

## Health and Safety Policy

Surbana Jurong (SJ) and their entities and subsidiaries are a diverse collective of problem solvers, including architects, designers, planners, engineers, facilities managers, and specialists. We are dedicated to creating a culture and work environment where health and safety is prioritised. We will provide healthy and safe working conditions for all people associated or affected with our business activities, including employees, contractors, visitors, and the public.

### Goals

- 1) Demonstrate leadership and commitment to health and safety:
  - We are committed to fulfilling our obligations to consult with and involve employees and their representatives in decisions that affect their health and safety. We actively encourage participation through structured dialogue, health and safety committees, and regular engagement at all levels of the company.
  - Ensure all incidents, near misses, unsafe behaviours and/or conditions are accurately reported, recorded and root causes identified, and where injury or illness occurs, help our people towards full recovery through prompt treatment and active rehabilitation.
  - Comply with all applicable health and safety regulatory, licensing and compliance requirements and any other requirements to which we voluntarily subscribe, and which clients specify.
- 2) Create and maintain a safe work environment:
  - Foster and maintain a safe working environment by establishing safe conditions and procedures, promoting positive safety behaviours, and addressing unsafe practices through ongoing education for all employees and stakeholders.
  - Take all practicable steps to eliminate and reduce O&H risks through risk identification, assessment, control, monitoring and opportunities for improvement to ensure continuing effectiveness from design through to service delivery, including the need to strengthen preparedness to manage and respond to terror threats and safeguard the interests of our stakeholders.
- 3) Develop and sustain safety awareness and continuous improvement:
  - Develop safety awareness and strengthen OHS capacity throughout the company through ongoing education, training, consultation, and competency development.
  - Continuously monitor and improve health and safety management by setting objectives, plans and performance measures that are consistent with this policy, and regularly review progress against the targets set.

### Responsibility

Directors:

- Demonstrating leadership, commitment.
- Taking accountability for the effectiveness of the management systems.
- Integrating management systems into the company's business processes.
- Providing adequate resources to achieve this policy and the company's strategic objectives.

Managers:

- Lead health and safety on a day-to-day basis and are responsible for monitoring and reviewing implementation.
- Actively support the awareness and implementation of this policy and its objectives.

Employees and contractors:

- Be familiar with this policy and seek clarification from management where required.
- Be responsible for carrying out their work safely, eliminating hazards and reducing risks to themselves and others where practicable and have the right to stop work if believed to be unsafe.
- Support and contribute to the company's aim of providing a safe and healthy workplace for all employees.

### Our Commitment:

- Effective implementation and continuous development of this policy, with health and safety considerations prioritised in the planning and execution of work activities.
- Implementation and maintenance of a Safety Management System conforming to ISO 45001 in certified locations.
- Employees are empowered and given meaningful opportunities to provide feedback on this policy.
- The policy is communicated during induction, accessible to all employees and available to interested parties.

  
**Sean Chiao**  
 Group Chief Executive Officer

**Effective Date:** 18 July 2026

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