

- Occupational Health and Safety
- Employee Wellbeing and Work-Life Balance
- Talent Attraction, Retention, Job Opportunity Creation
- Diversity, Anti-Discrimination, Inclusion, and Equal Opportunities
- Human and Labour Rights
- Employee Training, Upskilling and Development



Human Capital
Responsibility

Upholding its responsibility to people, communities, and the society

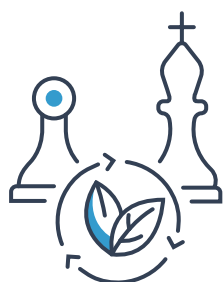


Service quality
and customer
relationship



Public health
and safety

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



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

Human Capital Responsibility

Prioritising the health, wellbeing and safety of staff whilst fostering diversity and inclusion throughout the workplace

Employees are pivotal to the success and growth of the business. At the same time, they hold a key role in the achievement of sustainability ambitions. VICOM places great emphasis on employee safety, health and wellbeing, whilst ensuring apt provision of training, development and upskilling opportunities. It enables us to attract and retain top talent.

VICOM also strives to spearhead change and to be a frontrunner of sustainability. We strive to ensure diversity, inclusion and equal opportunities in the management of human capital. VICOM places strong emphasis on upholding ethical practices, as well as human and labour rights, and aims to comply with all relevant regulations.



UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



OCCUPATIONAL HEALTH AND SAFETY

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

VICOM employs strict standard operating procedures ("SOPs") and practices, as well as risk assessments to mitigate workplace health and safety hazards and protect its workers.

Our Initiatives

VICOM's SOP involves Safe Working Procedures ("SWP") which require 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.

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

The company's Occupational Health and Safety Management System (OHSMS) detects and evaluates all hazards and possible risks originating within the workplace. Annual risk control exercises, aimed at reducing and mitigating risks related to the provision of services, are carried out during the renewal process for the 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;



Whether conducting a test in a laboratory or an inspection outdoors, safety is paramount in ensuring the staff is protected from hazards.

- Embedding safety features where possible and necessary (e.g. placing warning signs throughout the premises).

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.

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.

Should incidents or hazards occur onsite, employees are required to disclose these occurrences to their Department Safety Representatives or 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.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

Subsequently, findings from the cases are shared with all staff 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 to provide necessary care and attention in the case of emergencies.

To further protect protect our workers' health, VICOM also promotes a culture of safety and welfare amongst all staff members. As staff frequently deal with vehicle emissions from inspections, VICOM worked with the Integrated Health Plans ("IHP") medical service provider to create the Workplace Outreach Wellness Programme. 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 Safety Committee also holds monthly meetings at different inspection centres 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 FY2024, VICOM reported zero safety incidents, while SETSCO had one incident. This reflects a 50% reduction in incidents for the Group compared to 2023.

SETSCO received four safety awards, highlighting its steadfast dedication to workplace safety. ExxonMobil acknowledged SETSCO's achievement of zero recordable injuries over consecutive years, covering 20,000 to 100,000 man-hours, as well as its exemplary safety performance in maintaining an injury-free record in 2023. The Petrochemical Corporation of Singapore ("PCS") also honored SETSCO for achieving zero lost-time injuries in 2023 as well as a Safety Excellence Award, in recognition of its efforts and contributions toward achieving a combined milestone of 60 million hours worked by employees and contractors without a Lost Time Injury.

Regarding SETSCO's single case of recordable injuries, the main type of work-related injury sustained was injuries caused by moving, fixed or stationary objects.

Additionally, SETSCO's Safety Day commemorated 365 Accident-Free days in 2024.



TYPE OF WORK-RELATED INJURY ⁴²	FY2020	FY2021	FY2022	FY2023	FY2024
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	1	8	5	2	1
Total work-related injuries	1	8	5	2	1
Number of hours worked	2,114,671	2,065,455	2,079,577	2,266,302	2,286,276
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)	0.47	3.87	2.40	0.88	0.44

⁴² Multiplier used to calculate occupational health and safety rates is 1,000,000.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



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	924	924	924
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	1

Looking 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 FY2025 and beyond;
- Maintaining zero cases of fatalities in FY2025 and beyond;
- Lost-time injury rates below the national average.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

EMPLOYEE WELLBEING AND WORK-LIFE BALANCE

As our people form the backbone of operations, ensuring optimal employee wellbeing is integral to VICOM's success as a business as our people form the backbone of operations. Thus, VICOM endeavours to enhance employee wellbeing and promote work-life balance through various programmes and initiatives. By doing so, we hope to improve both the physical and mental health of our employees.

The company offers qualified workers discounted medical treatment and check-up benefits, as well as webinars and activities to support emotional and physical well-being.

Our Initiatives

In response to the feedback received from the 2023 Employee Engagement Survey, VICOM implemented several initiatives, including new circulation fans at inspection centers, new microwaves with clear labelling for different ethnic groups, and additional voucher programmes to ease living expenses. Various programmes promote team building and cohesiveness, along with a focus on personal development and growth through enhanced learning and training opportunities. Further details on the company's learning and development initiatives can be found in the Employee Training, Upskilling & Development material topic section below.

VICOM established human capital management policies and systems to improve the well-being, productivity, and happiness of its workforce. This year, it held its annual dinner and dance to recognise the dedication and contribution of staff and handed out long-service and other awards.

Our Performance

In FY2024, we continued with 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.

Under the Advanced Monthly Annual Wage Supplement ("AWS") scheme for VICOM's executive and non-executive staff, as well as SETSCO's executive staff, one month's basic salary is distributed in equal installments over a 12-month period, allowing for more financial flexibility to manage living expenses.

VICOM also distributed additional monthly Sheng Siong shopping vouchers, extending the programme through 2024.

In addition, wellbeing, online sharing sessions covering women's health and self-care for mental wellbeing were held. VICOM collaborated with CDG Insurance and organised a health screening campaign for its staff. 94 employees, including those at the inspection centres, participated in this campaign and received health reports detailing their cholesterol and blood glucose levels, as well as BMI to improve management of their health.

FOSTERING CAMARADERIE AND INCLUSIVITY THROUGH CELEBRATIONS AND ACTIVITIES

In celebration of Chinese New Year and Hari Raya, festive bazaars were organised, offering staff a variety of food and festive activities to enjoy. These include festive cookies, fresh fruits, assorted snacks, goodies and henna art.

To further facilitate staff bonding and camaraderie, the VICOM Group Bowling Competition was held in October. The occasion was received with overwhelming response with 20 teams, totaling 100 players, signing up for the competition. Non-competing staff also attended the competition to cheer on the various teams and fellow colleagues.

Through these events striving to enhance staff camaraderie and relationships, staff of diverse cultures and nationalities are provided with the opportunity to celebrate together, fostering an appreciation and understanding of the multicultural celebrations in our cosmopolitan society. In effect, this facilitates diversity and inclusion within VICOM.

Area of Impact: Diversity Anti-discrimination
Inclusion and Equal Opportunities



To enhance staff bonding and sense of camaraderie, VICOM organised a bowling competition and this facilitates diversity and inclusion within VICOM.

Looking Forward

VICOM appreciates staff wellbeing and endeavours to protect their health by regularly evaluating, enhancing, and introducing new initiatives. The company is planning additional events and initiatives such as webinars, presentations, and in-person socials.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

TALENT ATTRACTION, RETENTION AND JOB OPPORTUNITY CREATION

VICOM's economic and environmental success depends on its employees. The company recognises that it is critical to foster great employee morale and loyalty, to 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.

VICOM has policies and procedures in place that value the contributions and hard work of its staff.

Our Initiatives

Staff members have opportunities to interact across departments. This enables employees to gain an understanding of how other VICOM units function. It promotes holistic staff interaction and underlines the value of each employee's unique position.

VICOM strives to create a supportive and cohesive workplace environment, enhancing its employees' capacity to support

VICOM in achieving its sustainability and financial objectives. The company provides fair and equitable remuneration and compensation, outlined on pages 33–37 of the Annual Report 2024, 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

Incentives such as attractive sign-on incentives and the ability to convert variable bonuses into base pay were utilised to both attract new hires and keep hold of current employees. Employees are given recognition awards to celebrate their achievements and excellent work, such as long service awards and customer service awards. To support VICOM's talent management, the company established a succession planning programme for senior management and key employees.

VICOM'S PARTNERSHIP WITH THE INSTITUTE OF TECHNICAL EDUCATION ("ITE")

VICOM supports the ITE Work Study Diploma programme which offers ITE students the chance to obtain full-time work experience at the firm while receiving compensation. VICOM hopes that the programme not only upskills ITE graduates, but that it also convinces them to continue their education at the company once they graduate.

This past year, VICOM engaged Technical Engineering Diploma ("TED") Automotive Engineering graduates through "Career Talks" and visits to inspection centers. As a result, four TED graduates joined VICOM as of November 2024. We also offered TED students internships, providing on-the-job training at inspection centers, with three TED students beginning a 10-week internship in September 2024.

Looking ahead, VICOM is further strengthening its partnership with ITE by sponsoring the top three Book Prize Awards for the 2025 graduating cohort



One of many projects that VICOM supports the ITE students under the ITE Work Study Diploma program.

of the engineering programme. This initiative aims to enhance VICOM's brand visibility among ITE students and aligns with the company's goals and commitment to education and community support.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

Our performance⁴³

In FY2024, VICOM's rate of new hires was 16.8% while our employee turnover rate was 13.2%.

In December 2024, VICOM, for the first time, also conducted an Employee Satisfaction Survey through a 3rd-party Qualtrics platform for all employees in Singapore and Malaysia to ascertain areas of improvement, ultimately aimed at retaining staff. Employee satisfaction scores of 78% was attained for VICOM.

TOTAL EMPLOYEES



SINGAPORE

924

MALAYSIA

35

GRI 2-7: Employees REGION – SINGAPORE⁴⁴

GRI 2-30: Collective bargaining agreements

Percentage of total employees covered by collective bargaining agreements	15.26%
Percentage of permanent employees covered by collective bargaining agreements	48.45%
For employees not covered by collective bargaining agreements – whether working conditions/employment terms are based on collective bargaining agreements	Yes

Currently, the company has approximately 141 employees (15.26%) 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			FY2023			FY2024		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Number of New employee hires	94	37	131	138	46	184	113	42	155
Rate of New Employee Hires (%)	10.8	4.3	15.1	15.3	5.1	20.4	15.42	18.58	16.77
Number of Employee Turnover	110	38	148	108	36	144	86	35	121
Employee Turnover Rate (%)	12.7	4.4	17.1	16.0	17.1	16.3	12.31	16.20	13.23

BREAKDOWN OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP (FY2024)	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
<30 years	73	46.52%	39	20.86%
30-50 years	70	13.38%	69	13.19%
>50 years	12	5.61%	13	6.07%

⁴³ All data in this section is analysed by comparing the performance in 2024 to the performances in the previous year (2023) and baseline year 2019. The full set of data for the years 2019 to 2024 can be found in Appendix 4.

⁴⁴ Employee numbers are reported at the end of the reporting period. All employee numbers are also reported in headcount.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

SV-PS-330a.2

	VOLUNTARY	INVOLUNTARY
Turnover rate for employees	13.2%	1.97%

GRI 401-3: Parental leave

	FY2024	
	MALE	FEMALE
Total percentage of employees that were entitled to parental leave	100	100
Total number of employees that took parental leave	143	42
Total number of employees that returned to work in the reporting period after parental leave ended	143	42
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	135	41
Return to work rate of employees that took parental leave	100	100
Retention rate of employees that took parental leave	94.40%	97.60%

REGION – MALAYSIA

MALAYSIA	FY2024		
	MALE	FEMALE	TOTAL
Number of New Employee Hires	2	0	2
Rate of New Employee Hires (%)	7.41%	0	5.71%
Number of Employee Turnover	2	0	2
Employee Turnover Rate (%)	7.41%	0	5.71%

BREAKDOWN OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP (FY2024)	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
<30 years	2	25.00%	1	12.5%
30-50 years	0	0	1	3.85%
>50 years	0	0	0	0.00%

SV-PS-330a.2

	VOLUNTARY	INVOLUNTARY
Turnover rate for employees	5.71%	0%

Looking Forward

VICOM will be working with its parent company, CDG, using the Qualtrics system for the Employee Engagement Survey as it provides more detailed findings and recommendations.

For FY2025 and beyond, VICOM established the following short, medium, and long-term targets:

- Continue to recognise the achievements of staff through existing initiatives and practices;
- Continue to offer attractive benefits and development programmes;
- Keep voluntary turnover below 20% by 2030 and below 15% by 2040.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



DIVERSITY, ANTI-DISCRIMINATION, INCLUSION AND EQUAL OPPORTUNITIES

VICOM is a firm advocate for inclusion and diversity in the workplace. The company believes that differing perspectives, views, and ideas from staff of varying backgrounds provides a competitive edge both domestically and globally. Accordingly, VICOM promotes fairness, diversity, and inclusion throughout its operations, fostering an atmosphere that values people of all talents, ethnicities, and cultures.

VICOM enforces a zero-tolerance policy for any sort of discrimination. Every allegation or instance of prejudice is addressed via reports to the management, followed by in-depth investigations that ultimately determine suitable redress and disciplinary action.

Furthermore, the company solely hires 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 FY2024, VICOM's Singapore workforce comprises 24% of female employees and 76% of male employees; while VICOM's Malaysia workforce comprises 23% of female employees and 77% of male employees. This is primarily due to the nature of our business. In addition, in terms of age groups, 57% of employees are between 30 to 50 years old, whilst 20% and 22% are aged under 30 and over 50 respectively. Additionally, in FY2024, we did not receive any formal complaints of discrimination.

GRI 2-7: Singapore

2024	MALE	FEMALE	TOTAL
Permanent			
Full-time	207	83	290
Part-time	0	1	1
Contract			
Full-time	498	133	631
Part-time	1	1	2
Non-guaranteed hours	0	0	0
Temporary employees	8	3	11

GRI 2-7: Malaysia

2024	MALE	FEMALE	TOTAL
Permanent			
Full-time	2	2	4
Part-time	0	0	0
Contract			
Full-time	25	6	31
Part-time	0	0	0
Non-guaranteed hours	0	0	0
Temporary employees	0	0	0

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

SASB standards: SV-PS-000.A

Singapore

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN FY2024	FULL-TIME	PART-TIME
Temporary employees	11	0
Contract	631	2
Permanent employees	290	1

Malaysia

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN FY2024	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 FY2024	MALE	FEMALE	TOTAL
Total number of senior management	9	3	12
In percentage (%)	75%	25%	100%
Total number of management	29	9	38
In percentage (%)	76%	24%	100%
Total number of professionals	243	97	340
In percentage (%)	71%	29%	100%
Total number of non-executives	424	110	534
In percentage (%)	79%	21%	100%
Total employees	705	219	924
Total employees in percentage (%)	76%	24%	100%

Malaysia

TOTAL NUMBER OF EMPLOYEES BY EMPLOYEE CATEGORY IN FY2024	MALE	FEMALE	TOTAL
Total number of senior management ⁴⁵	0	0	0
In percentage (%)	0	0	0
Total number of management	1	0	1
In percentage (%)	100%	0%	100%
Total number of professionals	2	4	6
In percentage (%)	33%	67%	100%
Total number of non-executives	24	4	28
In percentage (%)	86%	14%	100%
Total employees	27	8	35
Total employees in percentage (%)	77%	23%	100%

⁴⁵ 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

GRI 405-1: Diversity of governance bodies and employees (By age group)

	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	TOTAL
Total number of senior management individuals	0	2	10	12
In percentage (%)	0%	17%	83%	100%
Total number of management	0	19	20	39
In percentage (%)	0%	49%	51%	100%
Total number of professionals	58	206	82	346
In percentage (%)	17%	60%	24%	100%
Total number of non-executives	136	323	103	562
In percentage (%)	24%	57%	18%	100%
Total	194	550	215	959
Total in percentage (%)	20%	57%	22%	100%

GRI 405-2: Ratio of basic salary and remuneration of women to men
Singapore

BASIC SALARY OF WOMEN TO MEN	FEMALE	MALE	RATIO
Senior Management	14,662	13,200	1 : 0.9
Management	6,648	8,646	1 : 1.3
Professionals	4,062	4,534	1 : 1.1
Non-executives	2,697	2,048	1 : 0.8

GRI 406-1: Incidents of discrimination and corrective actions taken

Total number of incidents of discrimination	0
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GRI 2-21: Annual total compensation ratio

	2024
Annual total compensation of organisation's highest paid individual	859,751
Median annual total compensation for all employees (excluding the highest-paid individual)	44,163
Ratio of highest paid: median value	19.5
Percentage increase in annual compensation for organisation's highest paid individual	10.81%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	-5.50%
Ratio of percentage increase in highest paid: median value	1 : -0.51

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

SASB standards: SV-PS-330a.1 – workforce diversity and engagement

BREAKDOWN OF PERMANENT STAFF IN SINGAPORE BY NATIONALITY GROUP	TOTAL	EXECUTIVE FY2024 (ABSOLUTE VALUE)	NON-EXECUTIVE FY2024 (ABSOLUTE VALUE)	TOTAL PERCENTAGE
Singaporean & PR	483	260	223	52.27%
Indian	257	52	205	27.81%
Malaysian	139	48	91	15.04%
Filipino	19	17	2	2.06%
Chinese	5	0	5	0.54%
Others	21	12	9	2.27%

SV-PS-330a.3

Singapore

Employee engagement as a percentage	100%
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SASB SV-PS-000.B

Total number of employee hours worked	2,286,276
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Looking Forward

For FY2025 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.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT

To bolster VICOM's growth and success financially and in terms of sustainability, it is critical to invest in employee upskilling and offer staff learning and development opportunities. This serves to effectively engage, retain, and present employees with career advancement opportunities. Doing so also equips them with the necessary business acumen, relevant skills and adaptability, benefitting the Group as a whole.

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

Our Initiatives

Every year, VICOM provides relevant specialised training to employees so they can 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 programmes 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 the employees' performance outcomes and review findings are agreed upon, the employee is able to use the feedback for personal improvement. For executives and above, VICOM additionally mandates a self evaluation based on the company's competencies and key performance indicators ("KPIs").

To further encourage upskilling and professional development, VICOM in FY2023 introduced an online LinkedIn Learning programme. In addition to management staff, corporate-level executives have been given the option to join in FY2024. The online training was taken by a total of 200 employees who earned certificates and badges for courses taught by experts from various industries.

In a similar vein, the company also introduced the "VICOM Supplementary Learning Modules," featuring 4.3 hours of curated content in addition to the CDG learning programmes. These modules cover key topics such as building resilience, adapting to change, fostering positive psychology to reduce stress and enhance happiness, effective cross-functional teamwork, and managing difficult conversations.



With the CTC Grant, SETSCO is able to purchase the advanced fatigue equipment as part of staff upskilling program.

In recognition of his excellent performance in Technical Knowledge Examination (TKE), a staff is awarded the TKE Champion Award.



UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

For VICOM's current and future candidates for the Chief Inspector and Assistant Centre Manager roles, the company collaborated with the Singapore Institute of Management for a 3-day "Skills for Supervisory Management" course.

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 performance⁴⁶

This year, the average hours of training undertaken by VICOM's male and female employees in Singapore are 18.3 hours and 26.0 hours respectively. In Malaysia, VICOM's male and female employees undertook 6.8 average hours and 20.4 average hours of training respectively.

In terms of employee categories, VICOM's Senior Management, Management, Professional and Non-executives undertook 24.1 average hours, 32.7 average hours, 24.8 average hours and 15.7 average hours of training respectively.

REGION – SINGAPORE

TRAINING AND APPRAISAL	FY2019			FY2023			FY2024		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Total number of employees by gender	664	203	867	717	221	938	706	218	924
Total number of training hours provided to employees	7,082	374	7,456	13,266	4,729	17,995	12,949	5,658	18,607
Number of employees receiving regular performance and career development reviews	664	240	867	717	221	938	706	218	924
Total number of temp/contract employees by gender	3	2	5	5	2	7	8	3	11
Total number of training hours provided to temp/contract employees	9	0	9	141	109	250	144	139.25	283.25
Average number of training hours per employee	10.7	1.84	8.6	18.5	21.4	19.2	18.3	26.0	20.1

REGION – MALAYSIA

TRAINING AND APPRAISAL	FY2024		
	MALE	FEMALE	TOTAL
Total number of employees by gender	27	8	35
Total number of training hours provided to employees	183	163	346
Number of employees receiving regular performance and career development reviews	27	8	35
Total number of temp/contract employees by gender	0	0	0
Total number of training hours provided to temp/contract employees	0	0	0
Average number of training hours per employee	6.8	20.4	9.9

⁴⁶ All data in this section is analysed by comparing the performance in 2024 to the performances in the previous year (2023) and baseline year 2019. The full set of data for the years 2019 to 2024 can be found in Appendix 4.

	MALE	FEMALE
Percentage of total employees who received a regular performance and career development review during the reporting period, by gender, in FY2024	100%	100%

GRI 404-1: Average hours of training by employee category

GRI 404-3 Percentage of employees receiving regular performance and career development reviews

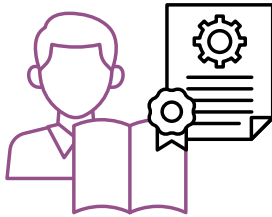
EMPLOYEE CATEGORY (BY LEVEL AND FUNCTION)	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONAL	NON-EXECUTIVES
Total number of employees by employee category in FY2024	12	39	346	562
Total number of training hours provided to employees by employee category in FY2024	289	1,276	8,580	8,808
Average hours of training provided to employees by employee category in FY2024	24.1	32.7	24.8	15.7
Percentage of total employees by employee category who received a regular performance and career development review in FY2024	100%	100%	100%	100%

Looking 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 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 ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



HUMAN AND LABOUR RIGHTS

VICOM acknowledges the importance of safeguarding basic human and labour rights across the value chain. Thus, VICOM ensures strict compliance to all pertinent legislation and regulations, whilst stressing 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 its operations and supply chain.

VICOM enforces a strict zero-tolerance policy for any human and labour rights breaches and mandates full compliance with all relevant laws and policies. This is valid for its partners, its supply chain, and the 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 its procedures. Furthermore, VICOM strives to prevent labour exploitation by adhering to labour policies enforced by the Ministry of Manpower. It has strict procedures in place to ensure that all employees are treated fairly.

Cognisant of the importance of exercising due diligence internally and along the value chain, the company embraces the precautionary principle through its Risk Management Framework. This enables its business divisions to fully comprehend the complexity of risks associated with all aspects of the operations. Further details pertaining to the Risk Management Framework can be found on pages 50–56 of the Annual Report for FY2024.

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

Our Performance

In FY2024, VICOM reported that no young workers were exposed to hazards through work and that no operations had significant risks affiliated with child labour. VICOM also maintained its zero cases of violation and non-compliance with regulations.

Looking forward

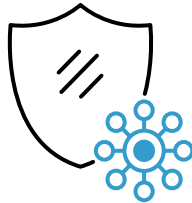
VICOM has established the following short, medium, and long-term human and labour rights related goals:

- 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 ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

PUBLIC HEALTH AND SAFETY

SAFEGUARDING PUBLIC HEALTH, WELLBEING AND SAFETY REMAINS A KEY PRIORITY FOR VICOM.



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

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 optimal public health and safety. VICOM has placed several safety measures and warning signs on its property to notify individuals of potential risks and out-of-bound areas and to protect onsite customers and staff. Furthermore, VICOM maintains constant awareness of all the risks and hazards associated with its activities and established strong risk control and management procedures to mitigate these risks. VICOM employees and vehicle inspectors adhere to the Ministry's Safe Management Measures ("SMM"), in compliance with the Ministry of Health's latest protocols.



SETSCO's new testing service for Per- and Polyfluoroalkyl Substances ("PFAS"), also known as 'forever chemicals', was developed due to increased public health concern.

OUR INITIATIVES

VICOM also strives to enhance public safety and health through the introduction of new safety-related service offerings. This year, SETSCO launched a new testing service for Per- and Polyfluoroalkyl Substances ("PFAS"), which are found in fire-fighting foam and classified as 'forever chemicals' due to their slow degradation. The chemical has been linked to various adverse health effects and occasionally entered the environment and food chain, resulting in increased concern. SETSCO expanded our capabilities to test for PFAS in drinking water and food, demonstrating its commitment to the protection of public health and safety.

In 2024, VICOM's contribution to public health and safety through its testing capabilities was highlighted in Channel NewsAsia's ("CNA") Talking Point series. SETSCO's food chemistry department was featured in several episodes, educating viewers on the real nutritional value of hotpots, the lesser known health benefits of chocolate and how certain types of chocolates can be toxic for the human body if overconsumed. SETSCO also assisted in investigating the potential health risks posed by pigeon droppings in one of the episodes.

Our Performance

In FY2024, VICOM achieved zero incidents of non-compliance with regulations regarding public health and safety.

Looking Forward

For FY2025 and beyond, VICOM aims to continue achieving zero incidents of non-compliance and demonstrate our commitment to ensuring public health and safety in the provision of its testing services.



CNA enlisted SETSCO to examine the potential health risks associated with pigeon droppings in the wake of rising pigeon populations that caused unsanitary conditions.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

CASE STUDY

HOW WE ENABLE BROADER SUSTAINABILITY

GIVEN ITS POSITION AS A LEADING TESTING AND INSPECTION SERVICE PROVIDER IN SINGAPORE, VICOM HAS AN IMPORTANT DUTY TO BOLSTER PUBLIC HEALTH AND SAFETY. THE COMPANY ACCOMPLISHES THIS BY IDENTIFYING NON-COMPLIANCE EARLY ON AND TAKING ACTION TO REDUCE RISKS BEFORE THEY MANIFEST INTO SIGNIFICANT HARM.

Environmental monitoring and testing



SETSCO conducts sediment analysis for coastal development in Pulau Sudong.

SETSCO enhances public health and safety through tests in the form of field sampling and laboratory analysis. This includes monitoring and testing water at the New Kranji Water Reclamation Plant and conducting water and sediment analysis for coastal development at Pulau Sudong. The company also assisted NEA in testing wastewater for SARS-COV. Likewise, for Woodlands Health, it conducted water and dialysate tests for microbiological contaminants, water quality, and electrolytes.



With advanced instrumentation and automation, SETSCO is able to churn out water testing results accurately and fast.

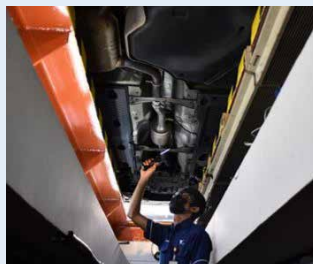
Following the oil spill at Pasir Panjang Terminal on 14 June 2024, the Singapore Food Agency ("SFA") engaged the company to conduct water quality testing in the areas surrounding offshore fish farms to ensure food sources were not impacted by the contamination.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



Road safety

VICOM performs various vehicular checks, such as brake and visibility tests, to lower the likelihood of accidents occurring on the road. As customers transition towards alternative means of transportation such as e-scooters, VICOM has been increasingly offering Personal Mobility Device (PMD) inspection services in partnership with LTA. The company tested 1,371 e-scooters in FY2024.



Inspecting undercarriage for oil leaks and ball joints condition.



Compulsory motorcycle inspection at VICOM to ensure its roadworthiness.



In testing of pavement, SETSCO deploys the heavyweight deflector to determine its loading capability.

Building Material testing



SETSCO plays a significant part in ensuring the safety and reliability of building and construction materials. Given the proliferation of eco-friendly and recyclable building materials, it is vital 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). Users can so determine the most appropriate partition wall grade based on their intended application.

To further expand the range of partition wall testing services, the company created a new lightweight structure for impact and robustness tests on wall partitions composed of materials like glass bricks. This protects people from potentially fatal situations, such as buildings collapses.

SETSCO also 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 (EPDM) rubber surfaces within 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. It reduces the possibility of fire dangers and improves overall public safety.

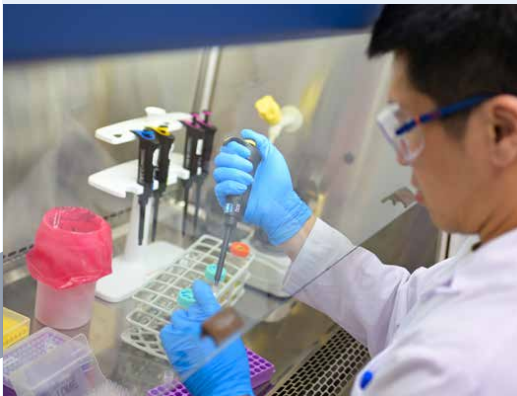
UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

Food, Microbiological properties and chemical testing

SETSCO continuously enhances and develops methods to keep pace with the constantly evolving health and safety requirements of society.

SETSCO's involvement in chemical, microbiological, and food testing underlines its dedication to enhancing food security in Singapore. SETSCO was approved by SFA to conduct food testing services in Singapore, including the testing of flour, seafood, ready-to-eat food, and meat for bromate and microbiological parameters.

On top of testing for potential contaminants in food, SETSCO's findings regarding nutritional content are incorporated in product labelling and food product improvement. Testing at component level, e.g. salt and fats, can help food and beverage manufacturers to create products with superior nutritional quality.



Our trained staff performing microbiological test to detect the presence of virus in food sample.



A laboratory technician conducting sugar testing on soft drinks.

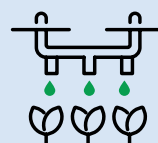


Enumeration of planktons in seawater to determine the marine ecological condition.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



To ensure food safety, SETSCO carry out pesticides and veterinary drugs test to detect their presence in food.



In addition, SETSCO assesses processed and fresh food for microbiological and chemical contaminants such as E. coli, preservatives, and heavy metal contaminants. The company has also invested in new analytical equipment which enables the identification of hundreds of pesticides and veterinary drug substances in foods, ranging from meats to vegetables and fruits.



SETSCO assesses processed and fresh food for microbiological and chemical contaminants



SETSCO provides microbiological and chemical testing services to detect contaminants in food.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

SERVICE QUALITY AND CUSTOMER RELATIONSHIPS

FOSTERING ENDURING RELATIONSHIPS WITH CUSTOMERS AND THE COMMUNITY THROUGH HIGH-QUALITY SERVICE DELIVERY AND REGULAR ENGAGEMENTS



Regular customer interactions and strong relationships with clients are crucial to delivering high-quality service. VICOM uses several customer interaction tools that allow it to gather feedback from customers and pinpoint areas for improvement.

VICOM welcomes consumer inquiries through the ChatBot on its website, via phone, or email. VICOM offers a broad list of FAQs and approximate waiting times for each inspection centre on its website, allowing for flexible scheduling of appointments.

VICOM also offers an online scheduling and pre-payment system for vehicle inspections. Instead of using paper certificates, drivers can receive their inspection results via text messages. The company also offers new digital features like approvals for virtual workflows, multiple site requests, and compliance audits, amongst others.

VICOM welcomes input from clients through the feedback form on its website. All comments sent through the form are forwarded to the appropriate departments for consideration. Meanwhile, SETSCO conducts an annual Customer Satisfaction Survey to identify and evaluate its service performance for further improvement.

Through constant engagement with customers, VICOM is able to identify their needs and expectations for improved customer satisfaction.

VICOM, meanwhile, periodically communicates updates about its business and services via email newsletter in order to keep customers engaged.

Our Performance

VICOM received 10,372 compliments and 22 complaints in FY2024. VICOM will continue to reinforce good customer service and implement new measures to assess and improve our services. For instance, we officially launched an AI chat bot on 1 February 2024, leading to a monthly average of 2000 engaged sessions, with a 85% success rate of providing a satisfactory response to customers.

SETSCO's Customer Satisfaction Survey saw an improved satisfaction score of 91%, up from 86.2% in 2023, exceeding our target of 80%.

Looking Forward

For FY2025 and beyond, VICOM aims to improve our service quality and customer relationship through new and existing initiatives and practices.



UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY



VICOM's staff participated in the Fairprice Walk For Rice and contributed 999 bowls of rice for the needy.

LOCAL IMPACT AND ECONOMIC CONTRIBUTION

VICOM SEEKS TO POSITIVELY IMPACT THE PEOPLE, COMMUNITIES AND SOCIETIES AROUND US WHILST INSPIRING OTHERS TO FOLLOW SUIT



The achievement of sustainability and commercial goals is underpinned by a thriving community. VICOM recognises the value of giving back to the community and practicing social responsibility, setting a good example through projects and endeavors.

Throughout the past year, the company engaged in several corporate social responsibility ("CSR") projects and charitable endeavors to demonstrate our dedication in supporting the underprivileged. The elderly and those with terminal illnesses have become the main focus.

Our Initiatives

VICOM celebrated the Lunar New Year and Mid-Autumn Festival with 50 senior citizens from Thye Hua Kwan ("THK") Indus Moral Care with delicious buffet dinners and engaging Bingo games, grocery goodie bags and Ang Baos during the Lunar New Year festivities. Each month, the company sponsored lunch for 30 seniors of the centre.

VICOM donated used newspapers to Willing Hearts for the seventh year, aiding in the preparation of meals for 5,000 individuals in need.

Last year marked the 24th year of the firm's "Care & Share" programme and 11th year of support HCA, an organisation providing care for the elderly and terminally ill. VICOM Group's employees contributed over 564 volunteering hours and collectively raised S\$72,000 for donation.

Additionally, 30 of VICOM's staff, together with representatives from CDG HR and Move Media, participated in the FairPrice Walk for Rice for a third time, 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 999 bowls of white rice, brown rice and oatmeal 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 has also been advocating for better access to education. In 2024, it awarded its longstanding \$300 VICOM Book Prize, which was established in 1990, and \$710 Gold Medal to two students of NTU's School of Mechanical and Aerospace Engineering.

VICOM further hosted a tour for automotive engineering students from ITE, providing valuable insights into the operations of its Vehicle Inspection and Vehicle Emission Testing Laboratory. SETSCO, meanwhile, hosted students from Singapore Institute Of Technology ("SIT"). The firm's Biological & Chemical Technology Division and Mechanical Technology Division organise biannual tours for students, offering the opportunity to observe SETSCO's technicians and engineers conducting tests in a typical, real-life laboratory setting as part of their curriculum.

UPHOLDING ITS RESPONSIBILITY TO PEOPLE, COMMUNITIES, AND THE SOCIETY

Our Performance

In FY2024, VICOM's signature "Care and Share" programme generated S\$72,000 in donations and culminated in over 312 hours of staff volunteerism. This year's beneficiaries of the programme include, but are not limited to, Willing Hearts, HCA Hospice Care, and the elderly with dementia at Sunshine Welfare Action Mission Home.

Looking forward

VICOM aims to continue our CSR initiatives and partnerships with organisations such as HCA Hospice Care, Willing Hearts, and SWAMI and others in the coming years.



VICOM and SETSCO participated in the Walkathon organised by HCA Hospice Care and raised S\$16,606 in donations.

VICOM's CEO and staff celebrated the Lunar New Year with 50 senior citizens from Thye Hua Kwan ("THK") Indus Moral Care.



LONGSTANDING RELATIONSHIP WITH HCA HOSPICE CARE

Since 2013, VICOM has collaborated with HCA, an organization that offers care to the elderly and terminally ill. For the fourth consecutive year, the company provided free inspections for HCA's fleet of vans. VICOM and SETSCO staff were among the 1,300 participants in HCA's Walkathon event, resulting in \$6,606 in donations. Additionally, VICOM also pledged \$10,000 to HCA Hospice Care as part of its ongoing support for elderly in need. Furthermore, VICOM's employees continued their bi-monthly volunteering at HCA Kang Le Day Hospice at Marsiling, where they engaged with patients by serving meals, playing games, and performing sing-alongs, creating joyful interactions and lasting memories.