

SUSTAINABILITY REPORT 2025/2026





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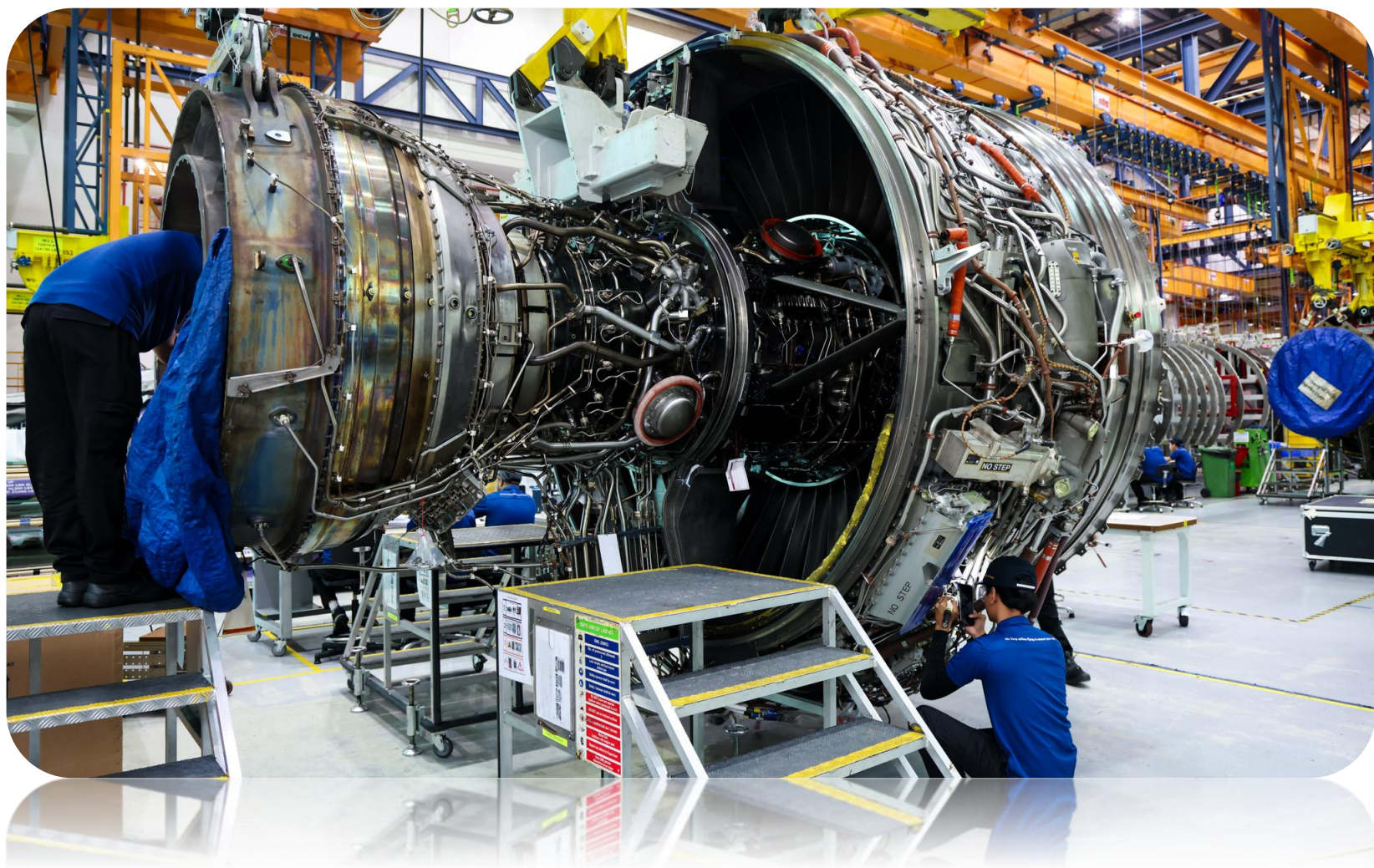
GRI Content

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

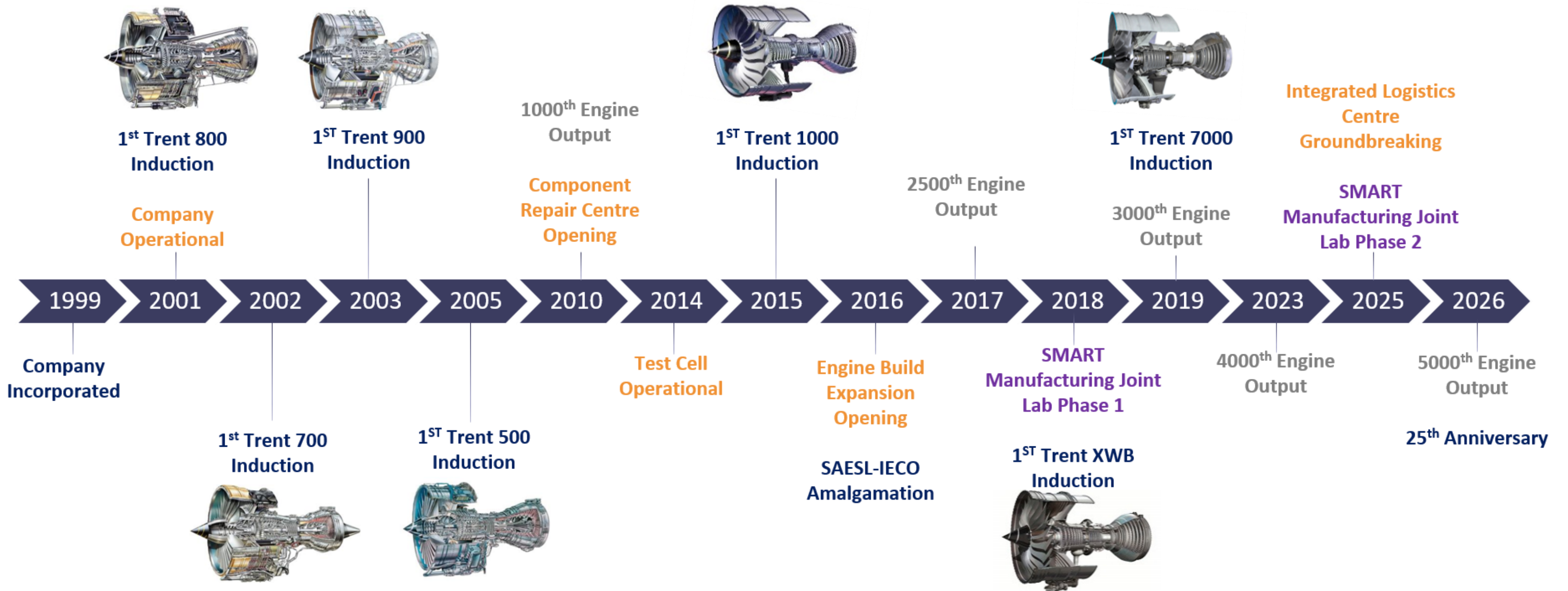
SAESL Engine Overhaul can support all levels of work scope, including hospital, check and repair, and full refurbishment. Our core services cover the maintenance, repair and overhaul of engines, engine modules and components. These services include engine disassembly, LLP exchange, parts and accessory 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, 900 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 third 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 2025 to 31 December 2025. 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.



SUSTAINABILITY HIGHLIGHTS

Sustainable Aviation Fuel

A significant step forward in the adoption of SAF




Safety & Quality Campaign

Our shared commitment to people & product safety



Zero Defects Conference

Sharing industry insights towards common safety goal



Girls in Aviation Day

Inspiring our next generation of women in aviation

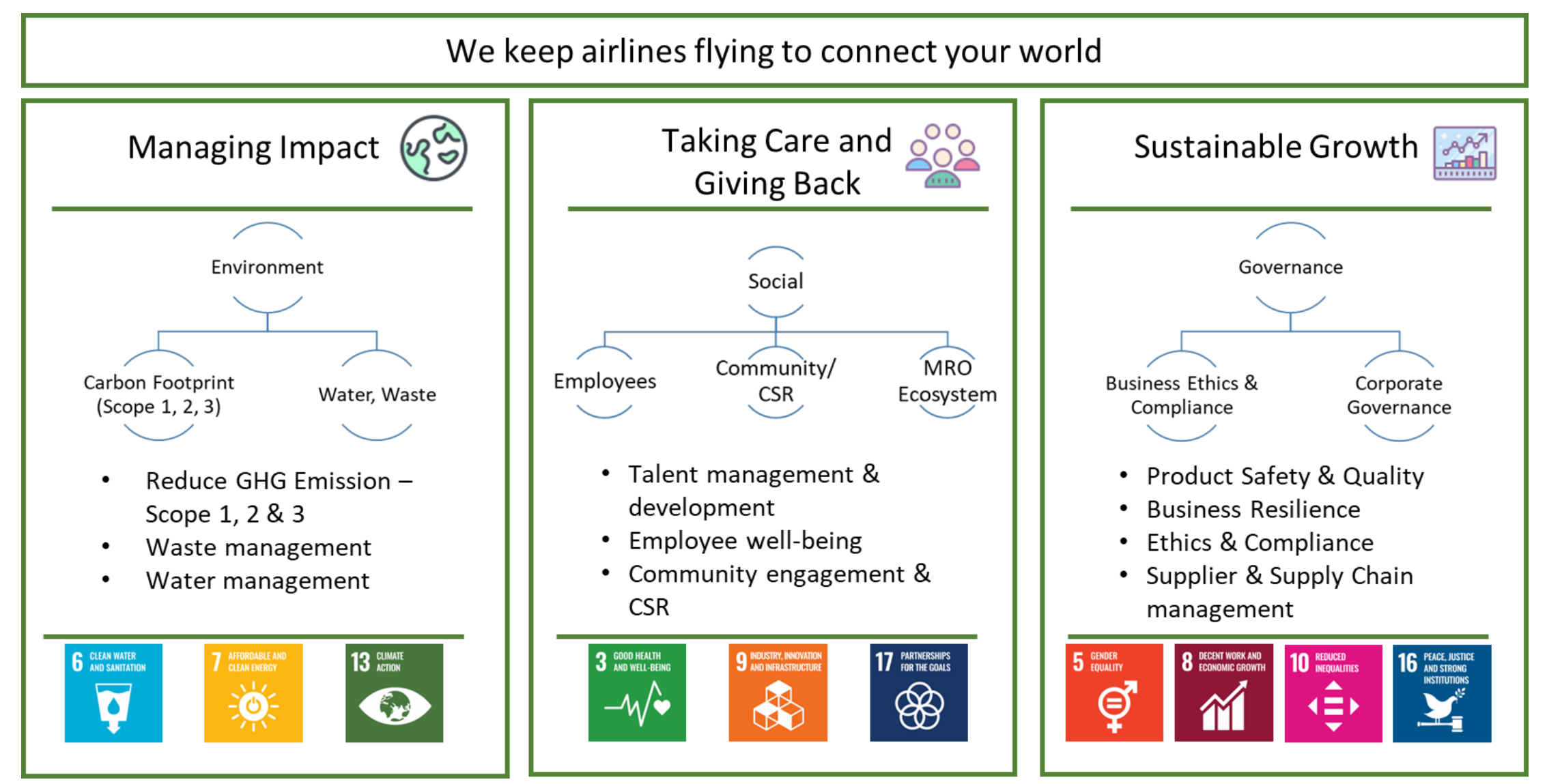


SUSTAINABILITY APPROACH

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 and events to improve workplace safety and product quality, as well as wellness and team programmes to boost their well-being. 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.

Enterprise Risk Management

SAESL has established a risk management framework that outlines the procedures to identify, evaluate and mitigate risks, and also guides the prioritisation and governance process. The Board of Directors holds the highest governance and oversight, and is supported by the Executive team in the overseeing risks and enforcing risk management plan.

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SAESL

[Follow-up on a Report](#)
[Code of Business Conduct and Ethics](#)
[FAQs](#)

To Make a Report

Select the location your concern relates to:

- Select -

After you complete your report you will be assigned a unique code called a "report key." Write down your report key and password and keep them in a safe place. After 5-6 business days, use your report key and password to check your report for feedback or questions.

Our Commitment

Singapore Aero Engine Services Private Limited believes that the long-term success and prosperity of the company depends on each of us conducting our business in line with the highest ethical standards and applicable laws. Our Code of Business Conduct and Ethics contains general guidelines for conducting business with the highest standards of ethics.

We want you to feel comfortable in reporting cases to your supervisor or management that you believe violations of policies or standards have occurred. This EthicsPoint, hosted by an independent third-party provider, is set up to provide another platform for your reporting.

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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.

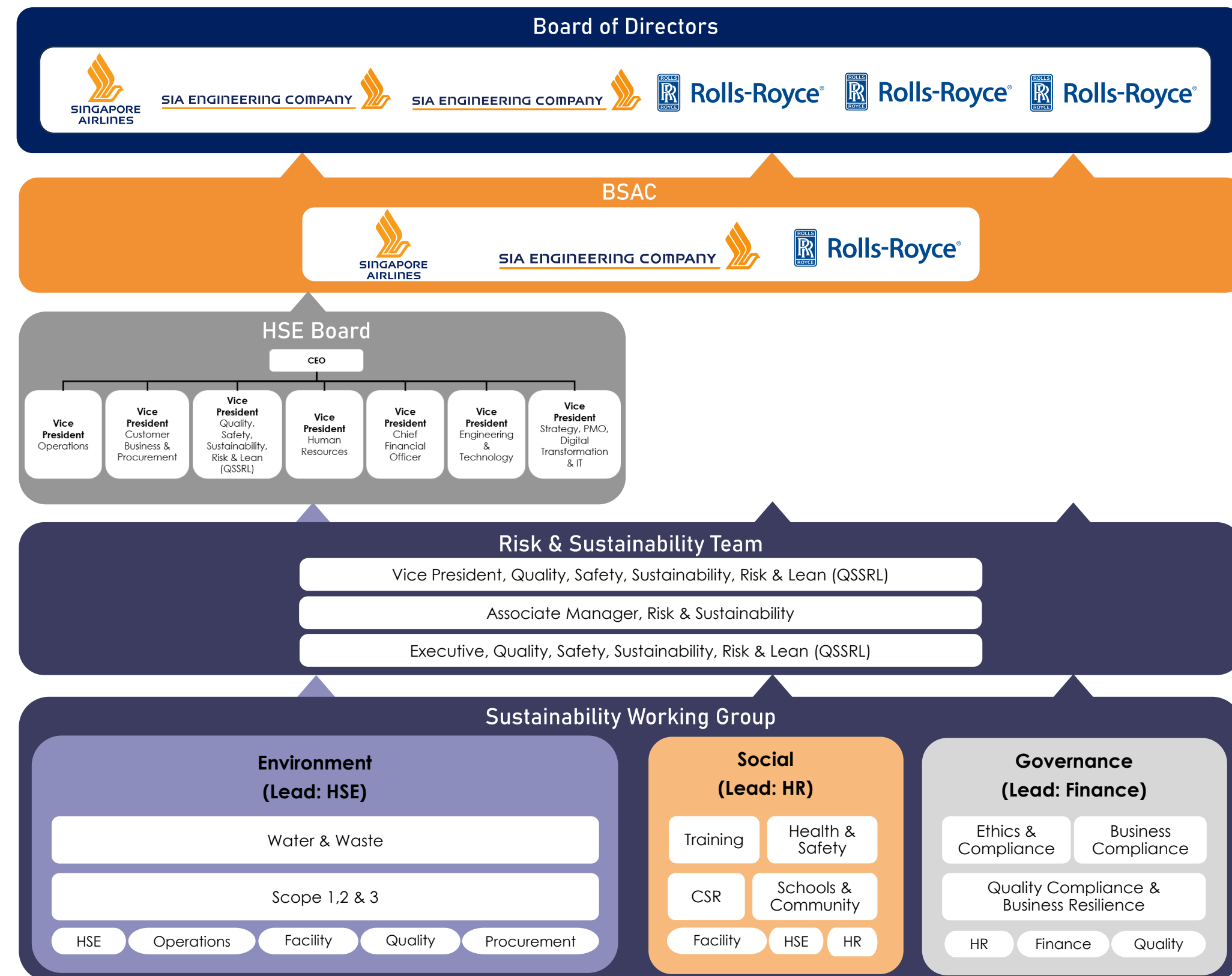
Governance

The Board of Directors serves as the highest governing body, comprising six non-executive directors. The Board provides oversight on safety, governance, and sustainability through dedicated committees, including the Board Safety Advisory Committee (BSAC) and the Health, Safety & Environment (HSE) Board Management Committee. The Board and the dedicated committees convene on quarterly basis.

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 reliability management system in compliance with regulatory requirements and in accordance with the best practices in the aviation industry. The BSAC also review sustainability strategy, ESG-related risks and opportunities and monitors ESG progress. Additionally, it keeps the Board informed about safety, quality and sustainability issues.

The HSE Board Committee consists of the Executive team, Directors and responsible Managers for Quality, Safety, Sustainability, Risk & Lean. The Committee is responsible to ensure effective discharge of its governance and oversight in safety, health and environmental regulations and systems.

The Risk & Sustainability Team is responsible for the implementation of the sustainability strategy. It is supported by the Sustainability Working Committee in driving its sustainability strategy, reporting and initiatives, focusing on three core pillars (Environment, Social and Governance).



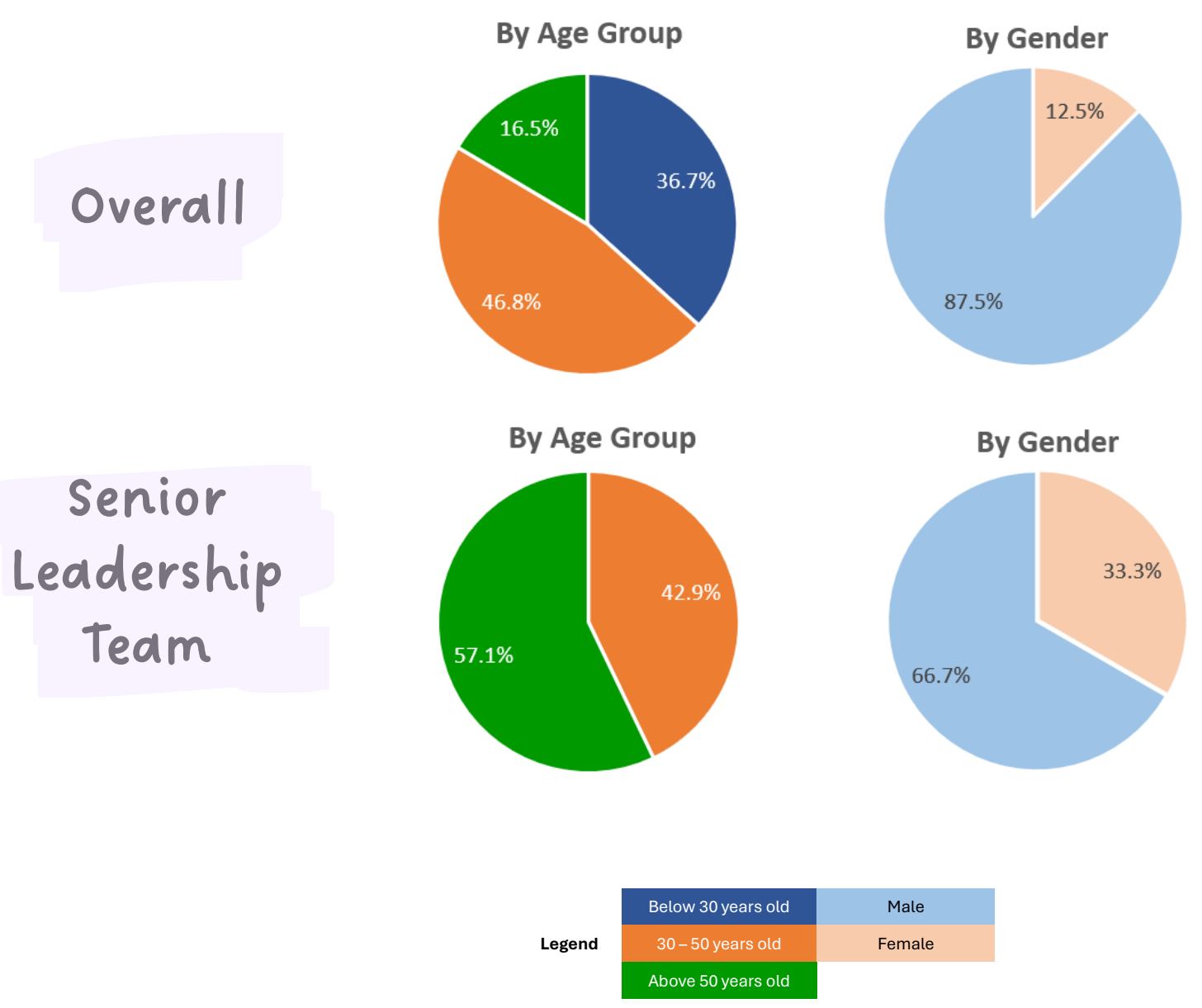
TAKING CARE OF OUR PEOPLE

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 2,000 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, Trent 7000 which powers Airbus A330 Neo and Trent 900 which powers Airbus A380.

Our Demographics

As at end of 2025, we employ 2,014 employees.





Diversity, Equity & Inclusion: Celebrating International Women's Day 2025

Key Highlights

- Wonder Woman Contest
- Superman Contest
- CPAS Booth
- Ice Cream Day
- Celebrating DEI Wall
- Panel Discussion & Fireside Chat

We value and uplifts every individual, regardless of gender, and we continue to embed principles of diversity, equity and inclusion in everything that we do. On International Women's Day, we celebrated the women in our workforce with several specially curated initiatives, from recognising the incredible contributions of the women in our workplace, celebrating the efforts of the men, special photo wall of our pledges for DEI, partnering with CPAS to interact with CPAS beneficiary to a cozy event with panel discussion and fireside chats with influential female industry leaders.

BSAC

- Meets quarterly
- Led by non-Executive Directors with meetings attended by Senior Leadership
- Oversees Management in ensuring an effective safety management system

HSE Board

- Meets quarterly
- Led by CEO and Senior Leaders
- Oversees the safety management system and provides leadership in the implementation

WSH Safety Action Group

- Meets monthly
- Led by VP, QSSRL
- Reviews and address People and Product safety performances, initiatives and trainings

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.

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.

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 on the right.

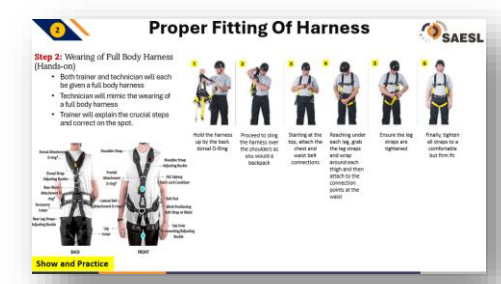


Training & Communications

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 caught in between hazards, experiential learning on hand safety & struck by falling objects 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:

Experiential learning on harness donning...



Practical learning on CPR/AED...



Experiential learning on hand safety...



Risk management, working at height & 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.

CONNECTING EMOTIONS

BBS in number

- 12600 PPs raised, signified 8303 in 2023
- 7199 BBS completed, 1 year
- 38 BBS Procedures implemented

BEHAVIOUR BASED SAFETY (BBS) PUBLICATION

Published by Quality, Safety, Sustainability, Risk & Lean

APRIL 2025
FOR INTERNAL CIRCULATION ONLY
ISSUE 03

2024 was a year of learning and necessary reflection as we navigated through the challenges presented by the Level 1 Finding issued by...

In this regard, our senior leadership had participated in workshops to refine their conversational skills, and similar training plans for...

“Safety is our first priority hence we have BBS to help drive this mindset.”
— Izzat, Technician 1, GHI

“Gear up right every time, no excuses.”
— Ryan Chong, Lead Technician, VBC

“We work smart, stay alert and...”

“BBS is always first communication with my...”
— Asr...

“It is all about doing right, driving safety culture to achieve people and product...”

“by actively paying attention to people’s actions and reactions that can cause harm, I can create a safer workplace...”
— William Tia, Manager, M31

“Work safe someone tonight.”
— Snr...

“I share knowledge and look over my team...”

Internal Publications

Publications on specially curated Sustainability-related topics are issued internally every 2 months to promote awareness of our employees. In addition, our initiatives toward sustainability goals are being shared by our senior leaders at quarterly business performance reviews. Thematic sharings on People and Product Safety, and Lean Management topics are also published.



Employees Wellbeing

Beyond work, we engaged our employees through various activities to encourage employee to connect outside of work, indulge in their creative sides, learning new activities and most importantly, building shared memories and laughters.



Safety & Quality Campaign 2025

SAESL organised a 4-day campaign to reaffirm our Zero Harm, Zero Defects and 100% Commitment, reminding us that safety and quality remain at the heart of everything we do and a personal commitment. Our Board Members, distinguished guests, senior leadership and employees participated in symbolic pledge wall signing. Employees were engaged in interactive booths, expert insights, and wellness activities that sparked conversations and built connections.



ZERO HARM *Safety Starts With Me*
ZERO DEFECTS *Right First Time, Every Time*

100% COMMITMENT

COMPANY-WIDE STAND DOWN

A dedicated pause to reinforce our culture of care and ensure every action upholds the highest standards of safety & quality

- Safety & Quality Reflection Moments
- Leadership Support Strengthened Core Messages
- Safety & Quality Engagement Activities



AWARDS & RECOGNITION

A key milestone to reinforce leadership commitment to safety excellence

- Appointment of 13 Responsible Persons across 19 High Consequence Hazards
- Recognition of children and employees' posters, BBS Projects & Proactive reporting winners



AESQ Zero Defects Conference 2025

Surrounding the theme of “Assuring Safety & Quality while Delivering On-Time”, the conference brought together over 100 attendees. SAESL CEO was invited as the keynote speaker, emphasising leadership commitment to safety and quality excellence. He highlighted the need to connect safety and quality, and that product safety is everyone’s responsibility. SAESL transformation video was particularly well-received for its personal and engaging approach.

Why Quality Matters

- Defect prevention is critical for Zero Defects.
- Safety & quality depend on cross-functional teamwork and visible leadership.
- SAESL transformation: meet demand while ensuring compliance and safety.
- Build trust and strong stakeholder relationships.



Keynote Speaker

Chris Pattinson

CEO, SAESL

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.

Learning Journeys, Career Talks

In 2025, we engaged various educational institutions on 20 occasions through hosting learning journeys, participating in career talks for students and educators, sharing industry insights on students' projects, and supporting community events.

The learning journey programme offered them a snippet of the insights into the aerospace sector through sharing and facility tour. 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.

Through these collaborations, we hope to contribute towards the continuous improvement of our education curriculum and prepare the students for their future careers.



SAESL's Trainer, Kumar, conducting career talk at St Patrick's School ECG Carnival 2025

Girls in Aviation Day 2025

SAESL participated in Girls in Aviation Day (GIAD) 2025 for the third consecutive year, reaffirming our commitment to inspiring the next generation of women in aviation. Participants aged 8 to 17 engaged in a series of hands-on, experiential activities designed to spark interest in aviation-related careers. Our staff volunteers facilitated interactive sessions, including a Kahoot quiz on aircraft engines and a matching card activity where participants paired engine modules with the aircraft they are installed on, helping them grasp basic aerodynamics concepts. The event received enthusiastic participation and positive feedback, with many attendees expressing excitement and curiosity about the aviation industry. Our involvement reflects SAESL's continued commitment to supporting diversity, education, and early exposure to STEM pathways.

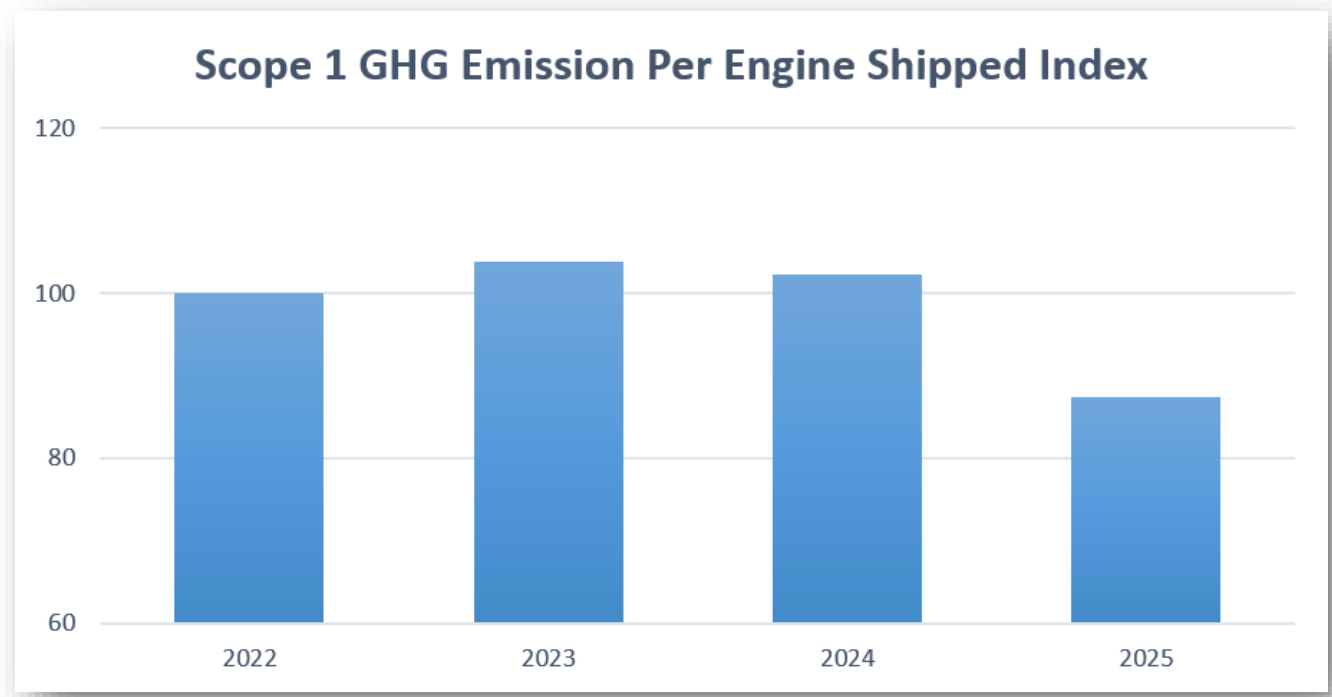


MANAGING IMPACT

We are committed to conducting our business in an environmentally responsible and sustainable manner. We continuously strive to reduce our greenhouse gas (GHG) emissions through process optimisation, fuel and energy efficiency initiatives and adoption of cleaner energy sources, while balancing the operational and regulatory requirements. Our baseline is set as 2022 to reflect the 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.

Scope 1

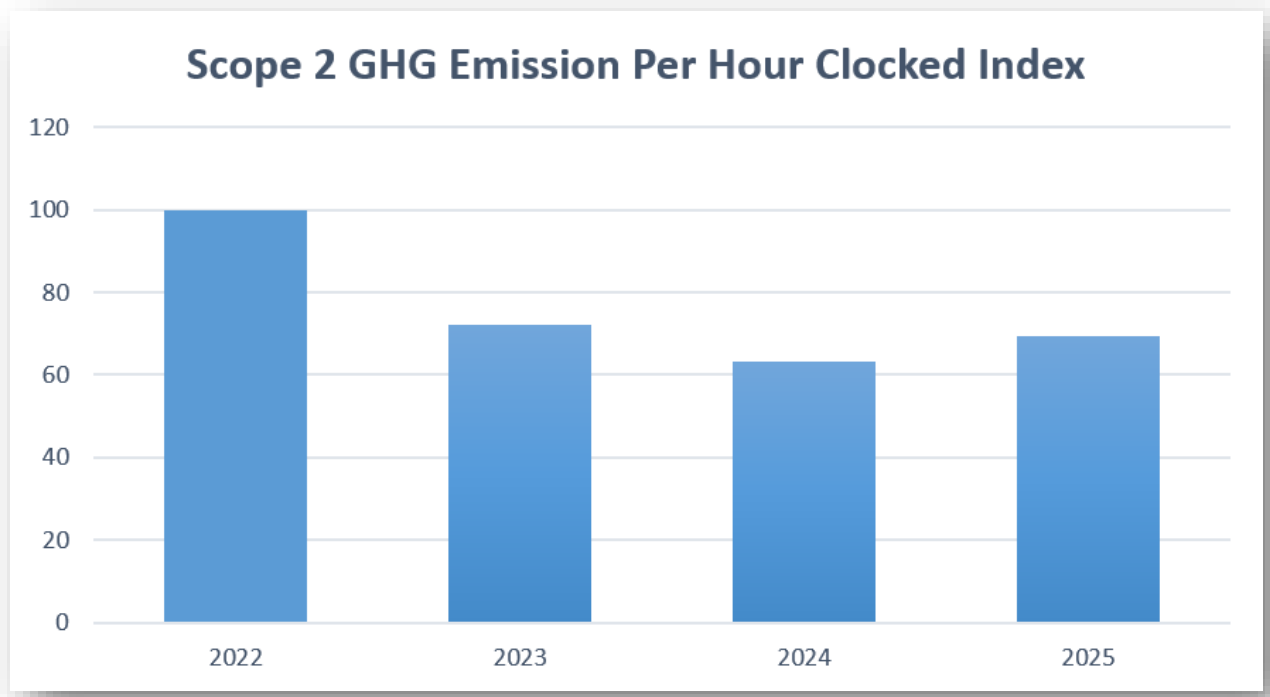
In 2025, we introduced use Sustainable Aviation Fuel (SAF) for our engine tests, marking a significant step forward in the adoption of greener fuel. Further increase of SAF use relies on the wider market availability. Through continuous engagements with stakeholders, we had also progressively achieved higher jet fuel efficiencies across Trent types.



Biogenic carbon emission estimated 0.2 tCO₂e per test in 2025.

Scope 2

Multiple initiatives were implemented since 2023 such as replacement of chillers, LED lightings. The increase in 2025 was attributable to the preparation for SAESL's transformation. We are monitoring the industry development and trends while continuing to explore initiatives such as green energy in the future.



2025 PERFORMANCE



Environment

Scope 1 GHG Emissions / Engine Shipped Index

Improved against baseline year

Scope 2 GHG Emissions / Hour Clocked Index

Improved against baseline year



Social

0

Work-related Fatalities

1

Community Partnerships

68.9

Employee Training Hours (per year)



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 2025 to 31 December 2025.			
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	12
	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 2025 Performance	10 23
GRI 302: Energy 2016	302-3	Energy intensity	Managing Impact	22
GRI 305: Emissions 2016	305-4	GHG emissions intensity	Managing Impact	22
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Keeping Our Employees Safe	15
	403-2	Hazard identification, risk assessment, and incident investigation	Keeping Our Employees Safe	15
	403-4	Worker participation, consultation and communication on occupational health and safety	Keeping Our Employees Safe	15, 16
	403-5	Worker training on occupational health and safety	Keeping Our Employees Safe	16
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	2025 Performance	23
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Taking Care of our People	12

Definition & Boundary (GHG Protocol)

Direct (Scope 1) GHG Emissions – Fuel Consumption Direct GHG emissions occur from the jet fuel consumption for engine tests conducted by SAESL in Calshot and Rolls-Royce Singapore Seletar facility, and diesel and LPG consumption for back-up generators, vehicles operated by SAESL and SAESL in-house canteen vendor in Calshot and Loyang. Biogenic carbon from SAF is reported separately from Scope 1.

The Global Warming Potential (GWP) values were sourced from the 2020 IPCC Sixth Assessment for 2025. 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 Indirect GHG emissions from the generation of purchased electricity consumed by SAESL’s properties and offices 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). A location-based method was adopted to reflect the average emissions intensity of the national grid, which electricity consumption occurs.

The Grid Emission Factors were sourced from Singapore’s Energy Market Authority.