



ADVANCER GLOBAL LIMITED
Blk 135 Jurong Gateway Road, #05-317
Singapore 600135
T: (65) 6665 3855 | F: (65) 6665 0969

(Company Registration Number: 201602681W)



More information can be found on our website at:

<http://advancer.sg/>

GROUP OF COMPANIES





ADVANCER GLOBAL LIMITED

(Company Registration Number: 20162681W)



HOLISTIC
COMMITMENT
EXCELLENCE SERVICE
INTEGRATION LOYALTY
INGENUITY QUALITY TRUST

TRUSTWORTHY

ACCOUNTABILITY TRUTH
LEADERSHIP HONESTY
VALUE-CENTRICITY
SIMPLICITY

VALUES
PROFESSIONALISM
FAIRNESS RIGHTEOUS

RELIABLE COMMUNITY

DISCIPLINE DISCIPLINE
CULTURE KNOWLEDGE
VISION SOCIETY

RESPECT
QUALITY CARING
LEADERSHIP ETHICAL

INTEGRITY GROWTH

RESPONSIBLE FAITH
PASSIONATE DEDICATION
COMPASSIONATE GENUINE
SUSTAINABLE VIRTUOUS
VISIONARY WISDOM
MOTIVATION

2020

SUSTAINABILITY
REPORT



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This Sustainability Report has been reviewed by the Company's Sponsor, SAC Capital Private Limited (the "Sponsor"). This Sustainability Report has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "Exchange") and the Exchange 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.

The contact person for the Sponsor is Ms. Charmian Lim (Telephone no.: +65 6232 3210) at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

MESSAGE FROM THE BOARD



DANNY LIM
Independent
Non-Executive Chairman



GARY CHIN
Executive Director and Chief
Executive Officer (“**CEO**”)

The board is pleased to present Advancer Global Limited’s (“**AGL**” or the “**Group**”) Sustainability Report covering the period from 1 January 2020 to 31 December 2020 (“**FY2020**”). In this report, we share how the Group integrates key Environmental, Social and Governance (“**ESG**”) issues in its strategies, how the Group manages impacts and risks associated with these issues as well as its progress towards its 2020 sustainability target.

We recognise the importance of sustainability and how integrating sustainability into our business operations could contribute to the long-term growth of the business. Good management of our sustainability risks and opportunities not only strengthens our corporate governance and enhances our operational efficiency, but also improves stakeholders’ satisfaction.

The global outbreak of the COVID-19 pandemic in early 2020, has led us to witness a major disruption which destabilised both personal lives and businesses. The pandemic reminds us of the importance of integrating sustainability into our business. The Group experienced a slow-down in its business operations in 2020 due to the pandemic and 2021 continues to be a challenging year. However, we believe that our efforts to adopt and incorporate technology and digitalisation in our business since 2018 have helped us to remain resilient and nimble as we continue to embrace opportunities during this period of ‘new normal’.

Amid the COVID-19 situation, we remained committed to support our customers while also safeguarding the health and safety of our employees. We have enforced safe management measures at our workplace including SafeEntry scanning, use of the Trace Together app, temperature screening, use of masks, and safe distancing among employees at the workplace to protect the health and well-being of our people. We have also leveraged on Government

support grants e.g. Job Support Scheme, Work-Life Grant, property tax rebates and rental rebates where possible to keep the business going. The Group’s business was also adversely affected by the reduction in supply of foreign workers and Foreign Domestic Workers (“**FDWs**”) due to the border restrictions in neighboring countries e.g. Malaysia, Indonesia, Myanmar, Philippines and others which inevitably led to decrease in revenue.

In FY2020, the Security Services segment also secured new contracts in servicing community care facilities for patients with mild symptoms and recovering from COVID-19 while our cleaning and pest control subsidiaries gained traction and were appointed by the National Environment Agency (“**NEA**”) as disinfection vendors. Ashtree International Pte. Ltd., an indirect subsidiary of AGL started a new revenue stream providing traffic control management services during the year. This includes, amongst others, the supplying of traffic marshalls to ensure events proceed smoothly and work sites as well as key facilities are secured.

AGL will continue to focus on sustainable growth through our strategies, policies and procedures in creating value for our stakeholders. It is also the people behind the scenes and the customers we serve that make up the backbone of our business. We are firm in our vision of creating value and shaping the future by conducting business operations in a manner that considers the environmental and social impact to sustain profitable growth.

We would like to express gratitude to our clients, business partners and shareholders for their unwavering support over the years. We are committed to sustaining our leadership for our stakeholders and look forward to keeping them apprised of our progress.

ABOUT THIS REPORT

This Report has been prepared in accordance with the GRI standards: Core option, as well as the Rules 711A and 711B of Listing Manual Section B: Rules of Catalist ("**Catalist Rules**") of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") with references to the guidance set out in SGX-ST's sustainability reporting guide under Practice Note 7F of the Catalist Rules.

We have reported our data in good faith and to the best of our knowledge. We strive to continuously improve our data collection and reporting processes. We have not sought external assurance for FY2020.

REPORTING BOUNDARIES & STANDARDS

- Materiality: focusing on issues that impact business growth and are of utmost importance to stakeholders;
- Stakeholder Inclusiveness: responding to stakeholder expectations and interests;
- Sustainability Context: presenting performance in the wider context of sustainability; and
- Completeness: including all information that is of significant economic, environmental and social impact to enable stakeholders to access the Group's performance.

REPORT PERIOD AND SCOPE

This report covers the Group's operations in Singapore for financial year from 1 January 2020 to 31 December 2020 ("**FY2020**").

ACCESSIBILITY & FEEDBACK

Electronic editions of the report is available at: http://advancer.sg/news_categories/sustainability-reports/.

ORGANISATIONAL PROFILE

Background

The Group was listed on the Singapore Exchange on 11 July 2016 under the stock code 43Q. The Group's headquarters is located at 135 Jurong Gateway Road, #05-317, Singapore 600135.

The Group is a full-fledged one-stop service provider with an array of subsidiaries that offers a multitude of services. We have years of experience operating in the service industry with numerous satisfied clients. With a multitude of subsidiaries under us, we remain competitive and cement ourselves as the leading integrated manpower solutions and facilities management services provider in the diverse industries we serve.

The Group operates on two core business segments: (i) Employment Services, and (ii) Facilities Management Services, encompassing the Building Management and Security Services to give a comprehensive suite of solutions and services to its diverse base of customers.

The Employment Services division offers integrated and comprehensive employment solutions including sourcing, recruitment, training and deployment of FDWs to households and foreign workers to corporations. The Group operates its employment services business through its well-recognised brands, "**Nation**" and "**Enreach**".

The Group's Building Management Services division provides solutions and services such as property management, security, pest control, cleaning and stewarding, gardening and landscaping, waste management and recycling services to a diverse base of customers including residential, commercial and industrial properties, hospitals, schools and hotels.

The Group's Security Service division provides manpower and security solution integrated with technology, security advisory and consultancy and security related training to residential, commercial and industrial customers.

The Group's competitive edge lies in its dedication and successful integration of its diverse offerings of workforce solutions and services that allows the Group to customise and deliver a holistic suite of solutions and services for its customers.

ORGANISATIONAL PROFILE

Advancer Global 前进集团

100%
Advancer Global
Manpower Pte. Ltd.

100%
Advancer Global
Facility Pte. Ltd.

100%
Advancer Global
Security Pte. Ltd.

EMPLOYMENT SERVICES

Nation
Employment
Pte Ltd

100%

Enreach
Employment
Pte. Ltd.

100%

Apac Cities
Employment
Pte. Ltd.

100%

Nation Human
Resource
Pte. Ltd.

100%

Advancer
Nation
Pte. Ltd.

100%

Fullcast
International
Co., Ltd.

49%

SECURITY SERVICES

KH Security
Agency
Pte. Ltd.

100%

Ashtree
International
Pte. Ltd.

100%

KH Security
Pte. Ltd.

100%

AGS
Integration
Pte. Ltd.

100%

Eazable
Pte. Ltd.

45%

BUILDING MANAGEMENT SERVICES

TEE
Environmental
Pte. Ltd.

100%

First
Stewards
Private Limited

100%

Master Clean
Facility
Services
Pte. Ltd.

100%

World Clean
Facility
Services
Pte. Ltd.

100%

Newman &
Goh Property
Consultants
Pte Ltd

76%

TEE Recycling
Pte. Ltd.

100%

G3
Environmental
Private Limited

20.01%

Premier
Eco-Care Pte.
Ltd.

100%

Green
Management
Pte. Ltd.

100%

Newman &
Associates
Pte. Ltd.

76%

PPMC
Pte. Ltd.

100%

Envotek
Engineering
Pte. Ltd.

100%

Advancer
Smart
Technology
Pte. Ltd.

100%

SRE Global
Pte. Ltd.

82%

Country Cousins
Pte. Ltd.

76%

Our Express
Pte. Ltd.

100%

HBA Group
Property
Consultants
Pte. Ltd.

100%

ORGANISATIONAL PROFILE



OUR VISION

“Building a world-class service organisation driven by passion and honour.”



OUR MISSION

“We are committed to deliver workforce solutions and services which meet the needs and exceed the expectations of our clients.”

OUR CORE VALUES

Quality: We strive to attain the highest quality standards for our people and the systems we operate.

Reliability: We are trustworthy and reliable to support the needs and interests of our stakeholders.

Leadership: We lead by example to create a learning organisation where we can learn and grow joyously to better ourselves, our corporation and the world around us.

Trust and Respect: We aspire to nurture respect, mutual understanding, gratitude and support among our stakeholders.

Commitment: We are dedicated to deliver all our business and service commitments efficiently.

Excellence Service: We devote ourselves to providing effective solutions and service to our clients with passion and integrity.

Accountability: We are driven by courage to take on greater social responsibility and contribute our best in the interest of our corporation and the society.

Integrity: We are led by a strong sense of integrity, honesty and discipline in our daily business conduct so as to garner a harmonious and respectful relationship with our stakeholders.

ORGANISATIONAL PROFILE

Supply Chain Management

We aim to select and work with suppliers and contractors who share our values and meet our standards for ethical conduct, human rights, workplace standards and care for the environment. We maintain good working relationships with suppliers and contractors whose goals and commitments are in line with ours.

Our major suppliers are the subcontractors for our cleaning and stewarding business under the Building Management Services division.

We have a Procurement Policy in place which provides procurement guidelines such as selection and evaluation of suppliers as well as continue aiming to build responsible and sustainable supply chain by ensuring adequate diversification of suppliers which results in cost-effectiveness and prevention of operational disruptions. We continue to evaluate the performance of our key suppliers on a periodic basis to ensure that their performance is in compliance with our operation standards.

Our Directors believe that our business and profitability are not materially dependent on any industrial, commercial or financial contract with any supplier and will not be materially affected by the loss of any single supplier.



ORGANISATIONAL PROFILE

Membership of Associations and Certificates

Advancer Global Manpower Pte. Ltd.

- TUV SUD ISO 9001:2015 (Foreign Maid Employment Placement)

Enreach Employment Pte. Ltd.

- TUV SUD ISO 9001:2015 (Foreign Maid Employment Placement)

Nation Employment Pte Ltd

- TUV SUD ISO 9001:2015 (Foreign Maid Employment Placement)
- Certificate of Accredited Training Provider for Employers' Orientation Program (MOM – Foreign Manpower Division)
- CaseTrust Accreditation for Employment Agencies Business

Nation Human Resources Pte. Ltd.

- TUV SUD ISO 9001:2015 (Foreign Maid Employment Placement)
- bizSAFE Level 3 Certificate
- Reader's Digest Quality Service Award (Gold)

Advancer Global Facility Pte. Ltd.

- GIC ISO 9001:2015 (Provision of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services) & (Provision of Pest Control, Bird Control, Fumigation Services)

First Stewards Private Limited

- bizSAFE Star Level Certificate
- MW02 Housekeeping, Cleansing, Desilting And Conservancy Service Level 5
- GIC ISO 9001:2015 (Provision of Contract Cleaning, Stewarding And Housekeeping Maintenance Services)
- GIC ISO 45001:2018 (Provision Of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services)

ORGANISATIONAL PROFILE

Membership of Associations and Certificates

Master Clean Facility Services Pte. Ltd.

- MW02 Housekeeping, Cleansing, Desilting and Conservancy Service Level 5
- NEA Clean Mark Silver Award
- GIC ISO 9001:2015 (Provision Of Contract Cleaning, Stewarding and Housekeeping Maintenance Services)
- GIC ISO 45001:2018 (Provision of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services)
- bizSAFE Star Level Certificate
- Member of Environmental Management Associations Of Singapore (EMAS)

World Clean Facility Services Pte. Ltd.

- MW02 Housekeeping, Cleansing, Desilting & Conservancy Service Level 4
- EQA IMS ISO 9001:2015 (Provision of Contract Cleaning, Stewarding and Housekeeping Maintenance Services)
- GIC ISO 45001:2018 (Provision of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services)
- Participant in Employers' Pledge of Fair Employment Practices
- NEA Clean Mark Silver Award
- bizSAFE Star Level Certificate

Newman & Goh Property Consultants Pte Ltd

- Accredited Managing Agents (Category A) - SISV / APFM
- SGS ISO 9001:2015 (Property Management and Valuation Services)
- SGS – Service Certification Criteria for Property Management and Valuation-Service
- bizSAFE Level 4 Certificate

ORGANISATIONAL PROFILE

Membership of Associations and Certificates

SRE Global Pte. Ltd. (Formerly known as Suntec Real Estate Consultants Pte. Ltd.)
• Member of Association of Property & Facility Managers (APFM)
• Member of Singapore Institute of Surveyors and Valuers (SISV)
• SGS ISO 9001:2015 (Valuation Services: Land and Buildings)
• Accredited Managing Agents (Category A) - SISV/APFM

Premier Eco-Care Pte. Ltd.
• Member of Singapore Pest Management Association
• Accredited Brown Marmorated Stink Bug (BMSB) Fumigator, Australia
• Certified Fumigation Using PH3 (Phosphine)
• Management in Food Plants, Hazard Analysis Critical Control Point (HACCP)
• bizSAFE Star Level Certificate
• NEA Registered and Approved Applicator For Disinfection
• Mirakn Applicator (Japan)
• GIC ISO 9001:2015 <ul style="list-style-type: none"> » Pest Control, Bird Control » Fumigation Services (International Standards for Phytosanitary Measures No. 15 [ISPM No.15]) » Soil Treatment » Disinfection Services » Sales of Ecological Care Products
• GIC ISO 14001:2015 <ul style="list-style-type: none"> » Pest Control, Bird Control » Fumigation Services (International Standards for Phytosanitary Measures No. 15 [ISPM No.15]) » Soil Treatment » Disinfection Services » Sales of Ecological Care Products
• GIC ISO 45001:2018 <ul style="list-style-type: none"> » Pest Control, Bird Control » Fumigation Services (International Standards for Phytosanitary Measures No. 15 [ISPM No.15]) » Soil Treatment » Disinfection Services » Sales of Ecological Care Products

ORGANISATIONAL PROFILE

Membership of Associations and Certificates

Country Cousins Pte. Ltd.

- bizSAFE Level 3 Certificate
- Registered landscape Contractor of Nparks

Advancer Smart Technology Pte. Ltd.

- bizSAFE Level 4 Certificate

AGS Integration Pte. Ltd.

- Member of Association of Certified Security Agencies (ACSA)
- Member of Security Association Singapore

Ashtree International Pte. Ltd.

- Singapore Police Force's Annual Grading Exercise for Security Agencies – Grading C (2020)
- TQCSI ISO 9001:2015 (Quality Management System)
- Certified Anti-Terrorism Practitioner (CATP)
- Certified Force Protection Professional (CFPP)
- bizSAFE Star Certificate
- Member of Security Association Singapore

KH Security Pte. Ltd. (Formerly known as KC Security & Investigation Services Pte. Ltd.)

- Singapore Police Force's Annual Grading Exercise for Security Agencies – Grading C (2020)
- QAI ISO 9001:2015 (Security Consultancy and Security Manpower Service Provider)
- bizSAFE Level 3 Certificate

KH Security Agency Pte. Ltd

- Singapore Police Force's Annual Grading Exercise for Security Agencies – Grade B (2020)
- Member of Association of Certified Security Agencies (ACSA)
- Member of Union of Security Employees (USE)
- bizSAFE Star Certificate
- bizSAFE Level 2 Certificate
- Human Capital Partner
- 2 Star Excellent Service Award

GOVERNANCE & SUSTAINABILITY APPROACH

Governance Structure

The Board of Directors comprises the following members, all of whom have the appropriate core competencies and provide a diversity of experience to enable them to effectively contribute to the Group:

Audit Committee

Mr. Francis Yau Thiam Hwa (*Chairman*)
Mr. Vincent Leow (*Retired on 29 April 2021*)
Mr. Danny Lim Teck Chai

Nomination Committee

Mr. Vincent Leow (*Chairman*) (*Retired on 29 April 2021*)
Mr. Gary Chin Mei Yang
Mr. Danny Lim Teck Chai

Remuneration Committee

Mr. Danny Lim Teck Chai (*Chairman*)
Mr. Francis Yau Thiam Hwa
Mr. Vincent Leow (*Retired on 29 April 2021*)

Executive Directors

Mr. Gary Chin Mei Yang (*Chief Executive Officer*)
Mr. Desmond Chin Mui Hiong
Mr. Ong Eng Tiang

Independent Directors

Mr. Danny Lim Teck Chai (*Non-Executive Director and Chairman*)
Mr. Francis Yau Thiam Hwa (*Non-Executive Director*)
Mr. Vincent Leow (*Non-Executive Director*)

Non-Independent Directors

Mr. Takehito Hirano (*Non-Independent Non-Executive Director*)

GOVERNANCE & SUSTAINABILITY APPROACH

Continual Commitment to Enhance Corporate Governance

At AGL, we believe that enhancing corporate governance is one of the most important and ongoing targets for its business. We are committed to maintaining a high standard of corporate governance by adhering to the principles and guidelines set out in the Code of Corporate Governance 2018 (the “**2018 Code**”). We continue to maintain a high standard of corporate governance and having an effective corporate practice to safeguard against fraud with the aim of protecting shareholders’ interests, maximising long-term success of the Group as well as maintaining business transparency. We have established policies for issues such as Conflict of Interest, Insider Trading, Fraud and Whistleblowing. In FY2020, there were no incidents of corruption and no significant non-compliance with all relevant social, environmental and governance laws and regulations.

CONFLICT OF INTEREST POLICY

Our Group has adopted a conflict of interest policy to guide our employees in the identification and management of conflicts of interests. All of our key management staff including our Executive Directors and Executive Officers are to complete the annual conflict of interest disclosures to our Board.

INSIDER TRADING POLICY

Our Group has adopted an insider trading policy to preserve the reputation and integrity of our Group and affiliates. In accordance with the policy, any person who possesses material, non-public information relating to our Company, or any other publicly-traded company, including our customers and suppliers, obtained in the course of employment or by association with our Group, is considered an insider to such information.

FRAUD AND WHISTLEBLOWING POLICY

Our Group continues to educate our employees our whistle-blowing policy whereby employees understand the importance of highlighting any inappropriate behavior to maintain integrity and honesty for our stakeholders. We also keep all information confidential to protect the interest of our employees.

Under the policy, employees may address their concerns via email to a dedicated email account (whistleblow@advancer.sg), which will be directed to our Audit Committee Chairman. A Special Committee comprising selected Directors of our Group will direct an independent investigation to be conducted.

GOVERNANCE & SUSTAINABILITY APPROACH

Sustainability Approach

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 established 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.

Our Group's senior management periodically assesses focus areas which has the greatest economic, environmental and social impact to the Group, as well as areas that are most important to our stakeholders. Senior management is responsible for the ongoing communication to the Board of Directors.

Our Group also actively interact with our stakeholders and Directors to develop new and creative ways to upgrade our business, by enhancing employees' skillset. We evaluate the needs and expectations of our key stakeholder groups which are significant to our Group's value creation strategy and strive to build mutually beneficial relationships.



GOVERNANCE & SUSTAINABILITY APPROACH

Stakeholder Engagement

Close collaboration with our stakeholders supports us in addressing sustainability challenges. We consult with and engage our diverse group of stakeholders on a regular basis or on a need-to basis. Where appropriate and relevant to our businesses, we incorporate their feedback into our planning and actions. The Group aspire to understand the views of our key stakeholders and strive to build mutual beneficial relationships through effective communication with them and addressing their concerns. Our stakeholder engagement approach is summarised below.

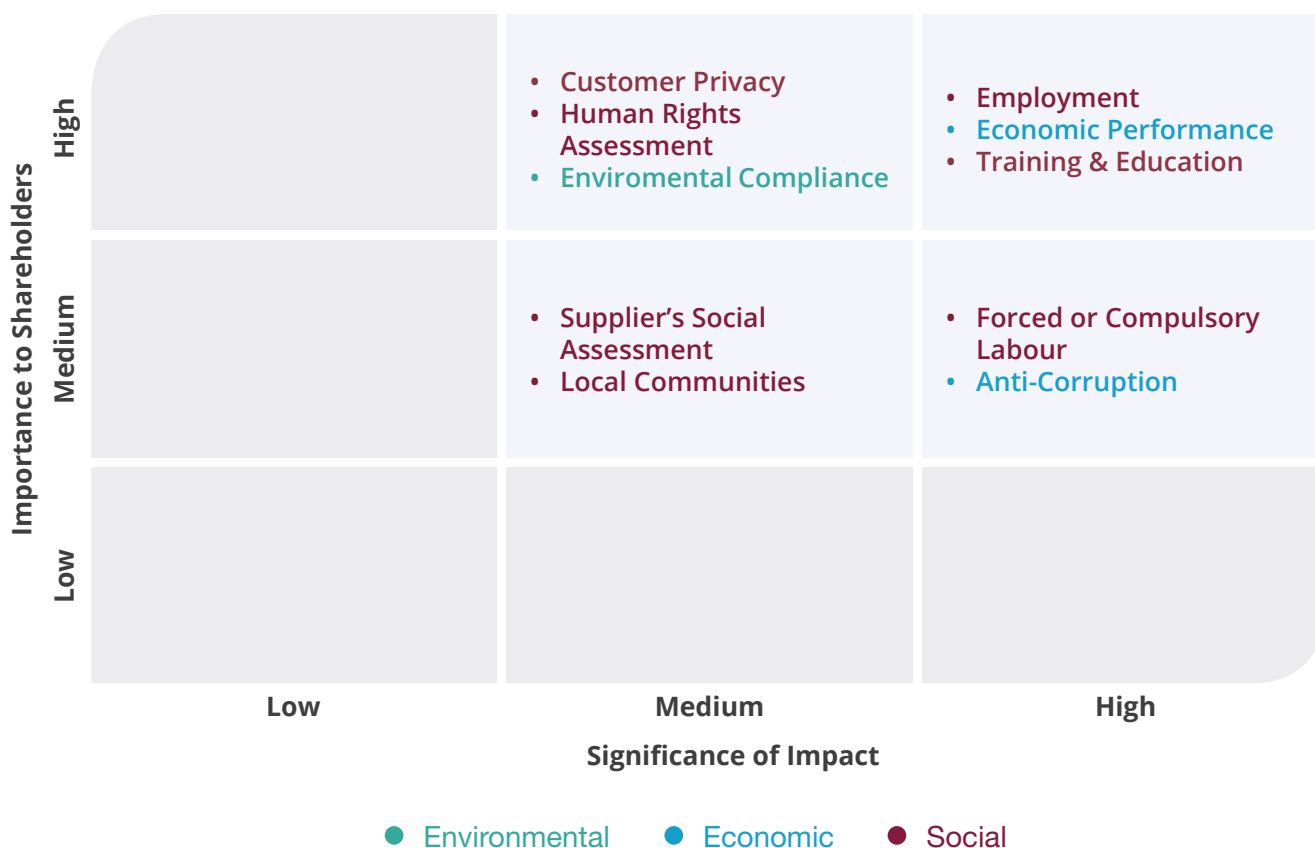
Stakeholder Group	Engagement Activities	Shareholders' Expectations
Customers	<ol style="list-style-type: none"> 1. Enquiry and Feedback 2. Customer service hotlines 3. Direct customer meeting 	<ol style="list-style-type: none"> 1. Top notch customer service 2. Value added services
Suppliers	<ol style="list-style-type: none"> 1. Quotations 2. Periodic discussion 3. Supplier evaluation 	<ol style="list-style-type: none"> 1. Compliance with terms and conditions of purchasing policies and procedures 2. Maintenance of ethical standards
Employees	<ol style="list-style-type: none"> 1. Induction and orientation program 2. Staff appraisal 3. Internal memos 4. Employee training 	<ol style="list-style-type: none"> 1. Staff rights and welfare 2. Personal development 3. Good working environment
Investors	<ol style="list-style-type: none"> 1. Annual meetings 2. Board meetings 3. Circulars to shareholders 	<ol style="list-style-type: none"> 1. Profitability 2. Transparency 3. Timely reporting 4. Fair purchasing practices
Government and Regulators	<ol style="list-style-type: none"> 1. Discussions with government agencies and departments 	<ol style="list-style-type: none"> 1. Environmental-friendly business approach 2. Compliance with regulations 3. Timely reporting and resolution of issues

MATERIAL TOPICS

Based on feedback gathered from our internal and external stakeholders, we have evaluated and prioritised factors which would have significant economic, environmental and social impacts.

We continue to review our material topics annually in light of fresh stakeholders' feedback and updates to our business objectives and developments. The following material topics identified in FY2019 continue to remain relevant in FY2020. The topics are prioritised in the materiality matrix as shown below.

Advancer Global Materiality Matrix



Sustainability Topics Selected:

1. Economic Performance
2. Employment
3. Local Communities
4. Training and Education
5. Customer Privacy

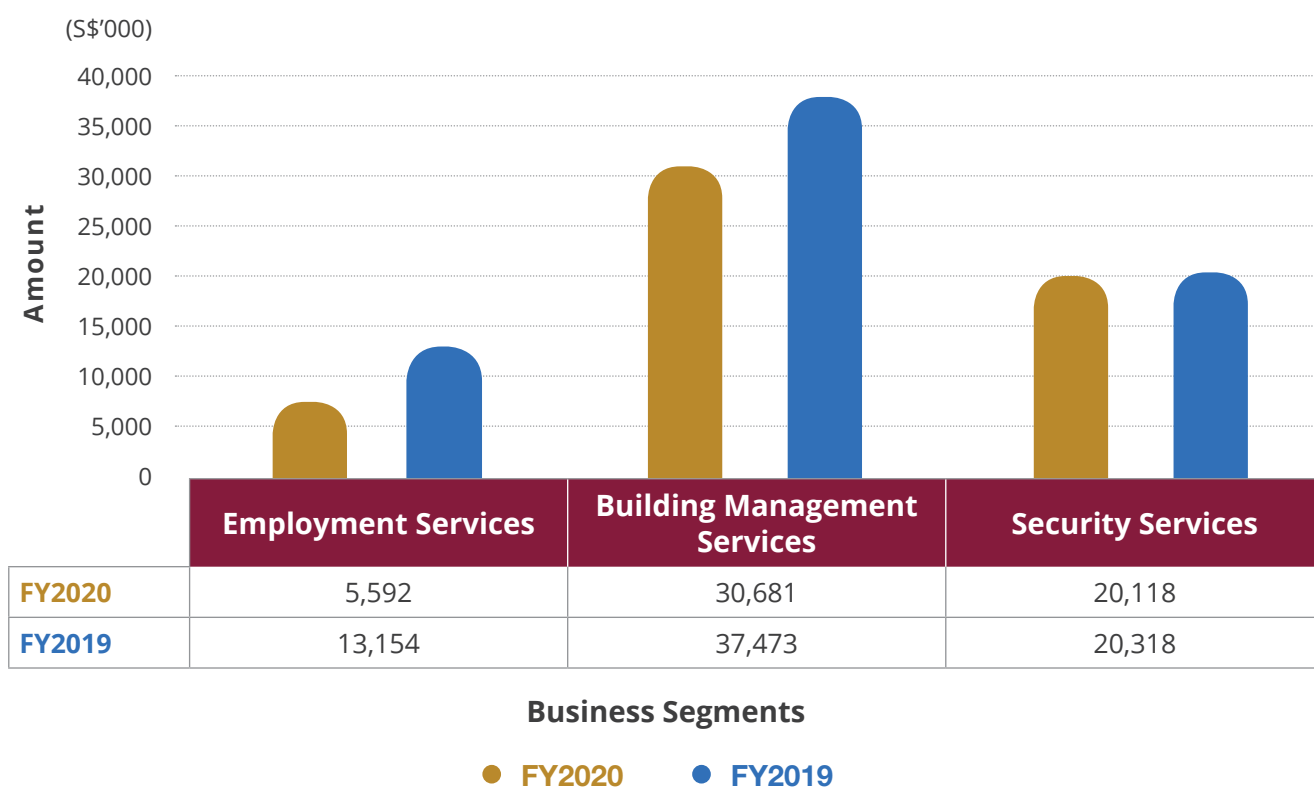
ECONOMIC PERFORMANCE

Financial Highlights

COVID-19 pandemic has dampened our Group's business activities last year and 2021 is expected to be another challenging year. The Group's revenue decreased by S\$14.6 million (20.5%) from S\$70.9 million in FY2019 to S\$56.4 million in FY2020 due to the decrease in revenue across all the Group's business segments. The decrease was attributed by (i) decreased in the number of FDWs that the Group had placed out to households due to worldwide travel controls; (ii) decrease in service income received from stewarding and cleaning, pest control and fumigation, rendered to customers across residential, commercial properties, hotels and restaurants and (iii) decrease in security projects at Changi airport, shipyard, schools and commercial properties.

For FY2020, the Group's revenue for its Building Management Business and Security Services Business were S\$30.7 million and \$20.1 million respectively (FY2019: S\$37.5 million and S\$20.3 million respectively). As at 31 December 2020, the Group has service contracts from its Building Management and Security Services Businesses (with varying contract periods) amounting to approximately S\$3.3 million monthly (31 December 2019: S\$3.7 million monthly).

Revenue (By Business Segments)



Please refer to our published Annual Report for FY2020 for detailed breakdown of the Group's financial performance.

EMPLOYMENT

Our people are our most valuable resources and investing in their professional and personal well-being is vital to our business sustainability. We continue to maintain a high standard of corporate governance and having an effective corporate practice to safeguard against fraud with the aim of protecting shareholders' interests, maximising long-term success of the Group as well as maintaining business transparency. We have established policies for issues such as Conflict of Interest, Insider Trading, Fraud and Whistleblowing.

We recognise 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 and trust within the organisation which reflects in our ability to create values to our stakeholders. With COVID-19, the Group have utilised the Government support, Job Support Scheme to retain local employees in the business which was affected by COVID-19 pandemic.

The Group continues to hire a diversity of employees across all our various industries. We have established policies and practices to ensure transparency and fairness for our employees. We believe that diversity in both gender and age are key to sustaining our dynamic workforce. Providing equal employment opportunities for these groups are part of our employment policies. All of the Group's employees are permanent full-time employees.

New Employee Hires Sorted by Age Groups

Category / Year	2020	2019
Under 30 Years Old	127	243
Between 30 to 50 Years Old	233	346
Over 50 Years Old	271	292

New Employee Hires Sorted by Age Groups

Category / Year	MALE		FEMALE	
	2020	2019	2020	2019
Number of Employees	852	904	370	359
Number of New Employees	480	655	151	226
Number of Resigned Employees	532	560	140	187
Average Monthly Turnover Rate	3.87%	5.1%	2.5%	3.99%

EMPLOYMENT



Benefits for Full Time Employees

The Group provides the following benefits to full-time employees:

- Healthcare subsidies
- Tie-ups with Insurance
- Option of stock ownerships under Employee Share Option Scheme
- Disability Coverage (WICI)
- Parental leave

We will continue to review our employment policies and strive towards greater gender equality and a more inclusive workforce. Revisions were made to the Group's employment policies during the year in line with the Senior Worker Early Adopter Grant. Accordingly, the Group has raised the internal retirement and re-employment ages by 3 years to 63 and 68 respectively.

The target set for FY2020 which was to maintain the employee turnover rate was met as there was a lower employee turnover rate as compared to FY2019.

Our target for FY2021, is to reduce employee average turnover rate and to continue to upgrade skills of employees.

TRAINING AND EDUCATION

At AGL, we believe in ensuring our employees are adequately trained and kept relevant of any updates and advances in their specific and relevant job positions. Every new employee must go through an orientation programme to familiarize themselves with their job position and embrace the Company culture. This ensures that they are able to perform their jobs efficiently and effectively.

Average Training Hours & Training Programs

With the rapid technological and market changes in our industry, it is vital for our employees to keep themselves abreast of the latest industry developments and be future-ready. The yearly average training hours per employee stands at 32 hours (FY2019: 35 hours) for our Operations staff and 11 hours (FY2019: 18 hours) at the Management level. Selected programs for upgrading employee skills and certificates are available across business segments as shown in the following table:



Category / Year	Descriptions
Administrative/ General	<ul style="list-style-type: none"> • WSQ Communicate & Relate Effectively at the Workplace • Advanced Certificate in Data Protection Operational Excellence Module 1 • Workshop for CEO/Top Management
Cleaning/ Stewarding	<ul style="list-style-type: none"> • Dynamic Safety- Occupational First-Aid Course with CPR+AED (OFAC) • Environmental Infection Control and Management in Non-Hospital Facilities • Infection Control Course-In Response to Covid-19 • Integrated-Demonstrate and Apply Understanding of Cleaning Chemicals, Methods and Processes • Customer Management • Workplace Safety & Health Practices Implementation • Practices Implementation (level 1) • SB Rope-irata Course • Science & Technology, Environmental Control • Work at Height • WSQ Advanced Certificate in Learning and Performance (ACLP) • WSQ Develop a Risk Management Implementation Plan • WSQ Operate Boom Lift Training • WSQ Operate Scissor Lift Training • WSQ Understanding of The Local Cleaning Industry

TRAINING AND EDUCATION

Category / Year	Descriptions
Employment	<ul style="list-style-type: none"> • WSQ Team Service Excellence • WSQ Winning Service • WSQ Service Innovation Works • WSQ Demonstrate the Service Vision • WSQ Strength in Diversity • Employers' Orientation Programme
Security	<ul style="list-style-type: none"> • Airport Planning, Development & Environmental Management • Critical Infrastructure Protection • Crowd & Traffic Control Management • Deterrence (Manage Disorderly Conduct & Threatening Behaviour) • Deterrence (Perform Security Duties at Protected Areas and Protected Places) • Develop a Risk Management Implementation plan • First Aid Course (OFAC) & Workplace Safety & Health • ICAO Airfield Global Reporting Format • Incident Response (Handle Security Incidents and Services) • International Civil Aviation Organization (ICAO) Implementing Annex Courses • Provide Guards & Patrol Services (Guard and Patrol) • Red Teaming and Contingency plan exercise • Security Screening Management (Conduct Security Screening of Person and Bag) • Table-Top Exercises-Identify Gaps In Dealing With Terror Attack • Threat Observation (Recognise Terrorist Threats) • WSQ Environmental Service Level 1 • WSQ Level 1 - AOP Demonstrate Understanding of the Local Cleaning Industry • WSQ Respond to Fire Incident in Workplace • WSQ Workplace Learning Facilitator Programme • Xray Security Screening Management
Gardening/ Landscaping	<ul style="list-style-type: none"> • Develop and Manage An Open Space Management Plan • Develop and Implement a Streetscape Management Plan • Develop A Workplace Safety and Health Management Course On Fell Trees And Palms

TRAINING AND EDUCATION

Category / Year	Descriptions
Pest Control	<ul style="list-style-type: none"> • Federation of Asian and Oceania Pest Managers Association Pest Summit 2020 Virtual Conference • Post Circuit Breakers – Safe Restart / Safe Workplaces - Training for Safe Management Officers • Infection Control & Disinfection on COVID-19 • Manage Work At Height • Pest Management • Shipyard Safety Instruction Course (SSIC)- General Trade Re-Certification • Hazmat Transport Driver Permit Course
Property Consultancy/ Property Facilities Management	<ul style="list-style-type: none"> • Advanced Diploma in Property & Facilities Management • Calculate Investment Value & Profitability Of Old Apartments With En Bloc Sale Potential • Certificate In Managing Agent Practice • Fundamentals Of Personal Data Protection Act • Generic Course: Aida Model Of Real Estate Advertising • Implement Incident Management Process • ISO 9001 Quality Management System to Audit Requirements for Staffs • ISO 9001:2015 Quality Management System & Internal Quality Auditing • Key Features When Selecting Commercial Property • MiniMasters In General Management • Specialist Certificate In Strata Property Management • Real Estate & Construction Centre-Law Of Contract In Facilities Management

Performance and Career Development Review

In FY2020, all employees received their performance review in line with the Group’s policies. We encourage on-going and two-way communication between employees and their supervisor(s). This exercise allows the managers and employees to set expectations and address potential gaps in their performance. Regular and ad-hoc feedback are also given to employees. The practices in place to develop and improve employees’ performance have contributed to improve organisational performance. Furthermore, these practices allow the Group to monitor the skillsets of employees and to develop human capital within the organisation.

For FY2020, the Group had aimed to maintain yearly average training hours per operation staff and management staff at 35 hours and 18 hours respectively. However, the Group was unable to maintain their training hours for local workforce as the number of opportunities for training was reduced due to Circuit Breaker and outsourced training providers was only able to provide online courses towards the end of the year. While the number of training hours increased for some subsidiaries such as Nation Human Resources Pte. Ltd. and Nation Employment Pte Ltd, majority of the other subsidiaries had postponed their training.

For FY2021, our aim is to achieve the target that was set for FY2020 being training hours of 35 hours per operation staff and 18 hours per management staff.

LOCAL COMMUNITIES

While pursuing growth and development, we believe in giving back to the community. Where possible, the Group strive to engage in activities that promote positive impact. However, due to the COVID-19 pandemic, the Group was unable to attend or hold any events as what have been done for the previous years.

During the financial year, the Group issued boxes of medical masks to all employees and also gave out mask to customers and the public.

Ashtree also successfully secured a contract to provide security services at a COVID-19 community care facility in Jurong East which is able to house up to 2,900 patients with mild symptoms. About one hundred security personnel were deployed round the clock to ensure the security protection plan was executed to the highest standards, which included actions to address incidents of trespass, medical and service delivery, medical evacuations, patient in-process and out-process.

For FY2021, the Group's target is to continue to have initiatives to build a better environment for FDWs and participate or contribute to more social events.



CUSTOMER PRIVACY

Our materiality assessment has indicated that customer data privacy and protection is of paramount importance to our stakeholders, making this one of the material topics for AGL. We understand that with the advancement of technology, there is a growing trend of concerns for individuals on how their personal data are being collected, managed and used.

Personal Data Protection Act

Data privacy and protection are key business challenges and the responsibility of the whole organisation. Our holistic management approach to legal compliance and operational management fosters a culture of awareness to respect and ensure the privacy of our stakeholders.

Customers' data are stored in secure databases where we have established safeguards in place against impending IT security threats for instance, periodic change of passwords, installation of anti-virus and firewalls. These policies and procedures are disseminated to all employees and our operating entities in the Group. Every operational manager is expected to establish and implement the Group's PDPA policy and monitor for compliance.

In FY2020, there were no substantiated complaints or any breaches or loss of customer data. Customers' privacy is of utmost importance to our Group and we consistently monitor and update our PDPA policy in accordance with new requirements and business developments. For FY2021 and beyond, we target to continue achieving zero complaints and PDPA breaches on a yearly basis.



GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
GENERAL DISCLOSURE		
GRI 102: General Disclosures 2016	ORGANISATIONAL PROFILE	
	102-1 Name of the organisation	1
	102-2 Activities, brands, products, and services	3
	102-3 Location of headquarters	3
	102-4 Location of operations	3
	102-5 Ownership and legal form	3
	102-6 Markets served	3
	102-7 Scale of the organisation	16-17
	102-8 Information on employees and other workers	17
	102-9 Supply chain	6
	102-10 Significant changes to the organisation and its supply chain	NIL
	102-11 Precautionary principle or approach	12-13
	102-12 External initiatives	22
	102-13 Membership of associations	7-10
	STRATEGY	
	102-14 Statement from senior decision maker	1
	ETHICS AND INTEGRITY	
	102-16 Values, principles, standards, and norms of behaviour	5
	GOVERNANCE	
	102-18 Governance structure	11
	STAKEHOLDER ENGAGEMENT	
	102-40 List of stakeholder groups	14
	102-41 Collective bargaining agreements	NIL
	102-42 Identifying and selecting stakeholders	14
	102-43 Approach to stakeholder engagement	14
	102-44 Key topics and concerns raised	15

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
REPORTING PRACTICE		
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	Annual Report 2020
	102-46 Defining reporting content and topic boundaries	2
	102-47 List of material topics	15
	102-48 Restatements of information	NIL
	102-49 Changes in reporting	NIL
	102-50 Reporting period	2
	102-51 Date of most recent report	Sustainability Report 2019
	102-52 Reporting cycle	2
	102-53 Contact point for questions regarding the report	2
	102-54 Claims of reporting in accordance with the GRI Standards	2
	102-55 GRI content index	24
	102-56 External assurance	2
MATERIAL TOPICS		
ECONOMIC PERFORMANCE		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	16
	103-2 The management approach and its components	16
	103-3 Evaluation of the management approach	16
GRI 201:	201-1 Direct Economic value generated and distributed	16
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	17
	103-2 The management approach and its components	17
	103-3 Evaluation of the management approach	17
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	17
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	18
	401-3 Parental leave	18

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
MATERIAL TOPICS		
TRAINING AND EDUCATION		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19
	103-2 The management approach and its components	19
	103-3 Evaluation of the management approach	19
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	19
	404-2 Programs for upgrading employee skills and transition assistance programs	19
	404-3 Percentage of employees receiving regular performance and career development reviews	19
LOCAL COMMUNITIES		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	22
	103-2 The management approach and its components	22
	103-3 Evaluation of the management approach	22
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	22
	413-2 Operations with significant actual and potential negative impacts on local communities	22
CUSTOMER PRIVACY		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	23
	103-2 The management approach and its components	23
	103-3 Evaluation of the management approach	23
GRI 418: Customer Privacy 2016	481-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	23