

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.

As an organisation, we are fortunate to have a workforce that represents a diversity of talent, demographics, educational and cultural backgrounds. During the lockdowns, our employees have been proactive and dedicated to performing their jobs, ensuring business continuity. We are proud of the commitment of our workforce.

Tham Tsu San
Human Resources





HIGHLIGHTS

- IJM Group supports the Employee Provident Fund Workers Wellbeing Issues Policy
- IJM won several employer of choice awards in FY2022
- IJM achieved zero fatality cases at all site operations
- All 26 active projects of Construction Division, nine ICP factories of Industry Division and Port Division are ISO 45001:2018 certified, and their safety and health data are audited and verified by SIRIM
- A total of 152 safety and health meetings were conducted, covering all 26 active projects at various stages in line with SDG 3: *Good Health and Well-Being*
- About 67 employees were honoured the 20-year Long Service Award
- IJM Group continues to ensure full and effective participation of women in our workforce, with equal opportunities for leadership and all levels of decision making, in line with SDG 5: *Gender Equality*
- A total of RM702,624 was spent on training programmes where employees clocked over 28,000 training hours
- All employees returned to the office in December 2021 with 99% of our employees fully vaccinated



GRI STANDARDS SPECIFIC TOPICS

- GRI 401: Employment 2016
- GRI 403: Occupational Health and Safety 2018
- GRI 404: Training and Education 2016
- GRI 405: Diversity and Equal Opportunity 2016
- GRI 409: Forced or Compulsory Labor 2016

SDGs



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The International Labour Standards (“ILS”) regards health and safety at work as the responsibility of employers and workers. As an employer, IJM protects our workforce by providing a safe and healthy working environment. In turn, employees are obligated to follow guidelines and standards required of them in the workplace. During the COVID-19 crisis, our diverse workforce demonstrated their knowledge and commitment to workplace safety and health, and helped the IJM Group emerge from the pandemic as a resilient, strong organisation. In FY2022, we continued with our unwavering goal to attract, empower and retain quality employees while building a resilient workforce through various professional development and training programmes.

SAFETY PAYS FOR EVERYONE

(GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9)

Safe Return to Work

In 2021, Malaysia introduced the National Recovery Plan as the country moved towards COVID-19 endemicity. During this transition, the health and safety of our workforce remained a priority.

IJM Group decided to have all employees return to the office with effect from December 2021, when 99% of our employees had been fully vaccinated. Employees were given a 1-day vaccination medical leave for their appointments to facilitate the COVID-19 vaccination. Employees who faced difficulties in securing appointments were supported by IJM’s Mobile Vaccination Programme, which involved the sponsorship of 1,000 vaccination slots, worth RM90,000. Conducted in the Klang Valley, it was open to employees and family members, general workers and our supply chain.

The Group adhered to all guidelines issued by relevant authorities to ensure a healthy and safe return of employees to the workplace. This involved strict conformance to social distancing and other health protocols. Among the measures taken were for employees to be screened by security at all entry points with their *MySejahtera* mobile application,

followed by routine thermal scanner check-ins. Only those with a ‘low-risk’ status were permitted to enter the Group’s premises. COVID-19 saliva test kits and a set of face masks were also provided to employees on a weekly basis.

In addition, virtual meetings were recommended and meeting rooms were allocated for meetings with visitors. Visitors were only received upon proof of vaccination and the submission of Visitor’s Health Declaration Form.

Health and Safety at Work

The Group has in place an Occupational Safety and Health Policy that is endorsed by the Group CEO and Managing Director. There are HSE Committees in all Divisions and at all locations. In addition, joint management-worker health and safety committees are established at the project sites to facilitate the participation of workers from all levels at the Occupational Safety and Health (“OSH”) spectrum to discuss OSH matters with the management.

All 26 active projects of Construction Division, nine ICP factories of Industry Division and the Port Division are ISO 45001:2018 certified, and their safety and health data are audited and verified by SIRIM. The certification does not apply to our Property Division as incidences are accounted for under the Construction Division. In FY2022, the Port Division

received two non-conformance reports under ISO 45001:2018, which have been rectified and the subject closed. No other non-conformance reports were received from the SIRIM audits.

Our OSH management system proactively manages our safety risks and opportunities, and determine the Organisation Context, Risk and Opportunities Register, which covers all existing projects and new potential projects. Specific risk management processes, addressing OSH hazards, environmental aspects as well as operational risk and opportunities, are implemented during the life cycle of a project, including the design and pre-construction stage.

The Hazard Identification, Risk Assessment and Risk Control (“HIRARC”) process is regularly reviewed and assessed to ensure they remain relevant to the changing work environment where accidents may occur. In addition, we ensure workers are not exposed to health risks when managing hazardous chemicals at our various work sites. The Construction, Industry and Port Divisions conduct a Chemical Health Risk Assessment (“CHRA”) for ongoing and new project sites, quarries and port facilities in accordance to the OSH (Use and Standard of Exposure of Chemicals Hazardous to Health) Regulation 2000.

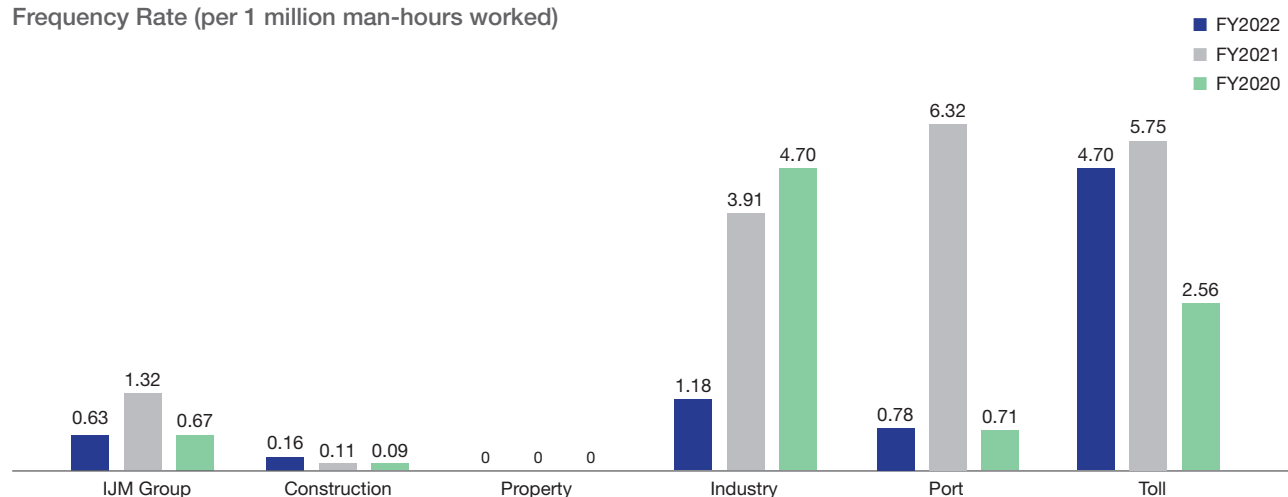
In FY2022, our Toll Division initiated a safety and health gap analysis and conducted a Management briefing on the development of an OSH Management System, in their pursuit for ISO 45001:2018 certification. Three new procedures were introduced to support the establishment of their OSH Management System, namely the Hazard Identification, Risk Assessment and Determining Control (“HIRADC”) procedure; Emergency Response Plan procedure; and an Incident Management procedure.

Preventing Workplace Accidents

In FY2022, the Group recorded a Lost Time Injury (“LTI”) frequency rate of 0.63; which reflects the number of LTI incidents occurring every 1 million working hours. The severity rate, which measures the number of lost workdays due to work-related injuries occurring for every 1 million working hours, was 25.54.

The Group’s target is to achieve zero accidents through continuous safety and health monitoring and corrective actions. Zero fatality and zero accident targets are key performance indicators included in the incentive packages for all project directors. In FY2022, IJM achieved zero fatality cases at all site operations.

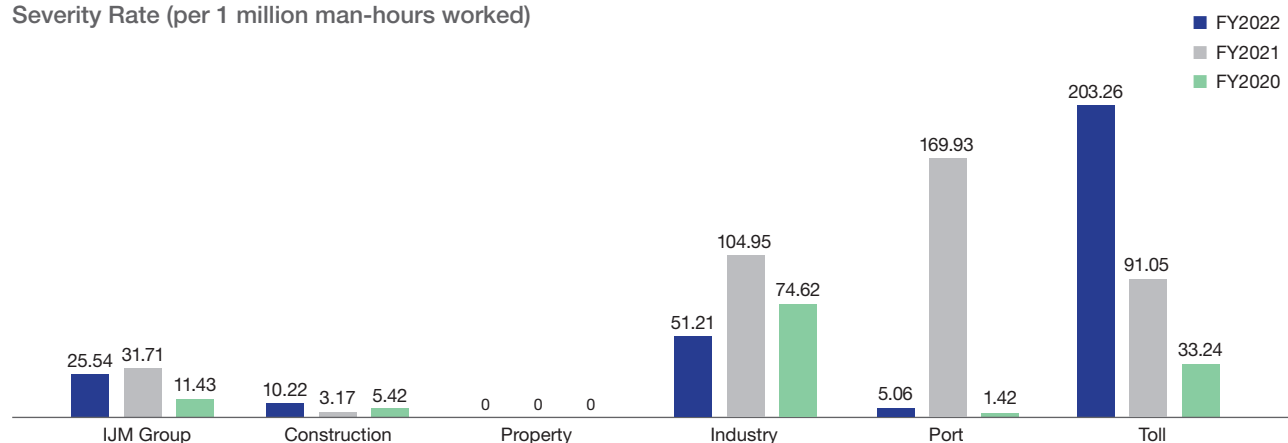
Frequency Rate (per 1 million man-hours worked)



Note:

Property Division incidences are accounted for by its contractors

Severity Rate (per 1 million man-hours worked)



Note:

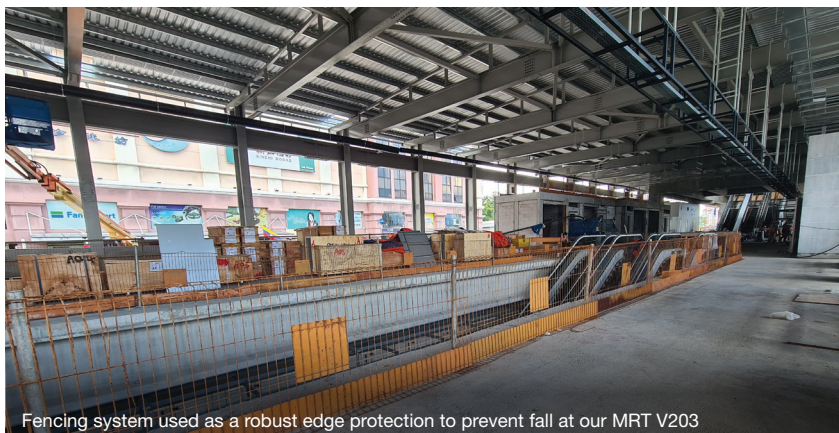
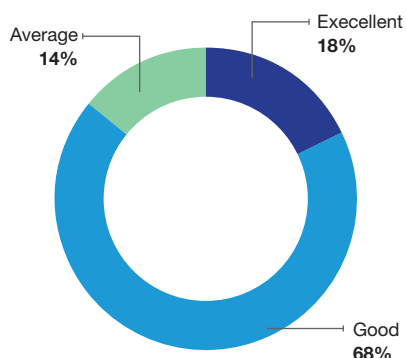
Property Division incidences are accounted for by its contractors

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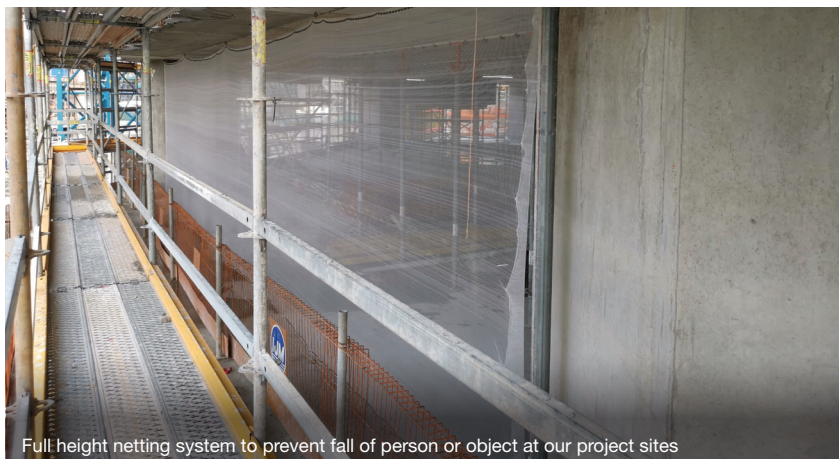
At IJM, safety campaigns are conducted on an annual basis to ensure a safe and healthy environment is well maintained and is everyone's responsibility within our operations. In line with our main guiding principle of Protecting Lives and in accordance with SDG 3: *Good Health and Well-Being*, we conducted a total of 152 safety and health meetings during the year, covering all 26 active projects at various stages. HSE training and awareness programmes and toolbox sessions were also conducted for our supply chain.

As a standard practice, our in-house Safety and Health Officers conduct internal audits and inspections periodically to ensure safety programmes are implemented and in compliance with legislative requirements. When a subcontractor is engaged for a project, the tender and contract documents include all safety requirements and they are kept informed of new or updated safety and health regulations and standards.

HSE Consultation Programmes in FY2022



Fencing system used as a robust edge protection to prevent fall at our MRT V203



Full height netting system to prevent fall of person or object at our project sites

For the Construction Division, several processes to monitor and enforce requirements at workplaces are implemented at project sites. The effectiveness of HSE management system at the project sites and project performance is evaluated via regular site consultations and internal audit programmes. In FY2022, a total of 22 HSE Consultation Programmes and nine HSE Internal Audits were carried out.

The Industry Division carries out workplace inspections regularly to prevent unsafe acts and work conditions. Accident prevention measures are implemented to avoid machinery hazards. OSH committee meetings are conducted once every three months to discuss health and safety matters and improve on communication between management and employees. All quarry personnel are required to be

equipped with personal protection equipment ("PPE") such as protective eyewear, safety helmet, and shoes. All blasting activities are controlled and require permits from relevant authorities. All quarry visits are supervised and limited to reduce risks of accidents. The Division measures vibration readings from every blast and requires quarry employees to undergo an annual health screening in accordance with its Medical Surveillance Report checklist.

The Port Division conducted Management and HSE Department walkabouts with representatives from Port users, to inspect and identify hazards and safety issues during cargo handling operations.

A SUPPORTIVE AND INCLUSIVE WORKPLACE

(GRI 2-7, GRI 2-8, GRI 401-1, GRI 401-3, GRI 404-1, GRI 404-2, GRI 405-1)

A Dynamic Workforce

IJM Group continues to be driven by a motivated and diverse workforce. In FY2022, the Group had 2,878 employees. There is a decrease compared to FY2021, mainly due to the divestment of our Plantation Division in September 2021.



As at 31 March 2022,
IJM Group had

2,878 employees



Permanent full-time

83% employees



Contract full-time

17% employees

IJM's Workforce by Ethnicity



64% Bumiputera



27% Chinese



8% Indian

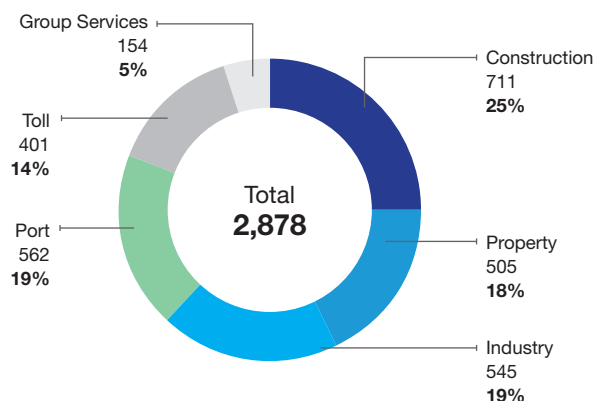


<1% Others

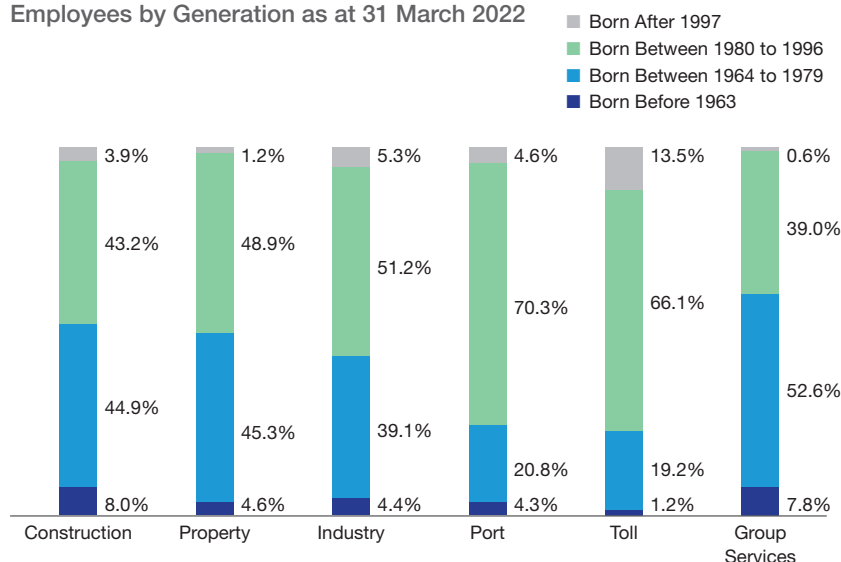


<1% Non-Malaysians:
Indians and Chinese

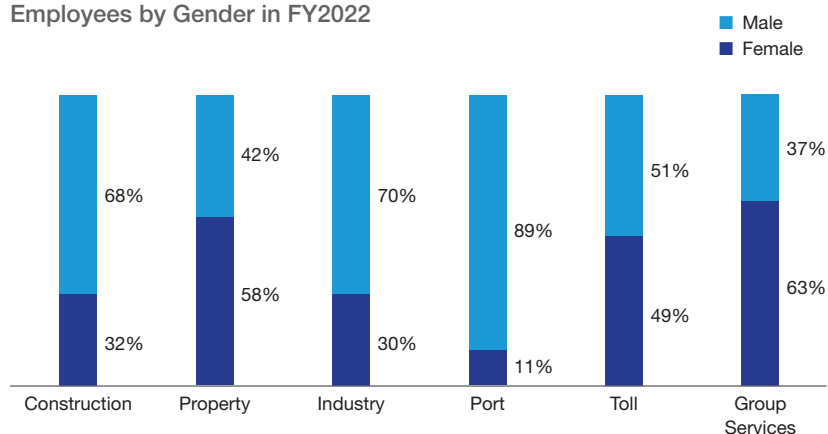
Employees by Division in FY2022



Employees by Generation as at 31 March 2022



Employees by Gender in FY2022



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We also recognise the benefits of having a multi-generation perspective that will contribute to the growth of our short and long-term business objectives. As at 31 March 2022, 59% of our workforce were between the ages of 25 to 42.

In FY2022, 67 employees were honoured the 20-year Long Service Award ceremony for being a significant part of the workforce at IJM. The award recognises the determination and effort employees have demonstrated during their time with us and encourages them to look forward to more accomplishments in the upcoming years. 76% of our employees have been with IJM for more than five years and 542 employees have been with the company for more than 20 years, affirming our ability to retain our talent pool and being a good place to work.

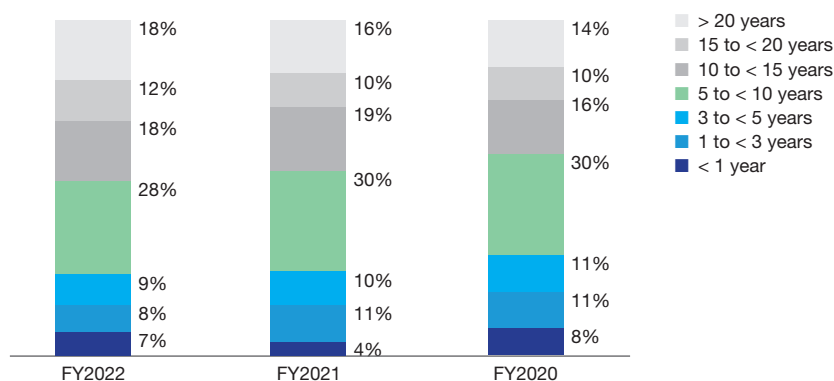
Women at Work

In line with SDG 5: *Gender Equality*, IJM continues to ensure full and effective participation of women in our workforce, with equal opportunities for leadership and all levels of decision making. In FY2022, 36% of our workforce were women - 34% in management roles, 45% in executive roles and 30% in non-executive roles.

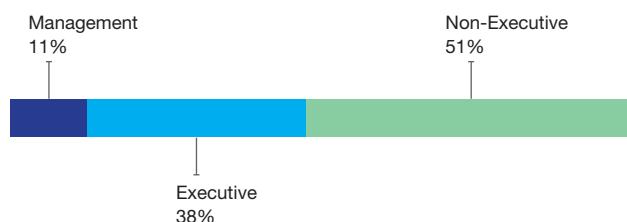
In FY2022, 57 female employees went on maternity leave and 95% of them returned to work. IJM has been offering 90 days of maternity benefits since 2015, to enable mothers to spend more time with their new born.

Gender	Female	Male
Total employees who went on maternity or paternity leave	57	95
Return to work rate	95%	100%

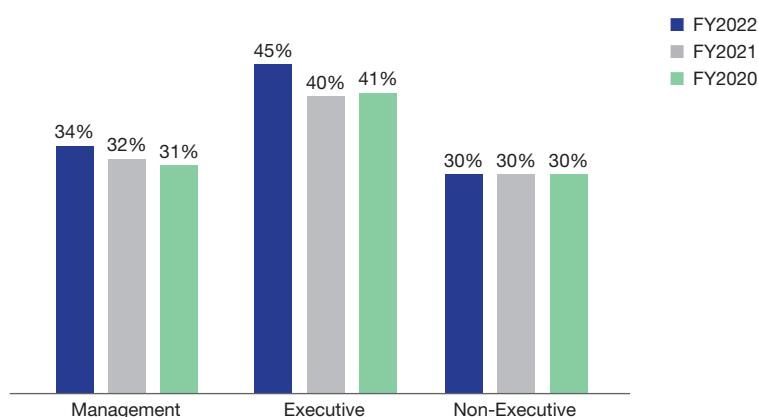
Workforce by Length of Service



New Employee Hires by Employee Category in FY2022



Women Representation by Employment Category





Employees honoured at the 20-year Long Service Award ceremony in FY2022

Strengthening Our Talent Pipeline

The development of our talent pipeline and succession planning was a material topic in FY2022. This financial year, IJM's key emphasis was to strengthen our senior leadership team by conducting a rigorous search and selection process to assess high-calibre internal and external candidates. The lens that we adopted in evaluating the candidates focused on the

Group's strategic priorities and the key characteristics required to achieve them. With that in mind, we have hired external talents for key senior management positions for the Property and Port Divisions.

For the next three years, we will enhance and sharpen our leadership capabilities among the middle and younger talent pools. We will strengthen our talent framework and develop the talent pool by

leveraging on our strong brand name as a desired graduate employer in the Construction and Property sectors.

We have worked hard to build our reputation as a leading player in the industry and a responsible corporate citizen, creating a professional work environment that motivates and rewards employees. IJM Groups employee turnover rate, at 10.5%, remains lower than the national average of 11%.

Workplace of Choice



Malaysia's 100 Leading Graduate Employers 2021

Voted by 32,180 students and graduates in Malaysia's longest-running annual national careers survey, IJM Group continues to be among Malaysia's 100 most desired graduate employers for 2021.



Graduate Choice Award for Construction and Property Sector

In the 2022 Graduates Choice Award organised by Talentbank, IJM was voted the 2nd runner-up and Top 5 for the 'Most Attractive Graduate Employers to Work For in 2022' in the Construction and Property Developer categories, respectively.

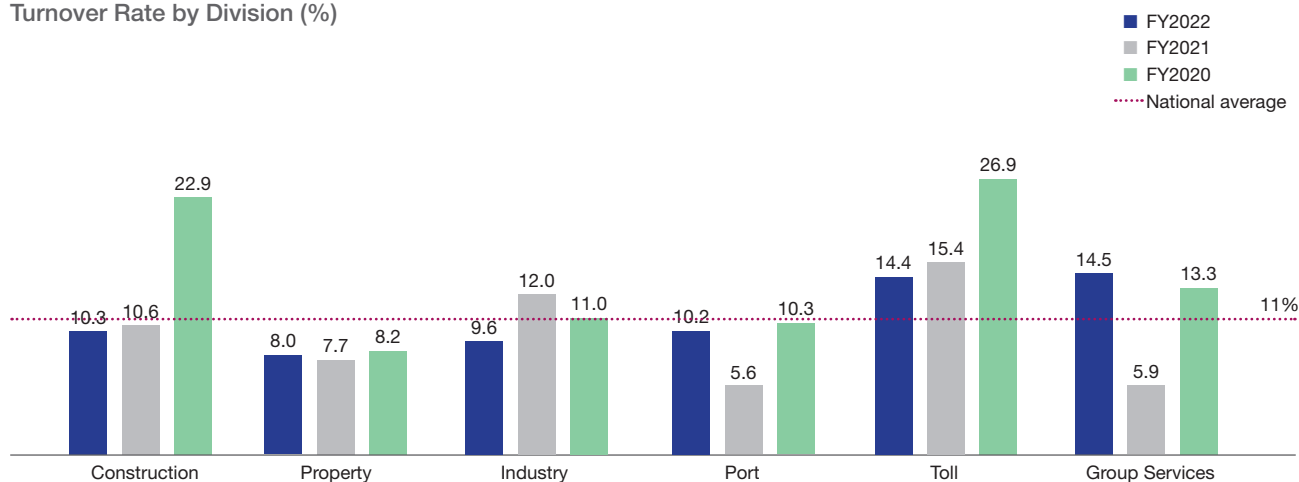


GRADUAN Brand Awards

IJM Group obtained the title of *Malaysia's Most Preferred Employer* in the Construction and Property industry.

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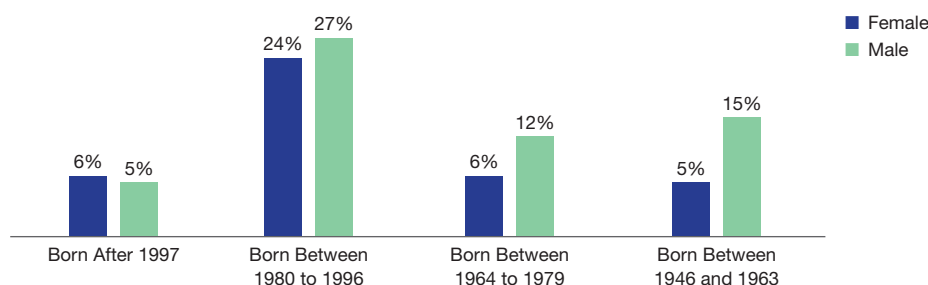
Turnover Rate by Division (%)



Note:

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

Employee Turnover by Generation and Gender as at 31 March 2022



Ensuring Employees' Well-being

We implement various measures to safeguard the well-being of our employees. We have established the IJM Wellness Resource Centre, a platform to support and educate all employees on healthy lifestyle habits. The platform sustains engagement with employees through regular webinars and talks that focuses on three areas - physical, mental and financial well-being.

During the year, IJM Group contributed a RM500 one-off cash aid donation, totalling RM380,000, to assist employees facing financial difficulties due to the COVID-19 pandemic. Called the IJM Financial Assistance for Employees Hardship Initiative-Malaysia Prihatin Initiative, it was introduced in conjunction with the National Day and Malaysia Day celebrations.

Promoting Learning and Development

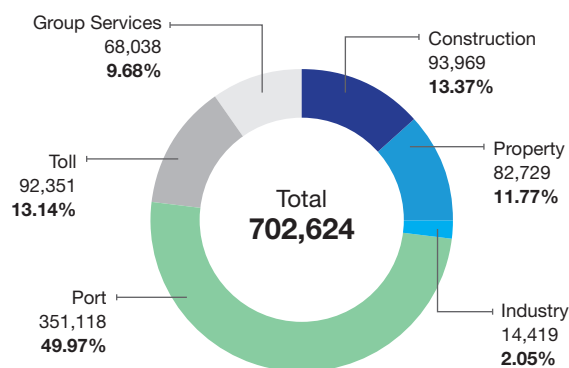
The Group remains committed to providing continuous professional and personal growth for all employees to achieve the Group's goals. Our employees were supported with new learnings while working from home in FY2022. Throughout FY2022, the majority of training sessions were conducted virtually; while physical trainings were selectively deployed, and were conducted in strict to adherence to the Government's COVID-19 SOPs.

Our learning and development programmes covered a broad range of topics to enhance the knowledge and skills of our employees. We included programmes such as leading effective teams, performance management, employee well-being,

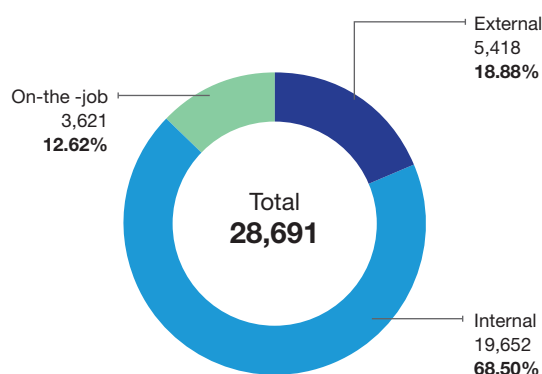
critical conversations, cybersecurity and effective communication skills. In addition, employees were encouraged to pursue industry specific programmes such as specialist and technical courses.

In FY2022, a majority of our training were conducted online. Only selected training was conducted physically with stringent COVID-19 procedures. A total of RM702,624 was spent on training programmes, and employees clocked over 28,000 training hours in FY2022.

Learning and Development Spending by Division in FY2022 (RM)



Training Hours by Type in FY2022



HUMAN RIGHTS AND WORKERS WELL-BEING (GRI 2-30, GRI 409-1)

“Everyone has the right to life, liberty and security of person, to work... to just and favourable conditions of work... Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family.”

Universal Declaration on Human Rights, UN, 1948

Upholding Human and Labour Rights

The Group is committed to protecting the rights of its people and treating them with dignity, in line with the UNGC Ten Principles and other relevant legal requirements and regulations. We take a proactive approach to ensuring that human rights and workplace standards are upheld across all our operations.

Our commitments are enshrined in the IJM Group Human Rights Policy, which is available on our Corporate website.

In addition, we support the Employee Provident Fund (“EPF”) Workers Wellbeing Issues Policy, launched in March 2022. This EPF Policy is aligned to internationally recognised principles and standards, including United Nations’ Principles for

Responsible Investing (“UNPRI”), SDG, SASB Materiality Map, GRI, UNGC, UN Guiding Principles on Business and Human Rights, and the International Labour Organisation Standards (“ILO”).

We have a zero-tolerance for child labour and any form of forced labour in our direct operations. The legal working age in Malaysia is 18 years. We respect the rights of our employees’ freedom of association and collective bargaining in accordance with national laws. Our labour union represent 3% of the Group’s workforce, all of whom are in the Port Division.

We also comply with all applicable labour laws in the jurisdictions where we operate. In May 2022, Malaysia’s minimum wage was increased to RM1,500 per month in accordance with the gazetted Minimum Wages Order 2022. We will be complying with amendments to the Employment Act that will take effect on 1 September 2022.

The nature of our businesses is labour intensive and many foreign workers are hired by our subcontractors. We require our subcontractors to uphold foreign labour rights and ensure that they receive fair treatment with regard to wages, working hours, holidays, terminations, non-discrimination practices, freedom of association, access to complaint mechanisms and other established protection policies. All these requirements are outlined in our Responsible Supply Chain Policy, which can be found on our Corporate website.

In FY2022, there were zero incidents of human rights violations and zero labour standards non-compliance at IJM.