

# SUSTAINABILITY REPORT



聯明集團有限公司  
LIAN BENG GROUP LTD



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## SUSTAINABILITY PHILOSOPHY

To achieve long-term business sustainability and viability as a responsible, global corporate citizen.



# BOARD STATEMENT

We are pleased to present Lian Beng Group Ltd ("**Lian Beng**" or "the "**Company**", together with its subsidiaries, the "**Group**") annual Sustainability Report for our financial year ended 31 May 2021 ("**FY2021**").

The Board of Directors ("**Board**") and the key management team are directly involved in identifying the Group's Economic, Environmental, Social and Governance ("**EESG**") factors, planning and strategising the sustainability initiatives to minimise EESG risks.

The Sustainability Reporting Task Force, comprising senior management executives from key functions and business units, plan, implement and review the sustainability initiatives and assists the Board to:

- i) Establish the framework for data collection, monitoring and reporting;
- ii) Identify the stakeholder concerns and expectation through consultation and cooperation between management, employees and stakeholders;
- iii) Identify potential EESG risks and opportunities arising from the business activities.

The availability of EESG data enables sustainability reporting to gain a greater significance to investors. Apart from being an image-building exercise, it is widely recognised that good EESG practices do contribute to the overall long-term success of the Company, and play an important part in the competition for talent and investment.

In defining our reporting content, we applied the Global Reporting Initiative ("**GRI**")'s principles by considering the Group's activities, impact and substantive expectations and interests of its stakeholders. We observed a total of four principles, namely materiality, stakeholder inclusiveness, sustainability index and completeness. For reporting quality, we observed the principles of balance, comparability, accuracy, timeliness, clarity and reliability.

The EESG data and information provided in this report have not been verified by an independent third-party and were derived from internal data monitoring and verification to ensure its accuracy. We may seek external assurance in the future.

FY2021 was a year of adaptation and adjustments, as we worked hard to overcome manpower and operational challenges arising from the COVID-19 pandemic. We would like to thank all our stakeholders for their support and we will continue to closely monitor our operations to address and adapt with this challenging situation. Please find our COVID-19 related disclosures throughout this report.

# BOARD STATEMENT

## REPORTING PERIOD AND SCOPE

This report is set out on a “comply or explain” basis in accordance with Practice Note 7.6 of the Singapore Exchange Securities Trading Ltd. (“**SGX-ST**”) Listing Manual on Continuing Listing Obligations.

Corresponding to GRI’s emphasis on materiality, this report highlights the key EESG related initiatives that were carried out throughout a 12-month period, from 1 June 2020 to 31 May 2021. In this report, we compare our sustainability performance with the financial year ended 31 May 2020 (“**FY2020**”) and set our target for the financial year ended 31 May 2022 (“**FY2022**”).

In this report, we will be covering all business segments with the exception of our property development segment. For property development segment, please refer to SLB Development Ltd. (“**SLB**”)’s Sustainability Report FY2021. For the construction segment, we include all our wholly-owned subsidiaries.

## REPORTING FRAMEWORK

This Sustainability Report has been prepared with reference to the Core Option of the GRI Standards. GRI Standards is an internationally recognised sustainability reporting framework and covers a comprehensive range of sustainability disclosures to measure, understand and communicate their critical sustainability issues on environmental, economic and social impacts to stakeholders. We have chosen GRI reporting standards and principles to ensure stakeholder inclusiveness, accuracy, clarity, reliability and comparability of the information presented in this report.

## FEEDBACK AND ACCESS

We welcome feedback from all our stakeholders with regards to our sustainability efforts as this will enable us to improve our policies, practices and performance. You may email us your comments and suggestions at [lbg@lianbeng.sg](mailto:lbg@lianbeng.sg).

As part of our efforts to promote environmental conservation, no hard copies of this Sustainability Report FY2021 have been printed. The Sustainability Report FY2021 is available for download at the website of the SGX-ST or our company website at [www.lianbeng.com.sg](http://www.lianbeng.com.sg).

29 October 2021

# CORPORATE PROFILE

Established in 1973, Lian Beng Group Ltd is one of Singapore's major home-grown construction groups and provides one-stop business solutions with integrated civil engineering and construction support service capabilities. The Group was listed on the mainboard of the SGX-ST in 1999.

The Group is principally involved in 3 business segments:

## **a) Construction**

The Group is principally involved in the construction of residential, industrial and commercial projects, and civil engineering projects as main contractor.

As a Building and Construction Authority ("**BCA**") Grade A1 contractor in General Building, Lian Beng is able to tender for public sector building projects of unlimited contract value, while its A2 grading in Civil Engineering allows it to tender for engineering projects of up to \$85 million in contract value.

The construction business includes other construction-related activities, such as manufacturing of ready-mix concrete, engineering and leasing of construction machinery, and processing of fabricated reinforcement bars, which supports the construction projects of the Group and other third parties.

## **b) Investment Holding and Dormitory Business**

### **i) Investment Holding**

The Group owns a diverse property portfolio comprising commercial, industrial and residential properties in Singapore, as well as a portfolio of investment securities.

### **ii) Dormitory Business**

The Group currently owns 55% of a purpose-built dormitory, Westlite Mandai.

## **c) Property Development**

The property development of Lian Beng Group is undertaken by its 77.6%-owned subsidiary company, SLB, which was listed on Catalist Board of SGX-ST in 2018. SLB is a diversified property developer with extensive experience and track record across the residential, mixed-use, industrial and commercial sectors as well as property development projects ranging from small to large scale.

From 2019, SLB has expanded into fund management business to broaden its recurring income streams, establishing fund management businesses in partnerships with experienced industry veterans from the UK, Hong Kong and Australia, with the aim of actively pursuing investment opportunities in real estate funds and various segments of the real estate value chain.

# CORPORATE PROFILE

## AWARDS AND ACHIEVEMENTS

The Group has won a number of awards and accolades for our excellence in general construction practices. In FY2021, we have also been presented with a RoSPA SILVER Award 2020 for Occupational Health and Safety (an award that we have been receiving for many years) as well as the bizSAFE Star and bizSAFE Partner certifications awarded by the Workplace Safety and Health (“WSH”) Council in Singapore. Other notable awards include:

- BCA Green Mark Award for Buildings (Gold Plus), 2019
- BCA Green Mark Award for Buildings (Platinum), 2018
- BCA Construction Excellence Award (Merit), 2018
- BCA Quality Excellence Award Quality Champion (Platinum), 2017
- BCA Building Information Modelling (BIM) Award Organisation (Gold), 2017
- Green and Gracious Builders (Excellent).



The construction segment has also received ISO 9001, ISO 14001 and ISO 45001 certifications for our Quality, Environmental and Safety practices.

In 2021, the Group was ranked among the Top 200 Singapore’s Best Employers 2021 conducted by The Straits Times and global research company, Statista. Companies employing at least 200 people in Singapore were considered and the winners were determined from over 200,000 evaluations collected from employees of eligible companies.

The Group was also recognised as one of the six inaugural winners of Singapore’s Best Managed Companies 2021 award, organised by Deloitte. The Singapore’s Best Managed Companies award recognises the Group’s organisational success across the key management areas of strategy, innovation, capabilities, commitment and excellent financial performance.

## MEMBERSHIP OF ASSOCIATIONS

Lian Beng is a member in the following associations:

- The Singapore Contractors Association
- Singapore Business Federation
- Singapore Institute of Directors
- Singapore National Employers Federation.



# SUSTAINABILITY APPROACH



## STAKEHOLDER ENGAGEMENT

An important starting point in our sustainability journey is to identify our stakeholders and the material factors relevant to our business. Stakeholders are groups of people who have a material impact on our business or may be materially impacted by our business. These key stakeholders include internal stakeholders such as employees and external stakeholders such as subcontractors, suppliers, customers and regulators. We engage our stakeholders through various channels to understand their concerns and expectations and incorporate these into our corporate strategies to achieve mutually beneficial relationship.

The table below sets out our engagement with our stakeholders:

Stakeholders	Engagement Platforms	Issues of Concern	Read more in the following Sections
<b>Community</b>	<ul style="list-style-type: none"> <li>Community Services Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Impact</li> <li>Social Development</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Topics</li> <li>Giving back to our community</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Structured and open annual performance appraisal system to link performance with remuneration</li> <li>Training and Education</li> </ul>	<ul style="list-style-type: none"> <li>Competitive remuneration and benefits</li> <li>Training and development opportunities</li> <li>Ethics and Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Training and Career Development</li> </ul>
<b>Suppliers and Subcontractors</b>	<ul style="list-style-type: none"> <li>Weekly update from contractors</li> <li>Mass toolbox meetings</li> <li>Tenders and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety</li> <li>Environmental Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Managing our Suppliers</li> <li>Vision Towards an Accident-Free Work Culture</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Regular dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Data Privacy</li> <li>Quality of tenants' living conditions</li> </ul>	<ul style="list-style-type: none"> <li>Protecting Customer Privacy and Data</li> <li>Customer Health and Safety</li> </ul>
<b>Governments and Regulators</b>	<ul style="list-style-type: none"> <li>SGX announcements</li> <li>Annual Reports</li> <li>Sustainability Reports</li> <li>Ongoing dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Environmental compliance with National Environmental Agency ("NEA")</li> <li>Regulatory and Industrial requirements under BCA and Ministry of Manpower ("MOM")</li> </ul>	<ul style="list-style-type: none"> <li>Fines or Penalties</li> <li>Injuries and Incidents</li> </ul>
<b>Shareholders and investors</b>	<ul style="list-style-type: none"> <li>Annual Reports</li> <li>Investor Relations Management</li> <li>Annual General Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Innovative and Excellence</li> <li>Anti-corruption</li> </ul>



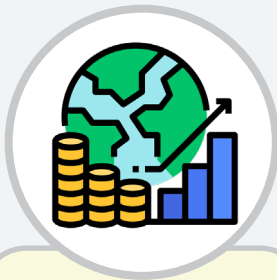
# SUSTAINABILITY APPROACH

## MATERIALITY ASSESSMENT

Our sustainability process begins with the identification of relevant EESG factors. Such factors are then prioritised and validated through our stakeholder engagement questionnaires conducted every three years. The result of this process will determine the list of material EESG factors which are disclosed in the Sustainability Report.

We engaged our employees, subcontractors, suppliers and customers, seeking their feedback for prioritisation of each EESG factors through the questionnaires distributed. In order to determine a material factor, we assessed its potential impact on the economy, environment and society and its influence on the stakeholders.

In FY2021, we review and ascertain that the material EESG factors remain the same.



### ECONOMIC

- Economic Performance
- Innovation and Excellence
- Anti-Corruption



### ENVIRONMENTAL

- Input Materials
- Energy and Emissions Management
- Water Management
- Effluents and Waste Management
- Environmental Compliance



### SOCIAL

- Our Employees by Gender and Age Group
- Employee Benefits
- Training and Career Development
- Giving Back to Our Community
- Vision towards an Accident-free Work Culture
- Injury and Incidents
- Fines or Penalties
- Managing our Suppliers
- Customer Health and Safety
- Protecting Customer Privacy and Data



### GOVERNANCE

- Diversity of Governance Bodies

# GOVERNANCE TOPICS

Lian Beng's Board and Management are committed to maintain a high standard of corporate governance to ensure greater transparency and to protect the interests of the shareholders. The Company has put in place various policies and practices that will safeguard the interests of shareholders and enhance shareholders' value as part of its effort to maintain high standards of corporate governance.

We believe that our constant drive for corporate excellence will allow us to establish a more transparent and accountable system, thereby increasing the value of the Group and its value to our shareholders.

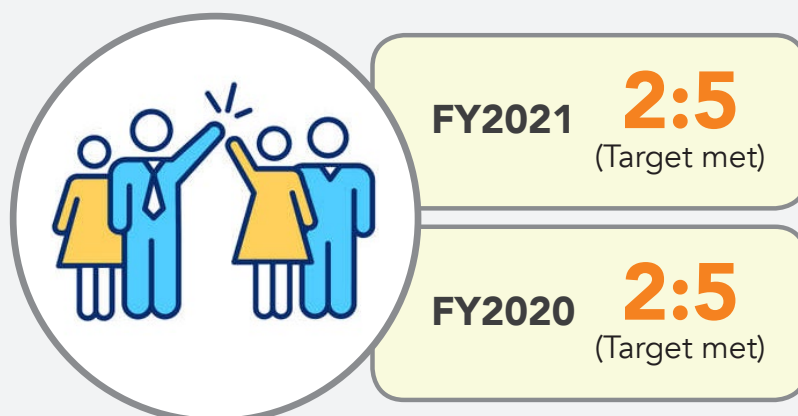
Please refer to pages 27 to 52 of FY2021 Annual Report for details of the Group's Corporate Governance Report. We will continue to comply with the Code of Corporate Governance and meet the requirements that are expected of us by our stakeholders substantially.

## DIVERSITY OF GOVERNANCE BODIES

The Board believes in diversity and values the benefits diversity can bring to the Board in its deliberations. With the female-to-male ratio of 2:5 on the Board, we believe our Board's gender diversity will further enhance the Board's decision-making capability and ensure that the Group has the opportunity to benefit from all available talent and perspectives.

### Our 2-year Performance

For FY2021, we have achieved the target set in FY2020.



### Our Target

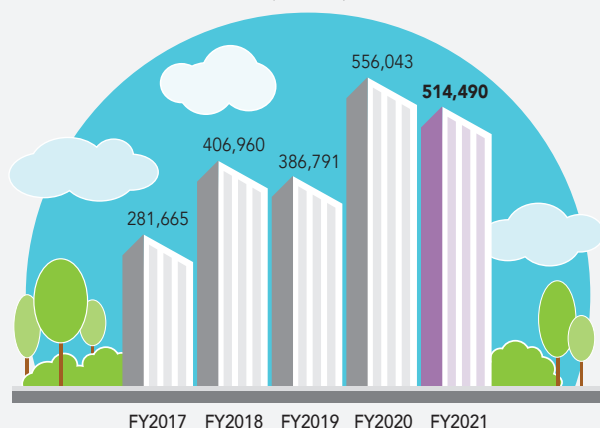
The Board intends to maintain its current diversity of female-to-male ratio on the Board in FY2022.

# ECONOMIC TOPICS

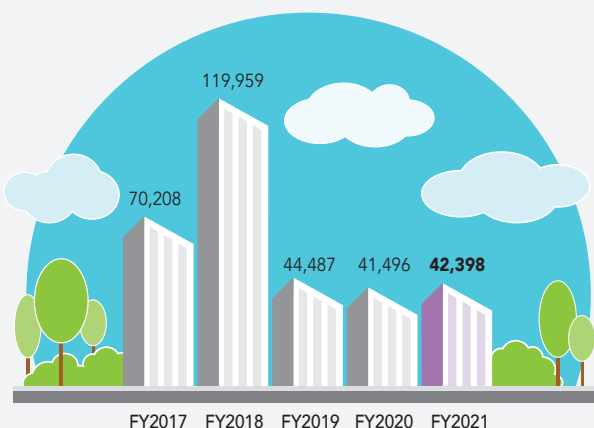
## ECONOMIC PERFORMANCE

The key financial performance indicators are as follows:

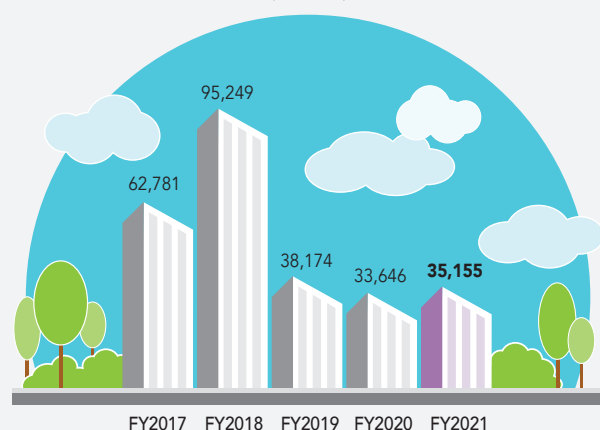
**REVENUE**  
(S\$'000)



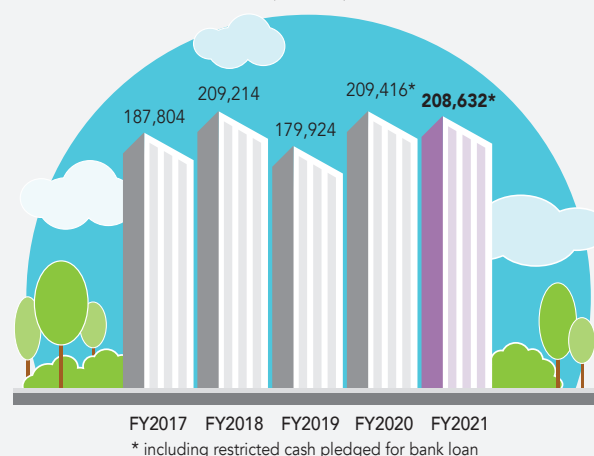
**PROFIT BEFORE TAXATION**  
(S\$'000)



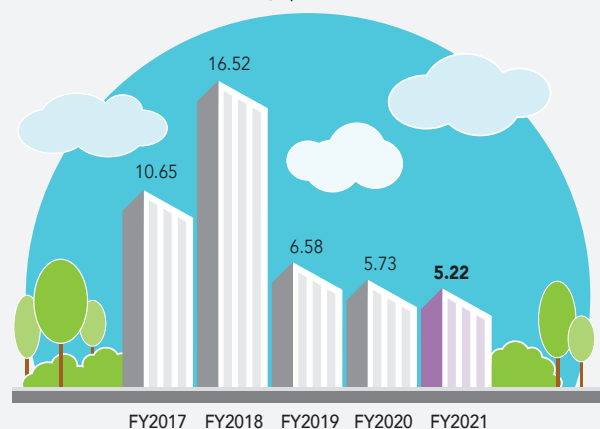
**NET PROFIT**  
(S\$'000)



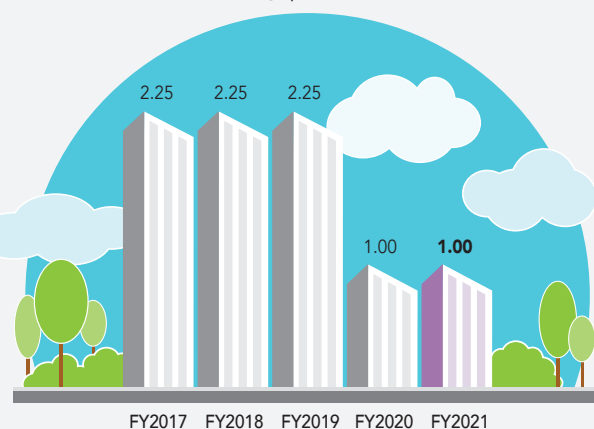
**CASH AND CASH EQUIVALENTS**  
(S\$'000)



**EARNINGS PER SHARE**  
(Singapore cent)



**DIVIDEND PER SHARE**  
(Singapore cent)



# ECONOMIC TOPICS

The Group's financial performance are discussed in detail in the FY2021 Annual Report, please refer to the following sections in our FY2021 Annual Report:

- Chairman's statement, page 2 to 7
- Financial Highlights, page 16 to 17
- Operations Review, page 19 to 24
- Financial Statements, page 64 to 179.

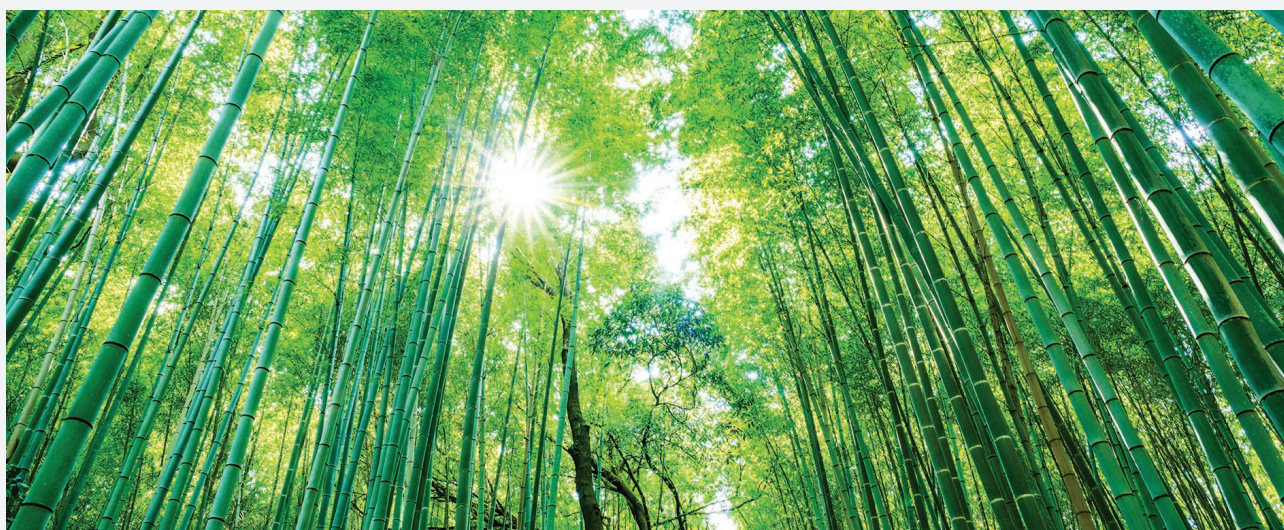
The COVID-19 pandemic has generated unprecedented operational challenges to the Group. Lian Beng has established a Business Continuity Task Force, to plan and to take immediate actions to address the evolving challenges. The Task Force follow up closely with the rules and regulations implemented by the Singapore government, plan reactive measures to minimise the business disruption and support the recovery efforts.

## **REMAINING RESILIENT**

Moving forward, operating conditions in the construction sector are expected to remain challenging. The pace of construction activities is likely to be constrained by manpower shortage and deployment challenges, in view of the prevailing COVID-19 situation in the region. The foreign worker labour crunch and the resultant higher labour cost are anticipated to pose challenges to business recovery.

We will closely monitor the delivery of our projects on hand, and will continue to prudently manage the costs in the year ahead through our Group-wide cost management measures. As Singapore is moving towards living with COVID-19 and effect a gradual economic recovery, we will leverage on our track record and capabilities to return to higher levels of growth and productivity. We also look forward to participating in project tenders at the opportune time, to strengthen our financial position.

Our longstanding strategy to build diversified income streams has strengthened our ability to withstand prevailing challenges. We will continue to explore business opportunities in the region, in a cautious and prudent manner, for sustainable growth.



# ECONOMIC TOPICS

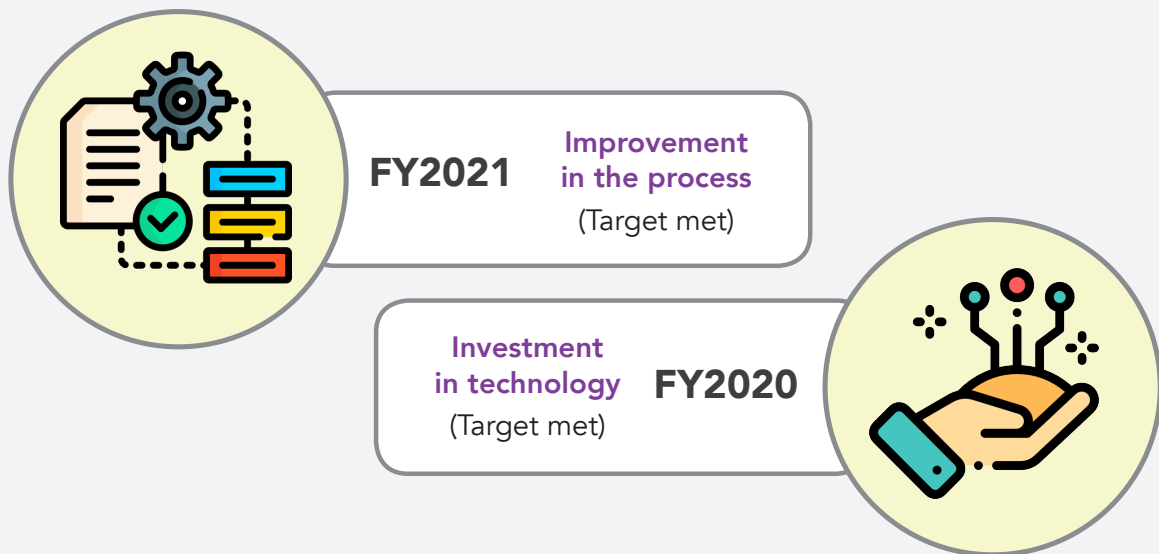
## INNOVATION AND EXCELLENCE

The Group has made investments in technologies such as telescopic handler, automatic wheel washer and biometric systems to increase our productivity on-site and save manpower on menial tasks. We also incorporated the use of Prefabricated Prefinished Volumetric Construction ("PPVC") and Prefabricated Bathroom Units ("PBU"), as part of the Design for Manufacturing & Assembly ("DfMA"). DfMA is a relatively new approach in the construction industry whereby more work is brought off-site, manpower and time needed to construct buildings are reduced while ensuring work sites are safe, conducive and have minimal impact on the surrounding living environment of the project sites.

With the bulk of the installation activities and manpower moved off-site to factory-controlled environment, the use of PPVC and PBU reduce dust and noise pollution at the project sites while achieving productivity improvement and worksite safety. We have also automated the rebar fabrication processes to increase efficiency and accuracy for use in construction projects. This has helped to reduce the level of wastage in the rebar fabrication process.

### Our 2-year Performance

For FY2021, our Group had accomplished and met the target set in FY2020.



### Our Target

The Group will continue to invest in innovation and productivity improvements in relation to our operational processes. We will constantly be on a lookout for new innovative technologies and methods to increase productivity.

# ECONOMIC TOPICS

## ANTI-CORRUPTION

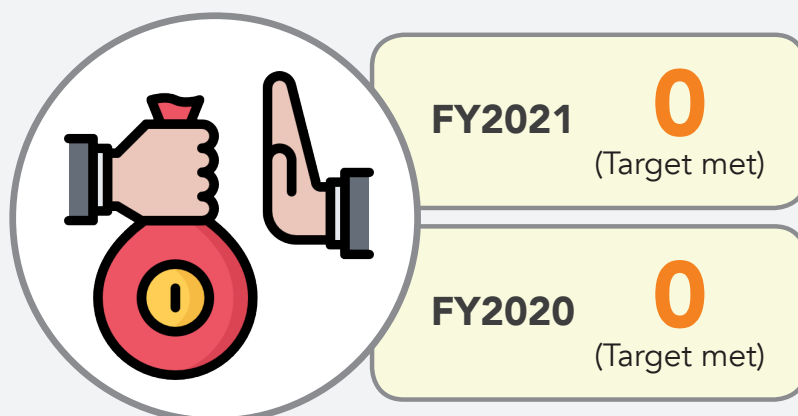
Lian Beng has a zero-tolerance policy against any form of corruption. The Group has an established Code of Conduct that sets out the principles of business ethics and conduct and covers significant areas including appropriate business conduct and ethics, safeguarding of confidential information and prohibition on insider trading, anti-bribery, corruption and fraud measures, conflicts of interest and non-competition.

Whistleblowing policy has been put in place, where it provides an avenue for employees and external parties to raise concerns in confidence about possible improper financial reporting or other matters to the Chairman of the Audit Committee via email at [whistleblowing@lianbenggroup.com.sg](mailto:whistleblowing@lianbenggroup.com.sg). Independent investigations and follow-up actions will be taken to correct the weaknesses in internal controls and policies that may allow the perpetration of fraud or misconduct or both and to prevent a similar incident from repeating itself.

Administrative, disciplinary, civil or criminal actions or any combinations of these will be taken following the completion of independent investigations.

### Our 2-year Performance

For FY2021, our Group had accomplished and met the target set in FY2020 to have zero (FY2020: Nil) reported incidents of corruption and whistleblowing cases.



### Our Target

We will continue to aim for a corruption-free organisation in FY2022.



# ENVIRONMENTAL TOPICS



We believe in protecting the environment for the sake of our future generations. Lian Beng is a committed and environmentally responsible partner in the communities we operate in to ensure a safe, efficient and environmentally conscious operating environment. The Group believes in building a practical 'green' future by minimising the adverse impact on the environment associated with our construction activities.

Lian Beng's risk and sustainability-based strategies are geared to assess, avoid, reduce and mitigate environmental risks and negative impacts. Our Environmental Policy and Guideline ("**EPG**") provides the overall framework to ensure that natural resources are efficiently used throughout the conservation of energy and water, and minimise the waste by reducing, reusing and recycling where possible. The EPG applies to all the Group's business segments.

We are also a proponent of the Green and Gracious Builder Scheme ("**GGBS**") initiated by BCA. The GGBS Scheme was introduced to raise the environmental consciousness of builders, promote environmental protection and gracious practices during the construction period. The adoption of the GGBS by the Group has raised the level of environmental consciousness among the project team and also helps to align all entities within the Group towards the discharge of our environmental responsibilities.

In the construction industry, energy, water, material consumption and waste disposal are dependent on the volume and different stages of the construction activities. Although there were 10 on-going construction projects in FY2021 as compared to 9 in FY2020, the construction activities in FY2021 were lower than FY2020 due to the ongoing pandemic. This was mainly due to the slow pace of work resumption amid manpower shortage arising from tighter border measures, disruptions in manpower deployment due to the workers' movement control, as well as additional safe management measures implemented at the worksites. Hence, the energy and water consumption in FY2021 were lower than in FY2020. However, the waste disposal was higher in FY2021 as compared to FY2020 as some projects were at its peak of construction phase, or were entering into completion phase where project sites were cleaned up, and hence more construction waste were collected.



# ENVIRONMENTAL TOPICS

## CONSTRUCTION

Lian Beng works closely with its staff, workers and subcontractors to ensure comprehensive management of environmental impact at all its construction sites.

### Compliance Assessments:

- Corporate and project-based internal safety audits
- Compliance audits
- Gaps assessment
- Compliance to WSH regulations

### Hazardous Materials Management:

- Hazardous materials usage and storage reporting
- Hazardous materials business plan
- Hazardous materials inventory
- Asbestos, lead and mould management
- Subsurface investigations
- Site characterisation and remediation
- Underground storage tank management

### Waste/Vector Management:

- Compliance to NEA regulations
- Source reduction

### Health and Safety Awareness:

- Training of staff and subcontractors
- Emergency escalation framework

### Air Quality/Noise Management:

- Engagement of Acoustic Consultant to study on residual noise prior to project commencement
- Air quality / Noise permits
- Record keeping in source reduction
- Programme development
- Training / WSH regulations

# ENVIRONMENTAL TOPICS

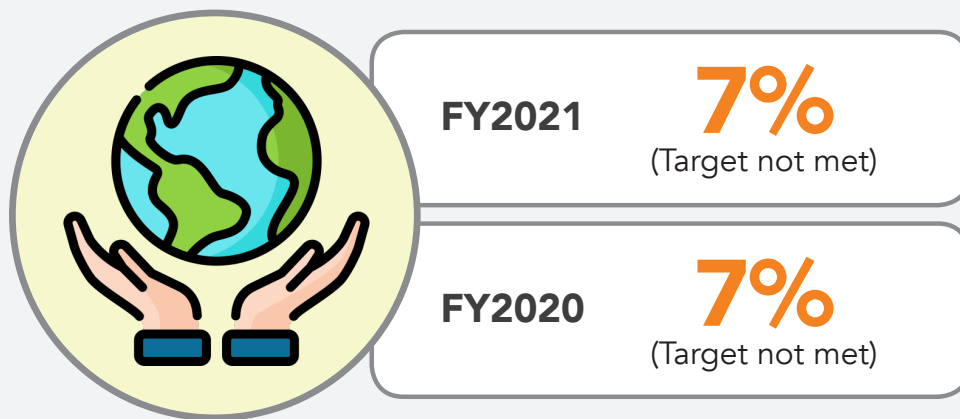
## INPUT MATERIALS

### READY-MIX CONCRETE

Complementing our efforts to encourage the use of environmentally friendly materials, we have introduced use of green materials in our ready-mix concrete.

#### Our 2-year Performance

In FY2021, green materials made up an average of 7% of the ready-mix concrete produced. We have not achieved the target we set last year mainly due to higher percentage of public projects of which materials were supplied by the customers.



#### Our Target

We will strive to increase the percentage to 8% in FY2022 to develop a concrete mix with lower carbon footprint.

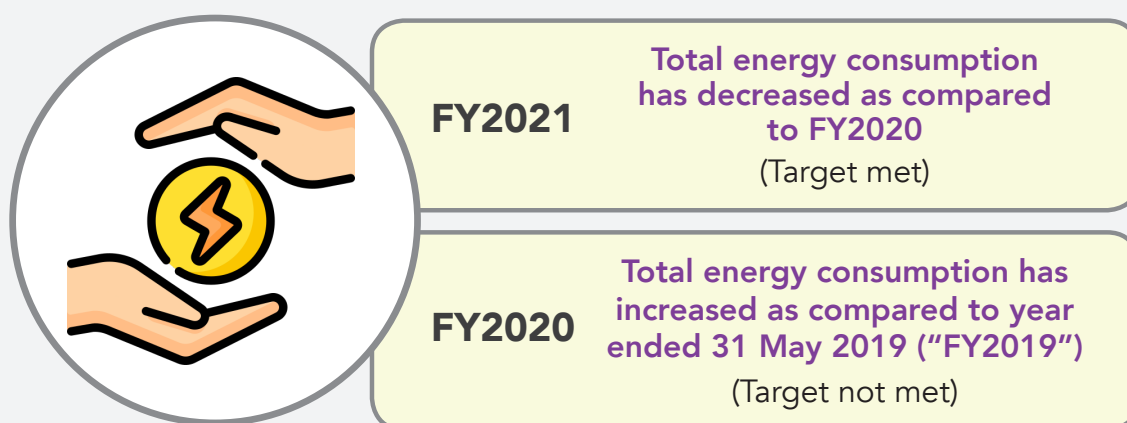
# ENVIRONMENTAL TOPICS

## ENERGY AND EMISSIONS MANAGEMENT

We are committed to working closely with our stakeholders to manage our carbon footprint. Improving energy efficiency by managing carbon emissions is one of the crucial elements in addressing climate change. Therefore, we will continue to minimise energy consumption by constructing well-designed projects that will aid in reducing gas emissions. Energy and emissions intensity ratios are calculated for the Group to better assess emissions efficiency.

### Our 2-year Performance

We have achieved the target we set last year and noted a decrease in our consumption mainly due to lower business activities across all business segments compared to FY2020 due to the ongoing pandemic.



### Our Target

For all relevant business units, we are expecting an increase in the energy consumption in correlation with the increase in business activities in the next financial year.

## CONSTRUCTION PROJECTS

Lian Beng is certified as a Green and Gracious Builder (Excellent). Environmentally friendly initiatives are incorporated into building designs and implemented during the construction period. All projects undertaken by Lian Beng have been Green Mark Certified. Martin Modern, a project that was completed in FY2021 was certified "Gold Plus" and the ongoing project Defu Industrial City was certified "Platinum" for efforts in environmental protection.

There were 10 ongoing projects in FY2021, where energy consumption totalled 2,879,000 kWh and CO<sub>2</sub> emissions were 2,040,300 kg. With construction projects having a combined GFA of 820,954 m<sup>2</sup>, the total energy and emission intensity ratios were 3.51 kWh/m<sup>2</sup> and 2.49 kg/m<sup>2</sup> respectively. There was a decrease of 5,210,200 kWh in FY2021 total energy consumption as compared to FY2020 of 8,089,200 kWh. The significant decrease in energy consumption was attributed to lower construction activities due to the ongoing pandemic.

# ENVIRONMENTAL TOPICS

The Group has a rebar division that processes fabricated reinforcement bars and supports construction projects of the Group as well as third parties. The rebar division has consumed a total energy consumption of 46,000 kWh and CO<sub>2</sub> emissions of 32,600 kg. With the energy consumption, the production per kWh is 0.41 Mt/kWh.

We strive to reduce total energy use on-site by introducing energy-saving equipment, including solar panels to power equipment such as noise meters, and earth control measures. Energy-saving air conditioning units and motion sensors were also installed in less frequently used areas to further conserve energy. In FY2021, we have successfully conserved a total of 279,700 kWh of energy, which is equivalent to 198,200 kg in CO<sub>2</sub> emissions as compared to 162,300 kWh of energy and 114,800 kg in CO<sub>2</sub> emissions in FY2020.

## **READY-MIX CONCRETE**

For the manufacturing of ready-mix plants, we are committed to reduce energy consumption through process improvement by using resources and equipment to optimise energy usage. Our energy consumption for ready-mix concrete was 2,147,800 kWh and an average of energy consumption per cubic meter of concrete of 4 kWh/m<sup>3</sup> in FY2021.

There was a 11% decrease in energy consumption as compared to FY2020 where our energy consumption was 2,400,100 kWh and an average of energy consumption per cubic meter of concrete of 4 kWh/m<sup>3</sup>. The decrease in energy consumption was mainly due to the reduction of construction activities as a result of the ongoing pandemic.

## **INVESTMENT HOLDING**

The total energy consumption for the investment holding amounted to 11,500,900 kWh and the corresponding CO<sub>2</sub> emissions were 8,150,500 kg in FY2021. There was 13% decrease as compared to the energy consumption and CO<sub>2</sub> emissions in FY2020 at 13,268,500 kWh and 9,381,400 kg in CO<sub>2</sub> emissions.

The decrease in energy consumption was mainly due to (i) ongoing efforts to optimise equipment efficiency in our repair and maintenance plans, (ii) reduced equipment usage due to work-from-home arrangements and lower occupancy for office units, (iii) reduction in shopper footfall amid periods of closure or restrictions to business operations being implemented due to safe management measures at retail mall.

## **DORMITORY BUSINESS**

For our purpose-built dormitory Westlite Mandai, we have implemented several energy-saving initiatives to reduce energy consumption hence we have achieved some energy savings. In FY2021, total energy consumption for the dormitory was 3,082,300 kWh and the corresponding CO<sub>2</sub> emissions was 2,184,400 kg, which was 14% lower as compared to the consumption in FY2020 at 3,563,400 kWh and CO<sub>2</sub> emissions of 2,519,500 kg respectively. The decrease was mainly due to the lower average occupancy rates in FY2021.

# ENVIRONMENTAL TOPICS

Some of our energy-saving initiatives implemented at Westlite Mandai:

Common areas of workers' accommodation are designed to maximise the use of natural light

Lifts operate on a variable voltage and variable frequency ("VVVF") motor drive with sleep mode features to help reduce electricity usage

Worker dormitories are separated by walls, with an opening at the top that allows for air ventilation

## WATER MANAGEMENT

Water is a scarce resource in Singapore and it is an important resource that we have to conserve. Our water conservation measures include collecting rainwater to reduce the demand for fresh water, as well as reusing and recycling water across our businesses.

### Our 2-year Performance

In FY2021, we have achieved the target we set last year and noted a decrease in our consumption mainly due to lower business activities across all business segments compared to FY2020 due to the ongoing pandemic.



**FY2021**

Total water consumption has decreased as compared to FY2020

(Target met)

**FY2020**

Total water consumption has increased as compared to FY2019

(Target not met)

### Our Target

The Group remains committed in continuing our water conservation efforts and make improvements to our water-reclaiming processes. For all relevant business units, we are expecting an increase in the water consumption in correlation with the increase in business activities.

# ENVIRONMENTAL TOPICS

## CONSTRUCTION PROJECTS

Earth Control Measures (“**ECM**”) are implemented across all of our construction sites. In FY2021, approximately 15% (145,054 m<sup>3</sup>) [FY2020: 15% (89,041 m<sup>3</sup>)] of ECM-collected treated water are reused as a secondary source by construction projects for general purposes such as vehicle washing, watering of access pathways as well as washing of workers’ toilets. This practice has allowed us to maximise the use of rainwater collected. In addition, the use of pre-cast concrete has significantly reduced the need of using the on-site water.

Targets for water usage are set and water meters are also installed to track water usage at all project sites. In FY2021, the 10 construction projects have utilised a total of 197,600 m<sup>3</sup> of water against the GFA of 820,954 m<sup>2</sup>. There was a slightly decrease of 18,700 m<sup>3</sup> in FY2021 water consumption as compared to FY2020 at 216,300 m<sup>3</sup> against the GFA of 768,617 m<sup>2</sup>. The decrease in water consumption corresponded to the slow in resumption of construction activities subsequent to the Circuit Breaker.

## READY-MIX CONCRETE

In FY2021, 58,400 m<sup>3</sup> of water was consumed in the manufacturing of ready-mix concrete. There was a decrease in water consumption as compared to FY2020 at 136,700 m<sup>3</sup>. The decrease of water consumption was mainly due to lower business activities as a result of the ongoing pandemic.

## INVESTMENT HOLDING

In FY2021, water consumption for the investment holding amounted to a total of 82,600 m<sup>3</sup>. There was a decrease as compared to the water consumption in FY2020 at 112,100 m<sup>3</sup>. The decrease was mainly attributed to lower footfall from work-from-home arrangements for office units, home-based learning arrangements of the commercial school, and intermittent periods of closure or slower business operations due to implementation of various safe management measures at the retail malls.

## DORMITORY BUSINESS

There are several ongoing initiatives in place for water conservation, such as education on water-saving habits at the dormitories. Our purpose-built dormitory Westlite Mandai has incurred a total water consumption of 336,800 m<sup>3</sup> in FY2021. The water consumption was a decrease as compared to FY2020 at 390,400 m<sup>3</sup>. This was mainly due to decrease in capacity as a result of the outbreak of COVID-19.

# ENVIRONMENTAL TOPICS

## EFFLUENTS AND WASTE MANAGEMENT

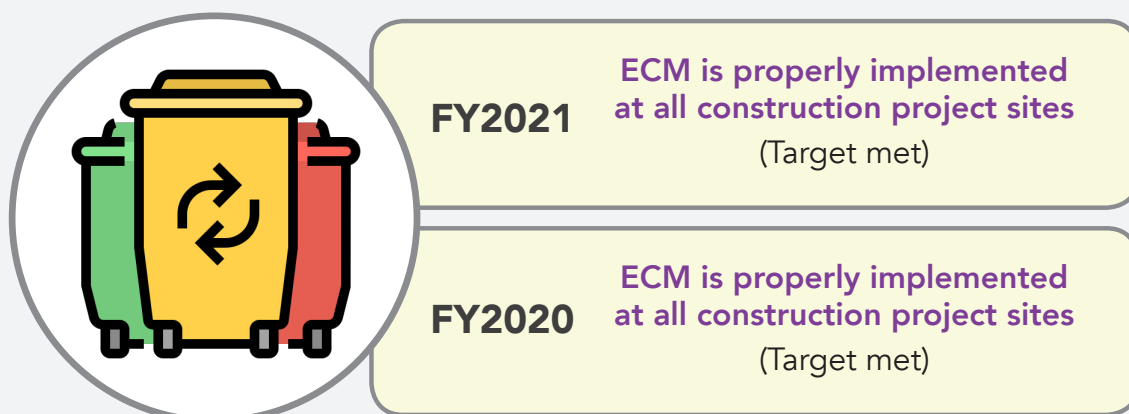
### CONSTRUCTION PROJECTS

Silt and sediment control is a key element in our water resources management strategy. As a measure to preserve the quality of water, ECM is implemented across all of our construction sites. The ECM that is currently implemented at all of our construction project sites is designed by Qualified Earth Control Professional ("QECP") as part of the requirements to prevent earth and silt from being discharged into public drains that could lead to water catchment areas.

The ECM takes into consideration factors such as erosion control, sediment control and treatment. The QECP will monitor the capacity of the treatment equipment, storage tanks and implementation measures during the construction period.

### Our 2-year Performance

In FY2021, we have achieved the target we set last year.



### Our Target

The Group will continue to ensure that the ECM is properly implemented at all construction project sites in FY2022.



# ENVIRONMENTAL TOPICS

## WATER DISCHARGE TREATMENT

### CONSTRUCTION PROJECTS

One of the ECM's functions is to filter collected rainwater within the project site. The collected water containing mud and silt will be treated by the equipment through chemical filtering or membrane system filtering before being discharged into the common public drainage outside the development.

We have installed Total Suspended Solids ("TSS") web-based monitoring system at the water discharge points to ensure the TSS reading of treated water will not exceed 50 mg/l. The discharged water will be monitored by the TSS web-based monitoring system and the user will be alerted if the reading exceeds the requirement. Following this, corrective measures will have to be taken to address the issue. The treated water will then flow through the public drainage system into our catchment areas.

### Our 2-year Performance

We have achieved our FY2021 target of TSS reading of treated water not exceeding 50 mg/l.



### Our Target

We will continue to monitor and ensure that the TSS reading of treated water does not exceed 50 mg/l in FY2022.

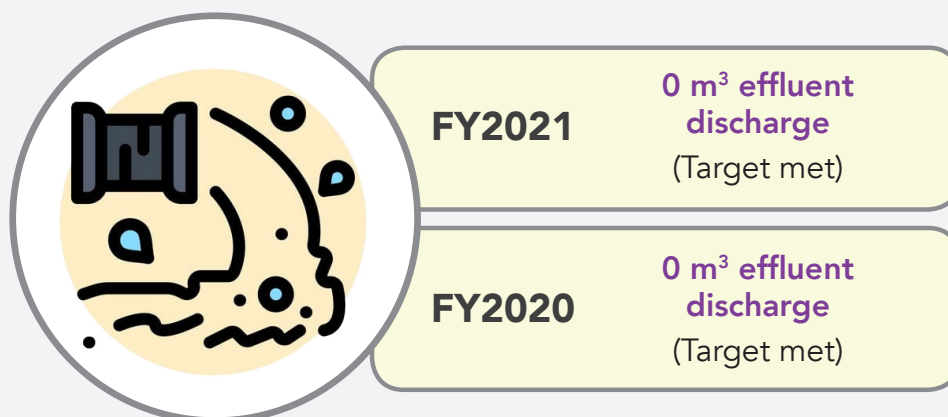
# ENVIRONMENTAL TOPICS

## READY-MIX CONCRETE

For manufacturing of ready-mix concrete, our effluent discharge is at 0 m<sup>3</sup> in FY2021.

### Our 2-year Performance

We have achieved the target we set last year.



### Our Target

The Group commits to continue to control and maintain the effluent discharge at 0 m<sup>3</sup> in FY2022.

## WASTE DISPOSAL

### CONSTRUCTION PROJECTS

Construction wastes from each project are collected by NEA-licensed waste collectors. Construction wastes collected by these operators are categorised and segregated accordingly at their respective yards before being transported to government landfills or incinerators. Materials such as wood and rubber are sent to recycling yards. In FY2021, we have observed a significant increase in construction waste collected for disposal totalled 23,200 tonnes (FY2020: 11,800 tonnes). This was mainly due to some projects were at its peak of construction phase or were entering into completion phase where project sites were cleaned up, and hence more construction waste were collected.

There was an increase in the total amount of concrete waste collected of 1,700 tonnes (FY2020: 1,200 tonnes). This was due to some projects are at its peak of construction and commencement of new project.

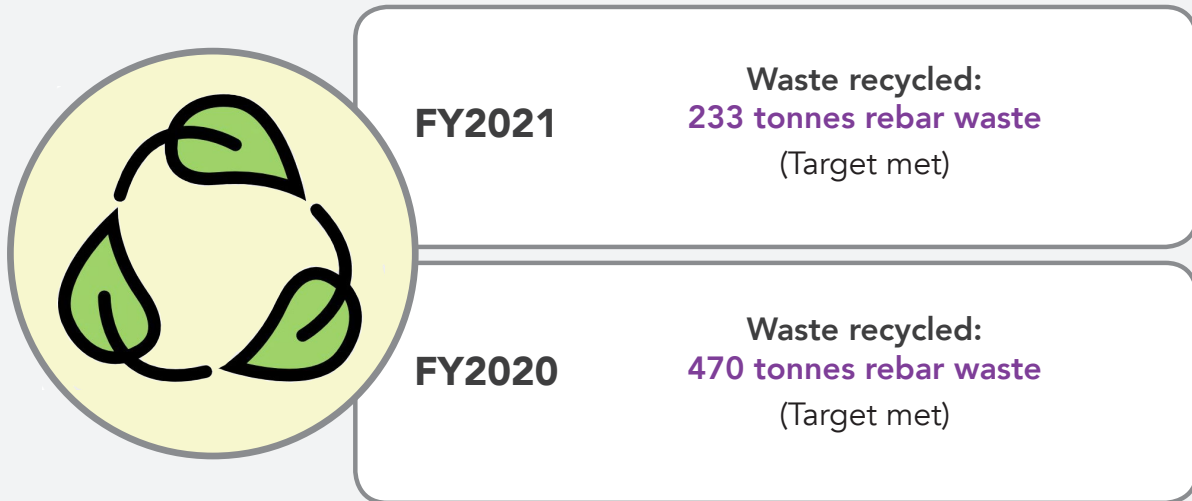
For our rebar division, rebar wastage will be salvaged for other use. Any further wastage will be disposed through authorised scrap dealers.

# ENVIRONMENTAL TOPICS

In FY2021, we used a total of 16,300 tonnes of rebar, out of which 233 tonnes of waste were recycled. This is a decrease as compared to FY2020 where 470 tonnes of waste out of 81,100 tonnes were recycled due to some major structure works have been tampering down.

## Our 2-year Performance

We have achieved the target we set last year.



## Our Target

We will continue to increase our waste recycling efforts in the next financial year.

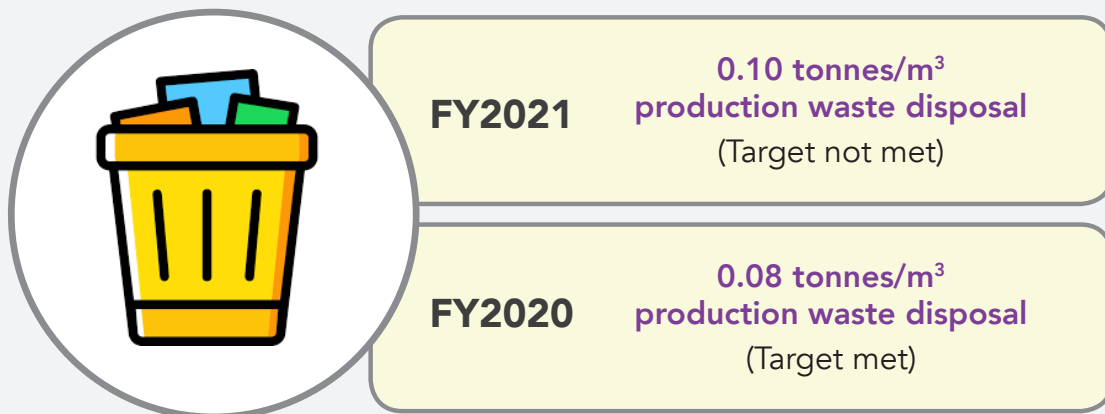
## READY-MIX CONCRETE

For the manufacturing of ready-mix concrete segment, production waste collected for disposal totalled 48,500 tonnes in FY2021. There was a slight increase as compared to FY2020 at 47,000 tonnes. The waste disposal was 0.10 tonnes/m<sup>3</sup> in FY2021 as compared to 0.08 tonnes/m<sup>3</sup> in FY2020.

## Our 2-year Performance

We have not achieved our target in maintaining the production waste disposal at 0.08 tonnes/m<sup>3</sup> of concrete due to the ongoing pandemic as we were not able to achieve the productivity level to maintain the target.

# ENVIRONMENTAL TOPICS



## Our Target

We aim to maintain the production waste disposal at the current 0.08 tonnes/m<sup>3</sup> by continuously reviewing and re-evaluating our current processes and procedures and further enhance our sustainability effort.

## ENVIRONMENTAL COMPLIANCE

As we grow our business, we are committed to reduce the environmental impacts of our business activities.

## Our 2-year Performance

In FY2021, we incurred fines from NEA for vectors and noise issues mainly due to shortage of manpower and closure of construction sites arising from the outbreak of COVID-19.

## Our Target

Moving forward, we aim to ensure continual compliance with the relevant laws and regulations.

# ENVIRONMENTAL TOPICS

## NOISE MANAGEMENT

### CONSTRUCTION PROJECTS

During the planning and design stage of the construction projects, Lian Beng will engage acoustic consultants to evaluate whether the expected noise to be generated during the construction site will exceed the noise limits stipulated by NEA. The acoustic consultants will conduct a Noise Impact Assessment ("**NIA**"), to calculate and forecast the noise that will be generated at the construction sites.

Based on the results of the NIA, the acoustic consultants will recommend a Noise Management Plan ("**NMP**") that will cover the entire period of the construction project. Our Project Manager will oversee and monitor noise control throughout the construction period based on the NMP.

The NMP caters to different phases of the construction project and provides appropriate noise mitigation/control measures for each construction activity. It also recommends noise mitigation measures for the machinery and equipment that will be utilised during the different phases of construction activities. To effectively control the noise level of our construction activities, a continuous noise monitoring on-site is adopted and this can be accessed by both the contractor and NEA online.

To further enhance our noise management effectiveness, Lian Beng appoints designated staff and establishes feedback channels for each project and to manage complaints from surrounding residents via flyers, notices and letters to keep them updated on our construction works. We have also installed project signboards for similar purposes, with contact numbers included for convenient access by residents nearby.

## VECTOR MANAGEMENT

### CONSTRUCTION PROJECTS

The construction industry play a part to curb dengue transmission and protect our workers and residents around work sites against dengue disease. Vector control plans are currently implemented at every project site to prevent mosquito breeding to protect the construction site personnel and members of the public from mosquito-borne diseases.

We will continue to make assurance that all of our construction site workers are well-educated and well-aware of the harmful effects of mosquito breeding. Lian Beng will also continue to cultivate good practices, conduct routine checks and engage pest control companies to carry out regular insecticide spraying to prevent any possible breeding of vectors.

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# SOCIAL TOPICS

## OUR PEOPLE, OUR ASSETS

At Lian Beng, we believe in caring for our employees and the communities that we operate in so that we can continue to grow sustainably. We work towards creating an inclusive workplace environment, committed to mutual respect, fairness and equality for all our staff and workers.

We provide opportunities for continuous learning and skills improvement for staff development. Our total staff count has increased from around 1,600 employees as at 31 May 2020 to around 1,800 employees as at 31 May 2021. The increase in total staff count was due to the manpower requirement needed for the new projects and existing projects.

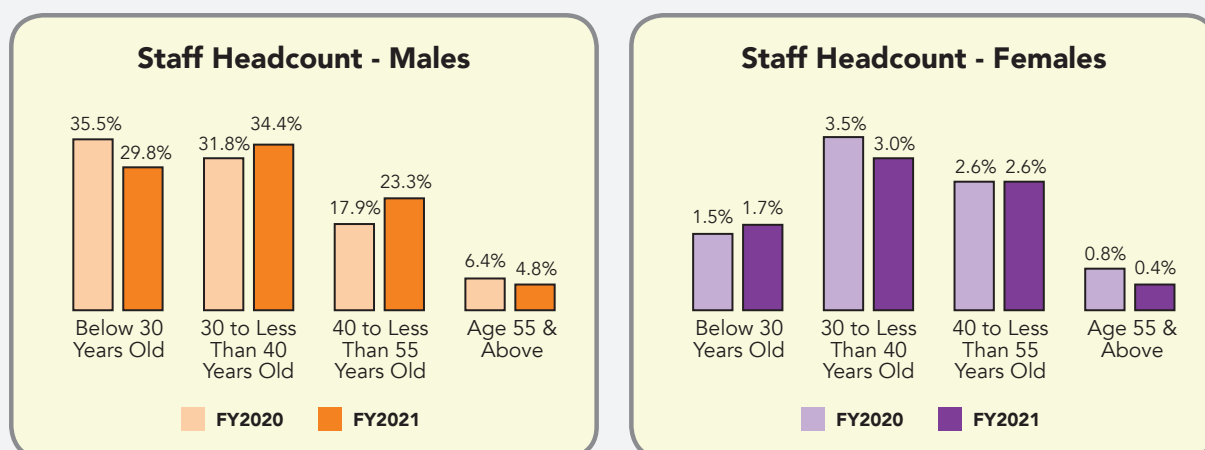


# SOCIAL TOPICS

## OUR EMPLOYEES BY GENDER AND AGE GROUP

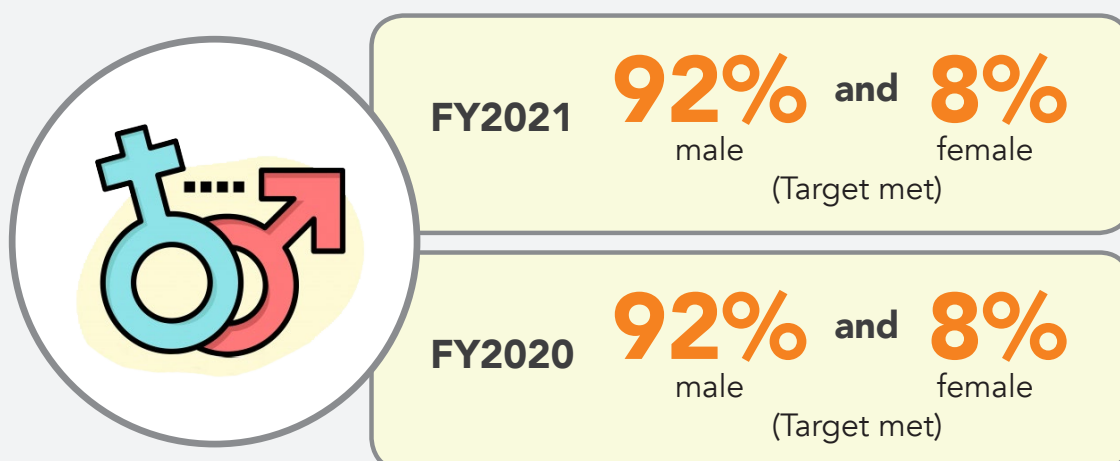
In FY2021, the average monthly recruitment rate was approximately 2.4% and the average monthly resignation rate was about 1.4%. The majority of our employees are hired for construction business and nature of the construction business are predominantly male.

The Group's gender diversity gap in FY2021 was similar as compared to FY2020 which was about 92% for male and 8% for female.



## Our 2-year Performance

We have achieved our target that no gender discrimination within the group in FY2021.



## Our Target

We aim to maintain gender discrimination-free organisation in FY2022.



# SOCIAL TOPICS

## EMPLOYEE BENEFITS

We seek to retain and attract talent with the right policies and investments. We offer the employees competitive and fair remuneration package and benefits as a recognition of invaluable contribution and efforts by them. Apart from the statutory benefits outlined in the Employment Act, we have collaborated with various service providers to offer each employee a unique Lian Beng lifestyle card. With the lifestyle card, employees can enjoy discounts and/or extended benefits for their purchases.

The COVID-19 pandemic made it relatively challenging for us to carry out our usual community involvement programmes during the FY2021. Recreational activities were mostly suspended.

Healthcare	Disability and Invalidity Coverage	Recreational Activities
Staff enjoy outpatient medical care at General Practitioner clinics with low co-payment amounts and medical insurance coverage	Staffs are covered under Personal Accident Insurance and Work Injury Insurance.	Festive celebration activities were mostly suspended due to COVID-19

### Our 2-year Performance

We have achieved the target we set last year.



**FY2021**

**Continue to provide lifestyle card, celebrated festivals with gifts**

(Target met)

**FY2020**

**Continue to provide lifestyle card, celebrated special occasions**

(Target met)

### Our Target

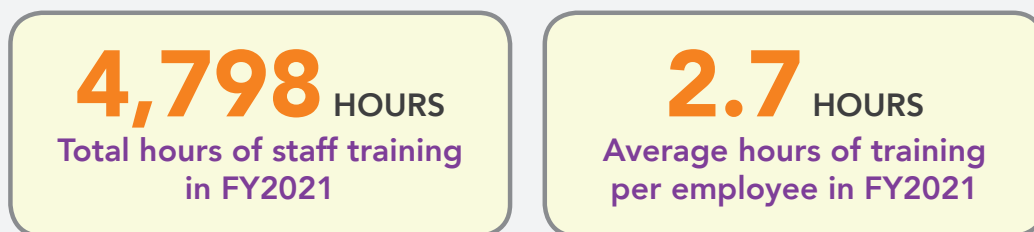
We will continue to aim to benchmark our employee benefits against market practices to ensure that the benefits we offer our employees remain competitive.

# SOCIAL TOPICS

## TRAINING AND CAREER DEVELOPMENT

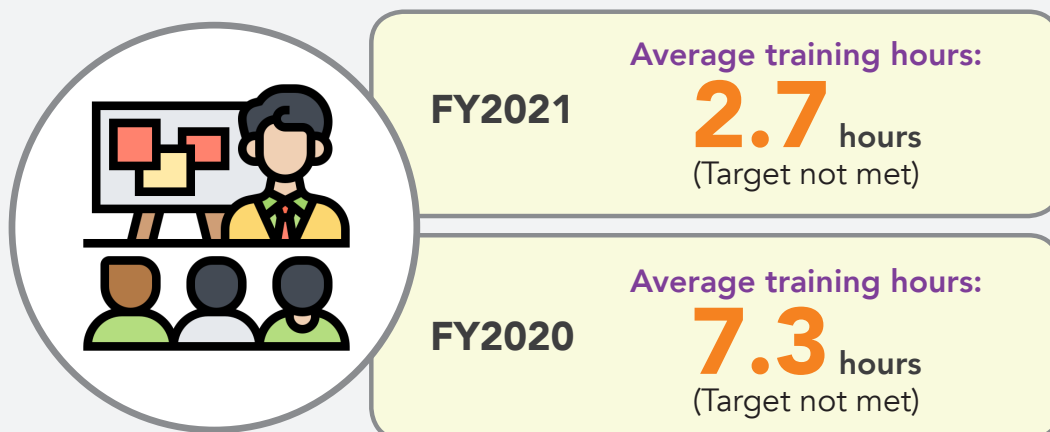
As of 31 May 2021, Lian Beng has a total staff strength of 1,800 employees. Investing in their career growth through continuous training and development is key to our continuous success. Therefore, we aim to develop all our employees to their fullest potential to drive business excellence, by conducting various in-house and external training for our employees, as well as career development opportunities to upgrade their skillsets. We will also keep them abreast of the current technology and knowledge to improve the overall productivity and efficiency.

We retain and attract talents by providing our employees with competitive and fair remuneration to reward them for their good performance. Annual performance appraisals are conducted for our employees and the compensation packages are benchmarked against the market rate.



### Our 2-year Performance

We have not achieved the target we set last year to provide an average training hours of 8 hours per employee. Due to the outbreak of COVID-19, various safe management measures were imposed and that leads to either cancellation or reduced training slots being offered by the training providers. The trainings in FY2021 conducted were mostly via electronic means.



The targets were not met for two consecutive years mainly due to restriction on physical trainings due to ongoing pandemic.

### Our Target

To provide average training hours of 4 hours to our employees when the COVID-19 situation improves.

# SOCIAL TOPICS

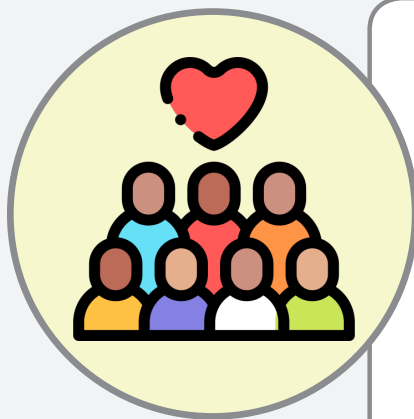
## GIVING BACK TO OUR COMMUNITY

Lian Beng strongly believes in being a good responsible corporate citizen and has been actively involved in corporate social responsibility projects.

The Group actively gives back to the community, while also encouraging continued community engagement among our employees. Continuing to last year's successful corporate social responsibility efforts, Lian Beng aims to contribute to a charitable cause at least once every quarter. In FY2021, we contributed donations to several charity organisations and to the POSB Passion Virtual Run for Kids 2020 accompanied with our employees' participation in the virtual run.

### Our 2-year Performance

We have achieved the target we set last year.



**FY2021** Contributed donations to several charity organisations and to the POSB Passion Virtual Run for Kids 2020  
(Target met)

**FY2020** Contributed donations to several charity organisations and to the POSB Passion Run for Kids 2019, Day 2019 which raise funds in support of President's Challenge for the Community Chest, as well as to the bursary fund for children at the TOUCH Community Services  
(Target met)

### Our Target

We have been working with non-profit organisations to give back to the community and will continue in the next financial year.

## DELOITTE 2021 BEST MANAGED COMPANIES SINGAPORE AWARD

In 2021, we are delighted to be one of the inaugural winners of Deloitte 2021 Best Managed Companies Singapore award. The award recognises companies for their organisational success and achievement, and provides a distinct framework for management teams to challenge themselves and benchmark against some of the best private companies in the world in areas including strategy, capabilities and innovation culture and commitment, as well as governance and financials.

## SINGAPORE'S BEST EMPLOYERS 2021

We are also proud to have emerged among the top-200 in the Singapore's Best Employers 2021 survey conducted by The Straits Times and Statista from August to September 2020. The survey polled over 9,000 respondents on their views about their employers. Employers were given a score based primarily on whether staff would recommend them to a friend and family member. Lian Beng stands out from more than 1,700 eligible employers across 26 industries.

These recognitions affirm the Group's commitment to staff development and welfare.

## WORKER APPRECIATION

One of our construction workers was recently featured in an online article at Stomp. He was praised for selflessly helping an elderly woman to push a trolley that was loaded with cardboard.



Source: [https://www.asiaone.com/singapore/exactly-what-singapore-needs-construction-worker-praise-helping-elderly-woman-push?utm\\_source=mobileapp&utm\\_medium=social-media&utm\\_campaign=native-share](https://www.asiaone.com/singapore/exactly-what-singapore-needs-construction-worker-praise-helping-elderly-woman-push?utm_source=mobileapp&utm_medium=social-media&utm_campaign=native-share)

# SOCIAL TOPICS

## VISION TOWARDS AN ACCIDENT-FREE WORK CULTURE

The safety and well-being of our staff are of paramount importance and should never be compromised. At Lian Beng, we have implemented comprehensive Workplace Health and Safety Policy to ensure workplace safety as well as measures that encourage personal ownership of each employee's workplace health and safety. The Workplace Health and Safety Committee, led by the Project Director, provides oversight of all workplace health and safety practices within the organisation. Our efforts in WSH have been recognised by BCA and Workplace Safety and Health Council.

The Group makes use of technologies that are readily available to ensure work safety is monitored on a real-time basis. Workers are also encouraged to report any deviations from best practices at the construction sites for such lapses to be rectified immediately.

### Against COVID-19

In HQ, we monitor our employees' health status closely. We perform regular Antigen Rapid Test ("ART") and ensure our employees comply with safe management measures.

For our construction workers, we conduct regular ART at the dormitories and work sites. We also follow BCA guidelines to reduce intermixing and avoid cross-infection of workers. For example, workers are segregated into different site teams by different site zone. The living space at the dormitory have increased and the shared facility are segregated. Additional shower facilities are installed so that the workers only use the shared facilities assigned to them. Improvements are also to be made to the workers' welfare and well-being, and to ensure safe distancing among workers during their transportation to the work site.

# SOCIAL TOPICS

## EXTERNAL INITIATIVES ADOPTED

Type of initiatives	Description
Workplace Safety & Health Environment ("WSHE") Promotion Day	<p>Conducted WSHE quiz and talks by in-house trainers and external WSHE trainers who are MOM Approved Training Practitioners</p> <p>Conducted video sessions using materials from Singapore Police Force and NEA for all sites related security and WSHE's matters especially existing regulations, guidelines and governance under existing authorities</p>
Workplace Safety & Health Management System ("WSHMS")	Routinely audited by external independent consultants and internal audit teams
SS506 Singapore Standard for Occupational Safety and Health Management System, ISO 45001 and ISO 14001.	Lian Beng is certified to be compliant with the SS506 Singapore Standard for Occupational Safety and Health Management System, ISO 45001 and ISO 14001
Project Internal Safety Audit ("PISA") and Corporate Internal Safety Audit ("CISA")	Conduct regular site safety audits. The desired outcome of PISA and CISA is to provide a safer workplace that complies with WSH regulations and standards.
bizSAFE	As a bizSAFE Partner, Lian Beng proactively encourages our contractors to progress through the bizSAFE programme's levels. We work to assist all subcontractors in achieving bizSAFE Star (level 5) requirements.
Daily toolbox meetings, weekly WSH coordination meetings, WSH committee meetings and corporate WSH meetings	The objectives of the meetings are to provide oversight on WSH procedures to ensure that instances of non-compliance are identified immediately and preventive actions are formulated to prevent recurrence.

# SOCIAL TOPICS

## INJURY AND INCIDENTS

### Our 2-year Performance

In FY2021, we recorded no fatality similar to FY2020. There was a slight increase in accident frequency rate of 6.9% in FY2021 as compared to 5.8% in FY2020 due to changes in the reporting requirements.

### Our Target

The Group will continue to aim for zero fatality and reduce the number of reported injuries in the following years.

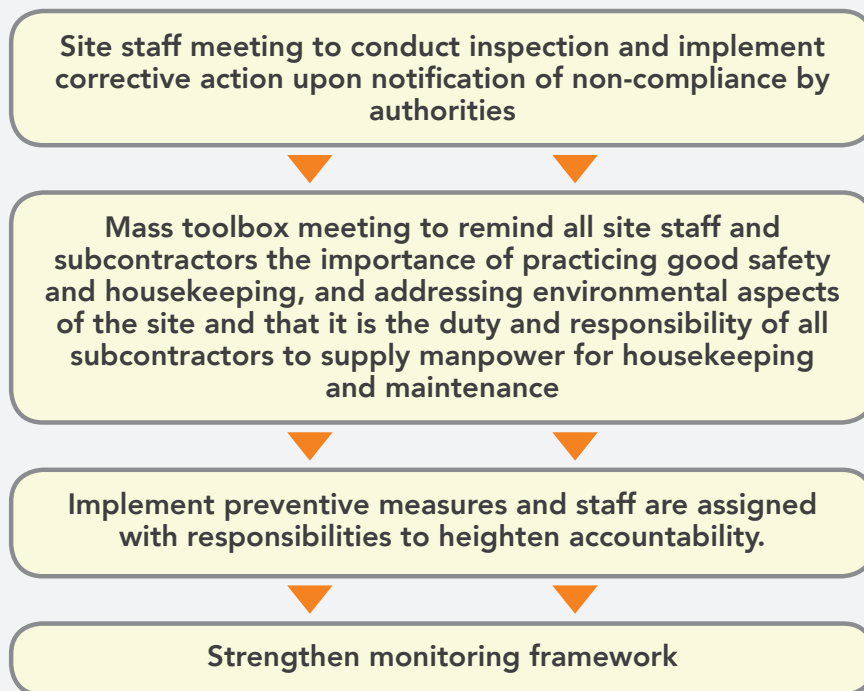




## FINES OR PENALTIES

In FY2021, we incurred fines for vectors and noise related issues, and contravention of WSH regulations at construction sites. Corrective measures have since be taken to prevent the recurrence of the issues.

The monitoring framework is as follow:



### Our 2-year Performance

In FY2021, we incurred fines from MOM for WSH issues.

### Our Target

Moving forward, we aim to ensure continual compliance with the relevant laws and regulations to minimise any fines or penalties.

# SOCIAL TOPICS

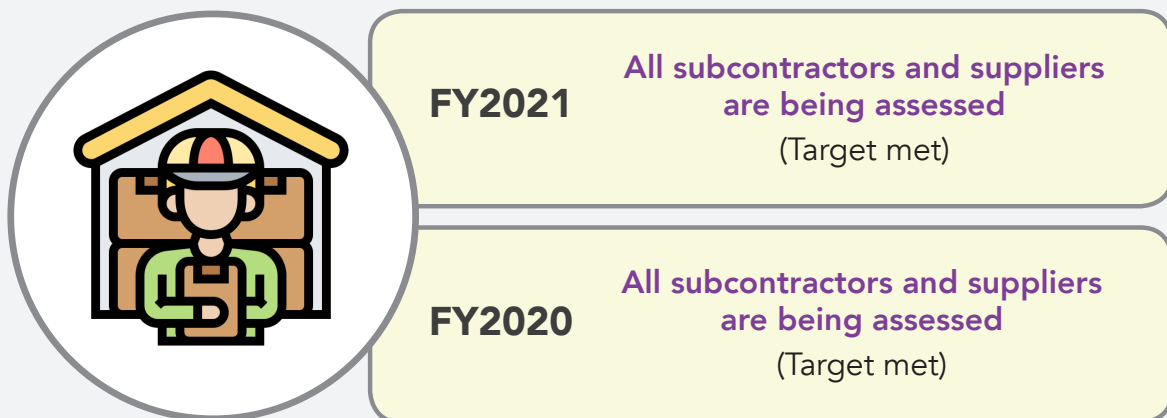
## MANAGING OUR SUPPLIERS

To raise awareness among our suppliers, the Group has implemented steps to ensure the suppliers and subcontractors are informed of their environmental responsibilities and able to meet the standards expected by the Group. This is in addition to the steps they are required to take to comply with ISO certifications.

The review and selection of suppliers and subcontractors process including environmental and social criteria. They are required to complete a self-assessment questionnaire where they are required to provide their health, safety and environmental policies and procedures in place for their employees. This questionnaire will be provided during the quotation and tendering process.

### Our 2-year Performance

In FY2021, we have achieved our target by assessing all our subcontractors and suppliers.



### Our Target

Moving forward, we aim to continue to assess all our subcontractors and suppliers.

# SOCIAL TOPICS

## CUSTOMER HEALTH AND SAFETY

### INVESTMENT HOLDING

The Group monitors the buildings for health and safety impacts to minimise risk and, when necessary, we will implement improvement measures to address any potential risks to our tenants.

We follow closely the safe management measures implemented by Singapore government to prevent and control the transmission of COVID-19. We also have regular cleaning and disinfection schedule to ensure environmental hygiene and to minimise the risk of transmission through touches of surfaces. We maintain constant communications with the tenants and service providers at our various properties to ensure speedy reaction and response times, and work closely with them on implementing any updated safe management measures during the various phases of the pandemic.

### DORMITORY BUSINESS

Lian Beng's purpose-built dormitory Westlite Mandai houses myriad of facilities and amenities such as supermarkets, food courts, basketball and street soccer courts, cricket training pitches and sick bays.

The dormitory partners with HealthServe, a non-governmental organisation committed to helping foreign workers by making healthcare accessible to them. HealthServe's community medical and dental clinics at the dormitory operate every Saturday/Sunday evening and offer general practitioner and dental services, as well as provide free annual medical screenings to our residents.

Residents' social well-being is a priority at the dormitory. To contain the outbreak of COVID-19, we took steps to segregate shared facilities, set up physical segregation barriers, install digital solutions such as QR code locks and improved the overall hygiene standards of the dormitory. Apart from these, we also provided all residents with essential items such as face masks and sanitisers and meals.

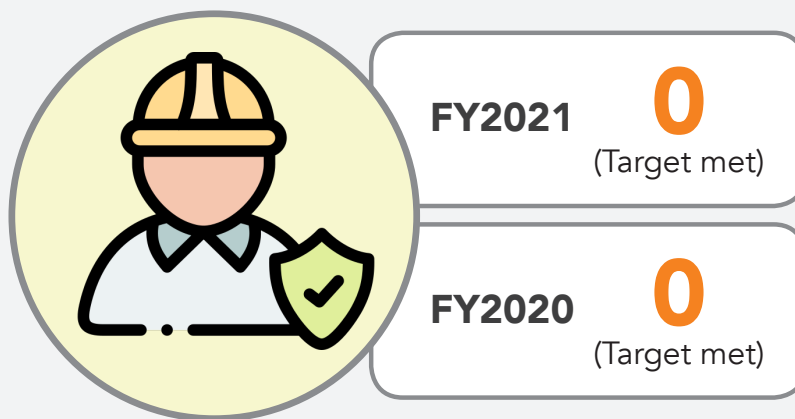
### Against COVID-19

Due to the ongoing pandemic, workers may be placed under isolation or movement restrictions to contain the outbreak of COVID-19. During the period when the workers' movement were restricted, we provided fundamental services such as recreational activities, internet connectivity, digital entertainment channels, and contactless remittance services. We have worked closely with our joint-venture partner, Centurion Corporation Limited, to deploy its proprietary MyMA app, which allows residents to easily monitor their health, work status and movement records. We have also engaged assistance from residents during the lock-down period for manpower-centric tasks such as food distribution, area disinfecting and social distancing monitoring.

# SOCIAL TOPICS

## Our 2-year Performance

We have achieved the target of zero incidents of non-compliance with regulations and voluntary codes relating to the health and safety impacts of products and services in FY2021.



## Our Target

We aim to maintain the target of zero incidents of non-compliance with regulations and voluntary codes relating to the health and safety impacts of products and services in the next financial year.

## PROTECTING CUSTOMER PRIVACY AND DATA

Lian Beng protects the privacy and confidentiality of the personal data of our employees, customers and business partners. We have a Personal Data Protection Act ("PDPA") policy that outlines how we manage the personal data we hold in compliance with the PDPA. The policy applies to all divisions and organisations across the Lian Beng group of companies.

Lian Beng seeks customer consent prior to the data collection, use or disclosure of personal data for the given purpose.

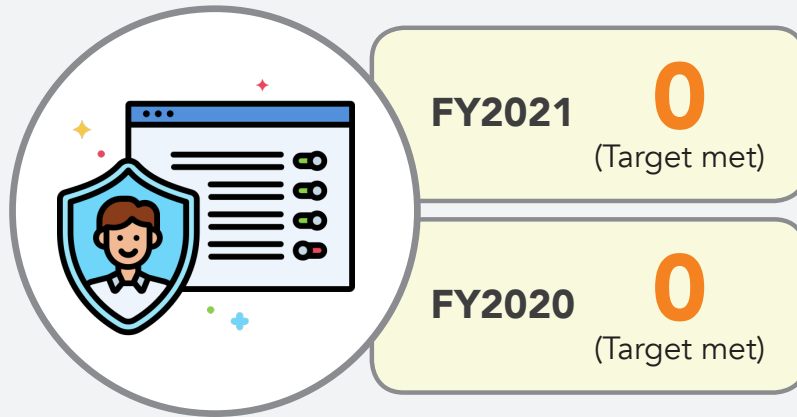
Lian Beng has appointed a Data Protection Officer to oversee our management of personal data in accordance with the PDPA. We have implemented the following measures to secure and protect the information held:

- Training our employees who handle personal data to respect the confidentiality of such personal data;
- Storing personal data in a combination of secured computer storage facilities, paper-based files and other records; and
- Taking steps to protect the personal data we hold from misuse, loss, unauthorised access, modification or disclosure.

# SOCIAL TOPICS

## Our 2-year Performance

We have achieved our target and there was no non-compliance with PDPA reported in FY2021.



## Our Target

We aim to maintain the target of zero incidents of non-compliance with PDPA in the next financial year.



# GRI STANDARDS CONTENT INDEX

GRI Standards	Disclosure Content	Section Reference
<b>GRI 102: General Disclosures</b>		
102-1	Name of the organisation	Lian Beng Group Ltd
102-2	Activities, brands, products, and services	Sustainability Report 2021 ("SR") Corporate Profile (Page 4)
102-3	Location of headquarters	SR Corporate Profile (Page 4)
102-4	Location of operations	Annual Report ("AR") 2021 Noted to the financial statements (Page 102-106)
102-5	Ownership and legal form	AR 2021 Corporate Information (Page 26)
102-6	Markets served	AR 2021 Operations Review (Page 19-24)
102-7	Scale of the organisation	AR 2021 Chairman's Statement (Page 2-7) AR 2021 Operations Review (Page 19-24) SR Our Employees by Gender and Age Group (Page 27)
102-8	Information on employees and other workers	AR 2021 Our People, Our Assets (Page 25) SR Our Employees by Gender and Age Group (Page 27)
102-9	Supply chain	SR Corporate Profile (Page 4)
102-10	Significant changes to the organisation and its supply chain	None
102-11	Precautionary Principle or approach	Lian Beng supports the intent of the Precautionary Principle, but has not expressed a specific commitment
102-12	External initiatives	SR External Initiatives Adopted (Page 33)
102-13	Membership of associations	SR Membership of Associations (Page 5)
102-14	Statement from senior decision-maker	SR Board Statement (Page 2)

# GRI STANDARDS CONTENT INDEX

GRI Standards	Disclosure Content	Section Reference
102-16	Values, principles, standards, and norms of behaviour	AR 2021 Mission Statement (Page 1)
102-18	Governance structure	AR 2021 Corporate Governance Report (Page 27-52)
102-40	List of stakeholder groups	SR Stakeholder Engagement (Page 6)
102-42	Identifying and selecting stakeholders	SR Stakeholder Engagement (Page 6)
102-43	Approach to stakeholder engagement	SR Stakeholder Engagement (Page 6)
102-44	Key topics and concerns raised	SR Stakeholder Engagement (Page 6)
102-45	Entities included in the consolidated financial statements	AR 2021 Notes to the Financial Statements (Page 102-106, 113, 116-118)
102-46	Defining report content and topic boundaries	SR Board Statement (Page 2)
102-47	List of material topics	SR Materiality Assessment (Page 7)
102-48	Restatement of information	None
102-49	Changes in reporting	None
102-50	Reporting period	SR Reporting Period and Scope (Page 3)
102-51	Date of most recent report	30 October 2020
102-52	Reporting cycle	SR Reporting Period and Scope (Page 3)
102-53	Contact point for questions regarding the report	SR Feedback and Access (Page 3)
102-54	Claims of reporting in accordance with the GRI Standards	SR Reporting Framework (Page 3)
102-55	GRI content index	SR GRI Standards Content Index (Page 40-44)
102-56	External Assurance	SR Board Statement (Page 2)



# GRI STANDARDS CONTENT INDEX

GRI Standards	Disclosure Content	Section Reference
<b>GRI 201: Economic Performance</b>		
201-1	Direct economic value generated and distributed	SR Economic Performance (Page 9-10)
<b>GRI 203: Indirect Economic Impacts</b>		
203-2	Significant indirect economic impacts	SR Innovation and Excellence (Page 11)
<b>GRI 205: Anti-Corruption</b>		
205-1	Operations assessed for risks related to corruption	SR Anti-corruption (Page 12)
205-2	Communication and training about anti-corruption policies and procedures	SR Anti-corruption (Page 12)
205-3	Confirmed incidents of corruption and actions taken	SR Anti-corruption (Page 12)
<b>GRI 301: Materials</b>		
301-2	Recycled input materials used	SR Input Materials (Page 15)
<b>GRI 302: Energy</b>		
302-1	Energy consumption within the organisation	SR Energy and Emissions Management (Page 16-18)
302-4	Reduction of energy consumption	SR Energy and Emissions Management (Page 16-18)
302-5	Reductions in energy requirements of products and services	SR Energy and Emissions Management (Page 16-18)
<b>GRI 303: Water and Effluents</b>		
303-1	Interactions with water as a shared resource	SR Water Management (Page 18-19)
303-3	Water withdrawal	SR Water Management (Page 18-19)
<b>GRI 305: Emissions</b>		
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