

KING WAN CORPORATION LIMITED

# STRENGTH IN TENACITY

Sustainability Report 2023



Since our beginnings 45 years ago, King Wan has been unwavering in realising our goals. Along the way, we embraced talents with diverse skills and creative mindsets, and continuously transformed our business to make the most of opportunities. The result – we are not only resilient in the face of challenges, but also ready to welcome the next 45 years.





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# MESSAGE FROM CHAIRMAN

Dear Stakeholders,

In this 6<sup>th</sup> Sustainability Report of King Wan Corporation Limited (“**King Wan**” or the “**Group**”), we continue to build on our previous years of adopting sustainable practices and reaffirming our commitment to sustainability.

King Wan recognises that the built environment industry plays an important role in the battle to mitigate the effects of climate change, as the World Green Building Council estimates that 40% of global emissions are generated by this segment, with construction alone – across its supply chains – being responsible for 23% of the world’s greenhouse gas emissions.

We believe that this represents opportunities for us, and we have been prioritising sustainability when developing strategic growth plans. In March 2023, the Group channelled S\$4.0 million from its rights issue proceeds to increase its share capital in its wholly owned subsidiary, King Wan Construction Pte Ltd, for the purpose of investing in human capital and developing its M&E engineering services business on green retrofitting and air-conditioning and mechanical ventilation works in Singapore. As of 31 March 2023, the Group’s order book comprises approximately 80.1% (2022: 69.6%) of projects targeting Building and Construction Authority (“**BCA**”) Green Mark Certification of Gold<sup>PLUS</sup> and Platinum.

We are committed to supporting our national sustainability agendas and firmly believe that building a sustainable business is vital to our continued success. We will continue to work towards integrating sustainable practices throughout the organisation to create long-term value for all our stakeholders and play our part in the road towards meeting Singapore’s green targets.

## Chua Kim Hua

Chairman  
14 July 2023



# BOARD STATEMENT

The Board of Directors (the “**Board**”) has recognised the importance of adopting sustainable practices and has made it a priority in our overall strategy. We firmly believe that being environmentally and socially responsible is crucial for the growth and success of our company, as well as for the well-being of our planet. As we are aware of the increased expectations of our stakeholders to conduct business more responsibly in order to create sustained value creation, we have invested significant resources to integrate sustainability into our corporate strategy.

The Board, assisted by our Sustainability Task Force, regularly oversees the process of sustainability reporting, stakeholder engagement and materiality assessment. We approve the economic, environmental, social and governance (“**EESG**”) material topics that were identified by the Sustainability Task Force in this reporting period.

## Reporting Framework, Period and Scope

Our sustainability report has been prepared with reference to the GRI standards 2021. We have adopted the international reporting framework as suggested by Global Reporting Initiative (“**GRI**”) standards for our sustainability report as it is a globally recognised and comprehensive framework for us to report on EESG impacts. It helps us in ensuring consistency and comparability in our sustainability reporting, making it easier for stakeholders to understand and assess our sustainability performance.

Our sustainability report includes activities organised by King Wan Corporation Limited for the period from 1 April 2022 to 31 March 2023 (“**FY2023**”) and covers EESG factors of its core businesses in Singapore that are deemed material by the Board.

The report also incorporates the primary components of sustainability reporting requirements set out in the Singapore Exchange Securities Trading Limited (“**SGX-ST**”)’s listing rule 711B, in which the process is continually being improved.

## Task Force on Climate-related Financial Disclosures (“**TCFD**”)

As a responsible constituent of SGX Mainboard, we adhere to the applicable laws and regulations that apply to our Company. SGX has introduced a mandate for issuers to provide climate reporting on a ‘comply or explain’ basis in sustainability reports starting the financial year (“**FY**”) commencing 1 January 2023. We have adopted an ‘explain’ basis for this year as the mandatory requirement would apply to the Materials and Buildings industry commencing 1 January 2024. We,

thus, will align our sustainability reporting with TCFD recommendations, including governance, strategy, risk management, and metrics & targets starting from our sustainability report issued in FY2025 onwards.

Our Sustainability Task Force is carefully assessing our current practices in the meantime and is committed to providing more transparency regarding our climate-related risks and opportunities once it becomes mandatory. We will also collaborate with our stakeholders to ensure that the information disclosed remains accurate and relevant.

We believe that the implementation of TCFD reporting will enhance our climate-resilient strategy and provide valuable insights for our investors and other stakeholders.

## Sustainability Task Force

The Group has established a Sustainability Task Force, comprising members from Senior Management and a risk management team, maintaining oversight in the sustainability efforts of work teams across different business units and departments including project, contract, servicing, finance, information technology and human resource.

The Sustainability Task Force reviews the Group’s sustainability objectives, challenges, targets and progress to ensure their alignment with the Group’s strategic direction and supervises the implementation and tracking of sustainability data and progress of various work teams. King Wan aims to continuously improve this process in order to ensure that our data collection is effective and robust.

The Sustainability Task Force also endeavours to address any discrepancies of sustainability reporting requirements and aim to comply with the new requirements while preparing our sustainability report. We have recently begun an internal review of our current practices to identify areas where we can enhance our sustainability reporting process and at the same time reducing our negative impacts on the environment and the society at large. We believe that strengthening our sustainability practices internally will provide a solid foundation for an external assurance exercise on our sustainability report in the future.

Aside from the Sustainability Task Force, our Board have also completed sustainability training programmes prescribed by SGX in this reporting period. We are proud that we are committed to refining our sustainability reporting process and strengthening our directors’ sustainability competencies while keeping abreast of reporting developments affecting our Company.

## Sustainability Contact

Your feedback is important in helping us improve our sustainability practices. If you have any comments or feedback, please reach out to us at <https://kingwan.com/contact/>

# CORPORATE PROFILE

Established in 1977, King Wan Corporation Limited is a Singapore-based integrated building services company with principal activities in the provision of Mechanical and Electrical (“M&E”) engineering services for the building and construction industry.

Over the past four decades, King Wan has grown from strength to strength to expand beyond its core businesses, and successfully ignited new growth engines to propel the Group for greater shareholders’ value. The Group operates through its network of subsidiaries, associates and joint venture in Singapore, China and Thailand. The Group operates principally in two major business segments as follows:

## 1. Mechanical & Electrical Engineering Services Segment

The Group provides multi-disciplined M&E engineering services such as the design and installation of plumbing and sanitary systems, air-conditioning and mechanical ventilation systems, electrical systems, fire protection and alarm systems, communications and security systems for the building and construction industry. It also provides mobile chemical lavatories for rental and ancillary facilities for construction worksites as well as public and nationwide public events.

## 2. Investment Portfolio Segment

Through direct investments, the Group now operates in three other business sectors i.e., Operation of Workers’ Dormitory, Vessel Ownership and Chartering, and Property Development.



# POLICY COMMITMENTS AND CERTIFICATIONS

## Human Rights

As a responsible and progressive organisation, we understand the importance of incorporating human rights considerations into our business. Our goal is to minimise negative environmental impact and contribute positively to society. To achieve this, we are constantly working on developing and implementing comprehensive sustainability policies that focus on each environmental and social issue, including human rights.

One of the key aspects of the construction industry that has been frequently scrutinised concerning human rights is the welfare of foreign workers in the industry, regarding living conditions, transport and food arrangements. King Wan embeds our commitment to human rights by ensuring the living conditions in our dormitories and food for our workers comply with all relevant Ministry of Manpower (“**MOM**”) requirements.

For transport arrangements in FY2023, we have hired 2 forty-seater buses daily to ferry some of our workers to and from work compared to the traditional way of them sitting at the back of open-back lorries. This provides greater comfort and, most importantly, safety for our workers in their commute to the construction sites. We endeavour to continue exploring more such options for the welfare of our workers.

In FY2024, we target to evaluate our labour practices, ensure safe working conditions, and uphold compliance with international human rights standards.

## ISO 14001:2015

Our environmental commitment is embedded through the application of ISO 14001:2015, an environmental management system. ISO 14001:2015 guides us in protecting the environment from harm and degradation e.g., prevention of pollution, sustainable resource use, climate change mitigation and adaptation, and protection of biodiversity and ecosystems. It also offers a continual improvement process, focused on improving environmental performance and addressing the needs and expectations of interested stakeholders (including compliance obligations) that may be affected by the Group. Therefore, our certification helps us to mitigate adverse risk and exploit beneficial opportunities to promote environmental management within the Company that considers human rights and other social issues.<sup>1</sup>

<sup>1</sup> 2016. UN Sustainable Development Goals – can ISO 14001 help? - Yes!. <https://committee.iso.org/files/live/sites/tc207sc1/files/Final%20UN%20SDG%20and%20ISO%2014001%20071216.pdf>

<sup>2</sup> 2021. How Can ISO 45001 Improve Sustainable Development. <https://bestpractice.biz/how-can-iso-45001-improve-sustainable-development/>

## ISO 45001:2018

With regards to social commitment, we have implemented the ISO 45001 standard for our Occupational, Health and Safety (“**OHS**”) management system. The goal of ISO 45001 is to reduce injuries and diseases caused at the workplace. It also promotes and protects both the physical and mental health of workers. The pillars of the ISO standards are based on the International Labour Organization Conventions and Guidelines<sup>2</sup>. This has helped us to promote good health and well-being and spur economic growth for our employees and workers.

## BCA Green Mark

King Wan is a provider of M&E engineering services to numerous BCA Green Mark Projects over the years. We are committed to working with our valued business partners to construct high quality developments for the communities where our operations are found. Central to the realisation of this mission is our proactive adoption of sustainable construction methods and integration of innovative technologies to enhance environmental performance. As of 31 March 2023, the Group’s order book comprises approximately 80.1% (2022: 69.6%) of projects targeting BCA Green Mark Certification of Gold<sup>PLUS</sup> and Platinum.

The BCA Green Mark projects undertaken by King Wan during the financial year are listed below:

### FY2023

#### BCA Green Mark Platinum

- a. Mandai Crematorium – Sanitary and Plumbing Works
- b. Resorts World Sentosa Parcel 5A (Addition & Alteration) - Air-Conditioning and Mechanical Ventilation, and Electrical Works

#### BCA Green Mark Gold<sup>PLUS</sup>

- a. Ngee Ann Polytechnic (Addition & Alteration) – Air-Conditioning and Mechanical Ventilation, and Electrical Works
- b. Tampines Neighbourhood 9 Contract 10-12 – Sanitary and Plumbing Works

#### BCA Green Mark Gold

- a. Yishun Neighbourhood 3 Contract 27 – Sanitary and Plumbing Works

# SUSTAINABILITY COMMITMENTS

In FY2023, we have formally adopted sustainability metrics and targets to contextualise our efforts to manage sustainability-related risks and opportunities. Moving forward, we will be able to track our progress and make year-over-year comparisons as we continue to implement and improve upon our sustainability measures.

Material ESG Factors in FY2023	Sustainability Targets
 <p>Business Ethics &amp; Anti-corruption</p>	<p>We aim to implement strict Code of Business Conduct and Ethics, strengthen internal controls, and ensure 100% compliance with our Code of Business Conduct and Ethics and whistle-blowing policy in the upcoming financial year to ensure 0 incidents of corruption.</p>
 <p>Management of Energy Consumption</p>	<p>We aim to monitor our use of fuel consumption to make informed-decision on the use of fuel/energy-efficient vehicles and implement energy-efficient practices across all departments for the upcoming financial year.</p>
 <p>Management of Water Consumption</p>	<p>We strive to continue identifying water-saving measures for all facilities and explore water-efficient equipment to be used within our operations for the upcoming financial year.</p>
 <p>Management of Greenhouse Gas Emissions (“GHG”)</p>	<p>We aim to reduce our GHG by 5% within 5 years within our operations, prioritise efficient resource use and adopt sustainable practices.</p>
 <p>Management of Waste and Pollutants</p>	<p>We target to explore innovative technologies for our construction segment to reduce wastages and increase efficiency.</p>
 <p>Human Rights</p>	<p>We target to evaluate our labour practices, ensure safe working conditions, and uphold compliance with international human rights standards</p>
 <p>Employment Turnover</p>	<p>We aim to hire and retain suitable talent through effective employee engagement and retention strategies.</p>
 <p>Workplace Health and Safety</p>	<p>We target to continue enforcing our comprehensive safety program and achieving 0 fatalities in the workplace.</p>





Material ESG Factors in FY2023	Sustainability Targets
 <p>Workforce training and Development</p>	<p>We will focus on enhancing employee skill sets through targeted training and development initiatives.</p>
 <p>Board and Workforce Diversity</p>	<p>We aim to introduce more diversity into our workplace – in terms of gender, nationality, and age group mix – to strengthen our competency while providing fair and equal employment opportunities for all.</p>
 <p>Community Impact</p>	<p>We aim to continue engaging with charitable organisations and institutions by participating in community service that helps to improve the community's well-being.</p>
 <p>Data Protection and Privacy</p>	<p>We will ensure 100% compliance with the Personal Data Protection Act ("PDPA") and achieve 0 breaches of customers data privacy.</p>
 <p>Legal Compliance</p>	<p>We target to ensure 100% legal compliance, monitoring adherence to regulations, and promptly addressing any discrepancies.</p>
 <p>Board Independence</p>	<p>We target to continue conducting annual review of the Director's Independence and comply with the requirements of the Code of Corporate Governance in the upcoming financial year.</p>
 <p>Environmental Compliance</p>	<p>We will explore recycling programmes to sustain a clean and green environment within our operations, as well as continue to actively promote responsible usage of resources. We also target to have 0 regulatory fines from authorities.</p>

# STAKEHOLDERS' ENGAGEMENT

As responsible corporate citizens, we actively engage with our stakeholders as they play a crucial role in our business. The purpose of our stakeholder engagement is to ensure that we understand and address their concerns, expectations and needs, ultimately improving our decision-making process and overall performance.

Our stakeholder engagement is conducted both regularly and in ad-hoc manners. Common approaches include regular dialogue and consultation sessions, interviews, surveys, media releases, Annual General Meeting, site visits, and through our website, among others.

Stakeholder Group	Issues of Concern	Our Response
Our employees	Remuneration and benefits	Fair and competitive remuneration packages, comprehensive benefits and welfare schemes.
	Training and development	Training needs identified, extensive relevant training provided employees' learning and development.
	Legal and compliance	Ensure compliance with all relevant laws and regulations, relating to BCA, MOM, SCDF, NEA and PUB.
	Health and safety	Defining and enforcing clear WSH management system, extensive safety training as necessary.
Our customers	Data Privacy	Follow our responsibilities in PDPA, take measures to keep personal data accurate, complete, updated, protected and secured.
Our suppliers and contractors	Health and safety	Defining and enforcing clear WSH management system, extensive safety training as necessary.
	Legal and compliance	Ensure compliance with all relevant laws and regulations, relating to BCA, MOM, SCDF, NEA and PUB.
Our Investors	Economic impact	Aim to deliver economic benefits through effective project management and efficient resource management to bring sustainable growth.
	Corporate governance	Ensure compliance with Code of Corporate Governance by MAS.
Government and regulators	Fines and penalties	Ensure fines and penalties due to non-compliance or issues are kept to a minimum.
	Legal and compliance	Ensure compliance with all relevant laws and regulations, relating to BCA, MOM, SCDF, NEA, PUB and others.
Our community	Economic impact	Aim to deliver economic benefits through effective project management and efficient resource management to bring sustainable growth.
	Corporate governance	Ensure compliance with Code of Corporate Governance by MAS.

## Membership Associations

We are proud to participate in the following membership associations as we accelerate our value creation and sustainability initiatives, share best practices, and contribute to the global effort in addressing ever-evolving issues. This enables King Wan to expand our network for partnership opportunities, engage, deepen relationships for business collaborations, as well as build new capabilities and enhance existing competencies and competitiveness.

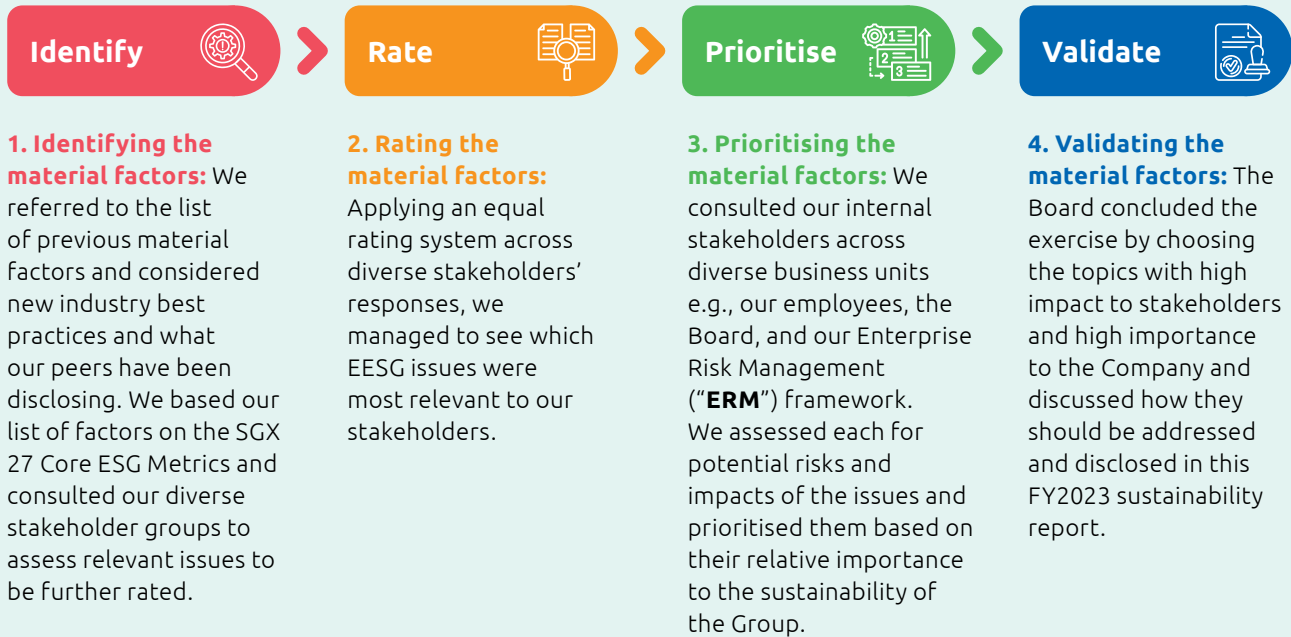
- **Singapore Business Federation:** It champions the interests of our business community in Singapore and internationally, and act as the bridge between business and the Government.
- **Singapore China Business Association:** The association offers opportunities for business engagement between Singapore and China, enhancing the economics with trade activity.
- **Singapore Chinese Chamber of Commerce & Industry:** Its mission is to foster a cohesive, compassionate and culturally vibrant society through the provision of funding for meaningful educational, cultural, community and charitable causes and projects.
- **Singapore Metal and Machinery Association:** Its mission is to promote friendly relationship among members, exchange knowledge and to compare notes, and foster the spirit of mutual help.
- **Singapore Electrical Trade Association:** Its objectives are to secure the complete organisation and unity of all persons doing and /or connected with the electrical trade and to promote industrial, social and intellectual interests of its members; assist its members on matters concerning their work especially in their dealings with local authorities and clients; promote and protect the mutual interests of members by encouraging their advancement in the practice of electrical engineering work through lectures and technical discussions; and maintain and uphold a high standard of service to the community at large.
- **Singapore Electrical Contractors and Licensed Electrical Workers Association:** Its mission is to look after the interests of its members by providing a communications channel with relevant authorities and trade institutions, provide skill enhancement opportunities to members, and organise various activities for members to foster better relationships.
- **Singapore Contractors Association:** Its mission is to be an effective voice of the construction industry advocating business-friendly practices, promoting industry development, and fostering a safe and productive work environment.
- **Singapore Timber Association:** Its mission is to be a leading organisation in interests of timber, its products and responsible practices to create a sustainable industry.



# MATERIAL EESG FACTORS

As part of our commitment to sustainable practices and corporate responsibility, we conducted a Sustainability Materiality Assessment in FY2023. This process has helped us identify, rate, prioritise, validate and address the key material sustainability factors that are most pertinent to our Company.

The Sustainability Materiality Assessment consists of four key steps:



We have since considered the following EESG issues as material after concluding the stakeholder engagement and materiality assessment exercises:



## ECONOMIC

- Economic Performance
- Business Ethics and Anti-corruption



## ENVIRONMENTAL

- Management of Energy Consumption
- Management of Water Consumption
- Management of Greenhouse Gas Emissions ("GHG")
- Management of Waste and Pollutants



## SOCIAL

- Human Rights
- Workplace Health & Safety
- Board and Workforce Diversity
- Workforce Training & Development
- Community Impact
- Employment Turnover
- Data Protection and Privacy



## GOVERNANCE

- Legal Compliance
- Board Independence
- Environmental Compliance

# ECONOMIC

King Wan is focused on producing long-term benefits for our stakeholders, minimising negative impact on the environment, and maximising positive community contributions.

We believe that by actively pursuing these objectives, we contribute to the well-being of society, improve quality of life, and create a better future for our planet. Our journey towards sustainable value creation is perpetuated by our sound financial policies and upholding ethical business conducts.



## Economic Performance

The Group provides M&E engineering services and rental of portable lavatories in Singapore. We also have direct investments in Vessel Ownership and Chartering,

Property Development, Operations in Workers' Dormitory and Green Solutions through our network of subsidiaries and associates in Singapore, Thailand and China. The Group operates our various business segments in accordance with the adopted sustainability practices through close collaboration with business partners to identify arising sustainability-related risks and opportunities.

The Group's economic performance has a direct impact on our key stakeholders, including employees, customers, suppliers, government, and investors. We

therefore aim to deliver economic benefits through effective project management, efficient resource management, stable contribution to public finance and services, and community engagement to bring sustainable growth to our enterprise and ecosystem.

For more information on our Group's business and financial performance, please refer to pages 8-9 and 13-15 of our Annual Report.



## Anti-Corruption Anti-Corruption Policy

King Wan takes a strong stand against corruption and bribery in the Group. We provide an accessible platform for employees and third parties to raise concerns about any wrongdoing and improper conduct within the Group.

New employees are trained on the Code of Business Conduct and Ethics and briefed on the whistle-blowing policy.

To facilitate the reporting of suspected cases of fraud, corruption, workplace harassment or other improper activities, independent investigations are carried out in a timely manner. Appropriate action will be taken to correct any weaknesses in internal controls and policies to prevent a recurrence.

Anti-corruption Performance	FY2023	FY2022
Total number and nature of confirmed incidents of corruption	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	0	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	0	0



**Target:** We aim to implement strict Code of Business Conduct and Ethics, strengthen internal controls, and ensure 100% compliance with our Code of Business Conduct and Ethics and whistle-blowing policy in the upcoming financial year to ensure 0 incidents of corruption.

# ENVIRONMENTAL

At King Wan, we strive to carry out our business operations in a responsible manner to protect the environment. We believe that the efficient use of natural resources will contribute positively to the Group's sustainable growth in the long term.

We continue to use more energy-efficient lightings and lifts in our office building, thereby reducing electricity consumption. Additionally, we use water-efficient fittings and fixtures in our corporate office to reduce water consumption, as well as adopt environmentally friendly and compliant methods of waste disposal in our desilting business.

The Management also strongly encourages and reinforces the importance of practising the 3Rs (i.e., reduce, reuse and recycle) in our daily operations – the responsible usage of electricity, water and paper by every employee. King Wan believes that every small effort counts and goes a long way in contributing to the conservation and protection of the earth's natural resources.

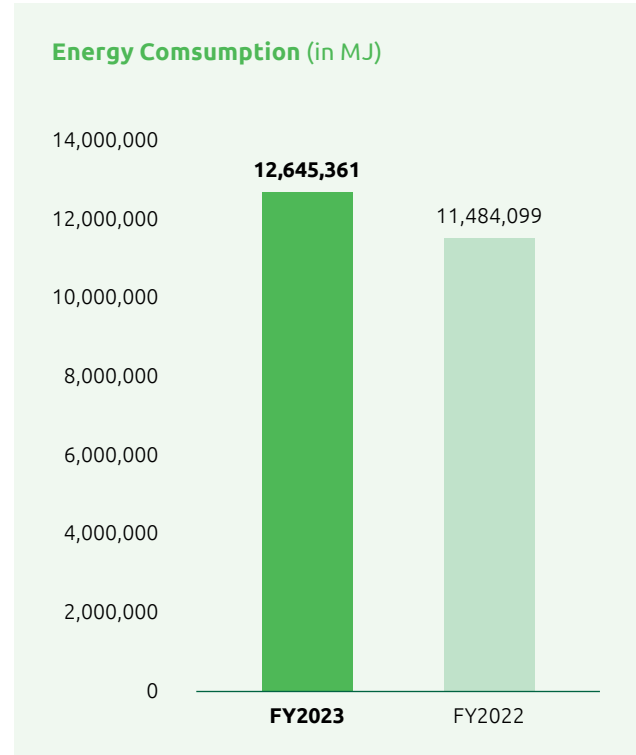


## Energy

In FY2023, we assessed our consumption of diesel and petrol. The gathering of this data was an important first step towards identifying areas of potential energy savings and optimising usage for King Wan.

Our operations largely depend on fuels to power our fleet and equipment. It is essential that we understand the impact this has on the environment and explore ways to minimise it. We are actively researching alternative fuel options, such as electric-powered vehicles, to reduce our carbon footprint and dependence on non-renewable resources. Our aim is to strike a balance between meeting our operational needs and promoting sustainable practices.

Our total energy consumption increased in FY2023. While electricity consumption decreased overall this year, our fuel consumption spiked due to accelerated economic activity that resulted in 20% increase of revenue year-over-year, as seen below.



Energy Consumption	FY2023	FY2022
Total fuel consumption within the organization from <i>non-renewable sources</i> , in joules or multiples, and including fuel types used.	Diesel - 285,934 litres = 10,948,406 MJ	Diesel - 255,587 litres = 9,786,429 MJ
	Petrol - 18,046 litres = 604,996 MJ	Petrol - 17,670 litres = 592,397 MJ
Total fuel consumption within the organization from <i>renewable sources</i> , in joules or multiples, and including fuel types used.	NIL	NIL
Electricity Consumption	303,322 kWh = 1,091,959 MJ	307,020 kWh = 1,105,272 MJ
Total energy consumption within the organization	12,645,361 MJ = 12.6 TJ	11,484,099 MJ = 11.5 TJ
Standards, methodologies, assumptions, and/or calculation tools used	38,290 kJ/litre of diesel motor fuel	38,290 kJ/litre of diesel motor fuel
	33,526 kJ/litre of petrol motor fuel	33,526 kJ/litre of petrol motor fuel
	1kWh = 3.6 x 10 <sup>6</sup> J = 3.6MJ	1kWh = 3.6 x 10 <sup>6</sup> J = 3.6MJ



**Target:** We aim to monitor our use of fuel consumption to make informed-decision on the use of fuel and energy-efficient vehicles and implement energy-efficient practices across all departments for the upcoming financial year.



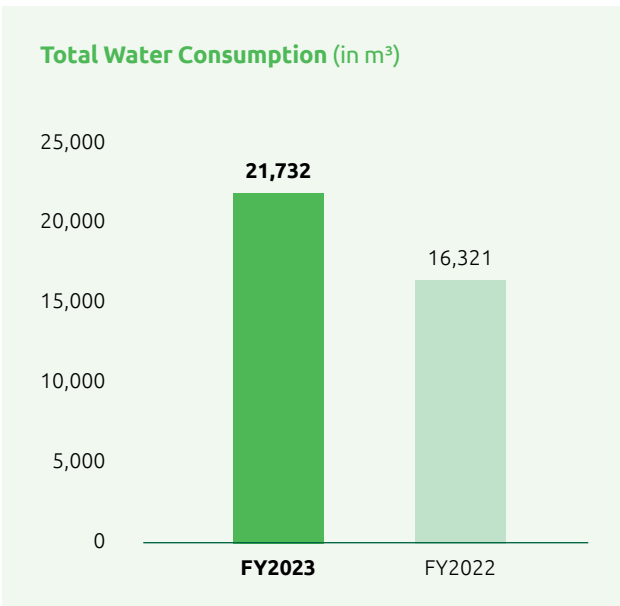
# ENVIRONMENTAL



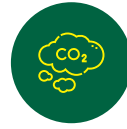
## Water

For FY2023, the water consumption data has been compiled by analysing the utility bills for the period of reporting for our Sungei Kadut headquarters office. As seen below, the increase of water consumption this year is due to a full resumption of operational activities post COVID-19, and increased resident occupancy in our workers' dormitory (56% increase from FY2022), who consume water for the purpose of personal cleansing and laundering garments.

We are aware that water is a precious resource, and our consumption habits directly impact the environment. We have implemented measures to ensure our water usage is responsible. Our water-saving practices include changing of all toilet fittings and valves to meet PUB's Water Efficient Labelling Scheme ("WELS") 2-tick standard, installing lower capacity flushing cisterns for all WCs, regularly monitoring and repairing leaks, and encouraging our employees to actively participate in water-saving efforts.



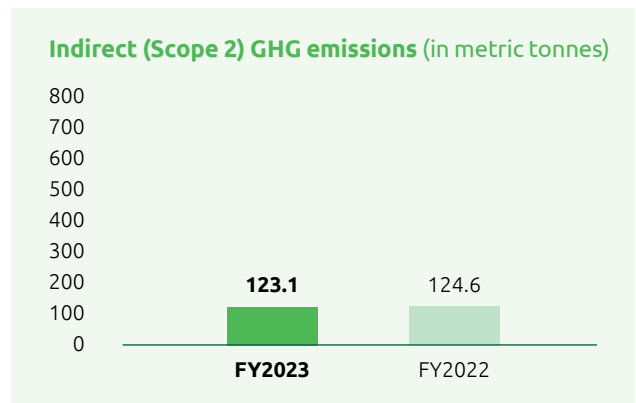
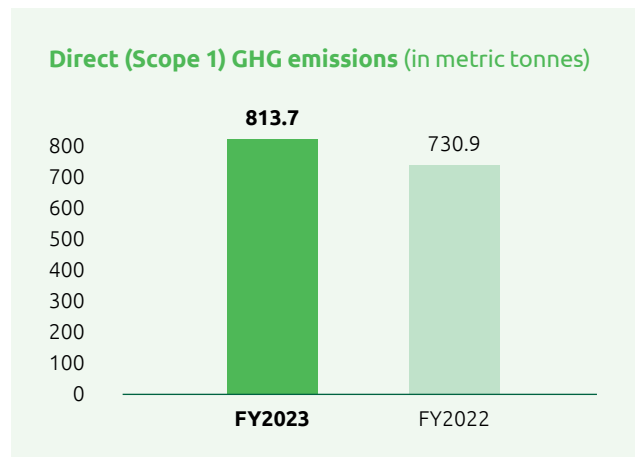
**Target:** We strive to continue identifying water-saving measures for all facilities and explore water-efficient equipment to be used within our operations for upcoming financial year.



## Emissions


We have started tracking and reporting our scope 1 emissions (emissions released from company-owned sites and vehicles) since FY2022, in addition to our scope 2 (purchased electricity) emissions, which we have tracked since 2018. We acknowledge that emissions are a topic that our stakeholders have high interest in. Furthermore, we place great emphasis to comply with SGX-ST rules and relevant sustainability frameworks.

It is important for us to be transparent about our increased Scope 1 emissions in FY2023 as it is a significant contributor to climate change. Due to resumption of operational activities post COVID-19, our GHG Emissions Scope 1 has increased compared to FY2022. This corresponds with our increased economic activity, as we generated 20% more revenue in FY2023 compared to FY2022. We acknowledge that reducing these emissions is crucial in our journey towards a more sustainable future. As part of our efforts, we have implemented various strategies, including increased monitoring and evaluating our performance in emission reduction annually, and ensuring that our emissions factors are aligned with the latest grid emissions standards set out by Energy Market Authority ("EMA") Singapore.





	Scope 1	Scope 2
Baseline year	2022	2018
Emissions in the base year	730.9	182.7 (adjusted figure)
Restatement of calculation	NIL	We have since adjusted our GHG emissions calculation using a revised emission factor of 0.4210 from EMA (FY2022: 0.6).
Emission factors source	Emission factor Petrol: 2.31kg of CO <sub>2</sub> per litre. Diesel: 2.7kg of CO <sub>2</sub> per litre.	Electricity Grid Emission Factors from EMA Singapore
Emissions consolidation approach	Operational Control	Operational Control
Emissions calculation methodology	Data is for petrol and diesel consumed for company vehicles, based on company fuel cards, as well as bulk purchase volume of diesel (used for our delivery fleet).	Emission factor used last year is outdated, and we have since recalculated Scope 2 with EMA's latest emissions factors.



**Target:** We aim to reduce our GHG Emissions by 5% within 5 years within our operations, prioritise efficient resource use and adopt sustainable practices.



**Waste**


In FY2023, we collaborated with local waste management companies to ensure proper disposal and treatment of any unavoidable waste. We also continually monitor and evaluate our waste generation process to identify areas for improvement and make necessary adjustments for waste.

Our waste generation data was compiled from our 8 Sungei Kadut Loop HQ office.

We place our waste into bins, and our waste collector collects 3-4 times a week. The collector estimates each bin's weight at an average of 650kg. We used his assumption to weight the waste generated.

We do not currently generate hazardous waste.

	FY2023	FY2022
Total Hazardous Waste Generated (tonnes)	NIL	NIL
Total Non-Hazardous Waste Generated (tonnes)	127.4	Not tracked



**Target:** We target to explore innovative technologies for our construction segment to reduce wastages and increase efficiency.

# SOCIAL

King Wan lives by our Core Values. Our Core Values set out below has guided us to be the responsible organisation we are today and have positioned us to contribute positively to the community that we have served to venture into the future.

## Commitment

We are fully committed to building a strong culture of serving each other, serving our community, and fostering a work environment that encourages new ideas, growth, interdependence, trust, and mutual respect by relentlessly pursuing to add value to our employees who in turn add value to our clients.

## Quality and Reliability

We aim to provide services that are unsurpassed in quality and reliability attained through regulated, coordinated planning and management, while ensuring competitive cost execution.

## Integrity and Professionalism

We do our jobs with the highest level of integrity and professionalism.

## People

We value the contribution of each and every member of our team and seek to develop all employees to their fullest potential.

## Passion

We approach every task with heart and passion.



## Employment

We recognise our employees as the Group's most important asset, vital to our business sustainability. We strongly believe that with fair remuneration, the provision of equal opportunities, and a culture of nurturing and empowering through training and development, our engaged workforce will be able to contribute positively to the Group. This process has been responsible for building a dynamic culture at King Wan.

We have a Human Resource ("HR") framework with goals and objectives to attract, retain and develop a motivated and modernised workforce. Our HR policies, which cover our employees from recruitment to retirement, are reviewed regularly to ensure relevance and effectiveness. We encourage our staff to provide feedback to help us align expectations and make decisions.

One of our core values at King Wan is to perform our jobs at the highest level of integrity and professionalism. As such, we are fully committed to comply with all applicable Singapore local employment laws, regulations and training requirements stipulated by various agencies such as Building and Construction Authority ("BCA"), MOM and Singapore Civil Defence Force ("SCDF").

King Wan has a headcount of 429 total full-time workforce for our Singapore operations. In that number, 198 are non-construction workers, and 231 are construction workers.

## Benefits and Welfare

Besides competitive remuneration, we take care of our employees through a comprehensive welfare and benefits schemes, including but not limited to insurance coverage, medical and dental benefits for our full-time employees in Singapore.

### Pro-family Benefits

King Wan provides benefits and adopts welfare practices in line with the Singapore government's pro-family legislation. Parents whose children are Singapore Citizens at birth get to enjoy maternity leave of 16 weeks and paternity leave of two weeks respectively, as advocated by the government.



**Fair Remuneration**

King Wan’s compensation packages are aligned with internal parity and market benchmarks. King Wan offers fair and competitive remuneration packages based on our employees’ performance and expected roles and responsibilities. This is to ensure that we remain competitive in attracting talent, which is key to our sustained growth. King Wan also has a well-structured and open annual performance appraisal system which is reviewed periodically and enhanced to ensure open communication between employees and their reporting officers.

**Competitive Remuneration**

Remuneration is recommended by the HR Department and the respective HODs, and approved by the Remuneration Committee which consists of members from King Wan’s Board of Directors. Compensation packages are benchmarked against market surveys to ensure relevancy of King Wan’s salaries to the industry and overall market.

**Central Provident Fund (“CPF”) Scheme and Contributions**

The CPF is a comprehensive social security savings plan which aims to provide working Singaporeans and Permanent Residents with a measure of financial security and confidence in their old age. CPF contribution is computed based on a percentage of the employee’s monthly salary and varies with the employee’s age.

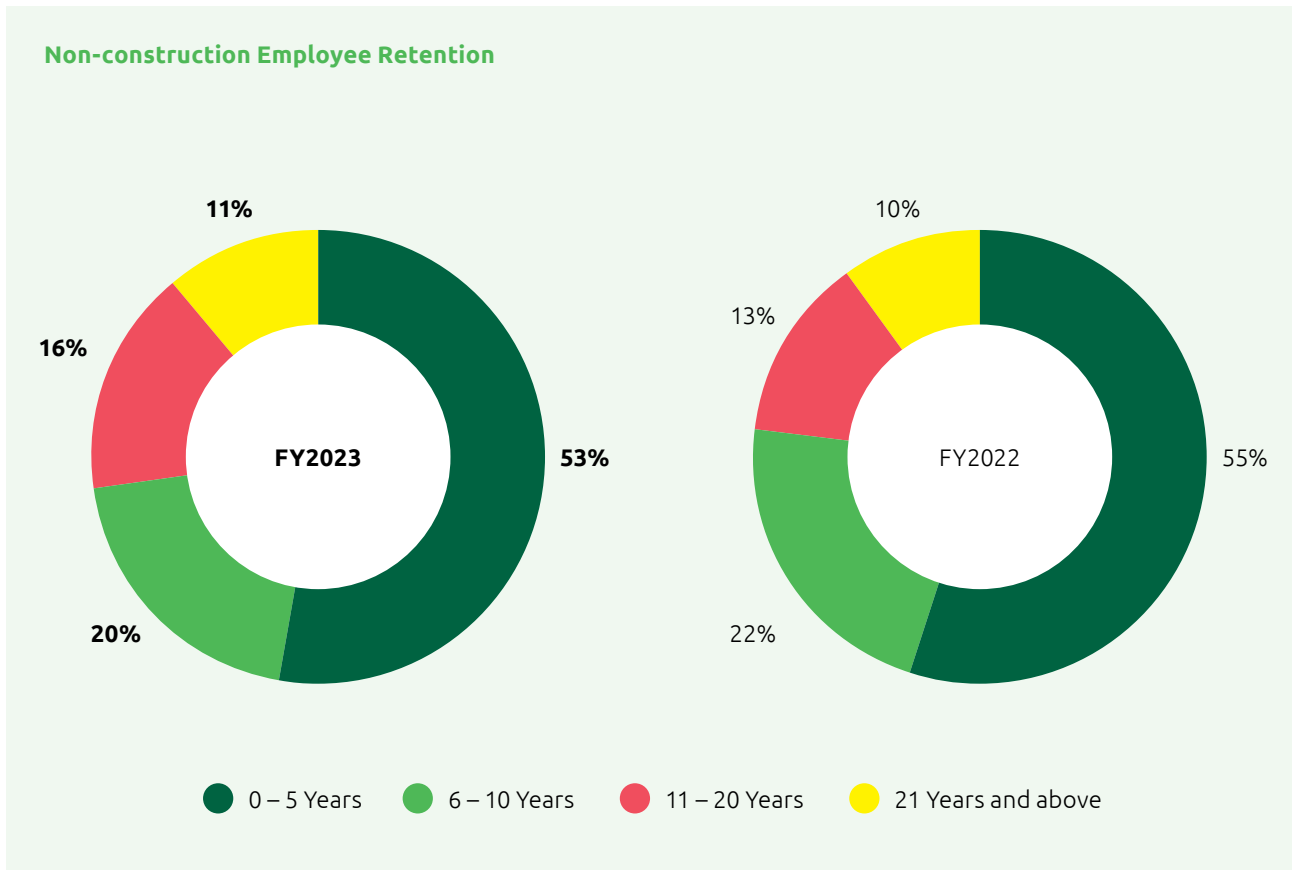
**Employee Relations**

**Performance-Based Appraisal**

As an organisation committed to meritocracy, our rewards and compensation policies emphasise employees’ performance. This is judged not only based on what employees have achieved in the review period, but also on how it is achieved. Annually, our employees will receive performance and career development reviews. Our performance management process is reviewed periodically to incorporate employees’ feedback and enhancements to the system.

**Employee Retention**

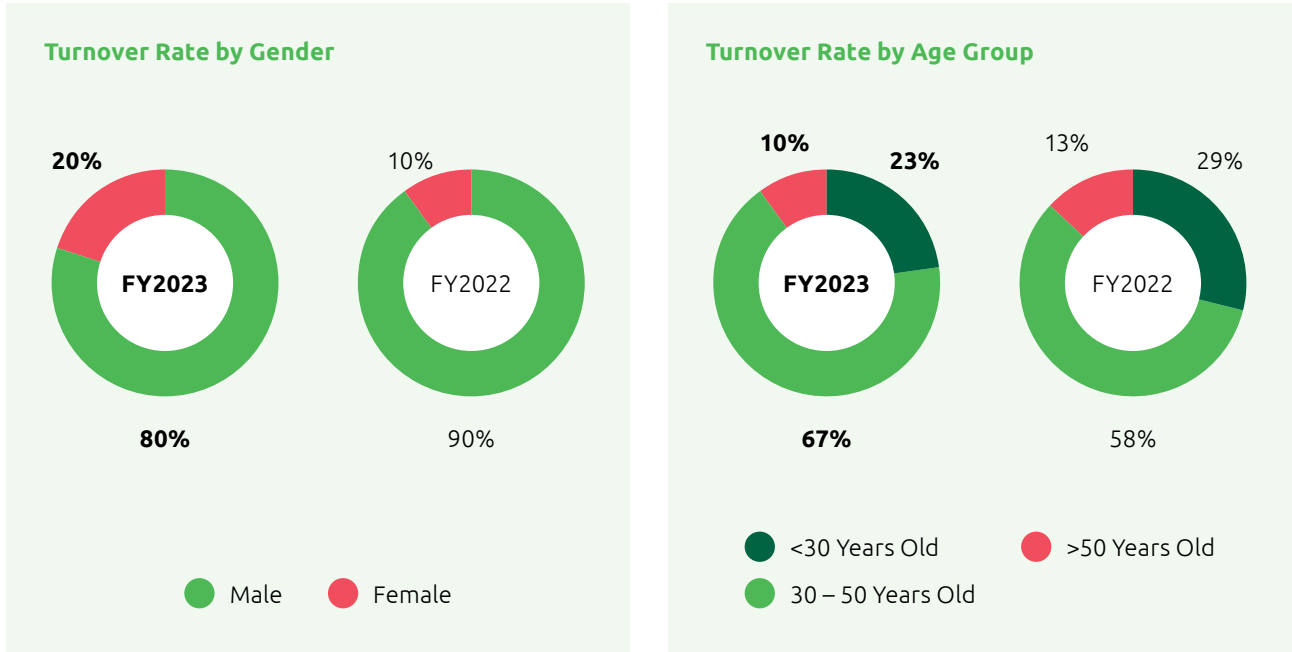
King Wan’s success in employee engagement is evident from our employees’ average length of service. Nearly 50% of the non-construction worker staff has stayed with King Wan for more than 5 years.



# SOCIAL

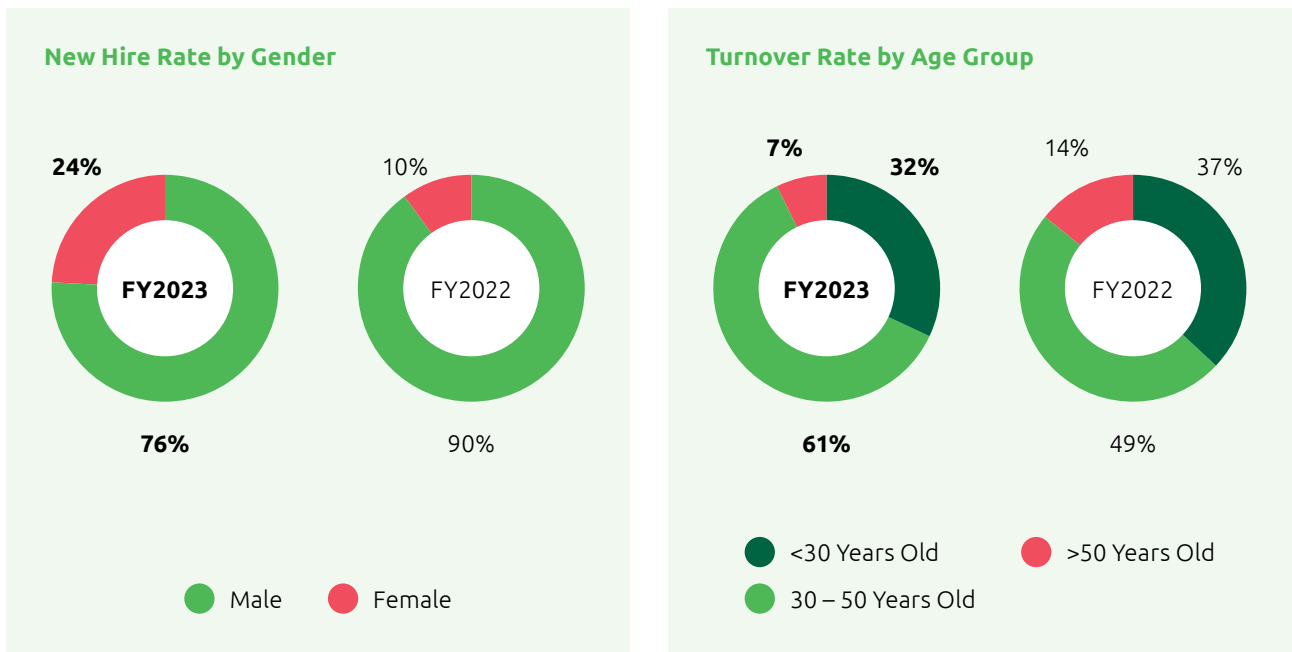
## Employee Turnover Rate

Our employee turnover rate in FY2023 was 21% (FY2022: 23.18%).



## Employee New Hire Rate

We do not currently hire outside Singapore region. Our employee new hire rate in FY2023 in Singapore was as follows:



**Target:** We aim to hire and retain suitable talent through effective employee engagement and retention strategies.



### Occupational Health and Safety

At King Wan, we are guided by our philosophy “Lead the Way – Safety First” in our care for our employees and communities. Workplace safety and health (“**WSH**”) is of paramount importance to us. We firmly believe that work progress cannot be achieved at the expense of safety. Management sets the tone by defining and enforcing clear WSH management guidelines, fostering a safe and conducive working environment.

Our endeavour in achieving and maintaining high WSH standards sees King Wan putting in place a comprehensive Workplace Safety and Health Management System (“**WSHMS**”) developed by our appointed WSHMS Champion, which has been certified in ISO 45001, ISO 9001:2015, and awarded with the highest level of bizSAFE Partner accreditation.

Through constant monitoring, evaluation, and auditing of our ISO 45001:2018 certified Occupational Health and Safety (“**OHS**”) management system, King Wan actively ensures that all our activities and operations comply with existing regulatory requirements. Any changes and non-compliance with the relevant laws are made known to the Management, and actions are taken to ensure compliance.

We place great emphasis on proper installation methods, fire and emergency safety compliance, maintenance of equipment and materials integrity. Qualified professionals such as engineers and technical supervisory staff are engaged to monitor construction progress and ensure that developments are built in accordance with building regulations and codes. All our employees and subcontractors are expected to meet King Wan’s high standards of quality, safety, and sustainability for projects.

#### Health and Safety Policies

Our commitment to WSH is based on the belief that a good working environment not only makes our employees safer, but also enables them to focus better, enjoy high work morale, and increase their work productivity and efficiency.

#### Safety Courses and Training Hours

We ensure that our employees are adequately orientated on site safety measures and regulations, in addition to being well-trained in WSH standards and regulations through WSH courses. Employees with designated job scope are also further assessed based on specialised requirements and sent for training in relevant courses.

Examples of training programmes on Occupational Health and Safety attended in FY2023 are as follow:

Project Managers and Above	- Construction Safety Course for Project Managers - Workplace Safety and Health Management in Construction Industry
Engineers and Supervisors	- Workplace Safety and Health Management in Construction Industry - Manage Work at Height Course
Workers	Safety Induction Course at individual sites

#### Regular Health and Safety Meetings

During our regular project meetings, latest health and safety matters and reports on any related issue or incident are prioritised and promptly highlighted. Attendees are also constantly reminded to follow recommended safety measures and regulations. Relevant findings and new policies are communicated in a timely manner to the rest of the project team. Our respective Project-in-charge will also carry out regular site safety inspections to ensure that WSH standards and measures are fully observed at all times.

In FY2023, we have achieved zero fatalities both at the corporate office and project sites (FY2022: NIL).

Work-related Injuries	FY2023	FY2022
Fatalities	0	0
High-consequence work-related Injuries	0	0
Recordable work-related injuries	3	0
Main types of work-related injuries	Cuts/bruises and fractures due to mishaps	N/A



**Target:** We target to continue enforcing our comprehensive safety program and achieving 0 fatalities in the workplace.

# SOCIAL



## Training and Education

King Wan believes that for the Group to grow and stay relevant in this competitive business landscape, it is critical that we invest in our employees' learning and development and equip them with knowledge and relevant skills to perform well in their jobs.

The Group strives to develop our employees through training, job rotation and internal promotion opportunities.

Training needs are identified and implemented at the start of each year. We encourage employees to take up relevant job-related skill courses.

The number of total training hours clocked in FY2023 was 3,107 hours, compared to 3,457 hours recorded in FY2022.

Average training per employee was 16.02 hours in FY2023 (FY2022: 17.55).

Average Training Hours Per Gender



**Target:** We will focus on enhancing employee skill sets through targeted training and development initiatives.

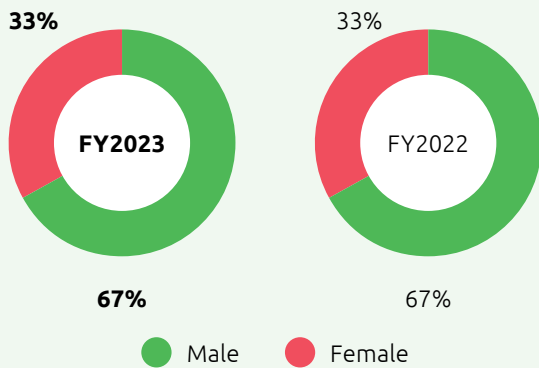


## Diversity and Equal Opportunity

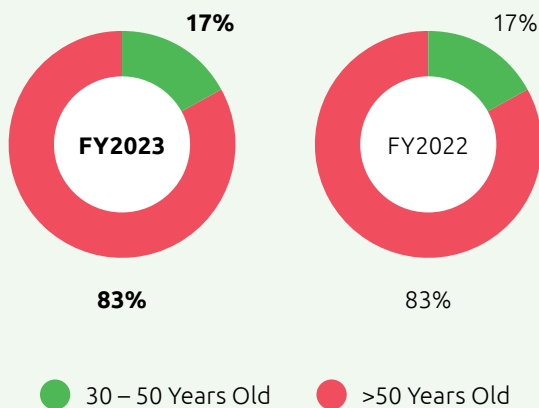
### Board Diversity

King Wan's Board of Directors is committed to promoting diversity, equity, and inclusion in all areas of our organisation. We believe that creating a diverse and equitable Board is essential to our core values and the mission of our Group. Aside from different nationalities, 33% of the Group's Board of Directors are female. We understand that having a diverse Board of Directors not only provides us with a variety of perspectives and insights, but also helps us to better serve our customers.

### Board Diversity by Gender



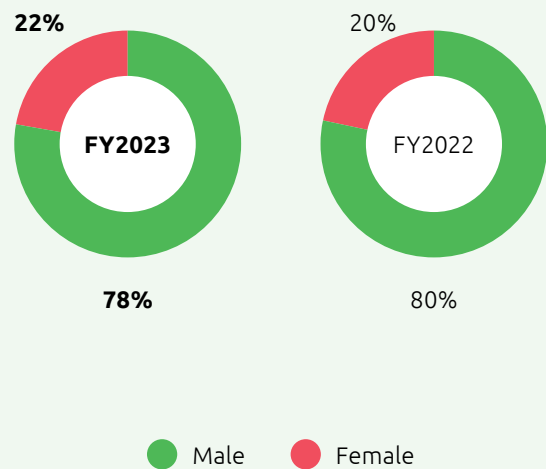
### Board Diversity by Age Group



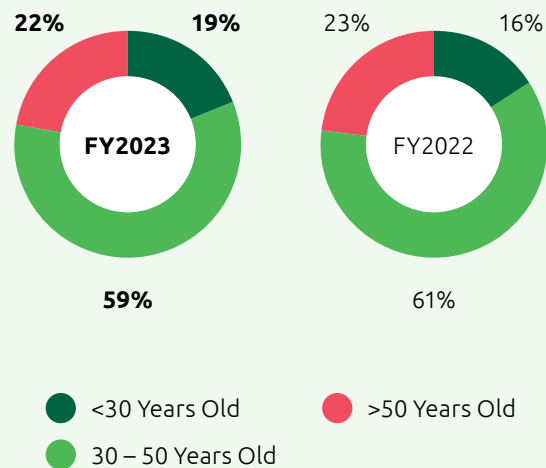
### Gender Diversity of Heads of Department

100% of Heads of Department ("HODs") for Singapore operations are either Singaporean or Permanent Residents, hired from our local community (FY2022:100%). In FY2023, 32% of our 22 HODs were female (FY2022: 36% out of 21 HODs).

### Employee Diversity by Gender



### Employee Diversity by Age Group



**Target:** We aim to introduce more diversity into our workplace – in terms of gender, nationality, and age group mix – to strengthen our competency while providing fair and equal employment opportunities for all.

# SOCIAL



## Local Communities Corporate Social Responsibility Initiative

Throughout King Wan Corporation's more than 2-decade journey as a company, we have always been aware that our responsibilities go beyond our duties as a business owner. We believe that how we lead, engage and respond as a corporate citizen is central to our own success and to the interest of our stakeholders that make up our vibrant, connected ecosystem.

We recognise that the role we play in our communities is critical to our future and the future of our world. We are therefore committed to giving back, helping address the social and environmental challenges that our communities face through lasting and inspiring change.

With the easing of COVID-19 Restriction on group size in 2022, we continued to support our local community through volunteering activities. From September to October, we collaborated with Habitat for Humanity Singapore ("HHS") in raising funds for both their organisation and for Muscular Dystrophy Association (Singapore) ("MDAS"). Our collaboration with HHS brought us to "UnLitter Red Dot", an initiative by

them that conducts community clean-up programme to nurture our society to be more civic-minded and considerate, while maintaining a clean and safe living environment.

Our main CSR activity this year "Feet for Fund – Let's Doodle the Dystance Together", was created by our employees in a bid to do our part for our adopted beneficiary MDAS, whom we have been supporting since 2014. There were two parts to this activity, namely the individual challenge, and the group challenge.

For the individual challenge, our employees and MDAS beneficiaries walked, jogged or rode on pre-set routes at 4 locations in Singapore to form a GPS Art with the letters 'M' 'D' 'A' and 'S'. The group's collective challenge reached its culmination at the final location, where employees and their families actively participated in a little cleanup walk along the designated route.

The combined effort of 41 people resulted in covering a total distance of 396.4KM, raising \$10,000 for our beneficiaries. The funds will be used in supporting MDAS's essential programmes and services. We also collected 23KG of litter and contributed \$1,005 in support of the clean-up programme.

## Company Contribution

### Individual Challenge Period: 9 September - 16 October 2022

Mode: Walk/jog or cycle

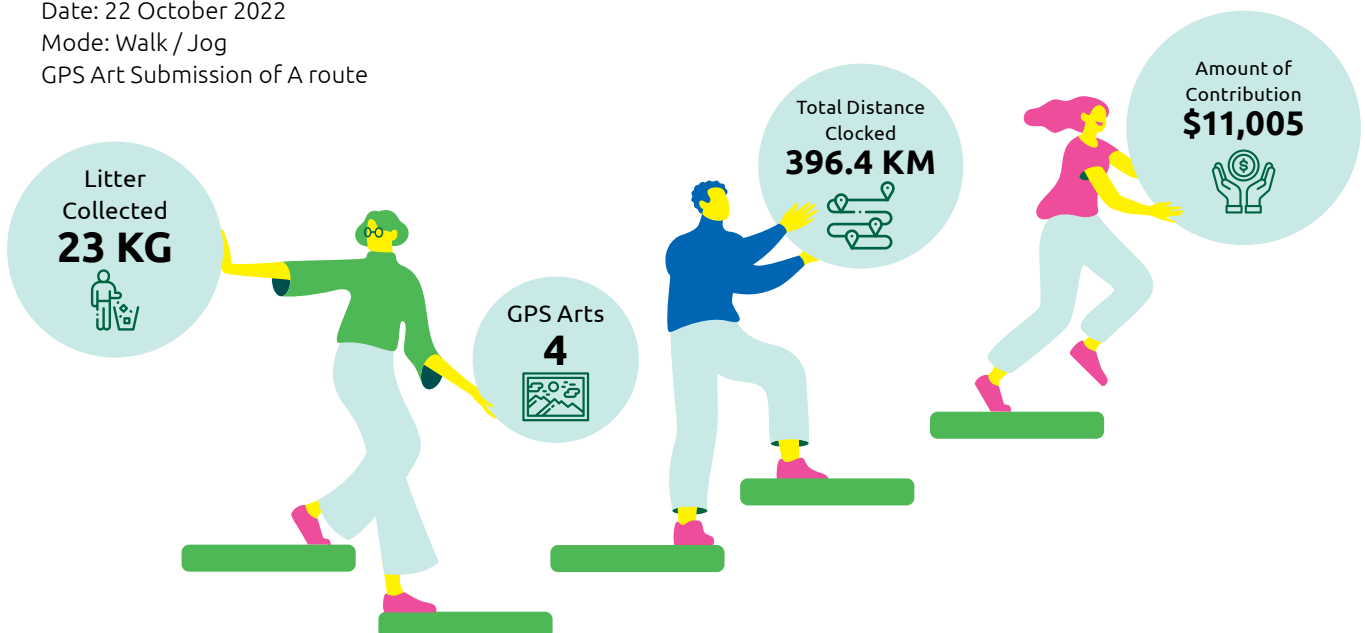
GPS Art Submission of M, D, S routes

### Group Challenge:

Date: 22 October 2022


Mode: Walk / Jog

GPS Art Submission of A route







 **Target:** We aim to continue engaging with charitable organisations and institutions by participating in community service that helps to improve the community’s wellbeing in the upcoming financial year.



**Customer Privacy**


King Wan takes our responsibilities under the Personal Data Protection Act 2012 seriously. We acknowledge the importance of the personal data entrusted to us by our customers and we believe that it is our responsibility to ensure it is properly managed, protected and processed.

We have a Data Protection Policy in place to ensure a secure and reliable service for our clients where we outline the responsibilities of the Group’s commitment to data protection. Aside from this policy, we have assigned a Data Protection Officer (“DPO”) to manage, protect and process customers’ personal data.

In FY2023, there were no identified cases regarding breach of customer privacy or loss of customer data (FY2022: 0).

	FY2023	FY2022
Number of complaints received from outside parties and substantiated by the organization	0	0
Number of complaints from regulatory bodies	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0



 **Target:** We will ensure 100% compliance with PDPA and achieve 0 breaches of customers’ data privacy.

# GOVERNANCE

The Group is wholly committed to maintaining the highest standards of business governance while simultaneously fostering sustainable growth. Our Management diligently works to ensure compliance with all regulatory requirements, maintaining transparency and promoting ethical practices within the Group.

In addition to this, our approach to business development focuses on long-term sustainability. We are confident that our adherence to business governance and sustainable development principles will not only secure our future success, but also contribute positively to the global community.



## Legal Compliance

King Wan values corporate governance and legal compliance. It is of paramount importance that the Group abides by legal and regulatory requirements and is in compliance with, including but not limited to, the Code of Corporate Governance issued by the Monetary Authority of Singapore (“**MAS**”) and guidelines provided by the BCA, MOM, SCDF, National Environmental Agency (“**NEA**”) and other relevant regulators.

We put in place policies and procedures to ensure compliance with relevant laws and regulations governed by these regulators. At the corporate level, we also ensure that we are in compliance with the SGX-ST Listing Rules, Securities and Futures Act and the Singapore Companies Act.



**Target:** We target to ensure 100% legal compliance, monitoring adherence to regulations, and promptly addressing any discrepancies.





### Board Independence

King Wan maintains Board independence while keeping our focus on business growth. Our primary objective is to ensure that the Board operates independently, making unbiased decisions in the best interest of the company and its stakeholders.

At the same time, we recognise the importance of business development and profitability. Our independent Board members possess extensive industry knowledge and experience, enabling them to provide valuable insights and strategic guidance for our operations.

We believe that the synergy between Board independence and business focus is crucial for the Group’s long-term success and sustainable growth. For further details on Board Independence, please refer to page 22 of our Annual Report.

### Conflict of Interest Policy

The Company has set out procedures governing all interested persons transactions to ensure that they are carried out at arm’s length, on normal commercial terms and not be detrimental to the interests of the Group and our shareholders. For further details on Corporate Governance, please refer to page 17 of the Annual Report.

In FY2023, there were no identified conflicts of interest between the Group and any interested party.



**Target:** We target to continue conducting annual review of the Board’s Independence and comply with the requirements of the Code of Corporate Governance in the upcoming financial year.



### Environmental Compliance

King Wan is proud of our commitment to environmental compliance as outlined in ISO 14001:2015, and our focus on sustainable business development. In line with the ISO 14001:2015 guidelines, we have implemented an Environmental, Health and Safety Management System (“EHS”) to identify, monitor, and minimise our environmental impact. Our EHS ensures continuous improvement in our processes and fosters a culture of environmental responsibility among our employees.

Towards ensuring continued improvement, we have reviewed and streamlined our processes to improve and tighten the procedures at construction sites. We believe that balancing environmental compliance with sustainable business development is essential for the well-being of future generations.

Our commitment to reduce, reuse, and recycle (“3Rs”) in our daily operations demonstrates our efforts in being an environmentally compliant, responsible organisation, and we believe in prioritising sustainable practices and being mindful of our resource consumption.



**Target:** We will explore recycling programmes to sustain a clean and green environment within our operations, as well as continue to actively promote responsible usage of resources. We also target to have 0 environmental-related regulatory fines from authorities.



# GRI STANDARDS CONTENT INDEX

<b>Statement of use</b>	<b>King Wan has reported the information cited in this GRI content index for the period 1 April 2022 to 31 March 2023 with reference to the GRI Standards.</b>	
<b>GRI 1 used</b>	GRI 1: Foundation 2021	
<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	4
	2-2 Entities included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	15
	2-5 External assurance	3
	2-6 Activities, value chain and other business relationships	4
	2-7 Employees	16-18
	2-8 Workers who are not employees	None
	2-9 Governance structure and composition	AR 21
	2-10 Nomination and selection of the highest governance body	AR 26
	2-11 Chair of the highest governance body	AR 19
	2-12 Role of the highest governance body in overseeing the management of impacts	3
	2-13 Delegation of responsibility for managing impacts	3
	2-14 Role of the highest governance body in sustainability reporting	3
	2-15 Conflicts of interest	25
	2-16 Communication of critical concerns	8
	2-17 Collective knowledge of the highest governance body	3
	2-18 Evaluation of the performance of the highest governance body	AR 27-28
	2-19 Remuneration policies	AR 28
	2-20 Process to determine remuneration	AR 28-29
	2-21 Annual total compensation ratio	Unable to disclose due to confidentiality constraints
	2-22 Statement on sustainable development strategy	3
	2-23 Policy commitments	5

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2021</b>	2-24 Embedding policy commitments	5
	2-25 Processes to remediate negative impacts	8
	2-26 Mechanisms for seeking advice and raising concerns	8
	2-27 Compliance with laws and regulations	24-25
	2-28 Membership associations	9
	2-29 Approach to stakeholder engagement	8
	2-30 Collective bargaining agreements	None
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	10
	3-2 List of material topics	10
	3-3 Management of material topics	11-25
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	11
<b>GRI 205: Anti-corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken	11
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	12-13
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	14
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	14-15
	305-2 Energy indirect (Scope 2) GHG emissions	14-15
<b>GRI 306: Waste 2020</b>	306-3 Waste generated	15
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	18
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	19
	403-5 Worker training on occupational health and safety	19
	403-9 Work-related injuries	19
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	20
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	21
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	22-23
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	23



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