CAG-T3 Project Safety Time-Out

PROJECT: REPLACEMENT OF TERMINAL 3 MAIN BUILDING CHILLER PLANT, TERMINAL 3 AIR HANDLING STATIONS AND AIR HANDLING UNITS AND LIFE-CYCLE MAINTENANCE OF THESE EQUIPMENT AT CHANGI AIRPORT

Company:	**CBM PTE LTD / CBM SOLUTIONS**
Date:	**29 JUNE 2026 & 1 JULY 2026**
Time:	1600 hrs & 0930 hrs
Venue:	Level B2, Changi Airport Terminal 3, Chiller Plant Room
Conducted by:	Alfi Rosdhi
Head of Department:	Teo Hwee Yean
Project Staff:	1. Teo Hwee Yean (CBMS, CEO) 2. Pang Zi Hao (CBMS, Project Manager) 3. Kelvin (CBMS, Asst Project Manager) 4. Alfi Rosdhi (CBMS, WSH) 5. Eugene Un (CBMS, First Aider) 6. Christian (CBMS, Project Assistant) 7. Farhan (CBMS, Coordinator)
Topics:	1. Conducting safety site walk with Client & CBM Management. Safety walk was conducted on 29 June 2026 around T3 Main Chiller Plant Room & Electrical Room. 2. Review emergency response plan (ERP) & re-emphasize safe work practices 3. Conducting of emergency drill (reenactment) scenario on reporting procedures if any incident/accident accordance to reporting flowchart on 1 July 2026 during TBM 4. Safety Briefing during TBM to all workforce on the works scope risk & hazards 5. Sharing recent cases of WSH Alerts & Advisory by MOM/WSH council 6. Sharing of safety talks by CAG representative to workforce 7. Familiarize workforce on the emergency EAA point & Appointed First-Aider 8. Highlighting of proper 5S housekeeping at work area 9. Explanation to workforce on importance of individual responsibility 10. Individual trade works briefing of Risk Assessment by Supervisor 11. Auditing safety document on individual contractors
Attached Records:	1. **STO**- Inspection Slides with CAG representative 2. **STO**- TBM attendance record 3. **STO**- Photo Session of conducting drill scenario (Reenactment) 4. **STO**- Checklist - June 2026

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CAG T3 – ED/PJT/2024/4 VOLUNTARY SAFETY TIME-OUT INSPECTION

29 June 2026

Your Partner in Facilities Management

AGENDA

1. Conducting safety site walk together with Client & CBM Management. Safety walk was conducted on 29 June 2026 around T3 Main Chiller Plant Room & Electrical Room.
2. Following personnel participated in the site walk:
   - Joel Zhang (CAG, Project Officer)
   - Teo Hwee Yean (CBMS, CEO)
   - Pang Zi Hao (CBMS, Project Manager)
   - Alfi Rosdhi (CBMS, WSH)
   - Eugene Un (CBMS, First Aider)
   - Christian (CBMS, Project Assistant)
   - Farhan (CBMS, Coordinator)

Your Partner in Facilities Management

SITE INSPECTION - CHILLER PLANT ROOM/B2





SITE INSPECTION - CHILLER PLANT ROOM/B2





INSPECTION FINDINGS - CHILLER PLANT ROOM/B2



1. Observed metal trench covers with gap



2. Spill Kit without indicator of validity details

INSPECTION FINDINGS - CHILLER PLANT ROOM/B2



3. MCC Panel raised by timber block



4. MCC Room, Usage of materials canvas type as a head knocker protection on cable tray ends

INSPECTION FINDINGS - CHILLER PLANT ROOM/B2

Summary

S/N	Finding	Corrective Actions
1	Metal trench covers with gap	To covered up the gap
2	Spill Kit in Chiller Plant Room	Check by ENGIE on the Expiry details from supplier & CBM will follow up subsequently in future
3	MCC panel raised by timber block	To be coated with anti-flammable paint, as unpainted timber is a combustible materials.
4	De-energized electrical busbar ends was covered with canvas	To remove all canvas type materials on the cable tray and changed into proper rubber insulated for head knockers.

POSITIVE FEEDBACK - CHILLER PLANT ROOM/B2



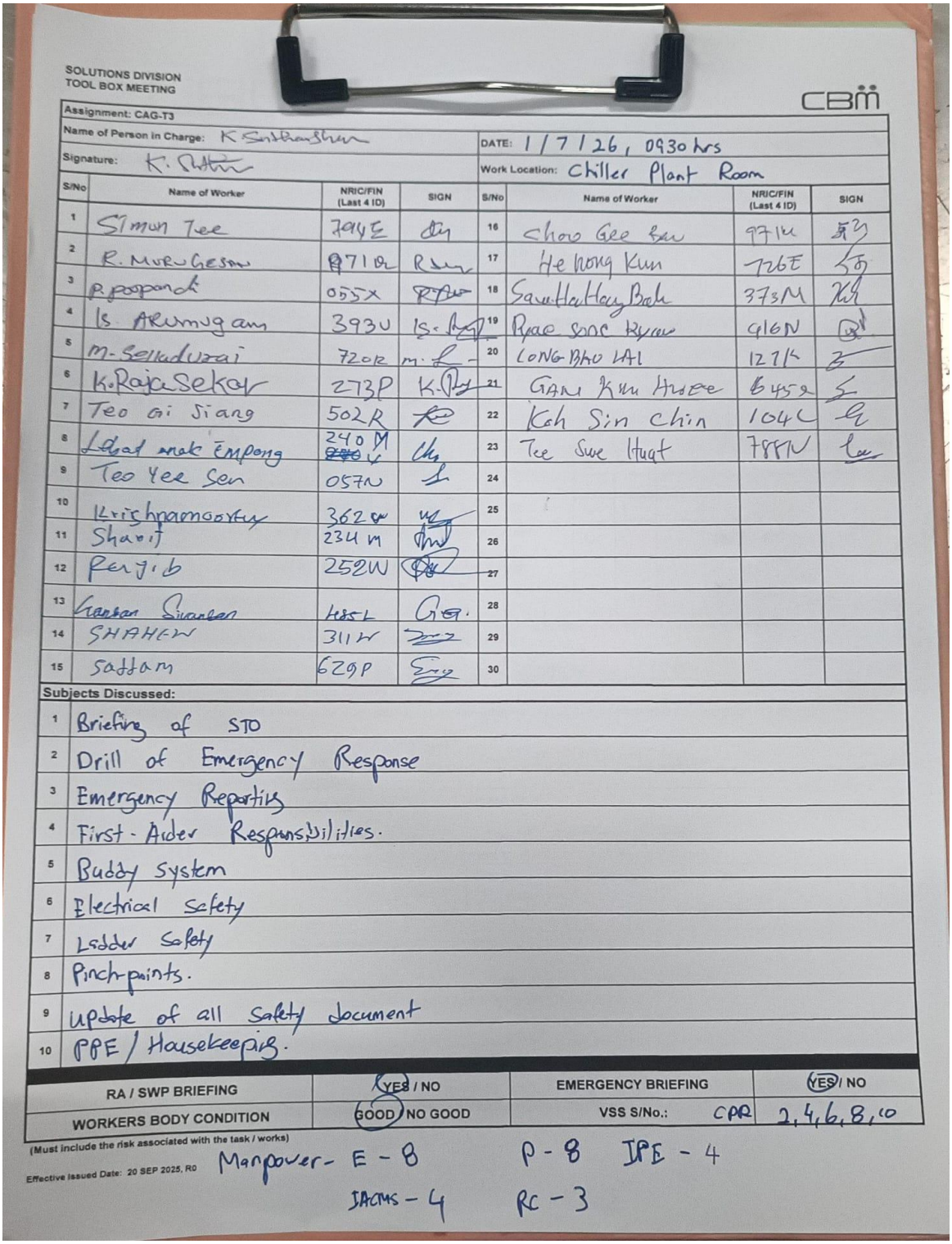
1. Proper Housekeeping & Barricade with safety signages at storage area



2. CCTV deployed to monitor work progression & safety of workers

CAG-T3 Project Safety Time-Out

TBM Attendance Record – CAG-T3 Site



SOLUTIONS DIVISION
TOOL BOX MEETING

CBM

Assignment: CAG-T3

Name of Person in Charge: K Sivathanshan

DATE: 1/7/26, 0930 hrs

Signature: K. Shan

Work Location: Chiller Plant Room

S/No	Name of Worker	NRIC/FIN (Last 4 ID)	SIGN	S/No	Name of Worker	NRIC/FIN (Last 4 ID)	SIGN
1	Simon Tee	794E		16	Chow Gee Sen	971K	
2	R. Murugesan	971R		17	He Hong Kun	726E	
3	P. poopandi	055X		18	Sawatkatkay Bala	373M	
4	Is. Arumugam	393U		19	Ryae Sone Kyaw	916N	
5	M. Selvaduzai	720R		20	LONG BAO LAI	127K	
6	K. Raja Sekar	273P		21	GAN Kim Hwee	645R	
7	Teo Ai Siang	502R		22	Koh Sin Chin	104C	
8	Lhad mak Empong	240M		23	Tee Swe Huat	788N	
9	Teo Yee Sen	057N		24			
10	Krishnamoorthy	362		25			
11	Shavij	234 M		26			
12	Ranjib	252W		27			
13	Kanban Sivanesan	[illegible]		28			
14	SHAHEN	311 H		29			
15	Saddam	629P		30			

Subjects Discussed:

1. Briefing of STO
2. Drill of Emergency Response
3. Emergency Reporting
4. First-Aider Responsibilities.
5. Buddy System
6. Electrical Safety
7. Ladder Safety
8. Pinch-points.
9. Update of all Safety Document
10. PPE / Housekeeping.

RA / SWP BRIEFING	YES / NO	EMERGENCY BRIEFING	YES / NO
WORKERS BODY CONDITION	GOOD / NO GOOD	VSS S/No.: CPR	2,4,6,8,10

(Must include the risk associated with the task / works)

Effective Issued Date: 20 SEP 2025, R0

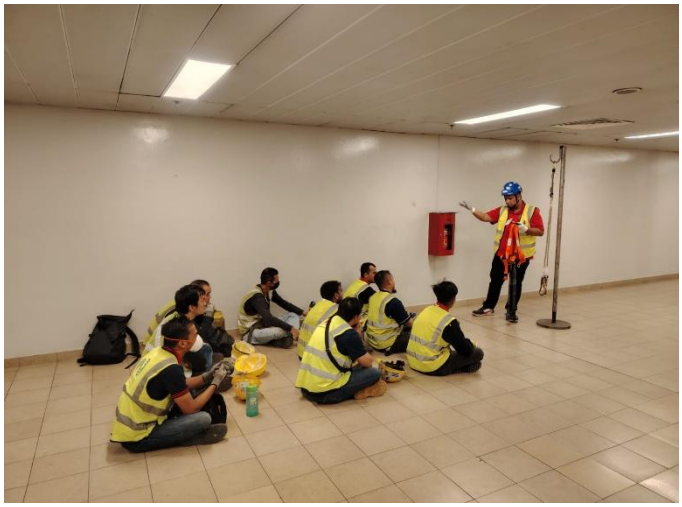
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IACMS - 4 RC - 3

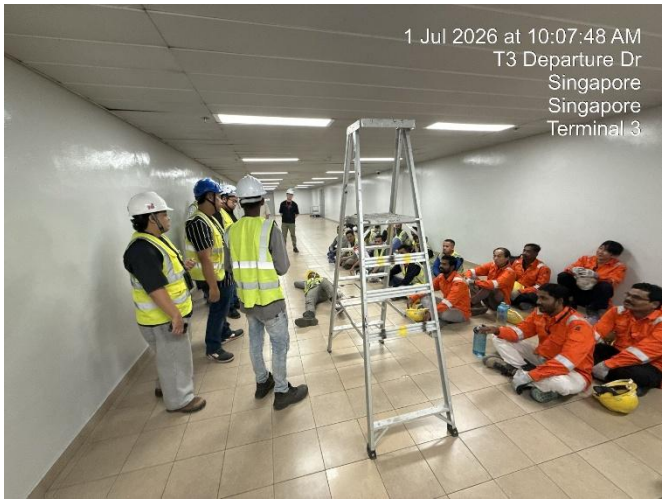
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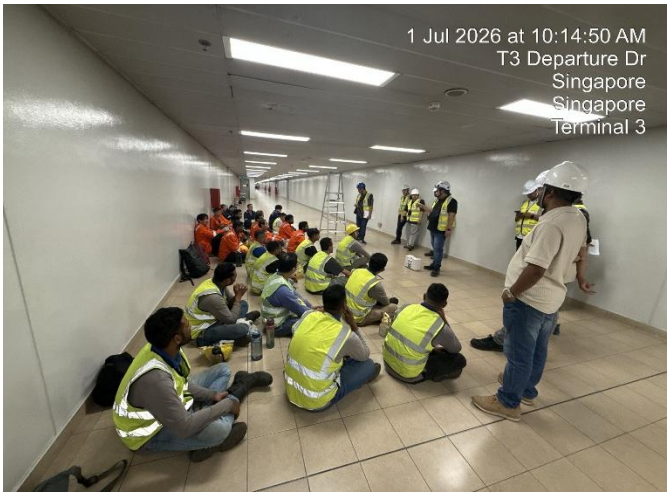
SITE PRACTICES – CAG-T3 Site













- Daily Mass Toolbox Briefing and Monthly In-House Training, Topics - (Ladder & Harness)
- Conducting of Emergency Drill Scenario during TBM for STO
- Heat Stress Awareness
- 5S Housekeeping

SAFETY TIME-OUT CHECKLIST

June 2026

A. A Safety Time-out (STO) is a Workplace Safety and Health (WSH) response measure that involves the temporary suspension of all or part of a company's operations to review risk assessments, improve site safety, and communicate the importance of WSH to all workers.

B. This STO checklist serves to guide your company on steps you should take to review and improve your WSH systems and work processes. You are encouraged to take additional measures beyond those listed.

C. This checklist can be applied to any industry, but also features items that focus on vehicular-related risks. This is because close to half of the fatal accidents in the past three months were vehicular-related. Do ensure that the recent accidents are not repeated at your company.

1	To-Do Items for Top Management [1]	Completion Status	Follow-up Action
1.1	Personally do workplace walk-about(s) to: • encourage workers to report safety risks and near misses to supervisors • ask workers to surface their safety concerns • reassure workers that there are no penalties for reporting • put responsibility on supervisors or project managers to resolve safety risks	Done on 29 June & 1 July 2026	Progressively
1.2	Share learning points from recent fatal accidents from WSHC's WSH Alerts with all workers. Find WSH Alerts here.	Done on 1 July 2026	Safety Time-Out Session Daily Mass TBM Meeting
1.3	[For occupiers] Instruct all contractors and sub-contractors at your worksite to also perform the STO with their workers	Done on 29 June & 1 July 20206	Inspection with CAG representative

2	To-Do Items for Supervisors or WSH Personnel	Completion Status	Follow-up Action
2.1	Update Risk Assessment with new risks and control measures, especially for vehicular-related risks and those from past accidents as outlined in the WSH Alerts.	Completed, 1 July 2026	RA been reviewed accordance to CAG recommendation
2.2	Conduct workshops or meetings with workers to recap site safety and how they can uphold good WSH standards.	Done on 1 July 2026	Daily Toolbox Meeting & Monthly Training
2.3	Ensure that all workers are briefed on key risks and follow safe work procedure, especially for any new risks identified in the Risk Assessment.	Briefed on 1 July 2026	Daily Toolbox Meeting & Newly Onboard personnel
2.4	Confirm that personnel are adequately trained before being assigned work.	Done on 1 July 2026	Monthly Safety Training
2.5	Check that machinery/equipment/vehicles are used properly in the way they have been designed (e.g. no overloading, no ferrying of workers or hanging loads on forklift forks, no	On Daily Basis	Daily Operation Monitoring

[1] "Top management" refers to the chief executive, managing director, or other similar officer in the company purporting to act in any such capacity.

	use of vehicles or forklift as step platforms or ladders).		
2.6	Check that there are clearly marked demarcation between workers and vehicular movement, and that all workers comply with the demarcation.	Briefing during daily toolbox meeting	Daily Operation Monitoring
2.7	Consider the need to install: • more convex mirrors or deploy additional signalmen/banksmen to eliminate vehicle blind spots; • more road humps to reduce vehicle speed; • more barriers to keep workers and vehicles apart.	NA	NA
2.8	Check that all vehicle drivers/operators follow safe procedure for parking vehicles (e.g. engage parking brakes, install wheel chocks especially when on slopes).	NA	NA
2.9	Check that loading and unloading activities are carried out on flat and stable ground, and that workers are not exposed to being struck by toppling loads.	Briefing during daily toolbox meeting	Daily Operation Monitoring
2.10	Check that workers know how to secure loads without over-loading vehicles.	Briefing during daily toolbox meeting	Daily Operation Monitoring
2.11	[After the STO] Compile and communicate the recommendations and action plans arising from the STO to top management and all workers.	Completed on 1 July 2026	Include CAG Representative participation
2.12	[After the STO] Monitor the progress and effectiveness of STO follow-up action(s).	Progress Monitoring	Progress Monitoring