



TA CORPORATION LTD



**BUILDING THE
FOUNDATIONS FOR
A GREAT FUTURE**
SUSTAINABILITY REPORT 2020

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SUSTAINABILITY REPORT

BOARD STATEMENT

The Board of Director is pleased to present TA Corporation Ltd (“TA Corp”) and its subsidiaries (“the Group”) fourth sustainability report. The Group is committed to incorporate long-term consideration of environment, social and governance (“ESG”) issues when formulating sustainable business practices that help to enhance long-term stakeholders’ value and provide reliable and sustainable products and services to our customers to create societal and environment benefits beyond our financial performance.

The Board provides strategic direction and in close interaction with the management monitors results of sustainability efforts undertaken by senior management of the Group.

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

Senior management commitment and staff involvement

The Group continues to build on sustainability initiatives from past years, and improve on our past efforts in steering the course of our sustainability commitments.

The Group deploys a pragmatic approach to deliver our sustainability commitments. Our efforts are centred on putting in real world solutions with maximum benefits.

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

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

Senior management also affirms and dedicates communication platforms of different levels to interact with the various work groups and trades, each with its own function to address the ESG aspects and to enable continual improvement in the Group’s sustainability policies, processes and performance.

The emergence of COVID 19 has challenged the Group sustainability journey. At this juncture, the repercussion from COVID 19 is far from over, with conviction and fervour, it motivates us to embrace new normal in how we are going to conduct our business moving forward. We have since put priority and all necessary measure to ensure the safety and well-being of our personnel and to mitigate the economic fallout of this existential health threat, travel curbs, quarantines and lockdowns. This includes the implementation of business continuity plans, enhancement of online activities and austerity measures. In demonstrating of our solidarity to join the authorities’ efforts to contain the spread of the COVID 19, we fervently complied with the government’s measures for the construction sector as far as practical, our office also practices split team arrangement to work from home to comply with Ministry of Manpower (“MOM”) requirement for Safe Management Measures at workplace.

Our sustainability approach

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

We recognise the increasing importance of ESG factors among our stakeholders and the business landscape we are operating in and we are aiming to align our sustainability initiatives within our business activities.

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

This Report is to be read in conjunction with the Company’s financial statements in the Annual Report. This Report addresses the Group’s material ESG topics from 1 January 2020 to 31 December 2020. All data is reported in good faith and to the best of our knowledge. This report is aligned with Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A and 711B – Sustainability Reporting Guide and has been prepared with reference to the internationally recognised Global Reporting Initiative (GRI) Standards (2016).

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

On behalf of the Board,
Liong Kiam Teck
Executive Chairman
28 May 2021



SUSTAINABILITY REPORT

ABOUT THIS REPORT

Reporting period

This is the Group's fourth sustainability report and covers the reporting period from 1 January 2020 to 31 December 2020.

Scope

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

Framework

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

Sustainability contact

For any queries or comments regarding our sustainability report please send it to us at tac@tiongaik.com.sg.

As part of our efforts to promote environmental conservation, no hard copy of this Sustainability Report FY2020 have been printed. This report is available for download at SGX website or our Company's website at www.tiongaik.com.sg

ABOUT TA CORPORATION LTD

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

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

CONSTRUCTION

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

Leveraging on the pre-cast components to enhance productivity, the Group set up a pre-cast concrete components factory in Johor, Malaysia.

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

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

REAL ESTATE DEVELOPMENT

Backed by its strong competencies in the construction business since the 1970s and in-depth experience in working with established real estate developers, the Group has established a reputation as a developer of quality, targeting the middle to upper middle markets since more than 15 years ago.

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

REAL ESTATE INVESTMENT

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

DISTRIBUTION

This segment distribute high performance motor oil, lubricants, vehicles and machinery in Thailand, Myanmar and Singapore.

Mission and Vision

With over 49 years of operating history, we constantly strive to be one of the Singapore's major home-grown construction, property developer, real estate investment and distributor of high-performance motor oil, lubricants and vehicles and machinery beyond Singapore.

VISION

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

MISSION

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

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MATERIALITY ASSESSMENT

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

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

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

Along with GRI framework and stakeholders’ input, the Group reviewed the material ESG factors in 2020 and found that they continue to be relevant. The Group will regularly review and assess its material ESG factors to ensure their relevance.

STAKEHOLDER ENGAGEMENT

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

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

The key stakeholder groups identified are:

(i) Our employees

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

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

(ii) Our customers

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

(iii) Our contractors and suppliers

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

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

(iv) Our investors

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

(v) Our community

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

(vi) Government and regulatory agencies

Governments play a crucial and multi-faceted role in the Group’s sustainability reporting – as regulator and policymaker.

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

Sustainability Focus Area	Material ESG Factors
Corporate governance	Good corporate governance and ethics
Economic	Economic performance ¹
Environmental	Energy efficiency (energy and water conservation) Promoting green practices Emission control, effluent and waste management
Social	Workplace safety Equal employment opportunity Employee engagement & talent retention Training and education of employees – learning and development Community services

¹ Refer to the financial section of the FY2020 annual report

SUSTAINABILITY REPORT

OUR SUSTAINABILITY PERFORMANCE

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

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

PRIMARY FACTORS	MATERIAL FACTORS	PERFORMANCE MEASURES	FY2020 TARGETS	FY2020 PERFORMANCE UPDATE	FY 2021 TARGET
Corporate governance	Good corporate governance & ethics	Sound system of risk management, internal controls and high standards of ethical conduct at all levels.	<ul style="list-style-type: none"> To maintain zero issues arising from changes in the environment and social issue as well as governance issues in responding to risks and implement risk management policies and strategies. 	<ul style="list-style-type: none"> Management reporting identified risks and mitigating strategies to Audit Committee ("AC") periodically and work closely with the AC to better align, manage and improve the Group's resilience to emerging scenarios and environments. For details of our performance on Corporate Governance, please refer Statement of Corporate Governance in FY2020 Annual Report. 	<ul style="list-style-type: none"> Continue to monitor business risks, risks arising from changes in the environment, social issue as well as maintaining high standard of governance to ensure transparency and protect the interests of the shareholders.
Social	Workplace safety	Drive Workplace Safety and Health ("WSH") excellence by monitoring the leading indicators and organizing awareness initiatives and programmes. <ul style="list-style-type: none"> The Group adopted internationally accepted metric- Injury Rate as a performance metric for the performance FY2020 onwards 	<ul style="list-style-type: none"> Continue to achieve better than national average, the Group adopted Injury Rate (IR) as performance metric in FY2020 and achieved a better than national average rate, the Group IR was 3.10. 	<ul style="list-style-type: none"> Accident Frequency Rate ("AFR") at 1.75 and Accident Severity Rate ("ASR") at 105. The Group had also migrated from OHSAS 18001:2007 to ISO 45001: 2018 in August 2019. However, in FY2020, the Group adopted IR as WSH, accordingly, FY2020 performance measurement on WSH is IR below national average of 3.10.	<ul style="list-style-type: none"> Continue to achieve better than national average, that is IR less than 2.87 incidents.
	Equal employment opportunity	Committed to non-discriminatory employment practices	<ul style="list-style-type: none"> Zero incident of unlawful discrimination against employees. 	<ul style="list-style-type: none"> No incident of unlawful discrimination against employees. 	<ul style="list-style-type: none"> Zero incident of unlawful discrimination against employees.
	Employee engagement and talent retention	Empowered human capital to meet their full potential both professionally and personally	<ul style="list-style-type: none"> Human Resources team to work on areas that enhance employee engagement and to further improve on EEI as compared to FY2018. 	<ul style="list-style-type: none"> Annual Employee Engagement survey was conducted to seek employees' view on reward and recognition of work effort, opportunities for career progression, learning and development and management leadership. Building on the foundation of enhancing employee engagement and studies from Institute for Human Resource Professional, "Talents will gravitate towards organizations that provide opportunities for learning and development, and help with their career development." based on these, in 2019, the Group embarked in laying groundwork to build a transformation ecosystem for Digital Workplace to prepare the staff member to be job-ready in the future economy and improve work practices and increase productivity in the digital economy. 	<ul style="list-style-type: none"> Human Resources ("HR") team to work on areas that building a transformation ecosystem for Digital Workplace to prepare the staff member to be job-ready in the future economy and improve work practices and increase productivity in the digital economy.

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PRIMARY FACTORS	MATERIAL FACTORS	PERFORMANCE MEASURES	FY2020 TARGETS	FY2020 PERFORMANCE UPDATE	FY 2021 TARGET
	Training and education of employees – learning and development	Continuing education and skill upgrade to equip staff to contribute effectively to improve Group's performance	<ul style="list-style-type: none"> To conduct more future skill development programmes with focus on skills upgrade and knowledge enhancement for employees in order to equip employees with the knowledge and skills required in their respective fields and expertise. During the year, we have conducted 3 cohorts of Digital Transformation workshop in order to equip employees with the knowledge on how business is growing towards digitization and how they can optimize it to improve business functions. 	<ul style="list-style-type: none"> We will structure annual training calendar with focus on skills future digital workforce, service excellence, safety and other bite-size training such as health talks to position employee's mindset in the new norm. Training and equip staff in terms of digitalisation to improve productivity and reduce costs to lower costs and improve overall operating performance. 	<ul style="list-style-type: none"> Conduct more Skill Future Digital Workplace and related courses to equip staff with skills upgrading and growth mindset to prepare staff in aligning with the Group's Digital Transformation, Transitional Leadership and Building agility in the current changing world. Implementation of competencies framework shall act as an aid to assist employees in identifying their training gaps in generic and technical skills.
	Community services	Annual corporate giving and activities to give back to local communities	<ul style="list-style-type: none"> Continue to give back and do more for local communities within our business operations, under our Corporate Social Responsibilities ("CSR") initiative 	<ul style="list-style-type: none"> In conjunction with the corporate motto of giving back to local communities and sustainability agenda, we organized a "Secret Santa Project" to sponsor school bag and comprehensive school supplies sets as spreading love and joys during this pandemic crisis. 	<ul style="list-style-type: none"> We will continue to strive to improve from a holistic perspective by creating culture and practices within the framework of sustainability, curbing global warming, conserving and recycling resources.
Environment	Energy efficiency (energy and water conservation)	Committed to implement best practices, innovations and technologies to reduce energy consumption and water-saving features to efficient use of water consumption.	<ul style="list-style-type: none"> Improve water saving by 3% from FY2019. Improve electricity saving by 2% compared to FY2019. Improve diesel saving by 2% compared to FY2019. Reduce rebar wastage by 2% compared to FY2019. Reduce concrete wastage by 3% compared to FY2019. 	<ul style="list-style-type: none"> water saved by 3%. electricity saved by 2%. diesel saved by 2%. reduced rebar wastage by 2%. reduced concrete wastage by 3%. 	<ul style="list-style-type: none"> Water-saving by 3.5%. Electricity saving by 2%. Diesel saving by 2.5%. Reduce rebar wastage by 2.5%. Reduce concrete wastage by 3.5%.
	Promoting green practices	Embrace various green practices in our operations and Compliance with best practices and standards on green initiative, such as Building & Construction Authority (BCA) Green & Gracious Building initiative.	<ul style="list-style-type: none"> Continue to attain ISO 14001 certification and achieve further improvement set by ISO 14001 audit, especially in the area of supplier and procurement management. Eliminate deficiencies in product and services and further improve environment management by less than 5 non-conformities. 	<ul style="list-style-type: none"> Attained ISO 14001 renewal Certification which is the standard that requires Effective Environmental Management System. Zero non-conformity related to environmental issue. 	<ul style="list-style-type: none"> To achieve less than 2 non-conformities during ISO 14001:2015 and ISO 45001:2018 surveillance audit.



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PRIMARY FACTORS	MATERIAL FACTORS	PERFORMANCE MEASURES	FY2020 TARGETS	FY2020 PERFORMANCE UPDATE	FY 2021 TARGET
	Emission control, effluent and waste management	Compliance with National Environment Agency ("NEA") regulations regarding waste emission, effluent and waste disposal.	<ul style="list-style-type: none"> Waste disposal cost reduction by 2% compared to FY2018 level. Office wastage reduction by 1%. Noise level limit 80dBA for sites near to residential and 70dBA for sites near to hospital and school. Not more than 8 authorities' findings for housekeeping and air quality at all sites. 	<ul style="list-style-type: none"> Received Building and Construction Authority Green and Gracious Builder Scheme Certificate (Excellent) and achieved 2% reduction of waste disposal cost. The Group had been multiple awardees of this award and this scheme was further enhanced to version 2.1 in 2016 to recognize the adoption of productive construction method and place greater emphasis on gracious practices which inter alia, use of systems and technology to reduce waste, use of recycled and sustainable materials for site applications during construction stage. 	<ul style="list-style-type: none"> FY2020 targets Waste disposal cost reduction by 3% compared to FY2020. Office wastage reduction by 2 %. Noise level to limit at 88dBA – 90 dBA for residential building and 70 dBA to 75 dBA for hospital sites respectively. Housekeeping and air quality not more than 6 authorities' findings at all sites.

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SUSTAINABILITY ACTIVITIES HIGHLIGHT



CORPORATE GOVERNANCE

The Board set up Sustainability Committee (“SC”) to assist the Board of Directors (“Board”) in overseeing the sustainability direction, action plans, sustainability performance and the development of the sustainability report and monitors the material ESG factors of TA Corp.

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

SOCIAL

Workplace safety

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

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

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

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

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

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

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

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

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

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

SAFETY AWARDS			
1	RoSPA Awards	The Royal Society for the Prevention of Accidents (RoSPA)	Gold award since 2016
2	WSHPA Awards	Workplace Safety & Health Performance Awards (WSHPA)	Target to attain in 2021
3	SHARP Awards	Safety and Health Award Recognitions for Projects (SHARP)	Safety and Health Award Recognitions for Projects (SHARP) for 2016, 2018, 2019 and 2020.

COVID 19 safety measures

Beyond occupational health and safety, we also prioritised personal health and safety. Since news of COVID 19 first surfaced, we have actively sought to protect our personnel by equipping them with face masks and advised them to avoid crowded areas. We increased frequency of cleaning and disinfection of frequently touched surfaces and made hand sanitisers readily available even before official guidelines were issued by the authorities.

The onset of the global pandemic has placed health and safety in the workplace as a central concern for all our businesses. During the COVID 19 outbreak, we have taken cues directly from Ministry of Health (MOH) and Ministry of

Manpower's (MOM) advisories and implemented various strict precautionary measures to reduce the spread of the virus at the workplace as well as address the safety and well-being of our staff.

In our effort to combat the COVID 19 pandemic, we have established Safe Management Measures (SMMs) which were communicated and strictly enforced among all employees to ensure that operations resume in a safe manner. Safe Management Officers (SMOs) have been appointed to conduct SMM inspection and checks to ensure compliance at all times. The SMM are applicable to all office staff and worksite workers.

In HQ, worksite offices and construction sites, we conduct twice-daily temperature checks and regular monitoring of health status. We also implemented safe entry measures at all entry and exit points. We advise our employees to avoid overcrowding and implement staggered working hour and lunch time.

For our construction staff and workers, regular swab test are conducted. We comply to Building and Construction Authority ("BCA") guidelines to reduce intermixing and avoid cross-infection of workers. For example, workers working on



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the same project are cohorted in a dedicated accommodation, and work in segregated teams. At the dormitory and workers quarters, worker’s living space are increased and the shared facility are segregated. Additional toilet facilities are installed so that the workers only use the facilities assigned to them. Improvements are also made to the workers’ welfare and well-being, and to ensure safe distancing among workers during their transportation to the work site.

Due to an outbreak of COVID 19 among the foreign worker community in Singapore, workers residing at all foreign worker dormitories were placed under isolation or movement restrictions from 21 April 2020 as part of stricter Circuit Breaker measures, which required residents to stay within their dormitories at all times. Following the gradual easing of the Circuit Breaker measures from May 2020, necessary measures have been taken to ensure compliance with regulations order to allow workers residing there to resume work. The dormitory has been then declared COVID-cleared and is working towards the fulfilment of requirements for work resumption.

During the period when the dormitories were in lockdown, the residents were kept engaged with various contactless activities and contests, including video making contest, cleanest unit contests and seasons greeting video contest. Cash vouchers and prizes were given out as prizes to winning participants.

Employee Engagement

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

Our employees are our key assets, and it is paramount that their safety, health and well-being are looked after. Staff engagement events such as Sports Day, annual Chinese New Year lunch, Fruits day and tea sessions to create platform for our Management and Senior Staff to engage with employees and show appreciation for their hard work and contributions for the Group.

All full-time employees undergo an annual performance review. The Group adopts an open appraisal system where employees discuss and agree on their performance, areas for improvement, targets for the next cycle and personal and career development goals.

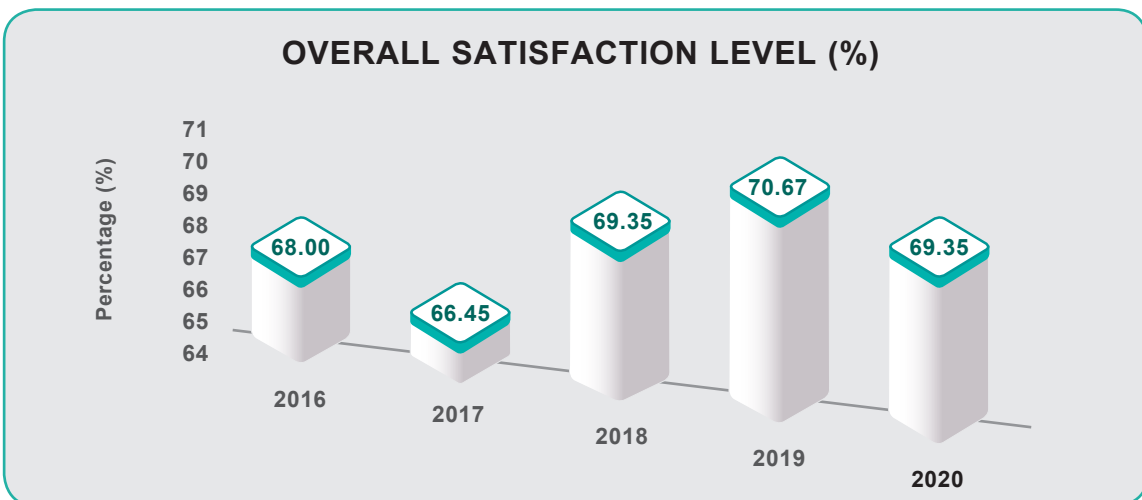
Employee morale is also vital to our business. In order to nurture high employee morale and greater camaraderie within our family, our HR department conducted TA Pulse survey annually to establish the morale index to measure the employees’ “happiness”.

Nonetheless, we noted there is drop in index in 2020. We have investigated the root causes of the drop and shared with the respective head of department to identify the targeted areas to be improved on and building on its strength.

We show our appreciation towards our employees via a fair remuneration system and recognition programmes developed and established based on fair employment practices with the goal of attracting, developing and retaining a robust motivated workforce.

In anticipation of technological changes and its impact on the skillsets of its staff, the Group organised a series of sessions where professional trainers were invited to share insights on topics and trends related to its business, by organising these activities, the Group hopes to inculcate a spirit of lifelong learning and help equip staff with the knowhow to navigate a constantly changing world, to be job-ready in the future economy and employing digitalisation to improve work practices and increase productivity in the digital economy.

We have also organised regular Town Hall meeting by senior management with our working level employees to understand and identified their work issues and challenges especially during this ongoing pandemic crisis.



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DIGITAL TRANSFORMATION – 18 & 19 DEC 2020 Learning and development

At TA Corporation, we believe in staff training and development to help them perform at their best and keep them motivated.

The Group encourages and supports the growth and development of its employees, advancing their knowledge and skills so that they stay responsive to changes in the work environment and can contribute optimally.

The Group had also set up a more structured approach to our training and explore the e-learning as a training platform that can be more accessible and wider reached as we operate in multiple geographical regions.

With increased reliance on digital capabilities as a business enabler, the Group restructured the learning and development contents and built in the SkillsFuture contents to equip the staff with the right skills and technical know-how to equip them to do their job more efficiently and effectively and overcoming technological challenges in the workplace. In addition, they learned how digitalisation can improve our work practices and increase productivity in the digital economy to help the growth of our business.

During the year, we have leveraged on the government training grants provided to Singapore-based enterprises during this unprecedented COVID 19 pandemic to provide our employees

with more training. Our employees enrolled in significantly more training courses in FY2020 as compared to FY2019. The courses range from technical skills required for the specific job scope, such as Safe Management Officer (SMO) course for construction, Occupational First Aid Course, Fire Safety Management and other skill including Skill Future for Digital Workplace and Digital Transformation.

ENVIRONMENT

Energy efficiency (energy and water conservation)

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

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

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

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

We continuously monitor our energy and water consumption to ensure that there is no abnormal spike and will continue to identify areas of improvement to improve resource efficiency to contribute to environmental sustainability.

	CONSERVATION INITIATIVES	TARGET SET FOR 2021
1	Water Saving	3.5%
2	Electricity Saving	2%
3	Diesel Saving	2.5%
4	Reduce rebar wastage by	2.5%
5	Reduce concrete wastage by	3.5%

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Promoting green practices

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

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

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

As a proponent of the Green and Gracious Builder Scheme ("GGBS") initiated by BCA. We inculcate the environmental consciousness, promote

environmental protection and gracious practices during the construction and building process. The adoption of the GGBS by the Group has raised the level of environmental consciousness among the project team and also helps to align all entities within the Group towards the discharge of our environmental responsibilities.

Our good green practices include the following but not limited to

- Control resources utilization and minimize waste/pollutants generation
- Create greater awareness of environmental issues through training and communication
- Monitor environmental performance periodically
- Good housekeeping procedures and a well maintained site

Good gracious practices include:

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

Emission control, effluent and waste management

As we grow our business, we are committed to reduce the environmental impacts of our business activities. Similar to previous years, we have complied accordingly to the laws and regulations in FY2020 and achieved our target. Moving forward, we aim to ensure continual compliance with the relevant laws and regulations.

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

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

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

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

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

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

Vector control

The construction industry plays an important role to play a part to curb dengue transmission and protect our workers and residents around work sites against dengue disease. This is even more important during the circuit breaker period, vector control plans are currently implemented at every project site to prevent mosquito breeding to protect the construction site personnel and members of the public from mosquito-borne diseases.

We will continue to make assurance that all of our construction site workers are well-educated and well-aware of the harmful effects of mosquito breeding. We will also continue to cultivate good practices, conduct routine checks and engage pest control companies to carry out regular insecticide spraying to prevent any possible breeding of vectors.

As we grow our business, we are committed to reduce the environmental impacts of our business activities. Similar to prior year, we have complied to the laws and regulations in FY2020 and achieved our target. Moving forward, we aim to ensure continual compliance with the relevant laws and regulations.

SUSTAINABILITY REPORT

GRI CONTENT INDEX

This report has been prepared in accordance with the Global Reporting Initiative (GRI 2016) Standards: Core option. We did not seek external assurance for this report.

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

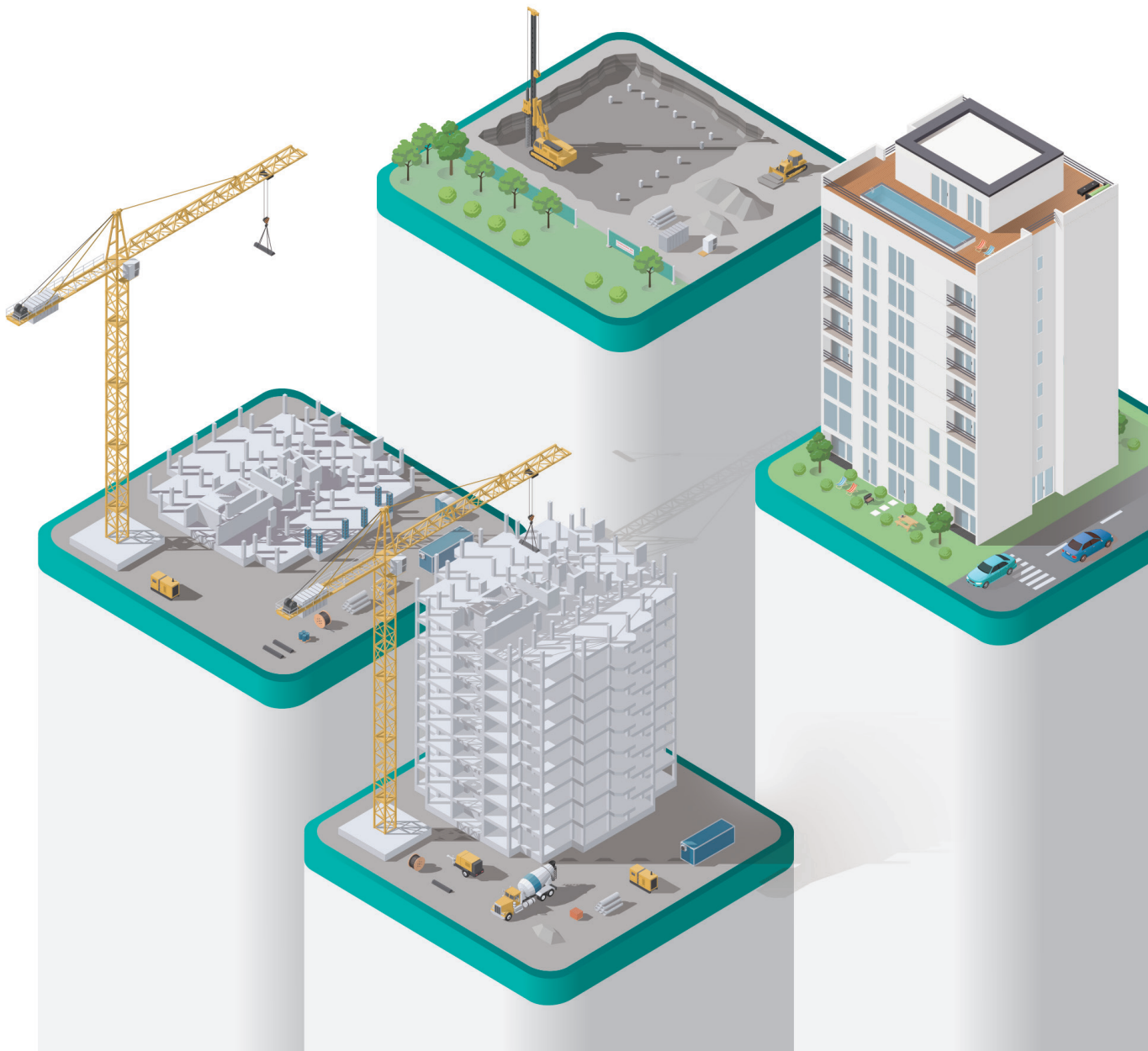
GRI REFERENCE		DISCLOSURE	REFERENCE
General disclosures			
Organization Profile	102-1	Name of the organization	<i>TA Corporation Ltd</i>
	102-2	Activities, brands, products, and services	<i>Corporate profile (Refer to Annual Report)</i>
	102-3	Location of headquarters	<i>Corporate information (Refer to Annual Report)</i>
	102-4	Location of operations	<i>Corporate information (Refer to Annual Report)</i>
	102-5	Ownership and legal form	<i>Corporate profile (Refer to Annual Report)</i>
	102-6	Markets served	<i>Corporate profile (Refer to Annual Report)</i>
	102-7	Scale of the organization	<i>Corporate profile (Refer to Annual Report)</i>
	102-9	Supply chain	<i>Sustainability report 2020 – Our contractors and suppliers</i>
	102-10	Significant changes to the organization and its supply chain	<i>No significant changes</i>
	102-11	Precautionary Principle or approach	<i>Sustainability Report 2020 – Governance 2020 Annual Report – Statement of Corporate Governance</i>
	102-12	External initiatives	<i>No externally-developed economic, environmental and social charters, principles, or other initiatives is subscribed or endorsed during FY2020.</i>
	102-13	Membership of associations	<i>TA Corp holds a membership in Singapore Business Federation</i>
Strategy	102-14	Statement from senior decision-maker	<i>SR Section – Board statement</i>
Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	<i>Sustainability Report 2020 – Governance</i>
Governance	102-18	Governance structure	<i>2020 Annual Report – Statement of Corporate Governance</i>
	102-19	Delegating authority	<i>SR Section – Board statement</i>
Stakeholder Engagement	102-40	List of stakeholder groups	<i>SR Section – Stakeholders' engagement</i>
	102-42	Identifying and selecting stakeholders	<i>SR Section – Stakeholders' engagement</i>
	102-43	Approach to stakeholder engagement	<i>SR Section – Stakeholders' engagement</i>
	102-44	Key topics and concerns raised	<i>SR Section – Stakeholders' engagement</i>
Reporting Practice	102-45	Entities included in the consolidated financial statements	<i>2020 Annual Report – Independent Auditor's Report</i>
	102-46	Defining report content and topic boundaries	<i>Sustainability Report 2020 – About the Sustainability Report Sustainability Report 2020 – Materiality Assessment</i>
	102-47	List of material topics	<i>Sustainability Report 2020 – Materiality Assessment</i>

SUSTAINABILITY REPORT

GRI REFERENCE	DISCLOSURE	REFERENCE	
General disclosures			
	102-48	Restatement of information	<i>Sustainability Report 2020 – Materiality performance (Workplace safety)</i>
	102-50	Reporting period	<i>Sustainability Report 2020 – About the Sustainability Report</i>
	102-51	Date of most recent report	<i>Sustainability Report 2020 – About the Sustainability Report</i>
	102-52	Reporting cycle	<i>Sustainability Report 2020 – About the Sustainability Report</i>
	102-53	Contact point for questions regarding the report	<i>Sustainability Report 2020 – About the Sustainability Report</i>
	102-54	Claims of reporting in accordance with the GRI Standards	<i>Sustainability Report 2020 – About the Sustainability Report</i>
	102-55	GRI content index	<i>SR Section – GRI content index</i>
	102-56	External assurance	<i>This Report has undergone the internal review process of the Group, and was reviewed by the Board. The Group has not sought external assurance for FY2020, and may consider it for future periods.</i>
Specific Disclosures			
Economic			
Management Approach	103-1	Explanation of the material topic and its Boundary	<i>Sustainability Report 2020- Materiality assessment</i>
	103-2	The management approach and its components	<i>Sustainability Report 2020 – Our sustainability Approach</i>
	103-3	Evaluation of the management approach	<i>Sustainability Report 2020 – Our sustainability Approach</i>
Economic Performance	201-1	Direct economic value generated and distributed	<i>2019 Annual Report- Independent Auditor's Report</i>
Environment			
Energy	302-1	Energy consumption within the organization	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
	302-4	Reduction of energy consumption	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
Water	303-5	Water consumption	<i>SR Section – Our sustainability performance/ Energy efficiency (energy and water conservation)</i>
Effluents and waste	306-2	Waste by type and disposal method	<i>SR Section – Our sustainability performance/ Emission control, effluent and waste management</i>
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	<i>None- no significant non-compliance with environmental laws and regulations recorded.</i>
Occupational Health and Safety			
Occupational Health and Safety	403-1	Occupational health and safety management system and safety protection against COVID 19	<i>Sustainability Report 2020 – Employment- Workplace health safety</i>
	403-2	Types of injury and rate of injury	<i>Sustainability Report 2020 – Employment- Workplace health safety</i>

SUSTAINABILITY REPORT

GRI REFERENCE		DISCLOSURE	REFERENCE
Training and education			
Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	<i>Sustainability Report 2020 – Employment</i>
Non-discrimination			
Non-discrimination	406-1	Incidents of discrimination and corrective action taken	<i>Sustainability Report 2020 – Our sustainability performance</i>
Non-discrimination			
Local communities	413-1	Operations with local community engagement, impact assessments, and development programs.	<i>Sustainability Report 2020 – Sustainability activities highlight</i>





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