



TIONG WOON CORPORATION HOLDING LTD



SUSTAINABILITY REPORT 2023



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Dear Stakeholders,

The Board of Directors (the “**Board**”) is pleased to present the Group’s annual Sustainability Report (“**Report**”) of Tiong Woon Corporation Holding Ltd and its subsidiaries (collectively, “**Tiong Woon**”, “**TWC**” or the “**Group**”) for the financial year ended 30 June 2023 (“**FY2023**”). Through this Report, we hope to reaffirm our commitment to create a sustainable future and achieve further progress to refine our sustainability efforts.

Our vision is to lead the change towards a climate-resilient industry while being a fair and equitable company for our employees.

The Board is keenly aware of the growing risks posed by climate change and global warming and we have adopted recommendations from the Task Force on Climate-related Financial Disclosures (“**TCFD**”) in our disclosures to better measure the impact of climate factors on our operations. We also aim to progressively improve our climate-related risks assessment and prepare for the new International Sustainability Standards Board (“**ISSB**”) disclosure requirements.

We have a clear commitment to respect human rights across our operations and value chain. To build business resiliency and adaptability amid the ever-evolving environment, the Group will continue to intensify our talent development efforts and provide more training opportunities for our employees.

We strive to integrate Economic, Environmental, Social, and Governance (“**EESG**”) considerations across our business operations, as well as continue to build on our capabilities to extend the value proposition of our businesses and safeguard stakeholders’ interests.

As we progress on our sustainability journey, we will regularly review and revise our performance indicators and targets to align with our business objectives. We will also be strengthening our engagement with stakeholders to improve our sustainability efforts and practices to build a sustainable business collectively. The Board and the Audit Committee (“**AC**”), assisted by Tiong Woon’s Sustainability Reporting Committee (“**SRC**”), is responsible for the monitoring, and overseeing of our sustainability practices and reporting. Through the materiality assessment, the SRC identifies the material topics and embeds their underlying implications into our strategic direction.

We greatly appreciate the support provided by all our stakeholders along this journey and look forward to working with all stakeholders to build a sustainable future together in the year ahead.

Yours faithfully,

For and on behalf of the Board

Mr. Ang Kah Hong

Executive Chairman



CORPORATE PROFILE



OUR BUSINESS

Listed on the Singapore Exchange Securities Trading Limited (“**SGX**”) Mainboard since 1999, Tiong Woon is a leading one-stop heavy lift specialist and service provider, with a proven track record of more than 45 years supporting mainly the oil and gas, petrochemical, infrastructure, and construction sectors.

Focusing its business on the heavy lifting and haulage segment, the Group manages turnkey projects for engineering, procurement, and construction (“**EPC**”) contractors and project owners from planning and designing heavy lifting and haulage requirements to the execution stage. The Group also purchases and operates its own heavy lifting and haulage equipment, tug boats, and barges. This allows the Group to be flexible, nimble, and efficient when providing integrated services to its customers. There were no significant changes in the Group’s business and structure in FY2023.


The Group is headquartered in Singapore with a strong regional presence and establishments in twelve other countries. It is ranked the 19th largest crane-owning company worldwide by the reputable magazine International Cranes and Specialised Transport in its IC100 2023 survey.

Under the strong leadership and far-sighted vision of the Group’s management team, Tiong Woon is committed to providing timely, high quality, and safe services to its clients anywhere in the world.

REPORTING PERIOD AND SCOPE

This Report, which is published annually, summarises the Group’s performance, initiatives, and impact of its operations in key EESG aspects. This report is to be read in conjunction with the Group’s Annual Report 2023 and other sustainability-related disclosures and announcements found on our website. All data and activities reported are from 1 July 2022 to 30 June 2023 (“**FY2023**”) unless stated otherwise. The reporting period aligns with the Group’s financial year. No restatements were made from the previous report.

This Report covers the Singapore-incorporated companies listed in the table below unless otherwise stated. The scope was chosen as it covers our key business operations and segments, which are primarily located in Singapore. We will consider expanding our scope to include specific entities overseas when the performance of such entities becomes material to the Group’s performance.

Country	Group Companies
 Singapore	Tiong Woon Corporation Holding Ltd
	Tiong Woon Crane & Transport (Pte) Ltd
	Tiong Woon Crane Pte. Ltd.
	Tiong Woon Project & Contracting Pte. Ltd.
	Tiong Woon Enterprise Pte Ltd
	Tiong Woon International Pte. Ltd.
	Tiong Woon Tower Crane Pte. Ltd.
	Tiong Woon Marine Pte Ltd
	Tiong Woon Offshore Pte. Ltd.
	TW (Sabah) Pte. Ltd.
	Tiong Woon Logistics Pte. Ltd.
	Tiong Woon China Consortium Pte. Ltd.
	Tower Cranes Services Pte. Ltd.
	Tiong Woon Crane & Equipment Pte. Ltd.
	Tiong Woon Teck Aik Enterprise Pte. Ltd.

The above reported entities exclude the Group’s overseas entities listed in our financial statements.

ABOUT THE REPORT

REPORTING FRAMEWORK

The Report has been prepared under Rule 711A and 711B of the Mainboard Rules of SGX, and Global Reporting Initiative (“GRI”) Universal Standards 2021. The content in this Report is defined by the following four reporting principles established by the GRI Standards:

1. Stakeholders’ Inclusiveness: This Report content is determined based on various stakeholders’ engagements and internal discussions.
2. Sustainability Context: This Report covers the Group’s performance in various EESG aspects.
3. Materiality: Material topics in this Report are determined through stakeholders’ engagements and internal discussions. All relevant factors are then weighted according to their respective importance to stakeholders, as well as their impact on Tiong Woon’s business.
4. Completeness: This Report covers the impact that Tiong Woon contributes to the material topics during the reporting period using all relevant data and information collected.

Additionally, as part of Tiong Woon’s preparation for the transition to a low-carbon economy, this Report was also prepared in accordance with recommendations from the TCFD framework.

REPORT CONTENT & QUALITY

Information in this Report is consolidated by the Sustainability Reporting Working Group (“SRWG”) together with the assistance of an external consultant for the reported entities listed above. The SRWG consists of representatives across our businesses. To ensure content quality, we have applied GRI’s principles of accuracy, balance, clarity, comparability, reliability, and timeliness as well as TCFD’s seven principles for effective disclosure, including : disclosures should represent relevant information; be specific and complete; be clear, balanced and understandable; be consistent over time; be comparable among companies within a sector, industry or portfolio; be reliable, verifiable and objective; and be provided on a timely basis.

This Report has undergone the internal review process of the Group and was reviewed by the Board and the AC. The Group has engaged its internal auditors to perform an internal review of its sustainability reporting process. The Group has not sought external assurance for this Report.

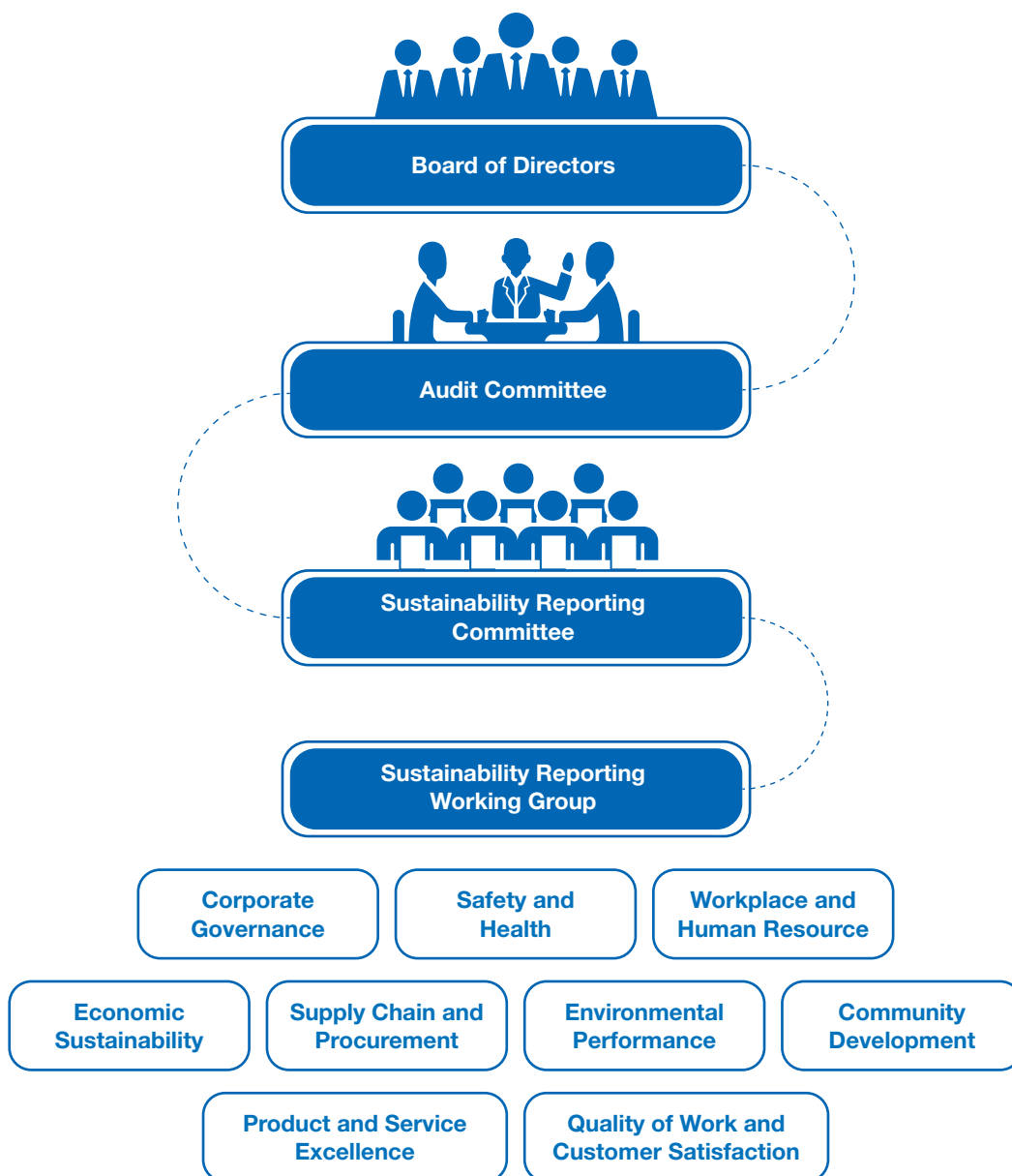
FEEDBACK

Tiong Woon welcomes feedback from all our stakeholders as they are integral to Tiong Woon’s sustainability journey. Please address your comments and queries to enquiry@tiongwoon.com as we strive toward greater improvement of our sustainability practices and performance.

SUSTAINABILITY GOVERNANCE

At Tiong Woon, we are cognisant of the importance of a robust sustainability governance structure to ensure accountability and transparency. We are committed to conduct our business with integrity and to respond effectively to the ever-changing EESG conditions.

Our sustainability is integrated across the different leadership tiers and functions. At the highest tier, the Board and the AC oversee the management and monitoring of the material EESG factors of the Group and ensure that sustainability considerations are incorporated into its business strategy. Beneath them, the SRC manages, reviews and reports on the material EESG aspects provided by the SRWG.



SUSTAINABILITY GOVERNANCE

The SRC drives and guides the Group's sustainability agenda and regularly updates the Board and management on the Group's sustainability strategies and initiatives. The SRC is also responsible for reviewing and assessing the Group's sustainability goals and performance. Specifically, sustainability policies are also evaluated annually to highlight areas of improvement. Any critical concerns are reported to the SRC, which then presents these to the AC and the Board accordingly. There were no critical concerns that were reported in FY2023 to the Board.

The management and execution of EESG and climate-related strategies are delegated to the respective business units and departments which form the SRWG. The key roles and responsibilities of the management include:




- Execution of EESG strategies, policies and procedures;
- Collation of EESG data;
- Monitoring compliance with relevant regulations and industry standards; and
- Monitoring and reporting of EESG performance and targets.

Our Board and SRC members are regularly sent for training to advance their skills and knowledge on sustainability matters. In FY2023, pursuant to Rule 720(7) of the SGX Mainboard Rules, the Group had complied with the requirement for directors to undergo mandatory training. As at the publication date of this report, all members of our Board have attended sustainability training courses.




STAKEHOLDER ENGAGEMENT

The Group recognises the importance of engaging our stakeholders regularly by understanding their expectations and concerns, as well as identifying material EESG issues. We aim to maintain strong and lasting relationships with our stakeholders by understanding their expectations and concerns. Both internal and external stakeholders are crucial to us, and we engage them through various platforms and feedback mechanisms to make a positive and meaningful impact on our sustainable business goals.

The following table summarises our key stakeholder groups, methods, and frequency of engagement as well as key topics of interest:

Stakeholder	Relevance to Tiong Woon	Key Interests	Modes of Engagement	Frequency of Engagement	Our Response and Engagement
Investors 	<ul style="list-style-type: none"> Impacts financing of Tiong Woon Holds financial interest in Tiong Woon 	<ul style="list-style-type: none"> Financial and operational performance Good corporate governance Transparency 	<ul style="list-style-type: none"> Annual Report Annual shareholders' meeting Announcement and circulars Financial reports Investor relations event 	<ul style="list-style-type: none"> Annual Annual Regular Half-yearly Ad-hoc 	<ul style="list-style-type: none"> Provide reliable and relevant information to our stakeholders Cultivate a transparent and timely communication with our investors
Regulators 	<ul style="list-style-type: none"> Impacts regulatory environment that Tiong Woon operates in 	<ul style="list-style-type: none"> Compliance to relevant laws and regulations Environmental impacts of our operations Tiong Woon's economic contributions 	<ul style="list-style-type: none"> Site visits and audit checks by regulatory bodies Direct communication and meetings with regulatory bodies 	<ul style="list-style-type: none"> Annual, as required Regular 	<ul style="list-style-type: none"> Comply with applicable environmental and socio-economic regulations Support government by contributing to local economy
Employees 	<ul style="list-style-type: none"> Impacts the running of Tiong Woon's business and operations Livelihoods and job satisfaction are impacted by Tiong Woon 	<ul style="list-style-type: none"> Equal opportunities in Tiong Woon Employment benefits and remuneration Training and development 	<ul style="list-style-type: none"> Performance appraisal Employee satisfaction survey Volunteering activities Training and development programs 	<ul style="list-style-type: none"> Annual Ad-hoc Ad-hoc Regular 	<ul style="list-style-type: none"> Establish a fair and diverse working environment Provide competitive remuneration and employee benefits Engage employees through annual performance appraisals, employee engagement surveys Provide trainings and volunteering opportunities

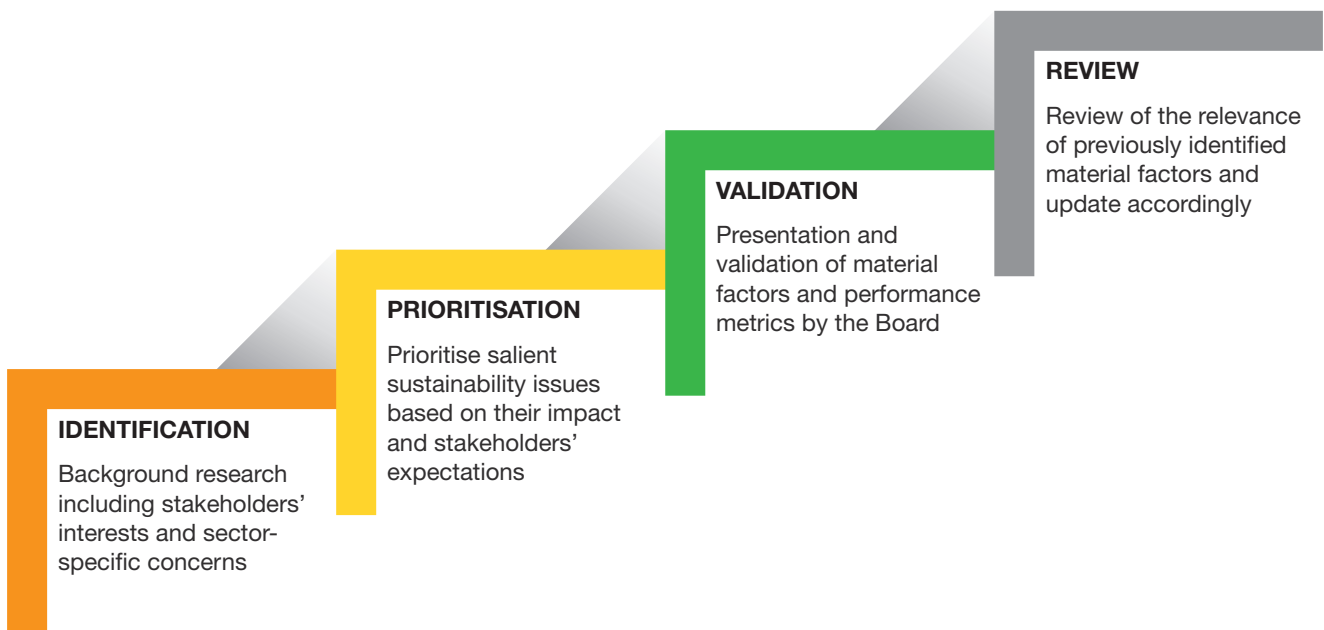
STAKEHOLDER ENGAGEMENT

Stakeholder	Relevance to Tiong Woon	Key Interests	Modes of Engagement	Frequency of Engagement	Our Response and Engagement
Customers 	<ul style="list-style-type: none"> • Impacts Tiong Woon's social and economic sustainability and business relevance • Impacted by Tiong Woon's ability to meet their needs 	<ul style="list-style-type: none"> • Products and services quality • Business ethics • Good corporate governance 	<ul style="list-style-type: none"> • Customer satisfaction survey • Regular meeting and direct communication • Company marketing event 	<ul style="list-style-type: none"> • Ad-hoc • Regular • Ad-hoc 	<ul style="list-style-type: none"> • Sustain our reputation as a reliable partner for our customers • Deliver quality service and meet expectation of our customers • Work closely with our customers to ensure that our employees adhere to new workplace rules and arrangements when they are onsite • Conducting an annual customers satisfaction survey
Suppliers 	<ul style="list-style-type: none"> • Impact Tiong Woon's ability to deliver its products and services • Impacted by business relationship with Tiong Woon 	<ul style="list-style-type: none"> • Business ethics • Long-term relationship with Tiong Woon • Financial and operational performance 	<ul style="list-style-type: none"> • Direct communication and meetings • Supplier evaluation 	<ul style="list-style-type: none"> • Regular • Annual 	<ul style="list-style-type: none"> • Close collaboration with suppliers to achieve a long and sustainable relationship • Regular communications and meeting with suppliers • Conducting supplier evaluation annually
Local Community 	<ul style="list-style-type: none"> • Impacted by environmental impact of Tiong Woon's activities • Impacted by Tiong Woon's social and economic contributions 	<ul style="list-style-type: none"> • Contribution to local communities • Local employment 	<ul style="list-style-type: none"> • Site visit and audit checks • Direct communication and meetings 	<ul style="list-style-type: none"> • Regular • Regular 	<ul style="list-style-type: none"> • Support local communities through corporate sustainability programmes

MATERIAL TOPICS ASSESSMENT

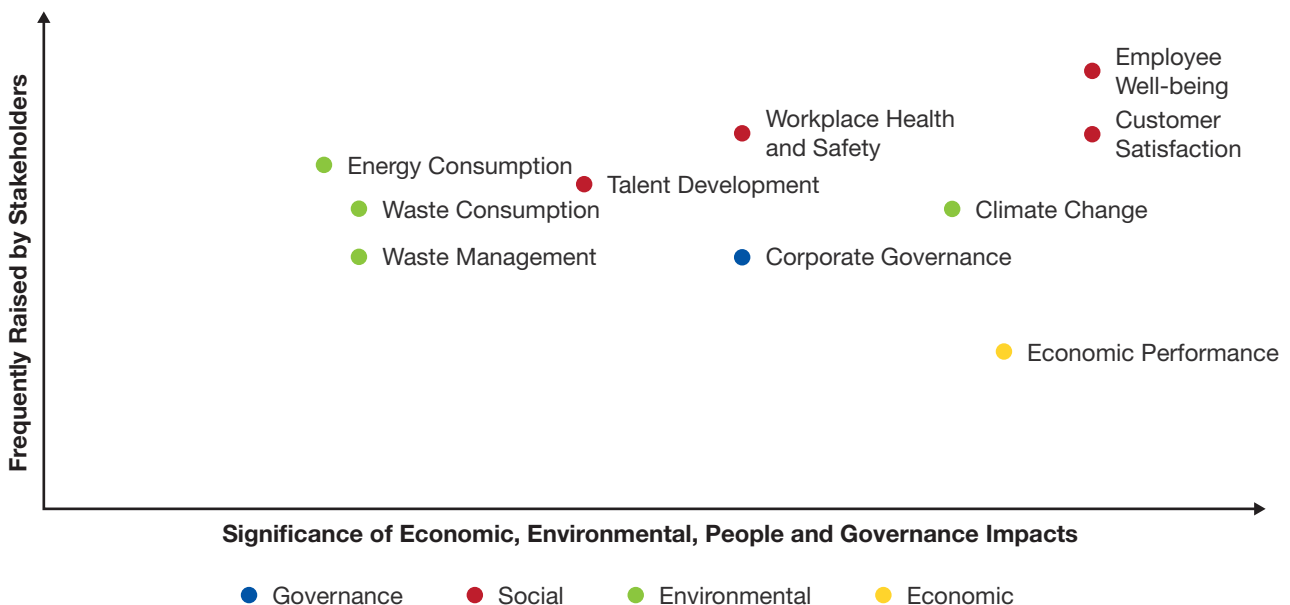
At Tiong Woon, we regularly review and assess the relevance of the issues that are material to our business through various channels and feedback. The materiality assessment was conducted to identify key EESG issues that were significant to our business, and sustainability concerns frequently raised by our stakeholders. Through various channels and feedback mechanism, we analysed our stakeholders' expectations along with the economic, environmental and people aspects, including human rights issues, across our value chain. We have affirmed that our focus areas continue to be relevant, both to the material and emerging topics within the GRI framework, and the topics are prioritised using a materiality matrix.

For FY2023, we have reassessed the material topics based on our internal discussion and consultation. The result of the material topics assessment has been presented to our Board and approved. Our Group adopts the following four-step process to define the material topics:



Subsequently, we have identified 10 key EESG topics of varying degrees of impact to the Group and importance to stakeholders as follows, and we report on the importance of it with consideration of the business landscape and stakeholder concerns.

MATERIALITY ASSESSMENT



MATERIAL TOPICS ASSESSMENT

The additions in material topics in FY2023 coupled with the respective explanations are as follows:

Material topics added in FY2023	Explanations
Climate Change	As the world rallies to limit global temperature rise to well below 1.5°C as set out in the Paris Agreement, we also seek to do our part to reduce GHG emissions in our business activities.
Water Consumption	Water is a limited resource in Singapore, and the proper use and conservation of water is necessary to mitigate impacts of our operations on our environment.
Waste Management	As our operations expand, the by-products of our operations can pose increased stress to our environment. The proper tracking and treatment of waste generated from our operations is necessary in ensuring the sustainability of our business.

CORPORATE GOVERNANCE

Tiong Woon recognises that good corporate governance is essential in ensuring long-term stakeholder value through our strong leadership and resilience in strengthening the Group's economic performance. Any breach of business ethics and non-compliance to laws and regulations can potentially affect the Group's reputation, leading to possible revocation of our licenses and fines. Hence, we are committed to conduct our business fairly and ethically while maintaining accountability to our valuable stakeholders.

Corporate Governance Policies and Initiatives

Tiong Woon aspires to have high standards of corporate governance and adhere with all applicable laws. Over the years, the Group has established specific policies and procedures to guide our business activities.

Key Policies, Processes, and Systems	Description
Whistleblowing Policy	The Group has established a whistleblowing policy and procedures for our employees and external parties to raise concerns about any real or perceived misconduct, financial malpractice or irregularity. Under this policy, employees or any other persons may report suspected matters of wrongdoing affecting the Group to the appointed whistleblowing officer, and for appropriate follow-up action to be taken. All reports are confidential, and the identity of the employee or any other person making the report will be protected. Notably, the whistleblowing policy is communicated to all staff as part of the Group's efforts to promote fraud control awareness.
Employee Code of Ethics	Provides guidelines on employees' expected conduct in various business dealings, such as commitment to safeguarding confidential information, appropriate workplace mannerisms, avoiding or handling conflicts of interests, anti-corruption practices, ethical use of company properties and responsible social networking.
Employee Code of Conduct	Sets out the standard of conduct and performance for all employees as well as the appropriate corrective actions for any breaches of the standard.
Risk Management Framework	Provides policies, guidelines, and tools on the identification of potential material risks and mitigating these identified risks through the integration of risk management into the Group's operation and systems, and individual decision-making process.
Board Diversity Policy	The Group's Board Diversity Policy endorses the principle that the Board should have a balance of skills, knowledge, experience and diversity of perspectives appropriate to its business. The benefits of all aspects of board diversity in terms of skills, experience, gender, age, geographical exposure and other relevant factors are considered in the formulation of succession plan and board composition.

The relevant policies above are communicated to all our Board members and employees upon their onboarding. They are required to acknowledge being orientated and briefed on the relevant policies and procedures. The Group will send Board members or employees for applicable anti-corruption trainings, where necessary.



We have zero-tolerance for corruption and non-compliance. Both the Board and management are dedicated to maintaining high ethical standards and adhering to best practices in corporate governance for the long-term sustainability of the Group. With a strong ethical tone at the top, we aim to create value for our stakeholders and maintain a sound, ethical corporate environment. Guided by the Code of Corporate Governance, the Group implements multiple sustainability measures to ensure that the best practices of good governance are instilled throughout its operations. We are also committed to operating in compliance with all relevant laws and regulations for our business.

Detailed information of Tiong Woon's corporate governance, board diversity and composition can be found in our Corporate Governance Report in Annual Report FY2023.

CREATING SUSTAINABLE GROWTH

Our Targets and Performance

Similar to the prior financial year, we have achieved our targets of maintaining zero confirmed incidents of corruption and non-compliance with applicable environmental and socioeconomic laws and regulations in FY2023.

Perpetual Targets	FY2023
Zero reported incidents of corruption and fraud, yearly	
Zero non-compliance with laws and/or regulations resulting in significant fines, yearly	

ECONOMIC PERFORMANCE

Tiong Woon places a primary focus on economic performance, as it is crucial for the Group's consistent and sustainable growth. We actively seek new opportunities to expand our business and maximise financial returns for our shareholders. As a meaningful contributor to the local economies, we are aware that our operations have direct and indirect impact on the regions where we operate.

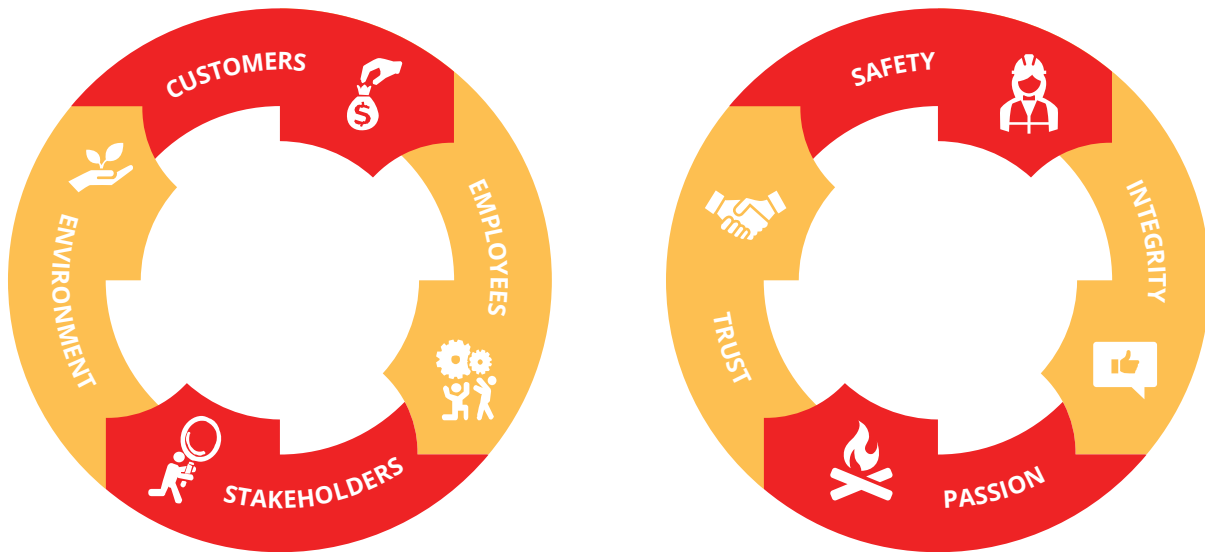
In order to maintain a competitive edge, we prioritise the development of business resiliency and swift adaptation to the ever-changing business environment. Additionally, we concentrate on enhancing our core competencies and capitalising on our well-established reputation as a comprehensive all-in-one service provider for project management in heavy lift, haulage, and marine transportation. By doing so, we aim to deliver enhanced value and benefits to our esteemed customers.

In FY2023, the Group's economic value generated increased by 11%, to \$135.8 million in FY2023 as compared to \$122.6 million in FY2022. The Group saw an overall increase in revenue across its business operations for FY2023 as a result of higher contributions from Heavy Lift and Haulage segment. The increase was primarily attributed to strong demand for heavy lift and haulage services by the oil and gas, petrochemical, infrastructure, and construction sectors, especially in Singapore. The economic value distributed by Tiong Woon in FY2023 includes taxes to the government, purchases from suppliers, compensation to employees and investments into communities.

Full details of the Group's financial information can be found in Annual Report FY2023.

HIGH QUALITY AND SAFE SERVICES

At Tiong Woon, we take great pride in our commitment to exceptional customer service. Anchored in our fundamental principles, we are committed to the provision of services that are both of superior quality and safety, meeting the utmost satisfaction of our valued customers. Our primary focus lies in the establishment of an efficient quality control system, which strictly adheres to robust workplace health and safety regulations, as well as the cultivation of a highly skilled and competent workforce.



EFFECTIVE QUALITY CONTROL SYSTEM

Quality Control Policies and Procedures

The Group's Quality Policy in our Quality Manual helps us ensure that processes are in place to ensure project quality and customer satisfaction. This policy covers our operations in most countries we operate in, and its implementation is overseen by the Quality Committee. The Quality Committee convenes annual meetings to review quality performance to ensure that all issues are addressed in a timely manner.

We highly value the experiences of our customers and constantly strive to not just achieve but surpass their expectations. Our unwavering commitment is to provide dependable services that adhere to the highest safety standards. When we receive a request for engagement, our knowledgeable sales team ensures a precise match between the customer's requirements and our services. This is accomplished through a comprehensive site visit assessment, followed by the presentation of a formal project proposal.

Throughout this process, our sales staff leverages the integrated nature of our service offerings to deliver a holistic solution to our clients. During project execution, we take meticulous precautions to prevent equipment breakdowns, as they can lead to costly project delays. Furthermore, we ensure that the operators and technicians working on-site possess the necessary expertise for their roles, achieved through regular training and close collaboration with equipment manufacturers. In addition to compulsory equipment familiarisation training, our operators have direct access to ongoing technical support from our head office.

In an unfortunate event of equipment malfunction, our technical team will be swiftly mobilised to restore operations. Subsequently, a thorough root cause analysis will be conducted to prevent the recurrence of similar issues in the future. As a reflection of our commitment to deliver quality services to our customers, we have attained ISO 9001:2015 certification for the Quality Management Systems of key subsidiaries.

HIGH QUALITY AND SAFE SERVICES

Customer Satisfaction Targets and Performance

At Tiong Woon, we place significant emphasis on ensuring customer satisfaction, and we are dedicated to consistently meeting and surpassing the expectations of our valued customers. This commitment is clearly reflected in our Quality Policy and Mission Statement, which highlight the significance of exceeding customer satisfaction. To actively monitor and improve our services, we proactively collect feedback from our customers through various accessible channels such as email and hotline.

Annually, we conduct a comprehensive customer satisfaction survey. This survey serves as a valuable tool to gain deeper insights into our customers' needs and preferences, allowing us to continually enhance the quality of the services we provide. By actively soliciting feedback and tracking customer satisfaction, we strive to maintain and further strengthen our commitment to delivering exceptional customer experiences.

In FY2023, we surveyed 55 customers across various industries. Customers were requested to rate the five main services offered by the Group against varied assessment criteria such as equipment reliability, response time to breakdown recovery, and punctuality. Their feedbacks were consolidated and reviewed, and appropriate courses of action were taken to further improve our services. The FY2023 survey results pertaining to the Group's services are presented below.

Services	Average Satisfaction Level - Scale from 1 (poor) to 5 (excellent)		
	FY2021 (20 respondents)	FY2022 (31 respondents)	FY2023 (55 respondents)
Crane Services	3.58	3.88	4.17
Transport Services	3.46	3.69	4.18
Support Services (Marketing and Technical)	3.68	3.92	4.26
Support Services (Field Operations)	3.50	3.79	4.14
Customer Service	3.82	3.79	4.22

Overall, the Group achieved a customer satisfaction rating of 83.5% in FY2023 (FY2022: 76.4%), exceeding our target of 70%. Similar to FY2022, the increase in our customer satisfaction was mainly attributed to the cooperativeness of our crane service operators, the technical knowledge and competency of our support service employees, and the prompt customer service in attending to enquiries. We are humbled by the confidence that our customers have expressed in our services and will continue to strive to meet, if not exceed our customers' expectations.

The improvement plan below is formulated based on feedback obtained from the customer satisfaction survey.

Aspect	Improvement plan
Internal communication	To underscore the importance of promptly addressing client enquiries and requests in our support services, we have introduced several response mechanisms. These include the utilisation of platforms like the "Company Enquiries Link" and the "Customer Service Hotline." Our intention is to maintain the use of these existing communication channels, thereby ensuring the consistent delivery of positive outcomes while also working towards their enhancement.

Perpetual Targets	FY2023
To achieve a customer satisfaction rating of 70%	

RIGOROUS HEALTH AND SAFETY STANDARDS

Ensuring the health and safety of our employees is a top priority for Tiong Woon, and we take proactive steps to cultivate a safety-focused culture within the organisation. To facilitate effective communication and promote a safe working environment, we have established a dedicated Health and Safety Committee. This committee serves as a platform for constructive consultation between management and employees, enabling the exchange of ideas and initiatives to enhance health and safety practices in the workplace. Through the collaborative efforts of this committee, we strive to continuously improve our health and safety standards, fostering a work environment that prioritises the well-being of our employees.

Health and Safety Policies and Procedures

To minimise workplace accidents, fatalities, and other negative health impacts, the Group reviews our Health, Safety and Environment (“**HSE**”) policy annually. Bearing further testament to the rigour of the management systems that the Group has put in place in ensuring a healthy and safe working environment, the Group has attained International Standard ISO 45001:2018 and bizSAFE Level Star certifications for key subsidiaries. Our policies and systems cover all employees and workers for the operations scoped into this report.

The risk assessment, managed by our Occupational, Health and Safety (“**OHS**”) management team, is reviewed triennially. Workplace hazards are routinely updated through regular HSE inspection with reports of workers’ participation and consultation.


As part of our HSE policy, we empower our employees to refuse to work in an unsafe environment. This important provision underscores our commitment to prioritising their well-being. Our dedicated HSE Committee oversees the implementation of various measures to address safety concerns. These measures include the development and enforcement of HSE policies, incident investigation protocols, and procedures for addressing nonconformities and implementing corrective actions. These efforts are all integral components of our OHS management system.

To ensure compliance and adherence to the highest standards, our OHS services are accredited by relevant legal, regulatory, international, and national standards. By aligning our practices with these established guidelines, we maintain a robust framework for managing health and safety, promoting a safe working environment for all employees.

Our HSE department team, which consists of team members who are Ministry of Manpower registered Workplace Safety and Health (“**WSH**”) officers and WSH Coordinators, is responsible for the promotion of a healthy workplace environment via maintaining the OHS management system. Our bizSAFE-trained Risk Assessment Team oversees the Hazard Identification, Risk Assessment and Control procedures. Our Estate department conducts regular inspection of probable workplace fire hazards through active surveillance of work environment and conducts annual emergency preparedness response exercises such as fire drills, and training in first aid and emergency readiness. Our Group Human Resources (“**GHR**”) department ensures all new employees have been assessed in their fitness to work and were provided training on WSH knowledge in health and safety responsibilities. On marine safety, we are committed to ensuring our employees are well-equipped with the knowledge, skills and resources necessary to uphold the highest standards of Quality, Health, Safety, and Environmental excellence in all aspects of our operation and complies with local and international maritime laws. All employees are required to obtain the necessary certifications such as ship firefighting and piracy mitigation prior to starting any marine operations to ensure all employees are readily equipped to handle any unexpected incidents.

HIGH QUALITY AND SAFE SERVICES

In FY2023, health and safety incidents reported to management are investigated, followed by corrective and preventive action plans to prevent future occurrences. The following table compares the incidents reported in FY2023, as opposed to FY2022:

For Employees	FY2022		FY2023	
Estimated number of man-hours worked	1,476,592		1,500,652	
	Number	Rate ¹	Number	Rate
Fatalities as a result of work-related injuries	0	0	0	0
High-consequence work-related injuries² (excluding fatalities)	0	0	0	0
Recordable work-related injuries³	6	4.06	9	6.00
Main types of work-related injuries	Failure to use appropriate equipment tools Falling from height Falling heavy objects Equipment-related injuries		Slip, trip, and fall Equipment-related injury	
For Workers (Sub-contractors) ⁴	FY2022		FY2023	
Estimated number of man-hours worked⁵	24,300		14,987	
	Number	Rate	Number	Rate
Fatalities as a result of work-related injuries	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0
Recordable work-related injuries	0	0	0	0
Perpetual Targets			FY2023	
Zero cases of work-related fatalities				

¹ Rates are per million man-hours worked, calculated using number of fatalities or injuries divided by the number of hours worked, multiplied by 1,000,000 hours worked.

² High-consequence work-related injuries refer to those that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

³ Recordable work-related injuries are those that result in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury diagnosed as such by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

⁴ Workers refer to non-employees whose work/workplace is controlled by the organisation; and non-employees on whom the organisation's operations, products or services have significant occupational health and safety impacts. For Tiong Woon, this relates to our sub-contractors.

⁵ Number of man-hours worked are estimated based on manpower supplied by our sub-contractors, and exclude fixed cost sub-contract projects.

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

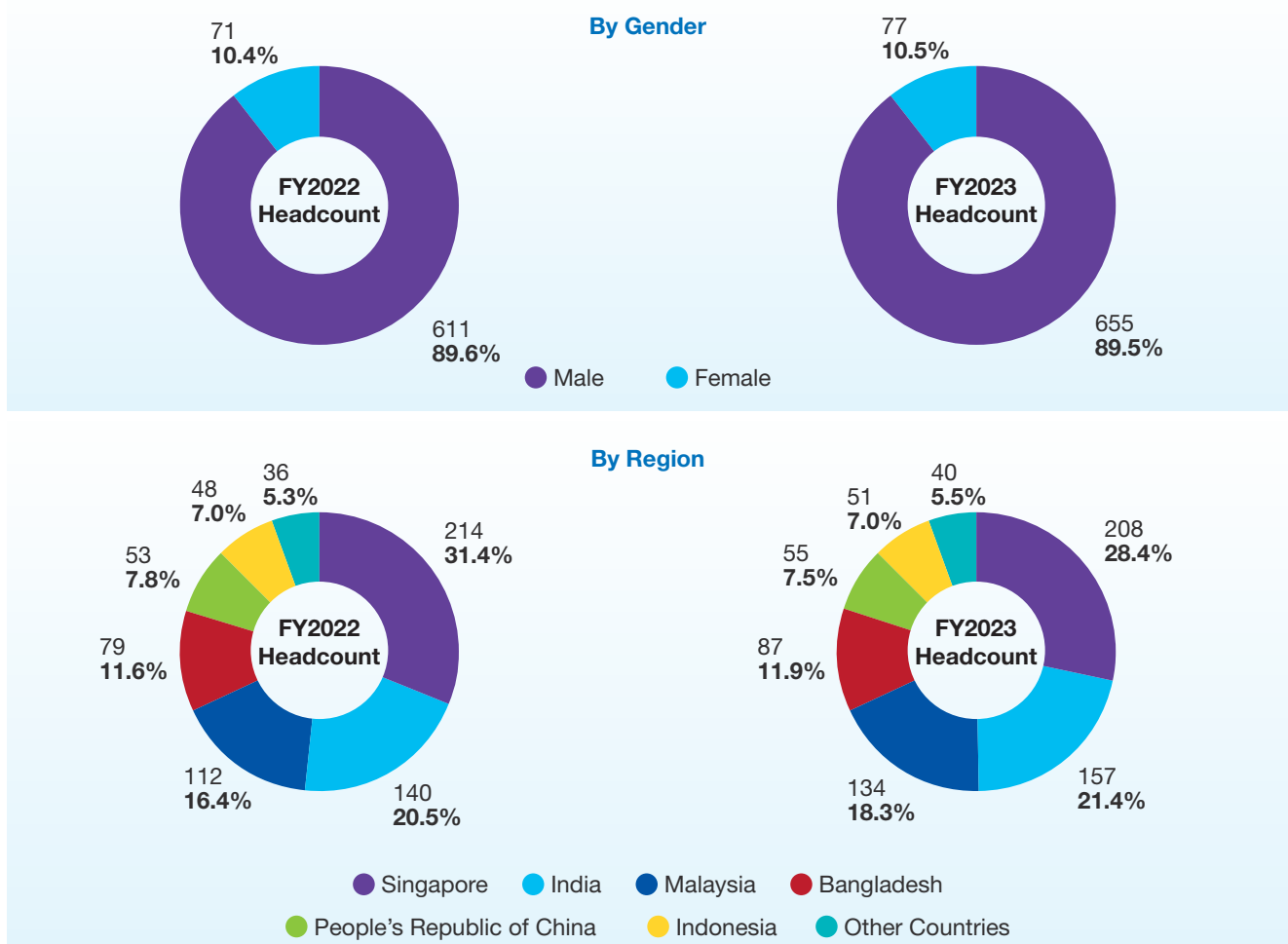
At Tiong Woon, we recognise that employees are the cornerstone of a successful and sustainable organisation. As such, we are dedicated to empowering and fostering the growth of our employees to their full potential and are committed to embrace an inclusive and collaborative working culture.

We are also firm believers that the longevity of our business lies in the effective management of our human capital. Our employees are our value-added assets to deliver high-quality services to our customers. Therefore, a fair and merit-based employment practice can foster a positive corporate culture for our people. We emphasise on providing regular training courses and programmes, coupled with education and development opportunities to enable better health and well-being of our employees.

EMPLOYEES' PROFILE

As at 30 June 2023, we have a total of 732 employees across our operations in Singapore. Among them, 713 are hired on a permanent contract, while 19 are temporary employees⁶. The total number of employees rose by 7.3% compared to FY2022 which can be attributed to a higher hiring rate due to the resumption of business activities. Tiong Woon has a notably higher proportion of male employees as compared to the female employees due to the nature of our business as observed across our industry. The detailed profile of our employees is shown as below.

WORKFORCE

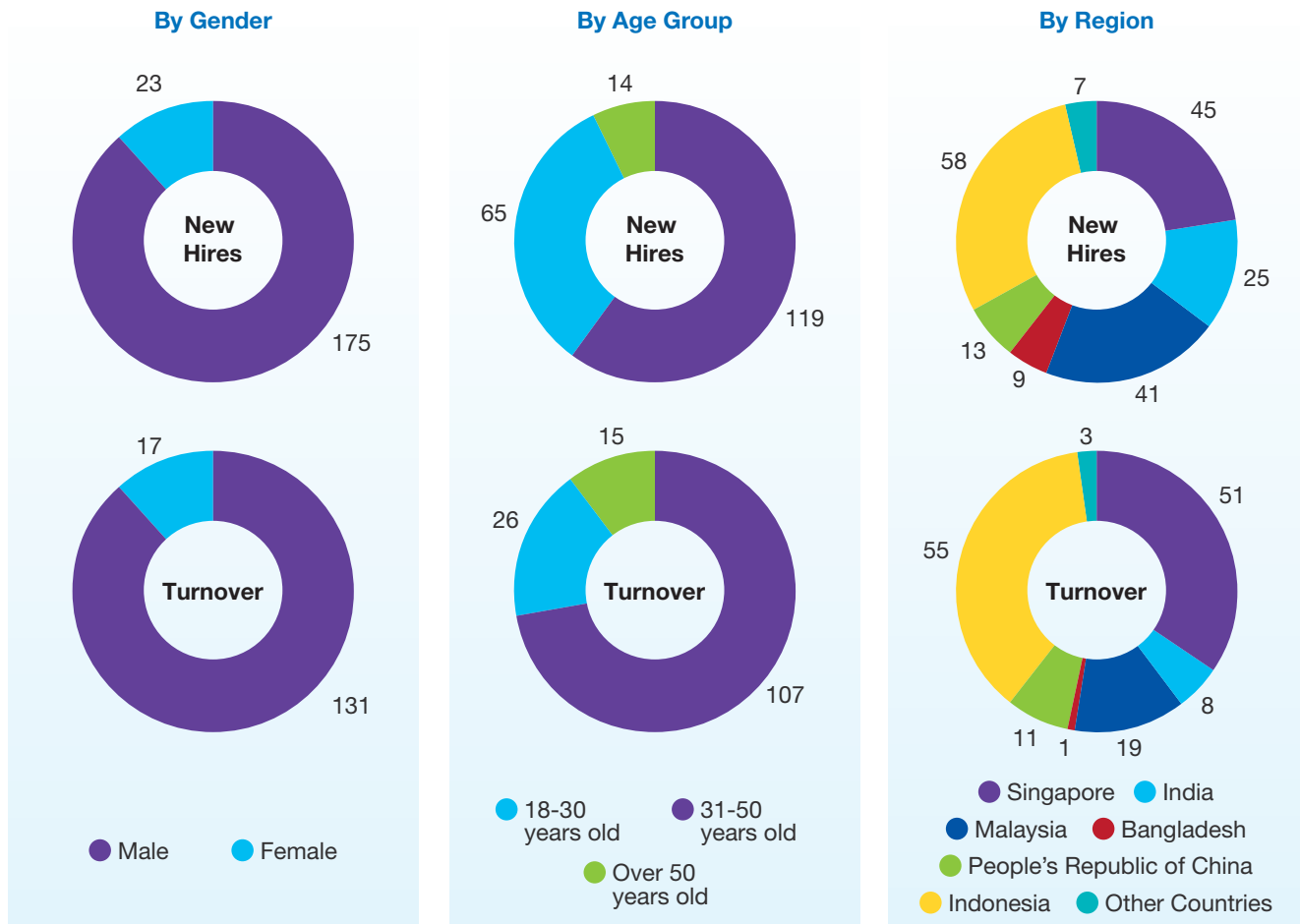


Tiong Woon recognises the significance of workforce diversity in fostering innovative thinking, which is essential for the Group's success in a competitive business landscape. We are committed to creating a diverse and inclusive working environment that embraces employees from various age groups, educational backgrounds, and ethnicities, offering equal opportunities for growth and development.

⁶ Employee with a contract for a limited period (i.e., fixed term contract) that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed. As the number of temporary employees is immaterial compared to the total number of employees, the Group do not present separate charts for breakdown of temporary employees by gender and by region.

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

In FY2023, we have a total of 198 new hires in Singapore, which contributes to a 27.8% overall new hire rate⁷. The turnover rate⁸ for FY2023 is 21.7%. The breakdowns of number of Tiong Woon's new hire and turnover are presented as below.



⁷ New hire rate is calculated only for permanent employees. Temporary employees are excluded due to the nature of the industry.

⁸ Turnover rate is computed by taking number of employees who left the Group in FY2023 divided by the average number of employees across the year. Average number of employees is obtained by adding the number of employees at the beginning and end of the year and dividing by two. Turnover rate is calculated only for permanent employees. Temporary employees are excluded due to the nature of the industry.

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

EMPLOYEE WELL-BEING

At Tiong Woon, we strongly believe that the well-being of our employees is crucial for both retaining and enhancing their productivity. Our GHR department plays a pivotal role in managing our employment efforts and staff benefits effectively. By proactively addressing the concerns of our employees, we strive to create a conducive work environment that supports their well-being and allows them to thrive in the workplace.

Commitment to Fair Employment Practices

Our employees' compensation packages are designed to be fair, equal and based on job requirements, qualifications and experience. Recognising compensation as a crucial factor for our staff, we regularly review our packages against industry standards to maintain their competitiveness. We also adopt a firm stance against discrimination based on race, ethnicity, age, gender or nationality.

Our recruitment process is robust, fair and transparent, with selection criteria based on merit. Along with competitive compensation, we also ensure that employees' well-being, welfare, and career progression are well-taken care of. Employees are entitled to benefits such as medical allowances, annual leaves, and special leaves for life events like marriage, prenatal, and paternity.

Our employment practices are aligned with regulations established by the local manpower authority and there were no instances of non-compliances in the reporting period.

Employee Well-Being Policies and Initiatives

We highly value the welfare of our employees and their benefits. Our welfare policies are comprehensively outlined in the GHR manual. We have recently introduced a Workplace Mental Wellness Policy to address the importance of mental well-being in the workplace.

To ensure the safety and security of our employees, all individuals are covered by Personal Accident Insurance Policies and/or Workmen Compensation Policies, providing disability/invalidity coverage. Additionally, we provide healthcare benefits including hospitalisation and surgical insurance plans, critical illness insurance plans, as well as medical and dental care, with varying coverage based on employee category.

We also recognise the importance of work-life balance and offer various types of leaves, including annual leave, childcare leave, compassionate leave, marriage leave, training leave, and examination leave, to support our employees' personal and professional needs.

Promoting physical health is a priority, and to facilitate this, we have established a fitness and wellness club. This club offers a range of fitness and recreational activities, giving employees the opportunity to exercise regularly using our gym facilities and class studios. We believe that maintaining a healthy mental state is equally vital, and to support this, we provide a recreation lounge equipped with a karaoke system where employees can relax and unwind. This initiative not only fosters individual well-being but also promotes team bonding and strengthens the family-like working relationships within our organisation.

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

Employment Benefits

The Group complies with the social security contribution and pension plan requirements of the countries where we operate. In Singapore, we adhere to the Central Provident Fund (“CPF”), a comprehensive social security savings plan allowing salaried Singapore citizens and permanent residents to save for a secure retirement. Tiong Woon and its employees contribute monthly to the employees’ CPF accounts in accordance with prevailing regulations⁹.


Our employees, both in Singapore and overseas, receive an extensive range of benefits, such as paid annual leave, medical benefits, and group insurance plans. Part-time employees in Singapore enjoy similar benefits on a pro-rated basis.

In accordance with the Singapore Government’s pro-family legislation, eligible female employees are entitled to eight weeks of paid maternity leave, which can be extended for an additional eight weeks. Eligible male employees, on the other hand, receive two weeks of paid paternity leave. The breakdown of parental leave taken by employees is presented below.

	Male	Female
No. of employees entitled to parental leave	416	40
No. of employees that took parental leave	47	12
No. of employees that returned to work in reporting period after parental leave ended	47	12
No. of employees that returned to work in reporting period after parental leave ended that were still employed 12 months after their return to work	38	16
Return to work rate¹⁰	100%	100%
Retention rate¹¹	81%	100%

Employee Engagement

Tiong Woon believes that understanding our employees’ concerns effectively through engagement sessions such as biannual town halls and feedback/suggestion boxes reflects our employees’ value to the Group. During these engagement sessions, a wide range of topics are covered including teamwork, information sharing, relationship with superiors, job passion and fairness at work. The Group engages employees through these biannual town hall sessions to also share the Group’s performance, strategy, and improvement plans. Employees are encouraged to provide their feedback and any grievances faced at work through the feedback/suggestion boxes and the Employee Engagement Surveys conducted annually. According to the Employee Engagement Survey conducted in May 2023, the Group received 100% responses, exceeding the target of 85%. We actively monitor all feedback and grievances received through the above channels and take corrective actions to address those concerns.

Perpetual Targets	FY2023
Achieve 85% of responses to the Employee Engagement Survey conducted.	

⁹ The Singapore’s prevailing CPF contribution rates by employees and employers may be found at <https://www.cpf.gov.sg/employer/infocenter/news/cpf-related-announcements/new-contribution-rates>

¹⁰ Return to work rate is computed by dividing total number of employees that did return to work after parental leave by total number of employees due to return to work after taking parental leave.

¹¹ Retention rate is computed by dividing total number of employees retained 12 months after returning to work following a period of parental leave by total number of employees returning from parental leave in FY2022 (Male: 47, Female: 16).

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

Recreation and Corporate Social Responsibility Activities

Aligned with our unwavering commitment to Corporate Social Responsibility (“CSR”), the Group embarked on a food donation campaign in FY2023. This initiative was designed to extend a helping hand to those in need, particularly within the western region of Singapore. As a testament to our dedication to giving back to the community, we distributed thoughtfully curated food packages to recipients who might be facing food insecurity.

This food donation campaign not only exemplified our corporate values but also underlined our deep-seated belief in the importance of making a positive impact on society. Through our collective efforts, we aimed to alleviate the challenges faced by vulnerable individuals and families, contributing to the well-being of the communities we serve.



Motivated by a compassionate desire to share joy and cultivate companionship amongst its elderly residents, our team embarked on a Corporate Social Responsibility visitation to Lee Ah Mooi Old Age Home. Through this endeavour, we sought to not only spread cheer, but also raise awareness of the unique challenges faced by senior individuals in our society and instil a sense of social responsibility within our team.

Following warm introductions and a gracious welcome, we organised a series of activities, including delightful musical performances and lively “Bingo” games. These endeavours were designed to foster meaningful interactions amongst the home’s residents, providing much-needed companionship, cognitive stimulation, and emotional wellbeing.



CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

In addition to our CSR endeavours, we remained steadfast in our commitment to fostering unity and camaraderie within and among our departments. Throughout the year, we organised a series of vibrant and culturally enriching events that brought our team members together in the spirit of celebration and togetherness.

Chinese New Year Festivities marked the beginning of the year with vibrant colours, traditions, and shared joy. Our celebrations were a testament to the diversity and inclusivity of our organisation, reflecting the rich tapestry of cultures that make up our workforce. These festivities not only served as an occasion for celebration but also as an opportunity for cross-cultural exchange and understanding.



Further strengthening our bonds, we organised gatherings such as Durian and Christmas Tea parties. These events provided a platform for our employees to relax, connect, and build relationships beyond the confines of the workplace. The Durian party, with its unique and delightful experience, brought out the adventurous side of our team members, while the Christmas Tea party filled the air with warmth and holiday cheer.



In essence, our efforts in both corporate social responsibility and fostering unity are a testament to our commitment to not only excel in our business pursuits but also to create a workplace that values compassion, diversity, and the well-being of all those we encounter through the course of our work.

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE



WELL-TRAINED AND COMPETENT WORKFORCE

Talent Development

At the Group, we understand that our triumph is predicated on a competent team, capable of realising our business objectives. Therefore, we are steadfast in fostering the growth of our people through a wide variety of internal and external training courses. Each year, we ensure that they upskill and reskill, keep abreast of industry trends, and fulfil compliance-related training where relevant.

The Group has established a range of in-house and external training programs that focus on both technical knowledge and soft skills development. In addition to the orientation program for new employees, we have implemented a mentorship program that pairs senior employees with new joiners to facilitate a seamless onboarding process. GHR conducts follow-up sessions after one month to ensure that new employees are adjusting well, and any feedback received is shared with their supervisors and managers.

During FY2023, the Group also conducted the following training programs to further uplift the team:

- **Work-Study Diploma Program:** Our Work-Study Diploma program extends over 2 years and 6 months, during which employees engage in full-time work while benefiting from on-the-job training under the guidance of experienced seniors and supervisors. Additionally, employees dedicate one day each week to attend classes, tests, and examinations at ITE College West. This commitment is geared toward enriching their knowledge and skills, which they can directly apply to their chosen career path.
- **TWC Crane Operator Traineeship Program:** The TWC Crane Operator Traineeship program is tailored to groom new hires into proficient Crawler or Mobile Crane Operators. New employees undergo a comprehensive training regimen that combines both external and in-house components. External training encompasses critical areas such as Workforce Skills Qualifications (“WSQ”) Perform Rigger & Signalman Tasks, WSH application in various contexts, and Mobile or Crawler Crane Operation. In-house training includes eLearning through our Learning Management System, specialised Customer Service Excellence training for Crane Operators, monthly safety sessions, and safety campaigns.

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

- **Career Conversion Program - Place-and-Train:** Our Career Conversion Program spans 3 months and focuses on placing and training newly hired Singaporean citizens and Permanent Residents (PRs) as Crane Operator trainees. The objective is to equip them with the skills required to become proficient Crawler or Mobile Crane Operators through on-the-job training provided by TWC.
- **Career Conversion Program - Internationalisation:** The Career Conversion Program - Internationalisation extends over 9 months and is designed to place and train newly hired Country Managers for Southeast Asian (SEA) markets. This comprehensive program involves 130 hours of classroom training and eLearning to equip them with the necessary skills to execute expansion plans within their assigned countries. Emphasis is placed on e-commerce skills to leverage the benefits of digitalisation.
- **Company-Sponsored Diploma/Degree Program:** We sponsor diploma and degree programs to facilitate the continued education and professional development of our employees.
- **Managing People Series:** The Managing People Series, currently in its pilot run for managers, covers various aspects of effective people management. The series includes episodes on Preparation, Wellbeing, Recruitment, Induction, Coaching & Performance, Appraisals, and Managing Talent. It aims to enhance competencies in Communication, Teamwork, Adaptability, Relationship Building, Planning & Organisation, Analytical Skills, and Results Delivery. Furthermore, the Upskill Learn Management system was launched in January 2023, granting all employees convenient access to educational courses and materials online.
- **20-Week Internship for NITEC/HIGHER NITEC Students in Automotive Discipline:** Our 20-week internship program offers NITEC/HIGHER NITEC students in the Automotive discipline a valuable opportunity to gain practical experience in a real work environment. This experience is intended to facilitate their transition to the workplace upon graduation.



These training programs in FY2023 encompass a wide range of initiatives, from technical skill development to leadership training, career conversion, and educational support. They reflect a commitment to nurturing talent, enhancing skills, and fostering growth within the organisation.

CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

In addition to the above trainings, our HSE team has also conducted safety campaigns and trainings, such as the following, to instil safety awareness amongst our employees:

- 1. Hands Safety Campaign:** The Hands Safety Campaign in FY2023 focused on promoting awareness and best practices for hand safety in the workplace. The campaign emphasised the importance of using appropriate personal protective equipment (PPE), proper handling techniques, and maintaining a safe work environment to prevent hand-related injuries.



- 2. Proper Use of Forklift Training:** The Proper Use of Forklift Training was a comprehensive program aimed at educating employees on the safe operation of forklifts. It covered topics such as load handling, manoeuvring in tight spaces and understanding the equipment's limitations. The goal was to ensure that forklift operators have the knowledge and skills needed to operate these vehicles safely and efficiently.



CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

3. Safety Toolbox Meeting: Safety Toolbox Meetings were a regular feature of FY2023, providing a forum for employees to discuss and address safety concerns. These meetings fostered open communication about workplace hazards, incident reporting, and preventive measures. They played a crucial role in maintaining a proactive safety culture within the organisation.



4. Safe Hands & Outrigger Training: The Safe Hands & Outrigger Training program aimed to educate employees on the safe use of outriggers and other stabilising mechanisms. The training emphasised the importance of proper deployment, maintenance, and inspection of these devices, especially in contexts where equipment stability is critical. The training ensured that employees could perform their tasks with a focus on safety and stability, reducing the risk of accidents.

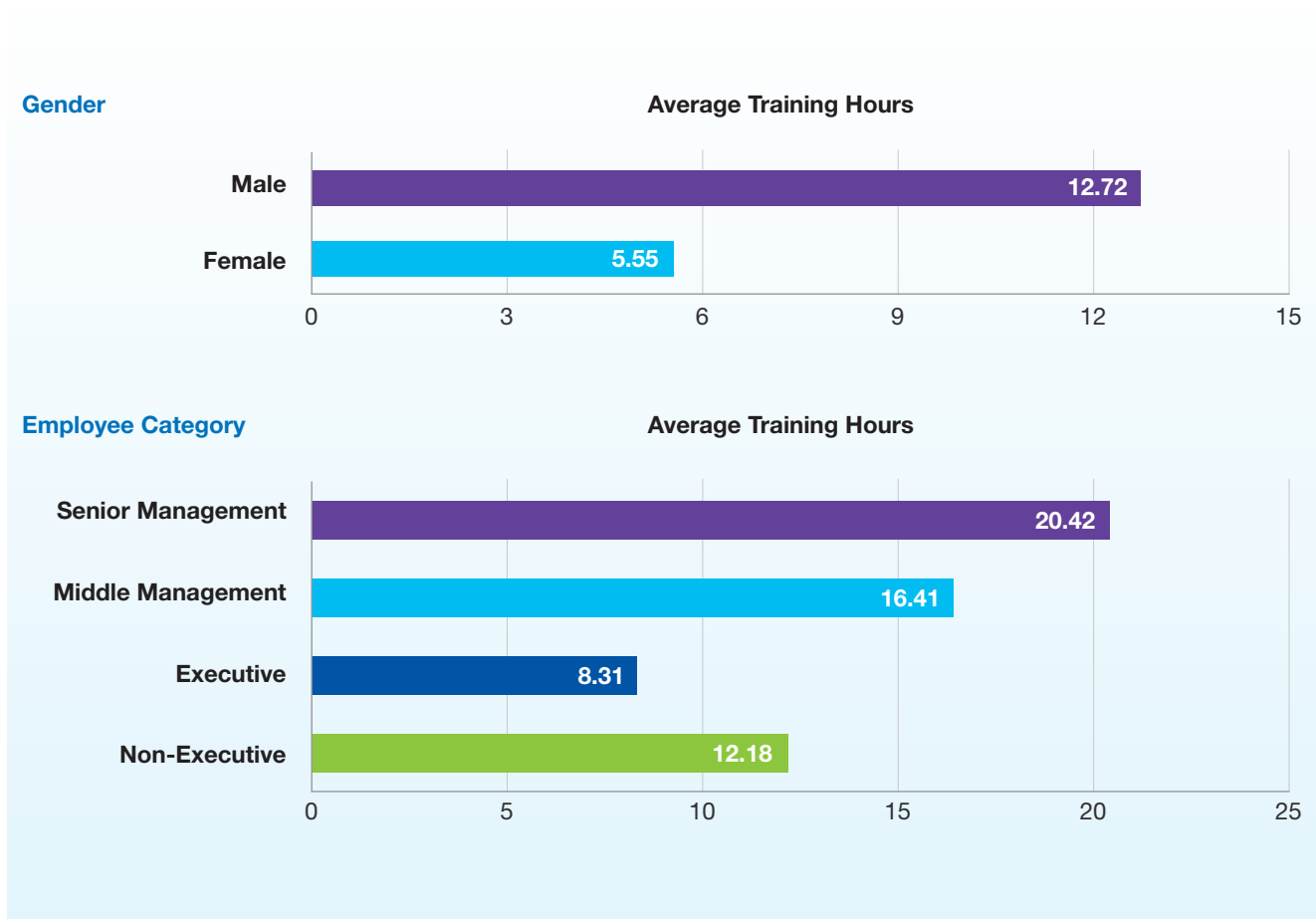


CULTIVATING RELATIONSHIPS WITH OUR PEOPLE

In line with the Group's Performance Management Development System, employees are assigned specific key performance indices relevant to their roles at the beginning of each financial year. Their performance is assessed, and feedback is provided by their respective heads of departments during mid-year and end-of-year evaluations. During performance review sessions, employees receive career counselling, and selected individuals are provided with succession planning opportunities. At the end of each year, an annual promotion exercise is conducted to recognise outstanding employees with excellent performances, offering them opportunities for career advancement within the Group to further motivate and reward their accomplishments.

Employee Training Target and Performance

In FY2023, the Group recorded a total of 8,759 training hours, averaging about 11.97 training hours per employee. This was an increase of 8.2% from the average training hours in FY2022. The breakdowns of average training hours by employee gender and employment category¹² are presented below.



Material Topics	Short-Term Target (1-2 years)	Medium-Term Target (2030)	Long-Term Target (2050)
Employee Training	<ul style="list-style-type: none"> Offer internal and external trainings that are essential and beneficial to the development and career progression of our employees at all levels. 	<ul style="list-style-type: none"> Continue providing internal and external training courses and programmes. Increase the average training man-hours by 5% from FY2023. 	<ul style="list-style-type: none"> Continue providing internal and external training courses and programmes. Increase the average training man-hours by 10% from FY2023.

¹² For employee categories, senior management refers to Executive Directors and C-Suite, middle management refers to managers, executive refers to professionals such as engineers and accountants and non-executive refers to the rest of the permanent staff including fieldsmen.

CARING FOR THE ENVIRONMENT

Climate Change

As the world rallies to limit global temperature rise to well below 1.5°C as set out in the Paris Agreement, we too seek to do our part to reduce GHG emissions in our business activities. Tiong Woon is committed to conduct business in a sustainable and environmentally friendly manner. We recognise that our organisation can be exposed to risks and challenges brought about by climate changes. Therefore, we strive to build climate resilience across our business divisions, and the first step is to understand the potential risks and opportunities from climate change, as well as their financial impact on our businesses.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (“TCFD”)

Governance

The Board has the overall responsibility for the Group’s sustainability strategy, including climate-related risks and opportunities. Committees are established to evaluate and monitor climate-related risks and opportunities. Refer to our Sustainability Reporting Committee Structure on page 5 and 6 of the Report for further details.

Strategy

We seek to transform the Group into a climate-resilient and future-ready business. Our overarching climate strategy is to identify, assess, prioritise, mitigate, and monitor climate-related physical and transition risks in our business. Furthermore, we also seek to capitalise on climate-related opportunities with the global shift to a lower-carbon economy by year 2030 and a net-zero standard by year 2050. We expect our strategies to evolve to be more developed and refined as we progress with a deeper analysis of risks and opportunities over the coming years.

Scenario Analysis

To assess the impact of climate change on our business, we have performed scenario analysis to review risks and opportunities under different climate scenarios as follows:

Scenario	Paris-aligned scenario (below 2°C)	No mitigation scenario (4°C)
Rationale	We selected this scenario to assess the transition impacts in an economy shifting to a low carbon world. It reflects actions required to limit global warming to under 2°C.	We selected this scenario to assess our physical risk under a high-emission scenario, consistent with a future with limited policy changes to reduce emissions.
Underlying model	International Energy Agency’s Sustainable Development Scenario	Intergovernmental Panel on Climate Change (“IPCC”) Representative Concentration Pathway 8.5
Used to analyse	Transition impacts	Physical impacts
Assumptions	Transition features: <ul style="list-style-type: none"> • Carbon tax and pricing introduced • Fossil fuel subsidies phased out by year 2050 in net-importers and by year 2035 in net-exporters • Increased generation from renewable energy 	Physical features: <ul style="list-style-type: none"> • Global emissions continue to rise because of high carbon intensity • Global mean sea level rise of 0.63 metres by year 2100 • High frequency and intensity of heat waves and extreme precipitation events

CARING FOR THE ENVIRONMENT

Climate-related Risks and Opportunities

Taking into consideration the above scenarios, we have identified the following risks and opportunities, and their impact on our business should the above scenarios materialise.

Climate-related risks	
Risk Type	Impact
Physical risks	
Acute Increased severity of extreme weather events such as flooding	<ul style="list-style-type: none"> Increased capital costs for assets replacement Increased insurance premiums for equipment and facilities Reduced revenue due to business disruptions Increased costs from negative impacts on workforce (e.g., health-related issues and employee safety)
Chronic Rising mean temperatures	<ul style="list-style-type: none"> Higher water consumption and energy costs Increased thermal stress and health risk for our employees Lower work productivity of our employees
Transition risks	
Policy and Legal Mandates on and regulation of existing products and services	<ul style="list-style-type: none"> Increased compliance and operation costs Obsolescence and early retirement of existing assets due to policy changes
Technology Costs of transition to lower emissions technology	<ul style="list-style-type: none"> Capital investments in technology development Cost of adoption of environment-friendly technologies Increased write-offs and early retirement of existing assets
Market Increased cost of raw materials	<ul style="list-style-type: none"> Increase in energy and water costs Lowered profit margin
Climate-related Opportunities	
Resource Efficiency Reduced energy water usage and consumption	<ul style="list-style-type: none"> Enhancing energy efficiency and water conservation in our operations and office premises, resulting in cost savings
Energy Source Use of supporting policy incentives	<ul style="list-style-type: none"> Use of government grants and supporting incentives can offset capital expenditures required to adopt greener energy sources and technologies, resulting in cost savings
Resilience Participation in renewable energy programs and adoption of energy-efficient measures	<ul style="list-style-type: none"> Increased market valuation through resilience planning (e.g., human capital, infrastructure, equipment, building) Better competitive position and branding to capture shifting consumer preferences for environment-friendly products and services, resulting in increased revenue

Risk Management

Tiong Woon also acknowledges that maintaining a sound system of risk management is imperative to safeguard the interests of the Group and its stakeholders. To keep abreast of any changes in existing regulatory requirements and practice of good corporate governance, our group proactively identifies and monitors any major environmental risks related to our business.

With a systematic risk management framework in place, the Group's capabilities in identifying and mitigating business risks are continually enhanced. As part of our annual enterprise risk assessment exercise, climate-related risks are identified, assessed, and managed to ensure that these risks remain within our risk appetite.

CARING FOR THE ENVIRONMENT

The table below illustrates our key mitigation strategies for material climate-related risks.

Risk Type	Mitigating Measures
Physical risks	
Acute Increased severity of extreme weather events such as flooding	<ul style="list-style-type: none"> Periodically update business continuity plan and crisis management plan Develop climate-resilient policies and procedures as well as integrate them as a part of enterprise risk management efforts
Chronic Rising mean temperatures	<ul style="list-style-type: none"> Adopt more water efficient fittings and energy saving products Shorten exposure time and use frequent rest breaks for employees Provide a better indoor environmental quality (e.g. air-conditioner) for our employees
Transition risks	
Policy and Legal Mandates on and regulation of existing products and services	<ul style="list-style-type: none"> Use of sustainable practices that are in compliance with legal requirements and safety standards for environmental protection Monitoring of regulatory changes and performance of annual assessments to identify impact of changes on business
Technology Costs of transition to lower emissions technology	<ul style="list-style-type: none"> Maintain close relationship with suppliers and customers to identify new market requirements Change management planning to manage gradual transition to lower emissions technology
Market Increased cost of raw materials	<ul style="list-style-type: none"> Prioritise the optimisation of resource consumption in our value chain Monitoring of material and equipment prices in the market

Metrics and Targets

In addition to our existing metrics and targets, we will continue to enhance our disclosures and ability to identify and measure emissions, working with our suppliers and customers, and exploring new ways in which we can use analytics, automation, and artificial intelligence to enhance decision-making and transparency. Refer to the following sections for disclosures of our metrics and targets.

ENERGY EFFICIENCY AND GREENHOUSE GAS (“GHG”) EMISSIONS

At Tiong Woon, we understand the significant influence our operations can have on the environment, and we are dedicated to taking responsibility to minimise our energy consumption and carbon footprint. By implementing energy-saving initiatives, we not only contribute to environmental sustainability but also generate indirect positive impacts on the Group’s profitability. Through these efforts, we aim to strike a balance between responsible energy usage and financial performance.

Energy Efficiency Policies and Initiatives

The Group’s energy consumption includes the usage of diesel and Marine Gas Oil (“**MGO**”) for fuel as well as electricity from the grid.

The Group utilises fuel for operating heavy lift and haulage equipment, tug boats, barges, and other supporting vehicles. To minimise fuel consumption, we prioritise operational efficiency by employing fuel-efficient equipment, such as Euro 6-compliant engines, whenever feasible. We also emphasise the importance of regular equipment maintenance and educate our operators on fuel efficiency and energy-saving practices, fostering their understanding of these concepts.

In terms of electricity consumption, it encompasses the usage of electricity across our Singapore properties, including our activities, workshops, offices, workers’ dormitory, and jetty. To reduce electricity usage, we have taken proactive steps. This includes replacing high-energy consuming lights with energy-saving LED lights in common areas such as stairways and offices. We have also installed timers for air-conditioners, replaced ceiling lights with motion-sensor lights, and replaced outdated equipment with more fuel-efficient alternatives through the national Early Turnover Scheme.

To align with Tiong Woon’s commitment to reduce our carbon footprint, the Group has partnered with Flo Energy Singapore, a renewable energy provider. Flo Energy is certified by the Renewable Energy Certificate (“**REC**”), a market-based tracking mechanism and verification of the user’s electricity usage generated from renewable sources, which is fed to the national electricity grid, and then passed onto contractual consumers. Flo Energy takes a zero-carbon method to generate electricity from renewable sources such as sunlight, wind, and water. This initiative has resulted in significant Scope 2 GHG emissions reduction in FY2023.

To promote energy-saving habits among our employees, we have displayed energy-saving posters throughout our premises and regularly remind employees to conserve power whenever possible. Our Estate Management Team also actively monitors electricity usage and implements measures to reduce consumption as needed.

Through these initiatives, we strive to manage fuel and electricity consumption effectively, reducing our environmental impact and working towards a more sustainable future.

ESG initiatives through installation of solar panels and purchase of Electric Pallet Truck and Electric Forklift

To reduce our carbon footprint, we had installed solar photovoltaic (PV) panels at the location of 12 Benoi Place. The objective is to rely on a more sustainable power source and to play our part towards decarbonisation. The project reached its completion in April 2023. Additionally, as part of our commitment to curbing diesel consumption and emissions, we had acquired Electric Pallet Trucks and Electric Forklifts in FY2023.

Moving forward, we seek to monitor and report the GHG emissions reductions these new initiatives provide, as well as incorporate the use of more environment-friendly technologies in our operations.

CARING FOR THE ENVIRONMENT

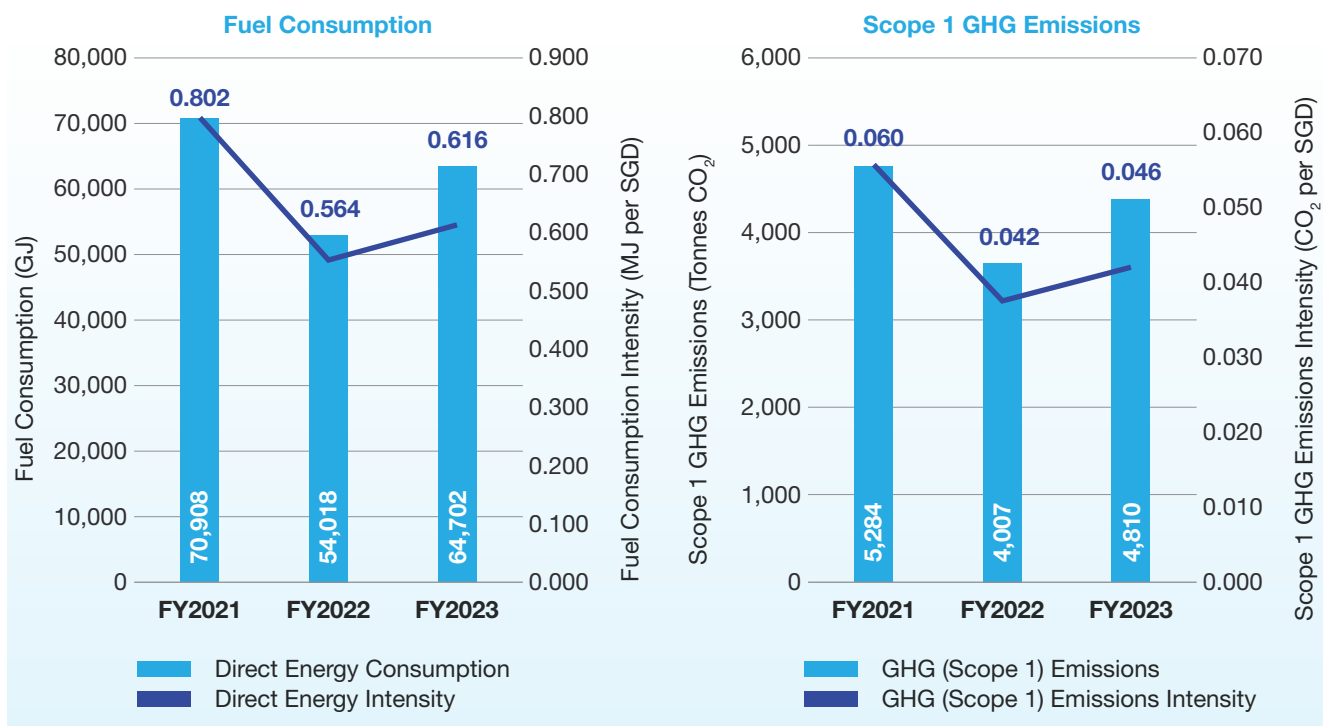
Energy Targets and Performance

In FY2023, Tiong Woon consumed a total of 64,702 GJ of fuel (FY2022: 54,018 GJ) and 1,602 MWh of electricity (FY2022: 1,630MWh). There was an overall increase in energy usage in FY2023 due to the increase in business activities in FY2023. However, there was only a marginal increase in our intensity figures from 0.046 CO₂ per SGD in FY2022 to 0.048 CO₂ per SGD in FY2023.

Furthermore, with our partnership with Flo Energy, we had significantly reduced our Scope 2 GHG emissions from 411 tonnes of CO₂ equivalent in FY2022 to 172 tonnes of CO₂ equivalent in FY2023, representing a reduction of 58%. We will continue to monitor our GHG emissions and adopt measures to reduce our GHG emissions in the coming years.

An overview of the Group's energy usage is presented below:

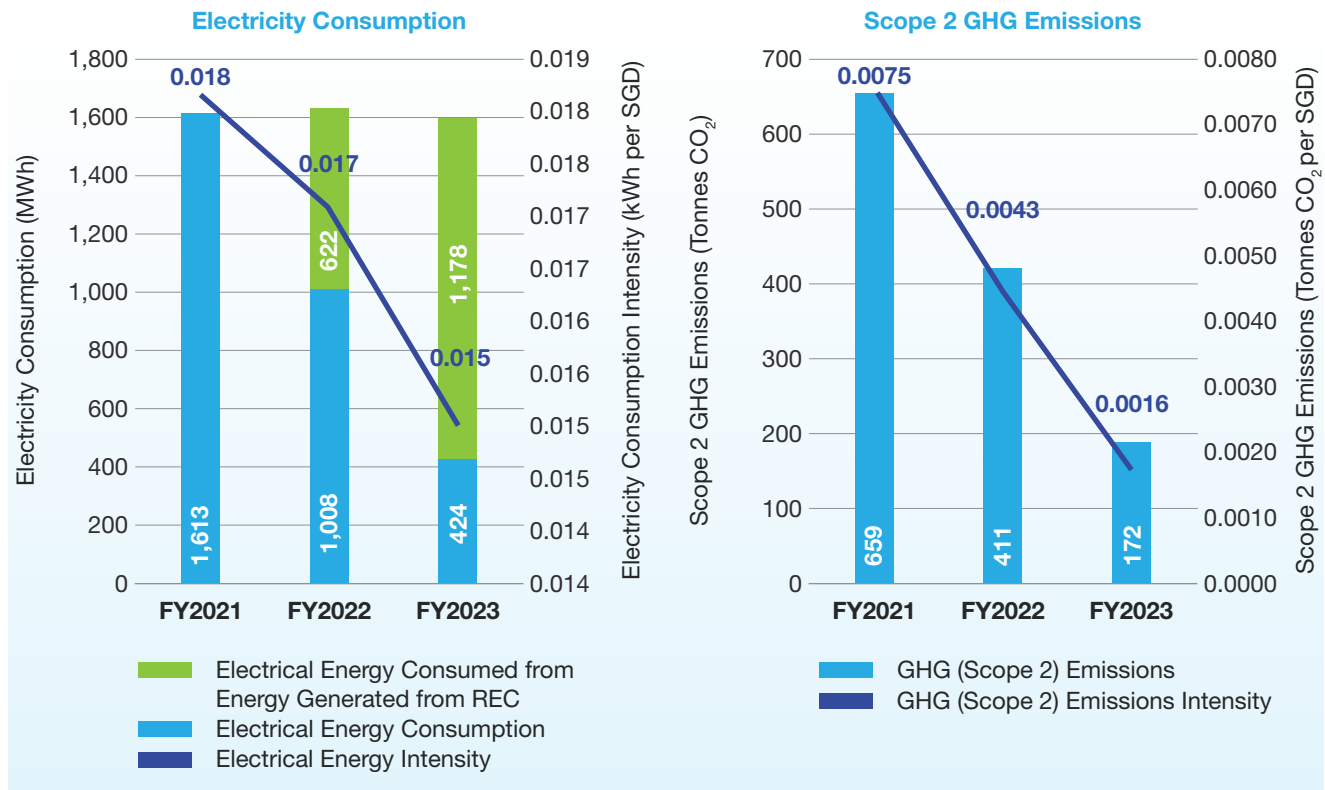
Fuel Consumption and Intensity from Fuels, and Direct (Scope 1) GHG Emissions and Intensity¹³



¹³ Fuel consumption consists of diesel and marine gas oil ("MGO") consumption in Singapore and are expressed in Gigajoules ("GJ"). Scope 1 emissions are calculated from the consumption of diesel and MGO in Singapore, expressed in tonnes of CO₂ equivalent. Fuel consumption intensity and Scope 1 GHG emissions intensity are calculated relative to revenue from Singapore operations, expressed in Megajoules per Singapore dollar ("MJ/SGD") and CO₂ equivalent per Singapore dollar ("CO₂e/SGD"). Emission factors for direct energy consumption are taken from the IPCC 2006 emission factor database and Carbon Footprint Project.

CARING FOR THE ENVIRONMENT

Electricity Consumption and Intensity, and Indirect (Scope 2) GHG Emissions and Intensity¹⁴



Water Consumption

We also recognise that businesses play an important role in ensuring the sustainability of water resources. Therefore, we strive to minimise water consumption and improve water usage efficiency. Our water usage data is closely tracked, monitored and reported.

Financial Year	FY2023
Water Consumed (megalitre)	57.47
Water Intensity ¹⁵ (megalitre per employee)	0.08

¹⁴ Electricity consumption in Singapore and are expressed in Megawatt-hour (“MWh”). Scope 2 emissions are calculated from the consumption of electricity in Singapore, expressed in tonnes of CO₂ equivalent. Electricity consumption intensity and Scope 2 GHG emissions intensity are calculated relative to revenue from Singapore operations, expressed in Kilowatt-hour per Singapore dollar (“kWh/SGD”) and CO₂ equivalent per Singapore dollar (“CO₂e/SGD”). Emission factors for the calculation of electricity consumption are taken from the Singapore Energy Statistics 2020 published by the Energy Market Authority in Singapore.

¹⁵ Water intensity is computed by dividing total water consumed expressed in megalitre by total number of employees as at 30 June 2023.

CARING FOR THE ENVIRONMENT

We have continued to monitor our water usage and adopted the following measures to ensure water usage efficiency:

- Replacing faulty taps and valves to minimise water loss;
- Educating local communities about the need to conserve water; and
- At 15 Pandan Crescent, rainwater is collected in a reservoir and subsequently utilised by our crane operators for cleaning their cranes after they return from project locations.

Waste Management

In line with our efforts to preserve the environment, we have made waste management a key aspect of our operations and processes. We aim to effectively manage and minimise waste produced from our business activities through resourceful usage and the adoption of recycling initiatives, which play a central role in our waste management approach. In FY2023, the amount of waste recycled by Tiong Woon are as follows:

	Type of waste					
	Waste Oil (Litre)	Battery (Ton)	Industrial Waste (Ton)	General Waste (Ton)	Metal Scrap (Ton)	Paper (Ton)
Weight of hazardous waste recycled	12,600	10.55	-	-	-	-
Weight of non-hazardous waste recycled	-	-	287.53	85.65	189.15	7.04

Our Targets

While ensuring compliance and adoption of more sustainable practices, the Group will seek to capitalise on climate-related opportunities with the global shift to a lower-carbon economy by year 2030 and an ultimate target of net-zero standard by year 2050.

Material Topics	Short-Term Target (1-2 years)	Medium-Term Target (2030)
Climate Change	<ul style="list-style-type: none"> • To conduct sustainability awareness programs and trainings for employees. 	<ul style="list-style-type: none"> • Reduce CO₂e emission intensities from Scope 1 and 2 by 20% from FY2023. • Include disclosures of quantitative impact of climate risks identified. • Include disclosure of Scope 3 emissions.
Energy and Water Consumption, and Waste Management	<ul style="list-style-type: none"> • To monitor consumption trend and establish quantitative targets for medium and long-term. 	<ul style="list-style-type: none"> • To be established in subsequent years.

Tiong Woon has reported the information cited in this GRI content index for FY2023 in accordance with the GRI Standards.

GRI Standard	Disclosure Number & Title	Section Reference
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report: Corporate Profile Sustainability Report: Corporate Profile
	2-2 Entities included in the organisation's sustainability reporting	Sustainability Report: About the report
	2-3 Reporting period, frequency and contact point	Sustainability Report: About the report
	2-4 Restatements of information	Not applicable, no restatement
	2-5 External assurance	Tiong Woon has not sought external assurance for this reporting period, and may consider it in the future
	2-6 Activities, value chain and other business relationships	Annual Report: Corporate Profile Sustainability Report: Corporate Profile
	2-7 Employees	Sustainability Report: Employees Profile
	2-8 Workers who are not employees	Sustainability Report: Employees Profile
	2-9 Governance structure and composition	Annual Report: Corporate Governance Report Sustainability Report: Sustainability Governance
	2-10 Nomination and selection of the highest governance body	Annual Report: Corporate Governance Report
	2-11 Chair of the highest governance body	Annual Report: Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report: Corporate Governance Report Sustainability Report: Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	Sustainability Report: Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report: Sustainability Governance
	2-15 Conflicts of interest	Annual Report: Corporate Governance Report
	2-16 Communication of critical concerns	Sustainability Report: Sustainability Governance
	2-17 Collective knowledge of the highest governance body	Sustainability Report: Sustainability Governance
	2-18 Evaluation of the performance of the highest governance body	Annual Report: Corporate Governance Report
	2-19 Remuneration policies	Annual Report: Corporate Governance Report

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GRI Standard	Disclosure Number & Title	Section Reference
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Annual Report: Corporate Governance Report
	2-21 Annual total compensation ratio	The matters are not disclosed due to confidentiality constraints
	2-22 Statement on sustainable development strategy	Sustainability Report: Board Statement
	2-23 Policy commitments	Annual Report: Corporate Governance Report Sustainability Report: Corporate Governance The Group is in the midst of consolidating our policies and will make relevant policies publicly available in subsequent years
	2-24 Embedding policy commitments	Sustainability Report: Corporate Governance
	2-25 Processes to remediate negative impacts	Sustainability Report: Customer Satisfaction and Employee Engagement
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report: Corporate Governance (Whistleblowing policy)
	2-27 Compliance with laws and regulations	Sustainability Report: Corporate Governance
	2-28 Membership associations	Tiong Woon has national memberships and industry associations, such as Singapore Business Federation, Singapore National Employee Federation, Singapore Logistics Association and Singapore Cranes Association
	2-29 Approach to stakeholder engagement	Sustainability Report: Stakeholder Engagement
2-30 Collective bargaining agreements	Not applicable, no collective bargaining agreements are in place	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report: Materiality Assessment
	3-2 List of material topics	Sustainability Report: Materiality Assessment

GRI Standard	Disclosure Number & Title	Section Reference
Topic-specific disclosure		
Economic Performance GRI 3: Material Topics 2021 / GRI 201: Economic Performance 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report: Financial Statements
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Report: Economic Performance
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report: Climate Change
	201-3 Defined benefit plan obligations and other retirement plans	Not applicable, for reported entities located in Singapore, there are no pension plans for employees
	201-4 Financial assistance received from government	Annual Report: Financial Statements
Corporate Governance GRI 3: Material Topics 2021 / GRI 205: Anti-Corruption 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Corporate Governance
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Sustainability Report: Corporate Governance
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report: Corporate Governance
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report: Corporate Governance
Energy Consumption GRI 3: Material Topics 2021 / GRI 302: Energy 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	302-2 Energy consumption outside of the organization	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	302-3 Energy intensity	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	302-4 Reduction of energy consumption	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	302-5 Reductions in energy requirements of products and services	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions

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GRI Standard	Disclosure Number & Title	Section Reference
Topic-specific disclosure		
Water Consumption GRI 3: Material Topics 2021 / GRI 303: Water and Effluents 2018		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Water Consumption
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report: Water Consumption
	303-2 Management of water discharge-related impacts	Sustainability Report: Water Consumption
	303-3 Water withdrawal	Not applicable, water is sourced from local public utilities
	303-4 Water discharge	Not applicable, water is discharged back to local sewage network
	303-5 Water consumption	Sustainability Report: Water Consumption
Climate Change GRI 3: Material Topics 2021 / GRI 305: Emissions 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	305-3 Other indirect (Scope 3) GHG emissions	Scope 3 GHG emissions will be disclosed in the future
	305-4 GHG emissions intensity	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	305-5 Reduction of GHG emissions	Sustainability Report: Energy Efficiency and Greenhouse Gas (“GHG”) Emissions
	305-6 Emissions of ozone-depleting substances (ODS)	In the following years, the Group will assess and disclose the data, if emissions are material to the Group’s operation
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	In the following years, the Group will assess and disclose the data, if emissions are material to the Group’s operation
Waste Management GRI 3: Material Topics 2021 / GRI 306: Waste 2020		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Waste Management

GRI Standard	Disclosure Number & Title	Section Reference
Topic-specific disclosure		
Waste Management GRI 3: Material Topics 2021 / GRI 306: Waste 2020		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report: Waste Management
	306-2 Management of significant waste-related impacts	Sustainability Report: Waste Management
	306-3 Waste generated	This is the first year the Group has listed waste management as a material topic. We will continue to monitor and make further disclosures on waste generated in subsequent years
	306-4 Waste diverted from disposal	Sustainability Report: Waste Management
	306-5 Waste directed to disposal	This is the first year the Group has listed waste management as a material topic. We will continue to monitor and make further disclosures on waste disposed in subsequent years
Employee Wellbeing GRI 3: Material Topics 2021 / GRI 401: Employment 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Employees' Profile and Employee Well-Being
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report: Employees' Profile
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report: Employee Well-Being
	401-3 Parental leave	Sustainability Report: Employee Well-Being
Workplace Health and Safety GRI 3: Material Topics 2021 / GRI 403: Occupational Health and Safety 2018		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Rigorous Health and Safety Standards
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report: Rigorous Health and Safety Standards
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report: Rigorous Health and Safety Standards
	403-3 Occupational health services	Sustainability Report: Rigorous Health and Safety Standards
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report: Rigorous Health and Safety Standards

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GRI Standard	Disclosure Number & Title	Section Reference
Topic-specific disclosure		
Workplace Health and Safety GRI 3: Material Topics 2021 / GRI 403: Occupational Health and Safety 2018		
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Sustainability Report: Rigorous Health and Safety Standards
	403-6 Promotion of worker health	Sustainability Report: Rigorous Health and Safety Standards
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report: Rigorous Health and Safety Standards
	403-8 Workers covered by an occupational health and safety management system	Sustainability Report: Rigorous Health and Safety Standards
	403-9 Work-related injuries	Sustainability Report: Rigorous Health and Safety Standards
	403-10 Work-related ill health	Sustainability Report: Rigorous Health and Safety Standards
Talent Development GRI 3: Material Topics 2021 / GRI 404: Training and Education 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Talent Development
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report: Talent Development
	404-2 Programmes for upgrading employee skills and transition assistance programs	Sustainability Report: Talent Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Report: Talent Development

Governance		
TCDF 1(a)	Describe the board's oversight of climate-related risks and opportunities.	Page 28
TCFD 1(b)	Describe management's role in assessing and managing climate-related risks and opportunities.	Page 28
Strategy		
TCFD 2(a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Page 28
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Page 28
TCFD 2(c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Page 28
Risk Management		
TCFD 3(a)	Describe the organisation's processes for identifying and assessing climate-related risks.	Pages 28 - 30
TCFD 3(b)	Describe the organisation's processes for managing climate-related risks.	Pages 29 - 30
TCFD 3(c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Pages 29 - 30
Metrics and Targets		
TCFD 4(a)	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pages 30 - 34
TCFD 4(b)	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.	Pages 31 - 34
TCFD 4(c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Pages 32 to 34



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