



金華建築私人有限公司  
KIM HUA CONSTRUCTION PTE LTD

# SUSTAINABILITY REPORT FY2024



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# Board Message

*Dear Stakeholders,*

Kim Hua Construction is pleased to present our inaugural Sustainability Report for FY2024 - a meaningful milestone that reflects our evolving commitment to accountability, transparency, and long-term value creation. As a homegrown contractor in Singapore's built environment sector, we recognise that our responsibilities extend beyond the delivery of construction projects.

Environmental, Social, and Governance (ESG) considerations are now central to how businesses operate. In a time of increasing climate risks, shifting regulatory landscapes, and growing stakeholder expectations, companies of all sizes - including SMEs like ours - must take deliberate steps to manage their footprint and contribute to a more resilient future.

**A HOMEGROWN CONTRACTOR  
IN SINGAPORE'S BUILT  
ENVIRONMENT SECTOR**

For Kim Hua Construction, this means taking practical actions where it matters most: optimising diesel and electricity usage on-site and at our headquarters, maintaining high workplace safety standards, supporting employee development, and continuing community engagement efforts through team activities and local events. These actions are not simply about compliance - they are about building credibility, strengthening partnerships, and earning the trust of those we serve.

This first report serves as a baseline for our sustainability journey. We have begun formalising our internal systems, improving data tracking, and aligning our efforts with global frameworks such as the GRI Standards. While we acknowledge that we are at the early stages, we are committed to continuous learning, measurable progress, and integrating sustainability into our day-to-day operations.

On behalf of the Board, we extend our sincere appreciation to our employees, clients, and partners for your support. With your collaboration, we will continue to build responsibly - not just for today, but for future generations.

Yours sincerely,  
Board of Directors  
Kim Hua Construction Pte Ltd.

# About Kim Hua Construction Pte Ltd



Kim Hua Construction Pte. Ltd. (hereafter “Kim Hua Construction”, “the company”, or “we”) is a privately held construction firm incorporated in Singapore on 3 January 2023, operating as an Exempt Private Company Limited by Shares.

GRI 2-1,  
GRI 2-6

As a BCA-registered contractor (CW01 – General Building, Grade A2) with a General Builder Class 1 (GB1) licence, we are equipped to deliver large-scale and complex projects across the residential, commercial, institutional, and hospitality sectors. We provide comprehensive construction and renovation services, including general building works, interior fit-out, carpentry, M&E systems, and material supply. Our integrated service model combines design, project management, and execution to deliver seamless, end-to-end solutions.

We prioritise sustainability, safety, and quality-reflected in our suite of ISO and national certifications. As of FY2024, Kim Hua Construction employed approximately 50 full-time staff and was supported by a network of subcontractors, vendors, and specialist consultants. Our supply chain includes local and regional partners, particularly for woodwork, fittings, and M&E components.



## Certifications and Industry Recognitions

To uphold our commitments to quality, safety, and environmental responsibility, Kim Hua Construction maintains the following certifications and registrations:



- BCA Contractor Registration (CW01 – Grade A2 & General Builder Class 1): Recognised by Singapore’s Building and Construction Authority, demonstrating our eligibility to undertake major building projects with strong financial, technical, and safety credentials.



- ISO 45001:2018 – Occupational Health and Safety Management System: Reinforces our commitment to maintaining a safe and healthy workplace through continuous improvement and risk control.



- ISO 9001:2015 – Quality Management System: Ensures consistent project delivery that meets client and regulatory requirements.



- bizSAFE Level Star: The highest recognition under the bizSAFE framework, affirming comprehensive risk management across operations.



- ISO 14001:2015 – Environmental Management System: Supports proactive environmental risk management and footprint reduction at our worksites.



- Green and Gracious Builder Certification: Awarded by BCA for implementing environmentally friendly and community-considerate site practices such as dust and noise control..

# About This Report

This is Kim Hua Construction Pte. Ltd.'s inaugural Sustainability Report, covering the financial year from 1 January to 31 December 2024 (FY2024). It outlines our Environmental, Social, and Governance (ESG) commitments, initiatives, and performance. Through this report, we aim to:

GRI 2-1, 2-2, 2-3,  
2-4, 2-5



Demonstrate transparency and accountability in managing our sustainability impacts



Engage stakeholders by addressing their key concerns



Establish FY2024 as our baseline year for tracking ESG performance and improvement over time

## Reporting Scope and Boundaries

The report covers the ESG performance of Kim Hua Construction, including our headquarters and selected construction project sites in Singapore, for the reporting period of FY2024. The reporting boundary is based on operational control—only activities and sites directly managed by the company are included. Both quantitative data and qualitative disclosures related to our ESG strategy and implementation across operations are presented.

## Reporting Standards and Frameworks

This report has been prepared with reference to the *Global Reporting Initiative (GRI) Standards*, specifically:

- GRI 1: Foundation 2021 – reporting principles and core requirements
- GRI 2: General Disclosures 2021 – organisational and governance context
- GRI 3: Material Topics 2021 – materiality assessment and topic disclosures

Topic-specific GRI Standards relevant to our material ESG issues  
To enhance relevance to our sector, we have also referenced metrics from the *Sustainability Accounting Standards Board (SASB)* for the Engineering & Construction Services industry.

## External Assurance

This report has not been externally assured. We aim to evaluate assurance options in future reporting cycles as our sustainability practices mature.

## Feedback and Contact

We welcome feedback to improve future disclosures and engagement.  
Please direct all enquiries to: [zhuwenting@kimhuaconstruction.com](mailto:zhuwenting@kimhuaconstruction.com)

# Our Sustainability Commitment



Kim Hua Construction is committed to embedding Environmental, Social, and Governance (“ESG”) principles across all aspects of our operations to drive responsible growth, enhance long-term resilience, and create shared value for our stakeholders.

GRI 2-22

Our ESG Integration Framework outlines strategic priorities across three pillars — Environmental, Social, and Governance — supported by a practical action plan and forward-looking ambition. These efforts are aligned with the GRI Standards (2021), national regulations, and industry-wide calls for greater accountability in the built environment. We also consider the relevance of the United Nations Sustainable Development Goals (“UN SDGs”) to ensure that our actions support not only local priorities but also broader global outcomes.

## ESG Priorities and Action Plan

Our ESG objectives define the direction of our efforts across each pillar. These are further translated into specific, operational actions to ensure our commitments are practical, measurable, and aligned with our business growth.



### Environmental

- Reduce emissions and energy use at project sites
- Minimise construction waste and promote recycling
- Use water and materials more efficiently
- Explore the use of greener materials and technologies where feasible



### Social

- Maintain a safe, healthy working environment
- Treat all employees and subcontractors fairly
- Provide training and opportunities for skills development
- Communicate openly with communities near our worksites



### Governance

- Operate with integrity and comply with all regulations
- Strengthen internal controls and site-level compliance
- Build ESG awareness among staff and leadership
- Disclose sustainability efforts with transparency



These objectives are supported by a focused action plan across key operational areas:

GRI 3-3

<b>Energy &amp; Emissions</b>	Improve site energy efficiency and reduce unnecessary fuel consumption
<b>Waste Management</b>	Promote on-site waste segregation and work with licensed recyclers
<b>Water &amp; Materials</b>	Encourage responsible water use and prioritise Green Label-certified materials
<b>Workplace Safety</b>	Maintain regular safety briefings and health screenings
<b>Fair Employment</b>	Uphold fair hiring practices and ensure non-discrimination policies
<b>Training &amp; Development</b>	Offer job-relevant training and mentoring
<b>Community Engagement</b>	Communicate proactively with surrounding communities and project neighbours
<b>Ethical Conduct</b>	Implement a supplier code of conduct and foster integrity in operations
<b>ESG Awareness</b>	Build internal understanding of sustainability practices at all staff levels
<b>Transparency</b>	Report ESG efforts regularly through internal and external communications

This approach ensures our ESG journey remains both meaningful and manageable — grounded in current capabilities while building toward long-term aspirations.

# Stakeholder Engagement

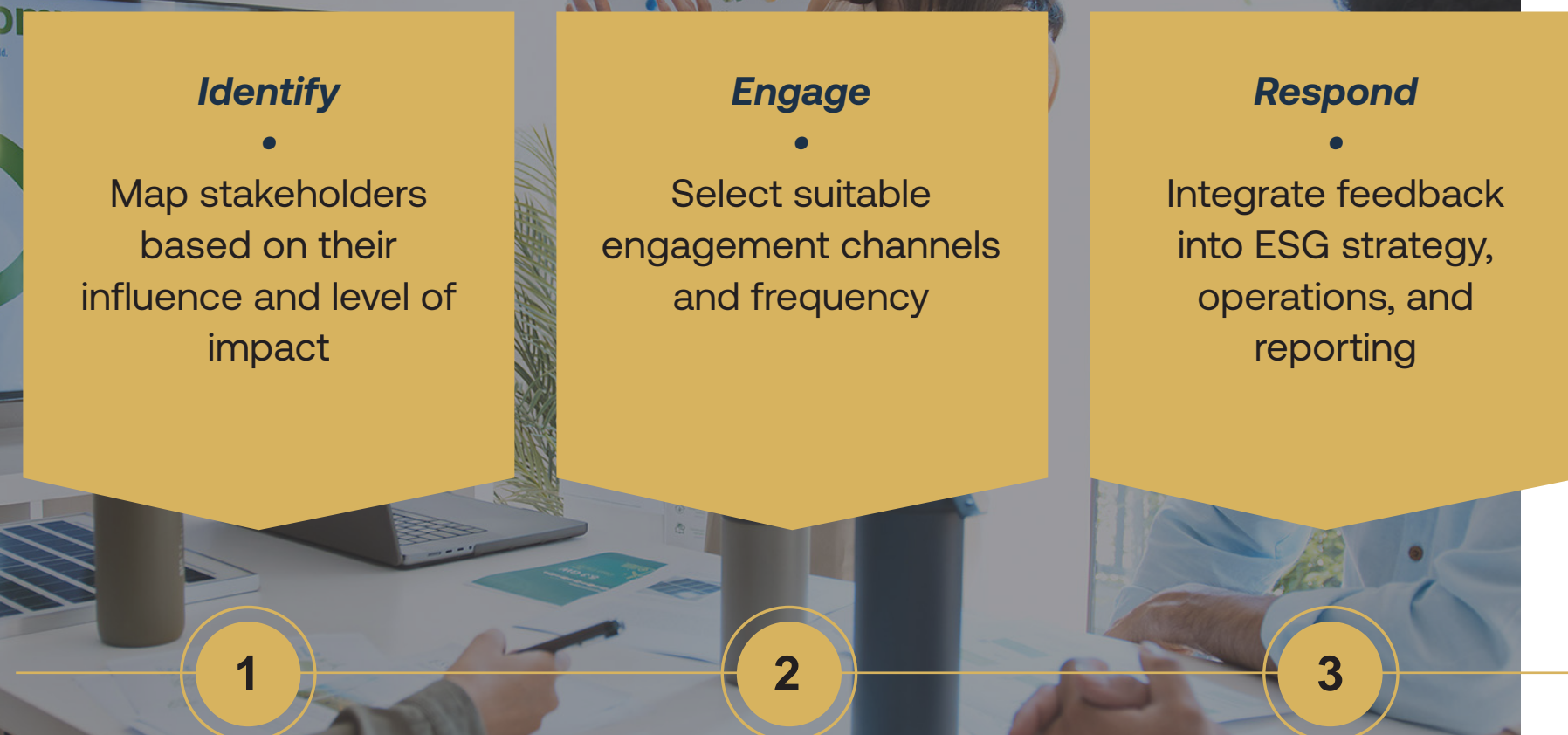
We recognise that sustainability cannot be achieved in isolation. Our work intersects with a diverse range of stakeholders — from clients and suppliers to regulators, employees, and the communities in which we operate. We adopt a structured and inclusive approach to engagement, aligned with the GRI Standards and best practices in the construction sector.

Stakeholders are identified based on their level of influence and impact, and engagement activities are tailored accordingly. This enables us to maintain trust, gather meaningful feedback, and align expectations across all levels. Insights gathered are used to refine our ESG strategy, inform disclosures, and improve how we operate.

GRI 2-29

## Our Engagement Model

To guide our efforts, we follow a structured three-step approach:



We remain committed to transparent, long-term relationships with all stakeholders, and will continue to adapt our engagement practices as our operations evolve.

## Key Stakeholder Groups and Engagement Focus

STAKEHOLDER GROUP	ENGAGEMENT METHODS	KEY TOPICS OF INTEREST
<b>Clients &amp; Developers</b>	Project briefings, feedback sessions, joint planning	Project quality, timelines, cost-effectiveness, Green Mark certification, ESG performance
<b>Financial Partners</b>	ESG reports, sustainability updates, direct discussions	Financial health, risk management, ESG integration, compliance
<b>Suppliers &amp; Subcontractors</b>	Procurement briefings, site meetings, rollout of Supplier Code of Conduct	Ethical sourcing, safety compliance, fair payment terms, labour practices
<b>Employees</b>	Townhalls, toolbox talks, internal surveys, training and mentoring	Workplace safety, fair treatment, career development, well-being
<b>Government &amp; Regulators</b>	Licensing, audits, regulatory submissions, site inspections	Legal compliance, environmental impact, site safety, public accountability
<b>Industry Associations</b>	Working groups, seminars, certification pilots	Innovation, sustainable construction, regulatory changes
<b>Local Communities</b>	Community noticeboards, feedback hotline, CSR initiatives	Noise and dust mitigation, site safety, employment opportunities, transparency

Our engagement efforts are not one-off interactions, but part of an ongoing dialogue that helps us stay responsive and aligned with national standards, client expectations, and community values. As we expand our ESG practices, we remain committed to strengthening these relationships and improving how we listen and respond.

# Materiality Assessment

To ensure that our ESG efforts remain focused, relevant, and stakeholder-driven, Kim Hua Construction conducts a formal materiality assessment aligned with *GRI 3: Material Topics 2021*. This process builds upon our stakeholder engagement strategy and sustainability approach, helping us identify and prioritise the ESG issues that are most significant to both our business operations and external stakeholders.

Our assessment also considers alignment with national regulatory developments, industry best practices, and the UN SDGs — ensuring that our sustainability priorities reflect both local and global expectations.

GRI 3-1

## Our Materiality Assessment Process

We adopt a three-step approach to materiality, integrating both internal insights and external benchmarking:

### 1. Peer Benchmarking and Gap Analysis

We begin by reviewing material ESG topics disclosed by peers and industry leaders in the construction sector. This is followed by a gap analysis against internationally recognised ESG standards and national guidelines to identify issues that are increasingly important or underreported.

### 2. Stakeholder Engagement

The preliminary list of ESG topics is shared with key internal stakeholders — including employees, project leads, and management — to gather feedback on perceived importance and relevance. These engagement activities help ensure that the assessment reflects operational realities and areas of stakeholder concern, as outlined in our stakeholder engagement model.

### 3. Topic Validation

Prioritised topics are reviewed and validated by Kim Hua's senior management and Board of Directors, with input from ESG advisors where appropriate. This final step ensures that selected topics align with our strategic direction and long-term sustainability commitments.

The result is a focused and credible set of material ESG topics that guide our strategy, shape our disclosures, and provide the structure for this inaugural Sustainability Report.

## FY2024 Material ESG Topics and Alignment

The table below outlines the material issues identified for FY2024, their alignment with GRI Standards 2021, and their contribution to relevant UN SDGs: GRI 3-2

ESG PILLAR	MATERIAL TOPIC	GRI ALIGNMENT	SDG MAPPING
 <b>ENVIRONMENTAL</b>	Energy Efficiency	GRI 301	    
	Waste Reduction	GRI 306	
	GHG Emissions	GRI 305	
	Water Management	GRI 303	
 <b>SOCIAL</b>	Occupational Health & Safety	GRI 403	    
	Diversity, Inclusion & Equal Opportunity	GRI 405	
	Training & Capability Building	GRI 404	
	CSR & Community Engagement	GRI 413	
 <b>GOVERNANCE</b>	ESG Governance	GRI 2	 
	Ethical Conduct & Compliance	GRI 2, GRI 205	
	Risk management & ESG Integration	GRI 2	

# Environmental Stewardship

## Energy efficiency

Kim Hua Construction recognises that reducing energy consumption is key to improving environmental performance and mitigating climate change. As a contractor, our primary energy usage arises from two sources: diesel fuel used primarily for construction site machinery and partially for HQ vehicles, and electricity consumed at our corporate headquarters.

GRI 302-1,  
302-3

In FY2024, total energy consumption amounted to approximately 16,015.89 MJ, with diesel accounting for over 99% of our total energy use. This baseline helps inform future planning, reduction efforts, and performance tracking.

Table 1: Energy Consumption (FY2024)

SOURCE	LOCATION	CONSUMPTION	ENERGY (MJ)	%
Diesel (mobile emissions)	HQ Office	4,673.28 litres	180.01	1.1
Diesel (stationary machinery and generators)	Construction sites	410,282 litres	15,804.06 <sup>1</sup>	98.7
Electricity	HQ Office	8,836 kWh	31.80 <sup>2</sup>	0.2
<b>TOTAL ENERGY CONSUMPTION (MJ)</b>			<b>16,015.89</b>	<b>100</b>

<sup>1</sup> Based on a calorific value referenced from Singapore Emission Factors Registry (SEFR v2.0).  
<sup>2</sup> Electricity conversion based on per standard energy conversion factor (IPCC 2006 Guidelines).  
 Refer to Appendix for full source details.

Monthly electricity usage at our headquarters varied across the year, with a peak in March and lower consumption in August and September. These fluctuations provide a useful baseline for identifying seasonal patterns and opportunities for energy savings. Total GHG emissions from electricity use in FY2024 were estimated at 3.64 tCO<sub>2</sub>e.



### Energy Intensity Indicators (HQ Office Only)

To ensure meaningful comparison and progress monitoring, Kim Hua calculates energy intensity using only HQ-based consumption, where staff headcount and gross floor area (GFA) are clearly defined. This includes both electricity and diesel used at HQ, while excluding energy consumed at construction sites due to the absence of detailed operational data.

**Table 2: Energy Intensity – HQ Office (FY2024)**

Intensity Indicator	Value	Unit
per employee (50 staff)	0.64	MJ/FTE
per m <sup>2</sup> (GFA = 94 m <sup>2</sup> )	0.34	MJ/m <sup>2</sup>

These intensity metrics provide a robust baseline for evaluating energy management performance and guiding future reduction efforts.



### Our Approach to Energy Efficiency

We are committed to reducing our energy footprint through a dual approach of efficiency upgrades and strategic transitions. Our efforts to manage and reduce energy use include:

<p>Diesel usage efficiency optimisation through increasing maintenance frequency of machinery and prioritisation of newer, fuel-efficient models.</p>		<p>LED lighting and timed control systems at our headquarters to reduce unnecessary consumption.</p>
	<p>Employee awareness campaigns on energy-saving behaviours at the office.</p>	
		<p>Exploring renewable energy sourcing and on-site solar feasibility in the mid-term.</p>

As this is our baseline year, we aim to set formal energy reduction targets and track energy savings aligned with GRI 302-4 in future disclosures.

## GHG Emissions

GRI 305-1,  
305-2,  
305-3

Kim Hua Construction recognises that managing greenhouse gas (GHG) emissions is a critical part of responsible environmental stewardship and sustainable construction practices.

In FY2024, we conducted our first comprehensive GHG emissions inventory in alignment with the GHG Protocol. Emissions were calculated based on operational control and covered Scopes 1, 2, and 3.

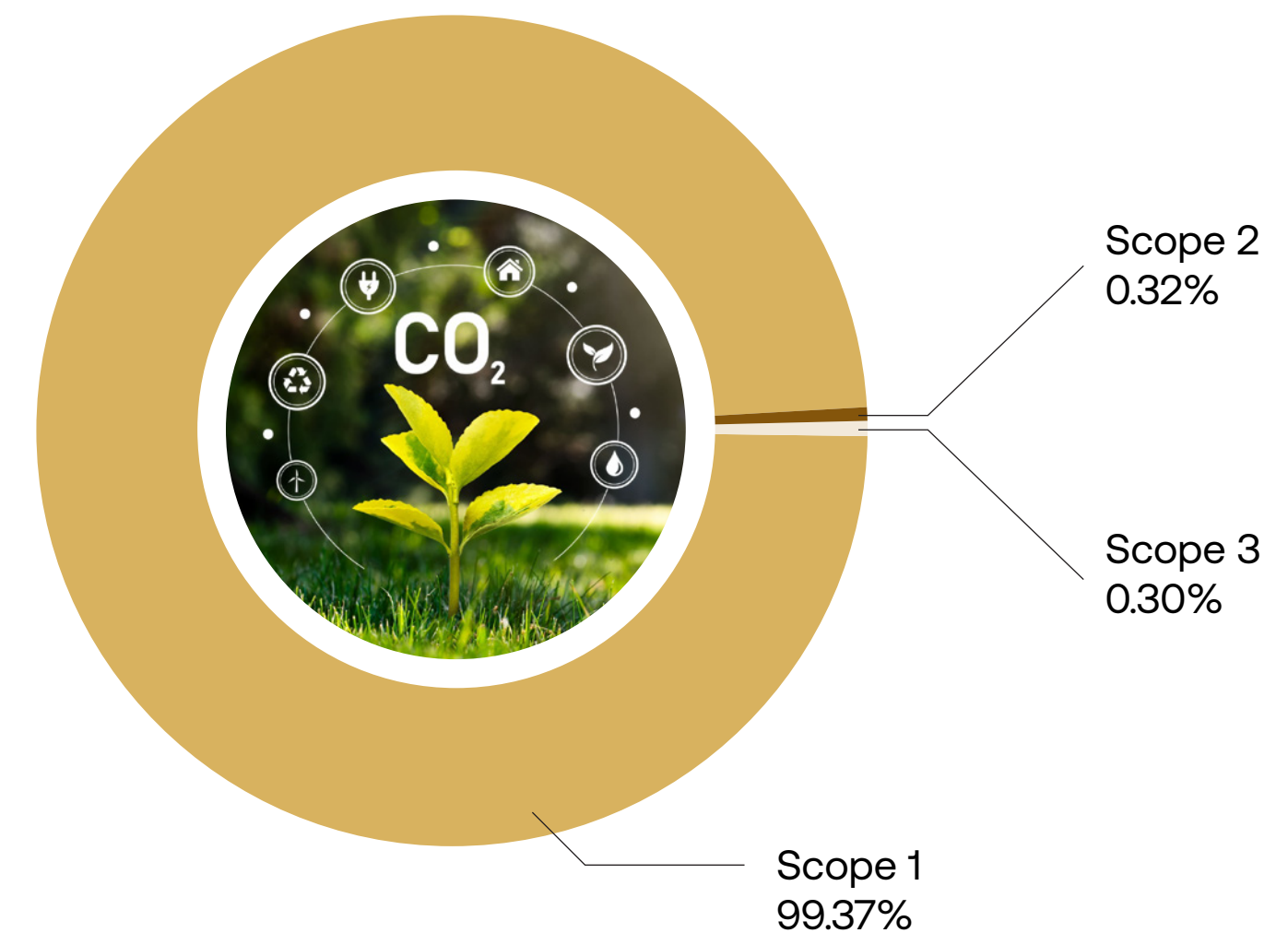


**Table 3: GHG Emissions Breakdown for FY2024**

Scope of Emission	Source	Location <sup>3</sup>	Total Emission in FY2024 (tCO <sub>2</sub> e)
<b>Scope 1</b>	Mobile emissions (HQ vehicles)	HQ Office	12.62
	Stationary emissions (diesel machineries)	Construction Sites	1,108.28
	Fugitive emissions (air-conditioning)	HQ Office	0.05
<b>Total Scope 1</b>			<b>1,120.95</b>
<b>Scope 2</b>	Electricity consumption	HQ Office	3.64
<b>Scope 3</b>	Water consumption	HQ Office	0.08
	Water consumption	Construction Sites	3.36
<b>Total Scope 3</b>			<b>3.44</b>
<b>Total Emissions</b>			<b>1,128.02</b>

<sup>3</sup> Note: Scope 1 stationary emissions were derived from 3 construction sites; Scope 3 water emissions were based on 1 active site.

**Figure 2: GHG Emissions by Scope (FY2024)**



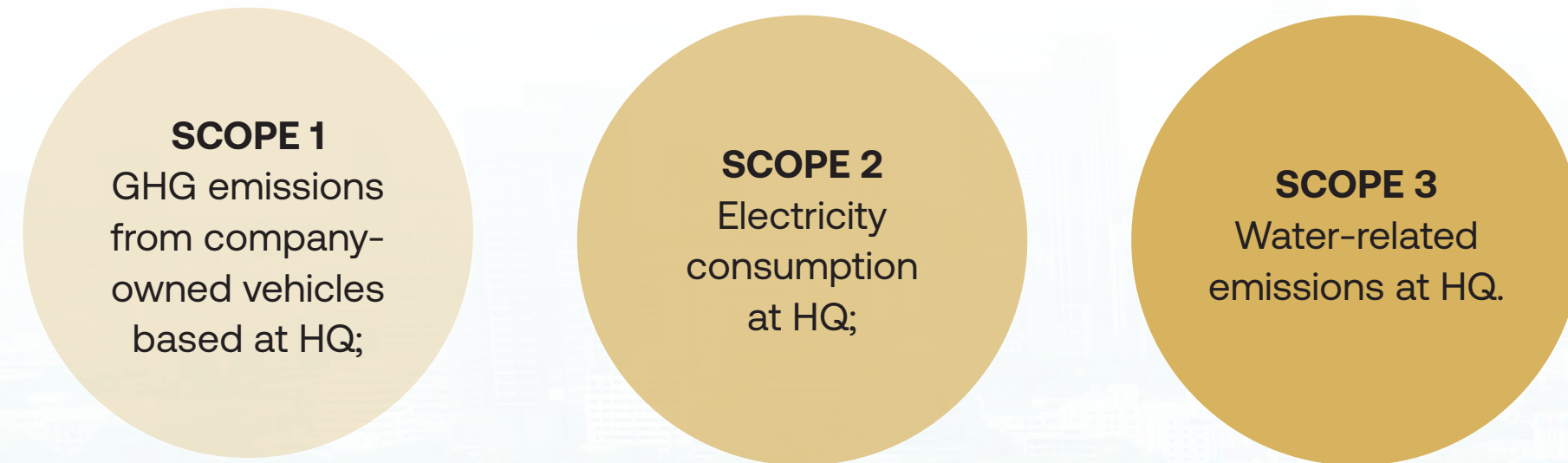
Our Scope 1 emissions formed the bulk of our GHG profile (over 99%), primarily driven by stationary combustion activities at construction sites, such as the use of diesel-powered generators and on-site machineries. Scope 2 emissions were relatively low, arising mainly from electricity consumption at our headquarters. For Scope 3, we initiated tracking starting with water consumption, which represents a relevant environmental impact at our project sites.

## Emission Intensity – HQ Office Only

GRI 305-4

To ensure consistency with other intensity metrics, Kim Hua Construction calculates GHG emission intensity based only on operations at its corporate headquarters, where the number of full-time employees (50 FTE) and gross floor area (94 m<sup>2</sup>) are clearly defined.

This includes:



**Table 4: GHG Emission Intensity (HQ Only – FY2024)**

Indicator	Value <sup>4</sup>
GHG per employee	0.33 tCO <sub>2</sub> e/FTE
GHG per m <sup>2</sup> (GFA)	0.17 tCO <sub>2</sub> e/m <sup>2</sup>

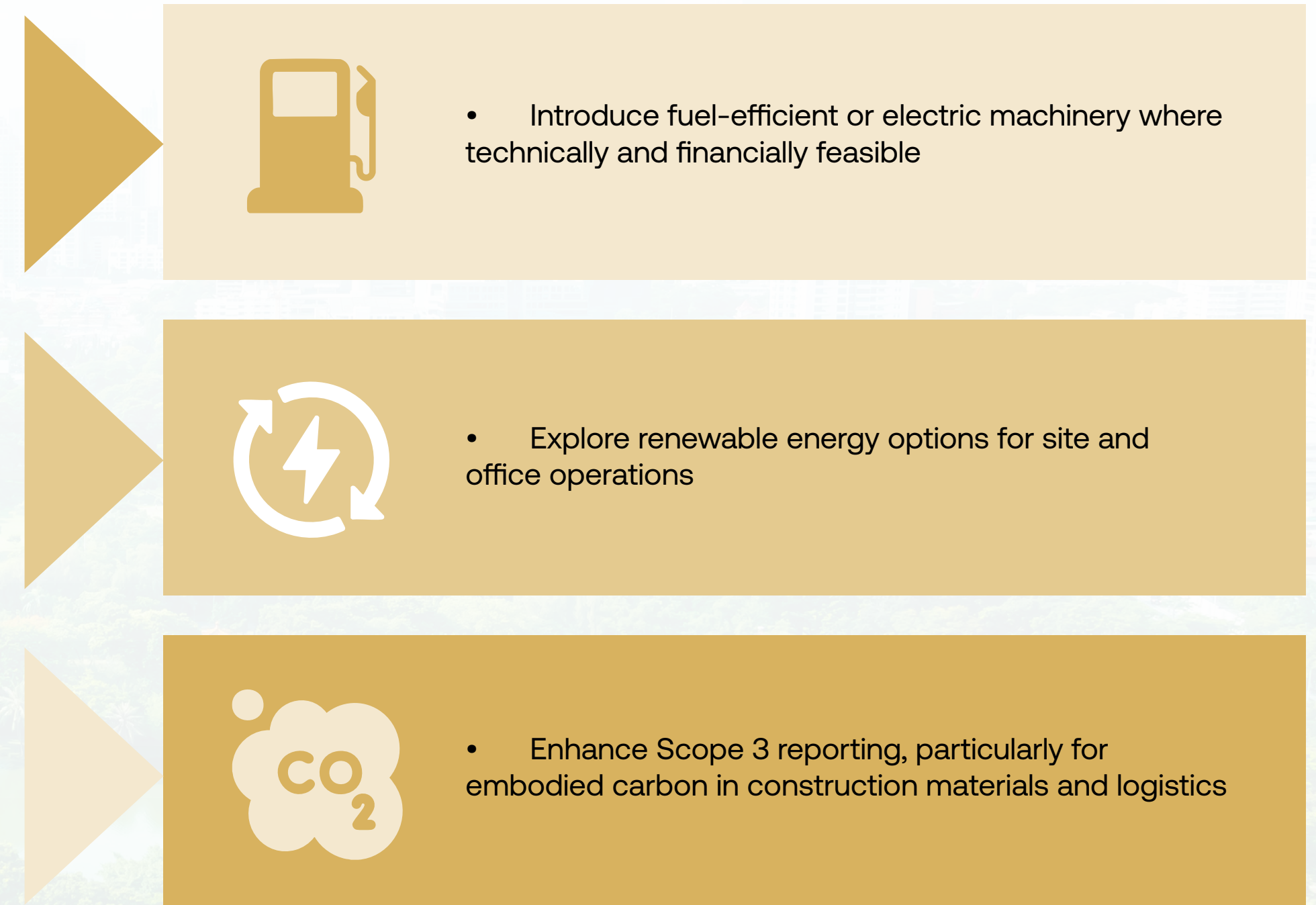
<sup>4</sup> Based on total HQ emissions of 16.39 tCO<sub>2</sub>e.

These metrics provide a more accurate baseline for tracking GHG reduction efforts at the office level, and will be expanded in future years to reflect improvements in site-level data collection.

## Our Commitment to Decarbonisation

As a responsible contractor, we are committed to improving energy efficiency, adopting lower-carbon solutions, and progressively expanding our Scope 3 boundaries in future reporting cycles.

In the coming years, we aim to:



These steps form part of Kim Hua Construction's broader commitment to align with national climate ambitions and sectoral sustainability benchmarks.

## Water Management

GRI 303-1,  
303-3

In FY2024, Kim Hua Construction monitored water usage across our HQ and active project site at 21 Cuscaden Road. Our total water consumption amounted to 2,642.5 m<sup>3</sup>, serving as our baseline year for tracking and improvement.

- HQ Office: <5 m<sup>3</sup> per month on average
- Construction Site: Averaged ~154.23 m<sup>3</sup> per month from May to October, with notable increases observed from February to April

To support comparability and performance benchmarking, we calculated water intensity for the HQ office only, where employee data is available:

- ~1.20 m<sup>3</sup> per employee (based on 50 employees)

Water intensity for the construction site could not be computed in FY2024 due to the absence of verified site-level floor area or worker headcount data.



### Looking Ahead

In line with GRI 303-5, we will continue tracking water use intensity and expand our monitoring efforts to cover all new sites. As part of our broader environmental stewardship agenda, we remain committed to:

- Reducing freshwater withdrawals
- Enhancing water circularity through recycling
- Meeting regulatory requirements under BCA's Green and Gracious Builder Scheme



### Water Management Measures

We have implemented a series of operational and technical initiatives aimed at reducing water usage and increasing efficiency:

# 01

**Efficient Fixtures & Equipment**  
Installation of low-flow taps, hoses, and pressure washers for site cleaning, along with mist-spray systems for dust suppression to minimise potable water demand.

# 02

**Water Recycling & Reuse**  
Deployment of greywater reuse systems and sedimentation tanks to reclaim wash water for cleaning and dust control. Rainwater harvesting systems are also used at selected sites.

# 03

**Sustainable Construction Practices**  
Adoption of pre-mixed concrete, dry installation methods, and prefabrication to minimise water needed for curing and on-site mixing.

# 04

**Water Monitoring & Leak Prevention**  
Use of site-level water meters and flow monitors to track consumption and quickly detect leaks. Routine inspections of plumbing systems help prevent unnecessary water loss.



## Waste Management

Kim Hua Construction recognises that effective waste management is essential to reducing our environmental footprint and supporting circularity in the construction sector. In FY2024, although quantitative waste data was not yet systematically tracked, we implemented foundational practices to manage, reduce, and reuse construction and operational waste responsibly.

### Waste Management Practices

GRI 306-1,  
306-2

# 01

#### Waste Segregation at Source

All project sites implement waste separation protocols, classifying waste into general waste, construction and demolition (C&D) debris, metals, and recyclables. Dedicated collection points are labelled clearly to support compliance.

# 02

#### Licensed Waste Disposal

All waste generated is managed through NEA-licensed waste collectors, ensuring regulatory compliance and responsible treatment of construction materials.

# 03

#### Reuse of Materials

Reusable items such as timber formwork, steel supports, and scaffolding are recovered for use in subsequent phases or projects. This reduces raw material consumption and associated waste generation.

# 04

#### Workforce Training & Site Signage

All site workers receive regular training on proper waste handling procedures. Signage is prominently displayed to reinforce awareness and encourage consistent practices.

### Future Improvements

As part of our continued commitment to GRI 306-4 and 306-5, Kim Hua Construction will focus on strengthening waste data systems and circularity performance. Key initiatives include:

Implementing standardised site-level reporting for waste volumes, recycling rates, and diversion

Defining waste reduction and material recovery targets

Collaborating with waste contractors to enhance traceability and transparency

Establishing a structured waste tracking system across project sites

These efforts will enable more effective monitoring of material flows, reduce landfill reliance, and support Singapore's Zero Waste Masterplan in future reporting cycles.

# Social

## Occupational Health & Safety

Ensuring the safety and well-being of our workforce is foundational to our operations at Kim Hua Construction. We are committed to creating a safe working environment through compliance, prevention, education, and continuous improvement. Our approach is fully aligned with GRI 403 and the Workplace Safety and Health (WSH) framework in Singapore.

### Safety Management System

Kim Hua Construction implements a certified Occupational Health and Safety Management System under ISO 45001:2018 and maintains bizSAFE Level Star certification. These frameworks guide our risk assessment processes, hazard controls, and continuous safety improvement initiatives.

### Safety Measures and Culture

- Daily Toolbox Meetings & Risk Assessments: Conducted before any work begins on site.
- Personal Protective Equipment (PPE): Provided to all site workers with regular audits to ensure correct usage.
- Incident Reporting: A formal process is in place to capture and investigate any near-misses, unsafe conditions, or incidents, ensuring timely corrective actions.
- Training & Empowerment: All employees undergo site-specific OHS training. Supervisors are empowered to stop unsafe work, and workers are encouraged to report hazards.

GRI 403-2,  
403-5

### Worker Participation, Health Services & Safety Outcomes

Kim Hua Construction ensures that all workers have the right to participate in occupational health and safety matters. Workers are encouraged to report unsafe conditions, take part in joint site inspections, and raise concerns directly with supervisors. We foster a collaborative safety culture where feedback is valued, and proactive engagement is expected.

To promote worker well-being, supervisors are trained to support both physical and mental health and assist workers in accessing medical services or counselling where necessary.

**In FY2024, we recorded zero cases of work-related injuries and fatalities,** reflecting our strong safety protocols and emphasis on preventive risk management.

GRI 403-1,  
403-9

Looking ahead, we aim to enhance our safety systems through digital monitoring tools, conduct more frequent safety audits, and expand training to strengthen workforce resilience and maintain a zero-harm environment.

## Diversity, Inclusion & Equal Opportunity

At Kim Hua Construction, we believe a diverse and inclusive workforce strengthens our ability to innovate, collaborate, and deliver sustainable outcomes. In FY2024, we employed a total of 50 individuals, reflecting a workforce that spans different age groups, genders, nationalities, and employment types.

### Gender Representation

Out of the 50 employees, 8 (16%) were women and 42 (84%) were men. While women remain underrepresented—particularly in leadership and site-based roles—we recognise this gap and are committed to fostering a more inclusive and balanced workforce. Our female employees held positions across non-executive and professional roles.

GRI 405-1, 2, 7

Figure 3: Gender Distribution (FY2024)

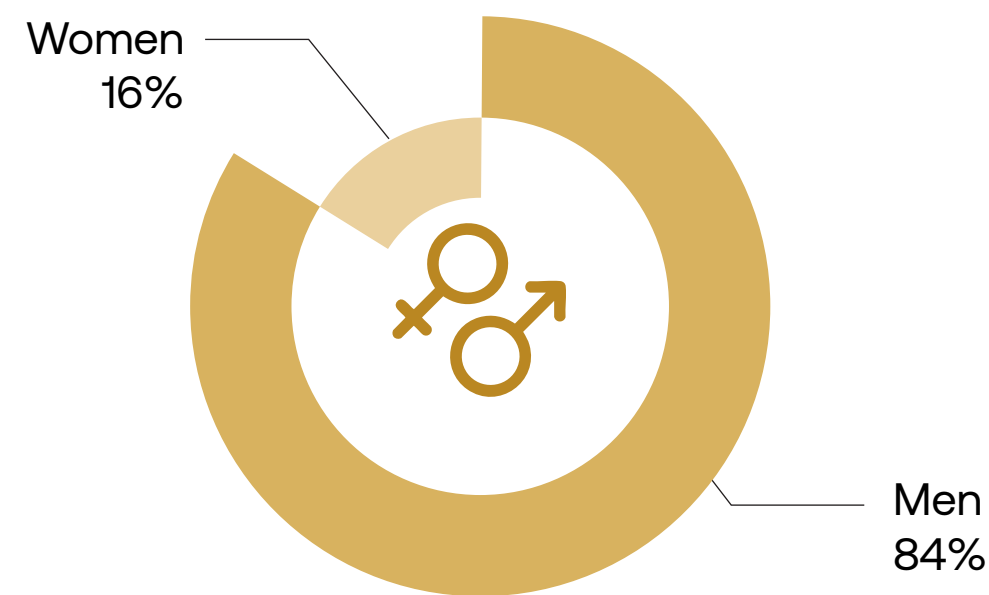


Table 4: Total employees according to gender

Gender	Women		Men	
	Number	%	Number	%
Executive Management	1	2	1	2
Middle Management	2	4	8	16
All Other Employees – Non-Contingent*	4	8	33	66
All Other Employees – Contingent*	1	2	0	0

Note:

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

\*Contingent employees are non-permanent workers who are not on a company's payroll. They are also known as contract, temporary, or freelance workers

### Age Profile

Employees aged 30 to 50 made up the majority of the workforce, accounting for 74% of total headcount. The company has a smaller representation of younger employees (<30 years, 24%) and a limited portion aged over 50 (6%), primarily in supervisory and senior roles.

Table 5: Total employees according to gender

Age Group	<30 Years		Men		Men	
	Number	%	Number	%	Number	%
Executive Management	0	0	2	4	0	0
Middle Management	0	0	6	12	4	8
All Other Employees – Non-Contingent*	6	12	30	60	1	2
All Other Employees – Contingent*	0	0	1	2	0	0

Note:

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

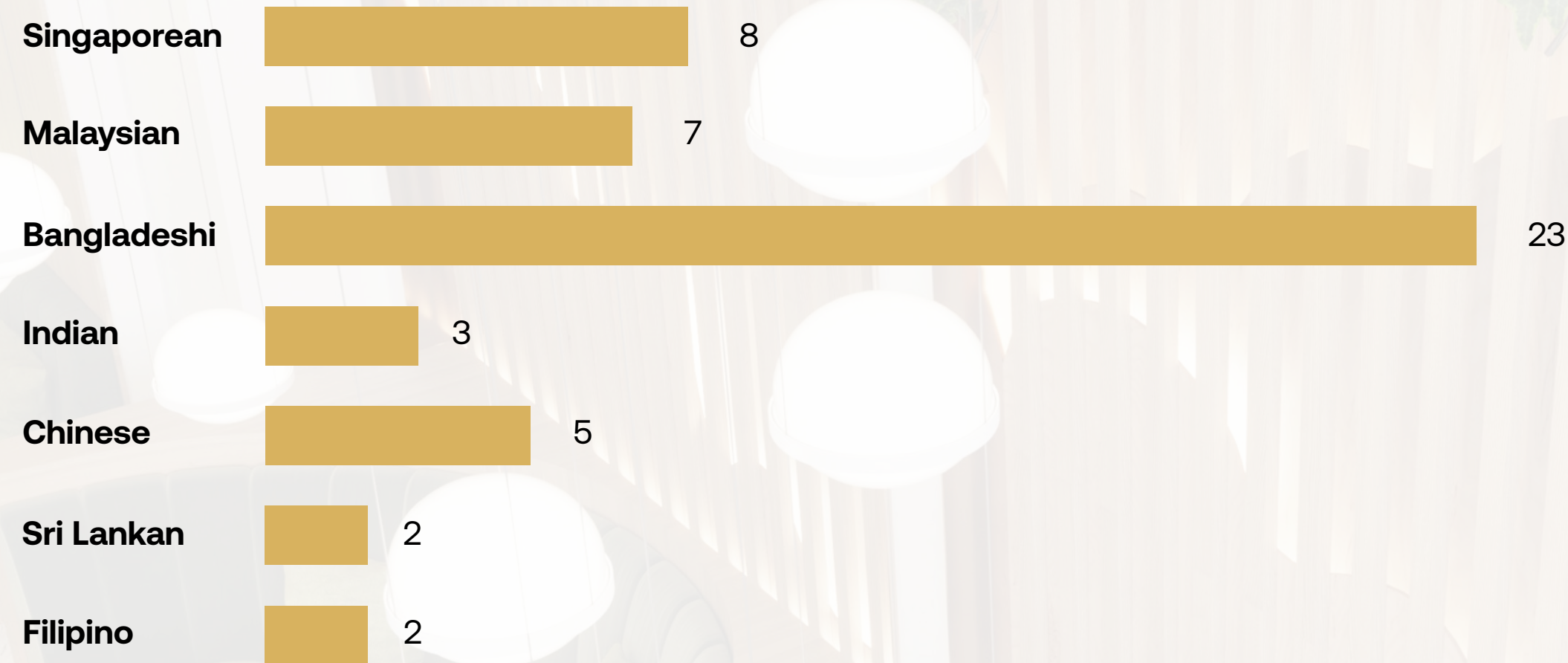
\*Contingent employees are non-permanent workers who are not on a company's payroll. They are also known as contract, temporary, or freelance workers



## Nationality Diversity

Our team includes workers from at least seven nationalities, with the majority from Bangladesh (46%), followed by Singaporeans, Malaysians, and Chinese nationals. This reflects the sector’s reliance on migrant labour while highlighting the importance of fostering inclusive workplace practices.

Figure 4: Workforce by Nationality (FY2024)



## Equal Opportunity and Non-Discrimination

Kim Hua Construction upholds a zero-tolerance policy toward discrimination of any kind, whether based on age, gender, nationality, religion, or employment type. All hiring, promotion, and remuneration decisions are based on merit and job requirements.

We also comply with the Tripartite Guidelines on Fair Employment Practices and actively support equal access to upskilling opportunities for all workers, including migrant employees.

In FY2024, **no incidents of discrimination** were reported across our operations. We remain committed to fostering a respectful, inclusive, and equitable workplace for all.

## Key Areas for Improvement



**Gender Diversity:** Strengthen efforts to attract and retain women in both office-based and supervisory roles.



**Inclusion of Young Talent:** Provide mentorship and career development pathways to support younger workers’ growth.



**Support for Migrant Workers:** Continue to provide training, benefits access, and workplace protections to ensure equitable treatment.

## Employee Turnover and New Hires

Kim Hua Construction monitors recruitment and resignation patterns to understand workforce dynamics and guide retention strategies. In FY2024, we recorded:

Table 6: Employee Turnover and New Hires (FY2024)

Indicator	Value
Hiring Rate	64%
Turnover Rate (Involuntary)	20%



While we internally track detailed hiring and turnover data by age group and gender, only aggregated indicators are disclosed publicly to preserve internal confidentiality and avoid misinterpretation given the company’s project-based workforce structure. Most workforce changes occurred within the 30–50 age group, reflecting the demographic profile of the construction industry.

Looking ahead, Kim Hua aims to improve employee retention through site-level engagement, upskilling opportunities, and enhanced employment terms that support long-term career development.



We are committed to developing a structured training roadmap that aligns with our operational needs and ESG ambitions. Starting from FY2025, we plan to:

- Establish a centralised training log to monitor learning hours and participation
- Identify training needs by job role and seniority
- Introduce formal training modules, including sustainability-focused topics such as green construction, energy management, and ethical procurement

### Training & Capability Building

GRI 404-2

Kim Hua Construction acknowledges that continuous learning is essential for sustaining a competent and safety-conscious workforce in the construction sector. However, in FY2024, we have not yet formalised a structured training framework or tracked the average training hours by employee category.

Nonetheless, preliminary efforts were made to support learning and capability-building through informal guidance and on-the-job coaching delivered by site supervisors and senior staff. These included:

- Site-based knowledge sharing on safety practices, equipment uses, and construction processes
- Mentorship by experienced staff for new or junior workers during project onboarding

## CSR & Community Engagement

GRI 2-29,  
413-1

At Kim Hua Construction, we believe that contributing to the well-being of our employees and surrounding communities is integral to our identity as a responsible contractor. While our operations are focused on construction, we recognise the importance of fostering human connection, cultural awareness, and social inclusion through meaningful non-work interactions.

CONTRIBUTING TO THE WELL-BEING OF OUR EMPLOYEES AND SURROUNDING COMMUNITIES IS INTEGRAL TO OUR IDENTITY AS A RESPONSIBLE CONTRACTOR



In FY2024, we carried out a number of informal but impactful internal initiatives:

- **Company Dinner & Dance (D&D):** A year-end celebration to recognise employees' contributions and build camaraderie across teams.

- **Company Trip:** An off-site team retreat designed to promote relaxation and informal bonding in a more casual setting.

- **Team Bonding Activities:** Department-level games, workshops, and meals were held periodically to foster collaboration and trust.

- **7th Month Prayer Ceremony:** In keeping with local customs and employee beliefs, we organised a prayer ceremony to promote harmony and cultural inclusivity at the workplace.

While these initiatives were primarily internally focused, Kim Hua Construction aims to expand its community involvement in the coming years. This includes exploring structured CSR programmes such as volunteering with social enterprises or supporting skills-based community initiatives that align with our construction expertise.

In FY2025, we plan to formalise our CSR strategy to include targeted employee volunteering, partnerships with local NGOs, and activities that enhance community resilience and sustainability awareness.

# Governance

## ESG Governance

At Kim Hua Construction, effective governance is essential to ensure accountability, compliance, and responsible decision-making across all aspects of our business, including Environmental, Social, and Governance (ESG) matters. Our governance structure is designed to integrate sustainability considerations into core operations and leadership oversight.

### Board Oversight and Management Roles

The overall responsibility for governance, including ESG integration, lies with the senior management team, comprising the Director, General Manager, Contract Manager, and Project Manager. These individuals collectively oversee company operations, risk management, and strategic direction.

While Kim Hua does not currently have a standalone ESG committee, sustainability responsibilities are embedded across various roles:

- Director and General Manager provide high-level oversight and approve strategic ESG direction and priorities.

- Safety Director, Contract and Project Managers are responsible for implementing sustainability practices on project sites and ensuring compliance with workplace safety, environmental, and quality standards.

GRI 2-9,  
2-11, 2-12

### ESG Integration in Operations

Although formal ESG policies and metrics are still being developed, Kim Hua Construction demonstrates early-stage commitment through:

- Adoption of internationally recognised standards such as ISO 14001 (environmental), ISO 45001 (occupational health & safety), and ISO 9001 (quality management).
- Compliance with national regulations such as the Workplace Safety and Health Act and the Environmental Protection and Management Act.
- Participation in third-party certification schemes (e.g. Bizsafe) to improve safety and operational governance.

As this is our inaugural sustainability report, FY2024 serves as a foundation year for enhancing our ESG governance framework. Looking ahead, we aim to:

- Formalise an ESG policy covering topics such as anti-corruption, diversity and inclusion, and environmental stewardship
- Assign clear ESG roles and responsibilities across management tiers
- Establish regular reporting structures to track ESG performance and communicate progress to stakeholders



## Ethical Conduct & Compliance

At Kim Hua Construction, we recognise that business integrity and regulatory compliance are critical to earning trust and building long-term partnerships. As a contractor operating in a highly regulated and risk-sensitive industry, we are committed to upholding high standards of ethical conduct across all aspects of our operations.

Although we have not yet formalised a standalone Code of Conduct, our commitment to ethical business is reflected through our compliance with relevant legal and industry regulations, including the Building and Construction Authority (BCA) and the Workplace Safety and Health (WSH) frameworks in Singapore.

## Anti-Corruption and Compliance Practices

In FY2024, no legal cases regarding anti-competitive behaviour, corruption, or non-compliance with laws and regulations were recorded. We adopt a zero-tolerance approach towards bribery and corruption, and all employees are expected to conduct themselves with honesty and accountability in line with internal project protocols and client standards.

While formal anti-corruption training has not yet been implemented, we aim to strengthen internal awareness in future cycles through the development of basic integrity guidelines and toolbox talks on compliance topics. We also plan to progressively adopt documented policies on business ethics, data confidentiality, and conflict of interest declarations.

Looking ahead, Kim Hua Construction intends to:

- Develop a formal Code of Conduct aligned with industry expectations and international standards.
- Provide annual refresher briefings on business ethics and compliance to employees and subcontractors.
- Embed anti-bribery clauses into supplier agreements and project subcontracts.

These efforts reflect our intention to move toward a more structured compliance framework as our sustainability maturity evolves.

## Risk Management & ESG Integration

Kim Hua Construction recognises that effective risk management is essential to delivering safe, high-quality, and timely construction outcomes. While we have not yet formalised a standalone Enterprise Risk Management (ERM) framework, risk assessment and mitigation processes are embedded across our operations, guided by the requirements of our ISO 9001:2015 (Quality), ISO 45001:2018 (Occupational Health & Safety), and bizSAFE Star certifications.

GRI 2-12,  
2-22, 2-23

Risk management at Kim Hua covers operational, health and safety, environmental, and compliance risks. As part of our certified management systems, we adopt a proactive approach through the following mechanisms:

- **Operational Risk Control:** Key construction risks, such as project delays, quality failures, or site hazards, are identified through project-level risk assessments. Mitigation actions are incorporated into method statements and site management plans.
- **Workplace Safety Risk Assessment:** In accordance with ISO 45001 and bizSAFE Star requirements, we conduct formal Hazard Identification, Risk Assessment and Risk Control (HIRARC) exercises across all project sites. Toolbox briefings and Safe Work Procedures are reinforced daily to address ongoing risks.
- **Environmental Risk Mitigation:** Construction-related environmental risks, such as dust, noise, and water discharge, are addressed through Green and Gracious Builder practices and preventive site control measures.
- **Compliance Monitoring:** We monitor compliance with legal obligations and regulatory updates from the Building and Construction Authority (BCA), the Ministry of Manpower (MOM), and the National Environment Agency (NEA). We recorded zero major regulatory violations or fines in FY2024.



As we continue to grow, Kim Hua plans to enhance our risk governance by strengthening documentation, integrating risk reviews into project planning cycles, and extending risk coverage to include emerging ESG-related challenges such as climate resilience and supply chain risks.

# SASB-Aligned Sustainability Disclosures

SASB Material Topics	Metric	Code	Remarks
<b>Environmental Impacts of Project Development</b>	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	There were zero (0) cases of incidents of non-compliance with environmental permits, standards, and regulations.
<b>Structural Integrity &amp; Safety</b>	Amount of defect and safety related rework costs	IF-EN-250a.1	There were zero (0) cases of monetary loss due to defect- and safety-related rework.
<b>Workforce Health &amp; Safety</b>	(1) Total recordable incident rate (TRIR) and (2) fatality rate for direct and contract employees	IF-EN-320a.1	There were zero (0) cases of recordable incidents and fatalities for both direct and contract employees
<b>Lifecycle Impacts of Buildings &amp; Infrastructure</b>	Number of commissioned projects certified to third-party sustainability standard	IF-EN-410a.1	None in FY2024
<b>Business Ethics</b>	Number of active projects in countries ranked lowest on Transparency International's Corruption Perception Index	IF-EN-510a.1	There were no projects in countries ranked lowest on Transparency International's Corruption Perception Index in FY2024.

Activity Metric	SASB Code	Unit of Measure	Remarks
<b>Number of active projects</b>	IF-EN-000.A	Number	There are three (3) active projects in FY2024.
<b>Number of commissioned projects</b>	IF-EN-000.B	Number	There were three (3) commissioned projects in FY2024.

# GRI Content Index

Statement of use

Kim Hua Construction Pte Ltd has reported with reference to the GRI Standards for the period 1 January 2024 to 31 December 2024.

GRI 1 used

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	5	
	GRI 2-3	Reporting period, frequency, and contact point	5	
	GRI 2-5	External assurance	5	
	<b>Activities and workers</b>			
	GRI 2-6	Activities, value chain, and other business relationships	4	
	GRI 2-7	Employees	17	
	<b>Governance</b>			
	GRI 2-9	Governance structure and composition	21	
	GRI 2-11	Chair of the highest governance body	21	
	GRI 2-12	Role of the highest governance body in overseeing the management of impacts	21	
	GRI 2-14	Role of the highest governance body in sustainability reporting	21	
	<b>Strategy, policies, and practices</b>			
	GRI 2-22	Statement on sustainable development strategy	6	
	GRI 2-23	Policy commitments	22	
	GRI 2-24	Embedding policy commitments	22	
	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	9
GRI 3-2		List of material topics	9	

GRI Standard	GRI Disclosure	Disclosure Title	Page No .
<b>Topic Specific Disclosures</b>			
<b>Category: Environmental Stewardship</b>			
<b>Energy &amp; GHG emissions</b>			
<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Management of material topics	
<b>GRI 302: Energy 2016</b>	GRI 302-1	Energy consumption within the organisation	10
	GRI 302-3	Energy intensity	11
<b>GRI 305: Emissions 2016</b>	GRI 305-1	Direct (Scope 1) GHG emissions	12
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	12
	GRI 305-3	Other indirect (Scope 3) GHG emissions	12
<b>Water &amp; Waste</b>			
<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Management of material topics	
<b>GRI 303: Water and Effluents 2018</b>	GRI 303-1	Interactions with water as a shared resource	14
	GRI 303-3	Water withdrawal	14
	GRI 303-5	Water consumption	14
<b>GRI 306: Waste 2020</b>	GRI 306-1	Waste generation and significant waste-related impacts	15
	GRI 306-2	Management of significant waste-related impacts	15
<b>Category: Social</b>			
<b>Employment</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	18
<b>Employment</b>			
<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Management of material topics	
<b>GRI 403: Occupational Health and Safety 2018</b>	GRI 403-1	Occupational health and safety management system	16
	GRI 403-2	Hazard identification, risk assessment, and incident investigation	16
	GRI 403-5	Worker training on occupational health and safety	16
	GRI 403-9	Work-related injuries	16

GRI Standard	GRI Disclosure	Disclosure Title	Page No .
<b>Category: Social</b>			
Training and Education			
<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Management of material topics	
<b>GRI 404: Training and Education 2018</b>	GRI 404-2	Programs for upgrading employee skills	19-20
Diversity			
<b>GRI 3: Material Topics 2021</b>	GRI 3-3	Management of material topics	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	GRI 405-1	Diversity of governance bodies and employees	17-18
<b>Category: Ethics and Governance</b>			
Anti-corruption			
<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	22
	GRI 205-2	Communication and training in anti-corruption	22
	GRI 205-3	Confirmed incidents of corruption and actions taken	22



# Appendix

## Methodology for GHG Emissions Calculation

Kim Hua Construction recognises that effective risk management is essential to delivering safe, high-quality, and timely construction outcomes. While we have not yet formalised a standalone Enterprise Risk Management (ERM) framework, risk assessment and mitigation processes are embedded across our operations, guided by the requirements of our ISO 9001:2015 (Quality), ISO 45001:2018 (Occupational Health & Safety), and bizSAFE Star certifications.

Risk management at Kim Hua covers operational, health and safety, environmental, and compliance risks. As part of our certified management systems, we adopt a proactive approach through the following mechanisms:

### 01

- *Scope 1* emissions were calculated using fuel consumption data (diesel) and the relevant emission factors from the *Singapore Emission Factor Registry (SEFR, 2023 Edition)*. Both stationary and mobile sources were considered.

### 02

- *Scope 2* emissions were calculated using actual electricity usage data and the grid emission factor of 0.412 kgCO<sub>2</sub>e/kWh from the *Energy Market Authority (EMA), Grid Emission Factor 2023 for Singapore*.

### 03

- *Scope 3* emissions include indirect emissions from purchased water and were calculated using the SEFR water emission factor of 1.3 kgCO<sub>2</sub>e/m<sup>3</sup>, referencing *Singapore Green Building Council Embodied Carbon Calculation Guide*.

GHG values are expressed in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) using the 100-year Global Warming Potential (GWP-100) values from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5).

Energy content conversion assumptions used in this report include a diesel calorific value, referenced from the *Singapore Emission Factor Registry (SEFR v2.0)*, and an electricity conversion factor, based on the IPCC 2006 Guidelines. These conversion factors were applied to calculate total energy consumption in megajoules (MJ) for Scope 1 and Scope 2 emissions.

The total emissions data reported represent Kim Hua Construction's baseline year (FY2024) and are subject to further refinement as data coverage improves in future cycles.



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**SUSTAINABILITY**  
REPORT FY2024