



PEC LTD.



NAVIGATING CHANGE, CREATING OPPORTUNITIES

SUSTAINABILITY REPORT 2021

1
ABOUT THIS
REPORT

2
KEY PERFORMANCE
HIGHLIGHTS AND
TARGETS

4
CEO'S
MESSAGE

5
OUR APPROACH TO
SUSTAINABILITY

8
OUR RESPONSE TO
COVID-19

11
GOVERNANCE

12
ECONOMIC
PERFORMANCE

13
CUSTOMERS

15
PEOPLE

21
OCCUPATIONAL
HEALTH & SAFETY

25
ENVIRONMENTAL
MANAGEMENT

29
COMMUNITY

32
GRI CONTENT
INDEX



SUSTAINABILITY REPORT 2021

ABOUT THIS REPORT

We are proud to present our fourth annual sustainability report, which outlines PEC's approach to its key material Environmental, Social and Governance (ESG) factors. At PEC, we are committed to fostering a culture of accountability and transparency. This report is emblematic of that commitment as it outlines the progress of our sustainability efforts and our targets for the future as we continue to improve as a responsible and ethical business. It is our hope that this report provides assurance to our stakeholders on the importance we place in fulfilling our sustainability obligations.

SCOPE OF THE REPORT

This report covers our activities in the financial year ending 30 June 2021. We are pleased to report on the material ESG issues for our company and the progress we have made in key areas, despite the disruptions caused by the COVID-19 pandemic. In addition, this report also highlights areas that require further efforts to be addressed in the future.

The information provided in this report covers the PEC Group's network of engineering facilities and offices located in Singapore, China, India, Malaysia, Myanmar,

Thailand, UAE and Vietnam. Some of the chapters include data which is limited only to our operations in Singapore and/or UAE.

REPORTING FRAMEWORK

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option. This includes adhering to the GRI principles for defining report content and reporting quality. Our GRI content index, which specifies each of the GRI Standards disclosures included in this report, can be found on pages 32-34. The report also complies with the SGX-ST Listing Rules (711A and 711B) and the SGX Sustainability Reporting Guide.

ASSURANCE

We have relied on internal verification processes to ensure the accuracy and reliability of the ESG data contained in this report and have not sought external assurance for this reporting period.

CONTACT US

If you have any feedback and questions about this report, please contact us at ir@peceng.com

SUSTAINABILITY REPORT

KEY PERFORMANCE HIGHLIGHTS AND TARGETS

	FY2020 Targets	FY2021 Progress	Future Targets
Governance			
Anti-Corruption & Compliance	Maintain zero incidents of corruption and non-compliance in our organisation	Maintain zero incidents of corruption and non-compliance in our organisation	Fully commit to conducting business with integrity and remain consistent with the highest ethical standards, in compliance with all applicable laws and regulatory requirements for the prevention of corruption and bribery
Economic			
Economic Performance	Maintain at least 85% of procurement spending on local suppliers	84% of our total procurement spend was on local suppliers, with a total value of \$85 mil 1,414 suppliers provided goods/ services to PEC	At least 85% of procurement spending on local suppliers
Customers	Achieve average of 80% for our Customer Satisfaction Score	91% achieved for our Customer Satisfaction Score, exceeding our target of 80% from last year	Continue to achieve an average of at least 80% for our Customer Satisfaction Score
Social			
Talent Management	Maintain at least 80% employee satisfaction in our biennial Employee Satisfaction Survey ¹	\$615 spent on average per employee on learning and development \$2 mil spent on training and development 27.5 hours of training received per employee on average 95.6% of our workers have one or more certified skill, up from 73.3% in the previous year	Continue to maintain at least 80% for employee satisfaction in our biennial Employee Satisfaction Survey
Human Rights	Maintain ZERO incidents of non-compliance relating to discrimination, forced labour, child labour or freedom of association	ZERO incidents of non-compliance relating to discrimination, forced labour, child labour or freedom of association	Continue to maintain ZERO incidents of non-compliance relating to discrimination, forced labour, child labour or freedom of association

1. The Employee Satisfaction Survey (ESS) was not conducted in FY2021 due to the COVID-19 pandemic. We are planning to conduct the next ESS in FY2022.

	FY2020 Targets	FY2021 Progress	Future Targets
Social			
Occupational Health and Safety	Achieve ZERO lost-time incidents	0.09 Lost Time Incident Rate (LTIR) 1 fatality 23.08 hours of safety training per employee, up from 19.02 hours in previous year 19 Workplace Safety and Health (WSH) Awards, from Singapore Workplace Safety and Health Council, Singapore ²	Continue to maintain ZERO lost-time incidents
Environment			
Energy Consumption	Continue to monitor our energy consumption and adopt more energy efficient technologies and practices, where feasible	4,177 total energy intensity in gigajoules/ million man-hours worked	Continue to monitor our energy consumption and adopt more energy efficient technologies and practices, where feasible
Greenhouse Gas (GHG) Emissions	Continue to monitor our greenhouse gas emissions and identify opportunities to reduce our carbon footprint	351 total GHG emissions intensity in tonnes of CO ₂ e/million man-hours worked	Continue to monitor our greenhouse gas emissions and identify opportunities to reduce our carbon footprint
Communities			
Local Communities	At least 454 hours of volunteering contributed by our employees	231 hours of volunteering contributed by our employees	Maintain at least 350 hours of volunteering contributed by our employees

2. 16 WSH SHARP Awards, 1 WSH Innovation Award (Silver), 2 WSH Performance Awards (Gold)

SUSTAINABILITY REPORT

CEO'S MESSAGE

I am proud to present to you PEC's fourth sustainability report, which highlights our efforts in adopting sustainable business practices across our operations.

2021 was yet another challenging year for the industry as the pandemic continued to pose a threat to public health, livelihoods and the economy. COVID-19 safe distancing measures and border closures continued to impact business operations in the countries where we operate. All this inevitably led to project disruptions and delays. At the same time, ensuring the health and safety of our workers remained a priority. In Singapore, with the implementation of strict government regulations, COVID-19 infection rates among foreign workers had been reduced significantly. However, a fresh challenge of manpower shortage exacerbated by barring of migrant workers from South Asia was faced by companies in Singapore and we were no exception.

To face these unprecedented challenges, we look beyond the horizon to consider the long-term impacts of COVID-19 on our business. As such, our business is currently undergoing numerous changes.

Firstly, investment into productivity and digitalisation is high on our agenda. We are continually looking for opportunities to streamline and automate our operations (such as central fabrication and digitisation in the area of maintenance work). Because of the complex nature of our operations, there is no straightforward solution to automation. We believe that innovation is the way forward to set ourselves apart in the industry. We will continue to invest in IT systems and work with our clients to adopt these solutions. Our past efforts in digitalisation paid off during the pandemic, as it allowed us to promptly launch appropriate tools, software and platforms for employees to work from home, conduct SafeEntry for safe distancing, conduct diagnoses remotely and so on. These digital tools also allowed us to reduce our carbon footprint by reducing the need for business travel.

Secondly, we are looking into new business opportunities as the world transitions to a low carbon economy, for example in the area of hydrogen production and storage. We believe that PEC will remain well positioned to take on projects involving green technologies by leveraging our current engineering capabilities as well as developing new ones, such as process and gas compression solutions.

Thirdly, we will be moving our head office from 21 Shipyard Road to the International Business Park in Jurong East – Singapore's pioneer business park which is a vibrant site for knowledge-based activities. Apart from providing our

employees with a more convenient and accessible location due to its proximity to transportation hubs, it will present PEC as an international player in our industry. We will also explore the adoption of green energy solutions – such as solar panels – in the new premise.

Finally, we will continue to monitor markets where the pandemic has stabilised and where local economies are reverting to business-as-usual, such as the UAE, one of the world's most vaccinated nations. In our other key markets, we will continue to stay abreast of the latest changes in border controls and other government restrictions, so that we can be well-prepared when we are allowed to resume our operations in full.

The COVID-19 pandemic has demonstrated to us the importance of investing in the long-term sustainability of our business. We will focus on areas such as digitalisation, training, and environmental management, while pursuing new business opportunities in the green economy. We will continue to maintain a strong focus on occupational health and safety as a highest priority. We believe that this is how we can continue to thrive as the world transitions to a new normal, and bring PEC to greater heights. I wish to thank all our employees, customers and stakeholders for their continued support as we progress on our journey.

Robert Dompeling
Group Chief Executive Officer

OUR APPROACH TO SUSTAINABILITY

PEC is committed to enhancing our management approach and improving our performance of material ESG factors to bring long-term sustainable value for all stakeholders. Our approach is guided by six core values and our Corporate Social Responsibility Policy.

BOARD STATEMENT

PEC is committed to upholding the highest standards of ethics, integrity and governance of the business. As a responsible company, we take a value-based approach to our business and sustainability is high on our agenda. The Board provides oversight of the management and monitoring of PEC's material ESG factors, such as anti-corruption and compliance, occupational health and safety and environmental management. The Board conducts an annual review of the strategy and performance of PEC's material

ESG factors, and endorses the information presented in this report.

SUSTAINABILITY GOVERNANCE

The Board of Directors at PEC regularly review and oversee the management of our material ESG factors. The Sustainability Management Council, which is chaired by our Group CEO, supports and reports to the Board. The Council is comprised of management staff and function leaders, and is supported by a sustainability reporting project team. PEC's Business Excellence (BE) Committee, comprised of senior management from various departments, reports to the Group CEO, and oversees Business Excellence targets that includes both financial and sustainability targets. These targets are endorsed by the Group CEO and are assessed every year. Our targets set in FY2021 are listed on pages 2-3 of this report.

The Board approves the material ESG factors presented in this report, in addition to monitoring these material ESG factors and providing oversight of their management through periodic review of key performance indicators (KPIs). Our sustainability governance framework ensures that our approach to sustainability adheres to SGX requirements.

OUR MATERIAL ESG FACTORS

We conducted our last materiality assessment in FY2018 by engaging with internal stakeholders that include senior management and different departments, to identify our most pressing Environmental, Social and Governance (ESG) risks and opportunities. With these material ESG factors identified, we are then able to monitor and manage our performance against our targets.

.....
Caring
We care for our colleagues, care for the company assets, care for the community and care for society

.....
Continuous Learning
We strive to continuously improve our services by keeping abreast with the latest technology and know-how

.....
Customer Focus
We offer services to the best of our ability and build consensus to maintain an everlasting relationship



.....
Competencies
We strongly believe our service is competencies driven and we will take every opportunity to upgrade our competencies

.....
Commitment
We are second to none in terms of delivery of HSSE, Quality and Schedule

.....
Cost Effectiveness
We are resourceful, confident and willing to benchmark our productivity, sales and profit

SUSTAINABILITY REPORT

Our identified material ESG factors are as follows:

Material ESG Factors	Why This is Material	Covered In
Environment		
Energy Consumption	Electricity is used in our offices and fabrication facilities. We also use diesel for transportation and on-site equipment.	Chapter 11 (Environmental Management)
Greenhouse Gas (GHG) Emissions	Our electricity and diesel consumption leads to GHG emissions.	
Social		
Talent Management	We are focused on building a talent pool of employees who are able to deliver high quality work for our clients.	Chapter 9 (People)
Human Rights ³	A large proportion of our workforce are foreign workers on fixed-term contracts, who require additional safeguards to protect their wellbeing.	
Occupational Health and Safety and Quality	Our operations include project works and maintenance services, which presents a level of risk for the safety of our workers.	Chapter 10 (Occupational Health & Safety)
Economic		
Economic Performance	Strong economic performance is key to our business success.	Chapter 6 (Governance)
Anti-Corruption	We are committed to conducting business with integrity and remaining consistent with the highest ethical standards policy against corruption and strive to incorporate this culture into all aspects of our business.	
Compliance	Compliance with all applicable laws and regulations is crucial for us to avoid legal risks and build trust with our key stakeholders.	Chapter 6 (Governance)
Communities		
Local Communities	We strive to contribute back to the communities where we operate through our CSR programmes.	Chapter 12 (Community)

3. Non-discrimination, forced labour, child labour, freedom of association and collective bargaining

STAKEHOLDER ENGAGEMENT

Engaging regularly with our stakeholders is important to us to improve our business performance. Our efforts with stakeholder engagement are outlined below:

Stakeholder Group	How We Engage	Stakeholders' Expectations	Our Response
Customers	<ul style="list-style-type: none"> Meetings (physical & virtual) Customer satisfaction surveys Regular feedback 	<ul style="list-style-type: none"> On-time and high quality delivery of projects Safety standards and performance Cost efficiency Productivity Adequate resources 	<ul style="list-style-type: none"> Rigorous project planning Adopting stringent health and safety standards Implementing continuous improvement Regular training for skills development Focus on innovation
Employees	<ul style="list-style-type: none"> Department meetings (physical & virtual) Team building activities Performance appraisals Employee satisfaction surveys Training programmes 	<ul style="list-style-type: none"> Fair treatment Recognition Personal development and career progression Workplace safety Work-life balance 	<ul style="list-style-type: none"> Strict implementation of workplace health and safety standards Competitive compensation and benefits Ongoing training programmes Open door policy to promote transparency and communication Welfare programmes
Suppliers	<ul style="list-style-type: none"> Pre-qualification feedback Quotations and proposals Site visits Quality audits 	<ul style="list-style-type: none"> Fair business practices Payment according to contracts Business continuity and long-term relationship 	<ul style="list-style-type: none"> Fair selection process Clarity of specifications and requirements Efficient processing of payments Fair treatment Partnering for mutual growth
Regulators	<ul style="list-style-type: none"> Industry meetings and seminars Inspections Submission of information when requested Responding to surveys 	<ul style="list-style-type: none"> Regulatory compliance Participation in various programmes to engage the industry 	<ul style="list-style-type: none"> Governance, policies and procedures to comply with applicable laws and regulations Regularly updating policies in line with emerging regulatory changes
Investors	<ul style="list-style-type: none"> Annual General Meetings Announcements on the website and the Singapore Exchange portal Press releases Annual Report Dedicated webpage for Investor Relations Briefings for analysts and fund managers 	<ul style="list-style-type: none"> Robust management Transparency Business growth Dividend and performance shares 	<ul style="list-style-type: none"> Robust governance Risk management Prudent management of resources Timely disclosures Focus on business and sustainability strategies for growth and value creation
Communities	<ul style="list-style-type: none"> Community engagement and initiatives 	<ul style="list-style-type: none"> Safety and pollution control at work sites Support for community development 	<ul style="list-style-type: none"> Safe driving training for company vehicle drivers Noise, dust and pollution control measures Employment for locals, including internships Employee volunteering

SUSTAINABILITY REPORT

ENGAGING INDUSTRY ASSOCIATIONS

We are members of the following industry associations, with whom we also engage with to inform us on best practices and trends that will shape the future of the industry in the coming years:



OUR RESPONSE TO COVID-19

OVERCOMING THE CHALLENGES CAUSED BY COVID-19

In FY2021, the COVID-19 pandemic continues to affect businesses globally, having an impact on both the safety and wellbeing of our employees and workers, as well as business operations due to government measures to slow down the spread of the virus. The Engineering, Procurement and Construction Process (EPC) industry in Singapore has been particularly

impacted by manpower shortages. Strict border closures in Singapore reduced the foreign labour force available to support our operations, prompting us to take swift action to minimise project delays. Our clients have also been impacted by COVID-19. As such, PEC has had to transition the way it operates, as well as expand our business operations in more diversified markets in Singapore and overseas.

Most notably, we released new policies to help us adapt to the

‘new normal’ and ensure that business disruptions are minimised. These new policies also formalised measures to protect the safety, health and wellbeing of our employees and workers.

Our new policies in FY2021 include:

- Group Business Continuity Plan Manual
- Flu Pandemic Management Plan
- Outpatient and Hospitalisation
- SaFe Management Measures system
- Employee Engagement Team

GROUP BUSINESS CONTINUITY PLAN MANUAL

On 1 June 2021, we launched the Group Business Continuity Plan (GBCP) Manual that provides an overview of response frameworks to various business risks within each geographical area and operational scope that PEC’s operations are present in. The COVID-19 pandemic has disrupted key sectors of the economy that has increased the volatility of the business landscape. The Manual is thus emblematic of our commitment to enhance the commercial performance, value and reputation of PEC and to safeguard the wellbeing of employees, contractors, customers, the public, and the environment.

Major business risks identified by the company were decided upon using PEC’s risk management system that includes a Decision-Making Matrix. The Matrix is a table that helps us visualise and compare different risk scenarios and their severity, as well as informs us on the notification procedures. The Manual also outlines the responsibilities of the Group Business Continuity Team (GBCT) and the Site/Department/ Subsidiary Business Continuity Team (SBCT). The GBCT has three roles: to provide strategic input and direction to the overall response effort and ensure the protection of the company’s reputation and performance; handle high level communications with key stakeholders including public, media, shareholders and government agencies; ensure all necessary support is available for SBCT including resources, funds, technical input and specialist advice.

FLU PANDEMIC MANAGEMENT PLAN

At the same time, we launched our Flu Pandemic Management Plan. Its purpose is to provide a framework for an effective response that protects PEC’s stakeholders, reputation and business activities in the event of a disruption from a virus outbreak.

The plan supplements other company applicable procedures and publications by the Ministry of Health (MOH), Ministry of Manpower (MOM), National Environment Agency (NEA) and other relevant authorities. It can provide guidance in the event of a flu pandemic.

OUTPATIENT AND HOSPITALISATION

The Outpatient and Hospitalisation policy strengthens our wellbeing and safety measures, which are thoroughly discussed in the Occupational Health and Safety section of this report. The Outpatient and Hospitalisation procedure, which is applicable to all employees and was created on 1 July 2020 provides clear guidelines to employees in need of such treatment. The Procedure provides a clear hierarchy of roles and responsibilities to ensure employees will be able to seek treatment immediately in accordance to the proper protocols.

SAFE MANAGEMENT MEASURES SYSTEM

The SaFe Management Measures System (SMMS)’s key purpose is to ensure that PEC provides a safe working environment for all employees at the corporate, operating sites and local subsidiaries of the PEC Group. The SMMS provides a clear description of the roles and responsibilities and includes the creation of groups such as the SaFe Management Working Committee (SWC) whose core role is to ensure proper execution of the SMMS.

Important management measures include reducing physical interaction for safe distancing purposes, supporting contact tracing and encouraging workers to observe good personal hygiene. Reports of the progress and potential breaches of these measures will be recorded and reviewed by the SWC on a monthly basis.

COVID-SAFE WORKSITE, ACCOMMODATION, TRANSPORTATION AND WORKPLACE

To protect the safety, health and wellbeing of our workforce, we continue to implement appropriate measures with respect to their accommodation, transportation and workplace. Our three-pronged strategy enacted at the start of the pandemic in 2019 includes the following measures:

SUSTAINABILITY REPORT

1. COVID-SaFe Worksite:

- o Implementing SaFe Management Measures (SMM) at all worksites and office premises
- o Appointed SaFe Management Officers (SMO) and SaFe Distancing Officers (SDO) responsible for ensuring strict adherence to the new measures
- o Allocated split shifts and segregation of different zones for employees to reduce physical interaction and to ensure safe distancing
- o Implemented contact tracing infrastructure such as PEC's SaFe Entry Tool and contactless attendance-taking using facial recognition

2. COVID-SaFe Workplace:

- o Trained employees on roles and responsibilities to stay COVID-SaFe
- o Conducted regular swab tests, temperature screening and vaccinations
- o Implemented Healthtracker app for employees to record their temperatures and symptoms, with unfavourable readings automatically triggering an email alert to the relevant HR personnel and SMO
- o Appointed COVID-SaFe Leaders for every 20 employees to adopt COVID-SaFe related measures
- o Utilised technology to enable office-based employees to work from home

PECare Initiative: Protecting the Mental Health of Our Workforce During COVID-19

The PECare initiative was developed in 2016 with the input of professional psychologists. This is an open-door programme for employees to discuss issues affecting their own or their peers' mental wellbeing. PEC's HR Director manages the programme as the Chairman and it is supported by 'champions/coaches' whom are employee, volunteers trained by professional counsellors.

In 2021, we expanded the initiative to address concerns over mental health and burnout amid the prolonged circuit-breaker and quarantine measures. This was especially pertinent for employees living in dormitories, where we observed much higher demand for champions and coaches to provide moral and emotional support.

3. COVID-SaFe Accommodation & Transportation:

- o Allocated the same accommodation to workers in the same project to reduce potential intermixing and cross infection
- o Appointed room leaders responsible for assisting their peers to comply with safety measures and managing their physical and mental wellbeing
- o Arranged point-to-point transportation between worksites and accommodation to facilitate the commute of workers

MOVING FORWARD

The COVID-19 pandemic continues to disrupt the way our business operates. We continue to adhere to the government-mandated regulations on protecting the health and wellbeing of our employees since safe distancing measures are likely to remain in the foreseeable future. We are also committed to going above and beyond the standard COVID-19 safety measures by providing our employees working on-site with proper surgical masks and sanitisers. We will continue to review, adapt and strengthen our policies, operating standards and procedures to manage new risks while ensuring we create sustainable long-term value.

GOVERNANCE

Implementing a robust corporate governance approach highlights our commitment to conducting ourselves according to the highest standards and supporting our sustainability aspirations. Prompted by the ongoing impacts of the COVID-19 pandemic, we developed the Group Business Continuity Plan (GBCP) that provides a high-level overview of the measures and procedures that we will take based on different risk scenarios. This, together with our existing Group policies and the Code of Business Ethics and Conduct, Anti-Bribery and Corruption Policy, and Whistleblowing Policy, provided us with a robust corporate governance approach. More information on how we govern PEC can be found on pages 17 to 36 in the Corporate Governance Report section of the Annual Report. For more information on the BCP, refer to page 9.

ANTI-BRIBERY & CORRUPTION POLICY

We launched an anti-bribery and corruption policy on 31 March 2020 that supports our commitment to foster a robust culture of integrity. The policy expects all employees of PEC to be aware of preventing bribery and corruption in all forms. This means strict adherence to protocols concerning gifts and entertainment, charitable and political contributions, and other activities that would be seen as a bribe or a corrupt act. Employees in doubt are strongly encouraged

to seek guidance from their supervisors, the Group Human Resources Department, Corporate Services Department, or the senior management team.

Adhering to the highest ethical standards on bribery and corruption and conducting business with integrity is of utmost importance at PEC. Any employee found to violate these standards will face disciplinary action and/or immediate termination in compliance with local and regulatory authorities.

CODE OF BUSINESS ETHICS AND CONDUCT

All employees must abide to the following standards of integrity and conduct:

- Compliance with laws, rules, and regulations in cities and countries in which the company operates
- Avoiding conflicts of interest
- Prohibition of insider trading
- Applying good judgement with regards to gifts and entertainment
- Reporting any illegal or unethical behaviour
- Protecting human rights

WHISTLEBLOWING POLICY

Our whistleblowing procedures ensure that any concerns on malpractices within PEC are addressed appropriately with

management. All employees are systematically made aware and reminded of the procedures every year. PEC adopts a non-retaliation policy that protects employees reporting a concern in good faith against reprisals. For more information, please refer to our [Whistleblowing Policy](#).

TRAINING

We conduct training sessions for our workforce to sustain and improve their understanding on corporate governance and to help them keep abreast of important topics that may impact the business. In FY2021, key members of the Board of Directors attended the Public Sector Governance in the Face of Complex Global Changes training, to help them stay up-to-date on the evolving risks in our landscape.

In FY2020, there was a reported incident of misappropriation committed by an employee of our subsidiary in China, PEC Construction Equipment Leasing Co. (Huizhou) Ltd. Since the discovery of the misappropriation, a police report has been lodged and the employee was terminated. The accused pleaded guilty and was subsequently sentenced by the Court. We have also released [a public announcement to the Singapore Stock Exchange](#) regarding this incident.

SUSTAINABILITY REPORT

ECONOMIC PERFORMANCE

We are committed to ensuring the sustainable growth of PEC’s business as well as the creation of value for our stakeholders. This is supported by the delivery of strong financial performance for our shareholders.

A summary of our economic performance, extracted from the financial statement, is presented below:

Economic Performance Indicators (\$\$'M)	FY2018	FY2019	FY2020	FY2021
Revenue	330.8	392.7	495.1	379.4
Profit after tax	10.8	9.8	(13.2)	23.6
Total expenses (including staff costs)	322.6	383.9	512.1	371.6
Staff costs / Employee benefits expenses	139.2	163.9	171.5	155.6
Net GST payables	1.7	1.1	1.0	2.6
Income tax expense	2.6	3.1	5.2	2.3
Retained earnings	171.6	174.0	156.2	177.2
Dividend (declared and paid)	6.4	5.1	5.1	1.3

INDIRECT ECONOMIC IMPACT (SUPPLY CHAIN)

Key Performance Highlights → Future Targets



Note: The above figures on indirect economic impact covers our Singapore and UAE operations

Our spending on procurement can be categorised according to two main categories:

- Equipment, materials and services required to execute projects and meet client expectations. This includes steel tank plates, pipes, equipment rental, and testing services from certification bodies.
- Procurement of other types of goods and services to support the daily running of our operations, such as paper, water, surgical masks, sanitisers, office

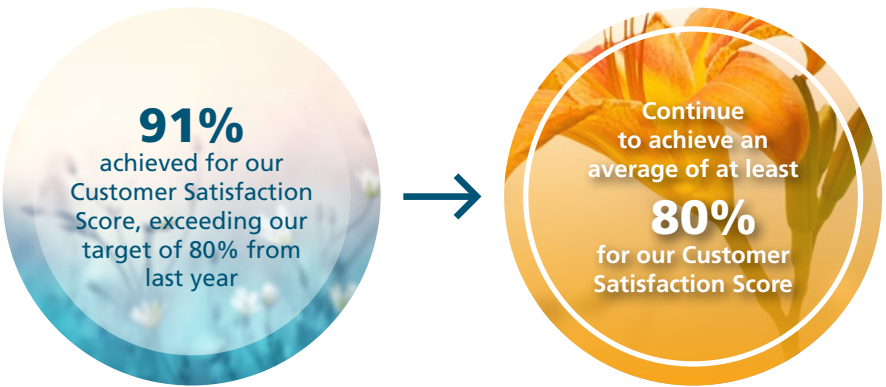
equipment, electricity and accommodation and transportation for our site workers.

All the suppliers we work with are assessed based on our [Procurement & Warehousing Policy](#), which includes indicators such as Quality of Products and Services, Health, Safety, Security and Environment (HSSE), as well as price competitiveness. While we normally conduct on-site audits on our suppliers to ensure compliance and highlight areas of improvement, COVID-19 has meant that we are unable to do so.

CUSTOMERS

To ensure the sustainable success of PEC, we are committed to maintaining excellent quality in all our projects. The Occupational Health and Safety, Environmental, Quality and Security (OHSEQS) Committee ensures that we achieve high quality standards to exceed our customers’ expectations.

Key Performance Highlights → Future Targets



Note: The above figures only cover our Singapore operations

PRODUCT QUALITY

In order to achieve cost efficiency, high productivity levels, safety and the timely completion of projects, we enact the following policies and practices:

- **Quality Policy:** This policy reflects our commitment to improving customer satisfaction. Our Quality Management Program includes quality improvement training for employees, effective process control and conducting periodic system assessments. Due to COVID-19, this is conducted via video and audio applications such as Microsoft Teams and Zoom.
- **OHSEQS Management System:** Covers all projects and maintenance works undertaken by PEC.
 - Project execution plans include a quality assurance plan that outlines the site organisation layout, roles and tasks of each officer, the control measures, the general execution procedures, and method statements to be adopted by the project team.
 - Constant performance evaluation of our approved suppliers and sub-contractors through feedbacks from respective departments and site. Any issues

uncovered will be addressed according to the quality plan as detailed by the OHSEQS. The quality team conducts on-site visits throughout the project duration to ensure that the work is conducted according to our OHSEQS procedures and all OHSEQS related issues are adequately addressed.

- OHSEQS Management Review is carried out by the OHSEQS Committee which includes Top Management, to ensure OHSEQS Management Systems remain sustainable, adequate and effective.

PRODUCTIVITY MANAGEMENT

Due to the ongoing SMM on site as a consequence of the pandemic, productivity will inevitably be affected. We are in the process of expanding the use of automated welding machines and centralising our fabrication to reduce labour costs.

We also continue to utilise teleconferencing technology in place of physical meetings with clients and updates on overseas subsidiaries’ operations. This means that we have reduced overseas travel resulting in less carbon emissions.

SUSTAINABILITY REPORT

CONTINUED INVESTMENT IN TECHNOLOGY

The COVID-19 pandemic has emphasised the importance of being agile and digitally-connected amidst a rapidly evolving business landscape. Prior to the pandemic, we have made substantial investments into our technological capabilities such as equipping workers with mobile apps carrying cloud computing services. This enables workers to carry out their fieldwork while seamlessly recording their progress on the apps. PEC is committed to expanding its Digital Acceleration Roadmap and achieve our digital transformation commitments.

DATA PROTECTION AND CYBERSECURITY

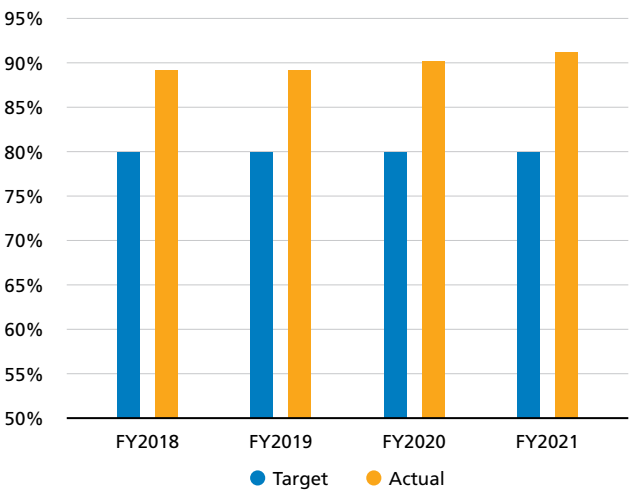
As PEC expands its technological capabilities, we are committed to implementing robust safeguards in our cybersecurity and data protection measures. These measures span across four premises: End Point Devices such as computers and servers, Networks, Cloud Infrastructure, and Identity. Data access is strictly controlled via controls such as System Access Request (ACL), Multi-factor Authentication, Right Management Service and password control. Our technological assets are further protected by firewall, advanced threat analytics, malware and antivirus software programmes. In the event of a disaster, PEC's IT infrastructure will be recovered through our Disaster Recovery Plan, enabling the business to quickly resume operations from any unpredictable incidents.

Cloud Computing: Seamless Remote Working

Due to the extensive investments PEC made into technology in the years before COVID-19, we were able to help our office-based employees to seamlessly transition into remote working conditions without disrupting our business.

We employed cloud-based Unified Communication and Collaboration (UC&C) technology, a platform that connects different communication systems and collaboration tools together such as messaging, voice and video calling, file sharing and video conferencing. This ensures a high level of interaction between departments regardless of where each employee is physically based in, and delivers the following benefits: better productivity, reduced costs, improved performance and customer satisfaction, and facilitates collaboration.

Customer Satisfaction Scores

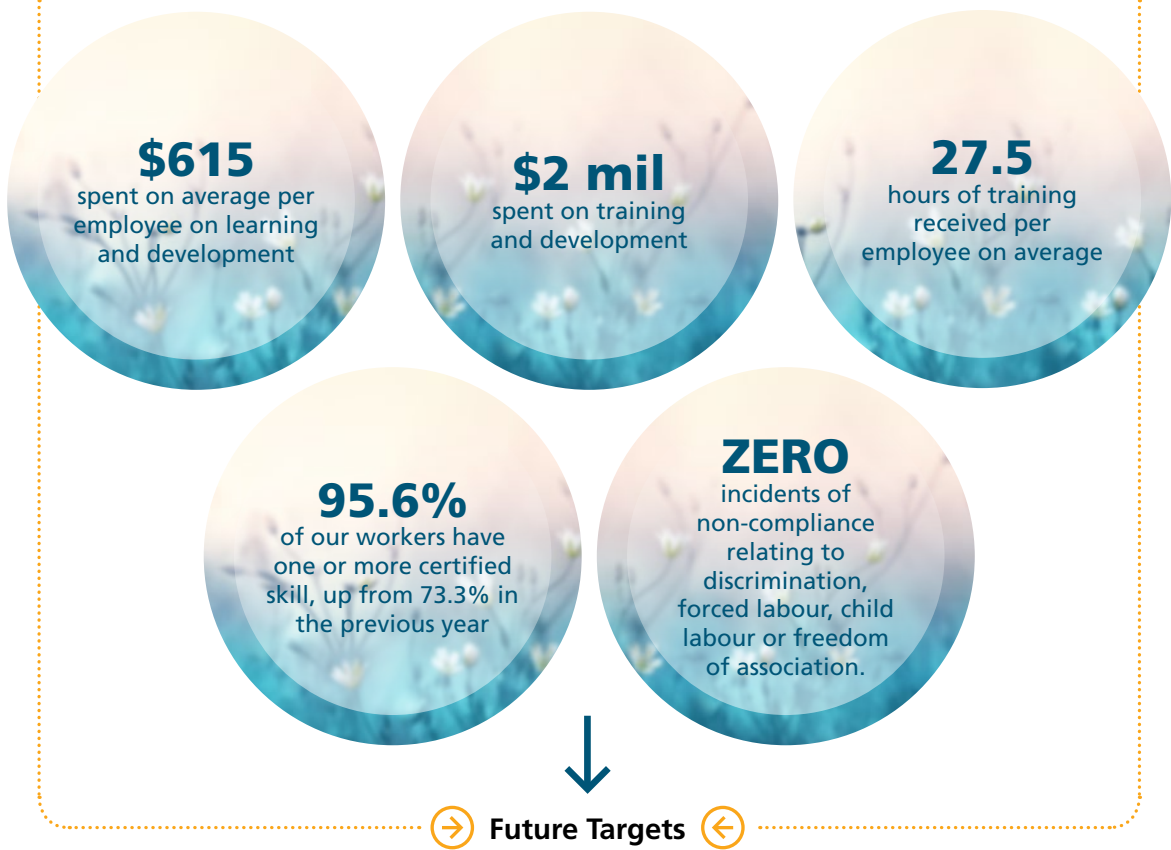


PEOPLE

Our people are an important component to PEC's sustainable growth and success. To achieve our vision of being a preferred business partner for projects works and maintenance services, we invest heavily in a holistic human resource strategy. This means providing continuous training and development for our employees across PEC, creating a conducive and safe workplace for our employees, and cultivating a caring environment that values people.

We are proud to have an ethnically diverse workforce across the markets we operate in. At PEC, we foster an environment that respects and celebrates the cultural differences of our workforce.

Key Performance Highlights



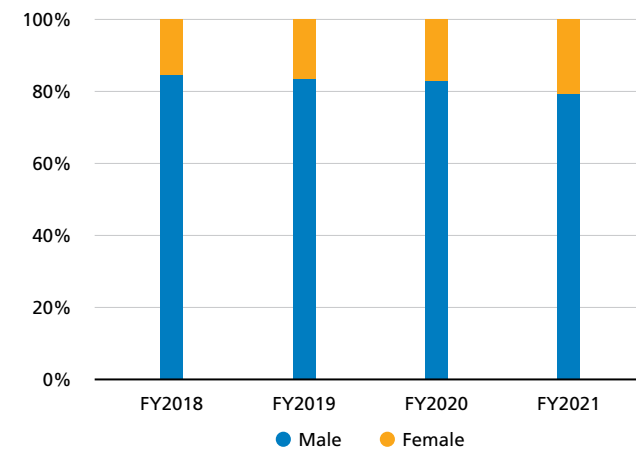
Future Targets



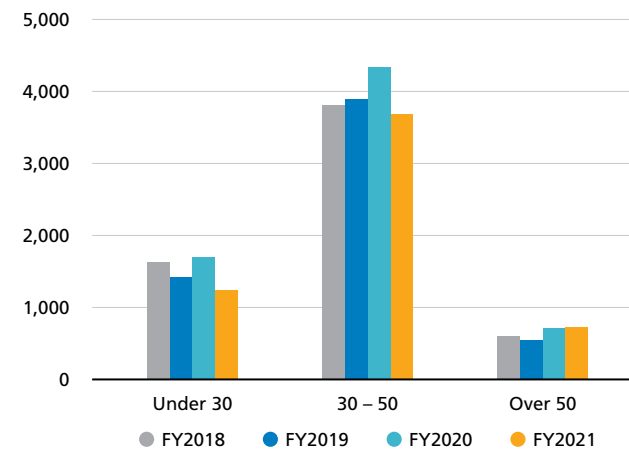
SUSTAINABILITY REPORT

PROFILE OF OUR WORKERS

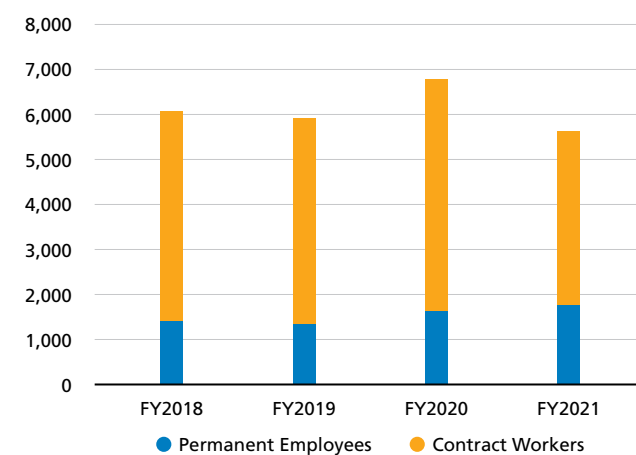
Employees By Gender
(excluding foreign workers)



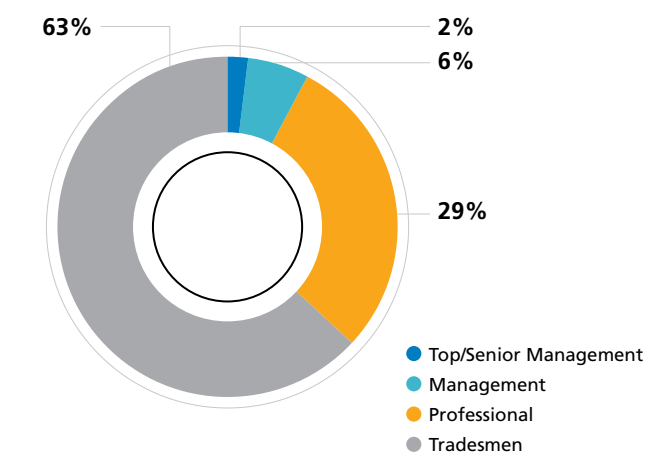
Employees by Age Group



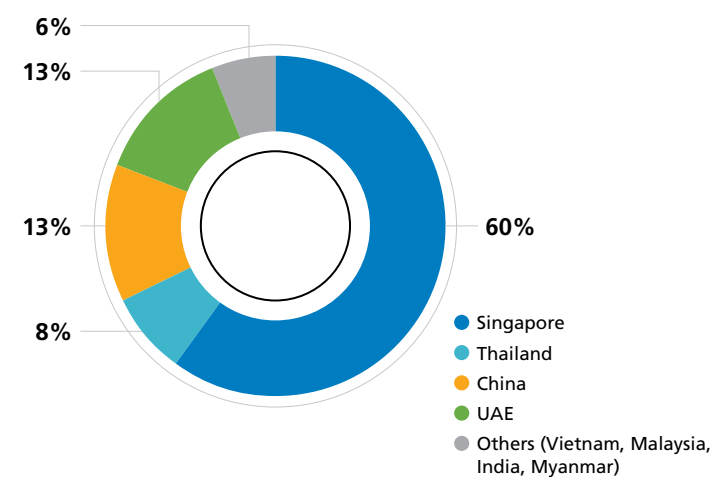
Employees by Employment Type



Employees by Employment Category



Employees by Country



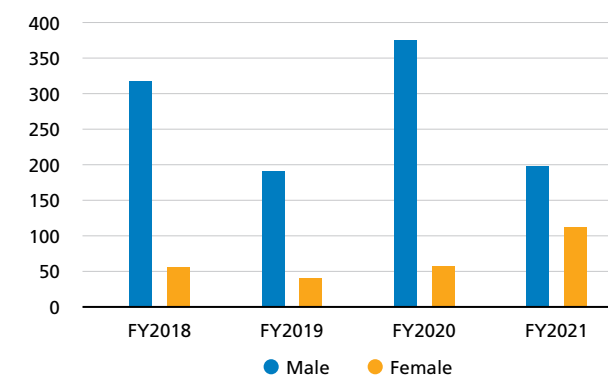
NEW HIRES

PEC implements fair employment practices where we hire based on merits such as knowledge and skills regardless of age, race, gender, religion, or marital status.

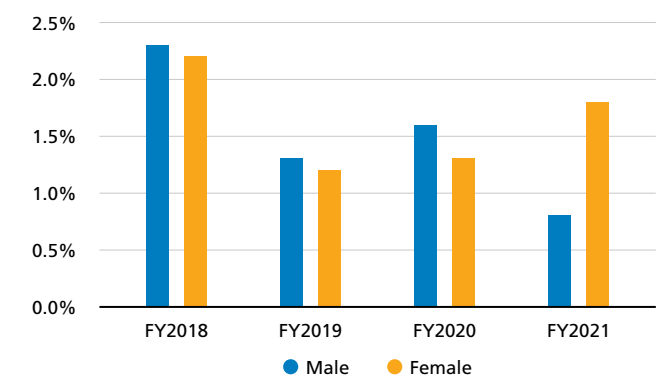
In FY2021, we hired a total of 309 new employees in countries such as Singapore, Thailand and Vietnam. The comparatively low number of hires relative to previous years is due to the business disruptions during the COVID-19 pandemic.

By Gender

Total Number of New Hires by Gender



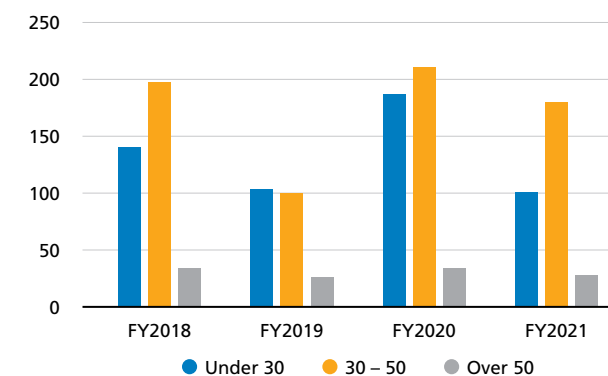
New Hire Rate by Gender



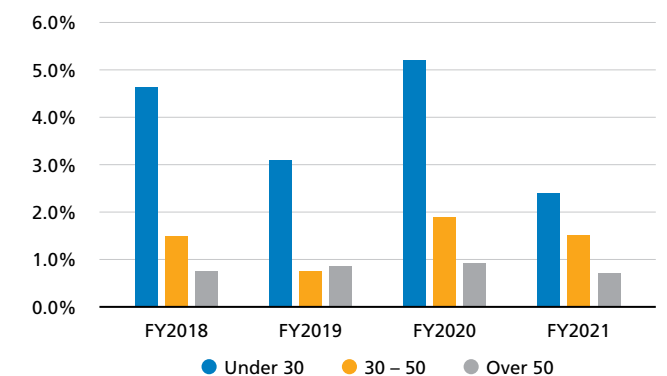
Note: The figures for new hire rate by gender have been restated due to data refinements. The figures for new hire rate is presented as per employee. The new hire rate is calculated using the formula: Total average 12 months of new hires / average monthly employment.

By Age Group

Total Number of New Hires by Age Group

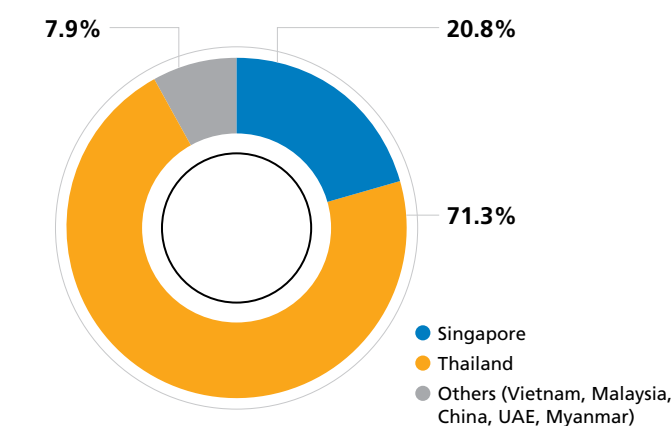


New Hire Rate by Age Group



By Country

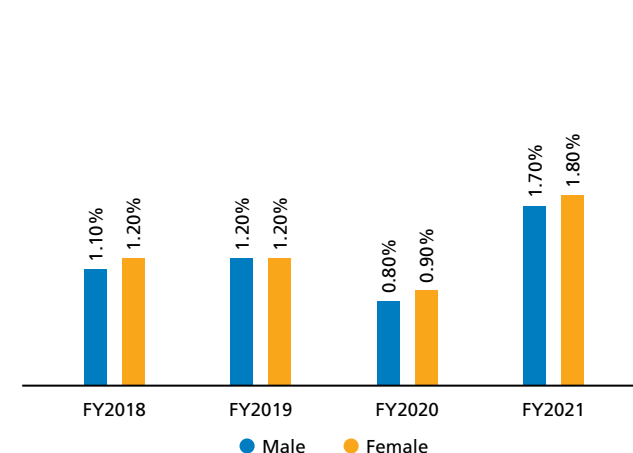
Total Number of New Hires by Country



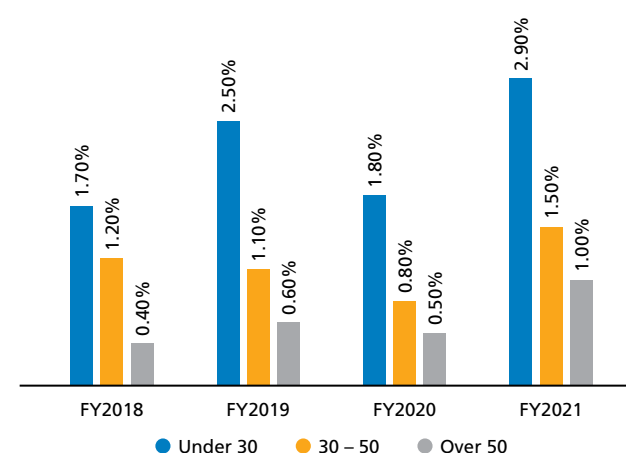
SUSTAINABILITY REPORT

EMPLOYEE TURNOVER

Employee Turnover Rate by Gender



Employee Turnover Rate by Age Group



PERFORMANCE MANAGEMENT

All staff at PEC undergoes regular appraisals to receive feedback from their managers and supervisors. This ensures our employees are made aware of their strengths and areas of improvement thus contributing to their long-term growth at PEC. This year, the Human Resource department has introduced a new Annual Performance Appraisal (APA) in portal to make it easier for managers and supervisors to conduct the appraisals.

LEARNING & DEVELOPMENT

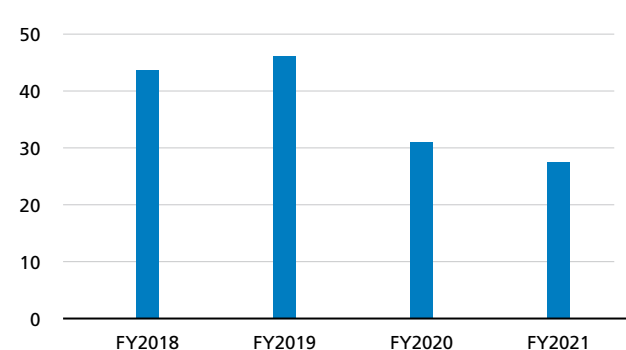
Our Learning and Development Policy, developed in accordance with the ISO29993 standard⁴, highlights our commitment to enable our employees to deliver the highest quality of work for our customers in a safe and nurturing environment. We provide technical training for workers such as equipment fitting, welding and machinery alignment.

In FY2021, we spent an average of \$615 per employee on learning and development.

AVERAGE TRAINING HOURS PER EMPLOYEE

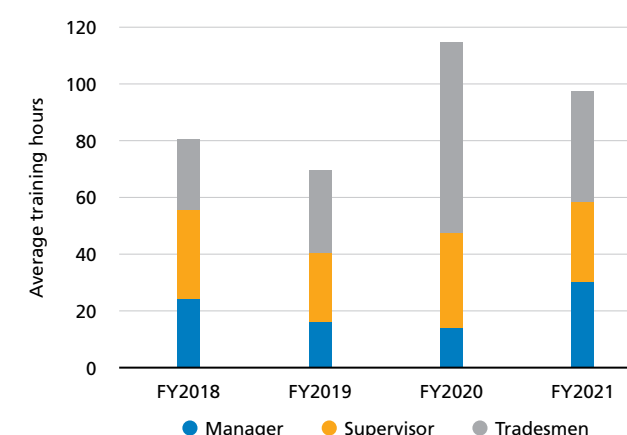
Last year, our employees received an average of 27.5 hours of training hours. The decline of training activities was due to restrictions faced during the pandemic for in-person training. This includes external training such as WSH trainings, seminars, and other short term courses. In-house in-person training was also affected by the restrictions. Although online trainings were introduced (synchronized e-learning), trainees – in particular workers – faced limitations in terms of IT equipment and internet connectivity.

Average Hours of Training
(Per Employee Per Year)



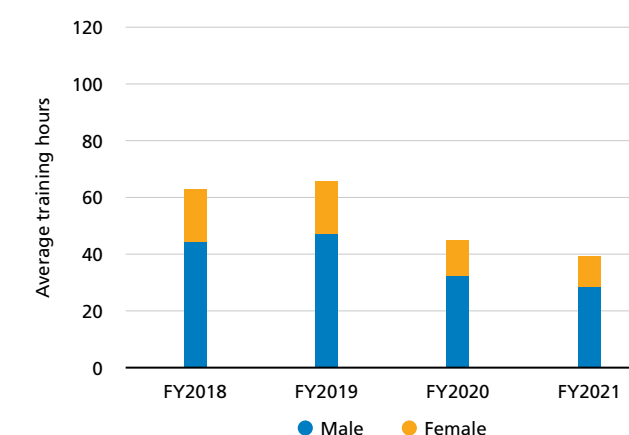
By Employee Category

Average Hours of Training by Employee Category
(Per Employee Per Year)



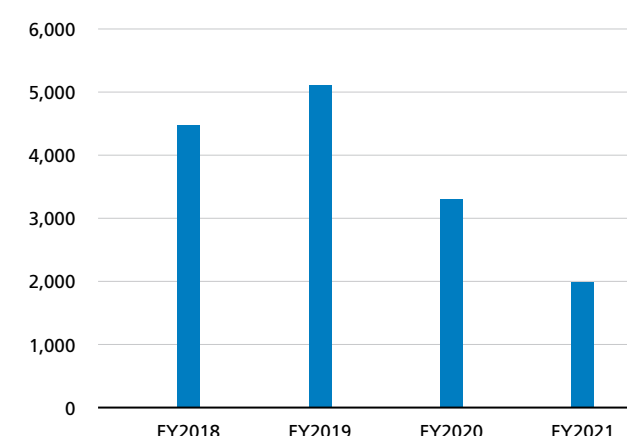
By Gender

Employee Training by Gender
(Per Employee Per Year)

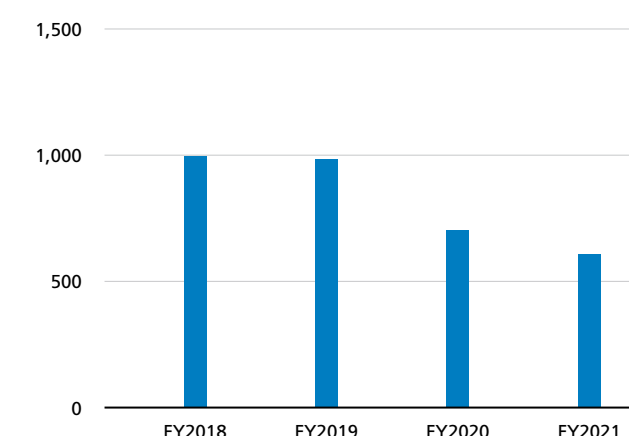


TRAINING EXPENDITURE

Total Training Expenditure
(S\$'000s)



Average Training Expenditure Per Employee
(S\$)



4. ISO29993 specifies requirements for providers of learning services outside formal education

SUSTAINABILITY REPORT

COVID-RELATED TRAINING

In the last financial year, many of our workers were held in quarantine due to a nationwide outbreak of COVID-19 in foreign worker dormitories. This year, to help workers transition back to working on site, we organised a half-day B@ck2Work Refresher workshop. The workshop provided workers with the skills and knowledge required to refresh their understanding of their roles and responsibilities, where to receive psychological support, and knowledge on complying with best practices for a safe, healthy and secure work environment.

In accordance with BCA's advisories, all PEC workers and appointed SaFe Distancing Officers (SDOs) and SaFe Management Officers (SMOs) working at our construction sites have also completed BCA's COVID-Safe Training for Workers and SMO Course for Construction. Similarly, all other appointed SDOs and SMOs have attended training sessions offered by other training providers. This ensures our workers are equipped with skills and knowledge to coordinate the implementation of the SMM and implementation plans, while ensuring a safe working environment for all with minimal risks of further outbreaks.

VOCATIONAL TRAINING

In addition to in-person trainings, our workers continued to receive vocational trainings through online platforms. Lessons were conducted on Microsoft Teams, while learning outcomes were assessed using Microsoft Forms. Through these online platforms, we conducted various courses such as the Safety Induction Program and Supervisory HSSE, Engineering Programs for supervisors and managers.

With training conducted online, we were also able to expand the reach of our training programs as employees across the region could also join in from their homes or offices. For example, colleagues in Vietnam and Malaysia joined HSSE training sessions hosted by the team in Singapore. Such benefits from conducting training online has encouraged us to rethink how training can be conducted.

EMPLOYEE ENGAGEMENT

To cultivate strong relationships between leaders, management, and employees, we ensure that two-way communication channels are kept open, and accessible through our regular site-level Toolbox meetings.

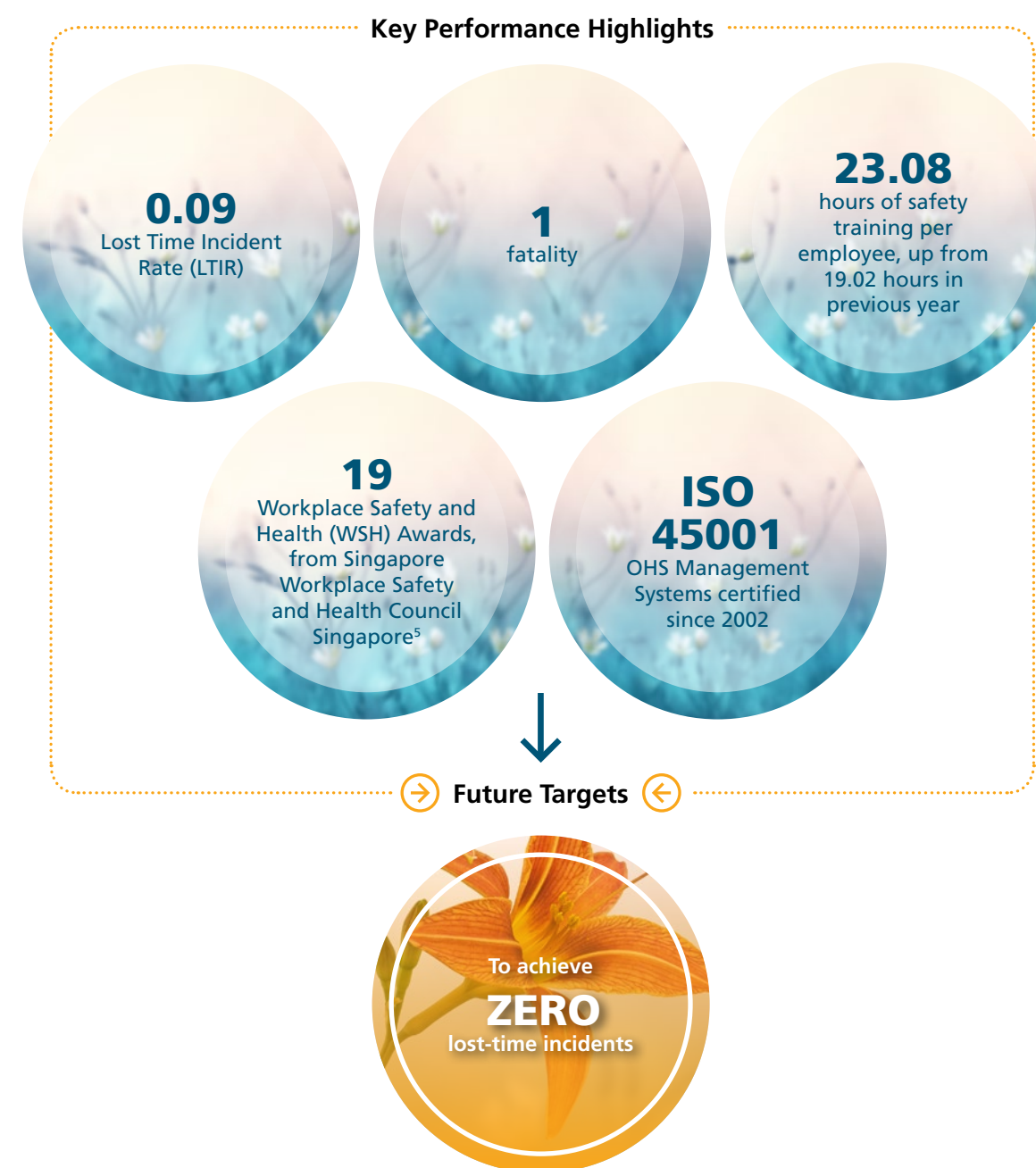
HUMAN RIGHTS

PEC strongly believes in protecting and advancing human rights in our operations. This commitment has been recently built into our Code of Business Ethics and Conduct which guides all employees of PEC. Under the updated code, we reiterated our commitment to treat everyone with respect and dignity, encourage diversity, provide safe working conditions, and promote equal opportunity for all. We prohibit harassment, bullying, discrimination, use of child, compulsory or forced labour and trafficking in persons for any purpose across all our operations.

In FY2021, there were no substantiated incidents of non-compliance relating to discrimination, forced labour, child labour or freedom of association in the reported period.

OCCUPATIONAL HEALTH & SAFETY

Recognising that our projects and services poses a risk to the health and safety of our workforce, it is vital that we ensure a healthy, safe, and secure workplace for all our employees. In line with our *Health, Safety, Security & Environment (HSSE) Policy*, we implement a robust system of HSSE standards and best practices to maintain a zero-accident workplace.



5. 16 WSH SHARP Awards, 1 WSH Innovation Award (Silver), 2 WSH Performance Awards (Gold)

SUSTAINABILITY REPORT

OUR OHS MANAGEMENT SYSTEM

Our HSSE Management system, applied to all workers operating within our sites, adheres to the requirements stipulated in ISO 45001 on the Occupational Safety & Health Management System. It is also aligned with internationally recognised standards such as ISO 9001 and ISO 14001. We are also BizSafe Star certified, having completed the highest level of a nationally recognised workplace safety and health management standard including risk management activities.

ASSESSING RISKS

For all jobs, PEC applies a five-stage risk assessment process under the supervision of experts and trained HSSE personnel. The process includes:



Preparation

For the preparation phase, the Risk Management Team will be set-up led by a Site Risk Management champion. All activities at the sites will be assigned to a Risk Assessment Team led by a Risk Management Member. The team will then discuss the tasks to be completed to ensure that they are well-versed with their assigned tasks.

Hazard and Risk Identification, Impact Assessment and Risk Control

We then conduct an Aspect Impact Risk Assessment (AIRA) to satisfy the requirements of both ISO 14001 and ISO 45001, which assess each of our processes in terms of environmental and OHS aspects. Processes are continuously monitored by supervisors and foremen to ensure the controls indicated in the AIRA are implemented. Site HSSE Committee meetings are conducted monthly, chaired by the Site Manager, to discuss on areas for improvement.

During the pandemic, we also incorporated COVID-19 SMM in our Risk Management and Site Action Plan. This is a structured plan formulated for PEC to cope with the pandemic in terms of correction, prevention and mitigative measures pertaining to COVID-19.

Review

We conduct reviews when there is a change in process or work location. These are also conducted at least once every 3 years.

COMMUNICATION AND TRAINING

We ensure the implementation of the following practices to clearly communicate on the HSSE standards to all employees:

- Site inductions for all new employees and employees who are posted to new work sites.
- Mandatory workplace safety and health training for all employees and workers in process industries pharmaceutical industries and laboratories, construction sites and confined spaces.
- HSSE related updates are communicated through the intranet, notice boards and Pre-Task Talks.

Each employee and worker own an updated copy of their Training Passport, which is a document that captures all the training the worker has attended. This enables supervisors on site to verify if a worker has completed the necessary trainings.

In the next phase of our training initiatives, we plan to focus on topics such as self-awareness, effective engagement with the workforce, and empowerment of employees at supervisory levels.

In FY2021, each worker completed an average of 23.08 hours of safety-related training, including supervising safety, PPE, and adhering to safe driving standards.

OHS training for COVID-19

We implement COVID-19 training as part of requirements in the Safe Restart Criteria set by Building and Construction Authority (BCA) and Association of Process Industry (ASPRI). In addition, our site inductions also highlight SMM on top of these requirements. Training topics conducted for workers to adapt to the pandemic include: Back to work, back to basics and vehicular safety.

REPORTING AND INVESTIGATION OF INCIDENTS

Workers are strongly encouraged to report incidences of Near Misses and Behavioural Based Safety Observations (BSSO). To promote a culture of being aware about, and speaking up on safety concerns, workers that are the most diligent in reporting the best Near Misses and BBSOs are awarded with vouchers. Employees and workers use our PEC SMSGo mobile application to report any incidents quickly.

Once an incident has been reported, it will be investigated according to our Incident Investigation and Reporting Procedure protocols. Site specific incident investigation methodologies are also utilised if clients request for a specific method of investigation. Control measures are then recommended, communicated and implemented under strict supervision on-site.

HEALTH AND WELLBEING

To care for the health and wellbeing of our workers, we implemented the following measures that align with recommendations from the Singapore's Workplace Safety and Health (WSH) Council:

- Medical Chits are issued electronically for workers and employees to visit the doctor directly from their homes or dormitories.
- Medical declarations during group meetings such as Toolbox Meetings and Pre-Task Talks are provided to workers that feel unwell to seek medical attention immediately, rather than exposing them to further occupational risks.
- The expansion of PECare initiative by ensuring that the coaching team meets every 6 months. During each meeting, coaches share their current cases and completed cases. There are currently 17 PECare champions, 16 coaches and 8 newly trained coaches. For more information on the PECare initiative, refer to page 10.

Due to COVID-19, we temporarily paused our Annual Health Screenings where all employees are tested for illnesses and detection for diseases that are in their early stages. We hope to resume the screenings once it is safe to do so.

Workplace Health Promotion (WHP) Programme

To help our employees cultivate a better work life balance and promote bonding, we planned to host a variety of online webinars and yoga activities however, we made the difficult decision to temporarily postpone them to a later date due to COVID-19. We hope to resume these activities once it is safe to do so.

Employee Engagement Team

We developed an Employee Engagement Team (EET) procedure on 1 July 2020. This refers to the creation of a dedicated team from the Human Resources department to oversee employees' health, wellbeing, and safety concerns in the event of a disruption that impacts our operations. The EET is responsible for relaying the necessary steps and communicating instructions to all employees at each subsidiary where PEC operates in to ensure proper execution.

WORKER PARTICIPATION AND CONSULTATION

We ensure that worker representations attend all HSSE Group Meetings, which occur on a monthly basis. These meetings address issues relating to occupational health, safety, security, environment and welfare-related concerns. This arrangement allows for a seamless two-way communication and consultation on matters relating to the development, implementation, evaluation and overall improvement of the OHS Management System.

SUSTAINABILITY REPORT

HEALTH AND SAFETY PERFORMANCE

Our commitment to health and safety has paid off, demonstrated by our strong health and safety record and attainment of the ISO 45001 certification in our latest achievements.

Health and Safety Awards

This year the Group has won a total of 19 Awards from the WSH Council Singapore. The awards are as follows:



2 Gold

WSH Performance Awards (Gold)
Plant General Services Pte Ltd is our 3 times WSH Performance Award Gold Winner



1 Silver

WSH Innovation Award (Silver)



16 Awards

WSH Safety and Health Award Recognition for Projects ("SHARP") Awards

FATALITIES

2018	2019	2020	2021
0	0	0	1

On 17 September 2020, work was being conducted by two workers on a pipeline in a process plant that contained toxic gases. The workers were severely affected by the gasses and a third worker attempted to provide aid. All three workers were sent to a hospital to treat their injuries and unfortunately, one succumbed to his injuries on 22 September 2020. We took immediate action to stop all works involving this system and conduct a stand-down to communicate the incident to the workforce. To ensure such incidents do not recur, we conducted a thorough report to investigate the incident and will take further action drawing from the results of the report.

INJURIES

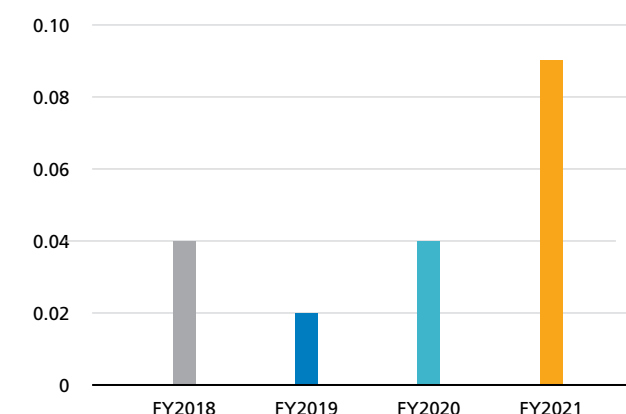
In FY2021, we had a Lost Time Incident Rate of 0.09. To help us develop a more targeted approach to treating injuries, we categorise them into low-consequence and high-consequence injuries. Low-consequence injuries include traffic incidents, property damage (vehicular), opening of process equipment, lacerations, contusions, minor bodily injuries, noise induced deafness.

High consequence injuries (LTIs) are due to uncontrolled discharge (chemical or gases) and line of fire.

To prevent further incidents like these from occurring, we have in place a number of controls, including elimination, substitution, engineering controls, administrative controls and personal protection equipment.

LOST TIME INCIDENT RATE

Lost Time Injury Table



ABSENTEE RATE BY COUNTRY

	2018	2019	2020	2021
Absentee rate	1.44%	1.49%	0.81%	2.15%
Absentee Rate by Country				
Singapore	4.33%	4.56%	3.15%	9.77%
Malaysia	0.73%	0.40%	0.32%	1.53%
Thailand	–	–	0%	0.80%
Myanmar	–	–	0%	0.50%
UAE	0.14%	0.16%	0.79%	0.32%
Vietnam	0.56%	0.82%	0.62%	0%

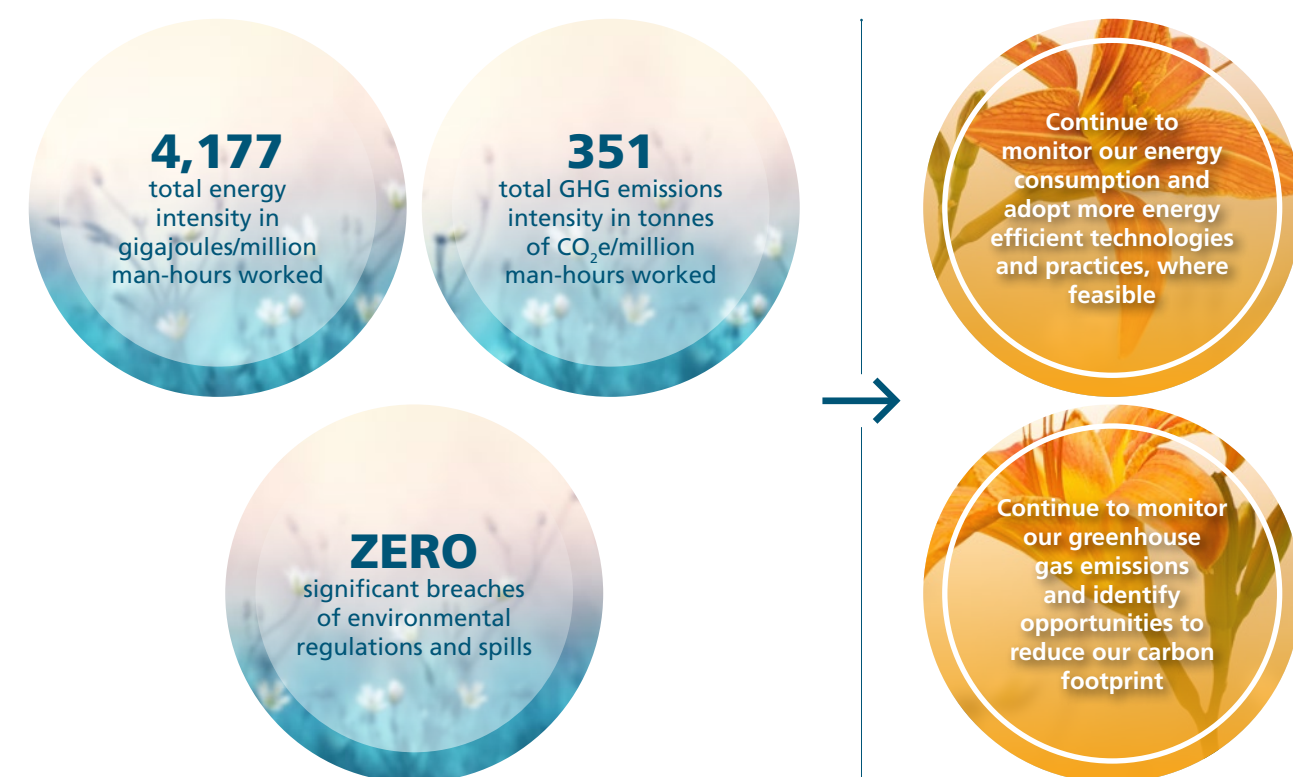
Note: Medical leave is defined as employees who were on medical leave and hospitalisation leave. Data for absentee rate was not available in 2018 and 2019 for Thailand and Myanmar.

The absenteeism rate for Singapore in 2021 was higher than previous years due to a change in the way our payroll system calculates this figure. In 2021, we also included figures from a newly incorporated company in Singapore.

ENVIRONMENTAL MANAGEMENT

Key Performance Highlights

Future Targets



Note: The figures for this chapter only cover our Singapore operations.

SUSTAINABILITY REPORT

We have been monitoring our environmental performance across energy/emissions, water and waste, and will continuously seek performance improvements through more environmentally friendly practices.

ENERGY AND EMISSIONS

Energy is used largely in our offices and fabrication facilities, including electricity for lighting and air-conditioning. Diesel is consumed by our fleet of vehicles used for transportation between facilities and project sites as well as to power some of our onsite equipment.

We have a number of ongoing practices which help us to manage our energy consumption and carbon emissions:

- Monitoring of carbon emissions:** Every month, we monitor our carbon emissions using a dashboard which captures our diesel and electricity consumption. OHSEQS management review meetings, conducted by our QA department and attended by all our directors and Site-in-Charge, is held to evaluate carbon emission performance. We plan to use the trend data gathered to set carbon emissions limits in the future.
- GPS-tracking on vehicles:** To ensure the most efficient usage of diesel, all our vehicles are installed with GPS and their movements tracked by our logistics department. This allows the department to deploy the nearest vehicle whenever the department receives a request for transport. It is also able to collect data on routes taken by vehicles over the years, which enables the department to plan the most efficient route for drivers to take.
- Regular maintenance of vehicles and machines:** to ensure that they run efficiently

- Sustainable Procurement:** When we procure new equipment such as welding machines, diesel efficiency is a criteria for selling vendors
- Electrical Energy Management Initiative:** Includes replacement of fluorescent bulbs with LED bulbs within our offices and facilities.
- Switch-off Initiative:** Turning off the lights for an hour over lunch across all PEC sites.
- Installing lighting motion sensors** within our office staircases and communicating to employees on setting the air conditioner temperature to 24°C.

WATER CONSERVATION

Municipal water is utilised at our office buildings, dormitories and facilities. We take several measures to conserve water such as implementing an awareness programme that include putting signs and posters on good water saving practices. We also undertake regular maintenance of the water system to prevent leakages. Prior to COVID-19, we installed water saving fittings in toilets and washrooms that use water at lesser capacities. However, given the urgency of upholding hygiene measures amidst the ongoing pandemic, we have temporarily paused the usage of these fittings.

MANAGING WASTE

Non-hazardous waste

Waste generated in our offices and worksites include newspaper, wood crates, wood pallets, carton boxes, plastic bottles, food waste, metal cans and metal scraps.

Hazardous waste

The types of hazardous waste generated at our facilities are solid toxic waste and used hydraulic oil, which is stored in drums and disposed by an authorised waste collector.

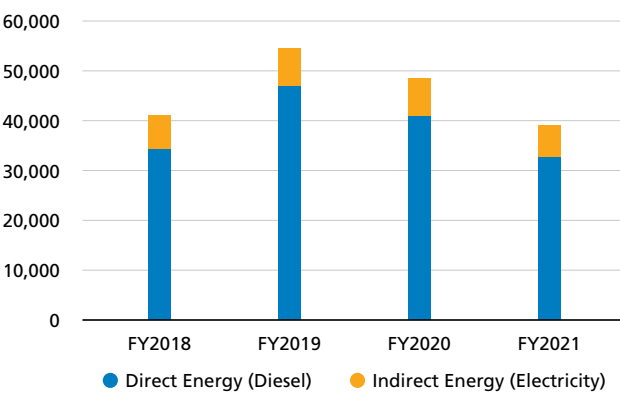
We continue to adhere to the Mandatory Waste Reporting procedures as outlined by the National Environment Agency (NEA), we report the disposal of all solid and liquid hazardous waste to NEA's online portal as part of their Waste Resources Management System initiatives.

ENVIRONMENTAL PERFORMANCE

No significant breaches of environmental regulations and spills were reported.

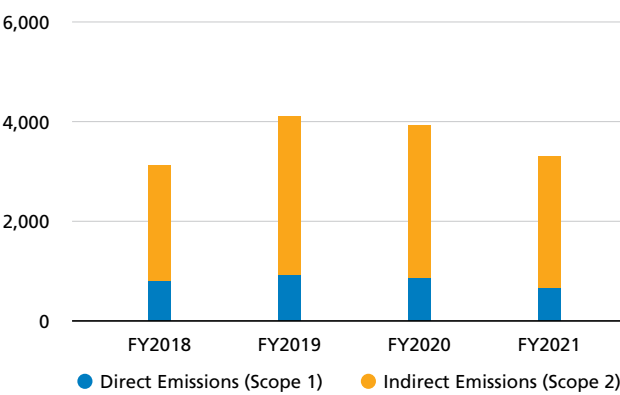
Energy consumption

Total Energy Consumption (gigajoules)



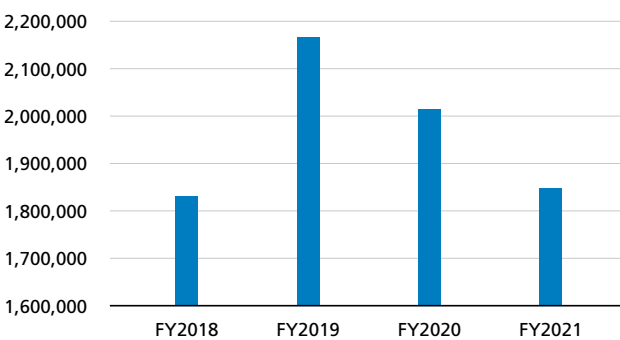
Carbon emissions

Total Carbon Emissions (tCO₂e)



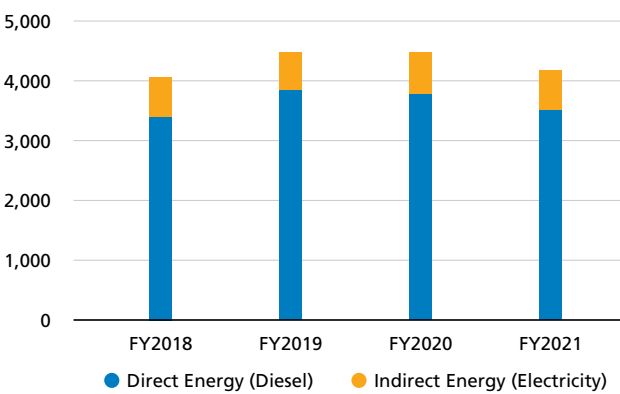
Electricity consumption

Total Electricity Consumption (kWh)



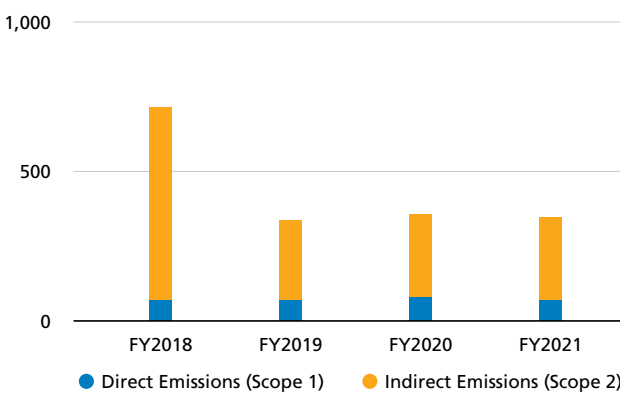
Energy Intensity

(gigajoules per million man-hours)



Carbon Emissions Intensity

(tCO₂e per million man-hours)



Going Paperless

Electronic Payslip (ePayslip)

In line with our efforts to transit to more environmentally-friendly initiatives, we worked with our IT department to begin issuing e-Payslips to our workers since July 2020. Through this initiative, we saved 22.5 kilograms of papers per month, and 270 kilograms of paper in total, from going to the landfill.

Apart from saving paper, this initiative also eliminated the need for workers to collect their

printed payslips physically at our offices, which reduced contact and risk of COVID-19 infection.

Electronic Payment Voucher

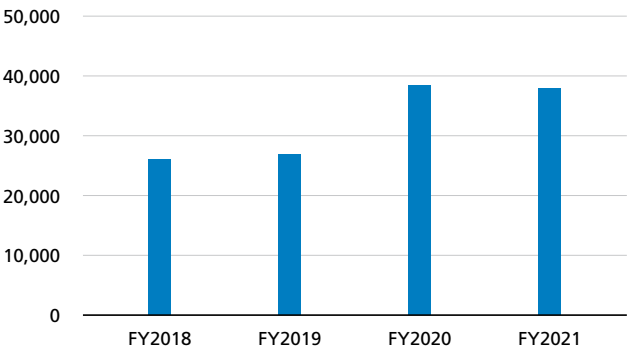
We also continue to implement our Electronic Payment Voucher initiative as part of our overall target to reduce our waste output. This programme was launched on 1 July 2019 and entails all purchase orders issued to our vendors to be in electronic formats, which cuts down on paper consumption. Most of our documents are now uploaded electronically to portal/sharepoints.

SUSTAINABILITY REPORT

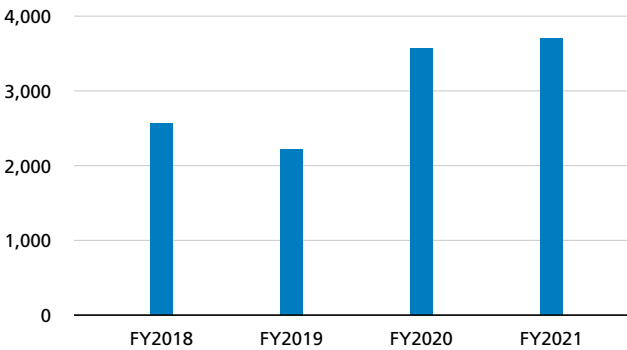
In 2021, we saw an increase in water consumption and waste generated due to an increase in premises (total 6 premises altogether). We also undertook renovation work and washing of our new building facade at International Business Park this year.

Water consumption

Total Water Consumption
(m³)



Water Consumption Intensity
(m³ per million man-hours)

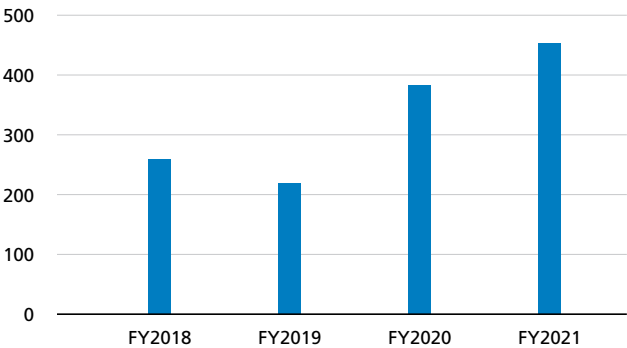


Water generated

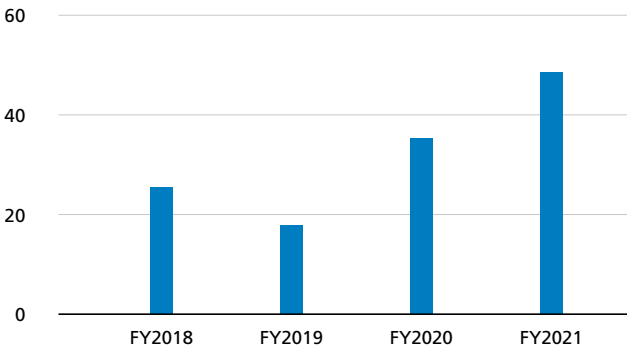
Total Hazardous Waste Generated
FY2021

Type of waste	Volume
Toxic industrial waste (used contaminated oil, oil waste mixtures, used hydraulic oil)	3,580 litres

Total Non-Hazardous Waste Generated
(tonnes)



Non-hazardous Waste Generated Intensity
(tonnes per million man-hours)



- Note:
- Electricity consumption data is obtained through utility bills
 - Fuel data is obtained through receipts of fuel purchase
 - Electricity emission factor is based on Singapore's Grid Emission factor (AOM) by Energy Market Authority (EMA): 0.4085
 - Conversion factor for kg CO₂e to t CO₂e: 1 kg = 0.001 t
 - Conversion factor for diesel volume (litres) to energy consumed (gigajoules) is based on methodology provided by the [Carbon Disclosure Project \(CDP\)](#) = 0.03612 GJ/l
 - Conversion factor for litres of diesel to kg CO₂e is based on methodology provided by the Global Compact Network Singapore Carbon & Emissions Recording Tool (GCNS CERT) = 2.67 kg CO₂e / litre of diesel
 - Only carbon dioxide is considered in our calculations. Scope 1 includes emission sources where the organisation has operational control. Scope 2 includes direct emissions related to purchased energy
 - Water consumption is measured through meter readings

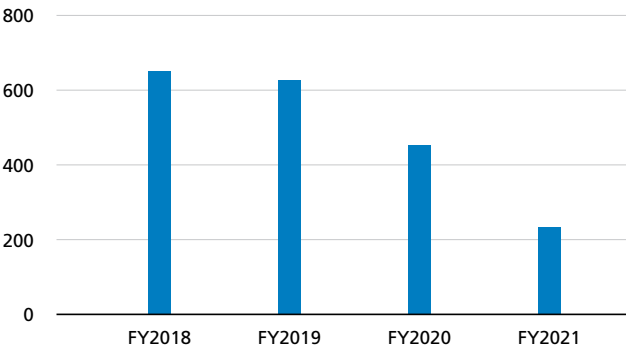
COMMUNITY

Key Performance Highlights → Future Targets



Note: The figures for this chapter only cover our Singapore operations.

EMPLOYEE VOLUNTEERING HOURS



Although COVID-19 has limited us from reaching the same levels of volunteering hours achieved in normal times, we nonetheless completed 231 hours of volunteering in FY2021. We adhered to safe distancing measures by limiting the number of volunteers to 8 individuals per group.

ORGANISATIONS SUPPORTED IN FY2021

In Singapore, we continue to support the following organisations that focus primarily on seniors, children and the environment:



SUSTAINABILITY REPORT

CSR Programmes in FY2021: SINGAPORE



Share A Gift Packing and Distribution 2020



Lunar New Year Goodie Bag Distribution



Goodie Bag Distribution 2020



Coastal Cleaning cum Cycling 2021



Lunar New Year Goodie Bag Packing

CSR Programmes in FY2021: UAE



Blood Donation Campaign January 2021



Food Distributions Iftar Package



Clothes Donation at Fujairah Charity Association 2021

CSR Programmes in FY2021: INDIA AND VIETNAM

In May 2021, India was facing unprecedented levels of crises from the COVID-19 pandemic that resulted in severe shortages of medical supplies and oxygen tanks. In response to the situation, PEC donated 2 units of oxygen concentrators. In Vietnam, we also donated vaccines worth SGD20,000 to support authorities in protecting the local community from the virus, amid spikes in fatalities and infections across the country.



SUSTAINABILITY REPORT

GRI CONTENT INDEX

GRI Standard	Disclosure	Page Number(s)
General Disclosures		
Organisational Profile		
GRI 102: General Disclosures 2016	102-1 Name of the organization	http://www.peceng.com/html/about.php
	102-2 Activities, brands, products, and services	http://www.peceng.com/html/about.php http://www.peceng.com/html/business.php
	102-3 Location of headquarters	http://www.peceng.com/html/contact.php
	102-4 Location of operations	http://www.peceng.com/html/network.php
	102-5 Ownership and legal form	http://www.peceng.com/html/about.php
	102-6 Markets served	http://www.peceng.com/html/network.php
	102-7 Scale of the organization	12, 16
	102-8 Information on employees and other workers	16
	102-9 Supply chain	12
	102-10 Significant changes to the organization and its supply chain	12
	102-11 Precautionary Principle or approach	25-28
	102-12 External initiatives	8
	102-13 Membership of associations	8
Strategy		
	102-14 Statement from senior decision-maker	4
Ethics and Integrity		
	102-16 Values, principles, standards, and norms of behavior	5, 11
Governance		
	102-18 Governance structure	5
Stakeholder Engagement		
	102-40 List of stakeholder groups engaged	7
	102-41 Collective bargaining agreements	20
	102-42 Identifying and selecting stakeholders	5
	102-43 Approach to stakeholder engagement	7
	102-44 Key topics and concerns raised	7
Reporting Practice		
	102-45 Entities included in the consolidated financial statements	1
	102-46 Defining report content and topic Boundaries	1
	102-47 List of material topics	6
	102-48 Restatements of information	17 (The figures for new hire rate by gender have been restated due to data refinements. The figures for new hire rate is presented as per employee. The new hire rate is calculated using the formula: Total average 12 months of new hires / average monthly employment.)

GRI Standard	Disclosure	Page Number(s)
GRI 102: General Disclosures 2016	102-49 Changes in reporting	1
	102-50 Reporting period	1
	102-51 Date of most recent report	1
	102-52 Reporting cycle	1
	102-53 Contact point for questions regarding the report	1
	102-54 Claims of reporting in accordance with the GRI Standards	1
	102-55 GRI content index	32-34
	102-56 External assurance	1
Material Topics		
Anti-Corruption		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	11
	103-2 The management approach and its components	11
	103-3 Evaluation of the management approach	11
GRI 205: Anti-corruption	GRI 205-3: Confirmed incidents of corruption and actions taken	11
Compliance		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	11
	103-2 The management approach and its components	11
	103-3 Evaluation of the management approach	11
GRI 419: Socio-Economic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	11
Economic Performance		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	12
	103-2 The management approach and its components	12
	103-3 Evaluation of the management approach	12
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	12
Talent Management		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	15
	103-2 The management approach and its components	15
	103-3 Evaluation of the management approach	15
GRI 404: Training and Education	404-1 Average hours of training per year per employee	18
	404-2 Programs for upgrading employee skills and transition assistance programs	18
Human Rights		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	20
	103-2 The management approach and its components	20
	103-3 Evaluation of the management approach	20
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	20

SUSTAINABILITY REPORT

GRI CONTENT INDEX

GRI Standard	Disclosure	Page Number(s)
Occupational Health and Safety and Quality		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	22
	103-2 The management approach and its components	22
	103-3 Evaluation of the management approach	22
GRI 403: Occupational Health and Safety	403-2 Types of injury and rate of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	24
Energy Consumption		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	26
	103-2 The management approach and its components	26
	103-3 Evaluation of the management approach	26
GRI 302: Energy	302-1 Energy consumption within the organisation	27
GHG Emissions		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	26
	103-2 The management approach and its components	26
	103-3 Evaluation of the management approach	26
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	27
	305-2 Energy indirect (Scope 2) GHG emissions	27
Non-Material ESG factors		
Water		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	26
	103-2 The management approach and its components	26
	103-3 Evaluation of the management approach	26
GRI 303: Water	303-5 Water consumption	28