



**SUSTAINABILITY REPORT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021**

Co. Reg. No. 201531866K

*This sustainability report has been prepared by Secura Group Limited (the “**Company**”) and has been reviewed by the Company’s sponsor, United Overseas Bank Limited (the “**Sponsor**”), for compliance with Rules 226(2)(b) and 753(2) of the Singapore Exchange Securities Trading Limited SGX-ST (the “**SGX-ST**”) Listing Manual Section B: Rules of Catalist.*

This sustainability report has not been examined or approved by the SGX-ST. The SGX-ST assumes no responsibility for the contents of this sustainability report, including the correctness of any of the statements or opinions made or reports contained in this sustainability report.

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About this Sustainability Report

We are pleased to present the annual sustainability report of Secura Group Limited (the “**Company**” or “**Secura**”, and together with our subsidiaries, the “**Group**”), for the financial year ended 31 December 2021 (“**FY2021**”).

This report was prepared (i) in compliance with Rule 711A and 711B of the SGX-ST Listing Manual Section B: Rules of Catalyst, and (ii) with reference to the Global Reporting Initiative (“**GRI**”) Standards: Core Option. We have adopted the GRI reporting framework as it offers an internationally recognised benchmark for disclosure across a comprehensive range of sustainability related topics.

The scope of the policies and data covered in this report pertains to operations in Singapore only, where we are headquartered in and where are main operating subsidiaries are located.

In defining our reporting content, we have referred to GRI’s principles for defining report content by considering the Group’s activities, impact and substantive expectations and interests of our stakeholders. We observed a total of 4 principles, including stakeholder inclusiveness, sustainability context, materiality and completeness. For reporting quality, we observed principles of balance, comparability, accuracy, timeliness, clarity and reliability.

We applied a standardized approach to data collection and analysis across all our operations, and ensure data is monitored and verified for accuracy internally before circulation. We have not sought external assurance for this report. The environmental, social and governance data and information provided for the purpose of this report have not been verified by an independent third party.

In our continuous efforts to ensure and improve our sustainability journey, we welcome your views and feedback at info@securagroup.com.sg.

Board Statement

The board of directors of the Company (the “**Board**”) and the management (the “**Management**”) presents our FY2021 sustainability report and update on our continued efforts and commitment in achieving our sustainability objectives.

The Board and the Management subscribe to sustainability efforts and take a long-term view in all areas of environmental, social and governance (“**ESG**”) practices in our continuous pursuit to achieve high economic value for all our stakeholders.

We have reviewed the key material ESG factors with all our business units and have determined that these material factors remain relevant. We will continue with our efforts to integrate technology applications in our business operations to optimize resources.

With the COVID-19 pandemic into its second year and given the more transmissible variant, the Group maintained its focus in keeping our workers’ health and safety of utmost importance. We incentivised our staff to be fully vaccinated, provided regular supply of surgical masks and antigen rapid test kits to monitor their health conditions given that most are essential service workers, who are more susceptible and exposed to the virus in their work environment. Other than remote surveillance as a service, we have also issued wearable cameras to most of our officers to allow them to execute their jobs with greater confidence and deter unwarranted social abuses. We are advocates of technology adoption to improve work performance.

With impact on climate change high on the agenda on sustainability management, our next directive is in adopting solar energy applications to power our facilities. While our energy consumption is not unduly high, there is need to minimise our carbon emission footprints.

Our sustainability efforts are led by the Chief Executive Officer (“**CEO**”) and the heads of each business unit. The Board reviews and determines the relevance of the material ESG factors of the Group, oversees the management and monitoring of these factors and takes sustainability issues into consideration in the determination of the Group’s strategic direction and policies.

This is our fifth sustainability report and we have included comparative data with previous year’s report.

The Company will continue to seek out new initiatives to work towards including sustainability efforts in the conduct of our businesses.

Organisation Profile

Secura was listed on the Catalist Board of the SGX-ST on 28 January 2016 through a merger of the Secura group of companies and the Soverus group of companies.

The Secura group of companies has been providing security printing services of value documents with anti-counterfeit features since 1976, and owns one of the largest cheque printing businesses in Singapore. With operations in Singapore, Bangladesh and Taiwan, its range of value documents include bank cheques and passbooks, cash vouchers, educational certificates, marriage certificates, statement mailers, prepaid recharge vouchers and machine-readable betting slips and examination answer sheets, amongst others.

The Soverus group of companies provides security services including security guarding, security systems integration, cybersecurity, homeland security and security consultancy services. As a premium security agency in Singapore, the group provides unarmed manned security guarding services, as well as operates a state-of-the-art 24-hour command centre with remote CCTV surveillance and video analytics for round-the-clock monitoring of premises.

The Group moved into the skills training arena in 2017, and incorporated Secura Training Academy Pte Ltd ("**STAPL**"), which was certified as a Public Approved Training Organisation, and offers training modules for security and service tracks.

Secura also holds a 19% interest in Custodio Technologies Pte Ltd ("**Custodio Technologies**"), a subsidiary of Israel Aerospace Industries Ltd. The main business of Custodio Technologies is in research and development of new cybersecurity solutions and capabilities with a focus on cyber early warning technology.

The Group is headquartered at 38 Alexandra Terrace, Singapore 119932 and operates from 2 other locations in Singapore – Pioneer Road North and Buroh Street factories for its printing operations. Through its security printing division, it also has associates operating in Taipei, Taiwan and Dhaka, Bangladesh.

As at the end of FY2021, the Group has 15 subsidiaries, joint ventures and associates, comprising 12 local entities employing a total of 915 staff in Singapore.

The Group has a diversified customer base comprising more than 800 customers in various industries, including multinational corporations, financial institutions, government agencies and small and medium size enterprises.

The Group also represents itself in the industry's associations, with 3 of its subsidiaries holding membership in the Security Association Singapore and the Association of Certified Security Agencies. The Group's Managing Director (Security Guarding) is also the Vice President (Systems) of the Security Association Singapore. The Company and some of its subsidiaries also subscribe to membership in the Association of Small and Medium Enterprises.

Precautionary Principle

For our printing division, we ensure that raw materials supplies, in particular paper, materials, are secured from internationally approved sustainable sources. The sources of paper materials are either FSC (Forest Stewardship Council) or PEFC (Programme for the Endorsement of Forest Certification) certified.

Given the Group's current scale of operations, we have not undertaken any measures to address potential environment impacts. However, we do observe recycling procedures and ensure the appropriate disposal of industrial waste according to approved guidelines from the National Environmental Agency.

Our Mission and Core Values

The Company is committed to be the most trustworthy and reliable security service provider. Our focus on quality and customer service takes first priority in our business management to provide customer satisfaction and long term sustainability.

Hosting a broad spectrum of integrated security solutions and services, our mission is to empower people with the right expertise and technologies to make the world a safe place.

- **Committed To Serve**
= to be accountable for the task at hand and demonstrate dedication to excellence
- **Integrity First**
= to communicate honestly and directly, making decisions that are fair and ethical
- **Respect For All**
= ensuring any personnel is respected regardless of diverse backgrounds and experiences
- **Positive Discipline**
= to inculcate good behaviors within guided rules of the various industry practices
- **Progressive Mindset**
= to keep an open mind that is always curious and seeking continuous learning

For our employees, we are committed to enabling personal growth through continuous training, cross-job opportunities and skills upgrading.

For our clients, we are committed to excellence in services to safeguard their assets effectively, enabling them to achieve economic success.

For the general public, this means that they will always be in safe hands regardless of work, life or play.

Corporate Social Responsibility

The Group is committed to corporate social responsibility and subscribes to building strong and sustainable businesses that mutually benefit all stakeholders, in particular, the well-being of our employees and our community at large. With the pandemic situation into its second year, the mental welfare of our employees takes priority. Over the past year, many of our foreign employees had resigned and returned home to their family. For those who remained, we try to defray the escalating cost of living through securing local housing on their behalf; at the same time balancing their work deployment, hence improved earnings, within permitted working hour arrangements. The minimised disruption in daily commuting to work sites successfully reduced the interruption to the attendance and punctuality of our workforce and we achieved the lowest liquidation damages of just below 1% of revenue for FY2021.

Commitment to our Bursary Programme

We maintained our bi-annual bursaries awards to the children of our security officers and continue to encourage our officers to secure education for their next generation. Since FY2012, we have awarded bursaries amounting to over S\$245,000 to children of our employees, benefiting students from primary to tertiary levels. In FY2021, we gave out bursaries to the children of 153 security officers (FY2020: 132). This resonates with our belief in nurturing the future generation for an improved livelihood.

Supporting our Staff

We provide insurance coverage and extend various telecommunications, medical and dental benefits to all our staff. We also encourage our security officers to become members of National Trade Union Congress (NTUC) and sponsor their subscription fees which amount to approximately S\$16,000 per annum. We trust that this will provide the extended insurance coverage in the event of any mishap and we have confidence that collectively, our staff are better protected and supported being part of the NTUC.

Recycling Laptops Program

We initiated a program to recycle used laptops to be distributed to needy families. This entails replacing the laptops which have been used for more than 3 years for our staffs to improve their work efficiency. The used laptops are then reformatted for data erasure before being reassembled for recycling. However, due to the shortfall of computer chips and hence the limitations in replacement rate, we had to push back this recycling program to the financial year ending 31 December 2022 (“FY2022”). We were also constrained by the number of technicians we can deploy for the refurbishing process. We have since identified a tertiary institution who has the capability to assess, strip and assemble these used laptops for recycling and distributing to their students. The recycling exercise is expected to roll out by the second quarter of FY2022.

Approach to Sustainability

Our mission is to be the leading security solutions provider in our community and our focus is to deliver customer satisfaction within the framework for managing and balancing economic, environmental, the social and governance issues. Our Management pivoted our sustainability efforts and provided the strategy and directive to the various business units including finance, human resources, procurement and quality, who together make up the working team for sustainability practices on a day-to-day basis.

We entered 2021, the second year of the COVID-19 pandemic, with increasing confidence as the vaccination programs rolled out in Singapore. The economy was recovering although there were frequent disruptions on business activities due to the challenges from the Delta and Omicron variants. All employees were encouraged to be fully vaccinated and we were forced to stand down officers who chose not to be vaccinated given their susceptibility to the viruses in high footfall work environments. We are thankful that none of our employees or their immediate family members had succumbed to the COVID-19 virus. Our practice of frequent self-testing for early detection provided safety to the workplace and deterred the spread of the virus. This is not without economic costs but our priority on staff health and wellness is paramount. We believe the well-being of our workforce will develop the long-term sustainability of our businesses.

Managing environmental and social issues is an integral part of our business model and there had been growing challenges for both issues amidst the pandemic and escalating energy costs. There is an urgent need to step up efforts in containing global warming and we are studying green energy applications and target to install solar panels on our buildings in the near future so as to generate renewable energy and to operate more sustainably. On the social aspects, we are investing in more training programs for our employees to help them succeed in their roles in order to scale growth. This is in addition to our efforts in maintaining strong labor relations and employee engagement, to ensure excellent delivery of our security services and solutions.

We value relationships with our clients and stakeholders, and had focused on fostering solid ties with prime customers to deliver quality service levels to meet their needs. It is our belief that in the long term, these efforts will be reflected in our economic performance.

Our Stakeholders

Our stakeholders are groups that have an impact, or have the potential to be impacted by our business. As part of the materiality assessment process, the Group has identified 5 key stakeholder groups to engage with, based on their level of influence and interest.

Stakeholders	How we engage	Key topics raised
Investors	<ul style="list-style-type: none"> ▪ Annual general meetings ▪ Half year and full year results announcements ▪ Ad-hoc announcements 	<ul style="list-style-type: none"> ▪ Corporate governance ▪ Financial performance ▪ Business outlook
Employees	<ul style="list-style-type: none"> ▪ Induction and annual training program ▪ Annual performance review ▪ Annual workplace health checkup activities ▪ Feedback channels 	<ul style="list-style-type: none"> ▪ Staff welfare ▪ Training and development needs ▪ Safe working environment ▪ Work-life balance ▪ Career advancement
Customers	<ul style="list-style-type: none"> ▪ Monthly customer satisfaction survey following completion of services ▪ Weekly/ monthly/ quarterly online customer meetings 	<ul style="list-style-type: none"> ▪ Quality service and security measures ▪ Price of products and services ▪ Future needs and requirements
Business partners	<ul style="list-style-type: none"> ▪ Non-disclosure agreements between parties ▪ Annual business meetings ▪ Online conferences when there are major developments in the respective industries 	<ul style="list-style-type: none"> ▪ Meeting of sales targets ▪ Review on financial performance and business outlook ▪ Supply chain quality
Associations and unions	<ul style="list-style-type: none"> ▪ Regular online meetings ▪ Collective agreements with Union of Security Employees (USE) and Singapore Industrial and Services Employees' Union (SISEU) 	<ul style="list-style-type: none"> ▪ Update on industry and business trends ▪ Review of industry skill sets

In our engagement with the various stakeholder groups, we obtain their feedback and where appropriate, integrate these into our work plan and actions.

Material Economic, Environmental, Social and Governance Factors

Our sustainability committee (“**Sustainability Committee**”) comprises our CEO, Chief Financial Officer, Managing Director and General Manager (Security Guarding), General Manager (Security Technologies), Operations Manager of Security Printing, Financial Controller and Group Human Resource Manager. We review our business strategy and model based on inputs from various stakeholders and had adopted the following material ESG factors. In arriving at material ESG factors, the Sustainability Committee was guided by the GRI standards and had focused on issues that are of significance to the Group’s economic, environmental and social impact, and had substantive influence on the assessments and decisions of stakeholders. With minimal changes in our business nature and the business environment, we concluded that the material factors disclosed in our sustainability report in the previous year remain relevant. We have also assessed the boundary of the various material ESG topics, i.e. where the impacts of these factors occur, to be the entities within our Group.

A) Economic Performance

The Group places priority on the interests of our shareholders and key stakeholders. We believe in providing timely and comprehensive information on our financial performance and seek to keep our shareholders and key stakeholders updated on the Group’s strategic direction and business operations. We are committed to maximizing shareholders’ value and will continue to drive operational and financial improvements.

FY2021 saw the Group navigating through the COVID-19 pandemic, adapting and transiting every challenge to create a favorable outcome out of every situation. We secured a record S\$64.0 million in contracted service value in the year as we set our focus on pursuing long-tenure guarding projects that place a higher premium on quality. This is in spite of our aggressive adoption of technology such as virtual patrol and robotics to displace some of our manpower count; more importantly, we are also applying technology in managing manpower issues such as monitoring performance, deployment and overtime.

These implemented systems which leave a digital trail will also keep check on compliance with regulatory requirements and manpower guidelines, thereby safeguarding our business and our workforce from breaching regulations. We formulated pay structures which will ensure there is work-life balance for officers such that they receive a higher gross pay with reasonable working hours.

For more details, please refer to the Company’s annual report for FY2021 (“**Annual Report FY2021**”).

B) Governance

The Board is committed to achieving and maintaining high standards of corporate governance in order to safeguard the interests of shareholders of the Company. Please refer to the Corporate Governance Report set out in our Annual Report FY2021 for further details.

The Board and the Management will continue to ensure that we uphold the highest level of conduct and ethical standards. To that end, we have established policies and practices in line with internal controls objectives in areas such as conflicts of interests, whistle blowing and fraud, and insider trading.

a. Conflicts of Interests Policy

The Group has set guidelines for staff to identify and avoid conflicts of interests between themselves and the Company. All of our Management personnel and executive staff are required to provide annual declarations on any conflicts of interests.

b. Insider Trading Policy

The Group adopts a “Code of Best Practices on Securities Transactions by Officers of the Company”. Officers are reminded not to trade in the Company’s shares directly or indirectly during the “black-out” periods prior to the announcement of the half year and full year financial results and/or when they come into possession of information not yet made available to the general public.

c. Fraud and Whistleblowing Policy

The Group is committed to high ethical standards in honesty and accountability in its conduct of business. As part of our whistleblowing policies and procedures, any employee may in confidence, raise concerns about possible improprieties and file complaints directly with the Company’s Audit Committee.

In FY2021, there have been no fraud or whistleblowing cases escalated to the Audit Committee (FY2020: Nil) and the Group expects to maintain this record for FY2022.

d. Data Privacy

In the course of our daily operations, the entities within the Group may gain possession of personal data from customers as well as employees. The Group is mindful of the risk of data leakage and mitigates this risk by adopting the Personal Data Protection Act (“**PDPA**”) policy which sets guidelines and procedures on data handling, use and compliance.

Customers’ data are encrypted and stored in secured databases with protection against IT security threats. Vulnerability assessments are conducted quarterly and penetration tests are performed annually to ensure that our network and security systems remain robust and are in compliance with industrial security requirements.

As a service provider to the financial industry, our printing segment has been examined for its suitability of the design and operating effectiveness of controls to meet the control objectives set forth in the Association of Banks in Singapore’s (“**ABS**”) “ABS Guidelines on Control Objectives & Procedures for Outsourced Service Providers” since 2016. The audit review for FY2021 was conducted by RSM Chio Lim and there have been no substantiated complaints or any breaches or losses of customer data in FY2021 (FY2020: Nil). We expect to maintain the same standard of operating effectiveness of controls for FY2022.

The Group’s Chief Data Protection Officer manages compliance matters for the guarding and training units with the main objective of ensuring the data of visitors to our protected sites and trainees’ data records for our training division are adequately secured. Key staffs in each department are also trained in PDPA courses to reinforce the discipline of observing privacy.

Our security policies and procedures are disseminated to all employees with security awareness training conducted annually. Managers are in constant engagement with staff to ensure that the Group’s PDPA policy is adhered to and practiced. For FY2021, the Group has not received any complaints concerning breaches of customer privacy and there were no identified leaks, thefts or losses of customer data (FY2020: Nil). We will work towards no complaints concerning breaches of customer privacy, identified leaks, thefts or losses of customer data for FY2022.

The Group will continuously review and update our PDPA policy in accordance with new guidelines issued by the Personal Data Protection Commission from time to time.

C) Regulatory Compliance

STAPL, the training business of the Group, was suspended from funding schemes administered by the SkillsFuture Singapore Agency (“**SSG**”) pursuant to the SkillsConnect General Terms and Conditions for a 12-month period from 18 August 2020. The suspension was uplifted on 18 August 2021 and training courses resumed accordingly.

Apart from the above incident and to the best of our knowledge, the Group has not identified any incidence of non-compliance with laws and/or regulations in its activities relating to social and economic areas during FY2021 (FY2020:1). We will remain vigilant in observing laws and regulations at all times and ensure there is no incident of non-compliance with laws and/or regulations in its activities relating to social and economic areas for FY2022.

D) Environment

Our printing division has been operating for more than 45 years in Singapore. It is the Company's policy to establish long term relationships with credible suppliers and approved sources, in particular, our paper material supplies are from either FSC or PEFC certified paper mills.

Through our annual quality management system audits, we constantly monitor material waste against consumption and have achieved 1.2% (target set at not more than 1.5%) for additional waste materials used for FY2021 (FY2020: 0.9%). Our higher waste material rate for FY2021 was in part due to staff turnover as many trained foreign operators chose to return to their home country. We will step up training for staff deployed for printing operations and strive to achieve a lower rate of material waste for FY2022 (target set at not more than 1.5%).

All our paper material wastes are collected by OSPAR (Outsourced Service Provider Audit Report) approved recycling vendors for further processing for recycled pulp. OSPAR is a report that complies with the ABS Guidelines on Control Objectives and Procedures for Outsourced Service Providers.

In addition, we have taken measures to reduce energy wastage through regular maintenance of machinery and equipment in order to reduce electricity consumption and lower the environmental impact of our business operations. With the scale back in operations and work from home arrangements, we have reduced our utilities consumption in FY2021 by 6.0% compared to FY2020 (FY2020: reduce by 12.3% from FY2019). We will strive to further reduce utilities consumption in FY2022 (target set at 5.0% or more) in our pursuit of a more sustainable future.

E) Social

Our guarding and printing businesses employ more than 800 staff who are considered low-wage workers in their respective sector. We support our national Tripartite Committee's effort in the adoption of the Progressive Wage Model (PWM) to increase wages of workers through skills upgrading and improved productivity. Typical of the national workers' profile for this segment, we champion the employment of senior workers beyond the re-employment age of 67.

Our printing division had raised the retirement and re-employment ages by 3 years. As at the end of FY2021, we have 10 staff members (FY2020: 9) who have been employed with the Group for more than 40 years with the most senior staff being over 70 years of age. It is testimony of mutual sustainability of our organization and our staff.

Employment

The Group hires employees from diverse backgrounds across its spectrum of businesses. We have established policies and practices as laid down in collective agreements and our corporate handbook to ensure transparency and fairness for staff. The benefits for full-time employees, including government regulated leave and workplace insurance policies, are also set out in these collective agreements. As at the end of FY2021, approximately 15% (FY2020: 25%) of our employees are union members.

Our employee profile is largely based on our security guarding and security printing businesses. Due to the nature of these businesses, our employees are predominantly male. As at the end of FY2021, we had a total of 915 local employees comprising 686 male staff and 229 female staff in the ratio of 75:25 (FY2020: 73:27). The comparative figures are further detailed in the table below. We do not experience any significant seasonal variations in our employee profile.

	FY2021			FY2020		
	Male	Female	Total	Male	Female	Total
Number of Permanent Employees	508	184	692	416	182	598
Number of Temporary Employees	178	45	223	149	28	177
Total Employees	686	229	915	565	210	775

In attestation of our support of the Tripartite Guidelines on the Re-employment of Older Employees, we have in our employment 226 staff or 25% of the work force who are above the statutory retirement age as at end of FY2021 (FY2020: 178 staff or 23%). We will continue to offer re-employment to staff who qualify for the re-employment criteria under the Tripartite Guidelines.

a. Occupational Health and Safety

Our employees' health and safety at the workplace is one of our top priorities, and we seek to achieve a zero accident workplace. For FY2021, we had 5 incidents (FY2020: Nil) mostly involving slips and falls at workplace with loss of less than 5 work days per incident. The Group is committed to reducing safety and health risks through effective risk management. We have implemented an occupational health and safety management system, informed operations staff to observe personal safety and maintain good body balancing and reminded all staff to practice good housekeeping, select proper footwear at the workplace and to adjust their walking pace suitable to the flooring surface.

Our commitment to workplace safety and health management ensures that we comply with relevant legislation (the Workplace Safety and Healthy Act) and standards. Our local entities have achieved the BizSAFE Level 3 certification and above awarded by the Workplace Safety and Health Council. BizSAFE is a programme tailored to assist enterprises, especially small and medium enterprises, in building up their workplace safety and health capabilities. It provides a five-level approach to help enterprises progress towards workplace safety and health management system capabilities. In order to obtain BizSAFE Level 3, the enterprise must implement a risk management plan and the enterprise must engage a workplace safety and health auditor approved by the Ministry of Manpower to assess the implementation of risk management in the enterprise.

The Group is committed to an integrated approach to managing safety, health and well-being in the workplace. Every employee is expected to observe safety policies and practices, use the safety equipment supplied to them and practice safety at all times. We provide attire suitable for the work environment – uniforms and safety shoes, surgical mask and gloves, ear plugs and goggles, caps and coats for outdoor workers against weather elements. All staff undergo job-related training before being deployed on the job to ensure health and safety concerns are adequately addressed. We have also provided safe environment guidelines for the workplace incorporating the relevant COVID-19 management measures.

Due to the nature of our operations, safety training courses or programmes for our employees are also important. Employees regularly undergo on-the-job training and safety induction courses conducted by the respective supervisors in different departments to ensure that our employees are apprised of the most up-to-date safety measures and policies so as to minimise safety breaches.

Our safety committee, our Operations Managers and working committee formed by representatives from all departments conducts meetings on a quarterly basis to raise issues on work environment and address non-compliance. The information is then disseminated to reinforce safety awareness and introduce/reinforce appropriate actions where necessary.

The Group provides health and term-life insurance cover for all its employees. We also conduct health-screenings on premise on an annual basis to allow staff easy access to update and upkeep their health conditions.

At Secura, we are committed to championing a healthy lifestyle for our employees, whom we view as our most valued asset.

Against all precautionary and guided measures for workplace safety, we have had no major incidents (i.e. no hospitalization of employee of more than one week) in FY2021 as well as FY2020. We will work towards zero incident targets for FY2022.

b. Training

The Group believes in the continued training and development of our staff. We invest in our employees, in particular, the security guarding segment, to allow career progression and for our employees to “climb the wage ladder” with training and improvements in productivity.

For executive staff, the Company also identifies and sends them for related seminars, workshops and training courses.

In FY2021, our annual training hours stood at 3,505 hours (FY2020: 1,530 hours) for operational staff and 206 hours (FY2020: 932 hours) for executive staff. The reduced training hours for executive staff in FY2021 was mainly due to the availability of courses during the COVID-19 pandemic and restrictions due to safe-distancing practices.

For FY2022, the Group will continue to step up the training of its security officers to allow their progression in ranks. We expect the training hours to equal or exceed that of the preceding year.

The training programs include the following modules:

a)	Basic First Aid CPR AED Course
b)	Conduct Security Screening of Person and Bag
c)	Conduct Operation Briefing and Debriefing
d)	Contribute to the Management of Security Incidents
e)	Handle Security Incidents & Services
f)	Induct Security Personnel
g)	Managing Disorderly Conduct and Threatening Behavior
h)	Monitor and Review Security Operations
i)	Operate Basic Security Equipment
j)	Perform Monitoring and Reporting Duties at Central Command Centre
k)	Perform Security Duties at Protected Areas and Protected Places
l)	Perform Supervisory Duties within Legal Framework
m)	Provide Guard and Patrol Services
n)	Recognize Terrorist Threats
o)	Respond to Fire Incident in Workplace
p)	Service Excellence
q)	Supervise Security Officers

r)	Apply Workplace Safety and Health in Process Plant
s)	WSQ Operate Forklift
t)	Fair Employment Workshop
u)	Understanding and Applying The Employment Act
v)	Assess and Address Security Risks

Average training hours undertaken during FY2021	Male	Female	Function
Managers	22	8	Technical
Executives	24	16	Technical
Staff	25	21	Operational

Average training hours undertaken during FY2020	Male	Female	Function
Managers	62	13	Technical
Executives	80	13	Technical
Staff	26	23	Operational

In accordance with our human resource practices, all of our employees undergo annual performance appraisals. The appraisals set in place the mechanism for managers and employees to align expectations and identify performance gaps, and help develop and improve on performance. The regular engagement and feedback allow the Group to structure and continuously develop its human capital.

Currently, we conduct an annual performance appraisal for our employees. Areas of assessment included work performance against set targets, work attitude and personal attributes as well as contributions towards ESG practices for Executives and Managers. For security officers, ranks are accorded based on the courses that they have attended, which are recognized and registered with the Police Licensing & Regulatory Department. In FY2021, the Group has conducted performance appraisal or reviews for 100% of our confirmed full-time employees, not including security officers.

In FY2022, we hope to attain a 100% completion rate for performance appraisals or reviews for our full time employees.

GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference/ Description
GENERAL DISCLOSURE		
GRI 102: General Disclosures 2016	Organisational Profile	
	102-1 Name of the organisation	Sustainability Report (“SR”): page 1
	102-2 Activities, brands, products, and services	SR: Organisational Profile, page 5 Annual Report FY2021 (“AR”): Corporate profile, page 1; Message to Shareholders, pages 2-4
	102-3 Location of headquarters	SR: Organisational Profile, page 5
	102-4 Location of operations	SR: Organisational Profile, page 5
	102-5 Ownership and legal form	SR: Organisational Profile, page 5 AR: Statistics of Shareholding, pages 115-116
	102-6 Markets served	SR: Organisational Profile, page 5
	102-7 Scale of the organisation	SR: Organisational Profile, page 5 AR: Operations & Financial Review, pages 5-8
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	102-14 Statement from senior decision-maker	SR: Board Statement, page 4 AR: Message to Shareholders, pages 2- 4
	Ethics and Integrity	
	102-16 Values, principles, standards, and norms of behaviour	SR: Our Mission and Core Values, page 6
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	Stakeholder Engagement	
	102-40 List of stakeholder groups	SR: Our Stakeholders, page 9
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	102-45 Entities included in the consolidated financial statements	AR: Notes to the Financial Statements, pages 81-84
	102-46 Defining report content and topic boundaries	SR: About this Sustainability Report, page 3 SR: Material Economic, Environmental, Social and Governance Factors, page 10
	102-47 List of material topics	SR: Material Economic, Environmental, Social and Governance Factors, pages 10-12
	102-48 Restatements of information	There were no restatements of information given in the FY2020 Sustainability Report
	102-49 Changes in reporting	There were no changes in the list of material topics and topic boundaries from the FY2020 Sustainability Report
	102-50 Reporting period	SR: About this Sustainability Report, page 3
	102-51 Date of most recent report	The Sustainability Report in respect of FY2020 was published on 27 May 2021
	102-52 Reporting cycle	SR: About this Sustainability Report, page 3
	102-53 Contact point for questions regarding the report	SR: About this Sustainability Report, page 3
	102-54 Claims of reporting in accordance with the GRI Standards	SR: About this Sustainability Report, page 3. The Sustainability Report is prepared with reference to the GRI
	102-55 GRI content index	SR: GRI Content Index, pages 16-18
	102-56 External assurance	SR: About this Sustainability Report, page 3
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	SR: Material Economic, Environmental, Social and Governance Factors, page 10
	103-2 The management approach and its components	SR: Approach to Sustainability, page 8
	103-3 Evaluation of the management approach	SR: Material Economic, Environmental, Social and Governance Factors, pages 10-12
MATERIAL TOPICS		
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR: Economic Performance, page 10 AR: Operations & Financial Review, pages 5-8
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-1 Workers representation in formal joint management-worker health and safety committees	SR: Occupational Health and Safety, pages 13-14
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	SR: Occupational Health and Safety, pages 13-14
Training		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR: Training, pages 14-15
	404-2 Programs for upgrading employee skills and transition assistance programs	SR: Training, pages 14-15 Social, page 12

	404-3 Percentage of employees receiving regular performance and career development reviews	SR: Training, pages 14-15
Customer Privacy		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR: Data Privacy, page 11
Socioeconomic Compliance		
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	SR: Regulatory Compliance, page 11-12