



## CREATING VALUE FOR OUR STAKEHOLDERS [GRI 2-29]

Our stakeholders are diverse, becoming more sophisticated and have increasing expectations on the way we run our business. We strive to understand their needs and meet their expectations to generate shared value, form lasting relationships and better manage our business risks and opportunities. We continue to engage with our stakeholders in an open and transparent manner.

<p><b>STAKEHOLDERS AND WHY WE ENGAGE THEM</b></p>	<p><b>Shareholders, Investors and Lenders</b></p> <p>Shareholders, investors and lenders provide us with the financial capacity to sustain growth. We work to ensure they have a strong understanding of our strategy, performance and business fundamentals.</p>	<p><b>Clients/Customers</b></p> <p>Focusing on customers' needs is a core value. We engage with our customers to understand their needs and identify opportunities to improve our products and services.</p>	<p><b>Subcontractors and Suppliers</b></p> <p>Our broad range of subcontractors and suppliers support many aspects of our business. We encourage them to adhere to high standards of professionalism and collaborate with us to ensure we can continually improve our operations and deliver mutual benefits.</p>
<p><b>Regulators and Government Authorities</b></p> <p>Regulators and the Government set the legal framework for our business operations. We engage with them to ensure we comply with existing legislations.</p>	<p><b>Media</b></p> <p>The media is our primary channel of communication across a wide variety of key stakeholders. They disseminate information such as our Group's financial performance and provide us with valuable feedback and insights about our business environment.</p>	<p><b>Employees</b></p> <p>We work to create a diverse and inclusive workplace where every employee is encouraged to reach their full potential. This enables us to retain and develop best talents.</p>	<p><b>Local Community, Industry Associations, Academia and NGOs</b></p> <p>We work in partnerships with the local community, industry associations, academia and NGOs to build positive relationships and ensure that we can deliver mutual benefits.</p>



STAKEHOLDER ENGAGEMENT FY2024		
STAKEHOLDER	METHOD AND FREQUENCY OF ENGAGEMENT	KEY TOPICS
<b>Shareholders, Investors and Lenders</b>	<ul style="list-style-type: none"> <li>• Annual general meetings</li> <li>• Annual reports</li> <li>• Bi-annual analyst briefings</li> <li>• Corporate website</li> <li>• Investor conferences</li> <li>• Regular meetings</li> <li>• Scheduled site visits</li> </ul>	<ul style="list-style-type: none"> <li>• Business outlook and strategy</li> <li>• Financial and operational performance</li> <li>• Impact of government policies and regulations</li> <li>• Sustainability practices and commitments</li> <li>• Risk management</li> </ul>
<b>Clients/Customers</b>	<ul style="list-style-type: none"> <li>• Annual customer satisfaction survey</li> <li>• Dedicated customer service teams</li> <li>• Customer satisfaction platforms e.g. phone calls, emails, social media</li> <li>• Events and scheduled site visits</li> </ul>	<ul style="list-style-type: none"> <li>• Product/service quality and support</li> <li>• Customer service and experience</li> <li>• Customer satisfaction and engagement</li> <li>• Project management</li> <li>• Sustainability practices and commitments</li> <li>• Health, safety and environment (“HSE”) practices and compliance</li> <li>• Dissemination of information</li> <li>• Facilities provided</li> </ul>
<b>Subcontractors and Suppliers</b>	<ul style="list-style-type: none"> <li>• Annual subcontractors and vendor HSE performance evaluations</li> <li>• Briefings such as product and technology briefing sessions</li> <li>• Events and training</li> <li>• Tender sessions</li> </ul>	<ul style="list-style-type: none"> <li>• HSE practices and compliance</li> <li>• Legal compliance and contractual commitments</li> <li>• New equipment/technology reliability and performance</li> <li>• Product/service quality and delivery</li> <li>• Workers’ welfare and well-being</li> <li>• Sustainability practices and commitments</li> <li>• Subcontractors/suppliers performance</li> <li>• Management assessment</li> </ul>
<b>Regulators and Government Authorities</b>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Company representations at industrial association initiatives and technical working groups</li> <li>• Compliance, certification exercises and policies</li> <li>• Consultations, briefings and training</li> </ul>	<ul style="list-style-type: none"> <li>• Certifications and awards</li> <li>• Compliance with laws and regulations</li> <li>• Corporate governance</li> <li>• HSE practices and compliance</li> <li>• Sustainability practices and commitment e.g.: Green</li> </ul>



	<ul style="list-style-type: none"> <li>● Initiative working group or technical committee</li> <li>● Periodic site visits, engagements, collaborations and audits</li> <li>● Periodic forums and meetings</li> </ul>	<p>buildings</p> <ul style="list-style-type: none"> <li>● Industry updates and best practices, e.g.: Construction Industry Transformation Programme, visits by officials</li> <li>● Prompt resolution of issues</li> <li>● Highway operations and maintenance</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>● Annual general meetings</li> <li>● Annual reports</li> <li>● Corporate website</li> <li>● Media relations e.g. press releases, emails, phone calls, events and sharing sessions</li> </ul>	<ul style="list-style-type: none"> <li>● Company's financial and non-financial performance</li> <li>● Company's strategy for growth and value creation</li> <li>● Transparency and timely information</li> <li>● Customer inspired thought leadership</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>● Annual performance appraisals</li> <li>● Employees' wellness initiatives</li> <li>● Regional forums, committee meetings and webinars</li> <li>● Social programmes via Kelab Sukan IJM, IJM Toastmasters Club</li> <li>● Training and development, workshops, and knowledge sharing sessions</li> <li>● Workplace and intranet</li> </ul>	<ul style="list-style-type: none"> <li>● Employee engagement and development opportunities</li> <li>● Regular health and safety practices</li> <li>● Sustainability practices and commitments e.g. climate change, human rights and workplace conditions, certifications, anti-bribery and corruption system</li> <li>● Health management</li> <li>● Human capital competency and capabilities</li> <li>● Ownership on HSE</li> <li>● Information sharing by Management</li> <li>● Promoting teamwork</li> </ul>
<b>Local Community, Industry Associations, Academia and Non-Governmental Organisations</b>	<ul style="list-style-type: none"> <li>● Annual reports and social media</li> <li>● Industrial association engagements and community engagements e.g. partnerships, dialogues, seminars and conferences</li> <li>● Committee meetings</li> <li>● Annual general meeting</li> <li>● Community outreach and development programmes</li> <li>● Corporate website and advertisements</li> <li>● Events e.g. outreach programmes</li> </ul>	<ul style="list-style-type: none"> <li>● Community investment programmes and partnerships</li> <li>● Sustainability practices and goals including climate action commitments</li> <li>● Company's branding and reputation</li> <li>● Industry-related issues of concern, developments, research and knowledge sharing</li> <li>● Governance system</li> <li>● Matters pertaining to highway alignment near residential areas</li> </ul>