



TRANSFORMING FOR SUSTAINABLE GROWTH

2022 SUSTAINABILITY REPORT



CONTENTS

Section 1: FY 2022 Overview	02
About Dyna-Mac Holdings Ltd. (Dyna-Mac)	02
About this Report	03
Board Statement	04
Section 2: Climate and Sustainable Governance	05
Sustainability Leadership	05
Climate-Related Risk and Opportunities	08
Materiality Assessment	13
Section 3: Material Topics	17
Corporate Governance	17
Membership and Initiatives	18
Workplace	19
Environment	32
GRI Content Index	36

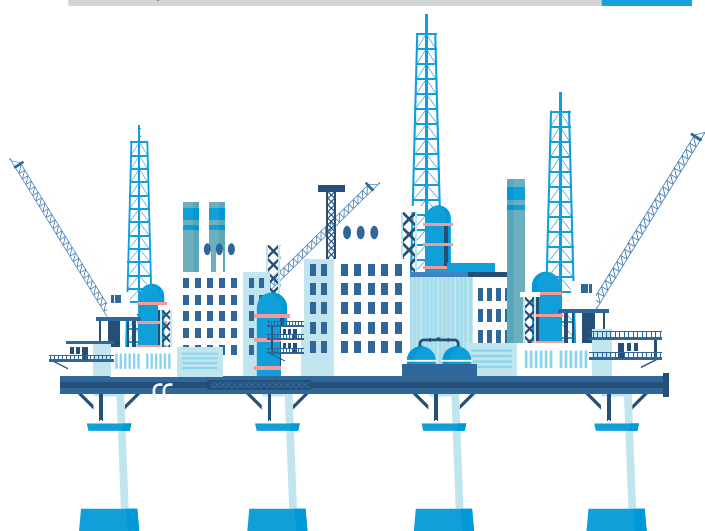
FIGURES

Figure 1 Summary of Roles & Responsibilities	07
Figure 2 Three-Step Process for Materiality Assessment	14
Figure 3 Materiality Matrix	15
Figure 4 WSH Strategies	27
Figure 5 Fifteen Life Saving Rules (LSRs)	28
Figure 6 Accident Frequency Rate and Accident Severity Rate from FY2016 to FY2022	32

TABLES



Table 1 TCFD disclosures	09
Table 2 List of climate-related risks possibility affecting Dyna-Mac	12
Table 3 Dyna-Mac's stakeholders' engagement	13
Table 4 List of material topics	15
Table 5 List of material topics, its importance, and its boundaries	16
Table 6 Employees by gender	20
Table 7 Employees by employment contract and gender	20
Table 8 Employees by employment type	20
Table 9 Total number of new hires by gender	21
Table 10 Total number of new hires by age group	21
Table 11 Total number of employee turnover by gender	21
Table 12 Total number of employee turnover by age group	21
Table 13 Employees who took parental leave	22
Table 14 Diversity of governance body based on gender	23
Table 15 Diversity of governance body based on age group	23
Table 16 Diversity of employees based on gender	23
Table 17 Diversity of employees based on age group	23
Table 18 Average training hours per employee	24
Table 19 Work-related injuries for FY2022	31
Table 20 Work-related injuries from FY2020 to FY2022	32
Table 21 Fuel consumption	33
Table 22 Electricity consumption	34
Table 23 Waste generated	35



SECTION 1: FY 2022 OVERVIEW

ABOUT DYNA-MAC HOLDINGS LTD. (DYNA-MAC)

[GRI 2-1, 2-6, 2-7, 2-8, 2-23, 3-3]

Headquartered in Singapore and listed on Singapore Exchange (SGX) Mainboard. Dyna-Mac Holdings Ltd. and its subsidiaries (“Dyna-Mac” or “Group”) is a global multi-disciplinary contractor in the detailed engineering, procurement, fabrication, construction and onshore pre-commissioning & commissioning of offshore topside modules and facilities for FPSOs (floating production storage and offloading vessels), FSOs (floating storage and offloading vessels), FLNGs (floating liquefied natural gas vessels), FSRUs (floating storage and regasification units) and Fixed Platforms, onshore modules for land-based plants for the hydrocarbons industry, as well as offshore and onshore renewables and green energy sectors, with focus on LNG, green hydrogen and ammonia. Dyna-Mac has yards in Singapore with partnership presence in Malaysia, China and Indonesia.

Transformation for Growth

As the industry evolves, we aim to stay ahead by harnessing on our purposed built module fabrication facilities, skill competences and diverse strengths and our partners’ strengths. We are also venturing into new adjacent areas like LNG (liquefied natural gas) modules and renewable energy in decarbonisation with focus on green hydrogen/ammonia production modules. By diversifying and leveraging on our core capabilities, Dyna-Mac is poised to move up the value chain and ride on the changing demands of the energy industry.

To fortify our strategic presence, we actively partner with leading institutes and specialists abroad, as well as with world engineering leaders in executing large projects in both local and international markets. These deep partnerships enable Dyna-Mac to expand our operations to stay closer to our clients and project locations, develop new capabilities as well as training opportunities while expanding our production capacity to undertake larger and more complex projects.

Dyna-Mac has made commendable achievements in productivity over the years through infrastructure enhancements, innovation, and training. To further enhance efficiency, product quality and reduce reliance on manual labour, we strive to leverage automation in our fabrication process through automated Computer Numerical Control (CNC) beam-cutting and edge-rounding machines, as well as a semi-automatic production line for pipe fabrication and beam fabrication of various sizes.

Our Vision

To grow as a leading global provider of modular construction and sustainable energy products.

Our Mission

To be the partner of choice in the industries we serve by our commitment to high safety standard, on-time delivery and continuous innovation and solutions that ensure quality products.

SECTION 1: FY 2022 OVERVIEW

ABOUT THIS REPORT

We are proud to present our sixth annual sustainability report, which outlines Dyna-Mac's approach in the Environmental, Social and Governance (ESG) factors into its management, policies, and operations. At Dyna-Mac, we are committed to promoting accountability and transparency of sustainability reporting as we reflect on our progress in the sustainability journey while working on our future targets. Through this report, we aim to provide assurance and create stronger relationships with stakeholders as we continue our journey as a responsible and ethical business.

SCOPE OF THE REPORT

[GRI 2-2 to 2-3]

This report covers our sustainability performance in the financial year from 1 January 2022 to 31 December 2022. We are pleased to report our strategies, initiatives, and performance in relation to our material ESG topics. The information provided in this report covers operations in Singapore for 2022. The report includes operations of the corporate office, steel warehouse and processing facilities in Singapore, unless otherwise stated. This includes Dyna-Mac Engineering Services Pte. Ltd. and Dyna-Mac Offshore Services Pte. Ltd. There was no significant change to the Company's size, structure, ownership, or supply chain during the reporting period.

Dyna-Mac Keppel Philippines Inc. were excluded from this report as they are currently in the process of liquidation. Our other entities, Dyna-Mac Offshore Engineering (Shanghai) Co. Ltd. and Dyna-Mac Heavy Industry (Jiangsu) Co. Ltd., DMH-CMHI Offshore Engineering (Jiangsu) Co. Ltd., were also excluded as we only provide manpower for the joint-venture and there are no operations at these entities.

As part of our commitment to sustainability, no hardcopies of the report will be printed.

Reporting Framework

The sustainability report has been prepared in accordance with the Global Reporting Initiatives ("GRI") in the GRI Standards 2021. The GRI framework was chosen for this reporting as it is an internationally recognised framework and one of the most widely used standards, which would provide for higher comparability of the Company's disclosures with its peers. The disclosures made in this report are in line with GRI's Reporting Principles for defining report quality – accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. Our GRI content index can be found on pages 36 to 39 of the report.

This report also complies with the sustainability reporting requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rule 711A and 711B. It has also been developed while referencing the six primary components stated in SGX-ST Listing Rule 711B on the "comply or explain" basis, that is – 1. Material ESG factor, 2. Climate-related Disclosures, 3. Policies, Practices and Performance, 4. Targets, 5. Sustainability Reporting Framework and 6. Board Statement.

CONFIRMATION AND APPROVAL

[GRI 2-3c]

The policy, practice and performance data presented in this report was obtained from formal documents and operational statistics of Dyna-Mac's operations covered by the scope of this report. The sustainability report has received endorsement from the Board of Directors and published on 28 April 2023.

ASSURANCE

[GRI 2-5]

We engaged an Internal Audit Function to review our current sustainability reporting processes. The internal review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors. The scope included a risk-based review of the processes including but not limited to the sustainability governance and management; the identification, prioritisation and assessment of ESG-related risks and opportunities; reporting relevant sustainability information; climate-related disclosures; and compliance against local regulatory reporting requirements. We have not sought external assurance for this reporting year.

SECTION 1: FY 2022 OVERVIEW

FEEDBACK

[GRI 2-3]

We value all feedback from stakeholders as they are critical to the sustainability reporting process and long-term success of Dyna-Mac. If you have any feedback and questions about this report, please contact us at

Jerald.lee@dyna-mac.com
+65-6415 0880

BOARD STATEMENT

[GRI 2-22]

The past year saw an increasing focus on sustainability, especially climate change. At the international level, the United Nations Climate Change Conference (COP 27) pushed for accelerated development of low-emissions energy systems. In Singapore, the government announced its commitment to shorter timelines for reducing greenhouse gas emissions. It has become more imperative than ever, for every company, including us, to be aligned with the national agenda and work with stakeholders to incorporate ESG into our business strategy and operations.

During the early stages of our sustainability journey, we started with simple sustainability initiatives including the replacement of all workshop lights with energy-efficient LED lights. This resulted in a 61% savings in energy consumption. In addition, we identified a cost reduction by switching of utilities company to a new provider. Installation of solar panels with a system capacity of 1,893 kWp on all workshops and office building roofs resulted in the generation and usage of clean energy.

Understanding that sustainability is a journey, we need to do more to obtain tangible results to reduce carbon emissions. As part of the LowCarbonSG program to promote transition towards a low carbon business, we have made significant progress in the last year towards our goals with the following projects:

- Demolition of our blasting and painting chambers that used diesel air compressors for blasting work.
- Outsourced our blasting and painting activities to external chambers that use electrical air compressors which are cleaner and more environmentally friendly.
- Increase in green energy (solar power) consumption by 30% in 2022, compared to 25% in 2021.
- Set up the (CNC) software (SigmaNEST) to optimise the use of raw materials and manpower, thereby improving profitability without sacrificing quality.
- Reduction in material waste and scrap.

At Dyna-Mac, sustainability means building businesses that deliver long-term shareholder value and growth. Sustainability is at the heart of what we do and excellence in environmental, social and governance (“ESG”) performance is our strategic priority. The Board of Directors (“Board”) incorporates long-term consideration of issues when formulating Dyna-Mac’s sustainability strategies. With an increasing demand for transparency and accountability, it has strengthened our commitment to operating responsibly, ethically, and sustainably. Everybody has a part to play in our sustainability journey; from promoting sound investment decisions to empowering the workforce to drive sustainability initiatives.

Looking forward, we have several projects in the pipelines to advance our sustainability agenda. To reduce the consumption of paper, we are exploring digitalisation of safety permits. We are considering to upgrade our existing water-cooled air-conditioning which will be more energy and water efficient. Lastly, in relation to work health and safety, we are looking to convert module wooden keel support to adjustable steel cradles which is safer and more durable.

The pandemic has challenged us to continuously push the roll-out of climate-focused strategies and reinforced our conviction towards climate action. We consistently drive long-term value creation to all stakeholders and build a resilient and sustainable future for all. We look forward to reporting on the progress of our sustainability journey in the years ahead.

Sincerely,
Board of Directors

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

SUSTAINABILITY LEADERSHIP GOVERNANCE STRUCTURE

BOARD COMPOSITION

[GRI 2-9a, 2-9b, 2-9c, 2-11, 2-12, 2-19b]

At Dyna-Mac, we have a robust framework to promote strong corporate governance and set high standards to underpin our strategy and create long-term value for our stakeholders. Leading from the top, the Board is responsible for setting strategic objectives and the Company's core values and standards while establishing a framework of prudent and effective controls which enables risk to be assessed and managed. Currently, the Board comprises five Directors – one Executive Director/CEO, three Independent Non-Executive Directors and one Non-Independent Non-Executive Director. The chair of the Board is also a senior executive in the organisation.

The Board is supported by various sub-committees, namely the Audit Committee ("AC"), the Nominating Committee ("NC") and the Remuneration Committee ("RC"). As a whole, they monitor sustainability issues and climate risks relevant to the Company and examines Dyna-Mac's capabilities to deal with them. Each Board Committee has its specific Terms of Reference setting out the scope of its duties and responsibilities, rules and regulations, and procedures governing the way it is to operate and how decisions are to be taken.

The Board comprises of 3 standing committees, who play different roles in overseeing company's overall sustainability approach:

- **Audit Committee (AC):** The AC focuses on complying with legal and auditing standards. The committee evaluates Dyna-Mac's sustainability management processes and infrastructure, including the effectiveness of its sustainability management systems.
- **Nomination Committee (NC):** It develops and maintains a transparent and formal process for appointing new directors. It is the NC's goal to develop a board that is diverse and inclusive to derive value from long-term performance.
- **Remuneration Committee (RC):** RC reviews and recommends to the Board a framework of remuneration for the Board and key management personnel, as well as remuneration packages for each director. As regulatory focus increases on governance and sustainability performance, the RC will consider developing remuneration plans that are linked to long-term environmental, social and governance (ESG) goals, taking into account the difficulties associated with determining realistic targets for meeting them.

NOMINATION AND SELECTION OF BOARD MEMBERS

[GRI 2-10, 18]

Our Board of Directors come from diverse backgrounds, bringing strong and varied expertise across the fields of engineering, legal and finance, as well as environmental and social topics. We are committed to achieving board diversity to promote diverse knowledge and viewpoints. In reviewing Board composition and succession planning, the NC considers the diversity of background, gender, age, and ethnicity. The NC will shortlist candidates and conducts formal interviews to assess their suitability and to verify that the candidates are aware of the expectations and the level of commitment required. Finally, the NC will make recommendations on the appointment(s) to the Board for approval.

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

INDEPENDENCE OF THE BOARD

[GRI 2-11b, 2-15, 2-16]

A Director is considered independent if he has no relationship with the Company, its related corporations, its substantial shareholders, or its officers that could interfere with or be perceived to interfere with the exercise of his/her independent business judgement. Where a director has a conflict or potential conflict of interest, he/she will immediately declare his/her interests by sending a written notice setting out the details of the interest and conflict to the Secretary and/or the Executive Chairman. The notice will be tabled at the meeting of the Directors for noting and discussion, where necessary. In cases where there are concerns or issues in which communications with the Chairman and the Management had failed to resolve, communication is done through the Lead Independent Director. In FY2022, there was no critical concern that was communicated to the Board.

REMUNERATION OF BOARD MEMBERS AND EXECUTIVES

[GRI 2-19a and 2-20]

The RC is responsible for ensuring a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual Directors and senior management. A portion of the Executive Chairman/CEO and senior management's remuneration is linked to the performance of the Group and individual key performance. The RC may engage external consultants when it deems it necessary or necessary to define a remuneration policy and determine the levels and mixes of compensation to be paid to Directors and Management. This helps the Group keep its remuneration packages competitive.

Executive Chairman/CEO does not receive director's fees and is paid a basic salary and an annual bonus, based on the performance of the Group and their individual performance. Executive Chairman/CEO is eligible to participate in the Incentive Schemes. There are no termination, retirement, and post-employment benefits granted under the contracts of service of the Executive Chairman/CEO and senior management employees. The Non-Executive Directors have no service contracts and are paid Directors' fees, the amount of which is dependent on their level of contribution and subject to shareholders' approval.

For more detailed governance practices, please refer to our Corporate Governance Report section of our 2022 Annual Report.

SUSTAINABILITY STRUCTURE

[GRI 2-12, 2-13, 2-14, 2-17]

Dyna-Mac's Board of Directors oversees sustainability practices and implementation. With the assistance of the senior management, the Board monitors and reviews ESG-related matters and is responsible for governance of sustainability and climate-related risks, strategic risk management policies, and planning. Annually, the Board reviews and endorses Dyna-Mac's material on sustainability and climate change. In FY2022, the Board also endorsed the list of sustainability topics and climate-related risks.

Execution is a vital part of bringing sustainability to the front line. Once Dyna-Mac's sustainability strategy has been articulated at the Board level, the Board will allocate capital and delegate part of its authority to the management. The Sustainability Steering Committee which is chaired by the Chief Executive Officer assesses sustainability-related risks, opportunities, and management mechanisms, including those related to climate change and reports them to the Board on a regular basis. The Sustainability Working group comprising the different department heads, is responsible for implementing strategy and monitoring ESG performance. Dyna-Mac strives to impart our sustainability initiatives into all employees and integrated it into the company's existing tools, processes, procedures, programs, and values by setting this "Tone at the top" attitude at Dyna-Mac's senior leadership. In FY2022, our Directors took the lead by attending a sustainability training course to equip themselves with basic knowledge on the subject of sustainability.

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

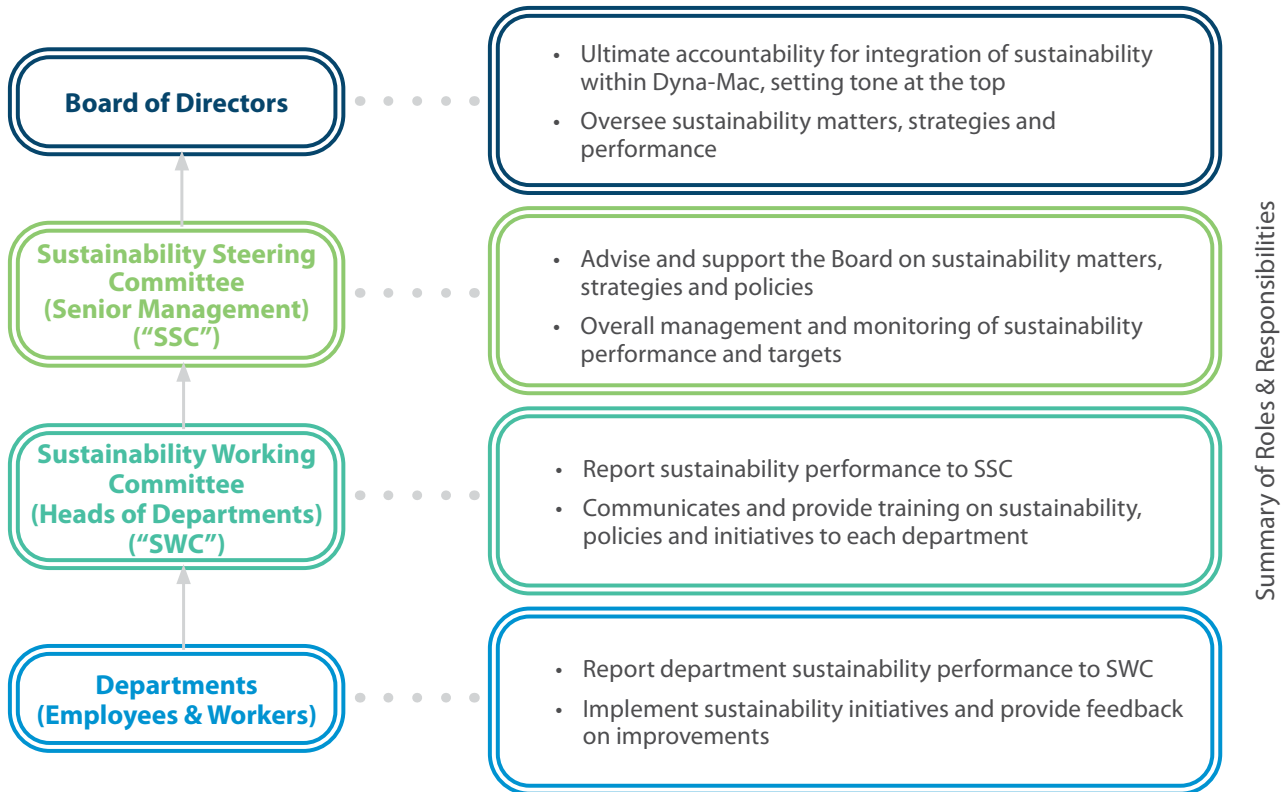


Figure 1 Summary of Roles & Responsibilities

CORPORATE CORE VALUES

[GRI 2-23ai-iv]

Our 6 core values support our vision, shape the culture, and chart the direction for Dyna-Mac. We strongly believe in fostering a safe working environment with Zero Harm to people, property, and the environment. Our positive attitudes and strong teamwork are key to the success of the business and achieving total customer satisfaction. We put these values into practice to create benefits for our customers, employees, partners and the communities we serve. We are committed to build sustainable businesses that deliver long-term growth and value for all our stakeholders.

- Integrity
- Customer Focus
- Health, Safety and Environment (HSE)
- People Development
- Teamwork
- Positive Attitude

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

SUSTAINABLE DEVELOPMENT STRATEGY AND POLICY

[GRI 2-22, 2-23]

At Dyna-Mac, we aim to create a positive impact and sustainable value for our employees, customers, investors, vendors, and communities, through our responsible business practices. We do so by taking proactive measures in reducing air emissions related to climate change, use of sustainable resources, reducing the consequence of land degradation and improvements in waterways. Our commitment to the reduction of environmental impact focuses on the following key areas – enhancement of environmental performance, conformance to compliance obligations, fulfilment of environmental objectives, and protection of the environment.

The work we do thus focuses on preventing violations of statutory and internal company regulations. The purpose of our precautionary approach is to avoid any potential negative effects, in the face of uncertainty. Applying the precautionary principle helps us reduce or avoid negative impacts. We have a robust Occupational Health Safety & Environment (OHS&E) management system that enables the provision of a safe and healthy workplace, prevents work-related injury and ill health, reduces environmental impact and improves our OHS&E performance.

Sustainability Risk and Opportunity Management

Uncertainty is a constant in business, but comprehensive risk management can help companies adapt and thrive by building resilience. Recognising sustainability risks help in decision-making and mitigating risks while at the same time, looking for opportunities to grow. At Dyna-Mac, the AC on behalf of the Board has commissioned an enterprise strategy and risk assessment exercise to set up an Enterprise Risk Management Framework aimed at identifying, filtering, assessing, and compiling the enterprise strategies and key risks affecting the Group.

CLIMATE-RELATED RISK AND OPPORTUNITIES

[GRI 2-12, 2-13]

In December 2021, the Singapore Exchange Regulation announced that all issuers must provide climate reporting on a 'comply or explain' basis in their sustainability reports from FY2022 onwards. Although it is not mandatory for Dyna-Mac to commit to climate reporting for this year's report, we are proud to present our Task Force on Climate-Related Financial Disclosures (TCFD) disclosures. This section describes how we manage climate-related risks and opportunities, with reference to the four key pillars recommended by the TCFD.

Process of identifying risks

In FY2022, we started our process of identifying climate-related risks and opportunities:

- Conducted a survey to gather stakeholder opinions on potential risks from climate change.
- Informed the management of the survey's findings to validate and prioritise the most significant climate change risks for Dyna-Mac.

In the medium to long term, climate change poses several risks to the business and the key risks are identified in Table 1. Climate-related trends, and the risks and opportunities identified are used to inform the Group's strategic outlook.

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

Table 1 TCFD Disclosures

Pillar/Recommendation	Key Points
Governance: Disclose the organisation's governance around climate-related risks and opportunities	
Describe the board's oversight of climate-related risks and opportunities	<p>The Board of Directors ("Board") incorporates long-term consideration of environmental, social and governance ("ESG") issues when formulating Dyna-Mac's sustainability strategies.</p> <p>The board is set to venture into new adjacent areas like LNG (liquefied natural gas) modules and renewable energy in decarbonisation with focus on green hydrogen/ammonia production modules to transition towards low carbon economy in providing modular construction and sustainable energy products.</p> <p>The Board has oversight of climate-related risks, opportunities and initiatives that drive climate mitigation and adaptation strategies – these include the materiality assessment, climate-related risk assessment.</p>
Describe management's role in assessing and managing climate-related risks and opportunities	<p>A Sustainability Steering Committee comprising senior management was set up to drive sustainability efforts within the Group. It is supported by a Sustainability Working Committee comprising the various heads of department who gather and verify the performance data, as well as introduce initiatives to drive the management of our material issues.</p> <p>Hierarchy or structure is: Board of Directors – Sustainability Steering Committee (Senior Management) – Sustainability Working Committee (Head of Departments) – Departments (Employees and Workers).</p> <p>Each of these management teams and committees communicate on a weekly/fortnightly basis and with the board communication on climate-related and sustainability information on a quarterly basis, if any.</p>
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	<p>Dyna-Mac engaged external consultant to conduct the materiality assessment and climate-related risks identification. Through this activity we identified regulatory transition risks such as mandates on existing products and services, reporting obligations, increased cost of raw materials, carbon taxes and innovation costs will pose challenges to maintain profitability and sustain our growth. Physical risks such as extreme weather events, rising mean temperatures and sea levels can lead to productivity loss, frequency of damages to workplace or operational assets and scarcity of energy and water which in turn hamper the growth of the business.</p> <p>As short term, we are focusing on protecting ourselves from the cost fluctuations of the raw materials by relying on the industry recognised and trusted supplier and by engaging in cost-plus pricing contracts.</p> <p>In terms of rising mean temperatures, we follow the regulators guidelines for protecting and training our workers like giving time for heat acclimatisation upon arrival for work, providing water breaks and stations across the work area, provide shaded area for work and comfortable clothing, in turn saving the productive hours and health and safety of our workers.</p> <p>In medium term and long term, we are focusing on reducing our carbon taxes by gradually reducing our GHG emissions from the operations. Also, we will be working on revamping of our yard space/workshop/office buildings designs in the vulnerable coastal regions.</p>

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

Pillar/Recommendation	Key Points
<p>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning</p>	<p>Risk management is an integral part of Dyna-Mac which has in place an Enterprise Risk Management framework to manage its risk exposure. As part of this risk assessment, the Management works closely with the Board to better align, manage, and increase Dyna-Mac's resilience to emerging climate-related risks with the core strategy.</p> <p>In order to understand the climate-related risks and opportunities, short, medium and long term strategies, we are planning to conduct scenario analysis on a regular basis and will continue to refine and adapt our process as things continue to change.</p>
<p>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p>As a company that seeks continuous improvement, Dyna-Mac has started the journey of TCFD to better understand climate-related risks and their potential impact on business. This year we have set targets to reduce our GHG emissions by installing solar panels on office roofs and workshop roofs.</p> <p>We will keep reviewing our climate-related targets in line with the global standards and best practices progressively.</p> <p>We shall conduct the climate scenarios analysis exercise for the next year reporting to understand the potential impacts of climate-related scenarios on the business in terms of monetary value.</p>
<p><i>Risk Management: Disclose how the organisation identifies, assesses, and manages climate-related risks</i></p>	
<p>Describe the organisation's processes for identifying and assessing climate-related risks.</p>	<p>Dyna-Mac engaged an external consultant to conduct the materiality assessment and climate related risks identification. Through this activity we identified regulatory transition risks such as mandates on existing products and services, reporting obligations, raw material costs and physical risks such as extreme weather events, mean temperature rise and sea level rise.</p>
<p>Describe the organisation's processes for managing climate-related risks.</p>	<p>Dyna-Mac adopts a robust risk management system. We have formed a dedicated team to extensive risk assessment of all work activities and requires commitment from everyone to ensure a safe workplace for all.</p> <p>All our risk assessments are reviewed after an unsafe act or condition is observed and improved risk assessments are made available to everyone.</p>

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

Pillar/Recommendation	Key Points
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	<p>This year we have engaged an external consultant to advise us on the climate-related risks and these risks are considered strategic business risks and we work with consultants to manage them under our risk management system.</p> <p>Risks, Impacts and Opportunities along with time horizons are presented in managing climate-related risks. During the assessment of materiality risks, several physical risks and transition risks were assessed. After engagement with stakeholders, reviewing existing practices and analysing best practices among industry peers, Dyna-Mac has streamlined a few risks and assessed their implications. As the risk assessment is a dynamic process that continues to evolve, the Management will review existing responses and fine-tune as necessary.</p>
Metrics & Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Dyna-Mac embarked on our sustainability journey since 2017 and in FY2022, we have progressed and begin working on our TCFD journey to better evaluate the climate-related risks and opportunities.
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<p>Along with transition and physical risks, Dyna-Mac tracks emission from fuel and electricity usage. We will monitor and disclose our scope 1 and scope 2 emissions, while managing and reducing our carbon emissions.</p> <p>Waste management has been important for us. We aim to reduce the generation of steel waste by optimising the design. We do so by liaising with our customers to improve the design which reduce steel wastage.</p>
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<p>To ensure proper accounting of our GHG emissions, Dyna-Mac scopes emission streams in accordance with the GHG Protocol.</p> <p>Reduce Scope 1 and Scope 2 emissions by 25% over 5 years from the base year, 2021.</p>

Managing climate-related risks

During the assessment of risks materiality, several physical risks and transition risks were assessed. After engagement with stakeholders, reviewing existing practices and analysing best practices among industry peers, Dyna-Mac has streamlined a few risks and assessed their implications. As the risk assessment is a dynamic process that continues to evolve, the Management will review existing responses and fine-tune as necessary.

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

Table 2 List of climate-related risks possibility affecting Dyna-Mac

Risks								
	Mandates on and regulation of existing products and services (High)	Increased cost of raw materials (High)	Costs to transition to lower emissions technology (Medium)	Enhanced emission-reporting obligations (Medium)	Increased pricing of GHG emissions (Medium)	Rising mean temperature (Low)	Rising sea levels (Low)	Increased severity of extreme weather events such as cyclones and floods (Low)
Description	Increased costs and/or reduced demand for products and services resulting from fines and judgments	Increased production costs due to changing input prices (e.g., energy, water) and output requirements (e.g., waste treatment)	Capital investments in technology development. Costs to adopt/deploy new practices and processes	Increased operating costs due to lack of credible information or higher compliance costs or increased insurance premiums	Abrupt and unexpected shifts in energy costs, mainly carbon taxes	Increase in operating costs such as energy costs to maintain optimum workable conditions	Increased insurance premiums and potential for reduced availability of insurance on assets in "high-risk" locations	Reduced revenue and higher costs for negative impacts on workforce (e.g., health, safety, absenteeism)
Likelihood	Likely	Likely	Possible	Likely	Likely	Likely	Possible	Unlikely
Impacts	Policy changes, Write-off's or early retirement of workshop or yard equipment's adds to the capital expenditure	Cost fluctuations due to various geopolitical issues leads to increase cost of water, electricity, and other raw materials	Lack of adaptability results in reputational issues/fines	Wrong expensive decisions due to non-reliable climate data like bad ratings, high insurance premiums	Carbon taxes for the emissions expected to reach 50-80/tco _e by 2030	Scarcity of water, electricity, or excess water due to heavy rains which makes it difficult to access work areas	Frequency of damages to the operational assets	Disruption to BAU activities, staff ill health leads to productivity loss and overall Capex
Time Period	Short-term	Short-term	Medium-term	Short-term	Medium-term	Medium-term	Long-term	Long-term
Financial Implications	Not quantified this year	Not quantified this year	Not quantified this year	Not quantified this year	Not quantified this year	Not quantified this year	Not quantified this year	Not quantified this year
Management Response	We continue to improve on vetting our value chain and prepare ourselves in building the reputation looked by other customers in the business.	We will work on renewing the contracts and will be able to baseline the impacts upon new contract renewals	We will continue to work closely with the departments to understand the opportunities and impacts on business	We shall continue to follow the SGX regulations year-on-year as advised	We shall continue to work on reducing our GHG emissions by shifting towards renewable energy	We will start conducting the qualitative scenario analysis to start with and gradually move towards quantifying the impacts	We will start conducting the qualitative scenario analysis to start with and gradually move towards quantifying the impacts	We will start conducting the qualitative scenario analysis to start with and gradually move towards quantifying the impacts

Definition of time period:

Likelihood	Definition
Short-term	• 1-3 years
Medium-term	• 3-5 years
Long-term	• Up to 2030

Definition of likelihood:

Likelihood	Definition
Frequent	• Up to once in 2 years or more
Likely	• Once in 2 years up to once in 25 years
Possible	• Once in 25 years up to once in 50 years
Unlikely	• Once in 50 years up to once in 100 years
Rare	• Once in 100 years or less

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

MATERIALITY ASSESSMENT

STAKEHOLDER ENGAGEMENT

[GRI 2-29]

At Dyna-Mac, we actively engage with our stakeholders to understand which social and environmental issues matter most to them as this will improve decision-making and drive long-term sustainability. A stakeholder is a group of people that has an interest in a company and can either affect or be affected by the business. Collaboration with a multitude of internal and external stakeholders is essential if we want to make a difference. Table 3. Dyna-Mac's Stakeholders' Engagement shows Dyna-Mac's response to specific stakeholder concerns.

Table 3 Dyna-Mac's Stakeholders' Engagement

Stakeholders	Approach to meaningful stakeholder engagement	Key topics and concerns raised	Dyna-Mac's response
Employees	<ul style="list-style-type: none"> Meetings, calls, and conferences Interviews and surveys Trainings and courses Newsletters and campaigns Policies and procedures Appreciation dinners and other festive events 	<ul style="list-style-type: none"> Vision, strategy, and direction Training and development Occupational health and safety Equal opportunities Fair remuneration and progression Job stability 	<ul style="list-style-type: none"> Annual engagement and long service award ceremony Ongoing training programmes Annual appraisal
Customers	<ul style="list-style-type: none"> Meetings, calls, and conferences Site visits Feedbacks channels 	<ul style="list-style-type: none"> Product and service quality Innovation Occupational health and safety 	<ul style="list-style-type: none"> Rigorous project engagement and planning Post-projects surveys
Investors	<ul style="list-style-type: none"> Dedicated Investor Relations Annual General Meetings, meetings, calls, conferences Annual Reports Financial information, SGX announcements and circulars Corporate website 	<ul style="list-style-type: none"> Vision, strategy, and direction Economic performance Corporate governance 	<ul style="list-style-type: none"> Timely and transparent disclosures
Vendors	<ul style="list-style-type: none"> Meetings, calls, and conferences Interview and surveys Site visits Trainings and courses 	<ul style="list-style-type: none"> Occupational health and safety Corporate governance Compliance 	<ul style="list-style-type: none"> Fair selection process Efficient processing of payments Constant engagement with vendors and subcontractors
Communities	<ul style="list-style-type: none"> Corporate website Annual Reports SGX announcements Community involvement activities 	<ul style="list-style-type: none"> Social responsibility and impact Support for community development 	<ul style="list-style-type: none"> Regular update on Company website Employment for locals, including internships Employee volunteering, blood donation drive
Government and Regulators	<ul style="list-style-type: none"> Meetings, calls, and briefings Site visits Industry networking functions 	<ul style="list-style-type: none"> Corporate governance Compliance Socioeconomic, environmental impact Business collaboration and investment Sharing of industry best practices 	<ul style="list-style-type: none"> Proactive engagements with various government bodies and regulators

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

Process of identifying material topics

We recognise the importance of ensuring the relevance of our material topics to our business. A sustainability topic is material to Dyna-Mac if it is considered important for reflecting Dyna-Mac's economic, environmental, and social impacts or influencing the decisions of our stakeholders while considering Dyna-Mac's overall mission, competitive strategy, likely impacts across our operations, the global sustainability context and topics commonly disclosed in the sector. Understanding our stakeholders' concerns and sustainability topics that are important to them is crucial. Stakeholder engagement was carried out through a survey to understand stakeholder priorities and views on sustainability and climate issues to Dyna-Mac. This year, we added two new material topics, 'Diversity and Equal Opportunity' and 'Forced or Compulsory Labour' to promote a more inclusive workplace culture based on a review of emerging issues and stakeholder interests.

1

IDENTIFICATION AND ANALYSIS

We work closely with an independent team of sustainability consultants on a list of potential sustainability matters identified through:

- Analysis of trends and developments pertinent to Dyna-Mac and the industry it operates in
- Analysis of commonly reported sustainability matters amongst Dyna-Mac's peer groups and leading reporters in Singapore
- Internal stakeholder interviews and focus group discussions with members of our Sustainability Steering Committee

2

EVALUATION AND PRIORITISATION

Members of our Sustainability Steering Committee individually evaluated the list of potential sustainability matters and participated in a formalised Materiality Assessment workshop.

An anonymous electronic voting exercise was conducted to prioritise the sustainability matters that are deemed significant to both Dyna-Mac and its external stakeholders

3

VALIDATION AND ASSIMILATION

Our Sustainability Steering Committee reviewed Dyna-Mac's Materiality Matrix and selected 5 key sustainability matters ranked as significant to both Dyna-Mac and its external stakeholders, for reporting.

The process and the results were presented to Dyna-Mac's Board of Directors for their validation and approval.

Figure 2 Three-Step Process for Materiality Assessment

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

Material topics and management

Materiality assessment is a process focusing on reporting topics which remain relevant to the Group as well as identifying new topics. The materiality assessment is conducted every year and in FY2022, only internal stakeholders took part in this assessment. The list of material issues that are important for both Dyna-Mac and its stakeholders can be found in Table 4 List of Material Topics. The Board discussed and validated sustainability topics relevant to the Company.

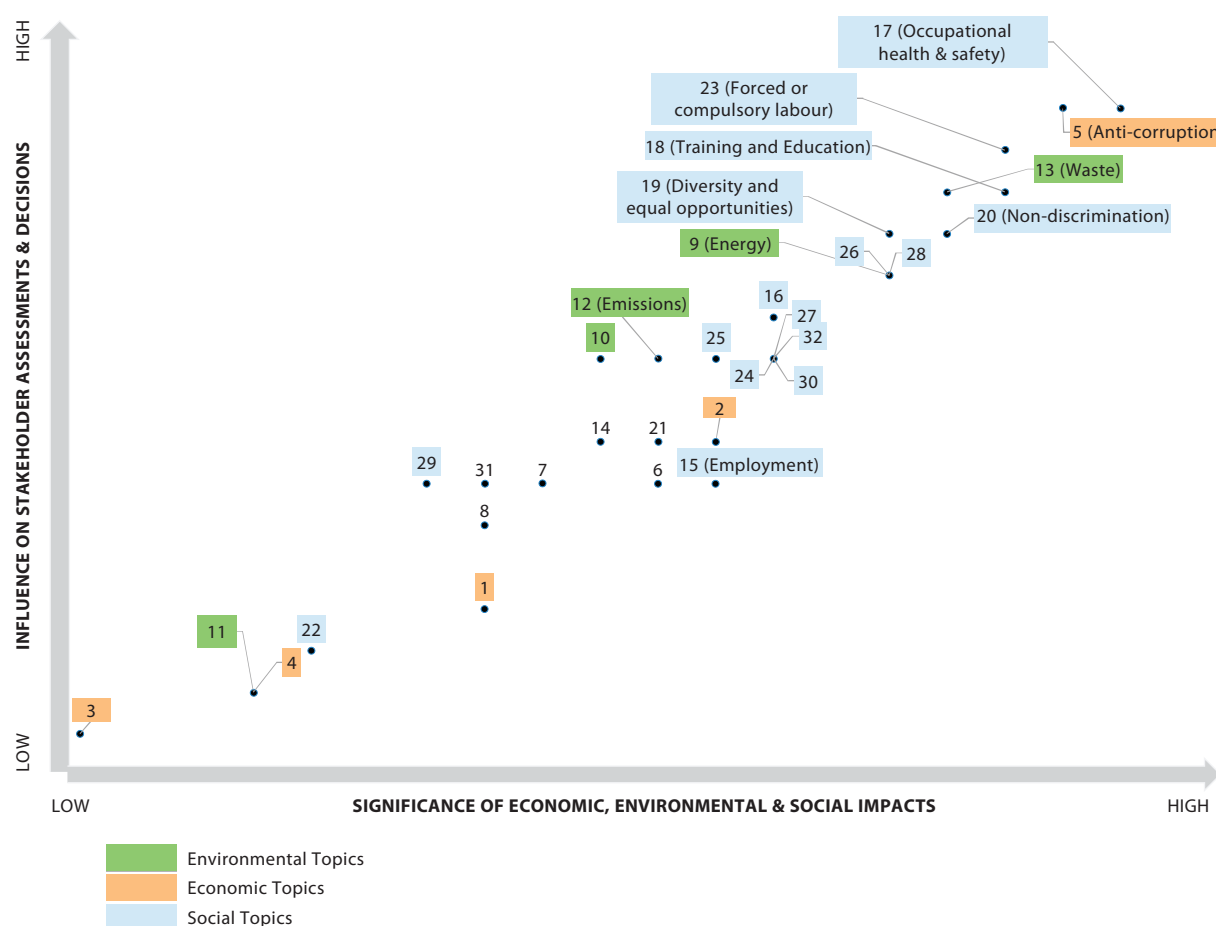


Figure 3 Materiality Matrix

Table 4 List of Material Topics

No.	Material Sustainability Matter	Category	Mapping GRI Standards Topics
1	Corporate governance	Governance	GRI 205: Anti-Corruption
2	Employment	Social	GRI 401: Employment GRI 404: Training and Education GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination GRI 409: Forced or Compulsory Labour
3	Health and safety	Social	GRI 403: Occupational Health and Safety
4	Energy and carbon footprint	Environment	GRI 302: Energy GRI 305: Emissions
5	Waste	Environment	GRI 306: Waste

SECTION 2: CLIMATE AND SUSTAINABLE GOVERNANCE

Table 5 List of material topics, its importance, and its boundaries

Material topic	Why this is material	Boundary, where impact of the material topic occurs						Impacts addressed in this report		
		Impact within Dyna-Mac's operation	Outside Dyna-Mac's operation							
			Employees	Customers	Investors	Vendors	Communities		Government and Regulators	
Economic										
1	Anti-corruption	We are committed to conducting business with integrity and remaining consistent with the highest ethical standards policy against corruption and strive to incorporate this culture into all aspects of our business.	x	x	x	x	x	x	Corporate Governance	
Social										
2	Employment	We are focused on building a talent pool of employees who are able to deliver high quality work for our customers.	x						Workplace	
3	Training & Education		x						Workplace	
4	Diversity and Equal Opportunities		x						Workplace	
6	Non-discrimination		A large proportion of our workforce are foreign workers on fixed-term contracts, who require additional safeguards to protect their well-being.	x						Workplace
7	Forced or compulsory labour	We believe forced labour is a serious violation of a fundamental human right.	x						Workplace	
5	Occupational Health and Safety	Our operations include project works and maintenance services, which presents a risk for the safety of our workers.	x			x		x	Workplace	
Environment										
8	Energy Consumption	Electricity is used in our offices and fabrication facilities. We also use diesel for transportation and on-site equipment.						x	x	Environment
9	Greenhouse Gas (GHG) Emissions	Our electricity and diesel consumption leads to GHG emissions.						x	x	Environment
10	Waste	Waste is generated in the office and on-site.						x	x	Environment

SECTION 3: MATERIAL TOPICS

CORPORATE GOVERNANCE

[GRI 2-23, 2-24, 2-26, 2-27, 205]

Corruption Risk Management

As a public company listed on the Mainboard of the SGX-ST, Dyna-Mac has to be responsible and accountable to a wide range of stakeholders. Dyna-Mac has emphasised the importance of good corporate governance through our Annual Report and internal policies which govern the way we conduct business. We uphold the highest business ethics and ethical practices as we believe that good corporate governance is key to the long-term sustainability of our business and performance. We adhere to the listing requirements, as well as the revised Code of Corporate Governance issued by the Monetary Authority of Singapore and comply with all applicable laws in Singapore.

Code of Conduct

Under our Code of Conduct, employees are expected to understand Dyna-Mac's values and to incorporate these values into their daily work. This Code will provide clear rules and guidelines on the way employees should conduct themselves professionally to uphold the reputation of the Company. To ensure employees adhere to the Code, a training program that communicates the policies below has been conducted.

Whistle Blowing Policy

To promote a culture of openness and integrity, our Whistle Blowing Policy provides employees with an avenue to report and raise genuine concerns in good faith without the risk of reprisal. The Whistle Blowing Policy also serves as a framework to guide the Company in handling the situation once a report of misconduct is made.

Anti-Corruption/Anti-Bribery/Gifts, Hospitality, and Entertainment Policy

Our corruption risk management is also supplemented with other policies which reinforce certain aspects of business conduct and procedures when dealing with suppliers, customers, subcontractors, and other stakeholders. Guided by the Anti-Corruption/Anti-Bribery/Gifts, Hospitality, and Entertainment Policy, employees are expected to follow the guideline to conduct business in an honest way and prohibit the giving or receiving of any gift, cash, entertainment, or hospitality where the intention is to influence a business decision. Dyna-Mac's stance against corruption and bribery is also reiterated during regular staff communication and communicated to all governance body members and employees.

Dealing with Securities

At Dyna-Mac, we comply with all local regulations. According to SGX Listing Rule 1207, we have our own internal compliance code to provide guidance to our employees about dealing by the listed issuer and its officer in its securities. We circulate an email every quarter to inform all employees of the closed period for dealing in our Company's securities and have a whistle blowing policy in place.

During the reporting year, there were no such reported incidents of officers dealing in the listed issuer's securities when not allowed. There were also no incidents and no public legal cases of non-compliance against the company or our employees concerning corruption, fraud, extortion, or money laundering. Our code of conduct and anti-corruption policies are circulated to all our staff during the first day of HR Orientation and reminders are circulated via HR memo periodically which ensures how employees of Dyna-Mac, should conduct professionally and respectively on our business dealing to uphold the reputation of the Company.

SECTION 3: MATERIAL TOPICS

MEMBERSHIP AND INITIATIVES

[GRI 2-28]

Dyna-Mac is involved in national industry associations. We recognise that industry associations can have significant influence on corporate members' sustainability and providing expertise on critical issues related to sustainability development and corporate responsibility. Our commitment to sustainability is also expressed through the external initiatives that we participate in.



The Group became a member of Carbon Pricing Leadership Coalition (CPLC) and part of a network of institutions and organisations that are advancing the decarbonisation agenda. As CPLC's member, we:

1. commit in principle to the transition towards a low carbon business model in Singapore.
2. embrace in principle aspirations of implementing internal carbon pricing by 2025.

LowCarbonSG is a capability building programme to help companies to decarbonise. It is helmed by CPLC Singapore, the decarbonisation arm of the United Nations Global Compact Network Singapore and is supported by the National Environment Agency (NEA) and Enterprise Singapore (ESG). As a member of the CPLC, the Group has the access right to CERT tool. We closely monitor and measure our carbon footprint and work towards reducing carbon emissions from our business operations.

Besides being CPLC member, we have attained the LowCarbonSg logo on 18 November 2022. This logo is awarded to Companies like us, that has demonstrated progress in measuring and monitoring our carbon emission. It is a way of rewarding and recognising our progress on decarbonisation and reinforcing the habits of measuring, tracking, and reporting carbon footprints.

SECTION 3: MATERIAL TOPICS

WORKPLACE

Fair Employment Practices

We believe in investing in our employees' well-being and development, keeping them meaningfully engaged, and ensuring that they have fulfilling careers with us. We have put in place systems and practices that are fair, merit-based, and non-discriminatory to attract, reward and retain our employees. The Group is also a signatory of the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), pledging to adopt fair and progressive human resource practices and providing a harmonious and inclusive work environment for our diverse workforce, regardless of race, ethnicity, religion, age, and gender. Our employee retention strategy focuses on training, career development and employee engagement. A grievance procedure for any labour concerns is also available to employees to report incidences without fear of reprisal, discrimination or other consequences.

To affirm our philosophy and commitment, we have adopted the following TAFEP Tripartite Standards since 2018. This year we adopt an additional Tripartite Standard of Work-life Harmony.



Employment of Term Contract Employees

The Group complies with all statutory benefits under the Employment Act and the Child Development Co-Savings Act, in particular leave benefits and termination/non-renewal of contract specifications.



Grievances Handling

A grievance procedure has been put in place for employees to raise grievances or any work-related concerns to supervisor and management.



Flexible Work Arrangements

We support part-time employment and have revised to shorten work week for some of the support functions employees (from 5.5 days to 5 days). We will review and explore more flexible working patterns to support our operations and yet not lose out on our competitiveness and productivity.



Recruitment Practices

The Group believes in fair employment practices and great emphasis is placed on our people.



Work-life Harmony

The Group supports employees to effectively manage responsibilities and aspirations in the spheres of work and personal life.

SECTION 3: MATERIAL TOPICS

OUR PEOPLE

[GRI 2-7, 2-8, 2-30]

We want to create a highly engaged and dedicated workforce as our people are key to our long-term growth and success. We do so by empowering our employees by investing in their professional and personal development and ensure inclusive employment and work environment. As of 31st December, Dyna-Mac had a total of 872 employees¹.

Table 6 Employees by gender

Year	Employees by gender	
	Male	Female
FY2022	777	95
FY2021	678	83
FY2020	668	88

Table 7 Employees by employment contract and gender

Year	Employees by employment contract			
	Permanent		Contract	
	Male	Female	Male	Female
FY2022	767	90	10	5
FY2021	662	79	16	4
FY2020	629	81	39	7

Table 8 Employees by employment type

Year	Number of employees by employment type	
	Full-time ²	
	Male	Female
FY2022	777	95
FY2021	678	83
FY2020	668	88

In 2022, we had a total of a total of 3,318 sub-contractors who are not employees but whose work is controlled by Dyna-Mac. The mix of employees and contractors in operational roles is to ensure that it is in the best interests of the business and has the resilience to respond to all operational challenges. This number remains relatively constant and will depend on operational activity of the year.

Collective bargaining agreements are not part of Dyna-Mac's policy because the Management and employees are committed to building a strong labour management relationship based on mutual trust and respect. Therefore, the Company has no procedures in place and employees are not covered by such agreements.

1 Our employment figures are derived from the Human Resource department. Numbers are based on full time equivalent and indicate total number of headcount at the end of the reporting period

2 All employees at Dyna-Mac are working full-time and there are no part-time employees.

SECTION 3: MATERIAL TOPICS

NEW HIRES

[GRI 401-1]

In FY2022, new hire rate was 25.00% for male and 4.36% for female. As a strong advocate of fair and merit-based employment practices, we regularly review our practices to ensure no discrimination in our hiring process. We are committed to a recruitment process that is open, transparent, and merit-based, and that affords equal opportunities to all job applicants.

Table 9 Total Number of new hires by gender

Year	Total number of new hires by gender		New hire rate by gender	
	Male	Female	Male	Female
FY2022	218	38	25.00%	4.36%

Table 10 Total number of new hires by age group

Year	Total number of new hires by age group			New hire rate ³ by age group		
	Under 30	30-50	Over 50	Under 30	30-50	Over 50
FY2022	92	147	17	10.55%	16.86%	1.95%

Note: Employment (GRI 401) is a new material topic for FY2022 hence only FY2022's data is disclosed.

EMPLOYEE TURNOVER

[GRI 401-1]

Employee turnover rate was 13.65% for male and 2.98% for female. The turnover rate is relatively high due to an increase in the voluntary turnover rate which mirrors global trend of resignations. To retain talent, Dyna-Mac creates and supports an inclusive culture while investing in employees' growth. Our employee retention strategy focuses on training, career development and employee engagement.

Table 11 Total number of employee turnover by gender

Year	Total number of employee turnover by gender		Employee turnover rate ⁴ by gender	
	Male	Female	Male	Female
FY2022	119	26	13.65%	2.98%

Table 12 Total number of employee turnover by age group

Year	Total number of employee turnover by age group			Employee turnover rate by age group		
	Under 30	30-50	Over 50	Under 30	30-50	Over 50
FY2022	38	92	15	4.36%	10.55%	1.72%

Note: Employment (GRI 401) is a new material topic for FY2022 hence only FY2022's data is disclosed.

³ New hire rate is computed based on number of new hires divided by the year's headcount.

⁴ Employee turnover rate is computed based on number of attritions divided by this year's headcount.

SECTION 3: MATERIAL TOPICS

EMPLOYEE BENEFITS

[GRI 401-2, 401-3]

We value and promote our employees' well-being and work-life balance to maintain sustainable workforce as well as to attract, motivate and retain employees. These include insurance coverage, medical and dental benefits, transport reimbursement for overtime work and meal allowance.

We also believe in actively supporting working mothers and fathers. All employees are eligible for paid parental leave. We ensure that employees receive the statutory maternity leave allowance of 12 or 16 weeks, and all working fathers are entitled to two weeks of paid paternity leave. Our Flexible Work Arrangement Policy also promote the concept of family-friendly through the 4 categories of work arrangement – staggered starting hours, reduced hours/part-time employment, telecommuting and work from home.

Table 13 Employees who took parental leave

	Male	Female
Total number of employees that were entitled to parental leave	5	3
Total number of employees that took parental leave in 2022	5	3
Total number of employees that returned to work after parental leave ended	5	2
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	5	1
Return to work and retention rates of employees that took parental leave	100%	33.3%

DIVERSITY AND EQUAL OPPORTUNITY

[GRI 405-1]

Ensuring diversity and equal opportunity within our employees promotes broader perspectives and stronger connections. The Group is an equal opportunity employer. Current and prospective employees are evaluated in terms of their ability to execute their job. Dyna-Mac adopts fair and progressive employment practices to promote a diverse and inclusive workplace that is built on merit and progressive human resource practices. Together, we are focused on building a culture in which employees care about one another and solidifying a sense of belonging for all so that different voices are heard to achieve sustained value creation for our stakeholders.

To support the principles of Diversity and Equal Opportunity, Dyna-Mac is committed to the following:

- Ensure that all employees comply with legal, regulatory obligations, and Code of Conduct.
- Create a supportive and understanding workplace environment in which all individuals feel welcome, respected, and heard, and where they can realise their full potential regardless of their race, gender, age, religion, ethic, national origin, and disability.
- Maintain a working environment where direct or indirect discrimination, bullying and harassment are not tolerated.
- Increase awareness on the responsibilities and benefits of diversity and inclusion to promote understanding of differences and similarities, decrease judgemental behaviour and enhance the efficiency of the multicultural teams.

SECTION 3: MATERIAL TOPICS

Table 14 Diversity of governance body based on gender

	Male (%)	Female (%)
Non-independent executive director	20%	0%
Independent non-executive director	40%	20%
Non-independent non-executive director	0%	20%

Table 15 Diversity of governance body based on age group

	Under 30 years old (%)	30-50 years old (%)	Over 50 years old (%)
Non-independent executive director	0%	20%	0%
Independent non-executive director	0%	0%	60%
Non-independent non-executive director	0%	20%	0%

Table 16 Diversity of employees based on gender

		Male (%)	Female (%)
By employee category	Senior management	0.70%	0.10%
	Middle management	4.20%	1.50%
	General executive	25.90%	9.30%
	Worker	58.30%	0.00%

Table 17 Diversity of employees based on age group

		Under 30 years old (%)	30-50 years old (%)	Over 50 years old (%)
By employee category	Senior management	0.00%	0.30%	0.50%
	Middle management	0.00%	4.40%	1.40%
	General executive	5.00%	23.70%	6.40%
	Worker	16.90%	40.90%	0.50%

NON-DISCRIMINATION

[GRI 406-1]

It is Dyna-Mac's responsibility to create an environment where all individuals are treated with dignity and respect. Under the Code of Conduct, Dyna-Mac provides equal employment opportunities, and no employees should ever be subject to discrimination on the basis of:

- Race
- Religion
- Skin Colour
- Nationality
- Age
- Gender Identity

SECTION 3: MATERIAL TOPICS

Dyna-Mac is also committed to creating a workplace where employees feel comfortable at work and are able to realise their full potential. The policy on Managing Workplace Harassment and memorandum was circulated to express Dyna-Mac's commitment and duty of care to maintain a safe and conducive work environment where direct or indirect discrimination, bullying, and harassment are not tolerated.

Any employee found breaching such conduct shall be liable for disciplinary action. We are pleased to report that there have been no reported incidents of discrimination during this reporting period.

FORCED OR COMPULSORY LABOUR

[GRI 409-1]

Dyna-Mac prohibits the use of involuntary, forced, or bonded labour and will not work with any agency or recruiting company which requires prospective employees to pay a fee in violation of any local or federal laws. We believe it is our responsibility, and responsibility of those we do business with, to comply with relevant legislation and minimum standards and to respect universal rights. In compliance with local laws and regulations, Dyna-Mac adheres to the minimum age provisions.

TRAINING AND CAREER DEVELOPMENT

[GRI 404-1 to 404-3]

We believe in developing employees' capabilities for the long-term sustainability of the business. We invest heavily in our employees to keep them motivated and provide them with diverse learning and development opportunities for personal and professional development. Heads of Department are required to conduct Training Needs Analysis at least once a year for employees to upgrade their skills.

Our ability to adapt is important, as global events and new technologies continue to influence the way we work and communicate. Hence, we invest in a variety of training programs for our employees. In FY2022, we conducted 1,328 hours on HSE related training, 1,736.50 hours on technical related training and 2,697.88 hours on soft skills related training. A total of 5,762.38 hours was conducted. Such programs motivate employees to maintain a high level of performance.

Table 18 Average training hours per employee

	Average hours of training	Average hours of training by employee category				Employee training by gender	
		Senior Management	Middle Management	General Staff	Worker	Male	Female
FY2022	17.201	30.025	32.140	22.485	10.719	16.486	21.186

Note: Employment (GRI 401) is a new material topic for FY2022 hence only FY2022's data is disclosed.

Engagement and Welfare

Ayudha Pooja

To encourage diversity, equity, and inclusiveness among our staff company, we celebrate festivals important to all the races involved. As an engagement initiative, we distributed 10kg of rice packs to workforce, and the celebration involved all parties (Dyna-Mac, clients, contractors, union, and workforce).

SECTION 3: MATERIAL TOPICS



CEO Engagement Session

As part of regular engagement with employees, the CEO conducts regular Townhall update to share with employees on the company's result, vision, and mission as well as business direction for the next year.



Dormitory visit

Aside from engaging with employees, we also went to the dormitory to give essential items such as rice and fans as we recognise the disruption and hardship faced by our workers due to the COVID-19 pandemic.



SECTION 3: MATERIAL TOPICS

OCCUPATIONAL HEALTH AND SAFETY

[GRI 403]

Safety is one of our core values, and it is an essential component of our success. Our commitment to excellence in workplace safety is not only to our employees, but also keeps surrounding communities and environment healthy and safe. This is especially so since our business operations involve many high-risk activities.

The Occupational Health Safety & Environment (OHS&E) management system put in place by our organisation aims to provide a safe and healthy workplace; prevent work-related injury and ill health; to protect and reduce environmental impact and continually improve its OHS&E performance. Workplace safety within our organisation consists of various sets of procedures, conditions, and settings. It covers a range of areas, from personal safety to operational and process safety, with the main focuses being on the equipment and procedures that contain risks or minimize risk exposure.

BUILDING A ROBUST SYSTEM OUR OHS&E MANAGEMENT SYSTEM

[GRI 103, 403-1]

Dyna-Mac with ISO 45001:2018 and ISO 14001:2015 certifications has put across an integrated health and safety approach in place and an integrated environmental management system into organisational framework. Through our OHS&E Management System, we drive continuous improvement in all safety and health-related and environmental aspects across our operations. We also conduct HSE risk assessment for every activity to eliminate or reduce the risk.

All workers including workers who are not employees but whose work and/or workplace is controlled by Dyna-Mac are required to comply with the requirements on the Occupational Safety & Health Management System. Aside from being accredited ISO 45001:2018, our bizSAFE Star certification also shows that we have been nationally recognised as having the highest standard of safety and health management standard including risk management activities.

ASSESSING RISKS

[GRI 403-2]

As part of our bizSAFE Star certification, we conduct risk assessments for all work activities and comply with WSH (Risk Management) Regulations. This activity-based risk assessment provides a control measure for each hazard identified and must be reviewed as and when the work activities change or every 3 years, by law. Our Risk Assessment Procedure and Register have been developed and maintained by the Risk Management Team. We also have in place Safe Work Procedures (SWP) and Risk Registers with a 60-day look-ahead risk analysis conducted monthly to identify non-routine and critical work process. Where critical work is required, we conduct a consolidated risk assessment called the Job Safety Analysis (JSA). Our yard conducts JSA and Risk Assessment review for all non-routine and critical activities such as Heavy Lifting, Load testing activities, Module Shifting, Module Load Out, chemical cleaning & hot oil flushing and hydrotesting.

At Dyna-Mac, we have a dedicated yard HSE team with competent persons to oversee and maintain the yard OHS&E requirements. A Hazard Observation and Communication (HOC) card system is set in place to report and communicate work related hazards and hazardous situations. All employees are briefed on the "Stop Work Authority" requirement during the project newcomer induction training to ensure they are aware of their rights to reject work if work conditions are unsafe. Employees are also encouraged to stop their colleagues if they spot their colleagues working in unsafe conditions.

We ensure that proper incident reporting and investigation processes are in place. Through evaluation of compliance and management review as accord by the top management, we determine the opportunities for improvement and provide the necessary resources where applicable to support the actions.

SECTION 3: MATERIAL TOPICS

EMPLOYEES COVERED BY AN OHS MANAGEMENT SYSTEM.

[GRI 403-8]

All employees and workers are covered by the OHS management system. A total of 4,190 employees of which 872 are direct employees and 3,318 resident contractors (sub-contractors) are controlled by the organisation, and they are all covered by Dyna-Mac's safety management system during their involvement in the projects. Our OHS management system has been audited by the Architecture and Building Services (ABS). Annually, our yard is also being audited by Team-6 Safety Training & Consultancy (S) Pte Ltd. These audits provide recommendations on how to improve our OHS management system were stated, assisting us to implement the appropriate measures and as a result enhancing our commitment in providing a safe and healthy environment for all workers to work in.

Workplace injuries and accidents are avoidable. At Dyna-Mac we have a strong culture of prevention in which we strive to eliminate hazards and risks that may cause work-related injuries and accidents. As Dyna-Mac moves towards realising the Ministry of Manpower's (MOM) Workplace Safety and Health 2028 vision, we strive towards zero accident, and this calls for a more preventative approach which identifies risks before an accident occurs. Three broad strategies (Figure 4) have been used to shape and plan key initiatives while attaining the strategic outcomes.



Figure 4 WSH Strategies⁵

FOSTERING A SAFETY CULTURE

STRATEGY 1: STRENGTHEN WSH OWNERSHIP.

Employees play a key role in Dyna-Mac's success and are the most important asset, which is why individuals need to take ownership of their own safety by observing the safety measures. We ensure that employees see WSH as a responsibility for their personal safety and that of those around them.

At Dyna-Mac, we have a "Speak-up and intervention" culture where employees feel safe and are confident to raise issues, concerns, and potential problems. By ownership of their own safety, personnel are more likely to speak up when they see safety, mental health, or employment issue, report incidents, have a positive attitude towards safety, and take new safety initiatives seriously.

Walking the talk is another key to achieving a zero-incident workplace. Twice weekly, the Chief Executive Office together with Senior Management conduct inspection walks around the fabrication site to interact with the workers and identify unsafe practices. With the commitment of experienced individuals, Health and Safety issues can be more effectively identified and communicated to all departments. Leaders have an opportunity to engage with the workforce and better understand what they can do to improve safety and productivity. Every month, a walkabout is conducted by workers from the various departments, to identify future leaders in the relevant departments. This demonstration of felt leadership reinforces our commitment to our Health and Safety Excellence, and ensures all employees and contractors are in line with Dyna-Mac's health and safety values.

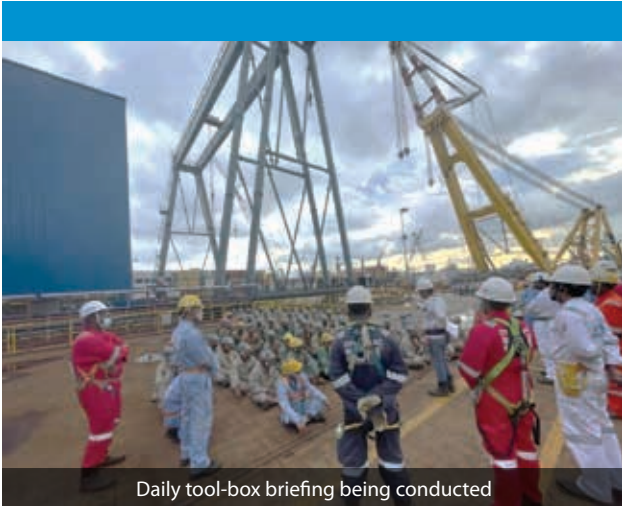
EMPLOYEE PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OHS

[GRI 403-4]

Safety briefings are one of the hallmarks to keep health and safety in the minds of workers. Our employees attend daily Vessel Safety Coordination Committee and Toolbox meeting. By delivering a daily safety briefing, supervisors can ensure workers have a good health and safety culture and strengthen the HSE awareness amongst the workforce. Every week, the senior management will lead by example by reaffirming the company's vision through the weekly Mass Toolbox. To accommodate to the diverse workforce, the Mass Toolbox highlights the hazards and Safe Work Procedures in three languages (English, Bengali and Tamil).

⁵ Aligned with the recommendations of WSH 2028 by WSH Council, Singapore.

SECTION 3: MATERIAL TOPICS



Daily tool-box briefing being conducted



Management walkabout in Pandan yard

In addition, we conduct weekly management walkabout for our managers and HODs to interact with the workers and identify unsafe practices. This allows for an effective two-way communication channel to identify and communicate Health and Safety issues.



Figure 5 Fifteen Life Saving Rules (LSRs)

The above figure shows our 15 Life Saving Rules (LSRs) that all employees must comply with to protect themselves and others from injury. Employees are briefed on the LSRs during their induction and safe work procedure are incorporated in daily toolbox meeting, with posters displayed at prominent places. Strict enforcement is carried out to ensure every yard user complies with the rules.

GRIEVANCE MECHANISM

[GRI 2-25]

We foster an open culture to improve worker voice and acknowledge workers' concerns through the Company Worker Grievance Mechanism (CWGM). The CWGM is a procedure through which a grievance can be raised, assessed, investigated, and responded to. It is also allowing workers to gain access to remedy for adverse impacts or damage they have suffered as result of business activities. Dyna-Mac is committed to an open and transparent process where all grievances will be dealt with fairly and in a timely manner.

SECTION 3: MATERIAL TOPICS

EMPLOYEE TRAINING ON OHS

[GRI 403-5]

Safety training is an integral part of our OHS&E Management System. Thus, it is compulsory for everyone to attend MOM's Accredited Courses according to their job responsibilities. We conduct Safety Induction courses that include Work at Height Practical, HSE General Awareness Training (8 identified Risk) and Common Risk Assessment briefing. Project Induction will inform employees on what to look out for. Thereafter On Job Training is done for all workers including the subcontractors. Specific in-house training such as forklift operator, banksman and gantry crane operator will be conducted upon request.



In-house training conducted

ENHANCING OUR EMPLOYEES' HEALTH

Strategy 2: Enhance focus on workplace health.

In Dyna-Mac, workers health is a number one priority, there are plenty of ways that we ensure that our workers are well taken care of in terms of their workplace health.

OCCUPATIONAL HEALTH SERVICES

[GRI 403-3]

Dyna-Mac provides occupational health services to identify, eliminate, and minimise hazards by providing mandatory medical check-up prior to hire new employees. As per MOM requirement, employees will be sent for a medical check-up every two years. To ensure immediate medical response, we also have an in-house medical centre operated by a professional paramedic. In addition, we have several programmes to ensure our employees work in a safe environment. These programmes include hearing conservation programmes, noise measurement and evaluation and fatigue management programme.

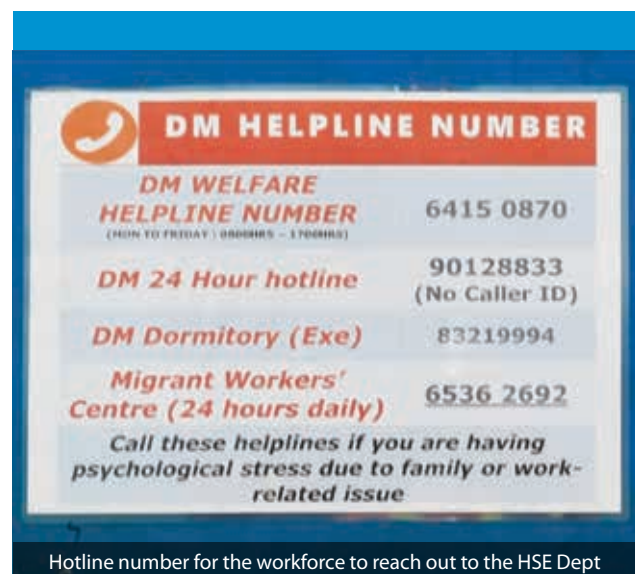
Audiometric tests are conducted yearly to ensure that the workforce is healthy and to determine if there are any early indications of noise-induced hearing loss. The most recent audiometry test was conducted on the 12th of October 2022 for 700 workers and staff. By having such checks, Dyna-Mac ensures that it focuses on the health of everyone working with the organisation.

PROMOTION OF EMPLOYEE HEALTH

[GRI 403-6]

Dyna-Mac provides employees with health insurance covering their medical expenses. We also follow the advisories from MOM to maintain optimum work area temperature and provide our workers time to be heat acclimatised upon arrival for work to prevent heat stress and exhaustion. Other measures we take include providing water breaks and stations across the work area, working in shaded area in comfortable clothing.

Besides physical well-being, mental health is also given equal importance. We provide a hotline which allows anyone to call in the event of any issues workers may face at work. We protect the identity of the caller by masking the number of the individual if the person wishes to remain anonymous. We place posters around the premises to raise awareness of this hotline as we believe that mental health is an important parameter to ensure that workers can work safely and increase productivity of work.



Hotline number for the workforce to reach out to the HSE Dept

SECTION 3: MATERIAL TOPICS

PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS.

[GRI 403-7]

Beyond caring for our direct employees, Dyna-Mac cares about health and safety of workers at its premises and of those working at operations of its business partners. Safety statistic and insurance coverage are part of the vendor pre-qualification assessment criteria, allowing us to evaluate vendors’ safety compliance before any engagement. Building rapport among clients and subcontractors are also important and done through weekly Supervisor Meeting, weekly Project Management Walkabout, monthly Supervisor Engagement Session, 60-Days Look Ahead and Appreciation Lunch.

EMERGING TECHNOLOGIES IN OHS

Strategy 3: Promote Technology-enabled WSH

Electronic System

For the year of 2022, we have successfully reduced our carbon footprint even further by going paperless using an E-permit system, E-HOC card system. We have also invested in new machinery such as the hand-held auto metal marking machine and gas cutting machine. Digitalisation would lead to better organisation, increased efficiency of work and reduced costs. Using the online platform, paper is saved as the E-permit reduces the use of paper. The digitalisation is in process and would be expected to be completed by 2023. Additionally, we will also be converting into an E-Induction process to track the attendance of the workers who have attended.

My Permit
Permit Status
Hot Work Permit
General Work
Work at Height
Painting
Grit Blasting
Confined Space

E-permit system selector page

Automation

The hand-held Auto Metal Marking Machine would reduce the workers exposure to the hazards of using tools to manually mark the structural piece. By investing in such machinery, Dyna-Mac reduces the risk of hand injuries as it eliminates the need for the worker to use hand-held tools for marking.

The gas cutting is also being done with the help of machinery and this prevents exposure of the workforce to the hazards linked with gas cutting. Associated hazards linked with the work activity includes burns, prevention of fire and explosion due to flashback, and fatigue due to the long duration of works during cutting.



Setting of the Auto hand-held auto metal marking machine



Machine punching

SECTION 3: MATERIAL TOPICS



Worker using a gas cutting machine

WORK-RELATED INJURIES

[GRI 403-9]

In FY2022, we have 9 recordable work-related injuries. The main type of injury is the pinch points injury caused by manual handling of machine. A pinch point injury is caused when a person is injured by getting caught between the moving and stationary parts of an object or a machine. To mitigate these injuries, we will review the Group's risk assessment, conduct regular HSE trainings and toolbox talks to emphasise the importance of safety and conduct enforcement on proper use of hand gloves. The best protection from pinch point hazards and other hazards come not just from procedures, but from all workers paying attention and being aware of potential hazards. The Group will continuously monitor and evaluate our safety performance as well as implement trainings to ensure all workers are equipped for compliance with the Group's OHS management system standards.

Table 19 Work-related injuries for FY2022

Operations and scope of workers	Dyna-Mac	
	Employee	⁶ Non-employee
Number of fatalities by work-related injury	0	0
Rate of fatalities by work-related injury	0	0
Number of high-consequence work-related injuries ⁷ (Excluding fatalities)	0	0
Rate of high-consequence work-related injuries (Excluding fatalities)	0	0
Number of recordable work-related injuries	Major	0
	Minor	4
Rate of recordable work-related injuries ⁸	0.505	0.631
Number of hours worked	7,923,388	

Incident Management and Performance

In FY2022, the Group's Accident Frequency Rate (AFR) was 0.13 and the Accident Severity Rate (ASR) was 0.88. The Group's Workplace Injury Rate (WIR) was 12.19. This slight increase is due to the decrease in number of employed person. Nevertheless, our WIR is lower as compared to the 2021 national average of 387 per 100,000 workers⁹.

⁶ Workers who are not employee but whose work/workplace is controlled by Dyna-Mac.

⁷ Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

⁸ Rates have been calculated based on 1,000,000 hours worked.

⁹ The 2020 national average Workplace Injury Rate (WIR) was published by Ministry of Manpower (MOM), WIR for 2021 is not yet available at the date of this report.

SECTION 3: MATERIAL TOPICS

Dyna-Mac strives to be a zero-incident workplace. Maintaining a safe workplace is not a destination but a never-ending journey through continuous improvements. We will continue to monitor and evaluate the safety performance as well as engage the workforce on ensuring compliance with our very own HSE standards.

Table 20 Work-related injuries from FY2020 to FY2022

	FY2020	FY2021	FY2022
Total Man-hours	5,621,350	8,032,466	7,923,388
No. of Lost Time Incident	1	1	1
No. of Workdays Lost	12	7	7
Accident Frequency Rate (AFR)	0.18	0.12	0.13
Accident Severity Rate (ASR)	2.13	0.87	0.88
Workplace Injury Rate (WIR)	10.00	10.00	12.19

DYNA-MAC SAFETY PERFORMANCE (FY2016 TO FY2022)

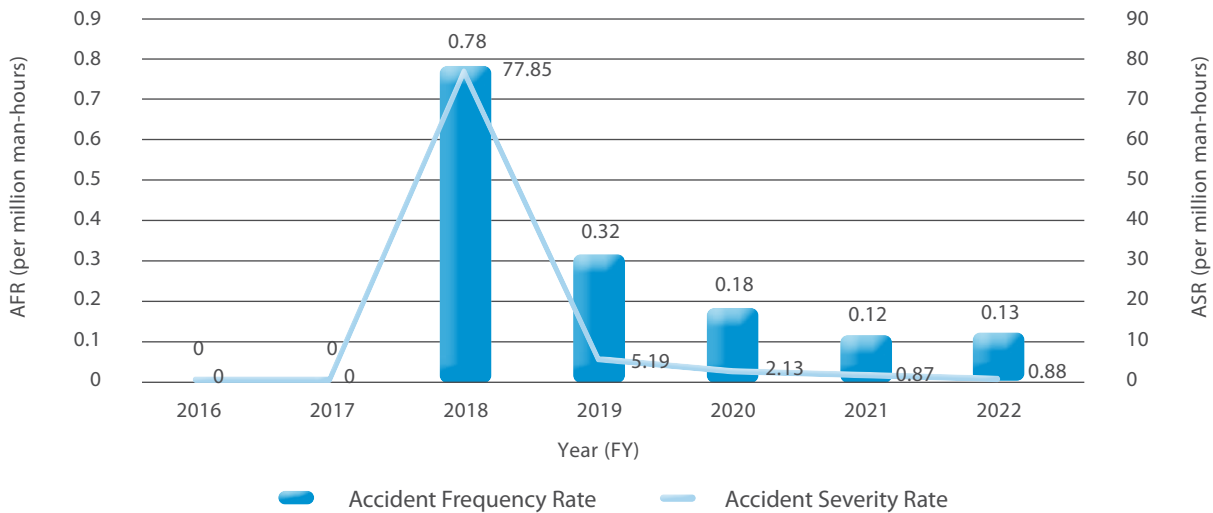


Figure 6 Accident Frequency Rate and Accident Severity Rate from FY2016 to FY2022

Environment

We recognise that our industry must decarbonise to contribute to global efforts to stop the worsening of a warming planet. We must be proactive in adapting to the risks and opportunities posed by climate change so that our business can thrive as we transition to a low-carbon future. We do so by mitigating environmental impacts, reduction of waste generation and effective use of energy as per our OHSE Management System. We are fully committed to reduce our environmental impact by 25% in the next five years and shall plan, execute all activities to:

- Ensure the prevention of any pollution including noise pollution.
- Protect the environment and all persons working under the control of Dyna-Mac.
- Fulfil its compliance obligations and comply to all applicable legislations and other environmental requirements to which Dyna-Mac subscribes and relating to its environmental aspects.

SECTION 3: MATERIAL TOPICS

Dyna-Mac recognises that its operations may have wide-ranging impacts on the environment and therefore puts in place Environmental Incident reporting to prevent or moderate potential marine damages by our operations at the seafront operated by the Dyna-Mac Engineering Services Pte. Ltd. This ensures measures are in place to effectively respond to and mitigate the impacts. Continuous improvement is achieved to improve the environmental management system.

ENERGY AND EMISSION

[GRI 302, 305]

As the world shifts toward the transition to net zero, we are committed towards environmental protection by constantly working towards minimising our environmental impact to ensure sustainable business development. Hence, we disclose our environmental targets and metrics aligned with the latest GRI standards to allow stakeholders to better understand our efforts and progress in this area.

Our emissions cover scope 1 – direct emissions and scope 2 – energy indirect emissions. The major energy source comes from diesel consumption by vehicles and equipment as well as electrical consumption. Carbon emission is factored in all types of GHGs covered by the Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Each of these gases affect the atmosphere differently and remain in the atmosphere for different lengths of time. Rather than reporting on each gas separately, gases are expressed as a CO₂ equivalent (CO₂e). In the calculation of our carbon emissions, we do so in line with the Greenhouse Gas Protocol Initiative. Dyna-Mac uses the operational control method in the calculation.

Scope 1 emissions are direct emissions from sources within the operational boundary that are either owned or controlled by the Company. Diesel is consumed for both mobile and stationary combustion as our fleet of vehicles are used for transportation between facilities and project sites as well as to power some of our on-site equipment. No biogenic CO₂ emissions are emitted. Overall fuel consumption increased from 24,025 GJ in FY2021 to 37,067 GJ in FY2022 while carbon emissions intensity increased from 0.009 tCO₂e per '000 SGD in FY2021 to 0.012 tCO₂e per '000 SGD in FY2022. Identifying our energy intensity is critical as an indicator for benchmark in the industry. This increase is due to the relatively large increase in fuel consumption by equipment as projects come close to completion.

Fuel Consumption

Table 21 Fuel consumption

Year	Scope 1 – direct emissions, diesel consumption (Litres)	Scope 1 – direct emissions, diesel consumption (Gigajoules)	Energy Intensity (gigajoules per '000 SGD)	Scope 1 – direct emissions (tonne CO ₂) ¹⁰	Carbon Emissions Intensity (tCO ₂ e per '000 SGD)
FY2022	1,051,250	37,067.08	0.16	2,789	0.012
FY2021 ¹¹	681,365	24,024.93	0.12	1,808	0.009
FY2020	677,609	23,892.50	0.29	1,798	0.021

10 Conversion factor for gigajoules of diesel to kgCO₂e is based on methodology provided by the Global Compact Network Singapore Carbon & Emissions Recording Tool = 75.2427 kgCO₂e/GJ for transport.

11 There have been some adjustments to FY2021 and FY2020 data as the past years' data did not include the consumption of diesel by vehicles.

SECTION 3: MATERIAL TOPICS

Diesel Reduction Initiatives

Monitoring our resource usage to reduce the environmental impact of our operations is a key focus area for Dyna-Mac and we have implemented several good practices to reduce energy consumption.

Currently the in-house blasting & painting shop which uses diesel compressors are outsourced to partners using electrical compressors which is more environmentally friendly as they use electricity as their power source, eliminating the need for gas engines. Ongoing regular maintenance of diesel machines to improve fuel efficiency and to also reduce the usage of such machinery wherever possible. Looking forward, we aim to convert workshop air compressor from diesel to electric and to also convert diesel to electrical commercial vehicles such as prime mover trucks to reduce our emissions.

Electricity Consumption

Scope 2 emission consists of all emissions that occur when the Company purchases and consumes electricity that are generated at a source not owned or reported by the Company. Electricity consumption by location-based was the only Scope 2 emission source relevant to Dyna-Mac. Energy in the form of electricity is used for lighting and air conditioning in our offices and yards. As our environmental data only covers operation in Singapore, there is no heating, cooling, or steam consumption.

Electricity consumption decreased from 6,424,300 kWh in FY2021 to 6,192,555 kWh in FY2022. Correspondingly, carbon intensity decreased from 0.013 tCO₂e per '000 SGD in FY2021 to 0.010 tCO₂e per '000 SGD in FY2022. The decrease in carbon intensity was mainly due to the switch in LED lighting. We will continue to track and monitor consumption of energy in and emissions from our various sites so that we can identify areas for improvement and implement activities that result in greater efficiency.

Table 22 Electricity consumption

Year	Scope 2 – indirect emissions, electricity consumption (kWh)	Scope 2 – indirect emissions, electricity consumption (gigajoules)	Energy Intensity (gigajoules per '000 SGD)	Scope 2 – indirect emissions, electricity consumption (tonne CO ₂) ¹²	Carbon Emissions Intensity (tCO ₂ e per '000 SGD)
FY2022	6,192,555	22,293	0.09	2,512	0.010
FY2021	6,424,300	23,127	0.11	2,624	0.013
FY2020	6,236,127	22,450	0.27	2,547	0.030

Electricity Reduction Initiatives

Dyna-Mac continually looks for opportunities to reduce the environmental impact of our operations. In FY2022, all 2,142 fluorescent lights in the office were changed to LED lights. In addition to projects which enhance energy efficiency, we also produced and used 2007.41 MWh clean energy from solar panels installed at our workshop and office building roofs, which represented 24.45% of our total electricity consumption.

¹² Electricity emission factor is based on Singapore's Grid Emission factor (AOM) by Energy Market Authority (EMA): 0.4057.

SECTION 3: MATERIAL TOPICS

WASTE

[GRI 306]

We understand the importance of promoting a responsible production and consumption of resources in managing waste. Our operations remain focused on resource efficiency, driving significant environmental improvements and sustainable business outcomes. At Dyna-Mac, majority of the waste is generated from carton boxes and wood. To manage the amount of waste, wooden pallets that are of good condition are 100% reused and wood waste are segregated and send to the National Environment Agency's (NEA) collection centre. We also apply the concept of waste prevention and recycling in our office premises and on-site. We are committed to responsible consumption to minimise the waste we produce by limiting the use of paper in our offices as our printers are set to double-sided printing and substituted the printing of in-house materials for distribution via our company intranet.

Our waste is managed by an NEA approved waste vendor and weight of disposal is obtained from the weighing ticket. In FY2022, there was an increase of non-hazardous waste disposal due to the high volume of work as there were several projects that ended this year, leading to an increase in disposal as compared to previous years. We will continue to minimise waste through raising awareness and encourage recycling whenever possible.

Table 23 Waste generated

Year	Total weight of general waste disposal (tonnes)	Weight of wood waste (tonnes)
FY2022	1,460.85	630.01
FY2021	1,248.40	631.70
FY2020	525.00	928.60

Note: waste number does not include scrap

GRI CONTENT INDEX

Statement of use Dyna-Mac has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022

GRI 1 used GRI 1: Foundation 2021

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement	
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details		Page 2		
	2-2 Entities included in the organisation's sustainability reporting		Page 3		
	2-3 Reporting period, frequency and contact point		Page 3	PN7.6-6.1	
	2-4 Restatements of information		Page 33		
	2-5 External assurance		Page 3	PN7.6-5.1	
	2-6 Activities, value chain and other business relationships		Page 2		
	2-7 Employees		Page 20		
	2-8 Workers who are not employees		Page 20		
	2-9 Governance structure and composition		Page 5	PN7.6-3.1	
	2-10 Nomination and selection of the highest governance body		Page 5		
	2-11 Chair of the highest governance body		Page 5		
	2-12 Role of the highest governance body in overseeing the management of impacts		Page 5, 6, 9		
	2-13 Delegation of responsibility for managing impacts		Page 5, 6, 9		
	2-14 Role of the highest governance body in sustainability reporting		Page 6, 7		
	2-15 Conflicts of interest		Page 6		
	2-16 Communication of critical concerns		Page 6		
	2-17 Collective knowledge of the highest governance body		Page 6		
	2-18 Evaluation of the performance of the highest governance body		Page 5		
	2-19 Remuneration policies		Page 6		
	2-20 Process to determine remuneration		Page 6		
	2-21 Annual total compensation ratio		Confidentiality constraints		
	2-22 Statement on sustainable development strategy			Page 4, 8	PN7.6-4.1.f
	2-23 Policy commitments			Page 7, 8, 17	
	2-24 Embedding policy commitments			Page 7, 17	
	2-25 Processes to remediate negative impacts			Page 28	
	2-26 Mechanisms for seeking advice and raising concerns			Page 4, 17	

GRI CONTENT INDEX

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
	2-27 Compliance with laws and regulations		Page 17	
	2-28 Membership associations		Page 18	
	2-29 Approach to stakeholder engagement		Page 13	PN7.6-3.6 PN7.6-4.35
	2-30 Collective bargaining agreements		Page 20	
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Page 14, 15	PN7.6-4.2 PN7.6-4.35
	3-2 List of material topics		Page 16	PN7.6-4.1.a
Anti-Corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics		Page 17	PN7.6-4.4 PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 205: Anti-corruption 2016	205-3: Confirmed incidents of corruption and actions taken		Page 17	
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics		Page 19	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		Page 21	
	404-2 Programs for upgrading employee skills and transition assistance programs		Page 22	
	404-3 Percentage of employees receiving regular performance and career development reviews		Page 22	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		Page 24	
	404-2 Programs for upgrading employee skills and transition assistance programs			
	404-3 Percentage of employees receiving regular performance and career development reviews		Page 24	
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees		Page 22, 23	
GRI 406: Non-discrimination	406-1: Incidents of discrimination and corrective actions taken		Page 23, 24	
GRI 409: Forced or compulsory labour	409-1: Operations and suppliers considered to have significant risk for incidents of forced or compulsory labour		Page 24	

GRI CONTENT INDEX

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
Occupational Health & Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics		Page 26	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		Page 26	
	403-2 Hazard identification, risk assessment, and incident investigation		Page 26	
	403-3 Occupational health services		Page 29	
	403-4 Worker participation, consultation, and communication on occupational health and safety		Page 27	
	403-5 Worker training on occupational health and safety		Page 29	
	403-6 Promotion of worker health		Page 29	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Page 30	
	403-8 Workers covered by an occupational health and safety management system		Page 27	
	403-9 Work-related injuries		Page 31, 32	
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics		Page 32	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 302: Energy 2016	302-1 Energy consumption within the organisation		Page 33, 34	
	302-3 Energy intensity		Page 33, 34	
	303-4 Reduction of energy consumption		Page 34	
	303-5 Reductions in energy requirements of products and services		Page 34	
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics		Page 32	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		Page 33, 34	
	305-2 Energy indirect (Scope 2) GHG emissions		Page 33, 34	
	305-3 Other indirect (Scope 3) GHG emissions	Information unavailable		
	305-4 GHG emissions intensity		Page 34	
	305-5 Reduction of GHG emissions		Page 34	
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable		

GRI CONTENT INDEX

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics		Page 35	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		Page 35	
	306-2 Management of significant waste-related impacts		Page 35	
	306-3 Waste generated		Page 35	
	306-4 Waste diverted from disposal		Page 35	
	306-5 Waste directed to disposal		Page 35	



45 Gul Road
Singapore 629350
T: +65 6415 0880
F: +65 6762 3465
E: mktg@dyna-mac.com
www.dyna-mac.com