



# SUSTAINABILITY

---

We will strive to ensure the long-term viability of our businesses by prioritising economic growth whilst promoting environmental, social and governance best practices.

# SUSTAINABILITY REPORT

## BOARD STATEMENT

The Board is pleased to present the third Sustainability Report (the “Report”) of Intraco Limited and its subsidiaries (“Intraco” or the “Group”). The Report will present Intraco’s approach and progression along its sustainability journey. The Group continues its commitment in integrating sustainability in its business strategy and operations to enhance its economic, environmental, social and governance (“ESG”) performance.

Following the materiality review conducted by the Sustainability Steering Committee’s (“SSC”), the Board re-validated the material ESG factors identified last year that are of concern to stakeholders and are significant to our business. The Board, supported by the SSC, continues to oversee the sustainability efforts of the Group and monitor the material ESG factors. The SSC adheres to its Terms of Reference in carrying out their responsibilities including reviewing the sustainability strategy, managing and monitoring all sustainability-related matters.

Corporate governance remains a core foundation of our business and we continuously strive to enhance transparency, governance and integrity. We do this through improving transparency on our website and in our Annual Report as well as professionalising our investor relations communications. These efforts have successfully led Intraco to rise up the rankings in 2019’s Singapore Governance and Transparency Index (“SGTI”)<sup>1</sup> from 83 to 75.

As we continue to grow our business, we remain committed to building a responsible business that delivers sustainable value to our stakeholders over the long term. We look forward to sharing with you our progress along this journey.

## ABOUT THIS REPORT

The Report depicts Intraco’s commitment, governance, sustainability policies, performance and targets in managing the ESG factors in FY2019. This Report is compliant with SGX Listing Rules 711A and 711B; and refers to the Global Reporting Initiative (“GRI”) Standards 2016 including:

- Disclosure 201-1 (a) from GRI 201: Economic Performance 2016
- Disclosure 302-3 (a-d) from GRI 302: Energy 2016
- Disclosure 307-1 (b) from GRI 307: Environmental Compliance 2016
- Disclosure 403-2 (a) from GRI 403: Occupational Health and Safety 2016
- Disclosure 404-1 (a) and 404-2 (a) from GRI 404: Training and Education 2016
- Disclosure 405-1 (b) from GRI 405: Diversity and Equal Opportunity 2016
- Disclosure 414-1 from GRI 414: Supplier Social Assessment 2016
- Disclosure 416-2 (b) from GRI 416: Customer Health and Safety 2016
- Disclosure 419-1 (b) from GRI 419: Socioeconomic Compliance 2016

The scope of the Report considers key business activities and associated sustainability concerns related to the following entities which are based in Singapore:

- Intraco Trading Pte Ltd (“ITPL”);
- Intrawave Pte Ltd (“INW”); and
- K.A. Group Holdings Pte Ltd and its subsidiaries (“KA”)

Intraco welcomes feedback on this Report and any aspects concerning its sustainability, as engaging with each of you is essential to operating Intraco’s business responsibly. Please send your comments and suggestions to [admin@intraco.com](mailto:admin@intraco.com).

<sup>1</sup> SGTI is a leading index-survey conducted annually by NUS Business School (Centre for Governance, Institutions and Organisations, CGIO) to assess the quality of corporate governance practices for all Singapore-listed companies.



# SUSTAINABILITY REPORT

## SUSTAINABILITY APPROACH

Intraco’s sustainability approach is founded on its long-term commitment to create value for its stakeholders and achieve sustainable growth. The Group continues to grow its business whilst incorporating responsible practices into our business strategy and activities.

The Board and Management make business decisions guided by the core values of the Group, which include integrity, trustworthiness, teamwork, performance, passion and professionalism. To identify its key sustainability concerns and business opportunities, the Group works closely with its stakeholders to manage ESG risks and opportunities. Through such collaboration, Intraco is not only able to create greater shareholder value but also strengthen its relationship with its stakeholders.

## STAKEHOLDER ENGAGEMENT

The Group’s stakeholders play a crucial role in its sustainability journey. Intraco’s vision and the success of its business is closely aligned with the interests and needs of its key stakeholders. Effective stakeholder engagement can help the Group to better understand the needs of its key stakeholders and incorporate these into its corporate strategy.

The Group has identified 5 key stakeholder groups based on their relevance and influence to Intraco’s business. They include customers, suppliers, employees, investors and regulators. The Group engages with these stakeholders through various informal and formal channels of communication to learn and understand about their concerns. For example, the Group maintains a corporate website to leverage on internet platforms, which enables it to communicate with key stakeholders and the public. The following table presents Intraco’s stakeholder engagement methods and key stakeholder concerns during the year.

Stakeholder Group	Key Topics and Concerns	Engagement Methods	Frequency
Customers	<ul style="list-style-type: none"> <li>Customer Health and Safety</li> <li>Pricing and quality of products and services</li> </ul>	<ul style="list-style-type: none"> <li>Frontline interaction by sales managers</li> <li>Email queries</li> <li>Contact form on company website</li> <li>Customer feedback</li> </ul>	When applicable
Employees	<ul style="list-style-type: none"> <li>Training and education</li> <li>Personal development</li> <li>Work environment</li> <li>Fair compensation and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Open dialogue among teams</li> <li>Training and development programmes</li> <li>Employee social events</li> <li>Employee feedback mechanism</li> </ul>	Regularly
Shareholders	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Shareholders’ returns</li> </ul>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Annual Report</li> <li>SGX Corporate Announcements</li> <li>Company website</li> <li>Press releases</li> </ul>	Periodically
Suppliers	<ul style="list-style-type: none"> <li>Product quality requirements</li> <li>Certificate of Analysis requirements</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face meetings</li> <li>Supplier assessment</li> </ul>	Periodically
Government and Regulators	<ul style="list-style-type: none"> <li>Compliance with SGX Listing Rules</li> <li>Fair market practices</li> <li>Regulatory and Legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and consultations</li> <li>Regular reports</li> </ul>	Periodically

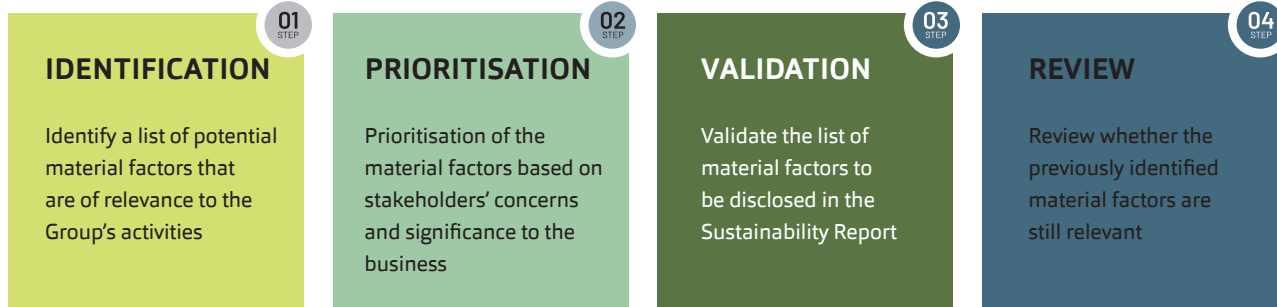
# SUSTAINABILITY REPORT

## MATERIALITY ASSESSMENT AND REVIEW





Intraco’s materiality assessment starts with a systematic process to identify, prioritise and validate the ESG factors that balance between business perspectives and stakeholders’ concerns. In FY2017, Intraco with the help of an external consultant, conducted a materiality assessment workshop that was attended by the SSC and the Board. The list of identified material factors are reviewed by the SSC on an annual basis to ascertain that these factors continue to be relevant to the Group.

The materiality review for this year confirmed that there was no change in material factors from FY2018, as there was no significant change to our business nature and key activities. However, we have expanded our disclosure on Occupational Safety to include Intraco Trading, as health and safety of all our employees is a key priority to us.

### Materiality Assessment Process



# SUSTAINABILITY REPORT

Categories	Material Factors	Description	Detailed Information
<b>Economic<sup>2</sup></b> 	Economic Performance	Economic value generated by the organisation for its shareholders.	Financial Review, page 26 Financial Statements, page 89 Sustainability Report, page 32
	Acquisition	Business growth through potential merger and acquisition activities and the due diligence process.	Sustainability Report, page 32
<b>Environment</b> 	Energy	Electricity usage for daily operations.	Sustainability Report, page 33
<b>Social</b> 	Customer Health and Safety	Health & Safety considerations for customers' policies for product and service quality control.	Sustainability Report, page 34
	Supplier Social Assessment	Procurement practices to select suppliers who maintain quality and comply with regulatory requirements.	Sustainability Report, page 35
	Occupational Safety	Address and mitigate occupational safety risks through policies and safety trainings.	Sustainability Report, page 35
	Employees' Well-being <sup>3</sup>	Employees' well-being, training and education as well as a positive and conducive workplace environment.	Sustainability Report, page 37
<b>Governance<sup>2</sup></b> 	Compliance with Laws and Regulations	Compliance with local legislations	Corporate Governance Report, page 44 Sustainability Report, page 38

2 Scope of Economic Performance and Governance include the listed entity – Intraco Limited

3 Employees' Well-being is mapped to the GRI factor Training and Education

# SUSTAINABILITY REPORT

## ECONOMIC

Intraco strives to create value for stakeholders through operations and the right mix of decisions. In order to deliver value, the Group focuses on maintaining a strong financial position to encourage long-term sustainable growth for stakeholders.

### Economic Performance

Intraco strives to adopt an inclusive approach to balance the need of the Group, shareholders, employees and society at large. And in doing so, grow in an ethical and responsible manner. Strong economic performance enables the Group to continue delivering sustainable dividends to investors, providing rewards to employees and gaining confidence from stakeholders, which ultimately fuels Intraco's investment and development in the long run.

Intraco strongly believes that strategic growth plans coupled with sound financial management processes are key to delivering sustainable economic performance. In 2019, Intraco has implemented several initiatives that contribute to the long-term sustainability of our businesses, including:

- Establishing trading opportunities in China and Australia
- Increasing marketing efforts for the fire-proofing products and services under the K.A. Group in the region including Vietnam, Myanmar and Malaysia
- Improving cash and working capital management to minimise cost and maximise returns
- Introducing and implementing better cost control and cost management measures

Despite the weak market conditions and tough business environment in FY2019, Intraco continued its effort to drive further improvement in its financial returns through proactive management of its investments across the businesses. Looking ahead, the Group will continue its strategy to expand its businesses into new markets and review its investment portfolio constantly.

For more information on economic performance, please refer to the Operations and Financial Review, and Financial Statement of the Annual Report.

### Acquisition

Merger and Acquisition ("M&A") was identified by Intraco as a material factor in FY2018. This year, the Group continues to be on the lookout for new M&A and partnership opportunities in order to deliver growth and value to all its shareholders.

At Intraco, decisions regarding M&A are made by the Board and Management who actively review and assess the company's portfolio of investments. Following that, the Investment Committee ("IC") will be required to evaluate and approve these investments. The primary responsibility of the IC is to provide advisory support to the Management for matters regarding to M&A as well as other capital investment and financial commitment matters. On the other hand, due diligence is performed by an external service provider on both legal and financial aspects.

## ENVIRONMENT

During Singapore's 16th National Day Rally Speech, PM Lee highlighted Singapore's vulnerability to climate change and rising sea levels and has urged all Singaporeans to treat climate change seriously. At Intraco, the Group understands that every business has a part to play in taking care of the environment, and hence has committed to play its part in reducing its energy consumption and carbon footprint. For instance, the OG Albert Complex that houses Intraco's office has maintained its BCA Green Mark Gold Certification and has been identified among the top 10 most energy efficient commercial mixed developments in the last two editions of the BCA Building Energy Benchmarking Report.





# SUSTAINABILITY REPORT

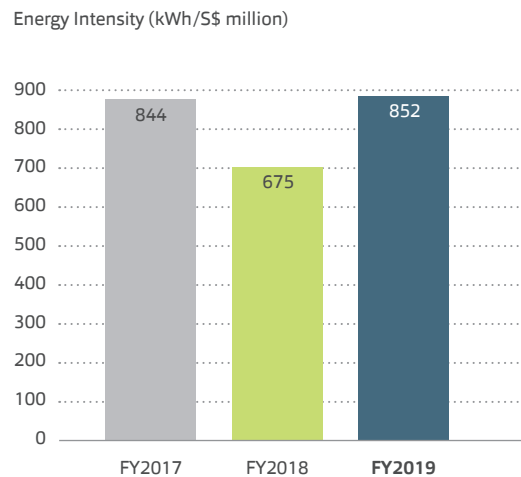
## ENERGY

The Group’s main environmental impact lies in our energy consumption in the form of electricity usage for operations of machines, air-conditioning and lighting; therefore, Intraco has taken measures to reduce energy consumption by enhancing its infrastructure. This will have an impact on costs such as utility bills. The Group will also be monitoring and reporting our energy consumption to ensure that measures taken are effective in the long run. On top of that, the Group puts effort in increasing employees’ awareness on the significance of energy reduction. For instance, the Group puts up reminders on energy conservation practices such as:

- Switching off all lights and electronic equipment when not in use, including after office hours and during weekends.
- Enable energy-saving features on all electronic equipment.
- Asking staffs to set their computer to switch to sleep mode after 10 minutes of inactivity rather than switching into screen saver mode.
- Make sure external doors and windows are closed to prevent cool air from escaping.
- Maximise the use of natural lighting wherever possible.
- Maintain temperature of the air-conditioning at 24 degrees.

Apart from that, Intraco regularly maintains and services their equipment to ensure optimal performance to reduce electricity usage. Additionally, as much as possible, the Group uses energy efficient facilities such as air-conditioners that are certified under the Singapore Energy Labelling Scheme or equivalent COP (Certificate of Performance), installs occupancy sensors and LED lightings.

**Table 1a. Intraco Energy Intensity<sup>4</sup>**



In FY2019, Intraco’s energy consumption has increased to levels consistent to FY2017 mainly due to increased production and higher sales at KA Group. Going forward, Intraco will continue to monitor energy consumption as well as identify initiatives to reduce electricity consumption across all operations.

## SOCIAL

Intraco believes in empowering individuals and communities, as such, the Group organised several events to promote teamwork and a giving culture within the organisation.

In order to encourage a cohesive team and build bonds within the Group, four group trips and several team building days were organised, which included fun-filled activities such as go-karting in Johor Bahru, a trip to a kelong, durian eating sessions, etc.

As for a giving culture, the Group organised a charity day which involved visiting an old folks’ home and a children’s home in Johor Bahru where gifts were donated.

<sup>4</sup> The total energy consumption includes electricity consumption from all 3 entities – Intraco Trading, Intrawave and K.A. Group. The electricity consumption for Intrawave excludes electricity consumption at the North East MRT line Telecom Equipment Room as it is under the control of mobile operators. The electricity consumption of Intraco Trading and Intrawave is calculated based on gross floor area allocation in the shared office including the common areas.



# SUSTAINABILITY REPORT

In addition to the above, to align with Intraco's values, the Group has chosen the following social material factors: Employees' Well-being (Teamwork), Customer Health and Safety and Occupational Safety (Trustworthiness) and Supplier Social Assessment (Ethical).

## Product Responsibility

### Customer Health and Safety

The Group upholds the highest standard on customer health and safety protection. In the interest of our customers, it is crucial to assess risks both from within the Intraco Group of companies and at the supply chain level. The Group also recognises its duty of care in enforcing protocols and in preventing any lapse in health and safety protection compliance.

### K.A. Group

K.A. Group recognises safety as a critical impact of its core business. Therefore, it has implemented a comprehensive system to ensure product quality and performance.

In compliance with relevant health and safety industry-specific regulations, K.A. Group conducts regular quality control inspections on its products and services when received. The fire performance of various products is closely monitored to ensure its adherence to local building regulations. For example, the Insulated Fire rated Fabric Shutters or the Fire Curtain is tested to SS489:2001 for its compliance with the local building regulation for up to 4 Hours Fire Integrity and 2 Hours Insulation. Every default case is filed in the incidents reporting system for evaluation and risk assessment.

Furthermore, K.A. Group maintains its high standard in the industry which is key to build trust and confidence in customers. For example, production and storage of fireproofing materials is certified for ISO 14001:2015 by Certification International Singapore for the scope of supply and installation of fireproofing system in building and construction.

### Intraco Trading

ITPL aims to provide high quality plastic resin products to protect our customers' health. To do so, ITPL practices regular quality control inspections on its products and services. With the extensive range of our products, ITPL ensures that all suppliers are evaluated and assessed for Certificate of Analysis ("COA").

Besides COA, ITPL is working towards obtaining additional documents such as Europe ROHS Standards, REACH and US FDA to meet the specific needs of its clients. Material Safety Data Sheets are also available from suppliers on demand.

Furthermore, as the safety of plastic products is one of the main focuses of the industry, ITPL strives to go beyond standards and requirements to foster positive changes in the industry. Besides our practices of renewing the required licences, ITPL takes the initiatives to educate its clients on the proper use of products as well as potential risks and precautions that they should undertake to minimise potential incidents. This is done through trainings and demonstrations. Moreover, to investigate identified issues and make constant improvements, ITPL will communicate with its clients to obtain feedback on health and safety related issues.

Furthermore, ITPL also emphasises and advocates on the importance of recycling plastic given the potential impacts of fast-moving consumer goods ("FMCG") market segment on the climate and society.

### Intrawave

Being part of the telecommunication sector, Intrawave recognises that the nature of its core business requires it to implement strict safety protocols to protect the wellbeing of its stakeholders. Risks and possible hazards are identified and evaluated before commencement of any projects to ensure proper safety precautions are taken into consideration. Intrawave also adheres to its hierarchy of controls and housekeeping rules to minimise installation related hazards when performing work.

To prepare its employees and ensure their awareness of safety practices, Intrawave makes arrangements with respective landlords to conduct safety courses before performing any works in the landlord's premises.

In 2019, Intraco had achieved its target of zero incidents of non-compliance concerning the health and safety impacts of products and services as well as zero significant incidents of non-compliance that resulted in regulatory breaches. The Group aims to maintain this performance in the following year.



# SUSTAINABILITY REPORT

## SOCIAL (cont'd)

### Supplier Social Assessment

Maintaining the quality and safety of its products and services is quintessential to the success of Intraco's business. The Management strives to ensure that product and service safety extends to beyond the Group to its suppliers by conducting supplier procurement assessments to evaluate the quality and regulatory compliance of its suppliers

#### K.A. Group

K.A. Group ensures that proper documentation and authorisation processes for supplier engagement is completed to mitigate potential risks. Details of all existing suppliers are filed in the master list and approvals of new suppliers are required for amounts above S\$1 million. The Group monitors the quality of its products by ensuring all direct materials are inspected upon arrival and all material suppliers are screened.

This year, we had 20 new suppliers and we had 45% of them were screened with our list of social criteria. The remaining suppliers were not assessed as they were not deemed material. K.A. Group strives to screen more suppliers in future.

#### Intraco Trading

As a trading company, it is imperative for ITPL to maintain the quality of its products so that it is deemed trustworthy by clients. ITPL checks the websites of its suppliers and conducts visits to determine suppliers' capability and capacity. This year, we had 5 new suppliers, however they were not assessed as we are currently adopting a phased approach of developing a list of social criteria to assess major suppliers. In line with the Group's practice, ITPL ensures that all its suppliers are COA certified to uphold the standard of its business.

For this year, all suppliers that traded with ITPL had obtained a COA, which aligns with ITPL's target of purchasing materials from major suppliers with the certification. ITPL strives to continue its good practice of procuring materials from major suppliers with COA in the next year.

## EMPLOYEES

### Occupational Safety

Employees are at the heart of our business and an important determinant of our business's success. Therefore, the Group takes responsibility in creating a safe and conducive working environment for its employees. The Group does this by putting in place relevant policies and initiatives to ensure employees are safe over the course of carrying out their work. As the nature of Intraco's businesses pose several safety risks to its employees, the Group has adopted precautionary procedures to control and reduce risk.

A systematic approach is adopted by the Group to protect its employees from every aspect.

The Group has produced an Occupational Health and Safety Policy Manual as well as an Office Safety and Security Manual for all employees. These manuals are revised accordingly with regards to updates from the Ministry of Manpower's regulations or any associated regulations, and feedback collected from employees. The Group has also established an annual review on the Operational Risk Framework and Contingency Plan or Emergency Manuals to respond to adverse events and mitigate the disruptive nature of those events.

The Group has put in continuous efforts in ensuring the safety of the workplace. Regular checks are conducted to identify any areas of potential risks and safety inspections are conducted on equipment to ensure that they are in sound condition.

Intraco has in place an incident reporting system which aims to promote open discussions about issues related to occupational safety. The Group understands that a robust and proactive incident reporting system is crucial for improvements and risk mitigation.

The Group has deployed various methods to enable fast responses in emergency situations. The Group's office is equipped with first aid boxes and Automated External Defibrillator and Cardiopulmonary resuscitation ("AED + CR") machines. When applicable, the Group provides workplace injury compensation for work accidents that occurred at work.

# SUSTAINABILITY REPORT

## K.A. Group

K.A. Group recognises that its employees deserve a safe working environment, and are committed towards providing a safe, healthy and conducive work environment. K.A. Group has adopted a Quality, Operational Health and Safety and Environmental (“QOHSE”) policy that outlines the compliance for local health and safety requirements. QOHSE specifies the responsibilities of supervisors and site workers to ensure workplace safety at every level. In addition, the Group conducts a 2-day mandatory Workplace Safety Orientation (“WSOC”) government course prior to commencement of any projects.

Moreover, K.A. Group advocates safety consciousness and instils a zero-tolerance attitude towards safety accidents through the use of channels such as regular briefings, safety posters and daily checks on safety and personal equipment.

K.A. Group continues to be certified for its safety efforts as stipulated below:

- Lloyd’s Register Quality Assurance to Quality Management System Standards ISO 9001:2008 for the provision of passive fire protection application services for building and steel structures.
- SS506 Part 1:2009 and BS OHSAS 18001:2007 for the scope of supply and install of fireproofing system to building and construction, production and storage of fireproofing materials by Certification International Singapore for K.A. Fireproofing Pte Ltd.’s occupational safety & health management system
- bizSAFE Level Star Certificate by the Workplace Safety and Health Council.
- Compliance with BCA Contractors Registration System (“CRS”) requirement for Fire Prevention and Protection Systems

## Intrawave

Intrawave specialises in the industry of designing and building of radio coverage infrastructure for telecommunication operators, and recognises that safety is of the utmost importance. It complies with all local health and safety requirements while sub-contractors are engaged to do periodic maintenance of equipment. At the same time, employees, sub-contractors and customers

are provided with health and safety training courses to enhance their understanding of workplace safety issues and procedures.

Due to the nature of its work with Singapore’s North East MRT line (“NEL”), the Group’s employees working on NEL are required to pass training courses conducted by SBST (“NEL Operator”) or training refresher courses conducted once every three years. Before work commencement in NEL, SBST’s approval on risks identification, assessment and control of any health and safety risk were also required.

To enhance compliance with these regulatory requirements and encourage long-term integrity from stakeholders, the Group has assigned its own Engineering person in-charge (“EPIC”) and Track Protection Officer (“TPO”) qualified by SBST to take charge of safe and efficient execution of engineering works in the NEL premises.

## Intraco Trading

Although the business scope of ITPL is mainly commercial in nature which does not require onsite work, it nevertheless takes the initiative to ensure health and safety risks are minimised in its business functions.

For example, ITPL provides driver services for its sales staff in Vietnam and Indonesia to reduce fatigue for long distance driving. ITPL has further upgraded the office furniture and equipment by replacing computer screens with visual friendly LED monitors and purchasing ergonomically designed chairs for all staffs.

**Table 2. Intraco workplace injuries and fatalities**



# SUSTAINABILITY REPORT

Overall, in 2019, the Group has achieved its targets of maintaining zero workplace fatalities or permanent disabilities and zero significant incidents of non-compliance resulting in regulatory breaches under the Workplace Safety and Health Act. This minor workplace injury is a one-off event due to a KA Group driver slipping from his delivery runs. This incident resulted in a minor injury to the driver and was due more to human carelessness. Going forward, the Group will continue to maintain its good practice and performance next year.

## Employees' Well-being

Intraco hopes to build a culture that is centred around its employees' wellbeing and development. The Group aims to keep employees engaged, motivated and equipped with relevant skills that can enhance their work performance and prepare them for future challenges as well as enhance our business performance.

## Employees' Benefits and Welfare

The Board and Management work to promote a healthy and positive working environment for their employees by introducing benefits and welfare initiatives to enhance their physical and social wellness. Some of the programmes are highlighted below:

- To better protect our employees, the Group initiated a policy of purchasing insurance for both personal accident insurance and Group term life insurance for all employees. These insurance policies are reviewed and updated annually by the Human Resource department depending on the adequacy of the coverage for employees. This year, the insurance coverage was extended to cover immediate family members to all staff as the Group considers family as an important part of staff's lives.
- To promote healthy work-life balance, all employees are entitled to medical benefits and leave, including Maternity Leave and Paternity Leave as well as medical and dental insurance. In addition, offsite activities such as gatherings and lunch outings and afternoon refreshments are implemented for employees to recharge.
- To raise awareness on mental and social wellbeing, management invites external vendors to conduct inspirational seminars on topics such as positive thinking.

- To encourage community engagement and involvement, activities such as blood donation drive was also organised to promote a giving back culture.
- To promote social cohesion and teamwork, seven team building lunches and an annual company dinner were organised.
- Extended insurance coverage for immediate family members to all staff

To promote continuous improvement and learning, the Group increased training and development with training hours increasing by 29% from 823 to 1,058 YTD Dec 2019 with investment decreasing by 18% to \$26,974.50.

## Training and Education

The Group hopes to future-proof its employees' career and help them navigate the fast-paced industry through training and development programmes. Trainings and updating of skills have always been encouraged. We actively encourage employees to pursue further development that suits their roles. The learning and development opportunities are provided based on the employees' respective strengths and needs in their career to reach their fullest potential. The Group further expands our employees' job exposure through programmes such as job rotation and job enlargement. In addition, the Management is in progress of developing a Group training plan to further upskill employees and provide relevant trainings for their careers.

In 2019, the Group's employees received an average of 12.30 hours of training each, compared to last year's average of 8.95. Some of the external and internal training highlights are as follows.

- Financial trainings on topics such as corporate tax planning, financial reporting, financial statements and Government and Service Tax ("GST").
- Soft skills trainings such as presentation skills, writing impactful business correspondence, Microsoft Excel reporting skills and growing businesses with Microsoft Dynamics 365.
- External seminars such as Seminar on Business Outlook 2019 – Opportunities amidst uncertainties – where should business look, Singapore Perspectives 2019 – Singapore, World Asia Infrastructure Forum (AIF) 2019, Corporate Governance Code Briefing and SID Directors' Conference 2019.

# SUSTAINABILITY REPORT

- Technical development trainings on risk management implementation plan, supervision of metal scaffold erection, managing work at height, supervise construction work for WSH, internal audit for ISO, CSOC course, waterproofing works, electrical wiring installation, boom lift and scissor lift operation, occupational first aid course.

After training sessions, feedback is collected from participants through training review forms. This is for Intraco to review the adequacy and effectiveness of the training programmes and make further improvements.

This year, Intraco had achieved its target of providing all employees with equal opportunities and access to relevant training. In total, the Group clocked 1,058 hours of training, compared to last years of 823. In the year ahead, the Group will continue this good practice to enhance its employees' development.

## Positive Workplace Environment

A conducive working atmosphere is vital for Intraco to drive the ownership of goals and instil a sense of belonging. The Board and Management does this by promoting open discussions with our employees to understand and address their needs and concerns.

The Board and Management organised a Strategy Session on 1 August 2019 to review the strategy and long-term direction of the Group. The Board also organised a Corporate Governance and Compliance session on the same day to further align and reinforce organisation goals, vision and core values. Furthermore, regular staff engagement activities such as lunch outings, monthly team meetings and 1-to-1 conversations are organised to keep employees informed on the latest updates, align goals and continuously establish ways to improve the organisation.

The Board and CEO focused on aligning performance with incentivisation and setting clear KPIs and growth targets. The management closely tracks data such as employee turnover and absence rate, number of training days to better grasp employee morale and evaluate policies. As a continuous effort, HR also conducts exit interviews for all voluntary cessation of valued employees. Furthermore, the Group adopts an annual 360-appraisal process and regular feedback structure to gain a better understand each employees' strengths and weaknesses as well as assess their fit with the working culture.

Furthermore, to facilitate team-building and demonstrate staff appreciation, the Group held bonding activities and celebrations on special occasions such as Chinese New Year, Hari Raya and Deepavali. Additionally, team lunches are organised regularly to welcome new joiners and celebrate on team performance.

## GOVERNANCE

Intraco is committed to having a strong corporate governance within the group to promote the long-term interests and value of its stakeholders, strengthen transparency and accountability and build trust.

## Compliance with Laws and Regulations

Intraco understands that sound corporate governance policies coupled with high level of integrity and ethics are essential to achieve sustainable success. The Group has disclosed the law and regulations it complies to, to demonstrate its commitment to corporate social responsibility.

## Employment Act

The Group adheres to the requirements in the Employment Act and is committed to protecting the wellbeing of our employees in the areas of welfare of employees, CPF contributions, provision of paid annual leave and sick leave. Additionally, Intraco recognises the contribution of National Servicemen ("NSmen") to Singapore's national defence by dedicating NSmen within the Group flexible leave arrangements to accommodate the needs of NSmen.

We are devoted to practicing fair employment policies in the Group. We ensure that recruitment of employees is based on their merits, such as skills, experience, ability, organisational and job fit. This has helped us maintain a good level of diversity at the workplace. In terms of development and assistance, the Group's Human Resource department provides equal training and development opportunities for all regardless of their ethnicity, religion, gender, marital status or age. Intraco respects employees and recognises their efforts and contribution towards the Group.

# SUSTAINABILITY REPORT

### Anti-Child and Anti-Forced Labour

At Intraco, the Group has declared its zero-tolerance attitude towards Child Labour and Forced Labour. Measures and policies which are guided by Singapore’s Employment Act, Retirement Act, Workplace Safety and Health Act, and Factories Act are in place to mitigate risks and incidents of child and forced labour. Employment terms and conditions are clearly stated in the contract for employees to better understand their rights and obligations. In addition to compliance with labour laws, the Group adopts Singapore’s Tripartite Guidelines on Fair Employment Practices.

In 2019, Intraco achieved its target of having no significant fines or non-monetary sanctions for non-compliance. There were also zero cases brought through dispute resolution mechanisms for non-compliance this year. Intraco targets to continue maintaining the target of having zero incidents and grievances of child and forced labour being reported.

### Diversity and Inclusion

The Group promotes diversity and inclusion within its teams by providing equal employment opportunities for all regardless of their ethnicity, religion, gender, marital status or age. Intraco believes that having a diverse team with a vast range of knowledge and skillsets is important as it helps navigate through the tumultuous business landscape.

There was an increase in the percentage of female employees from 22% in 2017 to 24% in 2019. Some of our business segments such as fire protection solutions have high male ratio due to the labour-intensive nature of the respective industries.



Chart 1a. Percentage of employees by age group

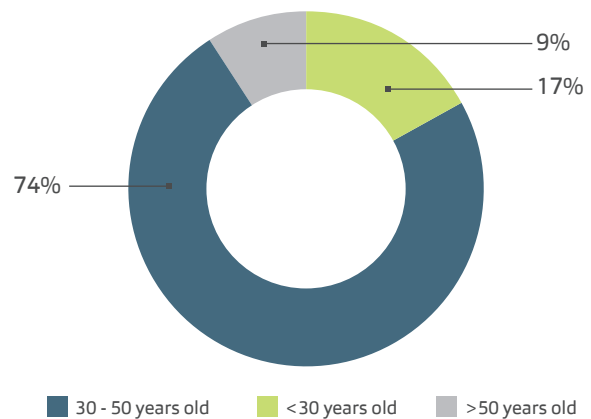


Chart 1b. Percentage of employees by gender

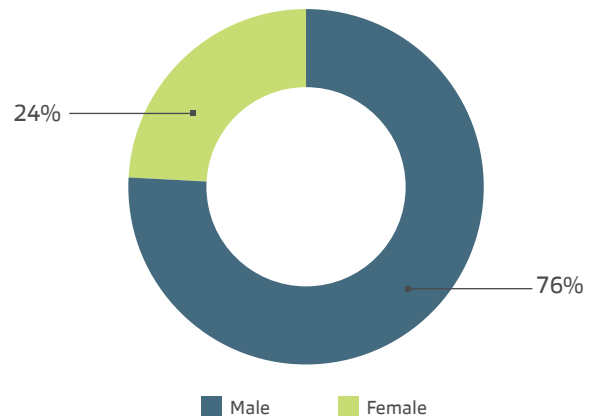


Chart 1c. Percentage of employees by employee category

