

Sustaining
**Smart
Cities**
for Tomorrow





Contents

Chairman's Statement	02	Materiality Assessment	09
About this Report	03	Sustainable Development Goals at Pan-United	10
About Us	04	Environmental	12
		Sustainable Materials	14
		Water Management	16
		Waste Management	17
Performance Highlights	05	Social	18
		Safety Amidst the Pandemic	18
		Diversity and Inclusion	19
		Occupational Health and Safety	24
Sustainability Governance	06	Governance	26
		Regulatory and Legal Compliance	26
Our Sustainability Goals	07	External Initiatives and Memberships of Associations	27
Stakeholder Engagement	08	GRI Index Table	28

Chairman's Statement

We are pleased to present the fifth sustainability report of Pan-United Corporation Ltd (Pan-United) and its subsidiaries (collectively referred to as "the Group"), which covers our sustainability policies, practices, performance and targets for the financial year ended 31 December 2021.

As part of our commitment to reduce our carbon footprint, we continued to leverage advanced digital technologies to create sustainable solutions that are safe and environmentally friendly for the communities and the world we live in.

During the year in review, we unveiled long-term sustainability targets to deliver low-carbon solutions and supply only low-carbon concrete by 2030. We also pledged to offer carbon-neutral concrete products by 2040 and to become a carbon-neutral ready-mix concrete company by 2050. These targets show our determination to enhance the long-term growth and resilience of our business, aligning with national targets and the United Nations' sustainable development goals.

Beyond articulating our sustainability targets and strategy, we joined hands with several organisations and experts to drive sustainability initiatives in the built environment. We also organised events and participated in various speaking engagements to raise awareness of the possibilities and benefits of using low-carbon concrete.

In October 2021, we co-organised an educational webinar with the Institute of Engineers, Singapore (IES) to familiarise the industry with emerging carbon reduction and utilisation technologies. The webinar was attended by nearly 300 participants, attesting to the built environment's growing interest in sustainable products and practices.

We were named an Asia Pacific Net Zero Collaborator by the World Green Building Council (WGBC) in March 2021. This was in recognition of our leadership in sustainable product development and in spearheading the reduction of carbon emissions in specialised concrete products.

We signed our second partnership agreement with Surbana Jurong. This is to examine the feasibility of converting the 1,000 contracted trucks in our fleet to run on electricity and hydrogen. If viable, this move can significantly reduce the carbon footprint of our trucks, in addition to future-proofing the fleet against potential carbon price increments. We also entered into a Memorandum of Understanding with Shell in January 2022 to collaborate in exploring decarbonisation and sustainable construction in Singapore.

We are also actively involved with contributing to meaningful initiatives to the community. In support of the local community, we sponsored 86 low-carbon PanU Illuma trophies for the National Heritage Board's Patron of Heritage Awards 2019, and were conferred the Partner award in 2021.

We are proud of the progress we have achieved in innovating low-carbon concrete products and solutions. Looking ahead, we will continue to research and develop stronger and greener concrete, establish and deepen collaborations with esteemed industry bodies, academics and peers to share insights and knowledge, as well as publish technical and marketing literature to encourage mainstream acceptance and wider adoption of green concrete solutions.

We would like to thank our customers, partners and shareholders for their unwavering support and collaboration that have been instrumental in our ability to surmount challenges and grow our business sustainably. On behalf of the Board and Management, we would also like to extend our gratitude to everyone in the Pan-United family for their tenacity and dedication over the past year.

About this Report

Pan-United's fifth annual sustainability report is in line with the Singapore Exchange (SGX) Sustainability Reporting requirements, Listing Rule 711A and 711B.

This report presents data and information for the financial year from 1 January to 31 December 2021 (FY2021). The scope of the report covers our Singapore-based operations. Our operations in Malaysia, Indonesia and Vietnam are excluded from this report. We will consider including them in future as we progress in our reporting journey.

This report has been prepared in accordance with the Global Reporting Initiatives (GRI) Standards: Core Option.

While we have not sought external independent assurance for this reporting period, we will consider it for future years.

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

About Us

Pan-United Corporation Ltd (Pan-United or the Group) is an Asia-based technology company catalysing change in the concrete and logistics space. We are headquartered in Singapore and listed on the Singapore Exchange. Our operations span four countries, and we have a group-wide workforce of over 1,000 people.

Our primary activities include:

- Manufacture and supply of ready-mix concrete, ground granulated blast furnace slag and granite aggregates,
- Cement silo operations, cement trading and distribution,
- Quarry operations,
- Trading and supply of refined petroleum products,
- Technology and digital-based services, and
- Investment holding and general trading.

Pan-United is Singapore's largest provider of ready-mix concrete and cement, with a growing footprint in Vietnam and Malaysia. We serve both the public and private sectors in a diverse array of projects encompassing infrastructural, institutional, commercial, residential, educational and industrial developments.

Through extensive in-house research and development, we have developed over 300 highly specialised low-carbon concrete solutions for a myriad of built environment needs across multiple sectors, from aviation, land transport, underground, healthcare, marine and ports to the commercial and residential real estate sectors. Many of these solutions were created in collaboration with customers to address their unique specifications.

Our concrete and cement businesses are vertically integrated across the value chain, including aggregate quarrying and logistics services. Our supply chain consists of material suppliers, contractors, customers and delivery truck suppliers.

Pan-United has also developed two digital logistics platforms, AiR (Artificial Intelligence for Ready-Mix Concrete) and goTruck!, that can optimise the operations of businesses in the built environment sector.

There were no significant changes to our business and supply chain for the year in review.

For details on our corporate structure, please refer to our Annual Report.

Performance Highlights



We declared
our sustainability goals.



We are collaborating
with like-minded partners, with whom we can unlock synergies and develop novel sustainability solutions and accelerate the pace of achieving net-zero carbon emissions for all.



We are building
awareness of the possibilities and benefits in using low-carbon concrete products in the industry through a wide variety of speaking engagements.



We are preventing
up to 270kg of CO₂ emissions from being released into the atmosphere, for every cubic metre of low-carbon concrete that we produce.



We are developing
our employees through targeted training programmes and an effective performance appraisal system.

Sustainability Governance

We aim to create sustainable solutions that are safe and environmentally-friendly for the communities and the world we live in. Our Board oversees the application and progress of our sustainability strategies with the support of the Audit Committee.



Values, Vision and Mission

Our vision

To be a technology company in the concrete and logistics space

Our mission

Sustaining Smart Cities for Tomorrow

Our core values



Our core values have continued to guide the way we conduct our business.

In 2020, we launched a series of bi-annual events to inculcate and integrate our core values across our organisation, ensuring that our employees actively engage with our values. They include employee virtual competitions to build employee sense of belonging as well as online gatherings to ensure connectedness amongst our staff. In 2021, we had our second core value event with various competitions organised where we saw strong participation from our employees.



Our Sustainability Goals

We unveiled our sustainability goals to play our part in the decarbonisation of the built environment.

To offer only low-carbon concrete*
by 2030

To offer carbon-neutral concrete products
by 2040

To become a carbon-neutral ready-mix concrete company
by 2050

* More than 50% reduction in embodied carbon compared to 2005 levels

Stakeholder Engagement

Stakeholder engagement is key to sustainable growth and successful long-term relationships. We identify our stakeholders by assessing their reliance on, involvement with, and influence on our business.

Our engagement with stakeholders during FY2021 is as follows:

Stakeholders	Interests/key concerns of stakeholders	Our response	Method	Frequency
Customers	<ul style="list-style-type: none"> Quality of products and services Customers' requirements Research & Development (R&D) collaborations 	<ul style="list-style-type: none"> Ensure high levels of customer service Frequent communication to understand requirements and changing demands 	<ul style="list-style-type: none"> Customer feedback Meetings 	<ul style="list-style-type: none"> Ongoing
Investors/ Shareholders	<ul style="list-style-type: none"> Performance reviews Group financial results Dividend payouts Any matters affecting the Group 	<ul style="list-style-type: none"> Provision of semi-annual announcements and investor-related information on the company website Annual report, Sustainability report and other communications such as notices and letters to shareholders, and Proxy Forms on the company website Shareholder participation at general meetings 	<ul style="list-style-type: none"> Annual General Meeting Annual report Sustainability report Extraordinary General Meetings SGX announcements Corporate website and social media Email alerts 	<ul style="list-style-type: none"> Annual Ad-hoc Ongoing
Employees	<ul style="list-style-type: none"> Workplace health and safety Employee's welfare Training and career development 	<ul style="list-style-type: none"> Employee wellness talks, health screenings etc. Employee training and development Alternative work arrangements during COVID-19 period 	<ul style="list-style-type: none"> Annual dinner Staff meetings and discussions Training programmes Internal emails Employee intranet 	<ul style="list-style-type: none"> Annual Ad-hoc Ongoing
Regulators/ Government	<ul style="list-style-type: none"> Environmental compliance Labour standard compliance SGX listing requirements 	<ul style="list-style-type: none"> Collaborations to ensure compliance and achieve high ratings whenever possible 	<ul style="list-style-type: none"> Onsite inspections and visits Meetings Government publications 	<ul style="list-style-type: none"> Ongoing
Suppliers/ Sub-contractors	<ul style="list-style-type: none"> Product quality and delivery schedules Health and safety 	<ul style="list-style-type: none"> Regular meetings to exchange feedback and areas of concern 	<ul style="list-style-type: none"> Meetings Emails 	<ul style="list-style-type: none"> Ongoing

Materiality Assessment

We conducted a materiality assessment exercise to identify economic, social and environmental factors which are most significant to our stakeholders and parties that are significantly impacted by our business. There have been no changes to our material factors for FY2021. Our focus is to ensure consistency in reporting and tracking over time.

Our material factors are presented below:



Environmental

- Sustainable Materials
- Water Management
- Waste Management



Social

- Diversity and Inclusion
- Occupational Health and Safety



Governance

- Regulatory and Legal Compliance

Sustainable Development Goals at Pan-United

At Pan-United, we believe in the importance of being a global corporate citizen with a responsibility to support and adopt the United Nations' 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). These goals provide us with a direction and framework to tackle the key global challenges that universally apply to all people and nations. Each goal comprises of multiple targets that are in turn accompanied by specific metrics to facilitate the measurement of progress. We have mapped the SDGs that we can impact through our practices. In future, we may leverage on the SDG metrics to track our impact or use them to guide our strategies or initiatives.

The table below highlights our implementation of SDGs in our business:

Goal	Target	Initiative
 <p>Goal 3 Ensure healthy lives and promote well-being for all at all ages.</p>	<p>3.4: By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention, treatment and promotion of mental health and well-being.</p>	<p>In FY2021, we continued with our safe management measures, which include supporting work-from-home arrangements, distributing Antigen Rapid Test (ART) kits to our employees, implementing safe-distancing arrangements and permitting COVID-19 leave to curb the transmission of COVID-19 among employees.</p> <p><i>Safety amidst the pandemic</i></p>
 <p>Goal 6 Ensure availability and sustainable management of water and sanitation for all.</p>	<p>6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</p>	<p>We continue to treat and reuse wastewater through our water recycling and rainwater harvesting initiatives, which help to reduce water withdrawal from other sources.</p> <p><i>Water management</i></p>
 <p>Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular woman migrants, and those in precarious employment.</p>	<p>We fully support the growth and career development of our employees through effective performance appraisals and training programmes to upskill them.</p> <p><i>Talent acquisition and management</i></p>

Goal	Target	Initiative
 <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.</p>	<p>9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<p>During the year, we, together with 12 other ecosystem partners, explored setting up a testbed facility to accelerate the industry adoption of emerging carbon capture and utilisation technologies.</p> <p><i>Sustainable materials</i></p>
 <p>Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable.</p>	<p>11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>	<p>We are committed to using recycled raw materials, upcycled waste materials and carbon capture and utilisation technologies to produce specialised low-carbon concrete.</p> <p>Building owners, at the design stage, can plan to reduce the embodied carbon upfront by choosing to use low-carbon concrete for the construction of superstructures and substructures.</p>
 <p>Goal 12 Ensure sustainable consumption and production patterns.</p>	<p>12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p>We report our sustainability information and track our progress through our annual sustainability report.</p> <p><i>Sustainable materials</i></p>
 <p>Goal 17 Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.</p>	<p>12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p> <p>17.17: Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed.</p>	<p>We report our sustainability information and track our progress through our annual sustainability report.</p> <p><i>FY2021 Sustainability Report</i></p> <p>As an industry leader in sustainable product development, we actively pursue partnerships with research organisations and academia.</p> <p>During the year, we, together with 12 other ecosystem partners, explored setting up a testbed facility to accelerate the industry adoption of emerging carbon capture and utilisation technologies.</p> <p>We also participated in a wide variety of speaking engagements to share our knowledge as well as encourage peers to embrace and adopt sustainable concrete solutions.</p> <p><i>Stakeholder engagement</i></p>

Environmental

The World Green Building Council reports that the built environment is responsible for 40% of annual global carbon emissions, with embodied carbon emissions being especially critical.

Embodied carbon refers to carbon emissions associated with the extraction, manufacture, transport and installation of building materials onsite during the construction stage. Embodied carbon is locked in as soon as the building is completed and it would be impossible to reduce embodied carbon after that.

A report by Architecture 2030¹ notes the sizeable potential of using embodied carbon as a powerful tool to mitigate climate change. Embodied carbon is reported to comprise 57% of total carbon emissions contributed by global new construction in the two decades from 2020 to 2040, while operational carbon accounts for the remaining 43%.

As an industry leader in sustainable product development, Pan-United has pledged itself to deliver low-carbon solutions. In 2022, we declared our sustainability targets to firstly, offer only low-carbon concrete by 2030, secondly, offer carbon-neutral concrete products by 2040 and lastly, become a carbon-neutral ready-mix concrete company by 2050. These targets align with our commitment in offering low-carbon solutions to shape the communities we live and operate in.

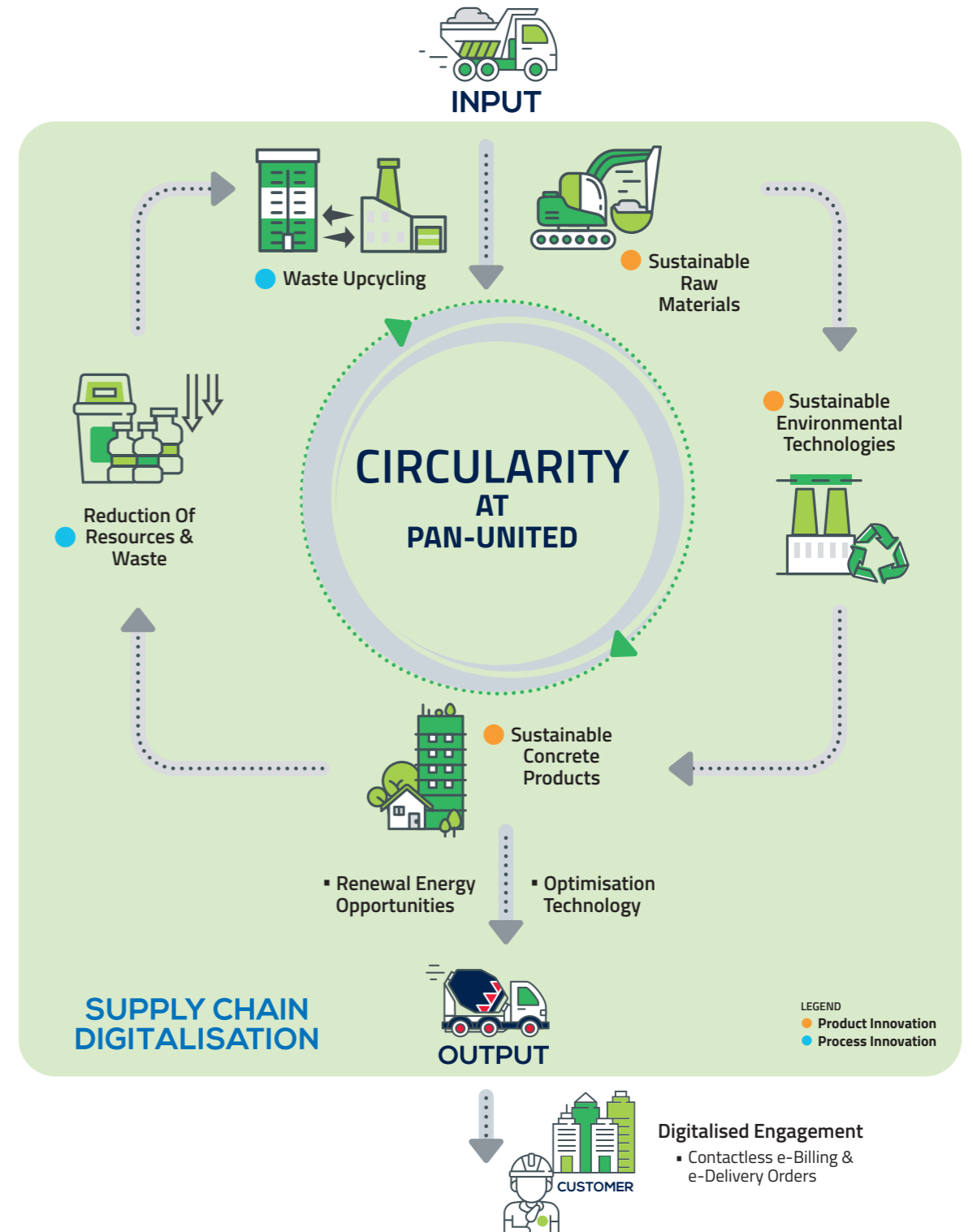
In line with our sustainability targets, we have been actively researching and developing low-carbon concrete products, and at the same time, ensuring that the quality of the concrete is not compromised. We also partner and collaborate with esteemed industry bodies, to encourage the built environment sector to adopt the use of low-carbon concrete.

At Pan-United, we acknowledge that having a sustainable concrete value chain is critical to the success of our businesses. We have thus adopted the circularity model, which allows for the optimisation of resource consumption through product and process innovation. This includes using sustainable raw materials and technology to produce specialised low-carbon concrete. In the midst of it, the waste that is produced is being upcycled.

We employ advanced technologies in the production of low-carbon concrete. The carbon capture and utilisation (CCU) technology that we use in our respective batching plants helps to convert carbon dioxide into a solid mineral, which is subsequently embedded in the concrete permanently. The use of this technology helps to increase the compressive strength of the concrete, while decreasing the use of cement.

In November 2021, Pan-United, together with 12 other ecosystem partners including Chevron, ExxonMobil, Keppel and Surbana Jurong, partnered the Agency for Science, Technology and Research (A*STAR), the Economic Development Board (EDB) and JTC Corporation, to explore the setting up of a testbed facility to accelerate the industry adoption of emerging CCU technologies. This initiative aims to enable and support companies in piloting and scaling up new CCU technologies.

Pan-United optimises resource consumption through product and process innovation. Waste is upcycled and repurposed in the production of specialised low-carbon concrete products.



¹ <https://architecture2030.org/why-the-building-sector/>



Sustainable Materials

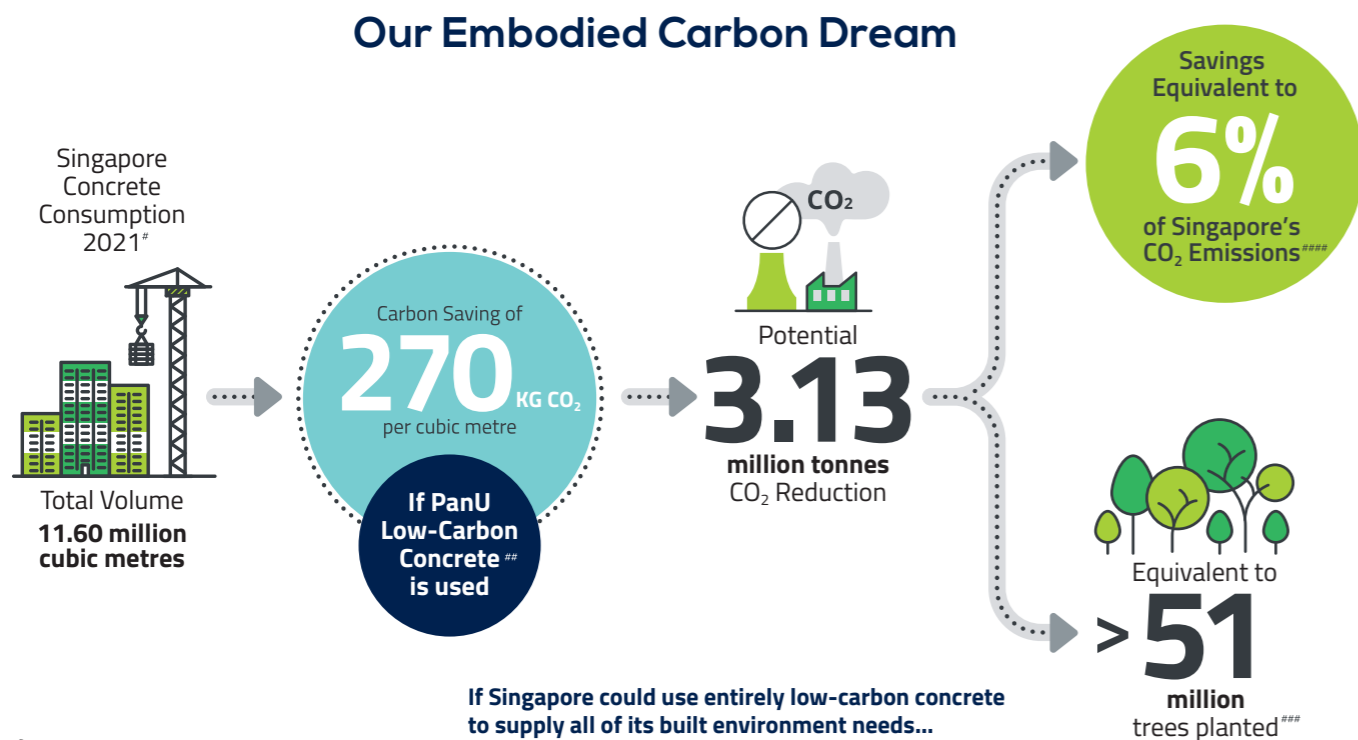
Management Approach

Through product and process innovation, we reduce the embodied carbon in the concrete that we produce using recycled materials and technology. Our low-carbon concrete is made up of recycled and reused materials, which include ground granulated blast furnace slag (GGBS), recycled concrete aggregates and washed copper slag.

The proportion of cement required in each cubic metre of concrete is further reduced through the use of CCU technology, wherein carbon dioxide is being injected directly into the concrete. The use of recycled waste materials and technology in the production of our concrete helps in reducing carbon emissions.

For every cubic metre of our low-carbon concrete used, we can effectively prevent an equivalent of 270kg of carbon dioxide from being emitted into the atmosphere.

If Singapore were to use entirely low-carbon concrete for all its built environment needs in 2021, the carbon saving and benefits would have been massive. Singapore could save 3.13 million tonnes of carbon dioxide, which has an effect comparable to planting 51 million trees.



Sources:
[#] Singapore Concrete Consumption Volume: BCA Construction Prospects 2022
^{**} Carbon Saving of Low-Carbon Concrete: Calculated using carbon emissions factor from the Inventory of Carbon & Energy Database (ICE) <https://circularecology.com/embodied-carbon-footprint-database.html>
^{***} Greenhouse Gas Emissions Equivalencies Calculator: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>
^{****} Singapore's 2019 CO₂ Emissions: National Climate Change Secretariat <https://www.nccs.gov.sg/singapores-climate-action/singapore-emissions-profile/>



We participate in the Waste Management Recycling Association of Singapore (WMRAS) accreditation scheme, which examines our recycled concrete aggregates and crushers. The scheme includes an annual audit.

Our efforts in sustainable product development and the reduction of carbon emissions in specialised concrete products were recognised in 2021, when we were named an Asia Pacific Net Zero Collaborator by the World Green Building Council.

As part of our continued efforts to raise awareness among industry players and peers to embrace and adopt sustainable concrete solutions, we participated in various presentations in our capacity as a World Green Building Council Advancing Net Zero APAC collaborator. In addition, together with Institution of Engineers, Singapore (IES), we co-organised an educational webinar in October 2021 to share our knowledge on carbon reduction and utilisation techniques. Titled "Understanding CO₂ Utilisation and Its Long-Term Durability in Structural Concrete", the webinar was attended by close to 300 participants from the public and private sectors. The webinar was held to encourage industry players to adopt emerging carbon reduction and utilisation techniques.

Performance

In FY2021, the amount of recycled materials in our products increased to 9.0%, up from 8.4% in FY2020. This was primarily due to the higher demand for low-carbon concrete during the reporting period. We will strive to increase the amount of recycled materials used in our products to 9.5% by FY2022.

Targets

FY2021 Targets	FY2021 Performance
Implement the CarbonCure technology at six batching plants by FY2021	As at 31 Dec 2021, we have implemented the technology across eight batching plants
Engage a certified carbon consultant to conduct carbon footprint analysis in FY2021	We engaged a certified carbon consultant in FY2021, and are in the midst of commencing the carbon footprint analysis
FY2022 Targets	
Carbon footprint analysis to be completed by FY2022	
Increase the proportion of recycled materials used in our products to 9.5%	



Water Management

Water is a key resource consumed in the production of concrete. We are fortunate to experience adequate rainfall in 2021 as we continue to adopt best water recycling practices to ensure sustainable water use. Unsustainable water use can put a strain on groundwater, reservoirs and desalination plants.

Management Approach

In FY2021, we recycled water through rainwater harvesting, where the rainwater collected is being treated through the mini-water treatment plants located on our industrial sites. We mainly use municipal water in our production process. We reuse grey water, for activities such as the washing of trucks. Grey water is not used in our production process. We aim to explore new avenues for water recycling in order to reduce our dependency on rainwater.

Performance

We do not withdraw any water from water-stressed regions. We have no discharged water; our water consumption is the same as the amount of water we withdraw.

The total water consumption in FY2021 amounted to 897,719 cubic metres, out of which 7.2% is from recycled water, with the remaining drawn from a third-party provider. This is in contrast to FY2020, in which 100% of the water consumed was obtained from third-party sources. However, we note that there is a 15.6% increase in our total water consumption, as compared to FY2020 level. The increase is mainly due to the higher volume of concrete produced during the year. Nevertheless, we will strive to reduce our overall water consumption, and to recycle as much water as possible.

Targets

FY2021 Targets		FY2021 Performance	
Explore new avenues for water recycling		The exploration of water recycling methods is ongoing	
Increase proportion of water recycled to 5%		We exceeded our target and recycled 7.2% of water used	
FY2022 Targets			
Explore new avenues for water recycling			
Increase proportion of water recycled to 7.5%			

Waste Management

At Pan-United, we understand the importance of reducing and recycling waste in minimising the strain on our natural environment. We approach our waste management practices through a circularity model, in which we reduce waste, recover remaining resources at the end of a product life, and recycle them back into our concrete production.

We try to ensure that most of our waste is recycled, either by ourselves or with the help of third parties.

Management Approach

Our main sources of waste are concrete waste and sludge. We recycle superfluous material or waste, such as unused concrete returned by our customers back into the concrete production. These waste form part of the key ingredients in concrete, as recycled concrete aggregates.

We also engage third party contractors to reuse our sludge waste for important processes including:

- Backfilling,
- Temporary access, and
- Stabilising slopes to prevent erosion or landslides.

We actively advocate paperless processes in the office, by promoting the use of electronic delivery orders and e-invoicing to our customers. We continue to provide paper recycling bins for general non-confidential documents and these bins are periodically emptied by our external vendors. Our employees have adapted well to our paper waste management initiatives and consciously seek to reduce the amount of waste disposed.

Performance

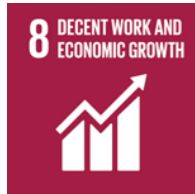
In FY2021, the total non-hazardous waste generated from our operations was 244,081 metric tonnes², 2.4% of the total input materials used, as compared to 2.8% for FY2020. We will continue to consciously reduce the amount of non-hazardous waste generated in future. We recycled 100% of non-hazardous waste generated, and did not produce any hazardous waste.

Target

FY2021 Target		FY2021 Performance	
Reduce non-hazardous waste generation to 2.5% of the total input materials used in FY2021		Non-hazardous waste generation was at 2.4% of the total input materials used in FY2021	
FY2022 Target			
Reduce non-hazardous waste generation to 2.0% of the total input materials used in FY2022			

² This includes concrete and sludge waste and does not include paper waste.

Social



Our employees are highly integral to the success of our business operations. We take pride in fostering inclusivity among employees, building their sense of belonging at Pan-United. We are committed to upskilling and retaining our employees as we believe that our people are our most valuable asset in bringing Pan-United to greater heights. We look out for our employees to ensure the well-being, development and safety of everyone at Pan-United.

The table below summarises our group-wide workforce:

Our employees³



Male



Female



Total

	Male	Female	Total
Permanent Contract	776	153	929
Temporary Contract	109	3	112
Full-time	884	154	1,038
Part-time	1	2	3

Safety Amidst the Pandemic

In FY2021, we remained resilient against the ever-changing COVID-19 pandemic situation. Business Continuity Plan (BCP), work-from-home protocols and alternative work arrangement guidelines continue to be in place, as we comply with the latest government regulations. We provided Antigen Rapid Test kits to all employees for regular monitoring. Employees who were tested positive or unwell were given COVID-19 leave to stay at home until they fully recovered. Employees were regularly updated via the employee intranet on COVID-19 regulations, to ensure their safety and compliance.

Diversity and Inclusion

At Pan-United, our employees are the heart and pulse of the organisation. The varied backgrounds, unique perspectives and creative solutions that our employees have to offer are things that we are proud of. Through targeted programmes, we foster a productive, empowering and collaborative work environment, focused on continuous learning and development.

Management Approach

Talent Acquisition and Management

Our people are our most valuable asset. We are committed to attracting, retaining and nurturing them, to ensure greater growth for Pan-United. In FY2021, we actively collaborated with the different universities, namely, National University of Singapore (NUS), Nanyang Technological University (NTU) and Singapore Institute of Technology (SIT), in offering internships to undergraduate students enrolled in these schools.

Separately, we committed \$50,000 in bursary awards, to be awarded to deserving students pursuing undergraduate degree programmes at NTU, as part of our talent acquisition initiatives. Under this arrangement, Pan-United will contribute \$10,000 per year for five years starting from the 2021/2022 academic year to selected students. As part of their industrial attachments with Pan-United, these students can gain exposure to the industry and are encouraged to find creative solutions to improve operational processes. These initiatives aim to attract young talents from the various engineering backgrounds to learn more about the industry and our operations as a leader in sustainable concrete solutions.

During the year, selected managers, assistant managers and team leads attended a two-day workshop on Coaching for Service Performance WSQ Program, equipping them with leadership and coaching skills.

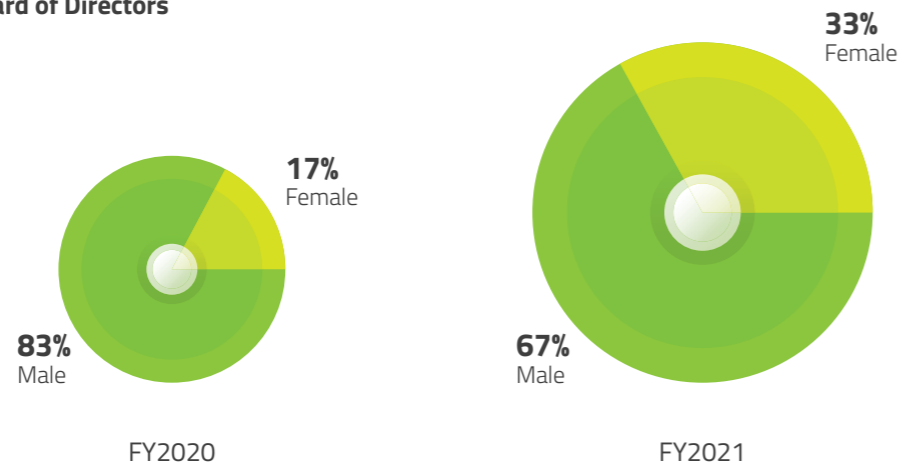
Managers are also given the flexibility to propose courses and trainings that they deem might be useful for their team members. This is in conjunction with our Performance Appraisal (PA), which was revamped in FY2020. Through the revamped PA, managers, assistant managers and team leads are able to identify potential service gaps or areas of improvement for team members under their wing. Consequently, team members can be offered relevant projects and external learning opportunities to improve and develop new or existing capabilities.

Through targeted training, we are nurturing well-rounded, competent and committed future leaders who will bring Pan-United to greater heights.

³ Our employees are not covered by collective bargaining agreements.

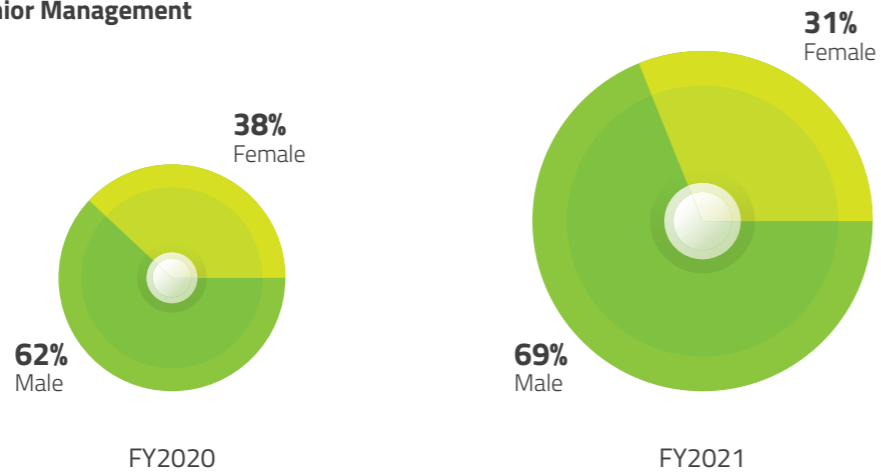
Performance⁴

Board of Directors

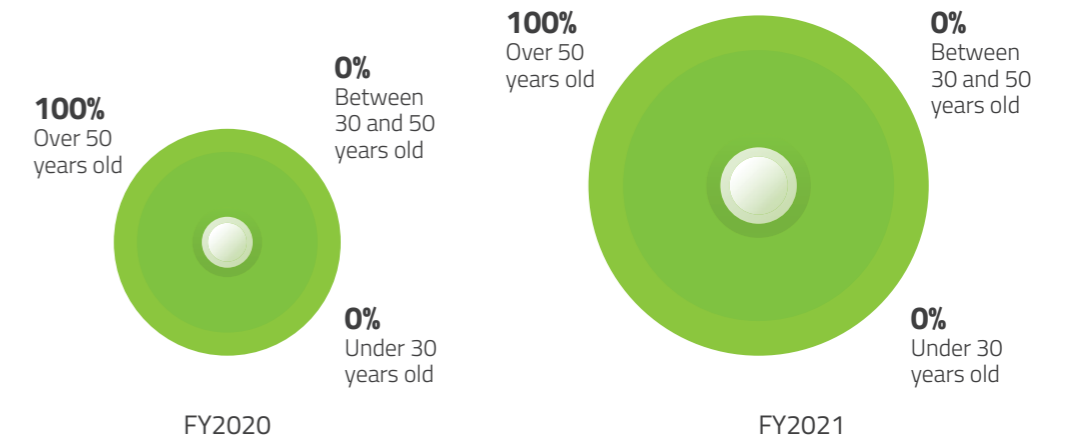


Upper Management by Gender

Senior Management

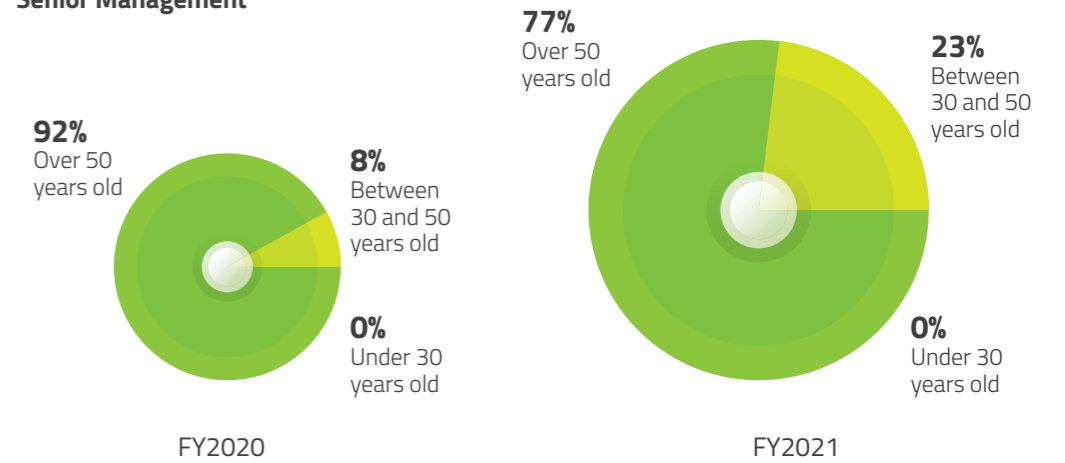


Board of Directors



Upper Management by Age Category

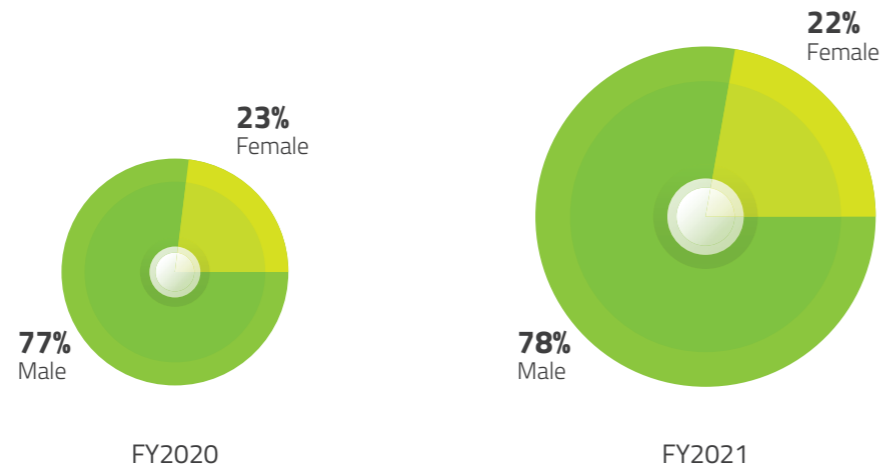
Senior Management



100% of our Board of Directors are ethnically Chinese.

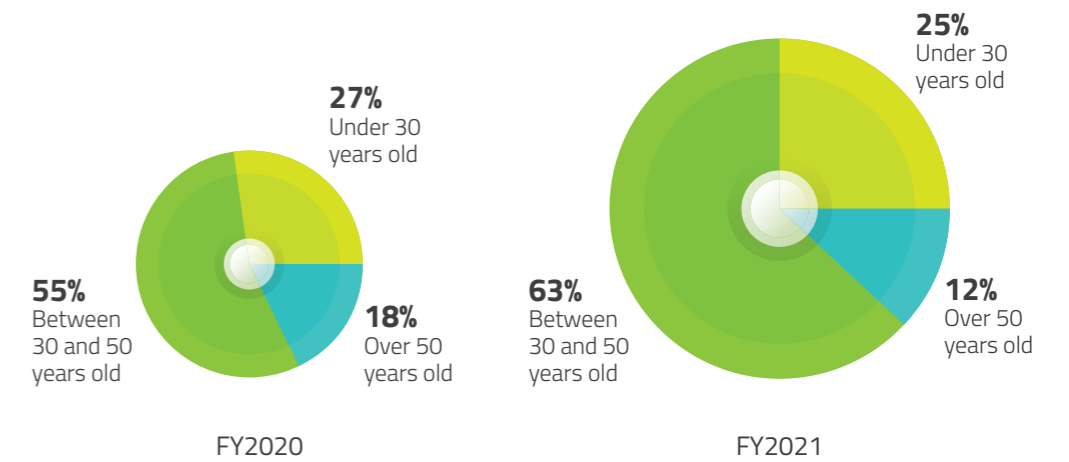
⁴ The performance summarises the Singapore workforce.
20

Employees by Gender



	Senior Management	Managers	Officers	Juniors	Total
FY2020					
Male	2%	9%	33%	33%	77%
Female	1%	3%	15%	4%	23%
FY2021					
Male	2%	8%	32%	36%	78%
Female	1%	3%	14%	4%	22%

Employees by Age Category



	Senior Management	Managers	Officers	Juniors	Total
FY2020					
Over 50 years old	3%	5%	7%	3%	18%
Between 30 and 50 years old	0%	6%	29%	20%	55%
Under 30 years old	0%	1%	12%	14%	27%
FY2021					
Over 50 years old	2%	3%	5%	2%	12%
Between 30 and 50 years old	1%	7%	29%	26%	63%
Under 30 years old	0%	1%	12%	12%	25%

Targets

FY2021 Targets	FY2021 Performance
To continue fair remuneration for employees based on their contributions, merit and performance	Employees continued to be remunerated fairly based on their performance and conduct at work
Implement a diversity and inclusion strategy and policy by end of FY2021	This is still ongoing and we target to complete it by FY2022
FY2022 Targets	
To continue fair remuneration for employees based on their contributions, merit and performance	
Implement a diversity and inclusion strategy and policy by FY2022	



Occupational Health and Safety

In the course of our work, we recognise that there are health and safety risks. However, we continue to remain vigilant in ensuring the safety of all our employees and contract workers by adopting strict health and safety policies. Stringent monitoring practices are implemented to further reduce such risks.

Management Approach

We have an internal risk management system and process in place, consistent with SS506 guidelines, to allow us to effectively manage onsite safety. Two of our subsidiaries remained ISO 45001 certified in FY2021.

We continue to conduct various occupational health and training sessions for our employees, which include:

- Implement Incidents Management Process – to learn to respond and react in the event of a fire onsite;
- Occupational First-Aid Course – to learn the basics of first-aid and procedures to be taken before the arrival of an ambulance; and
- Access Confined Space for Safe Entry and Work – to prepare for confined space assessment and learn how to identify hazards and take measures in confined spaces.

In these courses, our employees learn about emergency response plans, control measures for specialised operations, risk assessment methods, preventative measures and our standard operating procedures.

In FY2021, other training programmes that were conducted include:

- Apply Workplace Safety and Health in Construction Sites;
- Apply Workplace Safety and Health in Process Plant;
- Respond to Fire and Hazmat Emergency Course;
- Supervise Construction Work in Workplace Safety and Health;
- Wheel Loader Safety Course; and
- Work-at-Height Course for Workers

Safety banners and posters are placed at prominent areas in our batching plants and offices to raise awareness of workplace safety among employees. Monthly safety committee meetings are also organised to bring up any safety issues, non-compliance and rectification measures.

Performance	For Employees		For non-employees whose work and/or workplace is controlled by organisation	
	FY2020	FY2021	FY2020	FY2021
Number of fatalities as a result of work-related injury	0	0	0	0
Number of high-consequence work-related injury (excluding fatalities)	0	0	0	0
Number of recordable work-related injury	6	9	8	6
Total work-related injury	6	9	8	6
Rate of fatalities as a result of work-related injury based on 200,000 hours worked	0	0	0	0
Rate of high-consequence work-related injury based on 200,000 hours worked	0	0	0	0
Rate of recordable work-related injury based on 200,000 hours worked	1.66	2.27	5.21	4.19
Number of hours worked	721,222	793,096	307,200	286,392

The work-related injuries recorded in FY2021 were mainly workplace accidents that involved minor injuries to the limbs. There were no high-consequence work-related injuries in FY2021. We are working towards reducing the number of work-related injuries through greater automation, and conducting regular safety and wellness training programmes.

Welfare and well-being

We seek to continually find new avenues to enhance the physical, emotional and mental well-being of our employees. All our employees under the age of 50 continue to receive health screenings every two years, while employees above 50 years of age are entitled to annual comprehensive health screenings. Both of these are fully funded by the company.

During the year, we continued to run our “Core Values” campaign, in which competitions and activities were organised. These aim to not only instil Pan-United’s core values among employees but also to encourage bonding within departments. Additionally, we have a dedicated column on the employee intranet where employees are encouraged to share their own stories of how they cope with working from home, or any other activities that would help to promote the mental well-being of their colleagues. Cooking recipes are also being shared on the intranet, where employees can gather ideas for healthy meals, or quick-fix meals.

Targets

FY2021 Targets	FY2021 Performance
Reduce rate of recordable work-related injury by 5% by FY2021	Rate of recordable work-related injuries increased and we aim to reduce them in FY2022
Maintain zero high-consequence injuries across our operations	Achieved zero high-consequence injuries
Maintain zero fatalities across our operations	Achieved zero fatalities
FY2022 Targets	
Reduce rate of recordable work-related injury to less than 5 cases in FY2022	
Maintain zero high-consequence injuries across our operations	
Maintain zero fatalities across our operations	

Governance

The relationship between our company, our employees and customers is built on trust. To ensure we always maintain integrity and transparency in all matters, we implement governance policies and procedures that we strictly abide by.

Regulatory and Legal Compliance

We are subject to regulations established by the Ministry of Manpower (MOM), the National Environment Agency (NEA) and the Singapore Exchange (SGX).

Management Approach

We work closely with government agencies that guide us in best practices for environmental, regulatory and legal compliance.

Our batching plants are subjected to periodic ad-hoc inspections by the NEA. Internally, we stepped up our frequency of pest control checks in FY2021, from twice a month to once a week. Through this, we are focused on maintaining clean sites to prevent any breeding ground for mosquitoes that may result in diseases such as dengue or malaria.

The Pollution Control Department ensures that we continue to observe best practices for dust control. Dust collector systems are being used to filter away cement dust, allowing for filtered air to be released into the environment. Sprinkler systems are installed at all batching plants to wet the ground around the facilities, suppressing airborne dust during vehicular movement. We continue to check drains and prevent blockages as part of flood prevention measures.

Performance

Despite our best efforts, in FY2021, we had one minor instance of non-compliance with environmental regulation.

Issue	Regulatory body involved	Amount paid (\$)	Remedial action
Mosquito breeding violations	NEA	\$200	Once a week pest control to mitigate mosquito breeding

Target

FY2021 Target	FY2021 Performance
Have no instances of safety or environmental regulatory non-compliance in FY2021	One instance of environmental regulatory non-compliance regarding mosquito breeding violation
FY2022 Target	
Have no instances of safety or environmental regulatory non-compliance in FY2022	

External Initiatives and Memberships of Associations

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

GRI Index Table

Disclosure Number	Disclosure Title	Reference
GENERAL DISCLOSURES		
102-1	Name of the organisation	Chairman's Statement, 2
102-2	Activities, brands, products and services	About Us, 4
102-3	Location of headquarters	About Us, 4
102-4	Location of operations	About Us, 4
102-5	Ownership and legal form	Annual Report 2021, page 111, Statistics of Shareholdings
102-6	Markets served	About Us, 4
102-7	Scale of the organisation	Social, 18 Annual Report 2021, page 10, Group Financial Summary and pages 21 to 27, Performance Review
102-8	Information on employees and other workers	Social, 18
102-9	Supply chain	About Us, 4
102-10	Significant changes to the organisation and its supply chain	No significant changes to organisational structure and supply chain.
102-11	Precautionary principle or approach	Although we do not explicitly reference the precautionary principle in our risk management, we undertake environmentally responsible practices with the aim of being responsible corporate citizens.
102-12	External initiatives/charters	External initiatives and memberships of associations, 27
102-13	Membership of associations	External initiatives and memberships of associations, 27

Disclosure Number	Disclosure Title	Reference
GENERAL DISCLOSURES		
102-14	Statement from senior decision-maker	Chairman's Statement, 2
102-16	Values, principles, standards and norms of behaviour	Sustainability Governance, 6
102-18	Governance structure	Sustainability Governance, 6
102-40	List of stakeholder groups	Stakeholder Engagement, 8
102-41	Collective bargaining agreements	Social, 18
102-42	Identifying and selecting stakeholders	Stakeholder Engagement, 8
102-43	Approach to stakeholder engagement	Stakeholder Engagement, 8
102-44	Key topics and concerns raised	Stakeholder Engagement, 8
102-45	Entities included in the consolidated financial statements	Annual Report 2021, pages 89 to 90, Subsidiaries
102-46	Defining report content and topic boundaries	About this Report, 3
102-47	List of material topics	Materiality Assessment, 9
102-48	Restatements of information	No restatements
102-49	Changes in reporting	No changes
102-50	Reporting period	About this Report, 3
102-51	Date of most recent report	May 28, 2021
102-52	Reporting cycle	About this Report, 3
102-53	Contact point for questions regarding the report	About this Report, 3
102-54	Claims of reporting in accordance with the GRI Standards	About this Report, 3
102-55	GRI content index	GRI Content Index, 28-31
102-56	External assurance	About this Report, 3

Disclosure Number	Disclosure Title	Reference
SPECIFIC DISCLOSURES		
Materials 2016		
103-1/2/3	Management Approach	Environmental, 14
301-2	Recycled Input Materials Used	Environmental, 14-15
Water 2018		
103-1/2/3	Management Approach	Environmental, 16
303-3	Water Recycled and Reused	Environmental, 16
Waste 2016		
103-1/2/3	Management Approach	Environmental, 17
306-2	Waste by Type and Disposal Method	Environmental, 17
Environmental Compliance 2016		
103-1/2/3	Management Approach	Governance, 26
307-1	Non-Compliance with Environmental Laws and Regulations	Governance, 26

Disclosure Number	Disclosure Title	Reference
SPECIFIC DISCLOSURES		
Occupational Health and Safety 2018		
103-1/2/3	Management Approach	Social, 24
403-1	Occupational Health and Safety Management System	Social, 24
403-5	Worker Training on Occupational Health and Safety	Social, 24
403-6	Promotion of Worker Health	Social, 24-25
403-9	Work-related Injuries	Social, 25
Diversity and Inclusion 2016		
103-1/2/3	Management Approach	Social, 19
405-1	Diversity of Governance Bodies and Employees	Social, 20-23
Regulatory and Legal Compliance 2016		
103-1/2/3	Management Approach	Governance, 26
419-1	Non-Compliance with Laws and Regulations in the Social and Economic Area	Governance, 26



Pan-United Corporation Ltd

(Company Registration No. 199106524G)

7 Temasek Boulevard
#16-01 Suntec Tower One
Singapore 038987

Tel: 6305 7373 Fax: 6305 7345
Email: info@panunited.com.sg

www.panunited.com.sg