

# SUSTAINABILITY REPORT FY2019

## 1. BOARD STATEMENT

We reaffirm our commitment to sustainability with the publication of our sustainability report ("Report"). For this Report, we provide insights into the way we do business, while highlighting our environmental, social, governance ("ESG") factors and economic performance.

Whilst mindful of our profit oriented objective, we are committed to strike a balance between growth, profit, governance, environment, the development of our people and well-being of our communities to secure the long term future of our Group. This commitment is reflected in our sustainable business strategy and the material ESG factors which are shown in this Report.

A sustainability policy ("SR Policy") covering our sustainability strategies, reporting structure, materiality assessment and processes in identifying and monitoring material ESG factors has been established and serves as a point of reference in the conduct of our sustainability reporting. Under this SR Policy, we will continue to monitor, review and update our material ESG factors from time to time, taking into account the feedback that we receive from our engagement with our stakeholders, organisational and external developments.

A summary of our sustainability performance in FY2019 is as follows:

<p><u>Customer satisfaction</u> Product defect rate is below 1%</p>	<p><u>Energy-efficient products</u> 100% of our products attained the IE3 Premium Efficiency or IE4 Super Premium Efficiency and Premium Standards efficiency levels under International Electronical Commission ("IEC") and National Electrical Manufacturers Association ("Nema") respectively</p>	<p><u>Equality and diversity at workplace</u></p> <ul style="list-style-type: none"> <li>Percentage of females over total number of permanent employees is 19%</li> <li>More than half of our work force is at least 40 years old</li> </ul>
<p><u>Employee retention</u> 38% of employees have served more than 10 years with us</p>	<p><u>Safety at workplace</u> Zero incident of workplace accident</p>	<p><u>Sustainable business performance</u></p> <ul style="list-style-type: none"> <li>Recorded revenue of SGD 46.7 million</li> <li>Generated net profit of SGD 3.9 million</li> <li>Declared a final tax-exempt dividend of SGD 2 cents per ordinary share</li> </ul>
<p><u>Proactive anti-corruption practices</u> Zero incident of serious offence</p>	<p><u>Robust corporate governance framework</u> Singapore Governance and Transparency Index ("SGTI") score assessed by National University of Singapore Business School is 70</p>	

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## 2. VISION, MISSION AND CORE VALUES



Our vision and missions are driven by our core values and our path to sustainability is closely aligned with our vision, missions and core values with our sustainability factors and strategies bringing us to where we envision ourselves to be. Refer to Section 8 for more details on the alignment of our material sustainability factors with our vision, missions and core values.

## 3. REPORTING FRAMEWORK

This report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards: Core option and Singapore Exchange Securities Trading Limited (“SGX-ST”) listing rules 711(A) and 711(B). We have chosen to report using the GRI Standards: Core option as it is an internationally recognised reporting framework.

## 4. REPORTING PERIOD

This Report is applicable for our financial year ended 31 December 2019 (“FY2019” or “reporting period”). A sustainability report will be published annually in accordance with our SR Policy.

## 5. FEEDBACK

We welcome feedback from all stakeholders on this Report. You may send related questions, comments, suggestions or feedback to our investor relations email account: [mgt@brookcromptonholdings.com](mailto:mgt@brookcromptonholdings.com)

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## 6. STAKEHOLDER ENGAGEMENT

Our efforts on sustainability are focused on creating sustainable value for our key stakeholders, which comprise customers, employees, regulators, shareholders and suppliers. Key stakeholders are determined for each material factor identified, based on the extent of which they can affect or are affected by our operations.

We actively engage our key stakeholders through the following channels:

S/N	STAKEHOLDER	ENGAGEMENT CHANNEL	FREQUENCY OF ENGAGEMENT	KEY CONCERNS RAISED
1	Customers	Customers are encouraged to provide their feedback through channels such as face-to-face meetings, visits, email communication, phone calls and tele-conferences.	Ongoing	<ul style="list-style-type: none"> <li>Product quality and reliability</li> <li>Customer service standards</li> <li>Product delivery</li> </ul>
2	Employees	Senior management holds regular communication sessions with employees to obtain feedback and to align business goals across all levels of the workforce. Such communication channels include regular staff evaluation sessions and periodic town hall meetings conducted by Senior Management with employees.	Ongoing	<ul style="list-style-type: none"> <li>Equal employment opportunity</li> <li>Job security</li> <li>Remuneration</li> <li>Employee benefits and rewards</li> </ul>
3	Regulators	We participate in consultations and briefings organised by key regulatory bodies such as the SGX-ST and relevant government agencies/ bodies so as to better understand the regulatory requirements and to furnish feedback on proposed regulatory changes that may impact our businesses.	Ongoing	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Environmental compliance</li> </ul>
4	Shareholders	We convey timely and accurate information to shareholders through announcements on SGXNET, our website ( <a href="http://www.brookcromptonholdings.com/investormedia-centre">http://www.brookcromptonholdings.com/investormedia-centre</a> ), investor relations email account ( <a href="mailto:mgt@brookcromptonholdings.com">mgt@brookcromptonholdings.com</a> ), annual general meetings, annual reports and other channels such as business publications and investor relation events.	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable business performance</li> <li>Market valuation</li> <li>Dividend payment</li> <li>Corporate governance</li> </ul>
5	Suppliers	We maintain a good relationship with suppliers by establishing various communication platforms for all levels of personnel involved in dealing with the suppliers, such as face-to-face meetings, events, regular vendor conferences, annual review and feedback sessions.	Ongoing	Demand and pricing volatility

Through the above channels, we seek to understand the views of key stakeholders, communicate effectively with them and respond to their concerns.

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## 7. POLICY, PRACTICE AND PERFORMANCE REPORTING

### 7.1 Reporting Structure

Our sustainability strategy is developed and directed by the senior management in consultation with the Board of Directors. Our senior management, as led by our Chief Executive Officer, is tasked to develop the sustainability strategy, review our material impacts, consider stakeholder priorities and set goals and targets, as well as collect, verify, monitor and report performance data for this Report.

### 7.2 Sustainability Reporting Processes

Under our SR policy, our sustainability process begins with the identification of relevant factors. Relevant factors are then prioritised as material factors which are then validated. The end result of this process is a list of material factors disclosed in this Report. A brief description of the processes is shown below:

 <b>IDENTIFICATION</b>	Identification of the material factors that are relevant to our Group's activities and data points for performance reporting
 <b>PRIORITISATION</b>	Prioritisation of the material factors and identification of key sustainability factors to be reported
 <b>VALIDATION</b>	Validation involves the verification of information and data gathered on material factors and to perform an assessment on the completeness of key sustainability factors to finalise the sustainability report content
 <b>REVIEW</b>	Monitor, review and update our material factors from previous reporting period, taking into account the feedback received from engagement with stakeholders, organisational and external developments

### 7.3 Materiality Assessment

Under our SR Policy, each sustainability factor is assigned a reporting priority that determines the actions required as illustrated in the table below:

REPORTING PRIORITY	DESCRIPTION	CRITERIA
I	High	Factors with high reporting priority are reported in detail.
II	Medium	Factors with medium reporting priority are considered for inclusion in the Report. They may not be included in this Report if not material.
III	Low	Factors with low reporting priority may be reported to fulfil regulatory or other reporting requirements. They are not included in this Report if not material.

The reporting priority is supported by a material factor matrix which considers the level of concern to external stakeholders and potential impact on business.

### 7.4 Performance tracking and reporting

We track the progress of our material factors by identifying the relevant data points, measuring and monitoring them. In addition, we set performance targets that are aligned with our strategy to ensure that we remain focused in our path to sustainability. We shall consistently enhance our performance-monitoring processes and improve our data capture systems.

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## 8. MATERIAL FACTORS

The materiality assessment performed for FY2019 involved our Group's Senior Management in identifying sustainability factors deemed material to our businesses and stakeholders so as to allow us to channel our resources judiciously to create sustainable value for our stakeholders.

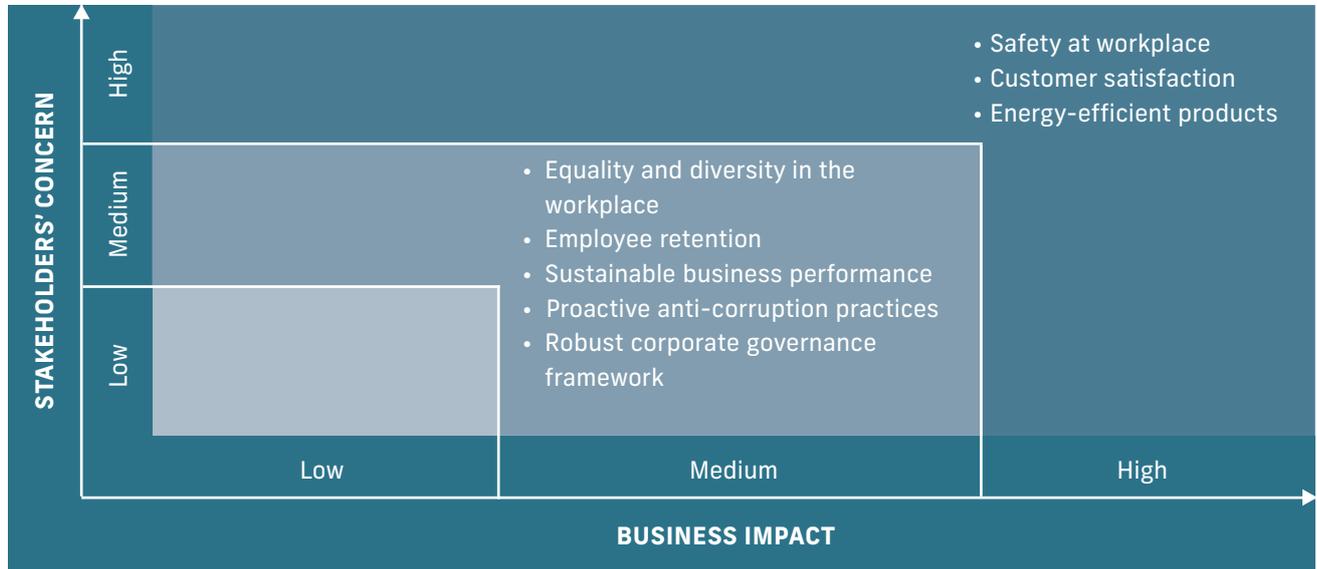
Presented below is a list of material sustainability factors applicable to our Group:

### List of material sustainability factors

S/N	MATERIAL FACTOR	MISSION	KEY STAKEHOLDER	REPORTING PRIORITY
<b>General disclosure</b>				
1	Customer satisfaction	<ul style="list-style-type: none"> <li>Develop innovative adaptable and robust product designs</li> <li>Grow customer partnerships and service network</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> </ul>	I
<b>Environmental</b>				
2	Energy-efficient products	<ul style="list-style-type: none"> <li>Develop innovative adaptable and robust product designs</li> <li>Be environmentally responsible</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Communities</li> <li>Suppliers</li> </ul>	I
<b>Social</b>				
3	Equality and diversity in the workplace	<ul style="list-style-type: none"> <li>Nurture our people</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> </ul>	II
4	Employee retention	<ul style="list-style-type: none"> <li>Nurture our people</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> </ul>	II
5	Safety at workplace	<ul style="list-style-type: none"> <li>Maintain safe working environment</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> </ul>	I
<b>Economic</b>				
6	Sustainable business performance	<ul style="list-style-type: none"> <li>Maintain economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Shareholders</li> </ul>	II
7	Proactive anti-corruption practices	<ul style="list-style-type: none"> <li>Maintain economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Shareholders</li> <li>Regulators</li> </ul>	II
<b>Governance</b>				
8	Robust corporate governance framework	<ul style="list-style-type: none"> <li>Maintain economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Shareholders</li> <li>Regulators</li> </ul>	II

# SUSTAINABILITY REPORT FY2019

Material factor matrix



We will update the material factors on an annual basis to reflect changes in business operations, environment, stakeholders' feedback and sustainability trends. The details of each material sustainability factor are presented as follows:

## 8.1 Customer Satisfaction

In line with our mission to develop innovative adaptable and robust product designs, grow our customer partnership and service network worldwide, we are committed to provide value to our customers through the following strategies:

### Offering reliable and efficient products

We aim to deliver the best to our customers by providing them with reliable and efficient products.

On product reliability, our products are certified under various internationally recognised quality standards with details as follows:

STANDARD/ CERTIFICATION	AREA
ISO 9001	Covers quality management systems and functions within the organisation, including designs, development, production, installation and servicing
IEC 60034-5	Demonstrate protection from particles and a good level of protection against water
ATEX certificate	Regulate product safety in explosive atmosphere
IEC Ex Certificate	
UL Certificate	
CSA Certificate	Regulate product safety in safe and explosive atmospheres

In keeping up with our commitment to product quality, we conduct regular on-site inspections of supplier's manufacturing facilities to ensure that guidelines and customer specifications are adhered to. In addition, we track product defect level diligently and this is measured by the amount of warranty claims made to as a percentage of total purchases. During the reporting period, we successfully maintained a product defect rate of less than 1% (FY2018: 1.1%).

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With regards to product efficiency, we believe that offering products that are highly efficient helps our customers to achieve lower long term cost ownership and also to preserve the environment through lower emissions. Refer to Section 8.2 Energy-efficient products for more details.

## Offer a comprehensive product range that meets customers' needs

We offer a wide range of electric motors for operations in safe area segments, hazardous atmospheres and hostile environments to meet our customers' varied needs. Refer to our corporate website: <http://www.brookcrompton.com/home.aspx>. for a comprehensive list of our products.

## Maintain presence and proximity

Through our global network of sales offices and warehouses in United Kingdom ("UK"), Middle East, North America and Asia Pacific and European Union (collectively referred to as "key markets"), we are able to better serve our customers through:

- Customising our products to meet the requirements of our customers so as to build trust and confidence in our brand and products. With our extensive technical knowledge and experience, we are able to design and manufacture bespoke products that meet individual customer's specifications.
- Providing efficient and effective post-sale customer care services

Our service centres are typically located alongside solution distribution centres in our key markets to bring us closer to our customers.

## Nurture a team of experienced employees

With over 110 years of technical and design expertise, our global footprint is driven by a core regional team and experienced professional staff that supports our operations in the development and delivery of complex end-to-end turnkey solutions to our clients.

For information on employees' years of service to our Group, please refer to Section 8.4.

## Improving our products through gathering continuous feedback

We recognise the need to constantly develop new and better products that meet our clients' requirements. Customer feedback collected from various channels such as face-to-face meetings, visits, email communications, phone calls and teleconferences. Feedback collected is mined to gather valuable insights into current and future customer requirements. Insights gathered are discussed during regular management meetings to drive product improvements, enhance service level and provide inputs for strategies.

TARGET FOR FY2019	PERFORMANCE IN FY2019	TARGET FOR FY2020
Maintain or improve market presence and customer loyalty	Target met as follows: No material changes in our market presence	<ul style="list-style-type: none"> <li>• Maintain or improve market presence subject to market conditions</li> <li>• Improve or maintain product defect rate</li> </ul>

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## 8.2 Energy-efficient products

To ensure the sustainability of our business, we firmly believe in preserving the environment. Thus, we are committed to providing energy efficient products that contribute to the reduction of environmental impacts.

Such products include a range of energy efficient motors that comply with market recognised international standards as follows:

ORGANISATION	EFFICIENCY LEVEL	PERCENTAGE OF PRODUCTS WITH THE EFFICIENCY LEVEL	REGION
IEC	<ul style="list-style-type: none"> <li>IE3 Premium Efficiency</li> <li>IE4 Super Premium Efficiency</li> </ul>	100%	<ul style="list-style-type: none"> <li>UK</li> <li>Middle East</li> <li>Asia Pacific</li> <li>European Union</li> </ul>
Nema	<ul style="list-style-type: none"> <li>Premium Standards</li> </ul>	100%	<ul style="list-style-type: none"> <li>North America</li> </ul>

Efficiency level aims to measure the ratio of usable shaft power (output) to electric input power (Input). Our products have attained the IE3 Premium Efficiency or IE4 Super Premium Efficiency and Premium Standards efficiency levels under IEC and Nema respectively.

Typically, electric motor systems consume large amounts of electrical energy with energy representing a high proportion of total motor operating costs over the motor's lifetime. An improvement in efficiency could result in significant energy and cost savings which will also reduce greenhouse gas emissions that contribute to climate change.

TARGET FOR FY2019	PERFORMANCE IN FY2019	TARGET FOR FY2020
Maintain or improve products' energy efficiency	Target met as follows: 100% of our products have attained the IE3 Premium Efficiency or IE4 Super Premium Efficiency and Premium Standards efficiency levels under IEC and Nema respectively	Maintain or improve products' energy efficiency

## 8.3 Equality and diversity in the workplace

To inspire and nurture our people, we are committed to the goals of diversity and equal opportunity in employment by providing a work environment for our employees that fosters fairness, equity and respect for social and cultural diversity, regardless of their gender and age. The total number of full-time employees within our Group as at 31 December 2019 is 69 (FY2018: 57). The increase in manpower is due to our business expansion in North America.

On gender diversity, the percentage of females over total permanent employees is 19% (FY2018: 23%) as at 31 December 2019.

On age diversity, matured workers are valued for their experience knowledge and skills. As at 31 December 2019, more than half (FY2018: above 50%) of our workforce is at least 40 years old.

**GENDER DIVERSITY**  
Male: 81%  
Female 19%

**AGE DIVERSITY**  
Matured workers:  
Above 50%

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To promote equal opportunity, we have implemented various human resource measures as follows:

- Staff assessment is performed regularly to evaluate the performance of employees and their remuneration is adjusted where justifiable
- Staff recruitment advertisements do not state age, race, gender or religion preferences as requirement.
- A discrimination and harassment guidelines is in place to support our overall commitment to equal employment opportunity without discrimination.

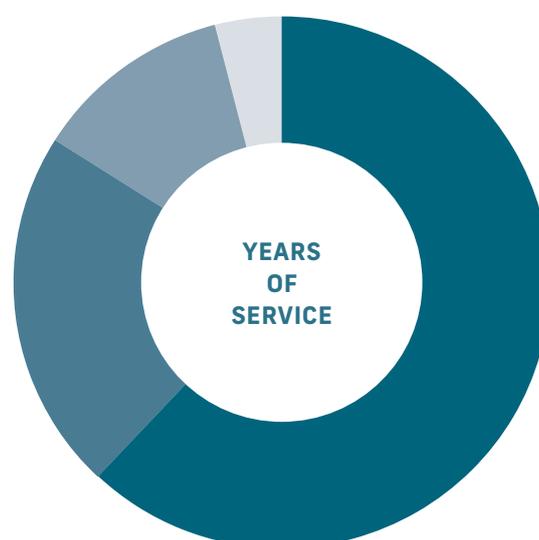
TARGET FOR FY2019	PERFORMANCE	TARGET FOR FY2020
Move towards a more balanced gender and age ratio	Target met as follows: No material changes in diversity ratios	Move towards a more balanced or maintain existing gender and age diversity ratios

## 8.4 Employee retention

The continual success of our business depends on a team of professional, skilled and experienced staff and managers.

In line with our mission to inspire and nurture our people, we are committed to employee retention through the following efforts:

- Employees are engaged regularly via various channels such as appraisal exercises which allows employees to gain feedback on their career progress. This also encourages them to take self-initiated actions to improve their capabilities. During the reporting period, 100% (FY2018: 100%) of employees received regular performance reviews.
- In-house and external training courses are organised regularly for employees to improve their professional skills. For example, a systematic training program is in place in UK and North America to equip staff with the needed product and service knowledge.



- 62% - Less than 10 years
- 4% - 10 to 20 years
- 12% - 21 to 30 years
- 22% - Above 30 years

We believe a low turnover improves the sustainability of operations and allows us to contribute positively to the development of social and human capital in a wider community. As at 31 December 2019, 38% (FY2018: 48%) of the employees have served more than 10 years with us. The decrease in percentage between FY2019 and FY2018 is mainly due to the recruitment of new employees to support business expansion in North America.

TARGET FOR FY2019	PERFORMANCE IN FY2019	TARGET FOR FY2020
Improve performance measures identified on staff retention	Not meaningful <sup>1</sup> 38% of employees have served more than 10 years with us	Improve or maintain employee retention rate subject to market conditions

<sup>1</sup> Not meaningful as the decrease in staff retention rate is due to the recruitment of new employees to support our business expansion in North America

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## 8.5 Safety at workplace

In our daily operations, our workers have to handle heavy lifting equipment such as a forklift to transfer inventories and machineries. Accordingly, we are committed to maintain a safety-conscious culture amongst our employees.

The measures implemented to manage health and safety in the workplace environment are as follows:

- A set of safety rules and regulations is in place.
- A safety committee is in place and safety inspections are performed regularly by safety officers and reported to senior managers.
- All new employees are briefed on safety procedures during orientation.
- Regularly track and monitor accidents at the workplace and corrective action plans are established to prevent recurrences of the accidents.

During the reporting period, we recorded zero workplace accident (FY2018: one non-fatal workplace injury<sup>2</sup>).

TARGET FOR FY2019	PERFORMANCE	TARGET FOR FY2020
Maintain zero workplace accident	Target met as follows: We achieved zero incident of workplace accident	Maintain zero workplace accident

## 8.6 Sustainable business performance

We believe in creating long-term economic value for shareholders by rewarding shareholders by way of consistent profits and dividend payments.

For FY2019, our Group has recorded revenue of SGD 46.7 million (FY2018: 47.6 million) and generated SGD 3.9 million (FY2018: 3.6 million) of net profit for the period attributable to equity holders of the Company. A final tax-exempt dividend of SGD 2 cents (FY2018: SGD 2 cents) per ordinary share is declared for FY2019.

Details of our Group's economic performance can be found in our announcement on full yearly results dated 26 February 2020.

**SGD 3.9 MILLION**  
Net profit for the financial period

**SGD 46.7 MILLION**  
Revenue for the financial period

**SGD 2 CENTS**  
per ordinary share  
declared for FY2019

TARGET FOR FY2019	PERFORMANCE IN FY2019	TARGET FOR FY2020
Maintain or improve our financial performance while retaining our dividend rate where applicable	Target met as follows: No material changes in our financial performance and dividend rate	<ul style="list-style-type: none"> <li>• Maintain or improve our financial performance subject to market conditions</li> <li>• Maintain or improve dividend payout where practicable</li> </ul>

<sup>2</sup> A workplace injury is defined as one whereby an employee is injured in a work accident resulting in (i) hospitalisation of at least 24 hours and/or (ii) an issuance of a medical certificate of more than 3 days (need not be consecutive)

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## 8.7 Proactive anti-corruption practices

We are committed to carry out business with integrity by avoiding corruption in any form, including bribery, and complying with the Prevention of Corruption Act of Singapore.

We have implemented a whistle blowing policy to provide a mechanism for employees to raise concerns through accessible confidential disclosure channels about possible improprieties in matters of financial reporting and others. In addition, a code of conduct is in place to provide guidance on business culture and corporate behaviour. In FY2019, there are no reported incidents of serious offence<sup>3</sup> (FY2018: zero incident).

TARGET FOR FY2019	PERFORMANCE IN FY2019	TARGET FOR FY2020
Maintain zero incident of serious offence	Target met as follows: We achieved zero incident of serious offence	Maintain zero incident of serious offence

## 8.8 Robust corporate governance framework

We are committed to high standards of corporate governance and believe a high standard of corporate governance is integral in ensuring sustainability of our business as well as safeguarding shareholders' interests and maximising long-term shareholder's value.

We have put in place a risk management framework ("ERM framework"). We regularly assess and review our Group's business and operational environment to better identify and manage emerging and strategic sustainability risks.

Our overall SGTI score assessed by National University of Singapore Business School is 70 for the year 2019. (Year 2018: 53).

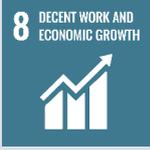
TARGET FOR FY2019	PERFORMANCE IN FY2019	TARGET FOR FY2020
Maintain or improve SGTI score	Target met as follows: SGTI score assessed by National University of Singapore Business School increased to 70	Maintain or improve SGTI score

## 9. SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals ("SDGs"), which form an urgent call for action by all countries – developed and developing – in a global partnership. We believe that everyone plays an important role in advancing sustainable development and in order to align our business objectives with the SDGs, we have identified a number of SDGs which we can contribute to through our business practices, products and services. The SDGs that we focus on and the related sustainability factors are as follows:

<sup>3</sup> A serious offence is defined as one that involves fraud or dishonesty amounting to not less than SGD 100,000 and punishable by imprisonment for a term of not less than 2 years which is being or has been committed against the company by officers or employees of the company.

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SDG		OUR EFFORT
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages</p>	<p><a href="#">Section 8.5 Safety at workplace</a> We adopt safety measures and procedures to avoid accidents that are preventable and in so doing, maintain the well-being and safety of our workers.</p>
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	<p>Ensure access to affordable, reliable, sustainable, and modern energy for all</p>	<p><a href="#">Section 8.2 Energy efficient products</a> Our continual efforts to offer energy efficient products that comply with market-recognised international standards, improve energy efficiency rate and contributes to sustainable development.</p>
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p><a href="#">Section 8.1 Customer satisfaction</a> We emphasize on maintaining the quality of our products as well as providing a comprehensive range of products to meet our customers' needs. Customer satisfaction is vital to the success of our business which in turn, helps to contribute to the economic growth and the creation of employment opportunities.</p> <p><a href="#">Section 8.4 Employee retention</a> We maintain a quality workforce which comprises a team of professional, highly skilled and experienced employees that contributes to the continuity of our business and also helps to contributes to economic growth.</p> <p><a href="#">Section 8.6 Sustainable business performance</a> We contribute to economic growth through creating long-term economic value for our shareholders.</p>
 <p><b>10</b> REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries</p>	<p><a href="#">Section 8.3 Equality and diversity in the workplace</a> We build a working environment in which employees can enjoy equal opportunities regardless of age, gender, race or ethnicity.</p>
 <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institution at all levels</p>	<p><a href="#">Section 8.7 Proactive anti-corruption practices</a> We adopt a zero tolerance approach on corruption through various practices that ensures equal access to justice for all as well as preventing corruption.</p> <p><a href="#">Section 8.8 Robust corporate governance framework</a> We maintain a high standard of corporate governance framework to safeguard our shareholders' interest and aim to maximise long-term economic value for our shareholders.</p>

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## 10. GRI CONTENT INDEX

Based on our announcement dated 29 April 2020, we have received approval from SGX-ST for an extension of time to hold the annual general meeting and to issue our annual report for the financial year ended 31 December 2019. A duly completed GRI content index, together with the full Sustainability Report, will be included in our annual report when published.