

SHAPING A SUSTAINABLE FUTURE

WITH CONCRETE
TECHNOLOGY



CONTENTS

ABOUT THIS REPORT	1
ABOUT US	2
CHAIRMAN'S MESSAGE	3
BOARD STATEMENT	5
STAKEHOLDER ENGAGEMENT	8
KEY MILESTONES IN OUR SUSTAINABILITY JOURNEY	9
FY2023 HIGHLIGHTS	10
SUSTAINABILITY GOVERNANCE	11
ENVIRONMENTAL	12
WASTE MANAGEMENT [GRI 306]	13
WATER MANAGEMENT [GRI 303]	14
SUSTAINABLE PRODUCTS [GRI 301]	15
GHG EMISSIONS [GRI 305]	17
ENERGY MANAGEMENT [GRI 302]	19
BIODIVERSITY [GRI 304]	20
RESPONSES TO TCFD RECOMMENDATIONS	21
SOCIAL	25
OCCUPATIONAL HEALTH AND SAFETY (OHS)	26
EMPLOYEE ENGAGEMENT, DIVERSITY AND INCLUSION	29
COMMUNITY IMPACT	36
GOVERNANCE	38
SUSTAINABLE SUPPLY CHAIN MANAGEMENT	38
DATA SECURITY	39
EXTERNAL INITIATIVES AND MEMBERSHIPS OF ASSOCIATIONS	39
APPENDIX	40
GRI APPENDIX AND INDICATORS TABLE	40
SGX- ESC CORE METRICS INDEX	46

ABOUT THIS REPORT

Reporting scope and period

This is the 7th annual Sustainability Report by Pan-United Corporation Ltd for the Financial Year 1 January 2023 to 31 December 2023 (FY2023), published on 8 April 2024. This year, our report covers the environmental, social and governance (ESG) strategies, initiatives, performance and targets of all our subsidiaries and operations across Singapore, Malaysia and Vietnam. This is an expanded scope from our FY2022 reporting which only covered Singapore operations. Please refer to the Annual Report 2023, pages 73 and 74 for the list of the entities and their country of incorporation.

For this year's sustainability report, we have progressed to measure at group-level rather than Singapore-focused data. We decided to embark on group-level sustainability reporting for better data transparency and more comprehensive disclosure with reference to the Global Reporting Initiative (GRI) Standards. Moving forward, group-level disclosures will be our new reporting norm. We will also consider seeking external assurance for future reports.

Reporting standards

We have prepared our sustainability report with reference to the GRI Standards and aligned our climate risk reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and will continue to enhance our public disclosures to reflect our efforts in managing both negative and positive impacts of climate change.

The GRI topics and disclosures throughout this report have been determined through our materiality assessment process based on GRI 2021 Standards. The GRI Content Index accompanying this report provides a comprehensive list of disclosures, including their scope and alignment with international standards and frameworks.

Feedback

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

ABOUT US

Pan-United Corporation Ltd (Pan-United) is a global leader in low-carbon concrete technologies focused on concrete and sustainability. Being one of Asia's largest producers of low-carbon concrete backed by world-class R&D capabilities, we believe we can play a significant role in decarbonising the environment and are constantly adopting advanced digital technologies to achieve our sustainability agenda.

Pan-United was listed on the Mainboard of the Singapore Stock Exchange (SGX) on 22 December 1993. Headquartered in Singapore, we are Singapore's largest provider of ready-mix concrete, delivering engineered concrete products to be used across public and private sectors, ranging from infrastructural projects to institutional, as well as commercial, residential and industrial developments. We also have a growing footprint in Malaysia and Vietnam.

Our primary business activities include manufacturing and supply of ready-mix concrete and ground granulated blast furnace slag (GGBS); cement silo operations, cement trading and distribution; trading and supply of refined petroleum products; technology and digital-based services; investment holding and general trading. Our range of business activities such as GGBS manufacturing and logistics services has allowed us to vertically integrate our concrete and cement business across the value chain. Our main supply chain components are: our material suppliers, contractors, customers and transporters.

We adopt a circular economy model, prioritising the circular use of all our materials across product, process innovation and waste management. We believe circularity is central to our long-term sustainability agenda, and will continue to mature our digital capabilities underlying this model to achieve greener operations.

CHAIRMAN'S MESSAGE

Dear Shareholders,

Welcome to the 7th edition of our annual Sustainability Report. The present report (SR2023) sets out our sustainability progress and key efforts as of FY2023, as we journey towards our three-pronged sustainability goals. The shared value creation between our management, key stakeholders and business partners have enabled us to make it thus far on our sustainability journey.

2023 saw many changes in the sustainability space, from the landmark global summit between world leaders at COP28 to the introduction of new regulatory mandates, such as the ACRA-SGX public consultation launch on mandatory ISSB-aligned climate reporting for listed companies within the local context in Singapore. While the global economy continues to improve, recovery remains slow and uneven. Alongside ongoing geopolitical tensions, high inflation, rising interest rates and strain on supply chains, the climatic extremes of 2023 – from record high temperatures to more frequent extreme weather events – add complexity and increase business and operational risks to our operations.

However, I am confident that Pan-United is well-equipped, not only to address our stakeholder needs but also to maximise growth in our key markets whilst actively implementing our sustainability initiatives. Over the past 12 months, we have taken steps to be more transparent

in sustainability reporting, aligning our sustainability performance, metrics, and targets with GRI 2021 Standards. Looking ahead, we see Pan-United playing an integral role in the greater low-carbon agenda as we work towards achieving carbon neutrality by 2050.

We continue to invest in low-carbon concrete innovation. For example, using 360,000 m³ of CO₂ mineralised concrete over a 2.5-year period to construct Tuas Port. This low-carbon concrete technology allows Tuas Port to become a man-made carbon sink that prevents emissions of over 113.8 million kg of CO₂ from entering the atmosphere, the equivalent of planting 1.9 million tree seedlings or removing 24,500 cars from the road.

We had the privilege to share and exchange knowledge with our industry and regulatory partners. Such dialogues are pivotal to establish stakeholder unity across the value chain, foster a stronger sustainable built environment community and nurture cross-sector collaborations. We actively participated in industry seminars and forums to share our insights.

Making Headway in Sustainability Initiatives

As an industry leader in low-carbon concrete technologies,

Pan-United is committed to advocating decarbonisation by declaring our purpose to “Decarbonise the World with Concrete”. We have aligned our sustainability targets to offer only low-carbon concrete by 2030*, offer carbon-neutral concrete by 2040, and be a carbon-neutral company by 2050.

* A 50% reduction in CO₂ compared to 2005 levels.

CHAIRMAN'S MESSAGE

Among our industry-leading initiatives is the introduction of on-demand EPDs (Environmental Product Declarations) which certify the carbon footprint of our concrete types used in a building project. The first EPDs were awarded to CapitaLand for using our low-carbon concrete for a new building, Geneo, at 7 Science Park Drive.

In February 2024, we announced our partnership with Shell-backed Cleantech Solar to install 900 solar panels on the rooftops of our premises at Kaki Bukit, Singapore, and our slag grinding plant in Johor, Malaysia. This makes Pan-United a frontrunner in Singapore's concrete industry for reducing carbon emissions using solar energy.

Linking up with Cleantech is part of a three-year memorandum of understanding signed in 2022 with Shell to explore decarbonisation solutions for construction and urban solutions. We are looking at more opportunities in areas such as electric mobility solutions, circular use of materials and other digitalisation-enabled solutions.

Technology – A Strong Driver for Sustainability

We have made much headway with AiR Digital since developing it step-by-step inhouse from 2014 to optimise the use of our plants, trucks, workforce, and raw materials. This next-generation proprietary

software system enables Pan-United to make real-time data-driven decisions to streamline day-to-day operations and allocate resources more efficiently. AiR Digital has created beneficial tailwinds for our sustainability cause, including saving energy and water as well as manpower costs. AiR Digital also enhances productivity by releasing employees to upskill for higher-value work.

We believe AiR Digital is a game changer for industry transformation through deep technology adoption. Our team is marketing the system to overseas peers to encourage greater sustainability management, and to create a new asset-light revenue stream for Pan-United at the same time.

Contributing to The Community

We are honoured to receive the Partner Award from the National Heritage Board. Contributions from Pan-United include the provision of self-compacting concrete to the National Museum of Singapore, as the material that formed the base of the AMX-13 SM1 tank display at the lawn of the museum. We also created an art installation comprising of 12 giant 3D-printed low-carbon concrete letters for the Singapore Night Festival in 2022 and 2023.

We believe that nurturing young talent in our local community can help build a resilient future-ready workforce.

Pan-United proudly co-sponsored the Nanyang Technological University (NTU) Bridge Design Competition 2023, organised by the NTU Civil and Environmental Engineering Club. This event drew more than 130 teams from around the world.

With Gratitude

I would like to express my utmost gratitude to my fellow Pan-United Board members for their commitment and guidance as we navigate the uncertain macro and operational environment. I would also like to thank our valued customers, partners, and shareholders for their continued vote of confidence in Pan-United, and for joining us on this journey. Finally, my sincere appreciation goes to all Pan-United employees for their convictions and contributions to Pan-United.

I believe that our sustainability journey has made strides and will require continued support from our employees. As the saying goes, if you want to go fast, go alone; if you want to go far, go together. Together, we can achieve greater things, and I look forward to what the future brings.

Yours sincerely,

Tay Siew Choon
Chairman

BOARD STATEMENT

Sustainability is inherently embedded in our operations. Our purpose – “Decarbonising the World with Concrete” – clearly speaks of our commitment to building a greener future with low-carbon concrete solutions. The Board of Directors of Pan-United believes in establishing a sustainable future for our business and creating long-term value for our stakeholders.

The Board takes a holistic approach, oversees the Group's relevant sustainability agenda, and provides strategic direction to the Group's sustainability development. Our three-pronged sustainability goals – to offer only low-carbon concrete by 2030, offer carbon-neutral concrete by 2040, and to be a carbon-neutral company by 2050 – form the basis of our sustainability vision. As an industry leader in Singapore, Pan-United has an undisputable upstream role to play in reducing embodied carbon emissions which comprise a significant half of the Whole-Life Carbon (WLC) perspective, the other half being operational carbon emissions. Pan-United continuously innovates concrete solutions and expands its suite of technology offerings to widen its green offerings to the built environment community. Among its industry-leading initiatives is the introduction of on-demand EPDs (Environmental Product Declarations) which certify the carbon footprint of our concrete types used in a building project.

The Board is responsible for determining, overseeing the management and monitoring of the material ESG factors for Pan-United, in which 13 material issues are determined and adopted under the three ESG dimensions. The material topics were determined by the Board, the Senior Management, and key stakeholder groups in a prioritisation workshop in 2023. In addition, the Board oversees the implementation of Pan-United's sustainability strategies and continues to drive Group sustainability in our business and community.

After the materiality refresh this year, the Board has also structured the efforts around circular economy and regeneration within the system – where we reduce, reuse and recycle wherever possible. Pan-United has also matured the carbon capture and utilisation (CCU) technology processes to further reduce embodied carbon while achieving stronger concrete at the same time.

This report provides transparency on our business in the context of sustainability impact, performance, targets and other insights. We welcome and value all feedback or suggestions from stakeholders to help us further augment our sustainability practices and reporting. Please forward any comments on our sustainability report and programmes to info@panunited.com.sg.

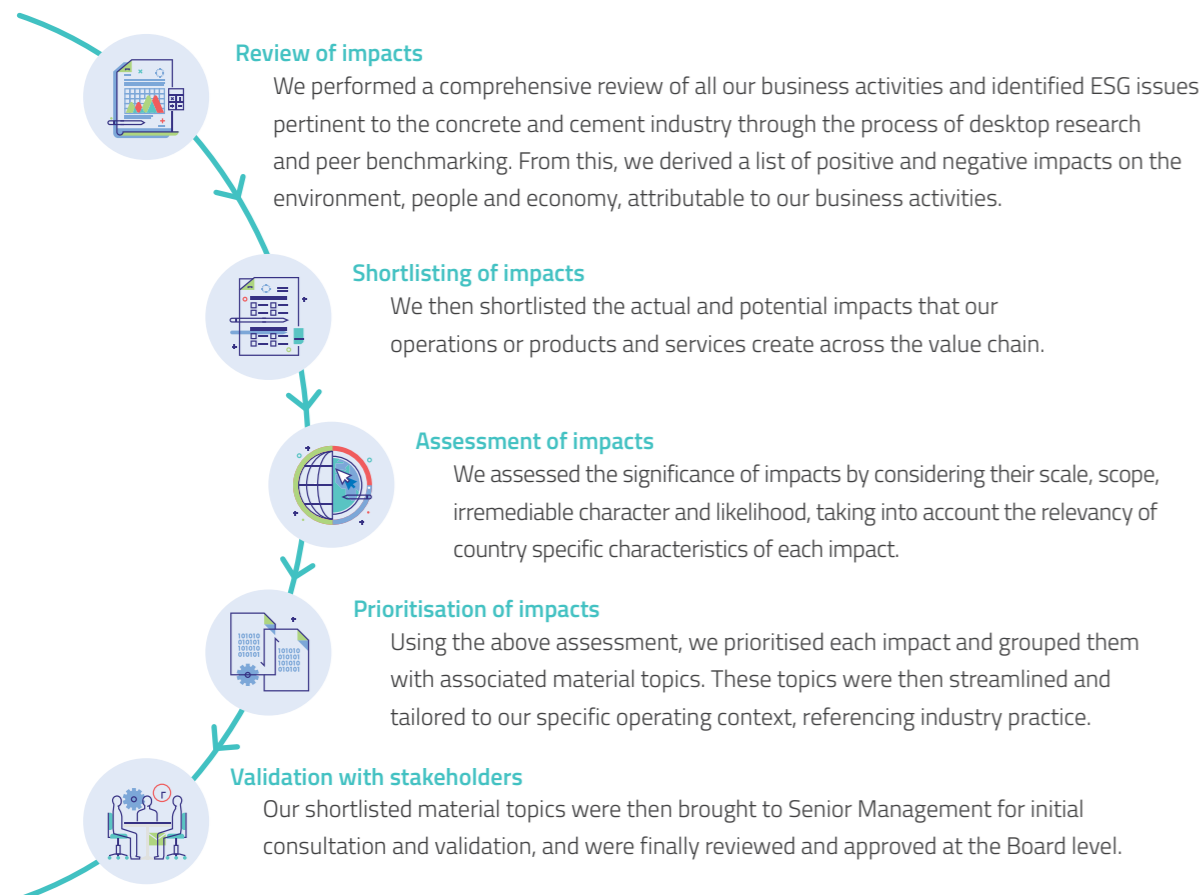
BOARD STATEMENT

Our Sustainability Approach: “We continue to review and rework our sustainability strategy to align with the ever-evolving industry landscape, believing in the potential of our concrete to decarbonise the world.”

As one of Asia’s largest producers of low-carbon concrete, we take a transparent sustainability reporting approach. This year, we conducted a refreshed impact materiality assessment, in line with the latest GRI 2021 Standards. With the help of independent external consultants, we re-identified and prioritised material topics most relevant to Pan-United. The scope of this exercise included our operations across Singapore, Malaysia and Vietnam.

This exercise allows us to keep up with the ever-changing sustainability regulations and identify the positive and negative impacts that our business operations may have on society and the environment. The impacts identified are country-specific, considering Pan-United’s operating footprint and regional nuances. The significance of positive impacts is assessed based on their scale, scope and likelihood. On the other hand, negative impacts are additionally assessed using their irremediable character. The significance of negative and positive impacts is then consolidated into overall impact scores, which are ranked and prioritised. A materiality threshold is then determined relative to the range of impact scores, culminating in a final condensed list of material topics.

Materiality assessment process



Our final list of material topics are as follows:



Environmental

- Waste Management
- Water Management
- Sustainable Products
- GHG Emissions
- Energy Management
- Biodiversity



Social

- Occupational Health and Safety
- Employee Engagement, Diversity, and Inclusion
- Community Impact
- Product Quality and Safety



Governance

- Corporate Governance
- Sustainable Supply Chain Management
- Data Security

STAKEHOLDER ENGAGEMENT

We understand the importance of stakeholder engagement as they play a crucial role in our sustainability journey. To this end, we have continuously improved our engagement process over the past year to incorporate an active stance on the issue of sustainability.

As a key player in the built environment, we constantly engage various ministries and agencies on environmental issues, including the Ministry of National Development and its agencies (Building and Construction Authority, Urban Redevelopment Authority, Housing Development Board); Land Transport Authority; Ministry of Sustainability and the Environment and its agencies (National Environment Agency, Public Utilities Board); A*STAR; National Heritage Board and EnterpriseSG.

Stakeholders	Areas of Interest	Our Commitment	Engagement Channels	Frequency of Engagement
Customers	<ul style="list-style-type: none"> Product quality and safety Customer satisfaction 	<ul style="list-style-type: none"> To keep up with changing customer demands and ensure the highest levels of customer service 	<ul style="list-style-type: none"> Customer feedback Meetings 	<ul style="list-style-type: none"> Ongoing
Investors/ Shareholders	<ul style="list-style-type: none"> Group financial performance Group sustainability performance 	<ul style="list-style-type: none"> To provide semi-annual announcements and investor-related information Updates through our Annual Report, Sustainability Report, notices and letters to shareholders General meetings 	<ul style="list-style-type: none"> Annual General Meeting Extraordinary General Meetings Corporate Website Social media Email chains 	<ul style="list-style-type: none"> Annual Ad-hoc Ongoing
Employees	<ul style="list-style-type: none"> Employee welfare and satisfaction Workplace health and safety Training and career development 	<ul style="list-style-type: none"> Employee health screenings and wellness talks Employee training and development Flexible working arrangements 	<ul style="list-style-type: none"> Staff meetings and discussion Training programmes Internal emails Employee intranet 	<ul style="list-style-type: none"> Ongoing
Regulators/ Government	<ul style="list-style-type: none"> Regulatory compliance (including sustainability-related requirements and labour standards compliance) SGX-listing requirements 	<ul style="list-style-type: none"> Collaboration and knowledge sharing on environmental issues 	<ul style="list-style-type: none"> Regular meetings 	<ul style="list-style-type: none"> Ongoing
Suppliers/ Sub-contractors	<ul style="list-style-type: none"> Product quality and delivery schedules Health and safety 	<ul style="list-style-type: none"> Regular engagement to exchange feedback and concerns 	<ul style="list-style-type: none"> Meetings Emails 	<ul style="list-style-type: none"> Ongoing

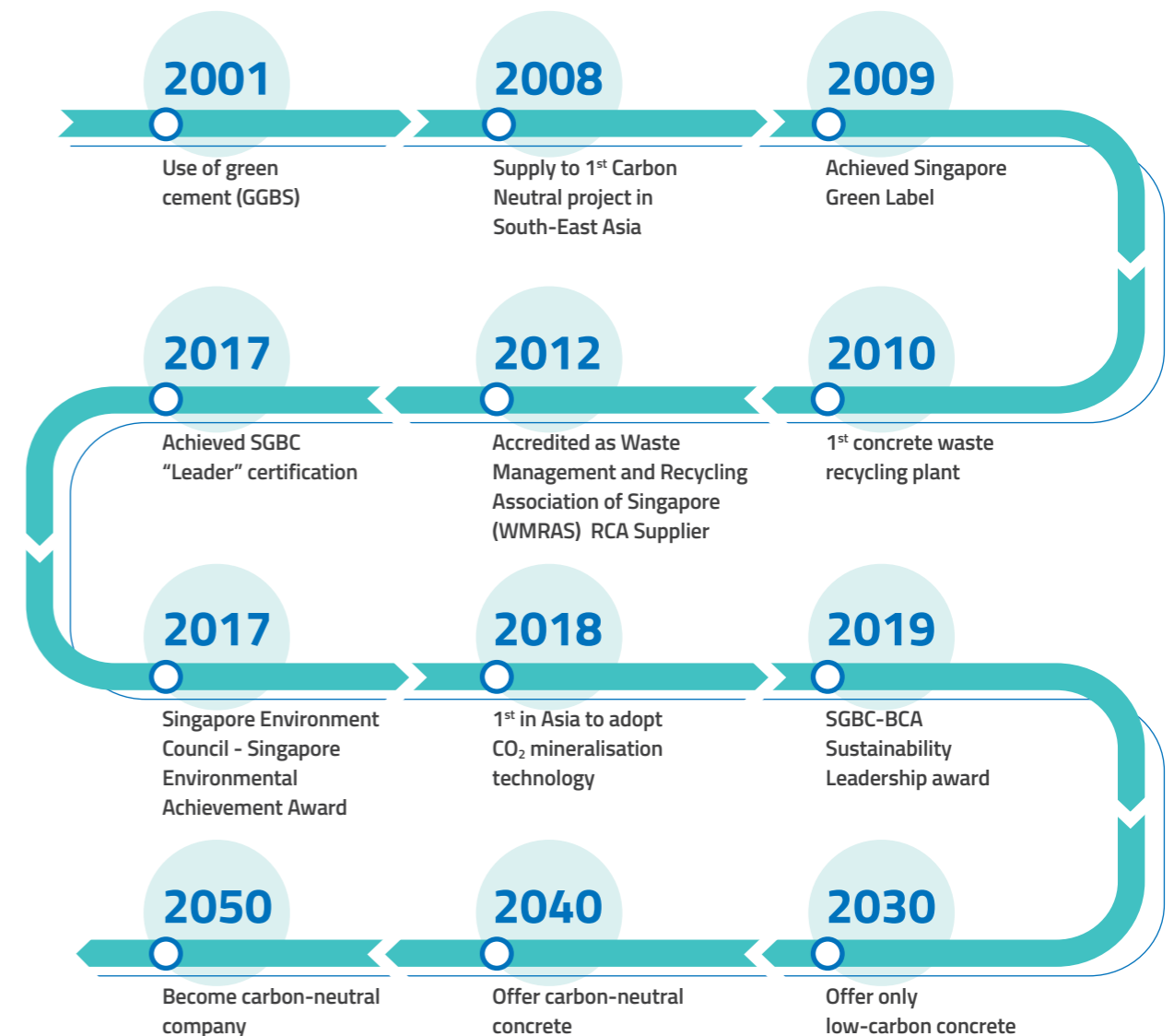
KEY MILESTONES IN OUR SUSTAINABILITY JOURNEY

We declared our three sustainability goals in 2021, which are to:

- Only offer low-carbon concrete by 2030;
- Offer carbon-neutral concrete by 2040; and
- Be a carbon-neutral company by 2050.

Pan-United has a notable history in sustainability:

- We strive to be a leader in the built environment industry, by way of developing specialised concrete solutions and technologies to address the requirements of our customers, whom we regard as our partners. We have developed more than 300 types of specialised high-performing concrete, and half are low-carbon and green-certified.
- We are the first company to achieve the Singapore Green Building Council's (SGBC) "Leader" certification in February 2017.



FY2023 HIGHLIGHTS

Signed agreements to install 900 solar panels across operations in Singapore and Malaysia, by partnering with Shell-backed Cleantech Solar.

This initiative makes Pan-United a frontrunner in Singapore's concrete industry in reducing carbon emissions using solar energy.

Reduced cement transport emissions by importing 52,000 tonnes of cement carried in the **largest bulk carrier** ever to berth at Jurong Port.

Signed an **MOU with industry leaders**

(Chevron, Surbana Jurong, Keppel, Osaka Gas, Air Liquide and Pavilion Energy) to **explore low-carbon opportunities** in line with **Singapore's net-zero 2050 goal**.

Received the **Partner Award** at the annual **Patron of Heritage Awards**

organised by the National Heritage Board for contributing concrete and expertise to installations and displays at the National Museum of Singapore and Singapore Night Festival 2023.

Set to supply over **360,000m³ of carbon dioxide (CO₂) mineralised concrete over a 2.5-year period** for Tuas Port.

Once completed in early 2024, Tuas Port will become a man-made carbon sink that prevents over 113.8 million kg of CO₂ from entering the atmosphere, showcasing our commitment to champion sustainability in Singapore and globally.

Participated in and presented at various prominent large-scale sustainability-related events including: SIBL Sustainability Seminar 2023, BuildSG LEAD Summit, Canada-Vietnam 50th Anniversary Clean Energy Partnership Conference.

SUSTAINABILITY GOVERNANCE

Pan-United believes that ethical and fair leadership and governance are essential in ensuring robust and sustainable operations. In certain regions where we operate, such as Singapore, we are subject to specific governance disclosure and related regulations established by the Ministry of Manpower (MOM), the National Environment Agency (NEA) and the Singapore Exchange (SGX).

At Pan-United, we are committed to upholding the highest standards of integrity, ethics, and transparency in all aspects of our business operations. We recognize that corruption poses significant risks not only to our Group but also to the communities and environments in which we operate.

As part of our dedication to sustainability and responsible business practices, we established a comprehensive employee Code of Conduct, which sets out guiding principles for employees to carry out their duties to the highest standards of business integrity. The Code of Conduct also encompasses our anti-corruption policy that outlines our zero-tolerance approach towards bribery, extortion and other forms of corrupt practices. Regular trainings are provided to ensure that all of our employees understand their responsibilities under our Code of Conduct. In FY2023, 100% of our employees completed their Code of Conduct training.

In addition, to protect our employees and operations against misconduct, unethical practice and corruption, we have put in place a whistle blowing policy. This provides a channel for employees and other persons to raise their concerns directly to the Audit Committee (AC) Chairman on possible improprieties or misconducts.

In November 2023, Pan-United pledged its commitment to the Corporate Governance Statement of Support during the Securities Investors Association (Singapore) Corporate Governance Week. This signifies our support of robust corporate governance practices to ensure responsible business conduct and standards. We also continue to pursue business opportunities that align with our green agenda while advocating the use of low-carbon building materials and technologies to decarbonise the built environment.

The Board has the ultimate responsibility for the overall governance of the Group, including sustainability governance. The Board is responsible for approving and overseeing our sustainability ambition, embedding it into business decision-making, and monitoring our sustainability performance against targets, with the support of the AC. Further responsibilities include but are not limited to, overall strategy, reviewing material topics, ESG risk, performance review and sustainability reporting. Please refer to our Annual Report 2023, pages 24 and 25, for more information on the board composition and independence.

The Senior Management has the responsibility to update and advise the Board on the Group's sustainability initiatives and its progress, and matters pertaining to climate-related risks and opportunities. They are also responsible for identifying macroeconomic drivers and sectoral trends, including reviewing actual or potential climate-related issues that are material and critical to the Group.

Our sustainability core team is a cross-disciplinary taskforce that reports to our senior management team. The sustainability core team comprises different working groups, which are responsible for the development and deployment of Pan-United's sustainability initiatives. These include, but are not limited to: Renewable Energy, Concrete Innovation, Sustainable Materials, Workplace Safety & Health, Vendor & Supply Chain Management.

ENVIRONMENTAL

At Pan-United, we strive to minimise our environmental impact by decarbonising cities with greener, lower-carbon concrete and providing an industry-leading source of green concrete innovation for the built environment across various sectors. Circularity is central to this agenda.

Our efforts have been largely structured around upcycling waste, water and becoming regenerative within the system. We believe it is vital to invest in research and development (R&D) to provide, advocate and promote the use of low-carbon concrete for a resilient and sustainable value chain.

As we continue in our sustainability journey, we aim to continue partnering and collaborating with companies in the low-carbon concrete space and to explore the feasibility of alternative energy options to power our local operations.

WASTE MANAGEMENT

[GRI 306]

Why this issue is material

The “Take-Make-Waste” model is at the core of climate change. This is why we are committed to making the shift to a circular economy, and optimising resource consumption. As a common industry practice, left-over concrete is not used and returned by customers, and these represent a sizeable portion of our waste generation. Given the landfill space constraints, it is important to put in our best efforts to reduce and recycle waste generated in our operations, so as to minimise the stress imposed on our natural environment.

Management Approach [GRI 3-3]

Our waste components comprise of left-over concrete, normally known as hardcore concrete, and general waste. To minimise its impact on the environment, our concrete waste is upcycled and converted into useable recycled concrete aggregates (RCA).

We have also continued to disseminate electronic delivery orders and electronic invoices to our customers, remaining paperless in most of our customer communications. Internally, we have also provided recycling bins to encourage green habits among our employees. Our employees continue to adapt well to waste management initiatives and consciously seek to reduce the amount of waste disposed.

Performance

This year, our non-hazardous waste generated from operations was 2.7% of total input materials. We have no hazardous waste generated from operations across the entire group. Highlighting our focus on circularity, around 66% of our waste generated was recycled and diverted from disposal. Forging ahead, we will continue to work towards reducing our non-hazardous waste generation to 2.5% of total input materials used and promote circularity in our products.

Group	FY2023
Total waste generated from operations (as a % of total input materials)	2.7%
Hazardous	-
Non-Hazardous	2.7%
Total waste diverted from disposal and recycled in operations (as a % of total input materials)	1.8%
Onsite	1.8%
Offsite	-

FY2024 Targets	
Reduce non-hazardous waste generation to 2.5% of the total input materials	
No generation of hazardous waste	

WATER MANAGEMENT

[GRI 303]

Why this issue is material

Water is integral to concrete production processes. We recognise our reliance on this scarce resource in our daily operations. We acknowledge that unsustainable water use can result in water stress, especially in water-scarce locations like Singapore. There is also the risk of contamination of water supplies associated with the withdrawal of water and wastewater services. We are committed to improving our processes to ensure responsible water usage and management in the long-term and mitigate harm to relevant communities.

Management Approach [GRI 3-3]

At Pan-United, we utilise NeWater in our operations as well as rainwater harvesting in order to reduce our freshwater withdrawal and minimise the risk of water stress. NeWater is treated as wastewater produced by PUB, the national water agency of Singapore, which has been further purified using advanced membrane technologies and ultraviolet disinfection. Rainwater harvesting is practiced in mini-treatment plants located within our concrete batching plants. The rainwater collected is used for activities such as washing our trucks and wetting the grounds of our plants to control dust particles in the air.

We have continued to recycle as much water as possible across our operations, lowering our dependency on water withdrawal and third-party providers. Total water consumption for FY2023 was 1,324 cubic meters, of which 16.7% came from recycled water and the remainder from third-party providers. We are aiming to explore new avenues for water recycling, and increase the usage of recycled water in FY2024 to 17.5% of total water consumption. None of our water withdrawn or consumed this year has been taken from water-stressed areas. We did not discharge any wastewater.

Group	FY2023
Proportion of recycled water consumed (as a % of total water consumption)	16.7%
Water intensity (ML/million SGD sales)	1.7

SUSTAINABLE PRODUCTS

[GRI 301]

Why this issue is material

Accelerating the green transformation of the economy and society becomes increasingly urgent in order to achieve the required level of decarbonisation and limit the global temperature increase to below 1.5°C.

Pan-United aims to develop more sustainable products to help our customers in their low-carbon transition. We are driven to innovate to reap positive benefits for our customers and the broader community, and where our customers can use our products to achieve savings from avoiding emissions.

Management Approach [GRI 3-3]

We set targets in FY2023 to increase the proportion of recycled and reused materials in our products. These include ground granulated blast furnace slag (GGBS), recycled concrete aggregates and washed copper slag.

Pan-United continues to participate in the Waste Management Recycling Association of Singapore (WMRAS) accreditation scheme, which examines our recycled concrete aggregates and crushers. In our commitment to being transparent with stakeholders, the scheme includes an annual audit to keep our operations accountable.

We also collaborate with CarbonCure to incorporate their technological solutions into our products and operations. This includes the carbon capture and utilisation (CCU) technology that allows Pan-United to inject captured CO₂ into our concrete during the mixing process, where the CO₂ will be mineralised and permanently embedded in the concrete. This creates stronger concrete while capturing CO₂, mitigating harm to the environment.



Pan-United Concrete Director of Operations & Sustainability, Chan Wai Mun, received the Singapore Green Building Product Certification (4 Ticks) for our low-carbon concrete.

SUSTAINABLE PRODUCTS

[GRI 301]



Another recent collaboration was in January 2024 (left) when Pan-United signed an MOU with other industry leaders to explore low-carbon opportunities in aligning with Singapore’s goal of achieving net-zero emissions by 2050. Our partners include Chevron Singapore, Surbana Jurong, Keppel, Osaka Gas Singapore, Air Liquide Singapore and Pavilion Energy. We will exchange ideas, share technical insights and collaborate in R&D work.

Also in January 2024 (below), CapitaLand became Singapore’s first real estate developer to have a new building project – Geneo at 7 Science Park Drive – certified with Environmental Product Declarations (EPDs) for using Pan-United’s low-carbon concrete for superstructure works. An EPD ensures maximum transparency of the environmental impact of building materials used, by certifying the measure of their carbon footprint.



Performance

In FY2023, the proportion of recycled materials used in our concrete was at 9.1%. However, to further enable our customers to decarbonise and reduce our products’ impact on the built environment, we will work towards increasing the proportion of recycled materials used in our concrete to 10% for next year.

Group	FY2023
Proportion of recycled materials used in our concrete	9.1%
FY2024 Target	
To increase the proportion of recycled materials used in our concrete to 10%	

GHG EMISSIONS

[GRI 305]

Why this issue is material

Concrete is the most used man-made material on earth. With its manufacture and applications come a series of environmental impacts. At least 8% of global emissions caused by humans is derived from the cement industry alone. Pan-United recognises the urgent need for sustainable practices in the concrete and building solutions industry to mitigate the impact of climate change. As a leading concrete manufacturer, we are committed to implementing comprehensive strategies throughout our operations to reduce the environmental impact of CO₂ emissions.

Management Approach [GRI 3-3]

We have pledged to develop sustainable concrete products and we are aiming to offer only low-carbon concrete by 2030, and offer carbon-neutral concrete by 2040. We invest significantly in our research and development (R&D) in specialised low-carbon products, and we strive to form partnerships with reputable industry bodies and peers to advocate and promote the use of low-carbon concrete.

We are also exploring methods to power our operations via alternative energy resources, such as solar panels and electric gensets.

Performance

Raising Industry Awareness of Decarbonisation and Digitalisation

As a strong advocate of decarbonisation, Pan-United is actively involved in promoting industry awareness of the significance of whole-life carbon and how embodied carbon plays a key role in reducing carbon emissions.



We also firmly believe that as an industry leader, we are best positioned to advocate the benefits of digitalisation to ensure a sustainable built environment. Many of these initiatives work in tandem to help us and the industry to lower emissions and become more sustainable.

When it comes to advocacy and thought leadership, Pan-United has taken steps to engage with our peers through events and conferences.

In May 2023, Pan-United CEO May Ng (left) was a panellist at the BuildSG LEAD Summit organised by the Building and Construction Authority. Focusing on “Transforming the Built Environment Value Chain”, she shared her insights on the importance of decarbonisation and digitalisation in the built environment.

GHG EMISSIONS

[GRI 305]

Other events that we engaged our peers and stakeholders include the Singapore Institute of Building Sustainability Seminar, Land Transport Authority Sustainability Day, and industry talks organised by the American Concrete Institute (Singapore Chapter), Malaysia Green Building Council and the Institution of Engineers (Malaysia).

In FY2023, our subsidiary in Vietnam, FiCO PanU also intensified its efforts to educate the built environment industry on the importance of reducing the embodied carbon in buildings and infrastructure. In August 2023, FiCO PanU participated in the Canada-Vietnam 50th Anniversary Clean Energy Partnership Conference.

GHG Emissions Performance

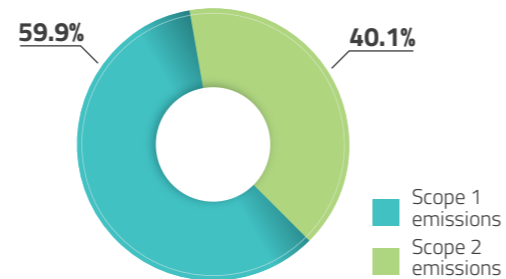
To better monitor and keep track of our impacts on the environment and progress against environmental targets, we have started a scoping exercise on our carbon inventory. We completed the calculation of our Scope 1 and 2 emissions for FY2023 in line with best practices according to the Greenhouse Gas (GHG) protocol.

Our Scope 1 emissions include all direct emissions from owned or controlled sources, including the use of diesel fuel and natural gas in our slag grinding and concrete batching plants.

Scope 2 GHG emissions are indirect emissions from the production of purchased energy, steam, heating and cooling which are calculated based on electricity purchased from the national grids for our offices and plants.

An overview of our Scope 1 and 2 emissions profile is provided in the table below.

Group	FY2023 (tCO ₂ e) ¹
Scope 1 emissions ²	26,592
Scope 2 emissions ³	17,830
Total Scope 1 and 2 emissions	44,422
Emission intensity (tCO ₂ e/million SGD sales)	57



In FY2023, our total Scope 1 and 2 emissions amounts to 44,422 tCO₂e, with a slight majority being attributed to our Scope 1 emissions. Our Scope 1 emissions are primarily contributed by the use of non-renewable fuel such as diesel and natural gas in our operations, particularly in our concrete batching and slag grinding plants. While contributing to only a smaller portion of our emissions profile, our Scope 2 emissions primarily come from the purchased electricity used in our slag grinding plant in Malaysia.

By establishing an emission baseline for our FY2023 activities, we have identified emission hotspots in our operations which will influence the scale and scope of our various decarbonisation initiatives. We intend to continue our journey in quantifying our GHG emissions by calculating material Scope 3 emission categories throughout 2024 and 2025.

FY2024 Target

To calculate material Scope 3 emission categories and explore various decarbonisation levers from low-carbon concrete to renewable energy to reduce our current carbon footprint

¹ Scope 1 and 2 emission figures are presented using Global Warming Potential (GWP) values from the IPCC AR6 report.

² Emission factors for the combustion of non-renewable fuels is primarily taken from the GHG Protocol's Emission Factors from Cross-Sector Tools.

³ Grid emission factors (GEF) from purchased electricity in Singapore is taken from the EMA's 2021 GEF. For Malaysian assets, we refer to Peninsular Malaysia 2021 GEF published by Suruhanjaya Tenaga while for our Vietnamese assets, we refer to the Institute for Global Environmental Strategies' 2021 GEF at operating margin.

ENERGY MANAGEMENT

[GRI 302]

Why this issue is material

Energy consumption is a critical part of our sustainability efforts, given that intensive energy use in our production operations is a main cause of climate change. It is also one of our most pressing challenges. Machinery in our concrete batching and slag grinding plants consume a significant amount of diesel fuel and natural gas which result in higher emissions. As such, Pan-United is incorporating energy management into our overall corporate strategy.

Management Approach [GRI 3-3]

Solar energy is another sustainable resource for us. We are installing 900 solar panels across our operations in Singapore and Malaysia through a partnership with Cleantech Solar, which will make Pan-United a frontrunner for solar energy use in Singapore's concrete industry. Cleantech Solar is backed by Keppel and Shell Singapore.



The Cleantech partnership comes under a three-year memorandum of understanding (MOU) signed with Shell in 2022 to explore decarbonisation solutions in the construction and urban solutions industries. Pan-United and Shell will continue to identify opportunities in areas such as electric mobility solutions, circular use of materials and other digitalisation-enabled solutions.

Performance

Throughout the year, we have collected data on our fuel usage and electricity consumption to get a better sense on the total energy usage in our operations. At the group level, our total energy consumption amounts to 497,846 GJ with 81% from diesel and natural gas consumed at our concrete batching and slag grinding plants. On a geographical basis, 40% of our energy consumption stems from Singapore and 59% is from Malaysia, where grid electricity and natural gas are used at our slag grinding plant.

We will continue to tackle the hotspots in our energy usage by using more renewable energy and electric-powered equipment in our operations. We target to use renewable energy in a significant portion of our operations in the form of solar panels and by converting them from diesel to electric gensets and to further explore the conversion of diesel gensets to cleaner electrical options. We are also looking at retrofitting equipment and process optimisation to further improve energy efficiency.

Group	FY2023 (GJ)
Total energy consumed within Pan-United ¹	497,846
Non-renewable fuel consumption ²	405,437
Non-renewable electricity purchased	92,409
Energy intensity ratio (GJ/million SGD sales) ³	643

FY2024 Target

To explore various low-carbon energy solutions and energy-efficient technologies to reduce our energy consumption

¹ No energy was consumed outside of our organisation this year.

² Converting fuel activity data (in litres and mmBTU) into an energy (GJ) basis is based on a CDP technical note: Conversion of fuels data to MWh.

³ Energy intensity is derived from the total energy consumed within Pan-United.

BIODIVERSITY

[GRI 304]

Why this issue is material

We recognise that our operations may cause adverse effects to the surrounding natural environment. For example, surface runoff caused by hard concrete surfaces may lead to soil erosion, water pollution and flooding. The construction of new batching plants may also result in habitat loss or disturbance and environmental pollution.

Management Approach [GRI 3-3]

Pan-United's batching plants are sited on government-assigned plots of land and designated industrial areas. The pre-requisite biodiversity management is done prior to constructing our plants. We continue to provide top-quality concrete products and services while caring for nature and monitoring biodiversity risks and impacts relating to the construction and life cycle of our batching plants.

Performance

We ensure full compliance with regulatory requirements in applying for land to build batching plants. In Singapore, these requirements must be met before land can be approved for development. For example, a ban on wildlife extermination, zero discharge of trade effluent to public drains and inspections by arborists before felling trees. These measures ensure that the land for our batching plants are appropriately designated, properly screened by a strict due diligence process, and pose minimal harm to the biodiversity in the area.

There are no significant biodiversity risks identified at our existing premises. We will continue to monitor our biodiversity impact and collect the relevant data in this area.

RESPONSES TO TCFD RECOMMENDATIONS

Pan-United has started aligning our climate impact reporting with the recommendations made by the Task Force on Climate-Related Financial Disclosures (TCFD), in anticipation of climate reporting requirements by SGX. Alignment will help us to identify and understand the climate-related risks and opportunities impacting our business.

The TCFD disclosure will allow us to better communicate with our stakeholders the impacts of climate change on our business, and the actions we will take to mitigate and adapt to these impacts. Below is a breakdown of our TCFD response into four individual pillars – Governance, Strategy, Risk Management and Metrics & Targets.

TCFD Disclosures	Description
Governance	
a) Describe the organisation's governance around climate-related risks and opportunities	<p>The Board has oversight of Pan-United's sustainability strategies and ESG risks. The Board is regularly updated by the Senior Management on the progress of the against the Group's sustainability initiatives and matters relating to climate-related risks and opportunities. This is then reflected in our annual Sustainability Report which the Board reviews and signs off on.</p> <p>For more information on the Board's oversight of climate-related risks and opportunities, please refer to page 11 of this report.</p>
b) Describe management's role in assessing and managing climate-related risks and opportunities	<p>The Senior Management is responsible for identifying current and potential climate-related issues which are material and critical to Pan-United's operations. Climate-related initiatives across the company are implemented by a cross-department sustainability core team. The climate-related initiatives include but are not limited to,</p> <ul style="list-style-type: none"> ▪ Renewable Energy ▪ Concrete Innovation ▪ Sustainable Materials <p>For more information on the role of Senior Management in assessing and managing climate-related risks and opportunities, please refer to page 11 of this report.</p>

RESPONSES TO TCFD RECOMMENDATIONS

TCFD Disclosures	Description
Strategy	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	<p>This year, Pan-United has conducted a qualitative scenario analysis to identify the potential business and financial impacts of climate change on its Singapore operations. In line with TCFD recommendations, this exercise covers the medium (2030) and long term (2050) against a 1.5°C warming scenario (RCP2.6) and a >3°C warming scenario (RCP8.5).</p> <p>The scenario analysis uses a baseline year of 2023 which reflects our most recent business activities and covers our operations and assets in Singapore.</p> <p>We have identified the following climate risks and opportunities through the qualitative scenario analysis:</p> <p>Physical risks:</p> <ul style="list-style-type: none"> ▪ Increased risk, severity and prevalence of flash floods ▪ Increased risk, severity and prevalence of heatwaves ▪ Increase in transmissibility and geographic range of diseases such as malaria, dengue, etc. ▪ Rising sea levels ▪ Change in precipitation patterns and extreme variability in weather patterns <p>Transition risks:</p> <ul style="list-style-type: none"> ▪ Increase in carbon prices ▪ Increasingly stringent green building regulations ▪ Stricter mandatory climate-related disclosures ▪ Technology risks (scaling up carbon capture and utilisation (CCU) technology, as well as low-carbon building materials) ▪ Shifts in customer behaviour ▪ Risks of supply chain issues and material shortages ▪ Changing investor preferences <p>Transition opportunities:</p> <ul style="list-style-type: none"> ▪ Use of alternative fuels, renewable energy, and substitute materials ▪ Growing sustainable concrete and building materials markets ▪ Development of carbon markets ▪ Sustainable financing ▪ Use of CCU technology

TCFD Disclosures	Description
Strategy	
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<p>Of all the physical risks, flash floods and heat waves present the largest negative impacts to our operations:</p> <ul style="list-style-type: none"> ▪ Floods may disrupt our operations by lowering production capacity at batching plants and raising the costs of equipment maintenance and repair. ▪ Heatwaves may lower labour productivity and increase risks of heat-related illnesses. The costs of cooling for our premises will rise and add to the overall costs.
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>These risks and their respective impacts on our business are expected to intensify, assuming a >3°C warming scenario over a longer term horizon.</p> <p>Transition risks also prevail for Pan-United, particularly from an increase in carbon pricing and the introduction of low-carbon economy policies. While Pan-United is not directly impacted by carbon taxes, the raw materials that we procure to manufacture concrete may be subject to carbon taxes at their point of origin. In a 1.5°C scenario, the impact is likely to be more severe. This is because we expect higher carbon taxation regimes to be introduced in more jurisdictions to support their own green transition.</p> <p>The push for more green building regulations and low-carbon materials may also put pressure on our traditional concrete products in the short term. Customers may be incentivised to shift to lower carbon alternatives lest they risk reputational losses from non-compliance.</p> <p>Despite these risks, we see opportunities from the green transition, in both 1.5°C and >3°C scenarios. As a longstanding provider of sustainable concrete, we are well-poised to reap the rewards of the green transition and the accompanying positive consumer shift. In a 1.5°C scenario in 2050, we forecast that sustainable concrete will be the go-to material for buildings, hence, creating a significant opportunity for Pan-United.</p> <p>In the longer term, the maturing of new technologies such as alternative fuels, substitute materials and CCU will enable us to develop new low-carbon products for our customers at affordable and competitive rates.</p> <p>In the short-term, our strategy remains at lowering the embodied carbon of our products, embedding circularity in our operations and increasing energy efficiency in our manufacturing processes.</p> <p>From our scenario analysis, we will reinforce resilience in our business model and operations, by highlighting assets which are exposed to physical climate risks as well as climate-related regulations that may impact our business.</p> <p>We will also work on better understanding the financial impact of these climate-risks and opportunities on our business by doing a quantitative scenario analysis.</p> <p>We will aim to expand the scope of the scenario analysis to include our operations in Malaysia and Vietnam, where we gather relevant data to enable a more holistic assessment of the climate risks.</p>

RESPONSES TO TCFD RECOMMENDATIONS

TCFD Disclosures	Description
Risk management	
a) Describe the organisation's processes for identifying and assessing climate-related risks.	Pan-United has taken initial steps to identify and assess potential climate-related physical and transition risks which may significantly impact the company in the medium and long term.
b) Describe the organisation's processes for managing climate-related risks.	A scenario analysis was done, using a customised approach to qualitatively assess the significance of various climate risks based on the severity and likelihood of risks faced and the exposure and vulnerability of our business. These were based on interviews conducted by leaders of our various business units and from credible third-party sources such as the Intergovernmental Panel on Climate Change (IPCC) among others.
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	In future, we seek to better understand the significance of climate-related risks through a quantitative scenario analysis. Climate change may pose strategic and operational risks to the company, hence we will look into integrating climate risk into the Group's enterprise risk management framework in order to better manage and mitigate the impacts on our business.
Metrics and targets	
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Please refer to the performance section in the chapters on 'GHG Emissions', 'Waste Management', 'Sustainable Products', and 'Energy Management' to view our environmental-related metrics and targets. Among others, they include energy consumption and waste generation.
b) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	
c) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	We have calculated our Scope 1 and 2 emissions across our operations in Singapore, Malaysia and Vietnam. These can be found on page 18 of the GHG Emissions section. We recognise that Scope 3 emissions may make up a significant portion of our total carbon inventory and are working to calculate material Scope 3 emission categories throughout 2024 and 2025.

SOCIAL

Our employees are the foundation of our business and are integral to business success. As a company, we care greatly about our employees' well-being and development. To this end, we are committed to ensuring the health and safety of our employees and contract workers at our worksites, and fostering an inclusive environment where all employees can flourish during their time with us.

We also recognise that we have the potential to create widespread community impact, where our repurposed concrete have been used across a wide variety of applications, including for community good. We aim to amplify our positive impact on the local communities in which we operate, and simultaneously ensure the product quality and safety of our concrete products for all end-users.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Why this issue is material

Our line of work presents risks associated with the expansion, repair, operation and maintenance activities that may result in our employees and contract workers having potentially fatal injuries. To minimise such risks, Pan-United place our focus on reducing the accident rate, not exposing our employees and contract workers to unnecessary works and developing multiple safety policies to ensure that our employees and contract workers are best equipped to work in a safe and secure environment.

Management Approach [GRI 3-3]

We continue to make progress on positioning ourselves as a leader in the concrete manufacturing space. We renew our commitment to employee good health and well-being year after year.

We have also developed a corporate Workplace Safety and Health (WSH) framework, consistent with SS506 and CP79 guidelines. These focus on reviewing all existing WSH processes, starting with the WSH policy from FY2023 onwards. By doing so, we believe we will be able to establish consistent WSH standards across all our business units and create a stronger OHS culture and framework for all employees.

The WSH management system is also designed to comply with Singapore's WSH Act, its subsidiary regulations and relevant code of practices regarding Singapore's manufacturing and construction industry. Additionally, to align with the newly introduced Code of Practice: Chief Executives' and Board of Directors' Workplace Safety and Health (WSH) Duties issued by the Singapore WSH Council, our revised Pan-United WSH policy covers standards and strategic goals, employees' roles and responsibilities. These enhance our overall approach to improving OHS.

Our safety team comprises three safety professionals, led by the safety manager who is a Singapore-certified safety officer. They work closely together with all levels of employees within the organisation, and are primarily responsible for overseeing the implementation and maintenance of our group-wide WSH management system. This system is reviewed annually by the safety team together with the management to ensure that it is up to date and relevant to the business. Whenever changes are required, an implementation plan is put in place. The progress of implementation and effectiveness are regularly monitored at safety committee meetings.

On the ground, we also took steps to make tangible changes and improvements to our operations. To reinforce the strategic goals as stipulated in our WSH policy, we mandated the installation of corporate signages at the entrances of all workplaces to highlight the core principle of having the right to stop unsafe work activities on-site. Thus, employees are empowered to take ownership of their own and others' safety.

Regular internal engagements form part of our overall OHS strategy to remain robust and dynamic. Monthly safety committee meetings are held, involving all operational business units led by their respective heads. This provides our employees the platform to raise safety issues, report non-compliance and take rectification measures. At the corporate level, safety meetings are also held twice every quarter with all business units represented, led by the Chief Operating Officer. This is to monitor the WSH performance, address WSH issues and set the direction for the organisation.

We have also established a process where workers (whether employees or full-time contractors) can report unsafe conditions or activities. Workers are encouraged to report through dialogues at daily toolbox meetings, top management site walks and safety inspections. At the same time, we have a whistle blowing policy in place to further protect workers against reprisals.

To ensure greater workplace awareness, the heads of business units (BUs) conduct monthly site walks at their respective workplaces with the participation of workers onsite. During these site walks, the BU heads, accompanied by the site management, survey work areas and processes to identify gaps and good practices. After each site walk, they communicate safety messages while gathering feedback from the ground regarding the management of health and safety in the workplace.

Within our organisation, every business unit has its own safety committee comprising the management levels (e.g., managers, supervisors and work leaders). Safety committee meetings are conducted monthly, chaired by the head of the business unit, assisted by the Safety Manager.

In 2023, we held regular WSH trainings deemed as essential for both new and existing staff. These sessions include but are not limited to:

- Risk assessment and management
- Development of safe working procedures
- Supervising safe lifting operations
- Implementing WSH practices at manufacturing and construction sites
- Emergency preparedness and response

To ensure employees are fit and competent to work, we customise annual training programmes for various roles within the organisation (e.g. forklift training for forklift operators, work at heights training for workers and assessors for employees who needs to work at heights). We also provide training courses in multiple languages to ensure information is easily understood by all attendees.

At the end of every year, all managers assess the training needs of their respective department by analysing and reviewing the following:

- Regulatory requirements
- Occurrence of industry incidents to determine if repeated training is required
- Introduction of new work scopes and procedures for the following year, based on risk assessments, and
- Revisions in the workforce hierarchy.

Where applicable, employee training is conducted externally by accredited trainers. We strive to promote greater knowledge sharing between employees and to ensure heightened safety competency.

We provide health screenings for all employees every two years. In addition, audiometric testing is conducted on site for ground employees who work at operational sites.

We have institutionalised an Emergency Response (ER) process to mitigate significant negative WSH impacts to the organisation from various emergency situations. Where necessary, this involves the Emergency Strategic Support Group (ESSG) which is formed to strategise and mitigate significant negative WSH impacts that are directly linked to company operations, products or services.

All work-related incident occurrences, regardless near misses or consequential, are duly investigated by the stakeholders involved and the safety team.

We believe all our employees should be adequately protected and hence health insurance benefits are provided across the entire Group.

Workplace safety and health are top priority at Pan-United. It is integral to how we conduct business and our work culture. We firmly believe that it is the company's moral obligation to ensure our employees return home safe and healthy at the end of every working day. Only through engagement and vigilance can we protect our employees and reduce overall absences, which is key to organisational efficiency.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Performance

In FY2023, Pan-United maintained ISO 45001 certification for two of its subsidiaries in Singapore, and the rest of its subsidiaries in Singapore are bizSAFE certified. The certifications are standards that specify requirements for occupational health and safety management systems. They are standards deemed as top priority in our operations.

In order to anticipate any potential work hazards that may be present at our workplace, an inventory of work activities is maintained to record a list of routine works on site. Risk assessments are then conducted on every work activity in the list.

For non-routine work activities (e.g. ad-hoc maintenance, installation of new equipment), risk assessments are conducted separately prior to the commencement of works.

We have a total of 118 non-employees (being 13.5% of the organisation) and a total of 756 employees whose work is controlled by the organisation and covered by its WSH management system that is internally and externally audited.

Work-related injuries

	FY2023		
	Singapore	Others	Group
Number of work-related injuries			
▪ Employees	4	3	7
▪ Contractors	9	0	9
Number of high-consequence work-related injuries			0
Number of work-related fatalities			0

Incidents are categorised by types to monitor the frequency of occurrences. In addition, we conduct a review of risk assessment upon every incident occurrence to quickly address the gaps to eliminate or minimise the risks posed by the hazard(s) through a hierarchy of controls.

At present, incidents and WSH performance are reported based on the number of cases across the organisation rather than frequency rates calculation.

Work-related ill health

In FY2023, we had zero cases of work-related ill-health fatalities or recordable work-related ill-health cases, sustained by either employees or contractors.

FY2024 Targets

Maintain zero fatalities across our entire operation

Reduce the number of work-related injuries by 25%

EMPLOYEE ENGAGEMENT, DIVERSITY AND INCLUSION

Why this issue is material

Pan-United values diversity in our workforce. We strive to provide a safe and equitable workplace for our employees to work in. We ensure reduced discrimination, improved workplace equality and to empower socially disadvantaged groups through a set of diverse and inclusive workplace policies. These sets of policies will help to promote inclusivity, innovation and collaboration, which are integral to the longevity of business.

Management Approach [GRI 3-3]

We ensure transparency with our governing bodies as well as diversity and inclusiveness in our workforce. We have put in place fair and equitable hiring processes that embrace gender, race and age equality. We ensure all our employees have equal opportunities for performance and career development.

Performance

Employee headcount by age group, gender

Group	Female	Male	Total
Employee Headcount as at 31 Dec 2023 ¹			
Under 30 years old	42	201	243
30 – 50 years old	87	344	431
Over 50 years old	14	68	82
Total	143	613	756

Governance body

Board of Directors as at 31 Dec 2023	Female	Male	Total
Over 50 years old	2	4	6

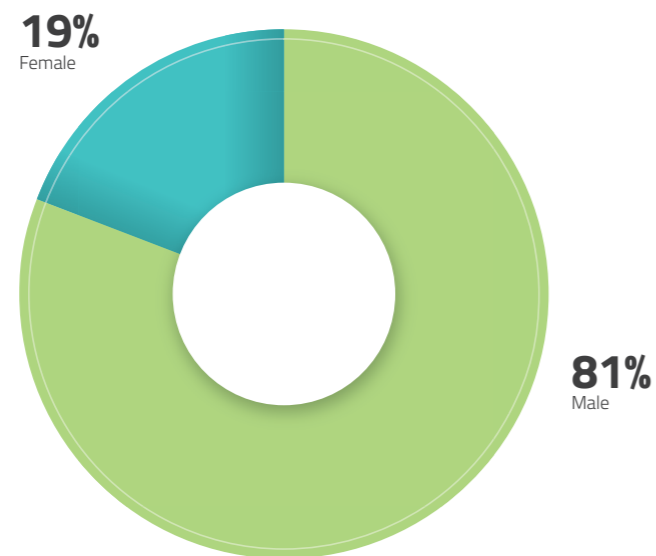
¹ All of our employees are full-time employees.

EMPLOYEE ENGAGEMENT, DIVERSITY AND INCLUSION

[405-1] Percentage of employees per employee category by diversity categories

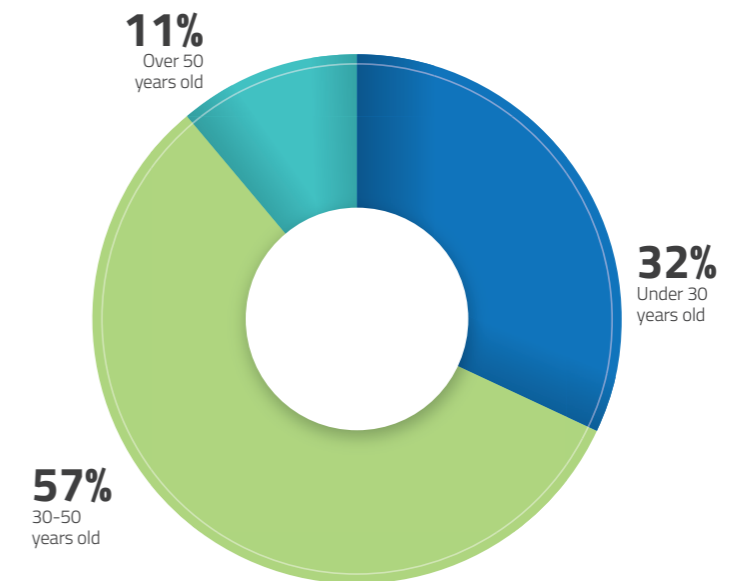
Group	Female		Male		Total
	No.	% by category	No.	% by category	
Senior Management	3	25%	9	75%	12
Managers	24	34%	47	66%	71
Officers	84	25%	256	75%	340
Juniors	32	10%	301	90%	333
Total	143	19%	613	81%	756

Employees by Gender



Group	Under 30 years old		30-50 years old		Over 50 years old		Total
	No.	% by category	No.	% by category	No.	% by category	
Senior Management	0	0%	0	0%	12	100%	12
Managers	1	1%	48	68%	22	31%	71
Officers	138	41%	170	50%	32	9%	340
Juniors	104	31%	213	64%	16	5%	333
Total	243	32%	431	57%	82	11%	756

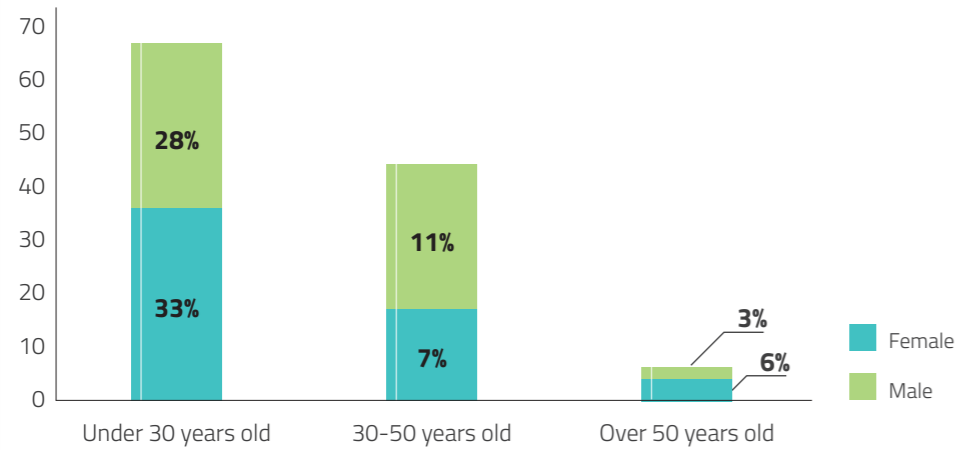
Employees by Age Group



EMPLOYEE ENGAGEMENT, DIVERSITY AND INCLUSION

[401-1 (a)] Total number and rate of new employee hires during the reporting period, by age group, gender

New Hire Rate (By Gender and Age Group)

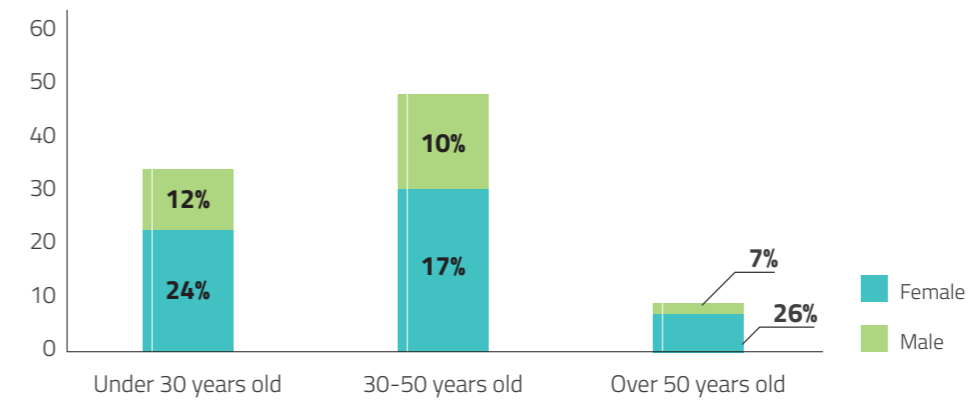


Group

Age Group	Under 30 years old	30-50 years old	Over 50 years old
New Hire Rate	29%	10%	4%
New Hire Headcount	67	44	3

[401-1(b)] Total number and rate of employee turnover during the reporting period, by age group, gender

Turnover Rate (By Gender and Age Group)



Group

Age Group	Under 30 years old	30-50 years old	Over 50 years old
Turnover Rate	14%	12%	11%
Turnover Headcount	33	49	9

EMPLOYEE ENGAGEMENT, DIVERSITY AND INCLUSION

We understand that parenthood is an arduous journey and would like to support our employees with sufficient time off to care for their children, both in their children’s infancy and throughout their formative years. We offer paternity and maternity leave across all our operations (in the form of health insurance in Vietnam), and in Singapore, we offer childcare, extended childcare leave and infant care leave.

[401-3 (a), (b), (c)] Total parental leave, by gender

Group						
Parental Leave Type	Maternity Leave	Paternity Leave	Childcare Leave		Extended Childcare Leave	
Gender	Female	Male	Female	Male	Female	Male
Employees entitled to parental leave	143	613	93	399	5	14
Employees that took parental leave	5	5	21	47	5	14
Employees that returned to work after parental leave ended	4	5	19	45	5	14

[401-3 (d)] Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender

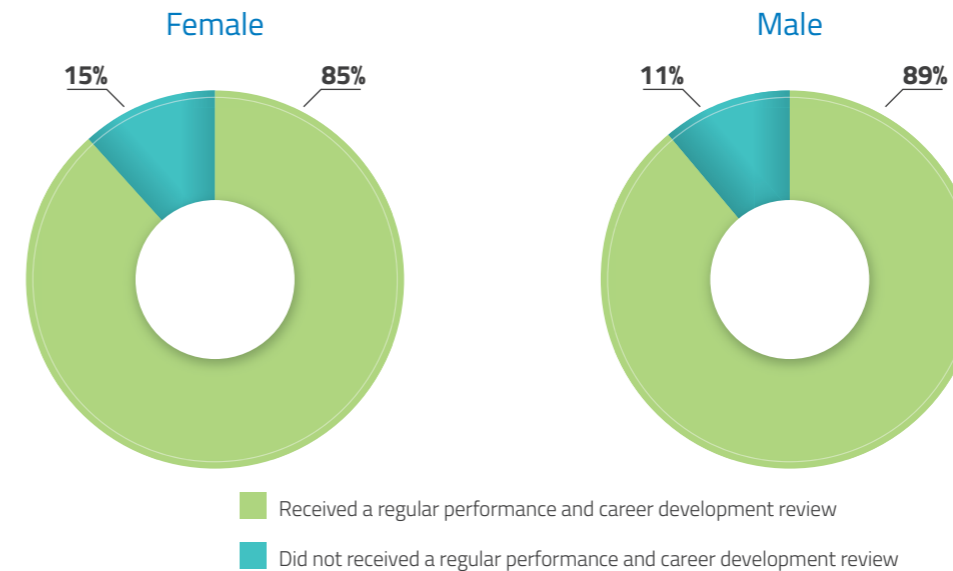
Group						
Parental Leave Type	Maternity Leave	Paternity Leave	Childcare Leave		Extended Childcare Leave	
Gender	Female	Male	Female	Male	Female	Male
Employees that took parental leave in FY2022	11	16	24	42	7	8
Employees that were still employed 12 months after their FY2022 parental leave	11	15	19	36	5	7

[401-3 (e)] Return to work and retention rates of employees that took parental leave, by gender

Group						
Parental Leave Type	Maternity Leave	Paternity Leave	Childcare Leave		Extended Childcare Leave	
Gender	Female	Male	Female	Male	Female	Male
Return to Work Rate	80%	100%	90%	96%	100%	100%
Retention Rate	100%	94%	79%	86%	71%	88%

Beyond our maternity and paternity benefits, we provide insurance coverage for our employees. In Singapore and Malaysia, we provide Group Term Life insurance, whereas in Vietnam, we provide social insurance. We understand the importance of retirement planning and transition assistance and would like to support our employees beyond their time with us. In Singapore, we act in compliance with the Singapore Retirement and Re-employment Act, while in Vietnam we provide severance pay and social insurance, which includes retirement provision on top of labour accident and occupational disease insurance. Our employees are also entitled to various types of leave beyond annual leave, including family care leave in Singapore and examination leave in Malaysia.

[404-3 (a)] Percentage of total employees by gender who received a regular performance and career development review in FY2023



We encourage our employees to continuously upskill and offer a suite of internal and external training programmes for professional career development. In Singapore, our employees attended courses such as the ACI-SC Certification Program for Concrete Field Technicians and the WSQ Develop a Risk Management Implementation Plan course. In Vietnam, they undergo internal training courses such as Concrete Basic and Testing Fresh Concrete courses. External trainings in Vietnam include the Laboratory Quality Manager and Technical Manager Skills courses. In our Malaysian operations, internal training is provided for sales, technical skills, carbon-mineralised concrete and safety courses.

[404-1 (a)] Average hours of training employees have undertaken in FY2023

Group			
	Female	Male	Total
Average hours of training per employee (By Gender)	7.7	12.6	11.6

Group					
	Senior Management	Managers	Officers	Juniors	Total
Average hours of training per employee (By Employee Category)	0.6	5.7	16.1	8.8	11.6

FY2024 Targets	
To provide fair and equal opportunities to employees based on merit	
To increase the total training hours for our employees by 5%	

COMMUNITY IMPACT

Why this issue is material

As a leading concrete provider, we have the advantage and capability to shape the built environment including infrastructure that impacts the lives of many. The infrastructure can be the provision of essential public services, connectivity or even social spaces for the communities in which we operate in. We are deeply heartened to play a part in the improvement and uplifting of our communities, and we look forward to more long term partnerships where our concrete can be of benefit to society.

Management Approach [GRI 3-3]

As part of our business, we support the development of various types of buildings in the markets that we operate in. These range from commercial, industrial and residential to infrastructural projects. From public transport lines to highways, airports to seaports, commercial towers to residential buildings, our low-carbon concrete is being used in the whole gamut of developments across the built environment.

Performance

We collaborated with various entities ranging from governmental agencies to commercial businesses. In 2023, our low-carbon concrete is used to shape many commercial, residential and infrastructural projects in Singapore. They include:

- Infrastructure projects such as Tuas Port, North-South Corridor, Thomson-East Coast Line, Cross-Island Line, Changi East Development, Rapid Transit System Link, Jurong Region Line and Tuas Water Reclamation Plant
- Commercial developments such as 8 Shenton Way (formerly AXA Tower), which will be the tallest building in Singapore upon completion, Shaw Tower and Mandai Resort
- Industrial projects such as the Integrated Business Park Development and Singapore Institute of Technology Campus in Punggol Digital District
- Healthcare projects such as the new Singapore General Hospital building, the new National Skin Centre building and Integrated HealthCity Novena



Artist's Impression of Tuas Port.



Gardens by the Bay MRT Station, a station along Thomson-East Coast Line.

In the fourth quarter of 2023, Pan-United supplied a record volume of close to 5,000 m³ of specialised slipform concrete to the new Tengah Service Reservoir development, serving the needs of Tengah New Town from early 2024.

In October 2023, Pan-United received the Partner Award at the annual Patron of Heritage Awards organised by the National Heritage Board. This included providing self-compacting concrete to form the base of the AMX-13 SM1 tank display at the National Museum of Singapore. We also created and sponsored a 3D-printed concrete art installation for the Singapore Night Festival in 2022. The 12 giant concrete letters of the SGNIGHTFEST installation were created with low-carbon recycled raw materials. They were displayed again at the National Museum lawn for the Night Festival in August 2023. This is the third year Pan-United has provided an installation at the Night Festival, the first being an illuminating translucent concrete bench in 2018.

Pan-United also contributed to the tertiary education sector by co-sponsoring the Nanyang Technological University (NTU) Bridge Design Competition 2023. Organised by the NTU Civil and Environmental Engineering Club, more than 130 teams from around the world participated in this event.

Pan-United was also the sustainable concrete partner of the Swedish Chamber of Commerce which led a group to set up a new Green Innovation Centre in Bukit Batok. We sponsored CO₂ mineralised concrete for the Innovation Centre. At its inauguration in June 2023 (below), Pan-United Concrete Director, Alvin Chan, shared on the benefits of using CO₂ mineralised concrete to decarbonise the built environment.



Our low-carbon concrete was used for the Cosy Garden at the Green Innovation Centre in Bukit Batok. At the opening ceremony, from left: Pan-United Concrete Director, Alvin Chan; Guest-of-Honour, Low Yen Ling, Minister of State for Trade and Industry as well as for Culture, Community and Youth; Member of Parliament, Murali Pillai; Swedish Chargé d'Affaires, Jenny Egermark; and Swedish Trade Commissioner to Singapore, Emil Akander.

We know that our concrete can, and continues to positively impact the community. We will continue to use our concrete to serve the community as best as we can.

FY2024 Target

Continuously contribute to community projects through partnerships with different organisations and insitutions

GOVERNANCE

Sound corporate governance is essential. We are committed to implementing an effective governance structure and robust governance policies to ensure strict compliance with local and international regulations and to create long-term sustainable returns.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Why this issue is material

As a leading concrete manufacturer in the South-East Asia region, Pan-United has an extensive supply chain with a wide footprint spanning multiple countries. We recognise the importance to conduct responsible procurement and minimise the negative environmental and social impact at every stage of and within our supply chain.

Management Approach [GRI 3-3]

We identified "Sustainable Supply Chain Management" as a new material topic from our refreshed materiality assessment in 2023. Currently, we are reviewing our internal risk management frameworks to consider integrating supply chain-related risks. In addition, we also plan to engage our suppliers and customers to understand where the potential risks lie within our supply chain. In the upcoming year, our objective is to identify key areas within our supply chain where we could incorporate more sustainable practices.

FY2024 Target

To identify sustainable supply chain management-related areas of focus and metrics that may be tracked and measured

DATA SECURITY

Why this issue is material

The roll-out of 5G network and other telco infrastructure in recent years has not only closed the digital divide but also led to more concerns about the security and privacy of technology solutions. Pan-United believes that ensuring data security across our value chain is pivotal to smooth operations and the strength of our reputation as a trustworthy business partner. We want to generate trust in the use of data and protect our customers from responsible use of technology.

Management Approach [GRI 3-3]

We have a designated Data Protection Officer for the organisation. We ensure that consent is given before the collection of data pertaining to individuals, which is governed by multiple internal and external policies.

Our data privacy policy provides details of the purpose of data collection, how it is being used and provides a channel for users to feedback.

Our policies comply fully with the Personal Data Protection Act (PDPA).

We take data security seriously and have implemented security solutions to enhance our security posture. Some of the solutions and measures implemented are email security, multifactor authentication, compromise assessment, phishing mock tests, penetration tests, Technical and Executive security tabletop exercises, regular access reviews, security awareness trainings, regular newsletters and briefings on PDPA as part of our security awareness campaign. We also have a comprehensive cyber insurance coverage in place, and have a Security Operations Centre that operates 24/7 to monitor our network and endpoints. Security reports are generated and reviewed by relevant stakeholders on monthly and ad-hoc basis.

Performance

The implemented measures above are tracked and their effectiveness are assessed during Enterprise Risk Management exercise. We have received zero substantiated complaints concerning breaches of customer privacy and have identified zero leaks, thefts or loss of customer data for FY2023.

FY2024 Targets

Zero substantiated complaints concerning breaches of customer privacy

Zero leaks, thefts or losses of customer data

EXTERNAL INITIATIVES AND MEMBERSHIPS OF ASSOCIATIONS

- Waste Management Recycling Association of Singapore (WMRAS)
- Singapore Green Building Council (SGBC)
- Singapore Institute of Building Limited
- Ready-Mixed Concrete Association of Singapore
- Singapore Concrete Institute
- Tunnelling and Underground Construction Society (Singapore)
- The Institution of Engineers, Singapore
- Malaysia Green Building Council (MGBC)
- Master Builders Association Malaysia
- Vietnam Green Building Council (VGBC)

APPENDIX

GRI APPENDIX AND INDICATORS TABLE

Statement of use: Pan-United Corporation Ltd has reported the information cited in this GRI content index for the financial year 1 January 2023 to 31 December 2023 with reference to the GRI Standards.

GRI Standard	Disclosure Title	Page reference	
GRI 2: General disclosure 2021	2-1	Organisational details	Page 1
	2-2	Entities included in the organisation’s sustainability reporting	Annual Report 2023, Pages 73 and 74
	2-3	Reporting period, frequency, and contact point	Page 1
	2-4	Restatements of information	Not applicable
	2-5	External assurance	Pan-United will consider seeking external assurance in future reports.
	2-6	Activities, value chain and other business relationships	Page 2
	2-7	Employees	Page 29
	2-8	Workers who are not employees	Page 28
	2-9	Governance structure and composition	Page 11
	2-10	Nomination and selection of the highest governance body	Annual Report 2023, Pages 25 and 26
	2-11	Chair of the highest governance body	Annual Report 2023, Pages 9 and 10
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 11
	2-13	Delegation of responsibility for managing impacts	Page 11
	2-14	Role of highest governance body in sustainability reporting	Page 11
	2-15	Conflicts of interest	Annual Report 2023, Page 22
	2-16	Communication of critical concerns	Annual Report 2023, Page 32

GRI Standard	Disclosure Title	Page reference	
	2-17	Collective knowledge of the highest governance body	Annual Report 2023, Page 23
	2-18	Evaluation of the performance of the highest governance body	Annual Report 2023, Page 25
	2-19	Remuneration policies	Annual Report 2023, Page 27
	2-20	Process to determine remuneration	Annual Report 2023, Page 27
	2-21	Annual total compensation ratio	Given the sensitivity and confidentiality of remuneration matters and the highly competitive industry conditions of the Group’s operations, the Group did not disclose Requirements (a), (b) and (c) of this disclosure.
	2-22	Statement on sustainable development strategy	Pages 3 to 7
	2-23	Policy commitments	Pages 26 to 28
	2-24	Embedding policy commitments	Pages 26 to 28
	2-25	Processes to remediate negative impacts	Pages 5 and 6
	2-26	Mechanisms for seeking advice and raising concerns	Annual Report 2023, Pages 32 and 34
	2-27	Compliance with laws and regulations	Page 20
	2-28	Membership associations	Page 39
	2-29	Approach to stakeholder engagement	Page 8
	2-30	Collective bargaining agreements	Although our employees’ terms of employment are not covered by collective bargaining agreements, Pan-United offers competitive work packages and ensures that our employees enjoy a safe and conducive working environment.
GRI 3: Material topics 2021	3-1	Process to determine material topics	Page 6
	3-2	List of material topics	Page 7

APPENDIX

GRI APPENDIX AND INDICATORS TABLE

GRI Standard	Disclosure Title	Page reference
Waste Management		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 13
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 13
	306-2 Management of significant waste-related impacts	Page 13
	306-3 Waste generated	Page 13
	306-4 Waste diverted from disposal	Page 13
	306-5 Waste directed to disposal	Waste that cannot be recycled are used for landfilling.
Water management		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 14
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	Page 14
	303-3 Water withdrawal	Page 14
	303-4 Water discharge	Page 14
	303-5 Water consumption	Page 14
Sustainable products		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 15
GRI 301: Materials 2016	301-1 Materials used by weight or volume	This information is currently unavailable. Pan-United is in the progress of collecting this data for future reports.
	301-2 Recycled input materials used	Page 16

GRI Standard	Disclosure Title	Page reference
GHG emissions		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 17
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 18
	305-2 Energy indirect (Scope 2) GHG emissions	Page 18
	305-4 GHG emissions intensity	Page 18
Energy management		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 19
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Page 19
	302-2 Energy consumption outside of the organisation	Page 19
	302-3 Energy intensity	Page 19
Biodiversity		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 20
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 20
	304-2 Significant impacts of activities, products and services on biodiversity	Page 20
Occupational Health and Safety		
GRI 3: Material topics 2021	3-3 Management of material topics	Pages 26 to 27

APPENDIX

GRI APPENDIX AND INDICATORS TABLE

GRI Standard	Disclosure Title	Page reference	
Occupational Health and Safety			
GRI 403: Occupational Health, Safety and Well-being 2018	403-1	Occupational Health, Safety and Well-being management system	Pages 26 to 28
	403-2	Hazard identification, risk assessment, and incident investigation	Page 28
	403-3	Occupational health services	Pages 26 to 27
	403-4	Worker participation, consultation, and communication on occupational Health, Safety and Well-being	Pages 26 to 27
	403-5	Worker training on occupational Health, Safety and Well-being	Page 27
	403-6	Promotion of worker health	Page 27
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 26
	403-8	Workers covered by an occupational health and safety management system	Pages 25 and 28
	403-9	Work-related injuries	Page 28
	403-10	Work-related ill health	Page 28
Employee Engagement, Diversity and Inclusion			
GRI 3: Material topics 2021	3-3	Management of material topics	Page 29
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Pages 32 and 33
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 34
	401-3	Parental leave	Page 34
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	Page 35
	404-2	Programs for upgrading employee skills and transition assistance programs	Page 35
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 35

GRI Standard	Disclosure Title	Page reference	
Employee Engagement, Diversity and Inclusion			
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	Pages 29 to 31
	GRI 406: Non-discrimination 2016	Incidents of discrimination and corrective actions taken	There have been no incidents of discrimination in FY2023. Pan-United will continue to monitor closely the reporting status and take appropriate action if needed.
Community impact			
GRI 3: Material topics 2021	3-3	Management of material topics	Page 36
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	Pages 36 to 37
	203-2	Significant indirect economic impacts	Pages 36 to 37
Sustainable supply chain management			
GRI 3: Material topics 2021	3-3	Management of material topics	Page 38
Data security			
GRI 3: Material topics 2021	3-3	Management of material topics	Page 39
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 39

APPENDIX

SGX- ESC CORE METRICS INDEX

Disclosure requirements	Metrics	Unit	Page reference
Environmental			
Greenhouse Gas Emissions ("GHG")	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	tCO ₂ e	Page 18
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	tCO ₂ e/organisation-specific metrics	Page 18
Energy Consumption	Total energy consumption	MWhs or GJ	Page 19
	Energy consumption intensity	MWhs or GJ/organisation-specific metrics	Page 19
Water Consumption	Total water consumption	ML or m ³	Page 14
	Water consumption intensity	ML or m ³ /organisation-specific metrics	Page 14
Waste Generation	Total waste generated	Percentage (%)	Page 13
Social			
Gender Diversity	Current employees by gender	Percentage (%)	Page 30
	New hires and turnover by gender	Percentage (%)	Pages 32 and 33
Aged-Based Diversity	Current employees by age groups	Percentage (%)	Page 31
	New hires and turnover by age groups	Percentage (%)	Pages 32 and 33
Employment	Total turnover	Number and Percentage (%)	Page 33
	Total number of employees	Number	Page 29

Disclosure requirements	Metrics	Unit	Page reference
Social			
Development & Training	Average training hours per employee	Hours/No. of employees	Page 35
	Average training hours per employee by gender	Hours/No. of employees	Page 35
Occupational Health & Safety	Fatalities	Number of cases	Page 28
	High-consequence injuries	Number of cases	Page 28
	Recordable injuries	Number of cases	Page 28
	Recordable work-related ill health cases	Number of cases	Page 28
Governance			
Board Composition	Board independence	Percentage (%)	Annual Report 2023, Pages 24 and 25
	Women on the board	Number	Page 29
Management Diversity	Women in the management team	Number	Page 30
Ethical Behaviour	Anti-corruption disclosures	Discussion and number of standards	Page 11
	Anti-corruption training for employees	Percentage (%)	Page 11
Certifications	List of relevant certifications	List	Pages 9 and 28
Alignment with Frameworks	Alignment with frameworks and disclosure practices	GRI/TCFD/SASB/SDGs/others	Page 1
Assurance	Assurance of sustainability report	Internal/External/None	Pan-United will consider seeking external assurance in future reports.



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