

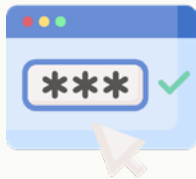
ENGAGED!



COLLABORATING FOR A BRIGHTER FUTURE



**CYBERSECURITY
AWARENESS — DON'T
TAKE THE BAIT!**



CONVERSATION WITH | WHAT'S ON YOUR TABLE?

BEHIND THE SCENES



TOWARDS THE NEXT 30!

Dear Colleagues,

As part of our Teambuild 30th Anniversary celebrations, we will be running a Virtual Steps Challenge from 1 June – 31 July. Registration has opened on 2 May and I look forward to everyone's active participation!

Besides \$30,000 worth of shopping vouchers to be won for this challenge, this would also be a fun experience for us to do together. Let us aim to collectively achieve 60 million steps! If we achieve this goal, there will be a top-up of \$60,000 to the Teambuild - Seow Kong Cheong Scholarship Fund. The more steps we achieve collectively, the more funds will be topped up to the scholarship.

This challenge will go down as a memory we shared together about something we all did but at different times, in different ways, at different paces, and in our own style. We will experience the feeling of accomplishment, not only as an individual, but as a team too. This couple of years has not been the smoothest and everyone is feeling the pressure. We also had some colleagues leave, and some of you had to step up to fill additional roles. I want to express my deepest gratitude for all of you. It is sad to see the talent we developed over the years leave, but we wish them the best in their future endeavours. At the same time, this also presents opportunities for some of you to move up the career ladder. Developing and nurturing talent will continue to be a key focus for us moving forward, hence the top-up to Teambuild - Seow Kong Cheong Scholarship Fund is one of the highlights for our 30th Anniversary celebrations.

We want to be an organization of opportunities for you and for you to be successful. The spirit of Teambuild is built on our collective commitment to success. On this same note, I urge all of us to be committed to the implementation and use of Lean methodologies across all BUs.

We are convinced Lean Construction will enable work to flow reliably and predictably, helping us to work more effectively. It will help minimize rework and wastage as well as reduce

the number of general workers. The end-goal is for all staff to be less stressful but more productive. However, to achieve this end-goal, we need a mindset change - we need to shift from spontaneous reactions and fire-fighting to detailed planning ahead. Planning by quarters, months, days and detailing the work and responsibilities to be handled by different team members. In terms of the Last Planner System (LPS), this would be L1 to L4.

The Management Team would also need to make structural changes organization-wide, including redesigning some job scopes. We understand there are frustrations with the amount of paperwork that's taking too much time. I assure you we are taking steps to address these issues. I hope you can contribute ideas for improvement. Methods can be tweaked and improved. The important thing is we are all working towards the same goals. We introduced a scoring card to assess the implementation of Lean and TIPS (Teambuild Integrated Planning System) in Q1. This scorecard give us a snapshot of where we are now compared to our goals. We will be doing this assessment every quarter, with the target to score >3.5/5 by end of this year. Find out how we did in Q1 in the subsequent pages. I believe if we are able to fully implement Lean Construction, it will differentiate us from other contractors and take us to the next 30 years.

In this issue, we also bring to you behind-the-scenes of one of IPS's projects – how teamwork, communication and accountability ensured the successful completion of the project despite the short timelines.

And, in the first instalment of the new series 'What's on your desk?', we have Richie from Teambuild Land share with us what's on his desk. This is an opportunity to get to know our colleagues from outside of the Construction Group.

Enjoy reading this issue and I look forward to seeing your photos from the Virtual Steps Challenge! Find out how to participate in our Virtual Steps in the next pages. We need you on this journey as we step towards the next 30.

亲爱的同事们，

作为联宇成立三十周年庆祝活动的一部分，我们将于6月1日至7月31日举办虚拟步数挑战赛。比赛将已于5月2日开始接受报名，期待大家踊跃参与！

除了总值\$30,000的购物礼券为奖品外，我们还将发起挑战，共同实现6千万步的目标！如果目标达成，我们将拿出\$60,000注入Teambuild - Seow Kong Cheong奖学金，完成步数越多，注入的资金越高。

这项挑战将成为我们共同美好的回忆。这是一项我们以不同的时间、不同的方式、不同的速度、不同的风格共同完成的挑战。它不仅代表个人荣誉，也是团队共同努力才能取得的成功。这两年并非一帆风顺，大家都倍感压力，一些同事的离开，让一些同事不得不临危受命，负担更多的责任。在此，我想对一直坚守岗位的同事表示衷心的感谢。对栽培多年的人才的离开，我们深感遗憾，但我衷心祝福他们在新的岗位能达成他们的理想。同时，这也为一些同事提供了提升职业阶梯的机会。我们坚信为员工提供职业发展的机会和培育人才是我们前进发展的硬道理。因此，Teambuild - Seow Kong Cheong 奖学金的增资是我们30周年庆祝活动的亮点之一。

我们希望为您提供展示才华的平台。联宇的企业精神是建立在大家齐心协力争取成功的承诺之上。同样，我仅敦促大家将精益方法（Lean methodologies）贯彻落实到工作中去。

我们相信精益建设（Lean Construction）将使工作变得更加具可预测性，因而提高工作效率，并最大限度减少返工和浪费，以及减少对外劳劳工的依赖。其最终目标是减轻大家的压力，使工作变得更有效率。然而，为了实现这一

最终目标，我们需要改变思维方式——我们必须转变为提前详细规划的工作模式。每个项目按季度、月、日进行计划，并详细列明不同团队成员的工作安排和职责。以LPS而言，这是L1到L4的规划。

我们也需要在整个组织进行结构变更，包括重新设计一些工作范围。我们知道，您也许因为这些新举措而在行政工作上花费大量时间。但我可以向您保证，我们正在采取适当的措施解决这些问题，也希望你们提出改进的办法。方法可以调整和改进。重要的是我们都在朝着同一个目标努力。我们在第一季度引入评分卡（scoring card）来评估精益建设（Lean Construction）和TIPS（Teambuild Integrated Planning System）的实施情况。这个评分卡让我们大致评估我们现状与设定目标的偏差。我们将在每个季度进行一次评估，目标是今年年底得分 >3.5/5。请在后续页面中了解我们在第一季度的表现。

我相信，如果我们能够全面实施精益建设（Lean Construction），它将使我们有别于其他公司，并将我们带至下一个精彩的30年。

在本期ENGAGED!，我们还将介绍IPS其中一个项目的一些“幕后花絮”——让我们了解IPS如何通过团队合作和沟通，确保项目在短时间内顺利完成。

此外，新栏目“您的桌子上有什么？”——我们Teambuild Land的同事，Richie，将与大家分享他桌上的有趣物品。

希望大家喜欢本期ENGAGED!。期待看到您在虚拟步数挑战赛中拍摄的照片！在后续页面中，我们将介绍参与虚拟步数挑战赛的细节。让我们一起展开这段精彩旅程，携手迈进下一个30年！



CYBERSECURITY IS EVERYONE'S RESPONSIBILITY!

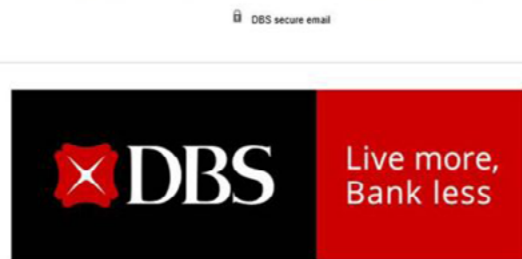
EMAIL SPOOF

Cybercriminals can easily spoof (disguise) emails these days. They can send emails that look like that they come from someone within our organisation.

When you receive an email, look at the originating email address domain (the red box), do not just look at the sender's username. In the below example, you can see the username is DBS but the actual originating email is from 'info@kosaie.jp'.

From: DBS <info@kosaie.jp>
Sent: Tuesday, 8 March 2022 09:05
To: James Tan Eng Liang <jamestan@teambuild.com.sg>
Subject: You've been selected by DBS Rewards

CAUTION: WARNING! This email originated from outside Teambuild Group. Do NOT click any links, open any attachments or take any other follow up actions unless you recognise the sender and know the content to be valid and safe.



Reminder: Always treat the BLUE HIGHLIGHT in the email as your first CAUTIONARY sign. This means the email is received from outside of Teambuild Group - Do NOT click any links, open any attachments or take any other follow-up actions unless you recognise the sender and know the content to be valid and safe.



CYBERSECURITY AWARENESS

Scammers are constantly evolving their scam tactics. We need to stay vigilant at all times. When in doubt, please forward any emails you receive to the IT team.

DON'T TAKE THE BAIT!



Use company equipment for work purposes only.



Do NOT open non-work related emails when you are in our company's network.



Do NOT open any emails that are unsolicited and/or those that come from unknown parties. Delete them immediately.



Do not let curiosity lead you into looking into unsolicited emails. This is what cybercriminals are hoping you will do.

DON'T TAKE CYBERSECURITY FOR GRANTED

Cybercrime is getting more sophisticated along the way. The most important security is in your hands – do NOT become the entry point for the cybercriminals! Treat everything with suspicion. Always be alert and ask yourself if the email / text you receive is questionable.

Use company equipment for work purposes only.

You should only be using your company issued laptop/desktop for work purposes and should only be surfing legitimate websites. Cybercriminals will exploit all avenues to reach you, it could be some marketing promotion, easy money scheme or a special cause which you feel strongly about like the environment or some political issue (human rights, racism, war, etc).

AVOID CLICKING ON LINKS



Quite simply, avoid clicking on any links. We should only click on links from known working partners who might be sending large documents like drawings or for signing purposes such as DocuSign.

Other than that, our working partners usually send documents as attachments such as Office documents or in PDF format.

OPENING ATTACHED FILES



Generally PDFs are safe to open as are Office files (Word, Excel and PowerPoint). **Reminder: only open if it is from a KNOWN sender.** Files from any other senders and any other format must not be opened.

PASSWORDS



Always change the default passwords and do not use the same password across multiple applications.

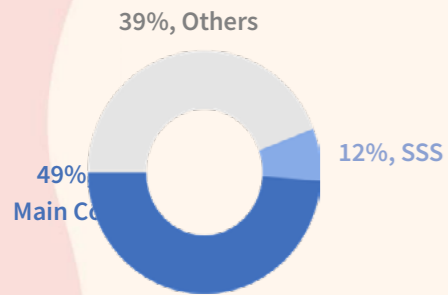
2021 STAFF SURVEY

SURVEY PERIOD: 14 DEC - 27 DEC 2021

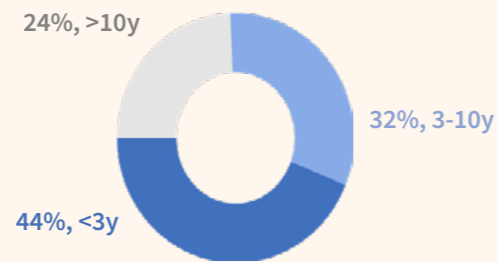
For as long as Teambuild continues to grow, there will always be room for improvement. One of the ways to progress and work towards creating better workplace experiences is by gathering feedback through staff surveys, which gives an indicator of our standing in various matters. From employee welfare to satisfaction rate, here's how we fared in last year's survey.

DEMOGRAPHICS

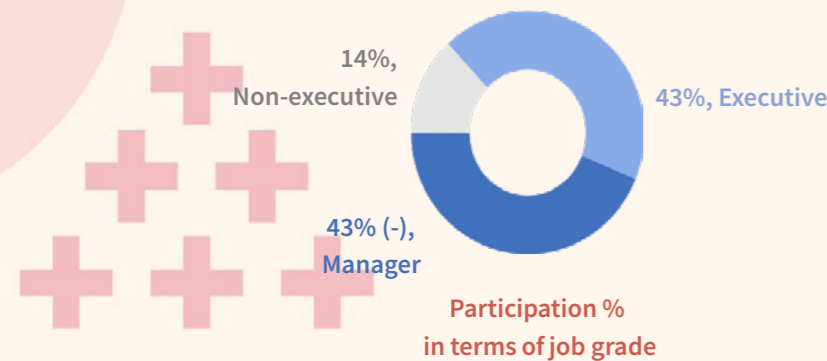
128 STAFF PARTICIPATED AND ANSWERED 55 QUESTIONS



Participation % in terms of BU



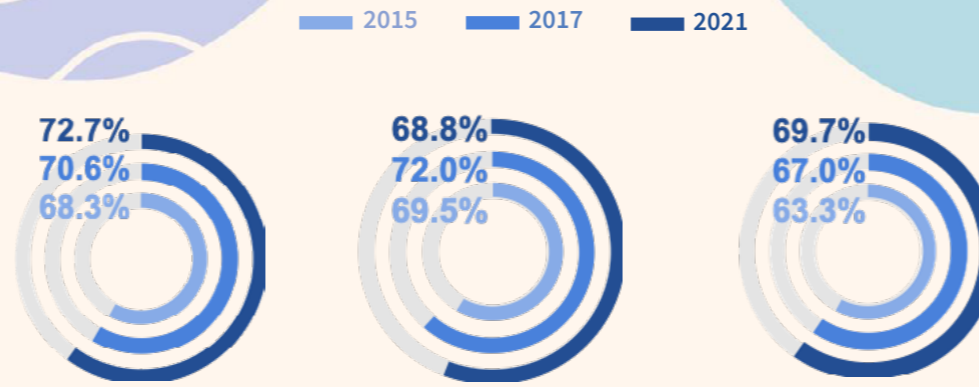
Participation % in terms of years of service



Participation % in terms of job grade

SATISFACTION RATE

OVERALL, THE SATISFACTION RATE HAS IMPROVED IN 2021.

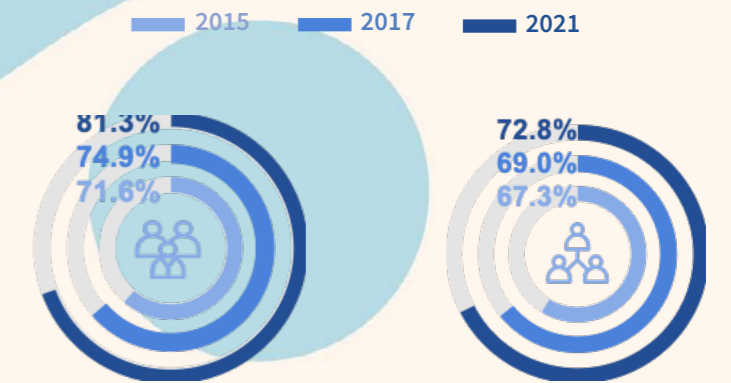


Overall SA/A Rate
SA: Strongly Agree
A: Agree

Work Engagement Index
1) Work Responsibility & Job Satisfaction
2) Training & Development
3) Compensation & Benefits

People Engagement Index
1) Supervisor Relationship
2) Compensation & Benefits
3) Company & Leadership

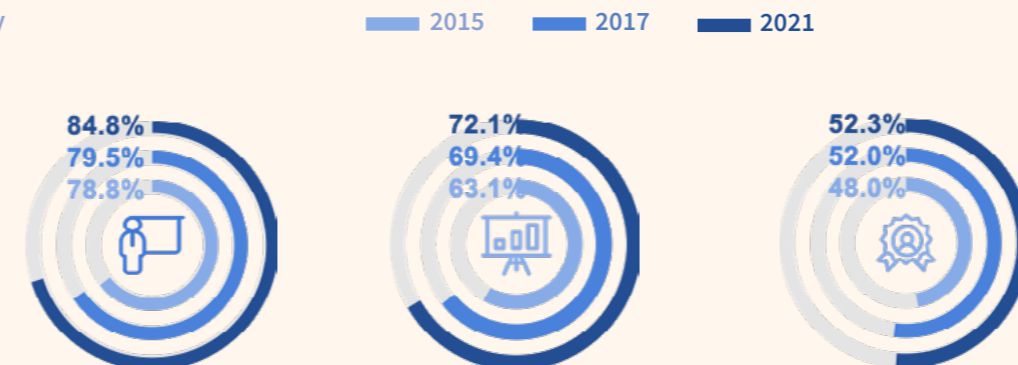
PEOPLE ENGAGEMENT INDEX



Supervisor Relationship (based on 13 questions)

Company & Leadership (based on 10 questions)

WORK ENGAGEMENT INDEX



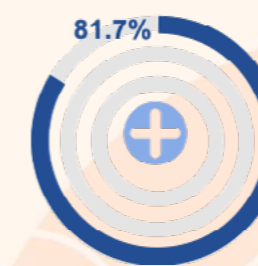
Work Responsibility & Job Satisfaction (based on 8 questions)

Training & Development (based on 6 questions)

Compensation & Benefits (based on 9 questions)

COVID-19 EMPLOYEE SUPPORT

OVERALL SATISFACTION RATE (BASED ON 9 QUESTIONS)



87% agrees: I am well taken care of by my organisation during this current COVID-19 pandemic.

85% agrees: My organisation communicates effectively during this COVID-19 pandemic (e.g. safety & wellness, work-from-home practices, travel policies.)

Top 3 Staff Recreation Club / team bonding activities that the Company should continue organising are...

- Overseas travelling
- Annual D&D
- Activities (such as movie night, family day, sports activities, etc.)

A new Staff Recreation Club / team bonding activity the Company can consider is...

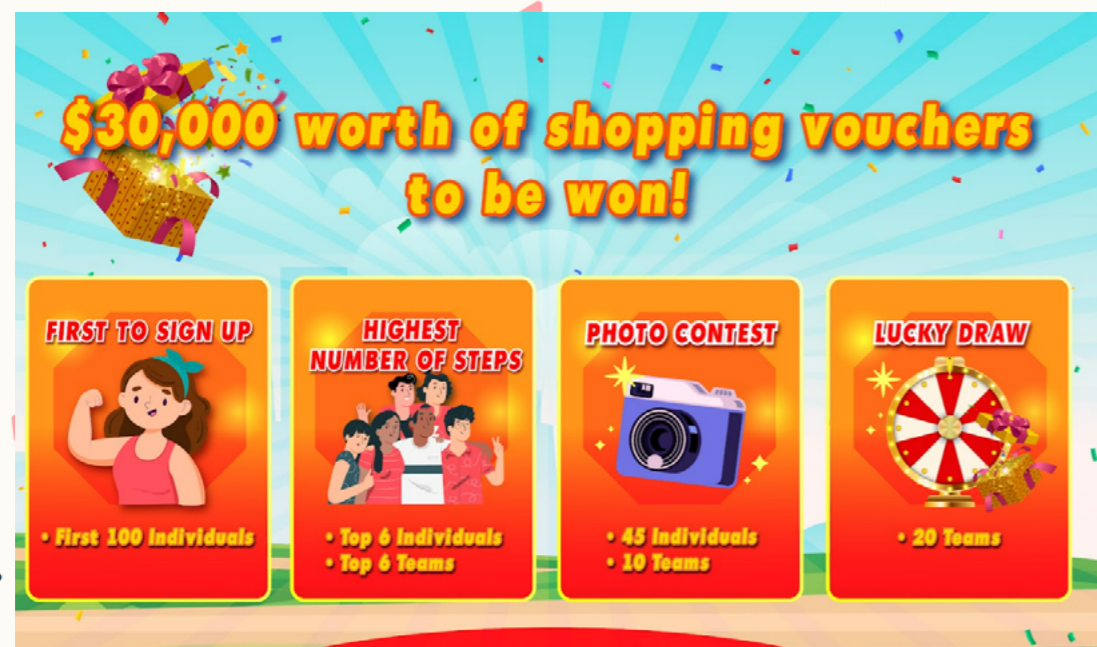
- BBQ
- Sports
- Board games, escape room
- Family day
- Charity work
- Karaoke

CELEBRATING 30 YEARS OF TEAMBUILD

It's time to step up your fitness game! As part of our Teambuild 30th Anniversary celebrations, we will be running a Virtual Steps Challenge from 1 June – 31 July. Registration is now open, so grab those exercise shoes – or even a friend or two – and sweat it out!



Registration is open! Scan the QR code to register.



IPS'S GLOBAL FOUNDRIES PROJECT

Exploring the triumphs, challenges, and everything in between that go on behind the scenes of each project, program, or team. The Global Foundries Project, helmed by the IPS team, is the highlight for this issue.

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It isn't often that potential gets transformed successfully into reality, but when it does, an immense sense of satisfaction and accomplishment stands at the finish line. The Global Foundries Project, helmed by IPS, started out as such — a mere idea, one that the team didn't think would actually materialise. But sometimes, all it takes is a spark, which in this case, took the form of a meeting request from Global Foundries on 8 July 2021.

The move was part of the chip giant's plan to build a new \$5.4 billion plant in Singapore, and bring 1,000 high-value jobs to the market. Held in partnership with the Singapore Economic Development Board (EDB) and co-investments from customers, the project will position the fab (manufacturing plant) in its existing Woodlands campus, with production

slated to begin in 2023. With the goal to reach full capacity by 2024, the full-automated hub will offer about 250,000 sq ft of cleanroom space, and add about one-third wafer production capacity to the company's Singapore operations, bringing its volume to about 1.5 million wafers per year.

The Spark that Lit the Fire
To say that road ahead is challenging would be an understatement, considering the staggering magnitude of the project and the whole lot of expectations to live up to. Imagine the surprise when Global Foundries reached out to explore the prospect of shifting some precast components back to Singapore for production — the likelihood of which was promptly dismissed. A paper exercise was thus

presented in response to the client's proposal, but it became increasingly clear that things were heating up when more queries and arranged site visits arose. Reality started to creep in, and what appeared to be a possibility was no longer one.

On 4 August 2021, the project received its first breath of life, with the IPS team meeting up with the owner representative of GlobalFoundries, who shook on the deal. The game was officially afoot, kicking off the next preparation phase that involved addressing some major concerns, such as manpower allocation and methodology. There was plenty to prepare for, and identifying solutions became of great essence in the race against time.



Big Ambitions, Big Challenges

Standing in the way of progress were the projected figures required for the job. A total count of 44 moulds meant that storage space had to be sufficiently large, while the target for casting came up to about one cast per day over a 24-hour cycle. An additional headcount of 80 workers — at minimum — was also needed to work on the project, which called for high-quality standards. Herein lies the concern: will IPS be well-equipped enough to deliver on the expectations?

The first course of action was to explore various options to accommodate the moulds, which would later find a new home in our ICPH factory due to its 24-hour supply of concrete and proximity to the dormitories. In order to make room for them, existing moulds were moved to another yard, with those in the second level's fitout area cleared out for more production space. On 18 August 2021, the team received their first mould; on 26 August, the first cast was done.

Life is hardly so smooth-sailing, however. Just when things were looking up, Murphy's Law decided to rear its ugly head, and bring a second wave of COVID-19 to the factory and dormitories barely one month into production. Almost all workers ended up being infected or isolated due to close contact, leading to 10 days of total shutdown. Normal production didn't resume till 11 October, and with that came a new set of problems.

For one, there was a pressing need to catch up on lost time. The project already demanded a high output, and the increased backlog only served to exacerbate the situation. Site environment became more dynamic as well, with all involved parties having to cope with new requests and constant changes to planning and scheduling efforts.

Meanwhile, the delayed delivery of rebar and raw materials saw a

disruption to the supply chain — a consequence that carried over to the logistical side of things. In addition to high traffic and 24-hour operations, the team had to coordinate around-the-clock operations for the laydown area and site too.

On 21 January 2022, the last cast was done, spelling the end of a chapter filled with tribulations, frustrations, hard work, and grit.

Overcoming the Odds as One

As the saying goes, "A team is only as strong as its weakest link." The Global Foundries Project wouldn't have become a reality without the extra help offered by TB(ICPH), sub-contractors, and suppliers. Demonstrating the value of resilience, the IPS team also stood together, and covered one another, with the supervisors taking on the casting job themselves when there was insufficient manpower.

More importantly, the flexible and creative approach adopted by the team has proved invaluable to their successful undertaking. Out-of-the-box thinking was the solution to the supply chain issues, which can be boiled down to three main workarounds: doing cut and bend in the factory, setting up more areas around factory for reinforcement, and re-allocating resources.

With the last cast done and dusted, the battle is half-won. The journey continues, and it won't be a bed of roses, but you know what they say — when the going gets tough, the tough gets going. Here at Teambuild, though, we do things a little differently: when the going gets tough, the tough gets going...together. **E**

On behalf of GF, we are delighted with IPS overall performance in production of precast elements. In spite of the COVID situation faced by IPS, IPS persevered during the difficult times and demonstrated their commitment to the agreed timeline. We will definitely consider IPS to be our partner in future.

- Lee Teck Lun, Project Manager (Construction), GlobalFoundries (Owner)

Well versed with coordination and progress tracking system, with mitigation actions to minimize risk and impact especially during this pandemic period. Fast response to change requests and proven track record of meeting schedule without the expense of quality and standard. Kudos to IPS and keep up the great work.

-Louis Lo, Construction Manager, Exyte Singapore Pte Ltd (Main Contractor)



Appreciation to the IPS, Teambuild(ICPH) and ICPH Maintenance Teams, including those who might not be directly involved but have to cover the work of those involved. Great job!

- Raymond Chan, Director, IPS



BY THE NUMBERS...

ACROSS 5 MONTHS OF PRODUCTION



10,958.44 M3
OF CONCRETE



2,669
NO. OF ELEMENTS



1,168 LOAD
NO. OF TRIPS



200.04 M3
HIGHEST SINGLE DAY
OUTPUT

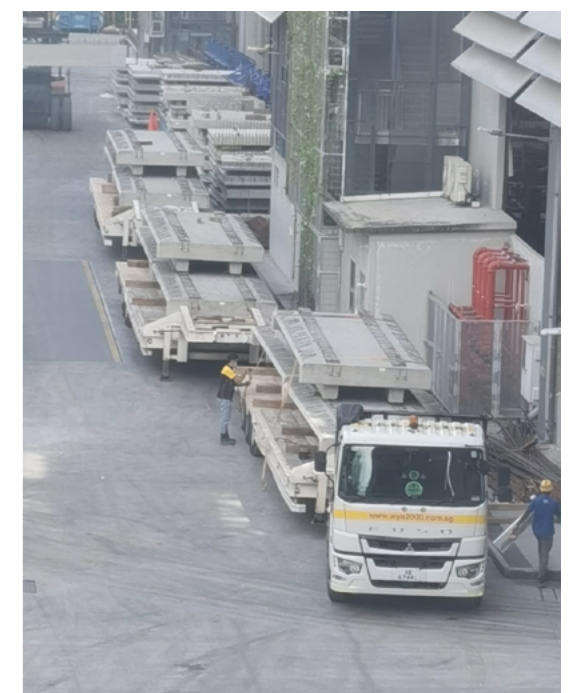


4,631.20 M3
HIGHEST MONTHLY
OUTPUT



25 LOAD
HIGHEST NUMBER OF TRIPS
IN A SINGLE DAY

ALL-TIME RECORD FOR ICPH



**PHOTO
GALLERY**



RICHIE CHEW
DIRECTOR,
TEAMBUILD LAND

WHAT'S ON YOUR DESK?

Our desks can tell their stories...and ours. What's On Your Desk is the new series that explores our colleagues' workspaces and their favourite things.

In the first instalment of this new series, we are delighted to have Richie from our development arm, Teambuild Land, share with us What's On His Desk?



Lego model - reminds us we are in the business of building blocks



A fan to cool myself down when work pressures rise.



Radio for listening to the news.



Mandarin oranges for good luck!



Looking at pretty flowers help me to destress.



Dog figurine - to guard my cubicle!

Lean Construction will enable work to flow reliably and predictably, helping us to work more effectively. Shifting from spontaneous reactions and fire-fighting to detailed planning ahead will help all staff to be less stressful.

We introduced a scoring card to assess the implementation of Lean and TIPS (Teambuild Integrated Planning System) in Q1. This scorecard give us a snapshot of where we are now compared to our goals. We will be doing this assessment every quarter. Let us target to score >3.5 / 5 by end of this year.

If we are able to fully implement Lean Construction, it will take us to the next 30 years.

	Q1	Q2	Q3	Q4
Draycott	3.03			
Project E	3.78			
TGC5	2.87			
YSN3C26	3.30			
YSN4C23	3.65			
Overall	3.33			

LEAN SCORECARD



Scoring is based on the rating (1 to 5) of the below:

- L1 (Master Plan): Monthly reviews conducted
- L1 (Master Plan): Constraints are highlighted and resolved
- L2 (Phase Plan): Takt Planning established
- L2 (Phase Plan / Micro Program): Close linkage of Master Plan with L2 plan
- L2 (Phase Plan / Micro Program): Constraints are highlighted and resolved
- L3/L4 (6 weeks look-ahead): Close linkage of LPS plan with L2 or L1
- L3/L4 (6 weeks look-ahead): Constraints are highlighted and resolved in advance of execution
- L3/L4 (6 weeks look-ahead): Active involvement of sub-contractor and safety teams
- L3/L4 (6 weeks look-ahead): Daily PPC tracked and RCA and corrective/preventive measures are implemented
- L3/L4 (6 weeks look-ahead): Daily communication via WhatsApp or face-to-face toolbox meeting

TIPS SCORECARD

	Q1	Q2	Q3	Q4
Factory - ICPH	3.41			
Factory - IPSP	3.27			
Yard	3.00			
Site	2.67			
Overall	3.09			

Scoring is based on the rating (1 to 5) of the below:

- Real-time wall chart for PPVC Casting: Wall chart reflect the actual status
- Real-time wall chart for PPVC Delivery: Wall chart reflect the actual status
- Real-time wall chart for 2D Casting: Wall chart reflect the actual status
- Real-time wall chart for 2D Delivery: Wall chart reflect the actual status
- Productivity/Cycle time: Casting cycle times are tracked for process improvement
- Quality: Inspection checks are performed for quality improvement
- Quality: Rework hours are tracked and reviewed for improvement
- Inventory accuracy: The quantity in the system is tallied with the quantity in actual physical storage
- Transaction accuracy: Workers scan the QR codes accurately and timely
- Regular review: Regular reviews are conducted using TIPS
- HOD involvement: Reviews conducted to ensure workers are doing the data collection correctly
- Planning: Regularly review and update the system
- Operations: Workers scan the QR codes accurately and timely
- Quality/Rework: Rework hours are tracked for process improvement
- Logistics: Drivers track the start and arrival time accurately and timely
- Use of data: Use of TIPS data to monitor progress and take corrective actions
- Use of data: Use of TIPS data for decision making
- PP09 usage: Ordering of PPVC modules / 2D panels via TIPS
- Use of manual system outside of TIPS: Manual system no longer in use, with the focus on use of TIPS data

LUNCHTIME TALKS ORGANISED BY HR TEAM

The HR team, in their ongoing Employee Engagement efforts, has continued to organise various virtual lunch talks. The 2022 calendar is out; save the dates.

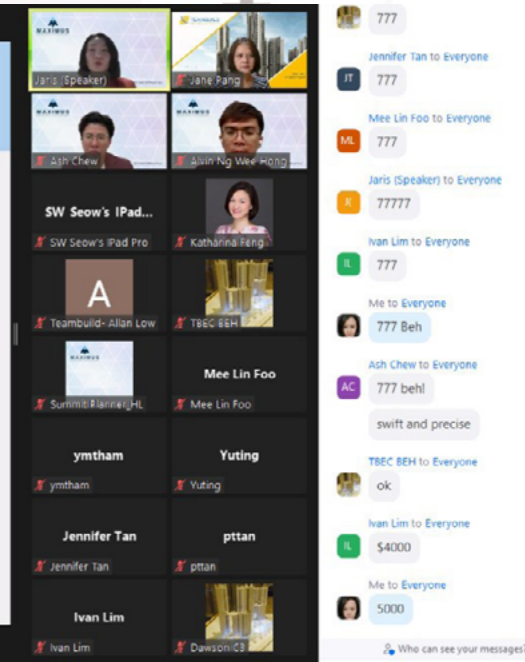
What is CareShield Life?

CareShield Life will provide better protection and assurance in 4 ways

- Lifetime cash payouts**
For as long you are severely disabled, where you cannot perform at least 3 ADLs (Activities of Daily Living: Eating, Bathing, Toileting, Dressing, Walking, Transferring)
- Starting payouts increase over time**
From \$600/month in 2020
- Government Subsidies to make premiums affordable**
No one will lose coverage if they cannot pay premiums
- Premiums can be fully paid by MediSave**

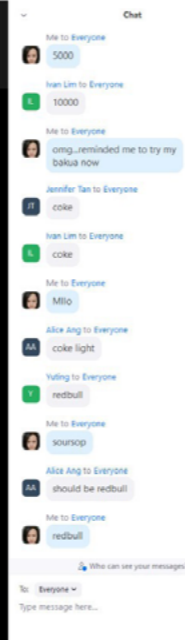
Source: <https://www.icomparelan.com/resources/eldersshield-careshield-life/>

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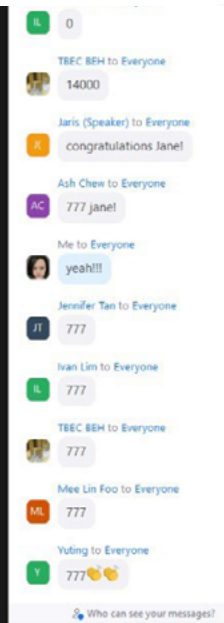
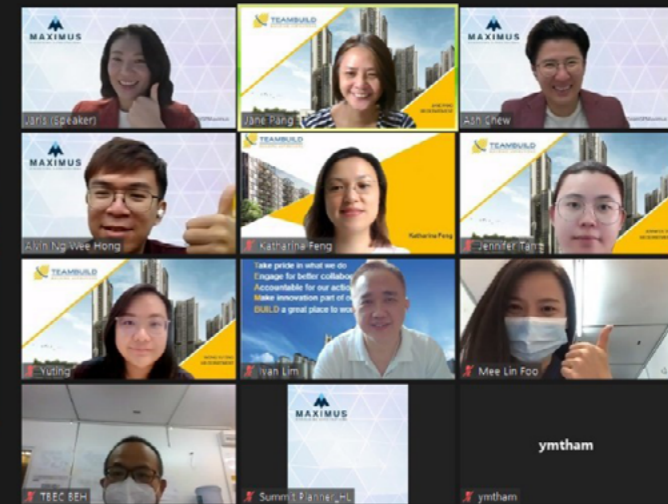
Guess Which Canned Drink Has The Most Sugar?

0g	0g	0g	17g	18g	18g
20g	32g	33g	35g	36g	39g



How to Maximize your CPF like an Expert?

Brought to you by Summit Planners Maximus 10 December 2021



PARA COUNSELLING FOR PEER SUPPORT



MAY 2022

Do you find yourself not knowing what to do or say when your colleague is stressed out, worried, or sad? Do you worry about saying the wrong things that could make the person feel worse? In this session, you will experience para-counselling skills to provide emotional support to fellow colleagues in a workplace environment.

CHOOSING HEALTHIER DISHES



JULY 2022

How do you choose healthier dishes? What is the nutrition of hawker food?

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NG KAI WEI
PROJECT ENGINEER, BUILDING
CONSTRUCTION UNIT



Congratulations to Ng Kai Wei on his successful application for his scholarship!

The next application period for the Teambuild - Seow Kong Cheong Scholarship will be from 14 May to 14 July 2022.

CHEONG SCHOLARSHIP

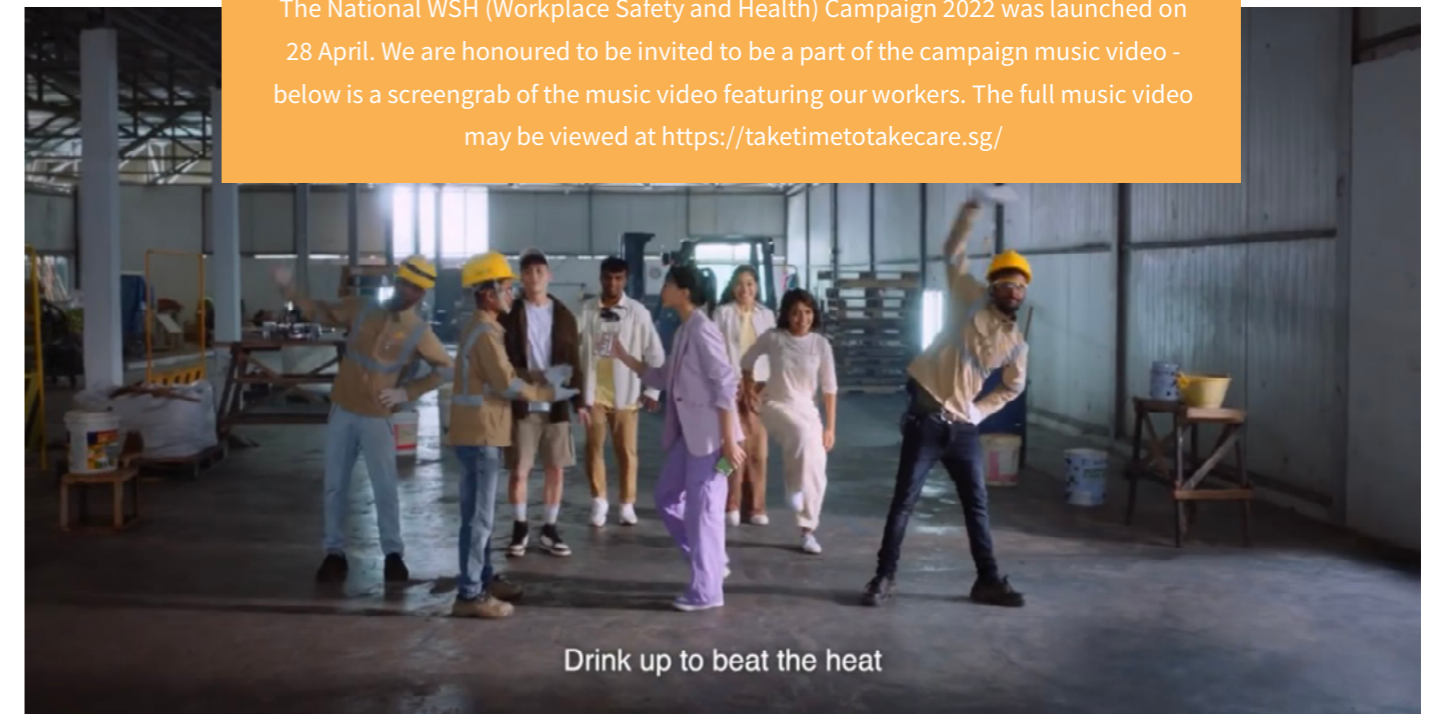


Congratulations to the EHS and Project Team for winning the 3 prestigious HAWOD awards given out by MOH Holdings for 2022!

1. Certificate of Merit – Bukit Panjang Polyclinic and Senja Care Home
2. SAFE Award – Rajkumar Sathish
3. HIRA Award – Allan Low

NATIONAL WSH CAMPAIGN 2022

The National WSH (Workplace Safety and Health) Campaign 2022 was launched on 28 April. We are honoured to be invited to be a part of the campaign music video - below is a screengrab of the music video featuring our workers. The full music video may be viewed at <https://taketimetotakecare.sg/>



SINGAPORE'S BEST EMPLOYERS 2022



We are honoured to be ranked no. 86 in Straits Times - Statista 2022 list of 200 best employers in Singapore that was published on 18 April in the The Straits Times.

We will continue to BUILD A Great Place to Work!

STORIES / IDEAS

We would love to hear from you!

If you have any feedback on how we can improve future issues, please write to engaged@teambuild.com.sg. ENGAGED! would be more engaging if it is for the Teambuild community by the Teambuild community.



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