

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF
**OUR PEOPLE, COMMUNITIES
AND THE SOCIETY**



Human Capital
Responsibility



Public health
and safety



Service quality
and customer
relationship



Local Impact
And Economic
Contribution

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY



Human Capital Responsibility

Protecting and promoting our workforce’s mental, physical, and emotional wellbeing with inclusive policies, focused training, and meaningful programs.

We recognise our responsibility as a corporate citizen and remain committed to managing our social impact across the value chain. As a leading industry player, VICOM focuses on human capital development, public health and safety, customer engagement, service excellence and active participation in community and charitable initiatives.

Employees are central to our success and to the delivery of our sustainability objectives. We prioritise employee health, safety and wellbeing, while providing access to training, development and upskilling opportunities. These efforts help us attract, retain and empower top talent.

VICOM aims to lead by example in advancing sustainability. We promote diversity, inclusion and equal opportunity, uphold ethical business practices and respect human and labour rights. Our operations adhere to all applicable laws and regulations, reinforcing our commitment to responsible and sustainable growth.



VICOM recognises and rewards the Inspection Centre with the best Technical Knowledge Examination scores to motivate and retain employees.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF

OUR PEOPLE, COMMUNITIES AND THE SOCIETY

Occupational Health and Safety



As a provider of testing and inspection services, VICOM is committed to upholding the highest standards of occupational health and safety. We recognise the importance of identifying, managing, and reducing health and safety risks to safeguard our workforce and ensure a secure working environment.

Minimising occupational risks not only protects our employees but also supports VICOM's business objectives and sustainability goals, translating into stronger financial performance and positive outcomes.

To achieve this, VICOM enforces our standard operating procedures ("SOPs"), conducts comprehensive risk assessments, and implements best practices to mitigate workplace hazards and uphold the wellbeing of our people.

Our Initiatives

VICOM's SOPs include Safe Working Procedures that require employees to complete safety orientation and refresher training. Relevant representatives conduct daily, weekly and monthly safety walkabouts to identify hazards firsthand.

SETSCO proudly upholds its ISO 45001:2018 certification for Occupational Health and Safety Management Systems reaffirming our unwavering commitment to workplace safety. By adhering to these rigorous standards, we not only safeguard our employees but also strengthen our reputation and operational excellence. To maintain the highest level of effectiveness, we conduct annual external and internal audits to proactively identify opportunities for continuous improvement.



Safety is of utmost importance in ensuring that VICOM staff are protected from hazards.

Our Occupational Health and Safety Management System ("OHSMS") detect and evaluates workplace hazards and risks. In 2025, SETSCO continued to attain bizSAFE STAR certification, recognising that our OHSMS can identify, manage and control workplace risks in compliance with prevailing regulations and ISO 45001:2018. We conduct annual risk control exercises to identify, reduce and mitigate risks associated with our service delivery.

Control measures include:

- Eliminating or substituting hazardous processes with safer methods
- Requiring personal protective equipment and safety gear where necessary
- Embedding safety features, including warning signage across premises

VICOM's Workplace Safety and Health (WSH) Committee convenes monthly to review, assess and update safety procedures, and to discuss any health and safety incidents that occur on site.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF **OUR PEOPLE, COMMUNITIES AND THE SOCIETY**

VICOM complies with the Ministry of Manpower’s Workplace Safety and Health Act and has appointed a full-time internal WSH Officer registered with the Ministry. Employees are required to promptly report onsite incidents or hazards to their Department Safety Representatives or the WSH Officer. Staff may also use VICOM’s Whistleblowing Channel to raise concerns. Once an incident is reported, management conducts a thorough investigation to identify root causes and implement corrective measures. Findings are shared with all employees to raise awareness and prevent recurrence.

The WSH Committee works closely with the Human Resource department to monitor occupational health and safety violations and ensure timely corrective actions. In-house first aiders are available to provide immediate care before medical assistance arrives in an emergency.

Further safeguarding employee health, VICOM fosters a culture of safety and well-being. Given the nature of our operations, where staff may be exposed to vehicle emissions during inspections, VICOM partnered with Integrated Health Plans to deliver the Workplace Outreach Wellness Programme. The programme offers affordable health screenings, and employees receive comprehensive medical benefits and insurance coverage.

Additionally, the Safety Committee conducts monthly meetings across inspection centres to identify potential safety issues and review measures to protect staff and

customers. Feedback from near-miss reports and other safety observations is carefully evaluated and has resulted in tangible improvements on the ground.

Our Performance

In FY2025, VICOM reported five work-related injuries that resulted in medical leave. These arose from chemical spillage, moving machinery and slip-and-fall situations. While these incidents highlight areas for continued improvement, VICOM remains committed to strengthening workplace safety across all business units.

SETSCO’s performance reflects this ongoing commitment. During the year, SETSCO received two safety awards recognising its strong safety culture, including a Gold Award for maintaining zero recordable injuries over five consecutive years covering 50,000 man-hours, as well as a Safety Performance Award for achieving an injury-free record in 2025.

VICOM recognises that its operations involve work-related hazards that may pose risks of ill health to employees. These hazards are identified through a structured risk management process guided by the Ministry of Manpower (MOM) Risk Management Code of Practice and the requirements of our ISO 45001-certified occupational health and safety management system. Risk assessments consider personal health conditions, occupational health exposures and workplace factors, and are supported by



We achieved a Gold award for zero recordable injuries over five consecutive years, covering 50,000 man-hours. We also received a Safety Performance award in recognition for being injury-free in 2025.



Awards from ExxonMobile recognising our achievements in safety.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

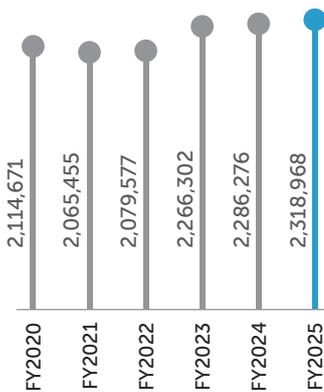
a formal risk register, inventory of work activities and safe work procedures (SWPs). These assessments are reviewed at least once every three years, and earlier where required, such as following an incident, significant operational change or introduction of new equipment or activities.

To eliminate hazards and minimise health risks, VICOM applies the hierarchy of controls, including the removal or substitution of hazards where practicable, engineering and

administrative controls, and the use of personal protective equipment where necessary. These measures are supported by regular reviews, audits, and updates to work procedures to ensure continued effectiveness. During the reporting period, no cases of work-related ill health were identified as having been caused or contributed to by these hazards. This disclosure covers VICOM employees across our operations. No worker groups were excluded from this disclosure.



Number of Hours Worked



FY2025
2,318,968

TYPE OF WORK-RELATED INJURY ⁴⁰	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of Fatalities as a Result of Work-Related Injuries	0	0	0	0	0	0
Number of High-Consequence Work-Related Injuries (Excluding Fatalities)	0	0	0	0	0	0
Number of Recordable Work-Related Injuries	1	8	5	2	1	5
Total Work-Related Injuries	1	8	5	2	1	5
Number of Hours Worked	2,114,671	2,065,455	2,079,577	2,266,302	2,286,276	2,318,968
Rate of Fatalities as a Result of Work-Related Injuries	0	0	0	0	0	0
Rate of High Consequence Work Related Injuries	0	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	2.16

⁴⁰ Multiplier used to calculate occupational health and safety rates is 1,000,000.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

GRI 403-8: Workers Covered by an Occupational Health and Safety Management System⁴¹

	COVERED UNDER OHS SYSTEM	COVERED UNDER INTERNALLY AUDITED SYSTEM	COVERED UNDER EXTERNALLY AUDITED SYSTEM
Number of Employees	955	920	779
Number of Workers Who are Not Employees	44	0	0
Percentage of Workers Who are Not Employees but Whose Work and/or Workplace is Controlled by the Organisation (%)	4.61	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	PERCENTAGE OF 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	0
Number of Recordable Work-Related Ill Health	0	0	0
Potentially Excluded Worker Type and Reason	NA	NA	NA

Our Path Ahead

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 FY2026 and beyond;
- Maintaining zero cases of fatalities in FY2026 and beyond;
- Reduction in Lost-time Injury Rates by 10% from the preceding year

⁴¹ Worker coverage is reported using headcount as of year-end.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF **OUR PEOPLE, COMMUNITIES AND THE SOCIETY**

Employee Wellbeing and Work-Life Balance



Our people are central to VICOM's operations and success. We are committed to enhancing employee welfare and work-life balance through programmes that support physical and mental health. Employees have access to discounted medical treatments and health check-ups, as well as webinars and activities that build emotional resilience and overall well-being.

Our Initiatives

To mark Singapore's 60th year of independence, VICOM and our employees participated in SG60 celebrations with members of less privileged communities. The occasion honoured our nation-building journey and reaffirmed our values of care, inclusivity and social responsibility.

To celebrate Chinese New Year, Hari Raya and Deepavali, we organised festive bazaars for staff featuring food and cultural activities, including festive cookies, fresh fruit, assorted snacks, goodies and henna art. VICOM's annual Dinner & Dance was held once again, bringing colleagues together for an evening of celebration, laughter, and honouring of their hard work and commitment.

Following the overwhelming success from last year's event, the VICOM Group Bowling Competition returned with great excitement. This year, the competition saw an impressive turnout with 20 teams and 100 participants signed up. Even non-competing staff joined in to cheer for their colleagues, creating a lively and inclusive atmosphere filled with energy and team spirit.



Staff of diverse cultures and nationalities foster bonds and camaraderie through organised events.

These events go beyond friendly competition; they strengthen camaraderie, foster meaningful connections, and bring together employees from diverse cultures and nationalities. By promoting mutual appreciation and understanding, these initiatives reflect VICOM's commitment to building a positive workplace culture through shared experiences and employee bonding.

To support well-being, productivity and engagement, VICOM has established human capital management policies and systems designed to foster a positive and supportive work environment. We provide programmes that promote team building and workplace cohesion, alongside learning and training opportunities that empower employees to grow personally and professionally.

Further details on our learning and development initiatives are provided in the Employee Training, Upskilling and Development section below.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF
OUR PEOPLE, COMMUNITIES AND THE SOCIETY



In commemoration of SG60, VICOM presented each employee SG60 grocery vouchers worth up to \$600 as a gesture of appreciation and a celebration of our shared journey



VICOM celebrated SG60 by giving \$600 in vouchers to every employee.

Our Performance

During FY2025, VICOM upheld our commitment to staff well-being by continuing to grant early leave on the eve of major public holidays, including Chinese New Year, Hari Raya and Deepavali.



A health screening campaign was organised where staff received health reports detailing blood glucose levels and BMI to improve health management.

In commemoration of SG60, VICOM awarded each employee SG60 grocery vouchers worth up to \$600 as a gesture of appreciation and a celebration of our shared journey as a team and as part of the wider Singaporean community. This initiative recognised the dedication and contributions of all staff and expressed our thanks for their ongoing support and commitment to VICOM Group’s growth.

In support of our employees with greater financial flexibility in managing living expenses, VICOM continues the Advanced Monthly Annual Wage Supplement (AWS) scheme. Under this scheme, one month of basic salary is distributed in twelve equal monthly payments to VICOM executive and non-executive staff and to SETSCO executive staff.

Our Path Ahead

VICOM values employee wellbeing and is committed to safeguarding their health through regular evaluation, enhancement, and the introduction of new initiatives. We continually plan and implement additional activities such as webinars, presentations, and in-person events to promote engagement and support holistic well-being.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF **OUR PEOPLE, COMMUNITIES AND THE SOCIETY**

Employee Training, Upskilling and Development



Investing in upskilling and providing learning and development opportunities is essential to VICOM's growth and long-term sustainability. These initiatives help engage and retain talent, offer clear career pathways and build business acumen, relevant skills and adaptability across the Group. We support professional development through structured training programmes, annual performance evaluations and incentives that recognise and reward high performers.



VICOM conducts regular training for staff to engage, retain and present employees with relevant skills and adaptability.

Our Initiatives

VICOM provides specialised training annually to ensure employees remain proficient and advance their technical expertise. Vehicle inspectors are required to sit the annual Technical Knowledge Examination ("TKE") to reassess their competencies in vehicle testing. New inspectors must complete the Institute of Technical Education ("ITE") certification course and pass the Motor Vehicle Inspection Certificate ("MVIC") examination in compliance with Land Transport Authority ("LTA") regulations. To strengthen adaptability in the workplace, VICOM sponsors vehicle inspectors for Class 4 driving licences and other relevant vehicle classes. SETSCO is also an ITE-authorized Workplace Training Centre ("WTC") to issue the Certificate

of Competency ("CoC") in Welding – Level 1 and Level 2. Being an ITE-authorized WTC allows our workers to gain valuable skills and certifications that meet industry standards.

VICOM recognises excellence through incentives for top achievers in the TKE and other training programmes. Every employee participates in an annual performance review that includes a formal one-on-one discussion with a supervisor to identify strengths and development needs. Agreed outcomes and feedback form the basis of personal development plans. For executives and above, VICOM mandates a self-assessment based on competencies and key performance indicators ("KPIs").

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

Promoting upskilling, VICOM introduced an online LinkedIn Learning programme in FY2023, extending access to junior executives in FY2024. In 2025, 184 employees have completed courses and earned certificates and badges from industry experts. The learning modules cover building resilience, adapting to change, applying positive psychology to reduce stress, enhancing happiness, effective cross-functional teamwork and managing difficult conversations.

To ensure current and prospective candidates for the Chief Inspector and Assistant Centre Manager roles are well-prepared, VICOM has continued our collaboration with SIM Academy to deliver the three-day 'Skills for Supervisory Management' course. The course equips VICOM employees in these respective managerial positions with essential people-management skills and practical strategies to lead effectively and nurture a high-performing workforce.

Our Performance⁴²

In FY2025, the total number of training hours provided to employees increased by at least 42%, with each employee receiving an average of 28.7 hours of training to enhance their skills and capabilities. Employees categorised as Professionals and Non-executives recorded a higher average number of training hours during the year. VICOM also continued to ensure that all employees received regular performance and career development reviews throughout FY2025.



Upskilling Opportunity for Employees

In FY2025, SETSCO secured funding support under the NTUC Company Training Committee ("CTC") grant to enhance staff training and development in microorganism identification and analysis. Environmental monitoring and identification of microbiological contaminants are critical for business operations in the pharmaceutical and healthcare sector. As SETSCO continues to expand our service offerings, the deployment of the MALDI-TOF system (i.e. Matrix Assisted Laser Desorption Ionisation – Time of Flight mass spectrometry system) provides a cost-effective solution that delivers faster results with reduced process complexity. Through the training, employees gained the skills and knowledge to operate the MALDI-TOF system, which is now routinely used in our laboratory.



SETSCO employee using the MALDI-TOF to identify and analyse microorganisms.

Area of Impact:

Employee Training, Upskilling and Development | Talent Retention | Career Development

⁴² All data in this section is analysed by comparing the performance in 2025 to the performances in the previous year (2024) and baseline year 2019. The full set of data for the years 2019 to 2024 can be found in Appendix 4.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

Region – Singapore

TRAINING AND APPRAISAL	FY2019			FY2024			FY2025		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Total Number of Employees by Gender	664	203	867	706	218	924	703	217	920
Total Number of Training Hours Provided to Employees	7,082	374	7,456	12,949	5,658	18,607	21,401	5,031	26,433
Number of Employees Receiving Regular Performance and Career Development Reviews	664	240	867	706	218	924	703	217	920
Total Number of Temp/Contract Employees by Gender	3	2	5	8	3	11	3	3	6
Total Number of Training Hours Provided to Temp/Contract Employees	9	0	9	144	139.25	283.25	50.50	38.75	89.25
Average Number of Training Hours per Employee	10.67	1.84	8.60	18.34	25.95	20.13	30.44	23.19	28.73

Region – Malaysia

TRAINING AND APPRAISAL	FY2024			FY2025		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Total Number of Employees by Gender	27	8	35	27	8	35
Total Number of Training Hours Provided to Employees	183	163	346	117	101	218
Number of Employees Receiving Regular Performance and Career Development Reviews	27	8	35	27	8	35
Total Number of Temp/Contract Employees by Gender	0	0	0	0	0	0
Total Number of Training Hours Provided to Temp/Contract Employees	0	0	0	0	0	0
Average Number of Training Hours per Employee	6.78	20.38	9.89	4.33	12.60	6.22

Percentage of total employees who received a regular performance and career development review during the reporting period, by gender, in FY2025



Male
100%

Female
100%

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF
OUR PEOPLE, COMMUNITIES AND THE SOCIETY

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 FY2025	14	39	343	559
Total Number of Training Hours Provided to Employees by Employee Category in FY2025	306.59	1,250.75	12,034.36	13,058.52
Average Hours of Training Provided to Employees by Employee Category in FY2025	21.90	32.07	35.09	23.36
Percentage of Total Employees by Employee Category Who Received a Regular Performance and Career Development Review in FY2025	100%	100%	100%	100%

Our Path Ahead

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.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

Talent Attraction, Retention and Job Opportunity Creation



VICOM's economic and environmental performance is driven by our people. We foster strong employee morale and commitment to attract and retain top talent. Through regular staff engagement and targeted initiatives, we aim to deliver superior service quality, unlock growth opportunities and support Singapore's transition towards sustainability.



Our CEO, Mr Sim Wing Yew, presenting an outstanding customer service award to an employee.

Our Initiatives

VICOM facilitates cross-department interactions to deepen understanding of how our units operate and to promote holistic collaboration. This reinforces the importance of each employee's role within the organisation. We focus on creating a supportive and cohesive workplace that empowers employees to contribute effectively to VICOM's sustainability and financial goals.

We ensure fair and equitable remuneration, as detailed in our Annual Report 2025 (pages 38 – 59), and provide comprehensive employee benefits, including healthcare subsidies.

The following benefits are extended to both our contract and full-time staff:

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

VICOM employs competitive measures to attract and retain talent, including sign-on incentives and the option to convert and include variable bonuses into base pay. We recognise employee contributions through Long Service awards and Customer Service awards, reinforcing a culture of appreciation and performance. To strengthen talent management and ensure leadership continuity, VICOM has a structured succession planning programme for senior management and key roles.



VICOM fosters employee morale and loyalty through recognition awards, such as the Long Service Award.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY



VICOM's Ongoing Partnership with the Institute of Technical Education ("ITE")

VICOM maintains a strong and growing partnership with the Institute of Technical Education through initiatives that provide students with valuable industry exposure and career development opportunities. Under the ITE Work-Study Diploma programme, full-time work experience with competitive compensation is offered to students, with the aim of upskilling graduates and supporting their progression into long-term careers at VICOM.

Throughout the course of the partnership with ITE, graduates from the Technical Engineering Diploma ("TED") in Automotive Engineering were engaged through career talks and inspection centre visits, leading to 41 graduates joining VICOM over the years. Additionally, VICOM provided internships for TED students, offering on-the-job training at inspection centres, with six students completing a 10-week internship in November 2025.

Collaboration with ITE was further strengthened through the sponsorship of the top three Book Prize Awards for the 2025 graduating cohort of the engineering programme, underscoring VICOM's commitment to education, talent development, and community support.



VICOM sponsors book prizes for the top three graduates from the Technical Engineering Diploma.

Area of Impact:

Diversity | Anti-discrimination | Inclusion and Equal Opportunities | Local Impact and Economic Contribution

Our Performance⁴³

Currently, VICOM has approximately 92 employees (10%) 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.

GRI 2-7: Employees



Singapore
920



Malaysia
35

Region – Singapore⁴⁴

GRI 2-30: Collective Bargaining Agreements

Percentage of Total Employees Covered by Collective Bargaining Agreements	10.00
Percentage of Permanent Employees Covered by Collective Bargaining Agreements	32.06
For Employees Not Covered by Collective Bargaining Agreements – Whether Working Conditions/ Employment Terms Are Based on Collective Bargaining Agreements	Yes

⁴³ All data in this section is analysed by comparing the performance in 2025 to the performances in the previous year (2024) 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.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

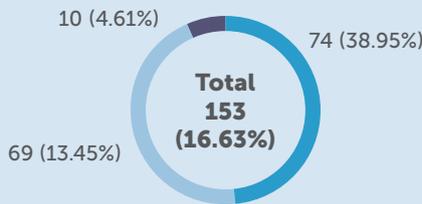
Currently, VICOM has approximately 92 employees (10%) covered by collective bargaining agreements. For employees not covered by collective bargaining agreements, VICOM determines their working conditions and terms of employment based on alignment with industry standards.

SINGAPORE	FY2019			FY2024			FY2025		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
New Employee Hires	94	37	131	113	42	155	110	43	153
Rate of New Employee Hires (%)	10.8	4.3	15.1	16.03	19.18	16.77	15.65	19.82	16.63
Employee Turnover	110	38	148	86	35	121	113	45	158
Employee Turnover Rate (%)	12.7	4.4	17.1	12.22	16.06	13.25	16.05	20.64	17.14

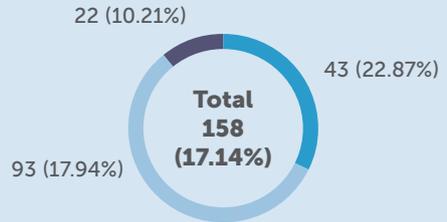
Employee Breakdown New Hires and Employee Turnover by Age Group (FY2025)



New Employee Hires/
New Employee Hire Rate (%)



Employee Turnover/
Employee Turnover Rate (%)



● <30 years ● 30-50 years ● >50 years

SASB standards, Workforce Diversity & Engagement: SV-PS-330a.2

Turnover rate for employees (%)



● Voluntary ● Involuntary

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

GRI 401-3: Parental Leave

	FY2025	
	MALE	FEMALE
Total Percentage of Employees That Were Entitled to Parental Leave (%)	100	100
Total Number of Employees That Took Parental Leave	155	42
Total Number of Employees That Returned to Work in the Reporting Period After Parental Leave Ended	155	42
Total Number of Employees That Returned to Work After Parental Leave Ended That Were Still Employed 12 Months After Their Return to Work	140	37
Return to Work Rate of Employees That Took Parental Leave (%)	100	100
Retention Rate of Employees That Took Parental Leave (%)	90.32	88.10

Region – Malaysia

MALAYSIA	FY2024			FY2025		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
New Employee Hires	2	0	2	0	1	1
New Employee Hire Rate (%)	7.41	0	5.71	0	12.50	2.86
Employee Turnover	2	0	2	0	1	1
Employee Turnover Rate (%)	7.41	0	5.71	0	12.50	2.86

MALAYSIA	FY2025			
	< 30 YEARS OLD	30 – 50 YEARS OLD	> 50 YEARS OLD	TOTAL
New Employee Hires	1	0	0	1
New Employee Hire Rate (%)	14.29	0	0	2.86
Employee Turnover	0	1	0	1
Employee Turnover Rate (%)	0	3.92	0	2.86

SASB Standards: SV-PS-330a.2

	VOLUNTARY	INVOLUNTARY
Turnover rate for employees (%)	2.86	0.00

SASB standards, Workforce Diversity & Engagement:SV-PS-330a.3

Employee Engagement (%)	83.0
-------------------------	------

Our Path Ahead

VICOM works with our parent company, CDG, using the Qualtrics system for the Employee Engagement Survey as it provides more detailed findings and recommendations. For FY2026 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.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

We enforce a zero tolerance policy against discrimination. All reported cases are thoroughly investigated and appropriate corrective and disciplinary actions are taken.

Our hiring practices are based solely on merit. We welcome employees of all ages, genders, races, nationalities and religions who possess the relevant skills and qualifications.

Diversity, Anti-Discrimination, Inclusion and Equal Opportunities



VICOM advocates workplace diversity and inclusion, recognising that diverse perspectives and experiences create a competitive advantage for the organisation. We promote fairness and respect across all operations and foster an environment that values individuals of all talents, ethnicities and cultures.



VICOM is an organisation that strongly advocates inclusion and diversity in the workplace.

Our Performance

As of FY2025, VICOM's Singapore workforce comprises of approximately 24% female employees and 76% male employees, broadly consistent with prior years and primarily driven by the operational nature of our business. In Malaysia, approximately 23% of our workforce comprises of female employees, reflecting a similar trend.

In addition, across the age groups, 56% of employees are between 30 to 50 years old, whilst 21% and 23% are aged under 30 and over 50 respectively.

We are pleased to report that we did not receive any formal complaints of discrimination in FY2025.

GRI 2-7: Singapore

2025	MALE	FEMALE	TOTAL
Permanent			
Full-Time	189	93	282
Part-Time	1	0	1
Contract			
Full-Time	511	121	632
Part-Time	2	3	5
Non-Guaranteed Hours	2	1	3
Temporary Employees	2	2	3

GRI 2-7: Malaysia

2025	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

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

SASB Standards, Activity Metrics: SV-PS-000.A

Singapore

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN 2025	FULL-TIME	PART-TIME
Temporary Employees	3	0
Contract	632	5
Permanent Employees	282	1

Malaysia

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN 2025	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 EMPLOYMENT TYPE IN 2025	MALE	FEMALE	TOTAL
Total Number of Senior Management	10	4	14
In Percentage (%)	71	29	100
Total Number of Management	29	9	38
In Percentage (%)	76	24	100
Total Number of Professionals	237	98	335
In Percentage (%)	71	29	100
Total Number of Non-Executives	427	106	533
In Percentage (%)	80	20	100
Total Employees	703	217	920
Total Employees in Percentage (%)	76	24	100

Malaysia

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN 2025	MALE	FEMALE	TOTAL
Total Number of Senior Management	0	0	0
In Percentage (%)	0	0	0
Total Number of Management	1	0	1
In Percentage (%)	100	0	100
Total Number of Professionals	4	4	8
In Percentage (%)	50	50	100
Total Number of Non-Executives	22	4	26
In Percentage (%)	85	15	100
Total Employees	27	8	35
Total Employees in Percentage (%)	77	23	100

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

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	0	3	11	14
In Percentage (%)	0	21	79	100
Total Number of Management	0	19	20	39
In Percentage (%)	0	49	51	100
Total Number of Professionals	58	201	84	343
In Percentage (%)	17	59	24	100
Total Number of Non-Executives	139	315	105	559
In Percentage (%)	25	56	19	100
Total Employees	197	538	220	955
Total Employees in Percentage (%)	21	56	23	100

GRI 405-2: Ratio of Basic Salary and Remuneration of Women to Men

Singapore

BASIC SALARY OF WOMEN TO MEN	FEMALE (IN S\$)	MALE (IN S\$)	RATIO
Senior Management	14,188	16,471	1 : 1.2
Management	7,670	8,355	1 : 1.1
Professionals	3,760	4,051	1 : 1.1
Non-Executives	2,428	1,779	1 : 0.7

GRI 406-1: Incidents of Discrimination and Corrective Actions Taken

Total Number of Incidents of Discrimination	0
---	---

GRI 2-21: Annual Total Compensation Ratio

	2025
Annual Total Compensation of Organisation's Highest Paid Individual	958,361
Median Annual Total Compensation for All Employees (Excluding the Highest-Paid Individual)	41,837
Ratio of Highest Paid: Median Value	22.9
Percentage Increase in Annual Compensation for Organisation's Highest Paid Individual	11.47%
Median Percentage Increase in Annual Compensation for All Employees (Excluding the Highest-Paid Individual)	-5.27%
Ratio of Percentage Increase in Highest Paid: Median Value	1 : -0.46

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

SASB standards, Workforce Diversity & Engagement: SV-PS-330a.1

BREAKDOWN OF PERMANENT STAFF IN SINGAPORE BY NATIONALITY GROUP	TOTAL	EXECUTIVE FY2025 (ABSOLUTE VALUE)	NON-EXECUTIVE FY2025 (ABSOLUTE VALUE)	TOTAL PERCENTAGE
Singaporean & PR	475	268	207	51.6
Indian	254	46	208	27.6
Malaysian	148	46	102	16.1
Filipino	17	15	2	1.8
Chinese	6	0	6	0.7
Others	20	12	8	2.2

SASB standards, Workforce Diversity & Engagement:SV-PS-330a.3

Employee Engagement (%)	83.0
-------------------------	------

SASB standards, Activity Metrics: SV-PS-000.B

Total Number of Employee Hours Worked	2,318,968
---------------------------------------	-----------

Our Path Ahead

For FY2026 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.



VICOM welcomes diversity and promotes inclusion and fairness by fostering camaraderie at events.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF **OUR PEOPLE, COMMUNITIES AND THE SOCIETY**

Human and Labour Rights



VICOM recognises the importance of safeguarding fundamental human and labour rights across our value chain. We ensure strict compliance with all relevant laws and regulations and treat these rights as core ethical principles.

We maintain a zero tolerance policy toward any violation of human and labour rights within our organisation and throughout our supply chain. Full compliance with applicable labour laws and policies is expected of VICOM, our partners and our suppliers.

Upholding local labour rights practices set by the National Transport Workers' Union and the Tripartite Alliance for Fair and Progressive Employment Practices, VICOM conducts annual internal audits of procedures. We also adhere to all Ministry of Manpower labour policies to prevent labour exploitation and to ensure fair treatment of all employees.



In line with the precautionary principle, VICOM applies our Risk Management Framework to identify and manage human and labour rights risks across our operations. Further details on the Risk Management Framework are provided on pages 56 – 62 of the Annual Report 2025.

Promoting transparency, all policies and guidelines related to human and labour rights are accessible to employees via the corporate intranet. For VICOM's Human Rights Policy, please refer to Annex A.

Our Performance

In FY2025, no young workers were exposed to occupational hazards, and no operations were found to carry significant risks associated with child labour. VICOM's zero cases of violations and non-compliance with regulations were also maintained throughout the year.

Our Path Ahead

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.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY



Public Health and Safety
 Remaining committed to safeguarding public health, safety, and well-being.



As a trusted leader in testing and inspection services, we partner with customers to advance safety and sustainability. We work to ensure that the way people live, work and play remains safe and sustainable. Our services detect product non-compliance early and enable timely corrective actions to reduce risks to the public.

With over 500,000 vehicles inspected annually, maintaining a strong safety track record for VICOM is central to building customer trust and supporting healthier communities.

VICOM recognises the inherent risks in our operations and applies robust risk management and control procedures to mitigate hazards effectively. We uphold the highest safety standards by continuously reviewing and enhancing our testing and inspection protocols, with public health and safety as a priority. Across our premises, we implement clear safety measures and prominent warning signage to alert individuals to potential hazards and restricted areas, safeguarding customers and employees.

Our Initiatives

In 2025, we have partnered with leading government agencies and organisations to deliver comprehensive solutions that help uphold the safety of communities and enhance their quality of life.

On the roads, we continue to advance safety through Ground Penetrating Radar (“GPR”) scanning, detecting ground anomalies that could pose risks to drivers and pedestrians. These efforts underscore our proactive approach to mitigating hazards and safeguarding public spaces.

SETSCO was recognised as a key contributor to the Singapore Civil Defence Force’s (“SCDF”) TruCertS: A Blockchain-based Platform for Fire Safety Products project, which is aimed at transforming the certification of fire safety products in Singapore and strengthening trust and regulatory compliance. The project was awarded the Pro-Enterprise Impact & Partnership Award at the PEP-SBF Awards 2025.

Through this collaboration, SETSCO’s commitment to supporting regulatory innovation and advancing technologies that enhance public safety and health was reinforced. The strong partnership with SCDF demonstrated SETSCO’s ongoing role in enabling solutions that contribute to national safety outcomes in collaboration with government bodies.

SETSCO was also featured in Channel NewsAsia’s (“CNA”) Talking Point Series that highlighted our trusted testing capabilities. We were featured in an episode aimed at understanding the nutritional differences between the various types of eggs. By providing science and evidence-based results we helped viewers make more informed choices about their diet and overall wellbeing.

These initiatives reinforce VICOM’s vital role in creating safer environments, promoting healthier lifestyles and safeguarding the well-being of communities today and into the future.

Our Performance

In FY2025, VICOM achieved zero incidents of non-compliance with regulations regarding public health and safety.

Our Path Ahead

In FY2026 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 our testing services.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY

ENABLING BROADER SUSTAINABILITY

As a leading testing and inspection provider in Singapore, VICOM identifies non-compliance through our testing, inspection, and certification services. We are committed to public health and safety, mitigating risks before they escalate and cause serious harm.

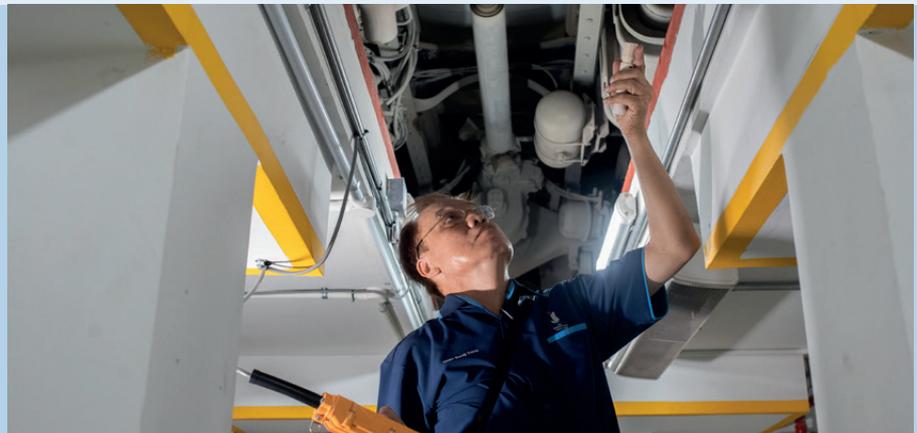


ENSURING ROAD SAFETY

To lower the likelihood of vehicle accidents on roads, VICOM performs various vehicular checks, such as brake, visibility tests, and under carriage checks.

VICOM's vehicle inspection services are aligned with regulatory requirements and national road

Compulsory brake inspection at VICOM to ensure vehicles' roadworthiness.



The under carriage test ensures that the brakes, exhaust, suspension, and steering system are functioning properly.



safety standards, and advanced testing and digital systems are used to enhance consistency.

In this manner, VICOM plays a critical role in enhancing road safety, protecting drivers, passengers and pedestrians.



SAFEGUARDING LIVES IN EMERGENCIES

Through humidity and temperature testing of exit signs, SETSCO ensures that critical safety equipment remains functional during emergencies, reducing risks to occupants and reinforcing a safe and resilient built environment.



SETSCO employee conducting humidity and temperature testing on exit signs to ensure proper functioning during emergencies.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY



To ensure water safety, SETSCO carries out sampling and testing of water.



KEEPING OUR FOOD AND WATER SAFE

From supporting the PUB with site inspections, sampling and laboratory services to ensure clean and safe waters within Singapore’s Eastern catchment area, to assisting with the Health Promotion Board (“HPB”) on testing of food products meant for public consumption, to ensure that the nutritional composition is accordance with the HPB’s policies and programmes such as the Nutri-Grade and Healthier Choice Symbol.

Through our expertise, we help safeguard essential resources and products, ensuring they meet the highest health and safety standards.



Our trained employee performing Total Organic Carbon analysis to determine water quality.



SUPPORTING PERSONAL WELLNESS

Recognising the growing importance of personal wellness, testing protocols was developed by SETSCO for wearable fitness and wellness devices, including rough handling and performance tests for functions such as sleep tracking, step count, moderate-to-vigorous physical activity (“MVPA”), blood oximetry, and heart rate variability (“HRV”). Our expertise in this space was affirmed when we secured a tender for Wearables Testing, Inspection and Consulting Services for a three-plus-two-year arrangement.



SETSCO provides testing of personal wellness wearables.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF

OUR 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.



VICOM's new chatbot, Ask Sara, which assists customers with inquiries.

Delivering quality and reliable service begins with strong customer relationships and regular engagement. We use multiple channels to gather feedback, identify improvements and uphold high standards.

Customers can reach us through the website ChatBot, phone or email. The website provides comprehensive FAQs and displays approximate waiting times for each inspection centre to support flexible appointment scheduling.

To enhance efficiency, VICOM offers an online pre-payment system for vehicle inspections. Inspection results are delivered digitally via SMS or can be viewed on the OneMotoring website, replacing the need for paper certificates. Test certificates are only printed upon customer requests. Our digitalisation efforts have also seen a reported decrease in the use of paper products in our services, advancing VICOM's environmental stewardship. We continue to innovate with new digital features such as virtual workflow approvals, multi-site requests, and compliance audits, streamlining processes for our customers.

Clients may submit feedback through an online form, which is promptly routed to the relevant departments for review and action. SETSCO conducts an annual Customer Satisfaction Survey to assess service performance and drive continuous improvement.

VICOM utilises AI-driven solutions to enhance the customer experience at inspection centres by providing near real-time updates on vehicle queue conditions. Using live CCTV footage, the YOLO Ultralytics model will detect and count vehicles within predefined zones of interest. By refreshing vehicle count every minute, we are able to provide accurate and timely queue information to customers. This data is displayed on the VICOM website through a simple traffic light indicator system (Red, Yellow, or Green) enabling motorists to view queue conditions before visiting the inspection centres, decreasing their wait times. The traffic light queue status feature has been integrated into the new VICOM website for customers' ease of use. These initiatives reflect our commitment to quality, reliable and customer-centric service that builds trust and delivers value.

Our Performance

The continued improvement in SETSCO's Customer Satisfaction Survey, which reached 92.5% in 2025, up from 91.0% in 2024 and surpassing the established target of 85.0%, was attributed to coordinated efforts aimed at strengthening service quality and enhancing the overall customer experience.

Our Path Ahead

For FY2026 and beyond, VICOM aims to improve our service quality and customer relationship through new and existing initiatives and practices.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF
OUR PEOPLE, COMMUNITIES AND THE SOCIETY



VICOM celebrates Mid-Autumn Festival with elderly residents at THK Indus Moral Care.



Local Impact and Economic Contribution

Striving to create lasting, positive impact for people, communities, and societies, while inspiring a collective movement toward a better future.

VICOM recognises that sustainability and commercial success depend on a thriving community. We give back through meaningful social responsibility initiatives. Over the past year, we participated in a range of CSR programmes and charitable efforts, reaffirming our support for those in need. Consistent with our 2024 focus, we continue to prioritise support for the elderly and individuals with terminal illnesses, keeping care and compassion at the core of our community engagement.

During FY2025, none of our operations were subject to formal local community engagement initiatives, impact assessments, or development programmes. This was due to the nature of our activities, which comprise vehicle inspection and laboratory testing services conducted within controlled indoor facilities located in light industrial areas. These operations involve transient customer traffic, limited permitted air-discharge activities, and minimal interaction with surrounding residential communities. As a result, no structured community consultations or formal impact assessments were undertaken.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF **OUR PEOPLE, COMMUNITIES AND THE SOCIETY**

Although formal community-engagement processes were not implemented, responsibilities to surrounding communities continued to be upheld. Minimal to no negative environmental or social impacts were observed during the period, and any feedback received was managed through permitted controls, mitigation measures, and regulator guidance.

A consolidated assessment of significant actual or potential negative impacts on local communities was not maintained during the period, and the number and location of such operations cannot therefore be reported. Given the nature of our operations and existing environmental controls, no regulatory enforcement actions related to community impacts were issued during the reporting period.

Our Initiatives

2025 marked the twenty-fifth anniversary of our "Care & Share" programme, an internal ground-up initiative backed by management and driven by our employees to support charitable organisations while fostering collaboration amongst our people. The committee and volunteers under the programme wholeheartedly persist in aiding those who are less fortunate.

For the fourth time, our staff participated in the FairPrice Group Walk For Health@South East, the South East Community Development Council's signature initiative aimed at providing financial aid to lower income families. The campaign turns every kilometre walked or run into direct support for the community, with FairPrice Foundation donating \$1 worth of supermarket vouchers to vulnerable residents for each kilometre clocked. Our team of 31 staff from VICOM and SETSCO walked approximately

3.3km from SETSCO Services HQ at Bukit Batok to Jurong East MRT, supporting up to 1,000 vulnerable residents in the South East District with a total of \$118 worth of supermarket vouchers.

In collaboration with Thye Hua Kwan Indus Moral Care, VICOM and SETSCO brought festive cheer to 50 elderly beneficiaries at THK Indus Moral Care Home through joyful celebrations. To usher in the Chinese New Year, we organised a vibrant celebration complete with a festive dinner, traditional lohei for prosperity and engaging activities such as a bingo game. CEOs from VICOM and SETSCO, alongside our volunteers, personally distributed grocery gift packs to each beneficiary, sharing smiles and meaningful moments along the way. To make the occasion even more special, cash angbao giveaways were also presented to beneficiaries. During the Mid-Autumn festival, our team came together to host a warm and lively gathering, sharing a delicious dinner with elderly residents and creating cherished moments of togetherness and celebration.

Our Performance

In FY2025, a total of S\$101,930 was donated through VICOM's signature Care and Share programme, and over 405 hours of staff volunteerism were contributed, reflecting an increase of at least 30% in volunteering hours. This year's beneficiaries of the programme were supported organisations that include, but are not limited to, Willing Hearts, HCA Hospice and THK Indus Moral Care.

Our Path Ahead

VICOM aims to sustain and expand our CSR efforts over the long term. We aim to deepen partnerships with organisations such as HCA Hospice Care, Willing Hearts, and Thye Hua Kwan Indus Moral Care continuing to create meaningful impact in communities we serve for years to come.



Our employees serving residents at THK Indus Moral Care, demonstrating our dedication in supporting the elderly.

SAFEGUARDING THE HEALTH, WELLBEING AND SAFETY OF OUR PEOPLE, COMMUNITIES AND THE SOCIETY



OUR LONGSTANDING RELATIONSHIP WITH HCA HOSPICE CARE

In 2025, we proudly marked our twelfth year of continued support for HCA Hospice ("HCA"), Singapore's largest home hospice care provider. On 19th October 2025, 66 staff members from VICOM and SETSCO participated in the 6km HCA Walkathon and Fundraising campaign at Marina Barrage, collectively raising \$7,470 for terminally ill patients. An additional \$60,000 was donated as part of SG60 celebrations. VICOM employees continued their bi-monthly volunteering at HCA Kang Le Day Hospice in Marsiling, engaging patients through meal service, interactive games, and lively sing-alongs, bringing comfort, joy, and meaningful connections that create lasting memories. Moreover, VICOM has provided free inspections for HCA's fleet of vans for the fifth consecutive year, ensuring safe and reliable transportation for their essential services.



VICOM donated \$60,000 to HCA as part of its SG60 celebrations.



VICOM and SETSCO employees at HCA Charity Walkathon to raise money for the terminally ill.

Area of Impact:

Inclusion and Equal Opportunities | Local Impact and Economic Contribution