



大元建筑私人有限公司

RIGHT CONSTRUCTION PTE LTD

# Sustainability Report

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FY2024



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## Message from the Board

At Right Construction, we have always believed that building well means building responsibly. For more than three decades, our projects have improved daily lives in Singapore, from upgrading homes to enhancing community spaces.

This inaugural Sustainability Report marks the next step in our journey. We recognise that construction leaves a footprint, and our responsibility is to ensure that this impact is positive. Our worksites affect the environment through energy and materials consumption, and waste generated; they influence our people through safety and accessibility; and they shape the livelihoods of the workers and subcontractors who build with us. To remain a trusted partner to clients, regulators, and residents, we must manage these impacts responsibly and transparently.

In 2024, our ISO-certified management systems and the BCA Green and Gracious Builder Award (Excellent) underscored our commitment to quality, sustainability, and safety. We took initial steps by piloting renewable-powered monitoring, engaging with residents, and implementing measures to reduce construction waste, while recording no major incidents or regulatory penalties.

Looking ahead, our focus is to turn sustainability from principle into measurable action. We are determined to reduce our construction waste generated through smarter material use, reduce reliance on diesel by tapping on solutions powered by renewable energy, strengthen health and safety management for every worker, and build trust within communities by engaging them openly and respectfully. Each project is an opportunity to raise the bar—whether by piloting new green technologies, benchmarking our energy and water performance, or increasing awareness among staff and partners.

Ultimately, this report represents more than a disclosure. It reflects our determination to keep raising our standards, to grow alongside our partners and communities, and to contribute meaningfully to Singapore's transition towards a greener and more resilient built environment.

**BOARD OF DIRECTOR,**  
Right Construction Pte Ltd



# About This Report

[GRI 2-2 to 2-5]

This is Right Construction Pte Ltd's inaugural Sustainability Report ("the Report"), prepared for the financial year period 1 January to 31 December 2024 (FY2024). The report will be published annually to provide transparency on our environmental, social, and governance (ESG) performance, and to establish a baseline for tracking future improvement.



## Scope and Boundary

The reporting scope covers our former headquarters premises (prior to relocation in 2025) and one active project site in Singapore where we had direct operational control during FY2024. All data presented therefore reflects operations at the former headquarters. Future reports will reflect the new headquarters location at 20 Kallang Avenue, PICO Creative Centre (Lobby B), #06-06B.

## Standards and Frameworks

This report has been prepared with reference to internationally recognised disclosure frameworks:

- *The Global Reporting Initiative (GRI) Standards (2021)*, which provide comprehensive principles for sustainability reporting across environmental, social, and governance topics, and are widely adopted by organisations worldwide.

- *The Singapore Exchange (SGX) Core ESG Metrics*, as outlined in Practice Note 7.6 under Listing Rules 711A and 711B, which establish a baseline set of quantitative ESG disclosures for issuers in Singapore enhancing reporting consistency and regulatory alignment.

By aligning with the GRI Standards and the SGX Core ESG Metrics, the Report aims to balance stakeholder-focused transparency with regulatory and industry relevance, enabling clear, comparable, and credible communication of Right Construction's sustainability performance.

## Data Collection and Assurance

Data for this Report was collected from internal records, including utility bills, site safety logs, HR databases, and contractor submissions. While the Report has undergone internal verification and cross-checking by management, no external assurance has been sought for this first edition. We will consider independent assurance in future cycles as our reporting matures.

## Contact

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# About Right Construction

[GRI 2-1]

## Company Profile

Right Construction Pte Ltd (UEN: 199405428K) (“Right Construction”, “the company”, or “we”) was incorporated in Singapore on 2 August 1994. Our headquarters office is located at 20 Kallang Avenue, PICO Creative Centre (Lobby B), #06-06B.

Over the past three decades, we have built a strong track record as a trusted local contractor, specialising in general building and civil engineering works. Our core competencies include new-build construction, major upgrading, lift upgrading, and home improvement projects, primarily serving the public housing and community infrastructure sectors.

Right Construction is formally registered with the Building and Construction Authority (BCA) under:

- CW01 – General Building, Grade A1 (expiry: 1 September 2027)
- CW02 – Civil Engineering, Grade B1 (expiry: 1 September 2027)

We are also licensed as a General Builder Class 1 (GB1) contractor, valid until 16 June 2027. This qualifies us to tender for public-sector building projects of unlimited contract value, reflecting our proven capability and industry track record.

## Certifications and Recognition

In 2024, we enhanced our management systems and sustainability practices by achieving:

- ISO 9001:2015 – Quality Management Systems
- ISO 14001:2015 – Environmental Management Systems

- ISO 45001:2018 – Occupational Health & Safety Management Systems
- BCA Green and Gracious Builder Award (Excellent rating) for the 2023–2026 cycle

These certifications and awards underscore our commitment to delivering projects with quality, safety, and environmental responsibility at the core of our operations.

## Track Record

Right Construction has contributed to Singapore’s built environment through a steady portfolio of public housing and community infrastructure projects. As of end-2024, we are managing over S\$100 million worth of active projects, underscoring our capability to handle assignments of substantial scale. These projects reflect both our technical competence and our commitment to safe, timely, and reliable delivery for residents and stakeholders.



# Sustainability Commitment & Priority

[GRI 2-22]

At Right Construction, sustainability is part of doing things the “right” way. We are mindful that our operations create impacts which must be managed responsibly to support our workforce, our clients, and the wider community.

Our commitment is to embed sustainability across our operations in a way that is transparent, practical, and aligned with Singapore’s national sustainability priorities. Guided by the United Nations Sustainable Development Goals (SDGs), we focus on areas where our business can make the most meaningful contribution.

Our immediate priority is to establish a clear baseline of performance. This foundation will enable us to understand where we are in terms of ESG, where we then set measurable targets for the years ahead and strengthen our role in Singapore’s transition to a greener and more resilient built environment.

## Sustainable Development Goals (SDGs) Priority

The United Nations Sustainable Development Goals (SDGs) provide a global framework for addressing the world’s most pressing environmental, social, and economic challenges, serving as a common reference point to guide collective action towards sustainable development.

Right Construction has identified the following SDGs as most relevant to our operations. These priorities reflect where our activities create the greatest direct impact—protecting workers, supporting fair and progressive employment, delivering essential community infrastructure, and minimising environmental footprint through resource efficiency and emissions reduction. Collectively, they align closely with Singapore national sustainability goals and the realities of Singapore’s built environment sector:

SDG	Priority Area	How It Relates to Right Construction
	Safe and healthy worksites	Protecting workers through strong safety practices and site health management
	Fair employment and skills	Supporting decent work, training, and development for employees and subcontractors
	Public housing and community projects	Delivering upgrading and infrastructure works that enhance liveability in Singapore
	Material efficiency and waste reduction	Reducing construction waste and promoting recycling at project sites
	Energy and emissions	Managing energy use, reducing diesel reliance, and aligning with the Singapore Green Plan 2030

Together with these priorities, the views of our stakeholders guide us in identifying the ESG topics most material to our business.



# Stakeholder Engagement

[GRI 2-29]

Stakeholders play an equally important role in shaping how Right Construction operates and delivers value. As a local contractor, most of our engagements are practical and project-based, reflecting the direct nature of our work with clients, regulators, and partners. For this inaugural report, stakeholder input was considered primarily through our existing operational channels rather than formal surveys.

## Key Stakeholder Groups and Engagement Channels

Stakeholder Group	How We Engage	Frequency	Purpose/ Outcome
Regulators (BCA, MOM, NEA, PUB)	Site inspections, permit applications, compliance submissions, audits	Ongoing/ As required	Ensure compliance with laws, regulations, and industry requirements
Clients (e.g. HDB, public agencies)	Tender processes, project meetings, progress reviews, feedback sessions	Project-based	Deliver projects to required quality, safety, and sustainability standards
Employees	Toolbox talks, safety briefings, training sessions, performance appraisals	Daily / Regular	Maintain safe worksites, improve skills, and ensure fair employment practices
Subcontractors & Suppliers	Procurement processes, coordination meetings, safety inductions, performance reviews	Project-based	Ensure responsible procurement, site safety, and quality of work
Communities & Residents	Site signage, feedback hotlines, newsletters, direct notices for works/diversions	Project-based	Minimise inconvenience, address concerns, and maintain community trust

While our stakeholder engagement today is largely operational and compliance-driven, we intend to formalise this process over time. Future steps include gathering structured feedback from employees and subcontractors and exploring regular channels for community engagement. This will strengthen how stakeholder perspectives are integrated into our materiality process.

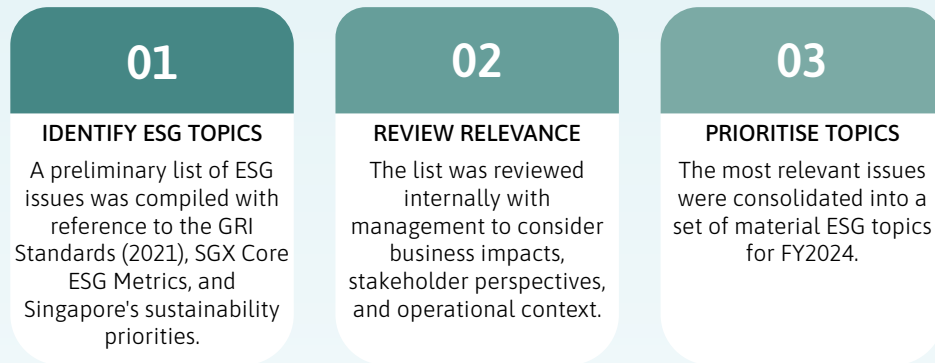


# Materiality Assessment










[GRI 3-1, 3-2]

In 2024, Right Construction conducted its first formal materiality assessment to identify the ESG topics most relevant to our business. The assessment was guided by the GRI Standards (2021) and took reference from the SGX Core ESG Metrics. National sustainability priorities, such as the Singapore Green Plan 2030 and the national net-zero commitment, were also considered to ensure local relevance and alignment with areas where Right Construction can contribute most directly, including waste reduction, energy efficiency, and workforce development.

The assessment followed a three-step process:



Through this process, we identified the following material ESG topics for FY2024:

ESG Area	Priority Area	Relevant GRI	Relevant SDGs	
Environment	Emissions	Managing emissions with strategies that can reduce our environmental footprint and supports climate goals.	GRI 305	
	Energy	Efficient energy use reduces costs and lowers carbon intensity.	GRI 302	 
	Water	Responsible water use conserves resources and protects ecosystems.	GRI 303	 
	Waste & Material Efficiency	Reducing and recycling waste support circular economy goals.	GRI 306	
Social	Workplace Health & Safety	Strong safety practices protect workers and ensure reliability.	GRI 403	   
	Diversity & Inclusion	Promoting diversity fosters fairness and equal opportunity.	GRI 405	
	Employment Practices	Fair employment practices and training support decent jobs and resilience.	GRI 401	
Government	Board Oversight	Strict board oversight ensures accountability in ESG matters.	GRI 2-9, 2-12	
	Ethical Conduct	Upholding strong integrity builds trust with regulators and clients.	GRI 205	
	Risk management	Structured risk approach support resilience and long-term value	GRI 2-12, 2-14	

These topics form the foundation of our ESG approach and are discussed in detail in the following sections of this report.



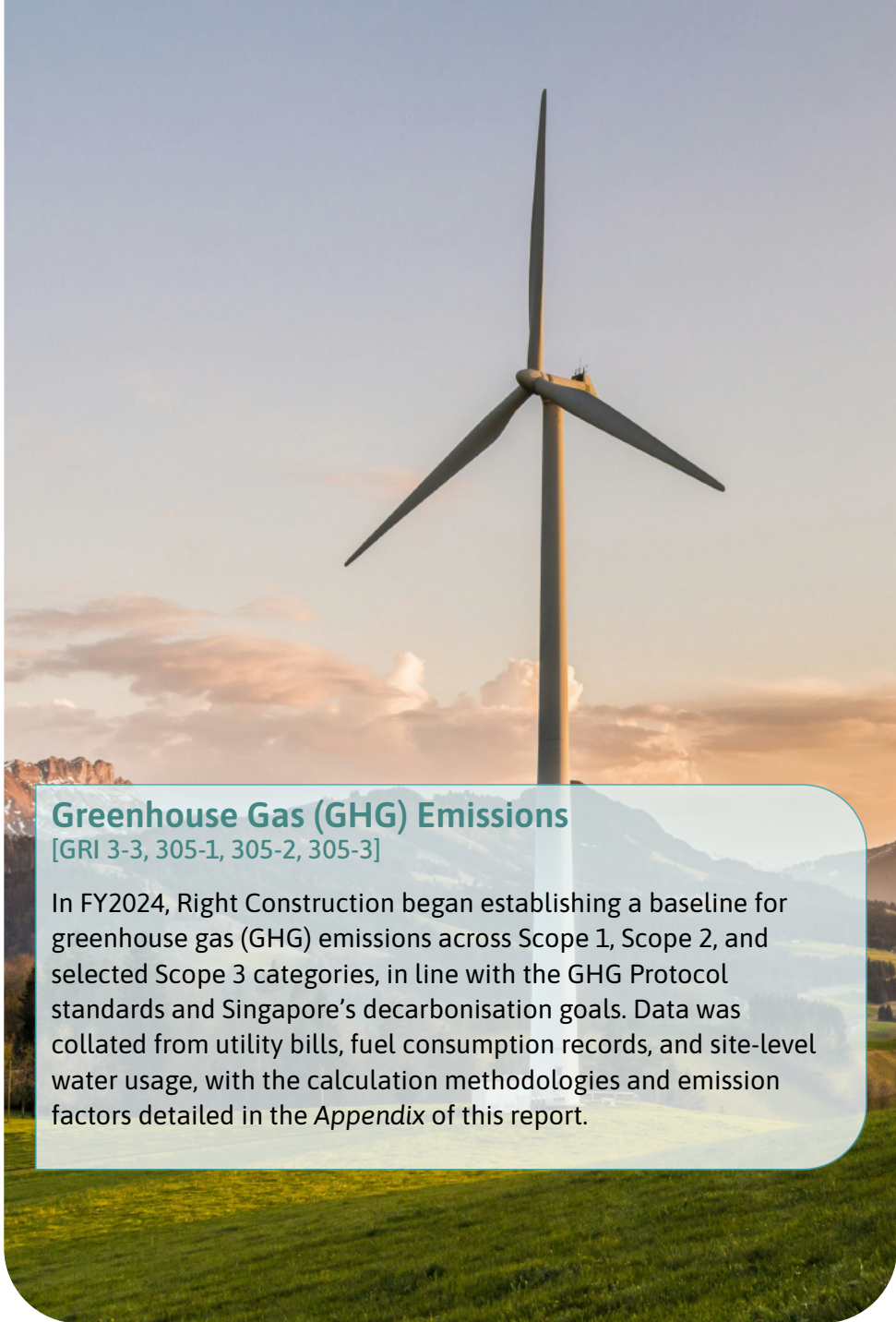
# Environment

[GRI 3-3]

Right Construction's environmental stewardship is anchored in an ISO 14001-certified *Environmental Management System (EMS)*, which provides a structured framework to set objectives, implement site-level controls, and review performance for continual improvement. In FY2024, we established our first baselines for energy consumption and carbon footprint, creating a foundation for systematic measurement and future target-setting.

This section outlines our practices, performance, and management approach across four key environmental topics—Emissions, Energy, Water, and Waste—highlighting both progress achieved and priorities for improvement.



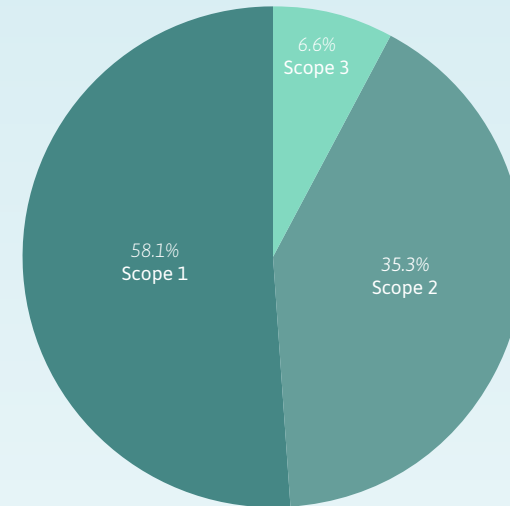


## Greenhouse Gas (GHG) Emissions

[GRI 3-3, 305-1, 305-2, 305-3]

In FY2024, Right Construction began establishing a baseline for greenhouse gas (GHG) emissions across Scope 1, Scope 2, and selected Scope 3 categories, in line with the GHG Protocol standards and Singapore's decarbonisation goals. Data was collated from utility bills, fuel consumption records, and site-level water usage, with the calculation methodologies and emission factors detailed in the *Appendix* of this report.

Figure 1: GHG Emissions by Scope (FY2024)



- *Scope 1 (Direct Emissions)* formed the largest portion of the footprint at 78.41 tCO<sub>2</sub>e (58.1%). These were driven mainly by stationary fuel use at project sites.
- *Scope 2 (Indirect Emissions)* accounted for 47.74 tCO<sub>2</sub>e (35.3%), arising from electricity consumed at HQ office and project sites.
- *Scope 3 (Other Indirect Emissions):* Category 1 – Water consumption contributed 8.92 tCO<sub>2</sub>e (6.6%), based on monitoring at one representative construction project tracked from January to December 2024.

In total, the company's carbon footprint amounted to **135.08 tCO<sub>2</sub>e**, representing a partial but important starting baseline.



Figure 1: GHG Emissions by Scope (FY2024)

Scope	Category	Location	Carbon Emissions (tCO <sub>2</sub> e)	Total by Scope (tCO <sub>2</sub> e)
Scope 1	Mobile emission	HQ Office	35.86	78.41
	Stationary emission	Project site	42.55	
Scope 2	Electrical consumption	HQ Office	8.91	47.74
		Project site	38.83	
Scope 3	Cat 1: Water	Project site	8.92	8.92
Total Emission (tCO <sub>2</sub> e)				135.08

Beyond measurement, Right Construction has embedded low-carbon practices into site operations. Staff and contractors regularly participate in green awareness briefings, sharing sessions, and quizzes to build a culture of accountability. We have also piloted renewable energy powered site technologies such as solar-powered CCTV and noise meters and adopted prefabricated building units (PBU) to reduce material use and on-site emissions. These efforts have been externally recognised through the *BCA Green and Gracious Builder Award (Excellent)*, underscoring that sustainable construction practices are already embedded in daily operations.

### Looking Ahead

- Expand emissions tracking coverage to include all offices and project sites consistently across the financial year.
- Broaden Scope 3 emissions tracking to capture important categories such as waste generated in operations (Category 5), employee commuting (Category 7), and upstream supply chain emissions.
- Introduce carbon intensity indicators (GRI 305-4), including tCO<sub>2</sub>e per S\$1m project value for projects and tCO<sub>2</sub>e per employee for offices, to enable normalisation and future benchmarking.
- Scale up adoption of low-carbon construction solutions such as prefabrication to reduce material and on-site emissions.



## Energy Consumption

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

In FY2024, Right Construction also compiled its first consolidated energy consumption baseline, expressed in gigajoules (GJ). Total consumption in FY2024 is **3,098.34 GJ**, with diesel accounting for more than 80% of total energy

Table 2: Energy consumption (FY2024)

Source	Location	Period	Consumption	Consumption (GJ)
Electricity	HQ Office	Mar-Jul	21,638.12 kWh	77.90
Electricity	Project Site Office	Jan-Dec	94,245.05 kWh	339.28
Diesel (Vehicles)	HQ Office	Apr-Jul	31,766.20 litre	1,226.18
Diesel (Generators)	Project Sites	Jan-Dec	37,693.90 litre	1,454.98
Total (GJ)				3,098.34

- Electricity: Converted from kWh to GJ using the factor 1 kWh = 0.0036 GJ (IPCC 2006 Guidelines for National Greenhouse Gas Inventories).
- Diesel: Converted from litres to GJ using the factor 1 litre = 0.0386 GJ (IPCC 2006 Guidelines – Energy Volume 2, Table 1.2 Default Net Calorific Values).
- All figures (rounded to two decimal places) represent energy consumption from HQ office operations and one project site.

### Practices and Achievements

In FY 2024, Right Construction has gone beyond measurement to implementing practical energy-saving measures. Both offices and sites have deployed energy-efficient appliances certified under the *Singapore Green Label Scheme*, such as lighting, air-conditioning, and photocopiers. Renewable integration has also begun, with solar-powered monitoring devices and a progressive shift from diesel generators to grid electricity at site offices.

### Looking Ahead

- Ensure continuous monitoring of electricity and diesel use across all projects and offices.
- Develop energy intensity benchmarks (GRI 302-3), including GJ per S\$1m project value for projects and GJ per employee for offices, to track efficiency improvements.
- Reduce reliance on diesel by maximising use of grid electricity and exploring cleaner energy alternatives.
- Expand use of energy-efficient and Green Label-certified technologies, including lighting, HVAC, and office equipment.
- Promote employee and contractor awareness to embed energy-saving behaviours across operations.



## Water Efficiency

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

In FY2024, Right Construction began monitoring water consumption at its project site office, while no data was available for the headquarters. Total water use recorded was **6,861.76 m<sup>3</sup>**, corresponding to 8.92 tCO<sub>2</sub>e when applying the Singapore Green Building Council (SGBC) emission factor of 1.3 kgCO<sub>2</sub>e/m<sup>3</sup>.

Water was primarily used for site operations such as sanitation, cleaning, and supporting workforce needs. Monitoring remains limited in coverage but provides an initial baseline for water management and associated emissions.

Right Construction's approach to water stewardship has been embedded within its Green and Gracious Builder practices, including the use of water-efficient fittings (press taps, dual-flush cisterns) and treatment systems for silty water which allow recycling for activities such as wheel washing and dust suppression. Such measures reduce reliance on fresh water and minimise site discharge impact.

### Looking Ahead

- Expand monitoring to include water consumption at HQ offices and all active project sites.
- Develop water intensity benchmarks (e.g., m<sup>3</sup> per employee) for efficiency tracking.
- Enhance adoption of water-efficient fittings and on-site recycling systems.
- Explore alternative water sources (e.g., rainwater harvesting) to reduce reliance on potable supply.
- Continue training and awareness programmes for site workers on responsible water use.



## Waste & Material Efficiency

[GRI 306-1, 306-2]

In FY2024, Right Construction has yet to implement a structured system to track waste generation across its operations, and therefore no quantitative data is available for this reporting cycle. Nonetheless, waste remains a material topic for the company given the significant impact of construction activities on landfill volumes and the opportunities it presents for circular resource use.

### Current Practice:

Waste is managed in alignment with the BCA Green and Gracious Builder Scheme (GGBS) requirements and site-level environmental control procedures. At the [Ang Mo Kio N2C32A project](#), the company has:

- Implemented on-site waste segregation with designated bins for general waste, rebar, timber, cardboard, and recyclables.
- Arranged for office waste recycling, including paper and electronic waste via authorised collection points.
- Reused site materials creatively, such as waste plywood for site furniture, waste timber blocks as wheel chocks, and waste pipes for rebar protection.
- Introduced performance monitoring for concrete and rebar wastage against industry benchmarks and internal targets.

Regular toolbox talks, staff briefings, and incentive schemes further encourage workforce participation in site cleanliness and waste minimisation.

### Looking Ahead

- Conduct a formal waste audit and establish a structured tracking system. As an interim step, Right Construction will record the number of waste disposal trips per S\$1m project value as a proxy indicator, while a full system aligned with GRI 306 (2020) – capturing waste volume, type, and disposal method – is being developed.
- Report total waste generated in accordance to GRI 306 categories (generated, diverted, disposed) and monitor progress annually.
- Increase the use of recycled and green-certified materials at sites.
- Enhance circular practices such as material reuse and prefabrication to minimise construction waste.
- Strengthen contractor and supplier engagement by embedding waste reduction criteria in procurement.



# Social & People

[GRI 3-3]

Right Construction places its people at the core of its business and is committed to providing a safe, fair, and supportive workplace. Our approach emphasises fair employment practices, respect for diversity, and workforce welfare, supported by structured health and safety systems to safeguard employees and ensure compliance with national regulations.

In FY2024, we established our first workforce baseline and continued to strengthen site safety, training, and employee welfare programmes. This section is structured around three focus areas that reflect our material social priorities: *Workplace Health & Safety, Employment Practices and Diversity & Inclusion.*



## Workplace Health & Safety

[GRI 403-1, 403-5, 403-9]

Right Construction achieved ISO 45001 certification in 2024, confirming that our workplace health and safety (WHS) management system is aligned with international standards and best practices. This certification strengthens our ability to systematically identify risks, implement preventive measures, and ensure continuous improvement, while embedding safety into daily site operations and long-term project planning.

In FY2024, we recorded **zero fatalities, zero high-consequence injuries, and no other recordable work-related injuries** among employees and workers under our control. This strong track record reflects the effectiveness of our measures, including daily toolbox briefings, scheduled emergency drills, and regular on-site inspections by trained supervisors.

Our approach is guided by three core elements:

- Prevention and training – comprehensive induction programmes and refresher sessions equip workers with the knowledge to handle site hazards safely.
- Monitoring and accountability – systematic reporting of incidents and near-misses ensures lessons learned are integrated into corrective actions, with oversight through regular management reviews and audits.
- Worker participation – ISO 45001 emphasises consultation, giving employees and subcontractors a direct role in hazard identification and safety improvements.

Singapore's Workplace Safety and Health (WSH) is a central expectation of regulators and clients, and our compliance with WSH regulations and alignment with GRI 403: Workplace Health and Safety (2021) ensure that every worker is safeguarded, and every project is executed with a clear "Safety First" commitment.



## Employment Practices

[GRI 401-1]

Right Construction recognises that fair and progressive employment practices are fundamental to building a resilient and skilled workforce. The company 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 SNEF. This accreditation affirms that Right Construction pays fair and progressive wages to uplift lower-wage workers, while contributing to workforce resilience and social equity in Singapore.

### Workforce dynamics

In FY2024, Right Construction recorded a **hiring rate of 38.8%**, reflecting the addition of new employees across different age groups and nationalities. Importantly, the Company achieved a **turnover rate of 0%**, with no voluntary or involuntary resignations reported during the year. This stability underscores strong workforce engagement and the effectiveness of our employment practices.

Our approach:

- *Fair wages and benefits* – salaries are aligned with national requirements, with structured annual reviews to support income progression.
- *Training and skills development* – employees and site workers receive regular upskilling opportunities to meet evolving industry demands and to enhance productivity.
- *Employment stability* – transparent contracts, timely payment, and working conditions in full compliance with employment legislation and industry norms.

Maintaining compliance with the Progressive Wage Mark criteria demonstrates our commitment to decent work standards. Beyond compliance, we view employment practices as a driver of long-term resilience — by investing in our people, we strengthen retention, support career development, and build trust across the workforce. Looking ahead, we will continue to monitor hiring and turnover trends and expand training opportunities to ensure our workforce remains future ready.

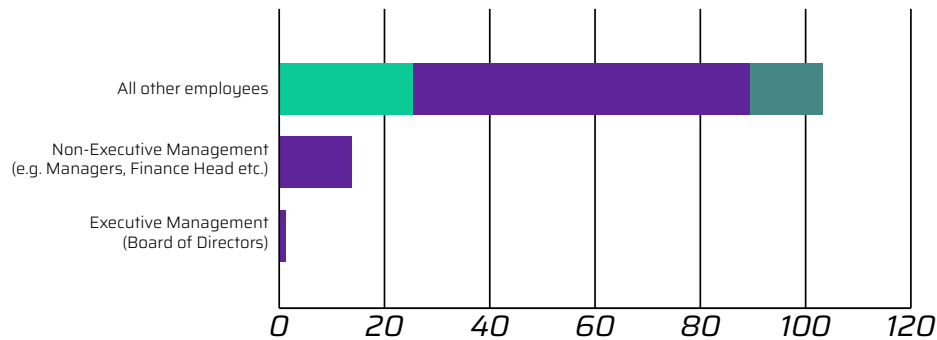


## Diversity & Inclusion

[GRI 2-7, 405-1, 406-1]

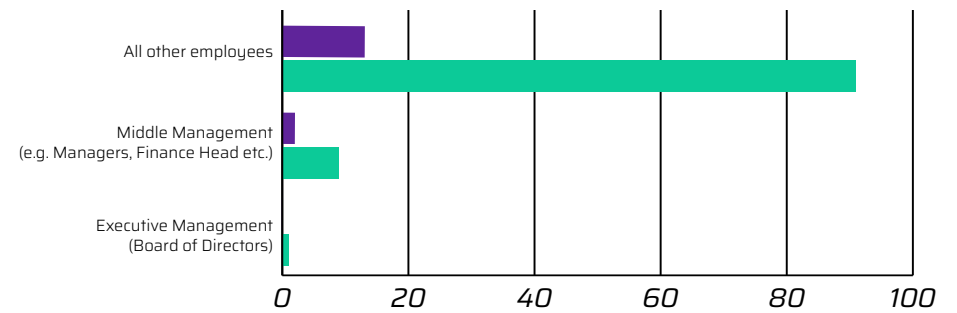
Right Construction values diversity as a source of fairness and equal opportunity. Hiring, promotion, and remuneration are based solely on merit and capability, in alignment with GRI 405: Diversity and Equal Opportunity (2021) and GRI 406: Non-discrimination (2021).

Figure 2: Workforce by Level & Age (FY2024)



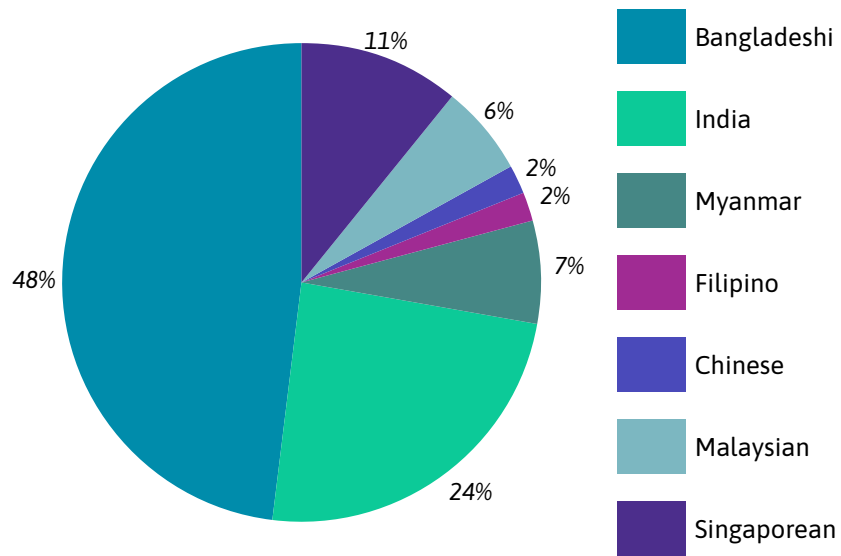
	Executive Management (Board of Directors)	Non-Executive Management (e.g. Managers, Finance Head etc.)	All other employees
Age Group <30 years	-	-	23
Age Group 30-50 years	1	11	65
Age Group >50 years	-	-	16

Figure 3: Workforce by Level & Gender (FY2024)



	Executive Management (Board of Directors)	Middle Management (e.g. Managers, Finance Head etc.)	All other employees
Female	-	2	13
Male	1	9	91

Figure 4: Nationality Diversity (FY2024)



As of FY2024, Right Construction employed a total of 116 staff, all of whom are on full-time, permanent contracts.

Women represented 13.8% of the total workforce, with the strongest representation at the executive level (50% of Executive Management). While the workforce remains predominantly male (87.1%), female employees are present across management and operational roles. By age, employees between 30- and 50-years old form the majority (66.4%), while younger workers (<30) account for 19.8% and older workers (>50) for 13.8%, contributing to both renewal and continuity. The workforce is also international, with the largest groups from India (33.6%) and Bangladesh (27.6%), alongside Singaporean and other nationalities.

### Equal pay and non-discrimination

Right Construction is committed to gender pay equity, with remuneration determined by skills, experience, and role requirements. In FY2024, no incidents of discrimination were reported, reflecting the effectiveness of fair employment policies and the culture of respect across our worksites.



# Governance

[GRI 3-3]

Right Construction's governance framework is built on integrity, accountability, and compliance, with systems and procedures in place to ensure quality delivery and adherence to regulations. Oversight of sustainability matters is established at the Board level, underscoring our recognition of governance as a driver of long-term value.

In FY2024, we strengthened our governance approach by reviewing key risks, setting clearer expectations on ethical conduct, and initiating the development of formal policies and systems to align with international best practices. This section is structured around three focus areas that reflect our material governance priorities: Board Oversight, Ethical Conduct, and Risk Management.

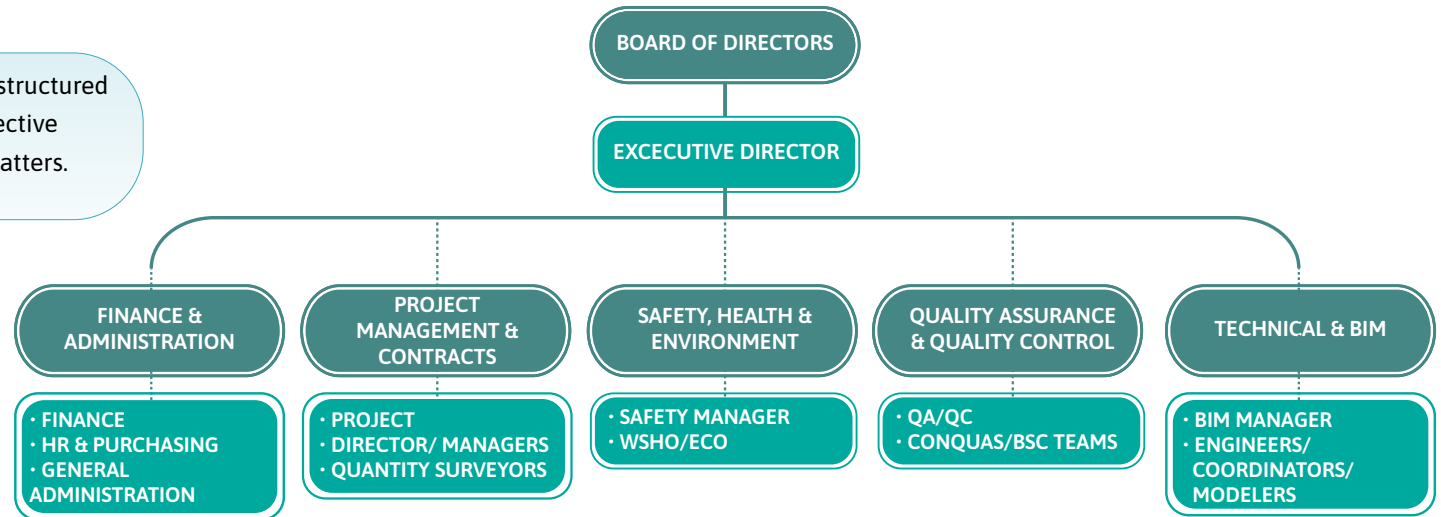


## Board Oversight & Organisational Structure

[GRI 2-9, 2-11, 2-12]

Right Construction's governance framework is structured to ensure accountability, transparency, and effective oversight of both business and sustainability matters.

Figure 5: Right Construction's Organisational Chart



### Roles and Responsibilities of Key Functions:

- **Board of Directors** – Holds ultimate responsibility for the company's long-term resilience by setting strategic direction, approving policies, and overseeing the management of material ESG impacts. The Board provides guidance on critical areas including climate action, workplace safety, ethical conduct, and compliance with laws and regulations.
- **Executive Director** – Translates board decisions into operational priorities and leads the management team across all departments, ensuring transparent and consistent decision-making.
- **Finance & Administration** – Oversees financial management, procurement, and general administration. The HR function within this department also supports compliance with labour regulations and drives progressive employment practices.
- **Project Management & Contracts** – Directs project execution and contract management to ensure delivery on time, within budget, and in compliance with safety and sustainability requirements.
- **Safety, Health & Environment (SHE)** – Manages workplace health and safety through the Safety Manager, Workplace Safety and Health Officer (WSHO), and Environmental Control Officer (ECO), ensuring compliance with statutory requirements and reinforcing a strong safety culture.
- **Quality Assurance & Quality Control (QA/QC)** – Provides independent assurance on construction quality and sustainability standards through QA/QC functions, as well as assessment under the Construction Quality Assessment System (CONQUAS) and Building and Construction Standards (BSC) teams.
- **Technical & Building Information Modelling (BIM)** – Oversees digital construction processes and technical coordination through BIM management, engineers, coordinators, and modelers, supporting efficiency and innovation.
- **Personnel responsible for ISO-Certified Management Systems** – Responsible for maintaining ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health & Safety Management).

These systems reinforce accountability and drive continuous improvement across quality, environmental, and workplace health and safety practices.



Looking ahead, Right Construction is committed to strengthening its governance practices in line with international standards and stakeholder expectations. Planned enhancements include:

- *Formalising ESG oversight* – establishing regular ESG performance reporting to the Board, in line with GRI and SGX requirements.
- *Building Board capacity* – providing targeted training on sustainability risks and evolving regulations.
- *Integrating ESG into risk management* – expanding the ERM process to cover ESG-related risks such as climate change and supply chain resilience.
- *Leveraging ISO systems* – using ISO 9001, 14001, and 45001 more systematically to set improvement targets and link outcomes to governance oversight.

Together, these structures and practices ensure that governance at Right Construction is not only compliant with regulatory requirements, but also forward-looking, embedding accountability and sustainability considerations into every level of decision-making.



## Ethical Conduct & Anti-Corruption

[GRI 205-1, 205-2, 205-3]

Right Construction is committed to conducting business with integrity and has adopted a zero-tolerance stance towards corruption. We have adopted the below actions to ensure we maintain the highest business integrity:

- *Risk assessment:* All operations were assessed for corruption risks during FY2024, with no significant risks identified. The Board reviews the outcomes of these assessments as part of its governance responsibilities.
- *Practices & awareness:* While a formal Anti-Corruption Policy has not yet been established, the company has already implemented internal controls and governance practices to prevent corruption. Employees and key business partners are made aware of expected standards of conduct, and in FY2025.

Right Construction will formalise an Anti-Corruption Policy and introduce structured training on anti-corruption and ethical business practices to build awareness across all levels.

In FY2024, there were no confirmed incidents of corruption reported. No employees were dismissed or disciplined, and no contracts with business partners were terminated due to corruption-related violations. In addition, no legal proceedings relating to corruption were brought against the company or its employees during the year.

Looking Ahead, Right Construction will strengthen its ethical governance framework by:

- Developing and implementing a formal Anti-Corruption Policy in FY2025.
- Introducing mandatory anti-corruption training for employees and selected stakeholders.

- Formalising whistleblowing and grievance channels to enable confidential reporting of potential business misconduct.
- Enhancing Board oversight of anti-corruption risks through regular reviews and performance updates.
- Exploring alignment with ISO 37001 Anti-Bribery Management System and other international best practice frameworks.

These steps will ensure greater transparency, accountability, and alignment with stakeholder expectations.

## Risk Management

[GRI 2-12, 2-13, 2-14]

Effective risk management is essential for sustaining business resilience and delivering projects safely and responsibly. Right Construction manages risks primarily through its ISO-certified systems – ISO 9001 (Quality), ISO 14001 (Environmental), and ISO 45001 (Occupational Health & Safety). These provide structured processes for identifying, assessing, and mitigating risks in areas such as quality performance, environmental impact, and workplace safety. While a company-wide Enterprise Risk Management (ERM) framework has not yet been established, risk considerations are embedded into project planning and operations.

In FY2024, all major projects underwent risk assessments covering safety, environmental and compliance aspects, with periodic reviews during implementation. No significant incidents or regulatory breaches occurred during the year.

In the future, the company plans to progressively formalise a corporate-level ERM framework to integrate strategic, financial, operational, and ESG-related risks into a single structure. This will strengthen oversight, support proactive mitigation, and enhance resilience in a dynamic operating environment.



# GRI Content Index

<b>Statement of use</b>	Right Construction Pte Ltd has reported in reference with the GRI Standards for the period 1 January 2024 to 31 December 2024.
<b>GRI Disclosure</b>	GRI 1: Foundation 2021

GRI Standard	GRI Disclosure	Disclosure Title	Page No.
<b>GRI 2: General Disclosures 2021</b>	<b>The Organisation and its Reporting Practices</b>		
	GRI 2-1	Organisational details	5
	GRI 2-2	Entities included in sustainability reporting	4
	GRI 2-3	Reporting period, frequency, and contact point	4
	GRI 2-4	Restatements of information	4
	GRI 2-5	External assurance	4
	<b>Activities and workers</b>		
	GRI 2-7	Employees	18-19

<b>Governance</b>			
GRI 2-9	Governance structure and composition	21-22	
GRI 2-11	Chair of the highest governance body	21-22	
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	21-22	
GRI 2-13	Delegation of responsibility for managing impacts	23	
GRI 2-14	Role of the highest governance body in sustainability reporting	23	
<b>Strategy, policies, and practices</b>			
GRI 2-22	Statement on sustainable development strategy	6	
GRI 2-29	Approach to stakeholder engagement	7	
<b>GRI 3: Material Topics 2021</b>	<b>Disclosure on Material Topics</b>		
	GRI 3-1	Process to determine material topics	8
	GRI 3-2	List of material topics	8
<b>Topic Specific Disclosures</b>			
<b>Category: Environment</b>			



<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Process to determine material topics	
<b>GRI 302: Energy 2016</b>	GRI 302-1	Energy consumption within the organisation	12
	GRI 302-4	Reduction of energy consumption	12
<b>GRI 305: Emissions 2016</b>	GRI 305-1	Direct (Scope 1) GHG emissions	10-11
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	10-11
	GRI 305-3	Other indirect (Scope 3) GHG emissions	10-11
<b>GRI 303: Water and Effluents 2018</b>	GRI 303-1	Interactions with water as a shared resource	13
	GRI 303-2	Management of water discharge-related impacts	13
	GRI 303-5	Water consumption	13
<b>GRI 306: Waste 2020</b>	GRI 306-1	Waste generation and significant waste-related impacts	14
	GRI 306-2	Management of significant waste-related impacts	14
<b>Category: Social</b>			
<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Management of material topics	
<b>Gri 401: Employment 2016</b>	GRI 401-1	New employee hires and employee turnover	17

<b>GRI 403: Occupational Health and Safety 2018</b>	GRI 403-1	Occupational health and safety management system	16
	GRI 403-5	Worker training on occupational health and safety	16
	GRI 403-9	Work-related injuries	16
<b>GRI 404: Training and Education 2018</b>	GRI 404-2	Programs for upgrading employee skills	17
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	GRI 405-1	Programs for upgrading employee skills	18-19
<b>GRI 406: Non-discrimination 2016</b>	GRI 406-1	Incidents of discrimination and corrective actions taken	18-19
<b>Category: Governance</b>			
<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Management of material topics	
<b>GRI 205: Anti-corruption 2016</b>	GRI 205-1	Operations assessed for risks related to corruption	23
	GRI 205-2	Communication and training in anti-corruption	23
	GRI 205-3	Confirmed incidents of corruption and actions taken	23



# Appendix

## GHG Emission Calculation Method

Right Construction quantifies its greenhouse gas (GHG) emissions in alignment with the *GHG Protocol Corporate Standard* and relevant national guidelines. Emissions are reported as carbon dioxide equivalent (CO<sub>2</sub>e), using the 100-year *Global Warming Potential (GWP-100)* factors from the *Intergovernmental Panel on Climate Change (IPCC)*, which standardise different gases according to their relative radiative impact compared to CO<sub>2</sub>.

### Scope 1 – Direct Emissions

- Calculations are based on activity data from fuel consumption records for diesel and gasoline.
  - Emission factors are applied from the Singapore Emission Factor Registry (SEFR).
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### Scope 2 – Indirect Emissions (Purchased Electricity)

- Calculations are based on activity data from monthly utility bills.
  - The Singapore Grid Emission Factor (GEF), published by the Energy Market Authority (EMA) Grid Emission Database, is applied.
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### Scope 3 – Other Indirect Emissions (Partial)

- Category 1: Purchased goods and services (water services) was tracked. Water-related emissions are calculated using the Singapore Green Building Council (SGBC) Guide emission factor of 1.3 kgCO<sub>2</sub>e per m<sup>3</sup>.
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