

SUSTAINABILITY REPORT

for the year 2025



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Board Message

[GRI 2-22]

Zheng Keng Engineering & Construction Pte Ltd continues to serve as a leading main contractor in Singapore, delivering high-quality residential, commercial, and institutional projects. Since 1978, the company has combined technical expertise with corporate responsibility, establishing a reputation for quality, reliability, and innovation. The release of this Sustainability Report provides an opportunity to reflect on our progress and articulate the integration of responsible practices into our operations.

Innovation and continuous improvement underpin Zheng Keng's operational strategy as an AMEP Tier 1 contractor, enabling the company to achieve greater efficiency, safety, and sustainability across all projects. Notably, Zheng Keng was among the earliest adopters in Singapore of Building Information Modelling (BIM) and Prefabricated Prefinished Volumetric Construction (PPVC). These technologies enhanced project coordination, optimised resource utilisation, and reduced construction waste, delivering tangible operational benefits that strengthen our capabilities as an AMEP Tier 1 contractor and demonstrate the value of forward-looking approaches. Building on this foundation, Zheng Keng remains committed to the adoption of construction technologies that improve quality, productivity, and environmental performance, reinforcing its position as a reliable and technologically agile contractor with more than four decades of experience.

Our operational governance is supported by internationally recognised management systems, including ISO 9001, ISO 14001, and ISO 45001. These systems provide structured processes for risk management, project delivery, and continuous improvement, ensuring consistent quality outcomes while mitigating operational, environmental, and safety risks. Industry recognition, including the bizSAFE Partner and Champion Awards and the WSH Performance Award 2023 (Silver), further underscores the effectiveness of these systems and highlights our commitment to workplace safety, operational excellence, and workforce capability development.

Our workforce remains central to Zheng Keng's success as we recognise that a skilled, well-trained, and supported workforce is critical to the company's ability to deliver safe and high-quality projects. Investment in employee skills, training, and well-being ensures that the team is equipped to meet evolving industry requirements while upholding high standards of performance and safety. Embedding these priorities into operational planning cultivates a culture of accountability, collaboration, and continuous learning, which is essential to maintaining resilient and productive worksites.

Construction activities inherently carry environmental impacts. In response, Zheng Keng systematically integrates sustainability principles into project planning and execution, focusing on energy efficiency, resource optimisation, and safe, responsible construction practices. These measures minimise environmental footprint, maintain community well-being, and ensure that operational objectives are achieved alongside positive social outcomes. By taking a data-informed and systematic approach, we aspire to advance both environmental stewardship and practical operational improvements.

Similarly, ethics and accountability are integral to Zheng Keng's corporate culture, as it underpins decision-making at all levels. The company enforces comprehensive policies covering anti-corruption, workplace safety, and equitable employment practices. Employees receive structured guidance and training to reinforce compliance and ethical conduct. During the reporting period, no incidents of corruption were recorded, demonstrating the effectiveness of these preventive measures and the high standards of integrity embedded across the organisation. Systematically integrating governance and ESG considerations into operational decisions strengthens stakeholder confidence while mitigating reputational and operational risks.

Maintaining transparent reporting and stakeholder engagement is essential to sustaining trust and operational accountability. By systematically monitoring, measuring, and reporting environmental, social, and governance performance, Zheng Keng ensures that clients, partners, regulators, and the community are informed of our ESG progress and areas for improvement. Engaging with stakeholders also allows us to anticipate emerging risks, align practices with evolving expectations, and create shared value across the construction ecosystem. These processes reinforce operational resilience, support responsible decision-making, and demonstrate commitment to accountability and transparency.

As Singapore progresses toward the Green Plan 2030, the construction sector plays a critical role in advancing climate action and sustainable development. This report marks an important milestone in Zheng Keng's sustainability journey, demonstrating tangible initiatives that enhance operational efficiency, reduce environmental impact, and uphold rigorous ethical standards. It establishes a foundation for continuous improvement, innovation, and leadership in sustainable construction practices.

On behalf of the Board, I extend our gratitude to employees, clients, and partners for their ongoing trust and collaboration. Zheng Keng remains committed to delivering high-quality projects, advancing sustainable practices, and fostering a culture of safety, innovation, and accountability that sets benchmarks for the construction industry.

Company Profile

[GRI 2-1, GRI 2-6]

Established in 1978, Zheng Keng Engineering & Construction Pte Ltd ("Zheng Keng" or "We") is a private limited company incorporated in Singapore and has grown into one of Singapore's leading main contractors. Over more than four decades, Zheng Keng has delivered high-quality developments across residential, commercial, industrial, and institutional sectors. The company has built a reputation for operational excellence, reliability, and a commitment to sustainable construction practices.

We provide a comprehensive suite of construction services, including project design, construction management, implementation, as well as retrofitting, alterations, and additions. Drawing on extensive industry experience, we apply structured methodologies to enhance project coordination, optimise material and resource use, and improve operational efficiency. These approaches are embedded across planning, design, and execution phases, ensuring that our projects consistently meet high standards while supporting sustainable construction practices and reducing environmental impact.

Our operational basis places a strong emphasis on its workforce as a key driver of success. Through structured training programmes and regular performance reviews, our employees are supported in developing technical competencies. Zheng Keng also prioritizes employee health, mental well-being, and workplace welfare, thus creating a safe and supportive work environment. By combining skill development with attention to well-being and safety, Zheng Keng ensures its workforce is adaptable, capable, and ready to meet industry demands.



Sustainability is integrated into all aspects of operations. We carefully select materials, monitor energy and water usage, and track environmental performance at project and corporate levels. Internal reporting and management oversight ensure that these measures translate into tangible improvements in resource efficiency and reduced environmental impact across our operations.

As we advance our sustainability journey, we aim to continue to integrate innovative construction technologies, optimise project workflows, and enhance workforce capability. Our experience, structured processes, and attention to safety and environmental stewardship enable us to deliver projects that meet client expectations while contributing positively to Singapore's built environment.



About this Report [GRI 2-3]

This Sustainability Report provides a consolidated overview of Zheng Keng's environmental, social, and governance performance. It reflects our commitment to transparency and responsible business practice by giving stakeholders a clear view of our initiatives, performance outcomes, and the progress made in integrating sustainability into our operations.

Prepared with reference to the Global Reporting Initiative (GRI) Standards, this ESG Report covers the period from 1 October 2024 to 30 September 2025. While this reporting period does not align with our financial year, it captures the timeframe in which sustainability performance is actively monitored and reviewed, allowing for meaningful assessment of operational and social impacts.

The report establishes a foundational framework for ESG management and reporting within the company by demonstrating how Zheng Keng is aligning its business objectives with environmental stewardship, social responsibility, and strong governance principles. By systematically measuring energy, water, and emissions, we can pinpoint high-impact areas and evaluate the effectiveness of early interventions. Similarly, reporting on workforce practices, retention, and capability development allows us to assess our ability to nurture skilled, safe, and engaged teams, while also identifying gaps that inform future people strategies.

Looking ahead, this report underscores Zheng Keng's dedication to continuous improvement and long-term sustainability. The insights and data presented will guide the development of future ESG strategies, operational enhancements, and stakeholder engagement initiatives. We are committed to strengthening the quality, transparency, and relevance of our sustainability reporting in subsequent cycles, ensuring that our practices continue to drive meaningful impact across our projects, workforce, supply chain, and the broader community.

Reporting Scope

This report encompasses Zheng Keng's business operations in Singapore, including information on environmental performance data, social initiatives, and governance frameworks. It covers the company's headquarter (HQ) and key active project sites as follows:

- 20 Senoko Crescent, Singapore 758274 (HQ office)
- Project site 1: Marsiling Community Club
- Project site 2: Jelapang Road Nursing Home
- Project site 3: Serangoon Polyclinic
- Project site 4: Clementi Close Polyclinic





Assurance

[GRI 2-5]

Recognizing the critical importance of data accuracy in sustainability reporting, Zheng Keng has sought technical advisory in the tracking and performance verification of carbon data, ensuring adherence to recognized reporting frameworks from external consultants.

An internal review was subsequently conducted by senior management and the Board of Directors to evaluate the completeness, accuracy, and consistency of the reported information. Following this process, the Board formally reviewed and approved the report, confirming its alignment with Zheng Keng's corporate policies, sustainability objectives, and governance standards.

Sustainability Contact

[GRI 2-3]

Zheng Keng encourages stakeholders to share their views and feedback on the company's sustainability initiatives and reporting practices. Enquiries or comments can be directed to +65 6756 8610.

The full report can be accessed through our official website at <https://zhengkeng.com.sg/>

Our Commitment to Sustainability

[GRI 2-22]

Zheng Keng views sustainability as an essential part of how we operate, plan projects, and deliver value. Our commitment goes beyond regulatory compliance and environmental considerations. It reflects a deliberate effort to integrate responsible practices, workforce well-being, and innovation into everyday operations. By approaching sustainability as a practical part of our work, we ensure that decisions around materials, energy use, waste management, and safety contribute to measurable improvements across all projects.

We recognise that construction activities inherently carry environmental and social impacts thus our approach is guided by clear priorities that align with both operational realities and our aspirations as a responsible contractor. It draws on established industry practices and regulatory requirements while encouraging continuous improvement in our processes, safety performance, and environmental outcomes. Each focus area is intended to strengthen overall performance, reduce operational risks, and create lasting value for stakeholders, employees, and the communities we serve.

To ensure practical impact, our sustainability initiatives are organised around five key pillars, each addressing a critical dimension of our operations. These pillars guide our efforts in promoting environmental stewardship, maintaining safe and healthy workplaces, developing our people, delivering projects responsibly, and upholding strong governance. Collectively, they represent an integrated approach that enables Zheng Keng to measure our ESG progress while being able to identify opportunities for improvement and embed responsible practices across all levels of the company.



By approaching sustainability in this deliberate and transparent way, Zheng Keng not only meets current expectations but also positions itself to anticipate future challenges and opportunities. This commitment ensures that our projects, our workforce, and our business operations continue to thrive while contributing positively to the wider community and the built environment.

The Five Strategic Pillars:

Zheng Keng has embedded sustainability into its operations to ensure that environmental responsibility, workforce well-being, and operational excellence are integral to every project. Our approach translates sustainability objectives into clear actions and measurable results, reinforcing responsible construction practices across all activities.

01



Sustainable Operations

Sustainability considerations guide every phase of our project delivery, from planning and procurement to construction and maintenance. Decisions regarding material selection, energy use, and water management are informed by both regulatory requirements and the practical realities of on-site operations. By monitoring environmental performance daily and reinforcing knowledge through ongoing training, we ensure that operational improvements are meaningful and measurable. This approach strengthens efficiency, reduces waste, and positions sustainability as a core operational principle, rather than a supplementary goal.

02



Safe & Healthy Workplaces

Protecting our workforce is fundamental to Zheng Keng's operational philosophy. Safety and well-being are systematically integrated into all processes through risk assessments, competency development, and welfare initiatives. Incidents and near-misses are reviewed to extract lessons and prevent recurrence, while continuous training fosters a culture of accountability and vigilance. By embedding safety into decision-making and everyday workflows, we maintain reliable operations, reduce operational risks, and reinforce our commitment to zero-harm outcomes for all employees and contractors.

03



People & Capability Growth

Our employees' skills and adaptability are essential to delivering high-quality projects safely and efficiently. Structured training, clear career pathways, and performance feedback ensure that staff are equipped to meet both current project demands and future operational challenges. Leadership engagement reinforces learning while inclusion and recognition programs strengthen commitment and retention. Investing in our people creates a workforce that is capable, motivated, and resilient, directly supporting operational excellence and the company's long-term sustainability objectives.

04



Innovative & Responsible Delivery

Zheng Keng has long pursued innovation as a means of improving both efficiency and sustainability. Early adoption of technologies such as Building Information Modelling (BIM) and Prefabricated Prefinished Volumetric Construction (PPVC) has allowed us to reduce rework, optimise resource use, and minimise construction waste. By integrating these technologies with rigorous project management, we ensure that projects are delivered responsibly, efficiently, and with consistent quality, reflecting the standards expected of an AMEP Tier 1 contractor.

05



Strong Governance & Accountability

Governance underpins every aspect of Zheng Keng's operations. Policies, compliance monitoring, and internal reporting ensure transparency, accountability, and alignment with both regulatory requirements and corporate standards. Supplier assessments, ethical oversight, and performance reviews reinforce responsible practices and mitigate operational and reputational risks. By maintaining clear governance and actively monitoring compliance, we demonstrate our commitment to ethical conduct, risk management, and long-term value creation.

Through these pillars, Zheng Keng ensures that sustainability is practical, measurable, and embedded in all aspects of the business. Our approach connects operational performance, workforce safety, innovation, and governance, ensuring that every project reflects the company's responsibility to clients, employees, and the broader community while supporting a resilient and sustainable future.

Stakeholder Engagement Strategy

[GRI 2-29]

Zheng Keng has identified key stakeholders in our operations. Our internal stakeholders include employees, management, and project teams, who are directly involved in day-to-day operations, decision-making, and project delivery. The company also engages external stakeholders, such as clients, suppliers, investors, regulators, industry associations, and local communities, to ensure transparency, accountability, and alignment with expectations across the broader project ecosystem.

Meaningful engagement with the identified stakeholders allows Zheng Keng to monitor progress, anticipate risks, and identify opportunities for improvement. For internal stakeholders, this ensures that employees and management are informed, and empowered to integrate environmental, social, and governance considerations into daily operations. For external stakeholders, it ensures that project delivery, procurement practices, and sustainability performance are transparent, fostering trust, collaboration, and accountability across the supply chain and wider community.



The table below outlines our planned engagement methods, targets and expected outcomes of our stakeholder engagement efforts.

Table 1: Stakeholder engagement and initial sustainability KPIs

STAKEHOLDER	ENGAGEMENT METHODS	KPIs	EXPECTED OUTCOME
Employees	Team briefings, newsletters, digital platforms, training, surveys	50% employees reached and 2 training sessions conducted monthly	Employees will be informed, equipped with skills, and able to suggest improvements. Employee engagement will also foster accountability and learning.
Management	Strategy meetings, ESG reviews, performance dashboards	2 meetings held and ESG targets monitored monthly	Management will have sufficient knowledge and capacity to oversee ESG progress, align operational and ESG goals, and make informed decisions
Project Teams & Supervisors	Site briefings, toolbox talks, risk assessments, project debriefs	Site safety briefings sustainability checks ¹ weekly	Safety, quality, and sustainability practices will be consistently applied on-site

¹ Sustainability checks are on-site inspections to ensure responsible use of resources and environmental practices, including waste segregation, energy and water monitoring, proper material storage, and compliance with site sustainability procedures.

STAKEHOLDER	ENGAGEMENT METHOD	KPIS	EXPECTED OUTCOME
Clients	Project planning sessions, sustainability briefings, progress reporting	1-2 formal client updates and client feedback per project	ESG expectations will be aligned, projects will be delivered responsibly, and client trust will be strengthened
Suppliers	Sustainability assessments, guidance, sustainable procurement criteria	100% key suppliers engaged and have a formal assessment completed annually and per project	Suppliers will adopt responsible practices and contribute to a sustainable supply chain
Investors & Shareholders	ESG updates, formal reporting, engagement meetings	A comprehensive ESG reports publicly published and have one investor feedback session annually	Transparency and accountability will be maintained, reinforcing trust and alignment with long-term sustainability goals
Regulatory Authorities	Compliance reporting, consultations, audits	100% mandatory compliance submissions and all audits passed as required	The company will comply with regulations and adopt emerging ESG standards
Industry Associations	Forums, knowledge-sharing activities	2-3 relevant industry events attended annually	The company will stay informed on sector trends and adopt best practices
Local Communities	Consultations, impact assessments, community programmes	1-2 consultations and 1 community initiatives per project	Disruption will be minimized, social impact enhanced, and trust with communities

The metrics and engagement methods outlined in the table provide a foundation for transparent, measurable interaction with our stakeholders. However, the true value lies not only in completing these activities but in understanding their impact and continuously improving outcomes. By systematically collecting and reviewing feedback, monitoring KPIs, and reflecting on performance gaps, Zheng Keng ensures that stakeholder engagement drives meaningful operational and ESG improvements rather than serving as a procedural formality.



Materiality Assessment

[GRI 3-1]

At Zheng Keng, material sustainability topics are identified to focus on the areas that carry the greatest significance for both our operations and stakeholders. This ensures that sustainability efforts are targeted, measurable, and directly relevant to the way we deliver projects, rather than abstract or peripheral considerations. By aligning with the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (UN SDGs), we maintain transparency and consistency in how these topics are managed and reported.

Our assessment follows a structured, four-step process designed to capture both operational realities and stakeholder expectations:

Establish Purpose, Scope, and Governance



We begin by establishing the objectives, boundaries, and operational scope of the assessment, covering corporate functions, project sites, and construction activities. Responsibilities are clearly assigned to senior management, sustainability representatives, and decision-makers. This ensures a transparent and accountable process, focused on issues that truly matter to the business and its stakeholders.

Identification and Assessment of Material ESG Topics



Potential ESG topics are evaluated through internal and external review. Internally, we examine operational performance, workforce safety, environmental management, and governance practices. Externally, we consider regulatory requirements, client expectations, and industry trends. Each topic is assessed for its potential impact on operational continuity, financial exposure, regulatory compliance, and long-term resilience, providing a clear understanding of where attention and resources are most needed.

Prioritise and Align Topics with Standards



Topics are prioritised based on relevance and business impact and mapped to Zheng Keng's five sustainability pillars: environmental stewardship, safe and healthy workplaces, people and capability growth, innovative and responsible project delivery, and strong governance. Each topic is also aligned with GRI disclosures and relevant UN SDGs. This ensures that our initiatives, reporting, and operational planning focus on what matters most, translating sustainability into concrete action.

Validate, Integrate, and Disclose Outcomes



Our senior leadership reviews and validates the prioritised topics to ensure alignment with the company's strategic objectives, operational requirements, and stakeholder expectations. These topics are then integrated into policies, action plans, and performance monitoring frameworks. Beyond that, we conduct regular review and reassessment of the material topics selected so that the company can respond proactively to emerging risks, evolving stakeholder expectations, and operational changes. This provides both transparency and accountability, while supporting continuous improvement across all functions.

Through this process, material topics are converted into actionable initiatives that embed sustainability into daily operations and project delivery. The assessment strengthens oversight, enhances decision-making, and ensures measurable progress in areas that matter most to stakeholders. By combining structured analysis, rigorous validation, and transparent reporting, Zheng Keng demonstrates both its operational discipline and its commitment to delivering lasting value through responsible, high-quality construction practices.



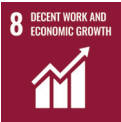
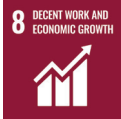
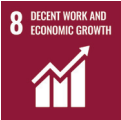
Material Topics Identified

[GRI 3-2]

Through the materiality assessment, Zheng Keng has identified the sustainability topics that are most critical to our operations. These topics represent areas where the company can deliver tangible impact, mitigate risks, and strengthen long-term operational resilience, while maintaining transparency and accountability across all projects. Each topic has been aligned with the company's strategic pillars, ensuring that initiatives are operationally relevant and measurable.

Table 2: Material topic identified for Zheng Keng through materiality assessment.

PILLAR	MATERIAL TOPIC	FOCUS AREAS	GRI ALIGNMENT	RELEVANT UN SDGS
Environmental Stewardship	Energy efficiency	- Energy management - Consumption pattern monitoring	GRI 302	 
	Renewable energy performance	- Renewable energy adoption - Contribution of solar output from operational needs	GRI 302	
	Carbon emissions	Scope 1, Scope 2, and selected Scope 3 carbon emissions	GRI 305	
	Water Stewardship	- Water conservation - Sustainable usage across operations	GRI 303	

PILLAR	MATERIAL TOPIC	FOCUS AREAS	GRI ALIGNMENT	RELEVANT UN SDGS
Safe & Healthy Workplaces	Occupational Health and Safety	- Prevention of work-related incidents - Mental health and employee wellbeing	GRI 403	 
	Training & Development	- Structured skill trainings - Performance review	GRI 404	
People & Capability Development	Performance Evaluation and Capability Enhancement	- Performance review - Workforce capability	GRI 403, GRI 404	
	Diversity & Inclusion	- Gender equality - Equal opportunity - Inclusive culture	GRI 405, GRI 406	 
	Employee Retention and Workforce Stability	- Workforce stability - Retention and turnover rate	GRI 401	
Governance, Ethics & Accountability	Corporate Governance	- ESG oversight - Organisation structure	GRI 102	
	Ethics & Compliance	- Anti-corruption practices - Regulatory compliance - Code of conduct	GRI 205, GRI 419	
	Risk Management	- Risk management and mitigation - Internal and external stakeholder involvement	GRI 2-13, GRI 2-16, GRI 2-25, GRI 205	

Moving forward, Zheng Keng will continue to monitor and refine its material sustainability topics to ensure alignment with operational priorities, stakeholder expectations, and regulatory developments. Embedding these topics into planning, project delivery, and governance will guide decision-making, enhance risk management, and support measurable ESG improvements. This approach reinforces responsible practices, strengthens organisational resilience, and enables sustainable value creation across all sectors in which the company operates.

Environmental Stewardship

[GRI 302, GRI 303, GRI 305]

RESPONSIBLE ENVIRONMENTAL STEWARDSHIP ACROSS ITS OPERATIONS

Zheng Keng is committed to responsible environmental stewardship across its operations, focusing on energy efficiency, carbon emissions, and water management. Guided by our core values of safety, quality, and environmental responsibility, the company has established formal systems to monitor and manage these impacts, enabling data-driven decisions and continuous improvement.

Energy Efficiency

[GRI 302]

At Zheng Keng, we monitor electricity use across our headquarters, project sites, and company-owned electric vehicles to understand how daily operations influence overall energy demand. During this reporting period, total electricity consumption reached 447,445 kWh, resulting in an intensity of 1,501.49 kWh per employee across all locations.

For 2025, electricity consumption encompassed our headquarters, where grid supply was supplemented by onsite solar PV generation, and four project sites. The reporting scope is detailed on PG 6.

Table 3: Electrical consumption of HQ and project sites over the reporting period.

OPERATION BOUNDARY	ELECTRICITY CONSUMPTION (kWh)	ELECTRICITY CONSUMPTION INTENSITY ² (kWh/pax)
HQ	118,937.00	399.12
Electric Vehicle (EV) Charging	5,112.65	17.16
Project Site 1	37,164.53	124.71
Project Site 2 ³	N/A	
Project Site 3	74,331.00	249.43
Project Site 4	16,141.00	54.16
TOTAL	447,445.18	1501.49

Our headquarters remained the largest consumer of electricity, drawing 118,937 kWh from the grid during the reporting period. On the other hand, electricity consumption across project sites varied according to the scale, operational intensity, and nature of construction activities. Some sites relied predominantly on purchased electricity, while others utilized on-site generation, including diesel, which has been included in our reporting to provide a comprehensive view of operational energy demand. At present, this reporting period covers two of the three company-owned EVs provided to staff, with data for the third vehicle not yet available. Moving forward, we intend to capture electricity consumption across the entire fleet to ensure a more complete representation of indirect emissions.

Electricity Consumption Intensity (kWh/pax) is a key metric for benchmarking energy efficiency. By normalizing electricity use to the number of employees, this metric enables consistent year-on-year comparison across sites of varying sizes and operational profiles. The consolidated company-wide intensity of 1,501.49 kWh per employee provides insight into overall energy performance and serves as a foundation for tracking improvements and guiding initiatives aimed at reducing energy consumption and emissions.

Looking ahead, Zheng Keng will continue to strengthen energy management across all sites, expand renewable energy use, and improve data coverage, particularly for operations where electricity consumption is currently sourced from on-site generation. The experience with our solar PV system illustrates the tangible benefits of renewable integration and reinforces the need for ongoing monitoring, planning, and targeted improvements. These efforts align with our broader commitment to responsible operations and complement over forty years of delivering high-quality developments across Singapore's residential, commercial, industrial, and institutional sectors.

² Electrical Consumption Intensity is a key sustainability ratio that allows for accurate efficiency benchmarking by tracking performance over time, as its change is influenced by operational electricity consumption at the organizational scale.

³ Project site 2 do not purchase electricity but uses diesel generators as power supply. Its emission has been considered in Scope 1 stationary emissions.

Renewable Energy Performance [GRI 302]

As part of our commitment to strengthening long-term operational sustainability, Zheng Keng commissioned a solar photovoltaic (PV) system at our headquarters in February 2025. The system comprises 191 photovoltaic panels, each rated at 585 Wp, collectively generating 119,601 kWh during the reporting period. This output supplied a substantial share of the headquarters' electricity needs and directly reduced our reliance on grid electricity.

Summary of Solar Energy Performance at HQ :

Total solar energy generated (kWh)	119,601.00
Total electricity purchased from grid (kWh)	118,937.00
Total electricity consumed in HQ	238,538.00
Proportion of HQ's electricity supplied by solar energy (%)	50.10



The summary of solar energy performance shows that solar generation supplied approximately half of the HQ's total electricity use. While this contribution is significant, it did not fully replace grid consumption. This reflects the early stage of our renewable integration and indicates that our current system capacity and operational demand are not fully aligned across our facilities. Nonetheless, our solar PV system has delivered measurable reductions in grid dependency and supported a lower emissions profile for the headquarters. These findings highlight priority areas for strengthening energy performance and scaling renewable capacity.

As we progress in our sustainability journey, the performance of our solar PV system will guide the next phase of renewable integration. With clearer visibility of our consumption patterns and operational demands, we will assess the feasibility of system expansion and evaluate renewable adoption at other suitable sites. Our long-term focus is to build a more resilient and energy-efficient operating environment while ensuring that every step remains aligned with practical site conditions and the expectations of our clients and stakeholders.





Carbon Emissions [GRI 305]

At Zheng Keng, managing our carbon footprint is a key priority as we begin our sustainability journey. We track emissions from Scope 1, Scope 2, and Scope 3 (Category 1: Purchased Goods and Services) to understand where our operations generate emissions, identify reduction opportunities, and implement initiatives that support long-term environmental performance.

Table 4: Total carbon emissions for the year 2025

SCOPE CATEGORY	TOTAL EMISSIONS (tCO ₂ e)	TOTAL EMISSIONS (tCO ₂ e/per pax)
Scope 1	603.24	2.16
Scope 2	99.12	0.32
Scope 3	23.51	0.08

Table 5: Detailed breakdown of the carbon emissions that occur within each scope categories over the reporting period.

SCOPE CATEGORY		OPERATING BOUNDARY	tCO ₂ e	tCO ₂ e/pax
Scope 1	Mobile Emissions	HQ	115.60	0.39
		Project Site 1	90.54	0.30
	Stationary Emissions	Project Site 2	255.80	0.86
		Project Site 3	2.85	0.01
		Project Site 4	127.10	0.43
		HQ	0.32	0
	Stationary Emissions	Project Site 1	4.44	0.15
		Project Site 2	2.14	0.01
		Project Site 3	1.44	0
		Project Site 4	3.01	0.01
	Total		603.24	2.16
Scope 2	Indirect Emissions	HQ	47.81	0.16
		EV charging	2.06	0.01
		Project Site 1	14.94	0.05
		Project Site 2	N/A	
		Project Site 3	29.88	0.10
		Project Site 4	6.49	0.02
	Total		99.12	0.32
Scope 3	Indirect Emissions (Category 1: Purchased goods and services) Water Services	HQ	9.59	0.03
		Project Site 1	2.29	0.01
		Project Site 2	4.33	0.01
		Project Site 3	4.60	0.02
		Project Site 4	2.70	0.01
	Total		23.51	0.08



Scope 1 emissions, arising from direct operations, were the largest contributor at 603.24 tCO₂e, or 2.16 tCO₂e per employee. These emissions primarily stem from fuel consumption in company vehicles and on-site machinery, including diesel generators. To address transport-related emissions, we have begun introducing electric vehicles into our fleet. This initiative supports a gradual reduction in reliance on conventional fuels. Alongside enhanced maintenance schedules and regular inspections, these measures are designed to reduce direct emissions and improve operational efficiency across site.

Scope 2 emissions totalled 99.12 tCO₂e, equivalent to 0.32 tCO₂e per employee, and were generated by electricity consumption across our headquarters and project sites. The solar PV system commissioned at our headquarters in February 2025 has already contributed to a reduction of 49.28 tCO₂e by offsetting grid electricity use. While the system was newly commissioned, this demonstrates a tangible reduction in operational emissions and represents a significant first step in integrating renewable energy. Continued use of the solar system is expected to progressively reduce Scope 2 emissions over time.

In conclusion, Zheng Keng's operations generated 725.87 tCO₂e, establishing a baseline for ongoing monitoring and improvement. The integration of solar energy, gradual adoption of low-emission vehicles, and energy efficiency initiatives reflects our commitment to reducing emissions across all scopes while providing transparency on both achievements and areas for ongoing improvement. These efforts support long-term sustainability and reinforce our dedication to delivering high-quality developments across Singapore for over forty years.

Scope 3 emissions, which are indirect emissions arising from activities not directly controlled by the company, were measured at 23.51 tCO₂e, or 0.08 tCO₂e per employee. In this reporting period, Scope 3 encompasses water consumption across our headquarters and project sites. While relatively modest in magnitude compared to Scope 1 and Scope 2 emissions, these figures highlight the upstream environmental impact of our operations and the importance of addressing indirect sources of emissions.

Tracking Scope 3 emissions enables us to identify opportunities for more sustainable procurement, efficient water management, and other operational improvements. As our data collection systems and reporting processes mature, Zheng Keng intends to expand the Scope 3 boundary to include additional upstream and downstream categories such as purchased materials, waste management, and business travel. This will provide a more comprehensive understanding of the company's indirect emissions and allow for targeted reduction initiatives that further improve overall environmental performance.

Water Stewardship [GRI 303]

Water-related emissions at Zheng Keng remain relatively low, accounting for approximately 2.9% of total reported carbon emissions. While the absolute contribution is small, we recognise that responsible water management is essential to operational sustainability and environmental stewardship.

Figure 1: Internal site-specific water performance benchmark on consumption and efficiency.

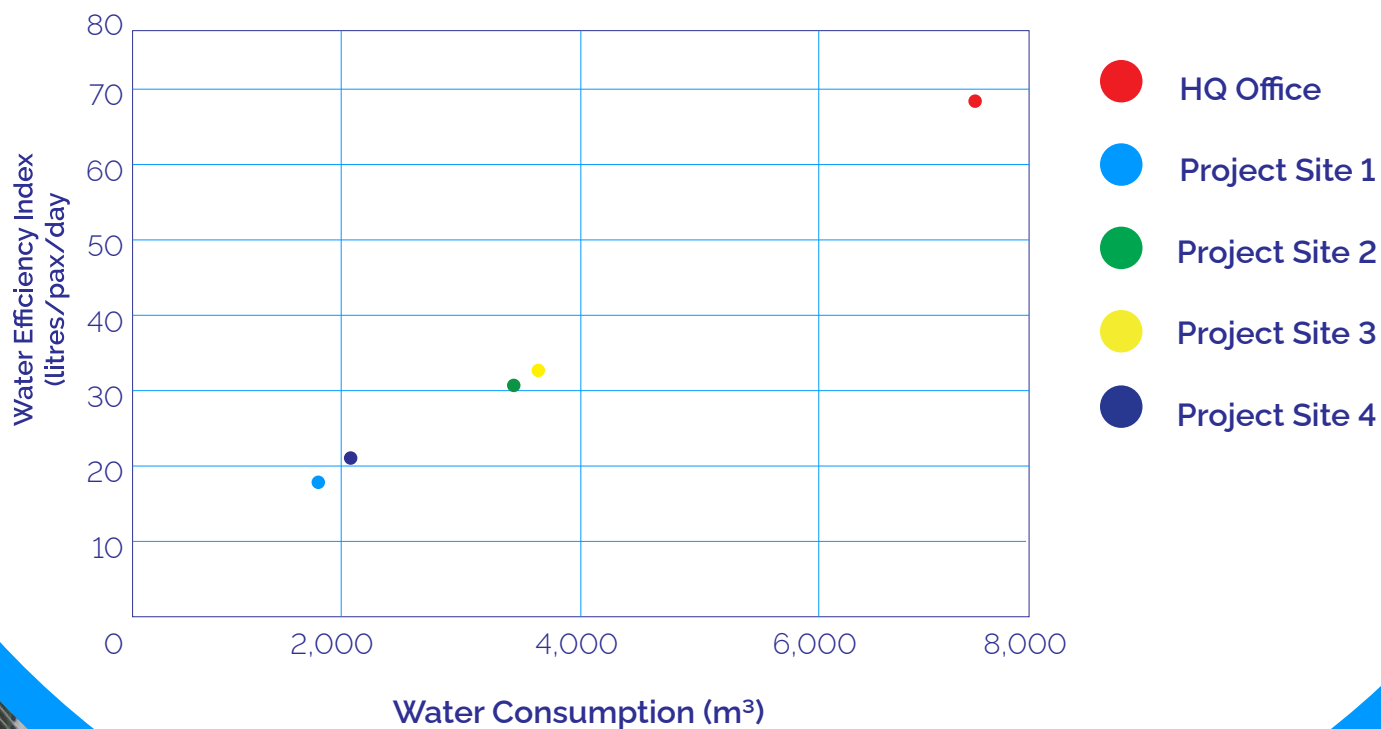




Table 6: Water consumption across HQ and project sites over the reporting period.

OPERATION BOUNDARY	WATER CONSUMPTION (m ³)	WATER EFFICIENCY INDEX ⁴ (litres/pax/days)
HQ	7374.00	67.79
Project Site 1	1759.00	16.17
Project Site 2	3333.39	30.65
Project Site 3	3535.00	32.50
Project Site 4	2098.00	21.08
Total	18099.39	166.40

During the reporting period, total water consumption across all sites reached 18,099.39 m³, with the Water Efficiency Index (WEI) ranging from 16.17 to 67.79 litres per employee per day, and a total index of 166.40 litres per employee per day. These differences reflect variations in operational scale, activity type, and workforce size at each site.

The scatter plot visualizes water consumption and efficiency, highlighting areas for targeted improvement. Our HQ is an outlier with the highest consumption and WEI, confirming it as the priority site for water efficiency initiatives. Project Sites 2 and 3 show moderate consumption and mid-range efficiency, reflecting balanced performance with room for improvement. Project Sites 1 and 4 demonstrate both low consumption and high relative efficiency, illustrating effective water management practices. By comparing absolute consumption with per-employee efficiency, the plot provides a transparent, data-driven perspective that informs resource management and prioritizes interventions where they will have the greatest impact.

By taking a transparent, data-informed approach to water management, Zheng Keng identifies practical improvement opportunities and embeds sustainable practices across all sites, complementing ongoing efforts in energy efficiency and emissions reduction, while maintaining the high standards of quality and safety.

⁴ Water Efficiency Index (WEI) is a metric used to measure water consumption efficiency of a organisation. WEI is calculated by dividing the total amount of water consumed by the number of people and days that occupies the location.



Safe & Healthy Workplace

[GRI 403]

Occupational Health and Safety

[GRI 403]

At Zheng Keng, the safety and well-being of our workforce is a fundamental operational priority, reflecting our commitment in delivering high-quality developments across residential, commercial, industrial, and institutional sectors. Safety management is fully integrated into our operational framework through preventive measures, continuous monitoring, and compliance with regulatory requirements. During the reporting period of 2025, Zheng Keng recorded zero work-related injuries and zero fatalities, demonstrating the effectiveness of these systems and the strong safety culture embedded at all levels of the organisation.

Beyond physical safety, we recognise the importance of mental health and overall well-being. The company fosters a supportive environment that encourages work-life balance, psychological resilience, and active employee engagement. Employees are invited to provide feedback and suggestions, which informs improvements to workplace conditions and well-being initiatives, ensuring a holistic approach to workforce health.

People & Capability Development

[GRI 401, GRI 404,
GRI 405, GRI 406]

Training & Development

[GRI 404]

Zheng Keng is committed to equipping its workforce with the knowledge and skills necessary to meet evolving operational and safety requirements. In 2025, employees received a total of 1,512 training hours covering technical and operational competencies critical for safe and efficient construction practices. Training programmes included construction plant operation, scaffolding, work-at-height, occupational first aid, and supervisory safety management.

Table 7: Training topics that are provided for our employees over the reporting period.

TRAINING TOPICS ENGAGED FOR THE YEAR 2025
Basic Traffic Controller Course
Certificate of Competency in Earth Control Measures
Continuing Education and Training (CET)- Construction Plant Operation (CSP)
Continuing Education and Training (CET)- Electrical Works (ELW)
Continuing Education and Training (CET)- Plumbing & Piping Works (PPW)
Continuing Education and Training (CET)- Reinforced Concrete Works (RCW)
Continuing Education and Training (CET)- Reinforced Concrete Works-Method Statement (RCW-MS)
Continuing Education and Training (CET)- Structural Steel Works (SSW)
Coretrade- Electrical Wiring Installation
Coretrade- Plumbing & Pipefitting
Manage Work at Height
Occupational First Aid
Occupational First Aid- Refresher
Operate Forklift (without Class 3 Licence)
Operate Scissor Lift
Perform Metal Scaffold Erection
Perform Rigger & Signalman Tasks
Perform Work in Confined Space Operation
Registered Earthworks Supervisor
Supervise Construction Work for WSH/WSH Management in Construction Industry
Supervise Metal Scaffold Erection
WSH Coordinator Refresher Training

Participation in these programmes strengthens operational efficiency by upskilling our people, enhances individual performance, and supports career progression. By aligning employee development with organisational objectives, Zheng Keng ensures that its workforce is capable, adaptable, and prepared to deliver high-quality outcomes while maintaining a strong safety culture.

Performance Evaluation and Capability Enhancement

[GRI 404]

Regular performance reviews were conducted for all 298 employees, integrating assessments of adherence to safety protocols, engagement with occupational health and safety practices, skills development, and alignment with company values. These reviews provide a structured mechanism to reinforce accountability, identify learning needs, and align training opportunities with individual career paths.

Linking performance management directly to health and safety allows Zheng Keng to foster accountability, identify training needs, and encourage safe workplace behaviours. This integrated approach not only supports individual career progression but also contributes directly to the company's zero-incident safety record, strengthens workforce capability, and ensures operational excellence across all projects.



Diversity & Inclusion

[GRI 405, GRI 406]

Zheng Keng values a diverse and inclusive workforce that brings together different experiences, perspectives, and skills. Our 298 permanent employees comprise mid-career professionals who provide operational continuity, younger employees who contribute fresh perspectives, and senior staff who ensure knowledge transfer and succession planning.



Table 8: Zheng Keng Employee's Age Composition

Age Group	<30 Years		30 - 50 Years		>50 Years	
	Pax	%	Pax	%	Pax	%
Executive Management	0	0	5	1.68	5	1.68
Non-Executive Management	0	0	7	2.35	12	4.03
All Other Employees	44	14.77	172	57.72	53	17.79

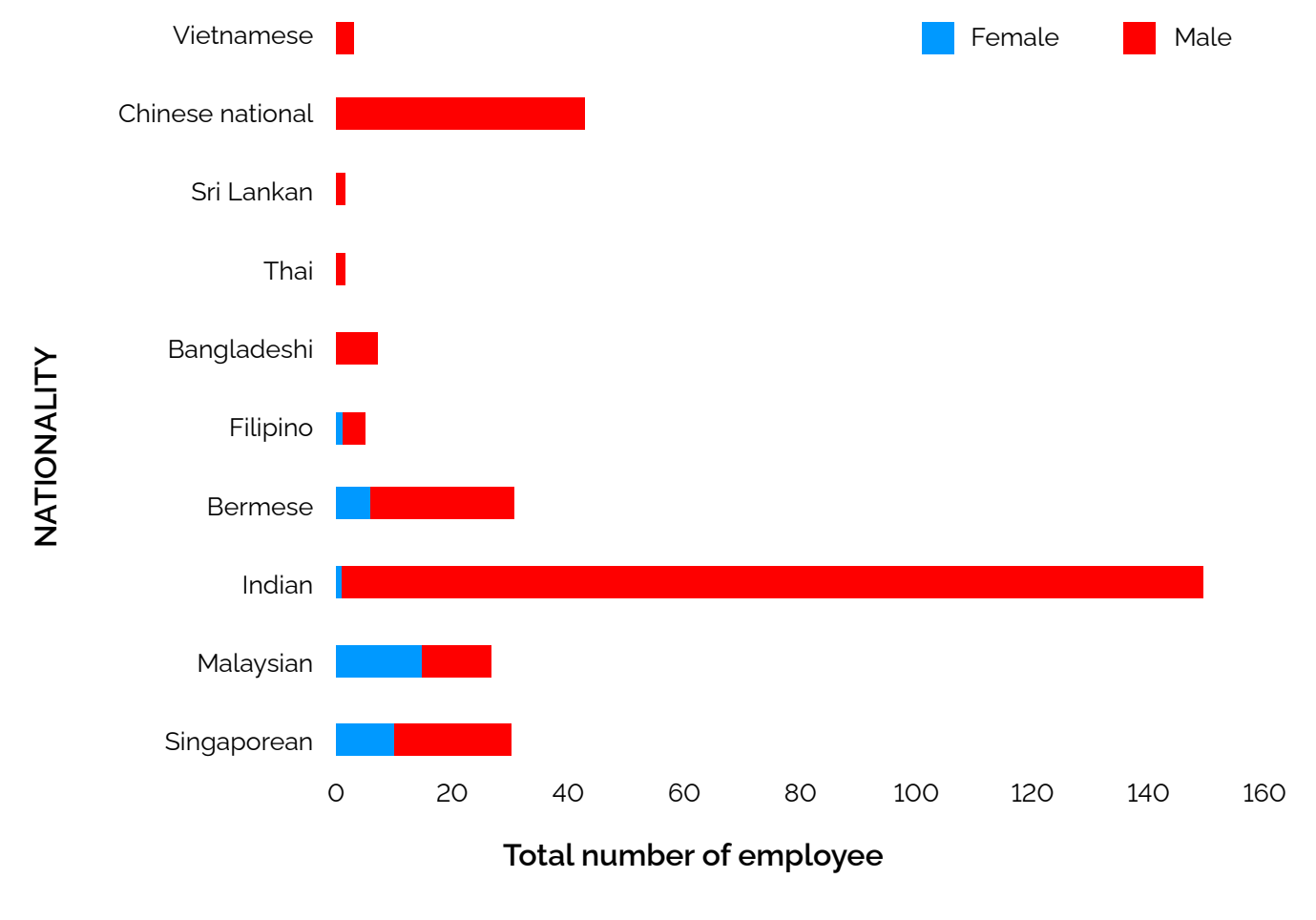
Gender	Women		Men	
	Pax	%	Pax	%
Executive Management	3	1.01	7	2.35
Non-Executive Management	2	0.67	17	5.70
All Other Employees	28	9.40	241	80.87

Analysis of age composition highlights the depth and experience across Zheng Keng's workforce. Executive management is evenly distributed between the 30 to 50 and over-50 age categories, with no employees under 30, reflecting a leadership team with substantial operational knowledge and industry experience. Non-executive management similarly spans the between 30 to 50 and over-50 brackets, ensuring experienced oversight across operational functions. Among the broader workforce, the majority of employees are mid-career, with 57.7% aged between 30 to 50, 14.8% under 30, and 17.8% over 50. This distribution ensures continuity of expertise, supports effective knowledge transfer, and highlights the need for targeted recruitment of younger talent to maintain a strong pipeline for the future.

Gender distribution across the organisation demonstrates Zheng Keng's current level of inclusivity while identifying opportunities for improvement. While female representation is present at all levels, the data indicates that further initiatives are needed to increase participation of women in leadership and specialised technical roles. Strengthening gender balance not only promotes equity but also enhances diversity of thought, decision-making, and innovation across the organisation. Moving forward, Zheng Keng should develop targeted initiatives to attract, retain, and promote women particularly in management and specialised technical positions. This action will potentially support a more balanced workforce and enhance diversity of thought, decision-making, and innovation.

Zheng Keng's workforce reflects a diverse mix of nationalities, supporting a multicultural environment that encourages collaboration and inclusivity. The majority of employees are Indian (150), followed by Chinese nationals (43), Burmese (31), Malaysian (27), and Singaporean (30), with smaller numbers from Filipino (5), Bangladeshi (7), Thai (1), and Sri Lankan (1) backgrounds. Gender distribution within each nationality highlights varying representation, with some groups predominantly male. This diversity not only enriches the workplace with different perspectives and skills but also underscores the importance of inclusive practices and equitable opportunities across all employee groups.

Figure 2: Zheng Keng Employee's Nationality Composition



Employee Retention and Workforce Stability

[GRI 401]

Zheng Keng recognises that workforce stability is fundamental to maintaining the high standards of safety and quality expected across all our projects. Our people are central to daily coordination, safe execution, and workmanship, and turnover patterns provide important insights into where our support systems can be strengthened. In FY2025, we recorded 46 new hires and 56 voluntary resignations. The resulting turnover rate of 20.36% is consistent with sector norms, but the underlying trends point to specific areas requiring focused attention as we continue advancing our sustainability journey.

A closer review shows that most resignations occurred among male employees under the age of 50. This group represents a significant portion of our operational and supervisory workforce, and their higher rate of departure suggests a need for clearer progression pathways, more structured engagement, and stronger alignment of role expectations. Female turnover remained low, with six resignations among those aged 30 to 50. While the numbers are comparatively small, they highlight the importance of continuing to build a work environment where women joining or progressing in the construction sector feel supported and valued.

These insights reaffirm the importance of targeted retention efforts that reflect the needs of a diverse and predominantly mid-career workforce. The company continues to monitor workforce composition, including age, gender, and nationality, to identify skills gaps, support succession planning, and safeguard continuity in site leadership and expertise.

Looking ahead, Zheng Keng will focus on enhancing employee engagement, strengthening communication on development opportunities, and cultivating an inclusive and stable work environment. These measures support long-term organisational resilience and form a core part of our commitment to responsible and transparent people practices.



Governance, Ethics & Accountability

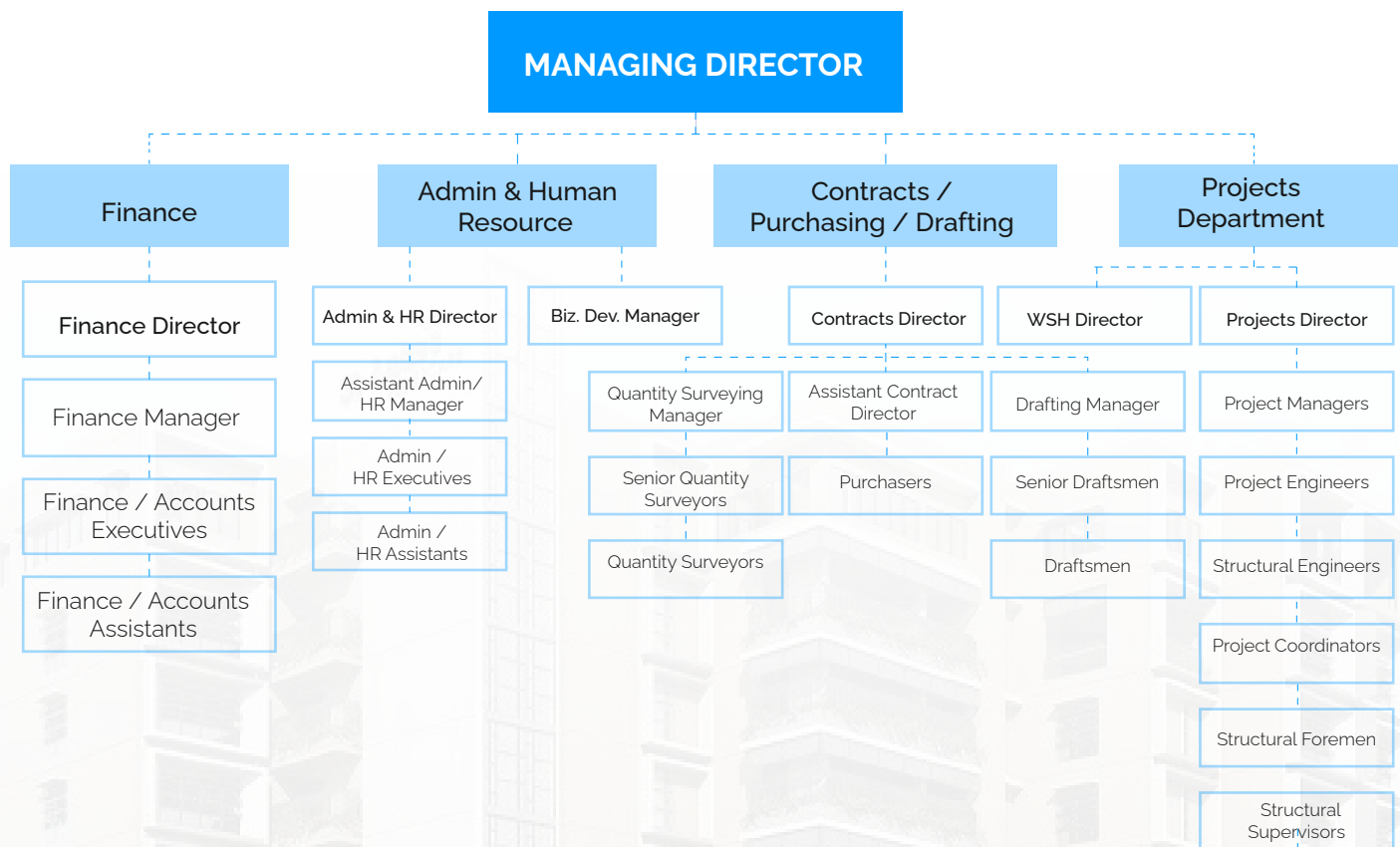
GRI 2-13, GRI 2-16,
GRI 2-25, GRI 102,
GRI 205, GRI 419]

Corporate Governance

[GRI 102]

Zheng Keng maintains a governance framework that ensures accountability, transparency, and strategic oversight. The board of directors, supported by senior management, provides direction, oversees operational performance, and integrates emerging sustainability priorities into decision-making.

Figure 3: Zheng Keng's Organisation Chart.



The chart clarifies responsibilities, decision-making pathways, and escalation mechanisms across all business units, ensuring consistent implementation of policies and governance practices.

Our corporate governance is further supported by ISO-certified management systems, which establish structured procedures for monitoring performance, ensuring compliance, and driving continuous improvement. The certifications and awards achieved by Zheng Keng, including quality, environmental, and occupational safety recognitions, demonstrate both our adherence to regulatory standards and our commitment to operational excellence.

Table 10: Certification and Workplace Safety Awards Achieved by Zheng Keng.

CERTIFICATION
Quality Management System ISO 9001 : 2015
Environmental Management System ISO 14001 : 2015
Occupational Health and Safety Management System ISO 45001 : 2018
bizSAFE Partner Award
bizSAFE Champion Award
WSHC bizSAFE Enterprise Exemplary Awards
WSH Performance Award 2023 (Silver)
WSH Sharp Awards
WSH Tech Award

Sustainability considerations are increasingly integrated into project planning and delivery. Several key projects achieved Green Mark certifications during the reporting period, reflecting the early integration of environmentally responsible practices and energy-efficient design. These achievements demonstrate how governance oversight is translated into tangible, measurable outcomes, and reinforce our commitment to environmental stewardship while maintaining operational quality.



Table 11: Notable projects awarded during the reporting period.

PROJECT	AWARD
Sengkang West Bus Depot (Design & Build)	Green Mark Platinum
Nursing Home at Punggol Field	Green Mark SLE
Polyclinic, Active Ageing Hub & Kidney Dialysis Centre, Upper Serangoon Road	Green Mark Platinum SLE



Looking forward, Zheng Keng is focused on embedding ESG considerations more deeply into strategic decision-making, strengthening internal controls, and enhancing stakeholder engagement. These measures are designed to maintain organisational resilience, improve transparency, and support long-term value creation while ensuring compliance with evolving regulatory and industry expectations.



Ethics & Accountability

[GRI 205, GRI 419]

Ethics and accountability are fundamental to Zheng Keng's corporate culture and underpin all operational, strategic, and sustainability-related decisions. The company has established comprehensive policies encompassing anti-bribery and anti-corruption, workplace safety, as well as diversity, equity, and inclusion. These policies provide clear guidance for employee conduct and reinforce compliance, fairness, and integrity across all levels of the organisation.

During the reporting period, no cases of corruption or bribery were reported. While this outcome reflects the effectiveness of existing controls, it also highlights the need for continued vigilance and proactive management to prevent potential ethical risks. Transparency in this area is critical to maintaining stakeholder confidence and supporting a culture of trust and accountability.

Ethical practices are embedded into daily operations through structured risk assessments, internal reporting mechanisms, and continuous monitoring. Employees are encouraged to raise concerns through established channels, ensuring that ethical standards are upheld consistently. Training and awareness initiatives further reinforce a shared understanding of integrity, while oversight by leadership ensures accountability in decision-making.

Looking ahead, Zheng Keng will continue to strengthen its ethical framework by enhancing training, expanding monitoring, and systematically integrating ESG principles into operational and strategic planning. These efforts aim to sustain a culture of ethical decision-making, ensure transparency, and maintain long-term trust with clients, partners, and stakeholders.

Risk Management

[GRI 2-13, GRI 2-16, GRI 2-25, GRI 205]

At Zheng Keng, risk management is an integral part of ensuring operational continuity, stakeholder confidence, and long-term organisational resilience. Risks are systematically identified, assessed, and monitored across operational, environmental, social, and governance dimensions. Operational risks span project planning, procurement, construction, and maintenance, while environmental risks encompass resource efficiency, site hazards, and emissions. Social risks focus on workforce safety, health, and well-being, and governance risks are addressed through ethical oversight, regulatory compliance, and supplier management.

The company's approach to risk mitigation is reinforced by internationally recognised management systems, including the Quality Management System (ISO 9001), Environmental Management System (ISO 14001), and Occupational Health and Safety Management System (ISO 45001). These certifications provide tangible evidence that structured processes are in place to anticipate, assess, and mitigate risks, embedding continuous improvement into daily operations. Recognition through industry awards, such as bizSAFE and workplace safety accolades, further demonstrates the effectiveness of these practices and reinforces Zheng Keng's longstanding commitment to safety, innovation, and operational excellence.

Daily site monitoring, hazard identification, and incident reporting are treated as ongoing processes rather than static requirements. Engagement with clients, suppliers, regulators, and communities enhances the company's capacity to anticipate emerging risks, including supply chain vulnerabilities and evolving ESG expectations.

Looking ahead, Zheng Keng will continue to refine its risk management practices by integrating predictive analytics, ESG-linked risk indicators, and adaptive planning. This proactive and structured approach positions risk management not only as a safeguard against operational and reputational impacts but also as a driver of efficiency, innovation, and sustainable long-term performance.



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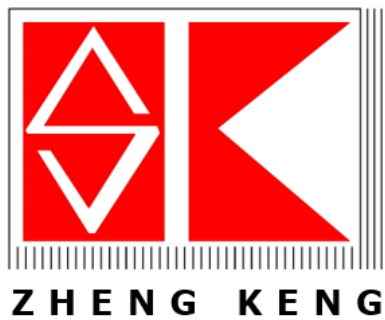
Appendix

Methodology for GHG Emissions Calculation

Greenhouse gas (GHG) emissions are quantified based on data from operational fuel consumption, vehicle fuel usage, and electricity consumption. Scope 1 emissions are calculated using emission factors from the Singapore Emission Factor Registry (SEFR), while Scope 2 emissions are determined based on the Singapore Grid Emission Factor, as published in the Energy Market Authority (EMA) Grid Emission Database.

To ensure consistency, all GHG emissions are standardized by converting different gases into their carbon dioxide equivalent (CO₂e) using the 100-year Global Warming Potential (GWP-100) index from the Intergovernmental Panel on Climate Change (IPCC). Since different GHGs have varying capacities to trap heat, the GWP-100 index provides a measure of each gas's radiative impact relative to CO₂ over a century-long timeframe.





SUSTAINABILITY REPORT

FY2025
