Libra Group Limited
SUSTAINABILITY REPORT
2018

CONTENTS

Sustainability is the crux of the success of any enterprise, especially enterprises with the conviction to achieve triple bottomline, namely 'People, Profit, Planet', for the benefits of both private enterprise and society.

At Libra Group Limited ("Libra" or the "Company" and together with its subsidiaries, the "Group"), we are committed to uphold the highest standards of Economic, Social and Governance ("ESG") practices within our organisation. While we advance in the sustainability journey with the second sustainability report, we have embraced our corporate social responsibility with conviction and fervour.

We believe our sustainable growth and success is only possible with the sustainable development of the communities we operate in, be it social, business or national communities.

Driving long term sustainability is our vision. Centred on our key material issues, we have charted a comprehensive sustainability approach to our sustainable development roadmap. We will endeavour to set ourselves on the journey of achieving a good balance between financial growth and ESG performance.

As a market leader in the building and construction industry, we demonstrate our commitment through the adoption of responsible business practices. The Group is committed to comply with all applicable laws and regulations in all the markets we operate in. The Board expects all Group employees to be vigilant to maintain the corporate values and high quality of the Group's products and services.

Moving forward, we believe that long term investment in human capital is the key to the long-term sustainable success of the Group. Therefore, we are committed to invest in strengthening our staff training and development roadmap, as well as enhancing the environmental sustainability of our operations in a low carbon economy in the future.

Yours Sincerely,
Mr Chu Sau Ben
Executive Chairman, Executive Director & Chief Executive Officer
Libra Group Limited

About The Report

This sustainability report articulates our commitment to sustainability as well as provides a transparent and balanced view of the company's sustainability performance to address the interests of our key stakeholders.

This report aims to present comprehensive information on the company's strategies towards sustainability and key material issues, and has been prepared in accordance to international standards.

Report Scope

This report covers the performance of our consolidated entities for financial year ended 31 December 2018 ("FY2018"). This report focuses on the sustainability performance, activities and initiatives that are under our direct control, including our Singapore operations, our local supply chain as well as overseas business operations directly associated with us.

Material issues and topics described in this report have been selected according to their significance in respect of the company boundaries, our sustainability context and the expectations of our stakeholders.

The scope of all material topics disclosed in this report pertains to the business operations in Singapore. Nevertheless, our corporate governance and sustainability approaches are drawn from the policies and practices set at the Group level.

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

Report Methodology

The report is prepared based on the requirements of the 'In accordance-Core' level of the Global Reporting Initiative (GRI) Standards Sustainability Reporting Guidelines. We have chosen the GRI Standards Reporting Guidelines for its robust regime and detailed guidance which offers an internationally-recognised benchmark for the disclosure of governance approaches and of the environmental, social and economic performance and impacts of organisations.

This report also incorporates the primary components of the report content as required under Rule 711B of Section B: Rules of Catalist of the Listing Manual of the SGX-ST (the "Catalist Rules").

Report Structure

This sustainability report aims to reflect the interests of our key stakeholders. We have identified five key stakeholder groups, namely, employees, customers, suppliers, future generations and communities. For each stakeholder group, we set out our management approaches in respect of how material issues are identified as well as how such issues are prioritised and managed.

Further, we will present our sustainability initiatives in respect of environmental, social and economic issues relevant to our business and boundaries. Finally, we will provide the

information of our key performance indicators, performance targets and outcomes. The information regarding the basis for report boundaries and our materiality assessment is provided in section 3.

Altogether, this report provides the Group's disclosures in accordance to the SGX Sustainability Reporting Guidelines and the GRI-Standards "In-Accordance-Core" Relevant GRI references and disclosures. A snapshot of the GRI Content Index is provided in section 8 of this report.

Report Contact and Feedback

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

Investor Relations Department

LIBRA GROUP LIMITED

53 Loyang Drive

Singapore 508957

www.libragroup.com.sg/contact-us

This sustainability report is available at our website:

www.libragroup.com.sg/investment/sustainability

Our Sustainability Aproach

Corporate Profile

Libra Group Limited ("Libra" or the "Company", and together with its subsidiaries the "Group") is a Singapore based integrated building solutions company with core businesses in: (i) mechanical and electrical engineering ("M&E") services, (ii) sales and manufacturing of airconditioning and mechanical ventilation ducts ("ACMV") and trading of ACMV-related products; and (iii) building and construction solutions.

Founded in 1997 and listed on the Catalist Board of the Singapore Exchange in 2011, Libra is an established market leader in integrated M&E solutions and customised ACMV ducts. It provides design, manufacturing, supply and installation services for various systems; including ACMV, fire alarms and fire protection, electrical, sanitary and plumbing, as well as speciality utilities.

Libra is one of the largest manufacturers of customised ACMV ducts in Singapore with strong brand equity for ACMV-related products; such as LibraSeal, LibraAire, Libra Flex, Libra Aluminum Foil Tape and Libra Gasket Tape brands.

Libra has built a strong track record in the industry with its focus on quality, safety and sustainability. Its past projects include iconic Singaporean landmarks such as Marina Bay Sands and the Sports Hub, as well as various commercial, industrial and residential projects.

Leveraging on its core competencies, Libra has broadened its range of services and solutions through its building and construction arm, as well as taking on higher-value contracts and obtaining a higher BCA grading.

On 28 March 2018, Libra completed the acquisition of a 51% stake in YC Capital Consolidated Sdn Bhd ("YCC" and together with its subsidiaries, the "YC Group") a tourism and retail related business in Malaysia.

On 15 April 2019, the Company entered into a Memorandum of Understanding ("MOU") in relation to the proposed disposal of the Group's 51% interest in the issued and paid-up shares of the YC Group.

Libra will selectively explore diversification into other sectors, as well as geographical expansion, to drive further growth.

Mission and Values

We aspire to be the leading integrated building and construction solutions provider in Singapore and ASEAN with a strong focus on the highest quality, safety and sustainability standards.

Our employees operate according to a set of core values that guide all aspects of our business. We recognise that

cooperation, communication and trust are essential for us to effectively collaborate within the organisation and to remain competitive in our industry, and that care and concern through respect and empathy are essential, both within the organisation and among the communities in which we operate.

Awards and Achievements

| Year		Awards
2012	●	Singapore SME 1000 Company
2015	●	Top Business Luminaries : Promising SME 500
2016	●	bizSafe Level Star
2016	●	BCA Green and Gracious Builder Award
2017	●	Quality Management System Certified
2017	●	Health and Safety Management System Certified
2017	●	Environmental Management System Certified

Sustainability Management Framework

Embedding sustainability consideration into our management system and processes across the value chain allows us to plan for long term business issues and proactively meet the expectations of our stakeholders.

We recognise that our actions today matter and we play an important part in influencing the environment for our future generations. Through integrating sustainability in our business, we ensure that our business strategy and operations are in line with a vision towards a long-term sustainable future.

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

Governance Structure
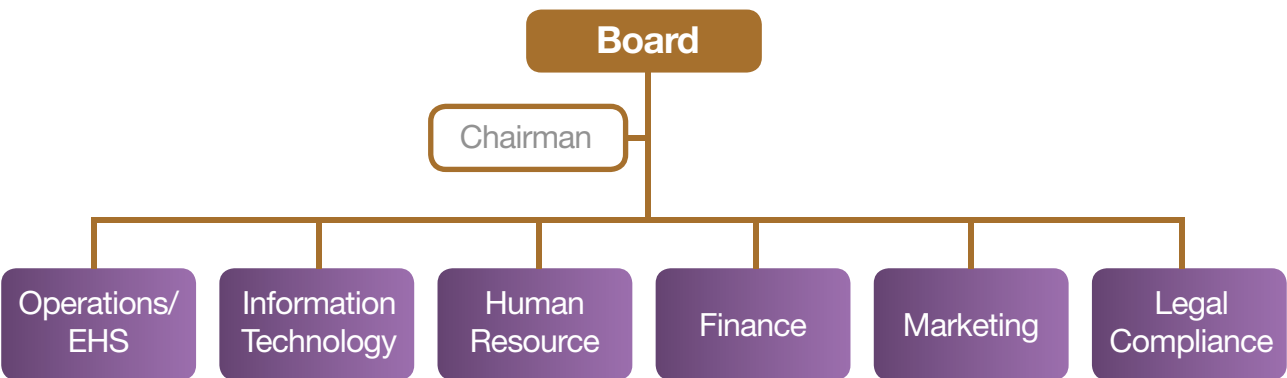
Mr Chu Siow Leong, the Company's Corporate Sustainability Champion (the "Champion") for corporate sustainability issues and pro-actively raises corporate sustainability awareness through education and training across the organisation. Through the Corporate Sustainability Work Group ("CSWG") which is tasked with, inter alia, the implementation of Corporate Sustanability Committee ("CSC") action plans, the identification of sustainability issues and the preparation and handling of all sustainability-related corporate policies and regulations, our Champion engages and communicates with employees within the company in collectively executing the Corporate Social Responsibility ("CSR") plan, identifying and managing the Environment, Social and Governance ("ESG") factors as well as engaging stakeholders. The businesses and functions ensure the quality of the information for sustainability reporting.

Being a listed company on the SGX-ST, we adhered to the highest standards of corporate governance as required by the Catalist Rules. We strictly conform to local and international best practices. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are to be adhered to by the management team and employees

across our organisation.

Every new employee undergoes the induction to our Code of Conduct and our policies on ethics and compliance which include topics such as anti-corruption. Communication channels are in place to enable all employees and individuals engaged in our business activities to report complaints of unethical behaviour. We have a designated officer who maintains a register of incidences regarding ethics and compliance issues and escalates material

Key Stakeholders and Material Issues

We have a regular review, assessment and feedback process in relation to the ESG factors. The key to this is a regular Enterprise Risk Assessment ("ERA") exercise which entails the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks which are ESG relevant. We are continuously improving the adequacy and effectiveness of our ERA process in response to the changing business and operation environment.

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

Stakeholder Engagement Approach

Stakeholders	Material Issues	Significance
Future Generations	· Materials recycling of product material and packaging · Environmental education of our employees and customers · Reduction of carbon emissions · Reduction of energy consumption · Compliance with best practices and standards on Green initiative, such as the BCA Green & Gracious Builders Award	Our sustainability agenda for the environment and future generations is embedded into the day-to-day business activities among our staff. We continue to strive to improve from a holistic perspective through our company culture and practices. Within the big picture of sustainability, we also take steps towards key goals such as curbing global warming, as well as conserving and recycling resources. Such efforts are crucial to a sustainable economic ecosystem for our customers as well as our business sustainability.
Employee	· Employee well-being through workplace health & safety and work-life balance · Regular training of employees on critical skill sets to sustain competitiveness · Competitive compensation scheme to retain talents · Non-discrimination, diversity and equality · Senior management engagement with employees	An ethical and professional working environment is crucial in cultivating a corporate culture which motivates and empowers our employees to meet their full potential both professionally and personally.
Customers	· Safety of our customers in our services delivery · Customer data privacy · Customer satisfaction and customer-centric approach	The quality and safety of our services and products to our customers are the core focuses of our commitments. Through our quality and safety commitments to our customers, we will, in turn, be contributing to their own successful sustainable development.
Suppliers	· Environmental, labour and human rights impact in the supply chain	To effectively and meaningfully implement our sustainability agenda, it is important that our suppliers and partners share our values in their business practices in areas such as the environment, human rights, labour practices and corporate ethics. Such alignment of values is a crucial part of building mutually beneficial relations with suppliers and channel partners to enhance both their own competitiveness and that of ours.
Community	· Impact on communities, local economies and future generation education · Economic value generated and distributed to local communities	In our vision in moving our business to high-value-added business areas, the ability to identify and attract people with the relevant knowledge and talent are crucial to the sustainability of our businesses.
All Stakeholders	· Compliance with prevailing laws and regulations · Good corporate governance & ethics, transparency and non-financial reporting · Ethical business practices such as anti-corruption · Grievance mechanisms	Legal compliance and ethical practices are the core foundation of our business. Our culture is established and sustained through strong corporate governance, transparent reporting and open communications with all our stakeholder groups.

Accountability to Stakeholders

We believe that good CSR practices go hand-in-hand with good corporate management practices.

We also recognise that it is vital that our management approaches are adaptable to the dynamics of the business and operation environment in such a way that we can continuously assess our impacts, develop sustainability objectives and respond in a proper manner to meet our stakeholders' expectations.

Our sustainability framework is based on our approach to sustainability and includes policies and measurement mechanisms to monitor the impacts made by our businesses and operations.

Key to the success of our sustainability programme is regular and up-to-date communication about our CSR policies and activities to all our stakeholders, and the provision of appropriate feedback mechanisms so that we can monitor and evaluate how we are doing and explore new possibilities stimulated by stakeholder responses.

We see our sustainability report as a critical component of this continuous cycle of communication and evaluation. Our sustainability efforts in respect of Libra stakeholder group are managed through our CSR plan in the manner as indicated in the table below.

Our Key Stakeholders	How We Engage Them	Key Topics
Customers	· Formal business meetings · Informal feedback	· Value proposition of Libra Group · Product features of Libra's product ranges · Customer feedback · Service quality
Shareholders and Financial Community	· Annual General Meeting · Emails and tele-conferences · Investor Briefings/meetings	· Financial results · Key business developments such as new acquisition or divestment · Information update by management to shareholders & investors
Employees	· Internal communication through emails	· Information update by management to staff
Suppliers / Service Providers	· Regular meetings · Emails and telephone calls	· Feedbacks on their products and services · Information update of their new product or service
Government and Regulatory Agencies	· Consultations · Discussions	· Regulatory and industry standards and guidelines
Local Communities	· Community activities	· Community donation programme

Alignment with International Initiatives

Sustainable Development Goals (SDGs)

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

We will use SDGs as one of the guiding principles for our sustainability initiatives.

As we advance on our sustainability journey, we will continue to assess our alignment with the SDGs and, whenever possible, redirect our internal priorities and sustainability strategy to address these goals more effectively and comprehensively.

SDGs	Relevant Targets to Our Businesses
	Of the 17 sustainable development goals, we have identified 12 SDGs to be relevant to our business, operations and value chain. They are addressed in our various policies at the group level. Such goals are also embedded in various initiatives carried out across the organisation.
	We have classified 5 SDGs as irrelevant to our business or industry. They are not within our boundaries and scope of influence; therefore, we are currently unable to make noticeable contributions to such goals.

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

SDGs	Relevant Targets to Our Businesses	Our Participation
	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warming.	We have identified 2 SDGs and integrate within our own internal processes and environmental policies to reduce electricity and fuel consumption. Our approach to mitigate climate change includes staff training and implementing energy-efficient measures. We monitor and report our Greenhouse Gases ("GHG") emissions and set reduction targets.
	15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. All the paper used in our offices is Forest Stewardship Council (FSC) certified. We actively promote the use of FSC paper across our organisation.	

SDG Goal Relevant Targets to Our Businesses (Source: http://sustainabledevelopment.un.org)

United Nations Global Compact (UNGC)

The United Nations Global Compact ("UNGC") is a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UNGC is a principle-based framework for businesses, stating ten (10) principles in the areas of human rights, labour, the environment and anti-corruption.

Below are the relevant pages of our report which make reference to the 10 principles of the UNGC.

Our Key Stakeholders	United Nations 10 Principles	Our Commitment
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Page 16-25
Principle 2	Make sure that they are not complicit in human rights abuses	Page 16-25
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Page 16-25
Principle 4	Elimination of all forms of forced and compulsory labour	Page 16-25
Principle 5	Effective abolition of child labour	Page 16-25
Principle 6	Elimination of discrimination in respect of employment and occupation.	Page 16-25
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Page 14-15
Principle 8	Undertake initiatives to promote greater environmental responsibility.	Page 14-15
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	Page 14-15
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Page 13

ECONOMIC

Economic Contribution to Society

At present, the Group operates businesses across two business segments in Singapore and Malaysia. We manage our one-stop building and construction services in accordance with sustainability principles. We work closely with our business partners to identify and consider any sustainability opportunities and risks that may arise.

Sustainability trends such as climate change, resource scarcity and demographic changes shape the competitive environment in which companies like our Group operate by introducing long-term sustainability opportunities and recognising risks. We, therefore view our business performance beyond short-term gains and financial bottom-line. Our conviction is to achieve a balanced triple bottom-line "People, Planet and Profit" both for sustainable growth and for the organisation and the community it operates in.

More importantly, we strive to contribute positively to society through our economic presence by contributing to the efficient management of the public infrastructure, namely underground utilities, infrastructure and roadworks, maintaining good stewardship of the resources we manage and generating good shareholders' value.

In FY2018, we have achieved S$104.3 million revenue and created over 70 new employment opportunities within our organisation in the markets we operate in. We also seek to demonstrate our commitment to actively contribute to the communities and the charitable organisations in Singapore through a formal corporate philanthropy policy which is pegged to our annual contract wins.

For our financial highlights, please refer to page 12 of this report.

ECONOMIC

Financial Highlights

Revenue by Year (S$)

- 2017: 70.46m
- 2018: 104.27m
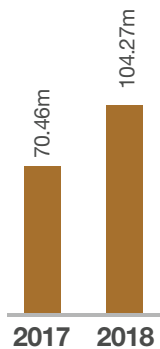
Revenue by Geographical Segments (S$)

- Singapore
- Malaysia

2017: Singapore 70.46m

2018: Singapore 91.19m, Malaysia 13.08m

Net Profit/Loss (S$)

- 2017: 1.57m
- 2018: 4.36m
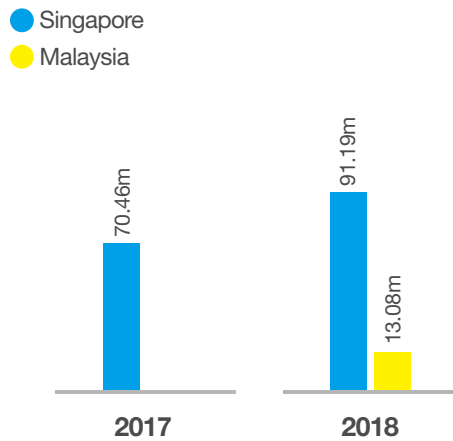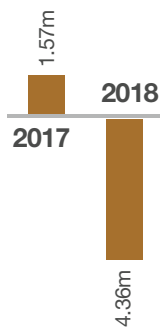
Earning Per Share (Cents)

- 2017: 1.33
- 2018: 1.81
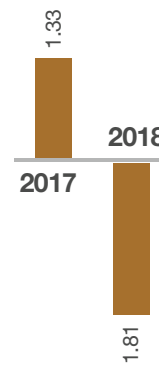
Net Asset Value (Cents)

- 2017: 21.64
- 2018: 17.03
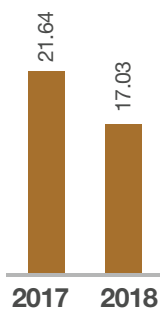
GOVERNANCE

Legal Compliance and Corporate Governance

Corporate governance and legal compliance have always been one of the top priorities for the Group. The decision-making process in the Group is strictly in line with legal and regulatory requirements and in compliance, including but not limited to, with the Code of Corporate Governance issued by Monetary Authority of Singapore ("MAS") and the guidelines of the Building and Construction Authority ("BCA"), National Environmental Agency ("NEA") and Ministry of Manpower ("MOM").

The Company has not received any correspondences or notifications in relation to any material non-compliance of regulatory requirements in FY2018. The Audit Committee did not receive any whistle-blowing letters during the year.

Please refer to the corporate governance report in our annual report FY2018.

Ethics and Compliance

Being a listed company on the SGX-ST, we complied to the highest standards of corporate governance as required by the Catalist Rules.

Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are to be adhered to by the officers and employees across our organisation.

Communication channels are in place to enable all employees and individuals engaged in our business activities to report complaints of unethical behaviour. We have a designated officer who maintains a register of incidences regarding ethics and compliance issues and escalates material incidents to management where appropriate.

Customer Privacy & Data Protection

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and product delivery orders.

We adhere strictly to the guidelines set by the Personal Data Protection Act (PDPA). We have invested to ensure our proprietary IT system meets the highest standards for IT security. Our confidential documents are disposed by waste disposal firms to ensure maximum security.

Our information security policies ensure our customers' data are managed in accordance to the level of confidentiality.

We strictly observe all local laws and internal regulations applicable to personal information protection.

For the collection and disposal of wastepaper, we work with our office cleaning personnel for handling and reselling of wastepaper to recovery companies for pragmatic reasons. Every individual is responsible for shredding all papers, including confidential documents, before disposing into paper recycling boxes situated near the photocopiers and printers. Such practices established within our office provide us with the confidence that sensitive information is protected during the whole life cycle of our documents.

ENVIRONMENT

Our Approach

We are committed to maintain and build on the same stringent environmental policies and standards across our holding company and subsidiaries. We target to adopt innovative technologies for our core businesses to reduce waste and increase efficiency. In addition, we strive to reduce energy consumption for our dormitory and corporate office. We recognise our responsibility to protect the environment for the health and well-being of future generations.

Carbon Footprint & Greenhouse Gases Emission

We recognise that effective management in monitoring our carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of Greenhouse Gas ("GHG") emissions.

Direct and indirect CO2 emissions as measured in GHG emissions are measured in tonnes (t-CO2) and kilowatt Hours (kWh), mainly from fuel consumed. The fuel we purchase is from non-renewable sources.

As our business and functions grow over time, our GHG emissions vary. To ensure consistency and comparability of the GHG emission measures over time, we have created a GHG emission index for our performance monitoring. The indexes adjust the GHG emissions for the size of our activities. We normalise the amount of GHG emissions by the amount of our revenues which we use as a proxy of the size of our activities. The GHG emission index is measured in t-CO2 per million SGD .

Our GHG emission is predominantly indirect (Scope 2) emission. We have insignificant direct (Scope 1) emission, and we do not include the GHG emissions generated by our suppliers (Scope 3).

In view of the changes to and dynamism of our business and operations, we established our GHG emission efficiency index for consistent tracking of our carbon footprint over time.

In FY2018, our GHG emission efficiency index stands at 3.1 tonnes-CO2/Mil.SGD, as indicated below.

GHG Emission Index	FY2017	FY2018
(t-CO2 / million SGD)	3.1	3.1

To this end, we have set a target for GHG emission efficiency improvement of 10% from our 2017 level by 2030. Although various business lines and operations account for varying GHG emissions across the organisation, they all support this target and have aligned our environmental objectives accordingly.

ENVIRONMENT

Promoting Green Practices

We have embraced international environmental system, such as ISO 14001, and our green practices in our business operations has been recognised in the form of the Green and Gracious Builders Award from BCA in 2016

We were committed to using light weight penal, eco green and recycled materials at our construction sites as well as recommending five (5) tag air-conditioners to our customers in ACMV projects. The Green and Gracious Builders Award aims to raise environmental consciousness and professionalism among builders. It recognises builders who take the effort to address environmental and public concerns arising from construction works and serves to develop a more positive image of the industry over time.

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

BCA launched the Green and Gracious Builder Scheme in February 2009. The scheme was introduced to raise the environmental consciousness and professionalism of builders. It is also a benchmark of a builder's corporate social responsibility to the environment and the general public. Apart from setting standards for green practices, it also sets standards for gracious practices. These gracious practices will improve the image of our builders and the construction industry particularly among neighbours and residents, some of whom may have been affected by construction activities near them. BCA's efforts at developing a sustainable built environment have gained sufficient momentum and have been well accepted by the industry. Many have responded enthusiastically to the BCA Green Mark Scheme – a scheme that recognises the efforts of developers, architects and engineers in contributing to environmental sustainability in their development projects. However, one of the key players in the construction value chain, the builders, has not been well recognised. It is important to recognise that they also contribute to environmental sustainability and environmental protection when they "go green" and adopt environmentally-friendly construction site management practices.

Given the high visibility and impact of construction works, it is also important for builders to be socially responsible to the environment, neighbours and the general public by being committed to gracious practices during construction. Together with the BCA Green Mark Scheme, this scheme will form part of the holistic framework to shape a sustainable built environment for Singapore. *

* Source: The Green and Gracious Builder Guide

Employee Management & Wellness

Our Approach

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

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

Our Human Resource (HR) management principles and policies have been developed and established based on fair employment practices with the goal of attracting, developing and retaining a robust motivated workforce. Our HR policies cover key areas such as remuneration, benefits, staff selection, career development and training. Such policies are communicated to all employees through our comprehensive Employee Handbook which is regularly reviewed by the management and we constantly seek feedback from our staff to ensure that our decisions are aligned as much as possible with their needs.

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

Number of Employees

	FY2017	Proportion (%)	FY2018	Proportion (%)
● Singapore	735	100	860	93
● Malaysia	0	0	64	7
Total	735	100	924	100

2017

2018
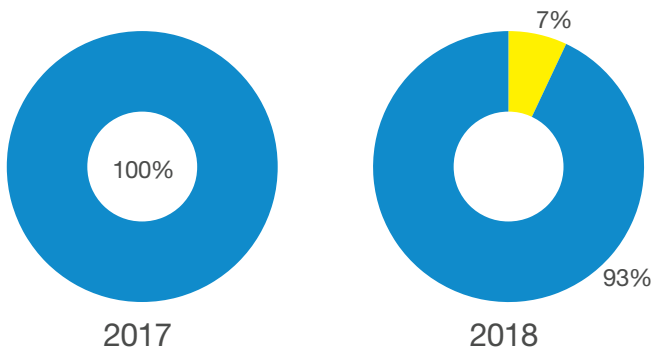
SOCIAL

Fair Employment Practices

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

The Tripartite Guidelines on Fair Employment Practices

We proactively pursue and adopt best practices in HR management. Our HR practices are guided by the Singapore Tripartite Alliance for Fair and Progressive Employment Practices. The Singapore Tripartite Alliance comprises the Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress.

The Tripartite Alliance has formulated guidelines on fair employment practice for adoption by Singapore employers, embracing the recruitment, training, treatment and reward of employees.

Communications

As our Company grows, effective communications across the organisation are crucial to ensure continuous alignment of objectives of the employees and the organisational objectives. We achieve this through our various communication sessions customised based on the target employees. Communication sessions for our managers are held on a regular basis. Agendas covered at these sessions are customised in a manner appropriate to the target functional scope of the managers.

For example, in the monthly managers' meeting, operational agendas such as leadership and operation issues may be discussed while at the quarterly sessions, the high level topics include strategic business directions, new service launches, ongoing developments and key project reviews.

Employee Feedback Mechanism

We value our employees' expertise in their areas of responsibilities. Therefore, their feedback is important in the improvement of overall management and the operation of the organisation.

Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interviews in the case of resignations, we gather such valuable feedback for the continuous improvement of our organisation.

In addition, there are other feedback channels for areas specific to business and functions, such as our whistle-blowing policy on control and compliance issues. Such feedback is managed by the leaders and managers of the specific business and function domains. We have also established reporting and escalation channels should the feedback require the attention of higher management.

SOCIAL

Training & Staff Development

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

Our employees comprise of citizens from 9 nationalities. They are recruited based on their academic qualifications and technical skillsets. We provide the necessary training required to enable all employees to perform their roles and responsibilities effectively within the Group.

FY2017

Number of Employees by Nationality

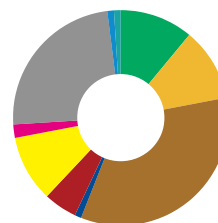|	FY2017	Proportion (%)	FY2018	Proportion (%)
🟢 Singapore	82	11.2	77	8.33
🟡 Malaysia	84	11.43	163	17.64
🟤 Indian	254	34.56	235	25.43
🔵 Sri Lanka	2	0.27	4	0.43
🔴 Myanmar	35	4.76	36	3.90
🟡 PRC	76	10.34	159	17.21
🔴 Filipino	16	2.18	30	3.25
⚪ Bangladeshi	190	25.8	213	23.05
🔵 Australian	0	0	1	0.38
🟢 Iranian	1	0.14	1	0.38
Total	735	100	924	100
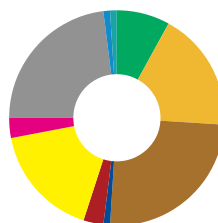
FY2018

All members of our senior management team, including general managers, directors and unit heads, majority are Singaporean and Malaysian. Given the labour requirements of the building and construction industry, we have a high composition of 84.8% of foreign workers within our organisations

10.5%

6.8%

82.7%

FY2017

Nationalities

Citizenship	FY2017	Proportion (%)	FY2018	Proportion (%)
🟠 Citizen	77	10.5	146	15.8
🟢 Permanent Resident	50	6.8	49	5.31
🔵 Foreigner	608	82.7	729	78.91
Total	735	100	924	100

15.8%

5.31%

78.91%
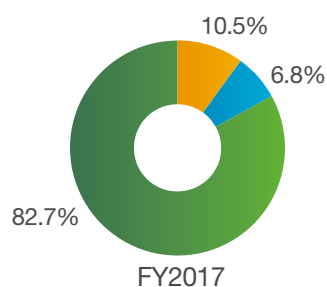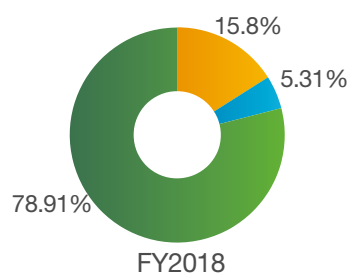
FY2018

SOCIAL

In terms of gender diversity, the ratio of male to female employees, comprising 88.42% : 11.58% of our workforce. This is largely due to the labour intensive nature of the building & construction industry. Moreover, we have 1 female board member (Ms Gwendolyn Gn) among our panel of 5 Board members.

Gender Diversity

Gender Diversity	FY2017	Proportion (%)	FY2018	Proportion (%)
● Male	647	88	817	88.42
● Female	88	12	107	11.58
Total	735	100	924	100
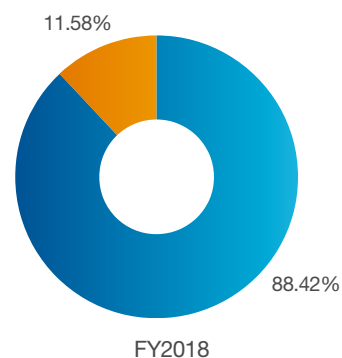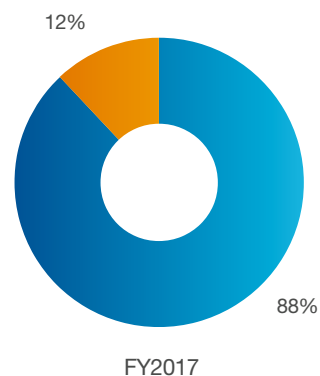
From an age profile perspective, we have a relatively young workforce with 35.93% of employees below 30 years old. The proportion of employees between 30 and 55 years old was 61.47% as compared to employees above 56 years old of 2.6%.

Age Distribution

Age Distribution	FY2017	Proportion (%)	FY2018	Proportion (%)
● < 30 years old	301	41.0	332	35.93
● 31 to 40 years old	285	38.8	388	41.99
● 41 to 55 years old	129	17.6	180	19.48
● > 56 years old	20	2.7	24	2.60
TOTAL	735	100	924	100

12%

88%

FY2017

11.58%

88.42%

FY2018

2.7%

17.6%

38.8%

41.0%

FY2017

2.6%

19.48%

41.99%

35.93%

FY2018
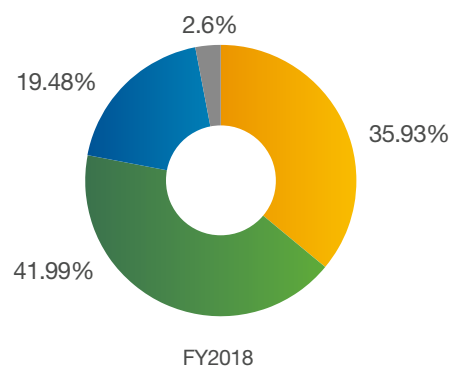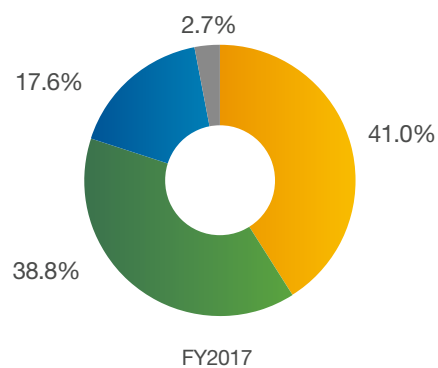
In addition to the human resources we manage under our payroll internally, we also engage external contracted companies as our outsourced vendors which provide outsourced personnel, such as cleaners and security guards who might work within our premises. Although we supervise these people, they are employed by the contracted companies and are not included in our head count. We do not employ other types of un-contracted workers.

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

Career Development and Training

We recognise that consistent and ongoing education is critical to maintaining a competitive, skilled, productive and motivated workforce. Employee career development and training opportunities are prepared based on merit and contributions towards the organisation objectives through objective setting and regular performance reviews. We continue to review and improve our people development and learning process in light of the changing business and operation environment.

Our training programme covers a variety of areas catering to employees with difference job scopes and skills set requirements. Our core training curriculum and contents are developed and guided by well-established industry and international standards such as ISO 9100, ISO 14000, OHSAS 18001 and bizSAFE. In addition, specific training curriculums are developed based on the specific requirements of the specific businesses and functions. Training topics range from soft skills development in areas such as communication and leadership, to technical programmes covering project management and office productivity tools.

In light of the changing business requirements and opportunities in variety of training methodologies, we continue to revise our training curriculum and programme to align with our organisation objectives and to strive for effectiveness and efficiency in our training approach.

In FY2018, the Group registered a total of 1921 hours of training and an average training hours of 2.25 hours of training.

Training Hours	FY2017	FY2018
Total Number of Staff	735	924
Total Training Hours	2488.5 hr	1921hr
Average Training Hours Per Employee	3.39 hr	2.08 hr

SOCIAL

Employee Benefits

All non-managerial employees in Singapore are covered by the Employment Act (Chapter 91) of Singapore, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement.

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

Work–Life Balance

While developing the talents of our employees and providing equal opportunities for them to excel are the key drivers for our Company, we also recognise that the well-being and contentment of our employees are pivotal to the success and sustainability of our business and performance. Our employees are our most valuable asset, and we appreciate that their overall well-being needs to be well looked after in order for them to sustain their performance and realise their full potential. To support our employees to strike a work-life balance, we aim to create an environment that allows our employees to achieve harmony in their personal and professional life. We intend to adopt a flexible approach to work arrangements and offering programmes to support health and wellness.We understand that the workplace can be at times stressful due to the competitiveness of our workforce and our business. To support our employees in their effort of pursuing excellence, we will launch various programmes and initiatives to balance their work with fun, and to development an environment and culture of mutual support.

Retirement and Healthcare

Our company has a presence in various geographic locations where there are various local laws and regulations on pension and healthcare for employees. Our HR management practices comply with such laws and regulations.

In Singapore, we participate in the Central Provident Fund ("CPF") personal savings scheme, which helps employees to fund their retirement, home ownership, healthcare and education. Under this scheme, monthly deductions from the employees' gross salaries are paid into their CPF savings accounts. We make employer contributions to these accounts, according to the rates stipulated in the CPF Act (Chapter 36) of Singapore. In addition to CPF contributions, we provide comprehensive medical coverage for all employees. For more information on the CPF scheme and the contribution rates, please go to www.cpf.gov.sg.

SOCIAL

Safety and Health in the Workplace

Libra is committed in embracing best practices in Workplace Safety and Health ("WSH") and environmental systems within the company, together with its subsidiaries. We are guided by the steadfast commitment to our employees for a safe working environment which they can work and excel in safely with full confidence. The Group has adhered fully to the WSH requirements as set by the Workplace Safety and Health Council of Singapore ("WSHC") and Ministry of Manpower. We have rigorously put in place not only the safety measures, but also the risk management guidelines for Workplace Safety and Health Hazards in Construction and Landscape Industries. Moreover, we have adopted local as well as international WSH system and practices for our Company.

We have attained bizSafe certifications for our divisions. At the same time, Libra has adopted ISO 9001 and OHSAS 18001 system across our Company.

Environmental, health and safety issues are key priorities in the Company's overall business management. The management team sets a strong foundation by providing clear direction within the organisation of the value of an effective occupational health and safety management approach to foster risk-free and environmentally-friendly premises.

We have also incorporated the WSH safety standards within our business practices. Beyond Libra's own business operations, we have also implemented specifications on safety requirements and standards in the vendor selection process for all our projects. In our development and enhancement activities, we ensure that we work with qualified contractors and hold them responsible for the management of the required health and safety standards. Our sub-contractors are required to submit risk assessments and safety work procedures prior to the commencement of the project works.

Individual Rights

Respecting and protecting basic human rights is fundamental to all our operations and deeply ingrained in our Code of Conduct, which applies to all employees. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace, safety and health are all strictly observed within the work environment, and discrimination and harassment of any kind is not tolerated at our company.

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

In FY2018, none of our workforce was covered by a collective bargaining agreement. No incidents offorced labour, child labour or young workers were identified across the organisation. No human rights-related grievances have been reported.

Customer Satisfaction

Our Approach

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

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

Since 2011, we have been certified under the ISO 9001 standard for quality management systems. The certification has helped us increase the control of our internal processes and the quality of our services.

Customer Feedback and Satisfaction

We listen to our customers and take their opinions very seriously. We consolidate customers' feedbacks through a range of communication channels including our website, a dedicated hotline, regular customer survey, and our customer service personnel.

Through our customer feedback system, we capture our customers' comments for analysis and action. Customer compliments are also tracked so that we can monitor where we are getting things right and cascade positive feedback to our employees, to their superiors and to our CEO.

Product Quality and Safety

Reliability and quality of our products and services are of paramount importance to us. Safety and health of our customers is always our priority.

To ensure product safety to our customers, we have in place a set of key quality assurance processes and standards, such as ISO 9001, OHSAS 18001, bizSAFE, BCA Green & Gracious, to ensure compliance with regulations and international standards.

Ultimately, we aim to totally eliminate product safety incidents so as to foster a 'Safety First' culture through our employee training and quality control.

Partnering Our Suppliers

Our Approach

As part of our ambition to realise sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We recognise that we are only at the beginning of our journey to integrate sustainable business practices throughout our supply chain, and we are committed to continuous improvement.

We aim to identify new opportunities for collaboration with our suppliers and continue to build shared capacity to minimise our indirect environmental and social impacts.

Supplier Selection

As part of our ambition to realise sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We recognise that we are only at the beginning of our journey to integrate sustainable business practices throughout our supply chain, and we are committed to continuous improvement.

We aim to identify new opportunities for collaboration with our suppliers and continue to build shared capacity to minimise our indirect environmental and social impacts.

Supplier Review

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During the key supplier review process, we engage with our key suppliers to communicate our expectations and mutual feedback. Such a review process ensures alignment

of our key suppliers' services and products to our business requirements and sustainability objectives through pragmatic and continuous improvement in our partnership with our key suppliers.

Target:
We plan to enforce our supplier's review with environmental and sustainability factors in 1 to 3 years.

Support for Our Community

Our Approach

Libra is conscientious of our corporate responsibility as a responsible corporate citizen and we constantly seek to contribute and share the fruits of our labour with the community.

The key motivation driving all our community engagement initiatives is to enable and empower the elderly in a rapidly ageing Singapore. We must respect and care for our seniors who are an integral part of our society. Libra will do our best to help our seniors in their golden years, which includes the supply of medical items and food as well as the gifting of Chinese New Year red packets containing small donations to share our blessings.

We also recognise that meeting the needs of today's elderly goes beyond their own care, security and well-being, extending to that of their families, homes and neighbourhoods as well. To this end, our engagement programmes also encompass financial and practical support in carefully selected communities, through fundraising and voluntary activities.

Our community initiatives are selected according to how closely they are aligned with our own community engagement goals of "we listen you talk", the anticipated staff participation rate, and the tangible impact on the beneficiary. Separately, we also engage in other community initiatives on an ad-hoc basis. All our business units and some of our channel partners are involved in our community engagement programmes.

The culture and spirit of giving back to our society are ingrained into our company's vision, and reflects our commitment to supporting our community.

The culture and spirit of giving back to our society are ingrained into our company's vision, and reflects our commitment to supporting our community.

Target:
We plan to increase our community contribution by 20% in 1 to 3 years.

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