

BUILDING BETTER
SUSTAINABILITY REPORT 2022



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ABOUT US

Incorporated in 1938, BRC Asia Limited ("BRC") is a leading Pan-Asia prefabricated reinforcing steel solutions provider headquartered in Singapore and listed on the Singapore Stock Exchange; with a network of operations spanning Singapore, Malaysia and China.

BRC offers a full suite of reinforcing steel products and services that include standard length rebar, cut and bend services, prefabrication services as well as standard and customised welded wire mesh for the building and construction industry.

By transferring laborious and unproductive in-situ steel fixing work to factory fabrication, substantial benefits in on-site manpower savings, shorter construction cycle, better buildability and productivity can be achieved for the builder, leading to a better outcome for all stakeholders.

OUR BRAND MESSAGING

Build Better - Fully-automated factory controlled conditions for prefabrication to exact specifications ensures consistent spacing, greater accuracy and rigidity. This delivers a superior quality and more dependable reinforcement solution.

Build Faster - Elements are easily laid into moulds for immediate casting, decreasing the dependence on steel fixers and reducing installation time. A single-hoist installation, without extensive props, lowers dependency on crane and allows for same-day casting.

Build Cheaper - Reducing reinforcing work and the slab casting cycle shortens the construction cycle and project duration. This in turn, reduces manpower requirements for on-site installation, delivering cost savings.

Build Safer - Improved health and safety on-site from reduced accidents and incidents as well as lower noise and dust pollution. Reduces the risk of injuries, fatalities and potential hazards from on-site fabrication.

Build Smarter - Customised and innovative prefabrication solutions manufactured by state-of-the-art machinery and supported by a unique IT-system and a robust engineering team.

Build Surer - A customer-centric service culture, with options for express service, and a proactive management approach to customer needs and issue resolution to ensure the steel products arrive exactly when needed.

ABOUT THE REPORT

This is the fifth annual sustainability report by BRC, published on 15 February 2023. It details our continuous effort in our sustainability reporting journey, covering Environmental, Social and Governance ("ESG") performance in our Singapore operations from 1 October 2021 to 30 September 2022 ("FY2022").

This report is based on the principles and requirements in the Sustainability Reporting Guide of the Singapore Exchange Securities Trading Limited ("SGX-ST") and prepared with reference to the GRI Standards.

The statistical data disclosed in this report are derived from our own statistics. We have adopted a phased approach to our reporting; we seek to provide additional disclosures, assess and improve our data collection and will consider external assurance as our sustainability reporting matures over time.

A historical comparison to the previous years is presented where possible. No restatements were made from the previous report. There is no significant change to the organisation's size, structure, ownership, or supply chain during the year. Moving forward, we will continue to publish an annual sustainability report. The report can be viewed on our website at <https://www.brc.com.sg>.

We strive to remain cognisant and responsive. We welcome feedback from our stakeholders regarding our sustainability efforts.

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SUSTAINABILITY AT BRC

BOARD STATEMENT

The primary role of the Board is to protect and enhance long-term shareholder value. It remains at the heart of every business and sets BRC's overall strategic objectives. We believe that enhancing our focus on sustainability will place BRC in a better position to create value for shareholders while looking after the broader stakeholder community. We do what is right for both our business and the society we are part of. Together with the Board, our Management remains vigilant in managing our commitments to sustainability efforts to ensure sustainable growth and development of the communities where we operate.



SUSTAINABILITY GOVERNANCE

Under the leadership of our Board of Directors, a Sustainability Working Group has been formalised, of which is led by the Chief Executive Officer ("CEO"). The Sustainability Working Group is supported by various departments and works closely with the Board in implementing the BRC's sustainability efforts and evaluating the performance for future successes.

The CEO oversees the overall effectiveness of this process as part of managing the internal control and risk management framework of the Group's business and operations.

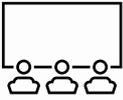
Sustainability Governance Structure



SUSTAINABILITY AT BRC

STAKEHOLDER ENGAGEMENT

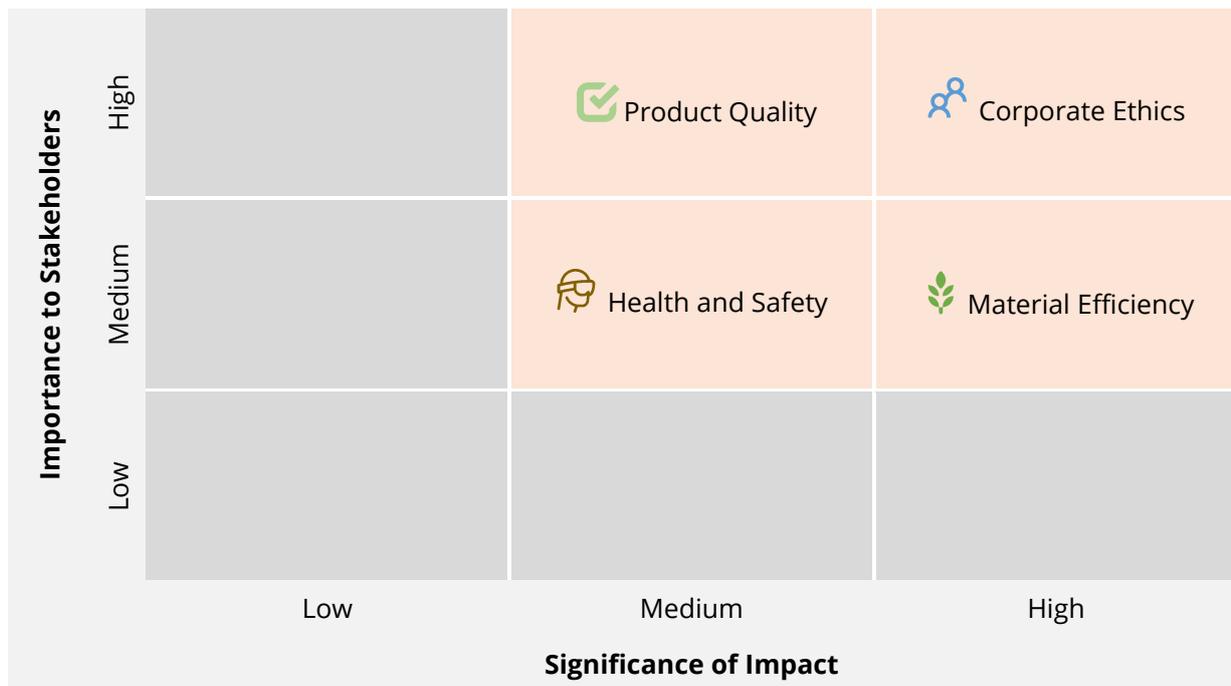
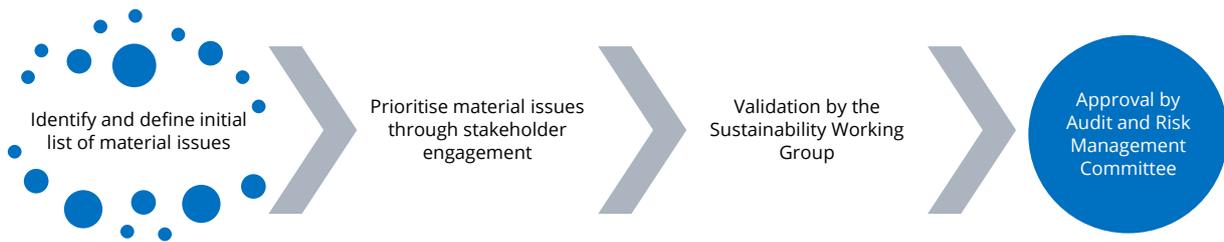
BRC considers stakeholders as entities or individuals that can reasonably be expected to be significantly affected by our activities, products and services, or whose actions can reasonably be expected to affect the ability of BRC to successfully implement our strategies and achieve our objectives. It is our priority to give the best to our stakeholders and create value for them. In our day-to-day operations, we have established close contact with our key stakeholder groups, to better understand their expectations. We detail below how we engage with them, their key concerns, and our responses.

Stakeholders	Engagement pathways	Key Concerns	Our Responses
Investors 	<ul style="list-style-type: none"> Regular updates through announcements on SGXNet and BRC's website Annual General Meetings Annual Reports Sustainability Reports 	<ul style="list-style-type: none"> Financial stability Growth and markets strategy Corporate governance Compliance with laws and regulations Transparency and timely announcements 	<ul style="list-style-type: none"> Identify and manage risks promptly Explore growth opportunities both locally and overseas that will strengthen our core business as well as enhance the scalability of our Singapore reinforcing steel model internationally Adherence to Code of Corporate Governance 2018 where possible Timely and detailed announcements, press releases and follow-up of major events
Customers 	<ul style="list-style-type: none"> Face-to-face meetings Customer feedback survey 	<ul style="list-style-type: none"> Compliance with terms and conditions of contracts Volatility of steel price Product quality Timely delivery 	<ul style="list-style-type: none"> Adherence to terms and conditions of contracts Contracts based on fixed price for projects structural duration or contracts based on Building and Construction Authority ("BCA") fluctuation price to protect customers from steel price volatility Strict adherence to product quality standards Just-in-time delivery
Suppliers 	<ul style="list-style-type: none"> Face-to-face meetings Supplier Assessment 	<ul style="list-style-type: none"> Ability to make payment at the stipulated deadline Compliance with terms and conditions of contracts 	<ul style="list-style-type: none"> Payments are monitored closely by the procurement and finance department Adherence to terms and conditions of contracts
Government institutions 	<ul style="list-style-type: none"> Face-to-face meetings Surveys Dialogue 	<ul style="list-style-type: none"> Ability to meet the needs of the market - capacity, productivity, quality, safety, sustainability 	<ul style="list-style-type: none"> Staying responsive to demands of the industry
Employees 	<ul style="list-style-type: none"> Direct feedback to managers Performance reviews Training 	<ul style="list-style-type: none"> Workplace health and safety Fair remuneration and benefits 	<ul style="list-style-type: none"> Strict adherence to Health and Safety policies and practices Safety training Fair human resource policies and practices

SUSTAINABILITY AT BRC

MATERIALITY ASSESSMENT

We conducted our materiality assessment exercise with key members of our Management for our inaugural sustainability report and reviews are conducted again for each subsequent financial year. No new topics were identified during the review. The issues that have been identified as material to us are economic, environmental and social issues that reflect significant impacts of our operations, or could substantively influence the assessments and decisions of our Stakeholders. BRC gathers issues of concern internally from management teams as well as operational units. Four material topics have been identified, which were approved and validated by the Audit and Risk Management Committee.



For the sustainability matters determined as material, we have mapped them to the relevant aspects defined in GRI Material topics.

Material Sustainability Matters	Material Topics (GRI)	Our Responses
Corporate Ethics	205 Anti-Corruption	Our People
Health and Safety	403 Occupational Safety and Health	Our People
Product Quality	417 Marketing and Labelling	Our Value Chain
Material Efficiency	N.A.	Our Environment

OUR PEOPLE

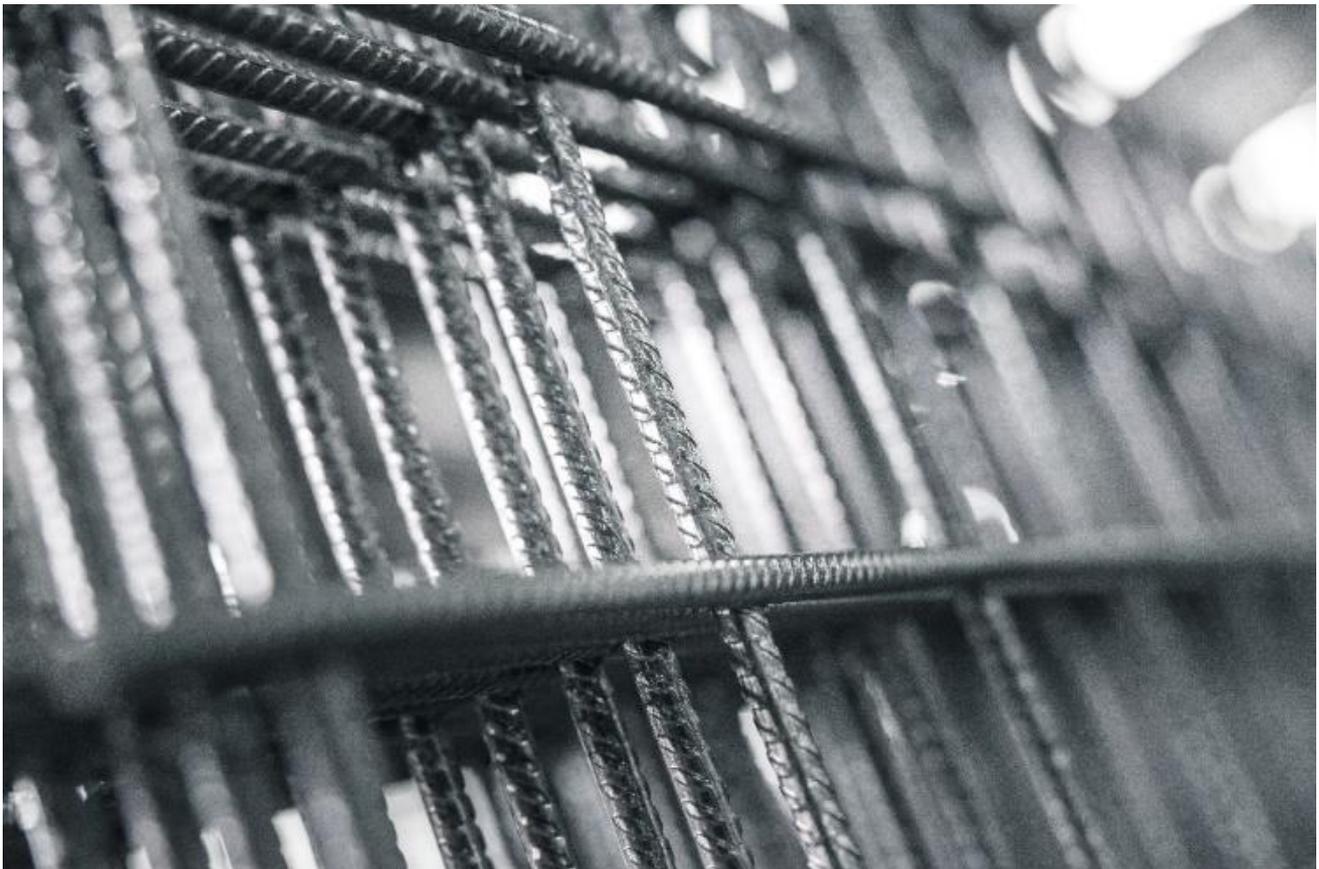
CORPORATE GOVERNANCE

BRC is committed to achieving high standards of corporate governance and transparency practices. We believe that good corporate governance is imperative to the sustained growth and long-term success of our business.

BRC is headed by its effective Board comprising professionals of various disciplines and entrusted with the responsibility for the overall management of BRC. To assist the Board in the discharge of its oversight function, various board committees have been constituted to operate under the defined terms of reference. The Board is supported by the ARMC in the review of the material internal control procedures, comprising financial, operational, compliance and information technology controls. The Remuneration Committee oversees the level and structure of remuneration to attract, retain and motivate the Directors and key management personnel. The Nominating Committee recommends to the Board on relevant matters relating to the review of board succession plans and the development of processes for the evaluation of performances of the Board, the Board Committees and individual Directors.

We have in place a framework of controls and policies; while adopting practices that reflect our commitment to accountability, transparency and protection of shareholders' interests. Our internal policies and procedures ensure that our activities and operations comply with existing regulatory requirements, and we regularly monitor, evaluate and audit the processes to ensure that they remain robust to meet the challenges of our activities and operations.

Please refer to the Corporate Governance report in the Annual Report for more information.



OUR PEOPLE

CORPORATE ETHICS

Upholding corporate ethics is a cornerstone of our business success. While promoting fair dealings with our customers, suppliers and community, our policies and procedures have guided our employees to carry out their duties in a responsible and ethical manner. We do not tolerate any form of misconduct and have disciplinary measures in place in the event an employee is found to have breached our policies and procedures.

BRC did not incur any material fines and sanctions related to environmental, social and governance aspects during the year. We understand the importance of adhering to the regulations of each jurisdiction and proactively ensure compliance.



Dealing in the Company's securities

BRC's internal code pursuant to Rule 1207(19) of the Listing Manual issued by SGX-ST is in place and there has not been any incidence of non-compliance. The Company has informed its officers not to deal in the Company's shares whilst they are in possession of unpublished material and price-sensitive information and during the period commencing one month before the announcement of the Company's half year and full year results and the period commencing two weeks before the voluntary announcement of the Company's results for the first and third quarters.

Directors and officers are also advised to observe insider trading provisions under the Securities and Futures Act (Chapter 289) at all times even when dealing in the Company's securities within the permitted periods. Directors of the Company are required to report all dealings to the Company Secretary.

Code of Conduct

Our Code of Conduct defines our standards of integrity and ethics from our employees, which determine how we do business. The following acts or omissions serve as examples of misconduct for which an employee is subject to disciplinary action:

1. Theft of Company's property or property of another employee in company premises.
2. Fighting or intimidation including provoking, instigating a fight or assault.
3. Wilful destruction of Company's property or the property of another employee.
4. Falsification of personnel or other records.
5. Disclosure of classified materials to unauthorised persons.
6. Conviction of a crime.
7. Contravening safety cardinal rules.

Anti-corruption and Whistle-Blowing

Business dealings must be handled with integrity, transparency and honesty. BRC takes a strong stance against corruption and does not tolerate corruption in any part of its business.

Representatives of the Company shall not offer stakeholder groups any rewards or benefits in violation of applicable laws or established business practices to obtain or retain business or to gain any other improper advantage. Our employees shall not accept any payments, gifts, reimbursements or benefits-in-kind from parties that could affect their objectivity in their business decisions.

BRC has in place a whistle-blowing policy and the ARMC has the authority to conduct independent investigations into any complaints. The whistle-blowing policy provides a mechanism for employees to report malpractices in the workplace to the appropriate person, and for the necessary follow-up action to be taken on such a report. The ARMC oversees the administration of whistleblowing policy. Periodic reports will be submitted to the ARMC stating the number of and details of complaints received, the results of the investigations and follow-up actions.

For FY2022, no reports of fraudulent or inappropriate activities or malpractices have been received. In addition, no instances of corruption were reported.

OUR PEOPLE

OUR WORKFORCE

People are the driving force of every high performing company, and so is it at BRC. As at 30 September 2022, we were a team of 765 (2021: 721) permanent employees for our Singapore operations and there were no significant fluctuations from the previous financial year. In addition to employees, BRC hires labour suppliers for our manufacturing operations. For FY2022, an average of 137 (2021: 96) labour suppliers were engaged by BRC. The increase is mainly due to higher volume delivered in FY2022. Due to the nature of our business, majority of our employees are male workers from India and Bangladesh. Among our workforce within our Singapore operations, 17% are covered by collective bargaining agreements.

Employees by Employment Type and Gender

	Female	Male	Total
Full-time	89	673	762
Part-time	3	-	3
Total	92	673	765

Employees by Category and Gender

	Female	Male	Total
Non-production	90	76	166
Production	2	597	599
Total	92	673	765

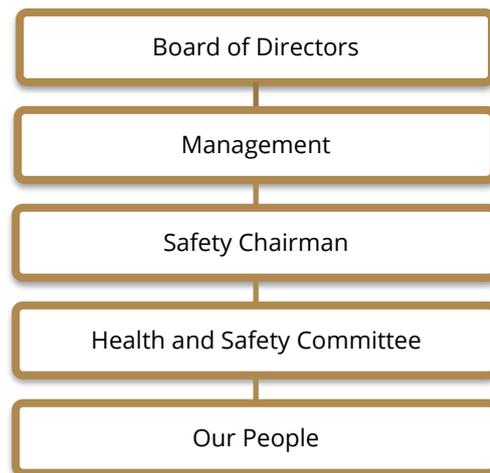
We treat our employees fairly and with respect. BRC is committed to providing employees with a work environment that is conducive, physically and psychologically safe and free from discrimination, harassment and retaliation. Employees are free to voice any concerns and feedback to the department heads and Management. We take workplace grievances seriously and the grievance mechanism is communicated to our local employees via intranet. Employees can raise concerns or report any bias or discrimination that happens at the workplace without fear of reprisal. Clear guidelines for managing grievances of local employees are established and any reported case will be handled with urgency and in confidence, thoroughly investigated and tracked through to closure. During the year, no grievance cases were logged.

HEALTH AND SAFETY

Our employees are our biggest asset and foundation of our business. Given the nature of our operations, the health and safety of our employees may be at risk. As such, workplace health and safety is of utmost importance to us.

We have attained bizSAFE Level Star standards for our manufacturing entities. Every employee in BRC plays a crucial role in our safety management system. While the Safety Chairman and Management are directly tasked with driving our safety practices, our employees have also been highly encouraged to be actively involved in improving our safety standards through initiatives such as the weekly Tool Box meeting. We have formed a Health and Safety Committee comprising workers from different areas of our operations, covering the safety and well-being of all employees and labour suppliers. The Health and Safety Committee closely supervises adherence to safety protocols with Management gathering timely feedback from the ground while actively monitoring the efficiency of our safety programs, allowing further improvements to be made. Monthly meetings are held to discuss any incidents or other safety matters. New safety guidelines (if any) are also shared during the meetings.

Health and Safety Governance Structure



OUR PEOPLE

To identify and assess any potential hazard on a timely basis, so as to implement control measures that are reasonable, effective and viable to reduce the impacts on BRC's employees and workers, BRC's continuous risk assessment has been stipulated specifically for the ongoing risk identification, assessment and management as well as the reduction thereof to the minimum. Our safe-work procedures specifies the reporting and handling procedures for accidents of occupational hazards and dangers. Where there is concern of immediate danger, the on-site operation supervisor shall order a cease of operation (time-out) and workers must retreat to a safe location. Procedures are established for incident investigation and handling to identify the cause, determine the damage, present preventive measures for future occurrences.

BRC recorded zero workplace fatalities and a total of 15 non-fatal workplace injuries¹ for FY2022. Non-fatal injuries were mainly due to slips, trips and falls, work-related traffic accidents, falls from height and machinery incidents. Through continuously strengthening our safety programs and trainings, our target is to lower the Accident Frequency Rate² ("AFR") and Accident Severity Rate³ ("ASR") while maintaining zero fatalities in the upcoming years. As our employees and workers work in conditions that possess inherent accident risks, we strive to improve the safety standards of the workplace environment to prevent injuries.

Health and Safety Indicators ⁴	FY2020 Results	FY2021 Results	FY2022 Results
Non-fatal workplace injuries	15	34	15
Accident Frequency Rate	8.2	14.3	6.3
- Major Injury ⁵ Frequency Rate	6.0	5.9	3.8
- Moderate Injury ⁶ Frequency Rate	1.1	2.9	0.4
- Minor Injury ⁷ Frequency Rate	1.1	5.5	2.1
Accident Severity Rate	246.7	330.24	187.4

Key safety activities

Safety talks to educate workers about past safety performances and future expectations. Feedback channels are provided for workers to suggest ideas on improving safety within factories. Safety banners are placed at different locations within the factories.	Train and educate workers on the importance of practicing safe habits e.g. Weekly Tool Box meeting, talks on dengue fever, haze, etc.	Provide proper facilities, equipment and safety Personal Protective Equipment ("PPE") to workers and ensure their correct use.	Machine noise mapping exercise and dosimetry assessment to identify work zones with high risk of noise-induced deafness for workers and enhanced PPE provided to workers to mitigate the risk of noise induced deafness.
Daily walkabouts by Health and Safety Committees and monthly safety inspections to ensure compliance.	Timely analysis of accidents for immediate preventive measures.	Continuously track and improve workplace traffic safety management.	24 hours medical coverage for all workers.

¹A workplace injury is any personal injury or death resulting from a workplace accident that results in more than 4 man-days lost and includes work-related traffic injuries.

²Accident Frequency Rate = (No. of Workplace Accidents Reported / No. of Man-hours Worked) x 1,000,000

³Accident Severity Rate = (No. of Man Days Lost To Workplace Accidents / No. of Man-hours Worked) x 1,000,000

⁴Health and Safety Indicators include employees and labour suppliers whose work is controlled by BRC.

⁵Major injury is any injury requiring medical treatment and medical/hospitalisation leave of more than 20 days, including amputations, major fractures, multiple injuries, or life-threatening occupational disease such as occupational cancer, acute poisoning.

⁶Moderate injury is any injury requiring medical treatment and medical/hospitalisation leave of more than 10 days and up to 20 days, leading to disability and includes minor fractures, dermatitis, deafness, and work-related upper limb disorders.

⁷Minor injury is any injury or ill-health requiring medical treatment and medical leave of more than 4 days and up to 10 days, including lacerations, burns, min or cuts, bruises, irritation, sprains, ill-health with temporary discomfort.

OUR VALUE CHAIN

✔ PRODUCT QUALITY

Maintaining high quality standards in all our products is critical to reduce the risks and costs of replacing faulty goods. In doing so, we are able to maintain and enhance our reputation, and secure long-term revenue and profitability, thus ensuring the sustainability of our business.

In compliance with ISO 9001:2015, Quality Management System, our ISO Management team ensures awareness of the company's quality policy and objectives throughout BRC and communicates the importance of meeting customers as well as statutory and regulatory requirements. We continuously train our workers to improve their competencies, while conducting frequent management review on our Quality Management System. This includes annual internal audits involving all the Department Heads to ensure the integrity of the system.

In addition to our robust internal Quality Management System, we ensure that the suppliers we source from also uphold high quality standards. We understand that working with our suppliers is key to advancing our sustainable goals. In FY2022, we sourced from direct mills and traders who complied with the British Standard for Reinforcing Steel BS4449:2005 or Singapore Standard for Reinforcing Steel SS560:2016. Our major suppliers included local suppliers as well as suppliers from China, Turkey, Middle East, India and South East Asia. We constantly monitor and evaluate our suppliers' performance before signing new contracts.

Customer returns were mainly related to issues in order processing, data entry and logistics. Immediate corrective actions have been taken to rectify the issues.

Percentage of customer returns

FY2020	FY2021	FY2022	FY2023
Results	Results	Results	Target
0.12	0.04	0.04	< 0.17

Our Competitive Advantages



Just-in-Time Delivery



24-hour Express Service for Cut-and-Bend Services



Customer-centric Culture



Full Suite of Prefabricated Reinforcing Solutions



Competent and Innovative Technical Team

OUR ENVIRONMENT

🌱 MATERIAL EFFICIENCY

Material efficiency concerns the use of materials or physical processes that generates less waste. As material efficiency and energy efficiency are interrelated, using materials efficiently will also result in a decrease in energy and consequent CO₂ emissions, leading also to overall cost savings for the company. Hence, we are committed to closely monitoring the generation of scrap in all our production processes at all locations.

We source raw materials according to customers' requirements, with the aim of reducing wastage during manufacturing. We also instil in our workers the mindset of "doing it right the first time" to reduce scrap from customer returns. In addition, we continually optimise our manufacturing operations to reduce scrap material. Steel scrap generated from production is subsequently sold to steel scrap collectors as part of our materials management effort. To ensure that scrap metal is disposed safely, we do not sell to steel scrap collectors that have not obtained the General Waste Disposal Facility license issued by National Environmental Agency.

% of Material scrap for	FY2020	FY2021	FY2022	FY2023
	Results	Results	Results	Target
Mesh	1.03	0.70	0.88	< 1.18
Cut and bend	3.27	3.30	3.26	< 3.55

GRI CONTENT INDEX

GRI Standard	Disclosure	Reference and Remarks	
The organisation and its reporting practices			
GRI 2: General Disclosures 2021	2-1	Organisational details	About Us
	2-2	Entities included in the organisation's sustainability reporting	About the Report
	2-3	Reporting period, frequency and contact point	About the Report
	2-4	Restatements of information	About the Report
	2-5	External assurance	About the Report
Activities and workers			
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	About Us, About the Report, Annual Report
	2-7	Employees	Our Workforce
	2-8	Workers who are not employees	Our Workforce
	2-9	Governance structure and composition	Corporate Governance, Annual Report (Corporate Governance)
Governance			
GRI 2: General Disclosures 2021	2-10	Nomination and selection of the highest governance body	Corporate Governance, Annual Report (Corporate Governance)
	2-11	Chair of the highest governance body	Corporate Governance, Annual Report (Corporate Governance)
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, Annual Report (Corporate Governance)
	2-13	Delegation of responsibility for managing impacts	Sustainability Governance, Annual Report (Corporate Governance)
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance
	2-15	Conflicts of interest	Annual Report (Corporate Governance)
	2-16	Communication of critical concerns	Our Workforce
	2-17	Collective knowledge of the highest governance body	Annual Report (Corporate Governance)
	2-18	Evaluation of the performance of the highest governance body	Annual Report (Corporate Governance)
	2-19	Remuneration policies	Annual Report (Corporate Governance)
2-20	Process to determine remuneration	Annual Report (Corporate Governance)	
Strategy, policies and practices			
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Board Statement, CEO Statement
	2-25	Processes to remediate negative impacts	Our Workforce
	2-26	Mechanisms for seeking advice and raising concerns	Our Workforce
	2-27	Compliance with laws and regulations	Corporate Ethics
	2-28	Membership associations	Singapore Metal & Machinery Association, The Prefabrication Association of Singapore for Precast & Steel Limited
Stakeholder engagement			
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Stakeholder Engagement
	2-30	Collective bargaining agreements	Our Workforce

GRI CONTENT INDEX

GRI Standard	Disclosure	Reference and Remarks
Anti-corruption		
GRI 3: Material Topics 2021	3-1	Explanation of the material topic and its Boundary
	3-2	The management approach and its components
	3-3	Evaluation of the management approach
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken
Materials		
GRI 3: Material Topics 2021	3-1	Explanation of the material topic and its Boundary
	3-2	The management approach and its components
	3-3	Evaluation of the management approach
GRI 301: Materials 2016	301-1	Materials used by weight or volume
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-1	Explanation of the material topic and its Boundary
	3-2	The management approach and its components
	3-3	Evaluation of the management approach
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system
	403-2	Hazard identification, risk assessment, and incident investigation
	403-3	Occupational health service
	403-4	Worker participation, consultation, and communication on occupational health and safety
	403-5	Worker training on occupational health and safety
	403-6	Promotion of worker health
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
	403-8	Workers covered by an occupational health and safety management system
	403-9	Work-related injuries
Marketing and Labelling		
GRI 3: Material Topics 2021	3-1	Explanation of the material topic and its Boundary
	3-2	The management approach and its components
	3-3	Evaluation of the management approach
GRI 417: Marketing and Labelling 2016	417-2	Incidents of non-compliance concerning product and service information and labelling



BRC ASIA LIMITED
BUILDING BETTER

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