



SUSTAINABILITY REPORT 2024

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ABOUT SAESL

A joint venture between Rolls-Royce and SIA Engineering Company, Singapore Aero Engine Services Private Limited (SAESL) is a leading provider of aero engine and component repair services for the successful Rolls-Royce Trent engine family. SAESL is one of the world's largest Trent engine MRO facilities with capability to support all products in the Trent family and with a customer base that spans across 6 continents. We pride ourselves in servicing the best by the best.

Engine Overhaul

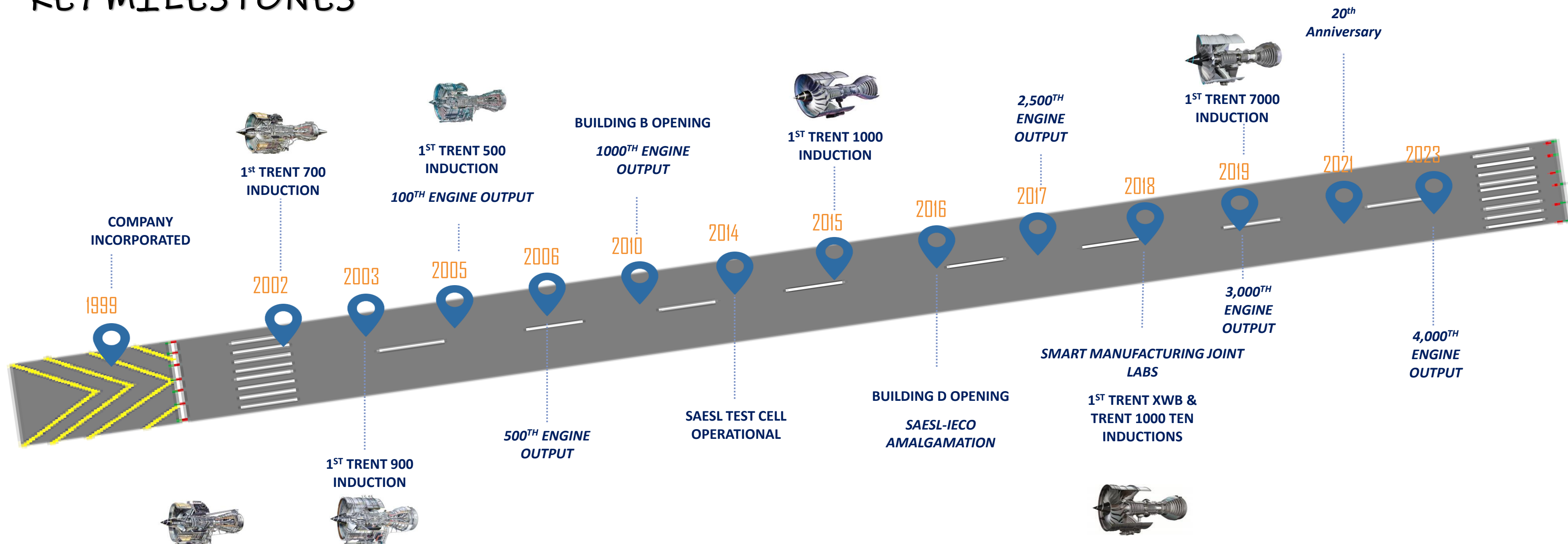
SAESL Engine Overhaul can support all levels of work scope, including hospital, check and repair, and full refurbishment. Our core services cover the maintenance, repair and overhaul of engines, engine modules and components. These services include engine disassembly, LLP exchange, parts and accessory repair, documentation, modifications, engine assembly, engine testing, engineering support and web-based status reporting. SAESL delivers best-in-class engine turnaround times at exceptional quality. Our continuous improvement culture means that we are always looking for ways to further enhance or optimise our service offerings to the customer. Our flexible engine strip and build processes, utilising both gantry and traditional methods, help ensure fast customer response and turnaround. Furthermore, SAESL continues to invest in innovation and technology to remain at the forefront the MRO industry.



Engine Test Facility

SAESL has its own state-of-the-art engine test facility capable of testing engines with diameters of up to 140 inches and thrust levels reaching 150,000 pounds. This enables SAESL to perform full engine tests on Trent 1000, 7000 and XWB.

KEY MILESTONES



Our Purpose, Vision, Mission & Values



PURPOSE

We keep airlines flying to connect your world

VISION

To be the most admired engine maintenance, repair and overhaul (MRO) facility
“Servicing the Best by the Best”

MISSION

- We deliver engines safely, cost effectively, reliably and on time to our customers.
- We partner our community in our ESG initiatives to support in building a sustainable future for the community and to develop our future talents.
- We contribute to the MRO ecosystem as a valued player aligned with Singapore’s industrial and global MRO hub strategy.

VALUES

Safety, Innovation, Respect, Teamwork, Integrity, Communication

ABOUT THIS REPORT

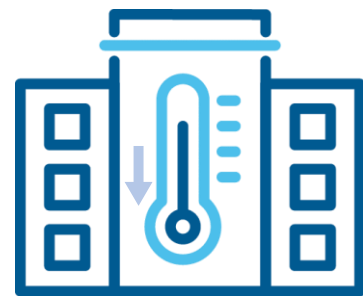
This is the second Sustainability report from SAESL.
We welcome feedback from our stakeholders and members of the public on this report at enquiry@saesl.com.sg.

This report highlights our Environmental, Social and Governance initiatives and performance for the year 1 January 2024 to 31 December 2024. The scope of this report includes the activities of our operations in Singapore.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021. External assurance for this report have not been sought but we will review this at an appropriate time when our reporting framework, format and content mature.

Image Source: Microsoft Stock Images (PowerPoint)

SUSTAINABILITY HIGHLIGHTS



Cooling Coatings on Buildings Exterior Façade to reduce surface temperature



Sponsored 8 schools to the AeroCampus @ Singapore Airshow 2024



Launched our revamped SAESL uniform for better comfort



Conducted 15 Career Talks, Learning Journeys & Work Experience



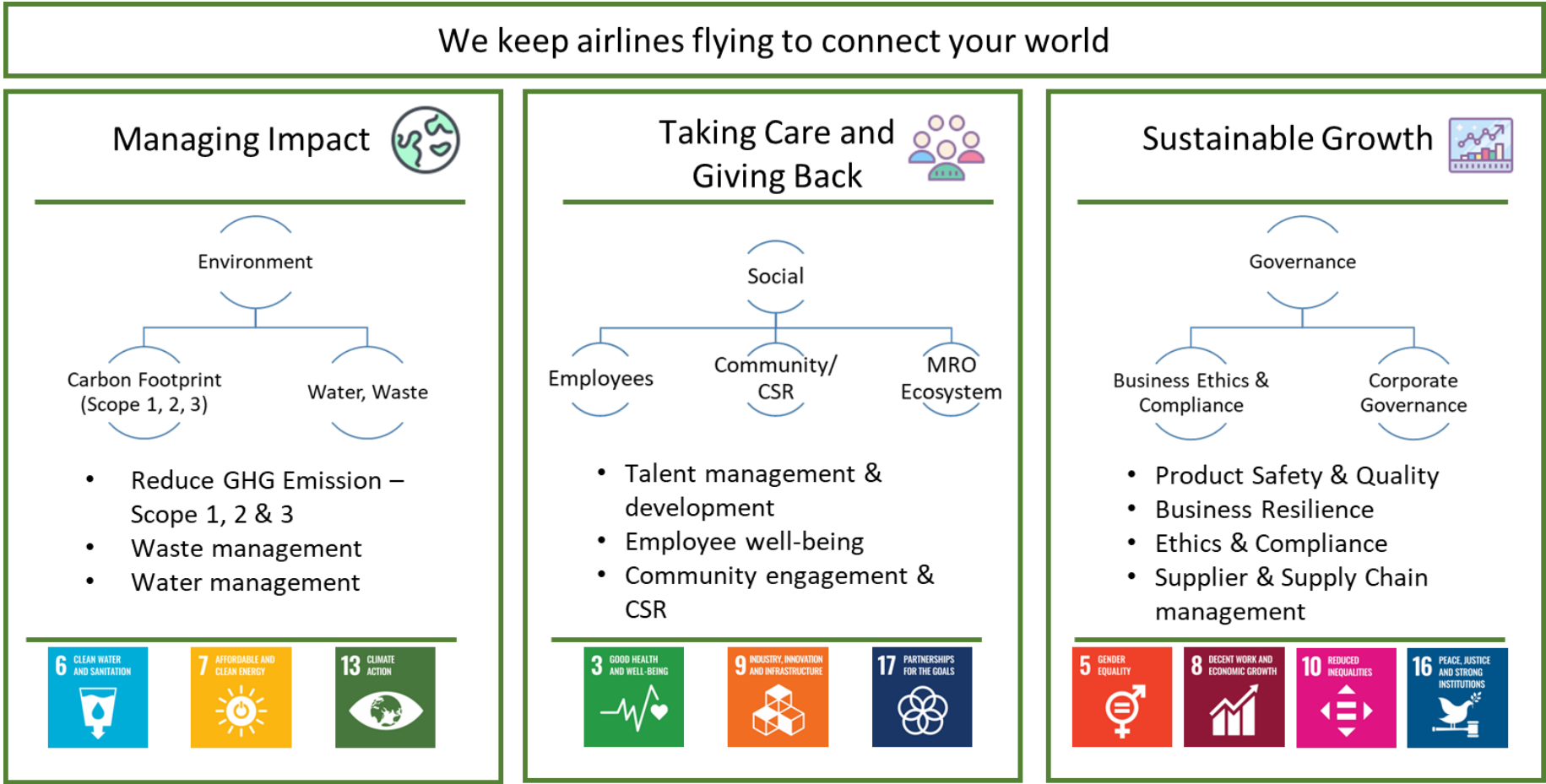
4 Awards & Recognition received

SUSTAINABILITY APPROACH

Our Sustainability Framework is driven by our Purpose and Mission. It outlines our approach towards sustainability management in our business and is built upon three pillars of Environment, Social and Governance.

Engagements with Stakeholders

We engage our internal and external stakeholders through different platforms. Internally, regular publications on curated sustainability topics are issued to heighten employees’ awareness. Employees are also engaged on safety projects to improve workplace safety and product quality. Our Board of Directors are apprised of the sustainability performance on quarterly basis. We engage our community through external engagements described under ‘Taking Care and Giving Back’ segment of this report.



SUSTAINABLE GROWTH

Customer Safety and Quality

At SAESL, safety and quality are fundamental to every aspect of our operations. Our commitment is reinforced through Airworthiness approvals and various industry certifications, reflecting our unwavering focus on maintaining the integrity of our customers' engines and components. To uphold these high standards, we have implemented a Quality and Safety Management System that ensures full compliance with regulatory and legal requirements, while consistently meeting customer expectations.

We have cultivated a culture of quality and safety that is deeply embedded across all levels of the organisation – from senior leadership to our highly skilled workforce. This commitment is strengthened through comprehensive training and awareness programme, fostering a work environment that encourages open communication and prompt feedback. By prioritising these values, SAESL continues to uphold excellence in safety and quality across all operations.





Code of Business Ethics & Whistleblowing

At SAESL, we recognise that our long-term success is built on every employee's commitment to conducting business with the highest ethical standards and in full compliance with the applicable laws. We are dedicated to operating with integrity, ensuring that our actions protect our reputation, employees, and product safety.

Our Code of Business Ethics outlines fundamental principles for maintaining ethical conduct across all business activities.

To promote transparency and accountability, we have implemented a whistleblowing channel, managed independently by an external service provider. Concerns can be reported confidentially and anonymously through

<https://secure.ethicspoint.eu/domain/media/en/gui/103341/index.html>.

Anti-Corruption & Bribery

SAESL has zero-tolerance towards bribery and corruption. Our policy sets out clear guidelines and procedures for giving and receiving of corporate gifts and charitable contributions for our employees and suppliers. It also sets the expectations on the behaviours of our employees when conducting business activities.

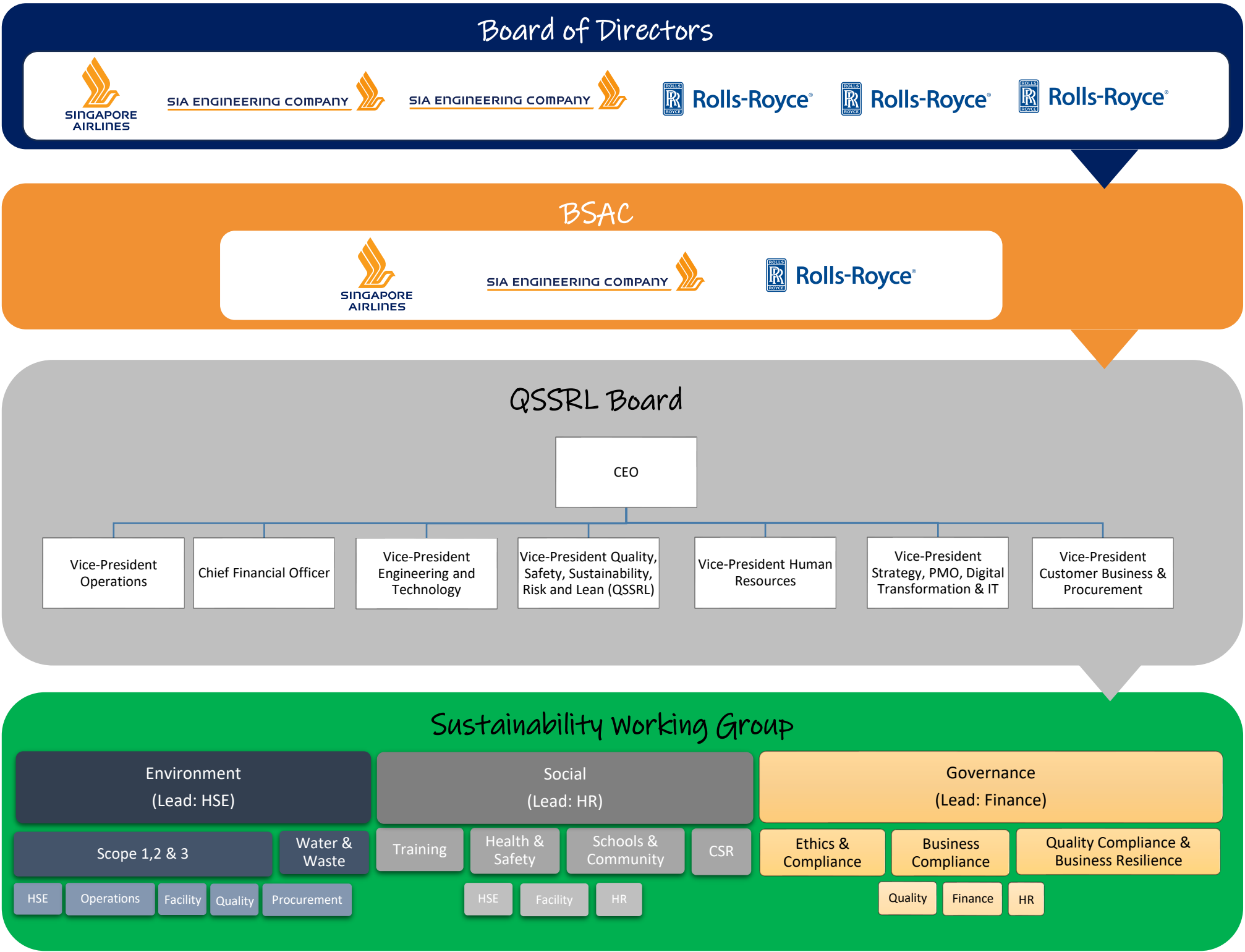
Governance

The Board of Directors serves as the highest governing body, comprising six non-executive directors who convene on quarterly basis. The Board provides oversight on safety, governance, and sustainability through dedicated committees, including the Board Safety Advisory Committee (BSAC) and the Quality, Safety, Sustainability, Risk and Lean (QSSRL) Board Management Committee.

The BSAC consists of three non-executive directors from Singapore Airlines (SIA), SIA Engineering Company and Rolls-Royce. It is responsible for ensuring that SAESL maintains an effective Safety and Health Management System in compliance with regulatory requirements and in accordance with the best practices in the aviation industry. The BSAC reviews safety reports, operational reliability performance and accident investigation findings, ensuring that necessary actions are taken by management. Additionally, it keeps the Board informed about safety and quality issues.

The QSSRL Board Committee consists of the Executive team, Directors and responsible Managers for Quality, Safety, Sustainability, Risk & Lean. The Committee meets at least four times a year to ensure effective discharge of its governance and oversight responsibilities in safety, quality, risk management and sustainability matters including targets, performance and sustainability report. The Executive team, consisting of the Chief Executive Officer and seven Vice Presidents, is responsible for overseeing overall business operations.

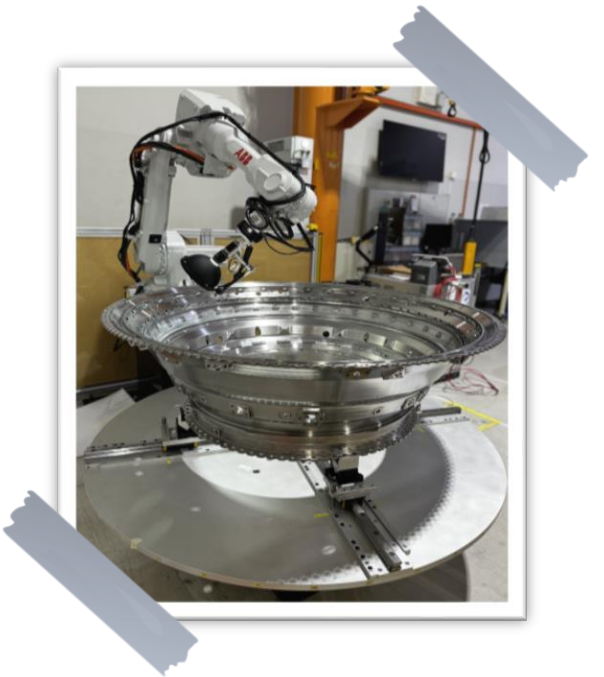
The Sustainability Working Committee supports the QSSRL Board Committee in driving its sustainability strategy, reporting and initiatives, focusing on three core pillars (Environment, Social and Governance).



Technology

We embarked on MRO 4.0 Technology Roadmap in 2022 to develop technology for future Trent MRO, paving the way for a change in the way we work to meet the demanding landscape. We participated in a tripartite Smart Manufacturing Joint Lab Programme together with Rolls-Royce and A*Star. The Automated Visual Inspection System was one of the projects under the programme, which identifies and measures defects on complex geometry aerospace components through a unique deep learning algorithm and a 3D data processing measurement algorithm. The resulting inspection report is then compared against the required specification in the Engine manuals to determine if the parts is airworthy for installation onto engine. This reduces the man-hours utilisation for our complex inspection process by more than 50% and 80% in process improvements and man-hours savings. It also reduces human fatigue and error arising from long manual inspections.

For this project, we clinched the British Chamber of Commerce’s Technological Impact of the Year 2024 and Singapore Business Review’s National Business Award 2024. We were also recognised for our support and contribution to the A*STAR Advanced Manufacturing Startup Challenge 2024.



British Chamber of Commerce 25th Annual Business Awards 2024 (Technological Impact of the Year)



Singapore Business Review, National Business Awards for Aviation Category 2024



A*STAR Advanced Manufacturing Startup Challenge 2024

Innovation

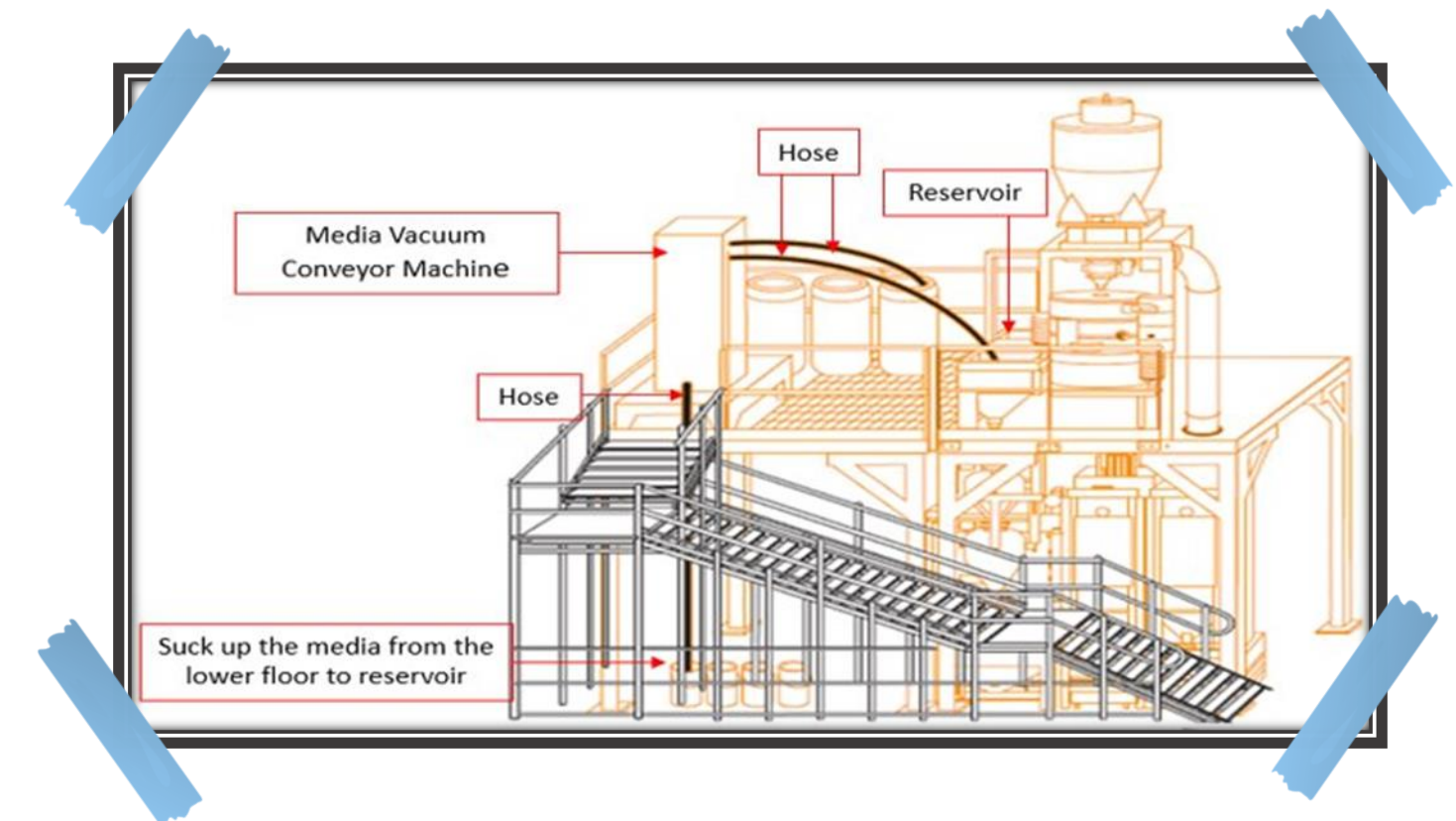
On Safety front, we clinched the WSH Innovation Silver Award (Manufacturing Sector) in 2024 for our heavy media vacuum conveyor system. This system facilitates the efficient transfer of media through a vacuum suction hose from lower deck to reservoir located in upper deck, eliminating the need for manual manpower and manual lifting.

Before the enhancement, Technicians had to carry bags of processing materials weighing between 5 and 15 kg up the staircase multiple times. The process was physically demanding despite controls such as spreading task across shifts, and increase the risk of potential injury. The task of replenishing media also led to loss of half man-day.

With the enhancement, the risks of fatigue and lower back strains from physical lifting during replenishment of media were reduced. At the same time, our employees could use the time for other production tasks and increase production efficiency.



WSH Innovation Silver Award 2024 (Manufacturing Sector) for our Heavy Media Vacuum Conveyor System

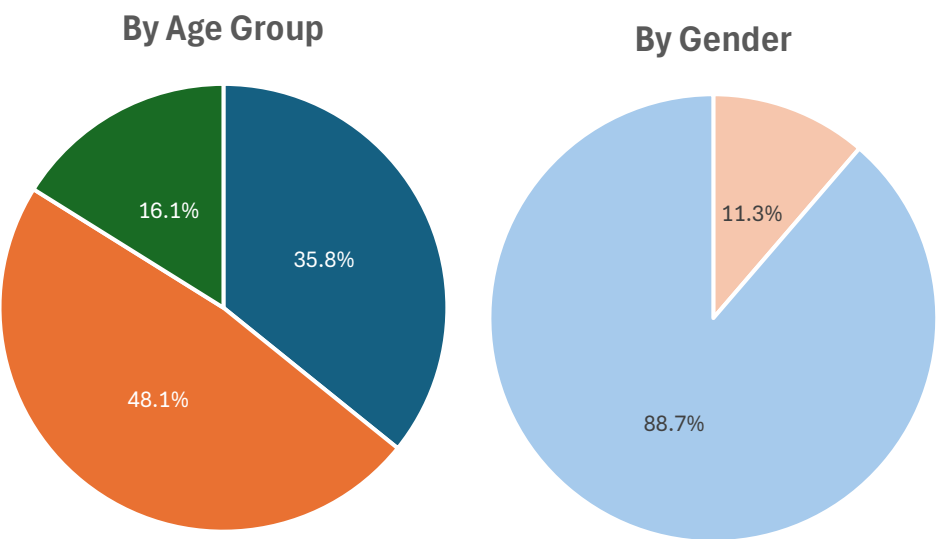


TAKING CARE OF OUR PEOPLE

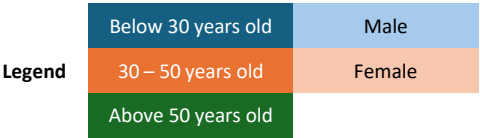
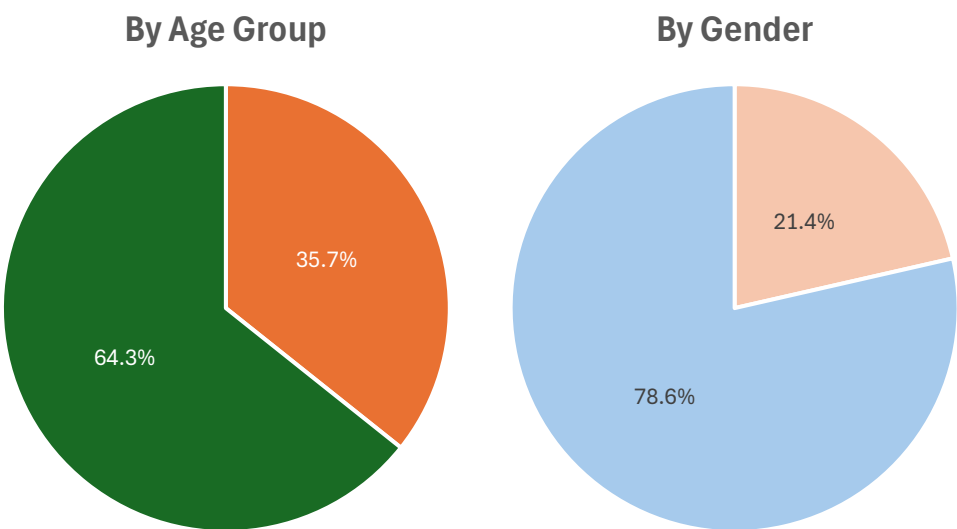
Our Demographics

As at end of 2024, we employ 1,936 employees.

Overall



Senior Leadership Team



We believe our people are our most valuable assets, and our employee culture, competencies, capabilities and environment are key to our continued success. SAESL employs over 1,000 highly skilled people with technical expertise and in-depth knowledge of Trent engines.

Our state-of-the-art facilities provide employees with access to the most advanced MRO (Maintenance, Repair and Overhaul) techniques and comprehensive trainings. This supports the growing Rolls-Royce engine fleet, including the Trent 1000 which powers Boeing 787 Dreamliner, the Trent XWB which powers Airbus A350 and Trent 7000 which powers Airbus A330neo.

Diversity, Equity & Inclusion: Celebrating International Women's Day 2024

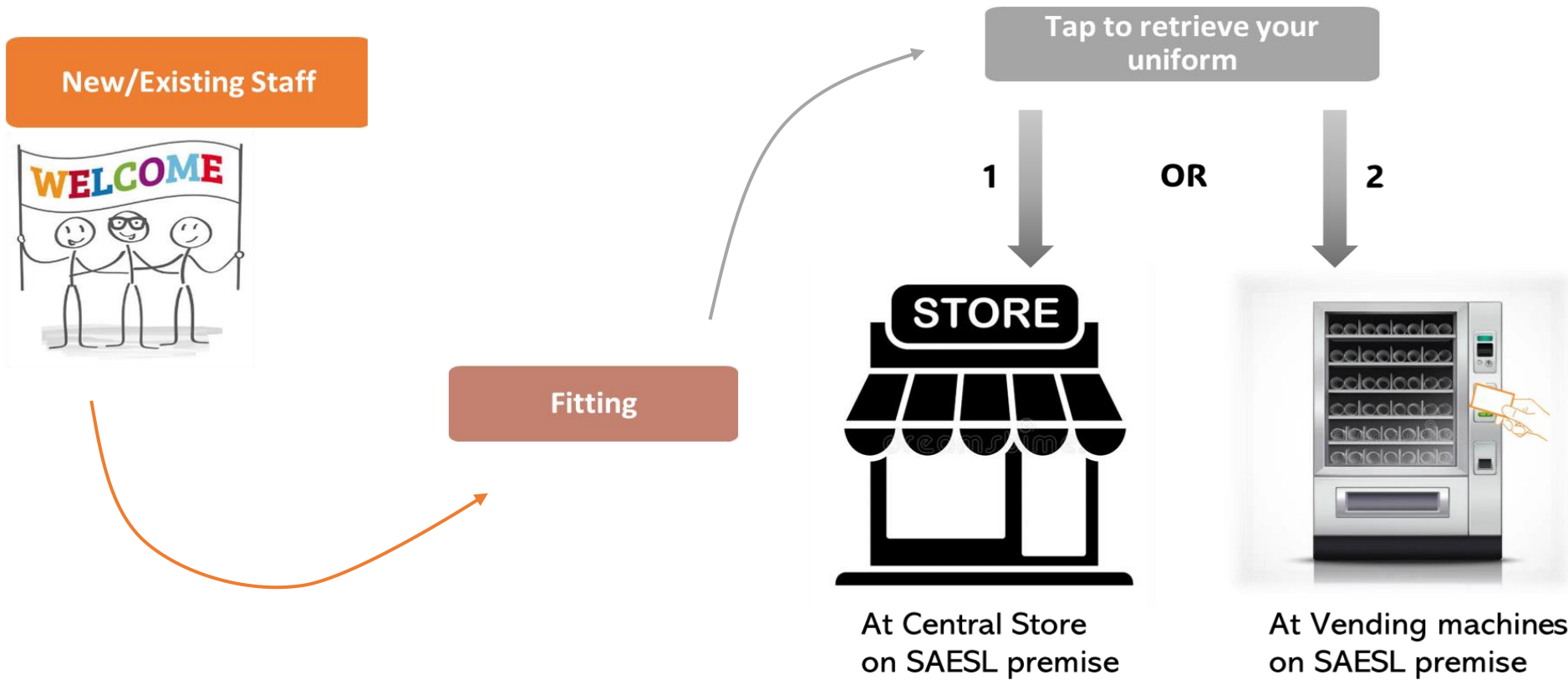
On International Women's Day, we celebrated the women in our workforce with an inspiring and impactful event. The day featured a memorable fireside chat between Damien Erceau, CEO of Safran Aerosystems Services Asia, and his mentee, Jemma Ho, then Head of General Repairs at SAESL, where they shared their perspectives on mentorship and leadership. Jemma is one of our female leaders handpicked for the Mentorship Programme by Women in Aviation Singapore (WAI-SG). Our panel discussion offered valuable insights into advancing gender equity in the aviation industry.

In line with our commitment to empowering women, we continue in our partnership with Daughters of Tomorrow (DOT), supporting underprivileged women in their journey toward financial independence and meaningful employment.



Launch of New SAESL Uniform

The SAESL uniform was revamped in 2024, driven by the need to benchmark industry practices on uniform, refresh our corporate branding and simplify business process to improve employee experience. With the new process, employees may walk into the dedicated store during the store operating hours, or the vending machines located at various points to redeem their uniforms without the long ordering and waiting time. At the same time, we improved the material and design of our uniforms, offering better comfort for our employees. We also incorporated our Purpose statement after our leadership team refreshed the Purpose, Vision, Mission and Values.

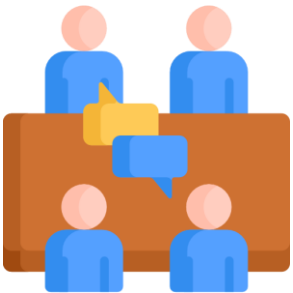


Keeping Our Employees Safe

Our employees’ health, safety and well-being are our priority. We remain committed to fostering a safety culture aimed at achieving zero safety incidents.

We recognise effective safety conversations between leaders and employees are essential to promoting a cohesive workforce and improving safety performance.

When incidents occur internally or within our network, we conduct thorough reviews and share lessons learnt and improvements with our employees and our network to strengthen safety culture and processes.



Board & Management Oversight

Safety is at the root of our values. It is our top priority at every level of our organisation and oversight under the governance structure. Our leaders guide and positively influence our employees' attitudes toward safety.



Safety Systems



Our Integrated Health, Safety & Environment Manual guides us in driving a safe work environment for all.

Our ISO 45001-certified safety management system applies to all SAESL-operated sites. The framework includes defined roles and responsibilities, hazard identification and risk assessment, training and induction, performance monitoring, incident investigation, audit, inspections, and reporting procedures.

Employees are required to report work-related incidents to their direct supervisors for timely escalation to the Health, Safety, and Environment (HSE) department for investigation and follow-up. Reports can be submitted via email, and for confidential concerns related to product or workplace safety, employees may use a third-party whistleblowing platform.



The process for work-related hazard identification and risk assessment (HIRA) in our safety systems is outlined above.

Training & Communications



We recognise the importance of open and timely communications with our employees.

We actively involved employees in safety initiatives through the nominated Safety Champions who are regularly updated and trained on various safety topics from lifting operations, working at height, dynamic risk assessments to hand safety. Our leaders participated in leadership workshops to hone their conversational skills for better and effective engagements with employees on managing risks.

Key engagement topics include:

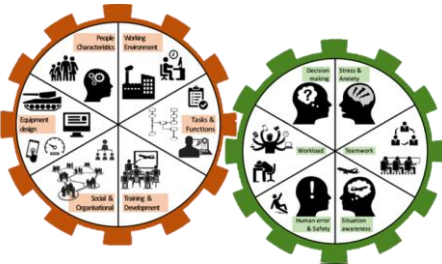
Hand safety...



Good lifting practices...



HSE conversations...



Suspension trauma, embed safety through OS and more...

A Behaviour-based safety (BBS) publication is done annually to keep our employees abreast of the developments and celebrate our employees’ contributions towards enhancing safety in their daily work.



GIVING BACK TO OUR COMMUNITY

We strive to create positive impact on the communities by giving back in various ways and fostering mutually beneficial relationships with our stakeholders.

AeroCampus @ Singapore Airshow 2024

To support the schools’ efforts to expose students to different career options to make informed decisions on their education and career, we sponsored students from 8 schools to the AeroCampus at the Singapore Airshow 2024. Students enjoyed an exclusive, specially curated tour, along with the rare privilege of witnessing the breathtaking flying display!



Learning Journeys, Career Talks & Work Experience

In 2024, we hosted a total of 15 learning journeys, career talks and work experience for students and educators from various institutions. The learning journey programme offered them a snippet of the insights into the aerospace sector through sharing and facility tour.

We hosted educators and students from ITE College and Tanglin Trust School for 1 – 2 weeks for a more immersive experience of working in an MRO facility to understand the demands and challenges. Through this collaboration, we hope to contribute towards the continuous improvement of our education curriculum and prepare the students for their future careers.

We had also participated in career talks to schools to provide students with insights into the Aviation Industry and empower students to make informed education and career decisions.





Girls in Aviation Day 2024

SAESL participated in Girls in Aviation Day (GIAD) 2024 for the second consecutive year, reaffirming our commitment to engaging and inspiring the next generation of women in aviation. Participants aged 8 to 17 were treated to a series of hands-on, experiential activities designed to spark interest in aviation-related careers. Our staff volunteers facilitated interactive sessions, including a “Build and Fly” rocket activity and assembly of engine modules to learn the fundamentals of aerodynamics. The event was met with enthusiastic participation and positive feedback, with many attendees expressing excitement and curiosity about the aviation industry. Our involvement reflects SAESL’s continued efforts to support diversity, education, and early exposure to STEM pathways.

Beach Clean up

In conjunction with Earth Day, SAESL conducted a park clean-up activity at Pasir Ris Park as part of our environmental sustainability efforts. Our employees from across the organisation participated in the initiative, demonstrating strong team spirit and commitment to making a positive environmental impact. Some of our colleagues were also joined by their family members, creating a community-oriented and enjoyable experience. We brought the necessary tools and equipment, and our participants contributed with great enthusiasm and dedication. The clean-up not only helped to enhance the natural surroundings but also reinforced our shared responsibility toward environmental stewardship.



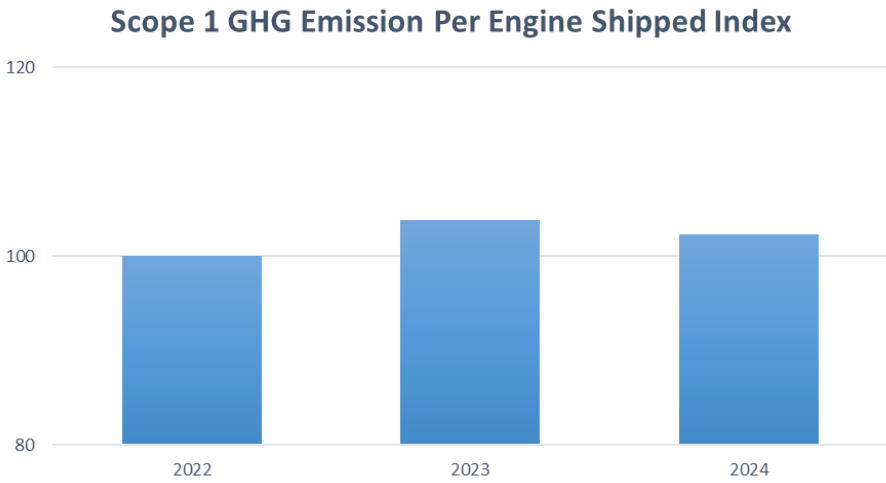
Food Donation Drive

From 9 to 27 September, SAESL conducted its annual Food Donation Drive in collaboration with The Food Bank Singapore. The initiative saw strong participation from our employees, whose generous contributions will support underprivileged families and individuals across Singapore. This effort forms part of SAESL's ongoing Corporate Social Responsibility (CSR) initiatives aimed at giving back to the community. The strong support from our employees reinforced our shared commitment towards fostering a socially responsible SAESL.

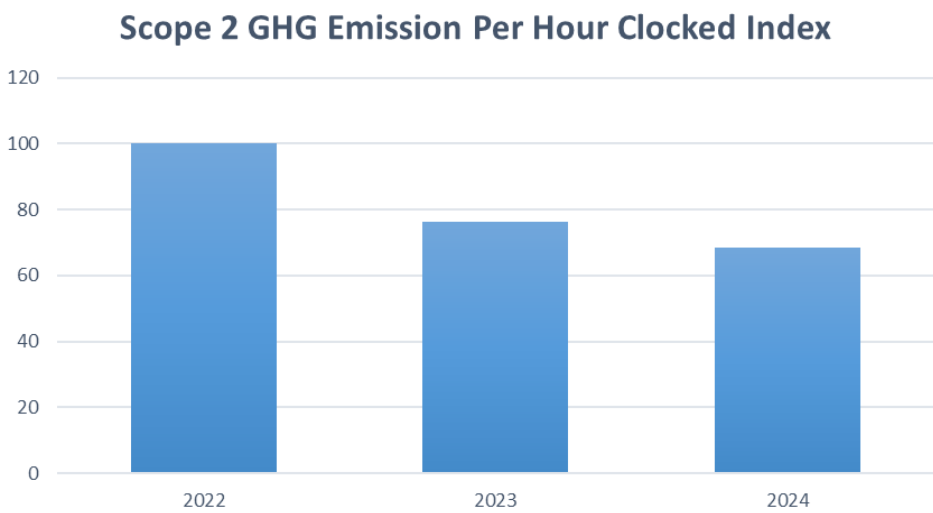


MANAGING IMPACT

Scope 1



Scope 2



As one of the leading MRO companies, we are committed to conducting our business in an environmentally responsible and sustainable manner, striving to reduce our greenhouse gas (GHG) emissions by optimising process efficiencies and utilising cleaner energy sources.

We have adjusted our baseline to 2022 to reflect our decarbonisation efforts in our sustainability journey following the recovery of aviation demand. For scope 1 and 2, the GHG emission intensity index is derived based on the amount of carbon emission (tCO₂e) per engine shipped and per hour clocked respectively for the year against the 2022 baseline year.

On Scope 1, we had been continuously engaging stakeholders to improve the efficient use of jet fuel through process improvements, and we will continue to work towards use of Sustainable Aviation Fuel (SAF) alongside our shareholders. On Scope 2, we had put in place multiple initiatives since 2023 such as replacement of chillers, LED replacements. We are monitoring the industry development and trends while continuing to explore initiatives such as green energy in the future.

Smart Lighting System

We have progressively switched to smart lighting system and replaced with LED lighting after a feasibility study on the areas in a safe manner. This allows for more efficient use of energy to light up areas when it is in use, such as corridors, carparks, staircases.

Sensor idle



Sensor activated



Smart Lighting System @ VBC corridor



Smart Lighting System @ Building B Staircase

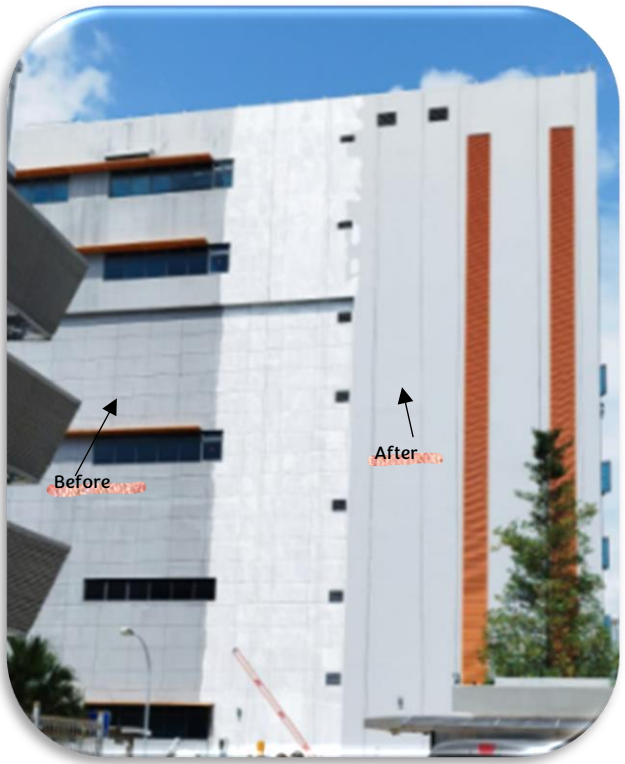


Fleet Conversion

We have started converting one of our remaining fleet of diesel-powered vehicles to electric version.

Cooling Coatings on Building Façades

On top of deploying solar panels to harness green energy, we have also explored cooling coatings on our building facades to lower the building temperature and reduce heat build-up which in turn, decreases energy consumed for air-conditioning.



2024 PERFORMANCE

Environment

Scope 1 GHG Emissions / Engine Shipped Index

Flat against baseline year

Scope 2 GHG Emissions / Hour Clocked Index

Improved against baseline year

Social

Work-related Fatalities

0

Community Partnerships

7

Employee Training Hours (per year)

75

Governance

Non-compliance Penalties

0

Corruption Cases

0

GRI CONTENT

Statement of use	SAESL has reported with reference to the GRI standards for the period 1 January 2024 to 31 December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI Standards	Disclosure	Reference	Page
GRI 2: General Disclosures 2021	The organisation and its reporting practices		
	2-1	Organisational details	About SAESL About this report 3 6
	2-3	Reporting period, frequency and contact point	About this report 6
	Activities and workers		
	2-7	Employees	Taking Care of our People 14
	Governance		
	2-9	Governance structure and composition	Governance 11
	2-11	Chair of the highest governance body	Governance 11
	2-12	Role of the highest governance body in overseeing the management of impacts	Governance 11
	2-13	Delegation of responsibility for managing impacts	Governance 11
	2-14	Role of the highest governance body in sustainability reporting	Governance 11
	Strategy, policies and practices		
	2-23	Policy commitments	Purpose, Mission, Vision and Values Code of Conduct 5 10
	2-29	Approach to stakeholder engagement	Sustainability Approach 8
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Anti Corruption & Bribery 2024 Performance 10 26
GRI 302: Energy 2016	302-3	Energy intensity	Managing Impact 24
GRI 305: Emissions 2016	305-4	GHG emissions intensity	Managing Impact 24
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Keeping Our Employees Safe 17
	403-2	Hazard identification, risk assessment, and incident investigation	Keeping Our Employees Safe 18
	403-4	Worker participation, consultation and communication on occupational health and safety	Keeping Our Employees Safe 19
	403-5	Worker training on occupational health and safety	Keeping Our Employees Safe 19
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	2024 Performance 26
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Taking Care of our People 14

Definition & Boundary

Direct (Scope 1) GHG Emissions – Fuel Consumption	The fuel consumption relates to the jet fuel consumption by engine tests conducted by SAESL in Calshot and Rolls-Royce Singapore Seletar facility, and diesel and LPG consumption by back-up generators, vehicles operated by SAESL and SAESL in-house canteen vendor in Calshot and Loyang. The Global Warming Potential (GWP) values were sourced from the 2014 IPCC Fifth Assessment. Carbon dioxide, methane and nitrous oxide were included in the GHG calculation. The default emission factors were sourced from 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
Indirect (Scope 2) GHG Emissions – Electricity Consumption	The total electricity consumption consumed relates to the electrical energy consumption and renewable energy consumption in Calshot and Loyang buildings where SAESL maintains operational control. This includes the purchased electricity and the renewable energy generated from SAESL’s solar photovoltaic systems (where the renewable energy certificates are sold). The Grid Emission Factors were sourced from Singapore’s Energy Market Authority.