



Staying Steadfast Adapting Capability



Sustainability Report 2021

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Board Statement

Soilbuild Construction Group Ltd. (“Soilbuild”, and together with its subsidiaries, the “Group”) is pleased to issue its fifth annual sustainability report (the “Sustainability Report 2021” and/or the “Report”).

The Sustainability Report 2021, which reflects the Group’s sustainability performance as well as the Group’s strategy and vision for the future, is prepared as per the SGX Sustainability Reporting Guide and in reference to the Global Reporting Initiative (GRI) Standards.

The Board of Directors (the “Board”) of Soilbuild has always been committed to sustainability and fully supports the adoption of the SGX sustainability reporting guidelines. The Board oversees the Group’s sustainability practices and initiatives, including its compliance with SGX guidelines on sustainability reporting. As a listed company, we are also committed to compliance with the Code of Corporate Governance of Singapore. The Code provides the framework for controls, checks and accountabilities that requires the Board to also consider sustainability issues in its business decisions. Throughout the year, the Board and the management reviewed the Group’s sustainability objectives and progress.

At Soilbuild, we take a pragmatic approach towards sustainability. We focus on identifying and putting into practice initiatives and programs that deliver lasting benefits to the society. Material Environmental, Social and Governance (“ESG”) issues for the Group are identified and we are committed to continuously examine material issues on a year on year basis, with the aim to progressively strengthen our internal sustainability management framework, processes and procedures.

We understand that corporations have a responsibility to deliver sustainable products and services. We will endeavour to ensure that sustainability remains a core focus of Soilbuild and would like to thank the management and colleagues for their efforts in delivering our vision.

Lim Chap Huat
Executive Chairman

About our Report

The Sustainability Report 2021 presents the annual sustainability performance of the Group covering the material Environmental, Social and Governance aspects of our business operations for the period 1 January 2021 to 31 December 2021 (“FY2021”). The Report has been prepared in reference to the Global Reporting Initiative (GRI) Standards. The reporting boundary includes the Group’s operations in Singapore, Myanmar and Malaysia. The entities have been selected on the basis of our level of control and nature of operations; hence, the Report has excluded the performance data of the Group’s joint ventures.

The Group have commenced its precast and prefabrication business since 2019. Correspondingly, we have included the precast and prefabrication business within the scope of reporting since then.

Data presented in this Report has been sourced directly from the operations included within the reporting boundary. This Report covers the material issues of the Group’s operating subsidiaries as shown in the section Our Sustainability Approach. For any clarifications and suggestions related to this Report or Soilbuild’s sustainability initiatives, please reach out to us at sbcg_ir@soilbuild.com.

The GRI Standards Content Index is included at the end of the Report. We have not obtained any independent assurance on the information being reported this year, but will continue to strengthen our reporting processes, and consider obtaining independent assurance in future.

About Soilbuild Construction Group Ltd

Soilbuild Construction Group Ltd. is a leading builder with a long and successful track record of constructing an award-winning portfolio of residential and business space properties. Since its inception in 1976, Soilbuild charts over 40 years of success in offering a full spectrum of real estate services which includes Design and Build, Construction, Turnkey Construction, Project Management Consultancy, Procurement, Mechanical & Electrical Installation and Precast and Prefabrication Solutions.

Soilbuild is a publicly held company headquartered in Singapore and is listed on the Singapore Stock Exchange. Our track record in public sector projects puts us in good stead as we compete in tenders by the local public agencies including the Housing and Development Board (“HDB”), Jurong Town Corporation (“JTC”), MOH Holdings Pte Ltd (“MOHH”) and Land Transport Authority (“LTA”). Projects in which we acted as the main contractor have achieved building excellence in winning several architectural and environment awards over the years.

In 2015, the Group was awarded the concept and price tender for the development of an Integrated Construction and Precast Hub (“ICPH”). In the ICPH, highly automated manufacturing processes have been adopted to offer precast and prefabrication solutions to the built environment sector. In line with the Industrial Transformation Map for construction sector launched by the Singapore government, where adoption of Design for Manufacturing and Assembly (“DfMA”) in the built environment is the key element, the Group had initiated its expansion plans for its manufacturing plant located in Johor, Malaysia in 2019. With the completion of the facilities expansion in the first half of 2021, the Group is well poised to grow its market share in the precast and prefabrication sector.

VISION

To be the preferred multi-disciplinary construction company first in Asia Pacific, then global.

MISSION

To deliver optimal construction and management solutions to our partners and customers, and to enhance shareholder value.

Our values

Our core values keep the inner workings of our brand in check. They shape our culture and define our beliefs and practices.

INTEGRITY

Always be forthright, doing the right thing and not cutting corners.

MAKE IT HAPPEN

Determination to bring projects to fruition, regardless of the challenge.

THINK AHEAD

Updated and well-informed.

IMPACT

PROFESSIONAL

Keeping to standards and engaging customers in a practical, professional manner and tone.

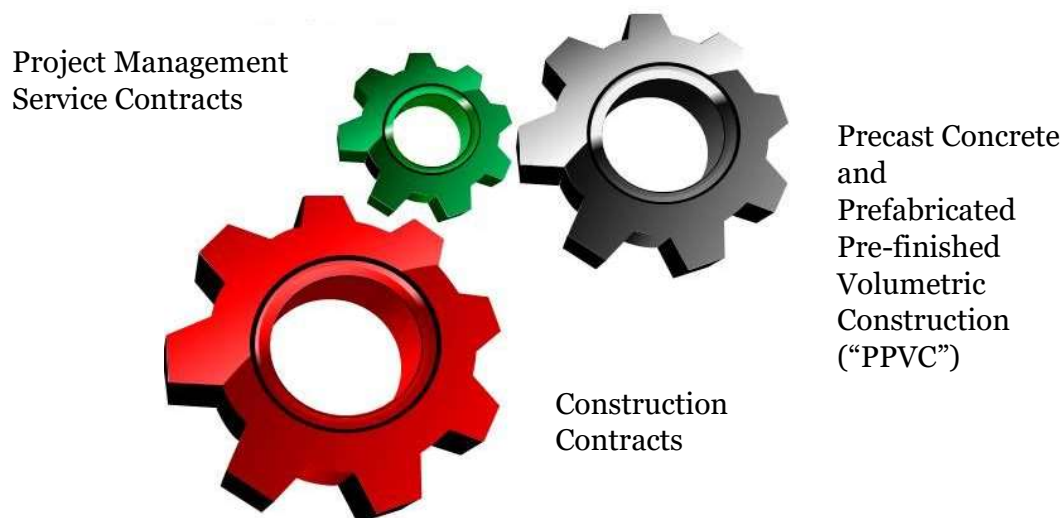
CUSTOMER-CENTRICITY

Always close to the market to understand their needs by giving them practical solutions; thus empowering and enabling organisations and individuals to go further.

AGILITY

Agility and flexibility to move and change quickly based on market conditions and needs.

Our operations



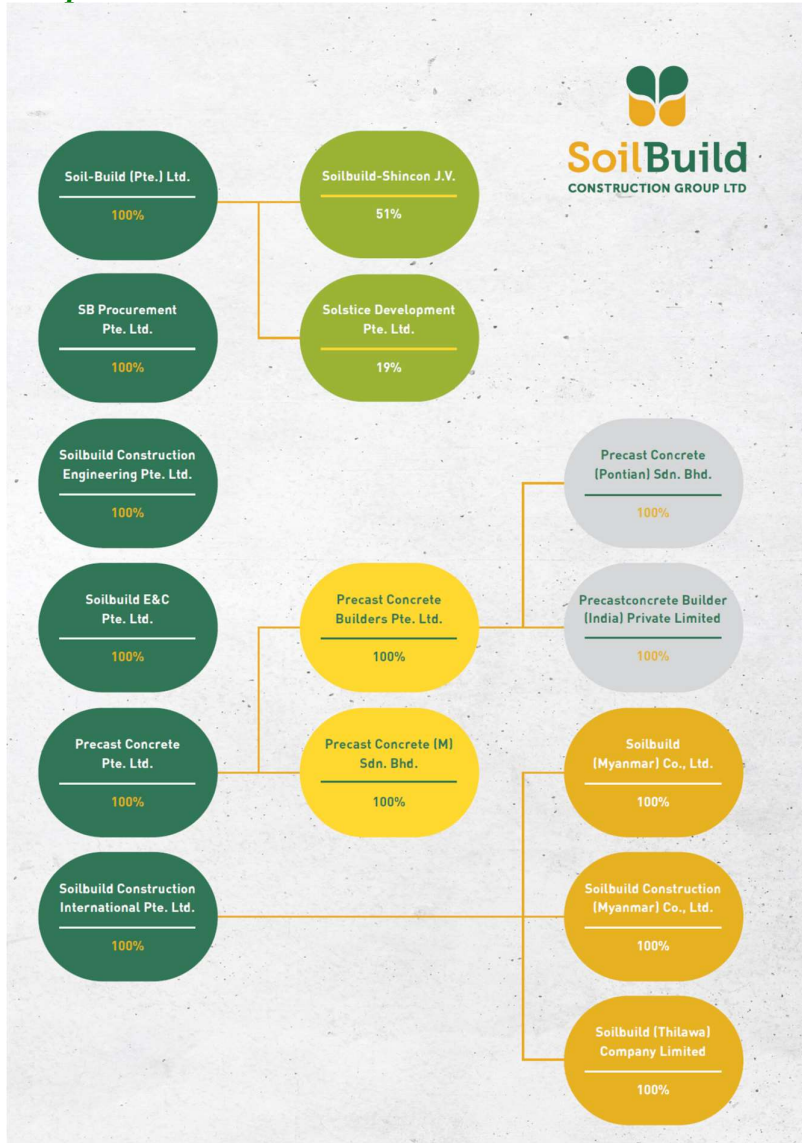
Our multi-disciplinary capabilities



Geographic presence

Soilbuild Entities	Location
Soilbuild Construction Group Ltd.	Singapore
Soil-Build (Pte.) Ltd.	Singapore
SB Procurement Pte. Ltd.	Singapore
Soilbuild Construction Engineering Pte. Ltd.	Singapore
Soilbuild E&C Pte. Ltd.	Singapore
Soilbuild Construction International Pte. Ltd.	Singapore
Precast Concrete Pte. Ltd.	Singapore
Precast Concrete Builders Pte. Ltd.	Singapore
PrecastConcrete Builder (India) Private Limited	India
Precast Concrete (Pontian) Sdn. Bhd.	Malaysia
Precast Concrete (M) Sdn. Bhd.	Malaysia
Soilbuild (Myanmar) Co., Ltd.	Myanmar
Soilbuild Construction (Myanmar) Co., Ltd.	Myanmar
Soilbuild (Thilawa) Company Limited	Myanmar

Group Structure

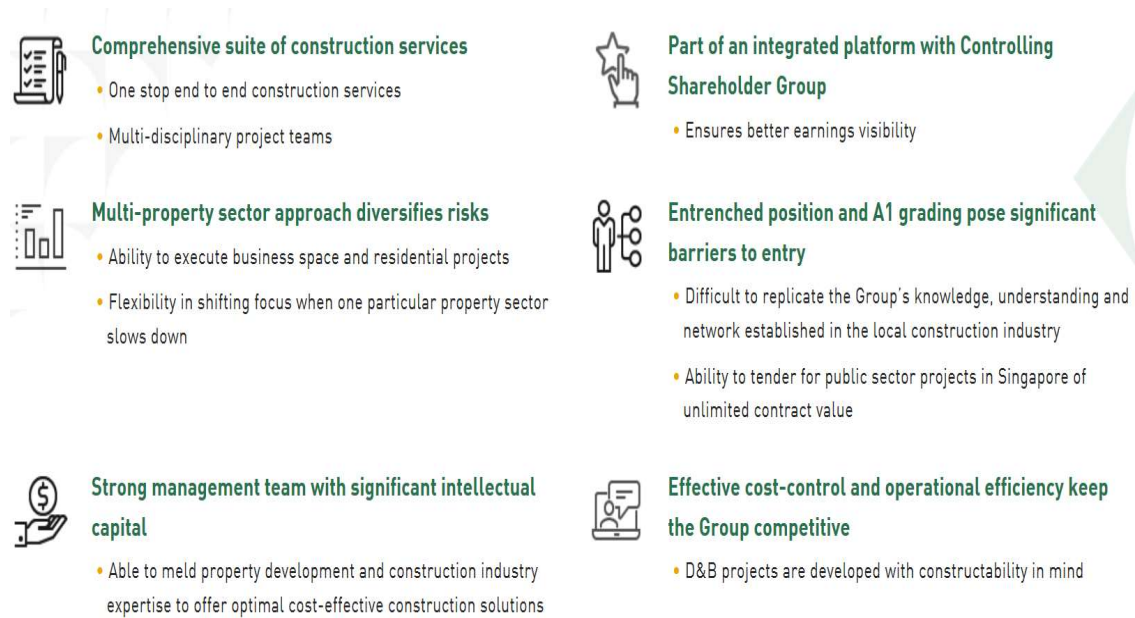


The Group has a basic supply chain structure, where the lead company forms a series of relationship with companies that buy and sell supplies from each other. Our principal activities and the place of incorporation and operation are represented below:

Principal activities	Place of incorporation and operation	Number of Subsidiaries	
		2021	2020
Building contractors	Singapore	3	3
Construction and procurement services	Singapore/Myanmar	3	3
Precast and PPVC	Singapore/Malaysia/India	5	5
Manufacturing of construction materials	Myanmar	1	1
Investment holdings	Singapore	1	1
		13	13

The Group is well positioned to deliver our products and services regionally across Singapore, Malaysia and Myanmar. The Group recognises the importance of establishing resilient relationships with business partners and local authorities to keep abreast with changes in statutory and regulatory requirements in the countries we operate. Organisationally, the Group have invested in training and sharing sessions for employees to be updated with the latest regulatory changes and the potential impact these changes may have in the way we build. This strengthens our efforts towards mitigating any potential non-compliance with regulatory requirements in the course of business. We are a statutory member of Singapore Business Federation (“SBF”), the Singapore Green Building Council and full corporate member of Access Solution Industry Association (f.k.a. Access & Scaffold Industry Association). The Group's internal auditors conduct an annual review of the effectiveness of the Group's material internal controls, including internal financial, operational and compliance controls.

Figure 1 Key strengths and value proposition



From 2020, arising from the coronavirus outbreak that has spread rapidly around the world, the economy of many countries, including the countries that the Group operates in, have been significantly impacted. In 2021, the Group continue to face resurgent waves of COVID-19 transmissions, more uncertainties and further downside risks in the global economy. Stepping into 2022, activities in the construction sector is projected to recover on the back of progressive easing of border restrictions on the entry of migrant workers from South Asia. Nonetheless, it will take time to fully address the shortfall in labour required to meet business needs. Labour shortages are likely to persist and weigh on the recovery of the construction sector. The output of the construction sector is expected to remain below pre-pandemic levels throughout 2022.

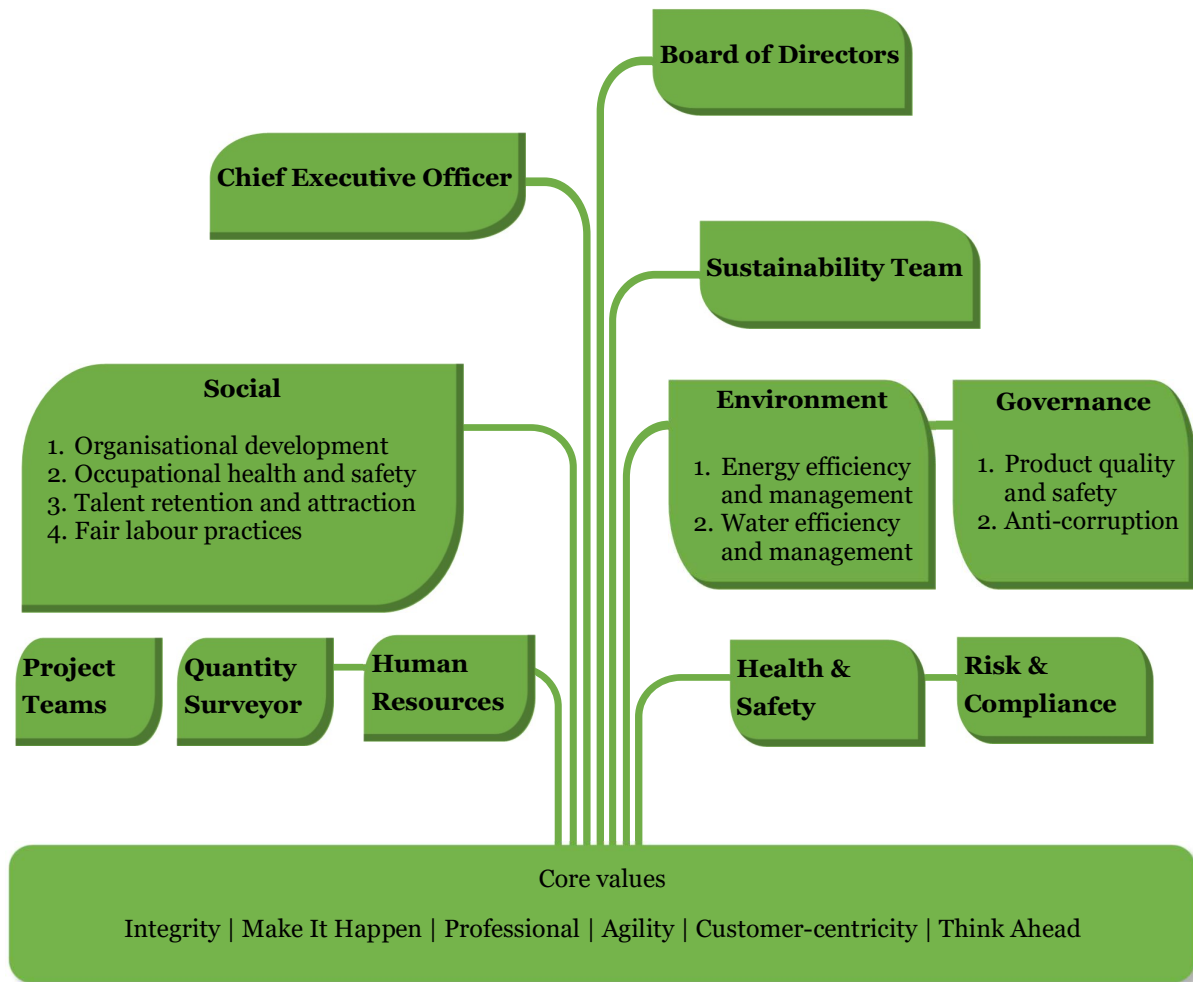
The Group has adopted a number of strategies to remain competitive in the market. To strengthen its core business and enhance returns, the Group has focused on a) investing in productivity improvements, b) developing its position in the public housing sector and c) strengthening its position as a key and reliable supplier for precast and prefabricated building components. In tandem with these efforts, the Group will also continue to review its overall cost structure and remain disciplined in capital management.

Our Sustainability Approach

Sustainability Governance

Organisation-wide sustainability agenda is led by the sustainability team headed by our Chief Executive Officer taking guidance from the Board. The team initiates, drives, and monitors various aspects of our sustainability practices, to ensure effective integration of Environmental, Social and Governance initiatives into our business operations and corporate objectives.

Figure 2 Group's sustainability governance



Stakeholder engagement

Stakeholders are defined as groups of people or entities that are directly or indirectly influenced by our business operations and outcomes, or that can significantly influence our businesses. Feedback from our key stakeholder groups forms a crucial part of our strategic and business planning, and is viewed as a valuable insight for the Group to continuously improve our sustainability performance.

Through internal discussion and review with external consultants, key stakeholder groups are identified across the entire value chain and each stage of our business life cycle. Engagements with key stakeholder groups are planned annually.

Understanding the stakeholders' expectations and allaying concerns is an essential part of Soilbuild's sustainability approach. Through regular formal and informal engagements, we develop mutually

beneficial relationships with our stakeholders. As part of our stakeholder engagement process, we identified the following key stakeholder groups:

- Customers (project owners and developers)
- Employees
- Suppliers & Sub-contractors
- Shareholders & Investors
- Community
- Government & Regulators

Engagements with Key Stakeholder Groups in 2021

We are committed to expand our stakeholders’ engagement protocol and use the feedback collected in our future disclosures. Soilbuild’s senior management is determined to progressively improve our sustainability performance by continuously engaging with our key stakeholder groups. The following are our key stakeholders’ interest and concerns raised, and our engagement mechanism:

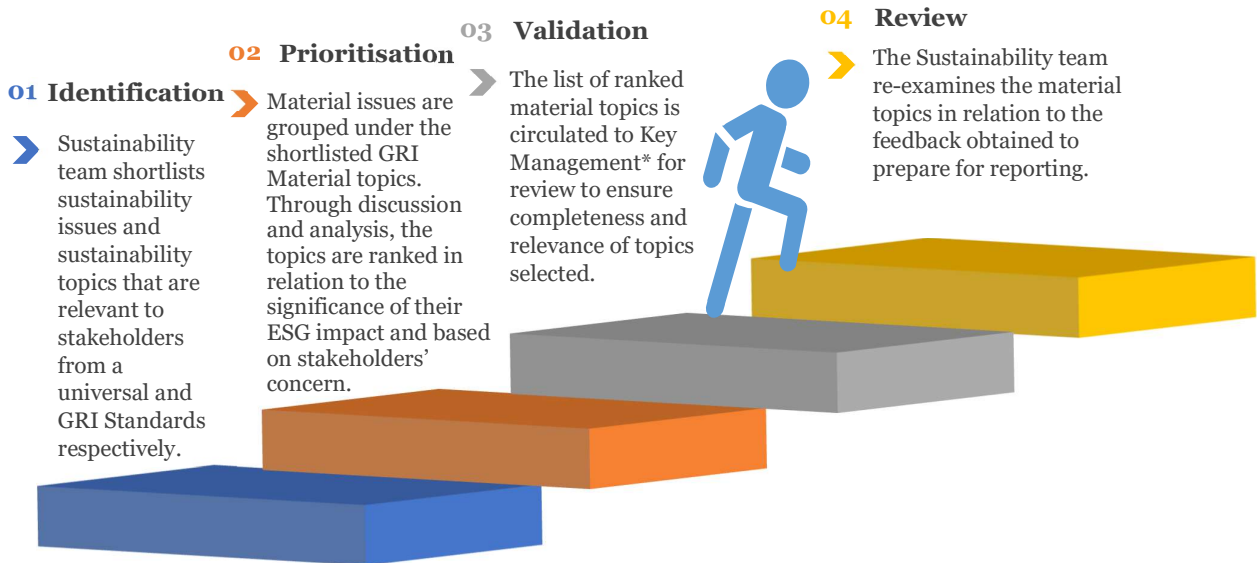
Figure 3 Stakeholder engagement mechanism

Stakeholder	Key Interest/Concerns	Engagement Mechanism
Customers	Safety, quality and project schedule	Regular customer engagement activities were conducted to understand the expectations and to map out improvement processes
Employees	Personal development, and career advancement	<ul style="list-style-type: none"> • Employee appraisals carried out on an annual basis to review performance and to understand their aspirations • Weekly management meetings held to discuss and resolve operational challenges • Risk management meetings conducted quarterly to review and update mitigation measures • Annual budget meetings conducted to communicate the Group’s strategy and business changes • Orientation conducted for new employees to familiarise them with the Group’s management team and policies
Suppliers and sub-contractors	Safety, compliance, and project schedule	<ul style="list-style-type: none"> • Monthly Safety briefings conducted for staff and weekly for contractors working on site • Annual review of suppliers / sub-contractors to evaluate their performance and raise feedback or concern
Shareholders and investors	Economic and industry trends, Group performance	<ul style="list-style-type: none"> • Shareholders are kept abreast of Soilbuild’s key developments through announcements on SGX-ST and annual reports • Annual General Meetings and investor meetings are conducted to engage our shareholders and investors in two-way communications
Government, regulators and community	Contributing and caring for our community and environment, adopting best practices and compliance with prevailing regulations	<ul style="list-style-type: none"> • Keeping abreast of new policies, regulations and guidelines launched and implemented by government and the regulators • To comply and continually improve the effectiveness of the Groups quality management system which satisfies all ISO 9001:2015 standards requirements • Meeting with regulators and community to provide feedback and address any concerns

Materiality assessment

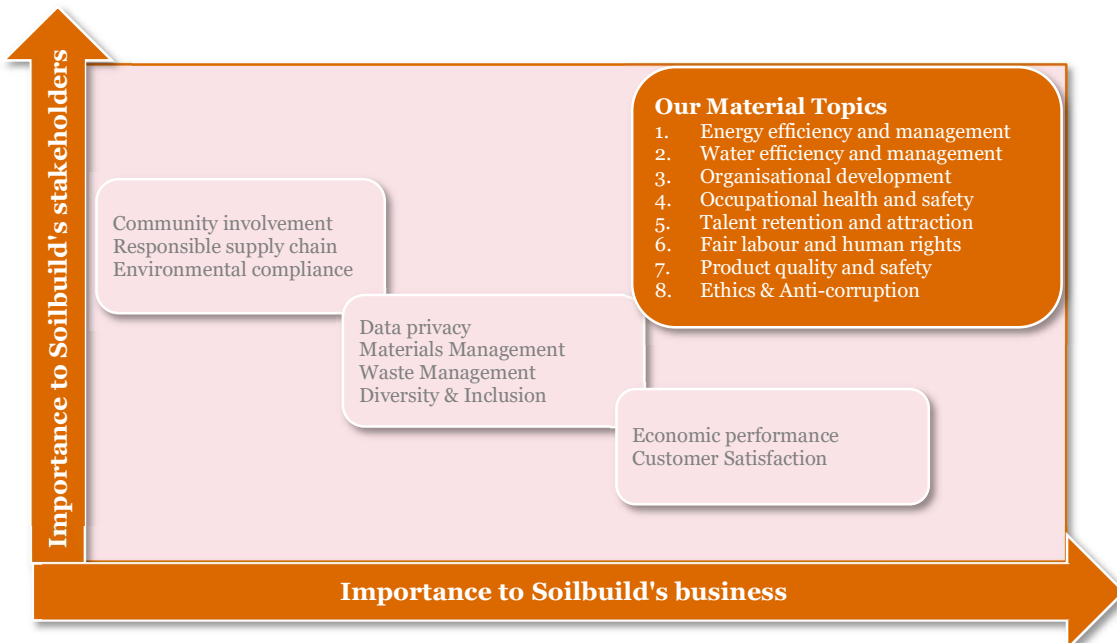
Materiality is a critical input into our corporate sustainability strategy because it ensures we provide our stakeholders with the sustainability information most relevant to them and our business. To determine this, we conduct formal materiality assessment on a regular basis. In 2021, we have revisited our materiality assessments for three regions: Singapore, Myanmar and Malaysia. The assessment process included interviews with internal stakeholders such as employees and management, and internal workshops, to identify the most critical or material sustainability issues. The boundary of material topics is restricted to our operations in Singapore, Myanmar and Malaysia and to our business partners comprising contractors, subcontractors and suppliers.

Soilbuild adopts a systematic four-step approach in determining the material topics for our operations.



* Key Management includes Executive Chairman, C-Suites, Working Directors and Group Financial Controller

To illustrate degree of importance to internal and external stakeholders, the topics have been plotted on a materiality matrix. Figure below provides an overview of our material topics.



Environmental performance: resource conservation

As an organisation that is committed to sustained growth and shared value creation, we adopt responsible practices across our supply chain. These are encapsulated in the various policies which govern our business practices and environmental stewardship.

(a) Energy efficiency and management

Soilbuild believes in building a greener future and creating a friendlier environment for all our stakeholders by minimising the usage of natural resources and waste in our business operations. We have implemented an environmental management system to identify and manage environmental impacts arising from our business operations. These environmental aspects are managed by setting targets and implementing programmes to achieve these targets. As an endorsement of our environmental management system, Soilbuild has obtained the ISO 14001:2015 certification for the scope of building and civil engineering construction services, as well as ISO 14001:2015, ISO 45001:2018 and ISO 9001:2015 certification for design, manufacture and supply of precast concrete products.

Soilbuild has been awarded the Building and Construction Authority (“BCA”) “Green and Gracious Builder Award” (GGBA) in recognition of its efforts in promoting environment protection and gracious practices during the construction phase of projects. In 2021, we continued our push for digitalisation and technology adoption for our projects which covers the different construction methods including DfMA. Building Information Modelling (BIM) is underpinning the industry’s digitalisation journey with Virtual Design and Construction (VDC) proving to be a necessity for sustainable project execution.

We believe improvements in energy efficiency will enable our Company to reduce cost and improve overall operational efficiency. Integrating energy efficiency considerations into the design and construction of our assets can also help to reduce operational electricity costs of our customers. We endeavour to maximise energy efficiency across all business units and at different stages in the building’s lifecycle. At Soilbuild we have diesel-use policy which ensures efficient use of diesel in operations such as in cranes, diesel generators and air-conditioners.

Examples of on-going energy initiatives include:

Table 1 Energy management initiatives at Soilbuild

Energy Initiatives

- ✓ Installation of solar panel on the Group’s ICPH rooftop to generate electricity, which has been commissioned in Q1 2021
 - ✓ Monitoring and analysing energy usage in all projects under construction for any abnormality and immediate rectification
 - ✓ Implementing various measures to reduce energy consumption, including using energy efficient equipment with the Energy Star logo
 - ✓ Using energy efficient lightings and green label photocopiers in the site offices
-

Soilbuild’s commitment to environmental stewardship is to minimise negative environmental impact as well as to constantly educate employees on sustainability. We apply the precautionary principle to our environmental management to ensure that we minimise any impact on the environment and related risks to the organisation. As a growing company, we know our footprint is expanding, so we use strategies and practices to gain operational efficiencies, thereby reducing energy and water consumption, emissions and waste. At Soilbuild, employees are encouraged to promote energy and fuel efficiency to reduce carbon emissions.

The Group’s ICPH was completed in 2018. During the design and construction phase of the ICPH, the Group had planned and incorporated sustainable features into the building. These measures and considerations include (i) the use of energy efficient LED lighting for offices, production areas and dormitory, (ii) double glazed glass used for all fenestration to reduce solar heat gain

and improved noise control, (iii) sustainable products with recycled content used during construction, (iv) use of energy efficient air-con system, (v) passive design considerations and environmental friendly products, (vi) use of water-efficient fittings and etc. The Group's ICPH was awarded 'Green Mark Award – Gold' by the BCA.

Performance for FY2021 and Target for FY2022

The Groups' electrical energy consumption has increased in 2021, mainly attributable to the increase in construction and precast manufacturing activities following gradual recovery from the impact of COVID-19 as well as ramping up of our dormitory operations. Nevertheless, the Group continuously inculcates sustainable awareness in all employees on electrical energy consumption. As disclosed in last year's report, the Group has started to install solar panels on the ICPH rooftop to generate electricity to reduce the carbon footprint. The solar facility has been commissioned in Q1 2021. With the completion of our Malaysia plant expansion in first half of 2021, we have concurrently started to study the potential of installing solar panels on the factory building rooftop as well.

Table 2 Energy consumption at Soilbuild

Energy use & efficiency	Unit	FY 2020 Performance	FY 2021 Performance	FY 2022 Target
Electricity consumption	MWh	3,070	3,607	To initiate at least one more new energy (electricity) consumption reduction initiative and measure the resulting outcome and continue to set campaigns to raise awareness of energy saving
Diesel consumption	m ³	1,061	2,148	

Figure 4 Energy – Electricity consumption (MWh) by region Construction segment

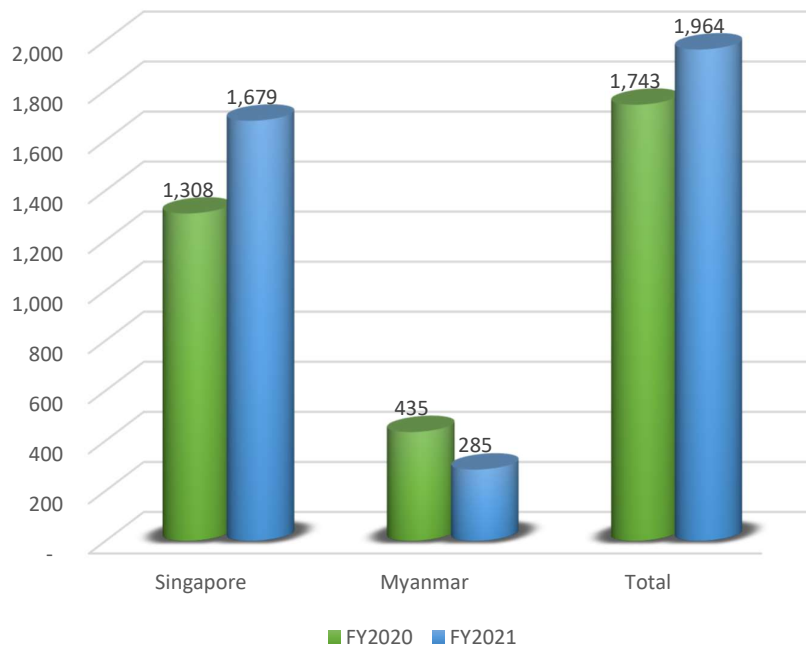


Figure 5 Energy – Electricity consumption (MWh) by region
Precast and Prefabrication segment

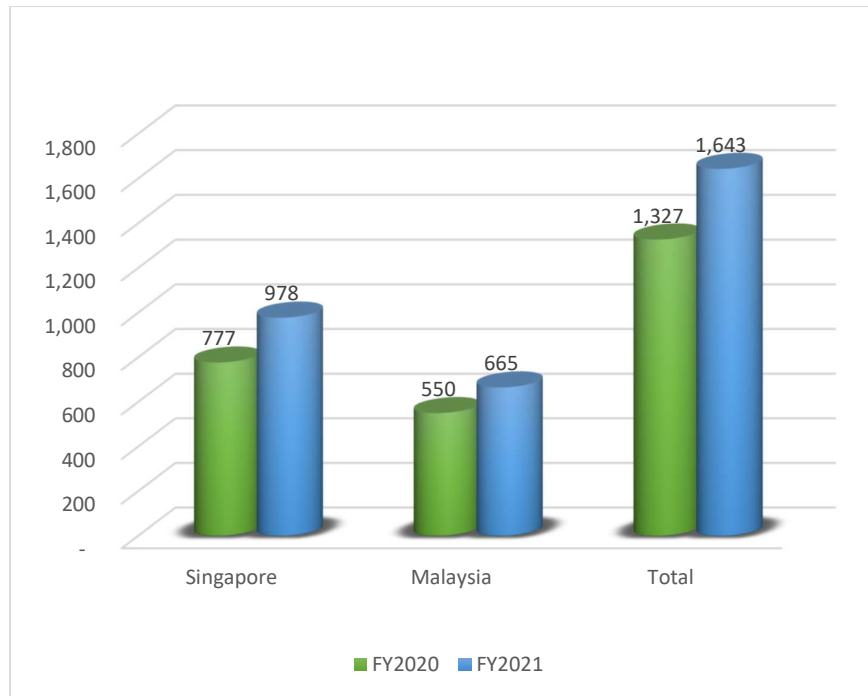
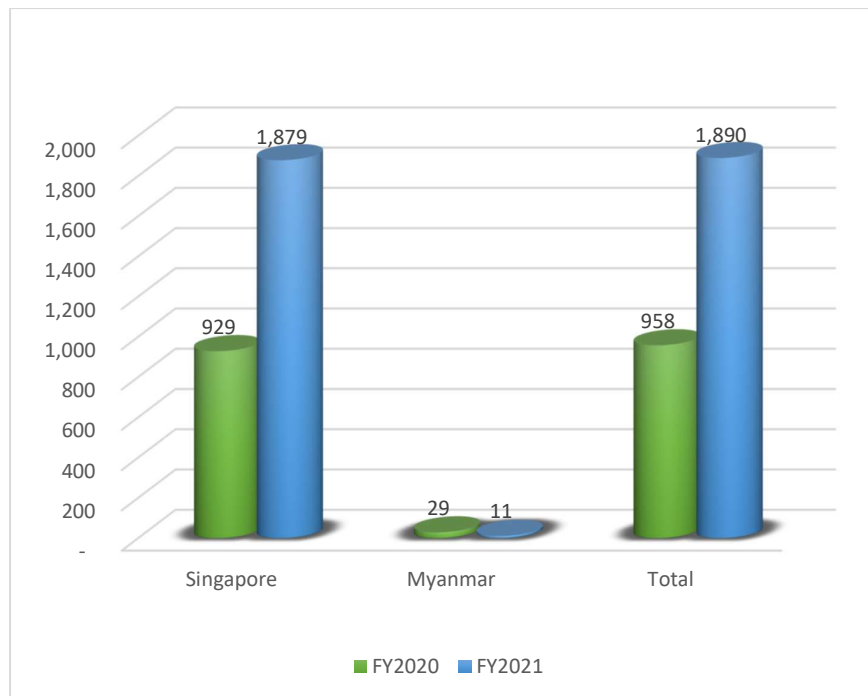
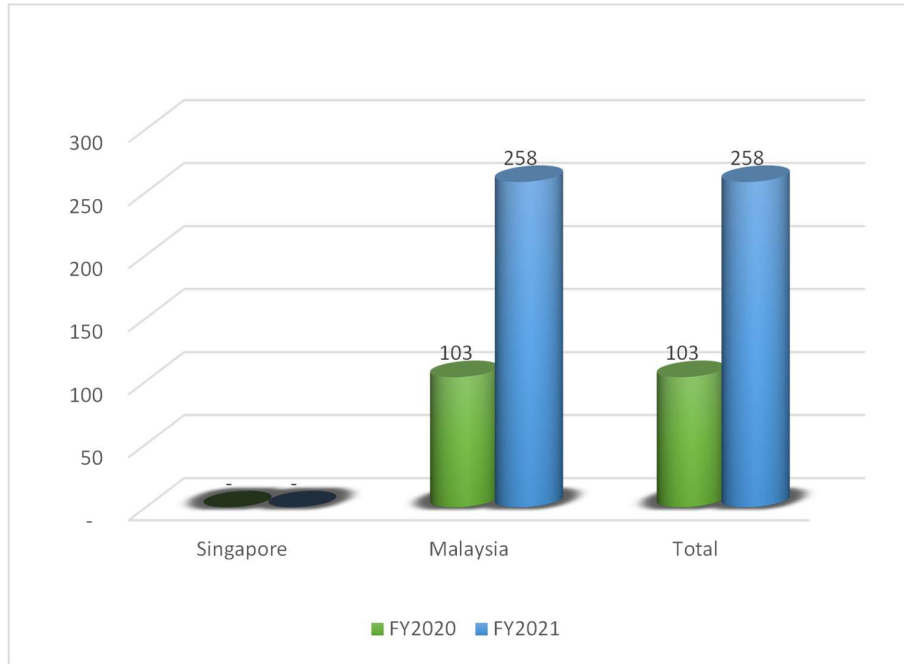


Figure 6 Energy – Diesel consumption (m³) by region
Construction segment



*Figure 7 Energy – Diesel consumption (m³) by region
Precast and Prefabrication segment*



The significant increase in diesel consumption in the construction segment was mainly due to the increase in construction activities following the gradual recovery from the impact of COVID-19. There was also more diesel consumption due to new projects that have started during the year. Nevertheless, we will continue to monitor the energy consumption in all our construction projects. The increase in diesel consumption in precast and prefabrication segment was mainly attributed to increased production capacity and ramp up in the production output. We will continuously seek to improve on our practices to enhance energy use efficiency.

(b) Water efficiency and management

At Soilbuild we are conscious of the increasing scarcity of water and aim to further strengthen our water management policies. Both water quantity and quality are important aspects of water management. We recognise the vital role the provision of a sustainable water supply plays in Singapore, Malaysia and Myanmar, which is critical for our own future prosperity and development.

At Soilbuild we acknowledge the significant operational benefits that arise from a strategic approach to water management. We monitor and manage water consumption and emphasise the need for water efficiency for the business but critically for the environment and society at large. Water efficient equipment and processes are encouraged across Soilbuild’s operations. Employees are well informed on the issues relating to water scarcity and are advised to reduce water consumption across operations. At Soilbuild, treated water is used for multiple purposes such as for cleaning construction sites and other activities.

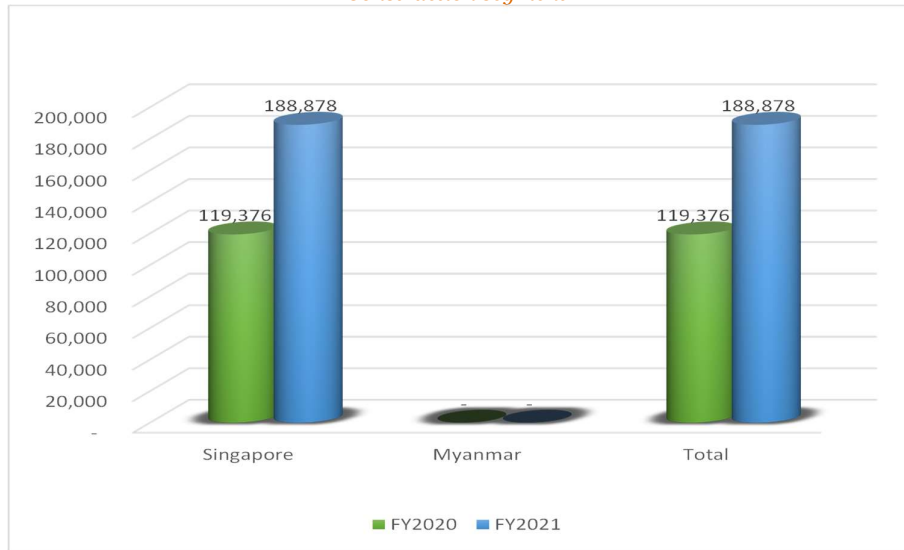
Table 3 Water management initiatives at Soilbuild

Water Initiatives
✓ Monitoring and analysing water usage in construction sites for all projects under construction.
✓ Using rainwater or recycled water to wash vehicles before they leave the construction sites, and using recycled water for washing before casting. Water saving devices like thimbles in taps are also installed wherever possible in our project sites and our corporate office.

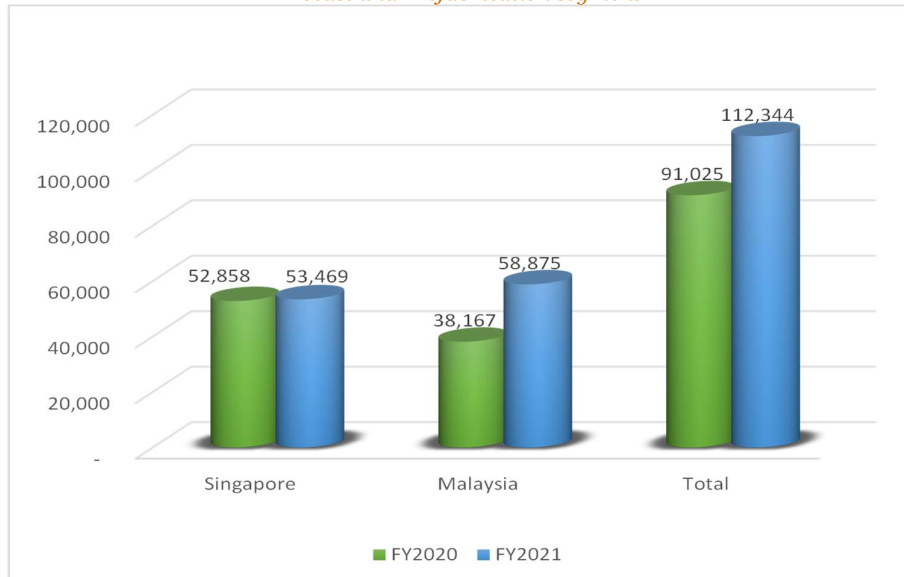
Performance for FY2021 and Target for FY2022

Total water consumption for both construction projects and precast and prefabrication operations was 301,222 m³ during 2021 (2020: 210,401 m³). The increase in water consumption for the construction segment was mainly attributed to the increase in construction activities following the gradual recovery from the impact of COVID-19, including the commencement of new construction projects during the year. The increase in water consumption for precast and prefabrication segment was mainly due to the expansion of the precast and prefabrication operations. At Myanmar construction sites, water is extracted from tube wells, which is allowed within Yangon City Development Committee (“YCDC”) legislation for construction project sites with no charges. The measurement of water consumption was undeterminable due to lack of data. For our 2022 targets, we aim to reduce our water consumption across the key operational activities using innovative water efficiency and reduction measures. We will continue to monitor our water consumption of our construction projects and precast and prefabrication operations and promote water efficiency initiatives.

*Figure 8 Energy – Water consumption (m3) by region
Construction segment*



*Figure 9 Energy – Water consumption (m3) by region
Precast and Prefabrication segment*



Social performance: collaborating with our employees and wider community

We recognise that our employees are invaluable to the success of our Group. We offer workplace diversity and equal opportunities to our employees. For workplace diversity, we value everyone's differences. We learn from each other regardless of cultural background and bring those differences into the workplace to broaden experience, and strengthen capability and knowledge. Diversity includes not only race but gender, ethnicity, personality, age, education and background. All employees are treated equally and are not disadvantaged by prejudices or bias. Performance dictates an employee's qualification for promotion and rewards regardless of their race, gender, ethnicity, personality, age, education and background. We are committed towards cultivating a balanced work-life environment for all our employees, as well as to developing the new workforce in and for our industry.

(a) Training and development

The Group signed "The Pledge for a Better Built Environment Workplace" developed by the BCA and Construction Industry Joint Committee ("CIJC") to signify the Group's fundamental support to transform the built environment sector into a workplace of choice for our young talents as well as retaining existing talents within the sector. By endorsing the pledge, we are committed to adopt good human resource practices by providing a conducive work environment and better employee management.

We provide training and guidance to groom employees towards realising a higher level of competency, in order to enhance the quality of our services and products. Such training also strives to build a well-motivated and stable workforce with a high level of camaraderie. A key objective of training is to develop competencies which would enable our employees to perform their current or future jobs successfully. All our training programmes are geared towards the following objectives:

- i) strengthening the job skills and knowledge of employees;
- ii) improving operational efficiency and productivity; and
- iii) developing and maximising the potential of employees for the mutual benefit of both

*Figure 10 Total employees at Soilbuild (as on 31 December)
Construction segment*

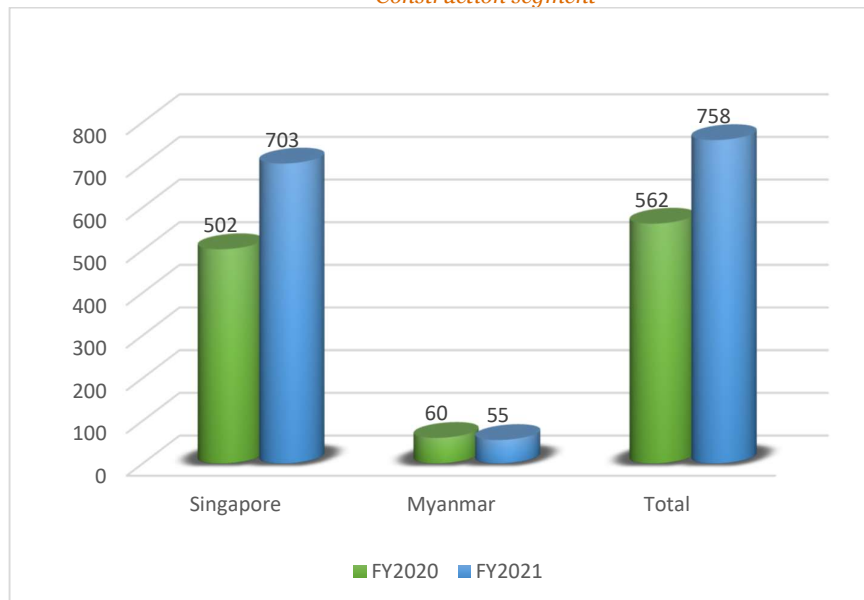


Figure 11 Total employees at Soilbuild (as on 31 December)
Precast and Prefabrication segment

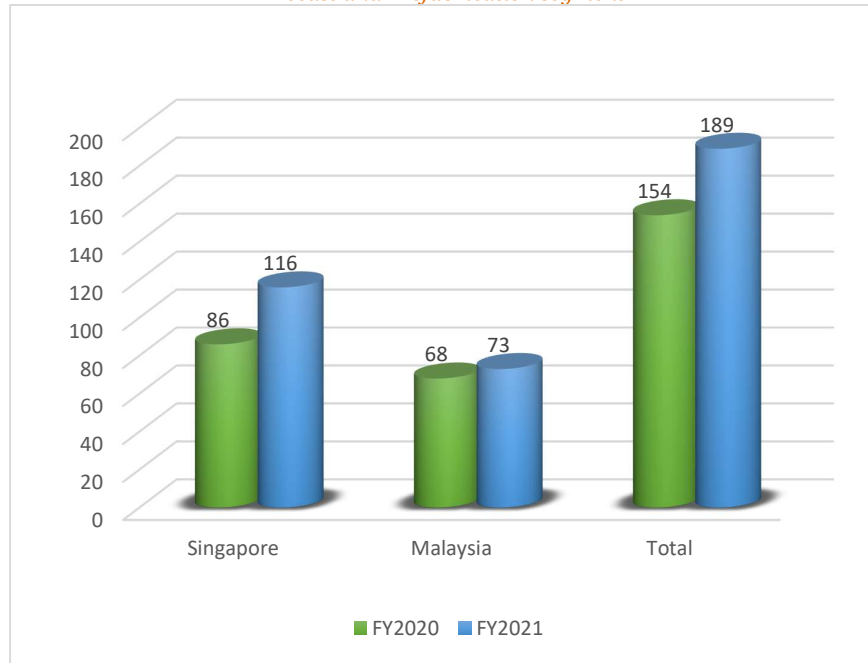
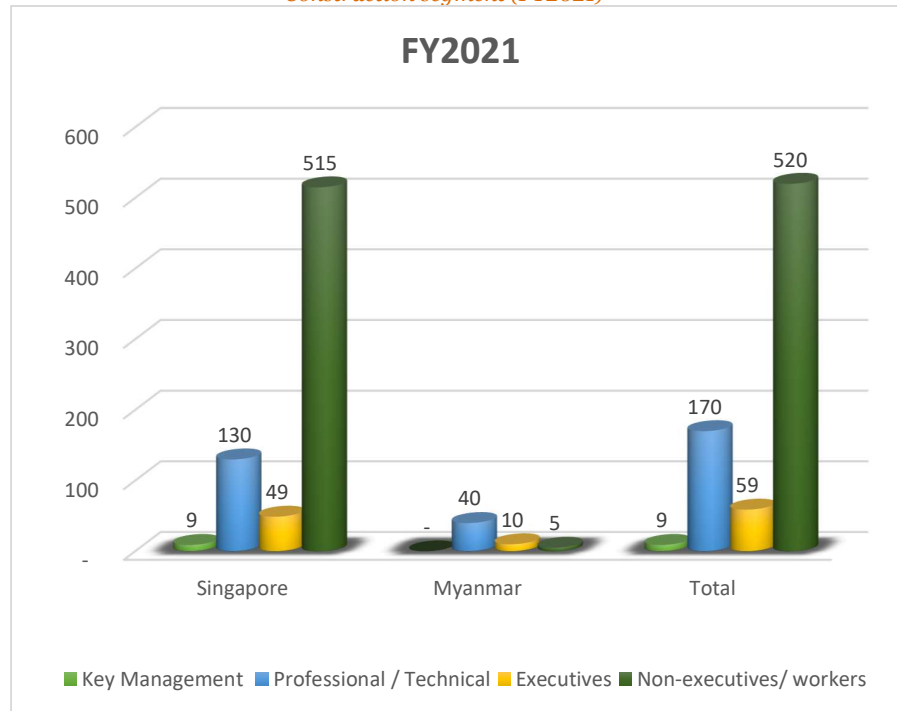


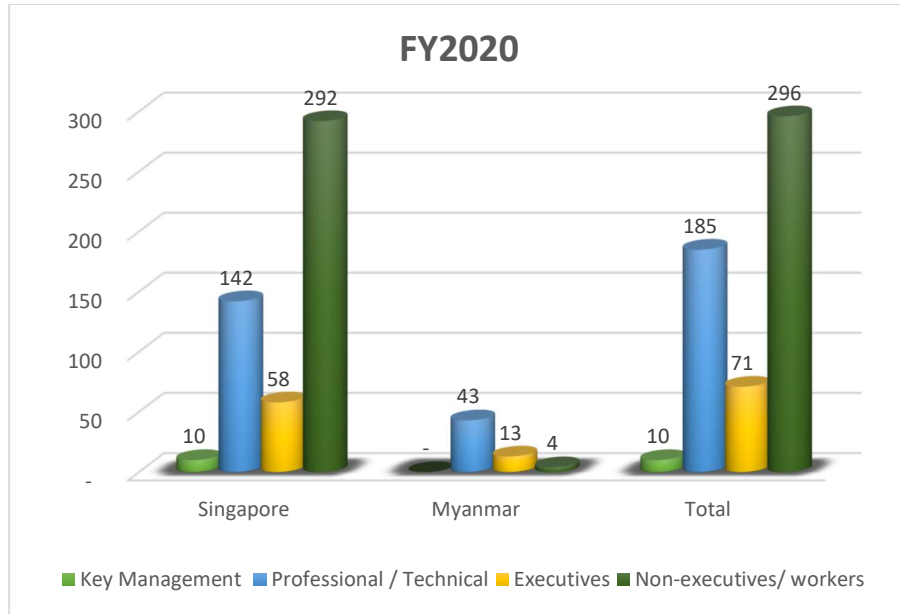
Figure 12 Distribution of employees by functions
Construction segment (FY2021)



Note:

- a) Key Management includes Executive Chairman, C-Suites, Working Directors and Group Financial Controller
- b) Professional or technical shall include all staff who have academic qualification and/or technical experience relating to construction
- c) Executives shall include all staff who have academic qualification not relating to construction, but holding degrees or diploma in other fields
- d) Non-executives or workers shall include all other employees as well as foreign workers

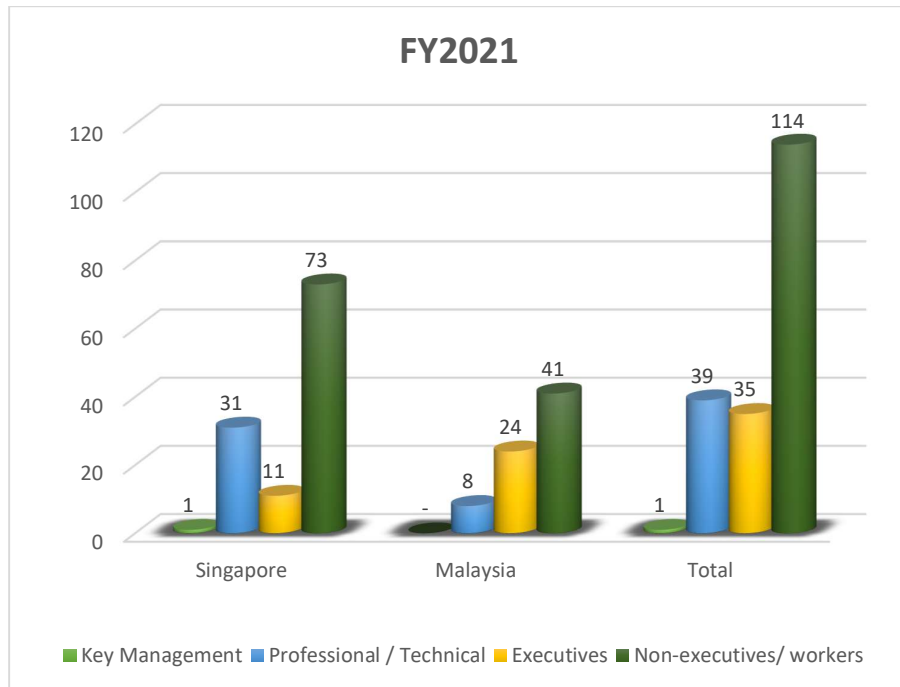
Figure 13 Distribution of employees by functions
Construction segment (FY2020)



Note:

- a) Key Management includes Executive Chairman, C-Suites, Working Directors and Group Financial Controller
- b) Professional or technical shall include all staff who have academic qualification and/or technical experience relating to construction
- c) Executives shall include all staff who have academic qualification not relating to construction, but holding degrees or diploma in other fields
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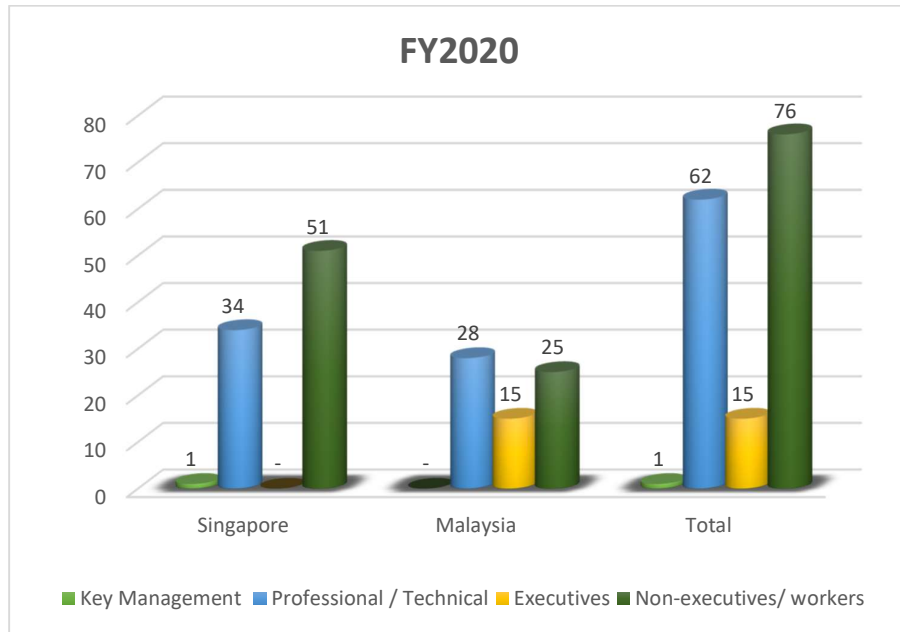
Figure 14 Distribution of employees by functions
Precast and Prefabrication segment (FY2021)



Note:

- a) Key Management includes Executive Chairman, C-Suites, Working Directors and Group Financial Controller
- a) Professional or technical shall include all staff who have academic qualification and/or technical experience relating to precast and prefabrication operations
- b) Executives shall include all staff who have academic qualification not relating to precast and prefabrication operations, but holding degrees or diploma in other fields
- c) Non-executives or workers shall include all other employees as well as foreign workers

Figure 15 Distribution of employees by functions
Precast and Prefabrication segment (FY2020)



- Note:
- b) Key Management includes Executive Chairman, C-Suites, Working Directors and Group Financial Controller
 - c) Professional or technical shall include all staff who have academic qualification and/or technical experience relating to precast and prefabrication operations
 - d) Executives shall include all staff who have academic qualifications not relating to precast and prefabrication operations, but holding degrees or diploma in other fields
 - e) Non-executives or workers shall include all other employees as well as foreign workers

Figure 16 Distribution of employees by age group
Construction segment (FY2021)

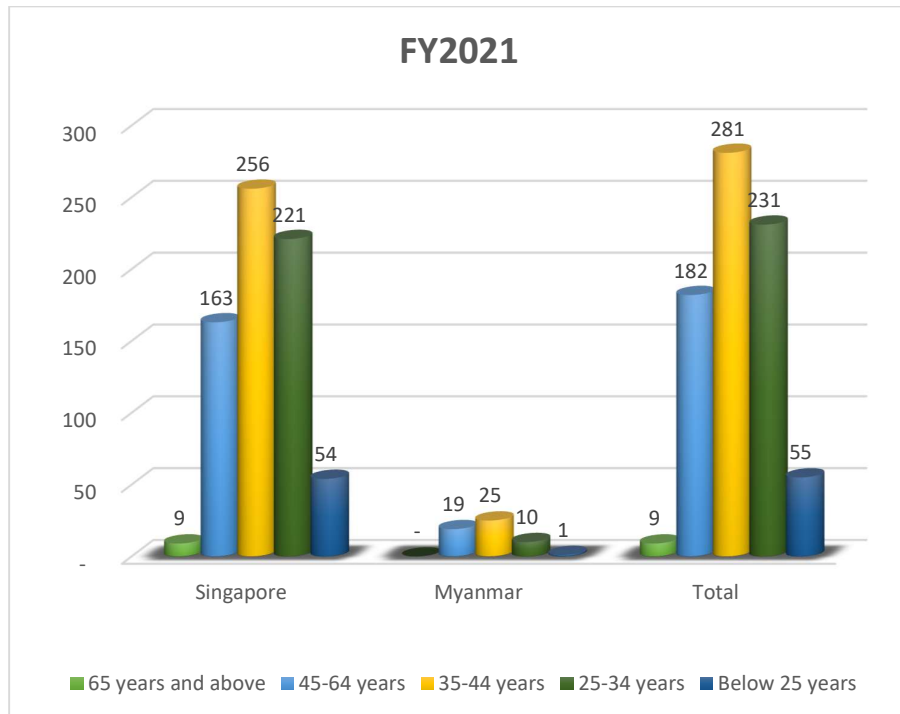


Figure 17 Distribution of employees by age group
Construction segment (2020)

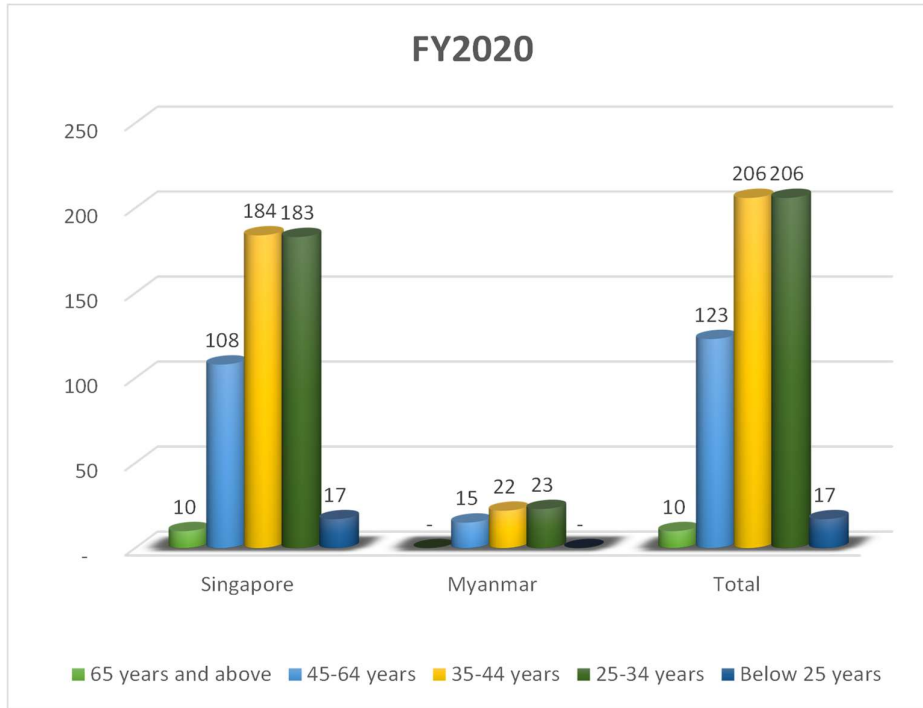


Figure 18 Distribution of employees by age group
Precast and Prefabrication segment (FY2021)

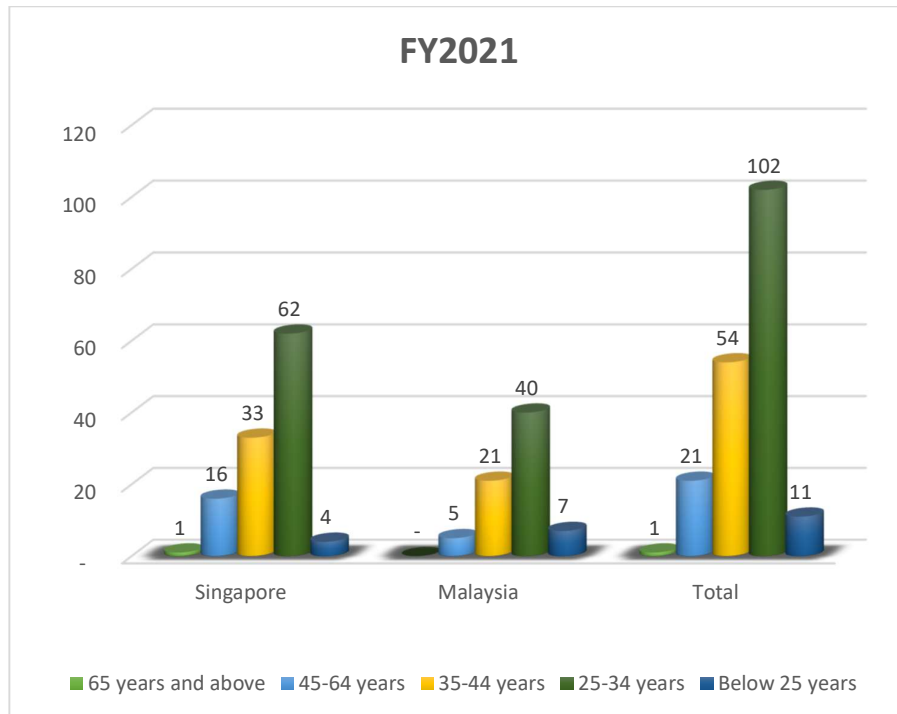
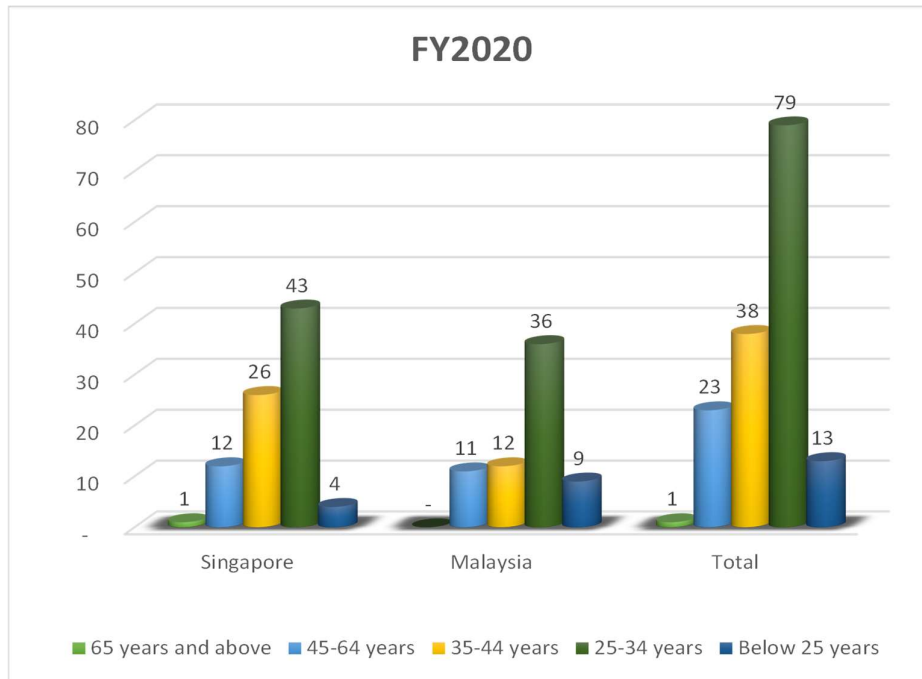


Figure 19 Distribution of employees by age group
Precast and Prefabrication segment (FY2020)



As on 31 December 2021, total numbers of employees at Soilbuild are 947 (2020: 716). We have a diverse mix of employees across various age groups. The ratio of female employees in the Group is relatively low but this is not unusual for our industry due to the nature of the business. To build a more gender inclusive work environment, we aim to further improve gender diversity across various levels in the organisation.

Figure 20 Distribution of employees by gender
Construction segment (FY2021)

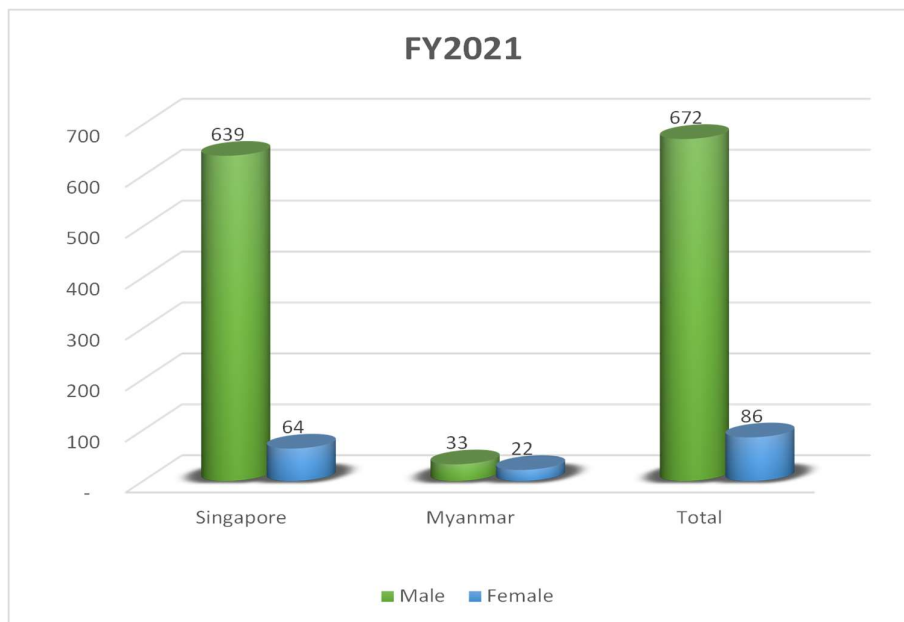


Figure 21 Distribution of employees by gender
Construction segment (FY2020)

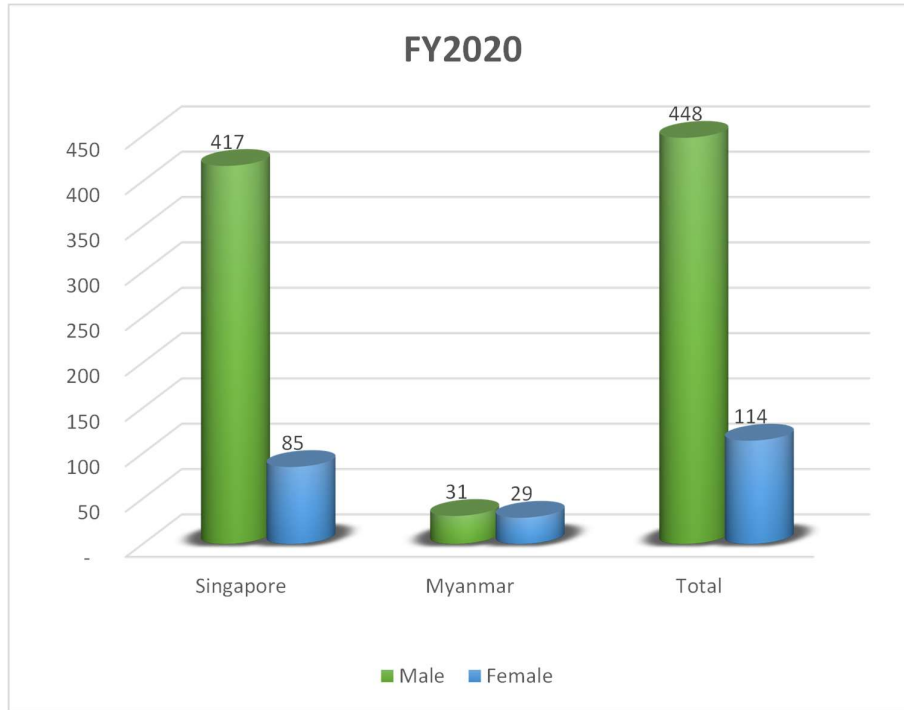
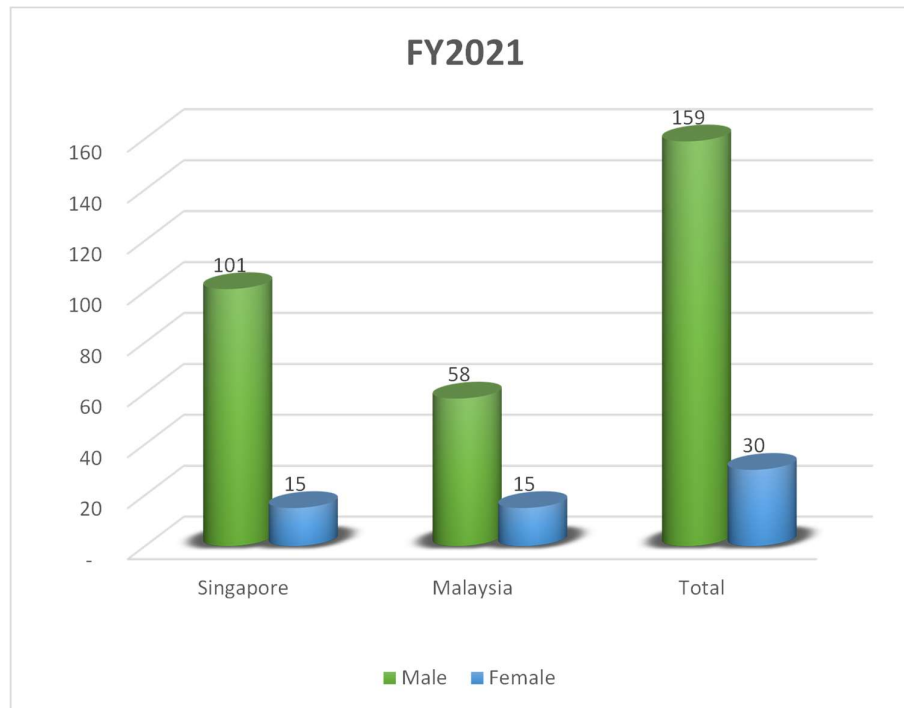
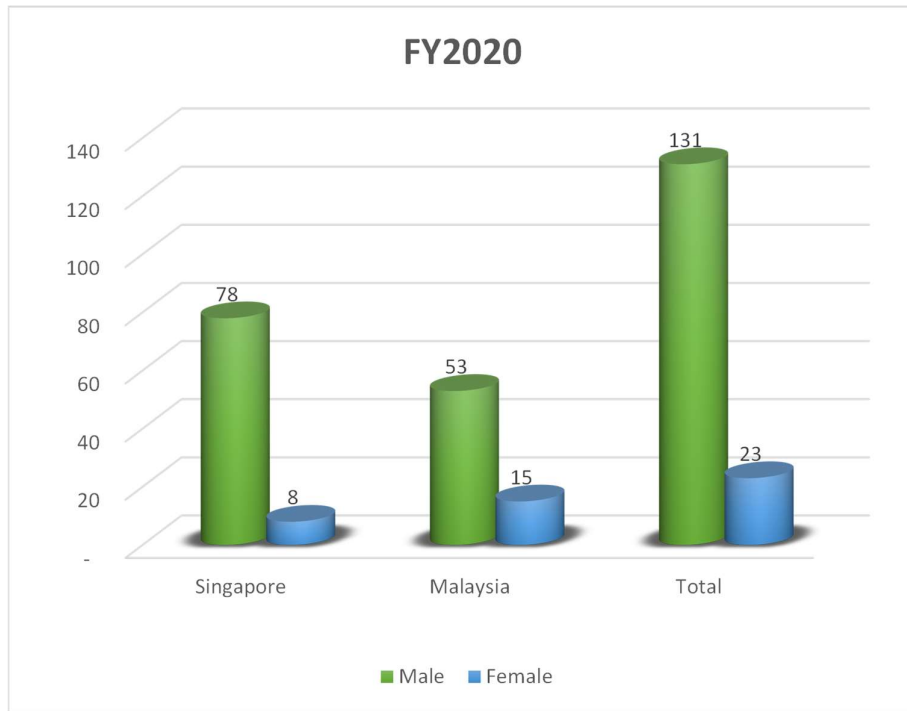


Figure 22 Distribution of employees by gender
Precast and Prefabrication segment (FY2021)



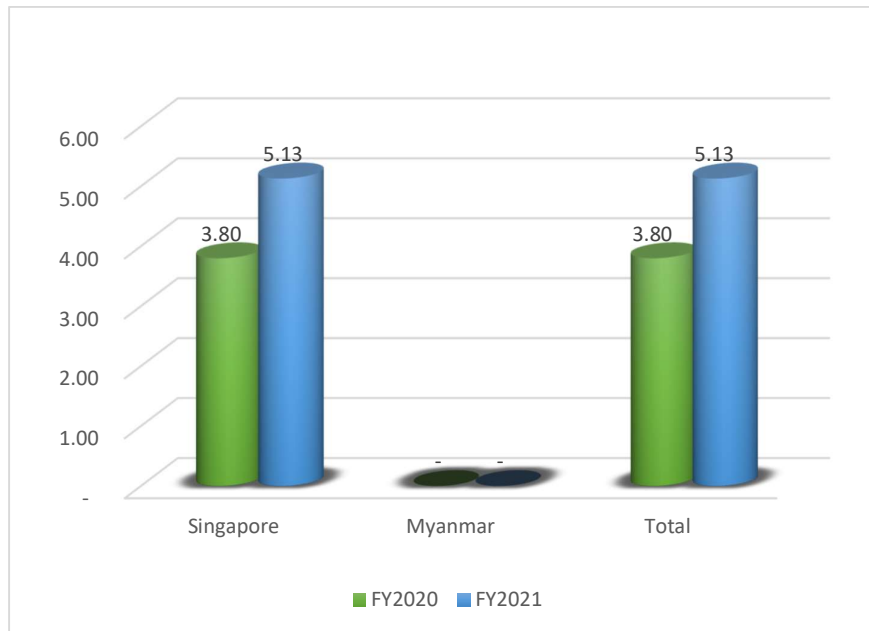
*Figure 23 Distribution of employees by gender
Precast and Prefabrication segment (FY2020)*



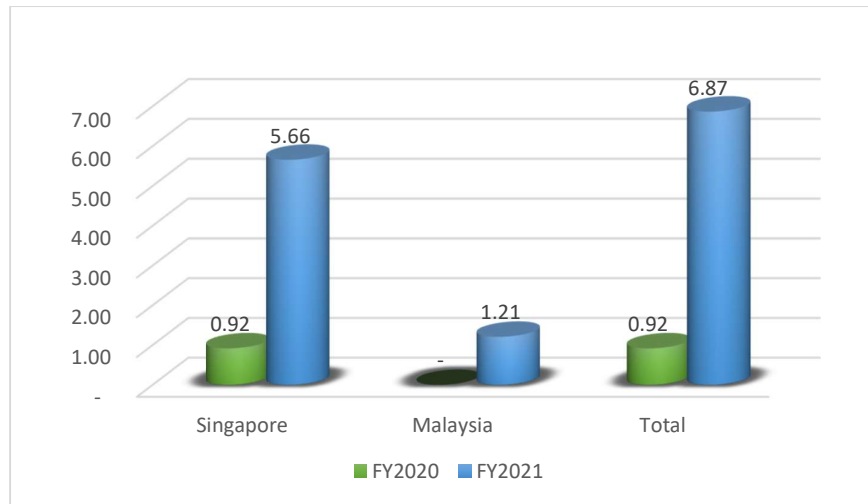
Performance for FY2021 and Target for FY2022

Below figure presents the key performance indicators relating to training and development of our employees. Total employees mean all personnel in Group's payroll, including workers; and training include all external trainings or seminars registered, and in-house trainings.

*Figure 24 Training hours per employee
Construction segment*



*Figure 25 Training hours per employee
Precast and Prefabrication segment*



At Soilbuild, employees with growth potential are identified and given targeted training. These include competency building trainings and other training plans based on their career development plan. We also provide mentoring for selected employees by senior staff and management as part of organisational development. Employees are also encouraged to attend training to better equip and upgrade their skillsets in their job functions. Soilbuild also encourages, and where appropriate, arranges for training courses to supplement and keep directors updated on areas such as accounting, financial management, legal and industry-specific knowledge. Soilbuild is responsible for funding the training of directors. The directors are also kept updated on revisions to relevant laws and regulations through presentations and workshops organised by the Management. The Board supports directors receiving relevant training in connection with their duties, particularly on relevant new laws and regulations.

At Soilbuild, we believe in providing trainings based on need and strength assessment to all eligible employees. As part of our FY 2022 ESG targets, we aim to roll-out new training programme for all employees, professional conversion programme and new leadership course for managers and above.

(b) Talent Attraction and Retention

In the current competitive landscape, talent attraction and retention remain as a key concern for Soilbuild. Soilbuild is committed to develop human capital for the built environment through various programmes.

To develop a healthy pipeline of talent for the Group's business and expansion strategies, we have been participating in the BCA – Industry Built Environment Undergraduates Sponsorship/Scholarship programme to offer opportunities to potential awardees to scale up their career in the built environment. Sponsorships or scholarships are provided to students from NTU, NUS, SUTD, ITE/Polytechnic as part of our talent attraction initiative. The following are the initiatives that Soilbuild has taken to promote people development:

- i) to take part in the BCA-Industry Built Environment Undergraduate Scholarship programme to offer opportunities to potential awardees to take up a career in the built environment;
- ii) worked with BCA and academic institutions to offer internship opportunities to students; and
- iii) initiated a staff mentoring programme with the objectives of attracting, retaining and motivating talents.

Performance for FY2021 and Target for FY2022

Table 4 Details on sponsorship / scholarship programme

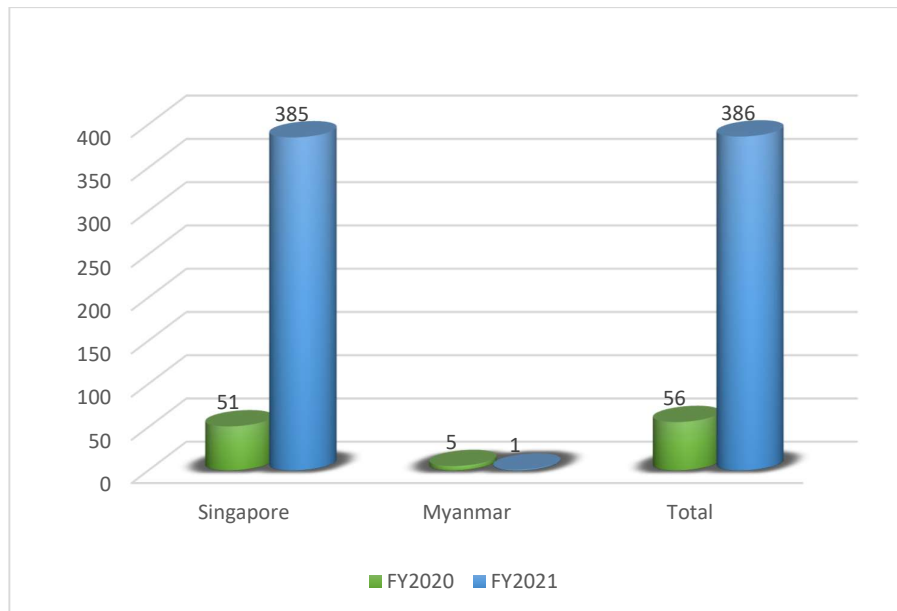
Undergraduates Sponsorship/Scholarship programme	FY 2021	FY 2020
Sponsorship	2	-
Scholarship	-	-
Trainee	-	-
Total	2	-

We believe in keeping people motivated as it directly influences their performance. Every year performance assessment is conducted to guide our employees on their strengths and weakness, including providing the necessary direction to grow their career. We groom our employees to their full potential by offering training for staff development, a fair and equitable remuneration system, and an environmentally conducive working environment. We will continue to provide relevant training and development courses to equip our people with the necessary key competencies and skills so that they can perform efficiently in their current job functions.

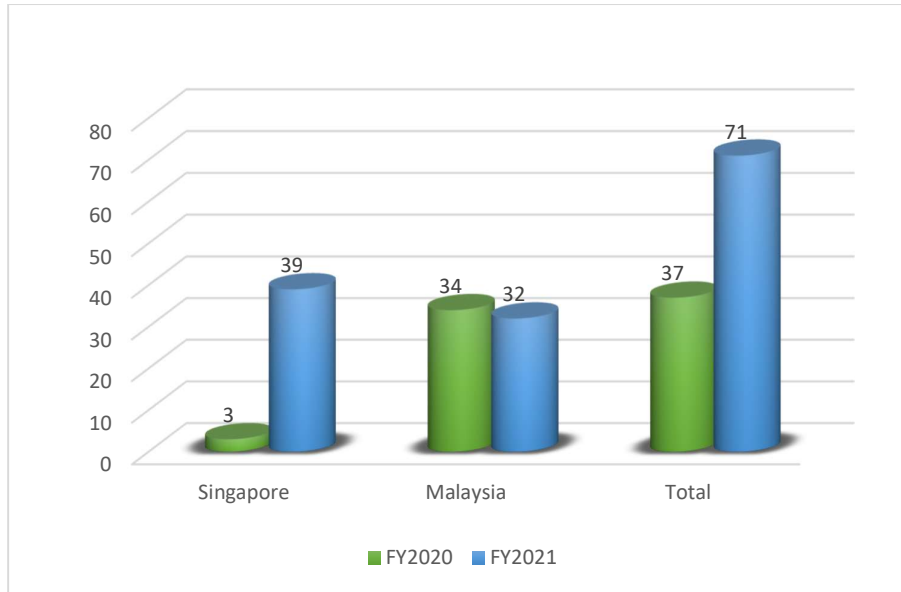
As part of Soilbuild’s FY 2022 targets, we will continue to implement new programmes to employ fresh talent into the Company. As part of our future initiatives, we will explore further participation in sponsorship or scholarship programmes with educational institutions to bring in young talent into the organisation and to ensure our current employees meet technical and functional competencies to fulfil the current and future requirements of the Group's business. The Group will also identify opportunities for senior employees to continue employment through continuous upskilling.

The Group has also entered into a five-year partnership with Institute of Technical Education (“ITE”) on 22 March 2022 in which the Group will collaborate with ITE to advance students’ skill sets and prepare them for the workforce. The Group will provide technical expertise to support the institute in developing training curricula and resources on aspects such as digital workflow in building construction. The Group will also share Building Information Models, which ITE can adopt as case studies so that students can learn through authentic examples.

*Figure 26 Total number of new employee hires
Construction segment*

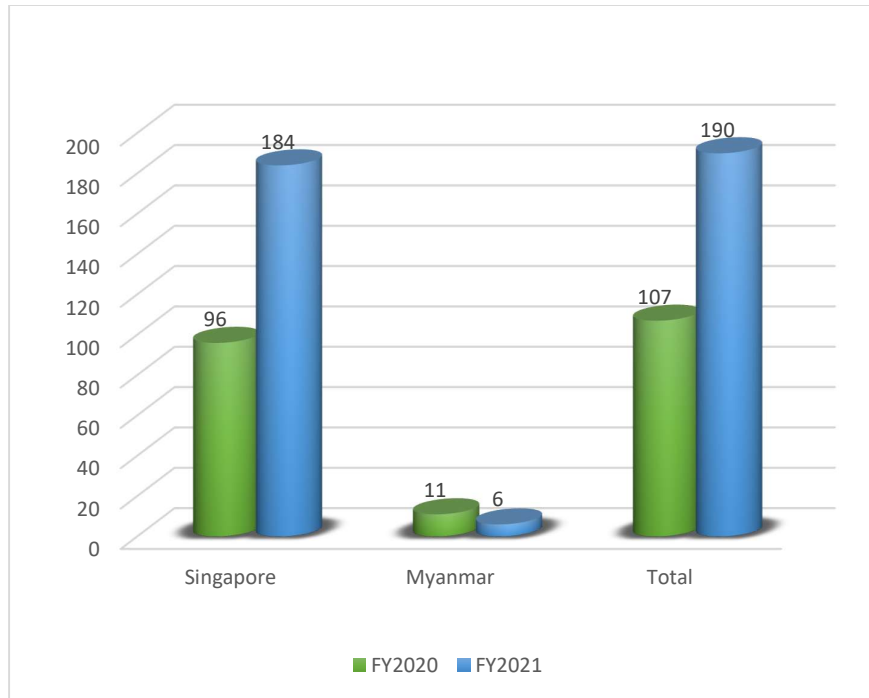


*Figure 27 Total number of new employee hires
Precast and Prefabrication segment*

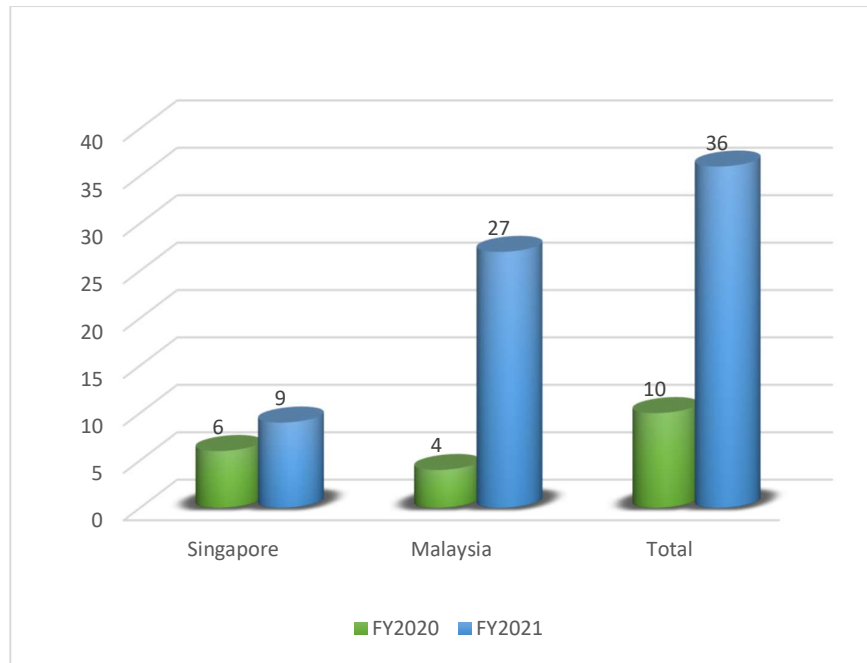


The rate of new employee hires which is based on number of new employee hires divided by total average number of employees during the reporting period was 55% and 2% (2020 : 10% and 8%) in Singapore and Myanmar respectively in construction segment; and 34% and 44% (2020 : 4% and 50%) in Singapore and Malaysia respectively in precast and prefabrication segment during FY2021. Overall, the rate of new employee hires was 51% (2020 : 10%) in construction segment and 38% (2020 : 24%) in precast and prefabrication segment during FY2021. At Soilbuild, we consciously implement inclusive recruitment practices to attract and retain a diverse workforce.

*Figure 28 Total number of employee turnover
Construction segment*



*Figure 29 Total number of employee turnover
Precast and Prefabrication segment*



The rate of employee turnover during the reporting period was 31% and 10% (2020 : 18% and 17%) in Singapore and Myanmar respectively in construction segment; and 9% and 38% (2020 : 7% and 8%) in Singapore and Malaysia respectively in precast and prefabrication segment during FY2021. Overall, the rate of employee turnover was 29% (2020 : 18%) in construction segment; and 21% (2020 : 7%) in precast and prefabrication segment during FY2021. The turnover of employees in the construction sector is particularly susceptible to the market and economic condition.

In 2020, BCA accepted Soilbuild’s written Engineering Capability Development (CED Journey) proposal which describes its goals and plan to achieve the organisational values that Soilbuild intends to create, as well as how it will go about doing so over the next 3 years to build up its construction engineering capability by the adoption of Design for Manufacturing and Assembly (DfMA) technologies through a detailed implementation plan. Being part of the BCA CED programme will enhance our ability to attract and retain talent, and also allows us to tap on certain CED Incentives schemes from BCA.

(c) Occupational Health and Safety

Health and Safety is paramount for the well-being of our employees at our workplace. We effectively manage Quality, Environment, Safety and Health through the establishment, implementation and maintenance of industry best practices in accordance to our Integrated Management System.

In FY2021, the COVID-19 pandemic posed new challenges in how we managed our business, while ensuring that our employees were able to safely contribute towards the operations. Robust Safe Management Measures (SMM) were put in place to ensure a safe working environment for all of our employees. Safe Management Officers (SMO) and Safe Distancing Officers (SDO) were trained and appointed to comply with requirements set by government bodies and industry regulators such as MOM and BCA.

Employees were provided with Personal Protective Equipment (PPE) such as surgical masks and hand sanitizers in carrying out their job functions. Our workplaces were equipped with thermal scanners, thermometers & mandatory Antigen Rapid Test (ART) checks to continuously monitor the health and well-being of our employees.

Comprehensive Risk Assessments were conducted and control measures implemented to prevent the spread of the virus and protect all our employees. Our employees were constantly updated on the latest SMM measures and latest government directives.

Besides the additional measures for COVID-19, we have put in place comprehensive safety measures to provide a safe and healthy working environment for all our staff. Our safety committee is responsible for ensuring that all staff adhere to the safety measures implemented. Such measures include:

- a) conducting periodic review of risk assessments against our project lookahead work plan to identify the risks and gaps, and implement mitigating procedures to minimise risks to an acceptable level;
- b) conducting regular safety meetings and providing sufficient management support and resources to plan, implement and execute safety measures in compliance with workplace health and safety legislations and other requirements which include directives, guidelines and standards prescribed by our Group;
- c) conducting regular tools and equipment checks; and
- d) improving the competency of our staff and cultivating good safety habits through proper training, instruction and guidance and ensuring that workplace safety and health matters are effectively communicated to all employees.

Soilbuild actively promotes work safety and environmental awareness by upgrading the skills of our employees to increase their knowledge and efficiency in operational safety supervision and management. Planned events like “The Safety Time Out” which is an on-going initiative by the Workplace Safety and Health Council, are conducted regularly on construction sites, as well as in the precast plants. The key objective of this event is to increase awareness of the workers on individual hazards and demonstrate the consequence of poor housekeeping. Due to COVID-19, “The Safety Time Out” was conducted with safe distance measurement in place.



During Safety Time Out, Soilbuild employees take time off from their routine operations to perform site inspection to review a particular work activity or system to ensure safe operations. All findings (good practices and/or room for improvement) will be compiled and briefed to respective project work crews for understanding of safety performance on site. Site tailored training plan (with site demonstration) will be derived thereafter to improve site safety awareness and knowledge based on the gaps identified during the site inspection.

Soilbuild adopts the Carrot and Stick Approach in managing site safety performance where errant work crews and/or subcontractors would be counselled and/or halted from working in Soilbuild’s worksite due to poor Environment, Health and Safety performance. On the other hand, the Management would also reward project team members, suppliers and/or contractors when they’ve been observed to put in exemplary safety performance on site. Frequent safety promotion campaigns have helped increase the morale on site and influence more work crews to adopt safer work method on site.



Soilbuild's commitment in having a robust Management System across all worksites have allowed us to obtain the bizSAFE Level Star and the ISO 45001 certification for the scope of building and civil engineering construction services. It has also allowed us to obtain the Green Concrete FL50H 022-146-3335 and SSEN206 – Ready-Mixed Concrete Certification for the precast and prefabrication operations. We also remain committed to engage bizSAFE-certified vendors and/or contractors, with partners who have been certified with ISO 45001 certification to maintain our occupational health and safety standards.

Performance for FY2021 and Target for FY2022

Soilbuild places heavy emphasis in ensuring a safe workplace is provided for workers to work in. There has been no workplace fatalities during the reporting period (2020: Nil) and we have achieved a lower workplace injury rate of 25.67 as compared to National Average of 611 for the Construction industry in 2021.

Our target for FY2022 are as follows:

- a) To achieve a lower workplace injury rate as compared to the Construction industry average
- b) To strive for zero occupational disease and dangerous occurrence for every project
- c) To strive for zero demerit points (MOM) for every project
- d) To achieve the following Accident-Free Days targets:
 - i. 1st Target >100 days without Accident
 - ii. 2nd Target >250 days without Accident
 - iii. 3rd Target > No accidents up to Project Completion
- e) To achieve minimum score of 70% for all elements in the Construction Safety Audit Scoring System (CONSASS) Audits.

To achieve our target to improve continually, Soilbuild is planning for more engagement session with our employees to obtain more feedback on how we can improve on site. Employees will also be empowered with the rights to report and intervene any unsafe act / condition they observed on site. They may report directly to Soilbuild's representative on site to notify on the observation so that immediate action can be initiated to prevent unforeseeable consequences. From these feedback, holistic trend analysis can be derived to explore the gaps we have on site to allow prompt intervention and training to increase site work competency and improve our workplace culture.

Soilbuild has also embarked on a new Integrated Digital Delivery (IDD) platform to integrate our safety management system onto the digital platform to enable project team manage construction and safety works cohesively.

We believe that our plans will push us closer to our target of achieving an accident-free workplace for all projects.

(d) Fair labour and human rights

We recognise that our employees are invaluable to our success and we place a high value on the contribution of each of our employees. We look towards nurturing familial ties among colleagues, while continuously reviewing policies to sustain their aspirations and concerns at the workplace.

This includes engaging our employees so that they feel a sense of belonging to the Group, motivating them to take ownership of their roles and responsibilities, respecting the need for work-life integration, and paying attention to their well-being.

To advance our organisation and to meet the challenges in the course of our business, we believe in employing the right people with the right skill and experience to competently plan and execute projects. Our human resource strategy and programme are developed to attract fresh human resource into our organisation and to retain talented employees to entrench the Groups' organisational ethos while enhancing the desired productivities in our day-to-day operations. We are committed to foster a conducive work environment by adhering to rules, regulations and guidelines issued by relevant authorities. We adopt fair employment practices, while upholding the fundamental principles for equitable treatment to all.

To cultivate a strong sense of job satisfaction amongst our employees and to provide opportunities for employees to achieve their full potential, we conduct the employee performance review annually. During the performance review, the performance of each employee will be assessed by their immediate superior by using a set of key performance indicators based on the core and functional competencies. The results of the performance assessment will then be discussed between the employee and their immediate superior, whereby the employee's achievement and their concern, area of strength and weakness, training and career advancement plan will be agreed upon and documented. The performance assessment will then be submitted to Senior Management for endorsement and will be considered in the formulation of the Group's human resource planning.

Performance for FY2021 and Target for FY2022

As COVID-19 had impacted and limited social interactions much of the year, we did not manage to do any Sports & Recreation Club ("SRC") activities, we aim to host more of such bonding activities in the Company in 2022 when the situation allows due to abatement of the COVID-19 pandemic and as restriction measures are lifted.

With effect from 2022, we have engaged a service provider to roll out a series of health and wellness programmes for all employee in relation to total workplace safety and health (WSH) to promote their health and mental well-being.

Governance: growth with purpose

In today's management environment, integrity and ethics have become a demand of the times as well as a universal value for all companies. Also, as companies become more exposed and vulnerable to risk factors such as adopting technology advancements to improve productivity, there could be a recurrence of design errors, it is critical that we continue to improve our quality management system to remain vigilant through in-built internal audit processes to remain competitive while sustaining growth.

(a) Service and Product quality and safety

Soilbuild strives for excellence in all aspects of our operations. This includes consistently delivering superior service and product quality to our customers, including inculcating a proactive approach towards managing environment, health and safety practices. Our customers rely on our brand and reputation for safe, high quality services and products that they can trust. We use international standards to ensure the quality and safety of our services and products. In this section, we will reflect on the periodic assessment of the health and safety impacts on our services and products. At Soilbuild, we seek to effectively identify, assess and treat all quality & safety related risks associated with Soilbuild's business activities, services and products in a responsible manner.

Soilbuild takes pride and places great emphasis on the delivery quality of all projects. We strongly believe in delivering high standards of quality and service levels to our customers which are critical and fundamental to maintaining customer satisfaction.

Soilbuild has established the following quality objectives:

- i. to comply while continually improving the effectiveness of the quality management system which satisfies all ISO 9001:2015 standard requirements, or any relevant statutory and regulatory, customer or other obligations to which the organisation subscribes;
- ii. to provide total customer satisfaction and encourage repeated patronage by consistently exceeding customers' expectations with reliable quality for all services and products delivered;
- iii. to deliver projects on time and operate within the allocated budget; and
- iv. to consistently provide training to all staff and upgrade work processes to improve our work quality procedure so as to improve efficiency and reduce wastage of resources.

As an endorsement of our quality management system, Soilbuild has obtained the ISO 9001:2015 certification for the scope of building and civil engineering construction services, and for design, manufacture and supply of precast concrete products. The attainment of the above certification will strengthen our customers' confidence in the quality of our products and services and differentiate us from our competitors who may have not attained such certification.

Performance for FY2021 and Target for FY2022

There have been no significant incident concerning the health and safety impacts of our products and services in FY2021. Soilbuild's FY2022 target is to continue to incorporate and improve health and safety considerations in our construction projects, as well as in the precast and prefabrication operations.

Completed Projects in FY 2021



Jalan Lam Huat Plot B



Tuas Bay Close



Bedok Food Factory

(b) Ethics & Anti-corruption

At Soilbuild, our corporate philosophy is to conduct business in a transparent and ethical manner. We strongly believe that corruption and fraudulent acts are severe detrimental factors to the sustainability of our organisation and society. In the course of our business, our engagement with customers, consultants, sub-contractors, suppliers, business partners and associates, business representatives and agents, it may expose us to the risk of corruption, fraudulent and unethical practises. We have established policies and procedures to prevent such practices. Our policies and procedures are communicated to all our employees, customers, consultants, sub-contractors, suppliers, business partners and associates, business representatives and agents, as we expect full compliance and adherence to our policies and procedures in the business dealings with our Group.

We have established and formalised, as part of our human resource management, Employees' Code of Ethics policy, which sets out the guidelines of acceptable codes of ethics in a workplace. These guidelines also include dealing with potential areas of conflict of interest between Soilbuild Construction Group Ltd.'s employees, associates, vendors, consultants, suppliers and sub-contractors. As part of a yearly exercise all staff are required to read and understand the policy and complete the Conflict of Interest Declaration form. All employees of the Group are expected to work with integrity and demonstrate professionalism in their course of work by always acting in an honest, fair and ethical manner.

The Group's Employees' Code of Ethics includes the following aspects:

- ✓ Declaration of potential conflicts upon commencement of employment and subsequent yearly declaration by all employees
- ✓ Managing conflicts when receiving gifts from vendors, consultants, suppliers and sub-contractors
- ✓ Entertainment
- ✓ Interested person transaction and business with family and friends
- ✓ Financial interest in an outside company
- ✓ Fraudulent financial reporting
- ✓ Asset misappropriation
- ✓ Aiding and abetting
- ✓ Insider trading and dealings in securities
- ✓ Money laundering

The policy also covers areas such as Discrimination free and Harassment free workplace, Conflict of Interest, Managing Conflicts, Outside Employment, Fraud and Intellectual Property.

Guidelines on ethical legal responsibilities are also provided under a Gift and Entertainment Declaration policy. The policy applies to all full-time and part-time employees, and other persons working for Soilbuild. Types of gifts cover cash or cash equivalent instruments and non-cash gifts above a pre-determined commercial value. Depending on the type of gifts the necessary procedures and the need for declaration form is determined as per the policy.

The Group has also put in place a whistle-blowing policy to provide employees, vendors, consultants, suppliers and sub-contractors with an avenue to raise concerns about possible improprieties in financial reporting or other matters, and we believe that arrangements are in place for the independent investigation of such matters and appropriate follow-up action. A dedicated email address is created for reporting suspected fraud, corruption, dishonest practices or other similar matters. Details of the whistle-blowing policies and arrangements have been made available to all employees of the Company. The policy is also provided as part of the letter of awards to all sub-contractors.

Performance for FY2021 and Target for FY2022

In FY2021, there were no cases of bribery and corruption. As part of our future initiatives, we will continue to review and improve our internal policy on the prevention and management of bribery and corruption. Our target for FY2022 is to provide training on all ethics and anti-corruption related policies and practices to 100% of our employees and ensure the Company meets high levels of standards on anti-corruption.

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