



# SUSTAINABILITY REPORT 2023

An aerial photograph of a swimming pool area. At the top, there are three lounge chairs with white towels and two large teal umbrellas on a wooden deck. The pool is blue, and a person is swimming in the middle. The bottom half of the image shows lush green palm trees and foliage.

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# BOARD STATEMENT

Dear Stakeholders,

Keong Hong Holdings Limited (“Keong Hong” or “the Group”) is now in its 6th year of formally reporting its sustainability efforts although the Group has always held sustainability, corporate social and environmental responsibilities as important principles which underpinned our business operations.

In this report, we have set out our key initiatives, both new and continuing, which are driving our overarching ESG strategy and priorities. Our sustainability framework was developed to address seven priorities categorised into environmental, social and governance areas. These priorities also aligned closely with the United Nations Sustainable Development Goals (“UN SDGs”), the ongoing attainment of which is a global effort and which is an integral part of our Group’s long-term sustainability focus.

The Board has been closely involved in the sustainability journey, considering sustainability issues such as environmental, social and economic topics that were identified by the Sustainability Task Force (“STF”) as part of the Group’s business strategy formulation. The Board members have attended ESG courses as part of our sustainability training, which have given us a strong grasp of matters such as ESG developments, value-creation through sustainability and the latest updates and requirements for sustainability and climate-related risk reporting. This, aside from regular interactions with the STF to ensure that the Group is on track to achieve our long-term sustainability objectives, has enabled us to remain immersed in the Group’s sustainability journey.

We are proud to report that the Group has attained new milestones in its sustainability efforts. With respect to our environmental priorities, innovation continued to be a key driver in our efforts to minimise our environmental impact. We completed the installation of solar panels on the rooftop of our Chin Bee Factory this year. The installed panels will provide low-carbon energy to our factory operations and will potentially provide excess solar energy to the electrical grid. We are also tapping on solar energy to power noise meters and traffic warning signs. With the use of solar energy, we aim to further reduce carbon emissions due to energy use in our factory. We expect to realise an energy output of 6.1 million kWh over the next 12 years, leading to energy savings and helping the Group realise our environmental sustainability goals. While there may be areas where we have fallen short of our targets, we will be working hard to attain our targets for FY2024, barring unforeseen circumstances beyond our control.

The report sets out in great detail all our sustainability goals, efforts, achievements, benchmarks and targets in accordance with required reporting standards set out by the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Rules 711A and 711B and internationally recognised Global Reporting Initiative (“GRI”) Standards together with its latest Universal Standards 2021. Allow us to highlight some of the more notable achievements for FY2023.

We have committed using Green Financial Facilities for our green projects namely the Addition and Alterations (“A&A”) works to Grand Hyatt Hotel Singapore which will help in the attainment of Green Mark Platinum. We adhered 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.

Protecting biodiversity continues to be key in our environmental preservation efforts. Our efforts in this area are largely concentrated in the Maldives where we continued to maintain the corals at our corals nursery and those transplanted to our Ocean Villas and Aqua Villas. We are happy to report that our coral nursery is healthy, thriving and exhibiting a vibrant ecosystem with flourishing coral colonies. A wide variety of coral species and a diverse fish community have inhabited the area, contributing significantly to the preservation and promotion of biodiversity in the area.

Our social priorities include the health and safety of our workers, commitment to the wellbeing and skills development of our people as well as community efforts and outreach. Worker health and safety were emphasised through programmes such as our quarterly 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 continued to upskill and reskill our workers through programmes such as our CoreTrade and multi-skills training which covers 35% of our workforce to ensure that their full potential is realised. Gender, racial and age diversity figured prominently in our efforts to build an inclusive workplace, where ideas, contributions and efforts are valued and rewarded. With 112 employees with more than 10 years of service, which is 21.2% of total employees as of 30 September 2023, this is a testament of the Group’s exemplary labour management.

We are deeply committed to the betterment of society and have supported educational and training programmes by local tertiary institutions such as offering traineeship opportunities since 2018 to ensure a future generation of talented workers in the building and construction field.

The Board remains committed to overseeing and guiding the Group’s sustainability efforts. We will endeavour to keep striving for new achievements in all our sustainability focus areas.

We would like to conclude by extending our appreciation to all our partners, business associates, customers and other stakeholders who have journeyed with us, and continue to do so, towards a sustainable future.

Board of Directors

# ORGANISATION PROFILE

Keong Hong Holdings Limited (“Keong Hong” or “the Group”) is publicly listed on the Mainboard of the Singapore Exchange Securities Trading Limited. The Group’s core 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 and Maldives.

The Group first ventured 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.

Under the guidance of a qualified and experienced management team with a staff strength of more than 500 employees, Keong Hong has built a strong reputation and record of accomplishment for its commitment to quality and service standards over its 40 years history. 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 offers a wide range of building construction services to both private and public sectors for residential, commercial, institutional, industrial and infrastructural projects.

The Group’s distinguishing strengths are our innovative technologies and technical capabilities, supported by our commitment to quality, safety, timely delivery and customer service. These underpin our continuous ability to secure projects from our repeat clients. The Group has pioneered several innovative technologies and processes in the construction industry that are widely adopted, such as the Silent Jack-In Spun Piling System in residential projects and Intelligent Computerised Auto-Climb Peripheral Platform.

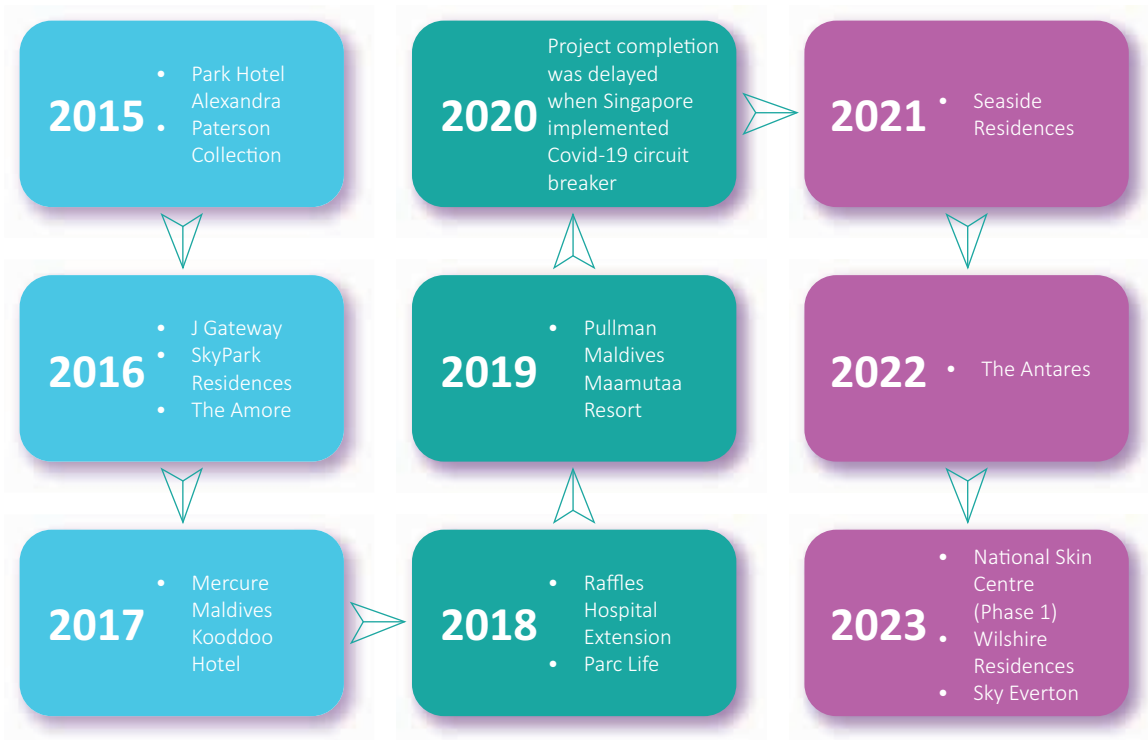
Drawing upon our extensive technical expertise and years of accumulated experience, Keong Hong has evolved into a Design and Build main contractor capable of taking on complex projects with full responsibility in design development for structure, mechanical and electrical services. Additionally, our proficiency in hotel and resort development encompasses architectural design.

As a Design and Build main contractor, we have successfully expanded our job horizon beyond that of conventional construction projects. We have cemented our position as a reputable main contractor, demonstrating our expertise in the Design and Build of condominium projects, hotel and resort projects, alternative design using Top-Down Construction Methodology for complex basement for commercial and institutional projects. Our Design and Build capabilities, coupled with our construction expertise, are often harnessed through our joint ventures to create value added propositions that have won us many development projects, for example, SkyPark Residences, The 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 building construction projects:

Project	Sector	Year of Temporary Occupation Permit ("TOP") Obtained	Remarks
National Skin Centre	Medical/Healthcare	Phase 1C: TOP obtained 6 February 2023 Phase 2: Q3 2024 (estimated)	<ul style="list-style-type: none"> <li>Keong Hong's first advanced precast project using precast columns, precast beams, precast hollow core slabs and in-situ concrete topping.</li> </ul>
Grand Hyatt Hotel Singapore (a Green Mark Platinum project)	Hospitality	Phase 1: Q1 2024 (estimated) Phase 2: Q4 2024 (estimated)	<ul style="list-style-type: none"> <li>Additions and alteration works to existing Grand Hyatt Hotel Singapore consisting of 21-storey Grand Wing and 12-storey Terrace Wing with 4 basements car-park.</li> <li>Involving major retrofitting to the guest rooms and restaurants and upgrading of Mechanical Electrical Plumbing ("MEP") plant rooms and equipment.</li> </ul>
Sky Eden @ Bedok	Residential/Commercial	Q4 2025 (estimated)	<ul style="list-style-type: none"> <li>Project requires basement wall and raft slab to be retained. Foundation designed to be strengthened with underpinning using micropiles. Project is targeted to achieve Green Mark GoldPLUS Award.</li> </ul>
Solitaire on Cecil	Commercial	Q3 2026 (estimated)	<ul style="list-style-type: none"> <li>Demolition of existing building. Existing basement wall to be retained. Using top-down approach for the construction of 20-storey office building with two basements. Precast columns and hollow core slabs are used for the construction of officer tower. Project is targeted to achieve Greenmark (Platinum) Award.</li> </ul>

#### PROPERTY DEVELOPMENT

Keong Hong began our ventures in property development from 2012 and has since developed six residential projects in Singapore. Our strategic approach of partnering with well-established property developers to collectively undertake residential development projects enables the Group to leverage on shared 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%

# 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 2022 to 30 September 2023 ("FY2023").

This FY2023 Sustainability Report is the 6th 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 and in compliance to Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules 711A and 711B. We have also referred to the United Nations Sustainable Development Goals. The GRI standards were selected as it is one of the universally recognized 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 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 biodiversity and conservation efforts in Maldives.

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

Two restatements have been made for the Group's FY2022 Emissions Intensity and Water Intensity values, respectively. Please refer to *Our Environment: Energy and Emissions* and *Our Environment: Water and Effluents* for more information.

## 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 an external Environmental, Social and Governance ("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. The Group has incorporated the sustainability reporting process as part of 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](mailto:ir@keonghong.com).

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

# SUSTAINABILITY STRATEGY OVERVIEW

## OUR MISSION

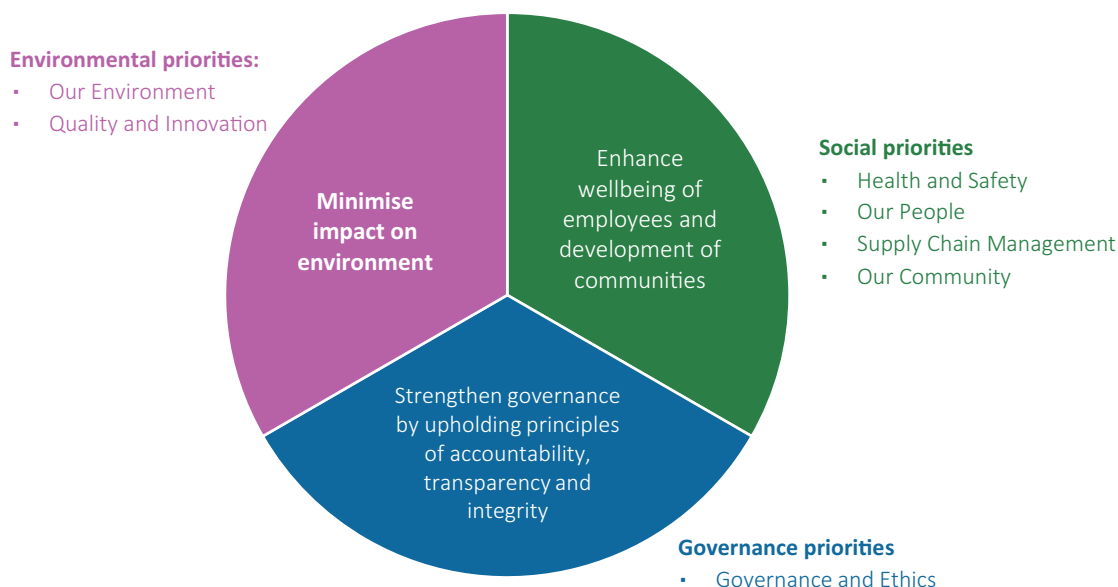
To be a forward-looking company with a commitment to corporate social responsibility, built on a strong foundation of transparency, governance and ethics that creates value for our stakeholders.

## 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

In line with the material topics identified, we have developed a sustainability framework that will guide our efforts in addressing seven core 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 all new projects commenced in 2023. 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, the Group has completed the installation of solar panels on the rooftop of our Chin Bee Factory, which will deliver renewable solar energy to the factory, further reducing the carbon emissions due to energy use at the factory. This arrangement is expected to yield a guaranteed energy output of 6.1 million kWh over the next 12 years, leading to energy savings and helping the Group realise our environmental sustainability goals.

The Group has maintained a reputation in Singapore and Maldives, within the building, construction, and hotel management sectors. The Group has effectively seized expansion opportunities, achieved new revenue streams and harnessed fresh capabilities and possibilities, all while remaining committed to its sustainability objectives. Keong Hong has also been commended for adopting highly innovative solutions in our construction projects to reduce wastage, increase efficiency and enhance productivity.

In addition, the Group remains firmly dedicated to preventing pollution and injury in all its construction operations. We are committed to providing customers with reliable, prompt and quality service at a competitive cost. We strive to provide quality products and services to meet customer requirements through timely project completion, adherence to relevant legal and regulatory standards, quality workmanship, good safety standard and minimising our environmental impacts.



# SUSTAINABILITY STRATEGY OVERVIEW

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.




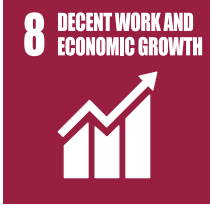

## Enhance wellbeing of employees and development of communities







The Group continues to ensure that our employees are motivated to excel and rewarded for jobs well done, such as through the Building and Construction Authority's ("BCA") Construction Quality Assessment System ("CONQUAS") Incentives. Additionally, the Group strives to ensure both racial and gender diversity in our workforce to provide unique perspectives on issues that the Group faces.

Further, the Group will continue in its support for charitable organisations, striving to improve the well-being 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
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	Goal 3: Good Health and Well-being	Prioritise employee's health and safety in our daily operational work.	<ul style="list-style-type: none"> <li>Health and Safety</li> <li>Our People</li> </ul>
 <p><b>6</b> CLEAN WATER AND SANITATION</p>	Goal 6: Clean Water and Sanitation	Manage waste and effluents responsibly before discharging into water bodies.	<ul style="list-style-type: none"> <li>Our Environment</li> </ul>
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	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.	
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	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"> <li>Health and Safety</li> <li>Our People</li> <li>Our Community</li> </ul>
 <p><b>9</b> INDUSTRY INNOVATION AND INFRASTRUCTURE</p>	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"> <li>Quality and Innovation</li> <li>Supply Chain Management</li> </ul>

Relevant UN SDGs	The Group's Position		Relevant Sections in the Report
 <p><b>11</b> 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"> <li>• Our People</li> </ul>
 <p><b>12</b> 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"> <li>• Our Environment</li> </ul>
 <p><b>13</b> 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"> <li>• Our Environment</li> </ul>
 <p><b>14</b> 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><b>15</b> 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><b>16</b> 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"> <li>• Governance and Ethics</li> </ul>

# ESG PERFORMANCE HIGHLIGHTS AND AWARDS

## 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 Kooldoo Hotel	BCA Green and Gracious Builder (GGBS) Award (Excellent) (2022)	Ministry of Manpower (MOM) Certificate of Merit for Safety Performance Awards
bizSAFE Star Certificate	ISO 9001:2015 and SS ISO 9001:2015 Certificate of Registration (Quality Management System) for design management and building construction services	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 14001:2015 and SS ISO 14001:2015 Certificate of Registration (Environmental Management System)
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 Executive 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)	ISO 9001:2015 and SSWSHC Workplace Safety and Health Performance Awards (WShPA) for Punggol Regional Sports Centre – Hyundai Keong Hong JV Limited Partnership (2021) ISO 9001:2015 Certificate of Registration (Quality Management System) for design management and building construction services	Royal Society for the Prevention of Accidents (RoSpa) Health and Safety Gold Award (2022)	
	BCA Construction Excellence Award (Merit) for National Skin Centre (2023)	MOH Holdings Certificate of Appreciation as Main Builder for National Skin Centre (2023)	

We will continue our sustainability development efforts and improve the quality of our service. Our target is to achieve BCA CONQUAS Assessment rating of at least 94.5, zero fatal injury rate on all project sites, monitor the combined 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. We continue to nurture a proactive safety culture by empowering all employees to account for their own safety and encourage everyone to share their concerns and suggestions to create a safe and positive work environment.

# STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

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

# STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

The Group considers the interests and concerns of internal and external stakeholders when identifying the material 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 2022 report. However, some minor changes to GRI topic disclosures have been made in this year's report, following input from various stakeholders. These changes are:

- Addition of **GRI 416: Customer Health and Safety 2016** to the material topic "Health and Safety" to address how Keong Hong ensures the highest quality and safety of our construction projects; and
- Removal of **GRI 202: Market Presence 2016** from the material topic "Our Community" as Keong Hong's operations are in Singapore.

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
	Building and Construction	GRI 413: Local Communities 2016
Health and Safety	The Group	GRI 403: Occupational Health and Safety 2018
	Building and Construction	GRI 416: Customer Health and Safety 2016
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 Environmental Assessment 2016
		GRI 414: Supplier Social Assessment 2016
Our Community	The Group	GRI 201: Economic Performance
		GRI 203: Indirect Economic Impacts 2016
		GRI 204: Procurement Practices 2016
		GRI 413: Local Communities 2016

# GOVERNANCE AND ETHICS

Strong corporate governance has enabled the Group to navigate and manage key sustainability issues ensuring 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.

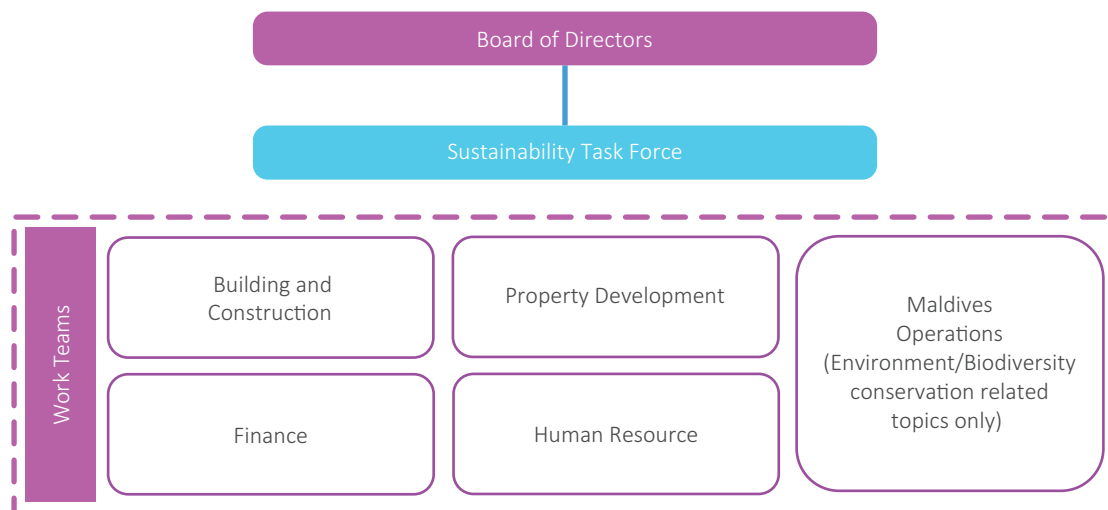
Review of new regulations and updates to existing regulations are regularly conducted by our employees, our secretarial firm and our financial auditors. New regulations and updates are disseminated to relevant staff during management review meeting and/or reflected in the ISO related documents. Processes 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 by email, 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 FY2023, there were zero incidents of non-compliance with social and economic laws and regulations.

## SUSTAINABILITY GOVERNANCE

The Group is committed to upholding corporate governance principles. Four out of seven Board members are independent directors. In addition, all members of Board committees (Audit and Risk, 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.



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 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 2023 for more details.*

# GOVERNANCE AND ETHICS

## ETHICS AND INTEGRITY

### Anti-Corruption

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

Keong Hong maintains 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 regarding gifts and entertainment. The Group’s “No Gift/Cash Policy” is circulated bi-annually to all employees via email. 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 an Annual Declaration of Independence Form on a yearly basis. This policy aims to prevent any unfair appointment of suppliers due to employees 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 2023, there were zero incidents of corruption activities across businesses managed by Keong Hong.

## WHISTLE-BLOWING POLICY

The Group has implemented a Whistle-Blowing Policy that offers accessible channels for employees, shareholders, clients, consultants, vendors, contractors and sub-contractors, to raise concerns about possible improprieties in financial reporting or other matters, including tax 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.

In FY2023, there were no incidents of concern reported to the Audit Committee.

## EMPLOYEE ANTI-GAMBLING POLICY

At Keong Hong, we are committed to fostering a productive and healthy work environment for all our employees. This includes the well-being of our employees. To this end, we have implemented an Employee Anti-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 Organisation-Facilitated-Casino-Self-Exclusion has received full support and participation from our company workforce, including all 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 Organisation (“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.

## PROTECTING CUSTOMER PRIVACY AND DATA

The Group takes utmost care in protecting our customers’ privacy and data and strictly adheres to the Personal Data Protection Act (2012). We have implemented a personal data protection policy and all new employees must complete an acknowledgement form after being briefed on 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 FY2023, 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 and Malaysia, 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 stay abreast of significant changes, as and when required. 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 periodically 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	Performance in FY2023	Status in FY2023	Status in FY2022
<b>Group Level</b>	Conduct at least <b>1</b> SGSecure briefing at workplace	We have complied and conducted at least one SGSecure briefing at the workplace.	●	●
	<b>Zero</b> incidents of socioeconomic non-compliance (For Health and Safety, refer to <b>section: "Health and Safety"</b> )	There were no incidents of socioeconomic non-compliance.	●	●
	<b>Zero</b> instances of data breaches	There were no instances of data breach.	●	●
	<b>Zero</b> cases of corruption	There were no cases of corruption.	●	●

Status: ● Met ● Partially met ● Not met



# QUALITY AND INNOVATION

The Group is a pioneer in adopting leading technologies in its production processes and has accelerated its integration 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, positioning us for continued growth and success 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

As a result of the Group's efforts in enhancing quality and productivity through technology integration, our construction projects have brought about indirect economic benefits to both the local community and the industry. Our construction projects necessitate the expertise of direct/indirect suppliers and specialists – concrete, reinforcement, tiles/stone and furniture, which generates business opportunities within and among the supply chain.

Design for Manufacturing and Assembly ("DfMA") technologies have been fully integrated into our manufacturing process. The Prefabricated Prefinished Volumetric Construction ("PPVC"), PBU and MEP module, which 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.



Keong Hong's VR Studio equipped with advanced digital software to provide virtual representations of complex building features, aiding coordination within project teams and enhancing project efficiency.

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 completed residential projects, namely The Antares, Sky Everton and Wilshire Residences.

We have set-up a drone team and have sent them for certified drone trainings, comprising of practical and theory sessions. At the end of these sessions, the team will obtain a license to operate drones for our building construction projects. The versatile applications of these drones include pre-construction and initial site surveys, safety site surveillance, project monitoring and reporting and building façade inspection.

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.



# QUALITY AND INNOVATION

The Group recognises that our sustainable practices present a competitive advantage for the emissions performance of the Group. We have completed the installation of solar panels on the rooftop of our Chin Bee factory in 2023. The installed solar panels will yield substantial annual energy savings for 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.



Solar panels installed on West facing roof of Chin Bee Factory, West and East facing roofs, covering a total area of 4,008 m<sup>2</sup>. Solar panels will supply 6.1 million kWh of solar energy to Chin Bee Factory in the next 12 years.

In addition, we are embarking on the journey of digitalising our finance management processes by utilising an online platform that serves to automate and accelerate the invoice and payment processes with our subcontractors, vendors and suppliers.

## ON-SITE QUALITY CONTROL AND DEFECT MANAGEMENT

We have utilised high productivity software based on mobile and cloud technology 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 Hotel Singapore refurbishment project, providing a fully integrated cloud based document submission and approval platform among client, consultants and contractors, enhancing site productivity and document traceability.

## 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 Airsquire 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 centralizes and streamlines processes that will be an integrated digitized 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.

**QUALITY AND INNOVATION TARGETS**

Segment	Annual Target	Performance in FY2023	Status in FY2023	Status in FY2022
<b>Building and Construction</b>	Maintain the ISO 9001 certification	ISO 9001 certification has been maintained in FY2023.	●	●
	Achieve a BCA CONQUAS score above 94.5	The Antares: 94.6	●	●
	Perform water tightness test for all façade windows and ensure zero incidents of water leakage through windows	Water tightness test has been performed for all façade windows and there were no incidents of water leakage through windows.	●	●
	Adopt Novade defect management software to manage and monitor quality on-site to ensure minimal defects	Both National Skin Centre and Grand Hyatt Hotel Singapore developments have adopted Novade defect management software.	●	●

Status: ● Met    ● Partially met    ● Not met

# OUR ENVIRONMENT

Environmental stewardship holds utmost importance in the Group's operations. We have dedicated substantial effort to promote energy and resource efficiency, along with the use of recycled materials wherever possible in our Building and Construction operations. Improving energy efficiency has helped the Group achieve lower production costs while also tackling 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 implemented measures to restore and preserve the surrounding natural biodiversity. This is not only central to our business viability, but also 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.

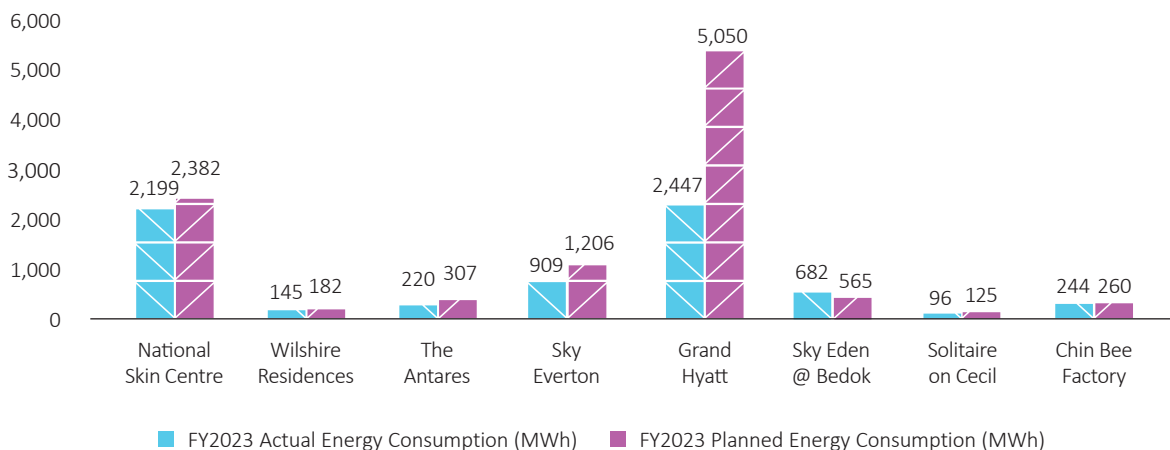
The Group endeavours to draw energy from renewable sources instead of non-renewable sources. This is to preserve the environment, reduce production and operating costs and meet compliance standards. Wherever feasible, the Group uses green label appliances and energy efficient light fittings to reduce energy consumption and emissions. Installation of solar panels on the rooftop of our Chin Bee Factory has been completed in 2023. The installed solar panels provide low-carbon energy to our operations in the factory and will potentially provide excess solar energy to the electrical grid. The Group also taps on solar energy to power noise meters and traffic warning signs.

While the Group strives to reduce energy and emissions wherever possible, diesel-powered generators are still required as part of our operations.

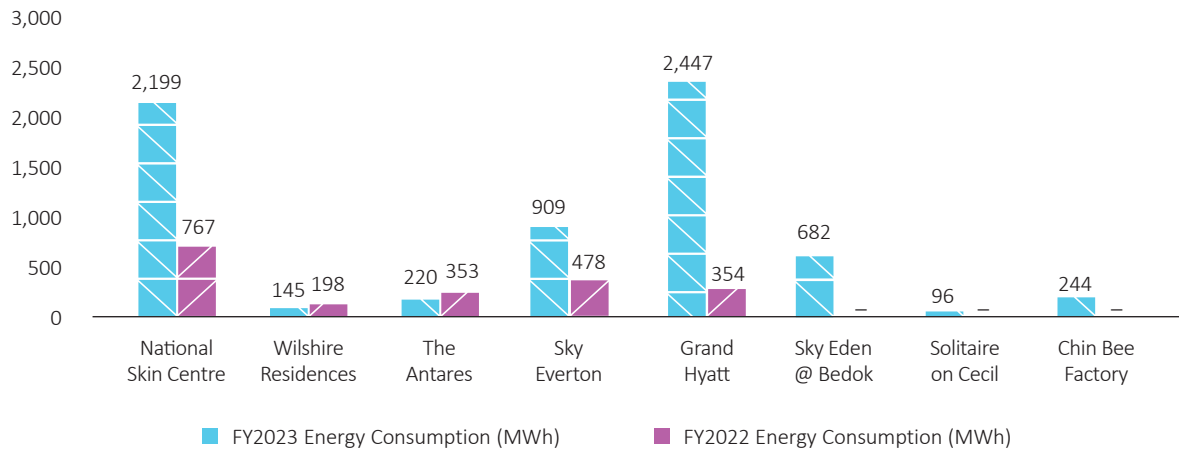
In FY2023, our total electricity consumption amounted to 5,533 MWh, with an additional 1,409 MWh derived from diesel usage.

The Group is committed to achieving our planned objectives and targets to ensure that we are operating sustainably. We have achieved our planned energy consumption for FY2023 for all projects except Sky Eden @ Bedok. This was largely due to extensive demolition works, requiring greater machine use and hence higher diesel consumption. We strive to reduce energy consumption for all building and construction projects. See below for charts for energy consumption for ongoing and completed projects for FY2023.

**FY2023 Energy Consumption (Actual vs Planned)**  
(Electricity and Diesel)

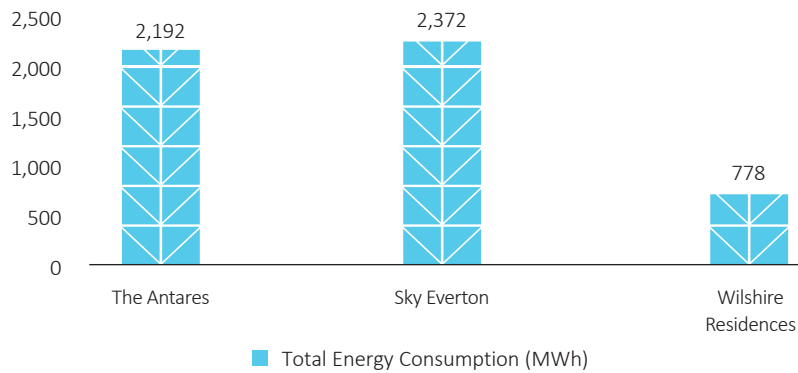


**FY2023 Energy Consumption**  
(Electricity and Diesel)



As three projects achieved completion in FY2023, we have quantified the total energy consumption, water consumption and waste generated for The Antares (TOP obtained December 2022), Sky Everton and Wilshire Residences (both obtained TOP in August 2023). The chart below illustrates the total amount of energy consumed for the construction of these projects.

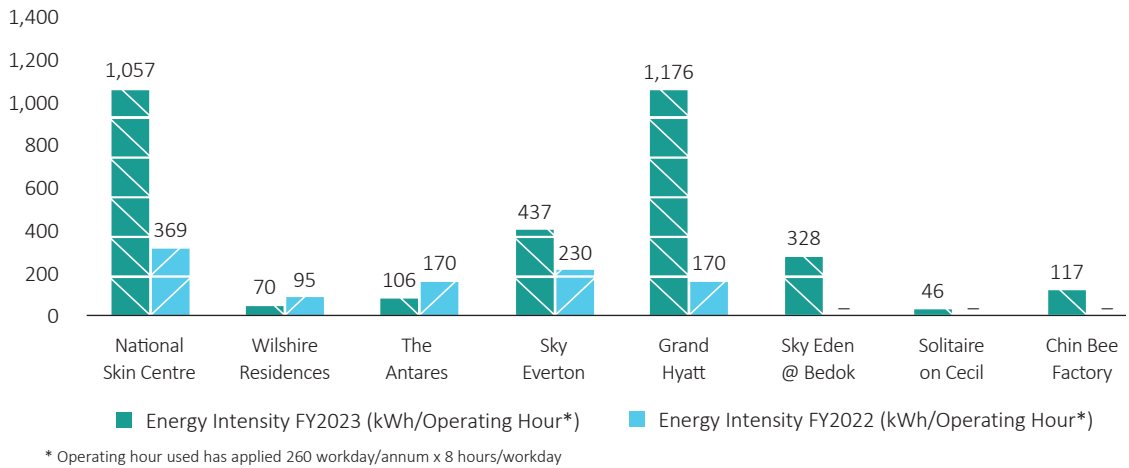
**Total Energy Consumption of Completed Projects**  
(Electricity and Diesel)



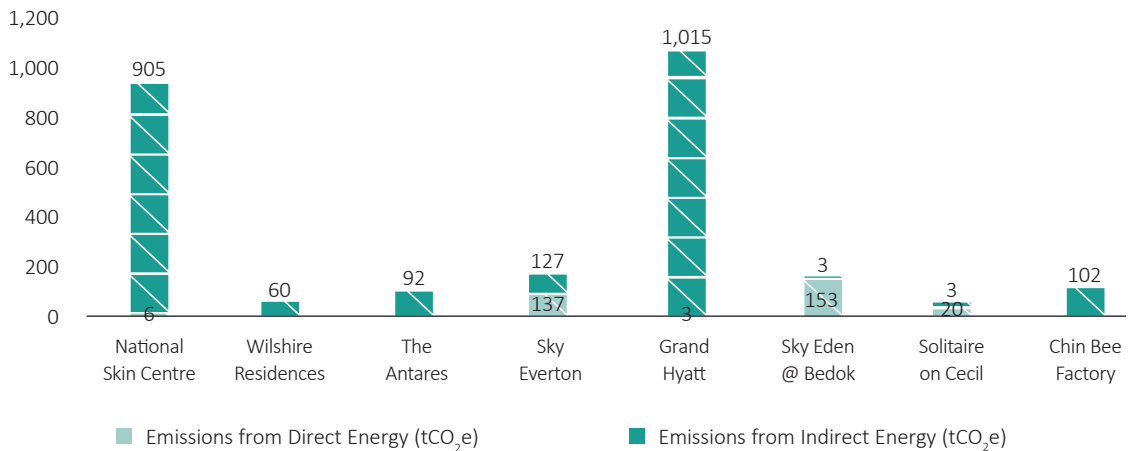
Our energy consumption has increased to 6,942 MWh on a group level compared to 2,150 MWh in FY2022 while our total emissions have increased from 1,351 tCO<sub>2</sub>e in FY2022 to 2,626 tCO<sub>2</sub>e in FY2023. This increase is due to the increase in the number of projects as well as the greater energy consumption in National Skin Centre and Grand Hyatt. During the handover from Phase 1C to Phase 2 at National Skin Centre, the air-conditioning needs to be continuously switched on. Similarly, at Grand Hyatt, the air-conditioning has to remain operational to prevent molding on interior finishes substantially completed in Phase 1. Both buildings rely on a central cooling system, resulting in increased electrical consumption and Scope 2 emissions. Additionally, in FY2023, Grand Hyatt, saw a surge in construction activities, particularly with the commencement of Addition and Alteration (“A&A”) works in the Grand Wing, leading to increased Mechanical, Electrical and Plumbing (“MEP”) activities and testing.

# OUR ENVIRONMENT

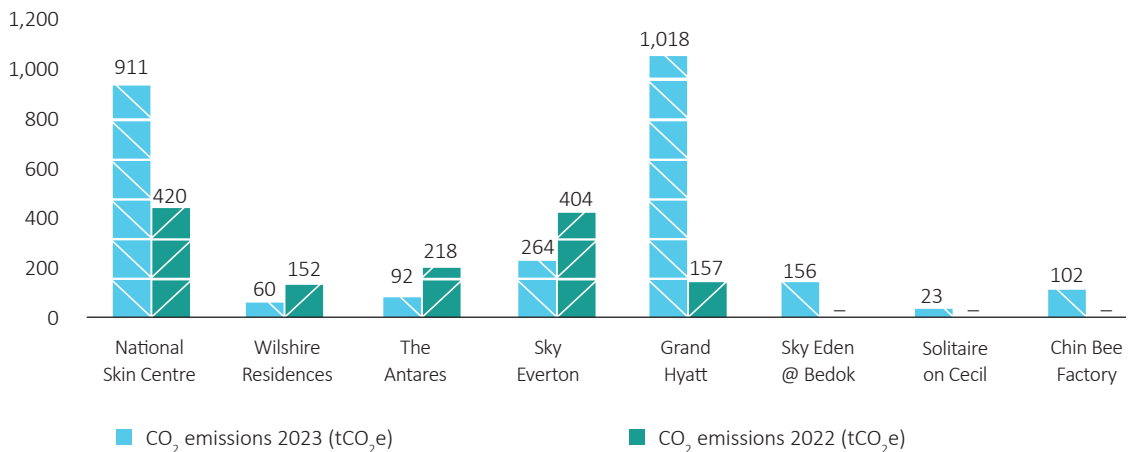
**Energy Intensity**  
(Electricity and Diesel)



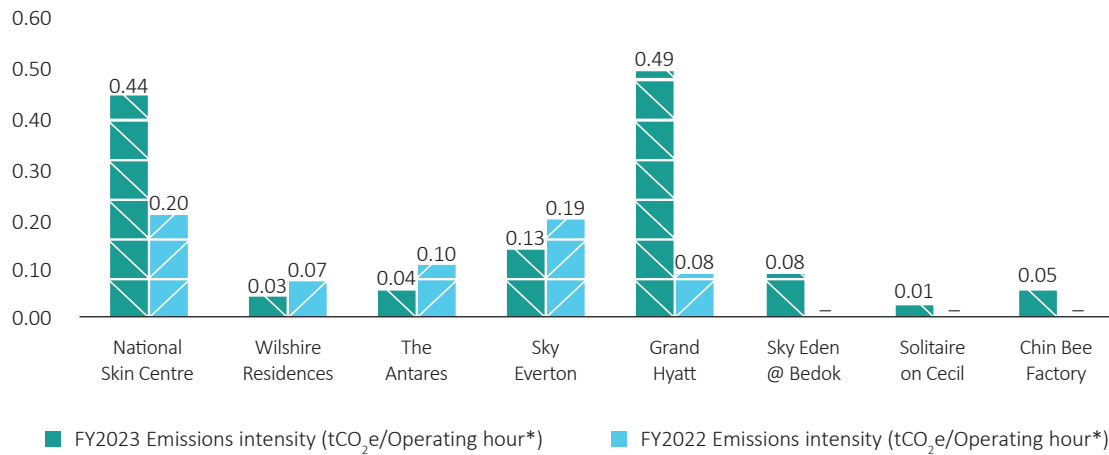
**Breakdown of Direct (Scope 1) and Indirect (Scope 2) GHG Emissions in FY2023**



**CO<sub>2</sub> Emissions**  
Scope 1 and Scope 2



Emissions Intensity



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

Restatement #1: In the calculation of Emissions Intensity in FY2022, Keong Hong applied the denominator (Operating hour) inaccurately. The Emissions Intensity for FY2022 has been restated as follows:

Project Name	FY2022 Emissions intensity (tCO <sub>2</sub> e/Operating hour*) – Published	FY2022 Emissions intensity (tCO <sub>2</sub> e/Operating hour*) – Corrected
National Skin Centre	13	0.20
Wilshire Residences	5	0.07
The Antares	7	0.10
Sky Everton	12	0.19
Grand Hyatt Hotel Singapore	5	0.08

Property Development and Investment

The Group incorporates energy-efficient features in our facilities to conserve daily energy usage. These include occupancy sensors for toilets, LED lights at corridors and green label products for photocopier machines. 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.

For both Mercure Maldives Kooodoo Hotel and Pullman Maldives Maamutaa Resort, we are exploring adding batteries to the solar energy systems in both resorts, as well as increasing the solar capacity to reduce genset operation and increase diesel and financial savings.

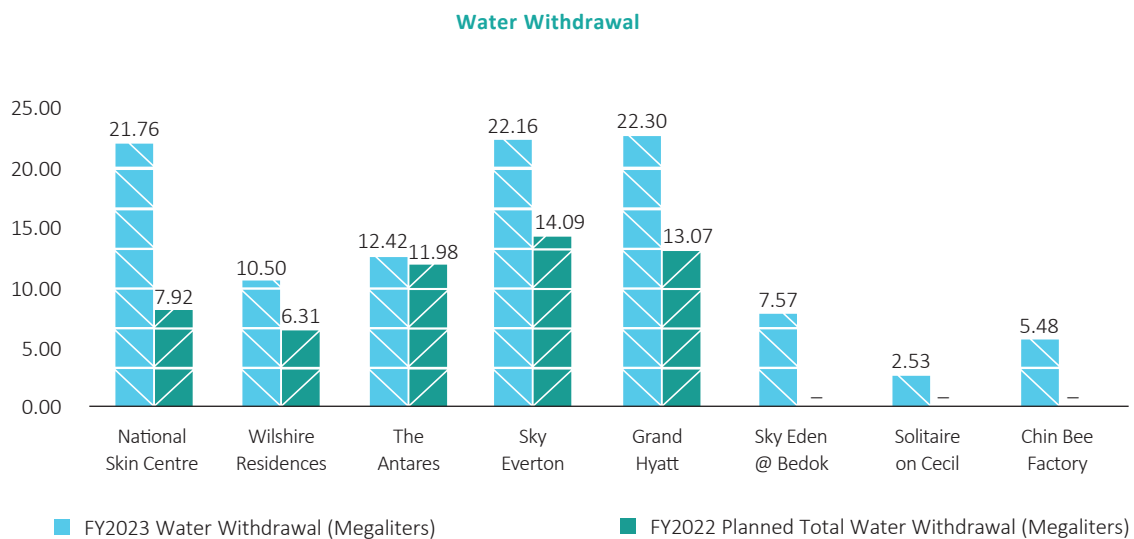
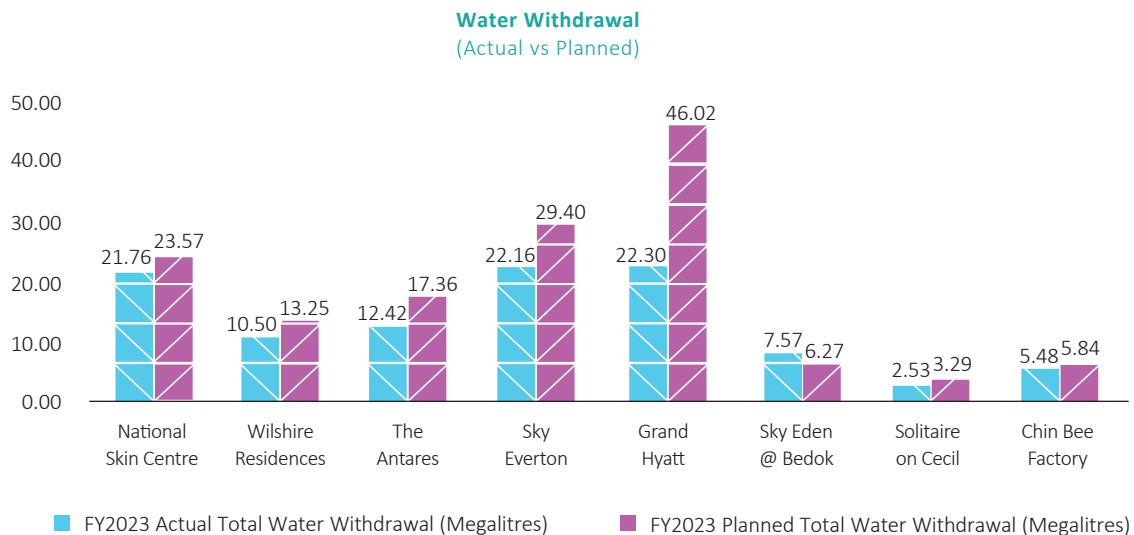


# OUR ENVIRONMENT

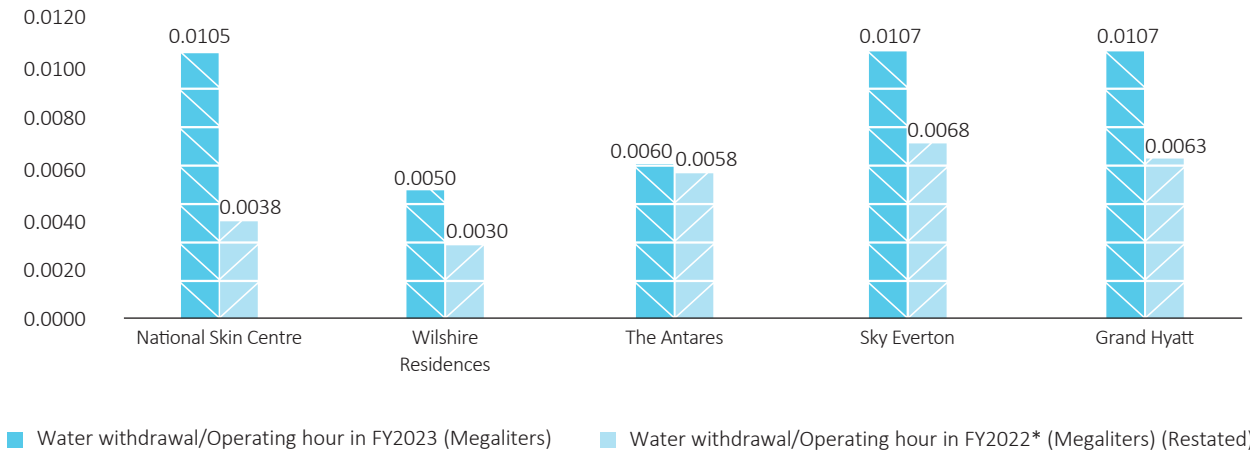
## WATER AND EFFLUENTS

### Building and Construction

At Keong Hong, we are committed to reducing water withdrawal. Based on Keong Hong's estimation, amount of water discharge is insignificant for all projects. As such, amount of water withdrawn is the considered the same amount of water consumed at construction sites to ensure sustainable operations. The total water withdrawal for FY2023 is 104.72 Megalitres for freshwater from public utilities. The amount of water withdrawal is greater in FY2023 as compared to FY2022. This is primarily due to the continuous operation of the central air-conditioning system during handover phases in National Skin Centre and Grand Hyatt, involving chillers and cooling towers. For Sky Everton, The Antares and Wilshire Residences, there was increased water consumption towards the completion of the projects due to more cleaning activities and filling of swimming pools for residents. However, the actual water withdrawal for all projects, except Sky Eden @ Bedok, is lower than planned, highlighting the effectiveness of our water conservation efforts. The higher actual water consumption at Sky Eden @ Bedok can be attributed to its demolition activities, which necessitated enhanced dust control measures. In FY2023, the water withdrawal for Singapore projects are as follows:



Water Intensity



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

Restatement #2: In the calculation of Water Intensity in FY2022, Keong Hong applied the denominator (Operating hour) inaccurately. The Water Intensity for FY2022 has been restated as follows:

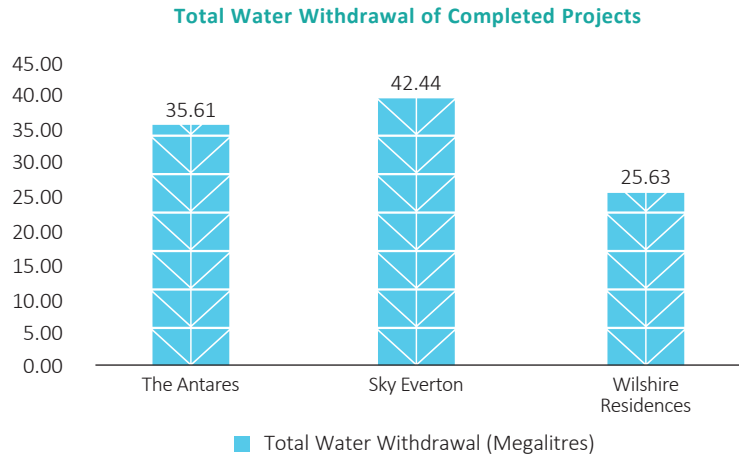
Project Name	FY2022 Water intensity (Water Withdrawal/Operating hour*) (Megalitres) – Published	FY2022 Emissions intensity (Water Withdrawal/Operating hour*) (Megalitres) – Corrected
National Skin Centre	0.24	0.0038
Wilshire Residences	0.19	0.0030
The Antares	0.37	0.0058
Sky Everton	0.43	0.0068
Grand Hyatt Hotel Singapore	0.40	0.0063

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. We endeavour to implement more water conservation measures to further reduce water consumption on-site.

In FY2023, there was no significant negative impacts on any water sources.

# OUR ENVIRONMENT

The total amount of water withdrawn throughout the construction phase for our three completed projects is shown in the chart below.



## WASTE MANAGEMENT

### Building and Construction

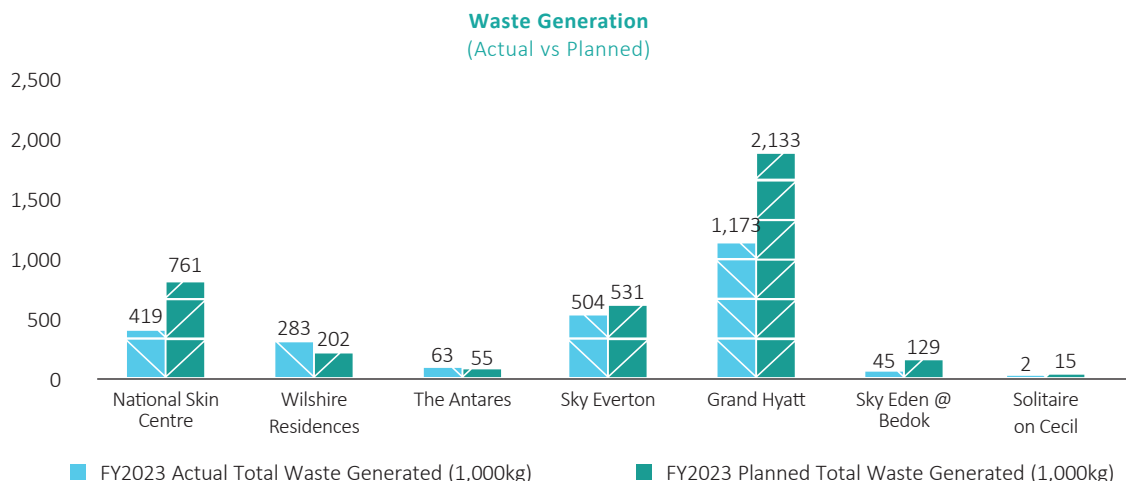
Keong Hong endeavours to manage waste sustainably by implementing technologies and complying with the code of practice.

High standard of workmanship and quality of works are 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 for efficient disposal. Surface run-off water is treated before it is discharged to public drains.

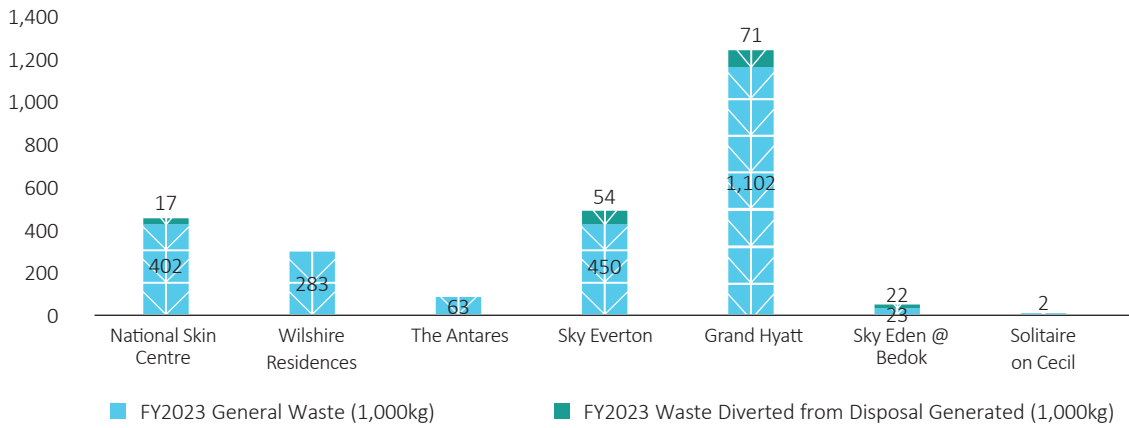
Keong Hong is responsible for the management and disposal of its waste materials, employing only approved methods to minimise any harm to the environment. Excess debris and general construction waste are collected in designated bins for proper disposal by licensed disposal contractors. All left over scrap metal from reinforcement bars are segregated and disposed by licensed waste collectors. Timbers that are not reusable are periodically disposed of by a NEA approved disposal contractor. In FY2023, 2,325 tons of waste was disposed, while 164 tons of scrap metal was diverted from disposal.

Our total waste generated has decreased from 3,092 tons in FY2022 to 2,489 tons in FY2023. This reduction is mainly attributed to the substantial completion of National Skin Centre Phase 1 works in Q1 of 2023, pending the commissioning and testing of mechanical and electrical services. The commencement of National Skin Centre Phase 2 has not begun. Furthermore, three projects (The Antares, Sky Everton and Wilshire Residences) had achieved completion in FY2023. We acknowledge the increase in waste generated for Grand Hyatt Hotel Singapore, which was a result of demolition activities which generated more waste.

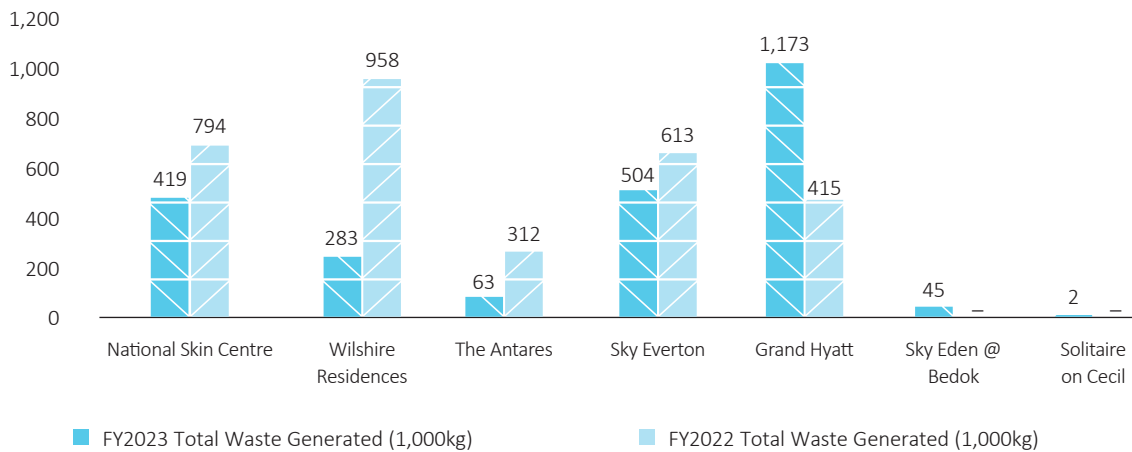
With the exception of The Antares and Wilshire, we have generated less waste than planned for all projects. These two projects obtained their TOP in FY2023, resulting in higher waste volumes generated due to the increased activity associated with the finishing stage. We will strive to monitor and plan our waste generation as well as aim to stay within our planned consumption in FY2024.



**Waste Generation**  
(General Waste and Scrap Metal)



**Waste Generation**



The total amount of waste generated throughout the construction phase for our three completed projects is shown in the chart below.

**Total Waste Generation of Completed Projects**



# OUR ENVIRONMENT

## 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, which is more energy-efficient as compared to the conventional pump system used in previous projects.

At our Kooddoo Airport, Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort, we have a waste management building which is equipped with incinerators, compactors and bottle crushers where waste is divided. We ensure that proper transportation and waste disposal methods are used in accordance to the type of waste.



## 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.



Sewage treatment plant at  
Pullman Maldives Maamutaa Resort

We are diligent in our wastewater disposal practices 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 effectively replaced plastic bottles in the rooms, thereby reducing plastic waste generated.



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 for our gardens. By applying only organic compost, it improves the overall soil structure. Additionally, we have set-up a food waste management system at both resorts, to further minimise our food waste. This Artificial Intelligence (AI) smart food waste tracker to reduce food waste and cost. It tracks food waste data and offers insights to chefs and kitchen staff on how to reduce their food waste by up to 40% and food cost by 2%-8%.



We have also reached out to local residents and companies to recycle used cooking and generator oil. Our organisation is consistently exploring innovative solutions to help improve environmental sustainability.

### 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. This approach coupled with our use of green material, translates into reductions in the carbon footprint of our 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.

Furthermore, to effectively 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.

# OUR ENVIRONMENT

## NOISE AND VECTOR MANAGEMENT

The Group strives to manage noise stemming from construction activities through the utilisation of a set of permissible noise limits and Noise Management Plans (“NMP”) compliant with National Environment Agency (“NEA”) Noise Regulation. To ensure noise levels are kept at a minimum and within the allowable limits set by the NEA, 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 by NEA. Noise barriers are erected around the site to reduce noise from the construction equipment. Furthermore, we mandate the use of ‘silent’ generators, so that noise generated is reduced.

In addition, we have established robust procedures for notifying 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. We conduct daily on-site housekeeping checks to control and pre-empt mosquito breeding. To further mitigate mosquito breeding, the Group engages pest control companies to manage our construction sites. Lastly, we allocate and implement proper disposal systems for construction debris and organic waste to facilitate pest control.

In FY2023, there were 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	
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
Vector breeding	2	3	S\$4,000	\$20,000	0	Two stop work orders
Exceeding construction noise limit	4	3	S\$30,000	S\$53,500	0	–

## PROTECTING BIODIVERSITY

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

The Group has enlisted the expertise of specialists to preserve the vibrant biodiversity of the environment in Maldives. Prior to the commencement of excavation and construction works, our specialists will transplant corals from all project sites to safe areas. The Group has plans to establish a coral conservation programme at the resort which includes a coral garden and coral nursery to preserve the coral reef. We endeavour to uphold the good condition of the coral colonies in the vicinity of our operations.



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 caused by 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 participating in recreational activities, strict rules on activities such as fishing, marine wildlife viewing, snorkelling, diving and scuba, have been established and enforced.



Corals planted on concrete bases are home to fishes and other marine life



Close encounter with marine life at the Aqua Villa

In FY2023 we continued to maintain the corals at our corals nursery and those transplanted to Ocean Villas and Aqua Villas. Our Island Marine Biologist conducts regular assessments of the health and growth of the coral colonies under the Aqua Villa’s viewing panel and the coral garden. Additionally, coral predators are removed once spotted. The coral nursery is thriving, with half of its frames reaching maximum capacity. Different corals species are present and healthy along with a strong and diverse fish community in the surroundings.

The Pullman Maldives Maamutaa Resort boasts a natural lake spanning an estimated area of 4,000 sqm. It is enveloped by well-preserved thick and dense vegetation, making it the key feature of the island. In addition, the Pullman Maldives 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.



Natural lake at Pullman Maldives Maamutaa Resort



# OUR ENVIRONMENT



SolarBee water purifier at Pullman Maldives Maamutaa Resort's 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.

The Group recognises that the Maldives is situated in an area where biodiversity holds particular significance to regulators and other stakeholders. The primary species of concern impact by our operations are the Green Sea Turtle as well as the Hawksbill Turtle. Our staff are trained to identify and respond appropriately during nesting and hatching events.

Scientific Name	English Name	IUCN Red List status <sup>1</sup>	Maldives Red List <sup>2</sup>
<i>Eretmochelys imbricata</i>	Hawksbill Turtle	(CR) Critically Endangered	Critically Endangered under criterion CRA2bcd
<i>Chelonia mydas</i>	Green Sea Turtle	(EN) Endangered	Endangered under criterion A2bcd and B2ab(ii,iii) for the country

## CLIMATE-RELATED DISCLOSURES

In January 2022, SGX has mandated climate reporting on a “comply or explain” basis with climate-related disclosures consistent based on the recommendations of the Task Force on Climate-related Financial Disclosure (“TCFD”) guidelines. We have adopted an ‘explain’ basis for FY2023 as the mandatory requirement would apply to the Materials and Buildings industry commencing 1 January 2024.

### Metric and Targets – Requirement (b) Disclose Scope 1\*, Scope 2#, and if appropriate, Scope 3+ greenhouse gas (GHG) emissions, and the related risks

While we have not identified and assessed climate-related risks for the Group, we have been measuring and disclosing Scope 1, Scope 2, greenhouse gas (GHG) emissions since FY2022. Our Scope 1 and Scope 2 GHG emissions for FY2023 are 319 tCo2e and 2,307 tCo2e respectively.

We will align our sustainability reporting with TCFD recommendations by including disclosures under governance, strategy, risk management, and metrics and targets starting from our FY2024 sustainability report onwards.

<sup>1</sup> Source: <https://www.iucnredlist.org/>

<sup>2</sup> Source: <https://www.environment.gov.mv/v2/en/maldives-red-list>

\* Scope 1 GHG emissions are emissions resulting from the sources owned or controlled by the Group

# Scope 2 GHG emissions are resulted from the generation of purchased electricity consumed by the Group

+ Scope 3 emissions are emissions from sources not owned or controlled by the Group such as the Group's value chain

ENVIRONMENTAL TARGETS

Segment	Annual Target	Performance in FY2023	Status in FY2023	Status in FY2022
<b>Building and Construction</b>	Total cost of electricity, diesel consumption, generator rental and water* – less than <b>1.3%</b> of contract sum per residential project	Target met for all residential projects, except Sky Eden @ Bedok	●	●
	Waste disposal cost** – less than <b>0.2%</b> of contract sum per project for residential project	Target met for all residential projects, except for Wilshire Residences and The Antares	●	●
	<b>Zero</b> NEA/PUB summon for noise, silt and mosquito vector breeding per project over 12 months window period of construction activities	No. of noise summons: 4 (Sky Eden @ Bedok – 2 summons and Grand Hyatt Hotel Singapore – 2 summons)  No. of silt summons: 0  No. of mosquito vector breeding summons: 2 (Sky Everton – 1 summon and Sky Eden @ Bedok – 1)	●	●
	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	Green Mark certification achieved for all new major projects (Sky Everton, Antares and Wilshire Residences).	●	Not applicable as no completed projects for FY2022
	To complete the installation of solar panels at our Chin Been factory by end of December 2022	Solar panels have been installed in 2023. No longer target to achieve from FY2024 onwards.	●	●
<b>Group-Level</b>	Maintain ISO 14001 Environmental Management Systems	ISO 14001 Environmental Management Systems has been maintained.	●	●
	<b>Zero</b> incidents of environmental non-compliance	No incidents of environmental non-compliance.	●	●

\* Target relating to advanced precast project and A&A project at lesser than 0.75% of contract sum per project has been removed from FY2023.

\*\* Target relating to advanced precast project and A&A project at lesser than 0.1% of contract sum per project has been removed from FY2023.

Status: ● Met ● Partially met ● Not met

# HEALTH AND SAFETY

The Group has consistently placed a strong emphasis on strong WSH practices 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 minimize the occurrence of disruptions to our operations.

## OCCUPATIONAL HEALTH AND SAFETY

Workplace health and safety is a priority for the Group. To foster a positive health and safety culture, we have established a Health and Safety Committee with joint management worker representation, complementing 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 enforce stringent 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. This is instrumental in our pursuit of an accident-free work culture.



The Project Manager works together with Safety personnel and the WSH Committee to ensure that the hazard control system planning and design activities always attempt to control hazards through engineering controls first, minimising reliance on the use of personal protective equipment or other control strategies.



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 quarterly Safety Award day for all personnel to celebrate safety milestones and reward individuals who demonstrate exemplary workplace safety behaviour and contribute to project safety. During the ceremony, we recite the safety pledge and conduct safety quizzes 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.

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 at the worksite entrance. Together, we pledge to promote safety and strive for zero accident at our project sites.

We offer 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 FY2023, our workplace fatal Injury rate and workplace injury rate<sup>3</sup> were 0 and 293 respectively. The statistics are below the industry average of 2.9<sup>4</sup> and 491.

There were six recordable work-related injuries in FY2023, including eye and hand injuries. Three of them involved our permanent workers while the other three involved sub-contractor workers. 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
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
Fatalities as a result of work-related injury	0	–	0	–	1,926,220	1,404,000
High-consequence work-related injuries (excluding fatalities)	0	–	0	–		
Recordable work-related injuries (including high-consequence work-related injuries)	3	2	0.31	0.28		

Work related Injuries (Sub-contractors)	Number of occurrences		Rate (Per 200,000 hours worked)		Total Hours Worked	Total Hours Worked
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
Fatalities as a result of work-related injury	0	–	0	–	4,311,680	Data not available*
High-consequence work-related injuries (excluding fatalities)	0	–	0	–		
Recordable work-related injuries (including high-consequence work-related injuries)	3	3	0.14	Rate not available		

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

<sup>3</sup> Workplace Injury Rate =  $\frac{\text{No. of Fatal or Major Workplace Injuries}}{\text{No. of Hours Worked}} \times 200,000$ . Workplace injuries refer to injuries with at least one day of light duty days or medical leave issued.

<sup>4</sup> Based on the latest information released on MOM's website via "Ministry of Manpower (2022) Workplace Safety and Health Report 2022". <https://www.mom.gov.sg/-/media/mom/documents/safety-health/reports-stats/wsh-national-statistics/wsh-national-stats-2022.pdf>

# HEALTH AND SAFETY

The Group engages sub-contractors to perform work such as tiling, plastering, electrical wiring, air conditioning installation and lift installation. Workers from these sub-contractors 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 FY2023, an average of 2,046 sub-contractors worker<sup>5</sup> worked at our construction sites compared to 1,500 in FY2022.

Our safety performance in FY2023 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 minimise the risk of incidents and diseases, we have identified high-risk areas, specifically water bodies and food waste that attract pests such as mosquitos, flies and rodents. We have implemented targeted preventive measures, including the construction of surface and subsoil drainage to control mosquito breeding at water bodies, as well as the engagement of NEA-approved licensed contractors for food waste disposal to prevent food from rotting at our worksites. Additionally, vector control measures like fogging were employed to further address these concerns.



Dust level monitoring, mosquito fogging, as well as noise level monitoring at our worksites

The Group monitors the noise levels of all our projects by using sound level meters, not only to protect our workers health, but also to ensure the well-being of the general public. 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. When necessary, external contractors that are approved by the Ministry of Manpower are also engaged to assess asbestos levels.

We are also cognizant of the noise impact and disruptions that construction activities might bring to the surrounding community at large. Hence, we have established procedures 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.

<sup>5</sup> Based on number of sub-contractors who have worked at the sites, regardless of the number of hours worked at sites.



Inflatable Noise Barrier allows for optimum noise reduction and noise mitigation solution erected on site

The construction industry is commonly associated with both physical injury risks, as well as workplace related ill health due to health hazards. The Group has identified the relevant hazards that pose a health risk to workers and has established robust safeguards to minimize these 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 FY2023.

# HEALTH AND SAFETY

## CUSTOMER SAFETY

Keong Hong takes great pride in the safety of all its construction projects. We recognise that the safety of our work not only reflects our commitment to excellence, but also directly impacts the health and safety of our customers. To ensure these highest standards, we ensure only competent subcontractors and staff are hired to carry out their duties, including risk assessment to mitigate risks. All relevant information relating to Design for Safety (DfS), maintenance and operation manuals are made available to customers.

100% of construction projects were assessed under ConSass (Construction Safety Audit Scoring System). There were zero cases of non-compliance regarding the safety of construction projects in 2023.

## HEALTH AND SAFETY TARGETS

Segment	Annual Target	Performance in FY2023	Status in FY2023	Status in FY2022
<b>Building and Construction</b>	Workplace Injury Rate below 344 per project per year	Workplace Injury Rate in FY2023 was 293 per project per year.	●	●
<b>Group-level</b>	Zero workplace fatalities	No workplace fatalities in FY2023.	●	●
	Zero reportable occupational diseases at workplace	There were no reportable occupational diseases in FY2023.	●	●
	Conduct at least 1 SGSecure briefing at workplace for local projects	At least 1 SGSecure briefing was conducted for local projects in FY2023.	●	●
	Maintain ISO 45001 Occupational Health and Safety Management Systems	ISO 45001 Occupational Health and Safety Management Systems was maintained in FY2023.	●	●

Status: ● Met ● Partially met ● Not met

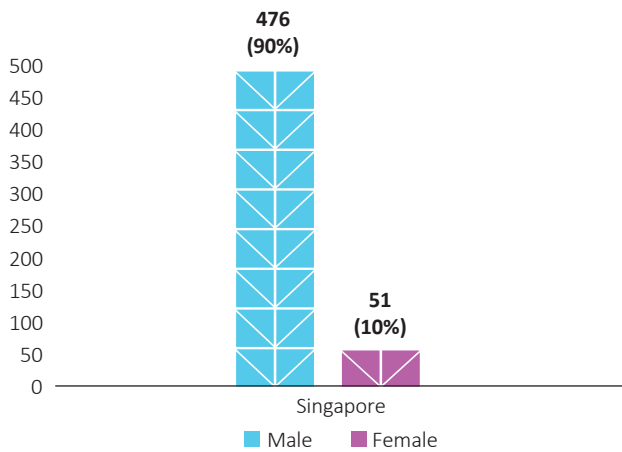
# OUR PEOPLE

Keong Hong values diversity and our employees come from diverse backgrounds and experiences. This inclusive diversity drives innovation and increases productivity and competitive advantages in our organisation. We endeavour to maintain a fair workplace for all our staff and workers. We provide training opportunities for staff development through continuous learning and skills enhancement. We strive to provide adequate welfare standards for all our employees.

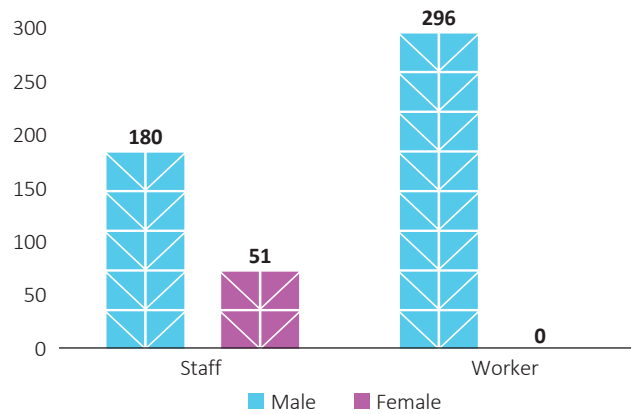
## EMPLOYEE DIVERSITY

We value the wealth of experience and knowledge from our senior staff as well as the enthusiasm and adaptability of the younger staff. We had a total strength of 527 employees as at 30 September 2023. 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 30 September 2023, the breakdown of our employees are as follows.

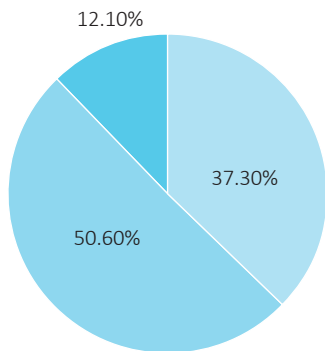
Our Workforce (by gender)



Our Workforce (by employee category)

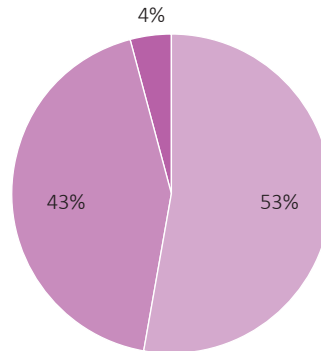


Staff (by age)



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

Workers (by age)



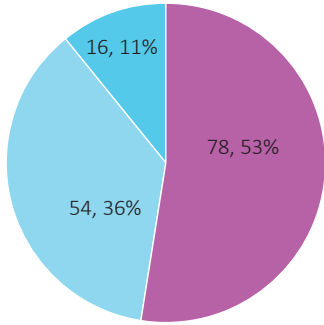
■ Below 30 years old     
 ■ 30-49 years old  
■ 50 years old and above



# OUR PEOPLE

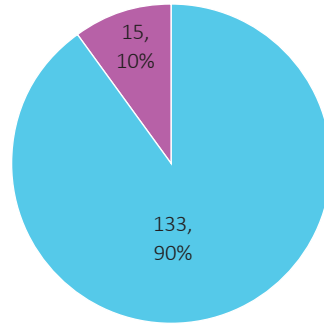
In FY2023, we had a total of 148 new hires. Our new hire rate was 31.16% compared to 70.36% in 2022 due to the stabilisation of the COVID-19 pandemic in 2023. The Group's attrition rate was 20.21% compared to 17.92% in 2022.

New Hires (by age)



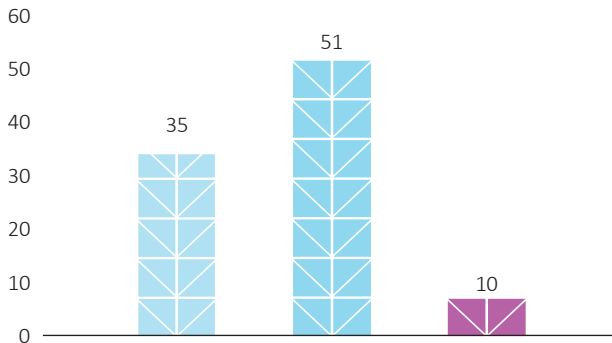
■ Below 30 years old ■ Between 30 and 46 years old ■ Over 50 years old

New Hires (by gender)



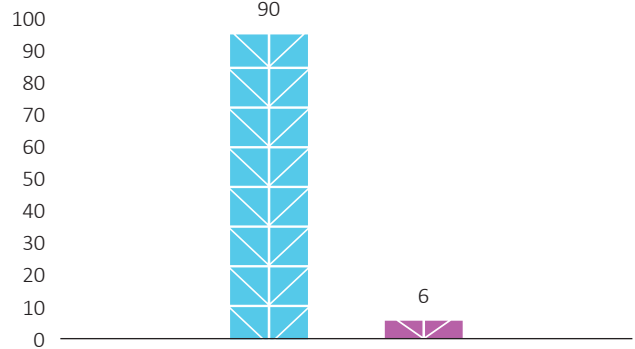
■ Male ■ Female

Employee Turnover (by age)



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

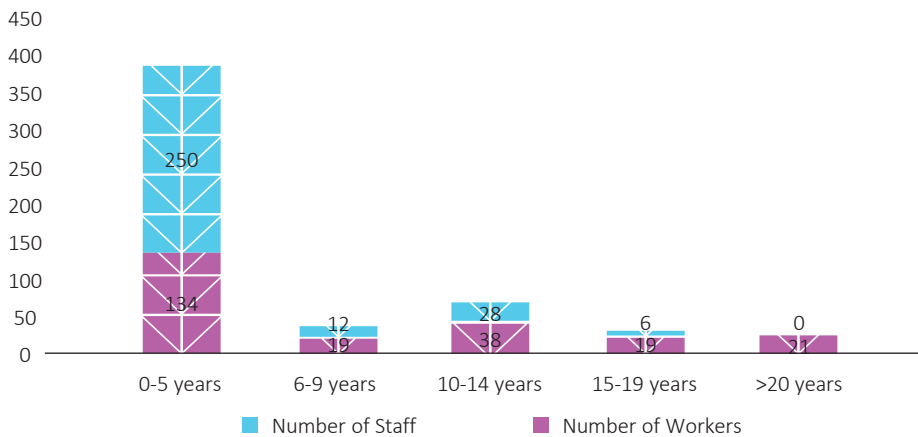
Employee Turnover (by gender)



■ Male ■ Female

We hold employee satisfaction and appreciation in high regard, and we demonstrate our appreciation to long-serving employees with annual long service awards. Embracing diversity and fostering inclusivity, we proudly employ workers with nationalities from eight other countries.

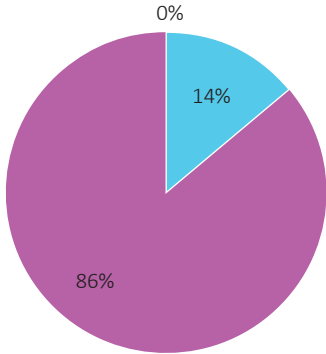
Employee Years of Service



■ Number of Staff ■ Number of Workers

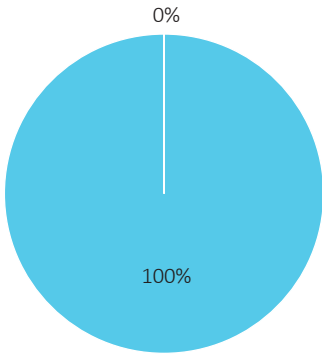
Due to the nature of the built environment sector, 100% of our board of directors are male and 20% of our senior management are females.

Board Members (by age)



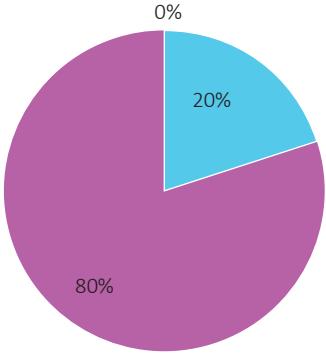
- Below 30 years old
- 30-49 years old
- 50 years old and above

Board Members (by gender)



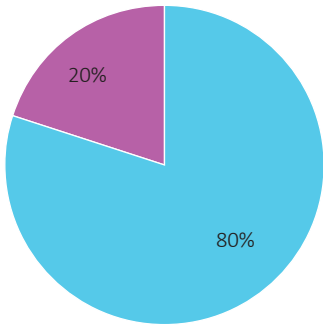
- Male
- Female

Senior Management (by age)



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

Senior Management (by gender)



- Male
- Female

We also recognise the contributions of all employees equally and fairly by providing meaningful employee feedback and appraisals. We conduct performance appraisals for all our staff twice a year. In addition, we abide by fair employment practices, by providing equal remuneration and equal opportunities regardless of gender. As such, there were no incidents of discrimination in our organisation, and almost 50 of our construction workers have been with the company for over 5 years. With 112 employees with more than 10 years of service, which is 21.2% of total employees as of 30 September 2023, this is a testament of our exemplary labour management.

# OUR PEOPLE

## EMPLOYEE BENEFITS

At Keong Hong, we prioritise the welfare of our staff and workers by entitling them to a range of benefits. This includes 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.



Fast food distributed to workers as part of staff welfare

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 27 employees eligible for parental leave<sup>6</sup> and 22 employees took the leave in FY2023. All employees who took parental leave in FY2023 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%.

The physical and mental wellbeing of our staff is crucial for their career development and the sustainability of our growth. As such, we have 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 periodically 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.

<sup>6</sup> 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.

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.



Workers' quarters which are clean, spacious and neat

TRAINING AND CAREER DEVELOPMENT

<b>3,115.5</b> hours of employee training	
<b>6.3</b> hours of training per staff	<b>5.6</b> hours of training per worker
<b>6.6</b> hours of training per female employee	<b>5.8</b> hours of training per male employee
<b>5.9</b> hours of training per employee	

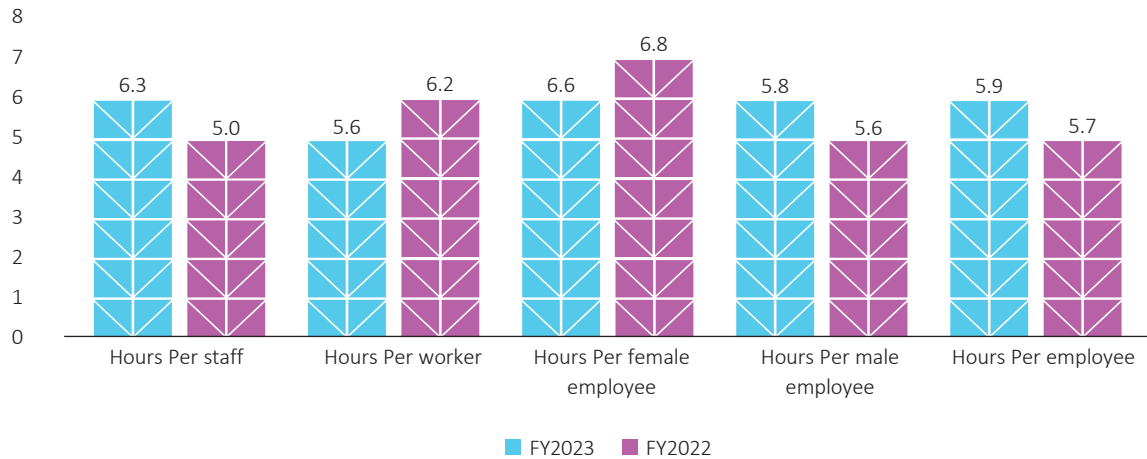
Keong Hong has provided various trainings to upgrade our workforce and ensure that our staff and workers are equipped with sufficiently high standard of knowledge, skills, abilities and motivation to meet our present and future objectives and challenges.

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 FY2023, our total training amounted to 3,116 hours compared to the 2,688 hours last year. This increase in total training hours and average training hours is due to an increase in our total number of employees and workers. Additionally, we have carried out training for our Basic Skilled (R2) and Higher-Skilled (R1) workers, as well as Continuing Education and Training ("CET") training for our workers.

# OUR PEOPLE

Average Training Hours



Average Training Hours for Staff, per Employee Category	
Employee Category	Average hours
Senior Management	10.4
Middle Management	16.1
Other Staff	4.9

## SOCIAL TARGETS

Segment	Annual Target	Performance in FY2023	Status in FY2023	Status in FY2022
<b>Group level</b>	To achieve at least 7 hours of training per employee	Employees have received an average of 6 hours of training.	●	●
<b>Building and Construction</b>	Productivity rate of <ul style="list-style-type: none"> <li>– 0.39 m<sup>2</sup>/manday for Residential,</li> <li>– 0.4 m<sup>2</sup>/manday for Commercial,</li> <li>– 0.41 m<sup>2</sup>/manday for Institutional projects</li> </ul>	Productivity rate <ul style="list-style-type: none"> <li>Residential projects:               <ul style="list-style-type: none"> <li>– 0.34 m<sup>2</sup>/manday</li> <li>– Productivity rate had fallen slightly short of target due to a shortage of skilled labour during and after the COVID-19 pandemic</li> </ul> </li> <li>Commercial and Institutional projects:               <ul style="list-style-type: none"> <li>– Productivity figure is only available towards the end of the project, data is not available at the point of publication</li> </ul> </li> </ul>	●	●

Status: ● Met ● Partially met ● Not met

# SUPPLY CHAIN MANAGEMENT

We acknowledge that the impacts of our operations extend beyond our immediate scope. We strive to evaluate our supply chain based on social and environmental criteria, ensuring that our suppliers align with and uphold all required criteria. To this end, we aim not only to meet our internal standards but also to contribute positively to broader social and environmental considerations associated with our supply chain activities.

## SUPPLIER MANAGEMENT

### Building and Construction

At Keong Hong, we take pride in our efforts to ensure that 100% of our major suppliers and subcontractors are selected based on high quality and environmentally friendly practices. Before awarding contracts, we thoroughly 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 choose 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.

Throughout the contract term, we consistently 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, while 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.

All 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 Target	Performance in FY2023	Status in FY2023	Status in FY2022
Group Level	100% of all new significant long-term suppliers <sup>7</sup> screened using environmental criteria	All new significant longterm suppliers were screened using environmental criteria.	●	●
	100% of all new significant long-term suppliers <sup>7</sup> screened using social criteria	All new significant longterm suppliers were screened using social criteria.	●	●

Status: ● Met ● Partially met ● Not met

<sup>7</sup> These suppliers are those with purchase amount of more than S\$100,000 per annum.

# OUR COMMUNITY

From the Group's inception, we have understood the importance of giving back to our community as an ongoing commitment, with a significant part of our efforts aimed at making a difference to society. The Group achieves this aim through empowering local communities where we operate, continuously finding opportunities to maximise social impact.

## MARKET PRESENCE

Keong Hong has implemented various practices to ensure that our operations contribute to the local economy and businesses. We endeavour to create more business opportunities for local suppliers by making a conscientious effort to procure from local suppliers directly, such as consumables, fire-fighting and medical equipment. In this regard, 90% of Keong Hong's major suppliers<sup>8</sup> are from Singapore.

## CORPORATE SOCIAL RESPONSIBILITY

As part of our ongoing efforts to contribute to the built environment sector and promote social mobility, Keong Hong has been actively nurturing 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 FY2023, Keong Hong has provided traineeships for one student under the Work-Study Diploma Programme, which provides students with industry exposure as part of the curriculum. One of our Work-Study Diploma graduates is still working with us, with one being recently promoted to Senior M&E Coordinator in this financial year. In 2023, Keong Hong hosted ITE trainees at ongoing project site, allowing them to experience the construction environment and to learn from the activities and technologies used in the construction site.



Our Executive Director, Mr Er Ang Hooa, was invited as a guest speaker for ITE College East's Sustainable Built Environment Seminar in August 2023.



ITE trainees visited Sky Eden @ Bedok worksite on 5 April 2023 to study basement construction processes and related MEP activities.



ITE trainees visited Punggol Regional Sports Centre worksite on 2 August 2023 to study DfMA design and implementation.



ITE trainees visited Chin Bee factory on 2 August 2023 to study PBU design and fitting out processes.

We also sponsor deserving staff for scholarships in tertiary education. We pledge to continue with our efforts in developing and upgrading our staff and workers.

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.

<sup>8</sup> These refer to suppliers incorporated in Singapore with annual purchase of more than \$25,000.

# 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 2022 to 30 September 2023				
GRI 1 used	GRI 1: Foundation 2021				
GRI Standard	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation
<b>General Disclosures</b>					
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	Organisation Profile			
	2-2 Entities included in the organisation's sustainability reporting	About This Report – Reporting Scope			
	2-3 Reporting period, frequency and contact point	About This Report • Reporting Period and Framework • Availability and Feedback Channel			
	2-4 Restatements of information	Restatements, Our Environment			
	2-5 External Assurance	About This Report – Assurance			
	2-6 Activities, value chain and other business relationships	Organisation Profile, Annual Report pages 109, 112, 137 to 138			
	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 23 to 51			
	2-10 Nomination and selection of the highest governance body	Annual Report pages 32 to 35			
	2-11 Chair of the highest governance body	Annual Report page 31			
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance and Ethics – Sustainability Governance			
	2-13 Delegation of responsibility for managing impacts	Governance and Ethics – Sustainability Governance			
	2-14 Role of the highest governance body in sustainability reporting	Governance and Ethics – Sustainability Governance			
	2-15 Conflicts of interest	Governance and Ethics			



# GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason
2-16	Communication of critical concerns	Governance and Ethics		
2-17	Collective knowledge of the highest governance body	Annual Report page 29		
2-18	Evaluation of the performance of the highest governance body	Annual Report pages 36 to 37		
2-19	Remuneration policies	Annual Report pages 39		
2-20	Process to determine remuneration	Annual Report pages 38 to 39		
2-21	Annual total compensation ratio	–	Confidentiality constraints	Intense competition for talent in the construction industry
2-22	Statement on sustainable development strategy	Board Statement		
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	Governance and Ethics – Whistle-Blowing Policy		
2-27	Compliance with laws and regulations	Governance and Ethics – Corporate Compliance 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 Standard		Disclosure		Location		Requirement(s) Omitted		Omission		
Material Topics		Disclosure		Location		Requirement(s) Omitted		Omission		
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Respective ESG material topic							
	3-2	List of material topics	This index							
<b>Governance and Ethics</b>										
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							
GRI 418: Customer Privacy 2016	207-3	Stakeholder engagement and management of concerns related to tax	Governance and Ethics • Tax							
	207-4	Country-by-country reporting	–			Confidentiality constraints		Confidential information – no disclosure		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance and Ethics • Protecting Customer Privacy and Data							
<b>Quality and Innovation</b>										
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	–		Not applicable		No infrastructure investments outside of own business operations.		
		203-2	Significant indirect economic impacts	Quality and Innovation • Technology Adoption						



GRI Standard	Disclosure		Omission		
	Requirement(s) Omitted	Location	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	–	Information unavailable	Based on our estimation, total water withdrawal is deemed same as the water consumption, hence we did not collect relevant data.	
GRI 304: Biodiversity 2016	303-4 Water discharge	–	Information unavailable	Based on our estimation, water discharge is insignificant and we did not collect relevant data in FY2023.	
	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	Omission	
			Requirement(s) Omitted	Reason
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	We have not collected data on 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)	–	Not applicable	We do not emit these emissions through our products and services.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	–	Not applicable	We do not emit these emissions through our products and services.
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	b	There is no handling of hazardous substances for our construction activities.

GRI Standard		Disclosure			Requirement(s) Omitted			Omission	
			Location		Reason	Explanation			
		306-5 Waste directed to disposal	Our Environment • Waste management	b	b. Not applicable	There is no handling of hazardous substances for our 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						
	<b>Health and Safety</b>								
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 • Occupational Health and Safety						
		403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety • Occupational Health and Safety						
		403-3 Occupational health services	Health and Safety • Occupational Health and Safety						
		403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety • Occupational Health and Safety						
		403-5 Worker training on occupational health and safety	Health and Safety • Occupational Health and Safety						
		403-6 Promotion of worker health	Health and Safety • Occupational Health and Safety		b	Not applicable	Keong Hong does not offer any health promotion services and programs.		
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety • Occupational Health and Safety						

# GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Location	Omission	
			Requirement(s) Omitted	Reason
GRI 416: Customer Health and Safety 2016	403-8 Workers covered by an occupational health and safety management system	Health and Safety • Occupational Health and Safety		
	403-9 Work-related injuries	Health and Safety • Injuries and Accidents		
	403-10 Work-related ill health	Health and Safety • Injuries and Accidents		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Health and Safety • Customer Safety		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Health and Safety • Customer Safety		
<b>Our People</b>				
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	b	Keong Hong does not provide any transition assistance programs.
	404-3 Percentage of employees receiving regular performance and career development reviews	Our People • Training and Career Development		

GRI Standard		Disclosure		Omission		
		Location	Requirement(s) Omitted	Reason	Explanation	
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	–		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				
<b>Supply Chain Management</b>						
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				
<b>Our Community</b>						
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 63, 95 to 100				
	201-2 Financial implications and other risks and opportunities due to climate change	–		Information unavailable	We will disclose in 2024.	



# GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure			Omission		
	Requirement(s) Omitted	Location	Reason	Requirement(s) Omitted	Location	Explanation
GRI 202: Market Presence 2016	201-3 Defined benefit plan obligations and other retirement plans	–	Not applicable	–	–	Not Applicable to Keong Hong's operations in Singapore as pension schemes are not implemented.
	201-4 Financial assistance received from government	Annual Report page 96	–	–	–	–
GRI 203: Indirect Economic Impacts 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	–	Not applicable	–	–	We operate in Singapore which does not have minimum wage system in place.
	202-2 Proportion of senior management hired from the local community	–	Not applicable	–	–	Not applicable to our operations mainly in Singapore.
GRI 204: Procurement Practices 2016	203-1 Infrastructure investments and services supported	–	Not applicable	–	–	We do not have infrastructure investments outside of own business operations.
	203-2 Significant indirect economic impacts	Quality and Innovation • Technology Adoption	–	–	–	–
GRI 413: Local Communities 2016	204-1 Proportion of spending on local suppliers	Our Community • Market Presence	–	–	–	–
	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	–	–	–	–