

# Rich Capital Holdings Limited

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## FY2025 SUSTAINABILITY REPORT

This Sustainability Report has been reviewed by the Company's sponsor, SAC Capital Private Limited (the "**Sponsor**"). This Sustainability Report has not been examined or approved by Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this Sustainability Report, including the correctness of any of the statements or opinions made or reports contained in this Sustainability Report.

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# 1. About The Report

## 1.1 Board Statement

The Board of Directors (the “**Board**” or **Directors**”) of Rich Capital Holdings Limited (“**RCHL**” or the “**Company**”) and collectively with its subsidiaries, (the “**Group**”) is pleased to present RCHL’s annual Sustainability Report (the “**Report**”) from 1 April 2024 to 31 March 2025 (“**FY2025**” or “**Reporting Period**”). This Report provides information about RCHL’s key sustainability topics, its management approach, and its performance across the Group’s operations. With this Report, we affirm the Group’s commitment to sustainability in every aspect of our operations, while creating enduring shared value for our business and stakeholders.

At RCHL, the Board is deeply committed to promoting sustainable growth and crafting effective sustainability strategies. In developing these strategies, the Board carefully considers the sustainability issues, risks, opportunities, and stakeholder expectations. They also identify the key Environmental, Social, and Governance (“**ESG**”) factors essential for our sustainability reporting. Moreover, the Board diligently oversees the management and monitoring of these critical ESG factors through regular evaluations of our Group’s sustainability performance. Our management team is also tasked to establish sustainability policies, processes and practices, ensuring the implementation of our sustainability strategies and tracking progress.

Additionally, in accordance with the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) sustainability reporting requirements, all members of the Board have completed the mandatory sustainability training course. This training ensures that the Board remains well-informed of emerging ESG trends, regulatory developments, and their oversight responsibilities in driving the Group’s sustainability strategy and disclosures.

We will continuously incorporate sustainability practices into our current business processes to enhance our operational eco-efficiency. We also seek to enhance our climate-related disclosures in the subsequent financial years. This will allow our stakeholders to gain a comprehensive understanding of the Group’s overall performance and future business prospects.

## 1.2 Reporting Boundary and Scope

This Report offers a detailed overview of the Group’s sustainability efforts and accomplishments, focusing on key operations primarily in Singapore. In addition to highlighting the initiatives and performance of the parent company (i.e. Rich Capital Holdings Limited), The Report also features the activities of our subsidiary company (i.e. Merco Pte. Ltd.).

To ensure transparency and accuracy, the Group has taken an operational control approach to consolidate information. By defining clear boundaries and scopes, we aim to provide a comprehensive and precise account of our sustainability endeavours, as well as the challenges we have faced and the achievements we have made.

### 1.3 Approach and Methodology

This Sustainability Report is prepared with reference to the Global Reporting Initiative (“GRI”) Universal Standards 2021, following its core principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. It also demonstrates our commitment to the United Nations Sustainable Development Goals (“UNSDGs”). Our adherence extends to the guidelines set forth by the SGX-ST Listing Manual Section B: Rules of Catalist (“Catalist Rules”) Rule 711B and Practice Note 7F. Through this Report, we aim to offer a transparent overview of how our organisation tackles sustainability challenges across its operations.

We have chosen the GRI framework as it is widely recognised as a comprehensive and globally accepted framework for reporting on ESG performance. By using the GRI framework, we can ensure that its sustainability reporting aligns with international standards, enhances transparency, and facilitates comparability with other organisations’ sustainability performance. In its application of the GRI framework, the Group follows the guidelines provided by GRI to collect, analyse, and disclose relevant sustainability information, covering a wide range of topics such as environmental impact, labour practices, human rights, etc. This comprehensive approach allows the Group to provide stakeholders with a thorough understanding of its sustainability performance and progress over time. Additionally, The Report also incorporates the Task Force on Climate-related Financial Disclosures (“TCFD”) Framework for detailing our climate change strategies and impacts, which is in line with SGX-ST’s Practice Note 7.6 of the Catalist Rules.

To identify and prioritise key ESG issues, we actively engage with stakeholders through consultations, surveys, and feedback mechanisms. This collaborative approach enables us to align our sustainability initiatives with their expectations and concerns.

### 1.4 Assurance

Internal data monitoring and verification has been utilised to ensure the accuracy of this Report. This Report has been internally reviewed by the Board and sustainability reporting process is incorporated as part of our internal audit rotational review cycle. We have not sought external assurance for this reporting year but will consider external independent assurance for future sustainability reports. The information presented in this Report has been carefully verified and explained for changes from one year to the next, allowing for meaningful comparison. The purpose of the Report is to give readers a high-level understanding of the sustainability practices and policies of the Group.

### 1.5 Feedback

As part of our continued efforts to improve our reporting, stakeholders are welcome to send enquiries regarding the Report to us at [general@richcapital.com.sg](mailto:general@richcapital.com.sg).

## 2. Corporate Profile

### 2.1 Value Chain

The Company was listed on the SGX SESDAQ (Stock Exchange of Singapore Dealing and Automated Quotation system) in 2003 and subsequently transited to Catalist Board of SGX-ST with effect from 2007. Over the years since its listing on SGX-ST, the Company has evolved from a technology, content and solutions business, mineral resource industry to property development and property investment. The Company adopted its current name and a new corporate identity since 2 May 2018.

The Group is engaged in the development of residential and industrial properties in Singapore and the region. Its core businesses include property development, investment and management, and the provision of specialist construction services. Apart from property development and property investment, the Group's business scope also includes providing specialist construction services as well as the acquisition and sale of properties with yield-accretive and/or capital-growth potential.

The Group is currently involved in specialist construction works for clients in the private sector mainly providing labour and consultancy services for building projects in Singapore.

### 2.2 Our Vision, Mission and Values

#### Our Vision

To be a leading property developer that offers quality, innovative and responsive built environments.

#### Our Mission

We aim to enrich our customers' satisfaction by developing well-designed spaces for their desired use. We strive to create value for all our stakeholders through sound investment decisions and skilful execution know-how.

#### Our Values

We are committed to environmentally sustainable and socially responsible practices by caring for the environment, ensuring the well-being of our employees, upholding ethics and integrity, and giving back to the society.

## 3. Our ESG Approach




### 3.1 Alignment with International Initiatives



#### 3.1.1 Sustainable Development Goals (SDGs)

The General Assembly, which was established in 1945 under the United Nations Charter, plays a pivotal role as the principal deliberative, policymaking, and representative body of the United Nations. It brings together all 193 United Nations members to provide a single forum for multilateral discussion of the entire spectrum of global issues covered by the Charter. In addition, it plays a crucial role in the processes of standard-setting and codification of international law.

On 25 September 2015, the United Nations General Assembly adopted the 17 SDGs as part of a new sustainable development agenda aimed at eradicating poverty, protecting the environment, and ensuring prosperity for all. Each objective has 15-year-long objectives that must be achieved. The SDGs urge governments, corporations, and civil society organisations to work together to end poverty and give everyone on Earth a life of dignity and opportunity.

The SDGs will serve as a guiding framework for our environmental initiatives. By aligning our strategies with these goals, we aim to enhance our reputation, attract socially conscious consumers, and foster trust among stakeholders. This commitment can also help mitigate risks associated with environmental and social issues, ensuring long-term business resilience. Ultimately, supporting the SDGs contributes to a more sustainable and equitable world, which is beneficial for both society and the Group's business. As we advance our sustainability efforts, we will continue to assess our alignment with the SDGs and, where necessary, realign our internal objectives and sustainability strategies to more effectively address these global targets.

SDGs	Relevant Targets to Our Businesses	Our Participation
	6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all.	We are committed to reduce our water consumption as well as monitor and report our water usage to encourage responsible water consumption and protection of water sources.
	8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants, and those in precarious employment.	We are committed to enhancing employee attraction and retention as well as maintaining the records of zero workplace incident.
	10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	We aim to foster a work environment for employees that promotes fairness, equality and respect for social and cultural diversity, regardless of their gender, age, race, religion, ethnicity or nationality. Therefore, we ensure equal opportunities in recruitment, fair

SDGs	Relevant Targets to Our Businesses	Our Participation
		compensation, career progression and access to training for all employees.
	13.3: Build knowledge and capacity to meet climate change. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We have internally established procedures aimed at managing our electrical and water consumption efficiently. Our approach to mitigating climate change includes conducting climate scenario analysis to identify the potential climate related-risks and opportunities, and the implementation of the mitigation measures or strategy.
	16.5: Substantially reduce corruption and bribery in all their forms.	We have an established Enterprise Risk Management (“ERM”) framework enabling systematic risk identification and fostered a culture of compliance, integrity and accountability.

### 3.1.2 United Nations Global Compact

The United Nations Global Compact (“**UNGC**”) is a United Nations initiative that promotes the adoption of sustainable and socially responsible practices by businesses across the globe, encouraging them to report on their progress. The UNGC provides a principle-based framework through its ten principles, which focus on human rights, labour standards, environmental protection, and anti-corruption efforts. Below, we outline how our report aligns with these ten principles of the UNGC.

UNGC Principles		Report Section
<b>Human Rights</b>		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Social Sustainability
Principle 2	Make sure that they are not complicit in human rights abuses.	Social Sustainability
<b>Labour</b>		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Social Sustainability
Principle 4	Elimination of all forms of forced and compulsory labour.	Social Sustainability
Principle 5	Effective abolition of child labour	Social Sustainability
Principle 6	Elimination of discrimination in respect of employment and occupation.	Social Sustainability
<b>Environment</b>		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Environmental Sustainability
Principle 8	Undertake initiatives to promote greater environmental responsibility.	Environmental Sustainability
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	Environmental Sustainability
<b>Anti-Corruption</b>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Governance and Business Ethics

## 3.2 Stakeholder Engagement

The Group recognise the importance of engaging with stakeholders to propel our sustainability efforts forward. We actively engage with a diverse range of stakeholders, including employees, shareholders and investors, customers, regulatory bodies and communities.

Our objective is to cultivate a deeper comprehension of stakeholders’ needs, expectations, and concerns through transparent and open communication channels. This approach has been instrumental in building trust and fostering positive relationships with our stakeholders. We are committed to actively involve stakeholders in our daily operations, continuously explore new avenues for meaningful engagement and collaboration.



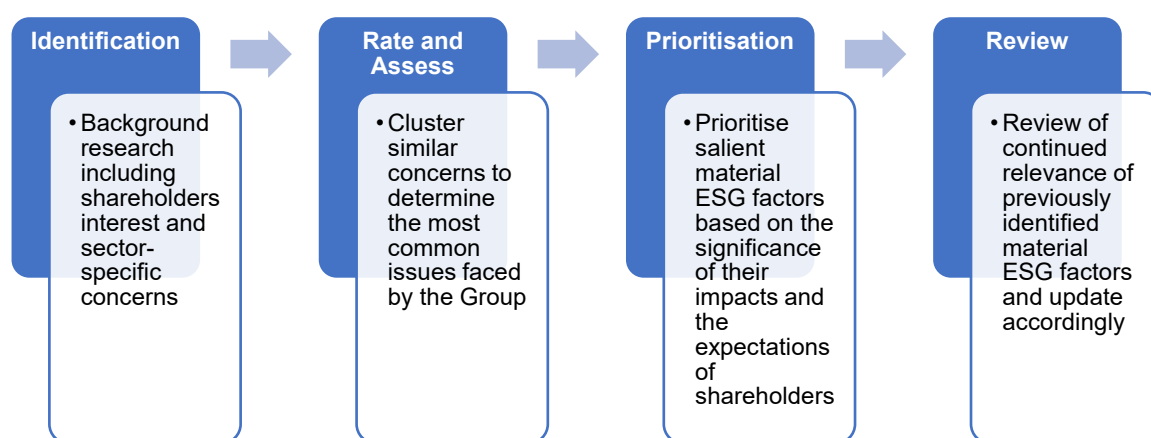
The following table highlights our key stakeholders, their key concerns, mode and frequency of engagement:

Stakeholders	Topics of Concern	Communication Channels	Frequency of Communication
Employees	<ul style="list-style-type: none"> <li>▪ Ethics and conduct</li> <li>▪ Work environment and condition</li> <li>▪ Fair employment policies</li> <li>▪ Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performance appraisal</li> <li>▪ Sustainability reporting</li> <li>▪ Internal policies on safety and health</li> <li>▪ Fair employment practices</li> <li>▪ All work-related events to adhere to prevailing workplace safe management measures</li> </ul>	<ul style="list-style-type: none"> <li>▪ As and When</li> <li>▪ Annually</li> </ul>
Shareholders and Investors	<ul style="list-style-type: none"> <li>▪ Economic performance</li> <li>▪ Anti-corruption</li> <li>▪ Sound corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>▪ SGX-ST announcements</li> <li>▪ Annual reports</li> <li>▪ Investor relations management</li> <li>▪ Whistleblowing channel</li> <li>▪ Sustainability reporting</li> </ul>	<ul style="list-style-type: none"> <li>▪ As and When</li> <li>▪ Annually</li> </ul>
Government and Regulatory Bodies	<ul style="list-style-type: none"> <li>▪ Regulatory, legal, and industrial requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comply with relevant laws, regulations, policies and procedures</li> <li>▪ Maintain sound risk management</li> </ul>	<ul style="list-style-type: none"> <li>▪ As and When</li> </ul>
Communities	<ul style="list-style-type: none"> <li>▪ Impact to environment from operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainability reporting</li> </ul>	<ul style="list-style-type: none"> <li>▪ As and When</li> <li>▪ Annually</li> </ul>

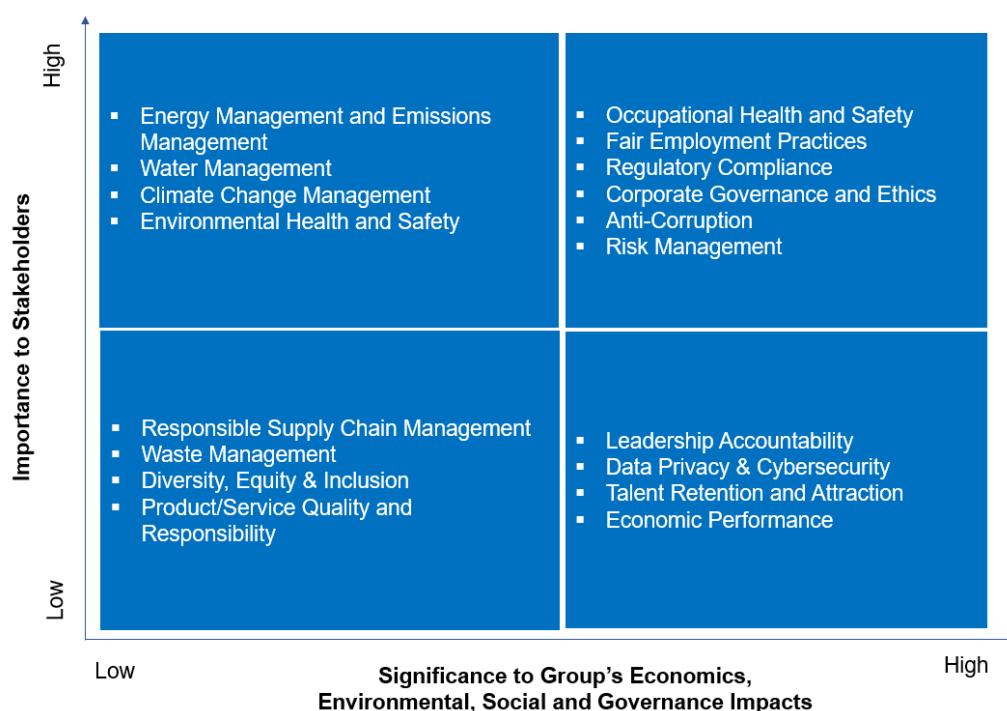
### 3.3 Materiality Assessment

In line with our dedication to sustainability reporting, we have undertaken a materiality assessment in FY2025 to identify the key sustainability concerns impacting both our operations and stakeholders. This assessment was drawn upon internal stakeholder feedback, internal data analysis, and comparisons with industry benchmarks and leading practices. This approach enabled us to assess our internal stakeholders' expectations, concerns, and feedback on our services and sustainability initiatives.

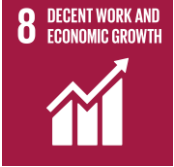





Utilising a materiality matrix, we evaluated and ranked this sustainability issues based on their potential ESG impact on our business, as well as their importance to our stakeholders. The result of this process maps each material topic according to its importance to stakeholders and its potential ESG impact.



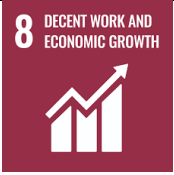







In accordance with the guidance provided by the 2021 GRI Standards, we have identified the following aspects of material significance to the Group:



We meticulously evaluated and prioritised these material topics based on their potential impacts on our business and stakeholders, as well as their importance to our stakeholders. Outlined below is a table delineating the material topics pertinent to the FY2025, along with their alignment with the UNSDGs.

Material Topics	Positive Impacts	Negative Impacts	SDG Linkages
<b>Economics</b>			
Economic Performance	Strong, steady earnings and project delivery sustain jobs and skills in Singapore's construction ecosystem. Investing in quality, innovative built environments directly support resilient infrastructure development.	Changes in market demand or project flow may impact financial stability and downstream contractors.	
<b>Environment</b>			
Emissions Management	Contribution to mitigating climate change by reducing Greenhouse gas ("GHG") emissions.	Failure to manage emissions effectively can lead to air pollution, climate change, regulatory non-compliance, financial penalties, and reputational damage.	
Energy Management	Reduce energy consumption and costs, leading to financial savings.	Inefficient energy use increases operational costs and carbon emissions, negatively affecting profitability and environmental sustainability.	
Water Management	Reduce water consumption and costs, leading to financial savings.	Inadequate water management can lead to water pollution, resource scarcity, increased operational costs, and environmental degradation.	
Environmental Safety and Health	Pollution prevention, safe handling of materials and proper waste management align with responsible resource use.	Possible increased project costs due to the implementation of stringent environmental and safety measures.	
Climate Change Management	Integrating climate-risk assessments and emissions tracking supports urgent climate-action goals.	Limited operational control over construction sites restricts our ability to drive broader environmental outcomes.	

Material Topics	Positive Impacts	Negative Impacts	SDG Linkages
<b>Social</b>			
Employee Diversity	Diversity fosters an inclusive environment where employees are valued for their skills, qualifications, and work ethic, promoting a culture of equality and opportunity. Broader inclusion of different age groups, nationalities and abilities reduces workplace inequalities.	As a relatively small organisation operating in a niche segment, there may be limitations in achieving broad demographic representation across all levels.	 5 GENDER EQUALITY
Fair Employment Practices	Foster strong employee morale and engagement, contributing to increased productivity and innovation. Fair contracts for migrant and subcontracted labour narrow inequality gaps.	Unfair work practices may result in breach of regulations, financial penalties and reputation losses.	 10 REDUCED INEQUALITIES
Talent Attraction and Retention	Offering stable employment and professional development opportunities, contributing to workforce well-being.	Failure to provide stable and meaningful employment could lead to high turnover rates, reduced employee morale, and difficulty attracting talent. This may lower productivity and hinder innovation within the Group.	 8 DECENT WORK AND ECONOMIC GROWTH
Occupational Health and Safety	Prioritising occupational health and safety and reducing workplace incidents reduces the costs associated with medical expenses, workers' compensation and lost workdays. Employee morale and productivity are also improved.	Neglecting employee health and safety can lead to higher rates of accidents, illnesses, and occupational diseases, reducing workforce productivity and morale. Employees may also feel unsafe and undervalued, leading to dissatisfaction, absenteeism, and higher attrition rates.	 3 GOOD HEALTH AND WELL-BEING
<b>Governance</b>			
Regulatory Compliance	Compliance with environmental and social regulations, especially in waste and emissions, supports responsible production.	Could initially disrupt operations or increase costs due to stringent compliance requirements.	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Material Topics	Positive Impacts	Negative Impacts	SDG Linkages
Corporate Governance, Business Ethics & Anti-Corruption	<p>Transparency, integrity, and accountability in business activities strengthen corporate governance frameworks.</p> <p>Ethical conduct and commitment to zero corruption also fosters credibility, customer loyalty and satisfaction.</p>	Corruption within the Group could result in legal repercussions, financial losses, bribery, unethical business practices, and eroded stakeholder trust. It may also damage the Group reputation, jeopardising partnerships and long-term business success.	
Risk Management	ERM framework strengthens corporate governance and resource management, enabling systematic risk identification and mitigation to safeguard assets and ensure long-term sustainability.	Having an ERM framework does not eliminate all risks. Unforeseen events or inadequately addressed risks could still lead to financial losses, reputational damage, and disruptions to operations.	
Data Privacy and Cyber Security	Robust measures to safeguard stakeholders' privacy, bolster trust and credibility fostering a reputation for reliability and commitment to data protection.	Lapses in protecting stakeholders' data could lead to severe consequences such as damaged trust, legal penalties, and operational disruptions.	

## 4. Our Sustainability Ambition and Strategic Targets

The Group sustainability is integral to our business strategy as we strive to create long-term value for our stakeholders while contributing to a healthier and more sustainable future. Our sustainability ambition is guided by our commitment to economic sustainability, environmental stewardship, social responsibility, and strong governance practices. We aim to integrate sustainable principles into our business operations, ensuring that our business growth aligns with ethical and responsible corporate practices.

Given that the Group is currently reassessing its strategic direction, we have established our short-term ESG targets, but are in the process of re-evaluating and refining our medium- and long-term targets to ensure they remain relevant and achievable in light of potential changes to our business model. This review will allow us to set clear, measurable milestones that reflect emerging priorities and position the Group to capture new opportunities while managing associated risks. Medium- and long-term targets will only be formalised and disclosed once the Group's strategic direction has stabilised, ensuring that they are aligned with our long-term business objectives and operational realities.

Please refer to the table below for our short-term targets across various categories:

S/N	Performance Indicators	FY2025	Short-Term Targets for FY2026
1	GHG Emission Intensity	0.12 tCO <sub>2</sub> e/employee	To maintain GHG emission intensity
2	Energy Consumption Intensity	290.82 kWh/employee	To maintain energy consumption intensity
3	Water Consumption Intensity	1.03 Cubic Metres/employee	To maintain water consumption intensity
4	Employee Hiring Rate	4.5%	To maintain the hiring rate
5	Employee Turnover Rate	4.5%	To maintain the turnover rate
6	High-consequence Work-related Injuries	Zero work-related injuries cases	To maintain zero work-related injuries cases
7	Recordable Work-related Injuries		
8	Work-related Fatalities	Zero work-related fatalities cases	To maintain zero work-related fatalities cases
9	Work-related Ill-health	Zero work-related ill-health cases	To maintain zero work-related ill-health cases
10	Reported Incidents of Non-Compliance	Zero instances of non-compliance cases	To maintain zero instances of non-compliance cases
11	Reported Incidents of Bribery and Corruption	Zero instances of bribery and corruption cases	To maintain zero instances of bribery and corruption cases
12	Reported Incidents of Data Breach	Zero instances of data breach incidents	To maintain zero instances of data breach incidents

## 5. Economic Sustainability

### 5.1 Economic Performance

Economic sustainability is fundamental to our long-term growth and success. We are committed to building a resilient business model that balances financial performance with responsible corporate practices, ensuring sustainable value creation for all our stakeholders. Through strategic investments in innovation, operational efficiency, and responsible resource management, we aim to drive business growth while maintaining affordable and accessible services.

Our approach to economic sustainability includes ethical financial management, transparent governance, and continuous efforts to improve efficiency and productivity. Through these initiatives, we contribute to industry advancement, workforce stability, and broader socio-economic development, reinforcing our commitment to a sustainable ecosystem.

Performance Indicators		Unit	FY2025	FY2024
Economic Value Generated (Revenue)		S\$ '000	1,258	4,965
Economic Value Distributed	Operating Cost		33	47
	Employee Wages and Benefits		1,137	1,375
	Payments to Providers of Capital		4	3
	Payments to Government		115	113
Economic Value Retained			(31)	3,427

During FY2025 the Group generated approximately S\$1,258,000 in economic value, a 75.0% reduction from the S\$4,965,000 million recorded in the financial year ended 31 March 2024 (“FY2024”), reflecting a quieter development pipeline.

After the economic value distributions, economic value retained to a small deficit of S\$31,000 in FY2025. For more information on the Group’s financial and business information, please refer to the following sections in the FY2025 Annual Report:

- Operating and Financial Review, pages 6 to 7
- Financial Contents, pages 33 to 92

## 6. Environmental Sustainability

### 6.1 Our Approach and Performance

We recognise the critical role that environmental sustainability plays in fostering a healthier future for our communities and the planet. As an organisation, we strive to serve as a responsible partner in every community where we operate in. Accordingly, our processes are designed to ensure safety, efficiency and environmental responsibilities.

Our overarching commitment to sustainability across all projects encompasses the following:

- Strict adherence to applicable laws and guidelines;
- Optimisation of energy and water usage;
- Environmentally responsible waste management;
- Designs that are accessible and safe for end-users;
- Maintenance solutions that are straightforward and secure;
- Structural systems engineered for high construction productivity;
- Preference for sustainable materials wherever feasible; and
- Active engagement and transparent communication with neighbouring communities.

Our approach to sustainability is guided by our dedication to reducing our environmental footprint, optimising resource efficiency, and promoting eco-friendly solutions. We continue to explore innovative ways to minimise water consumption, improve energy efficiency, and support sustainable supply chains.

By prioritising sustainability, we aim to contribute to a more resilient and environmentally responsible construction sector while delivering high-quality, efficient, and cost-effective services. Through ongoing initiatives and strategic partnerships, the Group remains committed to upholding the highest standards of environmental responsibility in our journey toward a sustainable future.

The following are key statistics related to our environmental resource consumption for FY2025 and FY2024:

Environmental Metrics	Unit	FY2026 (Target)	FY2025	FY2024
GHG Emission Intensity	tCO2e/employee	To maintain GHG Emission Intensity	0.12	0.08
Energy Consumption Intensity	kWh/employee	To maintain Energy Consumption Intensity	290.82	191.19
Water Consumption Intensity	Cubic Metres ("m3")/employee	To maintain Water Consumption Intensity	1.03	0.59



## 6.2 Greenhouse Gas Emission Management

The Group recognises the importance of responsible energy consumption and is committed to implementing strategies that reduce emissions across our business operations.

Our carbon footprint is assessed based on GHG emissions, measured in tonnes of carbon dioxide equivalent ("**tCO<sub>2</sub>e**"). The Group's operations produce only indirect ("**Scope 2**") GHG emissions from electricity consumption arising from our corporate office, with no direct ("**Scope 1**") GHG emissions. We will look into identifying and disclosing relevant emissions of activities from assets not owned or controlled by RCHL, but indirectly affects our value chain ("**Scope 3**") in the future, as part of our ongoing efforts to enhance the comprehensiveness and transparency of our GHG reporting.

This is due to the nature of the Group's business, which primarily involves providing manpower to construction projects and offering project management consultancy services. The Group does not maintain operational control over construction sites or related infrastructure. For manpower supply engagements, RCHL's role is limited to deploying labour under client supervision. Similarly, for project management assignments, the Group serves in an advisory capacity, assisting clients and tenderers in fulfilling project or regulatory requirements without direct control over site operations or emissions sources.

As such, Scope 1 and 2 emissions from construction sites where RCHL is involved are not attributable to the Group under the GHG protocol's operational control boundary. RCHL will continue to monitor its business activities and update its emissions boundary should the scope of operational control change in future.

To identify opportunities for reduction, we measure and monitor our emissions and have begun reporting our Scope 2 emissions in this Report, as they represent the primary GHG emitted by our operations in FY2025.

In FY2025, our total GHG emissions are as follows:

GHG Emissions	Unit	FY2025	FY2024
Total GHG Emission	tCO <sub>2</sub> e	2.64	3.78
<b>GHG Scope-wise Emissions</b>			
GHG Scope 1	tCO <sub>2</sub> e	-	-
GHG Scope 2 <sup>1</sup>	tCO <sub>2</sub> e	2.64	3.78
<b>Percentage (%)</b>			
GHG Scope 1	Proportion	-	-
GHG Scope 2	Proportion	100.0%	100.0%
<b>Intensity</b>			
GHG Emission Intensity	tCO <sub>2</sub> e/employee	0.12	0.08

Our total GHG emission in FY2025, which were solely due to Scope 2 GHG emissions, was 2.64 tCO<sub>2</sub>e. This represents an approximate 30.2% reduction in our emissions compared to

<sup>1</sup> Scope 2 emissions are indirect GHG emissions associated with the purchased and consumed electricity. The calculation conducted has been aligned as per GHG protocol. Energy Market Authority Grid Emission Factor is used for Emission factor calculation.

FY2024. However, the total emission intensity for FY2025 is recorded at 0.12 tCO<sub>2</sub>e/employee, while for FY2024, it was 0.08 tCO<sub>2</sub>e/employee.

This increase is primarily due to a decrease in the average number of employees over the reporting period. As GHG emission intensity is calculated on a per-employee basis, the lower headcount resulted in a higher per-capita figure, even though total emissions fell. We remain committed to further reducing both our total and intensity-based emissions, and will continue to optimise our energy use in the office as part of our broader environmental management efforts.

## 6.3 Energy Management

The Group is steadfast in our commitment to conserve energy resources. We recognise that efficient energy management is fundamental to both environmental sustainability and operational excellence.

A cornerstone of this commitment is the rigorous monitoring of electricity consumption across our operations. By maintaining a close watch on our energy usage, we gain deeper insights into our baseline consumption patterns, enabling us to set realistic and achievable energy efficiency targets while ensuring our resources are utilised effectively, responsibly, and sustainably.

In FY2025, our total electricity consumption is as follows:

Energy Consumption	Unit	FY2025	FY2024
<b>Electricity Consumed</b>	kWh	6,398.00	9,177.00
Non-Renewable Source	kWh	6,398.00	9,177.00
Renewable Source	-	-	-
<b>Percentage (%)</b>			
Electricity	Proportion	100.0%	100.0%
<b>Intensity</b>			
Energy Intensity	kWh/employee	290.82	191.19

In FY2025, our total energy consumption was 6,398.00 kilowatt hours (“**kWh**”), which is an approximate 30.3% reduction from the energy consumed in FY2024. The energy intensity, on the other hand, for FY2025 is recorded at 290.82 kWh/employee, whereas in FY2024, it stood at 191.19 kWh/employee.

The increase in total energy intensity is primarily attributable to a smaller average headcount during the year. Core office systems such as servers, security equipment and base-load lighting continued to operate regardless of the number of employees, so a reduced denominator elevated the per-employee ratio even as absolute consumption declined. We will track both absolute and intensity indicators in tandem and, as workforce levels stabilise. The Group will look into pursuing additional conservation measures to ensure that per-capita efficiency improves in future reporting periods.

## 6.4 Water Management

The Group recognises the critical importance of conserving water resources as part of our broader commitment to sustainability. We prioritise the efficient use of water to ensure that our operations contribute to water conservation. By reducing unnecessary water consumption, preventing wastage, and promoting sustainable water practices within our network, we aim to minimise our environmental impact while supporting long-term resource sustainability.

Water Consumption	Unit	FY2025	FY2024
Total Water Consumption	m <sup>3</sup>	22.70	28.20
<b>Intensity</b>			
Water Intensity	m <sup>3</sup> / employee	1.03	0.59

In FY2025, the Group recorded a total water consumption of 22.70m<sup>3</sup>, marking a 19.5% reduction from the 28.20m<sup>3</sup> consumed in the FY2024. This decline reflects the Group's continued efforts to improve operational efficiency and implement water-saving measures across its office premises. The water intensity for FY2025 is 1.03 m<sup>3</sup>/employee and the previous year's water intensity stood at 0.59 m<sup>3</sup>/employee.

This increase is primarily due to a reduction in the average number of employees during the reporting period. As water intensity is calculated on a per-employee basis, a smaller headcount led to a proportionally higher per-capita figure. The Group remains committed to monitoring both absolute and intensity-based water metrics and will continue exploring further efficiency measures to reduce water use on a per-capita basis in the future.

## 6.5 Environmental Safety and Health

Environmental safety and occupational health form a central pillar of our sustainability strategy. Our goal is to provide every employee with a secure and healthy working environment while rigorously limiting the environmental footprint of our business activities.

To that end, we require all appointed contractors and subcontractors to uphold robust environmental-protection standards on our projects. Before the commencement of work, each contractor must demonstrate the following:

- Controlled and secure site access: including full-height safety hoardings and security personnel to protect both workers and the surrounding community;
- Dirt and sediment containment measures such as wheel-washing bays and comprehensive Earth Control Measures (“**ECM**”) that prevent mud and debris from leaving the site on trucks or trailers; and
- Strict compliance with environmental regulations: covering noise, dust, and waste management.

Where we manage dedicated construction sites or development projects, we also establish a public feedback hotline to enable nearby residents and stakeholders to raise concerns or suggestions. All calls are logged, investigated, and closed out in collaboration with the project team.

Looking ahead, these controls will remain the baseline for every future worksite. We will continuously review them, adapting procedures, investing in improved technologies, and reinforcing training. This ensure that our environmental safeguards and health-and-safety standards evolve in line with changing site conditions, regulatory requirements, and stakeholder expectations.

## 6.6 Managing Climate-Related Risks and Opportunities

### 6.6.1 Governance

The Group recognises the importance of strong governance in managing climate-related risks and opportunities. Our governance framework ensures that climate considerations are integrated into our strategic decision-making, risk management processes, and operational practices, aligning with the recommendations of the TCFD.

#### Board's Role in Climate Governance

The Board holds ultimate accountability for overseeing the Group approach to climate-related risks and opportunities. Climate-related matters are incorporated into board discussions as part of our broader sustainability and risk management strategy.

The key responsibilities of the Board include:

- **Strategic Formulation:** Consider sustainability issues as part of its strategic formulation, determine the material ESG factors, oversee the management of the Group and monitoring of the material ESG factors;
- **Strategic Oversight:** Reviewing and approving the Group climate strategy, ensuring alignment with business objectives and regulatory expectations; and
- **Risk and Opportunity Assessment:** Supported by the management, the Board receive updates, recommendations, findings, as well as significant issues and concerns relevant to sustainability. The Board also evaluate material climate-related risks and opportunities that could impact the Group's operations, financial performance, and long-term resilience.

#### Management's Role in Climate Governance

The Group has established a Sustainability Task Force ("**Task Force**") comprising senior management personnel to drive and oversee its climate-related and broader ESG initiatives. The Task Force is currently led by the Executive Director and supported by the Deputy General Manager and Chief Financial Officer, reflecting cross-functional oversight across operations, finance, and strategic planning. This structure ensures that climate-related risks and opportunities are regularly discussed at the management level and integrated into business decision-making processes.

The key roles and responsibilities include:

- **Strategic Oversight:** Recommending an ESG strategy aligned with the Group's purpose, culture, and long-term sustainability goals;
- **Monitoring and Compliance:** Reviewing compliance with relevant national and international ESG regulations, including TCFD requirements. Ensuring ESG-related policies are regularly updated and in line with current standards;
- **Risk Management:** Identifying, assessing, and managing ESG-related risks in accordance with the Group's risk mitigation framework;

- **Performance and Implementation Review:** Overseeing the implementation of ESG strategies and plans, tracking progress, and recommending corrective actions when necessary; and
- **Stakeholder Engagement and Reporting:** Monitoring stakeholders' engagement in ESG matters and reviewing the accuracy and relevance of external ESG disclosures.

Through this structured governance approach, the Group remains committed to proactively managing climate-related risks and seizing opportunities that contribute to long-term business resilience, regulatory compliance, and environmental sustainability.

## 6.6.2 Strategy

### Identification of Climate-Related Risks and Opportunities

Climate risk assessment is a structured approach designed to identify, analyse, and address the potential effects of climate change on the Group. This process enables the Group to evaluate how climate-related risks may impact business operations, financial performance, and long-term strategic objectives. By proactively assessing these risks, the Group can implement mitigation strategies to minimise negative implications while also identifying ways to capitalise on emerging opportunities in a transitioning economy.

The identification, review, and management of climate-related risks are conducted through benchmarking against industry peers and engagement with the management. Recognising the financial implications of climate change, the Group has also broadened its assessment framework to incorporate qualitative scenario analysis, ensuring a more comprehensive evaluation of potential future impacts.

Presented below is the list of identified climate-related risks.

S/N	Identified Climate-related Risks	Risk Types	Description
1	Heatwaves and high temperatures	Chronic	Extended exposure to high temperatures can lead to heat stress, fatigue, or health incidents among construction workers supplied by the Group. This affects productivity, and increases the need for insurance provisions.
2	Stricter environmental regulations on construction sites	Policy and Legal	This is an increase demand for climate-aware project managers and skilled labour familiar with green building practices and compliance requirements under the Building and Construction Authority ("BCA"), requiring the Group to retrain its workforce.
3	Increased use of low-carbon technologies on job sites	Technology	The Group's project managers must stay current with evolving construction technologies to maintain service relevance and add value to green-focused projects. Labour supplied must also adapt to changing site equipment and digital tools.

4	Negative stakeholder perception due to lack of ESG action	Reputation	As climate expectations rise, clients may assess service providers for alignment with ESG values. Poor ESG practices could damage the Group's reputation and hinder future partnerships.
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At this stage, no material climate-related opportunities have been identified that are applicable to the Group, given the current nature and scale of our business operations. The Group is also in the process of re-evaluating its strategic direction, which may influence the relevance and feasibility of future climate-related opportunities. We will continue to monitor developments and revisit the identification and assessment of such opportunities when the Group's strategic direction is more clearly defined.

### Climate Scenario Analysis

Climate scenario analysis is a critical tool recommended by TCFD to assess the potential resilience of an organisation's strategic plans against climate-related risks. This forward-looking approach helps businesses understand the business and financial implications of different plausible climate scenarios, enabling us to make informed decisions to mitigate risks and capitalise on opportunities.

A critical aspect of scenario analysis is the selection of a set of scenarios that cover a reasonable variety of future outcomes, both favourable and unfavourable. This will allow us to better understand how a business might perform under different outcomes. Presented below is an overview of the selected set of scenarios to evaluate the potential business and financial impact of the identified climate-related risks and opportunities.

Climate Scenarios	
Favourable, Low-Emission Scenario (IPPC <sup>2</sup> RCP 2.6)	Non-Favourable, High-Emission Scenario (IPPC RCP 8.5)
<ul style="list-style-type: none"> <li>▪ This scenario assume that emissions is reduced significantly by 2050 due to aggressive mitigation measures</li> <li>▪ This results temperature to raise up less than 2°C due to policy change which impact how business operate</li> <li>▪ There is a shift to renewable energy sources with a short decline in the use of fossil fuel</li> <li>▪ The severity and frequency of extreme weather events such as flooding, heavy precipitation and sea level rise are increasing in a slower rate</li> </ul>	<ul style="list-style-type: none"> <li>▪ This scenario assume that emission continue rising at current rates due to business-as-usual operation</li> <li>▪ This results temperature to raise up to 4°C due to a lack of coordinated policy actions to limit climate change</li> <li>▪ Economic growth is preferred over climate action and overconsumption of resources continues</li> <li>▪ High dependence on fossil fuels and only modest rates of technological change and energy intensity improvements occurs</li> <li>▪ As the globe is warming up, the severity and frequency of extreme weather events such as flooding, heavy</li> </ul>

<sup>2</sup> Intergovernmental Panel on Climate Change Representative Concentration Pathway (IPPC RCP), predict how the concentrations of greenhouse gas changes in the future as a result of human activities and future trends.



	precipitation and sea level rise are increasing at a faster rate which impact organisations operations and value chain
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### 6.6.3 Risk Management

Identified Climate-related Risks	Potential Business and Financial Impacts	Mitigation Measures	Monitoring Effectiveness of Mitigation Measures
Heatwaves and high temperatures	<ul style="list-style-type: none"> <li>▪ Reduced worker productivity: Lower on-site productivity, higher absenteeism, schedule slippage, and greater safety incidents.</li> <li>▪ Project delays: Cumulative productivity losses can delay programme milestones and hand-over dates.</li> <li>▪ Accident claims: Heat stress elevates the likelihood of fatigue-related incidents, leading to medical leave and insurance claims.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Basic education: Toolbox talks and posters to remind workers of hydration and early heat-stress symptoms.</li> <li>▪ Safety orientation course: Mandatory induction module highlights site-specific heat hazards and prevention steps.</li> <li>▪ Avenue to raise concern: Supervisors keep an open channel (e.g., WhatsApp hotline) for workers to flag heat-related issues immediately.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supervisors to gather real-time feedback from workers during daily briefings; any heat-stress complaints are to be logged informally and reviewed by the safety officer. Trends in these ad-hoc reports indicate whether education and orientation measures are effective.</li> </ul>
Stricter environmental regulations on construction sites	<ul style="list-style-type: none"> <li>▪ Longer compliance lead-times: Additional documentation and approval verification process can prolong mobilisation and project schedules.</li> <li>▪ Incurring additional compliance costs: Complying with the updated environmental standards may require additional monitoring devices, consultancy services, or fees.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Remain updated on regulations: Designated employees to regularly review BCA circulars and conduct briefing for project managers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain a register of non-compliance incidents and fines. Zero entries indicate that update-and-checklist controls are working; any incident triggers a root-cause review and corrective briefing.</li> </ul>

Identified Climate-related Risks	Potential Business and Financial Impacts	Mitigation Measures	Monitoring Effectiveness of Mitigation Measures
Increased use of low-carbon technologies on job sites	<ul style="list-style-type: none"> <li>Adoption &amp; training costs: Up-front expenditure on training courses and initial productivity dips while teams gain proficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Stay informed: Management to actively monitor industry updates to ensure that new technologies are adopted after proper evaluation is performed.</li> <li>Research before adoption: Cost-benefit studies and pilot trials are done to understand site impacts and training scope before committing.</li> </ul>	<ul style="list-style-type: none"> <li>Lifespan of technology: Tracking actual service life confirms value for money.</li> <li>Internal self-tracking: Project managers log training hours, utilisation rates and downtime.</li> <li>User feedback: Toolbox debriefs capture workers' views on ease-of-use and reliability; recurring issues flag areas for refresher training or tool replacement.</li> </ul>
Negative stakeholders' perception due to lack of ESG actions	<ul style="list-style-type: none"> <li>Board expectations: Directors may require ERM to include ESG factors which would add onto reporting workload.</li> <li>Fewer investors: Sustainability focused investors could refrain from investing in the Group resulting in limited capital access.</li> <li>Subject-matter experts: Hiring consultants or employees with ESG expertise increases operating cost.</li> </ul>	<ul style="list-style-type: none"> <li>Publicly disclose ESG practices: Website sections and sustainability reports summarise policies, actions and KPIs.</li> <li>Employees understanding of ESG: Internal briefings and e-learning modules to align employees with corporate ESG goals.</li> <li>Regular stakeholders' engagement: Surveys, meetings and feedback sessions ensure emerging expectations are captured early.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor stakeholders' feedback on ESG alignment: Track queries from clients, lenders and investors, plus sentiment in surveys or public channels. A reduction in negative feedback or an increase in positive references signals that disclosure and engagement measures are effective.</li> </ul>

#### 6.6.4 Metrics and Targets

The Group systematically track, measure, and report our environmental performance, focusing on key metrics such as carbon footprint, energy consumption and water consumption. By closely monitoring these indicators, we can identify significant climate-related risks and refine our efforts to address them effectively.

Detailed information on these metrics and targets is provided in Section 6 of this Report, titled "Environmental Sustainability." Through these efforts, we hope to reduce our carbon footprint, support global climate goals, and foster greater trust and credibility with our stakeholders.

## 7. Social Sustainability

### 7.1 Our Approach and Performance

At RCHL, social responsibility is a fundamental pillar of our commitment to sustainable and ethical development. As a property developer, we recognise our role in shaping communities and enriching lives by designing spaces that meet the evolving needs and aspirations of our customers. Our goal is to create long lasting value for all our stakeholders through thoughtful planning, sound investment decisions, and expert execution.

We are committed to fostering inclusive, diverse, and ethical practices, both within our organisation and across the communities we help build. By prioritising employees' well-being, fair labour practices, and professional development, we cultivate a positive and purpose-driven work environment that supports long-term success and innovation.

RCHL's dedication to social responsibility is reflected in our efforts to uphold strong governance standards and actively contribute to community development.

The details of our performance are shown as follows:

Social Targets	Unit	FY2026 (Target)	FY2025 <sup>3</sup>
Employee Hiring Rate <sup>4</sup>	Percentage (%)	To maintain the hiring rate	4.5%
Employee Turnover Rate <sup>5</sup>	Percentage (%)	To maintain the turnover rate below 4.5%	4.5%

### 7.2 Board and Employee Diversity

At RCHL, we recognise that diversity and inclusion are fundamental to sustainable growth, innovation, and responsible business practices. Our commitment to diversity across both the Board and workforce reflects our belief that a broad mix of experiences, perspectives, and backgrounds enhances decision-making, strengthens our organisational culture, and drives long-term performance.

The Board acknowledges that diversity is essential to achieving RCHL's strategic objectives and sustainability goals. A diverse and inclusive Board brings a wide range of viewpoints that improve oversight, adaptability, and responsiveness in a rapidly changing business environment. This diversity enhances corporate governance and ensures our leadership is equipped to meet the evolving expectations of our stakeholders.

Beyond the Board, RCHL is dedicated to cultivating a workplace where all employees feel respected, valued, and empowered. We believe that a diverse and inclusive workforce fosters innovation, encourages collaboration, and contributes to better outcomes for our clients, partners, and communities.

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<sup>3</sup> RCHL has started to monitor the employee hiring rate and turnover rate from FY2025 onwards.

<sup>4</sup> Employee Hiring Rate is calculated using total new joiners divided by total number of employees at the end of the year.

<sup>5</sup> Employee Turnover Rate is calculated using total resignees divided by total number of employees at the end of the year.

By embedding diversity and inclusion into our governance and workplace practices, RCHL continues to build a resilient, forward-thinking organisation aligned with the principles of sustainable development.

Our board diversity, workforce diversity and demographic distribution are shown as follows:

Board Diversity	Unit	FY2025	FY2024
<b>Directorship Concentration</b>			
Board of Director Positions	Number of Headcount	4	4
<b>Type of Directorships</b>			
Executive Directorship	Number of Headcount	1	1
Independent Non-Executive Directorship	Number of Headcount	3	3
<b>Percentage (%)</b>			
Executive Directorship	Proportion	25.0%	25.0%
Independent Non-Executive Directorship	Proportion	75.0%	75.0%
<b>Gender Diversity</b>			
Male	Number of Headcount	4	4
Female	Number of Headcount	0	0
<b>Percentage (%)</b>			
Male	Proportion	100.0%	100.0%
Female	Proportion	-	-
<b>Age Diversity</b>			
< 30	Number of Persons	0	0
30 to 50	Number of Persons	3	3
> 50	Number of Persons	1	1
<b>Percentage (%)</b>			
< 30	Proportion	0.0%	0.0%
30 to 50	Proportion	75.0%	75.0%
> 50	Proportion	25.0%	25.0%

Employees Particulars	Unit	FY2025	FY2024
Executive Directors	Number of Persons	1	1
Senior Management	Number of Persons	2	2
Manager	Number of Persons	1	1
Non-Manager	Number of Persons	18	44
Total	Number of Persons	22	48
<b>Percentage (%)</b>			
Executive Directors	Proportion	4.5%	2.1%
Senior Management	Proportion	9.0%	4.2%
Manager	Proportion	4.5%	2.1%
Non-Manager	Proportion	82.0%	91.6%

RCHL is committed to strengthening governance and decision-making by prioritising diversity across various aspects, including skills, industry knowledge, business experience, gender, age, ethnicity, culture, geographic origins, nationality, and length of service. These considerations are integral to shaping a Board composition that is balanced, diverse, and capable of dynamic leadership. Although Board appointments are always made based on merit, the process aims to enhance the collective expertise, independence, and knowledge necessary to improve Board effectiveness.

Gender diversity is acknowledged as a key factor in promoting balanced discussions and sound decision-making. To encourage greater gender representation on the Board, RCHL ensures qualified female candidates are actively considered in the search and nomination process. However, the Group maintains that all appointments will be determined by qualifications and suitability, ensuring that the most qualified individuals are appointed regardless of gender.

#### Employee Gender Distribution:

Particulars	Unit	FY2025	FY2024
<b>Gender</b>			
Male	Number of Persons	20	45
Female	Number of Persons	2	3
Total	Number of Persons	22	48
<b>Percentage (%)</b>			
Male	Proportion	90.9%	93.8%
Female	Proportion	9.1%	6.2%

#### Employee Age Group Distribution:

Particulars	Unit	FY2025	FY2024
<b>Age Group</b>			
< 30	Number of Persons	12	23
30 to 50	Number of Persons	8	22
> 50	Number of Persons	2	3
Total	Number of Persons	22	48
<b>Percentage (%)</b>			
< 30	Proportion	54.5%	47.9%
30 to 50	Proportion	36.4%	45.8%
> 50	Proportion	9.1%	6.3%

### 7.3 Fair Employment Practices

Operating within a culturally diverse environment with a workforce that includes a significant number of foreign employees, RCHL's Human Resources ("HR") policies are designed to be practical, compliant with local regulations, and respectful of different cultural backgrounds. The Group does not discriminate against employees on the basis of gender, race, religion, or age. Recruitment is based on merit, focusing on ethics, attitude, qualifications, and relevant work experience. Employees receive training to support them in carrying out their roles effectively, and workplace health programmes are in place to promote overall well-being of our

employees. In line with our commitment to fair employment practices, RCHL observes a minimum notice period of one month to employees and their representatives before implementing significant operational changes. This ensures clear communication and allows time for feedback and discussion.

Employee Profile	Unit	FY2025	FY2024
Total Number of Employees (Year End)	Number of Persons	22	48
<b>Number of Employees (Location-wise)</b>			
Local	Number of Persons	4	7
Foreign	Number of Persons	18	41
<b>Percentage (%)</b>			
Local	Proportion	18.2%	14.6%
Foreign	Proportion	81.8%	85.4%
<b>Number of Employees (Union Member-wise)</b>			
Union Member	Number of Persons	-	-
Non-Union Member	Number of Persons	22	48
<b>Percentage (%)</b>			
Union Member	Proportion	-	-
Non-Union Member	Proportion	100.0%	100.0%
<b>Number of Employees (Collective Bargaining-wise)</b>			
Collective Bargaining	Number of Persons	-	-
Non-Collective Bargaining	Number of Persons	22	48
<b>Percentage (%)</b>			
Collective Bargaining	Proportion	-	-
Non-Collective Bargaining	Proportion	100.0%	100.0%

The Group remains committed to equal treatment of all employees and complies with Singapore's labour laws, including minimum wage requirements where applicable. While operating with a lean workforce, these practices help maintain a stable and respectful work environment and support RCHL's ongoing efforts to build operational strength and retain skilled workers.

For FY2025, there were zero (FY2024: zero) complaints of discrimination reported.

## 7.4 Talent Attraction and Retention

At RCHL, we recognise that attracting, developing, and retaining skilled professionals is essential to our continued success and our ability to deliver high-quality project management services in the property development sector. Our people play a pivotal role in ensuring project success by applying diverse expertise to manage complex developments efficiently, on time, and within budget. A strong talent pipeline allows us to remain agile and responsive to evolving industry demands while maintaining excellence across all phases of the project lifecycle.

Retaining experienced professionals helps safeguard institutional knowledge, strengthen client relationships, and minimise operational disruption—contributing to consistent, reliable service delivery.



We are committed to fostering a workplace culture that supports employees' well-being, professional growth, and long-term career development. An engaged workforce drives productivity, encourages collaboration, and enhances client satisfaction.

RCHL's talent management strategy includes competitive remuneration, performance-based incentives, and a comprehensive range of employees' benefits. We uphold fair, inclusive hiring practices to ensure that all recruitment, promotion, and development decisions are based on merit and free from discrimination.

By prioritising these efforts, RCHL continues to build a capable, motivated, and high-performing team. Our focus on talent attraction and retention underpins both the quality of our service delivery and the long-term sustainability of our business in a dynamic and competitive industry.

New Hire Distribution<sup>6</sup>:

Particulars	Unit	FY2025
<b>Gender</b>		
Male	Number of Persons	-
Female	Number of Persons	1
Total	Number of Persons	1
<b>Percentage (%)</b>		
Male	Proportion	-
Female	Proportion	100.0%
<b>Age Group</b>		
< 30	Number of Persons	-
30 to 50	Number of Persons	1
> 50	Number of Persons	-
Total	Number of Persons	1
<b>Percentage (%)</b>		
< 30	Proportion	-
30 to 50	Proportion	100.0%
> 50	Proportion	-

<sup>6</sup> RCHL has started to monitor the new hire distribution from FY2025 onwards.

## Resigned Employees Distribution<sup>7</sup>:

Particulars	Unit	FY2025
<b>Gender</b>		
Male	Number of Persons	-
Female	Number of Persons	1
Total	Number of Persons	1
<b>Percentage (%)</b>		
Male	Proportion	-
Female	Proportion	100.0%
<b>Age Group</b>		
< 30	Number of Persons	-
30 to 50	Number of Persons	1
> 50	Number of Persons	-
Total	Number of Persons	1
<b>Percentage (%)</b>		
< 30	Proportion	-
30 to 50	Proportion	100.0%
> 50	Proportion	-

By analysing key data points like employee turnover and recruitment trends, we gain critical insight into the effectiveness of our talent management strategies and overall workplace engagement.

## 7.5 Occupational Health and Safety

At RCHL, prioritising safety is a core aspect of our operations and reflects our commitment to providing all employees with a safe and healthy working environment. We believe that workplace safety is a fundamental and a critical component in maintaining workforce morale and productivity. When employee well-being is safeguarded, it enables us to deliver consistent value to our customers.

To support this commitment, we implement job safety guidelines aimed at maintaining a hazard-free work environment for both our employees and surrounding communities. Our operations comply with the Workplace Safety and Health Act (“**WSHA**”), and we ensure that risk assessments (“**RA**”) are conducted before initiating high-risk activities. Project Quality Plans (“**PQP**”) and Design for Safety (“**DfS**”) requirements are also enforced to identify and mitigate foreseeable safety risks throughout the project lifecycle.

Qualified Safety Officers are present at all active project sites to oversee safety practices, while Supervisors are responsible for promptly reporting any incidents. These reports are used for thorough investigation and proper documentation. To proactively manage risks, we conduct regular audits and workplace inspections to identify and address potential hazards.

The established Safety, Health, and Environment (“**SHE**”) Rules, which outline clear objectives and procedures across various stages of project execution. To promote a culture of safety, we

<sup>7</sup> RCHL has started to monitor the resigned employee's distribution from FY2025 onwards.

offer incentive programmes that recognise strong safety performance. Prior to the commencement of any work, risk assessments are conducted to identify hazards, and appropriate control measures are applied using the established hierarchy of controls.

In line with BCA requirements, our general workers<sup>8</sup> attend compulsory safety training. New hires receive safety induction training upon joining, while toolbox meetings are conducted prior to works to enhance awareness and understanding of safety protocols. Additionally, safety posters are displayed prominently at worksites and offices to reinforce key occupational health and safety messages.

Our subsidiary, Merco Pte. Ltd., remains certified at bizSAFE Level 3, with current certification valid until August 2027.

Our employees' health and safety incidents profile are shown as follows:

Performance Indicators	Unit	FY2026 (Target)	FY2025	FY2024
High-consequence Work-related Injuries	Number of Case	To maintain zero workplace injuries, fatalities and ill-health.	-	-
Recordable Work-related Injuries	Number of Case		-	-
Work-related Fatalities	Number of Case		-	-
Work-related Ill-health	Number of Case		-	-

In FY2025, we are proud to report zero work-related injuries (FY2024: zero), zero work-related fatalities (FY2024: zero) and zero work-related ill-health (FY2024: zero) reflecting the ongoing commitment of our workforce to maintaining a safe and healthy environment. Safety is deeply embedded in our corporate culture, supported by continuous improvement initiatives, active employee involvement, and dedicated leadership. The Group remains committed to maintaining zero workplace accidents in the future.

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<sup>8</sup> General workers are referring to temporary employees.

## 8. Governance

### 8.1 Our Approach and Performance

At the core of our sustainability commitment and ethical business practices lies our governance framework. This framework encompasses principles, policies, and practices that define our Group's responsible and transparent approach to conducting business. We prioritise stakeholder value by maintaining high standards of corporate governance, integrity, and accountability at every level. This commitment is reinforced by robust internal controls that monitor compliance, uphold our code of ethics, and manage risks effectively.

We are pleased to report that in FY2025, the Group recorded zero instances of regulatory non-compliance, bribery, corruption, or data breaches. We remain committed to upholding the highest standards of integrity and will continue to ensure strict adherence to all applicable laws and regulations.

Governance Targets	Unit	FY2026 (Targets)	FY2025	FY2024
Reported incidents of non-compliance	Number	To maintain zero instances of non-compliance, bribery & corruption and data breach incidents	-	-
Reported incidents of bribery and corruption	Number		-	-
Reported incidents of data breach	Number		-	-

### 8.2 Regulatory Compliance

At RCHL, we maintain a firm commitment to conducting our business with integrity, transparency, and in full compliance with applicable laws, regulations, and ethical standards. Our operations are guided by established industry practices and regulatory frameworks to ensure we meet both our legal obligations and professional responsibilities.

Our governance and compliance framework are built on robust internal policies, structured oversight mechanisms, and periodic audits, all of which foster a culture of accountability and ethical conduct. We closely monitor changes in regulatory landscapes and proactively adopt best practices to strengthen our risk management, uphold stakeholder trust, and reinforce our reputation as a responsible and reliable provider.

In line with our commitment to responsible business practices, RCHL also recognises the importance of environmental sustainability. We strive to reduce our environmental footprint across various areas of our business operations and have demonstrated this through relevant accreditations and adherence to environmentally responsible practices.

Our SHE Rules reflect our pledge to promote a safe, green, and sustainable workplace. These rules define clear objectives and procedures at different stages of project execution to enhance SHE performance and ensure consistent implementation.

RCHL aims to align its operations with broader environmental goals while continuing to deliver value to clients and communities in a responsible and sustainable manner.

In FY2025, we are pleased to report zero non-compliance with laws and regulations, consistent with our strong track record in FY2024. The Group is committed to maintain zero instances of non-compliance with laws and regulations in the future.

### 8.3 Corporate Governance and Business Ethics

At RCHL, strong corporate governance and ethical business conduct form the foundation of our operations. As a project management consultancy in the property development sector, we are committed to upholding principles of transparency, integrity, and accountability across all aspects of our business.

We promote a culture of ethical behaviour through clear governance structures and internal controls that support responsible decision-making. RCHL maintains a Whistleblowing Policy to encourage the reporting of any suspected misconduct or unethical behaviour. The policy provides a secure and confidential channel for employees to voice concerns, with assurances of non-retaliation and fair investigation. All reports are managed with due care by designated personnel, and appropriate action is taken as needed to address issues in a timely and responsible manner.

Our commitment to ethical business practices is integral to building trust with our clients, partners, and employees, and forms a key pillar of our long-term sustainability. We remain focused on continuously strengthening our governance practices to meet evolving stakeholder expectations and support resilient business growth.

For details of our corporate governance practices, please refer the Corporate Governance Report from pages 9 to 32 in the FY2025 Annual Report.

### 8.4 Anti-Corruption

RCHL takes a strong and uncompromising stance against corruption and bribery. The Group does not tolerate any form of malpractice, impropriety, statutory non-compliance, or wrongdoing by employees in the course of their duties. Ethical conduct and compliance with applicable laws and regulations are fundamental to RCHL's commitment to responsible and transparent business practices.

To uphold the highest standards of integrity and accountability, RCHL has implemented a Whistleblowing Policy as part of its internal control framework. This policy provides employees with a secure and confidential channel to report, in good faith and without fear of retaliation, any concerns related to suspected fraud, corruption, bribery, dishonest practices, financial irregularities, or other forms of misconduct.

Reports can be submitted directly to the Audit Committee ("**AC**") via a designated email channel ([whistleblow@richcapital.com.sg](mailto:whistleblow@richcapital.com.sg)). The AC is empowered to independently review all submissions and determine the appropriate course of action, including whether an investigation is warranted. The policy ensures that all cases are handled objectively, promptly, and with due consideration for the confidentiality and protection of the whistleblower.

Through this governance measure, RCHL reinforces its commitment to ethical business conduct, enhances internal accountability, and promotes a culture of transparency and integrity across the organisation.

In FY2025, we are pleased to report zero corruption cases, consistent with our strong track record in FY2024. The Group is committed to maintain zero confirmed incidents of corruption in the future.

## 8.5 Risk Management

Effective risk management is essential to RCHL's ability to deliver consistent project outcomes, safeguard stakeholder interests, and ensure the long-term sustainability of the business. The Group's ERM Policy provides a structured framework for managing risks in a systematic and coordinated manner. It outlines clear responsibilities and procedures for evaluating potential threats and opportunities that could impact the organisation's strategic and operational objectives.

In FY2025, the ERM Policy was reviewed to ensure its continued relevance and effectiveness. This review reflects RCHL's ongoing commitment to strengthening risk oversight and adapting to an evolving risk landscape. While the Group continues to assess a wide range of strategic and operational risks, it also recognises the increasing importance of environmental and climate-related factors in shaping long-term business resilience.

By embedding risk awareness into business planning and decision-making processes, RCHL enhances its organisational resilience, supports informed decision-making, and reinforces strong corporate governance practices. Where relevant, climate-related considerations are factored into strategic discussions to ensure the Group remains responsive to emerging external challenges.

## 8.6 Data Privacy and Cyber Security

RCHL recognises the growing importance of data privacy and cybersecurity in today's digital landscape. As a project management consultancy in the property development sector, safeguarding client, employee, and business information is a key element of our governance framework and risk management approach.

We are committed to implementing strong data protection practices that align with the requirements of the Personal Data Protection Act ("**PDPA**") and relevant industry standards. Access to confidential information is strictly limited to authorised personnel on a need-to-know basis, reducing the risk of unauthorised disclosure or misuse. This principle applies across all operational areas, including our recruitment processes, where the privacy of applicants is carefully protected.

Cybersecurity and data privacy are not only regulatory obligations but also strategic priorities that support stakeholder trust and the long-term resilience of the organisation. Our Deputy General Manager serves as the appointed Data Protection Officer ("**DPO**"), responsible for ensuring PDPA compliance, monitoring internal processes, and overseeing the secure handling of sensitive data.

To protect personal and confidential information, we have implemented several measures, including:

- Secure storage of employee records in locked cabinets accessible only to the DPO;
- Hosting payroll and HR data on encrypted, secure cloud platforms;
- Storing client information on secure servers and in locked filing systems, with restricted access; and
- Conducting regular training and awareness programmes to equip employees with the knowledge to identify and respond to potential cyber threats.

By prioritising data protection, RCHL aims to uphold the integrity of its information systems, minimise cyber risks, and maintain the confidence of its clients, employees, and business partners.

In FY2025, we are pleased to report zero incidents of privacy breaches or data loss, consistent with our strong track record in FY2024. We are committed to maintain zero reported breaches of data privacy and loss of data.

## 9. GRI Index

The Group has reported the information cited in this GRI content index from 1 April 2024 to 31 March 2025 with reference to the GRI Standards.

GRI Standard	Disclosure	Section of Report
GRI 2: General Disclosures 2021	2-1 Organisational details	SR: Section 1.1, 1.2 & 2
	2-2 Entities included in the organisation's sustainability reporting	SR: Section 1.2
	2-3 Reporting period, frequency, and contact point	SR: Section 1.1 & 1.5
	2-4 Restatements of information	Not applicable as there are no restatements of information.
	2-5 External assurance	SR: Section 1.4
	2-6 Activities, value chain and other business relationships	SR: Section 2.1 AR: Corporate Profile, Operating and Financial Review
	2-7 Employees	SR: Section 7.2
	2-8 Workers who are not employees	Not Applicable
	2-9 Governance structure and composition	SR: Section 7.2 AR: Corporate Governance Report
	2-10 Nomination and selection of the highest governance body	AR: Corporate Governance Report
	2-11 Chair of the highest governance body	AR: Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	SR: Section 6.6 & 8 AR: Corporate Governance Report
	2-13 Delegation of responsibility for managing impacts	SR: Section 6.6 & 8 AR: Corporate Governance Report
	2-14 Role of the highest governance body in sustainability reporting	SR: Section 1.1 & 6.6 AR: Corporate Governance Report
	2-15 Conflicts of interest	SR: Section 8.3 & 8.4 AR: Corporate Governance Report
	2-16 Communication of critical concerns	SR: Section 8.3 & 8.4 AR: Corporate Governance Report
	2-17 Collective knowledge of the highest governance body	AR: Corporate Governance Report
	2-18 Evaluation of the performance of the highest governance body	AR: Corporate Governance Report
	2-19 Remuneration policies	AR: Corporate Governance Report
	2-20 Process to determine remuneration	AR: Corporate Governance Report
	2-22 Statement on sustainable development strategy	SR: Section 1.1 & 3.1
	2-23 Policy commitments	SR: Section 3 to 8
	2-24 Embedding policy commitments	SR: Section 3 to 8 AR: Corporate Governance Report
	2-25 Processes to remediate negative impacts	SR: Section 8.3 & 8.4 AR: Corporate Governance Report
	2-26 Mechanisms for seeking advice and raising concerns	SR: Section 8.3 & 8.4 AR: Corporate Governance Report
	2-27 Compliance with laws and regulations	SR: Section 8.2 AR: Corporate Governance Report
	2-28 Membership associations	Not Applicable
	2-29 Approach to stakeholder engagement	SR: Section 3.2 & 3.3
	2-30 Collective bargaining agreements	SR: Section 7.3



GRI Standard	Disclosure	Section of Report
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR: Section 3.3
	3-2 List of material topics	SR: Section 3.3
	3-3 Management of material topics	SR: Section 3.3, 6 to 8
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR: Section 5
GRI 205: Anti-Corruption 2016	205-3 Confirmed incidents of corruption and actions taken	SR: Section 8.4
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	SR: Section 6.3
	302-3 Energy intensity	SR: Section 6.3
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	SR: Section 6.4
	303-5 Water consumption	SR: Section 6.4
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	SR: Section 6.2
	305-4 GHG emissions intensity	SR: Section 6.2
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR: Section 7.1 & 7.4
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SR: Section 7.5
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR: Section 7.2
GRI 406: Non-discrimination 2016	406-1: Incidents of discrimination and corrective actions taken	SR: Section 7.3
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR: Section 8.6

## 10. TCFD Index

Topic	Disclosure	Reference
Governance	Describe the board of directors' oversight of climate-related risks and opportunities	SR Section 6.6.1
	Describe management's role in assessing and managing risks and opportunities.	
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	SR Section 6.6.2
	Describe the impact of climate-related risks and opportunities on the organisation 's businesses, strategy, and financial planning	
	Describe the resilience of the organisation 's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
Risk management	Describe the organisation 's processes for identifying and assessing climate-related risks	SR Section 6.6.3
	Describe the organisation 's processes for managing climate-related risks	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation 's overall risk management	
Metrics and targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	SR Section 6.2, 6.6.3 & 6.6.4
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	