ESG REPORT

Reporting Period: 1 January – 31 December 2025

Sustainability, Social,
Safety, Governance,
and ESG Future Goals

4th Edition
2025

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01

About this Report

Scope, Frameworks & Reporting Approach

01 Report Framework

Scope, Frameworks & Reporting Approach

Reporting Period:
1 January – 31 December 2025

This ESG Report presents Balanced Engineering & Construction's (BEC's) environmental, social, safety, and governance performance for the reporting period.

The report covers BEC's operations under management control in:

- Singapore
- The Philippines
- Indonesia
- Malaysia
- Vietnam
- Hong Kong
- Kuwait

The report was meticulously crafted with reference to the Global Reporting Initiative (GRI) standard and ensuring comprehensive coverage and alignment with internationally recognised sustainability reporting practices.

Our carbon accounting process is aligned with the GHG Protocol methodology, ensuring comprehensive, transparent and standardised disclosure of our environmental impact.

SBTi s a corporate climate action organisation that enables companies and financial institutions worldwide to play their part in combating the climate crisis.

ISO 45001 is an international standard that specifies requirements for an OHS management system.

External Assurance (GRI 2-5)

No external assurance was conducted for this ESG Report.

02

Leadership Perspective

CEO’s Message on ESG & Long-Term Value

02 CEO's Message

Leading with Responsibility, Delivering with Integrity

At BEC, our commitment to ESG principles is fundamental to who we are and how we operate. As a specialist engineering and construction company serving critical infrastructure sectors, we recognise that long-term success requires us to go beyond project delivery. It requires us to protect the environment, support our people and communities, and uphold the highest standards of ethical governance.

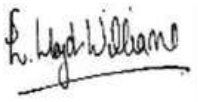


Our Commitment

Our approach integrates ESG across every aspect of our business. Environmentally, we are focused on reducing our carbon footprint and embedding sustainable practices into our engineering and construction solutions. Socially, the safety, wellbeing, and development of our people are paramount, alongside meaningful engagement with the communities in which we operate. We also actively support charitable initiatives, contributing time, expertise, and financial resources to causes that deliver tangible social benefit and reflect our responsibility as a global business. From an organisational perspective, we are committed to fair employment practices, diversity, and fostering a culture built on respect and integrity.

Strong governance underpins everything we do. We maintain transparent and accountable systems that guide decision-making, manage risk, and ensure responsible business conduct at all levels.

We continue to strengthen our ESG performance by embedding these principles into our strategy and reporting openly on our progress. I am proud of what we have achieved and confident that our ongoing commitment to ESG will create lasting value for our people, our clients, our communities, and the environment.



Thanks,
Eddie

03

ESG Strategy & Positioning

Aligning Sustainability with Delivery

ESG Strategy & Positioning

03



Aligning Sustainability with Delivery

Balanced Engineering & Construction's (BEC's) ESG strategy is informed by the nature of its business as a specialist engineering and construction contractor serving energy, industrial, and process sectors, where safety, risk control, and reliability are fundamental to project success.

As a specialist contractor delivering complex vertical structures, BEC's primary ESG impact lies in safety performance, engineering efficiency, lifecycle durability, and risk-controlled execution.

BEC's ESG priorities reflect the areas where the company can deliver the most meaningful and measurable impact.

Workforce Health & Safety

Safety leadership and development are core to BEC's ESG performance, reflected in structured training programmes, incident prevention systems, and site-level digital adoption.

Reliability & Performance

Engineering efficiency and material durability are prioritised to minimise risk, reduce maintenance demand, and support lifecycle resource optimisation.

Environmental Impact Management

Operational resource consumption, emissions performance, and waste management are monitored and improved through process discipline and technology integration.

Governance & Ethics

Robust governance systems, integrity policies, risk management processes, and ethical training support compliance and stakeholder confidence.

04

Company Profile, ESG Policy & ESG Organisation

Who We Are & How We Create Value

04 Company Profile

A Vertical Structural Specialist

Balanced Engineering & Construction (BEC) was founded in 2000 by engineers Ian Morrison and Eddie Lloyd-Williams. From the outset, the company was established with a clear focus on delivering specialised engineering and construction solutions for complex vertical structures.

BEC operates across multiple regions, providing services that support critical infrastructure within the energy, industrial, and process sectors.



Bespoke Engineering Solutions

BEC specialises in the design, engineering, fabrication, and construction of complex vertical structures supporting energy and industrial infrastructure. BEC delivers bespoke engineering, procurement and construction (EPC) solutions aligned with project-specific technical and safety requirements.

With a customer-centric focus, we tailor our services to the unique needs of our clients ensuring utmost satisfaction. BEC maintains a strong commitment to safety, quality, and environmental responsibility. Sustainability principles, risk management, and regulatory compliance are embedded across our decision-making and project execution frameworks.

Commitment to Responsible Engineering

These priorities reflect the nature of our work, where disciplined engineering, structural reliability, and rigorous safety management directly influence long-term environmental, social, and operational outcomes.

BEC maintains a strong emphasis on safety, operational excellence, and responsible business practices. Sustainability considerations, risk management, and regulatory compliance are embedded within our decision-making and project execution frameworks.

04 ESG Policy

BEC's ESG Policy forms part of the company's broader governance framework, ensuring that environmental, social, and governance considerations are embedded within leadership oversight, operational controls, and risk management processes.



ESG Policy & Governance

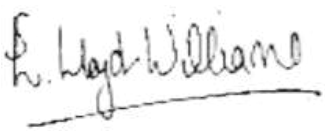
The Environment, Social, and Corporate Governance (ESG) framework is integrated into our company's growth strategy. This approach aims to generate value for all organisational stakeholders, including employees, customers, vendors, suppliers, and other associated parties.

Our ESG framework is based on the principles of sustainable development. It takes into account environmental and social considerations not only in BEC's own business operations but also in the construction and engineering activities conducted by the company.

We continuously strive to create a positive impact on society through our best business practices. Our efforts include conserving natural resources, protecting the environment, and contributing to the welfare of the broader community.

Our strategies for reducing greenhouse gas emissions and promoting sustainability are aligned with the Singapore Green Plan 2030, the UN's 2030 Sustainable Development Agenda, and the Paris Agreement. These initiatives position us to achieve our long-term goal of net-zero emissions by 2050.

We are committed to mitigating the adverse affects of climate change, adhering to our ESG policy, complying with applicable laws in various countries, and proactively addressing both existing and emerging environmental and social concerns.



EDDIE LLOYD-WILLIAMS

CEO



PETER GREEN

COO



04

ESG Organisation

Governance, Oversight & Accountability

Balanced Engineering & Construction (BEC) is committed to transparent ESG reporting, providing stakeholders with visibility into our performance, progress, and areas for continuous improvement.

We recognise that addressing environmental and sustainability challenges requires collective action across industries. As a specialist contractor supporting process, waste treatment, and energy infrastructure projects, BEC plays a role in enabling our clients and partners to achieve their own sustainability objectives through disciplined engineering, safety leadership, and responsible operational practices.

To strengthen ESG oversight and accountability, BEC established the ESG Management Committee in 2022. The Committee comprises representatives from key business functions and regional operations, ensuring that ESG considerations are integrated across organisational and operational activities.

Roles & Responsibilities

The ESG Management Committee is responsible for:

- Monitoring ESG performance and initiatives
- Reviewing sustainability and emissions reduction measures
- Strengthening data collection and reporting processes
- Supporting regulatory compliance and risk management
- Driving continuous improvement across ESG priorities

05

Environmental Performance

Managing Our Operational Footprint



05 Singapore Operations

Driving Sustainable Change in the Built Environment

As Singapore advances towards the goals set out in the Green Plan 2030, sustainability and responsible business practices are becoming increasingly critical across the construction sector.

On 2 December 2025, Winco Ho represented Balanced Engineering & Construction (BEC) at the Singapore Contractors Association Limited (SCAL) ESG Seminar 2025, which brought together industry leaders, sustainability practitioners, and subject matter experts to discuss practical pathways towards decarbonisation and long-term ESG value creation within the built environment.

Practical Pathways to Decarbonisation

The seminar focused on actionable approaches to reducing carbon emissions and embedding ESG into core business operations. Key themes included:

- Corporate electrification journeys
- Renewable energy adoption
- Scope 1, 2 and 3 carbon reporting
- Data collection and verification challenges

Speakers shared real-world case studies and practical insights on overcoming implementation barriers while maintaining operational efficiency.

Enabling ESG Through Leadership and Workforce Development

Strong management commitment and workforce capability were highlighted as critical enablers of meaningful ESG progress. The discussions reinforced that sustainability transformation requires leadership accountability, internal alignment, and ongoing training.

Panel sessions explored how companies, particularly those without dedicated sustainability teams, can initiate their ESG journey, identify cost-saving opportunities through green practices, and futureproof operations against evolving regulatory and stakeholder expectations.

Social & Governance Priorities

In addition to environmental performance, the seminar addressed the “Social” and “Governance” pillars of ESG. Topics included:

- Fair labour practices
- Workforce welfare
- Ethical leadership
- Transparency and accountability

These elements were recognised as essential to building resilient and responsible construction businesses.

05 Hong Kong Operations

Regulatory Alignment & Environmental Responsibility

Hong Kong has established clear long-term decarbonisation targets, including achieving carbon neutrality and reducing overall emissions through structured policy frameworks.

The Hong Kong Climate Action Plan 2050 outlines key strategies focused on cleaner energy generation, energy efficiency, sustainable transport, and waste reduction.

These national and regional commitments continue to shape expectations across the construction and infrastructure sectors.



Patrick Paling | Regional Maintenance Manager

Aligning with Evolving Standards

As a specialist contractor supporting critical infrastructure, BEC Hong Kong recognises its role in contributing to projects that align with evolving environmental and regulatory standards. BEC will adopt a feasible approach to formulate holistic and proactive decarbonisation measures, engage the suppliers, vendors, sub-contractors, and stakeholders on low-carbon development, and strive to encourage the participation of the whole community with a view to bringing about sustainable improvement to the environment and driving the development of a green economy.

BEC Hong Kong is implementing the environmental protection's strategies as below:

Waste Assessment

Construction waste assessments are conducted prior to and during project execution to identify waste streams and recovery opportunities.

Segregation at Source

Waste materials are segregated using clearly labelled collection systems to improve recycling efficiency and regulatory compliance.

Reuse & Recycling

Recycled concrete aggregates can be reused for road base, backfilling, and non-structural concrete works, reducing reliance on virgin materials and supporting resource efficiency.

05 Philippines Operations

Construction Waste Management & Resource Efficiency

BEC applies a structured construction waste management strategy across its Philippine operations to minimise environmental impact and improve resource efficiency.

Construction waste assessments are conducted throughout project execution to identify waste streams, recovery opportunities, and appropriate disposal pathways.

Typical construction wastes include concrete debris, steel reinforcement, timber formwork, packaging materials, and excavation spoil.

Waste materials are segregated at source using clearly labelled collection systems for concrete, metals, timber, plastics, and hazardous waste, in alignment with Republic Act 9003 (Ecological Solid Waste Management Act of 2000).

Concrete Waste Recovery

Concrete waste from demolition activities and excess material is collected and processed on-site or transferred to accredited recycling facilities.

Recovered materials may be repurposed as recycled aggregates for road base, backfilling, and non-structural works, reducing reliance on virgin materials.

Metal Recycling

Scrap metals, including steel off-cuts and surplus materials, are systematically collected and transferred to licensed recycling channels.

These practices support circular resource use and waste reduction initiatives.



Maurice Garcia | Safety Manager

Timber Reuse & Repurposing

Timber formwork and pallets are reused wherever practicable, subject to structural suitability and safety considerations.

Damaged timber may be repurposed for temporary site applications, while non-recoverable waste is directed to appropriate recycling or recovery facilities.

Compliance & Coordination

BEC coordinates with Local Government Units (LGUs), DENR-accredited waste haulers, and authorised Materials Recovery Facilities (MRFs) to ensure proper waste handling and transport.

These processes ensure regulatory compliance and waste traceability.

05 Environment Protection

Supporting Coastal Protection Initiatives

Ocean pollution continues to present significant environmental and social challenges, impacting marine ecosystems, coastal economies, and community wellbeing.

In coastal regions of the Philippines, including San Juan, environmental preservation is closely linked to local livelihoods, where fishing and tourism remain key economic drivers.

Balanced Engineering & Construction (BEC) recognises the importance of supporting initiatives that contribute to environmental protection and sustainability awareness within its operating regions.





Employee-Led Environmental Action

In 2025, members of BEC's Philippines team participated in a coastal clean-up initiative, contributing to efforts aimed at reducing shoreline waste and promoting responsible environmental practices.

Employee involvement in these activities reflects BEC's commitment to environmental responsibility and collaborative engagement beyond project-related operations.



06

Safety & Workforce

Protecting People & Strengthening Capability



06

Zero Compromise in Safety

Safety Excellence & Client Recognition

BEC was recognised by China Harbour (Singapore) Engineering Company Pte Ltd as an Outstanding Partner for Best Safety Performance on the Integrated Waste Management Facility (IWMF) project.

The award was accepted by CEO Eddie Lloyd-Williams and reflects the company's sustained commitment to rigorous safety standards and disciplined project execution.

BEC's scope of work included the design, fabrication, and installation of internal steel structures supporting the facility's emission control system, a critical component contributing to environmental performance and regulatory compliance.

This recognition is particularly significant, with BEC selected as one of only eight contractors among more than 200 participating organisations.

The achievement underscores the value of structured safety management systems, engineering discipline, and collaborative engagement with clients and project stakeholders.

ESG Alignment

The recognition reflects BEC's sustained focus on:

- Structured safety management systems
- Operational risk control
- Engineering discipline
- Responsible project execution

06 Safety Highlights

Workforce Safety & Emergency Preparedness

Breathing Apparatus (BA) Training

During a major refinery turnaround event in Singapore, Balanced Engineering & Construction (BEC) partnered with Dräger to deliver specialised Breathing Apparatus (BA) training for frontline personnel.

The hands-on training session strengthened workforce capability to safely operate BA sets during high-risk maintenance activities, supporting safe execution within controlled environments.

Breathing Apparatus training forms part of BEC's broader safety and competency development programme, which includes:

- Respiratory protection Fit Testing
- Work-at-height rescue training
- First aid demonstrations
- Emergency response drills
- Fire safety exercises



Sarker Sukumar | Authorised Clearance Signatory.

These programmes reinforce employee preparedness, enhance hazard awareness, and support consistent safety performance across operations.

BEC maintains a strong emphasis on continuous learning as a core element of its safety management framework.



06 Safety Highlights

QR SAFE: Smarter Lifting, Safer Sites

Turning Information into Protection

QR SAFE is a digital safety initiative designed to reduce lifting risk and improve on-site decision-making. By embedding QR codes directly onto construction components, critical load and technical information can be accessed instantly with a simple scan.

With immediate access to verified specifications, lifting crews no longer rely on manual documentation or verbal confirmation. The result is clearer communication, improved compliance, and safer execution.

At the heart of this innovation is Mr Muchamad Arief Rahman, a Safety Practitioner and pillar of safety in our company for almost a decade. He's seen our practices evolve, from handwritten logs to digital systems, and now he's leading one of our most promising safety tools yet: QR SAFE. This feature uses QR codes to share load information on construction components instantly.





Muchamad Rahman | Safety Practitioner

Industry Recognition

QR SAFE received the ASPRI Safety Innovation Award 2025, recognising BEC's leadership in advancing technology-driven safety solutions within the construction and process industries.

ESG Impact

QR SAFE directly supports BEC's ESG objectives by:

- Improves lifting safety and reduces human error
- Strengthens traceability and governance oversight
- Eliminates manual documentation through digital access

QR SAFE demonstrates how digitalisation can directly reduce operational risk, strengthen governance controls, and improve decision reliability at the point of work.

07

Social Responsibility

Creating Shared Value Beyond the Project Site

07 Vietnam Highlights

Sustainable Construction of Quang Trach 1

Through the delivery of specialised chimney structures for thermal power facilities, BEC Vietnam contributes to the development of reliable and compliant energy infrastructure aligned with evolving environmental standards.

BEC remains committed to responsible construction practices, supporting environmental protection objectives while meeting project performance and safety requirements.

Project Environmental Considerations

The Quang Trach 1 Thermal Power Plant project incorporates advanced technologies and operates under strict environmental regulations designed to address emissions control and environmental performance requirements.

BEC's involvement supports the delivery of infrastructure aligned with regulatory compliance and modern environmental management standards.

Community & Social Responsibility

BEC Vietnam actively supports local communities through targeted social initiatives. In response to severe flooding events, the company contributed essential supplies and financial assistance to affected regions.



To Uyen | Admin Officer







07 Indonesia Operations

Emerging ESG Awareness in Indonesia Batam Workshop

Balanced Engineering & Construction's (BEC's) Batam Workshop integrates social responsibility principles into its operational and workforce management practices.

The company recognises that employee wellbeing, workplace safety, and an inclusive work environment are fundamental to sustainable business performance. These priorities extend beyond regulatory compliance and form part of BEC's broader ESG framework.

Workforce Health & Safety

Workplace safety remains a core focus across Batam operations. BEC maintains structured safety systems, training programmes, and operational controls designed to protect employees and promote a safe working environment.

This approach supports:

- Workforce wellbeing
- Operational resilience
- Continuous safety improvement

Community & Employee Initiatives

BEC Batam actively supports local community programmes through employee-led initiatives.

In 2025, the Workshop organised a blood donation drive in collaboration with the Indonesian Red Cross (PMI), contributing to local healthcare support efforts.

Employee participation in these activities reflects BEC's commitment to responsible corporate citizenship and positive community engagement.



Meikel Arugs | Production Manager



Social Impact

BEC's community initiatives in Batam support:

- Local community welfare
- Employee engagement and morale
- Health and social awareness
- Positive workplace culture

These programmes reinforce BEC's commitment to creating shared value across its operating regions.

Social & Community Engagement

07



Employee Participation & Community Initiatives

In 2025, Adelfa Abregana proudly represented Balanced Engineering & Construction (BEC) at the Standard Chartered Singapore Marathon 2025.

Participation in events of this nature reflects BEC's broader emphasis on promoting healthy lifestyles, personal development, and positive social contribution beyond the workplace.

Large-scale community events such as the Standard Chartered Singapore Marathon increasingly serve as platforms to promote sustainability awareness and responsible practices. These initiatives align with broader net-zero ambitions and reinforce environmental stewardship messaging within the wider community.

BEC values initiatives that promote both individual development and positive community impact.



07 Social Responsibility

Assisting Communities in Cebu, Philippines

In 2025, Cebu City, Philippines, experienced a series of natural disasters, including an earthquake followed by a typhoon. These events caused significant disruption to local communities, impacting livelihoods, housing, and daily living conditions.

Recognising the challenges faced by affected families, BEC mobilised its regional network to provide targeted community support.

BEC's Singapore-based teams organised a donation drive, contributing clothes, footwear, and essential household items.

Donated materials were carefully sorted, packed, and shipped to Cebu, where BEC's Philippines team will coordinate distribution directly to barangays most affected by the disasters.



This structured, localised approach supports efficient resource allocation while strengthening long-term community relationships.

07 Social Responsibility

Blood Donation Programme, Batam Workshop

Balanced Engineering & Construction's (BEC's) Batam Workshop maintains a strong commitment to community wellbeing through employee-led social initiatives.

The blood donation programme forms part of PT BEC Specialist Batam's broader commitment to community wellbeing. It supports BEC's ESG priorities by encouraging employee participation and reinforcing a culture of social responsibility across operations.

This initiative contributes to:

- Community health support
- Employee participation and engagement
- Social awareness
- Positive workplace culture

As a major industrial hub, Batam benefits from sustained community health initiatives, including blood donation programmes supporting local medical needs.



The initiative delivered measurable community value while strengthening employee engagement and supporting BEC's broader social responsibility objectives.

08

Innovation & Digitalisation

Enhancing Safety, Efficiency & Decision-Making



08

A Digitalisation Pathway

The adoption of construction management software has been a key driver in our journey to enhance operational efficiency, strengthen project and safety management, and embed digitalisation into our company's core operating framework.

A Cloud-Based Reporting Platform

BEC implemented a cloud-based reporting platform to standardise project and safety reporting, provide real-time visibility, improve incident tracking, and strengthen compliance oversight.

Security & Multi-Country Integration

The platform was designed with strong architecture and cybersecurity controls to ensure data integrity, secure access, and safe cross-border information management.

Long Term Impact

BEC continues to explore further digital innovation opportunities that will improve predictive analytics, data integration, and ESG performance tracking.

> Strengthening Reporting, Safety and Multi-Country Oversight



08

Promoting AI Application

Balanced Engineering & Construction (BEC) introduced the AI Safety Contest 2025, an internal initiative focused on identifying meaningful applications of artificial intelligence within Health, Safety and Environment (HSE) functions.

The programme promotes the responsible and effective use of AI-enabled tools, including platforms such as ChatGPT, Microsoft Copilot, Google Gemini, and comparable technologies, to enhance operational efficiency, safety processes, and decision-making across daily activities.

The initiative supports the responsible use of AI tools to improve safety, reporting efficiency, and operational decision-making.

08 Safety Highlights

Strengthening Governance Through Digital Assurance

Traditional safety audit processes often rely on physical site visits and paper-based documentation. These approaches can present operational challenges, particularly where geographical constraints, access restrictions, or regulatory requirements limit auditor mobility.

Global disruptions in recent years, including pandemic-related controls and cross-border travel limitations, further highlighted the need for more resilient and adaptable audit mechanisms.

Paperless Internal Audit Solution

To enhance audit effectiveness and operational flexibility, Balanced Engineering & Construction (BEC) developed iAudit, a digital, paperless internal audit platform integrated into our Safety Management System.

Designed to support compliance assessment under ISO 45001:2018 Occupational Health & Safety Management Systems (OHSMS), iAudit enables structured, standardised, and remotely accessible audit workflows.

The adoption of iAudit directly supports BEC's ESG objectives by:

- Strengthening governance and compliance oversight
- Improving safety assurance processes
- Reducing paper consumption through digitalisation



Jaime Espinola | Safety Officer

Oversight & Accountability

The iAudit platform strengthens BEC's governance and assurance processes by enabling:

- Standardised audit documentation
- Improved audit traceability
- Real-time reporting visibility
- Consistent multi-country audit execution



This initiative reflects BEC's broader commitment to leveraging technology to improve risk management, operational resilience, and responsible business practices.



08

Innovation & Digital Transformation

Advancing Digital Capability

In 2025, Balanced Engineering & Construction (BEC) was recognised as one of Singapore's forward-thinking companies for successfully implementing digital solutions that enhance operational efficiency, safety management, and project delivery.

Following our participation in the Digitalisation Readiness Index (DRI), BEC demonstrated measurable progress in strengthening our digital capabilities and embedding technology-driven processes across the organisation. This structured assessment enabled us to benchmark our systems, identify areas for enhancement, and accelerate our digital transformation journey.

Technology & Innovation Award

As a result of these efforts, BEC received ASPRI's Technology & Innovation Award 2025, a recognition of our commitment to progressive transformation within the process and construction industries.

The award was presented at the inaugural Technology & Innovation Awards ceremony during the ASPRI Prosperity Lohei, attended by industry leaders, government representatives, and global partners.

Leadership Recognition

Mr Winco Ho, Regional Safety Manager, accepted the award on behalf of BEC from Mr. Alvin Tan, Minister of State. The recognition underscores our continued investment in digital innovation and reinforces our commitment to leveraging technology to improve safety, efficiency, and long-term sustainability.

09

Governance & Ethics

Integrity, Compliance & Risk Management

09 Accreditations

BEC maintains accredited management systems and is an active member of recognised professional and industry bodies that support high standards in construction, safety, and sustainability.

CICIND

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THE SINGAPORE CONTRACTORS ASSOCIATION LTD
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ASPRI
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建造業議會

SINGAPORE WELDING SOCIETY



09

Anti-Corruption & Integrity Training Hong Kong

Regulatory & Ethical Risk Management

Balanced Engineering & Construction (BEC) maintains a strong commitment to ethical business practices, integrity, and regulatory compliance across its operating regions.

On 15 August 2025, CEO Eddie Lloyd-Williams, COO Peter Green, and Regional Safety Manager Winco Ho participated in Anti-Corruption and Integrity Training organised by the Independent Commission Against Corruption (ICAC) in Hong Kong.

The training strengthened practical understanding of:

- Corruption risk awareness in daily operations
- Applicable anti-corruption laws and regulations
- Ethical decision-making frameworks
- Leadership responsibilities in preventing misconduct
- Identification of corruption risks and red flags
- Integrity management and organisational culture

Such initiatives reinforce BEC's governance framework and leadership accountability in promoting ethical conduct.

09



Construction Industry Integrity Charter 2.0 - Hong Kong

Balanced Engineering & Construction (BEC) is recognised as a Registered Specialist Trade Contractor (RSTC) under Hong Kong's Construction Industry Integrity Charter 2.0 Scheme, led by the Independent Commission Against Corruption (ICAC).

This recognition reflects BEC's continued commitment to ethical business practices, integrity management, and compliance with anti-corruption standards.

Strengthening Integrity Frameworks

The Construction Industry Integrity Charter 2.0 promotes structured governance practices designed to enhance transparency, accountability, and corruption prevention across the construction sector.

Participation in the Charter supports the adoption of:

- Formal Integrity Policies
- Integrity Risk Management (IRM) systems
- Integrity training and awareness programmes
- Ethical decision-making frameworks

Governance & Risk Alignment

Integrity management remains a core component of BEC's governance strategy.

Participation in the Charter 2.0 Scheme strengthens:

- Corruption risk awareness
- Ethical leadership accountability
- Organisational transparency
- Sustainable business practices

10

GRI Content Index

Reporting Alignment & Disclosure Reference

10 Material Topics

In our sustainability reporting, identifying material topics is crucial to ensure we focus on the most significant issues impacting our business and stakeholders. For our initial sustainability report, BEC engaged with internal stakeholders to determine these material topics. Moving forward, we aim to include both internal and external stakeholders in our materiality assessments to provide a more comprehensive perspective.



Methodology and Standards

We aligned our materiality assessment with reference to the GRI guidelines, which helped us identify the most material topics relevant to our industry. We also identified commonly disclosed topics in sustainability reports published by companies in the same construction and process plant industries.

- Energy (GRI302-1)
- Emissions (GRI305)
- Water consumption (GRI303-5)
- Employment (GRI401) and Employment Practices (GRI401)
- Occupational health and safety (GRI403)
- Diversity and equal opportunity (GRI405)
- Governance (GRI3-3)
- Anti-corruption (GRI205)
- Child and forced labour (GRI408, GRI409)
- Customer privacy/Cybersecurity (GRI418)

10 GRI Content Index

Environmental Metrics Climate-related Data

GHG Emission Item	Data	unit	Alignment to the Standards
Diesel Fuel Consumption (Mobile & Stationary Combustion)	12340.9	Litre	GRI302-1, IFRS S2 29 (a) (iv) (1)
	472,538.4	Megajoules	
Petrol Fuel Consumption (Mobile Combustion)	7755.9	Litre	GRI302-1, IFRS S2 29 (a) (iv) (1)
	259.867.5	Megajoules	
Electricity Consumption	46075.3	kWh	GRI302-1, IFRS S2 29 (a) (iv) (1)
	165,866.5	Megajoules	
Water Consumption	578.1	CuM	GRI303-5, IFRS S2 29 (a) (iv) (1)
Waste Disposal (Non-hazardous)	0	KG	GRI306-3, IFRS S2 29 (a) (iv) (1)
Waste Disposal (Hazardous)	0	KG	GRI306-3, IFRS S2 29 (a) (iv) (1)

GHG Emission under Scope 1 & 2	Data	unit	Alignment to the Standards
Scope 1 Emission	49.5	Metric Tons	GRI305-1, IFRS S2 29 (a) (iv) (1)
Scope 2 Emission	18.1	Metric Tons	GRI305-2, IFRS S2 29 (a) (iv) (1)
Scope 1 & 2 Emissions	67.6	Metric Tons	GRI305-2, IFRS S2 29 (a) (iv) (1)

GHG Emission under Scope 1 & 2	2023	2024	2025	Alignment to the Standards
Energy intensity (Megajoules – MJ)	12,339MJ/SG $1M	10,371MJ/SG $1M	19,229MJ/SG $1M	UNSDG 9 – Industry, Innovation & Infrastructure
CO2 intensity (Metric tons-t)	5tCO2/SG$1M	2.9tCO2/SG$1M	1.4tCO2/SG$1M	UNSDG 13 – Climate action
SBTi strategy	Emissions reduction strategy in line with 1.5-degree scenario			UNSDG 13 – Climate action

10

GRI Content Index



Fuel Consumption & Emissions Performance

Fuel consumption trends reflect variations in project activity and equipment utilisation across reporting periods. While diesel emissions increased in 2025 due to higher operational demand, overall GHG emissions remain substantially below the 2022 baseline.

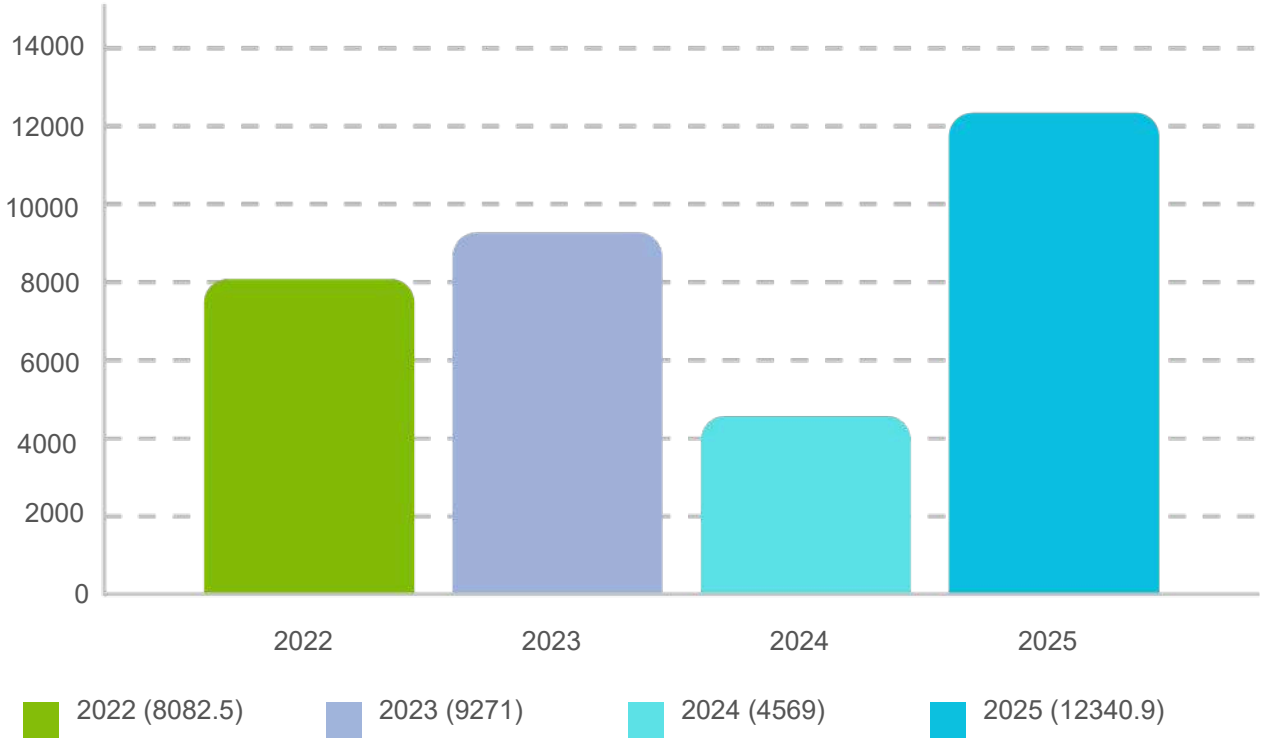
Balanced Engineering & Construction continues to prioritise fuel efficiency, emissions monitoring, and data-driven reduction initiatives across all operations.

	2023	2024	2025
Diesel Consumption	9271	4569	12340.9
Diesel GHG Emissions (tCO2e)	23.5	11.6	31.3
Diesel vs Baseline Y2022	**-0.02%**	**-52%**	+30.4%
Petrol Consumption	11747	8216	7755.9
Petrol GHG Emissions (tCO2e)	27.6	19.3	18.2
Petrol vs Baseline Y2022	**-48%**	**-63.8%**	**-66%**
Overall GHG Emissions (tCO2e)	51.1	30.9	49.5
Overall vs Baseline Y2022	**-49.50%**	**-69.40%**	**-51%**

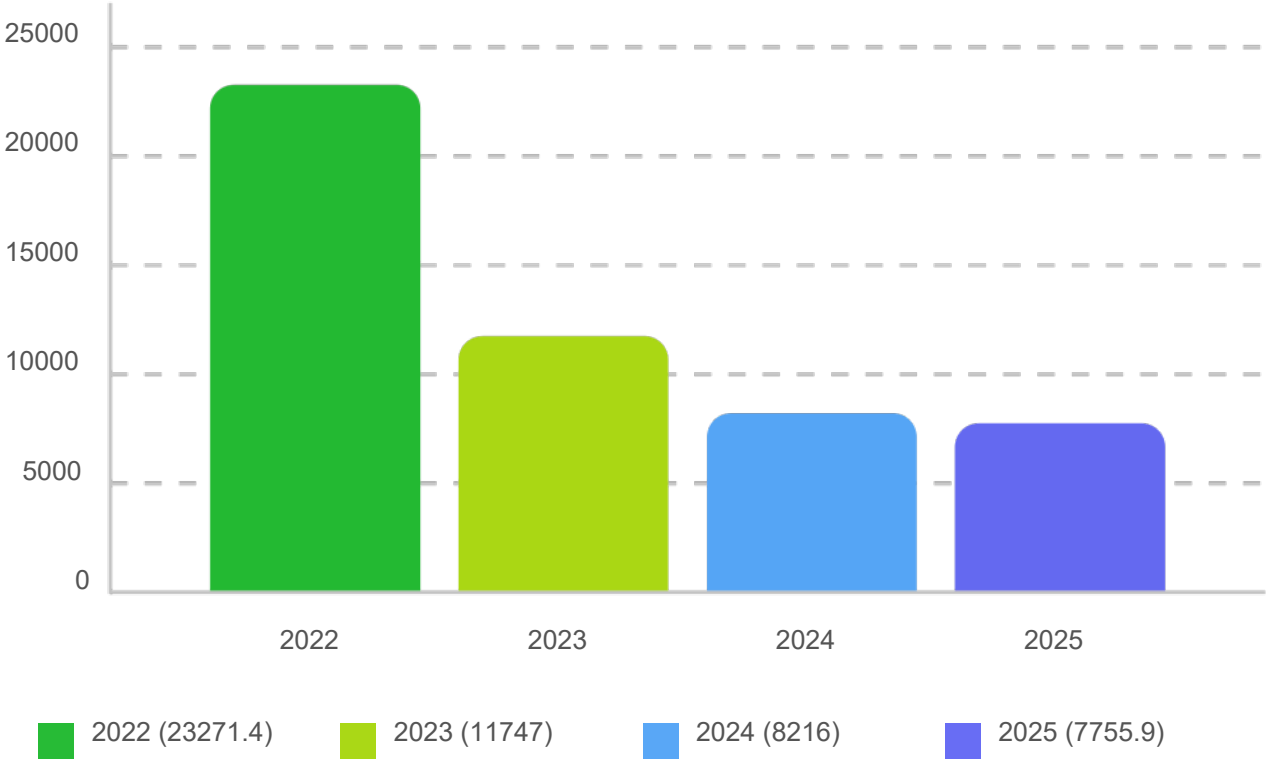
Note: Diesel consumption increased in 2025 primarily due to higher logistics demand associated with increased project activity in Singapore, including the deployment of additional lorries to support operational requirements.

10 GRI Content Index

Diesel Consumption



Petrol Consumption

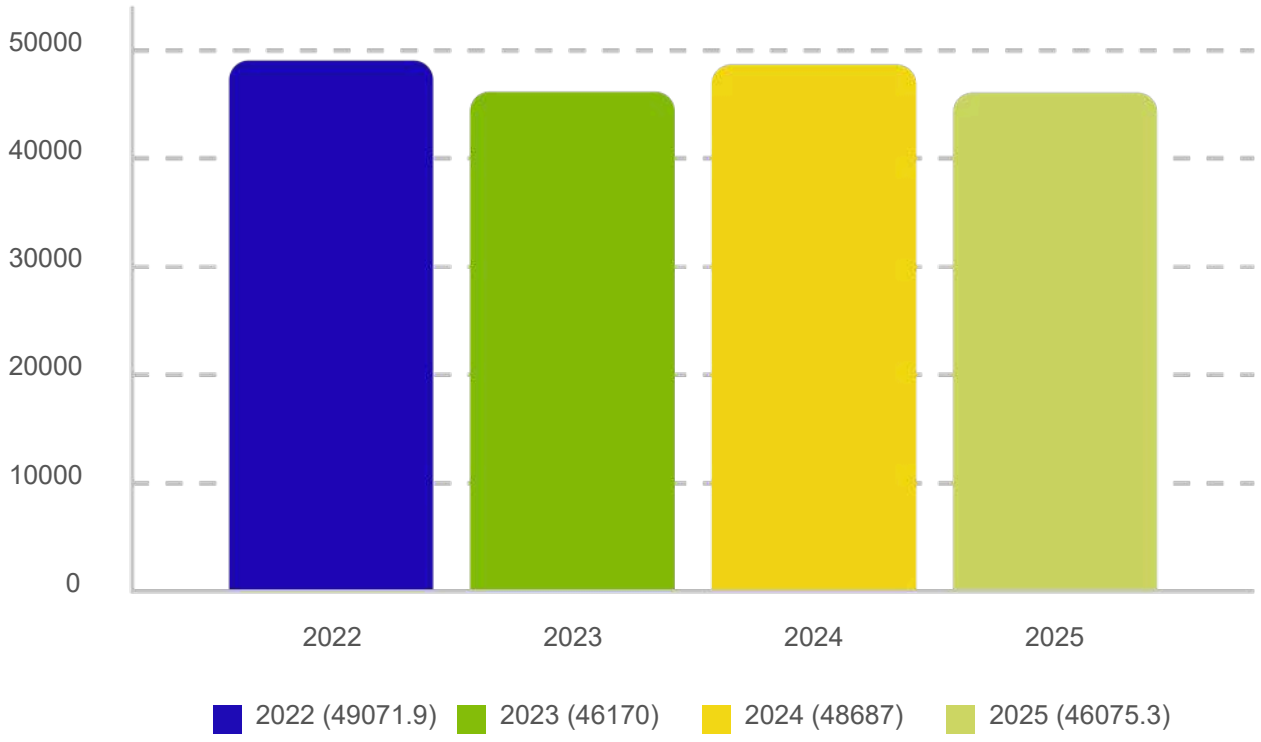


10 GRI Content Index

Power Consumption

	2023	2024	2025	
Electricity	46170	48687	HQ	38588.3
			Workshop	7487
			Sum	46075.3
GHG Emission (Metric Tons)	18.2	19.2	18.1	
vs Baseline Y2022	-63.70%	-61.80%	-63.90%	

Power Consumption

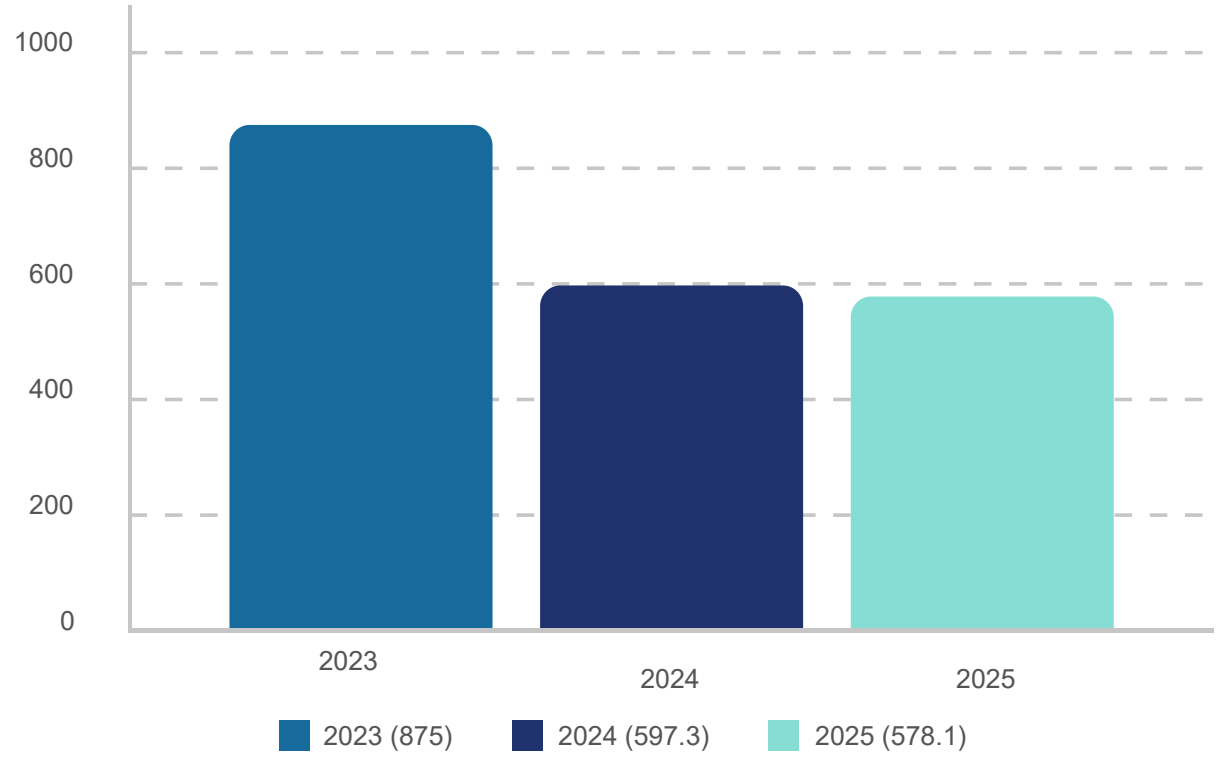


10 GRI Content Index

Water Consumption

	2023	2024	2025	
Water (CuM)	875 Baseline	597.3	HQ	359.8
			Workshop	218.3
			Sum	578.1
	vs Baseline Y2023	-31.70%	-33.90%	

Water Consumption



10 GRI Content Index

Global Reporting Initiative (GRI) Content Index

We continue to align with the Global Reporting Initiative (GRI) Standards as a basis for disclosure. GRI Standards help businesses, governments and other organisations understand and communicate their impacts on Environmental, Social and Governance (ESG) issues.



They are regularly reviewed to ensure they reflect global best practices for sustainability reporting and help us respond to the needs of our stakeholders and regulators. BEC has aligned with GRI disclosures and produced a GRI Content Index since our 2024 ESG Report.

This report has been prepared with reference to the GRI Standards. For more information, please visit the GRI website. The list represents our highest-priority ESG issues in scope for reporting with the GRI Standards that are included in our GRI Content Index below.

For each of those ESG priorities, our definitions of ESG Priorities references the specific Standards used as well as Management Approach information. BEC has reported the information cited in this GRI content index for the period 2025 (1st January 2025 through 31st December 2025), unless otherwise noted, with reference to the applicable GRI Standards.

10 GRI Content Index

Statement of use	BEC has reported this GRI content index information for the period from 1st January 2025 to 31st December 2025, in accordance with the GRI Standards.		
GRI 1:	GRI 1 - Foundation - version 2021		
Disclosure	Chapter Position	Page	Note
GRI 2:	General disclosures 2021		
2-1 Organisational details	Corporate Profile	Page #10	Refer to the BEC ESG Organisation chart
2-2 Entities included in the organisation's sustainability reporting	Approach & methodology	Page #10	The report framework adheres to the GRI Content Index, GHG Protocol, and ISO45001 Standard.
2-3 Reporting period, frequency, and contact point	Approach & methodology	Page #10	Once a year started from the 1st day of Jan to the end of Dec each year.
2-4 Restatements of information	Approach & methodology	Page #3	Any restatements are highlighted in the methodological notes.
2-5 External assurance	Approach & methodology	Page #3	No external assurance has declared.
2-6 Activities, value chain, and other business relationships	Labour & Human Capital Management	Page #4	Refer to "Services", "Geographic Markets", "Industry Groups" and "Overview"
2-7 Employees	Labour & Human Capital Management	N/A	Refer to "Reporting & Data – Performance data table"
2-8 Workers who are not employees	Labour & Human Capital Management	N/A	Not applicable
2-9 Governance structure & composition	Corporate Governance	Page #10	Refer to the " Appointment of Directors" for information on the governance structure and composition of the Board.
2-10 Nomination and selection of the highest governance body	Corporate Governance	Page #10	Refer to Appointment of Directors - Our Director Nominees and Director Nominee Biographies" and "Corporate Governance - Leadership Structure"
2-11 Chair of the highest governance body	Corporate Governance	Page #10	Refer to "Corporate Governance - Leadership Structure"
2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance	Page #10	Refer to "Corporate Governance - Corporate Governance Practices and Board Oversight "
2-13 Delegation of responsibility for managing impacts	Corporate Governance	Page #10	Refer to "Corporate Governance - Corporate Governance Practices and Board Oversight "
2-16 Communication of critical concerns	Critical Concerns	Page #31-32	Refer to our Code of Business Ethics.
2-22 Statement on sustainable development strategy	Letter to Stakeholders	Page #9	Refer to the ESG Policy 2025
2-23 Policy commitments	Commitment in terms of policy & embedding of commitments	Page #9	For each material topic described, the related policies are described in the individual section.
2-24 Embedding policy commitments	Commitment in terms of policy & embedding of commitments	Page #9	As above

10 GRI Content Index

2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing	N/A	Refer to the WSH Whistle Blower Policy which was developed on 21st Feb 2024
2-27 Compliance with laws and regulations	Business ethics	Page #31-32	BEC has not incurred fines or non-pecuniary penalties for non-compliance with laws and regulations during the period reported.
2-28 Membership associations	Membership to associations	Page #5	SCAL, PCAB, CICIND, APSRI, CIC
2-29 Approach to Stakeholder Engagement	Our stakeholder	Page #31-32	Refer to "Corporate Governance – Shareholder Engagement"
2-30 Collective bargaining agreements	Labour & Human Capital Management	Page #31-32	We do not report on the percentage of employees who are covered by collective bargaining agreements.
GR3:	Material Topics 2021		
3-1a Process to determine material topics	Materiality	Page #41-42	Refer to "Reporting & Data - ESG Priorities and SDGs"
3-1b Stakeholders whose views have impacted the process	Materiality	Page #41-42	Refer to "Reporting & Data - ESG Priorities and SDGs" Stakeholder engagement examples."
3-2 List of material topics	Materiality	Page #41-42	Refer to "Reporting & Data - ESG Priorities and SDGs"
3-3 Management of material topics	Materiality	Page #41-42	For each material topic described, management information is then provided in the individual section.
GR201:	Economic Performance 2016		
201-1 Direct economic value generated and distributed	Sustainable Economic Value	N/A	
GR205:	Anti-corruption 2016		
205-1 Operations assessed for risk related to corruption	Anti-corruption	Page #32-33	The Integrity Policy was developed on 12th September 2023.
205-2 Communication and training about anti-corruption policies and procedures	Anti-corruption	Page #32-33	The CEO, COO and RSM received anti-corruption policies organised by ICAC in Hong Kong.
205-3 Confirmed incidents of corruption and actions taken	Anti-corruption	Page #32-33	There were no reported cases of corruption during the reporting period.
GR301:	Energy 2016		
302-1 Energy consumption within the organisation	Energy Efficiency	Page #41-44	
302-2 Energy consumption outside of the organisation	Energy Efficiency	Page #41-44	
302-3 Energy intensity	Energy Efficiency	Page #41-44	
302-4 Reduction of energy consumption	Energy Efficiency	Page #41-44	Energy reduction measures refer to the Y2022 to Y2025 Reports.
302-5 Reduction in energy requirements of products and services	Energy Efficiency	Page #41-44	
GR303:	Emission 2016		
Management of water discharge – related impacts	Water Efficiency	Page #45	Refer to the water consumption statistic
Water discharge	Water Efficiency	Page #45	Refer to the water consumption statistic
Water consumption	Water Efficiency	Page #45	Refer to the water consumption statistic

10 GRI Content Index

GR305:	Emission 2016		
305-1 Direct (Scope 1) GHG emissions	CO_2 Emissions	Page #42-43	Group 1 consumption summary
305-2 Energy indirect (Scope 2) GHG emissions	CO_2 Emissions	Page #44	Group 2 consumption summary
305-3 Other indirect (Scope 3) GHG emissions	CO_2 Emissions	N/A	There was no group 3 data from the vendors, contractors, and suppliers.
305-4 Greenhouse gas (GHG) emissions intensity	CO_2 Emissions	Page #41	GHG intensity was compared to the figure for the last year.
305-5 Reduction of GHG emissions	CO_2 Emissions	Page #41	GHG reduction measures refer to the past 3 years' ESG Report.
GRI306:	Waste 2020		
306-1 Waste generation and significant waste-related impacts	Waste	Page #14-15	BEC implements the 3Rs system
306-2 Management of significant waste-related impacts	Waste	Page #14-15	BEC implements the 3Rs system
306-3 Waste generated	Stakeholders	Page #14-15	There was no reportable spillage case during this period.
306-4 Waste diverted from disposal	Waste	Page #14-15	BEC implements the 3Rs system
306-5 Waste directed to disposal	Waste	Page #14-15	BEC implements the 3Rs system
GR308:	Emission 2016		
308-1 New suppliers that were screened using environmental criteria	Supply chain Labour standards	N/A	ESG introduction to promote the purchasing department, subcontractors and suppliers
308-2 Negative environmental impacts in the supply chain and action taken	Supply chain Labour standards	N/A	There was no reportable supply chain during this period.
GRI403:	Occupational Health and Safety 2018		
403-1 OHSMS system	Occupational Health & Safety	Page #23-28	BEC complies with ISO 4500: 2018 and the Singapore Standard SS679:2021.
403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health & Safety	Page #23-28	BEC is implementing a risk management system under the WSH (RM) Regulations.
403-3 Occupational health services	Occupational Health & Safety	Page #23-28	A medical surveillance programme is implemented in certain projects and workshops.
403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health & Safety	Page #23-28	Refer to the corporate safety management committee and the project safety committee.
403-5 Worker training on occupational health and safety	Occupational Health & Safety	Page #23-28	Safety induction training, Tool Box Talk, Emergency Rehearsal and training
403-6 Promotion of worker health	Occupational Health & Safety	Page #23-28	Morning exercise before starting work, and the Sharing of the Month is circulated.
403-7 Prevention and mitigation of OHS impacts directly linked by business relationships	Occupational Health & Safety	Page #23-28	Risk management and safety inspection programme
403-8 Workers covered by an OHSMS	Occupational Health & Safety	Page #23-28	All projects and workshops are implementing ISO45001: 2018
403-9 Work-related injuries	Occupational Health & Safety	Page #23-28	Incident investigation, review and follow-up (if any)
403-10 Work-related ill health	Occupational Health & Safety	Page #23-28	No occupational disease has been reported so far.

10 GRI Content Index

GRI404:	Training and Education 2016		
404-1 Average hours of training per year per employee	Human capital enhancement	Page #23-28	Subject to the local labour and human resource requirements.
404-2 Programs for upgrading employees receiving	Human capital enhancement	Page #23-28	BEC Digital Learning 1.0
404-3 Percentage of employees receiving regular performance and career development reviews	Human capital enhancement	Page #23-28	100%
GRI405:			
405-1 Diversity of governance bodies and employees	Diversity, equity & inclusion	N/A	Refer to the HR Policies.
GRI406:	Non-discrimination 2016		
406-1 Incidents of discrimination and corrective actions taken	Non-discrimination	N/A	There was no reportable discrimination case.
GRI407:	Freedom of Association and Collective Bargaining 2016		
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supply Chain Labour standards	N/A	Refer to "Sustainability – Ethics & governance", "Sustainability – Human rights", "Sustainability – Supply chain" and "Reporting & Data - ESG Priorities and SDGs"
GRI413:	Supplier Social Assessment 2016		
413-1 Operations with local community engagement, impact assessment, and development program	Local communities	Page #30-34	Charity event, The Standard Chartered Marathon 2025, Red Cross Blood Donation
GRI414:	Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria	Supply chain Labour standards	N/A	Promotion of Group #3 is under planning.
414-2 Negative social impacts in the supply chain and actions taken	Supply chain Labour standards	N/A	There are no negative social impacts in the supply chain during the reporting period.
GRI416:	Supplier Social Assessment 2016		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer health & safety	Page #53	There is no reportable HSE incident that impacted business during this period so far.
GRI417:	Supplier Social Assessment 2016		
417-3 Incidents of non-compliance concerning market communication	Occupational health & safety	Page #53	There is no reportable non-compliance in relation to market communication during this period so far.
GRI418:	Customer Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Privacy & Data Security	N/A	There is no sustained complaint during this period so far.

Remarks: GRI (Global Reporting Initiative) is an independent not-for-profit organisation that develops and refines rigorous yet practical sustainability reporting standards. These standards enable organisations to understand and report on their impacts on the economy, environment, and people comparably and credibly, increasing transparency on their contribution to sustainable development.

11

Workforce & Incident Statistics

Zero compromise towards health and safety

11

Workforce & Incident Statistics

1.03
Million Work Hours

Across Singapore Taiwan, Hong Kong, Vietnam, Indonesia, Kuwait and the Philippines, BEC clocked 1.03 million safe work hours in 2025.

500 +
Staff & Workers

We empower our team to speak up if they see something unsafe and provide them with training and resources they need to do their jobs safely.

0
Serious Incident

In 2025, BEC achieved an outstanding milestone - zero serious incidents and zero safety penalties from enforcement authorities.



12

References & Guidance

Methodologies, Standards & Definitions

12

References & Guidance

01. Singapore Green Plan 2030, Ministry of Sustainability and the Environment, Republic of Singapore

02. Consolidated Set of the GRI Standards, Global Reporting Initiative (GRI), The Netherlands

03. Fuel CO_2 Calculator: Carbon Dioxide Emissions (kg), Driving.co.nz, New Zealand

04. Greenhouse Gas Equivalencies Calculator – Calculations and References, Environmental Protection Agency (EPA), United States of America

05. SBTi Buildings Sector Science-Based Target-Setting Criteria, Science Based Targets initiative (SBTi), England and Wales

06. Country Networks and the Sustainable Development Goals, United Nations Global Compact

07. Advancing Long-Term Value Creation: From Observers to Actors in Natural Risk Management, CDP, England

08. Energy Conversion Calculators, U.S. Energy Information Administration (EIA), United States of America



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