

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



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

VICOM is aware of the significance of maintaining good corporate citizenry. As a major player in our sector, VICOM manages our social impact by targeting key areas including human capital responsibility, public health and safety, customer relations, high-quality service, and continuing our participation in charitable endeavours.



HUMAN CAPITAL RESPONSIBILITY

Our employees are pivotal to the success and growth of our business. At the same time, they hold a key role in the actualisation of our sustainability ambitions. Therefore, we place great emphasis in the prioritisation of employee safety, health and wellbeing, whilst ensuring apt provision of training, development and upskilling opportunities. Consequently, this enables us to attract and retain top talent.

VICOM also strives to spearhead change and to be a frontrunner of sustainability. As such, VICOM constantly seeks to provide ample diversity, inclusion and equal opportunities in our management of human capital. We also place strong

emphasis on upholding ethical human and labour rights. In a similar vein, we do our best to comply with all relevant regulations, and hope to positively impact the people, societies and communities around us.

OCCUPATIONAL HEALTH & SAFETY

WHY IS IT MATERIAL?

As a conscientious supplier of testing and inspection services, VICOM remains dedicated to upholding the highest standards for occupational health and safety. It is crucial that we acknowledge, manage, and reduce health and safety risks to protect our workers and provide a safe work environment. By reducing occupational risks, we can effectively translate VICOM's business and sustainability objectives into financial success and favourable outcomes.

HOW DO WE MANAGE THIS?

VICOM employs strict standard operating procedures ("SOPs") and practices, as well as risk assessments to mitigate workplace health and safety hazards and protect our workers. VICOM's SOP involves Safe Working Procedures ("SWP") which requires employees to complete safety orientation training, safety refresher courses and training. Relevant representatives also organise daily, weekly, and monthly safety walkabouts to detect hazards firsthand, enhancing safety at our sites.

In addition, SETSCO maintains the standards outlined in the ISO 45001:2018 certification (Occupational Health and Safety Management System). To ensure and enhance the effectiveness of VICOM's health and safety systems, annual external

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Refresher training course regularly conducted by SETSCO's safety professionals.

and internal audits are conducted to pinpoint areas that require improvement.

Similarly, we have an Occupational Health and Safety Management System ("OHSMS") in place to detect and evaluate all hazards and possible risks originating within our workplace. This serves to minimise dangers and harm arising from our operations. Additionally, annual risk control exercises, aimed at reducing and mitigating risks related to the provision of our services, are carried out during the renewal process for our BizSafe level 3 certification. The control responses that VICOM implements consist of, but are not restricted to, the following:

- Eliminating or substituting dangerous processes with safer methods
- Requiring personal protective equipment and safety gear to be worn as a safety precaution where necessary
- Embedding safety features where possible and necessary (e.g. placing warning signs throughout the premise)

Furthermore, VICOM's Workplace Health and Safety ("WSH") Committee hosts monthly meetings to report on, review, assess and update current safety procedures. At these management meetings, health and safety incidents that occurred on-site are also shared and discussed.

To further promote health, safety, and welfare, VICOM strictly adheres to the Ministry of Manpower's WSH Act and appointed a full-time internal WSH Officer who is registered with the Ministry. This increases VICOM's capacity to carry out and oversee all safety-related procedures.

Should any WSH incidents or hazards occur onsite, employees are required to disclose these occurrences to their Department Safety Representatives or our WSH Officer as soon as they are able to. Alternatively, staff members can use VICOM's Whistleblowing Channel to report relevant problems. Once the incident report is created, management carries out further investigations to understand the situation and remedy the problem where necessary.

Subsequently, findings from the cases are shared with all staff personnel in order to increase awareness and minimise recurrences.

Additionally, VICOM's WSH Committee and Human Resource department work in tandem to ensure that all violations of occupational health and safety are monitored and that corrective actions are taken. First aiders are also present in house at VICOM to provide necessary care and attention in the case of emergencies.

To further protect our workers' health, VICOM also promotes a culture of safety and welfare amongst all staff members. As our staff frequently deal with vehicle emissions from

inspections, we worked with the Integrated Health Plans ("IHP") medical service provider to create the Workplace Outreach Wellness Program. This program offers employees access to reasonably priced health screening. In a similar vein, employees receive medical benefits and insurance, guaranteeing the best possible well-being for VICOM's personnel.

VICOM's WSH Committee also holds monthly meetings at a different inspection centre each time to discuss potential safety issues and efforts to ensure the continued safety of staff and customers. Reported near-misses and other safety-related feedback are closely considered and have led to changes on the ground.

OUR PERFORMANCE

In FY2023, VICOM had 2 cases of recordable injuries. The main type of work-related injury sustained was injuries caused by moving, fixed or stationary objects.

Meanwhile, SETSCO has achieved 365 Accident-Free days and a celebration was held to recognise the collective effort by staff from various departments in ensuring a safe work environment.

In addition, SETSCO also received accolades from the Petrochemical Corporation of Singapore Private Limited ("PCS") for Zero Lost Time Incident in 2023 Award and the ExxonMobil Zero Recordable Injury Award (for 8 Continuous Years, 20K - 100K man-hours) for our safety management processes.



SETSCO Safety Day to commemorate 365 Accident-Free Days.

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TYPE OF WORK-RELATED INJURY ³⁹	FY2019	FY2020	FY2021	FY2022	FY2023
Number of fatalities as a result of work-related injuries	0	0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0	0	0
Number of recordable work-related injuries	0	1	8	5	2
Total work-related injuries	0	1	8	5	2
Number of hours worked	2,153,855	2,114,671	2,065,455	2,079,577	2,266,302
Rate of fatalities as a result of work-related injuries	0	0	0	0	0
Rate of high consequence work related injuries	0	0	0	0	0
Rate of recordable work-related injuries (per 1 million hours)	0	0.47	3.87	2.40	0.88

GRI 403-8: WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

	COVERED UNDER OHS SYSTEM	COVERED UNDER INTERNALLY AUDITED SYSTEM	COVERED UNDER EXTERNALLY AUDITED SYSTEM
Number of employees	938	938	903
Number of workers who are not employees	0	0	0
Percentage of workers who are not employees but whose work and/or workplace is controlled by the organisation	0	0	0
Potentially excluded worker type and reason	NA	NA	NA

403-10: WORK-RELATED ILL HEALTH

	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related ill health	0	0
Number of recordable work-related ill health	0	0

LOOKING FORWARD

Going forward, VICOM has established the following short, medium, and long-term occupational health and safety targets:

- Ensuring zero cases of work-related high-consequence safety incidents annually for FY24 and beyond
- Maintaining zero cases of fatalities in FY2024 and beyond
- Lost-time injury rates below the national average

³⁹ Multiplier used to calculate occupational health and safety rates is 1,000,000.

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EMPLOYEE WELLBEING & WORK LIFE BALANCE

WHY IS IT MATERIAL?

Ensuring optimal employee wellbeing is integral to VICOM's success as a business as our people form the backbone of operations. Thus, VICOM's actively endeavours to enhance employee wellbeing and promote work life balance through various programmes and initiatives seeking to improve both the physical and mental health of our employees.

HOW DO WE MANAGE THIS?

In a bid to provide the best possible health for our workers, we have set up medical programs that offer all qualified workers discounted medical treatment and check-up benefits. Likewise, VICOM provides employee management programs aimed at nurturing and developing our workforce. We also often provide webinars and activities to support our employees' emotional and physical well-being. This year, in collaboration with HealthWorks, a health screening for employees was organised at SETSCO Bukit Batok. Offering comprehensive packages, from testing cholesterol and blood pressure to spinal checks, the health screening enabled 75 employees to better assess their health. In addition, a mental wellness talk on stress management was organised at SETSCO, yielding a turnout of close to 50 staff. The talk provided valuable insights on stress management, practical strategies and resources to help staff prioritize well-being effectively. To foster greater teamwork and improve communication among staff, VICOM's Finance Department also organised a Team Bonding Trip to Desaru, in Malaysia's Johor Bahru. The trip allowed staff to bond over various attractions and strengthened the camaraderie across the department. An annual workshop was also organised which creatively incorporated outdoor activities at Bukit Batok Nature Reserve and gift exchanges while the different functions within the Finance department shared ways to improve productivity and internal finance processes.

In a bid to foster a more collaborative and informed work atmosphere, VICOM's HR Department initiated a new engagement program that combined a year-end internal training session with a team bonding excursion. The training session provided a platform for the exchange of work methodologies and a preview of the changes anticipated in the new year. Simultaneously, the team bonding activities, which included a visit to the Singapore Discovery Centre and an Escape Room challenge, strengthened interpersonal relationships within the team. This integrated approach not only enhanced team dynamics but also boosted employee engagement, reflecting the department's commitment to a cooperative and well-informed work environment.

Simultaneously, we adhere firmly to our company's established human capital management policies and systems to improve the well-being, productivity, and happiness of our workforce.

OUR PERFORMANCE

In FY2023, we continued with our previous initiatives including the grant of early leave from work on the evenings of public holidays such

as Chinese New Year, Hari Raya, and Deepavali, providing staff additional relaxation and time off to prepare for the festivities. Furthermore, VICOM continues to support greater work-life balance by offering flexible work arrangements to some of our staff.

In addition, VICOM hosted our yearly Dinner & Dance, which encouraged a joyous mood among the personnel. VICOM also reinforced our efforts to protect the wellbeing of our personnel by offering qualified employees monthly Sheng Siong shopping vouchers worth S\$30, helping to alleviate some of the inflationary pressures posed by the economy on our staff. In 2023, approximately \$404,600 worth of Sheng Siong vouchers have been disbursed to our staff.

LOOKING FORWARD

VICOM appreciates our staff and endeavours to optimise their health and wellbeing by regularly evaluating, enhancing, and introducing new wellbeing initiatives. Going forward, VICOM intends to continue our implementation of employee wellness events and initiatives such as webinars, presentations, and in-person events.



Employees undergoing health screening at SETSCO Bukit Batok.

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TALENT ATTRACTION, RETENTION & JOB OPPORTUNITY CREATION

WHY IS IT MATERIAL?

VICOM's economic and environmental success is buttressed by our employees. As a result, we recognise how critical it is to foster great employee morale and loyalty, attract and retain the best people. By means of consistent staff involvement and diverse initiatives, VICOM aims to deliver superior service quality, enhance its potential for growth, and facilitate Singapore's transition towards sustainability.

HOW DO WE MANAGE THIS?

At VICOM, we set policies and procedures in place to express how much we value the contributions and hard work of our staff. Firstly, staff members from all of VICOM's departments have opportunities to interact across departments. This enables our employees to gain understanding of how other departments in VICOM function, promotes holistic staff interaction and underlines the value of each employee's unique position.

Additionally, VICOM strives to create a supportive and cohesive workplace environment, enhancing our employees' capacity to support VICOM in achieving our sustainability and financial objectives. Furthermore, we provide fair and equitable remuneration and compensation, outlined on pages 33-37 of our Annual Report 2023, as well as extensive employee benefits like healthcare subsidies. The following benefits are offered to both contract and full-time staff members:

- Life insurance
- Health care
- Disability and invalidity coverage
- Parental leave
- Basic healthcare screening and check ups



Recipients of the 2023 Long Service Awards.

Incentives such as attractive sign-on bonus and the ability to convert variable bonuses into base pay were utilised to both attract new hires and keep hold of current employees. Likewise, VICOM strongly supports the Institute of Technical Education ("ITE")'s Work Study Diploma Program which gives ITE students the chance to obtain full-time work experience while receiving compensation during the program. Our goal with this program is to upskill and entice ITE graduates to continue their education at VICOM once they graduate.

Employees are also given recognition awards to celebrate their achievements and excellent work. Our Long Service Awards and Customer Service Awards are two examples. To support VICOM's talent management, our company established a succession planning program for our senior management and key employees.

OUR PERFORMANCE⁴⁰

Compared to FY2022 and our baseline year, FY2019, respectively, VICOM saw a 6.2% fall and 5.3% increase in



Winners of the Best Customer Service Award 2022 (Best Centre).

new hires respectively. In comparison to FY2022 and our baseline year of FY2019, VICOM saw a 1.5% fall and 3.7% increase in staff turnover respectively. While the number of new hires is a function of turnover, it may not be proportionate due to prevailing business requirement.

⁴⁰ All data in this section is analysed by comparing our performance in 2023 to our performances in the previous year (2022) and our baseline year of 2019. The full set of data for years 2019-2023 can be found in Appendix 5.

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In December 2023, we also conducted an Employee Satisfaction Survey to ascertain areas of improvement, ultimately aimed at retaining our workforce.

TOTAL EMPLOYEES



SINGAPORE

903



MALAYSIA

35



GRI 2-7: EMPLOYEES REGION – SINGAPORE⁴¹

GRI 2-30: COLLECTIVE BARGAINING AGREEMENTS

Percentage of total employees covered by collective bargaining agreements	15.95% (144/903)
Percentage of permanent employees covered by collective bargaining agreements	47.06% (144/306)
For employees not covered by collective bargaining agreements – whether working conditions/employment terms are based on collective bargaining agreements	Yes

Currently, we have approximately 144 employees (15.95%) covered by collective bargaining agreements. For employees not covered by collective bargaining agreements, VICOM determines their working conditions and terms of employment based on alignment with industry standards.

SINGAPORE	FY2019			FY2022			FY2023		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Number of New employee hires	94	37	131	185	45	230	138	46	184
Rate of New Employee Hires (%)	10.8	4.3	15.1	21.4	5.2	26.6	15.3	5.1	20.4
Number of Employee Turnover	110	38	148	136	57	193	108	36	144
Employee Turnover Rate (%)	12.7	4.4	17.1	15.7	6.6	22.3	16.0	17.1	16.3

⁴¹ Employee numbers are reported at the end of the reporting period. All employee numbers are also reported in head count.

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BREAKDOWN OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP (FY2023)	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
<30 years	94	0.104	32	0.189
30-50 years	74	0.082	95	0.181
>50 years	16	0.018	17	0.089

SV-PS-330A.2

	VOLUNTARY	INVOLUNTARY
Turnover rate for employees	0.129	0.034

GRI 401-3: PARENTAL LEAVE

	2023	
	MALE	FEMALE
Total percentage of employees that were entitled to parental leave	100%	100%
Total number of employees that took parental leave	129	45
Total number of employees that returned to work in the reporting period after parental leave ended	129	45
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	118	40
Return to work rate of employees that took parental leave	100%	100%
Retention rate of employees that took parental leave	0.91	0.89

REGION – MALAYSIA

MALAYSIA	FY2023		
	MALE	FEMALE	TOTAL
Number of New Employee Hires	4	0	4
Rate of New Employee Hires (%)	11.4	0	11.4
Number of Employee Turnover	3	1	4
Employee Turnover Rate (%)	8.7	2.9	11.6

BREAKDOWN OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP (FY2023)	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
<30 years	2	0.057	1	0.029
30-50 years	2	0.057	3	0.087
>50 years	0	0	0	0

SV-PS-330A.2

	VOLUNTARY	INVOLUNTARY
Turnover rate for employees	0.087	0.029

LOOKING FORWARD

For FY2024 and beyond, VICOM has established the following short, medium, and long-term targets:

- Continue to recognise the achievements of our staff through our existing initiatives and practices
- Continue to offer attractive benefits and development programs
- Keep voluntary turnover below 20% by 2025 and 15% by 2030

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DIVERSITY, ANTI-DISCRIMINATION, INCLUSION & EQUAL OPPORTUNITIES

WHY IS IT MATERIAL?

VICOM is a fervent advocate for inclusion and diversity in the workplace. We believe that differing perspectives, views and ideas provided by staff of varying backgrounds would give us a competitive edge both domestically and globally. Accordingly, VICOM promotes fairness, diversity, and inclusion throughout our operations, fostering an atmosphere that values people of all talents, ethnicities, and cultures.

HOW DO WE MANAGE THIS?

VICOM enforces a zero-tolerance policy for any sort of discrimination. Every allegation or instance of prejudice is addressed via reports to our management, followed by in-depth investigations that ultimately determine suitable redress and disciplinary action. Furthermore, we solely hire based on merit. Employees of all ages, genders, races, nationalities, and religions are welcome at VICOM as long as they have the relevant skillset required.

OUR PERFORMANCE

As of FY2023, VICOM's workforce comprises 23.6% of female employees and 76.4% of male employees. This is primarily due to the nature of our business. In addition, in terms of age groups, 22.9% are between 30 to 50 years old, whilst 74.3% and 2.8% are aged under 30 and over 50, respectively. Additionally, in FY2023, we are pleased to report that we did not receive any formal complaints of discrimination in 2023.



GRI 2-7: SINGAPORE

2023	MALE	FEMALE	TOTAL
Permanent			
Full-time	218	88	306
Part-time	0	1	1
Contract			
Full-time	472	124	596
Part-time	0	0	0
Non-guaranteed hours	0	0	0
Temporary employees	5	2	7

GRI 2-7: MALAYSIA

2023	MALE	FEMALE	TOTAL
Permanent			
Full-time	2	2	4
Part-time	0	0	0
Contract			
Full-time	25	6	31
Part-time	0	0	0
Non-guaranteed hours	0	0	0
Temporary employees	0	0	0

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

SASB STANDARDS: SV-PS-000.A SINGAPORE

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN FY2023	FULL-TIME	PART-TIME
Temporary employees	4	3
Contract	596	0
Permanent employees	306	1

MALAYSIA

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN FY2023	FULL-TIME	PART-TIME
Temporary employees	0	0
Contract	31	0
Permanent employees	4	0

GRI 405-1: DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES SINGAPORE

TOTAL NUMBER OF EMPLOYEES BY EMPLOYEE CATEGORY IN FY2023	MALE	FEMALE	TOTAL
Total number of senior management	8	3	11
In percentage (%)	72.7%	27.3%	100%
Total number of management	26	8	34
In percentage (%)	76.5%	23.5%	100%
Total number of professionals	258	87	345
In percentage (%)	74.8%	25.2%	100%
Total number of non-executives	398	115	513
In percentage (%)	77.6%	22.4%	100%
Total employees	690	213	903
Total employees in percentage (%)	76.4%	23.6%	100%

MALAYSIA

TOTAL NUMBER OF EMPLOYEES BY EMPLOYEE CATEGORY IN FY2023	MALE	FEMALE	TOTAL
Total number of senior management ⁴²	0	0	0
In percentage (%)	0	0	0
Total number of management	1	0	1
In percentage (%)	100%	0	100%
Total number of professionals	1	4	5
In percentage (%)	20%	80%	100%
Total number of non-executives	25	4	29
In percentage (%)	86.2%	13.8%	100%
Total employees	27	8	35
Total employees in percentage (%)	77.1%	22.9%	100%

⁴² Senior Management includes director level individuals. Executives category has been expanded into two categories to better align with market practice and provide a more accurate classification of responsibilities and duties

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GRI 405-1 SINGAPORE

	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	TOTAL
Total number of senior management individuals	0	3	8	11
In percentage (%)	0%	27.3%	72.7%	100%
Total number of management	0	15	19	34
In percentage (%)	0%	44.1%	55.9%	100%
Total number of professionals	50	222	73	345
In percentage (%)	14.5%	64.3%	21.2%	100%
Total number of non-executives	130	288	95	513
In percentage (%)	25.3%	56.2%	18.5%	100%
Total	180	528	195	903
Total in percentage (%)	19.9%	58.5%	21.6%	100%

GRI 405-1 MALAYSIA

	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	TOTAL
Total number of senior management individuals	0	0	0	0
In percentage (%)	0	0	0	0
Total number of management	0	1	0	1
In percentage (%)	0	100%	0	100%
Total number of professionals	0	4	1	5
In percentage (%)	0	80%	20%	100%
Total number of non-executives	8	21	0	29
In percentage (%)	27.6%	72.4%	0	100%
Total	8	26	1	35
Total in percentage (%)	22.9%	74.3%	2.8%	100%



GRI 405-2: RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN (SINGAPORE)

BASIC SALARY OF WOMEN TO MEN	WOMEN	MEN	RATIO
Senior Management	14,212	12,775	1:0.9
Management	7,248	8,607	1:1.2
Professionals	3,512	3,750	1:1.1
Non-executives	2,278	1,750	1:0.8

GRI 406-1: INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

Total number of incidents of discrimination	0
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GRI 2-21: ANNUAL TOTAL COMPENSATION RATIO

Annual total base salary of organisation's highest paid individual	S\$375,600
Median annual total base salary for all employees (excluding the highest-paid individual)	S\$31,200
Ratio of highest paid: median value	12.04
Percentage increase in annual compensation for organisation's highest paid individual	9.63%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	-3.43%
Ratio of percentage increase in highest paid: median value ⁴³	9.63:3.43 (decrease in median value)

SASB STANDARDS: SV-PS-330A.1 – WORKFORCE DIVERSITY AND ENGAGEMENT

BREAKDOWN OF PERMANENT STAFF IN SINGAPORE BY NATIONALITY GROUP	EXECUTIVE FY2023	NON-EXECUTIVE FY2023	TOTAL PERCENTAGE
Singaporean & PR	255	238	52.56%
Indian	63	182	26.12%
Malaysian	45	106	16.10%
Filipino	22	2	2.56%
Chinese	0	5	0.53%
Others	11	9	2.13%



SV-PS-330A.3 SINGAPORE

Employee engagement as a percentage	70.36%
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SASB SV-PS-000.B

Total number of employee hours worked	2,266,300
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LOOKING FORWARD

For FY2024 and beyond, VICOM has established the following short, medium, and long-term diversity and inclusion targets:

- Maintain zero incidences of complaints relating to discrimination and equal opportunity
- Ensure an equitable remuneration structure based on work performance without gender bias
- Continued commitment to the United Nations Global Compact ("UNGC"), International Labour Organisation ("ILO"), TAFEP for fair employment practices
- Uphold diversity representation in the workplace in terms of gender, race, ability, and age amongst other backgrounds where possible and applicable

⁴³ Median value of salary decreased due to the inclusion of data from SETSCO malaysia in FY2023. The data in FY2022 previously excluded SETSCO Malaysia.

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

EMPLOYEE TRAINING, UPSKILLING & DEVELOPMENT

WHY IS IT MATERIAL?

To bolster VICOM's growth and success financially and in terms of sustainability, it is critical for us to invest in employee upskilling and offer staff learning and development opportunities which nurture their professional and personal growth. Simultaneously, we also provide training to effectively engage, retain, and present our employees with career advancement opportunities. This imbues our staff members with the necessary business acumen, relevant skills and adaptability, benefitting the Group as a whole whilst promoting individual growth.

HOW DO WE MANAGE THIS?

To support the professional development and advancement of our workforce, VICOM offers training courses, yearly performance evaluations, and incentives to high performers.

Every year, VICOM provides relevant specialised training to employees so they may stay proficient and advance their technical knowledge. For instance, to reassess their knowledge in vehicle

testing, VICOM's vehicle inspectors have to go through the yearly Technical Knowledge Examination ("TKE"). Similarly, new vehicle inspectors must complete the ITE certification course and pass the Motor Vehicle Inspection Certificate ("MVIC") exam in compliance with LTA regulations. To bolster their versatility in the workplace, VICOM also provides sponsorship to vehicle inspectors for Class 4 driving amongst other classes. Employees of VICOM are also given access to ad hoc certification training to expand their capabilities.

Furthermore, incentives and awards are given to top achievers in the TKE and other training programs as a way of acknowledging their achievements. Every employee has an annual performance review, which includes official one-on-one meetings between the appraisee and their supervisor to evaluate and pinpoint areas for improvement. Once employees' performance outcomes and review findings are agreed upon, our employee are able to use the feedback for personal improvement, bolstering VICOM's capacity to deliver exceptional service with a skilled workforce. Therefore, for Executives and above, VICOM additionally mandates a self-

evaluation based on the company's established competencies and Key Performance Indicators ("KPIs").

Promoting upskilling and professional development, VICOM implemented LinkedIn Learning for our management staff across the group. The online training platform benefitted 143 employees as they earned certificates and badges for completing courses taught by experts from various industries. In addition, SETSCO applied for the National Trades Union Congress ("NTUC") Company Training Committee ("CTC") Grant to acquire advanced Fatigue and Tensile Creep testing equipment. The purchase allowed for staff to acquire new capabilities in handling such equipment, upskilling in in-demand testing areas in the industry.

OUR PERFORMANCE⁴⁴

In comparison to our baseline year of FY2019 and previous year FY2022, we experienced a 75.4% increase and 141% increase in total training hours provided to our employees respectively. This is due to the improvement in the tracking process for training hours as well as the inclusion of more on-the-job training into VICOM's records. This year, all employees also received regular performance reviews.



Upskilled employee conducting fatigue testing.



Post-training tensile creep testing.

44 All data in this section is analysed by comparing our performance in 2023 to our performances in the previous year (2022) and our baseline year of 2019. The full set of data for years 2019-2023 can be found in Appendix 5.

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REGION – SINGAPORE & MALAYSIA

TRAINING AND APPRAISAL	FY2019			FY2022			FY2023		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Total number of employees by gender	664	203	867	659	207	866	717	221	938
Total number of training hours provided to employees	7,082	374	7,456	9,130	1,121	10,251	13,266	4,729	17,995
Number of employees receiving regular performance and career development reviews	664	240	867	659	207	866	717	221	938
Total number of temp/contract employees by gender	3	2	5	12	8	20	5	2	7
Total number of training hours provided to temp/contract employees	9	0	9	13	112	125	141	109	250
Average number of training hours per employee	10.67	1.84	8.60	13.85	5.41	11.84	18.50	21.40	19.18

	MALE	FEMALE
Percentage of total employees who received a regular performance and career development review during the reporting period, by gender, in FY23	100%	100%

GRI 404-1: AVERAGE HOURS OF TRAINING BY EMPLOYEE CATEGORY

EMPLOYEE CATEGORY (BY LEVEL AND FUNCTION)	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONAL	NON-EXECUTIVES
Total number of employees by employee category in FY23	11	35	350	542
Total number of training hours provided to employees by Employee Category in FY23	651	837	7,484	9,023
Average hours of training provided to employees by Employee Category in FY23	59.18	23.91	21.38	16.65
Percentage of total employees by employee category who received a regular performance and career development review in FY23	100%	100%	100%	100%

LOOKING FORWARD

Going forward, VICOM has established the following short, medium, and long-term training, upskilling and development goals:

- Achieve 25 training hours annually per employee by 2025 and 40 training hours annually per employee by 2030
- Continue facilitating programmes to upskill our employees and to include non-core training as part of a total professional development plan for staff
- Ensure 100% of staff receive performance appraisals

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

HUMAN & LABOUR RIGHTS



WHY IS IT MATERIAL?

VICOM acknowledges the importance of safeguarding basic human and labour rights across our value chain. Thus, we ensure strict compliance to all pertinent legislation and regulations, whilst stressing on the importance of human and labor rights as fundamental ethical considerations. Furthermore, VICOM is unwavering in our refusal to engage in any activity that violates human or labour rights, both internally and externally, throughout our operations and supply chain.

HOW DO WE MANAGE THIS?

At VICOM, we enforce a strict zero tolerance policy for any human and labour rights breaches and mandate full compliance with all relevant laws and policies. This is upheld by our partners, our supply chain, and our entire organisation. To ensure compliance with local labour rights standards upheld by the National Transport Workers' Union ("NTWU") and the Tripartite Alliance for Fair and Progressive Employment Practices

("TAFEP"), VICOM conducts annual internal audits for all of our procedures. Furthermore, VICOM strives to prevent labour exploitation by adhering to labour policies enforced by the Ministry of Manpower. We also put strict procedures in place to ensure that our employees are treated fairly.

Cognisant of the importance of exercising due diligence internally and along our value chain, we embrace the precautionary principle through our Risk Management Framework in place. This enables our business divisions to fully comprehend the complexity of risks associated with all aspects of our operations. Further details pertaining to our Risk Management Framework can be found on pages 51-56 of our Annual Report for FY2023.

To provide transparency regarding human and labour rights policies amongst our employees, all related information is readily available on our corporate intranet. For more information on our Human Rights Policy, please refer to Annex A.

OUR PERFORMANCE

In FY2023, VICOM reported zero young workers exposed to hazards through work and zero operations with significant risks affiliated with child labour. VICOM also maintained zero cases of violation and non-compliance with regulations.

LOOKING FORWARD

Going forward, VICOM has established the following short, medium, and long-term human and labour rights related goals:

- Zero incidences of non-compliance relating to violation of rights
- Adhere to existing practices imposed by local manpower regulations
- Zero affiliation with operations with significant risks affiliated with child labour
- Zero affiliation with operations with significant risks of hazardous or forced labour
- Zero cases of underage employment and labour exploitation

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

PUBLIC HEALTH & SAFETY

WHY IS IT MATERIAL?

Given the nature of our business as a provider of testing and inspection services, enhancing public health and safety is a top priority for VICOM. As we perform several safety tests and checks on more than 500,000 cars a year, it is of utmost importance for us to maintain a good track record and contribute to the creation of a safe environment. This enables us to build trust amongst our customers, improve public health and safety and spearhead sustainability within Singapore and beyond.

HOW DO WE MANAGE THIS?

To guarantee that the services are of the highest safety standards, VICOM regularly reviews and updates our testing and inspection procedures with an emphasis on optimum public health and safety. VICOM has placed several safety measures and warning signs throughout our property to notify individuals of potential risks and out-of-bound areas in order to protect onsite customers and staff. Furthermore, VICOM maintains constant awareness of all the risks and hazards associated with our activities, and as a result, we have put strong risk control and management procedures in place to mitigate these risks. Although Singapore's COVID-19 regulations are

no longer enforced, VICOM employees and vehicle inspectors nevertheless exercise caution and care when delivering our services by adhering to the Ministry's Safe Management Measures ("SMM"), in compliance with the Ministry of Health's latest protocols.

VICOM's contribution to public health and safety through our testing capabilities was highlighted in Channel NewsAsia's ("CAN") 2023 feature of how VICOM's VFIT, showcasing how car evaluation is carried out and which components of the car are inspected to determine if it is in roadworthy condition. Likewise, SETSCO's Food Microbiology department was also featured by CNA, educating viewers on microbiological tests that can help detect the presence of bacteria and parasites in raw fish. Similarly, on CAN, SETSCO's Food Chemistry department performed a demonstration on how the content and nutritional values could be tested from four different durian samples.

SETSCO was also selected by National Environmental Agency ("NEA") to conduct a safety tour for delegates from the International Atomic Energy Agency ("IAEA") on radiographic storage safety practices. Engineers from SETSCO's Non-destructive Testing Department brought the delegation on

a tour to the radiation storage facility housed within SETSCO's premise where they demonstrated the importance of radiation safety protocol when handling gamma projectors. It was an eye-opening experience for some of the delegates after being given a first-hand look at how radiation safety protocol is implemented and the various security features incorporated into the design of the storage facility. In terms of public health, SETSCO also supported Singapore Heart Foundation in raising the awareness of blood pressure to youths at Lakeside Primary school. Educational booths, infographics and blood pressure machines were used by our volunteering staff to share how blood pressure impacts our cardiovascular system and how this is managed through a healthier lifestyle.

OUR PERFORMANCE

In FY2023, VICOM achieved zero incidents of non-compliance with regulations regarding public health and safety.

LOOKING FORWARD

For FY2024 and beyond, VICOM aims to continue achieving zero incidents of non-compliance to demonstrate our commitment to ensuring public health and safety in the provision of our testing services.



Evaluation of the dry riser landing valve's dimensional consistency and structural integrity.



Evaluation of the extinguisher's functionality under extreme temperatures.

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

HOW WE ENABLE BROADER SUSTAINABILITY

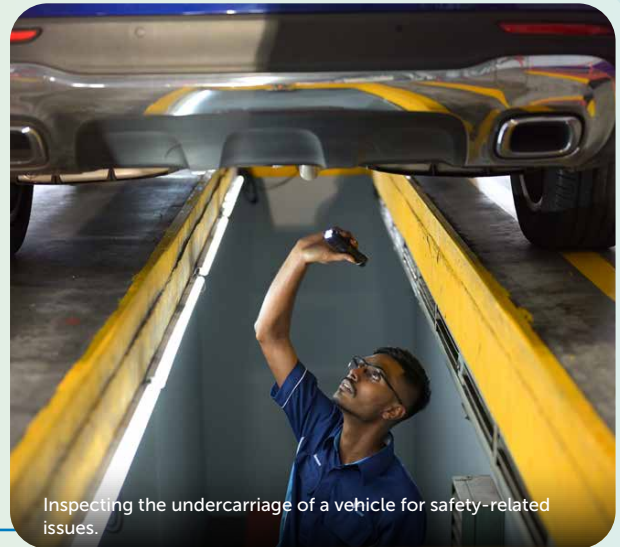
Given our position as a leading testing and inspection service provider in Singapore, VICOM has an important duty to bolster public health and safety. We accomplish this by identifying non-compliance early on and taking action to reduce risks before they manifest into significant harm.



ROAD SAFETY



Ensuring road safety through testing and inspection services is one of VICOM's primary responsibilities. By performing various vehicular checks, such as brake and visibility tests, VICOM is able to drastically lower the likelihood of accidents occurring on the roadways, further augmenting public safety. Furthermore, as customers transition towards alternative means of transportation such as e-scooters, VICOM adapts to such changes by offering Personal Mobility Device ("PMD") inspection services in partnership with LTA. We have tested 1797 e-scooters in FY2023, proving our continued dedication to preserving public safety.



Inspecting the undercarriage of a vehicle for safety-related issues.



VICOM inspector conducting a visual inspection.



As part of public safety, VICOM conducts test on car headlights.

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



BUILDING MATERIAL TESTING



Similarly, SETSCO's plays a significant part in ensuring the safety and reliability of building and construction materials. Given the proliferation in usage of eco-friendly building materials such as recyclable materials, it is vital for VICOM to test these materials and ensure that they have good structural integrity.

In accordance with SS 492:2001, SETSCO conducts impact and robustness tests on partition wall systems to designate the grade of a partition wall into one of four categories - severe duty ("SD"), heavy duty ("HD"), medium duty ("MD") or light duty ("LD"). This helps our clients determine the most appropriate partition wall grade based on their intended application. To further expand the range of our partition wall system testing services, we have created a new lightweight structure for impact and robustness tests on wall partitions composed of materials like glass bricks. By doing this, we can protect people from potentially fatal situations, such as buildings collapses, and improve public health and safety in Singapore.

In a similar vein, SETSCO has adopted an innovative test to ascertain surface material igniting ease. This test is typically carried out on playground floors and other Ethylene Propylene Diene Monomer ("EDPM") rubber surfaces within Housing and Development Board ("HDB") projects. By assessing the response of a material to a particular source of ignition, SETSCO is able to encourage the use of safer and more durable materials which do not ignite easily. Consequently, this reduces the possibility of fire dangers and improves overall public safety.



FOOD, MICROBIOLOGICAL PROPERTIES AND CHEMICAL TESTING



Test conducted on food samples to detect traces of bacteria.

Furthermore, SETSCO's involvement in chemical, microbiological, and food testing services demonstrates our dedication to enhancing food security in Singapore.

The Singapore Food Agency ("SFA") has set a goal known as "30 by 30" to increase the ability and capacity of Singapore's domestic agri-food industry. Under this goal, Singapore aims to produce 30% of the nation's nutritional needs by 2030. As a result, novel foods have emerged alongside a rise in plant-based foods.

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



Sugar testing is conducted to determine the nutritional content for food labelling.

On top of testing for potential contaminants in food, SETSCO's testing of nutritional contents are incorporated in product labelling and food product improvement. Testing at component levels, e.g. salt and fats, can help food and beverage manufacturers formulate their products to be of more superior nutritional quality.

In addition, SETSCO assesses processed and fresh food for microbiological and chemical contaminants such as E. coli, preservatives, heavy metal contaminants. Furthermore, we have expanded our testing capabilities to screen for traces of pesticides and veterinary drugs. This entailed the investment in both equipment and human capital. Exemplifying this, we obtained new analytical equipment which enable the identification of hundreds of pesticides and veterinary drug substances in foods, ranging from meats to vegetables and fruits. We continuously enhance and develop methods to keep pace with the constantly evolving health and safety requirements of society.

In addition to conducting food chemistry and microbiological testing, SETSCO is aiming to obtain the SS661 certification, which is focused on clean and environmentally friendly urban farming. All our services help Singapore achieve food production self-sufficiency and security.

As we dive into all of the aforementioned service offerings, SETSCO aspires to contribute to the national pursuit and facilitation of sustainability while also protecting public health.



Tests carried out to identify pesticides and veterinary drug substances in food samples.

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

SERVICE QUALITY & CUSTOMER RELATIONSHIP

WHY IS IT MATERIAL?

Regular customer interactions and building strong relationships with our clients are crucial to delivering high-quality service. As a result of this, VICOM has several customer interaction tools that allow us to gather feedback from customers and pinpoint areas for improvement, giving us a better understanding of the quality of our services. At the same time, regular interactions with our customers convey how much VICOM cherishes our clients. Thus, VICOM aspires to maintain a high caliber of services rendered while fostering enduring connections with our clients.

HOW DO WE MANAGE THIS?

At VICOM, we welcome consumer inquiries through the ChatBot on our website, our phone number, and our email address. We also offer a list of frequently asked questions ("FAQs") and the approximate wait times for each inspection center on the island on our website. Instant answers to frequently asked questions are available

to consumers through the FAQs list, and the waiting times chart affords them flexibility in scheduling their appointments.

Additionally, VICOM has an online scheduling and pre-payment system in place for vehicle inspections as part of our ongoing effort to provide better customer service. Instead of using paper certificates, drivers can also receive their inspection results via text messages. This communication method not only saves paper but also makes better use of the time spent by customers. In addition, we have digitalised our certification procedures to enable new features like approvals for virtual workflows, multiple site requests, and compliance audits, amongst others. By doing this, VICOM's operational efficacy is increased, allowing us to provide superior customer service.

In addition, VICOM welcomes input from clients through the feedback form on our website. All comments sent through the form are forwarded to the appropriate departments for consideration. Essentially, VICOM can

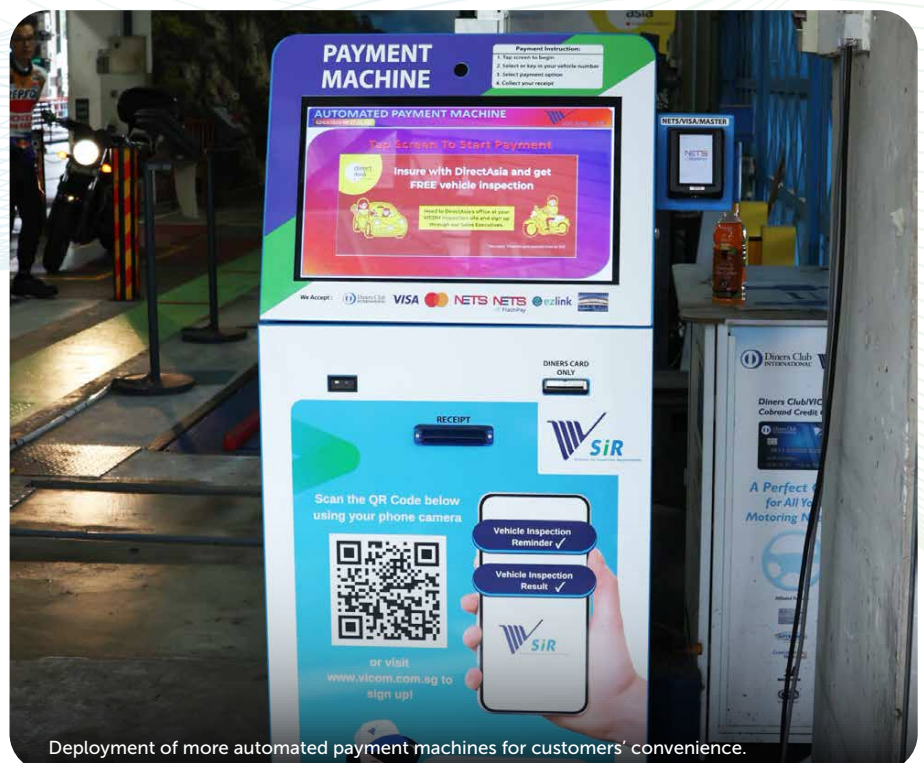
identify and evaluate our customer service performance, which in turn permits growth and enhancement. VICOM employs the use of a mailing list system to periodically communicate business updates about services to keep our customers engaged. In addition to expanding and strengthening our skills, VICOM aims to build enduring relationships with the community through the aforementioned procedures.

OUR PERFORMANCE

We received a total of 10,269 compliments in 2023, which saw a 23% improvement when compared to the previous year. However, 40 complaints were also received in FY2023. In order to address this, VICOM has hired more inspectors to handle the heightened demand, cutting down on our clients' wait times.

LOOKING FORWARD

For FY2024 and beyond, VICOM hopes to continue improving our service quality and customer relationship through new and existing initiatives and practices.



Deployment of more automated payment machines for customers' convenience.

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

LOCAL IMPACT & ECONOMIC CONTRIBUTION

WHY IS IT MATERIAL?

The achievement of our sustainability and commercial goals is underpinned by a thriving community. Thus, VICOM recognises the value of giving back to the community and practicing social responsibility. By setting a good example through our projects and endeavours, we seek to improve the communities in which we live in and encourage others to follow suit.

HOW DO WE MANAGE THIS?

Throughout the past year, we have engaged in several corporate social responsibility ("CSR") projects and charitable endeavours to demonstrate our dedication in supporting the underprivileged groups around us. The elderly and those with terminal illnesses are the main focus groups of our initiatives. Engaging in such community services aligns strongly with VICOM's core values and purpose to bring about positive change in our community. In effect, we hope that we will inspire others to follow in our footsteps and positively affect the people we assist.

Apart from voluntary work, VICOM aims to assist others in realising their CSR goals. Accordingly, we take part in several programs, sponsorships, and contribution drives for philanthropic causes that benefit numerous recipients. This year marks the continuation of our 23-year-old "Care & Share" program and VICOM's 10 years of supporting HCA – an organisation

providing care for the elderly and terminally ill. In all, VICOM Group contributed close to 400 volunteering hours and donated S\$74,514.

Additionally, 26 of VICOM's staff participated in the FairPrice Walk for Rice for a second time since 2022, a campaign aimed at helping less privileged families. For every 300 metres walked, the FairPrice Foundation donated one bowl of white rice, one bowl of brown rice and one bowl of oatmeal to the underprivileged residents in the South East District of Singapore. Ultimately, our efforts culminated in the contribution of 750 bowls of food, an amount equivalent to 250 days of meals for the needy. Through our support for these causes, VICOM aims to provide the elderly and vulnerable with the resources and care required to live a happier and more fulfilling life. Similarly, our employees organized a Mid-Autumn Celebration with the elderly from Indus-Moral Care. Used newspapers were also donated to Willing Hearts for their food preparation.

VICOM advocates for the enhancement of access to education. This year, VICOM awarded our longstanding \$300 VICOM Book Prize – an award established in 1990 – and \$710 Gold Medal to two students at Nanyang Technological University ("NTU")'s School of Mechanical and Aerospace Engineering, encouraging and recognising them for their education efforts. VICOM also hosted a tour for students from the Institute of Technical

Education ("ITE"). VICOM's vehicle inspectors guided Year 2 students from ITE's Technical Engineering Diploma in Automotive Engineering and provided valuable insights into the hands-on operations of Vehicle Inspection and Vehicle Emission Testing Laboratory ("VETL"). SETSCO also hosted students from Singapore Institute Of Technology ("SIT"). SETSCO's Biological & Chemical Technology Division ("BCTD") and Mechanical Technology Division ("MTD") department host biannual tours for SIT students, affording students the opportunity to observe SETSCO's technicians and engineers conducting tests in a typical, real-life laboratory setting as part of their curriculum. Through this, VICOM hopes to be an enabler of social change by augmenting educational opportunities.

OUR PERFORMANCE

In FY2023, VICOM donated S\$74,514 and garnered over 397 hours of staff volunteerism. This year's recipients of our Care and Share program include, but are not limited to, Willing Hearts, HCA Hospice Care ("HCA"), and the elderly with dementia at Sunshine Welfare Action Mission ("SWAMI") Home.

LOOKING FORWARD

For FY2024 and beyond, VICOM hopes to continue our CSR initiatives and partnerships with organisations such as HCA Hospice Care, Willing Hearts, and SWAMI amongst others.



VICOM DONATED
\$74,514
TO CHARITABLE CAUSES



VICOM staff supported Singapore Heart Foundation to raise awareness of blood pressure at Lakeside Primary School.

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

OUR LONGSTANDING RELATIONSHIP WITH HCA HOSPICE CARE



Since 2013, VICOM has collaborated with HCA, an organization that offers care to the elderly and terminally ill. Through aiding and monitoring Singapore’s most marginalized citizens, VICOM seeks to promote constructive social change and encourage others to follow suit.

Over the course of FY2023, VICOM hosted and participated in several activities in conjunction with HCA. This encompasses VICOM’s \$40,000 yearly donation to purchase HCA a new van as their van’s Certificate of Entitlement (COE) expires in 3 years. Team VICOM and SETSCO were also among the 1000 participating walkers during the HCA’s Walkaton event, raising \$18,550 of which VICOM donated \$10,408 to support HCA in the provision of free palliative care. Additionally, VICOM also provided free vehicle inspections for HCA’s fleet of vans and placed QR code donation standees across its 7 inspection centers which in turn raised over \$1,600 in donations for HCA. Furthermore, over the course of FY2023, VICOM’s employees volunteered their time on a bi-monthly basis to serve food to residents of HCA Kang Le Day Hospice at Marsiling while assisting and engaging patients during their physiotherapy sessions through games. At HCA Kang Le @ Oasis located at Outram Hospital, we conducted baking sessions with the patients.



VICOM supported HCA’s fund-raising Walkaton by donating \$10,408 for the provision of free palliative care.



VICOM’s “Care & Share” programme held a Mid-Autumn celebration with the elderly from Indus Moral Care.