



TA CORPORATION LTD



# 2021

SUSTAINABILITY  
REPORT



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# SUSTAINABILITY REPORT

## BOARD STATEMENT

The Board of Director (the "Board") is pleased to present TA Corporation Ltd ("TA Corp") and its subsidiaries ("the Group") fifth sustainability report. The Group is committed to incorporate long-term consideration of environment, social and governance ("ESG") issues when formulating sustainable business practices that help to enhance long-term stakeholders' value and provide reliable and sustainable products and services to our customers to create societal and environment benefits beyond our financial performance. Through this report, we demonstrate our commitment to incorporate sustainable practices into our businesses. This report covers mainly the activities of the Group's Singapore operations.

In 2021, the COVID-19 global pandemic continued to impact our businesses. Safe management measures ("SMM") in accordance with government guidelines were implemented to safeguard business continuity and protect the wellbeing, health and safety of our staff. Enhanced safety measures were taken in our Singapore office, regular and weekly rapid tests for COVID-19 infection were conducted for staff and visitors depending on the infection risk of the work sites and offices. Despite that, there were numerous COVID-19 infections within our staff members, we have since enhanced regular disinfection and stringent safety distancing measures and had successfully curbed the spread and ensuring minimum service interruptions.

The Board provides strategic direction and in close interaction with the management to monitor results of sustainability efforts undertaken by senior management of the Group. The Board has also emphasize the material environmental, social and governance factors in setting the Group's strategic direction by infilling health of our planet and operating responsibly in our communities within our business activities. We shall create value by leaving positive footprints to those climate related activities and harness technologies and innovation to enable a sustainable world.

The Board with its oversight function has emphasised that management will continue to be evaluated by its success in executing the Group's strategic plan to meet stakeholders' and the Board's expectations, including responding to ESG and climate related risks, changing business and legal landscape while adhering to their fundamental commitments. The Board is ultimately responsible for the Group's compliance with the Code on sustainability reporting.

## SENIOR MANAGEMENT COMMITMENT AND STAFF INVOLVEMENT

The Group continues to build on sustainability initiatives from past years, and improve on our past efforts in steering the course of our sustainability commitments and deploys a pragmatic approach to deliver our sustainability commitments. Our efforts are centred on putting in real world solutions with maximum benefits.

The Group also maintains a strong focus on good corporate governance and risk management practices. We believe in upholding the highest ethical standards of corporate governance which translates into a long-lasting overall sustainable performance.

The Group believes that sustainable supply chain management is core to our sustainability strategies. Hence, we extend our sustainable business practices across our value chain, from business units to suppliers. This includes applying environmentally friendly construction processes as well as using sustainable sources.

The Board oversees overall corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the Sustainability Committee ("SC") which is chaired by our Group Chief Executive Officer (CEO) and includes designated senior executives. SC provides leadership and approval over corporate sustainability matters such as Corporate Social Responsibility (CSR) plan, community investment and environmental initiatives.

SC is our Subject Matter Expert in the area of corporate sustainability, and pro-actively raises awareness through education and training across the organization.

The emergence of COVID-19 has challenged the Group's sustainability journey. At this juncture, the repercussion from COVID-19 is far from over, however with conviction and fervour, it motivates us to embrace the new normal in how we are going to conduct our business moving forward. We have since put priority and all necessary measure to ensure the safety and well-being of our personnel and to mitigate the economic fallout of this existential health threat, travel curbs, quarantines and lockdowns. This includes the implementation of business continuity plans, enhancement of online activities and austerity measures. In demonstrating our solidarity to join the authorities' efforts to contain the spread of the COVID-19, we fervently complied with the

government's measures for the construction sector as far as practical, our office also practices split team arrangement to work from home to comply with MOM's requirement for safe management measures at workplace.

## OUR SUSTAINABILITY APPROACH

The Group's sustainability approach is to integrate sustainability and manage our material ESG issues within our business strategies.

We recognise the increasing importance of ESG and climate factors among our stakeholders and the business landscape we are operating in. We are aiming to align our sustainability initiatives within our business activities. Our climate sustainability effort start with the simple step to decarbonise our activities by setting a target to have our greenhouse gas (GHG) emission reduce by reducing our electricity consumptions within all of our business activities.

Our sustainability process begins with the identification of relevant material ESG factors. Such factors are then prioritised and validated through our stakeholder engagement periodically. The result of this process determine the list of material ESG factors which are – Economic Performance; Energy Consumption; Emissions, Effluents and Waste as well as Occupational Health and Safety. The Board reviewed the identification, management and monitoring of the material sustainability topics in this Report.

This Report is to be read in conjunction with the Company's financial statements in the Annual Report. This Report addresses the Group's material ESG topics from 1 January 2021 to 31 December 2021. All data is reported in good faith and to the best of our knowledge. This report is aligned with Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A and 711B – Sustainability Reporting Guide and has been prepared with reference to the internationally recognised Global Reporting Initiative (GRI) Standards (Core).

The Board would like to thank all stakeholders who have contributed to our sustainability effort and will continue to take a balanced approach in enhancing long-term values which are sustainable to our stakeholders.

On behalf of the Board,  
**LIONG KIAM TECK**  
Executive Chairman  
27 May 2022



# SUSTAINABILITY REPORT

## ABOUT THIS REPORT

### Reporting period

This is the Group's fifth sustainability report and covers the reporting period from 1 January 2021 to 31 December 2021.

### Scope

This report covers the sustainability performance of the Group's operations in Singapore unless otherwise stated.

### Framework

This report is prepared in accordance with the requirements set out in the SGX-ST and with reference to Global Reporting Initiative ("GRI") Standards: Core option.

### Sustainability contact

For any queries or comments regarding our sustainability report please send it to us at [tac@tiongaik.com.sg](mailto:tac@tiongaik.com.sg).

As part of our efforts to promote environmental conservation, no hard copy of this Sustainability Report FY2021 have been printed. This report is publicly accessible at SGX website or our Company's website at [www.tiongaik.com.sg](http://www.tiongaik.com.sg)

## INDEPENDENT ASSURANCE

The data and information in this report have not been verified by an independent third party. We have relied on internal data monitoring and verification to ensure accuracy of data and information.

The Group has chosen to leverage internal verification mechanisms to ensure data quality and accuracy within this report. Hence, there is no independent external assurance for this report.

The Group will continue to assess the need to further enhance the credibility of our sustainability report through internal review or external assurance.

## ABOUT TA CORPORATION LTD

TA Corporation was listed on the SGX Mainboard on November 21, 2011.

With a history that can be traced back to 1972, TA Corporation is an established property and construction group, with a growing suite of businesses in distribution as well as the provision of workers training and accommodation in Singapore and across the region, including Thailand, Cambodia, Malaysia, China, and Myanmar.

## CONSTRUCTION

TA Corporation's main construction business is principally undertaken through its wholly-owned subsidiary, Tiong Aik Construction Pte Ltd, which has a track record of more than 40 years in Singapore. Over the years, the Group has built a solid reputation as a reliable building contractor with the ability to undertake a wide spectrum of projects for both public and private sector clients.

Leveraging on the property and construction business demand for pre-cast components to enhance productivity, the Group's pre-cast concrete components factory in Johor, Malaysia started operations in the fourth quarter of 2015.

In 2017, its 80%-owned subsidiary, TK Modular Pte. Ltd, received in-principle acceptance for the use of its Steel Prefabricated Prefinished Volumetric Construction – ADD Modular (2016) ("PPVC System") for building projects in Singapore from the Building and Construction Authority and relevant government agencies.

The Group is also involved in the design, installation and maintenance of Air-Conditioning & Mechanical Ventilation ("ACMV") systems in Singapore and Cambodia as complementary support service to our construction and real estate development segment.

## REAL ESTATE DEVELOPMENT

Backed by its strong competencies in the construction business since the 1970s and in-depth experience in working with established real estate developers, the Group has established a reputation as a developer of quality well-located residential developments, targeting the middle to upper middle markets since more than 20 years ago.

The Group has also successfully ventured overseas through joint ventures in property development projects in China, Thailand, and Cambodia.

## REAL ESTATE INVESTMENT

The Group owns and operates over 10,000 dormitory beds, which cater to foreign workers working in Singapore.

## DISTRIBUTION

TA Corporation has expanded its distribution of high-performance motor oil, lubricants and vehicles and machinery in Thailand, Myanmar and Singapore.

## Mission and Vision

With over 50 years of operating history, we constantly strive to be one of the Singapore's major homegrown construction, property developer, real estate investment and distributor of high-performance motor oil, lubricants and vehicles and machinery beyond Singapore.



### VISION

To be the preferred property developer and construction services provider through our pursuit of uncompromising quality and excellence.



### MISSION

We are committed to delivering quality products and services with our hallmark excellence, growing with our greatest assets – our people, and delivering shareholder value.

# SUSTAINABILITY REPORT

## MATERIALITY ASSESSMENT

The Group conducted a materiality assessment that is in line with the Materiality Principle of the GRI Standards. We conduct the materiality assessment annually to ascertain if they are still relevant and if there is new factor relevant to our business processes required to be added.

During our regular review, we identify and review material issues that are most relevant and significant to us and our stakeholders. For external stakeholders, priority is given to issues important to society and applicable to us. Then, we prioritize our sustainability efforts and report issues that are most material to our business and stakeholders.

The fundamentals to our regular review is our risk assessment exercise which give rise to the identification and assessment of material risk, such risk include environmental, health and safety and human capital risks which are ESG relevant. During the review process, we take into consideration the changing business and operation.

In identifying the material ESG factors, the Group considered the following:

- Material risk corresponding with the Group's internal controls and operating environment
- Internal stakeholder interviews and focus group discussions with members of our Sustainability Committee ("SC")
- Global and local emerging sustainability trends
- Main topics and future challenges for the construction, building materials, and real estate sectors, as identified by peers
- Insights gained from regular interactions with internal and external stakeholders

Along with GRI framework and stakeholders' input, the Group reviewed the material ESG factors in 2021 and found that they continue to be relevant. The Group will regularly review and assess its material ESG factors to ensure their relevance.



SUSTAINABILITY FOCUS AREA	MATERIAL ESG FACTORS
Corporate governance	Good corporate governance and ethics
Economic	Economic performance <sup>1</sup>
Environmental	Energy efficiency (energy and water conservation) Promoting green practices Emission control, effluent and waste management
Social	Workplace safety Equal employment opportunity Staff engagement & talent retention Training and education of staff – learning and development Community services

<sup>1</sup> Refer to the financial section of the annual report

## SUSTAINABLE DEVELOPMENT GOALS

We are adopting Sustainable Development Goals ("SDGs") adopted by UN General Assembly on 25 September 2015 to ensure prosperity and protecting the planet as guiding principles to our SDGs. Although the SDGs are primarily aimed at governments, they represent an important opportunity for businesses to also act for a more sustainable world.

We acknowledge that our participation in reaching the sustainable development goals ("SDGs") has room for improvement and as we progress on our sustainability journey, whenever possible, we will continue to improve and direct our internal priorities and sustainability strategies to more effectively and comprehensively address the goals and achieve our intended targets.

SUSTAINABLE DEVELOPMENT GOALS ("SDGS")	RELEVANT TARGET TO OUR BUSINESS	OUR PARTICIPATION
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.	<ul style="list-style-type: none"> <li>• Responsible consumption through responsible procurement and continuous improvement and innovation culture;</li> <li>• Offer conversion solutions to extend the life of valuable assets;</li> <li>• Reducing and reusing waste; and</li> <li>• Sustainable processes with operation efficiency</li> </ul>
	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	<ul style="list-style-type: none"> <li>• Reduction of GHG emissions;</li> <li>• Reduction of water consumption;</li> <li>• Minimise energy consumption; and</li> <li>• Minimise carbon footprint through energy efficiency</li> </ul>

# SUSTAINABILITY REPORT

## STAKEHOLDER ENGAGEMENT

We recognise the need to continuously develop our responsible business approach in order to address our stakeholders' expectations and balance it with our activities and impact on the economy, environment and society. As such, through our interaction with our stakeholders, we gather feedbacks and views from them to determine the issues that are most relevant to them and our Group.

The Group's stakeholders include employees, customers, contractors and suppliers, investors and local community. We prioritise our stakeholders for engagement based on the significances of their influence on our business and our dependency on them.

The key stakeholder groups identified are:

### (i) Our employees

The Group's core competencies are highly dependent on our employees. Hence, developing the employees' capabilities and ensuring their wellbeing are the Group's utmost priorities.

In order to engage and to develop the employees' potential, the Group provides training and development opportunities and promoting work-life balance as well as effective flow of information to ensure alignment of business goals and objectives across all levels of workforce.

### (ii) Our customers

The Group believes the best engagement with customers is by delivering quality service and products. We are constantly improving our delivery, customer experience by gathering feedback from our customers through customer service hotlines, websites as well as direct commercial meetings.

### (iii) Our contractors and suppliers

Contractors and suppliers are vital links to our construction, property development and distribution value chain. We rely on our pool of quality contractors and suppliers to ensure delivery of quality products.

Through regular meetings and stringent selection criteria, including sustainable methods of construction and leading industry practices, we engage our contractors and suppliers while ensuring delivery of quality products.

### (iv) Our investors

The Group regularly engages our investors by practicing good corporate governance and high levels of transparency through financial reporting and timely communications/disclosures of significant transactions through shareholders' meeting and public announcements.

### (v) Our community

The Group is committed to contributing to community wherever we build and operate. We engage neighbouring communities surrounding our development, construction works and our commercial activities by initiating community engagements and introducing work methods with full compliance to local building and engineering standards to avoid adverse impact to the surrounding communities.

### (vi) Government and regulatory agencies

Governments play a crucial and multi-faceted role in the Group's sustainability reporting – as regulators and policymakers.

The Group set its target to comply with all the regulations, timely reporting and resolution of issues by adhering to rules and regulations, confidentiality clause, anticompetitive behaviour laws and requirements on health and safety.



# SUSTAINABILITY REPORT

## OUR SUSTAINABILITY PERFORMANCE

The Group has a regular review, assessment and feedback in relation to ESG topics. The Group has taken into consideration its business and feedback from various key internal and external stakeholder including shareholders, employees and business partners in assessing, identifying sustainability issues.

Through regular engagements, we identified material issues that are most relevant and significant to us and our stakeholders. We prioritise our sustainability efforts to the material topics most relevant to the Group.

PRIMARY FACTORS	MATERIAL FACTORS	PERFORMANCE MEASURES	FY2021 TARGETS	FY2021 PERFORMANCE UPDATE	FY2022 TARGET
<b>Corporate governance</b>	<b>Good corporate governance &amp; ethics</b>	Sound system of risk management, internal controls and high standards of ethical conduct at all levels.	<ul style="list-style-type: none"> <li>Continue to monitor business risks, risks arising from changes in the environment, social issue as well as maintaining high standard of governance to ensure transparency and protect the interests of the shareholders.</li> </ul>	<ul style="list-style-type: none"> <li>Management reporting identified risks and mitigating strategies to Audit Committee ("AC") quarterly and work closely with the AC to better align, manage and improve the Group's resilience to emerging business, financial and environmental risks. For details of our performance on Corporate Governance, please refer Statement of Corporate Governance in FY2021 Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor business risks, risks arising from changes in the environment, social issue as well as maintaining high standard of governance to ensure transparency and protect the interests of the shareholders.</li> <li>To incorporate climate risk agenda in corporate governance to ensure proper oversight and framework for sustainable and long term growth.</li> </ul>
<b>Social</b>	<b>Workplace safety</b>	Drive Workplace Safety and Health ("WSH") excellence by monitoring the leading indicators and organizing awareness initiatives and programmes.  The Group adopted internationally accepted metric- Injury Rate as a performance metric for the performance year of FY2020 onwards.	<ul style="list-style-type: none"> <li>Continue to achieve better than national average, the Group adopted Injury Rate (IR) as performance metric in FY2021 and achieved a better than national average rate, the Group IR target was 2.87.</li> </ul>	<ul style="list-style-type: none"> <li>The Group had migrated from OHSAS 18001:2007 to ISO 45001: 2018 in August 2019.</li> <li>However, in FY2021, the Group adopted IR as WSH, accordingly, FY2021 performance measurement on WSH is IR below national average at 1.85.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to achieve better than national average, that is IR less than 3.3 incidents.</li> </ul>
	<b>Equal employment opportunity</b>	Committed to non-discriminatory employment practices	<ul style="list-style-type: none"> <li>Zero incident of unlawful discrimination against employees.</li> </ul>	<ul style="list-style-type: none"> <li>No incident of unlawful discrimination against employees.</li> </ul>	<ul style="list-style-type: none"> <li>Zero incident of unlawful discrimination against employees.</li> </ul>
	<b>Employee engagement and talent retention</b>	Empowered human capital to meet their full potential both professionally and personally	<ul style="list-style-type: none"> <li>Human Resources ("HR") team to work on areas that building a transformation ecosystem for Digital Workplace to prepare the staff member to be job ready in the future economy and improve work practices and increase productivity in the digital economy.</li> </ul>	<ul style="list-style-type: none"> <li>Due to prolong COVID-19 interruption in FY2021, we have not achieved the intended target of transforming to Digital Workplace, we had set a longer term target to achieve this goal and shall integrate this target into our business strategies and operation processes.</li> </ul>	<ul style="list-style-type: none"> <li>Target to improve the Employee Engagement Survey result by conducting regular engagement to promote positive manager-employee relationships;</li> <li>Empowering individual by recognition of individual participation;</li> <li>Improve corporate communication by conducting more interaction within all level;</li> <li>Support diversity and inclusion corporate culture</li> </ul>

# SUSTAINABILITY REPORT

PRIMARY FACTORS	MATERIAL FACTORS	PERFORMANCE MEASURES	FY2021 TARGETS	FY2021 PERFORMANCE UPDATE	FY2022 TARGET
	<b>Training and education of employees – learning and development</b>	Continuing education and skill upgrade to equip staff to contribute effectively to improve Group's performance	Conduct more Skill Future Digital Workplace and related courses to equip staff with skills upgrading and growth mindset to prepare staff in aligning with the Group's Digital Transformation, Transitional Leadership and Building agility in the current changing world. Implementation of competencies framework shall act as an aid to assist employees in identifying their training gaps in generic and technical skills.	We continue to launch a structured annual training calendar with focus on skills future digital workforce, office productivity, safety and other bite-size training such as health talks to position employee's mindset in the new norm.  Completed 3 cohorts of Digital Transformation workshop in order to equip employees with the knowledge on how business is growing towards digitization and how they can optimize to improve business functions.  We tap onto digital mechanism to curate learning through short video clip to increase employee's awareness in relevant soft skills.	Improve on the method of training to enhance usage of skills set within cross-functions. Conduct leadership programs to ensure there is a systematic aligned framework for all leaders to refer to.  • The implementation of competencies framework shall act as an aid to assist employees in identifying their training gaps in generic and technical skills.
	<b>Community services</b>	Annual corporate giving and activities to give back to local communities	<ul style="list-style-type: none"> <li>We will continue to strive to improve from a holistic perspective by creating culture and practices within the framework of sustainability, curbing global warming, conserving and recycling resources.</li> </ul>	<ul style="list-style-type: none"> <li>Due to COVID-19 safe management measures ("SMM"), we were unable to conduct out door activity which could spread awareness on sustainable practice to curb global warming, conserving and recycling resources. Notwithstanding the restriction of SMM and in conjunction with the corporate motto of giving back to local communities and sustainability agenda, we organized a "Love For The Elderly" to donate necessities and spreading love and care and enabling the elderly to lead enriched lives.</li> </ul>	We are incorporating our CSR initiatives into our SDGs. We will continue to strive to improve from a holistic perspective by creating culture and practices within the framework of sustainability, curbing global warming, conserving and recycling resources.
<b>Environment</b>	<b>Energy efficiency (energy and water conservation)</b>	Committed to implement best practices, innovations and technologies to reduce energy consumption and water-saving features for efficient use of water consumption.	<ul style="list-style-type: none"> <li>Improve water saving by 3.5% from FY2020.</li> <li>Improve electricity saving by 2% compared to FY2020.</li> <li>Improve diesel saving by 2.5% compared to FY2020.</li> <li>Reduce rebar wastage by 2.5% compared to FY2020.</li> <li>Reduce concrete wastage by 3.5% compared to FY2020.</li> </ul>	<ul style="list-style-type: none"> <li>Water saved by 3.55%.</li> <li>Electricity saved by 2.15%.</li> <li>Diesel saved by 2.55%.</li> <li>Reduced rebar wastage by 2.55%.</li> <li>Reduced concrete wastage by 3.55%.</li> </ul>	<ul style="list-style-type: none"> <li>Water-saving by 3.6%.</li> <li>Electricity saving by 2.2%.</li> <li>Diesel saving by 2.6%.</li> <li>Reduce rebar wastage by 2.6%.</li> <li>Reduce concrete wastage by 3.6%.</li> </ul>
	<b>Promoting green practices</b>	Embrace various green practices in our operations and Compliance with best practices and standards on green initiative, such as Building & Construction Authority (BCA) Green & Gracious Building initiative.	<ul style="list-style-type: none"> <li>To achieve less than 2 non-conformities during ISO 14001:2015 and ISO 45001:2018 surveillance audit.</li> </ul>	<ul style="list-style-type: none"> <li>Attained ISO 14001 renewal Certification which is the standard that requires Effective Environmental Management System with one non-conformity related to environmental issue.</li> </ul>	<ul style="list-style-type: none"> <li>To achieve less than 2 non-conformities during ISO 14001:2015 and ISO 45001:2018 surveillance audit.</li> </ul>



# SUSTAINABILITY REPORT

PRIMARY FACTORS	MATERIAL FACTORS	PERFORMANCE MEASURES	FY2021 TARGETS	FY2021 PERFORMANCE UPDATE	FY2022 TARGET
	<b>Emission control, effluent and waste management</b>	Compliance with National Environment Agency (“NEA”) regulations regarding waste emission, effluent and waste disposal.	<ul style="list-style-type: none"> <li>Waste disposal cost reduction by 3% compared to FY2020 level.</li> <li>Office wastage reduction by 2%.</li> <li>Noise level limit 88dBA-90dBA for sites near to residential and 70dBA-75dBA for sites near to hospital and school.</li> <li>Not more than 6 authorities’ findings for housekeeping and air quality at all sites.</li> </ul>	<ul style="list-style-type: none"> <li>In FY2021, we have received Building and Construction Authority Green and Gracious Builder Scheme Certificate (Excellent) and achieved 2% reduction of waste disposal cost. Although this is fall short of our target, we are revisiting our processes and we target to improve this in 2022.</li> <li>Due to work from home arrangement in FY2021, the office wastage reduction of 2% is not representative however, we shall continue to monitor the office wastage reduction going forward.</li> <li>Due to shortage of workers on sites and rushing for work on sites, there were several noise level and authorities findings in FY2021. We target to improve this in the coming finance year.</li> </ul>	<ul style="list-style-type: none"> <li>Target waste disposal cost reduction by 3% compared to FY2021.</li> <li>Office wastage reduction by 2 %.</li> <li>Noise level to limit at 88dBA – 90 dBA for residential building and 70 dBA – 75 dBA for hospital sites respectively.</li> <li>Housekeeping and air quality not more than 6 authorities’ findings at all sites.</li> </ul>



# SUSTAINABILITY REPORT

## SUSTAINABILITY ACTIVITIES HIGHLIGHT



### SOCIAL RESPONSIBILITY

We incorporated social commitment in our business. We cultivate a culture of social-responsibility and compassion.

We are also committed to supporting the needs of our local communities and strive to be a socially responsible company that creates a positive social impact. We encourage all our employees to give back to the community through community services, donations, and fundraising.

Responsible corporate culture is a core pillar of our business approach and sustainability strategy. We recognise the importance of encouraging our employees to play an active role in the communities of which we are a part of, and in doing so, develop their leadership potential, corporate camaraderie, community spirit and environmental awareness.

A Group-wide CSR platform aims to foster community initiative and involvement across all levels of the organisation. The core thrusts of Social Responsibility encompass encouraging employee volunteerism and empowering community engagement.



# SUSTAINABILITY REPORT

## CORPORATE GOVERNANCE

Good corporate governance practices delineate the Group's business conduct and our attitude toward ethical matters. The Group's corporate governance practices are guided by the Singapore Code of Corporate Governance issued by the Monetary Authority of Singapore. Such practices help ensure accountability and transparency within the Group and in turn maintain an operating environment which serves the interests of stakeholders.

The Board is the Group's highest governance body that provides an oversight of the Group's business affair. The Board is responsible for the overall corporate governance and provides leadership and guidance on business strategies, succession planning, risk management, internal controls and financial performance. To efficiently manage its responsibilities, certain functions have been delegated to the three board committees, namely the Audit Committee ("AC"), Nominating Committee ("NC") and Remuneration Committee ("RC"). Each of the committees has its own written terms of reference whose actions are reported to and monitored by the Board.

Our corporate governance practices and internal Code of Ethics and Conduct call for all employees to act with the highest standard of integrity, ensuring that we operate ethically across all our businesses. Our whistle-blowing policy also encourages and provides a channel for stakeholders to report and to raise, in good faith and in confidence, their concerns about possible improprieties in all matters.

As mentioned in Board Statement. In the realm of sustainability, the Board set up Sustainability Committee ("SC") to assist the Board of Directors ("Board") in overseeing the sustainability direction, action plans, sustainability performance and the development of the sustainability report and monitors the material ESG factors of TA Corp.

The SC comprises the Group Chief Executive Officer and other members of senior management from the Group with representatives from respective business units. The SC assists the Board to drive the sustainability programme across the Group, reports its result periodically to the Board and recommends actions to be taken based on issues identified.



## SOCIAL Workplace safety

Given the nature of our businesses, workplace safety is a priority for the Group. We are committed in creating a safe working environment and achieving zero fatalities. We have in place a stringent set of safety practices and processes. Communication and implementation of safety measures and policies are taken very seriously across all our businesses to ensure that all staff understands the practices and the magnitude of the consequences. We believe not just in creating a safe working environment but also constantly promoting responsible workplace behaviors in our people.

We have implemented various safety measures to address any safety and health risk present at the workplace. We conduct regular safety briefings to instil strong safety mind-set among our employees and subcontractors. We also conduct regular Safety Time-Out for all high-risk related activities namely work at height, lifting operation, electrical works, fire & explosion and confined space activities at our worksites to improve our safety measures awareness.

Workplace safety is a key business challenge and risk in our industry. Upholding good safety standards is paramount in protecting our employees from harm and boosting our stakeholders' confidence in our organisation and we have implemented measures for the improvement of health and safety performance. These measures include requiring all new employees and any other personnel entering the sites for the first time, to attend a safety induction training as part of their orientation programme, and raising awareness through exhibitions and emergency drills.

To achieve the targets, we have in-housing training as follows:

	IN-HOUSE TRAINING	ATTENDEES	TIMING
1	Safety Management System	All staff & subcontractors' staff	Before commencing work
2	TAC e-Competency test for WSH supervisor, lifting supervisor, rigger & signalman	All subcontractors' supervisory staff	Before commencing work
3	Project safety induction course	All project personnel	Before commencing work
4	Fire fighting training	Fire fighter (ERT)	Once a year
5	P/M Hoist Operator Training	P/M Hoist operator	Before commencing work
6	Lock-out tag-in training	All concerned personnel	Before commencing work
7	Hearing conservation programme training	All project personnel	Before commencing work
8	Accident prevention training	All project personnel	Once a year
9	Risk assessment training	All project personnel	Before commencing work
10	Emergency evacuation training	All project personnel	Once a year
11	Work-at-height course training	All Project personnel	Before commencing work at work-at-height



# SUSTAINABILITY REPORT

To step up our readiness to manage emergencies, a team of our employees have been trained and are certified as first aiders for all our project sites. They are also trained to use automated external defibrillators (AED) and CPR techniques in case of a medical emergency.

As part of our continuous effort to promote a safe and healthy work environment, we have also launched work safety training and safety awareness courses conducted internally since FY2017.

We regularly share best safety practices in order to continuously improve on our safety standards. Recent accidents in the industry or near misses are periodically shared as learning points and to serve as reminder of the importance of safety at our workplace. To further reinforce the importance of workplace safety, we regularly conduct safety campaigns or actively participate in campaigns organised by our customers.

Through strict adherence to health and safety requirements, coupled with relevant programmes in place, we strive to remain vigilant to maintain stringent health and safety standards in all our business operations.

The Group has won multiple Occupational, Health and Safety certifications and corporate awards.

During the year, we serve and promote good practices to create a more positive safety culture in the construction industry. Safety culture is translated from the social and technical practices, attitudes, values, and priorities of management and employees. Together with that, it creates an impact on the development, implementation,

SAFETY AWARDS			
1	RoSPA Awards	The Royal Society for the Prevention of Accidents (RoSPA)	Gold award since 2016
2	WSHPA Awards	Workplace Safety & Health Performance Awards (WSHPA)	Target to attain in 2023
3	SHARP Awards	Safety and Health Award Recognitions for Projects (SHARP)	Safety and Health Award Recognitions for Projects (SHARP) for 2016, 2018, 2019 and 2020.

performance, oversight, and enforcement of safety and health in the workplace.

### COVID-19 safety measures

The Group has in place health and safety measures to safeguard our employees in light of COVID-19 and the new variance of COVID-19. Our top priority has always been the health and well-being of our staff.

As COVID-19 vaccines became available in early 2021, we included vaccination in our multi-pronged fight against COVID-19 strategy. We strongly encouraged our staff to get vaccinated, where medically possible.

In line with the Safe Management Measures Policy, the Group has implemented a detailed monitoring plan to ensure compliance with the measures and appointed a Safety Management Officer team ("SMO") to assist in the implementation, coordination, and monitoring of the safe management measures.

We have also established a health declaration system by requiring employees to submit information regarding their personal health status, travelling history and personal social contact to ensure early detection of exposure to the COVID-19 virus.

The health, well-being and safety of all employees, including foreign employees, is a priority for us during the COVID-19 pandemic outbreak. COVID-19 safe management measures are implemented at our workplace, including the construction sites. We monitor and comply with all requirements established by the authorities or our in-house processes and ensure critical information is communicated to all employees. Employees whose tasks are able to work from home have been encouraged to do so. All employees who are unwell have been advised to seek medical attention at



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the company's expense and infected workers are granted leave. We have provided Antigen Rapid Test Kit ("ART") to our employees to ensure timely testing of infection and contained work site outbreak. Hand sanitisers, masks, gloves and other personal protective equipment if needed are provided to workers on sites and are made available at the workplace and construction sites. As a corporate citizen, we will continuously adopt the government guidelines and our SMM implemented in playing our part to manage this pandemic although most of the SMM have since been relaxed.

In the event where an employee is found to be tested positive with the virus, or display virus-like symptoms, colleagues/team members ought to immediately contact the SMO and pandemic response team and declared list of colleagues/team members who worked together with the individual affected to allow for the epidemic and pandemic response team to proceed on the next step and conduct a thorough follow up.

We carried out disinfection on areas visited by COVID-19 cases internally and weekly disinfection was carried out for places frequent by larger population of our staff.

The monitoring and infection tracing was relaxed recently following the changing protocols announced by MOH, going forward, we will adapt our policies to be in line with new rules and regulations. We will continue to adjust our response plans, along

with the government's protocol and will revise our response to account for developments such with the emergence of new variant if any.

## Employee Engagement

We will continue to cultivate a transparent and inclusive environment to attract and retain talent while ensuring a top-down approach to promote fair and ethical business dealings.

Our employees are our key assets, and it is paramount that their safety, health and well-being are looked after. Staff engagement events such as annual town hall sessions to create a platform for our Management and Senior Staff to engage with member of staff.

All full-time employees undergo an annual performance review. The Group adopts an open appraisal system where employees discuss and agree on their performance, areas for improvement, targets for the next cycle and personal and career development goals. This practice was suspended in 2021 as we were executing new mode of remote working via digital tools such as Zoom and MS Teams to reduce and replace physical meetings and enabled our employees to continue to effectively delivering their job commitments while controlling the number of infected cases and minimise the business interruption of our Group. We target to continue the appraisal system after the pandemic situation abated.



Employee morale is also vital to our business. In order to nurture high employee morale and greater camaraderie within our family, our HR department conducted TA Pulse survey annually to establish the morale index to measure the employees' "happiness".

Nonetheless, we noted there is drop in index in 2020 and 2021. We have investigated the root causes of the drop and shared with the respective head of department to identify the targeted areas to be improved on and building on its strength. We target to improve the index scoring going forward by addressing the working condition and relocations or job reassignments to upgrade our employees and provide them with career progression.

## Employment Diversity and Equality

We believe in promoting equality in the workplace. However, the laborious nature of building and construction work means that certain jobs continue to be more suited to employees with better physique to handle heavy load and strenuous



# SUSTAINABILITY REPORT

works at sites. To maximise each individual's strength, we allocate the right task in accordance with individual strength and continue to improve the work environment to improve the productivity and enhance efficiency. We have zero tolerance for any form of harassment and promote fair participation and advancement in the workplace.

In formulating employment policies, we are guided by the relevant legislation in establishing our employees' contracts. Our goal is to develop and maintain a healthy and positive working environment, which creates mutual respect and dignity and enables everyone to realise their full potential. Continuing open dialogue among the teams and employees is the main platform used to engage our employees. By conducting these dialogues informally and in an open environment, we encourage our employees to raise any issues to the management. We believe that this provides a more interactive and direct channel for any form of feedback. We want to avoid any discontentment in our working environment that will hinder the progress of our employees.

## Data security and privacy

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and service delivery orders. Our information security policies ensure our customers' data are managed in accordance to the level of confidentiality. We strictly observe all local laws and internal regulations applicable to personal information protection.

## Learning and development

The Group recognises that employees need to stay informed and be updated in their skill sets in the ever-changing work environment. To encourage and support our employees to hone their skills and develop a fulfilling career, both on-the-job and ad-hoc trainings are made available to our employees. Employees are encouraged to attend courses which are relevant to their respective job scopes.

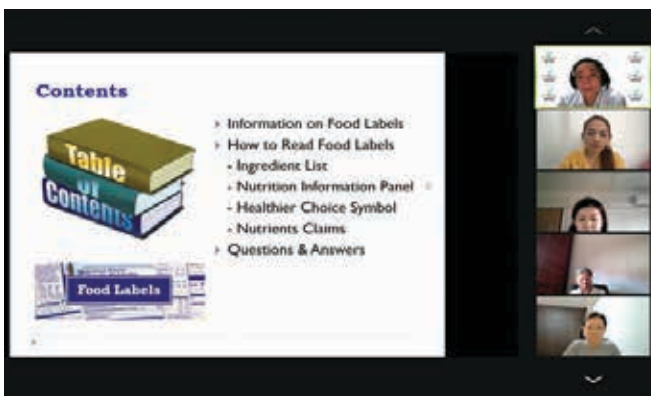
The Group believes long-term and in-depth learning and development for employees is a very important aspect of the business. We place much emphasis in providing training opportunities to employees for the purpose of career and personal development by developing practice and capabilities that empower our people to pursue operating excellence.

Employees receive a variety of learning opportunities in the form of formal training, mentoring and on-the-job technical training.

To enable the learning and development process to be more effective, our Learning and Development department is identifying the training needs of each individual department and conduct the necessary training and learning session on the focused topics to improve our work practices and increase productivity by upskilling our employees and equip them to meet our strategic targets of the Group. We believe that skilled employees enhance the Group's human capital and enhance the overall performance and productivity.

The main objective of our learning and development process is to invest strategically and building capabilities by providing a robust learning journey in alignment with our business goals. This learning journey is aimed at empowering employees to develop the required competencies in the most effective and efficient ways to help them perform and excel in their work. The Learning and Development Department continues to support by crafting out relevant programmes to assist employees to perform their best selves while keeping them motivated and engaged at all times which also allow employees to acquire and grow the right skills set.

With the advancement in technology and Information Technology enablers, we are able to leverage and increase engagement by cultivating the learning aspects via a e-platform in a structured manner. The social technologies play an important and growing mechanism for us to continue connect internally and externally. Learning is also expected to be a key driver of our effort to increase innovations within the organization. In order to catch up with the macro trends like digital transformation, the group has strategically work with Business Units and specialise training providers to identify effective programmes in order to allow employees to be ready in the ever changing environment. We believe that this will encourage cross-generational and nations collaboration and participation, at the same time nurturing the next generation of rising professionals to be a learning leader and individual.





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## ENVIRONMENT

The Group recognises the importance of the environment and sustainable practices, and we are committed to minimising the impact on the environment from our daily operations. The Group ensures that its business operations are carried out in a manner that can promote its goals of achieving environmental practices that is sustainable to the environment.

To address global issues of resource scarcity and a changing climate, we recognise the importance of integrating environmental considerations into the Group's business decisions. We are committed to understanding, managing and minimizing our environmental footprint across our value chain, including our business operations, suppliers and customers. Our environment efforts are largely focused on maximizing material utilisation and optimising energy consumption. We will continue to strengthen our expertise in the areas of environmental programs and be selective about the strategic initiatives that will yield a greater positive impact in the future.

### Energy efficiency (energy and water conservation)

Environmental compliance forms an integral part of the Group's sustainability philosophy. As a diversified business group with operations spanning across real estate, construction, distribution and training, it increased pressure on us to be accountable for the environmental footprint and rising cost of natural resources, we endeavour to not just comply but also integrate the best sustainability practices across business operations to reduce adverse environmental impact on the ecosystem.

To promote environmental sustainability, our Group has embarked on a series of environmental sustainability efforts using a multi-pronged approach. We have implemented an environmental management system to identify and manage the environmental aspects of our operations, including the usage and conservation of energy and water, as well as the usage of paper. We manage our environmental footprint further by establishing reduction targets and implementing programs to achieve these targets. Our efforts to promote environmental protection have won us recognition such as the receipt of a Green & Gracious Builder (Excellent) certificate.



At our construction sites, the Group has implemented various energy conservation measures such as installing energy-efficient motion-sensing lighting and light sensors at site offices and toilets and green walls to lower room temperature to reduce electricity consumption. Furthermore, we ensure that air-conditioning systems for our projects under construction and our corporate offices in Singapore are also energy efficient, giving preference to equipment with the Energy Star logo.

In terms of conserving water, our Group has also implemented water conservation measures such as the use of recycled water for general cleaning purpose and at washing bays as well as installed water-saving devices such as self-closing taps and water thimbles in our project sites and corporate offices in Singapore where possible.

We continuously monitor our energy and water consumption to ensure that there is no abnormal

spike and will continue to identify areas of improvement to improve resource efficiency to contribute to environmental sustainability.

### Promoting green practices

Our Group is committed to being a progressive builder in addressing environmental and public concerns arising from construction works. We firmly support efforts to promote sustainability, environmental protection and considerate practices by builders during the construction phase of development.

To reduce our environmental footprint, we leverage on environmentally-friendly technologies and practices to ensure that we lessen our operations' impact on the environment. Our Go Green efforts include:

- (i) Extensive usage of recycled aggregates for non-structural applications like drains, road, kerbs and wheel stoppers;

	CONSERVATION INITIATIVES	TARGET SET FOR 2022
1	Water Saving	3.6%
2	Electricity Saving	2.2%
3	Diesel Saving	2.6%
4	Reduce rebar wastage by	2.6%
5	Reduce concrete wastage by	3.6%

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- (ii) Use of energy-efficient equipment, green label photocopies, 4 ticks air-conditioners and creeper plant in the site office (green walls);
- (iii) Use of green label materials such as playground flooring and equipment, paint, tile adhesive, waterproof membrane, drywall, carpet, vinyl flooring, ceiling board, joint grout, etc.;
- (iv) Providing covered walkways around the site where there is heavy usage by the public;
- (v) Use of cast metal formwork to reduce the usage of timbers;
- (vi) Use of pre-fabricated, pre-casted and Prefabricated Bathroom Unit (PBU), construction elements to reduce wastage of construction materials;
- (vii) Use of solar panels hoarding lights;
- (viii) Use of drones to check the peripheral drain and the depression to prevent environmental impacts to the neighbour;
- (ix) Use of e-PTW (Permit To Work) app to reduce usages of papers; and
- (x) Use of QR Code for e-Competency Test for workplace safety and health ("WSH") to reduce usages of papers.

As a proponent of the Green and Gracious Builder Scheme ("GGBS") initiated by BCA. We inculcate the environmental consciousness, promote environmental protection and gracious practices during the construction and building process. The adoption of the GGBS by the Group has raised the level of environmental consciousness among the project team and also helps to align all entities within the Group towards the discharge of our environmental responsibilities.

Our good green practices include the following but not limited to:

- Control resources utilization and minimize waste/pollutants generation
- Create greater awareness of environmental issues through training and communication

- Monitor environmental performance periodically
- Good housekeeping procedures and a well maintained site

Good gracious practices include:

- To provide public with a safe environment
- To prevent noise and vibration generated on the site
- To ensures pro-active communication to the community

Over the years, the Group had various green mark and construction environment including Green and Gracious awards and achievements.

## Emission control, effluent and waste management

As we grow our business, we are committed to reduce the environmental impacts of our business activities. Similar to previous years, we have complied accordingly to the laws and regulations in FY2021 and achieved our target. Moving forward, we aim to ensure continual compliance with the relevant laws and regulations.

Managing this impact allows the Group to align with national priorities, mitigate policy and physical risks and reduce operational costs.

The Group aims to minimise the environmental impacts created by its operations. To manage the Group's environmental performance holistically and systematically, the Group has acquired ISO 14001 Environmental Management System certification for its Construction business unit. Going forward, the Group will continue to maintain zero non-conformances for all external audits conducted for the aforementioned management systems.

Our Group's operation in Singapore conforms to all local environment laws and regulations including the emission target set by the authority.

The Group has also adopted various measures to optimise its utilities and emissions performance, including regular maintenance of equipment and facilities to maintain optimal energy efficiency, provision of high-efficiency systems such as lifts with variable voltage frequency and sleep mode features, and installation of energy-efficient light fittings and motion sensors at the common staircases and toilets.

Due to the nature of our business, our activities and operation also create noise and vibration by tools and machines use on sites. In this regard, we are committed to implementing practical pollution and noise control measures in line with the NEA regulation and industry standard in order to ensure parameter of noise emission is under control.

We continue to attain both Green & Gracious Builders Scheme certificate and ISO 14001 and ISO 9001 for our continuing efforts in these areas.

## **REDUCE, REUSE AND RECYCLE**

All our staff are urged to minimize paper wastage at work by adhering to our internal paper usage reduction guidelines. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts. Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines.

All waste paper from our own offices is collected for recycling. Further, we encourage all staff to adopt digital documents instead of paper documents with an aim to further reduce paper consumption.

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## GRI CONTENT INDEX

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. We did not seek external assurance for this report.

N.B.: AR = Annual Report, SR = Sustainability Report (i.e. this report)

GRI REFERENCE	DISCLOSURE	REFERENCE	
<b>General disclosures</b>			
Organization Profile	102-1	Name of the organization	<i>TA Corporation Ltd</i>
	102-2	Activities, brands, products, and services	<i>Corporate profile (Refer to annual report)</i>
	102-3	Location of headquarters	<i>Corporate information (Refer to annual report)</i>
	102-4	Location of operations	<i>Corporate information (Refer to annual report)</i>
	102-5	Ownership and legal form	<i>Corporate profile (Refer to annual report)</i>
	102-6	Markets served	<i>Corporate profile (Refer to annual report)</i>
	102-7	Scale of the organization	<i>Corporate profile (Refer to annual report)</i>
	102-9	Supply chain	<i>Sustainability report 2021 – Our contractors and suppliers</i>
	102-10	Significant changes to the organization and its supply chain	<i>No significant changes</i>
	102-11	Precautionary Principle or approach	<i>Sustainability Report 2021 – Governance 2021 Annual Report – Statement of Corporate Governance</i>
	102-12	External initiatives	<i>No externally-developed economic, environmental and social charters, principles, or other initiatives is subscribed or endorsed during FY2021.</i>
102-13	Membership of associations	<i>TA Corp holds a membership in Singapore Business Federation</i>	
Strategy	102-14	Statement from senior decision-maker	<i>SR Section – Board statement</i>
Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	<i>Sustainability Report 2021 – Governance</i>
Governance	102-18	Governance structure	<i>2021 Annual Report – Statement of Corporate Governance</i>
	102-19	Delegating authority	<i>SR Section – Board statement</i>
Stakeholder Engagement	102-40	List of stakeholder groups	<i>SR Section – Stakeholders' engagement</i>
	102-42	Identifying and selecting stakeholders	<i>SR Section – Stakeholders' engagement</i>
	102-43	Approach to stakeholder engagement	<i>SR Section – Stakeholders' engagement</i>
	102-44	Key topics and concerns raised	<i>SR Section – Stakeholders' engagement</i>
Reporting Practice	102-45	Entities included in the consolidated financial statements	<i>2021 Annual Report – Independent Auditor's Report</i>
	102-46	Defining report content and topic boundaries	<i>Sustainability Report 2021 – About the Sustainability Report Sustainability Report 2021 – Materiality Assessment</i>
	102-47	List of material topics	<i>Sustainability Report 2021 – Materiality Assessment</i>
	102-48	Restatement of information	<i>Sustainability Report 2021 – Materiality performance (Workplace safety)</i>



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GRI REFERENCE	DISCLOSURE	REFERENCE	
<b>General disclosures</b>			
	102-50	Reporting period	<i>Sustainability Report 2021 – About the Sustainability Report</i>
	102-51	Date of most recent report	<i>Sustainability Report 2021 – About the Sustainability Report</i>
	102-52	Reporting cycle	<i>Sustainability Report 2021 – About the Sustainability Report</i>
	102-53	Contact point for questions regarding the report	<i>Sustainability Report 2021 – About the Sustainability Report</i>
	102-54	Claims of reporting in accordance with the GRI Standards	<i>Sustainability Report 2021 – About the Sustainability Report</i>
	102-55	GRI content index	<i>SR Section – GRI content index</i>
	102-56	External assurance	<i>This Report has undergone the internal review process of the Group, and was reviewed by the Board. The Group has not sought external assurance for FY2021, and may consider it for future periods.</i>
<b>Specific Disclosures</b>			
<b>Economic</b>			
Management Approach	103-1	Explanation of the material topic and its Boundary	<i>Sustainability Report 2021- Materiality assessment</i>
	103-2	The management approach and its components	<i>Sustainability Report 2021 – Our sustainability Approach</i>
	103-3	Evaluation of the management approach	<i>Sustainability Report 2021 – Our sustainability Approach</i>
Economic Performance	201-1	Direct economic value generated and distributed	<i>2019 Annual Report- Independent Auditor's Report</i>
<b>Environment</b>			
Energy	302-1	Energy consumption within the organization	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
	302-4	Reduction of energy consumption	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
Water	303-5	Water consumption	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
Emissions	305-1	Direct (Scope 1) GHG emission	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
	305-2	Energy indirect (Scope 2) GHG emission	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
	305-5	Reduction of GHG emission	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
Effluents and waste	306-2	Waste by type and disposal method	<i>SR Section – Our sustainability performance/ Emission control, effluent and waste management</i>
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	<i>None- no significant non-compliance with environmental laws and regulations recorded.</i>

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GRI REFERENCE		DISCLOSURE	REFERENCE
<b>Occupational Health and Safety</b>			
Occupational Health and Safety	403-1	Occupational health and safety management system and safety protection against COVID-19	<i>Sustainability Report 2021 – Employment-Workplace health safety</i>
	403-2	Types of injury and rate of injury	<i>Sustainability Report 2021 – Employment-Workplace health safety</i>
<b>Training and education</b>			
Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	<i>Sustainability Report 2021 – Employment</i>
	404-3	Percentage of employees receiving regular performance and career development reviews	<i>Sustainability Report 2021 – Employment</i>
<b>Non-discrimination</b>			
Non-discrimination	406-1	Incidents of discrimination and corrective action taken	<i>Sustainability Report 2021 – Our sustainability performance</i>
<b>Non-discrimination</b>			
Local communities	413-1	Operations with local community engagement, impact assessments, and development programs.	<i>Sustainability Report 2021 – Sustainability activities highlight</i>









**TA CORPORATION LTD**

1 Jalan Berseh #03-03 | New World Centre | Singapore 209037

Tel: (65) 6392 2988 | Fax: (65) 6392 0988

[www.tiongaik.com.sg](http://www.tiongaik.com.sg)

