

# STRUCTURES

THAT SHAPE THE

# FUTURE

**TTJ HOLDINGS LIMITED**

SUSTAINABILITY REPORT 2020



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## Corporate Profile

Established in 1981 and listed on the Mainboard of the Singapore Stock Exchange on 1 April 2010, T T J Holdings Limited (“T T J” or the “Group”) is one of the largest structural steel fabricators in Singapore.

T T J is a reputed leading structural steel specialist in Singapore. Both of the Group’s factories are specially designed around an in-line production concept based on Computerised Numerically Controlled (“CNC”) machinery. In addition, T T J’s Singapore factory in Pioneer Road has a waterfront loading area which enables the loading of heavy materials and large assemblies onto barges for transport by sea.

As a testament to its commitment to Quality, Environmental, Occupational Health and Safety management systems, T T J has been awarded ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018. The Group is a certified manufacturer of structural steel works to SS EN 1090-1:2018 with execution class EXC 4, and it is also an accredited structural steel fabricator with the highest S1-grading<sup>1</sup> category by the Singapore Structural Steel Society. The Group has a combined annual production capacity of 42,000 tonnes for normal structural steel at its two fabrication facilities in Singapore and Johor, Malaysia.

T T J’s structural steel solutions are used in a wide array of industries ranging from commercial building construction and offshore oil and gas to industrial plants as well as in iconic landmarks such as the National Art Gallery, the Orchard Gateway bridge, the SuperTrees and OCBC Skyway at Gardens by the Bay, The Helix at Marina Bay, Pinnacle@Duxton, Henderson Waves, the Supreme Court and Changi Airport Terminals 2 and 3. The Group has also supplied structural steelworks for several notable projects including Our Tampines Hub, Duo Residences @ Ophir-Rochor, Mediapolis@One North, Funan Digital Mall, HomeTeamNS Khatib Clubhouse and PSA Liveable City. Noteworthy awards include the Building and Construction Authority (“BCA”) Construction Productivity Award in 2019 – Advocates (Specialist Contractor) Gold award, President Awards, and the Construction Industry Council Provisional Certificate of Labelling – Outstanding award, and many more.

The Group’s comprehensive manufacturing capabilities include, among others, heavy lifting cranes, ship-lift platforms, structures for high rise buildings and petrochemical complexes, heavy roof trusses, civil defence shelter doors, steel moulds and launching girders for bridges and highways, pressurised vessels and tanks, vehicular aluminium parapets, expansion joints and bearings for highways and roads.

In 2018, the Group expanded its business into waste management and treatment to diversify its income streams. It currently owns a wood pellet manufacturing factory in Thailand, while another factory is under construction in Singapore.

For more information, please visit [www.ttj.com.sg](http://www.ttj.com.sg).

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<sup>1</sup> For works undertaken by our wholly owned subsidiary T T J Design and Engineering Pte Ltd

## Chairman's Message

Dear Stakeholders,

Welcome to the Sustainability Report of T T J Holdings Limited. We are proud to share with you our sustainability efforts and performance from 1 August 2019 to 31 July 2020 ("FY2020" or "the reporting period").

In late 2019, a newly-discovered coronavirus emerged and resulted in the unprecedented COVID-19 outbreak which evolved into today's global pandemic. It has impacted the construction industry greatly, affecting construction demand and hence structural steel opportunities for the Group.

During these unsettling times, we stay committed to prioritising the safety of our employees and workers. We have implemented strict safety protocols and educated all staff and workers on the necessary measures to ensure that they are well-prepared in keeping themselves safe. We have enforced safe management measures at our workplace and project sites including SafeEntry scanning, use of the Trace Together app, temperature screening, use of masks, and safe-distancing among employees at the workplace to protect the health and well-being of our people. In addition, our foreign workers are registered for Rostered Routine Testing every 14 days.

In Thailand, our waste management and treatment business saw weaker demand and lower average selling prices for wood pellets from our key markets of Japan and South Korea. We have since decided to temporarily stop operations at our Thailand wood pellet manufacturing plant with a view to resume business when the global economy picks up. In our bid to defer non-critical capital expenditures, construction of the Group's upcoming new-build wood pellet manufacturing plant in Singapore, which was originally due to obtain Temporary Occupation Permit ("TOP") in December 2020, has been postponed until such time when the industry shows signs of recovery.

Our strong commitment towards improving our sustainability performance is reflected in our new initiatives and development strategies to adopt more technological innovations in our business. We have continued to leverage on technology to improve productivity in our structural steel operations.

We continue our efforts in carrying out our projects in an environmentally sustainable manner, and we review our environmental policies and performance to ensure that our practices and measures effectively mitigate environmental risks.

On behalf of the Board, I would like to express my gratitude to our clients, business partners and shareholders for standing by the Group throughout an extraordinarily challenging year. We look forward to your continual support as we strive to develop a more sustainable environment for all.

Yours sincerely

Teo Hock Chwee

Chairman and Managing Director

## Our Sustainability Story

As a responsible corporate citizen, T T J is committed to operating in an economically, socially and environmentally responsible manner for the long-term sustainability of our businesses, the environment and the community at large.

This report, in conjunction with the Corporate Governance Report, provides details to the Group's material Environmental, Social and Governance ("ESG") topics in its sustainability journey.

### Sustainability Targets

The economic landscape for the steel structure fabricating market remains competitive. We will continue to adopt a prudent and cautious approach towards making investment decisions, and we continue to diversify our businesses beyond Singapore to propel our growth.

We aim for zero fatality and injuries to foster a safe and healthy workplace environment. Our suppliers are also subjected to more robust assessment regarding their socioeconomic compliance and environmental practices to ensure a sustainable supply chain.

We will continue to develop more meaningful partnerships with charitable organisations and various institutions to improve the welfare of the community. We aim to bring more diversity in terms of gender, race and age groups to build a capable and diverse workforce.

Below is a summary table of the Group's sustainability targets and performance during the reporting period.

Environmental Performance in FY2020	
Segment	Performance Update
Group-level	Achieved <b>zero</b> incidents of environmental non-compliance
	Achieved <b>zero</b> incidents of environmental non-compliance along the supply chain
Environmental Targets for FY2021	
Steel Fabrication	Reduce energy consumption by <b>10%</b>
Group-level	<b>Zero</b> incidents of environmental non-compliance
	<b>Zero</b> incidents of environmental non-compliance along the supply chain
Social Performance in FY2020	
Segment	Performance Update
Group-level	Achieved <b>zero</b> occupational health and safety incidents
	Achieved <b>zero</b> user safety incidents
	Achieved <b>zero</b> incidents of socioeconomic non-compliance
Social Targets for FY2021	
Steel Fabrication	<b>Zero</b> incident of non-compliance with COVID-19 safety laws and regulations
Group-level	<b>Zero</b> occupational health and safety incidents
	<b>Zero</b> user safety incidents
	<b>Zero</b> incidents of socioeconomic non-compliance

## **Ethics and Integrity**

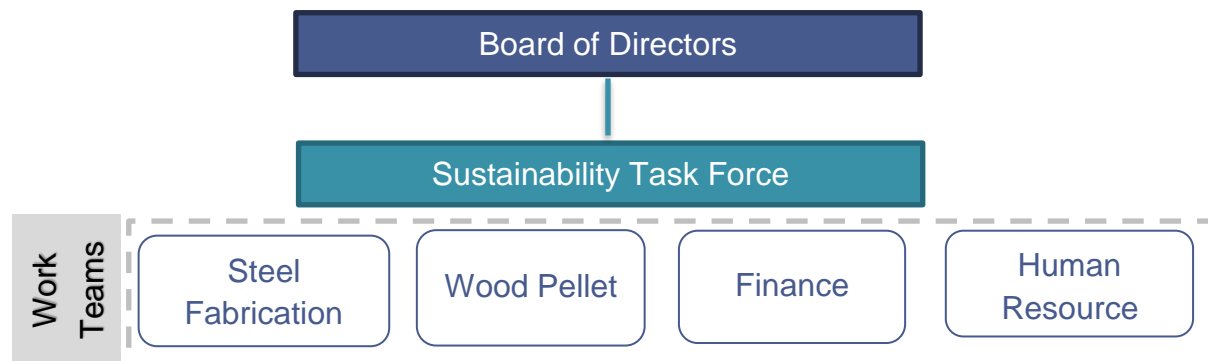
### **Anti-corruption**

The Group has a strong stance against corruption in our operations, and in our bid to ensure that our employees operate with integrity; we require all employees and directors to declare potential conflicts of interest via the Declaration of Potential Conflict of Interest Form disseminated to all employees and directors.

There were zero reported incidents of corruption in FY2020.

## Governance and Statement of the Board

The Board has considered sustainability issues as part of the strategic formulation of the Group. We established the Sustainability Task Force comprising of senior management to oversee the efforts of work teams from different business units.



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

The Board incorporates sustainability issues into the strategic formulation of the Group. With the assistance of the Sustainability Task Force, the Board determines the material environmental, social and economic factors, and ensures that the factors identified are well-managed and monitored.

The Group adopts a precautionary approach in strategic decision and day-to-day operation by implementing a comprehensive risk management framework.

Please refer to the Corporate Governance Report in our 2020 Annual Report for more information on corporate governance practices and risk management structure.

## Stakeholder Engagement

We value input from all our stakeholder groups and use a variety of channels to engage with them as well as receive their feedback. We identify stakeholders as groups that have an impact or have the potential to be impacted by our business, as well as external organisations that have expertise in aspects that we consider material. The feedback we receive from our stakeholders helps us to determine our material topics and identify our focus areas.

Stakeholders	Engagement Platforms	Issues of Concern	Read more in the following sections
<b>Customers</b>	<ul style="list-style-type: none"> <li>Regular dialogues</li> <li>Meetings</li> <li>Emails/Telephone communications</li> <li>Corporate website</li> </ul>	<ul style="list-style-type: none"> <li>Quality and services</li> <li>Productivity and efficiency</li> <li>Health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Product Safety</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Regular safety briefings and meetings to discuss safety measures against COVID-19</li> <li>Open annual performance appraisal</li> <li>Trainings</li> <li>Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Transmission of COVID-19 among employees and workers</li> <li>Remuneration and benefit</li> <li>Training and development</li> <li>Welfare and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Protection Against COVID-19</li> <li>Workplace Health and Safety</li> <li>Employee Benefits</li> <li>Employee Development</li> <li>Employee Diversity</li> </ul>
<b>Suppliers and Subcontractors</b>	<ul style="list-style-type: none"> <li>Emails/Telephone communications</li> <li>Toolbox meetings</li> </ul>	<ul style="list-style-type: none"> <li>Specifications compliance</li> <li>Safe and conducive workplace</li> <li>Environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Supply Chain</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>Community services engagement</li> </ul>	<ul style="list-style-type: none"> <li>Social development</li> </ul>	<ul style="list-style-type: none"> <li>Giving Back to our Community</li> </ul>
<b>Shareholders and investors</b>	<ul style="list-style-type: none"> <li>Media release</li> <li>Annual Reports</li> <li>Annual General meetings</li> <li>Analyst briefing and email exchange with shareholders</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance</li> <li>Dividend pay-out</li> <li>Risk Management</li> <li>Growth Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Anti-corruption</li> <li>2020 Annual Report</li> </ul>



## Reporting Practice

This sustainability report is produced in accordance to the GRI standards “**Core**” option covering our Group’s performance from 1 August 2019 to 31 July 2020.

The GRI standards represent the global best practices for reporting on economic, environmental and social topics.

The report also incorporates the primary components of report content as set out by the SGX’s “Comply or Explain” requirements on sustainability reporting under Listing Rule 711B.

The Sustainability Task Force has assessed that external assurance is not required as the Group wishes to strengthen the sustainability reporting framework for this year.

This report supplements the Group’s FY2020 Annual Report and is available online via T T J’s website at [www.ttj.com.sg](http://www.ttj.com.sg). Detailed section reference with GRI Standards is found at GRI Index Page.

T T J’s material topics are identified based on their impacts on our internal and external stakeholders, as outlined in the Stakeholders Engagement section.

## Steel Fabrication

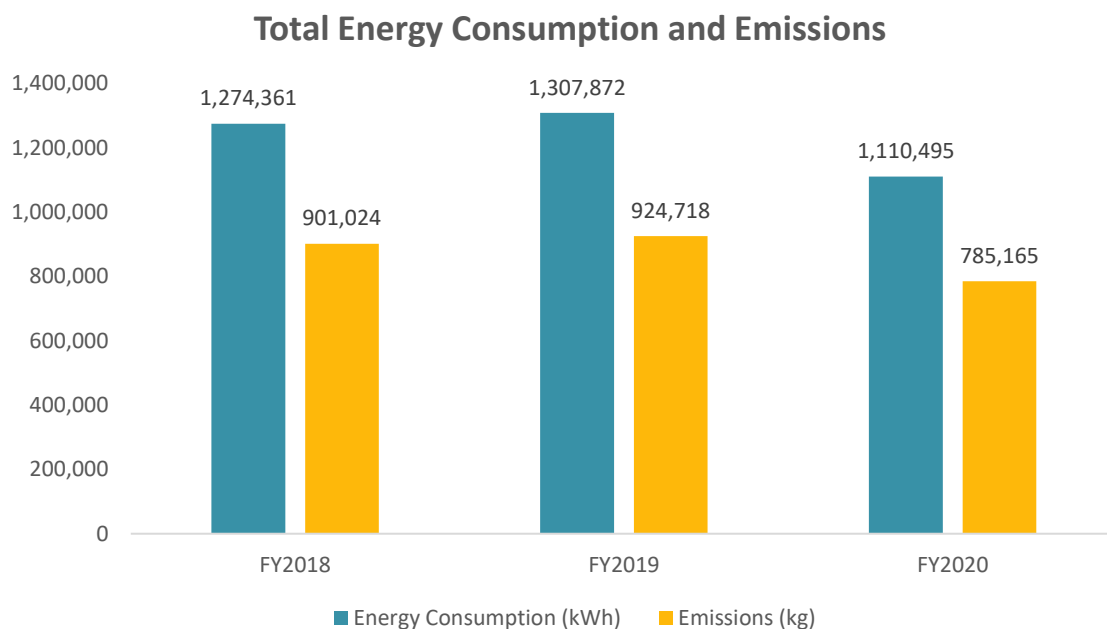
At T T J, we are committed to being a responsible corporate citizen by ensuring safe, efficient and environmentally friendly processes. Our overarching commitment towards sustainability includes:

- Compliance with regulatory requirements/guidelines;
- Energy and water efficiency subject to workshop utilisation;
- Environmentally friendly waste management; and
- Selection of sustainable materials.

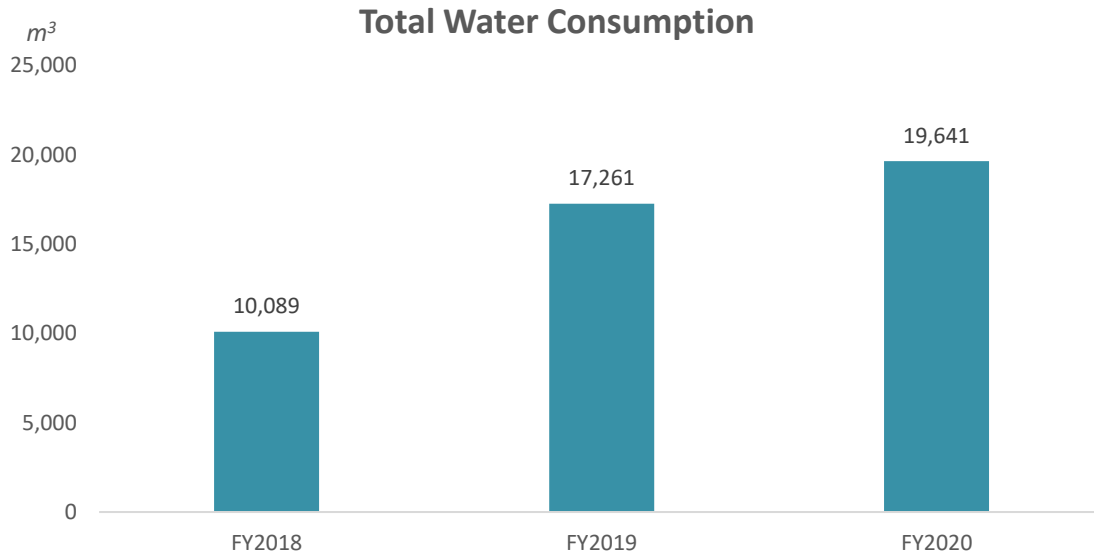
## Energy, Emissions and Water Management

GRI 302-1, 303-3, 303-5, 305-2

The impact of the pandemic on T T J's business was especially severe in the second half of FY2020 due to the suspension of construction activities during the Circuit Breaker ("CB") period as well as measures to curb the spread of the virus in Singapore which included movement restrictions at foreign worker dormitories and mandatory stay-home-notice for work permit and S-Pass holders from 20 April 2020 to 18 May 2020. Even after the lifting of CB measures, we continued to experience manpower shortage and disruptions due to safe-distancing measures, which have led to delays in the execution of projects.



There was a significant reduction in energy consumption by 15% from FY2019 to FY2020 due to the closure of our factory, office, and workers dormitory during the CB period.



There was an increase in water consumption from FY2018 to FY2019 when T T J's workers shifted back to our Factory Converted Dormitory ("FCD") when it obtained its TOP in January 2019.

In FY2020, there was a gradual increase in water consumption due to the movement restriction of workers during the CB period and the shutdown of all common facilities such as cooking and laundry.

### **Waste Management**

*GRI 306-2*

Our steel fabrication operations do not generate any hazardous waste.

We also use alternative cutting gas such as oxygen Liquefied Petroleum Gas to reduce the fumes produced. Licensed toxic waste collectors are also engaged to dispose containers for flammable gases, paints and coolant used during our fabrication processes. To ensure the efficient use of steel in our operations and minimise any wastage, the Group's Materials Planning Department uses a wide array of advanced software such as structural steel computer-aided design ("CAD") and Building Information Modelling ("BIM") technology for 3D digital representation of the physical and functional characteristics of our structure. In the event of any scrap that remains, it will be disposed and sold to recycling companies.

### **Product Safety**

*GRI 416-1, 416-2*

T T J ensures that each steel component is fabricated in accordance with project specifications and we strictly comply with industrial quality and safety standards. We have independent quality inspections conducted by dedicated Quality Check teams and 3<sup>rd</sup> party inspectors to ensure that product quality is in accordance to required standards and compliances.

In FY2020, there was zero non-compliance concerning the health and safety impacts of our products.

### **Workplace Health and Safety**

*GRI 403-1, 403-2, 403-4, 403-5, 403-7, 403-9*

Safety is of utmost importance in T T J and we spare no effort to ensure that all risks are mitigated to the largest extent.

The Group ensures that the conduct of our operations is in accordance with all applicable environmental and occupational health and safety regulations, with an effective Integrated Management System covering Quality, Environmental and Occupational Health & Safety Management to support our Group's growth and emphasize our commitment to meeting customer needs and requirements.

As a testament to our commitment to Quality, Environmental, Occupational Health and Safety management systems, we have been awarded ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018. Our Safety and Health Management System is regularly updated and audited by both internal and external parties to make sure that the management and staff are committed to continually improving our conduct in this regard in conformance with the established standards set for Quality (ISO 9001:2015), Environmental (ISO 14001:2015) and Occupational Health and Safety (ISO 45001:2018).

Compulsory safety induction trainings/briefings with respect to occupational health and safety are provided to onsite staff, workers, contractors and subcontractors prior to their commencement of work. Employees are required to wear personal protection equipment at work sites and in workshops at all times. To minimise the health effects of inhaling the welding fumes produced during the welding process on our employees, we provide respiratory masks and ensure sufficient ventilation in our workshop. Safe work procedures and risk assessments are also required to be in place before the start of a project and are regularly monitored and reviewed. Workers with outstanding safety awareness and behaviour are recognised and awarded to encourage effective implementation of our safety measures.

We carry out daily toolbox meetings with all workers prior to work commencement, and a weekly co-ordination meeting with all contractors/subcontractors on site to address all safety issues. Monthly Safety Committee meetings which consist of site walks are also carried out with the involvement of top management.

Our health and safety performance has significantly improved since FY2019. We have seen a reduced number of injuries and Accident Frequency Rate, as well as zero fatalities in FY2020.

<b>Occupational Incidents</b>	<b>FY2019</b>	<b>FY2020</b>
No. of fatalities	0	0
No. of injury (Reportable)	3	0
No. of occupational diseases	0	0
Accident Frequency Rate	4.64	0

## **Sustainable Supply Chain**

*GRI 308-1, 414-1*

T T J strives to ensure that suppliers throughout the supply chain meet the practices and standards expected by the Group.

Suppliers and subcontractors are required to declare and acknowledge their responsibilities in ensuring compliance to local regulations. Above and beyond, we comply with the ISO 14001 Environmental Management Standards and assess our suppliers and subcontractors based on their environmental and social obligations.

We strictly procure materials from suppliers that source in an environmentally sustainable manner, and the steel that we procure is green-labelled. In accordance with customer requirements, we make a conscientious effort to select suppliers that use recycled materials in their steel production.

In FY2020, there were no disruptions along our supply chain due to the COVID-19 outbreak.

## **Fines or Penalties**

*GRI 307-1, 419-1*

T T J received zero fines in FY2020 relating to environmental and socioeconomic laws and regulations. We have an overall monitoring structure to ensure that corrective actions have been implemented to effectively reduce future occurrences.

## Wood Pellets

The Group ventured into the wood pellet manufacturing business in FY2019 and obtained the license from the National Environmental Agency (“NEA”) to operate in Singapore as a general waste disposal facility to process wood waste, horticultural waste and garden waste. We have commenced operations in Thailand as well. We have upgraded and enhanced the existing production line for the purpose of converting wood waste into wood pellets instead. We endeavour to achieve greater heights in the sustainable development of our business by gearing towards the manufacturing of wood pellet which will serve as an alternative green source of energy.

### Innovation and Excellence

*GRI 203-2*

T T J has been actively developing the technology in its wood pellet manufacturing business. We invested in new equipment to enhance efficiency and productivity at our factory in Thailand. In our bid to defer non-critical capital expenditures, construction of the Group’s upcoming new-build wood pellet manufacturing plant in Singapore, which was originally due to obtain TOP in December 2020, has been postponed until such time when the industry shows signs of recovery. We will continue to focus our resources on the technological advancement of the wood pellet segment to improve the economic and environmental sustainability of this business.

### Sustainable Materials

*GRI 301-1, 301-2*

During tree pruning and trimming, targeted removal of damaged and unwanted wood are disposed as wood waste. The wood waste will be processed to wood pellets in our wood pellet manufacturing operations.

### Energy and Emissions Management

*GRI 302-3, 302-5, 305-4*

With the induction of use of wood pellets as a source of green energy at biomass power plants, we endeavour to reduce the reliance of traditional power plants on coal for energy consumption and achieve an overall reduction in greenhouse gas emissions in the future.

We estimate that the wood pellet machines in the Singapore factory will, when operating at full capacity, consume approximately 166.7 to 180 kWh per tonne of wood pellets produced.

We actively monitor the emissions of our wood pellet factory in Thailand to ensure that no dust is released from our operations into the atmosphere.

## **Workplace Health and Safety**

*GRI 403-5, 403-7, 403-9*

We operate in strict compliance with the safety laws and regulations in Thailand. The factory is equipped with complete fire safety equipment in accordance with the Fire Safety and Shelter Department (“FSSD”) regulations, including fire hydrants and hose reels.

All workers have received training on the safe use of machines and are required to strictly operate the machines in compliance with the safety procedures stipulated for each machine. In FY2020, there were zero safety incidents and zero fatalities in the wood pellet manufacturing operations in Thailand.

## **Environmental Compliance**

*GRI 307-1*

The Group will operate in strict compliance with the local environmental laws and regulations to achieve zero incident of environmental non-compliance. In FY2020, there was no incident of environmental non-compliance for our Thailand operations.

## Our People, Our Assets

Our employees are our greatest assets and are key resources to the long-term viability of our business. We greatly value diversity in our workforce and ensure that our employees' well-being and development are well taken care of.

### Protection Against COVID-19

*GRI 403-1, 403-2, 403-4, 403-6, 403-8, 403-10*

During the COVID-19 outbreak, T T J stays committed to prioritising the safety of our employees and workers. We have implemented strict safety protocols and educated all staff and workers on the necessary measures to ensure that they are well-prepared in keeping themselves safe.

In our effort to combat the COVID-19 pandemic, we established a committee and an outbreak response system to implement and uphold stringent measures at our premises in line with COVID-19 safety guidelines issued by the Ministry of Health ("MOH") and other relevant authorities. Our office and work sites were closed from 7 April 2020 to 1 June 2020 in accordance with measures introduced by the Singapore Government to prevent the spread of COVID-19.

We have also established Safe Management Measures ("SMM") that will be communicated and strictly enforced among all employees to ensure that operations have commenced in a safe manner. The SMM and outbreak response system will be applicable for 100% of our staff and workers. Our additional safety measures included the following:

- Contain our workers in our own FCD at 57 Pioneer Road to prevent them from roaming outside the premises;
- Arrange for groceries and other essentials to be delivered to the dormitory instead of workers leaving the dormitory;
- Staggered timing for food collection for workers at a designated collection point;
- Temperature of all staff and workers at the premises taken twice a day;
- Visitors are required to make appointment prior to visit and register and declare their health and travel history before entering the premises; and
- Installed VPN for all office staff to facilitate their WFH arrangements.

As at 31 July 2020, T T J has had 48 confirmed cases of COVID-19 infection, comprising workers holding Work Permits who either had mild symptoms or were asymptomatic. They were housed in Community Recovery Facilities ("CRF") and have been discharged by MOH upon recovery. Since the first confirmed case of COVID-19 infection, we have taken precautionary measures to isolate all staff and workers who have had direct contact with infected cases, and we extended our full support to the affected workers and their families.



Our FCD, which was subject to movement restrictions since April 2020, was declared clear of COVID-19 in August 2020 and we have had no new COVID-19 cases as of the date of this report.

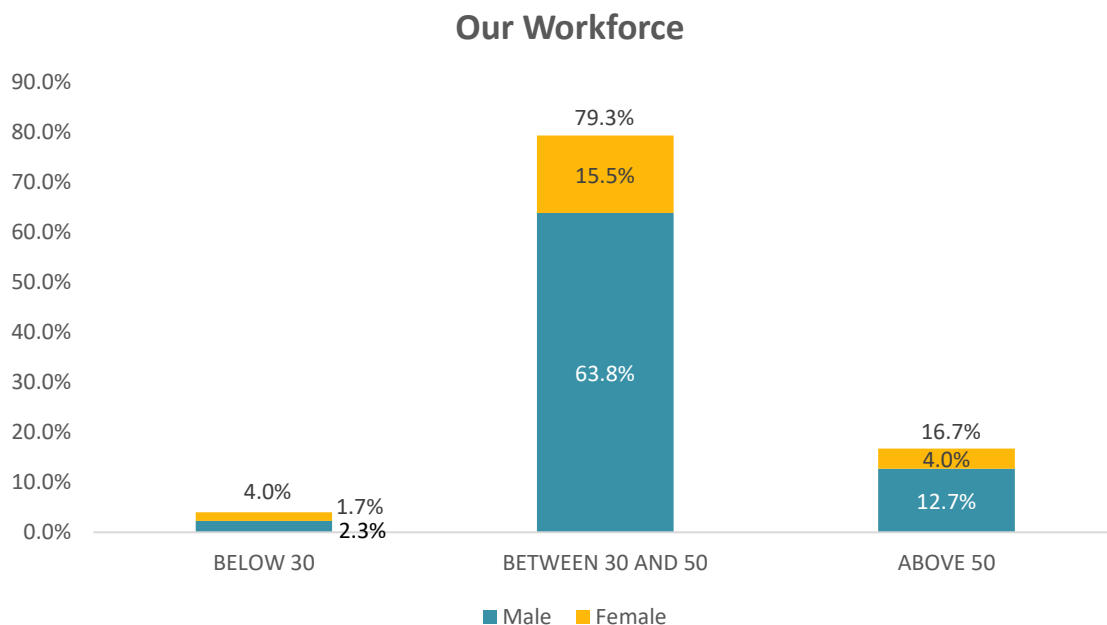
## Employee Diversity

GRI 405-1, 405-2

T T J values diversity. In a male-dominated construction industry, we have female representation in our Board of Directors by Ms Chiong Su Been. With gender diversity in our Board representation, we believe that our leadership cultivates fairness and equality with the right tone set from the top. All employees are remunerated fairly, regardless of gender or age.

We have staff of different nationalities and we continuously cultivate interactions and understanding between nationalities. There is also minority representation in our senior management by Mr Elavarasu Somasundaram, who is of Indian ethnicity.

As at 31 July 2020, our total staff strength stood at 174 employees.



## Employee Benefits

GRI 401-2, 401-3

All employees and workers of T T J are treated fairly and entitled to a range of employee benefits which include paternal leave, medical and dental benefits, as well as workmen injury compensation insurance. During the CB period, all workers housed in our FCD were paid their basic salaries and we provided them with three meals daily and laundry service.

## Employee Development

GRI 404-1, 404-2,404-3



T T J strives to improve and develop its employees to their fullest potential.

The Group is committed to ensuring it maintains its leadership in structural steel solutions by staying updated on the latest technology and technical know-how in the industry. We are also equally committed in ensuring that our employees, who are our greatest asset, are equipped with the skills and knowledge for us to better serve our

customers. The Group sponsors employees for skills upgrading in areas which are identified to be relevant by their respective Head of Departments and we encourage our employees to develop their skill sets and expertise as well.

Staff remuneration is compensated based on employees' performance, expected roles and responsibilities. This is reinforced by a well-structured and open annual performance appraisal system to link performance with remuneration.

## **Giving Back to our Community**

*GRI 413-1*

From the beginning, we have recognised that giving back to our community is an ongoing commitment and a significant part of our efforts to make a difference to society.

In FY2020, we organised numerous community engagement activities, such as organising a trip to Jewel Changi Airport with the elderly at the Home Nursing Foundation, interaction sessions with the seniors at Lion Befrienders, Christmas Celebration event at Snow City with the children from Student Care Centre, Chinese New Year celebration with the elderly at St. John's Home and delivery of dumplings to St. John's Home during the Dumpling Festival.

We endeavour to contribute to the local community through continuous community engagement activities.

## SGX Five Primary Components Index

S/N	Primary Component	Section Reference
1	Material Topics	<ul style="list-style-type: none"> <li>Steel Fabrication, Wood Pellet, Our People, Our Assets</li> <li>Stakeholder Engagement</li> </ul>
2	Policies, Practices and Performance	<ul style="list-style-type: none"> <li>Chairman's Message</li> <li>Our Sustainability Story</li> <li>Steel Fabrication, Wood Pellet, Our People, Our Assets</li> </ul>
3	Board Statement	Governance and Statement of the Board
4	Targets	Our Sustainability Story
5	Framework	Reporting Practice

## GRI Standards Content Index

GRI Standards	Disclosure Content	Section Reference
102-1	Name of the organisation	Organisation Profile
102-2	Activities, brands, products, and services	Organisation Profile
102-3	Location of headquarters	Organisation Profile
102-4	Location of operations	Organisation Profile
102-5	Ownership and legal form	Organisation Profile
102-6	Markets served	Organisation Profile
102-7	Scale of the organisation	Organisation Profile
102-8	Information on employees and other workers	Employee Diversity
102-9	Supply chain	Sustainable Supply Chain
102-10	Significant changes to the organisation and its supply chain	Organisation Profile
102-11	Precautionary principle or approach	Governance and Statement of Board
102-12	External initiatives	Organisation Profile
102-13	Membership of associations	Organisation Profile
102-14	Statement from senior decision-maker	Chairman's Message
102-15	Key impacts, risks, and opportunities	Chairman's Message, Our Sustainability Story
102-16	Values, principles, standards, and norms of behaviour	Ethics and Integrity
102-17	Mechanisms for advice and concerns about ethics	Ethics and Integrity
102-18	Governance structure	Governance and Statement of the Board
102-40	List of stakeholder groups	Stakeholder Engagement
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-44	Key topics and concerns raised	Stakeholder Engagement
102-46	Defining report content and topic boundaries	Reporting Practice

<b>GRI Standards</b>	<b>Disclosure Content</b>	<b>Section Reference</b>
<b>201-1</b>	Direct economic value generated and distributed	Annual Report 2020
<b>203-2</b>	Significant indirect economic impacts	Innovation and Excellence
<b>205-1</b>	Operations assessed for risks related to corruption	Anti-corruption
<b>205-2</b>	Communication and training about anti-corruption policies and procedures	Anti-corruption
<b>205-3</b>	Confirmed incidents of corruption and actions taken	Anti-corruption
<b>301-1</b>	Materials used by weight or volume	Sustainable Materials
<b>301-2</b>	Recycled input materials used	Sustainable Materials
<b>302-1</b>	Energy consumption within the organization	Energy, Emissions and Water Management
<b>302-3</b>	Energy intensity	Energy and Emissions Management
<b>302-5</b>	Reductions in energy requirements of products and services	Energy and Emissions Management
<b>303-3</b>	Water withdrawal	Energy, Emissions and Water Management
<b>303-5</b>	Water consumption	Energy, Emissions and Water Management
<b>305-2</b>	Energy indirect (Scope 2) GHG emissions	Energy, Emissions and Water Management
<b>305-4</b>	GHG emissions intensity	Energy and Emissions Management
<b>306-2</b>	Waste by type and disposal method	Waste Management
<b>307-1</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Fines or Penalties Environmental Compliance
<b>308-1</b>	Percentage of new suppliers that were screened using environmental criteria	Sustainable Supply Chain
<b>401-2</b>	Benefits provided to full time employees that are not provided to temporary or part-time employees	Employee Benefits
<b>401-3</b>	Parental leave	Employee Benefits
<b>403-1</b>	Occupational health and safety management system	Workplace Health and Safety Protection Against COVID-19
<b>403-2</b>	Hazard identification, risk assessment, and incident investigation	Workplace Health and Safety Protection Against COVID-19

<b>GRI Standards</b>	<b>Disclosure Content</b>	<b>Section Reference</b>
<b>403-4</b>	Worker participation, consultation, and communication on occupational health and safety	Workplace Health and Safety Protection Against COVID-19
<b>403-5</b>	Worker training on occupational health and safety	Workplace Health and Safety
<b>403-6</b>	Promotion of worker health	Protection Against COVID-19
<b>403-7</b>	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workplace Health and Safety
<b>403-8</b>	Workers covered by an occupational health and safety management system	Protection Against COVID-19
<b>403-9</b>	Work-related injuries	Workplace Health and Safety
<b>403-10</b>	Work-related ill health	Protection Against COVID-19
<b>404-1</b>	Average hours of training per year per employee	Employee Development
<b>404-2</b>	Programs for upgrading employee skills and transition assistance programs	Employee Development
<b>404-3</b>	Regular performance and career development Review	Employee Development
<b>405-1</b>	Diversity of governance bodies and employees	Employee Diversity
<b>405-2</b>	Ratio of the basic salary and remuneration of women to men	Employee Diversity
<b>413-1</b>	Operations with local community engagement, impact assessments, and development programs	Giving Back to our Community
<b>414-1</b>	New suppliers screened	Sustainable Supply Chain
<b>416-1</b>	Assessment of the health and safety impacts of product and service categories	Product Safety
<b>416-2</b>	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Safety
<b>419-1</b>	Non-compliance with laws and regulations in the social and economic area	Fines or Penalties