

COMMUNITY INVESTMENT FRAMEWORK AND STRATEGY

Building Resilience, Strengthening Connections

IJM is committed to creating sustainable and lasting change in the communities where we operate. In FY2023, we refreshed our Community Investment Framework and Strategy.

This comprehensive framework, focused on building resilience and strengthening connections, not only aligns with our commitment to sustainability but also aims to improve the way we work with our stakeholders. By making our approach more responsive to local needs, consistent and clear, we strive to enhance our collaboration and effectiveness.

Centred around the three key pillars of Community Development, Education and Built Environment, our approach not only benefits the communities directly but also contributes to the long-term success and sustainability of our business operations.

Our Strategic Goals

Community Development: With a keen emphasis on building resilience and strengthening connections, our Community Development pillar aims to empower individuals and communities. We strive to promote social cohesion, economic growth, and an improved quality of life. By investing in initiatives that foster community engagement, entrepreneurship and social support networks, we enable communities to become more resilient, interconnected and better equipped to face challenges together.

Education: Education plays a pivotal role in building resilience and nurturing strong connections within communities. Within our Education pillar, we prioritise initiatives that enhance access to quality education, improve educational infrastructure, and support the holistic development of children and youth. Through scholarships, educational resources and strategic partnerships with educational institutions, we aim to equip individuals with the knowledge and skills necessary to thrive and forge meaningful connections within their communities.

Built Environment: IJM understands the profound impact that the physical environment has on resilience and community connections. Our Built Environment pillar is dedicated to creating safe, inclusive, and sustainable spaces. By collaborating closely with local governments, urban planners and non-governmental organisations (NGOs), we contribute to infrastructure projects that promote environmental stewardship, enhance public safety and improve overall quality of life.

Pillars	Goal	Focus Area	SDGs	Impacts/Outcomes Through Community Investment, IJM will:
Community Development 	To contribute to the socio-economic well-being of the community by promoting safe and healthy living condition in the areas in which we operate	<ul style="list-style-type: none"> Community resilience Disaster relief Social inclusion Non-mainstream sports development Health and well-being 	 	<ul style="list-style-type: none"> Improve access to economic opportunities of disadvantaged communities Build stronger and healthier communities Reduce vulnerability of communities to stress and shock events Improve access to essential services and infrastructure for the marginalised and vulnerable Leave positive legacies in the communities we work in
Education 	To enhance access to equitable quality education and learning, industry skills development and enhanced livelihood opportunities	<ul style="list-style-type: none"> Scholarships, academic support and training Empowerment Digitalisation and innovation Skills development 	 	<ul style="list-style-type: none"> Improve educational achievement by supporting deserving students to pursue quality tertiary education Improve opportunities to participate in the workforce of the future through industry skills and knowledge development Educate the next generation ensuring future skills and knowledge development Improve access to educational resources and infrastructure to ease transition to a digitalised economy
Built Environment 	To deliver social value on built environment projects, enhancing environmental, economic and social well-being to improve quality of life	<ul style="list-style-type: none"> Environment and climate change Community spaces Urban regeration, restoration and rehabilitation Biodiversity and conservation 	 	<ul style="list-style-type: none"> Improve resilience to potential physical impacts of climate change by contributing to community and ecosystem adaptation planning Support the community and business partners to reduce greenhouse gas emissions Protect natural capital over the life cycle of our built environment Ensure environmental and social benefits through water stewardship and climate change mitigation and adaptation

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

IJM remains steadfast in our commitment to creating sustainable and lasting change in the communities we operate in. Through the refreshed Community Investment Framework and Strategy, we continue to work towards creating resilient communities, paving the way for a brighter and more sustainable future.



IJM's refreshed Community Investment Framework and Strategy

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Community Development

To contribute to the socio-economic well-being of the community by promoting safe and healthy living condition in the areas in which we operate

Education

To enhance access to equitable quality education and learning, industry skills development and enhanced livelihood opportunities

Built Environment

To deliver social value on built environment projects, enhancing environmental, economic and social well-being to improve quality of life



IJM's Community Investment Framework is developed based on the following steps:

- 1** **Community Investment Themes:** We identify central Community Investment ("CI") themes that align with our mission and objectives. These themes serve as guiding principles for our initiatives and ensure a focused and cohesive approach.
- 2** **Stakeholders/Beneficiaries:** We determine and quantify the stakeholder groups who will benefit from our CI efforts. This stakeholder analysis enables us to understand the diverse needs, aspirations and challenges within the communities we serve. By identifying these stakeholders, we can tailor our initiatives to address their specific requirements effectively.

- 3** **Initiatives Structure and Policy:** Our CI strategy is guided by a governance structure that ensures efficient decision-making processes, clear roles and responsibilities and effective implementation of initiatives. This structure provides a framework for accountability, transparency and ethical practices, strengthening the impact and sustainability of our community investments.

- 4** **Partnerships:** Strong partnerships built with relevant stakeholders is a key aspect of our approach. We engage and collaborate with community leaders, local organisations, government entities, NGOs and other relevant stakeholders to foster greater community engagement and brand building. These partnerships amplify our impact, leverage resources and expertise and ensure that our initiatives are aligned with the local context and needs.



5 **Impact/Outcomes:** We place emphasis on measuring the economic, environmental, and social impact of our CI initiatives. Through regular impact assessment, we quantify and evaluate the outcomes and benefits generated by our investments. This measurement allows us to track progress, identify areas of success and adapt and refine our strategies for continuous improvement.

How we will prioritise our initiatives:

