



**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/>**



Enabling cities of the future

**ADVANCER GLOBAL LIMITED**

(Company Registration Number: 201602681W)



# ENABLING CITIES OF THE FUTURE

SUSTAINABILITY REPORT 2021



## CONTENTS

- 01 MESSAGE FROM THE BOARD
- 02 ABOUT THIS REPORT
- 03 ORGANISATIONAL PROFILE
- 11 GOVERNANCE & SUSTAINABILITY APPROACH
- 15 MATERIAL TOPICS
- 16 ECONOMIC PERFORMANCE
- 17 EMPLOYMENT
- 19 TRAINING AND EDUCATION
- 22 LOCAL COMMUNITIES
- 23 CUSTOMER PRIVACY
- 24 GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

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 of Directors is pleased to publish Advancer Global Limited's (“AGL” or the “Group”) Sustainability Report covering the financial period from 1 January 2021 to 31 December 2021 (“FY2021”). This report shows how the Group incorporates major Economic, Environmental, Social, and Governance (“EESG”) issues into our plans, how we manage the consequences and risks associated with these issues, and its progress towards our 2021 sustainability objective.

We understand the importance of sustainability and how incorporating it into our business operations may help the Group develop in the long run. Good and proper management of our sustainability risks and opportunities improves not just our corporate governance and operational efficiency, but also the satisfaction of our stakeholders.

The COVID-19 pandemic has caused considerable disruption, both to personal lives and businesses worldwide. This serves as a stark reminder of the significance of incorporating sustainability into our day-to-day operations. While moving into a phase of living with COVID-19, there undoubtedly will still be challenges ahead. Despite all odds, we pledge to persevere through these challenges and make use of these opportunities to enhance our business and bring about positive changes. With that said, we will continue to work towards re-growing our business segments and improve the Group's overall performance. We are looking forward to becoming the leading Integrated Facility Management (“IFM”) solutions provider with the acquisition of two new property companies which will propel us towards our goal.

Apart from technological innovations and digitisation of our services, we are making the Group into an aspirational brand that our customers want to be associated with, one that spells quality service and a one-stop integrated suite of services and solutions to become more resilient.

Despite COVID-19 transitioning to an endemic stage, we stayed dedicated to supporting our customers, while also protecting our staffs' health and safety. To preserve the health and well-being of our employees, we have implemented safe management measures such as SafeEntry scanning, using the TraceTogether application, temperature screening, using of masks and safe distancing among colleagues at work. We have also leveraged on Government support grants such as the Job Support Scheme, Work-Life Grant, Property tax rebates and rental rebates to keep the business afloat. Our business was also adversely affected by COVID-19 due to a decline in the supply of foreign employees and Migrant Domestic Workers (“MDW”) resulting from the border restrictions in surrounding countries such as Malaysia, Indonesia, Myanmar, Philippines, and others, which inevitably resulted in a decrease in revenue.

In FY2021, our security services acquired additional contracts to service community care facilities for COVID-19 patients with mild symptoms, while our cleaning and pest control subsidiaries gained traction and were named disinfection vendors by the National Environment Agency (“NEA”). During the financial year, we acquired 45% of the total issued and paid-up share capital of Eazable Pte. Ltd. through a wholly owned subsidiary, Advancer Global Security Pte. Ltd.. For our building management sector, the Group had acquired 100% of the total issued and paid up capital of two property companies, namely PPMC Pte. Ltd. (“PPMC”, previously known as PropNex Property Management Consultants Pte. Ltd.) through a 76% indirectly owned subsidiary Newman & Goh Property Consultants Pte Ltd and HBA Group Property Consultants Pte. Ltd. (“HBA”) through a 82% indirectly owned subsidiary SRE Global Pte. Ltd..

AGL will continue to create value for our stakeholders by focusing on sustainable growth through our strategies, policies, and procedures. It is the people behind the scenes and the customers we serve that make up the backbone of our business. We are committed to producing value and impacting the future by conducting business operations in a way that considers both the environmental and social impacts while achieving profitable development.

We would like to thank our clients, business partners and shareholders for their continuous support throughout the years. We are committed to maintaining our leadership for the benefit of our stakeholders, and we will keep them updated on our progress.



# ABOUT THIS REPORT

This Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: “Core” option, as well as the Rules 711A and 711B of Listing Manual Section B: Rules of Catalyst (“**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 Catalyst 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 been voluntarily publishing standalone Sustainability Reports every year since 2017.

We have not sought external assurance for FY2021.

## REPORTING BOUNDARIES AND 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 the financial year from 1 January 2021 to 31 December 2021 (“**FY2021**”).

## REPORT PERIOD AND SCOPE ACCESSIBILITY & FEEDBACK

The Group has printed limited copies of this sustainability report as part of our environmental conservation efforts. Electronic editions of the report is available at: [http://advancer.sg/news\\_categories/sustainability-reports/](http://advancer.sg/news_categories/sustainability-reports/)



# ORGANISATIONAL PROFILE

## BACKGROUND

AGL is incorporated and domiciled in Singapore and listed on the Singapore Exchange on 11 July 2016 under the stock code 43Q. Its headquarter is located at 135 Jurong Gateway Road, #05-317, Singapore 600135.

The Group is a complete one-stop service provider with a slew of companies that provide a wide range of services. We have years of experience in the service business and a long list of delighted customers. We remain competitive and cement our position as the top integrated manpower solutions and facilities management services provider in the many industries we serve thanks to our numerous subsidiaries.

To provide a full suite of solutions and services to its diverse base of customers, the Group operates on two primary business segments: (i) Employment Services, and (ii) Facilities Management Services, which includes Building Management and Security Services.

The Employment Services provides integrated and comprehensive employment solutions, such as sourcing, recruitment, training, deployment of MDWs to households, and foreign workers to corporations. The Group's employment services business is run under the well-known trademark "**Nation**".

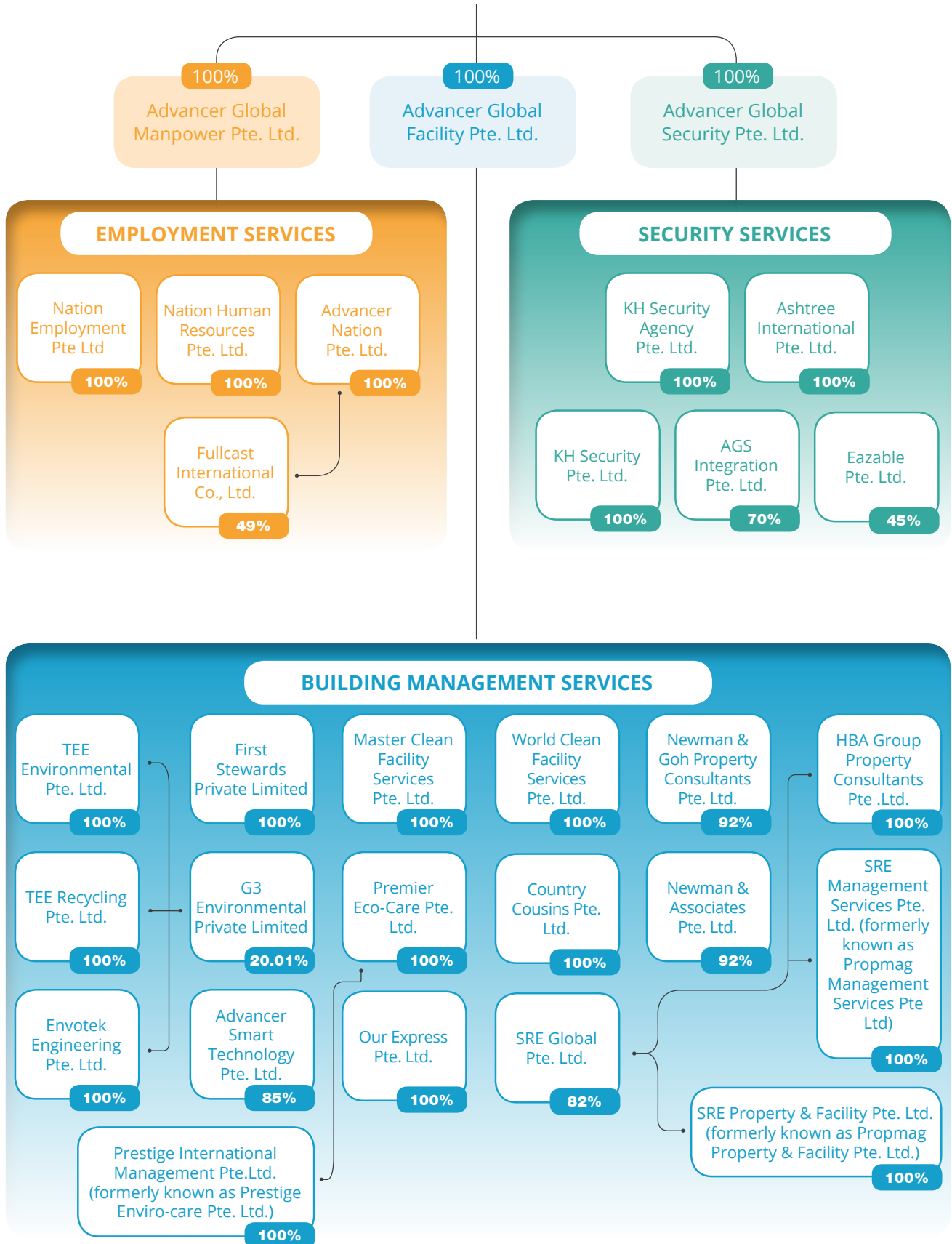
Property management, security, pest control, cleaning and stewarding, gardening and landscaping, waste management, and recycling services are provided by Facilities Management Services to a wide range of customers, including residential, commercial and industrial properties, hospitals, schools, and hotels. With the acquisition of two property companies last year, we are now one of the largest Managing Agents ("**MA**") in Singapore based on the expanded portfolio of around 200 properties. All these services that we provide will give us a boost towards our goal of becoming a leading Integrated Facility Management ("**IFM**") solutions provider.

Another strategic business segment is our security services under Advancer Global Security. Through its established subsidiaries, the Group provides manpower and smart security solutions integrated with technology to residential, commercial and industrial properties as well as security consultancy services. In FY2021, the security services launched a new service in traffic management control as part of our pivot strategy in 2020 has given us a first-mover advantage. One of our security subsidiaries has seen an update in the demand for traffic marshals for work sites and construction projects.

The Group's competitive advantage stems from its commitment to and effective integration of its different workforce solutions and services, which enables the Group to create and deliver a comprehensive suite of solutions and services to its customers.

# ORGANISATIONAL PROFILE

As of 31 May 2022



# ORGANISATIONAL PROFILE



**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.



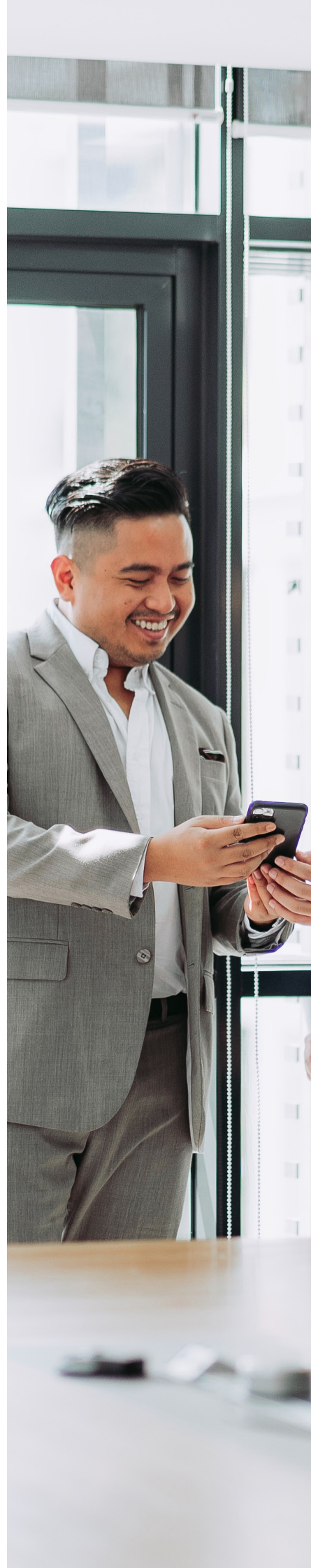
# ORGANISATIONAL PROFILE

## SUPPLY CHAIN MANAGEMENT

Our Group has maintained positive working relationships with our suppliers and contractors, whose goals and commitments are similar to ours – to provide high-quality services while adhering to the most stringent environmental, safety, and health regulations. In our Group’s Procurement Policy, factors including quality and cost-effectiveness, as well as other standards, were formalised.

Our main suppliers are the sub-contractors for our Manpower, Cleaning and Stewarding, and Security Business. The sub-contractors are chosen based on their historical performance, experience, competence, and service quality. On top of that, we also source for alternative sub-contractors to ensure competitiveness. We continue to evaluate the performance of our key suppliers on a regular basis to verify that they still meet our operational standards. The Group’s cleaning products are approved by NEA.

Our Board of Directors believe that our business and profitability are not materially dependent on any industrial, commercial, or financial contract with any supplier, and that the loss of any single supplier will not have a material impact on our operations.





# ORGANISATIONAL PROFILE

## Membership of Associations and Certificates

### Advancer Global Manpower 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 Awards (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 and Maintenance Services)
- GIC ISO 45001:2018 (Provision Of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services)

# ORGANISATIONAL PROFILE

## Master Clean Facility Services Pte. Ltd.

- bizSAFE Star Level Certificate
- 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 and Maintenance Services)
- GIC ISO 45001:2018 (Provision of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services)
- Member of Environmental Management Associations Of Singapore (EMAS)

## World Clean Facility Services Pte. Ltd.

- bizSAFE Star Level Certificate
- GIC ISO 45001:2018 (Provision of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services)
- GIC ISO 9001:2015 (Provision of Contract Cleaning, Stewarding and Housekeeping and Maintenance Services)
- MW02 Housekeeping, Cleansing, Desilting & Conservancy Service Level 4
- National Parks Board – Accredited Treatment Provider
- NEA Clean Mark Silver Award
- Participant in Employers’ Pledge of Fair Employment Practices

## Newman & Goh Property Consultants Pte Ltd

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

## SRE Global Pte. Ltd.

- Member of Association of Property & Facilities Managers (APFM)
- Member of Singapore Institute of Surveyors and Valuers (SISV)
- Accredited Managing Agents (Category A) – SISV / APFM
- SGS ISO 9001:2015 (Valuation Services: Land and Buildings)

# ORGANISATIONAL PROFILE

## HBA Group Property Consultants Pte Ltd

- Member of Singapore Institute of Surveyors and Valuers (SISV)
- Accredited Managing Agents (Category A) – SISV/APFM

## Premier Eco-Care Pte. Ltd.

- Accredited Brown Marmorated Stink Bug (BMSB) Fumigator, Australia
- Australian Fumigation Accreditation Scheme (AFAS)
- bizSAFE Star Level Certificate
- Certified Fumigation Using PH3 (Phosphine)
- License to Fumigate by Means of Hydrogen Cyanide, Methyl Bromide or Hydrogen Phosphide
- Management in Food Plants, Hazard Analysis Critical Control Point (HACCP)
- MIRAKN Applicator (Japan)
- NEA Registered and Approved Applicator For Disinfection
- NEA Registered Vector Control Operator
- GIC ISO 9001:2015
  - » 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
  - » 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
  - » 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

## Country Cousins Pte. Ltd.

- bizSAFE Level 3 Certificate
- Registered Landscape Contractor of Nparks

# ORGANISATIONAL PROFILE

## Advancer Smart Technology Pte. Ltd.

- bizSAFE Level 4 Certificate

## AGS Integration Pte. Ltd.

- bizSAFE Level 3 Certificate
- Member of Association of Certified Security Agencies (ACSA)
- Member of Security Association Singapore

## Ashtree International Pte. Ltd.

- bizSAFE Star Certificate
- Certified Anti-Terrorism Practitioner (CATP)
- Certified Force Protection Professional (CFPP)
- Learning Enterprise Alliance Members 2021
- Member of Association of Certified Security Agencies (ACSA)
- Member of Security Association Singapore
- Singapore Police Force's Annual Grading Exercise for Security Agencies – Grading C (2021)
- TQCSI ISO 9001:2015 (Quality Management System)

## KH Security Agency Pte. Ltd

- Singapore Police Force's Annual Grading Exercise for Security Agencies – Grade B (2021)
- TAFEP – Human Capital Partner

## KH Security Pte. Ltd.

- bizSAFE Star Certificate
- Member of Association of Certified Security Agencies (ACSA)
- Member of Union of Security Employees (USE)
- QAI ISO 9001:2015 (Security Consultancy and Security Manpower Service Provider)
- Singapore Police Force's Annual Grading Exercise for Security Agencies – Grading C (2021)

# 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. Danny Lim Teck Chai  
Mr. Shamsul Kamar Bin Mohamed Razali

### NOMINATION COMMITTEE

Mr. Shamsul Kamar Bin Mohamed Razali (*Chairman*)  
Mr. Gary Chin Mei Yang  
Mr. Danny Lim Teck Chai

### REMUNERATION COMMITTEE

Mr. Danny Lim Teck Chai (*Chairman*)  
Mr. Francis Yau Thiam Hwa  
Mr. Shamsul Kamar Bin Mohamed Razali

### 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. Shamsul Kamar Bin Mohamed Razali (*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 improving corporate governance is one of the most essential and sustainable goal. We are committed to upholding a high level of corporate governance by following the principles and guidelines outlined in the Code of Corporate Governance 2018 (the “**2018 Code**”). We promote transparency and have a whistleblowing policy in place where any of the Group’s employee may voice concerns and report any suspicions of non-compliance with rules, policies, fraud, or other issues to the appropriate department for resolution without fear of retaliation.

In FY2021, there were no incidents of corruption and significant non-compliance with all relevant social, environmental and governance laws and regulations (FY2020: 0 incidents).

### 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 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 the whistleblowing 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 can address their concerns via email to a dedicated email account ([whistleblow@advancer.sg](mailto:whistleblow@advancer.sg)), which will be directed to our Audit Committee Chairman. A Special Committee comprising of selected Directors of our Group will direct an independent investigation to be conducted when concerns are received in writing or via email.

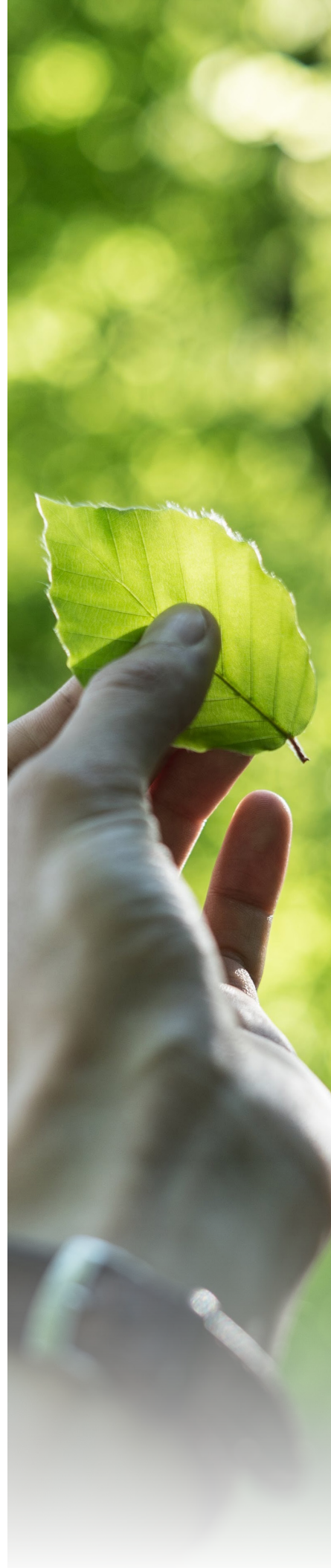
# GOVERNANCE & SUSTAINABILITY APPROACH

## SUSTAINABILITY APPROACH

We believe Corporate Social Responsibility is a critical driver of long-term sustainability. As one of the major values in our group culture, such responsibility is pragmatically integrated into our business activities. We have established credibility among our stakeholders by incorporating such responsibilities into our management practices across the value chain. We can have an impact on the environment for future generations by taking action today. We ensure that our group's strategy and operations are in line with a long-term vision towards a sustainable future by incorporating the concept of sustainability into our operations.

Senior management at our Group periodically evaluates focus areas where we can have the greatest economic, environmental, and social effect, as well as those that are most essential to our stakeholders. The senior management is responsible for communicating consistently with the Board of Directors.

Our Group also works closely together with its stakeholders and Board of Directors to come up with new and innovative strategies to improve our business through improving staff capabilities. We assess the needs and expectations of our key stakeholder groups that are important to our Group's value development strategy and we will continue to work hard to develop mutually beneficial relationships.



# GOVERNANCE & SUSTAINABILITY APPROACH

## STAKEHOLDER ENGAGEMENT

Our ability to address sustainability issues is aided by close collaboration with our stakeholders. We communicate and consult with our diverse group of stakeholder groups on a regular basis. We incorporate their feedback into our strategy and activities when it is appropriate and relevant to our businesses. The Group aspires to understand the perspectives of our major stakeholders and to work with them to develop mutually beneficial relationships, by communicating effectively and responding to their concerns. The following is a summary of our stakeholder engagement strategy.

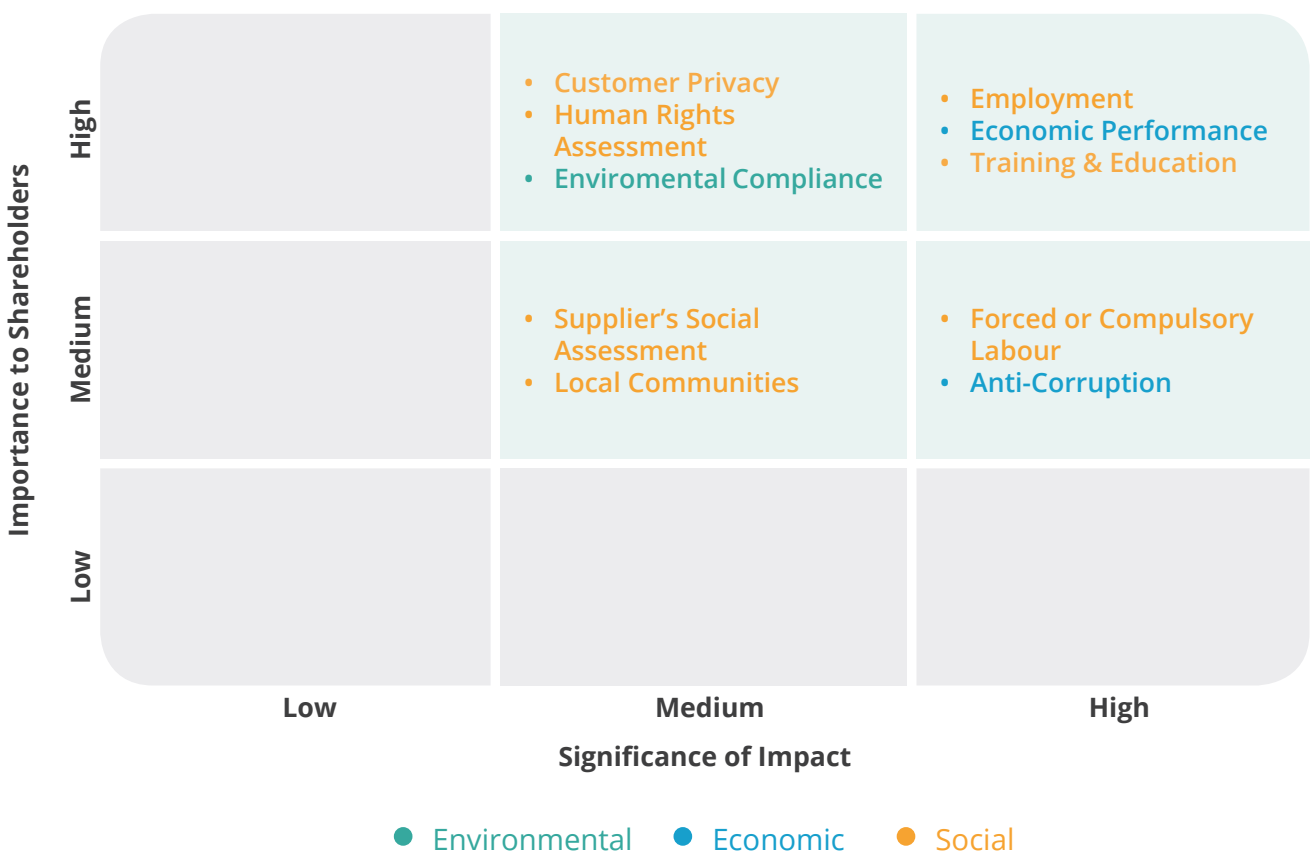
| Stakeholder Group                | Engagement Activities   | Stakeholders' Expectations  |
|----------------------------------|---|---|
| <b>Customers</b>                 | <ol style="list-style-type: none"> <li>1. Enquiry and Feedback</li> <li>2. Customer service hotlines</li> <li>3. Direct customer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

# MATERIAL TOPICS

We analysed and prioritised aspects that would have major economic, environmental, and social implications based on feedback from our internal and external stakeholders.

We continue to assess our material topics on an annual basis with new feedback from our stakeholders, as well as changes to our business goals and developments. The following material topics, which were identified in FY2020, remains relevant in FY2021. The materiality matrix, as shown below, prioritises the topics.

## ADVANCER GLOBAL MATERIALITY MATRIX



## SUSTAINABILITY TOPICS SELECTED:

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

# ECONOMIC PERFORMANCE

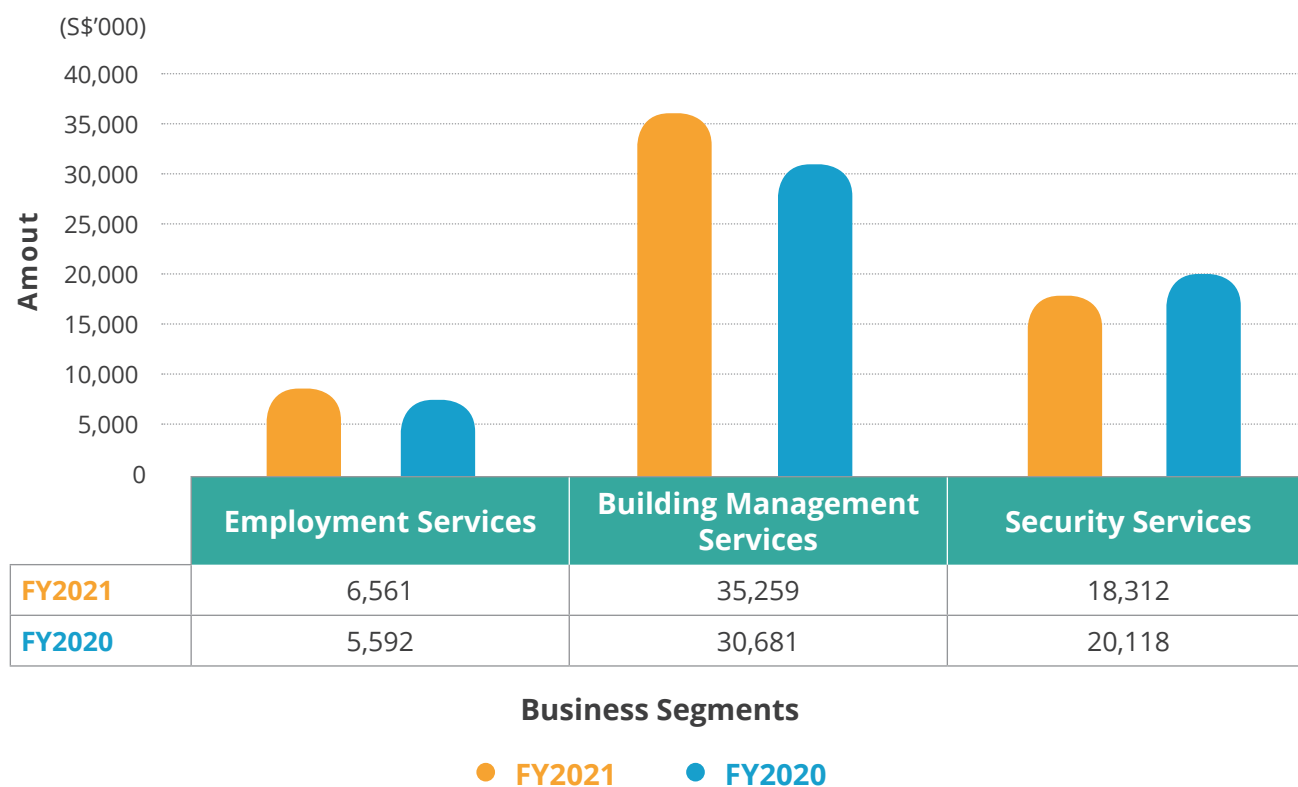
## FINANCIAL HIGHLIGHTS

With the easing of COVID-19 restrictions in FY2021 compared to FY2020, it undoubtedly brought an increase in our Group's business activities. We grasped every opportunity we had, resulting in more financial gains which offset some of the negative impact resulting from the suspension of contracts by customers in the stewarding, landscaping, general pest controls and security business segments. The Group's revenue increased by S\$3.7 million (6.6%) from S\$56.4 million in FY2020 to S\$60.1 million in FY2021.

Dwelling into the specifics of each segment, the revenue for the Employment Services segment increased by S\$1.0 million. This was a result of the gradual removal of the travel restrictions, which allowed more MDWs to enter Singapore. The revenue for the Building Management Services segment increased by S\$4.6 million. This was mainly due to the service income received from disinfection and fumigation projects, and also the revenue contribution from the acquisition of our two new property companies. The revenue from the Security Services segment decreased by S\$1.8 million. This decrease was due to the reduced service income from the completion of an airport security project in early 2021 and closure of some community care facilities and sale and installation of security equipment.

The graph below illustrates the reasons for the changes in revenue as stated below.

### REVENUE (BY BUSINESS SEGMENTS)



Please refer to our published Annual Report for FY2021 for detailed breakdown of the Group's financial performance.



# EMPLOYMENT

Our most significant resource is our people and investing in their professional and personal well-being is critical to our group's long-term sustainability. Our goal is to instill in our workers work habits that are consistent with our core values and code of conduct. They are the bedrock upon which we develop all our business objectives and carry out our daily operations.

We understand that a driven workforce will convey a positive and powerful message to all of our key stakeholders, including customers, suppliers, and community members. We build an environment conducive to flourish creativity and inspiration to further increase our competitiveness by attracting, nurturing, empowering, and rewarding our workers. The amount of commitment to our employees fosters a corporate culture of passion, excellence, and trust, which reflects in our capacity to generate value for our stakeholders. With COVID-19, the Group has taken use of Government support through the Job Support Scheme to retain local staff employed in the business that was hit by the pandemic.

Across all our industries, the Group continues to hire a diverse workforce. To promote transparency and fairness for our employees, we have established policies and practices. We strongly believe that gender and age diversity are critical to sustaining our dynamic workforce. Our employment policies include providing equitable employment opportunities for these groups.

## New Employee Hires Sorted by Age Groups

| Category / Year                   | 2021 | 2020 |
|-----------------------------------|------|------|
| <b>Under 30 Years Old</b>         | 77   | 127  |
| <b>Between 30 to 50 Years Old</b> | 148  | 233  |
| <b>Over 50 Years Old</b>          | 172  | 271  |

## New Employee Hires Sorted by Gender

| Category / Year                      | MALE  |       | FEMALE |       |
|--------------------------------------|-------|-------|--------|-------|
|                                      | 2021  | 2020  | 2021   | 2020  |
| <b>Number of Employees</b>           | 776   | 852   | 431    | 370   |
| <b>Number of New Employees</b>       | 195   | 480   | 202    | 151   |
| <b>Number of Resigned Employees</b>  | 271   | 532   | 141    | 140   |
| <b>Average Monthly Turnover Rate</b> | 2.91% | 3.87% | 2.42%  | 2.50% |

# 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
- Education awards
- Disability Coverage (WICI)
- Parental leave

During the financial year, AGL has introduced the Advancer Education Award for the benefit of employees with school-going children. The award is open to all permanent full-time employees who meet the criteria.

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 which is as part of the Senior Worker Early Adopter Grant, the Group has raised the internal retirement and re-employment ages up to 71 years respectively.

The target set for FY2021 was to reduce employee average turnover rate and to continue to upgrade skills of employees. This has been met. Our target for FY2022 is to continue to minimise our employee average turnover rate and more importantly, to continue to upgrade skills of employees to ensure that they are always kept up-to-date with the most relevant skills.



# Training and Education

At AGL, we believe in providing proper and sufficient training, and keeping our staff informed about any changes or advancements in their unique and relevant job positions. Every new employee must complete an orientation programme to become familiar with their job responsibilities and the group culture. This guarantees that they can complete their tasks efficiently and effectively.

## AVERAGE TRAINING HOURS & TRAINING PROGRAMS

With our industry's rapid technical and market changes, it is critical for our employees to stay up to date on the latest advances and be ever-ready for what the future holds. The yearly average training hours per employee stands at 44 hours (FY2020: 32 hours) for our operations staff and 18 hours (FY2020: 11 hours) at the management level. Selected programs for upgrading employee skills and certificates are available across business segments as shown in the following table:



| Sector                             | Descriptions   |
|------------------------------------|--|
| <b>Administrative/<br/>General</b> | <ul style="list-style-type: none"> <li>• Nominating Committee Essentials</li> <li>• IVAS-IVSC Business Valuation Virtual Conference 2021</li> <li>• Regulatory &amp; Legal Overview of Dispute Management</li> <li>• Market Outlook &amp; Regulatory Updates on Share Buy-Backs</li> <li>• Market Outlook &amp; Regulatory Updates on SFRS(I) 1-34 Unaudited FS</li> </ul>   |
| <b>Cleaning/<br/>Stewarding</b>    | <ul style="list-style-type: none"> <li>• Anti-Terrorism Professional (CATP)</li> <li>• Basic First Aid+CPR+AED</li> <li>• BCAA Legistration Course</li> <li>• Customer Management Course</li> <li>• Effectiveness Management Cleaning Chemical Handling</li> <li>• Environmental Services</li> <li>• Food &amp; Beverage Safety and Hygiene Policies</li> <li>• Fundamentals of The Personal Data Protection Act 2020</li> <li>• Guard &amp; Patrol Training</li> <li>• Incident Response Training Course</li> <li>• IRATA Course</li> <li>• Management Work At Height</li> <li>• Managing Agenet Practice</li> <li>• Pest Management</li> <li>• Science &amp; Technology, Environmental Control</li> <li>• The Customer Matters Force</li> <li>• Threat Observation Training</li> <li>• Workplace Safety and Health Practices Implementation</li> </ul> |
| <b>Employment</b>                  | <ul style="list-style-type: none"> <li>• Certificate of Employment Intermediaries - Basic Synchronous Elearning</li> <li>• Employers' Orientation Programme</li> </ul>   |

# TRAINING AND EDUCATION

| Sector                            | Descriptions   |
|-----------------------------------|--|
| <b>Security</b>                   | <ul style="list-style-type: none"> <li>• CERT First Aider (with CPR &amp; AED)</li> <li>• Occupational First Aid Course (OFAC)</li> <li>• Certified in Basic Cardiac Life Support (Infant/Child/Adult) +AED</li> <li>• Basic Cardiac Life Support (BCLS) (in Infant/Child/Adult) + AED</li> <li>• Conduct Crowd and Traffic Control</li> <li>• Conduct Security Screening in Person &amp; Bag</li> <li>• Respond to Fire Incident in Workplace</li> <li>• Security Operation Compliance (Manage security Agency Within Legal Framework)</li> <li>• Essentials of Employment Act</li> <li>• Basic Concept in Construction Productivity Enhancement</li> <li>• Access Control Management</li> <li>• Deterrence (Manage Disorderly Conduct &amp; Threatening Behave)</li> <li>• Apply Workplace Safety and Health in Construction Sites</li> <li>• Electrical Works</li> <li>• Develop A Risk Management Implementation Plan</li> <li>• Develop A Workplace Safety &amp; Health Management System Implementation Plan</li> <li>• Incident Management</li> <li>• Patrol &amp; Surveillance</li> <li>• WSQ Environmental Service (Level 1)</li> <li>• Red Teaming + Contingency Plan Exercises</li> <li>• Identify Gaps in Dealing with Terror Attack</li> <li>• Threat Observation (Recognise Terrorist Threats)</li> <li>• Known Consignor Regime (KCR) Consultant</li> </ul> |
| <b>Gardening/<br/>Landscaping</b> | <ul style="list-style-type: none"> <li>• Plant Pruning Course</li> </ul>   |
| <b>Pest Control</b>               | <ul style="list-style-type: none"> <li>• Apply Workplace Safety and Health in Construction Sites</li> <li>• Apply Workplace Safety and Health in Process Plant</li> <li>• Apply Workplace Safety and Health in Shipyard</li> <li>• First Aid Course (CPR + AED)</li> <li>• Hazmat Transport Driver Permit Course</li> <li>• Manage Work At Height</li> <li>• N Parks Wildlife Act course</li> <li>• Operate Boom Lift</li> <li>• Operate Forklift</li> <li>• Organisational Relationship Building Level 3</li> <li>• Pest Management</li> <li>• Refresher Standard First Aid + AED</li> <li>• Safe Management Officer</li> <li>• Shipyard Safety Instruction Course</li> </ul>   |

# TRAINING AND EDUCATION

| Sector  | Descriptions  |
|---|---|
| <b>Property Consultancy/<br/>Property Facilities Management</b> | <ul style="list-style-type: none"> <li>• Advances Certificate in Learning &amp; Performance (ACLPL)</li> <li>• Advanced Diploma in Property &amp; Facilities Management</li> <li>• Apply ISO 9001 Quality Management System Audit Requirements</li> <li>• Basic Facebook Marketing &amp; Advertising Training</li> <li>• CERT First Aid with CPR and AED Course</li> <li>• Certificate in Managing Agent Practice</li> <li>• Data Analytic for Business</li> <li>• Develop a Workplace Safety and Health Management System</li> <li>• Email Marketing Training</li> <li>• Facebook Marketing Course</li> <li>• Fair Employment Tripartite Alliance for Fair &amp; Progressive Employment Practices Workshop</li> <li>• Implement Incident Management Process</li> <li>• Manage Work at Height</li> <li>• Master of Science (Building Performance and Sustainability)</li> <li>• Perform Work at Height</li> <li>• Respond to Fire Incident in Workplace</li> <li>• Service Excellence Training</li> <li>• Specialist Certificate in Strata Property Management</li> <li>• SISV – Talk on The New Land Betterment Charge Bill</li> <li>• Fiduciary Duties – En Bloc Perspective</li> <li>• Where is the Singapore Real Estate Marketing</li> <li>• Cash Flow Analysis – Should your Tenants be Owning</li> <li>• Fundamentals of The Personal Data Protection Act 2020</li> <li>• MiniMasters in General Management</li> </ul> |

## PERFORMANCE AND CAREER DEVELOPMENT REVIEW

In FY2021, 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.

In FY2021, we had achieved our target set by maintaining the Group target of an average training hours per operation staff and management staff at 35 hours and 18 hours respectively.

For FY2022, our aim is to maintain the yearly average training hours which we achieved in FY2021 for operation staff and management staff at 44 hours and 18 hours respectively.





## LOCAL COMMUNITIES

We believe in giving back to the community while pursuing growth and progress. The Group strives to participate in activities that promote positive impact whenever possible. However, as a result of the COVID-19 pandemic, the Group was unable to attend or hold any of the previously scheduled events.

During the financial year, the Group have issued boxes of medical masks to all staff within the Group and have also given out mask to customers and the public.

AGL also contributed to the Association of Certified Security Agencies (“ACSA”) for the sponsor of book prizes to support deserving children of security officers and other staff employed by ACSA members.



*Thanking the cleaners in her speech was Ms. Sim Ann, Senior Minister of State, Ministry of Foreign Affairs & Ministry of National Development and MP for Holland-Bukit Timah GRC at University Road Park and Playground.*



*Posing with representatives from the cleaning industry were Ms. Sim Ann (first row: 2nd from left), Mr Desmond Chin, AGL Executive Director (1st row: 3rd from left) and Mr. Brian Tan, Director, AGL Group Human Resources and Corporate Affairs (2<sup>nd</sup> row, 2<sup>nd</sup> from right).*

As a service provider in the cleaning and stewarding business sectors, AGL knows firsthand the hard work involved to upkeep safety and hygiene at homes, workplaces, and public spaces. Being an essential service during the COVID-19 crisis in year 2020 to 2021, cleaners have worked tirelessly alongside other frontline heroes such as medical professionals and nurses in the fight to minimise the risk of transmission while most people stayed home. Supporting the ‘SG Clean Day’ is our way to recognise the contributions of cleaners and the role they play in our community. Held on 25 April 2021, the inaugural SG Clean Day was the initiative of the Public Hygiene Council in partnership with 17 Town Councils.

Our senior management staff spent the day distributing goodies bags to cleaners in the Holland-GRC vicinity with Ms Sim Ann, Senior Minister of State, Ministry of Foreign Affairs & Ministry of National Development and the Member of Parliament for the constituency.

For FY2022, the Group’s target is to continue to have initiatives to build a better environment for MDW and local communities.

# CUSTOMER PRIVACY

According to our materiality assessment, customer data privacy and protection is of paramount importance to our stakeholders, hence making this one of AGL's material topics. We recognize that as technology advances, people are becoming increasingly concerned about how their personal data is collected, managed, and used.

## PERSONAL DATA PROTECTION ACT

Data privacy and protection are major business concerns that fall under the purview of the entire organization. Our holistic approach to legal compliance and operational management develops a culture of awareness, ensuring that our stakeholders' privacy is respected and protected.

Customers' data are stored in secure databases with protection in place, such as periodic change of passwords and the installation of anti-virus and firewall software, to protect against potential IT security threats. All employees and operating entities in the Group are aware of these policies and procedures. Every operational manager is responsible for developing, implementing, and monitoring the Group's PDPA policy. To add on, we had organised a training on PDPA to our employees to keep them updated.

In FY2021, there were no substantiated complaints or had any breaches or loss of customer data (FY2020: 0 incidents). 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. Subsequent to FY2022, we target to achieve 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 |
|--|---|--|
| <b>GENERAL DISCLOSURE</b>                        |   |  |
| <b>GRI 102:<br/>General Disclosures<br/>2016</b> | <b>ORGANISATIONAL PROFILE</b>                                       |  |
|  | 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                                     | 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   |
|  | <b>STRATEGY</b>   |  |
|  | 102-14 Statement from senior decision maker                         | 1  |
|  | <b>ETHICS AND INTEGRITY</b>   |  |
|  | 102-16 Values, principles, standards, and norms of behaviour        | 5  |
|  | <b>GOVERNANCE</b>   |  |
|  | 102-18 Governance structure   | 11   |
|  | <b>STAKEHOLDER ENGAGEMENT</b>                                       |  |
|  | 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 |
|--|--|--|
| <b>GRI 102: General Disclosures 2016</b> | <b>REPORTING PRACTICE</b>  |  |
|  | 102-45 Entities included in the consolidated financial statements  | Annual Report 2021                                     |
|  | 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 2020                             |
|  | 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   | 24-26  |
| 102-56 External assurance                | 2  |  |
| <b>MATERIAL TOPICS</b>                   |  |  |
| <b>ECONOMIC PERFORMANCE</b>              |  |  |
| <b>GRI 103: Management Approach 2016</b> | 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   |
| <b>GRI 201:</b>                          | 201-1 Direct Economic value generated and distributed  | 16   |
| <b>EMPLOYMENT</b>                        |  |  |
| <b>GRI 103: Management Approach 2016</b> | 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   |
| <b>GRI 401: Employment 2016</b>          | 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 |
|---|--|--|
| <b>MATERIAL TOPICS</b>                      |  |  |
| <b>TRAINING AND EDUCATION</b>               |  |  |
| <b>GRI 103: Management Approach 2016</b>    | 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   |
| <b>GRI 404: Training and Education 2016</b> | 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         | 21   |
| <b>LOCAL COMMUNITIES</b>                    |  |  |
| <b>GRI 103: Management Approach 2016</b>    | 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   |
| <b>GRI 413: Local Communities 2016</b>      | 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   |
| <b>CUSTOMER PRIVACY</b>                     |  |  |
| <b>GRI 103: Management Approach 2016</b>    | 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   |
| <b>GRI 418: Customer Privacy 2016</b>       | 481-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | 23   |