

SUSTAINABILITY REPORT

2024

BEYOND INNOVATION

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ABOUT THE REPORT

- This Sustainability Report focuses on the sustainability strategy, practices, priorities, targets and performance of our operations across key markets during the financial year ended 31 December 2024.
- Unless otherwise stated, this Report covers all material subsidiaries under the Group. For data where there is a qualification on the coverage, ST Engineering is progressively expanding the coverage to all businesses over time.
- This Report is approved by the Board and prepared with reference to Global Reporting Index (GRI) Standards, Singapore Exchange Limited (SGX) Listing Rules 711A, 711B and Practice Note 7.6, Sustainability Accounting Standards Board (SASB) Standards – Aerospace and Defence, and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
- ST Engineering adopts the GRI Standards as it is the most widely referenced sustainability reporting framework and it addresses areas that are of interest to our stakeholders.
- SASB Standards focuses on the needs of investors and the Group adopts its disclosure requirements for Aerospace and Defence to provide our investors a clearer picture of our businesses.
- ST Engineering is a signatory of the United Nations Global Compact (UNGC) and is committed to the Ten Principles. This Report supplements our Communication of Progress.
- Stakeholders are advised to read the ST Engineering's Annual Report 2024 for more information on the Group's business and financial performance.

ASSURANCE AND VERIFICATION

ST Engineering is committed to providing a balanced and accurate sustainability report. Unless otherwise stated, the information disclosed in this report is a consolidation of data compiled from all material subsidiaries under the Group globally.

Our Internal Audit team performed a review on the sustainability report for 2024 as mandated by SGX. All recommendations highlighted during the internal review were taken into consideration during the development of this Sustainability Report.

The Greenhouse Gas (GHG) emissions data reported by our Singapore entities is verified under the International Organisation for Standardisation (ISO) 14064-1:2018 Greenhouse Gases by Lloyd's Register Quality Assurance Ltd. This includes Scope 1, Scope 2, Scope 3 Category 6 (Business Travel) and Scope 3 Category 7 (Employee Commute). We are progressively extending external verification for GHG emissions to all our material entities worldwide over the next few years.

Our intention is for the external verification and assurance of our Sustainability Report to be done progressively in stages.

[View our External Assurance Statements](#)



LIST OF ABBREVIATIONS

ABBREVIATION DEFINITION

AI	Artificial Intelligence
AM	Additive Manufacturing
CI	Continuous Improvement
CPAS	Cerebral Palsy Alliance Singapore
CSR	Corporate Social Responsibility
DPS	Defence and Public Security
ECRs	Export Control Regimes
EFW	Elbe Flugzeugwerke
EHS	Environmental, Health and Safety
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
EXCO	Group Executive Committee
GEC	Group Engineering Centre
GenAI	Generative AI
GHG	Greenhouse Gas
GRI	Global Reporting Index
GTO	Group Technology Office
HQ	Headquarters
HR	Human Resources
HVAC	Heating, ventilation and air-conditioning
IFRS	International Financial Reporting Standards
IMOC	Integrated MRO (Maintenance, Repair and Overhaul) Operations Centre
IoT	Internet-of-Things
IROs	Impacts, risks and opportunities
ISO	International Organisation for Standardisation
ISSB	International Sustainability Standards Board
IT	Information Technology
KPI	Key Performance Indicator

ABBREVIATION DEFINITION

LED	Light-emitting Diode
OEST	Operations Excellence Specialist Team
MRO	Maintenance, Repair and Overhaul
NTU	Nanyang Technological University
P&CEO	President and Chief Executive Officer
PwDs	Persons with Disabilities
PV	Photovoltaic
RFR	Recordable Frequency Rate
RSC	Risk and Sustainability Committee
RSR	Recordable Severity Rate
R&A	Risk and Assurance
R&D	Research and Development
SASB	Sustainability Accounting Standards Board
SGX	Singapore Exchange Limited
SgIS	Singapore-Industry Scholarship
SME	Small and Medium Enterprise
STEM	Science, Technology, Engineering and Mathematics
STESU	ST Engineering Staff Union
SWEEP	Safe Work Environment Engagement Programme
SWITCH	Singapore Week of Innovation and Technology
TCFD	Task Force on Climate-related Financial Disclosures
UNGC	United Nations Global Compact
UN SDGs	United Nations Sustainable Development Goals
UVC	Ultraviolet-C
WSH	Workplace Safety and Health

OVERVIEW

SUSTAINABILITY DASHBOARD

ECONOMIC

R&D AMOUNT

\$420m

spend on Research & Development (R&D) in 2024

SUPPLY CHAIN

\$1.2b

purchases from Small and Medium Enterprises (SMEs) in Singapore

GOVERNANCE

FINES

Zero

significant fines in 2024

BRIBERY AND CORRUPTION

Zero

bribery and corruption cases in 2024

ENVIRONMENTAL

GHG EMISSIONS

25%

reduction in absolute Scope 1 and 2 GHG emissions from a 2015¹ base year

GREEN ENERGY

20%

of electricity consumption from global operations derived from renewable energy

SOCIAL

CORPORATE COMMUNITY CONTRIBUTIONS

\$2.8m

worth of community contributions by the Group, employees and other stakeholders

PEOPLE MANAGERS

16%

of male employees are people managers

15%

of female employees are people managers

LEARNING & DEVELOPMENT

29

average training hours per employee

INCIDENT RATE

0.41

Recordable Frequency Rate

6.65

Recordable Severity Rate

RECOGNITION

COMMUNITY CHEST AWARDS – CHARITY PLATINUM AWARD

SIXTH
CONSECUTIVE YEAR

Constituent of Dow Jones

BEST-IN-CLASS
ASIA PACIFIC INDEX
BASED ON LONG TERM ESG CRITERIA

¹ Previously, we set a target to halve our Scope 1 and Scope 2 absolute GHG emissions by 2030 compared to 2010. This year, we refreshed our base year to 2015, in line with best practices.

* RFR = Recordable Frequency Rate; RSR = Recordable Severity Rate. We are progressively including non-material overseas branch offices under our operational control.

BOARD STATEMENT

The Board of Directors oversees the review by management of material environmental, social and governance (ESG) factors for ST Engineering and takes them into consideration when setting the Group's strategic direction. In our review this year, we reaffirmed the importance and relevance of our ten material ESG factors and assessed such factors from the perspective of their impact materiality and financial materiality.

We remain steadfast in positively impacting people's lives and the health of our planet by operating responsibly in our communities and the wider global ecosystem. We create value by addressing real-world problems, including those related to climate change, urbanisation, pandemics, public safety and evolving security challenges. We harness technology and innovation to enable a more secure and sustainable world.

In our efforts to decarbonise, we are focusing in the medium term on seizing opportunities and managing risks related to climate change across our global units.

We link a range of operational, financial and non-financial key performance indicators to our material ESG factors to encourage the adoption of strategies and practices that are aligned to the sustainable and long-term success of the Group.

OVERVIEW

MESSAGE FROM GROUP PRESIDENT & CEO

A PURPOSE-DRIVEN GROUP

At ST Engineering, we are dedicated to harnessing technology and innovation to foster a more secure and sustainable future. Our sustainability journey is driven by a commitment to long-term resilience and the creation of sustainable value for all our stakeholders, including customers, employees, communities, shareholders, governments, and suppliers.

In an increasingly uncertain world caused by geopolitical tensions, extreme weather, and industry disruptions, we are steadfast in our commitment to integrating sustainability into our strategies and operations to ensure our continued resilience.

DOING OUR PART

2024 has been a progressive year for us. We made steady advancements in various key sustainability areas as we continue to strengthen our commitment to ESG principles:

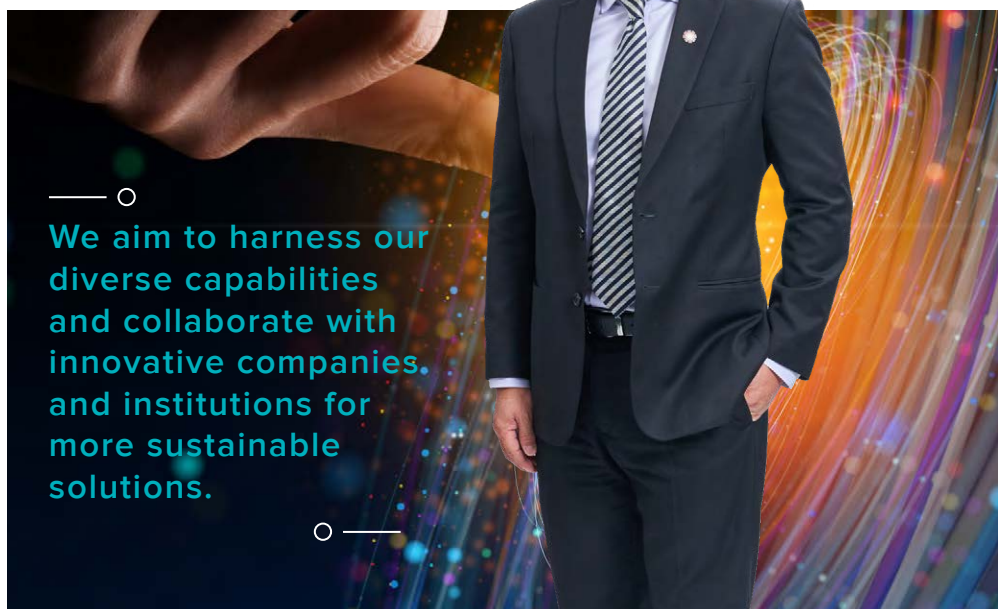
- **ENVIRONMENT:** We continued to foster an environmentally conscious culture among our employees through regular events, such as our Tree Planting Days. Previously, we set a target to halve our Scope 1 and Scope 2 absolute GHG emissions by 2030 compared to 2010. This year, we refreshed our base year to 2015, in line with best practices. Compared to the 2015 base year, we achieved an emission reduction of 25% in 2024. This was achieved through a combination of initiatives,

including streamlining processes and facilities via smart systems and other energy-efficient technologies and expanding solar panel installation. 20% of our electricity consumption from global operations were derived from renewable energy.

- **HEALTH & SAFETY:** Beyond our regular workplace safety walkabouts helmed by senior management, we offered a range of health and wellness programmes to our employees, including a newly implemented heat stress management programme. We had zero fatalities in our operations this year.
- **PEOPLE:** Our people are vital to our business success. We recognise the importance of diversity, equity, and inclusion

and also place great emphasis on employee benefits and training. In 2024, we signed the Enabling Employment Pledge to affirm our commitment to adopt an inclusive mindset towards employees with disabilities, create barrier-free workplace environments, and implement supportive employment policies for employees with disabilities. Additionally, we introduced the online AI training programmes to upskill our employees. In recognition of our workforce's AI skills achievement, ST Engineering was named the AI Pioneer at the 2024 LinkedIn Talent Awards, which celebrates organisations leading the future of work.

- **COMMUNITY:** Our efforts in contributing back to the local communities we operate in, are



guided by our Corporate Social Responsibility (CSR) pillars – Improving Lives through Charitable Gifts, Empowering Lives through Education and Transforming Lives through Technology and Innovation. In 2024, we contributed \$2.8m to community causes. Dedicated to making a positive impact in the broader community, we contributed our technology such as the EasyExo, a soft passive exoskeleton designed to provide assisted support to nursing staff; and Airbitat, a sustainable evaporative cooling solution, to our non-profit partners. Our engineers also contributed their skills and developed a wheelchair canopy prototype for the clients of Cerebral Palsy Alliance Singapore (CPAS). In recognition of our efforts, ST Engineering was conferred the Company of Good – 3 Hearts by the National Volunteer & Philanthropy Centre (NVPC) in Singapore. We remain dedicated to pursuing purpose-driven practices and fostering collaboration to build a caring, inclusive and compassionate society.

DISCLOSURES: As part of regulatory compliance and stakeholder engagement, we continue to disclose sustainability information in our Annual and Sustainability Reports. Our reporting is guided by global reporting frameworks, including GRI, SASB and TCFD. From 2025 onwards, our climate-related disclosures will incorporate the climate-related requirements in the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB).

- **DATA:** We expanded the collection and reporting of ESG data globally with our material international business units. We further

enhanced engagement efforts with our internal stakeholders to strengthen the accuracy, traceability and transparency of our data. In addition, we embarked on our roadmap for expanding our Scope 3 data collection to build a more comprehensive carbon inventory across our value chain. Given the complexities of estimating Scope 3 emissions, we will progressively fine tune the reporting process and methodology employed in consultation with both internal and external stakeholders, to establish a robust foundation for Scope 3 reporting.

ENABLING OUR CUSTOMERS

We remain committed to supporting our customers in their sustainability journey by providing more sustainable quality products and services.

Opportunities: Group-wide, we leverage opportunities in three focal areas – reducing GHG emissions, tackling urban and city challenges, and contributing to the circular economy, through enhancing our existing capabilities and tapping on the strengths of our diverse business. Our annual Venture Building business challenge, In.Vent, fosters and develops promising and scalable business ideas, whilst accounting for their sustainability.

New Solutions: Our latest sustainability-linked products and services include carbon-lite electric buses, which are designed with a strong emphasis on safety and state-of-the-art technology. Key design features include a triple-door design for shorter dwelling

time at entry and exit, automatic ramp with dual wheelchair bay for all-inclusive transport, ultraviolet-C light-emitting diode (UVC LED) air disinfection system, solar panel on the roof, camera mirroring system and advanced blind spot detection system (AGIL DriveSafe+) to assist bus captains.

Supply Chain: A sustainable and resilient supply chain is paramount to our continued success. We broadened the application of our Supply Chain Resilience Framework across the Group and developed plans and strategies to mitigate key supply chain risks, which included our suppliers' ESG performance. With an increasing focus on human rights risks in supply chains, we seek to progressively collaborate with stakeholders to understand such risks using a risk-based approach, build upon existing policies and governance framework, as well as enhance supply chain screening, due diligence and ongoing engagement processes to strengthen the resilience of our supply chain. Concurrently, we leverage opportunities to engage more closely with our suppliers and foster more resilient and mutually beneficial relationships.

COMMITMENT TO THE JOURNEY

ST Engineering remains committed to sustainability, whether in our own operations, or through enabling our customers and other stakeholders. We seek to leverage our diverse capabilities and partner with innovative firms and institutions to deepen our expertise and broaden our offering of technologies, as we pursue greater sustainability in our businesses and operations globally.

Sincerely,
VINCENT CHONG
Group President & CEO

10 MARCH 2025

OUR SUSTAINABILITY APPROACH

SUSTAINABILITY FRAMEWORK

The Group's success hinges on delivering value to our stakeholders in a sustainable way. Our business practices are built upon our commitment to long-term thinking and consideration of multiple stakeholders' interests, while harmonising current customer needs with future global requirements.

We believe in doing our part by conducting our business sustainably, ethically and responsibly to build trust among our stakeholders while managing risks to our business. This includes shaping a sustainability-conscious culture amongst our employees through mandatory e-learning modules on sustainability. Our courses introduce all full-time employees worldwide to the foundational concepts of sustainability, ST Engineering's approach to sustainability initiatives, as well as best practices to reduce our carbon footprint, conserve energy, save water and cut back on waste generation.

We strive to enable our customers on their journey by offering products and solutions that will help them grow and operate sustainably. Our people and the communities we operate in are vital to our global success. We support inclusive development and foster an ecosystem that promotes the continuous growth of our business. We facilitate this by contributing to the communities that we operate in and investing in the development of our people. Amidst volatile markets and an uncertain world, integrating sustainability into our strategy and operations is key to ensuring our businesses remain resilient and relevant.

RESPONSIBLE GLOBAL CITIZEN

Doing Our Part
Building Trust & Managing Risks



ENABLER OF A SUSTAINABLE WORLD

Enabling Our Customers
Growing with Partners & Seizing Opportunities

OUR GOVERNANCE STRUCTURE

We believe that our success hinges on nurturing a sustainable culture within the organisation, led by committed leadership, and instilling a sense of responsibility amongst employees at every level.

The Board holds ultimate accountability, provides strategic direction and considers sustainability issues, including the management of key ESG factors, in the formulation of the Group's strategies and policies.

The Board's Risk and Sustainability Committee (RSC) oversees matters related to risk, internal controls, and sustainability. The Group President and Chief Executive Officer (P&CEO), supported by the Group Executive Committee (EXCO), is responsible to the Board for implementing these strategies and directions. The Group Chief Strategy & Sustainability Officer ensures that sustainability is a core part of our business strategy, and that ESG considerations are integrated into our business strategies and operational plans.

Sustainability is the responsibility of ST Engineering employees at every level. Our management teams across various business areas and Group Functions play vital roles in shaping and executing our strategy. They collaborate across the Group in critical areas such as Technology and Innovation, Operations Excellence, and Sustainability. This collaborative effort is supported by an annual planning process that is integrated with our strategic and financial planning, alongside our governance and Enterprise Risk Management (ERM) frameworks.

Read more about our [Commitment and ESG Performance Measurement](#) on our website



OUR CONTRIBUTION TO GLOBAL GOALS

ST Engineering is a signatory of the UNGC. We support its Ten Principles and are committed to advance the broader goals of the UN Sustainable Development Goals (UN SDGs). References on the practical actions taken to implement the UNGC principles in each of the four issue areas (human rights, labour, environment and anti-corruption) can be found in the UNGC index pages.

We affirm our support of all 17 UN SDGs and identified six goals which correlate strongly with our practices, operations, and in the products and services we offer.

WE SUPPORT



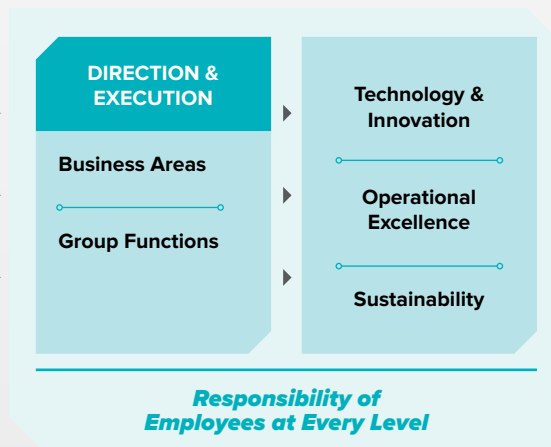
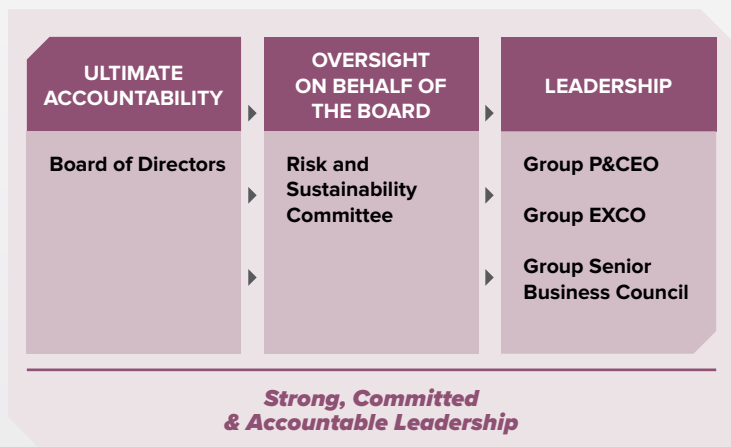
SUSTAINABLE DEVELOPMENT GOALS



Six Goals which we correlate strongly with



Read more about our [Contribution to SDGs](#) on our website



OUR SUSTAINABILITY APPROACH

MATERIAL STAKEHOLDERS & ENGAGEMENT

We believe that creating sustainable value for all our stakeholders is essential to the Group's long-term success. Regular engagement with stakeholders allows us to understand and address their concerns while strengthening the essential relationships which our businesses depend on.

Material stakeholders are identified as part of the Group's ERM process, based on the extent to which these parties can impact or be impacted by the Group's activities.

Stakeholder	Our Responsibility	Our Engagement Efforts
Customers 	We forge enduring relationships with our customers and make sure our products and services stay relevant, are safe and reliable, and meet their expectations. We do what it takes to understand our customers, their needs and their challenges. We work closely with them to co-create solutions that enable them to be more effective in their operations.	• Regular customer surveys • Company visits • Regular project review meetings • Technology seminars • Dialogue sessions
Employees and other workers 	People are our most valuable asset. We focus our efforts in growing and enhancing their capability and capacity, strengthening a passionate and engaged workforce, and being at the forefront of people practices.	• Regular town halls • Annual business conventions • Continuous performance discussions • Team activities, including celebrations, team building and wellness initiatives • Implementing health and safety policies to protect them • News updates via our Corporate Intranet

Stakeholder	Our Responsibility	Our Engagement Efforts
Local Communities 	We contribute to the development of our host communities. We act responsibly, protect the environment and contribute to our communities' wellbeing through our corporate community contributions. We also work closely with local government agencies to support the economic development imperatives that are in line with our growth plans. Where possible, we ensure that our health and safety policies, including pandemic precautions, protect our community beyond our workplaces.	• Corporate community contributions • Collaborations with educational institutions to develop Science, Technology, Engineering and Mathematics (STEM) talent • Partnerships with SMEs
Suppliers and collaborators 	We cultivate strong, ethical and mutually beneficial relationships with suppliers and collaborators. Our worldwide partners are the cornerstones of our global businesses.	• Engagements with partners including strategic programmes with SMEs • Surveys and feedback sessions with suppliers on procurement policies
Shareholders and investors 	In line with our strong emphasis on corporate governance, we continue to build investor trust and confidence through open dialogue and two-way communication with shareholders and the investment community.	• Quarterly market updates • Half-yearly financial results briefings • Investor conferences and roadshows • Investor Day • Annual General Meeting & Extraordinary General Meeting • Facility visits • Group and one-on-one meetings
Regulators and governments 	We disclose pertinent information in a clear and concise manner, and on a timely basis. We comply with legal and regulatory requirements in the jurisdictions where we operate in.	• Providing feedback to the public • Regulatory consultation exercises • Incorporate trends and learning points in our business through regular engagements with regulators and governments

OUR SUSTAINABILITY APPROACH

MATERIALITY ASSESSMENT

In assessing materiality, ST Engineering considers factors that impact our businesses and our stakeholders from both financial and non-financial perspectives. Our key stakeholders include customers, employees and other workers, local communities, suppliers and collaborators, shareholders and investors, and regulators and governments. Our 10 material factors cover four broad areas of Economic, Environmental, Social and Governance.

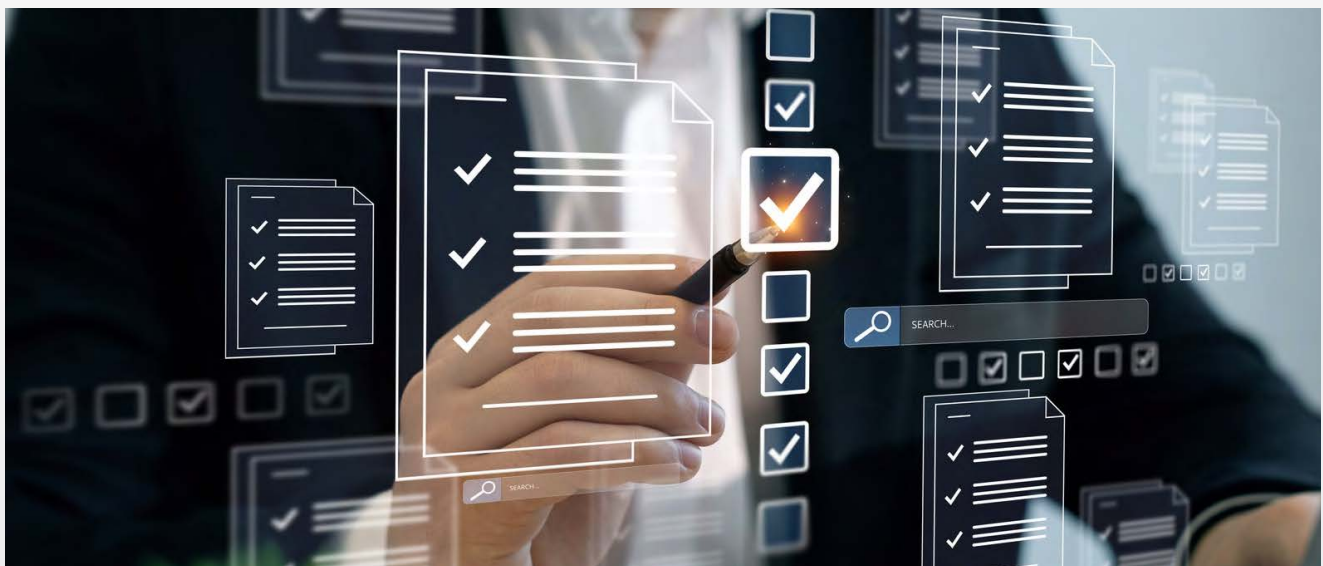
MATERIALITY REVIEW PROCESS

Building on ST Engineering's past materiality reviews, our stakeholders accounted for our unique business and sustainability contexts and collectively reaffirmed the significance and relevance of our 10 material topics and their corresponding actual and potential impacts. We performed internal assessments, benchmarked against external standards and disclosure requirements, such as the GRI Standards, SASB – Defence and Aerospace standards, SGX Core ESG Metrics and TCFD recommendations, and

reviewed the significance (likelihood and severity) of the topics identified. This process was conducted for material factors across four broad areas: Economic, Environmental, Social, and Governance, in collaboration with the Board and senior management.

Considering the evolving compliance requirements, ST Engineering introduced the concept of double materiality through a management workshop this year, in anticipation of the European Union's Corporate Sustainability Reporting Directive (CSRD). Double materiality considers key sustainability-related impacts, as well as risks and opportunities that are material to organisations based on their scale, scope, irremediable character and likelihood of occurrence, from non-financial and financial lenses. Going forward, we will monitor the developments in sustainability reporting standards and the need for the Group to perform any double materiality assessment.

[Read more about our Materiality Review Process on our website](#)



MATERIALITY MATRIX

Importance to Stakeholders	HIGH				• Cybersecurity & Data Protection • Ethical Business & Regulatory Compliance
			• Environmental Protections • Responsible & Resilient Supply Chain • Technology & Innovation • Total Workplace Safety & Health	• Economic Performance & Productivity • People Excellence • Sustainable Quality Products & Solutions	
			• Corporate Community Contributions		
	LOW				
		Importance to the Group			
					HIGH

X-axis: Importance to the Group:
Includes current operations, business strategy

Y-axis: Importance to Stakeholders:
Includes our six stakeholder groups

We will continue to monitor topics that are not defined as material but might become more important moving forward

OUR SUSTAINABILITY APPROACH

Materiality Assessment

OUR MATERIAL FACTORS

	ECONOMIC			ENVIRONMENTAL	
	Economic Performance & Productivity	Technology & Innovation	Responsible & Resilient Supply Chain	Environmental Protection	Sustainable Quality Products & Solutions
Impacts, risks and opportunities (IROs)*	All material factors' IROs impact the business's bottom line of "People, Planet, Profit". Key risks include the tightening of ESG regulations and potentially limited capacity and/or resources to cater to an increase in demand for sustainable goods and services. On the other hand, there are corresponding opportunities in the development of products and services that will enable customers to achieve their ESG goals.	Global trends in digitalisation, such as the democratisation of Artificial Intelligence (AI), tightening of regulations on AI, widening AI divide and secured AI, as well as sustainability, such as energy transition requiring innovation in new fuels, new manufacturing processes to lower carbon footprint and novel low-carbon materials, can potentially impact our business – in terms of business opportunities, market competitiveness, and compliance costs. With apt and innovative approaches to respond to the above trends, there is potential for market expansion, development of new capabilities, optimisation of manufacturing processes, creation of more value-added products and services for customers, and increased revenue, and vice versa.	Key value chain risks include supply chain disruption, material price volatility, suppliers' ESG performance and compliance with evolving ESG standards. If the above risks are not managed well, they may result in disruptions to production schedules, resulting in decreased operational efficiency, productivity losses and reputational damage. On the other hand, if we foster resilient and mutually beneficial relationships with our suppliers, we can manage these risks well, whilst accessing greater opportunities to enhance our collective ESG performance.	The risk of climate-related hazards worldwide has driven greater demand for products and solutions in climate adaptation and climate monitoring and responses. Simultaneously, the risk of rising carbon prices in the jurisdictions we operate in has also increased demand for circular economy products and digital solutions to advance operations efficiency. Whilst the impacts of these risks have been identified to be limited, we will continue to monitor climate-related developments and opportunities closely.	Whilst we have stringent safety and quality checks in place to meet our customers' needs, there will be ongoing risks of our products and solutions posing unintended risks to customers' health and safety, and/or exhibiting poor quality, reliability or functionality. However, this inevitable risk incentivises us to continually enhance our quality culture. We will remain vigilant in ensuring the safety of our products and services to prevent potential negative impacts, such as a loss in consumer confidence, decline in revenue and reputation, regulatory or legal costs and liabilities associated with non-compliance or product failures, and concerns over national security implications. At the same time, as our customers' demand for more resource-lite and carbon-lite products grow, we will continue to invest in the relevant research and development for value-added products and solutions.
Why it is material	We are committed to delivering a sustainable and balanced triple bottom line of "People, Planet, Profit". Inclusive growth and productive value creation for our stakeholders are key to our long-term viability.	We improve lives and make the world more secure and sustainable through technology and innovation. Our ability to harness disruptive technology and to direct our engineering expertise towards building innovative products and solutions allows new business growth and differentiates us from our competitors.	We depend on a resilient and sustainable supply of goods and services to meet our business needs. We are committed to managing our suppliers ethically and working with them to ensure a responsible and resilient supply chain.	Climate change is an issue of urgency and importance. A low carbon business strategy is not only good for the environment, but also enables us to better respond to climate change related regulations and price volatilities of hydrocarbon resources.	Cities and organisations around the world are looking to minimise their carbon footprint while reducing operating costs. Customers rely on us to meet their operational needs. Our products must be compliant with all relevant regulations and be safe to produce, operate and maintain. It must also be reliable over the product's lifecycle. In addition, our services must meet our customers' requirements and be delivered with the promised quality and within the committed turnaround time.
UN SDGs	   			   	

Read more about our Governance, Framework and Commitment for each material factor on our website



OUR MATERIAL FACTORS

	SOCIAL			GOVERNANCE	
	People Excellence	Total Workplace Safety & Health	Corporate Community Contributions	Ethical Business & Regulatory Compliance	Cybersecurity & Data Protection
Impacts, risks and opportunities (IROs)*	One substantial risk we face is the rising competition for talent. This competitive landscape presents an incentive and opportunity for us to strengthen our company culture, and foster a more uplifting and supportive working environment. By doing so, we can enhance employee engagement and satisfaction, making ST Engineering a more attractive place to work. If these opportunities for change are not pursued at a good pace, we may see lower talent retention and productivity.	A primary risk we face is the exposure of employees to workplace hazards. This risk provides an incentive and opportunity for us to develop innovative technologies focused on predictive safety measures and hazard detection, strengthening our safety culture. With a more resilient safety culture, we can enhance employees' sense of security and retention, whilst lowering medical costs and improving productivity. Additionally, these solutions can be adapted as external solutions for our external customers, generating more revenue.	Negative risks include misallocation of funds to unintended organisations, non-compliance with local regulations or injury risk during activities, resulting in legal and financial liabilities, as well as negative publicity. These risks are managed by conducting due diligence on prospective beneficiaries, engaging government agencies to understand local regulations and put in place proper procedures and documentation to safeguard our interests. On the other hand, our community efforts could lead to positive outcomes, including new business opportunities and attraction and retention of talent, which will result in an increase in community impact, business profitability, reputation and employee engagement.	Our operations across multiple countries introduce exposure to bribery and corruption risks, particularly when engaging local intermediaries to navigate diverse regulatory environments. This is especially pertinent as we pursue growth in international markets. Additionally, the increasingly complex and rapidly changing landscape of global trade rules poses a significant risk. Geopolitical tensions often lead to new sanctions or updates in trade restrictions, which can result in unintentional violations of regulations. Such violations may lead to penalties, reputational damage, and legal liabilities.	The emergence of deepfake technology and increasing adoption of generative AI (GenAI) pose considerable threats. Our commercial network needs to be protected against potential malware attacks, data tampering, service disruptions and data exfiltration. On the flip side, the implementation of AI-enabled cyber defence mechanisms can enhance our detection and response capabilities, drive continuous improvement initiatives, streamline workflows and generate cost savings. Additionally, developing anti-deepfake technology and expanding GenAI talent through training initiatives will strengthen our organisational resilience.
Why it is material	We are only as strong as our people. With a capable, motivated and agile workforce, we are able to strengthen our talent pipeline to pursue sustainable growth.	We are committed to "Safety Before Profit". Our aspiration is to create a zero-incident, safe and healthy workplace that protects employees and workers from injury, stress and illness. By doing so, we aim to reduce absenteeism and turnover while increasing productivity and employee morale. Our commitment to safety extends beyond our employees to include all visitors and contractors working on our premises.	We are committed to being a good corporate citizen in the places where we operate. Making a positive impact in our host communities is aligned with our core value of compassion.	We comply with applicable laws and regulations in the jurisdictions where we operate. We have zero tolerance for fraud and corrupt practices. In addition, we actively protect our data and those entrusted to us by our stakeholders.	Digital technology and highly connected economies and businesses bring new vulnerabilities from a proliferation of cyber threats. We protect our data and systems including those entrusted to us. We also comply with all applicable data protection laws and regulations in the various countries we operate in. Cybersecurity is an enabler for our businesses.
UN SDGs	 				

Read more about our Governance, Framework and Commitment for each material factor on our website



* ST Engineering's approach to managing the material factors are included in each material factor's section. The Group will review and assess each material factor's IROs from time to time as the ESG landscape evolves.

ECONOMIC

ECONOMIC PERFORMANCE & PRODUCTIVITY

Our organisation's growth is underpinned by diversity, inclusiveness, and productivity enhancements. The Group aims to drive superior economic performance while generating meaningful employment and benefits for the local communities it operates in. Inclusive growth and productive value creation for our stakeholders are key to our long-term viability.

Continuous Improvement (CI) increases the productivity and profitability of our business and is at the heart of our engineering heritage. Over the years, our CI initiatives have helped us to improve our processes, enabling us to work smarter and more efficiently.

OUR APPROACH

We Instil a Strong CI Culture Throughout the Group

Throughout the years, cultivating a culture of CI has allowed us to enhance our processes, empowering us to work more intelligently and efficiently. Our CI efforts have brought about a myriad of benefits such as optimising resources, reducing emissions, improving productivity and quality, lowering operational costs and enhancing employee engagement, health, safety and wellbeing.

We recognise the importance of having a strong CI culture throughout the Group. We continuously upskill our employees through CI training and create awareness through seminars and workshops. This approach encourages employees to actively seek opportunities to optimise our processes and resources, improve productivity and enhance our economic performance.



Boosting Maintenance Efficiency with our FR16-20 Initiative for A320 Aircraft

To address fuselage repair challenges, our Commercial Aerospace business area launched the FR16-20 Double Joggle Repair Improvement initiative for A320 aircraft. Leveraging advanced manufacturing for design-optimised training tool kits, the programme equips mechanics with essential skills, and streamlines the repair process and cutting maintenance costs. This has led to a substantial reduction in findings for inefficient processing amongst our clients and boosted operational efficiency. Additionally, wait time for post-repair non-destructive testing shortened significantly, leading to projected annual savings of more than \$535,000. This initiative has garnered high customer satisfaction and set a new standard for maintenance efficiency, paving the way for a more cost-effective future in the aerospace segment.

We Automate and Digitalise Processes to Improve Productivity

Automation and digitalisation of processes can help to reduce the lead time for labour intensive tasks, enable real-time data monitoring, identify anomalies and predict potential problems.



Streamlining the Maintenance, Repair and Overhaul Process (MRO) through Digitisation

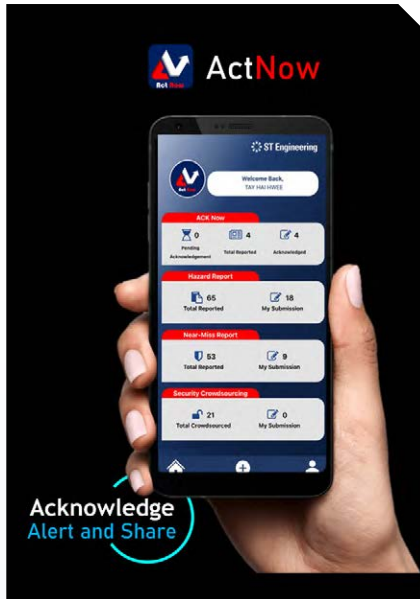
Our Land Systems business area launched a MRO transformation initiative, setting the stage for a more streamlined future in maintenance and repair activities. A prime example of their efforts is the digitisation of their key performance indicator (KPI) monitoring processes through an e-dashboard, which was developed in-house and monitors key contracts with the power of data analytics at their Integrated MRO Operations Centre (IMOC). The dashboard enhances data visualisation to drive more informed decision-making, advancing customer success. This initiative has increased operational efficiency, reduced turnaround time and freed up human resources, leading to approximately \$1.6 million in internal savings over six years. The subsequent redeployment of personnel allows us to focus on higher-value activities as we scale for growth.



Automating Aircraft Jacking and Levelling

To enhance efficiency, safety, and quality in our MRO services, our Defence Aerospace business area introduced the Automated Leveling System. This system automates aircraft jacking and leveling, reducing staff strength requirements and minimising physical strain, particularly for older workers. It features an intuitive touchscreen interface and pendant for individual jack control, simplifying jacking operations and improving safety by reducing fatigue. In the spirit of CI and a better working environment, this initiative has expanded to other aircraft platforms and trials for transport aircraft are underway, promising further improvements in safety, manpower, efficiency, and overall quality.

ECONOMIC ECONOMIC PERFORMANCE & PRODUCTIVITY



Digitising Safety and Security Tracking, Documentation and Dissemination

To reiterate the importance of staying vigilant and prevent repeat incidents, our Digital Systems and Cyber business areas launched ActNow, which is a streamlined platform that digitalises all tracking, documentation and employee news dissemination for safety and security incidents. Furthermore, the platform enables the crowdsourcing of information and allows staff to share safety and security near misses. ActNow was innovatively adapted from our Defence Aerospace business area's Acknow platform. This successful cross-business area collaboration has improved safety and security, and liberated valuable resources for ST Engineering. ActNow saves about 80% of the time spent on the entire process, which resulted in over \$400,000 productivity secured savings.

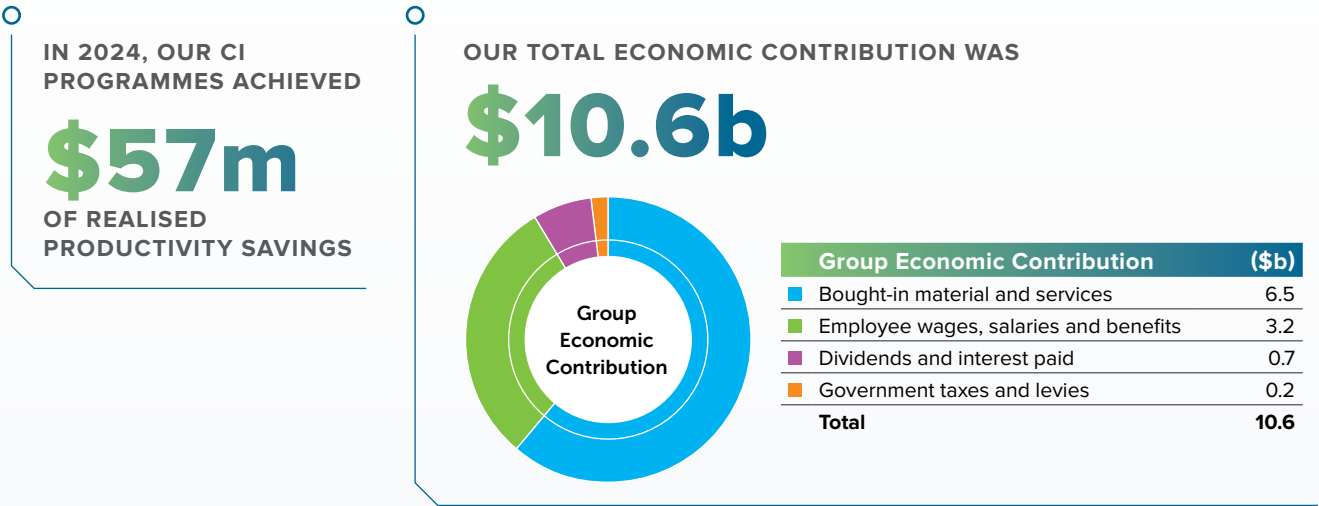
Our Economic Performance Leads to Inclusive Growth and Value Creation

The Group's economic performance is crucial to our sustainability goals. We contribute to the communities in which we operate through local procurement, direct and indirect employment, dividends paid to shareholders, taxes paid to governments, and investment in community programmes. In addition to our financial contributions, we develop innovation capabilities, transfer knowledge and technology to local small and medium-sized enterprises (SMEs), and provide internship and training opportunities.

Read more about our community investment disclosures in our 'Corporate Community Contributions' section



OUR METRICS



OUR GOALS	
2024	OUR ACHIEVEMENTS
Continue to increase planned productivity savings to reach \$40m	Achieved realised productivity savings of \$57m in 2024 through our CI programmes, which was more than 60% higher than in 2023
2025	
Continue to leverage technology, digitalisation and scale efforts for higher productivity	

ECONOMIC

TECHNOLOGY & INNOVATION

Amidst a dynamic economic environment, an organisation's ability to leverage technology and innovation is key to its long-term success. Our continued commitment to investing in R&D and cultivating an innovative culture ensures that technology and innovation are at the core of our business.

To achieve our aspiration of becoming a global technology, defence and engineering powerhouse:

- We leverage our strengths across business areas while building distinct capabilities
- We leverage external capabilities to accelerate innovation and keep up-to-date with new and disruptive technologies
- We focus on developing technologies that will place us at the digital and sustainability forefront

We improve lives and make the world more secure and sustainable through technology and innovation.

Our ability to harness disruptive technology and direct our engineering expertise towards building innovative products and solutions allows new business growth and differentiates us from our competitors.

OUR APPROACH

We Recognise the Importance of R&D

We believe in focused R&D investment that is in line with the strategy and product roadmaps defined for business growth. We continuously monitor the latest developments and global trends and refine our strategy as needed to keep abreast with these changes.

Our R&D Efforts Are Driven and Coordinated Across our Businesses

R&D investments are identified by each business area to complement its business strategy and product focus, to develop its technological leadership.

Our Group Technology Office (GTO) identifies and develops strategic technology capabilities, with a strong focus on advanced technologies that can be tapped upon by the various business areas. These include technologies such as quantum, future communications, advanced materials and alternative energy.

Our Group Engineering Centre (GEC) has six engineering competency centres, with a common pool of skilled engineers at the Group-level in AI, data analytics, video analytics, MRO analytics, cybersecurity and autonomous system of systems. We have been delivering solutions in these six areas through common software platforms with reusable modules. Once developed, reusable modules can be deployed across multiple business areas to increase development speed and quality.

We Encourage and Facilitate Innovation

Our innovation approach comprises driving synergies and deepening capabilities within the Group, as well as leveraging external capabilities to accelerate innovation. We are focused on developing solutions that place us at the forefront of technology.

We Drive Synergies and Deepen Capability Building

We focus on identifying synergies within our existing products and services, and enhancing our capabilities in key technological areas. Efforts include:

- Improving our core engineering capabilities
- Forming strategic technology centres
- Establishing product development frameworks driven by business needs and opportunities.

We cultivate a culture of innovation through many initiatives. These include training employees on topics such as design thinking, organising webinars to drive cross-business collaboration, conducting design clinics, and organising our annual innovation competition – InnoChamp. We also have internal venture building programmes (In.Vent) to create new businesses for our Group's next phase of growth.

We Broaden Our Outreach to Leverage External Capabilities

We complement our in-house R&D efforts by broadening our outreach to leverage external capabilities. This is achieved through four areas:

- **Open Lab** – We unlock value from both our business units and startups by providing a platform for them to engage each other and incubate solutions for markets of mutual interest.
- **Corporate Venture Capital** – We identify and invest in start-ups that present new business opportunity areas and disruptive technologies which are relevant to the group. A US\$150 million venture capital fund was established to enable ST Engineering to invest in start-ups with strong complementary competencies and new collaboration opportunities in selected areas of technology.
- **Research Translation @ ST Engineering** – We work with external partners to conduct translational research that can support our business needs. This accelerates the pace of innovation through knowledge transfer among our partners.
- **Industry Collaborations** – We collaborate with partners to accelerate product development by sharing industrial knowledge and expertise.



Embracing AI as a Core Component of Our Technology Development Strategy

Building upon our extensive capabilities and experience to harness the power of data mining, analytics and machine learning to derive valuable and actionable insights, we further embrace AI as a core component of our product development strategy, evolving and adopting new digital technologies to enhance our offerings. For example, in sectors where precision and speed are crucial, we have launched various AI-powered solutions such as [AGIL® Trust](#), [AGIL® Response](#) and [AGIL® Care](#). These solutions offer advanced real-time analytics, tailored insights and automation to address complex challenges in the sector. Such new solution offerings are underpinned by substantial R&D, ensuring we remain at the forefront of these technologies.

ECONOMIC TECHNOLOGY & INNOVATION



Strengthening Engineering Expertise through Collaborative Seminars

Our GTO and GEC regularly organise technology and engineering seminars within the group, as well as with our external partners to share and exchange knowledge among the engineering community.

In areas such as additive manufacturing (AM), which is currently at an inflexion point in the manufacturing industry, we have brought our internal AM practitioners and external experts together to exchange knowledge and ideas on the advancement made in this technology. Examples of topics covered for AM include the latest development in 3D rapid sand moulding, 3D ceramic applications and advanced material development (4D printing), amongst others. These seminars strengthen our engineering domain knowledge across the group and help reduce learning curves through peer sharing.

Partnering Leading Experts to Explore Frontier Technologies and Accelerate Technology Development

Committed to our pursuit of R&D, we collaborate with leading experts from around the world to accelerate the development of new technologies for real-world applications. In 2024, we have conferred five new ST Engineering Distinguished Professors in recognition of their significant contributions to technology development.



Professor Michael P. Short
(Massachusetts Institute of Technology)
Domain: Fusion Technology (Advanced Materials)



Professor Mike Shou
(National University of Singapore)
Domain: AI (Multi Modal Large Language Models)



Professor Lu Wei
(Singapore University of Technology and Design)
Domain: AI (Small Language Models)



Professor Hatsuo Ishida
(Case Western Reserve University)
Domain: Advanced Materials (Composite)



Professor Antoine Jacquier
(Imperial College London)
Domain: Quantum Technology

OUR METRICS



OUR GOALS	
2024	OUR ACHIEVEMENTS
• Maintain our R&D budget of up to 5% of our annual revenue to support business growth	• In 2024, our new investment areas in R&D include AI, GenAI, cybersecurity, quantum, advanced materials and alternative energy technologies, among others. This added to the significant investments we continue to make in product development. Coupled with steady investments in R&D for Systems Integration and continuous improvements for our MRO businesses, the weighted average investments from our diversified businesses are tantamount to 3.7% of revenue • Our investments have enabled us to bring new innovations to the market quickly. For example, we currently have over 20 AI-powered solutions for various businesses and customers in the critical sectors, as showcased at our InnoTech Conference 2024
• Position ourselves for future technology adoption by broadening the scope of new technology areas being explored	• We have established new collaborations with global partners in emerging areas, such as in quantum and smart and sustainable solutions, to explore and bring new technologies into new growth markets • Furthermore, we have explored frontier technologies with leading experts through our distinguished professorship programme, supporting translational research of nascent technologies to reach maturity and fill market gaps
2025	
• Increase focus on R&D translation to develop new solutions or businesses to meet industry challenges • Increase development in AI-related technologies and mainstream AI capabilities within our businesses	

ECONOMIC

RESPONSIBLE & RESILIENT SUPPLY CHAIN

Our supply chain is integral to supporting our diverse range of businesses and extends across multiple geographies. This diversity is essential for maintaining ST Engineering's competitiveness and resilience.

ST Engineering is committed to partnering with our suppliers, to establish a responsible and resilient supply chain to meet our business needs. We will continue to strengthen our procurement process in relation to human rights. In 2024, ST Engineering conducted a workshop on the topic of human rights with the participation from our leadership team, to raise awareness on the evolving regulations and develop a strategic roadmap. In partnership with various internal and external stakeholders, we are also continuously building upon existing policies and governance frameworks to enhance our business and human rights programme.

OUR APPROACH

We Do Not Procure Conflict Minerals

Our company's offerings are typically at the systems-level and we procure finished electronics products. When we do buy electronics components, we mostly do so at sub-system level, and from reputable contract manufacturers. Our Supplier Code of Conduct requires our suppliers to determine if their products contain conflict minerals. Suppliers are to implement supply chain due diligence processes to identify links to conflict mineral sources and support efforts to eradicate the use of conflict minerals.

We Conduct Multi-Faceted Evaluations

We adopt various sourcing strategies, which include the use of weighted criteria for tender contracts. This ensures that suppliers are assessed fairly, both technically and commercially. ESG assessment criteria has been included as part of our overall tender evaluation criteria, to reinforce our ESG expectations to our suppliers and encourage them to advance their sustainability journey.

Our Supplier Code of Conduct communicates our business and ESG expectations to our suppliers. Our suppliers are expected to adhere to this code and failure to do so will trigger further actions. We review and update our Supplier Code of Conduct regularly to reflect industry ESG practices.

[Read our Supplier Code of Conduct on our website](#)



Our supplier screening process includes ESG screening criteria. This enhances our ability to identify suppliers with sustainability risks that include, but are not limited to, bribery and corruption cases, human rights violations, environmental violations and sanctions. We identify these risks using an accredited third-party tool to screen both new and existing suppliers for ESG violations.

Furthermore, an ESG questionnaire has been introduced to complement our screening process for suppliers to self-declare their ESG status.

Suppliers that have been identified in our screening process as having ESG risks or who do not meet our expectations will be further reviewed, investigated and determined if corrective actions need to be taken. We will re-evaluate the business relationship with suppliers who violate our ESG criteria or are unwilling to take corrective actions in order to comply with our Supplier Code of Conduct.

We refined the critical supplier evaluation process by categorising them into low, medium and high risk suppliers. Processes are in place to engage with our critical suppliers on areas such as ESG risks and business continuity measures, ensuring that our supply chain risks are regularly monitored.

In 2024, we did not identify any suppliers as having significant negative environmental or social impact.

We Partner with our Suppliers for Growth

We engage suppliers through our supplier management programmes and maintain close relationships. We also believe in tandem growth with our suppliers and aim to procure locally where possible. Furthermore, we continuously collaborate and engage with local SMEs to expand their capabilities, and work with sustainability-conscious suppliers to improve their ESG focused practices. This continuous engagement ensures that our suppliers are in turn, able to support the Group's growth in technology, product capability and competitiveness.



Transforming our Production Structure for Quadruple Benefits

Traditionally, customised low-volume seat production involves importing machine-cut foam blocks, resulting in significant waste from foam offcuts. To minimise wastage, our Land Systems business area switched from an overseas supplier's machine-cut foam blocks to a local vendor's customised foam blocks.

The project team collaborated closely with the local supplier to research, develop and utilise moulded foam, which eliminates offcuts, reduces energy consumption and ensures consistent shapes. The moulded foam and covers are shipped directly to Singapore to fit and assemble onto locally manufactured structures, eliminating the logistical complexities. This approach not only cuts down our lead time and overall production costs, but also minimises our carbon footprint whilst enabling us to support our local industry.

ECONOMIC RESPONSIBLE & RESILIENT SUPPLY CHAIN

We Foster Strong Relationships to Deliver Quality Products

ST Engineering expects our suppliers to deliver products and services that meet or exceed our quality standards and contractual requirements. Due to the Group's diverse business portfolio, individual business areas have quality departments that enforce industry regulations and ensure that quality standards meet contractual requirements. Where required, quality audits are performed to ensure our suppliers meet expectations.

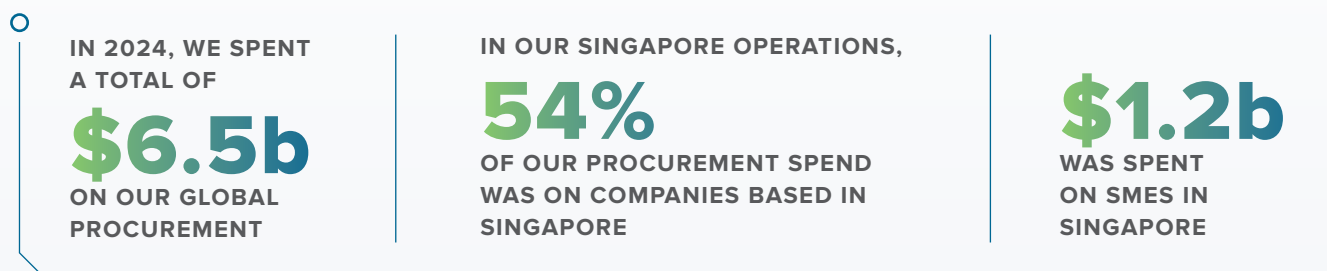
We Set Ourselves Up for Resiliency

To better respond to supply chain disruptions, we established a Supply Chain Resilience framework. This enables our procurement and business operations to adopt a consistent and standardised group wide approach to assess supply chain risks. Various risk factors such as geopolitical, climate, financial and supplier risks are examined to determine strategies that minimise such risks.

SUPPLY CHAIN RESILIENCE FRAMEWORK



OUR METRICS



OUR GOALS

2024

- To define a standardised framework for quantifying Scope 3 emissions
- To enhance supply chain risk monitoring capability

OUR ACHIEVEMENTS

- Standardised methodologies for quantifying supply chain related Scope 3 - Categories 1, 2, 4 and 9 emissions have been defined and data is available for Singapore operations. We are working towards collecting data across our global operations
- We have implemented a third-party monitoring tool for our Singapore-based procurement, which provides real-time alerts on supply chain risk related events. This enables us to respond quickly to potential supply chain issues and work with key suppliers to mitigate the impact

2025

- Establish a framework to identify, manage and mitigate human rights risks within the supply chain
- Expand capabilities in supply chain risk monitoring, especially in identifying sub-tier suppliers and monitoring risk profiles

ENVIRONMENTAL

ENVIRONMENTAL PROTECTION

Climate change is an urgent and important issue that organisations need to manage, as an organisation's longevity and success are closely intertwined with the wellbeing of the environment. A low carbon business strategy is not only good for the environment, but also enables us to better respond to climate change related regulations and price volatilities of hydrocarbon resources.

At ST Engineering, we strive to conduct our business responsibly without compromising the needs of future generations as we recognise the impact of environmental degradation and climate change.

OUR APPROACH TO ENVIRONMENTAL PROTECTION

We are Guided by Global Best Practices and Local Laws and Regulations

We have robust environmental management systems that are based on well-established international standards. For example, in Singapore, our material business units are certified to ISO 14001 Environmental Management Systems.

We continuously work towards obtaining external assurance for our environmental data globally. Our material Singapore business units' GHG emissions are externally validated in accordance with ISO 14064-1:2018 Greenhouse Gases by an accredited third-party certification body. We are progressively obtaining external assurance of our global GHG emissions.

We comply with all applicable environmental laws and regulations in the geographies we operate in.

Recognising Employees' Environmental Efforts at our Annual Sustainability Champion Awards

We acknowledge and commend the exceptional efforts of our employees and businesses in integrating sustainability into our operations, through our annual Sustainability Champion Awards.

At our 2024 Annual Convention, we recognised colleagues from our Land Systems, Commercial Aerospace and Defence Aerospace business areas for their commendable decarbonisation efforts. Some of the key initiatives undertaken include finalising a green electricity contract, installing solar photovoltaic (PV) panels, partially switching from natural gas to biogas, conducting product carbon footprint studies, electrifying vehicle fleets, and implementing a smart metering project to improve data accuracy.



We Strive to be a Good Neighbour

We aim to mitigate the noise generated by certain segments of our operations. Our measures include:

- Keeping all noise within legal limits and within permitted hours
- Replacing noisy equipment with quieter models and providing sound insulation where applicable
- Monitoring and reviewing noise emission levels from our operations
- Conducting boundary noise checks in accordance with regulatory guidelines

To keep the contamination of surrounding air to a minimum, we use air pollution control equipment such as scrubbers. We will continue to monitor and minimise stack emissions and the level of air pollutants.

OUR APPROACH TO CLIMATE CHANGE

We Recognise the Impact of Climate Change and the Importance of Addressing It

We support initiatives to address climate change within our operations globally. We adopt a two-pronged approach of doing our part and enabling our customers. We do our part to reduce GHG emissions and adopt environmentally-friendly practices in our business, as well as encourage our employees to inculcate similar habits in their daily lives. We develop products and solutions that will help our customers reduce their carbon footprint in their journey towards net zero.

We track our absolute GHG emissions and emission intensity. We include the following gases for conversion to CO₂ equivalent emissions in our GHG inventory – CO₂, CH₄, N₂O, PFC₅, HFC₅, SF₆ and NF₃. Additionally, we take guidance from accredited sources for computation methodologies, conversion factors and calculation tools.

The Group established our initial GHG inventory processes in 2009. Our Singapore operations achieved our first externally validated assurance statement in 2012 for a 2011 GHG

inventory. Over time, we have expanded our data collection to material business units globally.

In 2024, we revised our base year from 2010 to 2015 in line with best practices to use a more recent base year for emission targets. As our emissions have significantly reduced between 2010 and 2015, this change in base year means that our target of achieving a 50% reduction of our Scope 1 and 2 emissions by 2030 will become more challenging. This change further demonstrates our commitment towards a pathway to net zero.

Core to our corporate purpose, ST Engineering believes in the potential of technology and innovation to reduce our operational emissions and enhance overall efficiency.

To reduce Scope 1 emissions, we conduct energy audits and replace equipment and fixtures with energy efficient models when they are due for replacement to optimise energy efficiency. Additionally, we optimise energy utilisation in our operational activities such as delivery runs and engine test cell usage, and continue to electrify our vehicle fleet.

To reduce Scope 2 emissions, we install solar PV systems across our global sites where practically feasible. For power transmission, we have switched to more energy efficient static converters, which replace conventional mechanically driven models. Our businesses continually streamline and re-engineer production and operational processes and facilities through the use of smart systems and other technologies.

We are progressively expanding the tracking, disclosure and reduction of our Scope 3 GHG emissions, building upon efforts in 2023 to establish our Scope 3 data collection and disclosure roadmap.

We prioritise using carbon reduction to reduce our emissions before considering the adoption of neutralisation methods such as offsets and investments in nature-based solutions.

Read our TCFD report on our website



ENVIRONMENTAL ENVIRONMENTAL PROTECTION



Greening our Energy Sources

To transition towards a low carbon future, ST Engineering is committed to exploring opportunities to harness renewable energy.

ST Engineering has transitioned a significant part of our energy consumption to renewable sources such as solar power throughout our international and local businesses. Globally, 20% of our electricity is derived from renewable energy. Our Land Systems and Urban Solutions business areas are on track to install more solar PVs on their facilities' rooftops.

In Dresden, Germany, our joint venture company, Elbe Flugzeugwerke (EFW)'s facility is 100% powered by renewable electricity. Contributing to this are solar panel systems installed across two hangar roofs, which were locally sourced to minimise our Scope 3 carbon footprint. EFW's newly built facility in Kodersdorf, Germany also incorporated solar panel systems from the outset. Moving forward, EFW is looking into adding more solar panels across both facilities.



Sequestering Carbon for a Greener Future

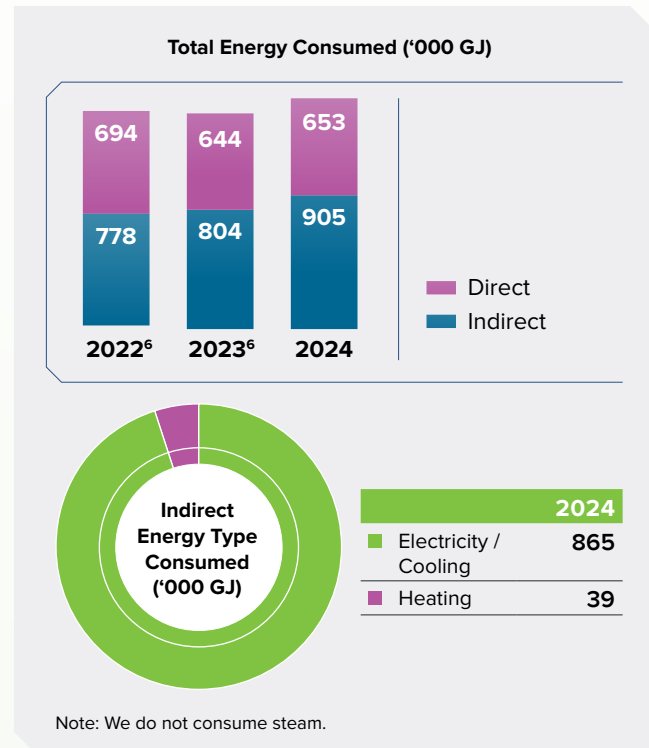
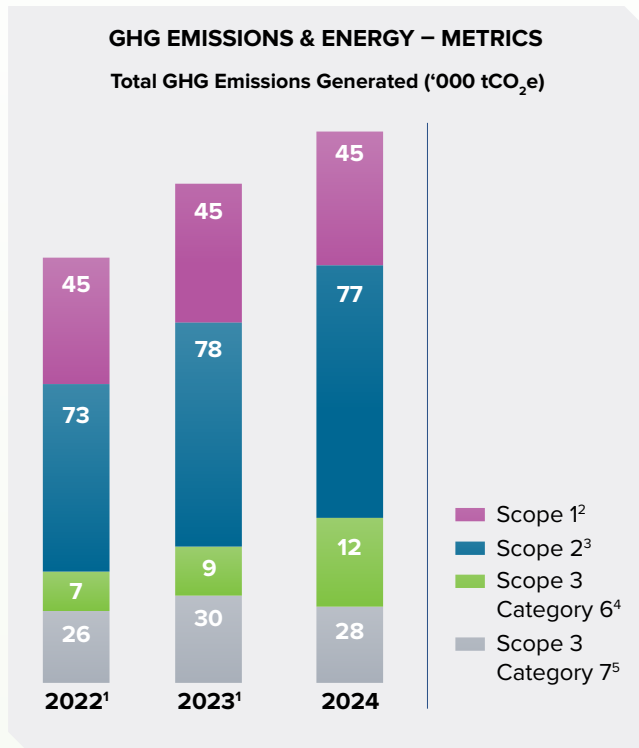
The Group made strides to fulfil our five-year tree planting commitment, in support of Singapore's 'City in Nature' vision. This year, over 700 employees committed more than 1,300 hours to plant over 650 trees at multiple locations across Singapore.

Staff from various business areas jointly planted a microforest at Vidacity by City Sprouts. In the same spirit of environmental conservation and team bonding, employees attended complementary workshops

to upcycle plastic and food waste into aesthetic chandeliers, homemade compost and functional eco-enzymes that could be used as household cleaners and fertiliser.

Extending our tree planting efforts overseas, EFW planted 1,200 trees in the Saxon Switzerland National Park near Dresden, Germany, in partnership with local forest foundation Stiftung Wald. Collectively, the team greened a region that had seriously suffered in recent years due to drought, fires and bark beetle infestation.

ENVIRONMENTAL ENVIRONMENTAL PROTECTION



In 2024, our GHG emissions intensity and energy intensity was 11 tonnes of carbon dioxide equivalent (tCO₂e)/\$million revenue and 138 Gigajoules (GJ)/\$million revenue. We continue to track intensity as a measure of our operational efficiency.

Our GHG emissions account for as many GHGs as possible, including CO₂, CH₄, N₂O, PFC₅, HFC₅, SF₆ and NF₃, and are presented in tCO₂e for ease of year-on-year evaluation and peer comparison. Additionally, we take guidance from reputable sources for computation methodologies, conversion factors and calculation tools.

Emissions in Singapore are verified according to ISO14064:2018 Greenhouse Gases standards in the year following the reporting year. Differences between reported and verified GHG emissions are disclosed in the following year's sustainability report, if such differences are more than 1,000 tCO₂e.

Emission factors are derived from a variety of credible sources, including the Inter-governmental Panel of Climate Change's Sixth Assessment Report, the United States Environmental Protection Agency, and the United Kingdom Department for Environment, Food & Rural Affairs' and Greenhouse Gas Protocol emission factor databases.

The Group is progressively expanding our Scope 3 inventory. We have developed standardised methodologies to calculate nine Scope 3 Categories – 1, 2, 4, 5, 6, 7, 8, 9 and 13.⁷ Additionally, we conducted an updated survey to calculate our Scope 3 Category 7 emissions from employee commuting. Moving forward, we will continue to enhance our data accuracy and look into the remaining six categories in phases.

1 Our 2022 and 2023 Scope 1 and 2 GHG emissions were restated due to our inclusion of TransCore. GHG emissions are 7% and 11% higher for 2022 and 2023 respectively than previously reported. Regarding our Scope 3 Category 6 emissions from business travel, our data refers to Singapore business units only and were calculated based on the Greenhouse Gas Protocol emission factors.

2 Direct GHG emissions from sources owned or controlled by the Group.

3 Indirect GHG emissions from the generation of purchased electricity consumed.

4 Indirect GHG emissions from business travel by air (Category 6) by Singapore business units

5 Indirect GHG emissions from employee commute (Category 7).

6 Our 2022 and 2023 direct and indirect energy were restated due to our inclusion of TransCore.

7 The Scope 3 categories mentioned are emissions from Purchased Goods and Services (Category 1), Capital Goods (Category 2), Upstream Transportation and Distribution (Category 4), Waste Generated in Operations (Category 5), Business Travel (Category 6), Employee Commuting (Category 7), Upstream Leased Assets (Category 8), Downstream Transportation and Distribution (Category 9) and Downstream Leased Assets (Category 13).

OUR TARGET

50%

reduction in absolute scope 1 and 2 GHG emissions by 2030 from a 2015 base year



OUR PROGRESS

25%

OUR APPROACH TO WATER

We Use Water Efficiently

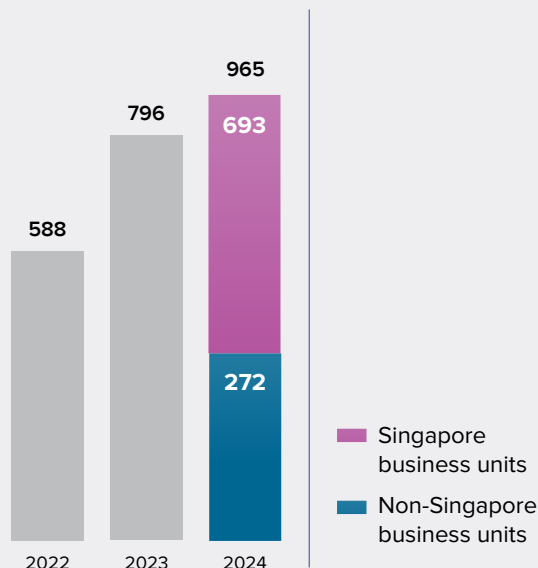
We use water from municipal sources. This is predominantly for building and equipment cooling, cleaning, general sanitation, and operational activities, such as aircraft and vehicle washing.

We monitor water usage, impact and management in our operations. In our Singapore operations, we conduct environmental aspect and impact evaluations as part of ISO 14001 Environmental Management Systems. Based on the results of the evaluation, we implement control measures to mitigate our environmental impact. These measures include raising awareness among our employees on the importance of water conservation, installing water saving devices such as water thimbles and flow reducing valves, performing regular checks to detect leakages in pipes and faucets, optimising our operations to reduce usage of water, installing rainwater harvesting systems and exploring water recycling opportunities.

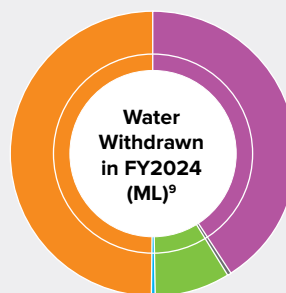
We strive to reduce the water intensity of our business. In 2024, our global water consumption intensity was 0.086 mega-litres (ML)/\$million revenue, whilst our water consumption intensity in Singapore was 0.120ML/\$million revenue. Our water consumption intensity in Singapore was a decrease of 23% compared to our target of a 15% reduction in intensity from our 2015 base year. Our business revenue growth outstripped the absolute increase in water consumption, resulting in the lower water intensity.

WATER – METRICS

Water Consumed (ML)⁸



⁸ Our 2022 and 2023 water data includes our Singapore operations. Our 2024 water data includes our global business units, hence the substantial increase in absolute water consumption.



Third-party Water	750
Groundwater	1
Recycled Water	214
Harvested Water	<1
Total Water Consumed (Withdrawn + Recycled Water)	965

⁹ All water withdrawn are third-party freshwater, groundwater and harvested rainwater. We do not withdraw surface water, seawater or produced water.

ENVIRONMENTAL
ENVIRONMENTAL PROTECTION

OUR APPROACH TO WASTE AND EFFLUENT

We Manage Waste and Effluent

We strive to reduce waste generated in our business and regularly promote 3Rs (Reduce, Reuse and Recycle) initiatives. We redesign processes to reduce the generation of waste, toxic waste and effluent. Recyclable waste materials are collected by licensed waste contractors for recycling. In 2024, we expanded our recycling programme to cover more materials and improve categorisation processes.

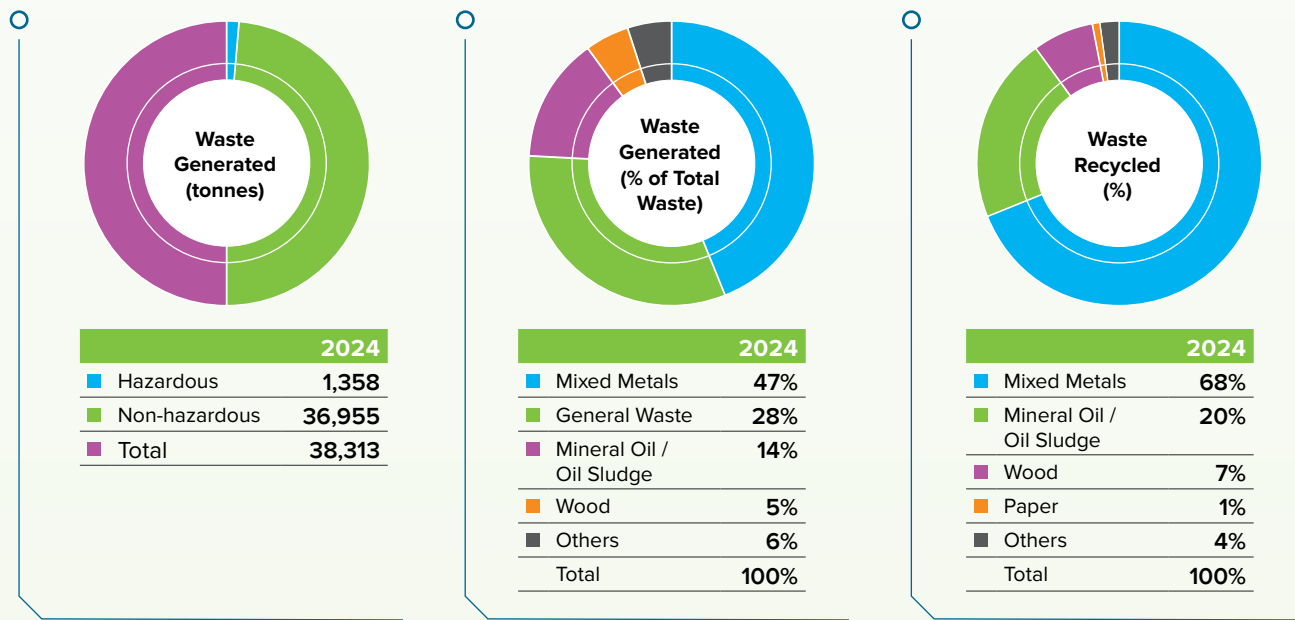
Any toxic water discharge and waste generated is handled in accordance with local laws. Our businesses define their priority substances of concern and adopt discharge limits based on these regulations. We adhere to all applicable laws and regulations regarding effluent discharge in the areas which we operate in.

Expanding our Waste Reduction, Reuse and Recycling Initiatives

To identify more opportunities in waste reduction, our Land Systems team developed an in-depth 3R programme based on an eight-step 3R guideline in 2024.

WASTE – METRICS

In 2024, our global operations recycled 63% of 38,313 tonnes of waste generated. Our Singapore operations recycled 70% of 29,824 tonnes of waste generated, achieving our target of maintaining a recycling rate of at least 50%. Our global data can be found below:



OUR GOALS

2024

- Enhance and fine tune data collection processes of our material international business units' GHG inventory by following the requirements and guidance of ISO 14064-1:2018 Greenhouse Gases standard
- Continue to quantify our Scope 3 emissions in another three categories

OUR ACHIEVEMENTS

- Expanded and strengthened the data collection process at our overseas business units, following the requirements of ISO 14064-1:2018 Greenhouse Gases. U.S.-based business units from our Commercial Aerospace business area attained their first Assurance Statement (Reasonable Level) for their 2023 GHG inventory
- We have estimated the emissions for the following Scope 3 categories and will continue to increase the comprehensiveness and accuracy of the data:
- Category 5 – Waste Generated in Operations¹⁰
 - Category 8 – Upstream Leased Assets
 - Category 13 – Downstream Leased Assets

2025

- Explore the expansion of renewable energy and rainwater harvesting globally
- Continue to quantify our Scope 3 emissions in more categories

¹⁰ Barnacles, wood and food waste management are our sources of biogenic emissions.

ENVIRONMENTAL



SUSTAINABLE QUALITY PRODUCTS & SOLUTIONS

Customers rely on us to meet their operational needs. Our products must be compliant with all relevant regulations, be safe to produce, use, operate and maintain, and be reliable over the product's lifecycle. Our services must meet our customers' requirements and be delivered with the promised quality and within the committed turnaround time.

Delivering sustainable quality products and solutions is crucial to eliminating defects and waste, improving product safety and reliability, and maintaining the trust of our customers.

Furthermore, cities and organisations around the world are looking to minimise their carbon footprint while reducing operating costs. Our goal for our suite of sustainability-linked products and solutions is to enable our customers on their sustainability journeys. We do this by creating new innovative products and solutions, and improving our existing designs to meet the required standards and specifications. This supports the growth of our businesses as well as that of our customers.

OUR APPROACH

We Promote a Quality Culture

Quality training modules are integrated into our new employee onboarding programme to promote the right quality processes and behaviours. Employees are trained to internalise the quality behaviours of Ability, Customer Focus, Teamwork, Integrity, Outperformance, Nimbleness and Safety.

We established a System Safety Community of Practice (COP) to aggregate System Safety expertise across business areas. The COP seeks to enhance quality and safety in our products and solutions through cross-learning of best practices.

We Adopt Global Quality Standards

We have robust quality management systems based on established international business and industrial standards. Majority of our operations are certified to ISO 9001 Quality Management Systems or equivalent. Our business adopts various ISO standards in accordance with respective business or industry specialisations where these standards apply. For instance, aerospace businesses are mostly certified to specialised quality standards like the AS9100 Quality Management Systems, which ensure these businesses are benchmarked to global airworthiness standards across the globe.

We Offer a Suite of Sustainable Products and Solutions

We consider sustainability to be a key factor in quality product development. We consider ecological impact and apply circular economy principles in the areas of water and energy conservation, pollution minimisation, waste reduction, and product recycling.

We continuously improve the sustainability and quality of our existing suite of products by employing the use of new technologies to improve our operational processes, reduce GHG emissions and lower energy consumption. To support our customers in their transition to a lower carbon economy, we work towards documenting product carbon footprint for our key products and solutions.

In line with the Group's strategy, we focus our suite of sustainability products and solutions in key areas of reducing GHG emissions, solving urban and city challenges and promoting the circular economy.

Commemorating World Quality Day

This year, World Quality Day was observed on 8 November with the theme “From Compliance to Performance”. This annual event is part of our ongoing efforts to strengthen our Quality Culture and underscores the importance of a good quality management system.

Representatives from various business areas presented their best practices and innovative approaches to enhance product and service quality. These sharing

sessions provided valuable insights into how different sectors are implementing effective strategies to achieve superior outcomes. The collaborative exchange of ideas and experiences encouraged all attendees to adapt successful practices for their own teams, propelling us forward in our continuous journey towards higher quality performance

Together, we strive to build a culture where quality is not just a requirement, but an integral component of our organisational ethos.



Addressing Quality Issues through Quick Address

Quick Address is a simple, high-resolution, two-way audio and video remote access technology developed by our Digital Systems business area. It offers our production line staff quick and convenient access to our subject matter experts to address quality issues. Issues that can be resolved through Quick Address include contamination in printed circuit boards, damage of connector parts and wrong orientation of product



parts, which typically necessitate around three to four face-to-face consultations per day. With real time notifications, responsible teams can address the quality issues immediately, minimising downtime or defects in products, parts and services.

Quick Address is highly scalable and may be deployed in our customers' premises and multiple remote sites. With minor modifications, it may be deployed in maintenance, installation and inspection functions.

ENVIRONMENTAL SUSTAINABLE QUALITY PRODUCTS & SOLUTIONS



Land Systems' Robotic Painting System

Enhancing Employee Health and Safety through Robotic Painting System

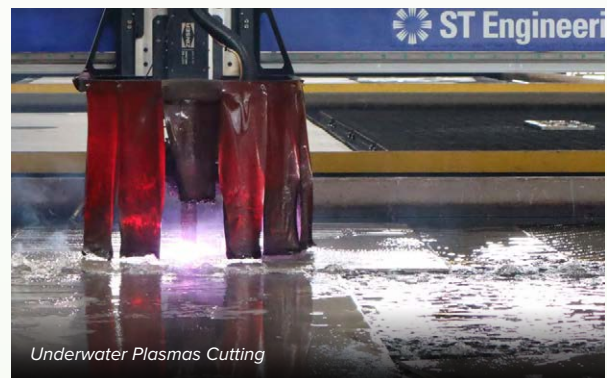
As an alternative to labour-intensive and hazardous traditional spray painting in Singapore, our Land Systems business area designed a Robotic Painting System, the largest of its kind in Singapore, to spray paint large structures and vehicle platforms. This innovative system enables users to spray paint large structures and vehicle platforms, replacing traditional spray painting.

Our robotic system efficiently replicates the precision of manual spray painting, but with enhanced quality and repeatability. It reduces dependency on manpower while increasing the speed of painting activities by at least 50%, with improved consistency and superior finish. Precise control translates into a 30% reduction in paint wastage, contributing to cost savings and enhanced environmental sustainability.

Through the employee training programme for this robotic system, employees are upskilled to be future-ready to operate and handle new technologies. Besides upskilling, the automated system also enhances workplace safety and health. By enabling employees to operate the robot remotely, it eliminates exposure to hazardous fumes and the need for work at heights, significantly improving their overall well-being.



Robotic Profile Cutting



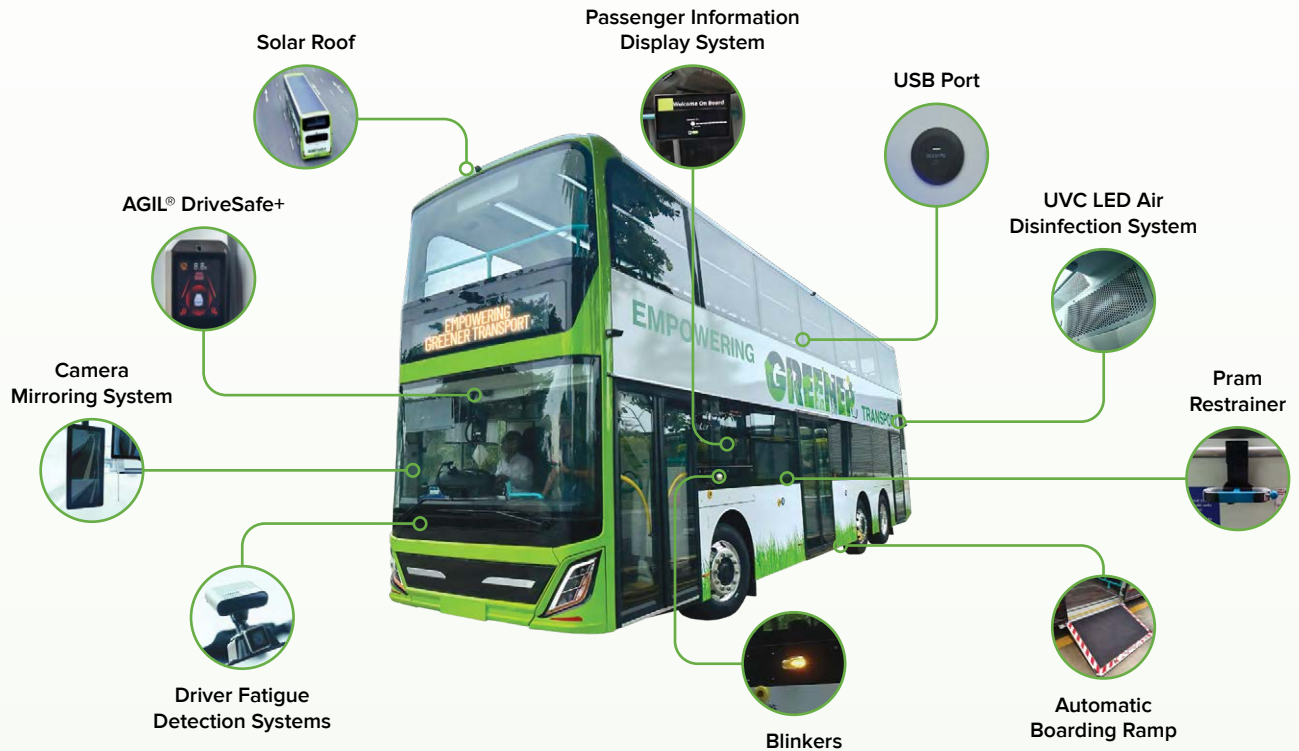
Underwater Plasmas Cutting



Automated T-Bar Fabricator (Upgrade)

Increasing Efficiency by Automating Shipbuilding Processes

As a frontrunner in embracing automation to improve productivity and quality, our Marine business area is automating our shipbuilding process, including fabrication, assembly and erection. For instance, we have installed more efficient machinery for robotic profile cutting, underwater plasma cutting, automated T-Bar fabrication, one-sided welding, blasting and marking and automatic panel assembly. These automation efforts have increased throughput by 85%, while ensuring a consistent build quality.

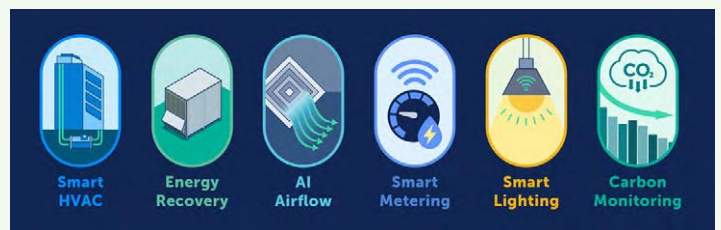


Enhancing the Inclusivity of Electric Public Bus Fleets

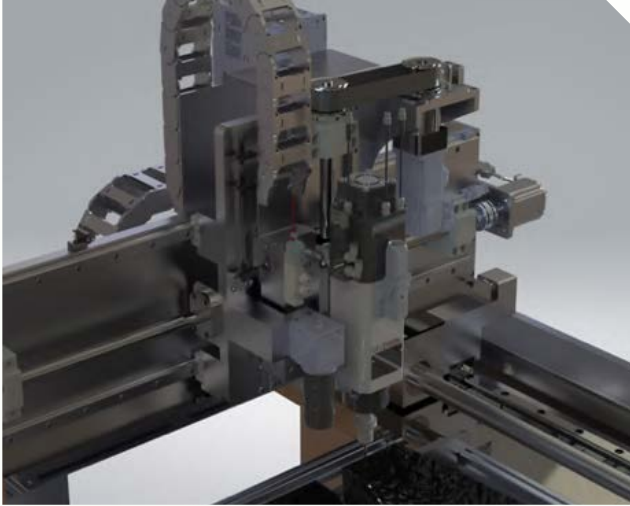
Our Urban Solutions business area offers electric buses that support the electrification of public bus fleets. The design of these buses places strong emphasis on safety and the inclusion of state-of-the-art technology. Key design features include a triple-door design for shorter dwelling time at entry and exit, automatic ramp with dual wheelchair bay for all-inclusive transport, UVC LED air disinfection system, solar panel on the roof, camera mirroring system and advanced collision warning system (AGIL® DriveSafe+) to assist bus captains. The buses have completed road trials in Singapore, completed homologation and passed all United Nations Economic Commission for Europe (UNECE) rules for roadworthiness.

Conserving Energy and Reducing Emissions through AGIL® Smart Energy Building

Our Urban Solutions business area's AGIL® Smart Energy Building is powered by Internet-of-Things (IoT), AI / machine learning and automation to optimise the energy use of buildings and reduce carbon emissions. With a suite of solutions such as smart heating, ventilation and air-conditioning (HVAC), energy recovery, AI-powered airflow, smart metering and smart lighting, it predicts heat loads, reduces energy for building cooling, ensures even zonal cooling and adjusts lighting in real-time based on occupancy and ambient conditions, achieving significant energy savings and efficiency.



ENVIRONMENTAL SUSTAINABLE QUALITY PRODUCTS & SOLUTIONS



Automating Canopy Sill Longeron Drilling in Aerospace

Our Defence Aerospace business area developed a bespoke robotic drilling system. This innovative system accurately replicates the holes from the original Canopy Sill Longerons to their new counterparts through the drilling process. The use of this system will eliminate the need for the technicians to do the replicating and drilling of holes manually and allow them to learn to operate a computerised drilling system.



The reduction in over-processing will significantly streamline our overall operations, boosting productivity. In addition, the use of this system also enables our technicians to be upskilled and updated on technological advancements that replace strenuous work. By acquiring the know-how to automate labour-intensive structural tasks, our workforce can become more adept and efficient, thereby enhancing the Group's competitive edge. Furthermore, the robotic drill will also reduce the risks of safety hazards associated with hands-on structural work, such as cuts, lacerations, and puncture wounds.



OUR GOALS

2024

- To review and enhance customer focused measurement for quality products or services
- To expand our Product Carbon Footprint exercise to cover more solutions and explore options to further reduce our overall emissions

OUR ACHIEVEMENTS

- We refined and updated policy definitions of Existing Quality Indicators
- We established new Quality Performance Indicators that are focused on delivering sustainable quality products and services to our customers
- Various business areas have expanded their suite of Product Carbon Footprints to cover more products and solutions
- To further strengthen our employees' knowledge and capabilities in this aspect, we engaged an external vendor to conduct training on ISO 14067:2018 Greenhouse Gases – Carbon Footprint of Products standards

2025

- Strengthen systems and processes to measure and monitor impact of products and solutions on customers' health and safety
- Pursue new product developments in emerging sustainability-linked technologies that can support impactful decarbonisation efforts

SOCIAL

PEOPLE EXCELLENCE

People are the cornerstone of our business. Attracting and retaining employees, supporting their learning and development, and enhancing their work experiences are key priorities for ST Engineering. With a capable, motivated and agile workforce, we are able to strengthen our talent pipeline to pursue sustainable growth.

Our People Strategy focuses on three broad areas: building capability and capacity for sustainable growth, developing a high-performing, engaged and global-ready workforce, and enhancing our people practices. We strive to strengthen our collective collaboration efforts to further our aspiration of building a global technology, defence and engineering powerhouse, and to enhance our global diversity, equity and inclusion initiatives to foster a deeper sense of belonging and cohesion.

OUR APPROACH

We Attract Future Talent

Our talent attraction efforts focus on engaging, assessing and hiring diverse and qualified candidates based on the specific skills, knowledge, and experience they can bring to the job.

We also focus our efforts on nurturing future generations in the communities we operate in. This ensures that we grow our local talent pipeline and workforce. We enhanced our outreach efforts to interns by organising regular engagement sessions, fireside chat events and site tours, to pique their interest in building their careers with us.

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Engaging Young Talents at ST Engineering Day @ Nanyang Technological University (NTU)

Themed 'Be Part of Something Great', the event was a platform for students at NTU in Singapore to explore career opportunities with us, while supporting our efforts to build a robust, diverse talent pipeline.

Students were introduced to our diverse portfolio of businesses and global network of operations, which offer them myriad opportunities for growth and professional development. Beyond engineering, we amplified the ways in which we harness technology and innovation to enable a more secure and sustainable world.



#4

ST ENGINEERING

by **Engineering /
Natural Science
Students**

Maintaining our Strong Universum Ranking

ST Engineering retained our position as fourth out of the 100 Most Attractive Employers for Engineering/Natural Sciences students for the third consecutive year. 3,000 Engineering / Natural Science students from Singapore universities participated in this annual survey by global employer branding leader, Universum.



Inspiring the Next Generation of Female Engineers and Technologists

To inspire more female talent to enter the engineering and technology fields, a fireside chat was organised with students from the Singapore Institute of Technology. During this event, they had the opportunity to hear motivational stories from female leaders at ST Engineering and learn how they could leverage their interests and skills in this dynamic sector.



Going Places with Global Talent Programme

Through the Global Talent Programme, we aim to attract aspiring talent from overseas universities who seek to enrich their career experiences and accelerate their professional growth with us.

As part of our global outreach efforts, we partnered with Imperial College London's Student Society to jointly organise a fireside chat themed "Innovating with Purpose" in London. This chat aimed to enable their students to better understand ST Engineering's diverse businesses and core capabilities while hearing from our global business leaders.

Read more about our People Excellence Approach on our website



SOCIAL

People Excellence



Nurturing Future Leaders with the Singapore-Industry Scholarship

2024 marked our 13th year offering the only multi-industry scholarship programme in partnership with the Singapore Government, the Singapore-Industry Scholarship (SgIS), to grow and nurture future industry leaders, particularly in the technology, defence and engineering businesses.

We have awarded a total of 146 scholarships to date, reflecting our commitment to deploy our scholars globally and nurture their professional growth with us.

We host regular networking sessions for our SgIS scholars and students to build stronger connections and a shared sense of purpose. These sessions facilitate the exchange of insights on their academic and professional journeys, as well as diverse perspectives.



We Build an Agile Workforce

We strive to increase performance, upskill and build a motivated workforce that drives towards the organisation's success.

People Development

Growing and developing a qualified and experienced workforce is essential to achieving the Group's strategic objectives. We aim to build the capabilities of our employees for future readiness in an evolving global environment, and to empower them for success through comprehensive learning and development initiatives.



Leading in AI Excellence

ST Engineering was recognised as an AI Pioneer at the 2024 LinkedIn Talent Awards, which showcased organisations leading the future of work and their workforce's AI skills achievements.

We continue to build AI expertise and innovation by providing extensive training to our workforce and integrating AI within our operations. By leveraging curated LinkedIn Learning content, our employees can enhance their understanding of GenAI, enabling them to apply AI skills in the workplace.



Company Training Committees

To ensure that our workforce is future-ready and agile to market needs, the Company Training Committees at the respective business areas offer upskilling and reskilling programmes for our employees. Through participating in key improvement projects, employees are able to apply their skill sets and engage in higher value-adding work, while helping the business drive better outcomes.



Strengthening Foundational Technical Skill-sets

New employees at ST Aerospace Technologies (Xiamen) in China took part in the Initial Training for Maintenance Mechanics programme organised by Hong Kong Aircraft Engineering Company Limited (HAECO) Training Centre, a local provider of aerospace-related training and certification courses.



Boosting Effective Communication Skills

Our colleagues at ST Engineering Urban Solutions (Thailand) attended an in-house programme to enhance their proficiency in communication skills.

SOCIAL

People Excellence

Facilitating Connections, Collaborations and Global Experiences

We offer our employees international exposure to thrive in a global economy and encourage collaboration across the Group. Our mentorship programme also creates opportunities for meaningful interactions and learning between our employees and business leaders. This ensures that we develop and nurture future leaders who are equipped with the right skillsets and attitudes needed to succeed in ST Engineering.

“My three-year assignment in Vietnam was a transformative experience. Not only did it broaden my global perspective beyond my previous stints in the U.S. and Singapore, but also deepened my appreciation of the different work cultures and business practices. In my role as General Manager, I was entrusted to assume full accountability running a joint venture for the first time, and the experience made me a more resourceful and resilient leader.”

Neo Hao Siang

General Manager
Vietnam Singapore Technologies Engineering Aerospace Co. Ltd
Commercial Aerospace (Vietnam)



“The past five years have been a whirlwind of constant challenges and personal growth. I was able to fully immerse myself in a new culture both professionally and personally. The experience provided me the opportunity to take on diverse roles across engineering sustainability, product development, programme management and technology strategy. The aerospace original equipment manufacturing business of MRAS is incredibly exciting and I look forward to continuing to grow and contribute to the Group.”

Ang Hui Shan

Senior Manager, Technology
Middle River Aerostructure Systems (MRAS)
Commercial Aerospace (U.S.)

“Engaging with a senior leader through the mentorship programme gave me fresh perspectives on the Group and helped shape my mindset, enabling me to grow both personally and professionally. In fact, we are closer to each other than we thought; we have been living on the same street for over 10 years before connecting at ST Engineering!”

Yew Wei Jian (right)

Assistant Manager, Strategic Planning
Defence and Public Security (Singapore)

Francis Kee Eng Chye (left)

Senior Vice President / General Manager
Cloud & Data Centre Solutions
Digital Systems (Singapore)
(Mentor to Wei Jian)



We Reward Performance

We adopt a performance-based approach with direct linkage between performance and rewards. In the short, medium and long-term, sustained contributions are rewarded through a pay-for-performance principle where the Group's KPI, business area goals, individual performance, internal equity and industry practices are considered.

We Enhance Employee Experiences

Listening to and engaging with our employees are critical aspects of our strategy to improve employee experiences

at work. We conduct regular town hall meetings, including our Annual Convention, as well as focus group sessions with our Group P&CEO and relevant business leaders. Our communication channels provide employees a platform for updates and discussions on strategy, market trends, and business challenges, alongside matters related to personnel and policy. These open dialogues and pulse surveys enable both employees and leaders to listen to diverse perspectives, fostering more effective collaboration and driving us towards greater success.



Annual Convention 2024

The event saw a turnout of close to 3,800 colleagues from around the globe, including those who attended virtually. In line with the theme of "Achieving Breakthroughs, Mastering Change", the convention aligned employees with the Group's roadmap and strategies, which would enable us to achieve greater heights in the year ahead.

Fostering Teamwork through Play

Through team-building activities, our colleagues from Urban Solutions' business unit in Wuxi, China, fostered a stronger sense of camaraderie and team spirit. They also learnt to demonstrate greater teamwork and collaboration when addressing work challenges.



We Celebrate Diversity, Equity and Inclusion

Our diverse workforce is instrumental in nurturing a dynamic culture that promotes the exchange of ideas, innovation and personal growth. We achieve and promote this by creating an environment that fosters mutual respect and values a good mix of capabilities, perspectives and ideas.

We are committed to fair employment practices and comply with all national and local labour laws and regulations where we operate. We offer merit-based equal opportunities to all, including promoting training and skills development.

Our Commitment Statement

We embrace diverse perspectives, backgrounds and experiences of our employees, and create an inclusive environment that provides equitable opportunities, enabling our people to contribute to the best of their abilities.

SOCIAL

People Excellence



Enhancing Intercultural Understanding

An intercultural training programme is provided for new international employees joining EFW to help them assimilate to working and living in Germany. Through the programme, they gain a better understanding of the German culture and history, especially if they are working in Germany for the first time.



Closing Generational Gaps

Our Urban Solutions business area organised a forum on managing a cross-generation workforce, designed to explore effective strategies for bridging generations and harness the strengths of different age groups. This initiative aimed to help managers unlock the full potential of their teams and drive organisational success. An external speaker was also invited to share their expertise on generational dynamics and workforce management. The discussions and sharing at the forum provided valuable insights on how the organisation could effectively navigate the complexities of a multi-generational workforce.

Advocating for Persons with Disabilities

In support of the President's Challenge initiative in Singapore, ST Engineering signed the Enabling Employment Pledge to affirm our commitment to adopt an inclusive mindset towards employees with disabilities, create barrier-free workplace environments, and implement supportive employment policies for employees with disabilities.

In addition, we also signed up to be an Open Door Employer under the Open Door Programme, a project funded by Singapore's Ministry of Social and Family Development (MSF) and Workforce Singapore, which aims to encourage employers to hire, train, and integrate



persons with disabilities (PwDs) at the workplace. We also collaborated with organisations that support PwDs to run workshops focused on disability awareness and inclusive hiring and internships. These initiatives exemplify our collective commitment to fostering a diverse, equitable, and inclusive workplace for our employees.

We Do Not Condone Discrimination or Harassment

We are committed to providing all employees with a conducive workplace environment that is free from harassment, discrimination and other prohibited conduct.

We do not condone personal bias or prejudice and advocate for fair recognition. We do not discriminate according to age, race, nationality, religion, gender or marital status. We uphold Principle 6 of UNGC on eliminating discrimination.

There were no substantiated incidents of discrimination in 2024. Grievances due to harassment, discrimination and other prohibited conduct are managed according to our grievance management process, which governs the reporting and handling of employee grievances. This ensures that all cases are promptly investigated and resolved.

We Strengthen Labour Relations

We respect our employees’ fundamental rights to freedom of association, including the right to be members of trade unions. We do the following:

- Take guidance from national or local industrial relations laws and regulations
- Maintain strong relationships with the unions through frequent activities and dialogues to discuss, clarify and resolve issues, and seek buy-in on new initiatives
- Ensure our unions, where applicable, are represented in key committees such as safety, welfare and training so that concerns can be promptly surfaced and addressed

In Singapore, the Group recognises ST Engineering Staff Union (STESU) as the collective negotiating body in respect of all the terms and conditions of service of the employees covered under the scope of the collective agreement. 29% of employees are represented by STESU and all employees are treated equitably regardless of their membership status.



Supporting Our Employees’ Families through the ST Engineering-STESU Education Awards

The second edition of the ST Engineering-STESU Education Awards provided support to close to 100 of our employees’ children in Singapore on their academic journeys. These education awards are a testament to our unwavering commitment to make a difference in the lives of our employees and their children, and to nurture future generations through the power of education.

OUR METRICS

We continue to harness People Analytics to gain deeper insights into our people data, initiatives and processes. This helps us better understand our workforce needs and effectiveness of our people practices, and ultimately drive better decision-making to achieve critical business outcomes.

AVERAGE TRAINING
HOURS PER EMPLOYEE

29
HOURS

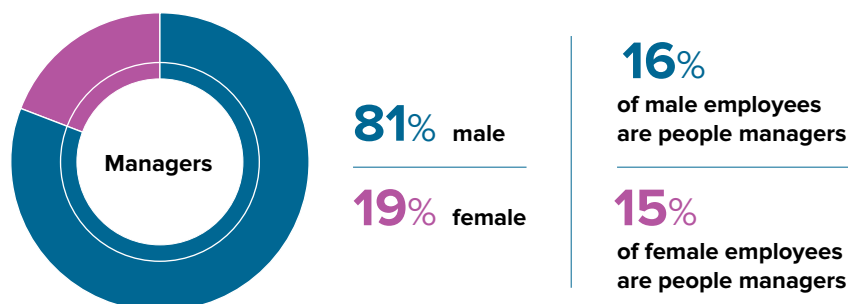
WE HOSTED

1,120
INTERNS

SOCIAL

People Excellence

Management Profile¹¹



Employee Profile¹²

	Gender		Region				Age Group				
	Male	Female	Singapore	North America	Europe	Others	30 and below	30 to 40	40 to 50	50 to 60	Above 60
Total Employee Population	78%	22%	61%	24%	11%	4%	19%	25%	24%	21%	11%

	Gender		Region			
	Male	Female	Singapore	North America	Europe	Others
Permanent Employees	78%	22%	59%	29%	9%	3%
Fixed-Term Employees	78%	22%	74%	2%	11%	13%
Supervised Workers¹³	78%	22%	56%	42%	1%	1%

Employee Retention¹⁴

	Gender		Age Group				
	Male	Female	30 and below	30 to 40	40 to 50	50 to 60	Above 60
Rate of Employee Turnover	11%	12%	17%	13%	9%	7%	8%
Rate of New Hires	17%	17%	41%	18%	11%	7%	4%

Training and Development

	Gender		Employee Category		
	Male	Female	Non-Executive	Executive	Managers
Average Training Per Employee¹⁵	32 hrs	19 hrs	37 hrs	25 hrs	17 hrs

¹¹ Based on the population of each management category

¹² Based on the Group's 2024 staff strength of 27,836 (including our subsidiaries) at the end of the reporting period

¹³ Supervised workers refer to short-term contract workers hired through local contractors who work in the Group's facilities and are supervised by ST Engineering

¹⁴ Based on the total employee population of each gender and age group

¹⁵ Based on the total employee population of each gender and employee category

OUR GOALS

2024

- Strengthen our international collaboration efforts to further our aspiration of building a global technology, defence and engineering powerhouse
- Enhance our global initiatives at the workplace to inculcate a culture of inclusion, respect and belonging

OUR ACHIEVEMENTS

- Advanced our global collaboration efforts through initiatives such as global forums, platforms, frameworks and projects
- Demonstrated our commitment to diversity and inclusion through enhanced people practices and initiatives. We signed the Enabling Employment Pledge in support of inclusive mindsets and employee policies. We also collaborated with various organisations to host workshops, launched new training programmes and other initiatives aimed at enhancing employees' sense of belonging and inclusion

2025

- Strengthen workplace culture through global employee survey
- Amplify global efforts to foster a culture of inclusion and belonging

TOTAL WORKPLACE SAFETY & HEALTH

At ST Engineering, Total Workplace Safety and Health (TWSH) is an integral part of our business principles, guiding our operations and decision-making. We are committed to the fundamental principle of “**Safety Before Profit**,” which emphasises the importance of people over financial gain. Our aspiration is to create a **zero-incident** workplace where all employees return home safely every day, supported by a robust system of safety policies, programmes, and practices.

Providing a safe and healthy work environment is not just a legal obligation; it is an ethical responsibility that promotes wellbeing and drives long-term success. By ensuring the safety of employees, contractors, and visitors, we create a space where everyone feels secure and valued.

OUR APPROACH

We Prioritise Risk Management and Incident Reporting

ST Engineering is guided by our motto “Safety Starts with Me”. Safety is everyone’s responsibility, from senior leadership to frontline workers. Employees at all levels proactively manage risks at their source to prevent incidents

before they occur. Our trained risk assessment teams evaluate both routine and non-routine activities globally, and implement control measures to eliminate hazards early in the process.

We encourage proactive hazard reporting and follow a thorough, transparent and structured incident response procedure regardless of severity, ensuring that all incidents are recorded and reviewed. We adopt a systematic 5M method (Man, Machine, Medium, Management, and Mission) in our incident investigation process, to identify root causes and causal factors and take the necessary corrective actions. We share learnings from incidents to enhance awareness among all our employees.

Our Workplace Health and Safety (WSH) efforts are coordinated by the Operations Excellence Specialist Team (OEST) — WSH, which comprises representatives from our various business areas. The team meets regularly to discuss, strategise and coordinate on WSH implementation and share best practices, guided by our integrated Environmental, Health and Safety (EHS) policy and Safety Pledge.





EXCO Safety Walkabout

One key initiative driven by our leadership is the annual EXCO Safety Walkabout, where senior executives visit operational sites to personally engage with employees and ensure that safety practices are being followed. These walkabouts emphasise the importance of safety at all levels of the organisation, and serve as a critical opportunity for leaders to observe, assess, and reinforce safety protocols directly in the field. The presence of senior management not only underscores the importance of safety awareness but also demonstrates the Group’s commitment to creating a safe and productive work environment.

In 2024, the EXCO Safety Walkabout was organised by our Digital Systems business area which took place at the Advanced Network & Sensors warehouse at ST Engineering Hub.



Group Safe Work Environment Engagement Programme (SWEEP)

In 2024, we rolled out SWEEP across all business areas. This initiative aims to reinforce compliance with the Group’s EHS Cardinal Rules and raise awareness of workplace hazards. The bi-yearly safety walkabouts involve senior leaders conducting inspections of facilities and engaging employees on safety matters. Additionally, employees reaffirm their commitment to safety by signing the ST Engineering Safety Pledge. Each business area leads its own SWEEP programme, customising it to address the specific risks and challenges unique to its operations.

Read more about our EHS Cardinal Rules on our website



We Uphold Global Standards of Safety and Health

ISO 45001 Occupational Health and Safety Management Systems and Global Compliance

We adhere to internationally recognised standards, such as ISO 45001 Occupational Health and Safety Management Systems. Compliance with these standards ensures that our safety management system remains consistently aligned with both best practices and regulatory requirements. Our internal audit process, along with third-party audits, ensure that our operations consistently meet these high standards, satisfy compliance requirements and enhance our overall safety performance.

Vendor and Contractor Safety Compliance

Vendors are held to the same high standards of safety as our internal teams. As part of our vendor management process, we ensure they are informed of and adhere to our WSH policies, and collaborate with them to address safety issues and maintain accountability.

Our on-site supervisory teams work closely with vendors to ensure they meet all safety requirements. In cases of serious non-compliance, we may implement strict corrective actions, which could include the termination of contracts if necessary.

SOCIAL

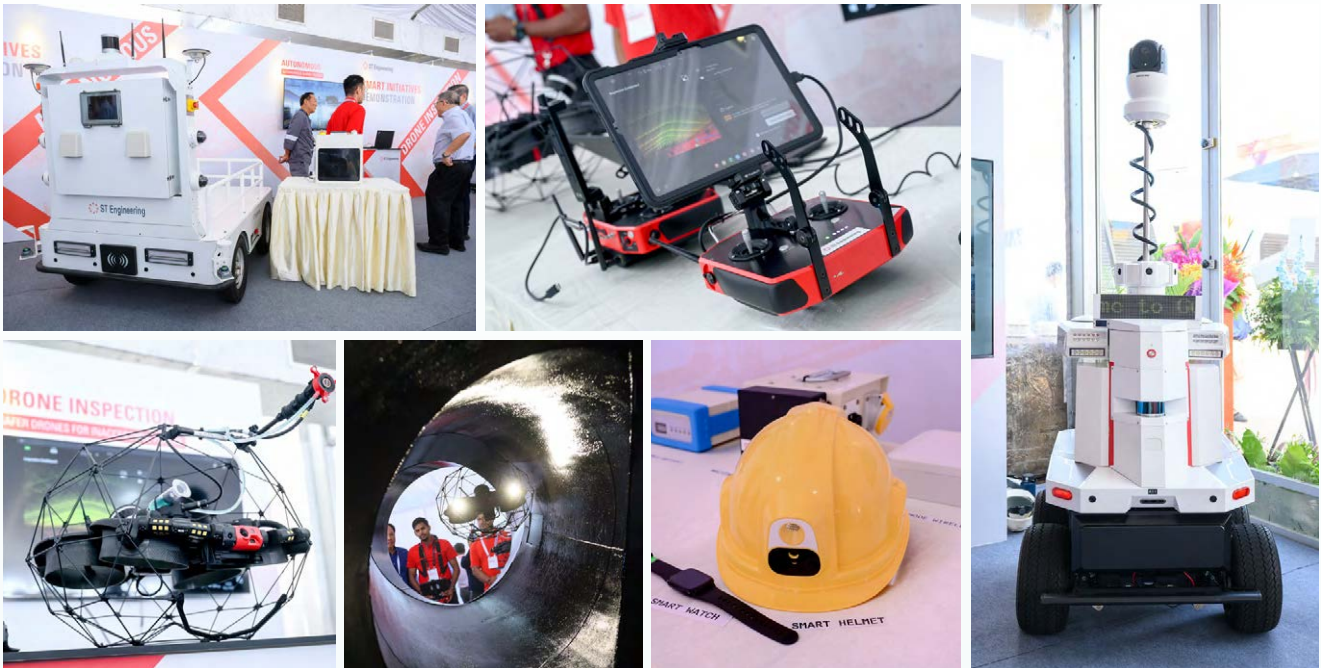
TOTAL WORKPLACE SAFETY & HEALTH

We Pursue Technological Advancements in Safety

Innovative Safety Technologies

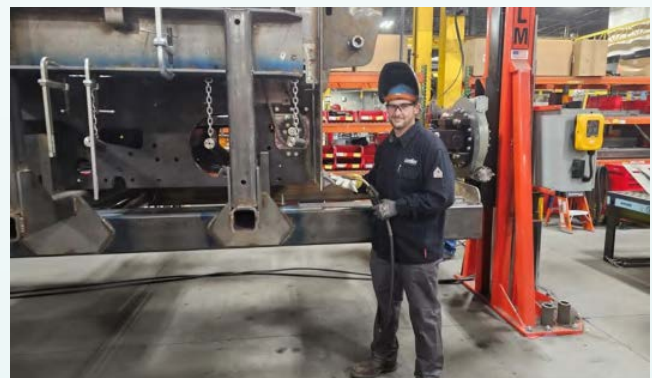
Innovation plays a critical role in enhancing workplace safety at ST Engineering. We leverage advanced technologies such as robotics, automation, and IoT based monitoring systems to improve safety outcomes.

At our Marine business area's Gul Yard, our safety and video analytics solutions – AGIL® Vision and security robots provide real-time detection and automated safety alerts, while drones are used to inspect hazardous and hard-to-reach areas. IoT-enabled devices, including smart watches and helmets, will provide real-time updates of work progress and monitor workers' safety.



At our Land Systems business area, the use of Computerised Numerical Machining equipped with robotic arms have significantly reduced manual handling risks, while IoT-based monitoring systems provide real-time data on hazardous conditions, enabling immediate action when necessary.

At Land Systems' business unit - Leeboy's U.S. plant, the introduction of welding positioners and inter-compartment transfer trolleys not only streamlined production processes, but also minimised the risks associated with manual handling tasks, such as lifting and transporting heavy materials. These innovations underscore our commitment to leveraging technology to create safer work environments while enhancing productivity.



We Care about Employees' Health and Wellbeing

Occupational Health Programmes

In addition to prioritising workplace safety, we take a holistic approach to employees' occupational and personal wellbeing by offering a range of health and wellness programmes. Our programmes include regular medical check-ups, such as audiometric examinations and heat stress monitoring, as well as wellness workshops, mental health support services, and access to fitness initiatives. These efforts aim to ensure our employees maintain a healthy and balanced lifestyle while thriving in the workplace.

24-hour Employee Support Programme

A 24-hour Employee Support Programme is available to employees in Singapore and their immediate family members, where they can reach out for advice on work-related and personal problems, providing support for their mental and emotional wellbeing.

Monthly Wellness Webinars

Employees can join monthly webinars where they can pick up strategies and tips on enhancing personal and professional wellbeing. Topics include recognition at work, building resilient mindsets and supporting colleagues during difficult times.

Empowering Female Health

To make breast screening more accessible and convenient for our female employees, we brought Mammobus, Singapore's first mobile screening centre offering digital mammography services, to our offices. On the bus, employees could access on-site screening and learn important tips on breast health management from health experts.



Heat Stress Management

Our heat stress management programme, which was recently implemented across our Singapore business units, includes the usage of a Wet Bulb Globe Temperature meter, personal protective equipment, and other preventive measures to protect workers from heat-related illnesses.

SOCIAL

TOTAL WORKPLACE SAFETY & HEALTH

We are Recognised for our Safety Achievements

WSH Awards and Innovation

Our commitment to safety was recognised at the 2024 WSH Awards, where we received 11 awards. Two dedicated employees received WSH Supervisor Awards for their leadership in driving safety improvements within their teams. These awards are testaments of our ongoing commitment to excellence in WSH.



Our Land Systems and Marine teams won two WSH Innovation Awards for their Remote PowerPack Lifter System and Inter-Compartment Transfer Trolley respectively, which helped to improve work efficiency, productivity and safety.



Our Urban Solutions team clinched seven WSH Council Safety and Health Award Recognition for Projects Awards for various projects on the Thomson-East Coast Line, Downtown Line Extension, Circle Line Renewal and Stage 6, and Kim Chuan Depot Extension, where exemplary



management systems were implemented for large-scale projects. The team also won two Land Transport Authority Annual Safety and Health Excellence (SHE) Awards for Safety Excellence and Safety Merit in construction.

We Engage and Educate to Foster a Strong Safety Culture

We believe that education is key to fostering a strong safety culture. Our employees regularly participate in toolbox meetings, training sessions, and safety awareness campaigns. These initiatives ensure that every team member understands their role in maintaining a safe workplace and has the knowledge and tools they need to manage risks effectively. New employees and workers at ST Engineering undergo a comprehensive WSH induction program as part of the onboarding process. In addition, specialist safety training is provided for work-related hazards such as lifting, welding, and confined spaces. Our EHS e-learning module has been developed to further support new hires. All incoming staff are required to complete this e-learning before their confirmation, ensuring they are well-versed in the Group's safety standards. Additionally, there is an online safety quiz to test all staff on their WSH knowledge.



Defence and Public Security (DPS) Safety Design Workshop

Our DPS cluster organised a one-day Safety Design Workshop in July 2024, themed “Towards a Sustained Safety Effort”. Through interactive breakout sessions, action planning, and goal-setting activities, 50 participants were equipped with the skills needed to enhance safety procedures, cultivate a proactive safety mindset, and foster ownership of safety outcomes. Pre- and post-workshop surveys were conducted to track progress and diagnose any challenges faced, ensuring continuous improvement.



Commercial Aerospace and Defence Aerospace's Joint Safety Month

The 2024 ST Engineering Aerospace Safety Series, jointly organised by our Commercial Aerospace and Defence Aerospace business areas, reinforced our commitment to aviation safety. With the theme “We Work Safely and Keep Aircraft Flying Safely”, the month-long initiative brought together employees and customers to celebrate safety achievements and foster discussions on best practices.



Key activities included the prize presentations for the EHS Innovation Award, the ‘We Actively Care’ Video Competition and the Good Show Award, alongside interactive sessions such as a foreign object debris awareness and walk, safety quiz, and mass emergency evacuation drill.

The series culminated in a Safety Seminar, featuring distinguished speakers who are recognised leaders in the aviation industry. Their sharing underscored the importance of collaboration in advancing aviation safety practices.

SOCIAL

TOTAL WORKPLACE SAFETY & HEALTH



EHS Campaign 2024

Our Marine business area's EHS Campaign 2024 was launched in August, in line with our National Day Observance Ceremony and Workers' Appreciation Day. The campaign theme was "Reporting Saves Lives – Speak Up for Safety". The launch event involved a safety pledge, an EHS awards presentation and viewing of EHS exhibits.

OUR METRICS¹

WE HAD

ZERO

FATALITIES IN 2024

	Recordable Frequency Rate		Recordable Severity Rate	
	Number of recordable incidents ²		Number of mandays lost to incidents	
	No. of Manhours		No. of Manhours	
2022	0.39		23.89 ³	
2023	0.33		2.93	
2024	0.41		6.65	

	No. of Hours Worked	Number & Rate of Fatalities from		Number & Rate of High Consequence Injuries (Excluding Fatalities)	Number & Rate of High Consequence Cases (Excluding Fatalities)	
		Injuries	Ill Health ⁴		Injuries	Ill Health
Employees	72 million	-	-	1	149	0

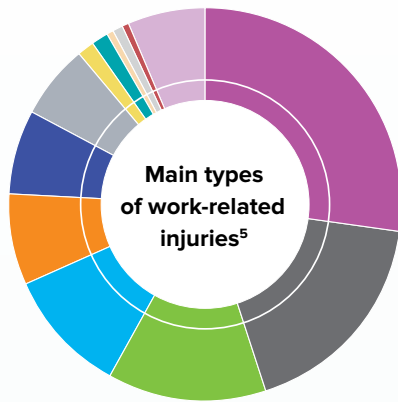
Notes:

1 Data from TransCore, have not been reflected but will be included in subsequent years

2 A recordable incident is any work-related workplace incident that resulted in a loss of one or more man-days

3 High Severity Rate is due to a fatality in 2022

4 For new cases recorded from 2024 onwards in Singapore only, in line with Singapore Ministry of Manpower WSH regulations



Type of Injury	Cases	Breakdown (%)
Slips, trips & falls	40	26.8
Cut/stabbed by objects	26	17.4
Caught in/between objects	19	12.8
Struck against objects	15	10.1
Struck by moving objects	11	7.4
Struck by falling objects	10	6.7
Falls from height	9	6.0
Over-exertion/strenuous movements	5	3.4
Stepping on objects	2	1.3
Exposure to/ contact with electric current	1	0.7
Exposure to/ contact with hazardous substances	1	0.7
Machinery-related incidents	1	0.7
Others	9	6

OUR GOALS

2024

- Improve Recordable Frequency Rate (RFR) and Recordable Severity Rate (RSR) by 5%
- Organise annual Safety Audits across all local BAs for benchmarking and improvement

OUR ACHIEVEMENTS

- We continued to place strong emphasis on fostering a strong safety culture and implementing best practices. While we fell short of achieving our targets for 2024, we obtained valuable insights for improvement. Moving forward, we are committed to strengthening our systems and practices, leveraging these lessons to drive continuous improvement and enhance our TWSH performance in 2025
- A total of six safety audits were conducted across all Singapore Business Areas in 2024. The findings were shared across Singapore-based business units to facilitate benchmarking and drive improvements

2025

- Enhance the management of workplace safety leading indicators including near misses, unsafe conditions and unsafe acts
- Increase global WSH outreach, particularly in the area of WSH cross-learning and best practice sharing for continuous improvement

⁵ Based on the Singapore Ministry of Manpower's classification of workplace incident type.

SOCIAL

CORPORATE COMMUNITY CONTRIBUTIONS

We recognise that our lives and business are deeply intertwined with the communities we operate in. We persevere to do good as we do well because we believe in building an inclusive, resilient and vibrant society in which people can thrive and stay safe.

Guided by our Corporate Purpose, we engage our employees and stakeholders to identify community needs and opportunities for meaningful contributions. Together, we seek to improve lives through technology and innovation, as well as through philanthropy and employee volunteerism.

Our contributions benefit organisations by providing additional resources, which help them sustain their operations and better serve the community. We support various impactful causes, including healthcare and eldercare, education and environment. To encourage and facilitate employee participation, we actively promote a purpose-driven giving culture through corporate initiatives and engagements.

OUR APPROACH

We serve our communities through a combination of volunteer work, skills-based contributions, and monetary and in-kind support to build an inclusive, resilient and vibrant society. Our efforts leverage our Group's expertise and purpose and are aligned with our supported causes, as well as our three focus pillars of improving lives through charitable gifts, empowering lives through education, and transforming lives through technology and innovation.



In 2024, ST Engineering was conferred the Company of Good - 3 Hearts by the National Volunteer and Philanthropy Centre (NVPC) in Singapore.

Aligned with our ethos of doing good as we do well, we demonstrated commitment to our Corporate Purpose by leveraging our capabilities and resources to support community development across five impact areas: People, Society, Governance, Environment and Economic. We remain dedicated to pursuing purpose-driven practices and fostering collaboration to build a caring, inclusive and compassionate society.

We Improve Lives Through Charitable Gifts

We aim to inspire social change and uplift lives, by collaborating and forging meaningful partnerships with the community, our employees and benefitting organisations.

To foster a strong culture of giving, we create opportunities for our employees to serve actively in community outreach programmes. We also offer various avenues for monetary donations, sponsorships and in-kind contributions.



Turning Miles into Smiles

Over 7,600 employees laced up their sneakers, hopped on their bikes, and hit the pavement, rallying around a single goal of staying healthy, keeping fit and doing good. United in purpose, employees across 22 markets participated in our annual, month-long flagship employee wellness initiative, ST Engineering

MOVEment. We walked, ran and cycled, clocking more than 800,000km collectively, and raising a total of more than \$750,000. These funds were donated to President's Challenge 2024 in Singapore, the Children's Miracle Network Hospitals (part of the Children's National Health System), the Wounded Warrior Project in the U.S., and various selected charities. Way to MOVE for a good cause!

SOCIAL CORPORATE COMMUNITY CONTRIBUTIONS



Donating Blood to Save Lives

In 2024, more than 300 brave and selfless colleagues from Singapore, Europe and the U.S. stepped forward and rolled up their sleeves to donate blood to their local communities. These blood donation drives not only contributed to their communities' critical healthcare and lifesaving needs, but also fostered a spirit of shared responsibility amongst the teams. The resounding success showcased our commitment towards giving back to the community and making a positive impact.



Encouraging Sustainable Volunteering in Partnership with the Salvation Army Peacehaven

A dedicated team of employees from the Group's Headquarters (HQ) embarked on a six-month volunteering programme with The Salvation Army Peacehaven. They befriended a group of seniors, encouraged them to participate in social activities and provided care and support as needed. Through regular and sustained volunteerism, we aim to support communities with their ongoing needs, build lasting relationships, and contribute to society beyond financial contributions.



Partnering Non-Profits to Bring Meals of Comfort to those in Need

Across the Group, more than 500 employees from various business areas partnered with non-profit organisations globally, such as Willing Hearts, Food from the Heart, Sunshine Welfare Action Mission (SWAMI Home) and TOUCH Community Services in Singapore; Food Angel in Hong Kong; as well as the San Antonio Food Bank, The Corner Table and the Christian Ministry of Lincoln County in the U.S., to prepare and deliver meals, as well as donate and pack food items. Comforting meals were delivered to more than 3,500 individuals in need, including low-income families and vulnerable people like the homebound elderly. This collective effort not only offered immediate relief to those in need but also strengthened community bonds, showcasing the Group's dedication to positively impacting the lives of the less fortunate.



SOCIAL CORPORATE COMMUNITY CONTRIBUTIONS



Preserving our Environment for a Better Future

As a demonstration of our Group's commitment to protecting our environment, more than 200 colleagues from around the globe dedicated their time to remove litter from parks, beaches and waterways. Springing into action on foot, bicycles and kayaks, they removed nearly 300kg of waste. These experiences gave them valuable insights into the impact of litter on our waters and wildlife, and showed them how their actions contribute to a clean and safe environment.



Building Meaningful Connections and Creating a More Inclusive and Compassionate Society with the Clients of SPD

Our colleagues from the Land Systems business area had the privilege of organising a fun-filled outing to Gardens by the Bay with clients from disability-focused charity in Singapore, SPD. Together, they visited the Flower Dome, immersed themselves in the beauty of nature and wandered through the Impressions of Monet floral displays. The event was graced by Mr Tharman Shanmugaratnam, President of the Republic of Singapore. The experience was truly precious for both our volunteers and SPD as we worked together towards our shared goal of creating a more inclusive and compassionate society.



The Power of Teamwork in Bringing Joy to the Clients of ECON Healthcare Group

United in service, our colleagues from the Satcom business area in Singapore took on various activities in supporting ECON Medicare Center – Yio Chu Kang. Working in teams, they tackled multiple tasks, including cleaning wards, corridors and wheelchairs, sprucing up the gardens, and engaging in befriending activities with the elderly residents, which brought joy and smiles to their faces. The collective effort of the team emphasised how every small contribution, when united, can make a meaningful difference in community care.

We Empower Lives Through Education

We firmly believe in the transformative power of STEM education. By providing resources and supporting diverse learning pathways across various industries and demographics, we aim to empower communities, by imparting knowledge that enables them to build a brighter and better future.



Learning Journey to ST Engineering's Smart City Showcase

ST Engineering's Urban Solutions team hosted students from the Singapore University of Social Sciences to our premises, introducing them to our suite of smart city solutions and capabilities, demonstrating how these are implemented in Singapore and globally. This experience deepened the students' understanding of smart cities and the impact of technologies on everyday lives.

SOCIAL CORPORATE COMMUNITY CONTRIBUTIONS



Empowering Tomorrow's Innovators through Coding with LEGO® MINDSTORMS®

In support of SG Cares Giving Week 2024, we organised a full-day STEM workshop for students with special educational needs from various Institute of Technical Education campuses. Our volunteers befriended and engaged the enthusiastic youths in a dynamic learning environment using LEGO® MINDSTORMS® and LEGO® SERIOUS PLAY®. This enabled the students to acquire fundamental robotics and coding knowledge and enhanced their essential soft skills, whilst building new friendships with our volunteers.

“Special needs students are just as capable, if not more capable than us, in performing certain tasks. It is alright to take different routes to reach the same goal.”

Ng Weiling
Senior Executive, Legal



Revolutionising Healthcare through Innovation

Recognising the urgent need to harness the power of technology and creativity to address critical healthcare delivery issues, ST Engineering sponsored the NTU CampCode Hackathon 2024 event. We conducted workshops on cloud native web development and machine learning, guiding the participants in deploying modern applications in cloud environments and leveraging AI-driven insights for innovation.



Hacking for a Better Tomorrow

ST Engineering was a proud sponsor of National University of Singapore's Hack & Roll 2024 event. Leveraging our digital tech expertise, we conducted a Cloud Native Web Development workshop, guiding participants in building, deploying, and managing modern applications in cloud computing environments, with the aim of cultivating a problem-solving mindset and fostering the next generation of talents.



Fueling the Passion of University of Maryland (UMD) Students through Knowledge Sharing

MRAS hosted the UMD's Terrapin Rocket Team – a student-run organisation comprising cross-disciplined undergraduate and graduate students with a shared passion for rocketry. As a world-renowned manufacturer of complex aerostructures and a supplier to esteemed engine makers, airplane manufacturers, and aircraft operators, we engaged these dedicated and accomplished students, showcasing our expertise in developing advanced nacelle components. We hope to inspire their aspirations and support their future endeavours.

SOCIAL CORPORATE COMMUNITY CONTRIBUTIONS

We Transform Lives through Technology and Innovation

We aspire to lead community betterment by leveraging our knowledge and expertise in technology and innovation to solve real-world problems and improve lives.



Empowering Communities through Technology

Employees from our U.S. business units joined like-minded engineers from across the country for a four-day hackathon organised by Ruby for Good – a non-profit that brings together people of varied skills and experiences to build technology solutions that benefit non-profit organisations.

During the hackathon, our engineers worked to implement new software features and fixes to help non-profits bolster their critical missions and provide technology-focused educational opportunities to underserved communities. One such non-profit was Human Essentials, for whom we developed a platform to provide hygiene products for underserved communities, connecting organisations that have surplus supplies to those who need them.



Supporting Caregiving at St. Andrew's Nursing Home with EasyExo

Dedicated to making a positive impact in the broader community, our Land Systems business area leveraged technology to enhance lives. In collaboration with St. Andrew's Nursing Home, we sponsored 20 in-house developed EasyExo units. The EasyExo, a soft passive exoskeleton, is designed to provide assisted support – aiding in posture correction, and alleviating strain on spinal muscles. This ensures that the nursing team maintains the correct posture when carrying out physical caregiving activities. By equipping the nursing staff with this advanced lightweight tool, we aim to enhance their daily work productivity, safety and overall ergonomics.

OUR METRICS



Contributed a total of

\$2.8m*

in **community contributions**, including:

\$550k

to **President’s Challenge 2024**

\$516k

to **Community Chest’s SHARE Programme**

and **\$1.7m**

of other **donations, sponsorships** and **employee volunteering hours**

* Includes contributions from the Group, employees and other stakeholders.

OUR GOALS

2024

- Support STEM education initiatives that empower students to achieve their fullest potential
- Develop and adapt technology and innovation solutions through partnerships with external stakeholders to address identified community issues or societal challenges

OUR ACHIEVEMENTS

- Contributed more than \$600k towards STEM-related education awards, programmes and learning journeys, for students to be exposed to the technical and practical implementation of engineering, technology and innovation concepts
- Pledged \$1m over five years to Singapore University of Social Sciences (SUSS), to establish the ST Engineering – SUSS Scholarship for outstanding students pursuing programmes under the School of Science and Technology, as well as the ST Engineering Impact Fund which will support cross-disciplinary projects that use technology to address community gaps in areas such as early childhood, gerontology, social work and persons with special needs
- Provided St Andrew’s Nursing Home (Taman Jurong) with 20 EasyExo units – our cutting-edge soft passive exoskeleton designed to enhance aspects of caregiving and reduce the risk of back injuries for nursing staff
- Sponsored and deployed ST Engineering’s Airbitat City Cooler units at ECON Healthcare nursing homes to cool spaces and bring comfort to the elderly residents when they gather for social activities

2025

- Increase volunteering hours compared to 2024
- Contribute solutions or expertise that address community issues or challenges

GOVERNANCE



ETHICAL BUSINESS & REGULATORY COMPLIANCE

Good governance refers to having the appropriate people, policies and processes to manage the business and affairs of the Group, to enhance long-term stakeholder value whilst upholding high standards of compliance and ethical business practices.

As a company listed in Singapore, we are bound by SGX listing rules and practice notes, all applicable requirements stipulated in Singapore's Code of Corporate Governance (2018) and the Companies Act 1967. We comply with applicable laws and regulations in the jurisdictions where we operate.

We have zero tolerance for fraud and corrupt practices. In addition, we actively protect our data and those entrusted to us by our stakeholders.

OUR APPROACH

Our Leaders Keep Abreast of Best Practices and Critical Risks

The Board goes through regular training to enhance their collective knowledge and skills on topics such as corporate governance, anti-corruption and sustainability. Additionally, briefings by external consultants and industry experts are arranged to keep the Board abreast of developments in these areas. More details on the Directors' training can be found in the "Director Induction, Training/Development" section of the Corporate Governance Report in our Annual Report.

Risk and Assurance (R&A) also monitors key risks pertaining to the macro-environment such as geopolitical tensions and provides updates to the RSC accordingly. During the year, Presidents of the business areas and relevant Group HQ functions review their respective dashboards of key risks on a rotational basis at the quarterly RSC meetings. These key

risks are aggregated to identify the top risk themes which impact the Group's ability to achieve its strategic objectives. During these engagements, emerging risk trends, critical uncertainties, areas for improvement and action plans are thoroughly reviewed.

We Safeguard our Creditors' Rights

We are committed to safeguarding creditors' rights through robust corporate governance practices. We ensure timely and transparent communication, honouring of contractual obligations, compliance with applicable laws and regulations, fair and equitable treatment of all creditors, and maintaining financial prudence that enables us to meet our obligations towards our creditors when they are due.

We Are Guided by Our Code of Business Conduct and Ethics

Our Code of Business Conduct and Ethics forms the foundation of the Group's commitment to ethical business conduct and regulatory compliance.

Read our Business Code of Conduct and Ethics on our website



All reporting lines, responsibilities and accountabilities are clearly defined in our businesses. Employees are advised to reach out to their direct line manager or R&A business partners for clarifications, and guidance on our Code of Business Conduct and Ethics.

Employees are informed about the consequences of violating the standards in our Code of Business Conduct and Ethics. Employee misconduct will result in appropriate disciplinary action which commensurates with the seriousness of the misconduct and may impact the employee's remuneration. Employee misconduct of a serious nature may also result in termination of employment.

We Have Zero Tolerance for Fraud, Bribery and Corrupt Practices

The Group has zero tolerance towards fraud, bribery and corruption, reinforced by our detailed policies and compliance procedures.

Anti-Bribery and Corruption Risks

The Group's operations are assessed for risks related to bribery and corruption as part of the ERM framework. These risks may relate to third-party suppliers and intermediaries, corruption by employees, gifts & hospitality, donations & sponsorships to business partners & public officials. Our anti-bribery and corruption policy is included in our Code of Business Conduct and Ethics and is available to all our employees.

Conflict of Interest

Our Conflict of Interest policy provides guidance on the different types of conflicts, ranging from financial interest to stakeholder relationships. All employees are required to submit an annual declaration of conflict of interest. All declarations are subject to review by management, and employees are to comply with the recommended actions to address any conflict.

Gifts & Hospitality

The Group has a Gifts & Hospitality policy, setting out clear guidelines & principles on the giving and receipt of gifts and hospitality. This includes charitable donations and sponsorships, where beneficiaries and recipients are reviewed and subject to appropriate due diligence and approval by senior management.

Intermediaries

The appointment and re-engagement of all intermediaries are governed by a formal policy and procedures that entail a risk-based and thorough due diligence review process supported by independent, established service providers. The due diligence process includes (a) onboarding and ongoing screening against sanctions lists and negative media publicity, (b) mandatory anti-bribery and corruption training, and (c) compliance with our anti-bribery and corruption policy and clauses as part of the terms and conditions of the agreement. In addition, intermediaries are subject to due diligence checks by established, independent third-party service providers prior to and post appointment.

Lobbying and Political Contributions

Political contributions, donations and sponsorships must be approved by management in accordance with the Group's approval limits policy and be made with the highest ethical standards and in compliance with all applicable laws. These must not confer a personal benefit and must not be given to gain a business advantage or to influence a business outcome or an official action.

We Comply with All Applicable Export Control Regimes (ECRs)

The Group complies with all applicable laws, regulations, trade sanctions and embargoes (collectively referred to as ECRs) governing the import and export of goods, services, software, technology, dual-use goods and information (collectively referred to as "Controlled Items") of the jurisdictions that the Group operates in, including laws with extraterritorial application.

The Group also strives to ensure that transactions undertaken by any party operating on behalf of the Group, including suppliers, agents, distributors, and resellers, comply with applicable ECRs. Strict adherence to this policy is required.

Export Control

The Group Export Control Policy is applicable to all our businesses. It aims to ensure that all our exports are not used for unauthorised purposes and comply with the applicable ECRs. Our businesses have put in place trade control procedures to embed compliance into the day-to-day business processes, namely commodities classification and screening of customers.

Compliance with ECRs and the maintenance of an effective trade control system are supported by Export Control Officers who are appointed at the Group, regional, country and line of business levels.

In the event of any violations, immediate reporting and corrective measures are to be carried out. All violations are promptly recorded in a central database for management oversight and monitoring of timely corrective actions. Significant violations and remediation measures are reported to the RSC. Additionally, lessons learnt are distilled and shared with target employees.

GOVERNANCE

ETHICAL BUSINESS & REGULATORY COMPLIANCE

Business units are required to comply with all regulatory and internal policy requirements that are applicable to their trade activities, including proper record-keeping. Records maintained are made available for customer audit and inspection by government officials, as applicable.

Export Review Process

The Group adopts a risk-based approach to monitor its transactions. This includes procedures to review sales transactions against sanctions, as well as due diligence screening of customers. To ensure that the transaction is eligible for export, the relevant team carries out:

- i. **Pre-export reviews.** We review the classification of the export item including technical data, technology, software, and hardware prior to sharing, transferring, releasing to a third party. An assessment will also be conducted to ascertain that the classification of export and re-export items, transactions and activities are correct. Additionally, an assessment will be made on whether additional due diligence is required if any “red flags” or diversion risks are detected;
- ii. **ECRs, Licenses and Authorisation reviews.** We review the status of the transaction under the applicable ECRs and determine if all the necessary licenses or authorisations have been obtained;
- iii. **Destination, party and end-use review.** We review all transactions against all applicable destination, party and end use restrictions.

We Empower our Employees to Uphold Business Ethics and Integrity

The Group has detailed policies for our employees, as well as training and compliance procedures that are accessible to employees.

Our Code of Business Conduct and Ethics is disseminated to employees globally in the form of digital handbooks and video messages from the EXCO. To reinforce awareness and ensure compliance with our Code of Business Conduct and Ethics, the Group mandates that all employees complete the e-learning module and self-attestation on a yearly basis. Our employees also receive annual training to enhance awareness on the Group’s anti-corruption policies and procedures, and trade compliance. Targeted training is provided for employees whose job functions entail greater involvement with Controlled Items.

Whistleblowing channels have been established for our employees and other stakeholders to report any potential violations of our Code of Business Conduct and Ethics, policies and regulatory non-compliances. Our whistleblowing channels provide our employees and other stakeholders a platform to raise concerns, in confidence, about possible improprieties in business conduct, financial reports or other matters, without the fear of reprisal. No form of retaliation to the informant (internal or external) is tolerated for any report made in good faith.

Appropriate disciplinary actions will be taken in the event of any findings of breach or non-compliance of our policies or any regulations.

Read more about our Whistleblowing Policy and Procedures on our website.



Risk Culture Survey

In 2024, Group R&A launched a risk culture survey to assess the current risk-related attitudes, behaviours, and awareness across the Group. The feedback received will be used to further enhance our well-established risk management strategies and culture. Identified action plans will be progressively implemented to build on our strengths and ensure continuous improvement.

OUR METRICS

IN 2024, WE HAD

ZERO

- SUBSTANTIATED CASES OF BRIBERY AND CORRUPTION
- SIGNIFICANT FINES OR NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH EHS REGULATIONS

OUR GOALS	
2024	OUR ACHIEVEMENTS
• Enhance compliance governance structure, processes and systems in response to evolving laws and regulations	• We conducted a comprehensive review of our trade compliance practices and regulatory compliance ecosystem. This thorough evaluation led to the identification of key action plans aimed at enhancing our compliance posture
• Leverage on AI technologies to develop e-learning courses for relevant risk and compliance topics to achieve the following: - Enhance learners' engagement and retention - Expand our global outreach through localisation of training content	• Risk and compliance e-learning courses powered by an AI-enabled platform were launched
2025	
• Strengthen risk culture and awareness • Enhance horizon scanning and monitoring of key/emerging risk trends	

GOVERNANCE



CYBERSECURITY & DATA PROTECTION

Digital technology and highly connected economies and businesses bring new vulnerabilities from a proliferation of cyber threats. Cybersecurity threats evolve quickly and may include computer viruses, attempts to access information, denial of service and other breaches.

It is commonly recognised that attempts to disrupt or improperly access Information Technology (IT) systems through cyber-attacks or otherwise may cause financial loss, reputational loss, business disruption, and/or data and proprietary information loss.

We protect our data and systems including those entrusted to us. We also comply with all applicable data protection laws and regulations in the various countries we operate in. Cybersecurity is an enabler for our businesses.

OUR APPROACH

We Focus on People, Process and Technology

We continue to strengthen our cyber and data resilience with a system of capabilities that comprises People, Process and Technology. This holistic approach manages cybersecurity risks and the associated data breaches by seeking to keep abreast of the threat landscape and environment. We also implement a multi-layered security framework to ensure there are relevant preventive, detective and recovery measures.

We safeguard internal assets from emerging threats by extending our cybersecurity controls, conducting regular reviews of our digital footprints and carrying out regular cybersecurity exercises.

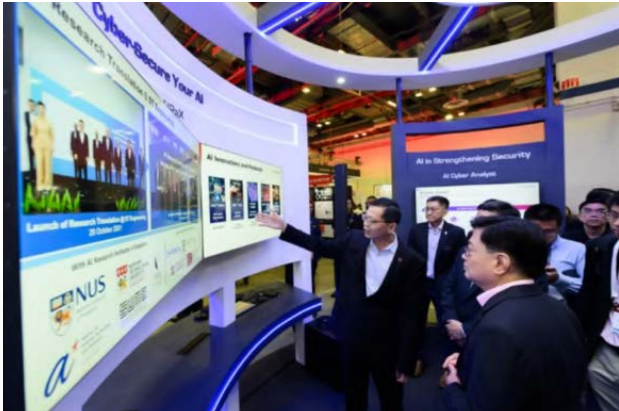
Our employees are made aware that cybersecurity and data protection is everyone's responsibility. We regularly train our employees on cybersecurity threats, data privacy and handling, relevant regulations, and best practices.

Violations of cybersecurity and data protection policies by our employees will trigger mandatory remedial training, impact their performance evaluation and may result in disciplinary actions.

We Prepare for Contingencies

In the event of a cyber and/or data security breach, employees are required to follow the Group's escalation process that is available on our corporate intranet. Additionally, we have a disaster recovery system in place across our core business operations that is designed to enable the recovery of data and the continuation of vital IT and business operations following disruptions caused by natural disasters, human error, technical failures or malicious third-party cyber-attacks.

We continuously review and enhance measures designed to prevent, detect and respond to unauthorised activity in our systems against a constantly evolving cyber landscape and increasing sophistication of cyber-criminals.



Singapore Week of Innovation & Technology (SWITCH) 2024

At SWITCH 2024, we were proud to present our work in AI Research Translation to Deputy Prime Minister Heng Swee Keat, demonstrating how we leverage academic expertise and multidisciplinary collaboration to develop cutting edge solutions.

We spotlighted several of our latest AI-powered innovations, such as the AGIL® AIPaX Cybersecurity Suite for AI/GenAI models, which was rolled out at the event.

Dr Lee Shiang Long, our Group Chief Technology & Digital Officer, shared insights on ST Engineering's approach to keeping our AI-powered capabilities cybersecure. ST Engineering also led a workshop on unlocking the immense potential of human-AI collaboration.

As we continue to innovate and collaborate to drive greater breakthroughs in AI, our efforts will play a vital role in shaping a more secure and efficient digital future.

OUR GOALS

2024

- Continue mandatory training for cybersecurity and data protection policies
- Continue linking cybersecurity to executive performance through our internal KPI scorecard

OUR ACHIEVEMENTS

- Our employees around the world completed our annual online cybersecurity and email security training courses, to maintain vigilance against malware threats and ensure good cyber hygiene practices
- Regular monthly phishing exercises were conducted to enhance all staff's awareness and vigilance on email scams
- Monthly cybersecurity awareness articles were published on our internal staff portal to educate our staff on the different types of scams and cyber incidents
- Cybersecurity awareness and compliance have continued to be part of our collective performance requirements

2025

- Continue mandatory training for cybersecurity and data protection policies
- Continue to heighten cybersecurity awareness and vigilance

GLOBAL REPORTING INITIATIVE (GRI)

ST Engineering has reported with reference to the GRI Standards for the period 1 January 2024 to 31 December 2024.

GRI STANDARDS	DISCLOSURE	PAGE / RESPONSE
The Organisation and its Reporting Practices		
GRI 2-1	Organisational details	Annual Report 2024, pages 2, 3 and 140
GRI 2-2	Entities included in the organisation's sustainability reporting	Annual Report 2024, page 235
GRI 2-3	Reporting period, frequency and contact point	Sustainability Report 2024, page i
GRI 2-4	Restatements of information	GHG emissions and energy data for FY2022 and FY2023 were restated to include TransCore, on Sustainability Report 2024, page 30
GRI 2-5	External assurance	Sustainability Report 2024, page 1
Activities and Workers		
GRI 2-6	Activities, value chain and other business relationships	Annual Report 2024, pages 22-53
GRI 2-7	Employees	Sustainability Report 2024, page 48
GRI 2-8	Workers who are not employees	Sustainability Report 2024, page 48
Governance		
GRI 2-9	Governance structure and composition	Sustainability Website Annual Report 2024, pages 9-18 and 76-106
GRI 2-10	Nomination and selection of the highest governance body	Annual Report 2024, pages 83-85
GRI 2-11	Chair of the highest governance body	Annual Report 2024, page 10
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Website
GRI 2-13	Delegation of responsibility for managing impacts	Sustainability Website
GRI 2-14	Role of the highest governance body in sustainability reporting	Sustainability Website
GRI 2-15	Conflicts of interest	Annual Report 2024, pages 17-18 and 81-85
GRI 2-16	Communication of critical concerns	Sustainability Website Annual Report 2024, pages 93-105
GRI 2-17	Collective knowledge of the highest governance body	Sustainability Website Annual Report 2024, page 77
GRI 2-18	Evaluation of the performance of the highest governance body	Annual Report 2024, pages 83-86
GRI 2-19	Remuneration policies	Sustainability Website Annual Report 2024, pages 86-94
GRI 2-20	Process to determine remuneration	Annual Report 2024, pages 86-94
GRI 2-21	Annual total compensation ratio	Annual Report 2024, pages 92-93 and 213
Strategy, Policies and Practices		
GRI 2-22	Statement on sustainable development strategy	Sustainability Website
GRI 2-23	Policy commitments	Sustainability Website
GRI 2-24	Embedding policy commitments	Sustainability Website
GRI 2-25	Processes to remediate negative impacts	Sustainability Website
GRI 2-26	Mechanisms for seeking advice and raising concerns	Sustainability Website
GRI 2-27	Compliance with laws and regulations	Sustainability Website Sustainability Report 2024, page 68-71
GRI 2-28	Membership associations	ST Engineering and/or its key business units are members of the following organisations: a) Aerospace & Defense Secure Enterprise Platform (Exostar) b) Advanced Remanufacturing and Technology Centre (ARTC) c) Association of Company Emergency Response Teams (Singapore) d) Association of the Metal and Electrical Industry of Saxony (VSME) e) Association of Singapore Marine Industries (ASMI) f) Civil Air Navigation Services Organisation (CANSO)

GRI STANDARDS	DISCLOSURE	PAGE / RESPONSE
GRI 2-28	Membership associations	g) German Aerospace Industries Association (BDLI) h) German Chamber of Commerce and Industry (IHK) i) Institute of Engineers, Singapore (IES) j) International Motor Vehicle Inspection Committee (CITA) k) National Aerospace and Defense Contractors l) National Advanced Mobility Consortium m) National Training and Simulation Association n) Non Destructive Testing Society (Singapore)/Singapore National Aerospace NDT Board (NANDTB) o) Singapore Business Federation (SBF) p) Singapore Chinese Chamber of Commerce and Industry q) Singapore Cybersecurity Consortium r) Singapore Institute of Directors (SID) s) Singapore Institution of Safety Officers t) Singapore Manufacturing Federation u) Singapore National Employers Federation (SNEF) v) Singapore Shipping Association x) United Nations Global Compact (UNGC) / UN Global Compact Network Singapore (GCNS) Compact Network Singapore (GCNS)
Stakeholder Engagement		
GRI 2-29	Approach to stakeholder engagement	Sustainability Website Sustainability Report 2024, pages 8-9
GRI 2-30	Collective bargaining agreements	Sustainability Website
Material Topics 2021		
GRI 3-1	Process to determine material topics	Sustainability Report 2024, pages 10-11
GRI 3-2	List of material topics	Sustainability Report 2024, pages 12-13
Economic Performance and Productivity		
GRI 3-3	Management of material topics	Sustainability Website
GRI 201-1	Direct economic value generated and distributed	Annual Report 2024, pages 2-4
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Website Sustainability Report 2024, pages 12
GRI 201-3	Defined benefit plan obligations and other retirement plans	Annual Report 2024, pages 213-219
GRI 201-4	Financial assistance received from government	Annual Report 2024, pages 149, 182 and 216
Technology and Innovation		
GRI 3-3	Management of material topics	Sustainability Website
Responsible and Resilient Supply Chain		
GRI 3-3	Management of material topics	Sustainability Website
GRI 204-1	Proportion of spending on local suppliers	Sustainability Report 2024, page 25
GRI 308-1	New suppliers that were screened using environmental criteria	Sustainability Report 2024, pages 22-23
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability Report 2024, page 23
GRI 414-1	New suppliers that were screened using social criteria	Sustainability Report 2024, pages 22-23
GRI 414-2	Negative social impacts in the supply chain and actions taken	Sustainability Report 2024, page 23
Environmental Protection		
GRI 3-3	Management of material topics	Sustainability Website
GRI 302-1	Energy consumption within the organisation	Sustainability Report 2024, page 30
GRI 302-2	Energy consumption outside of the organisation	ST Engineering is in the midst of consolidating this data globally.
GRI 302-3	Energy intensity	Sustainability Report 2024, page 30
GRI 302-4	Reduction of energy consumption	ST Engineering is in the midst of consolidating this data globally.
GRI 302-5	Reductions in energy requirements of products and services	ST Engineering is in the midst of consolidating this data globally.
GRI 303-1	Interactions with water as a shared resource	Sustainability Report 2024, page 31
GRI 303-2	Management of water discharge-related impacts	Sustainability Report 2024, page 32
GRI 303-3	Water withdrawal	Sustainability Report 2024, page 31
GRI 303-4	Water discharge	Sustainability Report 2024, page 32
GRI 303-5	Water consumption	Sustainability Report 2024, page 31
GRI 305-1	Direct (Scope 1) GHG emissions	Sustainability Report 2024, page 30
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report 2024, page 30
GRI 305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report 2024, page 30
GRI 305-4	GHG emissions intensity	Sustainability Report 2024, page 30

GLOBAL REPORTING INITIATIVE (GRI)

GRI STANDARDS	DISCLOSURE	PAGE / RESPONSE
GRI 305-5	Reduction of GHG emissions	Sustainability Report 2024, page 2
GRI 305-6	Emissions of ozone-depleting substances (ODS)	ST Engineering does not consider this material to our operations.
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	ST Engineering does not consider this material to our operations.
Sustainable Quality Products and Solutions		
GRI 3-3	Management of material topics	Sustainability Website
GRI 416-1	Assessment of the health and safety impacts of product and service categories	Sustainability Report 2024, pages 34-38
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Refer to Sustainability Report 2024, pages 34-38 for how we manage the health and safety impacts of our products and services.
People Excellence		
GRI 3-3	Management of material topics	Sustainability Website
GRI 401-1	New employee hires and employee turnover	Sustainability Report 2024, page 48
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Website
GRI 401-3	Parental leave	ST Engineering does not consider this to be material information.
GRI 402-1	Minimum notice periods regarding operational changes	Sustainability Website
GRI 404-1	Average hours of training per year per employee	Sustainability Report 2024, page 47
GRI 404-2	Programmes for upgrading employee skills and transition assistance programmes	Sustainability Report 2024, pages 43-46
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report 2024, page 45
GRI 406-1	Incidents of discrimination and corrective actions taken	Sustainability Report 2024, page 47
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Website
Workplace Safety and Health		
GRI 3-3	Management of material topics	Sustainability Website
GRI 403-1	Occupational health and safety management system	Sustainability Report 2024, pages 50-51
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Sustainability Report 2024, pages 50-51
GRI 403-3	Occupational health services	Sustainability Report 2024, page 53
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Sustainability Report 2024, pages 55-56
GRI 403-5	Worker training on occupational health and safety	Sustainability Report 2024, pages 55-56
GRI 403-6	Promotion of worker health	Sustainability Report 2024, pages 53-54
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report 2024, pages 50-56
GRI 403-8	Workers covered by an occupational health and safety management system	Sustainability Report 2024, pages 51
GRI 403-9	Work-related injuries	Sustainability Report 2024, pages 56-57*
GRI 403-10	Work-related ill health	Sustainability Report 2024, pages 56-57*
Corporate Community Contributions		
GRI 3-3	Management of material topics	Sustainability Website

* In line with local regulations, ST Engineering reports all work-related and non-work-related injuries and ill health to the local authorities. For sustainability reporting purposes, we only report work-related injury or ill health cases that result in days away from work. Cases without days away from work, including those that result in restricted work or transfer to another job, are considered immaterial. This excludes temporary service providers within ST Engineering compounds.

GRI STANDARDS	DISCLOSURE	PAGE / RESPONSE
GRI 413-1	Operations with local community engagement, impact assessments, and development programmes	Sustainability Report 2024, pages 58-67
GRI 413-2	Operations with significant actual and potential negative impacts on local communities	No significant actual or potential negative impact was identified
Ethical Business and Regulatory Compliance		
GRI 3-3	Management of material topics	Sustainability Website
GRI 205-1	Operations assessed for risks related to corruption	Sustainability Report 2024, page 69
GRI 205-2	Communication and training about anti-corruption policies and procedures	Sustainability Report 2024, pages 69-70
GRI 205-3	Confirmed incidents of corruption and actions taken	Sustainability Report 2024, page 71
Cybersecurity and Data Protection		
GRI 3-3	Management of material topics	Sustainability Website
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Refer to Sustainability Report 2024, pages 72-73 for how we manage our customers' privacy and prevent loss of customer data.

UNITED NATIONS GLOBAL COMPACT (UNGC)

TEN PRINCIPLES – INDEX

Principles	PAGE / RESPONSE
HUMAN RIGHTS	
1 Businesses should support and respect the protection of internationally proclaimed human rights; and	Sustainability Website Sustainability Report 2024, pages 22
2 make sure that they are not complicit in human rights abuses.	Sustainability Website Sustainability Report 2024, pages 22
LABOUR	
3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Sustainability Website Sustainability Report 2024, pages 47
4 the elimination of all forms of forced and compulsory labour;	Sustainability Website
5 the effective abolition of child labour; and	Sustainability Website
6 the elimination of discrimination in respect of employment and occupation.	Sustainability Website Sustainability Report 2024, page 47
ENVIRONMENT	
7 Businesses should support a precautionary approach to environmental challenges;	Sustainability Website Sustainability Report 2024, pages 22-23, 26-33
8 undertake initiatives to promote greater environmental responsibility; and	Sustainability Website Sustainability Report 2024, pages 26-29
9 encourage the development and diffusion of environmentally friendly technologies.	Sustainability Website Sustainability Report 2024, pages 21, 34 and 37
ANTI-CORRUPTION	
10 Businesses should work against corruption in all its forms, including extortion and bribery.	Sustainability Website Sustainability Report 2024, pages 68-71 Annual Report 2024, page 97-106

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

AEROSPACE & DEFENSE | VERSION 2018-10

CODE TOPIC	ACCOUNTING METRIC PAGE	PAGE / RESPONSE
ENERGY MANAGEMENT		
RT-AE-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Sustainability Report 2024, pages 30-31
HAZARDOUS WASTE MANAGEMENT		
RT-AE-150a.1	Amount of hazardous waste generated, percentage recycled	Sustainability Report 2024, page 32
RT-AE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered	ST Engineering is in the midst of consolidating this data globally. Refer to Sustainability Report 2024, page 32 on how we manage effluents and spills in our operations.
DATA SECURITY		
RT-AE-230a.1	(1) Number of data breaches, (2) percentage involving confidential information	Refer to the Sustainability Website and Sustainability Report 2024, pages 72-73 for ST Engineering's approach to identifying and addressing data security risks in company operations.
RT-AE-230a.2	Description of approach to identifying and addressing data security risks in (1) company operations and (2) products	Refer to the Sustainability Website and Sustainability Report 2024, pages 72-73 for ST Engineering's approach to identifying and addressing data security risks in company operations. Our products comply to the necessary industry standards and project requirements required by our customers.
PRODUCT SAFETY		
RT-AE-250a.1	Number of recalls issued, total units recalled	Refer to Sustainability Report 2024, pages 34-38 for more information on how we manage product safety and quality within our operations.
RT-AE-250a.2	Number of counterfeit parts detected, percentage avoided	Refer to Sustainability Report 2024, pages 34-38 for more information on how we manage product safety and quality within our operations.
RT-AE-250a.3	Number of Airworthiness Directives received, total units affected	All Airworthiness Directives are publicly available. The most recent information concerning those directives can be found on the appropriate regulatory sites. Refer to Sustainability Report 2024, pages 34-38 for more information on how we manage product safety and quality within our operations.
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	Refer to Sustainability Report 2024, pages 34-38 for more information on how we manage product safety and quality within our operations.
FUEL ECONOMY AND EMISSIONS IN USE-PHASE		
RT-AE-410a.1	Revenue from alternative energy-related products	ST Engineering does not generate revenue from alternative energy-related products.
RT-AE-410a.2	Description of approach and discussion of strategy to address fuel economy and GHG emissions of products	Sustainability Website Sustainability Report 2024, pages 26-27, 34-37

CODE TOPIC	ACCOUNTING METRIC PAGE	PAGE / RESPONSE
MATERIAL SOURCING		
RT-AE-440a.1	Description of the management of risks associated with the use of critical materials	Sustainability Report 2024, pages 22-24
BUSINESS ETHICS		
RT-AE-510a.1	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade	Sustainability Report 2024, page 71
RT-AE-510a.2	Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defence Anti-Corruption Index	ST Engineering does not report revenue breakdown by individual countries.
RT-AE-510a.3	Discussion of processes to manage business ethics risks throughout the value chain	Sustainability Website Sustainability Report 2024, pages 68-70
ACTIVITY METRICS		
RT-AE-000.A	Production by reportable segment	Annual Report 2024, pages 140-143
RT-AE-000.B	Number of employees	Sustainability Report 2024, page 48

TASKFORCE FOR CLIMATE DISCLOSURES (TCFD)

TCFD Recommendations	PAGE / RESPONSE
GOVERNANCE	
a Describe the board's oversight of climate-related risks and opportunities	Sustainability Website
b Describe management's role in assessing and managing climate-related risks and opportunities	Sustainability Website
STRATEGY	
a Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Sustainability Website
b Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	Sustainability Website
c Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Sustainability Website
RISK MANAGEMENT	
a Describe the organisation's processes for identifying and assessing climate-related risks	Sustainability Website
b Describe the organisation's processes for managing climate-related risks	Sustainability Website
c Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	Sustainability Website
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.	Sustainability Website
b Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	Sustainability Website Sustainability Report 2024, page 30
c Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Sustainability Website Sustainability Report 2024, page 27