SUSTAINABILITY REPORT

FY2025



大元建築私人有限公司
RIGHT CONSTRUCTION PTE LTD

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MESSAGE FROM THE BOARD

[GRI 2-22]

Dear Stakeholders,

At Right Construction, we believe that responsible construction goes beyond delivering projects on time and to the required quality. It also means protecting the people who work with us, managing the environmental impacts of our activities, conducting business with integrity, and maintaining the trust of our clients, partners and communities. For more than three decades, Right Construction has contributed to Singapore's built environment through general building construction, civil engineering works, upgrading projects and related construction activities. As expectations around sustainability continue to evolve, we recognise that the way projects are planned, managed and delivered is increasingly important to our long-term resilience and competitiveness.

FY2025 was also a year of transition for the Company, with changes in ownership, management and operating footprint. These developments have reinforced our commitment to building a durable foundation for how sustainability is measured and managed.



Strengthening Our Sustainability Foundation

FY2025 marks the second year of Right Construction's sustainability reporting journey. Building on our inaugural FY2024 Sustainability Report, we have expanded the scope of what we measure and strengthened how we assess and communicate our environmental, social and governance performance. This year's inventory covers all three greenhouse gas emission scopes for the first time, and the Board has designated FY2025 as the base year against which our future emissions performance will be measured.

During the year, we conducted a more structured materiality assessment incorporating employee and management perspectives, our operating context, industry practices and relevant sustainability standards. The assessment reinforced the importance of workplace health and safety, ethical business conduct and compliance, while also highlighting workforce development, responsible resource use, emissions management and effective governance as important areas for Right Construction.

Building Safely and Responsibly

Construction remains a resource-intensive and safety-critical industry. Our responsibility is therefore to manage both dimensions carefully. We continue to strengthen workplace safety through established management systems, site supervision, risk management and workforce training, while maintaining our focus on responsible environmental practices across our operations.

Our expanded inventory shows clearly that the majority of our carbon footprint sits within the materials we procure. Recognising this, the Company intends to develop a decarbonisation roadmap in FY2026 to guide how we approach emissions management and target-setting over the longer term.

Upholding Trust and Accountability

Strong governance, regulatory compliance and ethical conduct remain central to how we operate. As our sustainability practices mature, we will continue improving ESG data quality, internal accountability and engagement with employees, clients, subcontractors, suppliers and other stakeholders.

The Board thanks our employees, workers, clients and business partners for their continued support. We look forward to building on our FY2025 progress and contributing to a safer, more efficient and more sustainable built environment.

Board of Directors,
Right Construction Pte Ltd



ABOUT THIS REPORT [GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5]

This is Right Construction Pte Ltd's second Sustainability Report. It presents the Company's environmental, social and governance ("ESG") approach and performance for the financial year from 1 January to 31 December 2025 ("FY2025"). The Report builds on the disclosures made in Right Construction's inaugural FY2024 Sustainability Report and will continue to be published annually.



Reporting Framework

This Report has been prepared with reference to the Global Reporting Initiative ("GRI") Standards 2021, which provide a widely recognised framework for reporting Right Construction's material environmental, social and governance impacts. The Company has also referenced the Sustainability Accounting Standards Board ("SASB") Engineering & Construction Services Standard and the Singapore Exchange ("SGX") Core ESG Metrics to support industry-relevant and locally applicable disclosures. Right Construction's greenhouse gas emissions have been classified and calculated with reference to the GHG Protocol Corporate Accounting and Reporting Standard, Scope 2 Guidance, and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The GRI Content Index and relevant SASB disclosures are presented at the end of this Report.

Reporting Period and Scope

The Report covers Right Construction's operations in Singapore for FY2025. Environmental data covers the Company's headquarters at 20 Kallang Avenue, PICO Creative Centre (Lobby B), #06-06B, and the active project site at 246A Ang Mo Kio Street 21, where Right Construction had operational control during the reporting period. The sustainability reporting period is aligned with the Company's financial reporting period.

Following changes in ownership and the resulting change in reporting boundary, FY2025 has been adopted as the baseline year for future performance tracking and year-on-year comparison.

Information relating to subcontractors, suppliers and other value-chain participants is included where relevant and available. Occupational health and safety data covers Right Construction's own employees and workers; subcontractor-employed personnel are outside the reporting boundary for FY2025.

ABOUT THIS REPORT [GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5]

Base Year and Comparability

FY2025 has been designated as the base year for Right Construction's greenhouse gas inventory. FY2024, the Company's first year of measurement, covered a partial boundary in which Scope 3 was limited to water consumption, and related to a different headquarters and project site prior to the change in ownership. FY2025 is the first inventory prepared with coverage across all three scopes and will serve as the reference point for assessing future performance and reduction targets.

No previously reported FY2024 figures have been restated. However, FY2025 reflects materially broader data coverage including refrigerants, purchased construction materials, waste-related activities and employee commuting, as well as different operating locations. Year-on-year figures are therefore not directly comparable and should be read together with the scope and methodology explanations in the respective sections. The Company will recalculate the base year where structural changes or methodology revisions materially affect comparability.

Data Collection and Assurance

Information in this Report was compiled from internal records and supporting documents, including utility bills, fuel records, air-conditioning servicing records, water statements, waste collection records, construction material records, employee and training data, workplace safety records and certification documents.

The data and disclosures underwent internal review and cross-checking by Right Construction's management. Independent external assurance has not been obtained for this Report. The Company will consider external assurance in future reporting cycles as its ESG data-management and reporting processes mature.

Contact

Right Construction welcomes feedback and enquiries regarding this Report.

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ABOUT RIGHT CONSTRUCTION [GRI 2-1, GRI 2-6]

Company Profile

Right Construction Pte Ltd (UEN: 199405428K) ("Right Construction" or "the Company") is a private limited company incorporated in Singapore on 2 August 1994. The Company is headquartered at 20 Kallang Avenue, PICO Creative Centre (Lobby B), #06-06B, Singapore, and conducts its business activities in Singapore.

Over the past three decades, Right Construction has established a strong track record in Singapore's built environment sector. The Company specialises in general building construction and civil engineering works, with core capabilities spanning new-build construction, major upgrading, lift upgrading, home improvement, addition and alteration work, and project management. Its projects primarily support the public housing and community infrastructure sectors, contributing to the improvement of homes, shared facilities and community spaces.

Right Construction is registered with the Building and Construction Authority ("BCA") under CW01 – General Building, Grade A1 and CW02 – Civil Engineering, Grade B1, and is licensed as a General Builder Class 1 ("GB1") contractor. A1 grading under CW01 qualifies the Company to tender for public-sector building projects of unlimited contract value.

Its operations are supported by management systems certified to ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, covering quality, environmental management, and occupational health and safety respectively. The Company also maintains the BCA Green and Gracious Builder Award – Excellent, reflecting its commitment to responsible and considerate construction practices.

Ownership and Developments in FY2025

In 2025, Jin Cheng Pte Ltd acquired the ownership and management of Right Construction. Under the new ownership, the Company extended its BCA registration to include the CW02 Civil Engineering work head and is preparing to operate in related fields such as electrical works, broadening its capability as a multi-disciplinary contractor. The Company also relocated its headquarters during 2025 to its current premises at 20 Kallang Avenue.

Our Business and Value Chain

Right Construction's activities encompass corporate and management functions at its headquarters, together with project planning, procurement, construction management and site-based project delivery. The Company coordinates employees, workers, subcontractors and specialist service providers to deliver projects in accordance with client requirements, applicable regulations and established quality, environmental and workplace safety standards.

Right Construction's value chain comprises:

Value-chain stage	Key activities and relationships
Upstream	Procurement of construction materials, equipment and services from suppliers, contractors and specialist subcontractors
Own operations	Corporate management, procurement, project management, general building construction, civil engineering, upgrading, and addition and alteration works
Downstream	Delivery of completed works to clients and developers, with outcomes affecting building owners, residents, end users and surrounding communities
Wider operating environment	Engagement with government agencies and regulators on project approvals, construction standards, environmental requirements and workplace safety

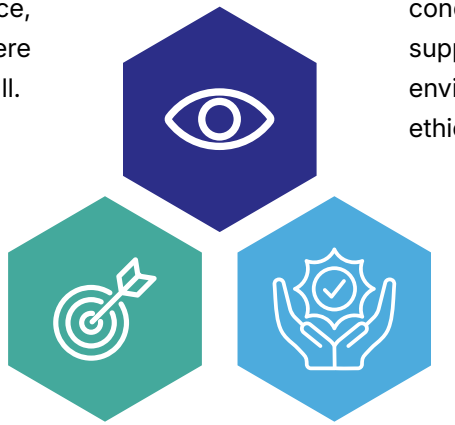
The Company's principal sustainability impacts arise from the use of construction materials, energy and water; greenhouse gas emissions and waste generated during project delivery; workplace health and safety risks; employment and workforce practices; and its interactions with clients, subcontractors, suppliers, regulators and neighbouring communities. Our principal clients are public agencies, including the Housing & Development Board (HDB) and the Defence Science and Technology Agency (DSTA).

Our Vision

Right Construction aspires to be a trusted industry leader recognised for excellence, safety and people-first practices, where every project builds a better future for all.

Our Mission

Right Construction's mission is to provide quality, safe and environmental-friendly construction work/ process and timely delivery of projects to our clients, build a corporate culture of service excellence in our employees.



Our Core Values

Right Construction's core values form the acronym "RIGHT" and guide how the Company conducts its operations, engages its stakeholders and delivers its project. These values support Right Construction's approach to sustainability by reinforcing responsible environmental management, fair and inclusive employment practices, workplace safety, ethical conduct and collaborative stakeholder relationships.

- **R**esponsibility ➤ We take ownership of our work, decisions, and impact on others and the environment.
- **I**ntegrity ➤ We uphold honesty, accountability, and transparency in everything we do.
- **G**row Together ➤ We believe true success is shared—when the company rises, our people rise with it, creating a future where everyone thrives.
- **H**armony ➤ We embrace diversity, inclusiveness, and reject all forms of discrimination.
- **T**eamwork ➤ Together, we achieve more—through unity, mutual respect, and a shared vision, we turn challenges into success.

SUSTAINABILITY AT RIGHT CONSTRUCTION [GRI 2-22]

At Right Construction, sustainability is part of doing things the "right" way. It is closely connected to how the Company delivers its projects and manages its business through carrying out construction work safely and responsibly, using resources with care, treating people fairly, meeting regulatory and client requirements, and conducting business with integrity. This approach reflects the Company's Vision, Mission and R.I.G.H.T. core values (Responsibility, Integrity, Grow Together, Harmony and Teamwork).

Right Construction began formalising its sustainability approach in FY2024 through its inaugural Sustainability Report, which established initial environmental and greenhouse gas baselines and identified priority areas relating to workplace safety, employment and skills, resource efficiency, waste, energy and emissions, community impacts and responsible business practices. The FY2024 report also used the United Nations Sustainable Development Goals ("UN SDGs") as a reference for areas where the Company could contribute through its operations.

SUSTAINABLE DEVELOPMENT GOALS

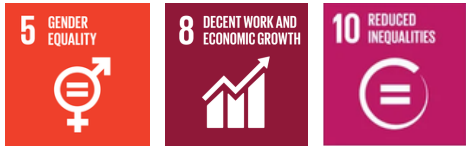
FY2025 builds on this foundation while reflecting developments in the Company's ownership, management and operating footprint during the year. Right Construction expanded its ESG data coverage, reassessed its material sustainability topics and identified areas for further improvement in management practices, data controls and governance. Its sustainability approach remains practical and project-focused, supported by the Company's ISO 9001, ISO 14001 and ISO 45001 management systems, and implemented through procurement, project planning, site management, workforce practices, subcontractor coordination, workplace safety supervision and management oversight.

With a more complete emissions and energy baseline now established, Right Construction intends to develop a decarbonisation roadmap in FY2026 to guide its longer-term approach to emissions management and to inform future target-setting.



Our Sustainability Framework

Right Construction's sustainability framework is organised around the three areas of Environmental, Social and Governance ("ESG") and reflects the Company's Vision, Mission and R.I.G.H.T. values. Building on the priorities established in FY2024, it provides a practical view of how sustainability relates to the Company's operations, people and business practices, and to the UN SDGs most relevant to its activities. The framework also takes reference from Singapore's national sustainability priorities, including the Singapore Green Plan 2030 and the national net-zero commitment, and focuses on areas where the Company's activities have the most direct influence.

ESG Area	Focus Area	Right Construction's Contribution	Relevant UN SDGs
Environmental	Our Environment	Monitor energy consumption and greenhouse gas emissions; improve water and waste data; strengthen waste segregation and disposal practices; and explore practical measures to improve material and energy efficiency.	
Social	Safe and Healthy Worksites	Maintain safe and healthy working conditions through risk assessment, site supervision, worker training, hazard controls and an ISO 45001-certified occupational health and safety management system.	
	Our People	Support fair employment, workforce diversity, equal opportunity, employee well-being, skills development and career growth.	
	Our Communities	Manage construction-related impacts such as dust, noise, traffic, cleanliness and public safety, and maintain communication with surrounding residents.	
Governance	Responsible Business Practices	Conduct business with integrity, maintain regulatory compliance, prevent bribery and corruption, and strengthen management oversight and accountability.	

STAKEHOLDER ENGAGEMENT [GRI 2-29]

Stakeholder engagement is an important part of how Right Construction plans, manages and delivers its projects. Construction activities require close coordination among employees, workers, clients, subcontractors, suppliers, regulators and surrounding communities. Regular engagement helps the Company understand stakeholder expectations, identify actual and potential impacts, manage project-related concerns and strengthen trust throughout the project lifecycle.

Right Construction identifies its key stakeholders based on their relationship with the Company's operations and value chain, their ability to influence project delivery, and the extent to which they may be affected by its activities. Engagement takes place through established business and project channels, generally on an ongoing, project-based or as-required basis.

In FY2025, Right Construction strengthened its engagement approach by conducting a structured internal ESG survey involving employees and management from its headquarters and project operations. The survey was considered alongside operational evidence, industry expectations and management input in determining the Company's material sustainability topics.



Stakeholder Groups and Engagement Approach

Stakeholder Group	How We Engage	Frequency	Key Expectations and Purpose of Engagement
Clients and Project Owners	Tender processes, project meetings, progress reviews, reporting submissions and feedback sessions	Throughout the project lifecycle	Deliver projects safely, on time and to required quality; comply with contractual and environmental requirements; communicate project progress; respond to evolving ESG expectations.
Employees and Workers	Toolbox talks, safety briefings, training programmes, internal communication, performance appraisals, employee feedback and the FY2025 ESG survey	Daily, regular and periodic	Maintain safe and healthy working conditions; promote fair employment and well-being; provide training and development; ensure workplace concerns can be raised and addressed.
Subcontractors and Suppliers	Procurement processes, coordination meetings, safety inductions, site briefings, inspections and performance reviews	Ongoing and project-based	Support responsible procurement, quality workmanship, timely delivery, workplace safety, environmental compliance and ethical conduct throughout the supply chain.
Regulators and Certification Bodies	Permit applications, regulatory submissions, site inspections, compliance reviews, audits and certification assessments	As required	Maintain compliance with applicable laws, workplace safety requirements, environmental controls, construction standards and ISO-certified management systems.
Communities and Residents	Site signage, feedback channels, notices and direct communication regarding works, access arrangements or temporary diversions	Project-based and as required	Minimise noise, dust, traffic, access and public-safety impacts; respond to concerns promptly; maintain site cleanliness; build trust with communities near project activities.

Supporting Meaningful Engagement

Right Construction seeks to make stakeholder engagement practical, responsive and relevant to the nature of each relationship. Engagement is conducted at both corporate and project-site levels, with feedback communicated to the relevant departments, project teams or management personnel for review and action.

For employees and workers, regular site communication provides opportunities to raise safety concerns, participate in hazard identification and provide operational feedback. For clients, subcontractors and suppliers, project and coordination meetings allow requirements, performance issues and corrective actions to be discussed. Community feedback is directed to site personnel so that concerns relating to construction activities can be investigated and addressed in a timely manner.

The Company acknowledges that stakeholder feedback was not systematically documented during FY2025. Moving forward, Right Construction intends to strengthen the recording of stakeholder feedback and progressively introduce more structured engagement with subcontractors, suppliers and surrounding communities.

MATERIALITY ASSESSMENT [GRI 3-1, 3-2]

Right Construction reviews its material sustainability topics to ensure that the matters addressed in this Report reflect the Company's most significant impacts, operational priorities and stakeholder expectations. In FY2025, the Company conducted a materiality reassessment covering its headquarters, project activities and relationships with clients, employees, workers, subcontractors, suppliers and regulators.

The assessment was guided by the GRI 3 approach to material topics, which focuses on identifying an organisation's most significant actual and potential impacts on the economy, the environment and people, including impacts on human rights. For Right Construction, this means considering how its project delivery activities may affect workers, subcontractors, clients, communities, regulators and the environment, and where the Company can manage or improve these impacts through its operations and business relationships.

Assessment Process

1. Understand context. Reviewed Right Construction's FY2024 Sustainability Report and material topics, operations, workforce, value chain and FY2025 reporting boundary.

2. Identify impacts. Developed a refreshed longlist of 21 universal ESG topics with reference to the Company's business activities and value chain, the GRI Standards, the SASB Engineering & Construction Services Standard, SGX Core ESG Metrics and the disclosures of four construction-sector peers.

3. Assess significance. Considered survey results alongside FY2024 material topics, RFI evidence, business context and reporting expectations. An internal online survey was conducted with employees and management from the headquarters and project operations, who rated the topics on a five-point importance scale.

4. Prioritise and validate. Translated results into reporting depth and sought management validation. Twelve material topics were confirmed for the FY2025 Sustainability Report.

FY2025 Material Topics

Pillar	Material Topic	Why It Matters to Right Construction	Relevant GRI Standard(s)
Environment	Energy and GHG Emissions	Site operations rely on diesel, electricity, machinery and temporary power. Tracking energy use and emissions supports carbon visibility, operational efficiency and future reduction planning.	GRI 302; GRI 305
	Waste and Materials	Construction generates waste from site works, packaging, demolition and offcuts. Purchased materials, particularly concrete and reinforcement steel, are the Company's largest source of embodied carbon.	GRI 306; GRI 301
	Water Management	Water is used across project sites for cleaning, dust suppression, curing, wheel washing and site facilities. Monitoring supports responsible resource management and leak detection.	GRI 303
	NEW Climate-Related Risk and Opportunity	Physical and transition climate risks may affect site productivity, worker safety, compliance costs and tender competitiveness.	GRI 201-2
Social	Workplace Health and Safety	Construction is safety critical. Strong OHS management protects workers, subcontractors and site visitors and supports reliable project delivery.	GRI 403
	Diversity, Equity and Inclusion	A diverse, project-based workforce across operational, supervisory and management roles require fair and non-discriminatory practices.	GRI 405; GRI 406
	NEW Workforce Development and Training	Training and skills development strengthen site capability, supervision quality and safety awareness.	GRI 404
	Well-Being, Engagement and Fair Employment	Fair employment, wages and welfare support employee trust, retention and business continuity in a tight labour market.	GRI 401; GRI 202; GRI 403-6
	NEW Community Engagement	Project sites may affect neighbouring communities through noise, dust, traffic, cleanliness and public safety.	GRI 413
Governance	Ethical Conduct and Compliance	Compliance, anti-corruption and ethical conduct are essential to maintaining trust with public-sector clients, regulators, suppliers and business partners.	GRI 205; GRI 2-23 to 2-27
	Board Oversight	Clear oversight and internal accountability underpin the management of ESG risks and the credibility of ESG information.	GRI 2-9, 2-12, 2-14
	Risk Management	Structured risk identification supports resilience across operational, regulatory, safety, environmental and sustainability-related exposures.	GRI 2-27, 2-23, 2-24

ENVIRONMENT [GRI 3-3]

Under its Environmental focus area, Right Construction seeks to manage the resource use and environmental impacts associated with project delivery. This supports the Company's wider sustainability approach and is aligned with SDG 12 - Responsible Consumption and Production and SDG 13 - Climate Action.

For a construction business, the most relevant environmental impacts arise from the materials used in projects, fuel and electricity consumption, water use and waste generated during construction and office operations. Right Construction manages these impacts through its ISO 14001:2015-certified Environmental Management System, site-level environmental controls led by Environmental Control Officers, and compliance with applicable BCA and NEA requirements. Its environmental practices are also supported by the BCA Green and Gracious Builder Award (Excellent).

FY2025 marked an important step in improving the Company's environmental visibility. For the first time, Right Construction expanded its data coverage to include refrigerant emissions, purchased construction materials, waste-related activities and employee commuting. This broader dataset has provided a clearer view of where the Company's environmental impacts are concentrated and where future management efforts should be prioritised.

The sections that follow present Right Construction's approach and FY2025 performance across energy and greenhouse gas emissions, water, materials and waste, and climate-related risks and opportunities.



ENERGY AND GHG EMISSIONS

ENERGY [GRI 302-1, 302-3, 302-4]

Energy is used across Right Construction's headquarters and project activities through purchased electricity, diesel and petrol used by company-controlled vehicles. Consumption is monitored using electricity bills, fuel records and supporting operational documents.

In FY2025, Right Construction consumed **2,217.84 Gigajoules (GJ)** of energy. Diesel accounted for approximately 63.5% of total consumption, while petrol accounted for 3.65% and purchased electricity accounted for 32.9%. Most energy use occurred at the project site, reflecting the scale of construction activities during the year.

Table 1: FY2025 energy consumption by source

Energy source	Location	FY2025 consumption	Energy (GJ)	% of total
Petrol - vehicle	Headquarters	2,456.00 litres	81.05	3.65%
Diesel - vehicle	Project site	39,417.77 litres	1,407.21	63.45%
Purchased electricity	Headquarters	25,334.83 kWh	91.21	4.11%
	Project site	177,325.60 kWh	638.37	28.78%
Total			**2,217.84**	**100.00%**

No stationary combustion was recorded during FY2025, as the project site used temporary grid electricity rather than diesel generators. The Company did not generate or consume self-generated renewable energy during the year.

FY2025 electricity consumption totalled 202,660 kWh across the headquarters and project site. FY2024 recorded approximately 115,883 kWh at a different headquarters and project site; the figures are not directly comparable.



Energy Intensity

Energy intensity measures energy consumption relative to the scale of operations, providing a more meaningful indicator of energy performance than absolute consumption alone. It helps the Company assess whether changes in energy use are driven by operational growth or changes in energy efficiency.

As FY2025 is Right Construction's first year reporting energy intensity, the results establish an initial baseline for future year-on-year monitoring. Gross Floor Area (GFA) is used as the normalisation basis, with Headquaters and project-site electricity intensity reported separately to reflect their different operating profiles.

Energy Reduction

With FY2025 adopted as the baseline year, no year-on-year energy reduction is presented for this reporting period. FY2025 energy consumption and intensity data will serve as the reference point for tracking future performance across the Company's headquarters and project site. No quantified energy savings from specific energy-efficiency initiatives were recorded during the year.

Table 2: FY2025 electricity intensity

Intensity indicator	Basis	FY2025
Electricity intensity (HQ)	25,334.83 kWh ÷ 330.08 m² GFA	76.75 kWh/m²
Electricity intensity (project site)	177,325.60 kWh ÷ 57,181.15 m² GFA	3.10 kWh/m²

Going forward, the Company will continue to strengthen electricity and fuel monitoring across its offices and project sites, using FY2025 energy intensity data as an initial reference point for future performance tracking. Right Construction will also identify practical opportunities to improve energy efficiency, reduce reliance on diesel where feasible, and encourage energy-saving practices across its operations.



[1] Note: Conversion factors used to convert consumption into energy (GJ). Electricity: 1 kWh = 3.6 MJ (unit equivalence). Diesel: IPCC 2006 Guidelines, Vol. 2, Table 1.2 (NCV 43.0 TJ/Gg × density 0.83 kg/L). Petrol: IPCC 2006 Guidelines, Vol. 2, Table 1.2 (NCV 44.3 TJ/Gg × density 0.74 kg/L).

GREENHOUSE GAS EMISSIONS [GRI 305-1, 305-2, 305-3, 305-5]

Right Construction measures greenhouse gas (GHG) emissions to better understand the carbon impacts associated with its operations and project delivery. The FY2025 inventory was prepared with reference to the *GHG Protocol Corporate Standard, Scope 2 Guidance and Corporate Value Chain (Scope 3) Standard,* using the operational control approach. Emissions are reported in carbon dioxide equivalent (CO_2e), with calculation methodologies and emission factors provided in *Appendix A*.

Right Construction has designated FY2025 as the base year for its greenhouse gas inventory. FY2024, the Company's first year of measurement, covered a partial boundary in which Scope 3 was limited to water consumption, and was prepared for a different headquarters and project portfolio prior to the change in ownership. FY2025 provides the first inventory with coverage across all three scopes and will serve as the reference point against which future performance and reduction targets are assessed. The Company will recalculate the base year where structural changes or methodology revisions materially affect comparability.



Table 3: FY2025 GHG emissions summary

GHG Emissions scope	FY2025 (tCO_2e)	% of total
Scope 1	112.68	0.26%
Scope 2	81.47	0.19%
Scope 3	43,744.58	99.56%
Total Emissions (tCO_2e)	**43,938.74**	**100.00%**

In FY2025, Right Construction reported total GHG emissions of **43,938.74 tonnes of carbon dioxide equivalent (tCO_2e)** across Scope 1, Scope 2 and selected Scope 3 categories. Scope 3 accounted for 99.56% of total emissions, primarily driven by purchased construction materials, highlighting the significance of upstream value-chain emissions in the Company's carbon footprint. Scope 1 and Scope 2 represented 0.26% and 0.19% of total emissions, respectively.

For reference, FY2024 total emissions were 135.08 tCO_2e. As FY2025 reflects a broader reporting boundary and more comprehensive Scope 3 measurement, the two years are not directly comparable. FY2025 therefore provides a more complete view of Right Construction's emissions profile and establishes the basis for future performance tracking and reduction efforts.

Scope 1 - Direct Emissions

Scope 1 emissions amounted to 112.68 tCO_2e in FY2025, with mobile combustion from company-controlled vehicles accounting for 99.5% of the total. This indicates that fuel consumption from the Company's vehicle fleet is the principal source of direct emissions and a key area for ongoing monitoring and future reduction efforts.

FY2025 was the first year in which refrigerant emissions were included. Fugitive emissions represented less than 1% of total Scope 1 emissions and were estimated based on available air-conditioning equipment data, with the methodology and assumptions set out in *Appendix A*.

Table 4: Scope 1 Emission

Scope 1 source	Location	Emissions (tCO_2e)
Mobile combustion	HQ	5.62
	Project site	106.48
Fugitive emissions	HQ	0.52
	Project site	0.07
Total Scope 1		**112.68**

Scope 2 - Indirect Emissions

Scope 2 emissions totalled 81.47 tCO_2e in FY2025, calculated using the location-based method and Singapore's grid emission factor of 0.402 $kgCO_2e/kWh$. The project site accounted for approximately 87.5% of Scope 2 emissions, reflecting its significantly higher electricity consumption compared with the HQ. It therefore represents the principal source of the Company's indirect energy-related emissions.

No renewable energy certificates or other contractual renewable electricity instruments were used during FY2025.

Table 5: Scope 2 Emission

Location	FY2025 Electricity consumption (kWh)	Emissions (tCO_2e)
HQ	25,334.83	10.18
Project site	177,325.60	71.28
Total Scope 2	**202,660.43**	**81.47**

Scope 3 - Other Indirect Emissions

Selected Scope 3 categories amounted to 43,744.58 tCO_2e. Purchased construction materials were the dominant source, contributing 99.9% of Scope 3 emissions and 99.4% of the Company's total reported footprint. The purchased materials calculation covers 548 m^3 of concrete and 17,189 tonnes of reinforcing steel procured for Project Site 1 during the reporting period.

FY2025 reflects a significant step in Right Construction's efforts to strengthen Scope 3 measurement, with the Company expanding its inventory for the first time to include purchased construction materials, waste generated in operations and employee commuting. This broader coverage provides a more comprehensive view of the Company's value-chain emissions and establishes a stronger basis for future tracking and reduction efforts.

Table 6: Scope 3 Emission

Scope 3 category	Emission source	Location	FY2025 (tCO_2e)
Category 1: Purchased goods and services	Purchased Construction materials	Project Site	43,698.60
	Water supply		19.32
Category 5: Waste generated in operations	Waste transport and treatment	Project Site and HQ	13.53
Category 7: Employee commuting	Employee commuting	Company-wide	13.13
Total Scope 3			**43,744.58**

Emissions Reduction and Priorities

Priorities include:

- Strengthening monthly fuel and electricity monitoring and data ownership;
- Improving refrigerant servicing records;
- Extending materials tracking across active projects and subcontractor-procured materials;
- Engaging suppliers on recycled content, EPDs and lower-carbon concrete and steel options; and
- Improving vehicle and equipment efficiency at project sites

With purchased construction materials accounting for the vast majority of FY2025 emissions, material-related emissions represent Right Construction's most significant long-term decarbonisation opportunity. This emissions profile will help guide the Company's priorities as it strengthens its environmental management and progresses its decarbonisation efforts.

WATER MANAGEMENT [GRI 3-3, 303-1, 303-2, 303-5]

Water is used across Right Construction's project activities for cleaning, curing, dust suppression, wheel washing and worker welfare facilities. All water used in the Company's operations is drawn from Singapore's municipal supply managed by the Public Utilities Board (PUB); no water is withdrawn from surface water, groundwater or other sources.

At the project site, water use is managed alongside drainage, silt-control and housekeeping measures. Site discharge is directed through silt traps and settlement facilities before release to the public drainage system, consistent with earth control and discharge requirements applicable to construction sites in Singapore.

Water Consumption

In FY2025, Right Construction recorded 14,864.70 m^3 of water consumption at the Ang Mo Kio project site across nine PUB accounts.

Table 7: Water Consumption

Water indicator	FY2025	FY2024
Project-site water consumption	14,864.70 m^3	6,861.76 m^3
Project-site PUB accounts monitored	9	Not reported
Headquarters water consumption	Not separately metered	Not available

Consumption figures are net of billing adjustments recorded by PUB during the year. Certain accounts show negative monthly values reflecting meter reconciliation, and these have been retained to preserve consistency with billed consumption.

The FY2025 records provide greater visibility into water use at project level. Monitoring across multiple accounts allows consumption to be reviewed by meter and over time, helping project teams identify unusual readings, periods of higher demand and areas that may require further investigation. Consumption varied across accounts and months during the year, reflecting changing water demand over the course of construction activities.

Water supply accounted for 19.32 tCO_2e, equivalent to approximately 0.04% of Right Construction's total FY2025 GHG emissions.

Water consumption at the headquarters is included within the landlord's building services and is not separately metered or billed to Right Construction. Improving the completeness of headquarters and project-site water data remains an area for development.

Looking Ahead

Building on the monitoring established in FY2024 and expanded in FY2025, Right Construction will focus on:

- reviewing water consumption trends at meter level and investigating unusual readings;
- improving consistency and traceability of water data across active project sites;
- identifying practical opportunities to improve water efficiency during construction activities;
- maintaining good housekeeping, leak detection and other site-level water-efficiency measures; and
- considering opportunities for water reuse and reduced potable-water demand where technically and operationally feasible.



WASTE AND MATERIALS [GRI 306-1, 306-2, 306-3]

Management of Waste-Related Impacts

Right Construction generates waste from office activities, construction works, material packaging, excavation and site housekeeping. The principal waste streams associated with its activities are inert construction and demolition waste (concrete, masonry, hardcore, excavated soil), recyclable materials (scrap steel, cardboard, plastics) and general non-hazardous waste from site and office facilities.

Improper waste handling may affect resource efficiency, project costs, site safety and surrounding environmental conditions. The Company therefore seeks to prevent unnecessary waste, support segregation at source and ensure that waste is removed only by licensed service providers in accordance with NEA requirements. Waste removal at the project site is carried out by appointed waste contractors using lorry haulage to licensed disposal and recovery facilities. General waste at the headquarters is collected twice weekly by the Company's cleaning contractor. Waste-related requirements form part of the Company's ISO 14001 Environmental Management System and of its site environmental control procedures.

Waste Data for FY2025

FY2025 is the Company's first year of waste data collection. Waste quantities are reported below in the units in which they were recorded, together with the associated greenhouse gas emissions.

Project-site waste was removed by Kian Tat Environmental Services Pte Ltd, a licensed waste collector. Disposal records are available for January to May 2025, the period during which the relevant works were carried out. Weighbridge tickets were not issued with the disposal records, so waste tonnage at the project site is not available for FY2025..

Table 8: Project-site waste disposal (Ang Mo Kio, Project Site 1)

Waste stream	Disposal trips	Share of trips	Treatment route
Rubbish (general construction and site waste)	20	40%	Removed by licensed contractor to a licensed disposal facility
Mixed hardcore (inert construction and demolition waste)	13	26%	
Excavated soil	17	34%	
Total	**50**	**100%**	

Table 9: Headquarters waste

Waste stream	Quantity generated	Note
General waste (mixed non-hazardous office and domestic waste, food waste)	5.37 tonnes	Headquarters waste is estimated from installed bin capacity and collection frequency. The estimation basis and conversion factors are set out in the Methodology Appendix.

Table 10: Waste-related greenhouse gas emissions

Source	Scope 3 category	FY2025 emissions
Project-site waste haulage and disposal	Category 5 - Waste generated in operations	13.50 tCO_2e
Headquarters waste treatment		0.03 tCO_2e
Total waste-related emissions		**13.53 tCO_2e**

Emissions from project-site waste were calculated on a spend-based basis, as disposal charges rather than tonnage were the available activity data. Spend-based estimates reflect economic activity rather than physical waste quantity and should be treated as indicative.

Looking Ahead

Building on the waste data collected for FY2025, Right Construction will focus on strengthening data quality and improving practical waste management across its operations.

- Waste data quality: improve waste records by obtaining tonnage and treatment information from waste contractors where available.
- Waste reduction and recovery: strengthen waste segregation and identify practical opportunities to reduce, reuse and recover construction materials.
- Hazardous waste: improve tracking and disposal records for paints, solvents, chemicals and e-waste.



MATERIALS USED [GRI 301-1]

Construction materials represent a significant part of Right Construction's environmental footprint. In FY2025, the Company tracked key materials purchased for Project Site 1 based on available procurement records, with concrete and reinforcement steel forming the main materials captured within the current reporting boundary.

Table 11: Construction Materials Purchase

Material	Quantity purchased	Basis
Ready-mixed concrete	548 m^3 (1,315.2 tonnes)	Procurement records; density factor 2,400 kg/m^3
Reinforcement steel (rebar)	17,189 tonnes	Procurement records
Total	**18,504.2 tonnes**	

The FY2025 materials data provides an initial view of the key construction inputs used within the current reporting boundary. Beyond quantity purchased, material characteristics such as grade, recycled content, product certification and Environmental Product Declarations (EPDs) can provide further insight into resource efficiency and the environmental attributes of materials used.

Strengthening this information over time will support more informed procurement decisions, improve traceability of material inputs and provide a stronger basis for assessing opportunities related to material efficiency and lower-impact construction materials

Looking ahead, Right Construction will progressively expand the range of construction materials tracked and strengthen procurement data, including information on material quantities, recycled content and relevant subcontractor-procured materials where available.

Note: The concrete and reinforcement steel data reflect different scopes of project activity. Concrete quantities relate to additional works at Project Site 1 completed in June 2025, while reinforcement steel reflects procurement for the project as a whole. Materials purchased for other works and those procured directly by subcontractors are not currently captured. Materials-related data therefore represents partial coverage and will be progressively strengthened as data availability improves.



CLIMATE READINESS AND RESILIENCE [GRI 201-2]

Climate change may affect Right Construction through physical risks - higher temperatures, heat stress, intense rainfall and site disruption - as well as transition risks linked to tightening carbon expectations, greener procurement requirements and growing demand for lower-carbon construction. These same forces also create opportunities for more efficient, resilient and lower-carbon project delivery.

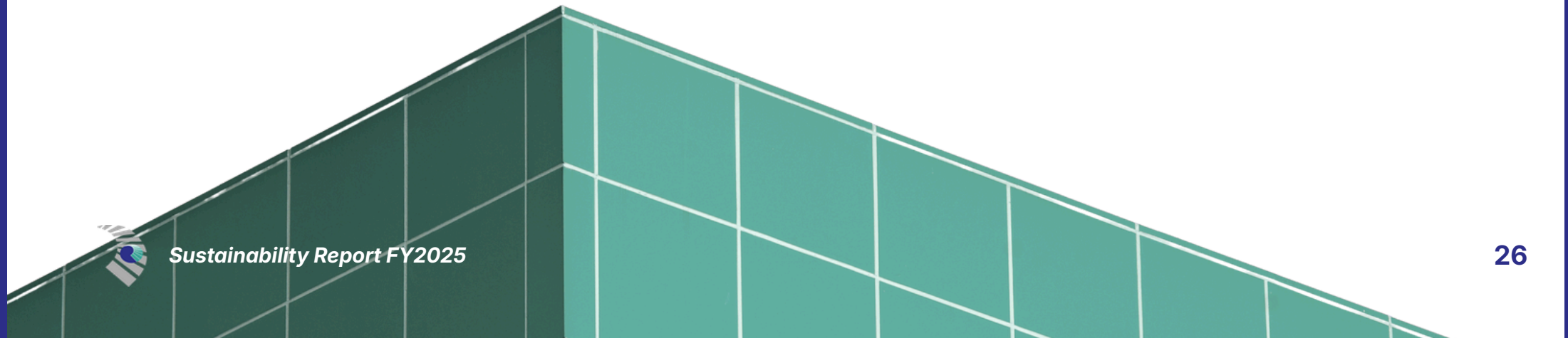
FY2025 is the Company's first year of climate-related disclosure. The discussion below is qualitative and sets out how climate-related matters are currently overseen and managed, the main risks and opportunities identified, and the areas the Company intends to develop.

Governance

Oversight of climate-related matters sits with the Board of Directors as part of its broader responsibility for strategy, governance, risk management and business resilience. Management is responsible for implementation through existing sustainability, safety, project, procurement and operational functions. No dedicated climate governance process, Board-level review cycle or climate-related performance metric was in place during FY2025.

Strategy and Risk Management

Climate-related risks are currently managed within the Company's existing risk and management system processes rather than through a separate climate risk framework. Environmental and safety risks at project level are identified and controlled through the ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System, which cover site conditions including weather-related disruption and heat stress. A dedicated process for identifying and assessing climate-related risks across the business was not in place during FY2025 and is an area the Company intends to develop.



Key Climate-Related Risks and Opportunities

Table 12: Climate-related Risks and Opportunities

Type	Climate-related matter	Potential effect on Right Construction	Current response
Physical risk	Higher temperatures and heat stress	Reduced labour productivity, higher worker safety risk and possible disruption to outdoor activities	Site supervision, work scheduling, rest and hydration controls, toolbox briefings, and heat stress monitoring in line with Ministry of Manpower requirements
	Intense rainfall, flash flooding and weather disruption	Site access issues, delays to construction activities and disruption to work sequencing	Site drainage and silt-control systems, housekeeping, contingency planning and adjustments to work sequencing
Transition risk	Tightening regulations and disclosure expectations	Additional compliance effort, higher data-collection requirements and potential cost implications linked to emissions, energy, water, waste and materials tracking	Baseline emissions and energy reporting, ISO 14001 processes, and gradual strengthening of climate governance
	Changing client and tender expectations	Potential loss of competitiveness if the Company cannot demonstrate credible sustainability performance, environmental controls or lower-carbon construction practices in tenders	Sustainability reporting, ESG data tracking, Green and Gracious Builder practices, ISO certifications, and digital quality and safety management systems
	Embodied carbon in purchased materials	The Company's FY2025 inventory shows purchased reinforcement steel as the dominant emissions source, exposing it to supplier carbon pricing, material specification changes and client embodied-carbon requirements	Materials data captured for the first time in FY2025; supplier engagement on recycled content and Environmental Product Declarations identified as a priority for FY2026
Opportunity	Demand for sustainable and lower-carbon buildings	Opportunity to strengthen delivery capability for clients with sustainability requirements, including public-sector and green-building expectations	Existing construction delivery standards and project environmental controls provide a foundation; internal sustainability awareness to be built further
	ESG tender differentiation	Improved positioning in tenders and stakeholder engagements where sustainability reporting, safety performance, environmental management and governance practices are increasingly assessed	Sustainability reporting, ISO management systems and safety performance tracking already in place, with climate-related data to be strengthened over time

Initial Scenario Considerations

Consistent with a first-year reporting approach, Right Construction considered two qualitative scenarios to understand how its operations and strategy may be affected. These are directional considerations rather than quantified scenario analysis. In this discussion, the short term refers to the next one to two years, the medium term to three to five years, and the long term to beyond five years, reflecting the Company's typical project and contract durations.

Table 13: Scenarios considerations

Scenario	Illustrative assumptions	Potential implications	Resilience observations
Lower-carbon transition	Policy, disclosure and client requirements tighten progressively; demand rises for lower-carbon construction, resource efficiency and robust emissions information	Increased compliance effort, data-collection requirements and capability-building costs; greater expectation to demonstrate credible ESG performance in tenders; potential cost pass-through from carbon-intensive materials	Reasonably positioned if the Company continues strengthening ESG data controls, supplier and subcontractor engagement, climate governance and communication of performance
Higher physical risk	More frequent heat stress, intense rainfall and weather-related disruption affect site productivity, access and scheduling	Project delays, reduced labour productivity, higher workplace safety risk, greater need for site coordination and contingency planning	Relevant site-level controls are in place, including safety practices, supervision, toolbox meetings, housekeeping, drainage controls and work sequencing

Metrics and Targets

Right Construction does not currently quantify the financial effects of climate-related risks and opportunities and has not set climate-related targets. The Company uses its disclosed energy, emissions, water and waste data as an initial baseline.

Looking Ahead

- introducing periodic review of climate-related risks and opportunities at management and Board level;
- strengthening the identification and assessment of physical and transition risks as more consistent business and project data becomes available; and
- considering appropriate climate-related metrics and targets once the Company's emissions baseline and climate-risk assessment are sufficiently established.

SOCIAL [GRI 3-3]

Under its Social focus area, Right Construction prioritises the safety and well-being of its workforce, fair and respectful employment practices, workforce development and responsible engagement with communities affected by its projects. These areas support SDG 3 (Good Health and Well-Being), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities) and SDG 11 (Sustainable Cities and Communities).

People are central to Right Construction's ability to deliver projects safely and effectively. FY2025 was a year of significant workforce change: employee headcount increased from 29 at the beginning of the year to 160 at year end. This expansion increased the importance of consistent safety practices, workforce integration, training and fair employment across both headquarters and project operations.

The Company manages its social responsibilities through site supervision and safety controls, employee and worker training, human-resource practices, regular workplace communication and engagement with communities around its project sites. The FY2025 materiality assessment reinforced these priorities, with workplace health and safety ranked as the highest-priority ESG matter by both staff and management, while workforce development, training and fair employment were also identified as important areas.

The sections that follow cover Right Construction's approach and FY2025 performance across workplace health and safety, employment and workforce practices, training and development, diversity and inclusion, employee well-being and community engagement.

WORKPLACE HEALTH & SAFETY [GRI 403-1 to 403-7, 403-9]

Occupational Health and Safety Management System

Construction activities can expose employees, workers, subcontractors and site visitors to risks associated with machinery, work at height, lifting operations, moving vehicles, electrical works and changing site conditions.

Right Construction manages these risks through its ISO 45001:2018-certified Occupational Health and Safety Management System, which covers the Company's construction operations in Singapore. The Company also holds bizSAFE Star, the highest tier of the Workplace Safety and Health Council's bizSAFE programme.

The management system applies to all employees and to workers under the Company's operational control at its project sites, including subcontractor workers while on site.

The Safety, Health and Environment function is led by the Safety Manager and supported by Workplace Safety and Health Officers (WSHO) and Environmental Control Officers (ECO). Their responsibilities include implementing site safety requirements, monitoring compliance, coordinating training and responding to identified hazards.

Hazard Identification and Risk Assessment

Hazard identification, risk assessment and control are required elements of the Company's ISO 45001 and bizSAFE Star certified systems, and of Singapore's Workplace Safety and Health (Risk Management) Regulations. Controls are applied through site supervision, permit-to-work arrangements, method statements, toolbox briefings and routine site inspections. ISO 45001 additionally requires worker consultation and participation, giving employees and subcontractor workers a role in hazard identification.

Risk assessments are conducted for construction activities as part of these certified processes, with controls reviewed as site conditions and work sequences change. Records are maintained at project level by the responsible Workplace Safety and Health Officer.

The Company does not currently maintain a consolidated central register of risk assessment coverage across all active projects. Strengthening central documentation so that assessment status, review dates and approval can be reported at company level, is a priority for FY2026.

Occupational Health Services and Promotion of Worker Health

Employees and workers have access to statutory medical examinations required under Singapore's Workplace Safety and Health legislation for specified occupational exposures, and to medical benefits provided under their terms of employment. Site welfare provisions include rest areas, drinking water and sanitary facilities. Heat-stress management measures including work scheduling, rest and hydration breaks and WBGT monitoring, support worker health during periods of elevated temperature.

Work-Related Injuries

Table 14: Safety Indicator summary

Safety indicator	FY2025	FY2024
Work-related fatalities (employees)	0	0
Work-related fatalities (Right Construction workers)	0	0
High-consequence work-related injuries	0	0
Recordable work-related injuries (employees)	0	0
Recordable work-related injuries (Right Construction workers)	0	0
Lost-time injuries	0	Not reported
Near-miss incidents reported	Nil recorded	Not reported
Total hours worked	Not tracked	Not reported
Total recordable incident rate (TRIR)	Not calculable	Not reported

Right Construction recorded zero work-related fatalities and zero recordable work-related injuries among its employees and its own workers during FY2025. Safety data for subcontractor workers is maintained by the respective subcontractors and is not consolidated by Right Construction.

Establishing an hours-worked record is required for rate-based safety disclosure and is an FY2026 priority.

Worker Training on Occupational Health and Safety

Safety-related training accounted for the majority of the Company's FY2025 training activity. Courses completed during the year included:

- *Workplace Safety and Health Management in the Construction Industry;*
- *Design for Safety for Project Managers and Engineers;*
- *Registered Earthworks Supervisor;*
- *Rigger and Signalman;*
- *Lorry-crane, boom-lift and hydraulic-excavator operation (as lifting machines);*
- *Basic Traffic Controller; and*
- *Licensed Electrical Worker preparatory course.*

Further detail is provided under Workforce Development and Training below.

FY2026 Safety Priorities

- Establish a central register of project risk assessment coverage across all active projects.
- Establish recording of total hours worked for employees, own workers and subcontractor workers.
- Implement structured near-miss reporting with a monthly return to management.
- Consolidate safety data (inspections, toolbox talks, incident types and corrective actions) across employees and subcontractor workers.



DIVERSITY, EQUITY AND INCLUSION [GRI 2-7, GRI 405-1, 406-1]

Right Construction recruits and manages its workforce on the basis of skills, qualifications and experience, in line with Singapore's employment legislation and fair employment requirements. During FY2025, equal opportunity expectations were applied through management and human resource practices. A Code of Conduct setting out expected standards of behaviour, including equal treatment, was under development during the reporting period.

Workforce Profile

All Right Construction employees are engaged on a full-time basis in Singapore. The Company did not employ part-time or non-guaranteed-hours employees during FY2025.

Employment type	As at 1 Jan 2025	As at 31 Dec 2025
Full-time permanent	0	67
Full-time contract	29	93
Part-time	0	0
Total	**29**	**160**

The growth in headcount reflects the rebuilding of the Company's establishment, including the appointment of a new management team and the mobilisation of site teams for active projects.

Diversity of Governance Bodies and Employees

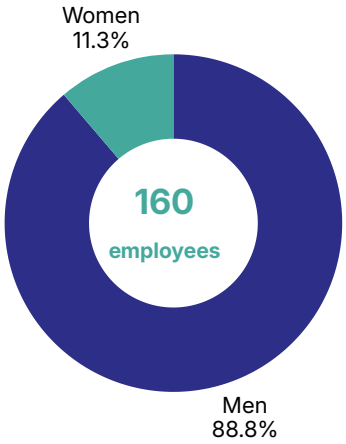
Table 15: Employees by category, gender and age group (as at 31 December 2025)

Employee category	Women			Men			Total	% women
	<30	30–50	>50	<30	30–50	>50		
Executive Management (Board of Directors)	0	0	0	0	2	2	4	0.00%
Middle Management	1	0	0	3	12	8	24	4.20%
All other employees - *non-contingent	0	17	0	4	25	6	52	32.70%
All other employees - general workers	0	0	0	18	53	9	80	0.00%
Total	**1**	**17**	**0**	**25**	**92**	**25**	**160**	**11.30%**

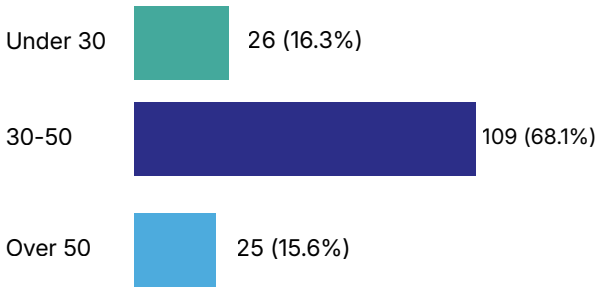
**Non-contingent employees are permanent employee of a company, hired on a long-term basis with a stable employment contract*

Figure 1: Workforce by gender and by age group

By gender



By age group



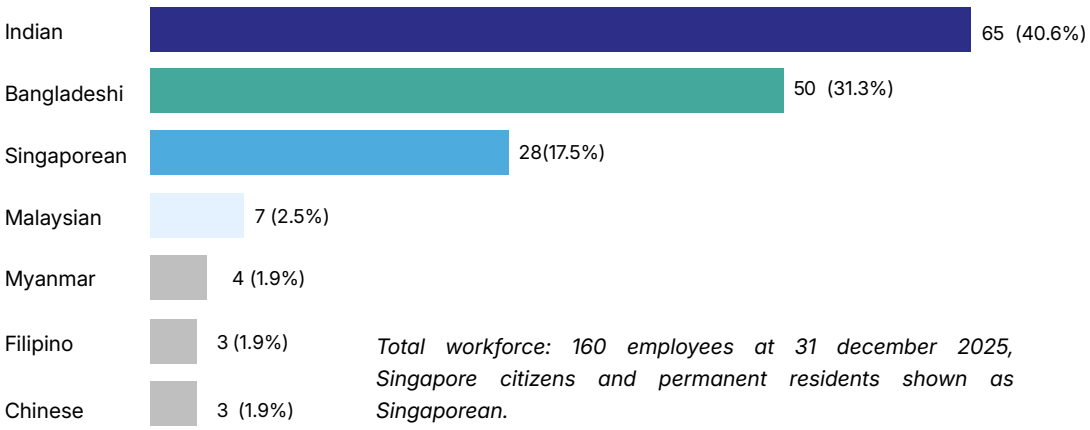
Total workforce: 160 employees as at 31 December 2025

Non-Discrimination and Equal Opportunity

Right Construction is committed to fair treatment and equal opportunity, and rejects discrimination on any ground. Remuneration is determined by skills, experience and role requirements. Harmony, one of the Company's R.I.G.H.T. values, reflects its commitment to diversity and inclusiveness.

No incidents of discrimination were recorded during FY2025. The Company notes that a formal grievance and whistle-blowing channel was not in place during the reporting period. A Whistle-Blowing Policy was under development at the time.

Figure 2: Workforce by nationality



Total workforce: 160 employees at 31 december 2025, Singapore citizens and permanent residents shown as Singaporean.



WELL-BEING, ENGAGEMENT AND FAIR EMPLOYMENT [GRI 401-1, 401-2, 202-1]

Right Construction's workforce is central to its ability to deliver projects safely and to the required standard. The Company's employment approach is built on paying fair wages, meeting its obligations as an employer under Singapore's employment framework, and supporting employees and site workers to develop the skills their roles require.

Right Construction is accredited with the Progressive Wage Mark, a national certification awarded by the Singapore Business Federation in partnership with the Ministry of Manpower, NTUC and the Singapore National Employers Federation. The accreditation requires the Company to pay progressive wages that uplift lower-wage workers and to comply with Progressive Wage Model and Local Qualifying Salary requirements. Maintaining the accreditation involves meeting these criteria on an ongoing basis rather than at a single point in time.

The Company's approach comprises:

- *Fair wages and benefits - remuneration aligned with national requirements, supported by the Progressive Wage Mark and structured review cycles;*
- *Training and skills development - upskilling opportunities for employees and site workers to meet industry and regulatory requirements, with course fees borne by the Company; and*
- *Employment stability - transparent contracts, timely payment and working conditions compliant with employment legislation and industry norms.*

Employee Benefits

All Right Construction employees are engaged on a full-time basis, and the Company did not employ part-time or non-guaranteed-hours employees during FY2025. As such, benefits are not differentiated based on full-time or part-time status. Employees on permanent and fixed-term contracts receive the same core employee benefits, with differences limited to contract duration and notice provisions. Employee benefits are provided in accordance with applicable Singapore employment legislation and statutory requirements, taking into account requirements applicable to different employee categories, including local employees and migrant workers.

Employee Engagement and Well-Being

Regular meetings between employees and their reporting managers provide a route for day-to-day matters to be raised and addressed directly. During FY2025, employees were also engaged through the internal survey conducted as part of the Company's materiality assessment, which invited staff and management to indicate the sustainability topics they considered most important. Responses were received from 65 employees and are discussed further in the Materiality Assessment section of this report.

The Company organises informal activities that bring employees together outside of project work, including barbecue gatherings and monthly birthday celebrations. These activities are modest in scale but support familiarity and communication across a workforce that is distributed between the headquarters and active project sites.

Wages and Remuneration

Singapore does not set a national minimum wage. Wage floors in the construction sector are established through the Progressive Wage Model and the Local Qualifying Salary, and Right Construction's compliance with these requirements is verified through its Progressive Wage Mark accreditation. The Company does not currently track the ratio of entry-level wages to these benchmarks by gender, and this ratio is not reported for FY2025.

New Hires and Turnover

New hire and departure data available for FY2025 relate to headquarters-based employees only and do not include site-based general workers. Extending workforce movement data to the full workforce is a priority for FY2026.

Table 16: New Hire and Turnover

Category	Gender	Under 30	30–50	Over 50	Total
New hires	Women	1	14	0	15
	Men	4	17	9	30
	Total	**5**	**31**	**9**	**45**
Departures - voluntary resignation	Women	0	2	0	2
	Men	3	1	4	8
	Total	**3**	**3**	**4**	**10**
Departures - involuntary	All	0	0	0	0
Departures - retirement	All	0	0	0	0

FY2025 involved significant workforce changes following the acquisition and rebuilding of the Company’s establishment. As new hire and departure data do not cover the full workforce on a consistent basis, new hire and turnover rates have not been calculated for FY2025.

WORKFORCE DEVELOPMENT AND TRAINING [GRI 404-1, 404-2, 404-3]

Training and skills development support Right Construction's ability to maintain safe worksites, strengthen technical capability and equip employees and workers for their respective roles. Workforce development and training was identified as a material topic for FY2025 and ranked among the priorities highlighted through the Company's materiality assessment.

Training and Skills Development

The figures below cover externally provided and certified training. Internal briefings and on-the-job training, including toolbox meetings and site-based instruction, were not centrally recorded during FY2025 and are not included.

In FY2025, Right Construction recorded 21 training participations involving 19 employees and workers across 11 course types, covering workplace safety and supervision, plant and lifting operations, rigging and traffic control, earthworks supervision, electrical capability and digital construction skills.

Table 17: Training Record

Training area	Examples of courses	Participations
Safety management and Design for Safety	Workplace Safety and Health Management in Construction; Design for Safety for PMEs; Design for Safety Appreciation	4
Plant and lifting operations	Lorry Crane; Boom Lift; Hydraulic Excavator Operation as a Lifting Machine	4
Rigging, signalling and traffic control	Rigger and Signalman; Basic Traffic Controller	6
Earthworks supervision	Registered Earthworks Supervisor	2
Technical and digital capability	Licensed Electrical Worker Preparatory Course; BIM / VDC / IDD Revit MEP Modelling	5
Total	**11 course types**	**21**

Training reached a range of operational and professional roles, including general workers, equipment operators, engineers, BIM modellers, project management and safety personnel. A total of 46 participant-days of training and assessment were recorded during the year.

Training was delivered through external providers and focused on practical safety, operational and technical capabilities relevant to employees' roles. Average training hours per employee are not reported for FY2025, as training duration was recorded in days rather than hours.

Programmes for Upgrading Employee Skills

The Company's training approach in FY2025 focused on statutory and competency-based certification required for site roles (lifting operations, rigging and signalling, traffic control and earthworks supervision) supplemented by capability-building for professional staff in Design for Safety and in BIM/VDC digital delivery.

Training was funded by the Company. The Company did not provide sabbatical arrangements, transition assistance or retirement-planning programmes during FY2025.

Performance and Career Development Reviews

Right Construction conducts formal performance reviews twice a year. All staff within the review cycle received a performance review in FY2025. General workers, who make up half of the workforce, are not included in the formal review cycle and are assessed on an ad hoc basis where relevant to their role. Performance outcomes inform remuneration and bonus decisions.

A breakdown of review coverage by gender and employee category is not currently tracked.

Looking Ahead

- Extending training records to cover internal and on-the-job training alongside externally certified courses;
- Recording training duration in hours to enable reporting of average training hours by gender and employee category; and
- Broadening the coverage of formal performance and development reviews.



COMMUNITY ENGAGEMENT [GRI 413-1]

Right Construction's projects are predominantly public housing upgrading and community infrastructure works, carried out within or adjacent to occupied residential estates. Construction activities can affect neighbouring residents through noise, dust, traffic movements, temporary access changes, site cleanliness and public safety. Managing these impacts is an important part of responsible project delivery. Right Construction's site practices are guided by the BCA Green and Gracious Builder Scheme, under which the Company holds an Excellent rating for the 2023–2026 cycle. The scheme covers considerate construction practices towards the public, including the management of noise, dust, site cleanliness and public safety.

Managing Community Impacts

Community considerations are managed at project level through measures such as:

- *Site hoarding, signage and notices on works, access arrangements and temporary diversions;*
- *Dust suppression, wheel washing and site cleanliness controls;*
- *Noise management and adherence to permitted working hours under national construction noise control requirements;*
- *Traffic management and pedestrian safety around site access points; and*
- *Feedback channels through site personnel for concerns raised by residents or other affected parties.*

These measures were applied at all active project sites during FY2025. In FY2025, Right Construction's approach to community engagement remained operational and project-based rather than delivered through formal community development programmes. The Company did not undertake separate community engagement initiatives during the year. Where feedback is received, project teams are responsible for reviewing the issue and taking appropriate follow-up action. Feedback was addressed at site level during FY2025.

Looking Ahead

- Establishing a central record of community feedback and complaints across active project sites;
- Maintaining communication with residents where project activities may cause temporary disruption; and
- Defining the scope of community engagement reporting for future cycles.

GOVERNANCE [GRI 3-3]

Right Construction's governance framework is anchored in Board-level oversight of strategy, compliance and risk, supported by ISO-certified management systems for quality, environmental and occupational health and safety management. Together these provide the structure through which the Company sets expectations, monitors performance and maintains accountability across its operations. As a contractor working predominantly for public-sector clients, the Company's licence to operate depends on demonstrable integrity, and responsible governance underpins its ability to deliver projects safely, comply with applicable requirements and maintain the trust of clients, regulators, employees, subcontractors and suppliers.

FY2025 was a year of transition for the Company's governance arrangements. Right Construction began formalising the policies and processes that support ethical conduct and accountability, building on the commitments set out in its FY2024 report. Anti-corruption, whistle-blowing and code of conduct policies were under development during the reporting period.

The FY2025 materiality assessment identified ethical conduct and compliance, Board oversight and risk management as priority governance topics, ranking among the leading concerns for both staff and management. This section is structured around these three areas, setting out the Company's governance structure, its approach to ethical business conduct, and how risks are identified and managed - together with the areas it intends to strengthen



BOARD OVERSIGHT [GRI 2-9, 2-11, 2-12, 2-13, 2-14, 2-17]

Effective sustainability governance supports the integration of Right Construction's environmental, social and governance commitments into its business and project activities. The Company's governance structure establishes oversight at Board level, management accountability through the Executive Director, and operational responsibility across relevant departments and project teams.

Governance Structure

The Board of Directors holds overall responsibility for Right Construction's long-term direction and provides oversight on matters relevant to business resilience, including environmental performance, workplace health and safety, workforce practices, ethical conduct and regulatory compliance.

The Executive Director translates the Board's direction into operational priorities and coordinates implementation across the Company. The organisational structure comprises Operations and Administration, supported by functions covering safety and environment, projects, quality, technical and BIM, contracts, finance, human resources, purchasing and logistics, and general administration.

Sustainability responsibilities are embedded within these existing functions. Environmental and safety matters are primarily managed by the Safety and Environment and Project teams; materials and procurement by Purchasing and Logistics; workforce and training matters by Human Resources; and quality, compliance and certification matters by the relevant operational and management functions.

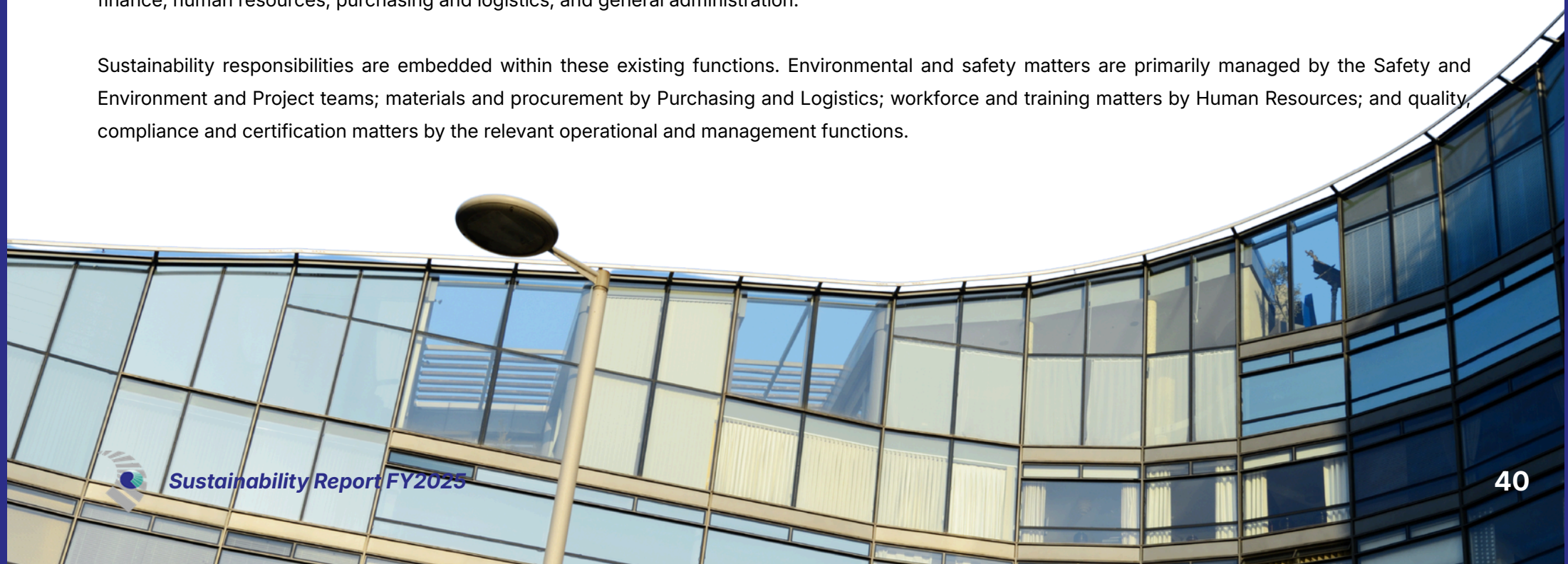
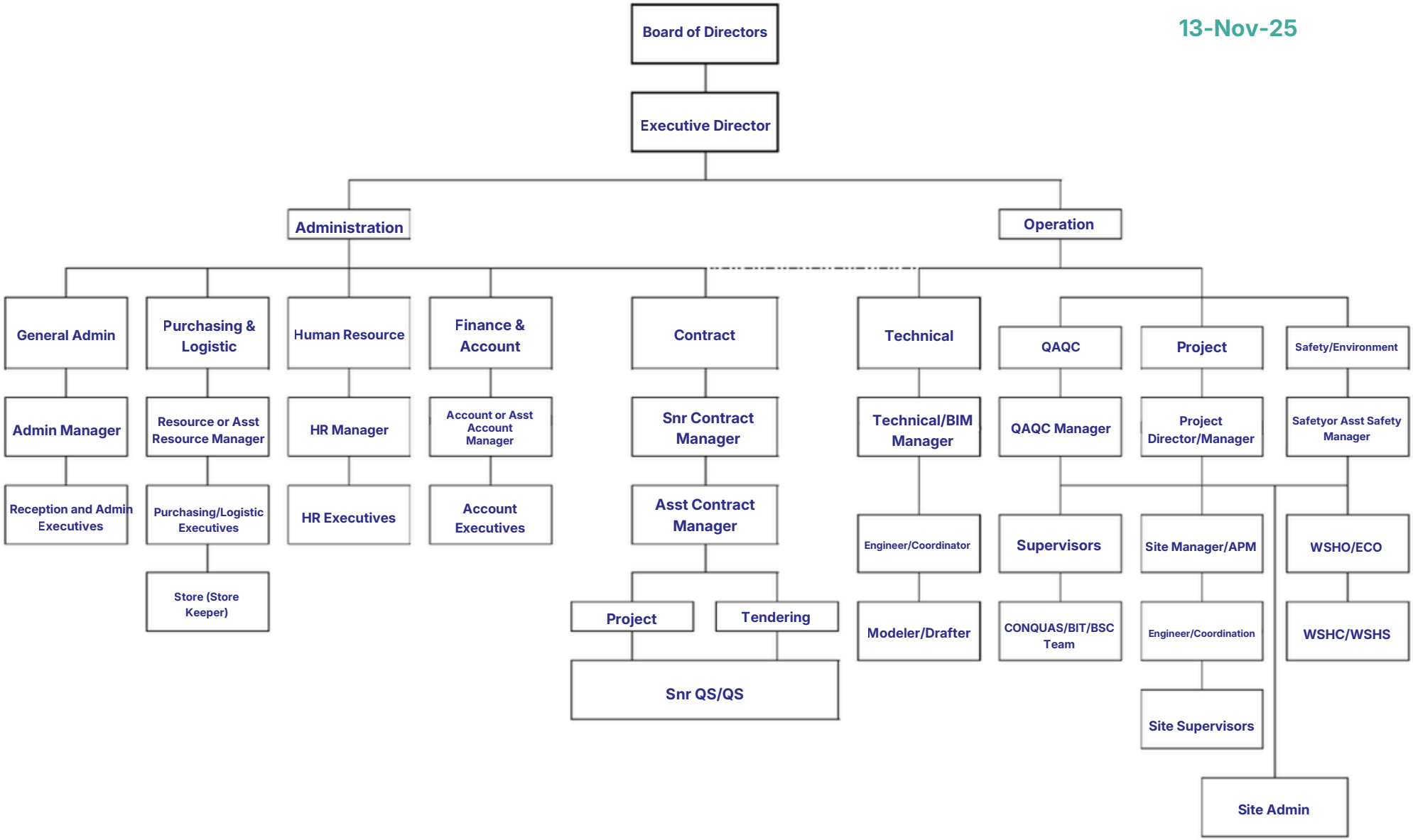
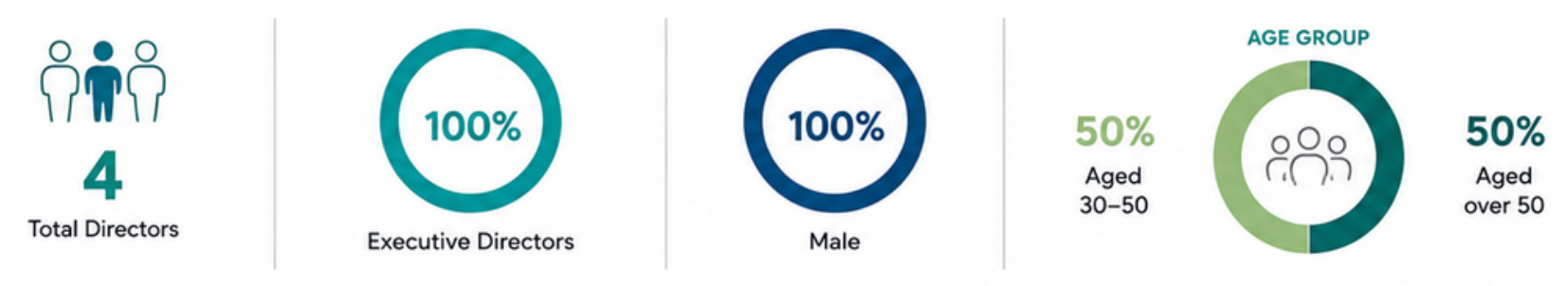


Figure 3: Right Construction Organisational Chart FY2025



Composition of the Highest Governance Body

As at 31 December 2025, the Board comprised executive directors, with no independent or non-executive directors and no directors aged under 30. The Company does not currently designate a separate Board Chair; instead, the Board operates collectively, with the Executive Director serving as the most senior executive and coordinating implementation across the Company.



As the Company continues to develop its governance practices, it will consider progressively formalising processes for director nomination and selection, Board performance evaluation and director remuneration, where appropriate to its size and organisational structure.

Board Oversight of Sustainability

Sustainability-related matters are currently overseen through Right Construction's existing Board, Executive Director and functional structure, with operational responsibilities assigned to the relevant departments. Given the Company's current organisational structure, a separate Sustainability or ESG Committee has not been established.

During FY2025, sustainability matters were managed through existing management and operational processes, with sustainability information in this Report reviewed by management. More formalised Board-level ESG review arrangements, director sustainability training and an Enterprise Risk Management (ERM) framework remain areas for further development.

Going forward, Right Construction intends to progressively strengthen sustainability governance by clarifying ESG oversight and review responsibilities, improving governance documentation and building sustainability awareness at leadership level.

ETHICAL CONDUCT AND COMPLIANCE [GRI 205-1, 205-2, 205-3, 2-23, 2-26]

Integrity and compliance are important to how Right Construction manages its relationships with clients, employees, subcontractors, suppliers, regulators and other business partners. This is particularly relevant across tendering, procurement, project delivery, employment practices and the handling of business and personal information. Right Construction expects its business activities to be conducted honestly, responsibly and in accordance with applicable laws and regulatory requirements. In FY2025, the Company recorded no confirmed incidents of corruption, no corruption-related disciplinary cases or contract terminations, and no corruption-related legal proceedings.

Anti-Corruption and Responsible Conduct

A documented corruption risk assessment and a structured anti-corruption training programme were not undertaken during FY2025. To strengthen the governance foundation supporting these expectations, the Company began developing three policies during the year:

Policy	Purpose
Code of Conduct	Establishes expectations for ethical and responsible behaviour across the Company.
Anti-Corruption Policy	Provides a formal framework for preventing and addressing bribery and corruption.
Whistle-Blowing Policy	Establishes a formal channel for raising concerns and reporting suspected misconduct.

These policies were under development during the reporting period and were not in effect during FY2025. Once operational, they are intended to provide a clearer foundation for communicating expected standards of conduct and strengthening accountability across the business.

Raising Concerns

During FY2025, employees and other parties could raise concerns through existing reporting lines, including supervisors, project managers and the Executive Director. A formal confidential reporting channel is being developed through the Company's Whistle-Blowing Policy to provide a clearer process for raising and addressing concerns.

Data Privacy and Information Management

Right Construction manages employee, client and business information in accordance with the Personal Data Protection Act, with access limited to personnel whose roles require it. The Company intends to further strengthen its data protection arrangements through formalised policies, designated responsibilities and employee awareness.

Looking ahead, Right Construction will focus on finalising and implementing its Code of Conduct, Anti-Corruption Policy and Whistle-Blowing Policy, supported by employee communication and a documented corruption risk assessment.

RISK MANAGEMENT [GRI 2-27, GRI 2-23, 2-24]

Risk Management Approach

Right Construction manages risk principally through its ISO-certified management systems. These systems follow a plan-do-check-act approach, requiring risks to be identified, controls implemented and performance reviewed through internal audits, management reviews and periodic external surveillance audits.

- *ISO 9001:2015 – quality performance and project delivery risk;*
- *ISO 14001:2015 – environmental aspects, impacts and compliance obligations; and*
- *ISO 45001:2018, supported by bizSAFE Star – workplace hazard identification, risk assessment and control.*

Identified non-conformities are addressed through corrective actions. At project level, hazards associated with construction activities are assessed before work commences, with control measures communicated through toolbox briefings and safety inductions. Assessments are reviewed when work methods or site conditions change, in line with Singapore's Workplace Safety and Health requirements.

During FY2025, these certified management systems formed the Company's principal framework for risk identification and control, rather than a separate enterprise-level risk management framework.

Compliance with Laws and Regulations

Compliance indicator	FY2025
Significant instances of non-compliance with laws and regulations	0
Fines or monetary sanctions incurred	0
Non-monetary sanctions	0
MOM or NEA regulatory notices received	0
Incidents of non-compliance with environmental permits, standards or regulations	0
Certifications lapsed or identified as at risk	None

Policy Commitments

The Company's policy commitments are set out in its Quality, Environmental and Occupational Health and Safety Policies under its ISO-certified management systems. These are reinforced by its R.I.G.H.T. values, Progressive Wage Mark commitments, and compliance with applicable Singapore employment, workplace safety and environmental legislation.

These commitments are embedded through management-approved policies, employee inductions, toolbox briefings and site notices. Implementation is monitored through internal and external audits, with identified areas for improvement addressed through corrective actions and follow-up verification.

APPENDIX A - GREENHOUSE GAS CALCULATION METHODOLOGY

Right Construction Pte Ltd quantified its greenhouse gas emissions with reference to the *GHG Protocol Corporate Accounting and Reporting Standard, the Scope 2 Guidance and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard.* Emissions are reported in carbon dioxide equivalent (CO_2e) using 100-year global warming potential values from the *IPCC Sixth Assessment Report (AR6).* The operational control approach was applied to define organisational boundaries.

Emission Factors and Data Sources

Scope	Category	Factor source	Activity data source
Scope 1	Mobile combustion (diesel, petrol)	Singapore Emission Factor Registry (SEFR)	Internal fuel records by vehicle registration
	Fugitive emissions (R410A refrigerant)	IPCC AR6 GWP values; IPCC leakage guidance	Air-conditioning nameplate data and equipment specifications
Scope 2	Purchased electricity (location-based)	Energy Market Authority (EMA) Grid Emission Factor, Singapore	Monthly utility bills
Scope 3 - Cat. 1	Purchased goods - construction materials	Building Embodied Carbon Calculator (BECC)	Procurement records
	Purchased goods -water supply	Singapore Green Building Council (SGBC) Embodied Carbon Calculation Guide	Monthly utility bills
Scope 3 - Cat. 5	Waste haulage	US EPA Supply Chain GHG Emission Factors with Margins v1.3.0 (NAICS)	Waste haulage spends, GST-excluded
	Waste generated in operations - treatment	UK Government (DEFRA) conversion factors	Estimated from bin capacity and collection frequency
Scope 3 - Cat. 7	Employee commuting (MRT/LRT, bus, car)	Singapore Emission Factor Registry (SEFR)	One-off employee commuting survey
	Employee commuting (motorcycle)	UK Government (DEFRA) conversion factors	One-off employee commuting survey

APPENDIX B - SASB SUSTAINABILITY DISCLOSURES

Right Construction Pte. Ltd. references the *Sustainability Accounting Standards Board (SASB) Standards* for the *Engineering & Construction Services industry,* as classified under the *SASB Sustainable Industry Classification System® (SICS® code: IF-EN).* This reference supports transparency and comparability for stakeholders seeking investor-useful data.

SASB topic	Metric	Code	FY2025 disclosure
Environmental impacts of project development	Number of incidents of non-compliance with environmental permits, standards and regulations	IF-EN-160a.1	0
	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	IF-EN-160a.2	Environmental risks are managed through the ISO 14001:2015-certified System, site-level environmental controls administered by Environmental Control Officers, and the practices recognised under the BCA Green and Gracious Builder Scheme. Refer to Environment Pillar.
Structural integrity and safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	Not tracked. The Company does not currently record rework costs separately.
	Total monetary losses from legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	SGD 0

SASB topic	Metric	Code	FY2025 disclosure
Workforce health and safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	TRIR and fatality rate are not calculable as total hours worked are not recorded. Zero fatalities were recorded among direct employees and own workers. Subcontractor data is not consolidated. Refer to Workplace Health and Safety.
Lifecycle impacts of buildings and infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	0 and 0. The Company holds the BCA Green and Gracious Builder Award (Excellent), which is a company-level recognition rather than a project certification.
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	As a contractor delivering to client-specified designs, the Company does not generally control operational-phase design parameters. Construction-stage energy and water use are managed through its ISO 14001:2015-certified system and site-level monitoring.

SASB topic	Metric	Code	FY2025 disclosure
Climate impacts of business mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1	Nil for both categories
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Not applicable — no hydrocarbon-related backlog
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Not disclosed. Active projects during FY2025 were located in Singapore and related primarily to public residential and defence-related construction.

SASB topic	Metric	Code	FY2025 disclosure
Business ethics	(1) Number of active projects and (2) backlog in countries ranked in the 20 lowest in Transparency International's Corruption Perceptions Index	IF-EN-510a.1	0 and nil. All active projects were located in Singapore.
	Total monetary losses from legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	IF-EN-510a.2	SGD 0
	Description of policies and practices for prevention of (1) bribery and corruption and (2) anti-competitive behaviour in project bidding	IF-EN-510a.3	No formal Anti-Corruption Policy was in force during FY2025. An Anti-Corruption Policy, Whistle-Blowing Policy and Code of Conduct were under review. Zero confirmed incidents of corruption were recorded.

Activity Metrics

Metric	Code	FY2025
Number of active projects	IF-EN-000.A	2
Number of commissioned projects	IF-EN-000.B	Not disclosed
Total backlog	IF-EN-000.C	Not disclosed

Notes:
1. Active projects refer to projects under development as at 31 December 2025.
2. Commissioned projects refer to projects completed and ready for service during FY2025. Not disclosed.
3. Total backlog refers to the value of contracted work remaining incomplete as at 31 December 2025. Not disclosed.

APPENDIX C - GRI CONTENT INDEX

Statement of use	Right Construction Pte Ltd has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Disclosure	Title	Location / Response
GRI 2-1	Organizational details	*About Right Construction*
GRI 2-2	Entities included in sustainability reporting	*About This Report*
GRI 2-3	Reporting period, frequency and contact point	*About This Report*
GRI 2-4	Restatements of information	About This Report
GRI 2-5	External assurance	About This Report
GRI 2-6	Activities, value chain and other business relationships	*About Right Construction*
GRI 2-7	Employees	*Social - Workforce Profile*
GRI 2-9	Governance structure and composition	*Board Oversight*
GRI 2-11	Chair of the highest governance body	*Board Oversight*
GRI 2-12	Role of the highest governance body in overseeing impacts	*Board Oversight*

Disclosure	Title	Location / Response
GRI 2-13	Delegation of responsibility for managing impacts	*Board Oversight*
GRI 2-14	Role of the highest governance body in sustainability reporting	*Board Oversight*
GRI 2-17	Collective knowledge of the highest governance body	*Board Oversight*
GRI 2-22	Statement on sustainable development strategy	*Message from the Board*
GRI 2-23	Policy commitments	*Governance*
GRI 2-24	Embedding policy commitments	*Governance*
GRI 2-26	Mechanisms for seeking advice and raising concerns	*Governance*
GRI 2-27	Compliance with laws and regulations	*Governance - Compliance with Laws and Regulations*
GRI 2-29	Approach to stakeholder engagement	*Stakeholder Engagement*

GRI 3: Material Topics 2021

Disclosure	Title	Location / Response
GRI 3-1	Process to determine material topics	*Materiality Assessment*
GRI 3-2	List of material topics	*Materiality Assessment — FY2025 Material Topics*
GRI 3-3	Management of material topics	*Environmental, Social and Governance Pillar*

Topic Standards

Standard	Disclosure	Title	Location / Response
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	*Climate Readiness and Resilience*
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	*Ethical Conduct and Compliance - no formal assessment conducted in FY2025*
	205-3	Confirmed incidents of corruption and actions taken	*Ethical Conduct and Compliance - zero incidents*
GRI 301: Materials 2016	301-1	Materials used by weight or volume	*Waste and Materials*
GRI 302: Energy 2016	302-1	Energy consumption within the organization	*Energy and GHG Emissions*
	302-3	Energy intensity	*Energy and GHG Emissions*
	302-4	Reduction of energy consumption	*Energy and GHG Emissions*

Standard	Disclosure	Title	Location / Response
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	*Water Management*
	303-2	Management of water discharge-related impacts	*Water Management*
	303-5	Water consumption	*Water Management*
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	*Energy and GHG Emissions*
	305-2	Energy indirect (Scope 2) GHG emissions	*Energy and GHG Emissions*
	305-3	Other indirect (Scope 3) GHG emissions	*Energy and GHG Emissions*
	305-5	Reduction of GHG emissions	*Energy and GHG Emissions*

Standard	Disclosure	Title	Location / Response
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	*Waste and Materials*
	306-2	Management of significant waste-related impacts	*Waste and Materials*
	306-3	Waste generated	*Waste and Materials*
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	*Well-Being, Engagement and Fair Employment*
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	*Workplace Health and Safety*
	403-2	Hazard identification, risk assessment and incident investigation	*Workplace Health and Safety*
	403-3	Occupational health services	*Workplace Health and Safety*
	403-4	Worker participation, consultation and communication	*Workplace Health and Safety*
	403-5	Worker training on occupational health and safety	*Workplace Health and Safety*
	403-6	Promotion of worker health	*Workplace Health and Safety*
GRI 403: Occupational Health and Safety 2018	403-7	Prevention and mitigation of OHS impacts directly linked by business relationships	*Workplace Health and Safety*
	403-9	Work-related injuries	*Safe and Healthy Worksites - Work-Related Injuries*
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	*Workforce Development and Training*
	404-2	Programs for upgrading employee skills	*Workforce Development and Training*
	404-3	Percentage of employees receiving regular performance and career development reviews	*Workforce Development and Training*
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	*Diversity, Equity and Inclusion*
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	*Diversity, Equity and Inclusion*
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	*Community Engagement*

大元建築私人有限公司
RIGHT CONSTRUCTION PTE LTD

SUSTAINABILITY REPORT

FY2025



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