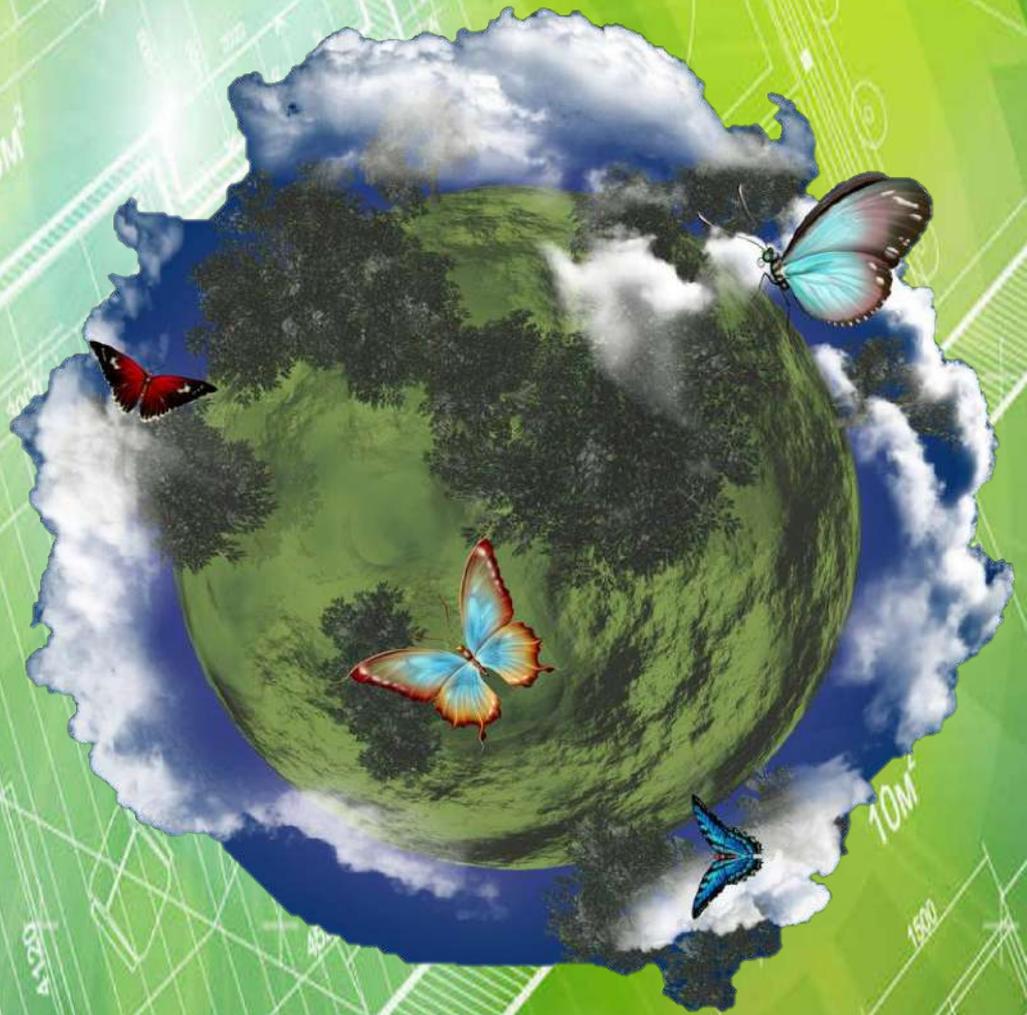


TRIONG SENG ENGINEERING

# Sustainability Report

For the year ended 31 December 2021



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## BOARD STATEMENT

The Board of Directors (Board) of Tiong Seng Holdings Limited (the “Company”, together with its subsidiaries, the “Group”) is pleased to present the Group’s Sustainability Report for 2021. Being in the real estate and built environment sector, we recognise the significant impact that our activities have on the climate and environment. Hence, we have been working towards integrating sustainability into the heart of our operations while keeping our aim to be the trusted investment choice for our stakeholders.

The Board considers sustainability as an important part of business strategic formulation and decision-making processes, and understands the corresponding economic value that can be derived from strong sustainability practices. In this report, we are proud to share our sustainability approach on managing environmental, social and governance (ESG) issues that are crucial to us and our stakeholders, and demonstrate our commitment towards a sustainable future.

### Board Assurance

We believe strong sustainability governance is not only critical for the success of our business, but is a key driving factor for the integration of sustainability into our organisational values and objectives. The Board continues to play an important role in the selection and review of ESG factors that are material to us and oversees the management of the performance relating to these factors. This report adheres to the Singapore Exchange (SGX)-ST Listing Rules 711A and 711B and references the internationally recognised Global Reporting Initiative (GRI) Standards.

### Sustainability Practices

Despite the evolving uncertainties presented by the COVID-19 pandemic and the ongoing conflict between Russia and Ukraine, Tiong Seng remains committed to contributing towards a safe, high quality and sustainable built environment as an established contractor and property developer. In 2021, we continue to channel resources and manpower towards improving our sustainability efforts and performance across the organisation. We have achieved and exceeded **14 out of 17** of our targets set for all our material ESG factors, the exception being timber, plywood waste and scholarship.

The wastage exceeded our target due to combination of factors which include increase in construction activities, design requirements and more projects being in the structural stage of construction. A lower number of scholarships were awarded due to the non-conducive environment, arising from various Safe Distancing Measures, which led to limited physical interaction and engagement with potential scholars. As a result, there were fewer scholarships being offered during the year.

We consider sustainability concerns to be part of our strategic formulation, and continue to focus on establishing a strategic orientation toward resource efficiency, workplace diversity, fair employment practices, and our employees’ health and safety, taking account on the recent SGX announcements for internal review of sustainability reporting and mandatory climate reporting for our industry. All in all, we aim to strengthen the integration of sustainability into our operations by aligning our sustainability strategy with our organisational goals.

With the Singapore Green Building Masterplan setting out national targets for a significantly greener built environment sector by 2030, we also strive to contribute towards these national targets in our part of the built environment value chain. Apart from existing efficient and sustainable construction methods such as recyclable and reusable Light Gauge Steel (LGS) hoardings, precast slab, Green concrete, precast drain, DfMA staircase, modular steel formwork etc, we also utilised our mobile water recycling systems at our sites to recycle water, reduce the silt introduced into drainage systems and reuse run-off water in our Auto Water Spraying System to control dust.

We continue to work closely with our suppliers, contractors and sub-contractors to identify green projects and opportunities for long-term sustainable value creation. One initiative is our partnership with industry partners to develop carbon tracking solutions and green financial services through a data-driven approach.

#### Business Resilience amidst Global Uncertainties

The COVID-19 pandemic continued in 2021 with major waves of infections caused by the Delta and Omicron variants. Amidst the disruptions, Tiong Seng implemented timely COVID-response plans to address our operational challenges in order to ensure business continuity and support recovery efforts.

In 2021, we continued to prioritise the health and safety of our employees and workers, and ensured our compliance with governmental regulations and guidelines in relation to the pandemic. To adapt to new ways of working, digitalisation has been implemented across our organisation to facilitate a hybrid working model for employees to be able to work from home where necessary. We continued to capitalize on our Digitalization efforts and used cloud-based platforms for remote meetings and training sessions, as well as for document storage and exchange. Our internal social media platform kept all our staff informed of the latest events, initiatives and corporate announcements.

We also understand the negative impacts that the long-drawn pandemic can have on the mental well-being of our employees, and hence focus on creating a conducive working environment that can help to maintain a strong morale and cohesiveness amongst our employees.

For our employees, workers or visitors to our office or our sites, we ensured strict compliance with Safe Management Measures (SMM) regulations to provide a safe and healthy environment for all as far as possible. Internally, care kits were distributed out to our staff and clear reporting protocols set out for COVID-positive cases. We also strongly encouraged our staff and workers to be fully vaccinated (inclusive of any necessary booster shots). We were thankful that responses to our drive were positive and registered a high vaccination rate of more than 98% amongst our employees.

Apart from adapting to this new normal, we continue to monitor the global landscape for emerging business risks, so that we are able to respond quickly and implement mitigating measures where necessary.

Overall, this is the fifth year of our sustainability journey, and the Board would like to thank all our stakeholders who have been with us through this journey. We will continue to improve and strengthen our sustainability efforts to create better long-term value for our stakeholders.

## ABOUT TIONG SENG



Tiong Seng is one of the leading building and civil engineering contractors in Singapore, and holds the highest grading of A1 from the Building and Construction Authority (BCA) for both general building and civil engineering, qualifying the Group to undertake public sector projects with unlimited contract value.

Besides Singapore, Tiong Seng develops residential and commercial properties in various second-and-third tier cities in the People's Republic of China ("China") such as Tianjin and Suzhou. The Group currently has three on-going projects in the Bohai Economic Rim, one of the main economic zones in China. The Group has also made headway in the Singapore property market with two residential developments currently ongoing in the prime districts 9 and 10.

Over the years, Tiong Seng has developed a diverse portfolio of cutting-edge innovations which led to the formation of our Group's third business segment, the Engineering Solutions Segment. This segment provides building solutions as a service and comprises a blend of engineering capabilities such as Prefabricated Prefinished Volumetric Construction ("PPVC"), Precast, Structural Steel, Mass Engineered Timber ("MET"), Tunnel Segment production. With this asset-light business model, the Group is well positioned to capture rising industry demand for modern and efficient building solutions.

For over 60 years, Tiong Seng has built up a comprehensive track record of private and public sector projects of different complexity, uses and sizes. It strives to be the trusted investment choice in the real estate and built environment sector through delivering excellence and creating stakeholder value.

## Awards and Accreditations

In 2021, Tiong Seng won several awards in recognition of our continuous efforts for high quality build, extensive use of construction technology and ensuring workplace safety.

### Awards:

- BCA Green and Gracious Builder Award 2019 Merit Category (valid from 18 July 2019 to 9 July 2022) – Tiong Seng Contractors (Pte) Ltd
- BCA Green and Gracious Builder Award 2018 Merit Category (valid from 4 October 2018 to 3 October 2021) – Tiong Seng Civil Engineering (Private) Limited
- BCA Green Mark Gold Plus Award for New Residential Building - Sloane Residences
- BCA Design And Engineering Safety 2021 Award (Merit) - SOL ACRES Executive Condominium
- bizSAFE (Partner) (valid from 6 March 2020 to 4 March 2022) – Tiong Seng Contractors (Pte) Ltd
- bizSAFE (Star) (valid from 4 March 2021 to 20 December 2023) – Tiong Seng Contractors (Pte) Ltd
- bizSAFE (Partner) (valid from 24 December 2020 to 22 December 2022) – Tiong Seng Civil Engineering (Private) Limited
- bizSAFE (Star) (valid from 15 March 2021 to 20 December 2023) – Tiong Seng Civil Engineering (Private) Limited
- Workplace Safety and Health (WSH) SHARP Awards 2021 Certificate of Commendation – Tiong Seng Civil Engineering (Private) Limited, Sloane Residences
- Workplace Safety and Health (WSH) SHARP Awards 2021 Certificate of Commendation – Tiong Seng Contractors (Pte) Ltd, Hotel@ Club Street CH19
- Workplace Safety and Health (WSH) SHARP Awards 2021 Certificate of Commendation – Tiong Seng Contractors (Pte) Ltd, Water Transmission Pipeline project (Aye/Henderson Road to River Valley Road)
- Workplace Safety and Health (WSH) SHARP Awards 2021 Certificate of Commendation – Tiong Seng Dongah Joint Venture, Contract 220 – Great World Station and tunnel for Thomson Eastcoast line
- The Singapore Contractors Association Limited (SCAL) Workplace Safety and Health (WSH) Innovation Award (Bronze) – Tiong Seng Contractors (Pte) Ltd
- ROSPA (Gold Award) – Tiong Seng Civil Engineering (Private) Limited
- ROSPA (Gold Award) – Tiong Seng Contractors (Pte) Ltd
- ROSPA (Gold Award) – Tiong Seng Contractors (Pte) Ltd, Kallang Polyclinic and a Long-Term Care Facility
- ROSPA (Gold Award) – Tiong Seng Dongah Joint Venture, Contract T220 – Great World Station Projects
- ROSPA (Silver Award) – Tiong Seng Contractors (Pte) Ltd, Sloane Residences
- ROSPA (Silver Award) – Tiong Seng Contractors (Pte) Ltd, Club Street Hotel Projects
- ROSPA (Silver Award) – Tiong Seng Contractors (Pte) Ltd, Pearl Bank
- ROSPA (Silver Award) – Tiong Seng Contractors (Pte) Ltd, Pipeline project (Aye/Henderson Road to River Valley Road)
- MOH Holdings Safety Award (Merit) – Tiong Seng Contractors (Pte) Ltd, 403,000 Accident Free Man-hours



**Accreditations:**

- Quality Management System ISO 9001: 2015 (valid from 21 December 2020 to 20 December 2023) - Tiong Seng Contractors (Pte) Ltd
- Environment Management System ISO 14001: 2015 (valid from 21 December 2020 to 20 December 2023) - Tiong Seng Contractors (Pte) Ltd
- Occupational Health & Safety Management System ISO45001:2018 (valid from 21 December 2020 to 20 December 2023) - Tiong Seng Contractors (Pte) Ltd
- 



## Green Projects

We have used recyclable and reusable Light Gauge Steel (LGS) hoardings for the Outward Bound Singapore @ Coney Island as well as their site offices.



Outward Bound Singapore @ Coney Island

For Outward Bound Singapore @ Coney Island, construction methods such as Prefabricated Prefinished Volumetric Construction (PPVC) -- this is used to manufacture modules of the structure with internal finishes, fixtures and fittings in an off-site fabrication facility, before they are delivered and installed onsite. This prevents material wastage and reduces our carbon footprint.

Construction work for a new OBS campus on Coney Island is carefully planned to minimise adverse impact on the island's flora and fauna. In line with our Environmental Monitoring and Management Plan (EMMP) during construction, we have also worked with NParks (National Parks Board) on the careful handling of wildlife found within our developmental site and the transplanting and re-planting of wildlife flora

Tiong Seng and OBS consulted the nature groups on introducing greenery into the campus to enhance biodiversity by creating new habitats for animals, promoting coexistence through education programmes in the long run, and incorporating natural design elements.



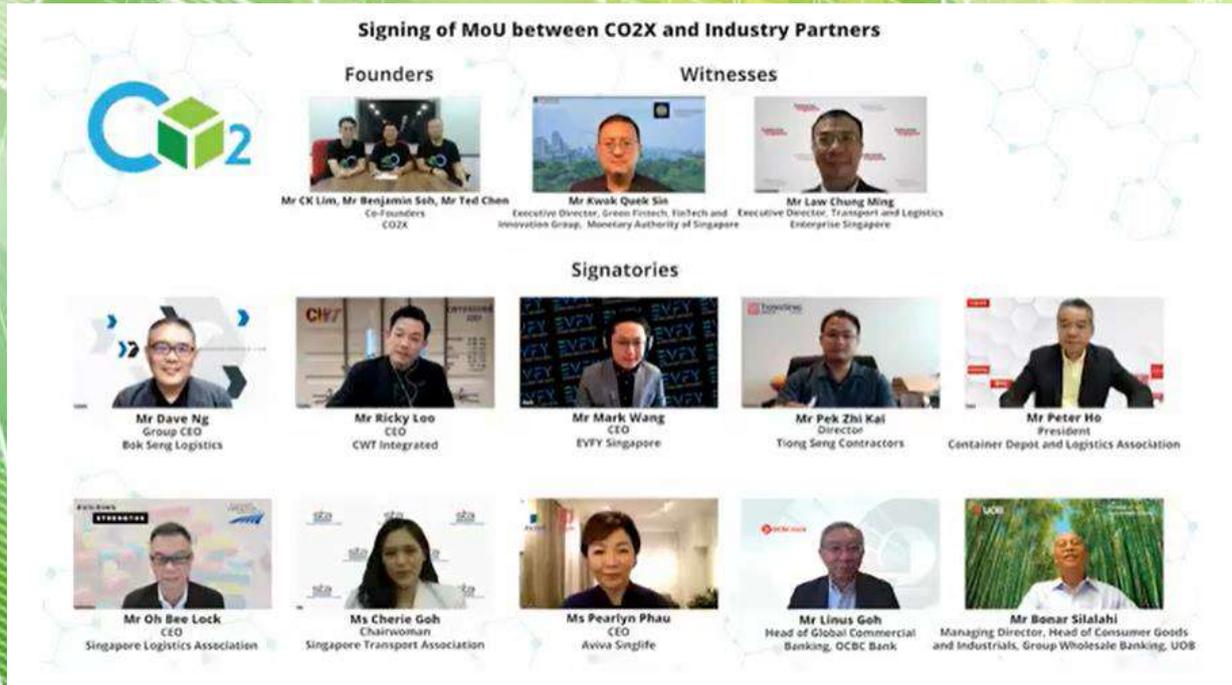
### Jurong Town Corporation Space @ AMK

Inheriting the project design from the consultant, the project team reviewed the design of the project and converted a substantial part of the original in situ structure design to precast. Some of the numerous value engineering and proposals on reduction of construction waste created include the use of LGS for hoarding, conversion of the vehicle ramp up in situ to precast components, elevating the pile cut off levels, stack casting site access, prefab modular M&E modules, on site weighing bridge, prefabricated bathroom units, amongst others.

The project team has embraced lean construction in their processes and daily work which prevent waste generation. To efficiently manage the waste, digitisation of the project management, utilities management, manpower management, diesel usage management, documentation management, machinery management, etc. have been implemented.

The project team has collaborated with Internet of Things partners and industry partners, to provide test bed and data for establishing the benchmark for CO2 emission of heavy machinery in the industry.

## Partnership



In 2021, Tiong Seng has signed an MOU with Sustainability-linked company CO2X (a joint venture by 3 home-grown technology companies - Ascent Solutions, Evercomm Singapore and Hashstacs), as part of our ESG efforts.

This MOU will be a joint effort between the partners to develop a platform that will provide local small and medium-sized enterprises (SMEs) with accessible carbon tracking solutions and green financial services through a data-driven approach.

Leveraging the sustainability platform, companies are able to track their carbon footprint to achieve benchmarking and devise data-driven emission reduction strategies that in turn help reduce the fuel and energy costs of doing business. Additionally, these companies can also use the data and reports by the platform to undergo green certification against international standards. This marks another milestone towards our Sustainability efforts.

Economic



**Zero regulatory non-compliance** incidents during the year  
Target achieved



**Zero confirmed cases**  
of corruption  
Target achieved

Environmental



**1.65 kWh/m<sup>2</sup>** electricity intensity for building projects  
**7.51 kWh/m<sup>2</sup>** electricity intensity for civil project  
Target of < 10.00 kWh/m<sup>2</sup> achieved



**1.99 litre/m<sup>2</sup>** diesel intensity  
Target of < 6.00 litre/m<sup>2</sup> achieved



**0.29 m<sup>3</sup>/m<sup>2</sup>** water intensity for building projects  
**1.25 m<sup>3</sup>/m<sup>2</sup>** water intensity for civil construction projects  
Target of < 1.00 m<sup>3</sup>/m<sup>2</sup> achieved for building projects  
Target of < 4.00 m<sup>3</sup>/m<sup>2</sup> achieved for civil construction projects



**3.49 kg/m<sup>2</sup> general construction waste intensity**  
Target of  $\leq 9.00$  kg/m<sup>2</sup> achieved



**0.58 kg/m<sup>2</sup> timber waste intensity**  
Target of  $\leq 0.15$  kg/m<sup>2</sup> not achieved<sup>a</sup>



**0.51 kg/m<sup>2</sup> plywood waste intensity**  
Target of  $\leq 0.20$  kg/m<sup>2</sup> not achieved<sup>a</sup>



**0.83 kg/m<sup>2</sup> scrap metal waste intensity**  
Target of  $\leq 1.65$  kg/m<sup>2</sup> achieved

## Social



**Zero incidents** resulting in employee permanent disability or fatality  
Target achieved



Accident frequency rate of **0.00 accidents** per million man-hours  
Target of  $\leq 0.80$  accidents achieved



Remained **below** the construction industry workplace injury rate for Singapore in 2021  
Target achieved



**100%** of sub-contractors are BizSafe Level 3 and above  
Target achieved



Average **58.5 hours** of training per employee  
Target of at least 40 hours per year per employee achieved



**1.21%** monthly turnover rate  
Target of  $\leq 2.50\%$  achieved



**5 SIT bursaries** awarded  
Target of 5 bursaries achieved



**2 scholarships** awarded  
Target 3 scholarships not achieved<sup>b</sup>

<sup>a</sup> Target set for timber and plywood waste intensity in 2021 was not achieved due to increase in construction activities, different project design requirements and being in the structural stage of construction.

<sup>b</sup> A lower number of scholarships were awarded due to the non-conductive environment, arising from various Safe Distancing Measures, which led to limited physical interaction and engagement with potential scholars. As a result, there were fewer scholarships being offered during the year.

## ABOUT THIS REPORT

### Reporting Scope and Period

This report includes performance data for the period from 1 January 2021 to 31 December 2021. The scope of the report covers Tiong Seng's construction operations in Singapore where environmental or social issues are considered most material, including:

- Contract T220 - Great World Station
- Club Street Hotel
- Design-And-Build Purposed Built Dormitories at Jalan Tukang
- Hyll on Holland
- Jurong Town Corporation Space @ AMK
- Outward Bound Singapore @ Coney Island
- Pearl Bank
- Tan Quee Lan Street

The energy, water, waste and safety data pertain to operations for the above projects. The human capital assets data pertain to all workers under Tiong Seng Group employment on all projects. In addition, safety and human capital assets data include our employees at our head office in Singapore.

Our governance matters and economic performance are set out in the Corporate Governance and Financial Statements sections of our 2021 Annual Report respectively.

### Reporting Standard

Our sustainability report is prepared in compliance with the Singapore Exchange (SGX)'s sustainability reporting listing requirements and with reference to the Global Reporting Initiative (GRI) Standards. The GRI framework has been chosen as it provides relevant guidance on stakeholder engagement, materiality assessment and performance disclosures based on our material topics. This report references the following topic-specific disclosures:

- Disclosure 205-3 from GRI 205 Anti-corruption 2016
- Disclosures 302-1 and 302-3 from GRI 302: Energy 2016
- Disclosures 303-3 (a) from GRI 303: Water and Effluents 2018
- Disclosures 305-1, 305-2 and 305-4 from GRI 305: Emissions 2016
- Disclosures 306-3 from GRI 306: Waste 2020
- Disclosure 307-1 from GRI 307: Environmental Compliance 2016
- Disclosures 401-1 from GRI 401: Employment 2016 – rates of new employee hires and employee turnover
- Disclosures 403-9 from GRI 403: Occupational Health and Safety 2018
- Disclosures 404-1 from GRI 404: Training and Education 2016 – average hours of training per employee
- Disclosure 413-1a(iv) from GRI 413: Local Communities 2016
- Disclosure 419-1 from GRI 419: Socioeconomic Compliance 2016

In view of the SGX requirements for mandatory climate reporting for our industry (materials and buildings) from FY2024, we are also in the midst of aligning our internal processes and data reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to prepare and provide the climate-related disclosures in our FY2024 Sustainability Report.

### Feedback

We value and welcome any feedback to help us improve our sustainability practices and performance. Please send your questions or feedback to [enquiry@tionseng.com.sg](mailto:enquiry@tionseng.com.sg).

# SUSTAINABILITY MANAGEMENT

## Engaging Our Stakeholders

We strive to build strong relationships with our stakeholders by engaging with them regularly to gather feedback and address any concerns they may have. With the valuable insights gained through our stakeholder interactions, we identify opportunities for improvement and to refine our sustainability approach.

We have identified our customers, investors, employees, business partners and suppliers, government agencies and the public as our 6 key stakeholder groups and seek to engage with them through various methods and channels, which are summarised in the table below.

Stakeholder	Engagement Methods	Frequency
Customers	<ul style="list-style-type: none"> <li>Customer surveys</li> <li>Regular dialogues, briefings and debriefings</li> <li>Video conferences and face-to-face meetings with SMM in place</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>
Investors	<ul style="list-style-type: none"> <li>Financial results and announcements</li> <li>Business developments, press releases, and other relevant disclosures via SGXNet and website</li> <li>Annual General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Half-Yearly</li> <li>Throughout the year</li> <li>Annually</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Employee satisfaction survey</li> <li>Video conferences and face-to-face meetings with SMM in place</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
Business Partners, Sub-contractors, Suppliers	<ul style="list-style-type: none"> <li>Project co-ordination meetings with the Project Team, EHS, Sub-contractors, and Suppliers (when required) via video conferences and face-to-face meetings with SMM in place</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> </ul>
Government Agencies	<ul style="list-style-type: none"> <li>Meetings with government agencies on specific topics</li> <li>Industry representatives at best practice forums</li> <li>Video conferences and face-to-face meetings with SMM in place</li> </ul>	<ul style="list-style-type: none"> <li>When required</li> </ul>
Community	<ul style="list-style-type: none"> <li>Public notices and updates of critical activities to the neighbourhood and community</li> <li>Community outreach</li> <li>Management Corporation Strata Title (MCST) engagement</li> <li>Town Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>
Nature Group	<ul style="list-style-type: none"> <li>Engage communities for the conservation of Singapore's natural heritage.</li> <li>Connect, educate, and inspire diverse communities to actively conserve and celebrate our natural heritage.</li> <li>Nurture and form partnerships to achieve better biodiversity and social outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>When required</li> </ul>

## Materiality Assessment

In 2017, a formal materiality assessment was conducted to identify the ESG topics that are most important to our business and stakeholders. The materiality assessment was guided by the GRI Principles of Materiality and Stakeholder Engagement. The material topics were identified and prioritised based on inputs from our stakeholders, consideration of trends and developments in the construction and real estate development sectors as well as global and local sustainability issues.

In 2021, we re-validated the list of material topics identified in the prior years and prioritised these topics based on the following consideration factors:

- Relevance and criticality to our business and stakeholders;
- Global and local emerging sustainability developments; and
- Material topics identified by industry peers.

The following material topics in 2020 remain unchanged from the previous year:

Environmental	Social	Governance
<ul style="list-style-type: none"> <li>• Energy, Emissions and Pollution</li> <li>• Water</li> <li>• Effluents and Waste</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Safety – Occupational and Supplier Assessment</li> <li>• Human Capital Assets - Training and Education, Employment, and Diversity and Equal Opportunity</li> <li>• Local Community</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and Anti-corruption</li> </ul>

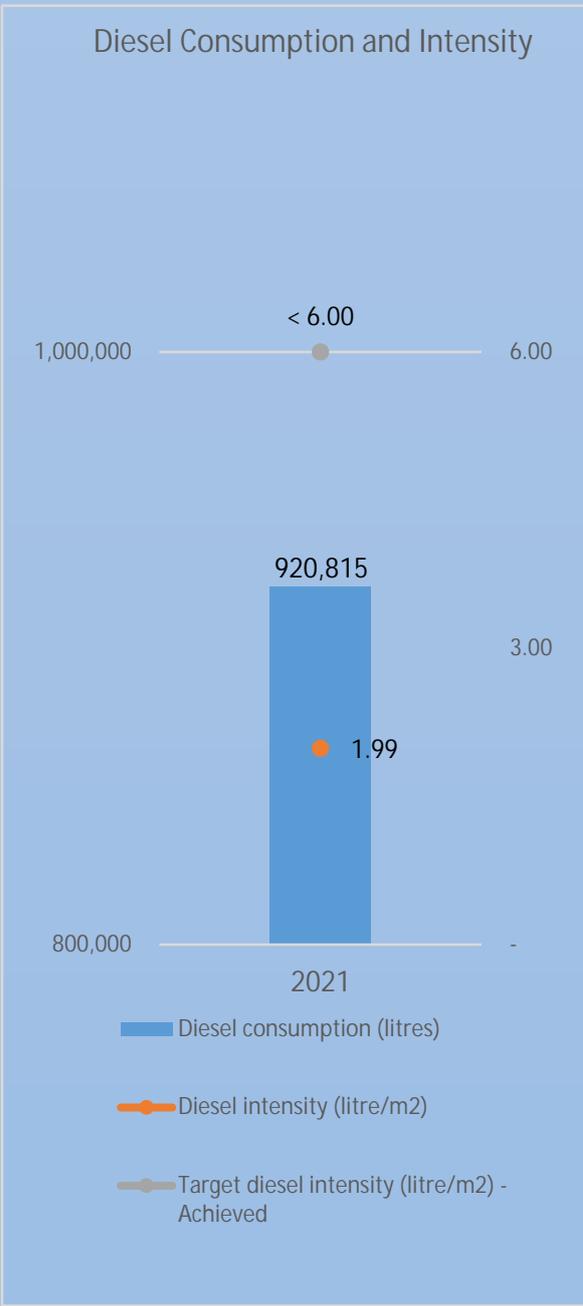
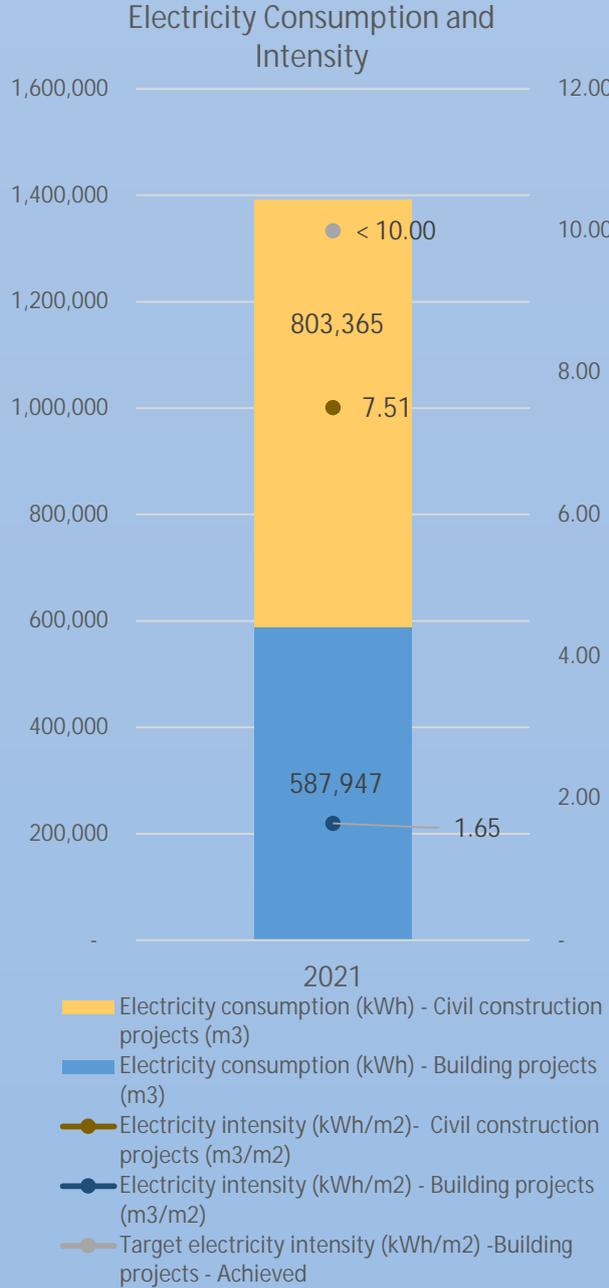
## Managing Our Supply Chain

Our suppliers and sub-contractors play an important role in helping us deliver quality work as we rely on them for various construction and building materials as well as reliable and timely services for our operations. Before engaging the services of our suppliers and sub-contractors, they are assessed based on their financial capacity and business track record, human resource capability, quality of work, and other relevant criteria, such as environment, health and safety records. In addition, we conduct annual assessments on the performance of our suppliers and sub-contractors in order to maintain high operational standards.



# ENERGY, EMISSIONS AND POLLUTION

## 2021's Highlights



The usage of electricity and diesel accounts for our total energy consumption and the corresponding GHG emissions that we emit. Recognising the growing importance of climate risks to our business, we strive to contribute to climate change mitigation by reducing our greenhouse gas (GHG) emissions through the adoption of renewable energy projects and improvement of our energy efficiency.



Lightings with sensors

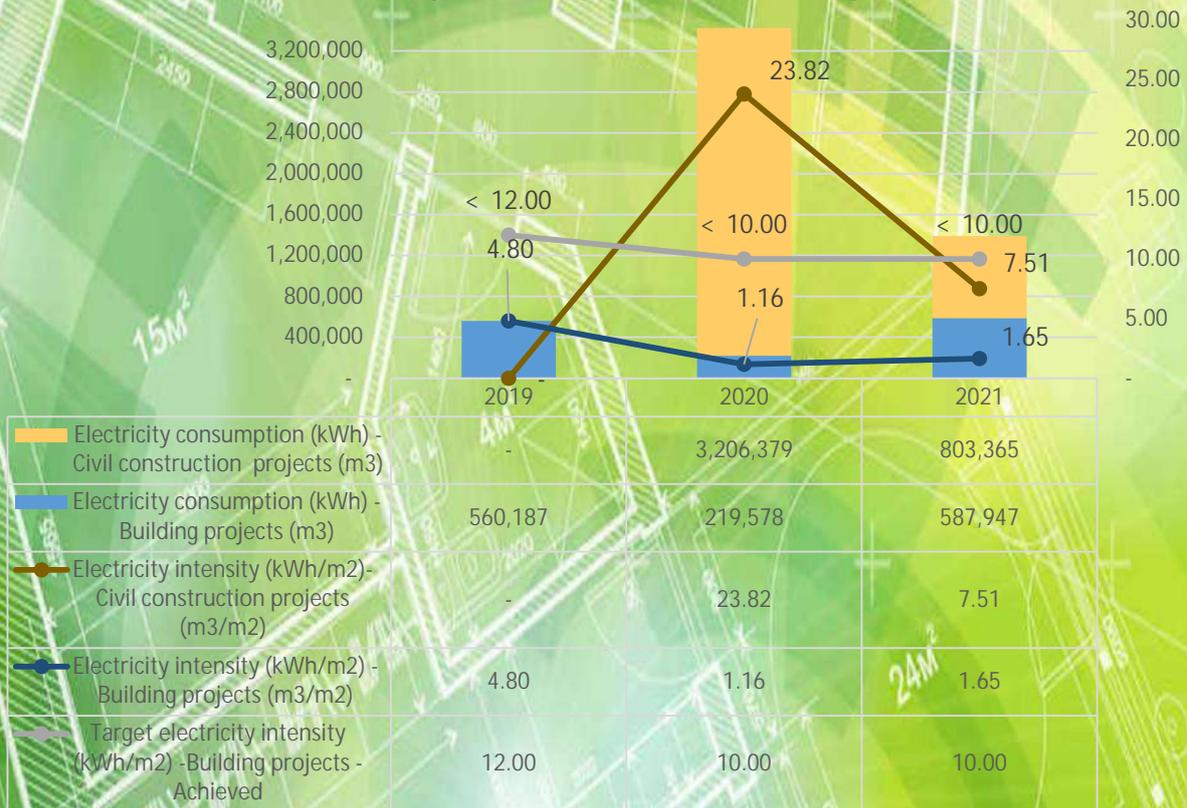


Use of T5 and T8 light and 5 ticks rated AC to save energy

### Energy Savings & Green Label Appliances in Site office & Worksite Lightings with sensors

We continue to use various energy friendly initiatives such as the use of battery-operated tools on site, adapt the practice of reduce non-essential use of lighting and air-conditioning after office hours and operating lightings and air-conditions with sensors incorporated. Solar energy is deployed on our noise monitoring devices and Total Suspended Solids (TSS) monitoring systems. Adoption of soil nailing practices, which reduces concreting and accordingly, the number of concrete trucks trips, continues to be a norm. Besides this, we have launched new initiative which requires us to select Energy Label Appliances for new appliances with 5 ticks low electricity consumption for new projects.

## Electricity Consumption and Intensity

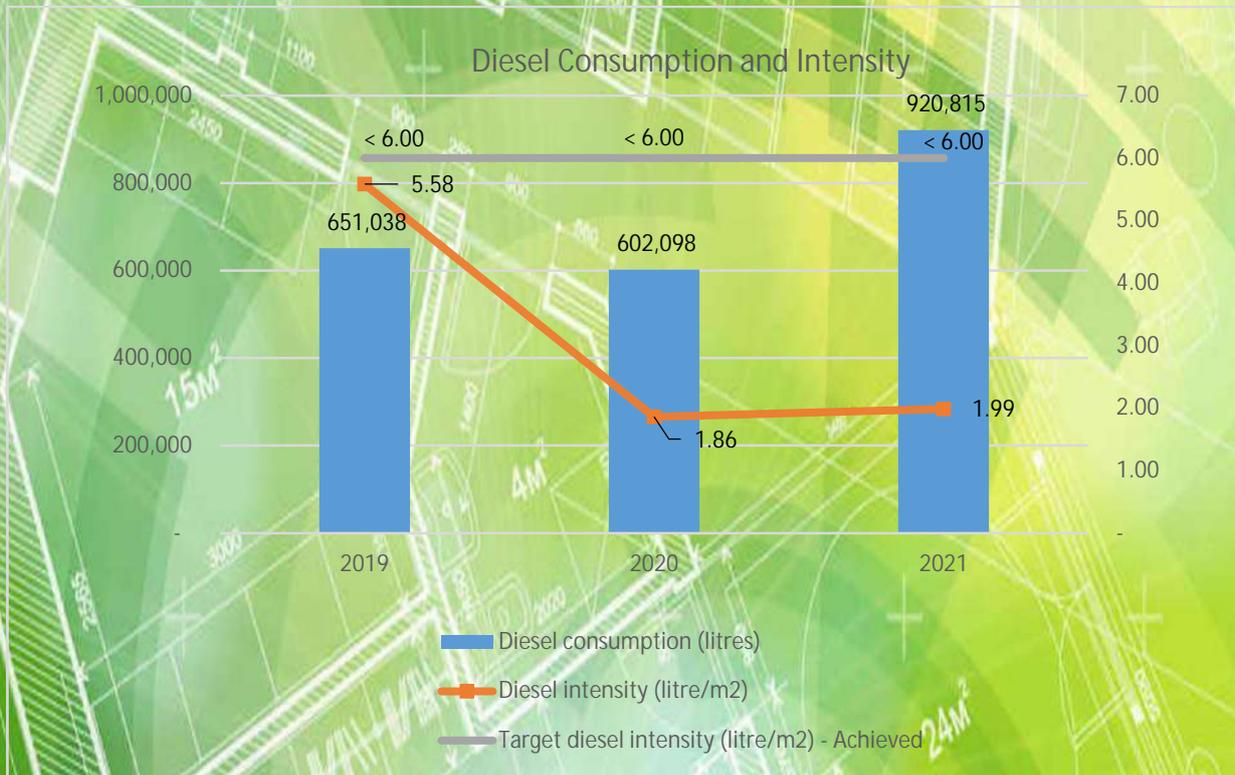


Our electricity consumption was 1,391,312 kWh [5,009 Giga Joules (GJ)] in 2021, a decrease of 59% from 3,425,957 kWh [12,333 Giga Joules (GJ)] in 2020. Our electricity consumption for Civil Construction Project (T220) was 803,365 kWh [2,892 Giga Joules (GJ)] in 2021, a decrease of 299% from 3,206,379 kWh [11,542 Giga Joules (GJ)] in 2020 mainly due to completion of the Pipeline project from AYE/Henderson Road to River Valley Road.

However, our building consumption increased to 587,947 kWh [2,117 Giga Joules (GJ)] in 2021 from 219,578 kWh [790 Giga Joules (GJ)] in 2020 and electricity intensity<sup>c</sup> increased by 42% from 1.16 kWh per square metre of project area in 2020 to 1.65 kWh per square metre of project area in 2021 due to increase in construction activities and various design requirements which require more mechanised equipment, despite meeting our target of less than 10 kWh per square metre for building projects.

The electricity intensity target of 10kWh per square metre for 2021 was for building projects only and did not account for the different electricity intensity profile of civil construction projects which required higher electricity consumption for its tunnelling activities.

<sup>c</sup> Intensity is calculated using the total GFA of the projects in the report scope for 2021.



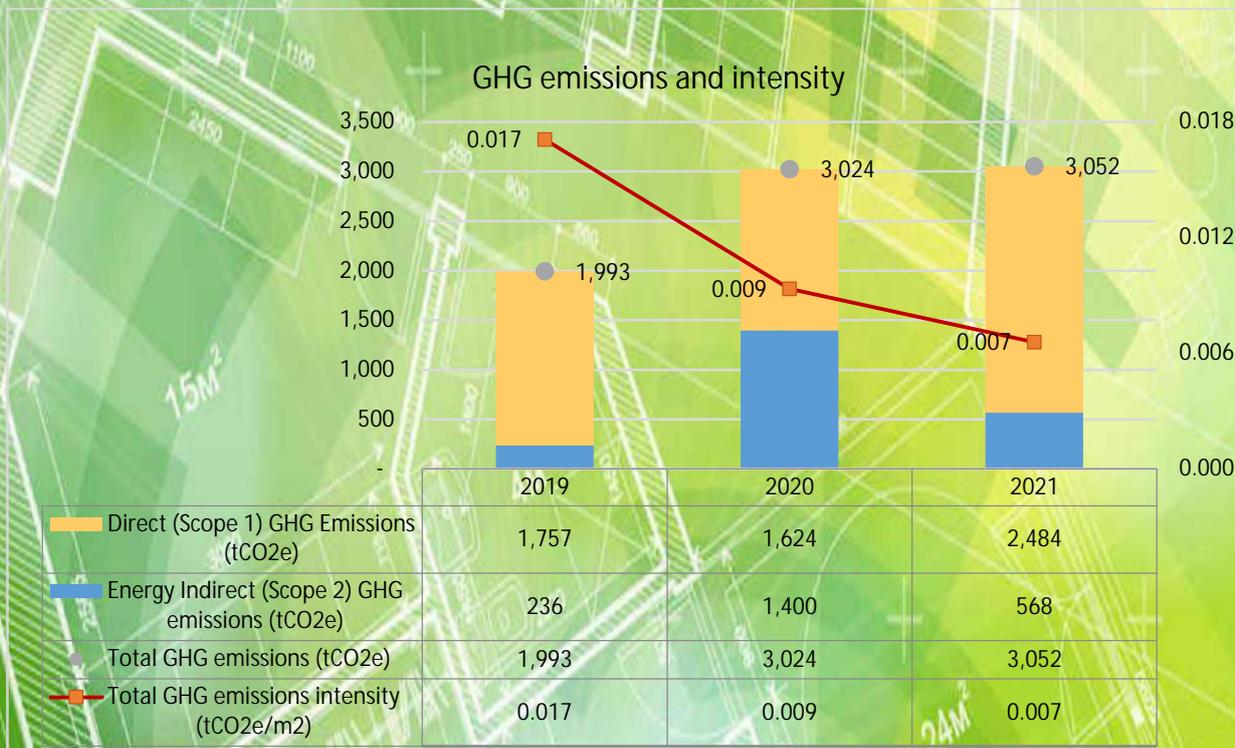
Similarly, with the increase in Gross Floor Area (GFA) of the projects in 2021, our diesel consumption increased by 53% from 602,098 litres (21,849 GJ) in 2020 to 920,815 litres (33,414 GJ) in 2021. Our diesel intensity also increased by 7% from 1.86 litres to 1.99 litres per square metre of project area. The total energy consumption of electricity and diesel is 38,423 GJ in 2021. Diesel consumption increased mainly due to certain project used diesel generator to generate electricity and an increase in construction activities.

We strive to minimise our environmental footprint by ensuring that our electricity consumption remains below 10 kWh per m<sup>2</sup> of GFA and our diesel consumption remains below 6 litres of diesel per m<sup>2</sup> of GFA. We have met all our 2021 targets. The variation in the on-site energy intensity depends on the phase of construction and whether workers' quarters are included in the construction sites, which contributes substantially to energy demand.

The following chart depicts the our total GHG emissions from years 2019 to 2021, which consists of direct (scope 1) GHG emissions<sup>d</sup> and indirect (scope 2) GHG emissions<sup>e</sup>, and the total GHG emissions intensity which is calculated based on total GHG emissions over m<sup>2</sup> of GFA.

<sup>d</sup> Direct (scope 1) GHG emissions arose from diesel consumption and is converted using the emission factors derived from IPCC 2006, IEA 2005.

<sup>e</sup> Energy indirect (Scope 2) GHG emissions arose from electricity consumption and is converted using the emission factors from Grid Emission Factors adapted from Singapore Energy Statistics 2020.



The total GHG emissions from electricity and diesel have increased by 1% from 3,024 tonnes of carbon dioxide equivalent (tCO<sub>2e</sub>) in 2020 to 3,052 tCO<sub>2e</sub> in 2021, whereas the GHG emissions intensity has decreased by 22% from 0.009 tCO<sub>2e</sub> per m<sup>2</sup> in 2020 to 0.007 tCO<sub>2e</sub> per m<sup>2</sup> in 2021.

Dust and exhaust gas generated in our operations pose a threat to the health of workers on site and compromise the air quality of surrounding areas. We utilise an auto water spraying system using run-off water to spray the road to reduce residual dust from moving site vehicles. We also recognise that noise and vibration generated by tools and machines during construction activities can have significant health effects. Hence, various measures have been taken to manage and reduce air and noise pollution from our operations to safeguard the health of our workers and surrounding communities. In addition, we comply with the National Environment Agency (NEA)'s regulations and industry standards to improve air quality and to protect the environment by using instrumentation devices to measure and monitor defined parameters of air quality and noise emission.

We ensure that the Pollutant Standards Index (PSI) reading remain below 50 and the average noise level is kept below 75 dB(A) during the day (7am to 7pm) and below 55 dB(A) at night (7pm to 10pm), at applicable sites.

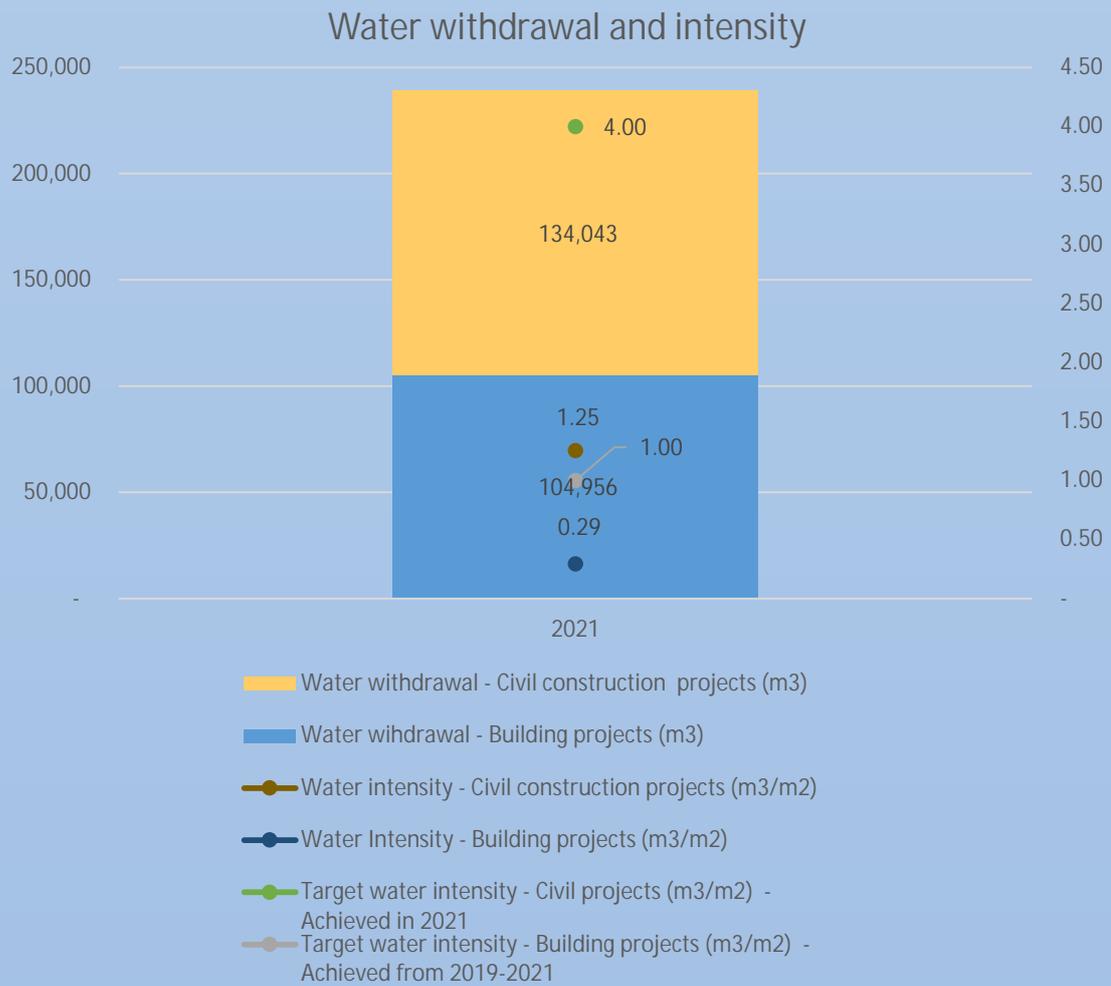
#### 2022's Target(s) <sup>f</sup>

- Electricity intensity of less than 10 kWh/m<sup>2</sup> of project GFA
- Diesel intensity of less than 6 litres/m<sup>2</sup> of project GFA

<sup>f</sup> Resource consumption may vary subject to the nature of the projects included in the report scope as well as the impacts of the COVID-19 pandemic. Nevertheless, we intend to continue our efforts on responsible resource management and will continue to explore resource efficiency improvements.

# WATER

## 2021's Highlights



Singapore's total water demand is expected to double by 2060, with the non-domestic sector accounting for 70% of Singapore's water demand according to PUB<sup>9</sup>. High levels of water use may put significant strains on water resources and result in wastewater pollution that could compromise important ecosystem services and affect the quality of life. In water-scarce Singapore, the consequences can be severe as the threat to water security could be further exacerbated by the impacts of climate change.

<sup>9</sup> Source: <https://www.pub.gov.sg/Documents/PUBOurWaterOurFuture.pdf>



### Recycled water being used for Eco friendly Plants/Garden at prefabricated Dorm

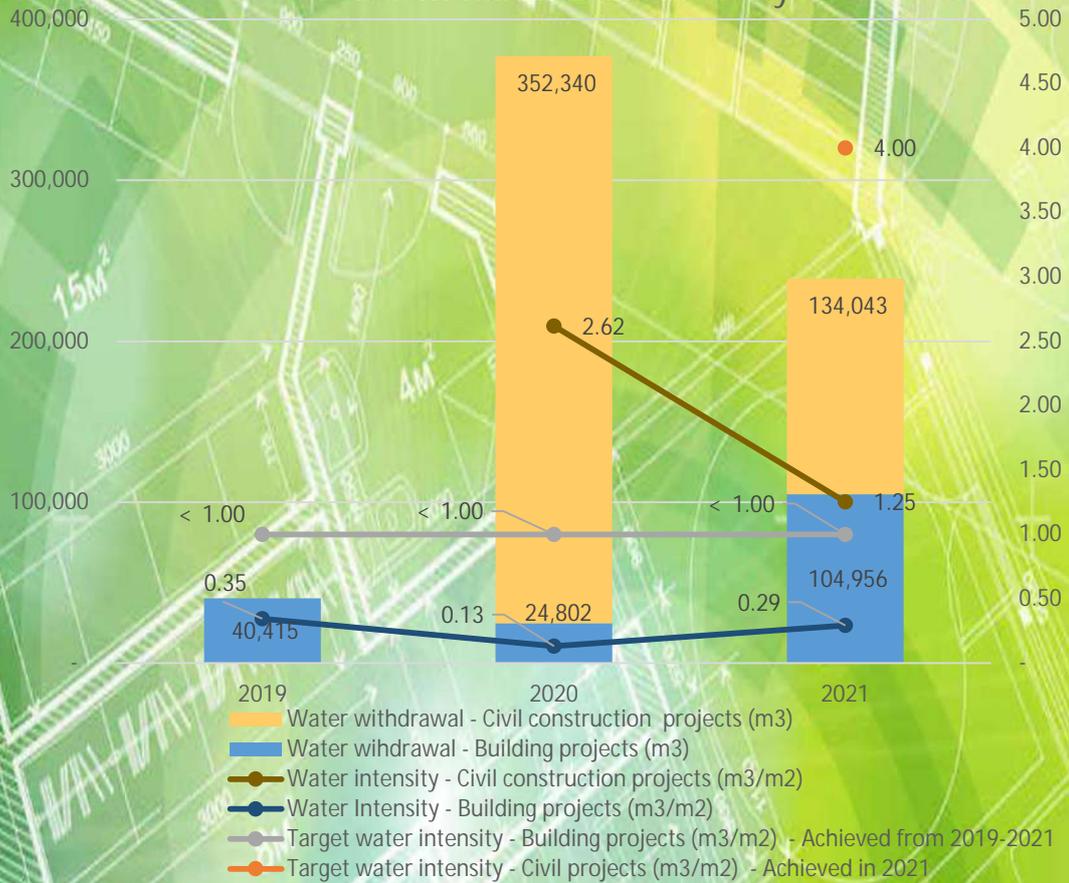
To support the Singapore Government's efforts to conserve water and to minimise water wastage, water recycling plants are installed at each of our project sites. These water recycling plants use filtration systems to recycle water collected from rainwater and site run-offs. The filtered water is used for construction purpose, cleaning of construction vehicles, flushing of toilets and watering the Green Wall.



### Auto Water Spraying System

At Tiong Seng, we are committed to reducing our total water withdrawal by using water-saving features and increasing our efforts to use recycled water where applicable. At our construction sites, NEWater site recycled water, use of run-off water in our Auto Water Spraying System to wash roads for dust control in lieu of potable water and push-button water taps are installed in toilets and washrooms to reduce water consumption.

## Water withdrawal and intensity



In 2021, our water withdrawal from the Public Utilities Board for building projects increased by 323% from 24,802 m<sup>3</sup> in 2020 to 104,956 m<sup>3</sup> in 2021. Moreover, our water intensity<sup>h</sup> for building projects has also increased by 123% from 0.13 m<sup>3</sup> per m<sup>2</sup> of project GFA in 2020 to 0.29 m<sup>3</sup> per m<sup>2</sup> of project GFA in 2021, which is still within our target of less than 1 m<sup>3</sup> per m<sup>2</sup> for building projects. The significant increase in water usage for buildings projects are due to the progress of the building projects which are transitioning to the structural stages which involve using water in hacking of concrete and cooling down the heat generated during cutting of rebars.

In addition, we withdrew 134,043 m<sup>3</sup> of water for one large-scale civil construction project which involved a large number of recharge wells, translating to a water intensity of 1.25 m<sup>3</sup> per m<sup>2</sup> of project construction floor area (CFA) for civil construction projects which is within our FY2021 target of 4 m<sup>3</sup> per m<sup>2</sup> of project construction floor area (CFA) for civil construction projects.

In 2022, we target to keep our water intensity below 1 m<sup>3</sup> per m<sup>2</sup> of GFA for building projects and 4 m<sup>3</sup> per m<sup>2</sup> of CFA for civil construction projects. The variation in our water consumption depends largely on the phase of construction and whether there is a presence of workers' quarters at the construction sites.

### 2022's Target(s)

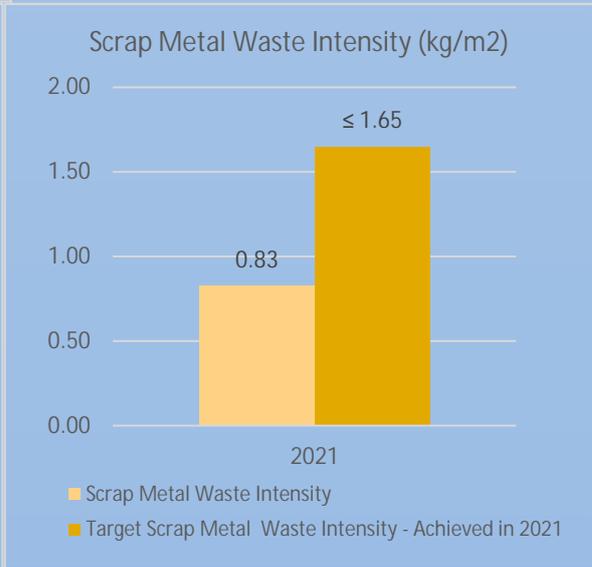
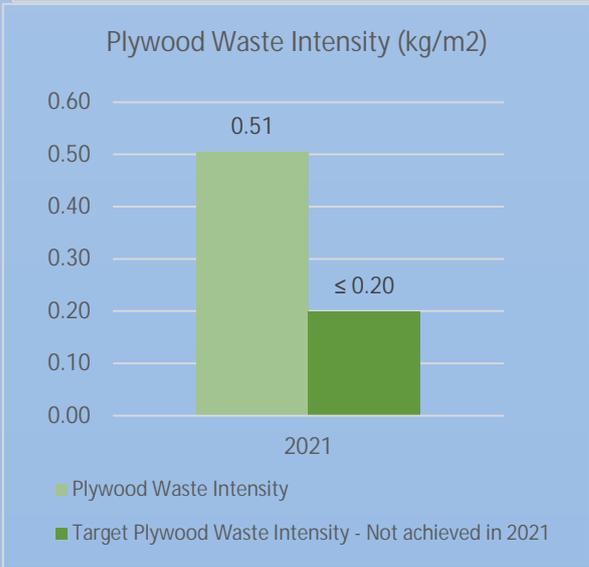
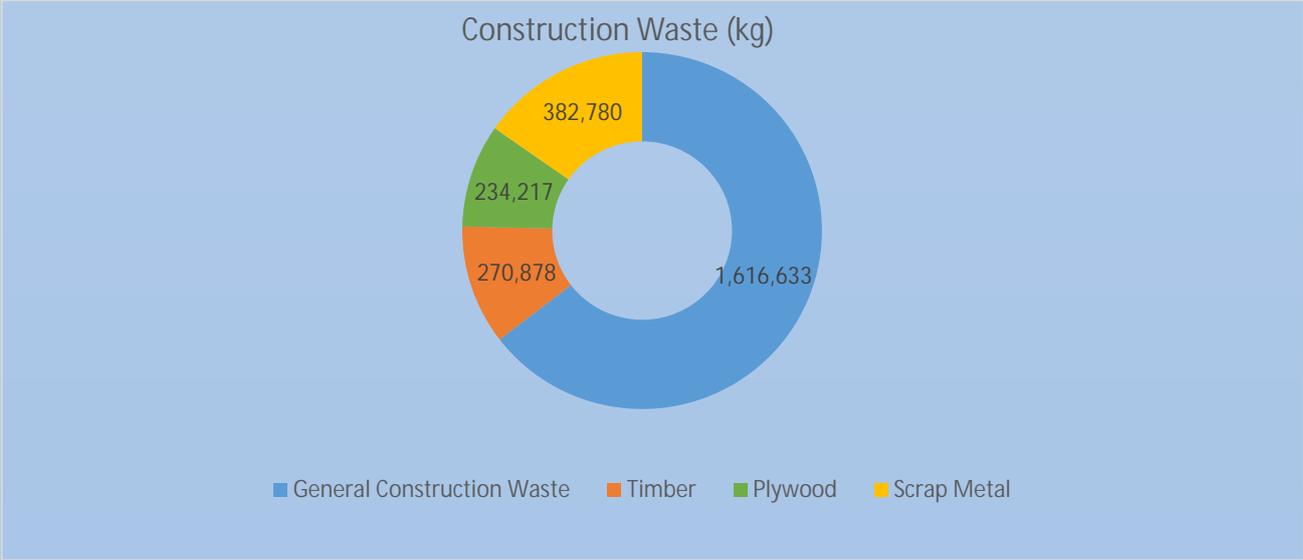
- Water intensity of less than 1 m<sup>3</sup>/ m<sup>2</sup> of project GFA for building projects
- Water intensity of less than 4 m<sup>3</sup>/ m<sup>2</sup> of project CFA for civil construction projects

<sup>h</sup> Intensity is calculated using the total GFA/CFA of the projects in the report scope for 2021.

<sup>i</sup> Resource consumption may vary subject to the nature of the projects included in the report scope as well as the impacts of the COVID-19 pandemic. Nevertheless, we intend to continue our efforts on responsible resource management and will continue to explore resource efficiency improvements.

# EFFLUENTS AND WASTE

## 2021's Highlights



Construction activities may generate large amounts of waste which may put a strain on our natural resources and ultimately lead to environmental degradation. Proper waste management is necessary to avoid air, water and soil pollution, which pose a threat to the environment and human health. The management of proper waste management is following the Environmental Management System ISO 14001:2015 on the concept of Plan-Do-Check-Act (PDCA) which require us to:

1. Plan: establish waste management objectives and processes necessary to deliver results in accordance with the organization's management of waste policy.
2. Do: Implement the processes as planned.
3. Check: monitor and measure processes against the waste management policy, including its commitments, objectives and operating criteria, and report the results.
4. Act: take actions to continually improve.

Similarly, effluents must be disposed properly especially where substantial quantities of chemicals and nutrients (principally nitrogen, phosphorous, or potassium) are present. Failing to do so would affect water quality and in turn negatively impact the ocean's biodiversity and aquatic ecosystems.

We strive to ensure proper management and disposal of effluents by conducting regular testing of water discharged and complying with discharge quality standards. TSS Meters have been installed at the water discharge points to monitor the quality of water discharged into public drains. The monitoring is conducted using closed-circuit television (CCTV) footage and readings obtained from the TSS Meters.



Based on our robust framework to reduce, reuse and recycle the construction waste generated from our operations are closely monitored for the quantity and composition of the waste being generated. Separate waste bins are placed at our construction sites for the collection of various waste types - general construction waste, timber, plywood, scrap metal and food waste. In order to monitor and improve on our waste management performance, vehicles carrying waste are weighed at the work site's weighing bridge before they leave for the respective disposal sites.

We continue to work with NEA-licenced waste collectors to ensure that the waste generated is properly disposed of. Our waste management performance is tracked on a regular basis through monthly reviews and data submitted to the Building and Construction Authority (BCA) each year under the Green and Gracious Builder Scheme.



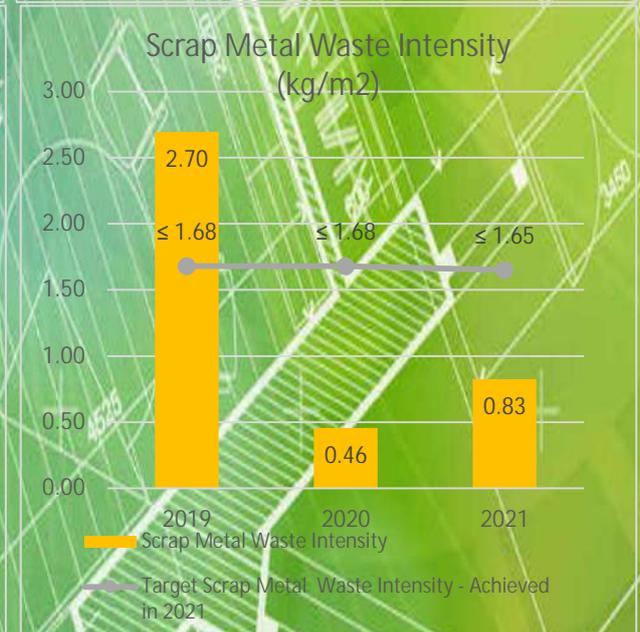
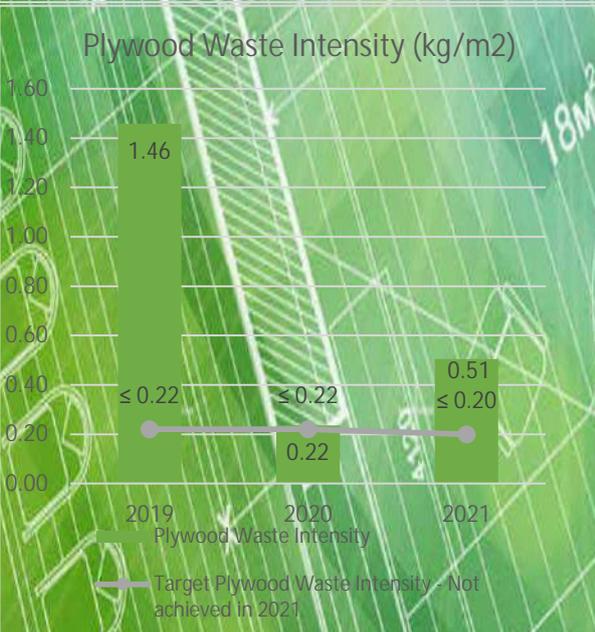
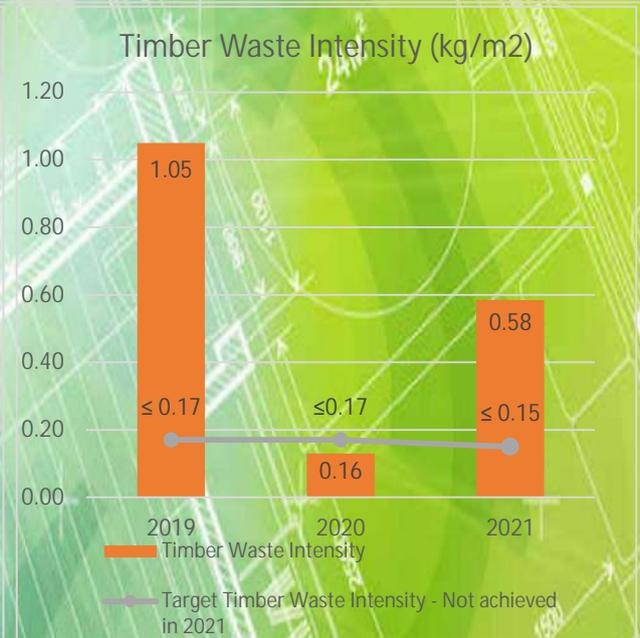
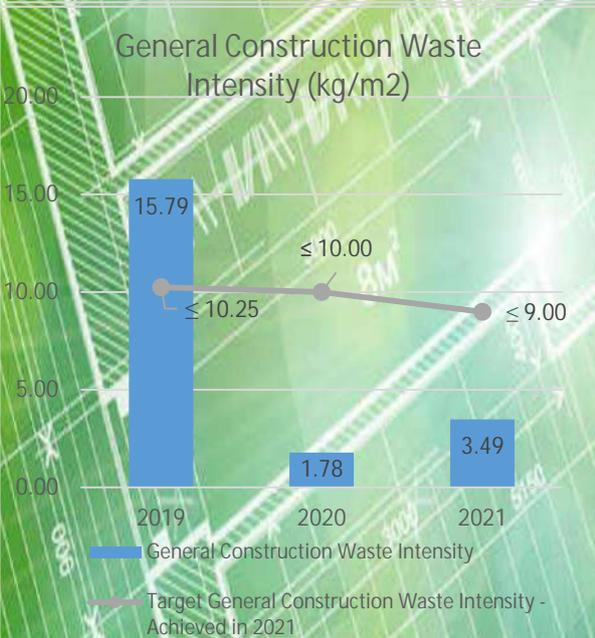
Prefabricated Prefinished Volumetric Construction (PPVC)

Further, we adopt innovative technologies and processes to reduce waste. In lieu of conventional construction methods, the Design for Manufacture and Assembly (DfMA), pre-cast off-site production and PPVC methods are used to reduce the need for wet work at our construction sites. We also utilise system formwork in our construction activities, which replaces and can be reused more than conventional metal and timber formworks. In addition, Building Information Modelling (BIM) is used in the management of steel design to reduce steel usage and wastage on site.



DUO System Formwork (DUO)

In a bid to reduce timber and plywood formwork, which is a process of creating a temporary mould into which concrete is poured and formed, we use reusable DUO System Formwork (DUO), whenever possible. The DUO is characterized by its low weight and extremely simple handling. Its innovative concept requires minimal number of different system components, walls, columns and slabs and can be easily and efficiently adopted. Almost all operations with DUO can be carried out without tools, and the working steps are easy to understand, which allow us to finish the formwork faster. Another advantage of using DUO is its ability to reduce pollution on the construction site – an important aspect on inner-city construction sites.



General construction, timber, plywood and scrap metal wastes increased by 181%, 431%, 231% and 159% respectively from 2020<sup>j</sup> to 2021. The waste intensities for general construction, timber, plywood and scrap metal wastes increased by 96%, 263%, 132% and 80% respectively from 2020 to 2021. In 2020, construction activities had slowed down due to COVID-19 restrictions. With the gradual phasing out of COVID-19 restrictions, construction activities picked up at our sites. Some of the increased activities were as follow:

- Jurong Town Corporation Space @ AMK: reinforced concrete work resumed which evidently created more construction, timber, plywood and metal waste;
- Design-And-Build Purposed Built Dormitories at Jalan Tukang: Substation construction and external works have been mainly in situ and conventional due to variation orders. This created additional need for more construction waste than usual. Due to the new SMM measures imposed by Government in short notice, refurbishment work were required for the temporary workers quarter CTQ at 7 Chia Ping Road for 220 pax in early 2021, which require substantial quantity of plywood;
- Pearl Bank project: it is a circular shape building with a lot of odd corners where more formwork comprising of timber and plywood is required. This requirement resulted in higher construction, timber, plywood and metal waste; and
- Tan Quee Lan project: the project require formwork for its transfer slab as it is not able to use system formwork or precast components; which increase the usage of timber and plywood. This generated higher construction and timber and plywood waste. With the increase concrete activities from formwork, more metal waste was generated.

We continue to monitor our waste management via Digital Monitor System and maintain real time environment management system. We use the information and data to compare with our set targets. This will help us in meeting the Environmental Management System ISO 14001:2015



We have met our year 2021 waste intensity targets, except for timber and plywood waste. Our targets for waste intensity of timber and plywood were not met in year 2021 due to increase in construction activities, in particular structural activities, project design requirements and adjustments to the planned construction methodology due to various site constraints and project-specific requirements.

<sup>j</sup> The 2020 figures for waste generated and intensities have been restated due to updated data inputs

## 2022's Target(s)<sup>k</sup>

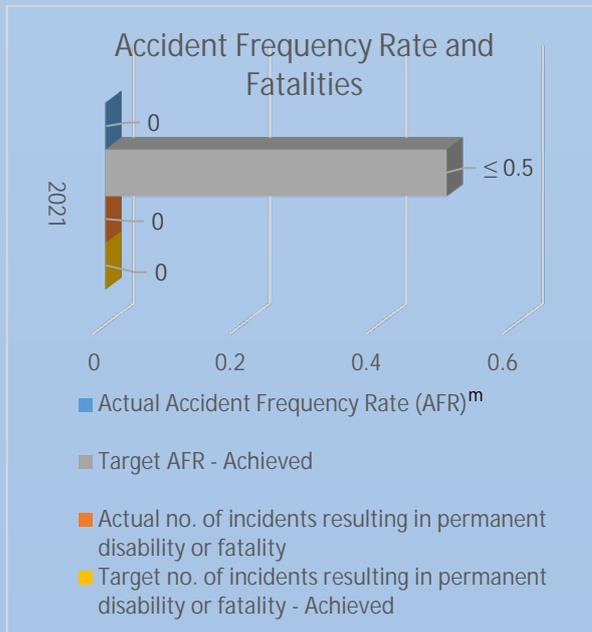
Maintain / reduce waste to the following intensity levels:

- General construction waste – 9.00 kg per m<sup>2</sup>
- Timber waste – 1.5 kg per m<sup>2</sup>
- Plywood waste – 2.0 kg per m<sup>2</sup>
- Scrap metal waste – 1.65 kg per m<sup>2</sup>

<sup>k</sup> Resource consumption may vary subject to the nature of the projects included in the report scope as well as the impacts of the COVID-19 pandemic. Nevertheless, we intend to continue our efforts on responsible resource management and will continue to explore resource efficiency improvements. Timber and Plywood 2022's targets are set higher than previous years due to increase in construction activities and project design requirements.

# HEALTH & SAFETY

## 2021's Highlights



At Tiong Seng, we are committed towards safeguarding the health and safety of our employees and sub-contractors. Amidst the COVID-19 pandemic, we monitor the situation closely and maintain close communications with all our employees, foreign workers and the relevant authorities. In accordance with the government health advisories and guidelines, we have implemented Safe Management Measures (SMM) in all our projects in FY2021. Where appropriate, we provide support to our workers to meet their needs and promote general well-being during this difficult period. As part of our support to our staff and workers, we distributed masks and sanitation kits to protect themselves from COVID-19.

We continue to provide a workplace where the risk of illness or injury to our workers, community and customers are eliminated or minimalised. Our Occupational Health and Safety Management System was certified under the ISO45001:2018 standard in 2020. The effectiveness of our system is checked by an external certification body on a yearly basis. As such, our hazard identification and risk assessment processes undergo constant review and improvement, in turn improving safety for our stakeholders.

<sup>l</sup> Accident frequency rate =  $\frac{\text{number of workplace injuries}}{\text{number of hours worked during the year}} \times 1,000,000$  hours worked.



## Employee Health and Safety

We have an occupational health and safety (OHS) policy in place to protect all employees against possible occupational risks and prevent accidents from happening in the workplace. Information on the OHS policy is provided to all employees and new employees are informed of the policy during the Quality, Environmental, and Occupational Health & Safety (QEHS) induction programme.



For new employees at our construction sites, the First-Day Environment, Health and Safety induction programme provides an overview of the OHS policy implemented at Tiong Seng. The Corporate EHS team participates in virtual forums and seminars on a regular basis to keep abreast of the latest regulations and re-examines the existing OHS policy to ensure regulatory compliance. In 2021, we launched a new Person-in-Charge initiative to segregate the sites into different zones to monitor and eliminate work-related hazards and accidents.

Safety updates, initiatives and our corporate health and safety targets are shared with our employees during daily toolbox meetings and monthly EHS committee meetings held at all project sites via video conferencing. Our employees are encouraged to take part in safety initiatives, which include quarterly safety rewards, demonstrations, talks, and creating safety posters. In-person meetings are conducted in small groups with

safe distancing measures in place and the duration of the meetings kept to a minimum. Each year, safety awards are presented to projects with the best safety record. We provide our employees with OHS training relevant to their work scope and offer health reviews to eligible employees annually.

RISK MATRIX TABLE					
Likelihood Severity	1 (Rare)	2 (Remote)	3 (Possible)	4 (Freq)	5 (Almost Certain)
5 (Catastrophic)	5	10	15	20	25
4 (Major)	4	8	12	16	20
3 (Moderate)	3	6	9	12	15
2 (Minor)	2	4	6	8	10
1 (Negligible)	1	2	3	4	5

RISK/IMPACT PRIORITISATION LEVEL (RPL)	
RPL Score (LxS)	Recommended Control Actions
LOW RISK 1-3 (Acceptable)	No additional controls are required. Regular Monitoring.
MEDIUM RISK 4-12 (Tolerable)	Monitoring is required to ensure that the existing controls are maintained. Risk level should be kept ALARP
High Risk 13-25 (Not Acceptable)	Significant EHS Risk Assessment shall be carried out. High risk level must be reduced to at least Medium risk before work start. Interim risk control measures should be implemented. Management review is required

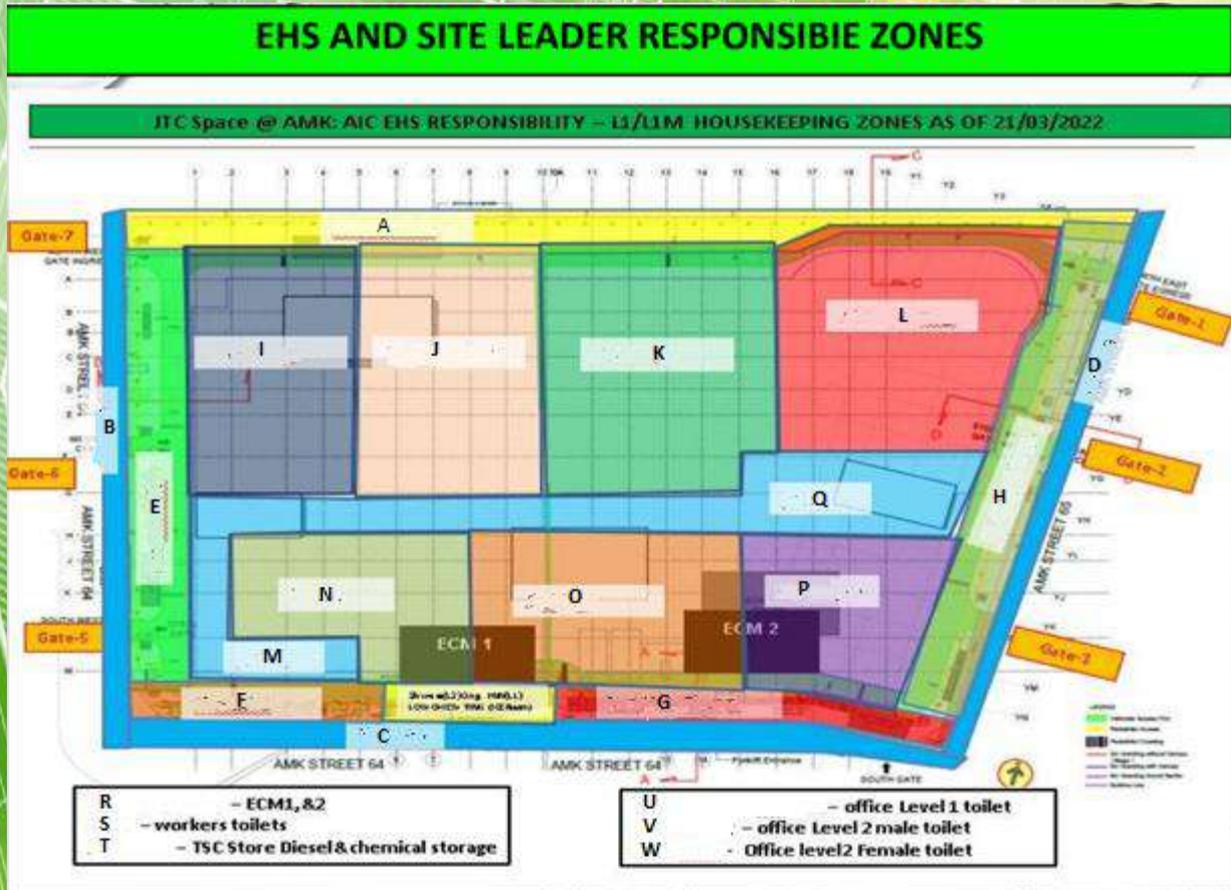
We carry out risk assessments meetings and safety inspections of machines and equipment once every 3 years to ensure that they are maintained in good condition and meet safety requirements. In addition, Construction Safety Audit Scoring System (ConSASS) audits are conducted every six months by external auditors, approved by MOM or Singapore Accreditation Council, to assess the welfare of the workers' quarters. Our Safe Management Officer also conducts inspections of toilet facilities on a monthly basis.

The accident frequency rate decreased from 0.36 accidents per million man-hours in 2020 to 0.00<sup>m</sup> in 2021. The workplace injury rate<sup>n</sup> decreased from 147.1 in 2020 to 0.00 in 2021 which was below the rate of 424.1 for the construction industry in Singapore during the same period. There were no fatalities as a result of work-related injury and no high-consequence work-related injuries in 2021.

<sup>m</sup> Accident frequency rate =  $\frac{\text{number of workplace injuries}}{\text{number of hours worked during the year}} \times 1,000,000$  hours worked. This excludes injuries that resulted in less than three days of sick leave, per MOM's definition. Data includes all workers and staff under Tiong Seng Group employment at the stated projects and Singapore head office. The number of hours worked during the year was 1,951,362.

<sup>n</sup> According to MOM, workplace injury rate =  $\frac{\text{number of fatal and non-fatal workplace injuries}}{\text{number of workers}} \times 100,000$ . A workplace injury is any personal injury or death resulting from a workplace accident, including work-related traffic injuries.

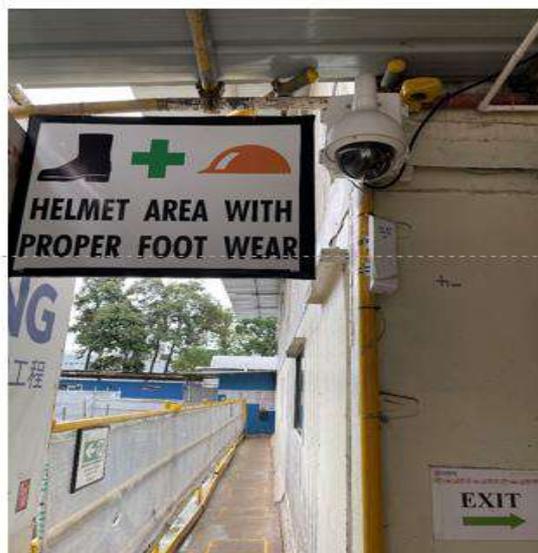
## EHS AND SITE LEADER RESPONSIBLE ZONES



The work-related hazards that pose a risk of high-consequence injury were identified, one of which was pertaining to include improper storage of marbles, the risk of which was minimised through the use of a rack system and pallet jacks to retrieve the marbles. We have also kept pathways clean and worksites unobstructed with the use of barricades and fences which provide workers with proper site access and improves safety. Mandatory cut-resistant gloves are provided to our workers to reduce the risk of potential cuts. In addition, we use podium steps and height-adjustable working platforms instead of ladders in our new construction sites.

Under the new Person-in-charge initiative, we break down the sites into different zones. This allows ownership and early identification of safety hazards. With the new initiative, the projects achieved zero accidents during the year.

### GRACIOUS PRACTICES - Accessibility



# TOTAL WORKPLACE GRACIOUSNESS & SAFETY

**TS "Fireplace" Webinar**  
**Date: 1 July 2021**  
**Time: 1pm**  
**Media: MS Teams**

Guest Speaker 1:  
**Mr Colin Tan**  
 Dy MD  
 TSC Exco Chairman

Guest Speaker 2:  
**Mr Pek Zhi Kai**  
 Executive Director  
 TSC & TSP Exco Member



Here's the link for the webinar:  
[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_YmE3MTVmODGtZjgyMS00ZDkxLThhInZgtf1dG3YmM2OTQwNjFj7%40?thread.v2/0&context=%7b%22id%22%3a%22630136c-c-a829-4041-92e-dea50549d68b%22%2c%220id%22%3a%22b76b88ab-e616-4f2a-9b0c-8fbd1fcb68ec%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_YmE3MTVmODGtZjgyMS00ZDkxLThhInZgtf1dG3YmM2OTQwNjFj7%40?thread.v2/0&context=%7b%22id%22%3a%22630136c-c-a829-4041-92e-dea50549d68b%22%2c%220id%22%3a%22b76b88ab-e616-4f2a-9b0c-8fbd1fcb68ec%22%7d)

## Snap & Win

— With Total Workplace Graciousness & Safety Acts Pics —

We aim to encourage and remind employees to be conscious and embrace positive compliance acts of Graciousness, implementation of Safety Consciousness

### Contest Dates: 1 to 31 July 2021

- Take as many selfies/vefies/photos of Covid-Gracious Acts you see around office and/or sites
- Post on Yammer Social Corner
- Get your colleagues to like your photos
- Staff with the most photos and likes posted for the month get to win prizes worth a total of \$1000
- Results will be announced on our next Webinar in August 2021



(Terms and conditions apply)

We have taken various measures to prevent workplace injuries and fatalities, which include providing additional training, developing management plans and carrying out a weekly inspection of our sites. We also adopt the Design for Safe Construction (DfSC) principles in our projects and offer various training courses to our employees and contractors such as the Incident Blackbox Learning.



TSC EHS Satellite Training Centres  
 Training to workers by Trainers & Appointed personnel's

Various satellite EHS training centres have been established at our project sites across Singapore to provide our site staff, workers and sub-contractors' personnel with specialised training relating to OHS requirements and best practices in order to raise environmental and OHS standards.



FSSU Training to formwork erectors and Supervisor

The training programme, which includes a mixture of classroom-based and practical training sessions, covers topics ranging from working height safety/scaffolding safety, electrical safety, lifting safety, excavation safety, hot-work safety, confined space safety, tunnel safety to good environmental practices. The classroom-based sessions were conducted via video conferencing and our e-learning platform, DigiLearn, and practical sessions were conducted with SMM in place. All participants are required to complete a 30-minute theory test and a practical work-at-height test at the end of the training. A helmet sticker is issued to participants who pass the test.

### **Sub-contractor Health and Safety**

We strive to ensure the safety of our sub-contractors by creating a safe working environment at our construction sites and assessing the safety performance of our sub-contractors.

Information on Tiong Seng's Environment, Health and Safety policy and health and safety targets is provided to our sub-contractors before and during commencement of work. Regular dialogues are held to allow our sub-contractors to share any concerns or issues that they may have relating to health and safety. Our sub-contractors are also provided with updates and information on incidents reported during our daily toolbox meetings and monthly EHS committee meetings at all project sites conducted via video conferencing.

We require all our contractors to have a minimum BizSAFE Level 3 certification and we have achieved our 2021 target in this respect. They are also required to participate in briefings relating to risk assessment and safe work procedures as well as training relevant to their work scope. We will only engage new contractors who are not BizSAFE Level 3-certified if they can achieve the BizSAFE Level 3 certification within three months of the date of the new contract agreement.

All contractors (including our second and third tier suppliers) are encouraged to attain the Biz-SAFE-STAR status within two years of their Level 3 certification. Safety inspections and audits are carried out every six months to ensure that machines and equipment used by sub-contractors are in proper working condition.

Besides conducting an evaluation on each sub-contractor, we provide training to the members of its management team and share best safety practices with them.

### 2022's Target(s)

- Maintain zero work-related incidents resulting in fatality
- Reduce AFR to 0.50 in accordance to our Environmental Health Safety Management System
- Maintain workplace injury rate below construction industry rate
- Continue to only engage sub-contractors with a minimum of Bizsafe level 3 certification or those who intend to achieve this within three months of beginning work

# HUMAN CAPITAL ASSETS

## 2021's Highlights <sup>o</sup>



## Training and Education

We invest in the professional development of our employees to align with our changing business needs. At Tiong Seng, we provide various learning opportunities throughout our employees' careers to ensure that they develop the skills needed to perform their duties and drive excellence in operations and safety.

**Training & Onboarding**

# Soft Skills Training

- Behavior Based Safety (Implementation) Course
- Total WSH Course
- Basic English Course (Chargehand)
- Computer software (MS office) Course
- Train the Trainer (TTT) Course
- CultureSAFE Training Course
- BBS (Observation & Intervention) Course
- 5S Housekeeping + Safety Training course
- Promote WSH Culture Development Course
- Facilitate Effective Communication and Engagement at the Workplace
- Solve Problems & Make Decisions at Supervisory Level

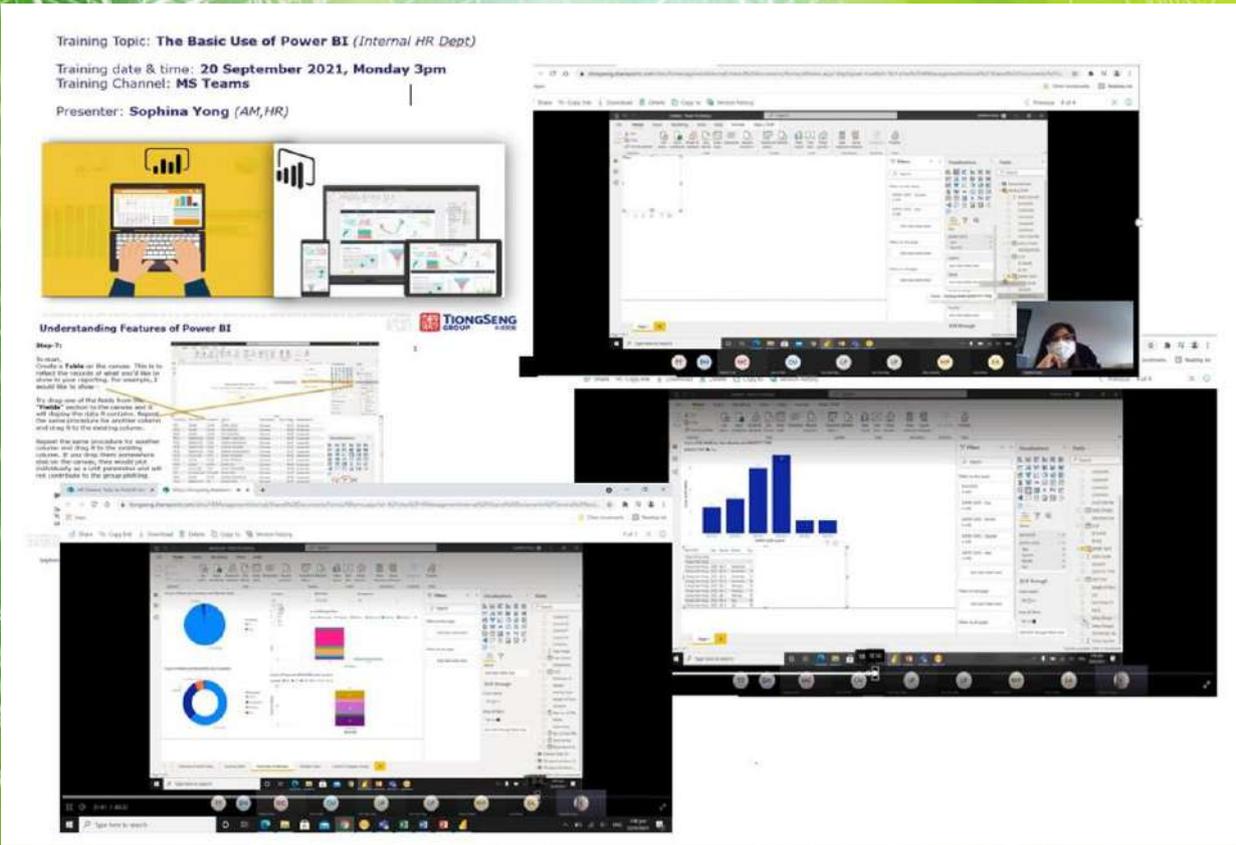
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<sup>o</sup> Data includes all workers and staff under Tiong Seng Group employment on all projects and at our Singapore head office.

We ensure that our workers are sent for Coretrade Training to equip them with the specific skills they need based on their job scopes and we assist them to obtain certification to perform certain tasks or to operate certain machineries. In addition, Construction Safety Orientation is a compulsory WSH training course for our workers to ensure that they have attained key knowledge to work safety prior to new work. Despite the challenges of COVID-19, Tiong Seng continues to engage its staff through various means and initiatives to facilitate learning and innovation, maintain productivity and boost employee morale by encouraging self-created learning and training amongst employees via webinars. These include but not limited to the launch of multiple applications such as Digilearn for workers to improve safety awareness by observing various safety videos uploaded and complete a question and answer quiz thereafter.

In 2021, each employee received an average of 58.5 hours of training; we achieved our target of each employee getting at least 40 hours of training in average.

At Tiong Seng, we offer our chargehands (i.e. worker leaders) an opportunity to develop skills such as leadership through the Chargehand Grooming Programme. We also have a comprehensive Scholarship Training Programme which aims to hone the skills and build the careers of our scholars through an Immersion Programme, a Talent Development Programme and a Management Executive Programme. Our Undergraduate, Diploma and ITE Scholarship Sponsorship Programme offer scholarships to talented students undertaking tertiary education at local institutions. In addition, we have a Talent Management Programme in place to identify and retain talented employees and to support employee career progression, such as from worker to supervisory level.



## Employment

At Tiong Seng, we are committed to providing our employees with a working environment free from discrimination, irrespective of race, sex/gender, religion, national origin, age, disability, genetic information, marital status, or any other classification protected by law. We seek to support women, minorities, veterans and individuals with disabilities and strive to empower all our employees to reach their full potential.

Tiong Seng had 1,021 employees in 2021, an increase from 974 in 2020 mainly due to hiring more employees as the construction activities picked up. Facing the challenges posed by the pandemic in 2021, our monthly new-hire rate was 1.52%, an increase from 0.95% in 2020, while our monthly turnover rate was 1.21%, a decrease from 1.89% in 2020.<sup>P</sup>

We remain committed in promoting our employees well-being; we provide hybrid on-site and work from home arrangement, and encouraged our employees to take part in the National Steps Challenge Season 5 to keep healthy.

## Diversity and Equal Opportunity

Tiong Seng strives to create a culture that promotes diversity and equality in the workplace. This culture enables us to gain greater access to a diverse pool of talents who drive business growth. A diverse and inclusive workforce is also crucial to the achievement of social and economic development goals.

We recruit and hire our employees based on merit, skills and experience through fair selection processes. Every year, we conduct employee performance reviews in a fair and transparent manner to ensure fair and equal progression.

### 2022's Target(s) <sup>Q</sup>

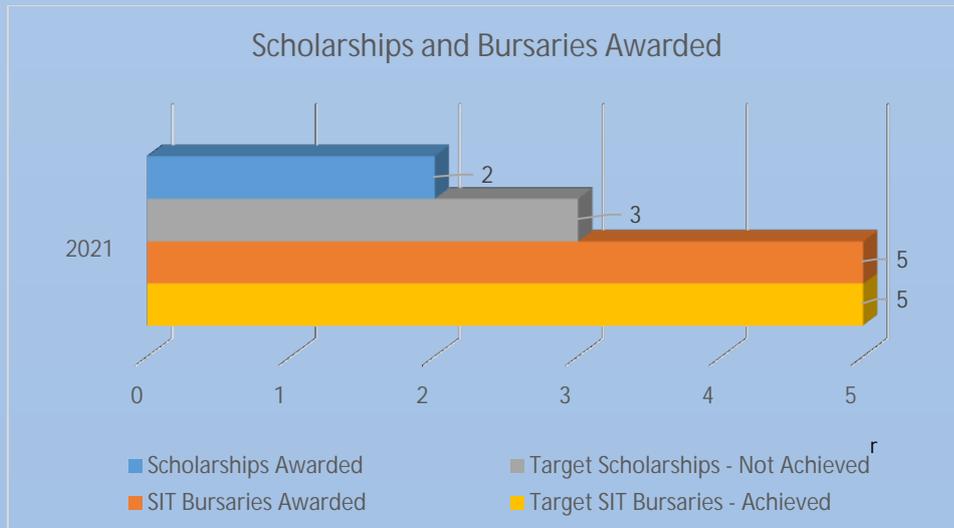
- Employee training hours - Achieve at least an average of 40 hours per year per employee
- Limit monthly turnover rate to 2.50%

<sup>P</sup> Data includes all workers and staff under Tiong Seng Group employment on all projects and at our Singapore head office.

<sup>Q</sup> Employee training hours and turnover rate may vary subject to the impacts of the COVID-19 pandemic. Nevertheless, we intend to continue our efforts on fair employment practices and employee development.

# LOCAL COMMUNITY

## 2021's Highlights



We recognise that our operations and activities have potential positive and negative impacts on the local communities in which we operate. Local communities benefit from the provision of upgraded facilities and housing but may be affected by noise and other environmental impacts originating from our construction activities. Therefore, we strive to mitigate our negative impacts and amplify our positive impacts on local communities.

### Safety around our sites

Tiong Seng is committed to protecting the safety and comfort of local communities around our work sites by implementing EHS policies that ensure their welfare. A 24-hour hotline is in place for local communities to provide feedback on issues such as unsafe practices, noise pollution and other disturbances. We have improved our signages by including multiple languages for workers to understand and comply.

## GRACIOUS PRACTICES – Public Safety



Site safety information available to visitor

<sup>r</sup> We awarded scholarships to 2 students only due to the non-conducive environment, arising from various Safe Distancing Measures, which led to limited physical interaction and engagement with potential scholars. As a result, there were fewer scholarships being offered during the year. We have reviewed and shall make changes to the engagement process. Coupled with the lifting of the safe distancing measures, awarding of 2022 scholarship is likely to improve in contrast to 2021.

## Social Responsibility

Our involvement in the local communities enables us to identify and channel our efforts to address local needs and concerns. We strive to address those needs by focusing on philanthropic activities, which include providing scholarships and bursaries to talented students at Ngee Ann, Nanyang and Singapore Polytechnics, BCA Academy, Institute of Technical Education (ITE), Nanyang Technological University (NTU), National University of Singapore (NUS) and the Singapore Institute of Technology (SIT). Through the 'Tiong Seng Bursary', we provide deserving and financially disadvantaged students an opportunity to pursue a full-time undergraduate degree programme in engineering at SIT. The bursary covers the recipient's educational expenses and fees for educational activities organised by the institute. In 2021, we contributed donations towards the SIT bursary which would eventually benefit up to 5 SIT students on a yearly basis who may otherwise not have the financial means to attend university.

During the year, we contributed to trade organisations such as The International Built Environment Week (IBEW) which is organised by BCA International, a wholly owned subsidiary of the Building and Construction Authority, in partnership with Reed Exhibitions Singapore, and supported by 12 Trade Associations and Chambers.

On top of that, we partnered with one of our bankers for the latter to launch the Value Chain Financing (VCF) scheme for our strategic subcontractors and suppliers. In this VCF scheme, the bank will do a holistic assessment of the financing needs of each firm within the projects' value chain and to work out a program for them, which some may not have previously been able to access to in the past.

We seek to build good relationships within the real estate development community and the general public by, where opportunities arise, sharing our experiences at industry virtual events, forums and learning initiatives, such as the Lean Construction initiative led by the Ministry of Manpower. By sharing our expertise, we hope to do our part in developing and increasing the pool of talent in the construction industry.

In 2021, we did our part by supporting the Building Construction community through giving out ART kits to the local industry firms. An appreciation letter from BCA / Group Director for Manpower Strategy and Planning, Er Grace Mui to Tiong Seng:

"We would like to express our appreciation and thanks for your support to BCA in the exercise of distributing ART kits to our industry firms. It is with your support that our firms are able to obtain the test kits timely to meet the surveillance testing needs and keep our workforce safe. We would appreciate it if you could also extend our thanks to your staffs who had tirelessly contributed their time and efforts to schedule and contact the firms on the collection of the kits and followed up to ensure that the kits collected by firms are in order. Once again, thank you for supporting us in our fight against COVID-19 and look forward to further opportunities and your continual support for similar collaboration. "

13 December 2021

**Tiong Seng Contractors Pte Ltd**  
21 Fan Yang Road  
Tiong Seng Building  
Singapore 629796

Dear Sirs

**Letter of Appreciation for the Support in the Distribution of Antigen Rapid Test (ART) Kits**

We would like to express our appreciation and thanks for your support to BCA in the exercise of distributing ART kits to our industry firms. It is with your support that our firms are able to obtain the test kits timely to meet the surveillance testing needs and keep our workforce safe. We would appreciate it if you could also extend our thanks to your staffs who had tirelessly contributed their time and efforts to schedule and contact the firms on the collection of the kits and followed up to ensure that the kits collected by firms are in order. Once again, thank you for supporting us in our fight against COVID-19 and look forward to further opportunities and your continual support for similar collaboration.

Yours faithfully

  
Er. Grace Mui  
Group Director  
Manpower Strategy and Planning Group  
Building and Construction Authority

82, Jurong Gateway Road #11-01 Singapore 609600  
Tel: 1800 2425 222 Fax: 634 6341 4281  
www.bca.gov.sg



2 rounds of ART kits distributions by us -

In total, Tiong Seng distributed close to **17,000 nos** of ART kits to **429 companies** (all small or medium enterprise SME), doing our part in protecting our community against Covid!



### 2022's Target(s)

- SIT bursaries up to 5
- Scholarships up to 3

# COMPLIANCE AND ANTI-CORRUPTION

## 2021's Highlights



## Compliance

At Tiong Seng, we are committed to complying with all relevant local laws and regulations relating to areas such as building standards and the environment in order to safeguard our interests and the interests of our stakeholders.

We keep abreast of the latest updates in laws and regulations by sending our employees to attend webinars and virtual forums on a regular basis. Where necessary, we also engage with the various authorities to have a better understanding and interpretation of the applicable laws and regulations. Regular on-site checks are conducted to ensure all facilities compliant with the relevant regulations, including health and safety regulations.

## Anti-corruption

At Tiong Seng, we are committed to doing business in an ethical and transparent manner. We have a zero-tolerance policy towards fraud, bribery, corruption, money laundering and the financing of terrorism. We strive to conduct our business dealings with the highest integrity and transparency by implementing and adhering strictly to the following policies:

- Whistle Blowing Policies
- Insider Trading Policies
- Gift Policies
- Conflict of Interests Policies
- Interested Parties Transaction Review & Reporting Policies

On 16 September 2019 and 24 July 2020, the Board had made public announcements in relation to the investigations by the Corrupt Practices Investigation Bureau involving the Company's Chief Executive Officer and Executive Director Mr. Pek Lian Guan (Mr. Pek) and the Director of Tiong Seng Contractors (Private) Limited (TSCPL) Mr. Pay Teow Heng (Mr. Pay). They were each charged in court on 24 July 2020 on 2 counts of abetting to conspire to corruptly give gratification in the form of loans to an employee of the Land Transport Authority as inducement for advancing the business interest of TSCPL. The charges were filed against the two individuals and no charges were filed against TSCPL or any other companies in the Group.

We have been transparent about the above incidents and have taken immediate actions to assure our stakeholders of our commitment towards anti-corruption while reinforcing our management processes. Mr. Pek and Mr. Pay will be contending the charges and pending the outcome of the cases, they have relinquished their current executive roles, powers and duties in the Group with effect from 31 July 2020. They have also stepped down from all their board appointments within the Group, including TSCPL.

Mr Pek Zhi Kai, who is at his early 30s, was admitted to the board of Tiong Seng Holdings Limited as an Executive Director as part of the succession plan to bring in new ideas and views which will be relevant in dealing with the fast changing environment.

In the meantime, Mr Amos Ong has been appointed the Non-Executive Chairman of the board of directors of Tiong Seng Chang De Investment (Private) Limited ("TSCDI"), the Group's wholly owned property development subsidiary. Mr Ong's appointment takes effect from 1 September 2021. With Mr Ong coming onboard TSCDI, he will lend guidance to promote the long-term sustainable growth of the Group's real estate segment.

Back in 2019, with the aim to better streamline the Group's business and rejuvenate the management team, we have carved out the third "Engineering Solution" segment from the "Construction" segment. At the same time, we have admitted independent professionals from the industry into the Board of Directors of the Company and that of each of the segments as well as the formation of Executive Committees to further strengthen our management decision-making process and governance of the various business units.

During the year, the Company worked with professionals to provide Anti-Bribery & Anti-Corruption webinars to the management as part of its measures to keep abreast of the latest developments as well as to continue to uphold Tiong Seng's beliefs and culture to conduct our business in a proper and professional manner.

#### 2022's Target(s)

- **Maintain zero incidents of non-compliance with socioeconomic and environmental laws and/or regulations resulting in significant fines and non-monetary sanctions**
- **Maintain zero confirmed incidents of corruption**