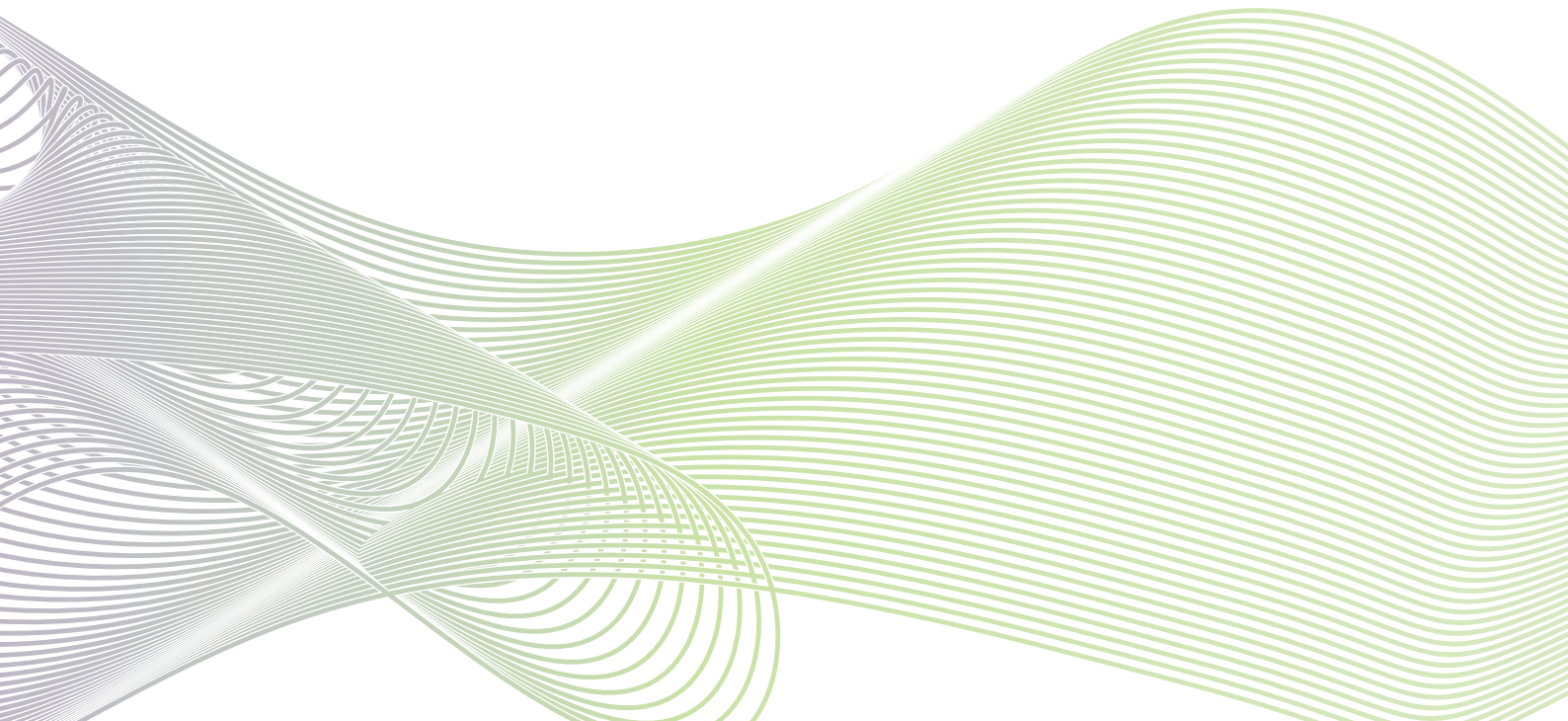


# CREATING VALUE

## EXPANDING CAPABILITIES

SUSTAINABILITY  
REPORT 2023



# ABOUT THIS REPORT

VICOM Limited ("VICOM"), a subsidiary of ComfortDelGro Corporation Limited ("ComfortDelGro") proudly presents its third standalone Sustainability Report for 2023. This report details the organisation's Environmental, Social, and Governance ("ESG") performance and its progress towards sustainability. At the same time, this report highlights VICOM's commitment to sustainable growth and transition while presenting the company's sustainability goals and strategy.

Publicly listed on the Singapore Stock Exchange since 1995, VICOM's operations are headquartered in Singapore, with its operational reach extending to both Singapore and Malaysia. The company consists of the following services: VICOM Inspection Centres, JIC Inspection Services, SETSCO Services ("SETSCO"), SETSCO Services (Malaysia) and SETSCO Consultancy International.

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# ABOUT THIS REPORT

The purpose of VICOM Inspection Centers and JIC Inspection Services is to maintain the highest levels of road safety while minimising emissions. Conversely, non-vehicular inspection and testing services are offered by SETSCO and SETSCO Services Malaysia to a range of sectors in Singapore, Malaysia, and neighboring countries. In a similar vein, SETSCO Consultancy International provides a range of technical consulting services for numerous sectors. This covers, amongst other things, the supply of expert engineering, building material, and repair work consulting services.

Being one of the top providers of Testing, Inspection, and Certification ("TIC"), VICOM understands how critical it is to create an environment that is climate-friendly and to encourage the adoption of eco-friendly activities. The company thus strives to promote beneficial changes that add value to society while minimising ESG risks and their related negative effects. Accordingly, throughout this report, the range of policies, programs, and actions taken to advance VICOM's ESG progress and facilitate a sustainable transition are illustrated.

## REPORTING FRAMEWORK

The most recent Global Reporting Initiative ("GRI") Sustainability Reporting Standards 2021 were followed in preparation of this report. The GRI Content Index can be found in Appendix 1, on page 86. Likewise, this

report aligns with the Sustainability Accounting Standards Board ("SASB"): Professional & Commercial Services.

The Sustainable Development Goals (or "UN SDGs") of the United Nations are also mentioned in this report. Like its parent company, ComfortDelGro, VICOM remains committed to the ten principles of the United Nations Global Compact.

Furthermore, this Sustainability Report satisfies all environmental reporting standards set forth by the Singapore Stock Exchange, including but not limited to, the SGX Listing Rules 711 (A) and (B). In compliance with the SGX requirements, VICOM aligns to the recommendations as set out by the Task Force on Climate-Related Financial Disclosures ("TCFD") and have included disclosures relating to this throughout the report.

In addition, VICOM has made an initial start with selected disclosures provided in this report that have taken preliminary reference to the S1 and S2 disclosures published by the International Sustainability Standards Board ("ISSB"). VICOM aims to provide year-on-year comparisons where possible, while ensuring the company's data has undergone internal assurance procedures for verifiability. Furthermore, as a part of the ISSB reporting initiation, VICOM aligns to the recommendations as set out by the TCFD, of which the IFRS Foundation will take over from the TCFD the monitoring of companies' press on climate-related disclosures.

By integrating these international sustainability standards into this report, VICOM endeavours to provide comprehensive tracking and reporting of VICOM's management strategies, initiatives, and key performance indicators while maintaining industry and regional relevance. Simultaneously, by establishing goals and objectives for the material themes we have chosen, VICOM hopes to drive long-term sustainability within the company and beyond.

## ASSURANCE

In compliance with relevant policies, processes and internal controls, VICOM's internal audit team has conducted internal reviews on the data disclosed within the Sustainability Report this financial year 2023. Based on the internal review of selected key performance metrics, the overall conclusion for VICOM's Sustainability reporting process is adequate and satisfactory. For this report, no external assurance has been sought. However, VICOM intends to do so in the future.

## FEEDBACK

You can access this report online by visiting our website at <https://www.vicom.com.sg/>.

As VICOM is a strong advocate of ongoing development and enhancement, we encourage comments on our Sustainability Report. Please contact our Risk and Sustainability Officer, Zaidee Bakee, at [zaidee@vicom.com.sg](mailto:zaidee@vicom.com.sg).

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# ABOUT THIS REPORT

## RESTATEMENTS OF INFORMATION

To further demonstrate the commitment to enhancing our sustainability disclosures, VICOM has undertaken to include our SETSCO Malaysia operations in the boundary of our reporting scope. The Malaysia operations were previously excluded due to the level of financial materiality in VICOM Group (<1% of revenue), however, to accommodate all VICOM Group's entities as per the financial statements, we have opted to include them. It must be noted that information regarding this entity has been included for selected metrics, due to data availability, and will continue to align to report on all metrics in future reports. These selected metrics have been highlighted in the respective material topic metric sections or via footnotes throughout the report.

Restatements of information have been included in this report, where applicable, to ensure consistency and enable comparability of information between reporting periods. Details of these restatements can be found in the relevant sections of the report. Restatements of information are primarily due to improved data collection and calculation methodologies, as well as the refinement of data

collection parameters. The respective restatements made have been determined to be immaterial.

## REPORTING SCOPE AND PERIOD

This Sustainability Report is published on 26 March 2024. The report encompasses our sustainability performance and relevant ESG considerations for the financial year ended 31 December 2023 (i.e. from 1 January 2023 to 31 December 2023). This Sustainability Report supplements VICOM's Annual Report 2023, which covers the same scope in terms of financial entities<sup>1</sup> and reporting period. Both reports are available on our corporate website at <https://www.vicom.com.sg/>.

## BUSINESS ACTIVITIES

VICOM is the leading provider of technical testing and inspection services in Singapore. It was established in 1981 and publicly listed on SGX in 1995. Since then, VICOM's service offerings have grown to encompass a wide range of testing and inspection services in several fields, such as non-destructive testing, mechanical, biochemical, and civil engineering. The non-vehicular inspection and testing division of VICOM is SETSCO, which provides the aerospace, maritime and offshore, biotechnology, oil,

petrochemical, building construction, and electronics manufacturing industries with testing, calibration, inspection, consulting, and training services. At the same time, the services provided by SETSCO also include environmental monitoring, food and microbiological analysis, chemical and structural analysis, quality assurance testing, and material evaluation.

VICOM and its subsidiaries acquire a broad range of goods and services from different enterprises, firms, corporations, individuals, and entities, including their workers, agents, and representatives (collectively referred to as "suppliers") to carry out our services. In accordance with VICOM's Supplier Code of Conduct (the "Code") and in compliance with all relevant laws and regulations, VICOM demands and holds its suppliers to high business conduct standards.

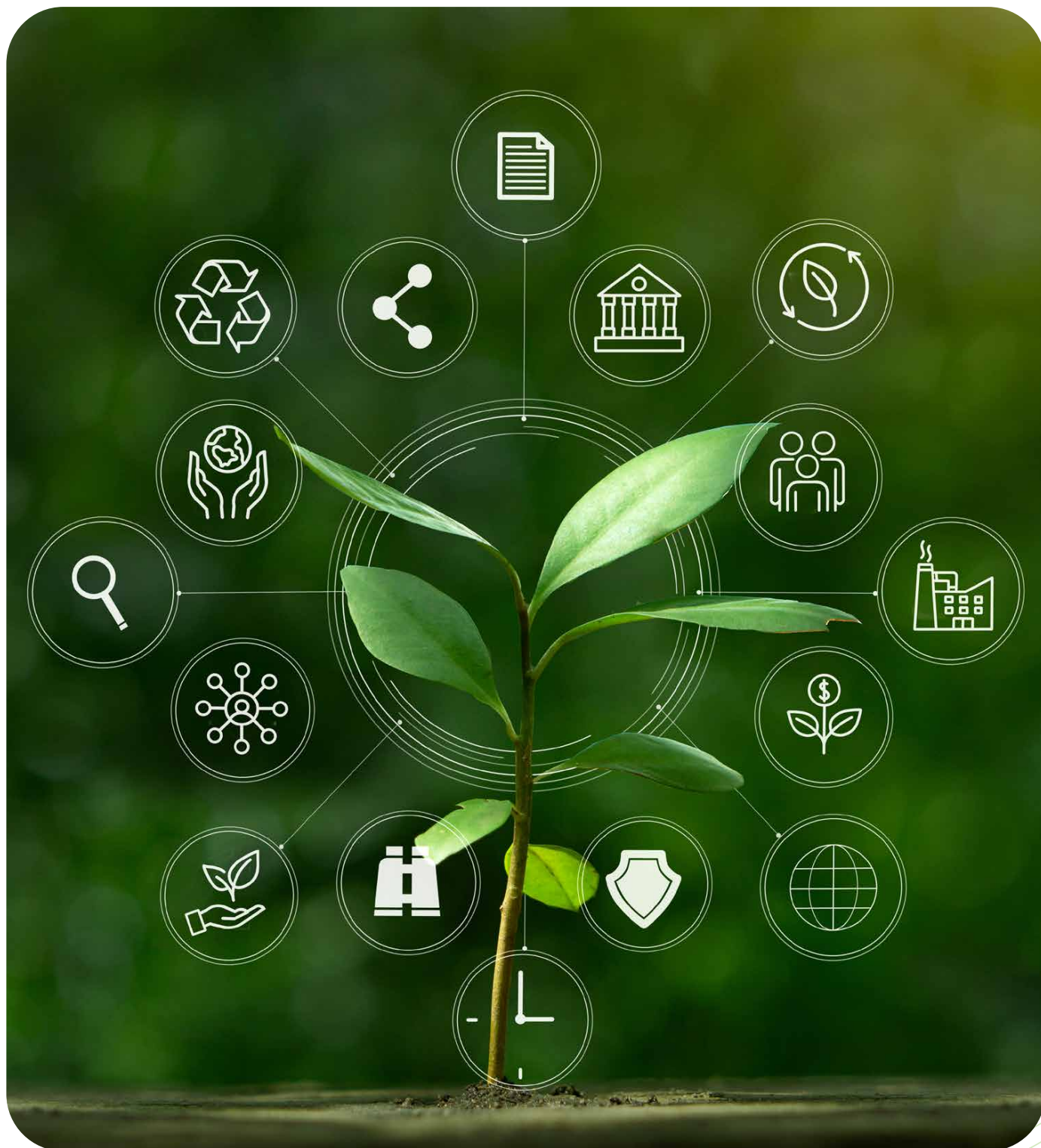
VICOM's company brought in a total of SGD \$111.9 million in revenue this year. Comparing the current reporting period in FY2023 with the prior reporting period, VICOM did not witness any notable changes to our business operations, industries, value chain, or other commercial relationships.

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<sup>1</sup> Malaysia was previously excluded in the calculation of certain metrics for past years as the company's operations in Malaysia was deemed to not be financially material. However, to enhance sustainability reporting in FY2023, our Malaysia operations have been included for selected metrics where information was available.



## ABOUT THIS REPORT



# MESSAGE FROM THE CHAIRMAN AND CEO



**VICOM's commitment to sustainability remains constant and unwavering. Recognising the large extent of the company's influence, VICOM stands firm in its dedication to generating long-term sustainable value for its stakeholders, including its customers, employees, partners, and shareholders.**

**Over the past year, VICOM has embraced a holistic approach to advance internal and societal progress towards sustainability transition, including climate adaptation and mitigation.**

# MESSAGE FROM THE CHAIRMAN AND CEO

## **ADOPTING SUSTAINABLE TECHNOLOGY**

To reduce the environmental footprint across the company's operations, VICOM focused on the adoption and implementation of sustainability-related technology. This includes, but is not limited to, the following:

- a. VICOM installed two Electric Vehicle ("EV") charging stations at our SETSCO premises and acquired two EV vans as part of our long-term goal to progressively electrify our vehicle fleet; with the ultimate goal of electrifying half of our fleet by 2030 and the entire fleet by 2040.
- b. VICOM installed 2,946 solar panels across five of its seven inspection centers and SETSCO premise as a first step to incorporate renewable energy in its energy mix – amounting to 1.62 MWp in solar capacity. Since its commissioning in August of 2023, the solar panels have generated over 424,369 kwh of electricity across the group – equivalent to 95 four-room flats yearly electricity consumption.

- c. On the SETSCO premises, the heat recovery and water recycling system installed for chiller plants have respectively resulted in a 22.7% reduction in electricity consumption and 18.9% reduction in water consumption in VICOM Group when compared to the previous year's figures.

## **ENABLING THE TRANSITION TOWARDS SUSTAINABILITY**

To facilitate sustainability transition within Singapore, VICOM works closely with the Land Transport Authority ("LTA") to incorporate specific inspection requirements for EVs to ensure their safety and to train the company's technicians in providing inspection services for EVs. VICOM also works closely with the National Environment Agency ("NEA") to upgrade its test facilities to the "Worldwide Harmonised Light Vehicles Test Procedure" ("WLTP") global testing standard which supports the enforcement of emission regulations. To date, 238 commercial vehicles have been tested under this more stringent standard that is reflective of real-world conditions.



# MESSAGE FROM THE CHAIRMAN AND CEO

VICOM will continue to explore providing testing and certification services in areas like sustainable farming, sustainable building materials and solar panels. Similarly, VICOM will also commence its engagement with a partner in the area of hybrid and EV battery testing and health-checking.

Additionally, VICOM's Eco-Ambassador committee did well in their roll out and implementation of sustainability strategies and initiatives. Eco-friendly initiatives undertaken this year include raising awareness among staff through the dissemination of electronically delivered messages and posters, as well as the placement of blue recycling bins across VICOM's premises.

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

Ensuring the actualisation of VICOM's sustainability ambitions is contingent on the people and communities around us. Thus, VICOM remains committed to the enhancement of our staff well-being and quality of life through our human capital policies. We focus on integrating ethical treatment as a part of our organisational culture and have implemented a zero-tolerance policy for discrimination and human rights violations across our value chain as stated in VICOM's Diversity, Equity, and Inclusion policy. At the same time, VICOM provides a variety of staff benefits including

upskilling and training opportunities to enhance the capabilities and well-being of staff.

To uplift the communities beyond our organisation, in 2023, VICOM generated a total of S\$74,514 in donations and over 397 volunteer hours contributed to various beneficiaries. Through VICOM's flagship "Care and Share" programme and VICOM's ongoing partnership with HCA Hospice Care ("HCA"), VICOM donated \$10,408 to HCA's Walkaton fund-raising event, as well as \$40,000 yearly donation from 2023 to 2025 to purchase a new van for HCA.

Safeguarding public and workplace safety and health were also a key priority for VICOM. Through our provision of inspection and certification services, VICOM was able to assure the public that they are utilising safe vehicles, products, buildings, and are using consumables, including food and water, that are safe for consumption and free from pesticides, microbiological and chemical contaminants. Staying at the forefront of the latest Workplace Safety and Health ("WSH") best practices, VICOM has also joined the Workplace Safety and Health ("WSH") Advocate Programme, reaffirming our commitment to ensuring the highest level of employee safety while gaining the opportunity to exchange industry's best practices in WSH.



# MESSAGE FROM THE CHAIRMAN AND CEO

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

At VICOM, it is crucial to uphold the highest standards of integrity across the company's operations. Accordingly, VICOM enforces a strict zero-tolerance policy for breaches pertaining to unethical practices such as corruption, bribery, and unlawful actions among others. The company upholds its testing integrity by conducting regular internal audits. At the same time, VICOM has also attained a new certification, ISO 37001 (2016): Anti-Bribery Management System.

As enabler of sustainability in the area of cybersecurity, SETSCO acquired AN Security in 2023, enabling it to provide a holistic cybersecurity testing and evaluation for IT products, such as consumer and industrial smart devices.

Similarly, in alignment with the requirements of Cyber Security Agency of Singapore ("CSA")'s Cyber Trust Mark Certification program, SETSCO's auditors are qualified to conduct assessments of cyber security procedures and safeguards. The certification is aimed at organisations with more established digitalisation processes and with our attainment of it, VICOM can better play an enabling role in the cybersecurity landscape.

Overall, VICOM comprehends the importance of embedding Environmental, Social and Governance considerations across its operations to drive holistic business success and foster sustainable development within Singapore. The company welcomes its stakeholders to join VICOM in advancing sustainable development.

### **TAN KIM SIEW**

CHAIRMAN

### **SIM WING YEW**

CHIEF EXECUTIVE OFFICER

# 2023 IN REVIEW

## GHG EMISSIONS (tCO<sub>2</sub>e)

### Scope 1

2023: 393  
2022: 368  
2021: 394

### Scope 2

2023: 3,896  
2022: 4,983  
2021: 7,437

### Scope 3

2023: 7,519  
2022: 7,373  
2021: 7,437



## GHG INTENSITY (tCO<sub>2</sub>e/\$m)

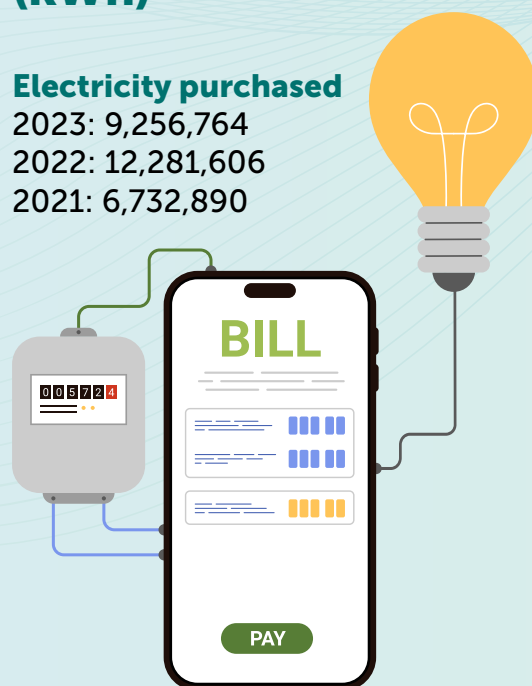
2023: 105.52  
2022: 117.49  
2021: 104.83



## ELECTRICITY PURCHASED (kWh)

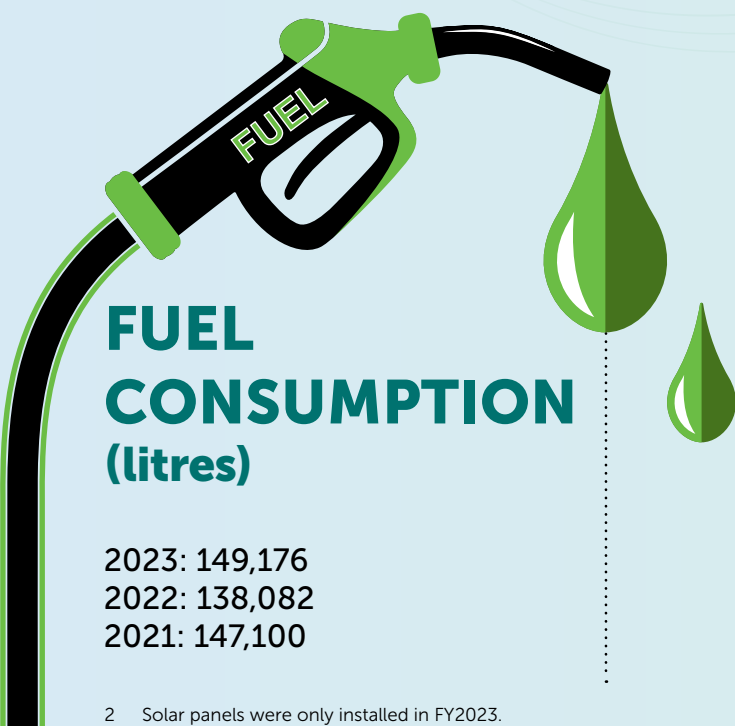
### Electricity purchased

2023: 9,256,764  
2022: 12,281,606  
2021: 6,732,890



## FUEL CONSUMPTION (litres)

2023: 149,176  
2022: 138,082  
2021: 147,100



## RENEWABLE ENERGY CONSUMPTION: Electricity (kWh)

2023<sup>2</sup>: 237,260

<sup>2</sup> Solar panels were only installed in FY2023.



## WATER WITHDRAWN FOR CONSUMPTION (megalitres)

2023: 49.72  
2022: 61.33  
2021: 40.14

## WASTE (metric tonnes)

**Waste generated**  
2023: 245.5  
2022: 232.1  
2021: 19.49



## WORKPLACE SAFETY

**Rate of Fatalities as a result of work-related injuries**  
2023: 0  
2022: 0  
2021: 0



**Rate of High-Consequence Work Related Injuries**  
2023: 0  
2022: 0  
2021: 0.10

**Rate of Recordable Work-Related Injuries**  
2023: 0.88  
2022: 2.40  
2021: 3.87

DIVERSITY METRICS

Nationality	%
Singaporean & PR	52.56
Indian	26.12
Malaysian	16.10
Filipino	2.56
Chinese	0.53
Others	2.13



TESTING INTEGRITY

Incidents Of Non-Compliance Raised By 3rd Party Attestation Body	FY2023
Incidents of non-compliance with standards requirement resulting in a suspension in a particular field	0
Incidents of non-compliance with standards requirement resulting in a suspension in a particular field	0
Incidents of non-compliance with voluntary codes	0

LOCAL COMMUNITY

VICOM raised a total of S\$74,514 in donations and our employees volunteered over 397 hours.





# FINANCIAL PERFORMANCE AT A GLANCE



**Total number of  
operations**

**2**

**(Singapore and Malaysia)**



**Revenue**

**S\$111.9**

**million**



**Operating profit**

**S\$33.0**

**million**



**Profit attributable  
to shareholders**

**S\$27.6**

**million**



**EBITDA**

**S\$40.9**

**million**



**Earnings per ordinary  
share (cents) over region  
of operations**

**S\$7.78**

**cents**

More details on our financial performance can be found on  
pages 67-106 of VICOM's Annual Report 2023.

# ACCOLADES AND AWARDS



**VICOM Group**



## **Gold Award for Best Risk Management for Mid-Cap Category**

- (Between S\$300 million to less than \$1 billion in Market Capitalisation)  
by Singapore Corporate Awards

## **Silver Award for “Best Annual Report Award 2023” for Mid-Cap Category**

- (Between \$300 million to less than \$1 billion in Market Capitalisation)  
by Singapore Corporate Awards

## **Winner for Shareholder Communications Excellence Award for Mid-Cap Category**

- (Between \$300 million to less than \$1 billion in Market Capitalisation) SIAS Investors  
Choice Awards 2023 by Securities Investors Association (SIAS)

## **VICOM**

**VICOM attained the Eco-Office Certification: Champion Tier  
by Singapore Environment Council (“SEC”)**

**VICOM is certified with the Data Protection Trustmark Certification (“DPTM”),  
launched by InfoComm Media Development Authority (“IMDA”)**

**VICOM attained the Progressive Wages Mark**

**VICOM joined the WSH Advocate Programme**

**VICOM attained the Friends of Community Care Award 2023  
(Award for Small & Medium Enterprises) by Agency for Integrated Care**

**VICOM is certified to ISO 9001: 2015, Quality Management System**

**VICOM attained ISO 37001:2016, Anti-Bribery Management System certification**

## **SETSCO**

**SETSCO attained the Eco-Office Certification: Elite Tier (highest tier) by SEC**

**SETSCO joined the Energy Efficiency National Partnership (“EENP”) with  
the National Environment Agency (“NEA”)**

**SETSCO is certified with the DPTM, launched by IMDA**

**SETSCO attained the Progressive Wages Mark**

# ACCOLADES AND AWARDS



**VICOM Group**



## **SETSCO joined the WSH Advocate Programme**

### **SETSCO attained the Petrochemical Corporation Of Singapore (PCS) Pte. Ltd. Safety Excellence**

- (Combined Employees and Contractors for 55 Million Hours Worked without Lost Time Incident)

### **SETSCO attained the ExxonMobil Zero Recordable Injury Award (For 8 Continuous Years, 20K - 100K man-hours)**

### **SETSCO is certified to ISO 9001:2015, Quality Management System**

### **SETSCO attained ISO 14001:2015, Environmental Management System certification**

### **SETSCO is certified to ISO 37001:2016, Anti-Bribery Management System**

### **SETSCO is certified to ISO 45001:2018, Occupational Health and Safety Management System**

### **SETSCO is certified to ISO 50001:2011, Energy Management System**

## MEMBERSHIP OF ASSOCIATIONS

VICOM is affiliated with the following memberships:



### **Singapore**

- Association of Aerospace Industries (Singapore) ("AAIS")
- Singapore Business Federation ("SBF")
- Singapore Environment Council ("SEC")

# OUR APPROACH TO SUSTAINABILITY





# OUR APPROACH TO SUSTAINABILITY

**At VICOM, we are committed to incorporating sustainable practices into every aspect of our operations. In addition to the incorporation of environmental, social, and corporate governance considerations within our company strategy, we also strive to deliver our services with the highest integrity. Simultaneously, we ensure strict adherence to all required national and international regulations to achieve this. VICOM understands it is well-placed to contribute to Singapore's sustainable transformation because of the nature of our business. As a result, we remain committed to developing and investing in cutting-edge tools and skills that will expand the market for sustainable products and services.**

## BOARD STATEMENT

VICOM strives to positively impact the environment, people, and society while upholding good corporate citizenship. The company also endeavours to exercise ethical business decisions and to uphold strong corporate governance. In this regard, the Board of Directors ("The Board") and VICOM's designated Sustainability Committee ("SC") are integral to the progress of VICOM's sustainability journey. For instance, the Board examines and evaluates information pertaining to sustainability, such as VICOM's material topics. This process consists of discussions during SC meetings.

The Board strives to provide transparency, accountability, and continuous improvement in its sustainability reporting efforts. Under the guidance of the TCFD, the Board has considered climate-related risks and opportunities in its strategic decision making and is committed to continually advancing in this area. VICOM is progressing towards the climate reporting requirements by the Accounting and Corporate

Regulatory Authority ("ACRA") and Singapore Exchange Regulation ("SGX RegCo"). The TCFD framework is incorporated into the company's comprehensive sustainability report, taking preliminary reference to some of the S1 – General Requirements for Disclosure of Sustainability-related Financial Information and S2 – Climate-related Requirements for Disclosure requirements of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standard. This approach allows VICOM to adopt a forward-thinking stance in its reporting, reinforcing the company's commitment to stakeholders by prioritising trust and transparency. The TCFD content index can be found in Appendix 4 of this report.

As VICOM works to actualise its organisational ESG strategy and business objectives, the Board also centres its focus on incorporating sustainability into VICOM's fundamental principles and mission. In doing so, the company strives to set the highest standards for the management and

execution of VICOM's sustainability strategy.

Additionally, the Board ensures complete adherence to Listing Rules 711 (A) and (B) of the Singapore Exchange ("SGX"), which delineate the necessary elements required for inclusion in a Sustainability Report. Likewise, VICOM abides by all applicable laws and sustainability guiding frameworks.

VICOM oversees and drives the sustainability of its operations by concentrating on its respective ESG pillars and identified key material topics. Ultimately, VICOM's goal is to spearhead the sustainable transition of the sector it operates in and beyond.

The company also works hard to consistently assess, track, and communicate its ESG performance. Through these efforts, VICOM hopes to keep pace with the evolving sustainability landscape, whilst providing solutions to ease the transition to sustainable alternatives for its business and stakeholders.

# OUR APPROACH TO SUSTAINABILITY



## 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 whilst always remaining ahead of the curve, inspiring creativity



### **INTEGRITY**

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



### **CARE**

To care for all our stakeholders by prioritising the needs and requirements of our customers, maintaining open lines of communication with our business partners and regulators, fostering a safe and conducive environment for growth and development for our employees, and enhancing the welfare of those in need within the communities we relate to.



### **OWNERSHIP**

To pursue professionalism, excellence, responsibility, and accountability for all our actions



### **MERITOCRACY**

To remain fair and objective whilst always recognising and rewarding good performance

# OUR APPROACH TO SUSTAINABILITY

## MATERIALITY APPROACH AND PROCESS




We consulted internal and external stakeholders in 2021 to confirm the ESG material subjects and issues that VICOM was deemed to be impacted by. In-depth and quantitative interviews, alongside surveys, were carried out with VICOM's key management, employees, regulatory agencies, unions, and suppliers across various business functions. After finalising the themes and consulting with the Sustainability

Committee and senior management of VICOM, a carefully curated list of material issues was established.

We conducted a materiality refresh in FY2022 to stay up to date with the changing sustainability landscape, ensuring that the stakeholder engagement we conducted in 2021 stays relevant.

The materiality refresh was carried out in compliance with the new GRI

2021 guidelines. The objective was to prioritise and conduct a comprehensive re-evaluation of the material topics that are most pertinent to us. With this new materiality evaluation process, the effects of VICOM's operations on the local economy, population, and environment were given a greater significance. It also brought to light new sustainability concerns and the areas that the market and industry need us to concentrate on moving forward.

PILLAR	KEY MATERIAL TOPICS	MATERIAL SUB-TOPICS
<b>ENVIRONMENTAL</b> Adopting and advancing sustainable technology and innovation; and driving environmental stewardship and enabling the transition towards sustainability 	Resource Stewardship	<ul style="list-style-type: none"> <li>Emissions and air quality</li> <li>Energy</li> <li>Water</li> <li>Waste</li> </ul>
	Sustainability Transition	<ul style="list-style-type: none"> <li>Climate change adaptation and mitigation</li> <li>Climate friendly mobility</li> </ul>
<b>SOCIAL</b> Prioritising our people, communities, and the society with a responsible and philanthropic lens 	Human Capital Responsibility	<ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Employee wellbeing and Work Life Balance</li> <li>Human &amp; labour rights</li> <li>Employee training, upskilling &amp; development</li> <li>Diversity, anti-discrimination, inclusion, and equal opportunities</li> <li>Talent attraction, retention, job opportunity creation</li> </ul>
	Public Health and Safety	
	Service quality and customer relationship	
	Local impact and socioeconomic contribution	
<b>GOVERNANCE AND ECONOMY</b> Advancing strong governance and ethical business in our journey towards sustainable economic growth and innovation 	Cybersecurity, data privacy and security	
	Business & Operational Integrity	<ul style="list-style-type: none"> <li>Compliance, ethical conduct, transparency, and accountability</li> <li>Corporate governance</li> <li>Responsible Supply Chain &amp; Partnerships</li> </ul>
	Testing Integrity	
	Innovation and Growth	<ul style="list-style-type: none"> <li>Economic growth and new opportunities</li> <li>Investment and innovation in services and operations               <ol style="list-style-type: none"> <li>Sustainable food systems</li> <li>Sustainable building materials</li> </ol> </li> </ul>

# OUR APPROACH TO SUSTAINABILITY



## OUR SUSTAINABILITY FRAMEWORK

VICOM's Sustainability Framework consists of four core pillars:



We aligned our goals to the UN SDGs to provide a comprehensive sustainability framework. The relevant UN SDG targets, as shown below, are mapped to our key pillars, commitments, and projects.



PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	UN SDG TARGETS
<b>ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION</b>    	Sustainability transition	<ul style="list-style-type: none"> <li>Climate friendly mobility</li> <li>Climate change adaptation and mitigation</li> </ul>	<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>







# OUR APPROACH TO SUSTAINABILITY



PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	UN SDG TARGETS
<b>DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY</b> <div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div> </div>	Resource Stewardship	<ul style="list-style-type: none"> <li>Energy</li> <li>Emissions and Air Quality</li> <li>Water</li> <li>Waste</li> </ul>	<p>Target 7.2 – By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>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>Target 13.2 – Integrate climate change measures into national policies, strategies, and planning</p>

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PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	UN SDG TARGETS
<b>UPHOLDING OUR RESPONSIBILITY TO OUR PEOPLE, COMMUNITIES, AND THE SOCIETY</b>     	Human Capital Responsibility	<ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Employee Wellbeing and Work Life Balance</li> <li>Human &amp; Labour Rights</li> <li>Employee training, upskilling &amp; development</li> <li>Diversity, anti-discrimination, inclusion, and equal opportunities</li> <li>Talent attraction, retention, job opportunity</li> </ul>	<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	UN SDG TARGETS
<b>FORTIFYING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION</b>	Business and Operational Integrity	<ul style="list-style-type: none"> <li>Compliance, ethical, conduct, transparency, and accountability</li> <li>Corporate governance</li> <li>Responsible Supply Chain &amp; Partnerships</li> </ul>	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"> <li>Economic growth and new opportunities</li> <li>Investment and innovation in services and operations                             <ul style="list-style-type: none"> <li>i) Sustainable food systems</li> <li>ii) Sustainable building systems</li> </ul> </li> </ul>	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 acting in accordance with their respective capabilities





# OUR APPROACH TO SUSTAINABILITY

## OUR TARGETS AND PERFORMANCE HIGHLIGHTS

Within each of the material topics, VICOM has set and identified its short, medium and long-term targets and continuously track the progress of these metrics. In the table below, VICOM has identified its FY2023 performance and achievements, and highlighted the status of its progress towards achieving its set targets.



To ensure that the company's targets are updated and relevant, VICOM reviews its targets on an annual basis. The Group Sustainability office will conduct a review, with support from external consultants when needed, by investigating any new or updated standards or legislation, as well as considering developments in the market. If targets are identified for improvement, they will be raised to the SC and Board accordingly for approval prior to disclosure. Thereafter, these targets are communicated across our operations to ensure appropriate measurement, monitoring and tracking of performance is complete in a timely manner.

MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT-, MEDIUM- & LONG-TERM TARGETS
<b>SUSTAINABILITY TRANSITION</b> <ul style="list-style-type: none"> <li>Climate friendly mobility</li> <li>Climate change adaptation and mitigation</li> </ul> 	<ul style="list-style-type: none"> <li>Acquired 2 Electric Vehicles</li> </ul>	On track	<ul style="list-style-type: none"> <li>Transition towards cleaner vehicle procurement</li> <li>Progressively transition half of VICOM's existing fleet of ICE vehicles to EVs by 2030, with the end goal of an entire green fleet by 2040</li> </ul>
<b>RESOURCE STEWARDSHIP</b> <ul style="list-style-type: none"> <li>Emissions<sup>3</sup> &amp; Air Quality</li> <li>Energy</li> <li>Waste</li> <li>Water</li> </ul> 	<ul style="list-style-type: none"> <li>Scope 1 emissions increased by 6.6% in 2023</li> <li>Scope 2 emissions decreased by 21.8% in 2023</li> <li>Diesel consumption has increased by 4.1% while petrol consumption has increased by 49.0% due to increase business activity and projects</li> <li>Electricity consumption decreased by 22.7% for VICOM Group due to the implementation of the heat recovery system at SETSCO Bukit Batok</li> <li>Waste increased by 5.8% in 2023</li> <li>Water decreased by 18.9% in 2023</li> </ul>	On track	<ul style="list-style-type: none"> <li>VICOM will set absolute GHG emissions reduction targets for our Scope 1 and Scope 2 emissions.</li> <li>Scope 1: From the newly established emissions baseline of 2022, VICOM set interim absolute GHG emissions targets of a 25% reduction by 2030 and 50% reduction by 2040</li> <li>Scope 2: From the newly established emissions baseline of 2022, VICOM set interim absolute GHG emissions targets of a 5% reduction by 2025, 10% reduction by 2030 and 15% reduction by 2040.</li> <li>Continue to explore renewable energy options for adoption in VICOM's business</li> <li>Implement waste reduction initiatives to minimise output of waste</li> <li>VICOM will also continue to commit to recycling or reusing waste wherever possible within its value chain</li> <li>Continue to implement water reduction initiatives and also continue to commit to recycling or reusing water wherever possible within its value chain</li> </ul>

<sup>3</sup> The type of greenhouse gases considered in these targets are units of kilograms of CO2 equivalents of carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF6) and nitrogen trifluoride (NF3), based on the [UK Government GHG Conversion factors for Company Reporting](#).






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MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT-, MEDIUM- & LONG-TERM TARGETS
<b>HUMAN CAPITAL RESPONSIBILITY</b> <ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Employee wellbeing &amp; work life balance</li> <li>Talent attraction, retention and job opportunities</li> <li>Diversity, anti-discrimination, inclusion and equal opportunities</li> <li>Employee training, upskilling and development</li> <li>Human and labour rights</li> </ul> 	<ul style="list-style-type: none"> <li>Zero cases of work-related high-consequence safety incidents in 2023</li> <li>Zero cases of fatalities in 2023</li> <li>Lost-time injury rate of 0.88 in 2023 (below the national annualised workplace injury rate per 100,000 workers<sup>4</sup>)</li> <li>Average Wellbeing Score from Employee Satisfaction Survey improved from 4.03 in 2022 to 4.24 in 2023</li> <li>100% of staff receive performance appraisals</li> <li>Training hours increased to 19.18 hours in 2023, up from 11.84 hours in 2022</li> <li>Voluntary turnover decreased to 12.9% in 2023, down from 20.1% in 2022</li> <li>Ensured and maintained all targets relating to diversity, anti-discrimination, inclusion and equal opportunities, and, human and labour rights</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>VICOM has established the following short, medium, and long-term occupational health and safety targets: <ul style="list-style-type: none"> <li>Ensuring zero cases of work-related high-consequence safety incidents annually for FY2023 and beyond</li> <li>Maintaining zero cases of fatalities in FY2023 and beyond</li> <li>Lost-time injury rates below the national average</li> </ul> </li> <li>VICOM intends to continue its implementation of employee wellness events and initiatives such as webinars, presentations, and in-person socials.</li> <li>Continue to recognise the achievements of staff through existing initiatives and practices</li> <li>Continue to offer attractive benefits and development programs</li> <li>Keep voluntary turnover below 20% by 2030 and 15% by 2040.</li> <li>For FY2023 and beyond, VICOM has established the following short, medium, and long-term diversity and inclusion targets: <ul style="list-style-type: none"> <li>Maintain zero incidences of complaints relating to discrimination and equal opportunity</li> <li>Ensure an equitable remuneration structure based on work performance without gender bias</li> <li>Continued commitment to the United Nations Global Compact ("UNGC"), International Labour Organisation ("ILO"), TAFEP for fair employment practices</li> <li>Uphold diversity representation in the workplace in terms of gender, race, ability, and age amongst other backgrounds where possible and applicable</li> </ul> </li> </ul>
<b>PUBLIC HEALTH AND SAFETY</b> 	<ul style="list-style-type: none"> <li>Zero incidents of non-compliance relating to public health and safety</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue achieving zero incidents of non-compliance to demonstrate our commitment to ensuring public health and safety in the provision of our testing services</li> </ul>

<sup>4</sup> As per the [Ministry of Manpower's Workplace Safety and Health Report January – June 2023](#) (the latest version available at the time of VICOM's report drafting), Singapore's annualised workplace injury rate stood at 622 injuries per 100,000 workers in 1H2023.

# OUR APPROACH TO SUSTAINABILITY

MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT-, MEDIUM- & LONG-TERM TARGETS
<b>SERVICE QUALITY AND CUSTOMER RELATIONSHIP</b> 	<ul style="list-style-type: none"> <li>• SETSCO Customer Satisfaction Survey saw an improved score from 85.7% in 2022 to 86.2% in 2023</li> <li>• VICOM service quality and customer relationship awards for staff:               <ul style="list-style-type: none"> <li>o Best Centre (Overall)</li> <li>o Best TKE 'Technical Knowledge Examination' Score (Centre &amp; Individual)</li> <li>o Best Customer Service (Centre &amp; Individual)</li> </ul> </li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>• For FY2023 and beyond, VICOM hopes to continue improving our service quality and customer relationship through new and existing initiatives and practices</li> </ul>
<b>LOCAL IMPACT AND CSR</b> 	<ul style="list-style-type: none"> <li>• VICOM donated a total of S\$74,514 and yielded over 397 hours spent on volunteering by its employees</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>BUSINESS AND OPERATIONAL INTEGRITY</b> <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Compliance, ethical conduct, transparency and accountability</li> </ul> 	<ul style="list-style-type: none"> <li>• Ensured compliance with the board independence requirements as per SGX and MAS</li> <li>• Maintained a minimum of 3 female representation on the Board</li> <li>• Female representation in Management Team increased to 23.9% in 2023, up from 23.3% in 2022</li> <li>• Maintained ISO 37001:2016, Anti-Bribery Management System certification</li> <li>• 1 Bribery Case               <ul style="list-style-type: none"> <li>o Case occurred in between 2016 to 2020 but convicted in 2023</li> </ul> </li> </ul>	On track	<ul style="list-style-type: none"> <li>• Ensure compliance with the board independence requirements as per SGX and MAS</li> <li>• Maintain a minimum of 3 female representation on the Board</li> <li>• Maintain a minimum of 30% female representation in the Management Team by 2030</li> <li>• Maintain high standards of transparency, accountability, ethics, and integrity across our operations</li> <li>• Maintain zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption</li> </ul>

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MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT-, MEDIUM- & LONG-TERM TARGETS
<b>RESPONSIBLE SUPPLY CHAIN</b> 	<ul style="list-style-type: none"> <li>Zero incidents of social or environmental non-compliance across our supply chain</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Maintain zero incidents of social or environmental non-compliance across our supply chain</li> <li>Uphold accountability, transparency, and ethical business conduct</li> </ul>
<b>TESTING INTEGRITY</b> 	<ul style="list-style-type: none"> <li>Zero cases of regulatory non-compliance resulting in suspension and revocation.</li> <li>Maintained ISO 37001:2016, Anti-Bribery Management System certification</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Maintain zero cases of regulatory non-compliance resulting in suspension and revocation</li> <li>Maintain a zero-tolerance policy for corruption and fraud</li> <li>Maintain testing standards and enforce integrity in VICOM's business operations and across all its stakeholders</li> </ul>
<b>CYBERSECURITY, DATA PRIVACY AND SECURITY</b> 	<ul style="list-style-type: none"> <li>Zero major cybersecurity breaches</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Maintain zero major cybersecurity breaches</li> <li>Continue to conduct internal audits to measure adherence to PDPA Policies</li> <li>Continuously solidify its cybersecurity, data protection and privacy measures</li> </ul>
<b>INNOVATION AND GROWTH</b> <ul style="list-style-type: none"> <li>Economic growth and new opportunities</li> <li>Investment and innovation in services and operations</li> </ul> 	<ul style="list-style-type: none"> <li>Acquisition of AN security to provide holistic cybersecurity testing and evaluation for IT products</li> <li>Qualified to conduct assessments for the Cyber Security Agency of Singapore (CSA) Cyber Trust Mark Certification program</li> <li>Developed new capability to test for extracted metals from battery waste</li> <li>To commence hybrid &amp; EV battery testing and health-checking in 2024</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue exploring new ways to refine and reinvent our service offerings through innovative solutions and ventures</li> <li>Seek out new opportunities to expand VICOM's testing and operational capabilities for economic growth and to enhance competitiveness</li> </ul>

# OUR APPROACH TO SUSTAINABILITY

## STAKEHOLDER ENGAGEMENT



The stakeholders of VICOM play a crucial role in propelling our objectives for sustainability and growth. As a result, we respect our stakeholders' opinions and work to simultaneously satisfy their changing demands. The roles that these stakeholders play in shaping our operations and the effects that our business has on them determine which VICOM's major stakeholders are.

VICOM constantly communicates with our important stakeholders via the various methods listed below.

STAKEHOLDERS	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES	OUR RESPONSE TO PRIORITIES
<b>CUSTOMERS</b> 	<ul style="list-style-type: none"> <li>Responding to daily client enquiries regarding our services via corporate marketing email, ChatBot and telephone</li> <li>Conducting annual Customer Satisfaction Surveys to improve customer service and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>General enquiries (pricing, report turnover, long queue time)</li> <li>Customer feedback on level of customer service</li> </ul>	<ul style="list-style-type: none"> <li>Timely response to general queries</li> <li>Using feedback to improve customer service</li> </ul>
<b>EMPLOYEES</b> 	<ul style="list-style-type: none"> <li>Bi-annual staff communication on the Code of Business Conduct</li> <li>Regular orientation for new hires on company policies, safety, and quality matters.</li> <li>Refresher safety training for all staff every 4 years</li> <li>Regular communication with all staff on company policies, protocols and other social initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Flexible work arrangements</li> <li>Company policies and protocols</li> <li>Feedback on level of staff satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Policies and safety measures are regularly communicated and reiterated</li> </ul>
<b>SHAREHOLDERS</b> 	<ul style="list-style-type: none"> <li>Annual General Meetings</li> <li>Quarterly updates on company's financial performance</li> </ul>	<ul style="list-style-type: none"> <li>Business strategies and upcoming plans</li> </ul>	<ul style="list-style-type: none"> <li>Provision of operational strategy</li> </ul>
<b>SUPPLIERS</b> 	<ul style="list-style-type: none"> <li>Review of Supplier Code of Conduct to reflect our sustainability ambition.</li> <li>Work closely and communicate with our Suppliers to ensure smooth delivery of purchased items that complies with ESG expectations.</li> <li>Supplier environmental and social screening assessment questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Pricing</li> <li>Delivery of products/ services</li> </ul>	<ul style="list-style-type: none"> <li>Timely communication on pricing concerns and delivery</li> </ul>



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STAKEHOLDERS	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES	OUR RESPONSE TO PRIORITIES
<b>REGULATORS</b> 	<ul style="list-style-type: none"> <li>Regular dialogue sessions and meetings with regulators including Land Transport Authority, National Environment Agency, Housing Development Board, Building &amp; Construction Authority</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory assessments</li> <li>Regulatory updates</li> <li>SGX listing requirements</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with regulatory updates and assessments</li> </ul>
<b>TRADE ASSOCIATIONS AND PROFESSIONAL BODIES</b> 	<ul style="list-style-type: none"> <li>Regular dialogues and meetings with Trade Associations and Professional Bodies on standards of compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to standards</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates on standards requirements for industry compliance</li> </ul>

# OUR APPROACH TO SUSTAINABILITY

## GOVERNING OUR SUSTAINABILITY AND RISK

### SUSTAINABILITY GOVERNANCE STRUCTURE



VICOM has an established governance structure in place to monitor and manage all ESG and climate-related risks whilst generating sustainability, economic growth, and development for the business. The Board takes overall responsibility in this regard, with the Sustainability Committee ("SC") specifically established to direct and oversee strategic and investment decisions related to sustainability.

VICOM's SC, chaired by Ms. June Seah, oversees the review, assessment, implementation and rectification of issues, strategies and targets pertaining to sustainability. The SC conducts bi-annual meetings to address ESG matters within the organisation and convenes on an ad-hoc basis during important periods or as and

when required. These meetings are held to identify, analyse and review important external sustainability-related issues, and the relevant actions required to address any gaps for improvement. During this process, any trade-offs pertaining to the oversight of sustainability-related risks and opportunities presented in the current landscape are taken into account. Thereafter, efforts may be focused on where the most impact is likely to be achieved, while longer term considerations are dealt with in due course. This highlights that while there are no explicit trade-offs in the oversight of sustainability related risks and opportunities, there is a strategic approach as to how these are addressed by the organisation.

Moreover, the SC also aids in the roll out of ESG initiatives and is supported by the VICOM Sustainability Management Committee, a committee chaired by the Chief Executive Officer ("CEO"), Mr Sim Wing Yew, and comprising of VICOM's senior management. Under this committee, VICOM's Group Risk & Sustainability Officer ("CRSO") assumes overall responsibility in assessing and managing the relevant climate-related risks and opportunities at VICOM.

The Sustainability Management Steering Committee helps to apprise the Board of Directors and SC on VICOM's sustainability-related matters, by reviewing VICOM's sustainability performance and reporting our

# OUR APPROACH TO SUSTAINABILITY

performance against targets to the Board of Directors and SC. Simultaneously, the assessment and management of climate-related risks and opportunities is also overseen by the Sustainability Management Steering Committee. Internal management meetings are held to discuss key topics, including climate-related issues, which are impacting VICOM's operations and business development.

In a similar vein, VICOM has an Eco-Ambassador committee in place to facilitate the implementation of its sustainability initiatives, underscoring VICOM's commitment to continuously advance in ESG-related matters. For example, to increase ESG related knowledge and awareness throughout the company, electronic direct messages ("EDMs") are sent as and when required throughout the year. This includes, but is not limited to, EDMs on sustainability and climate related awareness such as World Water Day and Earth Hour. Similarly, VICOM also has an established Intranet portal with relevant ESG newsletters, policies, environmental KPIs and other related information readily available for staff.

Moreover, VICOM's Enterprise Risk Management (ERM) framework supports the understanding of the complexities of risk and opportunities, including climate-related risks.

All of the working groups mentioned above leverage on a number of internal tools and processes in ensuring sound management of sustainability related risks and opportunities, such as data collection systems, enterprise risk matrices, and progress meetings to address any specific items that may arise.

VICOM also recognises how critical it is to enhance its Directors' expertise in sustainability-related topics to improve the quality of their oversight. Thus, VICOM's directors participated in sustainability training organised by the Singapore Institute of Directors ("SID"). Under the Listed Entity Directors Programme ("LED") on Environmental, Social and Governance, the training highlighted the implications of ESG, climate-related risks and opportunities, TCFD recommendations, SGX requirements on sustainability and climate-related risk reporting, and the role and responsibilities of boards and directors in driving sustainability compliance and strategy. By doing this, VICOM's Directors are able to keep pace with ever-changing sustainability trends, advancements, and requirements.

In October 2023, VICOM also published its Taskforce for Climate-related Financial Disclosures ("TCFD") report, highlighting the key and relevant climate-related risks and opportunities to VICOM Group. Within the report, the governance approach to managing and overseeing VICOM's climate-related risks and opportunities has been highlighted. This can be found on page 2 of our full TCFD report [here](#).

# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION





## ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

## SUSTAINABILITY TRANSITION

As a testing and inspection service provider in Singapore, embedding sustainability across our operations is of utmost importance. Thus, it is crucial to implement climate mobility solutions and consider climate-related mitigation measures in our business strategy. Through the assessment of climate-related risks and opportunities, as well as the adoption of systems which offer climate-friendly transitions, VICOM aims to alleviate and minimise the climate and environmental impacts of its operations.



## CLIMATE CHANGE ADAPTATION AND MITIGATION

## WHY IS IT MATERIAL?

As the effects of climate change become increasingly discernible, it is crucial for businesses to adapt to, mitigate and, where possible, prevent any negative environmental consequences, through the implementation of strategic and effective strategies. Thus, VICOM endeavours to ensure that its businesses and assets remain resilient to climate risks, whilst accelerating our efforts to decarbonise the economy.

## HOW DO WE MANAGE THIS?

We strive to strengthen our climate mitigation and adaptation measures through the identification and assessment of climate-related risks and opportunities. VICOM aligns with the TCFD to provide a more thorough and comprehensive disclosure. In October 2023, we published our first inaugural standalone TCFD report. This report sought to provide stakeholders with deeper insight into how we consider and manage potential climate-related risks and opportunities.

With the identification and assessment of climate-related risks and opportunities, VICOM strives to strengthen our climate mitigation and adaptation measures. This includes committing to carbon reduction targets, adopting renewable energies, and investing in green fleets. By actively transitioning our fleet towards cleaner alternatives, we hope to significantly reduce our GHG emissions and minimise the impacts of climate change.

In the identification of VICOM's climate-related risks and opportunities, we undertook a risk and opportunities screening. The table below summarises the parameters and scope of the risk and opportunity screening.

# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

Table 1. Scope and parameters of climate-related risk and opportunity screening

PARAMETERS	SCOPE	
Country	Singapore	
Baseline year	2022	
Timeframe	Short-term: up to 2030 Medium-term: up to 2040 Long-term: up to 2050	
Scenarios explored	1.5°C warming (NGFS Net-Zero by 2050, IEA NZE 2050 & RCP 2.6) > 3°C warming (NGFS Current Policies, IEA STEPS & RCP 8.5)	
Risks	<b>Transition risks</b> <ul style="list-style-type: none"> <li>• Carbon pricing</li> <li>• Changing customer expectations</li> <li>• Low carbon economy transition policies and regulations</li> <li>• Reputational risks</li> <li>• Technology shifts</li> </ul>	<b>Physical risks</b> <ul style="list-style-type: none"> <li>• Floods</li> <li>• Heatwaves (Rising mean temperatures)</li> <li>• Storms and cyclones</li> <li>• Wildfires</li> <li>• Rising sea levels</li> <li>• Droughts (Water scarcity)</li> </ul>

As part of the identified scope within the chosen parameters, Singapore was selected due to the financial materiality and scale of operations for VICOM. The screening and subsequent scenario analysis were conducted based on financial and environmental data and business-related information pertaining to 2022 as a baseline year, since it represents the latest year with a business-as-usual operations in a post COVID-19 pandemic world. With respect to the future timeframes for the scenario analysis, VICOM chose to align with time horizons discussed in climate science and further aligned with internal strategy considerations, namely:

- Short term: Up to 2030
- Medium term: Up to 2040
- Long term: Up to 2050

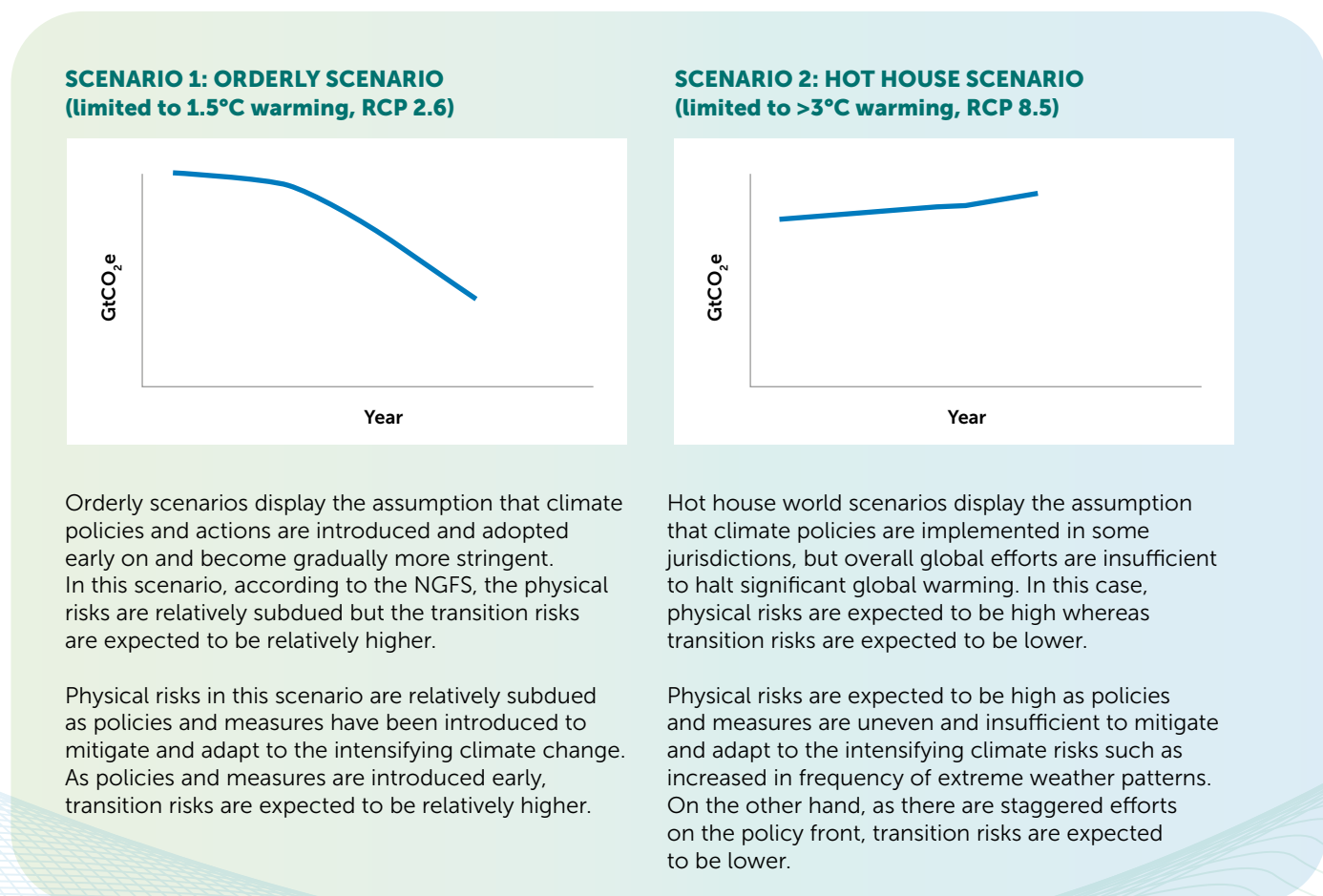
The different short-, medium- and long- term timeframes defined serve as a guide in our target setting and strategic decision making. The time horizons selected for this exercise were leveraged from our risk management time horizons which are used in strategic planning. This enables us to effectively prioritise and select appropriate interventions for key sustainability-related risks and opportunities that may arise in the given time horizons, while also enabling us to future-proof our actions. In addition, the targets set for VICOM's annual ESG Balance Scorecard (BSC), which ties 25 percent of management bonus to ESG-related performance, are informed and contextualised by the longer-term targets that had been set across the different time horizons. This

ensures that current ESG targets and performance remain better aligned with the goals in the short-, medium- and long- term timeframes.

The detailed analysis was based on two scenarios, namely a 1.5°C warming scenario and a >3°C warming scenario. The orderly scenario (1.5°C scenario) assumes climate policies are introduced and rapid decarbonisation is undertaken, whereas the hot house scenario (>3°C scenario) assumes that climate policies and action are limited and insufficient for addressing the impacts of climate change (Figure 2). The climate impacts are modelled for these two scenarios for all short, medium and long-term timeframes.

# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

Figure 2. Climate scenarios explored



Finally, both transition and physical risks and opportunities were considered in the screening analysis. The long list of potential climate-related risks and opportunities as per the TCFD was consulted and the shortlisted risks and opportunities mentioned in Table 1 are further explored below.

The full process of the climate risk scenario analysis can be summarised in four steps:

Figure 3. Four steps of climate scenario analysis



# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

The following section captures the detailing of steps one and two of the full process.

Taking into account the examples of climate-related risks from Table 1 of TCFD’s Final Recommendations Report<sup>5</sup>, in order to identify and understand the climate-related risks and opportunities in VICOM’s operational region of Singapore over the specific time horizons in two climate scenarios, a climate-related


risks and opportunity screening exercise was undertaken. This exercise was informed by qualitative desktop research, where we applied TCFD’s categorisation of transition and physical climate risks.

Transition risks arise from interventions associated with a transition to a low-carbon economy, such as newly introduced climate policies and regulations, low-carbon technologies, carbon pricing, or changes in consumer

preferences and market sentiments. Physical risks are those that arise from the physical impact of climate change, both chronic (impacts that happen over a period of time, such as temperature increase or sea level rise) and acute (impacts that happen as extreme events, such as floods, storms or wildfires).

The results of the screening exercise are outlined in Table 2 below, where we have identified the potential level of risk.

Table 2. Climate-related risk screening results<sup>6</sup>

Legend	
Potential impact magnitude*:	
● Moderate risk	
● High risk	
*Magnitude is determined through well referenced literature and data sets on climate risk indicators and is determined through observed and projected trends in physical risks from the Climate Analytics’ Climate Impact Explorer and the World Bank Climate Change Knowledge Portal.	
	
SINGAPORE	
PHYSICAL	1.5°C warming ● Heatwaves (Rising mean temperatures)
	>3°C warming ● Floods ● Droughts (Water scarcity) ● Rising sea levels ● Heatwaves (Rising mean temperatures)
TRANSITION	1.5°C warming ● Carbon pricing ● Low carbon economy transition policies and regulations ● Technological shifts and innovation ● Changing customer expectations ● Reputational risks
	>3°C warming ● Carbon pricing ● Low carbon economy transition policies and regulations ● Technological shifts and innovation ● Changing customer expectations ● Reputational risks

5 Recommendations of the Task Force on Climate-related Financial Disclosures. <https://www.tcfhub.org/Downloads/pdfs/E08%20-%20Table%201%206%202.pdf>

6 Table 2 only presents the shortlisted climate-related risks which are likely to have a potentially moderate or high impact on VICOM’s business operations and financials. Some of the physical and transition risks have not been presented in this table (for example storms and typhoons) as they were deemed to have a lower or negligible impact on VICOM’s operations in Singapore in the scoped timeframes and scenarios. The full list of identified shortlisted climate-related risks and opportunities and their accompanying potential impacts that are pertinent to VICOM can be found in Appendix 4.



# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

To inform the potential magnitude of impacts from the identified climate-related risks to VICOM, the screening exercise references available, appropriate and well referenced literature such as the International Energy Agency ("IEA") World Energy Outlook<sup>7</sup>, Climate Analytics' Climate Impact Explorer<sup>8</sup> and the Network for Greening the Financial System ("NGFS")<sup>9</sup>, as well as the latest understanding of climate science from the IPCC Sixth Assessment Report<sup>10</sup>.

After the initial shortlisting enabled by the climate-related risk and opportunity screening exercise, we continued to explore the climate-related risks and opportunities in more detail and map the associated business and financial impacts to the relevant risks and opportunities. For the ones where available data allowed for quantification of potential impacts, this was done (step three and four). These steps are further explored in the next section. The results from the scenario analysis subsequently aided in the formulation of action plans and responses to guide our climate-related strategies.

## OUR PERFORMANCE<sup>11</sup>

Based on the mapped risks, we were able to perform a more detailed quantitative climate scenario analysis to identify the potential financial exposure to climate-related risks and opportunities and strengthen our understanding of the expected financial impacts to our business as well as our business' resilience to the identified risks. It must be noted that the climate scenario analysis results for physical risks were determined on the assumption that no action was undertaken by VICOM to mitigate and adapt to our pertinent climate risks. The results also do not differentiate between business units.

Overall, in the assessment of both physical and transition risk, it was determined that some risks apply directly to VICOM as 'first-order' risks,

and other risks have more indirect impact as 'second-order' risks. First-order risks are risks which directly affect VICOM's operations and assets. For instance, physical risks such as floods can cause damage to VICOM's property. On the other hand, second-order risks have a more indirect impact and are experienced by VICOM through cost pass-through. For example, VICOM does not experience direct implications of carbon taxes, due to the nature of operations, however, the indirect impact of increasing carbon taxes may be felt, as the electricity or fuel prices continue to rise in the future. As carbon taxes do not directly affect VICOM currently and remain as a second-order risk, the transition risk of rising carbon prices<sup>12</sup> is excluded from the overall direct financial impact diagram below (figure 3). However, as this risk is relevant when talking about transitioning to a lower carbon economy, it is explored separately under a 'what if' scenario in the 'transition risks' section below.

Through the scenario analysis, it is concluded that unmitigated climate risks result in potential additional financial impact for the respective year.

Among the quantified physical risks, costs of higher cooling spending due to rising temperatures appears to be the most significant<sup>13</sup> 'first-order' risk in terms

of potential additional financial impact under all timeframes and scenarios.

Nevertheless, transition risks are still considered to be impactful. While potential carbon prices in the form of carbon taxes presently remain a 'second-order' risk to VICOM, they may account for a large proportion of the additional financial costs in future. The impact from carbon tax has been modelled on a 'what if' scenario basis, i.e. if carbon taxes were applicable to VICOM, the potential impact was quantified. If left unmitigated, carbon taxes would approximately account for 59%-69% and 35%-40% of VICOM's total financial impact caused by climate-related risk under the 1.5°C and >3°C scenarios respectively (further details on the carbon tax transition 'what if' scenario can be found in the 'transition risks' section below).

Additionally, while climate science is able to more strongly support the quantification of climate risks, there are also business opportunities arising from the increased focus on the changing climate. Opportunities most pertinent to VICOM operations in this regard are sustainable food systems and sustainable building materials. At the moment, the scale of these opportunities is difficult to quantify due to the lack of data. However, they may be quantified in the future when data around these opportunities become available.



7 IEA, 2022, World Energy Outlook 2022. <https://www.iea.org/reports/world-energy-outlook-2022>

8 Climate Analytics, Climate impact explorer. <https://climate-impact-explorer.climateanalytics.org/>

9 NGFS, Scenarios Portal. <https://www.ngfs.net/ngfs-scenarios-portal/>

10 IPCC, Sixth Assessment Report, 2022. <https://www.ipcc.ch/assessment-report/ar6/>

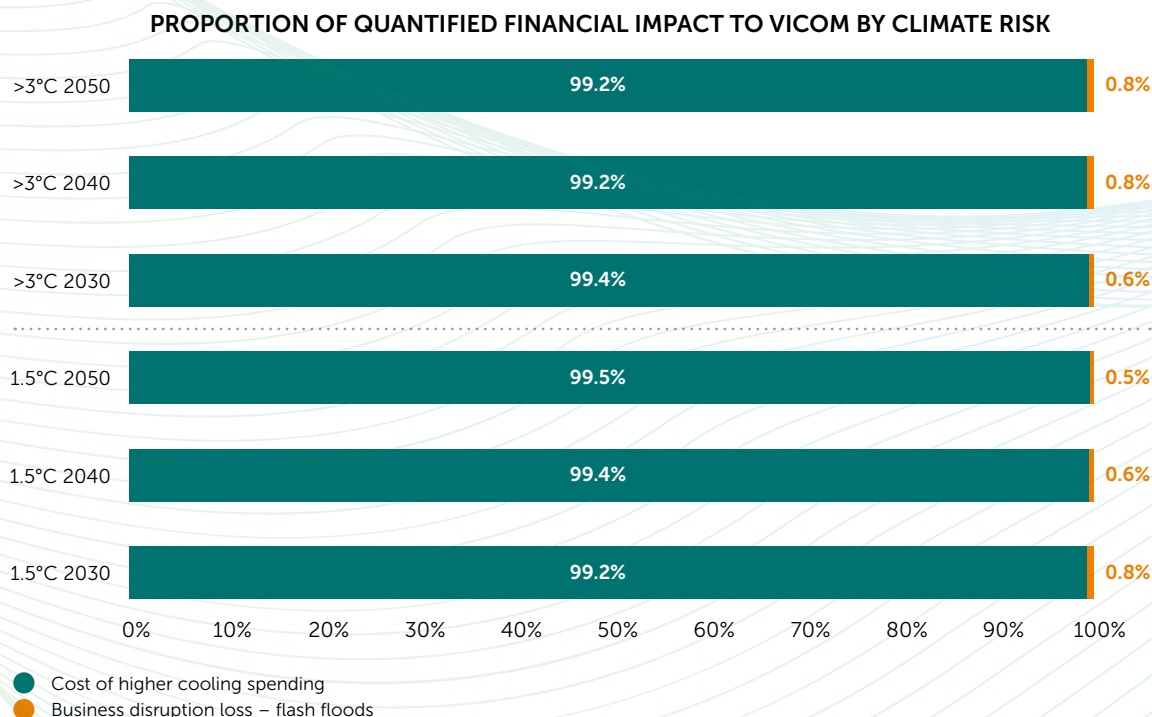
11 All assumptions and limitations related to the assessment of climate risk can be found in Appendix 2 of VICOM's published full TCFD report.

12 Carbon prices is a term that is inclusive of carbon taxes, emissions trading schemes and other related instruments that capture the cost of GHG emissions. However, in the context of VICOM's location of operations – Singapore, the main form of carbon pricing impacting VICOM is carbon tax.

13 Risk impacts estimated based on our current inputs are considered to be majorly financially material if the financial impact is >5% of VICOM's 3 year average EBITDA (FY2020, 2021 and 2022).

# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

Figure 3. Proportion of additional financial impact by climate risk for the respective year<sup>14, 15</sup>



For more in depth detail on each quantified risk, please refer to pages 14-18 of our full TCFD report [here](#).

## LOOKING FORWARD

Undergoing and conducting a climate scenario analysis serves as the first step to strengthen our understanding of the risks our operations face. In light of the above, VICOM strives to effectively manage, mitigate and adapt to these physical climate risks. We have established standard operating procedures and Business Continuity Plans ("BCPs") in preparation for possible business disruptions arising from sustainability climate-related risks such as flash flood risks and higher mean temperatures.

Our BCPs seek to mitigate the risks of disruption and catastrophic loss to our operations, people, information databases and other assets. These plans include identifying and planning alternative recovery centres, operational procedures to maintain

communication, measures to ensure continuity of critical business functions, protection of our employees and customers and recovery of information databases. For example, in the event of power failures caused by floods, VICOM has BCPs to safeguard our employees and ensure business continuity. We also update and test our BCPs regularly to ensure the efficacy of the plan and familiarise our employees with drills and emergency responses to possible climate-related threats and hazards.

Additionally, VICOM sets aside a portion of our financial resources to mitigate climate-related risks and capitalise on associated opportunities, such as those mentioned above (refer to Appendix 4 for full list of screened risks and opportunities).

This is exemplified by VICOM's new service offerings in the space of hybrid and EV battery testing and health-checking as markets transition towards the electrification of vehicle fleets in

efforts to reduce reliance on non-renewable fuels. At the same time, increased vehicle electrification likely results in greater demand to recycle battery waste. As such, as more battery recycling companies establish operations in Singapore, SETSCO has also developed the capability to test for extracted metals in the end-of-life lithium-ion batteries.

In doing so, VICOM strives to enhance the Group's operational readiness and resilience to possible business disruptions while capitalizing on climate-related opportunities.

Going forward, we strive to strengthen our TCFD reporting and align with market practices, regulatory requirements, and peer reporting practices. Additionally, when data becomes more readily available, we aim to improve and expand on our financial inputs for the quantification of our climate risks and opportunities in our climate scenario analysis.

<sup>14</sup> Impact from carbon costs is not considered in the total additional financial impacts as it is an indirect impact and is explored separately. The total financial impact thus consists of the physical risk impacts only.

<sup>15</sup> This study estimates the annual additional and proportionate financial impacts for a single year and does not model the rate of change of impacts across 2022 and 2050 (i.e., impacts are not cumulative). Therefore, should a physical climate risk event occur, the impact would be larger. Refer to Appendix 2 for more information.

# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

## CLIMATE FRIENDLY MOBILITY

### WHY IS IT MATERIAL?

The Singapore Green Plan 2030 ("SGP30") focuses on Singapore's sustainability transformation. With the aim of running on cleaner energy by 2040, the National Electric Vehicle Centre ("NEVC") is advocating for the shift away from Internal Combustion Engine ("ICE") cars towards the widespread usage of Electric cars ("EV") in support of the SGP30.

Accordingly, VICOM promotes the use of EVs in our own operations and we have expanded our services to include the testing and inspection of electric vehicles.

### HOW DO WE MANAGE THIS?

VICOM strives to embed climate-friendly mobility in our organisation, through our electric vehicle testing and inspection services.

In FY2023, VICOM installed 2 EV charging stations at our SETSCO office premises at Bukit Batok and also acquired 2 EV vans. Building upon this progress, we stand firm in our trajectory to progressively transition half of our existing fleet of ICE vehicles to EVs by 2030, with the aim of a complete switch by 2040. In doing so, we hope to significantly reduce our Scope 1 GHG emissions.

We also continuously conduct open dialogues and reviews internally to explore new solutions and technologies to help us in our sustainability transition and alignment to SGP30. To reduce our emissions whilst eliminating any

inefficiencies in our use of limited resources, the switch to cleaner energy remains at the forefront of our considerations. In FY2023, VICOM installed 2,946 solar panels across six of our premises as a first step to incorporate renewable energy in our overall energy consumption. Hence, we are optimistic that this will pave the way for the possibility of a full switch to alternatives in the future.

Additionally, in alignment with our parent company, ComfortDelGro, VICOM has an established vehicle transition plan in place to reduce our carbon emissions. This plan outlines the steps VICOM will take to fully transition traditional ICE vehicles to electric, hybrid-electric and hydrogen vehicles by 2040. Forming the basis of our carbon reduction targets, our emissions reduction pathway in the transition plan was modelled to align with CDG's Science Based Target Initiative ("SBTi") 1.5°C scenario, which was validated and approved by SBTi in June 2022. We also set carbon emissions targets which are consistent with reductions necessary to limit global warming to 1.5°C above preindustrial levels, aligning with the goal of the Paris Agreement. Further details can be found in our metrics and targets section below and our Sustainability Report 2022.

Taking our existing decarbonisation measures (e.g. solar panel installations, EV transition plan and heat recycling) into consideration, we applied a 'what if' scenario for VICOM in our climate scenario analysis. The 'what if' scenario models the financial implication for VICOM if VICOM were affected by the

carbon pricing scheme, providing a financial quantification of the additional impact of carbon taxes. Under this 'what if' scenario, a comparison between an 'unmitigated' option (i.e. no carbon reduction plan, business as usual, no mitigation measures) and a 'mitigated' option (i.e. considering VICOM's current plan to reduce carbon emissions, mitigation measures applied) was explored. To determine the appropriate carbon prices for each scenario and time horizon, we referenced the IEA World Energy Outlook 2021<sup>16</sup>.

Overall, under both the 1.5°C and >3°C scenarios, the additional costs incurred in the mitigated option are projected to be significantly lower than the additional costs in the unmitigated scenario across all three timeframes. Under the mitigated scenario, VICOM estimates the range of additional financial carbon costs increases to be 12% – 95% lower than the costs in an unmitigated scenario across all timeframes. This stems from lower projected Scope 1 and 2 emissions over the 2030, 2040 and 2050 timeframes when decarbonisation plans are in place.

As a result, this highlights the importance and benefits of planning and implementing decarbonisation strategies and solutions aimed at reducing VICOM's overall emissions. Simultaneously, this demonstrates our resilience to the 'second-order' transition risk of increased carbon costs and highlights our commitment to advancing climate-friendly mobility.

16 IEA World Energy Outlook 2021, pg 329.



# ADOPTING AND ADVANCING SUSTAINABLE TECHNOLOGY AND INNOVATION

## OUR PERFORMANCE

Currently, VICOM has a fleet close to 70 vehicles and over half of them are compliant to the Euro V and above emission standards. In FY2023, VICOM also purchased 2 EVs.



TYPE OF VEHICLE	FY2023 <sup>17</sup>	FY2030	FY2040
Internal Combustion Engine (Diesel & Petrol)	97.1%	49%	0
Electric Vehicles	2.9%	51%	100%

## LOOKING FORWARD

In the coming years, we strive to transition towards cleaner vehicle procurement by progressively transitioning half of our existing fleet of ICE vehicles to EVs by 2030, with the end goal of an entire green fleet by 2040. At the same time, VICOM strives to be a leader in climate-friendly mobility by researching, revamping, and developing solutions to eliminate inefficiencies in our use of limited resources, ultimately reducing our emissions.

## (CASE STUDY)

### HOW WE ENABLE BROADER SUSTAINABILITY

One of the key targets within SGP30's nationwide EV Roadmap involves the installation of 60,000 EV charging points by 2030. This shift towards EVs as advocated by Singapore's Government has resulted in growing requests for testing services of these environmentally friendlier vehicles. In 2023, in anticipation of Singapore's electrification of vehicles, VICOM's inspectors undertook certifications and in-house training to provide EV vehicle inspections, reaffirming our role as contributors to climate-friendly mobility and the sustainable transition.

VICOM also advocates for sustainability within Singapore through our regular monetary contributions to ESG events. In 2023, SETSCO donated \$15,000 to the Singapore Environment Council ("SEC")'s Singapore Environmental Achievement Awards ("SEAA") and SEC Conference Day. We are also regularly involved in the developing the broader ESG regulatory landscape, sponsoring \$2,000 annually for 5 years to the International Sustainability Standards Board ("ISSB")'s Singapore office. We hope to further climate friendly mobility and sustainable development through our contributions.



SETSCO's delegates attending Singapore Environmental Achievement Awards and SEC Conference Day.

<sup>17</sup> Inclusive of SETSCO Malaysia figures.



# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

## RESOURCE STEWARDSHIP

**To ensure the longevity of resources for future generations, good resource management and sustainability planning are of vital importance. We thus seek to minimise our resource consumption through the usage of environmentally conscious alternatives and the implementation of initiatives aimed at resource conservation.**

Our efforts centre on emissions reduction, lowering our impact on air quality and decreasing our energy consumption. Simultaneously, we also focus on our water consumption and waste management to drive sustainability across our operations in Singapore through our service offerings.

In 2023, both VICOM and SETSCO received certifications by the Singapore Environment Council ("SEC"), with VICOM obtaining the Eco-Office Champion and SETSCO attaining the Eco-Office Elite awards. Additionally, we also attained the ISO 14001:2015, Environmental Management System in FY2023. This certification details the requirements needed in an organisational environmental management system to enhance and effectively manage overall sustainability progress. With this attainment, we are better able to execute our environmental responsibilities in a systematic manner.

## EMISSIONS & AIR QUALITY

### WHY IS IT MATERIAL?

In line with the Paris Agreement, Singapore aims to achieve net-zero emissions by 2050. Likewise, VICOM resonates with Singapore's national ambitions and thus strives to manage our environmental impact. Given our position as a key vehicle inspection and testing service provider, we recognise the large sphere of influence we have in managing Singapore's emissions and air quality. Thus, VICOM does its best to ensure top quality service in its provision of vehicle emission-limit inspections and air quality testing services. Consequently, VICOM hopes to enhance sustainability within Singapore and beyond through its advocacy of a pollution-free and clean environment.

### HOW DO WE MANAGE THIS?

To reduce the environmental impact caused by emissions, VICOM has various internal management systems, policies, and measures in place to decrease our emission production and pollution. These include, but are not limited to, measures aimed at optimising and regulating energy consumption.

Additionally, VICOM's parent organisation, ComfortDelGro Group, has committed to SBTi-aligned targets. In the same vein, VICOM will actively play its part in achieving the emissions reduction target by optimising its operations and exploring emission reduction technologies which help reduce fuel and electricity usage.

Primarily, VICOM implemented a Green Guidelines Policy to reduce energy consumption and improve energy efficiency across its operations. This serves to lower its Scope 2 GHG emissions. Examples of the eco-friendly guidelines within this policy include, but are not limited to, the following:

- Being mindful to switch off equipment which are not in use (e.g., after office hours)
- Removing screensavers on computers and setting computers to standby mode
- Regularly servicing equipment according to their maintenance schedule to keep them running at maximum efficiency
- Installing motion sensors and using timer switches where possible to help conserve energy

# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

At the same time, SETSCO's Energy Management System is ISO 50001 certified, with SETSCO now labelled as an Energy Efficiency National Partner ("EENP") with the National Environment Agency ("NEA").

To enhance the Group's sustainability efforts, VICOM's Eco-Ambassador Committee oversees the introduction of ESG-related initiatives and programmes, increasing awareness of being "green" and the gathering of feedback for improvement. This includes putting up posters and commemorating Earth Hour to raise awareness on climate-change and resource management.

To decrease its Scope 1 GHG emissions, VICOM acquired 2 EVs. As mentioned above, VICOM also plans to progressively electrify our vehicle fleet to EVs by 2040.

In FY2022, VICOM also screened and established its Scope 3 GHG Inventory, primarily prioritising the most impactful categories. VICOM continues to do the same this year and has undertaken an inventory of our FY2023 Scope 3 emissions for analysis. This is detailed in the following performance section below. In doing so, VICOM hopes to identify areas for improvement across its value chain and beyond its organisation.

## OUR PERFORMANCE<sup>18</sup>

VICOM's Scope 1 GHG emissions are primarily attributed to the use of petrol and diesel across its fleet. VICOM's Scope 2 GHG emissions mainly arise from electricity consumption across our operations. In FY2023, VICOM experienced a 6.6% increase and 21.8% decrease in its Scope 1 and Scope 2 GHG emissions respectively when compared to the newly established baseline year of FY2022. The slight increment in VICOM's Scope 1 emissions is attributed to increased business activity and projects involving

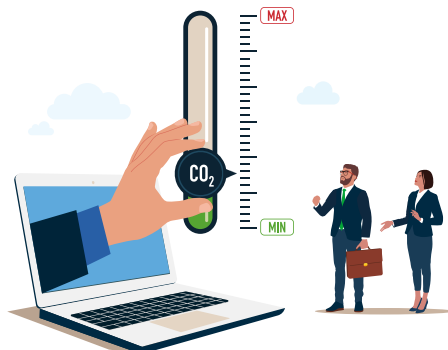
the transport of client's samples. Conversely, VICOM's Scope 2 GHG emissions decreased in comparison to FY2022 due to the reduction in the company's electricity consumption arising as a result of the heat recovery system installed at SETSCO Bukit Batok. A more detailed explanation can be found in the Energy section of this report.

For Scope 3 emissions in FY2023, VICOM has progressed to calculate two previously screened categories i.e business travel and downstream leased assets. In FY2022, VICOM undertook a screening exercise to determine which of the categories would be most pertinent to its emissions and operations. Detailed emissions calculations were made for the most pertinent categories based on the requirements stated by the GHG Protocol. Some Scope 3 categories were not investigated as they are not applicable to VICOM's operations. The Scope 3 categories that we addressed in FY2023 include:

SCOPE 3 CATEGORY	SCREENED OR CALCULATED	Methodology	TOTAL EMISSIONS (tCO <sub>2</sub> e) FY2023
<b>Category 1: Purchased goods &amp; services</b>	Calculated	GHG Protocol: Spend-based method	2,472
<b>Category 2: Capital goods</b>	Calculated	GHG Protocol: Spend-based method	2,328
<b>Category 3: Fuel- and energy-related activities not included in Scope 1 &amp; Scope 2</b>	Calculated	GHG Protocol: Average-data method	720
<b>Category 4: Upstream transportation and distribution</b>	Screened	Calculated estimation based on spend-based screening	361
<b>Category 5: Waste generated in operations</b>	Calculated	GHG Protocol: Waste-type specific method	9
<b>Category 6: Business travel</b>	Calculated	GHG Protocol: Distance-based method	69
<b>Category 7: Employee commute</b>	Screened	Calculated estimation based on employee headcount intensity	787
<b>Category 12: End-of-life treatment of sold products</b>	Calculated	GHG Protocol: Waste-type specific method	9
<b>Category 13: Downstream leased assets</b>	Calculated	GHG Protocol: Asset-specific method (buildings) & Lessee-specific method (vehicles)	262
<b>Category 15: Investments</b>	Screened	GHG Protocol: Calculated estimation based on investment value	503
<b>Total Scope 3 emissions</b>	–		7,520

<sup>18</sup> All data in this section is analysed by comparing our performance in FY2023 to our performances in our newly established emissions baseline year of FY2022. As we shifted to a larger premises in FY2022, we have established FY2022 as our new baseline for data comparison to present a more accurate depiction of data movements and trends going forward. Additionally, only carbon dioxide is included in all emission calculations and our consolidation approach for emissions stems from an Operational Control perspective.

# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



EMISSIONS (tCO <sub>2</sub> e)	FY2019	FY2020	FY2021	FY2022 (BASELINE) <sup>19</sup>	FY2023
Direct (Scope 1) GHG Emissions <sup>20</sup>	362	299	394	368	393
Indirect (Scope 2) GHG Emissions <sup>21</sup>	1,629	3,167	2,747	4,983	3,896
Scope 3 GHG Emissions <sup>22</sup>	NA <sup>23</sup>	NA <sup>24</sup>	7,437	7,373	7,519
<b>Total emissions</b>	<b>1,991</b>	<b>3,466</b>	<b>10,578</b>	<b>12,724</b>	<b>11,808</b>

## GRI 305-4: GHG EMISSIONS INTENSITY<sup>25</sup>

EMISSIONS INTENSITY (tCO <sub>2</sub> e/\$\$M REVENUE)	FY2019	FY2020	FY2021	FY2022 (BASELINE)	FY2023
Scope 1	3.49	3.46	3.91	3.40	3.51
Scope 2	15.70	36.66	27.23	46.01	34.82
Scope 3	NA	NA	73.70	68.08	67.20
<b>Total (Scope 1, 2 and 3)</b>	<b>19.20</b>	<b>40.12</b>	<b>104.83</b>	<b>117.49</b>	<b>105.52</b>

## LOOKING FORWARD

VICOM firmly strives to reduce its operational emissions in line with SBTi commitments as validated by its parent company – ComfortDelGro Group. VICOM is aligned with the group's SBTi targets that were set using the absolute contraction approach and sectoral specific decarbonisation pathways in line with 1.5°C trajectories. Going forward, VICOM has established the following short, medium, and long-term emissions and air quality targets:

- Progressively electrify our vehicular fleet to EVs by 2040
- Scope 1: From our emissions baseline in 2022, VICOM is setting interim targets of a 25% reduction by 2030 and 50% reduction by 2040.
- Scope 2: From our emissions baseline in 2022, VICOM is setting interim targets of a 5% reduction by 2025, 10% reduction by 2030 and 15% reduction by 2040.
- VICOM will set emissions reduction targets for its Scope 1 and Scope 2 GHG emissions.
- Targets for Scope 3 GHG emissions will be set once VICOM has comprehensively assessed its Scope 3 GHG emissions.

Additionally, VICOM continues to persist in its journey to reduce its carbon emissions, the company is thus investigating the feasibility of using carbon credits to offset its residual emissions, in line with its parent company ComfortDelGro. Simultaneously, VICOM will align with ComfortDelGro, as they investigate the adoption of an internal carbon price as a means of managing carbon emissions.

<sup>19</sup> We have established FY2022 as our new emissions baseline due to a shift in premises in FY2022.

<sup>20</sup> Scope 1 emissions for each year were calculated using DEFRA emission factors for the applicable year.

<sup>21</sup> Electricity emission factors used to calculate the Scope 2 GHG emissions of each year were Singapore's BM emission factors for the respective applicable years.

<sup>22</sup> Scope 3 emissions were calculated using a combination of DEFRA, EMA and US EPA emission factors for the applicable years for various categories.

<sup>23</sup> VICOM only started calculating its Scope 3 GHG emissions in 2021.

<sup>24</sup> VICOM only started calculating its Scope 3 GHG emissions in 2021.

<sup>25</sup> GHG intensities for FY2019, 2020, 2021, 2022 and 2023 have been calculated using VICOM's revenues of \$103.7 million, \$86.4 million, \$100.9 million, \$108.3 million and \$111.9 million for each year respectively.



# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

## (CASE STUDY)

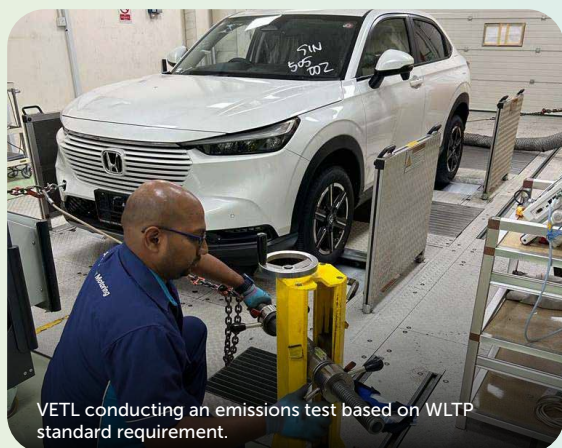
### HOW WE ENABLE BROADER SUSTAINABILITY<sup>26</sup>

VICOM provides emissions testing to ensure that all vehicles remain compliant with the Emissions Standards prescribed by Singapore's National Environment Agency ("NEA"). Under NEA's Vehicular Emissions Scheme ("VES"), pollutants emitted by current and new vehicle models must fall within set limits. Accordingly, VICOM provides testing services on new vehicles to ensure compliance with national regulations and augment sustainability within Singapore. These emissions tests are performed based on the standards set by international protocols such as New European Driving Cycle ("NEDC") and Japan 2009 standards ("JPN2009"). On top of measuring vehicle emissions, we also test for pollutants that impact air quality. These include Particulate Matter ("PM"), Nitrogen Oxides ("NOx") and Sulphur Oxides ("SOx"), as they are detrimental to human health and the ozone layer.

Additionally, VICOM carries out periodic inspections on current in-use vehicles, tests and monitors factories for stack emissions to enforce regulatory compliance, thereby enhancing public health.

Through the provision of our testing services, we hope to drive environmental longevity and create a safe environment for the public.

Further demonstrating our commitment towards continuous sustainable progress, the VICOM Emission Test Laboratory ("VETL") undergone a multi-million dollar upgrade to our testing equipment and this was completed in early 2023. As a result, this allowed VICOM to adopt the Worldwide Harmonised Light Vehicles Test Procedure ("WLTP"), a standard harmonising procedure relating to the testing of efficiencies and driving ranges of all types of vehicles, including EVs. This enhanced our ability to support NEA in its enforcement of emissions regulations. Simultaneously, this upgrade also ensures that VICOM's services are up to date with global vehicle fuel measurements and carbon emission standards.



VEHICLE EMISSION TESTING	FY2019	FY2020	FY2021	FY2022	FY2023
Number of In-Use Vehicle Emission Tests Conducted	462,663	493,145	522,694	533,179	517,506
Number of New/Imported Used Vehicle Emission Tests Conducted	674	604	704	473	515
No. of EVs Inspected	55	320	577	1,661	3,389

In light of the ever-evolving regulatory landscape, VICOM strives to remain fully compliant to all relevant policies, legislation, and established emissions limits. As such, we maintain regular contact with NEA to share and report on VICOM's emissions and air quality values. In effect, VICOM seeks provide authorities with insightful data to support their development of national policies around emissions and air quality. At the same time, we hope to aid in the control of vehicle emissions and the monitoring of pollutants within Singapore.

<sup>26</sup> All data in this section is analysed by comparing our performance in 2023 to our performances in.

# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

## ENERGY

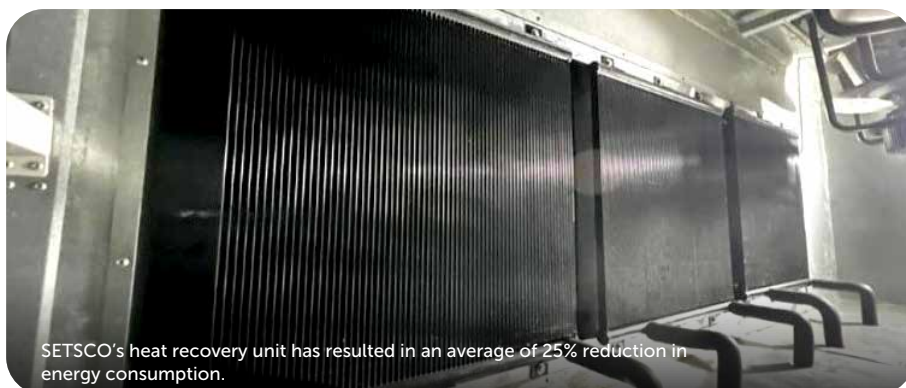
### WHY IS IT MATERIAL?

To reduce emissions, it is pivotal for VICOM to manage and improve our energy efficiency across our operations. As we rely on electricity to provide our services, VICOM comprehends the importance of reducing our energy consumption and endeavours to do so through various energy management and conservation initiatives. With emphasis on energy consumption practices, we aim to reduce the environmental effects resulting from our operations.

### HOW DO WE MANAGE THIS?

VICOM implements a number of energy reduction initiatives and eco-friendly installations across our operations, whilst tracking our energy consumption patterns at the same time. Firstly, VICOM optimises energy consumption through the usage of LED lights, which are more energy efficient than regular lighting. We also install motion sensors in our washrooms and stairwells to minimise our electricity consumption when the facilities are not in use.

Under our building management system, SETSCO also installed energy sub-sensors across our Bukit Batok premise, alongside an illustrative energy management dashboard. These features serve to highlight energy consumption hotspots within our



SETSCO's heat recovery unit has resulted in an average of 25% reduction in energy consumption.

business whilst delineating energy-saving tips for improvement.

In a similar vein, SETSCO also has time-controlled air-conditioning systems installed and these are pre-set based on our business' operating hours, thus curbing excessive energy consumption. The heat recovery system installed for the chiller plant at SETSCO's Bukit Batok premise in Q1 2023 has also resulted in greater energy efficiency, resulting in a 22.7% reduction in VICOM Group's electricity consumption as compared to the previous year's consumption. This translates to average monthly savings of 232,299 kwh which is equivalent to the monthly energy consumption of over 644 four-room flats.

Furthermore, in 2023, VICOM installed 2,946 rooftop solar panels on six of

our premises, reducing VICOM's brown energy consumption and underscoring our commitment to resource stewardship. Since its commissioning in Q3 2023, the solar panels have generated over 424,369 kwh of electricity across VICOM and SETSCO – the equivalent of over 100 four-room flats yearly electricity consumption.

Under the guidance of our Eco-Ambassador Committee, the importance of energy conservation is continuously highlighted to employees via regular communication channels such as emails and intranet dashboard notices, underlining our commitment to long-term sustainability.

### OUR PERFORMANCE<sup>27</sup>

In FY2023, we experienced a 22.7% decrease in electricity consumption when compared to our new baseline year of FY2022. However, our diesel and petrol use increased by 4.06% and 49.0% respectively when compared to our baseline year of FY2022.

The reduction in electricity consumption is largely attributable to the heat recovery system installed at SETSCO Bukit Batok. This translates to a notable decrease in electricity consumption for the group as the electricity consumption from SETSCO's premise makes up the larger share of VICOM Group's electricity consumption. On the other hand, the increase in diesel and petrol use was due to an increase in business activity and projects in 2023 that involved the transport of our client's testing samples.

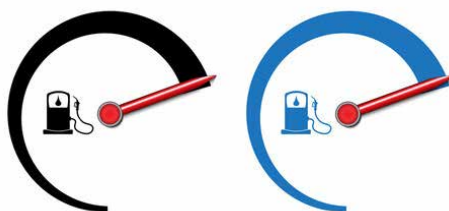


In 2023, VICOM installed 2,946 rooftop solar panels on its premises.

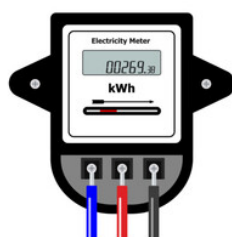
<sup>27</sup> All data in this section is analysed by comparing our performance in 2023 to our performance in the previous year – 2022, which also serves as our newly established baseline year for environmental metrics due to the shift in our premises.



# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



ENERGY CONSUMPTION	FY2019	FY2020	FY2021	FY2022 (BASELINE)	FY2023
Petrol Consumption (litres)	1,593	6,471	10,407	12,199	18,178
Diesel Consumption (litres)	133,715	95,600	136,693	125,882	130,997
Electricity Consumption (kWh)	3,986,771	7,762,414	6,732,890	12,281,606	9,256,764
Renewable Electricity Purchased for Consumption (kWh)	N/A	N/A	N/A	N/A	237,260
Renewable Electricity Generated (kWh)	N/A	N/A	N/A	N/A	424,369



ENERGY INTENSITY <sup>28</sup>	FY2019	FY2020	FY2021	FY2022 (BASELINE)	FY2023
Total Electricity Intensity (MWh/\$\$M Revenue) <sup>29</sup>	38.44	89.8	66.73	113.40	84.84
Total Fuel Intensity (Megalitres/\$\$M Revenue) <sup>30</sup>	0.00130	0.00118	0.00146	0.00127	0.00133

## LOOKING FORWARD

Going forward, with 2022 as the baseline, VICOM has established the following interim short, medium, and long-term energy related targets:

- 5% energy reduction by 2025
- 10% energy reduction by 2030
- 15% energy reduction by 2040
- Continue to explore renewable energy options for adoption in our business

<sup>28</sup> Energy intensities for FY2019, 2020, 2021, 2022 and 2023 have been calculated using VICOM's revenues of \$103.7 million, \$86.4 million, \$100.9 million, \$108.3 million and \$111.9 million for each year respectively. Additionally, VICOM's energy intensity ratios only use energy consumption within our organisation.

<sup>29</sup> Includes electricity purchased, renewable electricity purchased, and renewable electricity generated

<sup>30</sup> Includes all fuel types used

# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

## WASTE

### WHY IS IT MATERIAL?

If left unchecked, waste will result in various environmental problems such as pollution and scarcity of resources, detrimentally impacting our ecosystems to a possibly irreparable extent. Given our limited resources and land, Singapore has conveyed the importance of waste management and recycling through initiatives and roadmaps defined under the SGP30. In light of this, VICOM comprehends the cruciality of managing our waste footprint and have rolled out initiatives and policies aimed at reducing waste, enhancing responsible resource management and ensuring proper disposal.

### HOW DO WE MANAGE THIS?

To reduce waste generated, all staff across our operations are encouraged to abide by our Green Guidelines Policy. Some guidelines in our policy include, but are not limited to, the following:

- The practice of the 3Rs - Reduce, Reuse, Recycle
- Minimising usage of disposable cutlery, crockery, and cups to reduce waste
- Sharing equipment that is not used frequently (e.g. laminating machine)

Additionally, VICOM practices regular surveillance and reporting of our waste disposal methods and the amount of waste generated. This enables us to identify key hotspots of waste generation and subsequently, reduce wastage through our initiatives.

Part of VICOM's operations entails the usage of chemicals for testing. Accordingly, VICOM endeavours to

ensure proper waste disposal via NEA licensed waste contractors on a monthly basis. We engage our external vendors, Aroma Chemical Pte Ltd and Cramoil Singapore Pte Ltd, to collect, treat and dispose of our hazardous chemical waste. To reduce energy usage, the treatment process involves the incineration of organic chemicals which includes a heat recovery mechanism. This results in the recovery of up to 70% of energy used in the combustion process. Likewise, inorganics and cyanide chemicals are subjected to chemical treatment which also recycles the water resulting from the treatment.

Similarly, VICOM has a specialised contractor which helps us to dispose of electronic waste such as old screen monitors, keyboards, and laptops.

On the other hand, non-hazardous general waste is incinerated, with the remaining ash landfilled.

VICOM also places strong emphasis on circular economy principles through the implementation of recycling measures. Continuing VICOM's participation to NEA's 'Say Yes to Waste Less' campaign in 2022, VICOM reaffirmed our commitment to promote the 3Rs (Reduce, Reuse, Recycling) at our premises and shared our efforts to raise greater awareness through posters.

The Group actively encourage double-sided printing and have digitalised the majority of our administrative processes to reduce paper usage. To enhance and inform the formulation of our waste reduction strategies, VICOM liaises with our waste collection vendors regarding the

breakdown of our waste generated. This provides us with insight on the source and composition of our waste, enabling us to refine our initiatives.

In addition to reducing waste, the Group also deployed two blue recycling bins at its SETSCO Bukit Batok and VICOM Sin Ming premise, allowing for not only paper, but also aluminum, glass and plastic waste to be recycled. To further strengthen the group's recycling efforts, VICOM's Eco-Ambassador Committee held a paper-cardboard recycling campaign and a shoe-clothing recycling campaign that resulted in 4.85 tonnes of paper waste and over 180kg of textile and shoe recyclables collected respectively.

To further promote and support a cleaner, waste-free environment, VICOM's Eco-Ambassador Committee involved over 40 staff and their family members in a beach cleanup, resulting in over 200kg of marine debris collected around the shores of Singapore's Coney Island.

### OUR PERFORMANCE<sup>31</sup>

In FY2023, we generated a total of 245.5 tonnes of waste, with 224.0 tonnes being general, non-hazardous waste and 20.5 metric tonnes attributed to hazardous waste. Our total waste increased by 5.8% when compared to FY2022 respectively. The increase in our waste data is due to a one-off disposal of the hazardous fluorescent penetrant waste water that had collected in a sump at SETSCO's Aerospace Testing Centre.

Of all the waste generated, VICOM managed to recycle 5 tonnes of paper waste and 1 tonnes of E-waste.

<sup>31</sup> All data in this section is analysed by comparing our performance in 2023 to our performance in the previous year – 2022, which also serves as our newly established baseline year for environmental metrics due to the shift in our premises.

# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



WASTE GENERATED (Metric Tonnes)	FY2019	FY2020	FY2021	FY2022	FY2023
Hazardous Waste <sup>32</sup>	17.7	8.6	9.81	11.7	20.5
Non-Hazardous Waste	NA	4.0	8.35	220.4	224.0
E-Waste	NA	7.8	1.33	0	0.97
Total Waste	17.7	20.4	19.49	232.1	245.5

WASTE DIVERTED FROM DISPOSAL (Metric Tonnes)	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Non-Hazardous Waste</b>					
Paper Recycled	0	0	8.35	3.55	5.00
<b>E-Waste</b>					
Recycled	0	7.8	1.33	0	0.97
<b>Overall</b>					
Total Waste Diverted from Disposal	0	7.8	3,343.78	3,317.1	3,199.2

WASTE DIRECTED TO DISPOSAL (Metric Tonnes)	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Hazardous Waste</b>					
Landfill	0	0	0	0	0
Compost, Deep-well Injection, Recovery, Onsite Storage	17.7	8.59	9.81	11.70	20.5
<b>Non-Hazardous Waste</b>					
Landfill	0	0	0	0	0
Incineration (partial energy recovery)	0	0.24	0	220.44 <sup>33</sup>	223.97
<b>Overall</b>					
Total Waste Directed to Disposal	17.7	8.59	9.81	232.14	244.47

## LOOKING FORWARD<sup>34</sup>

Going forward, VICOM will continue to implement our waste reduction initiatives to minimise our output of waste. We will also continue to commit to recycling or reusing our waste wherever possible within our value chain.

<sup>32</sup> VICOM's chemical waste data is collected in litres. However, as the chemical waste collected consists of numerous chemical substances of varying densities, we thus assume the density of the chemical waste to be 1g/litre to facilitate conversion of the reported amount into tonnes.

<sup>33</sup> Previously, estimations were used for our waste data. Our waste collection and measurement methodology has since improved and is thus more accurate. As such, from the second half of 2022 onwards, VICOM was able to generate precise tonnage reports on how much general waste was coming from all our premises, thereby accounting for the large increase in non-hazardous waste generated when compared to previous years.

<sup>34</sup> VICOM is not a large producer of waste due to the nature of our business. Additionally, with our relocation to a new premises, waste was deprioritised against other topics. Thus, no quantitative waste target has been set.

# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY

## WATER

### WHY IS IT MATERIAL?

Water is a scarce natural resource and access to potable water is limited. Thus, it is paramount for us to manage and consume water responsibly. With water testing being one of VICOM's offered services, we understand the importance of effecting good and efficient water management.

### HOW DO WE MANAGE THIS?

VICOM strives to reduce our water consumption and by extension, lower our environmental footprint through our internal Green Guidelines Policy and water-saving measures onsite. Examples of the guidelines in our policy include, but are not limited to, the following:

- Ensuring taps are not left running
- Mandatory reporting of leaks or faulty taps
- Reducing the consumption of bottled water

In terms of water-saving initiatives, we have water-saving fittings installed at our Bukit Batok premise and incorporate water recycling mechanisms across our testing laboratories where possible. There is also a water recycling system installed at the chillers in SETSCO, thereby augmenting VICOM's water-savings in the long-run. Since its commissioning in 2023, the water recycling system has resulted in 18.9% reduction in VICOM Group's water consumption as compared to the previous year's consumption, the equivalent of over 4 Olympic-sized swimming pools a year.

At the same time, VICOM's Eco-Ambassador Committee does its best to remind employees of the importance of water conservation through events such as the commemoration of World Water Day.

Recognising the importance of proper effluent discharge management, VICOM also ensures that all hazardous chemical toxic waste and discharge are treated through our vendor, Aroma Chemical Pte Ltd. For more details regarding this treatment process, kindly refer to our "Waste" material topic section above.

Overall, VICOM remains steadfast in our tracking of water consumption, analysis of water savings, and subsequently improving upon our water-curbing initiatives across our operations.

### OUR PERFORMANCE<sup>35</sup>

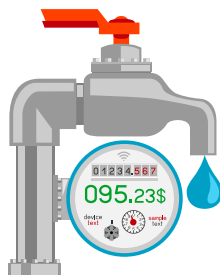
We experienced a 18.9% decrease in our overall water consumption in comparison to our baseline in FY2022. This stems largely from the water recycling unit installed at SETSCO's Bukit Batok premise.



SETSCO's water recycling system for its chiller unit has resulted in an average of 18.9% reduction in water consumption.

<sup>35</sup> All data in this section is analysed by comparing our performance in 2023 to our performance in the previous year – 2022, which also serves as our newly established baseline year for environmental metrics due to the shift in our premises.

# DRIVING ENVIRONMENTAL STEWARDSHIP AND ENABLING THE TRANSITION TOWARDS SUSTAINABILITY



TOTAL WATER WITHDRAWN BY SOURCE <sup>36</sup> (MEGA LITRES)	FY2019	FY2020	FY2021	FY2022 (BASELINE)	FY2023
Utilities (Municipal)	25.31	20.48	40.14	61.33	49.72

WATER INTENSITY	FY2019	FY2020	FY2021	FY2022	FY2023
Total Water Intensity (Mega Litres/\$M Revenue)	0.244	0.237	0.398	0.570	0.444

## GRI 303-4: WATER DISCHARGE

TOTAL WATER DISCHARGE BY SOURCE (MEGA LITRES) <sup>37</sup>	FY2019	FY2020	FY2021	FY2022	FY2023
Utilities (Municipal)	24.77	20.31	40.10	61.29	49.65
Utilities (SG: NEWater)	0.54	0.17	0.04	0.040	0.072
Total	25.31	20.48	40.14	61.33	49.72

## LOOKING FORWARD<sup>38</sup>

VICOM will continue to implement our water reduction initiatives and also, continue to commit to recycling or reusing our water wherever possible within our value chain.

## HOW WE ENABLE BROADER SUSTAINABILITY

In accordance with Singapore's national water wastage reduction programme and the Water Efficiency Labelling Scheme ("WELS"), VICOM tests water from various products such as mixers, taps and sanitaryware to grade and classify the amount of water used. In doing so, we are able to identify water-efficient products for purchase, paving the way for Singaporeans to make more sustainable choices.



<sup>36</sup> VICOM consumes all the water it withdraws, thus VICOM's water consumption amount is the same as the water withdrawn.

<sup>37</sup> Due to VICOM's nature of business, VICOM's water discharge is thus approximately the same amount as our water withdrawn and consumed.

<sup>38</sup> VICOM is not a large consumer of water waste due to the nature of our business. Additionally, with our relocation to a new premises, water was deprioritised against other topics. Thus, no quantitative water target has been set this year.



# 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

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



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.



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



TYPE OF WORK-RELATED INJURY <sup>39</sup>	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

<sup>39</sup> Multiplier used to calculate occupational health and safety rates is 1,000,000.

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

## 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.



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

## 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 PERFORMANCE<sup>40</sup>

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.

<sup>40</sup> 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.

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

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 – SINGAPORE<sup>41</sup>

### 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	<b>131</b>	185	45	<b>230</b>	138	46	<b>184</b>
Rate of New Employee Hires (%)	10.8	4.3	<b>15.1</b>	21.4	5.2	<b>26.6</b>	15.3	5.1	<b>20.4</b>
Number of Employee Turnover	110	38	<b>148</b>	136	57	<b>193</b>	108	36	<b>144</b>
Employee Turnover Rate (%)	12.7	4.4	<b>17.1</b>	15.7	6.6	<b>22.3</b>	16.0	17.1	<b>16.3</b>

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

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

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

	FY2023		
MALAYSIA	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

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

## 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
<b>Permanent</b>			
Full-time	218	88	306
Part-time	0	1	1
<b>Contract</b>			
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
<b>Permanent</b>			
Full-time	2	2	4
Part-time	0	0	0
<b>Contract</b>			
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 <sup>42</sup>	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%

<sup>42</sup> 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

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

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

## 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 <sup>43</sup>	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

<sup>43</sup> 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 PERFORMANCE<sup>44</sup>

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.



<sup>44</sup> 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.



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



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

	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

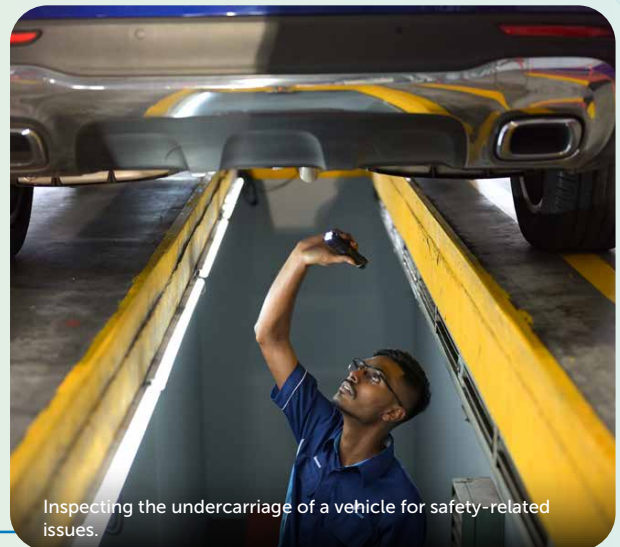
Given our position as a leading testing and inspection service provider in Singapore, VICOM has an important duty to bolster public health and safety. We accomplish this by identifying non-compliance early on and taking action to reduce risks before they manifest into significant harm.



### 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

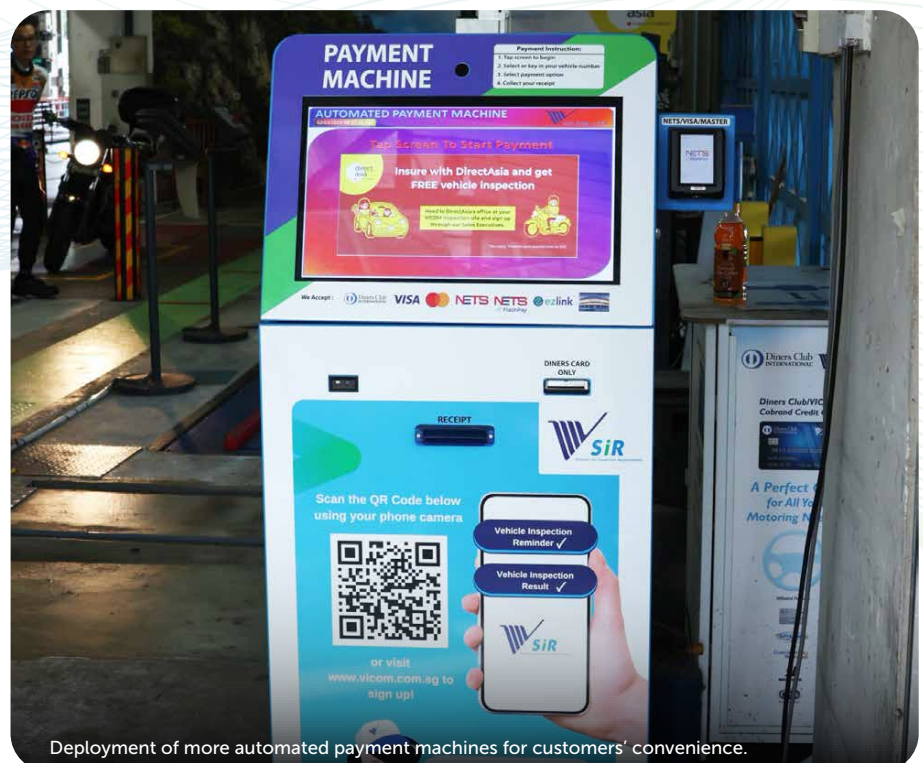
identify and evaluate our customer service performance, which in turn permits growth and enhancement. VICOM employs the use of a mailing list system to periodically communicate business updates about services to keep our customers engaged. In addition to expanding and strengthening our skills, VICOM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

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



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

## BUSINESS AND OPERATIONAL INTEGRITY

Upholding commercial and operational integrity is essential for VICOM to maintain our standing as a reliable testing and inspection service provider to our clients and stakeholders. To ensure accountability, ethical business conduct, conscientious corporate governance, and responsible supply chain collaborations, VICOM implements strict policies pertaining to corporate governance, business, and operational integrity throughout our operations. This preserves the highest levels of corporate integrity while reducing the risks associated with corporate governance.

We are conscious of the effects we have on the individuals, groups, and surroundings in which we live. Thus, VICOM incorporates environmental, social, and ethical governance considerations into our business development strategies, plans, and procedures to elicit positive and sustainable impact. Our objective is to maintain transparency and responsibility in all aspects of our business while improving our governance frameworks and procedures, thereby promoting long-term growth, innovation, and development.

### CORPORATE GOVERNANCE

#### WHY IS IT MATERIAL?

Maintaining VICOM's reputation as a trusted service provider relies on good corporate governance. Thus, we have ethical conduct and management practices and policies in place to guide VICOM's strategic direction. At the same time, VICOM also regularly reviews and audits all of its internal processes. With the establishment of a corporate governance framework, VICOM is better able to provide transparency and accountability to our stakeholders, whilst driving economic and sustainability growth, ultimately augmenting our reputation and customer trust.

#### HOW DO WE MANAGE THIS?

As means of delivering good corporate governance, VICOM adopts a governance structure which seeks to:

- Focus on customers' needs
- Make decisions that generate long-term value as opposed to short-term gratification
- Ensure value creation and maximise cost efficiencies
- Attract and retain talent
- Enable sustainability and growth internally

While doing this, VICOM works hard to maintain the highest levels of professionalism, ethics, and integrity in order to gain the trust of our major stakeholders, employees, clients, business partners, and government agencies. Through strict adherence to pertinent laws and regulations, such as the Codes of Corporate Governance of the Monetary Authority of Singapore ("MAS") and the Singapore Stock Exchange ("SGX"), VICOM hopes to foster good corporate citizenry across its activities.

Furthermore, VICOM's Board of Directors (the "Board") plays a pivotal part in driving good corporate





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

governance across our operations. To do so, the Board carries out its fundamental responsibilities to supervise and advance the company's strategic, economic, and sustainability ambitions. Among these responsibilities are the exercise of oversight with due diligence and regular performance assessments of the Group. We schedule at least four Board Meetings every year to discuss the results and performance, including sustainability performance, of the Group. Additionally, critical concerns are also disclosed to the Board during these meetings. Consequently, this facilitates proper conduct of VICOM's affairs whilst driving growth. Please refer to pages 22-30 of our Annual Report for more information regarding Board matters, competencies, roles, committees, and responsibilities.

## OUR BOARD OF DIRECTORS

The Board members have a duty to act in the company's best interests and exercise independent judgment when making decisions. As a result, VICOM seeks out qualified candidates with who demonstrate qualities such as integrity, business acumen, ethics, professionalism, shareholder competency and sustainability enablement, as well as a genuine interest in VICOM and our success. At the Annual General Meeting ("AGM"), shareholder approval is required for the appointment of new directors chosen by the Board. Further details relating to the process of selection, appointment and re-appointment of directors can be found on pages 31-32 of our Annual Report for FY2023.

Additionally, each year, the Nominating and Remuneration Committee conducts an independent formal annual assessment of the Board and its effectiveness. The performance of each Board Committee and individual Directors, including ESG-related

performance, are evaluated. The criteria used to determine overall performance includes, but are not limited to, the following:

- Growth of the Group
- Achieving a reasonable return for shareholders
- Preventing conflicts of interest and balancing the competing demands of the Group

For more information regarding Board Performance, please refer to page 33 of our Annual Report 2023.

As of 31 December 2023, the Board is chaired by an Independent and Non-Executive Director, Dr Tan Kim Siew (the "Chairman"). He is responsible for:

- Driving the strategic objectives and directions (which requires adequate emphasis on sustainability, innovation, and value creation) for VICOM by exercising enterprising leadership and guidance. Additionally, the Chairman has to ensure VICOM has sufficient human and financial resources available to attain these objectives.
- Aiding in the development of relevant risk management and control systems and Financial Authority Limits to protect company and stakeholder interests against potential risks and ensure a proper balance between VICOM's performance and risk appetite.
- Monitoring management performance and providing appropriate constructive criticisms.
- Determining VICOM's key stakeholders and ensuring their concerns are addressed in VICOM's strategies and management processes, whilst providing transparency and accountability to stakeholders
- Enforcing VICOM's values, standards, policies, and procedures,

whilst fostering an ethical corporate culture.

- Ensuring environmental, social and governance considerations are considered when forming sustainability strategies.

As of now, there are 10 directors on the board, with 60% of them serving as independent directors, underscoring the board's high degree of independence. Furthermore, it is important to note that our existing board composition exceeds the criteria of the MAS's Code and the Singapore Exchange Limited ("SGX") Listing Rules, which state that boards only need to have one-third of independent directors and do not require independent board chairs.

Supporting the Board in execution of its duties, we have four Board Committees to aid in decision-making and oversight of other relevant tasks. These include the following:

- Audit and Risk Committee ("ARC")
- The Nominating and Remuneration Committee ("NRC")
- The Sustainability Committee ("SC")
- The Technology Committee ("TC").

Every year, the NRC is entrusted with the duty of examining and evaluating the size and composition of VICOM's Board and Board Committees to ensure diversity of experience, aptitude, age, and gender in line with relevant regulatory requirements. In addition, the NRC also decides on top management and director compensation and promotions. The NRC considers market trends, reports issued by the Straits Times Index ("STI") and the Singapore Institute of Directors ("SID") to ensure equitable compensation.

At the same time, to advance the realisation of VICOM's sustainability



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

ambitions, executive compensation has been aligned with ESG and climate-related considerations. Through the use of VICOM's Balance Scorecard (BSC), 25 percent of management bonus is tied to ESG-related performance.

More information pertaining to our remuneration policy and remuneration-related matters can be found on pages 33-37 of VICOM's Annual Report 2023.

As VICOM recognises the value of tripartism on the Board, the company ensures that its Board members represent the corporate, union, and regulatory sectors. This makes it easier to make decisions holistically by considering different points of view. For more information pertaining to VICOM's Corporate Governance, please

refer to pages 22-50 VICOM's annual report for FY2023.

## OUR PERFORMANCE

In FY2023, VICOM's Board received zero communications of critical concerns.



### Board Composition

Percentage of independent non-executive director	60%
Percentage of non-independent and non-executive director	30%
Percentage of non-independent and executive director	10%

### Board Diversity

Women	30%
Men	70%

### Management Diversity

Women	23.9%
Men	76.1%

### Directors' Length of Service

	INDEPENDENT DIRECTORS	NON-INDEPENDENT DIRECTORS
Served > 9 years	0%	10%
Served < 9 years	60%	30%

## GRI 2-16: COMMUNICATING CRITICAL CONCERNS

Total number of critical concerns communicated to the highest governance body	0
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## LOOKING FORWARD

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

- Ensure compliance with the board independence requirements as per SGX and MAS
- Maintain a minimum of 3 female representation on the Board
- Maintain a minimum of 30% female representation in the Management Team<sup>45</sup> by 2030

45 "Management Team" is classified as Assistant Managers and Above. At the moment, we have achieved a 23% female representation in this regard.

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

## COMPLIANCE, ETHICAL CONDUCT, TRANSPARENCY & ACCOUNTABILITY

### WHY IS IT MATERIAL?

We do not take for granted the trust that our stakeholders have placed in us. As such, VICOM strives to provide full transparency and accountability while adhering to all applicable legislation, regulations, and codes. In doing so, we endeavour to uphold our standing as a trustworthy business while providing our clients with the best caliber of service.

### HOW DO WE MANAGE THIS?

To bolster transparency, ethical conduct and accountability, VICOM has implemented several procedures and regulations across our operations, including a stringent zero tolerance policy for unethical business conduct. First and foremost, VICOM applies our Code of Business conduct to every aspect of our activities. The purpose of this Code is to convey VICOM's business concepts, procedures, and policies to all of the company's partners, employees, and subsidiaries. Our Code of Conduct has policies that address a number of concerns, including fraud, bribery, whistleblowing, conflicts of interest, and integrity in account management. This Code is introduced to all VICOM staff during their orientation. To ensure staff's continued compliance, VICOM reminds employees of the code twice a year.

To avoid any potential conflicts of interest, all newly hired employees and newly engaged suppliers must disclose all conflicts of interest during orientation. They must therefore update their conflict-of-interest information on the Employee Self-Service Portal twice a year. In the event of a potential conflict of interest, employees must notify their immediate supervisors and remove themselves from any related decision-making processes. Subsequently, the Group Chief Human Resource Officer and the CEO of the Business Unit are also informed.

In a similar vein, Directors with conflicting interests are required by the Code to immediately disclose them at a meeting with all of our Directors. As an alternative, they can also notify the Company with a written notice containing the details of their interest in the matter and the actual or potential conflict.

Stakeholders are informed of all conflicts of interest, including those involving cross-board participation, cross-sharing with suppliers and other stakeholders, the presence of controlling shareholders, and linked parties, their interactions, transactions, and outstanding balances. Accordingly, Directors are therefore expected to refrain from taking part in any conversations or decisions pertaining to these issues.

VICOM's Whistleblowing Policy, also serves as a key instrument to enforce good organisational conduct, providing our staff with a way to voice concerns about possible infractions, improper behavior, or unethical business dealings, while also protecting them from retaliation.

Additionally, it affords employees the ability to seek guidance regarding the implementation of organisational policies and procedures for ethical business conduct.

Under the Whistleblowing policy, incidents can be reported to the Group Chief Internal Audit Officer ("GCIAO"). If the complaint involves GCIAO, the report can be made to the ARC Chairman instead. The ComfortDelGro Group Internal Audit Division looks into every matter, supervises it, and handles it quickly and thoroughly. Following investigation, the findings are reported to the ARC, which is in charge of overseeing and monitoring incidents of whistleblowing. The prospect of disciplinary action serves to discourage instances of non-compliance. Simultaneously, whistleblowers'

identities are also kept private to protect them from unfavorable consequences or treatment. For more information on our Whistleblowing policy, please refer to Annex B.

To strengthen our transparency, accountability, and compliance, VICOM regularly undertakes internal audits by Internal Auditors ("IA") using strict criteria to ascertain regulatory compliance with international standards on a yearly basis. Our internal audit produced no significant non-compliance issues or conclusions in FY2023. We also use an electronic platform for our tendering procedures, subjecting tenders to stringent regulations and consequently, creating an electronic trail to better facilitate oversight, accountability, and transparency. Furthermore, we make great effort to ensure that all tenders adhere to VICOM's anti-corruption and anti-bribery rules, with any conflicts of interest being promptly resolved.

Furthermore, VICOM places financial authority limitations on all financial transactions as an additional safeguard against corruption. Every financial request needs to be approved by two people. For transactions that are more expensive or involve a higher risk of bribery, additional board or senior management approvals are required.

Under the direction of an external consultant, VICOM developed a robust Enterprise Risk Management ("ERM") to identify, manage, and reduce important risks in our company operations. This ERM framework reinforces VICOM's commitment to preventing potential compliance breaches and unethical behavior by covering all risks, including those pertaining to regulatory compliance and unethical conduct like fraud and corruption.

### OUR PERFORMANCE

In FY2023, VICOM had zero cases of anti-competitive behaviour. However, in 2023, three former VICOM staff were

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

convicted for corruption. One was fined in July 2023, while the other two sentenced with a fine and jail term in August 2023 and October 2023 respectively. This case involved three service advisors receiving bribes from motor workshops for accident reporting at the Authorised Reporting Centre. The case was originally uncovered in 2020 and directly investigate by the Corrupt Practice Investigation Bureau (CPIB).

In response to this, as well as to further reduce the risk of similar occurrences, VICOM Group has attained the ISO37001:2016 Anti-Bribery Management ("ABMS") certification, a voluntary standard aimed at enhancing a company's anti-bribery compliance procedure in the year. VICOM also provides anticorruption training to all its employees and ensures that employees reaffirm VICOM's Code of Conduct twice a year.

VICOM committed to ensuring the highest standard of integrity and will continue conduct reviews and implement measures where necessary to reduce the likelihood of anti-bribery and other similar incidents.



## GRI 2-27

INCIDENTS OF NON-COMPLIANCE WITH LAWS AND REGULATIONS	FY2019	FY2022	FY2023
Incidents of non-compliance with standards requirement resulting in a suspension in a particular field	1	0	0
Number of instances fines were incurred	0	2	0
Number of instances non-monetary sanctions were incurred (if any)	0	0	0
Total number of fines for instances of non-compliance with laws and regulations that were paid during reporting period	0	2	0
Total monetary value of fines paid during reporting period (SGD)	0	\$1,600	0

## GRI 205-1: OPERATIONS ASSESSED FOR RISK RELATED TO CORRUPTION

Total number of operations	All
Total operations assessed for risks relating to corruption	All
Percentage of operations assessed for risks relating to corruption	100%

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



## GRI 205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

		PERCENTAGE
Total number of governance body members	10	100%
Total number of governance body members that the organisation's anti-corruption policies and procedures have been communicated to	10	100%
Total number of governance body members that have received training on anti-corruption	10	100%

## GRI 205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONAL	NON-EXECUTIVES
Total number of employees in each employee category	11	35	350	542
Total number that the organisation's anti-corruption policies and procedures have been communicated to	11	35	350	542
Total percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to	100%	100%	100%	100%
Total number of employees that received training and anti-corruption	11	35	350	542
Total percentage of employees that received training and anti-corruption	100%	100%	100%	100%

## GRI 205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

Total number of business partners	732
Total number of business partners that the organisation anti-corruption policies and procedures have been communicated to	732
Total percentage of business partners that the organisation anti-corruption policies and procedures have been communicated to	100%

## LOOKING FORWARD

For FY2024 and beyond, VICOM aims to attain the following targets:

- Maintain high standards of transparency, accountability, ethics, and integrity across our operations
- Maintain zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption



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

## RESPONSIBLE SUPPLY CHAIN & PARTNERSHIPS

### WHY IS IT MATERIAL?

Given the increased scrutiny placed on an organisation's influence along its value chain, VICOM exercises vigilance when overseeing the environmental and social footprint across our supply chain and partnerships. Driving sustainability and social stewardship, in our opinion, necessitates consideration of every aspect along our company's value chain. Therefore, it is integral for us to ensure that all of our suppliers, partners, and supply chains uphold the greatest standards of accountability and transparency as well.

### HOW DO WE MANAGE THIS?

We put in place several procedures and guidelines to guarantee transparency and sustainability in our supply chain.

Firstly, VICOM can interact directly with our suppliers thanks to ComPASS, our digital procurement program, which also enhances transparency by electronically recording all decisions and procedures from start to finish. By utilising less paper, this promotes sustainability and increases accountability.

It is also mandatory for all of VICOM's tenderers and suppliers to abide by our Supplier Code of Conduct. Similarly, suppliers must abide by all relevant laws and rules, such as those pertaining

to antitrust, anti-competition, anti-corruption and anti-fraud policies. Accordingly, VICOM performs an ESG assessment for all tenders exceeding \$500,000. Suppliers are assessed based on their ESG policies, accomplishments, and disclosures of non-compliance. Consequently, this derives a high standard of integrity in the supply chain and partner activities.

### OUR PERFORMANCE

As of FY2023, VICOM engages a total of 726 suppliers, with 77 suppliers (10.6%) being newly engaged. All of our new suppliers (100%) were screened using environmental and social criteria. Overall, we did not experience any cases of supplier non-compliance incidents of social or environmental nature.



#### GRI 308-2: NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

Percentage of new suppliers screened using environmental criteria	100%
Number of suppliers identified to have significant actual/potential negative environmental impact	0
Significant actual/potential negative environmental impacts identified in the supply chain	0
Percentage of suppliers with significant actual/potential negative environmental impacts, with which improvements were agreed	0
Percentage of suppliers with significant actual/potential negative environmental impacts, with which relations were terminated	0

#### GRI 414-2: NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

Percentage of new suppliers screened using social criteria	100%
Number of suppliers identified to have significant actual/potential negative social impact	0
Significant actual/potential negative social impacts identified in the supply chain	0
Percentage of suppliers with significant actual/potential negative social impacts, with which improvements were agreed	0
Percentage of suppliers with significant actual/potential negative social impacts, with which relations were terminated	0

### LOOKING FORWARD

For FY2024 and beyond, VICOM aims to achieve the following short, medium, and long-term targets:

- Maintain zero incidents of social or environmental non-compliance across our supply chain
- Uphold accountability, transparency, 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?

To make decisions relating to quality and safety, VICOM's clients rely on our testing and inspection services. As a result, VICOM is keenly aware of how important it is to offer dependable services. Upholding testing integrity thus forms a core part of our strategy to deliver top quality services.

### HOW DO WE MANAGE THIS?

VICOM utilises a two-pronged strategy to support and uphold professional

ethics in our operations. Firstly, we seek professional third-party attestation through independent organisations like the Singapore Accreditation Council ("SAC"), which uses skilled professionals to rigorously evaluate our technical competencies and accredit our services. Furthermore, our employees are guided in their interactions with both domestic and international clients by our developed Code of Business Conduct. Our staff receive a copy of the Code during orientation, and it is also easily accessible on our intranet. We perform an online exercise twice a year to

further demonstrate our dedication to upholding this code and to emphasize its significance. Employees from all over our operations received a Code of Integrity Pledge Card on June 6th and December 12th of the year, which they were asked to sign and submit, alongside a photo of themselves.

### OUR PERFORMANCE

In FY2023, VICOM has no legal proceedings associated with professional integrity.



INCIDENTS OF NON-COMPLIANCE RAISED BY 3RD PARTY ATTESTATION BODY	FY2019	FY2022	FY2023
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	0	0

## GRI 206-1: LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOUR, ANTI-TRUST, AND MONOPOLY PRACTICES

Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation	0
Total amount of monetary losses as a result of legal proceedings associated with professional integrity (SV-PS-510a.2)	0

## LOOKING FORWARD

For FY2024 and beyond, VICOM aims to achieve the following short, medium, and long-term targets:

- Maintain zero cases of regulatory non-compliance resulting in suspension and revocation.
- Maintain a zero-tolerance policy for corruption and fraud
- Maintain our testing standards and enforce integrity in our business operations and across all our stakeholders

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

## CYBER INTEGRITY, DATA PRIVACY & SECURITY

### WHY IS IT MATERIAL?

Companies are exhibiting a greater degree of digitalisation in their operational procedures and processes. VICOM is no exception.

Hence, it is critical that we bolster our defenses against security, privacy, and cybersecurity threats. We must also exercise utmost care when preserving and managing the personal data we acquire from customers in the provision of our services.

### HOW DO WE MANAGE THIS?

With the goal of reducing the risks related to cybersecurity and data privacy, VICOM strengthens its cybersecurity defenses by implementing a number of policies and training programs. We also strictly enforce adherence to all pertinent regulations. Our holistic approach to identify, assess, and address cyber security, data privacy and security risks whilst abiding all regulatory requirements is depicted as follows:



#### Cybersecurity

Every year, all VICOM staff members are obliged to participate in official cybersecurity awareness training. During this training, they are tested on their abilities to identify and respond to phishing emails through case studies and role-playing.

In addition, VICOM's Information Technology ("IT") department runs biannual testing to see how our staff members react to phishing emails. To gauge our staff's discernment in identifying phishing emails, the IT team at CDG Group creates and distributes emails that imitate authentic phishing emails to users.

In order to reinforce staff knowledge of the risks involved, the IT department also incorporates a tool that allows employees to report phishing emails and sends out alerts on a regular basis.

Similar to this, we ran a table-top exercise using our Cyber Security event Response Plan ("CSIRP") to assess how ready and prepared VICOM's IT support team was to handle a cybersecurity event. The purpose of this exercise was to get IT staff members familiar with incident handling and mitigation protocols. Overall, it was successful as every member was found to be knowledgeable about their responsibilities and completely prepared to carry out the appropriate actions during breaches.

By identifying and upskilling staff members who need cybersecurity walkthroughs and refresher training, VICOM is able to enhance cybersecurity through these exercises and training, lowering the likelihood of potential risks and breaches.

Similarly, VICOM has a comprehensive Breach Management Plan in place to mitigate the risks and repercussions in the event of actual cybersecurity breaches. This plan outlines various cybersecurity measures such as containment, assessment, and reporting.



#### Data Privacy and Protection

In a similar vein, VICOM is dedicated to providing our employees and clients with the highest levels of data privacy and protection. VICOM collects personal data for a variety of operational reasons whilst closely adhering to Singapore's Personal Data Protection Act ("PDPA") and any other applicable laws. Before any data is collected, stored, or used, all pertinent disclosures are made and the consent of all parties impacted is always sought. Furthermore, VICOM will ensure complete erasure of data in cases that we determine no longer serves any legal or commercial purpose. Likewise, our training data retention policy is capped at a year, enhancing our accountability in responsible data management.

Furthermore, only company-issued devices may be used to conduct and access any business-related work or networks. This reduces the possibility of private information leaking outside the firm and improves the security of client and corporate data.

In addition, VICOM carries out the application of its PDPA Compliance Policy, which is examined and revised every two years or in response to changes made to PDPA regulations. All relevant parties are then informed of any changes made to the policy. Furthermore, to update existing data protection policies and procedures as required, our IT department conducts an annual Data Protection Impact Assessment exercise.



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

To further ensure abidance by our PDPA Policy, VICOM conducts yearly internal Data Protection Trustmark Certification ("DPTM") audits on our operations. In 2023, our departments of Finance, HR, Administration, and Training were audited for DPTM compliance. There were minor findings but all were satisfactorily addressed.

The audit also verified that our control procedures and policies regarding personal data are still applicable and essential for stopping and lessening data breaches.

To mitigate potential threats to data privacy and security, VICOM has implemented a Cyber Security Incident Response Plan ("CSIRP") that is immediately triggered in the case of a data breach. Should such situations occur, the Personal Data Protection Commission ("PDPC") Singapore and impacted persons will be notified. Additionally, VICOM employs a Data Protection Officer ("DPO") who is certified as a Practitioner by the Personal Data Protection Commission ("PDPC"). Our DPO is well-equipped with the knowledge to create an impenetrable

data protection architecture for VICOM using risk-based methods, thereby enhancing security of our server data.

By incorporating the aforementioned policies, training, and measures, VICOM strives to ensure full confidentiality in our handling of personal data.

## OUR PERFORMANCE

In FY2023, we experienced zero significant breaches to our cybersecurity systems, data or the PDPA. Consequently, there were no incidents of socio-economic non-compliance.



## GRI 418-1: SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA

Total number of substantiated complaints received concerning breaches of customer privacy	0
Complaints received from outside parties and substantiated by the organisation	0
Complaints from regulatory bodies	0
Total number of identified leaks, thefts or losses of customer data	0

## SV-PS-230A.1, SV-PS-230A.2, SV-PS-230A.3

Number of data breaches	0
Percentage of breaches involving customer's business information ("CBI")	0
Percentage of breaches involving personally identifiable information ("PII")	0
Number of customers affected	0

## LOOKING FORWARD

For FY2024 and beyond, VICOM aims to achieve the following short, medium, and long-term targets:

- Maintain zero major cybersecurity breaches
- Continue to conduct internal audits to measure adherence to PDPA Policies
- Continuously solidify its cybersecurity, data protection and privacy measures



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

## INNOVATION & GROWTH

To propagate growth for our business, embarking on innovative ventures and novel opportunities is key. In doing so, VICOM can reimagine and improve corporate processes through innovation, ultimately decreasing operating costs and heightening productivity. Essentially, this allows VICOM to prosper in our sector whilst meeting the ever-evolving needs of society and consumers.

## ECONOMICAL GROWTH & NEW OPPORTUNITIES

### WHY IS IT MATERIAL?

To achieve our sustainability goals, elicit positive outcomes, and maintain a competitive edge, VICOM needs to focus on economic growth. This helps us stay relevant in the industry, which is advantageous to our stakeholders, employees, and shareholders. Therefore, VICOM is constantly working to identify new opportunities that facilitate sustainable economic development and growth.

### HOW DO WE MANAGE THIS?

VICOM aims to improve our economic growth by broadening our range of

services and sources of income. As such, in efforts to find new clients and commercial prospects, we embrace innovation, cutting-edge approaches and technologies.

Expected to commence in 2024, VICOM is in close engagement with a partner in the area of hybrid and EV battery testing and health-checking. The area is significant from a public health and safety perspective as Singapore seeks to progressively promote and regulate EV use and EV-supporting infrastructure, with the Singapore Green Plan including a target to achieve 100% cleaner energy vehicles by 2040.

Additionally, with the acquisition of AN Security in 2023, SETSCO now has the capability to provide a holistic cybersecurity testing and evaluation for IT products such as consumer and industrial smart devices.

Similarly, in alignment with the requirements of Cyber Security Agency of Singapore ("CSA")'s Cyber Trust Mark Certification program, SETSCO's auditors are qualified to conduct assessments of cyber security procedures and safeguards. The

certification is aimed at organisations with more established digitalisation processes and with our attainment of it, VICOM can better safeguard cyber security in Singapore.

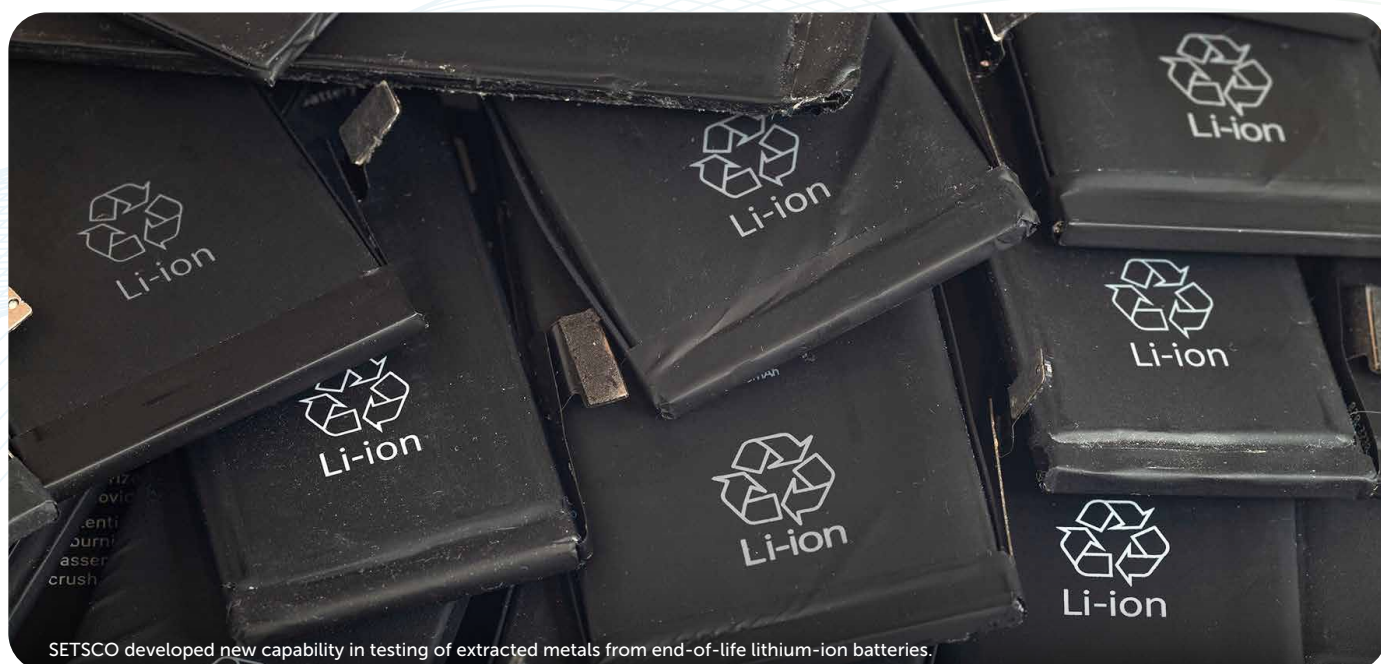
The demand for the testing of battery black mass from end-of-life lithium-ion batteries are also expected to rise as more battery recycling companies enter the Singaporean market. As such, SETSCO has commenced the testing of metal contents from battery waste. This includes the reduced testing of printed circuit boards ("PCBs") to harvest gold, silver and copper.

### OUR PERFORMANCE

In FY2023 VICOM generated a total revenue of SGD \$111.9 million, a 3.3% increase from FY2022, as economies gradually recover from the pandemic. For more information on our financial performance, please refer to our Annual Report, pages 67-106.

### LOOKING FORWARD

For FY2024 and beyond, VICOM aims to seek out new opportunities to expand VICOM's testing and operational capabilities for economic growth and to enhance competitiveness.



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

## INVESTMENT & INNOVATION IN SERVICES & OPERATIONS

### WHY IS IT MATERIAL?

For businesses to prosper in a world that is changing quickly, they must adapt their strategies to match the advancements in technology and the evolving preferences of their customers. Thus, in order to fulfill the shifting needs of society and derive value for the business and our stakeholders, VICOM must invest and innovate in potentially high growth areas. To solidify our position as an industry frontrunner, we strive to expand our testing regimes, capabilities and services in a sustainable manner.

### HOW DO WE MANAGE THIS?

Enhancing our competencies related to sustainable food services and building systems is SETSCO's top priority. We evaluate new potential investments and innovations critically and comprehensively, taking into account a variety of aspects like growth potential, cost-benefit analysis, market application, emerging consumer and global trends, and more.

### *Sustainable Food Systems*

To extend our operational reach, SETSCO is currently broadening our offerings to encompass services related to sustainable food systems. This entails offering audit services to urban farms to certify their production of sustainable food. Since this is a new endeavour for SETSCO, we are now gaining the required experience, familiarising ourselves with the procedures, and obtaining the necessary certifications from regulatory authorities, such as the SS661 Specification for clean and green urban farming processes.

There is a growing inclination towards alternative protein sources within the sustainable food systems industry. Keeping up with such trends, SETSCO leverages its existing testing capabilities to help food producers and developers ascertain the nutritional content and safety profile of these alternative foods. As a result, SETSCO hopes to generate more revenue for the business whilst enhancing food quality and security within Singapore.

### *Sustainable Building Systems*

Similarly, sector trends also indicate a shift away from the use of concrete toward increased usage of steel, low-carbon and recyclable building materials like strong, lightweight polymers. As a result, there is a growing demand for testing of the aforementioned construction materials. In response, SETSCO is expanding our capacity to offer testing in this area.

To further improve public safety and with the approval of the BCA, we also leverage drone technology to assist with our inspections of buildings and building exterior for structures older than 20 years.

In a bid to promote the sustainability transition in Singapore, SETSCO offers a solar panel certification service to ascertain the efficiency and fire resistant properties of user-installed solar panels. We presently only offer this service for solar panels mounted on roofs, but hope to expand it to include solar panels mounted on walls.

VICOM also established a Technology Committee to aid the Board in implementing its group-wide digital strategy and related execution plans of leveraging innovation and technology in catalysing VICOM's sustainability transition and economic growth.

### OUR PERFORMANCE

In 2023, VICOM looked into various economic growth opportunities.

- the acquisition of AN security
- offering assessments for CSA's Cyber Trust Mark Certification program
- developed new capability to test for extracted metals from battery waste
- to commence hybrid & EV battery testing and health-checking in 2024

### LOOKING FORWARD

In FY2024 and beyond, VICOM aims to continue exploring new ways to refine and reinvent our service offerings through innovative solutions and ventures.



Facade inspection using drone technology to increase productivity.

# APPENDICES





# APPENDIX 1: GRI INDEX

GRI CONTENT INDEX			
GRI STANDARD	DISCLOSURE	PAGE NUMBER AND/ OR URL	
GENERAL DISCLOSURES			
GRI 2: General disclosures	The Organization and its Reporting Practices		
	2-1	Organisational details	0-1, About this report
	2-2	Entities included in the organization’s sustainability reporting	1-2, About this report
	2-3	Reporting period, frequency, and contact point	1-2, About this report
	2-4	Restatements of Information	2
	2-5	External Assurance	1
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	1-2, 79
	2-7	Employees	55-58
	2-8	Workers who are not employees	NA
	Governance		
	2-9	Governance structure and composition	28-29, 73-75, AR
	2-10	Nomination and selection of the highest governance body	74, AR
	2-11	Chair of the highest governance body	74
	2-12	Role of the highest governance body in overseeing the management of impacts	28-29, 73-75
	2-13	Delegation of responsibility for managing impacts	28-29
	2-14	Role of the highest governance body in sustainability reporting	15
	2-15	Conflicts of Interest	76
	2-16	Communication of critical concerns	74-75
	2-17	Collective knowledge of the highest governance body	29
	2-18	Evaluation of the performance of the highest governance body	74-75
	2-19	Remuneration policies	74-75, AR
	2-20	Process to determine remuneration	74-75, AR
	2-21	Annual total compensation ratio	61
	Strategy, policies, and practices		
	2-22	Statement on sustainable development strategy	4-7
	2-23	Policy commitments	64, 76-78, Annex A to Annex I
	2-24	Embedding policy commitments	64, 76-79, Annex A to Annex I
	2-25	Processes to remediate negative impacts	Each respective material topic, 26-27, 69, 76-77 Annex B
	2-26	Mechanisms for seeking advice and raising concerns	76-77, Annex B
2-27	Compliance with laws and regulations	77	
2-28	Membership associations	13	
Stakeholder engagement			
2-29	Approach to stakeholder engagement	26-27	
2-30	Collective bargaining agreements	56	
DISCLOSURES ON MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	17
	3-2	List of material topics	17
	3-3	Management of material topics	See respective material topics



# APPENDIX 1: GRI INDEX

MATERIAL TOPICS			
Energy			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	44
<b>GRI 302: Energy (2016)</b>	302-1	Energy consumption within the organisation	44-45
	302-2	Energy consumption outside of the organisation	NA
	302-3	Energy intensity	45
	302-4	Reduction of energy consumption	44-45
	302-5	Reductions in requirements of products and services	NA
Water			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	48
<b>GRI 303: Water and effluents (2018)</b>	303-1	Interactions with water as a shared resource	48-49
	303-2	Management of water discharge-related impacts	NA
	303-3	Water withdrawal	49
	303-4	Water discharge	49
	303-5	Water consumption	49
Emissions and Air Quality			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	40-41
<b>GRI 305: Emissions (2016)</b>	305-1	Direct (Scope 1) GHG emissions	41-42
	305-2	Energy indirect (Scope 2) GHG emissions	42
	305-3	Other indirect (Scope 3) GHG emissions	41-42
	305-4	GHG emissions intensity	42
	305-5	Reduction of GHG emissions b	41-42
	305-6	Emissions of ozone-depleting substances (ODS)	NA
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	NA
Waste			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	46
<b>GRI 306: Waste (2020)</b>	306-1	Waste generation and significant waste-related impacts	46
	306-2	Management of significant waste-related impacts	46
	306-3	Waste generated	47
	306-4	Waste diverted from disposal	46-47
	306-5	Waste directed to disposal	47
Supplier Environmental Assessment			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	79
<b>GRI 308: Supplier Environmental Assessment (2016)</b>	308-1	New suppliers that were screened using environmental criteria	79
	308-2	Negative environmental impacts in the supply chain and actions taken	79

# APPENDIX 1: GRI INDEX

Employment			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	55
<b>GRI 401: Employment (2016)</b>	401-1	New employee hires and employee turnover	55-56
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	55
	401-3	Parental leave	57
Occupational Health and Safety			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	51
<b>GRI 403: Occupational health and safety (2018)</b>	403-1	Occupational health and safety management system	51-52
	403-2	Hazard identification, risk assessment, and incident investigation	51-52
	403-3	Occupational health services	51-52
	403-4	Worker participation, consultation and communication on occupational health and safety	51-52
	403-5	Worker training on occupational health and safety	51-52
	403-6	Promotion of worker health	51-52, 55
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	51-52
	403-8	Workers covered by an occupational health and safety management system	53
	403-9	Work-related injuries	52-53
	403-10	Work-related ill health	53
Training and Education			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	62
<b>GRI 404: Training and education (2016)</b>	404-1	Average hours of training per year per employee	63
	404-2	Programs for upgrading employee skills and transition assistance programs	62
	404-3	Percentage of employees receiving regular performance and career development reviews	63
Diversity and Equal Opportunity			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	58
<b>GRI 405: Diversity and equal opportunity (2016)</b>	405-1	Diversity of governance bodies and employees	59-60
	405-2	Ratio of basic salary and remuneration of women to men	60
Non-discrimination			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	58
<b>GRI 406: Non-discrimination (2016)</b>	406-1	Incidents of discrimination and corrective actions taken	60

# APPENDIX 1: GRI INDEX

Child Labour			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	64
<b>GRI 408: Child labour (2016)</b>	408-1	Operations and suppliers at significant risk for incidents of child labour	64
Local Communities			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	70
<b>GRI 413: Local communities</b>	413-1	Operations with local community engagement, impact assessments, and development programs	70-71
	413-2	Operations with significant actual and potential negative impacts on local communities	NA
Supplier Social Assessment			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	79
<b>GRI 414: Supplier Social Assessment (2016)</b>	414-1	New suppliers that were screened using social criteria	79
	414-2	Negative social impacts in the supply chain and actions taken	79
Customer Privacy			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	81-82
<b>GRI 418: Customer Privacy (2016)</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	82
Anti-Corruption			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	76
<b>GRI 205: Anti-corruption (2016)</b>	205-1	Operations assessed for risks related to corruption	77
	205-2	Communication and training about anti-corruption policies and procedures	77-78
	205-3	Confirmed incidents of corruption and actions taken	76-77
Anti-Competitive Behaviour			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	76
<b>GRI 206: Anti-competitive behaviour</b>	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	76, 80

## APPENDIX 2: SASB: PROFESSIONAL & COMMERCIAL SERVICES

**TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS**

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	SASB CODE	PAGE REFERENCE
<b>Data Security</b>	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	SV-PS-230a.1	81-82
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	N/A	SV-PS-230a.2	81-82, Annex G
	(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	82
<b>Workforce Diversity &amp; Engagement</b>	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SV-PS-330a.1	58-61
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2	57
	Employee engagement as a percentage	Quantitative	Percentage (%)	SV-PS-330a.3	61
<b>Professional Integrity</b>	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	80
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting currency	SV-PS-510a.2	80

**TABLE 2. ACTIVITY METRICS**

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	SASB CODE	PAGE REFERENCE
<b>Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract</b>	Quantitative	Number	SV-PS-000.A	59
<b>Employee hours worked, percentage billable</b>	Quantitative	Hours, Percentage (%)	SV-PS-000.B	61



## APPENDIX 3: UNGC INDEX

PRINCIPLE	DESCRIPTION	PAGE REFERENCE
<b>Human Rights</b>		
<b>Principle 1</b>	Businesses should support and respect the protection of internationally proclaimed human rights; and	64, Human Rights Policy
<b>Principle 2</b>	Make sure that they are not complicit in human rights abuses	64, Human Rights Policy
<b>Labour</b>		
<b>Principle 3</b>	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	56, Human Rights Policy
<b>Principle 4</b>	the elimination of all forms of forced and compulsory labour;	64, Human Rights Policy
<b>Principle 5</b>	the effective abolition of child labour; and	64, Human Rights Policy
<b>Principle 6</b>	the elimination of discrimination in respect of employment and occupation	58, Human Rights Policy
<b>Environment</b>		
<b>Principle 7</b>	Businesses should support a precautionary approach to environmental challenges	64
<b>Principle 8</b>	undertake initiatives to promote greater environmental responsibility; and	39-49 (Driving Environmental Stewardship and Enabling the Transition Towards Sustainability section)
<b>Principle 9</b>	encourage the development and diffusion of environmentally friendly technologies	39-49 (Driving Environmental Stewardship and Enabling the Transition Towards Sustainability section)
<b>Anti-corruption</b>		
<b>Principle 10</b>	Businesses should work against corruption in all its forms, including extortion and bribery	76-78, Human Rights Policy

# APPENDIX 4: TCFD

## TCFD INDEX

TCFD RECOMMENDATIONS		
KEY ELEMENTS	RECOMMENDATIONS	PAGE
<b>GOVERNANCE</b> Disclose the organisation's governance around climate-related risks and opportunities	a) Describe the Board's oversight of climate-related risks and opportunities.	28-29
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	28-29
<b>STRATEGY</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	32-35
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	35-36
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	36
<b>RISK MANAGEMENT</b> Disclose how the organisation identifies, assesses, and manages climate-related risks	a) Describe the organisation's processes for identifying and assessing climate-related risks.	29, 32-35
	b) Describe the organisation's processes for managing climate-related risks.	29, 32-36
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	29, 32-36
<b>METRICS AND TARGETS</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	See respective environmental material topics, <a href="#">full TCFD report</a>
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	41-42, <a href="#">full TCFD report</a>
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	22-23

# APPENDIX 4: TCFD

## SUMMARY OF TCFD RISK AND OPPORTUNITIES

The following tables summarise the shortlisted climate-related risks and opportunities that are pertinent to VICOM, alongside their accompanying potential impacts in alignment with step three (Figure 3 in climate change adaptation and mitigation section of main report). Where possible, potential financial risks to and opportunities for VICOM which were subsequently quantified in the climate scenario analysis have also been identified. Certain risks and opportunities were not quantified due to several reasons including the lack of available supporting data and information necessary for comprehensive quantification.

Risks and opportunities that have been qualitatively explored will be kept in VICOM's purview and investigated further in the future once more data and information become readily available.

For further details, please refer to pages 13-18 of our [full TCFD report here](#).

TYPE	CLIMATE-RELATED RISKS	POTENTIAL IMPACTS <sup>46</sup>
PHYSICAL RISKS	Acute	<b>Quantified impacts</b> <ul style="list-style-type: none"> <li>• Additional business interruption costs due to flash floods</li> <li>• Additional operational costs due to flash floods</li> <li>• Increased costs arising from higher cooling spending</li> </ul>
	Chronic	
	<ul style="list-style-type: none"> <li>• Heatwaves (Rising mean temperatures)</li> <li>• Floods</li> </ul>	
	<ul style="list-style-type: none"> <li>• Rising sea levels</li> <li>• Droughts (Water scarcity)</li> </ul>	<b>Qualitatively explored impacts</b> <ul style="list-style-type: none"> <li>• Reduced asset values due to destruction to assets from physical climate risks</li> <li>• Liquidation damages if service level agreements with clients not met due to disruption</li> <li>• Increased need for business continuity planning</li> <li>• Higher insurance costs for buildings due to physical climate risks</li> <li>• Highest repair and maintenance costs due to damage from floods</li> <li>• Reputational risks if risks are not handled properly</li> <li>• Higher capital costs for fleet renewal</li> </ul>
TYPE	CLIMATE-RELATED RISKS	POTENTIAL IMPACTS <sup>46</sup>
TRANSITION RISKS	Low carbon economy transition policies and regulations, including emission reduction regulations or policies <ul style="list-style-type: none"> <li>• Achieve carbon-neutrality by a given date set by the local government</li> <li>• Services that boost contribution to low-carbon economy can unleash investment demand</li> </ul>	<b>Qualitatively explored impacts</b> <p>There have been observable increases in climate-related regulations and disclosures, including mandatory sustainability reporting and emissions disclosures. In Singapore, regulators require all publicly listed companies to publish climate-related disclosures pertaining to energy use, carbon emissions and GHG emissions amongst other matters. As a result, the following risks may potentially arise:</p> <ul style="list-style-type: none"> <li>• Penalties can be faced for not transitioning to low-carbon economy</li> <li>• Increased costs of energy and fuel</li> <li>• Regulatory and reputational pressures if not in line with the country trends</li> <li>• Low carbon transition investment opportunities</li> </ul>

<sup>46</sup> Taking into account the amount of current data and information available, only some potential impacts were further qualitatively explored or quantified as they were deemed the most relevant to VICOM's business.

## APPENDIX 4: TCFD

TYPE	CLIMATE-RELATED RISKS	POTENTIAL IMPACTS <sup>47</sup>
TRANSITION RISKS	<p>Carbon pricing – Carbon taxes &amp; Emission Trading Schemes</p> <ul style="list-style-type: none"> <li>• If a facility's emissions subsequently exceed its allowances, it must either pay a carbon tax or buy more allowances from an exchange</li> <li>• Carbon prices are expected to increase over the years</li> </ul>	<p><b>Qualitatively explored impacts</b></p> <p>In Singapore, carbon markets are in place and operational in the form of carbon prices and carbon taxes. They are aimed at decreasing carbon emissions.</p> <p>For example, in Singapore, higher carbon pricing mainly arises in the form of higher carbon taxes, with carbon taxes expected to rise to reach a level of S\$50/tCO<sub>2</sub>e to S\$80/tCO<sub>2</sub>e by 2030 (Budget 2022).</p> <p>The higher carbon tax will impact carbon intensive sectors, such as power generation companies, as more than 95 per cent of Singapore's electricity is currently generated by natural gas – a form of fossil fuel. As a result, these higher costs are likely to be passed onto consumers, leading to the following potential impacts:</p> <ul style="list-style-type: none"> <li>• Higher energy/fuel costs</li> <li>• Increased expenses to purchase carbon allowances</li> <li>• Higher costs of services due to carbon pricing</li> </ul> <p><b>Quantified impacts</b></p> <ul style="list-style-type: none"> <li>• Increased operational costs due to energy and fuel price increase from carbon pricing (quantified as an indirect risk impact)</li> </ul>
	<p>Changing consumer expectations</p> <ul style="list-style-type: none"> <li>• Shift in consumer preference to low-carbon vehicle options</li> <li>• Increasing pressure to enable affordability of low-carbon vehicle services</li> </ul>	<p><b>Qualitatively explored impacts</b></p> <p>With government regulations promoting greener transport, there is greater demand for transition towards Electric Vehicles ("EVs") and low emission vehicles in VICOM's countries of operation. This transition would also bring about a greater demand for VICOM's EV testing and certification services.</p> <ul style="list-style-type: none"> <li>• Market capture can decrease if preferences are not addressed, similarly market capture can increase if affordable and efficient solutions to customer preferences are addressed</li> <li>• Competitive advantage can be established</li> </ul>

<sup>47</sup> Taking into account the amount of current data and information available, only some potential impacts were further explored and quantified as they were deemed the most relevant to VICOM's business.



## APPENDIX 4: TCFD

TYPE	CLIMATE-RELATED RISKS	POTENTIAL IMPACTS
<b>TRANSITION RISKS</b>	<p>Technological shifts and innovation</p> <ul style="list-style-type: none"> <li>• Changing technologies to address climate related impacts</li> <li>• Transition to low-carbon transportation (EV's and hybrid vehicles) and alternative fuels (Hydrogen)</li> <li>• Infrastructure changes to accommodate the technological shifts in transportation</li> </ul>	<p><b>Qualitatively explored impacts</b></p> <ul style="list-style-type: none"> <li>• Capital expenses to adopt changing technologies including upskilling</li> <li>• Reputational advantages for timely uptake of technology</li> </ul>
<b>TRANSITION OPPORTUNITIES</b>	<p>Markets</p> <ul style="list-style-type: none"> <li>• Access to new market</li> <li>• Use of public-sector incentives</li> <li>• Access to new assets and locations</li> <li>• needing insurance coverage</li> <li>• Services that boost contribution to low-carbon economy can unleash investment demand</li> <li>• Growing product market for sustainable building materials</li> </ul>	<p><b>Qualitatively explored impacts</b></p> <ul style="list-style-type: none"> <li>• Increased revenues through access to new and emerging markets (E.g. Potential gain in revenue through increased demand for VICOM's green/EV vehicle and emission testing services)</li> </ul>
	<p>Resilience</p> <ul style="list-style-type: none"> <li>• Resource substitutes/diversification</li> <li>• Increasing efforts to foster domestic food resiliency</li> </ul>	<p><b>Qualitatively explored impacts</b></p> <ul style="list-style-type: none"> <li>• Increased revenue through new products and services related to ensuring resiliency. (E.g. Opportunity for VICOM to build capabilities pertaining to sustainable food services and building systems, generating an additional revenue stream)</li> </ul>

# APPENDIX 5: PERFORMANCE DATA

## BREAKDOWN OF SCOPE 3 EMISSIONS BY CATEGORIES

CATEGORY	2019 EMISSIONS (tCO <sub>2</sub> e) (BASELINE) <sup>48</sup>	2020 EMISSIONS (tCO <sub>2</sub> e) <sup>49</sup>	2021 EMISSIONS (tCO <sub>2</sub> e)	2022 EMISSIONS (tCO <sub>2</sub> e)	2023 EMISSIONS (tCO <sub>2</sub> e)
Category 1: Purchased goods & services	–	–	3,145	2,352	2,472
Category 2: Capital goods	–	–	1,098	1,204	2,328
Category 3: Fuel and energy used not captured in Scope 1 and Scope 2	–	–	913	1,583	720
Category 4: Upstream transportation and distribution	–	–	–	–	361
Category 5: Waste Generated in Operations	–	–	15	5	9
Category 6: Business travel	–	–	12	34	69

## TALENT ATTRACTION, RETENTION & JOB OPPORTUNITY CREATION

NEW HIRES AND TURNOVER	FY2019			FY2020		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Number of New employee hires	94	37	<b>131</b>	138	48	<b>181</b>
Rate of New Employee Hires (%)	10.8	4.3	<b>15.1</b>	14	5	<b>19</b>
Number of Employee Turnover	110	38	<b>148</b>	133	41	<b>174</b>
Employee Turnover Rate (%)	12.7	4.4	<b>17.1</b>	15	5	<b>20</b>

## EMPLOYEE TRAINING, UPSKILLING & DEVELOPMENT

TRAINING AND APPRAISAL	FY2019			FY2020		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Total number of employees by gender	664	203	<b>867</b>	730	239	<b>969</b>
Total number of training hours provided to employees	7,082	374	<b>7,456</b>	2,990	622	<b>3,612</b>
Number of employees receiving regular performance and career development reviews	664	240	<b>867</b>	730	239	<b>969</b>
Total number of temp/contract employees by gender	3	2	<b>5</b>	2	1	<b>3</b>
Total number of training hours provided to temp/contract employees	9	0	<b>9</b>	2	0	<b>2</b>
Average number of training hours per employee	10.67	1.84	<b>8.60</b>	4.10	2.60	<b>3.73</b>

## APPENDIX 5: PERFORMANCE DATA

CATEGORY	2019 EMISSIONS (tCO <sub>2</sub> e) (BASELINE) <sup>48</sup>	2020 EMISSIONS (tCO <sub>2</sub> e) <sup>49</sup>	2021 EMISSIONS (tCO <sub>2</sub> e)	2022 EMISSIONS (tCO <sub>2</sub> e)	2023 EMISSIONS (tCO <sub>2</sub> e)
Category 7: Employee commute	–	–	1,280	1,282	787
Category 8: Upstream transportation and distribution	–	–	65	97	–
Category 12: End-of-life treatment of sold products	–	–	3	7	9
Category 13: Downstream Leased Assets	–	–	839	742	262
Category 15: Investments	–	–	67	67	503
Total	–	–	7,437	7,373	7,519

FY2021			FY2022			FY2023		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
134	58	<b>192</b>	185	45	<b>230</b>	138	46	<b>184</b>
16.2	7.0	<b>23.2</b>	21.4	5.2	<b>26.6</b>	15.3	5.1	<b>20.4</b>
142	49	<b>191</b>	136	57	<b>193</b>	108	36	<b>144</b>
17.1	5.9	<b>23.0</b>	15.7	6.6	<b>22.3</b>	16.0	17.1	<b>16.3</b>

FY2021			FY2022			FY2023		
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
616	213	<b>829</b>	659	207	<b>866</b>	717	221	<b>938</b>
9,355	1,535.5	<b>10,890.5</b>	9,130	1,121	<b>10,251</b>	13,266	4,729	<b>17,995</b>
616	213	<b>829</b>	659	207	<b>866</b>	717	221	<b>938</b>
5	6	<b>11</b>	12	8	<b>20</b>	5	2	<b>7</b>
3	0	<b>3</b>	13	112	<b>125</b>	141	109	<b>250</b>
15.19	7.21	<b>13.14</b>	13.85	5.41	<b>11.84</b>	18.50	21.40	<b>19.18</b>

# 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 honour 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 "Prioritising our people, communities and the society with a responsible and philanthropic lens", 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 WSH/ national averages in our locations of operation.



# ANNEX B: WHISTLE BLOWING 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 securities of VICOM or any other listed company within the ComfortDelGro Group (ComfortDelGro Corporation Limited and its subsidiaries) on short-term consideration and/or while in possession of unpublished material and price-sensitive information related to those securities, including the procuring or providing of such information to any third party to deal in such securities;
- 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 B: WHISTLE BLOWING POLICY

## (v) 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 whistleblowing:

- Group Chief Internal Audit Officer ("GCIAO"):  
DID: +65 6383 7010  
Email address: [gciao@comfortdelgro.com](mailto:gciao@comfortdelgro.com)  
Mailing address:  
205 Braddell Road, Singapore 579701,  
East Wing Level 7, GCIAO Office
- Any complaints involving the GCIAO may be reported to the Chairman of the Audit & Risk Committee ("ARC") via this email: [ARC\\_Chairman@vicom.com.sg](mailto:ARC_Chairman@vicom.com.sg)
- The submission of complete information is important and helps in investigations. Please provide the following, where possible:
  - (i) Name(s) of person(s)/company(ies) involved
  - (ii) Date, time and location of incident
  - (iii) Frequency of occurrence of the incident
  - (iv) Value of any money or assets involved
  - (v) Physical evidence
  - (vi) Details of incident
  - (vii) Any other information that may substantiate the feedback/complaint
- (vi) Investigations and Disciplinary Actions

The ARC is responsible for the independent oversight and monitoring of whistleblowing, including the investigations conducted by Group Internal Audit.

All reports of incidents, including information and evidence provided, on matters relating to whistleblowing will be handled discreetly and every effort will be made to maintain confidentiality of the information provided, within the limits of the law. Whistleblowing in letters or other sources like those received by the Corporate Communications / Human Resource departments will also be circulated to the GCIAO.

Reported incidents will be dealt with promptly and thoroughly. GCIAO will administer and assess the cases, other than incidents involving GCIAO. For significant cases, GCIAO will propose to the ARC Chairman to proceed for investigation.

Group Internal Audit will lead the investigation and work with VICOM's Human Resource department or the Business Unit to which the case relates. The outcome of the investigation will be formally reported to the Management and the ARC.

After consultation with relevant senior management of VICOM, appropriate and fair disciplinary action, including dismissal, may be meted out against those who are found guilty. In instances where the relevant laws have been infringed, VICOM will report such infringement to the relevant regulatory authorities. Where appropriate, internal control measures and procedures will be improved upon or additional measures put in place to prevent the recurrence of such incidents.

The number of whistleblowing cases that proceed for investigation will be tracked and recorded by GCIAO, and will be updated to the ARC quarterly.

To ensure that employees who whistleblow are not victimised, black-listed or discriminated by his/her supervisors or fellow colleagues, VICOM will not reveal the employees' identities or information leading to their identities being known. VICOM views such victimisation, black-listing or discrimination seriously and will not hesitate to take disciplinary action against those who are involved in such practices.

All employees are responsible to ensure the highest standards of ethics, honesty, openness and accountability in line with VICOM's commitment to enhance good governance, transparency and safeguard the integrity of VICOM. Training is provided regularly to remind staff to adhere to this Policy.

VICOM will periodically review this Policy to ensure its continued effectiveness.

# 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. The 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.

# ANNEX C: SUPPLIER CODE OF CONDUCT

## 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.

### 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.



# ANNEX C: SUPPLIER CODE OF CONDUCT

## 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](mailto:gciao@comfortdelgro.com)

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

## ANNEX D: DIVERSITY, EQUITY AND INCLUSION

VICOM is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

Our human capital is our most valuable resource. The collective sum of our people's individual differences, life experiences, knowledge, creativity, innovation, self-expression, unique capabilities and talent represents a significant part of our culture.

We embrace our employees' differences in age, colour, nationality, disability, ethnicity, family or marital status, gender, language, physical and mental ability, political affiliation, race, religion, socio-economic status, and other characteristics that make our employees unique.

VICOM's DEI initiatives are applicable but not limited to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of diversity, equality and inclusion.

The Board drives VICOM's DEI Policy by setting the example of ensuring that the composition of Directors is a balance of tripartite experience from government, labour and business in order to appreciate the values of collective consensus and avoid unproductive group-think and biasness. All employees share the same values to facilitate inclusive discussions to push for innovative business developments.

All employees of VICOM have a responsibility to always treat one another with dignity and respect. All employees are expected to exhibit teamwork, cooperation and conduct that reflects inclusion at all times.

All employees are also required to attend the DEI Policy awareness training to enhance their knowledge and deepen their understanding of their responsibilities. Any employee who is found to have exhibited any inappropriate conduct or behaviour against others may be subject to disciplinary action. Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's DEI Policy and initiatives should seek assistance from a supervisor or a Human Resource representative.

VICOM reserves the right to modify, suspend, change or terminate this Policy at any time in accordance with local law. This Policy does not create any contractual rights or obligations, whether expressed or implied. Subject to local law, the English-language version will prevail.

# ANNEX E: VICOM GROUP CODE OF BUSINESS CONDUCT

## (A) OBJECTIVE

The Code of Business Conduct (the "Code") aims to give all employees of VICOM Limited, its subsidiaries and associated companies ("VICOM Group") a broad and clear understanding of the code of conduct and business ethics of them both locally and abroad.

The Code reflects our business principles and provides guidance on ethical conduct and integrity issues relating to the conduct of the VICOM Group's businesses. It is imperative that all employees understand its contents and comply strictly with it at all times.

The Code is not intended to be exhaustive in covering every issue or situation an employee may face, neither does it replace more detailed policies and guidelines. It is meant as a reference guide, in addition to other VICOM Group's policies and guidelines applicable to the employee's conduct.

## (B) PERSONAL RESPONSIBILITY

It is the spirit and policy of the Code to prevent the occurrence of unethical or unlawful activities, to immediately stop any such activities that are detected and to discipline persons who engage in such activities.

All VICOM Group employees are responsible for the full understanding of and compliance with the Code. Depending on the severity, employees who knowingly violate any provisions of the Code will face disciplinary actions, including dismissal by the VICOM Group. Where local governmental or regulatory laws are breached, violators may be reported to the relevant authorities. In cases involving monetary or financial losses arising from fraudulent or unethical misconduct, VICOM Group will pursue the recovery of such losses at its liberty. Disciplinary actions will also be imposed for conduct that is considered unethical or improper even if the conduct is not specifically covered by the Code.

If an employee has a concern on the integrity of another employee's conduct or any business dealings or transactions in contravention of the Code, such employee has a duty to report to any of the following:

ComfortDelGro Corporation / VICOM Group Group Internal Audit Officer at DID: +65 63837011 or by email at [GCIAO@comfortdelgro.com](mailto:GCIAO@comfortdelgro.com)

All reports will be handled discreetly and every effort will be made to maintain confidentiality of the information provided, within the limits allowed by the law.

## (C) RESPONSIBILITY TO OUR CUSTOMERS

VICOM Group commits to providing products and services that meet or exceed our customers' expectations in terms of quality, reliability and value. All employees should anticipate our customers' needs and constantly upgrade their skills and knowledge to deliver outstanding value and quality services.

We will compete fairly, within permitted laws and with high ethical conducts and standards in all of our business dealings. Our credibility to our customers depends on our ability to fulfill our commitments, to earn their trust and to provide for their safety. We also aim to communicate clearly to our customers at all times.

## (D) WORKPLACE

### (i) Respect for the Individual and Diversity

VICOM Group is committed to providing a workplace that respects employees as unique individuals and supports the cultural and ethnic diversity of its workforce. We subscribe to creating a work environment that enables us to attract, retain and fully engage a diversity of talents.

We are also committed to providing a work place that treats each employee fairly and equitably regardless of gender, race or religion. We welcome employees' suggestions and participation to create a positive environment at the work place. We will respect all points of view, and will help and encourage all employees to develop their full potential.

VICOM Group will not tolerate undesirable behaviours such as discrimination, violence, intimidation or harassment, both sexual and racial harassment.

### (ii) Teamwork and Cooperation

A spirit of teamwork and cooperation is actively promoted and encouraged within the VICOM Group. As individual employees, we bring together our skills, knowledge and experience to deliver the best results for our customers, business partners, suppliers, shareholders, the authorities and communities we operate in. Leveraging on our initiatives and creativity, VICOM Group will cohesively strive to build on our strengths and continue to grow and expand our businesses globally.

### (iii) Safety

Given the nature of our business, the safety of our employees and customers are of paramount importance. Regulations and procedures are put in place to guide proper safe work practices for the well-being of all employees and customers.

Employees are to observe and carry out safety rules and practices that apply to their jobs to ensure a safe work environment for everyone.

# ANNEX E: VICOM GROUP CODE OF BUSINESS CONDUCT

## **(E) BUSINESS ETHICS**

### **(i) Conflicts of Interest**

Employees should avoid situations that will put themselves in a position that will present an actual or a potential conflict between their personal interests and the interests of the VICOM Group. A conflict of interest occurs when an employee's personal interest interferes with that of VICOM Group. Employees owe their loyalty to VICOM Group and are expected to act at all times to safeguard its best interest and to exercise sound judgment unclouded by personal interest or divided loyalties.

An employee of the VICOM Group must not take additional employment with other organisations or operate his/her own business/commercial activity if such employment or activity will create an actual or potential conflict of interest with that of VICOM Group. Prior written consent must be obtained from the manager, department head or human resource department, as appropriate, to engage in any such employment and/or business or commercial activities, whether such employment and/or activity is intermittent or continuing, and whether or not compensation is received. No prior approval is needed for volunteer work during personal time in a non-profit organisation.

When dealing with external parties (e.g. suppliers, vendors), employees who have relatives holding senior appointments in these companies, or working as project managers dealing directly with us, are to declare their interests to their immediate superiors and ensure that there is no conflict of interest. Where a possible conflict of interest arises, the employee should abstain from participating in the decision making process.

An employee of VICOM Group must not supervise directly a family member or related family member or anyone with whom the employee has a close personal relationship. An employee may not allow a friendship or any personal relationship with another employee to influence his/her judgment in work-related matters such as hiring, job assignments, appraisals, promotion and compensation decisions.

### **(ii) Integrity of Accounts**

VICOM Group's financial, accounting and other reports and records should accurately and factually reflect the transactions and financial condition of the businesses in accordance with recognised accounting standards and principles. No payment may be requested, approved or made with the intention that any part of such payment is to be used for any purpose other than as described in the supporting documents.

Internal accounting and financial controls and disclosure controls are in place and must be followed strictly to ensure that financial and other reports are

accurately and reliably prepared and fully and fairly disclosed. The financial accounts of the VICOM Group must be reconciled on a regular basis in accordance with the applicable accounting controls.

VICOM Group prohibits false or misleading entries in its books and/or records for any reason and will not condone any undisclosed or unrecorded bank accounts or assets established for any purpose.

Expenses incurred by employees in performing VICOM Group's business will be reimbursed through the filing of expense reports, which must be documented accurately and completely.

### **(iii) Gifts, Entertainment, Loans or Other Favours**

Business gifts and entertainment are courtesies designed to build goodwill and sound working relationships among business partners. However, VICOM Group will not tolerate improper use of gifts or entertainment to gain any special advantage in a business relationship.

Receiving gifts in whatever form or accepting entertainment, loans or other favours may compromise an employee's ability to make objective, independent and fair business decisions.

Likewise, offering excessive gifts in whatever form or entertainment to others can be open to misinterpretation. Cash gifts must never be offered or received. In addition, an employee must never solicit a gift in whatever form or entertainment.

Business entertainment should be moderately scaled and intended only to facilitate achieving of business goals and objectives.

Business gifts and entertainment presented on VICOM Group's behalf must be consistent with generally accepted business practices and ethical standards. They must not be misconstrued as bribes or kickbacks in any way and must not violate any applicable laws, regulations or policies of any country we operate in or company in which we have dealings with.

Employees who receive gifts, directly or indirectly in relation to their course of employment with VICOM Group, and which may violate the spirit or intention of the Code should promptly notify their supervisor and declare such gifts to their respective human resource departments.

### **(iv) Fraud**

VICOM Group will not condone fraud in any form. This applies not only to the employees of VICOM Group but also to all vendors, customers and business partners to the extent that any of VICOM Group's resources are involved or affected.



# ANNEX E: VICOM GROUP CODE OF BUSINESS CONDUCT

In our context, fraud is defined as intentional deception, misappropriation of resources or manipulation of data to the advantage or disadvantage of a person or entity.

These include:

- Altering or falsifying Company records
- Falsifying or doctoring financial results
- Falsifying expenses or invoices
- Failing to account for monies collected
- Knowingly provide false information on job applications or requests for funding

An employee has a duty to report any fraudulent activity of another employee, vendor or any other party associated within the VICOM Group to the persons named in the VICOM Group Alert Line as set out in the Code.

Such reports will be taken seriously and will be investigated accordingly. Where necessary, VICOM Group will notify and fully co-operate with the appropriate law enforcement agency in any investigations.

## (v) Bribery

VICOM Group complies with all the laws of the jurisdictions in which it operates and conducts business in an open, transparent manner, and prohibits any employees from directly or indirectly offering, promising to pay, or authorising the payment of money or anything of value for the purpose of gaining perceived personal advantage for the VICOM Group. All employees are responsible for following VICOM Group's procedures, including audit controls, for carrying out and reporting business transactions.

## (vi) Undue Influence and Pressure

All staff in their course of work should be free from undue influence and pressure which would compromise the integrity and quality of work. Given the business nature of VICOM Group, it is paramount that all inspection and test results should be in accordance to prevailing test standards and regulations. Staff should report any such undue influence and pressure from either internal or external parties to the next appropriate level of management.

## (F) CORPORATE ENVIRONMENT

### (i) Corporate Social Responsibility

Expanding our global footprint entails both a challenging and responsible role for our businesses. While we seek to grow from strength to strength, we are also committed to embrace the various diversities and support the sustainability and development of the local community that we operate in.

We strongly subscribe to our responsibility of doing our part for worthwhile causes such as education, the labour movement and the community at large. We will continue to show our support, care and concern for the disabled, the disadvantaged and the elderly in our society.

## (ii) Political Activities

VICOM Group is an independent business organisation, not affiliated to any political party and remains a neutral party to partisan politics in the countries it operates in.

Participation by an employee in the political process or activities is completely personal and voluntary. However, association with or participation in unlawful political activities will not be tolerated or when there is a conflict of interest with that of VICOM Group.

Political views expressed by employees are entirely personal and in no way associated with or attributed to VICOM Group.

## (G) USE OF INFORMATION & ASSETS

### (i) Handling Information

Information is a valuable corporate asset. Open and effective dissemination of information, subject to business confidentiality, is essential to our success. However, much information about VICOM Group's business activities may be confidential in nature.

Any information which is not common knowledge outside the VICOM Group or not released to the public is considered confidential. If an employee learns about VICOM Group information in the course of employment, care must be taken not to share it with others, including fellow colleagues, unless they need to know it for a legitimate business reason that will not violate any policy, law or regulation.

### (ii) Trading On Inside Information

Using confidential material price sensitive information for trading securities or tipping others to trade is both unethical and illegal. Material price sensitive information is any information about a company that has not reached the general marketplace and is likely to be considered important by investors in deciding whether or not to buy or sell securities of that company. Care must be taken not to make such information available to others who might profit from it.

### (iii) Computer Resources

VICOM Group takes a serious view of any illegal use of computer resources such as downloading or sending of copyrighted materials (e.g. computer software, music or movies).

Sending or downloading any information that could be insulting or offensive to another person, such as graphic, vulgar, violent, racially or sexually offensive materials or any other message that could be viewed as harassment will not be tolerated.

# ANNEX F: SAFETY POLICIES

In VICOM, we are committed to providing a safe and health risk-free workplace for all our employees and stakeholders. The management pledges that no employee will be asked to carry out any work, which can compromise his or her safety.

We resolve to provide the necessary support and resources for ensuring workplace risks are being eliminated or reduced to the lowest possible level by implementing reasonably practicable control measures, such that injury and ill-health are prevented. We believe that no work is so important that it cannot be done safely.

We are committed to complying with all relevant Occupational Safety and Health legislative and other requirements that the organization subscribes to. We strive for continual improvement in our safety & health management system and performance through setting & meeting of safety objectives and targets.

We promote open sharing of information and we encourage all employees to provide feedback or to report any dangers or hazards, which can undermine the safety of any person at the workplace.

The responsibility for occupational safety & health ultimately rests upon the Accountable Manager. However, each Director, manager, and Head of Department has their respective responsibility in implementing the safety & health management system in areas where he or she is. Every individual in VICOM has the responsibility to participate and contribute towards safety. We shall provide the necessary provisions so that every individual employee can be adequately trained and informed of the safety requirement.

This policy may be made available to anyone, who may request for it in writing. This policy shall be reviewed on a regular basis to ensure its suitability and effectiveness and it serves to describe our philosophy and management approach towards managing workplace safety and risks appropriately. All VICOM staff shall read, embrace and commit to our Safety & Health Management System.

# ANNEX G: DATA PROTECTION POLICY

VICOM strives to comply with the regulatory requirements of the Personal Data Protection Act (PDPA) and requirements for Data Protection Trust Mark (DPTM) certification and henceforth has established the following policies in its effort to fulfil the 10 (ten) obligations of PDPA as follows:

## **5.1 CONSENT OBLIGATION**

VICOM shall seek the prior written consent of an individual in its collection of personal data and such consent shall be documented. Despite given their consent, the individual is allowed to change their mind and withdraw their consent at any time.

## **5.2 PURPOSE LIMITATION OBLIGATION**

VICOM shall explicitly state its purpose of collecting personal data and such purpose shall be considered appropriate by a reasonable person who provides the personal data.

## **5.3 NOTIFICATION OBLIGATION**

VICOM shall notify the individual of the purpose/s for which it intends to collect, use or disclose the individual's personal data on or before such collection, use or disclosure of the personal data.

## **5.4 ACCESS AND CORRECTION OBLIGATION**

VICOM shall provide reasonable access to individual whose personal data it possesses or under its control for the latter to verify and make corrections should there be any amendments / update required.

## **5.5 ACCURACY OBLIGATION**

VICOM shall make a reasonable effort to ensure that the personal data collected is accurate and complete for the purpose of its collection. It shall provide suitable way for an individual to access their record and make the necessary amendment/update on it.

## **5.6 PROTECTION OBLIGATION**

VICOM shall strive to protect personal data in its possession or under its control by establishing suitable and reasonable security arrangement to prevent undesirable incidents eg unauthorised access, collection, use, disclosure, copying, modification, disposal or similar risks.

## **5.7 RETENTION LIMITATION OBLIGATION**

VICOM shall determine the appropriate retention period/s of all documents (including electronic storage) and shall dispose, delete or remove appropriately such documents when it reaches its retention time limit or when such retention no longer serve the purpose for its collection or when such retention is no longer necessary for legal or business purposes.

## **5.8 TRANSFER LIMITATION OBLIGATION**

VICOM does transfer personal data to overseas 3rd party scheme owner in United Kingdom (UK). However, such personal data transfer is in the form of a prescribed format from the latter. The type and number of information collected from individuals are based on requirements set by the scheme owner.

## **5.9 DATA BREACH NOTIFICATION OBLIGATION**

VICOM shall establish a robust data breach management plan in order to manage and respond to data breaches more effectively. In the event of a data breach, VICOM shall notify (where required) the PDPC, affected individuals and/or scheme owners should the breach likely result in significant harm or impact to individuals or of a significant scale.

## **5.10 ACCOUNTABILITY OBLIGATION**

VICOM shall establish and make publicly known its policies and practices in meeting the requirements of PDPA. It shall identify the Data Protection Officer (DPO) to whom the public or relevant individuals are able to provide feedback and comments on our policies and practices.

# ANNEX H: ENVIRONMENTAL POLICY

VICOM is committed to sustainable growth, based on our principles of integrity, quality, safety, and social and environmental responsibility. VICOM strives to conduct its business activities in an environmentally sound manner and has established policies, programmes and practices to reduce risks posed to the environment and the organisation.

The Management and Staff of VICOM are committed to the effective implementation of the established environmental management system and will:

- Comply with and fulfil all applicable environmental legislation and sustainability commitments expected of a responsible corporate citizen respectively.
- Develop and maintain environmental management programs with objectives and targets to minimize adverse environmental impacts.
- Implement effective pollution prevention and waste minimization programs to reduce, reuse, and recycle materials, supporting a circular economy.
- Ensure that energy and water are used efficiently, responsibly and conserved through innovative, resource-saving practices and procedures.
- Continually improve its environmental performance and reduce its environmental impact by taking into account the commitment of suppliers, current best practices, technological advances, customer and community needs, while educating and training employees to work in an environmentally responsible manner



# ANNEX I: OTHER CORPORATE POLICIES

## CORPORATE SOCIAL RESPONSIBILITY POLICY

VICOM strives to contribute to sustainable development of society and the environment through our business activities, with compliance to all legislative requirements and providing professional services backed by honesty and integrity. Our corporate social responsibility practices include promoting health and workplace safety, reaching out to the less fortunate, supporting environmental conservation efforts, and contributing to our social and business community.

## QUALITY POLICY

It is the policy of VICOM to provide clients with professional testing, inspection, calibration, certification and consultancy services as well as training programmes that meet their requirements.

The Laboratory Management is committed to:

- Provide prompt, impartial and reliable laboratory services to meet, and where possible to exceed, its customer's expectations.
- Good professional practice and to provide reproducible test results consistently to the customers by analyzing & assuring validity of test results regularly.
- Development and implementation of Laboratory Management System in line with the requirements of ISO/IEC 17025 (latest edition) and to continually improve its effectiveness through regular review.
- Consistently comply with ISO/IEC 17025 (latest edition), Singapore Accreditation Council (SAC) policies, regulatory and safety requirements to ensure quality testing services by Identifying risks and opportunities relevant to internal & external issues of the testing laboratories and ensure significant efforts for prevention or elimination or mitigation of the risks.
- Ensure that all laboratory personnel are familiarized themselves with the laboratory management system / quality documentation, Policies, Objectives, etc through reading / training and to implement the policies and procedures in their work continuously.
- Guarantee the availability of highly qualified personnel for the performance of the duties assigned and improve the technical competence of the same through training.
- Effectively control all the processes, with special emphasis on relations with customers, giving priority to the guarantee of confidentiality, satisfaction and the management of complaints and claims
- Ensure all testing activities are always carried out in accordance with relevant National/International standards, legal requirements and/or customer's requirements.

## HUMAN RESOURCE POLICY

VICOM believes that the true strength of the company lies in its people. Through strong emphasis on the selection and development of our people, we enable them to make meaningful and significant contributions to the company.

## ENERGY POLICY

### Purpose

VICOM strives to use energy in the most efficient, cost effective, and environmentally responsible manner possible. The purpose of this policy is to optimize energy use throughout VICOM, improve cost-effectiveness and productivity, enhance working conditions, reduce greenhouse gas emissions, contribute to sustainability and otherwise reduce waste associated with energy use.

### Responsibility

All employees as well as on-site Contractors/Suppliers working on our behalf have a role to play in conserving energy. We are all responsible to efficiently use energy which is under their direct control. All employees have energy related responsibilities as outlined below. VICOM will promote the efficient use of energy in delivering professional services to our customers.

We are committed to responsible energy use and will practice energy efficiency in all facilities and processes, wherever it is cost effective. To implement this policy, we will:

- Achieve and maintain compliance with applicable legal and other requirements.
- Continuously improve energy efficiency by establishing and implementing strategic energy management practices that support service capabilities while providing a safe and comfortable work environment.
- Consider energy efficiency as a factor in service development and in process and facility design and in the procurement of goods and services.
- Procure adequate and dependable energy supplies at the most advantageous rate and implement appropriate risk contingency plans to protect operations from supply interruptions.
- Encourage continuous improvement in energy conservation by employees.
- Use energy consumption data to establish Key Performance Indicators (KPIs) to drive performance improvements. We will measure, review and communicate our progress on a regular basis to ensure availability of information to our employees.
- Ensure adequate resources are available to work towards achieving KPI goals.

# ANNEX I: OTHER CORPORATE POLICIES

## INVESTOR RELATIONS POLICY

VICOM Ltd ("VICOM" or the "Company") is committed to engaging its shareholders and the investment community through regular, effective and fair communications, in compliance at all times with the requirements for disclosure of information under applicable laws including the Listing Rules of the Singapore Exchange Securities Trading Limited ("SGX-ST").

The Investor Relations ("IR") function of the Company is performed by the IR team of its parent company ComfortDelGro Corporation Limited ("CDG") led by the CDG Head, Group Investor Relations ("GHIR").

The GHIR and his team serve as an intermediary between the Company and its shareholders and the investment community. Through effective information disclosure and dialogue, the Company aims to further enhance its corporate transparency and maintain the trust of its stakeholders.

### 1. POLICY PRINCIPLES

- 1.1 The Company's IR Policy outlines the principles and framework for the Company to provide investors, analysts and other IR stakeholders with balanced, clear and pertinent information on matters pertaining to and/or affecting the Company and its subsidiaries (collectively, the "Group").
- 1.2 In the conduct of its IR activities, the Company will comply with all applicable securities laws and regulations.
- 1.3 All material information relating to the Group will be disclosed by the Company in an accurate and timely manner through SGXNET. All disclosures submitted to SGX-ST through SGXNET shall also be made available on the Company's website ([www.vicom.com.sg](http://www.vicom.com.sg)).
- 1.4 Should there be any inadvertent disclosure of material information to a select group, the Company shall ensure that the same information is disclosed publicly to all shareholders as promptly as possible, through SGXNET and on the Company's website.

### 2. COMMUNICATIONS PRINCIPLES

- 2.1 The Company will communicate through the CDG Group Chief Corporate Affairs Officer, GHIR or any designated senior spokespersons who will establish and maintain regular dialogue with shareholders to solicit and understand their views, as well as respond to queries from members of the investment community or media.

- 2.2 The Company does not respond to rumours or market speculation. However, if rumours indicate that material information may have been leaked or where there are unusual market or trading activities that could be attributable to such rumours or market speculation, clarifications will be made promptly through announcements via SGXNET.
- 2.3 The Company will provide reasonable access to analysts and the media to enable them to formulate informed opinions of the Company and its developments but will not seek to influence those opinions.
- 2.4 From the end of each financial quarter until the announcement of the respective period's business updates or financial results (as applicable), the Company does not comment on industry outlook nor on the Group's business performance and financial results. This applies to quarterly business update announcements, as well as half-year and full-year results announcements.

### 3. COMMUNICATIONS WITH SHAREHOLDERS AND INVESTMENT COMMUNITY

- 3.1 The Company is committed to treat all shareholders fairly and equitably, and engage with shareholders and the investment community through various platforms including (where appropriate):
  - (i) The Company's general meetings, namely the Annual General Meeting ("AGM") and as and when necessary, Extraordinary General Meeting ("EGM");
  - (ii) Media briefings and analysts' briefings;
  - (iii) Announcements via SGXNET in compliance with the SGX-ST Listing Rules;
  - (iv) Investors' meetings, roadshows and conferences;
  - (v) Annual reports and sustainability reports;
  - (vi) Media releases and statements; and
  - (vii) Corporate website ([www.vicom.com.sg](http://www.vicom.com.sg))

### 4. SHAREHOLDERS' MEETINGS

- 4.1 The Company's general meetings, especially the AGMs, are the principal communication platforms provided for shareholders to give them the opportunity to communicate their views and concerns, if any, on the Company directly to the Board of Directors and the Company's senior management. The Company encourages shareholders to participate constructively at these meetings.

# ANNEX I: OTHER CORPORATE POLICIES

- 4.2 All shareholders will be sent a copy of the notice of AGM/EGM, which lists all items of business to be transacted at the general meeting, within the required notice period prior to the AGM/EGM.

Shareholders will be informed of the rules, including voting procedures, that govern these general meetings.

- 4.3 The notices of AGM/EGM will also be announced via SGXNET, the Singapore Business Times and the corporate website.
- 4.4 All members of the Board, the Company's key management personnel and the external auditors of the Company will endeavour to be in attendance at general meetings to address shareholders' queries.
- 4.5 All shareholders are entitled to attend and vote at general meetings in person or by proxy.

Shareholders can appoint proxies to attend, speak and vote at general meetings in their absence:

- Shareholders who are not relevant intermediaries may appoint not more than two proxies.
- Shareholders who are relevant intermediaries may appoint more than two proxies.

- 4.6 Shareholders may also lodge questions in advance of the general meetings relating to the businesses of the general meeting. The Company will endeavour to address all substantial and relevant questions in accordance with the timelines stipulated by SGX.

- 4.7 Since the COVID-19 pandemic, the Company has been taking every opportunity to make use of digital means to communicate with shareholders and hold hybrid meetings for its shareholders, with real-time communication and real-time live voting. Wherever appropriate, we will conduct hybrid general meetings or hold meetings in such form as may be directed by the Authorities.

- 4.8 As part of the Company's sustainability efforts and to ensure more efficient engagement, the Company encourages all shareholders to give their express consent to receive communications to shareholders, including statutory notices for general meetings and other circulars, via email and digital platforms.

- 4.9 Detailed results of the votes cast for and against each resolution and the names of the independent scrutineers for each general meeting will be presented at the general meeting and announced via SGXNET on the same day of the meeting. The minutes of these meetings, which will include substantial and relevant comments or queries from shareholders relating to the agenda of the meeting and responses from the Board, Management and the external auditors, will be made available via SGXNET and on the Company's website within a reasonable time after the conclusion of the relevant meeting.

## 5. COMPANY CONTACTS

- 5.1 Shareholders can contact the Company's Share Registrar as follows:

SHARE REGISTRAR  
B.A.C.S. Private Limited  
77 Robinson Road  
#06-03 Robinson 77  
Singapore 068896  
Direct: (65) 6593 4848  
Email: [main@zicoholdings.com](mailto:main@zicoholdings.com)

- 5.2 Shareholders and the investment community can contact the Company's IR team as follows:

Head, Group Investor Relations  
205 Braddell Road  
Singapore 579701  
Direct: (65) 6383 7076  
Facsimile: (65) 6282 9526  
Email: [ir@vicom.com.sg](mailto:ir@vicom.com.sg)

## **VICOM Ltd**

385 Sin Ming Drive  
Singapore 575718

Mainline (65) 6458 4555  
Facsimile (65) 6458 1040  
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Company Registration No. 198100320K

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