



SHAPING SMART CITIES FOR TOMORROW

SUSTAINABILITY REPORT 2019

Contents

02

Chairman's Statement

03

About this Report

04

About Us

05

Performance Highlights

06

Sustainability Governance

07

Stakeholder Engagement

08

Materiality Assessment

09

The Sustainable Development
Goals of Pan-United

11

Environment

- 12 Sustainable Materials
- 13 Water Management
- 14 Waste Management

15

Social

- 16 Diversity and Inclusion
- 19 Occupational Health and Safety

21

Governance

- 21 Regulatory and Legal Compliance

22

External Initiatives and
Memberships of Associations

23

GRI Index Table

Chairman's Statement

We are pleased to present our third sustainability report covering our sustainability policies, practices, performance and targets for the financial year ended 31 December 2019 (FY2019). Sustainability considerations are important for Pan-United Corporation Limited (Pan-United) to achieve our long-term vision, mitigate risks and be future-ready. Over the past three years, we have seen the growing importance of sustainability considerations and how they are impacting our business landscape and stakeholder decision making. As sustainability gains traction, it will continue to form an important lens to strategic formulation at Pan-United.



Environment

Singapore is gradually embracing a circular economy approach, one that seeks to reduce waste, recover resources at the end of a product life, and channel them back into production. We recognise this as an opportunity and have been integrating circular economy-inspired practices in our business operations.

For example, we are excited about the growing momentum of our collaboration with Canada-based cleantech company, CarbonCure Technologies Inc. (CarbonCure). Using their innovative carbon dioxide injection technology in our production, we are able to reduce the embodied carbon in our ready-mix concrete, therefore reducing carbon emissions in the built environment. We have commenced using this technology in new projects and hope to showcase the positive outcomes of our efforts in our next report.



People

From a people perspective, after unveiling our new corporate identity, vision and refreshed values in 2018, we launched our values engagement event series in 2019. The first event was a Sports Day focusing on the value, Teamwork. Many of our employees participated in a day of friendly competition and team sports. The joyful atmosphere reminded us of how important it is to rely on one another and how fundamental cooperation is to our success. Relatedly, a refresher on our Code of Conduct was the first company-wide module launched on our newly integrated e-Learning Portal. We look forward to more engagement with our values in FY2020.

This report details other sustainability efforts mapped to the Sustainable Development Goals (SDGs), and will allow our stakeholders to track our sustainability progress over the year. It also features other important initiatives on resource management, employee well-being and safety, and training, among others.

The Board continues to oversee the sustainability strategy relating to the material topics for Pan-United that were determined in 2017.

We would like to thank our employees for their dedication, hard work and for their help in putting together this report.

About this Report

This is Pan-United's third annual sustainability report, prepared in line with the Singapore Exchange (SGX) Sustainability Reporting requirements, Listing Rule 711A and 711B.

This report presents data and information for the financial year ended 31 December 2019 (FY2019), focusing on our Singapore operations. We may include our Malaysia, Indonesia and Vietnam operations in future, as we mature in our sustainability reporting journey.

This report has been prepared in accordance with the Global Reporting Initiatives (GRI) Standards: Core Option.

While we have not sought external independent assurance for this reporting period, we will consider it for future years.

A softcopy of this report can be found on our website: www.panunited.com.sg. Should you have any questions or feedback regarding this Sustainability Report, please do not hesitate to reach us at info@panunited.com.sg.

About Us

Pan-United Corporation Ltd (Pan-United) is a concrete innovation company listed on the Stock Exchange of Singapore. Headquartered in Singapore, we have operations spanning four countries with a workforce exceeding 1,000 people.

Our primary business activities include:

- Manufacture and supply of ready-mix concrete, ground granulated blast furnace slag and granite aggregates,
- Cement silo operations, cement trading and distribution,
- Quarry operations,
- Trading and supply of refined petroleum products,
- Technology and digital-based services, and
- Investment holding and general trading.

We are Singapore's largest provider of ready-mix concrete and cement with a growing footprint in Vietnam, Malaysia and Indonesia.

Our concrete and cement businesses are vertically integrated with aggregate quarrying and logistics services to maximise on the value chain. Our supply chain consists of material suppliers, contractors, customers and delivery trucks.

We serve both public and commercial clients for projects from a range of sectors including residential, commercial, institutional, educational, industrial and infrastructural.

For details on our corporate structure, please refer to our annual report.

Performance Highlights



We are collaborating

with government agencies to share our product innovation findings.



We are reducing

up to 20 kg of CO₂ emissions with each cubic metre of CarbonCure concrete.



We are learning

through our fully integrated e-Learning Portal.

Sustainability Governance

Sustainability has been rooted across our different business units, each one playing their part towards the sustainability of our organisation. Our Board oversees the overall application and progress of our sustainability activities with the support of the Audit Committee.



Values, Vision and Mission

Our core values guide the way we do business. From 2016 to 2017, we undertook a revaluation of our values and vision with the participation of senior management and our employees. Last year, we revealed our refreshed values and vision. This year we have implemented the first of a series of annual or bi-annual events that aim to integrate the values across our organisation.

Our vision

“To be a technology company in concrete and logistics”.

Our mission

“Shaping smart cities for tomorrow”.

Our core values



Teamwork



Innovation



Passion



Trust



Customer Focus

Stakeholder Engagement

Engaging with our stakeholders is key to sustainable growth and successful long-term relationships. We identify our stakeholders by assessing how they rely on and influence our business.

Our engagement with stakeholders during FY2019 is as follows:

Stakeholder	Interests/key concerns of stakeholders	Our response	Method	Frequency
Customers	<ul style="list-style-type: none"> Quality of products and services Customers' requirement Research & Development (R&D) collaborations 	<ul style="list-style-type: none"> Ensure high levels of customer service Frequent communication to understand requirements and changing demands. 	<ul style="list-style-type: none"> Customer feedback Meetings 	<ul style="list-style-type: none"> On-going
Investors/ Shareholders	<ul style="list-style-type: none"> Performance reviews Group financial results Dividend pay-outs Any matters affecting the Group 	<ul style="list-style-type: none"> Provision of quarterly announcements and investor-related information on company website Annual report, Sustainability report and other communications such as notices and letters to shareholders, and Proxy Forms on company website Shareholder participation at general meetings 	<ul style="list-style-type: none"> Annual General Meeting Annual reports Extraordinary General Meeting SGX announcements Corporate website and social media Email alerts 	<ul style="list-style-type: none"> Annual Ad-hoc On-going
Employees	<ul style="list-style-type: none"> Workplace health and safety Employees' welfare Training and career development 	<ul style="list-style-type: none"> Employee wellness talks, health screenings etc. Employee training and development 	<ul style="list-style-type: none"> Annual Dinner, Sports day, Safety day Staff meetings and discussions Training programmes, E-learning portal Internal emails 	<ul style="list-style-type: none"> Annual Ad hoc On-going
Regulators/ Government	<ul style="list-style-type: none"> Environmental compliance Labour standard compliance SGX listing requirements 	<ul style="list-style-type: none"> Collaborations to ensure compliance and achieve high ratings whenever possible. 	<ul style="list-style-type: none"> On-site inspections and visits Meetings Government publications 	<ul style="list-style-type: none"> On-going
Suppliers/ Sub-contractors	<ul style="list-style-type: none"> Product quality and delivery schedules Health and safety 	<ul style="list-style-type: none"> Regular meetings to exchange feedback and areas of concern 	<ul style="list-style-type: none"> Meetings Emails 	<ul style="list-style-type: none"> On-going

Materiality Assessment

We conducted a materiality assessment exercise in 2018 to identify economic, social and environmental topics which are most significant to our stakeholders and those that are significantly impacted by our business. We believe the previously selected material topics are still relevant to our business. Therefore, these have remained largely unchanged. However, we have modified “recycled water” to “water management” to be more comprehensive and to be in line with the updated GRI requirements.

Our material factors are presented below:



Environmental

- Sustainable Materials
- Water Management
- Waste Management



Social

- Diversity & Inclusion
- Occupational Health & Safety



Governance

- Regulatory and Legal Compliance

The Sustainable Development Goals of Pan-United

In 2015, global leaders adopted the United Nations' 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). These goals furnish us with a common language to tackle the key global challenges that universally apply to all peoples and nations. Each goal comprises of multiple targets that are in turn accompanied by specific metrics to facilitate the measurement of progress.

At Pan-United, we view ourselves as a global corporate citizen with a responsibility to support the achievement of the 2030 Agenda for Sustainable Development. We have mapped the SDGs that we can impact through our practices, and in the future, we may leverage on the SDG metrics to track our impact or use them to guide our strategies or initiatives.

The table below highlights our contributions to the SDGs through our business.

	Goal	Target	Initiative
	Goal 3 Ensure healthy lives and promote well-being for all at all ages.	3.4: By 2030, to reduce by one-third, premature mortality from non-communicable diseases through the prevention, treatment and promotion of mental health and well-being.	In FY2019 we implemented flexible working arrangements. This arrangement empowers our employees to balance professional and personal lives, supporting their mental and emotional well-being. This programme follows the revamp of our medical benefits and mental wellness focus through the Business Psychological Resilience Programme (B-PREP) conducted in FY2018. <i>Occupational Health and Safety</i>
	Goal 6 Ensure availability and sustainable management of water and sanitation for all.	6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.	We continue to treat and reuse wastewater through our water recycling and rainwater harvesting initiatives, helping to reduce water withdrawal from other sources. <i>Water Management</i>
	Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young. 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	We have over 1,000 employees in Pan-United. Through our employment, we provide livelihoods for a diverse group of people, who in turn support their families. We strive to ensure the health and safety and well-being of all our employees and sub-contractors to encourage productive and sustainable careers. <i>Welfare and well-being</i>



Goal

Goal 9
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

Target

9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries acting in accordance with their respective capabilities.

Initiative

We aim to support resilient, resource-efficient processes through our green concrete products, which integrate recycled materials and sustainable processes. In addition, our partnership with CarbonCure aims to reduce the embodied carbon footprint in our concrete products.

Sustainable Materials



Goal 11

Make cities and human settlements inclusive, safe, resilient and sustainable.

11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

If our CarbonCure products were specified and adopted to replace all conventional concrete structures in Singapore, up to 280,000 tonnes of carbon dioxide emissions could be avoided annually, which is equivalent to removing 60,000 cars from Singapore roads.



Goal 12

Ensure sustainable consumption and production patterns.

12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Sustainable Materials

12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information in their reporting cycle.

We report our sustainability information and track our progress through our sustainability report.



Goal 17

Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.

17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

As an innovator in our industry, we actively pursue partnerships with research organisations and academia. We welcome engagement with stakeholders to share our findings and best practices that can help enable a greener growth transition in the construction industry.

Stakeholder engagement

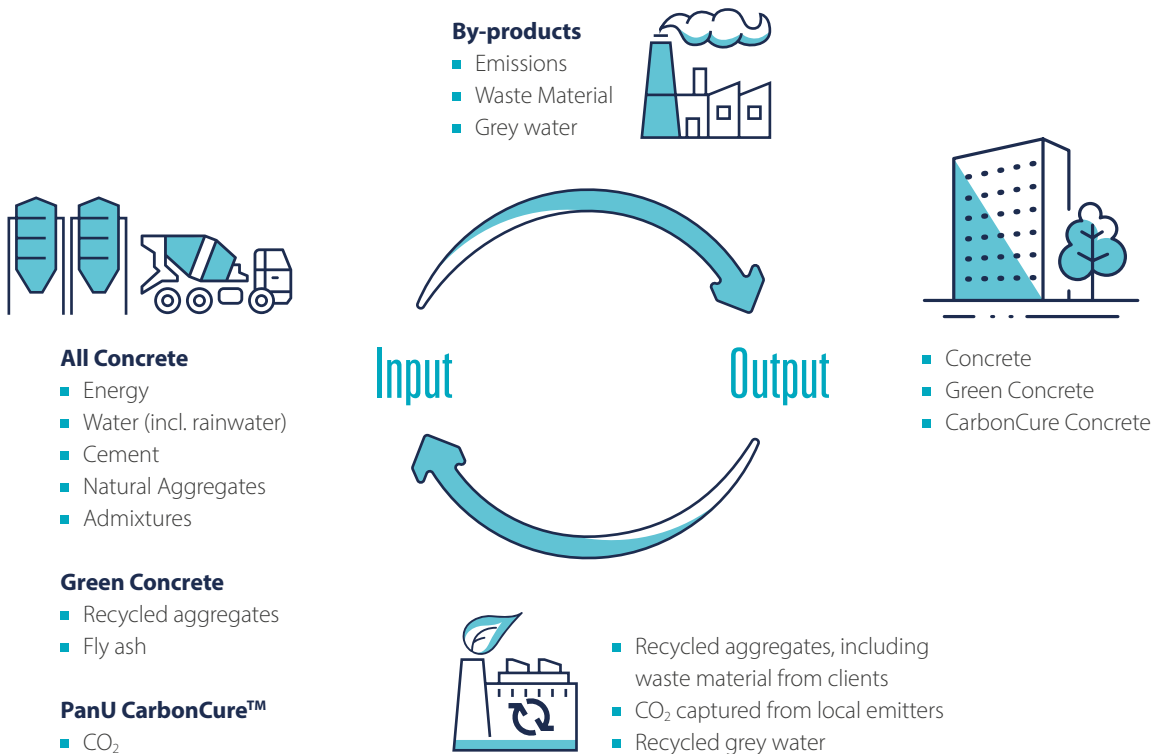
Environmental

As a concrete producer, Pan-United understands the importance of minimising the construction sector’s contribution to energy use, greenhouse gas (GHG) emissions, water consumption and waste. We aim to contribute by reducing, recycling and reusing resources in our operations and focusing on the development of environmentally friendly products.

As we progress into the next decade, we recognise that economies will transit from a linear to a more circular model of operation. We can no longer depend heavily on virgin resources and will need to explore alternative methods. This transition aligns with our company vision and that of Singapore. We believe we are ready and poised to tap on this opportunity.

With our extensive in-house R&D capabilities through the Innovation Centre, we strive to create high-performance products that integrate cutting-edge green technology to create safer, more sustainable building materials for our customers and communities. As an industry leader, we continually seek new collaborations with innovators and thought leaders, and validate our findings with governmental organisations like Building and Construction Authority (BCA), Housing and Development Board (HDB) and Nanyang Technological University (NTU).

Our approach to a circular economy





Sustainable Materials

Management Approach

A major way we reduce the footprint of our concrete is through the integration of recycled content in its production. We use a mix of recycled aggregates, some of which is superfluous concrete returned from customers, to reduce our natural aggregate input. We are heartened to find consistent demand for sustainable products such as for our 'Eco' and 'Green' ranges. Our in-house Innovation Centre, R&D department continues to innovate to find ways to reduce the volume of natural aggregates required in our concrete.



We participate in the Waste Management Recycling Association of Singapore (WMRAS) accreditation scheme, which examines our recycled concrete aggregates and crushers. The scheme includes a yearly audit, and we are proud to have their seal of approval.



Pan-United holds the sustainability certification "Leader" awarded by the Singapore Green Building Council (SGBC), achieving 4 out of 4 ticks. The next renewal of this certification is in 2021.

In September 2019, Pan-United was acknowledged for its leadership in developing green building products. The award was jointly conferred by SGBC and BCA. The official recognition bore testimony to Pan-United's strong research and development capabilities in sustainable product innovation.

Partnership with CarbonCure

Last year, Pan-United embarked on a strategic partnership with CarbonCure, which is renowned for its cutting-edge technology that incorporates carbon dioxide in concrete fabrication as a replacement to cement. This technology helps produce greener concrete by reusing the CO₂ emitted by industrial emitters and reducing the amount of cement required in the concrete.

FY2019 saw great strides in the integration of CarbonCure into Pan-United's product range. We completed localised trials, testing and data collection, the results of which validated the product's viability in Asian climates and confirmed its compatibility with all exposure classes and mix designs.

This collaboration reflects our conscious intent to do our part in sustainability by using concrete to reduce carbon emissions in the atmosphere. Our product, labelled as PanU CarbonCure™ is being marketed for use both locally and overseas.

Each cubic metre of PanU CarbonCure™ avoids up to 20kg of CO₂.

The last quarter involved sharing our research and results with government and industry organisations such as the SGBC, BCA, JTC Corporation and HDB, each of which has recognised the benefits of CarbonCure products.

If specified and adopted to replace all conventional concrete structures in Singapore, up to 280,000 tonnes of CO₂ emissions could be avoided annually, which is equivalent to removing 60,000 cars from Singapore roads¹.

Performance

In FY2019, we increased the amount of recycled materials in our products to 9% compared to 8% in FY2018.

Targets

- Continue to assess areas for reducing the use of virgin materials in our products.
- Measure and report the results of CarbonCure project by end of FY2020.

¹ This is based on the assumption of 14 million cubic metres of concrete demand in Singapore.



Water Management

Water is a key resource included in the production of concrete. Although we are fortunate to have frequent rainfall in Singapore, it is important to be mindful of water use. Unsustainable water use can put a strain on groundwater, reservoirs and desalination plants, which require large amounts of energy.

Management Approach

At Pan-United, we primarily use municipal water but strive to regularly recycle water through rainwater harvesting and grey water reuse. We filter the water through miniature water treatment plants located on our industrial sites and use the treated water in our operations. In our production process, we have no water discharge as all water input is used in the process, and our storage tanks are purely used for rainwater. We do not use grey water in our production process, but rather for activities like wetting dry floors to reduce dust pollution and for washing trucks and tires.

While 2018 was a particularly wet year, 2019 had relatively low rainfall. As such, we were unable to harvest and use as much rainwater as we had hoped, which compelled us to withdraw more water from municipal sources. We aim to explore more methods for recycling water to reduce our dependence on rainwater in the future.

Performance

Total water withdrawal for FY2019 amounted to 1,025,607 m³, out of which 0.3% is from recycled water, with the remaining from third-party water. In contrast to FY2018, the total water withdrawal was 992,065 m³, with 9% of it being recycled water.

We do not withdraw any water from water stress regions. We have no discharged water; therefore, our water consumption is the same as our water withdrawal.

Target

- Explore new avenues for water recycling.
- Increase proportion of water recycled to 5%.

Waste Management

2019 was the year of zero waste in Singapore. Pan-United is conscious of improving its waste management processes to increasingly incorporate circular economy approaches. At Pan-United, we divert superfluous material or waste, such as unused concrete returned by our clients, back into our production process. This avoids the premature saturation of landfills and reduces our environmental footprint and economic costs. We try to ensure most of our waste is recycled, either by ourselves or with the help of third parties.

Management Approach

We have two main sources of waste: concrete waste and sludge. As mentioned, we recycle superfluous concrete from our customers back into concrete production as recycled aggregates, which are key ingredients in green concrete. We also recycle sludge into our product, Liquefied Soil Stabilizer, further reducing the waste for disposal.

Similarly, the sludge waste we produce is collected by third party contractors that reuse this waste for important purposes such as:

- Backfilling,
- Temporary access, and
- Stabilising slopes to prevent erosion or landslides.

In our corporate offices, we are working towards reducing our paper waste.

Performance

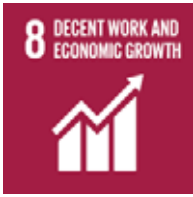
Non-hazardous waste generated from our operations in FY2019 was 283,122 (FY2018: 246,559) metric tonnes². We did not have any hazardous waste.

Target

- Reduce our waste generation by 5% by FY2020.

² This includes concrete and sludge waste and does not include corporate waste.

Social



We believe our employees at Pan-United are the cornerstone of our success. Engaging our employees purposefully ensures we have low attrition rate and strengthens the “collective memory” of our business. Developing, retaining competent and committed employees in the organisation takes our businesses to greater heights and success. We strive hard as a family-unit to ensure the well-being, development and safety of each and every employee.

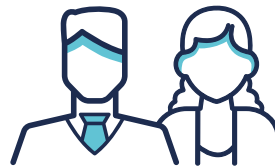
Our employees across all business units and regions



Male



Female



Total

	Male	Female	Total
Permanent Contract	831	158	989
Temporary Contract	58	2	60
Full-time	889	160	1049
Part-time	-	-	-

Our employees are not covered by collective bargaining agreements.

Diversity and Inclusion

At Pan-United, our employees are the heart and pulse of the organisation. We are proud of our diversity agenda due to the unique perspectives and creative solutions our employees bring forth. Through targeted programmes, we foster a productive, empowering and collaborative work environment, focused on continuous learning.

Management Approach

Talent management

A key focus in FY2019 was the integration of relevant training programmes through our newly launched learning and management system, an e-Learning Portal. The first firm-wide programme conducted virtually was the Code of Conduct compliance training, which took place in May 2019. This training programme outlined our focus of defining the standards of integrity and shared core values by which our employees abide.

In addition, each Head of Department, together with Human Resources Department, identified specific, needs-based modules to develop and strengthen the requisite skillsets of their team's employees, at the same time reviewed skills gaps for further training and development. A variety of subject matters were also co-proposed between the managers and employees, with a mutual understanding of the skillsets required to attain the overall business objectives, goals and targets of Pan-United.

In addition to internal on-the-job and online trainings, our employees have access to external training curriculum. For example, our marketing executives undertook an external module at the Singapore Management University.

A Leadership and Development programme was curated for our senior and middle management colleagues. The programme focused on the development of leadership, communication and managerial skills through upward feedback, soft skills evaluation and active participation in three different group workshops.

Overall, the programme equipped our managers and future leaders of the company, with the mindset and capabilities to learn, grow, empower and impart their experience and knowledge to the next generation, as part of the company's succession and business continuity plan.

Another training curriculum focused on communication and presentation skills for the managers and assistant managers who participated in group workshops and also one-on-one coaching sessions. The managers engaged in role-playing to evoke body language awareness, monitor their vocal pitch, and improve overall presentation skills and speech capabilities.

Through targeted trainings, we aim to cultivate well-rounded, competent and committed future leaders who will take our businesses to greater success, and at the same time engrain in our employees the aptitude to tackle challenges purposefully and turn them to business opportunities and future growth for the company.

Attracting, retaining and developing key talents are tantamount to the organizational growth and business continuity. As part of Pan-United's talent acquisition initiative in FY2019, we participated in Jobstreet Careers Fair held in Malaysia. The fair provided an opportunity for us to educate and enhance the company's brand awareness, showcase our products and propriety innovations. Through the fair, we gained access and hired an integral pool of qualified candidates for the Group.

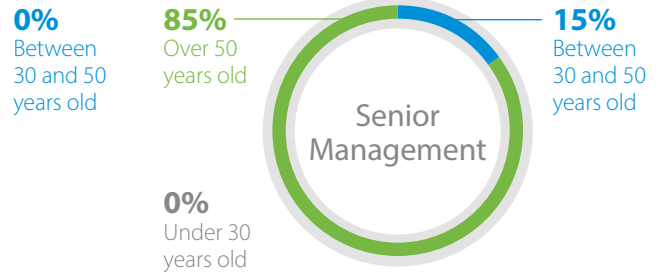
Performance

This data covers our Singapore operations only.

Upper Management by Gender

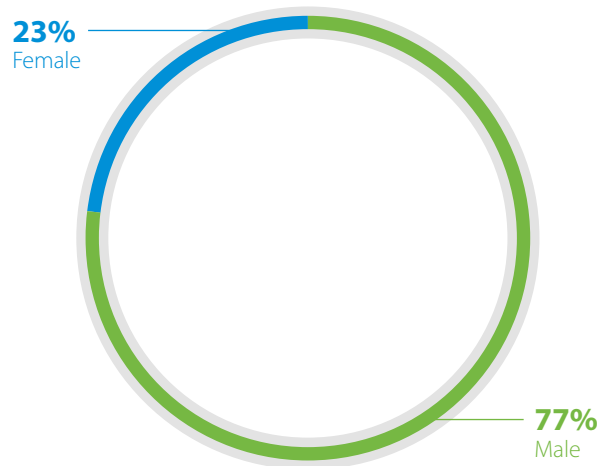


Upper Management by Age Category



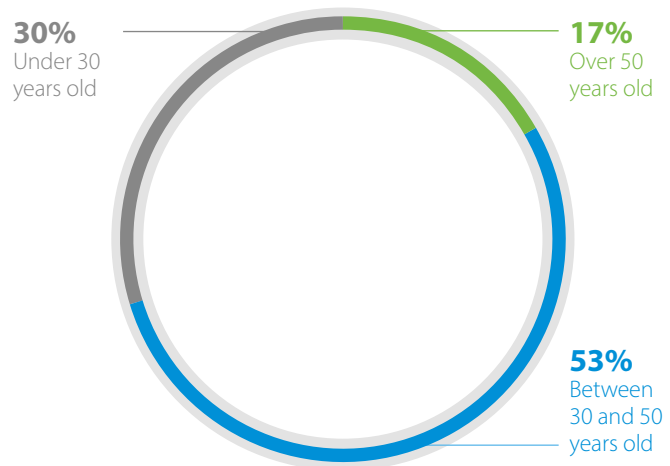
100% of our board of directors are ethnically Chinese.

Employees by Gender³



	Senior Management	Managers	Officers	Juniors	Total
Male	2%	4%	34%	37%	77%
Female	1%	2%	15%	5%	23%

Employees by Age Category³



	Senior Management	Managers	Officers	Juniors	Total
Over 50 years old	3%	3%	7%	4%	17%
Between 30 and 50 years old	0%	3%	29%	21%	53%
Under 30 years old	0%	0%	13%	17%	30%

Target

- Maintain a close ratio between remuneration across genders in the different employee categories.

³ The formula has been updated to reflect each category as a percentage of the whole population as opposed to a percentage of the category.



Occupational Health and Safety

The health and well-being of our employees is of vital importance to us. We strive to ensure the safety of all our employees and contract workers through the adoption of strict health and safety policies and implementation of very stringent and regular monitoring practices.

Management Approach

An internal risk management system and process is in place to ensure that we abide by the SS506 Guidelines to effectively manage on-site safety. We achieved ISO 45001 certification in one of our subsidiaries in FY2018 and aim to extend the same certification to other subsidiaries in FY2020.

This year, three main occupational health and safety training programmes were conducted, both in English and Chinese:

- Operate Boom Lift - To equip employees with the requisite competencies skills, knowledge and aptitude to operate boom lifts safely;
- Perform Rigger and Signalman Tasks - To learn how to conduct risk assessments and perform rigger and signalman tasks; and
- Operate Forklift - To ensure safe operation of forklifts.

In these courses, our employees and contract workers learnt about emergency response plans, control measures for specialised operations, risk assessments, and preventative measures and standard operating procedures. Depending on relevance, all our employees and contract workers are required to attend selected and specialised safety courses.

In April 2019, we held our Pan-United Safety Day to create safety awareness among employees and subcontractors. Employees participated in various safety awareness program and games. The Safety Day also included a Safety Video Competition for employees to create a video/skit relating to "Safety at the workplace".





Performance

For Employees

For non-employees
whose work and/or
workplace is controlled
by Pan-United

Number of Fatalities as a result of Work-Related Injuries	0	0
Number of High-Consequence Work-Related Injuries (excluding fatalities)	0	0
Number of Recordable Work-Related Injuries	1	3
Total Work-Related Injuries	1	3
Rate of Fatalities as a result of work-related injuries based on 200,000 hours worked	0	0
Rate of High-Consequence Work Related Injuries based on 200,000 hours worked	0	0
Rate of Recordable Work-Related Injuries based on 200,000 hours worked	0.27	0.82
Number of hours worked	730,073	730,073

In FY2019, there was one work-related injury concerning our workforce, which was a minor hand injury. Our contractors were also inflicted with minor hand, arm and face injuries. We are working hard to mitigate future risks through greater automation, regular safety and wellness training programmes for improved and effective risk management.

In total, we have 235 subcontract workers at our concrete batching plants. Their roles and duties comprise primarily:

- Mechanics for plant maintenance;
- Wheel loader operators to operate and manage the machines which load up raw materials into weighing hoppers to replenish stockpiles;
- Mixer truck drivers who help to deliver ready-mix concrete to project sites; and
- General workers for batch plant duties.

Welfare and well-being

We continue to improve and seek new avenues to support our employees and enhance their physical, emotional and mental well-being. In April 2019, we implemented a flexible working arrangement policy, empowering our employees to attain work-life harmony to better accommodate their personal/family needs and choices, alongside work commitments. All our employees under the age of 50 continue to receive health screenings every two years, whilst employees above 50 years receive annual comprehensive health screenings, funded by the company.

We also engage our employees through a variety of fun team bonding events, such as annual dinner and dance and sports day. Our employees were also treated to a special evening performance of the world-class circus theatre, Cirque du Soleil in 2019.

Our Sports Day was held in July 2019 to champion Teamwork, one of the company's core values.

Approximately 150 employees participated in friendly competitions which included badminton, table tennis and bowling. The teams demonstrated robust communication, enthusiasm and competitive spirit throughout the practices and for the actual competitions on Sports Day itself.

Targets

- Reduce rate of recordable work-related injuries by 5% by FY2020.
- Maintain zero high-consequence injuries across our operations.
- Maintain zero fatalities across our operations.

Governance

The relationship between our company, our employees and our customers is built on trust. The way we govern our business and these relationships is crucial to our long-term success. We have governance policies and procedures in place to help us maintain integrity and transparency in all matters.

Regulatory and Legal Compliance

We are subject to several regulations, which are established by the Ministry of Manpower (MoM), the National Environment Agency (NEA) and the Singapore Exchange (SGX).

Management Approach

We work closely with government agencies and regulatory bodies for regulatory and legal compliance in the economic, social and environmental areas.

NEA conducts ad-hoc inspections of our concrete batching plants. To avoid incidents of diseases like malaria or dengue, we continue to maintain clean sites with no breeding sites for mosquitoes. The Pollution Control Department ensures that we continue performing best practices for dust control. These include using dust collector systems that filter away cement dust, allowing for filtered air to be released into the environment. We continue to check drains and prevent blockages as flood prevention measures.

Performance

Despite our best efforts, in FY2019 we had two minor instances of non-compliance with safety and environmental regulations.

Issue	Regulatory body involved	Amount paid (S\$)	Remedial action
Site Noise Pollution infringement (delay in concrete delivery)	NEA	2,750	Improvement in delivery service to reduce noise pollution
Excess weight truck load	LTA	1,000	Reduced delivery volume

Target

- Have no instances of safety or environmental regulatory non-compliance in FY2020.

External Initiatives and Memberships of Associations

- Waste Management Recycling Association of Singapore (WMRAS)
- Singapore Green Building Council (SGBC)
- Singapore Concrete Institute
- American Concrete Institute (Singapore Chapter)
- Ready-Mixed Concrete Association of Singapore
- BCI Asia Construction Information Pte Ltd
- The Concrete Society Ltd
- The Singapore Contractors Association Ltd
- Tunnelling and Underground Construction Society (Singapore)
- Integrated Management System (ISO 9001, ISO 45001 & ISO 14001)
- Business Council for Sustainable Development Singapore (Founding Member)

GRI Index Table

Disclosure Number	Disclosure Title	Reference
GENERAL DISCLOSURES		
102-1	Name of the organisation	Chairman's Statement, 2
102-2	Activities, brands, products, and services	About Us, 4
102-3	Location of headquarters	About Us, 4
102-4	Location of operations	About Us, 4
102-5	Ownership and legal form	Annual Report 2019, page 98, Statistics of Shareholdings
102-6	Markets served	About Us, 4
102-7	Scale of the organisation	Social, 15 Annual Report 2019, page 2, Group Financial Summary and page 12-21, Performance Review
102-8	Information on employees and other workers	Social, 15-18
102-9	Supply chain	About Us, 4
102-10	Significant changes to the organisation and its supply chain	No significant changes to organisational structure and supply chain.
102-11	Precautionary Principle or approach	Although we do not explicitly reference the precautionary principle in our risk management, we undertake environmentally responsible practices with the aim of being responsible corporate citizens
102-12	External initiatives/charters	External initiatives and memberships of associations, 22
102-13	Membership of associations	External initiatives and memberships of associations, 22

Disclosure Number	Disclosure Title	Reference
GENERAL DISCLOSURES		
102-14	Statement from senior decision-maker	Chairman's Statement, 2
102-16	Values, principles, standards, and norms of behaviour	Sustainability Governance, 6
102-18	Governance structure	Sustainability Governance, 6
102-40	List of stakeholder groups	Stakeholder Engagement, 7
102-41	Collective bargaining agreements	Social, 16
102-42	Identifying and selecting stakeholders	Stakeholder Engagement, 7
102-43	Approach to stakeholder engagement	Stakeholder Engagement, 7
102-44	Key topics and concerns raised	Stakeholder Engagement, 7
102-45	Entities included in the consolidated financial statements	Annual report 2019, page 79-80, Subsidiaries
102-46	Defining report content and topic boundaries	About this Report, 3
102-47	List of material topics	Materiality Assessment, 8
102-48	Restatements of information	No restatements
102-49	Changes in reporting	No changes
102-50	Reporting period	About this Report, 3
102-51	Date of most recent report	May 29, 2019
102-52	Reporting cycle	About this Report, 3
102-53	Contact point for questions regarding the report	About this Report, 3
102-54	Claims of reporting in accordance with the GRI Standards	About this Report, 3
102-55	GRI content index	GRI Content Index, 23-26
102-56	External assurance	About this Report, 3

Disclosure Number	Disclosure Title	Reference
-------------------	------------------	-----------

SPECIFIC DISCLOSURES

Materials 2016

103-1/2/3	Management Approach	Environment, 11-12
301-2	Recycled Input Materials Used	Environment, 12

Water 2018

103-1/2/3	Management Approach	Environment, 13
303-3	Water Recycled and Reused	Environment, 13

Waste 2016

103-1/2/3	Management Approach	Environment, 14
306-2	Waste by Type and Disposal Method	Environment, 14

Environmental Compliance 2016

103-1/2/3	Management Approach	Governance, 21
307-1	Non-Compliance with Environmental Laws and Regulations	Governance, 21

Disclosure Number	Disclosure Title	Reference
SPECIFIC DISCLOSURES		
Occupational Health and Safety 2018		
103-1/2/3	Management Approach	Social, 19
403-1	Occupational Health and Safety Management System	Social, 19
403-5	Worker Training on Occupational Health and Safety	Social, 19
403-6	Promotion of Worker Health	Social, 19
403-9	Work-related Injuries	Social, 20
Diversity and Inclusion 2016		
103-1/2/3	Management Approach	Social, 16-17
405-1	Diversity of governance bodies and employees	Social, 17-18
Regulatory and Legal Compliance 2016		
103-1/2/3	Management Approach	Governance, 21
419-1	Non-Compliance with Laws and Regulations in the Social and Economic Area	Governance, 21



Pan-United Corporation Ltd
(Company Registration No. 199106524G)

7 Temasek Boulevard
#16-01 Suntec Tower One
Singapore 038987

Tel: 6305 7373 Fax: 6305 7345
Email: info@panunited.com.sg

www.panunited.com.sg