

# Sustainability Report

2026

For the period covering 01 Apr 2025 – 31 Mar 2026





2026

# Pal-Link Construction Pte. Ltd.

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Corporate Registration Number:

**200716831E**

Address of Principal Executive Offices:

**11 Woodlands Close, #07-48  
Woodlands 11, Singapore 737853**

State of Jurisdiction of Incorporation



**Singapore**

Fiscal Year Ending

**Mar 2026**



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# Managing Director Statement

(GRI 2-22)

At Pal-Link Construction, sustainability is not just a buzzword. It is something we practise every day on-site and off-site. When we first started this company back in 2007, our goal was simple: deliver quality work we can be proud of, while building a better future for Singapore. Today, as our projects grow in scale and impact, so does our responsibility to do what's right for the environment, our people, and the communities we serve.

I am proud to say that we are guided by the Green and Gracious Builder Scheme (GGBS), which has shaped the way we plan, build, and operate. Our Environmental Policy reflects this deeply from promoting the 4Rs (Reduce, Replace, Reuse, Recycle) to ensuring full compliance with environmental regulations, we believe that every small step adds up. Whether it is reducing material wastage, managing site cleanliness, or educating our staff on pollution prevention, we take these commitments seriously.

We also prioritise the well-being of our employees, understanding that a motivated and healthy workforce is essential to sustainable growth. From providing proper rest areas and nutritious meals to conducting regular emergency drills, we take practical steps to care for both the physical and mental welfare of our team. We have made it a point to promote graciousness, which is something that is often overlooked in the industry. We want to create workspaces that are not only safe, but also respectful and community-minded. That's why our policies focus not only on good housekeeping, stakeholder communication, and consideration to the neighbourhoods around our sites, but also on nurturing a positive work culture within.

Looking ahead, we know there is still more to do. Sustainability is a journey, not a destination. But I believe that with our dedicated team, strong partners, and clear values, Pal-Link Construction can continue to deliver infrastructure that serves Singapore's needs while doing our part to care for the planet and people.

Thank you for walking this journey with us.

**Mr Roger Teo**  
Managing Director  
Pal-Link Construction Pte Ltd





# About this Report

This report covers **Pal-Link Construction's** sustainability performance from **01 Apr 2024 to 31 Mar 2025**.

## Reporting Frameworks

(GRI 2-3)



The report was meticulously crafted with reference to the Global Reporting Initiative (GRI) standard and the International Financial Reporting Standard S2, ensuring comprehensive coverage and alignment with internationally recognized sustainability reporting practices.



GREENHOUSE  
GAS PROTOCOL

Our carbon accounting processes is aligned with the GHG Protocol methodology, ensuring a comprehensive, transparent, and standardized disclosure of our environmental impact. Carbon emissions were calculated on ESGpedia, an ESG software used for Environmental, Social, and Governance reporting.

## External Assurance

(GRI 2-5)

No external assurance was conducted for this sustainability report.

## Feedback

We welcome feedback from our stakeholders to help us further our sustainability journey. Or, if you would like to learn more about our ESG initiatives, please contact:

Pal-Link Construction Pte Ltd.

✉ Contact: [admin@pal-link.com.sg](mailto:admin@pal-link.com.sg)

📍 Address: 11 Woodlands Close, #07-48, Woodlands 11, Singapore 737853

🌐 Website: [pal-link.com.sg](http://pal-link.com.sg)

# About Pal-Link Construction (GRI 2-1, 2-2)



Pal-Link Construction Pte Ltd was founded on 12 September 2007 by three close friends and colleagues — Mr Roger Teo, Mr Bong A Suan, and Ms Cindy Lee — who shared the dream of starting a business of their own. What began as a small venture has since grown into a well-established general building contractor. We specialise in both construction and addition & alteration (A&A) works, serving a wide range of clients including government agencies such as the Housing and Development Board (HDB) and the Ministry of Education (MOE). Over the years, we have also completed projects for associations, religious organisations, and private commercial developments like condominiums. At Pal-Link, we take pride in upholding strong quality standards and delivering projects on time. We ensure full compliance with client requirements and regulatory guidelines, and are proud to be ISO 9001, ISO 14001, and ISO 45001 certified. We also hold bizSAFE Star and GGBS Merit certifications, reflecting our strong commitment to workplace safety and sustainable practices. From humble beginnings, Pal-Link has grown steadily through the years — a testament to our dedication, teamwork, and reliability in the built environment industry.

## Location of operations

### Headquarters

Presence in:  Singapore

**This report specifically addresses the operations conducted in Singapore.**



# Certifications and Awards



## International Certifications

At Pal-Link Construction, we are committed to upholding strong standards in quality, environmental responsibility, and workplace safety. As part of this commitment, we have attained and continue to maintain several internationally recognised certifications:

- **ISO 9001:2015 (Quality Management Systems)**

Our certification ensures that our project management and construction activities consistently meet client expectations and regulatory requirements, with a strong focus on continuous improvement.

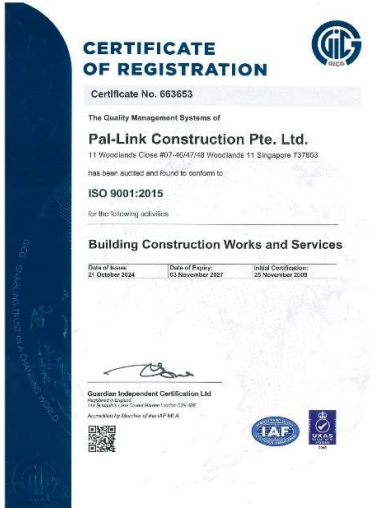
- **ISO 14001:2015 (Environmental Management Systems)**

This certification reflects our commitment to managing the environmental impact of our operations, promoting sustainable practices across all project sites.

- **ISO 45001:2018 (Occupational Health and Safety Management Systems)**

We are certified for maintaining a safe and healthy working environment, actively identifying risks and protecting the wellbeing of our employees and subcontractors.

These certifications demonstrate our ongoing commitment to doing business responsibly, safeguarding our people, and reducing our impact on the environment.

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|  <p><b>CERTIFICATE OF REGISTRATION</b><br/>Certificate No. 663653</p> <p>The Quality Management Systems of<br/><b>Pal-Link Construction Pte. Ltd.</b><br/>11 Woodlands Close #07-40/47/48 Woodlands 11 Singapore 737853<br/>has been audited and found to conform to<br/><b>ISO 9001:2015</b><br/>for the following activities<br/><b>Building Construction Works and Services</b></p> <p>Date of Issue: 21 October 2024   Date of Expiry: 03 November 2027   Initial Certification: 29 November 2019</p> <p>Guardian Independent Certification Ltd<br/>110 Orchard Road, #05-01, The Arcade, Singapore 238888<br/>Accredited by Member of the UKAS</p> <p>IAF UKAS</p> |  <p><b>CERTIFICATE OF REGISTRATION</b><br/>Certificate No. 663305</p> <p>The Environmental Management Systems of<br/><b>Pal-Link Construction Pte. Ltd.</b><br/>11 Woodlands Close #07-40/47/48 Woodlands 11 Singapore 737853<br/>has been audited and found to conform to<br/><b>ISO 14001:2015</b><br/>for the following activities<br/><b>Building Construction Works and Services</b></p> <p>Date of Issue: 21 October 2024   Date of Expiry: 03 November 2027   Initial Certification: 29 November 2019</p> <p>Guardian Independent Certification Ltd<br/>110 Orchard Road, #05-01, The Arcade, Singapore 238888<br/>Accredited by Member of the UKAS</p> <p>IAF UKAS</p> |  <p><b>CERTIFICATE OF REGISTRATION</b><br/>Certificate No. 782693</p> <p>The Occupational Health and Safety Management Systems of<br/><b>Pal-Link Construction Pte. Ltd.</b><br/>11 Woodlands Close #07-40/47/48 Woodlands 11 Singapore 737853<br/>has been audited and found to conform to<br/><b>ISO 45001:2018</b><br/>for the following activities<br/><b>Building Construction Works and Services</b></p> <p>Date of Issue: 21 October 2024   Date of Expiry: 03 November 2027   Initial Certification: 29 November 2019</p> <p>Guardian Independent Certification Pte Ltd<br/>110 Orchard Road, #05-01, The Arcade, Singapore 238888<br/>Accredited by Member of the UKAS</p> <p>IAF UKAS</p> |
| ISO 9001:2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ISO 14001:2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ISO 45001:2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

# Certifications and Awards



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# Sustainability Initiatives (GRI 2-6)



**At Pal-Link Construction, we embed sustainability into the way we operate** from the ground up. Aligned with GGBS principles, we focus on reducing our environmental footprint, ensuring workplace safety, and building positive relationships with the communities around our project sites. Whether it's through responsible site management, resource-efficient construction methods, or stakeholder engagement, we are committed to shaping a safer, greener, and more inclusive built environment for Singapore.

In FY2025, Pal-Link Construction remained actively engaged in Singapore's public infrastructure and residential development sector. As a BCA-registered general builder, we undertook large-scale government contracts that contributed directly to the nation's built environment, transport connectivity, and public housing goals.

## Key Projects in FY2025



**HOUSING &  
DEVELOPMENT  
BOARD**

**Land Transport Authority**  
We Keep Your World *Moving*

| Project Title                                         | Client                            | Estimated Completion | Scope                                                                                                                                                                                              |
|-------------------------------------------------------|-----------------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kallang Whampoa Contract 59 [KWC59]                   | Housing & Development Board (HDB) | Q4 2026              | Construction of 1 block of 32-storey residential flats with roof garden, multi-storey carpark, ESS and precinct pavilion at Owen Road (Kent Heights).                                              |
| Kallang Whampoa Contract 70 [KWC70]                   | Housing & Development Board (HDB) | Q4 2029              | Construction of 1 block of 35/40-storey residential flats, 6/7-storey multi-storey carpark, precinct pavilion, eating house, ESS, and communal facilities.                                         |
| Pedestrian Overhead Bridge Lift Installations [DE117] | Land Transport Authority (LTA)    | Q4 2026              | Installation of lift shafts and commuter infrastructure at existing pedestrian overhead bridges across various locations in Singapore.                                                             |
| Ang Mo Kio Neighbourhood 1 Contract 44 [AMKN1C44]     | Housing & Development Board (HDB) | Q4 2029              | Construction of 2 blocks of 21-storey & 1 block of 20-storey residential block (total 485 units), 1 storey precinct pavilion, 1 block of 6 storey multi-storey car park with commercial facilities |

# Sustainability Initiatives (GRI 2-6, 203-1)



## Infrastructure Investments and Services Supported

As a main contractor contributing to Singapore's nation-building efforts, Pal-Link Construction plays a key role in shaping inclusive and sustainable urban environments. We actively support government-led development initiatives that aim to improve quality of life, increase accessibility, and foster stronger communities through resilient infrastructure.

In FY2025, our involvement in large-scale public sector projects reflected our commitment to supporting national priorities under Singapore Green Plan 2030, the Land Transport Master Plan, and the HDB Roadmap for Sustainable Living.

### Selected Projects and Impact

- **KWC59, KWC70 and AMKNIC44 (HDB Projects)**

These projects contribute to the Housing & Development Board's mission to build affordable, sustainable, and community-centric homes.

**Key features include:**

Roof gardens and integrated greenery to promote biodiversity and reduce urban heat.  
Multi-storey car parks with landscaped decks that double as communal areas.  
Precinct pavilions and sheltered linkways to encourage social interaction and all-weather connectivity.

These features support the broader goal of creating liveable towns with strong community bonds, especially in mature estates undergoing rejuvenation.

- **DE117 (LTA Pedestrian Overhead Bridge Lift Installations)**

In support of the Land Transport Authority's Walk2Ride and barrier-free accessibility programme, this project involved retrofitting multiple overhead bridges with lifelong accessibility features such as lifts and ramps.

This significantly enhances mobility for seniors, persons with disabilities, and caregivers with young children. The project aligns with the Enabling Masterplan 2030, which outlines Singapore's vision for an inclusive society.

## Memberships (GRI 2-28)

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Pal-Link Construction is an active member of various notable organizations that contribute significantly towards sustainability initiatives:

### **The Singapore Contractors Association Ltd**

The Singapore Contractors Association Limited (SCAL) is a not-for-profit organisation representing more than 3,000 construction firms and allied businesses in Singapore. Since 1937, SCAL plays a pivotal role in being the voice of the construction industry in Singapore through facilitating in various platforms such as bridging closer working relationships between businesses and government agencies, networking events for members, recognition and awards platforms and administering programmes to drive business success.



### **The Singapore Business Federation**

The Singapore Business Federation (SBF) is the apex business chamber championing the interests of the Singapore business community in the areas of trade, investment and industrial relations. It represents more than 32,000 companies, as well as key local and foreign business chambers.





# Material Topics (GRI 3-1, 3-2)

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## Material Topics Overview

In our sustainability reporting, identifying material topics is essential to focus on the most significant issues impacting our business and stakeholders. Pal-Link Construction engaged internal stakeholders to determine these material topics for our initial sustainability report. Moving forward, we aim to incorporate both internal and external stakeholders in our materiality assessments for a more comprehensive perspective.

## Methodology and Standards

We aligned our materiality assessment with reference to the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI) guidelines, which helped us identify the most material topics relevant to our industry. We also identified commonly disclosed topics in sustainability reports published by companies in the same Construction industry:

- Indirect Economic Impacts (GRI 203)
- Anti-Corruption (GRI 205)
- Anti-Competitive Behaviour (GRI 206)
- Energy (GRI 302)
- Water and Effluents (GRI 303)
- Emissions (GRI 305)
- Waste (GRI 306)
- Employment (GRI 401)
- Occupational Health & Safety (GRI 403)
- Training and Education (GRI 404)
- Diversity & Equal Opportunity (GRI 405)
- Child & Forced Labour (GRI 408, GRI 409)

# Key Metrics

## Environmental

### FY2026 Progress

#### Total Energy Consumption

329,996.00 kWh

#### Total Absolute GHG emissions of Scope 1 and Scope 2

329.996 tCO<sub>2</sub>e

#### Total Water Consumption

61156.56m<sup>3</sup>

## Social

### FY 2026 Progress

Average training hours per employee is: 28.70

Ratio of female to male employees: 1 : 5.05

Ratio of young to older employees\*: 1: 3.4

## Governance

### FY 2026 Progress

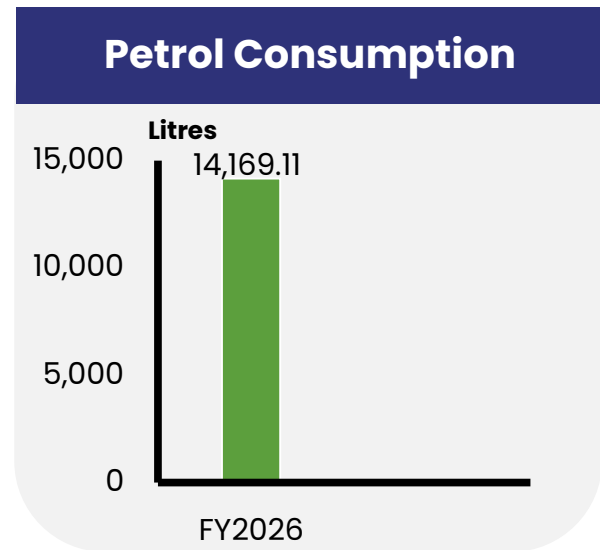
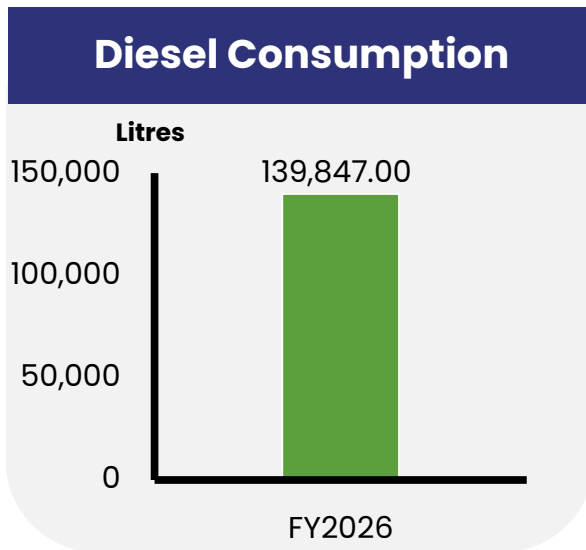
24/7 access to whistleblowing channel to every employee

0 incidents relating to corruption and/or bribery

# Environmental Metrics

## Climate-related Data (GRI 302-1, IFRS S2 29 (a))

**FY2026 marks the first year that Pal-Link Construction has begun tracking its greenhouse gas emissions.** This year will act as our reference point or starting line for all future environmental performance assessments. Establishing this baseline enables us to monitor progress over time, evaluate the effectiveness of our sustainability efforts, and set realistic yet progressive carbon reduction goals for the years ahead.



| S/N | Item               | Datapoint | Units  | Alignment to standards            |
|-----|--------------------|-----------|--------|-----------------------------------|
| 1   | Diesel Consumption | 139847.00 | Litres | GRI 302-1, IFRS S2 29 (a) (i) (1) |
| 2   | Petrol Consumption | 14169.11  | Litres | GRI 302-1, IFRS S2 29 (a) (i) (1) |

These figures reflect the energy intensity associated with ongoing large-scale infrastructure and residential development projects across Singapore.

### Diesel Consumption

Diesel continues to form the bulk of our energy use, mainly due to its application in powering heavy equipment, cranes, generators, and transport vehicles. Recognising the environmental impact of fossil fuel dependency, Pal-Link Construction is actively exploring ways to reduce diesel reliance.

### Petrol Consumption

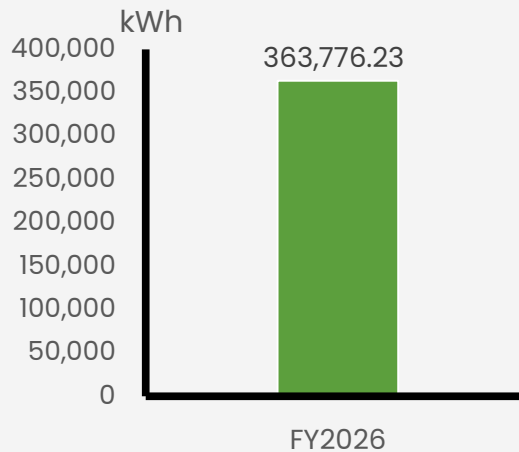
Petrol usage was significantly lower and primarily linked to smaller-scale tools and transport vehicles. As part of our continuous improvement initiatives, we are also looking into low-emission alternatives and exploring opportunities to consolidate trips and usage for operational efficiency.



# Environmental Metrics

## Climate-related Data (GRI 302-1, IFRS S2 29 (a))

### Electricity Usage



| Item              | Datapoint | Units | Alignment to standards            |
|-------------------|-----------|-------|-----------------------------------|
| Electricity Usage | 363776.23 | kWh   | GRI 302-1, IFRS S2 29 (a) (i) (2) |

### Electricity Consumption

In FY2026, Pal-Link Construction consumed a total of **363776.23 kWh** of electricity across three primary locations:

- **Pal-Link HQ (Woodlands CI):** 33,780.23 kWh
- **KWC59 (Owen Rd site):** 228894 kWh
- **DE117 (Henderson site):** 47352 kWh
- **KWC70 (May Road site):** 34,522 kWh
- **AMKNIC44 (Ang Mo Kio site):** 19,228 kWh

Electricity was mainly used for powering switchrooms, site lighting, and construction equipment. Peak usage was observed at KWC59 in October 2024, aligning with intensive site works. At DE117, consumption began from August 2024 as site activities ramped up. KWC70 consumption began from July 2025 and also AMKNIC44 consumption began from August 2025.

Pal-Link continues to monitor and manage its electricity usage to support environmental performance improvements. The company is exploring opportunities to reduce reliance on grid electricity through the adoption of more energy-efficient lighting, alternative energy sources, and better load scheduling during off-peak hours.

# Environmental Metrics

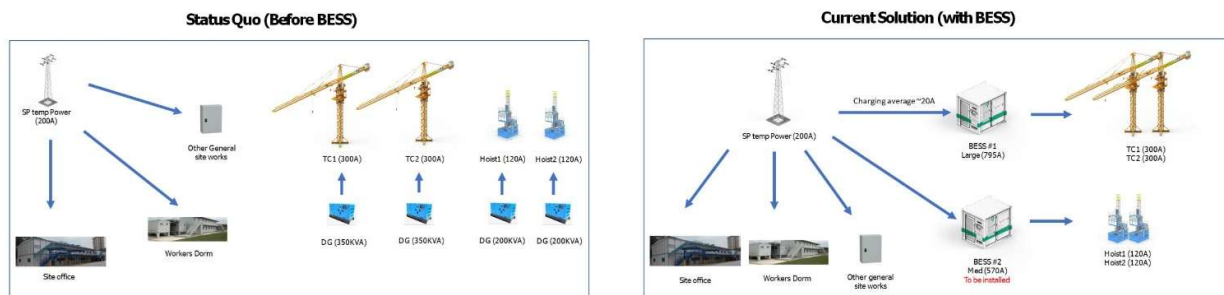
## Climate-related Data (GRI 302-4, IFRS S2 29 (a))

### Reduction of Energy Usage

Pal-Link Construction has implemented several technologies and practices to improve energy efficiency and reduce dependence on diesel-powered systems across multiple project sites.

#### Battery Energy Storage System (BESS)

To reduce on-site diesel usage and emissions, the company deployed the Battery Energy Storage System (BESS) – “Entertainer” – at the KWC59 site. The BESS is a smart, fully automated alternative to conventional diesel generators, offering reliable and clean energy for heavy-duty construction operations. This system supports operations such as tower cranes, hoists, and temporary site offices by storing electricity for later use, significantly reducing diesel consumption on-site.



Other energy-saving measures include:

- **Use of AC grid power** instead of diesel generators where feasible.
- **Stability control systems** for lorry cranes at DE117 to improve operational efficiency and reduce idle time.
- **Traffic Control Plans (TCPs)** to reduce energy waste from unnecessary idling or congestion during crane operations.
- **Site-level awareness campaigns** at KWC59 encouraging staff to switch off lights, computers, and air-conditioning when not in use. Visible signages were installed in site offices to reinforce these practices.

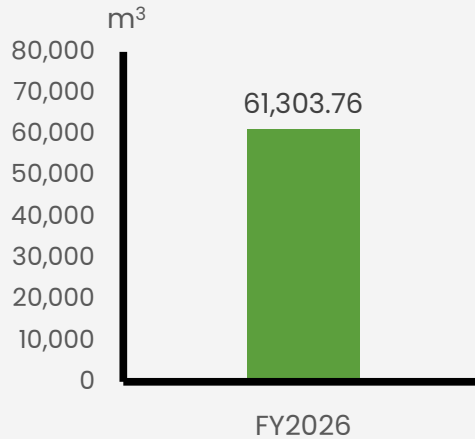


Together, these measures support Pal-Link's transition toward low-carbon operations while contributing to cost savings and noise reduction.

# Environmental Metrics

## Climate-related Data (GRI 303-5, IFRS S2 29 (a))

### Water Consumption



| Item              | Datapoint | Units | Alignment to standards            |
|-------------------|-----------|-------|-----------------------------------|
| Water Consumption | 61,303.76 | m³    | GRI 303-5, IFRS S2 29 (a) (i) (3) |

### Water Consumption

In FY2026, Pal-Link Construction recorded a total water consumption of **61,303.76 cubic metres (m³)** across all operational sites:

- **HQ (Woodlands CI):** 147.20 m³
- **KWC59 (Owen Road site):** 14,025.30 m³
- **DE117 (Henderson site):** 405.7 m³
- **KWC70 (May Road site):** 17603.56 m³
- **AMKNIC44 (Ang Mo Kio site):** 29,122.0 m³

Water is primarily sourced from public utilities (e.g. Singapore PUB water supply) and is used for site offices, worker amenities, and construction needs. The highest usage was observed at KWC59 in December 2024, while DE117 experienced peak consumption in March 2025 and also AMKNIC44 consumption began from July 2025.

Water meters are installed at each project site and readings are recorded monthly. Pal-Link's monitors consumption trends to detect anomalies and plan for conservation where feasible.

Water-efficient taps and scheduled water-saving briefings were also implemented as part of the site's Green and Gracious Builder commitments. Where possible, reused water is applied for non-potable uses such as road cleaning and dust suppression. Staff are encouraged to report leaks, and maintenance checks are performed weekly to reduce wastage.



# Environmental Metrics

## Climate-related Data (GRI 303-2 & 303-4, IFRS S2 29 (a))

### Water Conservation Technologies and Practices

Pal-Link Construction recognises water as a critical shared resource and has implemented structured practices across all project sites to reduce consumption and protect water quality. All sites regularly monitor and report total suspended solids (TSS) and water consumption KPIs to identify excessive use or discharge. No compound fines or stop-work orders related to water pollution were issued across projects (KWC59 and DE117) during the reporting period.

### Management of Water Discharge-Related Impacts

Sites are equipped with ECM discharge monitoring systems, including CCTV surveillance and sediment tanks, to prevent polluted discharge into public drains. TSS readings are recorded monthly and assessed against regulatory limits.



### Water Discharge

Water treatment systems are installed on-site to treat and recycle greywater. Treated water is reused for:

- Washing vehicles at wheel washers
- Watering dusty areas
- Shoe washing stations
- Toilet flushing and site cleaning



# Environmental Metrics

## Climate-related Data (GRI 303-4, IFRS S2 29 (a))

### Water Conservation Technologies and Practices

#### Water-Efficient Fittings

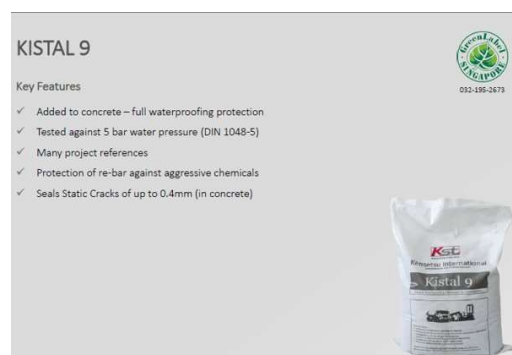
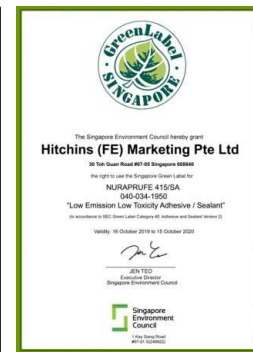
Press taps and dual-flush cisterns installed in toilets, pantries, and washing areas across project sites.



#### Green Procurement & Eco-Friendly Products

To minimise environmental impact from construction activities and enhance worker safety, Pal-Link prioritises the use of non-toxic and biodegradable products across both site offices and project sites.

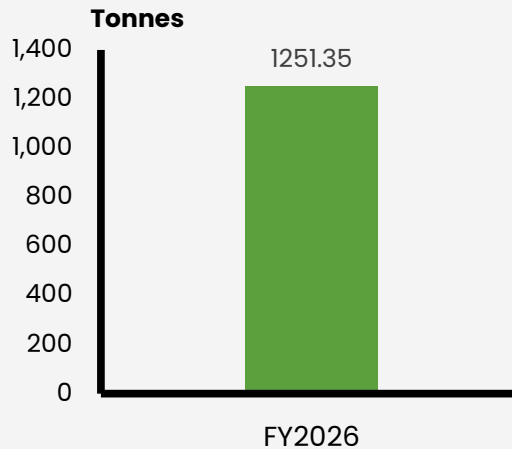
- Biodegradable detergents for dishwashing and cleaning
- Green Label waterproofing and anti-termite soil treatments
- Non-toxic pesticides and floor screed



# Environmental Metrics

## Climate-related Data (GRI 306-3, IFRS S2 29 (a))

### Waste Disposed



| Item           | Datapoint | Units  | Alignment to standards            |
|----------------|-----------|--------|-----------------------------------|
| Waste Disposal | 1,251.35  | Tonnes | GRI 306-3, IFRS S2 29 (a) (i) (3) |

### Waste directed to disposal

In FY2026, Pal-Link Construction recorded a total of **1,251.35 tonnes** of waste disposed across its project sites. This figure was estimated using the National Environment Agency's average per tonne disposal cost and data from the Singapore Emission Factors Registry.

All recorded waste was directed to licensed waste disposal and recycling facilities in compliance with Singapore's National Environment Agency (NEA) regulations. Pal-Link Construction primarily generates construction and demolition (C&D) waste such as concrete debris, timber offcuts, packaging materials, and soil from excavation works. Waste monitoring was conducted monthly and benchmarked against internal Key Performance Indicators to ensure efficient waste management practices.

While the majority of waste was disposed of, ongoing initiatives are in place to explore recycling, improve material handling on-site, and reduce waste generation through better procurement and site practices. The company continues to refine its waste tracking capabilities, with future targets to increase the proportion of waste diverted from landfill and improve circularity within its construction value chain.

# Environmental Metrics

## Climate-related Data (GRI 2-23 & 306-2, IFRS S2 29 (a))

### Waste Segregation, Reduction, and Recycling Measures

Pal-Link Construction has implemented a formal **Green & Gracious Policy** across all project sites, in alignment with industry best practices and national standards. The policy sets clear expectations for waste reduction, segregation, and sustainable site operations. Staff are briefed on these commitments through structured inductions, daily toolbox talks, and in-house awareness campaigns.

Performance against **waste-related KPIs**—such as disposal cost, rebar and concrete wastage—is regularly monitored and reviewed to support continual improvement. The policy reinforces Pal-Link’s commitment to environmental stewardship, regulatory compliance, and transparent sustainability performance.

### Management of Significant Waste-Related Impacts

Pal-Link Construction actively manages its construction and office waste streams through a combination of segregation, reduction, reuse, and recycling measures. Waste is categorized into general waste, metal waste, hardcore debris, and office recyclables.

#### Key procedures include:

- **Site-Level Waste Segregation:** Each project implements a dedicated bin system (e.g., 3-bin system for scrap metal, timber/plastic, and debris; 4-bin system at offices for paper, plastic/glass, cans, and organic waste).





# Environmental Metrics

## Climate-related Data (GRI 306-2, IFRS S2 29 (a))

### Waste Segregation, Reduction, and Recycling Measures

#### Management of Significant Waste-Related Impacts

- **Waste Monitoring & KPIs:** Projects track concrete and rebar waste against defined KPIs (e.g., <5% wastage). At DE117, waste disposal efficiency was measured at just 0.0031%, while rebar and concrete wastage remained significantly below targets.
- **Material Reuse & Innovation:** Recycled materials such as GI pipes, timber, PVC, hollow sections, and formwork panels are reused across multiple applications including rest benches, signage stands, rebar protection, and safety barricades.



- **Office Waste Minimisation:** Measures include controlled printer access, default black-and-white duplex settings, and shared digital folders to reduce unnecessary printing. Used paper is collected for reuse via recycled trays.



# Environmental Metrics

## Climate-related Data (GRI 306-2, IFRS S2 29 (a))

### Waste Segregation, Reduction, and Recycling Measures

#### Management of Significant Waste-Related Impacts

- **Green Technologies:** Waste reduction is further supported by adopting precast modules, drywall systems, boom lifts, and concrete pumps to reduce material consumption and site disturbance.



Use of boom lift & MCWP to reduce scaffolding systems



Use of drywalls to reduce masonry work

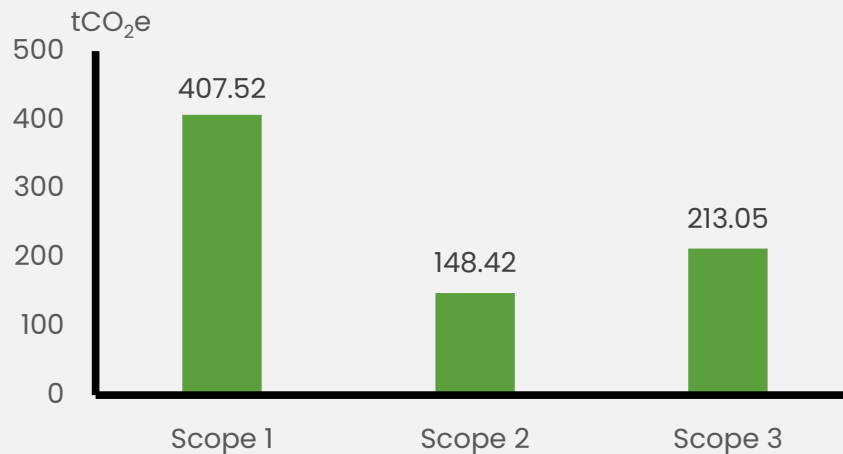


Use of concrete pump to reduce concrete waste

# Environmental Metrics

## GHG Emissions (GRI 305, IFRS S2 29 (a))

### FY2025 Scope 1, 2, and 3 Emissions



| S/N | Item              | Datapoint | Units              | Alignment to standards            |
|-----|-------------------|-----------|--------------------|-----------------------------------|
| 1   | Scope 1 Emissions | 407.52    | tCO <sub>2</sub> e | GRI 305-1, IFRS S2 29 (a) (i) (1) |
| 2   | Scope 2 Emissions | 148.42    | tCO <sub>2</sub> e | GRI 305-2, IFRS S2 29 (a) (i) (2) |
| 3   | Scope 3 Emissions | 213.05    | tCO <sub>2</sub> e | GRI 305-3, IFRS S2 29 (a) (i) (3) |

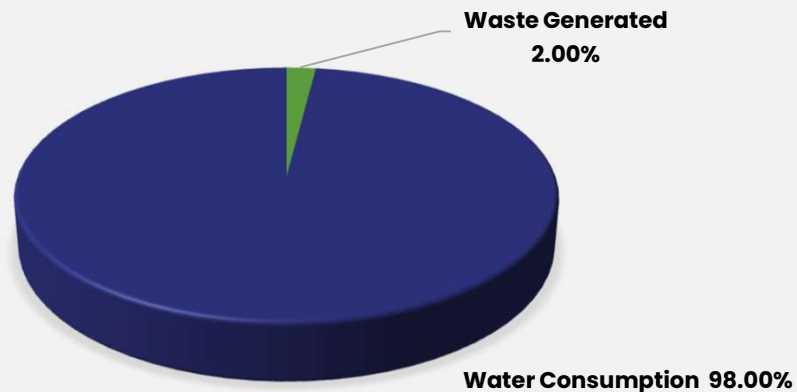
Our emissions are calculated using the emission factors from the newly launched Singapore Emission Factors Registry (SEFR) launched by the Singapore Business Federation.<sup>1</sup>

<sup>1</sup><https://sefr.netzerohub.sg/>

# Environmental Metrics

## GHG Emissions (GRI 305-3, IFRS S2 29 (a))

### Breakdown of Scope 3 Emissions



| S/N                     | Item                                                   | Datapoint | Units              | Alignment to standards               |
|-------------------------|--------------------------------------------------------|-----------|--------------------|--------------------------------------|
| 1                       | Water Consumption (under Purchased Goods and Services) | 34.94     | tCO <sub>2</sub> e | GRI 305-3, IFRS S2 29 (a)<br>(i) (3) |
| 2                       | Waste Generated                                        | 178.11    | tCO <sub>2</sub> e |                                      |
| Total Scope 3 Emissions |                                                        | 213.05    | tCO <sub>2</sub> e |                                      |

In FY2026, Pal-Link Construction initiated the tracking of our Scope 3 carbon emissions, focusing on the following categories:

- **Water consumption (under Category 1: Purchased Goods and Services)**
- **Waste generated (under Category 5: Waste Generated in Operations)**

In future reporting years, we aim to expand our tracking efforts to include additional data points within our Scope 3 carbon emissions, starting with:

**Category 1: Purchased Goods and Services (For Construction Materials)**

**Category 6: Business Travel**

**Category 7: Employee commuting**

To support this effort, the company is working towards improving internal data systems and engaging with key suppliers and partners to increase data transparency and alignment with recognised Scope 3 reporting frameworks.



# Social Metrics

## Diversity and Equal Opportunity (GRI 2-7, 405-1)

| S/N | Item                              | Datapoint | Alignment to standards |
|-----|-----------------------------------|-----------|------------------------|
| 1   | Current Employees by Age Group    |           | GRI 405-1              |
|     | Below 30 years old                | 52        |                        |
|     | Between 30 to 50                  | 138       |                        |
|     | Above 50 years old                | 40        |                        |
| 2   | Current Employees by Gender       |           | GRI 405-1              |
|     | Male                              | 192       |                        |
|     | Female                            | 38        |                        |
| 3   | Total Number of Current Employees | 230       | GRI 2-7                |

### Diversity of governance bodies and employees

As of FY2025, Pal-Link Construction employed a total of **230 team members**, covering both site-based and office-based roles across construction, project management, and administrative functions. This figure reflects our growing operations and continued contribution to Singapore's built environment workforce.

Our workforce spans a broad age range: **22.61%** are under 30 years old, **60%** are between 30 and 50, and **17.39%** are above 50. This mix supports a strong balance between youthful energy and seasoned experience, which is critical for operational success and succession planning in the construction industry.

In terms of gender diversity: **83.48%** of our employees are male and **16.52%** are female. While the sector remains male-dominated, we are committed to creating inclusive workplaces where everyone has the opportunity to thrive, regardless of gender. We continue to review and improve our hiring practices to promote equal opportunities across all roles and levels.

# Social Metrics

## Employment (GRI 401-1)

| S/N | Item                               | Datapoint | Alignment to standards |
|-----|------------------------------------|-----------|------------------------|
| 1   | New employee hires by age group    |           | GRI 401-1              |
|     | Under 30 years old                 | 21        |                        |
|     | 30 – 50 years old                  | 46        |                        |
|     | Over 50 years old                  | 5         |                        |
| 2   | New employee hires by gender group |           |                        |
|     | Male                               | 62        |                        |
|     | Female                             | 10        |                        |
| 3   | Total number of new hires          | 72        |                        |

### New employee hires and employee turnover

In FY2026, Pal-Link Construction brought in new hires across various age groups and backgrounds to meet ongoing project demands and support business growth in Singapore's built environment sector.

Among new hires, **29.16%** were below 30 years old, **63.88%** were aged between 30 and 50, and **6.94%** were over 50. This reflects our efforts to maintain a good mix of youth and experience on the ground and at the office.

In terms of gender, **86.11%** of new hires were male and **13.88%** female. While construction in Singapore remains a largely male-dominated industry, we are committed to fair hiring practices and providing equal opportunities regardless of gender.

Our local recruitment strategy ensures that we continue building a strong, inclusive workforce to support public and private sector projects while contributing to Singapore's economy and workforce development goals.

# Social Metrics

## Employment (GRI 401-1)

| S/N | Item                              | Datapoint | Alignment to standards |
|-----|-----------------------------------|-----------|------------------------|
| 1   | Employee turnover by age group    |           | GRI 401-1              |
|     | Under 30 years old                | 14        |                        |
|     | 30 – 50 years old                 | 53        |                        |
|     | Over 50 years old                 | 7         |                        |
| 2   | Employee turnover by gender group |           |                        |
|     | Male                              | 62        |                        |
|     | Female                            | 12        |                        |
| 3   | Total employee turnover           | 74        |                        |

### New employee hires and employee turnover

In FY2026, Pal-Link Construction recorded an overall turnover of **74 employees**. This includes departures across all age groups and both genders, in line with typical workforce movement within Singapore’s construction sector.

By age group: **18.91%** of employee exits were under 30, **71.62%** were between 30 and 50, and **9.45%** were over 50. The majority of turnover occurred among those aged 30 to 50, which aligns with the core working demographic of the industry.

In terms of gender: **83.78%** of those who left were male, and **16.21%** were female. As part of ongoing workforce planning and retention efforts, Pal-Link Construction is committed to fostering a more inclusive and supportive work environment, particularly for female employees, who remain underrepresented in the sector. Monitoring turnover trends helps the company proactively identify patterns, address root causes, and refine human resource strategies in line with our growth.

# Social Metrics

## Employment Benefits (GRI 401-2, 401-3)

Pal-Link Construction provides a wide range of non-statutory benefits, including medical claims, wellness leave, and performance-based incentives, alongside on-site facilities such as hot/cold water points, female washrooms, and rest areas. The company also implements flexible work arrangements, family care leave, and parental support measures to foster a healthy work-life balance and long-term employee satisfaction.

| Type of Benefit                    | Benefits                                                                                                                                                                                                                                                                                                            | Alignment to standards |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Health &amp; Wellness</b>       | <ul style="list-style-type: none"> <li>Medical claims via mobile app, wellness leave, health survey monitoring</li> <li>Ventilated dormitories, laundry facilities, dining/rest areas, transport provided</li> <li>Hot/cold water dispensers, proper workwear, dedicated female washrooms, site canteens</li> </ul> | GRI 401-2              |
| <b>Monetary Benefits</b>           | <ul style="list-style-type: none"> <li>Phone allowance, performance-based salary adjustments</li> <li>Internship &amp; management trainee programmes</li> </ul>                                                                                                                                                     |                        |
| <b>Employee Engagement</b>         | <ul style="list-style-type: none"> <li>Annual dinner, Deepavali &amp; Christmas celebrations, suggestion boxes</li> </ul>                                                                                                                                                                                           |                        |
| <b>Recognition &amp; Retention</b> | <ul style="list-style-type: none"> <li>Annual safety awards, long service awards, "Employee of the Year" recognition</li> <li>Performance-based annual salary adjustment scheme</li> </ul>                                                                                                                          |                        |
| <b>Leave Entitlements</b>          | <ul style="list-style-type: none"> <li>Marriage leave, compassionate leave, unrecorded leave for medical appointments, volunteer leave</li> <li>Family care leave, child sick leave, flexible work arrangements (rosters, work-from-home)</li> </ul>                                                                | GRI 401-3              |



# Social Metrics

## Occupational Health and Safety (GRI 403-9, 403-10)

| S/N | Item                                                    | Datapoint | Alignment to standards |
|-----|---------------------------------------------------------|-----------|------------------------|
| 1   | Number of fatalities as a result of work-related injury | 0         | GRI 403-9              |
| 2   | Number of high-consequence work-related injuries        | 0         | GRI 403-9              |
| 3   | Number of recordable work-related injuries              | 0         | GRI 403-9              |
| 4   | Number of recordable work-related ill health cases      | 0         | GRI 403-10             |

### Work-related Injuries

In FY2025, Pal-Link Construction achieved zero workplace injuries across all active construction sites.

- Accident Frequency Rate (AFR): 0
- Accident Severity Rate (ASR): 0
- Dangerous occurrences: 0
- Authorities fines and warnings: 0

These figures reflect an exemplary safety record, surpassing the industry average and demonstrating the company's commitment to proactive risk management, worker safety, and full compliance with Singapore's workplace safety regulations.

### Work-related Ill Health

Pal-Link Construction did not record any cases of occupational disease or work-related ill health among its workforce in FY2025. No incidents led to lost workdays due to health-related conditions.

Health and safety measures include:

- Regular toolbox meetings
- Provision of personal protective equipment (PPE)
- Routine site audits



# Social Metrics

## Occupational Health and Safety (GRI 403-1)

Pal-Link Construction implements a comprehensive safety management system aligned with Singapore's Workplace Safety and Health Act, BCA's Green and Gracious Builder requirements, and ISO 45001 standards. This system applies to all employees, subcontractors, and site workers across active project sites. It ensures structured hazard identification, risk controls, emergency readiness, and ongoing workforce education.

### Hazard identification, risk assessment, and incident investigation

Pal-Link integrates safety protocols into daily operations through:

- Supervisor briefings and toolbox meetings at sites like KWC59 and DE117
- Use of Hazard & Feedback Forms for near-miss reporting and hazard flagging
- Pre-task risk assessments and on-site safety signage

All reports are investigated promptly, with preventive actions communicated site-wide. Photos of resolved feedback issues (e.g. walkway gaps) are documented for transparency.

### Occupational health services

All workers have access to on-site rest areas, shade, and hydration stations. Malaria prevention oil application and periodic health briefings are provided by suppliers or project safety staff, especially at higher-risk worksites.

Worker feedback is encouraged through:

- Physical Suggestion Boxes
- Feedback reporting forms
- Regular safety meetings with opportunity for anonymous input

These platforms ensure two-way dialogue between workers and the management team, improving trust and site conditions.



# Social Metrics

## Training and Education (GRI 404-1, 403-5)

| S/N | Item                                       | Datapoint | Alignment to standards |
|-----|--------------------------------------------|-----------|------------------------|
| 1   | Average training hours per employee        | 28.75     | GRI 404-1              |
| 2   | Average training hours per Male Employee   | 24        | GRI 404-1              |
| 3   | Average training hours per Female Employee | 4.75      | GRI 404-1              |

Pal-Link Construction recognises that a well-trained workforce is essential to maintaining high standards of safety, operational efficiency, and project quality. As part of our structured onboarding process, new employees undergo comprehensive site-based training to familiarise themselves with their working environment, safety protocols, and equipment handling procedures.

### Worker training on occupational health and safety

Training is mandatory before site deployment and includes:

- Familiarisation with equipment such as compressors, spill kits, boom lifts, and electrical tools
- Safety orientation on topics like emergency procedures, hazard control, PPE usage, and buddy systems

Training is delivered through:

- Internal safety personnel
- Approved external providers
- Staff-initiated development courses with manager endorsement
- Attendance sheets and training photos are documented as proof of implementation.



# Social Metrics

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## Child & Forced Labour (GRI 408-1, 409-1)

### Scope and Incidents

During the reporting period, Pal-Link Construction did not identify any confirmed cases of child labour, forced labour, or compulsory labour across its direct operations or among its key suppliers and subcontractors. No operations were assessed to be at significant risk for such incidents. This disclosure covers our in-house workforce as well as third-party subcontractors and service providers operating under our oversight.

### Compliance with Laws and Standards

Pal-Link Construction complies fully with Singapore's employment legislation and aligns with international labour standards, including those set by the International Labour Organization (ILO). Our internal policies strictly prohibit the employment of individuals below the age of 18, and we do not tolerate any form of forced, bonded, or involuntary labour in our operations or value chain.

### Fair and Ethical Employment Practices

We are committed to fair recruitment, non-discriminatory employment practices, and providing safe, respectful working conditions for all workers — whether directly employed or contracted. All personnel are hired in accordance with local laws, through transparent and voluntary processes, without coercion or financial burden. Workers enjoy freedom of movement, and employment terms are clearly communicated and honoured.

### Due Diligence and Supply Chain Monitoring

Pal-Link implements supplier due diligence through contract clauses, site checks, and engagement with subcontractors. All project partners are required to uphold the same zero-tolerance stance towards child labour and forced labour. Contracts include specific provisions on lawful employment practices, and compliance is monitored periodically.

### Ongoing Commitment

Pal-Link Construction reaffirms its ongoing commitment to ethical labour practices and the protection of human rights across all areas of its business. We will continue to strengthen internal awareness, enhance supplier oversight, and ensure a work environment that is free from exploitation, coercion, or unlawful practices.



# Governance Metrics

## Anti-Corruption and Bribery (GRI 205-2)

Pal-Link Construction upholds the highest standards of business integrity and maintains a zero-tolerance approach to all forms of bribery and corruption. The company's formal **Anti-Corruption Policy** applies to all employees, subcontractors, and business partners.

The policy clearly defines bribery as the offering, solicitation, or acceptance of financial or other advantages with the intent to improperly influence decisions. Corruption is recognised as the abuse of entrusted power for private gain. Both are prohibited under Singapore law and international frameworks to which Pal-Link aligns its operations.

Under this policy, the following are explicitly prohibited:

- The exchange or acceptance of money, gifts, commissions, or benefits of any kind;
- The offering or receipt of employment, contracts, loans, or other services in exchange for favour;
- Any form of gratification or promises made to obtain undue business advantage.

The policy reinforces employee responsibility in prevention, early identification, and reporting of suspicious behaviour. All staff are required to escalate concerns to management, and violations may lead to disciplinary action, including termination.

This commitment is in line with the **Prevention of Corruption Act (PCA)** and reflects Pal-Link's ongoing dedication to ethical conduct and legal compliance.



**ANTI-CORRUPTION POLICY**

Pal-Link Construction Ltd upholds the highest ethical standards and maintains a zero-tolerance policy towards bribery and corruption. This policy applies to all employees and contractors.

**Understanding Bribery and Corruption**

Bribery entails offering, soliciting, or accepting financial or other incentives to dishonestly influence decisions. Corruption refers to the exploitation of entrusted power for personal or financial gain.

**Penalties**

Under the *Prevention of Corruption Act 1960 (PCA)*, individuals found guilty of bribery or corruption are subject to legal penalties. The company itself may also face significant fines and reputational damage if deemed complicit or negligent in preventing corrupt practices.

**Pal-Link Construction Ltd's Policy**

The Company strictly prohibits:

- Money, gifts, loans, fees, rewards, commissions or other property of any description
- Any office, employment or contract
- Any payment, release, discharge or liquidation of any loan, obligation or other liability
- Any other service, favour or advantage of any description
- Any offer, undertaking or promise of any gratification

**Employee Responsibility**

All employees have a duty to prevent, identify, and report suspected instances of bribery or corruption. Concerns should be escalated to **Pal-Link Construction Pte Ltd**. Violations of this policy may result in disciplinary action, including termination of employment.



(Signature)  
**Mr. Roger Teo**  
Managing Director

08/09/2025  
(Date)

# Governance Metrics

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## Fair Competition (GRI 206-1)

### Legal Compliance and Incidents

During the reporting period, Pal-Link Construction was not involved in any legal proceedings related to anti-competitive behaviour, anti-trust breaches, or monopoly practices. No fines or non-monetary sanctions were imposed on the company in relation to such matters.

### Commitment to Fair Competition

Pal-Link Construction is firmly committed to fair, transparent, and responsible business practices. We do not engage in and strictly prohibit any form of collusion, bid-rigging, price-fixing, market sharing, or abuse of market position. We believe that healthy competition benefits not just the industry, but also our clients and the broader Singapore economy.

### Preventive Measures

To ensure compliance with competition laws, we maintain transparent procurement and subcontracting practices. Our tendering processes are competitive and fair, and staff involved in commercial, procurement, and legal functions are regularly briefed on ethical conduct and competition law principles. Our contractual terms with suppliers and partners also include clear clauses requiring adherence to relevant competition laws.

### Monitoring and Oversight

Pal-Link Construction's senior management and designated compliance personnel monitor business activities for any red flags related to anti-competitive behaviour. As of the reporting period, we have not encountered any breaches or cases requiring legal intervention in this area.

### Ongoing Commitment

We will continue to uphold the principles of open and fair competition by strengthening internal awareness, maintaining robust procurement governance, and embedding compliance clauses into our partnerships and subcontractor agreements.

# Governance Metrics

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## Whistleblowing and Non-Retaliation (GRI 2-26)

At Pal-Link Construction, we are committed to fostering a culture of integrity, transparency, and accountability. To support this, we have established clear and accessible channels for employees, subcontractors, and stakeholders to seek guidance on ethical matters or report any suspected wrongdoing including breaches of company policy, unethical conduct, safety violations, or non-compliance with Singapore laws and regulations.

### Reporting Channels

Individuals are encouraged to report concerns through any of the following secure and confidential avenues:

- Directly approaching supervisors, project managers, or the Human Resources team
- Submitting a report via a dedicated site email channel (with the option to remain anonymous)
- Raising issues during toolbox meetings, site briefings, or scheduled management walkabouts

We recognise that construction sites are dynamic and fast-paced environments. Therefore, we provide flexibility in how and when concerns can be raised, ensuring accessibility for both site and office-based staff.

### Confidentiality and Non-Retaliation

All reports made in good faith will be handled with the highest level of confidentiality. Pal-Link Construction enforces a strict non-retaliation policy. Any form of reprisal against individuals who report concerns will not be tolerated and may lead to disciplinary action. This commitment ensures that our employees and partners feel safe to speak up, knowing they are protected.

Our goal is to maintain a responsible and fair working environment where everyone plays a role in upholding the values that define who we are as a builder in Singapore's built environment.

# Governance Metrics

## Conflict of Interest Policy (GRI 2-15)

Pal-Link Construction is committed to conducting business with integrity, transparency, and accountability. As a BCA-registered main contractor operating in Singapore's construction industry, where trust and compliance are essential, particularly in public tenders and multi-tiered subcontracting arrangements. Thus, we have established a clear policy on identifying and managing conflicts of interest.

### Purpose

This policy ensures that all staff, management, and business partners act in the best interests of the company, and avoid situations where personal interests may compromise their professional responsibilities or the fairness of procurement, hiring, or operational decisions.

### Scope

This policy applies to:

- All full-time and part-time employees
- Directors, site supervisors, and project managers
- Subcontractors, suppliers, consultants, and third-party agents acting on behalf of Pal-Link Construction
- Joint venture or consortium partners on projects where Pal-Link holds a controlling or coordinating role

### Examples of Conflicts of Interest

A conflict of interest may arise when an individual is in a position to benefit personally from decisions they make in their professional role. Examples relevant to construction projects in Singapore include:

- Awarding contracts or material supply packages to family members, former colleagues, or businesses with undisclosed affiliations
- Accepting "under-the-table" commissions or preferential treatment from subcontractors or vendors
- Holding personal investment in a competitor bidding for the same tender
- Recommending consultants or vendors without proper quotation procedures under BCA or HDB guidelines
- Working part-time for another construction firm without disclosure

### Management Actions

- If a conflict is declared or discovered, affected individuals will be recused from related decisions
- Management may reassign responsibilities or introduce third-party checks (e.g. multiple quotation reviews, oversight from a different department)
- In serious cases, the company reserves the right to terminate the contract or relationship to maintain compliance with MOM, BCA, or main client requirements.



# Governance Metrics

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## Conflict of Interest Policy (GRI 2-15)

### Non-Compliance Consequences

Failure to disclose a conflict of interest or attempts to conceal inappropriate relationships may lead to disciplinary action, including:

- Internal investigation
- Removal from site access or suspension
- Dismissal or blacklisting for subcontractors

Pal-Link Construction maintains this policy in alignment with Singapore's regulatory landscape, including guidelines from the Building and Construction Authority (BCA), Workplace Safety and Health Council (WSHC), and the Corrupt Practices Investigation Bureau (CPIB), to ensure fair and compliant project delivery.



# GRI Content Index

|                         |                                                                                                                                                                         |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Use</b> | Pal-Link Construction has reported the information cited in this GRI content index for the period of 1 April 2024 to 31 March 2025 with reference to the GRI Standards. |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                   |                        |
|-------------------|------------------------|
| <b>GRI 1 Used</b> | GRI 1: Foundation 2021 |
|-------------------|------------------------|

| GRI Standard                           | Disclosure Requirements                                          | Reference  |
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| <b>GRI 2: General Disclosures 2021</b> |                                                                  |            |
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| 2-2                                    | Entities included in the organization's sustainability reporting | Pg. 6      |
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| <b>GRI 203: Indirect Economic Impacts 2016</b>  |                                                                                  |           |
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| <b>GRI 205: Anti-Corruption 2016</b>            |                                                                                  |           |
| 205-2                                           | Communication and training about anti-corruption policies and procedures         | Pg. 34    |
| <b>GRI 206: Anti-Competitive Behaviour 2016</b> |                                                                                  |           |
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| <b>GRI 302: Energy 2016</b>                     |                                                                                  |           |
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| GRI Standard                             | Disclosure Requirements                                                                            | Reference  |
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| 303-4                                    | Water Discharge                                                                                    | Pg. 18-19  |
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| <b>GRI 306: Waste 2020</b>               |                                                                                                    |            |
| 306-2                                    | Management of significant waste-related impacts                                                    | Pg. 21-23  |
| 306-3                                    | Waste generated                                                                                    | Pg. 20     |
| <b>GRI 401: Employment 2016</b>          |                                                                                                    |            |
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# GRI Content Index

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| 403-9                                                | Work-related injuries                                                                     | Pg. 30    |
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| <b>GRI 404: Training and Education 2016</b>          |                                                                                           |           |
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| <b>GRI 405: Diversity and Equal Opportunity 2016</b> |                                                                                           |           |
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| <b>GRI 409: Forced or Compulsory Labour 2016</b>     |                                                                                           |           |
| 409-1                                                | Operations and suppliers at significant risk for incidents of forced or compulsory labour | Pg. 33    |

# Contact



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