



# **CSC HOLDINGS LIMITED**

(Company Registration Number: 199707845E)

## **Sustainability Report 2021**

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## Statement from our Board

The Board of Directors is pleased to present CSC Holding Limited (“CSC” or the “Company”)’s Sustainability Report for the financial year ended 31 March 2021 (“FY21”), which formalises and demonstrates our commitment towards building a more sustainable future.

The business environment was challenging in FY21 as COVID-19 pandemic created unprecedented headwinds for the construction industry. For CSC, safeguarding the health, safety and well-being of our employees amid the pandemic was paramount, in tandem with our commitment to the environmental, social and governance (“ESG”) aspects of our operations and to our people. In this regard, the Management strongly encouraged all CSC employees, to receive the Covid-19 vaccination. We are heartened that, as of 25 August 2021, 98% of employees from our Singapore foundation operations have completed their full vaccination regimen.

Even amid the challenges of the pandemic, we recognise the significant impact that our company can have on the economy, environment and society. As we stay focused on providing our capabilities in foundation and geotechnical engineering, we will deliver on that mission through taking a proactive approach to adopt sustainable practices and stay relevant through innovation.

Underscoring this importance, our Board directly oversees the company’s overall sustainability efforts, supported by the Group Chief Executive Officer (“CEO”), Group Chief Operating Officer (“COO”) and Group Chief Financial Officer (“CFO”) to identify material ESG matters in our strategic formulation and set sustainability policies and strategies.

This Sustainability Report complements our financial and corporate governance disclosures in our Annual Report as an expression of our firm belief in doing business with integrity and innovation to deliver quality services to our clients.

Moving forward, CSC will build on the foundation of this Sustainability Report and work with our stakeholders and business partners to continuously improve our business models and ESG performance to foster sustainable development.

## About this Report

This Sustainability Report sets out our efforts towards contributing to a sustainable built environment.

We have adhered to the principles set out in SGX Listing Rules for Sustainability Reporting and applied the Global Reporting Initiative (“GRI”) Reporting Principles for Defining Report Content and Quality.

We have chosen GRI Standards to be the reporting framework as it is very prescriptive and provides the needed guidance for us. Further, our peers too have adopted this. The report has been prepared in accordance with the GRI Standards: ‘Core’ option.

This report covers our significant foundation operations in Singapore, our headquarters, and reflects our sustainability performance in FY21 relating to the following entities, with data from the previous year for comparison purposes (to the extent possible).

Entities	Principal Operations
CS Bored Pile System Pte Ltd (CSBP)	Foundation and Geotechnical Engineering Works
CS Construction & Geotechnic Pte Ltd (CSCG)	Foundation and Geotechnical Engineering Works
L&M Foundation Specialist Pte Ltd (LMFS)	Foundation and Geotechnical Engineering Works
DW Foundation Pte Ltd (DWF)	Foundation and Geotechnical Engineering Works

Our Singapore foundation operations (CSBP, CSCG, LMFS and DWF) contributes approximately 70% of the Group’s annual turnover.

For future sustainability reporting, the Group will consider expanding our reporting scope to cover more of our operations in overseas markets. As our reporting matures, we will work towards seeking external assurance for our Sustainability Report.

We value feedback from all our stakeholders on this report. You may email us your comments and suggestion at [corp@cchl.com.sg](mailto:corp@cchl.com.sg).

## Introduction

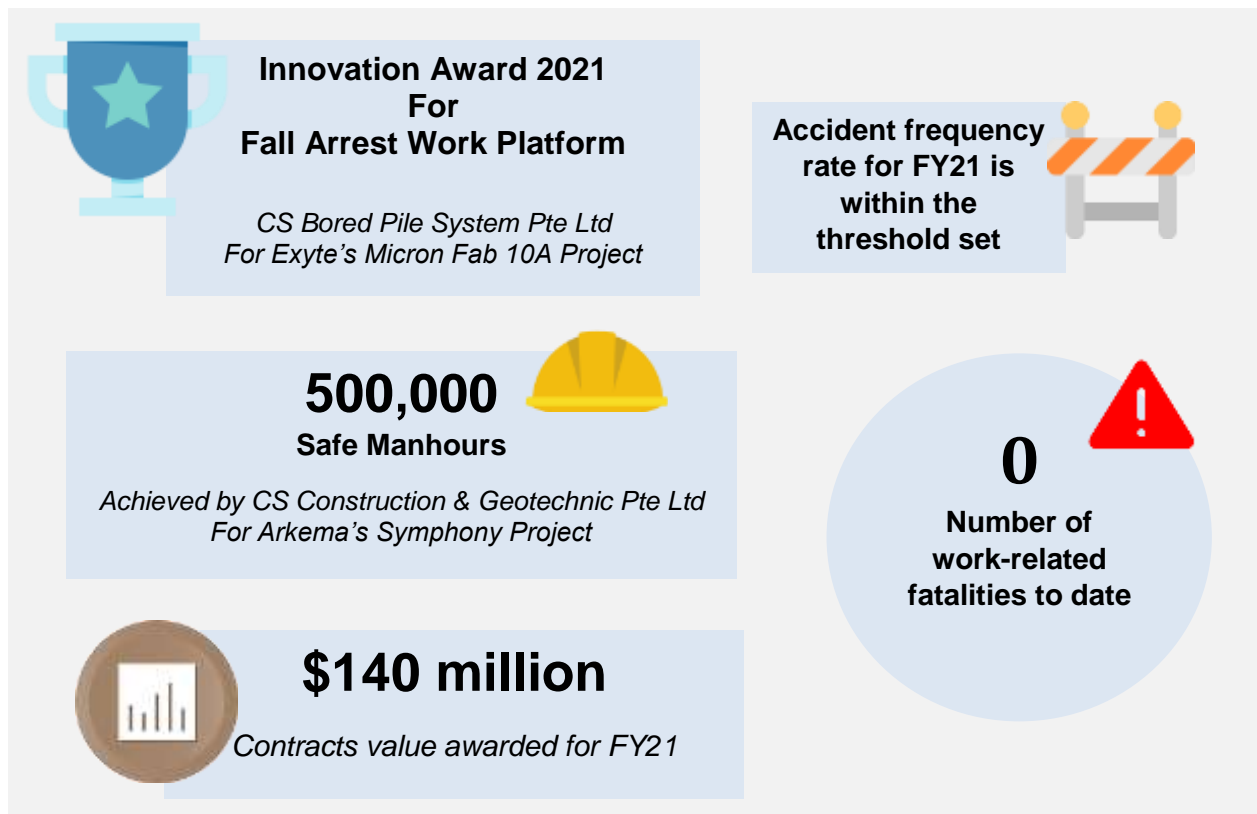
### About CSC

CSC Holdings Limited Group of companies (the “Group”) is Singapore’s leading foundation and geotechnical specialist and the region’s leading ground engineering solutions provider for public and private sector works which include residential, commercial, industrial and infrastructure projects. The Group recorded revenue of \$178.3 million in FY21. As a member of the Geotechnical Society of Singapore, CSC seeks to advance and promote geotechnical engineering in Singapore.

The Group operates principally as foundation and geotechnical specialists and offers a full range of capabilities in this field, from the construction and installation of large diameter bored piles, jack-in piles, micro piles, soil investigation, pile testing and instrumentation services to automatic underground tunnel monitoring and engineering surveys.

With a total regional workforce of around 1,500 employees, the Group currently operates in Singapore, Malaysia, Thailand, Hong Kong, Philippines, Myanmar, India and Vietnam. Our clients include transport, utilities and institutional providers, commercial, residential and industrial property developers and other construction and civil engineering related customers.

### Performance Highlights



# Our People

People define our organisation here at CSC. It is our policy to uphold fair employment practices in our hiring process and maintain zero tolerance of any form of discrimination. We believe in providing equal opportunities for all our employees to help them realise their fullest potential. From FY20 to FY21, our full-time employee numbers (in Singapore) decreased from 997 to 845 while the number of temporary supply workers we engaged decreased from 23 to 15. There were no employees on part-time employment.

Owing to our nature of services, i.e. a company providing ground engineering solutions, which our operations are labour-intensive, leading to significant participation of males in our workforce.

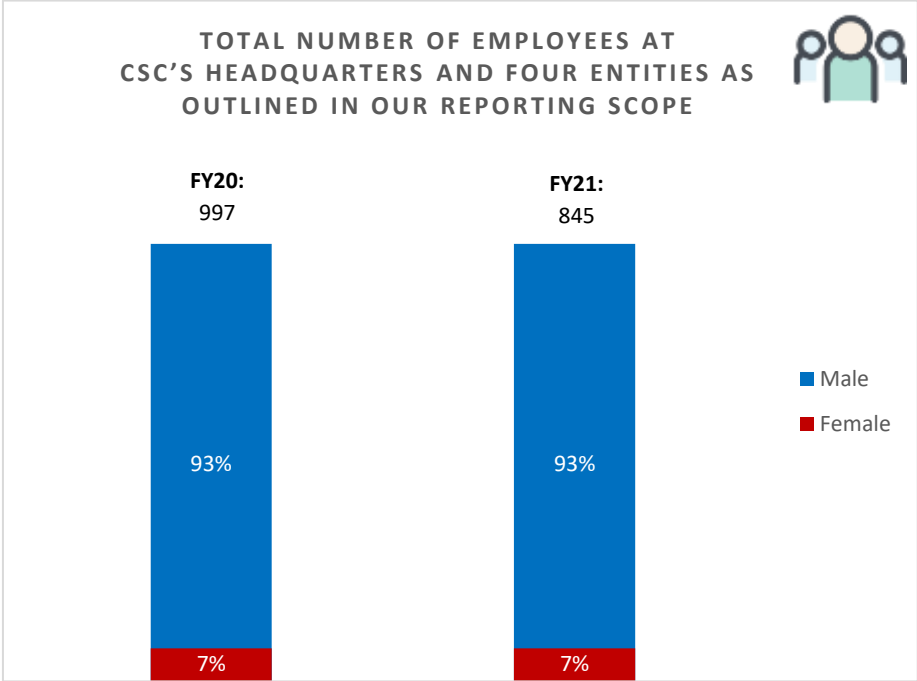


Figure 1: Employee Numbers at CSC’s headquarters and four entities as outlined in our reporting scope

The Company saw a total of 173 staff leaving from across employment grade categories. However, the Company also hired 21 more staff during the year to support its business operations. By FY21 end, there were a total of 845 employees, with 12 from Grade A (senior management), 47 in Grade B, 103 in Grade C, 127 in Grade D and 556 Non-Traditional Source Employees.

# Sustainability Approach at CSC

As the region’s leading ground engineering solutions provider and geotechnical specialist, we take our commitment to sustainability seriously. CSC adheres to the Precautionary Principle through sound internal controls and system of risk management.

The Group adopts international best practice, being accredited with ISO 14001:2015, ISO 9001:2015 and ISO 45001:2018 for the design and installation of bored piles. Additional accreditations include the Building and Construction Authority (BCA)’s Contractors Registration System, bizSAFE programme, and strict adherence to the Code of Corporate Governance 2018 as set out by the Monetary Authority of Singapore.

The Board of Directors has collective oversight of the Group’s sustainability strategy and works closely with Management to ensure sustainability matters are considered as part of its business strategy. At the senior management level, the Board is supported by the CEO, COO and CFO.

The CEO, COO and CFO are responsible for 4 primary areas:

- 1. Decision-making on economic, environmental and social topics
- 2. Setting sustainability policies and strategies
- 3. Investment decisions or directions for major innovations relating to sustainability
- 4. Reviewing progress quarterly to ensure that the best practices of sustainability are embedded across the Group

A Sustainability Committee that works across the Group’s core business and operations units reports to the CEO, COO and CFO.



Figure 2: Sustainability Governance Structure of CSC

## Materiality Assessment

CSC has adopted the following four-step process to determine the relevant material sustainability topics that are key areas of interest to our stakeholders and involve substantive impacts from our business activities.

### Identify

We considered a combination of internal and external factors such as the concerns expressed by stakeholders and CSC's competitive strategy. A preliminary list of potential ESG factors was developed.

### Assess and Prioritise

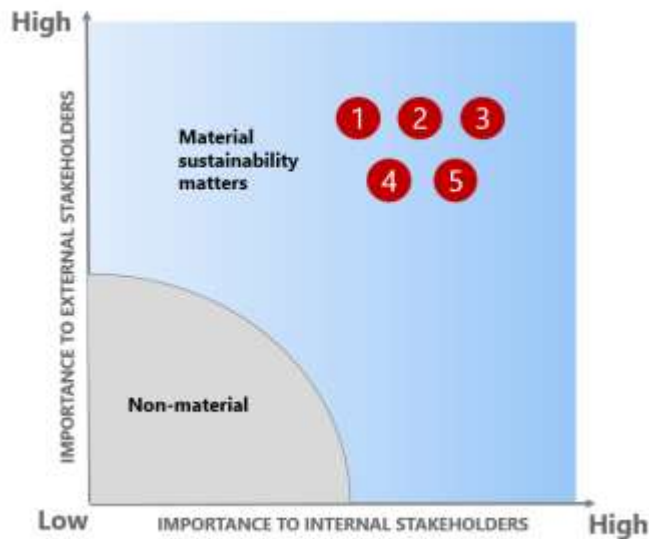
From the list, we rated and prioritised each ESG matter through anonymous voting. The highest ranked material sustainability matters were selected for disclosure to start CSC on its formal sustainability reporting journey.

### Validate

The selected material sustainability matters were presented to the Board of Directors for their validation and confirmation.

### Review



To ensure the matters continue to remain relevant and material, re-assessment would be carried out in future reporting cycles.






Sustainability Matter	
1	Regulatory Compliance
2	Sustainable Use of Materials
3	Minimising noise pollution
4	Occupational Health & Safety
5	Quality of work & Customer Satisfaction



## Stakeholder Engagement

It is important to us that we create value for CSC's stakeholders, who may be affected by the Company's activities, or whose actions can affect the ability of the Company to conduct its activities. Setting the ground right, we actively engage with our stakeholders to understand their needs and form strategic partnerships through various platforms.

Stakeholder	Goal	Key Concerns	Our Approach	Mode and Frequency
<b>Investors</b> 	<ul style="list-style-type: none"> <li>* To provide regular updates on financial performance, business strategies and other issues</li> </ul>	<ul style="list-style-type: none"> <li>* Clear and timely communication on operational and financial performance</li> </ul>	<ul style="list-style-type: none"> <li>* All shareholders are informed of all major developments that impact the Group or Company</li> <li>* Price-sensitive announcements, including half-year and full-year results and press release are released to shareholders through SGXNET and can also be found on our website</li> <li>* The Annual Report shall set out the steps taken to solicit and understand the view of investors</li> </ul>	<ul style="list-style-type: none"> <li>* Half-Year and Full-Year Financial Results Announcements</li> <li>* Annual General Meeting</li> <li>* Regular updates via corporate website</li> <li>* Announcements and press releases throughout the year</li> <li>* Annual Reports</li> </ul>
<b>Employees</b> 	<ul style="list-style-type: none"> <li>* To enhance employee knowledge and skills</li> <li>* To strengthen safety culture within the organisation</li> <li>* Career development</li> </ul>	<ul style="list-style-type: none"> <li>* Continuous training to address high staff turnover rate for experienced employees</li> <li>* Staff motivation and ensuring safety standards are constantly maintained</li> <li>* Ensuring safety awareness and practices at all times</li> <li>* Fair remuneration and recognition</li> </ul>	<ul style="list-style-type: none"> <li>* Adequate training to ensure staff are equipped with required knowledge and skills to perform their duties and responsibilities competently</li> <li>* Annual review of performance</li> </ul>	<ul style="list-style-type: none"> <li>* Allocate training budget annually for employee training and development</li> <li>* Annual Safety Award for individuals and teams</li> <li>* Enrol operations staff into appropriate courses as and when required</li> <li>* Annual staff appraisal</li> </ul>



Stakeholder	Goal	Key Concerns	Our Approach	Mode and Frequency
<b>Customers (main contractors/ sub-contractors)</b> 	<ul style="list-style-type: none"> <li>* To offer a full range of capabilities in foundation and geotechnical engineering field with high level of expertise</li> <li>* To deliver the highest quality of work through identification of customer needs and statutory requirements</li> </ul>	<ul style="list-style-type: none"> <li>* Delivery on schedule with satisfactory quality, good safety record</li> </ul>	<ul style="list-style-type: none"> <li>* Weekly on-site meeting with client to monitor progress of the project</li> <li>* On-site inspection by senior management and dedicated engineers/project managers</li> <li>* Sound safety management system</li> <li>* Timely communication with the customers when technical issues or unforeseeable circumstances arise which may cause a delay in completion or require additional time and resources to resolve</li> </ul>	<ul style="list-style-type: none"> <li>* Participate in industry events</li> <li>* Weekly regular meetings and communication, as necessary</li> </ul>
<b>Suppliers</b> 	<ul style="list-style-type: none"> <li>* To forge strategic partnerships</li> <li>* To promote overall safe condition of works through providing and maintaining sufficient resources for timely completion for sub-contractors</li> </ul>	<ul style="list-style-type: none"> <li>* Transparent and fair procurement and other business practices</li> <li>* Compliance with terms and conditions of business contracts</li> </ul>	<ul style="list-style-type: none"> <li>* Transparent business processes in the selection of tenders</li> <li>* Avenues to report incidents of abuse and corruption</li> <li>* Whistle-blowing policy</li> </ul>	<ul style="list-style-type: none"> <li>* Meetings with suppliers for market updates or addressing concerns, as necessary throughout the year</li> <li>* Weekly regular meetings with sub-contractors; and as necessary</li> </ul>
<b>Our Community</b> 	<ul style="list-style-type: none"> <li>* To create economic, social and environmental value that benefits the local communities</li> </ul>	<ul style="list-style-type: none"> <li>* Minimise any negative social, public health or environmental impact</li> <li>* Support deserving community efforts and underprivileged groups</li> </ul>	<ul style="list-style-type: none"> <li>* Ensure outputs of all work activities do not cause undue pollution to society to provide a sustainable built environment</li> <li>* Community involvement</li> </ul>	<ul style="list-style-type: none"> <li>* Future periodic reporting on our sustainability performance</li> <li>* Annual corporate social responsibility initiatives</li> </ul>

Stakeholder	Goal	Key Concerns	Our Approach	Mode and Frequency
<b>Government agencies (BCA, MOM, NEA, LTA, PUB)</b> 	<ul style="list-style-type: none"> <li>* To comply with applicable laws and regulations</li> <li>* Zero Reportable Accident, free of infringement and ensuring works do not damage properties</li> <li>* Keep noise within prescribed limits</li> <li>* Ensure works do not damage or affect sewers and services</li> </ul>	<ul style="list-style-type: none"> <li>* Statutory compliance in terms of Quality, Environmental, Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>* Quality, Environmental, Health &amp; Safety policy and objectives are clearly defined</li> <li>* Management strives to provide an accident-free workplace for all employees and interested parties</li> <li>* The Group strives to prevent environmental, health &amp; safety hazards that are undesirable to employees, and interested parties through continuous reviews and improvement of its integrated management system and complying with the applicable regulations as required</li> </ul>	<ul style="list-style-type: none"> <li>* Attending workshops and seminars organised by government agencies as required</li> <li>* Regular communication and visits to sites as required</li> </ul>
<b>Regulators (SGX, MAS, ACRA)</b> 	<ul style="list-style-type: none"> <li>* To comply with applicable laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>* Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>* All financial results, including price-sensitive information, are released in a timely manner</li> <li>* Maintain high standard of corporate governance</li> <li>* Seek professional assistance when required on compliance matters</li> </ul>	<ul style="list-style-type: none"> <li>* Half-year and full-year financial reporting</li> <li>* Attend seminars and workshops organised by regulators as required</li> </ul>

## Community Involvement

CSC strongly believes in maximising the full potential of our children and youth. Since 2011, CSC has made annual contributions of \$10,000 to the Business & Community Partners (BCP) Programme at the Nanyang Technological University (NTU). Funds in the programme go towards supporting the university studies of financially disadvantaged students. For its contributions, CSC continues to be recognised as a silver partner and loyal donor by NTU.

## Our Supply Chain

We strive to embed sustainability principles at all points within our supply chain, to grow long-term environmental, social and economic value for all stakeholders. The Group's main suppliers are infrastructure service providers.

To achieve our mission, we have implemented purchasing processes, procedures and guidelines to operate an effective and efficient purchasing system and ensure the quality of our suppliers. The figure below details our business process flow and interaction chart to ensure all purchasing activities are carried out with the highest professional, ethical and legal standards.

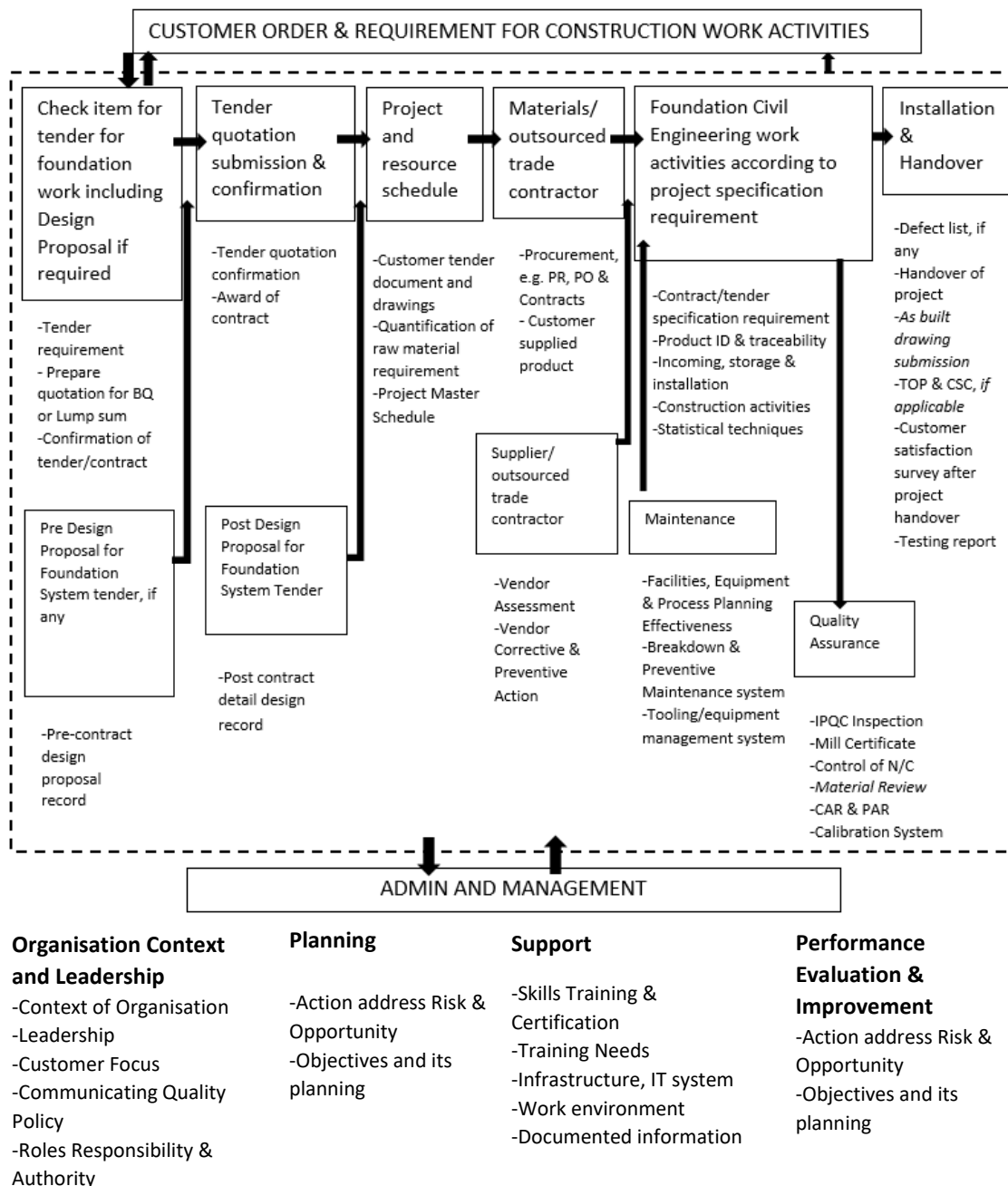


Figure 3. Our Value Chain

# Governance

## Corporate Governance

The Board of Directors (“Board”) of the Company is also responsible for the Corporate Governance of the Company and its subsidiaries to protect stakeholders’ interests and enhance the stakeholder value in the long term. It consists of an executive, the CEO, and 3 non-executive independent directors as well as 2 non-executive non-independent directors. To discharge the duties of the Board, all Board members maintain independent judgment, diversified knowledge, experience and expertise to address issues of strategy, performance, resources and the standards of conduct of the Company. As fiduciaries in the interests of the Company, all Directors are expected to discharge their duties and responsibilities objectively.

Certain functions of the Board are delegated to the Audit Committee, Nominating Committee, Remuneration Committee and Risk Management Committee, which would make recommendations to the Board. Each committee has clearly defined terms of reference and operating procedures.

The Board holds formal meetings quarterly or convenes ad-hoc meetings when circumstances require. Where a physical board meeting is not possible, the Board can communicate through electronic means or via circulation of written resolutions for approval.

For a full report on our corporate governance practices, please refer to our Corporate Governance Report 2021.

## Our Values

Our way of doing business is defined by integrity, consistent with the highest ethical standards and compliant with all applicable laws and regulatory requirements. The Company strongly believes that the action and conduct of all employees of the Group, as well as other person acting on behalf of the Company and/or its subsidiaries, are essential to maintaining these standards.

CSC has in place a Whistle-Blowing Policy and an employee Code of Conduct and Discipline. The Whistle-Blowing Policy is developed based on the recommendations of the Singapore Code of Corporate Governance, which is reviewed and recommended by the Audit Committee and subsequently approved by the Board. It provides an avenue for employees of the Group, and any other persons to raise concerns in good faith with the reassurance of being protected from reprisals or victimisation and ensures that arrangements are in place for independent investigations of such matters and for appropriate follow-up actions.

The Code of Conduct and Discipline and Whistle-Blowing Policy is made available to all employees and communicated regularly to stress their importance and maintain awareness of the Board’s commitment. All new employees are also briefed on them as part of their orientation program.

The management of CSC welcomes feedback from the public and its employees as a valuable tool to enhance its services and operations. Grievance mechanisms are also available at the organisation level through phone calls, emails and suggestion boxes.

The Company has established the **Quality, Environmental, Health & Safety (QEHS) Policy** in an integrated management system, which has been updated as of September 2020.

To ensure it is in tune with the company's strategic direction that is consistent with the purpose and context of CSC, top management at CSC will review the policy periodically to ensure objectives are being achieved. The CEO and COO are directly responsible for the implementation of the QEHS.

This policy references the Workplace Safety and Health (WSH) Act, Environmental Protection Management Act (EPMA), ISO 9001, ISO 14001, ISO 45001 as well as relevant code of practices.

CSC actively communicates this to our stakeholders to ensure it is understood, and consults their views through notice boards, talks or other promotional activities, general awareness training for existing staff and orientation training for new staff.



Our Quality, Environmental, Health & Safety Statement		
<i>We shall always strive to achieve the following:</i>		
Quality	Environment	Health & Safety
<ul style="list-style-type: none"> <li>Hand over projects within the contract period</li> <li>Score average or above in customers' work assessment on us</li> <li>Compensating piles annually not exceeding:                             <ul style="list-style-type: none"> <li>0.70% for precast piles</li> <li>0.35% for bored piles</li> </ul> </li> <li>Diaphragm wall rectification costs not exceeding 6% of the contract value (without customer supplied material)</li> </ul>	<ul style="list-style-type: none"> <li>Minimise material wastages not exceeding pre-determined value for each project                             <ul style="list-style-type: none"> <li>Pile sections for precast piles</li> <li>Cement for micropiles</li> <li>Concrete for bored piles and diaphragm wall</li> </ul> </li> <li>Ensuring noise generated from worksites is below the allowable level from regulations by National Environment Agency (NEA)</li> </ul>	<ul style="list-style-type: none"> <li>Zero fatal accident</li> <li>Accident frequency rate of less than 2.5 for our subsidiaries: CSBP, CSCG, DWF &amp; LMFS</li> <li>Promotion of safety awareness through training</li> </ul>

CSC assesses our approach to addressing our quality, environmental, health and safety issues through various means. The table below details how we conduct the assessment and the identified improvement opportunities:

Method of assessment	Improvements
<p><b>Internal Audits</b></p> <ul style="list-style-type: none"> <li>Environmental Health &amp; Safety (EHS) inspections by EHS managers, WSH officers and WSH coordinators</li> <li>ISO 14001 audit by trained internal auditors at selected projects</li> </ul>	<p>Any non-conformance found during inspection and audit will be rectified with appropriate control measures and trainings.</p>
<p><b>External Audits</b></p> <ul style="list-style-type: none"> <li>Integrated management system (ISO 9001, ISO 14001, ISO 45001) surveillance and renewal audits by a registered external auditing firm</li> </ul>	<p>If system lapses are identified, it will be corrected with appropriate preventive actions, i.e. risk assessments, introduction of new method.</p> <p>Consider continual improvement of the system.</p> <p>Good practices from industry stakeholders were shared among the work group to enhance the safety &amp; health standard.</p>
<p><b>Measurement Systems</b></p> <ul style="list-style-type: none"> <li>Number of Corrective and Preventive Action (CAPA) and observations issued by the auditors</li> <li>Suggestions and area of improvements given by the auditors</li> <li>Company's incident trend and statistics safety trainings</li> </ul>	<p>Employees are carefully selected and sent for EHS trainings as required by law / clients.</p> <p>Feedback obtained from employees through issuance of "Training Evaluation Form".</p>
<p><b>External performance ratings</b></p> <ul style="list-style-type: none"> <li>Subcontractor's performance evaluation from main-contractors and/or clients</li> <li>Safety recognition award or commendation letter from main contractors and/or clients</li> </ul>	<p>External performance ratings given from main-contractors and clients through "Customer feedback form" helps CSC identify its strengths, weaknesses and areas for improvement.</p>
<p><b>Benchmarking</b></p> <ul style="list-style-type: none"> <li>WSH Act &amp; Subsidiary regulations</li> <li>Approved code of practices</li> <li>Environmental Protection &amp; Management Act</li> <li>Competitors</li> </ul>	<p>CSC has committed and set benchmark to comply with WSH Act and other relevant Acts of Singapore (as minimum standard). Adopting industry good practices has been acknowledged by our leading clients, e.g. Singapore's Land Transport Authority (LTA) and Housing &amp; Development Board (HDB), other government and private projects.</p>
<p><b>Stakeholder feedback</b></p> <p>Feedback from stakeholders is requested during meetings and trainings, e.g. tool box meeting, in-house training, EHS committee meetings, etc.</p> <p>Company has feedback management plan to receive and address grievances from stakeholders on quality, EHS and productivity matters.</p>	<p>Stakeholder (i.e. clients, public, and employees) feedback is registered and addressed diligently. This improves stakeholder confidence in CSC.</p>



## REGULATORY COMPLIANCE

CSC is sensitive to the deterioration of the natural environment, ensuring that its work activities and products do not cause any further damage, or wherever possible, minimise impact on the environment. In line with our commitment, CSC has been adopting ISO 14001 in compliance with globally set standards as well as the EPMA in Singapore. These are closely monitored through established systems and regular audits from both internal and external auditors.

To manage our compliance with environmental regulations, we have provided silt water treatment plants and implemented a test bed of separation system for slurry water management. All machines undergo maintenance regularly to minimise smoke emissions and reduce the consumption of energy from diesel, water and power. Noise monitoring meters together with noise barriers for heavy or noisy equipment help mitigate potential noise disamenity.

Our performance on compliance is internally and externally scrutinised and verified. Our EHS managers, WSH officers and WSH coordinators perform internal inspections while a registered auditing firm carries out surveillance on ISO 14001 and renewal audits.

In FY20, noise levels were found to be in violation of regulations at 4 project sites. Consequently a total fine of \$60,000 was imposed by the authority.

Appropriate measures have been taken to rectify the problem. We take a serious view of such offences and have taken concerted steps to prevent their re-occurrence.

Despite our best effort, CSC was found to be in breach of the EPMA for noise control at a project site in FY21 and a fine of \$5,000 was imposed by the authority.

We will continue to strive to maintain noise standards at our work sites through stepping up site inspections and environmental audits.

### Targets

- \* **Zero fine from NEA for non-compliance to the EPMA (in perpetuity)**
- \* **Minimize material wastage not exceeding the pre-determined value for each project (in perpetuity)**

### Case Study: Condominium Development at Clementi Avenue 1 & Public Residential Project at Short Street

The project sites are located very close to residential buildings. By installing all heavy machines, i.e. crane and boring rigs, in these projects with high quality double layer noise enclosure for both engine compartment and rotary head, this measure proved effective in reducing the noise level at source.



# Environment



## SUSTAINABLE USE OF MATERIALS

As far as possible, CSC endeavours to prevent material wastage and reduce the environmental impact of our operations (precast piles and concrete). We recognise that geotechnical engineering is heavily resource-intensive and can significantly influence the sustainability of the built environment as it lies at the upstream end of the construction process. CSC complies with the code of practice for materials and grade based on contract requirements for steel, reinforcement steel bars, structural steel materials and ready mixed concrete. Every contract from CSC will set a percentage of tolerable wastage.

**Targets**

- Tolerable wastage for Precast Piles at average of 13% for FY21 (FY20: 15%)**

Performance for FY21:  
*RC Pile wastage is within the tolerable threshold set*

- Tolerable wastage for Concrete at average of 19% for FY21 (FY20: 18%)**

Performance for FY21:  
*Concrete wastage is within the tolerable threshold set*

The table below details our average percentage of wastage for precast piles and concrete over FY20 and FY21.

	FY20	FY21
<b>Precast Piles</b>		
Average wastage	Below 7%	Below 7%
<b>Concrete</b>		
Average wastage	Below 17%	Below 15%

CSC has in place an organisational structure for reporting on the consumption of materials. Senior management and our operations team are able to provide feedback through daily, weekly and monthly reporting to management. Project managers, project engineers, site coordinators and site supervisors, together with the purchaser report to the Director or Head of Subsidiary Company. The Director is accountable to the CEO, COO and CFO which will in turn update the Board. This ensures that material use is tracked for every project so that we remain viable in the long-term.





## MINIMISING NOISE POLLUTION

The nature of work in CSC involves the use of heavy machinery, such as cranes and piling rigs which emit noise during operation. The high density of the urban environment in Singapore means that CSC has to be even more sensitive to the disturbance our operations can cause to nearby residents. Besides the social impact on residents, exposure to high noise levels (85 dBA or more) for prolonged periods may also negatively affect the well-being of our workers. Strict legislation also controls the permissible noise exposure level enforced by penalties. If repeated violation notices are received, this would greatly affect CSC's business and reputation within the industry.

### Targets

- \* **Zero incident of fines for noise violations (in perpetuity)**



*Performance for FY21:*

*1 incident resulting in fine*

To manage this, the aforementioned QEHS policy guides our approach to minimising noise pollution. Investing in noise-mitigating equipment is an essential part of our efforts. For example, noise meters are installed for projects where workplaces are registered as an occupier, while noise barrier enclosures are erected for piling rigs and generators. In line with regulations, piling work activities are restricted beyond 10:00 p.m. if the project site is located within 150m from any residential, school and hospital environment. Real-time noise monitoring system further alerts CSC to potential violations that can be rectified immediately.

We conduct regular training in ISO 14001 for our operational staff as well as noise management briefings for our workers. Noise-related hazards are incorporated in the risk assessments and communicated to workers. At project sites where noise and vibration issues are particularly sensitive, temporary pile casings are installed using a secondary rotator head attached in the boring rig instead of the conventional method of installing/extracting casings using a vibro-hammer. This method reduces the noise emission level significantly. However, this concept is only selectively implemented where noise and vibration levels are expected to have significant impacts to the nearby residents and buildings as it consumes more time and resources.

We cease all piling rig operations based on statutory requirements to contain the noise level from heavy piling rigs where the project site is within 150m from any residential, school and hospital environment. For diaphragm wall works, bored piling, precast piling and bored micropile work, equipment and stationary machines are located away from residents and engines are undergo regular maintenance to minimise noises. We will continue to pay close attention to keep noise levels to a minimum and strive for zero incident of fines.

Additionally, to promote reuse or recycling, all noise barrier materials are reused for multiple projects.

## Case Study: Noise reduction at Claymore Road Hotel in FY20

The work site fully surrounded by hotels and condominiums. The noise levels generated from the piling activities were well controlled / minimized by using double layer noise barriers, training to the operators and time management.

## Case Study: Noise reduction at Multi Storey Gali Batu Bus Depot (Contract DE 142) in FY21

Though the residential buildings are 150m away from the project boundary, the residents are very sensitive to noise and lighting from the worksite. We have installed movable 6m tall acoustic panel noise barriers to reduce the noise at the source. This method worked very well and eliminated the complaints from the public.

## Social



# OCCUPATIONAL HEALTH AND SAFETY

Worker safety is of paramount importance to us at CSC.

CSC Holdings Limited sees itself playing a leading role to improve construction safety across the industry. The mission of CSC is to protect its most valued asset – our people – from any kind of harm arising from work activities. In addition to adherence to the QEHS policy, CSC has also adopted a Fall Prevention Policy since 30 August 2017 which is overseen by senior management and head of departments.

**“We believe that workers are the assets of our company. Their understanding in safety is vitally important to us.”**

Our commitment to health & safety also extends to all our customers. We have been providing competent professionals and expertise to execute our operations safely to protect our employees and customers. Qualified safety professionals and the operations team are deployed for each project to analyse and mitigate the associated hazards and risks by carefully studying the site-specific operations, surrounding environment and OHS expectations of our customers.

All operation staff undergo mandatory safety training in accordance with their designation and job requirements. In addition, in-house trainings are also conducted on a regular basis to enhance the safety awareness of our employees. Some examples of such trainings include construction safety course for project managers, risk management courses for project managers, engineers and safety personnel, WSH officer course, manage work at height course, operator’s course, and supervisory courses.

Our safety track record shows that for FY20 and FY21, there have been 0 work-related fatalities and a total of 5 reported cases of work injuries from our male employees. Out of these 5, 3 cases of finger injury and 1 case of knee injury occurred in FY20 while 1 case of chest injury was caused by object lifting in FY21. Since then, we have provided re-training to our lifting crew to ensure the safe work procedures are always adhered at the worksite. We value the safety of all our workers and will continue to uphold the strictest safety standards.

### Targets

- **Zero fatal incidents in all CSC projects for FY21 (FY20: Zero)**



*Performance for FY21: Achieved*

- **Maintain Accident Frequency Rate at less than 2.5 for FY21 (FY20: 2.8)**



*Performance for FY21: Achieved*

- **Zero financial penalties from Ministry of Manpower (MOM) for EHS violations (FY20: Zero)**



*Performance for FY21: Achieved*

	FY20	FY21
<b>Work-related fatalities</b>	<b>0</b>	<b>0</b>
<b>Occupational Disease Rate<sup>1</sup></b>	<b>0</b>	<b>0</b>
<b>Accident Frequency Rate<sup>2</sup> (Male)</b>	<b>1.89</b>	<b>0.44</b>
<b>Accident Frequency Rate<sup>2</sup> (Female)</b>	<b>0</b>	<b>0</b>
<b>Accident Severity Rate<sup>3</sup> (Male)</b>	<b>48</b>	<b>6</b>
<b>Absentee Rate<sup>4</sup> (Total)</b>	<b>0.97</b>	<b>0.34</b>
▶ Absentee Rate (Male)	<b>0.87</b>	<b>0.31</b>
▶ Absentee Rate (Female)	<b>2.31</b>	<b>0.75</b>

## SAFETY AGAINST COVID-19

In April 2020, the government implemented circuit breaker measures to contain the COVID-19 pandemic in Singapore, which brought about unique challenges for the Group.

With international employees concerned about an outbreak in the foreign worker community, many contemplated resigning and returning home. We took swift action to meet the immediate needs of our international employees, helping our Malaysian colleagues adjust to living in a different environment in Singapore and providing support to employees living in the dormitories. We also provided transportation to and from the work sites to ensure that our employees were able to commute to work safely each day.

The wearing of masks is part of the safe management practice, to ensure the safety and limit the spread of germs. We managed to secure a steady supply of masks to assure our employees that they would have access to masks.

With work-from-home arrangements mandated by the government during the circuit breaker period, we extended logistical support to help our employees transition into working off-site. This included the transporting of equipment, documents and even workstations to the employees' homes. We also provided all staff with regular updates on the Covid-19 guidelines, and regularly reminded them to take precautionary measures against Covid-19, such as regular temperature monitoring, and to seek immediate medical attention if they felt unwell.

### Implementing Safety Measures

Notwithstanding the evolving pandemic situation, safeguarding employee safety and well-being remains the Group's top priority. In line with government-mandated safety measures, we have ensured that our work sites have been certified safe and safe-distancing measures have been implemented. As part of our concerted efforts to combat the virus, we undertook a holistic approach to ensure our staff can continue to work in a clean and safe environment.

On top of adhering to the government regulations, we implemented additional measures to maintain the highest standard of hygiene at our offices and dormitories.

<sup>1</sup> Occupational disease rate is calculated by the number of new cases of occupational disease out of the total hours worked, multiplied by 1,000,000.

<sup>2</sup> Accident frequency rate is calculated by the number of new cases of occupational injury reported out of the total hours worked, multiplied by 1,000,000.

<sup>3</sup> Accident severity rate is calculated by the number of days lost as a result of occupational injury out of the total hours worked, multiplied by 1,000,000. There were no reported cases of injuries from our female workforce.

<sup>4</sup> Absentee rate is calculated by number of days absent from work out of the total days scheduled to be worked.

Some of these measures include:

*For office staff*

- Implemented staggered working hours and lunch breaks at the workplace
- Daily cleaning of office, toilets, and common areas
- Ensured safe physical distancing in office by demarcating distances of at least one metre between employees, with visual indicators at workstations, meeting rooms, and reception counter.
- Established protocol on actions to be taken should a staff member feel unwell in the office and require immediate medical attention
- Appointed a Safety Management Officer to conduct regular inspections and checks to ensure compliance
- Regularly updated and shared safe management measures

*For foreign workers in the dormitories*

- Daily disinfecting of tools, machines, and vehicles
- Regular reminders on maintaining personal hygiene and safe distancing at job sites
- Supervisors are immediately informed when any worker feels unwell
- Arranged daily transport for workers travelling between job sites and dormitories
- Enforced staggered rest days for workers and minimise crossover of workers among project sites in order to mitigate the risk of cross infection among workers
- Regularly updated and shared safe management measures

**Covid-19 Vaccination Status**

As of 25 August 2021, 98% of the employees in our Singapore foundation operations have completed the full regimen under the national vaccination programme, while 99% has received at least one dose of vaccination.



## QUALITY OF WORK AND CUSTOMER SATISFACTION

CSC remains strongly committed to our customers. We have been providing competent professionals and expertise to execute our operations safely and we believe that a systematic Operational Health & Safety (OHS) system will help uphold the company brand reputation with our employee and customers.

Qualified safety professionals and operations team are deployed for every project to analyse and mitigate the associated hazards and risks by carefully studying the site-specific operations, surrounding environment and OHS expectations of our customers. From a financial standpoint, delivering the highest quality services to our customers provides assurance and contributes to our financial sustainability.

Employees and customers are able to voice out concerns and grievances relating to our quality of work through our general corporate relation channels. The management at CSC welcomes feedback as invaluable to further improving our services and operations.

Staff on site are provided with tablets to conduct safety works, such as electronic inspections or application of electronic permits. We have also introduced the Global Navigation Satellite System (GNSS) for the set-up of pile positions in selective projects. This technology detects the pile position automatically, thus reducing the manpower previously required by surveyors to set up the piles physically.

Collectively, the QEHS policy sets out our targets towards maintaining the highest quality standards and guides our practices towards satisfying our customers' needs.

**As a testament to our efforts, CSC and our subsidiaries have been recognised with the following awards:**



CSBP: Exyte Singapore Pte Ltd's Innovation Certificate in 2021 for Fall Arrest Work Platform (FAWP)

CSCG: Achievement of 500,000 Safe Manhours in March 2021 and awarded Certificate of Commendation for Excellent Performance in Health, Safety, Security, Environment & Quality in 2020 for Arkema's Symphony Project

CSCG: Achievement of 100,000 Safe Manhours Without Loss-time-incidents for Exyte Singapore Pte Ltd's Pfizer API Expansion Project in February 2021

CSCG: Awarded Certification of Appreciation in recognition of CSCG's Contribution to Workplace, Safety, Health for Pipenet & APECO's Jurong Rock Caverns Project in August 2020

CSCG: Successful Installation of Neste Singapore Expansion Project Foundation Works including over 13,000 Piles Without Loss-time-incidents, on Schedule And Within Budget in December 2019

CSCG: Achievement of 250,000 Safe Work Hours Without Loss-time-incidents for Worley & Nalco Champion's EHCP Phase II Project in November 2019

CSBP: Woh Hup's Business Partners Appreciation Award 2019 in October 2019

LMFS: CSCEC-Nishimatsu JV's Most Safety Conscious Subcontractor for C882 Circle Line 6 Keppel Station and Tunnels in September 2019

LMFS: Land Transport Authority's Annual SHE Award 2019 – Subcontract Safety Recognition in August 2019

LMFS: Woh Hup's Most Safety Conscious Subcontractor at T306 Thomson-East Coast Tanjong Katong Station in 2019

CSCG: Nishimatsu Construction Co., Ltd (Singapore Branch)'s Best Contractor Award on Recognition of Good Performance in Occupational Safety, Health and Environment in June 2019

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