



CR3

Sustainability Report

2025

Our ESG Journey

ENERGY | ENGINEERING | SOLUTIONS



“The greatest threat to our planet is the belief that someone else will save it”

- Robert Swan

Contents

A Message From Our COO 4

Overview	5
Company Introduction	6
Our Board	7
Corporate Structure	8
Group Organisation Chart	9
Our Vision	10
Our Mission & Core Values	11
ESG Performance – Achievements & Highlights	12
Sustainability Awards & Recognition	13
Business Assurance Certification	14
EcoVadis Assessment	15
Environmental Product Declaration	17

Our Sustainability Approach	18
Boundary & Reporting Framework	19
Sustainability Policy	20
Sustainability Steering Committee	21
Materiality Review	22
Materiality Matrix	23
Approach to Sustainability	24
Stakeholder Engagement & Mechanism	25

Environmental Stewardship	26
Overview	27
Report Boundary	27
Approach	27
Energy Consumption	28
Water & Effluent Management	28
Waste	29
Carbon Emissions	30
Clean Air Initiative	31

Our People & The Community	32
Corporate Social Responsibility	33
Health & Safety	35
Contribution to Society	41
Investing In Our People	43

Responsible Business	46
Overview	47
Approach	47
Security	48
Cybersecurity Assurance	49
Whistle Blowing	50
Anti-corruption	50
Supply Chain Management	51
Forced or Compulsory Labour	51
Procurement Practices	51

GRI Index	52
------------------	-----------

A Message From Our COO

It's my pleasure to share our Sustainability Report for the year 2025, highlighting our progress, challenges, and vision for the future.

As the world continues to evolve, we are focused on building a business that is not only successful but also sustainable and responsible. After our first report was published last year, our commitment to long-term value creation remains strong, and we are dedicated to positively impacting our employees, customers, communities, and stakeholders.

Our Board continues to provide guidance on our journey, ensuring sustainability is at the heart of our strategy. With a strong leadership team, we are embedding ESG principles into our decision-making processes. In line with GRI standards, this report includes an illustration of our governance structure, including senior management composition, to provide transparency on how we are managed.

Sustainability is more than a responsibility, it's a key driver of our long-term success. We believe delivering value means balancing financial performance with environmental stewardship and social responsibility. By investing in innovation, improving operational efficiency, and strengthening our partnerships, we create a resilient business that benefits all stakeholders, from investors and employees to customers and communities.

Reducing our carbon footprint and improving energy efficiency are our top priorities. We actively integrate renewable energy solutions into our daily operations. Our approach focuses on responsible energy management and ensuring our business remains competitive while contributing to a lower-carbon economy.

We achieved meaningful progress across our economic, environmental, and social priorities. To minimise our environmental impact, we have enhanced operational efficiency. Our environmental initiatives and social programs are significantly benefiting our operating areas. Investing in programs that protect the environment and support education and social well-being, we are helping individuals and communities thrive, making a tangible difference in people's lives.

CR3 upholds strong corporate governance as a core value. We have continuously reinforced our governance framework to promote accountability, transparency, and ethical business practices, ensuring we operate with the highest integrity. Looking ahead, our commitment to sustainability is steadfast. We are determined to build a more sustainable future and create long-term value for all.

I want to thank our employees, partners, and stakeholders for their continued support and dedication as we move forward.



Dean Bell
COO



Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Overview



Company Introduction

CR3 delivers a comprehensive portfolio of energy engineering services and solutions to clients worldwide. Our expertise encompasses industrial maintenance, plant revamps, and shutdown services, supported by robust onshore and offshore capabilities.

We have established a strong brand reputation for safely delivering successful projects on time and with enhanced efficiency. CR3 consistently invests in innovative technologies to improve safety and create greater customer value.

Registered initially as CR Asia in 1991, the CR3 Group is a privately held enterprise wholly owned by ShawKwei & Partners following their acquisition in 2021. The business was subsequently rebranded as CR3.

Our operational headquarters are located in Thailand, and we maintain facilities and operations across the Eastern Hemisphere, including Thailand, India, Singapore, Malaysia, the Middle East, and Vietnam.

With a workforce of over 6,000 highly skilled full-time professionals, CR3 serves as a trusted partner, delivering specialised solutions to the energy production, chemical processing, renewables, and power industries.



A Message From Our COO



Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Our Board



Kyle Shaw
Chairman

30+ years in Asia private equity, including the Tudor Group (Shanghai) and Security Pacific National Bank (Hong Kong), as well as in the energy industry with Union Texas Petroleum (Houston), Tidewater (Louisiana & Singapore) and McDermott (Indonesia).



Paul DeMand
Managing Director

40+ years of manufacturing and management leadership experience, starting with General Motors, Kennametal, Johnson Electric, Solectron, and then PSM International (portfolio company of EQT private equity).



Mark Stansfield
Executive Director

45+ years experience in providing energy engineering solutions and maintenance for heavy industry, including oil and gas, petrochemical, transport, power generation, and road and facilities maintenance. Prior employers include multinational companies Serco and Bilfinger Berger.

A Message From Our COO



Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

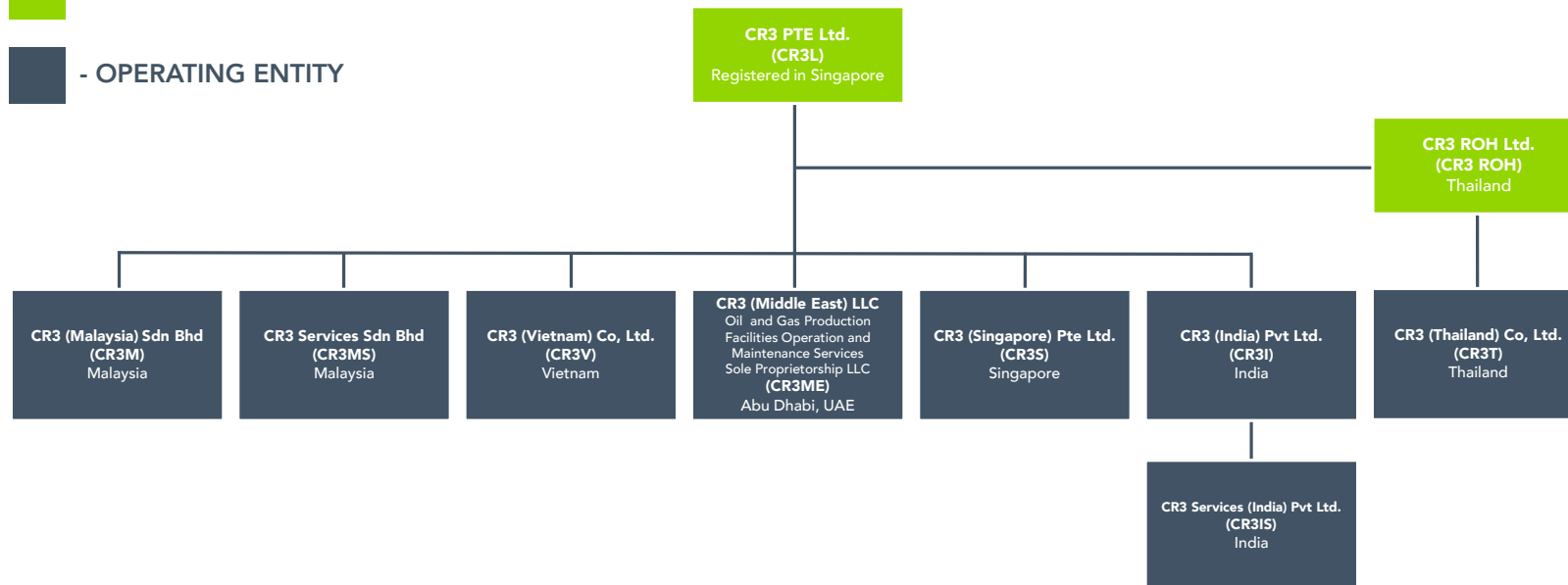
Responsible Business

GRI Index

Corporate Structure

■ - HEADQUARTER ENTITY

■ - OPERATING ENTITY



A Message From Our COO



Overview

Our Sustainability Approach

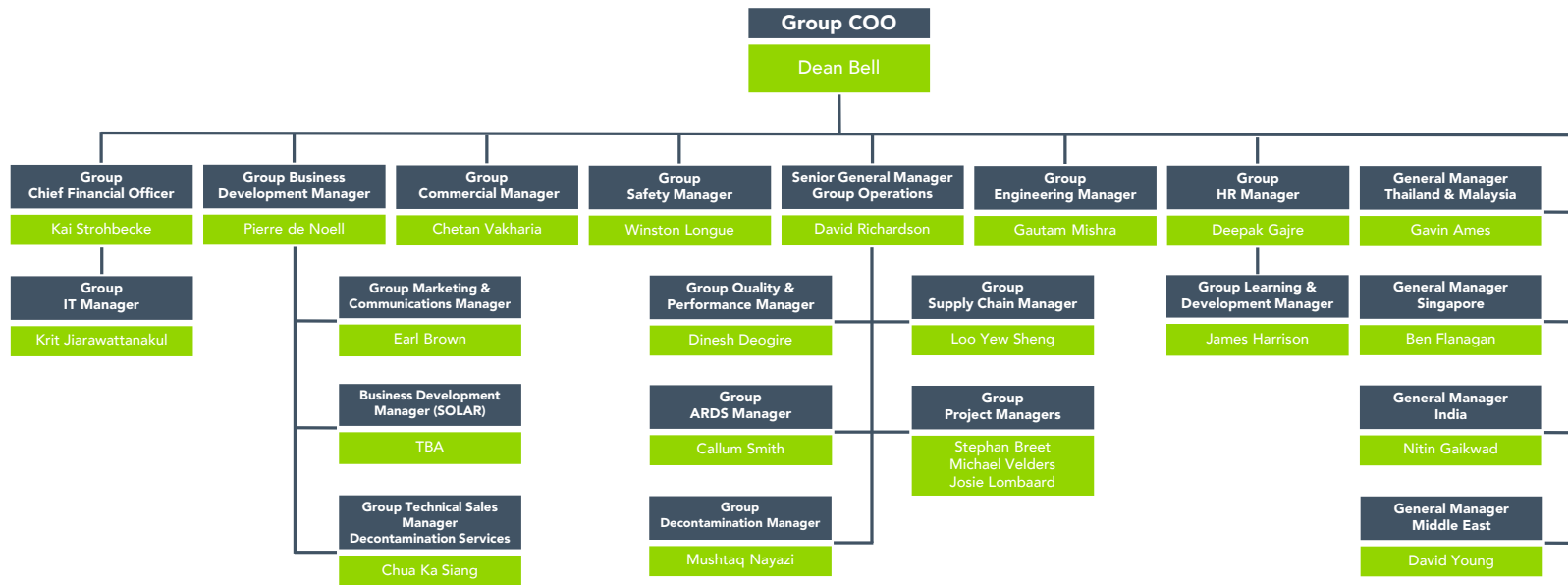
Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Group Organisation Chart



A Message From Our COO



Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Our Vision

To grow our business through working in partnership with our customers, partners and employees to deliver exceptional outcomes by:



- PIONEERING EXCELLENCE**
Deliver unparalleled quality and efficiency in Energy Engineering Solutions.
- FOSTERING SUSTAINABILITY**
Commit to environmental stewardship through sustainable practices and cutting-edge technology.
- ENHANCING SAFETY**
Uphold a zero-harm culture, ensuring the well-being of our workforce and communities.
- DRIVING INNOVATION**
Leverage strategic alliances and advanced technology to offer our clients the best solutions.
- EXPANDING GLOBALLY**
Strengthen our presence in key markets across Asia-Pacific, the Middle East, and beyond, serving diverse industries.

A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Our Mission

To deliver reliable and sustainable energy solutions, optimising operations for our clients in traditional energy while supporting their transition to renewable energy sources through expert engineering and maintenance services.

Core Values

At CR3, we are committed to living by these core values, essential to our success and our relationships with clients, employees, and communities.



INTEGRITY

We act with honesty, transparency, and accountability in all our interactions, earning the trust of our clients and colleagues.



CLIENT FOCUS

We are dedicated to understanding and exceeding our clients' needs, providing responsive and exceptional service.



PEOPLE & COMMUNITY

We invest in the growth, safety and well-being of our employees and actively contribute to the communities where we operate.



CREATING VALUE

For our Investors, our Clients and our Employees.



A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

ESG Performance – Achievements & Highlights



44%

Year-on-year reduction in total recordable injuries per million work hours (2024)



25 Million

Work hours recorded across the group, an increase of 102% since 2019



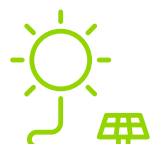
3,302 t

Our operational CO₂ footprint



21,700 kg

Approximately 5% of total waste generated



100%

Of ZymeFlow production facilities run on solar power



95

Scholarships awarded to qualifying families



3,681

Safety training initiatives in 2024



0

Spills of chemicals to waterways and the environment in 2024 (>50L)

A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Sustainability Awards & Recognition

A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Good Governance Standards Certification

Presented by the Department of Business Development, Ministry of Commerce, Thailand, this esteemed recognition reinforces CR3's dedication to robust governance principles, the rule of law, morality, transparency, participation, responsibility, and value creation.

We believe that exemplary governance and genuine sustainability are intrinsically linked. Our dedication to ethical practices ensures we not only pursue profitability but also uphold our responsibility towards environmental stewardship and the judicious, sustainable use of our planet's natural resources.



Corporate Nation Building Awards

The prestigious CNB awards received by CR3 Thailand serve as a powerful validation of our commitment to making a tangible difference in the communities we operate within.

This award is not simply a recognition of good intentions; it is an acknowledgment of the measurable and impactful results achieved through our dedicated efforts.

We have consistently strived to create positive change through initiatives addressing pressing community needs, resulting in demonstrable improvements in education, infrastructure, and environmental sustainability.



Green Industry Level 4 Certification

Green Industry Level 4 Certification mandates that companies comply with environmental regulations and deeply embed sustainability into their core operations and culture.

This involves proactively implementing eco-friendly practices, actively engaging employees and the community in environmental initiatives, and demonstrating a firm commitment to continuous improvement.

CR3 Thailand's successful renewal highlights its commitment to sustainability and sets a strong example for other businesses aiming to contribute to a greener future.



"CR3 Thailand is proud to be recognised for our commitment to strong governance, positive community impact, and environmental leadership. These awards demonstrate our holistic approach to responsible business. We will continue to improve our practices, ensuring ethical operations, building stronger communities, and driving sustainable solutions for lasting success."

Gavin Ames

General Manager, CR3 Thailand.

Business Assurance Certification

Across the CR3 group, each company maintains distinct ISO accreditations, rigorously upholding benchmarks for Occupational Safety (ISO 45001:2018), Quality (ISO 9001:2015), and Environmental Management (ISO 14001:2015); this commitment to internationally recognised standards is not merely a formality; it underpins our operational integrity.

We leverage powerful digital platforms such as PADS (Procedure and Document System) and SIMS (Safety Incident Management System) to enhance our efficiency and control further. These web-based portals provide comprehensive, real-time support across all our operations, ensuring seamless protocol adherence and a strong commitment to achieving the highest standards through the pursuit of best practices.

Consequently, these effective systems significantly strengthen our ability to uphold the most stringent safety standards and consistently deliver exceptional, high-quality services to our clients, solidifying our position as a trusted and reliable partner.

EXTERNAL CERTIFICATIONS

- ISO 9001:2015 Quality Management System
- ISO 14001:2015 Environmental Management System
- ISO 45001:2018 Occupational Health & Safety

SKILLS & TRAINING COMPETENCY

- CSR-DIW Continuous
- Green Industry (Level 4)
- ECO Factory Plus SV



A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

EcoVadis Assessment

We have undertaken the EcoVadis assessment, a leading global sustainability rating that evaluates performance across Environmental, Social, and Governance (ESG) criteria to demonstrate our commitment. This report details our achievements, identifies areas for continued improvement, and outlines our future sustainability goals based on the EcoVadis rating.

With over 100,000 companies assessed, EcoVadis provides a comprehensive, third-party perspective on ESG performance. In 2025, CR3 chose to pursue EcoVadis certification to gain valuable insights into our sustainability practices, enabling us to benchmark our current performance and pinpoint opportunities for enhancement.

The EcoVadis platform offers a transparent and validated means of showcasing our environmental and social achievements to our clients. This external validation, reflected in our EcoVadis rating, recognises the dedication of CR3 employees who strive daily to deliver more sustainable services.

EcoVadis evaluates companies across four key sustainability themes:

- ENVIRONMENT**
- LABOUR & HUMAN RIGHTS**
- ETHICS**
- SUSTAINABILITY**

These crucial pillars form the foundation of a robust and comprehensive ESG assessment.



A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

EcoVadis Assessment

ENVIRONMENT

ENERGY EFFICIENCY:

We have implemented energy-saving measures across our operations, reducing energy consumption.

WASTE MANAGEMENT:

Our waste management program focuses on reducing, reusing, and recycling materials.

CARBON FOOTPRINT:

We're reducing our carbon footprint through renewable energy investments and carbon offsetting.

LABOUR & HUMAN RIGHTS

EMPLOYEE WELL-BEING:

We prioritise employee health and safety through a safe work environment and work-life balance.

DIVERSITY & INCLUSION:

We champion diversity and inclusion, guaranteeing equal opportunities for all.

TRAINING & DEVELOPMENT:

We provide training and career advancement opportunities for continuous employee development.

ETHICS

ANTI-CORRUPTION:

We have implemented strict policies and conduct regular training to promote ethical behaviour.

TRANSPARENCY:

We maintain transparency and provide regular stakeholder updates.

FAIR BUSINESS PRACTICES:

We are committed to fair competition and responsible marketing practices.

SUSTAINABLE PROCUREMENT

SUPPLIER ASSESSMENT:

We evaluate our suppliers' environmental and social performance to ensure alignment with our sustainability goals.

RESPONSIBLE SOURCING:

Sustainable and ethical sourcing reduces our environmental impact and supports fair labour.

COLLABORATION:

We improve supplier sustainability through collaboration and best practice sharing.

A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Environmental Product Declaration

CR3 is committed to sustainability and transparency, and as part of our comprehensive ESG reporting, we have published an Environmental Product Declaration (EPD) to provide detailed information on our products.

What is an EPD?

An Environmental Product Declaration (EPD) is a verified and registered document that communicates transparent and comparable information about the life-cycle environmental impact of products. It is based on the international standard [ISO 14025](#) and includes data on resource consumption, emissions, and other environmental impacts.

Key Environmental Indicators

Our EPD includes the following key environmental indicators:

- **Carbon Footprint:** Measurement of greenhouse gas emissions throughout the product's life cycle.
- **Energy Consumption:** Total energy used during production, usage, and disposal.
- **Water Usage:** Amount of water consumed during the product's life cycle.
- **Emissions:** Air, water, and soil emissions during the product's life cycle.

Benefits of EPD

Including an EPD in our ESG report offers several benefits:

- **Transparency:** Provides stakeholders with clear and verified information about the environmental impact of our products.
- **Credibility:** Enhances the credibility of our sustainability claims through third-party verification.
- **Comparability:** Allows stakeholders to compare our products' environmental performance with similar products.

By proactively providing transparent and meticulously verified information about our environmental performance, we are not simply meeting current standards but actively laying the foundation for a more sustainable and equitable future. We are committed to working collaboratively with our stakeholders, fostering a shared vision and driving collective action to achieve our long-term sustainability objectives.

A Message From Our COO

CR3

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Our Sustainability Approach



Boundary & Reporting Framework

This report outlines CR3's yearly sustainability performance concerning the essential ESG (Environmental, Social and Governance) factors impacting our business operations. To track and assess CR3's environmental, social, and governance (ESG) performance over time, the 2019 calendar year has been established as the baseline for greenhouse gas emissions. The contents of this report are confidential and will be shared with external parties only at CR3's discretion. Unless otherwise indicated, this report covers global operations for which CR3 has management control. The Company structure is provided on page 22.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021 and GRI 11: Oil and Gas Sector Standard. The GRI Standards were chosen because they are an internationally recognised and widely used framework for sustainability reporting. They emphasise key concepts such as impact, material topics, human rights due diligence, and stakeholder engagement, providing a robust structure for disclosing an organisation's sustainability impacts. A GRI content index, presented in accordance with GRI Standards reporting requirements, is included at the end of this report on page 58, ensuring clear and accessible information for stakeholders.

This report also complies with the sustainability reporting requirements outlined in Rules 711(A) and 711(B) of the Singapore Exchange Securities Trading Limited (SGX-ST). This report will be produced on an annual basis going forward. In line with our commitment to evolving sustainability reporting practices, we are studying the new International Sustainability Standards Board (ISSB) standards and will evaluate their potential integration into future disclosures.

Although this report does not address the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we have scheduled their review and potential implementation for the coming year.

Independent assurance has not been obtained for the information contained within this report. We continuously review our reporting methodologies and will consider seeking assurance in subsequent reporting cycles. We value stakeholder feedback and welcome your comments on this ESG report. Please direct your inquiries to cocom@cr3.group.



A Message From Our COO

Overview



Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Sustainability Policy

CR3 is committed to working collaboratively with all stakeholders to deliver a fair, safe and sustainable future. We acknowledge that serious, urgent, and immediate action is needed to combat climate change, and we will take responsibility for doing our share. We pledge our support to contribute towards a circular economy, supporting global initiatives to minimise the effects of global warming. With this in mind, we will reduce our emissions as soon as practicable, using best available technology that is economically viable, and endeavour to achieve net zero emissions of carbon dioxide and other greenhouse gases from our operations by 2050 at the latest.

We aim to do this by proactively exploring a number of initiatives, including, but not limited to, using renewable energy to power our offices and workshops, transitioning to cleaner fuels for our machines, continuing to invest in the most energy-efficient equipment, and incorporating digital solutions to streamline our business operations and reduce the need for travel. Our Innovation Program, coupled with the support of our growing network of technical partners, will enhance our ability to develop suitable technologies and processes to achieve this transition to net zero emissions at the pace required. If necessary, we will explore ways to reduce our carbon footprint at a faster rate through reforestation efforts and other natural carbon sinks.

CR3 Group is committed to sustainable procurement by partnering with suppliers who share our values and operate responsibly. We prioritise products and services that are environmentally friendly, energy-efficient, recyclable, and ethically sourced. All suppliers must comply with legal standards, prohibit child and forced labour, and ensure safe, fair, and inclusive working conditions. Procurement decisions consider not only cost and quality but also lifecycle environmental impact, ethical conduct, and community benefits. We promote transparency, fairness, and anti-corruption, and expect suppliers to follow our Code of Conduct, demonstrate continuous improvement in sustainability performance and participate in audits to ensure accountability.

We will develop realistic emission targets and report progress against these each year at the same time as our audited financial accounts. We commit to providing our staff with the necessary training to cope with and adapt to the challenges ahead and be able to seize upon the opportunities that this transition will present.



[A Message From Our COO](#)

[Overview](#)



[Our Sustainability Approach](#)

[Environmental Stewardship](#)

[Our People & The Community](#)

[Responsible Business](#)

[GRI Index](#)

Sustainability Steering Committee

To drive the CR3 Group’s sustainability agenda, the COO has established a Sustainability Steering Committee (SSC) to lead various sustainability initiatives across the Group.

The SSC convenes regularly to review and discuss key topics, including progress towards CR3’s goals of achieving net-zero emissions, contributing to the social fabric of local communities while respecting nature, and empowering lives.

The Committee also addresses broader public concerns such as biodiversity, pollution, and plastic waste. The SSC comprises Group Managers who collaborate to spearhead CR3’s sustainability efforts.

Through the COO, the SSC updates the Board on all sustainability-related matters. The SSC is supported by CR3’s senior leadership across its various Business Units (BUs) to drive and execute sustainability initiatives throughout the Group.



[A Message From Our COO](#)

[Overview](#)



[Our Sustainability Approach](#)

[Environmental Stewardship](#)

[Our People & The Community](#)

[Responsible Business](#)

[GRI Index](#)

Materiality Review

Materiality reviews enable CR3 to focus on its sustainability strategy and management practices and report on the most significant environmental, social, and governance (ESG) factors, fostering long-term sustainable value.

In preparing this report, the Sustainability Committee adopted a sector-based approach to identify the material ESG factors impacting the CR3 Group. Utilising GRI 11 as a reference, the Committee conducted a materiality review that considered CR3's business strategy, stakeholder concerns, and the sustainability-related risks and opportunities arising from CR3's interactions with the environment and society.

In 2024, CR3 conducted a comprehensive materiality assessment involving internal stakeholders; this included a materiality survey with senior leadership teams and in-depth interviews.

To ensure ongoing relevance, materiality will be reviewed annually, with a comprehensive review performed at least every two to three years. Following the materiality review, prioritised material issues are presented in the materiality matrix, shown on the next page.

TOP TEN MATERIAL ISSUES

- 01  **Public Policy**
- 02  **Occupational Health & Safety**
- 03  **Anti-corruption**
- 04  **Payments to Governments**
- 05  **Employment Practices**
- 06  **Asset Integrity & Critical Incident Management**
- 07  **Water & Effluents**
- 08  **Economic Impacts**
- 09  **Air Emissions**
- 10  **Waste**

A Message From Our COO

Overview

CR3 Our Sustainability Approach

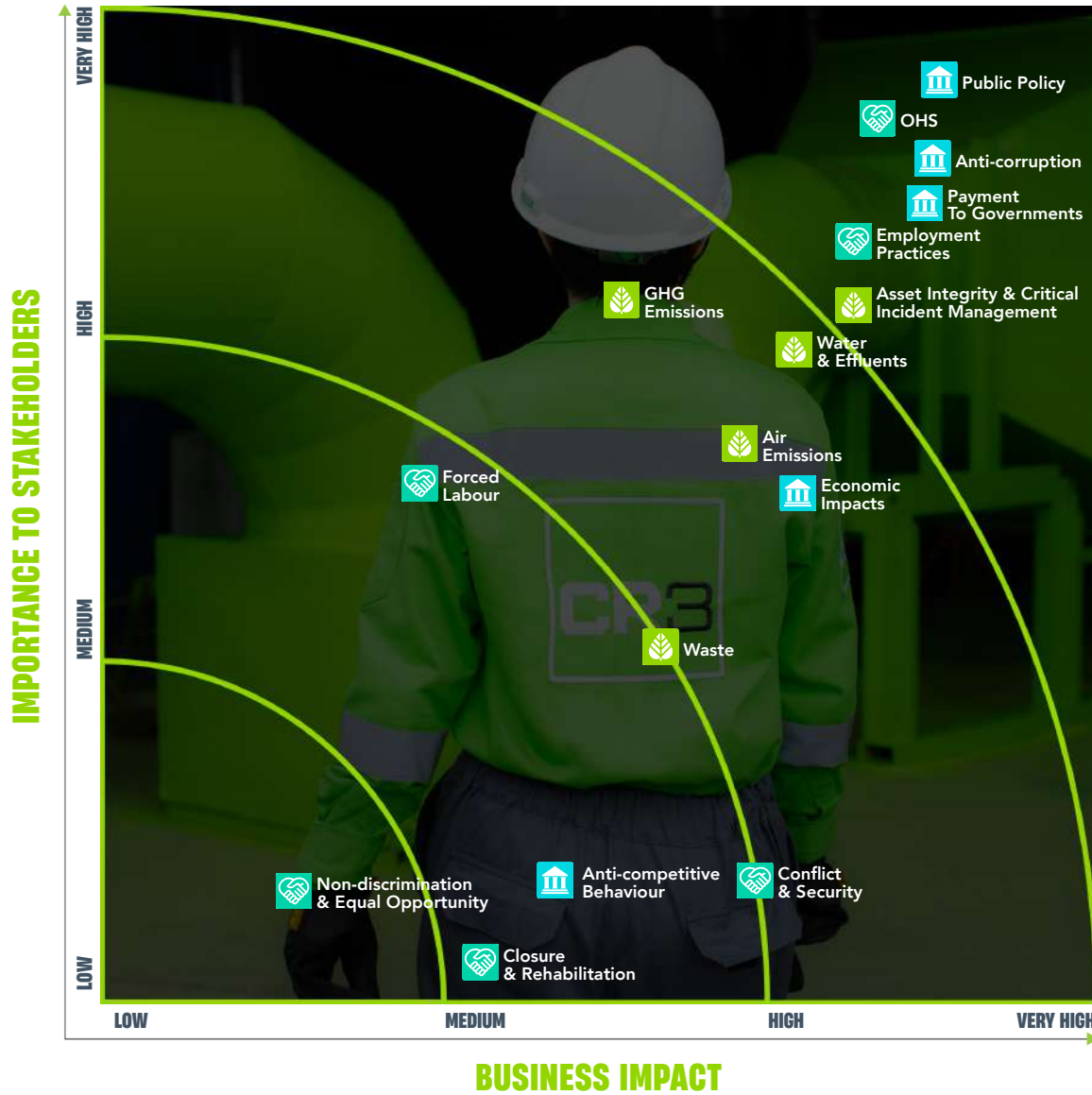
Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Materiality Matrix



-  ENVIRONMENTAL
-  SOCIAL
-  GOVERNANCE

A Message From Our COO

Overview

CR3 Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Sustainability Strategy

Our Approach to Sustainability is based on the three pillars of ESG: Environmental Stewardship, Our People and the Community, and Responsible Business. These three pillars articulate our commitment to protecting and saving the environment, operating as a responsible business, and investing in our people and the communities in which we operate.



ENVIRONMENTAL STEWARDSHIP

CR3 is committed to supporting the efforts of the international community and the various governments across the Group to address climate change.

Our approach in accounting for greenhouse gas (GHG) emissions accounts for 100% of Scope 1 and 2 emissions and all relevant categories of Scope 3 emissions from entities over which we have operational control.

MATERIAL ESG FACTORS

- Climate Action
- Environmental Management



OUR PEOPLE & THE COMMUNITY

CR3's success is driven by our people, our most valuable asset. We are committed to developing a highly trained workforce under people-centric leadership.

CR3 aims to positively impact the local community by building strong relationships through employment and social and financial contributions.

MATERIAL ESG FACTORS

- Health & Safety
- Contribution to Society



RESPONSIBLE BUSINESS

Transparency, accountability, optimal performance, and sound processes are ensured by the Board of Directors, forming the cornerstone of good corporate governance.

CR3's approach includes good corporate governance and prudent risk management, informed by continuous ESG risk assessments.

CR3 works closely with its value chain stakeholders to enhance their sustainability practices.

MATERIAL ESG FACTORS

- Corporate Governance
- Risk Management
- Supply Chain Management

A Message From Our COO

Overview



Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Stakeholder Engagement & Mechanism

CR3 Stakeholders are individuals or entities directly or indirectly impacted by our business operations and outcomes or have the potential to exert significant influence on our businesses. Feedback from our key stakeholder groups forms a crucial part of our strategic and business planning. At CR3, we uphold their feedback as valuable insight for continuously improving our sustainability performance and commitment.

Understanding the stakeholders' concerns and expectations is essential to our sustainability approach. We aim to develop a symbiotic relationship with our stakeholders through regular formal and informal engagements. In 2024, CR3 conducted a leadership survey to assess the strategic impact of ESG factors across its operations. The resulting data was used to define CR3's material ESG topics.

CUSTOMERS 	EMPLOYEES 	SUPPLIERS 	SHAREHOLDERS 	GOVERNMENTS 
<p>KEY TOPIC & CONCERNS</p> <ul style="list-style-type: none"> Product Health & Safety Quality & Reliability Environmental Compliance 	<p>KEY TOPIC & CONCERNS</p> <ul style="list-style-type: none"> Personal Development Career Advancement Occupational Health & Safety Welfare & Benefits 	<p>KEY TOPIC & CONCERNS</p> <ul style="list-style-type: none"> Safety & Compliance Product/Material Quality & Price Social Considerations Environmental Considerations 	<p>KEY TOPIC & CONCERNS</p> <ul style="list-style-type: none"> Group Performance Economic Trends Industry Trends 	<p>KEY TOPIC & CONCERNS</p> <ul style="list-style-type: none"> Environmental Compliance Health & Safety Compliance Requirements
<p>ENGAGEMENT MECHANISM</p> <ul style="list-style-type: none"> Sales representatives provide customer feedback Engagement with customers allows for customised solutions. 	<p>ENGAGEMENT MECHANISM</p> <ul style="list-style-type: none"> Management and policy orientation for new employees Department heads hold monthly staff review sessions Effective BCP and pandemic safety measures implemented Exit interviews to understand reasons for leaving CR3 Internal/external instructors provide mandatory safety training 	<p>ENGAGEMENT MECHANISM</p> <ul style="list-style-type: none"> Evaluate supplier performance annually Updated supplier assessment with compliance declarations 	<p>ENGAGEMENT MECHANISM</p> <ul style="list-style-type: none"> Significant developments shared with shareholders via multiple channels Regular board meetings facilitate two-way communication with CR3 management and shareholders 	<p>ENGAGEMENT MECHANISM</p> <ul style="list-style-type: none"> Track new government policies, regulations, and guidelines Regular reviews of legal and regulatory requirements
<p>OUR RESPONSE</p> <p>Learn how we provide sustainable solutions for our customers on pages 14-17, and how we engage our customers on page 38 of this report.</p>	<p>OUR RESPONSE</p> <p>Learn how we provide support to our employees through our engagement initiatives on pages 43-45.</p>	<p>OUR RESPONSE</p> <p>Learn about our sustainable procurement and business continuity practices on page 51.</p>	<p>OUR RESPONSE</p> <p>Providing value to our shareholders is paramount to a sustainable business. We describe this on page 41.</p>	<p>OUR RESPONSE</p> <p>Discover how we meet all legal and statutory requirements on pages 35-38 and 47-51.</p>

A Message From Our COO

Overview



Our Sustainability Approach

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Environmental Stewardship



Environmental Stewardship

Overview

CR3's commitment to environmental sustainability is formally outlined in our Sustainability Policy and is accessible on our website. We are actively reducing our carbon footprint and continuously pursuing opportunities across our value chain to invest in and enhance energy efficiency and consumption. This drive aims to minimise emissions wherever feasible, leveraging the best economically viable technologies.

Our ambition is to achieve net-zero carbon dioxide and other greenhouse gas emissions from our operations by 2050. Furthermore, CR3 is investing in renewable energy sources and actively seeking opportunities for their integration within our operations.

Recognising the increasing number of net-zero pledges from countries and companies, CR3 identifies significant opportunities where our strong capabilities and proven track record can support our customers and communities in their decarbonisation journeys.

Report Boundary

Our greenhouse gas (GHG) emissions are measured and publicly reported in accordance with the GHG Protocol, utilising the operational control approach. This methodology defines our organisational boundary and governs the calculation of Scope 1, 2, and 3 emissions. We account for 100% of our Scope 1 and Scope 2 emissions and all relevant categories of Scope 3 emissions.

Approach

CR3 is proactively implementing several initiatives to minimise our environmental footprint. These include powering our offices and workshops with renewable energy, transitioning our machinery to cleaner fuels, and continuously investing in the most energy-efficient equipment. We are also leveraging digital solutions to streamline business operations and reduce the necessity for travel.

Employing a risk-based approach, CR3 thoroughly analyses the environmental aspects and impacts of our operations, including Greenhouse Gas emissions, to minimise our ecological footprint. Our key focus areas are reducing carbon emissions, enhancing energy efficiency, minimising water withdrawal and waste generation, and continually improving our environmental management systems.

Across the CR3 Group, various environmental management initiatives are implemented, addressing energy, water, effluent, waste management, materials, and resource conservation. An Environmental, Social, and Governance (ESG) sub-committee facilitates discussion and collaboration on environmental matters among CR3 companies. This sub-committee monitors and reviews energy, water, and waste data to pinpoint significant usage and generation areas, thereby identifying opportunities for enhancement.

CR3 adheres to all applicable environmental regulations at all our locations. All our operations are certified to the ISO 14001 Environmental Management Systems standard, which provides a framework for identifying, managing, monitoring, and controlling environmental aspects. Annual external and internal environmental audits are conducted as part of our ISO 14001 certification.

A Message From Our COO

Overview

Our Sustainability Approach

CR3

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Environmental Stewardship

Energy Consumption

CR3's energy requirements are met through a combination of direct (Scope 1) and indirect (Scope 2) energy sources. Direct energy encompasses the on-site consumption of primary fuels, including diesel, natural gas, petrol, and liquefied petroleum gas. Indirect energy comprises purchased electricity, heat, and cooling.

In 2024, our operational energy consumption totalled 19,135 GJ of direct energy and 1,662 GJ of indirect energy; this represents a minor increase from the 2023 figures of 18,426 GJ (direct) and 1,906 GJ (indirect), which we attribute in part to heightened activity and travel levels.

Our energy intensity in 2024 was 137 GJ per US\$ million of revenue, a marginal improvement from 140 GJ per US\$ million in 2023. This calculation includes both Scope 1 and Scope 2 energy consumption.



Water & Effluent Management

A reliable water supply is essential for CR3's operations. Upstream activities, such as construction, require water for raw material processing and process cooling, while downstream uses include drinking, cleaning, and general purposes.

CR3 monitors water usage at our premises through installed water meters. This data enables us to assess consumption and identify opportunities for water efficiency improvements. In 2024, our total water consumption across all countries of operation was 11.93 megalitres. (Note: This figure was not reported in the previous ESSG 2023 report).

CR3 is committed to managing, reducing, and recycling effluents to minimise discharge. Globally, our operations do not generate industrial wastewater as a direct byproduct of our core processes. Consequently, we have no industrial effluent. All chemical liquid waste from operations is classified and disposed of as hazardous waste in strict accordance with regulatory standards in each region.

We maintain emergency procedures to effectively manage any chemical spills that could potentially impact the environment and waterways, and we conduct regular emergency preparedness drills. Any spill with potential environmental consequences is treated as a non-compliance incident, requiring immediate attention and remediation.

In 2024, CR3 Thailand commissioned a new chemical facility to blend decontamination chemicals under license from ZymeFlow. All wastewater from this production is directed to a wastewater separator for settlement. CR3 continuously monitors the wastewater quality, checking parameters such as pH, Total Dissolved Solids (TDS), Chemical Oxygen Demand (COD), and Turbidity.

Wastewater meeting specified limits are discharged into the sewer system. Any sludge or wastewater outside these limits is treated as hazardous waste and disposed of according to local regulations.

A Message From Our COO

Overview

Our Sustainability Approach



Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Environmental Stewardship

Waste

CR3 actively works to use natural resources efficiently and implements comprehensive waste management practices across all operations to minimise waste generation. We actively seek waste reduction, reuse, and recycling opportunities and ensure responsible treatment and disposal when other options are not practicable.

The nature and volume of waste generated by CR3 are inherent to our activities, spanning processing, material procurement, product and service design, production, and distribution; this includes organic waste from food, as well as operational waste such as chemical waste, wooden pallets, steel, and plastics. Wherever feasible, CR3 endeavours to recycle and reuse materials.

We ensure all hazardous waste is handled, stored, and disposed of following best practices and local regulatory requirements. In 2024, our operations generated 76.94 tonnes of hazardous waste and 356 tonnes of non-hazardous waste. A total of 21.7 tonnes of waste was sent for recycling in 2024.

As 2024 marks our baseline year for waste data reporting, CR3 will continue meticulously tracking and reporting these figures. Following the collection and reporting of 2025 data, we will establish a clear target for waste reduction compared to our 2024 baseline.

Looking ahead to 2025, CR3 will conduct a thorough assessment of material flow within our locations to gain a comprehensive understanding of where materials become waste across our value chain. This analysis will be crucial in identifying further opportunities for waste prevention and adopting circularity principles, shifting focus towards managing waste as a valuable resource rather than solely mitigating its negative impacts.



[A Message From Our COO](#)

[Overview](#)

[Our Sustainability Approach](#)

CR3

Environmental Stewardship

[Our People & The Community](#)

[Responsible Business](#)

[GRI Index](#)

Carbon Emissions

Greenhouse Gas Sources – Scope 1, 2 & 3

The baseline year for our GHG emissions calculation is 2019, the first year comprehensive data was recorded and captured, representing our pre-pandemic business activities. Although CR3 was incorporated in 2022, data from that period may not accurately reflect typical operations due to the global pandemic.

CR3 facilities meticulously tracked emissions from 2019 to 2024, categorising data into Scope 1 (Direct Emissions), Scope 2 (Indirect Emissions from Purchased Electricity), and Scope 3 (Indirect Emissions from Transportation). Over this period, reductions were achieved across all scopes, primarily driven by ongoing operational improvements and rigorous data refinements.

CR3 continues to track its greenhouse gas emissions, recording a total of 2,346 metric tons of CO₂ in 2024. It will continue its efforts to reduce its carbon footprint further as it pursues its Net Zero goal by 2050 through additional initiatives, such as its Clean Air Initiative, and by exploring collaborative partnerships and opportunities with organisations that assist companies in driving their sustainability agendas.

Indirect emissions from purchased electricity saw a slight reduction in consumption, which can be attributed to the ongoing, progressive integration of solar energy at the CR3 Thailand facility. Over the years, we have gradually increased our reliance on green energy through solar power, thereby reducing our dependence on grid electricity and its associated emissions.

Scope 3 emissions, which relate to transportation, have shown a downward trend since 2019, with a significant decline in 2024. This decrease may be due to transportation efficiencies, logistical shifts, and reduced travel during the pandemic. Previously, CR3 estimated Scope 3 emissions using a cost-based approach. To improve accuracy, CR3 will review and refine this data collection to adopt a more science-based approach for better Scope 3 emissions reporting in the future.

Reducing GHG emissions across our facilities represents a positive trend and reflects CR3's commitment to environmental sustainability. The rectification of data discrepancies in Scope 1 and the increased utilisation of solar energy for Scope 2 demonstrate our proactive and ongoing efforts in emission management.



SOLAR PANEL INSTALLATION AT CR3 THAILAND



SOLAR PANEL INSTALLATION AT CR3 INDIA

A Message From Our COO

Overview

Our Sustainability Approach



Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Clean Air Initiative

Our Clean Air Initiative comprises three core components to enhance environmental quality through substantial improvements to our operational infrastructure and equipment:

GREEN INFRASTRUCTURE DEVELOPMENT:

Eco-friendly Office Spaces: We are proactively seeking opportunities to relocate to certified green premises, exemplified by our India Head Office's move to the Gigaplex building in Mumbai, which directly reduces our operational carbon footprint.

Solar Power Integration: Our yards in India and Thailand are now partially powered by solar energy; this significantly cuts reliance on traditional power sources and minimises emissions.

FLEET MODERNISATION & EMISSION REDUCTION:

Engine Phase-out: We're systematically retiring all high-emission diesel engines across our operations by 2030.

Evaluation & Investment: Each diesel asset is thoroughly assessed to determine its most suitable, cleaner replacement.

CLEANER EQUIPMENT ALTERNATIVES:

Low-emission Diesel: For essential equipment where electric options aren't practical, CR3 uses newer diesel models with advanced emission controls, meeting the latest Euro 4.5 standards.

Electric Equipment: We prioritise electric vehicles and machinery where possible, including forklifts for warehouses, cars, and construction tools.

Biodiesel Blends: In some cases, we're exploring biodiesel blends in existing diesel equipment as a transitional step.

THE BENEFITS:

Cleaner Air: This initiative will significantly reduce CR3's contribution to air pollution, promoting cleaner air and improved public health.

Reduced Emissions: Transitioning to cleaner technologies and renewable energy minimises harmful particulate matter, nitrogen oxides, and greenhouse gases.

Sustainability: Embracing electric equipment, green office spaces, and solar-powered facilities reduces reliance on fossil fuels.

Cost Savings: While new investments are required upfront, we anticipate long-term savings from lower fuel consumption, reduced maintenance, and energy from solar power.

Through these comprehensive efforts, CR3 is taking proactive steps towards a cleaner, healthier future for our planet and communities.

A Message From Our COO

Overview

Our Sustainability Approach

CR3

Environmental Stewardship

Our People & The Community

Responsible Business

GRI Index

Our People & The Community



Corporate Social Responsibility

CR3, as a Group of Companies, aims for a social strategy that builds a healthier, more resilient society by supporting those in need and focusing on addressing broader unmet needs. We have an integrated approach within the business, committed to providing necessities.

Our Commitment Summary

Figures shown are in USD \$

Company	Year	Budget Planned	Actual Expenditure	Activity Details
CR3 India	2024	\$12,000	\$2,284	1 Funded a dedicated block for Seva Bharathi's Chethana Developmental Centre, expanding rehabilitation and skill development for Divyang individuals with family-supported short stays.
			\$5,713	2 Improved patient accessibility and care through the donation of hospital bedside cabinets.
			\$7,997	

CR3 Thailand	2024	\$4,291	\$5,453	1 Education & Youth Development - Scholarships for CR3 employees' children and children with disabilities. - Support for National Children's Day activities at multiple schools. - Financial support for the Bridge of Hope project for orphan education.
			\$1,066	2 Community & Welfare Support - Donations of office equipment and consumer goods to support disabled individuals. - Contributions to the Mother of the Land Fund and other local traditions. - Sponsorship of community projects, including water source development.
			\$733	3 Environmental & Sustainability Initiatives - Participation in multiple cleaning and environmental improvement activities. - Support for International Coastal Cleanup and river garbage collection. - Funding for community development projects focused on sustainability.
			\$1,847	4 Health, Sports & Cultural Activities - Sponsorship of drug awareness campaigns and anti-drug sports competitions. - Support for medical equipment donations to Rayong Hospital. - Contributions to Buddhist merit-making ceremonies and royal celebrations.
			\$9,099	

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Corporate Social Responsibility

CR3 has continued its initiative of the Employee Children’s Education Fund Program, which provides scholarships to the children of our permanent employees. These scholarships cover levels ranging from primary to secondary school (or equivalent) to support their education and ease the financial burden on employee families. This program is exclusively available for employees below the Superintendent/Assistant Manager level.

Ninety-five scholarships, totalling **\$4,808**, have been awarded to CR3 families:

- 49 scholarships for excellent academic performance, totalling **\$3,849**
- 46 scholarships for outstanding extracurricular activities, totalling **\$959**

For the year 2024, the scholarship program features two categories:

- Academic Excellence Scholarships
- Outstanding Activity Scholarships

For the “Outstanding Activity Scholarship” category, our team deliberated on a theme that reflected creativity and knowledge from previous years. The 2024 theme focuses on insects and biodiversity under “Colours of Life: The World of Insects.”

Insects play a crucial role in ecosystems, assisting plant pollination and serving as a key food source. However, their numbers are rapidly declining due to pollution, climate change, and agricultural chemicals, posing risks to biodiversity and food security.



A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship

CR3 Our People & The Community

Responsible Business

GRI Index

Health & Safety

Our Commitment

The CR3 Group maintains a steadfast commitment to the safety of its workforce. Recognising that the safety and well-being of our employees are paramount, we significantly bolstered our Group-level HSE resources in 2024. This strategic investment aims to drive comprehensive, Group-wide safety initiatives and elevate overall safety performance.

Beyond physical safety, CR3 is dedicated to cultivating a positive and supportive work environment. We strive to provide meaningful and purposeful work, promote employee well-being, uphold fair employment practices, and empower a diverse and engaged workforce. Our ambition is to build an organisation where employees are engaged and motivated to contribute their best.

A key milestone in 2024 was the launch of our inaugural CR3 HSE Newsletter. This quarterly publication is designed to communicate CR3's HSE performance to all employees transparently. By sharing these results, we aim to cultivate a sense of ownership among our workforce, ensuring that we collectively embrace and uphold our core safety values. CR3 remains committed to actively seeking employee feedback and fostering open engagement as we continually strive to improve.



[A Message From Our COO](#)

[Overview](#)

[Our Sustainability Approach](#)

[Environmental Stewardship](#)



[Our People & The Community](#)

[Responsible Business](#)

[GRI Index](#)

Health & Safety

2024 In Numbers

In 2024, the CR3 Group achieved a record of nearly 25 million work hours while also demonstrating a significant improvement in safety performance. We recorded a year-on-year decrease in total injuries, with Loss Time Injuries (LTIs) dropping by an impressive 50%; this resulted in our lowest Total Recordable Injury Rate (TRIR), falling by approximately 35% to 0.481 injuries per million work hours.

This overall reduction in injury rates is particularly encouraging, given the increased work hours, indicating a positive safety trend. However, we firmly believe that even one injury is unacceptable.

CR3 remains firmly committed to becoming a zero-harm company, embedding safety as a core value that takes precedence in all our operations. To achieve this, we have robust procedures and processes for reporting, management, and thorough investigation of all health and safety incidents.

These investigations, led by HSE professionals collaborating with relevant process owners based on incident severity, aim to identify root causes. All incidents are meticulously recorded and documented, with further investigation conducted as necessary. Corrective actions are implemented, and lessons learned are systematically integrated into our processes to drive continued improvement.

0
Regulatory
Violations

0
Workers
suffering from
ill-health

1,419
Total
Audits

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship

 Our People & The Community

Responsible Business

GRI Index

Health & Safety

2024 Goals & Progress

In 2024, we successfully achieved our key safety goals, including a 50% reduction in Lost Time Incidents and securing essential certifications. Ongoing initiatives to enhance safety through tools and equipment are also progressing well. For 2025, we are focused on further reducing total injuries and implementing new fatigue management guidelines and a group-wide safety solution. We continuously review and add goals to drive ongoing improvement.

Year	Goal	Status
2024	Reduce Lost Time Incidents by 50%	ACHIEVED
	Reduce incident occurrence from dropped objects, line of fire and suspended loads through use of hand free tools	ACHIEVED
	Deploy the use of impact resistance gloves across the Group to reduce impact of line of fire injuries	ACHIEVED
	Business assurance certification of CR3 Middle East operations against ISO 9001, ISO 14001 and ISO 45001	ACHIEVED
2025	Reduce total injuries across Group by >20%	ONGOING
	Implement Group Fatigue Management Guidelines based on IOGP Fatigue Risk Management System (FRMS)	ONGOING
	Implement a Corporate Enterprise Safety Solution across the Group	ONGOING

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Health & Safety

Risk Management & Safety Assurance

CR3's Safety Management System is established to identify and mitigate the risk of injury and harm to its employees and all subcontractors on CR3 project sites. This system consistently applies the hierarchy of controls to eliminate hazards and minimise injury risks across all work activities involving CR3 personnel.

CR3 also undertakes numerous assurance initiatives to ensure the safety of its people. Regular safety inspections and audits are continuously conducted across all locations.

All CR3 locations have achieved ISO 45001 certification for their Safety Management Systems, with our newest operations in the Middle East being the most recent to attain this standard, ensuring continuous improvement across all regions.

Workforce Engagement

CR3 is committed to proactive safety engagement, encouraging feedback, and continuously consulting our workforce. To reinforce this, we empower every employee to halt work should they identify any injury risk.

As part of this, in 2024 we introduced the **ICE** initiative "I Care for Everyone" – a "time out for safety" concept designed to involve the workforce further before every activity begins.

To effectively monitor its Safety Performance, CR3 proactively tracks industry-standard leading indicators. Workforce engagement is ensured through frequent and inclusive activities, including group and local safety campaigns, safety committees, and safety improvement team meetings.

Demonstrating its commitment to workforce welfare, CR3 includes comprehensive medical benefits as a standard part of employment, thereby assuring employees that their health is of the utmost importance.

Customer Health & Safety

CR3 maintains a rigorous and ongoing review of its safety and environmental performance to proactively ensure that our products and services do not cause significant harm to the environment or any individuals associated with our operations.

As an organisation, CR3 is resolutely committed to being a Zero-Harm Company, encompassing all employees and any subcontractors working on our behalf. Furthermore, all work undertaken at customer locations is executed in strict compliance with the client's safety regulations and policies.

CR3 operates with a zero-tolerance approach towards any clear breach of CR3 or customer safety stipulations, highlighting our firm commitment to the well-being of our people.



A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



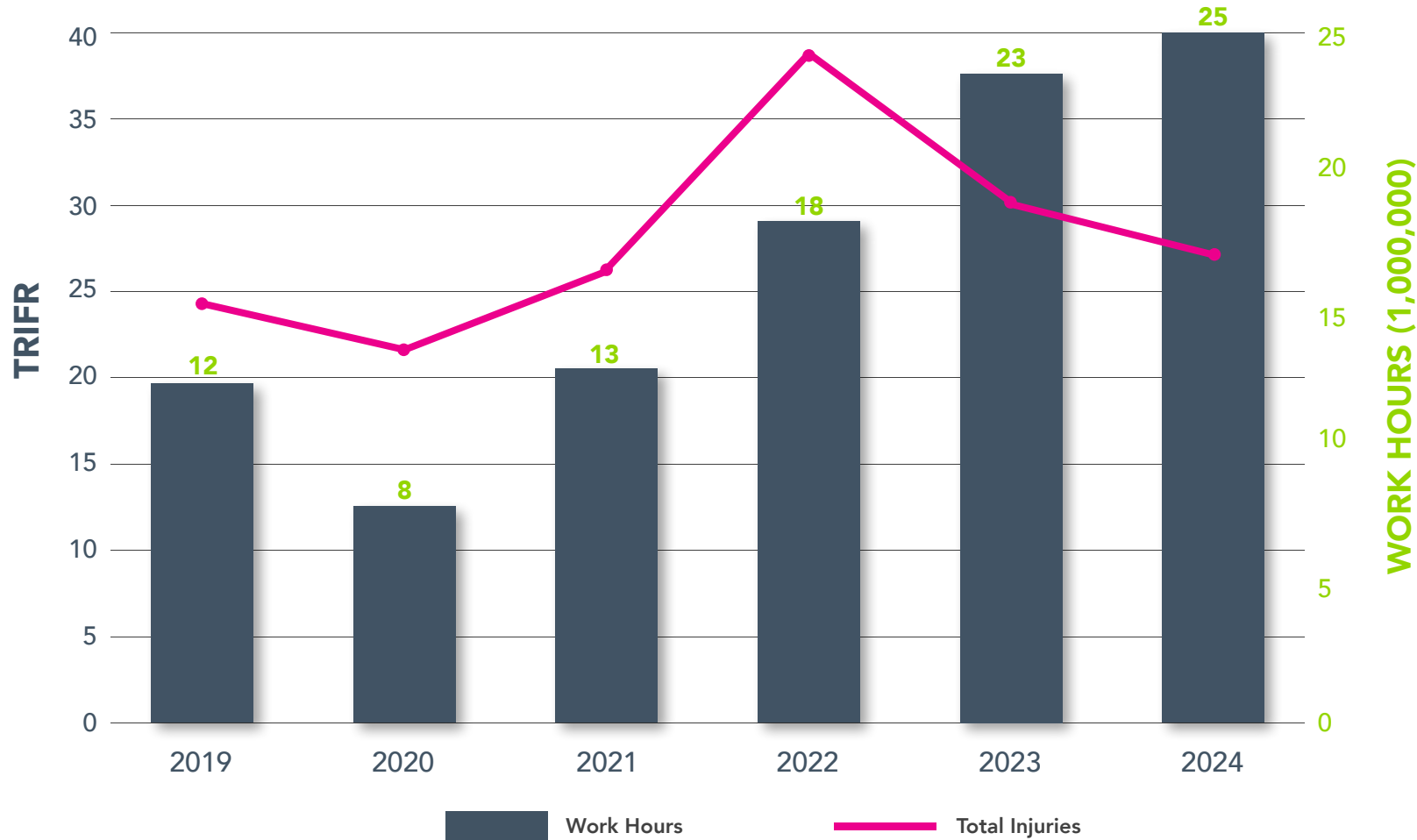
Our People & The Community

Responsible Business

GRI Index

Health & Safety

TRIFR Vs Work Hours



[A Message From Our COO](#)

[Overview](#)

[Our Sustainability Approach](#)

[Environmental Stewardship](#)

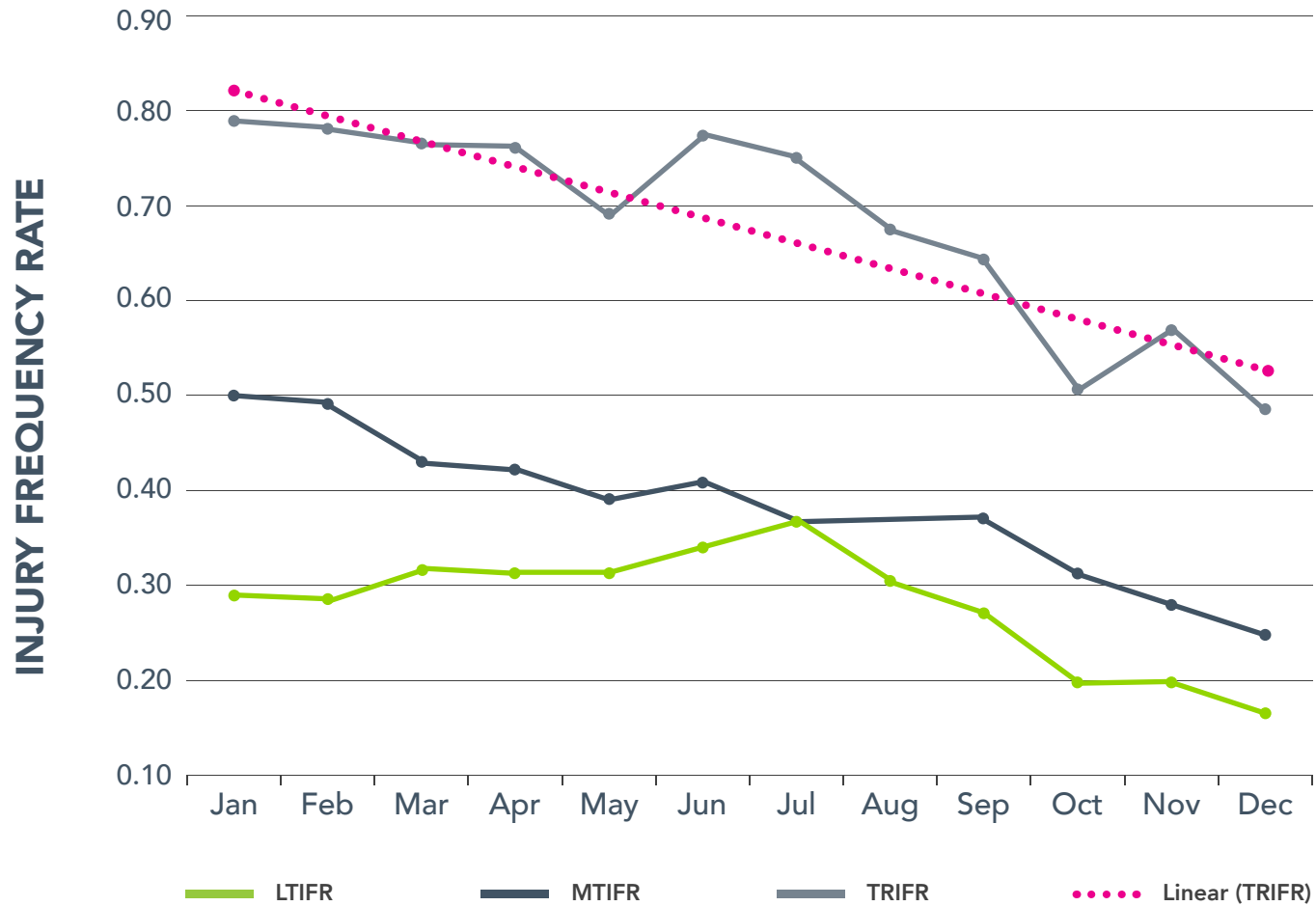
CR3 [Our People & The Community](#)

[Responsible Business](#)

[GRI Index](#)

Health & Safety

2024 Safety Performance



A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Contribution to Society

Overview

CR3, as an industry leader, aims to generate sustainable economic value for our stakeholders and positively impact our immediate communities. We achieve this through the creation of direct and indirect economic value.

Our global operations provide employment for our staff, create opportunities for suppliers, deliver valuable products and services for our customers, and contribute significant tax revenues to governments.



Furthermore, CR3 is committed to delivering lasting social and environmental benefits to our communities through community investments, commercial initiatives, and charitable donations, ensuring their continued prosperity.

In alignment with our company values, we actively seek to support worthy causes, including caring for the underprivileged, protecting the environment, and advancing education. We also strive to make a meaningful impact on the community through employee volunteerism and community service.

Economic Contribution to Society

Financial Performance

In 2024, CR3 saw its net profit rise by 16% from the previous year.

Economic Value Generated

In 2024, CR3's economic value generated for stakeholders, increased by 4.5% over the previous year. This value was distributed across our business operations to suppliers, contractors, subcontractors, employees, shareholders, governments, and community organisations.

Economic Value Distributed

Operating Costs: In 2024, operating costs totalled US\$141.6 million, including purchases from suppliers and contractor costs, alongside other expenses.

Employee Wages and Benefits: Staff costs amounted to US\$55.17 million in the form of wages and salaries and employer contributions to various pension schemes in our locations.

CR3's total workforce in 2024 comprised **12,033** employees, including both permanent and temporary staff, compared with **10,931** in 2023.

Infrastructure Investments & Services Supported

In 2024, CR3 invested in the construction of a chemical blending facility in Rayong, Thailand. This facility, completed on August 20th, 2024, at a cost of US\$1.4 million, provided significant employment and economic opportunities for local contractors¹.

Where local sourcing was not feasible, materials were sourced within the country. All work was outsourced to local contractors and suppliers, with CR3 providing project management and safety oversight.

¹ Local contractors are defined as contractors within the state municipality

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Contribution to Society

Taxes

CR3 is committed to responsible tax management with integrity, transparency, and accountability. Our tax strategy aligns with our business operations and ethical standards.

CR3 regularly monitors and closely supervises overall tax matters across the Group to ensure compliance; this involves ongoing collaboration with tax consultants and auditors in our operating locations to ensure adherence to tax regulations.

We conduct regular risk assessments within our overall risk management framework to identify, evaluate, and manage potential tax risks arising from legislative changes and business operations. Our approach emphasises close collaboration between our finance, legal, and operational teams to address and mitigate potential tax exposures proactively.

While CR3 does not publicly disclose its detailed tax strategy, which is not required in our operating jurisdictions, the Board and Senior Management define the strategic approach to tax. This strategy is then implemented at the operational level by the finance and accounting teams in collaboration with external auditors and tax authorities. At the functional level, departments work closely with the finance and accounting team to maintain accurate tax documentation.

Our broader corporate governance and risk management framework guides our overall approach to responsible tax management. The Chief Financial Officer (CFO) ensures compliance with our tax strategy, supported by the finance and accounting team, and the finance function reports tax matters to Management and the Board of Directors as required.

CR3 Core Tax Principles

CR3 is guided by the following core tax principles:

Compliance: We comply with all relevant tax laws, regulations, and requirements across all operating countries and jurisdictions.

Obligations: We fulfil all tax obligations, including accurate and timely filing of tax returns.

Payments: We ensure CR3 pays the correct amount of tax legally due in each jurisdiction.

Judgement: We exercise due care and professional judgment in all tax matters, seeking external advice from tax experts and advance rulings from tax authorities where appropriate.

Risk Mitigation: We avoid tax positions that could lead to excessive tax risks.

Responsible Approach: We act responsibly in relation to all tax matters and do not engage in aggressive tax planning.

Incentives: We utilise tax incentives offered by relevant authorities to eligible taxpayers undertaking genuine business activities, implementing these incentives within the applicable statutory, regulatory, and administrative framework.

Cooperation: We cooperate openly and transparently with all tax authorities, adopting a proactive approach to resolve any tax issues.

Commercial Rationale: We conduct transactions, implement business arrangements or structures supported by genuine business purposes, and comply with relevant tax laws.

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Investing In Our People

Overview

At CR3, we believe our people are our most valuable asset, driving our performance and success. We are committed to cultivating a highly skilled workforce guided by people-centric leadership. This commitment is reflected in our efforts to provide meaningful work, promote employee well-being, uphold fair employment practices, and empower a diverse and engaged workforce.

We aim to create an organisation where employees are engaged and motivated to achieve their full potential. To support this, we place a strong emphasis on attracting and developing a diverse talent pool with deep expertise across our business segments and geographies and on building an agile and collaborative working culture.

Report Boundary

Workforce data presented in this section pertains to all CR3 locations. As of the end of 2024, our total workforce consisted of 12,033 employees across five countries. This count includes full-time and part-time permanent staff, but excludes contractor personnel.

Fair Employment

CR3 is committed to fair employment practices and adheres to all local labour regulations across our global operations, including compliance with minimum wage laws. We uphold a strong diversity and inclusion policy, as demonstrated in our global hiring figures for 2024, which show 953 new hires with a gender breakdown of 66% male and 34% female.

CR3 is an equal-opportunity employer and does not discriminate against age. It actively supports the re-employment of individuals beyond the statutory retirement age where permitted. CR3 has established a confidential Whistleblower Hotline that is available to all employees, providing a secure and protected mechanism for raising concerns.

Hiring From Local Communities

CR3 prioritises hiring from local communities to enhance our understanding of local needs, strengthen our on-the-ground capabilities, and provide economic opportunities and employment. We are committed to developing our employees to encourage internal growth within the Group.

Internal Mobility

CR3, as a global organisation, emphasises internal mobility, empowering employees to manage their career paths and seek internal opportunities for skills development and career progression. In 2024, 24.9% of vacancies were filled through internal transfers.

To facilitate employee growth, CR3 reviews individual performance to ascertain career ambitions. Where there is alignment in career aspirations between the employee and CR3, discussions precede redeployment to appropriate roles.



A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Investing In Our People

Managing Our People

CR3 has implemented a global Human Resource Management System, Darwinbox to better manage and develop our people, enhancing their skills and career progression. Darwinbox will allow us to track and assign learning and development opportunities for each employee category, effectively ensuring targeted development and workforce performance.

The platform will support regular performance and career development reviews, enhancing employee satisfaction and retention, ultimately strengthening our employer brand and cultivating a more positive and productive workplace culture.

We provide our employees with the skills and knowledge they need to excel and prepare them for career success. Empowering our employees to reach their full potential not only benefits their personal and professional growth but also enhances CR3's operational efficiency and productivity.



A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Investing In Our People

Understanding our workforce dynamics is crucial for effective people management and talent retention. The following tables present key data on employee turnover and demographics, providing insights into our workforce stability and composition.

Table 1 presents the rolling year-to-date (YTD) turnover rate for all permanent staff. This metric provides an overall view of employee retention across the organisation.

Table 2 focuses on the rolling YTD turnover rate for key permanent staff. This data allows us to monitor the retention of employees in critical roles.

Table 3 offers an overview of our employee demographics, showing the distribution of permanent, temporary and disabled staff within the CR3 Group.

ROLLING YTD TURNOVER RATE ALL PERMANENT STAFF

	CR3 TH	CR3 SG	CR3 MY	CR3 IN	CR3 ME	Total
2024	4.22%	8.69%	10.14%	3.98%	11.39%	4.17%
2023	6.45%	23.21%	16.27%	2.77%	0.00%	3.58%
2022	6.82%	23.41%	46.39%	3.90%	N/A	5.23%
2021	3.95%	31.03%	16.79%	3.76%	N/A	4.76%
2020	6.04%	17.01%	14.43%	3.92%	N/A	5.43%

ROLLING YTD TURNOVER RATE KEY PERMANENT STAFF

	CR3 TH	CR3 SG	CR3 MY	CR3 IN	CR3 ME	Total
2024	2.89%	44.78%	9.09%	11.07%	26.09%	9.61%
2023	6.70%	25.10%	24.12%	8.63%	0.00%	8.83%
2022	6.71%	48.87%	43.29%	12.42%	N/A	12.59%
2021	2.37%	39.02%	17.12%	8.81%	N/A	7.69%
2020	2.43%	27.27%	11.97%	9.98%	N/A	7.50%

EMPLOYEE DEMOGRAPHICS

REGION	EMPLOYEE CATEGORY	No. Of Employees	
		Male	Female
THAILAND	Permanent Employees	576	113
	Temporary Employees	657	151
	Female Senior Management	-	10
	Employees with Disabilities	4	3
INDIA	Permanent Employees	5015	20
	Temporary Employees	1988	0
	Female Senior Management	-	3
	Employees with Disabilities	-	-
SINGAPORE	Permanent Employees	69	4
	Temporary Employees	0	0
	Female Senior Management	-	3
	Employees with Disabilities	-	-
MALAYSIA	Permanent Employees	97	22
	Temporary Employees	102	14
	Female Senior Management	-	7
	Employees with Disabilities	0	0
MIDDLE EAST	Permanent Employees	55	0
	Temporary Employees	149	0
	Female Senior Management	-	0
	Employees with Disabilities	0	0
GROUP TOTAL	Permanent Employees	5812	159
	Temporary Employees	2896	165
	Female Senior Management	-	23
	Employees with Disabilities	4	3

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship



Our People & The Community

Responsible Business

GRI Index

Responsible Business



Responsible Business

Overview

The long-term sustainability of CR3's business is founded on our core values and driven from the highest levels through robust corporate governance and proactive stakeholder engagement.

Good corporate governance is anchored by our Board of Directors, who ensure transparency, accountability, optimal performance, and sound business processes.

CR3's Board, comprising Chairman Kyle Shaw, Mr Paul DeMand and Mr Mark Stansfield, takes a leading role, working with senior management to establish a strong ethical and behavioural culture that underpins our commitment to high standards of corporate governance.

Our internal audit function supports the oversight of the Board. The Head of Internal Audit conducts regular audits across the Group, with findings presented to business finance managers.

Ultimate accountability for Good Corporate Governance within CR3 rests with the Chief Financial Officer (CFO), who is responsible for the effective implementation and oversight of governance policies and practices.

Approach

As part of our commitment to responsible business, CR3 proactively explores initiatives such as using renewable energy, transitioning to cleaner fuels, investing in energy-efficient equipment, and leveraging digital solutions to streamline operations and reduce travel.

Through a risk-based approach, we thoroughly analyse our environmental aspects and impacts, including Greenhouse Gas emissions, to minimise our ecological footprint. Our key environmental focus areas include reducing carbon emissions, enhancing energy efficiency, minimising water withdrawal and waste generation, and improving our environmental management systems.

Environmental management initiatives are implemented across the CR3 Group, addressing energy, water, effluent, waste, and resource conservation. Our Environmental, Social, and Governance (ESG) sub-committee facilitates discussion and collaboration on environmental matters, monitoring key data to identify areas for improvement.

CR3 adheres to all applicable environmental regulations in our global operations. Our ISO 14001 Environmental Management Systems certification provides a framework for identifying, managing, monitoring, and controlling our environmental aspects, with annual internal and external audits ensuring ongoing compliance.

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community



Responsible Business

GRI Index

Responsible Business

Security

Data privacy and security are integral and of utmost importance at CR3. We are committed to respecting the privacy of our clients, partners, employees, and all individuals we conduct business with. Data is managed in compliance with data privacy laws across all our locations.

We have established stringent cybersecurity protocols to safeguard our networks, computers, programs, and data from potential threats, attacks, damage, or unauthorised access. By adopting these measures, CR3 aims to reduce cybersecurity risks significantly and remains dedicated to protecting our operations, data, and the interests of our valued stakeholders.

To achieve this, CR3 continues to invest in our security programme, which is aligned with the Centre for Internet Security Critical Security Controls. Our programme encompasses a comprehensive set of measures designed to ensure high cybersecurity across our organisation.

Key components include:

System Monitoring: Internal and external monitoring to promptly detect and respond to potential security threats.

Vulnerability Assessments: Continuous assessments to identify and address potential weaknesses in our networks and systems.

Credential Management: Rigorous management of credentials to control access to sensitive data and critical systems.

Multi-Factor Authentication: Deployment of multi-factor authentication to enhance authentication process security.

Penetration Testing: Annual testing to assess security control effectiveness and identify vulnerabilities.

Data Security Audit: Regular audits to ensure compliance with industry standards and best practices.

In 2025, CR3 plans to certify its Information Technology and Data systems to ISO 27001:2022, a globally recognised standard signifying our commitment to information security management and demonstrating the implementation and maintenance of a robust Information Security Management System (ISMS) as an ongoing management process within the organisation.

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community

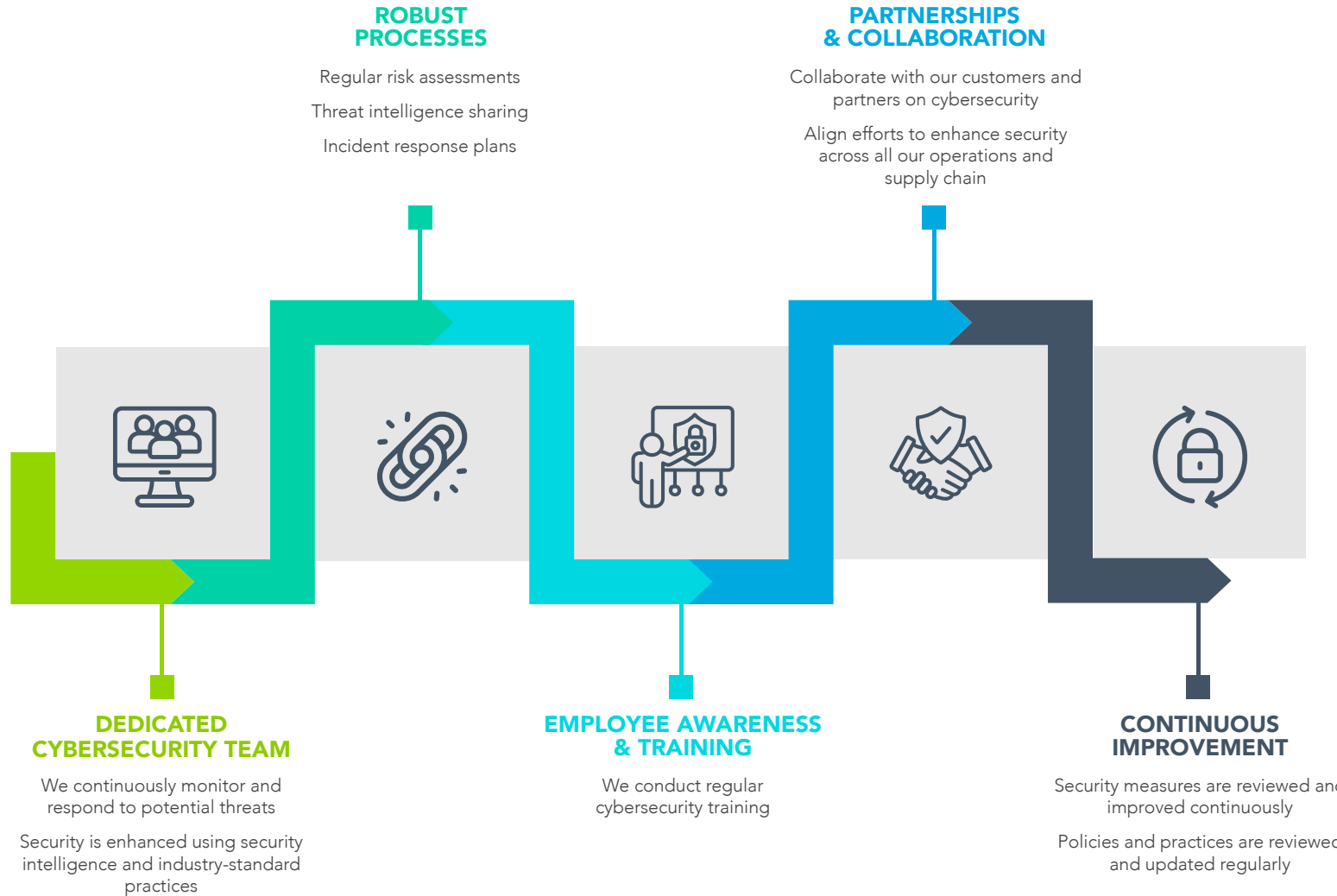


Responsible Business

GRI Index

Responsible Business

Cybersecurity Assurance



A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community



Responsible Business

GRI Index

Responsible Business

Whistleblowing

The Board and Management of CR3 firmly believe that an effective whistleblowing arrangement is a powerful deterrent to malpractice and wrongdoing, underscoring our commitment to transparency; this fosters an environment of openness, transparency, and robust risk management across CR3.

CR3's whistleblower policy actively encourages reporting suspected misconduct through clearly defined and centralised processes. This ensures that employees and other individuals making such reports can confidently do so, knowing they will be treated fairly and, where possible, protected from reprisal.

The publicly available whistleblowing reporting channel is widely communicated and accessible to all stakeholders across all our locations. All issues raised, including human rights, discrimination, and harassment, are thoroughly investigated and managed internally within CR3, with reports made to the Board.



Anti-corruption

Integrity is a core value at CR3. We expect our employees to uphold the highest governance and fraud prevention standards, maintaining honesty and accountability at all times.

To ensure compliance, we conduct multiple internal audits annually. Site selection for these risk-based audits focuses on key business processes such as Procure-to-Pay (P2P), Order-to-Cash (O2C), and inventory management.

Audit findings are reported to local General Managers, Finance Managers, Executive Management, and the Board of Directors. Independent external audits further assure transparency and allow benchmarking against industry best practices.

To encourage an environment of trust and accountability, we extend the opportunity for employees, suppliers, customers, and other stakeholders to communicate directly with our Audit Committee. Individuals can raise concerns or report cases of fraud or irregularities through a dedicated channel. All reported cases are thoroughly investigated, and the necessary actions are diligently undertaken to address any identified issues.

No legal actions regarding anti-competitive behaviour or violations of anti-trust and monopoly legislation were pending or completed during the reporting period in which CR3 was identified as a participant.

In 2023, CR3 provided anti-corruption training for all country managers. While no live training occurred in 2024 due to a change in delivery approach, an online course has been developed for our Learning Management System (LMS), scheduled to go live in 2025. This course will be assigned annually to 100% of CR3 employees, with completion tracked through the LMS.

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community



Responsible Business

GRI Index

Responsible Business

Supply Chain Management

CR3 recognises the importance of responsible supply chain management and sustainable procurement for effective risk management, operational resilience, financial stability, and business continuity.

In accordance with our Sustainability Policy, CR3 engages socially responsible suppliers and ensures that our major suppliers conduct their business ethically. Given the nature of our operations, we have a limited number of suppliers, primarily asset suppliers. We do not typically procure raw materials; regular purchases are mainly for equipment maintenance and personal protective equipment.

CR3 is committed to building a resilient, responsible, and diversified supply chain. We collaborate with our suppliers to build their capacity and encourage the adoption of sustainable and responsible business practices. This collaboration enables us to minimise social and environmental impacts, manage risks effectively, and enhance resilience across our supply chains.

To ensure responsible business conduct, we implement robust guidelines with our suppliers through Procure-to-Pay (P2P) processes and integrate sustainability criteria into supplier selection, monitoring, and evaluation.

Forced or Compulsory Labour

CR3 has received no feedback or complaints from the community or business partners regarding adverse procurement practices by our suppliers.

We minimise the risk of forced or child labour in our supply chain by engaging only reputable suppliers and avoiding business with those reported to use such practices. This approach is implemented across all our global operations.

Procurement Practices

CR3's procurement approach prioritises local suppliers¹ whenever possible, aiming to source almost 100% of goods and services from local suppliers. Exceptions are made only when design specifications and material, plant, or machinery requirements are not available within the country.

This local sourcing strategy enables CR3 operations² in our significant locations to manage costs prudently while supporting local communities and businesses.

¹ Local suppliers are defined as contractors within the state municipality

² These are the five locations of operations mentioned in this report

A Message From Our COO

Overview

Our Sustainability Approach

Environmental Stewardship

Our People & The Community



Responsible Business

GRI Index

GRI Index



GRI Index

THIS REPORT HAS BEEN PREPARED IN ACCORDANCE WITH THE GRI STANDARDS.

Our GRI Content Index specifies each of the GRI Standards disclosures included in this Sustainability Report for 2025.

STATEMENT OF USE:

CR3 has prepared this report in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.

APPLICABLE GRI SECTOR STANDARD:

GRI 1: Foundation 2021; GRI 11: Oil and Gas Sector 2021.

GRI Index

					Omission	
GRI Standard	Disclosure Number	Disclosure Title	Page Ref	Requirements Omitted	Explanation	
<i>General Disclosures</i>						
GRI 2: General Disclosures 2021	2-1	Organisational details	6-10			
	2-2	Entities included in the organisation's sustainability reporting	11, 20			
	2-3	Reporting period, frequency and contact point	4, 20			
	2-4	Restatements of information	19		No restatements of information declared.	
	2-5	External assurance	19			
	2-6	Activities, value chain and other business relationships	24			
	2-7	Employees	45			
	2-8	Workers who are not employees	-	Yes	CR3 includes all sub-contractor costs and ESG concerns in its operational and reporting data.	
	2-9	Governance structure and composition	47, 50			
	2-10	Nomination and selection of the highest governance body	47			
	2-11	Chair of the highest governance body	47			
	2-12	Role of the highest governance body in overseeing the management of impacts	47			
	2-22	Statement on sustainable development strategy	27, 31			
	2-23	Policy commitments	20			
	2-24	Embedding policy commitments	20, 24			
	2-25	Processes to remediate negative impacts	19			
	2-26	Mechanisms for seeking advice and raising concerns	19			
	2-27	Compliance with laws and regulations	24			
	2-28	Membership associations	-		CR3's local memberships are outside this report's scope.	
	2-29	Approach to stakeholder engagement	25			
2-30	Collective bargaining agreements	-		CR3 locations have no employee unions at the time of publication.		
<i>Material Topics</i>						
GRI 3: Material Topics 2021	3-1	Process to determine material topics	21-23			
	3-2	List of material topics	22-23			

GRI Index

				Omission	
GRI Standard	Disclosure Number	Disclosure Title	Page Ref	Requirements Omitted	Explanation
ENVIRONMENTAL STEWARDSHIP					
<i>Climate Action & Environmental Management</i>					
GRI 3: Material Topics 2021	3-3	Management of material topics	27		
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	28		
	302-2	Energy consumption outside of the organisation	28		
	302-3	Energy intensity	28		
GRI 303: Water & Effluents 2018	303-1	Interactions with water as a shared resource	28		
	303-2	Management of water discharge-related impacts	28		
	303-3	Water withdrawal	28		Water withdrawal is reported as water consumption purchased.
	303-4	Water discharge	28		Described as part of effluent management.
	303-5	Water consumption	28		
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	30		
	305-2	Energy indirect (Scope 2) GHG emissions	30		
	305-3	Other Indirect (Scope 3) GHG emissions	30		Value-based estimate. Water/waste Scope 3 not reported.
	305-4	GHG emissions intensity	-	Yes	Not calculated. Will be reported in 2026 report.
	305-5	Reduction of GHG emissions	-		Corrected calculations necessitate a 2025 ESG Committee review before setting specific Scope 1 & 2 GHG reduction goals.
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Yes	Emissions not significant – Not tracked.
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	28		
	306-2	Management of significant waste-related impacts	28		
	306-3	Waste generated	28		
	306-4	Waste diverted from disposal		Yes	Data unavailable - previously not collected.
	306-5	Waste directed to disposal		Yes	Data unavailable - previously not collected.

GRI Index

					Omission	
GRI Standard	Disclosure Number	Disclosure Title	Page Ref	Requirements Omitted	Explanation	
RESPONSIBLE BUSINESS						
<i>Corporate Governance and Risk Management</i>						
GRI 3: Material Topics 2021	3-3	Management of material topics	47			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	47, 50			
	205-2	Communication & Training - anti-corruption policies and procedures	14, 49, 50			
	205-3	Confirmed incidents of corruption and actions taken	50			
GRI 206: Anti-competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	51		No complaints or legal actions were raised against CR3 in 2024.	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures		Yes	CR3 implements cybersecurity management.	
<i>Supply Chain Management</i>						
GRI 3: Material Topics 2021	3-3	Management of material topics	51			
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	51		Supplier screening is in place. Social criteria will be added in 2025.	
	414-2	Negative social impacts in the supply chain and actions taken	51		None recorded in 2024.	
PEOPLE AND OUR COMMUNITY						
<i>Human Capital Management</i>						
GRI 3: Material Topics 2021	3-3	Management of material topics	33-37			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	45			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Yes	Data was not available at time of report.	
	401-3	Parental leave		Yes	Data was not available at time of report.	
GRI 402: Labour Management Relations 2016	402-1	Minimum notice periods regarding operational changes		Yes	In 2024, CR3 saw no major operational changes. Our Management of Change process handles operational changes, with notice given based on complexity (usually 60+ days).	
GRI 404: Training & Education	404-1	Average hours of training per year per employee		Yes	Only total training hours were recorded. Per-employee data by function will be reported from 2025 via the new LMS, offering a more accurate view.	
	404-2	Programmes for upgrading employee skills and transition assistance programmes	43-44			
GRI 405: Diverse & Equal Opportunity	405-1	Diversity of governance bodies and employees	45			
	405-2	Ratio of basic salary and remuneration of women to men		Yes	CR3 pays competitive rates; data disclosure not mandatory.	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	50		None recorded in 2024.	
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	51			

GRI Index

GRI Standard	Disclosure Number	Disclosure Title	Page Ref	Omission	
				Requirements Omitted	Explanation
PEOPLE AND OUR COMMUNITY					
<i>Health & Safety</i>					
GRI 3: Material Topics 2021	3-3	Management of material topics	35-38		
GRI 403: Occupational Health & Safety 2018	403-1	Occupational health and safety management system	14		
	403-2	Hazard identification, risk assessment, and incident investigation	38		
	403-3	Occupational health services	36		
	403-4	Worker participation, consultation, and communication on OHS	38		
	403-5	Worker training on occupational health and safety	25		
	403-6	Promotion of worker health	36		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	38		
	403-8	Workers covered by an occupational health and safety management system	39-40		
	403-9	Work-related injuries	39-40		
	403-10	Work-related ill health	39-40		
GRI 416: Customer Health & Safety 2016	416-1	Assessment of health and safety impacts of product and service categories	38		
<i>Contribution to Society</i>					
GRI 3: Material Topics 2021	3-3	Management of material topics	41		
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	41		
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	-		
GRI 203: Indirect Economic Impact 2016	203-1	Infrastructure investments and services supported	41		
	203-2	Significant indirect economic impacts	-		
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	-	Yes	Not available for 2024; data to be collected in 2025.
GRI 207: Tax 2019	207-1	Approach to tax	42		
	207-2	Tax governance, control and risk management	42		
	207-3	Stakeholder engagement and management of concerns related to tax	25	Yes	All audit and tax-related issues and findings are reported to the Board directly.
	207-4	Country-by-country reporting		Yes	Information is disclosed and reported within 2024 Audit Report.
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs		Yes	Not material.
	413-2	Operations with significant actual and potential negative impacts on local communities			Not material.
GRI 415: Public Policy 2016	415-1	Political contributions		Yes	CR3 has made no political contributions but encourage employees to exercise their right to vote according to their rights.



**“We do not inherit the Earth from our
ancestors; we borrow it from our children”**

- Native American Proverb



CR3 Group Sustainability Report 2025

Explore our sustainability initiatives and efforts at:
cr3.group/sustainability



CR3 Group
9 Raffles Place
26-01 Republic Plaza
Singapore
048619

CR3.GROUP



ENERGY | ENGINEERING | SOLUTIONS