

Social: Empowering Our People and Communities

Operating across diverse businesses, our ability to deliver sustainable outcomes is also intrinsically linked to the wellbeing of our workforce, the resilience of our supply chain and the trust we build within the communities we serve.



Social: Empowering Our People and Communities

Delivering long-term sustainable value requires us to uphold responsible and ethical business practices that support employee wellbeing and development, prioritise occupational safety and health, protect human rights, strengthen community resilience and foster inclusive socioeconomic growth across the areas in which we operate.

OVERVIEW OF SOCIAL SUSTAINABILITY APPROACH

Defining Social Sustainability at IJM

In FY2026, we continued to strengthen our commitment to social sustainability as a core pillar of long-term value creation. To ensure that our efforts align with our strategic objectives, our approach includes clear policies and procedures, frameworks, initiatives and regular assessments.

The Group's social priorities are anchored on four material topics, Employee Engagement and Development, Health and Safety, Human Rights and Community Investment.

We are further guided by internationally recognised frameworks and standards, including the principles of the International Labour Organisation (ILO), the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the Business for Societal Impact (B4SI) Framework.

Social Topics	Policies
Employee Engagement and Development	Diversity and Inclusion Policy Board Diversity Policy
Health and Safety	Occupational Safety and Health Policy
Human Rights	Human Rights Policy Code of Conduct and Ethics for Employees Code of Business Conduct for Third Parties Whistleblowing Policy Privacy Policy
Community Investment	Community Investment Policy

Our Social Performance

As social expectations and regulatory landscapes continue to evolve, IJM remains committed to embedding social sustainability considerations into decision-making processes across the Group. Throughout FY2026, the Group remained focused on achieving our social efforts.

Social Topics	Performance Indicator	FY2026	FY2025	FY2024
Employee Engagement and Development	Group employee turnover rate (%)	12.7	15.0	12.3
	Minimum training hours	16	16	16
Health and Safety	Fatalities across the Group for employees and subcontractors	1	Zero	2
Human Rights	Confirmed incidents on human rights violation	Zero	Zero	Zero
Community Investment*	Contribute 1% of profit after tax and minority interests (PATMI) (%)	92.6	1.0	0.7

*Data covers Malaysia operations.

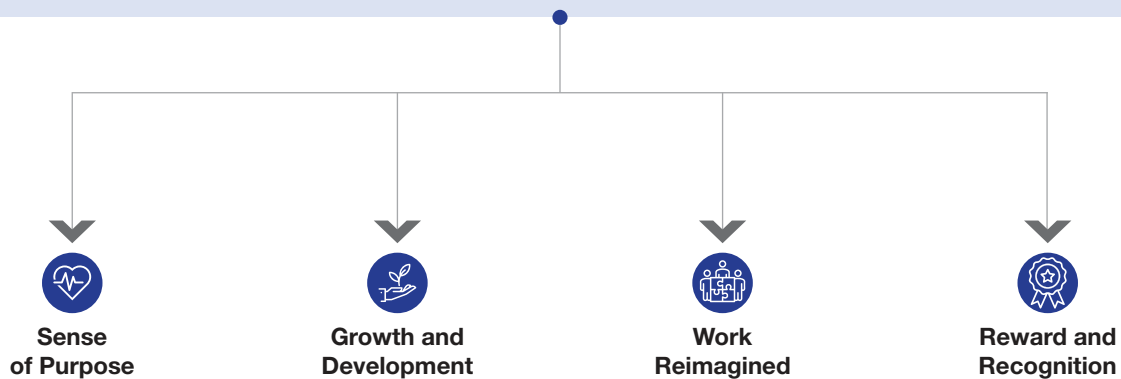
EMPLOYEE ENGAGEMENT AND DEVELOPMENT

People are the foundation of IJM's long-term value creation. Underpinned by the Group's Employer Value Proposition of "Empowering Talent, Expanding Possibilities", our People Strategy connects every employee to a sense of purpose that extends beyond their individual role, supported by structured pathways for

career growth, a reimagined approach to how and where work gets done and a recognition framework that values contribution at every level.

Together, these pillars reflect a people-centred philosophy in which trust, opportunity and support are the conditions through which individuals thrive and through which IJM builds a workforce that is engaged, resilient and future-ready.

Our pulse as an employer is anchored in four pillars: purposeful work, enabled growth, a co-created work experience and meaningful recognition. Together, these pillars form the heartbeat of our culture, empowering our people and fueling performance, innovation and long-term success.



Prestigious Employer Branding Awards

The Industry Division received five HR Asia and two Malaysian Institute of Human Resource Management (MIHRM) awards in FY2026, including *Best Companies to Work for in Asia*, *Most Caring Company*, *DEI Award*, *Sustainable Workplace Award* and the *Tech Empowerment Award*. Toll Division's BESRAYA highway was recognised as *Employer of Choice* at the 25th Malaysia-International HR Awards.



Team Building

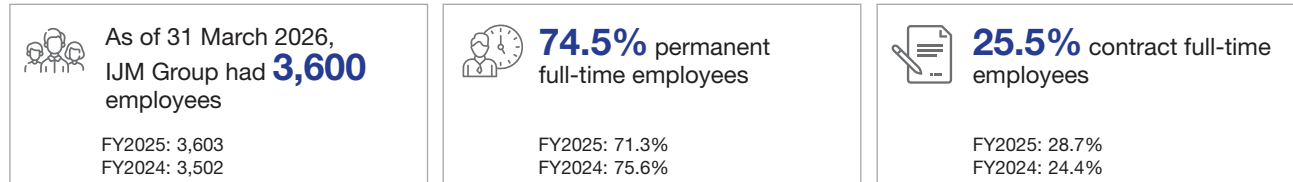
Team building programmes provide employees the experiences to develop collaborative skills and strengthen interpersonal bonds. The Property Division's MOJO 2.0 regional team building programme at various locations across the regions, attended by over 170 employees, shows the social capital investment in our workforce.

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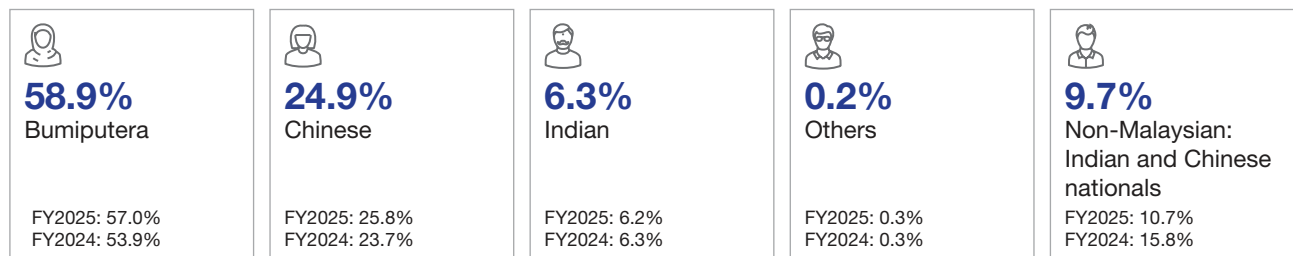
Workforce Profile and Composition

With a geographically and operationally diverse workforce across Divisions and subsidiaries in Malaysia and India, the Group's human capital base spans professional, technical, operational and administrative functions, reflecting the multi-disciplinary nature of an integrated business model.

Our workforce composition includes employees at all levels of seniority, from junior executives and site personnel to middle management, senior leadership and the Group's C-suite. The Group's operations also include a significant proportion of skilled and semi-skilled workers engaged in construction and industrial manufacturing activities.



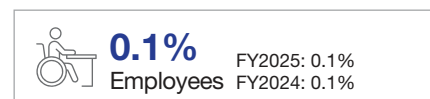
IJM Group Workforce by Ethnicity



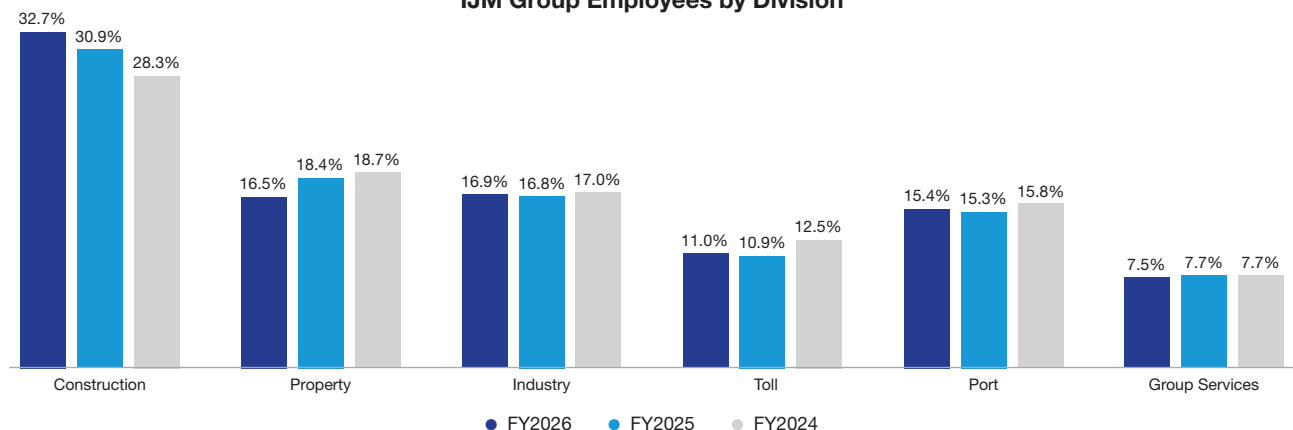
IJM Employees by Gender



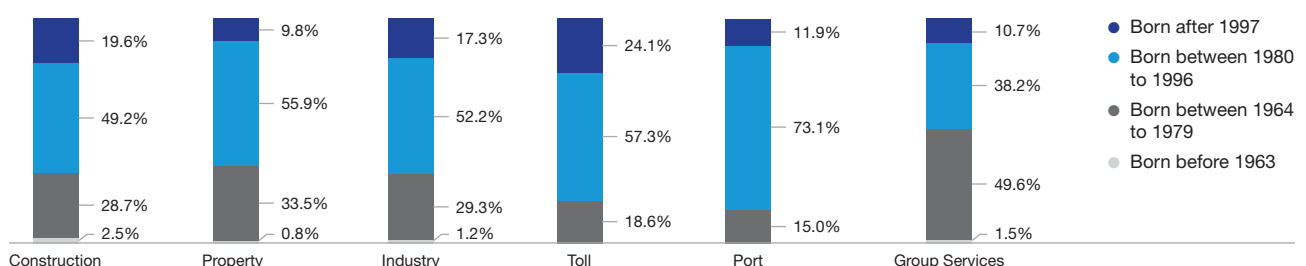
IJM Employees with Disability



IJM Group Employees by Division



IJM Group Employees by Generation as at 31 March 2026



A selection of initiatives that shaped the IJM employee experience in FY2026:



Employees at a Group-wide engagement booth exploring the newly launched Workvivo platform

Digital Engagement

Workvivo was launched in August 2025 as IJM's central employee communications platform with engagement booths across the Group, onboarding employees at every level onto the Group's new digital engagement platform. The platform consolidates company news, divisional updates, collaborative spaces and resource libraries into a single accessible environment available via desktop and mobile.



Chinese New Year celebration at Wisma IJM with Dato' Lee Chun Fai, GCEO & MD

Festive Celebrations

The festive celebrations held across the Group brought employees across ethnic and religious communities together for shared cultural experiences, including *yee sang* tossing, *iftar* gatherings and festive performances.



The Port Division celebrates team engagement and family unity at Family Day 2025

Culture and Community

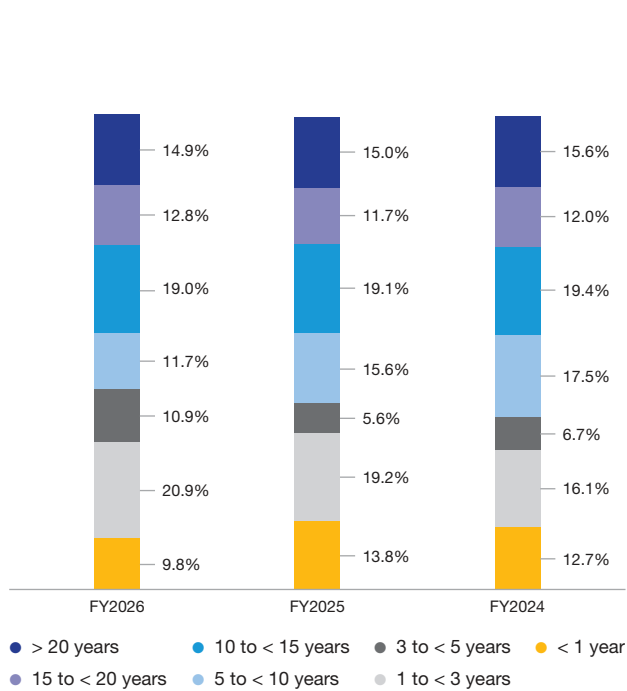
The Port Division's Family Day 2025 at Swiss Garden Beach Resort united approximately 800 employees and their families across four sports houses. The inaugural *Challenge Trophy* was introduced, reflecting the Division's commitment to competitive team engagement that extends beyond the workplace.

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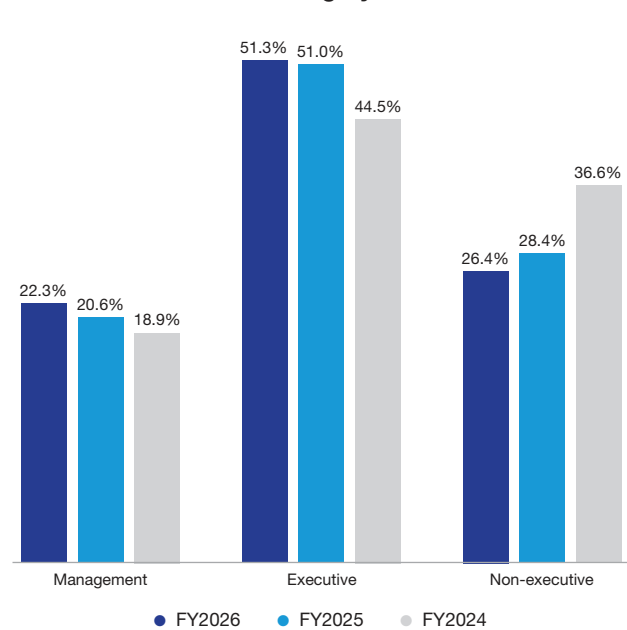
Talent Attraction, Retention and Succession Planning

The Group adopts an integrated talent strategy that combines employer branding, graduate talent pipeline development, structured career pathways and performance-based recognition to build a sustainable talent pipeline, enhance employee development and support long-term organisational capability.

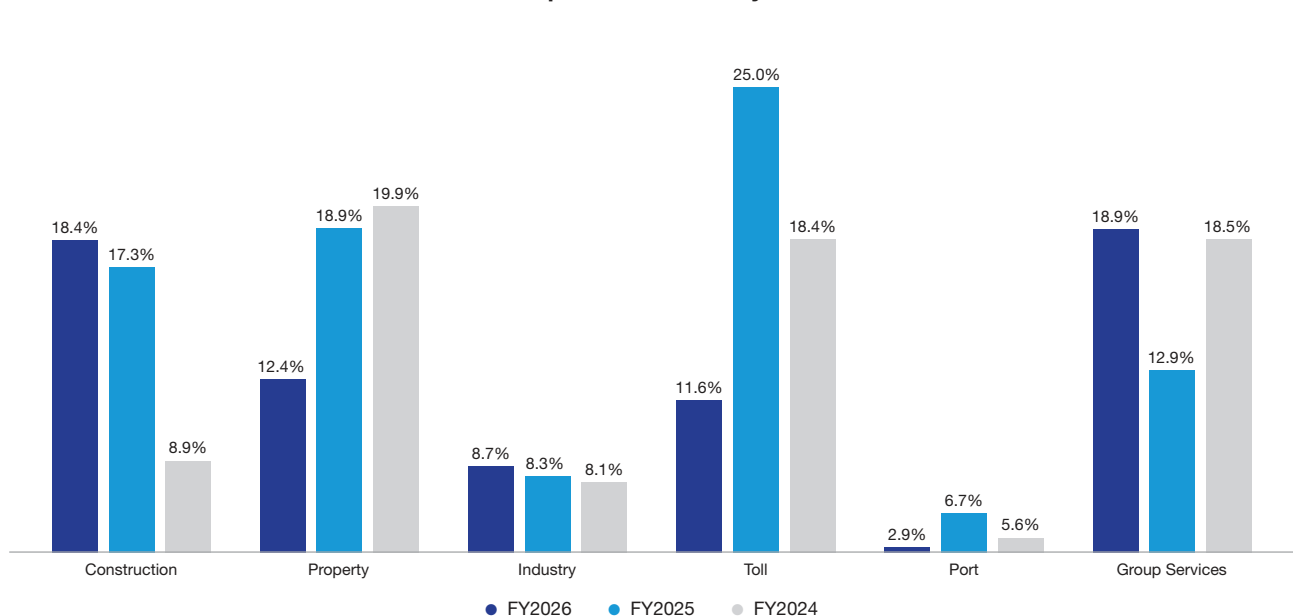
IJM Group Workforce by Length of Service



IJM Group New Employee Hires by Employment Category



IJM Group Turnover Rate by Division



Our compensation and benefits framework is designed to support employees at every stage of their employment. Covering both permanent and contract employees, these benefits focus on key areas that contribute to a better quality of life.



Compensation and Benefits

- Performance-based bonuses
- Group term life and personal accident coverage
- Parental leave allocation that exceeds the minimum legislation requirement
- Additional employer contribution to the Employees Provident Fund
- Staff purchase discount for IJM residential properties
- Outpatient and inpatient medical coverage
- Annual leave allocation that exceeds the minimum legislation requirement
- Annual leave, blocked leave, marriage leave, parental leave, family care leave, bereavement leave, medical leave, hospitalisation leave, prolonged illness leave, study and examination leave and compassionate leave
- Medical health screening, medical vaccination, dental and optical, Traditional Chinese Medicine (TCM), chiropractic and mental health treatments
- Flexible working hours, flexible lunch hours (based at office), two Saturdays off (for on-site employees) and overtime
- Business travel reimbursements and business-related claims
- Car park facility, retirement benefits, long service award and IJM academic excellence award



Undergraduate interns immersed in professional development opportunities across our diverse business operations

Graduate and Early Career Pipeline

Consistent investment in early-career engagement programmes, such as the internship programme, is designed to bridge academic knowledge with practical, on-site exposure, placing young talents across Divisions for hands-on technical and professional development.



Recognising multi-decade contributions from dedicated employees at the Long Service Award, held during the Annual Dinner 2025

Employee Recognition and Retention

The Group's *Long Service Award* institutionalises the recognition of multi-decade employee contributions, building a culture of pride and continuity across the organisation while the IJM Academic Excellence Award recognises outstanding results achieved by employees' children across SPM, STPM and A-Level examinations, extending the Group's commitment to investing in the broader success of our employees' families.

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Employee Engagement and Feedback Mechanisms

The Group recognises that sustained engagement requires consistent investment in feedback mechanisms, inclusive leadership behaviours and forums that give employees visibility of and a voice in the organisation's direction.

IJM's multi-channel employee engagement framework is designed to ensure that communication flows both top-down and bottom-up across the organisation. Insights derived from these channels informed targeted interventions aimed at improving workplace satisfaction, retention and productivity.



FY2026's SMF convened 455 managers and senior leaders from across the Group under the theme "Next Level Growth, New Frontiers"

Senior Management Forum

The annual Senior Management Forum ("SMF") serves as the Group's primary platform for strategic alignment, providing leaders from all Divisions and operations with an opportunity to align on organisational transformation and encourage talent through active participation, dialogue and visibility across Divisions.



Property Division ensuring project-level updates and quality benchmarks match Group-level strategic direction

Regional Alignment Forums

The Property Division's Regional Alignment Forum series addresses company-wide strategic direction, project-level updates, quality and operational excellence priorities and sustainability roadmap progress, ensuring that leaders and managers at all levels of the Divisions understand and are aligned with Group-level priorities.



Port Division's senior management engaging with employees at their annual townhall

Townhalls and Open Dialogue Forums

The two-way nature of these internal sessions include the sharing of strategic updates by management, question and answer segments and post-session feedback reviews by junior and senior employees alike.



The Industry Division's Coffee Session, conducted across factories in Malaysia, including Klang, Kapar, Nilai, Senai, Ulu Choh and the headquarters, Wisma Annexe

Diversity, Equity and Inclusion

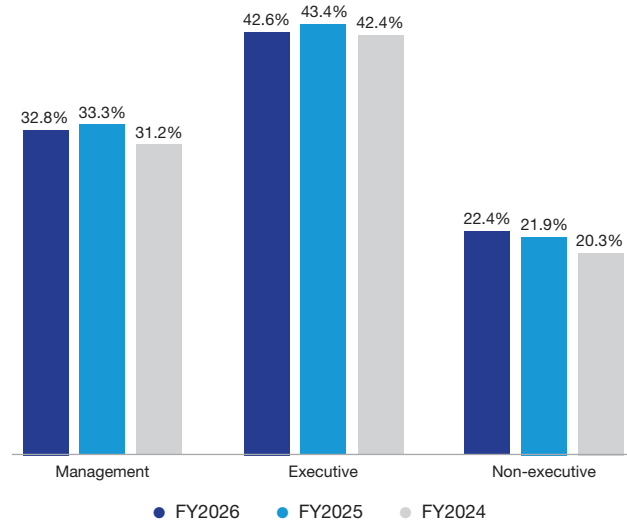
The Group recognises that an inclusive workplace, one that values diverse perspectives, ensures equitable access to opportunity and creates a sense of belonging for all employees, is both a social responsibility and a source of competitive advantage.

Women at Work

In FY2026, women made up 33.6% of our workforce where 32.8% of our management positions were held by women, ensuring diverse voices are part of our decision-making processes, while inspiring other women to pursue advancement opportunities within the Group.

We had four women Directors representing 36.4% of the Board composition, meeting the 30% women Director threshold recommended by the Malaysian Code on Corporate Governance (MCCG). Further details of our Board Diversity are covered under the Corporate Governance Overview Statement of this Annual Report on page 108.

IJM Group Women Representation by Employment Category



Diversity Recognition

The Industry Division won the *Diversity, Equity and Inclusion Award* and *Sustainable Workplace Award* from HR Asia and *Diversity in Employment Award* from MIHRM. Ts. Hajah Wan Salwani Wan Yusoff, CEO of the Toll Division, received the HR Champion Award at the 25th Malaysia-International HR Awards, recognising her role in building a purpose-driven, people-centred workplace.



International Women's Day 2026

In conjunction with International Women's Day 2026, we launched curated learning sessions and organised gift-giving in recognition and acknowledgement of the impact that women employees make across operational and functions of the Group.

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Learning and Leadership Development

Employee development initiatives at IJM addresses both current operational needs and future industry demands. The Group adopts a layered approach to learning and development, combining classroom learning, experiential on-the-job development and applied project-based challenges to ensure that development is both theoretically grounded and practically relevant.

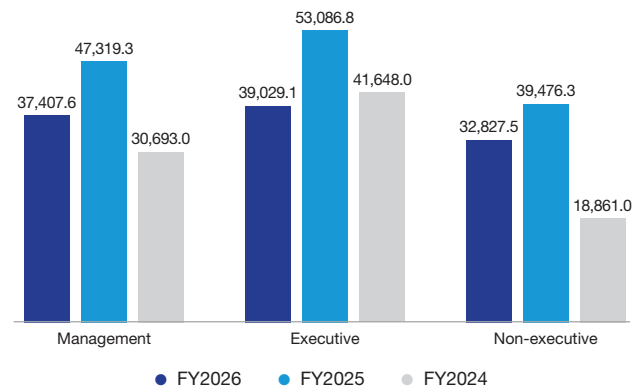
Employees are required to complete a minimum of 16 learning hours in a year. In FY2026, we invested RM2.2 million on our employees' learning and development, clocking more than 109,000 training hours.

Training programmes continued to focus on foundational engineering excellence, project management and compliance, while expanding into digital construction and sustainability. To build modern technical capabilities, we also launched targeted Artificial Intelligence (AI) courses, such as Unlocking AI Potentials, Ethics in the Age of Generative AI, Practical AI Tools for the Modern

Workplace, Leveraging Excel Advanced with Co-Pilot and a two-part series on Office Productivity Using Generative AI.

This phased integration of emerging technology and sustainability modules illustrates our iterative approach to workforce capability development, ensuring our talent evolves alongside industry trends.

IJM Group Training Hours by Employment Category



IJM Group Training Hours by Type



Progressive Development Programmes

The Port Division's Junior Development Programme and Wharf-in-Charge Development Programme builds operational and leadership capability by incorporating project-based learning with final presentations to senior management. The programmes aim to create a pipeline of competent supervisory leaders. In FY2026, the six-month Junior Development Programme concluded the latest cohort of 18 participants.



The LEAD Programme

The two-year LEAD Programme targeted high-potential middle managers across the Group. Designed to transition these talents beyond functional roles into strategic leaders, the programme embedded best practices like cross-functional projects, senior mentorship and escalating scope of responsibilities. As a result, participants created direct organisational value through enhanced governance, digital cost optimisation, new revenue streams and strategic inputs embedded into Divisional plans.

HEALTH, SAFETY AND WELLBEING

Safety Governance and Management Systems

The Group's occupational safety and health (OSH) framework is governed by OSH policies, implemented through ISO 45001:2018 certified management systems. Certification covers all active Construction Division projects, ICP factories within the Industry Division, the Toll Division and the Port Division. Safety and health data are independently audited and verified by SIRIM.

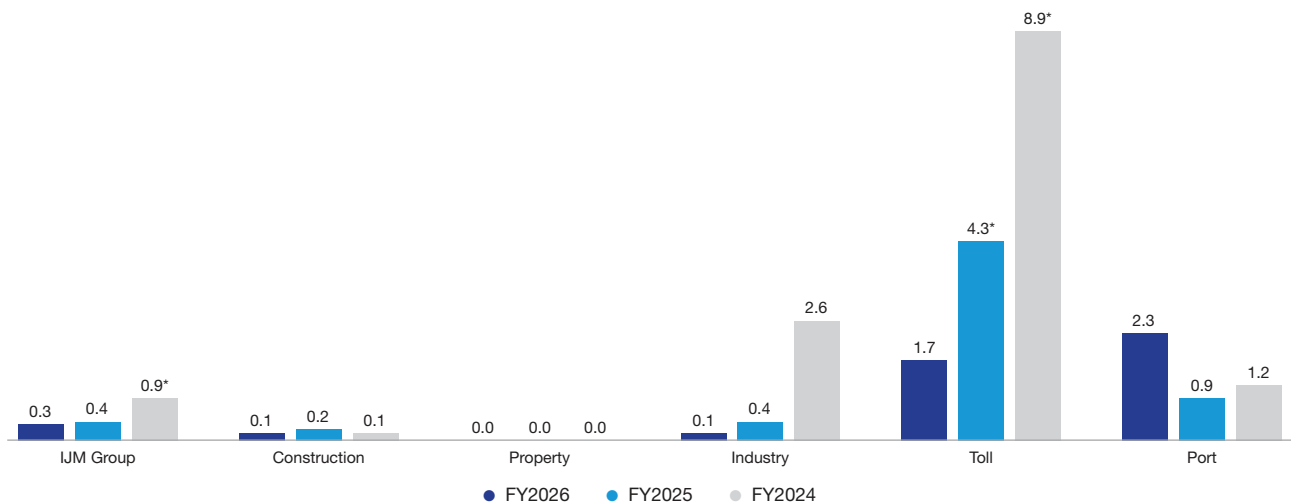
In FY2026, a fatality involving a subcontractor worker took place within the quarry operations during drilling and blasting works. DOSH was notified and this incident was classified under our contractor safety performance indicators.

In response, on-duty personnel will enhance rock face movement monitoring. In addition to awareness and incident preparedness briefings, site-wide siren systems and prominent "Rockfall" hazard signages will also be implemented.

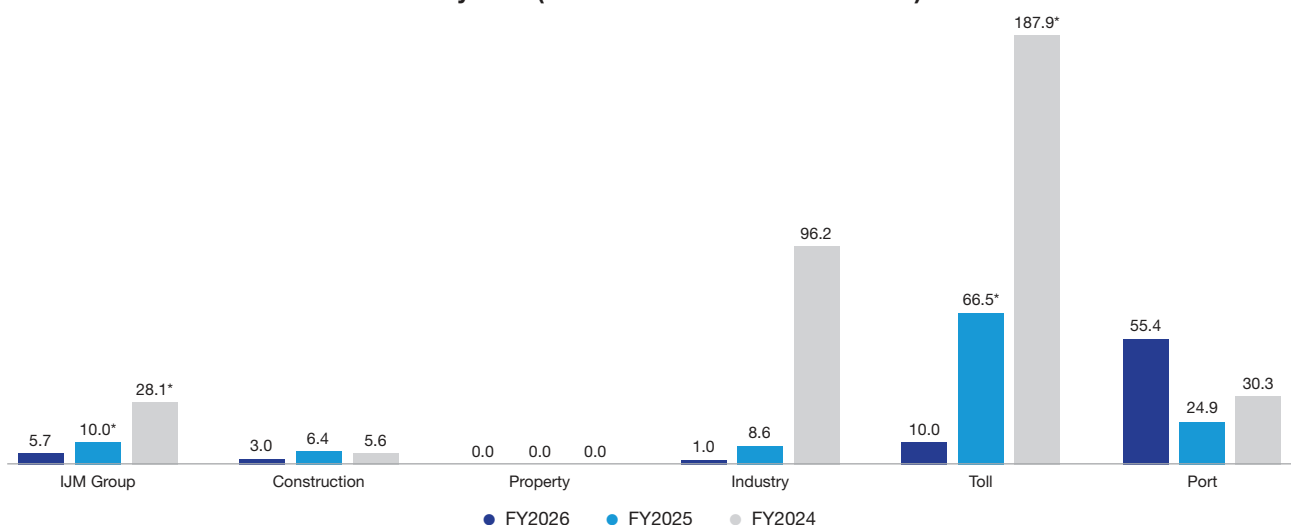
The Group is dedicated to achieving zero accidents through continuous monitoring of safety and health standards and implementing necessary corrective actions.

External recognition and internal awards programmes serve as platforms for benchmarking, knowledge-sharing and reinforcing safety standards across the Group's operations.

Frequency Rate (Per 1 Million Man-Hours Worked)



Severity Rate (Per 1 Million Man-Hours Worked)



Note: Property Division incidences are accounted for by its contractors.

*Data has been restated due to correction of error.

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HSE Excellence Award

The Construction Division received the *HSE Excellence Award Integrated Development Contractor* at the Sime Darby Property Partners Dialogue 2025, recognising the integration of safety and sustainability throughout project planning and execution.



QCLASSIC and SHASSIC Awards

The Property Division received multiple Quality Assessment System in Construction (QCLASSIC) and Safety and Health Assessment in Construction (SHASSIC) awards from Construction Industry Development Board (CIDB) Malaysia across developments in Penang, Johor and Sabah, affirming consistently high standards of construction quality and workplace safety.



Industry Division's HSE Awareness Competition award ceremony

HSE Awareness Competition

The Industry Division's annual HSE Awareness Competition recognised factories, quarries and operational sites for exemplary health, safety and environment (HSE) commitment, serving as a platform for operational knowledge-sharing and continuous improvement across the Division.

HSE Culture – Zero Harm Across Operations

Across all Divisions, the HSE agenda is anchored on the principle that safety is a shared value embedded in daily operations, not a standalone compliance function. Campaigns, engagement activities and capability-building programmes were designed collectively to shift safety from procedural awareness to instinctive behaviour, with visible leadership participation central to this effort.

HSE campaigns across the Group brought together project leadership teams, HSE personnel and employees through leadership addresses, safety sharing sessions and a pledge-signing ceremony.

The Divisions strengthen cross-functional alignment through regular HSE Committee meetings to review regulatory developments, operational risks and continuous improvement measures, including personal protective equipment (PPE) effectiveness, safety engagement practices and ESG data integrity. More than 1,600 employees were trained on health and safety standards in FY2026.

Recognising the critical role of subcontractors within the Group's operational ecosystem, particular emphasis was placed on enhancing contractor and supply chain safety management, including:



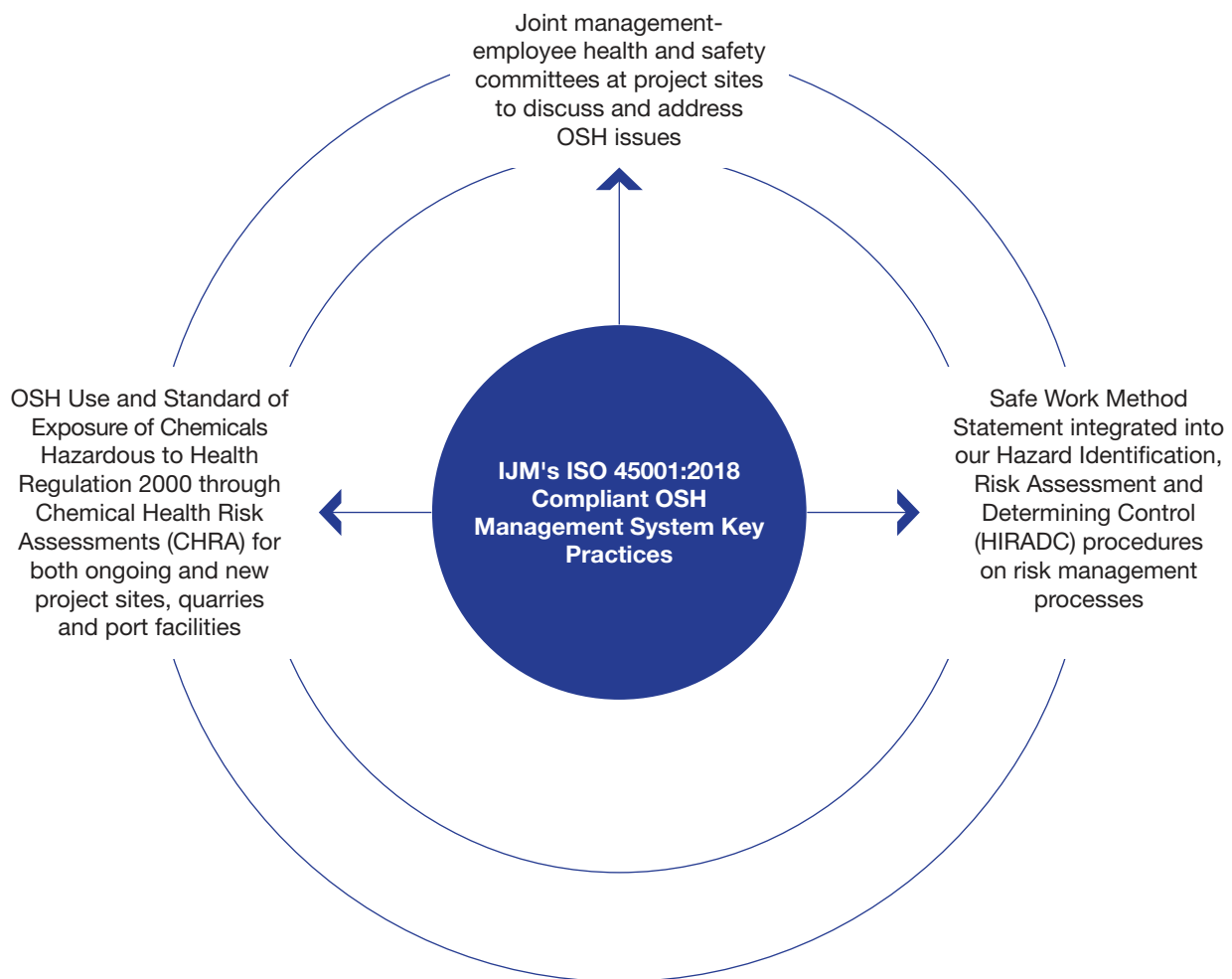
Stricter onboarding requirements



Enhanced supervision



Integration of safety performance into contractor evaluations



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Employee Awareness, Training and Emergency Preparedness

The Group maintained a strong focus on risk identification, incident prevention and continuous improvement, supported by regular audits, training and awareness programmes. Targeted awareness and capability-building programmes were delivered across the Group throughout FY2026, covering emergency response, first aid competency, fire safety and near-miss reporting.



Leadership Site Walks

In FY2026, top management of the Construction Division conducted leadership site walks at project sites, promoting proactive hazard identification, risk mitigation and continuous improvements at the operational level, through direct interaction with project teams.



Quarterly HSE Officers' Meeting

The Industry Division's quarterly HSE Officers' Meeting convened safety leaders from factories, quarries and sites to align on regulatory updates, PPE standards, ESG data accuracy and operational risk mitigation.



Strengthening Workplace Emergency Preparedness

Employees completed Basic Occupational First Aid, cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) training, alongside fire prevention briefings and simulated evacuation exercises.



Driving Emergency Readiness Across Port Operations

The Port Division conducted fire drill simulations, testing multi-department emergency response and rescue procedures. Fire safety awareness sessions were also held for management teams.

Employee Health and Wellbeing

The Group's wellbeing programmes are designed to be accessible across employee segments and are delivered through a combination of programmes and recreational facilities, encompassing physical health, mental wellness and social connectivity.



Empowering our workforce with personalised AI health insights and proactive care at Health and Wellness Day 2025

Health and Wellness Day 2025

The event featured a range of preventative healthcare services, including posture, vitamin and vision screenings, alongside personalised AI health assessments. To promote holistic self-care, interactive wellness talks provided practical strategies for stress management, while experiential features such as a custom therapeutic herbal pouch workshop and a Nintendo Switch e-sports challenge successfully blended health education with social bonding and stress relief.



Employees unwinding and bonding at the dedicated *Santai-Santai* recreational space at IJM Rimbayu

Recreational Facilities and Social Connectivity

Property Division's *Santai-Santai* room at IJM Rimbayu provides employees with a dedicated recreational space offering a range of leisure activities including American pool, darts, PlayStation 5, board games and a private cinema room. The facility, available outside of office hours, supports social bonding, post-work recovery and reduces work-related stress.



Employees taking part in a diverse range of fitness disciplines to boost physical wellbeing

Highway to Fitness

The Toll Division's eight-week Highway to Fitness programme engaged employees in a progressive schedule of fitness activities including Tabata and kickboxing training, CrossFit sessions, aqua workouts and a Hyrox Simulation bootcamp.



Employees attending an interactive health talk focused on mental and physical wellbeing

Mental Health and Physical Wellbeing

Port Division's *Hari Jantung dan Kesihatan Mental Sedunia* programme, organised in conjunction with World Heart Day and World Mental Health Day in collaboration with Poliklinik Ar-Razi and Universiti Sultan Zainal Abidin (UniSZA), addressed both mental and physical health dimensions through informative health talks and interactive sessions.

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HUMAN RIGHTS

Governance and Alignment with International Standards

IJM remains committed to upholding human rights across operations and our supply chain. Our approach to protecting the rights, dignity and wellbeing of all employees and workers across our operations and value chain is anchored by the Group's policies.



ZERO human rights violation reports in FY2026



< 2% employees covered by collective bargaining agreements



ALL operational sites have whistleblowing posters displayed

These policies govern ethical employment practices, responsible working conditions and vendor engagement across all Divisions and the supply chain. Compliance with all applicable labour laws, including the Minimum Wages Order 2024, working hours regulations, overtime provisions and living conditions standards is a baseline requirement across all operations.

The Group's human rights governance model:

Policies	Guiding Frameworks	Operational Scope
- Human Rights Policy - OSH Policy - Diversity and Inclusion Policy - Whistleblowing Policy - Responsible Supply Chain Policy	- UN Global Compact Ten Principles - Universal Declaration of Human Rights - UN Guiding Principles on Business and Human Rights - International Labour Organisation Core Conventions	- All Divisions - Project Sites - Contractors and Vendors - Supply Chain Partners

Our practices are aligned with applicable local labour laws and internationally recognised principles, including the UN Global Compact Ten Principles, the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs) and International Labour Organisation (ILO) Core Conventions, that promotes ethical employment practices, responsible working conditions and respect for fundamental human rights.

Human Rights Due Diligence Approach

We recognise the risk of forced labour across migrant worker populations and multi-tier subcontracting chains and are progressively strengthening our human rights due diligence practices.

Our labour and workers' welfare practices are:

No Forced Labour and No Child Labour

- We implement policies and procedures to prevent discrimination and maintain a zero-tolerance policy for forced and child labour, particularly within our foreign labour workforce
- We allow workers to return to their home countries upon completion of their contracts or earlier upon resignation with reasonable notice and to apply for holiday leave during their tenure
- We strictly prohibit child labour at all workplaces. All workers must hold a valid work permit and a Construction Personnel Registration Card, both of which require age verification

Safe and Conducive Accommodation

- We provide a safe working environment and ensure that workers' accommodations comply with the Workers' Minimum Standards of Housing, Accommodations and Amenities (Amendment) Act 2019 (Act 446)

Fair Compensation and Excessive Working Hours

- We ensure fair compensation for all workers by meeting Malaysia's Minimum Wage Order 2024 requirements and providing equitable pay for overtime hours
- We comply with the statutory requirements on working hours, overtime and rest days under the Employment (Amendment) Act 2022

Collective Bargaining

- 1.8% of our employees are covered by collective bargaining agreements
- Our foreign workers are briefed on company policies, their rights and benefits, and any grievances regarding working conditions or employment terms are addressed through engagement sessions

Grievance Mechanism and Remedy Process

We maintain an accessible and confidential grievance mechanism for employees and external stakeholders, with the Chief Audit Executive responsible for reviewing and escalating reported concerns, and the Audit Committee providing Board-level oversight. The process is designed to ensure that concerns are appropriately received, independently assessed and resolved in a timely, accountable and transparent manner. Whistleblowing posters setting out the submission steps are displayed throughout operational sites.

IJM's grievance management process from anonymous submission to resolution:



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COMMUNITY INVESTMENT AND ENGAGEMENT



OUR COMMITMENT

We commit to allocating 1% of Group's PATMI annually towards Community Investment ("CI"), guided by the Group's CI Policy and CI Framework and Strategy. This approach ensures that community investments are strategically aligned with stakeholder needs, sustainability priorities and long-term socioeconomic development.

	CONTRIBUTION  Invested RM3,008,672 FY2025: RM4,052,279* FY2024: RM1,717,104	BENEFICIARIES  93,678 beneficiaries FY2025: 55,942 FY2024: 32,152
EMPLOYEE VOLUNTEERING  Volunteered 11,966 hours FY2025: 9,784 hours FY2024: 8,321 hours	INITIATIVE MOTIVE 65.3% strategic initiatives FY2025: 73.9% FY2024: 93.8% 34.7% charitable initiatives FY2025: 26.1% FY2024: 6.2%	
	LOCATION • Johor • Kedah • Negeri Sembilan • Pahang • Penang • Perak • Selangor • Terengganu • Sabah • Sarawak • Kuala Lumpur 	
Moving forward, we aim to strengthen our transition towards an impact-driven approach through the adoption of social value and impact measurement methodologies to better quantify long-term value created for communities and society.		
		

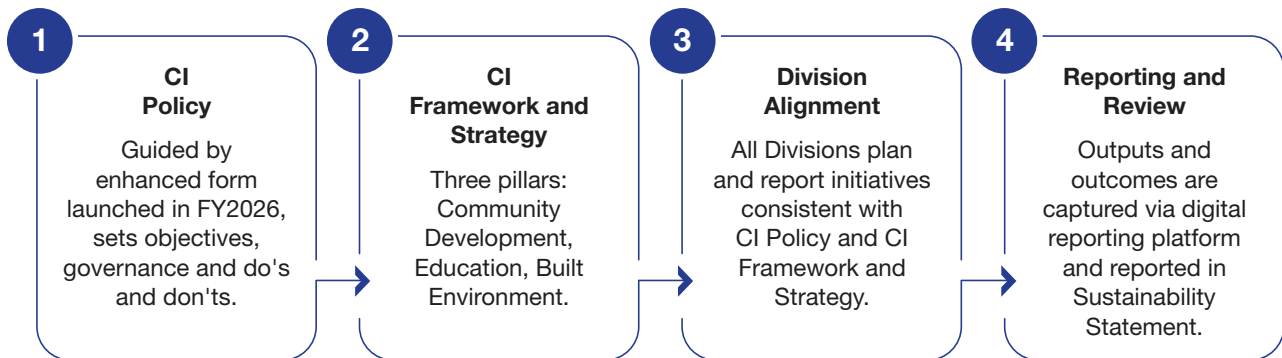
*Data has been restated due to correction of error.

Governance, Strategy and SDG Alignment

Guided by the B4SI Framework, all Divisions plan and report CI initiatives in alignment with IJM's CI policy and CI Framework and Strategy, ensuring that our community contributions are strategic, responsible and measurable rather than ad hoc or reactive.

Initiatives are delivered in partnership with government agencies, academic institutions, non-governmental organisations (NGOs), healthcare providers and corporate peers, significantly amplifying reach and credibility.

Our CI governance model:



Guided by the B4SI input-output-outcome-impact chain, IJM is progressively moving beyond output reporting towards impact measurement.

Our social value measurement framework:

INPUTS	OUTPUTS	OUTCOMES AND IMPACT
- CI spend (RM) - Employee volunteer hours - In-kind contributions - Partner resources - Management time	- Beneficiaries reached - Programmes delivered	- Community health awareness - Coastal biodiversity restored - Youth skills and career readiness - Social cohesion strengthened

Our initiatives can be mapped to the United Nations Sustainable Development Goals and Malaysia's national development priorities, including the 12th Malaysia Plan and the MADANI Economy framework.

The Sekolah Angkat MADANI Programme, where the Group adopted six schools, advances SDG 4 and 10 by directing corporate resources towards closing the urban-rural education gap. The Port Division's biodiversity conservation initiatives including mangrove planting, beach clean-ups and turtle egg protection support SDG 13, 14 and 15. Community health and the MyHome Rehabilitation Programme contributes to SDG 3 and 11.



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Employee Volunteering

Employee volunteering is an integral dimension of IJM's CI execution model. Volunteering serves a dual purpose as it extends the reach and authenticity of IJM's CI initiatives while strengthening employee engagement, team cohesion and sense of organisational purpose.

In FY2026, alongside charitable partners, our volunteering mechanism mobilised more than 1,400 employees in volunteering initiatives spanning food distribution, environmental conservation, community clean-ups, school engagements, home restoration, donation drives and festive community outreach.



Delivering Food Aid

In collaboration with Kechara Soup Kitchen, 56 employee volunteers dedicated 168 hours over five months to distribute essential food aid to 90 B40 families. This initiative reflects IJM's commitment to addressing food insecurity while fostering a strong culture of community care among our workforce.



Community Clean-up Activity

Demonstrating a shared commitment to environmental stewardship, 63 employee volunteers dedicated 126 hours to a *gotong-royong* to maintain a cleaner environment at The Light Waterfront Penang. The initiative blended environmental action with teamwork, fostering a strong sense of community spirit among the participants.



The Driving Force Behind the Race

A dedicated team of 188 employee volunteers formed the backbone of the IJM Allianz Duo Highway Challenge 2025. Contributing their time across race operations, participant support and logistics, their collaborative efforts ensured a seamless and memorable experience for over 13,000 runners while championing community wellbeing.

Community Development



RM1,151,580
contributed



70,593
beneficiaries



6,667
employee volunteering hours

Guided by the belief that the places we build must also be the communities we nurture, our Community Development pillar initiatives focuses on building long-term community resilience, providing disaster relief, improving health and

wellbeing and fostering social inclusion. Investments under this pillar activate the communities around our infrastructure assets and business operations, while reinforcing our identity as a committed, long-term community partner.



Young players showcase teamwork and sportsmanship at the COBRA 10s Mini Tournament

COBRA 10s: Nurturing Future Rugby Talent

We continued our support as the sponsor of the 52nd COBRA 10s International and Mini Tournaments, providing a competitive platform for both local and international athletes. The event advanced grassroots sports development, nurturing future rugby talent while instilling core values of teamwork, discipline and resilience in young athletes.



Aspiring junior players competing across eight age-group categories to earn their spot representing Selangor on the national stage

Investing in Youth Badminton Excellence

IJM sponsored the IJM Selangor Junior Closed 2025 badminton tournament, attracting more than 900 junior participants across eight age-group categories. The tournament served as a talent identification platform, with selected players representing Selangor at National Junior Tournaments in 2026.



Children settling into their seats before the screening of Zootopia 2 at TGV Cinemas

Creating Magical Holiday Memories

IJM brought festive cheer to 45 children from a shelter home in Petaling Jaya through a movie outing and Christmas dinner. Supported by 18 employee volunteers, the initiative created a memorable celebration while fostering care, inclusion and meaningful connections.

Social: Empowering Our People and Communities

Education



RM1,260,029
contributed



6,841
beneficiaries



1,394
employee volunteering hours

Education is the cornerstone of IJM's CI framework. The Group's education investments span scholarships and bursaries, school adoption under the national MADANI programme, vision care for school students, digital

access initiatives, science, technology, engineering and mathematics (STEM) outreach and industry-academia collaboration, operating across IJM's principal regions in Peninsular Malaysia, Sarawak and Sabah.



Students engaged in an interactive anti-bullying awareness workshop at Petaling Jaya to promote a safer, more supportive school environment



Teachers participating in a team-building session to foster teamwork and a positive school environment



SMART interactive boards utilised in a classroom, expanding digital literacy and modernising classroom learning



A mock cheque presentation ceremony, driving infrastructure upgrades and educational enhancements



Students engaged in a PlaySmart Day, in collaboration with Petrosains

The Sekolah Angkat MADANI Programme

Benefiting schools across five states, IJM invested more than RM380,000 to modernise learning environments and bolster school safety. The deployment of SMART interactive boards, projectors, STEM facilities and CCTV networks expanded digital literacy while ensuring a safer school. This transformation was maximised with development programmes, including targeted tuition sessions, anti-bullying awareness, STEM experiential learning and teacher team-building sessions.



Undergraduate teams presenting green engineering solutions during the sustainability and recycling case study competition with ICEUMSC

IJM ICEUMSC Case Study Competition 2026

The Construction Division partnered with the Institution of Civil Engineers Universiti Malaya Student Chapter (ICEUMSC) to host a case study competition focused on sustainability and recycling in construction. The event successfully engaged 24 university teams, challenging future engineers to develop innovative, eco-friendly solutions for the construction sector.



Dato' Lee Chun Fai, GCEO & MD co-teaching business and money management at a Batu Caves primary school

Teach for Malaysia Week with GCEO & MD

As part of Teach for Malaysia Week, Dato' Lee Chun Fai, GCEO & MD co-taught a Year 5 English class at a Batu Caves school. Utilising real-world insights from IJM's business operations, the interactive session introduced young minds to practical financial literacy, leadership concepts and diverse career opportunities within the corporate sector.



Empowering promising undergraduates in engineering, architecture, surveying and IT through the annual IJM Scholarship Award

IJM Scholarship Programme

The IJM Scholarship Award recognised 11 outstanding scholars in FY2026 pursuing degrees in Civil Engineering, Quantity Surveying, Architecture and IT. This cohort joins a legacy of over 380 young Malaysians supported since 1994, many of whom have successfully transitioned into senior leadership roles within the Group.

Social: Empowering Our People and Communities

Built Environment



RM597,063
contributed



16,244
beneficiaries



3,905
employee volunteering hours

Across all Divisions, our environmental community initiatives focused on biodiversity conservation, coastal rehabilitation, waste reduction and improving access to safe public recreational spaces.



MyHome Rehabilitation Programme, Rebuilding Lives

Celebrating 16 years of community impact, the Property Division's MyHome Rehabilitation Programme continued to transform lives by delivering critical structural repairs, electrical upgrades and essential household donations to underprivileged families across Malaysia. These interventions directly restored safety, dignity and long-term wellbeing to households in need.



Operasi Paya Lestari: Mangrove Planting at Sijangkang

In collaboration with Universiti Malaya's Civil Engineering Department, 14 employee volunteers planted 50 mangrove saplings at Taman Rekreasi Paya Bakau. This rehabilitation initiative aimed at combatting shoreline erosion and safeguards coastal biodiversity, while fostering active environmental stewardship among 50 participating student and community beneficiaries.



Kasih Turtle Conservation Project

The Pantai Chendor coastal ecosystem was revitalised through the planting of over 3,000 mangrove trees, the removal of 241.7 kg of beach waste and the release of approximately 100 turtle hatchlings to protect up to 8,000 turtle eggs.

Community Engagement

We are committed to engaging the communities around our projects early, before and during the design stage, conducted through a SIA. As the NPE2 project enters the physical construction phase, we conducted a SIA to integrate residents' and businesses' insights into our planning to minimise impact along the 6.4km corridor, including Pantai Dalam, Jalan Syed Putra and Jalan Istana.

This engagement is intended to continue through construction, with dedicated personnel or traffic management and monitoring teams to handle dust and noise apart from following up on neighbourhood feedback, tracking concerns and resolutions. The surrounding communities are regularly informed as work progresses. By maintaining open lines of communication and transparently addressing local concerns, we aim to build trust and earn the support needed to operate responsibly.



A meeting session with representatives of the Kampung Ulu community to address local concerns



A session with stakeholders to present the progress of the NPE2 project