

The background of the document is a composite image. The top half shows several white wind turbines against a cloudy sky. The bottom half, which is a yellow shape, contains a photograph of a woman in a headscarf holding a young child. The woman is looking towards the camera with a slight smile.

Future-Fit Workplace

#Principles #Policies #Programs

As a purposeful establishment, we are guided by this reference document, which articulates our philosophy of a 'Future-Fit Workplace' as well as its Principles, Policies, and Programs. These are in addition to various rules and regulations mandated by the Companies Act 2016 (CA2016); the Malaysian Employment Act 1955; and the applicable laws, operational processes and procedures.

For any additional information or clarification, please contact our Director of Human Resources & Finance at ros@impacto.my

Certified



Corporation

A Future-Fit Workplace takes you beyond conventional wisdom, allowing you the freedom to choose a purposeful collaboration, where you aspire and commit to learn, share, participate, and contribute to positive change.

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About IMPACTO



*“ In every deliberation, we must consider the **IMPACT** of our decisions on the next seven generations ”*

(The Great Law of the Iroquois Confederacy)

Certified



This company meets the highest standards of social and environmental impact

Corporation



Vision

Putting Profits to a Purpose & Leaving No One Behind



Mission

Collaborate with businesses to empower disadvantaged & underserved communities, rural youth & women entrepreneurs for creating shared value and inclusive growth opportunities

Values

Collaboration | Commitment | Change

We are a focused boutique Sustainability Clinic based in Kuala Lumpur, Malaysia, supported by a Global Advisory Board and a credible resource network in the United Kingdom and India. We have a unique business strategy where we engage in financially lucrative work to adopt and sponsor projects, people, and causes that can have a beneficial influence in accordance with our Theory of Change.

In short, we are well-positioned to equip and empower businesses at different stages of sustainability adoption and integration with tools, processes, and even narratives towards operationalising, realising, and articulating sustainability vision, mission and values – all to serve a greater purpose.

When you partner/work with us on your sustainability agenda, you will not only be contributing to our vision of driving profits with a purpose, but also demonstrate your commitment to responsible supply chain. For any additional information or clarification, please write to us at impacto@impacto.my



IMPACTO EMPLOYEE CHARTER

This 5-POINT CHARTER guides our relationships with employees (full-time or part-time) and ensures that IMPACTO shapes/nurtures high-potential talent in the Sustainability space.

All individuals associated with IMPACTO may submit their feedback to our Director, Ms. Veena P, who will be assessing the grievances and/or suggestions independently, free of bias, to submit recommendations to the Board. Email at veena@impacto.my



INDIVIDUALS BEFORE EMPLOYEES

Those interested to collaborate or work with IMPACTO will not be tied into a typical employee-employer relationship that may be exploitative in nature (in different ways and in different degrees). There shall be no contracts and clauses therein that restrict an individual's rights to expression (in agreement or disagreement), to make responsible choices, to learn and grow, while contributing to the mission of IMPACTO. At all times – from acquisition to appointment, and from training to target achievements, IMPACTO will respect the differences (in skills, backgrounds, experience, attitudes, perspectives) of individuals who are committed to IMPACTO's business model and mission. IMPACTO's future-fit workplace policies are designed to motivate individuals through hybrid working arrangements, high income potential and rewarding experience.

VALUES BEFORE SKILLS

All individuals associated with IMPACTO must demonstrate the core values i.e., spirit of COLLABORATION (as equals with a strong belief in shared value), strong COMMITMENT (to maintaining integrity of sustainability principles – no harm, inclusivity and equity as well as to the mission of IMPACTO), and catalyse CHANGE (by driving real impact). IMPACTO believes that with the right 'values' comes the right mindset and leadership, whereas skills can be a continuous process of learning and application. Values over skills is always a priority at IMPACTO.

PRACTICES BEFORE PERFORMANCE

IMPACTO assesses all individuals based on the quality of the relationships and the opportunities created for shared value. This essentially means that it is far more important for IMPACTO to see individuals embracing responsible work practices that reflect our principles (access, inclusion, capacity, engagement). These include demonstrating leadership that is inspiring, self-discipline and monitoring for consistent delivery, propensity to learn, contribute and grow. On a best-effort basis, individuals will be recognised for their proven practices/principles, with active feedback, coaching and development.

IMPACT BEFORE KPIS

IMPACTO doesn't believe in measuring productivity with a standard set of indicators that may not be fair to individuals with differences as they may be to the company. The focus is on achieving impact that is measurable and meaningful to our stakeholders, including the individuals who are working with IMPACTO. This is to say that even 'internalisation' of new skills or knowledge in the course of implementing a project may be considered as an impact driver in the long-term and contributes to individuals' performance.

I BEFORE IMPACTO

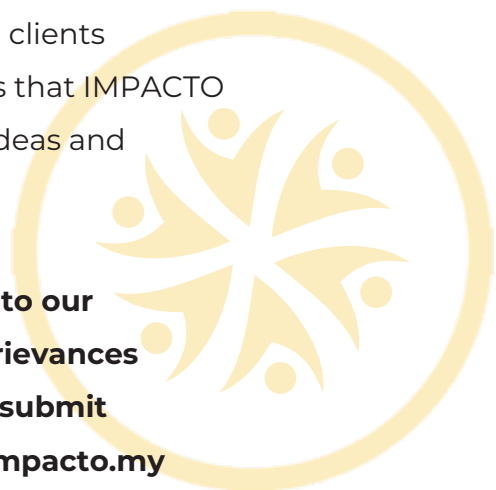
IMPACTO, in keeping with its policy of shared value, prioritises individuals over the company and its mission. The idea is deeply rooted in the ability of human capital, who are happy, fulfilled, and motivated, to drive positive impact around them and in ecosystems where they work. The focal point for IMPACTO will always be to understand every individual associated with it, what inspires them and what is important to them in our relationship, before establishing their role with IMPACTO and its mission.



IMPACTO CLIENT CHARTER

This 5-POINT CHARTER guides our relationships with clients (commercial as well as non-commercial) and ensures that IMPACTO builds long-term partnerships of value information, ideas and impact.

All clients of IMPACTO may submit their feedback to our Director, Ms. Veena P, who will be assessing the grievances and/or suggestions independently, free of bias, to submit recommendations to the Board. Email at veena@impacto.my



BEYOND POWER PLAY & POSITION

In addition to our customer acquisition policy, the decision to work with a client company will be as much IMPACTO's decision as it would be of a Client Company. IMPACTO's decision will be on the basis of two main criteria: a) Whether large or small business, there is commitment at CEO and Board-level to undertake due diligence that is required to strategise sustainability policies and programs, b) Such potential client company demonstrates credibility by making sure there is no deliberate attempt to be involved or involve IMPACTO in green-washing / social-washing of any kind and feigning ignorance will be considered as an act of culpable negligence that could have legal and non-legal implications.

PARTNERSHIP OF EQUALS

All client relationships will be evaluated based on the quality of mutual exchange of sustainability best practices, knowledge, skills etc., where the learning and growth is a shared value proposition. This is beyond the delivery of agreed outcomes on any project/s assigned to IMPACTO. At the point of entry, IMPACTO may choose to decline client contracts that are ad-hoc, short-term, and limited in scope, where the points of impact or commitment to business case for sustainability or mutual understanding of shared value are not clear.

TRUE SUSTAINABILITY LEADERSHIP

Any and all project work will be delivered based on a best-effort basis. Considering the need to adopt Asian Perspectives in implementing sustainability, IMPACTO may challenge global dictates and concepts on ESG adoption, as well as widely accepted ESG integration processes. The main objective is to set an example by 'leadership' and by 'doing things right' and NOT claim leadership by accepting the most common practices in the industry under the guise of benchmarking (without context and meaning).

INCLUSIVE & EQUITABLE ALL THE WAY

The terms of engaging IMPACTO must be inclusive, where the clauses should not be favourable to only one party to the contract. Whether commercial or non-commercial, IMPACTO must be involved in all deliberations and decisions that affect the implementation of the project/s assigned to IMPACTO. The contributions of IMPACTO and Client Company will be equally acknowledged in successful execution of the project/s. Procurement processes and post-appointment protocols (including tendering, contracting, payments, performance evaluation etc.) must be in keeping with IMPACTO's size, profile, mission and the unique relationship with the Client Company as opposed to applying archaic, standard, exploitative, and unfair policies.

RIGHT TO SAY 'NO'

Both IMPACTO and Client Company will allow each other the right to say 'NO' to unsustainable or irresponsible business practices, especially within the scope of the relationship, without fear of consequences, reputational damage, financial or non-financial penalties and retribution of any kind. This includes, exiting contracts that are in breach of the very income of sustainability principles (no harm, inclusivity and equity) with sufficient and fair notice.



PRINCIPLE 1

ACCESS

What does this mean?

Free and fair access to technical knowledge and expertise, authority, resources, and networks to shape responsible and prosperous businesses and communities.



SHARED VALUE POLICY

IMPACTO maintains a Shared Value culture where knowledge and insights are readily and proactively made available to employees, customers and communities without any commercial intent or motives. The objective is to equip our stakeholders with enough relevant and credible information that inspires responsible behaviour and action. Such an approach, in the long run, helps forge partnerships that deliver positive economic, environmental and social impacts – that are meaningful to one and all. Our policies are:

- To operate with a flexible mind-set that facilitates exchange of ideas and solutions .
- To develop relationships based on synergies, ability and willingness to collaborate, and a common theory of change.
- To identify opportunities to work with communities and stakeholders on a non-commercial basis, empowering them with skills and knowledge that is inherent to IMPACTO and its resource networks.
- To build long-term partnerships with clients / companies that are committed to responsible business practices and have the influence and resources to promote / advocate / mandate similar values and behaviour within their ecosystems.

ETHICS & INTEGRITY POLICY

The Ethics & Integrity Policy encompasses all aspects of the day-to-day business operations and stakeholder relationships of IMPACTO. To gain access to services or networks or resources or projects – with or without financial or non-financial value, IMPACTO maintains zero-tolerance towards any form of bribery – gifts, in-kind or cash contributions or handouts, personal favours, or anything that may influence or are perceived to be able to influence any decision-making processes of IMPACTO in favour of or against one or more parties involved.

FREEDOM OF ASSOCIATION / COLLECTIVE BARGAINING POLICY

IMPACTO management maintains a transparent course and discusses the terms of engagement, partnership, employment, projects and project outcomes, openly with stakeholders involved, always encouraging mutually rewarding and meaningful association, with freedom for parties involved to determine and negotiate terms and rules of association.

DATA ACCESS AND PROTECTION POLICY

IMPACTO, in its business conduct and dealing with its customers and suppliers and other stakeholders, takes all pertinent steps to ensure that it operates and complies with applicable national laws relating to data protection and privacy. As per the policy, IMPACTO will exercise its discretion to adhere to the following:

- Any data/information acquired from our customers, suppliers and partners and other stakeholders shall be treated as 'personal data' and confidential in nature. Any disclosures or use of such data/information will be as per the legal guidelines and as prescribed by the Personal Data Protection Act 2010 ("PDPA").
- IMPACTO will take reasonable steps to avoid any kind of breach on its legal and ethical obligations on data handling, use, and storage. The steps include security measures to safeguard such data/information from any loss, misuse, modification, unauthorised or accidental access or disclosure, alteration or destruction.

If any customers or suppliers or stakeholders' Data are held by IMPACTO at our premises or in our systems, customers or suppliers or stakeholders of IMPACTO shall have the right, on reasonable notice:

- To secure IMPACTO's signed consent on PDPA and other data security policies;
- To conduct an annual inspection of IMPACTO's premises or systems, at no additional costs;
- To produce evidence or disclosures supporting IMPACTO's measures or reasonable steps to comply with PDPA regulations / guidelines.
- To provide an electronic dump of all such data in a data drive that belongs to the customers / suppliers / stakeholders in question; and
- To delete all such data from IMPACTO's servers and records and restrict all duplications or retention of data for future use in IMPACTO's records.

Similarly, any proprietary data/information shared by IMPACTO, including its training material, content, logos and trademarks, reports or tools, with its customers, suppliers and partners and other stakeholders shall be treated as 'personal data' and confidential in nature. Any disclosures or use of such data/information by our customers and partners and other stakeholders will be as per the legal guidelines and as prescribed by the Personal Data Protection Act 2010 ("PDPA"). IMPACTO retains the right, on written notice:

- To restrict or bar use of IMPACTO's proprietary information (as defined above);
- To delete all such data from customers / suppliers / stakeholders' owned servers and records and restrict all duplications or retention of data in their records.

CUSTOMER AND SUPPLIER ACCESS & ACQUISITION POLICY

Access to IMPACTO's services is the collective decision of both IMPACTO as the service provider and our partners or clients or suppliers, who have an interest to collaborate or work with us.

As per our business model, we welcome partnerships with large organisations, who would like their engagement with us to deliver not just their project scope, but positive EESG (Economic, Environment, Social, Governance).

However, when evaluating business and revenue opportunities, IMPACTO prioritises working with Small and Medium Enterprises (SMEs) and Micro Enterprises, who typically have resource crunch and require better access to financial and non-financial support.

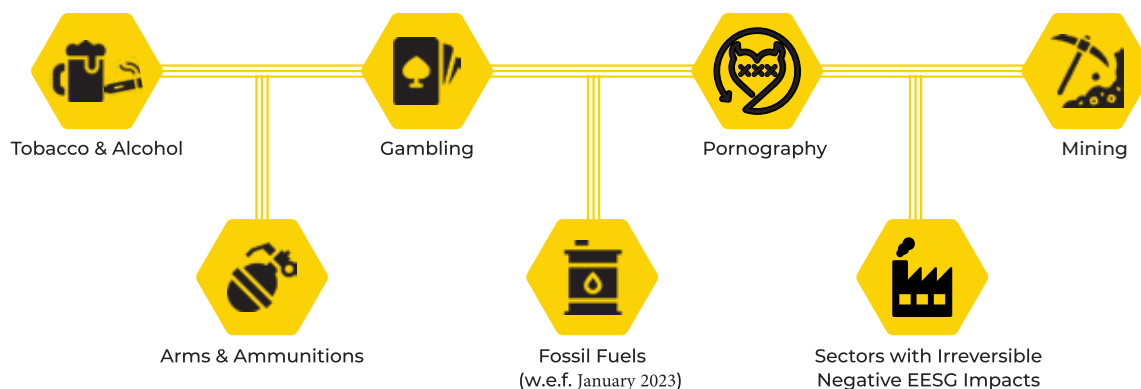
IMPACTO strives to avoid and limit any kind of commercial arrangements or informal partnerships with companies that are found to be 'green-washing' or 'social-washing' in the conduct of their business.

On the other hand, the Zero-Cost option of IMPACTO allows small and micro businesses to subscribe for building capacity in the areas of sustainability, CSR, impact, reputation management and stakeholder engagement. The aim is to help these disadvantaged businesses to understand sustainability in the context of business and embrace more socially- and environmentally-responsible business practices.

IMPACTO conducts basic due diligence when entering into commercial arrangements with both clients/ customers and suppliers to ensure the following responsible business criteria are met at all times.

- Company is not directly responsible for any kind of environmental harm or degradation;
- Company is not directly responsible for any kind of social injustices or discrimination or exploitation; and
- Company or its representatives do not have any known record of any kind of criminality or poor governance or litigations for involvement in social, environmental or financial or other moral / ethical breaches or crimes.

IMPACTO's customer acquisition policy explicitly restricts any kind of commercial arrangements with clients or partners who are directly involved in the following sectors.



Additionally, IMPACTO conducts basic due diligence to ensure potential or current clients / suppliers fulfil IMPACTO's predetermined responsible business criteria.

Procurement Policy

All stationery and company collaterals and operational hardware are produced or purchased through suppliers who adhere to green / eco standards, and products and services that are known to have minimal or zero harm on the environment and communities.

IMPACTO's List of Top 5 Preferred Suppliers / Vendors with Green Standard and / or Eco-Friendly Products and Services.

Service / Product

Office Supplies / Supplies / Stationery

[Provider or recycled / upcycled paper and paper products. We strongly discourage you to use any products made of plastic.]

Vendor / Website

1. Lyreco Group
www.lyreco.com.my
2. Nets Printwork Sdn. Bhd
www.netsprintwork.com.my
3. Ficus & Jar's
<https://ficusjars.com>
4. Chai Trading Sdn Bhd
www.chaitradings.com.my
5. Ikea
www.ikea.com

Service / Product

Printer & Printing Services

[Printer using eco-friendly ink and paper for printing. We encourage you to minimise your PRINTING requirements]

Vendor / Website

1. DT Copier Sdn Bhd
www.dtcopier.com
2. Nets Printwork Sdn. Bhd
www.netsprintwork.com.my
3. Hoffset Printing Sdn Bhd
www.hoffset@hoffset.com.my

Service / Product

Water

(Supplier/s using sustainable and responsible sourcing and packaging standards)

Vendor / Website

1. BEWATER Sdn Bhd
www.thisiswater.jp

Service / Product

Waste Collector

[Authorised collection centre by Department of Environment, International Youth Innovation Winner, European Union: Best Environmental Impact (SME)]

Vendor / Website

1. EARTH: E-waste Recycling
hello [at] erth.app

Service / Product

Premiums & Gifts

[Go Green With 3R- Reduce, Reuse & Recycle]

Vendor / Website

1. Eco-friendly
www.ecofriendly.com



PRINCIPLE 2

INCLUSION

What does this mean?

Systemic inclusion of stakeholders, especially the disadvantaged and underserved segments of business and society, creating equal and equitable opportunities for growth.



STAKEHOLDER INCLUSION POLICY

The Beneficial Owners (BO) of the Company adhere to the following three provisions in all decision-making (and in exercising voting rights) while conducting business and its objectives. These are in addition to BOs' rights, roles and responsibilities as per the Beneficiary Ownership Reporting Policy (BO Policy) in accordance with Section 56 of the Companies Act 2016 (CA2016) and the Reporting Framework for beneficial ownership of Legal Persons invoked by the Companies Commission of Malaysia (SSM).

- Engage with critical stakeholders to business, especially the employees, customers, and value chain partners to seek their feedback and understand their expectations.
- Present and deliberate on stakeholders interests and expectations as evidence or to build a case for all decisions of the Board, company, and its undertakings.
- Align shareholder interests with stakeholder expectations and welfare when devising business and growth strategies, always prioritising a more responsible way to earn and deploy profits for the purposes of social/ economic justice and environmental stewardship.

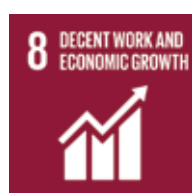
The above principles are applied by all BOs to ensure inclusivity and participation of all stakeholders in carrying out the business objectives meaningfully. The BOs also take note of the Theory of Change of IMPACTO as articulated and passed by Board Resolution, when taking all critical decisions of the business, its mission and purpose as well as operations. *(passed in December 2020)*

CSR & SUSTAINABILITY POLICY

This policy is two-pronged in its approach.

- 1) To always extend and prioritise IMPACTO's services towards benefitting social and environmental issues that hamper the learning and growth potential of both businesses and larger communities where we operate; and
- 2) To instil a sense of greater responsibility amongst employees, inspiring positive action towards the wellbeing of environment and society.

By agreement and consensus of the Board of Directors, IMPACTO pledges to reserve and contribute a minimum of 3-5% of its annual sales or revenue, in addition to the in-kind contributions such as pro-bono time, professional counsel or services towards well-designed programmes focussing on achieving one or more of the UN Sustainable Development Goals in the ecosystem of IMPACTO's key stakeholders including clients, suppliers, and partners. The priority goals (in order) identified for IMPACTO include the following:



In addition to the above, IMPACTO may also make modest cash donations on ad-hoc basis subject to availability of additional funds available and upon community requests. All the recipients or beneficiaries of IMPACTO's financial and non-financial contributions shall meet the following criteria:

- Be the direct beneficiary individual or community located in developing Asia
- Be able to submit well-documented reports on the community issues and requirements as well as how the financial and non-financial resources will create positive impact
- Be able to deploy >95% of the financial help towards the community solution and only <or= to 5% of the financial help towards operational aspects of the project

TALENT RECRUITMENT POLICY

In keeping with IMPACTO's mission statement, we are currently led by majority women employees and all current and future recruitment policies as well as partnerships with suppliers, NGOs, or other purpose-driven organisations must include a 'Statement of Support' in favour of women and disadvantaged talent.

IMPACTO SDN BHD is a purpose-driven sustainability consultancy, supported by a Global Advisory Board and led by women practitioners with a combined experience of more than 50 years. The company is building its local team in Kuala Lumpur, Malaysia and the potential candidates must be willing to embrace a LEAN start-up culture, which will require multi-tasking abilities, learning aptitude, and an appetite for growth.

We have a non-discrimination policy that bars any kind of bias based on age, religion, sexual orientation, caste, and beliefs, and ensure equality and equity as the two principles driving our relationships with all our stakeholders, including employees, suppliers, and business partners. However, active positions within the company and external partnership opportunities for delivering specific sustainability projects, we prioritise candidacy from the following background:

- Qualified females who are looking to make a career comeback after a gap year/s
- Unemployed qualified female graduates
- NGOs and Small Businesses led by women entrepreneurs or disadvantaged members of society (e.g., minority groups, underserved or underprivileged etc.)
- Retrenched women candidates with the right attitude, skills and commitment
- Specially-abled candidates, with a determination to make it against all odds
- Skilful and ambitious candidates from indigenous or disadvantaged minority groups

OPEN COMMUNICATION POLICY

IMPACTO promotes open communications/transparency that nurture relationships and strengthen individual and collective commitment to our mission. This includes the importance of dialogue, spirit of cooperation, and a robust grievance resolution mechanism.

The policy shuns all barriers of power and position and encourages sharing of opinions, concerns or suggestions in a non-hostile and nurturing environment.

All IMPACTO stakeholders are encouraged to voice out and channel their productive criticism, complaints, and any misappropriate behaviour or actions that are not in the spirit of IMPACTO's principles, policies, and programs.

Any and all complaints or feedback can be submitted anonymously or with identity to impacto@impacto.my, which will be accessed by the Director of Human Resources and independently managed by non-executive Director of the Board without any kind of bias. However, the stakeholders submitting the feedback or sharing a complaint are expected to ensure:

- Their level of awareness and responsibility to not misrepresent any kind of information or person or process
- Their sincere intention to uphold the integrity of the principles, policies and programs of IMPACTO
- Their position that is without prejudice, lies or hidden agendas, malevolent purpose.

Alternatively, the Whistleblower may report directly to relevant government or regulatory authorities and enforcement agencies in Malaysia as prescribed by the Whistleblower Protection Act 2010 such as Malaysian Anti-Corruption Commission (MACC), Suruhanjaya Syarikat Malaysia etc.

IMPACTO commits to protect the whistleblower from all acts of harassment, retaliation, victimisation and recrimination arising from making the disclosure in good faith.

NON-DISCRIMINATION POLICY

IMPACTO treats all stakeholders as unique individuals and welcomes people with diverse skill sets, experiences and personal and professional credentials. As such, we have a strict non-discrimination policy. We believe everyone should be treated equally regardless of race, gender, national origin, native language, religion, age, disability, marital status, sexual orientation, citizenship, political or non-political affiliation and / or ideologies, HIV status, genetic information, pregnancy, or any other basis for discrimination or bias or characteristics protected or unprotected by law. We also have zero-tolerance for any kind of harassment due to such wilful discrimination by or amongst our stakeholders.

GENDER-EQUITY POLICY

IMPACTO aspires to nurture female talent, women entrepreneurs and disadvantaged or underserved women amongst others. In other words, we believe in the value of gender equity and empowerment. Our local women champions (employees) come from diverse backgrounds, who are all committed to our sustainability mission. Our women employees also lend their voice and support for the underserved* stakeholders, including community members, positively contributing to our Theory of Change.

**Definition of underserved – individuals or organisations who do not have fair and equitable access to tools services, knowledge, finance etc to be able to compete in the mainstream markets. The underserved population includes single women, women entrepreneurs, entrepreneurs from indigenous community, small and micro enterprises, minority communities and organisation owned by minority groups.*

SHARED WEALTH POLICY

IMPACTO encourages its stakeholders to seek long-term affiliation / association / partnership, with an objective to exchange ideas and solutions to shape a sustainable ecosystem that will benefit both. IMPACTO offers different options to different employees:

- After completing 3-4 years of association in a full-time employment role, IMPACTO offers opportunities to all high-potential women employees to subscribe to company shares/equity, based on interest and performance
- After completing 2 years of association in a full-time employment role, IMPACTO offers a flexible work policy, with off-payroll arrangement and a higher profit-sharing scheme on all agreed projects. The idea is to allow employees to achieve financial stability within a maximum period of 4-5 months, and inspire them to pursue pro-bono developmental or social or environmental impact assignments for the rest of the year.

These are in addition to the usual increments and bonuses meant for employees on regular payroll during high-performance years.

HEALTH, WELFARE & WELLBEING POLICY

IMPACTO prioritises healthy and safe workplace for all employees, visitors and guests. In times of a serious crisis due to contagious diseases, allergies from haze and pollution, and other health hazards due to long working hours etc are avoided by choosing / offering:

- Flexible work hour options
- Remote or work-from-home options

For employees, in addition to the statutory /entitled annual paid leave and medical leave, we offer the following options to promote health, welfare and wellbeing.

- Maternity Leave of up to 2-3 calendar months from the date of delivery

- Paternity Leave of up to 2-3 calendar months

- Care-Givers Flexi-Work or Remote-Work arrangements

- Sabbatical for 3-6 months for pursuing specialist studies or a personal sustainability project

- Marriage Leave for up to 2-10 days

- Compassionate Leave of up to 2-10 working days

- Return-to-Work after maternity or study leave or a sabbatical

- Comprehensive hospitalisation and medical insurance for employees completing 3 calendar years of employment

- Medical disbursement / claims for all employees

- Travel-for-work disbursements / claims for all employees

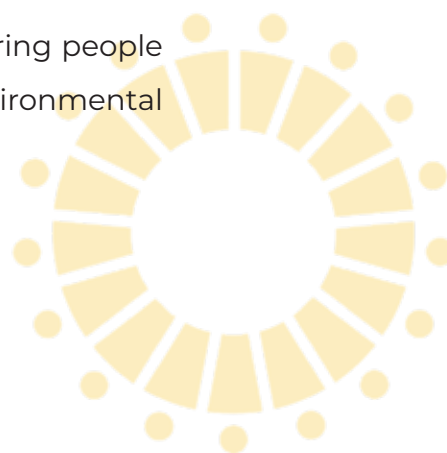


PRINCIPLE 3

CAPACITY

What does this mean?

Curation of bespoke content for enabling and empowering people as well as businesses to reduce social inequalities, environmental harm and economic injustices.



GRASSROOTS ENCULTURATION POLICY

IMPACTO provides opportunities for stakeholders to participate in one or more of its bespoke social/environmental initiatives. The company encourages that all employees deliver/ dedicate a minimum of 40 to 60 hours of paid time annually by actively contributing to IMPACTO's adopted community projects and programmes. The objectives are three-pronged:

- Equip employees with knowledge of grass-roots sustainability issues and challenges
- Introduce successful programmes that were implemented and technical tools or solutions that were deployed by leading organisations / civil society to address social and environmental issues of communities
- Instill a sense of pride in being able to support SDGs and developmental work through IMPACTO

The dedicated hours are in addition to the employees involvement during official work hours for designing impact projects, including identifying partnership opportunities, conducting community needs assessments, and developing impact matrix. W.e.f. 2021, the option of 50:50 is available to employees, where they spend 50% of their time during the year on non-commercial and non revenue generating developmental and social impact projects.

CAREER ENRICHMENT POLICY

The career-enrichment policy at IMPACTO offers hybrid learning options for all employees.

- Sponsored annual trip to a project site in developing Asia (with systemic environmental or social issues in the community)
- Involvement in a range of complex tasks and projects that have a steep learning curve
- Nomination for temporary placements at client's premises on specific projects for hands-on experience and an opportunity to demonstrate leadership
- Sponsored attendance or representation in topic-specific conferences, and webinars
- On-Job coaching by the Chief Impact Officer while strategising on key projects
- Sponsored Ivy League training short-term courses on specialist areas of sustainability
- Sub-contracted projects that require employees to work beyond call of duty to double their income potential within a 3-4 month period
- Permanent industry placements through commendation / recommendation to interested clients and stakeholders

SOCIO-ECONOMIC EMPOWERMENT PROGRAMS

IMPACTO seeks opportunities to forge partnerships with multiple stakeholders to build capacity of local communities and SMEs, offering them practical knowledge and skills that will create new opportunities for them, enhance their income potential, improve their socio-economic status and contribute to their overall well-being and progress. Key efforts include:

- Training / capacity building content for target stakeholders, especially on sustainability for improving business resilience, performance and growth
- Awareness on the concept of democratic education for children and youth transforming them to be agents of positive change and impact in local communities
- Skills development and micro infrastructure for women to build on their indigenous / community skills to enhance income potential
- Technical education on Green / Earth Infrastructure and Lifestyles amongst communities

(introduced in December 2020)



PRINCIPLE 4 ENGAGEMENT

What does this mean?

Facilitation of stakeholder communications, sustainability stewardship and shared value creation towards establishing synergies, mutually rewarding experiences and benefits.



STAKEHOLDER ENGAGEMENT POLICY

IMPACTO continuously seeks opportunities for quality engagement with leading organisations, members of civil society, young entrepreneurs, community-based NGOs and grass-roots organisations. The primary objectives is to conduct informal assessments on ground-zero sustainability issues, roadblocks and gaps in existing programs, strategies, and implementation. While such information is not documented or formalised through data collection tools, the insights prove to be very helpful for IMPACTO to:

- Connect potential partners through IMPACTO's networks
- Provide capacity building / technical sustainability policy implementation support at zero-cost
- Adopt a cause by dedicating resources – financial and non-financial
- Design bespoke projects that will address the challenges at hand
- Offer counsel and guidance on various issues
- Share industry standards, best practices and benchmarks

CLOSED-LOOP POLICY

An open and unbiased closed-loop policy helps IMPACTO to solicit feedback from and understand the needs and expectations of various stakeholders, mainly customers, suppliers, and employees. The mechanism is seamless at every stage of engagement with the stakeholders – from discussing issues and sharing knowledge to developing a project and strategising the implementation plan etc.

Again, we do not rely on annual surveys or other tools for soliciting feedback from our stakeholders. Instead, every meeting and point of engagement serves as an opportunity to invite productive criticism, suggestions on areas of improvement and how IMPACTO is well-positioned to meet stakeholder expectations and intended outcomes from our collaboration.

Our overarching role during engagement is to inspire our CORE VALUES – 3Cs in our stakeholder universe. What do our VALUES mean?

Collaboration

- ✓ Cross-sell new ideas / services and unafraid to think outside the box for future-ready solutions
- ✓ Identify new streams of revenue to fund developmental agenda of IMPACTO
- ✓ Assume a leadership role and work with multiple stakeholders to successfully implement the Theory of Change
- ✓ Keep track on emerging and proven industry practices and find opportunities to transfer knowledge and skills
- ✓ Foster team work and partnerships internally and externally

Commitment

- ✓ Commit to shared value creation and responsible citizenship
- ✓ Accept responsibility and take full accountability for tracking and managing negative impacts
- ✓ Embrace the spirit of entrepreneurship
- ✓ Maintain a professional image and observe high standards
- ✓ Work with integrity and sincerity, and set an example
- ✓ Demonstrate good work ethics and attitude

Change

- ✓ Be a catalyst of change
- ✓ Break the convention, yet respect the traditions
- ✓ Think simple and think solutions
- ✓ Build consensus for action
- ✓ Be progressive
- ✓ Create sustainable ecosystems

PARTNERSHIP

IMPACTO leverages on its regional and global networks to engage with subject-matter experts from developing markets, who can provide rich insights and ideas on integration of sustainability principles in small and large businesses. The cross-pollination of ideas through global engagement helps:

- To generate new product and project development ideas for emerging markets
- To effectively deploy green strategies (energy and waste management) and social impact tools for both IMPACTO's operations and of its projects / clients
- To explore opportunities for secondments / internships / understudy programmes that can help transfer of knowledge and skills to developing Asia or the markets where we operate

(under development)



Impacto Sdn. Bhd.
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With effect from 1st January 2021, IMPACTO has shifted its official business address to a Virtual Office, with no physical and permanent workplace. The idea is to remain agile, productive, and achieve some degree of work-life balance by optimising digital platforms and virtual working arrangements. The virtual office also reduces our carbon-footprint from operations by 80% and IMPACTO aspires to make this a norm across its international projects.

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