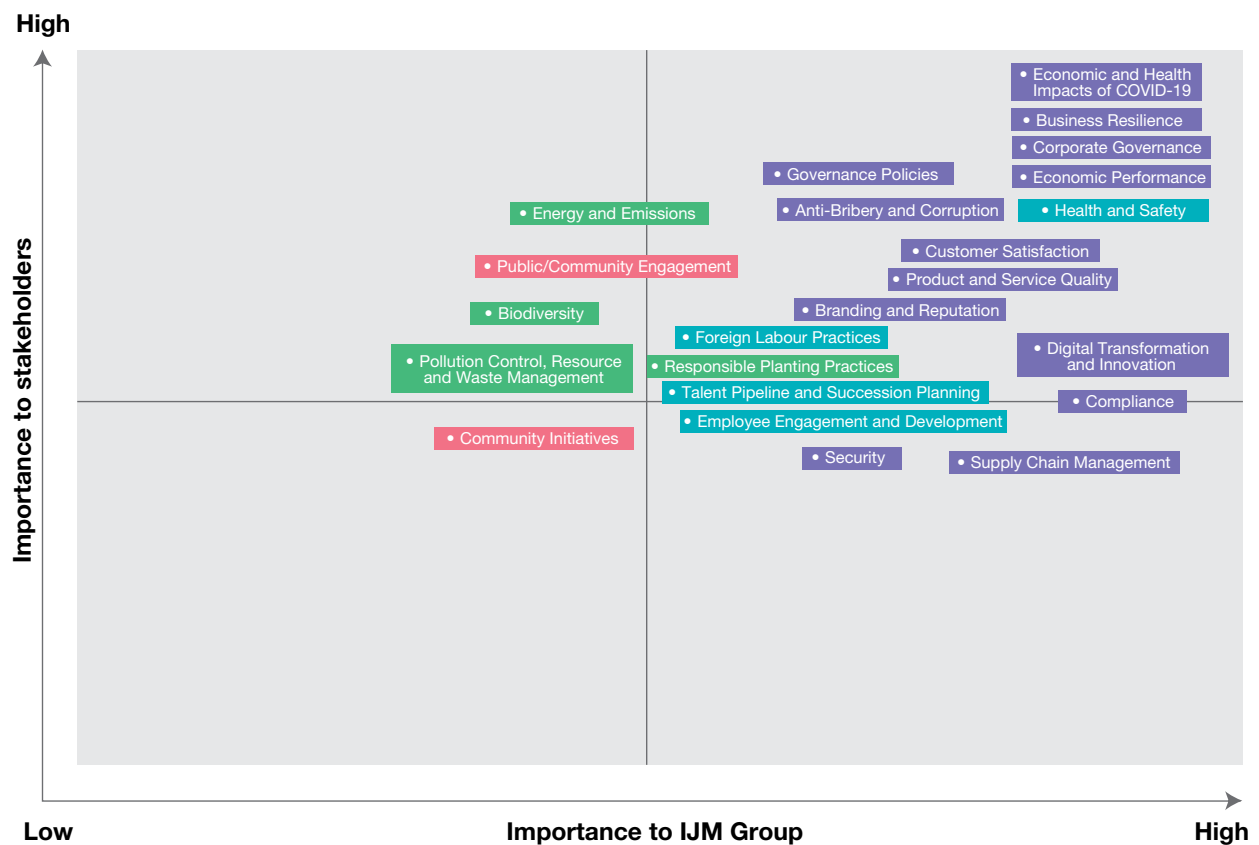
A materiality assessment exercise is conducted annually with colleagues from all business divisions, including Group Services, to determine the environmental, social and governance (“ESG”) topics that are key and relevant to our stakeholders and IJM Group.



### FY2021 Materiality Matrix

In FY2021, 23 material topics were plotted on the materiality matrix denoting the importance to stakeholders and the IJM Group, where the top right quadrant of the matrix contains sustainability topics that are most material. In addition, we also consider sustainability matters identified in the *Statement on Risk Management and Internal Control*, assessments by various financial and sustainability-related rating agencies, and research publications.

#### IJM Group's FY2021 Materiality Matrix



Legend:

Marketplace, Environment, Workplace, Community



## Commitment to Sustainability

### SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS (GRI 102-12)

#### SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership.

*United Nations Department of Economic and Social Affairs*

In March 2021, the UN Global Compact Council adopted a new three-year strategy (UN Global Compact Strategy 2021-2023) to broaden business ambition. The plan calls for companies to increase their contributions and work towards achieving the Sustainable Development Goals (“SDGs”), the Paris Agreement on Climate Change and the Ten Principles of the UN Global Compact.

We acknowledge the importance of adopting these initiatives and measures. Hence, our sustainability pillars are aligned with the SDGs. The following table outlines the Goals that we believe are most relevant to our businesses.

SDGs	Description	IJM Group's Position
	<b>Goal 3: Good Health and Well-being</b> Ensure healthy lives and promote well-being for all at all ages.	We place high importance on the health and safety of our stakeholders and proactively promote safety, health and well-being at the workplace and the communities we serve.
	<b>Goal 5: Gender Equality</b> Achieve gender equality and empower all women and girls.	We treat everyone with respect and uphold gender equality in hiring and employment, striving to provide a workplace where equal opportunities are given regardless of gender.
	<b>Goal 7: Affordable and Clean Energy</b> Increase substantially the share of renewable energy in the global energy mix.	We adopt cleaner energy to optimise the use of energy across all business divisions and explore renewable energy wherever possible.
	<b>Goal 8: Decent Work and Economic Growth</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	We uphold fair employment practices, both for our people and across our supply chain, making a decent workplace for our employees.
	<b>Goal 9: Industry, Innovation and Infrastructure</b> Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	We work with changemakers to incorporate innovative and creative solutions and promote sustainable practices across our business divisions.
	<b>Goal 10: Reduced Inequalities</b> Reduce inequality within and among countries.	We create equal opportunities for both our employees and communities.
	<b>Goal 11: Sustainable Cities and Communities</b> Make cities and human settlements inclusive, safe, resilient and sustainable.	We actively consider sustainable practices in our development and investment decisions across our business divisions.
	<b>Goal 16: Peace, Justice and Strong Institutions</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	We uphold integrity and compliance with all applicable laws and regulations across our business operations.
	<b>Goal 17: Partnership for the Goals</b> Strengthen the means of implementation and revitalise the global partnership for sustainable development.	We actively seek long-lasting partnerships and collaborations with our stakeholders, both locally and globally.

## COVID-19: IJM GROUP'S RESPONSE

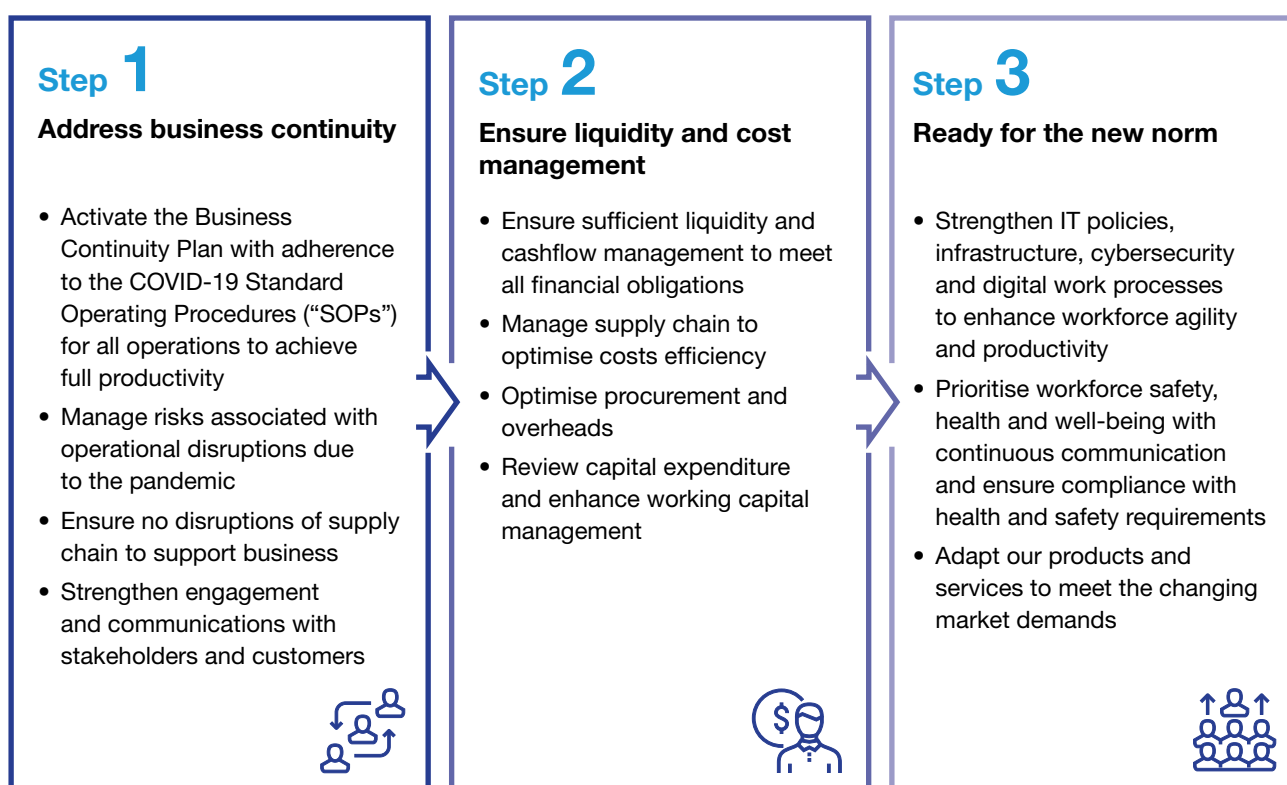
In 2020, the COVID-19 pandemic caused severe health and economic impacts across the world. Many countries are still dealing with an unprecedented challenge that affects people, communities and economies.

The pandemic was the top-most significant topic identified in our materiality matrix this year. We responded to the outbreak by tailoring policies and procedures according to the latest developments and guidelines provided by

local and global authorities such as the Ministry of Health (Malaysia) and the World Health Organisation ("WHO"). The objectives were to keep our employees safe, build greater resilience across business operations, and support our local communities wherever possible.

Recognising the challenges and uncertainties, we made swift decisions, took decisive actions and adapted quickly to mitigate the long-term business impact. The diagram below refers:

Summary of our approach:



## Commitment to Sustainability

### COVID-19: IJM Group's Response

We are proud of the way our employees have rallied together in response to the COVID-19 pandemic, especially those who have ensured our business continuity throughout the pandemic and various movement restrictions. Our employees' health and safety continue to be our priority as we navigate the ongoing COVID-19 pandemic. Below outlines the responses from IJM Group across our four sustainability pillars – **Marketplace**, **Environment**, **Workplace** and **Community**.



#### Strengthening our supply chain across IJM Group

- Our employees in the essential services continued to work on site to ensure the Group's operational continuity
- Our Plantation Division ensured the steady supply of crude palm oil to the refineries
- Our Port and Toll Divisions continued to operate to ensure the smooth delivery of essential goods and services to the public
- Essential support services enabled our workforce to work from home with technology and administrative support



Employees in the essential services ensuring operational continuity



#### Stepping forward to support our community

- Contributed RM1 million to The Edge COVID-19 Epidemic Fund to support the healthcare workers and frontliners
- Coordinated with our partners and suppliers to respond to calls for personal protective equipment for healthcare workers and frontliners
- Distributed 30,000 face masks and 3,000 latex gloves to Wisma IJM's neighbouring community in Petaling Jaya
- Property Division provided financial aid to four non-profit old folks homes affected by COVID-19 in Seremban
- Port Division distributed more than 10,000 face masks to the Customs Department of Kuantan Port, health clinic frontliners and flood victims
- Toll Division provided packed food, dates and drinks during the Movement Control Order ("MCO") and the Ramadhan month for the Royal Malaysia Police and Malaysian Armed Forces manning roadblocks



Distribution of face masks and essential items to our local communities



...While IJM is no stranger to surviving economic downturns, we've learned that fast, realistic and decisive adjustments have to be made according to changing circumstances.

In times of crises, fear and panic seem like they might prevail - but they don't. Unity does. It is during this difficult and challenging time that we build CHARACTER. Together we can, and we will overcome this. Meanwhile, please continue to take every measure you can to stay safe and healthy at home. Last but not least, let's salute our frontliners for their contribution and sacrifices to safeguard our society and country.

*Excerpt from CEO&MD's internal message,  
6 April 2020*



### Capitalising on green opportunities

- Adapted our IT infrastructure to facilitate the work from home norm, thereby reducing our carbon footprint
- Continued our renewable energy adoption and energy efficiency initiatives despite weak global business outlook



Group Human Resources briefed employees on COVID-19 and work from home arrangements prior to the Movement Control Order



Virtual meetings are encouraged to reduce carbon footprint

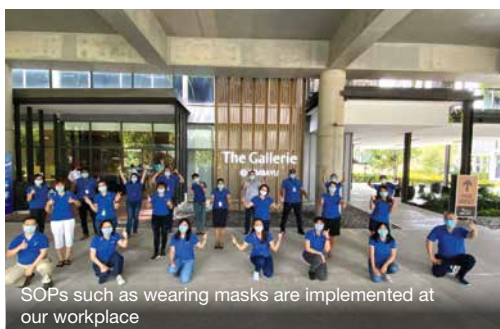


### Ensuring the health, safety and well-being of our employees

- Developed IJM COVID-19 handbook for employees to minimise and prevent COVID-19 risk at the workplace
- Established a dedicated COVID-19 section in IJM's intranet that includes human resources advisory and guidelines, prevention plans, CEO&MD communication and a COVID-19 live map tracker
- Established a Daily Employee Self-Monitoring and Declaration process via Google form link
- Assembled a cross-functional task force to provide support in the areas of human resources, health and safety, IT and communications
- Implemented safety measures and SOPs at the workplace which include temperature screening, physical distancing and frequent sanitisation
- Established an Emergency Response Plan where affected individuals are isolated and vigorous contact tracing process is conducted in line with the quarantine and contact tracing requirements by the Ministry of Health



Safety measures at construction sites



SOPs such as wearing masks are implemented at our workplace





# MARKETPLACE

## Doing Good Business



### OBJECTIVE

The ability to command the confidence of our customers, suppliers, business partners, investors, bankers, governments and regulatory bodies is of paramount importance to the Group's continued success.



### INITIATIVE HIGHLIGHTS

- In FY2021, IJM won the Industry Excellence Awards in the Construction category at the Minority Shareholders Watch Group (MSWG)-ASEAN Corporate Governance Awards 2019 and the 2019 ASEAN Corporate Governance Scorecard Award - ASEAN Asset Class.
- IJM Land continued to be recognised as a top property developer in Malaysia and received various awards during the year
- IJM achieved customer satisfaction target scores across all our Divisions
- The Property Division received four High QCLASSIC Achievement Awards at the CIDB QCLASSIC Awards 2020 for our residential projects Austin Duta and Bandar Rimbayu
- Kuantan Port kicked off its Digital Transformation journey
- Industrialised Building System plant was completed in April 2021
- Anti-Bribery and Corruption System ("ABCS") 2.0 Self-Learning Module was launched across the Group
- Anti-Bribery Management System ("ABMS") townhall session was conducted at Kuantan Port
- IJM Group leveraged on technology to enable employees to work safely, securely and effectively from home



### GRI STANDARDS SPECIFIC TOPICS

- GRI 201: Economic Performance
- GRI 205: Anti-corruption
- GRI 418: Customer Privacy

### SDGs



Over the years, we have worked hard to build our business based on the highest standards of professionalism and ethical conduct. We are committed to high standards of corporate governance, upholding the trust in the IJM brand and ensuring customer satisfaction through our quality products and services.

“The last few months have demonstrated the adaptability and resilience of our business and people. The Group’s fundamentals remain solid, anchored by our resilient portfolio of businesses and a strong balance sheet to weather short-term uncertainties.”

*Excerpt from The Malay Mail quoting IJM CEO&MD,  
22 September 2020*

#### **GOOD GOVERNANCE AND ETHICS** (GRI 102-11, GRI 102-16)

Good corporate governance is fundamental in maintaining the trust of our stakeholders and guides our corporate strategy, risk management and business conduct. We are guided by the Malaysia Code on Corporate Governance in ensuring that the principles and best practices of good corporate governance are applied throughout the Group. Our corporate governance framework and practices are elaborated in the Corporate Governance Overview Statement on pages 102 to 111 of the Annual Report. The Board is responsible for ensuring that IJM has the structure, strategy and people to deliver long term value to our shareholders.

In FY2021, IJM received the Industry Excellence Awards in the Construction category at the Minority Shareholders Watch Group (MSWG) ASEAN Corporate Governance Awards 2019 and the 2019 ASEAN Corporate Governance Scorecard Award - ASEAN Asset Class as a recognition of our efforts to elevate our corporate disclosure and practices.

#### **Business ethics and policies**

IJM’s commitment to fostering a culture of responsibility and ethical behaviour is cascaded to all of our employees. They are required to adhere to IJM’s Code of Conduct and Ethics for Employees, which prescribes the principles, rules and guidelines that define ethical behaviour in the Group. In addition, the Code of Business Conduct for Third Parties sets out the principles and standards that the Company expects third parties to conform to in their course of conducting business with the Group. During the financial year, the role of the Risk Management and Integrity Department was enhanced to oversee the implementation of ethics and integrity in the Group.





## MARKETPLACE Doing Good Business

In addition to the above-mentioned Codes, below are several other Company policies that govern the rules of conduct in IJM, that are also available on the Company's website:

Corporate Codes and Policies		
	Board Diversity Policy	This policy sets out the approach to achieve diversity on the Board of Directors ("Board") of the Company.
	Anti-Bribery and Corruption Policy	This policy forms part of the Anti-Bribery and Corruption System ("ABCS"). It aims to set out the parameters, including the main principles, policies and guidelines, which the Company adopts concerning anti-bribery and corruption.
	Code of Conduct and Ethics for Employees	This code assists our employees in defining ethical standards and conduct in the course of work.
	Code of Business Conduct for Third Parties	This code sets out the principles and standards that the Company expects third parties to conform to in their course of conducting business with the Company.
	Corporate Disclosure Policy	This policy ensures shareholders and investors receive comprehensive, accurate and quality corporate information on a timely and even basis.
	External Auditors Policy	This policy outlines the guidelines and procedures for the Audit Committee to assess and monitor external auditors.
	Privacy Policy	This policy explains how the Company collects and handles personal information in accordance with the Personal Data Protection Act 2010 ("PDPA").
	Remuneration Policy	This policy provides clear and guiding principles for determining the remuneration of the Board and Senior Management and aligns their interests with the interests of shareholders and with the Company's business strategies.
	Whistleblowing Policy	This policy provides and facilitates a consistent and systematic process for the reporting of any actual or potential improper conduct.
	Community Investment Policy	This policy defines areas in which the Company will contribute to the community across three pillars: Community Development, Sports and Education.
	Diversity and Inclusion Policy	This policy aims to describe the Company's commitment to diversity and inclusion, and is aligned to one of IJM's core values, <i>Respect for Diversity</i> .
	Environment Policy	This policy describes the Company's commitment to promoting a sustainable environment and acknowledges that we have a responsibility to protect the environment in all business activities and operations.
	Human Rights Policy	This policy provides guiding principles to ensure that the Group adheres to fundamental human and labour rights and values to achieve organisational goals and maintain sustainable growth through a healthy, harmonious and professional workplace.
	Responsible Supply Chain Policy	This policy aims to extend the Group's values and principles to suppliers, service providers and contractors to foster trust and long-term benefit to all stakeholders in our supply chain. The policy is underpinned by good ethics, a healthy and safe workplace that minimises the risk of violating human and social rights, sound environmental practices and strict compliance to local laws and regulations.
	Occupational Safety and Health Policy	This policy describes the Company's commitment to creating, maintaining, and managing a safe and healthy working environment for our employees and safeguarding others affected by our operations and services.
	Quality Policy	This policy aims to describe the Company's commitment to quality that is aligned to IJM's motto, <i>Excellence through Quality</i> .

### Anti-bribery and corruption system (GRI 205-2, GRI 205-3)

We actively manage the Group's exposure to bribery and corruption risk by embedding robust internal controls across the business divisions. We emphasise good business ethics and transparency as our core approach to combating bribery and corruption risk. We have zero-tolerance for all forms of bribery and corruption and uphold all applicable laws concerning anti-bribery and corruption.

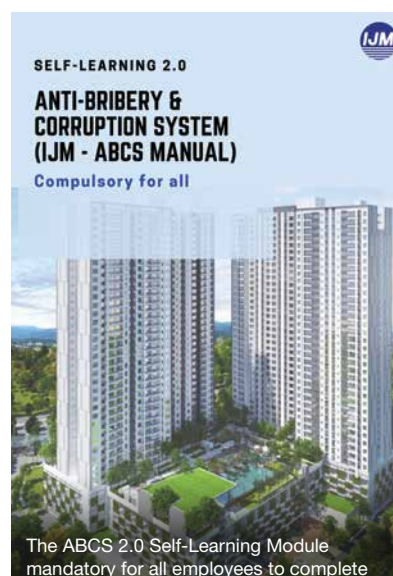
Our Anti-Bribery and Corruption System ("ABCS") is a management system that comprises a manual containing principles and policies that guide our ethical decisions and are implemented across the Group. It iterates our adherence to local laws and regulations, such as the amended Malaysian Anti-Corruption Commission Act 2018, which took effect on 1 June 2020.

All our employees are required to comply with our Anti-Bribery and Corruption Policy at all times. The Policy covers all elements and types of bribery and corruption to ensure our interactions with government authorities, investors, suppliers, contractors and business partners are conducted with high ethical standards. All investments, including mergers, acquisitions, joint ventures and projects, are reviewed for potential anti-bribery and corruption risks with appropriate due diligence conducted on the counterparty and owners of the counterparty, where relevant. In addition, we have implemented robust measures to mitigate corruption risks which are regularly assessed, monitored and audited.

Third parties performing work or services for or on behalf of IJM are also required to acknowledge conformity to the Code of Business Conduct for Third Parties, as well as comply with all applicable laws and our ABCS manual.

The Group continues to take all necessary measures to promote a culture of integrity through awareness campaigns and regular communication. All employees are expected to read, familiarise and strictly comply

with the ABCS in carrying out their duties and a compulsory internal ABCS e-learning session is also conducted for all employees. In March 2021, we launched the ABCS 2.0 Self-Learning Module across the Group, which was compulsory for all employees to complete. The module will be periodically reviewed to ensure relevance and is up to date, in line with SDG 16 *Peace, Justice and Strong Institutions*, and our core value of *Integrity*. Dedicated communication channels on anti-bribery and corruption information to promote a culture of integrity and compliance is set up on our intranet. Relevant employees are also sent for external training on corporate liability and corruption risk management. In FY2021, there were zero confirmed incidences of corruption across IJM's business operations and there were zero monetary losses as a result of legal proceedings associated with charges of bribery or corruption.



### COMMITMENT TO QUALITY (GRI 102-16)

We continually improve our products and services to deliver on our motto of *Excellence through Quality*. All our business divisions implement management systems which are certified in accordance with relevant local and international benchmark standards. Guided by our Quality Management System framework and Quality Policy, which are available on the Company's website, we continuously enhance our skills, processes and quality management system.



Anti-Bribery Management System townhall session at Kuantan Port with the Senior Assistant Commissioner Malaysia Anti-Corruption Commission present

## MARKETPLACE Doing Good Business

The Construction, Property, Industry, Port and Toll Divisions are certified with the ISO 9001:2015 Quality Management System ("QMS"), the international standard that specifies requirements for a quality management system, demonstrating that our products and services are offered to meet customer and regulatory requirements. All our Divisions implement a systematic approach through our management systems and the Plan-Do-Check-Act work process that optimises available opportunities to acquire and retain customers while improving results.

The Construction Division implements a self-regulated assessment system, IJM Quality and Safety Assessment System ("IQSAS"), for civil engineering projects. This quality assessment framework is annually reviewed and continuously improved by our Quality Management Committee.

In addition, our adoption of the Quality Assessment System in Construction ("QLASSIC") also emphasises the importance we place in providing workmanship quality of the highest standards. QLASSIC is a system or method to measure and evaluate the workmanship quality of a building construction work based on Construction Industry Standard (CIS 7:2006).

In FY2021, our NPE Kuchai Link 2 was completed and assessed with an IQSAS score of 87%, well above our target score for civil engineering works of 85%. We received four High QLASSIC Achievement Awards at the CIDB QLASSIC Awards 2020 for our residential projects Bandar Rimbayu and Austin Duta. The QLASSIC score achieved was 84% for Bandar Rimbayu Phase 10B, 83% for Austin Duta Phase 5A & Phase 4, and 84% for Austin Duta Phase 5.



Austin Duta received the High QLASSIC Achievement Awards at the CIDB QLASSIC Awards 2020

Our Industry Division's products are certified with the following:

- 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
- MS 1462 Metal scaffolding

Furthermore, 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.

The Plantation Division adheres to sustainable agriculture and aims to enhance credibility and build trust with our stakeholders. Our practices and product quality are externally accredited through both international and national certification schemes as well as the quality related management system certification schemes such as:

- The International Sustainability and Carbon Certification ("ISCC")
- Malaysian Sustainable Palm Oil ("MSPO")
- Indonesian Sustainable Palm Oil ("ISPO")
- GMP+ (Good Manufacturing Practices and integration of HACCP-Hazard Analysis and Critical Control Points) and
- Standard of Industrial Research Institute of Malaysia ("SIRIM") quality standards



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

## ENSURING CUSTOMER SATISFACTION

As in the preceding years, customer satisfaction continues to be a material topic for all our Divisions. Despite the pandemic, we continue to engage with our customers to ensure we meet their requirements and deliver the best of our services, in line with our core value of *Customer Focus*.

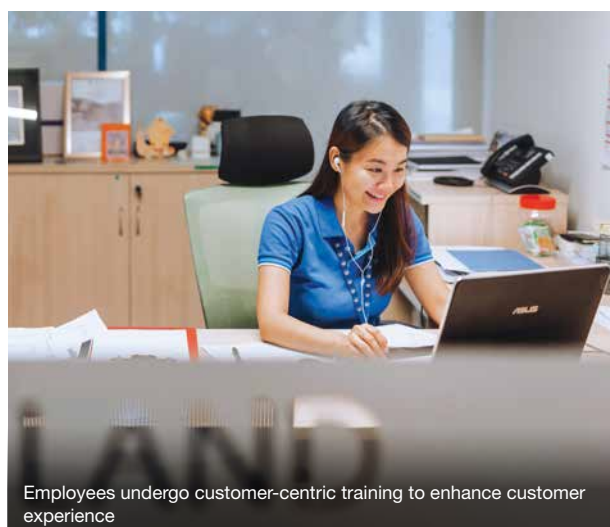
Customer satisfaction surveys help us understand matters and expectations that mean the most to our customers. The table below outlines our targets and outcomes of the surveys in FY2021 across our business divisions:

Business Divisions	Construction	Property	Industry	Port	Toll
	Customer satisfaction survey	Customer satisfaction survey	Customer satisfaction survey	Customer satisfaction survey	Highway users satisfaction survey
Target	80%	75%	80%	80%	85%
Performance	84%	75%	95%	92%	87%
Status	Achieved	Achieved	Achieved	Achieved	Achieved

The Property Division's Customer Satisfaction Score ("CSAT") and Net Promoter Score ("NPS") measurement systems are used to gauge satisfaction levels of IJM Land's products and services. In FY2021, the Property Division achieved a CSAT of 75% and an NPS of 29, indicating the willingness of our customers to provide positive word-of-mouth referrals. In addition, the Division conducts internal customer-centric staff training to ensure good service and improve our relationship with customers.

During the financial year, training consisted of online sessions that focused on knowledge sharing on various topics such as the use of virtual showrooms as well as on tile quality and workmanship. The Division also leveraged technology to drive better customer experience via virtual tours of our show unit and engaged prospective buyers via online sales presentations from the comfort of their homes.

The prevalence of most people working from home in 2020 has highlighted the importance of a well-planned home that is supported by surrounding amenities. Our developments incorporate flexible and open-plan spaces as well as energy-saving elements such as good ventilation and natural lighting. Our homes are built with high-speed broadband connectivity and fitted with 3-phase wiring that supports work from home.



We create vibrant townships and well-designed homes that include security, connectivity and community facilities such as green spaces and commercial areas. For example, our S2 Heights township provides direct access to the Seremban 2 township, surrounding commercial areas such as Uptown Avenue, S2 Centrio, and Mydin Mall, as well as good connectivity to the North South Expressway.



## MARKETPLACE Doing Good Business

The Toll Division ensures road user safety through a 24-hour Traffic Control and Surveillance System and regular traffic patrols. In addition to utilising the Malaysian Highway Road Accident Database and Analysis System, the Division also conducts regular road safety audits, accident investigations and plans appropriate actions and control measures to prevent road mishaps. Some of the implemented measures include installing blue flashing lights and anti-skid traverse bars to improve traffic attentiveness



NPE highway LED lighting system

and discourage speeding. Our highways are also equipped with facilities such as pedestrian bridges, highway lighting systems and emergency telephones.

### BRANDING AND REPUTATION

*Delivering Inspired Solutions* is our brand promise to all our stakeholders. For customers, we leverage on our decades of experience and know-how to provide solutions that will inspire better benefits for all. The IJM brand and reputation are also important differentiators for new business opportunities and for attracting talent.

IJM Land's brand philosophy focuses on going beyond customer satisfaction to retaining customers' loyalty and advocacy. The primary brand drivers for IJM Land have always been innovation, timeless quality, excellent customer service and responsible sustainable practices.

We put our customers' interests first and place a strong emphasis on ensuring that our developments create value, have good accessibility and are well connected with convenient amenities. We received several awards and accolades in FY2021 which are reported on pages 10 and 11 of the Annual Report.

“Last year gave us the opportunity to pause and reflect on what truly matters to us: our customers, colleagues and our community. With innovation being the lifeblood of IJM Land, we continued to invest our time in understanding our customers better and discovering where the new shifts in homes, lifestyles and experiences are heading. Instead of pushing our brand to our customers, we have focused our efforts on building customer tribes to share brand love.”

*Excerpt from The Star article quoting IJM Land Managing Director,  
5 February 2021*



IJM Land recognised in The Edge Top Property Developers Award 2020

## FOSTERING DIGITALISATION AND INNOVATION IN PRACTICE

### Adapting to new norms

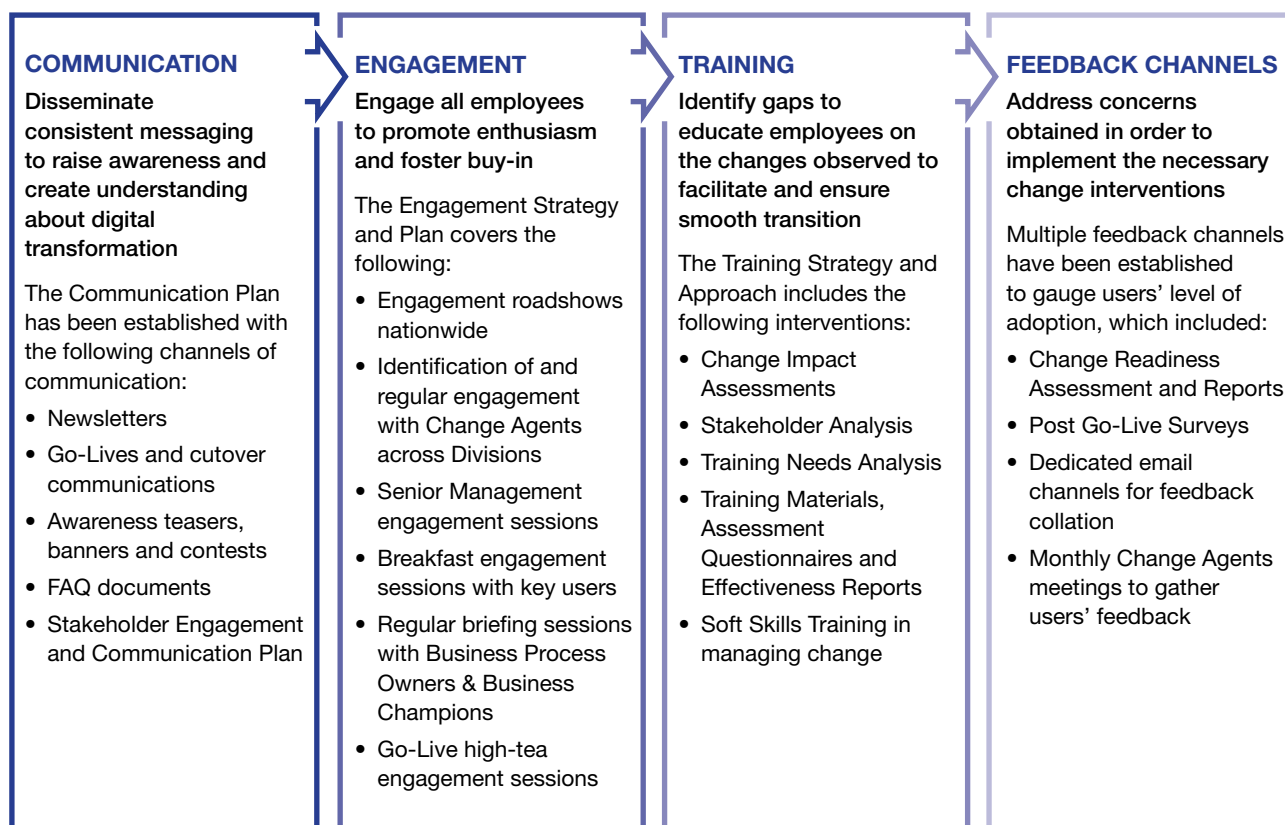
We undertake digital transformation and innovation initiatives to enable and integrate technology across our business operations. Initiatives to support work from home were quickly established at the start of lockdowns and we continue to leverage on technology to enable us to work safely, securely and effectively. As the Group invests in new digital capabilities, corresponding efforts to address information risks are continually being assessed.

### Digital transformation: Our change management framework

We completed the rollout of our digital backbone with SAP for Enterprise Resource Planning, Human Capital Management, and e-Procurement in December 2020. While some of our businesses have started using some SAP system components, fine-tuning processes across all businesses are ongoing in 2021.

Digital transformation and adoption has continued to accelerate across the business world. Our Change Management Framework was established to ensure a smooth transition of digital transformation across our business operations. The four pillars outline the key focus areas as shown below:

#### IJM's Change Management Framework





## MARKETPLACE Doing Good Business

In September 2020, Kuantan Port formulated an actionable plan to transform into a digital-ready entity. After brainstorming sessions, crafting goals, strategies and action plans, a comprehensive Digital Roadmap that focuses on transforming our people, processes and use of technology marked the beginning of an exciting yet challenging journey for Kuantan Port towards meeting its vision - *To be the leading maritime hub, driving the region forward and accelerating the growth of our partners.*



Kuantan Port's Digital Roadmap Workshop

### Building information modelling

Since 2016, we have been expanding our adoption of Building Information Modelling ("BIM") for our construction projects. The use of BIM during the pre-construction phase enables early visualisation and planning using 3D model-based simulation, promotes better coordination between trades and eases work for renovation and facilities management upon project completion. In FY2021, BIM was implemented in two new projects, namely, STC Hotel and The Light City Development.

The Common Data Environment ("CDE") was set up to overcome the challenges of working remotely during the COVID-19 pandemic. The CDE stores relevant project progress updates and information that is accessible to the BIM team, construction personnel and subcontractors. The CDE enhances work coordination and collaboration among various parties.

The growing demand for BIM implementation both globally and locally has provided a clear impetus for enhanced BIM knowledge sharing between the industry and higher education institutions. In collaboration with IEM and University of Nottingham Malaysia, we shared the application and utilisation of BIM in the construction process with more than 100 students from the Engineering Faculty, under the theme *Building Information Modelling: The Catalyst for the Construction Industry*. The collaboration was also part of our aim to ensure sustainable development within the construction industry by embedding and developing BIM knowledge and intellectual aspects, practical skills and transferable skills among students.

### Reinventing the home buying experience

During the COVID-19 pandemic, IJM Land has leveraged on technology to drive better customer experience and engage prospective buyers.

We conducted virtual site tours and viewings, marketed and communicated using multiple online platforms as well as provided e-brochures, 360-degree walkthroughs of IJM Land developments and show units, curated engaging content for social media and upgraded our website for customers to book and secure their desired units.

We also initiated the unit selection phase and signing of Sale and Purchase Agreements through video conferencing, which facilitated transactions without the need for buyers to be physically present.

In FY2021, IJM Land executed its first digital balloting for Phase 1 of Starling in Bandar Rimbayu via its official Facebook page to ensure transparency, accountability and fairness during the balloting process.



First digital balloting for Starling, Bandar Rimbayu

### Industrialised building system – the smarter way to build

IJM invested in a fully automated Industry 4.0 Industrialised Building System (“IBS”) to produce IBS precast products in support of the Construction Industry Transformation Programme (“CITP”). The adoption of the IBS system enables us to deliver end products that are of higher quality and precision for our customers ranging from affordable housing, low- and high-rise residential, commercial buildings to public infrastructure such as schools and hospitals. The construction components are manufactured off-site and require site work on installation, hence reducing reliance on foreign workers and improving safety issues.

Our IBS plant that is located in Bestari Jaya, Kuala Selangor was completed in April 2021 and has an annual output capacity of 500,000 square metres. The plant has recently undertaken its testing and commission phase and is awaiting relevant approvals to commence business operations.

## SECURITY

Security is a material issue for all our Divisions. The Property Division is committed to implementing various initiatives to mitigate safety and security concerns at our townships apart from providing continued peace of mind for our residents. Our townships and facilities incorporate an approach known as Crime Prevention by Environmental Design (“CPTED”), which entails a natural form of surveillance on top of other security measures, like CCTV surveillance, adequate street lighting and round the clock guard patrols to reduce criminal opportunities and provide a safer environment for all residents.



Guardhouse built at the entrance to Rimbun Alam township with single entry and exit point to facilitate screening of visitors and control entry access

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.

The Plantation Division has protected its employees from unauthorised entry through a closed-door policy for safety and security reasons during the nationwide MCO. The collaboration with local government agencies has also ensured the safety of our estates and employees living within the operational areas. In addition, regular patrolling by internal security personnel and *Rukun Tetangga* patrol teams further contribute to a safe and secure working environment.

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. In addition, there are strict requirements for entrance permits under the National Security Council, unauthorised access restrictions to ships and port facility areas, and the control of port facilities through CCTV surveillance and physical patrolling.



Berthing of ship at the Kuantan Port

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

## MARKETPLACE Doing Good Business

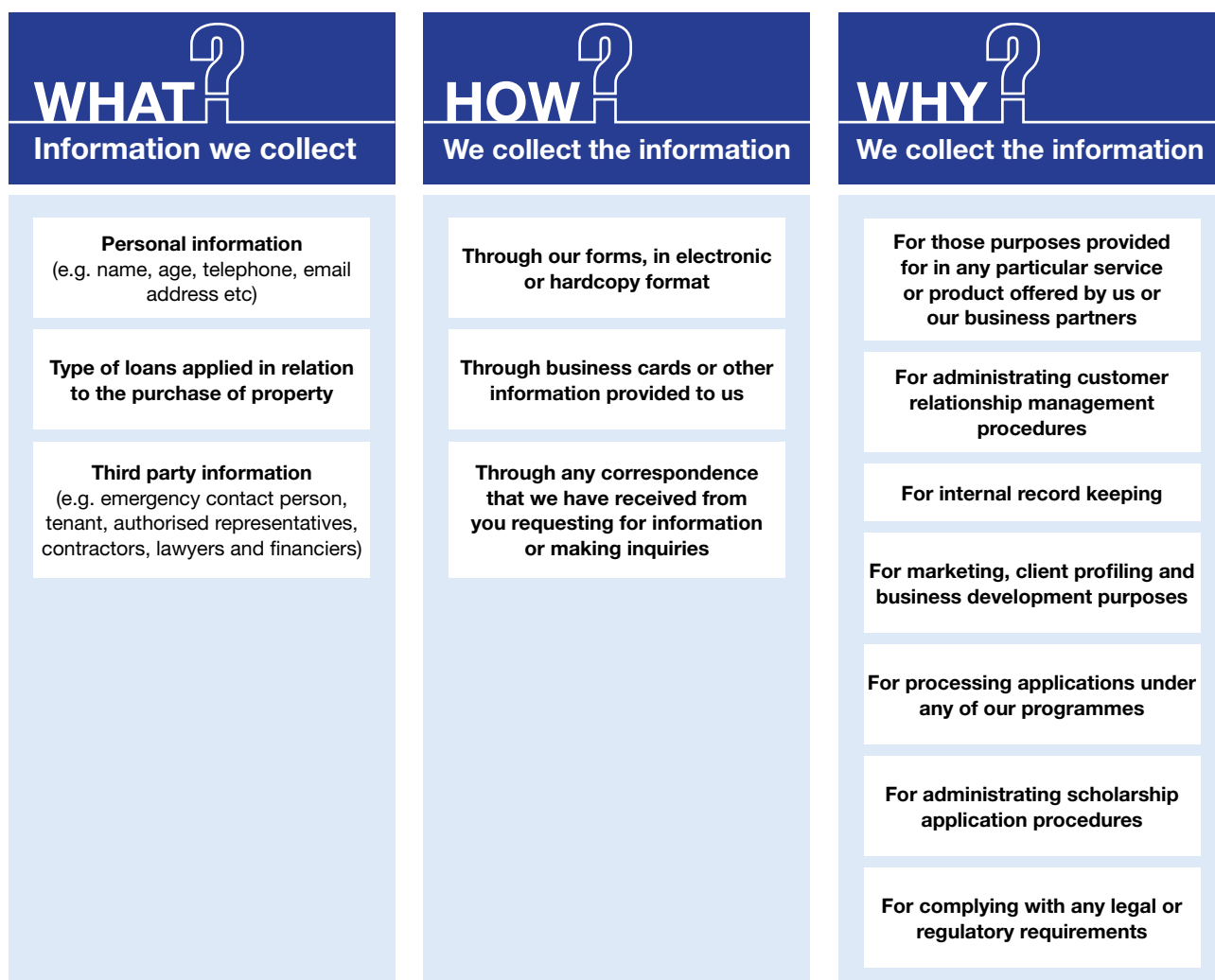
### DATA PRIVACY AND PROTECTION (GRI 418-1)

Digitalisation and information technology systems are becoming increasingly important in our operations. Hence, customer data privacy and protection are of utmost importance to us. Therefore, we ensure our business is conducted in strict adherence to the Personal Data Protection Act 2010 ("PDPA"). We established a Privacy Policy to communicate the processing guidelines for collecting, recording, holding or storing our customers' personal data. Furthermore, we are certified with the ISO/IEC 27001:2013 Information Security Management System ("ISMS") and ISO/IEC 20000-1:2011 Information Technology Service Management System ("ITSMS").

We have duly obtained the consent of all our customers before processing their personal data, taken reasonable steps to secure and protect their personal data, and we do not retain their personal data longer than the period for which the information is required. The Privacy Policy, in both English and Bahasa Malaysia, is published on the Company's website.

In FY2021, we recorded zero substantiated complaints concerning breaches of customer privacy and zero cases of identified leaks, thefts, or loss of customer data. We will continue to protect our customers' data privacy across our business divisions, and our Privacy Policy will be reviewed regularly in compliance with the PDPA 2010.

Our PDPA approach:



## RESPONSIBLE SUPPLY CHAIN (GRI 102-9)

Given the nature of our businesses, we rely on diverse suppliers, service providers and contractors locally and globally for materials and services essential to our operations.

We established a Responsible Supply Chain Policy to ensure alignment of the Group's values and principles to foster trust and long-term benefit to all stakeholders in our supply chain.

### Responsible Supply Chain Policy

We aim to extend the Group's values and principles to our suppliers, service providers and contractors in order to foster trust and long-term benefit to all stakeholders in our supply chain underpinned by good ethics, a healthy and safe workplace, capable of minimising the risk of violating human and social rights, good environmental practices and ensuring strict compliance to local laws and regulations.



#### ENVIRONMENT

##### Environment compliance

We expect our suppliers, service providers and contractors to be respectful in their interactions with the environment by adhering to all applicable environmental legislation, preventing pollution and adopting best practices in accordance with the Group's environmental management system



#### SOCIAL

##### Health and safety

We expect our suppliers, service providers and contractors to have the necessary health and safety measures in place to minimise workplace risks and hazards

##### Human rights and labour

We expect our suppliers, service providers and contractors to demonstrate their commitment to human rights standards and laws



#### GOVERNANCE

##### Ethics and governance

We expect our suppliers, service providers and contractors to adhere to integrity and ethical business practices as outlined in the Group's Code of Conduct and Ethics

In addition to our Responsible Supply Chain Policy, our Code of Business Conduct for Third Parties sets out fundamental principles and standards where our Third Parties are required to conform in their course of conducting business with the Group. This includes, but is not limited to all vendors, suppliers, service providers, contractors, subcontractors, consultants, agents, representatives and any other persons or entities who provide work, goods or services or act for or on behalf of the Group.

Any violations and/or non-compliance with this Code shall be taken seriously and may result in, among others, termination of the Group's contract with the Third Parties. The Code of Business Conduct for Third Parties and the Responsible Supply Chain Policy are available on our Company's website.



# ENVIRONMENT

## Protecting the Environment



### OBJECTIVE

The protection and preservation of the environment is integral to the Group's corporate policy and philosophy.



### INITIATIVE HIGHLIGHTS

- 46% of IJM Group's energy use is from renewable sources
- The Industry Division's Nilai Industrial Concrete Products ("ICP") factory is the sixth to be installed with rooftop solar photovoltaic system
- The Industry Division saw reduced carbon emissions of 33,189 tCO<sub>2</sub>e from the utilisation of Polycarboxylic Ether ("PCE") additives in the manufacturing process
- LED lights are installed throughout the Toll Division's Besraya Highway and New Pantai Expressway
- Toll Division was certified with the ISO 14001:2015 in June 2020



### GRI STANDARDS SPECIFIC TOPICS

- GRI 302: Energy
- GRI 303: Water
- GRI 304: Biodiversity
- GRI 305: Emissions
- GRI 306: Waste

### SDGs



IJM is committed to protecting the environment and ensuring that our commitment is shared by our business partners and our supply chain, as guided by our Policy Statement on Environment. Every year, all our business operations strive to reduce pollution and the amount of waste we generate, maintain sustainable consumption of electricity and water, reduce carbon emissions and protect biodiversity in the areas where we operate. We implement our Environmental Management System (“EMS”) to streamline environmental best practices across the Group.

In FY2021, the Construction, Property and Industry Divisions have maintained their ISO 14001:2015 certification, while our Toll Division was certified with the ISO 14001:2015 in June 2020.



## RESPONDING TO CLIMATE CHANGE

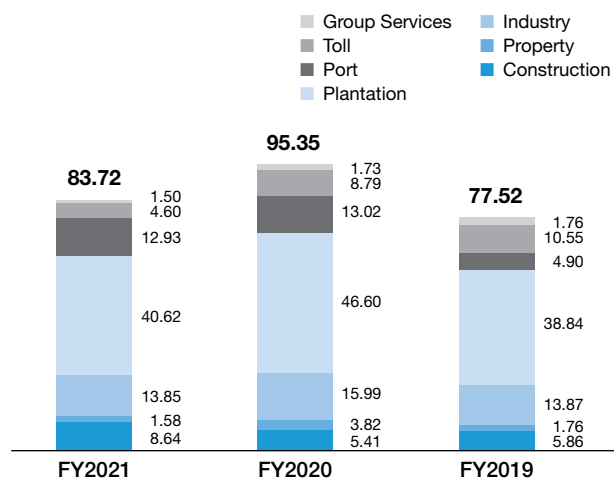
The World Economic Forum's Global Risk Report 2021 continues to list climate change and environmental degradation as a top global risk. Extreme weather, climate action failure, human environmental damage and biodiversity loss remain among the top global risks by likelihood and impact. The Malaysian Government has formed the Malaysia Climate Change Action Council (MyCAC) as its main platform for setting the direction, discussing climate change policies and actions, driving green economic growth, catalysing green technology and low-carbon growth at all levels. The Joint Commission on Climate Change (“JC3”) was formed in 2019 with the intention of pursuing collaborative actions for building climate resilience within the Malaysia financial sector. JC3 is co-chaired by the Securities Commission and Bank Negara Malaysia and comprises Bursa Malaysia and 19 other industry participants.

We recognise that the current CO<sub>2</sub> emission pathways present risks and opportunities to the Group's various businesses. We have been building internal capacity to address the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and will be deliberating to address climate risks and opportunities as part of our update to the Group's Sustainability Roadmap. Our climate risk exposure is addressed in the *Statement on Risk Management and Internal Control* on page 124.

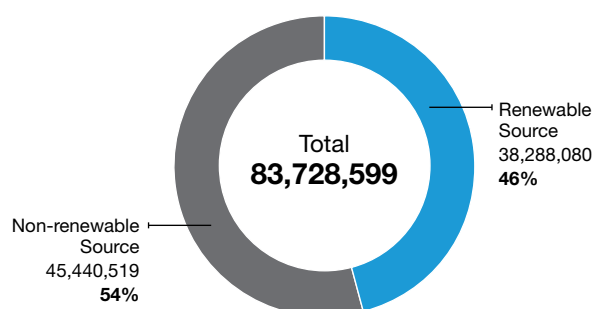
**Driving energy efficiency** (GRI 302-1, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5)

In FY2021, we continued to promote the efficient use of energy throughout our operations as a means of climate mitigation and to reduce greenhouse gas (“GHG”) emissions, despite the nationwide MCO. As a Group, we consumed 83.7 million kWh of energy, where the Plantation, Industry and Port Divisions collectively constituted 81% of the total consumption. Our main sources of energy are from the power utility, biomass and solar whereby renewable and non-renewable sources constituted 46% and 54% of our total energy consumption respectively.

Total Energy Consumption by Division (kWh)



Total Renewable and Non-renewable Energy Consumption in FY2021 (kWh)



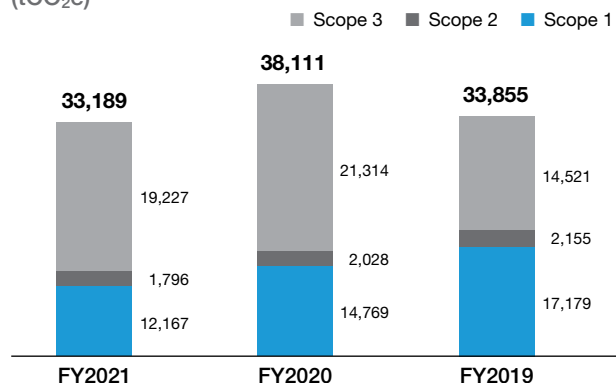


## ENVIRONMENT Protecting the Environment

In FY2009, the Industry Division started utilising PCE additives in the manufacturing process of piles, which resulted in a reduction in fuel consumption and an increase in productivity due to the faster curing time. In addition, the use of PCE additives also resulted in a reduction of cement consumption, which is a major raw material. Including the emissions reduction of 33,189 tCO<sub>2</sub>e in the current year, the cumulative emissions reduction since the baseline year of FY2008 amounts to 329,355 tCO<sub>2</sub>e.

The Industry Division has also progressively installed rooftop solar photovoltaic ("PV") systems at six of our ICP factories since 2016. This has resulted in a cumulative total of 7,554 tCO<sub>2</sub>e avoided since then, mainly arising from Scope 2 emissions reduction.

Total CO<sub>2</sub> Reduction by Source for Industry Division (tCO<sub>2</sub>e)



Note:

- Scope 1: Direct CO<sub>2</sub> emissions that are emitted from sources owned or controlled by our organisation such as from stationary combustion of light fuel oil, diesel and natural gas to produce steam
- Scope 2: Indirect CO<sub>2</sub> emissions that are consumed by our organisation such as purchased electricity for factory use, that may be offset by using renewable energy such as solar PV systems
- Scope 3: Other CO<sub>2</sub> emissions by related activities not owned or controlled by our organisation such as cement purchased for our consumption

### Solar energy generated by Industry Division's factories

Factories	Kapar	Jawi	Senai	Ulu Choh	Lumut	Nilai
Solar capacity (kWp)	445	700	666	900	776	297
Total solar energy generated in FY2021 (kWh)	406,986	631,340	182,772	772,604	560,830	32,971



Rooftop solar PV systems at our ICP factories

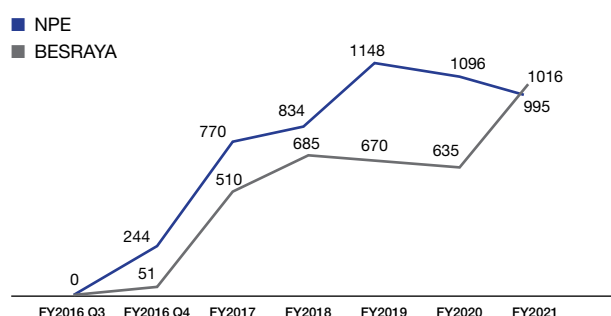
The Plantation Division utilises toolkits aligned to the EU Renewable Energy Directive and guidelines from the ISCC 205-Greenhouse Gas Emissions 3.0 and the Greenhouse Gas Protocol accounting standard to monitor and manage GHG emissions at their operations. In FY2021, the division generated a total of 230,096 tCO<sub>2</sub>e from both its Malaysian and Indonesian operations. Further carbon emissions and reduction strategies and efforts are elaborated in the IJM Plantations Berhad Annual Report 2021.

The Port Division uses hybrid rubber-tired gantry cranes to reduce emissions and cut cost and noise while ensuring containers are handled in a safer, more productive and reliable manner. The Division will be

replacing conventional bulbs with energy saving LED lighting for all high masts within the operation to further conserve energy. The replacement, which will be carried out in stages and scheduled to be completed by the end of this year, is expected to see 15% in energy savings.

The Toll Division's Besraya Highway ("BESRAYA") and New Pantai Expressway ("NPE") are fully illuminated with LED lights and have seen cost savings of 53% and 50% respectively for the reporting year with a cumulative emission reduction of 8,655 tCO<sub>2</sub>e since its base year of FY2016.

Annual CO<sub>2</sub> Emissions Reduction Following Installation of LED Lighting (tCO<sub>2</sub>e)



### Our involvement with industry and stakeholders

Through our partnerships and collaborations, we continue to promote low-carbon and sustainable practices among developers and construction industry players in Malaysia. IJM is part of working groups and committees to advance sustainability rating tools in the areas of environmental management and green technology such as the CIDB's Sustainable Infrastructure Rating Tool ("Sustainable INFRASTAR"). The rating tool addresses environmental concerns and covers infrastructure construction, water and wastewater treatment plants, airports rail links, jetties and marinas, sewerage pipe networks and telecommunication networks. The Sustainable INFRASTAR addresses environmental concerns for the construction industry, and complements other existing tools such as CIDB's Malaysian Carbon Reduction and Environmental Sustainability Tool (MyCREST) for building construction and the MyGHI by the Malaysian Highway Authority.

### Mitigating through green buildings

We recognise that green building designs and development help mitigate climate change and improve the environment and public health. In line with SDG 9

*Industry, Innovation and Infrastructure*, we work with clients and incorporate energy and resource efficient features into our green building projects, building resilient infrastructures, promoting sustainable industrialisation and fostering innovation.

### List of IJM's completed green building projects

#### Green Building Index (GBI)

- The Address
- Bandar Rimbayu
- G Tower
- Altitude 236
- The Light Linear
- The Light Point
- The Light Collection I
- The Light Collection II
- The Light Collection III
- The Light Collection IV
- Menara Binjai
- Platinum Park Phase 3 – Naza Tower
- Somerset Damansara Uptown
- The Starling Damansara Utama

#### Green Real Estate (GreenRE)

- Pantai Sentral Park (Secoya Residences)

#### Leadership in Energy and Environmental Design (LEED)

- Menara Prudential

### Earth Hour 2021

IJM Group's investment property, Menara Prudential, is a green building that has several sustainable features such as smart meters for energy efficiency, a rainwater harvesting system, advanced security features as well as being disabled friendly. In support of Earth Hour on 27 March 2021, all non-essential lights at Menara Prudential were turned off for an hour to raise awareness and inspire people to take action on environmental issues.

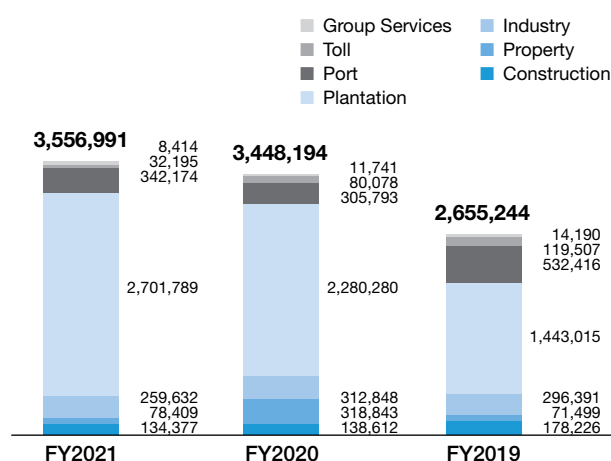


### RESPONSIBLE WATER USE (GRI 303-1, GRI 303-2, GRI 303-5)

Water is essential for our businesses and we utilise water responsibly and in a sustainable manner. In FY2021, IJM Group consumed 3.56 million m<sup>3</sup> of water where the Plantation and Port Divisions accounted for 86% of our total water consumption.

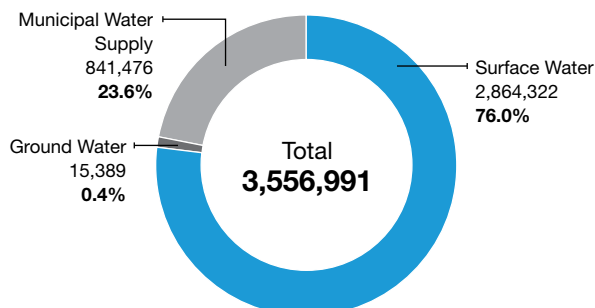
The increase in water consumption by the Divisions is due to the operation of a new palm oil mill in Indonesia and an increase in dust control due to increased cargo volume at the cargo yard. During the reporting year, we adhered to water quality and quantity permits, standards and regulations.

### Total Water Consumption by Division (m<sup>3</sup>)



## ENVIRONMENT Protecting the Environment

Total Water Consumption by Source in FY2021 (m<sup>3</sup>)



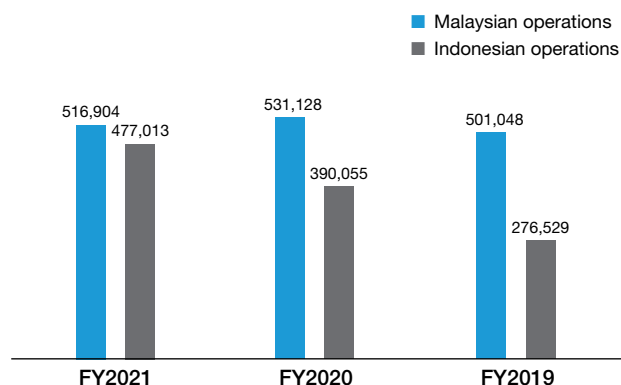
We invest in water treatment systems at projects with high water discharge to manage our water footprint and meet environmental standards. Chemical agents are added into water that passes through the treatment systems to reduce suspended solids content to below 50 mg/litre. Treated water is then discharged into the public drainage system or recycled for further use at our project sites. This process is implemented at appropriate stages of the construction cycle, while at project sites with low water discharge, conventional water treatment methods such as silt traps and sedimentation ponds are implemented.



Water treatment system used at our The Light City project

Water management plans and audits are implemented to manage wastewater generated from palm oil milling activities at the Plantation Division. In FY2021, 993,917m<sup>3</sup> of POME was treated to meet permissible quality limits before being channelled for reuse to irrigate the fields. Water discharge samples are collected and sent for third-party laboratory testings to ensure that the Biochemical Oxygen Demand ("BOD") and Chemical Oxygen Demand ("COD") contents are within stipulated limits before being reused to avoid pollution and contamination.

Total POME Generated from Oil Palm Mill Operations (m<sup>3</sup>)



Environmental monitoring programme across our Plantation operations

Several Divisions have implemented rainwater harvesting systems to reduce our consumption of water.

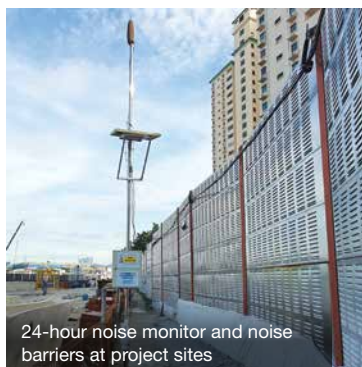
Division	Examples of Harvested Water Usage
Property	Landscaping at Menara Prudential at TRX, Kuala Lumpur; The Arc at Bandar Rimbayu, Selangor; The Light Waterfront, Penang; and residential projects in Sandakan
Industry	Road cleaning at all quarries and factories
Plantation	Mill processing, nursery irrigation and domestic use
Port	Washing bays
Toll	Landscaping and road cleaning at Loke Yew

The Plantation Division ensures treated water samples are tested and its quality is in compliance with the World Health Organisation drinking water standards. Treated water is then supplied to all employees within the operations.



## PREVENTING POLLUTION

At IJM, we manage our environmental risks and aim to prevent pollution at our work sites. Through our Environmental Management Plan, we regularly monitor the quality of water discharge, air, noise and vibration levels at all our sites to ensure compliance with regulatory limits. In addition, measures and procedures are in place to prevent operational spills. In FY2021, no significant spills were reported.



Our Erosion and Sedimentation Control Plan ensures we implement best management practices to control erosion and sedimentation impacts from our construction activities. Groundcover, turfing, vegetation and hydroseeding are some of the measures used to prevent slope erosion. In addition, we use silt traps and fences, temporary check dams at drainage systems and slope protection that prevents surface runoff and avoid the pollution of water sources.



The Property Division carries out an Environment Impact Assessment ("EIA") for all on-going and new projects that are more than 50 hectares. The Division also adopts the Environmental Quality Monitoring Programme that monitors and minimises pollution risks at our projects, in compliance with the EIA requirements.

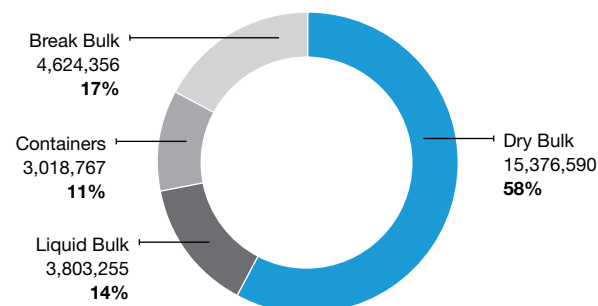
For the Industry Division, quarrying is a prescribed activity under the Environmental Quality Act 1974, Act 127, which mandates EIA as a prerequisite prior to approval by the Department of Environment. In addition, the Division complies with all requirements as needed by other regulatory bodies such as the DOSH, Department of Mineral and Geoscience Malaysia, Land Office and the Forestry Department. The Division also monitors

air, water and noise quality on a quarterly basis. At the quarries, best practices are incorporated to reduce air, water and noise pollution such as through the use of water sprinklers, sediment basins and sound level meters. Kelat Paya trees are used as dust barriers to protect the surrounding environment. In addition, the Division implements hydroseeding on slopes to control soil erosion on hillsides.



The Port Division uses a conveyor system that helps reduce cargo spillage at port roads, berth areas, trenches and the sea. The Division also maintains efforts to reduce air pollution through the use of fog cannons, sprinklers and washing bays on cargo trucks at the yard area and exit gate before they go on public roads.

Port Division's Throughput by Cargo Type in FY2021  
(Freight Weight Tonnes)



Our Toll Division has proper measures in place and works with relevant parties to minimise the impact of flash floods. During the reporting year, flash floods occurred at BESRAYA and NPE areas due to neighbouring construction works and drainage capacity issues respectively. The Division engaged with the Kajang Municipal Council, the Department of Irrigation and Drainage and the Petaling Jaya City Council to ensure mitigation plans are in place and the existing drainage system is improved, maintained and regularly monitored.



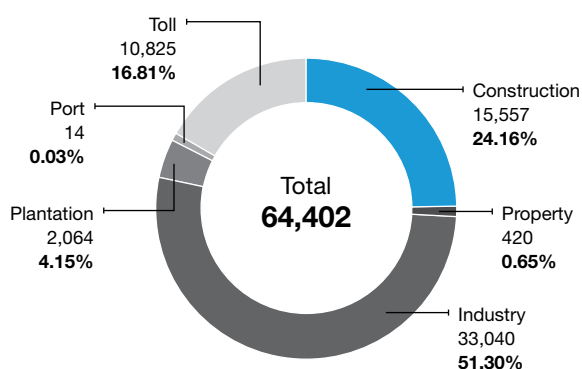
## ENVIRONMENT Protecting the Environment

### REDUCING AND MANAGING WASTE (GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5)

IJM remains committed in managing our waste according to local waste regulations to minimise impacts on the environment and the communities where we operate. We generate different types of waste that includes scheduled and non-scheduled waste, municipal waste and e-waste.

In FY2021, IJM Group generated a total of 64,402 tonnes of scheduled and non-scheduled wastes, mainly from Construction, Industry and Toll Divisions. About 13% of our waste footprint was reused or recycled.

Total Scheduled and Non-Scheduled Waste Generated in FY2021 (MT)



### Recycling and reusing waste

Responsible management of waste is an essential aspect for sustainable management of resources. The Construction Division implements waste management practices in line with requirements of the law and industry certifications such as the Green Building Index. Wastes such as timber, steel and concrete are segregated at designated collection points and disposed of by a licensed contractor from our project sites.

In FY2021, the Division recycled and reused more than 7,900 tonnes of waste for other practical implementations at project sites. Moving forward, we intend to work on identifying the sources of waste and explore measures to reduce waste across the different stages of construction including at the design and planning stage.

#### Reused or Recycled Construction Wastes

Waste Type	Reused (MT)	Recycled (MT)
Timber	0.25	717
Steel	0.30	206
Concrete	2,700	4,301

The Industry Division uses the concrete reclaimer that segregates sand, aggregates and slurry effluents from unused concrete to effectively manage wastes and increase cost efficiency. In FY2021, the system reclaimed 273 tonnes of sand and 305 tonnes of aggregates that were reused for production instead of being disposed in the landfill. Recycled water that is separated from the slurry effluents was reused for concrete batching, sprinkler systems and cleaning purposes.



The Plantation Division generates oil palm biomass from milling processes. This includes palm fibres and kernel shells, empty fruit bunches and fronds that are reused as renewable energy and recycled as nutrients for its fields. In FY2021, a total of 595,949 tonnes of biomass were generated from mill operations where an average of 99% was recycled as a source of fuel.

#### By-products Generated from Mill Operations

Raw Material	Percentage Recycled from Raw Materials	Usage
Fibre	100%	Fuel
Shell	100%	Fuel
Empty fruit bunches	97%	Mulch and fuel

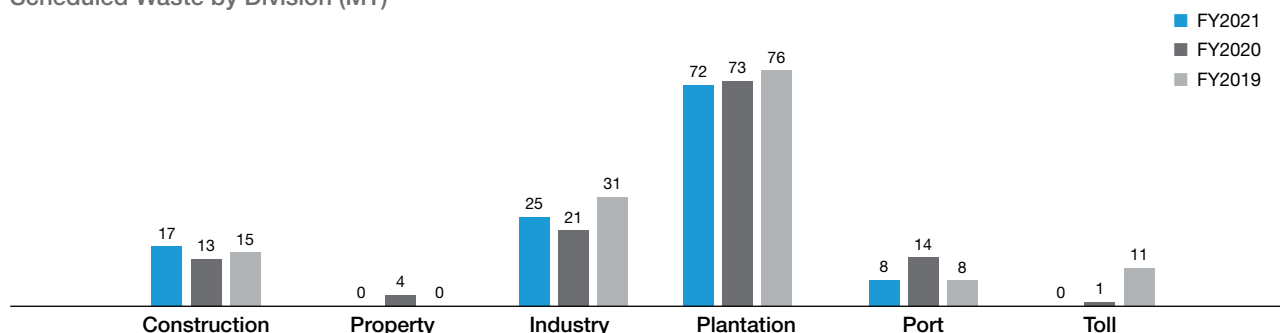
### Managing scheduled wastes and e-wastes

We comply with stipulated legislations on managing scheduled wastes and have a designated storage area at all construction sites in accordance with available guidelines and specifications. We aim to reduce scheduled waste from its source through best management practices on chemical and material handling such as conducting machinery and equipment inspections to avoid spillage and leakage. All scheduled wastes are transported to a treatment facility by licensed contractors.

In FY2021, the Property Division received notifications of non-compliance with environmental laws and regulations relating to the storage of scheduled wastes exceeding the allotted time limit of 180 days. The

Industry Division received fines of RM9,000 due to non-compliance at one of our quarries. We have reviewed our processes and enhanced the standard operating procedures to ensure compliance within our operations.

#### Scheduled Waste by Division (MT)



We continue to practice the disposal of e-waste or electrical and electronic equipment wastes as set under the Environment Quality (Scheduled Wastes) Regulations 2005 where the disposal is carried out by contractors registered with the state environmental department.

#### Electrical and Electronic Equipment Wastes (by number of units)

E-waste type	FY2021	FY2020	FY2019
Monitors	81	80	50
Desktop computers	130	80	101
Notebook computers	42	24	39
Printers	40	47	31
Servers	24	-	27
Others i.e. scanner, fax machine, AVR, UPS, keyboard, hard disk, projector, network equipment	90	2	122

#### CONSERVING BIODIVERSITY (GRI 304-1)

We recognise that it is our duty to minimise our operational impact on biodiversity and the surrounding areas where we operate. We use natural resources effectively and responsibly and, where applicable, conduct initiatives

to conserve biodiversity. At IJM, our projects undergo an Environmental Impact Assessment ("EIA") prior to project approval and implementation.

We incorporated a variety of marine life in our development of the 1.5-acre waterway at The Light Collection project, Penang. The waterway is regularly protected and maintained by marine aquatic professionals, and overseen by the residents' association.

The Plantation Division is committed to No Deforestation, No Peat and No Exploitation ("NDPE") at all its operations. In addition, the NDPE commitment is extended to our supply chain and is monitored through supplier assessments that ensures conservation of High Conservation Value ("HCV") and High Carbon Stock (HCS) areas.

The Division has set aside over 6,000 hectares of HCV areas in our Malaysian and Indonesian operations for conservation, biodiversity protection and rehabilitation purposes. The Division continues to adhere to a strict zero burning policy and anti-poaching practices and regularly monitors illegal activities and fire hotspots within its concession. Our Minat Teguh estate has a demarcation and buffer zone along its boundary with the Kabili-Sepilok Forest Reserve that acts as a wildlife transition zone. Further information of our efforts is elaborated in the IJM Plantations Berhad's Annual Report 2021.





# WORKPLACE

## Championing Employees as Our Greatest Asset



### OBJECTIVE

The health and well-being of our workforce is of fundamental importance to the Group. We ensure a thriving workplace that promotes a culture of performance, meritocracy and professional development.



### INITIATIVE HIGHLIGHTS

- IJM once again won the Sector Award for the Property, Construction & Development industry at Malaysia's 100 Leading Graduate Employers 2020 by the Graduates' Choice Award
- IJM launched the HSE campaign, themed *Zero Fatality - Protect Lives, Protect the Environment* in alignment with SDG 3 Good Health and Well-Being
- Our workforce continues to be diverse regardless of race, gender and age
- IJM continued our Learning and Development programmes despite the pandemic, where over 4,200 employees and workers clocked over 24,800 training hours
- Port Division renewed a three-year collective agreement with the labour union



### GRI STANDARDS SPECIFIC TOPICS

- GRI 401: Employment
- GRI 403: Occupational Health and Safety
- GRI 404: Training and Education
- GRI 405: Diversity and Equal Opportunity
- GRI 412: Human Rights Assessment

### SDGs



Our businesses thrive on the passion and the performance of our people, and by ensuring a safe, engaging and innovative working environment, we empower our employees to achieve their full potential. Promoting an inclusive and diverse work culture while providing employees with fair remuneration as well as a healthy and safe workplace, supports our ambition to be an employer of choice.

In August 2020, the World Economic Forum released a report titled *Human Capital as an Asset*, which addresses how the pandemic has accelerated the shift to new ways of working. The report also recommends the development of a new human capital accounting framework that enables companies to measure their investment in people that supports the delivery of better outcomes for the business, the workforce and the wider community.

IJM recognises the possible change in workplace and employee dynamics arising from the pandemic. Our continuous efforts to maintain our value proposition as an employer of choice is explained and discussed in this section.

### MAINTAINING A SAFE AND HEALTHY WORKPLACE

(GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7)

In FY2021, IJM was exposed to the impacts brought on by the pandemic and we recognise the importance of being resilient in facing the challenges of occupational safety and health during this time. It is imperative for us to move beyond regulatory compliance to ensure that any potential risks to our businesses are prevented or reduced to an acceptable level. Our Board and the CEO&MDs' involvement and support have been essential in driving improvements in the Company's safety and health performance.

Our safety and health system reflects how we manage occupational hazards and maintain the safety and health of our employees. In September 2020, the Construction Division launched our HSE campaign, themed *Zero Fatality - Protect Lives, Protect the Environment*, in

alignment with SDG 3 *Good Health and Well-Being* to reinforce our commitment to the safety and health of our stakeholders as well as the protection of our environment.

The campaign is conducted annually by the HSE Department to instil a strong HSE culture among our employees and ensure that all parties continue to work together towards creating a safe and healthy workplace. Apart from the campaign, joint management-worker health and safety committees set up at respective project sites enable participation of workers from all job levels in Occupational Safety and Health ("OSH") related discussions.



Our CEO&MD's involvement and support of the HSE campaign

Our OSH Policy ensures that various safety and health measures and controls are in place where our business operations can operate safely. All levels of our workforce, business partners, suppliers and subcontractors are expected to implement necessary safety and health measures to minimise risk at our workplace.

In FY2021, our Construction, Industry and Port Divisions retained the ISO 45001:2018 certification where our safety and health data is audited and verified by SIRIM. Our OSH Management System ensures both leadership and employee participation for the continual enhancement of HSE performances at workplaces.

The OSH management system also places emphasis on risk management processes and planning to ensure all activities and operations are carried out safely and in the right manner. Our safety and health risks and opportunities are proactively managed and determined in the Organisational Context, Risk and Opportunities Register which takes into consideration all existing projects or any potential new projects pursued by the Company.



Our senior management's commitment to the HSE campaign

## WORKPLACE Championing Employees as Our Greatest Asset

The Construction Division implements segregated access and egress points for heavy machinery and pedestrians to reduce risks of accidents. The biometric system at project sites enables real time monitoring of CIDB green card compliance and thus preventing unauthorised access into project sites. Coupled with thermal scanners, the system facilitates easy temperature monitoring within the project sites thus reducing the risk of COVID-19 spread.

In addition, the fencing system and galvanised iron pipes for fall protection prevents serious fall injuries and accidents and ensures the safety of employees working at height. The Division also utilises screen protection systems such as Rail Climbing System or Automated Climbing System to provide a safer working environment. In FY2021, in our continuous efforts to reduce fall risks, our project sites have embraced the use of the Mobile Elevated Working Platform ("MEWP") for workers at high-rise projects as compared to the conventional scaffold installation.



Mobile Elevated Working Platform used at our high-rise projects

HSE committees are established in every region across the Property Division to address health and safety matters. All our offices and sales galleries are equipped with emergency response equipment such as stretchers, automated external defibrillators ("AED"), first aid kits and fire alarm systems.



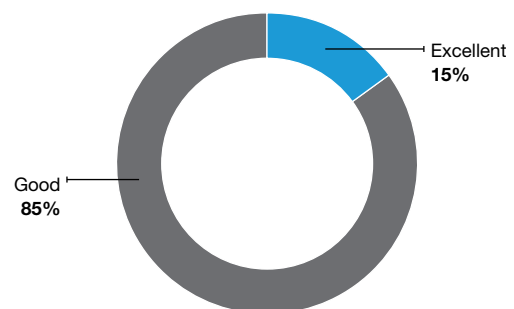
A joint emergency drill between Port Division and Shell with satisfactory response time

### Maintaining internal OSH best practices

The Construction Division executes the risk management process at project sites during the design and pre-construction stages, lowering the level of risk exposure while leveraging on the opportunities for improvement through the implementation of effective and appropriate control measures.

IJM practices a self-regulation process that involves monitoring and measuring construction projects performances through regular site consultations. We then provide necessary advice and guidance to maintain and increase construction projects performances. Internal audit programmes were conducted to evaluate performances and the HSE management system. In addition, third party inspections were carried out specifically on tower cranes at project sites to ensure proper functioning of the machineries, preventing accidents. In FY2021, the Construction Division conducted a total of 20 HSE consultation programmes and 12 HSE internal audits.

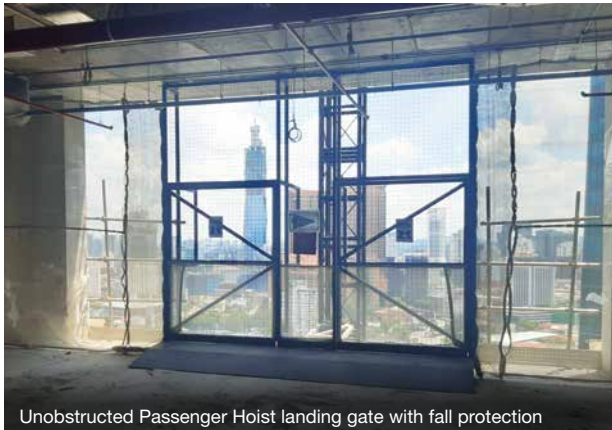
### HSE Consultation Programmes in FY2021





In compliance with the OSH (Use and Standard of Exposure Chemical Hazardous to Health) Regulations 2000 requirements, we carry out Chemical Health Risk Assessment ("CHRA") on both ongoing and new projects sites where hazardous chemicals are utilised. This assessment helps determine the health risks workers are exposed to when managing hazardous

chemicals and the subsequent need for Chemical Exposure Monitoring and Medical Surveillance at project sites. In FY2021, the Construction Division identified one project site that required further Chemical Exposure Monitoring after 23 assessments were conducted on a number of chemicals at the project site.



Unobstructed Passenger Hoist landing gate with fall protection



Safety screen system at Affin Bank project at TRX



Edge protection at working platforms at our project sites



Complying with COVID-19 standard operating procedures during a topping out ceremony at the Imazium project site



Biometric system at project sites entrances prevents unauthorised entry



## WORKPLACE Championing Employees as Our Greatest Asset

Health and safety requirements are included in the tender and contract documents for all Property Division projects. The Division also conducts HSE awareness programmes and toolbox sessions with subcontractors ensuring that health and safety is always at the forefront of their minds. They are also kept informed of upcoming changes to regulations and standards, apart from addressing recurring health and safety issues and elevating our standard of practice.

In addition, the implementation of the Department of Occupational Safety and Health's ("DOSH" Occupational Safety and Health in Construction Industry (Management) ("OSHCIM") for future projects is in its trial stages. This risk management approach incorporates the principles of prevention which are avoiding risks where possible, evaluating risks that can be avoided and implementing proportionate measures that control risks from their source. In FY2021, Riana Dutamas Parcel 2 was used as a pilot project for the implementation of OSHCIM management, tackling and minimising risks from its design stage.

All quarry personnel are equipped with personal protection equipment ("PPE") as a standard operating procedure. The PPEs that include eyewear, a safety helmet and shoes protects workers from dust and noise. All quarry visits and tours are supervised and limited. All blasting activities are controlled and requires a permit from relevant authorities. Only the certified shot firer is allowed to conduct blasting works, with the supervision of the Royal Malaysia Police. The Division measures the vibration reading from every blast apart from requiring employees to undergo an annual health screening such as a general physiology assessment, tone audiometry and silicosis as per the Medical Surveillance Report checklist.

The Division also maintains regular CHRA, conducts weekly and monthly HSE inspections and audits as well as undertakes preventive maintenance and machinery inspections. In addition, the Division has active HSE committees in all locations and conducts HSE induction training and toolbox meetings to ensure our workforce are well-versed with safety protocols. We have emergency response teams to handle emergency situations at every site, including COVID-19 management.

The Plantation Division is committed to improving work procedures and creating a safe workplace for all employees and contractors engaged at work as reflected in the Environmental, Occupational Safety and Health Policy. Apart from implementing an inclusive OSH management system, the Division adopts a risk-based approach to identify, manage and take preventive measures on potential hazards and risks in the workplace through Risk Assessment and Risk Control and CHRA.

The Division also conducts regular training on safe operating procedures and respective competency training to ensure employees are technically competent in handling job tasks. Internal audits and inspections are also conducted by in-house Safety and Health Officers at intervals to ensure safety programmes are implemented and in compliance with legislative requirements.

Our Port Division conducts CHRA every five years at our Kuantan Port facilities, assessing the chemical hazards, associated risks and the mitigation actions required. All chemicals are stored at a safe storage space to ensure exposure risk is reduced. Depending on the situation and chemicals handled, personal protective equipment such as respiratory, eye and skin protection are provided to employees and appointed contractors in accordance with the Division's safety measures. In addition, an Emergency Response Plan is in place with a dedicated response team available to cater to chemical emergencies. The next CHRA assessment is scheduled to take place in FY2025.



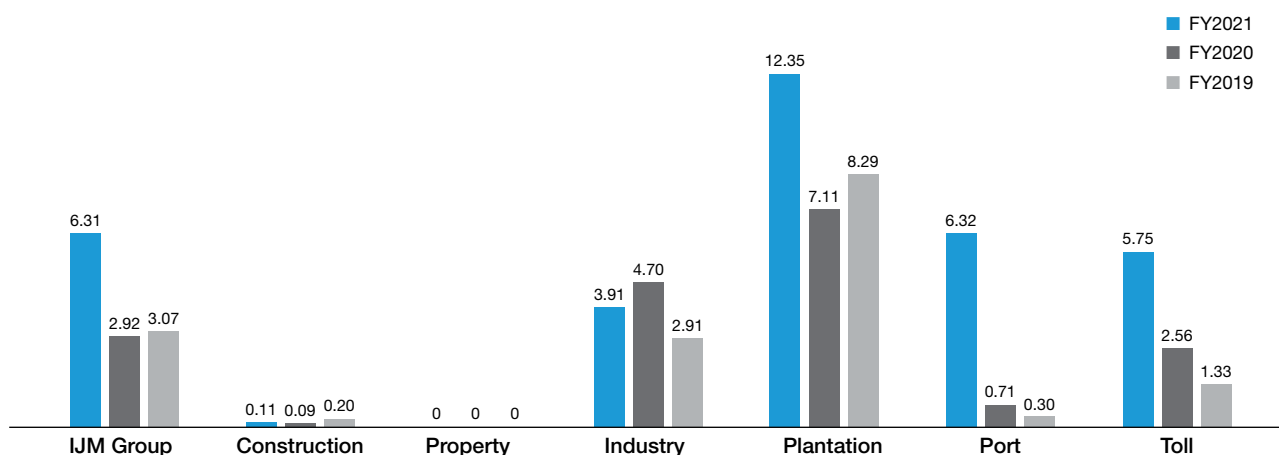
Chemical health risk assessment process being carried out

### Preventing workplace accidents (GRI 403-9)

In FY2021, the Group recorded a Lost Time Injury (“LTI”) frequency rate of 6.31. This reflects the number of incidents occurring every one million working hours.

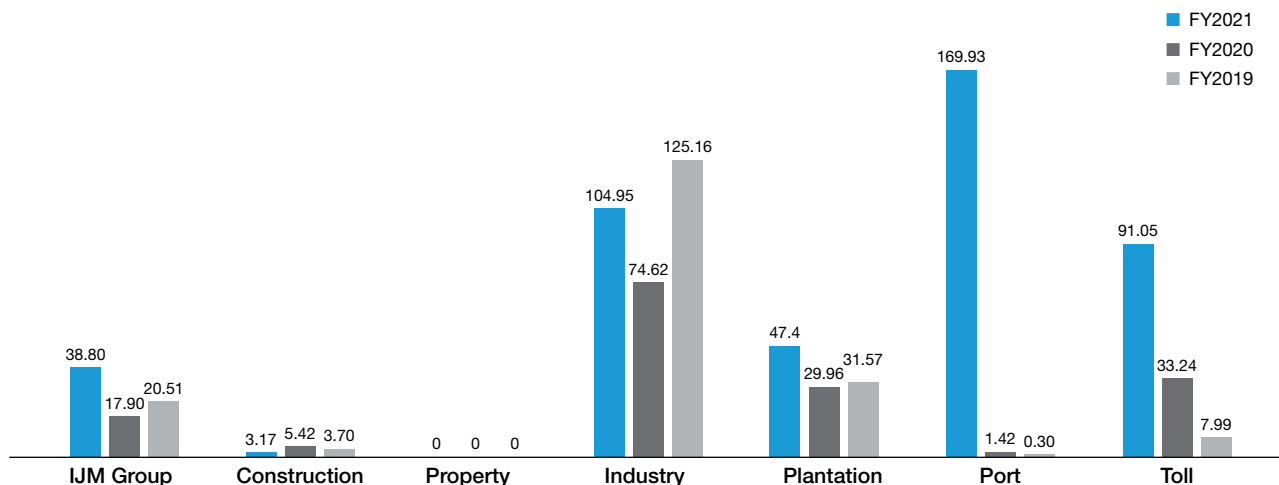
The Group’s severity rate, which measures the amount of time lost due to work-related injuries occurring for every one million working hours, was 38.80.

#### LTI Frequency Rate (per one million man-hours worked)



Note: Property Division incidences are accounted for under the Construction Division.

#### LTI Severity Rate (per one million man-hours worked)



Note: Property Division incidences are accounted for under the Construction Division.

IJM is committed to continuously improving our safety standards and we work diligently to reduce the risk of accidents at our workplace. Zero fatality and zero accidents targets are key performance indicators included in the incentive packages for all project directors.

In FY2021, there was one fatality case involving a worker under the employment of a subcontractor. On 25 October 2020, the worker lost his life while working at the MRT V203 project site when an excavation wall collapsed. The incident occurred when support for the excavation and the earth collapsed during sewerage related works and installation of a shoring system.

Immediately, all works involving trench excavation were suspended throughout the project site to facilitate the investigation. IJM, together with the turnkey contractor and the subcontractor, thoroughly investigated the root cause and factors that led to the incident and tightened measures to complete the work safely. We also reassessed all work methods, risk management processes, operational controls and monitoring and enforcement processes and implemented an effective support system to ensure safe sloping and to enhance safety at work.

## WORKPLACE Championing Employees as Our Greatest Asset

### Elevating OSH capabilities and performance

IJM believes that it is crucial to develop OSH knowledge and maintain competency levels of our employees and workers to ensure a high level of sustained performance throughout our businesses. We conduct various engagement programmes to influence and encourage our people to embrace the importance of safety and health at the workplace and take ownership in managing their respective duties in the right manner.

#### On-Job-Training at the workplace

In FY2021, project sites conducted 294 safety and health On-Job-Training sessions for a total of 1,256 of our employees and subcontractors. Some of the training topics include highlighting specific HSE trades and their requirements, working at height, scheduled waste management, chemical management as well as managing plant and machinery. IJM's *Micro Learning* platform is also another mechanism that eases HSE learning at project sites and enables HSE departments to monitor and address HSE performances.

During the year, the Port Division organised the following competency training sessions:

- Forklift Safety and Certification to ensure the safe handling and operating procedures of forklift operations
- Defensive Driving training to identify defensive driving principles, statistics relevant to accidents and deaths, negative and positive driving habits, driver behaviours, hazards, and performing emergency accident avoidance

Road safety is a material topic for the Toll Division too. Mock up accidents are performed by the Toll Division in collaboration with certain government agencies – the Fire and Rescue Department, Royal Malaysia Police and State Health Department – to assess the level of readiness and efficiency in managing an emergency situation, including the cohesiveness of our communication. In November 2020, 140 employees attended a fire safety webinar conducted by the Fire Prevention Centre Malaysia that covered fire safety especially during the COVID-19 pandemic.

In FY2021, our Construction Division received notices of non-compliance due to the reported fatality case and scaffold collapse. Our Industry Division received notices for improvement and prohibition due to safety related non-compliances. Necessary actions have been taken by the respective Divisions to enhance HSE performances within our operations.

### AN INCLUSIVE AND PRODUCTIVE WORKFORCE

(GRI 102-7, GRI 102-8, GRI 401-1, GRI 404-1, GRI 404-2, GRI 405-1)

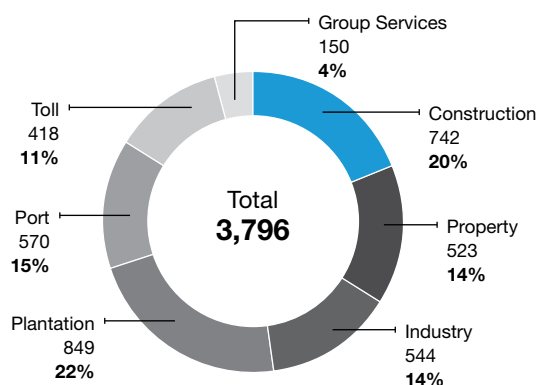
Our people are the foundation that allows for a thriving business. In line with SDG 8 *Decent Work and Economic Growth*, we are committed towards empowering our workforce through an inclusive, diverse and conducive working environment while capitalising on the benefits of a productive workforce.

#### Maintaining a diverse talent pool (GRI 401-1, GRI 405-1)

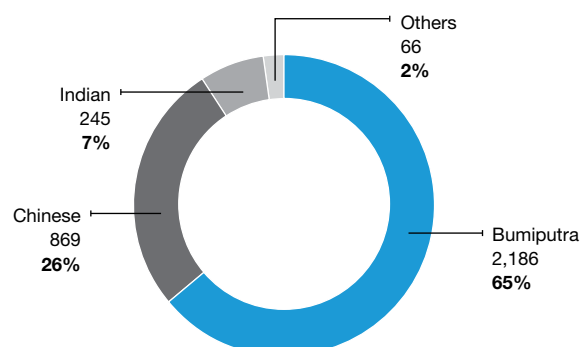
As at 31 March 2021, IJM Group has 3,796 employees across our business divisions where permanent full-time employees make up 87% of the total IJM workforce while contract full-time employees make up the remaining 13%.

In FY2021, IJM's total Malaysian workforce comprised 65% Bumiputra, 26% Chinese, 7% Indian and 2% from other ethnic groups. Non-Malaysians constitute less than 1% of the workforce in all divisions except for IJM Plantations Berhad and Group Services. The Plantation Division employs 49% non-Malaysians in Sabah, East Malaysia and at our Indonesian operations, while Group Services employs 2% of non-Malaysians.

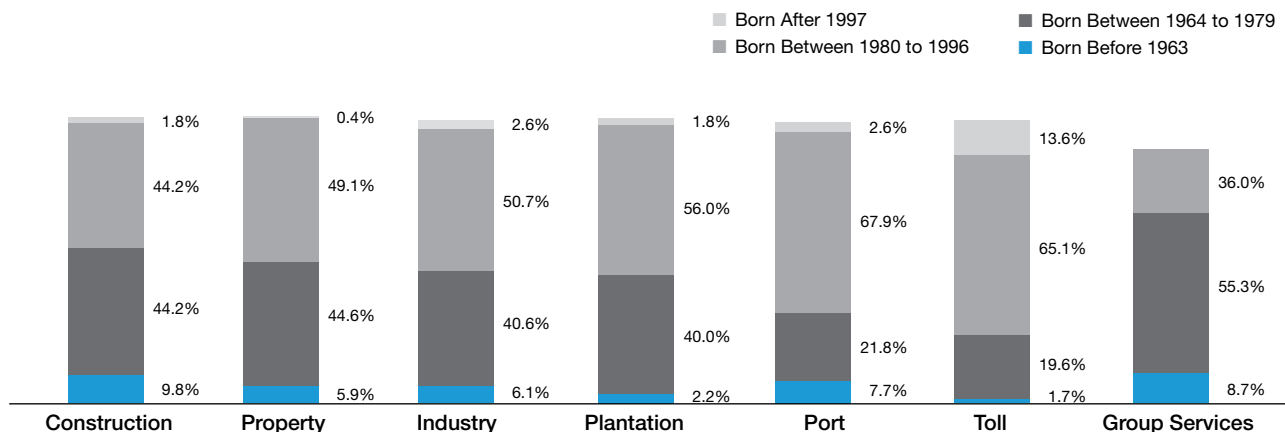
#### Employees by Division in FY2021



#### Malaysian Employees by Ethnicity in FY2021



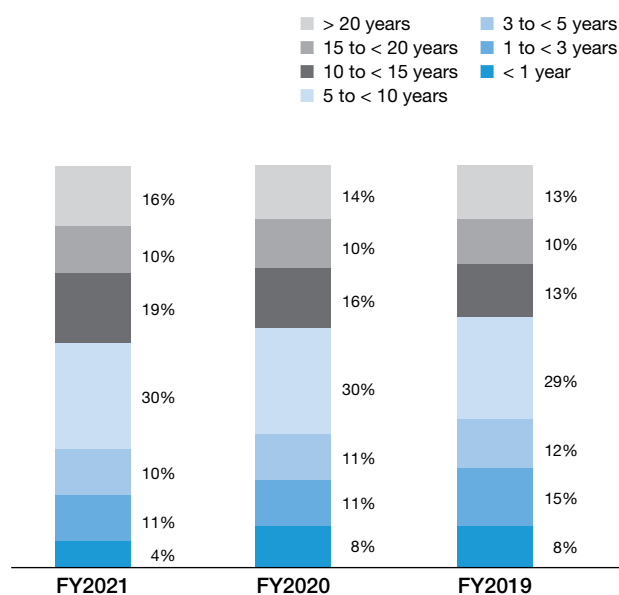
## Employees by Generation as at 31 March 2021



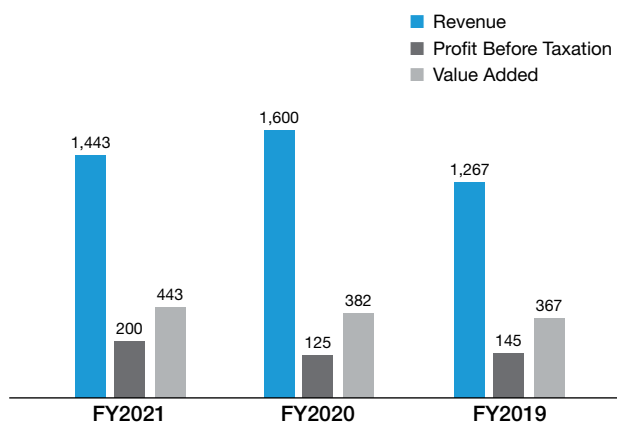
About 75% of our employees have been with IJM for more than five years and 600 employees have been with the Company for more than 20 years. Our 20-year Long Service Award ceremony is an opportunity to recognise employees for their longevity and loyalty towards IJM. In FY2021, 104 employees were honoured with the award, affirming our ability to retain employees and being a good place to work.



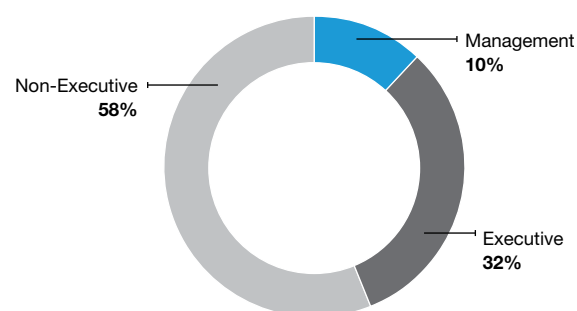
## Workforce by Length of Service



## Productivity per Employee (RM'000)



## New Employee Hires by Employee Category in FY2021





## WORKPLACE Championing Employees as Our Greatest Asset

### Recognised as Malaysia's 100 Leading Graduate Employers 2020

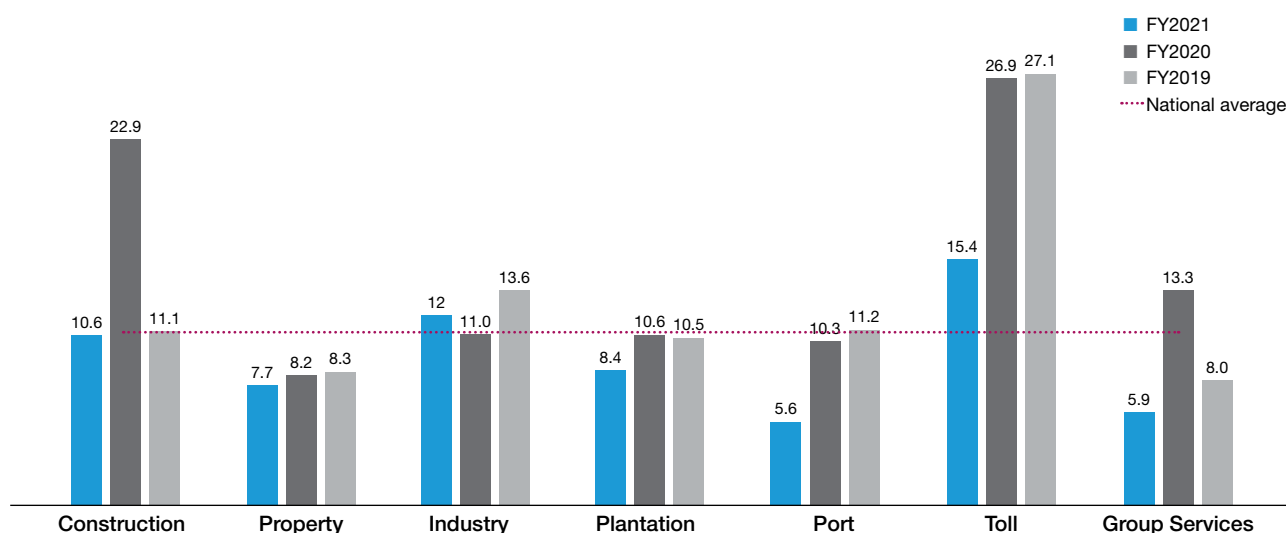
In an annual national survey, IJM was once again voted as Malaysia's 100 most desired graduate employers for the year 2020 by 26,654 local students and graduates, coming in as the first choice in the Property, Construction and Development sector. The Graduates' Choice Award is acknowledged and recognised by the Ministry of Education Malaysia, Malaysia Digital Economy Corporation and the Career Development Centre Club Malaysia.



IJM is transparent about our goals and we believe it helps create a shared vision and a sense of purpose amongst our employees to continue working with us. Our employee turnover rate remains lower than the national average of

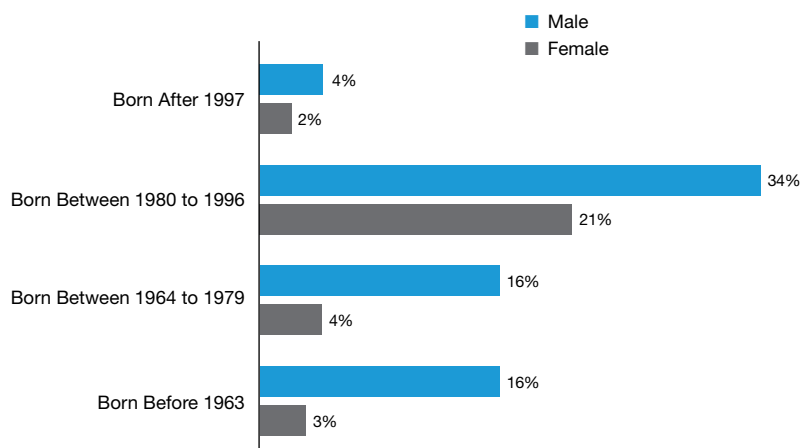
10.8% for most of our Divisions. The turnover rates of our Industry and Toll Divisions are higher than the national average due to the hiring of a large number of part-time employees.

### Turnover Rate by Division (%)



Note: National average turnover rate is as published in the Korn Ferry's Compensation and Benefits Report 2020

### Employee Turnover by Generation and Gender in FY2021



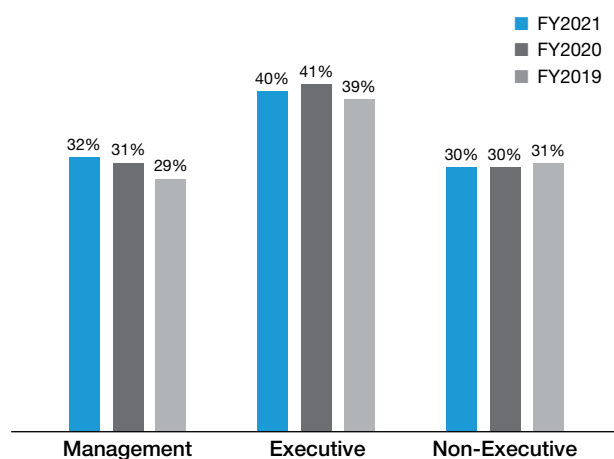
### Women in the workplace

In FY2021, women made up about one-third of our total workforce – 32% in management roles, 40% in executive roles and 30% in non-executive roles.

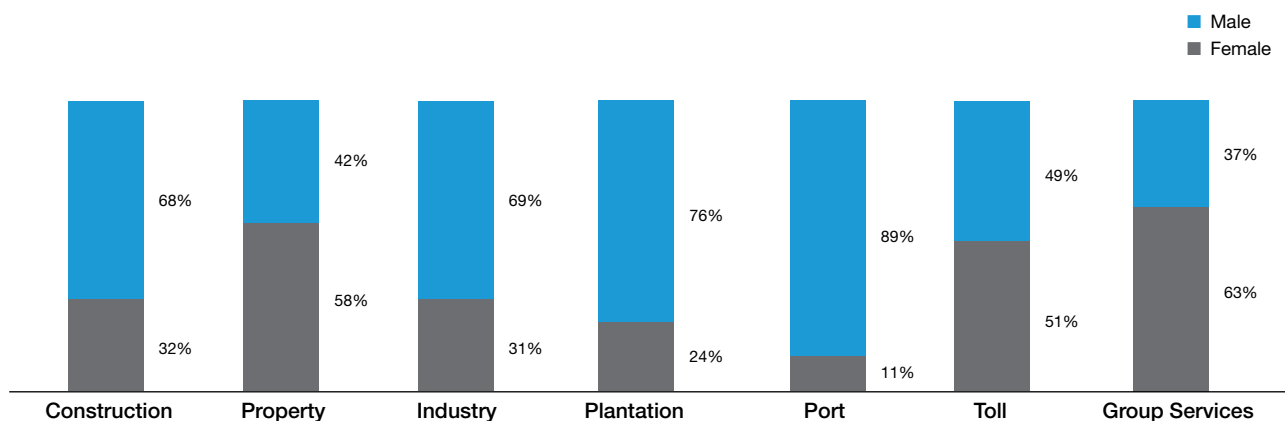
In the reporting year, 213 female employees went on maternity leave and 88% continued to remain employed with IJM upon their return.

Gender	Female	Male
Total employees who went on maternity or paternity leave	213	256
Return to work rate	88%	100%

### Women Representation by Employment Category



### Employees by Gender in FY2021



### Keeping employees engaged (GRI 404-1, GRI 404-2)

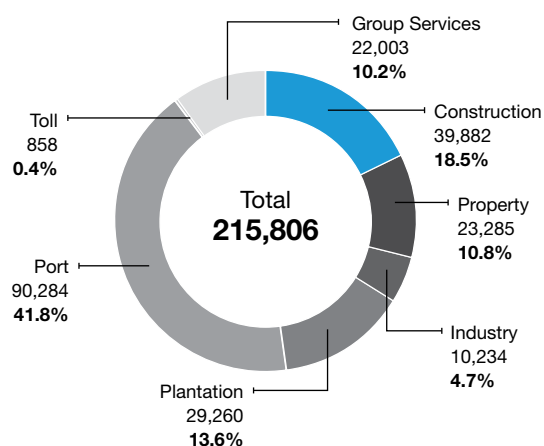
In early 2020, we implemented a new human resource system, which allows for regular performance and career development reviews. Continuous Performance Management facilitates check-ins between employees and their managers to improve performance. Employees are able to track their progress towards their set goals; and include updates of their daily work activities and achievements. This provides an avenue for meaningful performance-oriented conversation with their managers who can then provide effective feedback and coaching, when required.

We are committed to enhancing the continuous professional and personal growth of our employees. Despite the pandemic, we continued to connect with our employees while some worked from home and at the office through a strategic employee training plan. Through our Learning Management System, virtual training programmes were conducted to ensure continuous professional and personal growth of our employees.

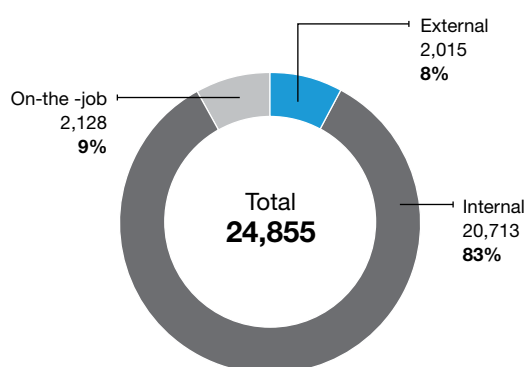
## WORKPLACE Championing Employees as Our Greatest Asset

In FY2021, a total of RM215,806 was spent on Learning and Development, where over 4,200 employees and workers clocked over 24,800 training hours. Our virtual learning and development programmes covered a broad range of topics such as crisis management, performance management, virtual meeting etiquette skills, communication skills, building resilience and other soft skills. We also continue to engage our workforce via virtual and physical forums and townhalls while maintaining all COVID-19 standard operating procedures to ensure employees stay motivated and productive.

Learning and Development Spending by Division in FY2021 (RM)



Training Hours by Type in FY2021



Port Division's townhall briefing

### MAINTAINING HUMAN RIGHTS PRACTICES

(GRI 102-41, GRI 412-2)

We respect and support human rights in our business operations. Our Human Rights Policy, available on the Company's website, provides guiding principles in the areas of diversity and inclusion, workplace security, no child labour, and exploitation in any forms – forced labour, slavery, human trafficking and sexual exploitation, health and safety, as well as community rights especially in locations where we operate.

We have zero-tolerance for child labour and any form of forced labour in our direct operations. Individuals under the legal working age of 18 in Malaysia and 17 in Indonesia are not employed. We respect the rights of our employees to freedom of association and collective bargaining in accordance with national laws. We respect our employees' right to establish and support labour unions and to participate in collective bargaining. Our labour unions represent 2% of the Group's workforce, all of whom are with the Port Division. In January 2021, our Port Division renewed the collective agreement with the labour union. The agreement, which is effective for three years, includes recognition of the union as an exclusive bargaining body as well as members' compensation and benefits such as allowances, leave entitlements, medical and insurance coverage.

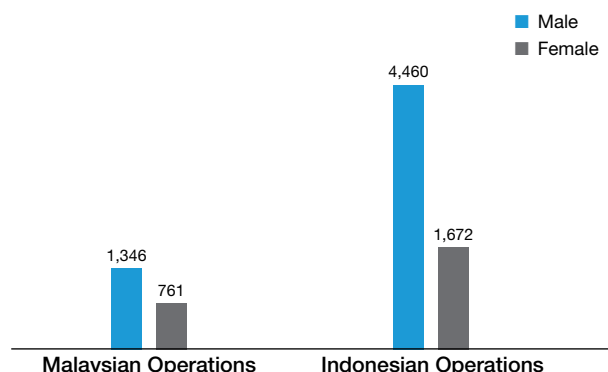
We comply with all applicable labour laws, including working hours and overtime, in the countries where we operate. Under the Minimum Wages Order 2020, we adhere to the minimum wage of RM1,200 per month in major cities in Malaysia and RM1,100 per month for areas not included in the listed 56 cities and municipal council areas. The Plantation Division's Indonesian operations adhere to the minimum wage agreements set by each Indonesian provincial government and observe all related guidelines and revisions in the agreements.

Our Responsible Supply Chain Policy outlines the importance of maintaining good governance of human rights and labour practices within our operations. The nature of our businesses is labour intensive and a majority of our foreign workers are hired by our subcontractors, with the exception of our Plantation Division where foreign labour is hired directly. We expect our subcontractors to also protect foreign labour rights and ensure that they receive fair treatment such as equality in terms of wages, work hours, holidays, terminations, non-discrimination, freedom of association, access to complaint mechanisms and other established protection policies.

Our Plantation Division promotes the well-being of workers by providing free medical treatment for employees and their dependents. There are 22 clinics and six ambulances with full-time certified hospital assistants or nurses in every operating unit. In addition, workers' children are also provided vaccinations and vitamins at the clinics and through local health outreach programmes.

In collaboration with the Humana Child Aid Society Sabah, the Plantation Division funds four Humana Learning Centres that provide basic education for the children of guest workers aged between five to 12 living in our estates in Sabah. The Division also supports two Community Learning Centres that house secondary school aged children, six kindergartens and 25 care centres for babies, toddlers and pre-school children in our estates.

Plantation Workers by Gender in FY2021





# COMMUNITY

## Building and Enabling Better Communities



### OBJECTIVE

IJM believes in creating a positive social and economic impact on our communities for mutual benefit.



### INITIATIVE HIGHLIGHTS

- IJM made a community investment of RM2.9 million or 0.4% of the Group's pre-tax profit
- IJM contributed RM1 million to The Edge COVID-19 Epidemic Fund in support of dedicated healthcare workers and frontliners
- The Property Division rehabilitated one home and improved the quality of life of a family in Seremban through its signature MyHome Programme
- IJM donated the IJM-COBRA Sports Complex to the COBRA Rugby Club to empower and enable their full use of the facilities
- Ten undergraduates benefitted from the IJM Scholarship Award Programme
- The Property Division, along with Nippon Paint Malaysia, continued to support the Asia Young Designer Award for the seventh year to encourage architectural and design skills among youths



### GRI STANDARDS SPECIFIC TOPICS

- GRI 413: Local Communities

### SDGs

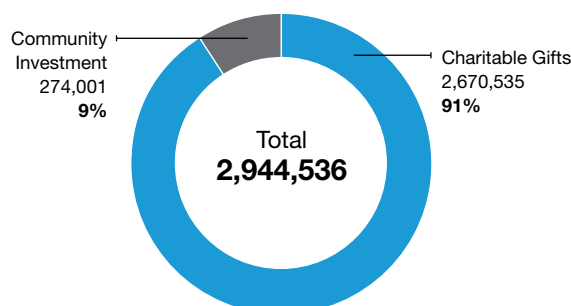


In line with our Community Investment Policy, IJM helps build sustainable and vibrant communities focusing in the areas of community development, sports and education. We serve the community where we operate through philanthropic and strategic initiatives as well as look out for the health and safety to make a positive impact on the members of our communities. We continued to work with community leaders and individuals, government authorities and non-governmental organisations to ensure our initiatives are beneficial to the communities during this crucial time.

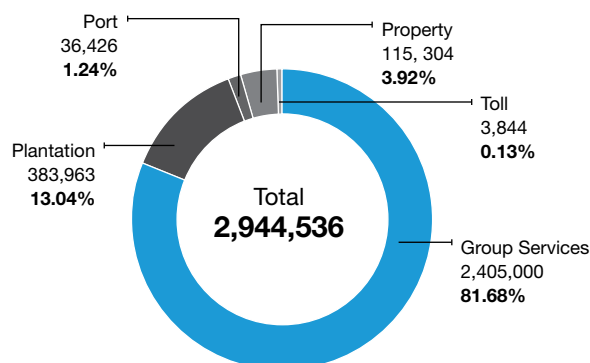
In FY2021, we strived to remain inclusive during the pandemic hit year by focusing on initiatives that empower and help alleviate the burden of our surrounding communities. 91% of our efforts took the form of charitable gifts since we aimed to provide one-off immediate relief for members of our various communities, while 9% of our efforts were strategic community investment initiatives.

Guided by the B4SI Framework, a global standard for measuring corporate community investment, IJM Group contributed a total of RM2.9 million for the community, amounting to 0.4% of the Group's pre-tax profit in FY2021. The majority of our initiatives was focused on the Community Development pillar while the Sports and Education pillars covered 43% and 1% of our initiatives respectively.

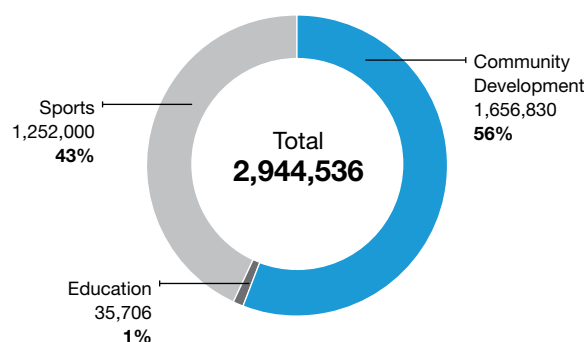
Motive for Contribution in FY2021 (RM)



Expenditure by Division in FY2021 (RM)



Causes Supported by Community Investment Pillars in FY2021 (RM)





## COMMUNITY Building and Enabling Better Communities

### COMMUNITY DEVELOPMENT: ENGAGING WITH COMMUNITIES (GRI 413-1)

As the pandemic played out across the nation, IJM refocused our efforts to reinforce community ties, reduce their burden and spread kindness, especially among the vulnerable communities where we operate. While facing the COVID-19 and lockdown situations, we continued to get involved, empower and give back to the underserved communities.

#### Supporting communities amid COVID-19 pandemic

Combating the COVID-19 pandemic, medical and health frontliners have been carrying out their responsibilities to serve and protect the people. During this crucial period, IJM contributed RM1 million to The Edge COVID-19 Epidemic Fund in support of dedicated healthcare workers and frontliners. In addition, we distributed 30,000 face masks and 3,000 pairs of latex gloves to frontliners and nursing homes for the elderly in Petaling Jaya.

Throughout the COVID-19 pandemic, the elderly were among the most vulnerable members of society. The Property Division provided immediate financial assistance to elderly and disabled residents of four nursing homes in Seremban. The Division's total contribution of RM60,000 covered meal expenses and daily essentials for the residents.

During the festive seasons, the Division also donated face masks, sanitisers, daily essentials, groceries and festive cookies to underprivileged families and charitable organisations. The Division contributed a 2-door chiller, grocery items, medication, daily essentials, including face masks to an old folk's home in Seremban. In an effort to spread cheer, a gift donation drive was also conducted for underprivileged children during a festive period. The Division further supported the charity with a donation of essential items such as face masks and hand sanitisers to help keep the children safe.



Property Division distributed essential items and festive cookies to underprivileged families for Chinese New Year



Property Division's gift collection drive for underprivileged children

In collaboration with stakeholders, the Port Division distributed more than 10,000 pieces of face masks to the Customs Department of Kuantan Port, health clinic frontliners and flood victims. The Division also provided 100 lunch boxes for the Kuantan District Health Office Bilik Gerakan COVID-19 frontliners in appreciation of their efforts.



Port Division contributed more than 10,000 face masks to frontliners and flood victims in Pahang

In FY2021, the Toll Division provided packed food, dates and drinks during the MCO and the Ramadhan month in April 2020 for the Royal Malaysia Police and Malaysian Armed Forces manning roadblocks. In collaboration with Universiti Kebangsaan Malaysia, the Division also provided packed food to more than 200 underprivileged members of the community through the *Rice for Life Programme*.



Toll Division contributed dates and drinks to frontliners

### Flood relief for Kampung Ganchong

Heavy rains in Malaysia early this year forced thousands of people to move out of their properties, with possessions being either damaged or washed away by the floods. On 16 January 2021, the Port Division stepped in to provide relief to the affected residents of Kampung Ganchong, Pekan, Pahang by donating RM8,500 worth of Kindness Bags with essentials such as toiletries, blankets and towels, medical supplies and food.



### Emergency charity drive

On 27 February 2021, the Port Division set up an emergency charity drive and employees raised approximately RM1,200 to be donated to the bereaved families of victims who have drowned in Pantai Sungai Ular.



In FY2021, the Plantation Division continued its Rurality Project that supports local farmers who provide fresh fruit bunches to the Division's Desa Talisai mill, by connecting them with relevant parties and assisting them with good crop management practices. The Division also maintained their annual efforts of ensuring accessibility for neighbouring communities especially crop suppliers and farmers, by supplying clean water to nearby villages for daily needs and supporting festive celebrations in communities within their Indonesian operations.

Under the Plasma and Kemitraan schemes, the Plantation Division improved the standards of living of approximately 5,136 farmers at our Indonesian operations by providing opportunities for them to develop and manage their land along with providing quality planting materials for the cultivation of oil palms. To date, 5,671 hectares of Plasma schemes and 4,121 hectares of Kemitraan schemes have been developed.



Engagement with farmers on the Plasma and Kemitraan schemes



## COMMUNITY Building and Enabling Better Communities

### Home Rehabilitation (MyHome) Programme

The Property Division has been leveraging on our core expertise, resources and relationships to improve the lives and living conditions of underprivileged families via our signature Home Rehabilitation (MyHome) Programme. In FY2021, the Division identified the home of a family of four in Seremban that required necessary repairs and refurbishment to ensure safe and clean living conditions. In addition to the home makeover, the Division also assisted in settling the family's electricity bill that had been outstanding since 2016 and applied for power supply to be reconnected. Initiated in 2010, this programme has successfully helped over 10 underprivileged families.

**BEFORE**



**AFTER**



The before and after conditions of a home in Seremban through the Property Division's signature Home Rehabilitation Programme

### Quality affordable homes

We believe that a decent, safe and affordable home transforms the quality of life of individuals and families. In FY2021, in support of the Rumah Mampu Milik Wilayah Persekutuan ("RUMAWIP") scheme, we handed over our 896-units of our affordable Suria Pantai apartment to homeowners 18 months ahead of schedule. Our Bandar Rimbayu, Shah Alam 2 and Seremban 2 townships also include quality affordable homes comprising high-rise and landed properties priced below RM500,000. In addition, we are developing 350 housing units in our Bandar Rimbayu and Shah Alam 2 townships under the Rumah Selangorku scheme.

### Highway linkage for tomorrow's needs

In FY2021, the RM60 million Kuchai Link 2 project was completed and it is expected to reduce traffic congestion at the Kuchai Lama Interchange during peak hours. Prior to the construction of the highway, the Toll Division held several stakeholder engagement sessions with surrounding residents' associations and traders to ensure their feedback, concerns and interests were taken into consideration for the smooth construction of the highway project.



Distribution of Kindness Bags to 35 children of Baitul Husna orphanage in Pahang



Opening of the Kuchai Link 2 highway

## SPORTS: PROMOTING HEALTH AND WELL-BEING (GRI 413-1)

Through the years, we have continued to ensure that members of the community, especially the youth, live a healthy lifestyle through sports. Although all physical activities were put on hold during the pandemic, IJM contributed to the continuity of sports development in the communities we operate.

IJM has been the main sponsor of the COBRA 10s of the COBRA Rugby Club for more than two decades and the IJM-COBRA Sports Complex is a tangible symbol of IJM's commitment towards sports. In FY2021, the IJM-COBRA Sports Complex was handed over to the COBRA Rugby Club, empowering and enabling their full, continued use of the facility to play, train, exercise and socialise while strengthening the sense of community. In addition, the Plantation Division continued to nurture sports development among youths in Sabah in cooperation with the Sabah Education Department, Sabah Rugby Union and Eagles Rugby Club.



## EDUCATION: BUILDING AND NURTURING THE TALENT PIPELINE (GRI 413-1)

Education is one of IJM's Community Investment pillars and we are committed towards supporting valuable learning and networking opportunities for youth beyond the classroom. IJM believes education helps solve social issues and opens doors to opportunities for a better future. We continue to find ways to ensure quality educational initiatives such as our scholarship and academic excellence awards, industry-academia collaborations, as well as learning and development programmes. We trust that investing in these initiatives will provide people with the opportunity to access decent work.

### IJM Scholarship Award Programme

In FY2021, 10 undergraduates benefitted from the IJM Scholarship Award Programme valued at RM431,500. The scholarship will enable beneficiaries to pursue their choice of studies in different disciplines such as engineering and accounting. Due to the MCO, no award ceremony was conducted. However, engagement sessions were held online every quarter between the scholars and their mentors who are IJM employees, facilitating discussion over their progress, internship placements and subsequent job placement. Established in 1994, this scholarship has benefitted 340 students to date.





## COMMUNITY Building and Enabling Better Communities

### Nurturing young talents

In FY2021, the Property Division continued our partnership with Nippon Paint Malaysia to support the Asia Young Designer Award (“AYDA”) for the seventh year. Two of our employees served as both mentors and as judges for its duration. This year’s AYDA received a total of 1,118 student architectural and design project submissions from 53 universities.

With the goal of bridging the gap between educational institutions and industry, AYDA aims to help develop youth architectural and design skills with the support of key industry players. AYDA is also supported by the Ministry of Education, the Malaysian Institute of Architects, the Construction Industry Development Board Malaysia, the Real Estate and Housing Developers’ Association Youth Malaysia, the Malaysia Green Building Confederation, and the Malaysian Institute of Interior Designers.

The Port Division maintains a relationship with Universiti Malaysia Terengganu (“UMT”) through regular collaborations and discussions. This industry-academia partnership fuses Kuantan Port’s practical know-how of the port industry with academia’s theoretical and research capabilities for both parties through knowledge sharing sessions and an internship programme. A total of six UMT students were selected to attend this programme from April 2021 to January 2022 from a pool of 40 applicants. These selected students, who are

from the Maritime Studies and Marine Science faculty, will be part of a year-long industry placement at Kuantan Port after completing their degree in UMT.



Maintaining industry-academia collaboration with UMT

Since July 2019, the Plantation Division has been driving the oil palm plantation conductorship programme in collaboration with the Montfort Youth Training Centre, Malaysian Estate Owners’ Association and Eurostar Tractors (M) Sdn Bhd. This partnership aims to train, develop and equip youths from underprivileged communities in the rural interiors of Sabah with the required skills in the industry. In FY2021, 19 youths were trained based on the Oil Palm Plantation syllabus which includes English, Arithmetic, Computer Knowledge, Mechanisation and Basic Repairs and Maintenance. This programme provides an educational opportunity and subsequently, increased income opportunities for the youths and their families in the future.



The Asia Young Designer Award 2020 virtual award ceremony

# GRI Content Index

GRI Standards	Disclosure	Section of Sustainability Statement	Page Reference & Remarks
<b>GRI 102: General Disclosure 2016</b>			
<b>ORGANISATIONAL PROFILE</b>			
102-1	Name of the organisation	Corporate Profile	Page 006
102-2	Activities, brands, products and services	Corporate Profile	Page 006
102-3	Location of headquarters	Corporate Profile	Page 006
102-4	Location of operations	Corporate Profile	Page 006
102-5	Ownership and legal form	Corporate Profile	Page 006
102-6	Markets served	Corporate Profile	Page 006
102-7	Scale of the organisation	An Inclusive and Productive Workforce - Maintaining a diverse talent pool	Page 166
102-8	Information on employees and other workers	An Inclusive and Productive Workforce	Page 166
102-9	Supply Chain	Responsible Supply Chain	Page 151
102-10	Significant changes to organisation and its supply chain	Not applicable, there are no significant changes to the organisation and its supply chain in FY2021	
102-11	Precautionary principle or approach	Good Governance and Ethics	Page 166
102-12	External Initiatives	Awards & Accolades Statement Overview - Framework and Benchmarks	Page 010 Page 130
102-13	Membership of associations	IJM's Website	
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	Chairman's Statement Management Discussion and Analysis	Page 056 Page 158
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behaviour	Commitment to Quality	Page 143
<b>GOVERNANCE</b>			
102-18	Governance structure	Sustainability Governance	Page 131
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	Engaging with Stakeholders	Page 132
102-41	Collective bargaining agreements	Maintaining Human Rights Practices	Page 170
102-42	Identifying and selecting stakeholders	Engaging with Stakeholders	Page 132
102-43	Approach to stakeholder engagement	Engaging with Stakeholders	Page 132
102-44	Key topics and concerns raised	Engaging with Stakeholders	Page 132
<b>REPORTING PRACTICE</b>			
102-45	Entities included in the consolidated financial statements	IJM Group Structure	Page 012
102-46	Defining report content and topic Boundaries	Statement Overview - Reporting Period and Scope	Page 130
102-47	List of material topics	Approach to Materiality: Identifying Our Focus Areas	Page 134
102-48	Restatements of information	Not applicable, there are no restatements of information in FY2021	
102-49	Changes in reporting	Not applicable, there are no changes in reporting in FY2021	
102-50	Reporting period	Statement Overview - Reporting Period and Scope	Page 130
102-51	Date of most recent report	IJM Corporation Berhad Annual Report 2020	
102-52	Reporting cycle	Statement Overview - Reporting Period and Scope	Page 130
102-53	Contact point for questions regarding the report	Statement Overview - Feedback	Page 130
102-54	Claims of reporting in accordance with the GRI Standards	Statement Overview - Framework and Benchmarks	Page 130
102-55	GRI content index	GRI Content Index	Page 130
102-56	External assurance	Statement Overview - Performance data	Page 130



## GRI Content Index

GRI Standards	Disclosure	Section of Sustainability Statement	Page Reference & Remarks
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Marketplace: Doing Good Business Environment: Protecting The Environment Workplace: Championing Employees as Our Greatest Asset Community: Building and Enabling Better Communities	Page 140
103-2	The management approach and its components		Page 152
103-3	Evaluation of the management approach		Page 160
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Group Financial Highlights	Page 040
GRI 205: Anti-corruption 2016			
205-2	Communication and training about anti-corruption policies and procedures	Anti-bribery and corruption system	Page 143
205-3	Confirmed incidents of corruption and actions taken	Anti-bribery and corruption system	Page 143
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Driving energy efficiency	Page 153
GRI 303: Water 2018			
303-1	Interactions with water as a shared resource	Responsible water use	Page 155
303-2	Management of water discharge related impacts	Responsible water use	Page 155
303-5	Water consumption	Responsible water use	Page 155
GRI 304: Biodiversity 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Conserving biodiversity	Page 159
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Driving energy efficiency	Page 153
305-2	Energy indirect (Scope 2) GHG emissions	Driving energy efficiency	Page 153
305-3	Other indirect (Scope 3) GHG emissions	Driving energy efficiency	Page 153
305-5	Reduction of GHG emissions	Driving energy efficiency	Page 153
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Reducing and Managing Waste	Page 158
306-2	Management of significant waste-related impacts	Reducing and Managing Waste	Page 158
306-3	Waste generated	Reducing and Managing Waste	Page 158
306-4	Waste diverted from disposal	Reducing and Managing Waste	Page 158
306-5	Waste directed to disposal	Reducing and Managing Waste	Page 158
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	An Inclusive and Productive Workforce - Maintaining a diverse talent pool	Page 166
GRI 403: Occupational Health And Safety 2018			
403-1	Occupational health and safety management system	Maintaining a Safe and Healthy Workplace	Page 161
403-2	Hazard identification, risk assessment, and incident investigation	Maintaining a Safe and Healthy Workplace	Page 161
403-3	Occupational health services	Maintaining a Safe and Healthy Workplace	Page 161
403-4	Worker participations, consultation, and communication on occupational health and safety	Maintaining a Safe and Healthy Workplace	Page 161
403-5	Worker training on occupational health and safety	Maintaining a Safe and Healthy Workplace	Page 161
403-6	Promotion of worker health	Maintaining a Safe and Healthy Workplace	Page 161
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Maintaining a Safe and Healthy Workplace	Page 161
403-9	Work-related injuries	Maintaining a Safe and Healthy Workplace - Preventing workplace accidents	Page 165

GRI Standards	Disclosure	Section of Sustainability Statement	Page Reference & Remarks
<b>GRI 404: Training And Education 2016</b>			
404-1	Average hours of training per year per employee	An Inclusive and Productive Workforce - Keeping employees engaged	Page 169
404-2	Programs for upgrading employee skills and transition assistance programs	An Inclusive and Productive Workforce - Keeping employees engaged	Page 169
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and employees	An Inclusive and Productive Workforce - Maintaining a diverse talent pool	Page 166
<b>GRI 412: Human Rights Assessment 2016</b>			
412-2	Employee training on human rights policies or procedures	Maintaining Human Rights Practices	Page 170
<b>GRI 413: Local Communities 2016</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	Community: Building and Enabling Better Communities - Community Development: Engaging with Communities - Sports: Promoting Health and Well-being - Education: Building and Nurturing the talent pipeline	Page 174 Page 177 Page 177
<b>GRI 418: Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Protection	Page 150

## SASB Engineering & Construction: Sector Disclosure

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement & Page Reference
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Please refer to "Managing scheduled wastes and e-wastes", Page 158
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IJM's projects undergo the Environmental Impact Assessment ("EIA") prior to project approval and implementation. Disclosure can be found under "Reducing and Managing Waste", Page 158
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect and safety-related rework costs	To be included in subsequent Sustainability Statements
	IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents <sup>1</sup>	To be included in subsequent Sustainability Statements
Workforce Health & Safety	IF-EN-320a.1	Total recordable incident rate (TRIR) for direct employees	TRIR is disclosed based on total man-hours worked which include direct and contract employees. Please refer to "Preventing workplace accidents", Page 165
		Total recordable incident rate (TRIR) for contract employees	
		Fatality rate for direct employees	There was zero case of fatality for direct employees in FY2021. Disclosure can be found under "Preventing workplace accidents", Page 165
		Fatality rate for contract employees	There was one case of fatality for contract employees in FY2021. Disclosure can be found under "Preventing workplace accidents", Page 165
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of commissioned projects certified to a third-party multi-attribute sustainability standard	Please refer to "Mitigating through green buildings", Page 155
		Number of projects seeking such certification	8 on-going projects
	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	In line with SDG 9 <i>Industry, Innovation and Infrastructure</i> , IJM works with clients and incorporates energy and resource efficient features into its green building projects, building resilient infrastructures, promoting sustainable industrialisation and fostering innovation. Disclosure can be found under "Mitigating through green buildings", Page 155

## SASB Engineering & Construction: Sector Disclosure

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement & Page Reference
Climate Impacts of Business Mix	IF-EN-410b.1	Amount of backlog for hydrocarbon-related projects	None
		Amount of backlog for energy projects	None
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	None
	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	None
Business Ethics	IF-EN-510a.1	Number of active projects	There were 20 active projects during FY2021
		Backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index <sup>2</sup>	None
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption	There was zero monetary losses as a result of legal proceedings associated with charges of bribery or corruption in FY2021. Disclosure can be found under "Anti-bribery and corruption system", Page 143
		Total amount of monetary losses as a result of legal proceedings associated with charges of anti-competitive practices <sup>3</sup>	None
	IF-EN-510a.3	Description of policies and practices for prevention of bribery and corruption	IJM has an Anti-Bribery and Corruption Policy in place and its Anti-Bribery and Corruption System ("ABCS") is a management system that comprises a manual containing principles and policies that guide our ethical decisions and are implemented across the Group. Disclosure can be found under "Business ethics and policies" and "Anti-bribery and corruption system", Page 141 and 143
		Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	IJM has the "Code of Business Conduct for Third Parties" in place that sets out the principles and standards that the Company expects third parties to conform to in their course of conducting business with the Group. Disclosure can be found under "Business ethics and policies", Page 141

## SASB Engineering & Construction: Activity Metric

Activity Metric	SASB Code	FY2021
Number of active projects <sup>4</sup>	IF-EN-000.A	20 on-going projects
Number of commissioned projects <sup>5</sup>	IF-EN-000.B	8 projects
Total backlog <sup>6</sup>	IF-EN-000.C	4.01 billion

<sup>1</sup> Note to IF-EN-250a.2 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.

<sup>2</sup> Note to IF-EN-510a.1 – The entity shall provide a brief description of its approach to managing ethical risks specific to the countries with low rankings in the index where the entity has active projects and/or backlog.

<sup>3</sup> Note to IF-EN-510a.2 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.

<sup>4</sup> Note to IF-EN-000.A – Active projects are defined as buildings and infrastructure projects under development that the entity was actively providing services to as of the close of the reporting period, including, but not limited to, both the design and construction stages. Active projects exclude projects that were commissioned during the reporting period.

<sup>5</sup> Note to IF-EN-000.B – Commissioned projects are defined as projects that were completed and deemed ready for service during the reporting period. The scope of commissioned projects shall only include projects that the entity provided construction services to.

<sup>6</sup> Note to IF-EN-000.C – Backlog is defined as the value of projects not completed as of the close of the reporting period (i.e., revenue contractually expected in the future but that has not been recognised), or is defined by the entity, consistent with its existing disclosure of backlog. Backlog may also be referred to as revenue backlog or unsatisfied performance obligations. The scope of disclosure is limited to buildings and infrastructure projects where the entity provides engineering, construction, architecture, design, installation, planning, consulting, repair, and/or maintenance services, or other similar services.