

# OKP

SUSTAINABILITY  
REPORT 2022





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# ABOUT THIS REPORT

## OVERVIEW

This is the first standalone sustainability report by OKP Holdings Limited (OKP) for financial year ended 31 December 2022. In the past years, our sustainability efforts and initiatives were reported as part of the Group's annual report. This standalone sustainability report is more comprehensive in both scope and depth.

As we want to disclose information in a transparent, comparable and comprehensive way, we have presented this sustainability report based on the SGX Sustainability Reporting Guide, and the Global Reporting Initiative (GRI) Standards 2021 and adopted the Task Force on Climate-related Financial Disclosures (TCFD).

This sustainability report covers the Environmental, Social and Governance (ESG) aspects. This ESG's content is presented in six sections concluding with appendices.

Section 1 highlights our Group's vision and mission, our strategy and guiding principles, our corporate profile, and our Chairman's message.

Section 2 emphasises OUR SUSTAINABILITY APPROACH, which includes our Board statement, OKP's commitment, guidelines and methodologies, sustainability governance structure, materiality assessment, increasing stakeholders' engagement, and our commitment & targets (which are aligned with the United Nations Sustainability Development Goals).

Section 3 focuses on the ENVIRONMENT, which includes nurturing the environment; identified climate-related risks, opportunities and financial impact; SGX core ESG metrics (environmental); concluding with two features: Achieving Eco-Office Certification, and Improving the Environment.

Section 4 calls attention to the SOCIAL aspect, which includes empowering people and the community, SGX core ESG metrics (social), with a feature: Factory Visit to Japan, followed by our people, corporate social

responsibility, safety and environmental awareness, and our customers.

Section 5 touches on GOVERNANCE, which includes reinforcing corporate governance; SGX core ESG metrics (governance); key economic performance indicators; investor relations; Board independence, diversity and performance; and ends with risk management summary.

The last section encloses APPENDICES of the TCFD Disclosure, and GRI Content Index.

We hope this sustainability report will demonstrate OKP's commitment to sustainability and its efforts to promote ESG aspects.

## REPORTING SCOPE

This report covers the performance of our consolidated entities for the financial year from 1 January 2022 to 31 December 2022. It focuses on the sustainability performance and initiatives that are under our direct control in Singapore. This report excludes joint ventures and associate companies, which are not directly under our control. It covers our construction and maintenance segments in Singapore.

## ASSURANCE

This current report is not subject to any external assurance. We may consider seeking external assurance in the future. However, the sustainability reporting process has been reviewed by our internal auditors, HLS Risk Advisory Services Pte Ltd, for the financial year from 1 January 2022 to 31 December 2022.

## FEEDBACK

The Group is committed to hearing from all its stakeholders and we welcome feedback on this report. For enquiries, please contact the CSR Department at [okpcsr@okph.com](mailto:okpcsr@okph.com).

# OUR VISION AND MISSION

## OUR VISION

TO BE A LEADING TRANSPORT INFRASTRUCTURE AND CIVIL ENGINEERING COMPANY IN SINGAPORE, THE REGION AND BEYOND.

## OUR STRATEGY

### STAYING FOCUSED ON CORE COMPETENCIES

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Civil engineering projects will continue to feature prominently as this is our area of expertise where we have built up a distinctive track record over the years.

### EXPLORING OVERSEAS OPPORTUNITIES

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While keeping a firm grip on the local market, we will also continually look for opportunities to grow our business overseas.

### DIVERSIFYING EARNINGS THROUGH PROPERTY DEVELOPMENTS AND INVESTMENTS

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As part of our long-term strategy, we seek to diversify our earnings through our property developments and investments.

## OUR MISSION

TO BE THE FIRST AND PREFERRED CIVIL ENGINEERING CONTRACTOR FOR THE VARIOUS INDUSTRIES, HERE AND OVERSEAS.

## OUR GUIDING PRINCIPLES

### TO OUR CLIENTS

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We are committed to providing them with a superior service that meets their time schedule, exceeds their expectations in quality, reliability and safety and that is within their budget.

### TO OUR EMPLOYEES

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We are committed to providing them with a safe working environment, training and advancement in their respective fields and a fair and equitable system that rewards their productivity.

### TO OUR SUPPLIERS

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We are committed to developing and strengthening relationships with them, recognising them as valued contributors and partners.

### TO OUR SHAREHOLDERS

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We are committed to maximising their return on investment while maintaining excellence in our products and services.



# OUR CORPORATE PROFILE

OKP Holdings Limited (OKP) and its subsidiary corporations are a leading transport infrastructure and civil engineering group in Singapore. The Group specialises in the construction of airport runways and taxiways, expressways, flyovers, vehicular bridges, urban and arterial roads, airport infrastructure, and oil and gas-related infrastructure for petrochemical plants and oil storage terminals.

Our organisation also carries out maintenance works for roads and road-related facilities as well as building construction-related works. Over the past decade, OKP has extended its core business to include property developments and investments.

Wholly-owned subsidiary corporation Or Kim Peow Contractors (Pte) Ltd (OKPC) was started by founder and Chairman Mr Or Kim Peow in 1966 as a sole-proprietorship. It is an excellent testimony to our Group that OKPC celebrated 50 years in business in 2016. Since then, the Group has grown considerably while building its capabilities and establishing its track record to realise its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond. Our organisation has two core business divisions, construction and maintenance, and tenders for public and private civil engineering and infrastructure projects as well as maintenance contracts.

Our wholly-owned subsidiary corporations OKPC and Eng Lam Contractors Co (Pte) Ltd, are A1 grade civil engineering contractors under the Building and Construction Authority Contractors' Registry, which permit them to bid for public sector construction projects of unlimited value.

Through the decades, the Group has worked diligently and efficiently to achieve its mission to be the first and preferred civil engineering contractor for the various industries. We have acquired a solid list of clients from both public and private sector organisations. Our clients include both public and private sector organisations. Public sector clients include the Housing & Development Board, JTC Corporation, Land Transport Authority, National Parks Board, Public Utilities Board and Urban Redevelopment Authority. In the private sector, clients include the Changi Airport Group, ExxonMobil, Foster Wheeler Asia Pacific Pte Ltd, and WorleyParsons Pte Ltd.

The Group's strategy is to stay focused on our key competencies, explore overseas opportunities, and diversify our earnings through property development and investments.

The Group has ventured into the property sector since 2012. It had minority stakes in Amber Skye, a freehold residential development, and LakeLife, an executive condominium in Jurong. In 2018, the Group won two bids. With a joint venture partner, it acquired a land parcel at Chong Kuo Road. The development called The Essence, a residential condominium comprising 84 units, has been fully sold. Another winning bid was Phoenix Residences, a 74-unit residential condominium, which was also fully sold.



*One of OKP's completed public sector projects involved the widening of CTE to Braddell Interchange.*

The Group took a key strategic step in February 2018 by acquiring its first overseas property, a freehold office complex, 6-8 Bennett Street, in Perth, Australia. The acquisition was done jointly with a partner.

In Singapore, OKP acquired 35 Kreta Ayer Road in January 2021, a freehold tenure and comprises a three-storey with attic shophouse; and completed the acquisition of 69 and 71 Kampong Bahru Road in August 2021. This property has a freehold tenure and comprises adjoining two-storey conservation shophouses. These investment properties are intended to boost our recurring income and provide opportunities for capital gains.

Through more than 50 years, the Group has won various accolades for its annual reports, corporate governance, safety and environment efforts and investor relations. Since 2006, OKP has won a total of 32 safety awards, 10 green and gracious awards, one construction environment award and one Eco-Office certification.

Listed on the Singapore Exchange since 26 July 2002, OKP's market capitalisation was \$47.6 million (2021: \$59.9 million) while net tangible assets amounted to \$122.0 million (2021: \$123.5 million) as at 31 December 2022.

## OUR CHAIRMAN'S MESSAGE



“ **THE GROUP IS COMMITTED TO MAKING SUSTAINABILITY PART AND PARCEL OF ITS BUSINESS AND OPERATIONS. WE BELIEVE THAT SUSTAINABILITY IS ABOUT ADOPTING WAYS WHICH ADDRESS AND MANAGE ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES AFFECTING OUR BUSINESS.** ”

It has been a challenging past year. With the rollout of vaccinations to deter the spread of Covid-19, many countries including Singapore are feeling cautiously optimistic with their economies opening up. However, there is still a brooding sense of uncertainty as variants of Covid-19 may emerge and cause havoc again.

The Singapore construction industry is finding its feet again after the past three tumultuous years since the Building and Construction Authority removed all sectoral Covid-19 restrictions on 15 March 2022. With the resumption of construction activities, the construction sector posted growth of 6.7 per cent, extending the 20.5 per cent expansion in 2021, supported by both public and private sector construction works. This is indeed an encouraging vibe for construction companies such as our organisation.

Amidst the uncertainties impacting the Singapore economy, OKP Holdings Limited (OKP) has stayed positive and focused on its key paths to realise its vision. Our vision is for the Group to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond. Our strategy stays the same – to focus on our core abilities, explore overseas business opportunities, and diversify earnings through property development and other investments.

This is the eighth year that OKP is presenting a sustainability report according to the Global Reporting Initiative (GRI) Standards. For the financial year ended 31 December 2022 (FY2022), we have issued two reports – the annual report and a sustainability report. Since 2011,

OKP has published a sustainability report as part of the annual report. It is now presented as a separate report based on the SGX Sustainability Reporting Guide, the GRI Standards. We have also adopted SGX's recommendation to use the list of 27 core ESG metrics in the sustainability report for FY2022.

We have also adopted the TCFD (Task Force on Climate-related Financial Disclosures), which was established by the Financial Stability Board (FSB), to develop and set out recommendations to disclose climate-related financial information that would be helpful to stakeholders. We have presented the TCFD with 11 recommended disclosures across four pillars, namely governance, strategy, risk management, and metrics and targets.

### OUR COMMITMENTS TO SUSTAINABILITY

The Group is committed to making sustainability part and parcel of its business and operations. We believe that sustainability is about adopting ways which address and manage environmental, social and governance issues affecting our business. Thus, we have provided distinct disclosure of the economic, social and governance aspects of our business performance to all our stakeholders, as well as established a monitoring framework. This approach has enabled us to pre-empt and mitigate enterprise risk, contributing to the long-term success of the Group.

In the past, we have published annual reports on nurturing the environment, empowering people and the community, and strengthening corporate governance.

The Group takes seriously its responsibility for nurturing the environment and reducing negative environmental consequences at its construction sites and surrounding environment. We monitor closely our energy (both electricity and diesel), waste and water management at our workplaces to ensure that we use our resources sensibly and efficiently. During FY2022, both water and electricity consumption had decreased as compared to the previous year. Wastage in concrete has been reduced by 63.4 per cent from 147.5 m<sup>3</sup> in FY2021 to 54.0 m<sup>3</sup> in FY2022, due to operations efficiency and good planning at construction site.

In addition, we actively manage the emissions from our operations to ensure that we manage the environmental impact and back the transition to a lower-carbon economy. We will continue our efforts to lessen energy use and improve efficiency within all our business segments.

Our active role in promoting a green environment has borne positive results. The Group has been recognised for its environmentally-friendly initiatives. Since 2012, OKP has won 10 awards for being a green and gracious builder and one construction environmental award. In 2022, the Group received two green and gracious awards and one Eco-Office certification.

We are a people-centric company and seek to motivate and develop our 861 employees to their fullest potential so they can enjoy a fulfilling career with us. To develop skilled and capable workers and help them reach their full potential, we invest in training and development programmes. Our average training hours per employee had gone up to 7.8 hours in FY2022 from 7.1 hours in FY2021.



*Tree planting to help reduce CO<sub>2</sub> in the atmosphere at the opening of Sungei Tampines in July 2022.*



*Consultants and OKP staff at the opening ceremony of OKP's completed construction project at Sungei Tampines in July 2022.*

We also do our part to empower the community through charitable donations, community investments and staff volunteerism.

The Group believes that strong corporate governance, compliance and risk management provide the foundation for a sustainable business. We believe that excellent corporate governance principles and practices will improve corporate transparency, accountability, performance and integrity, and at the same time, protect and enhance shareholder value.

At OKP, we make sure that our employees understand our firm views on anti-corruption and our zero tolerance towards bribery and corrupt practices. We provide our staff with guidelines on how to declare and comply with our internal policies when giving or receiving gifts or dealing with entertainment, sponsorships and charitable contributions during the course of their work. During the past year, the Group did not receive any report on incidents of corruption within the organisation.

In conclusion, I would like to take this opportunity to express my sincere appreciation to all staff and other stakeholders for supporting the Group on its sustainability journey. Your cooperation and keen efforts have helped our organisation to play its part in making our climate a greener and more sustainable one.

**OR KIM PEOW**  
Group Chairman





OUR SUSTAINABILITY  
APPROACH





## OUR SUSTAINABILITY APPROACH

# BOARD STATEMENT

### SUSTAINABILITY STRATEGY

The Board believes that sustainability means operating our business in a way that is not only financially rewarding but also makes a positive impact on our stakeholders and the environment. It is a strategic approach that leads to good management, more effectiveness and better business performance. We give priority to sustainability issues in planning our strategies for the Group. The Board is dedicated to sustainability and fully backs the adoption of the Singapore Exchange (SGX) sustainability reporting guidelines for all listed companies.

### SUSTAINABILITY FRAMEWORK

The Group reports on its sustainability performance according to the SGX Sustainability Reporting Guide, the Global Reporting Initiative (GRI) Standards, and the Task Force on Climate-related Financial Disclosures (TCFD).

### SUSTAINABILITY GOVERNANCE

With the easing of the Covid-19 pandemic due to worldwide and nationwide vaccination efforts, the construction industry in Singapore was only able to resume full operation when the Building and Construction Authority removed all sectoral Covid-19 restrictions on 15 March 2022. Amidst the global uncertainties still lurking in the horizon, OKP remains committed in integrating economic, social, environmental and governance factors into our core business.

During the financial year ended 31 December 2022, the Board together with the management reviewed the Group's sustainability goals, challenges, targets and progress. The management provides regular updates to the Board, and in turn, the management is evaluated by its success in implementing OKP's strategic plans to meet the expectations of stakeholders and the Board. This report seeks to communicate the Group's whole-hearted dedication towards corporate sustainability and corporate governance. It aims to include complete and available information on the Group's strategy in relation to its sustainability approach and related vital issues according to recognised standards.

### MATERIAL ENVIRONMENTAL, SOCIAL AND GOVERNANCE FACTORS – POLICIES, PRACTICES, PERFORMANCE AND TARGETS

The Group fully recognises the growing importance that our stakeholders attribute to Environmental, Social and Governance (ESG) issues and the significant impact that OKP can have on the environment and society. We continue to find out and assess the material ESG factors in our business to ensure that we are on the right path. As sustainability issues and risks go through changes, we see this as an ongoing journey as we move towards our 2023 sustainability goals.

On Behalf of the Board

**OR TOH WAT**  
Group Managing Director

OUR SUSTAINABILITY APPROACH

# OKP'S COMMITMENTS

The Group believes that sustainability is about adopting methods which address and manage environmental, social and governance issues affecting our business. We aim to be a progressive and dependable company, which is dedicated to corporate responsibility and sustainability.

We want to be a responsible corporate citizen, providing distinct disclosure of the economic, social and governance aspects of our business performance to all our stakeholders, as well as establishing a monitoring framework.





## OUR SUSTAINABILITY APPROACH

# GUIDELINES AND METHODOLOGIES

Since 2011, we have published annual reports on our efforts in nurturing the environment, empowering people and the community, and strengthening corporate governance.

This is the eighth year that OKP is presenting a sustainability report according to the Global Reporting Initiative (GRI) Standards. This report has been prepared in accordance with the internationally recognised GRI Standards: Core Option and Practice Note 7.6 Sustainability Reporting Guide and Rules 711A and 711B of the SGX Listing Manual.

We have prepared our first Task Force on Climate-related Financial Disclosures (TCFD) Report to understand and manage climate risks and opportunities. We have also aligned our sustainability efforts to the specific United Nations Sustainable Development Goals (UN SDGs) and applicable GRI standards. We have disclosed our progress against our sustainability targets.

This report covers the financial year from 1 January 2022 to 31 December 2022. There were no significant changes to the Group's business sectors and value chain during the reporting period.

The Group's phased approach to sustainability reporting:

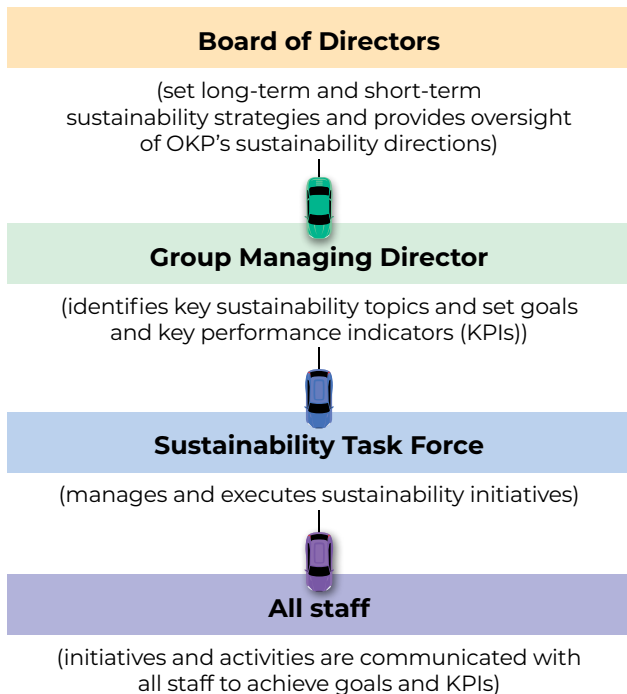
Primary Components	Adoption		
	FY2022	FY2023	FY2024
<b>Material environmental, social and governance (ESG) factors</b>	We have identified and addressed the most critical factors	We will review factor assessment and add factors, which have become material and remove existing factors which are no longer material	We will review factor assessment and add factors, which have become material and remove existing factors which are no longer material
<b>Climate-related disclosures consistent with the TCFD recommendations</b>	<ul style="list-style-type: none"> <li>We have described the governance structures, including Board's oversight and management's role</li> <li>We have also described the climate-related risks, potential financial impacts and opportunities</li> <li>We have also described the processes for identifying and managing climate-related risks by making reference to the four key pillars recommended by TCFD</li> </ul>	<ul style="list-style-type: none"> <li>We will review the metrics used for assessment</li> <li>We will also consider conducting qualitative scenario analysis</li> <li>We will set targets in qualitative terms</li> </ul>	<ul style="list-style-type: none"> <li>We will review the metrics used for assessment</li> <li>We will also consider conducting qualitative scenario analysis</li> <li>We will set targets in qualitative terms</li> </ul>
<b>Policies, practices and performance</b>	<ul style="list-style-type: none"> <li>We have described how we managed the material factors in the "Risk Assessment and Management" section of OKP's Annual Report and pages 11 to 15 of the Sustainability Report</li> <li>We have at least one metric per factor</li> </ul>	<ul style="list-style-type: none"> <li>We will describe and include specific policies and practices for each material factor</li> <li>We will make comparison against previously disclosed qualitative commitments and targets with explanation of shortfall</li> </ul>	<ul style="list-style-type: none"> <li>We will describe and include specific policies and practices for each material factor</li> <li>We will make comparison against previously disclosed qualitative commitments and targets with explanation of shortfall</li> </ul>
<b>Targets</b>	We have disclosed some quantitative commitments	We will disclose some short- and long-term qualitative and quantitative targets	We will disclose some short- and long-term qualitative and quantitative targets
<b>Sustainability Reporting Framework</b>	GRI TCFD	GRI TCFD	GRI TCFD
<b>Board Statement</b>	Complied	Will comply	Will comply

OUR SUSTAINABILITY APPROACH

# SUSTAINABILITY GOVERNANCE STRUCTURE

The Group has a structure to govern its sustainability functions. Under the direction of the Board of Directors, the Group Managing Director proactively oversees a Sustainability Management Team.

All the Directors attended the Environmental, Social and Governance Essentials (Core) training conducted by the Singapore Institute of Directors in 2022.



One of OKP's ongoing construction projects involves commuter and road infrastructure works in Pasir Ris and Loyang.



Under the Walk2Ride programme, OKP has completed the covered linkway at Anthony Road.



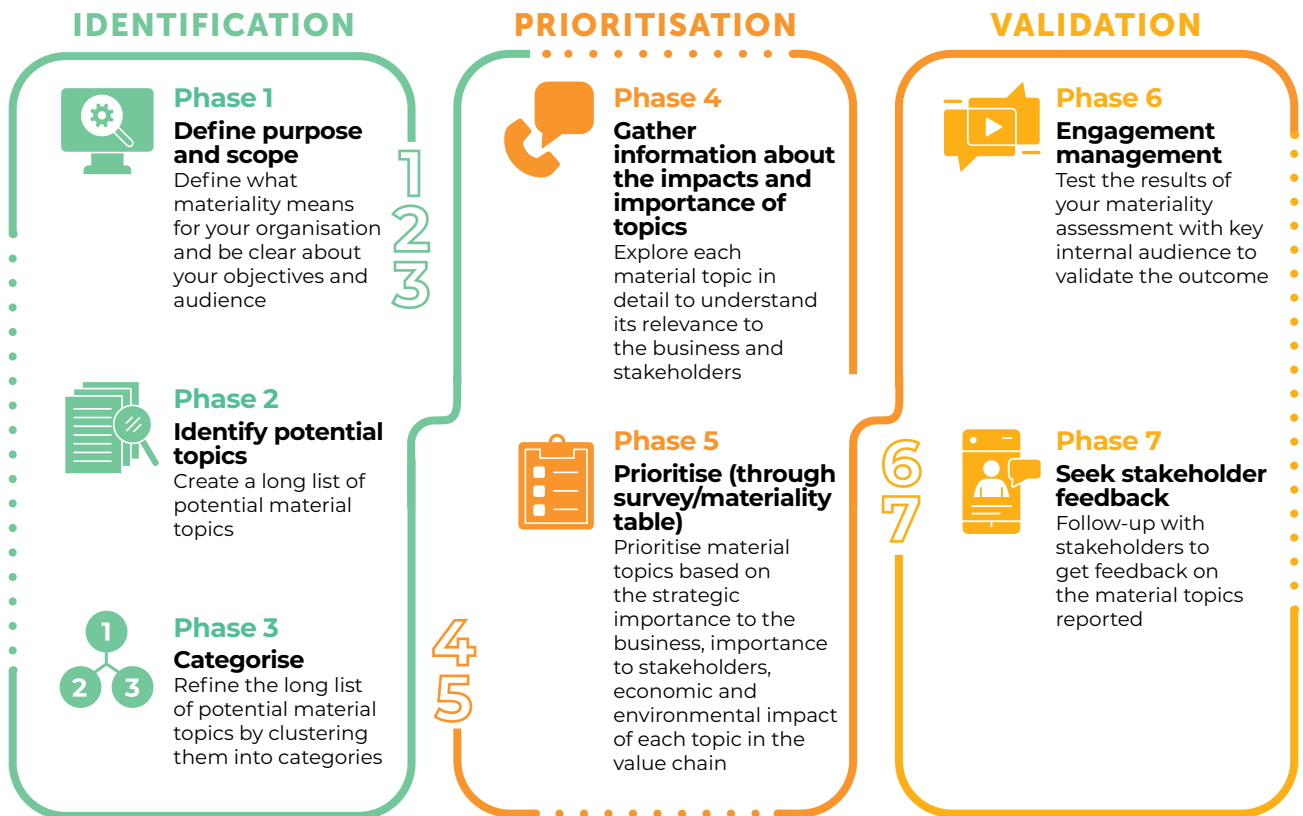
Proposed construction of new infrastructure at Tukang Estate is an ongoing OKP's construction project.



OUR SUSTAINABILITY APPROACH

# MATERIAL ASSESSMENT

The materiality assessment was undertaken through a 7-step approach as set out below:



During the materiality assessment process, we have prioritised them based on the significance of their impact on OKP and their influence on our stakeholder decisions and assessments using a matrix. The materiality assessment was conducted in line with the guidelines of GRI Standards in connection with the materiality principle.

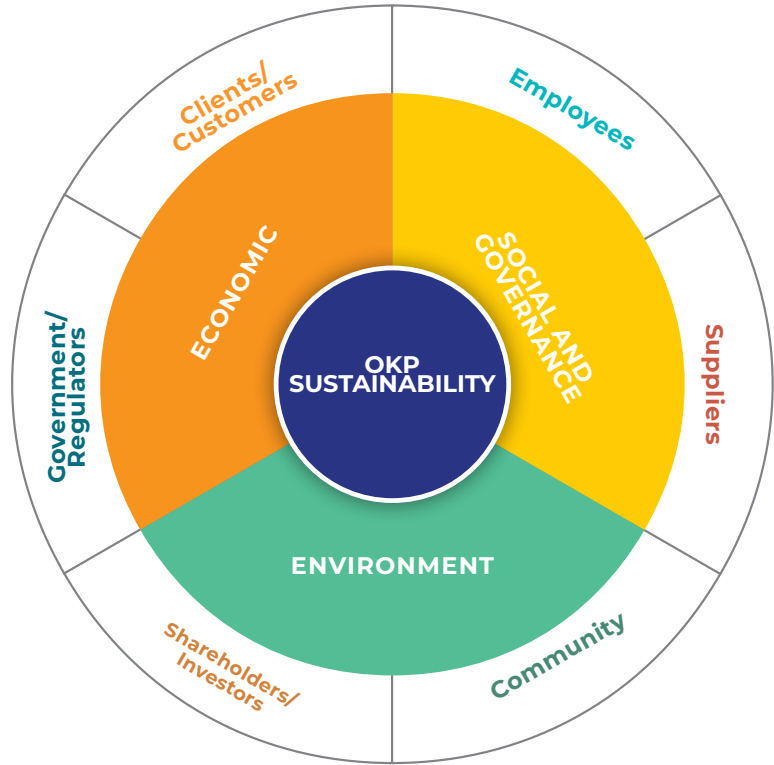
The following matrix plots the potential issues based on likelihood and impact.







Likelihood of influence on external stakeholders	High			7. Health and Safety 2. Anti-Corruption
	Medium	3. Water Consumption 4. Electricity Consumption 5. Diesel Consumption 9. Participation in Local Programmes	1. Economic Performance 6. Waste Minimisation 12. Supply Chain Management	8. Training and Education of Employees 10. Employee Retention
	Low	11. Diversity		
		Low	Medium	High
				Impact to our business

OUR SUSTAINABILITY APPROACH

# INCREASING STAKEHOLDER ENGAGEMENT

The Group aims to develop and provide sustainable value to all its stakeholders. To attain this objective, we pledge to provide quality products and services, ensure that our customers are satisfied, be an employer of choice, oversee our supply chain efficiently, and nurture our environment and community. It is important to engage our stakeholders regularly and reassure them of our organisation's steadfast commitment. By assessing the significance and impact of stakeholders' interests on our business, OKP has identified six key stakeholder groups.



Stakeholders	Key Topics	Engagement Platform	OKP's Commitment
<b>Clients/ Customers</b> 	Site safety, delivery of services on time	Meetings, feedback channels such as email communication	Provide clients/customers with excellent service on time, within budget and with emphasis on high standards of quality, reliability and safety
<b>Employees</b> 	People development	Training	Develop our workforce to their full potential by offering training and staff development, a fair and equitable reward system and a safe working environment
<b>Suppliers</b> 	Compliance, safety, delivery of services on time	Regular meetings with key suppliers and site visits by the management	Cultivate and reinforce relationships with our suppliers and monitor our supply chain to attain project excellence and the highest environmental, health and safety standards
<b>Shareholders/ Investors</b> 	Business strategy	Conference calls, shareholders' meetings, results webcast, emails and Q&A portals	Maximise shareholder return on investment through strong fundamentals and strategies while maintaining excellence in our products and services
<b>Community</b> 	Community investment	Meetings, donations	Contribute to the community by supporting various charitable causes and organisations and minimise any adverse impact on the environment as a good corporate citizen
<b>Government/ Regulators</b> 	Opportunities for business collaboration, sharing of industry best practices, compliance	Industry networking functions, overseas study trips and meetings, attend seminars conducted by the regulators, maintain communication channels with the regulators	Influence the business environment in which we operate. We track topics of concern to government to ensure that our businesses are equipped to meet the legislative and regulators' requirement



OUR SUSTAINABILITY APPROACH

# COMMITMENTS & TARGETS





(ALIGNMENT WITH UNITED NATIONS SUSTAINABILITY DEVELOPMENT GOALS)

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

Although the SDGs are primarily aimed at governments, they represent an important opportunity for corporations to also act for a more sustainable world. The Group supports the UN SDGs and has aligned the sustainability efforts with 10 SDGs for our business operations in FY2022.

The 17 SDGs are integrated. They recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Based on our engagement with stakeholders, we have identified the following key material ESG factors that have an impact on our business:

Primary Factor	UN SDGs	Material Components	Performance Measures	2022 Performance	2023 Target
<b>Economic</b> 	 	1 Economic performance (GRI 201)	Value-added performance	Value-added performance has improved from \$42.4 million in FY2021 to \$44.3 million in FY2022	Improvement in value-added performance
			Financial performance	Revenue has increased from \$90.0 million in FY2021 to \$117.6 million in FY2022.  For more details, please refer to page 55 for value added statement and pages 36-37 for Financial Highlights of the Annual Report	Improvement in revenue and profit
		2 Anti-corruption (GRI 205)	Zero tolerance towards fraud, corruption and unethical actions	No incident of corruption and fraud	Adhere to the Group's zero tolerance towards fraud, corruption and unethical actions







Workers attending a safety campaign.









## OUR SUSTAINABILITY APPROACH

## COMMITMENTS &amp; TARGETS

(ALIGNMENT WITH UNITED NATIONS SUSTAINABILITY DEVELOPMENT GOALS)

Primary Factor	UN SDGs	Material Components	Performance Measures	2022 Performance	2023 Target
<b>Environment</b> 	  	3 Water consumption (GRI 303)	Water consumption (m <sup>3</sup> )  Water consumption intensity (m <sup>3</sup> /employee)	Water consumption decreased by 15.1 per cent from 44,617 m <sup>3</sup> in FY2021 to 37,881 m <sup>3</sup> in FY2022.  Water consumption intensity decreased by 15.1 per cent from 51.8 m <sup>3</sup> /employee in FY2021 to 44.0 m <sup>3</sup> /employee in FY2022.  The decrease was due mainly to completion of several projects during first half of FY2022 and commencement of new awarded projects only in last quarter of FY2022.	Reduce water consumption and water consumption intensity by 5 per cent
		4 Energy consumption (GRI 302)	Energy consumption (kWh)  Energy consumption intensity (kWh/employee)	Lower energy consumption by 11.9 per cent from 845,480 kWh in FY2021 to 744,649 kWh in FY2022.  Energy consumption intensity decreased by 13.8 per cent from 982.0 kWh/employee in FY2021 to 846.8 kWh/employee.  The decrease was due mainly to completion of several projects during first half of FY2022 and commencement of new awarded projects only in last quarter of FY2022.	Reduce energy consumption and energy consumption intensity by 5 per cent
		5 GHG emission (GRI 305)	GHG absolute emission Scope 1,2,3 (mtCO <sub>2</sub> e)  GHG emission intensity ratio Scope 1,2,3 (mtCO <sub>2</sub> e/m <sup>2</sup> and kgCO <sub>2</sub> e/m <sup>2</sup> )	GHG absolute emission and emission intensity ratio have increased due to increased usage of fuel consumption in construction vehicles and heavy machineries to support ongoing projects.	Reduce GHG absolute emission and emission intensity ratio by 5 per cent
		6 Minimisation of material wastage (GRI 306)	Rate of construction material wastage  Waste diverted from disposal  Waste diverted to disposal	Wastage in concrete has reduced by 63.4 per cent from 147.5 m <sup>3</sup> in FY2021 to 54.0 m <sup>3</sup> in FY2022. The reduction in wastage resulted from operations efficiency and good planning at construction sites.  Wastage in reinforcement has increased by from 2.2 tons in FY2021 to 3.3 tons in FY2022.  Waste diverted from disposal has improved from 15 per cent in FY2021 to 30 per cent in FY2022 for concrete, and maintained at 70 per cent for reinforcement.	Reduce concrete and reinforcement by 3 per cent  To increase the waste diverted from disposal to 35 per cent for concrete and 75 per cent for reinforcement

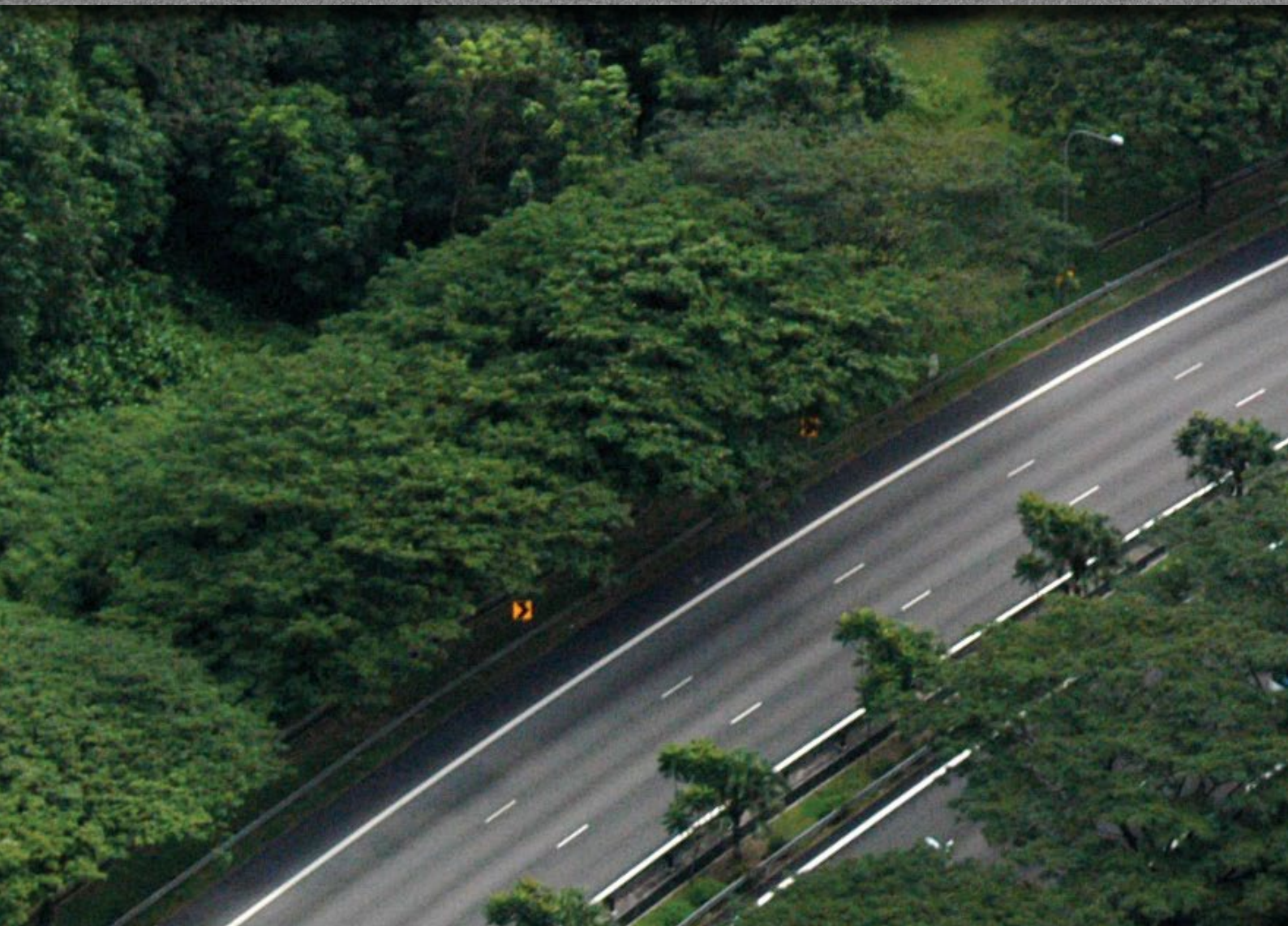


Primary Factor	UN SDGs	Material Components	Performance Measures	2022 Performance	2023 Target
<b>Social and Governance</b> 	 	7 Health and safety (GRI 403)	Fatalities case High-consequence injuries case Recordable injuries case Recordable work-related ill health case	No fatalities reported in FY2022 and FY2021. There was one high consequence injury recordable case reported in FY2022. The Group endeavours to minimise risk of accidents through education programmes in order for the employees to act responsibly	Zero fatality rate and no reportable injuries case
		8 Training and education of employees (GRI 404)	Average training hours per employee Average training hours per employee by gender	7.8 hours of training per employee in FY2022 as compared to 7.1 hours in FY2021	To achieve an average 10 training hours per employee
		9 Participation in local programmes such as donations, education programmes, building infrastructure for liveable communities, supporting sustainable community development (GRI 203)	Total CSR spending per annum	CSR spending has increased from \$19,000 in FY2021 to \$50,000 in FY2022	We will continue to actively participate in CSR initiatives
		10 Employee retention (GRI 401)	Total turnover	Staff turnover has increased from 102 in FY2021 to 121 in FY2022	To maintain the staff turnover below 100
		11 Diversity i.e. embedded diversity in the company's culture, creating a more flexible working environment	Gender diversity – current employees, new hires and turnover by gender Age-based diversity - current employees, new hires and turnover by age groups	No major changes to the percentage comparison of male and female employees in FY2022 and FY2021	Ensure equal opportunity and non-discrimination towards both males and females
		12 Supplier chain management	To strengthen our supply chain management efforts	Continue to source our supplies in a socially responsible manner and enhance customer satisfaction. For more details, please refer to page 17 of this Sustainability Report	Drive responsible business practices across the supply chain





----- ENVIRONMENT -----

A top-down view of two toy cars on a grey road surface. A blue car is positioned above a red car, both facing right. A white dashed line runs horizontally across the road, passing between the two cars.



## ENVIRONMENT

# NURTURING THE ENVIRONMENT

The Group is fully aware of its responsibility for nurturing the environment and minimising negative environmental consequences at its construction sites and the environment where OKP operates. We keep a close watch on energy (both electricity and diesel), waste and water management at our workplaces to ensure that we use our resources sensibly and efficiently. During FY2022, both water and electricity consumption had decreased as compared to the previous year. Wastage in concrete has reduced by 63.1 per cent from 147.5 m<sup>3</sup> in FY2021 to 54.0 m<sup>3</sup> in FY2022. The reduction in wastage resulted from operations efficiency and good planning at construction sites. Wastage in reinforcement has increased from 2.2 tons in FY2021 to 3.3 tons in FY2022.

We proactively manage the emissions from our operations to ensure that we manage the environmental impact and support the transition to a lower-carbon economy. FY2022 is our first year in disclosing our Scope 1, 2 and 3 GHG absolute emission and emission intensity ratio. We will continue our efforts to reduce energy use and improve efficiency within all our business segments.

Playing an active role in promoting a green environment, the Group has been acknowledged for its environmentally-friendly initiatives. Since 2012, we have won 10 awards for being a green and gracious builder and one construction environmental award.

In 2022, the Group received two green and gracious awards and one Eco-Office certification.

The Group adopts a holistic approach in managing the environmental impact of its activities and other risks in its supply chain. In managing our supply chain, our organisation has instituted a process for selecting its suppliers by checking on their industry reputation; track record; and Quality, Health, Safety and Environment (QHSE) standards. We engage our potential and current suppliers through regular reviews and feedback to make sure that they have the right skills, track record and sufficient resources to support our projects and activities. During the year, OKP was fined for two (2021: three) incidences for mosquito breeding.

We have adopted the TCFD (Task Force on Climate-related Financial Disclosures), which was established by the Financial Stability Board (FSB), to develop and set out recommendations to disclose climate-related financial information that would be useful to stakeholders. We have presented the TCFD with 11 recommended disclosures across four pillars, namely governance, strategy, risk management, metrics and targets in Appendix 1.



In addition, we have also adopted SGX's recommendation to use the list of 27 core ESG metrics in the sustainability report for FY2022.



One of OKP's construction projects involves the improvement to Sungei Tampines (Tampines Avenue 7 to Tampines Expressway).





## ENVIRONMENT

# IDENTIFIED CLIMATE-RELATED RISKS, OPPORTUNITIES AND FINANCIAL IMPACT

Type	Climate-Related Risks	Potential Financial Impact	OKP's Response and Opportunities
<b>Transition Risks</b> 	<b>Transition Risks</b> <ul style="list-style-type: none"> <li>Singapore will raise its carbon tax to \$25 per tonne for greenhouse gas emissions in 2024 and 2025, and \$45 per tonne for greenhouse gas emissions in 2026 and beyond</li> <li>Non-disclosure or insufficient disclosure of material climate-related risks as required by SGX</li> </ul>	<ul style="list-style-type: none"> <li>Increased cost of works resulting from additional tax to be paid</li> <li>Increase in compliance costs</li> </ul>	<b>Resource Efficiency</b> <ul style="list-style-type: none"> <li>Continuously improving efficiency in the method of construction, particularly in relation to energy efficiency, water, material and waste management. Such action can result in direct cost savings to our organisation's operations over the medium- to long-term and contribute to the global efforts to curb emissions.</li> <li>Use of new technologies such as shifting to using electric vehicles instead of diesel vehicles</li> <li>Reduce diesel consumption</li> <li>Use of recycled construction materials</li> </ul> <b>Energy Efficiency</b> The Group shifts some energy generators to lower emission alternatives such as solar. It has installed solar panel monitoring system at all project sites. This shift in energy usage towards solar can save on our annual energy costs.
	<b>Technology</b> <ul style="list-style-type: none"> <li>In the transition to a lower-carbon and energy-efficient economy, new technologies may displace old systems and disrupt some parts of the existing systems</li> </ul>	<ul style="list-style-type: none"> <li>The inability to keep up with the new technology could lead to inadequacy and phasing out of older existing construction equipment. As a result, increased cost to adopt new technology and capital investments in technology.</li> </ul>	
	<b>Market</b> <ul style="list-style-type: none"> <li>Shift in supply and demand for more eco-friendly or recycled construction material may present a challenge as climate-related risks and opportunities are increasingly taken into account</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in revenue due to loss of tenders to companies which use eco-friendly materials for their construction</li> <li>Re-pricing of tender due to increase in cost of raw materials</li> </ul>	
	<b>Reputation</b> <ul style="list-style-type: none"> <li>Public or customers/ community perceptions of OKP's contribution to lower-carbon economy</li> <li>Increased stakeholders' concern</li> </ul>	<ul style="list-style-type: none"> <li>Reduced revenue from negative impact on workforce such as staff retention, as the Group does not contribute to lower carbon economy</li> <li>Decrease in revenue due to loss of tenders to companies which integrated sustainability across their businesses</li> </ul>	
<b>Physical Risks</b> 	<b>Acute</b> <ul style="list-style-type: none"> <li>Increase in severity of extreme weather such as floods</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in revenue resulting from construction progress affected and delayed by bad weather</li> </ul>	<b>Products and Services</b> The Group used recycled construction materials that have improved our competitive position
	<b>Chronic</b> <ul style="list-style-type: none"> <li>Longer-term shifts in climate patterns such as sustained higher temperatures that may cause sea level to rise or chronic heat wave</li> </ul>	<ul style="list-style-type: none"> <li>Increase in operating costs due to absenteeism from workforce affected by sickness from bad weather</li> <li>Reduced revenue due to supply chain disruptions i.e. delay in the delivery of materials, with the progress of construction work affected</li> </ul>	



## SGX CORE ESG METRICS (ENVIRONMENTAL)

Topic	Climate-Related Risks	FY2022	FY2021
<b>Greenhouse Gas Emissions (GHG)</b> 	Absolute emission by <sup>(1)</sup> :		
	(a) Scope 1 (i.e. direct emission from fuels used in generators, construction vehicles etc)	6,731 mtCO <sub>2</sub> e	5,507 mtCO <sub>2</sub> e
	(b) Scope 2 (i.e. includes indirect emission from purchased electricity consumed by the operational activities, corporate office and construction sites)	7,053 mtCO <sub>2</sub> e	5,873 mtCO <sub>2</sub> e
	(c) Scope 3 (i.e. emission arising from similar businesses at construction sites)	1,775 mtCO <sub>2</sub> e	1,479 mtCO <sub>2</sub> e
	Emission intensities by <sup>(2)</sup> :		
	(a) Scope 1	0.21 mtCO <sub>2</sub> e/m <sup>2</sup>	0.17 mtCO <sub>2</sub> e/m <sup>2</sup>
	(b) Scope 2	0.22 mtCO <sub>2</sub> e/m <sup>2</sup>	0.18 mtCO <sub>2</sub> e/m <sup>2</sup>
(c) Scope 3	24.8 kgCO <sub>2</sub> e/m <sup>2</sup>	20.6 kgCO <sub>2</sub> e/m <sup>2</sup>	
<b>Energy Consumption</b> 	Total energy consumption	744,649 kWh	845,480 kWh
	Energy consumption intensity (i.e. energy intensity ratio is energy consumed per number of employees)	846.8 kWh/ per employee	982.0 kWh/ per employee
<b>Water Consumption</b> 	Total water consumption	37,881 m <sup>3</sup>	44,617 m <sup>3</sup>
	Water consumption intensity (i.e. water intensity ratio is water consumed per number of employees)	44.0 m <sup>3</sup> / per employee	51.8 m <sup>3</sup> / per employee
<b>Waste Generation</b> 	Total waste generated	Concrete: 54.0 m <sup>3</sup> Reinforcement: 3.3 tons	Concrete: 147.5 m <sup>3</sup> Reinforcement: 2.2 tons
	Waste diverted from disposal	Concrete: 16.2 m <sup>3</sup> (30%) Reinforcement: 2.3 tons (70%)	Concrete: 22.1 m <sup>3</sup> (15%) Reinforcement: 1.5 tons (70%)
	Waste directed to disposal	Concrete: 37.8 m <sup>3</sup> (70%) Reinforcement: 1.0 tons (30%)	Concrete: 125.4 m <sup>3</sup> (65%) Reinforcement: 0.7 tons (30%)

## Notes:

- The unit conversion method of GHG emission data is formulated based on United States Environmental Protection Agency.
- GHG emission intensity is calculated using absolute emission divided by total floor areas.

## FEATURE

# ACHIEVING ECO-OFFICE CERTIFICATION



Implementing some environmentally-friendly measures which helped OKP to gain Eco-Office certification.

The Group took the first step in moving towards sustainability when its wholly-owned subsidiary corporation Or Kim Peow Contractors (Pte) Ltd achieved the Champion Award in the Eco-Office certification by the Singapore Environment Council. This certification is for two years and recognises the company for doing its part in promoting environmental sustainability.

The Singapore Environment Council is a non-government, non-profit environmental organisation, as well as a registered charity and Institution of Public Character. The Eco-Office certification programme seeks to assist Singapore offices in implementing effective environmentally-friendly practices by cultivating an “Eco mindset” and changing staff behaviour over time. Its enhanced Eco-Office certification has since guided 700 offices in implementing effective environmentally-friendly practices by increasing eco-consciousness among staff. In turn, the staff helps organisations to manage waste by reducing the usage of paper, water and electricity. There are four categories of Eco-Office certification – Elite, Champion, Professional and Premium.

The typical process begins with the self-assessment checklist followed by a site verification. The six main assessment areas are – energy management, water management, resource and waste management, interior environment, sustainability management, and organisational heart ware.

### SPRUCING UP THE OFFICE ENVIRONMENT

Before the site verification, the company made efforts to spruce up its environment to go green.

It communicated to the staff at its headquarters at 30 Tagore Lane of the need to be more mindful of environmental sustainability matters as specified in the Eco-Office certification programme. These included reminders to switch off power points, switches, and remote controls; undertake electronic disposal; adjust printer setting; and getting a humidity clock. These minor adjustments were accomplished to showcase our organisation’s Eco efforts. The Singapore Environment Council conducted a physical visit at our headquarters on 28 September 2022. The audit checklist and site verification went well.



Getting the Eco-Office certification means our organisation can operate our business with greener practices, working towards lower carbon footprint and instilling a greener mindset among our staff. Being Eco-Office certified is the beginning of our journey in becoming a greener builder, driving us towards – One Less, Low Carbon Operation and Responsible Consumption. We aim to achieve the Elite category in our next audit in 2024.

Our organisation was given the Eco-Office certificate and label to affirm this achievement. This is certainly a positive stride in our efforts to improve and enhance our environment and make all staff more aware of their part to play in saving the planet.



## FEATURE IMPROVING THE ENVIRONMENT

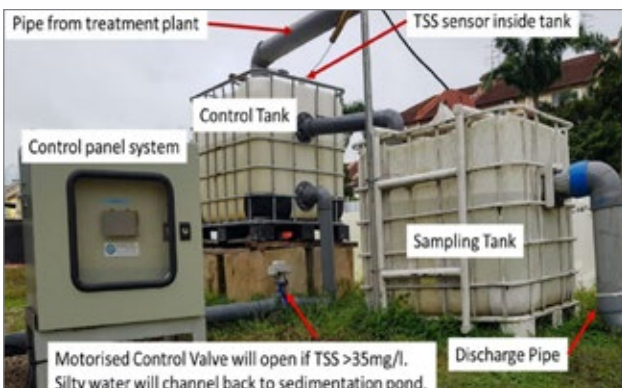
As part of its green efforts, the Group aims to improve the environment at its worksites by reviewing its construction activities and developing innovative solutions to solve the problems.

One issue is that exposed soil at worksites causes the discharge of silty water to the public. This may be due to a faulty earth control measures (ECM) plant or an error by workers operating the plant, indicating over-dependence on workers to prevent silty water discharge. In addition, workers need to be stationed nearby at the silty water discharge point to ensure that the operation goes on smoothly, thus wasting manpower.

For larger project sites, contractors usually provide many ECM treatment systems and task their workers to manually activate the systems when the rain comes. There are many cases of workers not activating the systems in time, resulting in overflow of silty water from the sedimentation pond. Failure to prevent silty water discharge into the environment will result in enforcement actions by the Public Utilities Board.

### INTRODUCING INNOVATION

To address this problem, the Group's engineers and environmental team brainstormed on the most effective method to prevent the silty water from polluting public drains and introduced two key innovations to automate the ECM setup. The Group developed the idea of an Automated ECM Control System. This involves adding controllers to the ECM plant to divert silty water automatically back to the sedimentation pond when sensors pick up silty water above predetermined levels. At the same time, an SMS will be sent to alert workers to intervene, and identify and rectify any issues if need be.



Physical setup of automated earth control measures treatment system.



Physical setup of autostart generator.

However, the system was not fully automated as a worker is still required to turn on the generator. Our capable and innovative team decided to automate the generator by using the existing float switch in the sedimentation pond. When the float switch is activated due to rising silty water level in the sedimentation pond, the genset will be triggered followed by the ECM plant. Both these innovations combined have improved our efficiency in manpower deployment and reduced the chance of silty water polluting the environment.

The new innovations were implemented at the Group's worksite for the construction of commuter and road infrastructure in Pasir Ris and Loyang in 2022. The improvised ECM started around April to May 2022 while the AutoStart genset was implemented around August 2022.

Corporate Safety Manager Mr Jong Hua Kwan highlighted:

**“ There was no discharge of silty water from the improvised ECM plant since we implemented the two innovations. Workers need not work under wet weather conditions to start the generator. The system starts remotely or automatically without the need for workers to be onsite under rain or lightning conditions. ”**

With the success of this innovation at this worksite, the Group is planning to introduce this at other projects if site conditions permit.





SOCIAL

NEW  
EDITION

SD110

70

HYD OIL



SOCIAL

# EMPOWERING PEOPLE AND THE COMMUNITY

The Group aims to empower its people and the community. We seek to be a trustworthy and compassionate employer to our 861-strong talent pool by providing training and developing them to reach their fullest potential, so that they can enjoy meaningful and fulfilling careers within OKP. We provide them with a safe working environment, training and career progression, and a fair and equitable system that rewards their productivity and performance. Our organisation does not have any collective bargaining agreement with its workforce.

At OKP, we have instituted a culture of safety by championing safety and environmental awareness programmes to ensure the health and safety of our workforce and others, who visit or work at our

worksites and premises. The Group has also set out the requirements for new suppliers in the areas of business integrity and ethics such as labour laws and human rights.

Since 2006, OKP has won 32 safety awards in recognition of its outstanding performance in occupational safety and health management and accident-free environment.

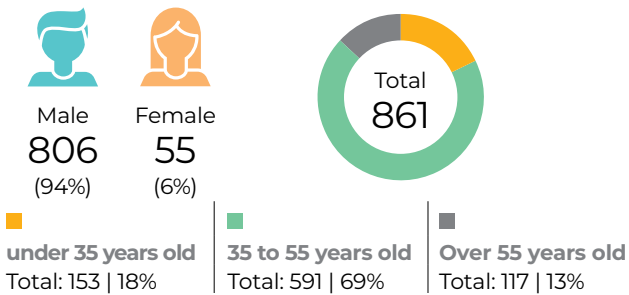
As a responsible and good corporate citizen, we empower our people to support the community. We believe we should care for the less fortunate and disadvantaged in our society through our various donations, sponsorships and voluntary work. Through this, we also improve our reputation as a good corporate citizen, who takes corporate social responsibilities seriously.

## SGX CORE ESG METRICS (SOCIAL)

Topics: Gender diversity / age-based diversity / employment

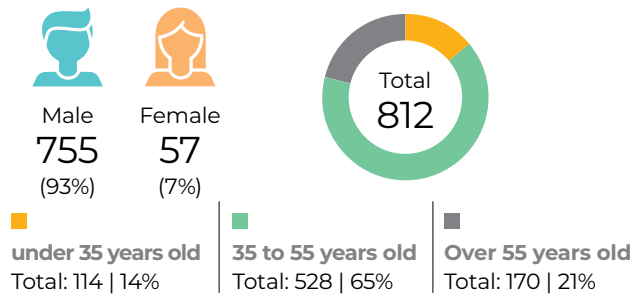
### FY2022

Current by gender and age groups

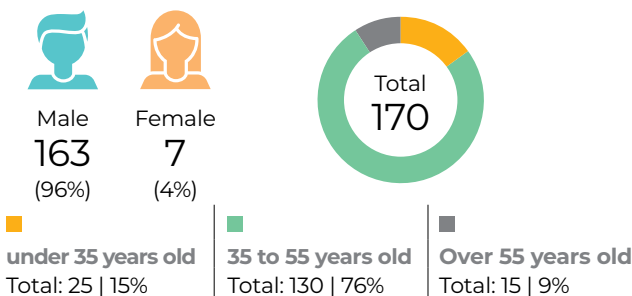


### FY2021

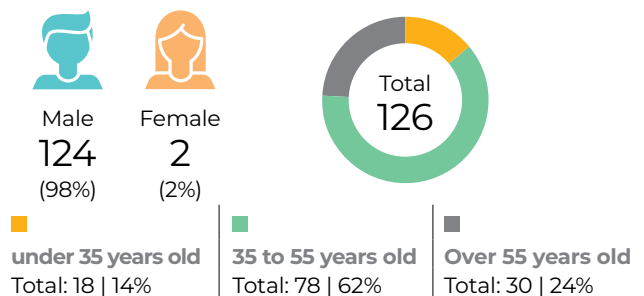
Current by gender and age groups



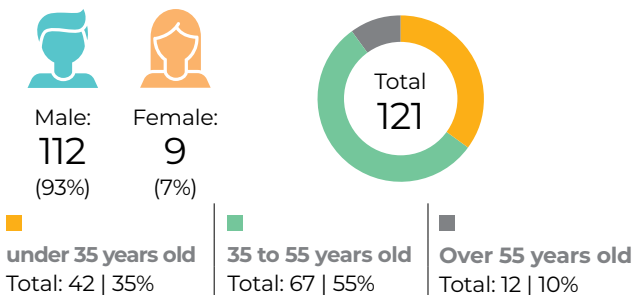
New hires by gender and age groups



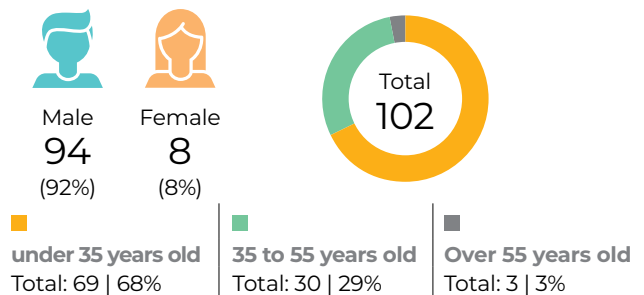
New hires by gender and age groups



Turnover by gender and age groups









Turnover by gender and age groups



SOCIAL

EMPOWERING PEOPLE AND THE COMMUNITY

Topic	Metric	FY2022		FY2021	
<b>Development &amp; Training</b> 	• Average training hours per employee	7.8 hours		7.1 hours	
	• Average training hours per employee by gender	 Male 8.0 hours	 Female 4.0 hours	 Male 7.4 hours	 Female 2.7 hours
<b>Occupational Health &amp; Safety</b> 	• Fatalities	-		-	
	• High-consequence injuries (i.e. injury that results in a fatality from which the worker cannot recover fully to pre-injury health status within 6 months)	1 (also a recordable injury case as below)		-	
	• Recordable injuries	1		2	
	• Recordable work-related ill health cases	-		-	



OKP's project team with clients from the Public Utilities Board.



## FEATURE

# FACTORY VISIT TO JAPAN



A team led by Executive Director Mr Oh Enc Nam went on a factory visit to Japan.

The Group has been sending its employees on overseas trips to gain technical knowledge and acquire new expertise under its overseas industry immersion programme.

Since 2015, our organisation had organised six overseas industry immersion programmes, including one trip in 2022.

From 27 August 2022 to 3 September 2022, a team from wholly-owned subsidiary corporation, Eng Lam Contractors Co (Pte) Ltd (EL), went on a factory visit to Fukuoka, Japan.

The main purpose of the trip was to witness the Factory Acceptance Test for the newly purchased 2700-mm diameter pipe jacking machine from Iseki, Japan. The machine will be used for the Deep Tunnel Sewerage System contract at Commonwealth Avenue West/ Clementi Avenue 2.

The six-person team comprises Executive Director Mr Oh Enc Nam, a senior contracts manager (sewer), two senior project managers, a senior contracts manager and a chief quantity surveyor. The pipe jacking machine was delivered to Singapore in November 2022.

### ACQUIRING TECHNICAL KNOWLEDGE

During the trip, the design of the machine was explained. According to EL senior project manager Mr Liew Kooi Yong:

**“The information is very useful as we get to learn the concept of their design for our application. During the factory inspection, the machine was assembled on the ground for us to witness the actual operation of the machine, and all functions were explained. We also witnessed the Japanese working environment and culture, where they prioritise the quality of work, safety, and a good housekeeping system. This can be seen from the safety requirements to enter the factory, the demarcation of the work zone within the factory as well as the system for their materials and equipment storage within the factory area.”**



Another EL senior project manager Mr Vincent Teo highlighted:

**“The designer of the machine supplier, Iseki, explained the design of the pipe jacking machine to us. We also witnessed the machine assembly on ground, which enabled us to observe closely all the machine functions. The information obtained will be very helpful in understanding the machine workability so that we can use the information during our actual application at the site. We also witnessed the Japanese culture in their work environment. We saw the innovative personal protection equipment worn by Iseki’s workers at the factory. This shows their priority in ensuring safety within the construction industry. Perhaps, we can learn a thing or two from our Japanese counterparts.”**



Other past overseas industry immersion programmes included one trip in 2019 to Fukuoka in Japan, two trips in 2017 to South Korea, and two trips in 2015, which comprised one trip to Ipoh in Malaysia, and sending several batches of project engineers on trips to Jakarta in Indonesia. The teams acquired considerable knowledge on advanced technologies and best practices, which will be an advantage in enhancing our organisation’s skills and expertise.

## SOCIAL

## OUR PEOPLE

## ACKNOWLEDGING OUR KEY ASSETS

The Group is fully aware that one of its key assets is its people as they play a significant role in supporting OKP to realise its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond. Despite facing many obstacles during the ups and downs of our business cycle, our employees have put in immense efforts to support the organisation in attaining its business goals. This is clearly demonstrated during the Covid-19 pandemic when the workforce showed resilience and fortitude in overcoming numerous restrictions.

To strengthen the Group for tough times, we motivate our team to work in sync and to upgrade their professional skills constantly. We aim to develop a top-quality, capable and strong team, who can manage and respond effectively to difficult business situations.

At OKP, we focus on our guiding principle which is our commitment to our employees to provide a safe working environment, training and advancement in their respective fields, and fair and equitable compensation and benefits that reward their productivity.

Our workforce comprises corporate executives, administrative support employees, project managers, civil engineers, site supervisors and general construction workers. They originate from diverse backgrounds and nationalities including China, Taiwan, Malaysia, India, Myanmar, Philippines, Thailand and Bangladesh. With such diverse and wide-ranging backgrounds, the Group's management must instil common goals and core values to create a cohesive and effective team. Thus, a result-oriented recruitment, training and development strategy is pivotal in ensuring our organisation's long-term business success and financial stability.

## DEVELOPING AND ORIENTING OUR TALENT POOL

In order to achieve its business goals and to attain sustainable revenues and profits, OKP is dedicated to growing its talent pool. To sustain a proficient team for our business requirements and to move ahead of the competition, the Group focuses on hiring and fostering a competent team who can plan, manage and implement the various projects and to a high standard.

To attract and recruit the right team of people with the right skillsets and work experience to execute its business strategies, OKP has set up a human resources strategy and programme for all staff. The Group identifies with its people's aspirations, motivates them to perform to the best of their capabilities and supports them in rising through the ranks.

To enable the new hires to familiarise themselves speedily with the company's culture and environment, the Group has implemented a tried-and-tested staff orientation programme, which assists them to understand its policies, and ethical and safety standards. Our employee orientation policy seeks to integrate newcomers by informing them of the company's core values and benchmarks so that they can adapt easily to our organisation's way of working internally and externally with various stakeholders.

By following this method, fresh recruits can start to make immediate contributions on joining OKP. From our past experience, we can see clearly that an excellent orientation programme makes an impact in terms of staff retention, after observing that new recruits generally decide to remain in our organisation within the first six months of their employment.



Senior project director Mr Michael Thien Vun Fah receiving his 25-year long service award from Group Chairman Mr Or Kim Peow.

## NURTURING OUR PEOPLE

The Group seeks to be an employer of choice, and makes it a priority to draw, nurture and keep capable and qualified staff so as to grow a strong and reliable team. Indeed, we aim to develop our people to their fullest potential so that they can help our organisation to achieve durable and stable growth in the short term as well as long term. We focus on staff learning and training to equip them with the required technical knowledge and skillsets to meet the demands of their jobs effectively.

We set up a training needs analysis to identify learning gaps in our current employees' knowledge, skills and attitudes. Only employees who have the right knowledge, skills and attitudes are selected for the project teams while those who do not meet the criteria will be sent for training before being assigned to the various projects. The training plan includes courses such as construction safety for project manager, risk management, and safety orientation for construction workers. This continuous training will equip our workforce with important abilities and skills so that they can improve their technical and functional capabilities for OKP's current and future business requirements.



At OKP, we seek to develop our people's talents to their fullest potential so that they can grow their careers within the organisation. We do this by providing our workforce with various opportunities for professional and personal growth such as participating in local and overseas industry immersion programmes. Through such opportunities, they can find job satisfaction and enjoy the benefits of working in a progressive organisation.

Our human resources management policy sets out a distinct career path for each individual staff member, a competency framework for each job level, and a performance system linking individual contributions, business objectives and rewards to performance. Since 2016, the Group signed "The Pledge for a Better Built Environment Workplace" developed by the Building and Construction Authority (BCA) and Construction Industry Joint Council. In signing the Pledge, we have shown our commitment to the adoption of good human resources practices based on the following key human resources principles: Performance management, Recruitment and on-boarding, Staff engagement, Remuneration, rewards and benefits, and Wellness and support.

## PROVIDING SPONSORSHIPS AND SCHOLARSHIPS



Construction manager Mr Peter Loh Chin Seng receiving his 20-year long service award from Group Chairman Mr Or Kim Peow.

To attract the right talent for the right job for the future, the Group has been offering educational scholarships, sponsorships and internships to students, who may be OKP's potential recruits in the years ahead. In recent years, we have taken part in the BCA-Industry Environment Undergraduate Sponsorship/Scholarship programme, which has resulted in drawing young and new talents into the company.

In 2021, the Group had offered four internships under this programme to students pursuing the Bachelor of Civil Engineering degree at the University of Newcastle, Australia. These students who graduated have since joined the Group as full-time employees.

Since 2012, OKP had provided a total of six scholarships and sponsored 13 individuals for diploma, undergraduate and master courses.

## SUPPORTING LOCAL AND OVERSEAS INDUSTRY IMMERSION PROGRAMME

Under OKP's overseas industry immersion programme, the Group has been sending its workforce on overseas trips to gain further technical knowledge and acquire new skillsets.

In 2022, the overseas industry immersion programme resumed after the Covid-19 pandemic with one overseas trip. A team from OKP went on a factory visit to Fukuoka, Japan from 27 August to 3 September 2022, a repeat of a similar trip in 2019. Since 2015, OKP had organised six overseas industry immersion programmes including the 2022 trip. These included one trip in 2019 to Fukuoka in Japan, two trips in 2017 to South Korea, and two trips in 2015, which comprised one trip to Ipoh in Malaysia, and sending several batches of project engineers on trips to Jakarta in Indonesia. The teams acquired considerable knowledge on advanced technologies and best practices.

Some employees and senior management also made it a point to update their knowledge by attending advanced management programmes, study trips, conferences and exhibitions.

On 2 September 2022, Group Managing Director Mr Or Toh Wat supported the Land Transport Authority's Promotion of Singapore Land Transport Projects for Specialist Contractors in Seoul, South Korea. In 2022, our representative attended the SID Directors Conference 2022 – Directors in a 4D World – Digital, Decentralised, Decarbonised, Diverse on 15 September 2022. All directors also attended Environmental, Social and Governance Essentials (Core) training conducted by the Singapore Institute of Directors in 2022.



Group Managing Director Mr Or Toh Wat (top row, fourth from the right), attended the LTA Promotion of Singapore Land Transport Projects for specialist contractors in Seoul, Korea in September 2022.

## SOCIAL

## OUR PEOPLE

Group Managing Director Mr Or Toh Wat also participated in the Construction and Facilities Management Prospects Dialogue 2021, which was organised by the BCA on 25 March 2021. Some of the directors also attended "SID Directors Virtual Conference 2021 – Asia's Renaissance The New Era of Recovery and Reopening" conducted by the Singapore Institute of Directors.

In 2019, Group Managing Director Mr Or Toh Wat attended the BAUMA Construction Trade Expo in Munich, Germany. He and a project engineer also made a similar trip to the same event in 2016. In 2017, some staff attended the Stanford Centre for Integrated Facility Engineering (CIFE)-BCA Advanced Management Programme 2017: Virtual Design and Construction in the United States of America (USA), and participated in a Joint BCA-GeoSS study trip to Germany and Spain. In addition, two OKP directors attended the XXI World Congress on Safety and Health at Work 2017 in Singapore. Five staff attended the Singapore International Transport Congress and Exhibition 2016.

Executive Director Mr Or Lay Huat Daniel attended the Certificate in Imperial College London-BCA Executive Development Programme on DfMA and IDD Leadership in March 2018 while Group Managing Director Mr Or Toh Wat attended the same programme in November 2018. In 2015, Mr Or Toh Wat attended the Stanford Virtual Design and Construction Leadership Programme in USA organised by the Stanford University's CIFE and BCA.

Under the BCA's local industry immersion trips to other contractors, a team of OKP engineers visited a local contractor's site on 16 September 2017 to learn about construction methods for building Punggol Bridge across Sungei Serangoon.

### SAFEGUARDING OCCUPATIONAL HEALTH AND SAFETY

The Group's guiding principle is to provide a safe working environment for its workforce at the construction sites. Thus, to guarantee good safety standards, OKP seeks to foster sound work safety and environmental awareness at all its worksites. We implement strict safety management measures throughout the various stages of the projects, beginning at the project management stage, during the construction and site management stages until the successful completion of the projects.

To keep up-to-date of the industry practices and technologies; Quality, Environment, Health and Safety (QEHS) employees are encouraged to attend relevant seminars and external training organised by professional boards. This knowledge helps our organisation to manage QEHS more efficiently.

As a trustworthy contractor in transport infrastructure and civil engineering, the Group not only complies with all relevant legislative and regulatory requirements to safeguard workplace safety, environmental protection, and the welfare of all employees, we are committed in doing more to protect our people. For example, engineers and construction managers, together with our QEHS personnel, regularly brainstorm on the safest method of construction,

which is aimed at controlling if not eliminating hazards right from the beginning of the project.

The Group also promotes a healthy and safe working environment for the employees of its subcontractors and partners. We work meticulously with them to make sure that they pledge to work together to improve safety and environmental standards. A safe construction site not only lessens unnecessary risks in a project but also advances workforce morale and enhances client satisfaction levels. It is OKP's policy that all incidents are reported immediately, and not only those that resulted in actual injuries. We emphasise this process to all our supervisors and workforce so that we can learn from and rectify past mistakes as well as achieve our vision of zero injuries.

One of OKP's aims is to deter staff from being absent from work without a legitimate reason. Absenteeism from work affects costs, and shows a low level of job satisfaction and a lack of commitment to the company. Furthermore, absenteeism leads to backlogs and pile-up of work, thus causing work delay. To reach a low level of absenteeism among its workforce, the Group has put measures in place to create a positive working environment, which can support our employees to perform well at work with the right guidance and mentoring.

Since 2006, OKP has been receiving numerous safety awards in recognition of its high standard of health management and safety awareness at its various worksites. In total, the Group has won 32 safety awards, 10 green and gracious awards, one construction environment award and one Eco-Office certification.

In 2022, the Group received a bumper number of 10 awards – seven for safety, two for green and gracious and one Eco-Office certification. They are as follows:

- Or Kim Peow Contractors (Pte) Ltd (OKPC) was granted a Royal Society for the Prevention of Accidents (RoSPA) Health & Safety Gold Award and wholly-owned subsidiary corporation Eng Lam Contractors Co (Pte) Ltd (EL) was granted a RoSPA Health & Safety Silver Award by the British accident prevention organisation;
- OKPC and EL had been certified as a bizSAFE Level Star till 25 August 2025 by the Workplace Safety and Health (WSH) Council;
- EL received a Certificate of Commendation by the WSH Council for improvements to roadside drain Contract E5;
- OKPC and EL received the British Safety Council's International Safety Awards 2022 (Distinction) for the Walk2Ride Programme (Mackenzie Road) project (ER443) and commuter and road infrastructure works in Pasir Ris and Loyang project (DE143) respectively;
- OKPC achieved the Champion Award in the Eco-Office certification for two years for doing its part in environmental sustainability from the Singapore Environment Council; and
- OKPC and EL had been conferred the BCA Green and Gracious Builder (Excellent) Award.

In 2021, the Group received three safety awards, two from the Public Utilities Board (PUB) and one from the



Jurong Town Corporation (JTC). For the PUB awards, EL received two Project Safety Recognition Awards – one for drainage improvement to Sungei Tampines project, and the other for improvement to roadside drains and watermain replacement works under the Estate Upgrading Programme batch 9 – contract 1 project. For the JTC Construction Safety Award, it received a Special Mention award for the construction of new infrastructure at Tukang Estate project.



Representatives from the Singapore Police Force giving a crime prevention talk onsite.

## ENFORCING ETHICAL PRACTICES

The Group highlights to all staff that they must adhere and abide by ethical practices thoroughly and without compromise. This practice is particularly important as all our workforce may come from different countries and backgrounds with varying perspectives and accepted cultural practices.

At OKP, we hold strong views on anti-corruption and have zero tolerance towards bribery and corrupt practices. We make sure that our employees understand and follow the relevant anti-corruption legislations strictly. We provide our staff with guidelines on how to declare and comply with our internal policies when giving or receiving gifts or dealing with entertainment, sponsorships and charitable contributions during the course of their work. During the past year, the Group did not receive any report on incidents of corruption within the company.

## BEING PEOPLE-CENTRIC

To fulfil our mission to be the first and preferred civil engineering contractor for various industries in Singapore and beyond, we focus on being a people-centric company. This is because we rely on the efficient and steady performance of our workforce to attain our business goals and gain financial profitability to build a strong and sustainable company for the present and the future.

We have established a review-and-feedback process, which has proven to be useful and efficient in gathering our employees' concerns and addressing their issues. We organise regular dialogue sessions so that management and supervisory staff can work together with the administrative and support employees and construction workers in planning and implementing projects successfully.

As the Group aims to be an exemplary employer, we treat all staff with dignity and respect by ensuring they receive fair treatment. We abide by all labour laws and guidelines that ensure fair employment practices. We recruit, promote and train staff based on their merit and performance, and do not discriminate based on their gender, nationality, race or religion.

In particular, OKP takes good care of its migrant workers, the majority of whom comes from South Asia. We have put in place measures to ensure that the welfare of the workers is handled effectively. These steps include a conducive rest area in the worksite and favourable dormitory living conditions. In addition, the Group also looks into its employees' emotional and psychological health, particularly during the Covid-19 pandemic when these workers had not been able to visit their families back home. We had conducted an anxiety survey assessment to help us understand their mental health status. The assessment results revealed that most of the workers were graded as healthy or with mild anxiety, and only a few were graded severe.

Further to feedback on the need for more gatherings, OKP celebrated International Migrants Day by permitting workers to be released from work earlier. Besides catering for food based on the ethnic groups of the migrant workers, goodie bags were given as a token of appreciation.

During the Covid-19 pandemic, workers' dormitories were disinfected regularly and we arranged for medical staff from Martin Medical Centre to conduct polymerase chain reaction tests at our premises. We also engaged Kent Ridge Health to ensure our workforce are given the best medical services.

The Group also fulfils its obligations as a good corporate citizen in supporting national defence by facilitating and supporting attendance by our male employees of reservist training. Since 2008, OKP has been receiving awards from the government for its support of and contributions to Total Defence in Singapore.

As a people-oriented company, we prioritise the welfare of our workforce. Thus, the Group has many welfare initiatives such as our Annual Dinner, Chinese New Year lunch and regular luncheons. Our workforce enjoys other benefits such as medical benefits, transport allowance, subscriptions to relevant societies and various forms of insurance such as personal accident insurance and travel insurance. Besides maternity leave, OKP also provides paternity leave for its staff.



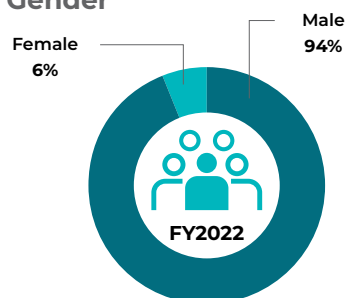
Group Managing Director Mr Or Toh Wat (sitting in centre) with project staff attended the Tunnelling and Underground Construction Society (Singapore) 25th Anniversary Dinner on 4 October 2022.

## SOCIAL

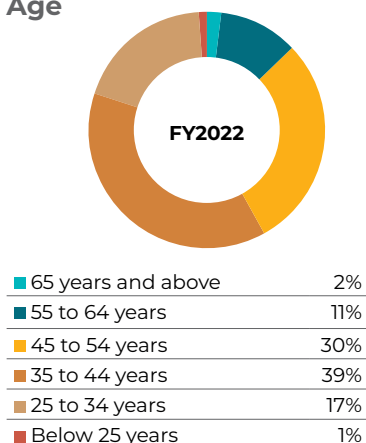
# OUR PEOPLE

### EMPLOYEE PROFILE

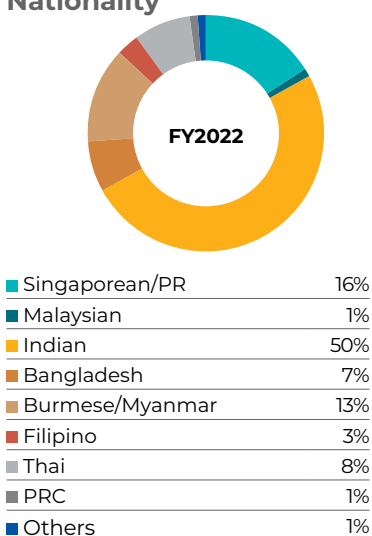
#### Gender



#### Age



#### Nationality



#### New Hires



**FY2022**  
170 Employees

	FY2022	FY2021	FY2020
<b>Function</b>			
Management & Supervisory (M&S)			
- Local	8%	7%	9%
- Foreign	4%	2%	4%
Finance & Administration (F&A)			
- Local	2%	2%	2%
- Foreign	1%	1%	1%
Site Operations (S&O)			
- Local	7%	10%	9%
- Foreign	78%	78%	75%
	100%	100%	100%

#### Years of Service

	FY2022	FY2021	FY2020
More than 15 years	16%	15%	12%
10 years to 14 years	14%	14%	17%
6 years to 9 years	17%	22%	22%
3 years to 5 years	16%	9%	13%
Less than 3 years	37%	40%	36%
	100%	100%	100%

#### Educational Qualification

	FY2022	FY2021	FY2020
Degree and Above	14%	15%	15%
Diploma & Equivalent	5%	6%	6%
"O" & "A" Level & Equivalent	2%	3%	3%
Trade Certificate & Equivalent	34%	33%	34%
Secondary School & Lower	45%	43%	42%
	100%	100%	100%

#### Gender

	FY2022	FY2021	FY2020
Male	94%	93%	92%
Female	6%	7%	8%
	100%	100%	100%

#### Age

	FY2022	FY2021	FY2020
65 years and above	2%	2%	2%
55 to 64 years	11%	12%	9%
45 to 54 years	30%	30%	30%
35 to 44 years	39%	35%	31%
25 to 34 years	17%	20%	27%
Below 25 years	1%	1%	1%
	100%	100%	100%

#### Nationality

	FY2022	FY2021	FY2020
Singaporean/PR	16%	18%	19%
Malaysian	1%	1%	1%
Indian	50%	47%	46%
Bangladeshi	7%	7%	6%
Burmese/Myanmar	13%	13%	13%
Filipino	3%	3%	3%
Thai	8%	10%	10%
PRC	1%	1%	1%
Others	1%	-	1%
	100%	100%	100%

#### New Hires

	FY2022	FY2021	FY2020
Number of employees	170	126	88

#### Footnote:

- 1 M&S – Directors, financial controller, managers, engineers and quantity surveyors
- 2 F&A – Administrators, clerks and account executives
- 3 S&O – Site supervisors, site clerks, site inspectors, foreman, machine operators, general workers and drivers, environmental control officers, public relations officers and land surveyors



## SOCIAL

## CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility (CSR) is extensively acknowledged as a good business practice. It is a business approach that contributes to sustainable development by offering economic, social and environmental benefits for all stakeholders, according to the Financial Times.

In Singapore and worldwide, companies are becoming more conscious that a focus on CSR activities can give a competitive advantage over others, who are of the view that CSR does not enhance their bottom-line. Many organisations which make CSR practices an important part of their operations, realise that implementing good CSR practices can bring about numerous benefits. These include building an excellent reputation and good morale among their staff, which results in higher productivity and stronger performance, thereby drawing more investors.

Many global business leaders have spoken about the importance of CSR in attaining their business aims. For example, Mr Travis Engen, Executive Chief Officer of Alcan, a Canadian mining company and aluminium manufacturer, said: "We know that the profitable growth of our company depends on the economic, environmental, and social sustainability of our communities across the world. And we know it is in our best interests to contribute to the sustainability of those communities."

Another global business leader, Ms Anita Roddick, the late founder of The Body Shop, highlighted: "The business of business should not be about money. It should be about responsibility. It should be about public good, not private greed."

Indeed, OKP seeks to be a respectable corporate citizen and therefore, we manage our business in a sustainable way that has a positive economic, social and environmental impact on our stakeholders and their environments. At OKP, we diligently apply best practices in all our business operations, which involves giving back to society, especially in offering assistance to the disadvantaged and deprived members of the community. The Group gives financial support through sponsorships and donations to various charitable organisations and causes. We also instil a spirit of volunteerism among our workforce so that they will volunteer their time and energies towards worthwhile causes. We also encourage our employees to participate in various fundraising activities and to be responsible and compassionate citizens.

## SUPPORTING VARIOUS CHARITIES AND COMMUNITY ORGANISATIONS

We contribute to the community by taking part in fundraising events and philanthropic outreach and through our annual Charities of the Year programme. In 2022, OKP contributed to seven organisations. Some of the new recipients included the Land Transport Authority-International Association of Public Transport Singapore Congress and Exhibition, Malay Youth Literary Association, and Promiseland Community Services Lifeblood Centre.

We provide financial support and help to the following charities and community organisations:

- Singapore Contractors Association (SCAL) - Singapore Business Federation (SBF) Foundation Compassion Fund to help the construction sector with temporary relief to ease financial difficulties of construction companies;
- Association of Small and Medium Enterprises (ASME) - SBF Foundation Compassion Fund for Migrant Workers to provide these workers with support and assistance;
- Building fund for the Singapore Buddhist Lodge;
- Relief, Singapore's leading independent disaster relief agency, for its Ground Zero Run for Humanity;
- Adventist Nursing & Rehabilitation Centre, a voluntary welfare organisation which provides physiotherapy and rehabilitation for victims of stroke and head and spinal injuries;
- Students Care Service which has four centres that are committed to serving children and youth in Singapore, enabling them to maximise their potential;

Ref: 2022011650  
Date: 25/07/2022

OKP HOLDINGS LIMITED  
30 TAGORE LANE  
Singapore 738484

Dear Sir/Madam,

Thank you for your gift and support.

On behalf of our beneficiaries, we would like to express our sincere appreciation for your organisation's generosity and kindness.

We are pleased to inform you that Auto-Inclusion Scheme (AIS) for donations is now extended to corporations for donation made from 1 January 2011, up from Year of Assessment 2012. This means that you do not need to make a claim for tax deduction when filing your tax return for donations made on or after 1 January 2011.

The details of your donations will be given to the Inland Revenue Authority of Singapore (IRAS) and the tax deduction granted will be reflected automatically in your tax bill.

We look forward to your organisation's continued support.

Yours Sincerely,

PERSATUAN PERUBATAN PEMUDA PENJAJI MELAYU  
(Malay Youth Literary Association)  
GENERAL FUND  
Blk 402 Block Reservoi Road  
#01-716  
Singapore 470605

Received from OKP HOLDINGS LIMITED 2022011650 on 20/06/2022 the amount of S\$8000.00 by GYRO being donation of Outright Cash.

SITI NUR ATIQAH BINTE ABDUL HADI HADI  
HONORARY TREASURER Receipt No: AMY1.002842

This receipt is for your retention. This donation is tax deductible and the deduction will be automatically included in your tax assessment as you have provided your Tax Reference number (eg NRIC/PIN/LEIN). You do not need to claim the deduction in your tax form.

Peratuan Perubatan Pemuda Penjaji Melayu (PPPM), Malay Youth Literary Association, Blk 402 Block Reservoi Road #01-716, Singapore 470605

**Promiseland Community Services**  
Every life has a promise

Eng Lam Contractors Co (Pte) Ltd

11-Aug-2022

Dear Eng Lam Contractors Co (Pte) Ltd,

Thank you so much for your very generous donation of \$600.00 received on 20-Jul-2022. This will help us to continue in our cause to provide assistance and timely help to the needy and unfortunate.

We are pleased to inform you that Auto-Inclusion Scheme (AIS) for donations is now extended to corporations for donation made from 1 January 2011, up from Year of Assessment 2012. This means that you do not need to make a claim for tax deduction when filing your tax return for donations made on or after 1 January 2011. The details of your donations will be given to the Inland Revenue Authority of Singapore (IRAS) and the tax deduction granted will be reflected automatically in your tax bill.

We look forward to your continued support.

With Kind Regards,  
Mr. Andy Tan  
Executive Director

(This is a computer generated letter. No signature is required.)

**DONATION RECEIPT - Keep for your records**

Organization: Eng Lam Contractors Co (Pte) Ltd  
Date Received: 20-Jul-2022  
Donation Amount: \$600.00  
Reference Number: SCB-C722840  
Receipt Number: PLO028380  
Donation Type: Tax deductible

No goods or services were provided in exchange for your contribution.

Blk 151 Bukit Batok St 11 #03-248 Singapore (650151) Tel: 6566 9570 Fax: 6560 3256

## SOCIAL

## CORPORATE SOCIAL RESPONSIBILITY

- Pasir Ris East Zone Community Club for its Marathon Ekiden Charity Run, which raises funds for its Community Development and Welfare Fund to sponsor bursary and good progress awards;
- Tampines Changkat Consultative Committee for its Festive Wishes Come True event, which fulfils wishes of underprivileged children;
- Tagore Business Association, a group formed to enhance Tagore Industrial Estate's business environment and promote the welfare of businesses, for its Tagore Award which serves to nurture, support and spur them towards achieving business excellence;
- Nanyang Technological University's Computer Science and Engineering Club for its overseas community projects;
- Chee Hoon Kog Moral Promotion Society, a charity which accepts non-paying residents recommended by the Ministry of Social and Family Development, Ministry of Health or through medical social workers of hospitals;
- Mouth and Foot Painting Artists Pte Ltd, an international for-profit association wholly-owned and run by disabled artists to help them meet their financial needs;
- World Children's Fund HK Ltd, a non-profit charitable organisation whose purpose is to facilitate caring and sharing of aid to needy and suffering children in crisis situations worldwide;



- The Singapore Association for the Deaf, which serves the deaf and hard-of-hearing community with a mission to assist them in achieving a better quality of life and enabling them to integrate and contribute to society;
- Playeum Ltd, a charitable centre which seeks to nurture the next generation of creators, innovators and thinkers, by engaging children and families in over 150 programmes through collaborations with museums, public institutions and creative practitioners;
- Halogen Foundation Singapore, a not-for-profit institution dedicated to youth leadership and entrepreneurship development, and Halogen Yellow Diamond Charity Gala Dinner;

- Singapore Red Cross, an independent humanitarian society which provides assistance in relief operations in times of disaster, and auxiliary health and welfare services to the sick, handicapped, aged and poor, and voluntary aid to the sick, wounded and prisoners in time of war;
- Singapore Children's Society's 1000 Enterprises for Children-in-need Project, that helps protect and nurture children and youths, particularly those who are abused or neglected, and those from dysfunctional families;
- Dyslexia Association of Singapore, a society with its team of psychologists and specialist teachers providing help to over 1,000 dyslexic children from more than 250 schools;
- Ang Mo Kio-Thye Hua Kwan hospital, a leading voluntary welfare organisation running a 200-bed hospital providing rehabilitation and geriatric care;
- Singapore Heart Foundation, which plays a proactive role in helping heart patients and their families and in equipping the community with information and skills for better heart care;
- Community Chest, the fundraising division of the National Council of Social Service that raises funds for the many charities supporting the disadvantaged in society;
- Disabled People's Association, a self-funded voluntary welfare organisation that helps people with disabilities to become contributing members of the society;
- Handicaps Welfare Association, an organisation run by people with disabilities for people with disabilities, which promotes self-help and provide mutual support among the disabled in Singapore;
- Kidney Dialysis Foundation, a non-profit charitable organisation providing subsidised dialysis treatment to patients with financial difficulties;
- Leukemia & Lymphoma Foundation that pays for all costs related to the treatment of leukemia, lymphoma and similar blood-related disorders in its patients;
- Teen Challenge Singapore, an organisation that provides counselling, drop-in facilities for youth, and residential care for teenage and adult drug and alcohol abusers;
- Yellow Ribbon Fund, a project to help rebuild lives of ex-offenders released from the various prisons and drug rehabilitation centres;
- Singapore Gymnastics, the national sports association for gymnastics, which raises funds for running its various gymnastics programmes;
- Casa Raudha Women Home, which aims to provide a temporary refuge for women and their children who have been the victims of injustice and domestic violence; and
- Caritas Singapore, the official social and community arm of the Catholic Church in Singapore, and the umbrella body for 27 Catholic charities and organisations whose work has touched the lives of many people.

The Group also sponsored activities organised by various organisations such as schools, religious and grassroots organisations, and the Community Development Council.

We also sponsored numerous fundraising golf tournaments such as those for the Pertapis Education and Welfare Centre, Tentera Diraja Mosque, National University of Singapore's Building & Estate Management Alumni, Land Transport Authority, Tunnelling and Underground Construction Society (Singapore), and Ngee Soon Group Representation Constituency. In addition, OKP also sponsored the People's Association Community Centres/ Clubs Building Fund, and the Singapore Institute of Building Limited's movie event.



## SOCIAL

# SAFETY AND ENVIRONMENTAL AWARENESS

## DEVELOPING A SAFE AND GREEN CULTURE

As a reliable business in transport infrastructure construction and civil engineering, the Group is diligent in complying with all relevant legislative and regulatory requirements to enhance workplace safety, environmental protection and the welfare of all staff.

Our priority is to ensure that all employees, contractors and subcontractors on our premises are skilled, well-equipped and trained to work safely. One of our guiding principles to our workforce is our promise to provide them with a safe accident-free working environment, thus enabling them to go home safely after work. This commitment covers our contractors, subcontractors and others, who come to work at our premises and worksites.

In the planning and operation of OKP's business, we need to instil a company-wide culture of high safety standards and excellent environmental awareness. Therefore, our organisation has established a Quality Environmental, Health and Safety (QEHS) policy to be implemented across the Group.

Two key items in this policy are our top management's authorisation to ensure QEHS effectiveness, and its commitment to providing sufficient and adequate resources to support staff at the workplace. These factors will increase the chances of ensuring an efficient management system. The organisation understands the importance of communicating the policy, so this policy is translated to various languages for multinational migrant workmen in the workplace so that they are fully aware of and understand the policy.



*Reviewing risk assessment with client during a safety time-out session.*

Senior management has led by example. Since late 2015, the management team are very actively involved in the QEHS Action Committee meetings, where site

safety goals are discussed and instituted in sync with mid-management employees, who are familiar with on-the-ground site operations. They also gather feedback first-hand, enabling them to understand the needs and challenges faced by the onsite project site teams.

The Group's leaders also walk the talk by inspecting work sites regularly to speak to the workers on health and safety difficulties they may face. These unannounced site visits are an excellent yardstick for senior management to assess whether the health and safety objectives, activities and assigned personnel set up in the QEHS programmes are effective. Observing how senior management are involved in working on and solving QEHS matters reassures the ground employees that OKP is serious in shaping a strong safety culture in the organisation.



*Senior management at safety time-out onsite.*

In addition, senior management, managers, engineers, supervisors and workers are all represented in the monthly safety committee meetings, where health and safety policies and goals setting are discussed, established, monitored and adjusted collectively as a team. This ensures that everyone in the team is working together to build the Group's safety culture and environment. Monthly QEHS dialogue sessions are also held, where non-managerial employees are invited to give feedback and to chat with senior management in an informal setting or one-to-one coffee sessions in a cafe.

Another feedback channel is a feedback box placed in strategic locations at the worksites with writing materials and forms provided. Other feedback platforms include a whistle blower contact number where our staff can share their concerns. The valuable bottom-up information gathering through these channels is part of the process in developing QEHS objectives and targets from all parties.

## SOCIAL

## SAFETY AND ENVIRONMENTAL AWARENESS

## ENSURING A VISION ZERO ENVIRONMENT

At OKP, we have established a policy to ensure a minimal risk work environment as it aims to minimise any injuries, loss of lives, damage to properties and pollution to the environment. Our objective is to have vision zero in relation to injuries, work-related illnesses and environmental impact at all our workplaces.

Setting vision zero as a goal is about adopting a positive mindset that practises zero injuries and zero environmental damage, and not just about focusing on achieving a numerical target of zero injuries or environmental harm. By applying high safety standards and strict environmental control measures, the Group is developing a conducive environment for everyone from senior management to the workers to contribute whole-heartedly towards achieving vision zero.

We emphasise workplace safety, health and environmental protection at every phase of the project cycle from conceptualisation to the construction and management stages. This approach ensures that all potential risks are identified speedily, thereby minimising or deterring hazards downstream. By identifying and directing our resources to tackle potential risks, we aim to lessen incident rates and additional accident-linked costs.

The Group also adopts a qualitative risk assessment process. The risk register, project risk assessment, and method statement and risk assessment, are based on the use of a risk rating matrix that subjectively rates the consequence of a risk event happening against the likelihood of that consequence happening. The process aims to change the possibility of a risk occurring, and identify the current and additional controls needed to manage the risk to an appropriate level. It covers activities of all staff with access to the workplaces under OKP's control, including subcontractors and visitors, and the condition of all facilities.



Senior project director conducting a safety time-out session to ensure safe working at height.

The project manager is responsible for ensuring adequate resources are available and sufficient, based on what is agreed in the risk assessment. These resources include manpower, machineries, materials and time required to implement the works in a safe manner. Risk assessment team leaders and risk management champions are appointed. They must be trained and must pass risk management courses conducted by accredited trainers under the Risk Management Code of Practice. They brief the workers on the methodologies of the work activities so that everyone contributes, and are responsible for executing the required actions.

A method statement and risk assessment audit team comprising a project manager, engineer, supervisor and safety personnel, conducts an audit on the ground to ensure that what had been approved in the risk assessment are implemented onsite. If there is any deviation, an action plan will be initiated. The project safety staff keeps a record of project risks in a register to monitor the expiry, validity and relevancy of the risk assessments. This process provides input for determining facilities, training needs or development of operational control measures, and monitoring of required actions to ensure effectiveness.

## MAINTAINING HIGH STANDARDS

To uphold high standards of QEHS performance, the management team takes QEHS responsibility as an important factor in the way it conducts business with stakeholders such as staff, clients, subcontractors and suppliers.

The Group addresses this responsibility by adopting bizSAFE, which is the Workplace Safety and Health (WSH) Council's five-step programme to assist companies advance their safety and health capabilities to attain high standards at the workplace.

Since 2014, OKP has appointed only contractors and vendors with bizSAFE level 4 and above for all its projects. Both our wholly-owned subsidiary corporations, Or Kim Peow Contractors (Pte) Ltd (OKPC) and Eng Lam Contractors Co (Pte) Ltd (EL), have renewed their WSH Council's bizSAFE STAR status till 25 August 2025. This is the highest level awarded to enterprises for their commitment to maintaining a good risk management and workplace safety system. As a selected partner, a company is recognised as one that has influencing power in its business value chain. Thus, the Group plays a key role in influencing and motivating our business partners to work safely as well as integrate bizSAFE as part of our procurement requirements.



In addition, OKPC achieved the Champion Award in the Eco-Office certification for two years for doing its part in environmental sustainability from the Singapore Environment Council. This is the first step in moving the company towards sustainable construction.



Operations director presenting an award to a model safety worker.

To stay ahead in this competitive industry, we regularly update our QEHS Management System. By doing so, we enhance our workplace safety and health standards as well as fine-tune our operational procedures, thus developing our overall efficiency. The Group's integrated management system had been implemented according to various ISO requirements. Maintaining our certification by SOCOTEC Certification Singapore Pte Ltd, an accredited certification body by Singapore Accreditation Council, affirms that our organisation has a robust system and strong commitment in ensuring quality, environmental, safety and occupational health standards. Re-certification audit for ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards was conducted by SOCOTEC Certification Singapore Pte Ltd on 5 and 6 July 2022.

## WINNING RECOGNITION AND ACCOLADES

The Group's achievements in QEHS have been well acknowledged. It has received numerous accolades for its good workplace health management and occupational safety focus. Since 2006, OKP has been receiving numerous safety awards in recognition of its high standard of health management and safety awareness at its various worksites. To date, the Group has won 32 safety awards, 10 green and gracious awards, one construction environment award and one Eco-Office certification.

In 2022, the Group received a record number of 10 accolades – seven for safety, two for green and gracious and one Eco-Office certification. They include:

- Two safety awards were granted by a British accident prevention organisation, a Royal Society for the Prevention of Accidents (RoSPA) Health & Safety Gold Award for OKPC and a RoSPA Health & Safety Silver Award for EL;

- EL received a Certificate of Commendation by the WSH Council for improvements to roadside drain Contract E5;
- OKPC and EL received the British Safety Council's International Safety Awards 2022 (Distinction) for the Walk2Ride Programme (Mackenzie Road) project (ER443) and commuter and road infrastructure works in Pasir Ris and Loyang project (DE143) respectively; and
- OKPC and EL had also been certified as a bizSAFE Level Star till 25 August 2025 by the WSH Council.



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In 2020, EL received two safety awards, both from the PUB. The first accolade was a Project Safety Recognition Award for its safety record for proposed sewers in Lim Chu Kang Area (contract 2). The second award was a Safety Recognition Award for its safety record for the Deep Tunnel Sewerage System project.

Another award received by the Group is the Green and Gracious Builders Award conferred by the Building and Construction Authority (BCA) since May 2012. The award was introduced to raise the environmental consciousness and professionalism of builders. It is also a benchmark of a builder's corporate social responsibility to the environment and the public. It also sets standards for gracious practices, which improves the image of builders and the construction industry, particularly in neighbourhoods affected by construction activities. In 2022, OKPC and EL were conferred the BCA Green and Gracious Builder (Excellent) Awards.

## SOCIAL

## SAFETY AND ENVIRONMENTAL AWARENESS

## UPHOLDING QEHS SUSTAINABILITY

The Group faces many obstacles in upholding the high standards of its QEHS Management System in today's frequently evolving environment. We have taken many steps to make sure that our work practices are environmentally-friendly, and protect the safety and welfare of our workforce at our premises at all times.

First, our organisation regularly updates its legal register so that it is up-to-date on all applicable legal requirements. By doing so, OKP would be able to keep up with changes and proposed legislations. The legal register also ensures that the Group is fully cognisant of and understands the implications of core legislations that impact its operations. This ensures that we stay compliant with local regulatory requirements and international standards.

For example, OKP has set up a systematic way to identify and monitor all relevant statutory duties under the law. To keep track of its workers' relevant statutory duties, the Group sends those with statutory duties for relevant courses to equip them with the latest knowledge. To keep abreast of the latest statutory duty changes and updates in Singapore, we have engaged Anzen Management Consultancy Pte Ltd., which sends the most updated legal requirements to OKP on a quarterly basis. These changes are updated in our statutory duties matrix and communicated to all in our monthly QEHS committee meetings. In addition, our organisation has also engaged external auditors to help in monitoring statutory duties compliance.

In addition to the documentation review, the auditors interviewed employees with statutory duties such as lifting supervisor, riggers and signallers. The auditors' recommendations will be implemented speedily and measures will be instituted to prevent recurrence. On a daily basis, QEHS practitioners carry out inspections to ensure that workers with statutory duties are well deployed onsite. No one is allowed to carry out these duties if they are not licensed or appointed to do so.

When recruiting new hires and collaborating with partners, we evaluate their QEHS experience and track record. Our capability to draw, develop and keep qualified staff, consultants and subcontractors with good QEHS track records, has immensely improved OKP's success and sustainability.

The Group has established Business Continuity Plans for better management during unpredictable times and crises such as haze, monsoon rains, and disease outbreaks. It has put in place risk assessments to ensure that the business functions and operations can continue without compromising our workers' safety and health.

## PROMOTING A SAFETY CULTURE

At OKP, we are fully aware that promoting a robust safety culture will ensure safe behaviour among co-workers, resulting in an injury-free and safe workplace. We put in great efforts to develop and implement a progressive QEHS culture in our organisation. For example, the Group has organised safety campaigns for all its workforce. Monthly project-level cross audits are implemented to provide a "third eye" to address shortfalls in the existing QEHS system and practices. External audits include ISO45001, ISO14001, ISO9001, risk management audit and yearly corporate audit.

Through the decades, our comprehensive construction safety programme has been reviewed and refined. This programme includes having a good subcontractor and supplier selection and approval process, which shortlists companies with excellent safety track records.

The Group instituted Behavioural Based Safety programmes at our worksites, which focuses on the workers' behaviour as the source of most work-related injuries and illnesses. By conducting reviews of current work practices, collating data from interviews and observations, trained observers would identify the main cause of the respective group's or worker's unsafe behaviour. Safe or model behaviours would be developed to help the respective group or worker, thus enhancing the workers' welfare and performance and attitudes towards safety.

At OKP, we also continuously involve all employees on the corporate safety promotion programmes to nurture safety awareness at all organisational levels and strengthen its goal to make employees' safety a top priority. Safety promotional activities included the Your Hands are Important safety campaign, Dengue Prevention campaign (jointly conducted with the Land Transport Authority and National Environment Agency), monthly mass safety talks and regular incentives for staff with excellent safety performance/behaviour. To acknowledge the workforce for displaying exemplary behaviour and safe work practices, our organisation identifies each month a safety conscious worker, who will be rewarded with NTUC vouchers as a token of appreciation.



*Giving vouchers to a worker for displaying exemplary behaviour and safe work practices.*



We continue to develop a systematic way of checking the safety performance and knowledge of our workforce. All employees carry a personnel safety card that records types of safety training each has attended and safety infringement committed. Workers with poor safety knowledge and records would be identified by their supervisors and recommended for further training and would also be closely monitored.

The Group has printed its own safety handbook, which contains the “dos and don’ts” to assist the workers in understanding house safety rules and regulations, and procedures for doing work safely. We also publish Safety Alerts and a Safety Bulletin to share valuable information on local and international safety-related matters.

Emergency drills are conducted regularly at all our worksites to fortify emergency preparedness in handling any potential incidents such as fires, chemical spillages and fall-from-height incidents. The Group conducts coordinated joint exercises such as rescue drills at its worksites with external agencies such as the Singapore Civil Defence Force.



*Emergency drill with the Singapore Civil Defence Force.*

In addition, several communication channels are used to ensure the workforce understands and adheres strictly to all safety measures. These include meetings, banners, QEHS bulletin boards, emails, posters, alerts, luncheon sessions, trainings, intranet, feedback forms, and risk assessment briefings. They are made available in various languages to ensure clear communication.

## EMBRACING TECHNOLOGY AND INNOVATION

Understanding that the impact and advantages of technology on our business today is critical for business success, the Group has been adopting technology and innovation to enable OKP to be more productive and efficient.

Digitising our Permit to Work (PTW) System by using apps developed specially for our business, has helped us in reducing time and paper wastage. The Group and its subcontractors now apply for permits using their mobile devices and are notified when actions are required. Safety officers can conduct safety inspections and validate PTW at once while remedial actions are also easy to check and monitor. The project managers can also monitor all PTWs’ status in real time. As all PTW data and photos are saved on the cloud-based server, it can be checked anytime by retrieving from the cloud platform.

The whole PTW process is also easy to monitor on dashboards, which are accessible on desktops and mobile devices. PDF versions of the PTW reports are also created speedily and archived in the system. Thus, the mobile app is quick and easy to use, and saves time. This has immensely enhanced productivity and efficiency for the Group.

We also tap the expertise of our staff in integrating technology and innovation in delivering work activities safely and efficiently. For example, our tech-savvy engineers initiated the tapping of machineries to replace human involvement in intensive work activities, thus reducing human errors and injuries. Another example is the efficient deployment of cone-laying machines to replace labour-intensive laying of cones for up to hundreds of metres by workers, who are often exposed to oncoming traffic with the risk of accidents happening.

Other operational innovations include upgrading lorry crane with a stabiliser control to reduce any chance of crane collapse. Once a crane starts to tilt due to overloading on uneven or tilted ground, a stabiliser control system will cut off the lifting activity. We also innovate motorised noise barriers to replace conventional manual and labour-intensive shifting of portable noise barriers. Having motorised noise barriers will encourage workers to shift noise barrier alongside with the mobile equipment such as road paving machines.

The above examples are some operational innovations, which enhance the effectiveness of planning and delivering of the Safety Management System. The rewarding part of the above innovations is in helping the project team to improve workplace safety. More significantly, it is building and integrating a culture of adopting technology into our operations and business.

## ENHANCING QEHS TRAINING AND COMPETENCY

Our staff plays an important part in the successful implementation of our workplace safety and health management system. As such, the Group has produced

## SOCIAL

## SAFETY AND ENVIRONMENTAL AWARENESS

a corporate health and safety induction package, which contains the latest health and safety rules and practices.

We educate and motivate our workers at all levels, equipping them for the challenging construction environment through programmes offered by the Ministry of Manpower-approved training centres. It is compulsory for all management employees and engineers to participate in safety courses such as the construction safety course for project managers, and risk management course. These courses equip them with knowledge of the regulatory requirements in order to handle the roles of risk management leaders to reduce risks at source. As part of OKP's orientation programme, supervisors instruct new hires on the highest standards of QEHS requirements through a health and safety induction programme. The safety team regularly updates its in-house safety training and education programme for both new and existing workers to train them with the required knowledge.

Due to the nature of its work and the large work areas covered by its project sites, our organisation has trained a sufficient number of first-aiders for its projects. The trained first-aiders are placed strategically at each work area to ensure that any person, who sustains an injury, can receive first-aid treatment at once. In recent years, the Group expanded its training programmes to include both suppliers and clients.

Subject matter experts or suppliers of equipment are invited to conduct relevant training on safe work procedures for our workforce. For example, we engaged the Bedec supplier to provide scaffold safety training to the workforce, and the silent piler supplier to conduct training to our silent piler operator. All truck drivers are also sent for defensive driving course and coached on safety procedures to be followed with practical demonstration. In addition, our excavator operators are sent for a hydraulic excavator operation course and familiarisation training to further increase their knowledge and skill.

Our senior management and employees also attended courses and conferences to keep abreast of the latest best practices. For example, between 13 September and 19 October 2022, seven OKP senior staff attended the QEHS Internal Auditor – ISO 45001: 2018 course so that they could confidently conduct a comprehensive internal audit on our QEHS management system and recommend improvements so that we can comply with the ISO 45001: 2018 standard, resulting in all related parties being aligned and working together in sync.

We are also dedicated to protecting and maintaining the natural environment through a range of ongoing activities such as waste management, energy conservation and water conservation. As a responsible

company which aims to provide a pleasant environment for our clients, workers and the community, we seek to reduce and control construction site noise and vibration, and provide a harmonious and injury-free environment for all stakeholders.

The Group also engaged noise specialist Affinity Engineering Consultancy Pte Ltd to advise on the best way to mitigate and monitor loud noise so as to protect our stakeholders around our project sites. This step assists OKP to avoid complaints and demonstrates to our clients and nearby residents that we are a responsible contractor. In addition, the waste produced by our construction activities is properly managed to reduce the impact to the surrounding environment. Hence, we have engaged a licensed professional waste collector company to provide a service for all projects.

Other ongoing green efforts at worksites include implementing effective earth control measures onsite to prevent silty water from polluting public drains. The Group does this by adding controllers to the erosion control measure plant to divert silty water automatically back to the sedimentation pond when sensor pick up silty water above predetermined level. Waste water from construction activities is also treated in treatment plants before releasing into the public drainage system.

Employees also aim to minimise water consumption and emissions, and use solar-powered devices. Our organisation uses solar CCTV cameras relying on solar panels to power the security cameras at all its project sites. With solar CCTV cameras in a security system, the Group ensures an environmentally sustainable and self-renewing power source for 24-hour surveillance.

To ensure continuous improvement, OKP endeavours to create a work environment that encourages everyone to be part of the solution so that each can feel that he is an important member who influences the success of QEHS achievements.



*A familiarisation course conducted for our machine operators.*



## SOCIAL

## OUR CUSTOMERS



OKP's project team with clients from the Land Transport Authority.

Over the more than 50 years of operating our Group's business, we have grown mainly due to the support of our customers and partners. We are grateful to them, as they have supported us through the ups and downs of the business cycle. Indeed, we have acknowledged that our customers are a key factor in OKP's growth and success. Their unwavering backing has enabled us to flourish from a sole-proprietorship in 1966 to become an established public listed company today.

This invaluable support can be seen particularly in the past two and a half years when the Covid-19 pandemic triggered major disruptions worldwide, including in Singapore. With a partial lockdown and stringent restrictions in place to curb the spread, the local construction industry had been severely affected. All non-essential workplaces halted operations from 7 April 2020 and approval to restart onsite activities was given only in June 2021.

Throughout this difficult period, OKP worked closely and in sync with its customers, subcontractors and suppliers to comply with the authorities' legislations and measures to ensure safety for workers and facilities. The construction sector was only back on its feet when the Building and Construction Authority removed all sectoral Covid-19 rules on 15 March 2022.

At OKP, we view our relationships with our customers from a long-term perspective, building relationships that are mutually beneficial. We are confident that our customers value our vast expertise, well-tuned teamwork and high-quality services while on our part, we will continue to improve our skills, widen our knowledge and enlarge our business through our customers' projects. We want to assure our clients that we have their best interests at heart and will do our very best to deliver excellent results. Our customers' commitment and loyalty have enabled us to prevail amidst obstacles and help us to grow to become a reputable transport infrastructure and civil engineering contractor in Singapore and the region today.

## MEETING OUR CUSTOMERS' NEEDS EFFICIENTLY

Our guiding principle to our clients is our commitment to providing them with superior service that meets their time schedule, exceeds their expectations in quality, reliability and safety, and is within their budget.

The Group emphasises to all staff that they are to be laser focused in delivering on our service promise. With the goal of fulfilling our service promise to our customers efficiently, our employees work as a united team to realise our vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond.

At the operational level, OKP seeks to fulfil this service promise by training and encouraging its workforce to support its customers to the best of their abilities and on all occasions. We empower our staff to listen helpfully and sympathetically to our customers' feedback, and work in tandem with them to identify their business issues and resolve them satisfactorily. We give our employees the necessary authority, resources and assistance to provide new solutions to address our customers' problems effectively. Our workforce aims to solve the root of a customer's problems instead of merely treating the symptoms, and through this methodology, solve the problem.

At our worksites, the health and safety of our clients and partners are OKP's priority. We work together with them to make sure that our safety standards comply with all applicable rules and regulations. For both customers and ourselves, delivering a project on time and on budget is important for the successful completion of all projects. To attain this goal, we work diligently with our customers to complete the projects with high professional quality, and within the stipulated contract terms.

## DELIVERING ON OUR SERVICE PROMISE

To deliver on our service promise in the very competitive business arena in Singapore and the region, we believe that customer satisfaction is vital for sustaining our business. We recognise that customer satisfaction has been a key factor in our continual progress and success. As such, our management team and supervisors engage closely and frequently with our customers to ensure the smooth and satisfactory completion of all projects.

We believe that when we deliver on our projects on time and on budget, and surpass our customers' expectations, they will have greater trust in us. Thus, we intentionally walk the extra mile to enhance this trust and build a strong reputation by ensuring that we deliver all projects

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## OUR CUSTOMERS

with the highest standards of reliability, integrity and professionalism. Through our many years of operational experience, we have developed goals to achieve a high level of customer service. We believe that these aims have enabled us to build strong rapport with our customers and keep them satisfied.

The Group's mandate to its workforce is to respond immediately to our customers' needs and provide relevant solutions for their issues; and adopt reliable and ethical business practices that put our customers' interests first. In this way, we win over our customers' confidence, enabling us to establish stronger relationships.

## EXPANDING OUR CUSTOMER BASE

To ensure that OKP's business is sustainable in the long term, we need to grow as well as retain our customer base. Our customers come from a wide-ranging group of organisations in both the public and private sectors, including those from industries such as energy, utilities, transport, housing and town planning.

The Group has established a strong presence in the public sector as a reliable transport infrastructure contractor in Singapore. Some of our public sector clients include Housing & Development Board, JTC Corporation, Land Transport Authority, National Parks Board, Public Utilities Board and Urban Redevelopment Authority. In the private sector, our clients include Changi Airport Group, ExxonMobil, Foster Wheeler Asia Pacific Pte Ltd and WorleyParsons Pte Ltd.

We aim to increase our business in Singapore and the region by expanding our business networks and increasing our current list of customers. In addition, we have ventured into property development and investment to broaden our revenue streams. One of the ways in which OKP achieves its goal to increase its business is by forming joint ventures with partners to bid for complex projects and property developments. We are also constantly looking into new opportunities locally and overseas.

With our solid expertise, wide experience, strong track record and reliable reputation for delivering results, we have a good platform to enhance our customer base and grow a sustainable and profitable business for the long term in Singapore and the region.

## SECURING CONTRACTS FROM REPEAT CUSTOMERS

At OKP, we take a holistic approach in customer service by forming long-term and mutually beneficial relationships with our customers. To us, each customer relationship is a sustainable partnership to be nurtured and maintained at all levels and all times. Our belief is that strengthening

and sustaining loyal relationships with customers is the foundation of our business success.

Following this methodology, the Group has made it a priority over the past decades to enlarge and nurture many strong and steadfast partnerships. This approach has resulted in many repeat projects from customers. We deeply appreciate our repeat customers, who are a testimony to our professionalism, quality work and high service standards.

Winning contracts from many returning customers is not an easy task. Our belief is that repeat business is the result of our competitive costs and solid past performance, which are two important factors for winning new projects. The time and effort we invest in developing and fostering our customer relationships have played a key role in winning such projects. Our employees' focus in delivering high standards and quality projects to our customers is also just as crucial in clinching new and repeat contracts.

## BEING A RELIABLE PARTNER

As Singapore experienced the turmoil due to the Covid-19 pandemic, many businesses were severely impacted. During the period of lockdowns and restricted movements, our customers and partners faced similar obstacles as the Group in maintaining their business, productivity, and business costs, sometimes with limited financial and physical resources. Hopefully, we are on the road to recovery although the coronavirus with its associated disruptions, may still surface in the future.

Since we and our customers have gone down this rough road during the pandemic, we now better understand each other's predicament and are able to fully support one another. On our part, OKP wants to be a reliable partner to our customers. Our approach is to support them by being a loyal and reliable partner and by ensuring that our contracts are priced fairly and reasonably to reflect current market conditions. With our solid track record in civil engineering and infrastructure works and as an acknowledged market leader in public sector construction projects, the Group is in a good position to help our customers to tide over current constraints, act ethically and work together to win and implement projects. By assisting our customers and partners, we can ensure success together.

## ENGAGING OUR CUSTOMERS IN COMMUNITY SERVICE

We are not only involved with its customers professionally through business activities at project sites and meetings. The Group also engages them in other ways such as offering sponsorships, and organising and hosting joint events.





----- GOVERNANCE -----





## GOVERNANCE

# REINFORCING CORPORATE GOVERNANCE

To fulfil its vision to be the leading transport infrastructure and civil engineering company in Singapore, the region and beyond, the Group aims to reinforce its corporate governance, besides nurturing the environment and empowering its people and the community.

As we seek to improve our corporate governance, we are committed to the principles of sustainability reporting. At OKP, we seek to fortify our performance in reporting financial and non-financial matters such as corporate governance, and social and environmental responsibilities.

Thus, our approach is both open and clear in providing the latest and most relevant information on our financial and non-financial business performance to all our stakeholders. We make it a point to share relevant data relating to our business, human resources, environmental impact, corporate social responsibilities and corporate governance so as to keep our stakeholders well informed. We also make it a priority to maintain a high standard of ethical practices and transparency in dealing with our stakeholders.

As a public company listed on the Singapore Exchange, OKP seeks to maintain its growth, and operate its business ethically and profitably, with a pledge to achieving top standards in corporate governance and judicious risk management. We will continue to be a strong and sustainable company, which is able to pursue its key growth paths, and overcome uncertainties to become a steadfast business that brings long-term value to all our shareholders.

In summary, we seek to sustain our business growth and profitability by our dedication to sound corporate governance, robust financial management and professional operation; and empower our employees through our initiatives to foster and reward them for good performance. In addition, we aim to provide an affirmative impact on the community by safeguarding excellent corporate social responsibility; and championing a greener environment by executing environment-friendly initiatives in all our activities.



Group Managing Director Mr Or Toh Wat (fifth from left) and Executive Director Mr Or Kiam Meng (third from left) with staff and consultants.



**SGX CORE ESG METRICS (GOVERNANCE)**

Topic	Metric	FY2022	FY2021
<b>Board Composition</b>	Board independence	The Independent Directors constitute one-third of the Board (33.3%)	The Independent Directors constitute one-third of the Board (33.3%)
	Women on the board	One out of the nine Board members is female (11.0%)	One out of the nine Board members is female (11.0%)
<b>Management Diversity</b>	Women in the management team	One out of the three key management is female (33.3%)	One out of the three key management is female (33.3%)
<b>Ethical Behaviour</b>	Anti-corruption disclosures	Refer to pages 26-30 of Our People in this Sustainability Report 2022	Refer to pages 76-80 of Our People in Annual Report 2021
	Anti-corruption training for employees	-	-
<b>Certifications</b>	List of relevant certifications	Refer to pages 24-26 of Our Awards and Accolades in Annual Report 2022	Refer to pages 26-28 of Our Awards and Accolades in Annual Report 2021
<b>Alignment with Frameworks</b>	Alignment with frameworks and disclosure practices	Adopted SGX Core ESG Metrics and mapped against TCFD and GRI	GRI
<b>Assurance</b>	Assurance of sustainability report	The sustainability reporting processes have been reviewed by the internal auditors	-

Below are OKP's key economic performance indicators:

**KEY ECONOMIC PERFORMANCE INDICATORS**

	FY2022 \$'000	FY2021 \$'000
Revenue	117,646	90,035
Value added available for distribution	44,260	42,426
Net profit	164	4,235
Total CSR spending per annum	50	19



## GOVERNANCE

## INVESTOR RELATIONS

## SAFEGUARDING GOOD INVESTOR RELATIONS

There is a growing demand for listed companies to demonstrate greater transparency and better corporate governance in their business affairs in Singapore and worldwide. Thus, investors are looking for clear and accurate disclosures. In response to this need, OKP aims to provide its stakeholders with timely and consistent information on its business and financial performance.

We are dedicated to ensuring that our investors have the necessary information and are kept abreast of our strategic directions, business operations and market situation to help them in making informed investment decisions.

To achieve this goal, the Group engages actively and virtually, if need be, with our investors through various contact points. Our senior management and investor relations (IR) team make themselves available through various communication avenues to the investment and financial community, and the media.



Management briefing analysts on full-year FY2022 results.

Our guiding principle in relation to our shareholders is our commitment to maximising their return on investment while maintaining top-quality products and services. We are unwavering in developing and increasing long-term value for all our investors and stakeholders. We aim to build a stable and sustainable company by attaining a vast range of capabilities and growing our skillsets, experience and knowledge so as to fulfil our vision to be a leading transport infrastructure and civil engineering company in Singapore and overseas. Through this approach, we can attain strong business growth and deliver good results to meet the expectations of our shareholders and investors.

To uphold our leadership position in the competitive environment, we proactively monitor the external business and macroeconomic situation impacting our business and address issues strategically. We keep up-to-date with the best practices by instituting excellent management practices and effective operational processes. We emphasise to all our staff the importance of delivering top-quality services, which surpass customers' expectations.

At OKP, we continually aim to enhance our IR practices for our stakeholders' benefit. We are a member of the Investor Relations Professionals Association (Singapore) for 2022. The association's primary goals include championing IR best practice, enhancing professional competencies and elevating the overall standard of the IR profession in Singapore.

## PRACTISING EFFECTIVE CORPORATE GOVERNANCE

As a listed company, the Group is committed to ensuring excellent corporate governance, whereby it manages, directs and balances the interests of all its stakeholders, which include customers, workforce, suppliers, business partners, investors and the public. We firmly believe that sound corporate governance is crucial in gaining and retaining investors' confidence and support as well as drawing in new investors.

The Group believes that good corporate governance is an essential pillar of our long-term strategy to deliver sustainable business success and enhanced value. As we stay nimble and ahead of market changes, we will continue to adopt the best corporate practices and principles in the way we operate, and remain dedicated to establishing trust with all stakeholders.

We fully support the pledge towards board diversity, which was introduced for listed companies by the Singapore Institute of Directors and Singapore Exchange (SGX) in 2015. The pledge states:

**“We, as corporations, are committed to promoting diversity as a key attribute of a well-functioning and effective board. We believe that a diverse board will enhance decision making by harnessing the variety of skills, industry and business experiences, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service, and other distinguishing qualities of the members of the board.”**

Within our organisation, we have established processes to boost our corporate governance framework to deliver greater transparency and fast-track management decision-making procedures, as well as build up management oversight. One of the approaches we do this is by adopting the criteria used to score the Singapore Governance and Transparency Index (SGTI)



ranking for SGX companies, which is an initiative administered by CPA Australia; National University of Singapore Business School's Centre for Governance, Institutions and Organisations; and the Singapore Institute of Directors.

Currently in its 14th year, the SGTI is a unified framework comprising two separate categories – the General Category, and the REIT and Business Trust Category. For the General Category, the SGTI score has two components – base score and adjustment for bonuses and penalties. The base score for companies contains five pillars (BREAD) – board responsibilities (35 points), rights of shareholders (20 points), engagement of stakeholders (10 points), accountability and audit (10 points), and disclosure and transparency (25 points). All these add up to a base score of 100 points. The aggregate of bonuses and penalties is incorporated to the base score to arrive at the company's SGTI total score. The SGTI 2022 covers 489 listed companies in the General Category, and 44 REITs and Business Trusts that released their annual reports before end June 2022.

A Business Times report on 4 August 2022 ranked OKP 185 in SGTI 2022's General Category with an overall score of 73 (including 6 bonus points). In comparison, it was ranked 328 in the SGTI 2021 with an overall score of 63, including 1 penalty point.

The Group's methodology is to actively engage the investment community by providing up-to-date information on corporate developments to help investors and other stakeholders in making well-informed investment decisions. We believe that this transparency contributes significantly towards an excellent understanding of OKP and its activities, as well as enable the investing community to assess our performance.



As a responsible company dedicated to good corporate governance, we fully support the Corporate Governance Week 2022, which is organised annually by the Securities Investors Association (Singapore). Its focus on building and implementing excellence in corporate governance resonates with the way the company manages its business and how it communicates with its shareholders. Our representatives took part in the SIAS Corporate Governance Week Conference with the theme Governance Beyond Adversity in an Age of Disruption, which was held from 7-14 October 2022.

In 2022, our representative also attended the SID Directors Conference 2022 - Directors in a 4D World – Digital, Decentralised, Decarbonised, Diverse on 15 September 2022. All directors also attended Environmental, Social and Governance Essentials (Core) training conducted by the Singapore Institute of Directors in 2022.

In addition, our representatives participated in the SID Directors Virtual Conference 2021 – Asia's Renaissance The new Era of Recovery and Reopening on 8–9 September 2021; and the Construction and Facilities Management Prospects Dialogue 2021, which was organised by the Building and Construction Authority and held on 25 March 2021.

#### • INVESTOR RELATIONS POLICY

The Group has a clear IR policy, which is to ensure objective, transparent and principled business dealings with all its stakeholders. We make it a point to release relevant and material information according to these basic principles and in accordance with the SGX's rules. We provide shareholders and other parties in the financial markets concurrently with the same information about matters that may influence the movement of our share price. The Group has won numerous awards and accolades over the years, which testify to its IR efforts and dedication to excellent corporate governance. These accolades include the following:

- > Runner-up in the Most Transparent Company Award in the Construction and Materials; and Mainboard Small Caps categories at the Securities Investors Association (Singapore) (SIAS) 16th Investors' Choice Awards 2015;
- > Best Investor Relations Award (Gold) in the "Companies with less than \$300 million market capitalisation" category at Singapore Corporate Awards (SCA) 2015;
- > Merit for the Singapore Corporate Governance Award under Mainboard Small Caps category; and runner-up for the Most Transparent Company Award in the Constructions and Materials category at SIAS 15th Investors' Choice Awards 2014;
- > Best Investor Relations Awards (Bronze) in the "Companies with less than \$300 million in market capitalisation" category at SCA 2013;
- > Winner of the Most Transparent Company Award under Mainboard Small Caps category at SIAS 14th Investors' Choice Awards 2013;
- > Winner of the Most Transparent Company Award under Mainboard Small Caps category at SIAS 13th Investors' Choice Awards 2012;
- > Best Investor Relations Awards (Bronze) in the "Companies with less than \$300 million in market capitalisation" category at SCA 2012;

## GOVERNANCE

### INVESTOR RELATIONS

- > Best Investor Relations Award (Gold) in the “Companies with less than \$300 million in market capitalisation” category at SCA 2009; and
- > Best Investor Relations Award (Silver) in the Small Market Capitalisation category at SCA 2008.

#### • DIVIDEND POLICY

The Group does not have a formal dividend policy. The form, frequency and amount of dividend payable on our shares will depend on several factors. These include OKP's financial position, results of operations, capital needs, expansion plans, and what the Board of Directors deems appropriate. The Group has a dividend payout of 155.6 per cent in 2021. Despite a decline in profit for the year, the Board has proposed a final one-tier tax exempt cash dividend of S\$0.007 per share, in view of the stable operating outlook and to reward shareholders for their continuous support.

#### ENGAGING PROACTIVELY WITH SHAREHOLDERS

In today's challenging investment environment with calls for better corporate governance, we are fully aware of the importance of engaging and communicating efficiently with all our stakeholders. We aim to promote regular two-way investor communication by using various channels with existing and potential investors, financial analysts and the media. These touchpoints include group briefings to analysts, media and investors; one-to-one meetings with shareholders and potential investors; annual general meetings; annual and sustainability reports; and corporate announcements and online communication via the investor relations section of our corporate website.

More details of our activities are as follows:

#### • ANNUAL GENERAL MEETING

The annual general meeting (AGM), which is held every April, is an important channel for OKP to interact with investors. Besides offering an opportunity for investors to



20th Annual General Meeting held on 25 April 2022.

raise any issue, the AGM also allows the Board of Directors and senior management team to brief shareholders on the company's latest developments. The AGM also offers an opportunity for shareholders to ask questions and vote on the resolutions being tabled. All Directors, especially the Chairpersons of the Audit, Nominating and Remuneration Committees, are present to answer questions from shareholders relating to the past, current and future directions of the Group's business, explain decisions made and tackle all concerns raised.

#### • ANNOUNCEMENTS OF CORPORATE DEVELOPMENTS

As an organisation which seeks clear, transparent and accurate disclosure to help investors in making informed decisions on investments, we make it a point to issue timely announcements on new contracts, strategic developments, financial results and other significant information. To ensure fair and immediate dissemination of information, we post our announcements through the SGXNet website, press releases, email alerts and our investor-friendly website.

Our investor relations website is an important avenue through which we broadcast our news to the investment community. It is a resource for corporate, financial and stock information, and announcements of key business developments. The website also houses our half-yearly results and annual and sustainability reports. Since 2003, the Group has featured webcasts comprising videos of full-year results, messages and presentation slides, thus enabling those who could not attend the AGMs to be kept abreast of our latest financial and operational performance. All our announcements are posted speedily on our website, following its release to the SGX. In this way, all shareholders and investors are kept well-informed on our latest business developments at the same time and efficiently.

#### • ANALYST AND MEDIA BRIEFINGS

During the release of our financial results, the senior management team is available to meet with analysts to respond to their questions and address any concern. Outside of the financial results announcement periods, where necessary and relevant, the senior management team will also meet analysts and fund managers, to enable them to have greater insight into OKP's operations.

Where appropriate and when opportunities arise, we also take part in media interviews to provide shareholders and the public with a better understanding of our business and management's direction.

News about the Group have been published in various newspapers, journals, magazines and broadcast media. These included The Business Times, Lianhe Zaobao, The





Group Managing Director Mr Or Toh Wat giving a full-year FY2022 results briefing.

Straits Times, The Edge Singapore, Singapore Business Review, Today Online, Shares Investment, Biz Daily Online, Reuters, Channel NewsAsia, High Net Worth, BT Invest, i3investor.com and Inside Invest Magazine. Two articles in 2021 had the headings, “With PIE accident behind us, OKP resumes contract wins; eyes more shophouses for more recurring income” (The Edge Singapore, 18 October 2021) and “High steel prices could hit construction industry” (The Business Times, 22 February 2021).

#### • ANNUAL AND SUSTAINABILITY REPORTS

For FY2022, OKP has decided to publish two separate reports – an annual report and a sustainability report. This will enable investors and other stakeholders to have a more comprehensive view of the Group’s business, financial and sustainability performances.

Our annual and sustainability reports are a key communication conduit for stakeholders and other interested parties. Thus, we put in a lot of effort to ensure that the reports provide a precise and good overview of our activities during the year as well as our developments, policies and strategic direction in the future. The annual report, sustainability report and the notice of AGM are uploaded on SGXNet and the company’s website at least 14 days before the meeting. Our efforts have paid off and our annual reports have won numerous awards which include:

- > Best Annual Report Award (Gold) in the “Companies with less than \$300 million in market capitalisation” category at Singapore Corporate Awards (SCA) 2016;
- > Best Annual Report Award (Gold) in the “Companies with less than \$300 million in market capitalisation” category at SCA 2013;
- > Best Annual Report Award (Gold) in the “Companies with less than \$300 million in market capitalisation” category at SCA 2010;

- > Best Annual Report Award (Silver) in the “Companies with less than \$300 million in market capitalisation” category at SCA 2009;
- > Best Annual Report Award (Gold) for Sesdaq company at the Inaugural SCA 2006 for excellent standards of corporate disclosure; and
- > Second runner-up at 30th Annual Report Awards 2004 in the Sesdaq-listed companies category organised by the Institute of Certified Public Accountants of Singapore, Investment Management Association of Singapore, Securities Investors Association (Singapore), Singapore Institute of Management, Singapore Institute of Directors, Singapore Exchange Limited and The Business Times.

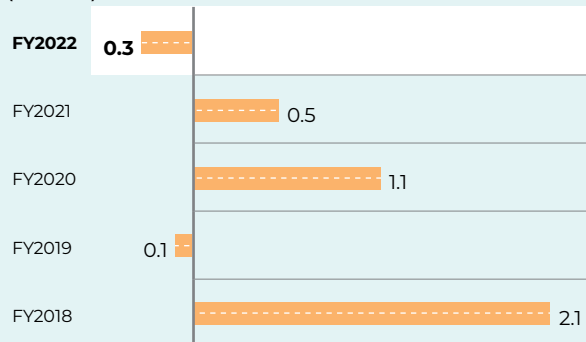
#### • COMMUNICATING ONLINE

Technology is a vital and invaluable tool today to communicate with all our stakeholders. Therefore, we take full advantage of technology by conducting an annual webcast to communicate with our investors and taking questions online via an Online Management Question-and-Answer forum with investors through Shareinvestor.com.

Communicating online has added greater importance during the Covid-19 pandemic when there were restrictions on people movement. During the pandemic, OKP leveraged on digital channels such as live webcasts and virtual conferencing to reach out to the investment community more efficiently. Through these platforms, all shareholders and other interested parties will be able to provide their feedback and queries to our management and be assured of a relevant response. We also update our website regularly to provide the latest information on our operations and corporate developments.

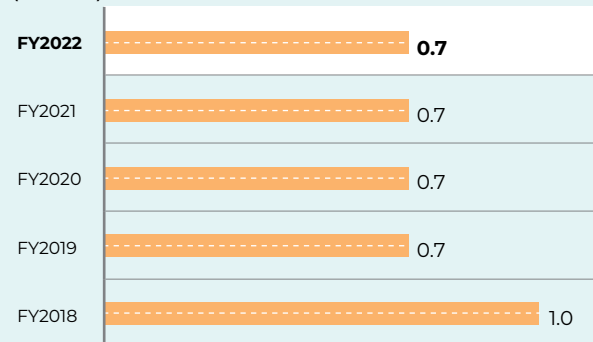
## INVESTORS' RATIOS

### BASIC EARNINGS PER ORDINARY SHARE (Cents)



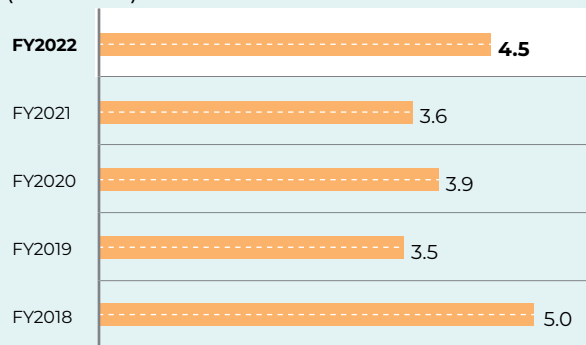
As a result of loss attributable to equity holders, the Company reported basic loss per ordinary share of 0.3 cent in FY2022 as compared to basic earnings per ordinary share of 0.5 cent in FY2021.

### GROSS DIVIDEND PER ORDINARY SHARE (Cents)



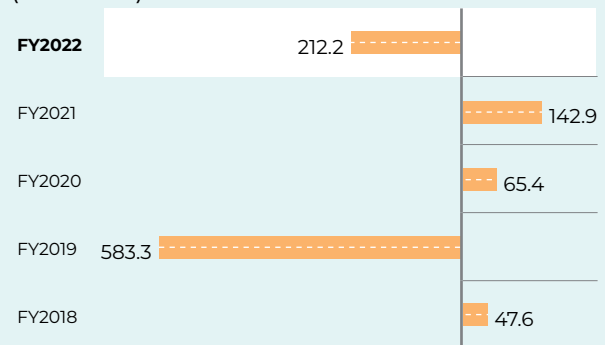
The Company is proposing a final dividend of 0.7 cent per ordinary share for FY2022 for the approval of shareholders at the forthcoming annual general meeting of the Company.

### GROSS DIVIDEND YIELD (Per Cent)



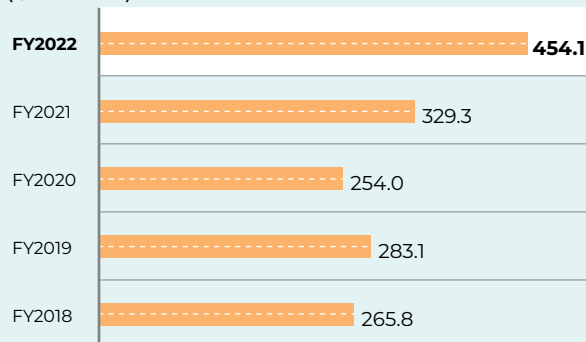
The gross dividend yield of 4.5 per cent is calculated based on the share price of 15.5 cents as at 31 December 2022.

### GROSS DIVIDEND PAYOUT (Per Cent)



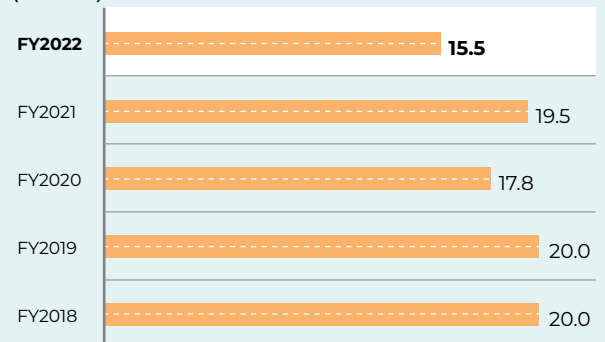
Despite a net loss attributable to equity holder of \$1.0 million for FY2022, the Company is proposing a final dividend of 0.7 cent per ordinary share for FY2022 in view of the stable operating outlook and to reward shareholders for their continuous support.

### NET ORDER BOOK (\$'Million)



The Group's net construction order book stood at \$454.1 million with projects extending till 2026, including a new maintenance project of \$95.8 million, which was awarded in February 2023.

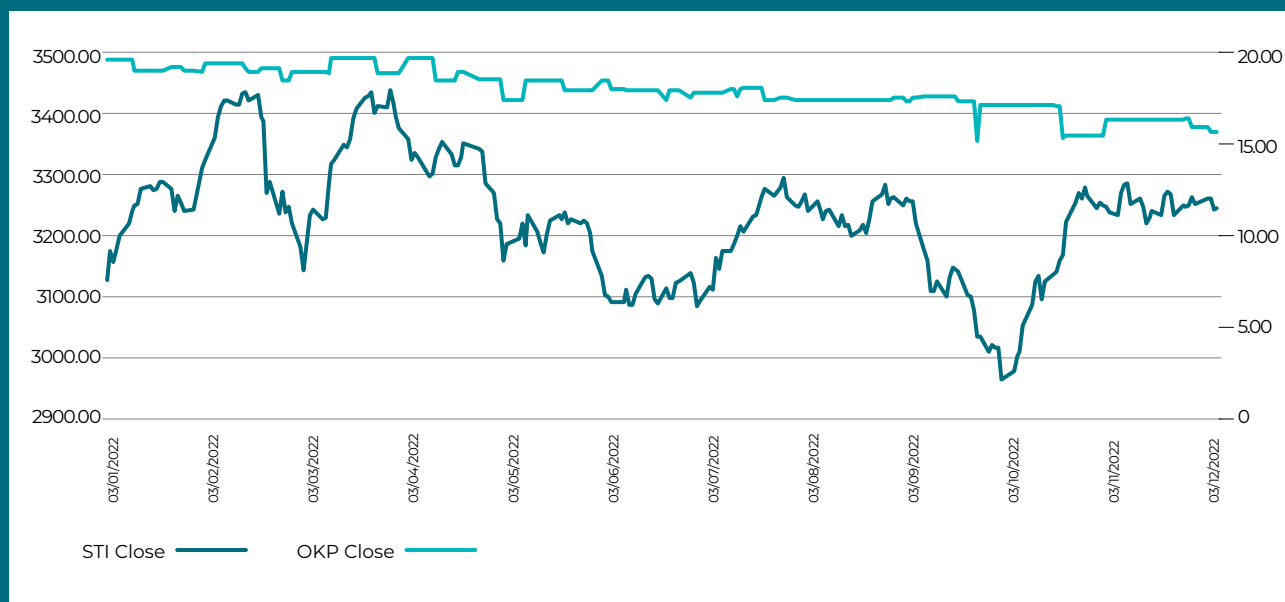
### SHARE PRICE (Cents)



The price of our shares closed at 15.5 cents as at 31 December 2022.



## OKP SHARE PRICE VS STI INDEX 2022



	2018	2019	2020	2021	2022
Highest Price in cents	36.5	23.0	20.0	20.5	19.8
Lowest Price in cents	19.0	19.5	14.7	17.5	15.0
31 December Closing Price in cents	20.0	20.5	17.8	19.5	15.5

## FINANCIAL CALENDAR

FY2023	
20 February	Announcement of full year results for financial year 2022
31 March	Notice of Annual General Meeting
24 April	21st Annual General Meeting
12 May	Books Closure for Dividend Entitlement
31 May	Payment of FY2022 Final Dividends
July/August	Announcement of half year results for financial year 2023

FY2022	
21 February	Announcement of full year results for financial year 2021
1 April	Notice of Annual General Meeting
25 April	20th Annual General Meeting
6 May	Books Closure for Dividend Entitlement
17 May	Payment of FY2021 Final Dividends
8 August	Announcement of half year results for financial year 2022

## GOVERNANCE

# BOARD INDEPENDENCE, DIVERSITY AND PERFORMANCE

The Group is committed to ensuring high standards of corporate governance. We believe that good corporate governance principles and practices will enhance corporate transparency, accountability, performance and integrity, and at the same time, protect and improve shareholder value. We have reviewed and set out the corporate practices in place to comply with the Code of Corporate Governance 2018 (the Code) where appropriate, in the annual report. We have presented our corporate governance policies and practices with reference to each of the principles and provisions of the Code in a tabular form, and explained any deviations from the Code,

taking into consideration the Practice Guidance relating to the Code.

The Board of Directors is pleased to confirm that for the financial year ended 31 December 2022, the Group has adhered to the principles as set out in the Code. In so far as any provisions have not been complied with, the reasons for the variations have been provided.

For corporate governance policies and practices with reference to each of the principles and provisions of the Code of Corporate Governance 2018, please refer to pages 65 to 90 of the Annual Report 2022.

## RISK MANAGEMENT SUMMARY

Risks are part and parcel of the operations of all business enterprises, and thus managing risks is an important aspect of business management. We proactively monitor and manage our exposure to risks relating to our industry. We are steadfast in improving our risk management framework to provide reasonable assurance that risks are mitigated. We do this by actively safeguarding the integrity of our financial reporting, incorporating management control into our daily operations, and ensuring compliance with legal requirements.

Similar to many other business enterprises, the Group faces various risks arising from economic, market, business, environmental/climate change, financial

and political factors and developments. We believe in managing our risks holistically. As such, our management has set up various risk management policies and procedures to manage and mitigate the risks arising from the normal course of daily operations. We review our risk management and mitigation plans regularly to make sure that our organisation responds immediately and effectively to any change in market conditions and activities.

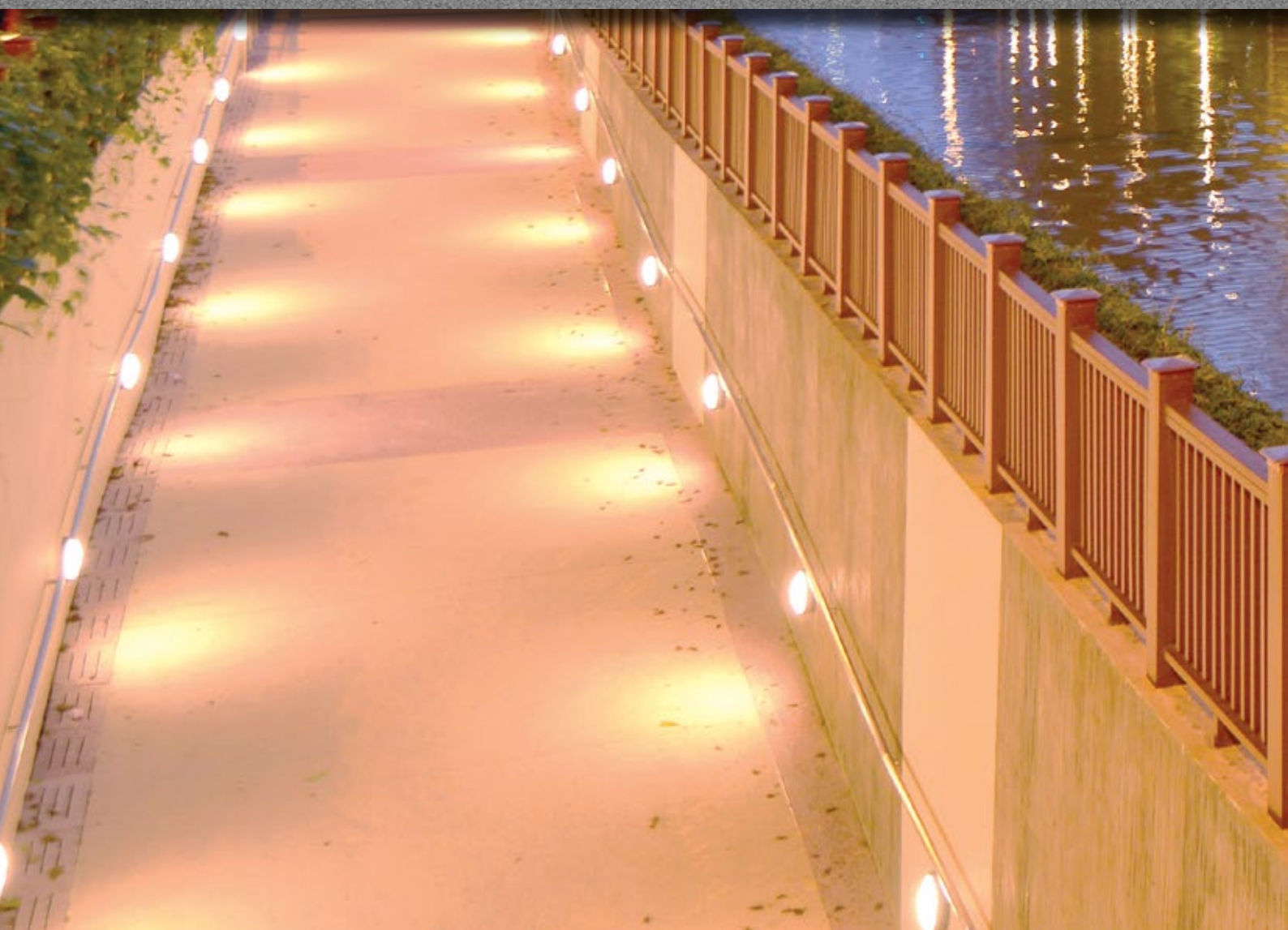
We have identified 27 key risks that we face and explain how we address them in pages 93 to 102 of the Annual Report 2022 that describe how the identified climate-related, business and financial risks are assessed.







# APPENDICES



## APPENDIX

## TCFD DISCLOSURE

TCFD Pillar	Recommended Disclosure	OKP's Approach	Page Reference
<b>Board Composition</b>	Describe the board's oversight of climate-related risks and opportunities	<p>The Board believes that sustainability means operating our business in a way that is not only financially rewarding but also makes a positive impact on our stakeholders and the environment. It is a strategic approach that leads to good management, more effectiveness and better business performance. We give priority to sustainability issues in planning our strategies for the Group. The Board is dedicated to sustainability and fully backs the adoption of the Singapore Exchange (SGX) sustainability reporting guidelines for all listed companies.</p> <p>OKP remains committed in integrating economic, social, environmental and governance factors into our core business.</p> <p>During the financial year ended 31 December 2022, the Board together with the management reviewed the Group's sustainability goals, challenges, targets and progress. The management provides regular updates to the Board, and in turn, the management is evaluated by its success in implementing OKP's strategic plans to meet the expectations of stakeholders and the Board. This report seeks to communicate the Group's whole-hearted dedication towards corporate sustainability and corporate governance. It aims to include complete and available information on the Group's strategy in relation to its sustainability approach and related vital issues according to recognised standards.</p>	10
	Describe management's role in assessing and managing climate-related risks and opportunities	At the management level, sustainability issues are driven by the Sustainability Task Force. The Task Force comprises representatives from across the Group, which executes, monitors and reports on its sustainability efforts including climate-related issues.	10
<b>Strategy</b>	Describe the climate-related risks and opportunities the organisation has identified over the short-, medium- and long-term	We have identified and divided climate-related risks into two major categories namely (1) risks related to the transition to a lower-carbon economy and (2) risks related to the physical impact of climate change.	18
	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	We have also described our efforts to mitigate and adapt to climate change in 5 areas of opportunities through resource efficiency, energy source, products and services, markets and resilience.	
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario	We will conduct small scale climate-related scenario analysis in subsequent years.	-



APPENDIX

TCFD DISCLOSURE

TCFD Pillar	Recommended Disclosure	OKP's Approach	Page Reference
<b>Risk Management</b>	Describe the organisation's processes for identifying and assessing climate-related risks	Risks are inherent in the operations of all business enterprises, and thus managing risks is a key aspect of business management. We actively monitor and manage our exposure to risks relating to our industry. We are committed to enhancing our risk management framework to provide reasonable assurance that risks are mitigated. We do this by proactively protecting the integrity of our financial reporting, integrating management control into our daily operations, and ensuring compliance with legal requirements.	18
	Describe the organisation's processes for managing climate-related risks		AR Risk Assessment and Management 93-102
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management		18 AR Risk Assessment and Management 93-102
<b>Metrics and Targets</b>	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	We have adopted SGX's recommendation to use the list of 27 core ESG metrics in the sustainability report for FY2022.	19, 23-24, 43
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	This is the first year that we are disclosing Scope 1, 2 and 3 GHG emissions of our core operations.  Our target is to reduce GHG, water and energy use intensity by 5 per cent by FY2025.	19
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets		13-15



One of OKP's associate companies is involved in the design and construction of the North-South Corridor (Tunnel) between Pemimpin Place and Sin Ming Avenue at Marymount Junction.

## APPENDIX

## GRI CONTENT INDEX

## General standard disclosures

GRI Standard	Disclosure	Page Reference	Section
<b>GRI 1: Foundation 2021</b>			Sustainability Report (SR) 2022
<b>GRI 2: General Disclosures 2021</b>	The organisation and its reporting practices		
2-1	Organisational details	16 - 17	Annual Report (AR) Corporate Profile
		3	SR Corporate Profile
2-2	Entities included in the organisation's sustainability reporting	1	SR About the Report
2-3	Reporting period, frequency and contact point	1	SR About the Report
		9	SR Guidelines and Methodologies
2-4	Restatements of information	No reinstatement	
2-5	External assurance	1	SR About the Report
	Activities and Workers		
2-6	Activities, value chain and other business relationships	16-17	AR Our Corporate Profile
		32	AR Our Group Structure
		39	SR Our Customers
2-7	Employees	26-30	SR Our People
2-8	Workers who are not employees	32-38	SR Safety and Environmental Awareness
	Governance		
2-9	Governance structure and composition	65-90	AR Corporate Governance Report
		10	SR Sustainability Governance Structure
2-10	Nomination and selection of the highest governance body	65-90	AR Corporate Governance Report
2-11	Chair of the highest governance body	28-30	AR Our Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	65-90	AR Corporate Governance Report
		10	SR Sustainability Governance Structure



GRI Standard	Disclosure	Page Reference	Section	
<b>GRI 2: General Disclosures 2021</b>	2-13	Delegation of responsibility for managing impacts	10 SR Sustainability Governance Structure	
	2-14	Role of the highest governance body in sustainability reporting	65-90 AR Corporate Governance Report	
			10 SR Sustainability Governance Structure	
	2-15	Conflicts of interest	65-90 AR Corporate Governance Report	
	2-16	Communication of critical concerns	65-90 AR Corporate Governance Report	
			12 SR Increasing Stakeholder Engagement	
	2-17	Collective knowledge of the highest governance body	65-90 AR Corporate Governance Report	
	2-18	Evaluation of the performance of the highest governance body	65-90 AR Corporate Governance Report	
	2-19	Remuneration policies	65-90 AR Corporate Governance Report	
	2-20	Process to determine remuneration	65-90 AR Corporate Governance Report	
	2-21	Annual total compensation ratio	We have disclosed the remuneration in bands no wider than \$250,000	
	<b>Strategy, Policies and Practices</b>			
	2-22	Statement on sustainable development strategy	4-5 SR Our Chairman's Message	
7 SR Board Statement				
2-23	Policy commitments	8 SR OKP's Commitments		
		13 - 15 SR Commitments and Targets		
2-24	Embedding policy commitments	8 SR OKP's Commitments		
		13 - 15 SR Commitments and Targets		
2-25	Processes to remediate negative impacts	65-90 AR Corporate Governance Report		
		12 SR Increasing Stakeholders Engagement		

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## GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference	Section	
<b>GRI 2: General Disclosures 2021</b>	Strategy, Policies and Practices			
	2-26	Mechanisms for seeking advice and raising concerns	93-102	AR Risk Assessment and Management
			65-90	AR Corporate Governance Report
			1	SR About the Report
			12	SR Increasing Stakeholders Engagement
	2-27	Compliance with laws and regulations	65-90	AR Corporate Governance Report
			12	SR Increasing Stakeholders Engagement
	2-28	Membership associations	31-32	SR Corporate Social Responsibility
	Stakeholder Engagement			
	2-29	Approach to stakeholder engagement	12	SR Increasing Stakeholders Engagement
2-30	Collective bargaining agreements	26-30	SR Our People	

## Material Topics

GRI Standard	Disclosure	Page Reference	Section	
<b>GRI 3: Material Topics 2021</b>	3-1	Process to determine material topics	11	SR Material Assessment
			12	SR Increasing Stakeholders Engagement
	3-2	List of material topics	11	SR Material Assessment
	3-3	Management of material topics	68	SR Material Assessment
<b>GRI 201: Economic performance 2016</b>	201-1	Direct economic value generated and distributed	36-37	AR Five-Year Financial Highlights
			38-51	AR Our Operating and Financial Review
	201-2	Financial implications and other risks and opportunities due to climate change	18	SR Identified Climate-Related Risks, Opportunities and Financial Impact
			52-53	SR TCFD
<b>GRI 202: Market Presence 2016</b>	202-2	Proportion of senior management hired from the local community	26-30	SR Our People



GRI Standard	Disclosure	Page Reference	Section	
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1	Infrastructure investments and services supported	31 SR Corporate Social Responsibility	
	205-1	Operations assessed for risks related to corruption	93-102 AR Risk Assessment and Management	
			65-90 AR Corporate Governance Report	
26-30 SR Our People				
205-2	Communication and training about anti-corruption policies and procedures	65-90 AR Corporate Governance Report		
		26-30 SR Our People		
		205-3	Confirmed incidents of corruption and actions taken	26-30 SR Our People
		<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organisation
19 SR SGX Core ESG Metrics (Environmental)				
302-2	Energy consumption outside of the organisation		17 SR Nurturing the Environment	
			19 SR SGX Core ESG Metrics (Environmental)	
302-3	Energy intensity		17 SR Nurturing the Environment	
			19 SR SGX Core ESG Metrics (Environmental)	
302-4	Reduction of energy consumption		17 SR Nurturing the Environment	
			19 SR SGX Core ESG Metrics (Environmental)	
<b>GRI 303: Water and Effluents 2018</b>	303-1	Interactions with water as a shared resource	17 SR Nurturing the Environment	
	303-2	Management of water discharge related impacts	17 SR Nurturing the Environment	
	303-3	Water withdrawal	17 SR Nurturing the Environment	
			19 SR SGX Core ESG Metrics (Environmental)	
	303-4	Water discharge	Wastewater is discharged into the public sewerage system or sewage treatment plant.	
	303-5	Water consumption	17 SR Nurturing the Environment	
19 SR SGX Core ESG Metrics (Environmental)				

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## GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference	Section	
<b>GRI 304: Biodiversity 2016</b>	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None during the reporting year	
	304-2	Significant impacts of activities, products and services on biodiversity	None during the reporting year	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	None during the reporting year	
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	17	SR Nurturing the Environment
		19	SR SGX Core ESG Metrics (Environmental)	
	305-2	Energy indirect (Scope 2) GHG emissions	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
	305-3	Other indirect (Scope 3) GHG emissions	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
	305-4	GHG emissions intensity	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
	305-5	Reduction of GHG emissions	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
	306-2	Management of significant waste-related impacts	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
	306-3	Waste generated	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
	306-4	Waste diverted from disposal	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)
	306-5	Waste directed to disposal	17	SR Nurturing the Environment
			19	SR SGX Core ESG Metrics (Environmental)

GRI Standard	Disclosure	Page Reference	Section	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	17	SR Nurturing the Environment
	<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	26-30 23-24
<b>GRI 403: Occupational Health and Safety 2018</b>	401-3	Parental leave	26-30	SR Our People
	403-1	Occupational health and safety management system	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-2	Hazard identification, risk assessment, and incident investigation	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-3	Occupational health services	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-4	Worker participation, consultation, and communication on occupational health and safety	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-5	Worker training on occupational health and safety	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-6	Promotion of worker health	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-8	Workers covered by an occupational health and safety management system	26-30 33-38	SR Our People SR Safety and Environmental Awareness
	403-9	Work-related injuries	33-38 23-24	SR Safety and Environmental Awareness SR SGX Core ESG Metrics (Social)



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## GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference	Section	
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	26-30	SR Our People
		33-38	SR Safety and Environmental Awareness	
	404-2	Programmes for upgrading employee skills and transition assistance programmes	26-30	SR Our People
	404-3	Percentage of employees receiving regular performance and career development reviews	26-30	SR Our People
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	26-30	SR Our People
	405-2	Ratio of basic salary and remuneration of women to men		Basic salary of women and men is dependent on the years of relevant experience
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken	26-30	SR Our People
<b>GRI 408: Child Labour 2016</b>	408-1	Operations and suppliers at significant risk for incidents of child labour	23	SR Empowering People and the Community
<b>GRI 409: Forced Or Compulsory Labour 2016</b>	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	12	SR Increasing Stakeholder Engagement
			13-15	SR Commitments and Targets
<b>GRI 413: Local Communities</b>	413-1	Operations with local community engagement, impact assessments, and development programmes	12	SR Increasing Stakeholder Engagement
			13-15	SR Commitments and Targets
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	23	SR Empowering People and the Community
<b>GRI 416: Customer Health and Safety</b>	416-1	Assessment of the health and safety impacts of product and service categories	39-40	SR Our Customers
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	33-38	SR Safety and Environmental Awareness
<b>GRI 417: Marketing and Labelling 2016</b>	417-3	Incidents of non-compliance concerning marketing communications		No instances of non-compliance concerning marketing communications
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy losses of customer data		No instances of complaints concerning breaches of customer privacy losses of customer data



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