



Annual Report 2024

# BUILDING UP THE CORE BUSINESS

DEVELOPING  
ENHANCED VALUE

# SUSTAINABILITY REPORT

## BOARD STATEMENT

### INNOVATE FOR SUSTAINABILITY

At Ley Choon Group Holdings Limited (“**Ley Choon**”), collectively referred to with its subsidiaries as the “**Group**”), we are unwavering in our dedication to maintaining the highest standards of Environmental, Social, and Governance (“**ESG**”) practices. Our journey towards sustainability has instilled in a profound sense of responsibility toward our environment and communities.

We are committed to driving corporate sustainability and have embraced sustainability reporting as a tool for self-reflection and recalibration of our business practices. Our strategy has evolved beyond a purely financial focus, recognising the critical role of non-financial factors in managing a new range of ESG parameters. We firmly believe that our sustained growth and success are closely linked to the sustainable development of the communities where we operate, be they social, business, or national.

As we pursue new growth opportunities, we remain aware of the increasing importance of strengthening the sustainability and resilience of our current operations. We are dedicated to exploring and evaluating business opportunities, including strategic investments, partnerships, and mergers and acquisitions, that can generate value for our shareholders while upholding our commitment to ESG sustainability.

### BUSINESS OPPORTUNITIES AND RESILIENCE

As the population grows, the country is entering an upgrading cycle for its underground infrastructure. Our vertical integration with our own asphalt premix plant provides us with greater flexibility in cost management for roadwork projects. Additionally, our digitalisation efforts give us an edge in efficiently deploying assets and manpower, allowing us to handle more projects with a relatively lean team and consistently meeting deadlines. We are confident that we are well-positioned to capitalise on these opportunities.

In line with our commitment to risk management, we engaged independent parties last year to conduct a comprehensive risk assessment and analysis. We are committed on strategies to mitigate the identified risks. We are confident that these measures will enhance our resilience and enable us to effectively manage potential challenges.

### FINANCIAL DISCIPLINE

We also demonstrated commendable financial discipline by proactively settling our restructured borrowings in full before the final bullet payment date. This accomplishment was achieved through astute management of internally generated cash flows. As a result of this prudent approach, the Group has successfully fulfilled its obligations under the Debt Restructuring Agreement (DRA). With the full autonomy over our capital management strategy including our working capital

needs and capital budgeting, we can now focus on executing our growth plans and generating higher shareholder value.

### EHS EXCELLENCE

During Financial Year 2024 (“**FY2024**”), the Ley Choon Group committed to upholding Environmental, Health and Safety (“**EHS**”) excellence. Our comprehensive EHS Monitoring Plan has empowered employees to take ownership of EHS standards in daily operations, and we continue to strive towards the highest standards of EHS management.

As part of our ongoing efforts to enhance our EHS management system and processes, we are committed to reviewing and revising our existing Safety Management System with a keen eye for detail. To ensure the safety of our employees and uphold our productivity values, we have introduced a Competency Skill Test for our site supervisors, alongside quarterly internal and external audits.

Our Safety Enhancement Programme (“**SEP**”) has also played a vital role in raising safety awareness. We leverage technology-based analytic tools to analyse the root causes of past incidents and accidents, allowing us to determine preventive solutions and specific training needs for our employees.

We have successfully achieved zero environmental violation incidents for four consecutive years. We remain committed to upholding the highest standards of EHS excellence and will continue to invest in the development of our employees and EHS management system to drive sustainable growth for our organisation.

### HUMAN CAPITAL AND INNOVATION

Our workplace comprises both local and migrant employees, and we are dedicated to building a positive working environment, creating a sense of work family for our staff. Throughout FY2024, we organised various activities such as a Company annual dinner, trip to Korea, employee game days, and departmental bonding events.

Ley Choon is committed to driving innovation as a key objective of our human capital development strategy. This commitment is reflected in our ongoing investment in employee training programs to nurture and develop the skills of our workforce.

We remain optimistic that our continued focus on driving innovation and change management will foster greater financial and ESG returns for the Group. By nurturing and developing our human capital and contributing to the greater good, we are confident that we will continue to create value for our stakeholders while upholding our commitment to sustainability.

On behalf of the Board of Directors

**TOH CHOO HUAT**  
**Executive Chairman and Chief Executive Officer**

# SUSTAINABILITY REPORT

## KEY PERFORMANCE HIGHLIGHTS



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### ECONOMIC

- Ley Choon Group's FY2024 revenue rose to S\$129 million, a 4% increase from FY2023.
- Ley Choon completed Debt Restructuring Agreement ahead of schedule, positioning itself for a new growth phase with full autonomy over capital management.



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### ENVIRONMENT

- Achieved an 8.9% reduction in our carbon footprint compared to the previous year.
- Maintained zero environmental-related cases reported in FY2024.
- Maintained zero significant issues related to biodiversity in FY2024.
- We achieved cost savings of S\$3,240,000 by opting for recycled materials for underground works over conventional sources in FY2024.



S

### SOCIAL

- Certified under the Singapore Progressive Wage Mark.
- Signed the President's Challenge Enabling Employment Pledge.
- Established a Grievances Policy to ensure a fair and transparent process for addressing concerns and grievances among employees.



G

### GOVERNANCE

- Full adherence to Code of Corporate Governance and maintained zero whistleblowing incidents.
- Achieved zero environmental violation incidents for 4 consecutive years.
- Achieved zero complaints concerning breaches of customer privacy or losses of customer data in FY2024.

# SUSTAINABILITY REPORT

## ABOUT THIS REPORT

<b>Reporting Period</b>	The scope of the report covers data and information on material sustainability aspects of Ley Choon from 1 April 2023 to 31 March 2024 unless otherwise specified and discusses the Group's achievements and performance towards ESG issues.
<b>Reporting Standards</b>	This report is prepared with reference to the Global Reporting Initiative (“GRI”) Standards: Core Option as it provides a set of an extensive framework that is widely accepted as a global standard for sustainability reporting. We defined the report content in accordance with GRI Principles including: <ul style="list-style-type: none"><li>• <i>Materiality</i>: Focusing on issues that impact business growth and are of utmost importance to our stakeholders;</li><li>• <i>Stakeholder Inclusiveness</i>: Responding to stakeholder expectations and interests;</li><li>• <i>Sustainability Context</i>: Presenting performance in the wider context of sustainability; and</li><li>• <i>Completeness</i>: Including all information that is of significant economic, environmental and social impact to enable stakeholders to assess the Group's performance.</li></ul> It also considers the Sustainability Reporting Guide in Practice Note 7.6 of the SGX-ST Listing Manual. In preparing our report, we applied the GRI's principles for defining report content and report quality by considering the Group's activities, impacts and substantive expectations and interests of its stakeholders.
	We are currently in the process of implementing mandatory climate reporting based on the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”). Please refer to Appendix D for details on the progress of TCFD implementation this year.
<b>Reporting Boundaries</b>	The aspect boundaries ‘within’ the organisation are limited to Ley Choon and our subsidiaries. The aspect boundaries ‘outside’ the organisation include customers, employees, governments and regulatory agencies, local community, shareholders and financial community, and suppliers.
<b>Independent Verification</b>	The data and information provided within the report have not been verified by an independent third party. Ley Choon has engaged Crowe Horwath First Trust Advisory Pte Ltd (“Crowe”), a reputable professional firm specialising in audit and risk solutions, to assist the Board in its review of the adequacy and effectiveness of the Company's internal control systems in relation to sustainability reporting.  The scope of the services is to review the operations related to the development of sustainability report. The findings are presented to the Audit Committee for its deliberation and recommendation to the Board. There are no significant weaknesses reported.
<b>Restatements</b>	We have restated FY2023's reported data on our Scope 2 and total carbon emissions, electricity, and water consumption. This correction was made due to the identification of errors in the previously reported information.
<b>Accessibility</b>	The Group continues to print adequate copies of this annual-cum-sustainability report as part of our environmental conservation efforts. A current electronic edition of the report is available at <a href="http://www.leychoon.com">www.leychoon.com</a> .
<b>Sustainability Contact</b>	We welcome your views and feedback on our sustainability practices and reporting by filling up our feedback form which can be accessed by scanning the QR code on the right.

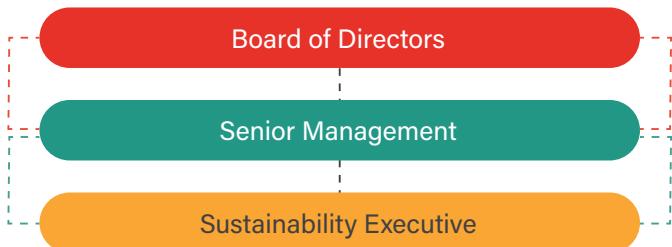


# SUSTAINABILITY REPORT

## SUSTAINABILITY APPROACH

### SUSTAINABILITY GOVERNANCE STRUCTURE

Sustainability is a cornerstone of our corporate strategy, an essential for driving long-term growth. The value we generate for our employees, the environment, and society significantly influences our financial success. To this end, we have established a dedicated sustainability organisational structure as outlined below:



### SUSTAINABILITY STRATEGY

At Ley Choon Group, we are dedicated to embedding sustainability into our business practices, driven by our vision and corporate values. We understand the critical importance of integrating sustainability considerations into our decision-making processes, and we aim to do so in a systematic and seamless manner.

Our senior management spearheads our sustainability initiatives, ensuring that our business objectives are in harmony with our commitments to sustainable development. They regularly report our progress to the Board of Directors, maintaining transparency and accountability. To maximise our impact across economic, environmental, and social dimensions, Ley Choon's Board of Directors and senior management have identified key focus areas that are vital to both our stakeholders and the company.

We actively seek feedback from our internal and external stakeholders to better understand their needs and expectations. By fostering mutually beneficial relationships, we strive to deliver value to all our stakeholders while steadfastly upholding our commitment to sustainability.



# SUSTAINABILITY REPORT

## STAKEHOLDER ENGAGEMENT

We recognise the need to continually evolve our responsible business practices to meet the increasing expectations of our stakeholders regarding our impact on the economy, environment, and society. To this end, we regularly engage with our stakeholders to identify and address the issues most pertinent to them and to Ley Choon.

An overview of our approach and rationale is set out below (with stakeholders listed in alphabetical order), together with the feedback we have received.

STAKEHOLDERS	HOW WE ENGAGE THEM	KEY TOPICS
<b>Customers</b>	<ul style="list-style-type: none"><li>Formal meetings</li><li>Informal feedback</li><li>Company's website</li></ul>	<ul style="list-style-type: none"><li>Project timelines, requirements and specifications</li><li>Work-in-progress and status</li><li>Feedback on completed projects</li></ul>
<b>Employees</b>	<ul style="list-style-type: none"><li>Performance appraisals</li><li>Team bonding and company events</li><li>Internal communication (emails and intranet)</li><li>Annual appreciation dinner</li></ul>	<ul style="list-style-type: none"><li>Performance and skills</li><li>Health and safety issues and necessary precautions to note</li><li>New contract wins</li><li>Project timelines and status updates</li></ul>
<b>Governments and regulatory agencies</b>	<ul style="list-style-type: none"><li>Regular updates and communication</li><li>Reports and compliance</li><li>Periodical meetings / discussion with government bodies</li></ul>	<ul style="list-style-type: none"><li>Regulatory and industry standards and guidelines</li></ul>
<b>Local community</b>	<ul style="list-style-type: none"><li>Community outreach activities (such as community event sponsorships)</li><li>Charity events</li><li>Sponsor technical seminars</li></ul>	<ul style="list-style-type: none"><li>Partner with local not-for-profit charitable organisations to identify the target beneficiaries</li></ul>
<b>Shareholders and financial community</b>	<ul style="list-style-type: none"><li>Annual General Meeting</li><li>SGX Announcements</li><li>Annual reports</li><li>Company's website</li><li>Regular updates and communication</li></ul>	<ul style="list-style-type: none"><li>Financial results</li><li>Key developments such as contract wins, corporate action, etc.</li><li>Long-term profitability and sustainability</li><li>Compliance with all relevant requirements</li></ul>
<b>Suppliers</b>	<ul style="list-style-type: none"><li>Regular meetings</li><li>Emails</li><li>Periodic evaluations on suppliers' performance</li></ul>	<ul style="list-style-type: none"><li>Feedback on their products and services</li><li>Information of their new products or services</li></ul>

# SUSTAINABILITY REPORT

## MATERIALITY TOPIC ANALYSIS

Based on the insights garnered from our stakeholders' engagement, Ley Choon Group has implemented a materiality analysis to identify challenges and concerns that hold significance for both our stakeholders and our Group.

Our material issues are identified as those that are ranked as high and critical by both internal and external stakeholders on the materiality matrix. Consequently, we focus our sustainability efforts and reporting towards addressing these key issues.

We have identified and compiled 15 pertinent sustainability issues for the development of this report. These issues were further deliberated and narrowed down through our engagement process with stakeholders. Subsequently, senior management reviewed the list and determined the material issues based on the importance to our stakeholders and impact on sustainability across our businesses.

The importance of the material issues is ranked based on our meetings and interviews with our stakeholders.



# SUSTAINABILITY REPORT

## MATERIALITY TOPIC ANALYSIS SUPPORTING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

To ensure that our sustainability efforts are comprehensive and effective, we have incorporated the core commitments for each of the key areas within our sustainability strategy. Our approach has been guided by the UN SDGs, which have provided a framework for us to align our objectives with broader global sustainability targets.

By integrating these commitments throughout our sustainability program, we aim to build a robust and impactful strategy that addresses the environmental, social, and economic challenges facing our organisation and our stakeholders.

GOALS	HOW WE SUPPORT
<b>3 GOOD HEALTH AND WELL-BEING</b> 	The health and well-being of our workforce is top priority. To this end, we have implemented a comprehensive set of policies and procedures and SEP that cover all aspects of workplace safety, from identifying hazards and assessing risks to preventing injuries and responding to emergencies. These policies and procedures are regularly reviewed and updated to ensure that they align with the latest industry standards and best practices. For our commitment, please refer to <b>Environmental Health &amp; Safety</b> section.
<b>6 CLEAN WATER AND SANITATION</b> 	We recognise the importance of availability and sustainable management of water and sanitation for all. The Group has implemented several initiatives such as installation of water-efficient fittings, raising awareness among our employees about water scarcity, and actively utilising NEWater, a process that recycles treated used water into clean and reclaimed water. Our actions taken on sustainable water management demonstrates our dedication to promoting responsible water use and contributing to the sustainable development of our community and the planet. For our commitment, please refer to <b>Water Conservation</b> section.
<b>7 AFFORDABLE AND CLEAN ENERGY</b> 	We believe the importance to have access to affordable, reliable, sustainable and modern energy for all. We have implemented energy-efficient practices in our operations and plan to invest in energy-efficient equipment and vehicles to reduce energy consumption and reliance on non-renewable sources in future. Additionally, we have partially switched to solar panels at selected sites to further decrease reliance on non-renewable energy. Our commitment lies in promoting sustainable energy practices and reducing our carbon footprint. For our commitment, please refer to <b>Energy Efficiency</b> section.
<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	We are deeply committed to promoting decent work and economic growth, and this is reflected in our ongoing efforts to make a positive impact on the communities and economies in which we operate. Our approach includes fostering fair employment practices, investing in the development of our employees, and engaging with local stakeholders to support and facilitate local economic development. For our commitment, please refer to <b>Progressive Wage Mark, President's Challenge Enabling Employment Pledge, Employee Engagement and Wellbeing and Supply Chain Management</b> sections.
<b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> 	Ensuring the privacy and protection of our customers' personal information is paramount to our operations. We have instituted a robust Customer Privacy and Data Protection system that adheres to the Personal Data Protection Act ("PDPA") and other relevant regulations. Regular audits and updates to our data protection measures guarantee alignment with the latest technological advancements and industry best practices. For further details on our commitment to data privacy, please refer to the <b>Customer Privacy and Data Protection</b> section.

# SUSTAINABILITY REPORT

## GOALS

## HOW WE SUPPORT

10 REDUCED INEQUALITIES



We are committed to fostering an inclusive and diverse workplace where all individuals have equal opportunities to thrive. Our open recruitment approach is designed to attract the best talent to join our Group, ensuring that we consider candidates from diverse backgrounds. We actively work towards achieving balanced representation across gender, age, and nationality, recognising that diversity enhances our innovation, and performance. By implementing unbiased hiring practices and promoting an inclusive culture, we strive to reduce inequalities and create a workplace where everyone feels valued and respected. For more details on our commitment, please refer to the **Equal Opportunity, Diversity and Anti-discrimination** section.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Our commitment to environmental stewardship is reflected in our rigorous adherence to environmental laws, regulations, standards, and industry requirements. We have established a comprehensive Environmental Compliance system that ensures our operations conform to all applicable environmental guidelines. This includes regular monitoring, auditing, and reporting of our environmental performance to ensure continuous improvement and accountability. For further details on our environmental compliance efforts, please refer to the **Environmental Compliance** section.

13 CLIMATE ACTION



We recognise the urgent need for climate action and are committed to reducing our greenhouse gas (“**GHG**”) emissions through a range of measures, including energy-efficient building design and sustainable operations practices. We regularly assess our GHG emissions and strive to continuously improve our environmental performance. Our efforts to reduce our carbon footprint reflect our commitment to addressing climate change and creating a more sustainable future for our business, our stakeholders, and the planet. For our commitment, please refer to the **Climate Change and Greenhouse Gas Emissions Management** section.

15 LIFE ON LAND



Preserving biodiversity and ensuring the long-term sustainability of ecosystems is a core priority for our company. We are committed to allocating the necessary resources to protect and enhance natural habitats. Our efforts focus on minimising the impact of our operations on local flora and fauna and promoting sustainable land use practices. By continuously assessing our environmental footprint, we strive to make a positive contribution to biodiversity conservation. For more information on our efforts to preserve biodiversity, please refer to the **Biodiversity Preservation** section.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



We are committed to upholding the highest standards of integrity and accountability, ensuring that all our activities conform to the relevant legal frameworks. By prioritising legal compliance, we not only protect our organisation but also minimise our impact on the environment and contribute to the well-being of the communities we serve. For more information on our compliance efforts, please refer to the **Legal Compliance and Corporate Governance** section.

We are proud to support a range of UN SDGs through our business operations and community initiatives. From promoting sustainable cities and communities to reducing inequalities and climate action, we are committed to making a positive impact on the environment and society.

# SUSTAINABILITY REPORT

## SUSTAINABILITY PILLAR

Our commitment to sustainability is grounded in four overarching pillars that define our ESG endeavours. By categorising material topics within these pillars, we ensure a transparent and structured dissemination of information to our stakeholders. Our ESG framework will continue to evolve and expand in the years to come as we progress on our sustainability journey. These pillars encompass our dedication to:

**01**

### ECONOMIC SUSTAINABILITY

Driving long-term financial performance, innovation, and value creation for our stakeholders.

**02**

### ENVIRONMENTAL STEWARDSHIP

Reducing our environmental footprint and promoting sustainable practices across all operations.

**03**

### SOCIAL RESPONSIBILITY

Upholding the highest standards of ethical conduct, transparency, and accountability in all aspects of our business

**04**

### GOVERNANCE EXCELLENCE

Upholding the highest standards of ethical conduct, transparency, and accountability in all aspects of our business

## HOW WE MEASURE OUR PERFORMANCE

Our sustainability strategy is embedded into the appropriate parts of our business, with dedicated teams for each focus area, and coordination by our relevant departmental managers. Progress will be tracked in two key ways: measuring performance against metrics, and evaluating how well the programs have advanced, through a series of commitments.

### Metrics and targets

We have established key performance indicators for each area outlined in our sustainability materiality matrix. Periodically, we plan to introduce new metrics and update targets to ensure alignment with our strategy.

### Commitments

To ensure we have a robust sustainability programme in place, we have included the key commitments for each area above. The progress we have made against each key commitment is indicated using the symbols shown in the table below.

We track and review our sustainability programme with the Board of Directors at least once a year.

### Symbols used to indicate progress against commitments

#### SYMBOL MEANING

(N)	New commitment this year
(○)	Not started
(◐)	In progress
(●)	Complete
(◎)	Ongoing commitment: no end date

# SUSTAINABILITY REPORT

## ECONOMIC

Ley Choon Group drives economic value through sustainable infrastructure solutions in Singapore. Our focus on recycling, digital innovation, and efficient resource management has resulted in significant cost savings and operational improvements. In FY2024, we achieved \$129 million in revenue and completed our debt restructuring early, reinforcing our financial strength and commitment to positive societal impact.

### EARLY FULFILLMENT OF DEBT RESTRUCTURING AGREEMENT

In FY2024, we successfully completed the final bullet repayment for all outstanding amounts due to our lenders under the Debt Restructuring Agreement (“DRA”) that we entered in 2016 and amended in 2021. Completing the DRA ahead of schedule is highly advantageous as it eliminates debt servicing costs, enhances cash flow, and improves financial flexibility. This enables us to allocate resources more effectively and, without the burden of debt servicing obligations, provides greater freedom in managing working capital.

As a result, we can respond more swiftly to market opportunities and operational needs, aligning with our growth objectives.



### STRATEGIES TO MAINTAIN AND ACCELERATE THE GROWTH TRAJECTORY

In recent years, we have significantly enhanced our operational efficiencies by improving productivity and digitising various functions across the Group. These advancements have enabled us to monitor site progress more effectively and deploy our assets and manpower more efficiently. The post-pandemic recovery in the construction sector has also been a critical factor in our robust growth. With a favourable industry outlook and the continued digitalisation of our internal processes, we are confident in maintaining this growth trajectory in the coming years.

We take pride in being early adopters of digitalisation within our industry, particularly in automating manual processes to enhance project management efficiency. By leveraging customised software systems and applications, we have digitised daily work recording, allowing us to monitor project execution, costs, and billing in real-time. Our commitment to continuous improvement through digital innovation enables us to adapt swiftly to industry changes and client demands. Our integrated digital solutions streamline operations and provide valuable insights through advanced data analytics, fostering informed decision-making and strategic planning.

Additionally, the country is entering a replacement cycle for the underground infrastructure sector, with many older systems due for upgrading to accommodate the larger population. As a key player in the underground utility infrastructure segment, we are well-positioned to secure some of these tenders.

However, with the increase in available projects, we could face challenges in managing our workforce and equipment. Taking on more jobs concurrently requires additional engineers, workers, and equipment. We must balance this growth to avoid overexpansion given the industry's cyclical nature. Therefore, we will adopt a prudent and selective approach in our tender strategy, focusing on higher-value contracts to maximise the utilisation of our resources.

In FY2024, we achieved a revenue of \$129 million and declared our first dividend, reflecting our strong financial performance and commitment to delivering value to our shareholders.

# SUSTAINABILITY REPORT



## SUBSTANTIAL COST SAVING FROM RECYCLED MATERIALS

Our comprehensive underground utilities infrastructure construction and roadworks services are managed in accordance with sustainability principles. We collaborate closely with our business partners to identify and address sustainability opportunities and risks as they arise.

We place significant emphasis on contributing positively to society through our economic activities. Our goal is to efficiently manage public infrastructure, such as underground utilities and roadworks, while demonstrating responsible stewardship of resources.

We have established our own construction waste recycling plant. This facility enables us to recover and recycle construction waste, transforming it into backfilling materials and recycled aggregates for use at work sites and in asphalt premix production. Our recycling plant not only reduces the amount of waste ending up in landfills but also conserves natural resources by repurposing materials that would otherwise be discarded.

Our initiatives have led to a notable improvement in the use of recycled materials in our operations, underscoring our commitment to sustainability and responsible environmental stewardship. By utilising recycled materials for our underground works instead of sourcing new materials, we achieved substantial cost savings of S\$3,240,000 in FY2024.

**"THROUGH DISCIPLINED AND PRUDENT CAPITAL MANAGEMENT OVER THE PAST YEARS, WE HAVE MANAGED TO FULFILL THE DRA AHEAD OF SCHEDULE. THIS IS A HUGE BOOST FOR THE GROUP AS IT GIVES US FULL AUTONOMY OVER OUR CAPITAL MANAGEMENT STRATEGY INCLUDING OUR WORKING CAPITAL NEEDS AND CAPITAL BUDGETING."**

**GIVEN OUR PROJECT PIPELINE AND THE OPPORTUNITIES AVAILABLE IN THE MARKET, THIS IS EXTREMELY TIMELY FOR US. WE CAN NOW FOCUS ON EXECUTING OUR GROWTH PLANS AND GENERATING HIGHER SHAREHOLDER VALUE!"**

MR. TOH CHOO HUAT (卓流欽先生), EXECUTIVE CHAIRMAN AND CEO OF LEY CHOON COMMENTED

# SUSTAINABILITY REPORT

## ENVIRONMENT

The Group acknowledges the pressing global challenge of climate change and embraces our responsibility to address it proactively. Recognising that climate change and its effects, such as erratic weather patterns and high temperatures, will significantly impact our construction business by affecting the speed and efficiency of project completion, we are currently developing comprehensive policies to effectively identify and mitigate these climate-related risks. Our primary goal is to manage these risks sustainably, ensuring the long-term resilience and viability of our business.

Our data-driven approach enables us to pinpoint areas where we can make the most significant impact and implement targeted solutions to reduce our overall carbon footprint. By employing this strategy, we aim to minimise our contribution to climate change efficiently and effectively.



## CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS MANAGEMENT

We are committed to aligning our disclosures with the recommendations of the TCFD and we plan to include additional TCFD-related information in our Sustainability Report in the next financial year, FY2025. By regularly updating our stakeholders on our progress, we aim to demonstrate our ongoing dedication to addressing climate-related risks and maintaining sustainable business practices.

Our commitment to combating climate change involves actively working to reduce carbon emissions across our daily operations. To manage our environmental impact effectively, we continuously monitor and review our carbon footprint. This includes collecting detailed energy usage data across our operational segments and calculating our total annual GHG emissions.

We measure our emissions according to the Greenhouse Gas Protocol, established by the World Resources Institute and the World Business Council for Sustainable Development. This widely recognised standard ensures consistency and accuracy in measuring corporate GHG emissions. We adopt the “control method”, which accounts for 100% of the emissions from businesses directly under our control.

Our carbon footprint encompasses:

- All fuels used directly by our companies (Scope 1 emissions)
- All purchased electricity used in our properties (Scope 2 emissions)

By taking these measures, we are committed to reducing our environmental impact and contributing to global efforts to combat climate change.

In FY2024, we recorded a decrease in GHG emissions intensity, reducing it from 81.4 to 74.2 tonnes of carbon dioxide equivalent per thousand dollars ( $tCO_2e/\$'000$ ). Our total GHG emissions for the year reached 9,576.1  $tCO_2e$ . This reduction is largely attributed to our continued efforts to implement sustainable practices and improve resource utilisation. The predominant source of these emissions remains the diesel used in transportation, including moving our workforce to various sites and delivering essential materials.

# SUSTAINABILITY REPORT

Additionally, diesel consumption by various onsite machinery—such as excavators, cranes, generators, and other equipment necessary for project execution—contributes to 97% of our overall carbon emissions. The remaining emissions result from the electricity we purchase for our operations and activities.

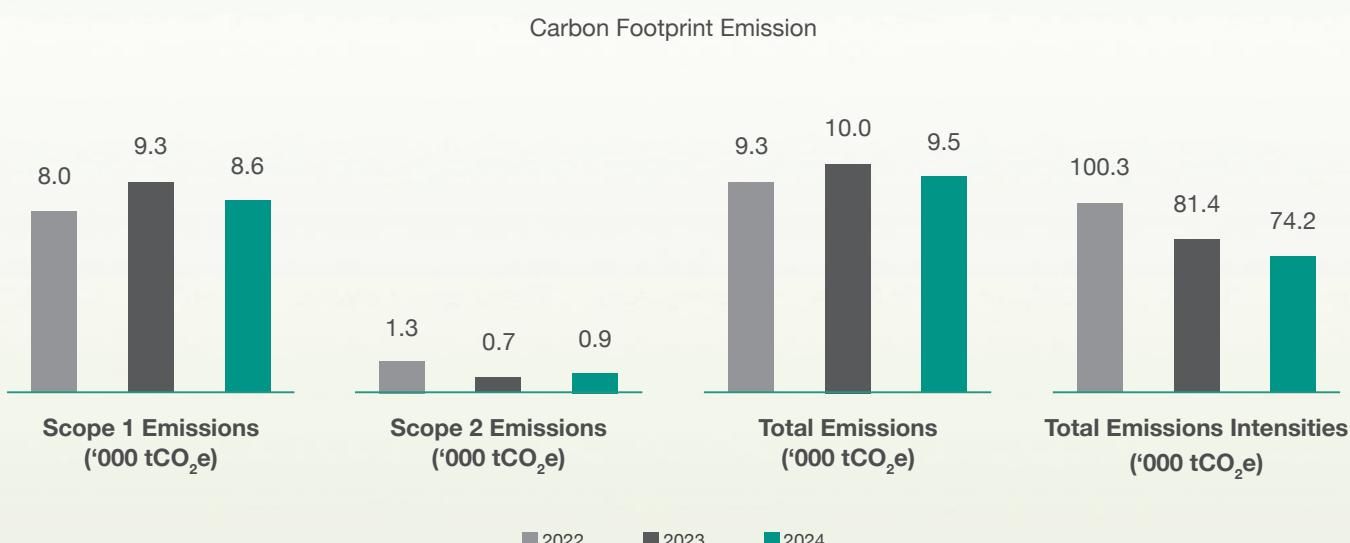
As the country enters a replacement cycle for underground infrastructure and demand for new buildings and supporting infrastructure like water pipes, cabling, and roads increases, we anticipate continued high levels of activity. Despite this, we have successfully managed to reduce our emissions through several strategic initiatives. Our consistent provision of employee training on sustainable practices and meticulous project planning have played key roles in this achievement.

Our reduction in emissions can be attributed to a range of factors, including regular meetings with project managers and responsible individuals to monitor and improve resource utilisation, and implementing regular maintenance routines to ensure optimal engine condition and maximise diesel usage efficiency.

Another reason for the decrease in carbon emission is also partly due to the emissions being converted based on the latest government conversion factors for greenhouse gas reporting, which are intended for use by the United Kingdom and international organisations to report on the greenhouse gas emissions. According to the 2023 Government Greenhouse Gas Conversion Factors for Company Reporting, published by the Department for Energy Security and Net Zero mentions that the conversion factors for high-emitting UK sources vary over time, reflecting changes in key sources for most companies and are therefore updated annually or periodically.

We remain steadfast in our commitment to sustainability and reducing our environmental footprint. Building on the success of the strategies implemented in FY2023, we have continued these best practices into FY2024, yielding significant progress in reducing our carbon emissions. With a 9% reduction in carbon emissions in FY2024, we have maintained a notable year-on-year decrease, marking three consecutive years of reductions since FY2021. This ongoing reduction demonstrates our dedication to improving our environmental impact and our commitment to a more sustainable future. Through these sustained efforts, we continue to make significant strides in reducing our GHG emissions, reinforcing our role as a responsible and environmentally

We recognise the importance of expanding our carbon footprint assessment to include Scope 3 emissions, which account for indirect emissions throughout our value chain. Currently, we are exploring methodologies and data sources to estimate these emissions accurately. Our team is dedicated to developing a robust Scope 3 emissions reporting framework and aims to include this in our future sustainability reports. This initiative will provide a more holistic view of our environmental impact and further our commitment to sustainability.



# SUSTAINABILITY REPORT

## ENERGY EFFICIENCY

Fuel consumption (Scope 1) accounts for 94% while electricity consumption (Scope 2) account for 6% of our total energy usage. As an underground utilities infrastructure construction company, our projects necessitate the utilisation of heavy machinery such as excavators, bulldozers, cranes, and drilling equipment. These machines rely heavily on fossil fuels to power their engines and facilitate the essential tasks involved in construction and maintenance activities. Recognising the environmental impact of our energy consumption, we are fully committed to implementing energy-efficient practices to help mitigate our footprint. By investing in such practices, we contribute to environmental preservation and alleviate the financial strain associated with high fuel consumption costs.

In FY2024, our total energy consumption amounted to 38,615.9 megawatt-hours (MWh), corresponding to an intensity of 299.4 per thousand dollars (MWh/\$'000) of revenue. Despite our efforts, our total energy consumption intensity increased compared to the previous year. This increase is primarily due to the expanded scale and intensity of our construction projects, particularly influenced by Road Maintenance contracts for Expressways which requires more extensive use of heavy machinery as well as continuous operations in our asphalt plant.

- Increased Operation and Production at Asphalt Plant:** The significant rise in production activities at our asphalt plant has led to higher electricity and fuel consumption.
- Enhanced Usage of Road Maintenance Machinery:** There was a substantial increase in the use of road maintenance machinery such as milling machines, pavers, and rollers.

- Frequent Trips by Tipper Lorries:** The number of trips made by our tipper lorries to transport asphalt and milled road waste across the island has surged.
- Increased Usage and Idling of Tipper Lorries with Truck Mounted Attenuators (“TMA”):** Compliance with Land Transport Authority (“LTA”)’s safety requirements necessitated extended idling and usage of our tipper lorries equipped with TMAs while working on expressways.

Despite an increase in energy consumption, our commitment to energy-efficient practices remains steadfast. We have implemented several initiatives to manage and reduce our energy usage, including:

- Regular Maintenance and Tuning
- Minimising Idling Time
- Fuel Monitoring and Management
- Renewable Energy Integration
- Optimising Operational Practices
- Employee Training Programs

Despite these proactive steps, our overall energy consumption has increased due to the expanded scale and intensity of our construction projects, especially under the Road Maintenance contracts for Expressways. We remain committed to continuously improving our energy management strategies to better manage and reduce our environmental impact.

Energy Consumption Intensity (MWh/\$'000)



# SUSTAINABILITY REPORT

## WATER CONSERVATION

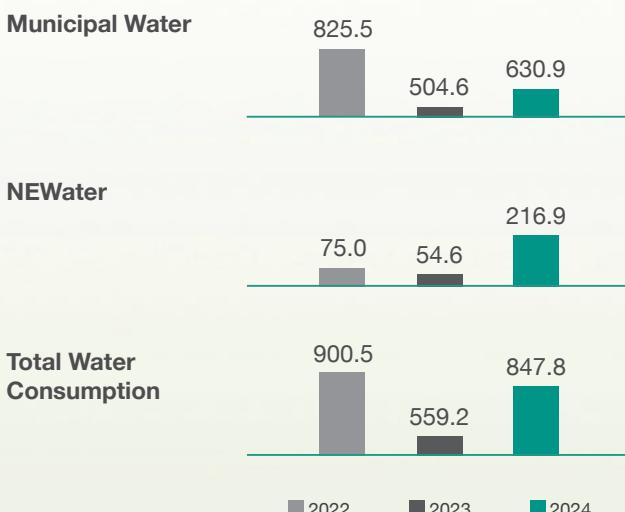
In FY2024, the Group's total water consumption amounted to 109,369.4 cubic meters ( $m^3$ ), with a water consumption intensity of 847.8 cubic meters per thousand dollars ( $m^3/\$'000$ ) of revenue. Despite the increase in water consumption, this rise is attributed to the expansion in our workforce and the number of projects undertaken. The Group recognises the importance of addressing water scarcity and has implemented various measures to mitigate water usage.

Key measures include installing water-efficient fittings and raising awareness about water conservation among employees, customers, and communities. To further support water sustainability for Singapore and enhance cost-effectiveness, the Group has taken specific steps to increase the use of NEWater:

- Installed Piping:** We installed piping to supply NEWater to our dormitory urinals and washing machines.
- Project Site Usage:** Project teams are instructed to use NEWater instead of potable water for site activities, such as washing roads, machinery, and site reinstatement.

Additionally, the increase in the number of migrant workers to support various client and contract requirements has also contributed to the rise in water consumption.

Looking ahead, the Group has set a target to reduce total water consumption by 1% per headcount at the ("HQ") building. This commitment underscores our dedication to sustainable water management practices. By meticulously planning projects to optimise resource utilisation and consistently providing employee training on sustainable practices, we remain steadfast in our commitment to monitoring water usage across its properties and raising awareness about water issues among stakeholders, thereby promoting responsible water usage and further reducing our environmental impact.



## BIODIVERSITY PRESERVATION

The Group understands the importance of biodiversity and the need to safekeep and protect Singapore's flora and fauna all around us. Therefore, we place a high priority on environmental monitoring and management, as seen in the integration of biodiversity conservation practices within our worksite.

Our biodiversity conservation program encompasses regular assessments of the surrounding vegetation and wildlife conditions at our project worksites. Any identified environmental or wildlife issues are promptly reported and addressed to relevant authorities, demonstrating our commitment to the protection and preservation of local biodiversity.

In FY2024, our diligent monitoring efforts yielded no significant issues related to biodiversity preservation. This success underscores our dedication to sustainable practices and our proactive approach to environmental stewardship. By maintaining a vigilant focus on biodiversity, we uphold our responsibility to safeguard natural habitats and contribute positively to the ecosystems in which we operate.

## HAZARDOUS WASTE AND NON-HAZARDOUS WASTE MANAGEMENT

In FY2024, Ley Choon has been effective in waste management and recycling, transforming potential environmental challenges into avenues for cost savings and sustainability. Through the adoption of innovative practices centered on waste reduction, reuse, and recycling, the company has not only achieved financial savings but also notably curtailed the volume of waste requiring disposal via incineration or other methods.

Our asphalt premix plant exemplifies our commitment to proactive waste mitigation and sustainability, utilising up to 70% recycled components. As advocates for recycled aggregates and asphalt, we promote a green environment while complying with regulations from the Building and Construction Authority ("BCA"), National Environmental Agency ("NEA"), and the building and construction industry. Our state-of-the-art plant incorporates recycled materials in public road construction, approved by the LTA. These materials come from resurfacing projects and various customers, including the LTA, SP Group, and Public Utilities Board ("PUB").

By incorporating recycled asphalt into our production process, we effectively manage waste while upholding the stringent quality standards of our asphalt products. This environmentally conscious practice underscores our commitment to sustainability and responsible resource management, ensuring the longevity and durability of the infrastructure projects we contribute to.

# SUSTAINABILITY REPORT

To streamline waste recycling management, we have implemented enhanced visibility labels on our recycling containers, clearly delineating the various categories of recycled products. This intuitive system empowers both our staff and customers to efficiently manage their waste recycling endeavours.

Our mission includes:

- Evaluating and implementing waste management systems and processes to minimise wastage.
- Safeguarding water bodies from the adverse effects of contaminated water and waste discharge.

In FY2024, the Group achieved a commendable feat: zero generation of hazardous waste throughout our business operations. This milestone underscores our relentless focus on efficient material utilisation and waste reduction. Furthermore, our initiatives yielded a substantial increase in the usage of recycled materials in Operation Works, reaffirming our commitment to sustainability and responsible environmental stewardship. By opting for recycled materials for underground works over conventional sources, we achieved significant cost savings in FY2024, soaring from S\$250,000 to S\$3,240,000. This remarkable financial upturn underscores the tangible benefits of our recycling endeavours and unwavering dedication to sustainable practices.

## UTILISING MARKET SURPLUS WASTE AND RECYCLING CONCRETE FOR UTILITY WORKS

Since November of the previous year, there has been a notable surplus of waste material stemming from numerous demolition projects across various locales, including Lim Chu Kang, Sungei Kadut, and Defu Lane, alongside ongoing projects throughout the island. Typically, companies incur expenses for waste disposal, yet Ley Choon has strategically leveraged this situation by collaborating with various entities to manage their surplus materials.

With the approval from the BCA, Ley Choon actively recycles concrete waste for integration into our utility projects. This recycled concrete functions as backfill material, effectively supplanting the necessity for granite. Through this initiative, we not only drive down material costs but also assist other companies in efficiently disposing of their surplus waste. In certain instances, we may even receive compensation for this service, contingent upon the location and quality of the waste material.

## COLLABORATIVE EFFORTS AND ECONOMIC BENEFITS

Ley Choon's proactive stance in waste management not only advances our sustainability objectives but also yields substantial economic benefits. Through strategic collaborations with other companies to manage their waste products, we not only generate a revenue stream but also diminish our dependence on new raw materials. This concerted effort underscores our unwavering commitment to sustainable practices and optimised resource utilisation.

Our innovative waste management and recycling practices exemplify our ability to transform potential waste disposal challenges into opportunities for both environmental and economic gains. By embracing the principles of reducing, reusing, and recycling waste, Ley Choon establishes its position in responsible construction and utility work practices. Our steadfast dedication to sustainability sets a benchmark for industry peers, reaffirming our leadership in fostering a greener, more sustainable.

Furthermore, in recognising that many ESG issues extend beyond the scope of a single company, Ley Choon actively seeks partnerships with industry associations like The Singapore Contractors Association Limited (“**SCAL**”) to collectively address and advance sustainability initiatives within the construction sector.

As an SCAL member, Ley Choon benefits from access to the SCAL council's expertise, networking opportunities, and discounted training sessions. We engage in consultations and networking events, gaining valuable insights and fostering collaborations with industry peers. These interactions enhance our waste management initiatives and strengthen partnerships within the contractor community. Additionally, SCAL membership grants us access to discounted training sessions, facilitating knowledge transfer and skill development for our employees. By leveraging SCAL's resources and expertise, this highlights our commitment to driving economic and environmental benefits through collaborative efforts in waste management and sustainability.

# SUSTAINABILITY REPORT

## TARGETS & PERFORMANCE

We have charted for ourselves an Environmental, Health and Safety roadmap which we have embarked on since FY2018.

ASPECTS	OBJECTIVE	TARGETS (SHORT TERM)	TARGET (MEDIUM TO LONG)	FY 2024 PROGRESS PROGRESS AND POLICY
<b>Environment</b>				
<b>Environmental Compliance</b> 	• To ensure we conform to environmental laws, regulations, standards and other industry requirements	• Reduce the number of environmental related cases brought by external authorities	• Achieve zero environmental-related cases brought by external authorities	<span style="color: #ccc;">(C)</span> <span style="color: #ccc;">(O)</span> <ul style="list-style-type: none"> <li>No environmental-related cases reported in this FY.</li> <li>We comply with all national and international legal regulations to uphold the highest level of environmental standards at our worksites.</li> </ul>
<b>Climate Change and Greenhouse Gas Emission Management</b> 	• Minimise the environmental impact by reducing GHG emission	• Reduce carbon footprint intensity by 5% compared to previous year	<ul style="list-style-type: none"> <li>Reduce carbon footprint intensity by 10% compared to the baseline year</li> <li>Achieve carbon neutrality in HQ building</li> </ul>	<span style="color: #ccc;">(C)</span> <span style="color: #ccc;">(O)</span> <ul style="list-style-type: none"> <li>We have achieved an 8.9% reduction in our carbon footprint compared to the previous years.</li> <li>We are committed to maintaining our efforts in reducing our carbon footprint by 5% compared to the previous years.</li> <li>We implement data-driven approach to monitor and review our GHG emission and ensure effective management of the environmental impact.</li> </ul>
<b>Energy Efficiency</b> 	• Preserve our environment by reducing energy consumption and avoiding pollution	• Reduce the total energy consumption by 1% per headcount in HQ building compared to previous year	<ul style="list-style-type: none"> <li>Reduce the total energy consumption by 5% per headcount in HQ building compared to the baseline year</li> <li>Achieve carbon neutrality in HQ building</li> </ul>	<span style="color: #ccc;">(C)</span> <ul style="list-style-type: none"> <li>In FY2024, we had a 5% increase in energy consumption intensity usage compared to the previous FY due to an increase in projects undertaken this year.</li> <li>We are committed to increasing our efforts in reducing our total energy consumption by 1% compared to previous years.</li> <li>We implement energy efficient practices, technology, and equipment to reduce energy consumption within our premises.</li> </ul>

# SUSTAINABILITY REPORT

ASPECTS	OBJECTIVE	TARGETS (SHORT TERM)	TARGET (MEDIUM TO LONG)	FY 2024 PROGRESS PROGRESS AND POLICY
Water Conservation 	<ul style="list-style-type: none"> <li>Preserve our environment by reducing the use of water for our activities</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the total water consumption by 1% per headcount in HQ building compared to previous year</li> </ul>	<ul style="list-style-type: none"> <li>Reduce total water consumption by 5% per headcount in HQ building compared to the baseline year</li> </ul>	<span style="color: #ccc;">(C)</span> <ul style="list-style-type: none"> <li>Our water consumption intensity increased by 51.6% in FY2024 compared to FY2023 due to an increase in projects undertaken and an expanded workforce.</li> <li>We are committed to maintaining our efforts in reducing our total water consumption per headcount in HQ building by 1% compared to previous years.</li> </ul>
Biodiversity Preservation 	<ul style="list-style-type: none"> <li>Deploy the necessary resources to preserve biodiversity and ensuring the sustainability of ecosystems</li> </ul>	<ul style="list-style-type: none"> <li>Engage specialists to set up the environmental programme for protected area prior to the commencement of works</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement comprehensive environmental management plans for all projects in protected areas</li> <li>Achieve Singapore Environmental Achievement Award for Systems and Management</li> </ul>	<span style="color: #ccc;">(C)</span> <span style="color: #ccc;">(O)</span> <ul style="list-style-type: none"> <li>We maintain zero significant issues related to biodiversity in FY2024.</li> <li>We implement environmentally friendly practices, technology, and equipment to preserve biodiversity.</li> </ul>
Waste Management 	<ul style="list-style-type: none"> <li>Ensure all the contaminated waste are sent for proper disposal by NEA approved General Disposal Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Employ environmental control office/ specialist for environment control measure implementation</li> </ul>	<ul style="list-style-type: none"> <li>Standardise environmental control measures across all operations</li> <li>Achieve comprehensive environmental management across all projects</li> </ul>	<span style="color: #ccc;">(C)</span> <span style="color: #ccc;">(O)</span> <ul style="list-style-type: none"> <li>Achieved zero generation of hazardous waste throughout our business operations.</li> <li>We target to treat contaminated waste water before discharging all our projects.</li> <li>We implement effective waste management measures and technology to ensure we maximise the materials we use and the waste disposal/discharge is responsibly managed.</li> <li>We implement effective waste management measures and technology to ensure we maximise the materials we use and the waste disposal/discharge is responsibly managed.</li> </ul>

# SUSTAINABILITY REPORT

## SOCIAL

Our unwavering commitment to social responsibility is reflected in our focus on the health, safety, and wellbeing of our employees. We actively foster a diverse and inclusive workplace and strive to make a positive impact on the communities we serve. We ensure a safe working environment, promote work-life balance, support professional development, and uphold fair labour practices.

We are particularly dedicated to building a “second home” for our migrant workers. By creating this supportive environment, we have seen a profound and positive impact. To show our gratitude our employees’ hard work, we organise a variety of bonding activities, including game days, team-building events, and an annual dinner. These initiatives are designed to foster a sense of community and appreciation.

Furthermore, we arranged a trip to Korea for our management personnel, providing them with an opportunity to rest and recuperate. We believe that taking time to rest and rejuvenation is crucial for making the informed decisions and maintaining overall well-being.

Our ongoing efforts in these areas demonstrate our dedication to social responsibility and our commitment to nurturing a supportive and inclusive culture for all employees.



## COMPLIANCE WITH LABOUR REGULATIONS

The Group is committed to a holistic Human Resource (“HR”) strategy that prioritises fairness, equal opportunities, personal development, employee well-being, and fostering a harmonious work-life balance.

Our HR policies are meticulously crafted to align with Singapore’s employment laws and regulations, including the Employment Act (Cap. 91) and the Employment of Foreign Manpower Act (Cap. 91A), as well as social security schemes like the Central Provident Fund. We hold ourselves fully accountable to uphold these laws in every jurisdiction where we operate, alongside meeting mandatory regulatory and training standards set forth by the BCA and the Ministry of Manpower (“MOM”) in Singapore.

We are pleased to announce that in FY2024, we maintained a clean record with zero violations of relevant labour laws and regulations. This achievement underscores our unwavering commitment to ethical employment practices and compliance, ensuring the well-being and rights of our employees are upheld at all times.

# SUSTAINABILITY REPORT

## PROGRESSIVE WAGE MARK

Since FY2024, we have been certified under the Progressive Wage Mark, demonstrating our commitment to fair wages and equitable treatment for lower-wage workers, enhancing our corporate social responsibility and differentiating our brand as a socially responsible employer. This accreditation not only positions us favourably for public sector contracts but also improves employee morale and retention by promoting workplace well-being and career development opportunities. Additionally, financial support from the Progressive Wage Credit Scheme helps us manage the transition to progressive wage structures effectively, reinforcing our dedication to sustainable and inclusive growth.

By highlighting these achievements, we underscore our proactive approach to social sustainability and ethical business practices, contributing to a fair and equitable economy while enhancing our corporate reputation and competitive advantage in the industry.

## PRESIDENT'S CHALLENGE ENABLING EMPLOYMENT PLEDGE

Our company has proudly signed the President's Challenge Enabling Employment Pledge, underscoring our commitment to inclusivity and equal opportunities. This initiative encourages Singaporean employers to integrate persons with disabilities ("PWDs") into the workforce. By signing the pledge, we pledge to increase employment opportunities for PWDs within our organisation, provide them with necessary training and support, adopt inclusive HR practices, and advocate for disability inclusion. This aligns with our core values of diversity and social responsibility, positioning us as a leader in promoting inclusive workplaces in Singapore. Through this commitment, we aim to contribute to a more inclusive society where all individuals, regardless of ability, can thrive professionally.

## GRIEVANCES POLICY

Our company has established a Grievances Policy to ensure a fair and transparent process for addressing concerns and grievances among employees. This policy provides a structured framework for employees to raise issues related to their employment, working conditions, or interactions within the workplace environment.

Key benefits of our Grievances Policy include:

- **Fair Resolution:** The policy ensures that grievances are addressed promptly and impartially, fostering a respectful and supportive workplace culture.
- **Employee Empowerment:** It empowers employees to voice concerns without fear of reprisal, promoting open communication and trust within the organisation.

- **Compliance and Accountability:** By adhering to this policy, we demonstrate our commitment to legal and ethical standards, ensuring compliance with relevant regulations and promoting accountability at all levels.
- **Continuous Improvement:** The policy allows us to learn from feedback and improve our practices, enhancing employee satisfaction and overall organisational effectiveness.

Our Grievances Policy reflects our dedication to maintaining a positive work environment where every employee feels valued and respected. It supports our sustainability goals by promoting employee well-being, engagement, and retention, which are crucial factors in achieving long-term business success.

## EMPLOYEE ENGAGEMENT AND WELLBEING

The Group is dedicated to expressing gratitude and recognising the invaluable contributions of our employees through annual appreciation events. These events highlight the presentation of Long Service Awards (for 5, 10, 15 and 20 years of service) along with monetary payouts to deserving recipients. We place great value on the dedication and commitment of our employees and believe in fostering a positive work environment.

We are proud to announce the awarding of a 15-year Long Service Award to one of our dedicated employees. This milestone not only celebrates the individual's remarkable journey but also validates the effectiveness of our employee management efforts. We remain committed to continually enhancing the support and opportunities we provide to our team.

In FY2024, we organised an Employee Games Day, featuring a variety of activities such as basketball, badminton, baseball, football, and a mini carnival. This event allowed our employees to showcase their talents beyond the workplace, fostering teamwork and leadership skills. The day was filled with the joy of sports and the creation of meaningful memories, further strengthening our community spirit.

To reward the exceptional contributions of our management personnel, we organised a trip to Korea. Recognising the importance of family, we also subsidised half of the expenses of the employees' families. This initiative underscores our commitment to the well-being of our employees and their loved ones, promoting a healthy work-life balance and reinforcing our supportive culture.

These efforts exemplify our dedication to social responsibility, reinforcing our belief in creating a nurturing and inclusive environment for all employees.

# SUSTAINABILITY REPORT



Ley Choon's Games Day held on 3rd December 2023.



Our 15 years of long service Employees and we celebrate the Chinese New Year with all the employees.



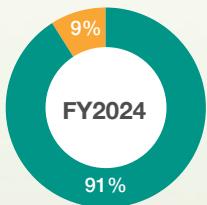
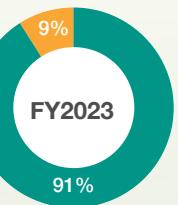
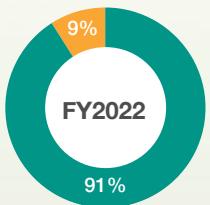
Trip to Korea to experience local culture.

## EQUAL OPPORTUNITY, DIVERSITY AND ANTI-DISCRIMINATION

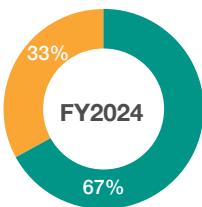
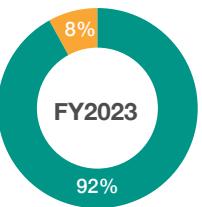
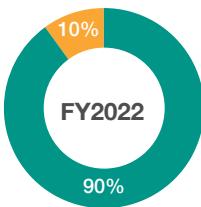
Our Group is deeply committed to leveraging the strength of diversity within our workforce, evident in our equitable representation of employees from diverse nationalities and age brackets. This commitment to diversity serves as a cornerstone of our success, empowering us to effectively serve our key market in Singapore.

While advocating for gender diversity and equal opportunities across all organisational levels, we acknowledge the current imbalance within our workforce. Given the nature of our operations in underground utilities infrastructure construction and roadworks services, a predominant proportion, over 91%, of our employees are male.

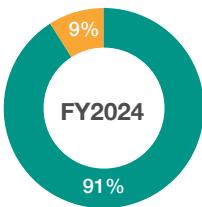
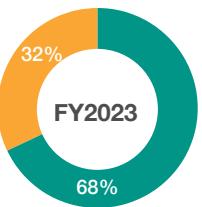
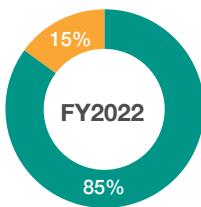
Total Employees by Gender



New Hires by Gender



Employee Turnover by Gender



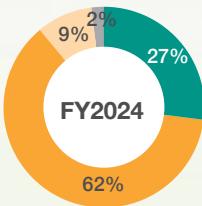
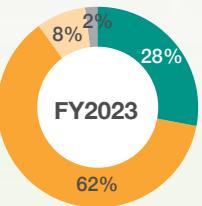
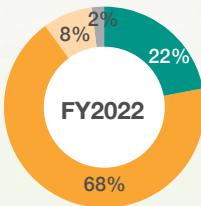
■ Male ■ Female

We are unwavering in our commitment to cultivating a diverse and inclusive workplace where every employee, regardless of gender, is afforded equal opportunities for personal and professional advancement. We deeply value the significant contributions made by our female employees across all levels, particularly in pivotal support functions. At Ley Choon, our principles of fairness extend to all aspects of work practices and remuneration, where individual performance, not gender, determines outcomes. Discrimination of any form is unequivocally prohibited within our organisation.

Moreover, we place immense value on age diversity within our workforce. In FY2024, 11% of our employees were aged above 50 years, bringing with them a wealth of experience and expertise that enriches our organisation and elevates the quality of our services.

Below are graphical representations illustrating the Group's steadfast commitment to providing equal opportunities, fostering diversity, and upholding an unwavering anti-discrimination culture within our workplace.

Total Employees by Age Group



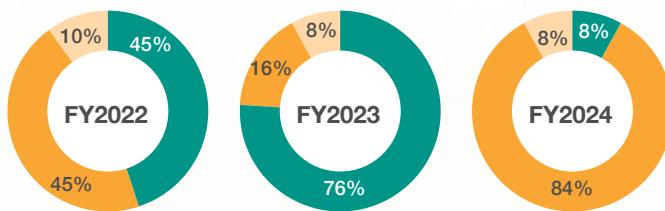
# SUSTAINABILITY REPORT

## ATTRACTION AND RETENTION

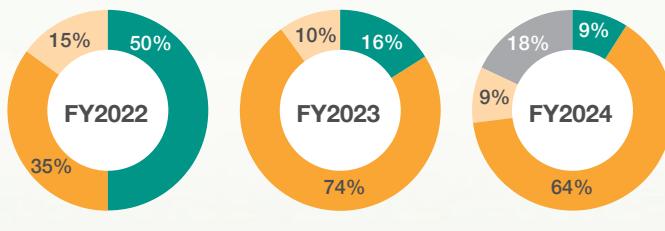
In FY2024, approximately 84% of our new hires were between the ages of 31 and 50. By recruiting an experienced workforce within this age range, we enhanced our capability to handle projects more effectively. Notably, 64% of resignations occurred within this same age range, reflecting a 10% decline compared to the previous year.

To seamlessly integrate new employees from their first day of joining the company, we organise an orientation program which begins with a brief overview of employment contracts, ensuring clarity on the terms and conditions of their employment. This is followed by an office tour, allowing new hires to familiarise themselves with their workspace. They are then introduced to their colleagues, fostering initial connections within the team. A welcome email is sent, providing essential information about our company intranet and website, serving as a one-stop resource for all necessary company details. Additionally, new employees are introduced to our buddy system, where a current employee is assigned to help them acclimate to their new role and environment. In all, we hope that this program will promote retention rates by helping new hires feel welcomed and supported from day one.

New Hires by Age Group



Employee Turnover by Age Group



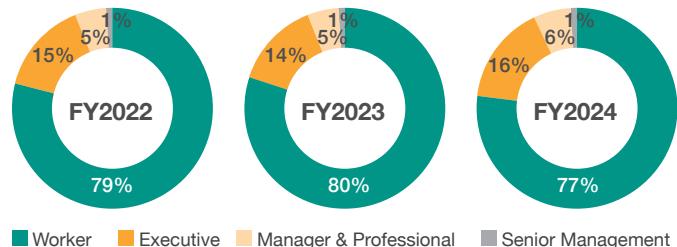
## TALENT INVENTORY

Our Group boasts a talented team comprising 996 individuals spanning a diverse array of job positions. Upholding our commitment to providing equitable employment opportunities, we prioritise meritocracy over factors such as age, gender, race, or nationality.

In ensuring effective leadership and fostering business growth across our various business segments, we maintain a well-balanced and inclusive distribution of professionals and management personnel within our workforce, as illustrated in the chart below. This strategic approach enables us to leverage a rich tapestry of skills, knowledge, and experiences, driving our organisation's advancement.

Moreover, female employees occupy 13% of our senior management positions, playing pivotal roles in offering invaluable perspectives and contributing to strategic business planning initiatives.

Total Employee by Job Position



Our Group is privileged to have 6% of our team composed of seasoned professionals who bring invaluable experience and expertise gained from years in the industry. This depth of knowledge strategically positions us to capitalise on emerging market opportunities.

Beyond their direct contributions, our senior staff members play a crucial role in mentoring and guiding our junior staff. We recognise the significance of employee development and are committed to fostering the growth and potential of our team members.

In line with our commitment to age diversity and inclusion, we have adopted the Tripartite Standard on Age-friendly Workplace Practices ("AFW") since 2022. The Tripartite Standards are a set of good employment practices endorsed by government, unions, and employers, covering various aspects such as fair recruitment, flexible work arrangements, grievance handling, and age management.

Key practices under the AFW Standard include:

- Age is not a selection criterion in recruitment processes.
- A senior management member champions age-friendly practices.
- Older employees receive training to perform their jobs effectively.
- Implementation of workplace health programmes tailored for older employees.
- Designing jobs and workplaces to be age-friendly.
- Ensuring older employees with satisfactory performance receive annual increments.

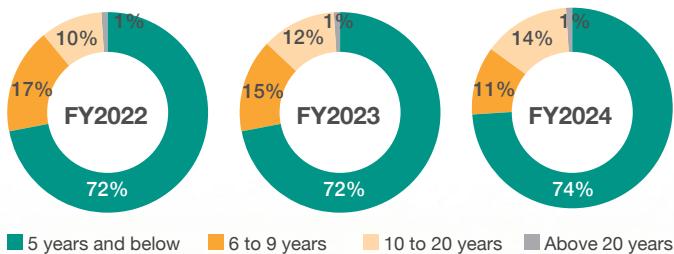
# SUSTAINABILITY REPORT

- Engaging employees on re-employment issues well before retirement age and offering re-employment contracts promptly.

Adopting these standards underscores our dedication to creating an inclusive and supportive environment for all employees. It also positions us as a progressive employer, enhancing our ability to attract and retain top talent. As a Tripartite Standards adopter, we proudly use the TS logo in our publicity and recruitment materials, signifying our commitment to exemplary employment practices and reinforcing our status as an employer of choice.

By fostering an age-friendly workplace, we ensure that our seasoned professionals continue to contribute their wealth of experience, thereby supporting our growth and success while motivating all employees to achieve their fullest potential.

Total Employee by Years of Service

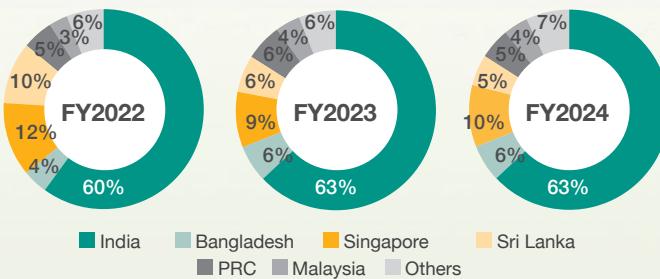


## MANPOWER RESOURCE

The Group takes pride in its diverse workforce, represented by individuals from various nationalities, as illustrated in the chart below. Among our employees, the largest contingent comes from Indian nationality.

We deeply value and acknowledge the significant contributions of each individual to our organisation. Their diverse perspectives, experiences, and cultural backgrounds enrich our work environment immeasurably. Embracing this diversity is pivotal to our efforts in cultivating a workplace culture that champions collaboration, innovation, and inclusivity.

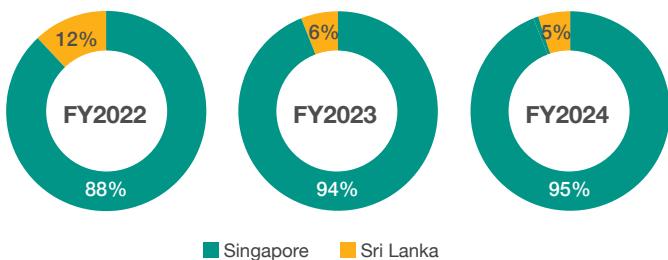
Employees by Geographical Region



The Group prioritises the effective management of manpower resources for site work. We utilise manpower histograms and maintain a look-ahead schedule to meticulously allocate resources. Through diligent monitoring of project workloads and requirements, we guarantee that our workers receive sufficient rest upon completion of their shifts.

Recognising the importance of employee well-being, we are committed to fostering a healthy work-life balance for our workforce. Our employees are distributed across the following locations:

Allocation of Employee by Geographical Region



In FY2024, there is no incident of discrimination and corrective actions taken.

## TRAINING & DEVELOPMENT

In FY2024, the Group reaffirmed its commitment to in-house training, emphasising environmental protection, health and safety practices, and personal growth and development for our field staff. We strategically reduced training hours in other areas to prioritise EHS and safety-related courses to further enhance our employees' awareness and proficiency in critical EHS and safety matters.

The Group recognises the importance of regular performance reviews in supporting employee professional development, managing skills effectively, and fostering human capital growth. However, in FY2024, the number of employees undergoing performance reviews decreased from 589 to 495. This shift reflects the Company's increased emphasis on ongoing employee development programs, coaching, and mentoring, which are designed to provide continuous support and growth opportunities beyond the scope of formal performance reviews.

These initiatives underscore our dedication to fostering a safe, knowledgeable, and development-focused work environment, ensuring that our employees are well-equipped to contribute to our success and sustainability goals.

# SUSTAINABILITY REPORT



Our training program in FY2024 encompasses both external and internal training initiatives. The Group has engaged professional trainers from external sources to deliver specialised training for our employees. As the Group believe that the external trainers bring expertise that may not be available in-house. The external trainer also equipped with the latest knowledge, technologies, and methodologies to provide recommendation on the best practices from the similar industries or companies.

Furthermore, we tailor internal training programs specifically to align with the operations of Ley Choon. Internal training enables us to address the specific challenges and opportunities within our operation, ensuring that the training provided is relevant and impactful. Internal training also facilitates ongoing learning and development by allowing for regular updates and refresher sessions, thereby enhancing employee skills and competencies across various domains.

This dual approach to training underscores our commitment to continuous improvement and employee development, ensuring that our workforce remains adept and well-prepared to tackle current and future challenges effectively.

## DIVISIONAL SAFETY PROGRAM WITH TRAINING, QUESTION & ANSWER, AND REWARDS

In FY2024, we continue implement the safety enhancement program across our Group at the divisional level. This initiative represents a pivotal step forward in our commitment to prioritising employee well-being by implementing rigorous safety monitoring and comprehensive training measures. Through this program, we ensure that every employee receives the requisite resources and training necessary to maintain a safe working environment.

To reinforce understanding of safety protocols, we have introduced a question and answer (“Q&A”) session following each training session. This interactive component empowers employees to address any uncertainties and ensures they possess a thorough understanding of how to effectively implement safety measures.

Furthermore, we have implemented a reward system to acknowledge exemplary performance during training sessions. Employees demonstrating exceptional dedication to safety are recognised with rewards such as gift vouchers, cash incentives, or other tokens of appreciation. This incentivisation approach has significantly heightened safety awareness among our workforce, aligning with the Group's overarching goal of achieving a zero-incident rate in the long term.

# SUSTAINABILITY REPORT

## DORMITORIES ENVIRONMENT

Our Group is dedicated to ensuring the well-being and comfort of our foreign workers in the Singapore construction industry. Recognising the importance of their non-working hours, we prioritise the quality of their living conditions in our dormitories.

To achieve this, we provide a range of high-quality amenities, including laundry services, gym facilities, a beer garden, and a reliable Wi-Fi network. Additionally, we offer an entertainment centre for recreational activities. These amenities are designed to create a positive environment where workers feel valued and respected.

We remain committed to continuously assessing and improving these living conditions to uphold the rights and welfare of our workers, in full compliance with regulations and guidelines.

## BUSINESS PARTNER AND STAKEHOLDER ENGAGEMENT

At the heart of our operations lies a commitment to nurturing robust relationships with our esteemed business partners and stakeholders. We recognise that regular engagement and transparent communication are pivotal in keeping them informed about our latest endeavours and developments.

Our Group proactively initiates dialogue with our business partners and stakeholders on a consistent basis, ensuring that they are always up-to-date with pertinent updates, ongoing projects, and strategic initiatives. Through transparent and open communication channels, we aim to cultivate an environment of collaboration and mutual understanding.

For a comprehensive overview of our stakeholder engagement practices, we invite you to explore the "Stakeholder Engagement" section on Page 18 for detailed insights.

## LABOUR-MANAGEMENT RELATIONS

Recognising the paramount importance of informed and engaged employees in fortifying organisational commitment, we prioritise effective communication channels to foster a positive work culture and bolster loyalty within the Group.

To ensure seamless communication, we have implemented a range of strategies aimed at engaging our workforce:

- Bi-monthly Management Meetings:** These gatherings primarily focus on reviewing the physical and financial progress of ongoing projects, offering insights into our collective achievements and areas for improvement.

- Chief Executive Officer ("CEO") Dialogue Sessions:** Regular sessions are conducted between our CEO and operational staff to gain a deeper understanding of their day-to-day challenges and identify opportunities for enhancing productivity. This open dialogue facilitates agile adjustments to workflows and business processes.
- Weekly/Monthly Team Meetings:** Team Managers convene regular meetings to discuss operational reviews and project progress, fostering collaboration and alignment across all levels of the organisation.
- Quarterly Board Meetings:** Quarterly meetings are held for the Board of Directors to delve into strategic business development initiatives and financial matters, ensuring transparency and alignment with our overarching objectives.
- Informal Small Group Gatherings:** Management frequently organises informal meetings to provide a platform for employees to voice their concerns and grievances, fostering a culture of openness and trust within the organisation.

By employing these multifaceted communication strategies, we strive to maintain a cohesive and engaged workforce, empowering our employees to contribute meaningfully to our collective success.

## SUPPLY CHAIN MANAGEMENT

Our vendor assessment criteria are meticulously crafted to prioritise essential factors crucial for our operational success. These encompass product quality, price competitiveness, certifications and accolades, adherence to delivery schedules, and responsiveness to instructions. Prior to acceptance onto our Approved Vendor List ("AVL"), all prospective vendors undergo a rigorous evaluation against these stringent criteria. Similarly, vendors currently engaged in projects are subject to periodic assessments to ensure alignment with our standards and retain their position on the AVL.

To mitigate operational disruptions and uphold a robust supply chain, our AVL encompasses a diverse array of vendors as of 31 March 2024. This strategic approach safeguards against over-reliance on a limited pool of suppliers, affording us the flexibility to engage alternative vendors for competitive pricing and uninterrupted supply continuity. Furthermore, we conduct regular performance evaluations for local suppliers, optimising our partnerships for sustained success.

While not mandatory, we prioritise vendors with environmental certifications such as ISO 14001:2015, reflecting our commitment to sustainability. Conversely, vendors implicated in adverse environmental or social incidents, such as pollution or labour exploitation, undergo thorough review for potential termination of the business relationship.

# SUSTAINABILITY REPORT

In FY2024, 95% of our procurement budget was allocated to local suppliers, underpinning our steadfast support for local economic growth and fostering vibrant communities.

## HUMAN RESOURCE COLLABORATIVE EFFORTS

As a SCAL member, Ley Choon's HR department has actively contributed to SCAL's initiatives, particularly in the development of the Human Resource Guidebook in this financial year. Our team has participated in numerous brainstorming sessions and volunteered for case studies essential to the project. These efforts were coordinated through SCAL's Human Capital Development Workgroup, under the Manpower and Policy Committee and in collaboration with the Institute for Human Resource Professionals.

Ley Choon Group was featured as case study example for 'Developing a Structured Onboarding Programme' illustrating how we effectively onboard and transition new hires into their roles, via an onboarding programme with classroom learning and on-the-job training, as well as utilising training managers to equip line managers, department heads, and on-site supervisors with the skills to be trainers and mentors for the new hires.



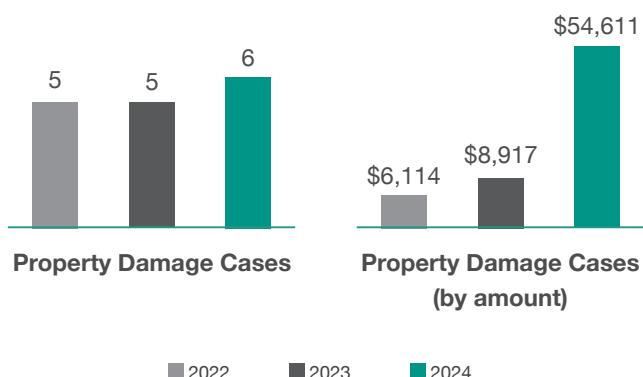
Ley Choon's Onboarding Programme for new hires and training session for managers

The HR Guidebook aims to elevate HR standards and serve as a valuable reference for HR professionals in the construction industry. Its launch at the BUILD SG LEAD Summit 2024 organised by the BCA on 29 April 2024. This initiative not only supports our mission and vision but also provides an opportunity to build a robust network with external stakeholders within the construction industry.

Our involvement in this project underscores our dedication to industry-wide improvement and highlights the collaborative spirit that drives our social sustainability efforts. This significant milestone reflects the collective efforts of our HR and Manpower departments, reinforcing our position as a leader in fostering industry collaboration and elevating HR practices.

## PRODUCTS RESPONSIBILITY

In FY2024, the number of property damage cases has held steady at 6 compared to the previous year. However, there has been a notable increase in repair costs, which have risen to \$54,611 from \$8,917. Despite this escalation, our commitment to upholding the quality of our work remains unwavering as we strive to curb repair expenses and limit property damage in line with our established targets.



## CUSTOMER SATISFACTION INDEX

In FY2024, the Group celebrated a remarkable Customer Satisfaction Index of 91%. The Group wholeheartedly appreciates the insights shared by our customers and remains steadfast in its dedication to continuously enhancing the quality of its work to surpass customer expectations.

Furthermore, in FY2024, the Group maintained the rework cases with 6 rework cases reported. Building on this success, the Group is poised to sustain its momentum in FY2025, aiming for an additional 1 reduction in rework cases compared to the preceding year. Through rigorous quality management practices and a relentless pursuit of excellence, we remain resolute in our quest to deliver unparalleled service and value to our valued clientele.



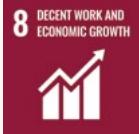
# SUSTAINABILITY REPORT

## TARGETS & PERFORMANCE

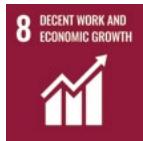
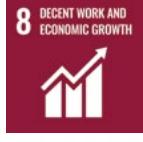
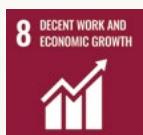
We strive for excellence to raise our investments and standards for our human capital. We have set a three-year roadmap along 6 key pillars of:

- Employee Engagement and Excellence
- Fair Remuneration
- Diversity and Equal Opportunities
- Training and Development
- Talent Performance Management
- Corporate Social Responsibility

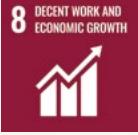
We are systematically reviewing and setting the key performance metrics for our human resource management system in 1 to 5 years' time.

ASPECTS	OBJECTIVE	TARGETS (SHORT TERM)	TARGET (MEDIUM TO LONG)	FY 2024 PROGRESS AND POLICY
<b>Social</b>				
<b>Employee Wellness</b> 	Enhance employee wellness in both physical and mental state of well-being	<ul style="list-style-type: none"> <li>• Immediate wellness initiatives: Through organised activities for employees to participate in</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen wellness initiatives: Through wellness programs to promote work-life balance and mental health</li> <li>• Development wellness metrics to measure employees' wellbeing on a regular basis</li> </ul>	<span style="color: #ccc;">(C)</span> <span style="color: #ccc;">(O)</span> <ul style="list-style-type: none"> <li>• We organised several activities and events for the employees to participate in.</li> <li>• We aspire to position Ley Choon as the employer-of-choice for existing and potential employees.</li> <li>• We strive to provide a healthy workplace as healthy employees contribute to the Company's growth and corporate culture such as productivity, energy, engagement, and morale.</li> </ul>
<b>Employee Engagement</b> 	Foster a highly engaged, cohesive, and motivated workforce	<ul style="list-style-type: none"> <li>• Launch well-designed employee engagement programs</li> </ul>	<ul style="list-style-type: none"> <li>• Refine engagement programs and conduct regular engagement assessment sessions</li> <li>• Sustain high level of engagement and develop programs targetting other aspects such as leadership</li> </ul>	<span style="color: #ccc;">(C)</span> <span style="color: #ccc;">(O)</span> <ul style="list-style-type: none"> <li>• In FY2024, we organised bonding activities such as Employee Games Day to promote camaraderie and interactions between employees.</li> <li>• We strive to achieve at least 90% employee engagement to enhance the communication and cohesion of the organisation.</li> <li>• We promote greater social interaction among employees via company-wide programmes and both external and internal communications channels.</li> </ul>

# SUSTAINABILITY REPORT

ASPECTS	OBJECTIVE	TARGETS (SHORT TERM)	TARGET (MEDIUM TO LONG)	PROGRESS	FY 2024 PROGRESS AND POLICY
<b>Employee Loyalty</b> 	Foster strong employee loyalty by enhancing morale, motivation, and social cohesion	<ul style="list-style-type: none"> <li>• Launch employee loyalty strategies and programs</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance loyalty programs with competitive benefits and career development</li> <li>• Sustain and implement more loyalty-enhancing programs</li> </ul>	(C) (●)	<ul style="list-style-type: none"> <li>• We continue to give out long-service awards to recognise the contributions made to deserving employees.</li> <li>• We aspire to position Ley Choon as the employer-of-choice for existing and potential employees.</li> <li>• We strive to attain 80% employee loyalty to enhance the employee morale, motivation, and cohesion of the organisation.</li> </ul>
<b>Compensation and Benefits</b> 	Ensure fair and competitive remuneration and benefits to attract, retain, and motivate top talent, aligning with employees' skills and experience	<ul style="list-style-type: none"> <li>• Provide fair and competitive remuneration and staff benefits which meets the Company's goals of attracting and retaining good talents</li> </ul>	<ul style="list-style-type: none"> <li>• Improve remuneration packages for staff which corresponds to their work experience and skillset</li> <li>• Sustain compensation and remuneration benefits which aptly reflects changes in the job market, economic conditions and employee needs.</li> </ul>	(C)	<ul style="list-style-type: none"> <li>• We are certified under the Singapore government's Progressive Wage Mark program, elucidating our commitment to fair wages for lower-wage workers, which make up a majority of our workforce.</li> <li>• We strive to achieve fair, non-discriminatory, and competitive remuneration packages for staff which commensurate with their work experience and skillset.</li> <li>• We aim to achieve above 80% rating for satisfaction for remuneration and benefits by our employees in the exit interview responses.</li> </ul>
<b>Recruitment</b>  	Embrace open recruitment approach to attract the best talent to join the Group	<ul style="list-style-type: none"> <li>• Conduct fair recruitment to employ employees with a good profile and required skillset</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a strong employer branding and referral programs</li> <li>• Sustain programs and regularly review and update recruitment strategies</li> </ul>	(C)	<ul style="list-style-type: none"> <li>• We recruited 12 new hires in the past FY across different ages, genders and nationalities.</li> <li>• We embrace an open recruitment policy to uphold the principle of fairness and meritocracy in our recruitment and selection process.</li> </ul>

# SUSTAINABILITY REPORT

ASPECTS	OBJECTIVE	TARGETS (SHORT TERM)	TARGET (MEDIUM TO LONG)	PROGRESS	FY 2024 PROGRESS AND POLICY
Diversity   <b>10 REDUCED INEQUALITIES</b>	Foster a diverse workforce by achieving balanced representation in gender, age, and nationality	<ul style="list-style-type: none"> <li>Review and update HR policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>Implement diversity recruitment initiatives and inclusive policies and practices</li> <li>Establish mechanisms for continuous monitoring and evaluation of diversity metrics to track progress over time</li> </ul>	(C)	<ul style="list-style-type: none"> <li>In FY2024, 11% of employees were above 50 years old, 27% were below the age of 30, and 9% of our employees were female. This highlights the Group's ongoing commitment towards gender, age, and nationality diversity in the workforce.</li> <li>We strive to achieve a fair proportion of diversity in terms of gender, age and nationality in our workforce.</li> </ul>
Training & Development   <b>8 DECENT WORK AND ECONOMIC GROWTH</b>	Empower employees through comprehensive training programs	<ul style="list-style-type: none"> <li>Implement training programmes which will upgrade and enhance the technical skillsets and professional competencies of our employees for them to excel in their current position</li> </ul>	<ul style="list-style-type: none"> <li>Implement advanced training programs that go beyond basic skill enhancement to develop specialised skills and competencies required for career advancement</li> <li>Establish leadership development programs</li> </ul>	(C) (●)	<ul style="list-style-type: none"> <li>Total training hours increased by 14.5% in this FY compared to the previous FY, alongside additional programs such as Question and Answer Sessions to reinforce learning and reward systems for exemplary behaviour during trainings.</li> <li>We are committed to provide a minimum of 8 hours of training to each employee, ensuring their continuous professional development and encouraging skills upgrading for all members of our workforce.</li> <li>We provide training to our employees to upgrade and enhance their professional competencies and technical skillset to meet the required scope of work.</li> </ul>
Employee Performance   <b>8 DECENT WORK AND ECONOMIC GROWTH</b>	Create a culture of high performance and motivation by implementing a fair and effective employee performance strategy	<ul style="list-style-type: none"> <li>Develop an employee performance system which will provide a fair evaluation and high motivation system for employees</li> </ul>	<ul style="list-style-type: none"> <li>Establish a continuous feedback mechanism and recognition reward program</li> <li>Regularly review and refine the performance management system</li> </ul>	(C) (●)	<ul style="list-style-type: none"> <li>In FY2024, we had 495 employees undergoing performance reviews which is a decrease from 598 in the previous FY, underscoring our emphasis on other ongoing employee development programs.</li> <li>We adopt a fair employee performance system which provides a fair evaluation system for employees and to motivate high employee performance.</li> </ul>

# SUSTAINABILITY REPORT

## GOVERNANCE

Ley Choon Group upholds the highest standards of corporate governance and legal compliance, adhering to stringent regulations from various authorities. In FY2024, we maintained a spotless compliance record and reported no whistle-blowing incidents, demonstrating our commitment to ethical practices. We also continued to excel in protecting customer data and maintaining investor transparency. Our proactive risk management strategies ensure our resilience and adaptability in a dynamic market, reinforcing our dedication to long-term sustainability and stakeholder value.

### LEGAL COMPLIANCE AND CORPORATE GOVERNANCE

We place a strong emphasis on upholding the highest standards of corporate governance and legal compliance. Our decision-making processes strictly adhere to all legal and regulatory requirements, including the Code of Corporate Governance issued by the Monetary Authority of Singapore, as well as guidelines from the BCA, LTA, NEA, and MOM.

In FY2024, we maintained our impeccable record, receiving no correspondence or notifications regarding material non-compliance with regulatory requirements. Additionally, the Audit Committee reported no whistle-blowing incidents throughout the financial year. These outcomes underscore our unwavering commitment to compliance and governance.

We are also proud to report zero incidents of environmental violations since FY2021, highlighting our dedication to sustainable practices. This achievement is the result of our continuous efforts to enhance our sustainability initiatives, which began with our first sustainability report in FY2018.

We remain steadfast in our commitment to maintaining these high standards of compliance and governance, believing they are essential to the long-term success of our business and the well-being of the communities we serve.



### ANTI-CORRUPTION AND ANTI-FRAUD

To ensure the highest standards of integrity and accountability, we are committed to implementing robust anti-corruption and anti-fraud measures within its corporate governance framework.

Employees are encouraged to report any improprieties or suspected improprieties related to the Company's activities and operations. The policy ensures that employees can voice concerns without fear of victimisation, discrimination, or disadvantage. It protects and empowers employees to raise serious concerns internally, preventing escalation or external reporting. We are committed to taking swift action on all reported improprieties. All cases will be thoroughly investigated and addressed promptly, with measures implemented to prevent future occurrences. The policy fosters a culture of openness and responsibility, encouraging employees to uphold the Company's reputation and public confidence. Detailed guidelines and a Q&A section are provided to help employees understand and utilise the whistle-blowing policy effectively.

# SUSTAINABILITY REPORT

Additionally, we have also established a comprehensive code of conduct that outlines the ethical standards and expectations for all employees. The HR disciplinary framework details the consequences of violating the code of conduct, ensuring employee's accountability and adherence to Company policies. A demerit system is in place to record and address instances of misconduct, ensuring a fair and consistent approach to employee discipline. Regular reviews and updates to the framework ensure it remains effective and relevant to the Company's evolving needs.

## CUSTOMER PRIVACY AND DATA PROTECTION

In FY2024, the Group maintained its exemplary record of protecting customer privacy and data security, with no substantiated complaints concerning breaches of customer privacy or losses of customer data. We adhere strictly to the guidelines set by the PDPA to ensure that our clients' personal data is always protected. To achieve this goal, we have made significant investments in our proprietary IT system, which meets the highest standards for IT security. Additionally, we ensure the secure disposal of confidential documents through reputable waste disposal firms.

Our continued success in safeguarding our clients' information reflects our unwavering commitment to data protection and underscores our reputation as a trustworthy and reliable business partner. By prioritising the security of our clients' data, we reinforce the trust placed in us and demonstrate our dedication to maintaining the highest standards of privacy and confidentiality.

## ENVIRONMENTAL HEALTH AND SAFETY

At our Group, we understand that prioritising quality, environmental sustainability, employee safety, and health is paramount to meeting the expectations of our customers, business partners, employees, and the wider community.

Underpinning this commitment is our Group policy, "Safety is everybody's responsibility," which serves as a cornerstone in fostering a safe and secure working environment where our employees can thrive. We have seamlessly integrated this policy into our management system, ensuring that we uphold our obligations and responsibilities to our employees, stakeholders, and the public.

In line with our integrated management system policy, we are dedicated to cultivating a workplace culture that places utmost importance on employee well-being, prevents property damage, fosters a pollution-free environment, and minimises noise pollution for the public. To achieve this, we pledge to:

- Embrace the principles of "Reduce, Reuse, and Recycle" to diminish our environmental footprint.
- Proactively prevent environmental pollution, injuries, illnesses, and accidents that could impact our employees, stakeholders, contractors, suppliers, and the wider community.
- Continuously enhance our management systems, processes, and performance to drive ongoing improvement.
- Ensure strict compliance with all relevant legal legislation and other requirements.
- Champion green and gracious approaches to safeguard our environment and demonstrate consideration for the well-being of the public.

Through these proactive measures and steadfast commitments, we endeavour to uphold the highest standards of safety, health, and environmental stewardship across all facets of our operations.

## PURSUING EHS EXCELLENCE

We strive to achieve EHS excellence by meeting the stringent requirements of the BCA, the Green and Gracious Builder Award, and the bizSAFE STAR certification annually for the following subsidiaries:

BIZSAFE STAR	BCA GREEN & GRACIOUS AWARDS
<ul style="list-style-type: none"><li>• Ley Choon Constructions and Engineering Pte Ltd</li><li>• Teacyl (S) Pte. Ltd.</li><li>• Chin Kuan Engineering and Contractors Pte Ltd</li><li>• Multiform Developments &amp; Construction Pte Ltd</li><li>• Pan Alliance Technology International Pte. Ltd.</li></ul>	<ul style="list-style-type: none"><li>• Ley Choon Constructions and Engineering Pte Ltd</li><li>• Teacyl (S) Pte. Ltd.</li><li>• Chin Kuan Engineering and Contractors Pte Ltd</li></ul>

# SUSTAINABILITY REPORT

In addition, we have been awarded the following awards:

AWARDS	CUSTOMER	PROJECT
• Contractor Safety Recognition Award (Construction)	• Public Utilities Board	• Proposed 2200mm Diameter Water Pipeline from MNSR - Package 1
• Safety Recognition Award	• Changi Airport Group	• ZERO Safety infringement for works at Changi Airport in 2018
• Safety Accomplishment Award	• Samsung Engineering & Construction	• T313 Project 2018 for achieving 5.0 million accident-free man-hours

## OCCUPATIONAL HEALTH AND SAFETY

Our unwavering commitment to workplace safety and health is exemplified through our comprehensive SEP seamlessly integrated into our EHS management system. The primary objective of this program is to elevate safety standards and drive down the Accident Frequency Rate (“AFR”) and Accident Severity Rate (“ASR”) across our organisation.

At Ley Choon, safety isn't just a priority; it's ingrained in our culture. Our Project Management Office (“PMO”) convenes monthly meetings with key project personnel, including the EHS Manager, facilitating thorough reviews of project status and safety compliance. These sessions, attended by our Chief Executive Officer, ensure swift executive decisions on safety matters, such as additional training and resource allocation, further reinforcing our commitment to safety at the highest levels.

During these meetings, our Corporate Safety Manager presents group-level EHS statistics, meticulously analysed to guide improvement strategies. The insights provided by our Project Management Director focus on enhancing overall safety, occupational health, and personal well-being.

To equip our workforce with essential safety knowledge and skills, we've implemented robust safety programs. From mass Tool Box Meetings to monthly refresher training and comprehensive new worker inductions, every initiative underscores our dedication to fostering a safe and healthy work environment. Covering topics ranging from environmental protection to personal hygiene, these sessions are overseen by our Corporate Safety Manager and conducted by project Work Safety and Health Officers.

Our commitment to EHS extends beyond internal programs. We collaborate with external service providers to offer specialised training, emphasising risk management and preparedness. This includes participation in national anti-terrorism programs and regular workplace fire safety drills, ensuring our workforce is equipped to respond effectively to emergencies.

To instil a sense of ownership and accountability among employees, we've implemented the Environmental, Health and Safety Monitoring Plan. Monthly meetings, chaired by the CEO and PMO, offer a comprehensive overview of EHS status at worksites, facilitating agile decision-making. Real-time updates on critical safety issues are shared via a dedicated EHS WhatsApp group, ensuring swift communication and response.

Continuously striving for excellence, we regularly review and refine our Safety Management System, incorporating advancements such as competency assessments for site supervisors and technology-based analytics for incident analysis. Through these concerted efforts, we maintain a harmonious balance between productivity and safety, ensuring the well-being of our workforce while driving operational excellence.

## WORKPLACES' HEALTH AND SAFETY

In FY2024, we regret to report a tragic traffic accident at one of our worksites. In September 2023, while carrying out a project and closing two lanes along the PIE towards the Tuas area, a motorcyclist inadvertently encroached upon our worksite and collided with one of our Traffic Controllers. Despite immediate action by the ground team to call an ambulance, the Traffic Controller was unfortunately pronounced deceased upon its arrival.

In response to this accident, we have significantly enhanced our training programs related to EHS and workplace safety. These improvements are aimed at preventing such incidents in the future and ensuring the highest safety standards for all our employees and contractors. Our commitment to safety remains paramount as we strive to create a safer working environment for everyone involved.

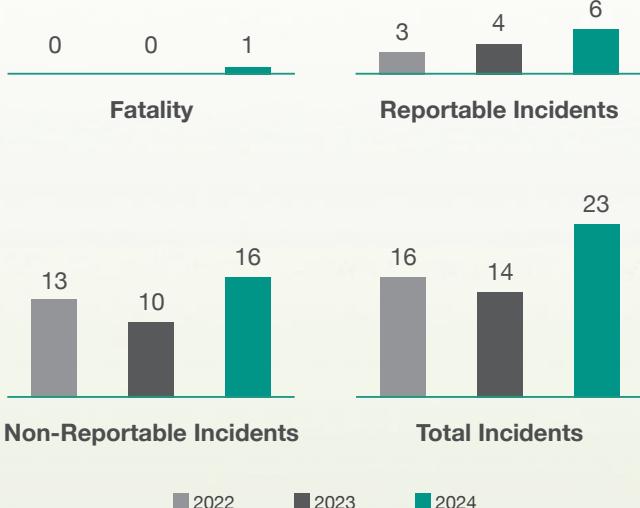
Looking ahead, safety remains paramount in our operations as we aim to drive incident rates to zero. To achieve this objective, the Group's board and management have implemented a range of strategies and plans:

- **Implementation of the Safety Enhancement Program:** This initiative involves thorough monthly reviews conducted by the Project Management Office to identify areas for improvement and ensure continuous enhancement of safety protocols.

# SUSTAINABILITY REPORT

- Consistent Training Programs:** We have instituted a comprehensive training program covering EHS practices for both existing workers and staff, complemented by regular internal refresher training sessions at worksites.
- Recruitment and Retention:** We prioritise recruiting and retaining talent who prioritise health and safety across all divisions, ensuring a workforce committed to maintaining a safe working environment.
- Mass Tool Box Meetings:** These meetings are conducted regularly to communicate and reinforce safe work practices, with incentives provided to workers who demonstrate adherence to these practices.
- Buddy Care System:** Implemented across all workplaces, this system fosters a culture of mutual care and support among workers, further enhancing safety awareness and responsiveness.
- Enhanced Dormitory Facilities:** We have upgraded worker dormitory facilities to ensure adequate rest and comfort after work, promoting overall well-being.
- Management Involvement:** Our management team actively visits worksites to underscore their commitment to EHS and to enhance workers' awareness of safety practices through direct engagement.

Through these concerted efforts, Ley Choon is dedicated to achieving our goal of zero incidents, prioritising the safety and well-being of all our employees while upholding our unwavering commitment to operational excellence.



## ENSURING GOOD INVESTOR RELATIONS

In an era characterised by heightened scrutiny and a burgeoning focus on corporate accountability, both on a global scale and within Singapore, the call for transparency and robust corporate governance practices among listed companies has reached unprecedented levels. At Ley Choon, we acknowledge the significance of meeting these heightened expectations and steadfastly pledge to uphold the most stringent standards of transparency and disclosure across all facets of our business operations.

### Timely and Reliable Information

We deeply acknowledge the paramount importance of keeping our investors well-informed, and we stand resolute in our commitment to delivering timely and reliable updates regarding our strategic initiatives, financial performance, and other noteworthy developments. In addition to regular financial reporting, investor presentations, and engagement sessions, we ensure that our investors have unfettered access to critical information through the publication of announcements pertaining to our operations.

These crucial updates, including our first half-year financial statements, are readily available in our newsroom on the official Ley Choon website and the SGX announcements page. Through these meticulously curated channels, we endeavour to empower our investors with the indispensable insights they require to make well-informed decisions.

### Supporting Informed Investment Decisions

Our commitment to clear and transparent disclosures underscores our dedication to empowering our investors to make informed investment decisions. We firmly believe that well-informed investors are better equipped to comprehend our business dynamics, assess associated risks and opportunities, and align their investment strategies accordingly.

To foster meaningful dialogue with our stakeholders, Ley Choon diligently conducts Annual General Meetings ("AGMs") where stakeholders can actively participate in Q&A sessions. This interactive platform enables us to address concerns directly and offer clarity on our strategic direction and operational endeavours.

# **SUSTAINABILITY REPORT**

Transparency and open communication lie at the heart of Ley Choon's sustainability endeavours. By upholding a steadfast commitment to transparency and open dialogue, we endeavour to cultivate trust and confidence among our investors and stakeholders. We remain resolute in our pledge to deliver timely and reliable information, thereby facilitating informed investment decisions and fostering long-term value creation for all our stakeholders.

## **Risk Assessment and Management**

At Ley Choon, we understand the critical role of proactive risk assessment and management in safeguarding the seamless operations and sustainable growth of our business. By proactively identifying and addressing potential risks, we endeavour to mitigate their impact and uphold our resilience in a dynamic business landscape.

Employing a systematic approach, we diligently identify risks that may pose a threat to our operations, encompassing various factors such as market trends, regulatory shifts, and external disruptions. Through continuous monitoring and comprehensive analysis, we assess both internal and external elements that could influence our business continuity and performance.

Remaining vigilant to industry developments and engaging with regulatory authorities, we are committed to proactively adjusting our strategies and operations to align with evolving market conditions. This proactive stance allows us to anticipate potential challenges and opportunities, staying ahead of market trends and governmental regulations.

Furthermore, we prioritise compliance with all pertinent laws and regulations, actively engaging with regulatory bodies to comprehend emerging requirements. By embracing this proactive approach, we can address regulatory changes early on, mitigating their disruptive effects on our business operations.

## **Enhancing Adaptability**

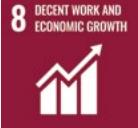
Ley Choon's proactive stance on risk management stands as a cornerstone of our operational resilience, epitomising our unwavering commitment to delivering value to stakeholders. We steadfastly invest in fortifying our organisational agility and flexibility, enabling us to respond adeptly to shifting market dynamics and regulatory environments. This continual enhancement of our adaptability ensures our steadfast resilience amidst uncertainty and primes us to seize emerging opportunities.

Our overarching goal is to safeguard the long-term sustainability and prosperity of our business within an ever-evolving business landscape. By prioritising proactive risk management, we not only mitigate potential threats but also position ourselves strategically to thrive in dynamic market conditions. This steadfast commitment to resilience underscores our dedication to delivering enduring value and fostering sustained success for all stakeholders involved.



# SUSTAINABILITY REPORT

## TARGETS & PERFORMANCE

ASPECTS	OBJECTIVE	TARGETS (SHORT TERM)	TARGET (MEDIUM TO LONG)	FY 2024 PROGRESS AND POLICY
<b>Governance</b>				
Legal Compliance 	Maintain full compliance with local laws and regulatory requirement and minimise impact on the environment	<ul style="list-style-type: none"> <li>• Ensure continuous full legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct periodic internal assessments and external audits to verify compliance and identify opportunities for improvement</li> </ul>	<span style="color: #ccc;">(C)</span> <ul style="list-style-type: none"> <li>• Achieved full compliance with local regulatory requirements in FY2024.</li> <li>• Achieved zero violations against laws and regulations relevant to environment in FY2024.</li> <li>• We are committed to continuing to comply with laws and local regulatory requirement.</li> </ul>
Customer Privacy & Data Protection 	Protect customers' personal information as per PDPA	<ul style="list-style-type: none"> <li>• Maintain zero complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Implement advanced data protection technologies</li> <li>• Conduct regular risk assessments</li> </ul>	<span style="color: #ccc;">(C)</span> <ul style="list-style-type: none"> <li>• Achieved zero complaints concerning breaches of customer privacy or losses of customer data in FY2023.</li> <li>• We are committed to continuing to safeguard our client's information and maintain zero complaints concerning breaches of customer privacy or losses of customer data.</li> </ul>
Anti-Corruption and Anti-Fraud 	Ensure the highest standards of integrity and accountability of all employees	<ul style="list-style-type: none"> <li>• Implement training sessions to educate employees</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regular audits and reviews of the whistle-blowing policy and HR disciplinary framework</li> <li>• Achieve and sustain zero whistle-blowing incidents</li> </ul>	<span style="color: #ccc;">(C)</span> <ul style="list-style-type: none"> <li>• Achieved zero whistle-blowing incidents in FY2024 and in the recent financial years.</li> <li>• We seek to maintain a strong ethical foundation, ensuring the Company operates with the highest standards of integrity and accountability.</li> </ul>
Environmental Health Safety 	Ensure workplace safety and health	<ul style="list-style-type: none"> <li>• Achieve a 50% reduction in Accident Frequency Rate and Accident Severity Rate</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a 100% reduction in Accident Frequency Rate and Accident Severity Rate</li> <li>• Continuously improve EHS management systems and improve safety training sessions</li> </ul>	<span style="color: #ccc;">(C)</span> <span style="color: #ccc;">(P)</span> <ul style="list-style-type: none"> <li>• We collaborate with external service providers for specialised training pertaining to risk management.</li> <li>• We remain dedicated to balance productivity and safety, ensuring workforce well-being and operational excellence.</li> </ul>

# SUSTAINABILITY REPORT

ASPECTS	OBJECTIVE	TARGETS (SHORT TERM)	TARGET (MEDIUM TO LONG)	PROGRESS	FY 2024 PROGRESS AND POLICY
Good Investor Relations	Supporting informed investment decisions	<ul style="list-style-type: none"> <li>Continue to maintain transparent communication</li> </ul>	<ul style="list-style-type: none"> <li>Expand engagement opportunities</li> <li>Establish robust channels for ongoing engagement with stakeholders</li> </ul>	(N)	<ul style="list-style-type: none"> <li>Conducted an annual general meeting and regularly publish announcements and updates on our website.</li> <li>We set up regular dialogue sessions with stakeholders and investors such as Annual General Meetings.</li> <li>We are committed to delivering timely and reliable information regarding our company and our operations.</li> </ul>
Maintain good risk management and adaptability		<ul style="list-style-type: none"> <li>Enhance risk identification and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen risk management framework</li> <li>Maintain a track record for risk management</li> </ul>	(N)	<ul style="list-style-type: none"> <li>Regularly keep up with market trends and industry regulations.</li> <li>We identify risks through continuous monitoring and comprehensive analysis.</li> </ul>

# SUSTAINABILITY REPORT

## APPENDIX A: SUSTAINABILITY SCORECARD

### ECONOMIC CONTRIBUTION AND GOVERNANCE

METRICS	UNITS	FY2022	FY2023	FY2024
Revenue	\$ 'mil	93	124	129
Number of whistleblowing incidents	Number	—	—	—
Number of environmental violations	Number	—	—	—
Number of breaches of customer privacy and losses of customer data incident	Number	—	—	—
Number issues concerning biodiversity conservation	Number	—	—	—

### ENVIRONMENTAL SUSTAINABILITY

METRICS	UNITS	FY2022	FY2023	FY2024
<b>Carbon emission</b>				
Carbon emission (scope 1)	tCO <sub>2</sub> e	8,022.9	9,323.4	8,645.9
Carbon emission (scope 2)	tCO <sub>2</sub> e	1,303.3	775.1 <sup>1</sup>	930.2
Total carbon emission	tCO <sub>2</sub> e	9,326.2	10,098.5 <sup>1</sup>	9,576.1
Carbon emission intensity	tCO <sub>2</sub> e/ \$ '000	100.3	81.4 <sup>1</sup>	74.2
<b>Energy consumption</b>				
Fuel energy consumption	Litre	2,952,897.0	3,353,853.0	3,456,358.6
Fuel energy consumption	MWh	29,529.0	33,538.5	36,385.1
Fuel energy consumption intensity	MWh/ \$ '000	317.5	270.5	282.1
Electricity consumption	MWh	2,095.3	1,899.9 <sup>1</sup>	2,230.8
Electricity consumption intensity	MWh/ \$ '000	22.5	15.3 <sup>1</sup>	17.3
Energy consumption	MWh	31,624.3	35,438.4 <sup>1</sup>	38,615.9
Energy consumption intensity	MWh/ \$ '000	340.0	285.8 <sup>1</sup>	299.4
<b>Water consumption</b>				
Water consumption (municipal)	m <sup>3</sup>	76,767.0	62,564.2 <sup>1</sup>	81,391.8
Water consumption intensity (municipal)	m <sup>3</sup> / \$ '000	825.5	504.6 <sup>1</sup>	630.9
Water consumption (NEWater)	m <sup>3</sup>	6,976.0	6,786.9 <sup>1</sup>	27,977.6
Water consumption intensity (NEWater)	m <sup>3</sup> / \$ '000	75.0	54.6 <sup>1</sup>	216.9
Total water consumption	m <sup>3</sup>	83,743.0	69,351.1 <sup>1</sup>	109,369.4
Water consumption intensity	m <sup>3</sup> / \$ '000	900.5	559.2 <sup>1</sup>	847.8
<b>Waste consumption</b>				
Cost savings from recycled materials in operations	\$ '000	447	250	3,240

<sup>1</sup> Restated

# SUSTAINABILITY REPORT

## EMPLOYMENT AND LABOUR PRACTICES

METRICS	UNITS	FY2022	FY2023	FY2024
<b>Employment</b>				
Total number of employees	Number	864	941	996
Employee turnover	%	2%	2%	1%
Female representation in senior management	Number	-	1	1
Female representation in senior management	%	-	13%	13%
<b>Current employee by gender</b>				
Male employee	Number (%)	782(91%)	859(91%)	910(91%)
Female employee	Number (%)	82(9%)	82(9%)	86(9%)
<b>Current employees by age group</b>				
30 years and below	Number (%)	194(22%)	264(28%)	268(27%)
31 to 50 years	Number (%)	585(68%)	590(62%)	624(62%)
51 to 65 years	Number (%)	72(8%)	72(8%)	87(9%)
Above 65 years	Number (%)	13(2%)	15(2%)	17(2%)
<b>Current employee by employment level</b>				
Senior Management	Number (%)	8(1%)	8(1%)	8(1%)
Managers and Professionals	Number (%)	48(5%)	49(5%)	59(6%)
Executives	Number (%)	127(15%)	133(14%)	159(16%)
Workers	Number (%)	681(79%)	751(80%)	770(77%)
<b>Current employees by years of service</b>				
5 years and below	Number (%)	622(72%)	680(72%)	737(74%)
6 to 9 years	Number (%)	143(17%)	140(15%)	112(11%)
10 to 20 years	Number (%)	93(10%)	116(12%)	140(14%)
Above 20 years	Number (%)	6(1%)	5(1%)	7(1%)
<b>Current employee by geographical region</b>				
Foreigner – Indian	Number (%)	515(60%)	594(63%)	633(63%)
Foreigner – Bangladeshi	Number (%)	35(4%)	52(6%)	56(6%)
Local – Singaporean	Number (%)	103(12%)	88(9%)	103(10%)
Foreigner – Sri Lankan	Number (%)	89(10%)	52(6%)	47(5%)
Foreigner – PRC	Number (%)	41(5%)	52(6%)	47(5%)
Foreigner – Malaysian	Number (%)	29(3%)	45(4%)	44(4%)
Others	Number (%)	52(6%)	58(6%)	66(7%)
<b>Allocation of employee by geographical region</b>				
Singapore	Number (%)	763(88%)	888(94%)	942(95%)
Sri Lanka	Number (%)	101(12%)	53(6%)	54(5%)
<b>Current employee by employment type</b>				
Full-time	Number (%)	864(100%)	941(100%)	941(100%)
Part-time	Number (%)	-	-	-
<b>Employee turnover by gender</b>				
Male resigned employee	Number (%)	17(85%)	13(68%)	10(91%)
Female resigned employee	Number (%)	3(15%)	6(32%)	1(9%)
<b>Employee turnover by age group</b>				
30 years and below	Number (%)	10(50%)	3(16%)	1(9%)
31 to 50 years	Number (%)	7(35%)	14(74%)	7(64%)
51 to 65 years	Number (%)	3(15%)	2(10%)	1(9%)
Above 65 years	Number (%)	-	-	2(18%)

# SUSTAINABILITY REPORT

METRICS	UNITS	FY2022	FY2023	FY2024
<b>Employee turnover by nationality</b>				
Singaporean	Number (%)	2(10%)	4(21%)	3(27%)
Other	Number (%)	18(90%)	15(79%)	8(73%)
<b>New hire by gender</b>				
Male new hire	Number (%)	28(90%)	35(92%)	8(67%)
Female new hire	Number (%)	3(10%)	3(8%)	4(33%)
<b>New hire by age group</b>				
30 years and below	Number (%)	14(45%)	29(76%)	1(8%)
31 to 50 years	Number (%)	14(45%)	6(16%)	10(84%)
51 to 65 years	Number (%)	3(10%)	3(8%)	1(8%)
Above 65 years	Number (%)	—	—	—
<b>New hire by nationality</b>				
Singaporean	Number (%)	4(13%)	7(18%)	3(25%)
Other	Number (%)	27(87%)	31(82%)	9(75%)
<b>Training</b>				
Training hours (Safety)	Hours	460	208	1,889
Training hours (EHS)	Hours	560	292	1,437
Training hours (Others)	Hours	9,703	10,048	8,758
Training hours (Total)	Hours	10,723	10,548	12,084
Average training hours per employee	Hours	12.4	11.2	12.1
Average training hours per male employee	Hours	14.0	12.0	13.3
Average training hours per female employee	Hours	1	1	1
<b>Workplace Safety</b>				
Number of cases related to fatalities	Number	—	—	1
Serious incidents	Number	—	—	—
Workplace injuries (Reportable)	Number	3	4	6
Workplace injuries (Non-Reportable)	Number	13	10	16
Incidents and injuries (Total)	Number	16	14	23

## OPERATING PRACTICES

METRICS	UNITS	FY2022	FY2023	FY2024
<b>Supply Chain Management</b>				
Total purchase	\$ '000	41,805	40,326	36,747
Purchase from local suppliers	\$ '000	39,380	33,350	34,909
Purchase from local suppliers	%	94.2%	82.7%	95.0%
<b>Products Responsibility</b>				
Number of customer surveys conducted	Number	4	7	4
Customer satisfactory index	%	89%	90%	91%
Number of rework cases	Number	5	3	6
Number of property damage cases	Number	5	5	6
Amount of property damage cases	\$	6,114	8,917	54,611
<b>Anti-Corruption</b>				
Violations against relevant laws and regulations	Number	—	—	—

# SUSTAINABILITY REPORT

## APPENDIX B: GRI CONTENT INDEX

### GRI STANDARDS CONTENT INDEX

The GRI Content Index references the Ley Choon Group Holdings Limited Annual Report 2024 (AR).

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS
<b>GRI 2: General disclosures</b>		
<b>Organisational profile</b>		
2-1	Organisational details	• AR: Corporate Profile
2-2	Entities included in the organisation's sustainability reporting	• AR: Subsidiaries – Note 5 to the Financial Statements
2-3	Reporting period, frequency and contact point	• SR: Scope of Sustainability Report
2-4	Restatements of information	• SR: Scope of Sustainability Report
2-5	External assurance	• No external assurance
<b>Activities and workers</b>		
2-6	Activities, value chain and other business relationships	• SR: Social
2-7	Employees	• SR: Stakeholder Engagement
2-8	Workers who are not employees	• Not applicable
<b>Governance</b>		
2-9	Governance structure and composition	• AR: Report on Corporate Governance
2-10	Nomination and selection of the highest governance body	• AR: Report on Corporate Governance
2-11	Chair of the highest governance body	• AR: Report on Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	• SR: Sustainability Materiality
2-13	Delegation of responsibility for managing impacts	• SR: Sustainability Materiality
2-14	Role of the highest governance body in sustainability reporting	• SR: Sustainability Governance Structure
2-15	Conflicts of interest	• AR: Report on Corporate Governance
2-16	Communication of critical concerns	• SR: Sustainability Materiality
2-17	Collective knowledge of the highest governance body	• AR: Report on Corporate Governance
2-18	Evaluation of the performance of the highest governance body	• AR: Report on Corporate Governance
2-19	Remuneration policies	• AR: Report on Corporate Governance
2-20	Process to determine remuneration	• AR: Report on Corporate Governance
2-21	Annual total compensation ratio	• AR: Report on Corporate Governance

# SUSTAINABILITY REPORT

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS
<b>Strategy, policies and practices</b>	2-22 Statement on sustainable development strategy	• SR: Sustainability Materiality
	2-23 Policy commitments	• SR: Sustainability Materiality
	2-24 Embedding policy commitments	• SR: Sustainability Materiality
	2-25 Processes to remediate negative impacts	• SR: Sustainability Materiality
	2-26 Mechanisms for seeking advice and raising concerns	• SR: Sustainability Materiality
	2-27 Compliance with laws and regulations	• SR: Sustainability Materiality
	2-28 Membership associations	• SR: Sustainability Materiality
<b>Stakeholder engagement</b>	2-29 Approach to stakeholder engagement	• SR: Stakeholder Engagement
	2-30 Collective bargaining agreements	• Not applicable
<b>GRI 3: Material topics</b>		
<b>Disclosures on material topics</b>	3-1 Process to determine material topics	• SR: Sustainability Materiality
	3-2 List of material topics	• SR: Sustainability Materiality
	3-3 Management of material topics	• SR: Sustainability Materiality
<b>GRI 200: Economic disclosures (applicable sections only)</b>		
<b>Economic performance</b>	201-1 Direct economic value generated and distributed	• AR: Financial Highlights
<b>Market presence</b>	202-2 Proportion of senior management hired from local community	• Our senior management is 100% hired from the local community
<b>Procurement practices</b>	204-1 Proportion of spending on local suppliers	• Majority of our business expenditure in Singapore is on locally-registered companies
<b>Anti-corruption</b>	205-1 Operations assessed for risks related to corruption	• AR: Report on Corporate Governance • SR: Governance
	205-2 Communication and training about anti-corruption policies and procedures	• AR: Report on Corporate Governance • SR: Governance
	205-3 Confirmed incidents of corruption and actions taken	• There were no incidences of corruption
<b>Anti-competitive behavior</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	• There were no legal actions for anti-competition
<b>GRI 300: Environment disclosures (applicable sections only)</b>		
<b>Energy</b>	302-1 Energy consumption within the organisation	• SR: Environment
	302-4 Reduction of energy consumption	• SR: Environment
<b>Water</b>	303-1 Water withdrawal by source	• SR: Environment
	303-3 Water recycled and reused	• SR: Environment
<b>Biodiversity</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	• SR: Environment
	304-2 Significant impacts of activities, products, and services on biodiversity	• SR: Environment
	304-3 Habitats protected or restored	• SR: Environment

# SUSTAINABILITY REPORT

<b>DISCLOSURE NUMBER</b>	<b>DISCLOSURE TITLE</b>	<b>PAGE REFERENCE AND REMARKS</b>
<b>Emissions</b>	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions	• SR: Environment • SR: Environment
<b>GRI 400: Social disclosures (applicable sections only)</b>		
<b>Employment</b>	401-1 New employee hires and employee turnover 401-3 Parental leave	• SR: Social • SR: Social
<b>Labor / management relations</b>	402-1 Minimum notice periods regarding operational changes	• SR: Social
<b>Occupational health and safety</b>	403-1 Workers representation in formal joint management-worker health and safety committees 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	• SR: Environment • SR: Environment
<b>Training and education</b>	404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs 404-3 Percentage of employees receiving regular performance and career development reviews	• SR: Environment • SR: Social • SR: Environment • SR: Social
<b>Diversity and equal opportunity</b>	405-1 Diversity of governance bodies and employees 405-2 Ratio of basic salary and remuneration of women to men	• SR: Social • Workers' remuneration are ascertained based on work experience and academic qualifications. Individual work performance and not on any gender consideration
<b>Non-discrimination</b>	406-1 Incidents of discrimination and corrective actions taken	• There is no incidents of discrimination
<b>Child labor</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	• Child labour is strictly prohibited
<b>Forced or compulsory labor</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	• Forced and compulsory labour is strictly prohibited
<b>Customer privacy</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	• SR: Governance

# SUSTAINABILITY REPORT

## APPENDIX C: METHODOLOGIES AND DATA BOUNDARIES

This section details key definitions, methodologies and data boundaries applied to Ley Choon Group Holdings Limited Sustainability Report, as we endeavor to elevate transparency and facilitate comparability of our data disclosed. These definitions and methodologies are adapted with reference to the GRI Standards Glossary 2021, Reporting Recommendations and Guidance set out in the respective GRI disclosures and various authoritative intergovernmental instruments.

### CARBON EMISSIONS

In the scope of this reporting, scope 1 emissions are emission are generated from the consumption of fuels for our operations. The emission factor used for calculating carbon emission is obtained from The International Energy Agency (**IEA**). Carbon emissions are expressed in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

The scope of this reporting, scope 2 emissions are emissions that result from the generation of purchased or acquired electricity, by the Group. The Grid Emission Factor (**GEF**) used for calculating carbon emissions is obtained from the NEA. Carbon emissions are expressed in tCO<sub>2</sub>e.

### CARBON EMISSIONS INTENSITY

This is the ratio of carbon emissions relative to the manhours engaged by the Group. Carbon emissions intensity is expressed in tonnes of carbon dioxide equivalent per thousand dollars (tCO<sub>2</sub>e/\$'000).

### ENERGY CONSUMPTION

Energy consumed results from purchased electricity and diesel consumed by the operations of the Group. Energy consumed is expressed in megawatt-hours (MWh).

### ENERGY CONSUMPTION INTENSITY

This is the ratio of energy consumed relative to the manhours engaged by the Group. Energy consumption intensity is expressed in megawatt per thousand dollar (MWh/ \$'000).

### WATER CONSUMPTION

This is the volume of water consumed by the Group. The sources of water are supplied by local municipalities. The

total amount of water withdrawn is assumed to be the amount consumed as reflected in utility bills received.

The volume of water consumed is expressed in cubic meters (m<sup>3</sup>).

### WATER CONSUMPTION INTENSITY

This is the ratio of water consumed relative to the revenue generated by the Group. Water consumption intensity is expressed in cubic meters per thousand dollar (m<sup>3</sup>/ \$'000).

### NEW HIRES AND TURNOVER

New hires are defined as new employees who have joined the Group during the financial year.

Turnover is defined as all employees who have left the Group voluntarily, or due to dismissal, retirement or death in service during the financial year.

The new hires/turnover rate is the total number of new hires/employee turnovers in the financial year, relative to the total number of new hires/resignees recorded at financial year-end.

The new hires/turnover rate by age group is the total number of new hires/employee turnovers for each age group in the financial year, relative to the total number of new hires/resignees recorded at financial year-end.

New hires/turnover rate by gender is the total number of female/male new hires/employee turnovers for each gender in the financial year, relative to the total number of new hires/resignees recorded as at financial year-end.

### TRAINING HOURS

Average training hours per employee is the total number of training hours provided to employees, relative to the total number of employees recorded as of financial year-end.

Average training hours per female/male employee is the total number of training hours provided to female/male employees, relative to the total number of female/male employees recorded as of financial year-end.

### LOCAL SUPPLIER

Organisation or person that provides a product or service to the reporting organisation and that is based in the same geographic market as the reporting organisation.

# SUSTAINABILITY REPORT

## APPENDIX D: TCFD RECOMMENDATIONS CONTENT INDEX

### TCFD RECOMMENDATIONS CONTENT INDEX

The TCFD Recommendation Content Index indicates our current implementation status for climate reporting.

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCE AND REMARKS
<b>Governance</b>		
Disclose the organisation's governance around climate-related risks and opportunities	<u>Describe the board's oversight of climate-related risks and opportunities</u>	SR Sustainability Governance Structure
	<u>Describe management's role in assessing and managing climate-related risks and opportunities</u>	SR Sustainability Governance Structure
<b>Strategy</b>		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	<u>Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term</u>	The Group intends to identify the climate-related risks and opportunities over the short, medium, and long term as part of our ongoing commitment to adopt TCFD disclosures.
	<u>Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning</u>	Upon identifying the climate-related risks and opportunities, the Group will conduct risk assessments, and evaluate potential opportunities to ensure a comprehensive understanding of the implications for our business, strategy, and financial planning.
	<u>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</u>	The Group currently does not employ scenario analysis in identifying climate risks and opportunities. However, there are plans to integrate scenario analysis into our assessment of climate risks and opportunities in the future.
<b>Risk Management</b>		
Disclose how the organisation identifies, assesses, and manages climate-related risks	<u>Describe the organisation's processes for identifying and assessing climate-related risks</u>	The Group intends to identify the climate-related risks and opportunities over the short, medium, and long term as part of our ongoing commitment to adopt TCFD disclosures. The Group will subsequently formulate mitigating controls to address identified risks and leverage opportunities effectively. This involves incorporating climate-related considerations into the existing risk management framework, ensuring that the organisation is well-prepared to navigate the challenges and capitalise on the opportunities associated with climate-related factors. The integration of climate-related risk management measures will be a key component of the overall risk management strategy, aligning with the company's commitment to sustainability and responsible business practices.
	<u>Describe the organisation's processes for managing climate-related risks</u>	
	<u>Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management</u>	
<b>METRICS AND TARGETS</b>		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	<u>Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</u>	SR Environment
	<u>Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions, and the related risks</u>	The Group has disclosed Scope 1 and Scope 2 GHG emissions. The Group plans to include Scope 3 GHG emissions in the total carbon emissions in the future.
	<u>Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets</u>	The Group has set short, medium and long-term targets for Scope 1 and 2 GHG emissions and will explore opportunities to achieve the targets.



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LEY CHOON

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