



BOLDTEK
寶特 HOLDINGS

**Sustainability Report
for the Financial Year
Ended 30 June 2018**



Sustainability Report

Table of Contents

1	BOARD STATEMENT.....	3
2	ABOUT THE REPORT.....	3
	2.1 Report Scope.....	3
	2.2 Report Methodology.....	4
	2.3 Report Structure.....	4
	2.4 Report Contact and Feedback	4
3	CORPORATE PROFILE	5
	3.1 Vision and Mission.....	5
	3.2 Governance.....	5
	3.3 Ethics and Compliance	6
4	INTEGRATING SUSTAINABILITY INTO OUR BUSINESS	6
	4.1 Sustainability Management Framework	6
	4.2 Key Stakeholders and Material Issues	6
	4.3 Alignment with International Initiatives	8
	4.3.1 Sustainable Development Goals (SDGs).....	8
	4.3.2 United Nations (UN) Global Compact.....	9
	4.4 Awards and Achievements.....	9
5	STAKEHOLDER ENGAGEMENT	10
	5.1 Protecting Our Environment for the Future Generations.....	11
	5.1.1 Our Approach.....	11
	5.1.2 Reduction of Carbon Footprint.....	11
	5.1.3 Reduction of Paper Consumption.....	12
	5.1.4 Promoting Green Practices	13
	5.2 Caring for Our Employees.....	15
	5.2.1 Our Approach.....	15
	5.2.2 Employment Practices.....	15
	5.2.3 Workforce Diversity	17
	5.2.4 Employee Benefits	20
	5.2.5 Safety and Health in the Workplace.....	20
	5.2.6 Individual Rights.....	21
	5.3 Focusing on Our Customers' Needs	21
	5.3.1 Our Approach.....	21
	5.3.2 Customer Feedback and Satisfaction	21
	5.3.3 Service Quality and Safety	21
	5.3.4 Data Safety and Privacy.....	22
	5.4 Partnering Our Suppliers.....	22
	5.4.1 Our Approach.....	22

Sustainability Report

5.4.2	Supplier Selection	22
5.4.3	Supplier Review	22
5.5	Supporting Our Community.....	23
5.5.1	Our Approach.....	23
5.5.2	Our Community Initiatives Highlight.....	23
6	PERFORMANCE TABLE	23
6.1	Energy Usage and CO ₂ Emissions.....	23
6.2	Paper Consumption	24
6.3	Employment Profile.....	24
6.4	Employees Engagement and Training	25
6.5	Customer Feedback.....	25
6.6	Supplier Screening for Sustainability Criteria	25
6.7	Community Contribution.....	25
7	GRI CONTENT INDEX.....	26

Sustainability Report

1 BOARD STATEMENT

It gives me great pleasure to present our sustainability report for the financial year ended 30 June 2018 ("FY2018+"). In our first sustainability report, we highlight the progress and achievements of our organisation over the previous 12 months, with particular focus on our commitment to working alongside our valued stakeholders to build a sustainable business based on our resilience, adaptability and innovation.

It is our belief that building a sustainable business is vital to our continued success and that we must be fully accountable for our impact on the environment, our customers, our people and our community as well as its financial performance.

The delivery of sustainable results is a critical aspect of our ability to remain strong and financially stable. Acknowledging this helps to put into focus our commitment to principles laid out in our Corporate Sustainability Policy. Our responsibility to society is to ensure that sustainable practices are incorporated into every link of our value chain. We must meet the needs not only of our customers, employees and the community we operate in, but also those of our environment and our future generations.

This report provides detail about how we have met our responsibilities with our key stakeholders during the FY2018 and beyond.

2 ABOUT THE REPORT

This sustainability report articulates our commitment to sustainability and transparency. This is our first sustainability report. The report is designed to provide a transparent and balanced view of Boldtek Holdings Limited (the Company) and its subsidiaries (the Group), to reflect the interests of our key stakeholders, and to address those interests pragmatically. This report aims to include comprehensive and accessible information on the Company's strategy towards sustainability, key issues as well as data according to recognise standards.

2.1 Report Scope

The report covers the performance of our consolidated entities in financial year 2018 (FY2018+) from 1 July 2017 to 30 June 2018. The content of this report will focus on the sustainability performance, activities and initiatives that are under our direct control, including our Singapore offices and operations as well as any overseas activities directly associated with us. This report excludes joint ventures, if any, which are not directly under our control. Material issues and topics described in this report have been selected according to their level of significance within the Company boundaries, the sustainability context and the expectations of stakeholders which are reflective of our core business in a consistent manner for comparability of our performance indicators across time. In this respect, this report covers our general building in our material operational boundaries in Singapore. All material aspects disclosed in this report are relevant to activities in Singapore only. The scope of this report covers operations and initiatives within Singapore, where the Group is based. Nevertheless, our corporate governance and sustainability approaches are drawn from the policies and practices set at Group level.

This sustainability report focuses on the Group's sustainability strategies and practices whilst highlighting the economic, environmental, and social and governance aspects of our activities and developments. The report aims to provide an overview of our approach, priorities and targets, as well as a performance review for our key sustainability areas.

Sustainability Report

2.2 Report Methodology

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards Core option. We have chosen the GRI Standards reporting guidelines for its robust guidance which offers an international reference for the disclosure of governance approach and of the environmental, social and economic performance and impacts of organisations. This report also takes into consideration the primary components of the report content as set out by the Singapore Exchange (SGX) Comply or Explain requirements for sustainability reporting. Our data are reported in good faith and to the best of our knowledge. We will continue to improve our data collection processes.

We did not seek external assurance for this report.

2.3 Report Structure

This sustainability report is structured to reflect the interests of our key stakeholders. We have identified five key stakeholder groups, namely, the environment and future generations, employees, customers, suppliers and communities. For each stakeholder group, we lay out our management approaches that govern how our material issues are identified as well as how the issues are prioritised and managed. Further, we will present our initiatives relating to sustainability in the areas of environmental, social and economic issues relevant to our aspects and boundaries. Finally, we will provide the information of our key performance indicators, performance targets and outcomes.

The information regarding the basis for report boundaries and our materiality assessment is provided in section 4.

Altogether, this report provides the basis for our responses and disclosures to the GRI-Standards in-Accordance - Core requirements. Relevant sections in the report are referenced in the GRI Content Index provided in section 7.

2.4 Report Contact and Feedback

We welcome and value your feedback on the content of this report and encourage you to contact us through the following channels:

- ❖ In writing to:
CK Capital Partners Pte Ltd
167 Geylang Road #03-04
Singapore 389242
- ❖ Email: spfoo@spadvisory.com.sg

This report is provided in PDF format only and is available for download on the following page of our website <https://www.boldtekholdings.com>

Sustainability Report

3 CORPORATE PROFILE

3.1 Vision and Mission

Vision: To be an admired well-diversified business group delivering superior building, design and maintenance solutions for our customers and community.

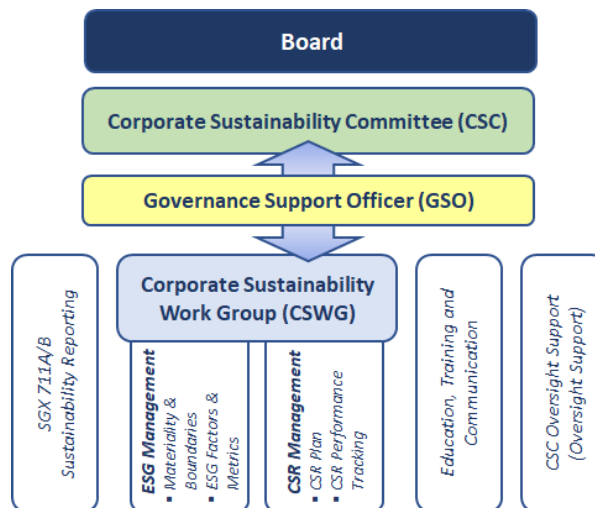
Mission: Customers - We will leverage our construction core expertise by diversifying into supporting segments of sustained new growth.

Investors - We will deliver sustained, risk-adjusted investor returns through our portfolio of core and supportive business activities.

Team - We believe in nurturing future leaders to drive business continuity and high performance.

3.2 Governance

Our Board of Directors (the Board) oversees all corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the Corporate Sustainability Committee (CSC) which comprises Chairperson, Secretariat and a Member. CSC provides leadership and approval over corporate sustainability matters such as Corporate Social Responsibility (CSR) plan, community investment and environmental initiatives. Supported by CSC, the Secretariat is our Governance Support Officer (GSO) in the area of corporate sustainability, and pro-actively raises awareness through education and training across the organisation. Through the Corporate Sustainability Work Group (CSWG), our GSO engages businesses and functions in collectively executing the CSR plan, identifying and managing the Environment, Social and Governance (ESG) Factors as well as engaging sustainability stakeholders. Businesses and functions provide back-to-back assurance over the quality of information for sustainability reporting.



Sustainability Report

3.3 Ethics and Compliance

Being a listed company in the Singapore Exchange (SGX), we are managed to the highest standards of corporate governance as required in the listing rules. We strictly conform to local and international best practices. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are to be adhered by the officers and employees across the organisation. Every new employee is introduced to our Code of Conduct and our policies on ethics and compliances. Communication channels, such as Whistle-Blower and Board escalation process, are in place to enable all employees and individuals engaged in business activities to report complaints of unethical behaviour. We have a dedicated officer who maintains a register of incidences regarding ethics and compliance issues and escalates to the management where appropriate.

4 INTEGRATING SUSTAINABILITY INTO OUR BUSINESS

We believe corporate social responsibility is a key driver towards long-term sustainability. Such responsibility is pragmatically integrated into our business practices as one of the core values in our corporate culture. Embedding such responsibility into our management processes across the value chain allows us to establish credibility among our stakeholders. Through our action today, we play a part in influencing the environment for our future generations. Through integrating the notion of sustainability in our business, we ensure that our business strategy and operations are in line with a long-term vision towards a conducive and sustainability future.

4.1 Sustainability Management Framework

In July 2017, we took the initiative to establish our sustainability reporting framework. We performed an analysis on our business and operation models as the basis for our stakeholder mapping and materiality assessment. Through our analysis, we identified five key stakeholder groups within our sustainability context and their respective material issues are to be shown in this report.

4.2 Key Stakeholders and Material Issues

We have a regular review, assessment and feedback process in relation to Environmental, Social and Governance (ESG) topics. Key to this is our regular Risk Assessment and Control Self-Assessment exercise which entails the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks which are ESG-relevant. We are continuously improving the adequacy and effectiveness of our Risk Assessment and Control Self-Assessment processes in response to changing business and operation environment.

Through regular stakeholder engagement, we identify and review material issues that are most relevant and significant to us and our stakeholders. For external stakeholders, priority is given to issues important to society and applicable to us. Then, we prioritise our sustainability efforts and report issues that are most material to its business and stakeholders. Considering that specific stakeholders and material issues are specific in countries and locations, we are reporting the stakeholder engagement and material issues for our Singapore operations in this report.

Sustainability Report

Stakeholders	Material Issues	Significance
Future Generation	<ul style="list-style-type: none"> ❖ Materials, recycling of product material and packaging ❖ Environmental education of our employees and customers ❖ Reduction of carbon emissions ❖ Energy consumption ❖ Compliance with best practices and standards on Green initiative, such as Building & Construction Authority (BCA) Green & Gracious Builders Award 	Our sustainability agenda for the environment and future generation is embedded into the day-to-day business activities among our staff. We continue to strive to improve from a holistic perspective through the Company culture and practices. Within the big picture of sustainability, we take steps to focus on key goals such as curbing global warming, conserving and recycling resources. Such areas are crucial to a sustainability economic ecosystem for our customers which are keys to our business sustainability.
Employee	<ul style="list-style-type: none"> ❖ Employee well-being through workplace health & safety and work-life balance ❖ Regular training of employees on critical skillsets to sustain competitiveness ❖ Competitive compensation scheme to retain talents ❖ Non-discrimination, diversity and equality ❖ Senior management engagement with employees 	An ethical and professional working environment is crucial in cultivating a corporate culture which motivates and empowers our employees to meet their full potential both professionally and personally.
Customer	<ul style="list-style-type: none"> ❖ Safety of our customers in our services delivery ❖ Customer data privacy ❖ Customer satisfaction and customer-centric approach 	The quality and safety of our services and products to our customers are the core focuses of our commitments. Through our quality and safety commitments to our customer, we will, in turn, be contributing to their own successful sustainable development.
Supplier	<ul style="list-style-type: none"> ❖ Environmental, labour and human rights impact in the supply chain 	To effectively and meaningfully implement our sustainability agenda, it is important that our suppliers and partners share our values in their business practices in the areas such as the environment, human rights, labour practices and corporate ethics. Such alignment of values is a crucial part of building mutually beneficial relations with supplier and channel partners to enhance both their own competitiveness and that of ours.
Community	<ul style="list-style-type: none"> ❖ Impact on communities and local economies ❖ Economic value generated and distributed to local community 	In our vision in moving our business to high-value-added business areas, abilities to identify and attract people with knowledge and talent are crucial to sustainability of our businesses. Within a broad range of our community engagements, we provide financial and practical support to targeted local and communities, through donation and sponsorship.
Common to All Stakeholder Groups	<ul style="list-style-type: none"> ❖ Compliance with prevailing laws and regulations ❖ Good corporate governance & ethics, transparency and non-financial reporting ❖ Grievance mechanisms 	Legal compliance and ethical practices are the core foundation of our business. This culture is established and sustained through strong corporate governance, transparent reporting and open communications with all our stakeholder groups.

Sustainability Report

4.3 Alignment with International Initiatives



4.3.1 Sustainable Development Goals (SDGs)

Established in 1945 under the Charter of the United Nations (UN), the General Assembly occupies a central position as the chief deliberative, policymaking and representative organ of the United Nations. Comprising all 193 Members of the United Nations, it provides a unique forum for multilateral discussion of the full spectrum of international issues covered by the Charter. It also plays a significant role in the process of standard-setting and the codification of international law.

On 25 September 2015, the UN General Assembly adopted the 17 Sustainable Development Goals (SDGs) to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. Although the SDGs are primarily aimed at governments, they represent an important opportunity for businesses to also act for a more sustainable world. We will use SDGs as one of the guiding principles for our sustainability initiatives.










We acknowledge that our participation in reaching the SDGs has room for improvement. As we advance on our sustainability journey, we will continue to assess our alignment with the SDGs and, whenever possible, redirect our internal priorities and sustainability strategy to more effectively and comprehensively address the goals.

SDGs Logo Source: <http://www.un.org/sustainabledevelopment/news/communications-material>

SDG Goal	Relevant Targets to Our Businesses (Source: http://sustainabledevelopment.un.org)	Our Participation
	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We have our own internal processes and environmental policies to reduce electricity and fuel consumption. Our approach to mitigate climate change includes staff training and implementing energy-efficient measures. We monitor and report our GHG emissions and set reduction targets.
	15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	Papers used in our offices are environment certified such as Forest Stewardship Council (FSC) certified, made from KHAN-NA etc. We actively promote the use of such papers across our organisation. Through that, the Group supports efforts in mitigating global warming.

				The following SDGs are relevant to our business, operations and value chain. They are addressed in our various policies at Group level. Such goals are also embedded in various initiatives carried out across the organisation.
				

Sustainability Report

				We do not believe these goals are relevant to our business or industry. They are not within our boundaries and scope of influence; therefore, we are currently unable to make noticeable contributions to such goals.
				
				

4.3.2 United Nations (UN) Global Compact

The United Nations (UN) Global Compact is a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.

Below are the references of our report to the 10 principles of the UN Global Compact.

Principle		Report Section
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	5.2.2.1, 5.2.6
Principle 2	Make sure that they are not complicit in human rights abuses.	5.2.2.1, 5.2.6
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	5.2.2.1, 5.2.6
Principle 4	Elimination of all forms of forced and compulsory labour.	5.2.2.1, 5.2.4.1
Principle 5	Effective abolition of child labour.	5.2.1, 5.2.2.1
Principle 6	Elimination of discrimination in respect of employment and occupation.	5.2.2.1, 5.2.6
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	5.1.1
Principle 8	Undertake initiatives to promote greater environmental responsibility.	5.1.2, 5.1.3, 5.1.4
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	5.1.2, 5.1.3, 5.1.4
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	3.3

4.4 Awards and Achievements

Financial Year	Description
2018	Green and Gracious Builder Award (Excellent) by BCA

Sustainability Report

5 STAKEHOLDER ENGAGEMENT

We believe that Corporation Social Responsibility (CSR) practice goes hand-in-hand with good corporate management practice. We also recognize that it is vital that our management approaches are adaptable to the dynamics of business and operation environment in such a way that we can continuously assess our impacts, develop sustainability objectives and respond in a proper manner to meet our stakeholders' expectations. Our CSR framework is based on our approach to sustainability and includes policies and measurement mechanisms to monitor the impacts made by our businesses and operations.

Key to the success of our sustainability programme is regular and up-to-date communication about our CSR policies and activities to all our stakeholders, and the provision of appropriate feedback mechanisms so that we can monitor and evaluate how we are doing and explore new possibilities stimulated by stakeholder responses. We see our sustainability reports as being a critical component of this continuous cycle of communication and evaluation. The overall sustainability context of the stakeholder engagements is managed through our CSR plan for our sustainability governance oversight.

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
<i>Future Generation</i>	Environmental Management policy & guidelines, Waste Recycling/Management, Green Campaigns, ISO 14001 certification	Internal Awareness and Education	Energy Efficient Lighting (e.g. LED), Digital Filing and Document to Reduce Paper Consumption	Singapore Operations
<i>Employee</i>	Code of Conduct, Fair Employment Practices, Training and Career Development, Flexible Work Policy, Pension Scheme, Workplace Safety and Health (WHS) Framework, OHSAS 18001 certification, bizSafe Star certification	Staff Communication Sessions, Staff Feedback Process, Staff Exit Interviews	Work Life Balance Programmes, Training Programmes, Employee Benefits, Re-engagement	Singapore Operations
<i>Customer</i>	Customer Relationship Management System, Policies on Quality Assurance, Data Security for Customer Information, ISO 9001 certification	Customer Feedback Process, Competitive Benchmarking survey, Customer Data Protection Awareness and Education Program	Customer Complaints and Compliments Statistics / Trending	Singapore Operations
<i>Supplier</i>	Supplier Selection and Regular Review Process	Feedback and Communication with Suppliers through Supplier Performance Review	Supplier Engagement	Singapore Operations
<i>Community</i>	Selection of Community Initiatives in Alignment with Organization Goals	CSR Programme, Awards and Accolades, Corporate Rebranding	Increase Visibility of Company's CSR Efforts, Internship Programmes (Support Young Talents who are Disciplined, Creative, and Innovative), Education Scholarships, Awards and Accolades Programmes	Singapore Operations

Sustainability Report

5.1 Protecting Our Environment for the Future Generations

5.1.1 Our Approach

We are committed to comply with the environmental policies and standards. We continually seek new and innovative ways to reduce the environmental impact of our products and services while maintaining the highest levels of quality. We recognize our responsibility to protect the environment for the health and wellbeing of future generations.

5.1.2 Reduction of Carbon Footprint

We recognize that the effective management and monitoring of its carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of Greenhouse Gas (GHG) emission. However, GHG emission is an absolute measure of how much carbon dioxide equivalent (CO₂e) is emitted. Our GHG emission is predominantly indirect (Scope 2) emission. We have insignificant direct (Scope 1) emission, and we do not include the GHG emissions generated by our suppliers (Scope 3).

Considering the changes and dynamics of business and operations, we established our GHG emission efficiency index for consistent tracking of carbon footprint over time. To this end, we have set a target for GHG emission efficiency improvement of 10% from our 2018 level by 2030. Our target for GHG emission improvement is 0.83% per year. Although various business lines and operations account for different percentage of GHG emissions across the organisation, they all support this target and have aligned our environmental objectives accordingly.

FY2018 is our first year of sustainability reporting. FY2018 will be used as reference against which the performance will be measured in subsequent years.

Sustainability Report

5.1.3 Reduction of Paper Consumption

All our employees are encouraged to minimise paper wastage at work. For example, lower gram paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts.

All waste paper from our own offices is collected for recycling. Further, we encourage all employees to adopt digital documents instead of paper documents with an aim to further reduce paper consumption.

Considering the changes and dynamics of business and operations, we established our paper consumption index for consistent tracking of paper consumption over time. To this end, we have set a target for a paper consumption improvement of 10% from our 2018 level by 2030. Our target for paper consumption improvement is 0.83% per year. Although various business lines and operations account for different percentage of paper consumption across the organization, they all support this target and have aligned our environmental objectives accordingly.

In FY2018, we consumed total of 7,266 kg of paper which are environment certified such as Forest Stewardship Council (FSC) certified, made from KHAN-NA etc. Our paper consumption index standard at 102.4.

FY2018 is our first year of sustainability reporting. FY2018 will be used as reference against which the performance will be measured in subsequent years.

Sustainability Report

5.1.4 Promoting Green Practices

We have embraced various green practices in our business and operation such as New Soil Technologies, ISO 14001, and Green and Gracious Builder Award (Excellent) was presented to a Singapore subsidiary of the Group by Building & Construction Authority (BCA).

The ISO 14000 family of standards provides practical tools for companies and organisations of all kinds looking to manage their environmental responsibilities. ISO 14001:2015 sets out the criteria for an environmental management system and can be certified to. It maps out a framework that a company or organisation can follow to set up an effective environmental management system. It can be used by any organisation regardless of its activity or sector. Using ISO 14001:2015 provides assurance to our management and employees as well as external stakeholders that environmental impact is being measured and improved.

BCA launched the Green and Gracious Builder Scheme in February 2009. The scheme was introduced to raise the environmental consciousness and professionalism of builders. It is also a benchmark of a builder's corporate social responsibility to the environment and the general public. Apart from setting standards for green practices, it also sets standards for gracious practices. These gracious practices will improve the image of our builders and the construction industry particularly among neighbours and residents, some of whom may have been affected by construction activities near them.

New Soil Technologies (NewSoil) converts excavated soft clay into local formulated dry cementitious soil stabilizer as an alternative source of material for reclamation fill and road works. NewSoil is a combination of in-situ marine clay, extracted from excavation, with formulated additive. Each individual soil batch is carefully formulated based on the in-situ soil properties, before being conditioned for each and every project so as to meet the specific requirement and need. In short, it is a clear-cut solution for un-usable in-situ soil by converting it into NewSoil.

NewSoil is primarily an alternative source of Hard-core Aggregates. Furthermore, this technology can be employed effectively to harden any kinds of soil for use as Temporary Pavement in most construction sites. Therefore, this formula of turning unwanted raw materials into a usable product can eventually be applied in converting unwanted Marine Clay into usable hard-core aggregates as sub base, which acts as a stable processing of soft foundation for most road construction works. Lastly, conversion to engineered soil can also reduce all cost involved in marine clay disposal, which can be a form of cost savings in view of the limited available disposal sites.

Sustainability Report

Application of NewSoil



Temp Access Road

Backfill Application

Alternate Hardcore Source

Other Environmental Benefits include:

- " Facilitates reduction in energy usage (by eliminating reliance on vehicular transportation for disposal activities)
- " Encourages sustainable construction approach through material reuse/recycle usage (with a depleting natural resource in mind)
- " Reduces potential environmental impact (caused to our ecosystem by typical sea reclamation works)
- " Provides almost 20 percent cost savings as compared to high cost incurred using existing unwanted soil/marine clay disposal ways
- " Eliminates the need for marine clay disposal sites

Sustainability Report

5.2 Caring for Our Employees

5.2.1 Our Approach

Our people are our most valuable resource and investing in their professional and personal well-being is vital to our business sustainability. Our goal is to establish work ethics among our employees, which are in line with our core values and code of conduct. They are the foundation upon which we build all our business initiatives and conduct our day-to-day activities.

We recognised that a motivated workforce will convey a positive and powerful message to all our key stakeholders, such as our customers, suppliers and the members of the community. By attracting, nurturing, empowering and rewarding our employees, we create an environment conducive for innovation and inspiration flourish to further boost our competitiveness. Such commitment to our employees promotes a corporate culture of passion, quality, excellence and trust within the organisation which reflect in our ability to create values to our stakeholders.

Our Human Resource (HR) management principles and policies have been developed and established based on fair employment practices with the goal of attracting, supporting and maintaining a motivated workforce. Our HR policies cover key areas such as remuneration, benefits, health and safety, career development and training.

Our business operates in an environment which comprises diverse races, cultures and geographic locations. With this in mind, our HR policies are implemented across the organisation within the principles with pragmatism, taking into consideration of the prevailing laws and regulations as well as local culture, norms and racial sensitivity.

5.2.2 Employment Practices

Our employment practices focus on maximising the strength of our employees by providing equal opportunities based on merits, and help our employees to develop strength through our comprehensive training and development programme. We regularly review the performance and development of our employees to effectively match their strength to their job specifications. Our performance-based reward scheme provides guidance and motivation to our employee to perform to their potentials in alignment with the objectives of the Company.

5.2.2.1 *The Tripartite Guidelines on Fair Employment Practices*

We proactively pursue and adopt best practices in HR management. Our HR practices are guided by the Singapore Tripartite Alliance for Fair and Progressive Employment Practices. The Singapore Tripartite Alliance comprises the Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress. The Tripartite Alliance has formulated guidelines on fair employment practice for adoption by Singapore employers, embracing the recruitment, training, treatment and reward of employees.

Sustainability Report

5.2.2.2 Communications

As our Company grows, effective communications across the organisation are crucial to ensure continuous alignment of objectives of the employees and the organisational objectives. We achieve this through our various communication sessions customised based on target employees. Communication sessions for our managers are held on a regular basis. Agendas covered at these sessions are customized in appropriate to the target functional scope of the managers. For example, in monthly managers meeting, operational agendas such as leadership and operation issues may be discussed while at the quarterly sessions high level topics include strategic business directions, new service launches, ongoing developments and key project reviews.

5.2.2.3 Employee Feedback

We value our employees' expertise in their areas of responsibilities. Therefore, their feedbacks are important in the improvement of overall management and operation of the organization. Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interview in the case of resignations, we gather such valuable feedbacks for the continuous improvement of our organisation.

In addition, there are other feedback channels for areas specific to business and function, such as health and safety issues and compliance issues. Such feedbacks are managed by the leaders and managers of their specific business and function domain. We have also established reporting and escalation channel should the feedback requirements the attention of higher management.

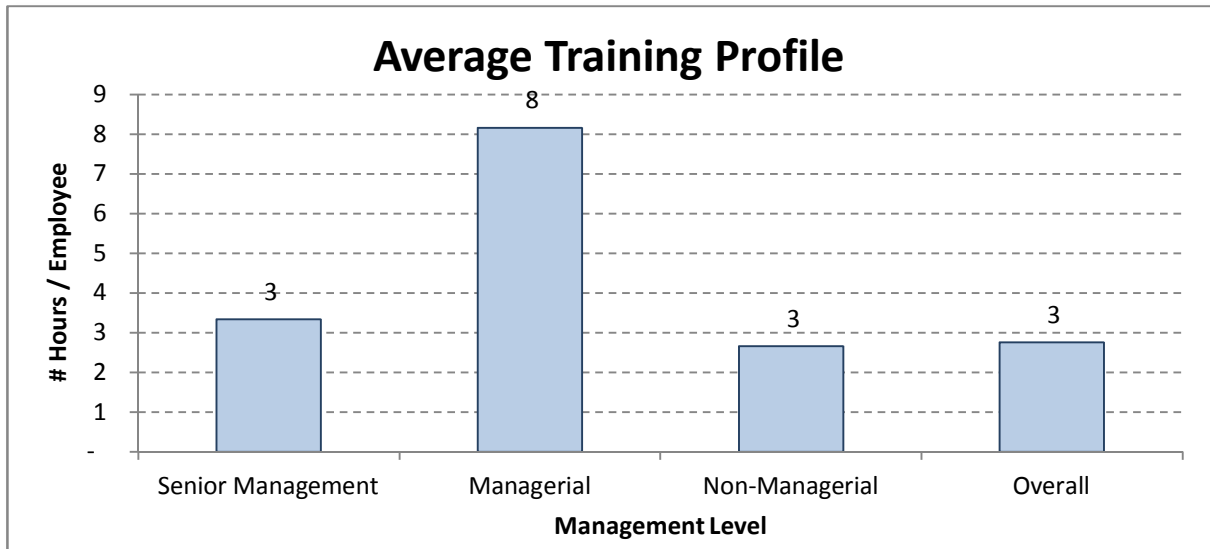
5.2.2.4 Career Development and Training

We recognised that consistent and ongoing education is critical to maintaining a competitive, skilled, productive and motivated workforce. Employee career development and performance management established based on merits and contributing skill sets towards the organisation objectives through objective settings and regular performance reviews. We continue to review and improve our career development and performance review process in light of the changing business and operation environment.

Our training programme covers a variety of areas catering for employees with difference job scopes and skills set requirements. Our core training curriculum and contents are developed guided by well-established industry and international standards such as ISO 9001, ISO 14000, OHSAS 18001 and bizSAFE Star. In addition, specific training curriculums are developed based on the specific requirements of the specific businesses and functions. Training topics range from soft skills development in areas such as communications and leadership, to technical programmes covering project management and office productivity tools.

Sustainability Report

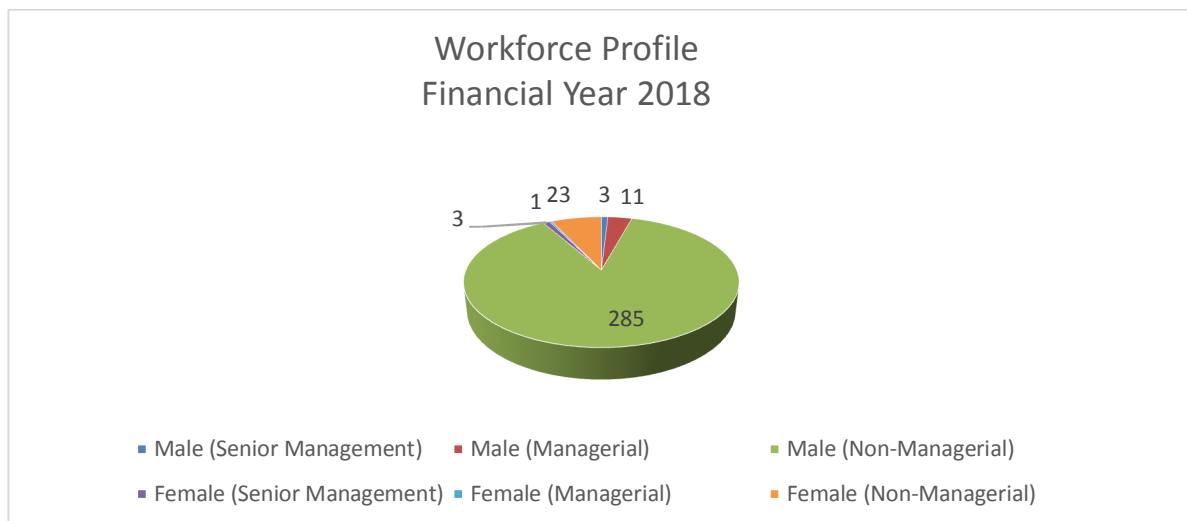
In FY2018, employees each received an average of 3 hours training. We recognised that the training requirements vary depending on the levels of management responsibilities. Each senior manager registers an average of 3 hours training while managerial and non-managerial staffs receive an average of 8 hours and 3 hours of training respectively. In light of changing business requirements and opportunities in variety of training methodologies, we continue to revise our training curriculum and programme to align with organisation objectives and to strive for effectiveness and efficiency in our training approach.



5.2.3 Workforce Diversity

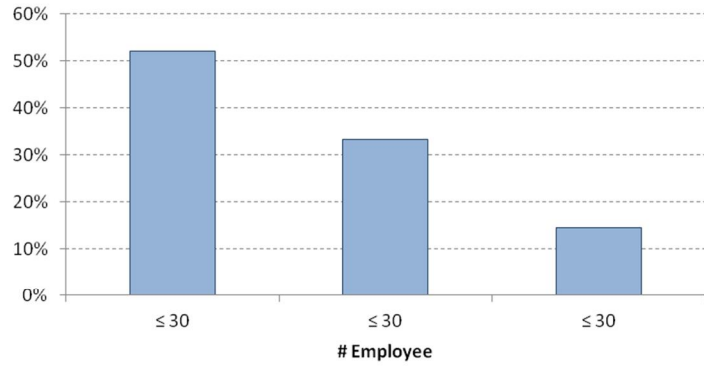
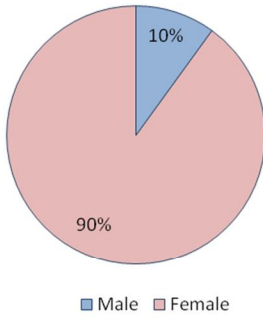
Our business thrives on diversity. As such, we leverage on a host of strengths and skills that can only come from a diverse workforce embracing employees from various ethnic groups, religion, age and gender.

In FY2018, 27 of our employees were female and 299 employees were male. In terms of management function, 4 females held managerial positions compared to 14 males, while 23 females and 285 males held non-managerial positions. From age profile perspective, there were 142 employees below 30 years old. The number of employees between 30 and 50 years old was 157 as compared 27 employees above 50 years old. All members of our senior management team, including general managers, directors and unit heads, are Singaporeans.

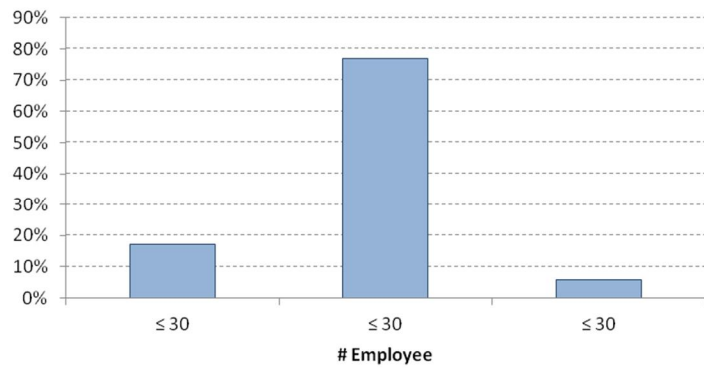
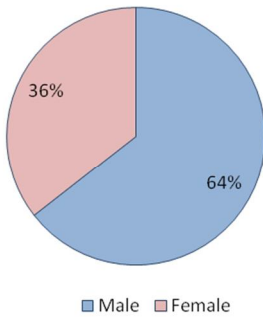


Sustainability Report

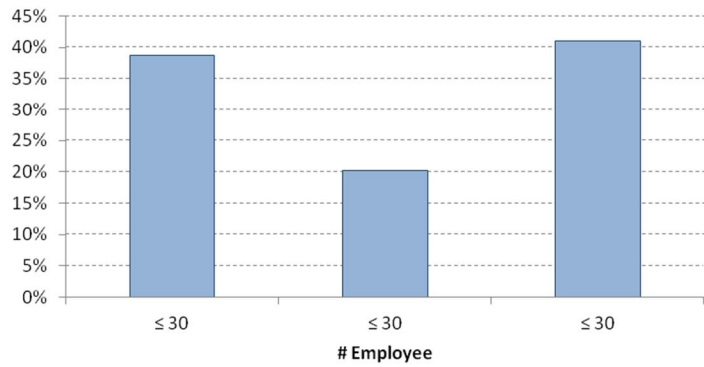
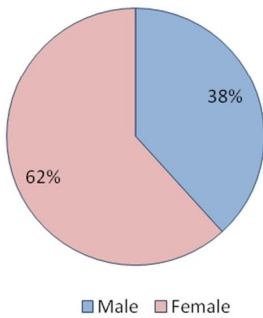
Senior Management



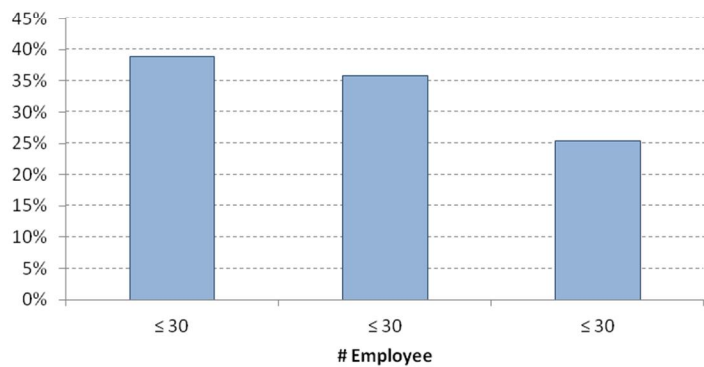
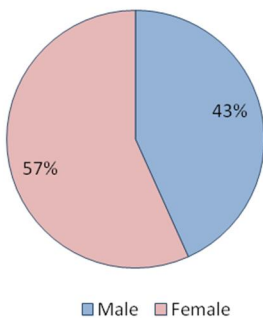
Managerial Staff



Non-Managerial Staff



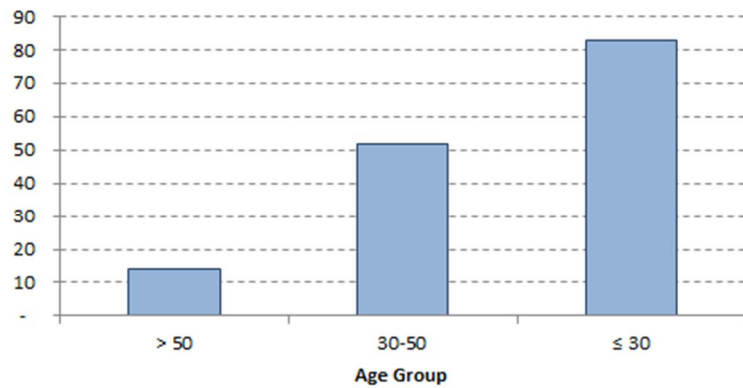
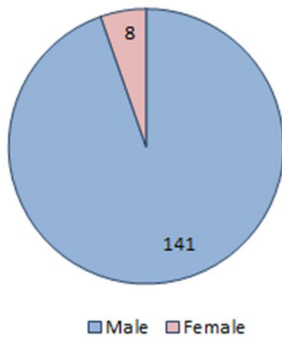
Overall



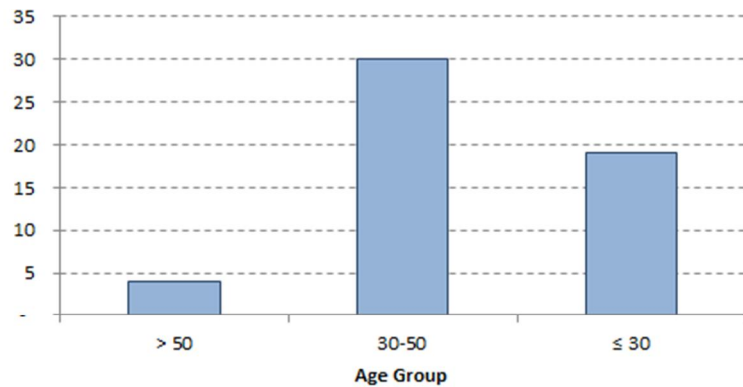
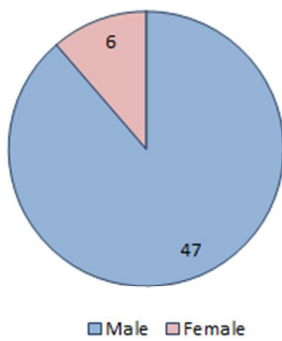
Sustainability Report

In FY2018, we hired a total of 149 new employees, while 53 resigned during the same period. Out of the new hires, 56% of the new hires were below the age of 30; 35% were between 30 and 50 years old while 9% were above 50 years old. The gender ratio of new hires was 141 males to 8 females. For the resignees, 36% were below the age of 30; 57% were between 30 and 50 years old while 7% were above 50 years old. The gender ratio of resignees was 47 males to 6 females.

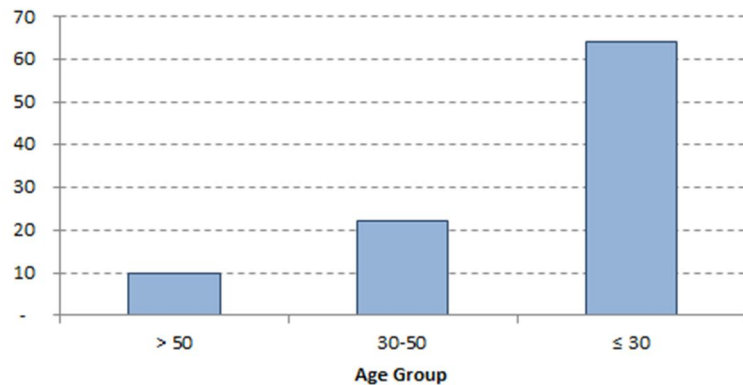
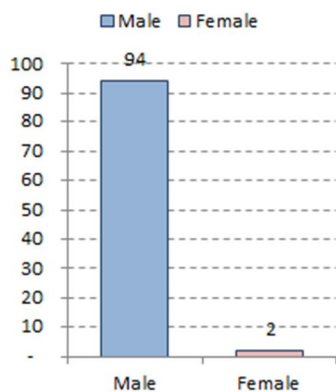
New Hire



Resignee



Net Employee Movement



Sustainability Report

In addition to the human resources we managed under our payroll internally, we also engage external contracted companies as our outsourced vendors which provide outsourced personnel, such as cleaners and security guards who might work within our premises. Although we supervise these people, they are employed by contracted companies and are not included in our head count. We do not employ other types of un-contracted workers.

We expect that all the contracted companies we work with will share our core principles of HR management practices. In our vendor selection process, we take into consideration of their HR management practices as one of the key selections and performance criteria. We regularly review the performance of our vendors based on these criteria as a key basis to determine whether to continue to engage the vendors with their services.

5.2.4 Employee Benefits

All non-managerial employees in Singapore are covered by the Employment Act, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement.

In addition to the statutory benefits outlined in the Employment Act, we provide beyond-compliance-level benefits to our full-time employees. Examples of these benefits include paternity leave and compassionate leave.

5.2.4.1 Work-Life Balance

While developing the talents of our employees and providing equal opportunities for them to excel are the key drivers for the Company, we also recognise that well-being and contentment of our employees pivotal to the success and sustainability of our business and performance. Our employees are our most valuable asset, and we appreciate that their overall well-beings need to be well looked after in order for them to sustain their performance and realise their full potential.

To support our employees to strike a work-life balance, we aim to create an environment that allows our employees to achieve harmony in their personal and professional life. We achieve this through the adoption of a flexible approach to work arrangements.

5.2.4.2 Retirement and Healthcare

The Company has presence in various geographic locations where there are various local laws and regulations on pension and healthcare for employees. Our HR management practices comply with such laws and regulations. In Singapore, we participate in the Central Provident Fund (CPF) personal savings scheme, which helps employees fund their retirement, home ownership, healthcare and education. Under this scheme, monthly deductions from employees' gross salaries are paid into their CPF savings accounts. The Company makes employer contributions to these accounts, according to rates stipulated in the CPF Act. For more information on the CPF scheme and contribution rates, please go to www.cpf.gov.sg.

5.2.5 Safety and Health in the Workplace

We are committed to Workplace Safety and Health (WSH) and take every precaution to prevent occupational injuries among employees. We believe that optimum work conditions not only make our employees safer, but also boost morale. As an essential requirement we are in compliance with the Ministry of Manpower's Workplace Safety & Health Act. In addition, we have attained certification for OHSAS 18001 and bizSAFE Star. These well recognised standards provide us with the frameworks to manage risks associated with safety and health in our workplace.

Sustainability Report

5.2.6 Individual Rights

Respecting and protecting basic human rights are fundamental to all our operations. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are all strictly observed within the work environment and discrimination and harassment of any kind is not tolerated at the Company.

We also respect our employees' rights to freedom of association as well as their membership of other professional bodies.

In FY2018, no incidents of forced labour, child labour or young workers were identified across the organization, and no human rights-related grievances have been reported.

5.3 Focusing on Our Customers' Needs

5.3.1 Our Approach

Customer service, quality products and the highest level of product safety have always been our priorities, with customer satisfaction being the goal of all our corporate activities. Customer retention begins with trust, and we place the utmost importance on training our employees in customer service excellence as well as in continuously striving to improve the quality and safety of our products and services.

Open and frequent communication and responsive feedback are ingrained into our daily activities with customer interaction. In addition to striving for excellence in product service and support, we attach enormous importance to data privacy. We have process and controls in place over confidential and sensitive data related to our customers such as contracts.

We have been certified under the ISO 9001 standard for quality management systems. The certification has helped us increase the control of our internal processes and the quality of our services.

5.3.2 Customer Feedback and Satisfaction

We listen to our customers and take their opinions very seriously. We capture our customers' comments for analysis and action. Customer compliments are also tracked so that we can monitor where we are getting things right and cascade positive feedback to our employees, to their superiors and to our CEO.

5.3.3 Service Quality and Safety

Reliability and quality of our products are of paramount importance to us. Health and safety of our customers is always our priority. To ensure product safety to our customers, we have in place a set of key quality assurance processes and standards, such as ISO 9001, OHSAS 18001, BizSAFE Star, BCA Green & Gracious, to ensure compliance with regulations and international standards. Ultimately, we aim for total elimination of product safety incidents so as to foster a Safety First culture through employee training and quality control.

Sustainability Report

5.3.4 Data Safety and Privacy

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and service delivery orders. We strictly observe all local laws and internal regulations applicable to personal information protection.

For the collection and disposal of wastepaper, individual is responsible for the shredding all papers, including confidential documents. Such practice established within our office provides us with the confidence that sensitive information is protected during the whole life cycle of our documents.

5.4 Partnering Our Suppliers

5.4.1 Our Approach

As a part of our ambition to realise sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We recognise that we are only at the beginning of our journey to integrate sustainable business practice throughout our supply chain, and we commit in our pragmatic approach to continuous improvement. We aim to identify new opportunities for collaboration with our suppliers, gradually increase transparency and continue to build shared capacity to minimise our indirect environmental and social impacts.

5.4.2 Supplier Selection

Our key suppliers are carefully selected through our supplier selection process. When selecting our key suppliers, we examine criteria such as financial health, quality of products and services, as well as competitiveness of pricing. In addition, we also take into consideration of the overall sustainability policies adopted by our suppliers. Our final decision on supplier selection is based on the overall assessment which takes a balanced view across all selection criteria.

5.4.3 Supplier Review

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During the key supplier review process, we engage with our key suppliers to communicate our expectations and mutual feedbacks. Such review process ensures alignment of our key suppliers' services and products to our business requirements and sustainability objectives through pragmatic and continuous improvement in our partnership with our key suppliers.

Sustainability Report

5.5 Supporting Our Community

5.5.1 Our Approach

We have been providing support to the communities. To this end, our engagement programmes also encompass financial and practical support in carefully selected communities, through donation.

5.5.2 Our Community Initiatives Highlight

Event / Activity	Type of Engagement	Beneficiary
Event	Donation	Various

6 PERFORMANCE TABLE

6.1 Energy Usage and CO₂ Emissions

GHG emissions are measured in tonnes (t-CO₂); the underlying measures for direct and indirect CO₂ emissions calculation are electricity consumption in kilowatt Hours (kWh) and fuel consumed. The electricity and fuel we purchase are both from non-renewable sources.

Our business and function grow over time; the GHG emissions and electricity consumption vary. To ensure consistency and comparability of the GHG emission and electricity consumption measures over time, we create a GHG emission index and electricity consumption index for our performance monitoring. The index adjusts the GHG emissions and electricity consumption for the size of our activities. We normalize the amount GHG emissions and electricity consumption by the amount of our revenues which we use as a proxy of the size of our activities. The GHG emission index is measured in t-CO₂ per SGD million and the electricity consumption index is measured in kWh per SGD million.

	Performance		Target
	FY2018	FY2019	FY2020
GHG Emission Index (kg-CO ₂ / SGD million)	2.2	2.18	2.16
Electricity Consumption Index (kWh / SGD million)	7,840	7,775	7,710
		0.83%	0.83%

FY2018 Performance This is the first year of our report. For performance tracking purpose, we will use FY2018 data as our base for our performance tracking towards our 2030 goals.
In subsequent years, we will track our performance with reference to this base year.

Sustainability Report

6.2 Paper Consumption

We capture the data for paper consumption by how many reams of paper used where one ream is equivalent to 500 sheets of paper. To ensure consistency and comparability across various paper sizes, such as A3 and A4 papers, we measure the paper consumption by the weight of paper used which is adjusted for the various sizes and quality of papers.

Our business and function grow over time and the paper consumption patterns vary. We devise a paper consumption index for our performance monitoring. The index adjusts the paper consumption for the size of our activities. We normalise the amount of weights of paper consumed by the amount of our revenues which we use as a proxy of the size of our activities. The paper consumption index is measured in kilograms per million SGD.

	Performance			Target	
	FY2018	FY2019	FY2020		
Paper Used for Office Printing					
Weight of Paper Consumption (kg)	7,266	-	-		
Paper Consumption Index (kg / SGD million)	102.4	101.6	100.8		

FY2018 Performance This is the first year of our report. For performance tracking purpose, we will use FY2018 data as our base for our performance tracking towards our 2030 goals.
In subsequent years, we will track our performance with reference to this base year.

6.3 Employment Profile

	Performance
	FY2018
Male : Female ratio in non-managerial positions	23 : 285 (Total = 308)
Male : Female ratio in managerial positions	14 : 4 (Total = 18)

FY2018 Performance We leverage on a host of strengths and skills that come from a diverse workforce embracing employees from various ethnic groups, religion, age and gender.

Sustainability Report

6.4 Employees Engagement and Training

	Performance
	FY2018
Average Training Hours per Employee	3

FY2018 Performance Training requirements vary such as levels of management responsibilities, changing business requirements etc. We will revise our training curriculum and/or programme to align with organisations objectives accordingly in order to strive for effectiveness and efficiency.

6.5 Customer Feedback

	Performance	Target	
	FY2018	FY2019	FY2020
Customer Satisfaction Index	89%	>85%	>85%

FY2018 Performance In FY2018, Customer Satisfaction Index stands at 89%. We target to achieve Customer Satisfaction Index of >85% every year.

6.6 Supplier Screening for Sustainability Criteria

	Performance
	FY2018
Key Suppliers Screened for Sustainability Criteria (%)	-%

FY2018 Performance We will also consider the overall sustainability policies adopted by our suppliers. Our decision on supplier selection is based on the overall assessment which takes a balanced view across all selection criteria.

6.7 Community Contribution

	Performance
	FY2018
Donation	\$34,800

FY2018 Performance We do not set a target for community contribution. This is because we have always been committed to participate in charity events and worthy cause year on year.
We will monitor our community contribution every year.

Sustainability Report

7 GRI CONTENT INDEX

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards Core option. We did not seek external assurance for this report.

N.B.: AR = Annual Report for FY2018, SR = Sustainability Report (i.e. this report)

GRI Reference	Disclosure	Response	
General Standard Disclosure			
Organization Profile	102-1	Name of the organization	SR Section 3
	102-2	Activities, brands, products, and services	AR Page 1
	102-3	Location of headquarters	AR Page 8
	102-4	Location of operations	AR Page 8
	102-5	Ownership and legal form	AR Pages 1 and 108
	102-6	Markets served	AR Page 1
	102-7	Scale of the organization	AR Page 7
	102-8	Information on employees and other workers	SR Section 5.2.3
	102-9	Supply chain	SR Section 5.4, 5.4.1, 5.4.2, 5.4.3
	102-10	Significant changes to the organization and its supply chain	No significant change
	102-11	Precautionary Principle or approach	SR Section 3.2, 3.3, 4, 4.1, 5, 5.1.1, 5.2.1, 5.3.1, 5.4.1, 5.5.1
	102-12	External initiatives	SR Section 4.4
	102-13	Membership of associations	SR Section 4.4
Strategy	102-14	Statement from senior decision-maker	SR Section 1
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	AR Page 14 – 43 (Corporate Governance Report), SR Section 3.1, 3.3
Governance	102-18	Governance structure	AR Page 14 - 43 (Corporate Governance Report), SR Section 5.4, 5.4.1, 5.4.2, 5.4.3
Stakeholder Engagement	102-40	List of stakeholder groups	SR Section 5, 5.1, 5.2, 5.3, 5.4, 5.5
	102-41	Collective bargaining agreements	None
	102-42	Identifying and selecting stakeholders	SR Section 5
	102-43	Approach to stakeholder engagement	SR Section 5
	102-44	Key topics and concerns raised	SR Section 4.2, 5
Reporting Practice	102-45	Entities included in the consolidated financial statements	AR Page 7
	102-46	Defining report content and topic boundaries	SR Section 2.1, 2.2, 2.3
	102-47	List of material topics	SR Section 4.2
	102-48	Restatements of information	No Significant Change
	102-49	Changes in reporting	No Significant Change
	102-50	Reporting period	SR Section 2.1
	102-51	Date of most recent report	SR Section 2.1

Sustainability Report

GRI Reference		Disclosure	Response
	102-52	Reporting cycle	<i>SR Section 2.1</i>
	102-53	Contact point for questions regarding the report	<i>SR Section 2.4</i>
	102-54	Claims of reporting in accordance with the GRI Standards	<i>SR Section 2.2</i>
	102-55	GRI content index	<i>SR Section 7</i>
	102-56	External assurance	<i>SR Section 2.2</i>
Economic			
Economic Performance	201-1	Direct economic value generated and distributed	<i>AR Pages 9 – 12 and 53 - 107</i>
	201-2	Financial implications and other risks and opportunities due to climate change	<i>SR Section 5.1.4</i>
	201-3	Defined benefit plan obligations and other retirement plans	<i>SR Section 5.2.4.2</i>
	201-4	Financial assistance received from government	<i>None other than wage credits as disclosed at AR Page 93</i>
Anti-corruption	205-1	Operations assessed for risks related to corruption	<i>SR Section 4.2</i>
	205-2	Communication and training about anti-corruption policies and procedures	<i>SR Section 3.3</i>
	205-3	Confirmed incidents of corruption and actions taken	<i>None</i>
Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	<i>None</i>
Environment			
Energy	302-1	Energy consumption within the organization	<i>SR Section 5.1.2</i>
	302-4	Reduction of energy consumption	<i>SR Section 5.1.2, 6.1</i>
	302-5	Reductions in energy requirements of products and services	<i>SR Section 6.1, 6.2</i>
Emissions	305-1	Direct (Scope 1) GHG emissions	<i>SR Section 5.1.2, 6.1</i>
	305-2	Energy indirect (Scope 2) GHG emissions	<i>SR Section 5.1.2, 6.1</i>
	305-3	Other indirect (Scope 3) GHG emissions	<i>SR Section 5.1.2, 6.1</i>
	305-5	Reduction of GHG emissions	<i>SR Section 5.1.2, 6.1</i>
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	<i>None</i>
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	<i>SR Section 5.4.3, 6.6</i>
Social			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<i>SR Section 5.2.4</i>
	401-3	Parental leave	<i>SR Section 5.2.1, 5.2.2.1, 5.2.4</i>
Labour/ Management Relations	402-1	Minimum notice periods regarding operational changes	<i>SR Section 5.2.2</i>

Sustainability Report

GRI Reference		Disclosure	Response
Occupational Health and Safety	403-1	Workers representation in formal joint management. worker health and safety committees	<i>SR Section 5.2.5</i>
Training and Education	404-1	Average hours of training per year per employee	<i>SR Section 5.2.2.4, 6.4</i>
	404-2	Programs for upgrading employee skills and transition assistance programs	<i>SR Section 5.2.2.4, 6.4</i>
	404-3	Percentage of employees receiving regular performance and career development reviews	<i>SR Section 5.2.2.1, 5.2.2.4, 6.4</i>
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	<i>SR Section 5.2.3</i>
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	<i>None</i>
Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	<i>None</i>
	412-2	Employee training on human rights policies or procedures	<i>SR Section 5.2.2.1, 5.2.6</i>
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	<i>SR Section 5.4.1, 5.4.2, 5.4.3, 6.6</i>
Public Policy	415-1	Political contributions	<i>None</i>
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	<i>SR Section 5.3.1, 5.3.3</i>
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<i>None</i>
	417-2	Incidents of non-compliance concerning product and service information and labelling	<i>None</i>
	417-3	Incidents of non-compliance concerning marketing communications	<i>None</i>
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<i>None</i>
Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	<i>None</i>