





WORKPLACE

EMPOWERING OUR PEOPLE

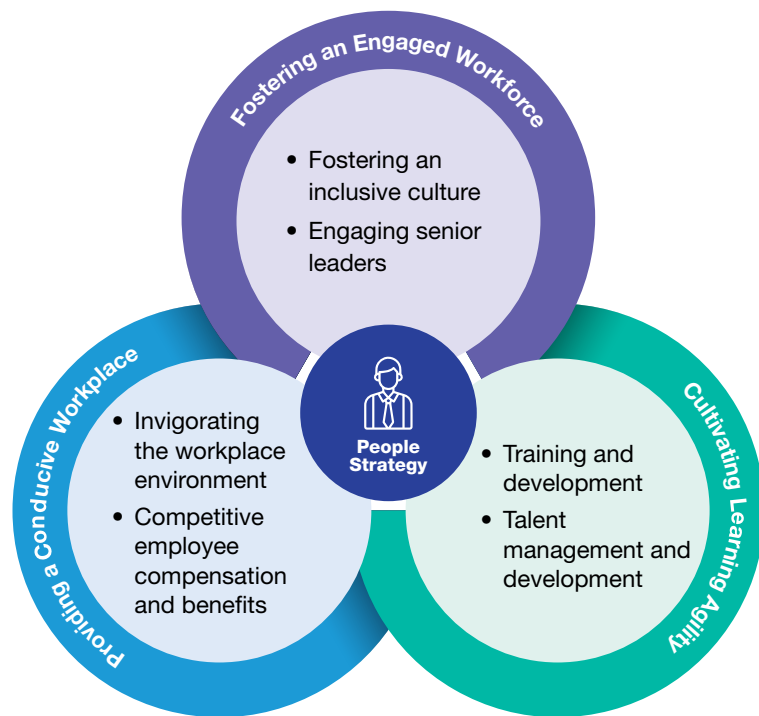
WORKPLACE: EMPOWERING OUR PEOPLE

At IJM, we recognise that our workforce is the cornerstone of our operational success and long-term sustainability. Our commitment to a conducive workplace is demonstrated through our approach that prioritises the professional development, well-being, and safety of our employees. By fostering a supportive and inclusive work environment, we aim to enhance job satisfaction and productivity, thereby contributing to the overall success of our organisation.

PEOPLE STRATEGY AND GOALS [GRI 2-7, GRI 2-8, GRI 401-1, GRI 404-1, GRI 404-2, GRI 405-1]

We strive to create a workplace that not only motivates our employees but also enhances our overall organisational resilience and performance. This approach underpins our People Strategy that focuses on providing a conducive workplace, cultivating learning agility and fostering an engaged workforce. Through these three focus areas, the Group aims to elevate leadership skills, nurture a robust talent pipeline, and build an agile and high-performance organisational culture. By placing the right individuals in the right roles, we build a workplace that promotes productivity and success. This strategy equips our workforce with the necessary resources, skills and capabilities to effectively contribute to the achievement of our business objectives.

This section of the Statement highlights various initiatives covering our People Strategy focus areas. The initiatives ensure that our employees are well prepared to meet the evolving demands of our industry and contribute to the Group’s long-term success.



Fostering an Engaged Workforce

Fostering an engaged workforce is integral to our corporate culture. We are committed to attracting, developing, and retaining top talent to drive our business growth and innovation. In FY2024, we conducted an extensive employee engagement survey, *MyVoice*, the first survey post-COVID that was constructive to understand and address the evolving needs and sentiments of our employees.

The survey identified areas for improvement, including enhancing engagements with senior leaders, revitalising workplace experiences, and reigniting cross-divisional synergy. These insights guide our efforts to create a workplace with strong interpersonal connections, high morale, and a sense of fulfilment among our employees.

Fostering an Inclusive Culture

Diversity and inclusion are key to driving innovation, creativity, and business success. We promote a diverse and inclusive workplace that values and respects the unique contributions of each individual. Our workforce is diverse in terms of age and ethnicity, with employees from various age groups and ethnic backgrounds represented at all levels of the organisation.

Employee Diversity



As at 31 March 2024, IJM Group had **3,502** employees



76% Permanent full-time employees



24% Contract full-time employees

IJM Group Workforce by Ethnicity



54% Bumiputera



24% Chinese



6% Indian

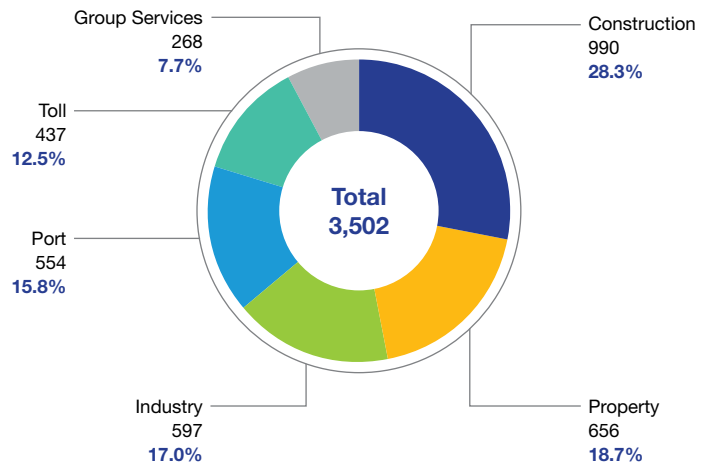


<1% Others

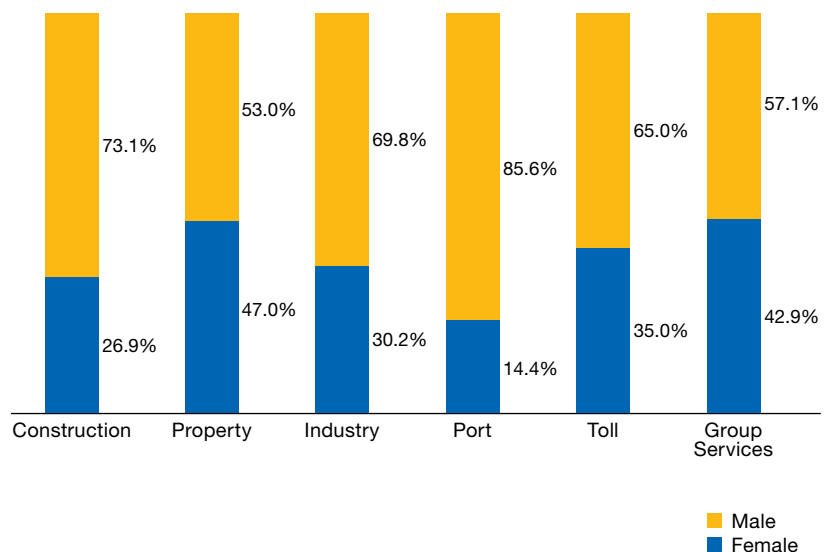


16% Non-Malaysian: Indian and Chinese nationals

IJM Group Employees by Division in FY2024



IJM Group Employees by Gender in FY2024



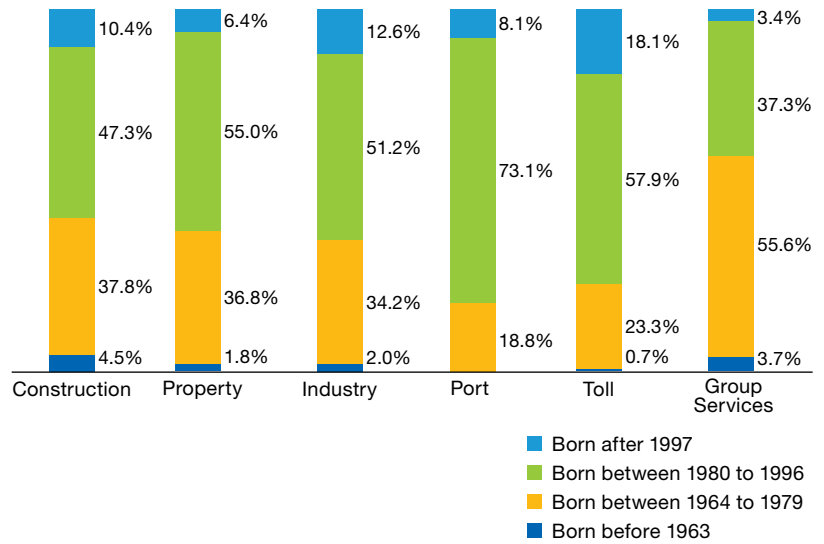
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Our employee satisfaction survey results showed improvement by seven points from the last conducted survey in 2022. Based on the survey, employees across the Group are satisfied with their jobs and would recommend IJM as a great place to work.

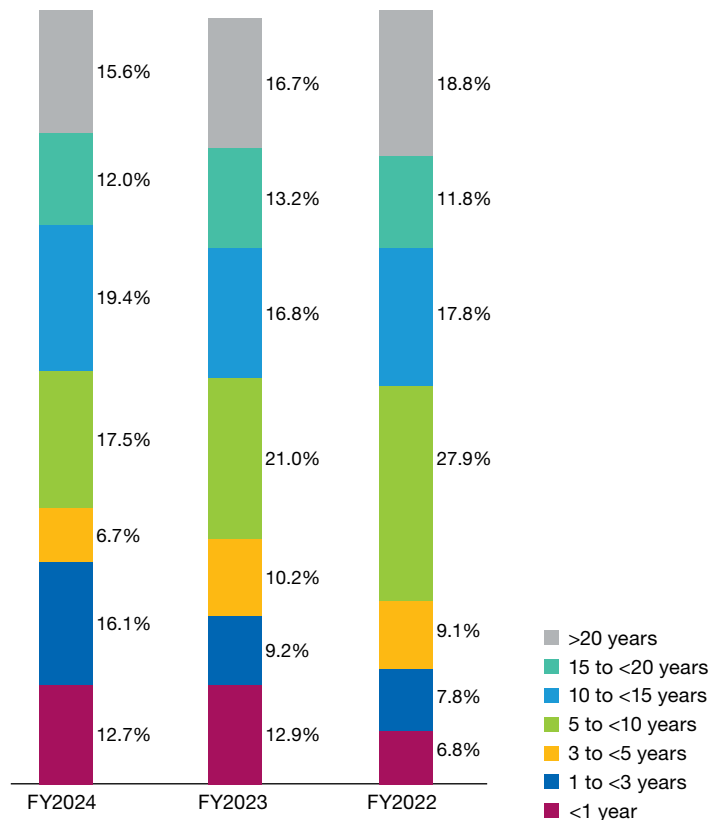


Building success through diversity

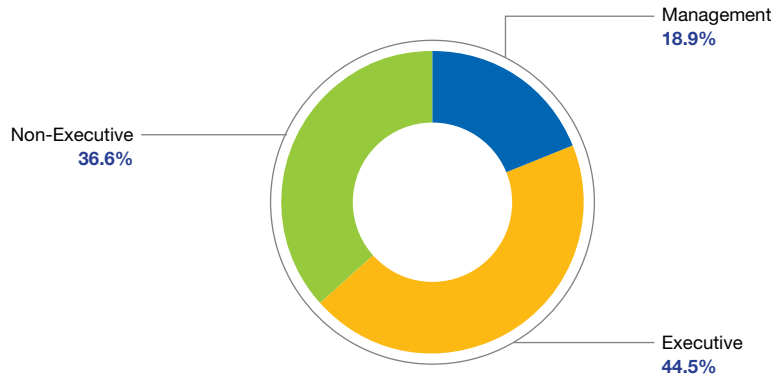
IJM Group Employees by Generation as at 31 March 2024



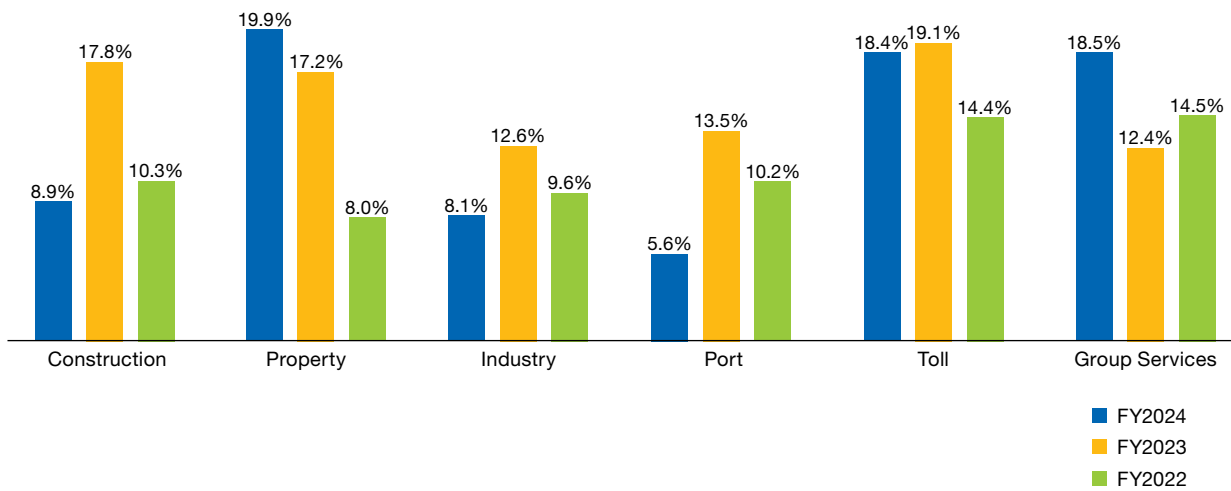
IJM Group Workforce by Length of Service



IJM Group New Employee Hires by Employment Category in FY2024



IJM Group Turnover Rate by Division

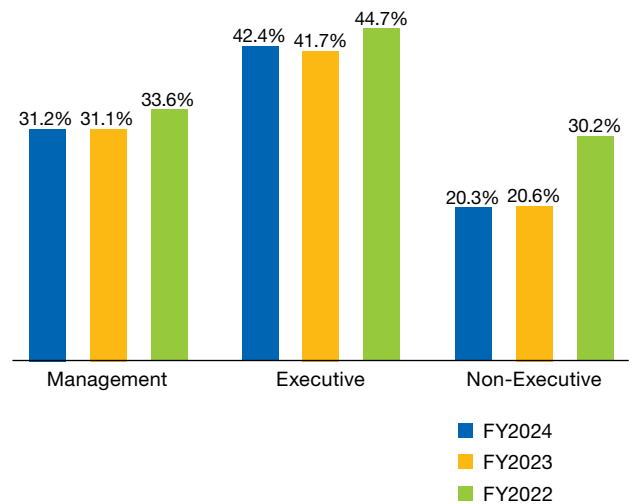


Women at work

By recognising and valuing the unique strengths and perspectives women bring, we invest in their professional growth and development to enhance retention and career progression, in line with *SDG 5: Gender Equality*. Our flexible work arrangements help women balance work and personal responsibilities, increasing job satisfaction.

As of 31 March 2024, women made up 31% of our workforce where 31.2% of our management positions were held by women, ensuring diverse voices are part of our decision-making processes, inspiring other women to pursue advancement opportunities within the Group.

IJM Group Women Representation by Employment Category



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Engaging Senior Leaders

Townhall with Senior Leadership



Townhall meetings collectively contribute to a motivated and well-informed workforce, ready to drive the Company towards achieving its strategic goals

In FY2024, IJM Group and business divisions conducted respective townhall meetings that served as a crucial platform for fostering transparent communication between senior leadership and employees. The primary purpose of these townhalls is to ensure that every employee is well-informed about the Company's strategic direction and the steps necessary to achieve organisational goals.

While providing employees with direct access to senior leaders, the townhall meetings also allowed for an open exchange of ideas, concerns, and feedback. Several key points were highlighted during the townhall meetings, showcasing the effectiveness of these engagements. Senior leaders have taken the initiative to clearly articulate how the Group and business divisions plan to execute their various strategies,

ensuring that all employees understand their role in this journey.

Such interactions not only provide clarity on the Company's strategy but also align everyone's efforts towards common objectives, enhancing overall organisational cohesion and morale.

Expanding Leadership Horizons



Fostering synergy and growth through leadership and collaboration

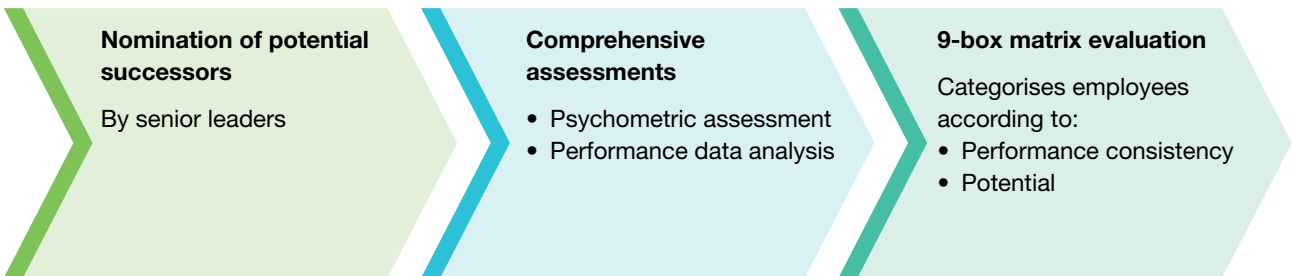
Our senior leaders immersed themselves in a dynamic leadership workshop that also served as an integrative platform to explore ideas and foster alignment with the Group's strategy. Emphasising crucial frameworks and concepts, the workshop further broadened their perspectives, envisioning new possibilities and innovative solutions for the Group. The engagement that shared best practices and successful business models created potential synergies within the Group crucial for the sustained growth of the Company and our diverse businesses.

Succession Planning

We focus on attracting and retaining top talent by ensuring that our future leaders are well prepared to take on executive roles. Aligned with the overall strategic goals of the Company, our succession planning framework is purposefully designed to ensure the seamless transition of leadership and the ongoing development of high-potential employees.

Our approach identifies and nurtures future leaders, ensuring business continuity and sustained growth. We maintain our competitive edge by systematically preparing for future leadership needs, mitigating risks associated with leadership gaps. The process typically involves identifying potential employees within the organisation and providing them with the necessary training and development to manage and lead the Company effectively in the future.

The process begins with the nomination of potential successors by senior leaders, followed by comprehensive assessments that include tools like the Psychometrics Assessment and Performance Data Analysis. These assessments are plotted into a 9-box matrix, evaluating both performance and potential of nominated successors. The matrix helps in categorising employees into various levels to facilitate targeted development plans.



Post-assessment, the Group's elected Talent Council reviews and calibrates the findings, ensuring a balanced perspective on each candidate. Identified talents undergo development interventions tailored to

their specific needs, which includes on-the-job learning, targeted training programmes, and executive coaching and mentoring. Progress is continuously tracked to ensure readiness for future roles.

Our approach emphasises the 70/20/10 development model, where 70% of learning is on-the-job, 20% from interactions with others, and 10% through formal education, ensuring a holistic growth environment.



By investing in our employees' growth and aligning our practices with best-in-class standards, the Group ensures a robust pipeline of leaders ready to drive our future success.

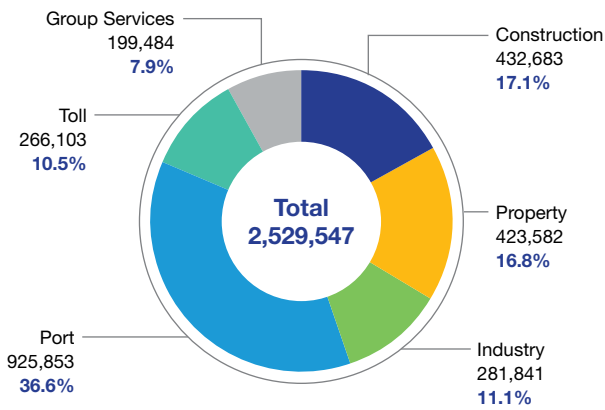
Ho Mei Seah
Human Resources

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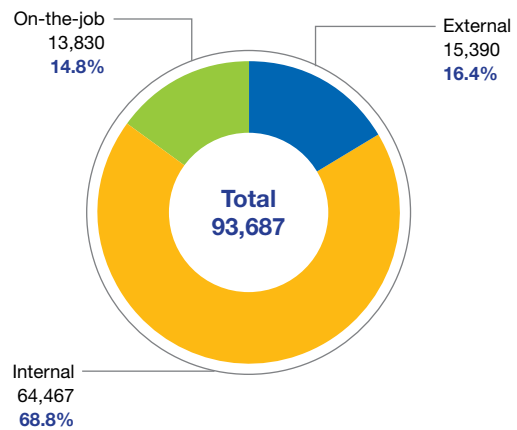
Cultivating Learning Agility

Training and Development

Learning and Development Spending by Division in FY2024 (RM)



IJM Group Training Hours by Type in FY2024



All our employees receive feedback through our annual performance reviews to help them identify areas for growth and development. Our training and development programmes not only help employees navigate but also thrive amidst change and ensure that they have the necessary skills and knowledge to continue excelling in their roles.

In FY2024, the Group’s Learning and Development team streamlined internal training standards across the Group, introducing a minimum of 16 learning hours for each employee. Our collaboration with LinkedIn Learning further facilitated employee training and development, garnering interest from our workforce since its introduction in 2023.

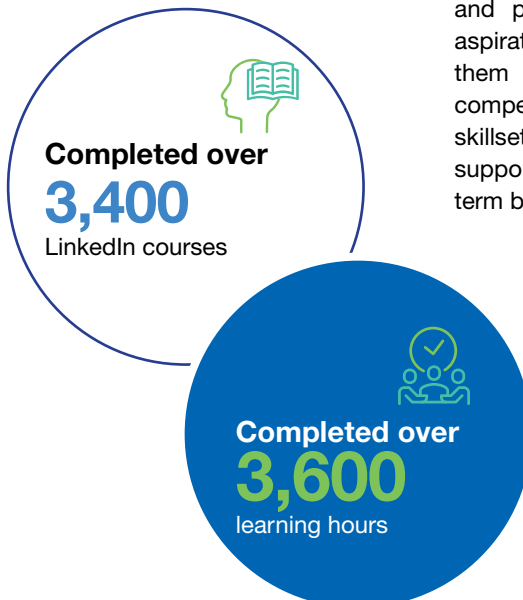
Our employees gained the flexibility to develop their skills and expand their knowledge base at their own pace. Over 3,650 learning hours

and 3,479 courses of various topics covering sustainability, technical skills, digital competencies, data analytics, artificial intelligence, soft skills, and professional development were completed in FY2024. By fostering a future-ready mindset and approach in employees, the Group ensures our resilience and adaptability to drive sustainable growth and success.

Talent Management and Development

In FY2024, in line with our Individual Development Plan (IDP), we implemented a series of targeted talent management initiatives, namely LEAD, Managerial Curriculum and Graduate Associate Programme (“GAP”).

These tailored programmes are designed to help identify gaps and provide clarity to the career aspirations of employees, equip them with necessary skills, competencies, relevant business skillsets and exposure needed to support the Group’s short and long-term business goals and strategies.



Leadership Development Programmes

LEAD	Managerial Curriculum	Graduate Associate Programme
<p>The LEAD programme aims to cultivate people management skills essential for building and managing internal teams and external partners. The programme facilitates the transfer of industry experience and knowledge through mentorship from across divisions, industries and countries, ensuring a well-rounded leadership pipeline. A blended approach focusing on leadership helps identify and retain potential future leaders.</p>	<p>The Managerial Curriculum is specifically designed to develop and strengthen the competencies of people managers at every level, empowering them with the tools and knowledge to drive results, build effective teams, and navigate managerial responsibilities.</p>	<p>The GAP provides scholarship recipients with the opportunity to gain familiarity with key functions within IJM through departmental rotations, offering diverse and comprehensive exposure. By experiencing different roles and departments, GAP participants develop a holistic understanding of IJM's operations, fostering their growth and preparing them for future roles within the company.</p>

Providing a Conducive Workplace [GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7]

Invigorating the Workplace Environment



Creating a positive and inspiring work environment that fosters innovation and collaboration and promotes employee wellbeing

In October 2023, the IJM head office - Wisma IJM and Annexe underwent a major renovation, creating a shared space that nurtures collaboration, diversity and inclusion, and improves interpersonal connections and communication. In addition, we are dedicated to supporting the mental and physical wellbeing of our employees through various wellness programmes and initiatives.

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Competitive Employee Compensation and Benefits

We offer competitive compensation packages designed to attract and retain top talent. Our benefits include health insurance, retirement plans, and parental leave policies. Additionally, we provide flexible working arrangements to support work-life balance.

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 (For on-site employees), Overtime and Flexible work arrangement
Allowance 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	

Launch of MiCare application



Introducing seamless access to medical care through MiCare to employees

In January 2024, IJM adopted a cashless and paperless outpatient facility to provide convenience and easy accessibility to medical care to our employees. Facilitated by the MiCare, our employees can access their wide arrays of medical clinics across the country in ensuring that they can obtain the best medical care when the need arise.

UPHOLDING HUMAN RIGHTS

[GRI 412-2]

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 into our employee

Schemes and Conditions to ensure conformance with the gazetted Minimum Wages Order 2022, which came into effect on 1 September 2022.

At IJM, we uphold human rights and fair labour practices in all aspects of our business operations. We have implemented policies and procedures to ensure compliance with labour laws and regulations, which includes child labour that prohibits the employment of anyone under the age of 18; forced labour that prohibits

the use of forced or compulsory labour; and a grievance mechanism that allows our employees to report any concerns or violations related to human rights or labour practices.

In FY2024, 2% of our employees were covered by collective bargaining agreements, and our Whistleblower Policy also ensures that employees can report unethical behaviour without fear of retaliation. The Group has not received grievances related to human rights or labour practices in the past three years.

WORKPLACE HEALTH AND SAFETY

[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]

Ensuring the safety and wellbeing of our employees and contractors is our top priority. We have implemented a comprehensive Occupational Safety and Health (“OSH”) management system that aligns with international standards and best practices. We implement our safety policy and conduct regular training programmes to minimise risks and create a secure working environment.

Occupational Safety and Health

At IJM, we place significant importance on our occupational health and safety standards. In FY2024, all active projects at the Construction Division, ICP factories of the Industry Division and Port Division continued to be ISO 45001:2018 certified, and their safety and health data were audited and verified by Standard and Industrial Research Institute of Malaysia (“SIRIM”), except for Port Division that was verified by TUV Nord. We achieved zero non-conformity in the independent audit conducted by SIRIM. In addition, our Toll Division was awarded with the ISO 45001: 2018 certification. The certification recognises the highways operator’s efforts and initiatives on safeguarding the workforce and other stakeholders’ health and safety.

Our initiatives aim to promote a strong safety culture. Our proactive approach includes regular audits, risk assessments, and continuous improvement processes. Additionally, our joint management-employee health and safety committees at project sites ensure the involvement from employees of all levels and the management in discussing and addressing OSH issues. Health, Safety, and Environment (“HSE”) Committees are also present in all divisions and locations to oversee HSE matters.

In FY2024, we enhanced the HSE Management System by developing the IJM HSE Minimum Requirement Handbook. This guide covers the pre-commencement processes, high-risk activities, and operational requirements, all aimed at elevating the minimum standards for operational practices. Additionally,

we integrated the Safe Work Method Statement into our Hazard Identification, Risk Assessment, and Determining Control (HIRADC) procedures, further improving our risk management processes. We conducted several workshop sessions with internal stakeholders across the Construction Division to ensure thorough understanding and implementation of our updated safety processes, ensuring a cohesive and informed approach to HSE practices.

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



Promoting a strong safety culture through health and safety initiatives and certifications

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The new HSE handbook guides safe operations

The Organisational Context, Risk, and Opportunities process is executed to facilitate strategic planning and ensure full compliance and high level of performance across all workplaces. By managing OSH hazards, environmental aspects, and operational risks and opportunities throughout the project lifecycle, especially during the design and pre-construction stages, we effectively minimise the potential for accidents and environmental pollution.

The Toll Division conducts a comprehensive Road Safety Audit (Stage 5) every three years and follows through with improvement and enhancement works based on the findings and assessments of traffic experts to ensure road users' safety along our highways. Extensive periodical inspection such as the Lumen test for street lighting system and reflectivity test for road signages and road line marking were executed to monitor system effectiveness and ensure road visibility and driving safety.

In FY2024, the division proposed a road widening upgrade at our BESRAYA highway, which aims to mitigate traffic weaving issues and improve mainline traffic capacity. This is targeted for completion by October 2024. In addition, four new motorcycle shelters were constructed along our highways. These shelters provide protection for motorcyclists during adverse weather conditions, ensuring they have a safe place to stop during bad weather.

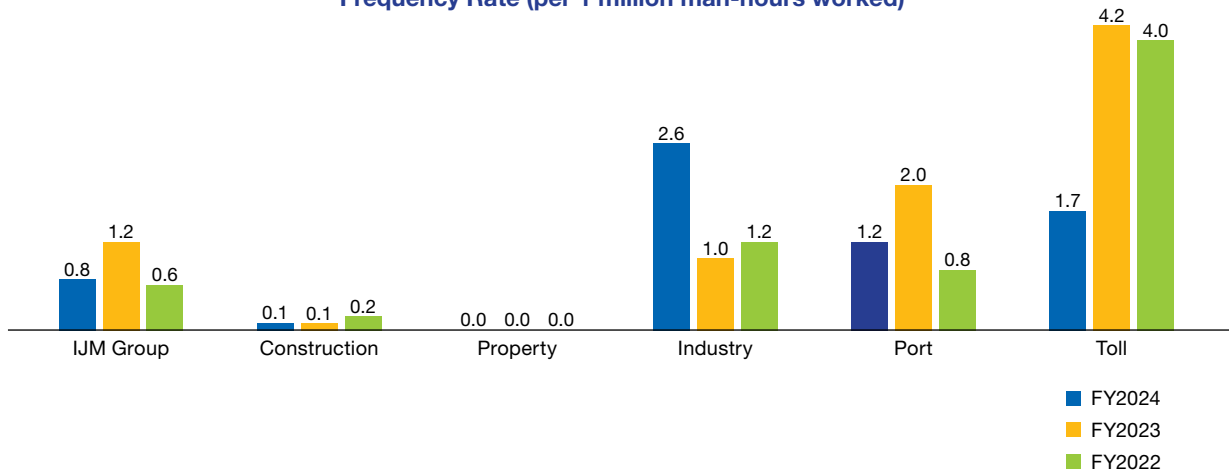
We gradually implemented other road safety measures such as the installation of new W-Beam guardrails, additional guardrail posts, New Jersey Barriers, anti-skid transverse bars, new rumble strips, high performance road line marking and supplementary road signages at key locations. These initiatives highlight our commitment to provide a secure and reliable travel experience through regular assessment and improvement to our highway infrastructure.

Constant monitoring and close collaboration with third-party project owners along the highways are crucial to ensure strict adherence to road safety guidelines and operating procedures, as ongoing project works may adversely affect the highways' traffic flow or be harmful to the safety of road users. In FY2024, several significant development projects progressed well along the corridor of our highways. They include the completion of the Mass Rapid Transit (MRT) Putrajaya Line Phase 2, Sungai Besi-Ulu Kelang Expressway (SUKE), Setiawangsa-Pantai Expressway (SPE), and the Langkat 2 water treatment plant project.

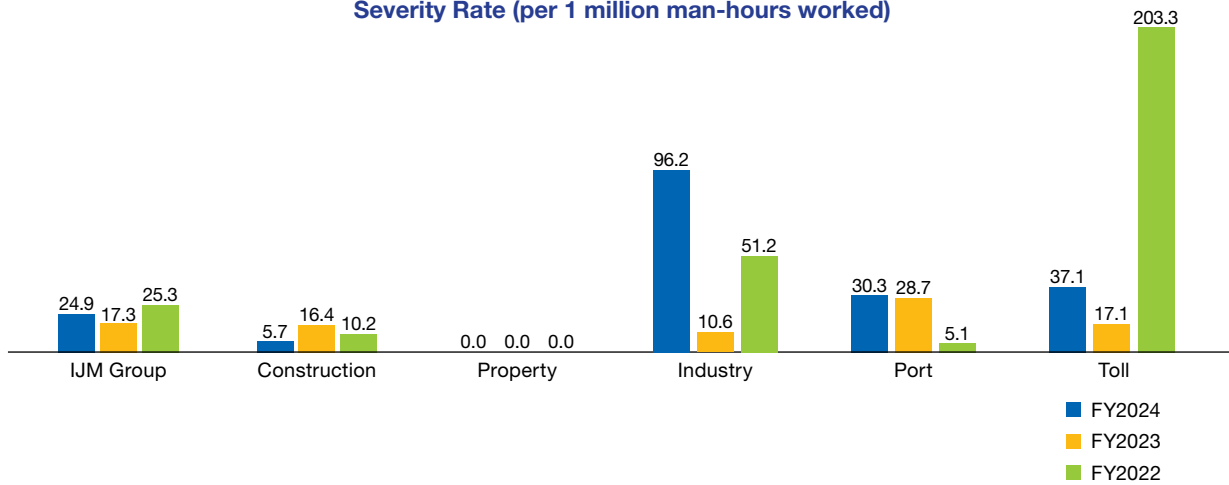
Preventing Workplace Accidents [GRI 403-9]

In FY2024, the Group recorded a Lost Time Injury (“LTI”) frequency rate of 0.80, of 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 24.97.

Frequency Rate (per 1 million man-hours worked)



Severity Rate (per 1 million man-hours worked)



The Group is dedicated to achieving zero accidents through continuous monitoring of safety and health standards and implementing necessary corrective actions. Zero fatality and zero accident objectives are critical performance metrics integrated into incentive programmes for all project directors.

In FY2024, there were two fatality cases reported by the Industry and Construction Divisions. In October 2023, an accident occurred at the external stockyard of a factory. A worker was crushed by a stack of piles that gave way during a transfer activity. In response, the division initiated a thorough investigation

to determine the root cause and implemented a corrective action plan to prevent similar incidents in the future. The division implemented a new pile stacking method that incorporates the use of a lock plate for enhanced stability and safety during pile transfer activities.

In December 2023, a worker was electrocuted while performing tack welding works at a project site. The Construction Division conducted a safety stand-down with the work contractor and operation team to assess operational controls and prevent similar incidents. A safe operating procedure was

implemented for welding works involving mobile distribution boards. Additionally, all electrical tools were reinspected to ensure they were in good condition.

Regular site consultation and internal audit programmes are conducted to monitor the effectiveness of the HSE management system, while providing guidance to improve on performance. In FY2024, the Construction Division conducted a total of 44 HSE consultation programmes and 16 internal audits that determined necessary actions to correct non-compliance and tackle issues based on the root cause.