



# Social: Empowering Our People and Communities

We recognise that the long-term success of our business is linked to our ability to build and maintain a good relationship with our employees, communities and other stakeholders. We are committed to fostering an environment that supports the social well-being of all our people and the broader community. To ensure that our efforts align with our strategic objectives, we have implemented a comprehensive approach that includes clear policies and procedures, frameworks, initiatives and regular assessments to create a positive, inclusive and responsible workplace.

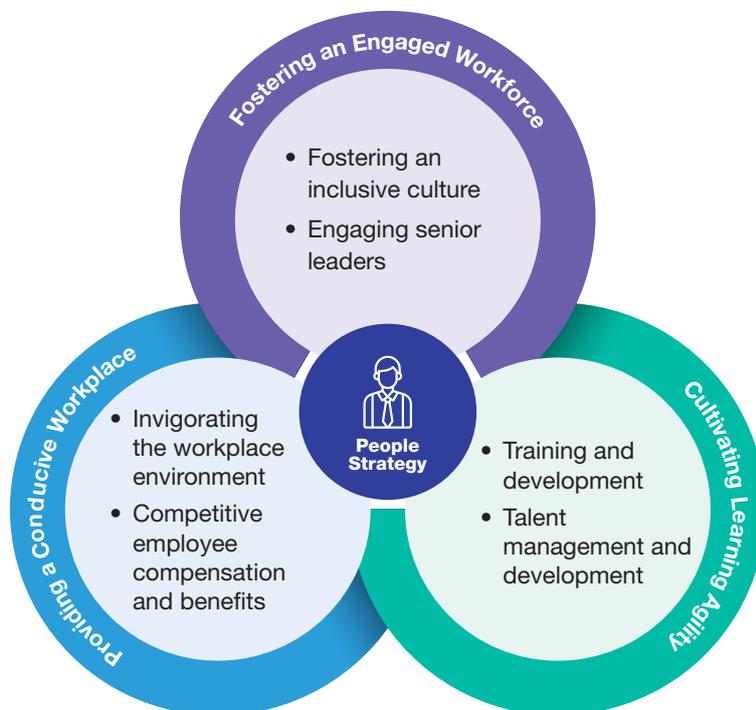
## EMPLOYEE ENGAGEMENT AND DEVELOPMENT

Our People Strategy focuses on creating an environment that nurtures well-being, enhances skills and provides continuous learning opportunities. The strategy emphasises fostering an engaged workforce, cultivating learning agility and providing a conducive workplace. This approach helps us build a culture of dedication, innovation and mutual respect, where employees are not only equipped to meet today’s challenges but also prepared to thrive in the future.

### Fostering an Engaged Workforce

Investing in employee engagement and development is critical to our long-term success, as it drives productivity, retention and innovation. By prioritising the development of our people, we ensure that they are motivated, skilled and aligned with our strategic goals. A strong focus on continuous learning and professional development allows us to meet the evolving demands of the industry while also enhancing employee satisfaction and loyalty. Additionally, it fosters a sense of ownership and pride among employees, encouraging them to actively contribute to the company’s growth and success.

As part of our ongoing commitment to understanding and addressing the evolving needs and sentiments of our employees, we launched the employee engagement MyVoice 2025 survey, which showed an overall employee satisfaction score of +11%, compared to +7% in FY2024. The survey, a continuation of our regular engagement efforts, identified key areas for improvement, such as enhancing engagement with senior leaders, revitalising workplace experiences and reigniting cross-divisional synergy. These valuable insights continue to guide our initiatives aimed at creating a workplace characterised by strong interpersonal connections, high morale and a sense of fulfilment among our employees.



# Social: Empowering Our People and Communities

## Fostering an Inclusive Culture

Diversity and inclusion are key to driving innovation, creativity and business success at IJM. 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. We believe that embracing diversity enriches our workplace, enhances problem-solving and fosters an environment where different perspectives are welcomed, enabling us to innovate and stay ahead in an ever-changing business environment.



As of 31 March 2025, IJM Group had **3,603** employees  
 FY2024: 3,502 employees  
 FY2023: 3,289 employees



**71.3%** permanent full-time employees  
 FY2024: 75.6% permanent full-time employees  
 FY2023: 78.9% permanent full-time employees



**28.7%** contract full-time employees  
 FY2024: 24.4% contract full-time employees  
 FY2023: 21.1% contract full-time employees

## IJM Group Workforce by Ethnicity



**57.0%**  
**Bumiputera**  
 FY2024: 53.9%  
 FY2023: 52.4%



**25.8%**  
**Chinese**  
 FY2024: 23.7%  
 FY2023: 23.6%



**6.2%**  
**Indian**  
 FY2024: 6.3%  
 FY2023: 6.7%

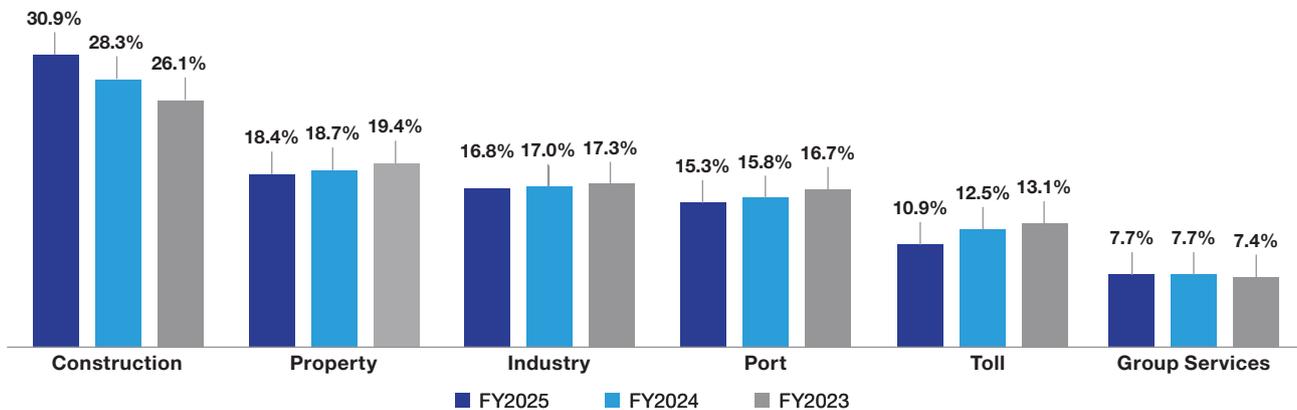


**0.3%**  
**Others**  
 FY2024: 0.3%  
 FY2023: 0.4%

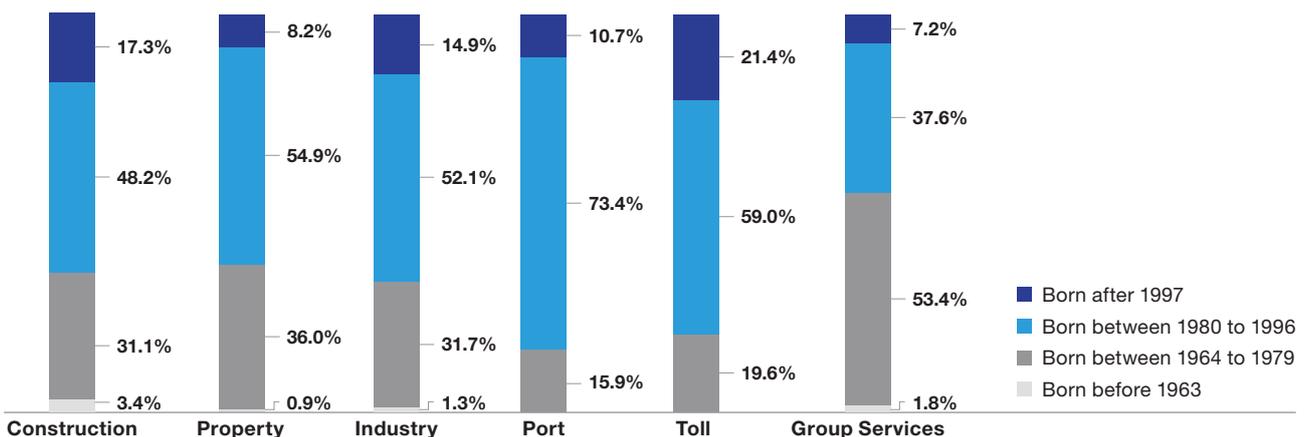


**10.7%**  
**Non-Malaysian:  
 Indian and  
 Chinese  
 nationals**  
 FY2024: 15.8%  
 FY2023: 16.9%

## IJM Group Employees by Division



## IJM Group Employees by Generation as at 31 March 2025



**Board Diversity**

IJM recognises that a diverse Board enhances decision-making quality and contributes to more effective governance. Diversity in perspective, knowledge, skills, industry experience, background, age, ethnicity, race and gender are considered essential in determining the optimum composition of the Board. A truly diverse Board not only reflects the varied environment in which the Company operates but also brings a broad range of insights to strategic and operational discussions.

In FY2025, there were three women Directors out of a total of 11 Directors, representing 27.3% of the Board composition. We remain committed to improving gender diversity and will continue our efforts to meet the 30% women Directors threshold recommended by the MCCG.

**New Employee Hiring and Turnover**

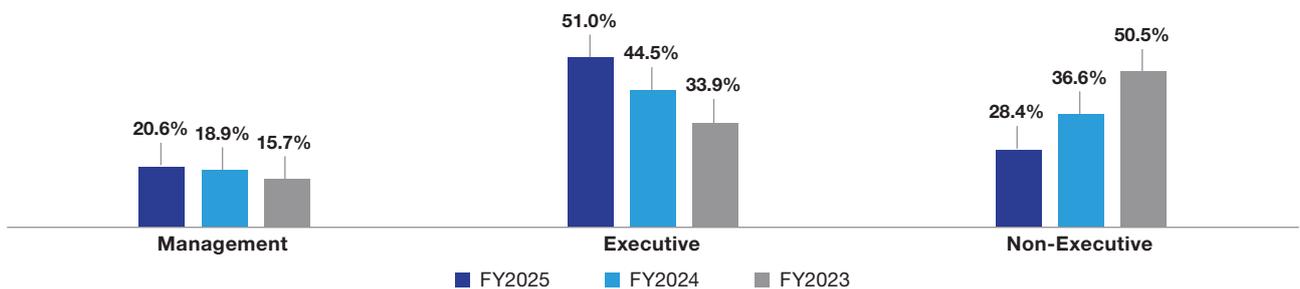
We focus on attracting and retaining top talent to drive our business success. Our recruitment efforts are designed to bring in individuals who align with our values and have the skills to contribute to our long-term goals. We continuously strive to ensure that our hiring processes are efficient, inclusive and reflective of the diverse talent pool available. In terms of employee turnover, we

closely monitor retention rates and work proactively to address any concerns that may lead to departures. By fostering an engaging workplace with clear career development pathways, competitive benefits and a supportive work culture, we aim to maintain turnover at a healthy and acceptable level. This allows for fresh ideas and growth while ensuring that employees remain motivated, committed and aligned with our objectives.

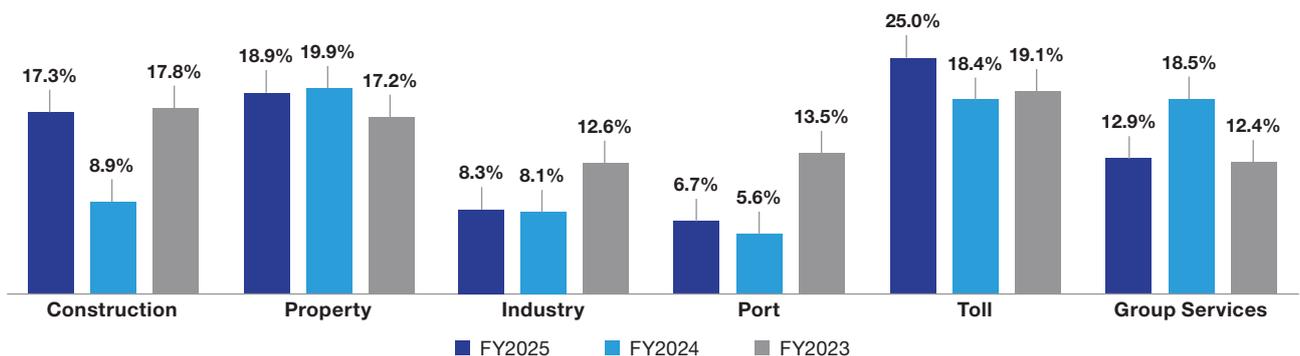


Team building activities play a key role in strengthening employee engagement and retention

**IJM Group New Employee Hires by Employment Category**



**IJM Group Turnover Rate by Division**



# Social: Empowering Our People and Communities

## Long Service Award

At IJM, we value the unwavering loyalty, dedication and long-term service of our employees who have helped shape the Group's success over the decades. As a token of appreciation, the Long Service Award is presented to employees who have dedicated 20 years of service to the Group. Meanwhile, the Retirement Award is accorded to employees who retire at the age of 60, having served IJM for at least 15 years, in recognition of their enduring contributions and commitment.

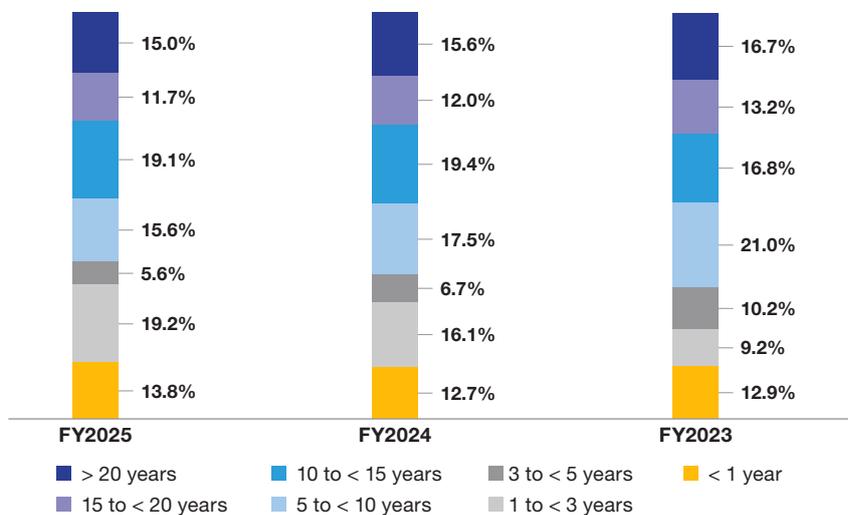
In FY2025, a total of 38 employees were honoured with the Long Service Award. These awards are typically presented during the IJM Annual Dinner, where recipients are celebrated amongst peers and given the flexibility to select from a range of personalised gifts.

By recognising long-serving employees, we reinforce a culture of appreciation and belonging, values that continue to anchor our people strategy.



Honouring 38 long-serving employees at the IJM Annual Dinner 2024, recognised for two decades of service

### IJM Group Employees by Length of Service



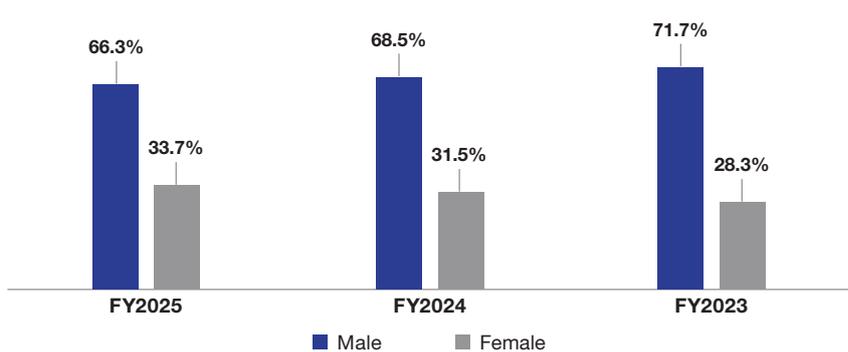
## Women at Work

We are dedicated to increasing female representation in workforce, particularly in leadership and decision-making roles, to foster a more diverse and balanced work environment. Our flexible work arrangements help women balance work and personal responsibilities, thereby increasing job satisfaction and supporting their career development.

In FY2025, women made up 33.7% of our workforce where 33.3% 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.

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.

### IJM Group Employees by Gender



### IJM Group Women Representation by Employment Category





### Accelerating Action with International Women's Day 2025

In FY2025, our two-day International Women's Day 2025 celebration brought together over 330 women employees at our headquarters in Wisma IJM, with broader participation across all divisions. Centred around the global theme #AccelerateAction, the event served as a platform to spotlight women's leadership, foster dialogue on workplace equity and promote allyship.

We curated five key sessions including keynote addresses, a woman in leadership panel discussion, workshops on career

development, workplace safety and menopause awareness, as well as the screening of Brené Brown's *The Call to Courage*. These sessions created space for reflection, skill-building and open conversations on how we can collectively shape a workplace where every voice, particularly those of women, is valued and heard.

Our tokens of appreciation and meals throughout the event were procured from small women-led businesses, in addition to a fundraiser activity supporting close to 100 B40 women from Komuniti Tukang Jahit (KTJ), a social enterprise that provides certified

sewing training to underserved women. This reinforces our commitment to uplifting not just women colleagues, but women as contributors to the broader economy.

The initiative not only celebrated the diverse talent within IJM, but also initiated internal conversations on women representation and the structures needed to support women at every career stage. Through continued engagement and actionable programmes, we remain focused on building a resilient workplace where women are empowered to lead, shape and redefine the future.

# Social: Empowering Our People and Communities

## Engaging Senior Leaders

### Senior Management Forum 2024

In October 2024, we resumed our much-awaited Senior Management Forum, which had been on hold since 2018 due to COVID-19. Anchored on the theme Stronger Core, New Growth Engines, the forum signalled our commitment to fortifying core business operations while accelerating expansion in industrial development, logistics, data centres and international markets such as the United Kingdom and Indonesia.

Over 500 managers and senior leaders convened to engage in strategic discussions, collaborative breakouts and alignment sessions led by Dato’ Lee Chun Fai, IJM Group Chief Executive Officer and Managing Director (“Group CEO and MD”) and divisional heads. These sessions clarified both shared and division-level priorities across Construction, Property, Industry and Infrastructure, ensuring synergies are leveraged and opportunities are identified collectively.

The forum also served as a vital platform for reconnecting our internal community, facilitating relationship-building and reinforcing a shared purpose. The groundswell of interaction between leadership and mid-level management has since translated into stronger internal cohesion and a more energised workplace environment.

### Leadership Engagement and Dialogues

Our townhall sessions remain a catalyst for management–employee engagement, providing a platform for transparent communication, strategic alignment and collective ownership of our company’s vision. Marking the first anniversary of his leadership, our Group CEO and MD led multiple regional hybrid townhalls. The sessions reviewed FY2024’s performance, including market-cap development and divisional milestones, while addressing feedback from the previous MyVoice 2025 survey.

Through an engaging Q&A segment, employees directly posed questions via online chat, ensuring their perspectives were heard and responded to, reinforcing cohesion and collective purpose under our rallying call: Together, We Deliver. Discussions were also focused on strategic priorities for 2025, such as enhancing operational efficiency, seizing new business avenues and leveraging the Johor-Singapore Special Economic Zone (SEZ) opportunity.

In FY2025, the Group’s business divisions held respective regional townhalls where business performances were reviewed and strategic focus were reaffirmed, ensuring that every employee understands and shapes the path ahead. Through candid dialogue, responsive leadership and shared accountability, these forums continue to enhance the workplace environment and drive collective progress.



**Succession Planning**

We continue to place strong emphasis on identifying and nurturing future leaders to ensure sustainable business continuity and leadership pipeline strength. Our structured succession planning framework is designed to support a seamless transition of leadership roles and the ongoing development of high-potential employees. The process begins with the nomination of potential successors by senior leaders, followed by comprehensive

assessments, including psychometric tools and performance data analysis. These insights are mapped onto a 9-box talent matrix that categorises individuals by performance and potential, enabling targeted development planning.

Following the assessment, the Talent Council reviews and calibrates the results to ensure objectivity and alignment with the organisation’s strategic priorities. Successors identified through this process are then engaged in tailored development interventions, which

may include on-the-job learning, targeted training programmes and executive coaching.

Their progress is continuously monitored through the application of the 70/20/10 development model, where 70% of learning is derived from practical work experiences, 20% from peer interaction and mentoring and 10% through formal education. This integrated and structured approach strengthens our leadership pipeline and equips future leaders to effectively address evolving business challenges.

<p><b>Nomination of Potential Successors</b></p> <ul style="list-style-type: none"> <li>• By senior leaders</li> </ul>	<p><b>Comprehensive Assessments</b></p> <ul style="list-style-type: none"> <li>• Psychometric assessment</li> <li>• Performance data analysis</li> </ul>	<p><b>9-box Matrix Evaluation</b></p> <p>Categorises employees according to:</p> <ul style="list-style-type: none"> <li>• Performance consistency</li> <li>• Potential</li> </ul>
<p><b>Talent Council Review</b></p> <ul style="list-style-type: none"> <li>• Calibrate findings</li> <li>• Ensure balanced perspective</li> </ul>	<p><b>Targeted Development Interventions</b></p> <ul style="list-style-type: none"> <li>• On-the-job learning</li> <li>• Targeted training programmes</li> <li>• Executive coaching and mentoring</li> </ul>	<p><b>Progress Tracking</b></p> <ul style="list-style-type: none"> <li>• Continuous monitoring of readiness for future roles</li> <li>• 70/20/10 development model</li> </ul>

**Cultivating Learning Agility**

In an era defined by rapid transformation, cultivating a workforce that is adaptable, skilled and future-focused is essential to our continued success. At IJM, learning agility is a core element of our People Strategy, equipping talent with the mindset and capabilities to thrive in dynamic business environments. To nurture this agility, we embed continuous learning and feedback into our culture, offering leadership and technical development programmes while leveraging performance reviews to guide personal growth and professional advancement.

**Training and Development**

Building on this foundation, we continued to implement our structured development initiatives to identify capability gaps and realign training to business and individual development goals. Employees are required to complete a minimum of 16 learning hours in a year. In FY2025, we invested RM2.6 million on our employees’ learning and development, clocking more than 143,000 training hours. Programmes were tailored to sharpen leadership readiness, enable cross-functional mobility and strengthen our talent pipeline. This targeted approach not only supports current organisational needs but ensures long-term succession planning for critical roles.

**LinkedIn Learning**

In parallel, we strengthened digital learning through the LinkedIn Learning platform. In FY2025, employees completed a total of 5,232 courses, reflecting an average of 6 hours and 51 minutes of learning per employee. Some of the most popular courses were in the field of career advancement, leadership training and sustainability, aligning with both organisational priorities and personal aspirations.

In addition, the IJM Toastmasters Club continues to serve as an avenue for employees to build communication confidence, critical thinking and leadership presence in a peer-driven setting.

# Social: Empowering Our People and Communities

**Spent**  
**RM2.6 million**  
on learning and development  
FY2024: RM2.5 million  
FY2023: RM1.3 million

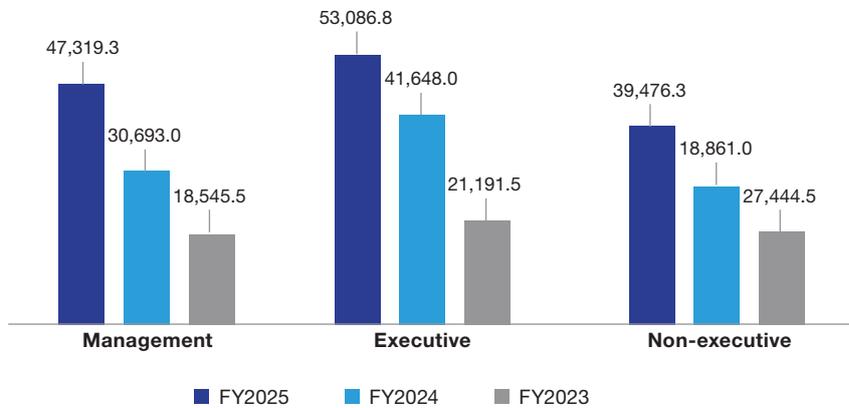
**Total**  
**143,000**  
training hours  
FY2024: 93,687 hours  
FY2023: 65,631 hours

**External**  
**38,981**  
training hours  
FY2024: 15,390 hours  
FY2023: 23,371 hours

**Internal**  
**89,553**  
training hours  
FY2024: 64,467 hours  
FY2023: 31,778 hours

**On-the-job**  
**14,488**  
training hours  
FY2024: 13,830 hours  
FY2023: 10,482 hours

**IJM Group Training Hours by Employment Category**



Employees are engaged in structured training designed to equip talent with future-ready skills

LEAD	GAP	Internship 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 Graduate Associate Programme (“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>	<p>Offers undergraduates practical exposure across various business functions. Interns receive structured mentorship, hands-on project experience and are considered for future employment. The programme supports youth employability, talent pipeline development and industry readiness.</p>

### LEAD Programme

The cornerstone of this approach is the LEAD Programme, a strategic initiative launched by the Group Human Resource Department to accelerate leadership development across the junior and middle management levels. The programme is anchored in three developmental pillars; Leading Self, Leading Others and Leading Performance.

This features a blend of structured workshops, external mentoring, cross-divisional business projects and thought leadership forums.

Throughout the programme, participants of cohort 2025 were equipped with tools to enhance self-awareness, build high-performing teams, navigate team dynamics and drive business outcomes. The initiative culminated in the

C-Challenge, where participants developed real-world business solutions for pilot implementation, reinforcing practical application of leadership competencies. Engagement metrics, development activity tracking and feedback loops from stakeholders affirmed the programme’s relevance, with strong participation and learning momentum across cohorts.



### ***Graduate Associate Programme***

Our GAP is a structured talent development initiative designed to build future leaders by equipping fresh graduates with hands-on experience in IJM's core business areas. Open to graduates from diverse disciplines, including engineering, architecture and quantity surveying, the programme offers targeted exposure to key business functions, technical training and leadership development.

Through rotational assignments, mentorship and continuous learning, associates gain critical expertise, soft skills and real-world insights. The programme serves as a fast-track pathway for ambitious graduates, including outstanding overseas talent, to grow with us and contribute meaningfully to our long-term success.

### ***PROTÉGÉ Programme***

The Malaysian government's PROTÉGÉ Programme is aimed at enhancing the employability of local graduates and nurturing

future entrepreneurs. Since 2022, we have welcomed over 230 trainees, comprising both diploma and degree holders, into the 8-month programme, which offers structured training through soft skills development and hands-on workplace experience.

While the programme does not guarantee permanent employment, 52 high-performing trainees have successfully transitioned into full-time roles within IJM to date, contributing to a strong and sustainable talent pipeline.

### ***Internship Programme***

As part of our commitment to nurturing and supporting young talents, our Internship Programme continues to play a vital role in shaping the next generation of professionals. The programme offers undergraduates hands-on exposure to real-world workplaces and projects, providing meaningful learning experiences aligned with their academic backgrounds.

During the reporting year, we welcomed more than 100 interns across the Group, including in

engineering, construction and property projects, the corporate office and more. Each intern was paired with a dedicated supervisor and integrated into project teams, ensuring a structured and immersive learning experience.

Throughout their placement, interns received ongoing mentorship and feedback, allowing them to actively contribute to impactful initiatives while deepening their understanding of industry practices and sustainable business operations. High-performing interns were identified for future talent pipelines, with selected individuals offered full-time roles or return internship opportunities.

By investing in young talents, we contribute to national aspirations for youth employability while fostering a culture of innovation, continuous learning and inclusivity. The internship programme stands as a key pillar of our social sustainability commitment, equipping students with the skills and experiences needed to enhance their readiness for the workforce.

## Social: Empowering Our People and Communities

### Providing a Conducive Workplace

Our commitment to holistic employee well-being was reinforced through a series of wellness engagements and advisory sessions. These included health and financial talks aimed at improving physical resilience and financial literacy, especially amid rising cost of living concerns and the post-pandemic shift in employee expectations.

Such initiatives not only promote better work-life integration but also positions us as a forward-looking

employer, one who listens, learns and adapts to the changing needs of our workforce. By embedding wellness, feedback and recognition into our operations, we continue to foster a workplace where people thrive both professionally and personally.

### Brew & Bond

In FY2025, the Group Human Resource Department continued to strengthen our workplace culture with quarterly Brew & Bond sessions held at the Headquarters. Designed as a warm and casual

gathering, Brew & Bond brings together colleagues from across Group Services to connect beyond daily tasks and foster meaningful professional relationships.

Each half-day session featured inter-departmental sharing, fun and interactive activities, as well as the welcoming of new joiners and the celebration of employees' birthdays. These moments of connection not only built camaraderie but also reinforced our sense of community and belonging at the workplace.



Moment of camaraderie during the quarterly Brew & Bond session for an afternoon of connection and celebration

### Competitive Employee Compensation and Benefits

Insights from our MyVoice 2025 survey guide enhancements to workplace practices, employee programmes and internal communications, creating a more engaged and responsive work environment. Our competitive compensation packages include comprehensive benefits such as health insurance, retirement plans and parental leave policies.

Types of Leave	Employee Wellness	Work Arrangement
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	Outpatient medical coverage, annual medical check-up, dental and optical, traditional Chinese medicine and chiropractic treatments	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	Others
Business travel reimbursements and business claims	Hospitalisation and surgical insurance, group term assurance, group personal accident	Car park facility, retirement benefits, long service award, IJM scholarship award, IJM academic excellence award

### Employer of Choice Accolades

Our MyVoice 2025 survey results reflected strong job satisfaction, greater confidence in leadership, endorsing IJM as an employer of choice. This momentum is further supported by our continued recognition in national employer branding awards:

- GRADUAN Brand Awards 2024 – Top 3 Malaysia’s Most Preferred Employers in the Construction and Property sector
- Graduate Employer of the Year Award – 1st Runner-Up in the Construction, Property and Development sector
- Graduates’ Choice Awards – Champion (Top 4) for both Construction and Property Developer categories

These accolades reflect the confidence the market and our people place in our values, leadership and inclusive workplace culture.



## Social: Empowering Our People and Communities

### HUMAN RIGHTS

IJM is committed to upholding the highest standards of human rights to ensure a safe, ethical and respectful environment across our operations. The Group is committed to protecting the rights of its people and treating them with dignity, in line with the UN Global Compact (UNGC) Ten Principles and other relevant legal requirements and regulations.

We have implemented policies and procedures to prevent discrimination and maintain a zero-tolerance policy for child and forced labour, particularly within our foreign labour workforce. Our suppliers and partners are expected to observe our Supplier Code of Conduct, which outlines expectations on fair treatment, ethical conducts and compliance with applicable labour and human rights law. These policies ensure compliance with all applicable labour laws, including working hours, overtime regulations, living conditions and the Minimum Wages Order 2024.

We have robust grievance mechanisms and regular audits in place to ensure that human rights standards are met across our operations and supply chains. Our grievance management mechanism serves to safeguard employees' and workers' rights and promote a safe reporting culture. Grievances can be submitted anonymously through a dedicated reporting channel via email, which is directly overseen by the Chief Audit Executive and monitored by the Audit Committee. Whistleblowing posters with submission details are prominently displayed across 100% of our operational sites. Upon receipt, grievances are assessed, documented and escalated in accordance with internal protocols to ensure timely resolution.

In FY2025, we are pleased to report zero reports concerning human rights violations within our operations

and 1.9% of our employees were covered by collective bargaining agreements. We conduct regular audits, due diligence assessments and contractor screenings to identify and address potential labour rights issues across the supply chain to ensure effective implementation of our policies. These audits are complemented by annual awareness programmes to educate site-level employees and contractors on their rights and responsibilities.

In addition, we actively engage with stakeholders and industry peers to strengthen human rights due diligence practices. As a participating member of the UNGC, we align our practices with the UNGC Ten Principles, which encompass human rights, labour, environment and anti-corruption. IJM will remain dedicated to maintaining this track record of compliance and to continuously improving our human rights practices.

### HEALTH AND SAFETY

Safety and well-being of our employees, workers and contractors remain a top priority for IJM. Guided by our Occupational Safety and Health policy, we remain committed to create, maintain and manage a safe

and healthy working environment for our employees and safeguard the safety of others affected by our operations and services.

Prioritising safety and health are essential to safeguarding our workforce and ensuring operational continuity. A strong safety culture reduces incidents, enhances operational efficiency and ensures compliance with local and international regulations. We actively promote a safe workplace culture by encouraging employees to engage in safe practices and contribute to ongoing improvements.

All active projects of the Construction Division, ICP factories of the Industry Division, our Port and Toll Divisions continue to be ISO 45001:2018 certified and their safety and health data were audited and verified by the Standard and Industrial Research Institute of Malaysia (SIRIM). Our OSH management system ensures that we identify, assess and mitigate risks effectively, while also providing ongoing training and resources to ensure that all employees are equipped with the knowledge and tools to work safely.



Senior leaders engage ground teams at project sites to ensure high safety standards and operational excellence

In addition, we have implemented joint management-employee health and safety committees at project sites, allowing for collaborative discussion of OSH issues. The Health, Safety and Environment (HSE) Committees are present across all divisions to oversee HSE matters and ensure safety policies are effectively implemented. The joint management-employee safety and health committees played a crucial role in driving this success, fostering open communication and collective responsibility for safety at all levels.

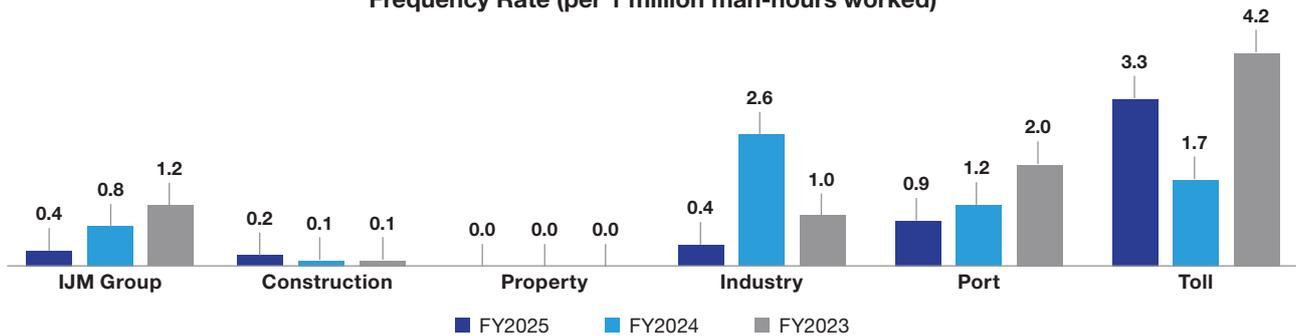
Our commitment to safety and health is reinforced by our HSE Minimum Requirement Handbook, which outlines processes, high-risk activities and operational standards. We have also integrated the Safe Work Method Statement into our Hazard Identification, Risk Assessment and Determining Control (HIRADC) procedures, strengthening our risk management processes and ensuring consistent safe practices.

We achieved a significant reduction in workplace incidents, reflected in the number of work-related fatalities, Lost Time Injury (LTI)

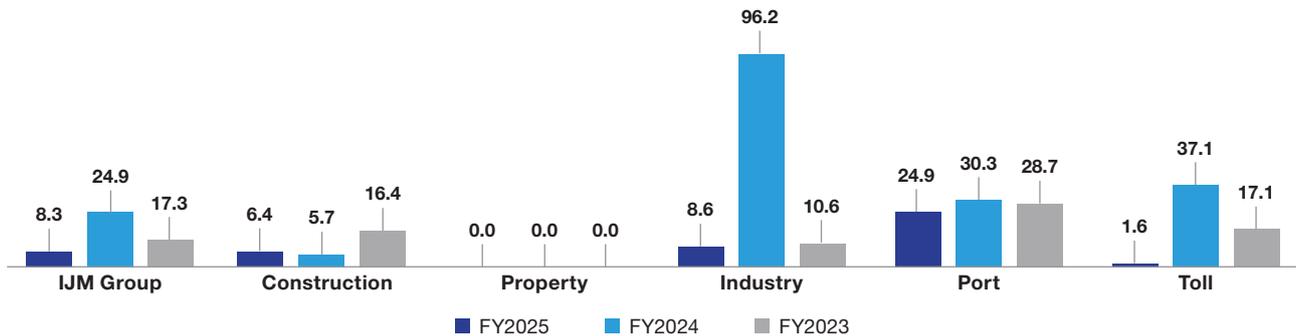
frequency rate and LTI severity rate. These key performance indicators show the effectiveness of our safety protocols and continuous improvement efforts. In FY2025, we had zero fatalities across our operations.

Additionally, we successfully trained more than 1,700 employees on safety and health standards, further enhancing our workforce’s capability to work safely. Our proactive approach to safety and health, aligned with ISO 45001 standards, continues to deliver tangible results, ensuring a safer, healthier work environment for all.

Frequency Rate (per 1 million man-hours worked)



Severity Rate (per 1 million man-hours worked)



Note: Property Division’s incidences are accounted for by its contractors

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### Employee Health Programme

In alignment with our occupational health agenda, the Group Human Resource Department implemented a preventive health programme targeting the seasonal influenza, in collaboration with certified healthcare providers. In response to rising flu cases, an on-site influenza vaccination drive was organised at our Headquarters, Wisma IJM for all employees. This initiative reflects our proactive approach in addressing communicable health risks in the workplace, contributing to a healthier and more resilient workforce.



### Construction

In addition to our internal safety achievements, the Construction Division was honoured with the National Council for Occupational Safety and Health (NCOSH) Award in November 2024, the highest national recognition for OSH excellence in Malaysia. The award was conferred for the outstanding HSE performance at the TRX Residences project, highlighting strong compliance, leadership and proactive site-level engagement. This marks IJM Construction's fourth NCOSH Award, following previous wins in 2007, 2014 and 2017 and reaffirms our reputation as an industry standard-bearer in the construction industry.

In October, the Division was also recognised by the Construction Industry Development Board (CIDB) during QUEST 2024 with the *Anugerah Kecemerlangan Kategori Projek Kerajaan*. The award was granted for achieving the highest QLASSIC score for a government project, Lembaga Hasil Dalam Negeri, Pulau Pinang.

Under the theme Concerted Efforts in Risk Prevention, the Division organised the annual HSE campaign with participation from senior leadership, which highlights our approach to HSE culture reinforcement, risk management and stakeholder engagement. The campaign featured project-level presentations on lessons learned from workplace incidents and outlined tailored risk management strategies for high-risk project typologies such as data centres and semiconductor plants.

### Property

The Property Division continued to showcase strong performance in construction quality with an average QLASSIC score of 83.8% in FY2025, exceeding the internal target and reflecting a year-on-year improvement. This performance indicates fewer post-handover defects and strong workmanship quality, contributing to better customer satisfaction targets.



Construction Division representatives receiving an award at QUEST 2024

**Industry**

In response to the growing concern of work-related musculoskeletal disorders in Malaysia, the Industry Division facilitated the initial Ergonomics Risk Assessment (ERA) training that certified selected employees as Ergonomics Trained Persons, authorised by the Department of Occupational Safety and Health (DOSH). This will enable us to conduct proactive and reactive risk assessments within our respective work environments that enhances both workforce protection and internal capabilities in occupational health.

During one of the HSE quarterly meetings, the Division also officially launched a set of Safety and Health Golden Rules on daily safety conduct, particularly in production settings. The rules are aimed at strengthening safety-first mindsets and embedding non-negotiable behavioural expectations to reduce incident risks.

In addition, the Division held a HSE Awareness Competition across operations that recognised site teams demonstrating outstanding commitment to HSE standards. ICP Jawi and KRP Sungai Buloh emerged as champion, followed by ICP Senai, MRP Kuantan, ICP Kuantan and SMC Chan Sow Lin as runners-up.

**Infrastructure - Port**

The Port Division organised a two-day HSE event, culminating in the launch of the *Kami* P.R.O.T.E.C.T. pledge - Preparedness, Respond, Observe, Train, Empower, Communicate and Thrive. The campaign engaged both internal and external stakeholders, port users, stevedores, students and regulators through talks, exhibitions and awareness-building activities that covered essential topics related to occupational safety, health and sustainability, offering valuable insights and best practices.

**Infrastructure - Toll**

The Toll Division also approaches hazard mitigation through regular safety training, including toolbox talks, fire drills as well as scheduled safety inspections across operational

sites. The Division promoted risk awareness and conducted site-specific audits across administrative buildings, toll plazas and highway worksites that ensured compliance and operational safety to further strengthen internal HSE culture. In February 2025, the Division conducted a Safety Mega Toolbox Talk that saw the participation of more than 100 employees, including management, HSE committee members, frontline employees such as toll collectors, supervisors, highway response team members and selected contractors.

Through continuous investments in safety management and wellness programmes, we strive to create an environment that mitigates risks, promotes well-being and upholds the highest safety and health standards across the Group.



Frontliners, supervisors and HSE teams engaged in site-specific safety training and dialogue during the Toll Division's largest toolbox talk

# Social: Empowering Our People and Communities

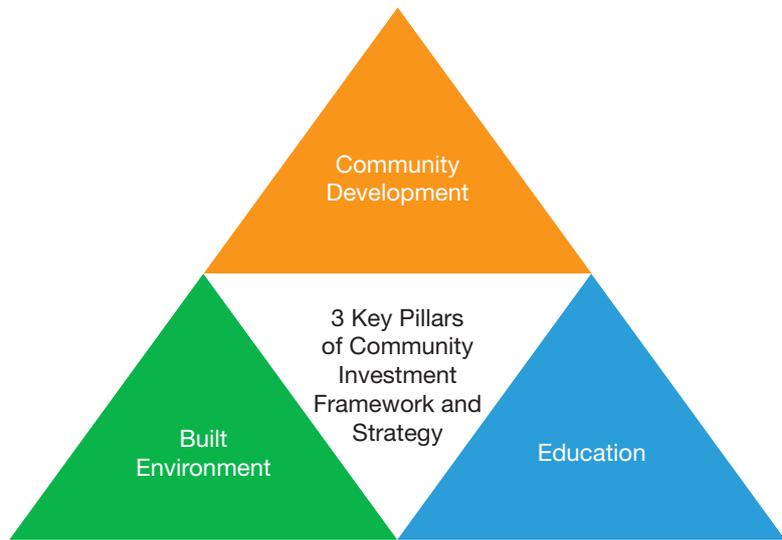
## COMMUNITY INVESTMENT

Our commitment to community investment is rooted in the belief that sustainable growth goes beyond business success and includes fostering economic development, improving livelihoods and supporting projects that promote social well-being. As part of this commitment, the Group allocates 1% of Profit After Tax and Minority Interest (PATMI) towards community investment, reinforcing our dedication to making a positive difference.

Our approach to community investment reflects our core values of social responsibility and sustainability. By providing financial support and resources to local initiatives, we strive to create positive change that benefits individuals, families and entire communities. This approach ensures that our efforts align with both the immediate and long-term needs of the communities we serve. Whether through funding educational programmes or enhancing local infrastructure, we aim to drive economic growth while helping communities build resilience for the future.

### Community Investment Framework and Strategy

With our Community Investment Framework and Strategy introduced in FY2023, we emphasise building resilience and strengthening connections, ensuring our approach



is responsive to local needs, consistent and transparent. The framework is built around three key pillars: Community Development, Education and Built Environment. These pillars not only directly benefit the communities we serve but also contribute to the long-term success of our business operations, creating a synergistic relationship where both the community and the business thrive. In FY2025, the Group contributed RM3.7 million into various community investment initiatives, representing more than 1% of the Group's PATMI. Our approach was balanced, with 71.6% of these initiatives dedicated to strategic, long-term community partnerships and the remaining 28.4% focused on charitable efforts providing immediate and short-term relief.

Our dedicated workforce played a crucial role, with 1,034 employees from across all Divisions collectively volunteering 9,784 hours in FY2025. Reflecting our strategic priorities, 80.0% of our investment was channeled into Community Development, 11.6% into Education and 8.4% into the Built Environment pillar, collectively reaching a total of 55,934 beneficiaries.

Furthermore, we have embraced digitalisation to streamline our data collection and impact measurement for community investment initiatives by implementing digital tools, which now enables us to efficiently track key metrics such as the number of initiatives, volunteer participation and total volunteering hours.

KEY HIGHLIGHTS

Contribution	Beneficiaries	Employee Volunteering
<b>Invested</b> <b>RM 3,717,279</b> FY2024: RM1,275,104 FY2023: RM2,455,733	<b>55,934</b> beneficiaries FY2024: 32,141 beneficiaries FY2023: 1,080 beneficiaries	<b>Volunteered</b> <b>9,784</b> hours FY2024: 8,321 hours FY2023: 2,701 hours

Community Development

<b>Invested</b> <b>RM 2,971,835.41</b> FY2024: RM828,291 FY2023: RM1,835,555	<b>35,041</b> beneficiaries FY2024: 28,627 beneficiaries FY2023: 1,080 beneficiaries	<b>Volunteered</b> <b>7,147</b> hours FY2024: 5,720 hours FY2023: 707 hours
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Education

<b>Invested</b> <b>RM 431,747.88</b> FY2024: RM168,965 FY2023: RM500,678	<b>10,154</b> beneficiaries FY2024: 1,670 beneficiaries FY2023: *Not available	<b>Volunteered</b> <b>622</b> hours FY2024: 1,126 hours FY2023: 1,994 hours
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Built Environment

<b>Invested</b> <b>RM 313,695.79</b> FY2024: RM277,484 FY2023: RM119,500	<b>10,379</b> beneficiaries FY2024: 1,844 beneficiaries FY2023: *Not available	<b>Volunteered</b> <b>2,015</b> hours FY2024: 1,475 hours FY2023: *Not available
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Initiative Motive

<b>71.6%</b> of initiatives dedicated to strategic, long-term community partnerships FY2024: 91.7% FY2023: 93.0%	<b>28.4%</b> focused on charitable efforts providing immediate and short-term relief FY2024: 8.3% FY2023: 7.0%
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Location

<ul style="list-style-type: none"> <li>➤ Selangor</li> <li>➤ Kuala Lumpur</li> </ul>	<ul style="list-style-type: none"> <li>➤ Negeri Sembilan</li> <li>➤ Pulau Pinang</li> </ul>	<ul style="list-style-type: none"> <li>➤ Pahang</li> <li>➤ Perak</li> </ul>	<ul style="list-style-type: none"> <li>➤ Sarawak</li> <li>➤ Johor</li> </ul>	
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# Social: Empowering Our People and Communities

## Community Development

We aim to empower communities by promoting social cohesion, economic growth and resilience. Through initiatives that foster community engagement and support networks, we help individuals and groups overcome challenges and build a stronger future.

### IJM Allianz Duo Highway Challenge 2024

As co-organiser and venue sponsor, the Toll Division played a pivotal role in the IJM Allianz Duo Highway Challenge 2024, held in September 2024. Innovatively, the Division introduced a challenging 42.195 km full marathon category, combining the routes of both Besraya and NPE highways into a single event for the first time. The marathon also launched a special 1.5 km junior category, setting the stage for young runners.

“Sports continue to be at the heart of IJM’s community investment initiatives. Leveraging our assets and resources, we organise mass sporting events that bring communities together and promote a healthier lifestyle. Across our organisation, various divisions host running events such as the IJM Rimbayu Run and the Seremban Half Marathon, each of which has gained a unique following.”

**Dato’ Lee Chun Fai, Chief Executive Officer and Managing Director**

A major highlight was the recognition by the Malaysia Book of Records, which awarded the event two prestigious titles – First Full Marathon on a Highway and Longest Marathon Course on a Closed Highway.

We invested more than RM260,000 and ensured the safety and seamless execution of the event for 11,500 participants, where 100 dedicated volunteers contributed 1,500 volunteering hours, reinforcing our dedication to public well-being and community vibrancy.

### IJM Land Half Marathon

In August 2024, the Property Division hosted the annual IJM Land Half Marathon, a strategic initiative contributing RM48,500 towards promoting community unity, enhancing well-being and encouraging a healthy lifestyle. The marathon saw the participation of 12,000 runners, with 48 volunteers dedicating 1,488 volunteering hours. Embodying the tagline, Run Together, Bond Stronger, the Division seized the opportunity to support three charities, collectively contributing more than RM300,000 to various charitable causes since 2013.



**Responding to Disasters**

The northeast monsoon floods in December 2024 impacted communities across Malaysia, displacing many and causing significant damage. The Group contributed RM2 million to the Ihsan MADANI Fund, a flood disaster initiative led by the Prime Minister, which raised more than RM36 million from 23 private companies and corporate bodies.

The fund was used to address urgent needs, such as repairing schools and providing targeted assistance to over 150,000 victims affected by the devastating floods across several Malaysian states. This effort reflects our Community Investment Framework, underscoring our commitment to prioritise disaster relief in the communities we serve and stand in solidarity with affected communities during critical times.



**Sponsorship for Rugby Club Development**

We continued our long-standing partnership with the COBRA Rugby Club supporting the COBRA 10s Rugby and COBRA 10s Mini Tournament that took place in November 2024, reinforcing our continued support for rugby in Malaysia. The tournament that brought together 14 teams from nine countries, including Australia, New Zealand, South Africa and Malaysia, is a key platform for fostering talent and growing the sport.



## Social: Empowering Our People and Communities

### ***Uplifting Women Entrepreneurs***

In conjunction with International Women’s Day 2025 celebration, apart from a yoga fundraiser activity, raising over RM18,000 in employee and Group-matched contributions for Komuniti Tukang Jahit (KTJ), the Group and Property Division procured tokens of appreciation from KTJ for our female employees, bringing the total contribution close to RM30,000.



### **Education**

Our education efforts focus on improving access to quality learning and skills development, empowering individuals to reach their full potential. By supporting youth through scholarships and educational resources, we create opportunities for personal and professional growth.

“ We recognise that equitable access to quality education lays the foundation for inclusive growth. Our scholarship programme is designed to open doors, build capabilities and shape future leaders. For over three decades, we are proud our scholarship has helped turn aspirations into achievements, reflecting our belief that potential must never be limited by circumstances.”

**Tan Sri Dato’ Tan Boon Seng @ Krishnan, Chairman**

### ***IJM Scholarship Programme***

We continued our commitment to nurturing local talent through the IJM Scholarship Programme, which promotes equitable access to quality education and supports skill development for Malaysia’s future workforce. In November 2024, we awarded RM104,000 in scholarships to 12 outstanding students pursuing degrees in civil engineering, quantity surveying,

real estate management and information technology. Each scholar is paired with a mentor from the same field and annual mentor-scholar gatherings provide ongoing guidance. Upon graduation, scholars are guaranteed employment with IJM through our graduate training programme.

Since the programme’s inception in 1994, we have supported over 370 scholars and invested more than

RM8 million to date. In addition, we recognised the academic achievements of 45 children of employees’ who excelled in their SPM, A-Level and IGCSE examinations through our annual Academic Excellence Award. This recognition highlights their hard work, resilience and the valuable support provided by their families.



## Our Scholars



## CLARABELLE YII JIA TONG



I am currently working as a Executive, Contracts at IJM Perennial Development Sdn Bhd. This scholarship has not only provided substantial financial support but also opened doors to meaningful growth opportunities. To future scholars: what you learn in lectures forms your foundation, but real-life experience builds everything on top of it. Stay open, be adaptable, and never stop learning.

*Clarabelle*

Executive, Contracts  
Scholar Batch 2022



## SYED AZLI BIN SYED PUTRA



The scholarship gave me the chance to fully focus on my engineering studies and build a strong foundation for my career. It was more than just financial support; it helped me apply what I learnt and prepare for the working world. To future scholars, make the most of the opportunities given to you and stay open to learning. It will go a long way as you begin your career.

*Syed Azli*

Engineer, Sales  
Scholar Batch 2020



## SITI NURZAHIDAH BINTI ISHAK



I am currently involved in the ASE Plant 4 & 5 factory project in Penang. The IJM Scholarship undoubtedly paved the way for where I am today, allowing me to gain hands-on experience from the very beginning. To future scholars: embrace every opportunity to learn – the experience you build now will be your greatest asset.

*Zahidah Ishak*

Executive, Contracts  
Scholar Batch 2020



## JEROME HAM JIE HAO



Throughout my time with IJM, I've experienced growth not only in my career but also as a person. This was made possible by the opportunity and support provided through the IJM Scholarship. To future scholars: work hard and believe that opportunities will always come to those who are ready and prepared.

*Jerome*

Assistant Manager, Sales & Technical  
Scholar Batch 2016



## STEPHANIE LEE FEN NI



I'm grateful to IJM for the chance to explore sustainability beyond my Accounting and Finance background. The scholarship provided more than just financial support – it opened doors to career opportunities and a strong scholar network. Being part of the Group Sustainability team has been a journey of growth. To future scholars: stay humble and embrace every experience – it may take you further than you ever thought possible.

*Stephanie*

Executive, Corporate Sustainability  
Scholar Batch 2019



## LONG MUHAMMAD HAZIQ BIN LONG HASSAN



Receiving the IJM Scholarship made a real difference in my academic journey. It helped ease financial concerns and gave me the support I needed to stay focused. To future scholars: let this support be a catalyst not just for achievement, but for purpose-driven growth and a commitment to excellence in everything you pursue.

*Long Haziq*

Engineer, M&E  
Scholar Batch 2020

## Social: Empowering Our People and Communities

### **Empowering Future Creative Leaders in Real Estate**

In FY2025, the Property Division contributed RM50,000 to the Asia Young Designer Awards (AYDA) 2024, reinforcing our ongoing commitment to nurturing future design talents and supporting creative education. Since 2014, the Division has invested over RM500,000 in AYDA, a platform endorsed by key industry bodies that provides young architects and interior

designers with mentorship, industry exposure and recognition. This long-term partnership reflects our broader vision of empowering youth through education and fostering a new generation of purpose-driven and sustainable design leaders.

### **Supporting Education through Infrastructure Upliftment**

In celebration of the 100th anniversary of SK Convent Klang, the Industry Division enhanced the overall

learning environment for close to 1,800 students and educators of the school. By contributing to the physical upliftment of the school grounds, the initiative aimed to provide a safer and more conducive space for academic development. Beyond infrastructure, our employees complemented the effort by volunteering more than 40 hours on-site, demonstrating active community engagement towards our initiatives.



### **Built Environment**

We are committed to developing safe, inclusive and sustainable spaces that enhance community well-being. Through collaborative infrastructure projects, we improve public safety, promote environmental stewardship and contribute to the overall quality of life.

“ Making a real impact begins with understanding what families truly need, a safe and secure place to call home. Through MyHome, we are not just building and restoring houses, we are rebuilding lives. As we continue to scale up the programme, our aim is to bring meaningful, sustainable improvements to the living conditions of those who need it most.”

**Datuk Tony Ling Thou Lung, Chief Executive Officer, Property Division**

**MyHome Rehabilitation Programme**

The Property Division’s flagship MyHome Rehabilitation Programme marked 15 years of restoring not just houses, but hope, dignity and a fresh start for families in need. Since 2010, we invested more than RM720,000 towards a shared belief in the transformative power of shelter. This long-standing commitment

reflects our continuous effort to uplift underserved communities by addressing one of the most fundamental human needs: a safe and stable home.

In FY2025, we provided essential home repairs and improved living environments for four families from Kuala Lumpur, Seremban and Sandakan. This initiative collectively leveraged the expertise

of our employees, contractors and suppliers. Our combined financial contribution of more than RM76,000, reinforces our dedication to fostering safe and livable homes and communities as part of our Built Environment pillar.

As we move forward, we remain committed to scaling up our efforts and ensuring more families experience the life-changing impact of a nurturing home environment.



**Circular Waste Practices in School**

In September 2024, the Property Division launched a food waste processing hub, pilot project at Oasis International School - Kuala Lumpur, in a joint effort to educate and include local communities, especially students, in sustainable environmental practices. In FY2025, the food waste processing hub treated a total of 978.3 kg of food waste and avoided 2.4 tCO<sub>2</sub>e emissions. The hub, a living laboratory for hands-on learning to more than 350 students, will reduce food waste sent to landfills and foster a culture of environmental responsibility among students.



## Social: Empowering Our People and Communities

### **Restoring Ecosystems**

The Construction and Industry Divisions carried out mangrove planting activities in collaboration with local authorities, educational institutions and community groups to enhance coastal resilience and rehabilitate degraded habitats.

In August 2024, the Construction Division planted 500 mangrove saplings at Pusat Pendidikan Hutan Paya Bakau in Parit Buntar, Penang.

In February 2025, the Industry Division partnered with Universiti Kuala Lumpur Malaysian Institute of Marine Engineering Technology (UniKL MIMET), Lumut Port and Jabatan Alam Sekitar (JAS) to plant 1,000 mangrove saplings at Hutan Simpan Lekir in Manjung, Perak. Combined, the two efforts mobilised more than 200 volunteers and contributed a total of 924 volunteering hours.

Beyond tree planting, the Industry Division's initiative included a community outreach component. An environmental talk was conducted, engaging 200 students of SMK TLDM on the role of mangroves in coastal protection and environmental sustainability. Additionally, a signboard was installed at Sungai Tiram Lekir through a gotong-royong effort involving employees and community members, aimed at serving as a permanent educational reference for visitors.

