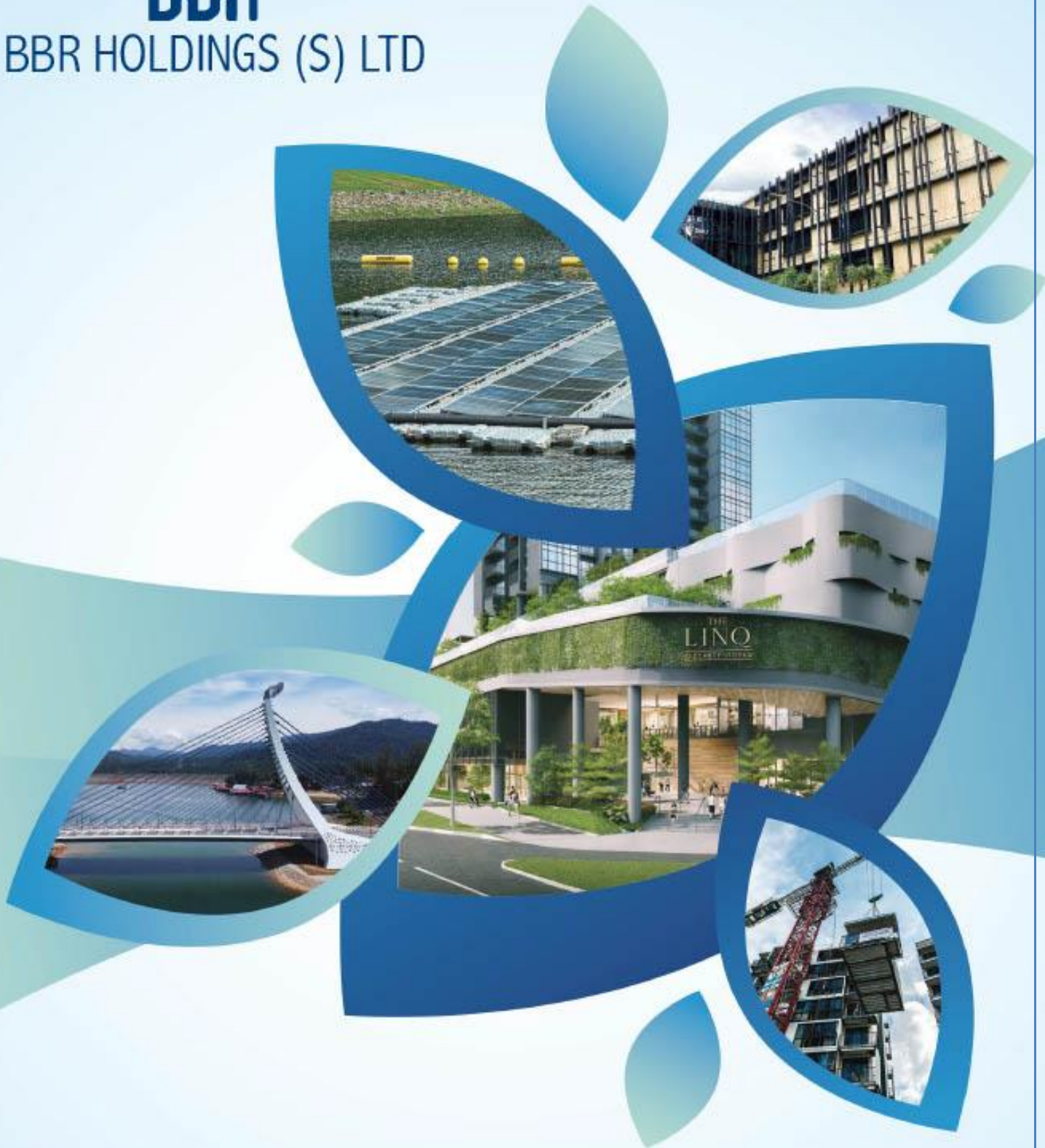




BBR HOLDINGS (S) LTD



SUSTAINABILITY REPORT 2022

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1 BOARD STATEMENT

On behalf of the Board, I am pleased to present our Sustainability Report for BBR Holdings (S) Ltd (“Company”) and its subsidiaries (“Group”) for the financial year ended 31 December 2022. This report highlights the progress and achievements of our organisation over the previous 12 months, with particular focus on our commitment to working alongside our valued stakeholders to build a sustainable business based on resilience, adaptability and innovation.

Our Board recognises the importance of sustainability across all industries, and has considered sustainability issues in formulating the Group’s business strategy. Accordingly, all members of our Board have sufficient knowledge on sustainability matters as required by the Singapore Exchange (“SGX”), either through previous professional experience or having attended the relevant training. Our sustainability efforts are led by the management and our Board oversees and manages the direction, approach and performance of our sustainability goals against our strategy and business objectives. Our Board concurs with the management on the material Environmental, Social and Governance (“ESG”) factors identified by them and their monitoring process.

The COVID-19 pandemic situation improved globally in 2022 with various regulations and restrictions being progressively lifted in Southeast Asia. However, there were macroeconomic uncertainties and inflationary pressures triggered by Russia’s invasion of Ukraine in February. Strengthening the ESG pillars of our business helps us to be resilient and ready to respond to external volatilities. Furthermore, as a good corporate citizen, the Group aims to minimise negative impacts on the environment and make positive contributions to the communities and cities where we operate.

The delivery of sustainable results is a critical aspect of our ability to remain strong and financially stable. Our approach is to incorporate sustainable practices into every part of our value chain and make improvements along the way. This year’s Sustainability Report includes our inaugural climate risk disclosures whereby we will align with the Task Force for Climate-Related Financial Disclosures (“TCFD”) recommendations progressively.

Implementing corporate sustainability is a journey and team effort. We would like to thank our employees, business partners and other stakeholders for working together with us in managing sustainability-related issues, risks and opportunities in 2022. Let us continue the collaborative ethos so that we can collectively prosper and contribute to the wider society.

Prof. Yong Kwet Yew
Non-Executive Chairman

27 April 2023

2 KEY INDICATORS AND TARGETS

		FY2022 Actual	FY2023 Targets
ENVIRONMENTAL*	Greenhouse Gas (“GHG”) Emission Efficiency Index	25.41 t-CO ₂ / SGD million	Lower than 20.65 t-CO ₂ / SGD million
	Electricity Efficiency Index	5,255.07 kWh / SGD million	Lower than 5,549.93 kWh / SGD million
	Paper Consumption Index	22.04 kg / SGD million	Lower than 44.30 kg / SGD million
CARING FOR OUR EMPLOYEES			
	Workforce diversity	12.7% of our workforce are female employees	Continue to provide equal opportunities to all our employees, regardless of race, gender, religion, national origin, age, marital status
	Health and safety	One fatal accident	Achieve zero fatality and improve on our safety record
	Development and training	Average of 6.2 hours of training per employee	Average of 11.4 hours of training per employee
FOCUSING ON OUR CUSTOMERS’ NEEDS			
	Customer Satisfaction Index	70%	>=80%
PARTNERING OUR SUPPLIERS			
	Key suppliers with sustainability policy in place	11%	Continue to select suppliers taking sustainability into consideration
SUPPORTING OUR COMMUNITY			
	Community contribution	Unable to participate in community engagement programmes due to COVID-19 measures	Restart supporting charitable and worthy causes

*Note: The environmental targets for GHG emission efficiency, electricity efficiency and paper consumption indices are based on 10% improvement from 2017 levels by 2030, i.e. 0.8% per year. This is explained in sections 6.3 and 6.4 of the report. We are currently reviewing additional mitigation measures and enhancement initiatives to improve the environmental impact and where feasible, will set relevant targets for the future.

3 ABOUT THE REPORT

This sustainability report articulates our commitment to sustainability and transparency. The report is designed to provide a transparent and balanced view of BBR Holdings (S) Ltd and its subsidiaries, as well as reflect and address the interests of our key stakeholders. This report aims to include comprehensive and accessible information on the Company's strategy towards sustainability, key issues as well as data according to recognised standards.

3.1 Report Scope

The report covers the performance of our consolidated entities in financial year 2022 ("FY2022") from 1 January 2022 to 31 December 2022. The contents of this report will focus on the sustainability performance, activities and initiatives that are under our direct control, including our Singapore offices and operations, our local supply chain as well as any overseas activities directly associated with us, such as in Malaysia.

This report excludes joint ventures and associate companies which are not directly under our control. Material issues and topics described in this report have been selected according to their level of significance within the Group's boundaries, the sustainability context and the expectations of stakeholders which are reflective of our core business in a consistent manner for comparability of our performance indicators across time. In this respect, this report covers our General Construction, Specialised Engineering, Property Development and Green Technology business segments in our material operational boundaries in Singapore and Malaysia, which contribute close to 90% of the Group revenue. Our corporate governance and sustainability approaches are drawn from the policies and practices set at Group level.

This sustainability report focuses on the Group's sustainability strategies and practices whilst highlighting the economic, environmental, and social and governance aspects of our activities and developments. The report aims to provide an overview of our approach, priorities and targets, as well as a performance review for our key sustainability areas.

3.2 Report Methodology

We have prepared our report in accordance with the requirements set out in the Global Reporting Initiative's ("GRI") Universal Standards 2021. We have chosen the GRI Standards for its robust guidance on the disclosure of the environmental, social and economic performance and impacts of organisations.

This report covers all primary components of the report content as set out in the SGX's requirements for sustainability reporting. Starting with this year's report, we have prepared disclosures related to climate risks and opportunities, consistent with the TCFD recommendations. We have referenced SGX's Practice Note 7.6 Sustainability Reporting Guide in adopting a phased approach for the climate-related disclosures. There is a TCFD Disclosures table at the end of this report that indicates our progressive alignment with the eleven TCFD recommendations.

Our data are reported in good faith and to the best of our knowledge. We will continue to improve our data collection processes. Internal controls and verification mechanisms have been established by management to ensure the accuracy and reliability of the data. Consistent with SGX's new rule that took effect from 1 January 2022, internal review of the sustainability reporting process has been initiated for selected material factors and would be included in the 2023 annual internal audit plan of the Group. We have not sought external assurance for this report.

3.3 Report Contact and Feedback

We welcome and value readers' feedback on the content of this report through the following channels:

- ❖ In writing to:
Investor Relations
Waterbrooks Consultants Pte Ltd
151 Lorong Chuan
#02-02 New Tech Park
Singapore 556741

- ❖ Via our contact page at <http://www.bbr.com.sg/contact-BBR.html>

This report is provided in PDF format only and is available for download on the following page of our website: <http://bbr.listedcompany.com/sr.html>

4 CORPORATE PROFILE

4.1 What We Do

The Group's business currently comprises four core business segments spanning across General Construction, Specialised Engineering, Property Development and Green Technology.

Our principal services are:

Services	Description
General Construction	<ul style="list-style-type: none"> ❖ Design-and-Build ❖ General Building Construction ❖ Civil and Structural Engineering ❖ Conservation and Restoration
Specialised Engineering	<ul style="list-style-type: none"> ❖ Piling and Foundation Systems ❖ Post-tensioning ❖ Stay Cable Systems ❖ Heavy Lifting ❖ Bridge Design and Construction ❖ Maintenance Repair and Retrofitting ❖ Prefabricated Prefinished Volumetric Construction
Property Development	<ul style="list-style-type: none"> ❖ Boutique developer for residential as well as mixed commercial and residential development
Green Technology	<ul style="list-style-type: none"> ❖ System integration and distribution of renewable energy ❖ Supply, installation and leasing of solar panels and grid connected systems

4.2 Vision and Mission

We believe it is our responsibility to manage the Group successfully on a sustainable long-term basis. We are committed to deliver greater value and returns to our shareholders, business partners and employees.

As one of Singapore's leading construction groups with more than 20 years of industry experience, our mission is to:

- ❖ Strengthen our capabilities continuously in order to compete in the building and construction, civil engineering and property markets;
- ❖ Provide our clients with innovative structural engineering solutions for green and sustainable buildings by leveraging our strengths and expertise in high specification construction methods, Swiss parentage, strong track record, established reputation and dynamic management team; and
- ❖ Enhance greater opportunities in new markets, so as to expand our geographical presence and intensify efforts to secure building and infrastructure projects in the region.

Our employees operate according to a set of core values that guide all aspects of our business. We recognise that cooperation, communication and trust are essential for us to collaborate and to compete, and that care and concern through respect, patience, empathy and consideration are essential, both between each other and with the communities where we operate.

4.3 Awards and Achievements

ARCHITECTURAL HERITAGE

- 2017** BCA Universal Design Mark GoldPlus 2017 for Kallang Trivista
- 2016** International Architecture Award from the Chicago Athenaeum Museum of Architecture and Design, the European Centre Architecture Art Design and Urban Studies for Bliss @Kovan
- 2009** Architectural Heritage Award from the Urban Redevelopment Authority (URA) for the Restoration of 9 King George's Avenue (Peoples' Association Headquarters)
- 2003** Architectural Heritage Award from the URA for the Restoration of Asian Civilisation Museum, Empress Place
- 2001** Architectural Heritage Award from the URA for the Restoration of 101 Penang Road (House of Tan Yeok Nee)
- 1998** Architectural Heritage Award from the URA for the Restoration of Asian Civilisation Museum
- 1995** Architectural Heritage Award from the URA for the Restoration of River House at Clarke Quay

GREEN MARK

- 2014** Green Mark Platinum from the BCA for Galaxis (Fusionopolis 5)
- 2014** Green Mark Platinum from the BCA for Residential Hall at North Hill Nanyang Technological University
- 2011** Green Mark GoldPlus from the BCA for Bliss @Kovan
- 2010** Green Mark Certified from the BCA for Lush on Holland Hill
- 2009** Green Mark GoldPlus from the BCA for Icon@IBP
- 2008** Green Mark Gold from the BCA for 8 Nassim Hill
- 2007** Green Mark GoldPlus from the BCA for Peoples' Association Headquarters

BEST BUILDABLE DESIGN

- 2006** Best Buildable Design Award from the Building and Construction Authority (BCA) for Yu Neng Primary School
- 2001** Best Buildable Design Award from the BCA for North Spring Primary School and Poi Ching School

CONSTRUCTION EXCELLENCE

- 2020** Award for Construction Excellence (Excellence) from the BCA for The Wisteria & Wisteria Mall
- 2016** Award for Construction Excellence (Merit) from the BCA for Galaxis (Fusionopolis 5)
- 2014** Award for Construction Excellence from the BCA for Lush on Holland Hill
- 1997** Award for Construction Excellence from the Construction Industry Development Board (CIDB) for SAFTI Military Institute Phase III
- 1994** Award for Construction Excellence from the CIDB for Reconstruction of Sir Arthur's Bridge

CONSTRUCTION PRODUCTIVITY

- 2018** BCA Construction Productivity Platinum Award for NTU Residential Halls at Nanyang Crescent
- 2018** BCA Construction Productivity Gold Award for NTU Residential Halls at North Hill
- 2018** Innovation & Productivity Gold Award for The Wisteria & Wisteria Mall by the Singapore Contractors' Association Ltd (SCAL)
- 2018** Most Innovative Project Award (Merit) for The Wisteria & Wisteria Mall by the Singapore Structural Steel Society (SSSS)
- 2017** BCA BIM GoldPlus Award as the Builder for The Wisteria & Wisteria Mall
- 2016** BCA Construction Productivity Gold Award for the Galaxis (Fusionopolis 5)
- 2015** BCA BIM Gold Award as the Builder for the Galaxis (Fusionopolis 5)
- 2015** Construction Productivity Gold Award from the BCA for Lush on Holland Hill
- 2014** BCA BIM Gold Award as the Builder for Residential Halls at North Hill, Nanyang Technological University

SAFETY

- 2022** WSH Performance Awards 2022 (Gold) by WSH Council & Ministry of Manpower
- 2022** WSH Performance Awards 2022 (Silver) by WSH Council & Ministry of Manpower
- 2022** CultureSAFE Certificate of Commendation by WSH Council
- 2021** SCAL WSH Award for SLOTS Registered Contractors 2021 (Merit) by Singapore Contractors Association Ltd
- 2020** WSH Performance Awards 2020 (Silver) by WSH Council & Ministry of Manpower
- 2019** WSH Performance Awards 2019 (Silver) by WSH Council & Ministry of Manpower
- 2018** WSH Performance Awards 2018 (Silver) by WSH Council & Ministry of Manpower
- 2018** WSH SHARP Award 2018 for The Wisteria & Wisteria Mall by WSH Council & Ministry of Manpower
- 2018** Health & Safety Awards 2018 (Gold) by the Royal Society for the Prevention of Accidents (RoSPA)
- 2017** WSH Performance Awards 2017 Certificate of Commendation for Commitment to Workplace Safety & Health from the WSH Council
- 2016** WSH Performance Awards 2016 (Silver) by WSH Council & Ministry of Manpower (MOM)
- 2016** CultureSAFE Certificate of Commendation by WSH Council
- 2016** RoSPA Health & Safety Awards 2016 (Silver) by the Royal Society for the Prevention of Accidents for Bliss @Kovan, HDB Kallang Whampoa Contract 28B and Residential Hall at North Hill Nanyang Technological University
- 2013** Certificate of Recognition for Million Accident Free Man-hours from LTA for Contract 937B Tai Seng Facility Building
- 2006** Safety Management Silver Award from Concord Associates for Deep Tunnel Sewerage System Changi Water Reclamation Plant Contract C4A
- 1999** Safety Performance Merit Award from the MOM for Temasek Secondary School
- 1998** Safety Performance Merit Award from the MOM for Raffles Girls' Primary School
- 1996** Safety Management Bronze Award from Concord Associates for Central Ministries Building

QUALITY

- 2019** BCA Quality Mark (QM) Excellence Award for Good Workmanship for The Wisteria
- 2013** BCA Quality Mark (QM) Star Award for Good Workmanship for Lush on Holland Hill
- 2012** Housing and Development Board (HDB) Quality Partners Award for Building Improvement Works to Void Deck Columns using Polymer Fibre Wrapping

CONSTRUCTION ENVIRONMENT

- 2022** Green and Gracious Builder Star Award
- 2021** Green and Gracious Builder Star Award
- 2020** Green and Gracious Builder Star Award
- 2019** Green and Gracious Builder Star Award
- 2018** Green and Gracious Builder Star Award
- 2017** Green and Gracious Builder Star Award
- 2016** Green and Gracious Builder Star Award
- 2016** ASEAN Energy Awards, Winner in the ASEAN Best Practices Awards for Energy Efficient Buildings for the Galaxis (Fusionopolis 5)
- 2015** Green and Gracious Builder Star Award
- 2014** Green and Gracious Builder Star Award
- 2013** Green and Gracious Builder Merit Award
- 2012** Construction Environmental Award – Certificate of Merit from the Land Transport Authority (LTA) for Contract ER 361 (Widening of Keppel Viaduct)

COMPANY RANKING

- 2019** Singapore 1000 Company - Public Listed Companies 2019 from DP Information Group
- 2018** Singapore 1000 Company - Public Listed Companies 2018 from DP Information Group
- 2018** Singapore 1000 Company - Emerging 2018 Award from DP Information Group
- 2017** Singapore 1000 Company - Public Listed Companies 2017 from DP Information Group
- 2015** ANZ Global Business Excellence Award
- 2014** Singapore 1000 Company - Emerging 2014 Award from DP Information Group
- 2013** Singapore 1000 Company – Emerging 2013 Award from DP Information Group
- 2012** Singapore 1000 Company – Emerging 2012 Award from DP Information Group

OTHERS

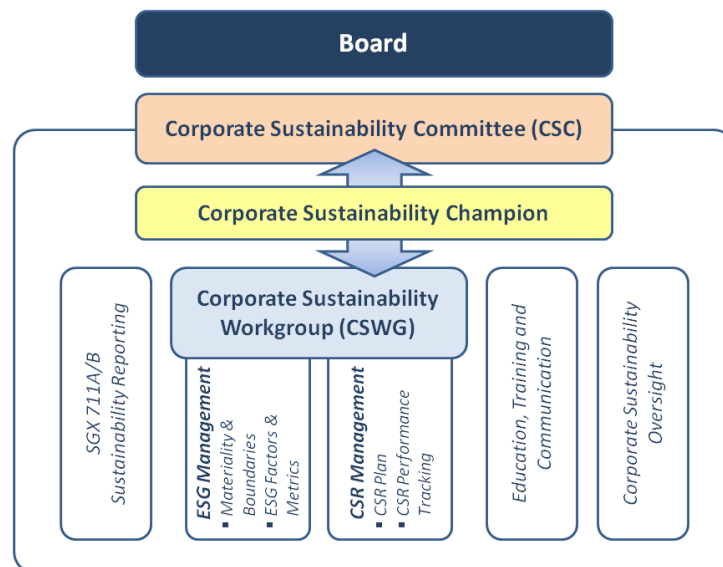
- 2017** NSMark Gold Certificate for Exemplary Support for Total Defence & National Service by MINDEF

5 CORPORATE SUSTAINABILITY OVERVIEW

We believe corporate social responsibility is a key driver towards long-term sustainability. Such responsibility is pragmatically integrated into our business practices as one of the core values in our corporate culture. Embedding such responsibility into our management processes across the value chain allows us to establish credibility among our stakeholders. Through our actions today, we play a part in influencing the environment for our future generations. Through integrating sustainability in our business, we ensure that our business strategy and operations are aligned with a long-term vision towards a conducive and sustainable future.

5.1 Governance

Our Board of Directors (“Board”) has oversight over all corporate governance and operational matters relating to our business. All Directors have attended sustainability training or otherwise assessed to have the relevant expertise by the Nominating Committee. For corporate sustainability, the Board is supported by the Corporate Sustainability Committee (“CSC”) which is chaired by our Group Chief Executive Officer (“CEO”) and includes designated senior executives. The CSC provides leadership and approval over corporate sustainability matters such as corporate social responsibility (“CSR”), community investment and environmental initiatives (including assessing and managing climate-related risks and opportunities). The CEO takes on the role of Corporate Sustainability Champion (“Champion”) to pro-actively raise awareness through education and training across the organisation. Through the Corporate Sustainability Work Group (“CSWG”), our Champion engages businesses and functions in collectively executing the CSR plan, identifying and managing the ESG factors as well as engaging sustainability stakeholders.



5.2 Risk Management

In 2013, the Board established a Risk Management Committee (“RMC”) which reports to the Audit Committee to oversee all aspects of risk governance. The RMC has developed BBR’s enterprise risk register, which involved identifying and evaluating key business risks, likely consequences should the event occur and mitigating controls in place to manage these risks. The RMC’s role is to constantly monitor identified risks and pre-empt new risks in a dynamic operating environment. The RMC comprises the management of the Group’s key operating units.

The Group started its climate risk reporting journey in FY2022 by identifying the climate-related risks. To strengthen oversight, the RMC will progressively incorporate climate-related risks into its overall risk universe for ongoing monitoring and management.

5.3 Ethics and Compliance

As a SGX-listed entity, we adhere to the highest standards of corporate governance as required in the listing rules. We strictly conform to local and international best practices. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as guidelines which are to be adhered by the officers and employees across the organisation. Communication channels, such as Whistle-Blower and Board escalation process, are in place to enable all employees and individuals engaged in business activities to report any observations of unethical behaviour. We have a dedicated officer who maintains a register of incidences regarding ethics and compliance issues, and where appropriate, escalates these issues to the management.

5.4 Stakeholder Engagement

Key to the success of our sustainability programme is regular and timely communication about sustainability policies and activities with all our stakeholders, and the provision of appropriate feedback mechanisms so that we can monitor and improve on what we are doing.

Since establishing our sustainability management and reporting framework in July 2017, we have identified five key stakeholder groups that are critical to the Group's long-term success. We tailor our engagement channels to reach out to these stakeholders consistently and effectively.

Stakeholder	Significance	Engagement Channels
Youth and Future Generations	The youth of today will be the Group's customers, employees and partners in the future	Community giving, outreach efforts, mass media, social media
Employees	An employee-centric corporate culture will motivate and empower our people to meet their full potential both professionally and personally	Staff communication sessions, staff feedback, staff exit interviews
Customers	The quality and safety of our services and products to our customers are of paramount importance. By meeting our customers' expectations, we build trust and long-term relationships	Customer engagement, survey and scoring, customer feedback process
Suppliers	It is important that our suppliers and partners share our values in areas such as the environment, human rights, labour practices and corporate ethics. Alignment of values enhances our suppliers' and partners' competitiveness and therefore our competitiveness	Supplier performance review, ongoing business interactions
Community	We recognise the importance of playing our part in caring for the community and lending a helping hand to those in need through donations, sponsorships, fundraising and volunteer activities	CSR initiatives

5.5 Material ESG Issues

We have a structured process to identify, analyse and manage material ESG issues. Key to this is our regular risk assessment exercise which entails the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, climate change and other environmental issues, health and safety, and safeguarding human capital. We are continuously improving the adequacy and effectiveness of our Risk Assessment and Control Self-Assessment processes in response to changing business and operational conditions.

Through regular stakeholder engagement, we identify the material issues that are most relevant and significant to the stakeholders involved in our Singapore and Malaysia operations. We also review the impact, risk profile and effort required to manage the material ESG issues. With the Board’s oversight, our Management is responsible for managing, tracking and reporting of the material ESG issues, policies and programmes.

<i>Stakeholders</i>	Material ESG Issues
<i>Youth and Future Generations</i>	<ul style="list-style-type: none"> ❖ Materials, recycling of product material and packaging ❖ Environmental education of our employees and customers ❖ Reduction of carbon emissions ❖ Energy consumption ❖ Compliance with regulations, standards and best practices on green initiatives
<i>Employees</i>	<ul style="list-style-type: none"> ❖ Employee well-being through workplace health and safety as well as work-life balance ❖ Regular training of employees on critical skillsets to sustain competitiveness ❖ Competitive compensation scheme to retain talent ❖ Non-discrimination, diversity and equality ❖ Senior management engagement with employees
<i>Customers</i>	<ul style="list-style-type: none"> ❖ Safety of our customers in our services delivery ❖ Customer data privacy ❖ Customer satisfaction and customer-centric approach
<i>Suppliers</i>	<ul style="list-style-type: none"> ❖ Environmental, labour and human rights impact in the supply chain
<i>Community</i>	<ul style="list-style-type: none"> ❖ Impact on communities and local economies ❖ Economic value generated and distributed to local community ❖ Community giving and assistance
<i>Common to All Stakeholders</i>	<ul style="list-style-type: none"> ❖ Compliance with prevailing laws and regulations ❖ Good corporate governance and ethics, transparency and non-financial reporting ❖ Ethical business practices such as anti-corruption ❖ Grievance mechanisms

5.6 Alignment with Sustainable Development Goals

We use the United Nations Sustainable Development Goals (“SDGs”) to guide the societal impact for our sustainability initiatives. We have identified the SDGs and targets which are relevant to us, and mapped these to our material issues which are elaborated in the rest of this report.

SDGs	Relevant Targets to Our Businesses	Our Contributions
	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We have our internal processes and environmental policies to reduce electricity and fuel consumption. Our approach to mitigating climate change includes training staff and implementing energy-efficient measures. We monitor and report our GHG emissions and set reduction targets.
	15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	All the paper used in our offices are either Forest Stewardship Council (“FSC”) certified or made from sustainable fibre. This supports conservation of forest ecosystems and creates green job opportunities.

				These SDGs are relevant to our business, operations and value chain. They are addressed in our various policies at Group level. Such goals are also embedded in various initiatives carried out across the organisation.

As we advance on our sustainability journey, we will continually review our alignment with the SDGs so as to redirect our internal priorities and sustainability strategy to more effectively and comprehensively contribute to improving lives and livelihoods around the world.

6 PROTECTING OUR ENVIRONMENT

6.1 Our Approach

We are committed to maintaining and building on stringent environmental policies and standards. We continually seek new and innovative ways to reduce the environmental impact of our products and services while maintaining the highest levels of quality. We recognise our responsibility to protect the environment for the health and well-being of future generations.

6.2 Climate Risks Identification

Management is responsible for adopting a progressive approach towards managing climate-related risks. In FY2022, we embarked on identifying climate-related physical and transition risks relevant to our business and assessing the impacts. The risks were identified by researching external resources and benchmarking against industry peers that had started on climate risk disclosures. By implementing mitigation measures well, we can turn climate-related risks into opportunities to improve our organisational resilience, create new revenue streams and stay ahead of the competition. For FY2023 and beyond, we will look into tracking and managing these climate-related risks comprehensively, as well as integrating them into the Group’s overall risk management policies and processes.

Climate-related Risks	Time Period	Impact	Mitigation Measures
1. Physical Risks			
<ul style="list-style-type: none"> Acute physical risks – Such as hurricanes and wildfires 	Short-term	<ul style="list-style-type: none"> ❖ Adverse impacts can be unpredictable and location-specific ❖ Costs to repair or replace damaged or destroyed assets, value impairment. ❖ Disruption, delays in the transportation and delivery of building materials as well as spike in prices ❖ Construction site damage and challenging/unsafe working conditions ❖ Delays to project timelines resulting in increased costs 	<ul style="list-style-type: none"> ❖ Comprehensive evaluation of the physical climate risk exposure of projects ❖ Close monitoring of weather forecasts to ensure worker safety and adequate preparation ❖ Increase resilience through contingency plans and insurance arrangements
<ul style="list-style-type: none"> Chronic physical risks – Such as higher temperatures, rising sea levels, increasing frequency of heavy rain and wind, and decreased rainfall 	Medium to long-term	<ul style="list-style-type: none"> ❖ Increased wear and tear or damage to manufacturing equipment and buildings ❖ Disruption and delays in transportation and delivery of goods ❖ Some development sites may become unviable or projects may be cancelled ❖ Construction site damage and challenging/unsafe working conditions ❖ Delays to project timelines resulting in increased costs 	<ul style="list-style-type: none"> ❖ Diversification of suppliers ❖ Conduct forward-looking chronic climate risk assessments prior to commencing projects ❖ Prioritise climate-resilient development approaches ❖ Assess construction delivery timelines based on forecasts that account for chronic changes to climate
2. Policy and Regulation Transition Risks			

<ul style="list-style-type: none"> • Mandatory emissions disclosures and decarbonisation targets 	<p>Medium to long-term</p>	<ul style="list-style-type: none"> ❖ Mandated changes to product specifications, limits on certain materials and other regulatory changes impact availability and costs of building materials ❖ Increased demand for low-carbon products and services ❖ Introduction of new regulations potentially leading to new methods of working, greater compliance costs and increased risk of project delays 	<ul style="list-style-type: none"> ❖ Stay well informed of regulatory developments ❖ Source from suppliers that are compliant with new product specifications and regulations
<ul style="list-style-type: none"> • Tougher standards, building materials and construction methods 			

3. Technology Transition Risks

<ul style="list-style-type: none"> • Substitution of existing products and services with lower emissions alternatives 	<p>Short to long-term</p>	<ul style="list-style-type: none"> ❖ Increased demand for materials, products and services with lower emissions and corollary drop in demand for emissions-intensive alternatives ❖ Loss of competitiveness if low-carbon technologies are operationally less profitable ❖ Industry shifts towards prioritising lower emissions products, services and methods ❖ Construction costs could rise periodically as companies adapt to working with lower emissions materials and methods ❖ Fluctuation in the profitability of projects depending on upstream costs of producing lower emissions materials and products 	<ul style="list-style-type: none"> ❖ Build up knowledge and ability to assess lower carbon products and materials ❖ Ensure capability to incorporate lower emissions materials and products ❖ Develop a framework for selecting suppliers, materials and products based on sustainability criteria ❖ Increase collaboration with upstream suppliers to optimise lower emissions materials

4. Market Transition Risk

<ul style="list-style-type: none"> • Markets and industries vulnerable to climate change may become more risky and less attractive to investors over time 	<p>Medium to long-term</p>	<ul style="list-style-type: none"> ❖ Changes in the cost of carbon intensive raw materials affect demand and profitability of operations ❖ Increased energy prices affect operational costs ❖ Changes to input costs for construction products affect demand and profitability ❖ Increased materials costs impact profitability and/or 	<ul style="list-style-type: none"> ❖ Source raw materials more widely, engage with suppliers ❖ Develop plans to manage material price fluctuations ❖ Improve efficiency of energy consumption and material use
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		<ul style="list-style-type: none"> viability of construction projects ❖ Ability to prioritise use of low-carbon materials could be jeopardised if they become too costly ❖ Increased costs if prices of energy and/or raw materials rise and are passed through the value chain ❖ Rapid changes in customer preferences can introduce market volatility and uncertainty 	
5. Reputational Transition Risk			
<ul style="list-style-type: none"> • Growing stakeholder preference to work with companies incorporating climate risk into investment decisions and operations 	Medium to long-term	<ul style="list-style-type: none"> ❖ Risk to brand and market perception if the Company is not on par with industry peers in managing climate risks, which would result in reduced demand for products and services 	<ul style="list-style-type: none"> ❖ Maintain focus on environmental responsibility and ensuring it is well documented and transparently communicated internally and externally ❖ Explore potential for differentiation in the market based on environmental credentials

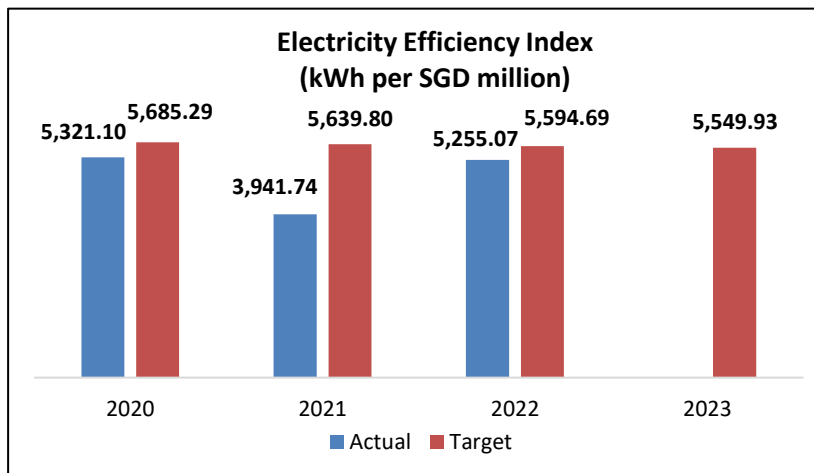
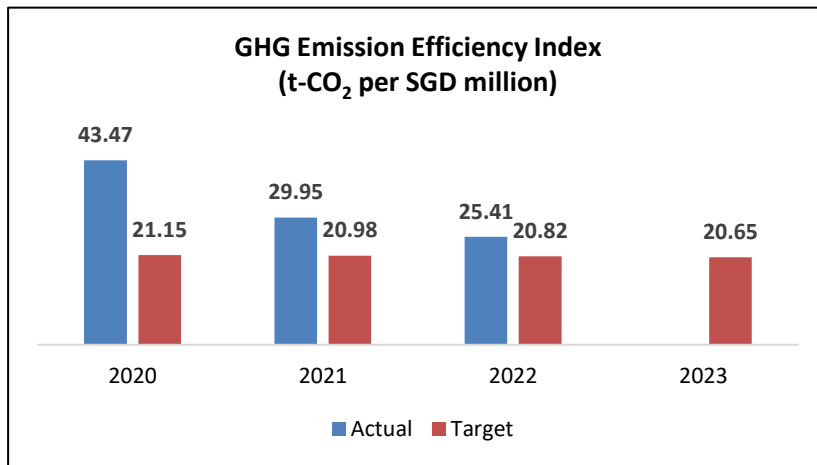
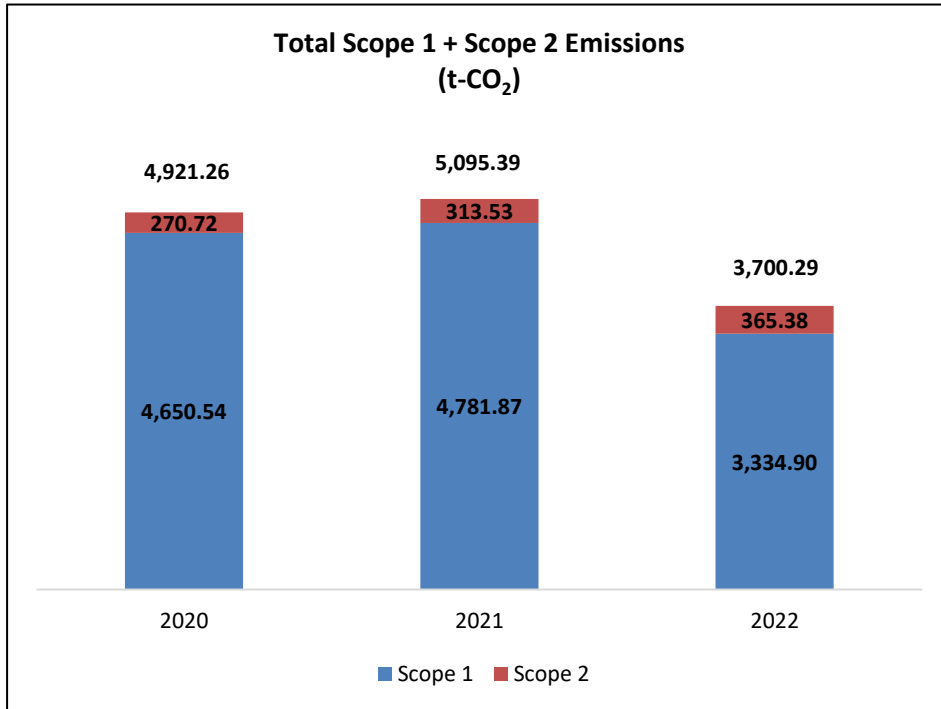
6.3 Scope 1 and Scope 2 Emissions

Our Scope 1 emissions arise from consumption of fuel while our Scope 2 emissions arise from purchase of electricity from the national electricity retailers in Singapore and Malaysia. We are currently not tracking Scope 3 emissions generated by upstream and downstream supply chain activities.

In past years, we had used the GHG Protocol’s GHG Emission Calculation Tool. This year, we spotted an error in the spreadsheet, and took steps to correct the computed emissions including past years’ data. In FY2022, our Scope 1 and Scope 2 emissions were 3,334.9 t-CO₂ and 365.4 t-CO₂ respectively. The total emissions in FY2022 were 3,700.29 t-CO₂, which was a reduction of 27.4% as compared to the 5,095.39 t-CO₂ of total emissions in FY2021.

To ensure consistency and comparability of the GHG emission and electricity consumption over time, we established our GHG emission efficiency index and electricity efficiency index. The indices normalise the amount of GHG emissions and electricity consumption by our revenues which is a proxy for the size of our activities. The GHG emission efficiency index is measured in t-CO₂ per SGD million and the electricity efficiency index is measured in kWh per SGD million.

We have set long-term targets for GHG emission and electricity efficiency improvement of 10% from our 2017 levels by 2030, i.e. 0.8% improvement per year. The 2017 baseline for GHG emission – after correcting the previous computational errors – is 21.67 t-CO₂ per SGD million, and the adjusted targets based on 0.8% annual improvement would be 20.82 t-CO₂ per SGD million in FY2022 and 20.65 t-CO₂ per SGD million in FY2023. Our actual GHG emission efficiency in FY2022 was 25.41 t-CO₂ per SGD million, which did not meet the target.



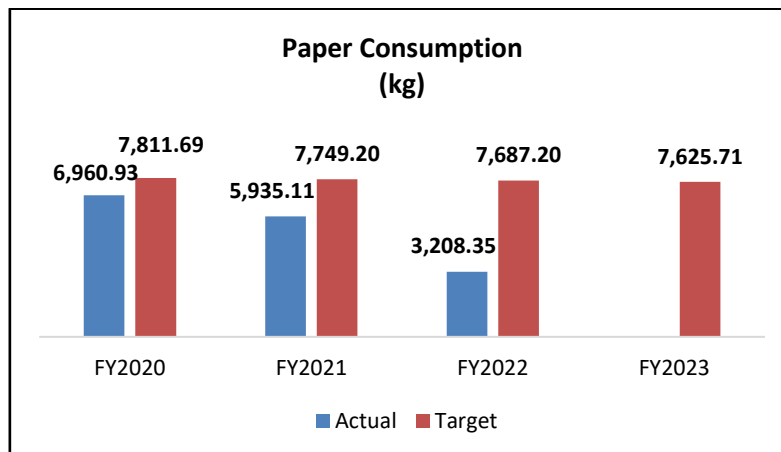
Our electricity usage of 765,129 kWh in FY2022 was 14.1% higher than the 670,647 kWh usage in FY2021 (the usage in FY2021 has been corrected from 596,544 kWh reported in last year’s Sustainability Report) because the new construction projects used grid electricity instead of diesel generators. Our electricity efficiency index score was 5,255.07 kWh per SGD million, which was better than our target of 5,594.69 kWh per SGD million.

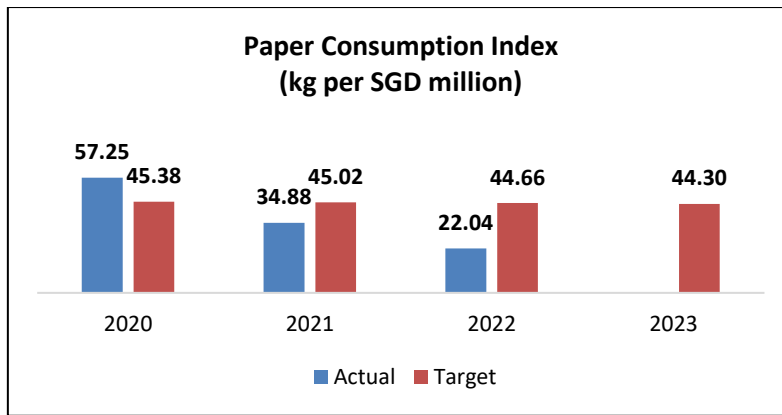
6.4 Reduction of Paper Consumption

All our employees are urged to minimise paper wastage by adhering to our Internal Paper Usage Reduction Guidelines. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts. Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines. Further, we encourage all employees to adopt digital documents instead of paper documents. All wastepaper from our offices is collected for recycling.

We monitor actual consumption of paper in kg and have established a paper consumption index for consistent tracking of paper consumption over time. We normalise the weights of paper consumed by our revenues which we use as a proxy for the size of our activities. The paper consumption index is measured in kilograms per SGD million. We target to improve the paper consumption and paper consumption index by 10% from our 2017 level by 2030, which is equivalent to an annual improvement of 0.8%.

In FY2022, we consumed a total of 3,208 kg of paper, which was lower than 5,935 kg in FY2021 and 8,002 kg in the base year 2017. 100% of our paper consumption are either FSC-certified or made from KHAN-NA, i.e. paper trees planted in otherwise unused space between rice paddies. Our paper consumption index score was 22.04 kg per SGD million in FY2022, which exceeded our target and was a significant improvement from 34.88 in FY2021 and 46.49 in the base year 2017.





6.5 Environmental Certifications and Standards

We have embraced various green practices in our business and operation such as ISO 14001 and Green and Gracious Builders Award from the Building & Construction Authority (“BCA”).

The ISO 14000 family of standards provides practical tools for companies to manage their environmental responsibilities. ISO 14001:2015 is a certifiable standard that sets out the criteria for an environmental management system. Using ISO 14001:2015 provides assurance to our management and employees as well as external stakeholders that environmental impact is being measured and improved.

Our subsidiaries, Singapore Engineering & Construction Pte Ltd and Singa Development Pte Ltd, are certified under the Green and Gracious Builder Scheme established by the BCA. We have in place a Green and Gracious Policy to enhance environmentally friendly workplaces with minimum hazard and inconvenience to the public throughout the construction duration. We involve relevant stakeholders through engagement of sub-contractors and suppliers to implement Green Products and/or advocate Green Concepts, and subsequently propose to customers to adopt such concepts.

Over the years, the Group has been recognised with various built sector awards and achievements as described in the *Awards and Achievements* section of this Sustainability Report.

7 CARING FOR OUR EMPLOYEES

7.1 Our Approach

Our people are our most valuable resource and investing in their professional and personal well-being is vital to our business sustainability. They are the foundation upon which we build all our business initiatives and conduct our day-to-day activities. We recognise that motivated employees are our best ambassadors to convey a positive and powerful message to all our other key stakeholders, such as our customers, suppliers and the wider community. By attracting, nurturing, empowering and rewarding our employees, we create an environment conducive for innovation and inspiration to flourish, which will boost our competitiveness. Such commitment to our employees promotes a corporate culture of passion, quality, excellence and trust, which reflects our ability to create value for our stakeholders. Ultimately, we aim to inculcate our core values among our employees.

Accordingly, we have developed our Human Resource (“HR”) management principles and policies based on fair employment practices. Our HR policies cover key areas such as remuneration, benefits, health and safety, career development and training. We constantly seek feedback from our staff to ensure that our decisions are aligned as much as possible with their needs, and our management regularly reviews our policies.

Our business operates in an environment which comprises diverse races, cultures and geographic locations. Our HR policies are implemented in full compliance with the prevailing laws and regulations, taking into consideration local culture, norms and ethnic sensitivities.

Our employment practices focus on maximising the strength of our employees by providing equal opportunities based on merits, and help our employees to develop strength through our comprehensive training and development programme. We regularly review the performance and development of our employees to effectively match their strength to their job specifications. Our performance-based reward scheme provides guidance and motivation to our employees to perform to their potential in alignment with the Company’s objectives.

7.1.1 The Tripartite Guidelines on Fair Employment Practices

We proactively pursue and adopt best HR practices by also taking reference from external bodies such as the Singapore Tripartite Alliance for Fair and Progressive Employment Practices, which provides guidelines covering employee recruitment, training, treatment and reward.

7.2 Workforce Diversity

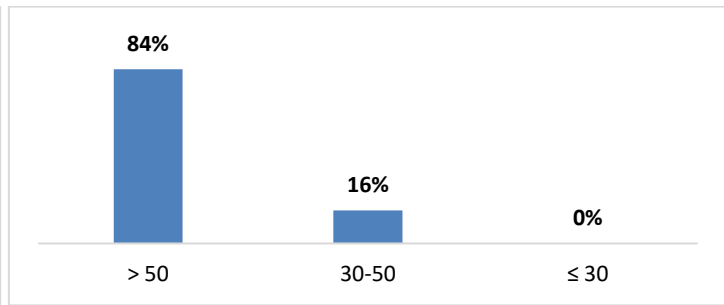
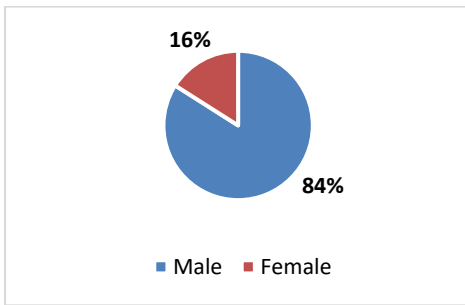
Our business thrives on a mix of individual strengths and skills that comes from a diverse workforce comprising employees from various ethnic groups, nationalities, ages and genders.

We had 699 employees in FY2022 (compared to 897 in FY2021), based on the number of employees in employment at the end of the financial year. Of the 699 employees, 89 (12.7%) were female and 610 (87.3%) were male. Given its nature, the construction industry traditionally comprises more male employees. In terms of age distribution, 189 employees (27.0%) were below 30 years of age, 389 employees (55.7%) were between 30 and 50 years of age, and 121 employees (17.3%) were above 50 years of age.

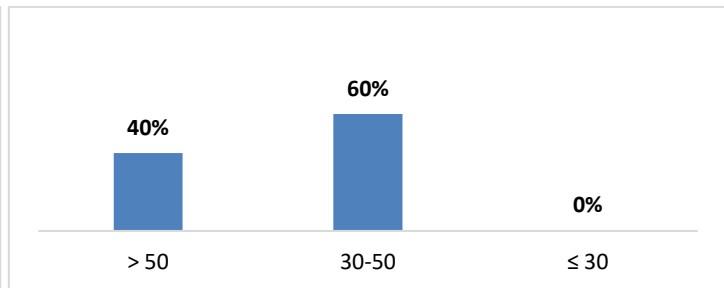
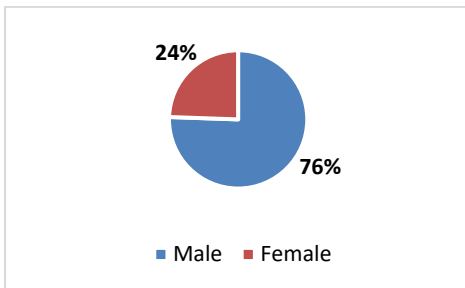
A detailed breakdown of our workforce by gender, job level and age is shown in the charts below.



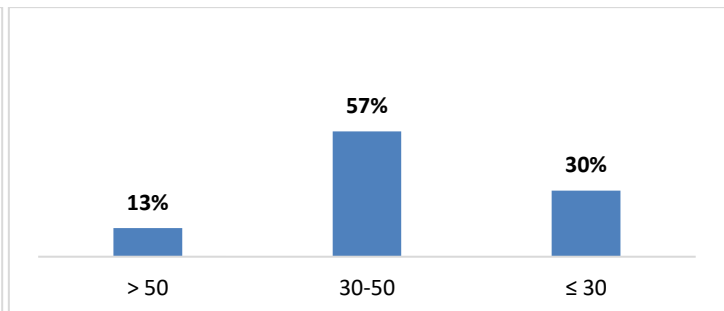
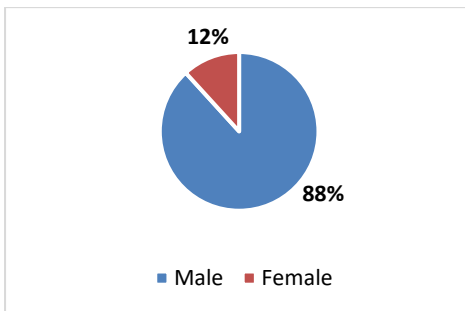
Senior Management



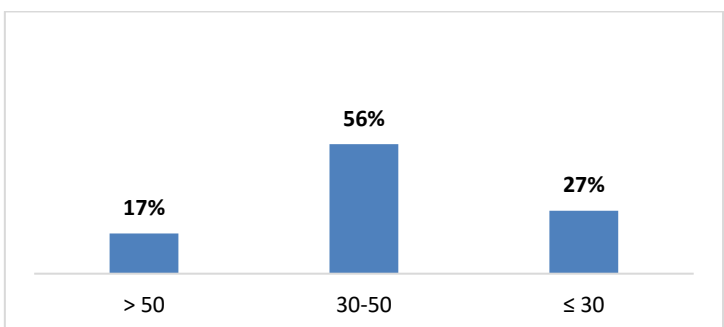
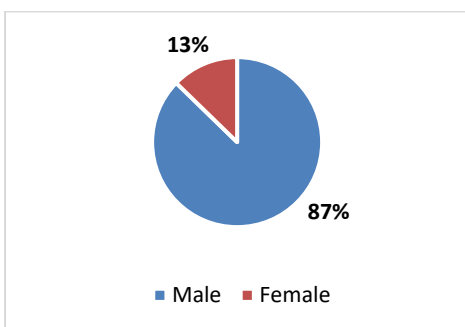
Managerial Staff



Non-Managerial Staff



Overall



While we monitor our employment profile every year, we do not set targets for gender or age ratios as we employ staff based on technical competencies and capabilities. We believe in providing equal opportunities to our employees. We do not discriminate against any employee or job applicant because of race, gender, religion, national origin, age, marital status or any other classification protected by law.

In addition to the staff under our direct employment, we also have contract workers – such as cleaners, security guards and subcontract labour – who are under the employment of external service providers. As these personnel are not under our direct employment, they are excluded from our head count. Nonetheless, we expect our external service providers to share our core HR management principles and practices, and be fully compliant with labour regulations and guidelines. In our vendor selection process, we take into consideration their HR management practices as key selection and performance criteria. We regularly review the performance of our vendors based on these criteria to determine whether to continue to engage their services.

7.3 Employee Benefits

All non-managerial employees in Singapore are covered by the Employment Act, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement. Our HR policy on maternity leave, paternity leave, childcare and infant care leave is aligned with the employment practices stipulated by the Ministry of Manpower.

In addition to the statutory benefits outlined in the Employment Act, we provide beyond-compliance-level benefits to our fulltime employees. Examples of these benefits include marriage leave, compassionate leave, inpatient and outpatient medical insurances, dental, health screening, health talks.

7.3.1 Work-Life Balance

The well-being and contentment of our employees are pivotal to their performance, and hence the success and sustainability of our business. We understand that the workplace could at times be stressful due to the competitiveness of our workforce and our business. To support our employees, we have various programmes and initiatives to balance their work with fun, and to develop an environment and culture of mutual support.

7.3.2 Provident Fund Contributions

Our Company is present in various geographic locations where there are various local laws and regulations on pension and healthcare for employees. Our HR management practices comply with such laws and regulations. In Singapore, we participate in the Central Provident Fund (“CPF”) personal savings scheme, which helps employees fund their retirement, home ownership, healthcare and further education. Under this scheme, monthly deductions from employees’ gross salaries are paid into their CPF savings accounts. We make employer contributions to these accounts, according to rates stipulated in the CPF Act. In Malaysia, we participate in the Employee Provident Fund according to the stipulated regulations and contribution rates.

7.4 Employee Engagement and Training

7.4.1 Communications

As our Company grows, effective communications across the organisation are crucial to ensure continuous alignment of objectives of the employees and the organisational objectives. We achieve this through regular communication sessions with agendas tailored to different groups of employees. For example, the monthly managers’ meetings would discuss leadership and operational issues, while the quarterly sessions tend to discuss high level topics such as strategic business directions, new service launches, ongoing developments and key project reviews.

7.4.2 Employee Feedback

We value our employee's expertise in their areas of responsibilities to improve our organisation's overall management and operations. We collect feedback through various employee engagement processes such as employee objective setting, performance review and exit interviews for resignations. There are additional feedback channels such as for health and safety as well as compliance issues. Such feedback is managed by the leaders and managers of each business and functional unit. We have also established reporting and escalation channels should the feedback requires the attention of higher management.

7.4.3 Training

We recognise that consistent and ongoing training is critical to maintaining a competitive, skilled, productive and motivated workforce. We carry out regular objective setting, performance reviews and career development planning based on employees' merits and skill sets.

Our training programme covers a variety of areas catering for employees with difference job scopes and skill set requirements. Our core training curriculum and contents are guided by established industry and international standards such as ISO 9100, ISO 14000, Occupational Health and Safety Assessment Series ("OHSAS") and bizSAFE. Additional training curricula and programmes are developed based on the specific requirements of the businesses and functions. Training topics range from soft skills development in areas such as communications and leadership, to technical programmes covering project management and office productivity tools.

Safety is a top priority for the Group. We have in place a comprehensive and ongoing safety training regime comprising the following:

Mandatory Training

- Lifting Supervisor.
- Rigger.
- Signalman.
- Managing Work at Height.
- Building Construction Supervisor Safety.

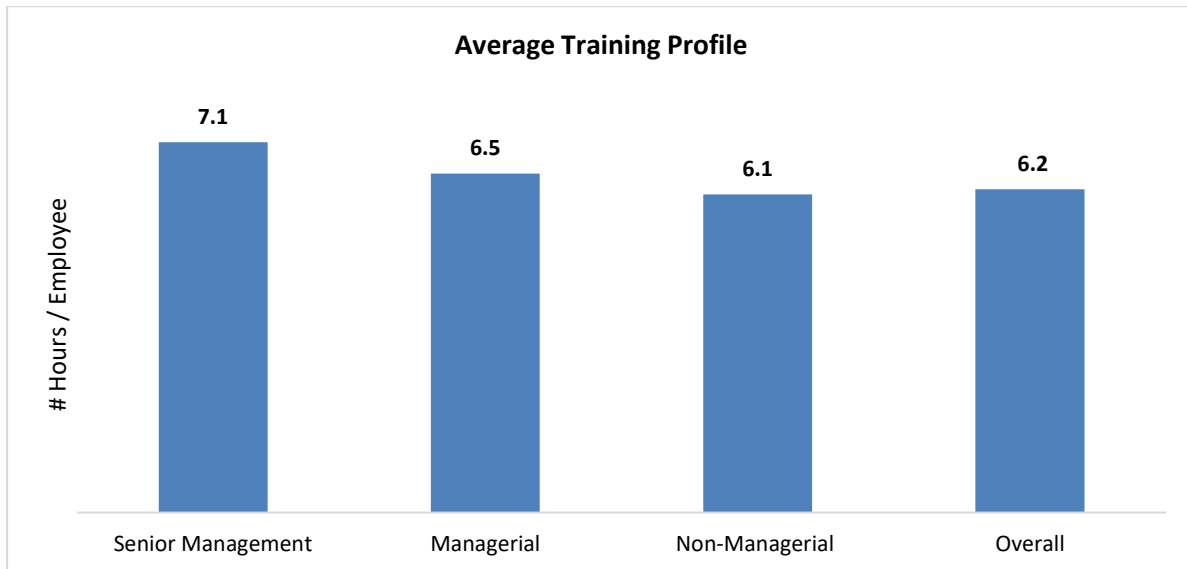
In-House Refresher and Awareness Training

- Personal Protective Equipment Refresher and Awareness Training Programme.
- Vehicular Safety Awareness Training Programme.
- A-Frame Ladder Awareness Training Programme.

When employees undergo refresher and awareness training, it improves, upgrades and updates their skills and knowledge of the job, and builds their confidence in their abilities. This will improve their performance and make them work more efficiently and effectively in a safer manner.

In FY2022, employees received an average of 6.2 hours of training, higher than 5.1 hours in FY2021 but below the target of 10.9 hours for FY2022. This was because of fewer hours of training for senior management and managers as more time was focused on the business strategy and operation amidst uncertainties in the global market with the ongoing Russia-Ukraine conflict, rising interest rates and inflationary pressures on operating costs. Additionally, there was a shortage of labour supply and hence reduced hours of training. Importantly, we did not in any way compromise on the safety induction training as and when required.

The training requirements may vary depending on the levels of management responsibilities. Each senior manager registered an average of 7.1 hours of training while managerial and non-managerial staff received an average of 6.5 and 6.1 hours of training respectively. We continue to revise our training curricula, pedagogies and programmes to align with changing organisation objectives and to optimise effectiveness and efficiency.



7.5 Safety and Health in the Workplace

We are committed to achieving an overall culture of health and safety excellence which is free from accidents. We have an Environment Health and Safety Policy in place that covers all our employees. We take every precaution to prevent occupational injuries among employees and to avoid any loss of life. We believe that optimum work conditions not only make our employees safer, but also boost morale.

Given the high-risk nature of construction activities, we place great emphasis on health and safety training, awareness, procedures and general education. We aim to develop a culture whereby safety is ingrained into every employee and subcontractor. Safety awareness starts with all new hires who are required to attend a compulsory safety induction training and they are equipped with the necessary personal protective equipment. Employees who are previously assessed as qualified or competent also attend refresher and awareness training to practise, update and upgrade their existing skills and knowledge.

We comply with the Ministry of Manpower's Workplace Safety & Health Act. In addition, we have attained certification for OHSAS 18001 and bizSAFE. These well recognised standards provide us with the frameworks to manage risks associated with safety and health in our workplace.

In FY2022, there was one fatality at one of the subsidiaries' worksites. A site personnel was hit by a timber fragment when it broke from a piece of plywood which was used in a pile load test. Following this incident, we took active measures to improve onsite safety, including making changes to our work processes and materials, using technology (e.g. CCTV monitoring) to enhance supervision, implementing additional control measures, and re-training employees on safety procedures. Our target is to achieve zero fatality and improve on our safety record.

From a supply chain perspective, all suppliers, contractors and subcontractors are required to abide by relevant laws and regulations, in addition to the Group's safety policy and procedures.

Over the years, the Group had various safety awards and achievements as presented in the *Awards and Achievements* section of this Sustainability Report.

7.6 Individual Rights

Respecting and protecting basic human rights is fundamental to all our operations and deeply ingrained in our Code of Conduct, which applies to all employees. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are all strictly observed within the work environment.

We also respect our employees' rights to freedom of association as well as their membership of trade unions and other professional bodies. Notwithstanding this, none of our employees was covered by a collective bargaining agreement in FY2022.

In FY2022, no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances were reported.

8 FOCUSING ON OUR CUSTOMERS' NEEDS

8.1 Our Approach

Providing excellent customer service and products with the highest level of reliability, quality and safety have always been our priority. Under our Quality Policy, we are committed to delivering products and services of consistently high quality, and maximising customer satisfaction through continual improvement in our Quality Management System. The goal of all our corporate activities is customer satisfaction. Customer retention begins with trust, and we place the utmost importance on training our employees in customer service excellence as well as in continuously striving to improve the quality and safety of our products and services. Open and frequent communication and responsive feedback are ingrained into our daily interactions with customers. We also attach importance to protecting the security and privacy of customers' data.

8.2 Customer Feedback and Satisfaction

We listen to our customers and take their opinions very seriously. We consolidate customer feedback through a range of communication channels including our website, customer surveys and our customer service personnel. Through our customer feedback system, we capture our customers' comments for analysis and action. We strive to respond promptly to customers' needs and comply with applicable legal and customers' requirements. Customer compliments are also tracked so that we can monitor where we are getting things right and cascade positive feedback to our employees and senior management.

	Performance			Target	
	FY2020	FY2021	FY2022	FY2022	FY2023
Customer Satisfaction Index	81%	81%	70%	>=80%	>= 80%

In FY2022, our Customer Satisfaction Index score was 70% compared to 81% in FY2021. This was because one of the projects had taken a longer time to complete due to the pandemic and technical challenges, and did not score well on customer satisfaction. We will strive to improve and reach the 80% target for FY2023.

8.3 Service Quality and Safety

We have in place a set of key quality assurance processes from the start to the completion of all projects. Being certified for ISO 9001, ISO 14001, OHSAS 18001, bizSAFE, Green and Gracious Builder Scheme, we strictly adhere to our Integrated Management System Manual which sets out the processes and procedures in every stage of the project. In particular, attaining the ISO 9001 certification for quality management systems has improved the control of our internal processes and the quality of our services.

Our quality management approach identifies our stakeholders, key aspects of the product quality and the impacts on our stakeholders. We take an end-to-end quality view from planning to operations, performance evaluation and improvement. At each key aspect of the end-to-end quality management processes, we have leadership to spearhead the quality improvement processes. We have mapped out the sequence and interaction of business processes to ensure seamless quality management.



8.4 Data Safety and Privacy

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and service delivery orders. To protect sensitive information, every employee is responsible for shredding papers, including confidential documents, before putting them into paper recycling boxes. Our information security policies ensure our customers' data are managed appropriately, in accordance with the appropriate levels of confidentiality. We strictly observe all local laws and internal regulations applicable to personal information protection.

9 PARTNERING OUR SUPPLIERS

9.1 Our Approach

As a part of our ambition to realise sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We aim to identify new opportunities for collaboration with our suppliers, gradually increase transparency and continue to build shared capacity to maximise the positive environmental and social impacts throughout our value chain.

9.2 Supplier Selection and Screening

Our key suppliers, which include our subcontractors, are carefully selected through our supplier selection process whereby we examine criteria such as financial health, competitiveness of pricing, and also take into consideration the suppliers' sustainability policies. Our final selection is based on an overall assessment that takes a balanced view across all selection criteria.

In FY2022, 11% of our key suppliers had a sustainability policy in place, more than double that in FY2021 (5%). We do not set a target on the percentage of key suppliers with sustainability policies, bearing in mind that this is part of a comprehensive selection process with other selection criteria. We will continue to select our suppliers taking into consideration sustainability as one of the criteria.

	Performance		
	FY2020	FY2021	FY2022
Key Suppliers with Sustainability Policy in place (%)	7%	5%	11%

9.3 Supplier Review

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During this process, we engage our key suppliers to communicate our expectations and mutual feedback. This ensures continuous improvement and alignment of our key suppliers' services and products with our business requirements and sustainability objectives.

10 SUPPORTING OUR COMMUNITY

10.1 Our Approach

At BBR, we care for the community and lend a helping hand to those in need. Responsible corporate citizenry is a core pillar of our business approach and sustainability strategy. We recognise the importance of encouraging our employees to play an active role in the communities of which we are a part of, and in doing so, develop their leadership potential, corporate camaraderie, community spirit and environmental awareness.

Our corporate social responsibility philosophy and vision took shape in 2014 with the formation of BBR CARE, with the mission of “Making a Difference”. BBR CARE is a Group-wide CSR platform led and championed by our CEO. It aims to foster community initiative and involvement across all levels of the organisation. The core thrusts of BBR CARE encompass encouraging employee volunteerism, empowering community engagement and enhancing the environment. To this end, our engagement programmes encompass supporting communities in need through donations, volunteer activities and fundraising.

10.2 Our Community Initiatives

Over the years, we have been actively supporting charitable organisations through donations and volunteer work. We have always been committed to participate in local events to support charitable and worthy causes.

While we contributed 511 and 488 man-hours of volunteer work in 2018 and 2019 respectively, we were not able to participate in any community engagement programmes and services due to the COVID-19 safe management measures from 2020 to 2022, which imposed various restrictions on social interaction.

With the progressive relaxation of COVID-19 restrictions in Singapore and Malaysia, we aim to restart our community initiatives in FY2023.

11 GRI CONTENT INDEX

BBR Holdings (S) Limited has reported in accordance with the GRI Standards 2021 for the period 1 January 2022 to 31 December 2022.

Note: AR = Annual Report, SR = Sustainability Report (i.e. this report)

GRI Standards	Disclosures	References
GRI 2	General Disclosures 2021	
2-1	Organisational details	SR Section 4
2-2	Entities included in the organisation's sustainability reporting	SR Section 3.1
2-3	Reporting period, frequency and contact point	SR Sections 3.1, 3.3
2-4	Restatements of information	SR Section 6.3
2-5	External assurance	Nil
2-6	Activities, value chain and other business relationships	SR Section 4.1
2-7	Employees	SR Section 7
2-8	Workers who are not employees	SR Section 7
2-9	Governance structure and composition	SR Section 5.1
2-10	Nomination and selection of the highest governance body	AR Pages 114-138 Corporate Governance
2-11	Chair of the highest governance body	AR Pages 114-138 Corporate Governance
2-12	Roles of the highest governance body in overseeing the management of impacts	AR Pages 114-138 Corporate Governance
2-13	Delegation of responsibility for managing impacts	AR Pages 114-138 Corporate Governance
2-14	Roles of the highest governance body in sustainability reporting	SR Section 5.1
2-15	Conflicts of interest	AR Pages 114-138 Corporate Governance
2-16	Communication of critical concerns	SR Section 5.1
2-17	Collective knowledge of the highest governance body	AR Pages 114-138 Corporate Governance
2-18	Evaluation of the performance of the highest governance body	AR Pages 114-138 Corporate Governance
2-19	Remuneration policies	SR Section 7.1
2-20	Process to determine remuneration	SR Section 7.1
2-21	Annual total compensation ratio	Unable to disclose due to confidentiality reasons
2-22	Statement on sustainable development strategy	SR Section 5.6
2-23	Policy commitments	SR Section 7
2-24	Embedding policy commitments	SR Section 7
2-25	Processes to remediate negative impacts	SR Section 6
2-26	Mechanisms for seeking advice and raising concerns	SR Section 5.3
2-27	Compliance with laws and regulations	SR Section 5.3
2-28	Membership associations	BBR Holdings and its subsidiaries are members of the Real Estate Developers Association of Singapore, Singapore Contractors Association Limited, Singapore Business Federation, Singapore

GRI Standards	Disclosures	References
		Structural Steel Society, Master Builders Association Malaysia and Malaysian Employers Federation
2-29	Approach to stakeholder engagement	SR Section 5.4
2-30	Collective bargaining agreements	SR Section 7.6
GRI 3	Material Topics 2021	
3-1	Process to determine material topics	SR Section 5.5
3-2	List of material topics	SR Section 5.5
3-3	Management of material topics	SR Section 5.5
GRI 302	Energy 2016	
302-1	Energy consumption within the organisation	SR Section 6.3
302-3	Energy intensity	SR Section 6.3
GRI 305	Emissions 2016	
305-1	Direct (Scope 1) GHG emissions	SR Section 6.3
305-2	Energy indirect (Scope 2) GHG emissions	SR Section 6.3
305-4	GHG emissions intensity	SR Section 6.3
GRI 401	Employment 2016	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR Section 7
401-3	Parental leave	SR Section 7.3
GRI 403	Occupational Health and Safety 2018	
403-1	Occupational health and safety management system	SR Section 7.5
403-5	Worker training on occupational health and safety	SR Section 7.4.3
403-9	Work-related injuries	SR Section 7.5
GRI 404	Training and Education 2016	
404-1	Average hours of training per year per employee	SR Section 7.4.3
404-2	Programs for upgrading employee skills and transition assistance programs	SR Section 7.4.3
GRI 405	Diversity and Equal Opportunity 2016	
405-1	Diversity of governance bodies and employees	SR Section 7.2
GRI 414	Supplier Social Assessment 2016	
414-1	New suppliers that were screened using social criteria	SR Section 9.2

12 TCFD INDEX

TCFD Thematic Areas	Recommended Disclosures	References and Remarks
1. Governance Disclose the organisation’s governance around climate-related risks and opportunities	a) Describe the Board’s oversight of climate-related risks and opportunities	The Board oversees the corporate governance structure and sustainability strategy of the Group, including climate-related issues. See SR Section 5.1.
	b) Describe management’s role in assessing and managing climate-related risks and opportunities	The Management implements, monitors and reports on ESG performance, including climate-related issues. See SR Section 5.1.
2. Strategy Disclose the actual and potential impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term	BBR Holdings is adopting a progressive strategy towards managing climate-related risks. We have started on assessing the risks and opportunities over different time periods, which includes a qualitative assessment of the impact. See SR Section 6.2.
	b) Describe the impact of climate-related risks and opportunities on the organisation’s business, strategy, and financial planning	
	c) Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	BBR Holdings is adopting a progressive approach towards managing climate-related risks. Scenario analysis will be conducted post-FY2022.
3. Risk Management Disclose how the organisation identifies, assesses, and manages climate-related risks	a) Describe the organisation’s processes for identifying and assessing climate-related risks	The Board has established a Risk Management Committee that reports to the Audit Committee to oversee all aspects of risk governance. See SR Section 5.2.
	b) Describe the organisation’s processes for managing climate-related risks	The Risk Management Committee tracks and manages all enterprise risks, including climate-related risks. More details of the Committee’s responsibilities can be found in the Group’s Annual Report.
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management framework	The Risk Management Committee will progressively incorporate climate-related risks into its overall risk universe for ongoing monitoring and management.
4. Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	BBR Holdings is adopting a progressive approach towards managing climate-related risks. Specific metrics will be developed post-FY2022.
	b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	See SR Section 6.3.
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	BBR Holdings is adopting a progressive approach towards managing climate-related risks. Targets will be formulated post-FY2022.

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