



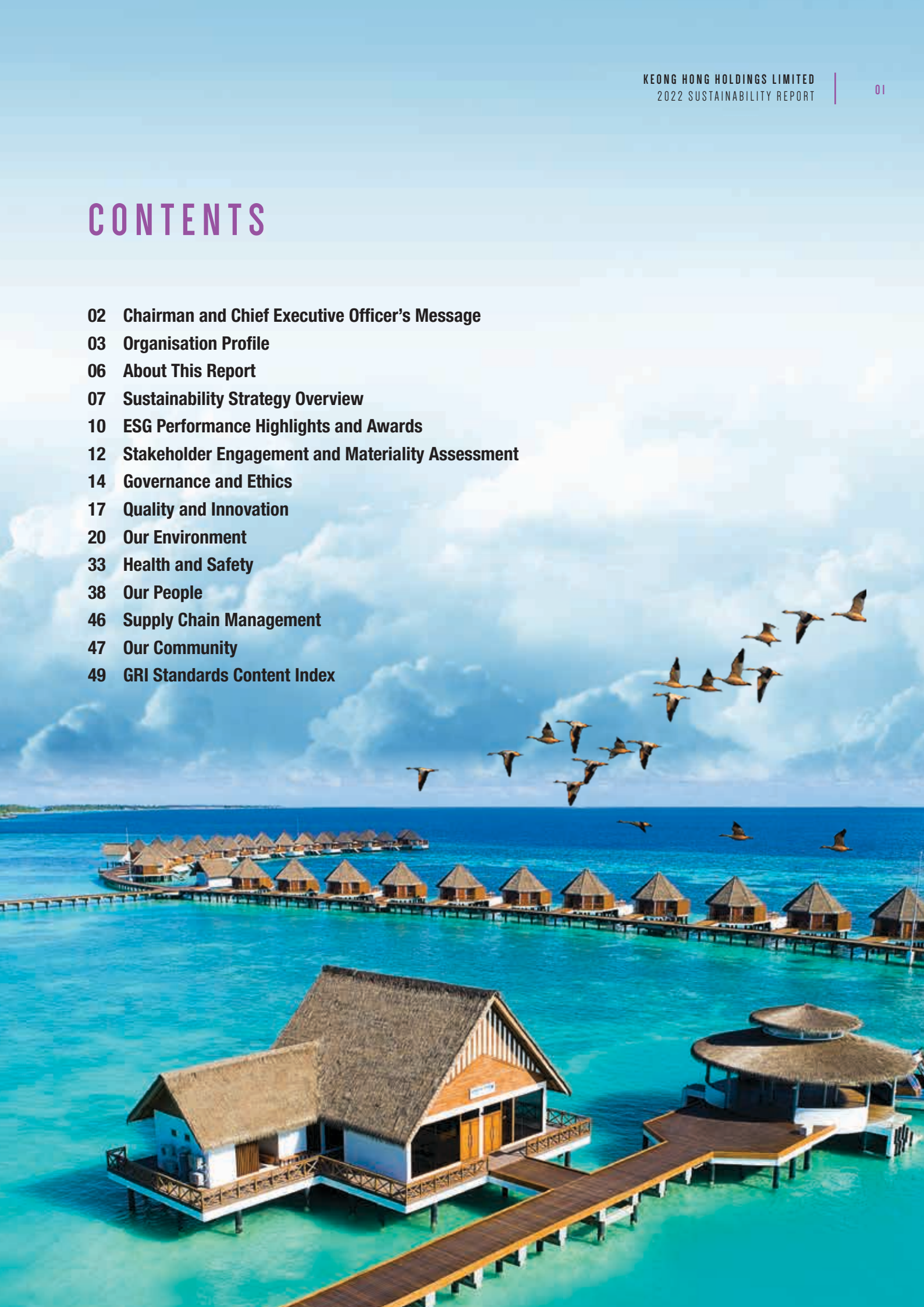
KEONG HONG HOLDINGS LIMITED



SUSTAINABILITY REPORT
2022

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CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S MESSAGE

Dear Stakeholders,

As pressing issues like greenhouse gas emissions and pollution of our lands and oceans gain greater prominence due to the devastating effects they are having on our climate and environment, governments are striving to take concerted efforts through international treaties and agreements. The Paris Agreement on climate change signalled a significant step forward in the goal to reach net-zero by the middle of the 21st century. Singapore's own Green Plan 2030 and Zero Waste Masterplan are part of our national efforts to reach the set aims for environmental preservation.

Organisations, the government and individuals have their respective roles to play in bringing about change. In isolation, we cannot make much of an impact but with concerted efforts, change can come about swiftly and effectively. For our part, we have aligned our business focuses with those of the United Nations Sustainable Development Goals ("UN SDGs"). The attainment of the UN SDGs is a continuing global effort and forms part of the Group's long-term focus on sustainability. With those goals in mind, we have embodied sustainable practices throughout our organisation, touching on the key areas of minimising our impact on the environment, enhancing the wellbeing of employees and development of communities, and strengthening governance by upholding principles of accountability, transparency and integrity. We have put in measurable annual targets for monitoring and tracking. I am pleased to report that we have, for the most part, maintained or bettered our performance in FY2021 as we strive towards achieving our goals.

I am pleased to highlight a few of our initiatives, some of them ongoing, some new. As far as minimising our impact on the environment is concerned, we have also begun to install solar panels to provide low-carbon energy to our operations in our Chin Bee Factory. Likewise, at the Mercure Maldives Kooldoo Hotel and Pullman Maldives Maamutaa Resort, we have installed and started operating a solar energy system. We have adopted "Green and Gracious" policies which aim to reduce, reuse and recycle construction waste and material so as to minimise environmental pollution; use natural resources such as energy and water efficiently; and communicate and encourage adoption of such practices by our partners, clients, suppliers and interested parties. From simple measures that are easily and quickly implemented, such as introducing waste segregation on our worksites to facilitate recycling, to more complex procedures such as harnessing new technology and sustainable material to reduce reliance on natural materials, Keong Hong is making every conscious effort to imbue a culture of sustainability and environmental awareness throughout our ecosystem.

Technology has played a major part in our sustainability efforts, increasing efficiency and productivity in our operations and offering new solutions to reduction in emissions and waste. We minimise construction waste by harnessing advanced technology. We have upgraded our digital capability in Building Information Modelling, Virtual Design and Construction and Virtual Reality. These technologies pre-empt costly abortive works by first identifying clashes in a virtual environment before the project is actually built. High standard of workmanship and quality of works are also achieved through implementation of Design for Manufacturing and Assembly technology like Prefabricated Prefinished Volumetric Construction and Prefabricated Bathroom Unit by shifting work to a sheltered and controlled environment. We will continue to invest in enhancing our capabilities through the latest applicable systems.

We continue to put people and community as a focus of our sustainability efforts ensuring that we are in full compliance of the Work Safety and Health Act. In fact, we place great importance on worker safety, health and well-being. We continue to support the larger community by sponsoring educational awards and contributing to selected charities.

In recognition of our efforts, we were awarded the Green and Gracious Excellence Award from the Building and Construction Authority in 2021. We were also accorded the prestigious RoSPA (Royal Society for the Prevention of Accidents) Health and Safety Gold Award 2022, in recognition of our achievements in health and safety management systems and culture. In keeping with this award, we are continuing to embody the spirit of award in our practices and in our dealings with others, especially the community.

Changes in the SGX reporting requirements as regards organisations' sustainability efforts and climate related financial disclosures signal the importance of these issues going forward as green financing assumes a more prominent role in capital flows. We are well-prepared to comply with these forthcoming requirements, given our early adoption of such practices.

It leaves me to thank our stakeholders, especially our business partners, suppliers and customers, in journeying with us with faith and confidence in our sustainable strategy and principles. With their continued support, our sustainability efforts are certain to gain momentum and strength.

LEO TING PING RONALD

Chairman and Chief Executive Officer
Keong Hong Holdings Limited

ORGANISATION PROFILE

Keong Hong Holdings Limited (“Keong Hong” or “the Group”) is listed on the Mainboard of the Singapore Exchange Securities Trading Limited. The Group’s principal activities include building construction, property and hotel investment and development. Its building construction services include a broad range of residential, commercial, institutional, industrial and infrastructural projects for both private and public sectors. The Group also has property and hotel development and investment projects in Singapore, Japan and Maldives.

The Group made its maiden foray into property development in Singapore in 2012 through a joint venture with Frasers Property (formerly known as Frasers Centrepoint Limited) to develop Twin Waterfalls Executive Condominium. Its subsequent residential developments include SkyPark Residences, The Amore, Parc Life, Seaside Residences and The Antares.

Keong Hong also ventured into hotel development and investment in 2013 with Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort in Maldives. In Singapore, the Group has equity interest in various joint hotel and mixed-use development projects – Hotel Indigo Singapore Katong, Holiday Inn Express Singapore Katong and Katong Square.

In 2016, the Group acquired the first of its two commercial properties in Japan.

Led by a qualified and experienced management team with a staff strength of close to 470 employees, Keong Hong has built a strong reputation and record of accomplishment over the last 39 years for its commitment to quality and service standards. Keong Hong is a member of Singapore Contractors Association Limited as well as one of the founding members of the Singapore Green Building Council.

Building and Construction

Keong Hong is a provider of a broad range of building construction services to both private and public sectors for residential, commercial, institutional, industrial and infrastructural projects.

The Group’s innovative technologies and technical capabilities, supported by our commitment to quality, safety, timely delivery and customer service, are our key strengths that differentiate us from our industry peers, and is the reason for our ability to secure projects from our repeat clients. The Group has pioneered several innovative technologies and processes in the construction industry that are widely used today, such as the Silent Jack-In Spun Piling System in Residential project and Intelligent Computerised Auto-Climb Peripheral Platform.

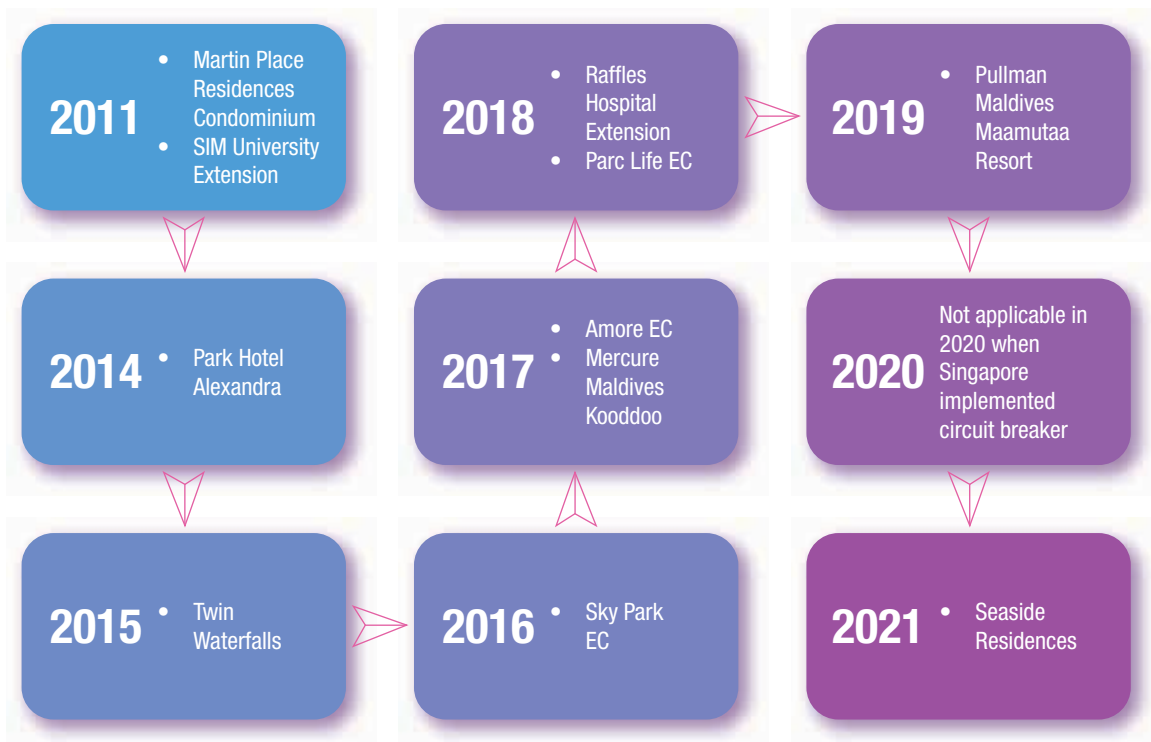
Leveraging on our technical capability and a vast array of experience gained over the years, Keong Hong has morphed into a Design and Build main contractor capable of taking on complex projects with full responsibility in design development for Structure, Mechanical & Electrical Services. For hotel and resorts development, our expertise extends to include Architectural design.

As a Design and Build main contractor, we have been able to extend our job horizon beyond that of conventional construction projects. We have established ourselves as a reputable main contractor with proven capability in the Design and Build of Condominium Projects, Hotel and Resorts Projects, Alternative Design using Top-Down Construction Methodology for Complex Basement for Commercial and Institutional Projects. Our design and build and construction expertise are often harnessed through our joint ventures to create value added propositions that have won us many development projects, for example, SkyPark, Amore, Parc Life, Seaside Residences and The Antares.

ORGANISATION PROFILE

Listed below are some completed projects involving Design and Build and their design scope in the past decade:

Completed projects in the past decade – By Year of Temporary Occupation Permit Obtained



Listed below are the Group's on-going and recently completed building construction projects:

Project	Sector	Year of Temporary Occupation Permit Obtained	Remarks
The Antares	Residential	December 2022	<ul style="list-style-type: none"> • A Housing Development Joint Venture, with Keong Hong taking a 35% stake. K.H. Land (subsidiary of Keong Hong) is the Main Contractor, leveraging on its design and build experience and capability to offer value-add for the Joint Venture partners. • First K.H. Land project to use UHPC Prefabricated Bathroom Unit ("PBU") developed by joint venture company K&H Innovation Systems Pte Ltd.
Wilshire Residences	Residential	2023 (estimated)	<ul style="list-style-type: none"> • Another residential project with K.H. Land as the main contractor. • UHPC for our PBUs developed by joint venture company K&H Innovation System Pte Ltd will be installed in this project.
National Skin Centre	Medical/Healthcare	Phase 1C: Quarter 1 2023 Phase 2: End 2023 (estimated)	<ul style="list-style-type: none"> • Keong Hong's first advanced precast project using precast columns, precast beams, precast hollow core slabs and in-situ concrete topping.

ORGANISATION PROFILE

Project	Sector	Year of Temporary Occupation Permit Obtained	Remarks
Grand Hyatt Singapore (a Green Mark Platinum project)	Hospitality	Quarter 4 2023 (estimated)	<ul style="list-style-type: none"> Additions and alteration works to existing Grand Hyatt Singapore consisting of 21-storey Grand Wing and 12-storey Terrace Wing with 4 basements car-park. Involving major retrofitting to the guest rooms and restaurants and upgrading of MEP plant rooms and equipment.
Sky Everton	Residential	2023 (estimated)	<ul style="list-style-type: none"> A 36-storey private residential luxurious condominium project which is part of Singapore's Master Plan of a waterfront living. The highlights of this projects are 2 high-void sky gardens located at the 14th and 24th storey and a cantilevered Horizon Infinity Pool. Innovative method have been implemented in this project, such as the use of the UHPC for our PBUs developed by joint venture company K&H Innovation System Pte Ltd.

Property Development

Keong Hong made forays into property development since 2012. Since then, the Group has developed six residential projects in Singapore. Our strategy to partner reputable property developers to jointly undertake residential development projects enables the Group to share resources with business partners and manage any business risks associated with property development projects.

Property	Type	Ownership
Twin Waterfalls	Executive condominium	20%
SkyPark Residences	Executive condominium	20%
The Amore	Executive condominium	15%
Parc Life	Executive condominium	20%
Seaside Residences	Private condominium	20%
The Antares	Private condominium	35%

Investment Property

The Group embarked on hotel development and investment in 2013 and in 2016 ventured into property investment with the intention to diversify its business to sustain future growth.

To date, our investment property portfolio includes two commercial buildings in Osaka, Japan, with 100% shareholding.

Country	Addresses of the Investment Properties
Japan	4-4-10 Honmachi Osaka
	1-2-6 Minamihorie Osaka

ABOUT THIS REPORT

Reporting Period and Framework

The Group upholds its commitment to sustainability with the publication of its annual sustainability report. The Report covers the Group's sustainability performance for the financial year from 1 October 2021 to 30 September 2022 ("FY2022").

This FY2022 Sustainability Report is the 5th report of Keong Hong. It has been prepared in accordance with the internationally recognised Global Reporting Initiative ("GRI") Standards and its latest Universal Standards 2021. The GRI standards were selected as it is one of the globally recognised sustainability reporting standards that is recommended by the SGX-ST and represents the global best practices for reporting on economic, environmental and social impacts. The sustainability report focuses on the material topics identified and is issued with the approval of the Board and shall be read in conjunction with the other sections of the Annual Report, and other sustainability-related disclosures.

The following principles have been applied to determine relevant topics that define the report content and ensure quality of information:

- (a) GRI principles for defining report content: Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness;
- (b) GRI principles for defining report quality: Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness.

The report also incorporates the primary components of report content as set out by the Singapore Exchange Securities Trading Limited ("SGX-ST")'s "Comply or Explain" requirements on sustainability reporting under Listing Rule 711B. We have also referred to the United Nations Sustainable Development Goals and considered the recommendations of an external Environmental, Social and Governance ("ESG") consultant for the selection of material topics. To improve comparability, the material topics have been benchmarked against selected industry peer groups.

Reporting Scope

This Report focuses primarily on operations directly managed by the Group which include Building and Construction and Property Development in Singapore. As the managing agent of the investment in Maldives and through the continuous collaboration with the hotel operator in Maldives, this report will also include Keong Hong's effort spent on conserving the environment/biodiversity of Maldives.

The report excludes investment property in Japan because the properties in Japan are mainly for generating a recurring rental of amount not material to the Group. Operations in Maldives, involving procurement, hiring and employee training are also not included in this report as Keong Hong is not involved in the day-to-day operations.

Restatements

There are four disclosures with restatements made from previous reporting periods, namely (1) parental leave, (2) average training hours by gender, (3) average training hours by employee category, and (4) total number employees, please refer to Section "Our People" for details.

Assurance

Internal controls and verification mechanisms have been established by management to ensure the accuracy and reliability of narratives and data. We have also considered the recommendations of the ESG consultant for the selection of material topics as well as compliance with GRI Standards and SGX Listing Rules. To improve comparability, the material topics have been benchmarked against selected industry peer groups. Going forward, the Group will subject our sustainability reporting process to internal review by our internal auditors, as required by SGX-ST Listing Rules 711B.

Availability and Feedback Channel

This Report and previous editions are available on SGXNet and online at: <https://www.keonghong.com>.

We welcome feedback from our stakeholders to assist us in improving our reporting and sustainability practices. Questions or feedback on this Report can be directed to: ir@keonghong.com.

Detailed section references with GRI Standards can be found on the GRI Standards Content Index.

SUSTAINABILITY STRATEGY

SUSTAINABILITY STRATEGY OVERVIEW

Our Mission

To be a forward-looking company with a commitment to corporate social responsibility, built on a strong foundation of transparency, governance and ethics that creates value for our stakeholders.

Our Vision

To build a better world in an environmentally sustainable way and to improve the quality of the environment and the communities where we live and work.

Our ESG Strategy and Priorities

Based on the material topics identified, we have developed a sustainability framework. This framework will drive us work towards seven priorities, in the areas of corporate governance, environment as well as social, to address the needs of our stakeholders.



Please refer to section “Stakeholder Engagement and Materiality Assessment” for identification of material topics.

Strengthen governance by upholding principles of accountability, transparency and integrity

Keong Hong supports the principles of accountability, transparency and integrity advocated by the SGX-ST. The Board of Directors and management are also committed to uphold the Group’s governance framework. As part of the Board’s oversight on ESG, it approves the Group’s sustainability initiatives which are being reported to the Board on a regular basis.

Minimise impact on environment

As a part of our commitment to sustainability, we have obtained Green Financing Facilities for financing green projects mainly related to the Additions & Alteration (“A&A”) works to Grand Hyatt Hotel Singapore, which will help it to achieve Green Mark Platinum. We adhere to the Green Loan Principles as prescribed by the Asia Pacific Loan Market Association in the key aspects regarding the use and management of proceeds, processes for project evaluation and selection and reporting. In addition, a power purchase agreement to install solar panels at the Chin Bee Factory will deliver renewable solar energy to the factory, further reducing the carbon emissions due to energy use at the factory. Installation of solar panels has started in December 2022 and will be completed in February 2023. This arrangement is expected to yield a guaranteed energy output of 6.1mil kWh over the next 12 years, leading to energy savings and help the Group realise our environmental sustainability goals.

SUSTAINABILITY STRATEGY

The Group has established a good reputation in the building, construction, and hotel management industries in Singapore and Maldives. The Group has leveraged on expansion opportunities, achieved new revenue streams and unlocked new capabilities and possibilities while at the same time keeping in mind our sustainability targets. Keong Hong has also been lauded for adopting highly innovative solutions to our construction projects to reduce wastage, increase efficiency and productivity.

In addition, the Group is committed to prevent pollution and injury in all its construction operations and to provide customers with reliable, prompt and quality service at competitive cost. We are committed to provide quality products and services to meet customer requirements through the timely delivery of projects complying with applicable legal and other requirements, quality workmanship, good safety standard and minimising impact to the environment.

Keong Hong is conscious of the impact that our projects have on the environment and shall continue monitoring and measuring these impacts. The Group will uphold our energy saving standards and invest in technologies to improve waste management and reduce emissions and effluents.





Enhance wellbeing of employees and development of communities

During the pandemic, we have been responsive in adapting to the various safe management measures placed upon us by governments, continue with robust safety measures in all of our construction sites, developments and properties, while adapting to changing norms by implementing staggered working hours for our HQ staff. The Group will continue to ensure that our employees are motivated to excel and rewarded for jobs well done, like Conquas Incentives and there are both racial and gender diversity in our workforce to provide unique perspectives on issues that the Group faces.







Further, the Group will also continue supporting charitable organisations to improve the welfare of the community.

Contribution to the United Nations Sustainable Development Goals

The Group's business focuses are aligned with the United Nations Sustainable Development Goals ("UN SDGs"). The attainment of the UN SDGs is a continuing global effort and forms part of the Group's long-term focus on sustainability. The Group's contributions to the relevant goals are highlighted below.

Relevant UN SDGs	The Group's Position	Relevant Sections in the Report
 Goal 6: Clean Water and Sanitation	Manage waste and effluents responsibly before discharging into water bodies.	<ul style="list-style-type: none"> Our Environment
 Goal 7: Affordable and Clean Energy	Generate solar energy at a larger scale for use at Maldives resorts as well as Chin Bee Factory and, on a smaller scale at project sites for all instrumentation noise and clean water discharge monitoring.	
 Goal 8: Decent Work and Economic Growth	Provide work opportunities and a conducive working environment to the local community.	<ul style="list-style-type: none"> Health and Safety Our People Our Community
 Goal 9: Industry, Innovation and Infrastructure	Make use of environmentally responsible construction techniques. Work continually to build and upgrade infrastructure to increase energy efficiency as well as resource efficiency.	<ul style="list-style-type: none"> Quality and Innovation Supply Chain Management

SUSTAINABILITY STRATEGY

Relevant UN SDGs	The Group's Position	Relevant Sections in the Report
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Goal 11: Sustainable Cities and Communities</p> <p>Provide employees with a safe and sustainable living environment.</p>	<ul style="list-style-type: none"> Our People
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Goal 12: Responsible Consumption and Production</p> <p>Reduce waste generation through recycling and reuse, and monitor water, energy and diesel consumption on a monthly basis.</p>	<ul style="list-style-type: none"> Our Environment
 <p>13 CLIMATE ACTION</p>	<p>Goal 13: Climate Action</p> <p>Reduce emissions according to organisational capacity. Strengthen resilience and adaptive capacity to climate-related risks and opportunities.</p>	<ul style="list-style-type: none"> Our Environment
 <p>14 LIFE BELOW WATER</p>	<p>Goal 14: Life Below Water</p> <p>Protect marine biodiversity and coastal ecosystems. Actively manage any adverse impacts caused by human activities.</p>	
 <p>15 LIFE ON LAND</p>	<p>Goal 15: Life on Land</p> <p>Preserve inland water and forest ecosystems and protect natural flora and fauna in the Maldives.</p>	
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Goal 16: Peace, Justice and Strong Institutions</p> <p>Comply fully with all socio-economic and environmental laws and regulations.</p>	<ul style="list-style-type: none"> Governance and Ethics

SUSTAINABILITY STRATEGY

ESG PERFORMANCE HIGHLIGHTS AND AWARDS

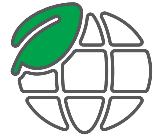
1. Minimise impact on environment



Entered into a power purchase agreement to provide solar energy to our Chin Bee factory



Participated in six Green Mark projects



Coral Nursery at Pullman Resorts Maldives to preserve marine eco-system

2. Enhance wellbeing of employees and development of communities



Achieved zero workplace fatalities



Provided staggered work hour arrangement to relevant employees to promote work life balance



Continued with sponsorship for employees who aspire to advance their tertiary education

3. Strengthen governance by upholding principles of accountability, transparency and integrity



Independent Directors > 60%



Staff uphold company's no gambling policy by participating in and signing on Casino Self Exclusion



Routine internal audits in place for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 to ensure best practice management system are in place

SUSTAINABILITY STRATEGY

Our Achievements – Noteworthy Awards

The Group, being fully committed to environmental protection, was a founding member of the Singapore Green Building Council (the “Council”) in 2009, which leads private-public construction companies in achieving a world-class and sustainable environment in Singapore. The Council advocates green building design, practices and adoption of new technologies to drive environmental sustainability in the building and construction industry. In recognition of our achievements in environmental sustainability, the Group was awarded the Building and Construction Authority (“BCA”) Green and Gracious Builder Award (Excellent) in 2021. We also received the prestigious RoSPA Award in recognition of our achievements in health and safety management systems and culture.

As a testament of our commitment to service and quality, the achievements and awards received by the Group includes:

- The Edge Singapore Centurion Club (2019)
- World Luxury Hotel Award (2018) for Mercure Maldives Kooddoo
- BCA Green and Gracious Builder (GGBS) Award (Excellent) (2022)
- Ministry of Manpower (MOM) Certificate of Merit for Safety Performance Awards
- bizSAFE Star Certificate
- BCA A1 grading under the category CW01 for general building which allows us to tender for public sector construction projects of unlimited value with no restrictions for private sector construction projects
- ISO 9001:2015 and SS ISO 9001:2015 Certificate of Registration (Quality Management System) for design management and building construction services
- ISO 14001:2015 and SS ISO 14001:2015 Certificate of Registration (Environmental Management System)
- ISO 45001:2018 Certificate of Registration (Occupational Health and Safety Management Systems)
- BCA Green Mark Award (Platinum) for Raffles Hospital Extension (2017)
- BCA Green Mark Award (Platinum) for National Skin Centre (2020)
- BCA Construction Excellence Award for Parc Life Condominium (2020)
- RoSpa (Royal Society for the Prevention of Accidents) Health and Safety Silver Award (2020)
- World Luxury New Hotel Awards (2020) for Pullman Maldives Maamutaa Resort
- World Luxury Restaurant Awards (2020) for Pullman Maldives Maamutaa Resort
- WSHC Workplace Safety and Health Performance Awards (WSHPA) for National Skin Centre (2021)
- WSHC Workplace Safety and Health Performance Awards (WSHPA) for Punggol Regional Sports Centre – Hyundai Keong Hong JV Limited Partnership (2021)
- Royal Society for the Prevention of Accidents (RoSpa) Health and Safety Gold Award (2022)

We will continue our sustainability development efforts and improve the quality of our service, and our target is to achieve BCA Construction Quality Assessment System (CONQUAS) Assessment rating of at least 94.5, zero fatal injury rate on all project sites, monitor the combine cost of water, electricity, diesel consumption and generator rental to less than 1.3% of contract sum per project, control the waste disposal cost to less than 0.2% for residential projects and 0.1% for precast commercial projects and A&A projects.

We also participated in the CultureSAFE program to cultivate a progressive and prevalent Workplace Safety and Health (“WSH”) culture in the organisation beyond merely executing WSH practices. By actively promoting a safety awareness culture, we continue to reaffirm our management’s commitment to an accident-free work culture. This ensures that every employee inherently believes in our WSH values and continues to implement and improve on WSH practices.

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

We engage with all of our stakeholders through a variety of channels to update them about Keong Hong's developments and gather their feedback. We identify stakeholders as groups that have an impact, or have the potential to be impacted by our business, as well as external organisations that have expertise in topics that we consider material. The feedback we receive from our stakeholders helps us to determine our material topics and identify our focus areas as the following:

Stakeholders	Engagement Platforms	Key Topics and Concern Raised	Our Responses	Section Reference
Employees	<ul style="list-style-type: none"> Performance appraisal system Safety training 	<ul style="list-style-type: none"> Remuneration and benefits Training and development Ethics and conduct Safety measures against COVID-19 Safe accommodation for workers Recognition and rewards 	<ul style="list-style-type: none"> Provide fair employee remuneration and benefits Provide meaningful feedback to each employee through well-structured and open performance appraisals 	<ul style="list-style-type: none"> Health and Safety Our People
Suppliers and subcontractors	<ul style="list-style-type: none"> Weekly update with contractors on occurrence of accidents Mass toolbox meeting 	<ul style="list-style-type: none"> Health and safety Environmental compliance 	<ul style="list-style-type: none"> Engage and evaluate suppliers regularly and provide meaningful feedback 	<ul style="list-style-type: none"> Supply Chain Management
Guests	<ul style="list-style-type: none"> Safety declaration Safety briefing on COVID-19 safety measures 	<ul style="list-style-type: none"> Sustainable operations Guest health and safety Safety measures against COVID-19 for guests 	<ul style="list-style-type: none"> Provide guidance and clarity on COVID-19 safety measures Continue to operate sustainable and protect the natural environment in the Maldives 	<ul style="list-style-type: none"> Our Environment Health and Safety
Developers and customers	<ul style="list-style-type: none"> Project management meetings Annual reports Corporate profile Survey and feedback 	<ul style="list-style-type: none"> Building quality On time delivery Data privacy 	<ul style="list-style-type: none"> Conduct regular inspections on facilities and data hygiene Effective planning and control when executing projects 	<ul style="list-style-type: none"> Governance and Ethics Quality and Innovation
Industrial organisations	<ul style="list-style-type: none"> Annual reports Conferences and seminars 	<ul style="list-style-type: none"> Bargaining power and supply chain sustainability 	<ul style="list-style-type: none"> Continuous engagement and partnerships 	<ul style="list-style-type: none"> Governance and Ethics Quality and Innovation
Governments and regulators	<ul style="list-style-type: none"> SGX quarterly announcements Annual reports Sustainability reports Ongoing dialogues 	<ul style="list-style-type: none"> Environmental compliance Regulatory and industrial requirements Compliance with Ministry of Manpower safety measures against COVID-19 	<ul style="list-style-type: none"> Ensure full compliance with all applicable local laws and regulations including COVID-19 safety regulations 	<ul style="list-style-type: none"> Governance and Ethics Health and Safety
Community	<ul style="list-style-type: none"> Community Services Engagement 	<ul style="list-style-type: none"> Environmental impact Social development Community engagement programme 	<ul style="list-style-type: none"> Identify community needs and contribute according to organisational capacity 	<ul style="list-style-type: none"> Our Community
Shareholders and investors	<ul style="list-style-type: none"> Annual reports Investor relations management 	<ul style="list-style-type: none"> Economic performance Anti-corruption 	<ul style="list-style-type: none"> Provide informative corporate communication and reports 	<ul style="list-style-type: none"> Governance and Ethics Annual Report

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

The Group considers the interests and concerns of internal and external stakeholders when identifying the materials topics. With the assistance of our ESG consultant, we have taken the following steps to identify and present the relevant material topics in this Report:

1. Identification: Initial selection of topics based on the risks and opportunities to the sector.
2. Prioritisation: Material factors are prioritised based on their alignment with the concerns of internal and external stakeholders including whether they are aligned with key organisational values, policies, operational management systems, goals and targets.
3. Benchmarking: Comparison against competitors and peers to determine how the industry identifies and prioritises material topics.
4. Review: Review the relevance of previously identified material factors.
5. Validation: Validate the order of disclosure for the selected material factors in the Sustainability Report with the Board.

The table below illustrates the material topics selected, their relevance to each of the Group's operating segments and the relevant GRI topic standards. All material topics are in line with those previously reported in the Year 2021 report. However, some minor changes to the GRI topic disclosures have been made in this year's report, following input from various stakeholders. These changes are:

- Removal of GRI 416: Customer Health and Safety 2018 from the material topic "Health and Safety". This disclosure was selected in FY2021 to address how the Group manages its impact when dealing with COVID-19 but this is no longer relevant in FY2022 following major easing of COVID-19 rules in April 2022;
- Removal of GRI 408: Child labor 2016 and GRI 409: Forced or Compulsory Labor 2016 under material topic "Our People" as Keong Hong does not accept child labour and forced labour;
- Adding GRI 201: Economic Performance and GRI 202: Market Presence 2016 to material topic "Our Community"; and
- Removal of Operating Segment "Operations and Investments in Maldives" from the material topics "Health and Safety", "Supply Chain Management" and "Our Community" to be in line with the reporting scope.

Material ESG Topics	Operating Segments Impacted	GRI Standards Disclosures
Governance and Ethics	The Group	GRI 205: Anti-corruption 2016
		GRI 207: Tax 2019
		GRI 418: Customer privacy 2016
Quality and Innovation	Building and Construction	GRI 203: Indirect Economic Impact 2016
Our Environment	Building and Construction	GRI 301: Materials 2016
	The Group	GRI 302: Energy 2016
	Building and Construction	GRI 303: Water and Effluents 2018
	Investments in Maldives	GRI 304: Biodiversity 2016
	The Group	GRI 305: Emissions 2016
	Investments in Maldives	GRI 306: Waste 2020
Health and Safety	The Group	GRI 413: Local Communities 2016
		GRI 403: Occupational Health and Safety 2018
Our People	The Group	GRI 401: Employment 2016
		GRI 404: Training and Development 2016
		GRI 405: Diversity and Equal Opportunity 2016
		GRI 406: Non-discrimination 2016
Supply Chain Management	The Group	GRI 308: Supplier Social Assessment 2016
		GRI 414: Supplier Social Assessment 2016
Our Community	The Group	GRI 201: Economic Performance
		GRI 202: Market Presence 2016
		GRI 203: Indirect Economic Impacts 2016
		GRI 204: Procurement Practices 2016
		GRI 413: Local Communities 2016

STRENGTHEN GOVERNANCE BY UPHOLDING PRINCIPLES OF ACCOUNTABILITY, TRANSPARENCY AND INTEGRITY

Supporting SDG:



GOVERNANCE AND ETHICS

Strong corporate governance has enabled the Group to navigate and manage key sustainability issues and ensure that the interests of all relevant stakeholders are considered when making business decisions.

Corporate Compliance and Ethics

The laws and regulations that are applicable to the Group include the Code of Corporate Governance 2018, regulations by the Monetary Authority of Singapore, Listing Rules of the SGX-ST, the Accounting and Corporate Regulatory Authority (“ACRA”) and the Securities and Futures Act, amongst others.

Our employees, our secretarial firm and our auditors, regularly conduct review of new regulations and updates to existing regulations. Updates are disseminated to relevant staff and processes are in place to monitor the activities and associated performance on a regular basis.

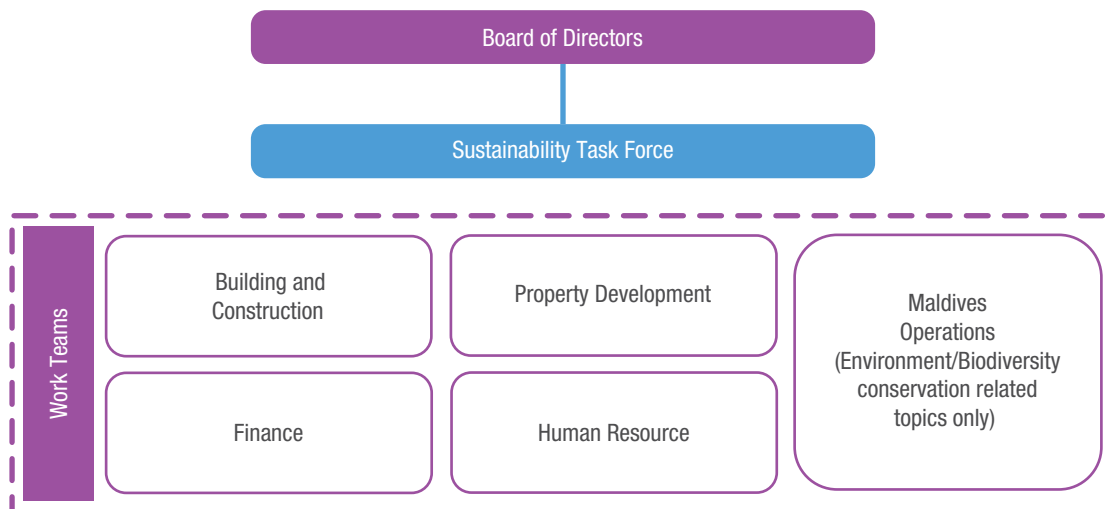
Review of new regulations and updates to existing regulations are regularly conducted by our employees, our secretarial firm and our financial auditors. New regulations and updates are disseminated to relevant staff during management review meeting and/or reflected in the ISO related documents. Processes are in place to monitor the activities and associated performance on a regular basis. Additionally, updates on relevant legal, accounting and regulatory developments are typically provided to Directors in written hand-outs, or by way of briefings and presentations. The Company Secretary also circulates articles, reports and press releases issued by the SGX-ST and the ACRA, which are relevant to the Directors.

In FY2022, there were zero incidents of non-compliance with social and economic laws and regulations.

Sustainability Governance

The Group upholds corporate governance principles. Four out of seven Board members are independent directors. In additions, all members of Board committees (Audit, Remuneration and Nominating) are independent directors.

The Board is supported by the Sustainability Task Force (“STF”) which comprises heads of different business units and is chaired by the Executive Director who oversees achievement of all sustainability targets and reports to the Board. The STF reviews the Group’s sustainability objectives and monitors the sustainability performance.



STRENGTHEN GOVERNANCE BY UPHOLDING PRINCIPLES OF ACCOUNTABILITY, TRANSPARENCY AND INTEGRITY

The Board considers sustainability issues as part of our strategic formulation, and approves the material environmental, social and economic topics identified by the STF. The Board also ensures that the factors identified are well managed and monitored.

All Directors have undergone paid annual continuing training for areas which are relevant to the discharge of their responsibilities. All directors have attended ESG courses in 2022 as part of their sustainability training as Board members. The courses cover the Board's roles and responsibilities with respect to sustainability, value creation through ESG, ESG developments, sustainability reporting and climate-related risks reporting.

Please refer to the 'Corporate Governance Report' in the Annual Report for more details.

Ethics and Integrity

Anti-Corruption

Keong Hong works diligently to ensure our employees adhere to the highest standards of ethics and integrity and comply with applicable regulations and professional codes of conduct.

Keong Hong adopts a strong stance against corruption and requires all employees to practise equal treatment, unbiased professionalism and non-discriminatory actions in relation to all business dealings. We have established clear guidelines and procedures for our employees. Our "No Gift/Cash Policy" is communicated to all our employees, vendors, subcontractors, service providers and relevant stakeholders. Keong Hong requires that no employees accept gifts, benefits and/or cash from all vendors, suppliers, subcontractors etc. Keong Hong has established a list of policies as regards gifts and entertainment. 100% of our employees have received anti-corruption internal training via our communication of our "No Gift/Cash Policy". The Group does not condone our Business Associates or any parties dealing with our group to engage in the practice of giving cash, gifts and benefits to any employees of Keong Hong.

Since the implementation of Declaration of Independence policy in 2011, the policy requires all key employees to declare and submit Annual Declaration of Independence Form on a yearly basis. This policy aims to prevent any unfair appointment of suppliers due to their relationship with the supplier. In the event of a conflict of interest, the employee shall abstain from involving in supplier evaluation/appointment.

As of 30 September 2022, there were zero incidents of corruption activities across businesses managed by Keong Hong.

Whistleblowing

The Group has implemented a Whistle-Blowing Policy whereby accessible channels are provided for employees, shareholders, clients, consultants, vendors, contractors and sub-contractors, to raise concerns about possible improprieties in financial reporting or other matters, and to ensure that arrangements are in place for independent investigations of such matters and timely implementation of appropriate preventive and corrective actions. The Audit Committee reviews all whistleblowing complaints, if any, at its quarterly meetings to ensure independence thorough investigation and appropriate follow-up actions are taken. The details of the Whistleblowing Policy are available on the Company's website.

During FY2022, there were zero incidents of concern reported to the Audit Committee.

Employee Anti-Gambling policy

At Keong Hong, we are committed to promoting a productive and healthy work environment for all our employees. This includes the well-being of our employees. As such, we have implemented an Employee-Gambling policy to curb gambling activities in the Group and ensure that our employees and workers have participated in Organisation Facilitated Casino Self-Exclusion. All new employees and workers will have to participate in the Casino Self-Exclusion as part of the Group's employment requirement. Our initiative for Organization-Facilitated-Casino-Self-Exclusion has received full support and participation from our company workforce, including directors and workers.

Risk Management

Keong Hong adopts a precautionary approach in strategic decision making and daily operations by implementing a comprehensive Enterprise Risk Management ("ERM") framework which is aligned with the requirements of the Committee of Sponsoring Organization ("COSO") Internal Controls Integrated Framework. An annual Group-wide risk assessment exercise is conducted to update the firm's risk profile in the ERM framework and reflects changing business risk exposures and addresses the significant and relevant risks to the Group.

STRENGTHEN GOVERNANCE BY UPHOLDING PRINCIPLES OF ACCOUNTABILITY, TRANSPARENCY AND INTEGRITY

Protecting Customer Privacy and Data

The Group takes utmost care in protecting our customers' privacy and data and strictly adhere to the Personal Data Protection Act (2012). We have implemented a personal data protection policy and all new employees must complete acknowledgement form after they have been communicated with the policy regarding their data protection responsibilities.

Our designated Data Protection Officer provides direction across the Group to ensure compliance with data protection laws. In FY2022, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.

Tax

The Group's strategy and approach to tax is to fully comply with relevant tax laws and regulations in all jurisdictions we operate in, which indirectly support the local governments and authorities in their economic, environmental and social development and objectives. The Group has zero tolerance for any intentional breach of tax laws and regulations.

The group's total tax rate is a result of the reported profits of Keong Hong's subsidiaries and the effective corporate tax rates in Singapore, Malaysia and Japan, which vary from country to country. The Group aims to pay the right amount of tax in the right country.

Relevant staff attend tax related trainings to keep updated on key changes. The Group also engages qualified professional tax advisors in all jurisdictions to ensure compliance at the transaction levels as well as fulfilling required tax filings. Any non-routine tax issues or correspondence from any tax authorities in the region where Keong Hong operates are referred to the tax advisors for advices. Non-routine tax issues include major capital expenditure programs and transfer pricing. The Audit Committee may also from time to time engage the Group's internal and external auditors to monitor compliance with the tax governance and control framework. Any instances of non-compliance are reported to the Audit Committee and resolved promptly.

Governance Targets

Segment	Annual Target ¹	Performance in FY2022	Status in FY2022	Status in FY2021
Group Level	Conduct at least 1 SGSecure briefing at workplace	Conducted at least 1 SGSecure briefing at workplace	●	●
	Zero incidents of socioeconomic non-compliance (For Health and Safety, refer to section: " Health and Safety ")	Zero incidents in FY2022	●	●
	Zero instances of data breaches [∞]	There were Zero data breach incidents in FY2022	●	Not applicable as this is a target set with effect from FY2022
	Zero cases of corruption [∞]	There were Zero incidents of corruption in FY2022	●	Not applicable as this is a target set with effect from FY2022

[∞] New target set for FY2022

Status: ● Met ● Partially met ● Not met

¹ "Annual Target" was previously known as "2022 Target". One of the 2022 targets of "zero incidents of environmental noncompliance" is now moved to Section "Our Environment".

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Supporting SDG:



QUALITY AND INNOVATION

The Group is a leader in adopting leading technologies in its production processes and has quickened its adoption of digital tools and technology. It has enhanced our productivity and improved the quality and productive capacity of our business. We aim to foster a digital-first culture and strategy in a bid to evolve and thrive in a digital economy. As part of our commitment to quality, we have established a robust quality management system and have been ISO 9001:2015 certified.

Technology Adoption

Our construction projects have brought about indirect economic benefits to the local community and the industry through the Groups efforts to enhance quality and productivity through technology integration. Our construction projects require the expertise of direct/indirect suppliers and specialists – concrete, reinforcement, tiles/stone and furniture which generates business opportunities within and among the supply chain.

The Group has also used construction technology to produce innovative designs such as our own innovative Earth Retaining Stabilising Structure (“ERSS”) half-moon design. Compared to the conventional design which requires strutting and extra work sequences, our innovative design eliminates extensive shoring and simplify process and workflow with less noise and vibration. This not only improves the productivity for the projects it is deployed in, but also minimises the impact of noise and vibrations for our workers and the surrounding community at large.

Design for Manufacturing and Assembly (“DfMA”) technologies have been fully integrated into our manufacturing process. The Prefabricated Prefinished Volumetric Construction (“PPVC”) and PBU and Mechanical Electrical Plumbing (“MEP”) module improve productivity at construction sites, as the manufacturing of these building components can be completed off-site in a safe and controlled environment.

We have upgraded our digital capability in Building Information Modelling (“BIM”), Virtual Design and Construction (“VDC”) and Virtual Reality (“VR”). We are proud to be one of the pioneers in adopting the Digit-alpha capability transformation Programme, a pilot project with VR as a core module sponsored by Info-communications Media Development Authority. With the Digit-alpha Programme, we hope to streamline our operations and transform our business processes to improve our workforce productivity and achieve business growth.

VR has also been utilised to train our workers about worksite safety. This training is conducted in a safe environment as part of their training to enhance productivity. This is especially important for workers who are exposed to high-risk areas such as building roof edges.



Figure 1: Keong Hong’s VR Studio equipped with advanced digital software to provide virtual view of complex building features, aiding project team coordination and enhancing project efficiency.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Our in-house PPVC and PBU which we have received in-principle approval (IPA) are developed by K&H Innovative Systems Pte Ltd, a joint venture company between Keong Hong Construction Pte Ltd and Ho Lee Construction Pte Ltd. We have supplied PBUs to ongoing projects – The Antares, Sky Everton and Wilshire Residences.

Our factory Chin Bee Road is equipped with a 45T double gantry crane with 14-meter clear lifting height and a 5-ton Jib Crane. It has enough capacity to produce PPVC for 10 dwelling units in 14 days or 130 PBUs in 10 days which works out to be 500 dwelling units of PPVC or 4,680 PBUs in a year. The adoption of PPVC and PBU will help to significantly reduce our reliance on labour, speed up construction and minimise dust and noise pollution in our construction projects as more activities are done off-site.

The Group recognises that our sustainable practices can be a competitive advantage for the Group. We have entered into a power purchase agreement to install solar panels on our rooftop at Chin Bee factory. The installed solar panels will provide significant energy savings each year that it operates. This represents a significant overall reduction in the Group's carbon footprint and will reduce the emissions impact of operational activities carried out at the Chin Bee Factory.

On-site Quality Control and Defect Management

In addition, high productivity software based on mobile and cloud technology have been used to enhance productivity on-site. For example, Novade Quality software was used in the Seaside Residence project to manage the defect rectification process during quality inspections, handover and defect liability period for building projects. Aativ8 Project Management system has been successfully implemented at Grand Hyatt refurbishment project, provided a fully integrated cloud based document submission and approval platform among client, consultants and contractors, enhancing site productivity and document traceability.

BIM 360 is another cloud-based software adopted by Keong Hong to connect project teams and data in real-time, flowing from design to construction. This technology supports informed decision-making and leads to more efficient and effective work processes.

More of such high productivity software shall be utilised for our ongoing and future projects.

Remote Off-site Supervision and Progress Monitoring

Keong Hong is an early adopter of cloud-based 360 degrees cameras for monitoring site progress. Paired with Airgo Airsquare software, the platform helped to reduce site congregation for site visits and monitoring. With progress photos taken like a Google Street view, the project team can obtain a 360-degree view of the site remotely. First used in National Skin Centre project and Grand Hyatt Hotel Singapore A&A Project, the 360-degree camera will continue to be used in the future projects.

Electronic Document Management System

With BCA's drive on Integrated Digital Delivery ("IDD") for the Built Environment ("BE") Sector, Keong Hong has joined in and embarked on this roadmap by partnering with an IDD Solutions provider to integrate work process and connect stakeholders working on the same project throughout the construction and building life cycle. BIM, VDC, UHPC PBU, PPVC, DfMA, MEP Modules, Aativ8 cloud-based document management system are examples of IDD components implemented at project level.

The current conventional practice in the BE industry involves manual compilation of physical documents or drawings, this paper-based documentation can be tedious. These manual processes can potentially create gaps and loopholes in the workflow, which may prolong the submission and approval cycle.

Keong Hong has partnered with Aativ8 with their solution platform A8 Project Management Information System ("PMIS") Scenario – Electronic Document Management System. A cloud-based platform that centralises and streamlines processes that will be an integrated digitised information exchange. The software is also interfaced with mobile technology, integrating collaboration, submission, and change process in one platform. Submissions are digitally tracked, monitored, managed, audited and archived properly with the aid of the platform. The technology greatly reduces the use of paper-based tasks.

The technology leads to productivity improvement, process cycle time reduction, program transparency and real-time visibility. The platform has been adopted for use in the Grand Hyatt Hotel Singapore A&A project.

Keong Hong will continue to innovate and implement new technologies in our operations to benefit our business, our industry and the community.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Quality and Innovation Targets

Segment	Annual Target (previously known as 2022 target)	Performance in FY2022	Status in FY2022	Status in FY2021
Building and Construction	Maintain the ISO 9001 certification [∞]	Maintained ISO 9001 certification	●	Not applicable as these are new targets set with effect from FY2022
	Achieve a BCA CONQUAS score above 94.5 [∞]	Achieved >94.5 in FY2022	●	
	Perform water tightness test for all façade windows and ensure zero incidents of water leakage through windows [∞]	Performed water tightness test and ensured Zero incidents of water leakage through windows in FY2022	●	
	Adopt Novade defect management software to manage and monitor quality on-site to ensure minimal defects [∞]	Adopted Novade defect management software in FY2022	●	

[∞] New target set for FY2022

Status: ● Met ● Partially met ● Not met

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Supporting SDG:



OUR ENVIRONMENT

Environmental stewardship is critical to the Group's operations. We made significant effort to promote energy and resource efficiency as well as incorporate the use of recycled materials wherever possible in our Building and Construction operations. Improving energy efficiency has helped the Group achieve lower production costs and also tackles the global climate crisis which poses a threat to low lying coral islands such as the Maldives. For our investments in the Maldives, the Group has taken measures to restore and preserve the surrounding natural biodiversity as it is central to our business viability as well as being a key attraction for our customers.

Energy and Emissions

Building and Construction

Keong Hong is committed to the preservation of the environment by championing Green and Gracious practices to reduce energy and water consumption as well as greenhouse gas ("GHG") emissions. We have received the Green and Gracious Builder Award, Excellent category from Building and Construction Authority in recognition of our efforts.

The Group endeavours to draw energy from renewable sources rather than non-renewable sources. This is to preserve the environment, reduce production and operating costs and meet compliance standards. Wherever possible, the Group uses green label appliances and energy efficient light fittings to reduce energy consumption and emissions. We have entered into a renewable energy power purchase agreement at our Chin Bee Factory to install solar panels and utilise solar energy. The installed solar panels will provide low-carbon energy to our operations in the factory and potentially provide excess solar energy to the electrical grid. Installation of solar grids at our Chin Bee Factory has taken place in December 2022 and the installation is expected to be completed in February 2023. The Group also taps on solar energy to power noise meters and traffic warning signs.



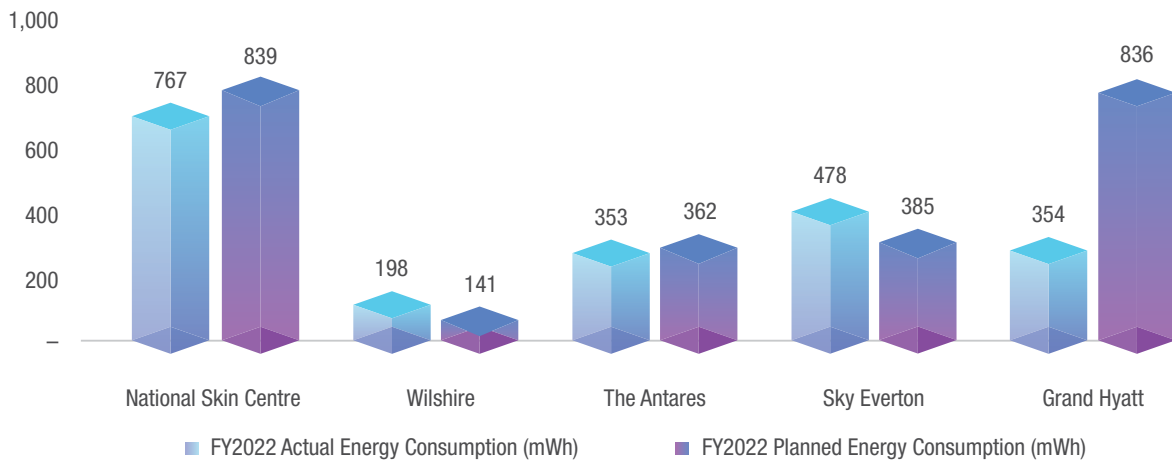
Figure 2: Solar panels being installed on West facing roof of Chin Bee Factory. West and East facing roofs will be installed with solar panels, covering a total area of 4,008 m². Works will be completed in February 2023, providing 6.1 million kWh of solar energy to Chin Bee factory for the next 12 years.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

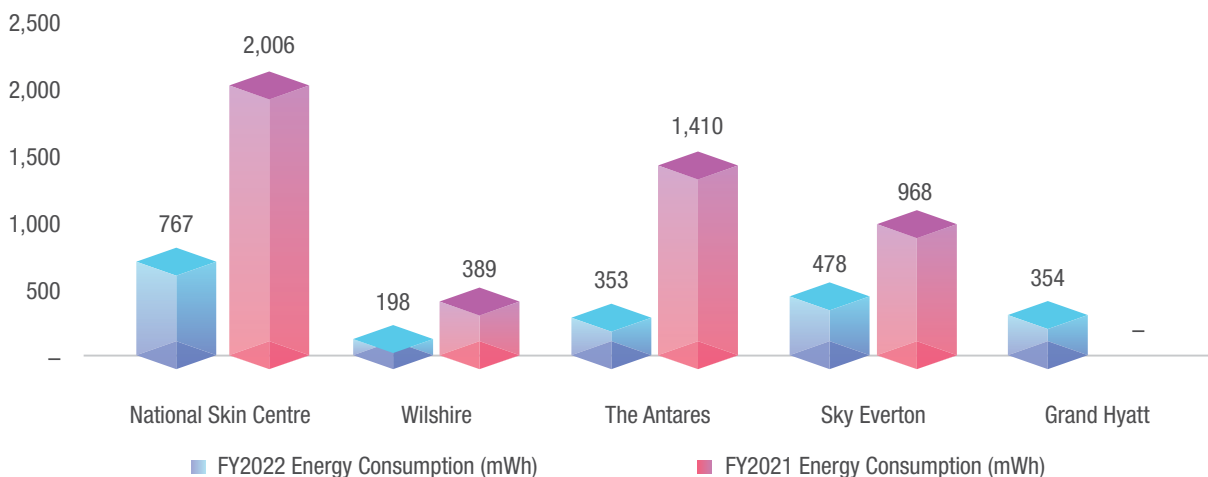
While the Group strives to reduce energy and emissions wherever possible, diesel-powered generators are still required as part of our operations. In FY2022, 735,527 kWh (equivalent 2,647,897 Megajoules (MJ)) was generated through our diesel-powered generators while 776.72 Metric tons of emissions were generated from the use of diesel.

The Group is committed to achieving our planned objectives and targets to ensure that we are operating sustainably. We strive to reduce energy consumption for all building and construction projects. See below for charts for energy consumption for ongoing projects for FY2022.

**Energy Consumption (Actual vs Planned)
(Electricity and Diesel)**



**Energy Consumption
(Electricity and Diesel)**

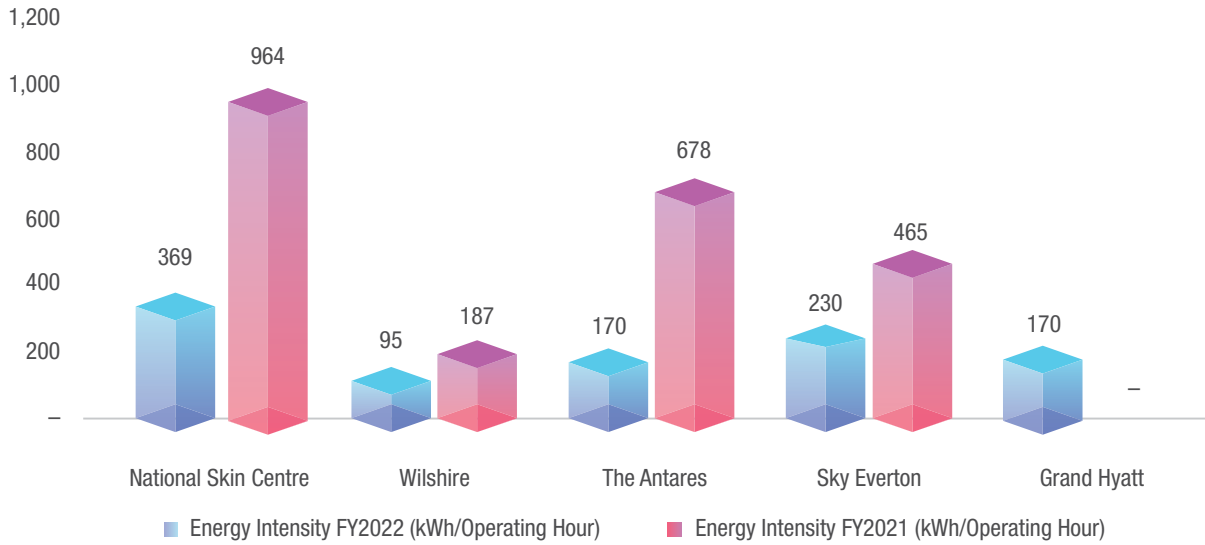


Our energy consumption has decreased by 55% on a group level compared to FY2021 while our emissions fell by 30.6%. Comparing FY2021, the energy consumption for FY2022 has significantly decreased due to dismantling and demobilization of energy intensive heavy machinery and equipment such as tower cranes and generators, as the projects are nearing completion. Some significant milestones that require high energy consumption such as building structures, have also been reached and no longer require significant energy usage. In addition, workers were moved out from the Construction Temporary Quarters² back to their respective dormitories as part of COVID-19 easing measures, leading to greatly reduced energy demand from on-site accommodation such as daily lighting, ventilation and boiling of water.

² Any structure used for housing employees within a construction site that will eventually be demolished or removed. <https://www.mom.gov.sg/passes-and-permits/work-permit-for-foreign-worker/housing/various-types-of-housing>

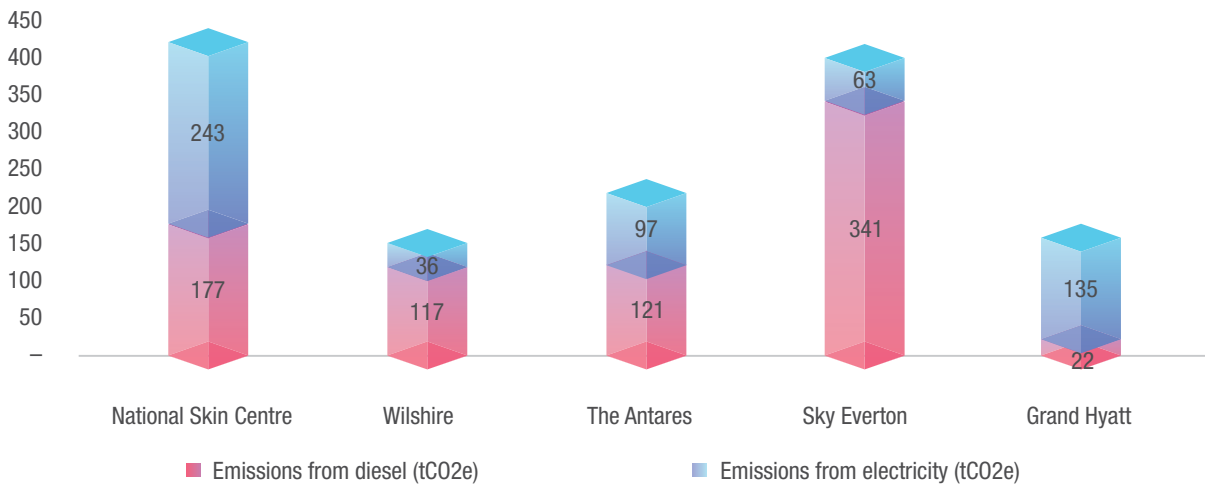
MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Energy Intensity
(Electricity and Diesel)

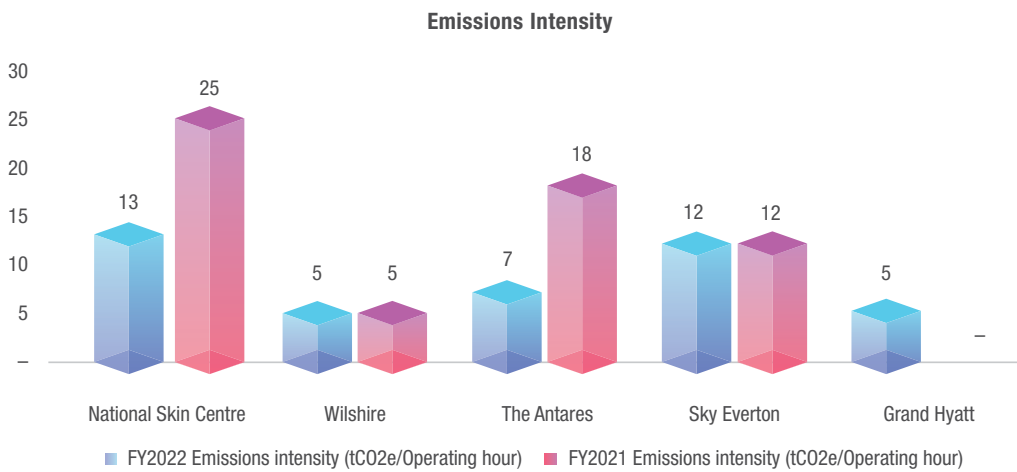
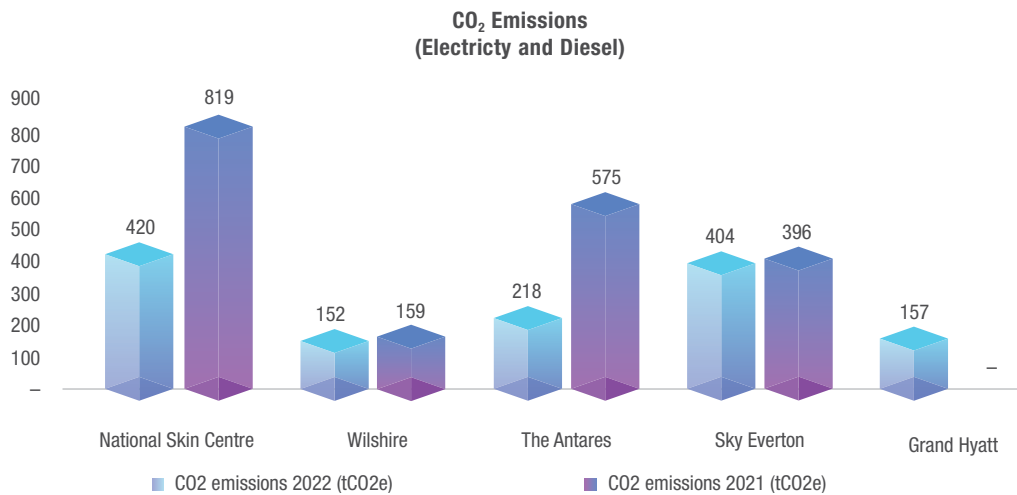


*Operating hour used has applied 260 workday/annum x 8 hours/workday

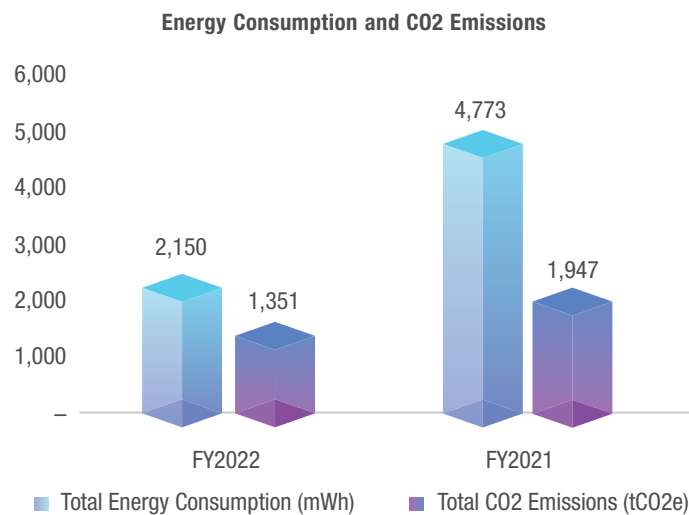
Breakdown of CO2 Emissions in FY2022



MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES



*Operating hour used has applied 260 workday/annum x 8 hours/workday



MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Property Development and Investment

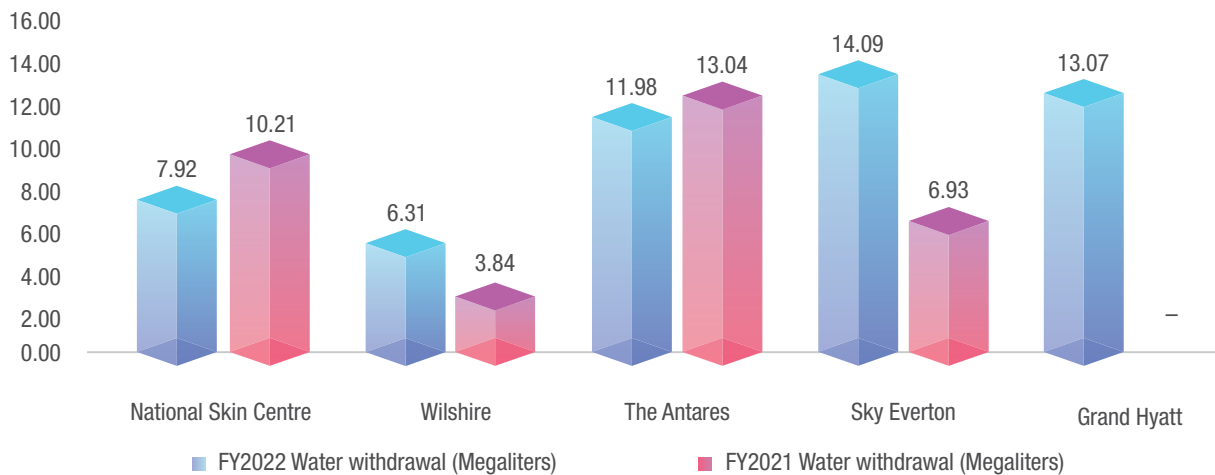
The Group adopts energy-efficient features such as occupancy sensors for toilets, LED lights at corridors and green label products for photocopier machines to conserve daily energy usage. Energy efficient structures, such as energy-efficient refrigerator and air-conditioning system, lift system with Variable Voltage Variable Frequency and sleep mode features, and ductless fans in the basement are installed to reduce energy consumption. We also use power grid power instead of a diesel generator to reduce emissions and save energy.

Water and Effluents

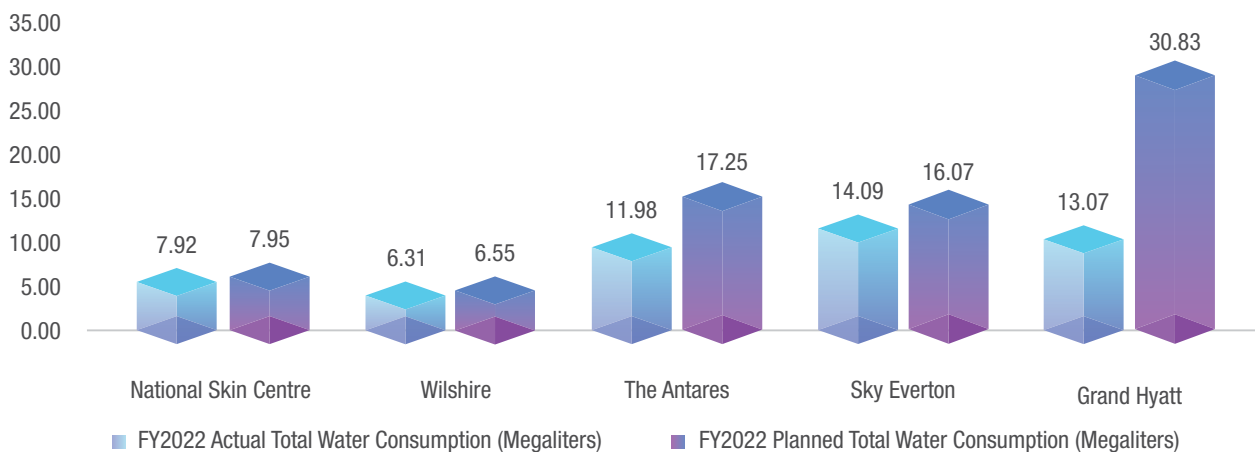
Building and Construction

At Keong Hong, we are committed to reducing water withdrawal³ at construction sites to ensure sustainable operations. The total water withdrawal for FY2022 is 53.35 Megalitres for freshwater from public utilities. As seen from the graph below, our water withdrawal is generally lower than planned, which is testimonial of our water conservation efforts. In FY2022, the water withdrawal for Singapore projects are as follows:

Water Withdrawal

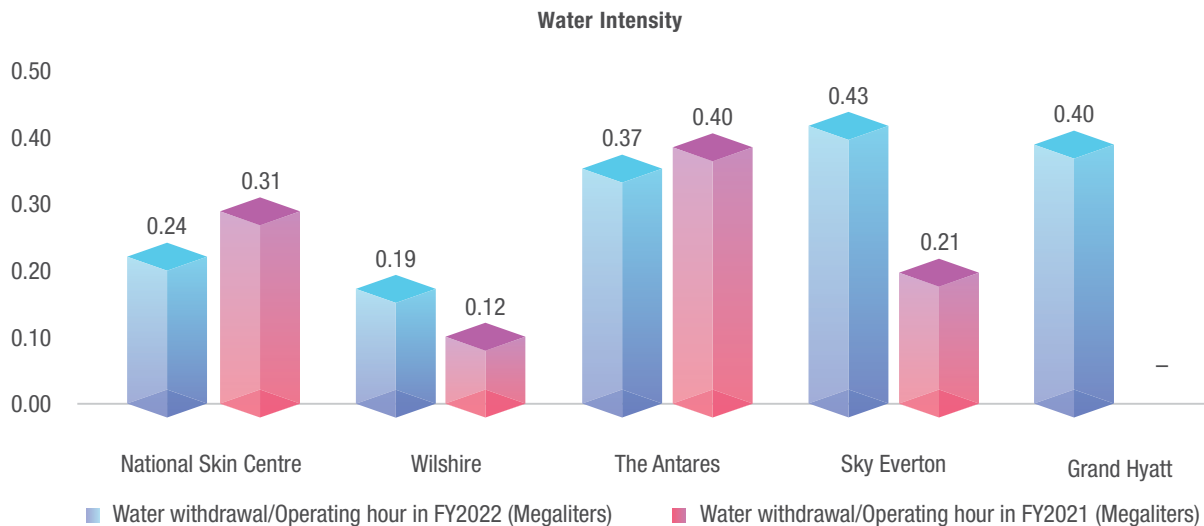


Water Withdrawal (Actual vs Planned)



³ Based on Keong Hong's estimation, amount of water discharge is insignificant for all projects. As such, amount of water withdrawn is considered the same amount of water consumed.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES



*Operating hour used has applied 260 workday/annum x 8 hours/workday

We engage Qualified Erosion Control Professionals to design our Earth Control Measures filtration and sediment control system such that part of the effluents discharge is reused for wash bay. This is an efficient way to conserve water as washing large volume of vehicles could mean high water consumption. Rainwater that is stored in the sump tank is also reused for the washing of vehicles entering or leaving the site. This allows us to conserve water used for washing of vehicles at our construction sites. We endeavour to implement more water conservation measures to further reduce water consumption on-site.

In FY2022, there was no significant negative impacts on any water sources.

Waste Management

Building and Construction

Keong Hong endeavours to manage waste sustainably by implementing technologies and complying with the code of practice.

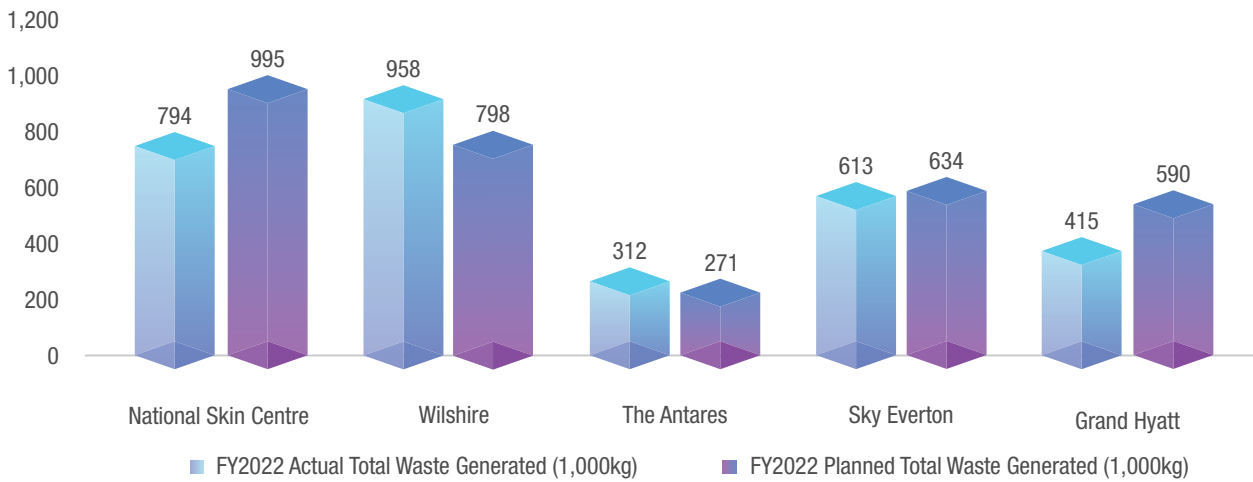
We minimise construction waste by harnessing advanced technology, including BIM, VDC and VR. These technologies pre-empt costly abortive works by first identifying clashes in a virtual environment before the project is actually built. High standard of workmanship and quality of works are also achieved through implementation of DfMA technology like PPVC and PBU by shifting work to a sheltered and controlled environment. Wherever feasible, construction materials used for our projects are Green Label certified from the Singapore Environmental Council. The Group implements on-site recycling policies to segregate different types of waste materials so they can be efficiently handled for disposal. Surface run-off water is treated before it is discharged to public drains.

Keong Hong is responsible in the disposal of its waste materials by using only approved methods to minimise any harm to the environment. Excess debris and general waste from construction are collected in designated bins for proper disposal by licensed disposal contractors. All left over scrap metal from reinforcement bar are segregated and disposed by licensed waste collectors. Timbers that are not reusable are periodically disposed of by a NEA approved disposal contractor.

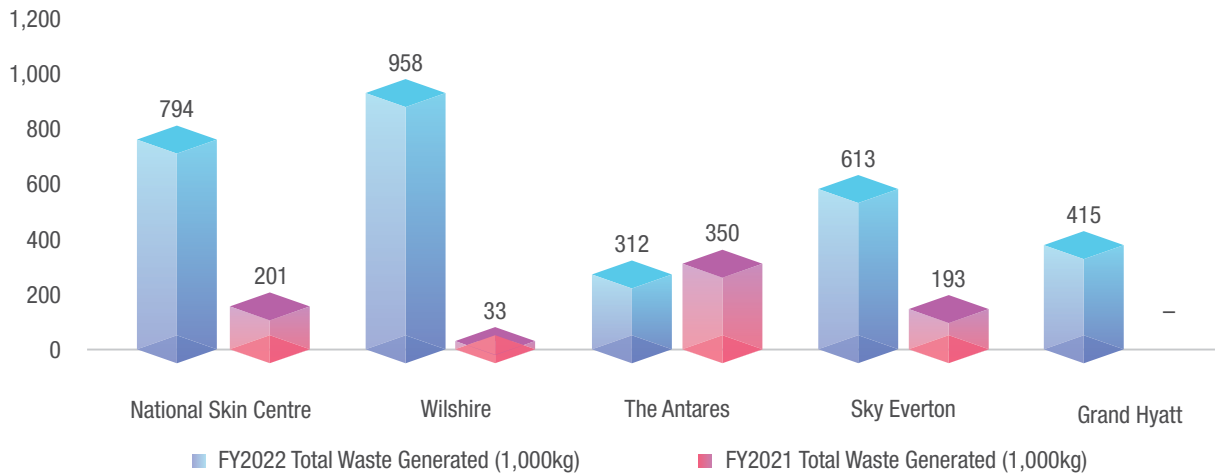
We have achieved our planned waste consumption for most of our ongoing projects, except for The Antares and Wilshire. The Antares had exceeded planned waste generation due to increased disposal of used formworks at end of structural phase. For the Wilshire, as it is a 12-storey relatively low-rise project, it was unable to maximise reuse and repetition. In addition, it was also constructed by a subcontractor that was still new to the system formwork. We will strive to monitor and plan our waste generation as well as aim to stay within our planned consumption in FY2023.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Waste Generation (Actual vs Planned)



Waste Generation



Operations and Investments in the Maldives

To ensure proper management of sludge and effluents, the Group has constructed a sewer network grid over the island with a gravity flow system, as opposed to the conventional pump system used in previous projects which was less energy efficient.

Division of waste type generated at our Kooddoo Airport, Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort are completed at the waste management building which is equipped with incinerators, compactors and bottle crushers. We ensure that proper transportation and waste disposal methods are used in accordance to the type of waste.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort

At Mercure Maldives Kooddoo Hotel, sewage is disposed via a computerised chemical digestive system whereby sewage is pumped via a 150,000-litre capacity sewage treatment plant to process it into sludge. On the other hand, sewage at Pullman Maldives Maamutaa Resort is disposed via Membrane Bioreactor system whereby sewage is pumped via a 300,000-litre capacity sewage treatment plant to process it into sludge. Once the sludge is dried, it is sent to a nearby waste management centre and used for landfill. This system is established for both Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort, and complies with local standards and accepted code of practices.

We take care in wastewater disposal to ensure that we do not harm the environment during operations. At our properties, rejected brine from our RO plants are instantly mixed with the water column to reduce its concentration to negligible amounts before being discharged into the lagoon, thus this discharge has no effect on the surrounding environment. Sewage is also recycled into portable water to be stored for irrigation usage, and only excess sewage is discharged into the sea.

In our effort to minimise plastic wastage, we own water bottling facilities at both hotel and resort in Maldives which effectively cleans glass bottles and fills the bottles up with clean filtered potable water. These glass bottles of water have replaced plastic bottles in the rooms, thereby reducing plastic waste generated.



Figure 3: Organic waste composting machine at Maamutaa resort.

Both Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort are equipped with its own organic waste composting machine that processes daily food waste ingredients into organic fertilisers. By applying only organic compost, it improves the overall soil structure.

We have also reached out to local residents and companies to recycle used cooking and generator oil. Our organisation is consistently looking for new options to help improve environmental sustainability.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Recycled Input Materials

The Group has undertaken methods to recycle input materials in our projects to reduce wastage and ensure sustainable operations.

At Keong Hong, we are committed to using eco-friendly and recycled materials in our construction projects wherever possible. We conscientiously use green concrete to replace Ordinary Portland Cement for the construction of permanent structures in our Amore and Seaside Residences projects, and 10% of the green concrete is used for superstructure works. Together with our use of green material, this translates into reduction in carbon footprint for the construction projects as the materials can be recycled. Notably, our Raffles Hospital extension project received a Green Mark Platinum rating, which is a testament to our corporate commitment to green practices.

In addition, to minimise wastage, we implement predominantly aluminium system formwork which includes self-climbing formwork, vertical safety screen, table form, metal wall and slab formwork for all construction projects on-site, as aluminium can be reused with minimal wastage. We also use recycled construction materials like recycled timber and plywood for safety barricade, recycled steel hollow section for fabrication and recycled earth control measure tank and filtration systems to control water discharge drainage for temporary works.

The Group strives to incorporate green materials in all our projects. We engage Joe Green Panels, a provider of green concrete block and wall panels, extensively in all our projects. Their products have been rated as a leader for green building product certification issued by the Singapore Green Building Council as well as being certified by the Singapore Environment Council.

Noise and Vector Management

The Group strives to manage noise arising from construction activities by using a set of permissible noise limits and Noise Management Plans compliant with National Environment Agency (“NEA”) Noise Regulation. To achieve minimization of noise, the Group has engaged a noise control vendor to perform real time noise monitoring to ensure that the noise generated does not exceed the allowable limit NEA. Noise barriers are erected around the site to reduce noise from the construction equipment. Generators used on site are required to be ‘silent’ generators, so that noise generated is reduced.

In addition, we have robust procedures in place to notify neighbours of upcoming construction work. These procedures include sending letters to neighbouring hospices and residents to update them of any upcoming activities and noisy work.

The Group implements vector control plans at our project sites to combat the issue of pest and mosquito breeding. Daily on-site housekeeping checks are conducted to control and pre-empt mosquito breeding. To further mitigate mosquito breeding, the Group engages pest control companies to manage our construction sites to clamp down on mosquito breeding. Allocation and implementation of proper disposal systems for construction debris and organic waste are in place to facilitate pest control.

There have been six instances of non-compliance, monetary fines or warnings regarding vector breeding or noise pollution from NEA:

Type of instances of non-compliance	Number of fines		Fine amount		Instances and type of non-monetary sanctions	
	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
Vector breeding	3	2	\$20,000	S\$8,000	Two stop work orders	–
Exceeding construction noise limit	3	–	S\$53,500	–	–	–

Protecting Biodiversity

Keong Hong endeavours to protect and preserve the environment during our operations, by putting initiatives in place to ensure we operate sustainably.

The Group has engaged specialists to preserve the vibrant biodiversity of the environment in Maldives. Before excavation and construction commence, our specialists will transplant corals from all project sites to safe areas. The Group has plans to set up a coral conservation programme at the resort which includes a coral garden and coral nursery to preserve the coral reef. We endeavour to maintain the good condition of the coral colonies in the vicinity of our operations.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

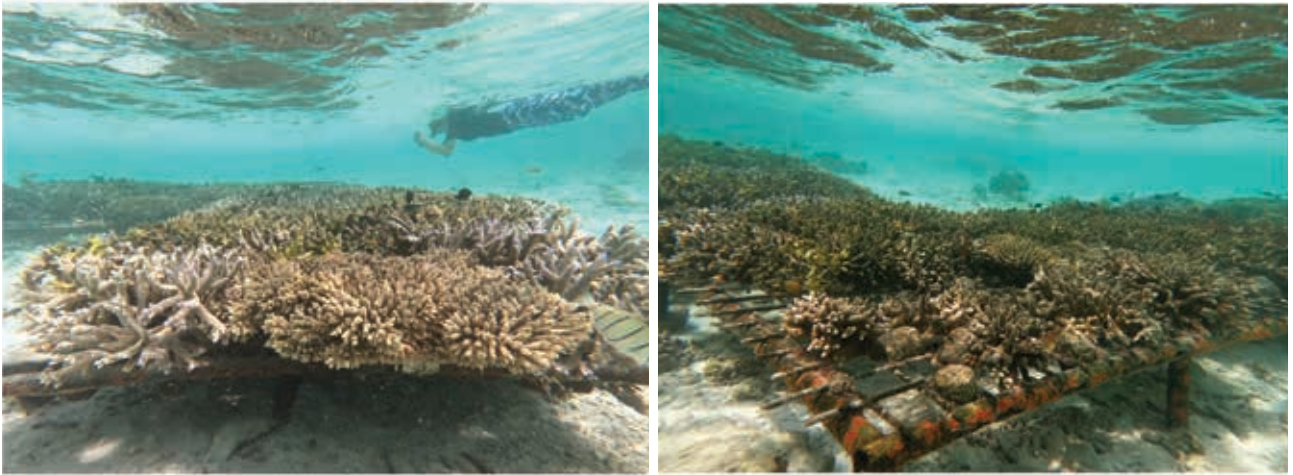


Figure 4: Coral nursery as part of our Biodiversity efforts.

Due to the high volume of marine recreation activities at Pullman Maldives Maamutaa Resort, the Group has undertaken several initiatives to manage environmental impacts for all operations in Maldives. To circumvent any damage to the coral reef through the use of boats and marine equipment, the Group has imposed rules on boat operators on the island such as anchoring, boat operation, boat sewage and garbage disposal. For tourists engaging in recreational activities, strict rules on activities such as fishing, marine wildlife viewing, snorkelling, diving and scuba, have been established and enforced.



Figure 5: Installed customised viewing panels and planted corals on concrete bases with fish for guest viewing.

In FY2022 we continued to maintain the corals at our corals nursery and those transplanted to Ocean Villas and Underwater Villas. Our Island Marine Biologist regularly assess the condition and growth of the coral colonies under the Ocean Villa's viewing panel and the coral garden, and coral predators are removed once spotted. The coral nursery is thriving and reaching its maximum space capacity for half of its frames. Different corals species are present and healthy along with a strong and diverse fish community in the surroundings.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

We also initiated a small-scale sponge garden experiment on the northern side of the Underwater Villas to explore its growth conditions and ideal technique, collect feedbacks from different species and identify the ideal candidates for a potential larger project.

Organic farms have been built at both properties to minimise negative impacts on the surrounding environment. Our organic farm at Pullman Maldives Maamutaa Resort, Phat chameleon garden, measures at an estimated area of 900 sqm and it is loaded with exotic and delicious variety of tropical fruits and vegetables. The farm offers many fruits trees like *Persea Americana* (avocado), *Manikara zapota* (chiku), *Averrhoa carambola* (starfruit) and *Annona muricata* (soursop). Our organic farm at Mercure Maldives Kooddoo Resort, Chef in garden, measures at an estimated area of 500 sqm. The farm offers many vegetables such as radish, bitter gourd, spinach, and tomatoes and local herbs and spices such as local chillies, curry leaves, lemon grass, mint and basil. Organic farming is an agricultural system that adopts ecologically based pest controls and biological fertilisers derived mainly from animal and plant wastes. It reduces negative environmental impacts caused by the use of chemical pesticides and synthetic fertilisers in conventional agriculture, and has numerous ecological benefits.



Figure 6: Phat chameleon garden.

The Pullman Maamutaa Resort has a natural lake that has an estimated area of 4,000 sqm. It is surrounded with well-preserved thick and dense vegetation and is the key feature of the island. In addition, the Pullman Maamutaa Resort is equipped with a SolarBee water purifier system that treats the lake water. The water purifier operates on solar power and has a large area of influence over the lakes and source of raw water.



Figure 7: Natural Lake at Pullman Maamutaa Resort.

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES



Figure 8: SolarBee water purifier at Pullman Maamutaa Resort natural lake.

Sludge is produced and collected from the surface of the natural lake. This sludge is then compiled and dried to become bio solid compost which will then be used as fertiliser for landscaping.



Figure 9: Compile of sludge to become compost.

The Group understands that the Maldives is based in an area where biodiversity is of particular concern to regulators and other stakeholders. The key species in question affected by operations are the Green Sea Turtle as well as the Hawksbill Turtle. Our staff are trained to identify and take correct action during nesting and Hatching events.

Scientific Name	English Name	IUCN Endangered status	Maldives Red List
Eretmochelys imbricata	Hawksbill Turtle	(CR) Critically Endangered	Critically Endangered under criterion CRA2bcd
Chelonia mydas	Green Turtle	(EN) Endangered	Endangered under criterion A2bcd and B2ab(ii,iii) for the country

MINIMISE ENVIRONMENT IMPACT ON COMMUNITIES

Environmental Targets

Segment	Annual Target (previously known as 2022 target)	Performance in FY2022	Status in FY2022	Status in FY2021	
Building and Construction	Total cost of electricity, diesel consumption, generator rental and water – Residential project: less than 1.3% of contract sum per project – Advanced precast project and A&A project: less than 0.75% of contract sum per project	Met target with electricity, diesel consumption, generator rental and water costs – Residential project: less than 1.3% of contract sum per project – Advanced precast project and A&A project: less than 0.75% of contract sum per project	●	● FY2021 target was 0.8% of contract sum per project	
	Waste disposal cost – less than 0.2% of contract sum per project for residential project – Advanced precast project and A&A project: less than 0.1% of contract sum per project	Met target with Waste disposal cost – Residential project: less than 0.2% of contract sum per project – Advanced precast project and A&A project: less than 0.1% of contract sum per project, except for The Antares and Wilshire	●	● FY2021 target was 0.3% of contract sum per project	
	Zero NEA/PUB summon for noise, silt and mosquito vector breeding per project over 12 months window period of construction activities	There were 3 Incidents in FY2022 that resulted in either for mosquito vector breeding	●	●	
	Achieve the designated Green Mark certification specified in the contract for all new major projects at least Green Mark Gold for all new major projects [∞]	Not applicable as no completed projects for FY2022		Not applicable as it is a new target set effect from FY2022	
	To complete the installation of solar panels at our Chin Been factory by end of December 2022 [∞]	Not completed by December 2022	●	Not applicable as it is a new target set for FY2022	
Operations and Investments in Maldives	Zero significant impact on water sources ⁴	No longer a target set from FY2022 onwards		●	
	Explore plans to expand solar energy capacity in the Maldives ³	No longer a target set from FY2022 onwards		Not applicable as it is a new target set effect from FY2022	
Group-Level	Maintain ISO 14001 Environmental Management Systems [∞]	ISO 14001 Environmental Management Systems certification maintained	●	Not applicable as it is a new target set effect from FY2022	
	Zero incidents of environmental non-compliance	A total of 6 instances of environmental non-compliance that resulted in either a fine or stop work order	●	●	
	Actively implement energy conservation practices and improve energy efficiency of operations For Singapore properties, we maintain BCA Gold or above certifications	Target removed in FY2022 as it is not specific and measurable		●	

[∞] New target set for FY2022

Status: ● Met ● Partially met ● Not met

⁴ Targets set previously in FY2021 for “Operations and Investments in Maldives” have been removed to be in line with the reporting scope.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Supporting SDG:



HEALTH AND SAFETY

The COVID-19 pandemic remains a relevant concern for the Group even as the world attempts to transition towards Covid resilience. The pandemic has also highlighted the importance of robust WSH practices. The Group has consistently placed a strong emphasis on strong WSH practices on top of safe management measures as mandated by the Singapore government. We adopt WSH policies and practices not only as a commitment to the safety of our workers and employees, but also as a business continuity strategy to minimise the occurrence of disruptions to our operations.

Employee Safety

In FY2022, the COVID-19 outbreak remains a threat to the health and safety of our staff and workers. During these unsettling times, we stay committed to prioritising their safety and providing them with a safe working environment. We have set up a safe management measures (SMM) committee which includes Safety Measure Officers (“SMO”) and Safety Distancing Officers (“SDO”) to ensure that we strictly comply with the Ministry of Manpower (“MOM”) regulations regarding COVID-19. The SMO and SDO will monitor the health conditions of all staff and workers daily and ensure that personal protect equipment and medical equipment (e.g. thermometers, disposable gloves, surgical masks and hand sanitisers) are adequately prepared.



Figure 10: Implementation of safe management measures at worksites.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

With the current COVID-19 pandemic, we have conducted a comprehensive safety risk assessment and briefed all employees on the SMM to ensure strict enforcement. Targeting the risk areas, we have implemented SMM which meet the COVID-Safe Restart Criteria under BCA, namely, to ensure a safe workforce, safe worksite and safe accommodation and transportation. Some of the SMM include safety distancing, biweekly testing of workers for COVID-19, segregation of workers of different projects to minimise transmission risks, segregation of dormitories into zones to enforce segregation of workforce on site, biometric scanning and temperature monitoring using temperature screening face recognition systems. All existing site facial recognition biometrics have been replaced with integrated facial-recognition-cum-temperature monitor-cum-SafeEntry biometrics.

We keep abreast with the latest health advisories issued by BCA, Ministry of Health (MOH), MOM and other government agencies as the situation evolves and take precautions to protect our staff, workers and visitors. We have evacuation procedures in place to facilitate employees' access to the nearest hospital and Public Health Preparedness Clinic ("PHPC") in case of suspected COVID-19 cases and emergencies. To ensure the safety of our workers, we provide transport to their worksites by bus to minimise the risk of transmission among the community.

As at 30 September 2022, we had 259 foreign workers under Keong Hong and K.H. Land. We safeguard the wellbeing and health of our foreign workers and follow recommended procedures to manage and contain COVID-19 infection. In the event of transmission, the infected worker shall be placed into quarantine at separate government facilities along with other workers who are either in close proximity or using the same common areas. In addition, there was no reported incident of non-compliance with local COVID-19 laws and regulations regarding the living and working conditions of our foreign workers.

Occupational Health and Safety

Workplace health and safety is a priority for the Group. We have a Health and Safety Committee with joint management-worker representation to facilitate a positive health and safety culture in addition to our ISO 45001:2018 certification. It is the responsibility of our workers that they observe all safety precautions and comply with our Safety Rules and Regulations. We implement strict safety policies on-site by mandating trainings such as Safety Induction Training and Safe Work Practices Demonstration for all workers before they are allowed to commence work on-site to help us achieve our goal of an accident-free work culture.

We believe that positive safety culture starts from the top. We have implemented the Construction Safety Audit Scoring System (ConSASS) to audit the Safety and Health Management System at our Group and worksites. We have developed the CultureSAFE programme to help us build a positive Workplace Safety and Health culture, mind-set and attitude beyond infrastructure and level of competency.

We organise a bi-annual Safety Award Day for all personnel to celebrate safety milestones and reward individuals who demonstrate exemplary workplace safety behaviour and contribute to project safety. We also recite the safety pledge and conduct safety quizzes during the ceremony to promote safety awareness and inculcate safety knowledge among workers. The ceremony serves to encourage all staff and workers to continue working towards achieving our workplace health and safety targets and prioritising safety.



Figure 11: Presentation of safety awards to our workers to promote a culture of safety at Grand Hyatt Safety Award 2022.

In addition, we go the extra mile to perform a Pledging ceremony for all personnel before each project to formalise our commitment towards health and safety. The ceremony is led by the Group's CEO and involves senior management and representatives of subcontractors and workers. The Safety and Health Pledge is signed by everyone and posted on the entrance of the worksite. Together, we pledge to promote safety and strive for zero accident at our project sites.

We provide insurance coverage to our employees and workers to support them in the event of injury in their line of work. The insurance we provide covers hospital and surgery, foreign workers medical and annual work injury compensation. We strive to ensure that our workers have peace of mind when performing their work.

Injuries and Incidents

The Group conducts hazard identification across construction sites, in line with ISO 45001 management system requirements. Employees working at the construction sites, including those conducting site visits and inspections, are exposed to slip, trip and fall, falling from height and hazard when lifting equipment.

In FY2022, our workplace fatal injury rate and workplace injury rate⁵ were zero and 283.6 respectively. The statistics are below the industry average of 3.3⁶ and 387.0.

There were five recordable work-related injuries in FY2022, two of them involved our employees while the other three involving workers of our key subcontractors. All of them are minor injuries, which are non-severe injuries with any instance of medical leave or light duties, as per definition of MOM. Our major workplace injury rate is zero as there were no major injuries during the reporting period.

Work related Injuries (Employees)	Number of occurrences		Rate (Per 200,000 hours worked)		Total Hours Worked	Total Hours Worked
	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
Fatalities as a result of work-related injury	–	–	–	–	1,404,000	921,000
High-consequence work-related injuries (excluding fatalities)	–	–	–	–		
Recordable work-related injuries (including high-consequence work-related injuries)	2	–	0.28	–		

Work related Injuries (Sub-contractors)	Number of occurrences		Rate (Per 200,000 hours worked)		Total Hours Worked	Total Hours Worked
	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
Fatalities as a result of work-related injury	–	–	–	–	Data not available	Data not available
High-consequence work-related injuries (excluding fatalities)	–	–	–	–		
Recordable work-related injuries (including high-consequence work-related injuries)	3	2	*	*		

* Rates are not available as there is no available data on total hours worked by sub-contractors

⁵ Workplace Injury Rate = $\frac{\text{No. of Fatal or Major Workplace Injuries}}{\text{No. of Workers}} \times 100,000$. Workplace injuries refer to injuries with at least one day of light duty days or medical leave issued.

⁶ Based on the latest information released on MOM's website via "Ministry of Manpower (2021) Workplace Safety and Health Report 2021". <https://www.mom.gov.sg/-/media/mom/documents/safety-health/reports-stats/wsh-national-statistics/wshnational-stats-2021.pdf>

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

The Group engages sub-contractors to perform work such as tiling, plastering, electrical wiring, air conditioning installation and lift installation. The sub-contractors workers receive safety induction training before project commencement and are expected to comply with the workplace health and safety policies of Keong Hong at all times. While these sub-contractors workers can choose to visit Keong Hong's panel clinics or live in the Closed Temporary Quarters at sites, the sub-contractors are responsible for the work permits, insurance and medical expenses, and accommodation for their own workers.

In FY2022, an average of 1,500 sub-contractors workers⁷ worked at our construction sites, which is a significant increase compared to 630 in FY2021. The increase is driven by the increased construction activity as well as the relaxing of restrictions as the COVID-19 pandemic abates.

Our safety performance in FY2022 is in line with our aim of meeting the following Occupational Health and Safety Objectives:

- Maintain formal certification of our ISO 45001:2018 safety management system and BizSafe Star
- Zero fatality
- Zero MOM demerit points
- Strive for zero reportable accident
- Zero reportable occupational diseases at workplace
- Conduct at least 1 SGSecure briefing at workplace

To lower the risk of incidents and diseases, high-risk areas namely water bodies and food waste that attract pests such as mosquitos, flies and rodents were identified. We implemented corresponding preventive measures, such as constructing surface and subsoil drainage to control mosquito breeding at water bodies, and engaging NEA-approved licensed contractors to dispose food wastes and preventing food from rotting at our worksites, as well as vector control measures like fogging.



Figure 12: Dust level monitoring, mosquito fogging, as well as noise level monitoring for our workers.

The Group monitors the noise levels of all our projects by using sound level meters to safeguard our workers health, as well as the public at large. In addition, the Group also conducts dust monitoring through the use of dust monitoring devices to ensure our workers are working in a safe space. External contractors that are approved by the MOM are also to test the levels of asbestos, if necessary.

The construction industry is often associated with not just risks of physical injuries, but also workplace related ill health due to health hazards. The Group has identified the relevant hazards that pose a health risk to workers and has in place robust safeguards to minimise the risks. The relevant hazards identified include acute and chronic illnesses, such as, but not limited to, noise-induced deafness, asbestosis, musculoskeletal disorders of the upper limb, occupational asthma, occupational skin diseases, and Tuberculosis. The Group has in place the relevant safeguards in place, such as, but not limited to, issuing Personal Protective Equipment, having breaks or intervals between work, as well as hearing tests for workers.

There were no cases of recordable work-related ill health, as well as fatalities as a result of work-related ill health for employees and non-employees in FY2022.

⁷ Based on number of sub-contractors who have worked at the sites, regardless of the number of hours worked at sites.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Health and Safety Targets

Segment	Annual Target ⁸	Performance in FY2022	Status in FY2022	Status in FY2021
Building and Construction	Workplace Injury Rate below 344 per project per year [∞]	Achieved a Workplace Injury Rate of 283.6	●	Not applicable as it is a new target set effect from FY2022
Group-level	Zero incident of non-compliance with local COVID-19 safety regulations and internal guidelines	Not applicable in FY2022 ⁹		●
	Zero workplace fatalities	There were zero workplace fatalities in FY2022	●	●
	Zero reportable occupational diseases at workplace	There were zero instances of occupational diseases in FY2022	●	●
	Conduct at least 1 SGSecure briefing at workplace for local projects [∞]	At least 1 SGSecure briefing was conducted in FY2022	●	Not applicable as it is a new target set effect from FY2022
	Maintain ISO 45001 Occupational Health and Safety Management Systems [∞]	ISO 45001 has been maintained in FY2022	●	Not applicable as it is a new target set effect from FY2022

[∞] New target set for FY2022

Status: ● Met ● Partially met ● Not met

⁸ "Annual Target" was previously known as "2022 Target". The target "Minimise transmission of COVID-19 among hotel and resort guests and employees" has been removed to be in line with the reporting scope.

⁹ This target is removed from the annual target as COVID-19 has been removed to be in line with the removal of the GRI disclosure standard GRI 416: Customer Health and Safety.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Supporting SDG:

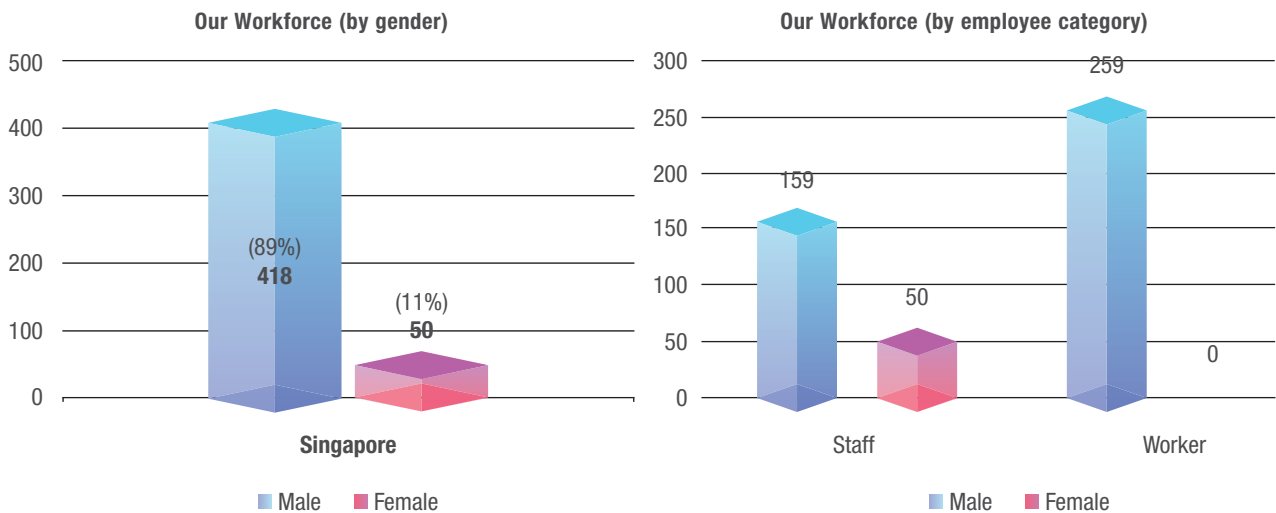


OUR PEOPLE

Keong Hong embraces diversity and our employees come from various walks of life. This inclusive diversity drives innovation and increases productivity and competitive advantages in our organization. We endeavour to make our workplace fair for all our staff and workers. We provide training opportunities for staff development through continuous learning and skills improvement. We strive to provide sufficient welfare standards for all our employees.

Employee Diversity

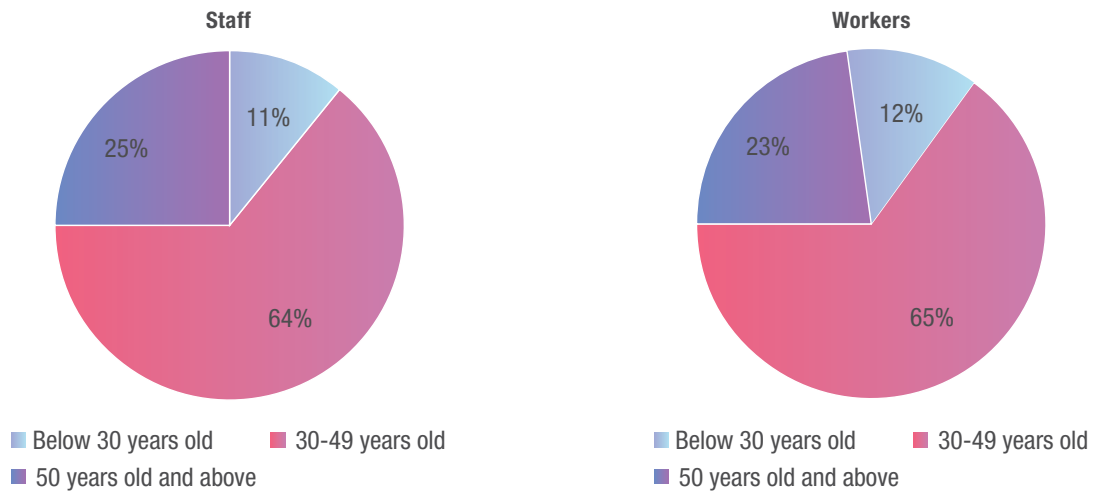
We value the experience and knowledge of our senior staff as well as the passion and adaptability of the younger staff. We had a total strength of 468 employees as at 30 September 2022. All our employees are permanent staff. We have a diversified workforce consisting of employees coming from different countries such as the United Kingdom, Philippines, China, Thailand, Malaysia, Myanmar, Bangladesh and India. As at 31 December 2022, the breakdown of our employees are as follows.



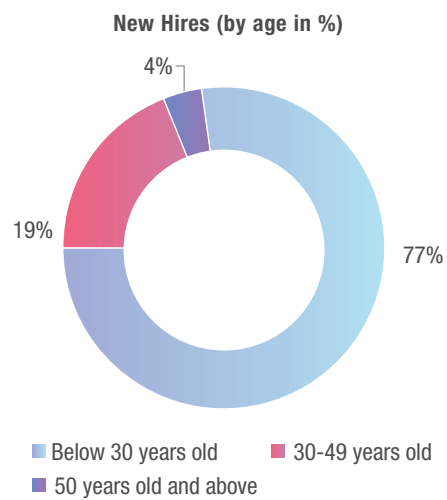
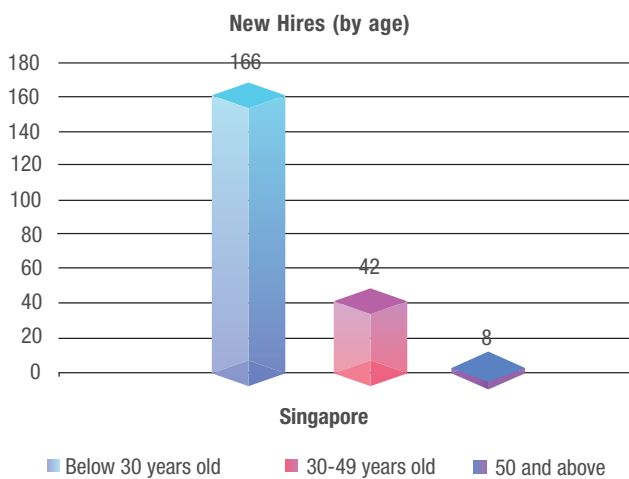
Restatement

In FY2021's report, the Group indicated that they had a total strength of 174 staff as at 30 September 2021 when the correct number was 307. This is because the Group had previously omitted the number of workers when disclosing the total number of employee.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

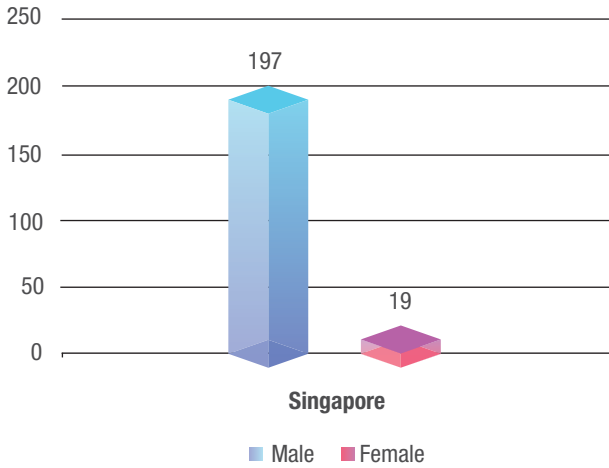


In FY2022, we had a total of 216 new hires. Our new hire rate was 70.36% compared to 7.51% in 2021 and the Group's attrition rate was 17.92% compared to 19.36% in 2021. The significant increase in new hires is a result of an increase in demand for workers after the full resumption of construction activity, following the easing of COVID-19 restrictions.

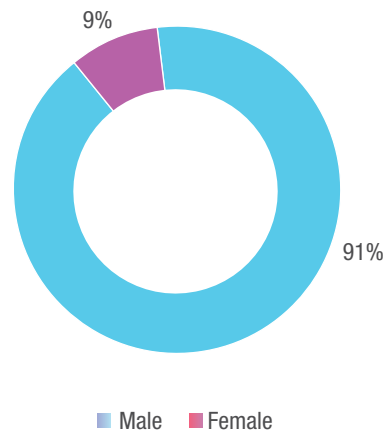


ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

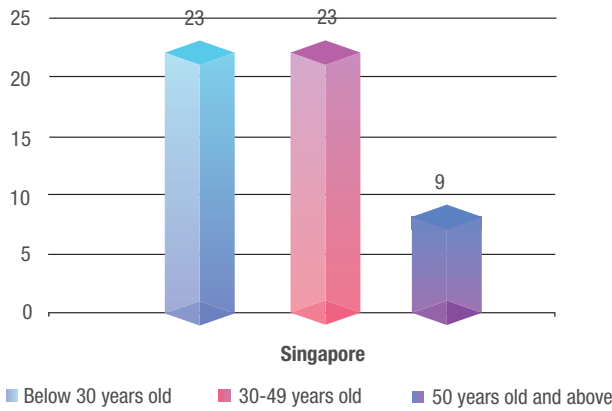
New Hires (by gender)



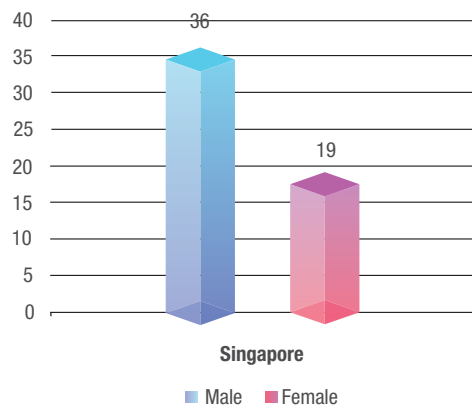
New Hires (by gender in %)



Employee Turnover (by age)

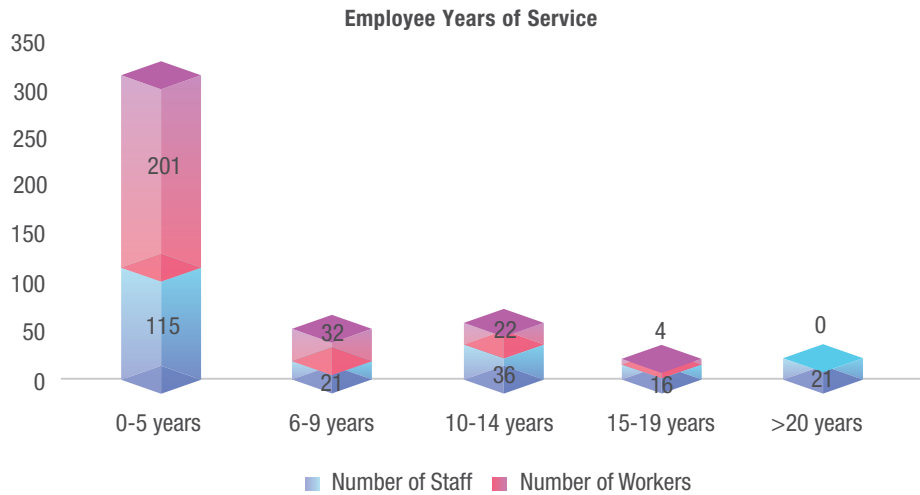


Employee Turnover (by gender)



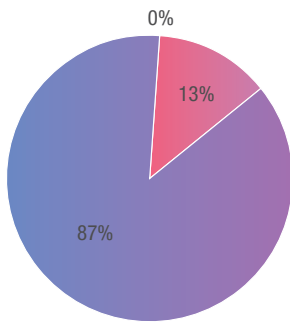
ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

We hold employee satisfaction and appreciation in high regard, and we recognise long-serving employees with annual long service awards. As we embrace diversity and encourage inclusivity, we employ workers with nationalities from eight other countries.



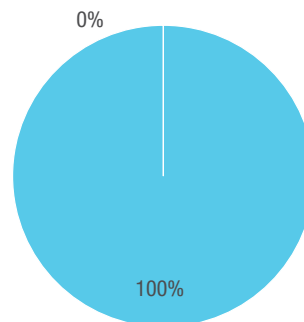
Due to the nature of the built environment sector, 100% of our board of directors are male and 20% of our senior management are females.

Board Members (by age)



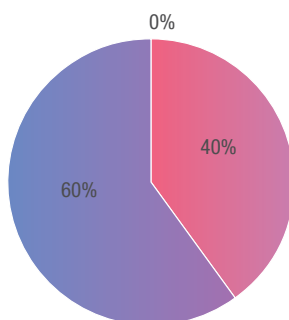
■ Below 30 years old ■ 30-49 years old ■ 50 years old and above

Board Members (by gender)



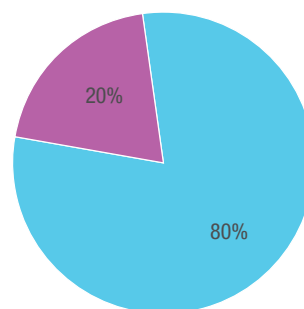
■ Male ■ Female

Senior Management (by age)



■ Below 30 years old ■ 30-49 years old ■ 50 years old and above

Senior Management (by gender)



■ Male ■ Female

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Ratio of basic salary and remuneration of women to men		
Category	Ratio	
	Female	Male
Senior Management	There is only one female Senior Management employee that will not be disclosed due to confidentiality	
Staff	0.87	1
Workers	Not applicable as position is filled by males only	

We also recognise the contributions of all employees equally and fairly by providing meaningful employee feedback and appraisals. We conduct performance appraisals for our staff twice a year. For our workers, while we have not conducted appraisals since the pandemic, we have continued to give them annual salary increments that range between 3% and 12%. Nevertheless, we will resume appraisals for our workers from 2023 onwards as we move towards a new normal. In addition, we abide by fair employment practices by way of providing equal remuneration and equal opportunities regardless of gender. As such, there were no incidents of discrimination in our organization, and more than half of our construction workers have been with the company for over 5 years. With 99 employees with more than 10 years of service, which is 21.2% of total employees as of 30 September 2022, this is a testament of our exemplary labour management.

Employee Benefits

At Keong Hong, we prioritise the welfare of our staff and workers by entitling them to a range of benefits including healthcare and insurance, parental leave and retirement benefits where eligible as we believe in a comprehensive welfare system for our employees. Long service employees are rewarded with increases in annual paid leave. Medical benefits, dental claims and fully paid Executive Health Screenings are extended to all employees.



Figure 13: Fast food distributed to workers as part of staff welfare

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Every female employee is entitled up to a maximum of 16 weeks of paid maternity leave while male employees are entitled up to 2 weeks of paid paternity leave. Employee's entitlement to childcare leave is in accordance to the Children Development Co-Savings Act. Adoptive parents are entitled to 12 weeks of paid adoption leave to care for their adopted infants.

There were 25 employees eligible for parental leave¹⁰ and took the leave in FY2022. All employees who took parental leave in FY2021 returned to work after parental leave ended and were still employed 12 month or longer after their return. As such, our return-to-work rate and retention rate stands at 100%.

Restatement

In FY2021's report, the Group indicated that there were no employees who took parental leave but there were 25 employees who took parental leave in FY2021. This is because the Group has previously wrongly defined parental leave as maternity or paternity leave.

The physical and mental wellbeing of our staff is integral to their career development as well as the sustainability of our growth. As such, we implemented initiatives such as building a gym facility and cosy corner at our Headquarters for employees to exercise regularly and enhance their work-life balance. In addition, we regularly organise recreational events such as cricket and hockey games and festival celebrations for all staff and workers, including our sub-con workers, to promote bonding and social well-being.



Figure 14: Workers' quarters – clean, spacious and organised.

To help promote a clean and healthy living environment for our workers, our HR executive carries out weekly inspections of workers' living quarters to ensure that they are well-maintained.

¹⁰ Leave granted to men and women employees on the grounds of the birth of a child such as maternity leave, paternity leave and childcare leave.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Training and Career Development

Keong Hong has provided various trainings to upgrade our workforce and ensure that our staff and workers are equipped with sufficiently high standard of knowledge, skills, abilities and motivation to meet our present and future objectives and challenges.

2688 hours of employee training	
5 hours of training per staff	6.18 hours of training per worker
6.82 hours of training per female employee	5.61 hours of training per male employee
5.74 hours of training per employee	

Our upgrading programmes include certification courses for Green Mark Manager and Specialist Diploma in Construction Productivity to ensure our staff can contribute to the sustainable development of our business. We also focus on production related trainings such as Good Industry Practices, Building Information Modelling Management and BIM (Architecture track) to further improve the quality of our business productions.

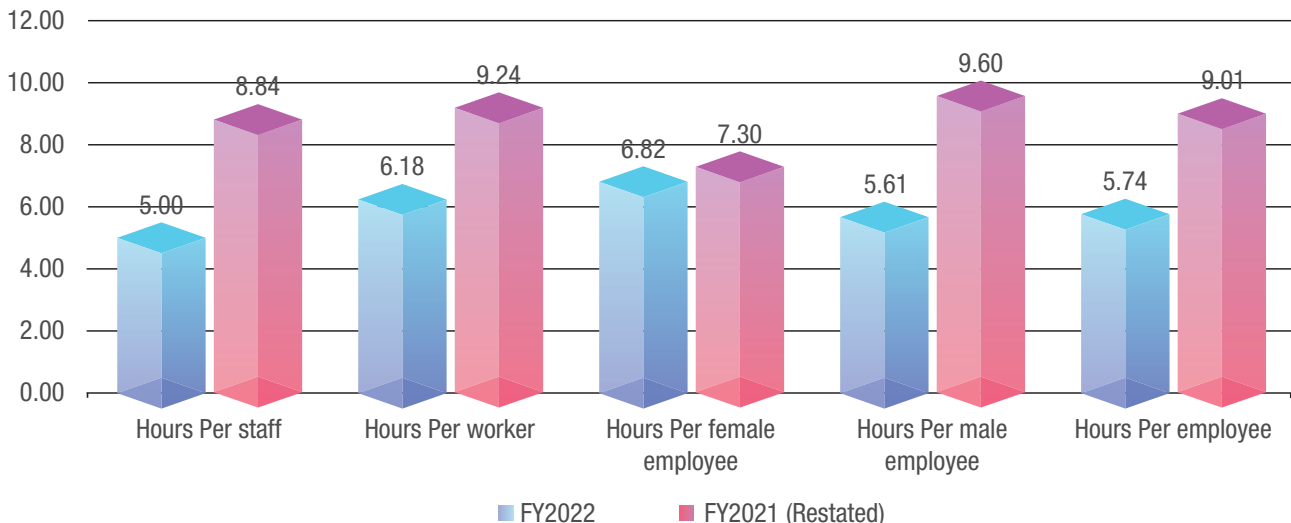
In FY2022, our total training amounted to 2,688 hours compared to the 2,767 hours last year. The number of average training hours have decreased compared to FY2021 and this is due to an increase in the employee headcount FY2022 as well as decreased total training hours.

Restatement

In the calculation of the training hours in FY2021, Keong Hong applied the number of employees who attended the training as denominator, instead of the total number of employees. The average training hours for FY 2021 have been restated as follows:

Disclosures	FY2021 Published	FY2021 Corrected
Average hours of training per staff	12	8.84
Average hours of training per worker	12	9.24
Average hours of training per female employee	Not disclosed	7.30
Average hours of training per male employee	Not disclosed	9.60
Average hours of training per employee ¹¹	Not disclosed	9.01

Average Training Hours



¹¹ This category includes both staff and employees.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Central Provident Fund (“CPF”) Contributions

The CPF scheme in Singapore enforces savings by salaried workers, including permanent residents, for a more secure retirement. Under the scheme, Keong Hong and our staff make monthly contributions to their individual CPF accounts in accordance with Singapore’s statutory requirements.

Social Targets

Segment	Annual Target (previously known as 2022 Target)		Performance in FY2022	Status in FY2022	Status in FY2021
Group level	To achieve at least 7 hours of training per employee		Achieved 5.74 hours of training per employee	●	Not applicable as it is a new target set with effect FY2022
Building and Construction	Productivity rate of – 0.39 m ² /manday for Residential, – 0.4 m ² /manday for Commercial, – 0.41 m ² /manday for Institutional projects		Productivity rate – Residential projects: 0.45 m ² /manday – Commercial project: Productivity figure of the only project ‘Grand Hyatt’ is only available towards the end of the project, data is not applicable at the point of publication – Institutional projects: 0.62 m ² /manday	●	●
Operations and Investments in Maldives	Location	Target local hire rate	No longer targets set from FY2022 onwards		●
	Kooddoo Airport ¹²	80%			
	Mercure Maldives Kooddoo Hotel ¹²	At least 45%			
	Pullman Maldives Maamutaa Resort ¹²	At least 45%			

∞ New target set for FY2022

Status: ● Met ● Partially met ● Not met

¹² Targets set previously set for FY2022 for “Operations and Investments in Maldives” have been removed to be in line with the reporting scope.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Supporting SDG:



SUPPLY CHAIN MANAGEMENT

Supplier Management

Due to the ongoing COVID-19 situation, our sites experienced various supply chain disruptions. Factory closures due to COVID-19 infection and Zero-COVID strategies, as well as delays in shipments due to transport restrictions particularly our suppliers in Malaysia and China. These have led to delays in our National Skin Centre Project. We have since increased the manpower and resources dedicated to the Project to mitigate the delays.

Building and Construction

At Keong Hong, we take pride in our efforts to ensure that 100% of our major suppliers and subcontractors¹¹ are selected based on high quality and environmentally friendly practices. Before awarding contracts, we evaluate our suppliers and subcontractors based on their track record, workmanship, ISO certifications, whether they are Green and Gracious Builders Scheme (“GGBS”) certified, as well as safety performance. We select those with satisfactory scores, and for some who are relatively new and failed the supplier assessment, we will monitor their site performance to ensure accountability and quality assurance.

During contract term, we continue to assess suppliers based on their compliance with material specification/standards, response to replacement of defective material/emergency and their Green and Gracious practices. As for subcontractors, we assess their technical capability, safe performance and Green and Gracious practices. These continuous assessments show our commitment to maintain quality and sustainability of our operations.

In addition, subcontractors and external service providers procure materials and services for our contracts and project activities, we execute purchase control to ensure that they meet the needs of our project requirements during procurement. We go the extra mile in supplier management to ensure quality, accountability and sustainability in our supply chain.

We exercise stringent control at site level via biometric system to ensure only valid work permit holders can gain entry to the project site. Regular checks are conducted by our HR executive to ensure that only workers with current worksite resident address are allowed to stay on-site. 100% of our major suppliers are evaluated for social impacts as we mandate that our contractors and sub-constructors comply with labour regulations in Singapore.

Supply Chain Targets

Segment	Annual Targets (previously known as 2022 target)	Performance in FY2022	Status in FY2022	Status in FY2021
Group Level	100% of all new significant long-term suppliers ¹³ screened using environmental criteria [∞]	All major suppliers have been screened using environmental criteria	●	Not applicable as it is a new target set with effect FY2022
	100% of all new significant long-term suppliers ¹³ screened using social criteria [∞]	All major suppliers have been screened using social criteria	●	
	At least 60% of significant long-term suppliers in Maldives are local suppliers ^{∞14}	No longer targets set from FY2022 onwards		
Operations and Investments in Maldives	100% of new suppliers screened using environmental criteria ¹⁴	No longer targets set from FY2022 onwards		●
	100% of new suppliers screened using social criteria ¹⁴			●
	100% of suppliers are local suppliers ¹⁴			●

∞ New target set for FY2022

Status: ● Met ● Partially met ● Not met

¹³ These suppliers are those with purchase amount of more than S\$100,000 per annum.

¹⁴ Targets set previously in FY2021 for “Operations and Investments in Maldives” have been removed to be in line with the reporting scope.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES

Supporting SDG:



OUR COMMUNITY

Since the Group's beginning, we have recognised that giving back to our community is an ongoing commitment and a significant part of our efforts to make a difference to society. The Group achieves this aim through empowering local communities where we operate and finding opportunities to maximise social impact.

Market Presence

Keong Hong strives to empower the local community through increasing employment opportunities while at the same time practicing fair and equal employment practices with no discrimination. 100% of our senior management staff¹⁵ were hired from the local community.

Keong Hong has implemented various practices to ensure that our operations bring benefits to the local economy and businesses. We endeavour to create more business opportunities for local suppliers. As such, we make a conscientious effort to procure from local suppliers directly, such as consumables, fire-fighting and medical equipment. In this regard, 100% of Keong Hong's major suppliers¹⁶ are from Singapore.

Corporate Social Responsibility

In the spirit of giving back to the community, the Group has continued funding charitable organisations that focus on caring for the underprivileged, community chests, societies and religious communities. In FY2022, the Group has made donation of S\$2,000 to The Singapore Children's Society.

We are also cognizant of the noise impact and disruptions that construction activities might bring to the community at large. Hence, we have robust procedures in place to notify neighbours of upcoming construction work. These procedures include sending letters to neighbouring hospices and residents to update them of any upcoming activities and noisy work.

As part of our continuing efforts to contribute to the built environment sector as well as social mobility, Keong Hong has been actively grooming Institute of Technical Education ("ITE") students since 2018. We offer traineeships under the Work-Study Diploma Programme, which provides students with industry exposure as part of the curriculum. In FY2022, Keong Hong has provided traineeships for three students under the Work-Study Diploma Programme, which provides students with industry exposure as part of the curriculum. Two of our Work-Study Diploma graduates are still working with us, with one being recently promoted to Senior M&E Coordinator in this financial year. Keong Hong was also invited by ITE to participate in The International Built Environment Week (IBEW) – Asia Pacific's most anticipated Built Environment event in FY2022.



Figure 15: Collaboration between IHL and Keong Hong was mentioned at The International Built Environment Week 2022.

¹⁵ Senior management refers to the three executive directors and two key executives (i.e. Chief Financial Controller and Head of Contracts).

¹⁶ These refer to suppliers incorporated in Singapore with annual purchase of more than \$25,000.

ENHANCE WELLBEING OF EMPLOYEES AND DEVELOPMENT OF COMMUNITIES



Figure 16: Site visit conducted for ITE students on 7 April 2022.

We also sponsor deserving staff for scholarships in tertiary education. For example, the Group sponsored a staff for his Masters Construction Management at Nanyang Technological University since August 2021. We pledge to continue with our efforts in developing and upgrading our staff and workers.

In FY2020, we had two new BIM modellers who successfully completed a 3-month Career Trial under the Workforce Development Agency and Ministry of Family Development which encourages employers to train and hire person with disability (“PWD”). Both of them are still our permanent employees as at 30 September 2022. By considering the challenges they are facing when travelling to office during peak hours, staggered working hours have been granted to them since they are employed.

We have worked closely with United Nations Development Programme (“UNDP”) to contribute to global efforts to achieve the UN SDGs to create sustainable localised solutions to the population. We have received several appreciation letters commending our efforts and commitment to the UNDP. Both resorts in Maldives have achieved platinum status in Planet 21, Accor’s sustainable green platform.

Keong Hong will continue with our contributions to the community and fulfil our duty as a socially responsible corporation.

GRI STANDARDS CONTENT INDEX

Statement of use	Keng Hong Holdings Limited has reported in accordance with the GRI Standards for the period from 1 October 2021 to 31 September 2022				
GRI 1 used	GRI 1: Foundation 2021				
GRI Standard	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	Organisation Profile			
	2-2 Entities included in the organization's sustainability reporting	Reporting Period and Scope			
	2-3 Reporting period, frequency and contact point	Reporting Period and Scope			
	2-4 Restatements of information	Restatements, Our People			
	2-5 External Assurance	Assurance			
	2-6 Activities, value chain and other business relationships	Organization Profile, Annual Report pages 4-7, 12-15, 137			
	2-7 Employees	Our People			
	2-8 Workers who are not employees	Health and Safety • Injuries and incidents			
	2-9 Governance structure and composition	Annual Report pages 27-33			
	2-10 Nomination and selection of the highest governance body	Annual Report pages 31-34			
	2-11 Chair of the highest governance body	Annual Report page 27			
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance and Statement of the Board			
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance and Statement of the Board			
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance and Statement of the Board			
	2-15 Conflicts of interest	Governance and Ethics			
	2-16 Communication of critical concerns	Governance and Ethics			
	2-17 Collective knowledge of the highest governance body	Annual Report pages 18-21			

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s)		Omission	
			Required	Omitted	Reason	Explanation
2-18	Evaluation of the performance of the highest governance body	Annual Report pages 31-34				
2-19	Remuneration policies	Annual Report pages 35-37				
2-20	Process to determine remuneration	Annual Report pages 35-37				
2-21	Annual total compensation ratio	–			Confidentiality constraints	Intense competition for talent in the construction industry.
2-22	Statement on sustainable development strategy	Chairman and Chief Executive Officer's Message				
2-23	Policy commitments	Respective ESG material topic				
2-24	Embedding policy commitments	Respective ESG material topic				
2-25	Processes to remediate negative impacts	Respective ESG material topic				
2-26	Mechanisms for seeking advice and raising concerns	Respective ESG material topic				
2-27	Compliance with laws and regulations	Governance and Ethics				
2-28	Membership associations	Organisation Profile				
2-29	Approach to stakeholder engagement	Stakeholder engagement and materiality assessment				
2-30	Collective bargaining agreements	–			Not applicable	Keong Hong does not have any collective agreements with the employees.

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation		
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Respective ESG material topic				
	3-2 List of material topics	This index				
Governance and Ethics						
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance and Ethics				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance and Ethics • Ethics and Integrity				
	205-2 Communication and training on anti-corruption policies and procedures	Governance and Ethics • Ethics and Integrity				
	205-3 Confirmed incidents of corruption and actions taken	Governance and Ethics • Ethics and Integrity				
GRI 207: Tax 2019	207-1 Approach to tax	Governance and Ethics • Tax				
	207-2 Tax governance, control, and risk management	Governance and Ethics • Tax				
	207-3 Stakeholder engagement and management of concerns related to tax	Governance and Ethics • Tax				
GRI 418: Customer Privacy 2016	207-4 Country-by-country reporting	Annual Report pages 93-94				
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance and Ethics • Protecting Customer Privacy and Data				
Quality and Innovation						
GRI 3: Material Topics 2021	3-3 Management of material topics	Quality and Innovation				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Quality and Innovation • Developing Technology				
	203-2 Significant indirect economic impacts	Quality and Innovation • Developing Technology				

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted	Omission	
				Reason	Explanation
Our Environment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Environment			
GRI 301: Materials 2019	301-1 Materials used by weight or volume	Our Environment <ul style="list-style-type: none"> Recycled Input Materials 		Information unavailable	Keong Hong has not collected data on material used yet, will be available in 2023.
	301-2 Recycled input materials used	Our Environment <ul style="list-style-type: none"> Recycled Input Materials 		Information unavailable	Keong Hong has not collected data on material used subsequently recycled yet, will be available in 2023.
	301-3 Reclaimed products and their packaging materials	–		Not applicable	Keong Hong does not have reclaimed products and packaging materials.
GRI 302: Energy 2019	302-1 Energy consumption within the organisation	Our Environment <ul style="list-style-type: none"> Energy and Emissions 			
	302-2 Energy consumption outside of the organization	–		Information unavailable	Keong Hong has not collected data on its other indirect (Scope 3) GHG emissions yet, will be available in 2024.
	302-3 Energy intensity	Our Environment <ul style="list-style-type: none"> Energy and Emissions 			
	302-4 Reduction of energy consumption	Our Environment <ul style="list-style-type: none"> Energy and Emissions 			
	302-5 Reductions in energy requirements of products and services	Our Environment <ul style="list-style-type: none"> Energy and Emissions 			

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s)		Omission	
			Disclosed	Omitted	Reason	Explanation
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Our Environment • Water and Effluents				
	303-2 Management of water discharge related impacts	Our Environment • Water and Effluents				
	303-3 Water withdrawal	Our Environment • Water and Effluents				
	303-4 Water discharge	Our Environment • Water and Effluents		Information unavailable	Based on Keong Hong's estimation, water discharge is insignificant and Keong Hong did not collect relevant data. In FY2022, total water withdrawal is deemed same as the water consumption.	
GRI 304: Biodiversity 2016	303-5 Water consumption	Our Environment • Water and Effluents				
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our Environment • Protecting Biodiversity				
	304-2 Significant impacts of activities, products, and services on biodiversity	Our Environment • Protecting Biodiversity				
	304-3 Habitats protected or restored	Our Environment • Protecting Biodiversity				
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Our Environment • Protecting Biodiversity				

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted	Omission	
				Reason	Explanation
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Environment • Energy and Emissions			
	305-2 Energy indirect (Scope 2) GHG emissions	Our Environment • Energy and Emissions			
	305-3 Other indirect (Scope 3) GHG emissions	–		Information unavailable	Keong Hong has not collected data on its other indirect (Scope 3) GHG emissions yet.
	305-4 GHG emissions intensity	Our Environment • Energy and Emissions			
	305-5 Reduction of GHG emissions	Our Environment • Energy and Emissions			
	305-6 Emissions of ozone-depleting substances (ODS)	Our Environment • Energy and Emissions		Not applicable	Keong Hong does not emit these emissions through our products and services.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Our Environment • Energy and Emissions		Not applicable	Keong Hong does not emit these emissions through our products and services.

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure		Requirement(s) Omitted		Omission	
	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Our Environment • Waste management				
	306-2 Management of significant waste related impacts	Our Environment • Waste management				
	306-3 Waste generated	Our Environment • Waste management				
	306-4 Waste diverted from disposal	Our Environment • Waste management	a, b	a. Information unavailable b. Not applicable	a. Keong Hong has not collected data on waste diverted from disposal yet b. There is no handling of hazardous substances for Keong Hong's construction activities.	
	306-5 Waste directed to disposal	Our Environment • Waste management	a, b	a. Information unavailable b. Not applicable	a. Keong Hong has not collected data on waste diverted from disposal yet b. There is no handling of hazardous substances for Keong Hong's construction activities.	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Environment • Noise and Vector Management				
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Environment • Noise and Vector Management				

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety <ul style="list-style-type: none"> COVID-19 Safety Measure Occupational Health and Safety 			
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety <ul style="list-style-type: none"> COVID-19 Safety Measure Occupational Health and Safety 			
	403-3 Occupational health services	Health and Safety <ul style="list-style-type: none"> COVID-19 Safety Measure Occupational Health and Safety 			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety <ul style="list-style-type: none"> COVID-19 Safety Measure Occupational Health and Safety 			
	403-5 Worker training on occupational health and safety	Health and Safety <ul style="list-style-type: none"> COVID-19 Safety Measure Occupational Health and Safety 			
	403-6 Promotion of worker health	Health and Safety <ul style="list-style-type: none"> Occupational Health and Safety 			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety <ul style="list-style-type: none"> Occupational Health and Safety 			
	403-8 Workers covered by an occupational health and safety management system	Health and Safety <ul style="list-style-type: none"> Occupational Health and Safety 			
	403-9 Work-related injuries	Health and Safety <ul style="list-style-type: none"> Injuries and Accidents 			
	403-10 Work-related ill health	Health and Safety <ul style="list-style-type: none"> Injuries and Accidents 			

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation		
Our People						
GRI 3: Material Topics 2021	3-3 Management of material topics	Our People				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our People • Employee Diversity				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People • Employee Benefits				
	401-3 Parental leave	Our People • Employee Benefits				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our People • Training and Career Development				
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People • Training and Career Development				
	404-3 Percentage of employees receiving regular performance and career development reviews	Our People • Training and Career Development				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our People • Employee Diversity				
	405-2 Ratio of basic salary and remuneration of women to men	Our People • Employee Diversity	a	Confidentiality constraints	Due to intense competition in construction industry, ratio for bonus is not disclosed.	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Our People • Employee Diversity				

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s)		Omission	
			Disclosed	Omitted	Reason	Explanation
Supply Chain Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management • Supplier Management				
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management • Supplier Management				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management • Supplier Management				
	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management • Supplier Management				
Our Community						
GRI 3: Material Topics 2021	3-3 Management of material topics					
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report pages 58, 90-92				
	201-2 Financial implications and other risks and opportunities due to climate change	–		Information unavailable	Keong Hong will disclose in 2023.	
	201-3 Defined benefit plan obligations and other retirement plans	Our People • Central Provident Fund Contributions				
	201-4 Financial assistance received from government	Annual Report pages 91, 116, 117				
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	–		Not applicable	Keong Hong operates in Singapore which does not have minimum wage system in place.	
	202-2 Proportion of senior management hired from the local community	Our Community • Market Presence				

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Quality and Innovation • Technology Adoption				
	203-2 Significant indirect economic impacts	Quality and Innovation • Technology Adoption				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Our Community • Market Presence				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Community • Corporate Social Responsibility				
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Community • Corporate Social Responsibility				