

WORKPLACE

EMPOWERING OUR PEOPLE





WORKPLACE: EMPOWERING OUR PEOPLE

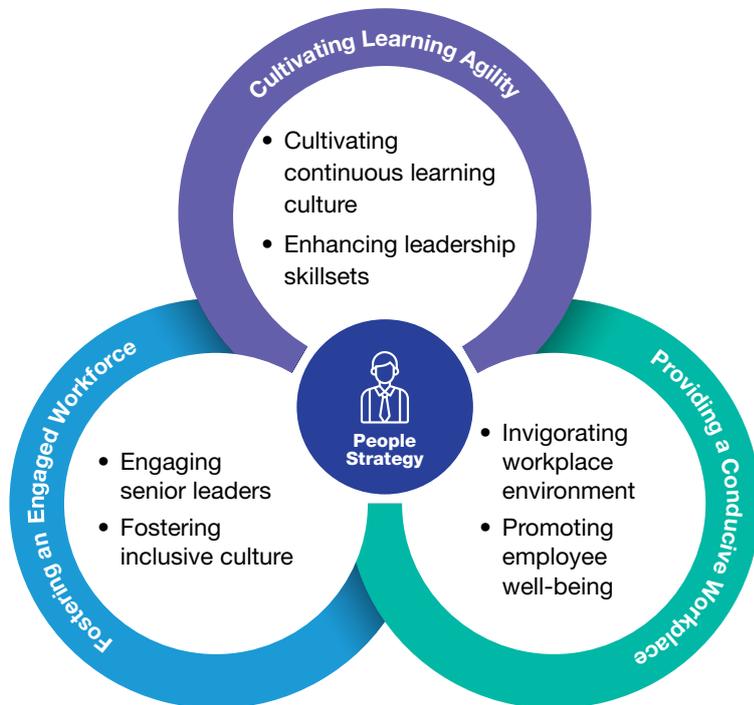
An effective people strategy is essential for aligning human capital with overall business strategy and fostering a positive work culture. IJM Group’s vision and mission statement offers a clear purpose and direction to our employees. In a rapidly evolving world, where work dynamics constantly transform, we recognise the need to adapt and ensure that our workforce remains agile and well-prepared. This section highlights our proactive approach to engaging and empowering our employees, enabling them to stay resilient and adept in the ever-changing landscape of work, both today and in the future.

PEOPLE STRATEGY AND GOALS

At the core of our People Strategy lies the objective of elevating leadership skills, nurturing a strong talent pipeline for the future and honing

our organisational work culture. Our focus is to strategically place the right individuals in the right roles, at the right time, to build a workplace that promotes productivity and success. The purpose of our People Strategy

is to equip our workforce with the necessary skills, capabilities, and resources to effectively contribute to the achievement of the Group’s business strategic objectives.



“The vitality of an organisation lies in its people, who collectively form its living essence. Everyone in IJM plays a significant role in contributing to the Company’s success. It is the people who infuse the organisation with purpose, enabling IJM to envision the future and fulfil our present responsibilities.”

Simon Lai
Human Resources
Department, IJM Group

Fostering an Engaged Workforce [GRI 2-7, GRI 2-8, GRI 401-1, GRI 401-3, GRI 404-2, GRI 405-1]

We understand the significance of fostering an engaged workforce and the positive impact it has on our overall performance. Opportunities for people engagements declined dramatically during the COVID-19

pandemic years, but we are now back in full force in FY2023.

During the year, we assessed employee satisfaction through an extensive employee engagement survey. This survey served as a crucial tool for us to identifying areas of improvement that included

the need to enhance engagement with senior leaders, revitalise workplace experiences, and reignite team synergy. By addressing these opportunities, we aim for a workplace notable for its strong interpersonal connections, high morale, and sense of care and fulfilment among our employees.

Engaging Senior Leaders

The Group's senior leaders directly engage with employees during townhall sessions and smaller, more intimate, coffee gatherings. Through these interactions, much communication takes place across the company hierarchy. This alignment of purpose ensures that all individuals are working collectively towards common objectives and promoting synergy. Additionally, increased employee visibility has led to greater recognition of their contributions, both in their division and the Group.



Intimate gatherings such as Coffee Session with Senior Leaders foster improved communication and interaction between leaders and employees

Leadership Workshop

IJM's Group Services and divisional leaders participated in a leadership workshop, aimed at fostering alignment with the Group's strategy and nurturing collaboration and camaraderie among key leaders within the organisation. The knowledge and insights gained from the workshop will be cascaded to each division through a series of leadership team coaching sessions. These sessions serve a dual purpose—namely, to assist us in charting our long-term plan while reinforcing behaviours necessary to support the sustained growth of the Company and our diverse businesses.

“I am truly heartened by the level of employee engagement and enthusiasm that I experienced at our town hall meetings. I hope you got to know me and the senior leadership team a little better. As I shared during the town hall, the Group’s strategic focus on *Nurturing Capabilities* is centred on sustainability, digitalisation and innovation, and risk management initiatives. Along with our people strategy, these focus areas reflect on how we intend to position the Company going forward.”

Lee Chun Fai
CEO and Managing Director, IJM Group



Townhall session with senior leaders at Wisma IJM



Empowering leaders: IJM Group Services and divisional heads engage in dynamic leadership workshop

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Fostering an Inclusive Culture

Our employee population reflects our commitment to inclusivity and respect for the diverse perspectives within the Group. Breakdown by age indicates 53% were millennials between the ages of 27 and 43, 36% were between the ages of 44 and 59, while 7% were Generation Z below the age of 26 and 3% were above the age of 60.



As at 31 March 2023, IJM Group had **3,289** employees



79% Permanent full-time employees



21% Contract full-time employees

IJM Group Workforce by Ethnicity



Bumiputera **52%**



Chinese **24%**



Indian **7%**

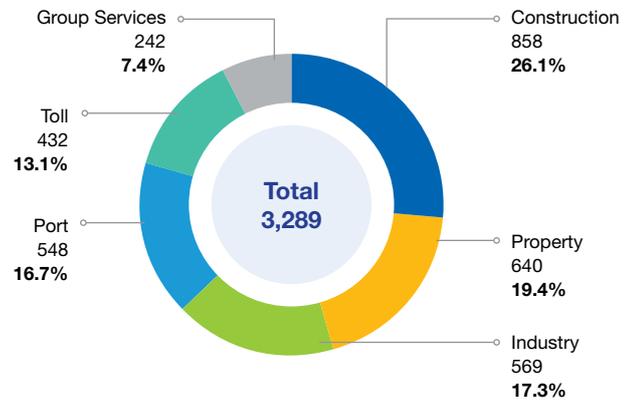


Others **<1%**

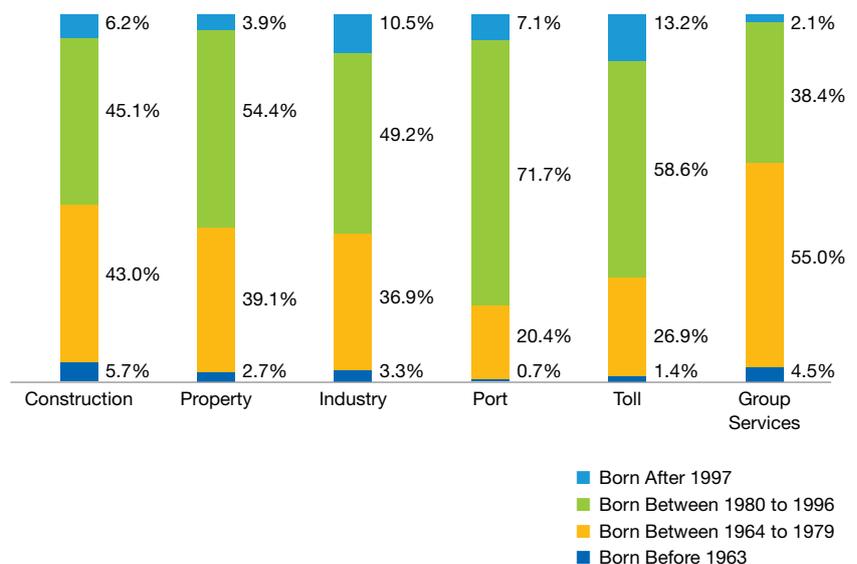


Non-Malaysians: Chinese, Indian, Singaporean and American **17%**

IJM Group Employees by Division in FY2023



IJM Group Employees by Generation as at 31 March 2023



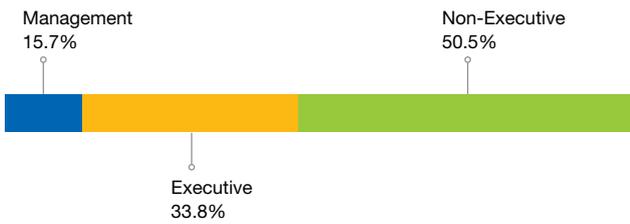
Employee bonding and engagement



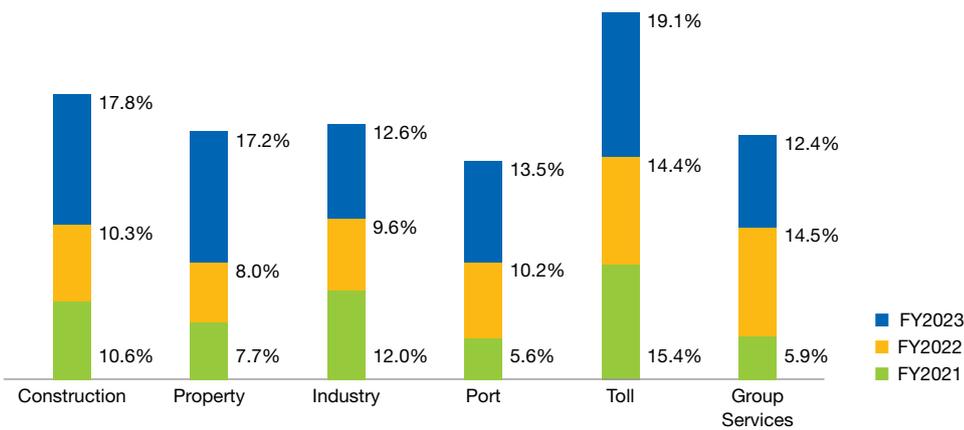
Festive celebrations such as Chinese New Year and Hari Raya Aidilfitri 2023 serve as catalysts for establishing positive work relationships and creating a sense of unity within the Group

Employee new hires and turnover rate

IJM Group New Employee Hires by Employment Category in FY2023



IJM Group Turnover Rate by Division



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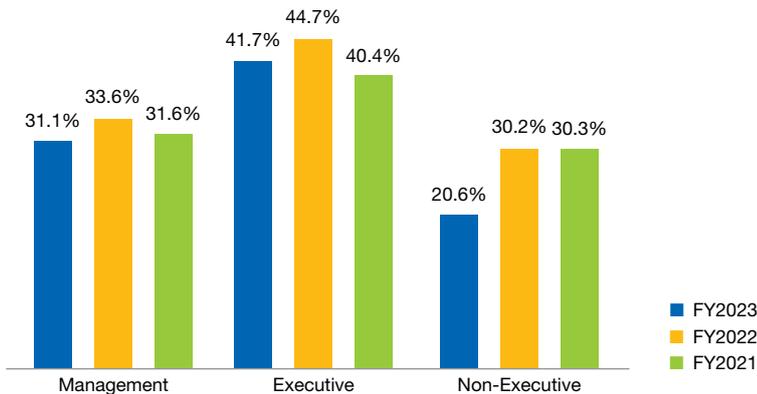
Women at work

We are committed to creating an inclusive and supportive workplace that promotes the advancement and empowerment of women at all levels of decision-making and provide equal opportunities for leadership positions, as per the principles of *SDG 5: Gender Equality*. We recognise the unique strengths, perspectives, and contributions that women bring to the workplace and we are dedicated to fostering their professional growth, development and success.

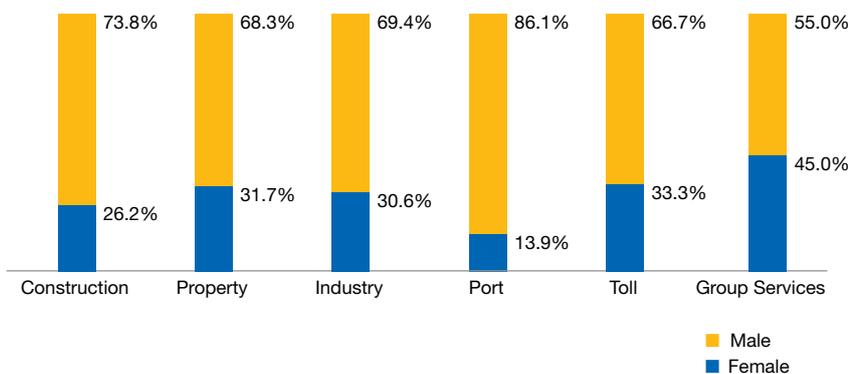
By investing in the professional growth of women employees, we aim to increase their retention and promote long-term career progression. Flexible work arrangements aim to accommodate the needs of working women, to balance their work and personal responsibilities more effectively, leading to better job satisfaction and retention.

We actively identify and develop high-potential female employees for leadership roles and ensure that diverse voices are included in our decision-making processes. We believe women in leadership positions serve as role models and encourages other women to pursue career advancement opportunities.

IJM Group Women Representation by Employment Category



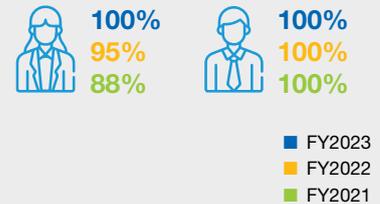
IJM Group Employees by Gender in FY2023



We encourage a 100% return to work after parental leave because it enables us to retain the talent and productivity of these employees. It is also a statement of our equal opportunity practices and career advancement made available to employees, regardless of their gender, marital or family status.

In accordance with the revised employment act, we adjusted our policy to extend maternity leave to 98 days. This revision aims to assist new parents achieve a healthier work-life balance, allowing them to dedicate crucial time to their newborns during the important initial months.

Employee Return to Work Rate



Workplace of Choice

Providing competitive compensation, career development opportunities, and a motivating workplace are vital for attracting and retaining valuable employees. It is noteworthy that 68% of our workforce have been with IJM for over five years and more than 540 employees have stayed with the Company for more than 20 years. This affirms that IJM is a desirable workplace for long-term career growth and development. IJM Group regularly reviews compensation and benefits to ensure our employees are looked after and their needs are met.

In FY2023, the **IJM Long Service Award** ceremony recognised 58 employees for their exceptional 20-year commitment to the Company. The award is an expression of appreciation for their dedication and contributions, and a source of inspiration pursuing professional growth in IJM.



IJM Long Service Award celebrates 20 years of employee commitment

The Toll Division hosted the **Outstanding Personnel Service Awards** ceremony in May 2022 to commend and appreciate individuals who have made remarkable contributions to the Company. This recognition highlights exceptional performance and serves as a source of motivation for others to pursue excellence. It reinforces the organisation's dedication to cultivating a culture of high standards and continuous learning.



Toll Division honours outstanding personnel at awards ceremony

Civil Construction Career Fair and Exhibition

In April 2022, IJM was the main sponsor of the Universiti Malaya Civil Convention 2022 organised by the university. Our Construction Division CEO, Wong Heng Wai delivered a keynote address, *Trend of Malaysia's Construction Industry After the COVID-19 Pandemic*. We also used this event to reach out to deserving young talents to apply for the IJM Scholarship Award programme, as we believe in nurturing and supporting the next generation of construction professionals.

Cultivating Learning Agility

[GRI 404-1, GRI 404-2]

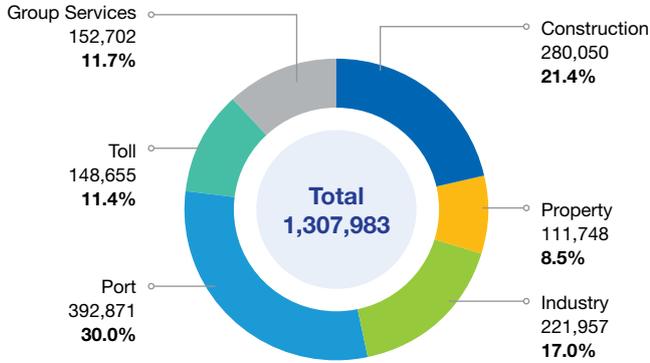
IJM Group is committed to providing continuous professional and personal growth opportunities for all employees, aligning with the Group's short- and long-term objectives. We believe that by investing in the professional growth and development of our employees, we can create a skilled and engaged workforce that is responsive and respected by clients and customers.

In FY2023, we offered a diverse range of learning opportunities, catering to different learning styles and preferences. These opportunities include instructor-led training sessions, online courses, webinars, workshops, mentoring programmes, job rotations and collaborative projects. Our aim is to ensure that these learning opportunities are easily accessible, engaging, and relevant to our employees' roles and career paths.

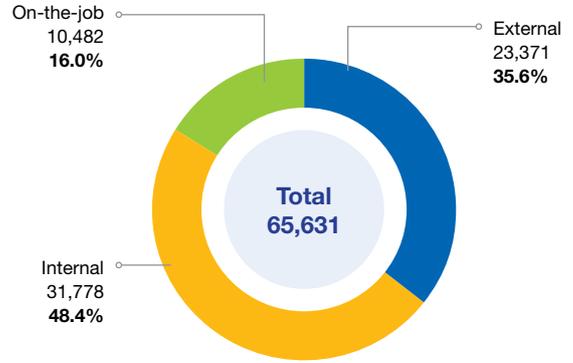
In FY2023, a total of RM1.3 million was spent on training programmes as part of our investment in employee growth. Our employees collectively dedicated over 65,600 hours to learning and development activities, underscoring their commitment to personal and professional development.

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IJM Group Learning and Development Spending by Division in FY2023 (RM)



IJM Group Training Hours by Type in FY2023



Cultivate Continuous Learning Culture in Sustainability Topics

We acknowledge the significance of sustainability knowledge and its integration into our corporate practices. As a member of the United Nations Global Compact Network Malaysia & Brunei (UNGCMYB), we utilised the UNGC Academy Learning Platform to provide our employees from various departments with the opportunity to learn about essential sustainability topics.

We introduced several modules such as *The Net-zero Standard* and *SDG Integration - SDG Leadership* to assess our employees' understanding of these topics. Over 400 employees completed the learning modules and

obtained insights from industry experts and corporate leaders on sustainability strategies that are aligned with our Company's goals.

Our objective is to equip more employees with the necessary knowledge and practical insights to address pertinent sustainability issues, empowering them to make meaningful contributions to sustainability efforts and drive positive change within IJM and the wider community.

Enhancing Leadership Skillsets

We conducted comprehensive evaluations of the Group's workforce skillsets and competencies to ensure their alignment with the Group's strategic objectives. Through this assessment, skill gaps were identified,

and comprehensive learning and development plans were drawn up. These plans are designed to address identified gaps and train our employees with the necessary skills and competencies needed to excel in their role and contribute towards our Group's strategic goals.

In addition, our Individual Development Plan ("IDP") aims to bring clarity to an individual's career aspirations and identify the crucial areas of development necessary to achieve their professional objectives. The IDP encompasses an individual's career goals, identifies opportunities for advancement, and the specific areas of development that will enable them to make progressive strides toward their desired career path.

Talent and learning pathways

LEAD	<ul style="list-style-type: none"> LEAD programme identifies potential future leaders for IJM The programme employs a blended learning approach to develop well-rounded leaders Focus areas include self-discovery, presentation skills, business acumen, and team leadership
Managerial Curriculum	<ul style="list-style-type: none"> The Managerial Curriculum is specifically designed to develop and strengthen the competencies of people managers in IJM It focuses on building strong managerial skills and capabilities at every managerial level, to effectively lead and manage teams The curriculum aims to empower managers with the necessary tools and knowledge to drive desired results, build effective teams and efficiently navigate their managerial responsibilities
Young Talent Programme ("YTP")	<ul style="list-style-type: none"> YTP offers comprehensive exposure to IJM businesses It encompasses technical, operational, and strategic aspects of IJM businesses, equipping participants with a holistic understanding of the respective industry Currently, 13 young talents are actively participating and benefiting from the programme
Graduate Associate Programme ("GAP")	<ul style="list-style-type: none"> GAP is designed to provide an opportunity for scholarship recipients to gain familiarity with key functions in IJM GAP participants undergo rotations in departments such as Tender and Contracts, Engineering, Accounts and Finance, Health, Safety and Environment, Quality Assurance and Quality Control, and BIM, ensuring they gain diverse and comprehensive exposure By experiencing different roles and departments, GAP participants develop a well-rounded understanding of IJM's operations, fostering their growth and preparing them for future roles in IJM

Providing a Conducive Workplace

We aspire to create a positive and inspiring work environment that attracts and retains top talent, fosters innovation and collaboration, promotes employee well-being, and ultimately drives business growth.

Invigorating the Workplace Environment

Wisma IJM will be undergoing major renovation to become a dynamic modern-day workplace that is conducive for nurturing collaboration, diversity and inclusion, better interpersonal connections and communication.

Employee Well-being

In FY2023, we improved the coverage and limits of our medical checks and claims, to include additional services like chiropractic and traditional complementary medicine. We also removed the limit for dental and optical expenses, allowing employees to better manage their wellness priorities. Additionally, we separated the medical and hospitalisation leave to comply with national employment regulations. These initiatives reflect IJM's dedication to supporting employee wellness, and creating a caring and productive work environment.

Employee compensation and benefits

TYPES OF LEAVE	
Annual Leave, Blocked Leave, Marriage Leave, Parental Leave, Family Care Leave, Bereavement Leave, Sick or Hospitalisation Leave, Prolonged Illness Leave, Study and Examination Leave, Compassionate Leave and Replacement Leave	
EMPLOYEE WELLNESS	WORK ARRANGEMENT
Outpatient Medical Coverage, Annual Medical Check-up, Dental and Optical	Flexi Working Hours, Flexi Lunch Hours (based at office), Two Saturdays Off (Based on-site), Overtime and Flexible Work Arrangement
ALLOWANCES AND SUBSIDIES	INSURANCE COVERAGE
Business Travel Reimbursements and Business Claims	Hospitalisation and Surgical Insurance, Group Term Assurance, Group Personal Accident
OTHERS	
Car Park Facility, Retirement Benefits, Long Service Award, IJM Scholarship Award, IJM Academic Excellence Award	

Partnership with Big Pharmacy

The Human Resource Department initiated a partnership event with Big Pharmacy in October 2022. This collaboration allows employees to purchase medicines and supplements at discounted rates from all Big Pharmacy outlets. Furthermore, employees have the opportunity to engage in virtual consultations with certified medical practitioners for common or minor illnesses.

The Big Pharmacy Roadshow, attended by over 503 employees across various IJM locations in Malaysia, featured sales booths

offering special discounts, free basic health screening with blood pressure, glucose level, and cholesterol level checks. Additionally, the event included a series of virtual talks hosted by doctors and health experts, covering various health topics.



The Big Pharmacy roadshow drew over 500 employees

UPHOLDING HUMAN RIGHTS

[GRI 406-1, GRI 412-2]

“No one shall be subjected to torture or to cruel, inhumane, or degrading treatment or punishment and everyone has the right to recognition everywhere as a person before the law.”

Universal Declaration on Human Rights UN, 1948

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 comply with all applicable labour laws, including working hours and overtime, in the jurisdictions where we operate. We have also integrated all other provisions of the amended Employment Act 1955 into our employee schemes and conditions to ensure conformity with the gazetted Minimum Wages Order 2022, which came into effect on 1 September 2022.

We conducted briefings that not only covered the legal aspects but also emphasised the significance of human and labour rights to promote awareness and understanding of these changes. During these sessions, we reaffirmed IJM's commitment to addressing issues such as sexual harassment, forced labour, and discrimination.

Additionally, we educated our employees on the appropriate channels to report any misconduct or violations, whether by approaching their superiors, contacting the Human Resources Department, or utilising our Whistle-blowing Policy. By fostering a culture of open communication and accountability, we aim to ensure a safe and inclusive workplace for all.

In FY2023, there were zero incidents of human rights violations and zero labour standards non-compliance at IJM.

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WORKPLACE HEALTH AND SAFETY

Health and Safety On-site

[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]

IJM places significant importance on health and safety standards and has successfully retained the ISO45001 and 14001 certifications, which are internationally and locally recognised for Occupational Safety and Health and Environmental Management System.

In FY2023, all 23 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 were audited and verified by Standard and Industrial Research Institute of Malaysia (SIRIM). The Construction Division achieved zero non-conformity in the independent audit conducted by SIRIM.

IJM Group Health and Safety Best Practices

Fall protection

IJM maintains a high standard of fall prevention. We implement the screen or fencing protection system in most of our high-rise projects. The fencing system remains as a standard for edge protection at all project sites. When constraints prevent the implementation of this system, fully secured galvanised iron pipe protection is implemented.



Fencing protection system ensures worker safety

Mobile elevated working platform ("MEWP")

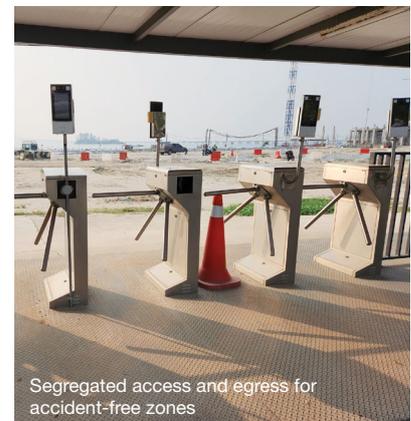
IJM utilises MEWPs at factories, warehouses and high-rise projects, to make it safer to work from height. We ensure full compliance with MEWP's standard operating procedures, to reduce the risk of falls.



Use of MEWPs at high-rise projects ensures fall risk reduction

Access and Egress

IJM implements segregated access and egress for machineries and pedestrians to reduce risks accidents and injuries. Our ERA Phase 2 project site has mechanical roller shutter gates for access. The Light City, Penang and other project sites have designated machinery access. The biometric access system has also been maintained at all project sites.



Segregated access and egress for accident-free zones

The Group has a comprehensive Occupational Safety and Health Policy that has been approved by the Group Managing Director and CEO. HSE Committees are present in all Divisions and locations to oversee health, safety, and environmental matters. Moreover, joint management-worker health and safety committees at project sites ensure the active involvement of employees from all levels in discussing and addressing Occupational Safety and Health ("OSH") issues with the management.

The Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") process undergoes regular evaluation to ensure its applicability in the workplaces where accidents could potentially occur. We implement measures to minimise health risks associated with the handling of hazardous chemicals across our work sites.

The Construction, Industry, and Port Divisions comply with the OSH Use and Standard of Exposure of Chemicals Hazardous to Health Regulation 2000 by conducting Chemical Health Risk Assessments (“CHRA”) for both on-going and new project sites, quarries, and port facilities.

The Organisational Context, Risk and Opportunities process was carried out extensively for all existing projects and new potential projects, to facilitate our Construction Division to plan actions necessary for ensuring full compliance and a high level of performance at project sites.

All IJM projects are registered with the Construction Industry Development Board (CIDB) for the SHASSIC audit programme to be carried out at our project sites. Governed by CIDB, SHASSIC is an audit programme applicable for all sites, with a target achievement of 5-star rating from 80% of our project sites audited in the financial year. In FY2023, TRX Residence achieved a 5-star rating in the SHASSIC assessment.

Health and safety hazards, environmental risks and operational risks and opportunities were managed throughout the life cycle of the project, with higher emphasis during design and pre-construction stage. This enables the Company to keep risk levels to as low as reasonably practicable and reduce the potential of accidents and pollution from our operations.

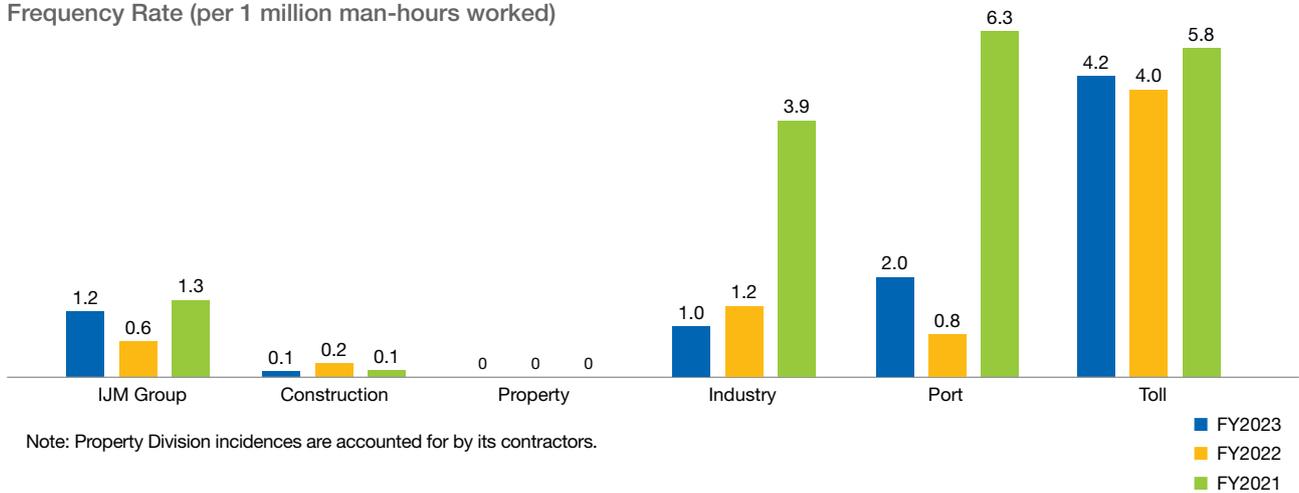
In October 2022, the Toll Division established the Occupational Safety and Health Management System (“OSHMS”), in their pursuit for ISO14001:2018 certification.

Various training programmes were conducted on creating safety awareness and implementing the HIRARC procedure, apart from equipping employees with skills and expertise through the ISO 45001 internal auditor training, to promote a safe working environment.

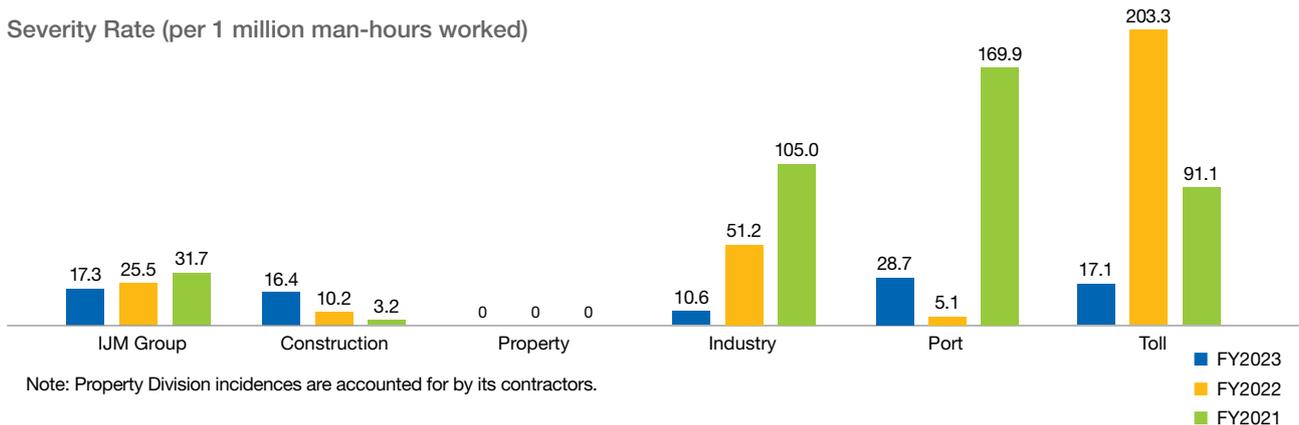
Preventing Workplace Accidents

In FY2023, the Group recorded a Lost Time Injury (“LTI”) frequency rate of 1.2; 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 17.3.

Frequency Rate (per 1 million man-hours worked)



Severity Rate (per 1 million man-hours worked)



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The Group strives for zero accidents by implementing safety and health monitoring as well as taking necessary corrective measures. Zero fatality and zero accident objectives are essential performance indicators incorporated into the incentive programmes for all project directors.

In FY2023, there was one fatality case reported under the Construction Division. A worker was hit by a falling steel pipe, weighing 180kg, while operating a scissors lift. Corrective action plans to prevent such recurrences were undertaken based on the root causes identified through the accident investigation process. IJM also executed a safety stand down following the incident to reflect, reassess and restrengthen the operational implementation and control to avoid any accidents of similar nature in the future.

Subsequently, we conducted a management workshop to determine the necessary improvements for the HSE system and operational practices within the Company. As a result, the division decided to establish and execute the HSE Improvement Plan. This plan encompasses various aspects, including human resources, system processes, and performance, with the aim of raising the overall standards within the Company. By implementing this plan, IJM seeks to elevate the minimum operational practices and enhance various processes, such as adopting Safe Work Method Statements to improve risk management procedures throughout the organisation.

In June 2022, an accident occurred in the Industry Division. During a preliminary inspection on a rooftop prior to solar panel installation, a sub-contractor project engineer unhooked his safety harness to traverse the jack roof. He stepped on a transparent roof sheet, resulting in a fatal fall to the

ground. Immediate actions were taken and a thorough investigation was initiated to determine the root causes and identify necessary preventive measures to prevent similar incidents in the future.

In July 2022, the Construction Division conducted the Occupational Safety and Health Week 2022 to raise awareness of workplace safety and health practices through various activities. These included training sessions, workshops, and interactive exhibitions. During the week, employees were updated with the latest developments in safety practices, best practices and first-hand experiences.

Site consultations and internal audits are employed to monitor, enforce and improve HSE requirements. In FY2023, the Construction Division conducted 36 HSE Consultation programme and 11 internal audits, resulting in corrective actions and observations for continuous improvement.

In August 2022, the Port Division announced the official opening of Berth 1 and Berth 2, following extensive refurbishment and renewal efforts after more than 40 years of operation. Both berths have been upgraded and modernised to meet the latest safety and operational standards, ensuring a high level of safety for workers handling vessels and cargo. Working in collaboration with FGV Holdings, the Port Division invested over RM12 million to enhance safety measures for workers, which included the upgrading the berth structure, installing state-of-the-art equipment, and implementing stringent safety protocols.



Enhancing worker safety: Port Division unveiled upgraded Berth 1 and Berth 2

Safety training and awareness programmes

The Construction Division organised several talks with speakers from the Department of Occupational Safety and Health (“DOSH”) to promote HSE as a priority and reinforce IJM’s ambition for zero fatality. Health and safety training are crucial component to improve the competency of all parties at operational sites, including our sub-contractors. The Construction Division conducted health and safety training at the IJM Headquarters and at project sites, both in-person and virtually. The topics included trade-specific HSE requirements, working at height, waste management, chemical management, scheduled waste management, and training on various plant and machinery handling.

Fire drill for safety and preparedness

The Port Division organised a fire drill exercise that commenced with a simulated protest enacted by vessel crews, leading to a simulated fire outbreak on the vessel. During the simulation, the prompt and efficient rescue operation emphasised the Port’s commitment to safety and swift response. The exercise also showcased the Division’s preparedness in handling complex situations effectively. The fire drill was observed by related authorities such as the Assistant Director of Kuantan Port Fire and Rescue Department, the Chief of Gebeng Police Station, and the Senior Fire Officer of Gebeng Fire and Rescue Station.



Ensuring safety first: Port Division’s simulated fire outbreak-response

Integrated road safety and ops campaign

The launch of Toll Division’s Integrated Road Safety and Ops Campaign coincided with Chinese New Year 2023 State Level Sembilan, held at Sentul Tol Plaza, LEKAS Highway. The campaign commenced with the flag-off of departmental vehicles from public

agencies such as the Road Transport Department of Negeri Sembilan State, Malaysia Fire and Rescue Department, Malaysia Royal Police, Malaysia Civil Defence Department and the Toll Division.

The flag-off ceremony was officiated by YB Choo Ken Hwa, Chairman of the Negeri Sembilan State Road Safety

Council, who took the opportunity to distribute campaign materials to road users passing through the Sentul Tol Plaza on the LEKAS Highway. This integrated campaign serves as a crucial initiative to promote road safety awareness and enhance operational efficiency during the festive season.