



LUM CHANG HOLDINGS LIMITED

SUSTAINABILITY REPORT

2023



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## BOARD STATEMENT

Dear Stakeholders,

On behalf of the Board, I am pleased to present the Sustainability Report (the **Report**) of Lum Chang Holdings Limited (hereafter referred to as **Lum Chang** or the **Company**, and collectively with its subsidiaries, **the Group**) for the period of 1 July 2022 to 30 June 2023 (**FY2023**).

In spite of the challenging business environment caused by ongoing macroeconomic uncertainties and geopolitical tensions, the Group has taken significant steps to align with environmental sustainability within the traditionally carbon-intensive construction sector. Such accomplishments have enabled us to enhance our standing as an environmentally conscious and sustainable contractor within the Built Environment (BE) industry, while also showcasing our support for the Singapore Green Plan.

Our performance in terms of governance has also remained robust, with no non-compliance with laws and regulations. In addition, all our directors have attended sustainability training that is recognised by SGX to further prepare them with knowledge on sustainability matters and improve climate resilience for the Group.

We have also included our inaugural climate report based on the Taskforce for Climate-related Financial Disclosures (**TCFD**) Recommendations within this report. This has enabled us to factor in risks and opportunities associated with the climate when shaping our business strategy, defining objectives, and establishing performance benchmarks.

The Group's pursuit towards sustainable growth requires us to consider the impact of our operations on the environment in our growth journey. This is especially evident in our new projects such as the Mandai Rejuvenation Project where the Group has to navigate various nature reserve specific environmental compliance requirements and manage our environmental impacts at the same time. We have also continued to leverage technology and digitalisation for our projects as part of our quality and innovation wherever possible.

The Group continues to prioritise the health and safety of our workers seriously, as we have achieved zero cases of fatalities as well as zero high-consequence injury, allowing the group's performance to be better than the national Workplace Injury Rate. With regard to our performance on Human Capital, while hiring has slowed, we have made strides in enhancing our investment in our people through increased training and development compared to prior years.

Despite a more challenging business environment, we have continued to give back to the community such as through donations as well as volunteer efforts.

The Group has continued to achieve notable sustainability performance in FY2023, and will continue to engage with our stakeholders so that our policies and practices continue to reflect their interests.

On behalf of the Board of Directors (the **Board**), I would like to take this opportunity to thank all our stakeholders for their continued support as we continue striving towards building sustainably around the region.

**Mr Raymond Lum Kwan Sung**  
Executive Chairman



## ABOUT THIS REPORT

### Reporting Principles & Statement of Use

This Report is prepared in accordance with the Global Reporting Initiative (GRI) 2021 Standards, covering our Group's performance from 1 July 2022 to 30 June 2023. The GRI Standards were chosen as it is one of the globally recognised sustainability reporting standards and represents the global best practices for reporting on economic, environmental, and social impacts.

The following GRI reporting principles have been applied to guide the Group in ensuring the quality and proper presentation of the information in this Report: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability. For more information on GRI disclosures, please refer to the GRI Content Index.

This Report incorporates the TCFD recommendations to give stakeholders an overview of the potential financial effects of climate change on the Group's business model, including assets, revenue, operations, capital, and financing. The TCFD framework enables the Group to evaluate how climate-related risks, such as physical and transition risks, may impact Lum Chang and outlines strategies and actions for managing and mitigating these impacts, as well as potential opportunities. The United Nations Sustainable Development Goals (UN SDGs) have also been incorporated into the Report to highlight the Group's contributions to sustainable development. This Report is compliant with Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A and 711B.

The Board of Directors has reviewed and approved the reported information as well as the material topics.

### Reporting Scope

The report covers the Group's business segments of Property Development and Investment, and Construction including Interior Contracting, which mainly undertakes additions and alterations and interior finishing works. The report includes properties under joint venture where the Group has joint operational control over.

### Restatements

There are restatements made from previous reporting periods relating to (1) Total number of employees, (2) Parental leave and (3) Employee training hours. Please refer to Focus 5: Our People for more details.

### Assurance

The Group has an established system of internal controls as well as verification mechanisms to ensure the accuracy and reliability of the narratives and data disclosed in this Report. We have also considered the recommendations of an external Environmental, Social and Governance (ESG) consultant for the selection of material topics as well as compliance with the GRI Standards, TCFD Recommendations and the SGX-ST Listing Rules.

To further enhance the credibility of this Report, the Group has subjected our sustainability reporting process to internal review by our internal auditors, as required by SGX-ST Listing Rules 711B (3).

The Board has therefore assessed that independent external assurance is not required at this juncture.

### Availability and Feedback

This report is available online at SGXNet and <https://www.lumchang.com.sg/sustainability/our-sustainability-story/>. Please send your comments or feedback through the investor relations portal at [https://investor.lumchang.com.sg/ir\\_contact.html](https://investor.lumchang.com.sg/ir_contact.html). Detailed section reference with GRI Standards is found at GRI Standards Content Index section.



## ORGANISATION PROFILE

Starting as a small sole proprietorship during the 1940s, Lum Chang has transformed into a prominent construction company that is now publicly listed on the Singapore Exchange. It boasts an extensive portfolio of projects that support its growth. With more than eight decades of experience in construction, the company has expanded its scope to encompass property development and investment, and in recent years interior contracting. The company's remarkable achievements are evident in its diverse array of award-winning residential and commercial developments in both Singapore and Malaysia.

Recognising the importance of sustainability as an integral aspect of its operations, Lum Chang is dedicated to integrating unwavering commitments to quality, health, safety, and environmental concerns into its business practices. Collaborating closely with key stakeholders, the company implements initiatives designed to mitigate any potential environmental impact associated with its operations. It also incorporates innovative environmentally-friendly solutions into its business operations and development projects.

Guided by effective management strategies and corporate governance, the company has experienced consistent and substantial growth, establishing a strong reputation for reliability and quality. Backed by a proven track record, a sharp acumen for identifying investment prospects, and a strategic network of business partnerships, Lum Chang remains resolute in its dedication to providing the best outcomes for shareholders, clients, partners, employees, and the broader community.



## Construction

The Group builds projects under Lum Chang Building Contractors Pte Ltd (LCBC), a provider of building and construction services to both private and public sectors for commercial, industrial, and infrastructural projects.

Refer to the section **Construction** in the annual report page 24.

## Property Development

The Group has developed a diversified portfolio of quality property developments, including luxury homes and premium condominiums, prime commercial properties and integrated developments in Singapore and Malaysia.

Drawing upon its track record of expertise and achievement in delivering quality projects for various businesses and individuals, the Group's developments are designed to meet specific personal, commercial needs and specifications.

Property	Type	Country
Twin Palms Sungai Long	Luxury gated residences	Malaysia

## Property Investment

The Group has investment properties in Singapore for rental income.

Property	Type
14 Kung Chong Road	Light industrial building
Tekka Place	Retail Mall
8 Kim Tian Road	Ground floor shop unit

## Interior Contracting

Interior contracting provides high-end interior fit-out solutions, conservation project management, and addition and alteration services since February 2018. In August 2022, Lum Chang Interior (LC Interior) partnered with Brandsbridge Pte Ltd to form a joint venture named Lum Chang Brandsbridge. This joint venture was initiated to provide complementary and more comprehensive interior retrofitting services, particularly focusing on the retail sector.

For more details on the Group's corporate structure and business activities, please refer to the Annual Report 2023.



## SUSTAINABILITY STRATEGY OVERVIEW

Lum Chang is committed to operating in an environmentally responsible manner to capture opportunities that present themselves in a sustainable and green economy. As Singapore embarks on the implementation of the Singapore Green Plan, demand for green and sustainable buildings and infrastructure is expected to increase. The Group is well positioned to capture these opportunities by incorporating sustainable features and materials into the planning and design of buildings. As a forward-looking property investment company, we have set short- and medium-term objectives that entail improving the energy consumption and intensity of significant investment properties.

The Group, along with all key suppliers and sub-contractors are expected to comply strictly with all environmental protection-related legal requirements imposed by local regulatory authorities. This commitment extends beyond compliance; energy and water conservation practices will be enhanced, along with minimising wastage and reducing construction waste.





The Group is committed to worker and employee health and safety. The Group will remain vigilant and comply with all relevant safety regulation to protect the health of our workers and employees. The Group will continue to aim for zero fatality and injuries at our work sites to ensure a safe and healthy workplace environment. To achieve this aim, we have leveraged technology and implemented safety practices at construction sites to prevent mishandling of machinery and equipment. Our suppliers are subjected to robust assessments of their workplace health and safety practices and socioeconomic compliance.

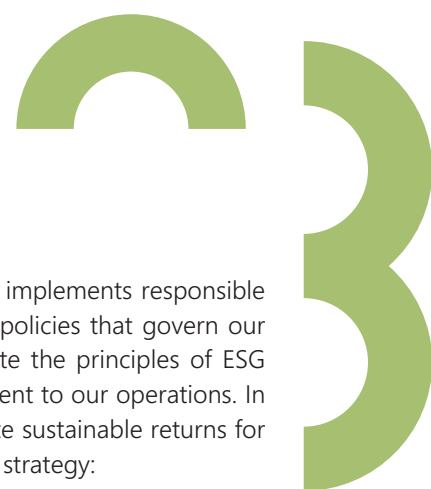
As we strive towards being an employer of choice, we will continue to nurture qualified and experienced personnel, and ensure the provision of equal opportunities for all staff. We aim to promote diversity along the lines of gender, race and age to build a capable and diverse workforce.

We will continue to develop meaningful partnerships with charitable organisations and various institutions to improve the welfare of the community.

Please refer to the respective focus areas for detailed sustainability targets of our business segments.

### ESG Performance Highlights

<p>Zero incidents of regulatory non-compliance with socioeconomic rules and regulations, including customer privacy and tax-related laws</p> 	<p>Presented our inaugural climate risks and opportunities identified based on the TCFD Recommendations</p> 
<p>Achieved a total of 15,038 training hours in FY2023 for our employees compared to 11,507 hours in FY2022, with an average of 16.8 hours per employee</p> 	<p>Achieved zero workplace fatalities and high-consequence injuries in FY2023</p> 



## Sustainability Philosophy

With a dedication to long-term growth and the creation of shared value, our organisation implements responsible measures throughout our supply chain. These principles are encompassed in our diverse policies that govern our business operations and environmental responsibility. We make every effort to incorporate the principles of ESG considerations into our business choices, concentrating on the aspects that are most pertinent to our operations. In order to demonstrate our commitment to worldwide sustainability endeavours and generate sustainable returns for all stakeholders, the Group has established seven key focus areas to direct our sustainability strategy:

<p><b>Focus 1</b></p>	<p><b>Governance and Ethics</b> Our commitment to effective corporate governance practices and oversight enables us to address the concerns of our stakeholders and incorporate ESG considerations into our decision-making processes and transactions.</p>
<p><b>Focus 2</b></p>	<p><b>Climate Risks and Opportunities</b> The Group has commenced its climate reporting process by incorporating the TCFD Recommendations into this Report and integrating climate-related risks and opportunities into our business strategy.</p>
<p><b>Focus 3</b></p>	<p><b>Our Environment</b> The Group actively promotes and integrates environmentally-friendly practices into our operations, prioritising compliance with all applicable laws and regulations concerning environmental protection in the jurisdictions where we operate our business.</p>
<p><b>Focus 4</b></p>	<p><b>Quality and Innovation</b> The Group leverages relevant new technology to improve building efficiency while also minimising material consumption for our projects as part of its Quality and Innovation initiatives.</p>
<p><b>Focus 5</b></p>	<p><b>Workplace Health and Safety</b> Workplace health and safety is of utmost importance in the construction industry due to the inherent risks and hazards involved in construction activities. The Group intends to maintain a workplace injury rate that is lower than the Singapore national average.</p>
<p><b>Focus 6</b></p>	<p><b>Our People</b> The Group aims to nurture our talents to their fullest potential while also providing equal opportunities to all.</p>
<p><b>Focus 7</b></p>	<p><b>Social Responsibility</b> The Group strives to make a positive difference in local communities by collaborating with them to foster positive outcomes for the economy, environment, and society as a whole.</p>





### Awards and Accreditations

As testament of our commitment to performance excellence, our construction arm, LCBC, has won a slew of various awards issued by the Building and Construction Authority (BCA) since the early 1990s. These range from the BCA Green Mark, Green and Gracious Builder, Construction Excellence, Construction Productivity, and Building Information Modelling (BIM) awards. We were also recognised by the Land Transport Authority (LTA) for our excellence in development and infrastructure project management. LCBC and LC Interior’s recent awards in the last two years include:

- **RoSPA Award (Silver), 2023**
- **WSH Performance (Silver), 2023**
- **URA Architectural Heritage Awards 2022**  
St James Power Station
- **SIA Architectural Design Awards, Design Award, Special Categories 2022**  
St James Power Station
- **BCA Built Environment Transformation Award, Industrial Category, 2022**  
Woodlands North Coast
- **BCA Built Environment Transformation Award, Commercial Category, 2022**  
PSA Liveable City
- **WSH Performance (Silver), 2022**

Lum Chang’s environmental initiatives are certified under the internationally recognised Environmental Management System Certificate (ISO 14001) as well as the Quality Management System Certificate (ISO 9001). Our Occupational Health and Safety Management System is also internationally recognised under ISO 45001.

The above industry awards and certification demonstrate our continuous commitment to excellence and innovation.



Figure 1: URA Architectural Heritage Awards 2022









Figure 2: BCA Awards 2022



## Contribution to the SDG Goals

The Group's business focus is aligned with the UN SDGs. The attainment of the UN SDGs is a continuing global effort and forms part of the Group's long-term focus on sustainability. The Group's contributions to the relevant goals are highlighted below.

Read more in the following section(s)	UN SDG	The Group's Contribution
<b>Focus 1:</b> Governance and Ethics	 <b>16. Peace, Justice and Strong Institutions</b>	Comply fully with all socioeconomic and environmental laws and regulations.
<b>Focus 2:</b> Economic Performance	 <b>13. Climate Action</b>	Monitor emissions and continually seek ways to reduce it.
<b>Focus 3:</b> Our Environment	 <b>6. Clean Water and Sanitation</b>	Maintain water efficiency and monitor water usage in construction projects.
	 <b>12. Responsible Consumption and Production</b>	Ensure that waste and effluents are managed in an environmentally sound manner. Engage in waste reduction, reuse and recycling whenever possible.
<b>Focus 4:</b> Quality and Innovation	 <b>9. Industry, Innovation and Infrastructure</b>	Improve the efficiency of materials usage and increase the sourcing of building materials from sustainable sources.
	 <b>11. Sustainable Cities and Communities</b>	Leverage technological developments to improve the efficiency of building functionality.
<b>Focus 5:</b> Workplace Health and Safety	 <b>8. Decent Work and Economic Growth</b>	Provide work opportunities as well as a safe and conducive working environment to the community.
<b>Focus 6:</b> Our People	 <b>4. Quality Education</b>	Provide training, career appraisal and development opportunities for all our employees.
<b>Focus 7:</b> Social Responsibility	 <b>11. Sustainable Cities and Communities</b>	Implement initiatives with social impact and donate to community organisations. Develop expertise in sustainable human settlement planning by supporting students through built environment (BE) related tertiary education.

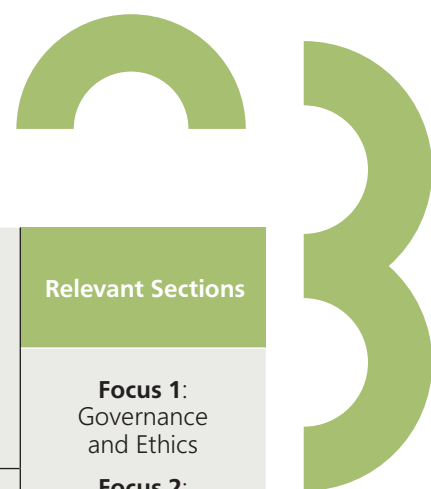
## STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

We identify stakeholders as groups that have an actual or potential impact on our business, groups that are impacted by the Group’s business activities and external organisations that have proficiency in areas that we consider material. The engagement with our stakeholders helps us determine our material topics and identify our focus areas for the sustainability report.

In identifying the concerns of the various stakeholder groups, we have considered the following matters:

1. Whether the issues would be main topics and future challenges to the sector.
2. Key organisational values, policies, operational management systems, goals, and targets.

Employees and Workers	Engagement Platforms	<ul style="list-style-type: none"> <li>• Regular safety briefings and meetings to discuss safety measures</li> <li>• Trainings for safety and inspections</li> <li>• Open annual performance appraisal system</li> </ul>	Relevant Sections
	Issues of Concern	<ul style="list-style-type: none"> <li>• Workplace health and safety, among employees and workers</li> <li>• Remuneration and benefits</li> <li>• Training and development</li> </ul>	<b>Focus 5:</b> Workplace Health and Safety  <b>Focus 6:</b> Our People
	Our Response	<ul style="list-style-type: none"> <li>• Implement comprehensive health and safety policies and practices</li> <li>• Monitor situation and remain agile in complying with safety rules and regulations</li> <li>• Provide training and career development opportunities</li> <li>• Provide meaningful performance appraisals and fair remuneration</li> </ul>	
Suppliers and Subcontractors	Engagement Platforms	<ul style="list-style-type: none"> <li>• Regular and ongoing assessment of contractors and suppliers</li> </ul>	<b>Focus 1:</b> Governance and Ethics  <b>Focus 5:</b> Workplace Health and Safety
	Issues of Concern	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Environmental compliance</li> <li>• Labour laws</li> </ul>	
	Our Response	<ul style="list-style-type: none"> <li>• Continuous engagement and ongoing assessment of performance of contractors</li> </ul>	
Customers	Engagement Platforms	<ul style="list-style-type: none"> <li>• Ongoing dialogues and engagement</li> </ul>	<b>Focus 1:</b> Governance and Ethics  <b>Focus 4:</b> Quality & Innovation
	Issues of Concern	<ul style="list-style-type: none"> <li>• Product and service quality</li> <li>• Data privacy</li> </ul>	
	Our Response	<ul style="list-style-type: none"> <li>• Implement quality standards and ongoing dialogue with customers</li> <li>• Implement robust data management policies and cyber resilience</li> </ul>	

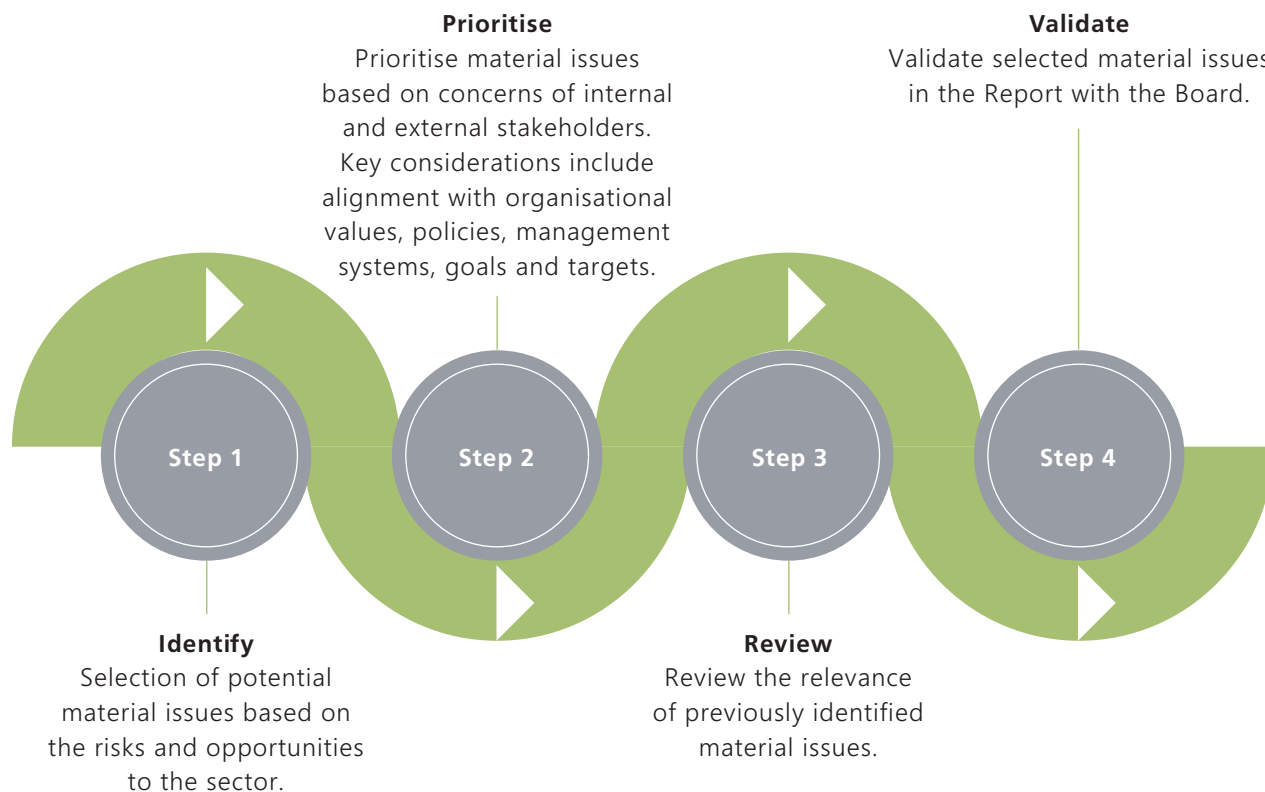


Governments and Regulators	Engagement Platforms	<ul style="list-style-type: none"> <li>Regulatory filings</li> <li>Annual Reports</li> <li>Site inspections</li> <li>SGX announcements</li> <li>Sustainability Reporting</li> <li>Ongoing dialogues</li> </ul>	<p><b>Relevant Sections</b></p> <p><b>Focus 1:</b> Governance and Ethics</p> <p><b>Focus 2:</b> Climate Risks and Opportunities</p> <p><b>Focus 3:</b> Our Environment</p> <ul style="list-style-type: none"> <li><b>Focus 5:</b> Workplace Health and Safety</li> <li><b>Focus 6:</b> Our People</li> </ul>
	Issues of Concern	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> </ul>	
	Our Response	<ul style="list-style-type: none"> <li>Implement robust policies and procedures</li> </ul>	
Community	Engagement Platforms	<ul style="list-style-type: none"> <li>Community engagement activities</li> </ul>	<p><b>Focus 3:</b> Our Environment</p> <p><b>Focus 7:</b> Social Responsibility</p>
	Issues of Concern	<ul style="list-style-type: none"> <li>Social development</li> <li>Noise management</li> <li>Vector controls</li> </ul>	
	Our Response	<ul style="list-style-type: none"> <li>Evaluate and mitigate any negative impacts of business operations on the surrounding community</li> <li>Identify community needs and evaluate the available support from the Group</li> </ul>	
Shareholders and Investors	Engagement Platforms	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Financial results, company announcements and Annual Reports</li> <li>Investor relations management</li> </ul>	<p><b>Focus 1:</b> Governance and Ethics</p> <p><b>Focus 2:</b> Climate Risks and Opportunities</p> <p><b>Focus 3:</b> Our Environment</p> <p><b>Focus 4:</b> Quality &amp; Innovation</p> <p><b>Focus 5:</b> Workplace Health and Safety</p> <p><b>Focus 6:</b> Our People</p> <p><b>Focus 7:</b> Social Responsibility</p>
	Issues of Concern	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Compliance with laws and regulations</li> <li>Corporate Governance and Ethics</li> </ul>	
	Our Response	<ul style="list-style-type: none"> <li>Publish informative and insightful Annual Reports, Sustainability Reports and announcements</li> <li>Disclosing identified Climate-related risks and opportunities in TCFD report</li> <li>Engage shareholders through investor relations events</li> </ul>	

We also considered the recommendations of an external ESG consultant for the selection of material topics. To improve comparability, the material topics have been benchmarked against selected industry peer groups.

The Group’s material topics are identified based on its actual and potential impacts on our internal and external stakeholders. We focus on reporting on risks and opportunities arising from our most important environmental, social and governance issues, which may ultimately affect our financial performance.

With the assistance of our ESG consultant, we have taken the following steps to identify and present the relevant material topics in this Report:



There are some changes made to the GRI topic disclosures in this year’s report, following input from various stakeholders and given its relevance to the Group’s sustainability strategy.

- GRI 301: Materials 2016 under material topic “Our Environment” because of its relevance to the Group’s construction segment. This will address how the tracking of building materials consumption is part of the Group’s sustainability strategy.
- GRI 304: Biodiversity 2016 under material topic “Our Environment” as there are more projects requiring increased compliance and regulation when operating in local areas with biodiversity.
- GRI 406: Non-discrimination 2016 under material topic “Our People” due to its relevance to the Group’s hiring practices. This will address how the Group’s hiring practices is aligned with fair employment practices in the jurisdictions it operates in.



The table below illustrates the material topics selected and their relevance to each of the Group's operating segments as well as the respective focus areas where further information on the material topics can be found in the Report. The material ESG factors and targets have been reviewed and approved by the Board.

Focus Areas	GRI Topic Standards	Boundaries
<b>Focus 1:</b> Governance and Ethics	GRI 205: Anti-corruption 2016	• Group-wide
	GRI-207: Tax Compliance 2019	
	GRI 418: Customer Privacy 2016	
<b>Focus 2:</b> Climate Risks and Opportunities	GRI 201: Economic Performance 2016	• Construction • Property Investment • Interior Contracting
<b>Focus 3:</b> Our Environment	GRI 301: Materials 2016	• Construction
	GRI 302; Energy 2016	• Construction • Property Investment • Property Development • Interior Contracting
	GRI 303: Water and Effluents 2018	
	GRI 304: Biodiversity 2016	
	GRI 305: Emissions 2016	
	GRI 306: Waste 2020	
	GRI 308: Supplier Environmental Assessment 2016	
GRI 413: Local Communities 2016		
<b>Focus 4:</b> Quality and Innovation	GRI 203: Indirect Economic Impacts 2016	• Construction • Interior Contracting
	GRI 416: Customer Health and Safety 2016	• Property Development • Property Investment • Interior Contracting
<b>Focus 5:</b> Workplace Health and Safety	GRI 403: Occupational Health and Safety 2018	• Construction • Interior Contracting
<b>Focus 6:</b> Our People	GRI 401: Employment 2016	• Group-wide
	GRI 404: Training and Education 2016	
	GRI 405: Diversity and Equal Opportunity 2016	
	GRI 406: Non-discrimination 2016	
	GRI 414: Suppliers Social Assessment 2016	• Construction • Property Investment • Property Development
<b>Focus 7:</b> Social Responsibility	GRI 413: Local Communities 2016	• Group-wide



## FOCUS 1: GOVERNANCE AND ETHICS

### Corporate Governance

The laws and regulations that are applicable to the Group include, among others, the Code of Corporate Governance 2018, Listing Rules of the SGX-ST, the Companies Act, and the Securities and Futures Act.

Review of new regulations and updates to existing regulations are regularly conducted by our employees, and our auditors. Updates are disseminated to relevant staff and processes are in place to monitor the activities and associated performance on a regular basis.

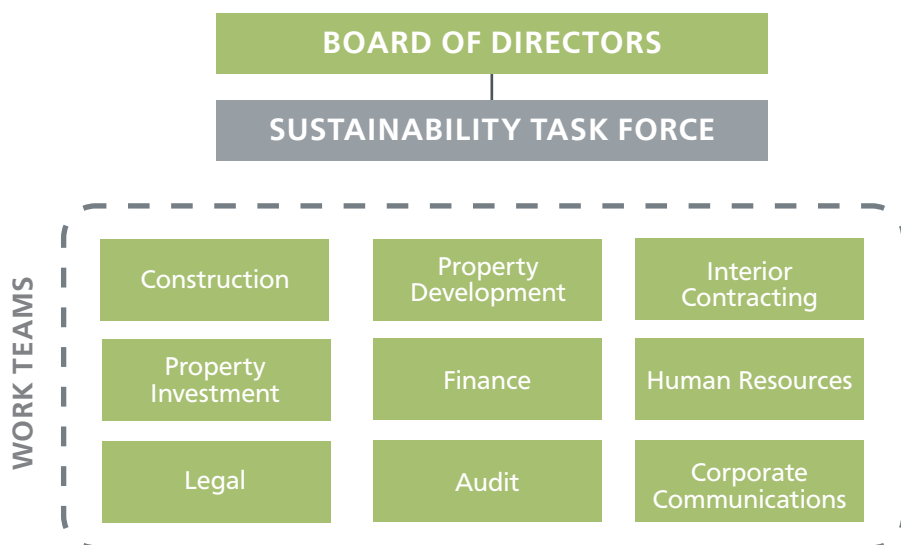
Additionally, updates on relevant legal, accounting and regulatory developments are regularly provided to the Board of Directors. The Company Secretary also circulates articles, reports and press releases issued by, among others, the SGX-ST, the Singapore Institute of Directors and the Accounting and Corporate Regulatory Authority, which are relevant to the Directors.

The Group strives to comply fully with all relevant social, economic and environmental laws and regulations.

In FY2023, no significant instances of any non-compliance with laws or regulations in the economic, environmental or social areas have been identified.

### Sustainability Governance and Statement of the Board

The Sustainability Task Force (STF) which comprises key management personnel and representatives from different business units was established to drive Lum Chang’s sustainability efforts.



The STF reviews the Group’s sustainability objectives, challenges, targets and progress to align with the strategic direction of the Group, and supervises the work teams in implementing and tracking sustainability data and progress.

The Board incorporates sustainability issues into the strategic formulation of the Group. The STF determines the material environmental, social and economic factors. The Board approves the material environmental, social and economic factors identified and ensures that the factors identified are well-managed and monitored. The Board of Directors acknowledges its responsibility for ensuring the integrity of the ESG report. To the best of its knowledge, this report addresses all relevant material issues and fairly presents the ESG performance of the organisation and its impacts.

All directors on the Board have attended sustainability training recognised by SGX-ST to prepare directors with knowledge on climate reporting in accordance with the TCFD.



## Risk Management

The Group adopts a precautionary approach in strategic decision and day-to-day operations by implementing a comprehensive risk management framework. We have integrated the process for identifying, assessing and managing material ESG related risks into our organisation's overall risk management framework.

## Ethics and Integrity

Lum Chang is committed to building and maintaining a culture of integrity. We work conscientiously to establish our employees' understanding and compliance with applicable laws and policies and adhere to the highest standards of ethics and integrity. Our ethics and compliance programme is an essential part of the Group's operations.

## Customer Privacy and Data

Lum Chang upholds its commitment to the protection of our customers' privacy and data through the implementation of its Data Protection Policy. This Policy governs the collection, handling and protection of our customers' personal information in a responsible manner, in accordance with the Personal Data Protection Act 2012 (No. 26 of 2012) (the Act). Security procedures have been established to promote and ensure data privacy, and are regularly monitored to ensure compliance with the applicable laws and regulations. Lum Chang does not divulge or sell personal information to third parties for marketing or promotional purposes. Our data protection officers ensure full compliance with the Act in executing their duties and there are contingency plans in place to deal with data breach incidents.

There were no reported breaches in FY2023. Lum Chang continues to improve our processes in place to ensure greater data privacy to maintain the confidence of our customers.

## Anti-corruption

Lum Chang is devoted to running our business operations based on our principles of honesty, integrity, responsibility and accountability at all levels of the organisation. All employees are briefed and required to comply with the Employee Code of Conduct, policies on Conflict of Interest and Whistle-Blowing. The Employee Code of Conduct and policies reiterates the Group's stance against corruption and bribery, as well as a clear framework for staff to conform to during their dealings with customers, suppliers and fellow colleagues. We communicate our anti-corruption policies and procedures to all our Board members and business partners.

There were zero incidents of corruption and public legal cases brought against the organisation or its employees in FY2023. We remain vigilant in ensuring that our employees conduct themselves with the highest integrity. Lum Chang adheres to all relevant legal and regulatory provisions in relation to the foregoing.

Please refer to the **Corporate Governance Report** in the Annual Report for more information.

## Tax Compliance

The Group's strategy and approach to tax is to fully comply with relevant tax laws and regulations in all jurisdictions we operate in, which indirectly support the local governments and authorities in their economic, environmental and social development objectives. The Group has zero tolerance for any intentional breach of tax laws and regulations.

Accountants are kept abreast of new tax changes by group tax agents or through updates from the Inland Revenue Authority of Singapore (IRAS). Consultations with tax agents for clarifications are also sought if required.

Lum Chang's operations and tax paid is predominantly in Singapore. For more details on tax amount paid, please refer to the Annual Report.



## GOVERNANCE AND ETHICS TARGETS

Segment	FY2023 Target	Status	Performance Update
Group-wide	<b>Zero</b> incidents of non-compliance with laws and regulations.	●	Achieved zero incidents of non-compliance with laws and regulations.
	<b>Zero</b> complaints concerning breaches of customer privacy and losses of customer data.	●	Achieved zero complaints concerning breaches of customer privacy and losses of customer data.
	<b>Zero</b> incidents of corruption.	●	Achieved zero incidents of corruption.

Status: ● Met ● Not Met

Targets for FY2024
<b>Zero</b> incidents of non-compliance with laws and regulations.
<b>Zero</b> complaints concerning breaches of customer privacy and losses of customer data.
<b>Zero</b> incidents of corruption.

## FOCUS 2: CLIMATE RISKS AND OPPORTUNITIES

Climate change is a long-term global risk that may have material financial impact on the Group’s business model, including assets, revenue, operations, capital and financing. The Group is also aware that aside from climate-related physical risks, the Group may also be affected by climate-related transitional risks such as policy & legal, technology, market and reputation.

The Group is committed to building resilience against climate change. To provide greater accountability and transparency in our efforts to manage the potential impacts of climate change on the Group, we will be including our first TCFD report which highlights the Group’s climate-related risks and opportunities as well as our management of the potential impact of climate-related issues on our business strategy in our rapidly evolving global landscape.

### Taskforce on Climate-related Financial Disclosures Recommendations

Integrating climate resilience into our business strategy is key for long-term value creation. Sustainable practices can help to reduce emissions and resource consumption which will give the Group a competitive edge amidst the global move towards a low-carbon future.

Climate change exerts wide ranging impacts, and the Group is not spared from it. As we strive to make a positive impact on the environment and society, we also acknowledge the significant influence climate change has on our business operations and stakeholders. Therefore, we remain vigilant in assessing the risks and opportunities associated with this issue. In doing so, we pave the way for a resilient business path, aligning with the accelerating global efforts of governments and business leaders to achieve decarbonisation goals.

This section presents a detailed discussion of our approach to the disclosure recommendations of the TCFD framework under the four core elements: climate-related governance, strategy, risk management, and metrics and targets.



TCFD Recommended Disclosures		FY2023 Status	Summary and Next Steps
Governance	Describe the Board's oversight of climate-related risks and opportunities	●	<p>Climate risks and opportunities were discussed and identified by the senior management based on the TCFD framework. Alongside the risks and opportunities, the management has also articulated their strategies and mitigation on these risks and opportunities. The consolidated risks and opportunities as well as mitigation strategies were presented to the Board.</p> <p>The Board has collectively reviewed and approved the climate risks and opportunities identified by the management. In mitigating the impact of climate change, the Board will endeavour to implement and continuously fine tune its sustainability governance structure by engaging the assistance of our management and operational leadership teams to oversee our climate mitigation strategies.</p> <p>Moving forward, the Board will be updated on the progress of the Group's mitigation and strategy against the identified climate risks and opportunities at least once a year or whenever necessary.</p>
	Describe management's role in assessing and managing climate-related risks and opportunities	●	<p>The identification of climate-related risks and opportunities was undertaken by the management team. The management will be supporting the Board to implement the identified climate-related strategies from ground up together with the support of the operational leadership teams within the Group.</p> <p>The operational leaders and the Group's management will regularly review the progress and strategies within their operational sites to ensure that the strategies are implemented accordingly.</p> <p>For critical decisions pertaining to sustainability, the management and operational leaders will agree and make critical decisions pertaining to sustainability that might present risks or opportunities to the Group's operations.</p>
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	●	Please refer to the Climate-related Risks and Opportunities section for more information.
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning	●	
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	●	In line with SGX's phased implementation approach for TCFD adoption, the Group will incorporate scenario analysis in our subsequent sustainability reports.

TCFD Recommended Disclosures		FY2023 Status	Summary and Next Steps
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks	●	The Group has identified the relevant climate-related risks as outlined in the Climate-related Risks and Opportunities section.  Having been identified, each risk is then assessed based on 1) the likelihood of occurrence and 2) the severity of potential impacts arising from the risk.
	Describe the organisation's processes for managing climate-related risks	●	The climate risk assessment process detailed above provides input for the Group to determine our risk management strategy. In addition to the likelihood and impact of the risk, we have also taken into consideration other relevant factors such as cost and time period involved.
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	●	The Board and management team will undertake periodic review of the identified climate-related risks and the risk management approach.
Metrics and Targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	●	For our energy consumption and emissions performance, please refer to Energy, water and waste management under Focus 3. We shall continue to monitor our emissions footprint before setting any quantitative emissions reduction targets.  The Group is evaluating other metrics that may potentially warrant inclusion as targets to manage climate-related risks. In line with SGX's phased implementation approach for TCFD adoption, the Group shall evaluate the need to quantify and monitor Scope 3 emissions in the subsequent sustainability report.
	Disclose Scope 1 <sup>1</sup> , Scope 2 <sup>2</sup> , and if appropriate, Scope 3 <sup>3</sup> greenhouse gas (GHG) emissions, and the related risks	●	
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	●	

Status: ● Met ● In Progress

<sup>1</sup> Scope 1 GHG emissions are emissions resulting from the sources owned or controlled by the Group.

<sup>2</sup> Scope 2 GHG emissions are emissions resulting from the generation of purchased electricity consumed by the Group.

<sup>3</sup> Scope 3 emissions are emissions from sources not owned or controlled by the Group such as the Group's value chain.



### Climate-related Risks and Opportunities

In line with our commitment to align with the Recommendations, our identification and assessment of climate risks considers:

- Transition risks: include changes to policy and legal obligations, technological innovation, changing market demand for products, and changing stakeholder expectations.
- Physical risks: risks relating to the physical impacts of climate change (both acute and chronic).
  - Acute physical risks refer to those that are event-driven, including increased severity of extreme weather events, such as cyclones, hurricanes, or floods.
  - Chronic physical risks refer to longer-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic heat waves.

The table below reflects our understanding of our most significant climate-related risks relevant to our business. The Group recognises and is aware that the list is not exhaustive, and we will continue to enhance our understanding and responses to these risks.

Transition and Physical Risks	Description	Risk Mitigation
Policy and Legal	<p><b>Increased carbon taxes leading to higher operational expenses</b></p> <ul style="list-style-type: none"> <li>• The Group may face higher operational expenses in the form of carbon tax being passed on to consumers by the power generating companies.</li> <li>• There could also be more expectations or regulatory requirements on emissions reporting which may require additional human resources or technology investment.</li> </ul>	<ul style="list-style-type: none"> <li>• The Group is currently adopting the following measures to reduce energy and emissions:                             <ul style="list-style-type: none"> <li>- Use of daylighting for common areas</li> <li>- Meters to monitor energy and water consumption of water and cooling systems</li> <li>- Energy efficient systems for air conditioning, lighting, car park systems</li> <li>- Use of solar panel system at selected project site office</li> <li>- Installation of energy efficient equipment</li> <li>- Use of natural resources efficiently, e.g. using energy efficient lighting and air-conditioning.</li> <li>- Work with sub-contractors and suppliers who are Environmental Partners</li> </ul> </li> <li>• We shall continue to monitor and improve the operating efficiency of the properties that we operate as well as provide further details on building features which are aimed at improving energy and water efficiency.</li> </ul>
	<p><b>Time period<sup>4</sup>:</b> Short, Medium, Long</p>	
	<p><b>Likelihood<sup>5</sup>:</b> Certain</p>	
	<p><b>Financial impact:</b> Increased operational expenses</p>	

<sup>4</sup> Definition of time period used in this Report: Short: 1-5 years, Medium: 5-7 years and Long: More than 7 years

<sup>5</sup> Three categories of likelihood have been used in this Report (in decreasing order of likelihood), namely (i) Certain, (ii) Likely and (iii) Possible



Transition and Physical Risks	Description	Risk Mitigation
Policy and Legal	<p><b>Changes in regulations and updates to standards for energy and resource efficiency (Property Investment)</b></p> <ul style="list-style-type: none"> <li>The Group may face increasingly stringent green building requirements such as mandates to increase energy efficiency and reduce both waste and water consumption.</li> </ul>	<ul style="list-style-type: none"> <li>The Group will maintain Green Mark where certified including joint-ventures.</li> <li>For any new property investments, we will target to achieve Green Mark as one of the criteria.</li> <li>Lum Chang Building's energy efficiency is currently within the range of Top Quartile of the latest BCA National Building Benchmarks for Commercial Buildings (2021). The Group shall monitor and endeavour to maintain such performance rating.</li> </ul>
	<p><b>Time period:</b> Medium, Long</p>	
	<p><b>Likelihood:</b> Likely</p>	
	<p><b>Financial impact:</b> Declining value of investment property if it does not achieve the necessary Green Mark certification as required.</p>	
	<p><b>Changes in regulations and updates to standards for energy and resource efficiency, as well as project requirements (New projects)</b></p> <ul style="list-style-type: none"> <li>The Group may face increasingly stringent green building requirements such as mandates to increase energy efficiency and reduce both waste and water consumption.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with changes in built sector regulations through accreditations such as our existing Green and Gracious Builder.</li> <li>The Group shall continue to incorporate sustainability considerations and features to meet regulatory and client requirements.</li> <li>We will comply with the new regulations where applicable.</li> </ul>
	<p><b>Time period:</b> Short, Medium, Long</p>	
	<p><b>Likelihood:</b> Certain</p>	
	<p><b>Financial impact:</b> Increased operational and investment costs to comply with requirements in order to secure new projects.</p>	
Technology	<p><b>Increased utilisation of technology and sustainable solutions such as constructing with low-carbon materials and manufacturing off-site</b></p> <ul style="list-style-type: none"> <li>The Group's procurement and skills strategies will be affected by alterations in building designs made to facilitate the adoption of technology.</li> </ul>	<ul style="list-style-type: none"> <li>The Group shall continue to identify new low carbon technology and explore opportunities for adoption.</li> <li>The Group will consider integrating low carbon materials and off-site construction techniques and components across our portfolio, and will seek opportunities to increase this.</li> </ul>
	<p><b>Time period:</b> Short, Medium, Long</p>	
	<p><b>Likelihood:</b> Certain</p>	
	<p><b>Financial impact:</b> Increased operational and investment costs.</p>	



Transition and Physical Risks	Description	Risk Mitigation
Market	<p><b>Changes in investor and financier preferences and expectations with regard to ESG considerations</b></p> <ul style="list-style-type: none"> <li>The Group’s procurement and skills strategies will be affected by alterations in building designs made to facilitate the adoption of technology.</li> </ul>	<ul style="list-style-type: none"> <li>The Group has established a sustainability strategy and shall continue to advance our ESG goals.</li> <li>The Group shall regularly engage with stakeholders on ESG issues and improve our ESG disclosures to meet stakeholders’ expectations.</li> </ul>
	<p><b>Time period:</b> Medium, Long</p>	
	<p><b>Likelihood:</b> Possible</p>	
	<p><b>Financial impact:</b> Reduced access to capital and financing.</p>	
Reputation	<p><b>Changing customer and stakeholder expectations in relation to ESG considerations</b></p> <ul style="list-style-type: none"> <li>Failure to adopt best industry practices as compared to other competitors may reduce demand for the Group’s properties and impact the Group’s reputation.</li> </ul>	
	<p><b>Time period:</b> Medium, Long</p>	
	<p><b>Likelihood:</b> Possible</p>	
	<p><b>Financial impact:</b> Reduced revenue due to reduced demand.</p>	



Transition and Physical Risks	Description	Risk Mitigation
Physical (Acute and Chronic)	<p><b>Extreme rainfall and increased flooding events resulting in higher operational expenses</b></p> <ul style="list-style-type: none"> <li>• Extreme rainfall and increased flooding events can lead to physical infrastructure damage, supply chain disruption which in turn increases the operational and maintenance expenses.</li> <li>• Flooding events can lead to project disruptions which ultimately impact revenue recognition.</li> <li>• Increased rainfall and flooding events can also lead to an increase in vector breeding which may possibly lead to subsequent work stoppages by the authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• The Group shall continue to consider factors such as temperature, rainfall, flash floods events, and water supply in Singapore and Malaysia when planning projects and developing contractual agreements, in addition to other factors such as location of the Group’s properties, energy consumption and building materials.</li> <li>• In addition to existing climate adaptation measures implemented by the local government such as compliance with the Public Utilities Board’s (PUB) flood prevention regulations, risks such as disruptions to business, physical infrastructure damage, value chain disruptions and negative health impacts shall be mitigated and addressed appropriately.</li> </ul>
	<p><b>Time period:</b> Medium, Long</p>	
	<p><b>Likelihood:</b> Likely</p>	
	<p><b>Financial impact:</b></p> <ul style="list-style-type: none"> <li>• Increased operational expenses.</li> <li>• Reduced revenue or delayed revenue recognition.</li> </ul>	
	<p><b>Increasing mean temperatures require increased energy consumption for cooling, affecting the labour force and have an impact on the building materials and durability</b></p> <ul style="list-style-type: none"> <li>• Rising temperatures will require increased energy consumption for cooling needs such as air conditioning of the properties.</li> <li>• Extreme temperature changes may also affect employees’ health. This could include increased thermal discomfort and the risks of heat-related illnesses which may result in temporary work stoppages.</li> <li>• It will also have an impact on the selection of building materials used and its life cycle or tensile strength of metals.</li> </ul>	<ul style="list-style-type: none"> <li>• The Group will develop contingency plans for operations such as short work breaks and stoppages if workers are working in higher temperature conditions and at risk of heat injuries.</li> </ul>
	<p><b>Time period:</b> Medium, Long</p>	
	<p><b>Likelihood:</b> Likely</p>	
	<p><b>Financial impact:</b> Increased operational expenses.</p>	



While changes in the economy and the environment brought about by climate change represent certain risks to the Group, there also exist opportunities that arise. The Group is well positioned to capture such opportunities and create long-term value for our stakeholders.

Opportunities	Description	Management's Response
Resource Efficiency/ Resilience	<p><b>Decarbonise operations by incorporating energy-efficient equipment and processes</b></p> <ul style="list-style-type: none"> <li>By adopting energy-efficient equipment and processes and decarbonising its operations, the Group can enhance its resilience to electricity price fluctuations and reduce operational costs through energy savings</li> </ul>	<ul style="list-style-type: none"> <li>The Group shall continue to adopt more energy efficient measures and processes to reduce electricity consumption and lower emissions.</li> <li>The Group will keep track of advancements in low-carbon and energy-efficient technologies for the BE sector, and assess potential adoption opportunities where appropriate.</li> </ul>
	<p><b>Time period:</b> Short, Medium, Long</p>	
	<p><b>Likelihood:</b> Certain</p>	
	<p><b>Financial impact:</b></p> <ul style="list-style-type: none"> <li>Reduced energy and operational expenses through efficiency gains.</li> <li>Reduced exposure to future fossil fuel price increases.</li> <li>Reduced exposure to greenhouse gas emissions and less sensitivity to changes in cost of carbon.</li> </ul>	
Markets	<p><b>Increase access to sustainable and green financing</b></p> <ul style="list-style-type: none"> <li>Developers are increasingly embracing green or sustainability-linked loans or bonds, while local banks are taking a closer look at ESG risks when providing project financing, indicating the growing mainstream adoption of green financing. The Group can increase its access to funding by complying with sustainability practices and meeting investor expectations.</li> </ul>	<ul style="list-style-type: none"> <li>The Group shall explore green loans and continue to improve our ESG disclosures to meet investor expectations for sustainability-related information.</li> </ul>
	<p><b>Time period:</b> Short, Medium, Long</p>	
	<p><b>Likelihood:</b> Certain</p>	
	<p><b>Financial impact:</b></p> <ul style="list-style-type: none"> <li>Lower costs of financing.</li> <li>Increased access to capital.</li> </ul>	





Opportunities	Description	Management's Response
<p>Markets</p>	<p><b>Potential work from Addition and Alterations (A&amp;A) of buildings to meet emission standard requirements</b></p> <ul style="list-style-type: none"> <li>• There is increased demand for A&amp;A of existing buildings to meet green requirements such as the Singapore Green Plan.</li> <li>• Under the Singapore Green plan, the Singapore Government has plans to have 80% of all buildings to have the BCA green mark by 2030.</li> <li>• Cash incentives such as the Green Mark Incentive Scheme will allow greater accessibility for building owners to lower upfront costs of retrofiting, thus further increasing the demand.</li> </ul>	<ul style="list-style-type: none"> <li>• The Group will explore ways to tap onto this growing demand.</li> <li>• The Group will upskill our employees for example, by attaining the Green Mark Accredited Professional (GMAP) certification.</li> </ul>
	<p><b>Time period:</b> Medium, Long</p>	
	<p><b>Likelihood:</b> Likely</p>	
	<p><b>Financial impact:</b></p> <p>Increased revenue due to increased demand for A&amp;A of existing buildings to meet green requirements.</p>	
<p>Products and Services</p>	<p><b>Increase revenue through offering green buildings and spaces</b></p> <ul style="list-style-type: none"> <li>• The Group can provide eco-friendly buildings and premises that may warrant higher prices owing to growing interest in sustainability-rated buildings.</li> <li>• This would also allow the Group to enhance returns on both the leasing rate and resale value of their properties.</li> </ul>	<ul style="list-style-type: none"> <li>• The Group shall explore ways to incorporate sustainability features throughout our portfolio and attain green building certifications wherever feasible.</li> </ul>
	<p><b>Time period:</b> Short, Medium, Long</p>	
	<p><b>Likelihood:</b> Likely</p>	
	<p><b>Financial impact:</b></p> <ul style="list-style-type: none"> <li>• Increased revenue due to increased demand for buildings with eco-friendly fittings.</li> <li>• Higher investment property valuation.</li> </ul>	



Opportunities	Description	Management's Response
Products and Services	<b>Increased revenue by meeting customer's environmental expectations</b> <ul style="list-style-type: none"> <li>Meeting customers' environmental requirements could result in greater competitiveness to secure construction contracts.</li> </ul>	<ul style="list-style-type: none"> <li>The Group shall continue to work closely with customers and building authorities to understand and integrate their requirements.</li> </ul>
	<b>Time period:</b> Short, Medium, Long	
	<b>Likelihood:</b> Certain	
	<b>Financial impact:</b> Increased revenue as a result of meeting customers' requirements and securing a higher volume of contracts.	

Segment	FY2023 Target	Status	Performance Update
<b>Group-wide</b>	Identify key climate-related risks and opportunities for the Group in accordance with the TCFD recommendations.	●	Identified key climate-related risks and opportunities for the Group in accordance with the TCFD recommendations.

Status: ● Met ● Not Met

Targets for FY2024	
<b>Group-wide</b>	Identify key climate-related risks and opportunities for the Group in accordance with the TCFD recommendations.



## FOCUS 3: OUR ENVIRONMENT

At Lum Chang, we are conscious of the environmental impacts arising from our business activities and have implemented an overall framework of eco-friendly practices to minimise energy, water and waste consumption. The initiatives implemented by the Group strive to promote resource efficiency and reduce materials usage, leading to lower operating costs.

The Group is well positioned to capture opportunities in sustainable buildings and projects. Our environmental strategy is aligned with the Singapore Green Plan 2030, which will see an increase in demand for sustainable construction practices and green projects.

### Environmental Measures

- Train and promote environmental awareness amongst staff
- Use of natural resources efficiently, e.g. using energy efficient lighting and air-conditioning, and water recycling in our construction site offices
- Work with sub-contractors and suppliers who are Environmental Partners
- Minimise and control noise and vibration arising from our work activities
- Promote Green and Gracious initiatives through communicating our policies and necessary information to all stakeholders

## SUSTAINABLE DESIGNS AND INSTALLATIONS

### Property Development and Property Investment

Various sustainable features are incorporated into the planning and designing of our buildings. These features reduce the environmental footprint of the building and improve the wellbeing of building inhabitants.

Key features of our properties include:

Properties	Energy Management	Water Management	Waste Management
<b>Property Development</b>			
<b>Twin Palms Sungai Long, Malaysia</b>	✓ Use of solar panel hot water system	✓ Use of rain water harvesting system for irrigation	✓ Wastewater discharge to IWK sewers/ discharge points



Properties	Energy Management	Water Management	Waste Management
<b>Property Investment</b>			
<b>Lum Chang Building</b>	<ul style="list-style-type: none"> <li>✓ Energy efficiency measures such as LED lighting, sensors are installed during construction of the building.</li> <li>✓ Encouraging environmentally friendly behaviours such as switching off lights and aircon during lunch hours.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Incorporate water-efficient fittings and fixtures</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide facilities for collection and storage of different common recyclables</li> </ul>
<b>Tekka Place, Singapore</b>	<ul style="list-style-type: none"> <li>✓ Use of daylighting for common areas</li> <li>✓ Meters to monitor energy and water consumption of water and cooling systems</li> <li>✓ Energy efficient systems for air conditioning, lighting, car park systems</li> </ul>	<ul style="list-style-type: none"> <li>✓ Water efficient fittings with minimum two ticks rating</li> <li>✓ Water efficient irrigation system with rain sensor</li> <li>✓ Provide smart remote monitoring system with alert features for leak detection</li> </ul>	<ul style="list-style-type: none"> <li>✓ Wastewater discharge to PUB sewers/ discharge points</li> <li>✓ Provide facilities for collection and storage of different common recyclables</li> </ul>

Designs of all buildings are also assessed for any residual risk that could not be mitigated, so that proper risk management can be executed. The appointed Principal Designer will lead in planning, managing, monitoring and coordinating health and safety regulations during the pre-construction phase of the project.

### Interior Contracting

The Group’s interior contracting arm specialises in interior fitting-out, conservation and restoration, and addition and alteration services, across a broad range of sectors including commercial, retail, F&B and hospitality. Driven by a strong service-led culture, the team develops collaborative partnerships with the project’s clients, main contractors (where applicable), architects and designers, to deliver innovative and efficient construction solutions.

We incorporate sustainable methods and technologies in our design-and-build projects where possible, for the benefit of our clients and occupants. For example, the Group was involved in the conservation and restoration works at St. James Power Station’s (SJPS) in 2021 which entailed the restoration of the fair-faced external façade walls. Hot steam was used to clean the façade walls instead of the conventional water jet, which maximised the care for the environment by minimising water usage. Instead of the conventional “hack and replaster methodology”, nano lime injection was used for the restoration of old lime plaster walls of both the internal and external façade, thus allowing the repair of as much of the existing material as possible without using additional raw materials.

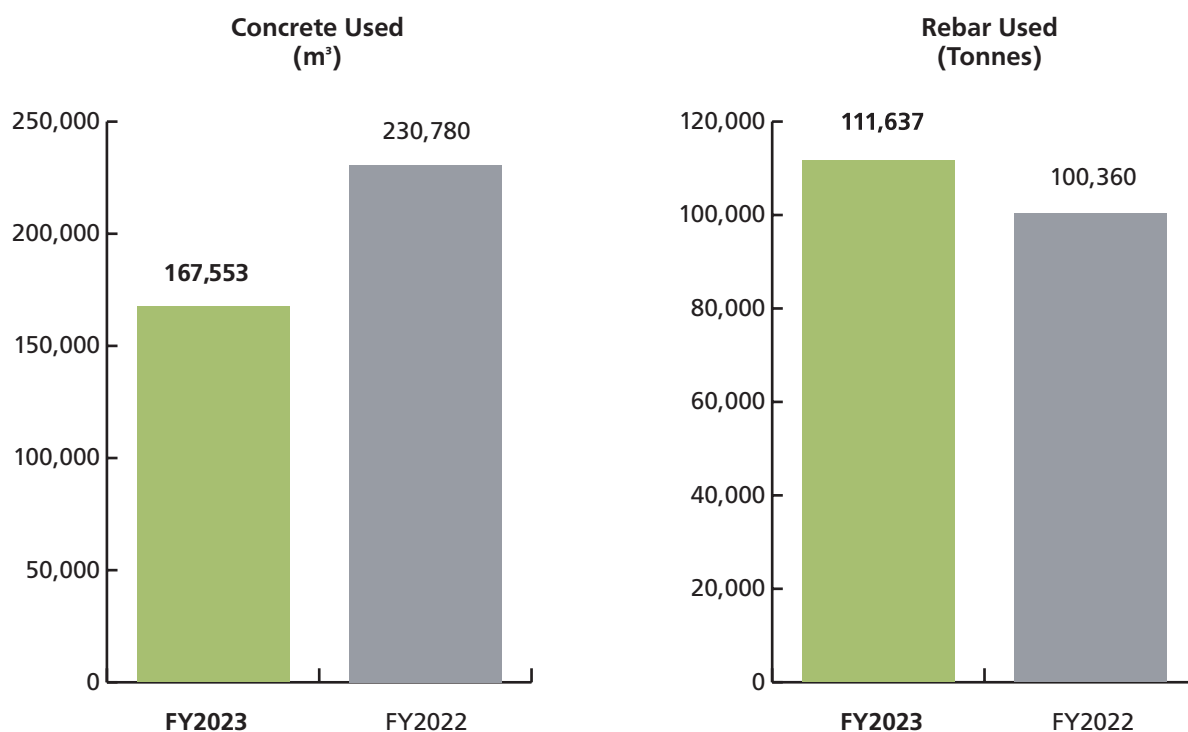
### MATERIAL MANAGEMENT

The Group places a strong emphasis on responsible materials management, incorporating renewables and recycled materials into its projects. Recognising the environmental benefits of renewable resources, Lum Chang actively seeks out sustainable alternatives to traditional construction materials.

We endeavour to use recycled materials where possible during construction to minimise environmental impact. Steel and other metals are reused for additional structure stabilising works, safety barriers, and access ramps or as metro deck during deep excavation. Formworks and timbers are reused as notice boards and site furniture. Excess concrete is used as counterweight for perimeter hoardings and lean concreting for exposed soil to control erosion. This contributes to responsible waste management practices at the construction sites and enabled the Group to meet consumption targets set for the projects.

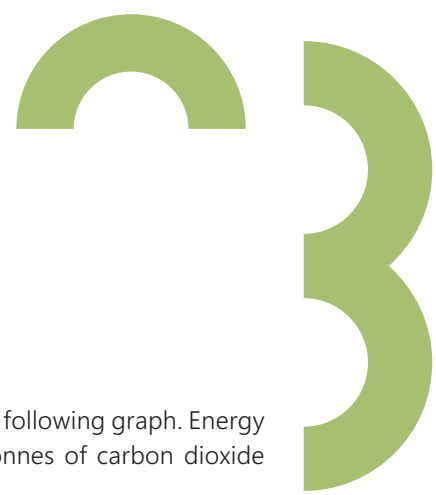
We collaborate with suppliers and industry partners to explore innovative technologies and practices that enable efficient recycling and reuse of construction waste.

Through these initiatives, the company strives to minimise its environmental footprint, promote the circular economy, and contribute to a more sustainable and resource-efficient construction industry.



As this is the first year that the Group is disclosing the weight of materials used, the Group intends to start with construction materials that are used for our projects.

The Group will consider expanding on the types of materials used in subsequent years. Materials used during construction were from non-renewable materials such as concrete and reinforcing bars.



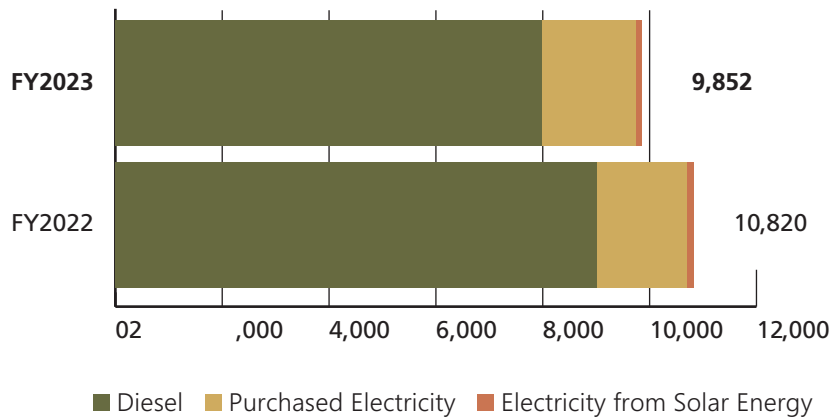
ENERGY, WATER AND WASTE MANAGEMENT

Construction

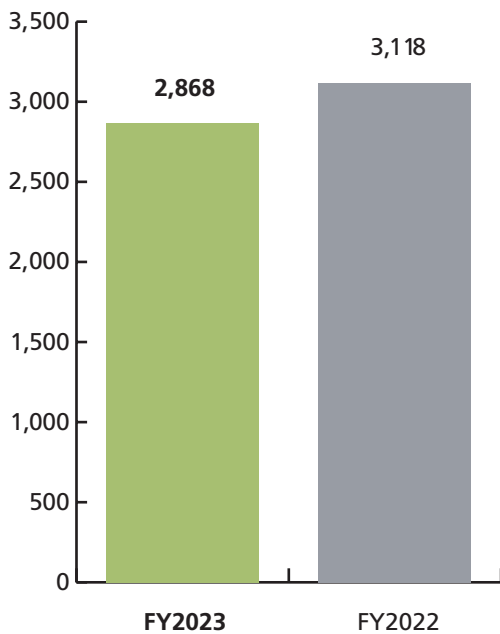
Energy

The total energy and emissions performance from our construction projects is shown in the following graph. Energy consumption is measured in Megawatt hour (MWh) while emissions are measured in tonnes of carbon dioxide equivalent (tCO2e).

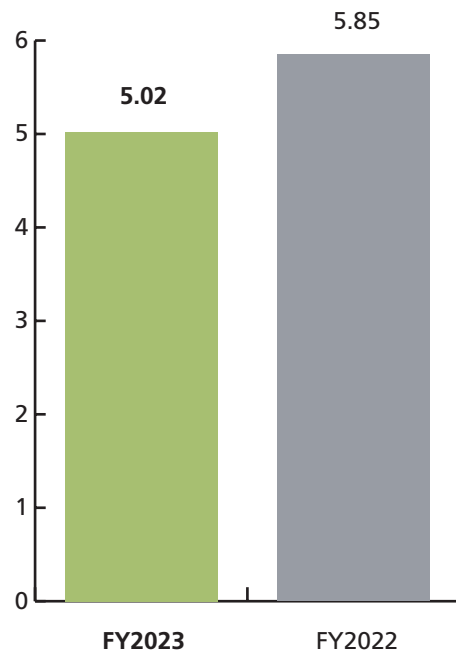
**Energy Consumption for Construction (MWh)  
(Diesel, Electricity, Solar Energy)**



**Total Emissions for Construction  
(tCO2e)**



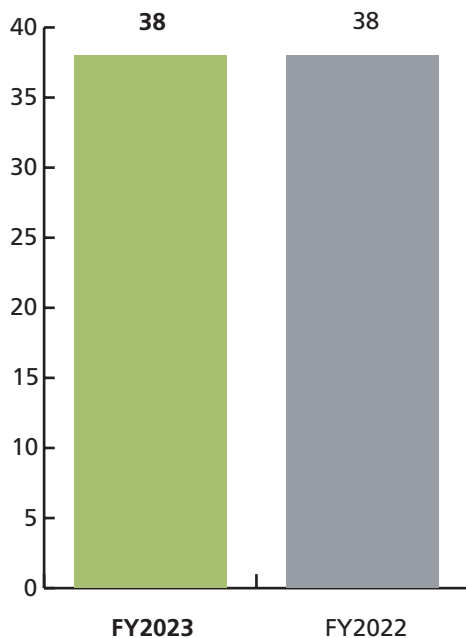
**Energy Intensity for Construction  
(MWh/\$'mil work done)**



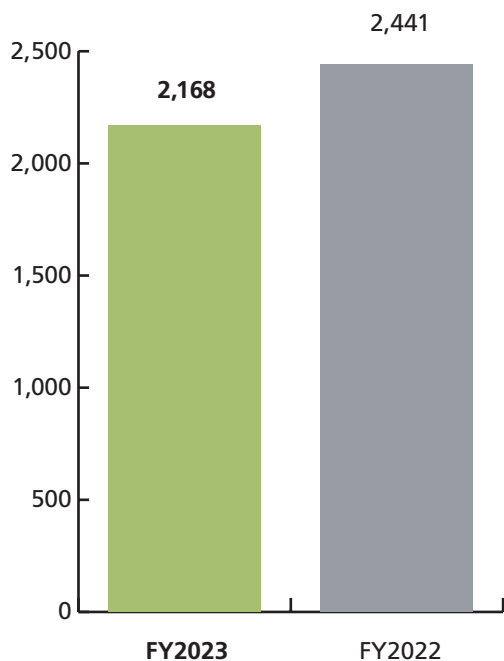
There is a decrease of 9% and 8% in the energy consumption and the carbon emission respectively, compared to FY2022. The decrease is mainly due to the completion of the Kingsville project.

The Group owns solar panels that generates electricity for some of its projects. Excess electricity generated from the solar panels is sold back to the grid. Total electricity sold back to the grid has remained constant at 38 MWh for both years.

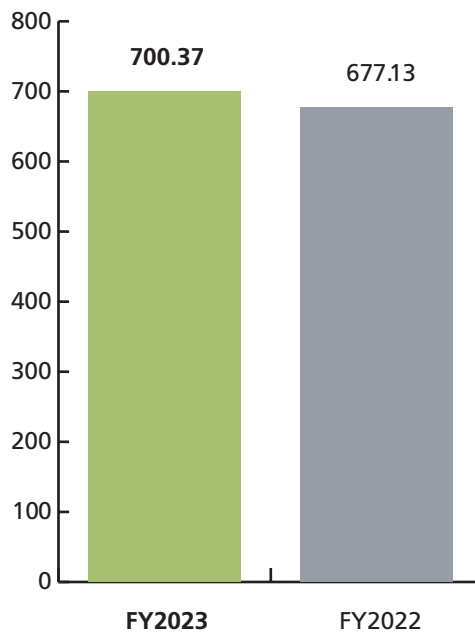
**Total Electricity sold back to the Grid (MWh)**

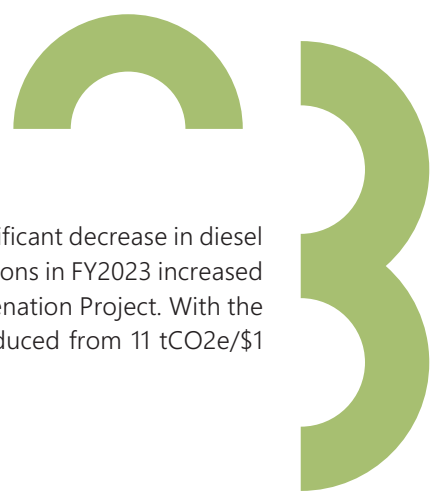


**Scope 1 GHG Emissions (tCO2e)**



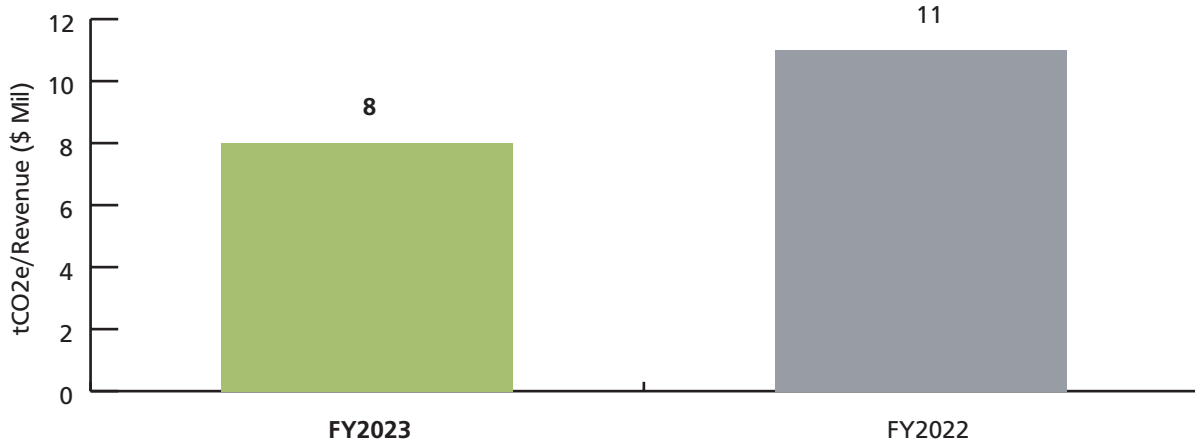
**Scope 2 GHG Emissions (tCO2e)**





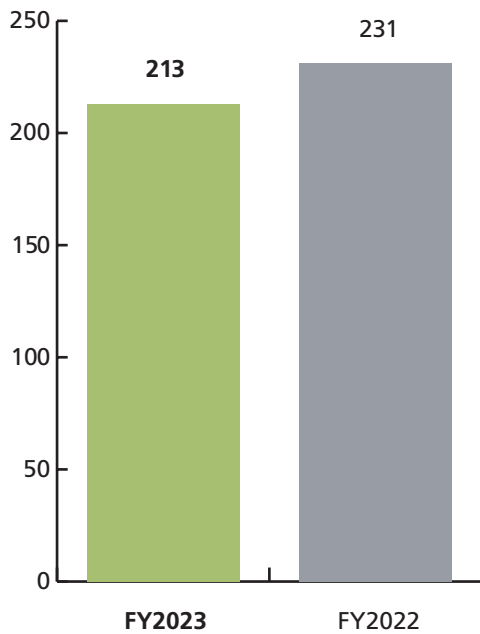
Scope 1 emissions in FY2023 has decreased by 11% compared to FY2022 as there was a significant decrease in diesel consumption owing to the completion of the Kingsville project in April 2023. Scope 2 emissions in FY2023 increased by 3% compared to FY2022 due to an increase in electricity demand for the Mandai Rejuvenation Project. With the substantial decrease in Scope 1 emissions, the emission intensity for Scope 1 and 2 is reduced from 11 tCO<sub>2</sub>e/\$1 million to 8 tCO<sub>2</sub>e/\$1 million.

**Emissions Intensity (Scope 1 and Scope 2)**

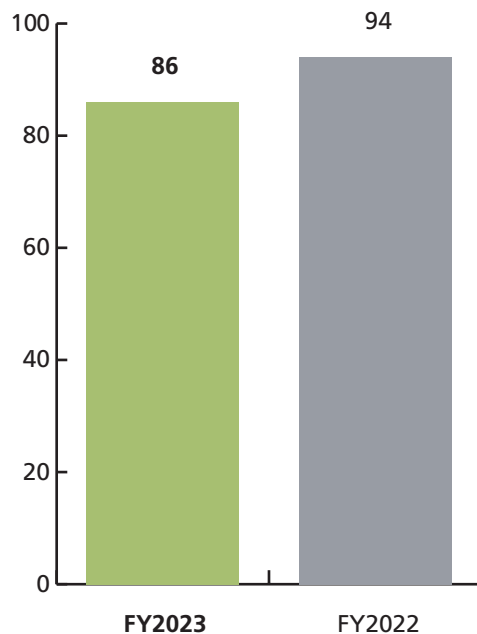


As part of its energy conservation and efficiency initiatives, the Group currently uses renewable energy from electricity generated from solar panels owned by the Group, for two of its projects. This has also allowed the Group to avoid emissions it would otherwise emit if electricity was purchased from the grid instead. The Group’s Scope 2 emissions avoided decreased from 94 tCO<sub>2</sub>e to 86 tCO<sub>2</sub>e due to lower overall electricity consumption for both projects.

**Electricity used from Solar energy (MWh)**



**Emissions Avoided (Scope 2) (tCO<sub>2</sub>e)**







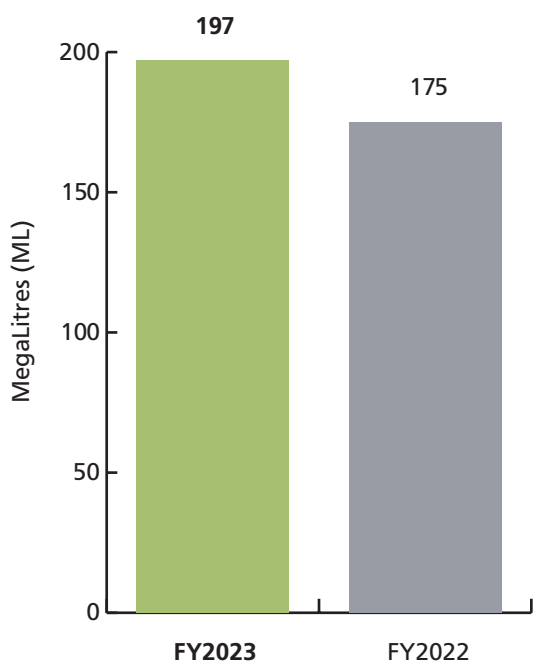
**Water**

We employ water-efficient equipment and processes to carefully monitor and manage our water consumption, aiming for optimal water efficiency in all our operations. The Group implements water-saving practices throughout its activities, emphasising the importance of reducing water usage to its employees.

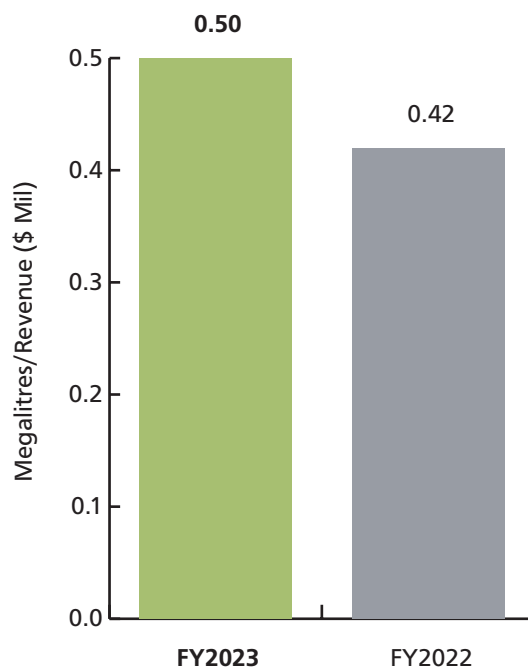
Our water consumption encompasses both potable and recycled water, which are considered freshwater resources. Potable water is sourced from municipal third-party suppliers, while recycled water, from rainwater harvesting, is utilised whenever possible.

Recycled and rainwater play a significant role in various tasks, such as cleaning construction sites and washing vehicles at our construction sites. Furthermore, we have implemented water-saving measures, including the installation of thimbles in taps, across our project sites and corporate office.

**Total Water Withdrawal for the Group**



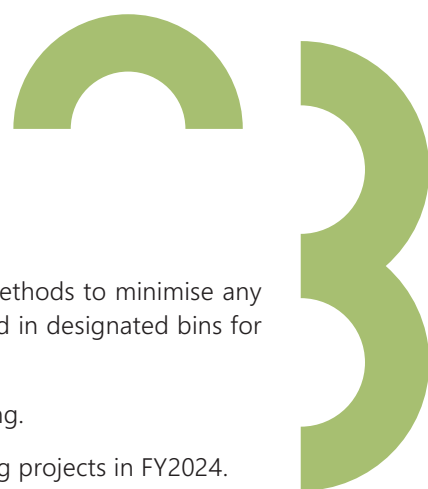
**Water Withdrawal Intensity for the Group**



Water withdrawal for the Group has increased from 175 Megalitres in FY2022 to 197 Megalitres in FY2023<sup>6</sup>. This increase was driven by an increase in demand for water from the Tanah Merah station (Contract T315) and the Mandai Rejuvenation Projects.

The discharge of wastewater into public sewerage system is strictly regulated by PUB. To ensure that Total Suspended Solids readings of the discharged water do not exceed the legal limit of 50 mg/litre, our construction projects are equipped with Earth Control Measure to control earth and silt from being discharged into public drains that lead to water catchment areas. The collected water, containing a mixture of mud and silt, is treated and filtered before being discharged into the common public drainage.

<sup>6</sup> This includes the water consumption for Lum Chang building, which is about 6.4ML and 6.1ML for FY2023 and FY2022 respectively.

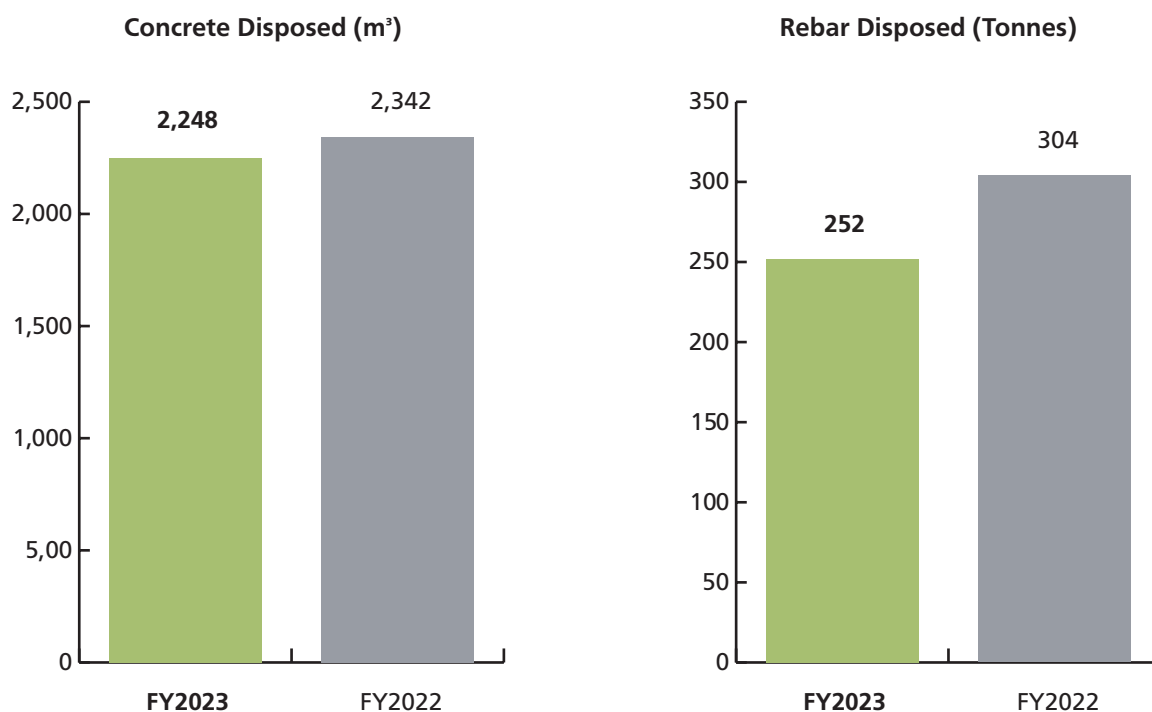


## Waste

The Group is responsible in the disposal of its waste materials by using only approved methods to minimise any harm to the environment. Excess debris and general waste from construction are collected in designated bins for proper disposal by licensed contractors.

100% of the concrete and rebars disposed in our construction projects are sent for recycling.

We strive for continual excellence and are working toward meeting our targets for ongoing projects in FY2024.



## Property Investment

The Group has operational control over Lum Chang Building<sup>7</sup> and the retail space at Tekka Place. The following represents the aggregated resource efficiency and performance related to the properties.

Descriptions	Lum Chang Building		Tekka Place (Retail Space)	
	FY2023	FY2022	FY2023	FY2022
<b>Energy Consumption (MWh)</b>	753	742	2,984	2,959
<b>Scope 2 emissions (tCO<sub>2</sub>e)</b>	305	301	1,211	1,201
<b>Water Consumption (m³)</b>	6,400	6,098	48,649	38,832
<b>Water Intensity (m³ by Area m²)</b>	0.86	0.82	2.20	1.75
<b>Waste Disposed (kg)</b>	*	*	225,000	199,430
<b>Waste Recycled (kg)</b>	*	*	28,213	40,603

\* The weight and composition of waste for Lum Chang Building is currently not tracked. The Group will disclose this data in subsequent years.

<sup>7</sup> This refers to consumption by the Group, it does not include energy and water consumption of other tenants within the Lum Chang Building.

In Lum Chang Building, our energy conservation initiatives include energy-efficient equipment for thermal control and lighting in the building. Our tenants and staff are regularly engaged on energy-saving practices through training materials and email correspondences. Water fittings with good water efficiency rating from PUB Water Efficiency Labelling Scheme are used to reduce water wastage. Rainwater is also harvested to provide irrigation to the landscape areas in the building.

Tekka Place is certified Green Mark Gold Plus. At Tekka Place, the Group has engaged a third-party waste disposal service provider to process waste generated from our properties. Waste statistics and recycling trends are drawn and monitored from the report provided by the service provider. The Group has encouraged recycling by making it more accessible to the visitors and tenants of the mall and hotel. Recycling bins are placed near lift lobbies and toilets of each floor, a designed space is catered for sorting of the recyclables at the bin centre. We also aim to generate environmental awareness through initiatives held in support of Singapore World Water Day and Earth hour.

We shall continue to monitor and improve the operating efficiency of the properties that we operate as well as provide further details on building features which are aimed at improving energy and water efficiency. We also aim to drive sustainable waste management practices across all our properties.

## SUPPLIER ENVIRONMENTAL MANAGEMENT

Lum Chang endeavours to ensure that suppliers engaged, and products used throughout the supply chain satisfy the environmental standards held by the Group.

For Construction, 100% of new major suppliers<sup>8</sup> threshold for the criteria were screened for environmental criteria such as, Green and Gracious Builder Scheme, as well as ISO 14001. A total of two new major suppliers were assessed for environmental impacts. There were zero incidents of negative environmental impact found in our supply chain in FY2023.

For Property Investment, we require our principal sub-contractor to operate under an Environmental Management System, such as ISO 14001. Moving forward, we will put ESG as part of our pre-qualification criteria, to shortlist project partners for our future projects.

We vigilantly assess the green features and certification of our supplier products. We will procure from alternative sources if the supplier is found to have negative impacts on the environment in the supply chain. Such suppliers shall be blacklisted from tendering for our future jobs.

## NOISE AND VECTOR MANAGEMENT

Lum Chang implements its noise management programme and vector control measures to minimise noise levels and prevent pest breeding at construction sites. We continuously engage with members of the public residing in the vicinity, to seek their understanding on the ongoing works. The Group has implemented comprehensive measures to dampen the impact of noise on the surrounding community. Noise management measures include the use of portable and non-portable noise meters for continuous monitoring of noise levels, noise barriers, and exploring alternative construction methods to reduce sources of noise. Routine checks are conducted to detect and remove breeding of vectors. Pest control companies are engaged to carry out regular insecticide spraying.

<sup>8</sup> Major suppliers refer to suppliers with contract value more than S\$100,000.



## BIODIVERSITY

The Group, having a strong commitment to environmental sustainability, places great emphasis on being cognizant of biodiversity impacts in all of its projects. Recognising the vital importance of preserving the delicate balance of ecosystems, the company adopts a proactive approach that integrates biodiversity considerations into every stage of the construction process.

Prior to commencing any projects within protected areas or nature reserves such as the Mandai rejuvenation project, necessary environmental compliance assessments are conducted to identify any potential risks or impacts on local flora and fauna. The Mandai rejuvenation project is in the vicinity of the Central Catchment Nature Reserve (CCNR) and Upper Seletar Reservoir. The CCNR includes diversity-rich dipterocarp forests and the last substantial primary freshwater swamp forest in Singapore – Nee Soon Swamp Forest. The Group works closely with government regulators to comply with requirements that minimise disturbances to habitats and protect threatened species. By fostering a culture of biodiversity awareness, Lum Chang demonstrates its unwavering commitment to responsible construction practices that not only deliver high-quality projects but also prioritise the protection and conservation of nature.

The Mandai Rejuvenation project requires us to follow the respective environmental management & monitoring plans. The direct and indirect impacts of the Group's construction activities on biodiversity are multifaceted and require careful consideration. As a responsible construction company, we seek to minimise these direct impacts by implementing mitigation measures, such as compliance to environmental requirements and regulations and employing green and eco-friendly construction practices.

## ENVIRONMENTAL TARGETS

Segment	FY2023 Target		Status	Performance Update
Property Development	⌚ Long-term Target	Design to achieve Green Mark (or equivalent) award for new significant projects.	Not Applicable for FY2023	For all new developments, we will strive to meet the target. This target is not applicable as currently, there are no new development projects.
		Use water efficient fittings approved by local certification authorities.	●	Water efficient fittings that we use are approved by local certification authorities.
		Adopt green building strategies and technologies at the construction phase of the development of new and ongoing significant projects.	Not Applicable	This target is not applicable as currently, there are no new development projects.
Property Investment	⌚ Long-term Target	To maintain Green Mark or equivalent for the Group's significant investment properties.	Not Applicable	Lum Chang Building is not green mark certified. However, the building's energy efficiency is currently within the range of Top Quartile of the latest BCA National Building Benchmarks for Commercial Buildings (2021).
		<b>Zero</b> incident of non-compliance with environmental and labour laws among suppliers.	●	Achieved Zero incident of non-compliance with environmental and labour laws among suppliers.

Segment	FY2023 Target	Status	Performance Update
<b>Construction</b>	<b>Zero</b> incidents of work stoppage due to environmental non-compliance. <sup>∞</sup>	●	Achieved Zero incidents of work stoppage due to environmental non-compliance..
	<b>Zero</b> incident of non-compliance with environmental and labour laws among suppliers.	●	Achieved Zero incident of non-compliance with environmental and labour laws among suppliers.
<b>Interior Contracting</b>	Incorporate environmentally sustainable innovations and use green materials in our projects where possible.	●	During the conservation efforts at Red Cross House and Clarke Quay, we collaborated closely with the project team to preserve as many original finishes as possible, including the repair of existing plaster.  In the case of A&A projects like Vivocity, we employ innovative materials like green AAC blocks and energy-efficient equipment such as low-energy fans to uphold the building's BCA Platinum certification.
	Educate our workers on safety practices to ensure full compliance with laws and regulations.	●	All workers attended Construction Safety Orientation Course which ensure that they have attained key knowledge to work safely.

<sup>∞</sup> This target has been refined to make it specific. Original target was "Zero incident of environment non-compliance."

Status: ● Met ● Not Met

Targets for FY2024		
<b>Property Development</b>	⌚ Long-term Target	Design to achieve Green Mark (or equivalent) award for new significant projects.
		Adopt green building strategies and technologies at the construction phase of the development of new and ongoing significant projects.
<b>Property Investment</b>	⌚ Long-term Target	To maintain Green Mark or equivalent for the Group's significant investment properties.
		For all investment properties, continue to implement latest energy saving features.
		<b>Zero</b> incidents of non-compliance with environmental and labor laws among suppliers.
<b>Construction</b>		<b>Zero</b> incidents of work stoppage due to environmental non-compliance.
		To ensure all workers have received the appropriate safety trainings, in full compliance with laws and regulations.
<b>Interior Contracting</b>		Incorporate environmentally sustainable innovations and use green materials in our projects where possible.
		<b>Zero</b> incidents of work stoppage due to environmental non-compliance.
		To ensure all workers have received the appropriate safety trainings, in full compliance with laws and regulations.



## FOCUS 4: QUALITY AND INNOVATION

As Singapore make its transition into a Smart Nation supported by a digital economy, digital government and digital society, digital technologies such as big data analytics, artificial intelligence (AI), Internet of Things (IoT) and robots will play a pivotal role in our nation's economy. Digitalisation will be pervasive and change traditional processes that were designed around the first industrial revolution.

The Group has been a front-runner in adopting digital tools and cutting-edge software in a bid to transform our operations and capture opportunities in digitalisation and Singapore's transition into a smart nation. We believe that buildings today will change with technology and our adaptability to change will determine our success and ability to stay ahead.

The Group strives for excellence in construction practices to ensure the satisfaction of our customers and the safety of building occupants. We practice robust quality inspections and assessments on our structural works, architectural works and mechanical & electrical (M&E) works. Our commitment is reflected through our targets for the Construction Quality Assessment System (CONQUAS)<sup>9</sup> score, where we aim to maintain or be above the annual national average score for private housing, public housing and non-housing projects.

### DIGITALISATION INITIATIVES

#### Construction

##### Site Safety

The Group utilises remote worksite monitoring closed-circuit television (CCTV) cameras to enable project teams to manage workers more efficiently and identify safety lapses in real-time.

AI proximity sensors are installed on heavy machinery at construction sites. The system detects people, stationary obstacles, and moving objects around blind spots and provides the operator with in-cabin visual and audible warnings. The functionalities can also work in harsh environments with poor visibility, reducing the risk of incidents and significantly improving site safety.

##### Virtualisation

Embracing the digital revolution, Lum Chang has developed its technical capability and integrated a full suite of digital delivery processes in all of our projects. We utilise Virtual Reality (VR) technology in digital designs to provide immersive experiences for our clients. Projects have incorporated 5D BIM to automate the progress payment process and improve payment performance. This was achieved by utilising the 3D model function in the costX BIM software, where the Quantity Surveyor and Client can visually verify and evaluate the works for Progress Payment and retrieve any required data from the 3D Model instantaneously as opposed to verifying hardcopy prints in a traditional progress payment submission. Using Model Maps in the costX software, the 3D quantities from the model will be automatically transferred to the Bill of Quantities for payment.

<sup>9</sup> BCA CONQUAS serves as a national standard for assessing the construction workmanship quality of building projects based on three areas of Structural Works, Architectural Works and M&E Works.

Lum Chang implemented the use of Laser Scanning for the existing Family Justice Court Addition and Alteration project. The 3D model developed from the laser scanning point cloud was used to verify the existing model, as the 2D as-built drawings are more than 30 years old. The accurate 3D model is subsequently used to integrate with the new additional and alteration works. Further, for the retrofitting of the interior of the Family Justice Court Rooms, we implemented the use of 3D internal photogrammetry. Matterport's cloud subscription enables us to easily create a 3D photogrammetry model with photos taken from the 360 camera. The 3D model offers many perspectives, such as:

- Dollhouse View - to see the whole area in a perspective view
- Inside View - for an interactive walkthrough experience
- Floorplan View - to see the area from the top perspective

With this new technology, we are now able to capture construction conditions within an as-built photogrammetry model for internal as-built works documentation and share this information as needed. This single source of file for each area, allows for more efficient management of information transfer.

### Site Logistics

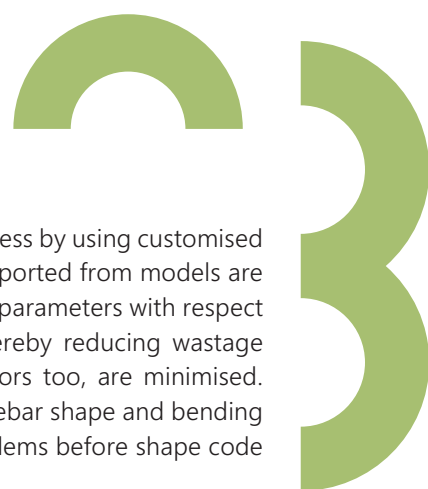
As a forward-looking contractor, the Group is a first-mover in the utilisation of Integrated Digital Delivery (IDD) which has become a game changer in the BE industry. Through our use of digital technology to integrate work processes, we successfully connect the BE professionals working on the same project. We have also adopted a Digital Delivery Management System (DMS) – Aespada DMS, which is a cloud-based DMS that manages and monitors all deliveries to our construction sites, based on a time slot management system and delivery scheduling. This ensures no clashes of deliveries to site and spaces out deliveries to prevent congestion at our project sites, which contributes to maintaining positive public engagement.

Extending our digital efforts to workplace management, we implemented the digital 'Time Clock' mobile apps for more efficient time management, thus, phasing out the traditional hardcopy 'Worker Time-Card' for payroll processing. The new digital process allows for the automatic transfers of workers' time data to the payroll system for salary processing. This new process improves overall productivity by a least 35%.

### Digital Fabrication and Modelling

Beginning from 2019, rebar modelling has been implemented as a standard practice for all construction projects. It improves the productivity of the whole value chain from rebar modelling to procurement to payment and improves the accuracy of ordering and records regarding the weight of the rebar by using a direct information import process instead of relying on manual data entry. The process extracts the Bar Bending Schedule (BBS) from the models for direct procurement and fabrication and payment, leading to significant overall productivity gains and material cost savings. Quantitatively, the integration of rebar modelling has yielded the following improvements in our operations:

- Achieved 33% overall improvement to productivity in rebar modelling process
- Achieved significant cost savings between 1.2 - 0.7% for steel rebar



The Group has further been diligent in improving and automating our rebar modelling process by using customised templates and add-in software. Aided by customised modelling software, rebar lengths exported from models are automatically included in the ordering form. Other benefits include achieving bar bending parameters with respect to shape, better visualisation of rebar congestion, connections and constructability, thereby reducing wastage from over-conservative ordering and lack of visual coordination. The occurrence of errors too, are minimised. Minimum and maximum configuration checks are performed to mitigate incorrect use of rebar shape and bending length errors before any data export, reducing the man hours needed to identify the problems before shape code parameters are being processed in the Enterprise Resource Planning (ERP) system.

Another digital process that we implemented was digital fabrication, which is a design and production process that combines 3D modelling and computing-aided design with manufacturing. Case in point, a highly detailed 3D model is built and sent to the factory for Computer Numerical Control machining or Laser Cutting. This process was adopted in the construction of the entrance canopy at the Northpoint City project and in the structural steel members at the PSA Headquarter project.

The Group also adopted digital construction, which is the application of digital tools to improve the process of delivering and operating in the BE. A tracking system is linked to the 3D model, allowing the tracking of its status and all precast elements from overseas yards to the project sites in real-time.

In keeping with our continuous effort to improve productivity, our construction project consultants drive innovation and adopt new technologies in their projects. All current and future projects will continue to adopt prefabrication and modularisation in the mechanical, electrical and plumbing (MEP) system. Horizontal and vertical riser modules will also be used to increase efficiency on site. We also installed modular MEP plant rooms in the Woodlands North Coast project to achieve easy installation of MEP services and equipment on site and significantly improved productivity.

### **Interior Contracting**

In keeping with our endeavour for quality and excellence, we implement stringent quality management practices and standards to ensure high quality and safety in use. Our Quality Management strictly complies with legislative requirements and industry standards, and we aim to achieve zero user safety incidents in all projects.

In FY2023, 100% of our projects were assessed for health and safety impacts per industry standards, and there were zero incidents of non-compliance concerning the health and safety of our services.



## INNOVATION TARGETS AND PERFORMANCE

Innovation and quality are perpetual targets for the Group. This has been shown through our continual drive to explore digital trends and adopt new technologies:

Segment	FY2023 Target		Status	Performance Update
<b>Group-wide</b>	⌚ Long-term Target	To continually explore new technologies for implementation in our projects (Development/ Construction/ Interior Contracting).	●	<ul style="list-style-type: none"> <li>Started using 3D photogrammetry to document accurate existing 3D interior for retrofitting works.</li> <li>Implemented Microsoft 'Planner' for online work schedule management system.</li> <li>Online automated grading system for internal training assessment.</li> <li>Introduction of batch files and macro uses to improve core functions such as HR.</li> </ul>
	⌚ Long-term Target	To continually increase efficiency, improve execution quality and enhance project control by harnessing technology and digitalisation.		
<b>Construction</b>	To maintain or be above the annual national CONQUAS score for private housing, public housing and non-housing projects.		Not Applicable	Score for Kingsville project not available at time of print. No other projects obtained TOP during FY2023.

Status: ● Met ● Not Met

Targets for FY2024	
<b>Group-wide</b>	To continually increase efficiency, improve execution quality and enhance project control by harnessing technology and digitalisation.
<b>Construction</b>	To maintain or be above the annual national CONQUAS score for private housing, public housing and non-housing projects.



## FOCUS 5: WORKPLACE HEALTH AND SAFETY

Lum Chang is committed to provide a safe and healthy workplace for all our employees. Great importance is placed on the safety of all employees and workers as they are the key drivers of project quality and are crucial to the Group's talent and people focus. From our engagement with stakeholders, workplace health and safety ranked highly in their concerns. As such, we have implemented comprehensive safety policies and practices, and remain constantly vigilant of any hazards that pose safety risks to our workers and employees. Workplace health and safety rests upon all parties in the Group and we aim to build an incident free workplace driven by a culture of safety in our organisation.

### Lum Chang Safety Culture

- Management commitment to Quality, Environment, Health and Safety
- Respect of people
- Involvement and responsibility of all in the project team
- Prevention approach
- Risk assessment and risk management
- Systematic communication and information dissemination
- Constant safety training & promotion
- Continuous improvement mind-set

## OCCUPATIONAL HEALTH AND SAFETY

### Construction

Our Workplace Safety and Health Management System is outlined in compliance with the legislative requirements and Singapore safety standards prescribed by the Ministry of Manpower. Our ISO 45001 certification in Occupational Health and Safety Management reflects our commitment and efforts to reduce risks and maintain safety as an integral part of our business. All our projects have their own established Workplace Safety and Health Committee, whose members include management representatives and key personnel from Lum Chang and our subcontractors. The committee's primary duty is to ensure an accident-free worksite through the effective implementation and compliance with Lum Chang's Workplace Safety and Health Management System, updated safety standards, and other legislative requirements.

Workers are provided training such as Safety induction training, Risk Assessment and Safe Work Procedure Briefings, as well as other activity-based safety trainings wherever applicable.

On top of regular health and safety briefings and audits, various safety programmes and activities are organised to raise awareness of health and safety practices. All our staff are trained in accordance to their job requirements and are educated on safety awareness before being placed on a job. Workers are recognised and rewarded for showcasing exemplary safety performance and providing valuable contributions towards cultivating workplace safety.

The Group has identified that high risk activities such as working at heights and lifting operations are work-related hazards through Safety Inspections and Risk Assessments. Workers can also report work-related hazards through whistle blowing, toolbox meetings, feedback sessions or via electronic messages such as WhatsApp, and are protected from reprisals via a Workers' Right Policy in place. Reports will be direct to Lum Chang's Safety Department where investigations will be conducted for the reported hazard. Workers also have the right to stop work whenever the work activity or working condition is unsafe.

During reviews when workplace hazards or risks are identified, and the current hazard control and emergency response systems in place are insufficient to counter these risks and prevent hazards, or when non-conformance is identified, the Workplace Safety and Health Officer will record these incidents. Thorough reviews of existing practices and measures are conducted to ensure that it is adequate to counter any newly identified hazards or risks. Proposed actions are reviewed through a risk assessment to ensure all necessary corrective actions taken are effective to prevent recurrence. The Workplace Safety and Health Committee will also recommend any additional preventive measures to prevent similar recurrence. The Group has endeavours to eliminate or substitute such hazards wherever possible.

The Group's Workplace Fatal and Major Injury Rate<sup>10</sup> is zero. The Singapore National construction sector average fatal injury rate and major injury rate is at 2.9 and 32.0<sup>11</sup> respectively. The Group takes a serious view on workplace health and safety. We implement workplace health and safety practices diligently and have been using technology to alert workers of dangers and prevent incidents.

There were zero fatality cases as well as zero cases of high-consequence injury at worksites this year which led to zero man-days lost. The Group's workplace health and safety procedures regarding incident reporting, investigation and remediation are strictly followed to prevent incidents from occurring. In FY2023, there were no instances of work-related ill health.

Work related Injuries	Number of occurrences		Rate (Per 1,000,000 hours worked)		Total Hours Worked	Total Hours Worked
	Employees	Workers who are not employees	Employees	Workers who are not employees	Employees	Workers who are not employees
<b>Fatalities as a result of work-related injury</b>	0	0	0	Not applicable – We do not track the number of subcontract workers	1,935,840	Not applicable – We do not track the number of subcontract workers
<b>High-consequence work-related injuries, excluding fatalities</b>	0	0	0			
<b>Recordable work-related injuries</b>	5	12	2.58			

### Interior Contracting

As a reputable sub-contractor, we implement adequate safety policies and procedures to ensure that we deliver our work in a safe and timely manner. Our workplace health and safety management strictly complies with legislative requirements and industry safety standards, and we aim to achieve zero safety incidents in all projects.

<sup>10</sup> Workplace Injury Rate =  $\frac{\text{No. of Fatal and Major Workplace Injuries}}{\text{No. of Workers}} \times 100,000$

A workplace injury is any personal injury or death resulting from a workplace accident, including work-related traffic injuries.

<sup>11</sup> Based on the latest information released on Ministry of Manpower's website. Workplace Safety and Health Report 2022. <https://www.mom.gov.sg/-/media/mom/documents/safety-health/reports-stats/wsh-national-statistics/wsh-national-stats-2022.pdf>



## SAFETY TARGETS AND PERFORMANCE

Workplace health and safety is prioritised by the Group, with an additional focus on minimising the impact of COVID-19 to our employees. We work constantly to reduce incident rates by performing inspections and implementing corrective measures should incidents occur.

FY2023 Target	Status	Performance Update
To achieve a Workplace Injury Rate <sup>10</sup> (WIR) that is better than the Singapore national average.	●	Our WIR for FY2023 is zero, below the national sector average fatal injury rate and major injury rate at 2.9 and 32.0 <sup>12</sup> respectively.
<b>Zero</b> non-compliance with COVID-19 safety measures.	●	Complied with COVID-19 safety measures.

Status: ● Met ● Not Met

Targets for FY2024
To achieve a WIR that is lower than the Singapore national average.

<sup>10</sup> Workplace Injury Rate =  $\frac{\text{No. of Fatal and Major Workplace Injuries}}{\text{No. of Workers}} \times 100,000$

A workplace injury is any personal injury or death resulting from a workplace accident, including work-related traffic injuries.

<sup>12</sup> Based on the latest information released on Ministry of Manpower's website. Workplace Safety and Health Report 2022. <https://www.mom.gov.sg/-/media/mom/documents/safety-health/reports-stats/wsh-national-statistics/wsh-national-stats-2022.pdf>



## FOCUS 6: OUR PEOPLE

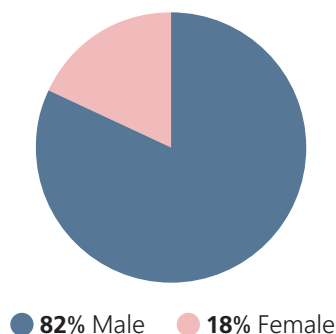
Our employees are our greatest assets to the success and long-term sustainability of our business, and it is important to improve the capabilities and talent within the Group. An empowering and nurturing workplace environment, mutual respect for all our staff and workers are Lum Chang’s commitments to our people. Our employees and workers have placed training and development as well as fair remuneration and benefits as key concerns. Hence, we are committed to investing in our people and retaining a diverse and robust talent pool by supporting the long-term growth and development of all our employees.

### EMPLOYEE DIVERSITY

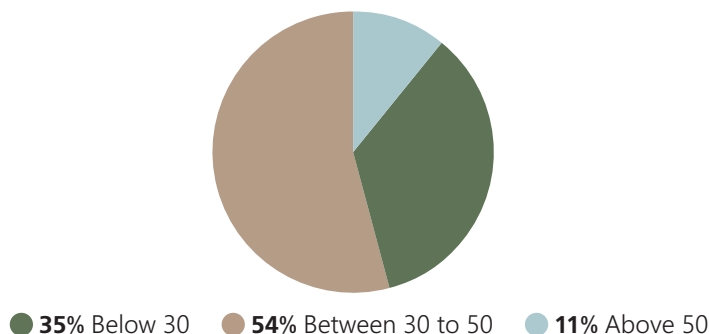
We are a fair and non-discriminatory employer with a diverse work force. We continuously forge a culture of trust and respect between the various groups of people, irrespective of gender, nationality, race or religion.

As at 30 June 2023, the Group had a total of 879 employees, 877 of which are permanent full-time employees and two are permanent part-time employees. Both part-time employees are female working for Singapore operations. The breakdown of existing employees by age, gender and region are shown below.

**FY 2023 Total Employee (By Gender)**

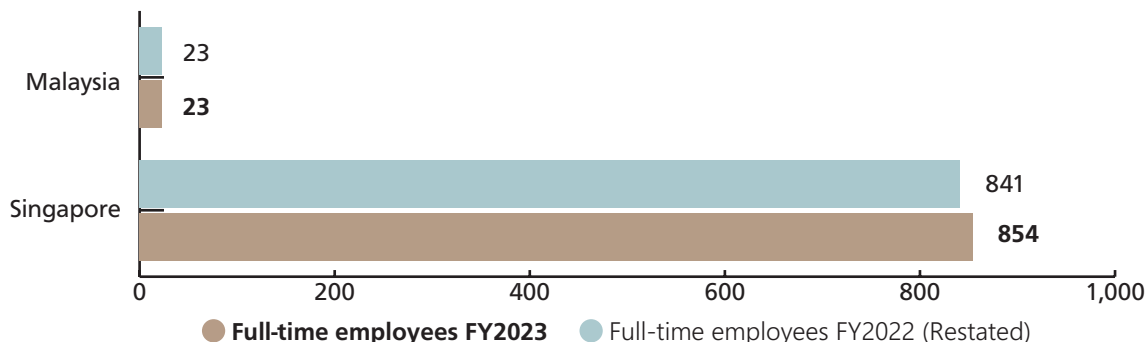


**FY 2023 Total Employee (By Age Group)**



In Singapore, employees in the construction industry remains highly male-centric, and as such, our workforce comprises a larger percentage of male employees.

**Total Employees (By Region)**



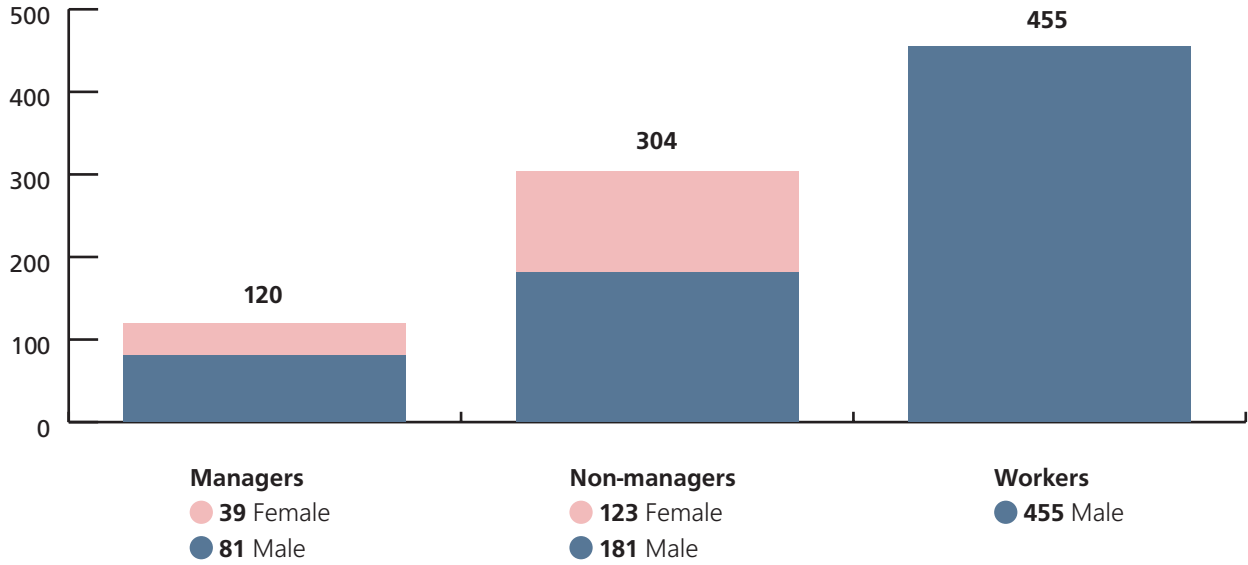
**Restatement #1:**

The number of total employees for FY2022 has been restated to include the number of construction workers, which was not included in the calculation in the last financial year. Total employees for FY2022 should have been 864 instead of 454 as reported previously.

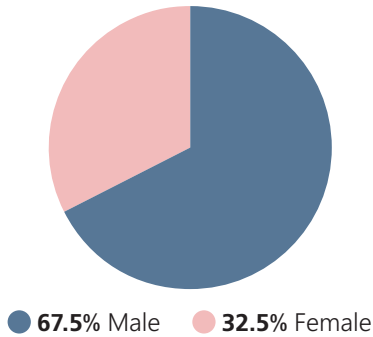


We have grouped the employees into three employee categories: 1) Managers<sup>13</sup>, 2) Non-managers<sup>14</sup>, and 3) Workers<sup>15</sup>. The breakdown of our employee composition is as follows:

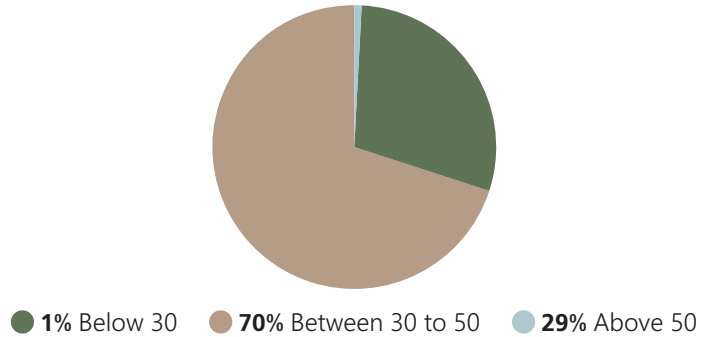
**FY2023 Total Employees (By Category and Gender)**



**Managers (By Gender)**



**Managers (By Age Group)**

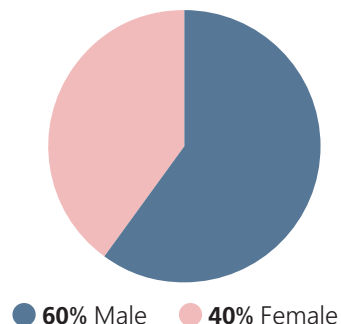


<sup>13</sup> Managers includes all employees who are Assistant Managers and above.

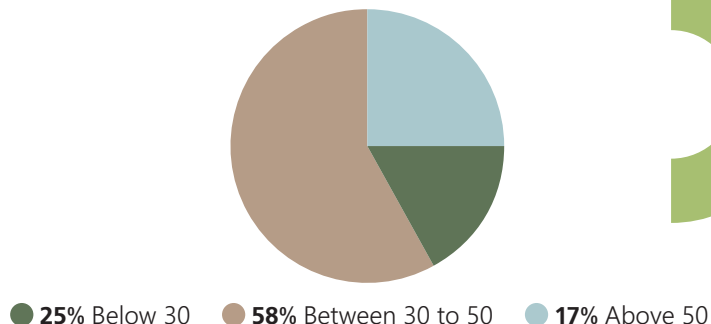
<sup>14</sup> Non-managers are employees below the rank of Assistant manager that do not perform construction related roles.

<sup>15</sup> Workers shall include all other employees as well as foreign workers who perform general construction roles.

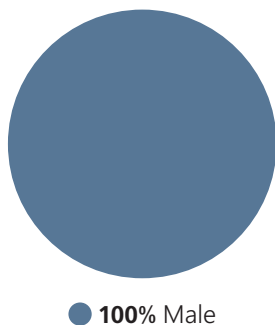
**Non-managers (By Gender)**



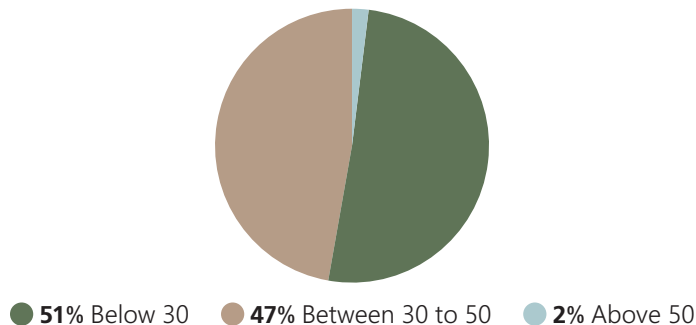
**Non-managers (By Age Group)**



**Workers (By Gender)**



**Workers (By Age Group)**



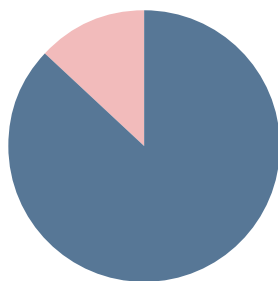
In FY2023, we recruited 288 new employees for Singapore operations. This decrease, compared to 355 in FY2022, was because our recruitment slowed down after a mass employee hiring in FY2022 when construction businesses were recovering from the COVID-19 pandemic. When considering the overall figures, the new hire rate<sup>16</sup> for FY2023 was 32%.

With males making up a significant 82% of our workforce, we have more new males than females joining us in FY2023. Breakdown of the Group’s employee new hires, by gender and by age group, are shown in the following charts.

<sup>16</sup> The new hire rate calculated using the total new hires divided by the total number of employees at year end.

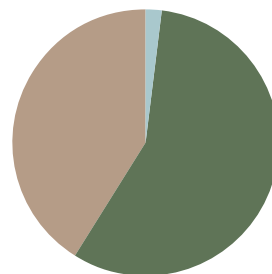


**New Hires (By Gender)**



● **87% Male** ● **13% Female**

**New Hires (By Age Group)**

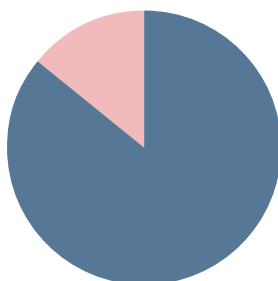


● **57% Below 30** ● **41% Between 30 to 50** ● **2% Above 50**

The turnover of employees in the construction sector is particularly susceptible to market and economic conditions. Despite the challenging socio-economic environments and global headwinds, we have managed to keep our attrition rate relatively low. In FY2023, there were 273 employees that left our Singapore operations. Overall, the rate of employee turnover<sup>17</sup> in FY2023 was 31% compared to 35% in FY2022. We will continue to strive to maintain a manageable attrition rate and nurture our people.

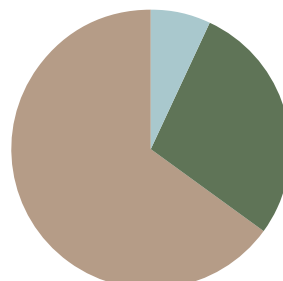
Information on the Group’s employee turnover is shown in the following figures below:

**Employee Turnover (By Gender)**



● **86% Male** ● **14% Female**

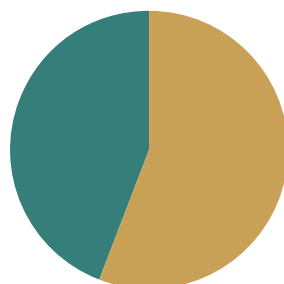
**Employee Turnover (By Age Group)**



● **28% Below 30** ● **65% Between 30 to 50** ● **7% Above 50**

There are 8 male and 1 female directors in the Group. In terms of board independence, more than half of the Group’s directors are independent directors.

**Board Independence**

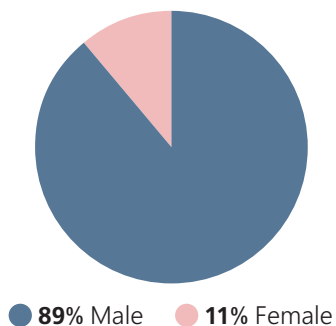


● **44% Independent Director** ● **56% Non-independent Director**

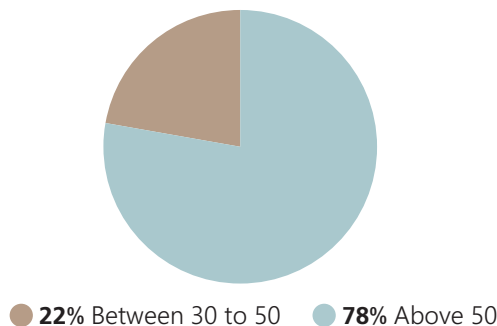
<sup>17</sup> The turnover rate is calculated using the total leavers divided by average employee headcount during the year.



**Board Diversity (By Gender)**



**Board Diversity (By Age Group)**



### EMPLOYEE WELFARE

All employees of Lum Chang enjoy a variety of benefits and activities to promote work-life harmony.

Healthcare	Disability and Invalidity Coverage	Pro-Family Leave	Others
<ul style="list-style-type: none"> <li>Staff are provided Dental and Health Screening subsidies, as well as covered under Hospitalisation and Surgical insurance, General Practitioner Outpatient and Specialist Medical Benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Staff will be covered under Personal Accident Insurance and Work Injury Compensation Insurance.</li> </ul>	<ul style="list-style-type: none"> <li>Eligible staff are entitled to Maternity Leave, Paternity Leave, Shared Parental Leave, Childcare Leave, Extended Childcare Leave, Unpaid Infant Care Leave and Adoption Leave where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>Staff are entitled to receive the following benefits:                             <ul style="list-style-type: none"> <li>- Newborn gifts</li> <li>- Examination and Marriage leave</li> </ul> </li> </ul>

The Group ensures that our staff members receive competitive compensation and benefits that align with industry norms. We establish a merit-driven payment structure and firmly support the principle of equal pay for equal work. In FY2023, there were no incidents of discrimination.

Every year, we carry out performance evaluations for all employees to ensure they are fairly remunerated, taking into account their achievements and contributions.

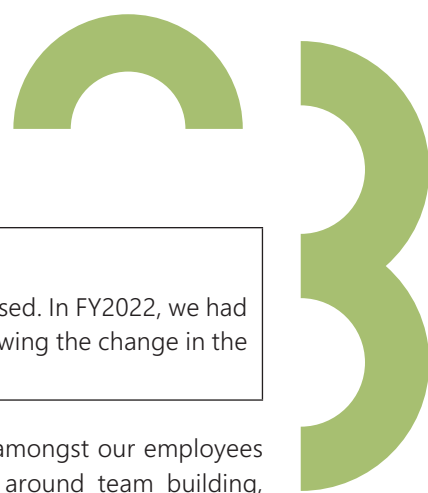
In FY2023, 100% of our employees have received regular performance and career development reviews.

In FY2023, three female employees were entitled to maternity and paternity leave<sup>18</sup> (parental leave) compared to four (3 male, 1 female) in FY2022 (restated). They took the leave and all returned to work after the leave had ended. For the four employees who took parental leave in FY2022, all of them are still employed 12 months after their parental leave has ended. As such, our return to work rate<sup>19</sup> and retention rate<sup>20</sup> is 100%.

<sup>18</sup> Leave granted on grounds on the birth of a child such as maternity leave, paternity leave, and childcare leave.

<sup>19</sup> Return to work rate =  $\frac{\text{Total number of employees that did return to work after parental leave}}{\text{Total number of employees due to return to work after taking parental leave} \times 100}$

<sup>20</sup> Retention rate =  $\frac{\text{Total number of employees retained 12 months after returning to work following a period of parental leave}}{\text{Total number of employees returning from parental leave in the prior reporting period(s)} \times 100}$

**Restatement #2:**

Parental leave for FY2022 has been restated because of the change of the methodology used. In FY2022, we had included childcare leave<sup>21</sup> which is not relevant to the birth of a child, which were 79. Following the change in the methodology, total employees who took parental leave in FY2022 was four.

We believe that our staff's well-being is of utmost importance. To facilitate camaraderie amongst our employees and promote work-life integration, the Group organised year-round events revolving around team building, recreation, social and health.

Organised by the Recreation Committee, our staff participated in fun-filled activities including fitness classes, bowling tournaments, annual dinner and dance, and donation drives. We also organised various activities that involve both staff and their families such as day-trip excursions, movie screenings, handicraft and baking classes.



Figure 3: Bouldering Class attended by our employees



Figure 4: City Farm Tour as part of cohesion



Figure 5: Bowling Tournament for our employees

<sup>21</sup> In accordance with the Employment Act, eligible working parents of Singapore citizen children are entitled to 6 days of paid childcare leave per year. Parents of non-citizens can get 2 days of childcare leave a year.

## SUPPLIER SOCIAL MANAGEMENT

Lum Chang endeavours to ensure that subcontractors and labour suppliers satisfy the health and safety standards held by the Group.

New subcontractors and labour suppliers are screened based on their safety practices and past track records to ensure that they have adequate safety policies and act in strict compliance with local labour and safety laws and regulations.

All work done at the site is monitored closely to ensure accountability. We regularly assess our subcontractors and labour suppliers on their deliverables and ethical conduct. Suppliers who do not comply with labour and safety laws and regulations will be blacklisted from our future jobs.

In FY2023, there were zero incidents of social non-compliance in our supply chain.

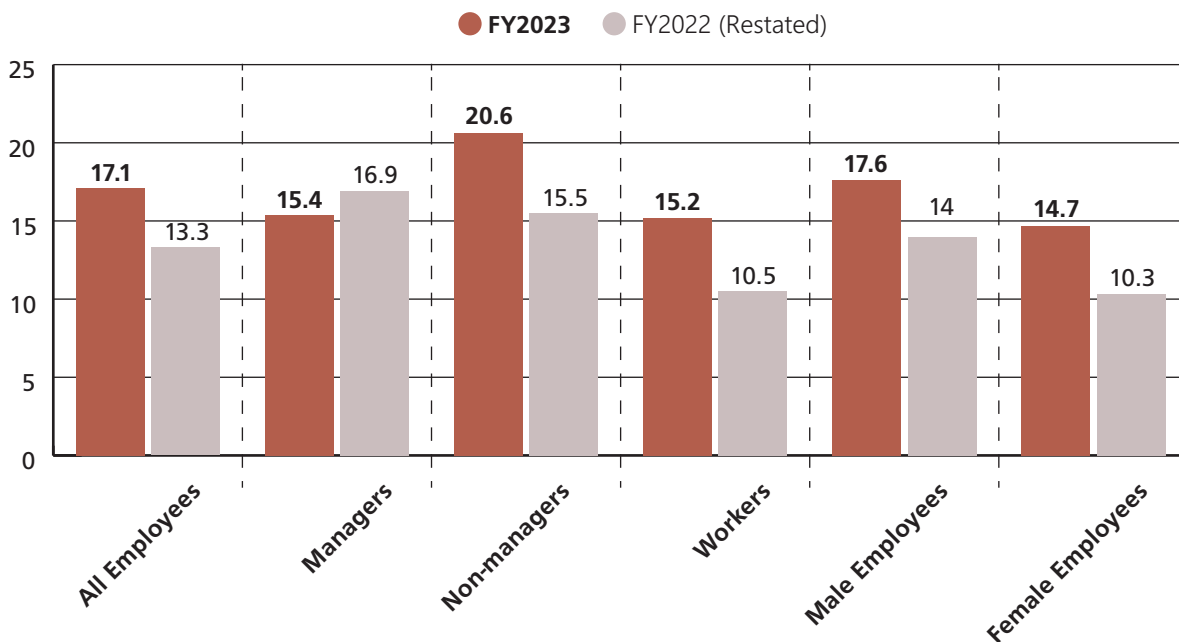
## EMPLOYEE DEVELOPMENT

We believe in the training of our employees and we equip them with the relevant skills to develop their potential. Our employees undergo a diverse range of career development opportunities and training such as job-specific technical skills training, on-the-job and professional training combined with executive and leadership development, technical and professional seminars, courses, workshops, and overseas immersion programmes. Our managers have obtained professional qualifications and are accredited in their various fields in construction productivity and design for manufacturing and assembly.

In addition, a quarterly review of workers' construction experience in Singapore is conducted to ensure prompt feedback in areas where the Group can provide tailored trainings to enhance their skills and experience.

Our employees undergo a substantial amount of training every year as part of their professional and career development. In FY2023, we achieved a total of 15,038 training hours for our staff compared to 11,507 (restated) in FY2022, which translates to 17.1 hours per employee. Our employees went through programs such as the Specialist Diploma in Virtual Design & Construction (SDVDC), Specialist Diploma in Construction Productivity (SDCP), and Certification Course in BIM Management to extend their construction sector domain knowledge and enhance safety practices onsite.

**Average Training Hours  
(Total Employees, By Employee Category, By Gender)**





**Restatement #3:**  
 Same as restatement #1, training hours of the employee category “workers” had not been reported in FY2022. The total and average training hours for FY2022 should have been 11,507 instead of 4,970 hours, and the average training hours per employee in FY2022 should have been 13.3 hours instead of 10.9 hours as reported previously.

### PEOPLE TARGETS

The Group strives to develop the skillsets of our employees and provide the necessary support to enable to them to excel in their jobs and complete projects effectively.

FY2023 Target	Status	Performance Update
To administer performance reviews for 100% of employees.	●	Performance reviews were administered for 100% of all employees.
To achieve at least 10 hours of training programs per employee for employees who require training to upgrade their professional competency.	●	The average training hours of each employee is calculated at 17.1 hours.

Status: ● Met   ● Not Met

Targets for FY2024
To administer performance reviews for 100% of employees.
To achieve at least 10 hours of training programs per employee for employees who require training to upgrade their professional competency.



## FOCUS 7: SOCIAL RESPONSIBILITY

The Group aims to limit negative impacts of its construction activities on communities, and to look for opportunities to contribute socially with the aim of being recognised as a responsible and sustainable business. We consider the community surrounding our project sites our key stakeholder as we recognise that our operations can have a significant impact on their quality of living. We prioritise implementing robust vector and noise management measures to limit the impacts of using heavy machinery. We actively evaluate the social impact of our suppliers to ensure that our high standards are upheld across our entire supply chain.

### COMMUNITY ENGAGEMENT

As an organisation that believes in giving back to the community, Lum Chang has been active in lending its support to numerous charities, organisations and causes to help the needy and less privileged in society. Over the years, we have been actively supporting charitable organisations through cash, in-kind donations and volunteering.

During the year, we donated to numerous community organisations including The Hut, Compassion Fund, West Coast CCC Community Development & Welfare Fund and participated in fund-raising events organised by Parkinson Society Singapore, Singapore Island Country Club, Kwong Wai Shiu Hospital and YMCA.

For our annual charity drive, we partnered with the Food Bank and organised a food donation drive. Our staff contributed food items to help beneficiaries from various types of homes, family service centres, soup kitchens, and other voluntary welfare organisations. Our staff also volunteered at the Food Bank's warehouse to sort, take inventory and pack food donations.



Figure 6: Staff volunteering at the Food Bank



Figure 7: Staff volunteering at Tiong Bahru park

In May 2023, we gathered some of our staff and their families at Tiong Bahru park and spent the morning picking up trash, doing their part for the environment.

Since 2011, the Company has been taking part in the BCA-Industry Built Environment Undergraduate Scholarship Scheme which aims to attract high calibre students from National University of Singapore (NUS) and Nanyang Technological University (NTU) to take up challenging and fulfilling careers in the BE. From 2023, the Ministry of Education took over the scholarship programme under the Singapore-Industry Scholarship (SgIS) programme.

In FY2023, the Group granted \$51,000 to four second-year Civil Engineering students from NTU & NUS under both the BCA-Lum Chang iBuildSG Undergraduate Scholarship and the SgIS Programmes.



## SOCIAL RESPONSIBILITY TARGETS AND PERFORMANCE

Social responsibility are perpetual targets for the Group. The Group is committed to its social responsibility targets, aiming to make a positive impact on society by being a responsible corporate citizen.

FY2023 Target	Status	Performance Update
To conduct at least two community engagements with social impact.	●	<ul style="list-style-type: none"> <li>• Donated &amp; volunteered at the Food Bank</li> <li>• Park cleaning at Tiong Bahru park</li> </ul>
To donate to at least two causes with social impact	●	<ul style="list-style-type: none"> <li>• Donated to The Hut Limited – a children and youth centre in Marine Parade</li> <li>• Donated to Compassion Fund, a crisis response fund supporting under-privileged students.</li> </ul>

Status: ● Met ● Not Met

Targets for FY2024
To conduct at least two community engagements with social impact.
To donate to at least two causes with social impact.

## SGX SIX PRIMARY COMPONENTS INDEX

S/N	Primary Component	Section Reference
1	Material Topics	<ul style="list-style-type: none"> <li>Stakeholder Engagement and Materiality Assessment</li> </ul>
2	Climate-related disclosures consistent with the TCFD recommendations	<ul style="list-style-type: none"> <li><b>Focus 2:</b> Climate Risks and Opportunities</li> </ul>
3	Policies, Practices and Performance	<ul style="list-style-type: none"> <li>Sustainability Strategy Overview</li> <li><b>Focus 1:</b> Governance and Ethics</li> <li><b>Focus 2:</b> Climate Risks and Opportunities</li> <li><b>Focus 3:</b> Our Environment</li> <li><b>Focus 4:</b> Quality &amp; Innovation</li> <li><b>Focus 5:</b> Workplace Health and Safety</li> <li><b>Focus 6:</b> Our People</li> <li><b>Focus 7:</b> Social Responsibility</li> </ul>
4	Board Statement	<ul style="list-style-type: none"> <li>Sustainability Governance</li> <li>Board Statement</li> </ul>
5	Targets	<ul style="list-style-type: none"> <li><b>Focus 1:</b> Governance and Ethics</li> <li><b>Focus 2:</b> Climate Risks and Opportunities</li> <li><b>Focus 3:</b> Our Environment</li> <li><b>Focus 4:</b> Quality &amp; Innovation</li> <li><b>Focus 5:</b> Workplace Health and Safety</li> <li><b>Focus 6:</b> Our People</li> <li><b>Focus 7:</b> Social Responsibility</li> </ul>
6	Framework	<ul style="list-style-type: none"> <li>Reporting Practice</li> </ul>

## TCFD INDEX

TCFD Disclosure	Section reference
<b>Governance</b>	
a) Board's oversight of climate related risks.	<b>Focus 2:</b> Climate Risks and Opportunities
b) Management's role in assessing and managing climate-related risks.	
<b>Strategy</b>	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	<b>Focus 2:</b> Climate Risks and Opportunities
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2 degree or lower scenario.	The Group is taking a phased approach to TCFD adoption. The Group will incorporate scenario analysis and planning into our subsequent sustainability reports when more information and tools are available for greater accuracy and relevant analysis
<b>Risk Management</b>	
a) Describe the organisation's processes for identifying and assessing climate-related risks.	<b>Focus 2:</b> Climate Risks and Opportunities
b) Describe the organisation's processes for managing climate-related risks.	
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
<b>Metrics and Targets</b>	
a) Disclose the metrics used by organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<b>Focus 2:</b> Climate Risks and Opportunities
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<b>Focus 2:</b> Climate Risks and Opportunities <b>Focus 3:</b> Our Environment
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<b>Focus 2:</b> Climate Risks and Opportunities



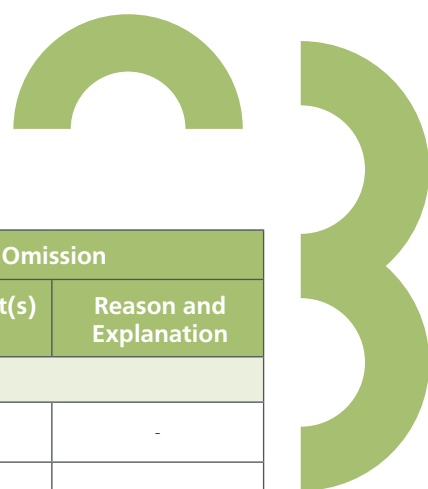
<b>Statement of use</b>	Lum Chang Holdings Limited has reported in accordance with the GRI Standards for the period from 1 July 2022 to 30 June 2023
<b>GRI 1 used</b>	GRI 1: Foundation 2021

## GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason and Explanation
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	<ul style="list-style-type: none"> <li>Corporate Profile, Annual Report page 4</li> <li>Corporate Structure, Annual Report page 5</li> </ul>	No omission is permitted for these disclosures	
	2-2 Entities included in the organisation's sustainability reporting	About this Report		
	2-3 Reporting period, frequency and contact point	About this Report		
	2-4 Restatements of information	Restatements, <b>Focus 6:</b> Our People <ul style="list-style-type: none"> <li>Employee Diversity</li> <li>Employee Welfare</li> </ul>		
	2-5 External Assurance	Assurance		
	2-6 Activities, value chain and other business relationships	Corporate Profile, Annual Report page 4	-	-
	2-7 Employees	<b>Focus 6:</b> Our People <ul style="list-style-type: none"> <li>Employee Diversity</li> </ul>	-	-
	2-8 Workers who are not employees	-	a, b, c	Information unavailable - We do not track the number of subcontract workers. We will start tracking from FY2024 onwards.
	2-9 Governance structure and composition	Annual Report <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	-	-
	2-10 Nomination and selection of the highest governance body	Annual Report <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	-	-
	2-11 Chair of the highest governance body	Annual Report <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	<b>Focus 1:</b> Governance and Ethics <ul style="list-style-type: none"> <li>Sustainability Governance and Statement of the Board</li> </ul>	-	-
	2-13 Delegation of responsibility for managing impacts	<b>Focus 1:</b> Governance and Ethics <ul style="list-style-type: none"> <li>Sustainability Governance and Statement of the Board</li> </ul>	-	-
	2-14 Role of the highest governance body in sustainability reporting	<b>Focus 1:</b> Governance and Ethics <ul style="list-style-type: none"> <li>Sustainability Governance and Statement of the Board</li> </ul>	-	-
	2-15 Conflicts of interest	<b>Focus 1:</b> Governance and Ethics	-	-
	2-16 Communication of critical concerns	Annual Report <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul> There is no reportable whistle blowing incidents for FY2023	-	-
	2-17 Collective knowledge of the highest governance body	Annual Report <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	-	-
	2-18 Evaluation of the performance of the highest governance body	Annual Report <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	-	-
	2-19 Remuneration policies	Annual Report <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	b	Not applicable – The remuneration of the Group is currently not linked to its sustainability-related performance.



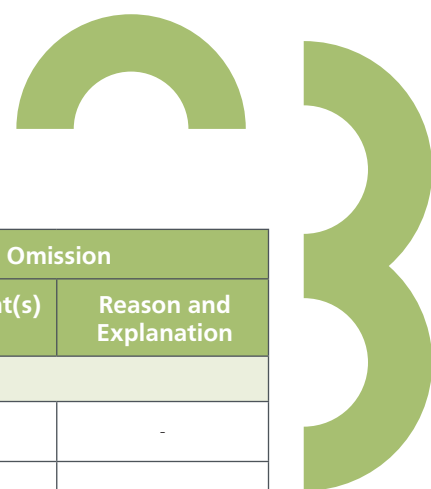
GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason and Explanation
<b>GRI 2: General Disclosures 2021</b>	2-20 Process to determine remuneration	Annual Report • Corporate Governance	-	-
	2-21 Annual total compensation ratio	-	a, b, c	Confidentiality constraints - Intense competition for talent in the construction industry.
	2-22 Statement on sustainable development strategy	Board Statement	-	-
	2-23 Policy commitments	Respective ESG material topic	-	-
	2-24 Embedding policy commitments	Respective ESG material topic	-	-
	2-25 Processes to remediate negative impacts	Respective ESG material topic	-	-
	2-26 Mechanisms for seeking advice and raising concerns	Annual Report • Corporate Governance	-	-
	2-27 Compliance with laws and regulations	<b>Focus 1:</b> Governance and Ethics	-	-
	2-28 Membership associations	We are member of the following associations: - Tunnelling and Underground Construction Society Singapore - Singapore Contractors Association Limited - Real Estate Developers' Association of Singapore - Singapore Business Federation - Singapore Green Building Council - Association of Women in Construction (Singapore) - Geotechnical Society of Singapore	-	-
	2-29 Approach to stakeholder engagement	Stakeholder engagement and materiality assessment.	-	-
2-30 Collective bargaining agreements	-	-	Not applicable – We do not have any collective agreements with the employees.	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Respective ESG material topic	No omission is permitted for these disclosures.	
	3-2 List of material topics	This index		



GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason and Explanation
<b>Focus 1: Governance and Ethics</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<b>Focus 1:</b> Governance and Ethics	-	-
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	<b>Focus 1:</b> Governance and Ethics • Anti-corruption	-	-
	205-2 Communication and training on anti-corruption policies and procedures	<b>Focus 1:</b> Governance and Ethics • Anti-corruption	-	-
	205-3 Confirmed incidents of corruption and actions taken	<b>Focus 1:</b> Governance and Ethics • Anti-corruption	-	-
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	<b>Focus 1:</b> Governance and Ethics • Tax Compliance	-	-
	207-2 Tax governance, control, and risk management	<b>Focus 1:</b> Governance and Ethics • Tax Compliance	-	-
	207-3 Stakeholder engagement and management of concerns related to tax	<b>Focus 1:</b> Governance and Ethics • Tax Compliance	-	-
	207-4 Country-by-country reporting	-	a, b, c	Information unavailable – We will disclose in the subsequent years
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<b>Focus 1:</b> Governance and Ethics • Customer Privacy and Data	-	-
<b>Focus 2: Climate Risks and Opportunities</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<b>Focus 2:</b> Climate Risks and Opportunities	-	-
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Annual Report, page 68	-	-
	201-2 Financial implications and other risks and opportunities due to climate change	<b>Focus 2:</b> Climate Risks and Opportunities	-	-
	201-3 Defined benefit plan obligations and other retirement plans	-	-	Not applicable – There is no defined benefit plan obligations and other retirement plans in Singapore.
	201-4 Financial assistance received from government	Annual Report, note 5(a)	-	-



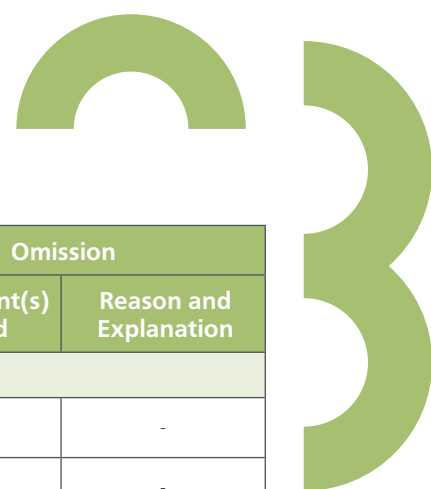
GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason and Explanation
<b>Focus 3: Our Environment</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<b>Focus 3:</b> Our Environment	-	-
<b>GRI 301: Materials 2019</b>	301-1 Materials used by weight or volume	<b>Focus 3:</b> Our Environment • Materials Management	-	-
	301-2 Recycled input materials used	<b>Focus 3:</b> Our Environment • Materials Management	a	Not applicable – We do not recycle input materials used
	301-3 Reclaimed products and their packaging materials	-	a, b	Not applicable – We do not have reclaimed products and packaging materials.
<b>GRI 302: Energy 2019</b>	302-1 Energy consumption within the organisation	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	302-2 Energy consumption outside of the organisation	-	a, b, c	Information unavailable – We do not collect data on its other indirect (Scope 3) GHG emissions yet, will be available in 2025.
	302-3 Energy intensity	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	302-4 Reduction of energy consumption	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	302-5 Reductions in energy requirements of products and services	<b>Focus 3:</b> Our Environment • Sustainable Designs and Installations	-	-
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	303-2 Management of water discharge related impacts	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	303-3 Water withdrawal	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	b, c	Not applicable – We did not withdraw water from areas with water stress
	303-4 Water discharge	-	a, b, c, d, e	Information unavailable – We did not track volume of water we have discharged. We will disclose this data in subsequent years.
	303-5 Water consumption	-	a, b, c, d, e	Information unavailable – We did not track volume of water we have consumed. We will disclose this data in subsequent years.
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<b>Focus 3:</b> Our Environment • Biodiversity	-	-
	304-2 Significant impacts of activities, products, and services on biodiversity	<b>Focus 3:</b> Our Environment • Biodiversity	-	-
	304-3 Habitats protected or restored	-	a, b, c, d	Not applicable – Our activities did not have any impacts on biodiversity. Hence, remediation measures are not applicable to us.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	a	Not applicable – Our activities did not pose a threat to endangered plant and animal species.



GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason and Explanation
<b>Focus 3: Our Environment</b>				
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	305-2 Energy indirect (Scope 2) GHG emissions	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	305-3 Other indirect (Scope 3) GHG emissions	-	-	Information unavailable – We have not collected data on its other indirect (Scope 3) GHG emissions yet. We will disclose in the subsequent years.
	305-4 GHG emissions intensity	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	305-5 Reduction of GHG emissions	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	305-6 Emissions of ozone-depleting substances (ODS)	-	-	Not applicable – The amount of ODS we have emitted is deemed to be immaterial to the group.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	-	Not applicable – The amount of NOx, SOx and other significant air emissions we have emitted is deemed to be immaterial to the group.
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	306-2 Management of significant waste related impacts	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	306-3 Waste generated	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	306-4 Waste diverted from disposal	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
	306-5 Waste directed to disposal	<b>Focus 3:</b> Our Environment • Energy, Water and Waste Management	-	-
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	<b>Focus 3:</b> Our Environment • Supplier Environment Management	-	-
	308-2 Negative environmental impacts in the supply chain and actions taken	<b>Focus 3:</b> Our Environment • Supplier Environment Management	-	-
<b>GRI 413: Local Communities 2016</b>	413-2 Operations with significant actual and potential negative impacts on local communities	<b>Focus 3:</b> Our Environment • Noise and Vector Management	-	-



GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason and Explanation
<b>Focus 4: Quality and Innovation</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<b>Focus 4:</b> Quality and Innovation	-	-
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	-	-	Not applicable – We do not make significant infrastructure investments whether commercial, in-kind, or pro bono.
	203-2 Significant indirect economic impacts	<b>Focus 4:</b> Quality and Innovation • Digitalisation Initiatives	-	-
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	<b>Focus 4:</b> Quality and Innovation • Digitalisation Initiatives	-	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	<b>Focus 4:</b> Quality and Innovation • Digitalisation Initiatives	-	-
<b>Focus 5: Workplace Health and Safety</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<b>Focus 5:</b> Workplace Health and Safety	-	-
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	<b>Focus 5:</b> Workplace Health and Safety • Occupational Health and Safety	-	-
	403-2 Hazard identification, risk assessment, and incident investigation	<b>Focus 5:</b> Workplace Health and Safety • Occupational Health and Safety	-	-
	403-3 Occupational health services	<b>Focus 5:</b> Workplace Health and Safety	-	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	<b>Focus 5:</b> Workplace Health and Safety • Occupational Health and Safety	-	-
	403-5 Worker training on occupational health and safety	<b>Focus 5:</b> Workplace Health and Safety • Occupational Health and Safety	-	-
	403-6 Promotion of worker health	<b>Focus 5:</b> Workplace Health and Safety • Occupational Health and Safety	-	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<b>Focus 5:</b> Workplace Health and Safety • Occupational Health and Safety	-	-
	403-8 Workers covered by an occupational health and safety management system	<b>Focus 5:</b> Workplace Health and Safety	-	-
	403-9 Work-related injuries	<b>Focus 5:</b> Workplace Health and Safety • Occupational Health and Safety • Interior Contracting	-	-
	403-10 Work-related ill health	<b>Focus 5:</b> Workplace Health and Safety	-	-



GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason and Explanation
<b>Focus 6: Our People</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<b>Focus 6:</b> Our People	-	-
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	<b>Focus 6:</b> Our People • Employee Diversity	-	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<b>Focus 6:</b> Our People • Employee Welfare	-	-
	401-3 Parental leave	<b>Focus 6:</b> Our People • Employee Welfare	-	-
<b>GRI 403: Occupational Health and Safety 2018</b>	403-6 Promotion of worker health	<b>Focus 6:</b> Our People • Employee Welfare	-	-
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	<b>Focus 6:</b> Our People • Training and Career Development	-	-
	404-2 Programs for upgrading employee skills and transition assistance programs	<b>Focus 6:</b> Our People • Employee Development	b	Not applicable. We do not provide transition programs for retiring employees or those who have been terminated.
	404-3 Percentage of employees receiving regular performance and career development reviews	<b>Focus 6:</b> Our People • Employee Welfare	-	-
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	<b>Focus 6:</b> Our People • Employee Diversity	-	-
	405-2 Ratio of basic salary and remuneration of women to men	-	a, b	Confidentiality constraints. Intense competition for talent in the industry.
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	<b>Focus 6:</b> Our People • Employee Welfare	-	-
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	<b>Focus 6:</b> Our People • Employee Diversity	-	-
	414-2 Negative social impacts in the supply chain and actions taken	<b>Focus 6:</b> Our People • Supplier Social Management	-	-
<b>Focus 7: Our Community</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<b>Focus 7:</b> Our Community	-	-
<b>GRI 401: Employment 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	<b>Focus 7:</b> Our Community • Community Engagement	-	-

