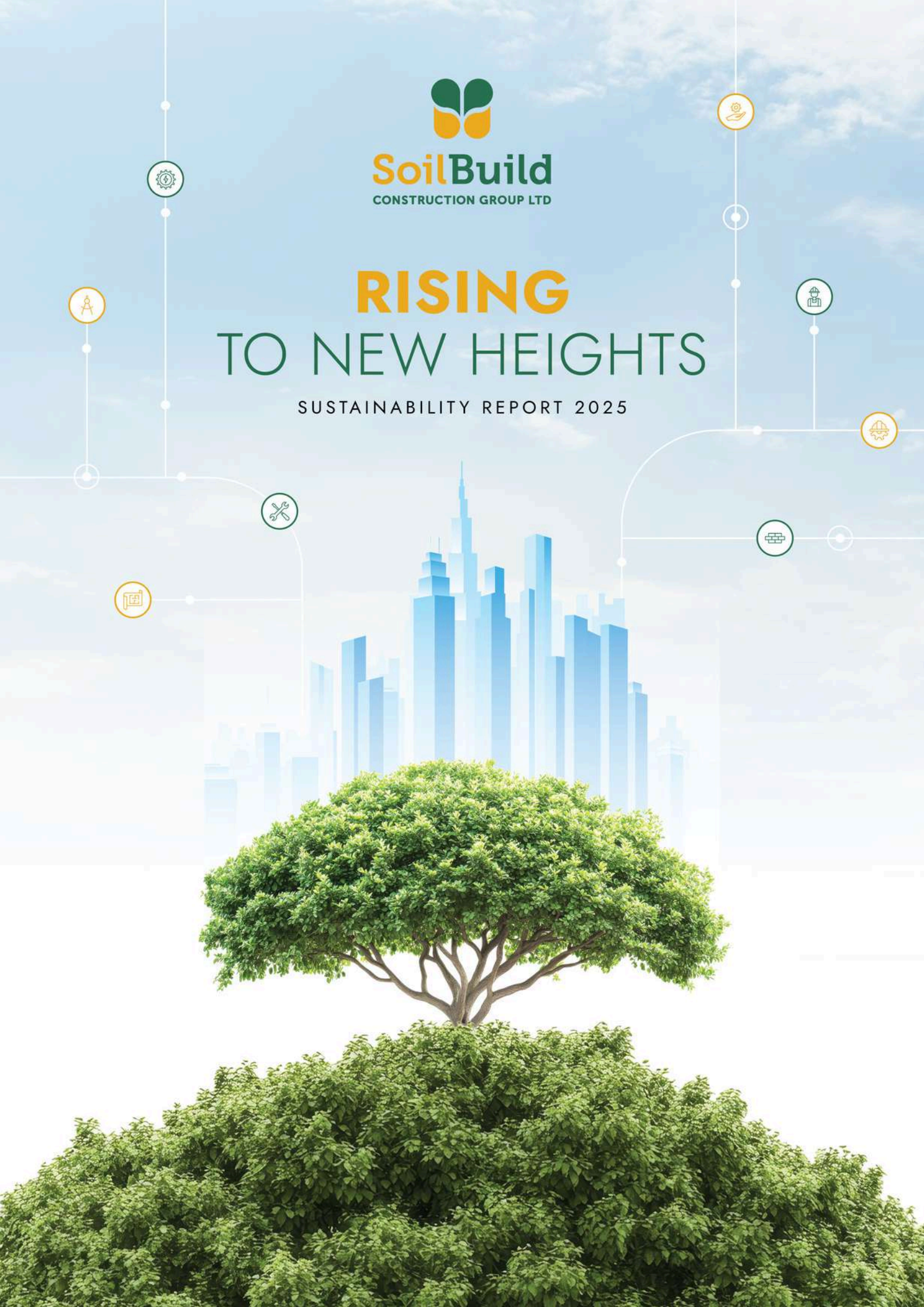




**SoilBuild**  
CONSTRUCTION GROUP LTD

# RISING TO NEW HEIGHTS

SUSTAINABILITY REPORT 2025



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# ABOUT THIS REPORT

Soilbuild Construction Group Ltd. (“Soilbuild” or “the Company”), together with its subsidiaries (“the Group”), is proud to present our Sustainability Report for the financial year ended 31 December 2025 (“FY2025”). This Report outlines the Group’s environmental, social and governance (“ESG”) performance, initiatives and progress for the period from 1 January 2025 to 31 December 2025.

Sustainability remains integral to the Group’s long-term value creation strategy. As a leading builder in Singapore and the region, we recognise our responsibility to operate in a manner that supports environmental stewardship, social well-being and sound corporate governance. This Report reflects our continued commitment to transparency, accountability and responsible business practices across our operations and value chain.

## Reporting Scope and Boundary

This Report covers the Group’s principal business segments across our operations in Singapore and Malaysia:

- Construction
- Precast and Prefabrication

The reporting boundary is determined based on the Group’s level of operational control, the materiality of sustainability impacts and the availability of reliable and verifiable data. Joint ventures and associate entities are excluded unless otherwise stated.

In FY2025, Myanmar entities remain excluded from the reporting scope due to ongoing political instability and operational constraints that affect data reliability, comparability and consistency. The Group will continue to monitor developments and reassess inclusion when stable conditions allow for credible data collection.

## Reporting Framework

### Global Reporting Initiative Standards

This Report has been prepared with reference to the Global Reporting Initiative (“GRI”) Standards (2021), a widely recognised framework for sustainability reporting. The GRI Standards guide the identification of the Group’s material ESG topics and the disclosure of relevant indicators to ensure transparent and consistent reporting.

### Task Force on Climate-related Financial Disclosures

Climate-related disclosures are guided by the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations, covering the four pillars of governance, strategy, risk management, and metrics and targets. This framework supports the Group in assessing and managing climate-related risks and opportunities.

### Greenhouse Gas Protocol

The Group’s greenhouse gas (“GHG”) emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, covering Scope 1 and Scope 2 emissions, with progressive enhancement towards Scope 3 assessment.

## United Nations Sustainable Development Goals

Selected initiatives and disclosures are aligned with the United Nations Sustainable Development Goals (“UN SDGs”), reflecting the Group’s contribution to global sustainable development.

## Internal Review and Assurance

The Group maintains established internal control systems and data verification procedures to support the accuracy and reliability of information disclosed in this Sustainability Report.

In accordance with Rule 711B(3) of the Singapore Exchange Securities Trading Limited (“SGX-ST”) Mainboard Listing Rules, and with reference to the guidance under Practice Note 7.6 – Sustainability Reporting Guide, the Group’s sustainability reporting process has been subjected to internal review by the Group’s internal auditors.

The Group has also engaged an external ESG consultant to provide advisory support on the materiality assessment process, reporting framework alignment, and disclosure enhancement.

After due consideration, the Board has determined that independent external assurance is not required for FY2025. The need for external assurance will continue to be evaluated as the Group’s sustainability reporting practices and data management processes mature.

## Availability and Feedback

This Sustainability Report should be read in conjunction with the Group’s Annual Report 2025 and is available on our corporate website at: <https://www.soilbuildconstruction.com>

We welcome feedback from stakeholders to improve our sustainability practices and disclosures. Queries or comments may be directed to: [sbcg.sustirpt@soilbuild.com](mailto:sbcg.sustirpt@soilbuild.com)



# CHAIRMAN STATEMENT

## Mr Lim Chap Huat

### Executive Chairman

### Soilbuild Construction Group Ltd.

Dear Stakeholders,

I am pleased to present Soilbuild Construction Group Ltd.'s Sustainability Report for the financial year ended 31 December 2025.

As the built environment sector continues to evolve in response to climate change, technological innovation and rising sustainability expectations, the construction industry has an increasingly important role in shaping resilient and sustainable communities. At Soilbuild, sustainability remains integral to how we conduct our business and create long-term value for our stakeholders.

The Board remains committed to strengthening the Group's sustainability governance and ensuring that ESG considerations are integrated into our strategic planning, risk management and operational practices.

### Strengthening Sustainable Growth

During the year, we continued to make meaningful progress in advancing our sustainability journey, strengthening our commitment to responsible growth while enhancing the resilience and long-term competitiveness of our business. As the built environment sector evolves in response to climate change and rising stakeholder expectations, we remain focused on embedding sustainability into our strategy, operations, and value chain.

During the year, we took concrete steps to support the transition to a low-carbon economy. We introduced electric vehicle ("EV") charging infrastructure at our premises to encourage the adoption of cleaner transportation and support more sustainable commuting practices among our employees. This initiative reflects our broader efforts to integrate sustainability into everyday operations while contributing to the reduction of indirect emissions.

We also advanced our renewable energy adoption with the installation of photovoltaic ("PV") systems at selected factory units. Once operational, these systems will generate renewable electricity to support our operational needs, reduce reliance on grid energy, and strengthen our energy resilience over the long term.



At the operational level, we continued to explore and implement lower-emission construction solutions. The deployment of an electric crawler crane during the year demonstrates our commitment to reducing on-site diesel consumption, improving energy efficiency, and adopting more sustainable construction practices, while maintaining operational performance.

Recognising that sustainability extends beyond our own operations, we also strengthened engagement with our suppliers and subcontractors. Through targeted initiatives such as our Sustainability Day, we seek to build shared understanding, enhance capabilities, and align our value chain with our sustainability goals.

We will continue to build on these foundations by accelerating the adoption of green technologies, strengthening our environmental performance, and deepening collaboration across our value chain. We are confident that these efforts will position the Group to navigate the evolving sustainability landscape, capture emerging opportunities, and deliver sustainable value for our stakeholders.



# CHAIRMAN STATEMENT

## Building Responsibly for a Low-Carbon Future

The global transition towards a low-carbon economy presents both challenges and opportunities for the construction sector. Governments, regulators and industry stakeholders are increasingly emphasising sustainable construction practices, climate resilience and transparent sustainability reporting.

At Soilbuild, we view these developments positively. They encourage innovation, improve industry standards and support the long-term sustainability of the built environment. The Group continues to strengthen its environmental monitoring and emissions management capabilities, while exploring construction methods and technologies that support greater resource efficiency and reduced environmental impact.

We also recognise the importance of remaining responsive to evolving regulatory frameworks and sustainability reporting requirements. By strengthening our data management processes and enhancing our sustainability governance framework, the Group is better positioned to manage emerging risks while capturing opportunities in the transition towards a more sustainable built environment.

At the same time, we remain deeply committed to safeguarding the health and safety of our workforce. Ensuring a safe working environment for employees and contractors remains fundamental to our operations and a key priority for the Board.

## Looking Ahead

Looking ahead, the sustainability landscape will continue to evolve rapidly as climate considerations, regulatory developments and stakeholder expectations shape the future of the industry. Soilbuild will continue to strengthen our sustainability practices, enhance transparency in our disclosures and integrate responsible construction principles across our operations.

By embracing innovation, strengthening governance and maintaining a strong commitment to responsible business practices, we aim to contribute meaningfully to Singapore's sustainability ambitions while delivering long-term value to our stakeholders.

On behalf of the Board, I would like to express my sincere appreciation to our employees, clients, partners and shareholders for their continued trust and support. Together, we will continue to build responsibly and shape a more sustainable future.

**Mr. Lim Chap Huat**  
**Executive Chairman**  
**Soilbuild Construction Group Ltd.**



## BOARD STATEMENT

The Board of Directors of the Group is committed to integrating sustainability into the Group's long-term strategy, operations and decision-making processes. As a leading builder in Singapore and the region, we recognise the important role the built environment sector plays in addressing climate change, resource efficiency and responsible urban development.

The Board provides oversight of the Group's sustainability direction and ensures that ESG considerations are incorporated into our strategic planning and risk management processes. Sustainability performance and progress on key initiatives are regularly reviewed by the Board, with management responsible for implementing the Group's sustainability strategy across operations.

During the financial year, the Group continued strengthening its sustainability governance framework and enhancing the transparency of our ESG disclosures. We have further improved our GHG emissions monitoring and data management processes to ensure more robust and reliable reporting. These efforts support the Group's transition toward more structured climate-related reporting and enable better identification and management of climate-related risks and opportunities.

The Board also works closely with management to guide the development of the Group's climate strategy, including the establishment of emissions reduction targets and the adoption of initiatives that improve resource efficiency, reduce environmental impact and support low-carbon construction practices.

Beyond environmental stewardship, the Board remains committed to maintaining high standards of corporate governance, safeguarding employee health and safety, and contributing positively to the communities in which we operate. These priorities are essential in maintaining the trust of our stakeholders and strengthening the resilience of our business.

The Board has reviewed and approved the material sustainability topics, targets and disclosures presented in this Sustainability Report. We believe that transparency and accountability are fundamental to sustainable value creation.

Looking ahead, Soilbuild will continue to enhance our sustainability practices, strengthen climate resilience, and contribute to the development of a more sustainable built environment. With the continued support of our stakeholders, we remain confident in our ability to deliver long-term value while building responsibly for future generations.

**Board of Directors**  
**Soilbuild Construction Group Ltd.**



## SUPPORT THE UN SDGS

In September 2015, the UN SDGs were adopted by 193 Member States, establishing a global framework to address pressing social and environmental challenges. The SDGs recognise the vital role of the private sector in driving sustainable development through innovation, responsible business practices, and strategic investment.

As a responsible corporate organisation, the Group supports the principles of the 17 UN SDGs and integrates relevant goals into our corporate strategy and operations. Guided by our FY2025 business strategy, we have identified the SDGs most aligned with our business activities and long-term objectives, reinforcing our commitment to sustainable value creation and positive societal impact.

### Alignment with United Nations Sustainable Development Goals

The Group recognises that long-term business resilience and value creation are closely linked to the well-being of people, inclusive growth, and effective climate action. In alignment with the UN SDGs, the Group integrates sustainability considerations into its governance, operations, and business practices. The following highlights how the Group supports the goals through its core activities and management practices.



The Group prioritises the health and safety of employees and contractors by implementing structured workplace health and safety management systems aligned with industry standards such as ISO 45001. Regular safety training, risk assessments, and site monitoring help ensure safe working environments across construction sites and operational facilities.



The Group promotes a fair and inclusive workplace where employment, remuneration, and career development opportunities are based on merit and capability. Policies prohibiting discrimination and harassment support an equitable work environment and reinforce the Group's commitment to diversity and equal opportunity.



The Group contributes to economic growth by providing stable employment opportunities and supporting workforce development through training and professional development programmes. These initiatives strengthen workforce capabilities while supporting the growth of the built environment sector.



The Group promotes responsible resource management by improving material efficiency, reducing construction waste, and incorporating sustainable materials such as green concrete and recycled construction materials in projects. Digital construction technologies are also adopted to optimise resource use and minimise environmental impact.



The Group manages its environmental footprint by monitoring energy consumption and greenhouse gas emissions, while implementing initiatives such as solar energy adoption, energy efficiency improvements, and the use of lower-carbon construction materials to support the transition towards a lower-carbon economy.



The Group upholds strong corporate governance and ethical business conduct through robust internal controls, anti-corruption policies, and compliance with regulatory requirements. These practices promote transparency, accountability, and responsible decision-making across the organisation.

Through these initiatives, the Group demonstrates its commitment to supporting the UN SDGs in a manner aligned with its operational scale and business context, while progressively strengthening its sustainability performance and disclosures.



# ABOUT THE COMPANY



## Our Vision

**To be the preferred multi-disciplinary construction company first in Asia Pacific, then global.**



## Our Mission

**To deliver optimal construction and management solutions to our partners and customers, and to enhance shareholder value.**

### Key Business Activities

The Group's operations span the entire construction value chain, from design development to project completion and maintenance.

The Group delivers a wide range of industrial, commercial, and residential developments, including business parks, manufacturing facilities, warehouses, and housing projects. Through its design-and-build capabilities, the Group integrates engineering expertise with construction execution to deliver complex projects efficiently.

Sustainability considerations are increasingly embedded into project delivery. The Group adopts sustainable construction practices such as the use of green concrete, energy-efficient systems, and renewable energy technologies to reduce environmental impact across its operations.

Innovation also plays a key role in strengthening the Group's competitiveness. The Group collaborates with industry partners and academic institutions, including the National University of Singapore, to develop new building technologies and environmentally friendly construction materials.

In addition, the Group places strong emphasis on workforce capability development. Training programmes, robust workplace safety practices, and industry partnerships support the development of a skilled workforce aligned with the transformation of the built environment sector.



# ABOUT THE COMPANY

## Business Overview

### Services Offered

The Group provides a comprehensive range of services across the construction lifecycle, delivering integrated solutions for both public and private sector developments. Leveraging decades of industry experience and technical capabilities, the Group supports projects from conceptualisation through to completion.

Core services include:

- **Design and Build:** Provision of integrated design and construction solutions tailored to client requirements, enabling efficient project delivery and streamlined coordination.
- **Construction:** Execution of a diverse portfolio of projects including business parks, manufacturing facilities, warehouses and housing projects.
- **Turnkey Construction:** End-to-end project delivery encompassing planning, engineering, procurement, construction, and commissioning to ensure seamless execution.
- **Project Management Consultancy:** Professional oversight of project planning, scheduling, cost control, and quality management to ensure projects are delivered on time and within budget.
- **Procurement Services:** Strategic sourcing and management of construction materials, equipment, and specialised services to ensure quality, cost efficiency, and supply chain reliability.
- **Mechanical and Electrical Installation:** Installation and integration of mechanical, electrical and plumbing systems essential for modern building infrastructure.
- **Precast and Prefabrication Solutions:** Advanced construction solutions including Prefabricated Pre-finished Volumetric Construction (“**PPVC**”), Prefabricated Bathroom Units (“**PBU**”), and prefabricated Mechanical, Electrical and Plumbing (“**MEP**”) modules to improve construction productivity and quality.

These capabilities enable the Group to support the built environment sector with efficient, innovative, and sustainable construction solutions.

## Value Chain Overview

The Group’s value chain spans the entire lifecycle of construction projects, from project origination and design through to construction delivery and post-completion support. By integrating design, construction, prefabrication manufacturing, and project management capabilities, the Group enhances operational efficiency while supporting sustainable construction practices across the built environment.

### Construction Value Chain

- **Project Development & Tendering:** Engagement with project owners, developers and government agencies to secure construction contracts through competitive tendering and project proposals.
- **Design & Engineering:** Collaboration with architects, engineers and consultants to develop efficient building designs incorporating sustainable construction practices and Design for Manufacturing and Assembly (“**DfMA**”) methods.
- **Procurement & Supply Chain Management:** Strategic sourcing of construction materials, equipment and subcontracted services from qualified suppliers, with increasing emphasis on environmentally responsible materials and local sourcing.
- **Precast & Prefabrication Manufacturing:** Production of prefabricated components including PPVC modules, PBU and prefabricated MEP modules at the Group’s manufacturing facilities.
- **Construction & Project Execution:** On-site construction activities including structural works, installation of mechanical and electrical systems, quality assurance, safety management and project supervision.
- **Project Completion & Handover:** Final inspections, regulatory compliance checks and project handover to clients.
- **Operations Support & Maintenance:** Post-completion support and engagement with clients to ensure building performance and operational reliability.



## BUSINESS MEMBERSHIPS AND CERTIFICATIONS

The Group upholds high standards of health and safety for our employees. To ensure that our performance is on par with industry standards.

Certificate	
Name of Certificate	Year of Issuance
<b>Construction Segment</b>	
ISO 9001:2015 Quality Management	2025
ISO 45001:2018 Occupational Health and Safety Management	2025
ISO 14001:2015 Environmental Management System	2025
BSI Kitemark™ Certification for ISO 19650-1:2018 and ISO 19650-2:2018	2025
BizSAFE STAR	2025
<b>Precast Segment</b>	
ISO 9001:2015 Quality Management	2024
ISO 45001:2018 Occupational Health and Safety Management	2024
ISO 14001:2015 Environmental Management System	2024
BizSAFE STAR	2024
Singapore Green Building Product Certificate	2024
PBU Manufacturer Accreditation Scheme	2024
Precaster Accreditation Scheme awarded by Category PC1A & PC1	2018



## BUSINESS MEMBERSHIPS AND CERTIFICATIONS

Awards	
Name of Award	Year of Award
<b>Corporate Level</b>	
Company of Good – Champion of Good	2025
Great Place to Work	2025
President’s Certificate of Commendation for Pilot to Facilitate Entry of Workers in the Construction, Marine and Process Sectors	2023
<b>Construction Segment</b>	
BCA Awards 2025 – Project of the Year Award Finalist (Industrial) – RedLion 2 Project	2025
Safety and Health Award Recognition for Projects (SHARP) for PR1A-Soitec P5000 Project	2025
Safety and Health Award Recognition for Projects (SHARP) for 29 NIR Project	2025
RoSPA Health & Safety Award - Gold Award - Soil-Build (Pte.) Ltd.	2025
RoSPA Health & Safety Award - SilverAward - SB Procurement Pte. Ltd.	2025
Safety and Health Award Recognition for Projects (SHARP) for Pall Lion Project	2024
Safety and Health Award Recognition for Projects (SHARP) for Verticus Project	2024
RoSPA Health & Safety Award – Gold Award – Soil-Build (Pte.) Ltd.	2024
RoSPA Health & Safety Award – Silver Award – SB Procurement Pte Ltd	2024
Progressive Wage Award Mark for Paying Progressive Wages to Uplift Lower Wage Workers	2023
1st Prize for Building Information Modelling Contest Singapore 2023 for Architecture & Structure II Category	2023
Green Mark Accredited Professional	2023
RoSPA Health & Safety Award – Silver Award	2023
RoSPA Health & Safety Award – Gold Award	2021
BCA Green and Gracious Builder Award (Merit) Certificate	2021





# SUSTAINABILITY DEVELOPMENT POLICY

## Good Governance

Transparent and Ethical Business Practices: The Group is committed to transparency in all corporate dealings and decision-making processes. This includes open communication with stakeholders about our sustainability efforts and performance.

- **Anti-Corruption:** All operations are conducted with the highest levels of integrity and ethics. We stand against corruption, bribery, and unethical conduct in all business activities.
- **Accountability in Data Privacy & Cybersecurity:** We establish clear responsibilities and accountability for sustainability at all organizational levels. This includes regular reviews and audits of our practices and policies.
- **Stakeholder Engagement:** Engaging with stakeholders—including clients, employees, suppliers, and the community—is essential. Their feedback helps shape and improve our sustainability initiatives.

## Continuous Improvement through Digitalization and Innovation

We are dedicated to continual improvement through innovation and adaptation. Our sustainability goals and metrics are regularly reviewed and updated to reflect best practices and emerging standards.

The Sustainability Team, led by the Executive Director and Group Chief Executive Officer ("CEO"), is responsible for overseeing policy implementation and tracking performance. Regular audits ensure compliance with the sustainability framework, while stakeholder feedback is actively solicited and incorporated to align with evolving expectations and goals.

This policy reflects the Group's unwavering commitment to sustainability and serves as a guiding framework for achieving long-term positive impacts for our environment, communities, and stakeholders.



# SUSTAINABILITY DEVELOPMENT STRATEGY

## Strengthening Data Transparency

Enhance internal processes to ensure accurate measurement and reporting of Scope 1, Scope 2, and, where relevant, Scope 3 emissions.

Adopt data collection system for emissions tracking to provide real-time visibility into our environmental performance.

## Stakeholder Engagement

Conduct a comprehensive stakeholder survey to identify material ESG issues, including emissions reduction priorities.

Leverage stakeholder insights to shape our sustainability strategy and establish relevant targets.

## Target Setting

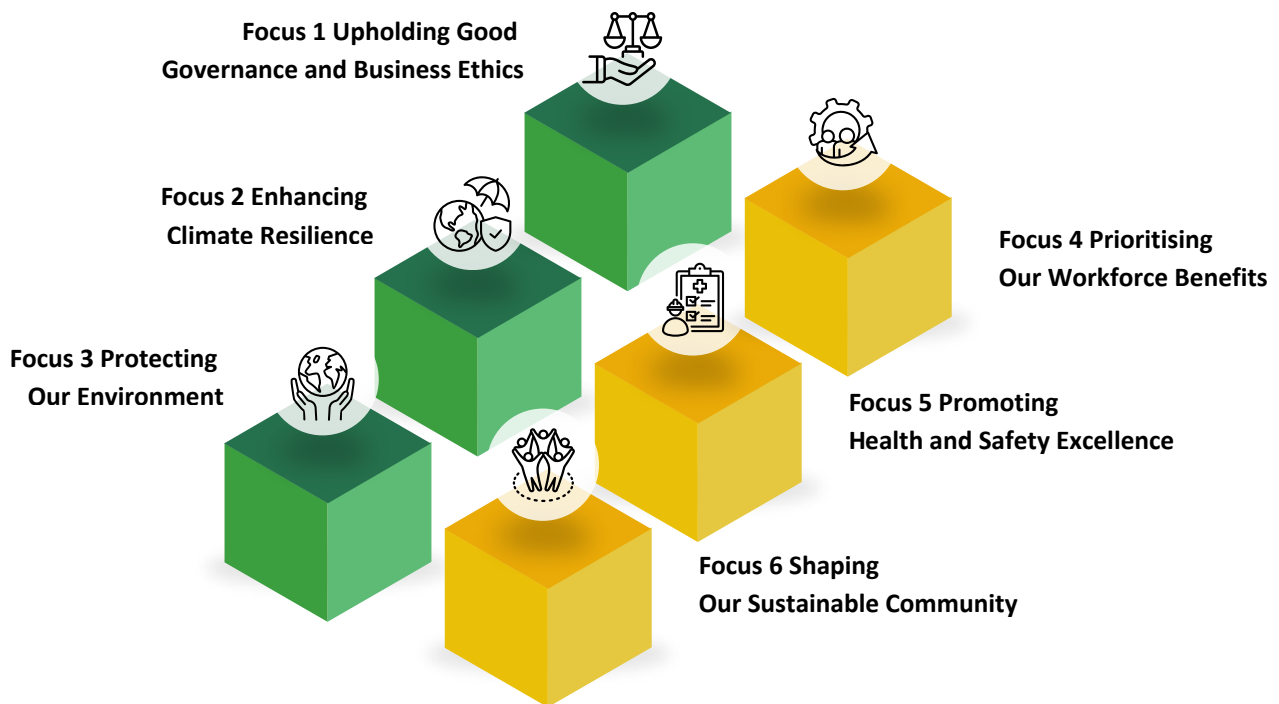
Align mid-term targets with Singapore’s enhanced carbon tax framework, focusing on significant reductions by 2030.

Commit to setting long-term targets in line with the UN SDGs and global climate action frameworks, including net-zero ambitions by 2050.

## Operational Initiatives

Promote energy efficiency measures across operations and partnered with third-party vendors.

## Our Key Focus



## Policy Commitment

The Group is committed to conducting its business in a responsible, ethical, and sustainable manner. Sustainability considerations are integrated into our business strategy, operational decision-making, and risk management processes to ensure long-term value creation for our stakeholders.

Our commitment is guided by compliance with applicable laws and regulations in the jurisdictions where we operate, including environmental, labour, health and safety, and data protection requirements. In Singapore, our operations align with national regulatory frameworks such as the Environmental Public Health Act, Workplace Safety and Health Act, and the Personal Data Protection Act.

The Group maintains policies and management systems that guide responsible practices across key sustainability areas, including:

- Environmental management and resource efficiency
- Occupational health and workplace safety
- Fair employment and labour practices
- Ethical business conduct and anti-corruption
- Responsible supply chain management
- Data privacy and information security

Through these policies, we aim to minimise environmental impacts, safeguard the well-being of employees and contractors, uphold fair and ethical business practices, and deliver high-quality projects that contribute positively to the built environment.

The Board of Directors provides oversight of sustainability matters and reviews the Group's sustainability performance and risk management processes on a periodic basis. Management is responsible for implementing sustainability policies, monitoring operational performance, and strengthening internal controls to ensure that our commitments are translated into effective practices across the organisation.

The Group will continue to enhance its sustainability governance framework and policies to align with evolving regulatory expectations, industry best practices, and stakeholder priorities.



## Remediate Negative Impacts from Our Operation Activities

The Group recognises that construction and engineering activities may give rise to environmental and social impacts if not properly managed. These may include construction noise and dust, waste generation, energy consumption, occupational safety risks, and potential impacts on surrounding communities.

To address these risks, the Group implements structured management systems and operational controls designed to prevent, mitigate, and remediate potential adverse impacts arising from our activities.

Environmental impacts are managed through site-level controls, including dust suppression measures, noise management, proper waste segregation and disposal, and compliance with environmental regulations and project-specific environmental management plans. Construction activities are monitored to ensure compliance with applicable regulatory requirements and project specifications.

Occupational health and safety risks are mitigated through risk assessments, safety training, and strict adherence to workplace safety procedures. The Group implements site safety inspections, incident reporting protocols, and corrective actions to address any identified safety concerns.

Where incidents or adverse impacts occur, the Group undertakes appropriate corrective and preventive actions. These may include:

- Immediate containment and mitigation measures.
- Investigation of root causes.
- Implementation of corrective actions to prevent recurrence.
- Engagement with affected stakeholders where relevant.

Feedback channels such as whistleblowing mechanisms, grievance reporting procedures, and stakeholder communication platforms allow employees, contractors, and external parties to raise concerns relating to operational impacts or misconduct. All reports are handled in accordance with established investigation and resolution procedures.

Through continuous monitoring, incident reviews, and improvement initiatives, the Group seeks to strengthen its operational practices, minimise adverse impacts, and ensure responsible project delivery across all its activities.



# SUSTAINABILITY GOVERNANCE

The Board of Directors has ultimate responsibility for overseeing the Group's sustainability strategy, climate- and ESG-related risks and opportunities, and related disclosures. In discharging its duties, the Board ensures that sustainability considerations are integrated into the Group's overall business strategy, risk management framework, and capital allocation decisions, while maintaining compliance with the SGX sustainability reporting requirements and the Singapore Code of Corporate Governance.

The Board reviews and monitors the Group's material ESG matters, sustainability priorities, performance indicators, and targets on a regular basis. This oversight includes evaluating the potential impact of sustainability-related risks and opportunities on the Group's operations, financial performance, and long-term resilience, and ensuring that appropriate governance structures, internal controls, and accountability mechanisms are in place.

Management is responsible for the execution of the Group's sustainability strategy. The Sustainability Team, led by the Executive Director and Group CEO and comprising senior representatives from key business units, supports the Board in identifying, assessing, and managing material ESG risks and opportunities. The team oversees the implementation of sustainability initiatives, monitors performance against established targets, and reports progress to the Board. Through this structured governance approach, sustainability is embedded into operational processes, enterprise risk management, and corporate planning, supporting long-term value creation.

## Board Diversity

The details of our Board of Directors are as follows:

Name	Gender	Position
Lim Chap Huat	Male	Executive Chairman
Lim Han Ren	Male	Executive Director and Group CEO
Lim Cheng Hwa	Female	Non-Executive Director
Chee Wee Kiong	Male	Lead Independent Director
Ng Fook Ai Victor	Male	Independent Director
Chiam Tao Koon	Male	Independent Director

The Board recognises that diversity is an important component of effective governance and strategic oversight. A diverse Board brings together a broad range of perspectives, professional experiences and backgrounds, enabling more robust discussions and well-balanced decision-making. The Group therefore seeks to maintain an appropriately diverse Board that reflects a mix of gender, age, experience, skills and industry knowledge relevant to the Group's long-term development.

As at the reporting date, the Board comprises six Directors, including one female Director. The Company has established a target to maintain at least one female representation on the Board, which has been achieved. The Board will continue to consider suitably qualified female candidates as part of its ongoing Board renewal and succession planning, with the aim of strengthening gender diversity over time.

The Group operates in the construction and built environment sector, where leadership roles often require deep technical expertise and extensive industry experience in areas such as civil engineering, project management, construction operations, contract management, and regulatory compliance. As the construction industry has historically been male-dominated, this is reflected in the current Board composition, where a larger proportion of Directors are male and possess long-standing experience in construction, infrastructure development and project delivery. The Board believes that such specialised industry expertise is essential to provide effective oversight of complex construction projects, operational risks, safety management, and strategic business development.



# SUSTAINABILITY GOVERNANCE

In addition to gender diversity, the Board also reflects diversity in age and professional background. The Directors currently range from their 30s to their 70s, providing a balanced combination of entrepreneurial leadership, technical expertise, governance experience and industry knowledge. This range of perspectives enables the Board to benefit from both seasoned leadership and contemporary insights into market trends, sustainability practices and evolving regulatory expectations within the built environment sector.

Overall, the Board is of the view that its current composition provides an appropriate balance of competencies, experience, independence and diversity to effectively guide the Group's strategy and oversee its operations. The Board will continue to review its composition periodically to ensure it remains aligned with the Group's evolving business needs and governance expectations.

## Collective Expertise of the Governance Body

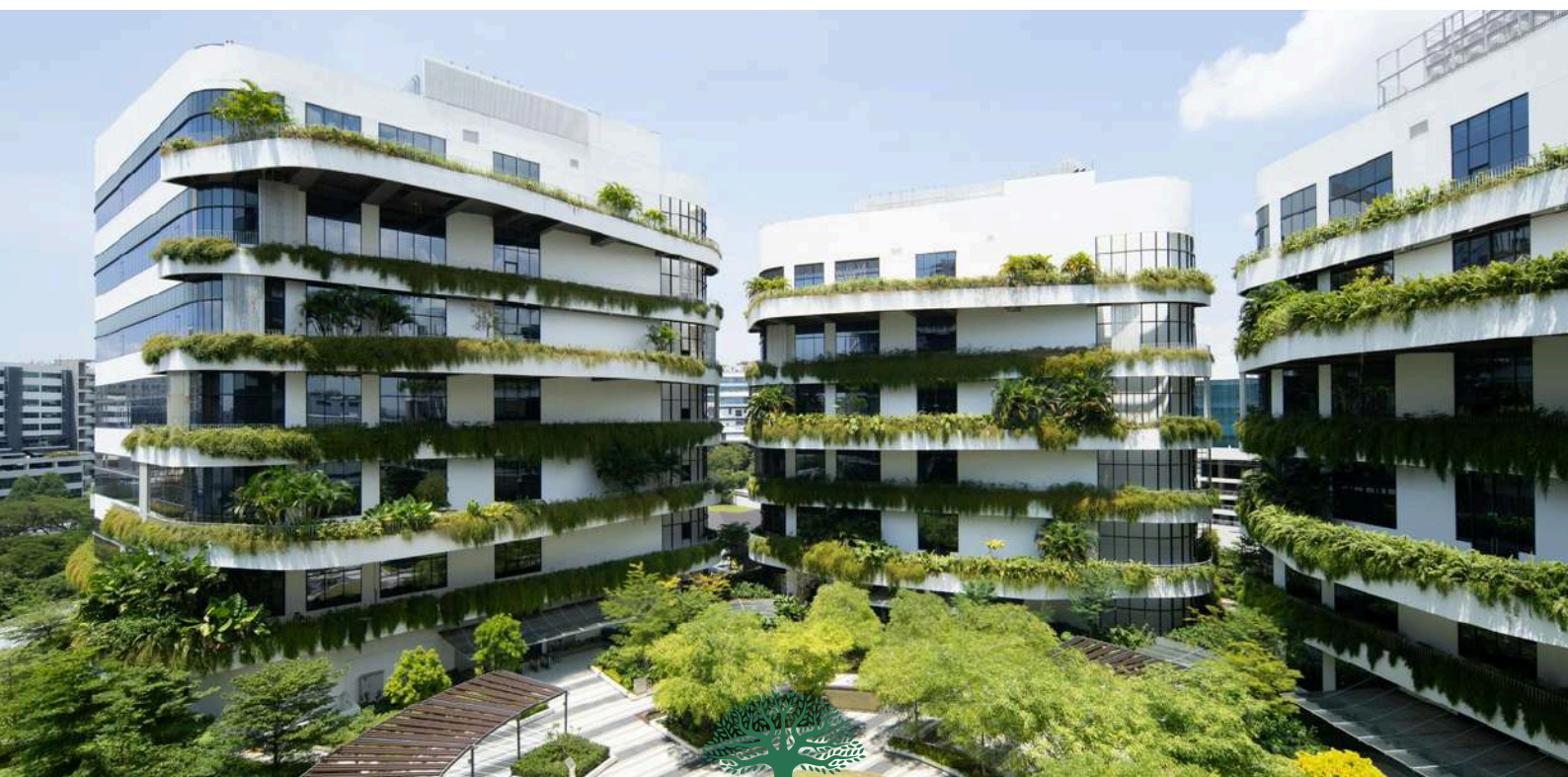
The Board's collective expertise spans a range of competencies crucial to informed decision-making and the Group's success. This includes:

- Business Management
- Economic and Financial Planning
- Legal Frameworks and Corporate Governance
- Risk Assessment
- Accounting and Financial Oversight
- Foreign Affairs
- Information Technology
- Sustainability

Further elaboration on our commitment to corporate governance can be found in the Corporate Governance Statement within our annual report.

## Board Director Sustainability Training

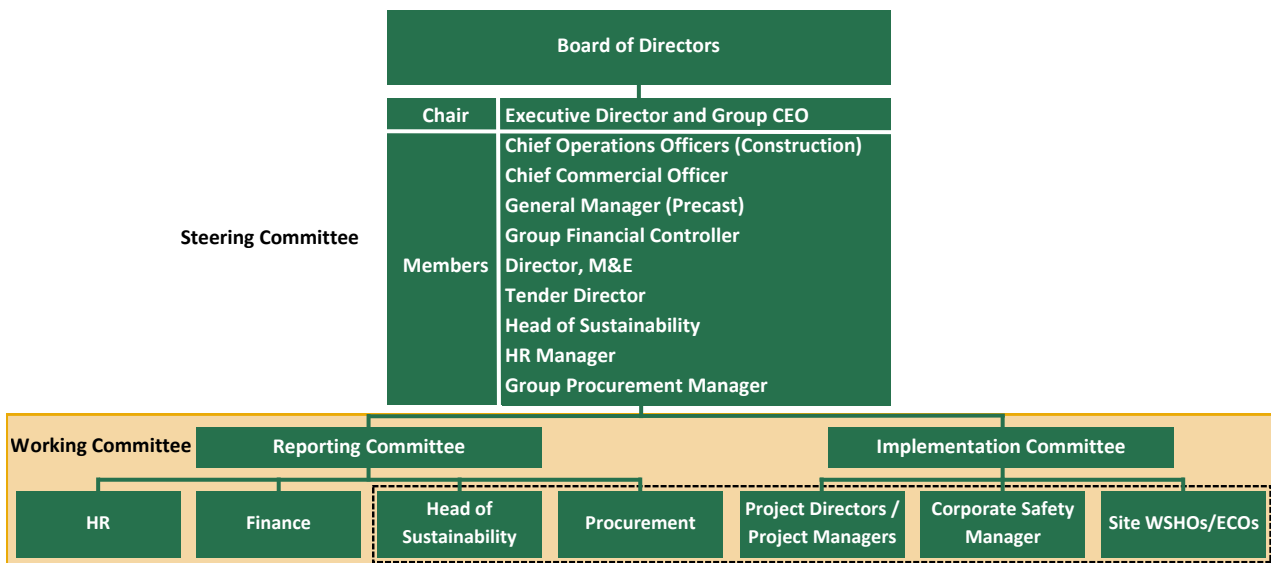
All Directors have completed the mandatory sustainability training required by SGX-ST. The Board remains committed to ongoing professional development and will continue to participate in relevant training programmes to deepen its understanding of sustainability-related risks, opportunities, and evolving reporting expectations.



# Sustainability Governance Structure

At the Group, sustainability governance is supported by a structured framework with clearly defined roles, responsibilities, and reporting lines to ensure the effective integration of ESG considerations into the Group's strategy, risk management processes, and day-to-day operations.

This governance framework enables systematic oversight of the identification, assessment and management of material sustainability-related risks and opportunities, while supporting the implementation and monitoring of relevant initiatives across the organisation. Through established internal controls, reporting processes and management oversight, the Group seeks to maintain transparency, accountability and disciplined management of its sustainability performance.



Note: The Head of Sustainability and Group Procurement Manager serve on both committees to ensure cohesion between strategy implementation and data reporting.

## Board of Directors

The Board retains ultimate responsibility for the Group's sustainability strategy, governance, and reporting. It sets ESG-related strategic priorities, oversees performance, and ensures compliance with applicable regulatory requirements, including SGX sustainability reporting framework. The Board also reviews and approves the Group's material ESG topics, sustainability targets, and annual sustainability disclosures, ensuring they remain aligned with the Group's long-term strategic direction and stakeholder expectations.

## Sustainability and Climate Risk Committee

The Sustainability and Climate Risk Committee ("**SCRC**"), chaired by the Executive Director and Group CEO, comprises senior management representatives from key functional departments. The Committee is responsible for driving and overseeing the Group's ESG strategy, ensuring that sustainability and climate-related considerations are embedded in strategic planning and business decision-making. Its key responsibilities include:

- **Climate Risk and Opportunity Oversight:** Monitoring and assessing climate-related risks and opportunities in alignment with the recommendations of TCFD.
- **Sustainability Performance Review:** Evaluating the effectiveness and progress of sustainability initiatives to ensure continuous improvement and achievement of ESG objectives.
- **Standards and Framework Alignment:** Ensuring the Group's ESG practices and disclosures remain aligned with recognised international frameworks, including the GRI Standards, International Sustainability Standards Board ("**ISSB**") Standards, and SGX ESG Core Metrics.

# Sustainability Governance Structure

SCRC is led by the Executive Director and Group CEO and comprises senior management members from key departments. The committee is tasked with developing and overseeing the Group's ESG strategy, ensuring that sustainability considerations are integrated into business decisions. Key responsibilities include:

- Monitoring climate-related risks and opportunities aligned with the TCFD recommendations.
- Evaluating the effectiveness of sustainability initiatives.
- Aligning ESG practices with international standards such as GRI, ISSB, and SGX ESG Core Metrics.

## Reporting Committee

The Reporting Committee oversees the collection, verification, and consolidation of ESG data across all departments and projects, tracking key performance indicators such as energy efficiency, waste reduction, and social impact. The committee ensures that reporting aligns with internationally recognised frameworks, including the GRI Standards and other international standards, and collaborates with external consultants to conduct materiality assessments. In addition, the committee is responsible for drafting the annual Sustainability Report and submitting it to the Steering Committee for review and final approval, ensuring accuracy, transparency, and compliance with established reporting standards.

## Implementation Committee

The Implementation Committee plays a pivotal role in translating the sustainability initiatives endorsed by the Steering Committee into tangible actions. Its responsibilities include aligning project-level activities with the Group's overarching sustainability objectives, building capacity through targeted training for project teams, and partnering with site teams to implement best practices. The Committee also monitors and reports on sustainability performance at the project level, generating insights and recommendations that support continuous improvement and enhance the Group's overall sustainability impact.

## Cross-Functional Collaboration

The Head of Sustainability and the Group Procurement Manager serve on both the Sustainability and Reporting Committees, fostering cross-functional collaboration and ensuring consistent, reliable data management. Ongoing training and capacity-building initiatives are provided to align all teams with the Group's sustainability objectives and operational standards.

The Sustainability and Climate Risk Committee conducts an annual review of governance structures, procedures, and performance metrics. The insights gained from these reviews guide strategic planning and operational improvements, enabling the Group to remain responsive to emerging sustainability challenges and evolving stakeholder expectations.

Through this robust governance framework, the Group demonstrates its commitment to responsible, transparent, and forward-looking sustainability practices, reinforcing its leadership in driving sustainable outcomes within the built environment sector.



# REPORTING PRINCIPLES

The reporting principles are the fundamentals to achieving high-quality, sustainability reporting. The Group applies the 8 reporting principles in accordance with GRI Standards 2021 version.



Principle	Explanation
Accuracy	The information disclosed in this Report is correct and sufficiently detailed to assess the Group's business impacts towards Governance, Environment, and Social perspective.
Balance	The information is disclosed in an unbiased way and provides a fair representation of the Group's negative and positive impacts.
Clarity	The information presented in this Report is accessible and understandable.
Comparability	The Group endeavours to select and compile the report information consistently to enable an analysis of changes in the Group's impacts over time.
Completeness	The Group tries its best to provide sufficient information to enable the transparency of its efforts in ESG topics.
Sustainability Context	The Group ensures that the information it discloses in this Report is about its business impacts within the context of sustainable development.
Timeliness	The Group reviews its ESG material topics on a regular basis to ensure that all the information declared in this Report is updated.
Verifiability	This Report is internally reviewed. Our Sustainability Consultant and internal reviewer has guided us to ensure the accuracy of the key materiality data.

# STAKEHOLDER ENGAGEMENT

The Group recognises stakeholders as individuals or organisations that may affect, or be affected by, our business activities and long-term performance. Engaging with our stakeholders enables the Group to better understand their expectations, identify emerging sustainability concerns, and strengthen our ability to manage sustainability-related impacts, risks and opportunities.

The Group adopts a structured approach to identify and prioritise key stakeholder groups across our value chain. These stakeholders include customers, employees, suppliers and sub-contractors, shareholders and investors, government and regulatory authorities, and the communities in which we operate.

Engagement with stakeholders is conducted through a range of established communication channels, including meetings, performance reviews, contractual engagements, regulatory consultations, surveys, and ongoing dialogue through day-to-day business interactions. These engagement platforms allow the Group to maintain open communication and obtain feedback on matters relevant to our operations and sustainability performance.

Feedback gathered through these engagements is analysed to identify sustainability-related impacts, risks and opportunities that are significant to both the Group and our stakeholders. These insights are considered alongside internal risk assessments and management reviews to support the identification and prioritisation of the Group’s material ESG topics.

The outcomes of stakeholder engagement inform the Group’s sustainability strategy, target setting, risk management measures and related disclosures. Management regularly reviews stakeholder feedback and reports key sustainability matters to the Board, ensuring that stakeholder considerations are integrated into strategic planning, operational decision-making and performance monitoring. This structured approach supports transparency, accountability and the alignment of the Group’s sustainability priorities with long-term value creation.

## Stakeholder Identification

The internal and external stakeholders for our Group are listed below:

Internal Stakeholders	External Stakeholders
Management Employees Shareholders and Investors	Business Partner Customers Government Agencies and Regulatory Authorities Suppliers and Contractors



# STAKEHOLDER ENGAGEMENT

## Stakeholder Engagement Approach

We are committed to expanding our engagement methods and using any subsequent outputs in our future disclosures.

Stakeholder	Engagement Channel
Management and Employees	<ul style="list-style-type: none"> <li>• New employees undergo an induction program to gain an overview of Group operations and familiarize themselves with various departments and functions.</li> <li>• Newsletters are regularly circulated to keep employees informed of updates and key developments.</li> <li>• Ongoing training sessions and career transition support programs are conducted to enhance employee skills and facilitate professional growth.</li> <li>• Team bonding events are organized to foster collaboration and strengthen workplace relationships.</li> <li>• Regular surveys are conducted to gather employee insights and address their concerns.</li> <li>• Annual performance reviews are carried out to assess employees' development needs and identify key areas for skill enhancement.</li> </ul>
Government and Regulators	<ul style="list-style-type: none"> <li>• Actively participate in seminars, conferences, discussions, and consultations to stay informed of industry developments and regulatory changes.</li> <li>• Engage in seminars and initiatives organized by local government agencies to enhance compliance and industry knowledge.</li> <li>• Collaborate closely with industry associations and government bodies on key business activities, including regulatory compliance, sustainability, and construction best practices.</li> <li>• Maintain ongoing interactions with key agencies such as SGX, Accounting and Corporate Regulatory Authority ("ACRA"), Inland Revenue Authority of Singapore ("IRAS"), Building and Construction Authority ("BCA"), Housing &amp; Development Board ("HDB"), Public Utilities Board ("PUB"), Ministry of Manpower ("MOM"), Land Transport Authority ("LTA"), National Environment Agency ("NEA"), and Singapore Civil Defence Force ("SCDF").</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Regular surveys and engagement activities are conducted to gather customer insights and enhance service quality.</li> <li>• Carry out frequent site visits to assess project progress and address customer concerns.</li> <li>• Informal feedback sessions are held to foster transparent dialogue and ensure customer expectations are met.</li> </ul>
Suppliers and Contractors	<ul style="list-style-type: none"> <li>• Safety briefings are conducted regularly for employees and contractors working on-site.</li> <li>• Conduct regular meeting and dialogue session.</li> <li>• Assessment and evaluation of contractors are conducted regularly.</li> </ul>
Shareholders and Investors	<ul style="list-style-type: none"> <li>• Shareholders are kept abreast of the Group's key developments through press releases and Annual Reports.</li> <li>• Annual General Meetings and investor meetings are conducted to engage our shareholders and investors in two-way communication.</li> </ul>
Internal Business Partners	<ul style="list-style-type: none"> <li>• Manage meetings are held to discuss operational issues.</li> <li>• Informal feedback channel is in place to understand their concerns.</li> </ul>

# ESG MATERIAL TOPICS

Materiality assessment forms a key component of the Group’s sustainability governance framework. It enables the Group to systematically identify and prioritise sustainability-related impacts, risks and opportunities that are most significant to our business operations and stakeholders.

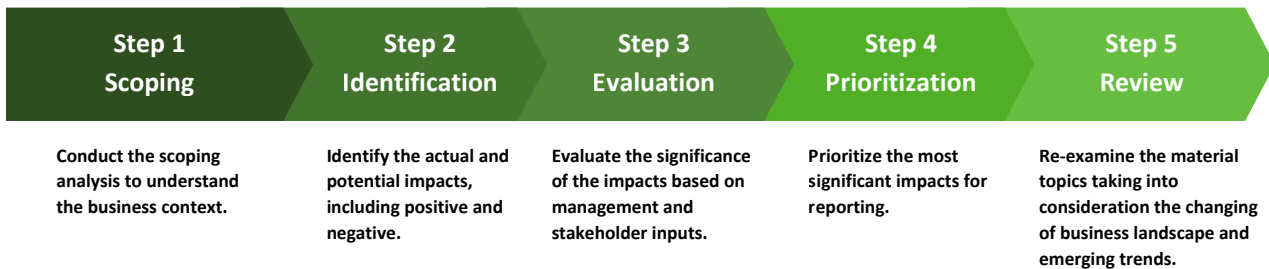
The Group adopts a structured approach to determine its material ESG topics. This process incorporates stakeholder engagement, internal management discussions, risk evaluation, and strategic considerations to identify sustainability matters that have the greatest potential impact on the Group’s operations, long-term performance, and stakeholder interests.

Through this process, the Group evaluates sustainability topics based on their significance to the Group’s economic, environmental and social impacts, as well as their relevance to stakeholders. The outcomes of the materiality assessment support the Group in prioritising key ESG issues, guiding sustainability strategy, management focus, and performance monitoring.

By focusing on these material topics, the Group strengthens its ability to manage sustainability-related risks and opportunities, enhance operational resilience, and support long-term value creation.

The Group adopts the following structured approach in determining its material sustainability topics.

## Material Topic Identification Process



To support the identification of key sustainability priorities, the Group has engaged an external consultant. Working closely with our ESG Working Team, the consultant supported the identification of the most relevant and impactful sustainability issues for the Group in FY2025.

The process for identifying potential sustainability priorities included:

- **Industry Benchmarking:** Comparing material topics and sustainability strategies with key industry peers.
- **Regulatory and Client Alignment:** Reviewing government regulations and client tender requirements to ensure compliance and responsiveness.
- **Stakeholder Mapping:** Identifying and engaging key internal and external stakeholders to capture diverse perspectives.
- **Committee Consultation:** Consulting with the Strategic and Sustainable Development Committee to understand their insights, concerns, and expectations.

To ensure ongoing alignment with stakeholder priorities, feedback is regularly collected from key external stakeholders. The consultant developed a questionnaire administered via an online survey platform to engage both internal and external stakeholders across the Group, enabling the systematic identification and prioritisation of key ESG topics.

# ESG MATERIAL TOPICS

## Materiality Assessment and Stakeholder Engagement Outcome

In FY2025, the Group did not conduct a formal stakeholder survey. Instead, stakeholder feedback was gathered through ongoing engagement channels, including meetings, phone calls, and regular day-to-day communications with key stakeholders such as customers, employees, suppliers, and business partners.

Through these interactions, the Group continued to monitor stakeholder expectations and emerging sustainability concerns. Based on management’s review, the material topics identified in FY2024 remain relevant and continue to reflect the Group’s key priorities in managing ESG risks and opportunities within its operations.

## Stakeholder Focus

The management of the Group is committed to ongoing improvement through active engagement with essential stakeholder groups. The details of these engagements are outlined in the table provided.

Stakeholder Group	Stakeholder Focus
Management and Employees	<ul style="list-style-type: none"> <li>• Anti-Corruption Measures</li> <li>• Maintain Good Business Ethics and Transparency</li> <li>• Economic Performance</li> <li>• Occupational Health and Safety</li> <li>• Fair Employee Relationship</li> </ul>
Government and Regulators	<ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Anti-Corruption Measures</li> <li>• Maintain Good Business Ethics and Transparency</li> <li>• Environmental Responsibility</li> <li>• Response to Climate Change</li> <li>• Occupational Health and Safety</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Excellent Service</li> <li>• Economic Performance</li> <li>• Compliance</li> <li>• On-time Project Delivery</li> </ul>
Suppliers and Contractors	<ul style="list-style-type: none"> <li>• Maintain Good Business Ethics and Transparency</li> <li>• Anti-Corruption Measures</li> <li>• Compliance</li> <li>• Occupational Health and Safety</li> <li>• On-time Payment</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Social responsibility</li> <li>• Environmental Responsibility</li> </ul>
Shareholders and Investors	<ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Anti-Corruption Measures</li> <li>• Maintain Good Business Ethics and Transparency</li> </ul>
Internal Business Partner	<ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Anti-Corruption Measures</li> <li>• Maintain Good Business Ethics and Transparency</li> <li>• Innovation</li> </ul>

# List of Material Topics

Considering stakeholders’ interests and aligning with the Group’s business strategy, we have identified 17 material topics for FY2025, with six key focus areas, in accordance with the GRI Standards and TCFD recommendations.

Material Topics	International Standards	UN SDGs
<b>Focus 1 Upholding Good Governance and Business Ethics</b>		
Economic Performance	GRI 201 Economic Performance	
Market Presence	GRI 202 Market Presence	
Procurement Practices	GRI 204 Procurement Practices	
Ethical Business Conduct	GRI 205 Anti-corruption GRI 206 Anti-competitive Behavior	
Compliance with Laws and Regulations	GRI 2-27 Compliance with laws and regulations	
Tax	GRI 207 Tax	
<b>Focus 2 Enhancing Climate Resilience</b>		
Response to Climate Change	TCFD Climate Risk Disclosures	
Energy and Emissions	GRI 302 Energy GRI 305 Emissions	
<b>Focus 3 Protecting Our Environment</b>		
Materials Management	GRI 301 Materials	
Water and Effluents Management	GRI 303 Water and Effluents	
Waste Management	GRI 306 Waste	
<b>Focus 4 Prioritising Our Workforce Benefits</b>		
Fair Employment	GRI 401 Employment GRI 402 Labor/Management Relations GRI 405 Diversity and Equal Opportunity GRI 406 Non-discrimination	
Workforce Skill Development	GRI 404 Training and Education	
<b>Focus 5 Promoting Health and Safety Excellence</b>		
Occupational Health and Safety	GRI 403 Occupational Health and Safety	
Customer Health and Safety	GRI 416 Customer Health and Safety	
<b>Focus 6 Shaping Our Sustainable Community</b>		
Community Engagement	GRI 413 Local Communities	
Customer and Employee Privacy	GRI 418 Customer Privacy	

# FY2025 PERFORMANCE REVIEW

Material Topics	FY2025 Targets (Short Term, Unless Specified)	2025 Performance	Status
Economic Performance	Strengthen financial resilience by embedding sustainability risk assessments into strategic planning and decision-making processes, emphasizing climate-related risks and opportunities.	The Group has continued to strengthen its financial resilience by embedding sustainability risk assessments into its strategic planning and decision-making processes.	Met
	Deploy the Battery Energy Storage System (“BESS”) at least two additional projects to strengthen our commitment in combating climate-related risks and reducing operational energy costs.	4 out of 6 new built projects are equipped with BESS.	Met
Market Presence	Maintain the current at least 75% of local hires in key management positions, ensuring full compliance with local labour laws and fair wage policies.	100% of key management <sup>(1)</sup> positions are held by local <sup>(2)</sup> hires.	Met
Procurement Practices	Maintain adequate support to the local suppliers and contractors to actively support the local economy and community.	99.2% of the Group’s procurement budget was allocated to local suppliers.	Met
	Evaluate supplier and contractor base to improve resilience, reduce dependency on current pool of vendors, and enhances competitiveness.	The Group has had on-going review of its supplier and contractor base.	Met
Ethical Business Conduct	Maintain zero reports of misconduct across all operational levels, reinforcing the highest standards of ethical practices.	The Group received zero reports of misconduct.	Met
	Establish clear and accessible whistleblowing channels, promoting transparency and encouraging timely reporting of any ethical concerns.	The Group has a clear and accessible whistleblowing channel in place.	Met
Compliance with laws and regulations	Achieve zero incidents of significant non-compliance with applicable laws and regulations across all operational jurisdictions.	There was no significant incident <sup>(3)</sup> of non-compliance with applicable laws and regulations.	Met
	To strengthen compliance efforts, the Group will enhance training programs for employees and management, ensuring they remain well-informed of evolving legal and regulatory requirements.	The Group has continued to send its employees and management to training programs to ensure they remain well-informed of evolving legal and regulatory requirements.	Met
	Continue to receive regular regulatory updates to uphold best governance practices, further embedding a culture of compliance and accountability throughout the organization.	The Group continued to receive regular regulatory updates and uphold best governance practices.	Met

Note:

(1) Key management includes Executive Chairman, C-Suites, Working Directors, Project Director/Head of Digitalisation, General Manager and Group Financial Controller.

(2) Local includes Singapore Citizens and Permanent Resident.

(3) Significant regulatory violations are defined as violations resulting in penalties exceeding S\$0.25 million per case or leading to contract termination.



# FY2025 PERFORMANCE REVIEW

Material Topics	FY2025 Targets (Short Term, Unless Specified)	2025 Performance	Status
Tax	Maintain no significant instances of tax non-compliance, reflecting the Group's continuous and unwavering adherence to all applicable tax regulations and obligations.	There was no significant instances <sup>(1)</sup> of tax non-compliance.	Met
Response to Climate Change	Ensure no significant operational disruptions or project delays due to adverse climate conditions.	The Group recorded zero significant operational disruptions or project delays due to adverse climate conditions.	Met
Energy and Emissions	Monitor and track Scope 1 and 2 GHG emissions performance.	The Group has continued to monitor and track its Scope 1 and 2 GHG emissions performance.	Met
	Collect data for Scope 3 emissions to assess supply chain emissions.	The Group collected Scope 3 emissions data for selected categories.	Met
	Perform an industry benchmark study to identify energy and emission intensity, enabling the company to evaluate its own performance relative to peers.	Industry benchmark study was performed to evaluate energy consumption and emission performance.	Met
Material Management	Meet all client requirements with a strong focus on integrating green and sustainable materials in projects.	The Group has met all client requirements on integrating green and sustainable materials in projects.	Met
	Initiate and systematically collect comprehensive data on material usage across all construction projects.	The Group has initiated material usage data collection.	On Track
Water and Effluents Management	Perform an industry benchmark study to identify standard water consumption intensity, enabling the company to evaluate its own performance relative to peers.	Performed an industry benchmark study to identify standard water consumption intensity.	Met
	Achieve zero incidents of illegal discharge or spillage, continuously maintaining full compliance with all water-related regulatory standards and ensuring zero penalties or fines from regulatory bodies.	There was no reported incidents of illegal discharge or spillage.	Met
Waste Management	Ensure compliance with all waste management and disposal regulations.	Full compliance with all waste management and disposal regulations.	Met
	Implement systematic collection of waste generation data across all operational sites.	Waste generation data was systematically collected across all operational sites.	Met
Fair Employment	Maintain zero substantiated complaints regarding employment conditions or unfair treatment.	There were no reported or substantiated complaints regarding employment conditions or unfair treatment.	Met
	<i>Medium/Long Term</i> Achieve external recognition or certification (e.g., "Great Place to Work").	The Group was awarded Great Place to Work in 2025.	Met

Note:

(1) Significant instances are defined as instances with more than S\$0.1 million penalty caused by tax filing.

# FY2025 PERFORMANCE REVIEW

Material Topics	FY2025 Targets (Short Term, Unless Specified)	2025 Performance	Status
Workforce Skill Development	Achieve an average of at least 9.5 training hours per employee annually.	Employees across the Group received an average of 10.82 training hours.	Met
	Systematically monitor total training hours quarterly for all employees.	Training hours were monitored on quarterly basis.	Met
Occupational Health and Safety	Maintain zero fatalities.	No fatalities were reported.	Met
	Maintain zero Stop Work Order from MOM.	No Stop Work Order were issued from the MOM or other agencies.	Met
	Achieve minimum score of 70% for all bands in ConSASS audits	In the latest audit conducted in FY2025, the Group has achieved higher than the minimum score of 70% for Band I, II and III: <ul style="list-style-type: none"> <li>Band I – 100%</li> <li>Band II – 98.5%</li> <li>Band III – 94.75%</li> </ul>	Met
	50% of the workplaces achieve workplace injury rate (“WIR”) lower than 12.5% of National WIR rate.	90% workplaces have achieved less than 12.5% of National WIR rate.	Met
Customer Health and Safety	Maintain zero complaints from customers regarding health and safety on project delivery.	There were zero complaints from customers regarding health and safety on project delivery.	Met
	Conduct comprehensive air quality, structural integrity, and environmental impact monitoring prior to project handover.	Comprehensive monitoring of air quality, structural integrity, and environmental impact was conducted prior to project handover upon request.	Met
Community Engagement	Sponsor at least one scholars annually under the MOE-SgIS scholarship programme.	The Group has sponsored 2 scholars under the MOE-SgIS scholarship programme in FY2025.	Met
	Ensure that all community complaints and feedback related to air, water, or noise pollution from operations are addressed promptly and managed effectively.	The Group received no complaints related to air, water, or noise pollution from operations.	Met
Customer and Employee Privacy	Sustain zero complaints regarding breaches of customer and employee privacy	There were no complaints regarding breaches of customer and employee privacy.	Met

# FOCUS 1

## UPHOLDING GOOD GOVERNANCE AND BUSINESS ETHICS



Economic Performance



Market Presence



Procurement Practices



Ethical Business Conduct



Compliance with Laws and Regulations

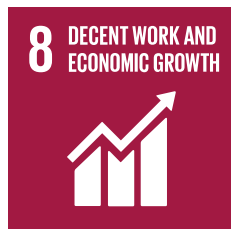


Tax

### GRI Indicators

- GRI 201 Economic Performance
- GRI 202 Market Presence
- GRI 204 Procurement Practices
- GRI 205 Anti-Corruption
- GRI 206 Anti-Competitive Behaviour
- GRI 207 Tax
- GRI 2-27 Compliance with Laws and Regulation

### Relevant SDGs

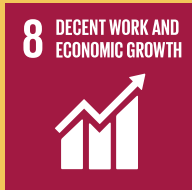


# Economic Performance

## Material Topics

- GRI 201 Economic Performance

## Relevant SDGs



### Why This Is Important

Economic performance underpins the Group's ability to create sustainable long-term value for shareholders while contributing positively to employees, business partners, governments, and the communities in which we operate. As a construction and property-related group, maintaining financial resilience, disciplined capital management, and operational efficiency is critical to navigating market cycles, regulatory changes, and evolving stakeholder expectations.

Strong economic performance enables the Group to invest in innovation, workforce development, safety, sustainability initiatives, and climate resilience measures. It also supports responsible procurement practices and timely payments to suppliers and sub-contractors across our value chain.

The Group recognises that macroeconomic conditions, cost volatility, regulatory developments, and sustainability-related risks may affect financial outcomes. Accordingly, economic considerations are integrated into our strategic planning, enterprise risk management framework, and capital allocation decisions to safeguard business continuity and long-term competitiveness.

### Management Approach

As a leading builder in Singapore and the region, the Group integrates sustainability into its economic strategy by embedding innovation, operational efficiency, climate resilience, and responsible business practices across all phases of its civil engineering, design & build, and project management services. The Group's economic objective extends beyond short-term profitability. It focuses on delivering high-quality, climate-resilient infrastructure that generates long-term value for shareholders, strengthens supply chain resilience, supports national development priorities, and mitigates sustainability-related risks.

Sustainability-related risks and opportunities are incorporated into the Group's strategic planning and enterprise risk management framework. Economic performance is assessed not only in terms of revenue and cost efficiency, but also in the context of exposure to regulatory developments, carbon pricing mechanisms, market transitions toward low-carbon infrastructure, and physical climate-related disruptions. This integrated approach ensures that financial performance remains resilient under evolving environmental and regulatory conditions.



# Economic Performance

## Innovation as an Economic Enabler

Innovation plays a central role in strengthening the Group's long-term competitiveness. Continuous investment in advanced construction technologies enhances productivity, reduces resource intensity, and improves project delivery outcomes. The adoption of Building Information Modelling ("BIM"), digital design tools, and automated precast systems improves design accuracy, minimises material wastage, and enhances coordination across project stakeholders. These initiatives contribute to cost optimisation, improved margins, and reduced project risks.

Renewable energy deployment and energy optimisation strategies further reinforce operational resilience. The use of solar installations, Battery Energy Storage Systems, and electric machinery reduces reliance on diesel and grid electricity, thereby lowering operating costs and mitigating exposure to energy price volatility and carbon-related regulatory developments. These investments not only improve environmental performance but also strengthen economic resilience in anticipation of rising carbon taxes and tightening building efficiency standards.

## Responsible and Resilient Value Chains

Sustainable economic performance is closely linked to the strength and integrity of the Group's supply chain. The Group maintains structured engagement with contractors, suppliers, regulators, and local communities to ensure that growth is responsible and aligned with evolving sustainability expectations. Environmental and social considerations are incorporated into supplier selection and evaluation processes, reinforcing risk management across the value chain.

By aligning projects with national initiatives such as the Singapore Green Building Masterplan 2030, the Group enhances regulatory readiness while positioning itself competitively within a progressively green-built environment sector. This alignment enables the Group to remain responsive to policy developments and capture opportunities arising from increased demand for energy-efficient and low-carbon buildings.

Workforce development programmes and industry partnerships further contribute to productivity enhancement and sector capability building, strengthening the Group's long-term economic foundation.

## Green Construction and Resource Efficiency

The Group prioritises sustainable construction methodologies to enhance long-term economic resilience. The integration of low-embodied carbon concrete, recycled steel, and modular construction methods reduces material intensity and enhances resource efficiency. Automated precast production within the Integrated Construction and Precast Hub enables precision manufacturing, minimising material loss and improving quality control.

These approaches generate tangible economic benefits by lowering waste-related costs, reducing material price volatility exposure, and improving construction timelines. At the same time, they position the Group favourably in competitive tenders that increasingly emphasise environmental performance and green certification requirements.

## Climate and Regulatory Readiness

Operating within an increasingly climate-conscious and regulated environment, the Group embeds climate considerations into capital allocation, asset planning, and operational strategy. Climate risk assessments consider both transition risks, such as carbon taxation and regulatory tightening, and physical risks, including extreme weather conditions that may disrupt project schedules and productivity.

Proactive measures are undertaken to mitigate these risks. Energy-efficient technologies, renewable energy integration, climate-resilient design principles, and enhanced operational planning reduce potential cost escalation and protect project delivery timelines. By anticipating regulatory developments and integrating sustainability into long-term planning, the Group safeguards future cash flows and asset value.

While climate transition may introduce incremental compliance and capital costs, it also presents opportunities for growth in green infrastructure, low-carbon construction solutions, and digitalised project delivery models. Early adoption and capability building enable the Group to capture these opportunities while maintaining disciplined cost management.

## Contribution to Sustainable Development

The Group's economic sustainability strategy supports global sustainable development priorities under the UN Sustainable Development Goals, particularly those relating to decent work and economic growth, industry innovation, responsible production, and climate action. By embedding sustainability into economic decision-making, the Group reinforces its commitment to responsible growth while strengthening long-term competitiveness.



# Economic Performance

## **FY2025 Performance**

This strong financial performance reflects the Group's continued efforts to strengthen financial resilience by embedding sustainability risk assessments into strategic planning and decision-making, with a focus on climate-related risks and opportunities.

In addition, the Group enhanced operational efficiency and energy risk management, with 4 out of 6 newly built projects equipped with BESS, supporting reduced energy costs and climate-related impacts.

For a comprehensive breakdown of our business performance, please refer to the Group's FY2025 Financial Statements.

## **Target Setting**

### **⇒ Short Term - FY2026**

- Deploy the BESS system in at 60% of our new-built project (whichever is applicable) to strengthen our commitment in combating climate-related risks and reducing operational energy costs.

### **⇒ Medium & Long Term - Beyond 2026**

- Strengthen financial resilience by embedding sustainability risk assessments into strategic planning and decision-making processes, emphasizing climate-related risks and opportunities.
- Enhance long-term economic value through active adoption and integration of innovative and sustainable construction technologies (e.g. BESS, BIM/digitalization, EV machineries), contributing to improved operational efficiency and competitiveness.
- Achieve sustained economic growth and market leadership by consistently responding and adapting to evolving market demands and regulatory environments, particularly in terms of sustainable construction practices, decarbonization efforts, and climate resilience.



# Market Presence

## Material Topics

- GRI 202 Market Presence

## Relevant SDGs



### Why This Is Important

A strong and responsible market presence is fundamental to the Group's long-term economic sustainability. As a leading builder in Singapore and the region, the Group recognises that sustainable growth depends not only on project execution and financial performance, but also on the stability, capability, and well-being of the local workforce and communities in which we operate.

The construction sector is inherently labour-intensive and closely influenced by regulatory frameworks, manpower policies, and evolving productivity requirements. Workforce availability, wage developments, and skills transformation initiatives directly affect operational continuity, project timelines, and cost structures. Maintaining a resilient local employment base therefore reduces operational risk, enhances regulatory alignment, and supports business continuity under changing economic conditions.

Local hiring, particularly at senior management level, strengthens institutional knowledge and ensures that strategic decisions are informed by a deep understanding of domestic regulatory requirements, stakeholder expectations, and market conditions. This supports sound governance, improves stakeholder confidence, and enhances long-term value creation.

Responsible wage practices are equally important. Fair and competitive remuneration contributes to employee retention, productivity, and morale, while reducing labour-related risks such as turnover, disputes, and reputational exposure. By aligning compensation structures with regulatory requirements and market benchmarks, the Group safeguards workforce stability and reinforces its position as a responsible employer within the built environment sector.

Ultimately, sustainable market presence contributes to broader economic development by supporting local employment, strengthening domestic supply chains, and enhancing industry capability.

### Management Approach

The Group prioritises local employment across its operations in Singapore and Malaysia.

In Singapore, a significant majority of key management personnel are hired from the local community, reflecting the Group's commitment to cultivating domestic leadership and ensuring alignment with national regulatory and economic frameworks. Leadership appointments are based on merit, experience, and capability, while supporting succession planning and long-term organisational stability.



# Market Presence

In Malaysia, employment practices comply fully with statutory minimum wage regulations. In Singapore, where there is no universal minimum wage legislation, remuneration is determined based on merit, job scope, qualifications, and prevailing market conditions. Compensation structures are designed to remain competitive within the construction and built environment sector, while ensuring fairness and gender neutrality in wage determination.

Human capital development supports the Group's market presence strategy. Through structured training programmes, accreditation support, and participation in national scholarship and industry transformation initiatives, the Group strengthens workforce capability and aligns skill development with evolving industry requirements such as DfMA and digitalisation. These initiatives enhance productivity and mitigate labour cost volatility, supporting disciplined financial management under increasingly competitive market conditions.

The Group integrates labour and employment considerations into its broader risk management and financial planning processes. Manpower regulations, progressive wage developments, and tightening labour supply are assessed alongside other operational and strategic risks. Productivity enhancement through automation, prefabrication, and digital project delivery further reduces exposure to labour intensity risks while strengthening cost competitiveness.

In addition, the Group maintains strong engagement with local suppliers and subcontractors, ensuring that economic value generated through construction activities contributes to domestic economic ecosystems. This approach enhances supply chain resilience, reduces disruption risks associated with extended cross-border sourcing, and reinforces the Group's role as a responsible corporate participant in the local economy.

Through these measures, the Group ensures that its market presence remains economically resilient, socially responsible, and aligned with long-term sustainable growth objectives.

## **FY2025 Performance**

In FY2025, 100% of key management<sup>(1)</sup> positions are held by local hires (including Singapore Citizens and Permanent Resident), demonstrating our commitment to nurturing homegrown leadership. The Group 100% compliance with local labour laws and fair wage policies in all our operating regions.

## **Target Setting**

### ⇒ Short Term - FY2026

- Maintain at least 75% of local hires in key management positions, ensuring full compliance with local labour laws and fair wage policies.

### ⇒ Medium & Long Term - Beyond 2026

- Enhance leadership development programs, increasing key employee participation rate actively support career progression and readiness for key management roles among local employees.

Note:

1) Key management includes Executive Chairman, C-Suites, Working Directors, Project Director/Head of Digitalisation, General Manager and Group Financial Controller.



# Procurement Practices

## Material Topics

- **GRI 204 Procurement Practices**

## Relevant SDGs



### Why This Is Important

Procurement is a key lever through which the Group manages economic performance, operational resilience, and sustainability impacts across its value chain. As a construction-focused business, a significant portion of the Group's environmental footprint, safety outcomes, project quality, and cost structure is influenced by suppliers and subcontractors. Responsible procurement therefore directly supports regulatory compliance, climate transition readiness, and long-term value creation.

By integrating environmental, social and governance considerations into procurement decisions, the Group enhances supply chain resilience against regulatory changes, carbon pricing, labour risks, and climate-related disruptions. The sourcing of construction materials and subcontracted services also contributes to Singapore's green building ambitions, including the national "80-80-80 by 2030" targets.

Sustainable procurement further supports regional economic development by prioritising local suppliers and SMEs, strengthening economic stability, shortening supply chains, and reducing transportation-related emissions. At the same time, diversifying sources of certified green and low-carbon materials enables the Group to manage transition risks associated with the shift toward a low-carbon economy.

Through this approach, procurement functions as a strategic mechanism to manage sustainability-related risks and opportunities across the value chain.

### Management Approach

The Group adopts a structured and risk-based procurement framework under its Integrated Management System, supported by formal procedures for subcontractor evaluation, contract review, and purchasing control. These documented processes govern supplier selection, performance monitoring and verification to ensure transparency, accountability, and operational discipline across the supply chain.

### Supplier and Subcontractor Evaluation

All suppliers and subcontractors undergo defined pre-qualification and evaluation prior to engagement. New subcontractors are assessed based on track record, relevant experience, financial standing, regulatory registration, and certifications in QEHS management systems. Safety performance indicators, including MOM demerit points and CheckSafe records, form part of the evaluation criteria.

Performance is continuously monitored during project execution through periodic reviews covering quality, environmental compliance, safety performance, and contractual adherence. Where performance gaps are identified, corrective action plans, enhanced monitoring, or removal from the approved list may be implemented. This structured oversight mitigates supply chain risks and safeguards project outcomes.



# Procurement Practices

## Responsible Purchasing Controls

Procurement decisions are guided by clearly defined specifications, compliance requirements, and structured quotation evaluations. Where practical, multiple quotations are obtained to promote transparency and cost competitiveness. Supplier assessments consider material compliance, technical capability, and alignment with recognised management system standards, including ISO 9001, ISO 14001, and ISO 45001.

These controls reduce the risk of non-conforming materials, enhance regulatory compliance, and strengthen overall project quality and operational reliability.

## Supporting Local and Regional Supply Chains

The Group prioritises procurement from local suppliers where feasible, supporting SMEs, fostering employment, and contributing to regional economic stability.

Shorter supply chains enhance responsiveness, reduce exposure to external disruptions, and lower transportation-related emissions, thereby strengthening overall supply chain resilience.

Through this integrated procurement governance structure, the Group enhances supply chain resilience, supports sustainable economic growth, and positions itself to manage sustainability-related risks while capturing opportunities arising from greener construction practices.

## Diversification and Low-Carbon Transition

In response to evolving climate-related regulations and market expectations, the Group is progressively diversifying its sourcing of environmentally preferable and certified green construction materials. Emphasis is placed on products with recognised eco-labels and improved embodied carbon performance to support sustainable building outcomes.

The Group works closely with suppliers to identify materials and technologies that enhance energy efficiency and align with Singapore's green building ambitions. By integrating sustainability considerations into tender evaluations and expanding the pool of green material suppliers, the Group strengthens its readiness for the transition to a low-carbon economy.

## Ongoing Monitoring and Continuous Improvement

Supplier performance is reviewed periodically during and after project completion, with results maintained under the Approved Supplier/Subcontractor List framework. This continuous assessment process enables early identification of risks, reinforces accountability, and drives improvements in procurement standards and long-term supplier partnerships.



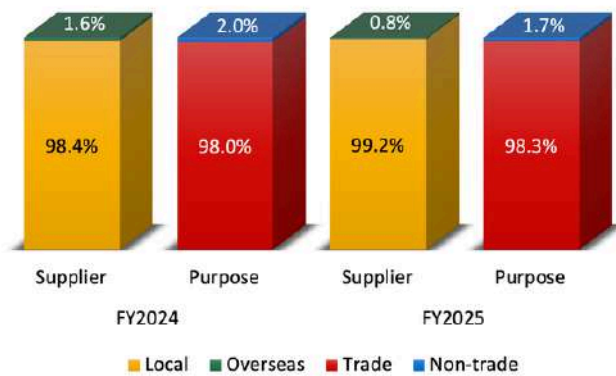
# Procurement Practices

## FY2025 Performance

In FY2025, the Group allocated 99.2% of its procurement budget to local suppliers and 0.8% to overseas suppliers, reflecting its continued support for the local economy and community. Of the total procurement expenditure, 98.3% was trade-related and 1.7% was for non-trade purpose.

The Group also conducted ongoing reviews of its supplier and contractor base to enhance resilience, reduce dependency, and improve competitiveness.

**Procurement Spending by Supplier and Purpose  
FY2024-FY2025**



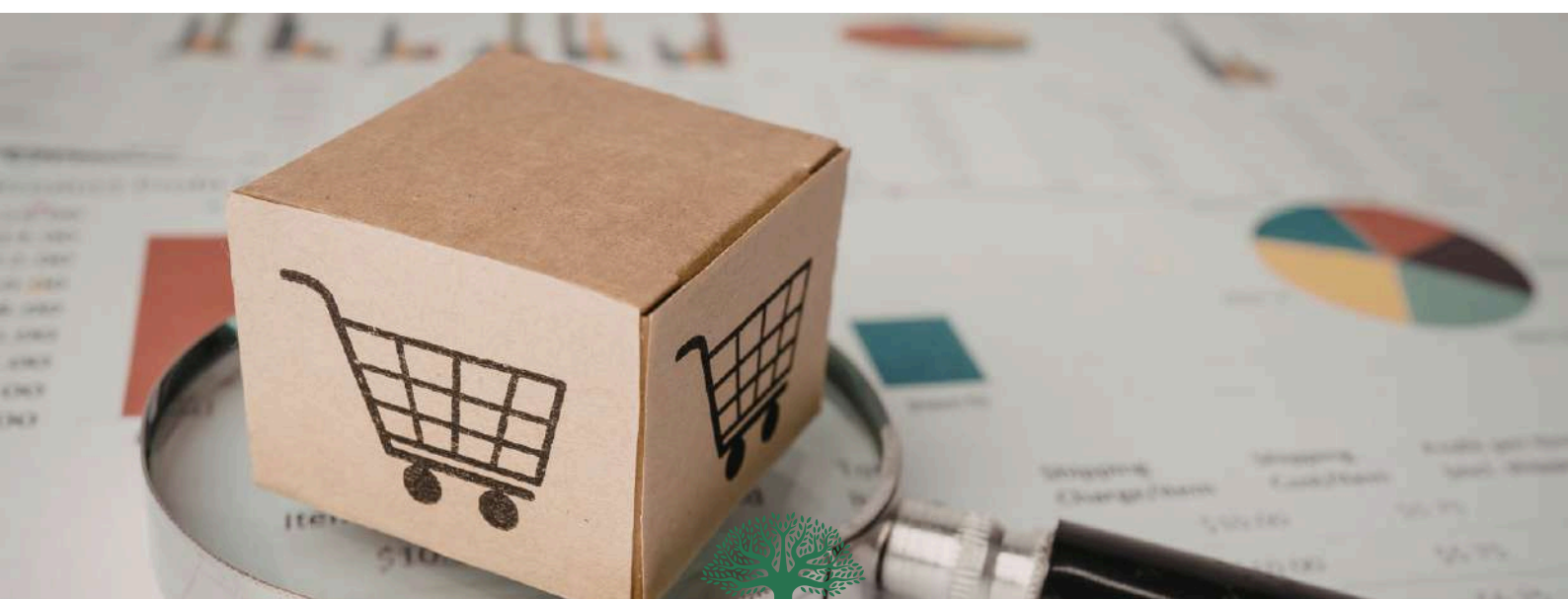
## Target Setting

### ⇒ Short Term - FY2026

- Maintain majority of total procurement budget spent on local suppliers, to actively support the local economy and community.

### ⇒ Medium & Long Term - Beyond 2026

- Consistently ensure that majority of procurement budget is allocated to local suppliers, reinforcing sustained local economic support.
- Establish regular communication channels with local suppliers to reinforce expectations around sustainability practices, compliance, and performance standards.



# Ethical Business Conduct

## Material Topics

- GRI 205 Anti-corruption
- GRI 206 Anti-competitive Behavior

## Relevant SDGs



### Why This Is Important

Maintaining integrity, transparency, and accountability is fundamental to the Group’s long-term success and corporate resilience. As a construction and project management group operating in a highly regulated environment and undertaking large-scale public and private sector contracts, the Group is exposed to risks associated with corruption, bribery, fraud, conflicts of interest, financial misreporting, and anti-competitive conduct. These risks may result in regulatory sanctions, financial penalties, contract disqualification, reputational damage, and erosion of stakeholder confidence if not properly managed.

Ethical governance therefore plays a critical role in safeguarding the Group’s licence to operate. Strong internal controls and a culture of integrity support fair competition, enhance transparency in procurement and tender processes, and strengthen trust among clients, suppliers, regulators, employees, and shareholders. By embedding ethical standards into its enterprise risk management framework, the Group reinforces its ability to manage compliance risks while sustaining long-term value creation in a competitive and evolving regulatory landscape.

### Management Approach

The Board of Directors retains overall accountability for ethical conduct and oversees anti-corruption and compliance risks, with the Audit and Risk Committee providing independent review of material ethical matters and whistleblowing cases. Ethical risks are integrated into the Group’s enterprise risk management framework and assessed based on financial, regulatory, operational, and reputational impact. Management implements policies, internal controls, and training programmes to ensure high standards of integrity across all business units.

#### Anti-Competitive Behaviour

The Group conducts its operations in compliance with Singapore’s Competition Act and applicable competition laws. Recognising the inherent risks in a tender-based construction environment, the Group maintains structured and transparent procurement and tender evaluation processes to prevent bid rigging, price collusion, and other anti-competitive practices. Legal and compliance functions monitor regulatory developments to ensure continued alignment with competition requirements. During the reporting period, no legal actions or regulatory fines were recorded in relation to anti-competitive conduct.

#### Conflict of Interest Management

Employees are required to act in the best interests of the Group and to avoid situations where personal interests may conflict with professional responsibilities. Potential conflicts must be disclosed upon hiring and reaffirmed annually. Where conflicts arise, they are reviewed and mitigated through appropriate supervisory or compliance oversight. Non-disclosure of material conflicts may result in disciplinary action.

# Ethical Business Conduct

## Whistleblowing and Reporting Mechanisms

The Group maintains a formal Whistle Blowing Policy approved by the Chairman and Board of Directors, providing secure and confidential channels for employees and external stakeholders to report suspected misconduct. Reportable matters include fraud, corruption, legal non-compliance, unsafe practices, and other unethical behaviour. Reports are independently assessed and investigated, with material findings escalated to the Board where necessary. Whistleblowers acting in good faith are protected from retaliation, and confidentiality is maintained throughout the process. During the reporting year, no material whistleblowing cases were escalated to the Board.

## FY2025 Performance

During FY2025, the Group maintained zero instances of corruption, conflicts of interest, anti-competitive conduct, or whistleblowing complaints, reflecting its commitment to high standards of ethical conduct.

The Group has a clear and accessible whistleblowing channel in place, which is well communicated to all stakeholders, supporting transparency, accountability, and timely reporting of concerns.

## Target Setting

### ⇒ Short Term - FY2026

- Maintain zero reports of misconduct across all operational levels, reinforcing the highest standards of ethical practices.

### ⇒ Medium & Long Term - Beyond 2026

- Continue to maintain zero misconduct cases annually, embedding a culture of integrity and ethical responsibility across the organization.
- Conduct mandatory annual ethics and anti-corruption training for all employees to strengthen awareness and prevention of misconduct. Regularly benchmark and update corporate governance policies against industry best practices, ensuring continuous alignment with global ethical standards and evolving regulatory frameworks.



# Compliance with Laws and Regulations

## Material Topics

- GRI 2 General Disclosures

## Relevant SDGs



### Why This Is Important

Compliance with applicable laws and regulations is fundamental to safeguarding the integrity, continuity and long-term resilience of the Group's operations. As a listed construction and precast group operating across Singapore and Malaysia, the regulatory landscape governing our activities spans corporate governance, financial reporting, workplace health and safety, environmental protection, data privacy, taxation, and anti-corruption.

Non-compliance may expose the Group to financial penalties, project delays, licence restrictions, reputational damage and potential loss of stakeholder confidence. In the construction sector, regulatory breaches may also result in stop-work orders, contract termination, or disqualification from future tenders, directly affecting revenue streams and capital deployment.

Beyond legal adherence, regulatory compliance supports the Group's broader sustainability strategy. It reinforces responsible environmental management, safe working conditions, ethical business conduct, and transparent governance practices. Effective compliance management therefore contributes to risk mitigation, operational stability, and long-term value creation for shareholders and stakeholders.

### Management Approach

The Board of Directors oversees the Group's compliance framework as part of its overall governance and risk management responsibilities. Regulatory developments and compliance matters are periodically reported to the Board and the Audit Committee to ensure that emerging legal and regulatory risks are considered in strategic and operational decision-making. Management is responsible for implementing and maintaining effective compliance controls across all business units, with compliance embedded within the Group's internal control and enterprise risk management frameworks.

The Group complies with all applicable laws and regulations in the jurisdictions in which it operates, including but not limited to:

- Code of Corporate Governance 2018
- Listing Rules of the SGX-ST
- Securities and Futures Act
- Workplace Safety and Health Act
- Environmental Protection and Management Act
- Personal Data Protection Act
- Relevant tax and labour legislation in Singapore and Malaysia



# Compliance with Laws and Regulations

To ensure ongoing compliance, the Group conducts continuous monitoring of new and revised legislation through its management team, company secretarial advisers, and auditors. Regulatory updates are communicated to relevant departments to facilitate timely implementation. The Board receives regular briefings on significant legal, accounting, governance, and sustainability-related developments, ensuring appropriate oversight of regulatory exposure.

The Group maintains structured internal control, risk management, and internal audit processes to assess compliance effectiveness and identify potential gaps. Employees undergo periodic training on key compliance policies, including anti-corruption, data protection, workplace health and safety, and relevant requirements. The Group has established a whistleblowing mechanism through which employees and external stakeholders may report suspected misconduct or regulatory breaches. The Group is committed to protecting the rights of whistleblowers, ensuring that reports made in good faith are treated fairly and without retaliation, and that all concerns are independently reviewed and investigated.

Recognising the evolving regulatory landscape relating to climate change, environmental standards, and sustainability disclosures, the Group integrates regulatory compliance into its broader ESG management processes. Construction practices are aligned with environmental and safety requirements, and sustainability reporting complies with SGX listing rules and internationally recognised reporting standards. Emerging sustainability-related regulations are monitored to assess potential operational and financial implications.

## **FY2025 Performance**

In FY2025, the Group maintained full compliance with all financial, corporate governance, and sustainability reporting obligations, consistently meeting regulatory requirements in Singapore and Malaysia. No significant incidents of non-compliance with applicable laws and regulations were reported during the year.

The Group continued to strengthen its compliance framework through regular regulatory updates and ongoing training for employees and management, ensuring they remain well-informed of evolving legal and regulatory requirements. This reinforces a strong culture of compliance, accountability, and ethical business practices across the organisation.

## **Target Setting**

### **⇒ Short Term - FY2026**

- Ensure robust adherence to applicable laws and regulations across all operational jurisdictions, with zero incident of significant regulatory incidents<sup>(1)</sup>.

### **⇒ Medium & Long Term - Beyond 2026**

- Implement structured and ongoing training programmes for employees and management, complemented by timely dissemination of regulatory updates, to ensure continued alignment with evolving legal and regulatory requirements.
- Maintain continuous annual records with no significant non-compliance incidents, ensuring sustained compliance performance.
- Regularly benchmark and update governance and compliance frameworks against global and industry best practices, fostering an adaptive, resilient, and robust compliance culture.

Note:

(1) Significant regulatory violations are defined as violations resulting in penalties exceeding S\$0.25 million per case or leading to contract termination.



# Tax

## Material Topics

- GRI 207 Tax

## Relevant SDGs



### Why This Is Important

In today's business landscape, responsible tax management extends beyond legal compliance, it reflects a company's integrity, societal contribution, and commitment to sustainable business practices. As a construction group, transparent and ethical tax practices underpin trust with clients, regulators, investors, and the wider community. Proper tax compliance also supports public infrastructure, sustainable urban development, and local economic growth in the regions where the Group operates.

### Management Approach

The Group is committed to full compliance with all tax laws in Singapore, Malaysia, and any other jurisdictions where it conducts business. Our approach integrates ethical financial management with environmental and social responsibility, reflecting the Group's broader sustainability goals. Key measures include:

- Engagement of professional tax advisors in each jurisdiction to ensure accurate reporting, strategic planning, and compliance with evolving tax regulations.
- Identification and assessment of tax-related risks before submission, with significant issues escalated to the Audit Committee for review and resolution.
- Consultation with external advisors on complex tax matters to uphold best practices in governance and reporting.
- Implementation of tax policies and procedures across all business units, under the supervision of the Group Financial Controller, to maintain consistency and adherence to regulatory requirements.

Consideration of environmental and sustainable development incentives or tax frameworks that support green construction, energy-efficient project solutions, and sustainable urban development initiatives.

### FY2025 Performance

In FY2025, the Group successfully met all tax filing obligations in Singapore and Malaysia, with zero significant instances of non-compliance reported by authorities. All tax matters were handled proactively, and no disputes or penalties arose during the year. Additionally, the Group continued to explore sustainable tax incentives aligned with environmentally responsible construction practices.

### Target Setting

#### Short, Medium & Long Term - From 2026

- Maintain strong adherence to all applicable tax regulations and obligations, with zero significant instances<sup>(1)</sup> of tax-related breaches.

Note:

(1) Significant instances are defined as instances with more than S\$0.1 million penalty caused by tax filing.



## FOCUS 2

# ENHANCING CLIMATE RESILIENCE



Response to Climate Change



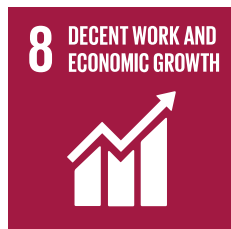
Energy and Emissions

### GRI Indicators

- GRI 302 Energy

- GRI 305 Emissions

### Relevant SDGs



# Response to Climate Change

## Material Topics

- **Response to Climate Change (TCFD)**

## Relevant SDGs



### Why This Is Important

Climate change presents material physical and transition risks that may affect the Group financial performance, operational resilience, and long-term enterprise value.

As a construction and precast solutions provider operating primarily in Singapore and Malaysia, the Group’s construction sites, Integrated Construction and Precast Hub (“ICPH”), and manufacturing facilities are exposed to increasing climate-related risks. These include extreme rainfall, flooding, rising temperatures, and long-term sea level rise. Construction activities are particularly vulnerable to acute weather events that may disrupt project timelines, damage equipment and materials, and affect workforce productivity and safety.

Physical climate risks may result in operational downtime, project delays, cost overruns, higher maintenance expenditure, and potential asset impairment. Increased temperatures may reduce outdoor productivity and increase cooling energy demand. Flooding risks may require infrastructure reinforcement and contingency planning.

At the same time, tightening climate-related regulations—including Singapore’s rising carbon tax trajectory (S\$50–80 per tonne of CO<sub>2</sub>e by 2030), enhanced Green Mark requirements, and national net-zero ambitions by 2050—introduce transition risks. These may increase operating costs, capital expenditure requirements, compliance obligations, and embodied carbon expectations across construction projects.

Unmanaged climate risks could reasonably be expected to affect the Group’s cost structure, project competitiveness, access to green tenders, and long-term financial prospects. Conversely, effective climate risk management enhances resilience, protects asset value, strengthens regulatory compliance, and enables the Group to capture opportunities arising from sustainable construction demand, DfMA expansion, and low-carbon material innovation.

### Management Approach

The Group strengthens its climate governance and disclosures across four pillars: Governance, Strategy, Risk Management, and Metrics and Targets, consistent with latest international reporting framework requirements and guidelines. Climate considerations are progressively integrated into:

- Strategic planning
- Capital allocation decisions
- Project tender evaluation
- Enterprise risk management processes
- Operational planning and QEHS systems

This integrated approach supports informed decision-making, regulatory preparedness, and long-term value creation.

# Response to Climate Change

## Governance

### Board Oversight

The Board holds ultimate responsibility for overseeing climate-related risks and opportunities. Climate considerations are incorporated into Board reviews of:

- Business strategy
- Enterprise risk management
- Capital expenditure planning
- Annual budgets
- Sustainability performance

The Board reviews material climate-related risks and ensures alignment with evolving regulatory developments, including carbon pricing mechanisms and Green Mark requirements. This governance structure supports accountability and alignment with the Group's long-term strategic objectives.

### Management's Role

Senior Management, supported by the Sustainability Team and operational leaders, is responsible for implementing climate-related initiatives and monitoring performance.

Management responsibilities include:

- Identifying and assessing climate-related risks and opportunities.
- Monitoring regulatory developments and carbon pricing exposure.
- Implementing energy efficiency and renewable initiatives.
- Overseeing solar panel deployment and BESS adoption.
- Integrating climate considerations into project-level planning.

Climate-related metrics are periodically reviewed and reported to the Board.



# Response to Climate Change

## Strategy

The Group has assessed climate-related risks and opportunities across its value chain, with particular focus on construction sites, design and build activities, material procurement, and project management services. These risks and opportunities are categorised into physical risks, transition risks and strategic opportunities, taking into account both short- and medium-term impacts on business continuity and project delivery.

## Physical Risks

Physical risks arise from the direct impacts of climate variability and extreme weather events on construction activities, infrastructure, workforce safety and supply chains. Given the nature of civil engineering and construction operations, the Group is exposed to both acute and chronic physical risks.

Physical Risks	Impact
<b>Acute Risks Near-Term (2025-2035)</b>	
Heavy rainfall and flash flooding	Heavy rainfall and flooding may damage construction sites, precast manufacturing facilities and completed buildings, resulting in higher maintenance and rectification costs and potential project delays.
Flooding and excessive moisture exposure	Excessive moisture may compromise the quality of precast components, delay delivery schedules and increase rework and material replacement costs.
Wet and slippery site conditions	Wet working surfaces increase slip and fall risks for workers, particularly in high-rise developments, scaffolding areas and exposed construction zones, leading to higher occupational safety risks.
Prolonged heavy rainfall	Sustained rainfall may lead to soil instability, affecting excavation works and foundation setting, and may delay structural reinforcement activities.
Strong winds during storms	Strong winds may disrupt crane operations and compromise scaffolding stability, increasing safety risks and the likelihood of work stoppages or accidents.
<b>Chronic Risks Long-Term (2035–2100)</b>	
Sea level rise	Sea level rise may affect low-lying construction areas, building foundations and underground structures, necessitating additional flood protection and mitigation measures and increasing construction and long-term maintenance costs
Gradual increase in ambient temperatures	Rising temperatures may increase cooling demand and energy consumption for worker accommodations, precast production facilities and site offices, resulting in higher facility management and operating costs.
Prolonged rainy seasons	Extended rainy seasons may disrupt concrete pouring and curing processes, potentially affecting the durability and structural integrity of precast building components.
Extreme heat exposure	Extreme heat may accelerate material degradation, increasing maintenance costs for building façades, roofing systems, Heating, Ventilation and Air Conditioning (“HVAC”) systems and other facility-related assets.

# Response to Climate Change

## Transition Risks

Transition risks arise from regulatory, technological, and market changes associated with the transition to a low-carbon economy. These include rising carbon pricing, stricter environmental regulations, increasing demand for sustainable buildings, and the adoption of new construction technologies. Successful transition and implementation of these changes may require additional investment, and will increase operating costs, and affect competitiveness in project tenders.

Transition Risk	
Risks	Impact
Regulatory & Legal Risks	Rising carbon tax levels in Singapore and stricter BCA Green Mark and sustainability requirements may increase operating and compliance costs. Additional investments in low-carbon materials, energy-efficient equipment, and improved construction practices may be required to meet evolving regulations and project requirements.
Market & Customer Expectations	Growing demand for low-carbon and sustainable construction solutions may reduce the competitiveness of conventional construction methods. Clients and developers increasingly favour contractors with strong ESG performance, which may affect tender success and market positioning if sustainability expectations are not met.
Technological Risks	Adoption of low-carbon construction materials, prefabrication, and digital construction technologies requires upfront capital investment and capability development. Rapid technological changes may impact the efficiency of existing methods if the Group does not adapt in a timely manner.

## Climate-Related Opportunities

Opportunities	Details
Sustainable Construction & Precast Innovation	Integration of low-carbon concrete alternatives, recycled aggregates and environmentally preferred materials to reduce embodied carbon in construction projects. Expanded adoption of DfMA, precast and modular construction methods to improve material efficiency, shorten construction timelines and lower site-based emissions.
Green Financing & Investment	Access to sustainability-linked loans, green financing instruments and government incentives tied to energy efficiency, carbon reduction and green building certifications. These mechanisms support capital efficiency while reinforcing the Group's commitment to responsible growth.
Technological Innovation in Smart Buildings & Automation	Deployment of digital tools such as BIM, data-driven project planning, and smart monitoring systems to optimise resource use, reduce rework and improve energy efficiency across project lifecycles. Opportunities to integrate smart building and automation solutions that enhance operational performance post-completion.
New Revenue Streams in Green Building Management	Provision of value-added project and building management services that emphasise energy efficiency, water conservation, waste reduction and lifecycle optimisation. Support for green certifications and performance monitoring enhances asset value for clients while generating recurring service opportunities.

The Group proactively monitors regulatory developments and industry trends, while progressively integrating sustainability considerations into design, material selection, procurement practices and project delivery methodologies.

# Response to Climate Change

## Climate Scenario Analysis

The Group considers both a 1.5°C scenario (Net-Zero by 2050) and a 2°C scenario (Delayed Transition with Higher Physical Risks) to assess strategic resilience, financial exposure, and long-term business sustainability

Key Considerations	1.5°C Scenario (Net-Zero by 2050)	2°C Scenario (Delayed Transition, Higher Physical Risks)
Policy & Regulatory Environment	Accelerated decarbonisation policies, higher carbon taxes, and stricter environmental regulations drive rapid industry transition.	Slower regulatory enforcement delays decarbonisation, resulting in prolonged reliance on conventional construction methods.
Carbon Pricing & Compliance Costs	Higher carbon taxes increase short-term operating costs and capital investment in low-carbon materials and renewable energy.	Lower short-term compliance costs, but continued exposure to carbon tax escalation over time due to delayed transition.
Construction Methods & Materials	Increased adoption of low-embodied carbon cement, recycled materials, modular construction (DfMA), and green-certified precast components.	Slower adoption of sustainable materials, potentially leading to higher long-term adaptation costs and reduced competitiveness.
Client & Market Expectations	Strong demand for net-zero, climate-resilient, and Green Mark-certified developments; sustainable construction becomes industry norm.	Demand for sustainable solutions grows gradually; companies that delay transition may incur higher late-stage compliance and adaptation costs.
Design & Engineering Requirements	Projects increasingly incorporate passive design features, renewable energy integration, and climate-adaptive engineering solutions.	Projects face higher retrofitting and resilience upgrade requirements due to intensified climate impacts.
Physical Climate Impacts	Physical risks moderated due to global emissions reduction; lower long-term exposure to severe climate disruption.	Increased frequency of extreme weather events, flooding, and prolonged heatwaves disrupt construction schedules and elevate safety risks.
Operational & Maintenance Costs	Higher upfront investment in green technologies and digital construction systems, but lower long-term energy and compliance costs.	Rising lifecycle and maintenance costs due to accelerated material degradation and higher cooling demand.
Capital Allocation & Investment	Greater capital expenditure in renewable energy, digital construction (BIM, prefabrication), and workforce upskilling; improved long-term cost stability.	Higher long-term capital expenditure for infrastructure retrofitting, flood protection, and site resilience upgrades.
Strategic & Financial Implications	Short-term margin pressure from compliance investments, but enhanced long-term competitiveness, regulatory alignment, and enterprise resilience.	Increased exposure to operational disruption, cost volatility, and asset resilience challenges, potentially affecting profitability and project delivery performance.

# Response to Climate Change

## Climate Risk Management

The Group integrates climate risk management into its enterprise risk management framework to safeguard operational continuity and financial sustainability.

Climate risks are evaluated alongside other strategic and operational risks through structured reviews of:

- Geographic exposure
- Construction site vulnerability
- Supply chain dependencies
- Energy consumption patterns

### Process for Identifying and Assessing Climate Risks

The Group follows a structured and systematic process to identify, assess, and manage climate-related risks across its operations and projects:

Identify Risks	Assess Risks	Prioritise Risks	Mitigate Risks	Monitor and Review
Identify climate-related physical and transition risks using climate data, regulations, industry trends, and stakeholder expectations.	Assess likelihood and potential financial, operational, and strategic impacts on assets, projects, supply chains, and continuity.	Prioritise climate risks based on materiality, severity, and potential impact on enterprise value and resilience.	Implement adaptation, decarbonisation, and operational measures to reduce climate risk exposure and enhance resilience.	Monitor climate risk indicators and mitigation effectiveness, with regular reporting to SSDC and Board oversight.

### Integration into Enterprise Risk Management

Climate-related risks are integrated into the Group’s broader enterprise risk management framework. These considerations are incorporated into key business processes, including project planning, capital allocation decisions, procurement practices, QEHS management systems, and supply chain engagement.

By embedding climate considerations into these operational and strategic processes, the Group ensures that climate-related risks and opportunities are systematically evaluated as part of business decision-making. Regular monitoring and management review further ensure that climate risks remain an important consideration in the Group’s risk management and operational planning.

### Supplier and Supply Chain Climate Risk Management

The Group extends climate resilience into its supply chain by:

- Climate-resilient procurement: Sourcing low-carbon materials, prefabricated components, and energy-efficient equipment from vendors that share the Group's sustainability values.
- Supply chain diversification and risk mitigation: Reducing reliance on single sources and implementing sustainable procurement policies to ensure continuity amid climate-related disruptions.

### Climate Risk Identification, Time Horizons and Financial Impacts

The Group identifies and assesses climate-related risks as part of its enterprise risk management framework. Climate risks are categorised into physical risks (acute and chronic) and transition risks, and are evaluated across short-, medium-, and long-term time horizons to understand their potential impacts on construction projects, precast manufacturing operations, assets, financial performance, and long-term business resilience.

#### Time Horizons

- Short term: 0–3 years (operational and regulatory impacts).
- Medium term: 3–10 years (capital planning, asset performance, market transition).
- Long term: Beyond 10 years (asset durability and business model resilience).



# Response to Climate Change

Type of Risk	Description	Term of Effect	Potential Financial Impact	Business Strategy / Key Mitigation Measures
<b>Physical Risks-Acute</b>				
Extreme Weather Events	Increased frequency of heavy rainfall, flooding and heatwaves may disrupt construction sites, damage materials and machinery, and reduce workforce productivity and safety.	Short to Medium Term	Project delays; cost overruns; higher repair and maintenance expenses; potential liquidated damages; increased insurance premiums.	Climate-resilient site planning; strengthened drainage and erosion controls; heat-stress management protocols; real-time weather monitoring; business continuity planning and schedule optimisation.
<b>Physical Risks-Chronic</b>				
Rising Temperatures	Sustained temperature increases may elevate cooling demand at ICPH and reduce outdoor labour productivity.	Short to Long Term	Increased electricity consumption; reduced labour efficiency; higher operating costs; possible project timeline extensions.	Expansion of solar generation capacity; optimisation of BESS; energy-efficient cooling systems; workforce scheduling adjustments.
Rising Sea Levels	Long-term sea level rise may increase flood exposure of ICPH and manufacturing facilities located in industrial zones.	Medium to Long Term	Capital expenditure for flood protection and infrastructure upgrades; increased insurance costs; potential asset retrofitting.	Long-term asset planning; flood mitigation infrastructure; periodic vulnerability assessments; site-specific contingency planning.
<b>Transition Risks</b>				
Carbon Tax Escalation	Rising carbon tax increases diesel and electricity costs for construction and precast operations.	Short to Medium Term	Margin compression; higher operating expenditure; pricing pressure in competitive tenders if cost pass-through is limited.	Solar deployment at ICPH and project sites; diesel optimisation; adoption of lower-emission machinery; integration of carbon cost into project pricing models.
Enhanced Green Mark & Embodied Carbon Standards	Stricter sustainability and embodied carbon requirements increase compliance expectations in public and private developments.	Medium Term	Higher material and compliance costs; increased capital expenditure; potential reduction in tender competitiveness.	Adoption of low-embodied carbon materials; scaling of DfMA and prefabrication capabilities; early-stage sustainable design integration; strengthened Green Mark certification capabilities.
Market Shift Toward Low-Carbon Construction	Developers and government agencies increasingly prioritise sustainable and energy-efficient construction partners.	Medium to Long Term	Reduced contract awards; pricing pressure; potential revenue loss and market share erosion if sustainability expectations are unmet.	Expansion of sustainable construction expertise; enhanced ESG disclosures; collaboration with clients on decarbonisation strategies; innovation in low-carbon building solutions.
ESG & Climate Disclosure Expectations	Growing investor, regulator and stakeholder scrutiny on climate governance and reporting practices.	Medium to Long Term	Higher compliance and reporting costs; potential financing constraints; reputational impact affecting long-term growth.	Strengthened Board oversight; alignment with TCFD and ISSB standards; enhanced emissions data systems; progressive Scope 3 assessment; exploration of sustainability-linked financing.

# Response to Climate Change

Type of Risk	Description	Term of Effect	Potential Financial Impact	Business Strategy / Key Mitigation Measures
<b>Transition Risks</b>				
Adoption of Low-Carbon Construction Technologies	Transition toward automation, digital construction (Integrated Digital Delivery (“IDD”)/BIM), electric machinery and low-carbon materials requires capital investment and workforce upskilling.	Medium to Long Term	Increased capital expenditure; implementation and training costs; short-term margin impact during transition.	Selective investment in automation, process optimisation, energy-efficient machinery upgrades, and workforce capability development through industry collaboration.
Obsolescence of Conventional Construction Methods	Traditional construction approaches and precast products may become less competitive as sustainable alternatives gain preference.	Long Term	Revenue volatility; potential asset underutilisation; increased R&D expenditure; stranded asset risk.	Diversification into eco-friendly precast materials; integration of digital twin and smart manufacturing systems; continuous innovation aligned with sustainable construction demand.

## Metrics and Targets

The Group tracks the following climate performance indicators:

- Total annual carbon emissions (Scope 1, 2);
- Energy consumption (kwh, gigajoules (“GJ”));
- Energy consumption and emissions intensity;
- Operational disruptions due to climate events.

More details of Metrics and Target are being disclosed under Energy and Emissions Section.

## FY2025 Performance

In FY2025, the Group recorded zero significant operational disruptions or project delays attributable to adverse climate conditions, demonstrating its continued resilience to climate-related risks.

## Target Setting

### ⇒ Short Term - FY2026

- Ensure zero significant operational disruptions or project delays due to adverse climate conditions.

### ⇒ Medium Term - Till 2030

- Ensure zero significant operational disruptions or project delays due to adverse climate conditions.

### ⇒ Long Term - Beyond 2030

- Align the Group’s emission reduction efforts with Singapore’s national carbon reduction strategy and targets.



# Energy and Emissions

## Material Topics

- GRI 302 Energy

- GRI 305 Emissions

## Relevant SDGs



### Why This Is Important

Energy consumption and GHG emissions are material sustainability-related risks and opportunities for the Group. As a construction and precast specialist operating in Singapore and Malaysia, our activities involve energy-intensive processes, including prefabrication manufacturing, heavy equipment deployment, transportation logistics, and site operations. These activities expose the Group to transition risks such as carbon pricing, evolving regulatory requirements, tightening building performance standards, and changing stakeholder expectations.

In Singapore, the national decarbonisation pathway under the Singapore Green Plan 2030 and the progressive increase in carbon tax rates elevate the financial implications of energy use and emissions. Rising electricity tariffs, fuel costs, and carbon pricing mechanisms may directly impact project margins, capital expenditure planning, and long-term competitiveness. Additionally, regulatory frameworks such as the BCA Green Mark scheme require increasingly stringent energy performance standards for new and existing buildings, affecting both operational assets and project delivery requirements.

Beyond regulatory compliance, clients, institutional investors, and supply chain partners are increasingly embedding climate-related criteria into procurement and investment decisions. The ability to demonstrate effective energy management and emissions reduction strengthens the Group's resilience, supports access to green financing opportunities, enhances market positioning, and mitigates reputational risks.

The Group recognises that energy consumption and GHG emissions represent sustainability-related risks and opportunities that may reasonably be expected to affect its cash flows, access to capital, and cost of capital over the short, medium, and long term. Effective management of these factors therefore contributes directly to long-term enterprise value creation.

### Management Approach

The Group adopts an integrated approach to managing energy consumption and GHG emissions, embedding climate considerations into operational planning, capital allocation decisions, and enterprise risk management processes. Energy and emissions performance is overseen by Management and reported to the Board within the Group's broader climate governance framework. Climate-related risks, including carbon pricing exposure, energy cost volatility and regulatory tightening, are assessed alongside other strategic and operational risks. This ensures that sustainability priorities remain aligned with financial planning, capital investment strategies and long-term value creation objectives.



# Energy and Emissions

## Transition to Low-Carbon Operations

### Electrification and Cleaner Equipment

The Group continues to reduce reliance on fossil fuels through the adoption of lower-emission technologies. During the year, an electric crawler crane was deployed in construction operations, supporting a reduction in diesel consumption compared to conventional equipment.

This transition contributes to lower direct emissions while improving on-site conditions through reduced noise levels and the absence of tailpipe emissions during operation. The deployment also supports alignment with Green Mark requirements and the Group's broader ESG objectives.

### Renewable Energy Adoption

The Group is expanding its renewable energy footprint through the installation of solar photovoltaic ("PV") systems across its facilities.

PV systems are being installed at selected factory and warehouse locations, with commissioning scheduled in phases. Once operational, these systems are expected to supply renewable electricity for operational use and reduce reliance on grid electricity generated from fossil fuels. Excess electricity generated may be exported to the national grid.

In addition, solar PV systems at the Group's Malaysia facility became operational in early 2025, further strengthening the Group's adoption of renewable energy.

### Energy Efficiency and Operational Optimisation

Improving energy efficiency remains a key pillar of the Group's emissions management strategy.

In FY2024, a high-efficiency air conditioning system was installed at the Group's headquarters, with projected annual electricity savings of approximately 269,675 kWh. This contributes to reduced energy consumption, lower operating costs and a reduction in Scope 2 greenhouse gas emissions.

The Group has also implemented a BESS to optimise energy usage by storing energy during non-peak periods and discharging during peak demand, enhancing overall energy efficiency.

Across its operations, energy consumption is regularly monitored to identify inefficiencies and implement corrective measures. The Group also progressively adopts energy-efficient machinery, LED lighting and Green Label-certified equipment to improve overall energy performance.



# Energy and Emissions

## Supporting Low-Carbon Mobility

To address indirect emissions, the Group has installed electric vehicle (“EV”) charging infrastructure at its premises. This initiative improves workplace charging accessibility and encourages employees to adopt electric vehicles.

By supporting cleaner commuting options, the Group contributes to the reduction of Scope 3 emissions associated with employee transportation while promoting sustainability awareness and behavioural change among employees.

## Capacity Building on Sustainability

The Group recognises that achieving sustainability outcomes requires strong collaboration and capability development across its business ecosystem.

During the year, the Group organised a Sustainability Day involving suppliers and subcontractors to share sustainability requirements, operational practices and initiatives related to energy efficiency and emissions reduction. The session also highlighted the importance of building sustainability capabilities across the workforce and aligning with evolving ESG expectations.

This initiative strengthens industry awareness, enhances sustainability competencies and supports the integration of ESG considerations across the Group’s broader operating ecosystem.

## Emissions Management and Decarbonisation

The Group measures and reports its GHG emissions in accordance with internationally recognised methodologies, covering Scope 1 and Scope 2 emissions. Emissions performance is reviewed annually, with intensity metrics used to monitor progress in managing emissions alongside business growth.

The Group’s decarbonisation strategy focuses on:

- Increasing the adoption of electric and lower-emission equipment.
- Expanding renewable energy generation.
- Improving energy efficiency across operations and facilities.
- Engaging suppliers to explore lower-carbon materials and solutions.

Scope 3 emissions are progressively being evaluated, with ongoing efforts to strengthen data collection and enhance future disclosures.



These initiatives reflect the Group’s commitment to continuous improvement and the transition towards a low-carbon, resource-efficient and resilient business model. By embedding sustainability into operational and strategic decision-making, the Group is well-positioned to respond to evolving regulatory expectations while delivering long-term value to stakeholders.

This initiative supports our broader environmental objectives by promoting cleaner transportation choices and contributes to the reduction of emissions associated with employee commuting under Scope 3. It also reflects our commitment to embedding sustainability into everyday operations and employee engagement.

# Energy and Emissions

## Use of Electric Crawler Crane

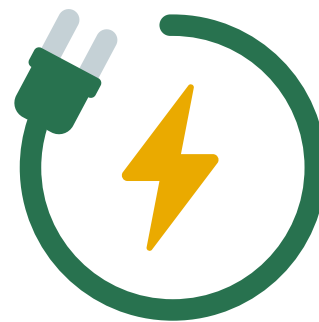
As part of our commitment to sustainable construction practices and the reduction of on-site emissions, we deployed an electric crawler crane to support construction activities during the year.

The crawler crane is powered by electric motors, with on-site battery charging supported by a small-capacity generator. Despite the use of a generator for charging, overall diesel consumption remains significantly lower than that of conventional diesel-operated crawler cranes. This deployment demonstrates a practical transition towards lower-emission construction equipment while maintaining operational effectiveness.



### Key Benefits:

- **Significant Diesel Reduction:** Even with generator-assisted charging, total fuel consumption is substantially lower compared to traditional diesel crawler cranes. This results in a corresponding reduction in greenhouse gas emissions and supports efforts to decarbonise construction operations.
- **Cleaner and Quieter Operations:** The electric crawler crane produces zero tailpipe emissions during operation and generates significantly lower noise levels. This improves on-site working conditions and reduces environmental disturbance to surrounding areas.
- **Efficient Energy Use:** The charging-based operating model allows for controlled and optimised energy use. Generator runtime is limited to charging periods, avoiding continuous engine idling typically associated with diesel crane operations and improving overall fuel efficiency.
- **Alignment with Green Mark and ESG Objectives:** This hybrid deployment supports Green Mark Sustainable Construction (GM.SB.1) requirements and contributes to the project's broader ESG objectives by reducing operational emissions, enhancing energy efficiency, and demonstrating responsible resource utilisation.



# Energy and Emissions

## FY2025 Performance

### Energy Consumption

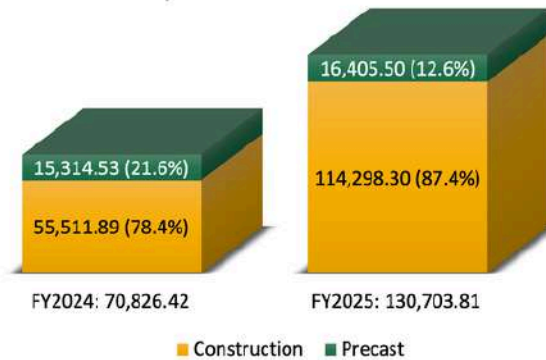
In FY2025, the Group's total energy consumption reached 130,703.81 GJ, comprising:

- 113,260.58 GJ from the combustion of diesel and petrol.
- 17,443.23 GJ from grid and solar electricity.

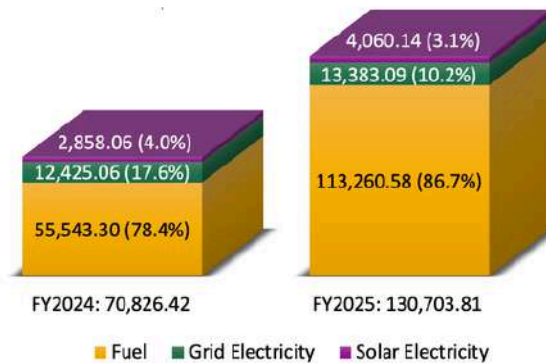
The Group continued to expand the use of renewable electricity within its energy mix. In FY2025, solar panels became operational at the Pontian Plant in Malaysia and were also deployed on the rooftop of the site office at the PAS project site in Singapore, complementing the existing installation at the Group's office. During the year, a total of 1,601,120.74 kWh of solar electricity was generated. Of this, 70.4% was consumed for operational use, while the remaining 515,445.22 kWh was exported to the grid.

In FY2025, the Group's total energy consumption increased compared to FY2024, primarily reflecting the growth in operational activities and higher project demand under the Construction Division. Energy consumption intensity was 222.03 GJ per million Singapore dollars of revenue ("S\$ mil"), representing a 21.7% increase year-on-year, while the Group continues to implement energy efficiency and renewable energy initiatives to improve long-term performance.

**Energy Consumption (GJ) by Division  
FY2024-FY2025**



**Energy Consumption (GJ) by Source  
FY2024-FY2025**



# Energy and Emissions

## Emissions

In FY2025, the Group has continued to monitor and track its Scope 1 and 2 GHG emissions performance. The Group’s total GHG emission amounted to 10,161.39tCO<sub>2</sub>e, comprising:

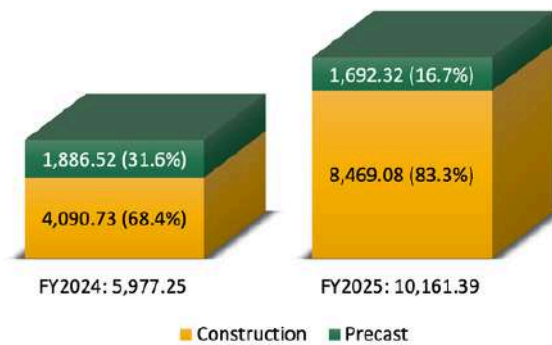
- Scope 1 emissions: 8,419.55 tCO<sub>2</sub>e, primarily from fuel combustion, as well as the use of fire suppression equipment.
- Scope 2 emissions: 1,741.85 tCO<sub>2</sub>e, attributed to grid electricity consumption.

Based on the latest grid emission factors (“EF”), the use of solar-generated electricity avoided 548.42 tCO<sub>2</sub>e of GHG emissions in FY2025.

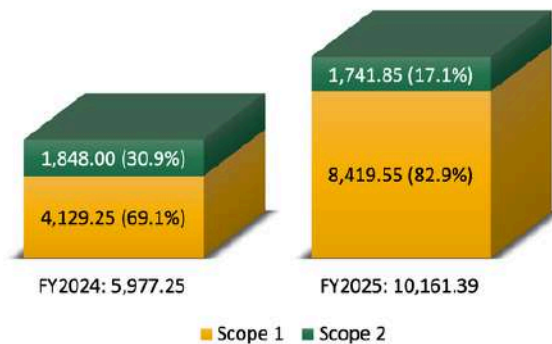
In line with the increase in energy consumption, the Group’s total GHG emissions rose by 70.0% compared to FY2024. Correspondingly, GHG emission intensity increased by 12.1%, reaching 17.26 tCO<sub>2</sub>e/\$ mil.

In FY2025, the Group also commenced the collection of Scope 3 emissions data for selected categories as part of its commitment to advancing more sustainable practices. The group also conducted industry benchmark study to evaluate energy consumption and emission performance to stay competitive in the industry.

**Emissions (tCO<sub>2</sub>e) by Division  
FY2024-FY2025**



**Emissions (tCO<sub>2</sub>e) by Category  
FY2024-FY2025**



# Energy and Emissions

## Calculation Methodology:

The Group adopted the GHG Protocol as the primary framework for the calculation of energy consumption and associated GHG emissions.

- Scope 1 emissions were calculated using the Singapore NEA Reckonable GHG Emissions Calculator, which is aligned with the 2006 Intergovernmental Panel on Climate Change (“IPCC”) Guidelines.
- Scope 2 emissions were calculated in accordance with the GHG Protocol methodology and the latest available emission factors (“EF”). For Singapore operations, grid electricity emissions were calculated using the grid EF of 0.402 kg CO<sub>2</sub>/kWh for 2024, as published in the Energy Market Authority (“EMA”)’s Singapore Energy Statistics. For Malaysia operations, the grid EF of 0.740 Gg CO<sub>2</sub>/GWh for Peninsular Malaysia (2024) was sourced from MyEnergyStats.

## Target Setting

### ⇒ Short Term - FY2026

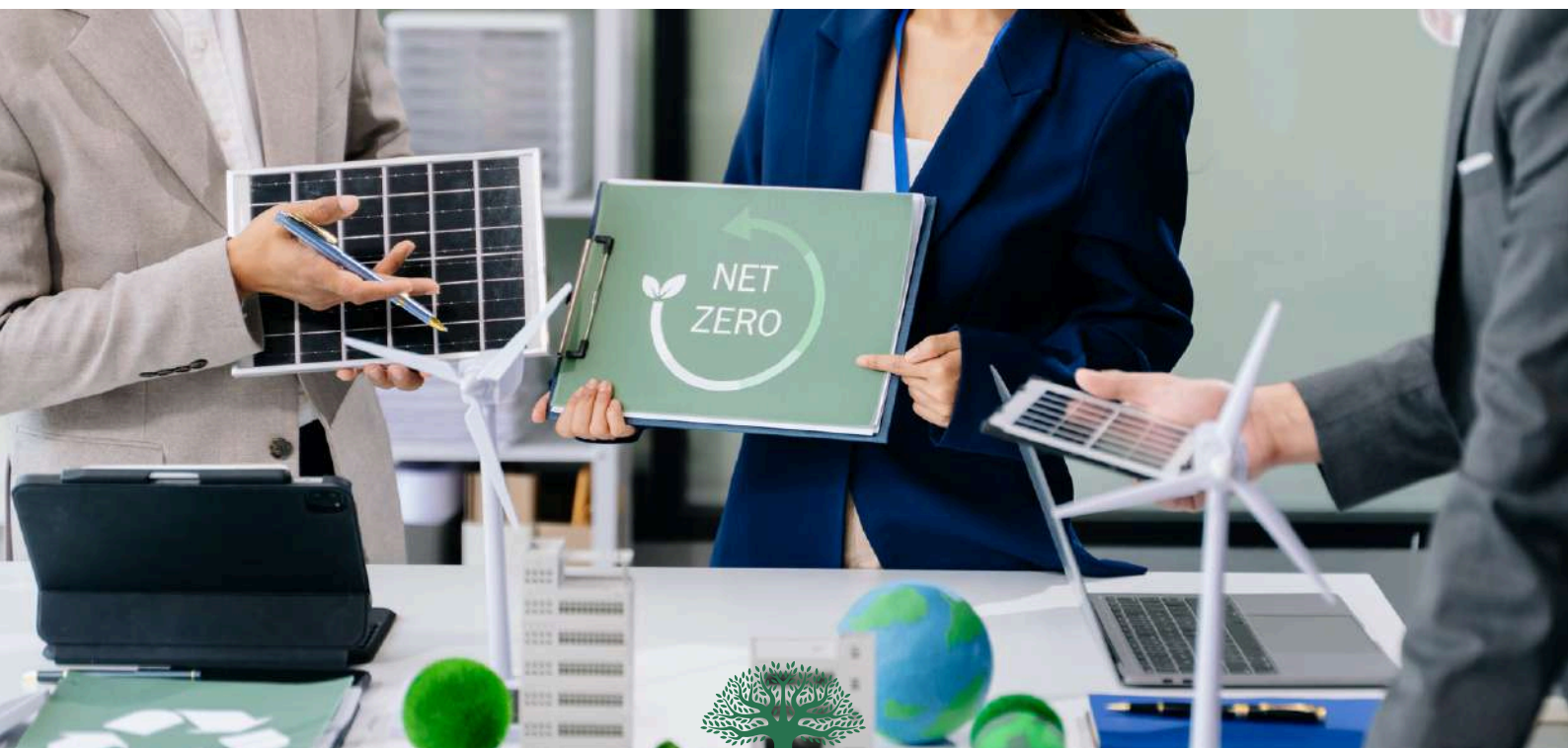
- For construction operations and owned assets, maintain the overall fuel consumption intensity  $\leq 7,500$  L/S\$ mil.
- For construction operations and owned assets, maintain scope 1 and 2 emission intensity  $\leq 280$  GJ/S\$ mil.
- For Precast sector, maintain the overall scope 1 and 2 emission intensity  $\leq 0.03$  tCO<sub>2</sub>e/cubic meter (“m<sup>3</sup>”) production output.

### ⇒ Medium Term - Till 2030

- Identify and understand emission hotspots within operations and supply chain to implement emission reduction initiatives.

### ⇒ Long Term - Beyond 2030

- Align the Group’s emission reduction efforts with Singapore’s national carbon reduction strategy and targets.
- Integrate low-carbon practices into core business operations by adopting energy-efficient technologies, renewable energy solutions, and alternative fuels to reduce reliance on carbon-intensive energy sources.
- Continuously evaluate and adopt emerging technologies and market solutions (e.g., renewable energy, energy storage systems, carbon management strategies) to support long-term emissions reduction.



## FOCUS 3

# PROTECTING OUR ENVIRONMENT



Material Management



Water and Effluent Management

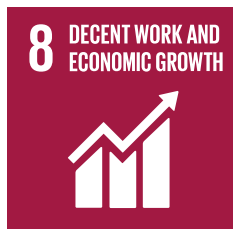


Waste Management

### GRI Indicators

- GRI 301 Materials
- GRI 303 Water and Effluents
- GRI 306 Waste

### Relevant SDGs



# Materials Management

## Material Topics

- GRI 301 Materials

## Relevant SDGs



## Why This Is Important

Material usage is a material sustainability topic for the Group given the resource-intensive nature of the construction and precast industry. Construction activities rely heavily on concrete, steel and other raw materials, the extraction, processing and transportation of which contribute significantly to greenhouse gas emissions and embodied carbon. As regulatory expectations and market demand for low-carbon infrastructure increase, the selection and management of materials have direct implications for environmental performance, project cost, and long-term asset value.

The use of green and low-embodied carbon materials reduces lifecycle emissions associated with construction projects and supports national decarbonisation pathways, including Singapore's Green Plan 2030 and the Green Mark framework. In addition, clients and investors are increasingly prioritising sustainable construction practices in tender evaluations and financing decisions. Responsible material sourcing and efficient usage therefore represent both a climate-related risk mitigation measure and a strategic opportunity to enhance competitiveness and enterprise value.

In line with sustainability-related disclosure requirements, the Group recognises that material efficiency, embodied carbon reduction and supply chain sustainability may reasonably affect operating costs, regulatory compliance, project margins and reputation over the short, medium and long term.

## Management Approach

The Group integrates sustainable material management into its procurement processes, project planning and supply chain oversight. Sustainability criteria are embedded within tender documentation and subcontractor evaluation frameworks to ensure that material selection aligns with green building standards and carbon reduction objectives.

Procurement practices prioritise suppliers that comply with environmental regulations and recognised sustainability certifications. The Group mandates, where feasible, the use of green concrete and other low-embodied carbon materials to reduce project-level carbon emissions. Industrial by-products and alternative binders are incorporated into concrete mixes to lower embodied carbon intensity compared to conventional concrete. Recycled and reusable materials, including recycled steel, doors and partitions, are increasingly specified to reduce reliance on virgin raw materials and minimise upstream environmental impact.



# Materials Management

To further reduce the carbon footprint of projects, the Group implements a structured Construction Waste Management Plan across its worksites. Material waste is managed through segregation, recycling and reuse practices to minimise disposal volumes and resource depletion. Material consumption is monitored to identify opportunities for efficiency improvements and reduction of excess usage.

Supplier and subcontractor performance is regularly reviewed to ensure compliance with sustainable sourcing requirements. This oversight reinforces accountability across the value chain and strengthens alignment with environmental performance objectives. In addition, the Group's Integrated Construction and Precast Hub leverages automation and prefabrication technologies to improve material precision, reduce rework and minimise construction waste. Prefabrication enhances material efficiency and contributes to lower embodied carbon per unit of output.

## **FY2025 Performance**

As a Green Mark Award recipient, the Group remains committed to advancing material efficiency and sustainability across all projects. By integrating sustainable materials and meeting all client requirements with a strong focus on integrating green and sustainable materials in projects, while optimising supply chain practices and continuously improving waste management strategies, we reinforce our position as a responsible leader in the construction industry.

In addition, the Group has initiated and is systematically collecting comprehensive data on material usage across all construction projects to support more structured monitoring and continuous improvement.

## **Target Setting**

### **⇒ Short Term - FY2026**

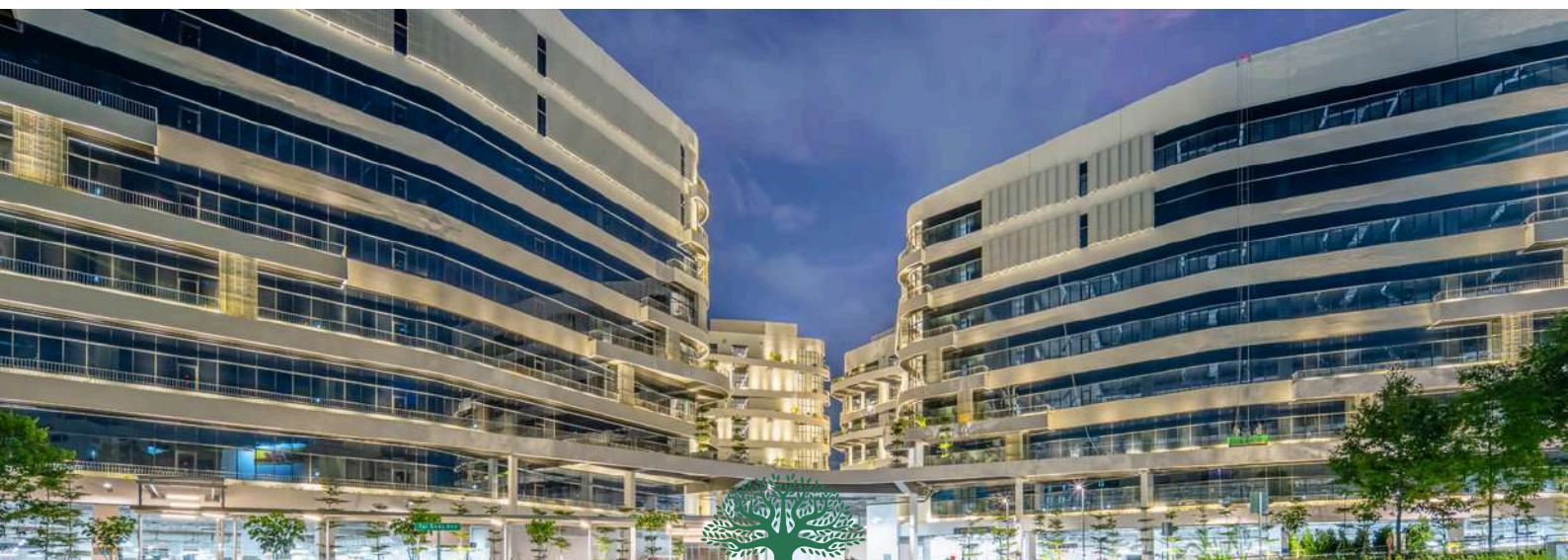
- Meet 100% of client requirements on green and sustainable materials usage in projects.

### **⇒ Medium Term - Till 2030**

- Initiate and systematically collect comprehensive data on material usage across all construction projects.
- Consistently align green material usage with client expectations, enhancing overall sustainable material integration in projects.

### **⇒ Long Term - Beyond 2030**

- Promote and innovate best-in-class sustainable material usage, setting benchmarks for the broader construction industry.

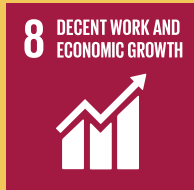


# Water and Effluents Management

## Material Topics

- GRI 303 Water and Effluents

## Relevant SDGs



### Why This Is Important

Water is a critical operational resource for the Group, particularly given the inherently water-intensive nature of construction activities such as concrete curing, dust suppression, equipment washing, earthworks, and precast production. As a leading builder operating in Singapore, where water is a scarce and strategically managed national resource, responsible water stewardship is both an environmental and economic imperative. Singapore’s limited natural water resources and reliance on diversified sources, including imported water and desalination, underscore the importance of efficient water use across all industries. The progressive increase in water prices further reinforces the need for prudent water management to maintain cost competitiveness and operational efficiency.

Inefficient water consumption, uncontrolled runoff, and improper discharge of effluents may result in contamination of public drains and water bodies, regulatory breaches, financial penalties, and reputational damage. In addition, extreme rainfall events linked to climate variability heighten the risk of sediment discharge and surface water pollution at construction sites. As regulatory expectations and client requirements continue to strengthen under green building frameworks and environmental regulations, effective water and effluent management is essential to safeguarding the environment, ensuring compliance, maintaining business continuity, and enhancing long-term resilience.

### Management Approach

#### Governance and Risk Integration

Water and effluent management is embedded within the Group’s integrated Environmental, Health and Safety Management System and forms part of the broader enterprise risk management framework. The Board provides oversight of environmental risks, including water-related exposures, while operational accountability is delegated to Project Directors and Project Managers supported by Environmental Control Officers and relevant site personnel.

Water-related environmental aspects such as surface runoff, wastewater discharge, sediment control, and potential chemical leakage are identified at the planning stage of each project. These aspects are assessed using a structured likelihood and severity methodology to determine the significance of impacts and define appropriate mitigation measures prior to commencement of works. This risk-based approach ensures that water-related impacts are systematically evaluated, controlled, and monitored throughout the project lifecycle. Water price escalation and Singapore’s limited water resources are also considered in operational planning, reinforcing the importance of efficiency and cost management.

# Water and Effluents Management

## Water Use Monitoring and Efficiency

The Group monitors water consumption across project sites and operational facilities to identify usage patterns and detect abnormal consumption trends. Continuous monitoring enables timely corrective action and supports data-driven decision-making.

Water efficiency initiatives are integrated into site operations through the installation of water-efficient fittings at temporary facilities, optimisation of construction processes, and adoption of rainwater harvesting and non-potable water reuse where practicable. In precast and other water-intensive processes, operational refinements are implemented to reduce wastage while maintaining construction quality and safety standards. These measures contribute to lowering water intensity, managing rising water costs, and reducing pressure on Singapore's constrained water resources.

## Surface Water and Runoff Control

Given the exposure of construction activities to rainfall and soil disturbance, the Group implements comprehensive erosion and sediment control measures prior to project commencement. Earth control measures are designed to manage exposed land surfaces and prevent sediment-laden runoff from entering public drains and surrounding water bodies.

Perimeter cut-off drains, silt traps, sedimentation basins, and vehicle washing facilities are constructed to contain and treat runoff effectively. Discharge points are clearly defined, and surface water is channelled to approved drainage systems. Turbidity and Total Suspended Solids levels are monitored to ensure compliance with regulatory requirements, particularly during periods of heavy rainfall. Regular inspections and maintenance are conducted to ensure that these controls remain effective throughout the construction phase.

Looking ahead, the Group will continue enhancing digital monitoring systems, expanding the use of alternative and recycled water sources where feasible, and refining preventive controls to address climate-related rainfall variability. Through continuous improvement, the Group aims to optimise water efficiency, manage cost exposure arising from rising water tariffs, and uphold responsible water stewardship as a leading builder in Singapore.

## Wastewater and Effluent Management

Effluent management practices are implemented to prevent illegal discharge and contamination of soil and water bodies. Sanitary facilities at worksites are properly maintained and connected to public sewer systems where available. Where removal services are required, licensed providers are engaged to ensure compliant treatment and disposal.

Storage areas for chemicals, fuels, and hydrocarbons are equipped with containment systems to prevent leakage into surface drains. Machinery maintenance and refuelling activities are conducted in controlled environments to minimise spillage risks, and waste oils and contaminated fluids are disposed of through licensed collectors. These controls reduce environmental risks and support compliance with applicable environmental regulations.

## Compliance, Inspection and Training

The Group maintains strict compliance with environmental regulations governing water discharge and pollution prevention. Regular site inspections are conducted to verify adherence to regulatory requirements and internal standards. Any identified non-conformances are investigated, and corrective and preventive actions are implemented promptly.

Environmental awareness and site induction programmes reinforce water conservation practices, pollution prevention responsibilities, and emergency spill response procedures among employees and subcontracted builders. This ensures consistent implementation of water management standards across all project sites.

## Value Chain Engagement and Continuous Improvement

Recognising that water stewardship extends beyond direct operations, the Group communicates environmental control requirements to subcontracted builders and monitors compliance throughout project execution. By promoting responsible practices across the value chain, the Group strengthens overall site environmental performance.



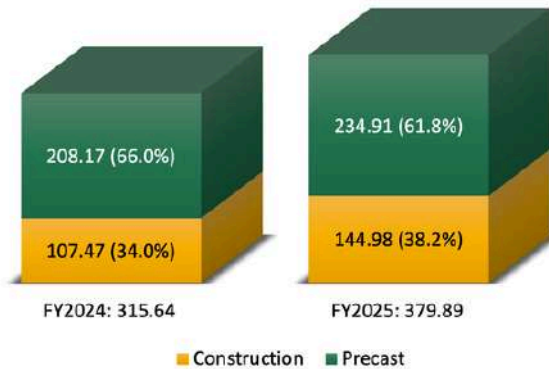
# Water and Effluents Management

## FY2025 Performance

In FY2025, the Group performed an industry benchmark study to identify standard water consumption intensity, enabling the evaluation of its performance relative to peers. During the year, there were no reported incidents of illegal discharge or spillage, reflecting the Group’s continued compliance with water-related regulatory standards and its commitment to maintaining high environmental management practices.

In FY2025, the Group achieved an improvement in water efficiency, with water consumption intensity decreasing by 20.6% to 0.65 ML/\$ mil. Total water consumption for the year was 379.89 mega litres (“ML”).

**Water Consumption (ML)  
FY2024-FY2025**



## Target Setting

### Short Term - FY2026

- Maintain zero incidents of illegal discharge or spillage, ensuring full compliance with all water-related regulatory requirements.
- For construction operations and owned assets, maintain water consumption intensity  $\leq 0.6$  ML/\$ mil.
- For precast sector, maintain water consumption intensity  $\leq 2.8$  m<sup>3</sup>/m<sup>3</sup> production output.

### Medium & Long Term - Beyond 2026

- Maintain zero incidents of illegal discharge or spillage, continuously maintaining full compliance with all water-related regulatory standards and ensuring zero penalties or fines from regulatory bodies.
- Lead industry initiatives for water conservation practices and share best practices with industry partners to foster sector-wide improvements in water resource management.

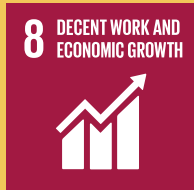


# Waste Management

## Material Topics

- GRI 306 Waste

## Relevant SDGs



### Why This Is Important

As a construction and precast group delivering construction and precast projects, the Group recognises that waste generation is an inherent environmental aspect across the project and precast lifecycle. Construction and precast activities involve significant material inputs, and if not effectively managed, may result in excessive resource consumption, landfill dependency, and environmental pollution.

Singapore’s limited landfill capacity and increasing emphasis on resource efficiency heighten the importance of responsible waste management. The Group’s approach supports national priorities under the Singapore Green Plan 2030, which promotes waste reduction, recycling, and circular economy practices within the built environment sector. Compliance with applicable regulatory frameworks, including the Environmental Public Health Act and associated waste control requirements, remains fundamental to our operations.

From a strategic perspective, ineffective waste management may expose the Group to regulatory non-compliance risks, cost inefficiencies, project delays, and reputational impact. Conversely, proactive waste minimisation and material recovery practices enhance operational efficiency, reduce disposal costs, support sustainable procurement objectives, and strengthen our competitive positioning in environmentally responsible construction.

By embedding structured waste management processes across our project sites and supply chain, the Group mitigates environmental impacts while meeting growing stakeholder expectations for responsible construction practices.

### Management Approach

The Group adopts a systematic waste management framework integrated into our Integrated Management System and project-level QEHS management programmes. Waste-related environmental aspects and impacts are identified and assessed prior to project commencement in accordance with our Environmental Aspects and Impact Assessment procedure . Significant environmental aspects, including waste generation, are evaluated based on likelihood and severity to determine appropriate control measures.

At the project level, a Construction Waste Management Plan is implemented to guide waste handling, segregation, storage, recycling, and disposal practices . This plan establishes clear responsibilities, documentation requirements, and diversion tracking mechanisms to ensure proper management of waste streams.

# Waste Management

## Waste Identification and Monitoring

Waste streams are identified at each stage of construction, including substructure, superstructure, and architectural and M&E works. Project teams maintain records of waste generated, reused, recycled, and disposed of. Waste diversion and landfill logs are maintained at site offices, supported by weighbridge receipts and monthly certifications from licensed waste haulers.

Monitoring mechanisms include:

- Quantification of waste by material category (e.g., concrete, metals, timber, wallboard, general construction waste).
- Tracking of landfill versus diverted volumes.
- Periodic site inspections by Environmental Control Officers (“ECOs”).
- Management review of environmental performance indicators under the QEHS Management Programme.

These controls enable the Group to evaluate waste performance trends, identify high-volume waste streams, and implement targeted reduction measures.

## Waste Prevention and Reduction

The Group prioritises waste prevention at source through upstream planning and operational controls. Key measures include optimised material ordering to minimise excess, improved storage practices to prevent material damage, and the adoption of prefabrication and modular construction methods to reduce on-site off-cuts and wastage.

Daily housekeeping practices and end-of-day site cleaning are enforced to reduce material loss and contamination. Environmental awareness briefings and toolbox meetings reinforce worker accountability in proper waste handling and segregation.

Where practicable, the Group seeks to limit packaging waste and encourage suppliers to reduce unnecessary material packaging.

## Waste Segregation and Recycling

Designated waste segregation areas are established on construction sites, with clearly labelled bins and containers to facilitate classification by waste type. Typical waste streams segregated on-site include metals, concrete, timber, paper, cardboard, plastics, aluminium, and general construction waste.

Recyclable materials are channelled to licensed recycling companies, and supporting documentation such as invoices and recycling certificates are retained on site. Metals and other recoverable materials may be sold to authorised scrap collectors, while suitable materials may be reused on-site where feasible.

Segregation at source enhances diversion rates and reduces reliance on landfill disposal, contributing to resource circularity objectives.

## Hazardous Waste Management

Hazardous wastes generated from construction activities, such as oil-contaminated materials, chemical containers, and other regulated substances, are managed in strict compliance with environmental regulations. Such waste is:

- Clearly identified and labelled.
- Stored securely to prevent leakage or contamination.
- Handled by trained personnel.
- Disposed of through authorised and licensed waste contractors.

Records are maintained to ensure full traceability from generation to final disposal, in line with regulatory requirements and internal control procedures.

## Supply Chain and Contractor Engagement

Waste management responsibilities extend beyond direct operations. Environmental requirements relating to segregation, housekeeping, and disposal are communicated to subcontractors at project initiation. Compliance with site waste protocols forms part of contractor supervision and site inspections.

Through procurement and project coordination processes, the Group also encourages the use of materials with recycled content and suppliers that demonstrate sound environmental management practices, supporting broader industry efforts towards sustainable construction.



# Waste Management

## Governance and Accountability

Responsibility for implementing waste management measures rests with Project Managers, Site Managers, and Environmental Control Officers, in accordance with defined roles under the Integrated Management System. Waste performance is reviewed periodically through project meetings and management review processes.

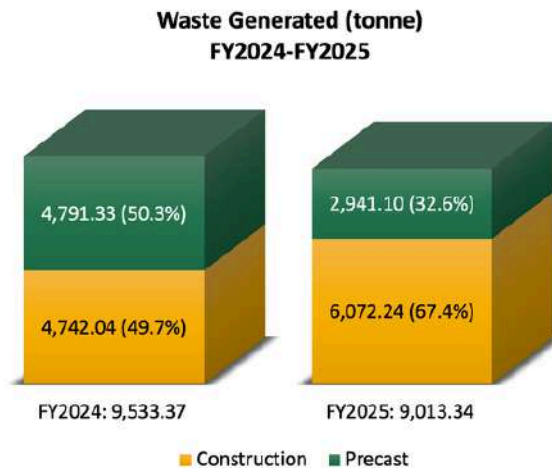
Where waste-related risks are assessed as medium or high under the environmental risk matrix, additional controls are implemented to reduce risks to acceptable levels before work proceeds.

Non-conformances, if identified, are addressed through corrective actions and follow-up monitoring to prevent recurrence. Lessons learned are shared internally to strengthen future project planning and execution.

## FY2025 Performance

In FY2025, the Group maintained full compliance with all waste management and disposal regulations. In addition, waste generation data was systematically collected across all operational sites, supporting improved monitoring and management of waste performance.

In FY2025, the Group’s total waste generation amounted to 9,013.34 tonnes, comprising non-hazardous general waste, metal, and concrete.



## Target Setting

### Short Term - FY2026

- Ensure compliance with all waste management and disposal regulations.
- For construction activities, the Group aims to maintain general waste generation intensity  $\leq 23$  tonne/S\$ mil.
- In the precast sector, general waste generation intensity will be maintained at  $\leq 7$  kg/m<sup>3</sup> production output.
- In managing specific waste streams, the Group targets to maintain metal waste generation intensity from construction activities at  $\leq 3\%$  of total rebar ordered.
- For precast sector, metal waste generation intensity will be maintained at not more than 20 kg/m<sup>3</sup> production output, while concrete waste generation intensity will be  $\leq 60$  kg/m<sup>3</sup> production output.

### Medium & Long Term - Beyond 2026

- Maintain consistent compliance with waste management and disposal standards.
- Support the national goal of achieving a circular economy as per Singapore Green Plan 2030.

## FOCUS 4

# PRIORITISING WORKFORCE BENEFITS



Fair Employment

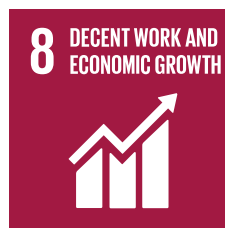


Workforce Skill  
Development

### GRI Indicators

- GRI 401 Employment
- GRI 402 Labour/Management Relations
- GRI 404 Training and Education
- GRI 405 Diversity and Equal Opportunity
- GRI 406 Non-discrimination

### Relevant SDGs



# Fair Employment

## Material Topics

- **GRI 401 Employment**
- **GRI 402 Labor/Management Relations**
- **GRI 405 Diversity and Equal Opportunity**
- **GRI 406 Non-discrimination**

## Relevant SDGs



### Why This Is Important

The Group recognises that our employees are fundamental to the successful delivery of construction projects and the long-term sustainability of our business. As a builder operating in Singapore's highly competitive construction sector, our ability to attract, develop, and retain a capable and motivated workforce directly influences project quality, operational efficiency, and organisational resilience. Responsible employment practices therefore form a key pillar of our sustainability strategy.

Fair employment practices help ensure that employees are treated with dignity and respect while providing equal opportunities for career development. By maintaining transparent recruitment processes, fair performance management systems, and equitable compensation structures, the Group supports workforce stability and enhances employee engagement. A supportive and inclusive work environment also enables the Group to attract skilled professionals and reduce employee turnover, strengthening operational continuity across projects.

The construction industry relies on a diverse workforce comprising professionals, technical specialists, and site personnel from different nationalities and backgrounds. Promoting diversity and equal opportunity allows the Group to benefit from a wide range of perspectives and capabilities, which enhances problem-solving, innovation, and collaboration. At the same time, fostering an inclusive workplace culture strengthens workforce cohesion and supports the effective execution of complex construction projects.

In Singapore, employment practices are guided by national labour legislation and the principles of fair and merit-based employment. The Group complies with applicable regulations and guidelines issued by the MOM ensuring that employment decisions are based on qualifications, skills, and performance rather than personal characteristics such as age, gender, race, religion, nationality, or disability. By adhering to these standards, the Group mitigates legal and reputational risks while reinforcing stakeholder confidence in our human capital management practices.

Maintaining strong labour relations and protecting employees from discrimination are equally important to building a respectful and collaborative workplace. Open communication between management and employees supports mutual trust and helps address workplace concerns effectively. Through these efforts, the Group aims to create a work environment that promotes fairness, inclusivity, and professional growth while supporting the long-term sustainability of our operations.

# Fair Employment

## Management Approach

The Group implements structured human resource policies and practices to ensure that employment, labour relations, diversity, and non-discrimination are effectively managed across the organisation. These policies establish clear standards for recruitment, career development, employee mobility, termination procedures, and workplace conduct, ensuring that employment practices remain transparent, fair, and consistent across all business units.

### Employment Practices

The Group adopts fair and merit-based recruitment practices to ensure that employment decisions are objective and aligned with operational requirements. Recruitment and selection processes are structured to evaluate candidates based on their qualifications, experience, and competencies, ensuring equal opportunities for all applicants. Internal career development is also encouraged through employee mobility initiatives, allowing employees to gain broader exposure across different functions and projects. Internal transfer opportunities are considered where suitable roles arise, supporting career development and enabling the organisation to deploy talent effectively across its operations.

Employment transitions, including resignation, termination, and retirement, are managed through established human resource procedures to ensure fairness and compliance with employment legislation. The Group maintains formal processes for employee resignation, exit clearance, final salary payments, and exit interviews, allowing the organisation to maintain operational continuity while gathering feedback to improve workplace practices.

The Group also complies with statutory employment protections under Singapore's labour regulations. These include safeguards related to maternity protection, sick leave protection, and protection for employees injured at work, ensuring that employment termination decisions are conducted responsibly and in accordance with applicable laws.

In addition, the Group supports mature workers by implementing structured retirement and re-employment arrangements in accordance with national employment policies. Employees who reach the statutory retirement age may be considered for re-employment based on performance, medical fitness, and operational needs, enabling experienced employees to continue contributing to the organisation where appropriate.

The Group provides employees with competitive benefits and leave entitlements to support employee well-being and work-life balance. These benefits include compassionate leave provisions for employees experiencing family bereavement, demonstrating the Group's commitment to supporting employees during significant life events.

### Labour and Management Relations

Maintaining constructive labour relations for building trust and fostering collaboration within the workforce. The Group encourages open communication between employees and management through regular operational meetings, departmental discussions, and feedback channels. These platforms allow employees to raise concerns, share feedback, and contribute ideas that support continuous organisational improvement.

Where organisational changes may affect employees, the Group seeks to ensure that communication is conducted transparently and in accordance with applicable employment regulations. This approach helps employees understand business developments while strengthening mutual trust between management and the workforce.

### Diversity and Equal Opportunity

The Group is committed to providing equal opportunities for all employees regardless of age, gender, nationality, race, religion, marital status, disability, or other personal characteristics. Recruitment, training, promotion, and remuneration decisions are based on merit and job performance to ensure fairness and objectivity across all employment practices.

The Group's workforce comprises individuals from diverse professional backgrounds and nationalities, reflecting the international nature of the construction industry. By fostering an inclusive workplace culture built on respect and collaboration, the Group strengthens teamwork across project sites and corporate functions while promoting a positive and supportive work environment.

Internal career mobility and professional development opportunities further support diversity and equal opportunity. Employees are encouraged to develop new competencies and take on expanded responsibilities across projects and business units, enabling them to progress within the organisation while strengthening the Group's overall talent capabilities.



# Fair Employment

## Non-Discrimination and Respectful Workplace

The Group maintains a zero-tolerance approach to discrimination, harassment, and unfair treatment in the workplace. Policies and internal controls are established to ensure that employees are protected from discrimination based on personal characteristics and are able to work in a respectful and professional environment.

Employees who encounter concerns related to workplace conduct may report issues through established reporting channels, including confidential whistleblowing mechanisms. All reports are handled with appropriate confidentiality and are reviewed in accordance with internal procedures to ensure fair and objective investigation.

The Group also conducts periodic briefings and awareness initiatives to reinforce expected standards of behaviour and to promote mutual respect across the workforce. These initiatives help ensure that employees understand their rights and responsibilities while strengthening the organisation's culture of integrity and professionalism.

## Continuous Improvement

As workforce expectations evolve and the construction sector continues to adopt new technologies and sustainable practices, the Group remains committed to strengthening its human capital management framework. Ongoing efforts include expanding training programmes to support digital construction capabilities and sustainable building practices, enhancing workforce analytics to better monitor employee engagement and retention, and strengthening structured career development pathways.

Through these initiatives, the Group aims to cultivate a resilient, inclusive, and high-performing workforce that supports the successful delivery of construction projects while contributing to long-term organisational sustainability.



# Fair Employment

## FY2025 Performance

In FY2025, there were no reported or substantiated complaints regarding employment conditions or unfair treatment, reflecting the Group's commitment to fair employment practices. The Group was also awarded Great Place to Work in 2025, demonstrating its continued efforts to foster a positive and inclusive workplace.

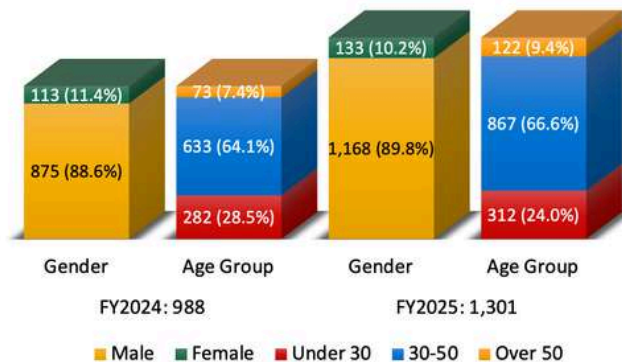
### Total Employee

As of 31 December 2025, the Group employed a total of 1,301 employees, representing a 31.7% increase compared to FY2024. This growth reflects the Group's increased demand for manpower for our construction projects.

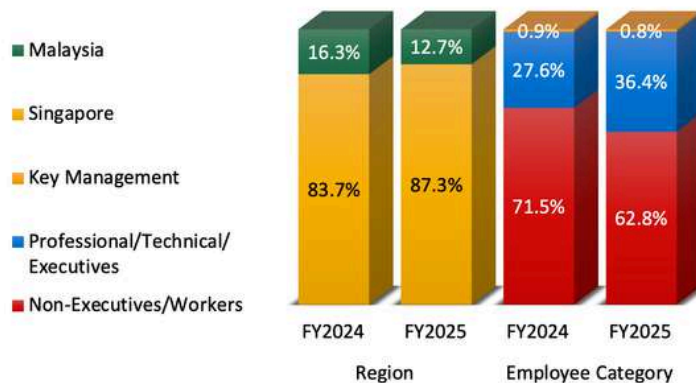
By employment type, 85.5% of employees were on permanent contracts, while 189 employees were engaged on temporary contracts. The workforce remained predominantly full-time, with 99.8% of employees employed on a full-time basis and only two employees working part-time.

The Group's gender and age distribution remained largely stable compared to FY2024. From a geographical perspective, employee headcount in Malaysia remained stable, while the number of employees in Singapore increased. In terms of employee category, the Group recorded a higher proportion of Professional, Technical and Executive staff during the year.

**Total Employees by Gender and Age Group  
FY2024-FY2025**



**Total Employees by Region and Employee Category  
FY2024-FY2025**

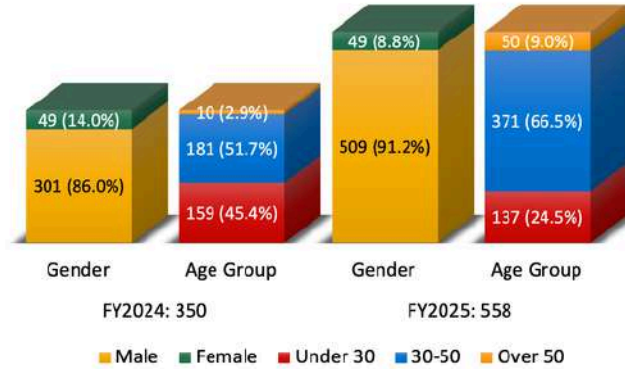


# Fair Employment

## New Hires

In FY2025, the Group onboarded a total of 558 new employees, representing a 59.4% increase compared to FY2024. The majority of new hires were male, and a larger proportion were aged above 30.

**New Hires by Gender and Age Group  
FY2024-FY2025**



## Target Setting

In FY2025, we remain steadfast in upholding the standards set in FY2024, ensuring that all employment conditions meet or surpass industry benchmarks. We are dedicated to fostering a workplace environment free from complaints regarding employment conditions or instances of unfair treatment. Our objective is to sustain a harmonious and respectful atmosphere that underscores our commitment to employee satisfaction and equitable treatment.

### Short Term - FY2026

- Maintain zero substantiated complaints regarding employment conditions or unfair treatment.

### Medium & Long Term - Beyond 2026

- Maintain zero substantiated complaints regarding employment conditions or unfair treatment.
- Implement training or awareness programs focused on fair employment practices and anti-discrimination policies.



# Workforce Skill Development

## Material Topics

- GRI 404 Training and Education

## Relevant SDGs



## Why This Is Important

As a provider of a full spectrum of construction and precast services, our people are the foundation of our operational excellence and long-term sustainability. The built environment sector is evolving rapidly due to digitalisation, advanced construction technologies, stricter safety requirements, and increasing expectations for sustainable construction practices. To remain competitive and resilient, the Group recognises the importance of continuously strengthening the capabilities of our workforce.

Technologies such as BIM, digital project management platforms, automation, and data-driven construction methods are transforming how projects are delivered. At the same time, growing regulatory requirements in areas such as environmental compliance, carbon management, and sustainable construction require specialised knowledge and technical expertise. Continuous training ensures that our employees possess the competencies needed to deliver projects safely, efficiently, and responsibly.

Beyond technical capability, workforce development improves productivity, strengthens safety performance, and supports innovation across project teams. Investing in employee learning also enhances engagement and retention, enabling the Group to build a future-ready workforce that supports our long-term growth strategy and Singapore's Built Environment transformation agenda.

## Management Approach

The Group adopts a structured approach to training and development to ensure that workforce capabilities remain aligned with operational requirements and evolving industry standards. Training initiatives are coordinated by the Human Resources department in collaboration with project managers and departmental leaders to ensure that learning programmes support both current job responsibilities and future business needs.

Our training framework is guided by the Group's Training Development Guidelines, which establish the governance structure, approval process, and evaluation mechanisms for employee development programmes. These guidelines ensure that training activities support strategic business objectives while strengthening employees' skills, improving operational efficiency, and supporting professional development.

# Workforce Skill Development

## Training Needs Identification

Training needs are identified through performance reviews, departmental assessments, and feedback from employees and supervisors. This process enables management to identify skill gaps, regulatory training requirements, and development opportunities aligned with operational priorities.

## Structured Training Programmes

The Group provides a range of training opportunities covering technical competencies, professional certifications, regulatory compliance, leadership development, and soft skills. Training programmes may include seminars, short courses, professional certifications, and on-the-job learning. Where appropriate, the Group may sponsor employees for courses relevant to their roles and career development, subject to internal approval procedures.

## Training Governance

All training requests follow a formal approval process through a training request form reviewed by departmental heads and the Human Resources department. The assessment considers the relevance of the course, employee performance, and organisational needs. Participation requirements such as attendance and course completion ensure that training investments deliver meaningful outcomes.

## Performance Evaluation and Feedback

The effectiveness of training programmes is evaluated through post-training feedback and supervisory assessments. Employees submit training feedback forms after completing courses, while supervisors review whether the training has contributed to improved job knowledge and performance.

## Training Programmes

The Group's training programmes support operational excellence, safety leadership, and sustainability integration across construction activities. Key areas include technical competency training covering engineering skills, project planning, digital tools, and contract management, as well as sustainability and environmental awareness training to support resource optimisation, waste reduction, and regulatory compliance.

Workplace Safety and Health ("WSH") training remains a key priority and includes mandatory certifications, safety leadership programmes, and risk management training to maintain high safety standards across project sites. Leadership and soft skills development programmes further support communication, team management, and stakeholder engagement capabilities.

Through these initiatives, the Group aims to strengthen technical expertise, improve project delivery outcomes, embed sustainability considerations in operations, and develop leadership capabilities that support long-term organisational growth.

## Our Commitments

The Group remains committed to strengthening workforce capability through continuous learning and development. Moving forward, we will expand training programmes in areas such as digital construction technologies and sustainable building practices, strengthen structured learning pathways for employees at different career levels, and enhance training monitoring systems to better evaluate programme effectiveness.

We will also continue collaborating with educational institutions and industry partners to ensure employees receive industry-relevant training that supports the transformation of Singapore's built environment sector.



# Workforce Skill Development

## FY2025 Performance

### Employee Training

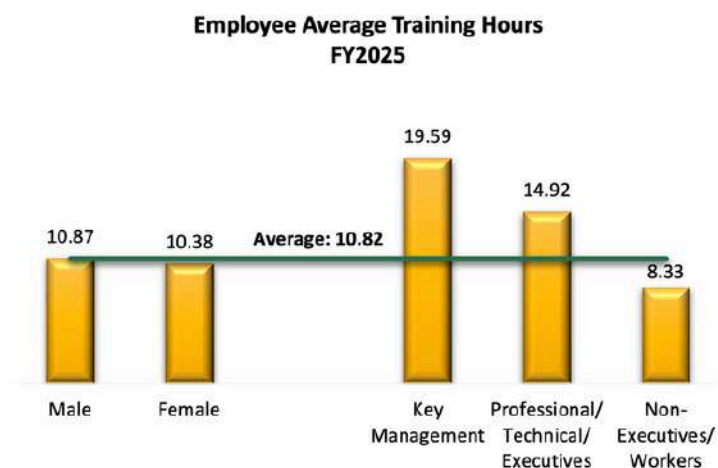
In FY2025, the Group continued to invest in employee capability development through a wide range of internal and external training programmes. These programmes covered technical competencies, workplace safety and health, sustainability, digital transformation, and leadership development to support both operational excellence and long-term business growth.

Key training areas included:

- **Workplace Safety and Health:** Courses such as Construction Safety Orientation Course (“CSOC”), Building Construction Supervisors Safety (“BCSS”), Work-at-Height supervision, confined space operations, lifting operations, forklift and equipment operations, occupational first aid, incident management, and safety leadership programmes.
- **Technical and Professional Development:** Programmes related to construction management, BIM and digital construction, project planning and scheduling, contract administration, construction law, engineering design, and specialised trade certifications such as Coretrade and welding.
- **Sustainability and Environmental Management:** Training on Green Mark certification, sustainable finance and carbon management, sustainability fundamentals, and eco-ambassador programmes to strengthen awareness of environmental responsibility.
- **Digitalisation and Innovation:** Courses on Integrated Digital Delivery, digital construction management, artificial intelligence applications, PowerBI, BIM systems, and CORENET X implementation.
- **Leadership and Management Development:** Programmes covering employee performance management, HR and leadership skills, workplace collaboration, and professional development for executives and managers.
- **Compliance and Industry Updates:** Seminars and certification courses related to ISO management systems, regulatory requirements, tax, finance, and industry best practices.

In addition, employees participated in emergency preparedness drills, safety committee activities, and team-building programmes, reinforcing a strong safety culture and employee engagement across the Group.

In FY2025, training hours were systematically monitored on a quarterly basis for all employees. Employees across the Group received an average of 10.82 training hours, exceeding the target of at least 9.5 training hours per employee annually.



### Employee Performance Review

100% of our confirmed key management and professional/technical/executives received performance reviews. For non-executives/workers, performance reviews are conducted on a biennial basis in line with their work pass status, with 100% of them having undergone performance reviews in FY2025.



# Workforce Skill Development

## Target Setting

### ⇒ Short Term - FY2026

- Systematically monitor total training hours quarterly for all employees to maintain an average of at least 9.5 training hours per employee annually.

### ⇒ Medium & Long Term - Beyond 2026

- Systematically monitor total training hours quarterly for all employees to maintain an average of at least 9.5 training hours per employee annually.
- Extend awareness programs to suppliers and contractors to enhance overall competency and align them with the Group's standards.



# FOCUS 5

## PROMOTING HEALTH AND SAFETY EXCELLENCE



**Occupational Health and Safety**

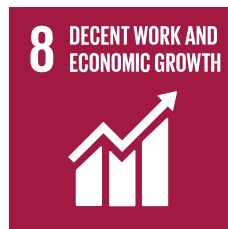


**Customer Health and Safety**

### GRI Indicators

- **GRI 403 Occupational Health and Safety**
- **GRI 416 Customer Health and Safety**

### Relevant SDGs

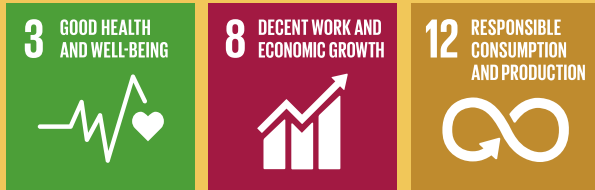


# Occupational Health and Safety

## Material Topics

- **GRI 403 Occupational Health and Safety**

## Relevant SDGs



### Why This Is Important

Occupational health and safety (“OHS”) is a critical priority for the Group, given the inherently high-risk nature of construction activities such as working at heights, operating heavy machinery, handling hazardous materials, and managing complex construction environments. Ensuring a safe and healthy workplace is essential not only to protect the well-being of employees, subcontractors and visitors, but also to safeguard project continuity, operational efficiency and the Group’s long-term business sustainability.

In Singapore, WSH is a key national priority, particularly in the construction sector where regulatory oversight is stringent. The MOM and the Workplace Safety and Health Council have implemented comprehensive regulatory frameworks to ensure that companies adopt robust safety management practices. Singapore’s Vision Zero strategy further aims to eliminate workplace fatalities, injuries and occupational diseases by 2030. The Group supports this national goal by cultivating a proactive safety culture centred on prevention, accountability and continuous improvement.

The Group recognises that effective OHS management contributes to higher productivity, improved employee morale and stronger stakeholder confidence. By embedding health and safety considerations into project planning, operational procedures and contractor management, we aim to minimise workplace incidents while maintaining high standards of construction quality and operational excellence.

### Management Approach

#### Occupational Health and Safety Management System

The Group has established a comprehensive OHS management system covering all employees, subcontractors and workers operating across our construction sites and facilities. The system is aligned with ISO 45001 Occupational Health and Safety Management System standards, and forms part of the Group’s integrated management system that also addresses quality and environmental management.

The OHS management system defines clear policies, procedures, roles and responsibilities to ensure consistent implementation of safety practices across all worksites. It incorporates structured risk management processes, operational control procedures, internal audits and continuous improvement mechanisms.

Our Integrated Management System includes procedures such as risk management, operational planning and control, incident investigation, internal audits and corrective action processes, which support systematic health and safety management across all operations. These procedures are reviewed regularly to ensure alignment with regulatory requirements and industry best practices.

The system applies to all operational activities and covers both employees and subcontractor workers engaged at project sites.

# Occupational Health and Safety

## Hazard Identification, Risk Assessment and Incident Investigation

Hazard identification and risk assessment (“HIRA”) form the foundation of the Group’s safety management approach. Before the commencement of any work activity, project teams conduct risk assessments to identify potential hazards associated with construction activities and determine appropriate control measures.

Risk assessments are periodically reviewed based on project work plans and evolving site conditions to ensure that mitigation measures remain effective. Regular site inspections, safety audits and toolbox meetings are conducted to monitor compliance and reinforce safe work practices.

In the event of an incident, the Group follows a structured investigation process to determine root causes and implement corrective and preventive actions. Findings from incident investigations are shared across project teams to enhance learning and prevent recurrence.

## Occupational Health Services

The Group provides occupational health services to support the physical and mental well-being of workers. Health monitoring programmes include on-site medical examinations conducted by external medical professionals to assess workers’ health conditions and determine their fitness for work.

These examinations help identify potential health risks early and enable the implementation of appropriate control measures. Workers also have access to healthcare services through telemedicine platforms and designated clinics under industry medical schemes.

Additional health monitoring programmes include workplace noise assessments, ergonomic considerations and health awareness initiatives aimed at preventing occupational diseases such as noise-induced deafness.

## Worker Participation, Consultation and Communication

Worker participation is an essential component of the Group’s safety culture. Employees and workers are actively involved in safety discussions through toolbox meetings, safety dialogues and site-level safety committees.

These platforms enable workers to raise safety concerns, provide feedback and contribute to continuous improvement of workplace safety practices. Workers may also submit safety feedback through anonymous digital channels to ensure that concerns can be raised without hesitation.

Safety alerts, incident learnings and regulatory updates are communicated across worksites to reinforce awareness and promote shared responsibility for workplace safety.

## Worker Training on Occupational Health and Safety

Training is a key element of the Group’s safety management strategy. All employees and workers receive mandatory health and safety training relevant to their job functions before commencing work on site.

Training programmes cover topics such as safe work procedures, equipment handling, hazard awareness, emergency response and regulatory compliance. New employees undergo safety induction programmes while existing workers participate in refresher training sessions.

The Group also conducts regular “Safety Time Out” exercises across worksites, where work activities are temporarily paused to review safety procedures, inspect site conditions and reinforce safe working practices. These exercises allow teams to identify potential risks and implement preventive measures before work resumes.



# Occupational Health and Safety

## Promotion of Worker Health

Beyond preventing workplace injuries, the Group promotes the overall well-being of workers through health promotion initiatives. These include medical screenings, health education programmes and wellness activities aimed at encouraging healthy lifestyles.

The Group also implements preventive measures to manage health risks associated with construction environments. For example, environmental control officers monitor site hygiene, waste management and vector control measures to prevent mosquito breeding and other health hazards. Noise monitoring is conducted to ensure that workers are adequately protected from excessive noise exposure.

## Prevention and Mitigation of Health and Safety Impacts in the Supply Chain

As a builder that relies on subcontractors and suppliers to deliver specialised construction services, the Group recognises that health and safety risks extend beyond its direct workforce.

To address these risks, the Group implements strict subcontractor evaluation and monitoring processes to ensure that contractors meet workplace safety and health requirements. Subcontractors are assessed based on their safety performance, accident history, regulatory compliance and relevant certifications before engagement. Only contractors that meet the Group's safety standards are approved to perform work at project sites.

During project execution, subcontractors are subject to periodic safety performance evaluations and inspections. Contractors with poor safety performance may be required to implement corrective action plans or may be restricted from future engagement.

## Workers Covered by Occupational Health and Safety Management System

The Group's occupational health and safety management system covers all employees as well as subcontractor workers operating within its workplaces. All personnel working on site are required to comply with the Group's safety policies, procedures and safe work practices.

Through this comprehensive coverage, the Group ensures that consistent safety standards are applied across all project activities and operational locations.

## Work-related Injuries

The Group monitors workplace safety performance through the tracking of work-related injuries and incidents. Safety performance indicators are reported and reviewed regularly to identify trends and improve safety management practices.

## Work-related Ill Health

The Group also monitors occupational health risks associated with construction activities. Preventive measures such as health monitoring, noise assessments, environmental hygiene management and health awareness programmes are implemented to minimise occupational health risks across project sites.

## Continuous Improvement and Vision Zero

The Group remains committed to continuously improving its occupational health and safety performance. Regular internal audits, safety inspections and management reviews are conducted to evaluate the effectiveness of existing safety systems and identify opportunities for improvement.

By strengthening safety culture, enhancing risk management processes and engaging employees and subcontractors in proactive safety practices, the Group supports Singapore's Vision Zero initiative and contributes to building a safer and healthier construction industry.



# Occupational Health and Safety

## **FY2025 Performance**

In FY2025, no fatalities were reported and no Stop Work Orders were issued by the Ministry of Manpower or other agencies. In the latest ConSASS audit conducted during the year, the Group achieved scores above the minimum 70% requirement across all bands, with Band I at 100%, Band II at 98.5%, and Band III at 94.75%.

Additionally, 90% of workplaces achieved a workplace injury rate (“WIR”) lower than 12.5% of the national WIR rate, reflecting the Group’s strong safety performance and commitment to workplace safety. No work-related ill-health cases were reported across operating sites.

## **Target Setting**

### **Short Term - FY2026**

- Maintain zero fatalities.
- Maintain zero Stop Work Order from MOM.
- Achieve minimum score of 70% for all bands in ConSASS audits.
- 50% of the workplaces achieve WIR lower than 12.5% of National WIR rate.

### **Medium & Long Term - Beyond 2026**

- Maintain zero fatalities.
- Maintain zero Stop Work Order from MOM.
- Achieve minimum score of 80% for all bands in ConSASS audits.
- 70% of the workplaces achieve WIR lower than 12.5% of National WIR rate.

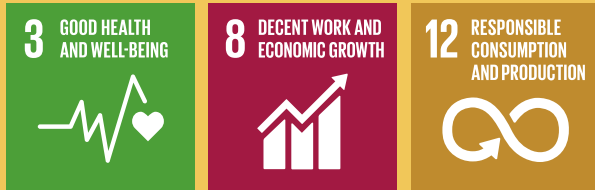


# Customer Health and Safety

## Material Topics

- **GRI 416 Customer Health and Safety**

## Relevant SDGs



### Why This Is Important

Ensuring the health and safety of customers, building occupants and the wider public is a fundamental responsibility for the Group as a builder providing civil engineering, design-and-build and turnkey construction services. The buildings and infrastructure we construct must meet stringent safety, quality and regulatory standards to ensure they remain safe throughout their operational lifecycle.

The construction industry carries inherent risks that may affect the safety of building users if projects are not designed and executed according to appropriate standards. Structural failures, poor workmanship or non-compliance with regulatory requirements can result in safety hazards that affect occupants, neighbouring communities and public infrastructure. As such, rigorous engineering design, quality control and regulatory compliance are essential to ensuring that completed projects are safe, durable and fit for purpose.

In Singapore, the construction sector operates under a comprehensive regulatory framework governed primarily by the BCA, which establishes requirements for structural integrity, design safety, construction quality and building performance. Programmes such as the BCA Quality Mark Certification Scheme promote high construction quality standards and minimise defects that may affect building safety and performance.

In addition, Singapore’s Design for Safety (“Dfs”) Regulations, introduced under the Workplace Safety and Health framework, require developers, designers and builders to consider safety risks during the design stage of construction projects. By identifying and mitigating safety risks early in the design process, these regulations help prevent hazards during construction, maintenance and building use.

Beyond regulatory compliance, the Group recognises that maintaining high standards of customer health and safety strengthens stakeholder trust, enhances project quality and supports the long-term sustainability of the built environment. By integrating safety and quality considerations across the entire project lifecycle—from design and procurement to construction and project completion—the Group strives to deliver infrastructure that protects building users and surrounding communities.

# Customer Health and Safety

## Management Approach

### Quality and Safety Governance

The Board and senior management oversee the Group's quality and safety management systems to ensure that risks related to customer health and safety are effectively managed throughout project delivery. These systems form part of the Group's integrated management framework, which incorporates QEHS management practices.

Policies, procedures and internal controls are established to ensure that projects are executed in accordance with regulatory requirements, engineering standards and contractual specifications. Internal audits, management reviews and project evaluations are conducted regularly to assess the effectiveness of these systems and to support continuous improvement in construction quality and safety.

### Design and Construction Safety Management

Safety considerations are integrated into all stages of project development, from project planning and design to construction and project completion. The Group works closely with developers, architects, consultants and engineers to ensure that project designs comply with relevant safety and engineering standards.

In line with Singapore's DfS Regulations, the Group participates in design risk reviews and collaborates with project stakeholders to identify and mitigate safety risks during the design stage. This proactive approach helps eliminate or minimise hazards before construction begins and ensures that buildings remain safe throughout their lifecycle, including maintenance and operation.

Technical reviews, engineering checks and site inspections are conducted during construction to verify that works are carried out according to approved designs and regulatory requirements.

### Compliance with Building and Construction Regulations

All projects undertaken by the Group comply with applicable building codes, statutory regulations and industry standards in Singapore. The Group works closely with regulatory authorities such as the BCA to ensure compliance with national requirements governing structural safety, construction quality and building performance.

Projects are subject to inspections and approvals by relevant authorities at various stages of construction to verify compliance with regulatory standards. These inspections ensure that buildings meet the necessary safety requirements before completion and occupancy.

### Construction Quality Assurance and BCA Standards

To maintain high construction quality standards, the Group adopts recognised industry quality assessment systems and inspection procedures. Construction works are carried out in accordance with approved drawings, engineering specifications and established quality control processes.

Where applicable, projects may be assessed under BCA's Construction Quality Assessment System ("CONQUAS"), which evaluates workmanship standards and construction quality across structural, architectural and mechanical and electrical works.

The Group also supports initiatives such as the BCA Quality Mark Certification Scheme, which focuses on improving construction workmanship and reducing defects in completed buildings. Through rigorous quality inspections and defect management procedures, the Group seeks to ensure that buildings meet high standards of quality, durability and safety.



# Customer Health and Safety

## Continuous Improvement and Risk Management

Customer health and safety risks are periodically assessed as part of the Group's enterprise risk management framework. Project reviews, quality assessments and feedback from clients and consultants are analysed to identify potential areas for improvement.

Lessons learned from project execution and operational experience are incorporated into internal procedures, training programmes and quality management processes to strengthen risk controls and enhance project delivery standards.

Through continuous monitoring and improvement, the Group strives to deliver safe, reliable and high-quality infrastructure that protects building occupants and supports Singapore's long-term built environment sustainability goals.

## FY2025 Performance

In FY2025, the Group maintained strong performance in customer health and safety management, with zero complaints from customers regarding health and safety on project delivery.

Comprehensive monitoring of air quality, structural integrity, and environmental impact was also conducted prior to project handover upon request, ensuring projects meet client expectations and safety requirements.

## Target Setting

### Short, Medium & Long Term - From 2026

- Maintain zero complaints from customers regarding health and safety on project delivery.
- Conduct comprehensive air quality, structural integrity, and environmental impact monitoring prior to project handover.



## FOCUS 6

# SHAPING SUSTAINABLE COMMUNITY



Community Engagement



Customer and Employee  
Privacy

### GRI Indicators

- GRI 413 Local Communities
- GRI 418 Customer Privacy

### Relevant SDGs

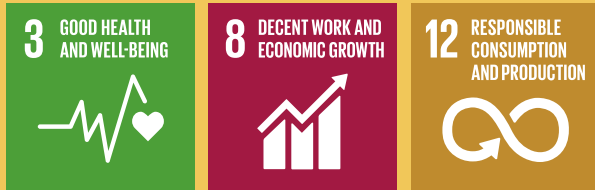


# Community Engagement

## Material Topics

- **GRI 413 Local Communities**

## Relevant SDGs



### Why This Is Important

As a builder delivering a full spectrum of construction and precast services, the Group’s activities directly interact with the communities surrounding our project sites. Construction operations can influence the local environment through factors such as noise, air quality, water runoff, and waste generation. At the same time, our projects create economic value through employment, skills development, and business opportunities within the regions where we operate.

The Group therefore recognises its responsibility to manage potential impacts on local communities while contributing positively to social and economic development. By proactively managing environmental aspects and maintaining responsible site practices, we aim to safeguard public health, minimise disturbances to nearby residents, and maintain trust with stakeholders.

Our operations across Singapore, Malaysia and other markets support local economies through job creation, training opportunities and collaboration with educational institutions. In Singapore, where the built environment sector plays a critical role in national development, these efforts also align with broader national priorities for sustainable construction, workforce development and community well-being.

Through responsible project delivery, workforce development initiatives and community engagement activities, the Group seeks to create long-term value for society while strengthening our reputation as a responsible builder in the built environment sector.

### Management Approach

#### Managing Environmental Impacts on Communities

The Group implements structured environmental management practices to minimise potential disturbances to nearby communities arising from construction activities. Environmental risks such as noise, dust, water runoff and waste are identified and controlled through established environmental management procedures and regular site monitoring.

Noise management plans and dust suppression measures are implemented across project sites to ensure compliance with regulatory requirements, including the environmental regulations enforced by the NEA in Singapore and equivalent authorities in other jurisdictions.

# Community Engagement

Water runoff is controlled through silt management systems and proper drainage measures to prevent contamination of surrounding water bodies. Waste generated from construction activities is segregated, recycled where feasible, and disposed of through licensed contractors.

Regular site inspections and audits are conducted by environmental control officers to ensure that environmental control measures remain effective. These inspections also cover vector control management to prevent mosquito breeding and reduce risks of vector-borne diseases such as dengue fever, thereby protecting both workers and surrounding communities.

Through these measures, the Group seeks to reduce environmental disturbances and ensure that our construction activities are carried out responsibly and in accordance with regulatory requirements.

## Supporting Local Employment and Talent Development

The Group contributes to community development by creating employment opportunities and supporting the development of local talent in the built environment sector. Local hiring is prioritised where possible, enabling communities to benefit from job creation and economic participation arising from our operations.

To strengthen the industry's talent pipeline, the Group supports initiatives that develop future professionals in construction and engineering. These include participation in the Ministry of Education – Singapore Industry Scholarship (“MOE-SGIS”) programme, which provides financial support and career development opportunities for Singaporean undergraduates pursuing careers in the built environment sector.

In addition, partnerships with educational institutions provide internships, training placements and mentorship opportunities for students. These initiatives allow students to gain practical industry experience while supporting the development of skilled professionals required for the long-term growth of the construction industry.

## Community Engagement and Social Contributions

The Group believes that meaningful engagement with local communities helps build trust and strengthen relationships with stakeholders. Employees are encouraged to participate in community activities and social initiatives that support the well-being of communities where the Group operates.

The Group supports charitable initiatives and collaborates with community organisations where appropriate to address social needs. Through these efforts, we aim to foster a culture of corporate responsibility and contribute positively to the communities surrounding our project sites.

## Continuous Improvement

The Group remains committed to strengthening its approach to community engagement and impact management. ESG performance is periodically reviewed to identify opportunities for improvement, and feedback from stakeholders is considered in refining our practices.

Going forward, the Group will continue enhancing environmental stewardship across project sites, expanding community engagement initiatives, and strengthening workforce development programmes to support sustainable development in the regions where we operate.



# Community Engagement

## *FY2025 Performance*

In FY2025, the Group sponsored 2 scholars under the MOE-SgIS scholarship programme, exceeding its commitment to sponsor at least one scholar annually.

The Group also received no complaints related to air, water, or noise pollution from operations, reflecting its commitment to addressing community feedback promptly and managing environmental impacts effectively.

## *Target Setting*

### Short, Medium & Long Term - From 2026

- Sponsor at least one scholars annually under the MOE-SgIS scholarship programme.
- Ensure that all community complaints and feedback related to air, water, or noise pollution from operations are addressed promptly and managed effectively.
- Initiate at least one community partnership or outreach project annually.

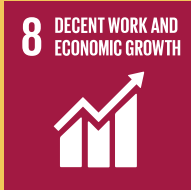


# Customer and Employee Privacy

## Material Topics

- 418 Customer Privacy

## Relevant SDGs



### Why This Is Important

As the Group continues to digitalise its operations and adopt advanced construction technologies such as BIM, integrated digital delivery platforms, and digital project management systems, the protection of personal and project-related data has become increasingly critical. The Group routinely handles sensitive information relating to employees, customers, subcontractors, and business partners, including personal identification details, contact information, contractual documentation, and operational data generated across project sites.

Maintaining strong data privacy and cybersecurity practices is therefore essential to safeguarding the integrity, reliability, and resilience of our operations. Effective data governance reduces the risk of data breaches, operational disruptions, financial loss, and reputational damage, while reinforcing stakeholder confidence in the Group’s ability to responsibly manage sensitive information.

In Singapore, organisations are required to comply with the Personal Data Protection Act 2012 (“PDPA”), which regulates the collection, use, disclosure, and protection of personal data. The Group aligns its data management practices with the PDPA and other relevant regulatory frameworks to ensure that personal data is handled responsibly and transparently. By maintaining robust data protection practices, the Group aims to uphold stakeholder trust, support secure digitalisation of construction processes, and ensure business continuity across its operations.

### Management Approach

#### Data Protection Governance

The Group has established a structured data protection framework to govern the collection, use, disclosure, and retention of personal data across its operations. This framework is guided by the Group’s Data Protection Policy, which applies to all business units and operational activities within the Group. The policy outlines the principles and procedures for handling personal data in accordance with regulatory requirements and industry best practices.

#### Data Protection Policy

A dedicated Data Protection Officer (“DPO”) has been appointed to oversee the implementation of the Group’s data protection framework. The DPO is responsible for monitoring regulatory developments, ensuring compliance with the PDPA, addressing privacy-related enquiries, and providing guidance to employees on the proper handling of personal data. Employees are required to adhere to internal data protection procedures and maintain confidentiality when handling sensitive information.

# Customer and Employee Privacy

## Personal Data Collection and Usage

The Group collects personal data only for legitimate business purposes and ensures that such data is obtained through appropriate and transparent channels. Personal data may be collected during the course of business interactions including service engagements, contractual agreements, recruitment activities, stakeholder communications, and operational processes.

Personal data handled by the Group may include identification details, contact information, professional information, and other data necessary to facilitate business operations. All personal data collected is used strictly for the purposes for which it was obtained, and where required, consent is obtained from the relevant individuals before the collection, use, or disclosure of such information.

Where third-party personal data is provided to the Group, the party providing the information is expected to obtain the necessary consent from the relevant individuals prior to disclosure.

## Data Security and Access Control

The Group implements appropriate technical and administrative safeguards to protect personal data against unauthorised access, disclosure, misuse, or loss. Access to sensitive information is restricted to authorised personnel based on operational requirements and job responsibilities.

Security measures include controlled access to information systems, secure storage of electronic and physical records, and periodic monitoring of data protection processes.

## FY2025 Performance

In FY2025, the Group maintained a strong performance in customer and employee privacy protection. No complaints or incidents related to data privacy breaches were reported. This achievement reflects the effectiveness of our policies, training programs, and technical safeguards in mitigating privacy risks.

## Target Setting

### ⇒ Short Term - FY2026

- Sustain zero complaints regarding breaches of customer and employee privacy.

### ⇒ Medium & Long Term - Beyond 2026

- Sustain zero complaints regarding breaches of customer and employee privacy.
- Enhance staff knowledge on data protection and cybersecurity practices.

Employees are trained to handle personal data responsibly and to implement measures to prevent accidental disclosure or misuse of sensitive information. Regular internal reviews are conducted to ensure that data protection practices remain aligned with regulatory expectations and evolving cybersecurity risks.

## Data Retention and Disposal

Personal data is retained only for as long as necessary to fulfil the purposes for which it was collected or to comply with legal and regulatory requirements. Once personal data is no longer required for business or legal purposes, the Group ensures that it is securely deleted, anonymised, or disposed of in accordance with internal procedures.

These practices help minimise unnecessary storage of sensitive data while ensuring that the Group maintains adequate records to support operational, regulatory, and contractual obligations.

## Data Breach Prevention and Monitoring

The Group recognises the increasing cybersecurity risks associated with digitalisation and continuously reviews its data protection practices to mitigate potential threats. Employees are informed of the importance of safeguarding personal data and are required to follow internal protocols to prevent unauthorised access or disclosure.

Where potential data protection incidents arise, the Group has established procedures to investigate and address the matter promptly, implement corrective actions, and strengthen internal controls to prevent recurrence.



# APPENDIX 1: GRI CONTENT INDEX

## Statement

Soilbuild has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.

GRI Foundation 2021 Revision have been used.

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2-2	Entities included in the organisation's sustainability reporting	About This Report	Pg. 03
2-3	Reporting period, frequency and contact point	About This Report	Pg. 03
2-4	Restatements of information	N.A.	N.A.
2-5	External assurance	About This Report	Pg. 03
2-6	Activities, value chain and other business relationships	About The Company	Pg. 08
2-7	Employees	Fair Employment	Pg. 70
2-8	Workers who are not employees	Fair Employment	Pg. 70
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2-13	Delegation of responsibility for managing impacts	Sustainability Governance Structure	Pg. 19
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Structure	Pg. 19
2-15	Conflicts of interest	Ethical Business Conduct	Pg. 39
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2-17	Collective knowledge of the highest governance body	Sustainability Governance	Pg. 18
2-18	Evaluation of the performance of the highest governance body	Board Performance	Annual Report Pg. 40
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2-20	Process to determine remuneration	Remuneration Matters	Annual Report Pg. 41

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2-24	Embedding policy commitments	Policy Commitment	Pg. 15
2-25	Processes to remediate negative impacts	Remediating Negative Impacts from Our Operation Activities	Pg. 16
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2-30	Collective bargaining agreements	Fair Employment	Pg. 70
<b>GRI 3: Material Topics</b>			
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<b>GRI 202 Market Presence</b>			
202-2	Proportion of senior management hired from the local community	Market Presence	Pg. 35
<b>GRI 204 Procurement Practices</b>			
204-1	Proportion of spending on local suppliers	Procurement Practices	Pg. 38
<b>GRI 205 Anti-Corruption</b>			
205-2	Communication and training about anti-corruption policies and procedures	Ethical Business Conduct	Pg. 39
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<b>GRI 206 Anti-competitive Behavior</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Anti-Competitive Behaviour	Pg. 40



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# RISING TO NEW HEIGHTS



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