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Additional Details**Period Ended**

31/12/2021

Attachments[VICOM - Sustainability Report 2021.pdf](#)

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GOING THE DISTANCE

SUSTAINABILITY
REPORT
2021

ABOUT THIS REPORT

VICOM is pleased to present our first standalone Sustainability Report for 2021 to highlight our annual sustainability journey, progress, and performance across the Environmental, Social and Governance (“ESG”) domains. Our report articulates our sustainability strategy and aspirations, and we share this report to communicate our sustainability commitment to our valued stakeholders.

VICOM has been publicly listed on the Singapore Stock Exchange since 1995 and is headquartered in Singapore, with operational reach across both Singapore and Malaysia. VICOM comprises of VICOM Inspection Centres, JIC Inspection Services, SETSCO Services (“SETSCO”), SETSCO Services (Malaysia) and SETSCO Consultancy International. VICOM Inspection Centres and JIC Inspection Services, based in Singapore, provide vehicle inspection services to ensure highest standards of roadworthiness and emissions are upheld, whilst SETSCO and SETSCO Services Malaysia perform non-vehicular inspection and testing services across numerous industries in Singapore and Malaysia, respectively. Our SETSCO Consultancy International arm provides various technical consultancy services across a wide range of industries, including the provision of professional engineering services in the Civil and M&E fields.

As a leading Testing, Inspection, and Certification (TIC) provider, VICOM recognises the necessity of a transition towards climate-friendly initiatives in creating a safer and greener tomorrow. We aim to mitigate Environmental, Social and Governance (“ESG”) risks and negative impacts whilst positively contributing to society and creating value as a global corporate citizen. VICOM embarks on numerous initiatives and activities to enable sustainable transition and better our ESG efforts, as depicted within this report.

This report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards (Core Option) and is aligned to the Sustainability Accounting Standards Board (“SASB”): Professional & Commercial Services. We have utilised these internationally renowned sustainability standards within our report as they succinctly assist in the robust reporting and tracking of our management approaches, initiatives, key performance indicators and ultimately target setting for future sustainability ambitions across our identified material topics. Additionally, we reference our ESG efforts to the United Nations Sustainable Development Goals (“UN SDGs”) within this report.

Our Sustainability Report meets all the sustainability reporting requirements mandated by the Singapore Stock Exchange (“SGX”). The SGX recently published a consultation paper, urging for the inclusion of additional sustainability related actions for listed organisations. VICOM has undertaken actions to ensure alignment with these updated SGX requirements within the prescribed timeline.

REPORTING SCOPE AND PERIOD

This report illustrates our sustainability performance and relevant ESG considerations for the financial year 2021 (“FY2021”), from 1st January 2021 to 31st December 2021.

This Sustainability Report supplements VICOM Annual Report 2021, which can be found on our corporate website <https://www.vicom.com.sg/>.

ASSURANCE

We have not sought external assurance within this reporting cycle, however, VICOM will undergo external assurance in the future. We are currently planning to commence conducting internal assurance on our sustainability processes from FY 2022 onwards.

FEEDBACK

We have made this report available online and can be found on our website at <https://www.vicom.com.sg/>.

We believe on continuous development and improvement, and we welcome your feedback on our Sustainability Report. Please do not hesitate to reach out to Zaidee Bakee, our Risk and Sustainability Officer, at zaidee@vicom.com.sg.

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MESSAGE FROM THE CHAIRMAN AND CEO



LIM JIT POH
CHAIRMAN

SIM WING YEW
CHIEF EXECUTIVE OFFICER

The year 2021 can be marked as a year of resilience amidst ever-changing circumstances. As many adjust to learn how to live in the new normal, we have seen deliberate and concerted efforts from people, companies, and countries to make the new environment a sustainable one.

In FY 2021, VICOM made significant efforts in our sustainability journey, kicking off with the establishment of a Sustainability Committee at the Board level to oversee the integration of Environmental, Social and Governance (ESG) considerations into our business. We then undertook a robust assessment, involving in depth stakeholder engagement across our value chain, to identify the relevant material ESG

issues that pertain to VICOM. Significantly, we had also published our very first standalone Sustainability Report. Previously, VICOM's sustainability efforts were subsumed as part of ComfortDelGro's Sustainability Report.

A key overarching theme for VICOM's sustainability journey is not only how we look internally but also our unique position as an enabler of the sustainability transition for our customers and other stakeholders. Through our Testing, Inspection and Certification (TIC) services, we are able to provide support to our stakeholders and our broader society as we transition to more sustainable ways of conducting business and our daily lives.

ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

In Singapore, there has been a burgeoning demand for the electrification of vehicles attributed to the national push towards greener energy and sustainable development.

At VICOM, we strive to enable Singapore's vision of climate friendly mobility. We have plans to install Electric Vehicle ("EV") charging stations at our premises and will commence the electrification of our fleet of vehicles, whenever possible. As we electrify our fleet, we will also extend our services to include EV testing and inspection for our customers. We are working with the

MESSAGE FROM THE CHAIRMAN AND CEO

authorities to establish EV testing protocols and standards to support the transition towards cleaner energy fleet.

SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

This year saw the release of the Intergovernmental Panel on Climate Change (IPCC) Assessment Report 6 as well as the Conference of Parties (COP26) meeting in Glasgow, resulting in around 200 countries unifying to sign the Glasgow Climate Pact. The Singapore government has also reviewed and established more ambitious national climate change targets.

The SG Green Plan 2030, established in early 2021, unveiled a 10-year roadmap to advance the national agenda on sustainable development. Within the plan, there are key programmes that are directly relevant to VICOM operations, such as the target to have all vehicles on Singapore roads run on cleaner energy by 2040. Other key plans issued by the Singapore Government that aid in the sustainable transition include the “30-by-30” target to have 30% of Singapore’s nutritional needs met through locally produced food by 2030.

VICOM aims to provide key enabling services to aid in the success of these plans. We are working closely with the Land Transport Authority (“LTA”) on the introduction of new testing requirements for EVs, ensuring environmental responsibility as well as safety of the vehicle users. As a commitment to further enabling the transition towards sustainability, VICOM has invested in a company that specialises in software testing for autonomous vehicles. In addition, VICOM is exploring an extension of our services to include testing and certification of EV charging systems. These initiatives are all part of our effort to build an ecosystem of sustainability-related capabilities. VICOM continues to articulate our sustainability thinking through an array of novel testing and certification services including but not limited to sustainable food and farming, sustainable building materials

and renewable resource technologies such as solar panel.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

At VICOM, we take pride in our employees and work actively to ensure that they remain happy, healthy, and engaged. We have an ongoing “Care & Share” programme, that aims to support charitable organisations while fostering collaboration amongst our people.

As part of VICOM’s Care & Share initiative, VICOM donated about S\$70,000 to 13 causes in Singapore, with our employees volunteering a total of 117 hours. A key cause that VICOM participated in during 2021 was the HCA Hospice Care (HCA) Vertical Challenge, in order to raise funds for patients with life-limiting illnesses. We have a longstanding relationship with HCA Hospice Care, as well as other notable causes and continue to demonstrate our efforts in providing aid to those in need.

VICOM also played an important role in ensuring public health and safety. Through our testing, inspection and certification services, we aim to provide the public with the assurance that they are driving in safe cars and living in safe buildings, consuming safe food and water and using safe products.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION

VICOM is committed to ensuring that we operate at the highest level of integrity and have zero-tolerance for breaches involving corruption, bribery, discrimination, or unlawful practices. Our aim is to build trust, which is fostered through commitment to our testing integrity.

In our journey towards creating sustainable economic growth and innovation, we are also in the constant lookout to improve productivity and efficiency. Through

the use of technology and innovations, VICOM aims to streamline our testing services to ensure safety requirements are met while optimising productivity. We are currently exploring two key areas. The first is the use of SMART glasses for remote inspection. These SMART glasses are integrated with a remote assistance platform to allow audits and testing to be conducted virtually. The second area of technology integration is the use of drone technology to assist in our building and façade inspection. This allows for safer and more robust inspection services to be conducted, as drones are able to reach high-risk or difficult to reach areas. We are also using technology to assist in auto-generation of e-reports to reduce turnaround time and provide real-time monitoring, reducing paper waste as an added environmental benefit.

We at VICOM believe that sustainability is a key driver of holistic business success, and that it helps us play our role in safeguarding the success of Singapore’s sustainability. There is real value to be created through sustainability for the business, not only economically, but also socially, reputationally and environmentally.

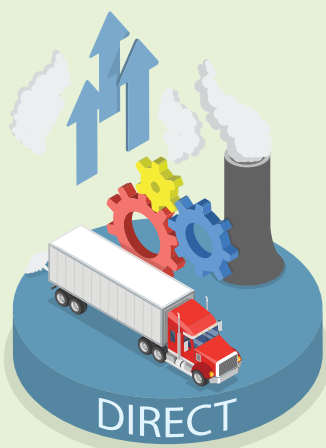
We are proud to be embarking on this journey and invite our stakeholders to come along with us and help drive sustainability forward.

LIM JIT POH
CHAIRMAN

SIM WING YEW
CHIEF EXECUTIVE OFFICER

2021 IN REVIEW

GHG EMISSIONS (TOTAL)



Direct (Scope 1) GHG Emissions¹

FY2021: 379.3
FY2020: 298.9
FY2019: 360.6



Indirect (Scope 2) GHG Emissions²

FY2021: 4,930
FY2020: 3,167
FY2019: 3,462

¹ The fuel use emissions factor used to calculate the Scope 1 emissions was derived from Diesel and Petrol emissions factors from DEFRA for 2019, 2020 and 2021 respectively.

² The electricity emission factor used to calculate the Scope 2 emissions was Singapore's BM emission factor in 2019, 2020 and 2021 respectively.

Vehicle Emission Testing



Number of In-Use
Vehicle Emission
Tests Conducted

FY2021: 523,639
FY2020: 493,520
FY2019: 462,718

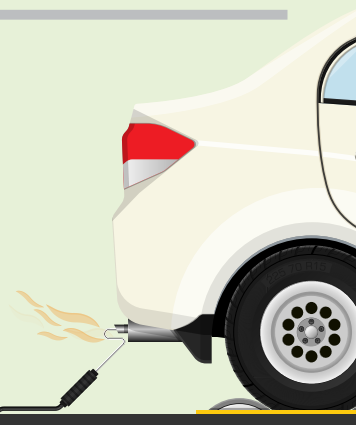


Number of New/
Imported Used
Vehicle Emission
Tests Conducted

FY2021: 704
FY2020: 501
FY2019: 608



**VEHICLE
EMISSIONS
TESTS**



WASTE



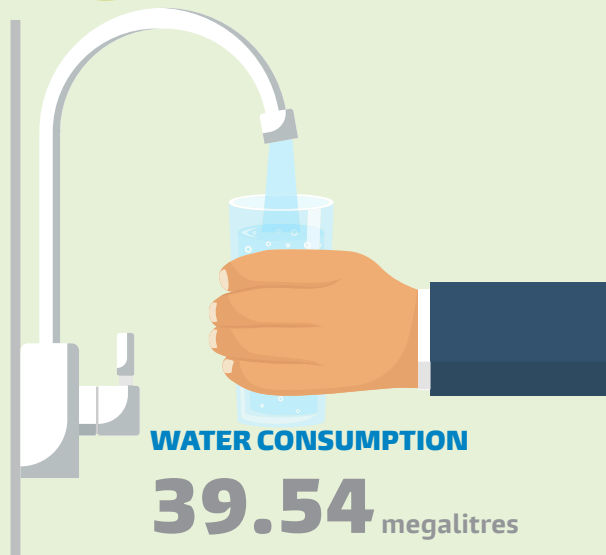
Waste generated

20.7 metric tonnes
of total waste

8.46 metric tonnes
of non-hazardous waste
recycled

E-waste recycled

2.34 metric tonnes



WATER CONSUMPTION

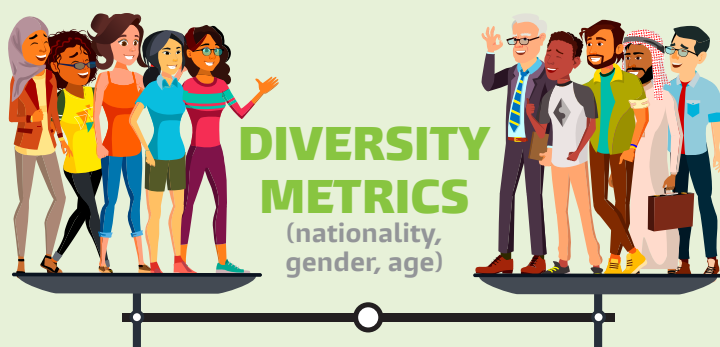
39.54 megalitres

2021 IN REVIEW

WORKPLACE SAFETY RATE



TYPE OF WORK-RELATED INJURY	FY 2019	FY 2020	FY 2021
Rate of Fatalities as a result of work-related injuries	0	0	0
Rate of High-Consequence Work Related Injuries	0	0	0.10
Rate of Recordable Work-Related Injuries	0	0.095	0.63



DIVERSITY METRICS

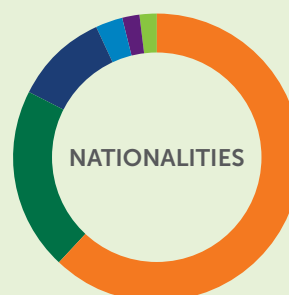
(nationality, gender, age)

FEMALE EMPLOYEES

26%

EMPLOYEES AGED ABOVE 50 YEARS

21%



Singapore & PR: 64%

Indian: 21%

Malaysian: 11%

Filipino: 3%

Others: 2%

Chinese: 2%

TESTING INTEGRITY



INCIDENTS OF NON-COMPLIANCE RAISED BY 3RD PARTY ATTESTATION BODY: FY 2021

Incidents of non-compliance with standards requirement resulting in a suspension in a particular field 0

Incidents of non-compliance with standards resulting in a revocation in a particular field 0

Incidents of non-compliance with voluntary codes 0

Total number of incidents of non-compliance with standard requirement and/or voluntary codes 0

LOCAL COMMUNITY



VICOM DONATED CLOSE TO

\$70,000

to 13 causes in Singapore.

117 volunteer hours

OUR APPROACH TO SUSTAINABILITY

AT VICOM, WE EMPHASISE THE INTEGRATION OF SUSTAINABILITY PRINCIPLES INTO OUR BUSINESS STRATEGY. WE FOCUS ON MAINTAINING COMPLIANCE AND THE HIGHEST LEVEL OF INTEGRITY ACROSS OUR SERVICES WHILE ENSURING ENVIRONMENTAL INTEGRITY AND SOCIAL RESPONSIBILITY. WE ENSURE THIS THROUGH STRINGENT ADHERENCE TO NATIONAL AND INTERNATIONAL STANDARDS.

BY THE NATURE OF OUR BUSINESS, VICOM IS ABLE TO PLAY A CRUCIAL ROLE IN ENABLING SUSTAINABLE TRANSITION IN SINGAPORE. WE ARE THUS COMMITTED TO INVEST AND BUILD NEW TECHNOLOGIES AND CAPABILITIES TO SUPPORT THE GROWTH OF SUSTAINABLE PRODUCTS AND SERVICES.

OUR APPROACH TO SUSTAINABILITY

VICOM'S MISSION AND CORE VALUES

VICOM'S MISSION:

To enable safer and greener motoring and provide professional testing services to our customers.

VICOM'S CORE VALUES:

VERSATILITY

To be able to adapt to changing environments, always staying ahead of the curve and inspiring creativity

INTEGRITY

To uphold the values of integrity and honesty, conducting our affairs in a manner consistent with the highest ethical and professional standards

CARE

For all our stakeholders:

- **Our customers by putting their needs and requirements first.**
- **Our business partners and regulators by keeping lines of communication open at all times.**
- **Our staff by fostering a safe and conducive environment for growth and development.**
- **Our community by enhancing the welfare of those in need.**

OWNERSHIP

Of all that we do – by pursuing professionalism, excellence and ensuring responsibility for all our actions.

MERITOCRACY

To be fair and objective, always recognising and rewarding good performance

BOARD STATEMENT

As a global corporate citizen, VICOM is judicious in maximising positive impacts on the environment and society and ensuring good corporate governance and responsible economic outcomes. The Board of Directors ("Board"), and our appointed Sustainability Committee ("SC"), are key components in ensuring VICOM upholds its integrity regarding sustainability.

As we strive to achieve our business objectives and organisational strategies, the Board remains whole-heartedly committed towards incorporating sustainability into the core values and mission of VICOM, whilst managing, monitoring and guiding sustainability strategies, performance, efforts, and overall targets. This is achieved through focused efforts aligning with our core ESG pillars:

- Adopting and advancing sustainable technology and innovation
- Spearheading environmental stewardship and enabling the transition towards sustainability

- Upholding our responsibility to our people, our communities, and the society
- Fortifying strong governance, ethical business, and testing integrity

The Board ensures alignment with identified sustainability guiding frameworks and compliance to the Singapore Exchange ("SGX") Listing Rule 711 (A) and (B), which entail the primary components essential for inclusion within a Sustainability Report. We govern the sustainability performance of our business through a focus on our established key material topics, distributed across relevant Environmental, Social and Governance ("ESG") pillars.

We endeavour to enable the sustained transition both within the industry and countries in which we operate. We will continuously track, monitor, and report performance of our environmental footprint, social commitments and governance integrity and strive for continuous improvement in these areas through targeted measures and innovative approaches to enabling sustainability for ourselves and our stakeholders.








OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FRAMEWORK







VICOM's Sustainability Framework consists of four core pillars:

- A** dopting and advancing sustainable technology and innovation
- S**pearheading environmental stewardship and enabling the transition towards sustainability
- U**pholding our responsibility to our people, our communities, and the society
- F**ortifying strong governance and ethical business in our journey towards sustainable economic growth and innovation

In an effort to develop a holistic sustainability framework, we have aligned to the United Nations Sustainable Development ESG Goals (UN SDGs) at the target level. VICOM has mapped our core pillars, commitments, and initiatives to the relevant UN SDG targets, represented below.

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 Adopting and advancing sustainable technology and innovation	Climate Change Adaptation and Transition  	<ul style="list-style-type: none"> Climate friendly mobility 	<p>Target 13.2: Integrate climate change measures into national policies, strategies, and planning</p> <p>Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>
 Spearheading environmental stewardship and enabling the transition towards sustainability	Resource Stewardship   	<ul style="list-style-type: none"> Energy and Fuels Emissions and Air Quality Water Waste 	<p>SDG Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>SDG Target 7.a: By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p> <p>SDG Target 12.5 – By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p> <p>SDG Target 12.6 – Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>SDG Target 13.2: Integrate climate change measures into national policies, strategies, and planning</p>

OUR APPROACH TO SUSTAINABILITY

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 Upholding our responsibility to our people, our communities, and the society	Human Capital Responsibility    	<ul style="list-style-type: none"> Occupational health and safety Employee Wellbeing and Work Life Balance Human & Labour Rights Employee training, upskilling & development Diversity, anti-discrimination, inclusion, and equal opportunities Talent attraction, retention, job opportunity creation 	<p>SDG Target 4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>SDG Target 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</p> <p>SDG Target 8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>SDG Target 8.7 – Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p> <p>SDG Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>
	Public Health and Safety 		
	Service quality and customer relationship		
	Local impact and socioeconomic contribution		







OUR APPROACH TO SUSTAINABILITY

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 <p>Fortifying strong governance and ethical business in our journey towards sustainable economic growth and innovation</p>	Business and Operational Integrity 	<ul style="list-style-type: none"> • Compliance, ethical, conduct, transparency and accountability • Corporate governance • Responsible Supply Chain & Partnerships 	SDG Target 16.5 – Substantially reduce corruption and bribery in all their forms
	Testing Integrity 		
	Cybersecurity, data privacy and security		
	Innovation and Growth 	<ul style="list-style-type: none"> • Economic growth and new opportunities • Investment and innovation in services and operations <ul style="list-style-type: none"> i) Sustainable food systems ii) Sustainable building systems 	SDG Target 9.4 – By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

OUR APPROACH TO SUSTAINABILITY

OUR STAKEHOLDER ENGAGEMENT

As an organisation that is built on trust and integrity, comprehending the evolving needs of our stakeholders is imperative in remaining abreast and informing our sustainability ambitions. We delineate our key stakeholders through a focus on the impact our business has on them, and their role in influencing our business operations. VICOM employs a range of channels to engage its key stakeholders regularly, as highlighted below.

STAKEHOLDER	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
Customers 	<ul style="list-style-type: none"> Responding to daily client's enquiry for our services via corporate marketing email and telephone. Conduct yearly Customer Satisfaction Survey to improve level of customer service satisfaction. 	<ul style="list-style-type: none"> General enquiries (pricing, report turnover, long queue time) Customer feedback on level of customer service 	<ul style="list-style-type: none"> Timely response to general queries. Feedback used to improve customer service offerings
Employees 	<ul style="list-style-type: none"> Twice yearly staff communication on the Code of Business Conduct. Regular orientation for new hires on company policies, safety and quality matters. Refresher safety training for all staff every 4 years. Regular communication with all staff on company policies, protocols and other social initiatives 	<ul style="list-style-type: none"> Work arrangement Company policies and protocols Feedback on level of staff satisfaction 	<ul style="list-style-type: none"> Work arrangements due to COVID-19 safety measures communicated
Shareholders 	<ul style="list-style-type: none"> Annual General Meetings Quarterly updates on company's financial performance 	<ul style="list-style-type: none"> Business strategies and upcoming plans 	<ul style="list-style-type: none"> Provision of detailed operational strategy
Suppliers 	<ul style="list-style-type: none"> Review of Supplier Code of Conduct to reflect our sustainability ambition. Work closely and communicate with our Suppliers to ensure smooth delivery of purchased items that complies with ESG expectations. Supplier environmental and social screening assessment questionnaire 	<ul style="list-style-type: none"> Pricing Delivery of products/ services 	<ul style="list-style-type: none"> Timely communication on pricing concerns and delivery
Regulators 	<ul style="list-style-type: none"> Regular dialogue sessions and meetings with regulators including Land Transport Authority, National Environment Agency, Housing Development Board, Building & Construction Authority. 	<ul style="list-style-type: none"> Regulatory assessments Regulatory updates SGX listing requirements 	<ul style="list-style-type: none"> Compliance with regulatory updates and assessments
Trade Associations and Professional Bodies 	<ul style="list-style-type: none"> Regular dialogues and meetings with Trade Associations and Professional Bodies on standards of compliance. 	<ul style="list-style-type: none"> Compliance to standards 	<ul style="list-style-type: none"> Regular updates on standards requirements for industry compliance

OUR APPROACH TO SUSTAINABILITY

MATERIALITY APPROACH AND PROCESS

As this 2021 Sustainability Report is our first standalone report, we embarked on a materiality exercise to establish and prioritise key material topics pertaining to VICOM. The materiality assessment exercise is paramount in aligning our current sustainability processes and initiatives to long-term goals that account for current evolving and emerging sustainability issues and industry shifts.

We conducted a thorough analysis of the current industry practices and standards through a focus on key peers, to inform us of the predominant material focus areas currently prevailing in our industry. This aided in establishing:

1. Current macro sustainability developments and trends that affect our business and stakeholders

2. Relevant SDGs across our four core sustainability pillars
3. Requirements for alignment to reporting standards and rating agencies
4. Industry and peer best practices through analysis and benchmarking processes
5. Global thought-leadership and academia relating to our industry and ESG trends

Subsequently, we engaged both our internal and external stakeholders to validate the ESG material topics and issues we discerned through the industry analysis. The stakeholder engagement entailed both interviews and surveys across all our business functions, to seek key and holistic stakeholder opinion.

	INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS
Interviews, Live Conferences and Video Workshops	Stakeholder Type: Functional Heads 9 stakeholders interviewed over 6 sessions <ul style="list-style-type: none"> • Procurement • Finance • HR • IT • Admin/Safety & Health/EnMS • Vehicle Emissions Testing Lab (VETL) 	Stakeholder Type: Trade Unions & Associations 1 stakeholder interviewed over 1 session Stakeholder Type: Regulators 2 stakeholders interviewed over 1 session
Online Surveys	Stakeholder Type: Employees and Function Heads 89 employees surveyed 5 function heads surveyed	Stakeholder Type: Trade Unions & Associations 1 NGO surveyed
Research and Investigation		Stakeholder Type: Customers 4 customers researched and assessed Stakeholder Type: Regulators 6 regulators researched and assessed

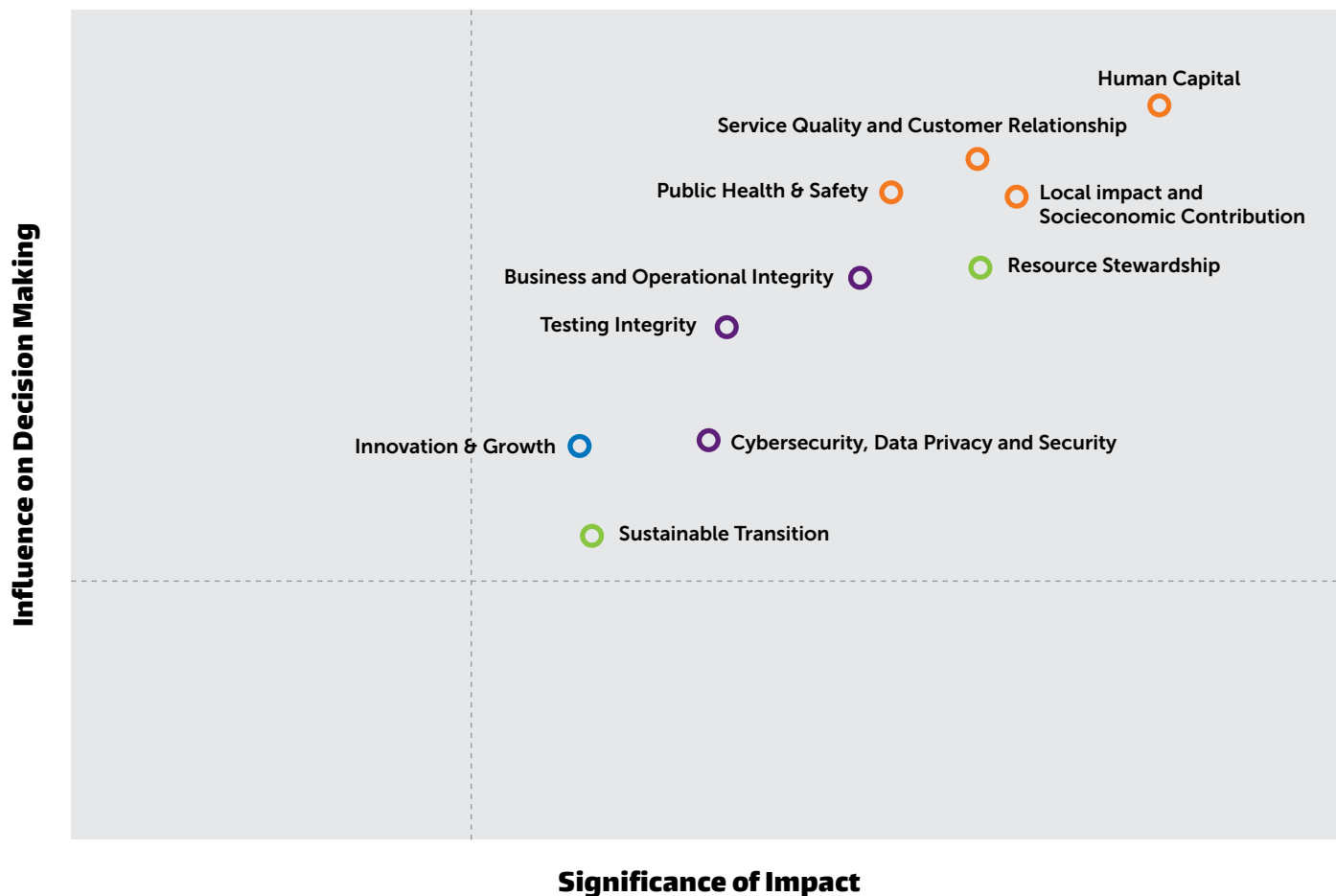
We were able to collate ample qualitative and quantitative stakeholder inputs through the materiality assessment interviews and surveys conducted. The results obtained were assembled, analogised and assessed to further solidify key material topics relating to the organisation's sustainability strategy and impact areas. The material ESG topics were finalised through two validation workshops with senior management and the Sustainability Committee, respectively.

As a result, we determined the greatest impact areas pertaining to our organisation across environmental, social, economic and governance fields. The materiality exercise identified 10 overarching key material topics and 16 sub-topics across ESG pillars, resulting in a targeted approach to our sustainability efforts.

OUR APPROACH TO SUSTAINABILITY

PILLAR	KEY MATERIAL TOPICS	MATERIAL SUB-TOPICS
Environmental 1. Adopting and advancing sustainable technology and innovation 2. Spearheading environmental stewardship and enabling the transition towards sustainability	Resource Stewardship	<ul style="list-style-type: none"> • Emissions and air quality • Energy • Water • Waste
	Sustainability Transition	<ul style="list-style-type: none"> • Climate friendly mobility
Social 3. Upholding our responsibility to our people, our communities and the society	Human Capital Responsibility	<ul style="list-style-type: none"> • Occupational health and safety • Employee Wellbeing and Work Life Balance • Human & Labour Rights • Employee training, upskilling & development • Diversity, anti-discrimination, inclusion, and equal opportunities • Talent attraction, retention, job opportunity creation
	Public Health and Safety	
	Service quality and customer relationship	
	Local impact and socioeconomic contribution	
Governance and Economy 4. Fortifying strong governance and ethical business in our journey towards sustainable economic growth and innovation	Business & Operational Integrity	<ul style="list-style-type: none"> • Corporate governance • Compliance, ethical conduct, transparency, and accountability • Responsible Supply Chain & Partnerships
	Testing Integrity	
	Cybersecurity, data privacy and security	
	Innovation and Growth	<ul style="list-style-type: none"> • Economic growth and new opportunities • Investment and innovation in services and operations <ul style="list-style-type: none"> i. Sustainable food systems ii. Sustainable building systems

OUR APPROACH TO SUSTAINABILITY



GOVERNING OUR SUSTAINABILITY AND RISK

At VICOM, we have an established governance structure that monitors and manages all ESG related risks whilst capitalising on key opportunities. It ensures the effective management of our sustainability ambitions, strategies and plans.

VICOM is wholly committed to the integration of sustainability principles throughout its organisation and understands the impact we can have on the ESG issues. Our role as a trusted service provider of testing and verification services places us in a unique position to enact and enable sustainable change not only within our organisation, but also for our customers, in communities, and society as a whole. With this understanding mind, VICOM has established a Sustainability Committee ("SC") at board level who is responsible for the direction and strategy of

sustainability at VICOM. Our SC, which is chaired by Ms. June Seah, oversees the review, establishment and evaluation of sustainability issues, goals, targets, or strategic aims for implementation. The SC has a standing quarterly meeting to address sustainability issues within the organisation, and additionally meet on an ad-hoc basis during key periods such as the release of the sustainability report.

The SC and senior management work closely together to roll out sustainability initiatives. Our senior management convenes and conducts regular tracking of sustainability issues and performances. Regular meetings with management personnel is also held to report, discuss, and review relevant actions required to address any issues, gaps or improvement measures pertaining to sustainability.

ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

SUSTAINABILITY TRANSITION

AS A LEADING TESTING AND INSPECTION SERVICE PROVIDER, VICOM PLACES UTMOST IMPORTANCE ON INCORPORATING SUSTAINABILITY AND INTEGRITY ACROSS ITS SUITE OF SERVICES WHILE SUPPORTING ALL GOVERNMENTAL INITIATIVES TOWARDS SUSTAINABLE DEVELOPMENT. WE ENSURE THIS THROUGH OUR UNWAVERING FOCUS ON SUSTAINABLE TRANSITION AS A CORE ELEMENT OF OUR STRATEGY. THROUGH ITS SUSTAINABILITY EFFORTS, VICOM SEEKS TO MITIGATE THE CLIMATE AND ENVIRONMENTAL IMPACTS OF ITS OPERATIONS.

ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION



CLIMATE FRIENDLY MOBILITY

WHY IS THIS MATERIAL?

The Singapore Green Plan 2030 ("SGP30") focuses on sustainability transformation for Singapore. Under this plan, Singapore aims to eliminate the use of Internal Combustion Engine ("ICE") vehicles and encourage Electric Vehicles ("EV"), operating on cleaner energy, by 2040.

HOW DO WE MANAGE THIS?

At VICOM, our fundamental strategy of employing climate-friendly mobility to alleviate the impact of climate change is through a clean vehicle transition. As part of our sustainability plan, we are working towards procuring cleaner vehicles.

This shift at VICOM is a result of our increased focus on implementing climate-friendly mobility to reduce our environmental footprint and impacts. Overall, we conduct continuous reviews and open dialogues across our teams to identify areas of improvement and opportunities. This internal feedback assists in identifying potential mitigation solutions and technological advancements we can capture to better our sustainability transition and overall contribution to SGP30.

OUR PERFORMANCE

Currently, VICOM has a fleet of over 50 vehicles, all of which are in compliance with the Euro V and above emission standards. We aim to further our environmental efforts by replacing old diesel and petrol vehicles with new EVs, subject to its availability within the market, thus contributing towards a cleaner environment.

TYPE OF VEHICLE	FY 2021	FY 2030	FY 2040
Internal Combustion Engine (Diesel & Petrol)	57	27	0
Electric Vehicles	0	30	57

ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

LOOKING FORWARD

In the upcoming years, we plan to install EV charging stations at our operational sites and will commence with our office premises at Bukit Batok in FY 2022. Once completed, we will kickstart the process of replacing our vehicles to EVs as and when the opportunities arise. VICOM strives to continuously develop climate-friendly mobility solutions to reduce our emissions and eliminate inefficiencies in our use of limited resources.

HOW WE ENABLE BROADER SUSTAINABILITY

SGP30 has charted nationwide comprehensive EV Roadmap and targets to install 60,000 EV charging points by 2030.

In recent times, we have received growing requests for testing, resulting from the shift towards environmentally-friendly fleet options advocated by the Singapore Government. VICOM is working closely with Singapore's Land Transport Authority ("LTA") to introduce new testing requirements for EVs. We are also exploring services relating to TR25:2016, which specifies that mandatory safety and technical requirements for EV charging systems.



SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



CO₂



RESOURCE STEWARDSHIP

POPULATION GROWTH AND OVERCONSUMPTION OF RESOURCES REMAIN KEY GLOBAL ISSUES. VICOM RECOGNISES THE IMPORTANCE OF SUSTAINABLE PLANNING AND RESPONSIBLE MANAGEMENT IN OUR USE OF RESOURCES TO ENSURE ITS LONGEVITY FOR FUTURE GENERATIONS. THROUGH THE APPROPRIATE ALLOCATION AND JUDICIOUS USE OF RESOURCES, WE HOPE TO REDUCE OUR CONSUMPTION AND PLAY OUR PART IN RESOURCE SUSTENANCE.

SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

Our efforts in resource management focus on reducing our emissions and impacts to air quality. We also focus on managing our water consumption and waste generation. At VICOM, we are planning to attain the ISO 14001:2015, Environmental Management System. As a result of this certification, we will be able to comply with regulations, and manage our environmental responsibilities in a methodical manner. To enable enterprise transition towards sustainability, VICOM also perform testing on their materials and products for environmental friendliness.

In September 2021, VICOM relocated our non-vehicle testing operations into a new facility at Bukit Batok. Our new building is Green Mark Certified by the Building and Construction Authority (BCA) of Singapore. Additionally, we are proud to achieve the Eco Office ("Professional" Category), as certified by the Singapore Environment Council (SEC). The certification guides offices in the implementation of environmentally conscious practices.



Our new building is Green Mark Certified by the Building and Construction Authority (BCA) of Singapore

WIDE RANGE OF TESTING FOR MATERIALS AND PRODUCTS FOR ENVIRONMENTAL FRIENDLINESS



SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



EMISSIONS & AIR QUALITY

WHY IS IT MATERIAL?

Emissions contribute to Greenhouse Gases ("GHGs") and also affects the quality of air that we breathe. As such, VICOM inspects vehicles in Singapore to ensure that they are within emission limits and are worthy of operating on the roads. In addition, we also provide air quality testing services to help our customers manage their emission.

HOW DO WE MANAGE THIS?

As a testament to our commitment towards energy conservation, VICOM 's Energy Management Systems have been ISO 50001 certified since FY 2015, ultimately guiding our operational



VICOM's Energy Management System is 3rd party attested.

processes in the management of GHG Emissions. This management system assists VICOM in regulating its use of resources, including electricity and fuel. This reduces our emissions and limits the adverse impacts to the environment and society.

Our parent organisation, ComfortDelGro Group, has committed to the Science Based Targets Initiative (SBTi) of 1.5°C trajectory. This emission reduction trajectory aligns with the Paris Agreement goals to

limit global warming to 1.5°C above pre-industrial levels. VICOM will actively play our part in contributing to the emissions reduction targets through optimising our operations and introducing emission reduction technologies for our fuel and electricity usage.

OUR PERFORMANCE

VICOM has determined its Scope 1 emissions, primarily attributed to the use of fuel and diesel across our fleet, and Scope 2 emissions, resulting from the consumption of electricity across our operations. In FY 2021, we experienced a 5% and 42% increase in our Scope 1 and Scope 2 emissions, respectively, when compared to our baseline year in FY 2019. These increments are explained in the Energy section of this report.

EMISSIONS	FY 2019	FY 2020	FY 2021
Direct (Scope 1) GHG Emissions¹	360.6	298.9	379.3
Indirect (Scope 2) GHG Emissions²	3,462	3,167	4,930

LOOKING FORWARD

VICOM is dedicated to reducing its operational emissions in line with SBTi commitments.

Due to the transition to a new operational facility, we are planning to collect relevant data to understand our complete GHG inventory prior to establishing our potential emissions and air quality reduction targets. These targets will be reported in future sustainability reports once they are established.

1 The fuel use emissions factor used to calculate the Scope 1 emissions was derived from Diesel and Petrol emissions factors from DEFRA for 2019, 2020 and 2021 respectively.

2 The electricity emission factor used to calculate the Scope 2 emissions was Singapore's BM emission factor in 2019, 2020 and 2021 respectively.

SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

HOW WE ENABLE BROADER SUSTAINABILITY

Our emissions testing lab ensures all vehicles remain compliant with the Emissions Standards established by the Singapore's National Environment Agency ("NEA"). Under their Vehicular Emissions Scheme ("VES"), pollutant emissions from existing and new vehicle models are to stay within stipulated limits. New vehicles are tested for emissions to ensure adherence to relevant national regulations. These emissions tests are conducted in compliance with the relevant international protocols, such as New European Driving Cycle ("NEDC") and JPN2009. In addition to testing vehicle emissions, we also assess pollutants that affect air quality including Particulate Matter (PM), Nitrogen Oxides (NOx) and Sulphur Oxides (SOx) as they possess adverse impacts to both human health and the ozone layer.



New/Imported Used Vehicle Emission Testing

Besides emissions testing for new vehicles, in-use vehicles are also subjected to periodic inspection to ensure compliance with regulatory requirements.



In-use vehicle emission testing.

In addition, VICOM also performs testing and monitoring of stack emissions from factories for compliance to regulatory requirements and hence ensuring public health.



Surveying the air to monitor that the industrial activities remains friendly to our environment.

VEHICLE EMISSION TESTING	FY 2019	FY 2020	FY 2021
Number of In-Use Vehicle Emission Tests Conducted	462,718	493,520	523,639
Number of New/Imported Used Vehicle Emission Tests Conducted	608	501	704

VICOM remains abreast and compliant with all regulatory and established emissions limits as they are subject to continuous changes through international developments and industry advancements. We continue to engage with NEA to monitor and report on both our emissions and air quality values. Through our sustainable transition toward inculcating climate-friendly solutions across our operations, we aim to spearhead the monitoring and measurement of vehicular emissions and pollutants emitted, to provide the authorities with data and insights to better formulate relevant national policies on emissions and air quality.

SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



ENERGY

WHY IS IT MATERIAL?

Energy management is paramount to reducing inefficiencies across our operations and resource consumption, and results in key environmental impacts. VICOM strives to reduce its energy consumption through the identification and implementation of energy efficient and conservation measures.

HOW DO WE MANAGE THIS?

At VICOM, we aim to reduce our internal energy consumption through the consistent monitoring of our consumption patterns, energy-efficient installations, and implementation of energy-curbing initiatives. Primarily, we employ the use of LED lights across our sites as means of optimising our energy use. LED

lights are comparatively more energy efficient than other forms of lighting, thereby, resulting in reduced energy usage and overall costs. Beyond our lighting, we optimise our air-conditioning to time-controlled systems that are operational solely during testing hours.

As part of our energy management system, we have installed sensors across each level of our operational sites to ascertain energy consumption thereby, delineating high energy consumers within the business. Moreover, we have installed motion sensors in our washrooms and stairwells to curb our electricity consumption. Subsequently, we employ a targeted approach to reduce these consumption levels.

OUR PERFORMANCE

In FY 2021, we experienced a 540% and 43% increase in our Petrol and Electricity consumption, respectively, when compared to our baseline year in FY 2019. The change in fuel use is attributed to the transition away from diesel consumption at the end of 2019, towards petrol consumption. This is demonstrated by the 4% reduction in our Diesel consumption in FY 2021.

The overall decline in the 2020 figures is due to our reduced operations as a result of COVID-19 pandemic. The resulting increase in 2021 is similarly due to the resumption of operations, as we navigate the "New Normal".

In addition to the resumption of operations in the "New Normal", the increase in 2021 data is also attributed to the relocation of our premises to a bigger building.

ENERGY CONSUMPTION	FY 2019	FY 2020	FY 2021
Petrol Consumption (Litres)	1,448	6,471	9,272
Diesel Consumption (Litres)	125,727	95,600	120,391
Electricity Consumption (kWh)	8,475,516	7,762,414	12,084,290
Renewable Electricity Purchased (kWh)	N/A	N/A	N/A
Renewable Electricity Generated (kWh)	N/A	N/A	N/A

ENERGY INTENSITY	FY 2019	FY 2020	FY 2021
Total Electricity Intensity (kWh/\$M Revenue)³	81.7	89.8	119.8
Total Fuel Intensity (Litres/\$M Revenue)⁴	1.23	1.18	1.29

LOOKING FORWARD

We plan to install solar panels on the rooftops of our facilities to offset the energy consumed within our business. We will commence the installation of solar panels at one of our premises in FY 2022. We are currently conducting investigations to implement a heat recovery system at one of our building premises, ultimately aimed at curbing our electricity consumption.

³ Includes electricity purchased, renewable electricity purchased, and renewable electricity generated.

⁴ Includes all fuel types used.

SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



WASTE

WHY IS IT MATERIAL?

Waste is a growing and ubiquitous concern for governments and organisations to confront as it results in numerous environmental complications, including pollution, scarcity, and wasteful use of resources. If uncontrolled, waste will inadvertently impact our ecosystems, communities, and the future generations. As global populations rise, VICOM is cognisant of its regulatory compliance and operational management to limit wasteful use of resources.

HOW DO WE MANAGE THIS?

VICOM monitors and reports on its waste generated, and disposal methods. Through this process, we are able to accurately denote areas where waste is generated and subsequently implement initiatives for reduction.

As our business relies on chemicals for testing, we ensure proper disposal of all chemical waste generated through the use of NEA licensed waste contractors. Additionally, we utilise a specialised contractor to dispose of all electronic waste, including old screen monitors, bi-annually. We liaise with our established vendors to collect our waste generated and subsequently provide us with the relevant breakdown of our waste. These breakdowns provide us with insights into areas of our operations that generate comparatively larger amounts of waste, further enhancing our waste curbing strategies.

We continue to track and limit our non-hazardous waste generated, through the implementation of digitisation across all our operational scopes. This shift has directly resulted in paper reduction as we advocate for decreased printing and paper usage through digital means.

OUR PERFORMANCE

In FY 2021, we recycled 8,460 kg of paper waste, and 2,340 kg of e-waste.

Our hazardous waste generated is directly proportional to our operational volume, which was affected by the pandemic. This is demonstrated by the dip in our hazardous waste in 2020 and the subsequent increase from 2020 to 2021.

Our e-waste was high in 2020, due primarily to a roll-out of computer system replacements, in preparation of our relocation to our new premises. All e-waste is recycled by a specialised contractor.

WASTE GENERATED (METRIC TONNES)	FY 2019	FY 2020	FY 2021
Hazardous Waste	17.7	8.59	9.64
Non-Hazardous Waste	N/A ⁵	4.02	8.70
E-Waste	N/A ⁶	7.80	2.34
Total Waste	17.7	20.4	20.7

⁵ We had not commenced reporting our non-hazardous waste in FY 2019.

⁶ We had not commenced reporting our e-waste in FY 2019.

SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

WASTE DIRECTED TO DISPOSAL (METRIC TONS)	FY 2019	FY 2020	FY 2021
HAZARDOUS WASTE			
Landfill	0	0	0
Compost, Deep-well Injection, Recovery, On-site Storage	17.7	8.59	9.64
Total	17.7	8.59	9.64
NON-HAZARDOUS WASTE			
Landfill	0	2.03	0.00
Incineration	0	1.99	0.24
Recycled	0	0.00	8.46
Total	0	4.02	8.70
E-WASTE			
Recycled	0	7.80	2.34
Total	0	7.80	2.34

LOOKING FORWARD

To act on our responsible resource use commitments, we aim to install a recycling compactor machine at our operational site to recycle cardboard and paper by-products in FY 2022. Additionally, we are planning to partner with a construction company that will recycle the post concrete test specimens for construction purposes.



Post concrete test specimens to be recycled.

SPEARHEADING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



WATER

WHY IS IT MATERIAL?

Water is a scarce natural resource that is in dire need of global resource management. As access to sanitary and clean water poses a prevailing issue, water management and responsible consumption are paramount in negating climate change impacts driven by water shortages. As VICOM specialises in water testing as one of its service offered, ensuring the proper and efficient management of water is pertinent in reducing wasteful water consumption, internally and for our customers.

OUR PERFORMANCE

We experienced a 7.4% increase in our overall water consumption in comparison to our baseline in FY 2019. This is attributed primarily to relocation to our new and larger premises.

HOW DO WE MANAGE THIS?

At VICOM, we manage our water consumption patterns and reduce its intensity through the regulation of water flow via the installation of water-saving fittings. We also devise water recycling mechanisms in the test laboratory, whenever feasible, to incorporate sustainability in our testing processes. We remain diligent in tracking our water consumption, across all our facilities and premises.



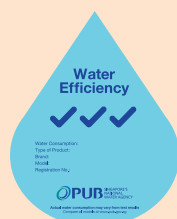
Recycling of water for sanitary ware testing under Water Efficiency Labelling Scheme (WELS).

TOTAL WATER WITHDRAWN BY SOURCE (LITRES)	FY 2019	FY 2020	FY 2021
Utilities (Municipal)	36,813,000	34,852,400	39,538,200

WATER INTENSITY	FY 2019	FY 2020	FY 2021
Total Water Intensity (Litres/\$M Revenue)	354.9	403.1	391.9

LOOKING FORWARD

VICOM commits to implementing water reduction initiatives whenever possible. Due to the relocation to our new building, we will determine our water targets in future reporting.



HOW WE ENABLE BROADER SUSTAINABILITY

As part of the national programme to reduce water wastage, VICOM performs tests to grade and classify the amount of water used by various products such as taps, mixers and sanitaryware under the Water Efficiency Labelling Scheme ("WELS"). Hence, we enable the general public to contribute towards a sustainable future as they possess the ability to discern water-efficient products for purchase.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

GOOD CORPORATE CITIZENRY IS DERIVED FROM POSITIVE SOCIAL CONTRIBUTIONS. AS WE ARE A KEY CORPORATE PLAYER WITHIN OUR INDUSTRY, VICOM MANAGES ITS SOCIAL IMPACT BY UPHOLDING ITS HUMAN CAPITAL RESPONSIBILITY, ENSURING PUBLIC HEALTH AND SAFETY, MANAGING CUSTOMER RELATIONSHIPS, ACHIEVING HIGH SERVICE QUALITY, AND ENHANCING INVOLVEMENT IN PHILANTHROPIC ACTIVITIES.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



HUMAN CAPITAL RESPONSIBILITY

Our employees are central and paramount in enabling business success and longevity, whilst aiding in achieving our strategic sustainability ambitions. It is essential to ensure their wellbeing and safety whilst providing ample opportunities for career progression and development. This enables VICOM to attract and retain talents. VICOM aspires to be a leading company with a motivated, engaged, and nurtured workforce, advancing its sustainability goals to support the private sector and national interests.

VICOM manages its human capital and affiliated responsibilities through the ingrained importance of diversity, inclusion and equal opportunities whilst operating within ethical boundaries of human and labour rights.

As we strive to ensure the proper management of our human capital, whilst complying with all relevant regulations, we are able to inadvertently impact other stakeholders such as governmental or regulatory bodies, building certifiers, and other external collaborators, through our positive and sustainable impacts.

OCCUPATIONAL HEALTH & SAFETY

WHY IS IT MATERIAL?

Given the nature of our business, safety and health hazards are a critical consideration in ensuring secure working conditions and the wellbeing of our workforce. VICOM accomplishes its business objectives through thorough and proper management of its internal health and safety systems.

HOW DO WE MANAGE THIS?

We have implemented relevant standard operating procedures ("SOPs") to minimise all dangers and hazards affiliated with our operations, ultimately protecting our employees within the workplace. VICOM is an ISO 45001:2018 (Occupational Health and Safety Management System) certified company and abides by its standard requirements proffered. We conduct an annual internal and external audit to assess the effectiveness of our internal health and safety systems, whilst identifying areas of improvement. Our Occupational

Health and Safety Management System ("OHSMS") primarily entails conducting a hazard identification assessment to delineate all associated hazards and potential incidents resulting from any work activities. Subsequently, we conduct a risk control exercise to reduce the level of risks associated with all work activities through a hierarchy of control responses including, elimination, substitution, engineering, administrative and personal protective equipment. Additionally, we facilitate monthly



VICOM's Occupational Health and Safety Management System is 3rd party attested.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

Workplace Health and Safety ("WSH") Committee Meetings to discuss and evaluate our current protocols and any incidences infringing our management systems, the results of which are discussed during management meetings.

Moreover, we abide by the Ministry of Manpower's WSH Act which is tasked with maximising the health, safety, and welfare of all our employees in the workplace, and stakeholders across our operations. As a result, we have an internally appointed a full time WSH Officer who is registered with the Ministry of Manpower, ensuring the organisation's competency in carrying out all safety related processes.

In the event of a work-related incident or hazard, our employees mandatorily report this to their direct supervisors or WSH Officer. After the creation of an incident report, we will conduct further investigation to identify the root cause of the incident, and establish corrective actions. The findings were then be disseminated across our staff to ensure they remain aware to prevent its recurrence.

Additionally, our Human Resources department is responsible for tracking all occupational health and safety infringements, whilst discerning preventive responses with the WSH Committee.

In addition to our health and safety SOPs in preventing the spread of COVID-19, we provide our staff with Antigen Rapid Tests ("ART") kits once every week. Through this, we have established an early detection process whilst ensuring the wellbeing of our workforce.

At VICOM, we have created a culture of safety for all our employees to embrace and assure their safe return to home every day. We place the health and safety of our employees at the forefront of our concerns as they are key in propelling VICOM's aspirations as a sustainability enabler. As our employees frequently manage vehicle emissions from the inspections conducted, we ensure an annual subsidized health check-up for all our staff to ensure their healthiness.

OUR PERFORMANCE

As a result of our safety management processes, we have been presented accolades from Petrochemical Corporation of Singapore Private Limited for Zero Lost Time Incident and Safety Excellence in FY 2021.



Zero Lost Time Incident Award



Safety Excellence Award

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

We have experienced 7 work-related injuries in FY 2021.

TYPE OF WORK-RELATED INJURY	FY 2019	FY 2020	FY 2021
Number of Fatalities as a result of Work-Related Injuries	0	0	0
Number of High-Consequence Work-Related Injuries (excluding fatalities))	0	0	0
Number of Recordable Work-Related Injuries	0	1	7
Total Work-Related Injuries	0	1	7
Number of Hours Worked	2,153,855	2,114,671	1,916,784
Rate of Fatalities as a result of work-related injuries	0	0	0
Rate of High-Consequence Work Related Injuries	0	0	0.10
Rate of Recordable Work-Related Injuries (per 1 million hours)	0	0.47	3.65

LOOKING FORWARD

We strive to achieve zero cases of work-related fatalities in FY 2022.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



EMPLOYEE WELLBEING & WORK LIFE BALANCE

WHY IS IT MATERIAL?

At VICOM, we value our employees and believe that their wellbeing is a top priority. Not only is a work life balance a crucial aspect of a healthy work environment, but it is also critical to the success of a company. Both mental and physical health have become increasingly important due to the pandemic and its impacts. As such, VICOM has focused its efforts in nurturing and promoting employee wellbeing.

HOW DO WE MANAGE THIS?

We continuously work to ensure our employees are in the best physical and mental health. We have established medical plans

in place, which include annual or biennial health check-up benefits for all our eligible employees. VICOM also has employee management programmes to develop and nurture our workforce. We strongly align with the policies and systems that are in place for human capital management to ensure that our employees are productive, happy, and healthy.

OUR PERFORMANCE

Since the pandemic, we have faced difficulties in organising company-wide and large-scale activities. However, we continue to organise ongoing initiatives including early release from work on the eves of Chinese New Year, Hari Raya, and Deepavali to allow our staff of different ethnicity to prepare for the festive celebrations. Moreover, during these difficult times, VICOM encourages its staff to travel back to their hometowns whilst facilitating flexible work arrangements through international mobility. VICOM also adopts flexible working hours for some of our employees to encourage increased work-life balance.

LOOKING FORWARD

We aim to continue our efforts in maintaining a happy and healthy workforce, whilst refining our wellbeing programmes to encourage bonding and team spirit amongst our staff. Moving forward, VICOM aims to continue arranging employee engagement events such as more health talks, either physical or mental, and sporting events. We plan to restart organising selected engagement initiatives on a regular basis in 2022, if the pandemic situation permits.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



HUMAN & LABOUR RIGHTS

WHY IS IT MATERIAL?

Forced and child labour are an extreme violation of human rights, which still poses as a global issue in need of elimination. As human and labour rights are fundamental ethical values, it is imperative to uphold it across all our valued stakeholders and operational chain. At VICOM, we firmly believe that honouring human and labour rights is a key ethical consideration for our business, facilitating a safe, productive, and fair working environment. Moreover, VICOM persistently aims to eliminate any engagement that infringes on human and labour rights, both within our company and in our supply chain.

HOW DO WE MANAGE THIS?

VICOM has a strict zero tolerance policy for any law violation regarding labour rights, and we strictly comply with regulations. We enforce this policy within the company as well as throughout our supply chain. VICOM undertakes an annual internal audits at all our processes, to ensure adherence to labour rights policies guided by the National Transport Workers' Union ("NTWU") and Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP").

Guided by unions, our company rigorously imposes measures to make certain our employees are fairly treated. We also adhere to the labour policies imposed by the Ministry of Manpower, to ensure our staff are not overworked. We remain transparent and ensure the clear communication of the labour rights policies in our corporate intranet. We continue to safeguard our employees and maintain high standards with regards to human and labour rights. Read more about our Human Rights Policy in Annex A.

OUR PERFORMANCE

In FY2021, we had zero operations with significant risks affiliated with child labour and number of young workers exposed to hazards through work. VICOM continues to report zero cases of law violation and non-compliance with regulations.

OPERATIONS AND SUPPLIERS CONSIDERED TO HAVE A SIGNIFICANT RISK FOR INCIDENTS OF:	FY 2019	FY 2020	FY 2021
Child labour	0	0	0
Young workers exposed to hazardous work	0	0	0

LOOKING FORWARD

We aim to uphold our strict policies and measures regarding human and labour rights, and to continue to achieve zero incidences of non-compliance relating to violation of rights. At VICOM, we do not hire anyone that fall below the minimum legal age.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



EMPLOYEE TRAINING, UPSKILLING & DEVELOPMENT

WHY IS IT MATERIAL?

Upskilling employees is pertinent in ensuring our workforce remain abreast with the fast-paced global economy and its technological advancements. We consider ourselves accountable for the professional development, motivation and growth of our employees whilst providing opportunities for career progression. At VICOM, we believe upskilling is important in maintaining our competitive edge and promoting the development of our employees.

HOW DO WE MANAGE THIS?

Our organisation invests in various employee training programmes to ensure our employees are armed with relevant technical skills and operational knowledge. At VICOM, all our employees undergo relevant specialised training, on an annual basis, to ensure they remain proficient within their specific areas of expertise.

A prime example of this specialised training is VICOM's vehicle inspectors who undergo the annual Technical Knowledge Examination, evaluating their vehicle testing knowledge, whilst all new vehicle inspectors undergo ITE certification training, as a part of LTA requirements. We also conduct ad-hoc certification training for all our technicians and inspectors to ensure our workforce is proficient with their job scope. VICOM also sponsored vehicle inspectors for Class 4 driving so that they are more versatile in their job deployments. We acknowledge the top performers across our training programmes and recognise their efforts through the provision of awards, handed out by our CEO.

Our employees undergo annual performance appraisals as they aid in assessing areas of development and recognition, ultimately helping to improve our overall level of service quality.

We mandate a self-evaluation for our Executives and above, pegged to the company's established competencies and Key Performance Indicators ("KPIs"). Subsequently, we facilitate a formal one-on-one discussion between the appraisee and their supervisor to derive a consensus on their final performance outcomes and review results.



Recognising our top scorer in the Technical Knowledge Examination.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

OUR PERFORMANCE

In comparison to FY 2019, we experienced a 65% increase in our total number of training hours provided to our employees whilst the number of employees that received regular performance reviews dropped by 12%. Our increase in training hours is attributed to delays that occurred in our training plans in FY 2020 as a result of disruptions from the pandemic, which ultimately were effectuated in FY 2021. Our drop in number of appraisals was due to our employee turnover in FY 2021.

TRAINING AND APPRAISAL	FY 2019			FY 2020			FY 2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of training hours provided to employees	7,082	374	7,456	2,990	622	3,612	10,052	2,250	12,302
Average number of training hours per employee	9.50	1.56	7.56	4.10	2.60	3.73	15.63	10.18	14.24
Number of employees receiving regular performance and career development reviews	746	240	986	730	239	969	643	221	864

LOOKING FORWARD

We aim to continue facilitating programmes to upskill our employees and develop their competitive edge within the industry. We target to include two unique trainings per staff, with a target of 50% achievement annually. These will include both internal and external sessions, conducted either through classroom or virtual setting, webinars, seminars/conferences as well as cross functional training.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



DIVERSITY, ANTI-DISCRIMINATION, INCLUSION & EQUAL OPPORTUNITIES

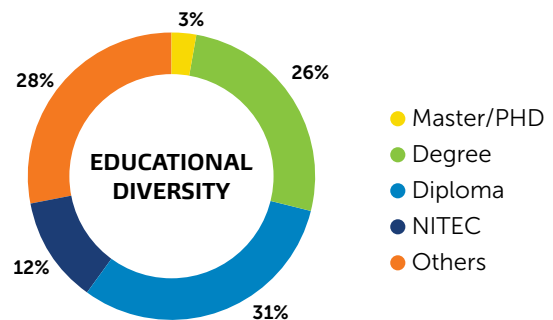
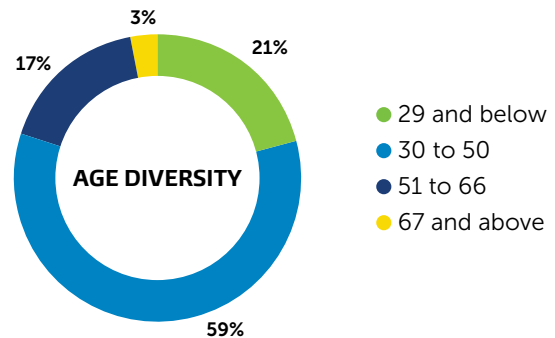
WHY IS IT MATERIAL?

Diversity and inclusion in the workplace is crucial for talent attraction and retention, and fosters innovative ideas, discourses and differing perceptions, enabling a competitive advantage. VICOM promotes inclusion, diversity, and fairness as it results in equality and a diversified workforce. We believe this will create a setting that unifies cultures, backgrounds, and abilities.

HOW DO WE MANAGE THIS?

VICOM has zero-tolerance for discrimination of any form. Any complaints or incidences of discrimination are reported to the Management and are subsequently appropriately managed, through an investigation which would result in appropriate disciplinary action.

We believe that increasing diversity in the workforce promotes a variety of skillsets and innovation. As a result, in our hiring process, we do not discriminate on nationality, educational qualification, age, race, gender or religion, and accept candidates purely based on meritocracy, their skills and capabilities in the job. As VICOM is cognisant that the engineering industry is predominantly male-centric, we hope to do our part to advocate for the inclusion of female engineers within the industry and our workforce.

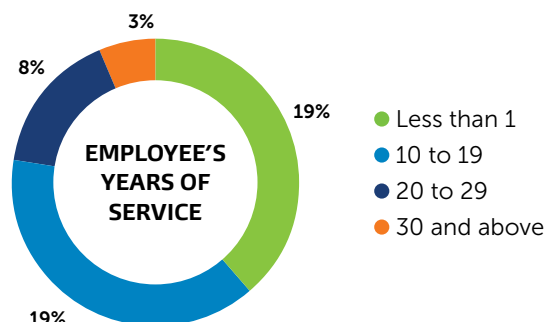
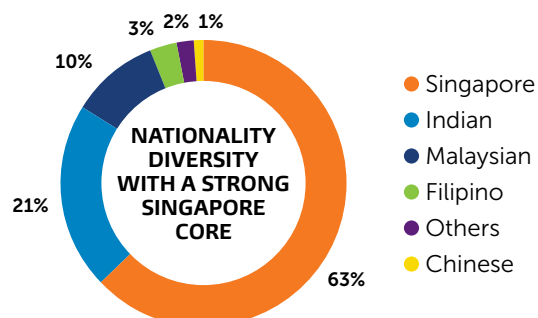


Ms. Jenny Lim receiving the Long Service Award for her 30 years of service from CEO.



CEO bidding farewell to our oldest employee, Mdm Rosalind Low, aged 79, after serving almost 40 years in VICOM.

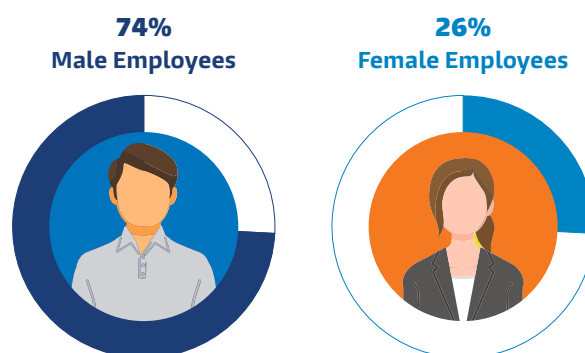
UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



OUR PERFORMANCE

In FY 2021, 26% of our total workforce comprised of female employees whilst 74% were male employees, due to the nature of our business.

At VICOM, a total of 46% of our workforce are executives and above with 54% comprising of non-executives. Our employees are predominantly aged between 30 to 50 years, whilst 19% and 23% are aged under 30 and over 50, respectively.



TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN FY 2021	Male	Female	Total
Permanent employees	643	221	864
Temporary employees	4	4	8

TOTAL NUMBER OF EMPLOYEES BY EMPLOYEE CATEGORY IN FY 2021	Male	Female	Total
Executives and above	298	97	395
Non-Executives	345	124	469

TOTAL NUMBER OF EMPLOYEES BY AGE GROUP IN FY 2021	<30 years	30-50 years	>50 years
Executives and above	45	254	96
Non-Executives	119	248	102

LOOKING FORWARD

We aim to continue achieving zero incidences of complaints about discrimination, whilst promoting diversity in the workplace.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



TALENT ATTRACTION, RETENTION & JOB OPPORTUNITY CREATION

WHY IS IT MATERIAL?

Employee engagement and high staff morale are important enablers in maintaining our service quality and growing our business performance. Our employees are an essential component of our business and we understand it is crucial to ensure a low staff turnover. Attracting the right talent and creating retention opportunities allows our business to expand our growth potential, whilst accommodating for our ability to act as an enabling agent in the transition towards sustainability.

HOW DO WE MANAGE THIS?

At VICOM, we value each employee's contribution to the success of our business. We create job opportunities for employees

across the different areas of our company to engage with each other. This facilitates cross-departmental exposure of our staff and aids in our employees holistic understanding of the manner by which our company operates, and the individual roles they play. This creates a coherent and collaborative environment for our employees, refining their ability to assist in achieving our business and sustainability goals.

VICOM provides fair remuneration, comprehensive staff benefits and recognition rewards to employees to applaud their performance and efforts. VICOM honours its staff by giving out awards including the Customer Service Awards and Long Service Awards, as means of recognition and improving performance morale. Currently, we have a Succession Planning Programme available for all our senior management and key personnel to ensure seamless and smooth management of talent within the organisation.



CEO regular engagement session with staff.



Awards to recognise staff performance.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



OUR PERFORMANCE

In FY 2021, we experienced a 47% increase in our total new employee hires, and a 29.1% increase in overall employee turnover in comparison to our baseline year in FY 2019. The increase in employee turnover was due to the pandemic situation where some foreign workers decide to return to their home country.

	FY 2019			FY 2020			FY 2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of New Employee Hires	94	37	131	133	48	181	134	58	192
New Employee Hires (%)	14%	5%	19%	14%	5%	19%	16%	7%	23%
Number of Employee Turnover	110	38	148	133	41	174	142	49	191
Employee Turnover (%)	15%	5%	20%	15%	5%	20%	16%	6%	22%

LOOKING FORWARD

We aim to conserve the morale of our staff and appreciate the efforts of all our talents. In FY2022, we target to rollout a Succession Plan for our middle management employees and also conduct an Employee Satisfaction Survey to ascertain areas of improvement, ultimately aimed at retaining our workforce.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



PUBLIC HEALTH & SAFETY

WHY IS IT MATERIAL?

Ensuring the health and safety of our employees and customers are paramount to our business. With more than half a million of vehicles and motorists passing through our inspection lanes in 2021, a safe environment and strong safety records are essential to building trust in our inspection services.

The COVID-19 pandemic has casted a spotlight on health and VICOM has actively played its role in ensuring that our environment remains safe.

HOW DO WE MANAGE THIS?

We constantly review our work processes and procedures to ensure that our inspection is done safely at all times. In addition, various safety features and prominent signages are in place throughout the premises to remind motorists the out-of-bound areas such that their safety is assured during their visits.

We remain vigilant in safeguarding health and safety across our service scopes.

To minimise the spread of COVID-19 all our staff and vehicle inspectors abide by our established Safe Management Measures ("SMM") when tending to customers. We conduct regular disinfection across our premises, whilst displaying posters and notices to enforce our SMM and compliance with the Ministry of Health's latest protocols.

OUR PERFORMANCE & LOOKING FORWARD

VICOM achieved zero incidents of non-compliance with regulations regarding public health and safety in 2021. We aim to continue to achieve zero incidents of non-compliance as a demonstration of our commitment to ensuring public health and safety as a result of our testing services. We further aim to explore more opportunities to expand on our existing services in testing products under the public health and safety realm.



HOW WE ENABLE BROADER SUSTAINABILITY

As one of Singapore's leading provider of testing and inspection services, we act as a critical player in ensuring public health and safety. By detecting non-compliance early, we are able to identify and address the potential key risks and thus effectively mitigating them. At VICOM, we continuously innovate to develop new tests as means of adapting to the evolving industry needs relating to public health and safety. With the ongoing requirements for safety measures, as propagated by COVID-19, we have built up face mask testing capabilities and recently commenced offering COVID-19 testing services for wastewater, ultimately to safeguard our community. We also provide wastewater testing services to ensure that discharge by the companies into the public sewers are well within the regulatory limits. In recent times, there have been significant shifts in the building industry including a greater focus on concrete use, increasing the use of recyclable material, reducing carbon footprint, and improving construction productivity. VICOM is cognisant of its responsibility in accurately testing all building materials and its maintenance to ensure the built environment is sustainable and safe for the public. We have also developed our capabilities by extending our services towards ensuring the safe use of personal protective equipment ("PPE"), including safety helmets and footwear, through their respective rigidity testing.

The Singapore Food Agency ("SFA") has articulated a target to improve food security by 2030 through the production of 30% of Singapore's food resources. As a result, Singapore aims to increase its production of food resources through both traditional and innovative food producing techniques which include cultivating protein-derived meats. Through this process, SFA intends to outsource microbiological and food chemistry tests within the next five years. VICOM's contribution to providing food testing services exemplifies our commitment to ensure safe consumption of food.

All our service offerings and projected plans are VICOM's contribution in aiding Singapore's direction towards a sustainable, safe, and healthy future. We hope that in addition to safeguarding the public's interest, and wellbeing, we continue to contribute toward ensuring longevity of lives whilst driving sustainable ambitions on a national scale.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



Sampling the wastewater to ensure responsible discharge to public sewers, protecting our environment.



WE PROVIDE WASTEWATER TESTING SERVICES TO ENSURE THAT DISCHARGE BY THE COMPANIES INTO THE PUBLIC SEWERS ARE WELL WITHIN THE REGULATORY LIMITS.



TESTING OF SAFETY AND EFFICACY OF FACE MASK



WITH THE ONGOING REQUIREMENTS FOR SAFETY MEASURES, AS PROPAGATED BY COVID-19, WE HAVE BUILT UP FACE MASK TESTING CAPABILITIES.



Testing of water quality for a clean and liveable environment.



UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

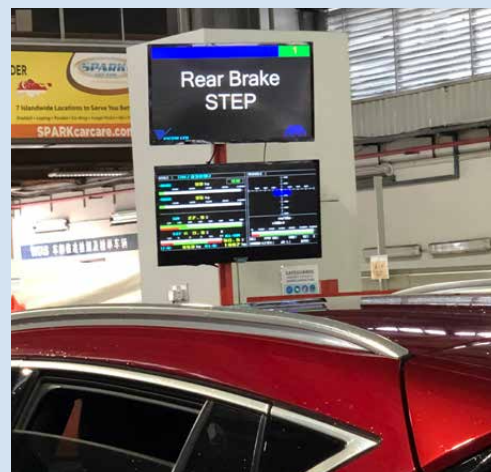
TESTING OF THE RIGIDITY OF SAFETY HELMETS AND FOOTWEAR



WE HAVE DEVELOPED OUR CAPABILITIES BY EXTENDING OUR SERVICES TOWARDS ENSURING THE SAFE USE OF PERSONAL PROTECTIVE EQUIPMENT (“PPE”), INCLUDING SAFETY HELMETS AND FOOTWEAR, THROUGH THEIR RESPECTIVE RIGIDITY TESTING.



BRAKE TEST FOR VEHICLES TO ENSURE ROAD SAFETY



UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

FOOD TESTING



VICOM'S CONTRIBUTION TO PROVIDING FOOD TESTING SERVICES EXEMPLIFIES OUR COMMITMENT TO ENSURE SAFE CONSUMPTION OF FOOD.



Counting the bacterial colonies to determine how safe the food is.



Different microbial pathogens require different nutrients. Selecting the right enrichment media to culture and isolate the foodborne pathogens to reduce the risk of food poisoning.



UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



THE SINGAPORE FOOD AGENCY ("SFA") HAS ARTICULATED A TARGET TO IMPROVE FOOD SECURITY BY 2030 THROUGH THE PRODUCTION OF 30% OF SINGAPORE'S FOOD RESOURCES.



Identifying mould, fungi and parasites in the food we consume.



Use of automated biochemical system for rapid microbial identification to safeguard food, water and environment in Singapore.



Continuous innovation for better and faster technology in laboratory testing to meet evolving industry needs.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



SERVICE QUALITY & CUSTOMER RELATIONSHIP

WHY IS IT MATERIAL?

At VICOM, we believe that top quality service is crucial in maintaining relationships with our customers. We listen to customers' feedback to achieve a better understanding of the quality of our services and areas of improvement. The needs of our customers are important to us and we strive to meet their requirements. As a service provider, our customers form the crux of our business. VICOM therefore aims to build strong connections with its customers and the community.

HOW DO WE MANAGE THIS?

Customers can reach us easily through our hotline or email. Our staff are always ready to take enquiries or feedback from our patrons. On our website, we have a list of Frequently Asked Questions ("FAQs") and a chart for estimated waiting times at all inspection centres island wide. The FAQs list provides consumers with an immediate response to questions they may have, and the subsequent waiting times allow consumers the flexibility to come into any outlet at a timeslot that works best for them.

Our website also features a feedback form where customers can enquire about various topics, with options such as 'Customer Service Feedback', 'Inspection Services', 'Job Opportunities', etc. Furthermore, through our feedback form, we are able to ascertain our performance in serving customers, assess areas for improvement and identify good performance to boost morale. Through this touchpoint, we are able to build relationships with the community and strive for constant development. VICOM is currently embarking on a new Customer Relationship Management software to know our customers better and hence increase future sales performance.

As means of ensuring customer engagement, we send regular updates about our business and services to our customers through our mailing list.

OUR PERFORMANCE

In FY 2021, we had 7,412 compliments and 38 customer complaints. The complaints were mostly related to long queueing time for vehicle inspection services as a result of some inspectors being taken off duty due to COVID-19, to ensure public health and safety.

Good customer service is considered as an enabler of success in VICOM. As a result, we ensure to award our top individual employees and inspection centres for delivering top quality service. In FY 2021, the Kaki Bukit Centre and an individual employee were awarded the Best Customer Service (Centre) Award and Best Customer Service (Individual) Award respectively, for demonstrating excellent customer service.



Celebrating with staff from Kaki Bukit for winning the Best Customer Service (Centre) Award.



Recognising our Best Customer Service (Individual) awardee.

LOOKING FORWARD

We aim to provide our customers with the best service possible. To assert our commitment to improved customer service, we are adopting digital technologies to assist in online booking and payment services.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY



LOCAL IMPACT & ECONOMIC CONTRIBUTION

WHY IS IT MATERIAL?

At VICOM, we place an emphasis on being socially responsible, giving back to society, and lending a helping hand to the less fortunate. We believe that by building a community which cares and commits to giving, we can make a big impact in society, as well as inspire others to do the same. We aim to enhance social welfare by caring for those in need.

HOW DO WE MANAGE THIS?

Although we encourage social responsibility in a variety of ways, VICOM focuses its philanthropic efforts primarily through efforts on assisting terminally ill individuals and the elderly. We believe that by helping these groups, it strongly aligns with VICOM's core values, as well as our overall mission to be a positive social enabler within communities. We hope that with our aid, we can empower these groups to overcome the obstacles they face. Our purpose of enabling others drives us to help a range of beneficiaries, thereby supporting charitable organisations, government bodies and volunteers.

In FY2021, our 'Care & Share' programme has entered its 21st year, in which VICOM matches dollar-for-dollar donations made by employees to selected charitable organisations. Our Care & Share committee and volunteers continue to help out the less fortunate, and the VICOM team supports charitable causes remotely through donations.

OUR PERFORMANCE

In FY2021, VICOM donated close to \$70,000 to 13 causes in Singapore. We align ourselves to our purpose of spearheading responsible and positive social contributions through our support for chosen charitable organisations.

As VICOM believes in enabling the youth to reach their full potential through numerous ventures including academics, sports, or hobbies, we continue to involve ourselves in affiliated charitable causes. We supported the Lee Kuan Yew Fitzwilliam – National University of Singapore PhD Scholarship, a cause that we have been associated with for the past four years alongside our parent company, ComfortDelGro, and its affiliated subsidiaries. With the contribution of S\$200,000 to the scholarship from VICOM, recipients will be able to tap into both the academic and research resources, and in turn, contribute to the global community. VICOM also donated S\$15,000 to Singapore Olympic Foundation's Singapore Water Polo funds, a cause that support youths who aspire to represent our country in global competition. Through these efforts, we hope to recognise and grow talents among our community.

As a company which strives to empower the most vulnerable groups, we continue to support the underprivileged elderly community in Singapore. In FY2021, VICOM supported Thong Kheng Senior's activity centre, a charity which organises activities to look after the welfare of seniors. We contributed by distributing groceries to 120 elderly. In addition, VICOM continued its annual support of Willing Hearts in FY2021. We donated used newspaper for their food preparation which goes to underprivileged elderly and children, as well as the bedridden and handicapped. Furthermore, VICOM continued with conducting annual donations to Sunshine Welfare Action Mission ("SWAMI") Homes, an establishment that provides nursing home care and services to the elderly. We hope that by supporting these causes, the elderly can have access to the resources and care they need, enabling them to lead a happier and healthier life.

LOOKING FORWARD

We aim to continue helping the local community and hope to ramp up our efforts when COVID-19 restrictions ease.

UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, OUR COMMUNITIES, AND THE SOCIETY

OUR LONGSTANDING RELATIONSHIP WITH HCA HOSPICE CARE

Since 2013, VICOM has worked with HCA Hospice Care (HCA), which cares for the elderly and terminally ill. Our strong partnership with HCA encompasses our vision of being drivers of positive social change within society, by caring for our community's most vulnerable groups of people, which motivates us to keep contributing to their cause. VICOM worked with HCA to organise and host activities with their patients. However, COVID restrictions have made it challenging for us to continue with such events. Despite this, our efforts to contribute to the local community carry on.

Ann Tan, the Chairperson of VICOM's Care & Share, was featured on HCA's 12 Days of Giving as one of the long-serving active volunteers at HCA. Our Care & Share team focuses on supporting HCA's Star PALS families and patients, previously by organising outings and bonding activities. In further support of HCA and StarPALS, VICOM provided CDG Taxi vouchers for children with life threatening conditions, to defray their transportation cost, free vehicle inspection to HCA fleet of vans and installed StarPALS donations boxes to raise funds at all seven inspection centres.



In first quarter of 2021, our staff volunteers visited HCA Kang Le Hospice Day to celebrate Lunar New Year with the patients together with HCA staff. The team distributed a total of 25 bottles of CNY goodies and red packets to the patients. Our staff volunteers visited KCA Kang Le Day Hospice again in April spending lunch and a tea break, whilst facilitating games with the patients. In December, VICOM sent Christmas goodie bags and grocery vouchers to 30 StarPALS (Paediatric Advanced Life Support) families, and our volunteer staff celebrated festivities with the patients virtually. In addition, VICOM sent two teams, comprising of 18 staff volunteers, to participate in HCA's Vertical Challenge. The Vertical Challenge is a physical endeavour that entails a component of fundraising and exercise as it encourages volunteers to embark on achieving a target of vertical elevation. Volunteers submit their achievements after embarking one of the five categories (100m, 300m, 600m, 900m or Open Category raised by HCA). In addition to facilitating team bonding, VICOM contributed a total of S\$10,000 to the cause and encouraged our staff to bring in others to join the challenge. Team VICOM raised S\$28,277, which is part of the S\$400,000 raised by HCA to fund 1,333 free home visits to terminally ill patients.

We continue to volunteer actively with HCA, and contribute whenever possible. We strive to conduct visitations as often as we can, and in accordance with social distancing guidelines, to accompany patients and celebrate festivities together. Our goal is for patients to be as comfortable as possible during their last lap of life.



**OUR INTENTION AS VOLUNTEERS IS
TO MAKE THEM AS COMFORTABLE
AND AS HAPPY AS WE CAN IN THEIR
LAST LAP OF LIFE**



ANN TAN
HCA VOLUNTEER
(VICOM CARE & SHARE)



FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION

BUSINESS & OPERATIONAL INTEGRITY

BUSINESS AND OPERATIONAL INTEGRITY ARE INDISPENSABLE TO ESTABLISHING US AS A REPUTABLE AND TRUSTWORTHY COMPANY, PROPAGATING CUSTOMER LOYALTY AND REPUTATIONAL ADVANTAGES. ACCOUNTABILITY ACROSS OUR OPERATIONS, ETHICAL BUSINESS PRACTICES, CORPORATE GOVERNANCE AND RESPONSIBILITY ACROSS OUR SUPPLY CHAIN ARE THE CORNERSTONE OF CREATING AN ORGANISATION THAT IS BOTH SUCCESSFUL AND DEMONSTRATES GOOD CORPORATE CITIZENRY.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION



We incorporate environmental, social, and ethical considerations as a cornerstone to our growth strategies to ensure our business impacts are sustainable and positive. At VICOM we are cognisant of the inherent effects we have on our valued stakeholders, including our workforce, patrons, and communities. As a result, we remain conscious to contribute positively as we rely on our stakeholders to succeed and are unable to flourish without their support.

It is paramount to establish strong governing structures and robust ethical practices across our business as this assures integrity and diligence in our operational capacities whilst simultaneously accounting for long-term sustainable economic growth and innovation.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION



CORPORATE GOVERNANCE

WHY IS IT MATERIAL?

Corporate governance forms the backbone of an organisation as it navigates the business whilst enforcing entrenched objectives and principles. The presence of a stout corporate governance structure provides an organisation with management, accountability, and clarity regarding business processes, conduct and strategic directions. We have established tenacious processes to conduct checks and regular audits on our internal practices. Through this, we believe that we will be able to derive long-term shareholder value.

HOW DO WE MANAGE THIS?

Our governance structure strives to:

- Focus relentlessly on our customers
- Make corporate decisions to generate long-term value rather than for short-term considerations
- Maintain our lean culture through cost efficiencies to drive value creation
- Hire and retain skilled and dedicated Employees
- Look for sustainable ways to protect the environment

VICOM strongly believes that good Corporate Governance results in good business acumen. The company maintains the highest standards of Corporate Governance, professionalism, and integrity as it builds an organisation that our shareholders, employees, patrons, business partners, regulatory authorities and other stakeholders can trust and be proud of.

VICOM adheres and upholds to the Code of Corporate Governance, issued by the Monetary Authority of Singapore ("MAS"), across our operations.

Spearheading Corporate Governance at VICOM, The Board of Directors (the "Board") have a duty to protect and enhance the long-term value of the Company whilst striving to achieve sustainable growth. It sets the overall strategic direction of the Company and supervises the business conduct, performance, and affairs.

OUR BOARD OF DIRECTORS



Mr Lim Jit Poh



Mr Yang Ban Seng



Mr Sim Wing Yew



**Prof Shim Phiau Wui,
Victor**



Mr Goh Yeow Tin



**Ms June Seah
Lee Kiang**



**Mr Soh Chung
Hian, Daniel**



Dr Tan Kim Siew



Ms Tan Poh Hong



Ms Wong Yoke Woon

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION

Members of the Board are expected to act in good faith whilst exercising reflexive and independent judgment whilst honing on best interests of the company. In appointing Directors, the Company seeks individuals who have integrity, expertise, business acumen, shareholder orientation and a genuine interest in the operations and our success.

The Board is managed by the Non-Independent and Non-Executive Chairman, Mr Lim Jit Poh (the "Chairman"), and is responsible for:

- Providing entrepreneurial leadership and guidance, setting strategic directions and objectives of the VICOM (which include appropriate focus on value creation, innovation, and sustainability) and ensuring that adequate financial and human resources are in place to achieve these objectives
- Ensuring the establishment of appropriate and adequate systems of internal controls, risk management processes and Financial Authority Limits to safeguard Shareholders' interests and the VICOM's assets, whilst achieving an appropriate balance between risks and company performance
- Challenging management constructively and monitoring its performance
- Identifying the key stakeholders of VICOM and managing the Company's strategy and approach in addressing the concerns of these key stakeholder groups whilst ensuring transparency and accountability to all stakeholders
- Instilling an ethical corporate culture and enforcing the Company's values, standards, policies, and practices
- Considering environmental, social and governance issues as part of its strategic formulation on sustainability

As of 31 December 2021, the Board comprises of ten Directors, with 70% of them acting as independent Directors. We maintain a strong level of independence in the Board. The current board composition exceeds the requirement under SGX's Listing Rules and MAS's Code for at least one third of the Board to comprise of independent Directors, where the Chairman is not independent. VICOM has formed three Board Committees to assist the Board with various issues and to facilitate seamless decision making. These include the Audit and Risk Committee ("ARC"), the Nominating and Remuneration Committee ("NRC"), and the Sustainability Committee ("SC").

The NRC is responsible for annually examining the size and composition of the Board and its Committees to ensure an appropriate balance in diversity of skills, knowledge, experiences, age, and gender whilst maintaining the composition requirements of the Board. In addition, the NRC decides on directors' fees and senior staff's remuneration and promotions.

VICOM places great emphasis on the importance of tripartism and this is reflected in the make up of its board which includes representatives from the business, union and regulatory sectors. This is important to ensure holistic views are sought in both short and long term decision-making.

Further information pertaining to our Corporate Governance can be found in our annual report for FY 2021.

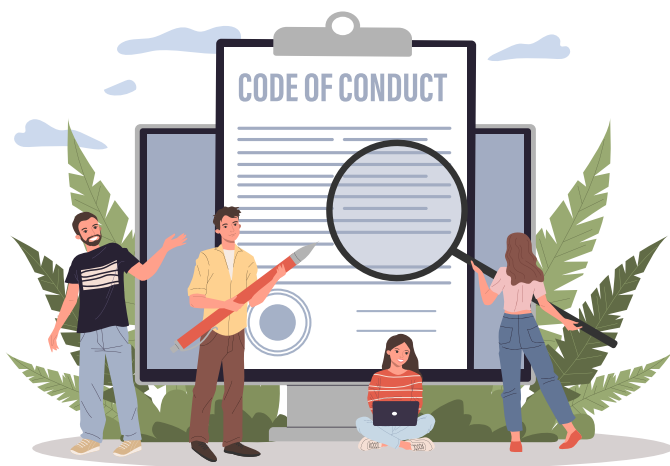
OUR PERFORMANCE

1. Percentage of Independent Non-Executive Director: 70%
2. Percentage of Non-Independent & Non-Executive Director: 20%
3. Percentage of Non-Independent & Executive Director: 10%
4. Board Diversity
 - Women: 30%
 - Men: 70%
5. Director's Length of Service
 - Served > 9 years: 20%
 - Served <9 years: 80%

LOOKING FORWARD

We continuously strive to maintain diversity and inclusion across our board members.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION



COMPLIANCE, ETHICAL CONDUCT, TRANSPARENCY & ACCOUNTABILITY

WHY IS IT MATERIAL?

As VICOM operates in an industry that places great emphasis on trust, complying to all relevant regulations and ethical conduct are pillars in establishing ourselves as a dependable and responsible organisation.

HOW DO WE MANAGE THIS?

Ethical business conduct, accountability through compliance and transparency in operations are core to our business. As a result, VICOM has a Code of Business Conduct that provides all its employees, subsidiaries, and associated companies with a comprehensive understanding of the Code and business ethics for local and international operations. The Code encompasses our business principles and policies, whilst addressing ethical conduct and integrity issues pertaining our businesses. The Code of Conduct highlights policies surrounding conflict of interest, integrity in account management, bribery, fraud, and whistle-blowing processes.

Our Whistleblowing Policy acts as a mechanism for employees to raise concerns about potential improprieties or breaches in financial reporting or other improper business practices, whilst

protecting the whistleblowers from reprisal. We ensure our employees are aware and adhere to the components of the Code, through the orientation process for all our new hires, and bi-annually reinforce the Code to our existing staff to ensure their commitment in compliance. Read more about our WhistleBlowing Policy in Annex B.

As means of ensuring compliance and transparency, our business processes are regularly audited by our Internal Auditors ("IA") who deploy strict audit criteria in ensuring compliance to regulatory requirements and international standards, on a yearly basis. In FY2021, VICOM did not record any significant findings in the internal audit.

We have commenced utilising an electronic platform for our tendering processes as this enforces transparency and accountability. Additionally, we ensure all tenders are compliant with our Anti-Bribery and Anti-Corruption policies, whilst mitigating any conflicts of interest issues.

OUR PERFORMANCE

In FY 2021, VICOM recorded zero cases of corruption, bribery, and anti-competitive behaviour. This implies the effectiveness of VICOM's current Enterprise Risk Management ("ERM") control measures in mitigating affiliated risks. Since 2019, VICOM has succeeded in establishing a robust and systematic framework to its ERM, which identifies key risks in its business processes, guided by an external consultant. The ERM framework covers essential components like control measures, action plans, key risk indicators, risk appetite, risk tolerance and risk levels, pertaining to the business. As a result, we are able to manage our key risk including regulatory compliance, fraud and corruption, adverse event (natural), succession planning, cyber security, competition and economic downturn or recession.

LOOKING FORWARD

VICOM aims to maintain the highest standards of ethics and integrity across its operations and achieving zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption. To further strengthen our internal processes, we are going to obtain ISO 37001 (Anti Bribery management system) certification in 2022.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION



RESPONSIBLE SUPPLY CHAIN & PARTNERSHIPS

WHY IS IT MATERIAL?

Recently, there has been surmounting pressure on organisations from employees, customers, investors, regulators, and governments to exemplify environmental responsibility and social stewardship across all junctures of the supply chain, urging for increased sustainable operations. Through the growing demand of transparency and accountability, responsible supply chains and partnerships are focal corporate ambitions as they ensure the efficient use of resources and proper management of social risks. We are mindful of the environmental and social impact of our services, across all relevant stakeholders and facets of our operations.

HOW DO WE MANAGE THIS?

At VICOM, our procurement department is responsible for implementing transparency and sustainability into our supply chain. We use a digital system that engages our vendors directly. This minimises the use of paper and facilitates greater accountability with clear decision and approval processes. We collaborate with our suppliers to uphold high levels of integrity in our supply chain and operations. As we undergo negotiations and contractual discussions, we enforce transparency, equity, and courteous communication with our suppliers. Read more about our Supplier Code Of Conduct in Annex C.

OUR PERFORMANCE

VICOM engages a total of 1,061 suppliers in amongst whom, 21% were new suppliers engaged in FY 2021. The evaluation criteria within our Procurement Policy for all tenders entail: cost competitiveness, technical capabilities and resources, service delivery flexibility and responsiveness, service quality and continuous improvements, supply assurance in times of unexpected circumstances, environmental and social responsibility, relevant experiences, company stability and sound business operations, and company financial status. In FY 2021, we had zero supplier incidents of social or environmental non-compliance.

LOOKING FORWARD

We target to continuously achieve zero incidents of social or environmental non-compliance across our supply chain, whilst upholding stringent adherence to transparent and ethical business conduct.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION



TESTING INTEGRITY

WHY IS IT MATERIAL?

Integrity is one of the key pillars in testing inspection and certification ("TIC") services. As we are one of the leading TIC organisation in Singapore, integrity is critical in our ability to provide objective and professional services where clients

depend heavily on the result of our testing in making further decision which may involve quality and safety. Upholding integrity in our testing processes reinforces our brand reputation as a reliable, trustworthy, and professional service provider.

HOW DO WE MANAGE THIS?

VICOM ensures professional integrity in the provision of its services via a two-fold approach. Firstly, we acquire an attestation by a third-party independent body, such as Singapore Accreditation Council ("SAC"), that accredits our services through a formal assessment of our technical competencies via qualified and trained technical assessors. Secondly, we have established a Code of Business Conduct to govern all behaviour of our staff in dealing with external parties during the rendering of our professional services. Our staff are made aware of the Code and demonstrate their commitment and adherence through a bi-annual exercise conducted online.

At VICOM, we maintain strict compliance with all relevant international and national standards, and regulatory requirements.



Numerous 3rd party attestations on multi-disciplinary fields as a testament to VICOM's testing competency and integrity.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION

OUR PERFORMANCE

VICOM has not suffered any monetary losses as a result of legal proceedings associated with professional integrity in FY2021.

INCIDENTS OF NON-COMPLIANCE RAISED BY 3RD PARTY ATTESTATION BODY	FY 2019	FY 2020	FY 2021
Incidents of non-compliance with standards requirement resulting in a suspension in a particular field	1	0	0
Incidents of non-compliance with standards resulting in a revocation in a particular field	0	0	0
Incidents of non-compliance with voluntary codes	1	1	0
Total number of incidents of non-compliance with standard requirement and/or voluntary codes	1	1	0



LOOKING FORWARD

VICOM places high importance to its testing integrity in providing objective and unbiased testing, inspection, and certification activities to a wide array of industries. This principle is strongly inculcated across the various levels of its employees.

Our zero-tolerance policy for corruption and fraud is clearly communicated to all staff and it is well enshrined in our Code of Business Conduct. VICOM believes that testing integrity can be an invaluable asset to the organisation and an important determinant in service differentiation among competitors.

We strive towards continuously maintaining our testing standards and ensuring the enforcement of integrity in our operations and across all our stakeholders. Additionally, we target to achieve zero cases of regulatory non-compliance resulting in suspensions and not more than three number of warnings resulting from regulatory non-compliance, in a financial year.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION



CYBERSECURITY, DATA PRIVACY & SECURITY

WHY IS IT MATERIAL?

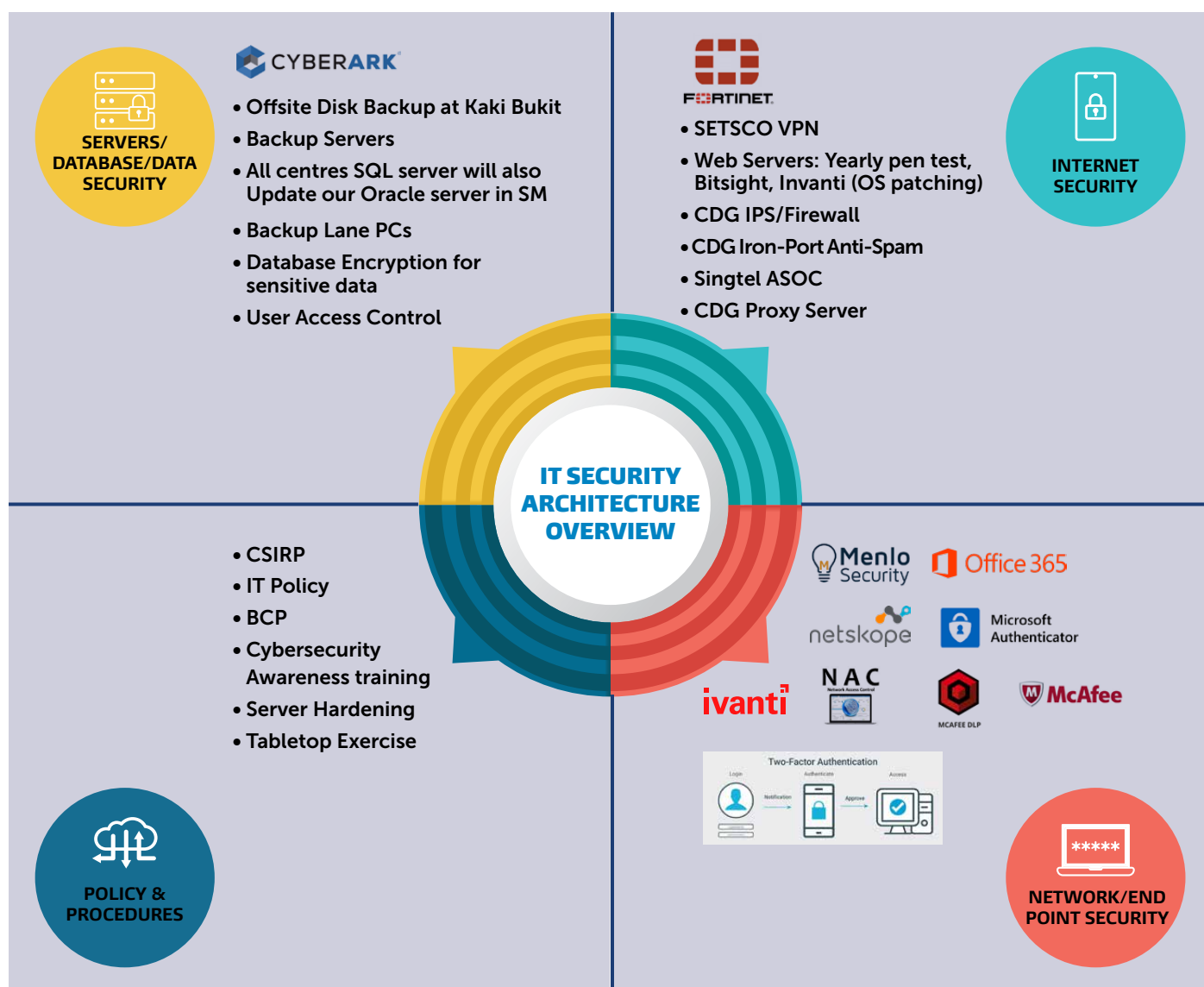
Technological advancements are widespread in today's world, resulting in drastic propulsions towards multi-faceted digitalisation. As digital technology increasingly encapsulates

business procedures and processes, it is imperative to build stronger defences by strengthening our cybersecurity, data privacy and security architecture.

HOW DO WE MANAGE THIS?

At VICOM, we consider cybersecurity and data privacy as critical in facilitating ethical and seamless business operations, and therefore remain stringent in ensuring compliance with all relevant regulations.

VICOM'S approach to identifying and addressing data security, privacy and cybersecurity risks whilst ensuring compliance to all regulatory requirements entails a holistic approach as depicted below.



FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION

CYBERSECURITY

We conduct a formal cybersecurity awareness training that all our staff are mandated to undertake, annually. This training enables them to accurately identify phishing emails through role-playing and case study exercises. The last training was conducted in November 2021. Moreover, our VICOM Information Technology ("IT") department regularly disperses emails to educate all our users on phishing emails and their affiliated risks and has also rolled out a new feature for staff to report phishing emails.

In addition to the annual cyber security awareness training, our IT department conducts a bi-annual test to ascertain the staff's response to phishing emails. This involves the crafting of a phishing email to draw users in to decipher whether the email is suspicious for reporting. Through this exercise, we are able to discern employees that require additional cyber security awareness training to prevent its reoccurrence in the event of an actual scam and breach to cybersecurity.

In the event of breaches to our cybersecurity and security systems, we have an established Breach Management Plan. The plan entails swift, systematic, and thorough responses in the event of security breaches, covering three main approaches mainly containment, assessment, and reporting.

DATA PRIVACY AND PROTECTION

At VICOM, we are committed to upholding the privacy of our employees and customers through strict adherence to the Personal Data Protection Act ("PDPA"), in Singapore. We collect personal data from our customers, general enquirers, job applicants, etc., to fulfil operational needs whilst ensuring compliance with all regulations mandated by Singapore's governmental agencies. We ensure to provide relevant disclosures and seek consent from all individuals prior to data collection and use. VICOM determines the disposal and retention of all personal data documents, including electronic storage once they serve no legal or business purpose. VICOM has an established Cyber Security Incident Response Plan ("CSIRP") that is immediately activated in the event of a data breach. During the event of a breach,

VICOM ensures to notify the PDPC and afflicted individuals. As we acknowledge our responsibility in the correct and lawful management of personal data, VICOM's robust policy and response mechanisms ensure confidentiality is upheld in the handling of personal data.

VICOM also adheres to our PDPA Compliance Policy, which undergoes a review every two-years or when amendments to Singapore's PDPA are made. All relevant stakeholders then receive updated communications about changes made to the Policy. Our Internal Auditors conduct yearly audits on our processes to ensure strict adherence to the VICOM's PDPA Policy.

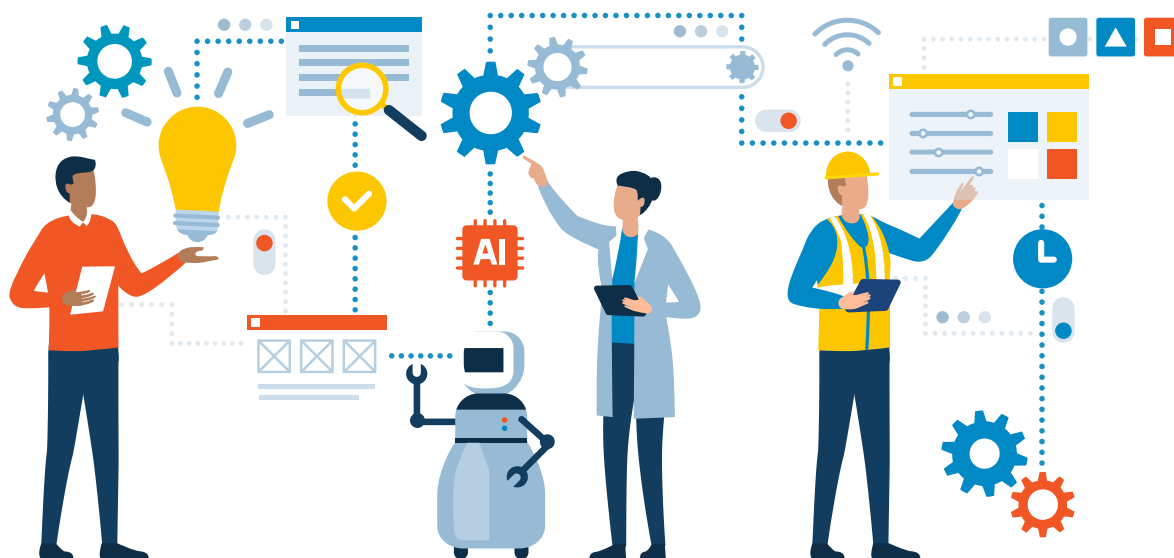
OUR PERFORMANCE

Data privacy and security are deemed of extreme importance as we operate with both businesses and customers. Our Data Protection Officer (DPO) underwent the Practitioner Certificate in Personal Data Protection ("PDPC") that provided practical data governance and protection skills, whilst utilising risk-based tools to create an impregnable data protection infrastructure for the business. As a result, we ensure our server data is secured and remains confidential. Additionally, VICOM has been awarded the Data Protection Trustmark Certification ("DPTM"), launched by InfoComm Media Development Authority ("IMDA"), which affirms our accountable data protection processes whilst building trust amongst our customers. Through this certification, we are able to assure our customers of an independently verified system that protects their personal data. We are pleased to report there were no significant breaches to our cybersecurity systems, data or PDPA in FY 2021. As a result, there were no incidents of socio-economic non-compliance.

LOOKING FORWARD

VICOM aims to continuously solidify its cybersecurity, data protection and privacy measures to ensure zero breaches. In FY 2022, VICOM will conduct its first internal audit to ensure adherence to our PDPA policy.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION



INNOVATION & GROWTH

Innovation has proven to positively contribute toward economic growth. As innovation results in novel ventures and opportunities, it aids in generating greater economic value, directly resulting in organisational growth through the creation of new revenue streams. Through innovation, we are able to meet the evolving demands of our industry's landscape whilst remaining relevant and competitively ahead. Additionally, innovation can result in the streamlining of processes, thus increasing efficiency and reducing operational costs.

ECONOMIC GROWTH & NEW OPPORTUNITIES

WHY IS IT MATERIAL?

In order to remain competitive and relevant, we are responsible for generating economic growth for our valued shareholders and stakeholders. We embark on ventures and identify new opportunities to create sustained economic growth and development.

HOW DO WE MANAGE THIS?

We aim to enhance our economic growth through the diversification of our service portfolio and ultimately, our revenue streams. VICOM continues to seek new opportunities, businesses, and customers through the deployment of new technologies, advance techniques and methodology, innovation and creativity while addressing the needs of our customers and the industries as a whole.

For further information on our financial performance, please refer to our annual report, pages 18-19.

INVESTMENT & INNOVATION IN SERVICES & OPERATIONS

WHY IS IT MATERIAL?

Investment and innovation are key enablers for VICOM to explore greater growth opportunities. VICOM is committed to innovation by readily willing to invest in high growth areas with potential, organically or through mergers and acquisition. To be a leader in the TIC industry, VICOM has to leverage on innovation to transform its enterprise towards sustainable growth.

This focus on innovation enables us to stay abreast of evolving testing regimes, capabilities and services. Through research and technology investment and development, we can refresh and expand the range of our products and services, thereby anchoring our position as the leader in the TIC industry.

HOW DO WE MANAGE THIS?

VICOM has been exploring opportunities to invest and build capabilities in sustainable food services and building systems. These are our two priority areas.

New innovations are critically assessed through a multifaceted lens, including applicability to the market, upcoming consumer and global trends, financial feasibility, growth potential and the ability to effectively integrate these innovations into our operations and service offerings.

FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION

OUR PERFORMANCE & LOOKING FORWARD

VICOM will establish a Board-level Technology Committee in FY 2022, to drive and focus on technological and innovation opportunities. This will enable VICOM to capture opportunities to help industries transit towards sustainable developments. Several potential areas that we have identified include, but are not limited to, sustainable food systems and building systems.

TESTING THE EFFICACY OF ANTIGEN RAPID TEST (ART) KIT.



TESTING FOR TRACE LEVEL CONTAMINANTS LIKE HEAVY METALS AND CHEMICAL RESIDUES IN FOOD PRODUCTS USING STATE-OF-THE-ART TECHNIQUES



SUSTAINABLE FOOD SYSTEMS

We are currently in the process of incorporating sustainable food system services into our operational scope at VICOM. This will entail a diversification of our services toward providing audit services to urban farms, to certify their sustainable production of food. As this is a new development in our business, VICOM is currently familiarizing itself with the internal system and acquiring relevant certifications from regulatory bodies to commence offering this service. We believe this strategic push towards sustainable food systems will generate a good revenue stream for the business whilst simultaneously contributing towards overall improvements in food quality.

Moreover, as we venture into providing urban farm audits, we hope to support Singapore's transition towards sustainability whilst securing public safety. Through the certification of food systems, we are able to contribute towards improving the overall food quality and security in Singapore.

We are also planning to introduce a new certification service, Certification of Clean & Green ("C&G") for all urban farms producing fresh goods. This certification attests the agricultural processes of urban farms and is based on the SS661 Specification for clean and green urban farming processes.



FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION

SUSTAINABLE BUILDING SYSTEMS

Within our construction industry, the sector trends entail the reduced use of concrete through greater reliance on steel and low carbon building materials. Furthermore, the built environment has been steering towards utilising recyclable materials, including lighter yet stronger polymers, in order to meet the surging demands of prefabricated building materials. As we also assist in the testing of construction materials, we are able to foster the transition to sustainable materials.

Separately, we are developing the use of drone technology to assist in the inspection of buildings and building façades for public safety. The inspection service has been accepted by the Building Construction Authority ("BCA") and is employed for buildings with an age of over 20 years.

In FY 2021, we have introduced a new certification service to ensure solar panels installed in the market are fire resistant and effective. This certification service will be extended to Building Applied Photovoltaic ("BAPV") and Building Integrated Photovoltaic ("BIPV") solar panels. We hope to strengthen the safe and sustainable practices of the build industry in Singapore through our broad testing and certification services.



IN 2021, WE HAVE INTRODUCED A NEW CERTIFICATION SERVICE TO ENSURE SOLAR PANELS INSTALLED IN THE MARKET ARE FIRE RESISTANT AND EFFECTIVE.



APPENDICES AND ANNEXES



APPENDIX 1: GRI INDEX

GENERAL DISCLOSURES

GRI Standard	Disclosure	Page number and/or URL
GRI 102: General disclosures	Organisational Profile	
	2-1 Organisational details	0
	2-2 Entities included in the organization's sustainability reporting	0
	2-3 Reporting period, frequency, and contact point	0
	2-4 Restatements of Information	0
	2-5 External Assurance	0
	Activities and Workers	
	2-6 Activities, value chain and other business relationships	0, 51
	2-7 Employees	35
	2-8 Workers who are not employees	35
	Governance	
	2-9 Governance structure and composition	48 – 49
	2-10 Nomination and selection of the highest governance body	48 – 49
	2-11 Chair of the highest governance body	48 – 49
	2-12 Role of the highest governance body in overseeing the management of impacts	14
	2-13 Delegation of responsibility for managing impacts	14
	2-14 Role of the highest governance body in sustainability reporting	14, 48 – 49
	2-15 Conflicts of Interest	50
	2-16 Communication of critical concerns	50
	2-17 Collective knowledge of the highest governance body	48 – 49
	2-18 Evaluation of the performance of the highest governance body	48 – 49
	Strategy, policies, and practices	
	2-22 Statement on sustainable development strategy	6
	2-23 Policy commitments	6 – 10
	2-24 Embedding policy commitments	6 – 10
	2-25 Processes to remediate negative impacts	6 – 10
	2-26 Mechanisms for seeking advice and raising concerns	14
	2-27 Compliance with laws and regulations	16, 31, 38, 50 – 55
	2-28 Membership associations	N/A
	Stakeholder engagement	
	2-29 Approach to stakeholder engagement	11 – 12
	2-30 Collective bargaining agreements	64

DISCLOSURES ON MATERIAL TOPICS

GRI Standard	Disclosure	Page number and/or URL
	3-1 Process to determine material topics	12 – 14
	3-2 List of material topics	13
	3-3 Management of material topics	14

APPENDIX 1: GRI INDEX

MATERIAL TOPICS			
GRI Standard	Disclosure		Page number and/or URL
	Emissions		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	20 – 21
	103-2	The management approach and its components	20 – 21
	103-3	Evaluation of the management approach	20 – 21
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	20
	305-2	Energy indirect (Scope 2) GHG emissions	20
	Energy		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	22
	103-2	The management approach and its components	22
	103-3	Evaluation of the management approach	22
GRI 302: Energy	302-1	Energy consumption within the organisation	22
	302-3	Energy intensity	22
	302-4	Reduction of energy consumption	22
	Effluents and Waste		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	23 – 24
	103-2	The management approach and its components	23 – 24
	103-3	Evaluation of the management approach	23 – 24
GRI 303: Effluents and Waste	306-1	Water generation and significant waste-related impacts	23 – 24
	306-2	Management of significant waste-related impacts	23 – 24
	306-3	Waste by type and disposal method	24
	Water and Effluents		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	25
	103-2	The management approach and its components	25
	103-3	Evaluation of the management approach	25
GRI 303: Water	303-3	Water withdrawal	25
	303-5	Water consumption	25
	Health and Safety		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	27 – 29
	103-2	The management approach and its components	27 – 29
	103-3	Evaluation of the management approach	27 – 29
GRI 403: Occupational Health & Safety	403-1	Occupational health and safety management system	27 – 28
	403-2	Hazard identification, risk assessment, incident investigation	27 – 28
	403-9	Work-related injuries	29
	403-10	Work-related ill health	29

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Material Topics			
GRI Standard	Disclosure		Page number and/or URL
	Human Rights Assessment		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	31
	103-2	The management approach and its components	31
	103-3	Evaluation of the management approach	31
GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	31
	Training and Education		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	32 – 33
	103-2	The management approach and its components	32 – 33
	103-3	Evaluation of the management approach	32 – 33
GRI 404: Training and Education	404-1	Average hours of training per year per employee	33
	404-3	Percentage of employees receiving regular performance and career development reviews	33
	Diversity and Equal Opportunity		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	34 – 35
	103-2	The management approach and its components	34 – 35
	103-3	Evaluation of the management approach	34 – 35
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	49
	Employment		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	36 – 37
	103-2	The management approach and its components	36 – 37
	103-3	Evaluation of the management approach	36 – 37
GRI 401: Employment	401-1	New employee hires and employee turnover	37
	Customer Health and Safety		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	38 – 43
	103-2	The management approach and its components	38 – 43
	103-3	Evaluation of the management approach	38 – 43
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of products and service categories	38 – 43
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	43
	Local Communities		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	44 – 45
	103-2	The management approach and its components	44 – 45
	103-3	Evaluation of the management approach	44 – 45
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	44

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Material Topics			
GRI Standard	Disclosure		Page number and/or URL
	Anti-Corruption		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	50
	103-2	The management approach and its components	50
	103-3	Evaluation of the management approach	50
GRI 205: Anti-Corruption	205-2	Communication and training about anti-corruption policies and procedures	50
	205-3	Confirmed incidents of corruption and actions taken	50
	Anti-Competitive Behaviour		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	50
	103-2	The management approach and its components	50
	103-3	Evaluation of the management approach	50
GRI 206: Anti-Competitive Behaviour	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	50
	Customer Privacy		
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	54 – 55
	103-2	The management approach and its components	54 – 55
	103-3	Evaluation of the management approach	54 – 55
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	55

APPENDIX 2:

SASB: PROFESSIONAL & COMMERCIAL SERVICES

Sustainability Disclosure Topics & Accounting Metrics

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	PAGE NUMBER
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	SV-PS-230a.1	54 – 55
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	N/A	SV-PS-230a.2	54 – 55
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number/ Percentage (%)	SV-PS-230a.3	55
Workforce Diversity & Engagement	Percentage of gender and racial/ ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SV-PS-330a.1	34 – 35, 49
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2	37
	Employee engagement as a percentage	Quantitative	Percentage (%)	SV-PS-330a.3	N/A
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	52 – 53
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting Currency	SV-PS-510a.2	53

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	PAGE NUMBER
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	Number	SV-PS-000.A	35
Employee hours worked, percentage billable	Quantitative	Hours, Percentage (%)	SV-PS-000.AB	29

ANNEX A: HUMAN RIGHTS POLICY

VICOM's Human Rights Commitment is guided by the Universal Declaration of Human Rights and the United Nation's Global Compact's Principles on Human Rights in aspects of our employment practices as well as Workplace Health and Safety.

This policy highlights our responsibility and response in relation to protecting the rights of employees within the VICOM in all locations that we operate in.

1. PROHIBITION OF UNETHICAL LABOUR PRACTICES

VICOM does not engage in nor tolerate unethical labour practices such as child labour or forced labour. We strive to uphold and honor the relevant local, national and international laws and conventions where we operate and put in place measures to ensure no unethical labour practices exists within the Group.

2. FAIR EMPLOYMENT PRACTICES

We adhere to applicable employment related legislations and guidance in locations where we operate in. Specifically, in Singapore, we are committed to the Tripartite Guidelines for Fair Employment Practices released by the Tripartite Alliance for Fair and Progressive Employment Practices. The working hours of VICOM's shall comply with the applicable legislations where the employees are situated. In relation to our Sustainability Framework, VICOM strives to ensure:

- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all our employees.

3. GROWING OUR PEOPLE

In VICOM, growing our Talent Base is one of our 3 key strategies for success. Our people must be prepared and equipped with the right mindset, skills and competencies for the next lap. We approach development with an inclusive approach. We want to develop leaders at all levels systematically with a view on continual learning and team collaboration. In relation to our Sustainability Framework, VICOM strives to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

In tandem with developing our talent base, VICOM is committed to providing a challenging environment with ample opportunities for growth so that our talent can realize their full potential.

4. DIVERSITY & INCLUSION

VICOM embraces diversity. We believe in creating an inclusive environment where our employees treat each other equally and with respect. We want to nurture a culture where diverse perspectives can help drive VICOM forward and equal opportunities are given to all our staff.

VICOM is committed to creating a culture of diversity, inclusion, and equal opportunity. We strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We aim to employ people who reflect the diverse nature of society and we value each of our employees' contributions, both individually, and as part of VICOM.

Beyond just physical safety, VICOM also strives to ensure a safe psychological environment where our employees can work in; without fear of presenting their diverse views without repercussions and discrimination.

5. FREEDOM OF ASSOCIATION AND RIGHT TO COLLECTIVE BARGAINING

VICOM recognizes and respects our employees' freedom of association and rights to representation through the appointed trade union.

We are committed to the concept of Tripartism and strives to build and maintain progressive relationships with the Trade Unions and their representatives.

6. FAIR AND SAFE WORKING CONDITIONS

As laid out in VICOM's Sustainability Framework, one of the key pillars of "Enhancing the Safety and Wellbeing of the Community and our People", Health and Safety of our customers and employees and the public is fundamental to our business. Our focus on safety is strongly reflected in the VICOM's policies, procedures and training. We take all safety incidents seriously and we continuously work towards achieving zero fatalities and injury rates that are below national averages in our locations of operation.

ANNEX B: WHISTLEBLOWING POLICY

1. WHAT IS WHISTLEBLOWING?

As employees are expected to abide by the principles of the Code of Business Conduct ("Code") and also maintain and demonstrate the highest professional standards and ethical conduct in the performance of their duties, they are encouraged to bring to the attention of Management any violations of the Code; and/or any unethical or unlawful business conduct or dealings, with the intention for necessary corrective actions to be taken to address the violations.

2. WHO IS A WHISTLEBLOWER?

A whistleblower may be an employee or external party who, in the course of his/her duties or personal engagement with the Company or employee, has witnessed or who has knowledge that another fellow employee has previously engaged, is currently engaging or will be engaging in practices/activities that will be in violation of the Code, or unethical or unlawful business conduct or dealings, and decides to highlight these practices to Management with a view that necessary corrective actions will be taken to prevent the occurrence of such undesired practices/ activities.

Whistleblowing is not a means by which anyone including a disgruntled employee can abuse, wreak revenge on or sabotage another person or fellow employee without any just cause or to hold an employee at ransom. Any action of whistleblowing must be genuine, substantiated with proper evidence, and directed to the VICOM Alert Line within a reasonable time. Where necessary, employees must be prepared to testify or provide statement of such actions. It should not be unfounded or malicious allegations made against another employee. VICOM will not tolerate the abuse of this Whistleblowing process.

A whistleblower need not have to be directly or indirectly affected by or have a personal interest in the outcome of the actions giving rise to the whistleblowing. So long as an employee has a genuine concern and reasonable grounds to believe that the actions of a fellow employee is in breach or will be in breach of the Code or principles of ethical conduct and fair dealing, he can be a whistleblower. However, the whistleblower must act in good faith at all times.

The Policy allows for reporting by Employees or External Parties of such matters, without fear of reprisal, discrimination or adverse consequences, and also permits VICOM to address such reports by taking appropriate action, including, but not limited to, disciplining or terminating the employment and/or services of those responsible.

3. ACTIVITIES GIVING RISE TO WHISTLEBLOWING

Listed below are some activities that could potentially give rise to whistleblowing. It is not an exhaustive list:

- Theft, damage or misappropriation of company's properties, using company's properties for own benefit or any unlawful purpose, or unlawful dissemination or disclosure of company's proprietary information, know-how and trade secrets;
- Fraud. For example:
 - (i) falsification or alteration of company's records, accounts or financial information;
 - (ii) submission of false invoices and claims for reimbursement of expenses;
 - (iii) failure to account or misuse of company's monies in possession; and
 - (iv) knowingly provide information which is false or misleading;
- Engaging in activities prohibited by law; or activities in breach of any legal or contractual obligations. For example failure to perform any material terms of any contract or agreement without any lawful reason;
- Unlawful or Unethical conduct. For example violence, threatened violence, bullying, bribery or acceptance of monies, gifts or monetary benefits in exchange for personal favours;
- Making statements or remarks which are defamatory or cause disruption to racial harmony;
- Sexual harassment or adopting discriminatory practices;
- Trading in the shares of VICOM and its subsidiaries while in possession of materially confidential and price-sensitive information including the procuring or providing of such information to any third party to deal in such shares;
- Misuse, including the downloading and sending of information which will infringe third party's copyright; information that is derogatory or offensive to a third party;
- Engage in activities or practices that will pose a danger to the health and safety of others or the environment;
- Conflict of interest without disclosure. For example, a superior and his/her direct reporting subordinate are in a relationship; and
- Breach of VICOM's policies or the Code of Business Conduct.

ANNEX C: SUPPLIER CODE OF CONDUCT

VICOM LTD is committed to the highest standards of ethical conduct, social and environmental responsibility and commitment to sustainability.

VICOM and its subsidiaries (hereinafter collectively referred to as "VICOM") procures a wide range of goods or services from various businesses, companies, corporations, persons and entities, including their employees, agents and representatives (hereinafter collectively referred to as "Suppliers").

VICOM requires and expects its Suppliers to operate in accordance with the principles in this Supplier Code of Conduct ("Code") and in full compliance with all applicable laws and regulations. Suppliers are required to adhere to all applicable laws (including but not limited to antitrust, anti competition, anti-corruption and anti-fraud policies), maintain high ethical standards, have clear health and safety policies, strict environmental policies, and adopt fair employment practices.

It is the responsibility of Suppliers to ensure their employees and representatives understand, comply and act consistently with this Code. Failure to adhere to this Code may result in disqualification from consideration for business, and/or future business, with VICOM.

1. COMPLIANCE WITH LAWS AND REGULATIONS

1.1. Abidance with the Law

Suppliers' business operations, as well as all goods and services supplied to VICOM, must fully comply with the laws and regulations of the countries where Suppliers' operations are based as well as where goods and services are provided to VICOM.

1.2. USE OF FAIR BUSINESS PRACTICES

Suppliers must practise fair competition in accordance with local antitrust and competition laws. Activities that restrict competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

2. ETHICS AND CONFLICT OF INTEREST

2.1. Anti-Corruption Stance

Suppliers must conduct their business with integrity, transparency and honesty. VICOM does not condone any corrupt practices such as bribery, extortion or embezzlement in all business interactions. Suppliers are prohibited from offering, paying, soliciting or receiving (whether directly or otherwise) any form of bribe as inducement or reward for any business transaction with or involving VICOM. The term "bribe" broadly includes any illicit advantage such as (but is not limited to) cash, cash equivalents, property, loans, commissions, services, benefits in kind or other advantages.

2.2. Anti-Fraud Stance

In the same vein, VICOM does not condone any fraudulent practices such as intentional deception, misappropriation of resources or manipulation of data. Suppliers are prohibited from altering or falsifying records, failing to account for monies received or knowingly providing false information for any business transaction with or involving VICOM.

2.3. Gifts and Entertainment

VICOM is committed to conducting all business without undue influence. This requires it to exercise good judgment and practise moderation in receiving business gifts and entertainment. Suppliers must not offer or give gifts or hospitality (including kickbacks, favours, cash, gratuity, entertainment or anything of value) to any VICOM employee that is intended as, or may be viewed as an attempt to improperly influence business decisions. Employees will respectfully decline entertainment, gifts or other benefits that could in any way be construed as, or give the appearance of, attempting to influence business decisions in favour of any person or organisation with whom VICOM may have business dealings.

2.4. Conflicts of Interest

Suppliers should avoid any conflicts of interest that may adversely influence their business relationship with VICOM. Suppliers must disclose all actual, potential or perceived conflicts of interest situations and/or relationships promptly to VICOM.

3. HUMAN AND LABOUR RIGHTS

3.1. Human Rights

VICOM believes that it is our responsibility to respect the human rights of the people in all the locations that we operate in. VICOM's Human Rights Commitment is guided by the Universal Declaration of Human Rights, the United Nation's Global Compact's Principles on Human Rights and the International Labour Organization (ILO) Conventions on Labour Standards in aspects of our employment practices as well as Workplace Health and Safety. To learn more on VICOM's Human Rights Policy, please visit <https://www.vicom.com.sg/sustainability>. Suppliers shall uphold and comply with the highest international standards on human and labour rights protection.

3.2. Anti-Harassment and Abuse

Suppliers shall ensure that all of their employees are humanely treated with respect and dignity. All forms of harassment and abuse, including but not limited to physical violence, sexual exploitations or abuse, verbal intimidation, psychological harassment, coercion and corporal punishments are not tolerated.

3.3. Non-Discriminatory Employment

Suppliers shall apply fair and ethical standards in their employment practices. This includes non-discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, ethnicity, gender, national origin, age, religion, marital status, disability, sexual orientation or gender identity.

3.4. Ethical Employment

Suppliers must comply with all national laws on wages and working hours as well as local standards regarding child labour and minimum age.

ANNEX C: SUPPLIER CODE OF CONDUCT

3.5. Freedom of Association and Collective Bargaining

Suppliers shall recognize and respect its employees' freedom of association, collective bargaining and rights to representation through the appointed trade union.

4. WORKPLACE HEALTH, SAFETY AND QUALITY

4.1. Healthy and Safe Working Environment

Suppliers must have in place health and safety protection policies and management systems to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/ maintained regularly.

4.2. Safety

The safety of all goods and services supplied must be ensured through appropriate policies, implementation and monitoring.

4.3. Quality

Suppliers' policies and management systems must be developed to ensure that the quality of all goods and services are as specified in their contracts with VICOM.

5. CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY

5.1. Corporate Social Responsibility

VICOM is committed to building positive relationships with the communities in which we live and work by showing our support and care for the poor, the sick, the underprivileged and the aged. Suppliers are encouraged to support us and also seek similar opportunities in area of Corporate Social Responsibility.

5.2. Environmental Sustainability

Suppliers must endeavour to minimise the impact of their operations on the environment, and are encouraged to adopt effective environmental management practices and standards. Local environmental laws and practices such as those pertaining to waste disposal (proper handling of toxic and hazardous waste, segregation where regulated, etc), air emissions and pollution must be complied with.

Suppliers are encouraged to identify, manage and reduce its greenhouse gas emissions from its operations. This includes adoption of eco-efficient practices, green technologies and transiting to cleaner energy

6. USE OF INFORMATION

6.1. Insider Trading

Suppliers must not trade in the securities of VICOM either directly or through an intermediary while in possession of inside information (i.e. confidential material, non-public information) relating to VICOM nor should they pass such information on to others.

6.2. Proprietary Information

Any information used by Suppliers in their business relationship with VICOM that is either proprietary and/or not public must be protected against loss and infringement. Any disclosure or use of such information other than for the purposes of discharging its obligations to VICOM must first be authorised by VICOM.

6.3. Personal Data

Supplier shall respect and comply with all applicable laws relating to the protection of personal data, have in place reasonable physical and electronic measures to ensure the security of personal data, and use any personal data disclosed by or collected on behalf of VICOM only for the purpose(s) for which the relevant personal data is disclosed or collected.

7. COMMUNICATION

7.1. Training and Communication

Suppliers shall ensure adequate communication and compliance of this Code to their employees and supply chain. Where needed, suppliers shall ensure the right and adequate training is provided to employees in their supply chain.

8. RISK MANAGEMENT

8.1. Risk Management System

Suppliers are expected to put in place a risk management procedure that would allow it to identify and mitigate operational and legal compliance risks in all obligations stated in this Code. Suppliers are also encouraged to conduct regular assessment of its facilities and operations, and to extend such checks to its supply chain. It is the supplier's responsibility and obligation to inform VICOM timely in light of any alleged or actual breach of this Code.

8.2. Due Diligence

VICOM reserves the right to conduct due diligence check and audits on its suppliers for compliance with this Code. Suppliers may be requested to provide relevant policies and procedures, where necessary, access to employees and other personnel, as well as associated evidence to demonstrate adherence.

9. ETHICAL CONCERNS

If any Supplier has an actual or potential ethical concern related to the Code, they can make use of the VICOM Alert Line.

The VICOM Alert Line comprising the following personnel has been set up to facilitate the reporting of incidents and the handling of information or evidence on matters that will give rise to whistle blowing:

Group Chief Internal Audit Officer
DID: +65 6383 7010
Email to: gciao@comfortdelgro.com

- and/or the respective Chairmen of Audit & Risk Committee (ARC)
- For VICOM, email to: ARC_Chairman@vicom.com.sg

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