



**A ZERO
FAILURE
WORLD**



Our Vision
for the Future

A Zero Failure World

As technology rapidly progresses and integrates with every aspect of how the world works, testing becomes crucial to mitigate the exponential risk created and to fully realise the possibilities of technological advancement.



At AEM,
our values are
our guiding
beacon.



An Innovative
organisation
is a Resilient
one.



Customer
& Employee
Intimacy
for a unified
organisation.

Our Global Footprint



Agility and Operational Excellence for a strong execution.



Ethical & Trustworthy.



To provide the most comprehensive semiconductor and electronics test solutions based on the best-in-class technologies, processes, and customer support.



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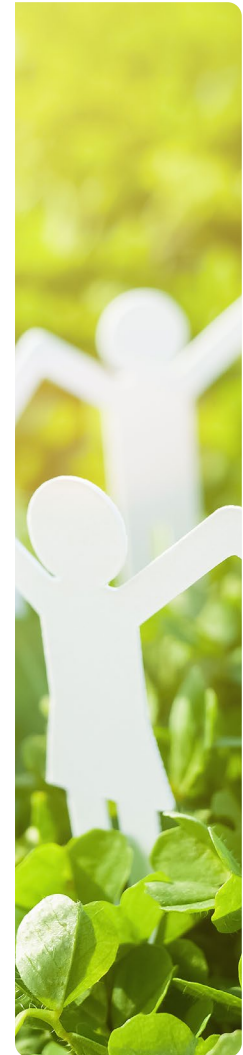
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Dear Shareholders & Readers,

Many of you have witnessed our transformation to become a global leader in test innovation. Today, we are proud to be a part of the critical node of the global value chain to deliver resilient and leading-edge test solutions for an increasingly complex world.

As technological advancements continue to help create a better world, we are committed to providing rigorous and agile testing of semiconductor devices, assuring reliability, enabling scalability, and accelerating progress.

A Zero Failure World

Even as we accelerate our growth, we remain steadfast in our commitment to drive and implement sustainable practices into our business. Our vision, A Zero Failure World, is not confined to our technology. It encapsulates our commitment to our sustainability efforts and how we build meaningful relationships with all of our stakeholders.

ESG is more than just about generating a report and checking the boxes. At AEM, under the guardianship of our Chairman and board members, we align our decision-making with the RISE (Resilience, Innovation, Sustainability, Entrepreneurship) principles and ensure that ESG becomes an inherent part of our culture. These principles enable us to effectively create long-term value and respond to the growing importance of environmental, social, and governance issues for our customers, employees, investors, and partners.

In growing revenue and profit sustainably, we test the relevance of our business assumptions in an ethical manner. In FY2021, we had zero instances of non-compliance for both governance and environmental matters. We remain agile in adapting to challenges and adhere to the highest standards of professionalism and integrity.

Through various leadership and people engagement platforms, such as Coffee with CEO and townhalls, we create an open two-way dialogue for our teams to understand the Company's key drivers and success factors and provide opportunities to share ideas and suggestions. We encourage continuous processes, products, and technology improvements by empowering our employees

to articulate and implement their ideas, paving the way for meaningful career growth and developing talent.

We strive to identify and implement sustainable practices into our processes, from sustainable supplier management to waste management. In addition to AEM's conscious management of electricity and energy consumption, we purchased 6,000 Renewable Energy Certificates ("RECs") in FY2021, equivalent to 6,000 megawatt-hours.

Environmental stewardship, robust and ethical business systems, best-in-class governance, and nurturing a long-term stakeholder value, trust, and enthusiasm are key factors of consideration for sustainability. Our approach to sustainability is built upon our commitment to creating sustainable long-term growth while developing our people and positively changing our environment.

We develop the areas we are competent in, but we also take bold steps to remain relevant. We strive to provide consistency and transparency in our sustainability efforts, benchmark our performance against our peers in the industry, and progress towards achieving Leader MSCI ESG Rating.

On behalf of the AEM Team, I wish you and your families the best of health!

Chandran Nair
Chief Executive Officer

Sustainability Performance Highlights

ECONOMIC PERFORMANCE

S\$89.2 million

economic value generated and distributed grew by 3% year-on-year

COMPLIANCE

ZERO

instance of non-compliance with government laws and regulations, as well as environmental-related compliance measures

INTEGRATING RENEWABLE ENERGY

6,000

Renewable Energy Certificate ("RECs") purchased in FY2021, equivalent to 6,000 megawatt-hour

SUSTAINABLE SUPPLIER MANAGEMENT

100%

of key suppliers screened for environmental and social impacts are compliant with industry standards and in line with AEM requirements

NEW HIRES

10%

increase in proportion of new female hires

TRAINING

18.4 hours

(FY2020: 7.8 hours) of training via physical and virtual training programmes, received by each employee

OCCUPATIONAL HEALTH & SAFETY

0

case of work-related injuries or ill health

PAPER

30%

reduction in paper usage due to digitalisation, as compared to FY2020

CUSTOMER

0

incident of non-compliance with regulation and/or voluntary codes concerning the health and safety impacts of our products and services

0

substantiated complaint concerning breaches of customer privacy and loss of customer data

EMPLOYEE ENTRY WAGES

ZERO

pay gap between males and females at entry-level across all countries with minimum wage laws

Corporate Profile

AEM is a global leader in test innovation. We provide the most comprehensive semiconductor and electronics test solutions based on the best-in-class technologies, processes, and customer support.

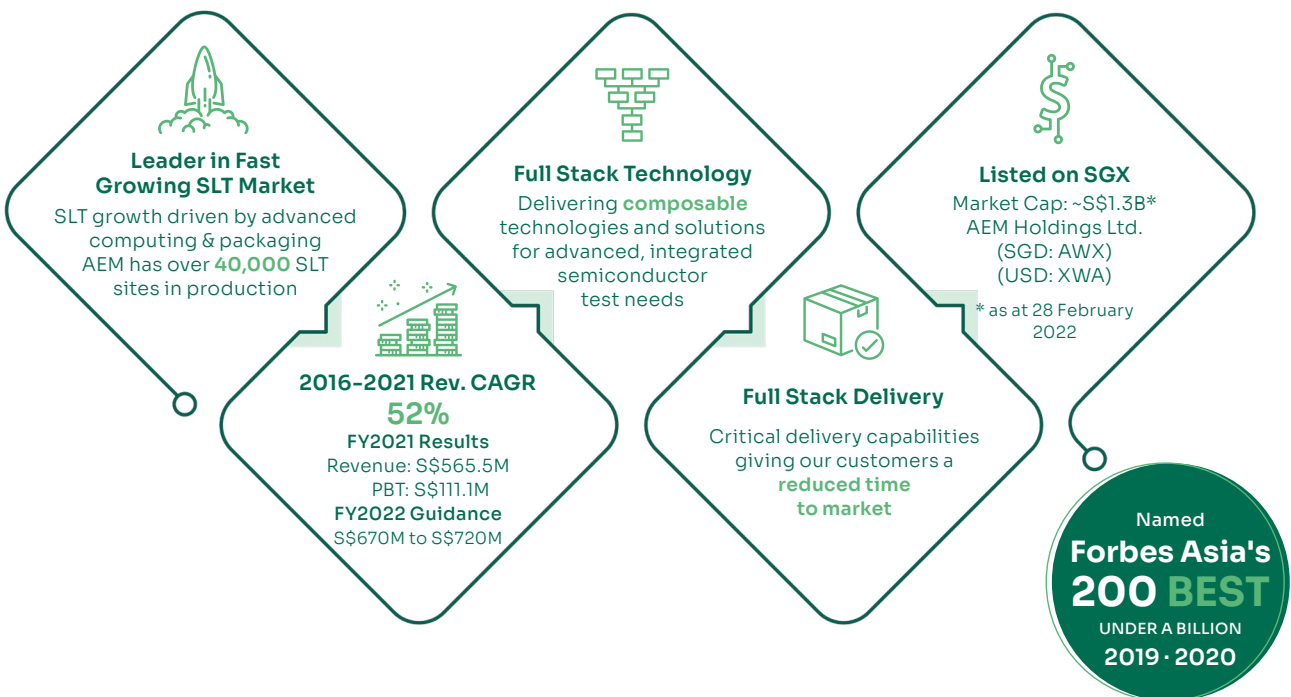
We deliver customised, and application-specific solutions to meet our customers' needs. With full-stack test capabilities for advanced engineering to high-volume manufacturing, we provide innovative test solutions to drive successful customer outcomes in innovation. We set ourselves to redefine test through our Test Cell Solutions Business and Instrumentation Business.

We innovate test to test innovation, providing leading-edge engineering solutions to meet the demands of fast-moving industries. With customer intimacy at our core, we build strong partnerships with our customers through our global network, tailoring solutions and delivering services that meet their needs. Beyond our leading-edge test innovation, we take pride in building strong partnerships with our customers and catering to the demands of an ever-evolving advanced manufacturing landscape.

AEM has a global presence across Asia, Europe, and the United States. With manufacturing plants located in Singapore, Malaysia (Penang), Indonesia (Batam), Vietnam (Ho Chi Minh City), China (Suzhou), and Finland (Lieto), and a global network of engineering support, sales offices, associates, and distributors, we offer our customers a robust and resilient ecosystem of test innovation and support.

AEM Holdings Ltd. is listed on the main board of the Singapore Exchange (Reuters: AEM. SI; Bloomberg: AEM: SP).

AEM's Business



Awards 2021



TEAM OF THE YEAR
SBR Management Excellence Awards 2021



BEST IN MANUFACTURING TECHNOLOGY
SBR National Business Awards 2021



INNOVATOR OF THE YEAR
Sid Chan, Senior Director,
Test Cell Solutions BU
SBR Management Excellence Awards 2021



BEST ANNUAL REPORT (small cap)
IR Magazine Awards – South East Asia 2021



CORPORATE EXCELLENCE AWARD (SEMICONDUCTOR)
APEA 2021 Regional Edition



SECURITY SALES AND INTEGRATION AWARD 2021
TestPro CV 100 Multifunction Cable Certifier



TESTPRO SMART BUILDING TEST KITS
Cabling Innovators Awards
[Platinum Honoree]

NETWORK SERVICE ASSISTANT
[Gold Honoree]

MMVNA 200
[Silver Honoree]



SUPPLIER ACHIEVEMENT AWARD
COVID-19 RESPONSE CATEGORY
2020 Intel SCQI Program Award



Board Statement

The Board of Directors of the Company (the "Board") is pleased to present our "Sustainability Report" for FY2021, which is

our continued commitment to share our sustainability journey with all our stakeholders transparently and credibly.

AEM is committed to sustainability reporting. As we continue to grow our operations, we are conscious of our business' impact on the community and environment, and how sustainability issues may affect our strategy and operations. The Board and the management pledge to incorporate sustainable practices into our processes and consider sustainability issues such as environmental, social, and governance ("ESG") factors as part of our Group's strategic formulation. To do so, we determine the material ESG factors and we will continue to manage and monitor our efforts in addressing these material factors.

AEM acquired CEI Limited ("CEI") in 1H2021. CEI, having regional footprint and expertise in its field, will strengthen AEM's resilience and allow us to be even more responsive to the needs of our global customer base. The acquisition would help to solidify our leadership position in serving semiconductor and electronics companies in the advanced computing, 5G, and artificial intelligence space.

Following the acquisition of CEI, there are changes in the trends from FY2020 to FY2021 for certain material ESG factors considered.

This Report outlines our short-term, long-term, and perpetual targets¹ concerning the material ESG factors linked to our business strategy and financial performance. We want to take this opportunity to acknowledge the ongoing support from our stakeholders and seek their support in our goal of sustainable growth and development.

¹ In our business planning, we consider our perpetual targets as part of AEM's ongoing initiatives to maintain operational excellence in sustainability.

About This Report

AEM Holdings Ltd. (“AEM” or the “Company”) is pleased to present the Company’s annual Sustainability Report (the “Report”),

which covers the performance of our operations in Singapore, AEM’s headquarter, and the various subsidiaries

from 1 January 2021 to 31 December 2021 (“FY2021” or “the reporting period”).

The Report summarises AEM’s key sustainability issues, our management approach, our related performance concerning material Environment, Social and Governance topics (“ESG”) across the Company’s operations, and short-term, long-term, and perpetual targets for each of the material ESG topics. The Company has chosen the Global Reporting Initiative² (“GRI”) Standards as it is the most established international sustainability reporting standard. This Report is prepared with reference to the GRI Standards. The Report incorporates SGX’s “Comply or Explain” requirements of primary components of the content on sustainability reporting under Listing Rules 711A and 711B.

The scope of the Report covers the Group’s operations in Asia, Europe, and North and Central Americas unless stated otherwise. AEM’s material topics are identified based on their impacts on our internal and external stakeholders, as outlined in the Stakeholders Engagement section. The GRI Content Index pages have detailed section reference of the GRI Standards. The Sustainability Team has assessed that external assurance is not required as the Group has relied on our internal verifications for the Report’s accuracy. We wish to highlight that we have included data from the acquired CEI for FY2021, as such, there are changes in the trends from FY2020 to FY2021 for certain material ESG factors considered.

All information and data in this Report are disclosed voluntarily and in good faith. We will continue to publish our sustainability report annually, which will be accessible via our website.

We welcome feedback from our stakeholders as we continuously improve our performance and reporting in our sustainability journey.

Please provide us your inquiry at:
<https://www.aem.com.sg/contact>

For more information, you may visit us at:
<https://www.aem.com.sg>

² www.globalreporting.org

We recognise that the success of our business is inextricably linked to the progress of our people, the communities we live and work in, and the environment.

As such, we remain consistently cognisant of the social, ethical, and environmental impact of AEM's activities. Our vision, A Zero Failure World, encapsulates aspects of our business and our pursuit of sustainability action.

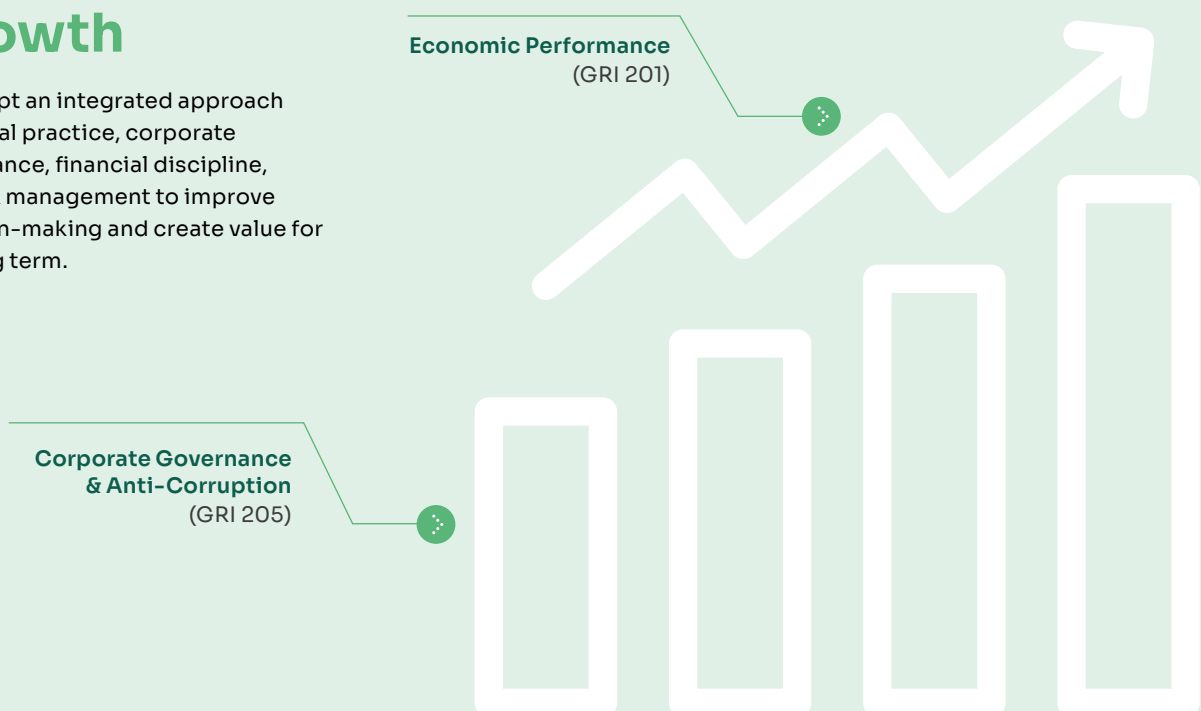
Our commitment to sustainability focuses on the three key pillars as shown here.



AEM's commitment to sustainability across three key pillars

Sustainable Growth

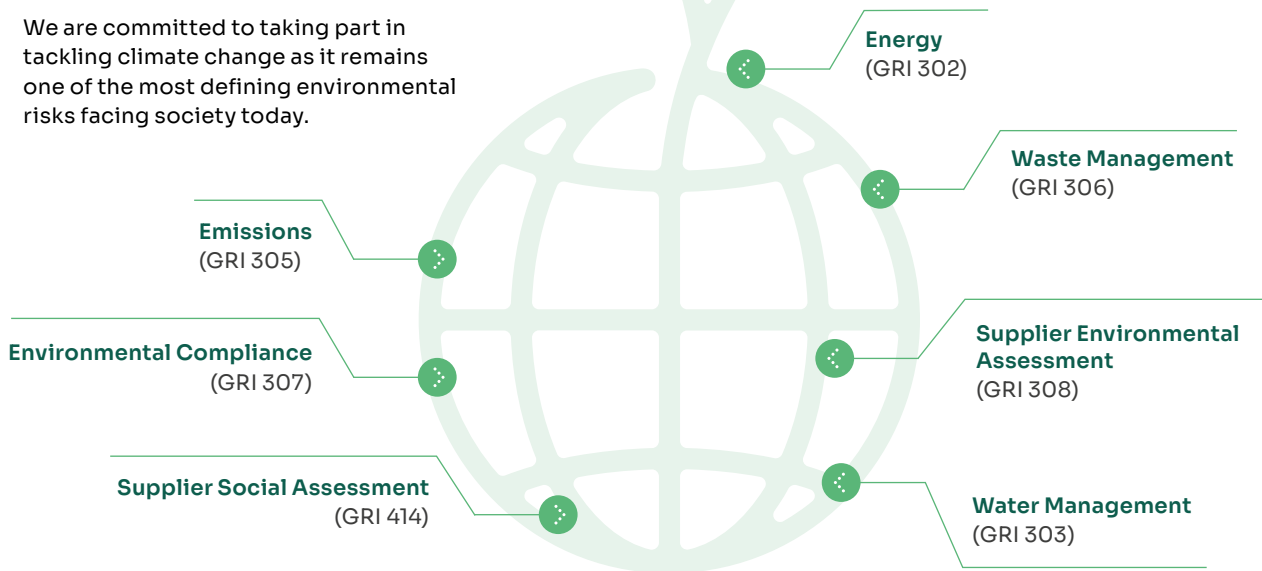
We adopt an integrated approach of ethical practice, corporate governance, financial discipline, and risk management to improve decision-making and create value for the long term.



Environmental Conscientiousness

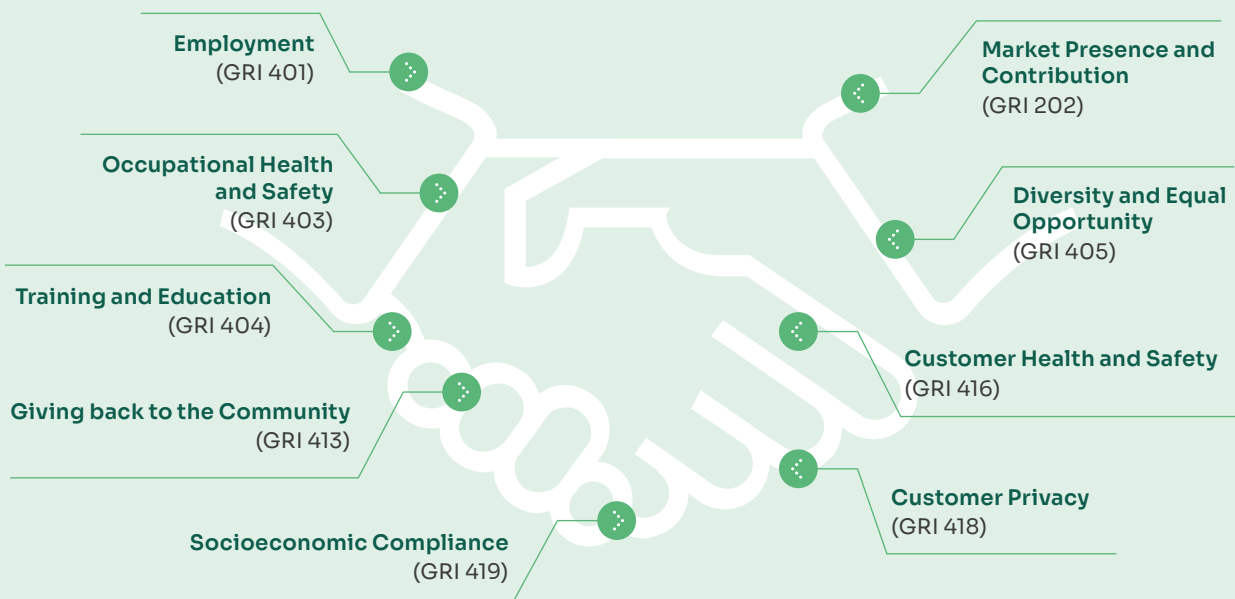
We integrate energy efficiency measures into our daily operations and strive to carry out sustainable supplier management, energy management, water management, environmental compliance, and waste management through our business endeavours.

We are committed to taking part in tackling climate change as it remains one of the most defining environmental risks facing society today.

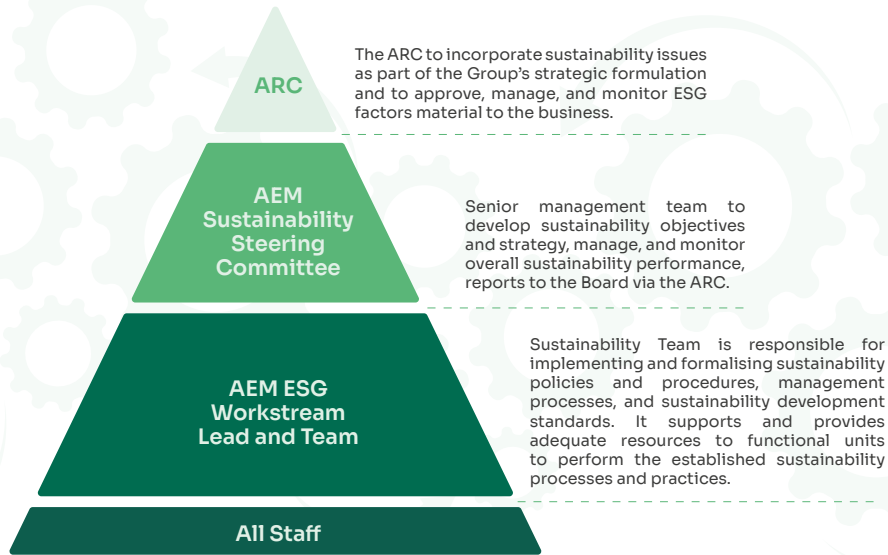


Solidifying Relationships with Our Stakeholders

A unified business organisation means investing in our people first and cultivating relationships with all our stakeholders and communities. We prioritise the safety and wellbeing of our people and strive to develop and manage the employee lifecycle with the company.



Our Sustainability Governance



AEM’s sustainability governance structure

Our Board of Directors (“the Board”) determines the overall direction for the Company’s sustainability strategies. The Audit and Risk Management Committee (“ARC”) under the stewardship of the Board evaluates and incorporates sustainability issues as part of the Group’s strategic formulation, and to approve, manage, and monitor ESG factors material to the business.

To drive organisation-wide sustainability initiatives, we have established a Sustainability Team (“the Team”) consisting of employees from various departments with a diversity of experience and background. The Team is responsible for implementing and formalising sustainability policies and procedures, management processes, and sustainability development standards. It also supports and provides adequate resources to various functional units to perform the established sustainability processes and practices.

The Team works closely with AEM’s Sustainability Steering Committee (“SSC”), comprised of our senior management team. The SSC, set up to support the Company’s efforts in driving sustainability-related efforts, is responsible for implementing AEM’s sustainability objectives and strategy, managing and monitoring overall sustainability performance, and ensuring the Board is regularly updated on AEM’s sustainability progress. With the support of the Team, the SSC helps the ARC and the Board determine the Company’s material economic, environmental, and social aspects and set quantitative and qualitative targets for the forthcoming year.

Stakeholder Engagement

In FY2021, COVID-19 regulations and restrictions have made traditional in-person meetings difficult. However, AEM is committed to understanding and safeguarding our stakeholders’ interests. We continue to engage all our stakeholder groups by updating AEM developments and receiving feedback on digital platforms such as LinkedIn and our Corporate Website.

We identify our stakeholders as groups that 1) impact our business, 2) impacted by our business, and 3) provide expertise in material factors such as external organisations. Our stakeholders’ feedback helps us determine our material topics and identify our focus areas. AEM is committed to listening to our stakeholders, and we welcome their concerns and expectations via our webpage: <https://www.aem.com.sg/contact>



AEM has identified a total of seven (7) key stakeholder groups, including our employees.

A summary of how we interact and communicate with our stakeholders is outlined in the section on the next page.

Our Employees

Engagement Methods

A quarterly staff communication session

Annual performance evaluation

Bi-annual perception surveys

Bi-annual social and team-building activities

Focus Areas

Career advancement

Update on the latest developments

Benefits and remuneration

Health and safety

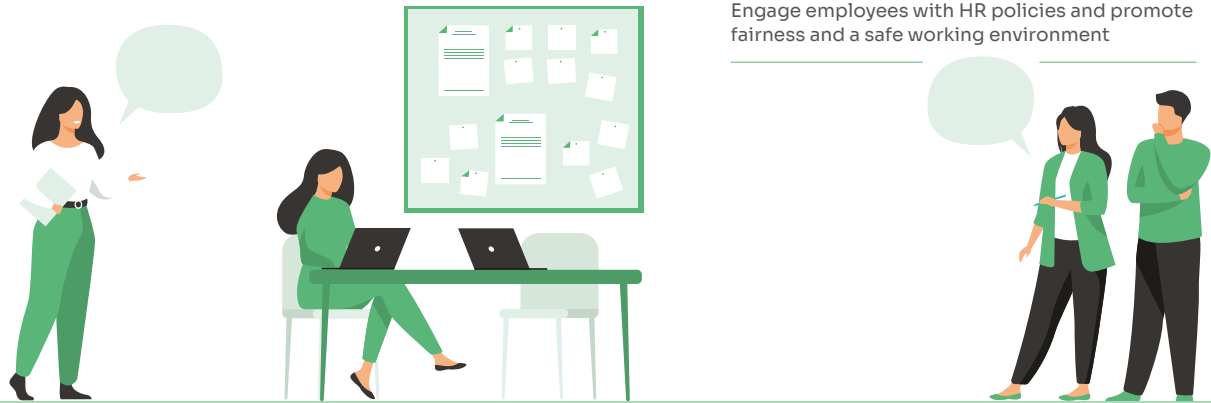
Responses from AEM

Consciously encourage diversity and equal opportunities at our workplace through hiring and retaining staff based on her/his skills, experience, and/or ability to perform the job

Total average training hours for each employee in FY2021 increased by 136% as compared to FY2020

Continue to invest in engagement channels to facilitate employee engagement, internal communication, and team-building initiatives

Engage employees with HR policies and promote fairness and a safe working environment



Customers

Engagement Methods

Scheduled and ad-hoc site visits, call reviews

Customer satisfaction surveys

Annual reports

Exhibitions

Focus Areas

Engineering and development capability

Operational and financial performance

Responses from AEM

Invest and improve talent resources and engineering capability

Seek to achieve excellent operational and financial performance

Transparent and timely dissemination of material information and development



Suppliers

Engagement Methods	Focus Areas	Responses from AEM
Scheduled and ad-hoc site visits, calls, and reviews	Quality and reliability of suppliers	Select suppliers based on track record and assess their ability to complement AEM's commitment to delivering high-quality products and services
Supplier review	Social and environmental impact	Conduct supplier assessment to ensure suppliers are in line with AEM's requirement
Suppliers' days		

Community

Engagement Methods	Focus Areas	Responses from AEM
Engagement in community services	Social developments and initiatives	Giving back to communities through donations to support various meaningful causes
		Support and sponsor awards and book prize to the education institutions

Government and Regulatory Bodies

Engagement Methods	Focus Areas	Responses from AEM
Keeping abreast with regulation changes	Regulatory compliance	Full regulatory compliance
Scheduled and ad-hoc site visits and training sessions	Environmental impact	Commitment to sustainability and sustainability reporting
	Job creation	Number of new hires in FY2021 increased by 160% as compared to FY2020
	Capability building	Invest in training to improve talent resources and engineering capability



Investors and Shareholders

Engagement Methods	Focus Areas	Responses from AEM
Quarterly business updates	Business continuity	Maintain excellent operational and financial performance
Half-yearly SGX results announcement and press releases	Maintain excellent operational and financial performance	Transparent and timely dissemination of material information and developments
Annual General Meetings (AGM), full-year SGX results announcement, press releases, and results briefing	Transparent and timely dissemination of material information and developments	
Investor relations management		

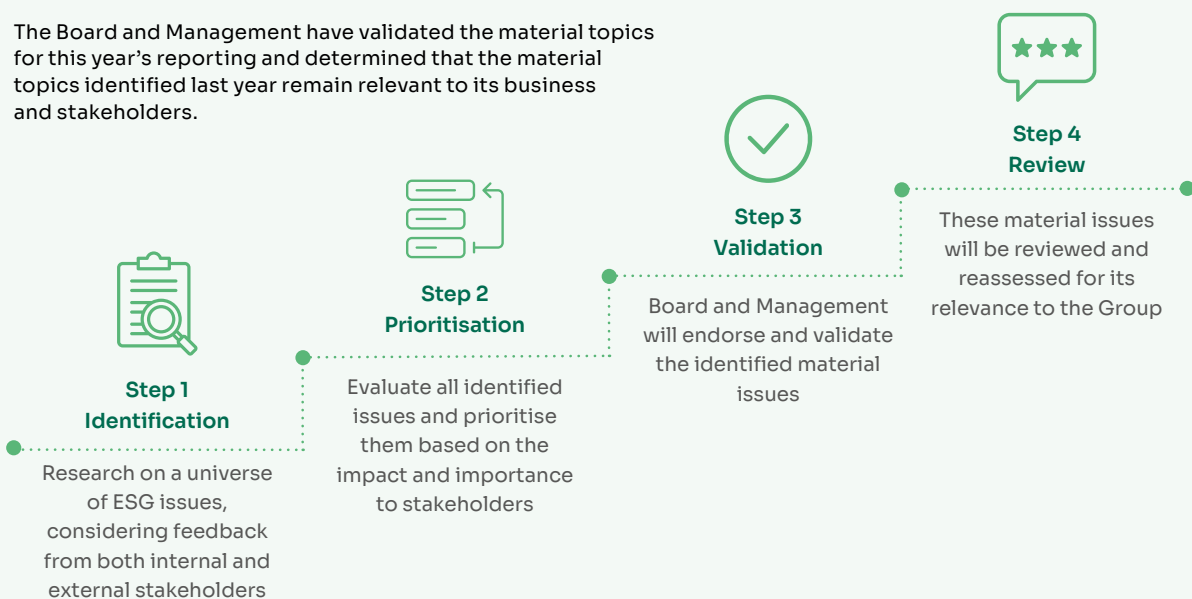
Industry Bodies

Engagement Methods	Focus Areas	Responses from AEM
Presentation at industry seminars and trade shows	Support from the Company and feedback on challenges that will affect the semiconductor industry	Active membership and participation in industry forums and events
Industry networking events		

Materiality Assessment

AEM’s materiality assessment process follows a four-step approach based on GRI Materiality Standards and Principles, supported by background research on peers and industry trends.

The Board and Management have validated the material topics for this year’s reporting and determined that the material topics identified last year remain relevant to its business and stakeholders.






AEM’s materiality assessment

In FY2021, together with an external consultant, AEM conducted a materiality assessment workshop to identify the relevant material topics which have a high level of importance on AEM's business and our stakeholders.



We have identified the following **eighteen (18) material ESG topics** as they remain relevant to AEM's business and its stakeholders.

They were prioritised, reviewed, and validated by the Board and senior management. We intend to review these material topics regularly, especially when there are significant changes to the business environment and strategic outlook of the Company.

Sustainability Pillar	Material Topic	GRI Standard	GRI Disclosures
 Sustainable Growth	Corporate Governance and Anti-Corruption	GRI 205	GRI 205-1
	Economic Performance	GRI 201	GRI 201-1
 Environmental Conscientiousness	Supplier Environmental Assessment	GRI 308	GRI 308-1
	Supplier Social Assessment	GRI 414	GRI 414-1
	Energy	GRI 302	GRI 302-1, 302-3, 302-4
	Emissions	GRI 305	GRI 305-1, 305-2, 305-4
	Waste Management	GRI 306	GRI 306-1, 306-2, 306-3
	Environmental Compliance	GRI 307	GRI 307-1
 Solidifying Relationships with Our Stakeholders	Employment	GRI 401	GRI 401-1, 401-2
	Occupational Health and Safety	GRI 403	GRI 403-1, 403-2, 403-4, 403-6, 403-9, 403-10
	Training and Education	GRI 404	GRI 404-1, 404-2, 404-3
	Diversity and Equal Opportunity	GRI 405	GRI 405-1
	Market Presence and Contribution	GRI 202	GRI 202-1, 202-2
	Socioeconomic Compliance	GRI 419	GRI 419-1
	Giving back to the Community	GRI 413	GRI 413-1
	Customer Health and Safety	GRI 416	GRI 416-1
Customer Privacy	GRI 418	GRI 418-1	

Sustainable Growth

We adopt an integrated approach of ethical practice, corporate governance, financial discipline, and risk management to improve decision-making and create value for the long term.



**Corporate Governance
& Anti-Corruption**
(GRI 205)

Economic Performance
(GRI 201)

Sustainable Growth

Strong leadership, organisational culture, and sound strategies and systems are vital for AEM towards achieving our position as a world-class technological equipment manufacturer and service provider.

AEM strives to achieve high standards of corporate governance and an effective enterprise risk management framework to enhance business resilience and agility.

An integrated approach of ethical practices, corporate governance, financial discipline, and risk management is adopted to improve decision-making and create value for the long term.

	FY2019	FY2020	FY2021
Total number of key operations assessed for risks related to corruption	6	7	10
Total number of key operations in the corresponding year	6	7	10
Percentage of key operations assessed for risks related to corruption	100%	100%	100%

Corporate Governance and Anti-Corruption

(GRI 205-1)


AEM has adopted a Code of Business Conduct and Ethics (“the AEM Code”) as a testimony of our commitment to adhere to the highest standards of professionalism, integrity, and ethics. The AEM Code includes the Group’s commitment to non-discrimination and proper conduct of business courtesies and relationships. The AEM Code is available on our corporate website.

All key operations at AEM, including operations in Singapore, Malaysia, China, United States, Finland, France, Vietnam, and Indonesia, have been assessed for risks related to corruption and no incidents of corruption have been identified.

AEM takes a strong stance against corruption and malpractice in the Group. To achieve the highest standards of integrity and accountability within our internal structure, the Group developed and circulated policies and procedures for reporting improprieties. Employees can voice out concerns about the Group’s activities and operations directly to the Company’s Independent Directors.

All our employees regardless of employee category, including the management team and the Board, across AEM and AEM’s global subsidiaries, are required to read, understand, and comply with the provisions of the AEM Code. Employees who are potentially in a conflict-of-interest situation are required to report the matter to the Group. With respect to whistle-blowing practice, all employees are assured anonymity and confidentiality to protect their identity and interests. Besides our employees, the AEM Code has been communicated to our customers through our agreements with them.

The Group has also established procedures to ensure that all transactions with interested persons are reported promptly to the Audit and Risk Management Committee (“ARC”) and that transactions are conducted on an arm’s length basis and are not prejudicial to the interests of the shareholders.

Material Topic	FY2021 Achievements	Perpetual Targets
 <p>Corporate Governance and Anti-Corruption</p>	<p>Provided timely quarterly business updates and half-yearly results releases</p> <p>Frequent updates on financial guidance</p> <p>Regular Board and Board committee meetings as well as frequent engagements with management</p> <p>Zero (0) substantiated cases of corruption or legal compliance issue</p>	<p>Zero (0) substantiated case of corruption or legal compliance issue</p>



In addition, the Group has adopted our own internal best practices and compliance code to guide our officers and be compliant with SGX Listing Rule 1207(19) with regards to dealing in the Company’s securities.

There has been no report on impropriety, no incidents of corruption, and no public legal cases brought against the Group in FY2021. We will continue to be vigilant in ensuring our employees conduct themselves with the highest integrity.

Economic Performance

(GRI 201-1)

Innovative solutions and continuous product improvement are key to serve our customers better and driving productivity. AEM invests heavily in research and development to improve efficiency, system manageability, and safety and security.

Our cost-effective and efficient testing solutions have contributed to another record-breaking year in FY2021. AEM delivered on the FY2021 revenue guidance (between S\$525.0 million to S\$550.0 million) with a 9.0% year-on-year increase in revenue to S\$565.5 million. Profit after tax stood at S\$92.1 million (FY2020: S\$97.6 million) as we stepped up investment in R&D activities and capabilities to address our customers’ needs and stay ahead of the competition through innovation. In terms of economic value generated and distributed, FY2021 saw an increase of 3% to S\$89.2 million from S\$86.2 million a year ago.

Material Topic	Achievements			Perpetual Targets
	FY2019*	FY2020*	FY2021	
 <p>Economic Performance – Economic Value Generated and Distributed (S\$’000)</p>	54,778	86,207	89,181	<p>Continue to provide innovative solutions and product improvement to serve our customers better</p> <p>Continue cost reduction engineering initiatives and “lean” operations to drive productivity improvements</p> <p>Continue to encourage and incentivise employees to initiate and develop innovative ideas that can be patented</p> <p>Continue to increase economic value generation</p>

*Prior years’ comparatives have been restated to be consistent with the current year’s basis of computation.

Environmental Conscientiousness

We integrate energy efficiency measures into our daily operations and strive to carry out sustainable supplier management, energy management, water management, environmental compliance, and waste management through our business endeavours.

We are committed to taking part in tackling climate change as it remains one of the most defining environmental risks facing society today.





Environmental Conscientiousness

We believe that corporate growth and responsible environmental practices should not be mutually exclusive. Our goal at AEM is to fulfil international standards for environmental efforts in the semiconductor industry by minimising our operations' impact on the environment.

Towards this end, we integrate energy and water-efficient measures into daily operations and carry out sustainable supplier management, energy management, water management, environmental compliance, and waste management through our business endeavours.

Sustainable Supplier Management

(GRI 308-1, 414-1)

AEM collaborates and regularly engages with our suppliers at all stages of our purchasing process. We select our suppliers based on their track record and assess their ability to complement our commitment to deliver high-quality products and services before inclusion as an approved vendor. Our assessments and reviews on our suppliers' performance include labour, environmental, health, safety, and ethical standards and practices to ensure their alignment with AEM's requirements.

AEM also has an internal screening process where suppliers are screened for negative environmental and social impacts resulting from their business operations. This includes, amongst others, pollution (land, air, water, and noise), biodiversity loss, global warming, land degradation, deforestation, incidents of child labour, violation involving rights of indigenous people, breaches of customer privacy, and non-compliance with laws and regulations in the social and economic area. In FY2021, AEM onboarded a total of 238 new suppliers. None of these new suppliers was identified to have negative environmental or social impacts.

Supplier Environmental Assessment

(GRI 308-1)

We follow a supplier screening guide to ensure that all of our key existing supplier were screened using environmental criteria. Our assessment demonstrated that all our key existing suppliers were either compliant with industry standards such as the ISO14001 or have published their environmental policy and/or sustainability report that is compliant with local laws.

Supplier Social Assessment

(GRI 414-1)

Similarly, we follow a supplier screening guide to ensure that all 238 new suppliers were screened using social criteria. All of our key suppliers are compliant with industry standards and in line with AEM requirements.

Environmental Footprint

Energy

(GRI 302-1, 302-3, 302-4)

Energy is important to AEM as it is critical to our business activities. While energy-intensive equipment may result in higher utility costs, business operations would be disrupted without them. Therefore, it is important that we manage our electricity and energy consumption responsibly to help protect the environment in which the AEM entities operate.

Diesel is used primarily by the commercial vehicles in CEI which the Group acquired in 1H2021. In FY2021, AEM started and will continue to track its diesel consumption. The total diesel consumption was 0.5% of the total energy consumption in FY2021.

Further, our total energy consumption increased as a result of increased production in FY2021 and with the addition of CEI. Nevertheless, AEM endeavours to reduce energy consumption in our business activities through efficient operations and minimisation of wastage. On this front, we have taken steps to reduce our energy consumption and wastage to contribute to environmental sustainability efforts.

For instance, we have continuous energy-saving initiatives which include:

- the replacement of fluorescent lighting with LED energy-saving lighting,
- the programming of air-conditioner and lights to switch off automatically after office hours,
- the replacement of air-conditioning ducting from cassette to inverter type,
- the replacement of old inefficient equipment with energy-efficient ones, and
- introducing usage discipline through posters and briefings to promote awareness of electricity conservation among our employees.



Year	Actual consumption (kWh)	Revenue (\$M)	Energy consumed per monetary unit of sales (kWh/\$)
FY2019	4,730,000	323.1	0.015
FY2020	5,570,000	519.0	0.011
FY2021	12,200,000 [#]	565.5	0.021

^{*}Actual consumption measured by service provider meter reading

[#]Note: Increase in actual consumption in FY2021 due to inclusion of consumption from CEI, which the Group acquired in 1H2021



In addition to our conscious management of electricity and energy consumption, in FY2021, AEM purchased 6,000 Renewable Energy Certificates to offset electricity consumed from conventional sources. This is equivalent to about 49% of our total FY2021 electricity consumption using conventional sources.

Through this initiative, besides being committed to adopting renewable energy as an integral part of our energy portfolio, we hope that this would encourage more future investments in renewable energy projects globally.



Emissions

(GRI 305-1, GRI 305-2, GRI 305-4)

As we strive to reduce our emission footprint, AEM takes into consideration our Greenhouse Gas (“GHG”) emission levels in every stage of our manufacturing process. We understand the manufacturing operations of AEM entail significant energy requirements, therefore, the efficient use of energy is essential to reducing potential GHG emissions for AEM.

The following table shows the energy emission intensity ratio for AEM.

Year	Total direct CO ₂ or Carbon Equivalent Emissions (metric tons)	Total indirect CO ₂ or Carbon Equivalent Emissions (metric tons)	Revenue (in S\$M)	Emission Intensity Ratio (MT/S\$'000)
FY2019	N.A.	3,344	323.1	0.010349
FY2020	N.A.	3,938	519.0	0.007588
FY2021	15	8,082 [#]	565.5	0.014318

[#]Note: Increase in total direct and indirect CO₂ or carbon equivalent emissions in FY2021 due to inclusion of emissions from CEI, which the Group acquired in 1H2021

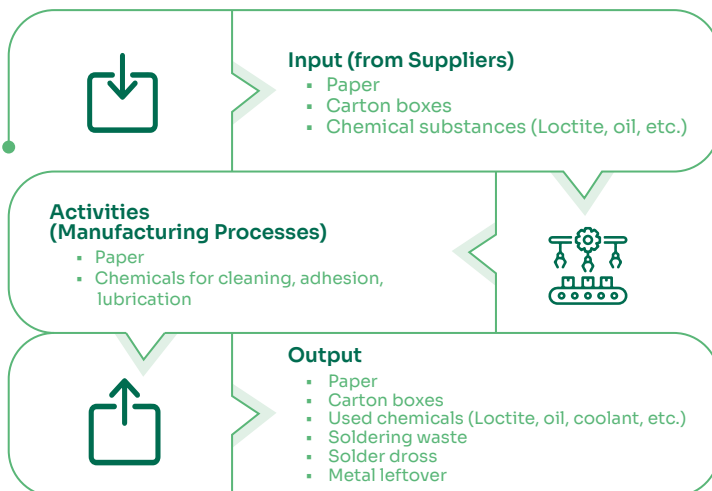


Waste Management

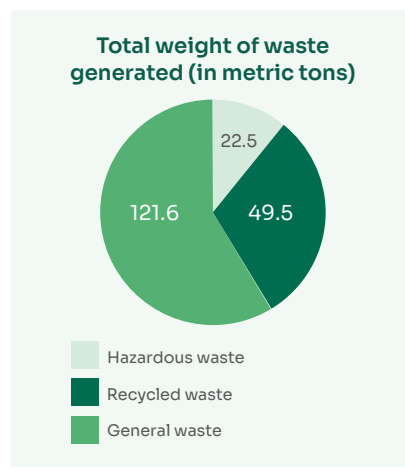
(GRI 306-1, 306-2, 306-3)

AEM is conscious of the waste we generate. The waste we have generated is input from our suppliers and those that evolved from our operations and manufacturing processes.

Waste Generated



There are three main categories of waste at AEM, hazardous waste (which includes chemical waste), recycled waste (which includes leftover metals, paper and plastic), and general waste. About 63% of the waste we generated were general waste.



Initiatives to reduce waste and promote sustainable waste management play a vital role in fulfilling Singapore’s ambition of becoming a Zero Waste Nation. In support of Singapore’s Zero Waste Masterplan, we have accelerated our efforts to reduce waste by:

- converting several of our internal processes from paper-based to electronic records;
- engaging a third-party recycler to recycle waste generated from our manufacturing process and operations (e.g. metal leftovers generated from our manufacturing process); and
- reusing carton boxes and plastic pallets.

These efforts have yielded results and we will continue to promote waste reduction efforts.



Environmental Compliance

(GRI 307-1)

AEM has complied with environmental protection and management regulations. We proactively review our manufacturing processes to reduce pollution, waste, hazardous substances, and noise. Our employees are educated and trained on our environment control plan based on specific work instructions and must maintain records for this purpose.


Material suppliers are also required to meet our Environmental Management System requirements for the materials and services they supply.



Every year, we engage qualified vendors to perform audits and tests. AEM complies with all National Environment Agency's ("NEA") environmental laws and regulations. There have been no fines or non-compliance by AEM over the past decade, and we aim to maintain this record of accomplishment in the next 10 years.

Water Management

(GRI 303-5)



	FY2019	FY2020	FY2021
Total water consumption from all areas (m³) 	14,264	16,328	49,967*
Water consumed per monetary unit of sales (m³/S\$'000)	0.044	0.031	0.088

**Note: Significant increase in water consumption in FY2021 due to inclusion of consumption by CEI, which the Group acquired in 1H2021*

AEM carefully monitors and manages our water consumption levels. In line with the national initiatives and strategies to use water wisely, we continue to adopt water reduction and conservation efforts to do our part as responsible stewards of the nation's water supply. The measures we have taken include:

- introducing usage discipline at all our operating and manufacturing sites to promote water conservation awareness among employees via education posters and briefings, and
- the replacement of conventional tap to motion-sensor taps and spring taps to improve water efficiency.



Material Topic	FY2021 Achievements	Perpetual Targets
Sustainable Supplier Management 	<p>All key suppliers screened using environmental and social criteria</p> <p>All key suppliers were identified to be compliant with environmental and social industry standards such as the ISO14001 and/or have published their environmental policy and/or sustainability report</p>	<p>Maintain 100% of main contracted suppliers screened using environmental and social criteria</p> <p>Enhance our supply chain management assessment processes to strengthen our evaluation of suppliers' environmental and social practices</p> <p>Integrate sustainable procurement objectives to buyer performance reviews (where applicable)</p>
Energy 	<p>Purchase of 6,000 Renewable Energy Certificate ("RECs") in FY2021, equivalent to 6,000 megawatt-hour</p>	<p>Pursue energy reduction measures in our business activities through efficient operations and minimisation of wastages</p> <p>Explore more energy-efficient initiatives and promote heightened disciplined usage amongst our employees in the workplace</p>
Waste Management 	<p>First-year of monitoring waste generation</p>	<p>Continue to promote further waste reduction efforts at all our operating and manufacturing sites to further eliminate the use of paper documentation and consumption</p> <p>Refine measurement and reporting methods to manage other significant waste-related impacts from our manufacturing processes (e.g., to reduce chemical waste, used coolant, etc.)</p>
Environmental Compliance 	<p>Zero (0) fines or non-compliance of environmental-related compliance measures</p>	<p>Maintain zero (0) incident of environmental-related compliance issues</p>
Water Management 	<p>Water consumption has increased with the increased production and the acquisition of CEI. However, measures have been taken to reduce water consumption</p>	<p>Promote water conservation awareness among our employees</p> <p>Change conventional tap to motion-sensor/spring tap</p> <p>Use of reclaimed water</p>

Solidifying Relationships with Our Stakeholders

A unified business organisation means investing in our people first and cultivating relationships with all our stakeholders and communities. We prioritise the safety and wellbeing of our people and strive to develop and manage the employee lifecycle with the Company.



Solidifying Relationships with Our Stakeholders

As the COVID-19 pandemic took hold, AEM is committed to evolving our HR practices to stay relevant and create the best possible environment for our workforce.

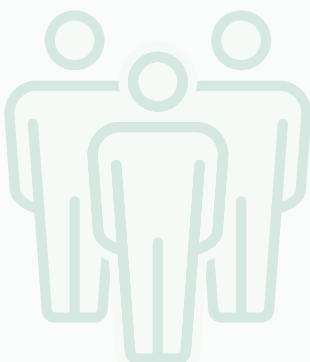
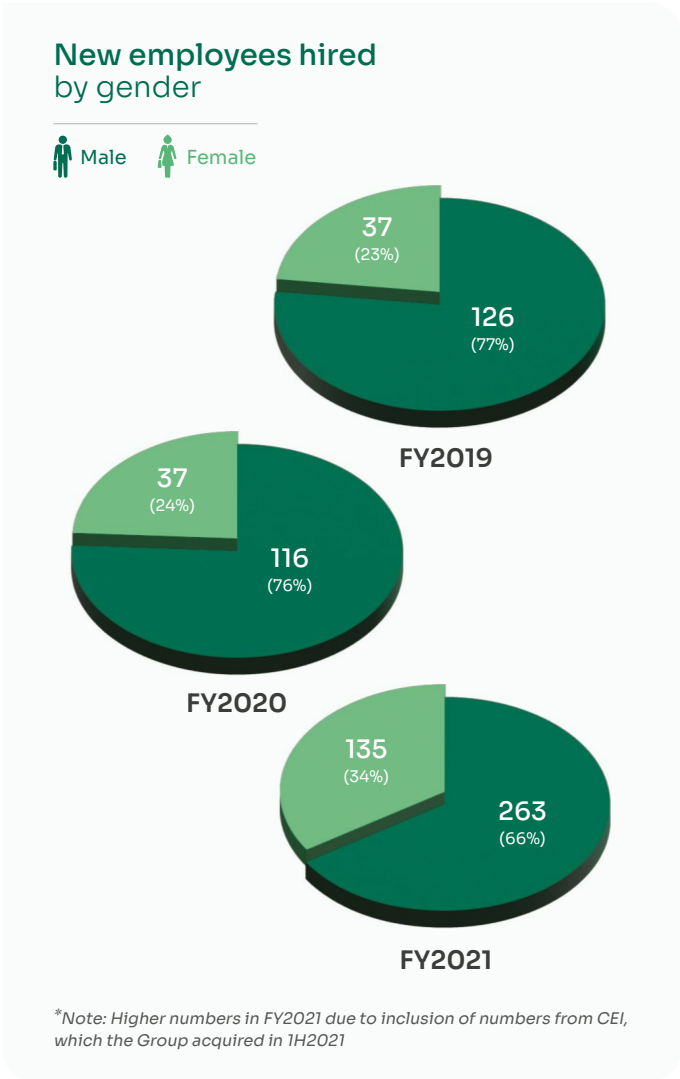
We have adapted recent HR technologies to our advantage to reinforce workforce abilities, ensure data security, improve candidate and employee experiences, and more.

Employment

(GRI 401-1)

Talent plays a key role in ensuring our Company’s success. Aside from efforts to maintain a low turnover rate, we continued to attract new talent globally. AEM practices non-discrimination and equal opportunities. Our new hires are employed based on merits and experiences, and we seek to keep our turnover rates low by promoting employees’ loyalty through benefits, safety, and welfare. As of 31 December 2021, AEM’s workforce consists of 1,496 employees, an increase of 851 employees compared to the previous year due mainly to the acquisition of CEI.

Due to the pandemic lockdowns, many foreign workers have resigned to return to their home countries. Despite the unfavourable environment to hire new foreign workers due to the travel restrictions, AEM is pleased to share that we were able to achieve 398 new hires, more than double the number of new hires in FY2020.



The ratio of male to female new hires has been around 3:1 in FY2019 and FY2020. In FY2021, the ratio has rebalanced to 2:1. This change is due to higher female new hires in Vietnam and Indonesia.

AEM aims to further improve the gender ratio by hiring more females in the engineering field and providing equal opportunities for all genders, particularly in regions with low female representation.



Employment Benefits

(GRI 401-2)

Competitive Compensation Packages

AEM provides competitive compensation packages to attract and retain the best talents by rewarding employee performance and encouraging long-term contribution. Our packages include a base salary, allowance, cash bonuses, and share equity plan. The total compensation of an employee is determined based on individual expertise, job responsibility, performance, contributions to long-term goals, and the Company's operations and profitability.

AEM believes in providing a strong variable component in employee remuneration. We are also expanding our performance share awards to incentivise more employees.

Competitive Benefits and Employee Care

In FY2021, AEM reviewed and enhanced employee benefits. We were mindful of the need to have sufficient life and medical insurance cover for all our employees, and added Group Term Life insurance for all our employees. With the increasing medical costs, we have increased the medical coverage for all our employees to give them peace of mind against substantial medical bills in the event of a major illness. We also ensured our employees have sufficient vacation leave to rest and spend time with their families by increasing the leave entitlement for our direct, indirect, and managerial staff.

Our foreign workers have not traveled home to visit their family and friends over the last two years because of the pandemic. To assist them, AEM helped by covering the quarantine hotel cost when they return from their home leave.

Material Topic

Employment



FY2021 Achievements

The total number of employees increased by 132%

The proportion of new female hires increased by 10%

AEM reviewed and enhanced employee benefits

Perpetual Targets

Achieve a low turnover rate of below 2.2% per month and continue to ensure accessibility to a variety of resources and tools to implement fair and progressive employment practices within AEM

Enhance AEM's compensation and benefits package for all staff, including pro-family leave benefits to cater for the diverse needs of parental care and paternity child-care



Employee Wellbeing

Occupational Health and Safety

(GRI 403-1, 403-2, 403-4, 403-6, 403-9, 403-10)

Monitoring work-related hazards and risks on a routine basis is one of AEM’s top priorities to ensure that our employees feel safe and competent in executing their responsibilities.

Guided by the hierarchy of controls, we have applied these relevant processes, including:


- The 5x5 risk assessment matrix per Singapore’s Ministry of Manpower (“MOM”) Code of Practice
- Conducted internal risk assessment training for AEM staff
- Developed a safety manual in line with the Singapore standard code of practice for the safety management system
- Periodic review of risk assessment processes by the respective managers to evaluate AEM’s occupational health and safety management practices
- Formal Workplace Safety and Health (“WSH”) Group reconvenes monthly to address any matters on workers’ participation and communication

Building on our existing efforts to observe occupational health and safety measures at AEM, a routine safety orientation and toolbox briefing is conducted. The respective supervisors can monitor all feedback closely and take the necessary corrective measures accordingly. Employees are encouraged to report any work-related hazards and hazardous situations directly to their superiors and/or safety committee members and to submit work-related hazards through the suggestion box.

In FY2021, we started tracking work-related hazards that could potentially cause injury or ill health. We are pleased that with these measures in place, we maintained our record of having reported zero (0) cases of recordable work-related injuries or ill health, zero (0) cases of high-consequence work-related injuries, zero (0) cases of fatalities resulting from a work-related injury or ill health, for all employees and workers.

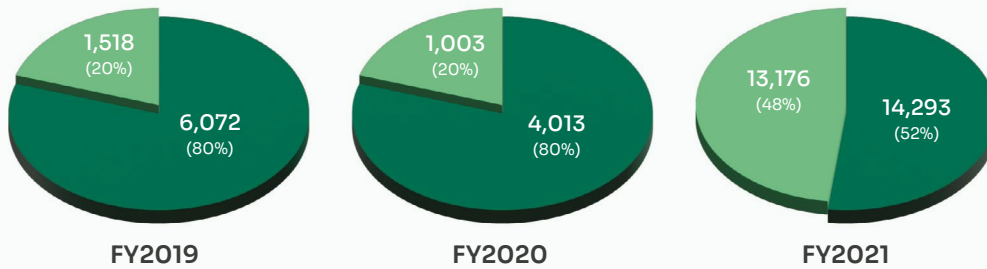
AEM acknowledges that a good work-life balance is key to having good mental health and promoting staff wellbeing and satisfaction. Henceforth, we also provide team-building activities – most of it virtually – to keep our employees engaged and de-stressed. We recognised that the prolonged pandemic is causing much mental stress and in the coming year, we are introducing an Employee Assistance Programme that comes with proactive recreational and health-promoting activities as well as life coaching to individuals. By doing so, we hope to create a positive and inclusive work culture, which in turn would strengthen our employees’ positivity and commitment to the Company.

In addition, we have a designated health and safety committee whose job is to provide a safe working environment through monthly safety inspection, scheduling of safety training, drills, and filing emergency and accident reports. Given the COVID-19 situation, all these were carried out with workplace safety management measures in place. We also host quarterly meetings with staff to encourage them to speak up, raise concerns, and empower them to initiate improvements.

Material Topic	FY2021 Achievements	Perpetual Targets
<p>Occupational Health and Safety (OHS)</p> 	<p>AEM started tracking hazards that could potentially cause injury or ill-health</p> <p>Reported zero (0) incident of work-related injuries and work-related ill health for all employees and workers</p> <p>Plans in place to introduce an Employee Assistance Programme that comes with proactive recreational and health-promoting activities as well as life coaching to individuals</p>	<p>Ensure that our practices at AEM are in line with internationally agreed best practices and reflect recent developments in OHS management systems, prevention of harm, and promotion of health at work</p> <p>External/MOM audit on AEM’s OHS management system to certify AEM’s safety manual and procedures</p> <p>Establish a comprehensive occupational accident/work injury compensation insurance plan for our employees</p>

Total training hours by gender

Male Female



AEM believes that our greatest assets are our people and that our staff’s technological and engineering skills and knowledge are the core of our success. Therefore, we invest in training, learning initiatives, and development programmes to expand our staff competencies.

We have established guidelines for training identification, monitoring, and review. Besides technical skills, we also organise business, leadership, train-the-trainer, finance, operational management, and enterprise resource planning training for our management and staff.

Training and Education

(GRI 404-1, 404-2, 404-3)

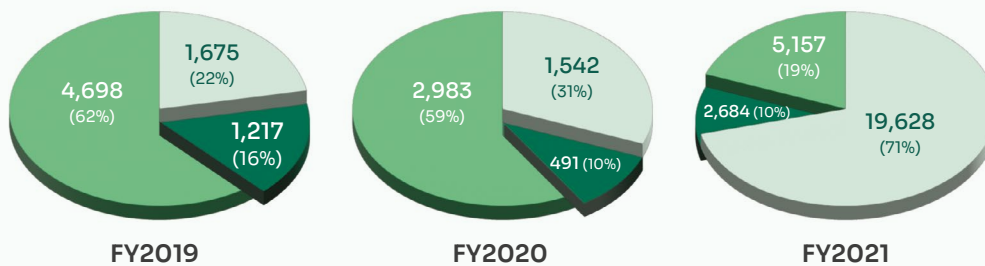
Our commitment is to help employees develop professionally and personally to advance their careers in AEM. As we navigate our way through changes in modes of working due to COVID-19, we have prepared a wide range of training programmes that employees can attend physically and remotely.

For example, we launched the Learning Management System (“LMS”) in June 2021. Employees are encouraged to take ownership of their professional development as they can enrol themselves for e-learning courses and on-site classroom training, and track and manage their training records. Two of our employees have also been awarded the Continuing Education Sponsorship, in support of their pursuit of further studies. As such, each employee has received an average of 18.4 training hours in FY2021 compared to 7.8 training hours in FY2020.

A significant achievement in FY2021 is that the training hours per female employee increased from 7.1 hours to 25.0 hours, 70% higher than the training hours per male employee. The training hours per direct employee also increased significantly from 12.7 hours in FY2020 to 34.4 hours in FY2021.

Total training hours by employee category

Direct Indirect Other



For the year under review, we also started a new Employee Educational Assistance scheme to support our employees in their desire to upgrade themselves educationally and advance in their careers. The new scheme saw two employees receiving the awards in their upgrading endeavour.

We will continue to improve our training programmes and adapt to the changing environment to support our employees with their career development goals and to ensure our employees are well equipped for the current and future needs of the industry.

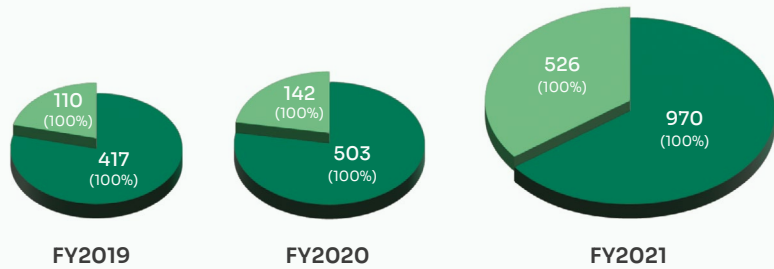
Further, we encourage regular performance and career development reviews between employees and their managers, who are responsible for not only their performance evaluation but also, for supporting employees with their career development goals.

Despite the working-from-home arrangements, 100% of AEM’s employees have received regular performance and career development reviews in FY2021. We also commenced two new employee communication programmes in FY2021, “Coffee with CEO” and “Sharper Insights” whereby our CEO shares about career advancement, leadership direction, AEM business strategies, and other topics.

Number and percentage of employees receiving regular performance and career development reviews

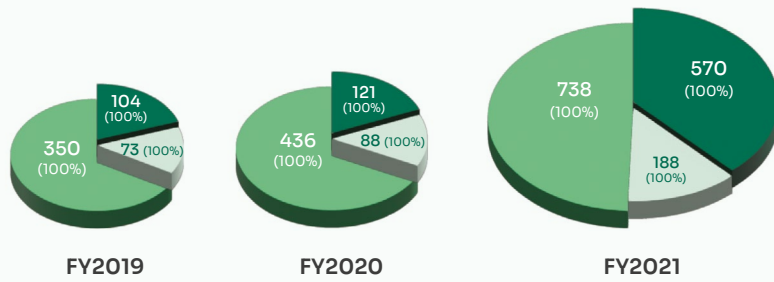
By gender

Male Female




By employee category

Direct Indirect Other

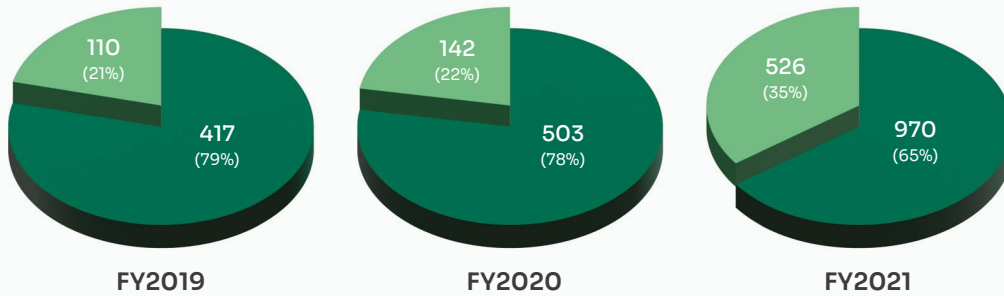


*Note: Increase in employees in FY2021 due to inclusion of numbers from CEI, which the Group acquired in 1H2021

Material Topic	FY2021 Achievements	Perpetual Targets
Training and Education 	<p>AEM launched the Learning Management System (“LMS”) to encourage employees to take ownership of their professional development</p> <p>Achieved an average of 18.4 training hours through our physical and virtual training programmes for each employee</p> <p>Achieved 100% of employees receiving regular performance and career development reviews</p> <p>Awarded two (2) Continuing Education Sponsorships to a Senior Technician from Manufacturing and an Engineer from Software</p>	<p>Ensure that our approach to training and upgrading employee skills remains relevant and substantial for our staff; to empower our employees in meeting their performance development goals</p> <p>Maintain 100% of employees receiving regular performance and career development reviews</p>

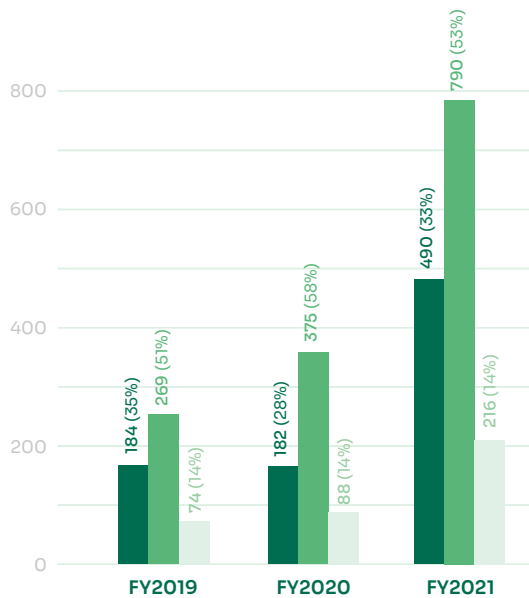
Diversity within AEM's employees by gender

Male Female



Diversity within AEM's employees by age group

Under 30 30 - 50 Over 50



Diversity and Reduced Inequality

Diversity and reduced inequality are vital to AEM business success and are integral to all our people's practices and culture. We are committed to creating a diverse environment and complying with all fair employment practices.

Diversity and Equal Opportunity (including management diversity)

(GRI 405-1)

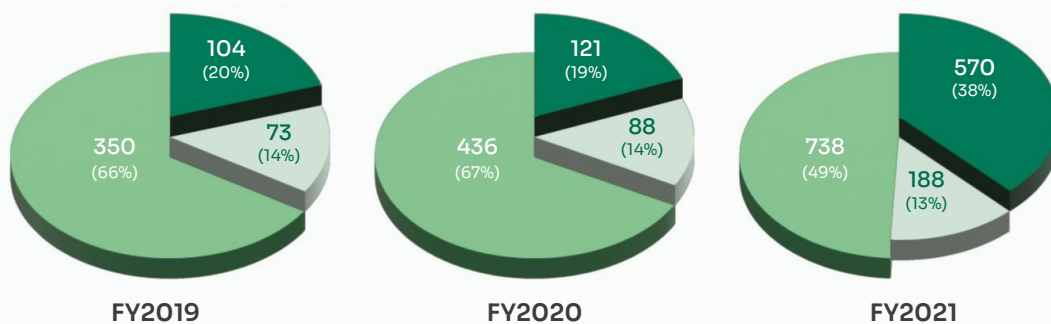
AEM embraces diversity and has employees from diverse backgrounds. We have representation from different nationalities, races, and genders in our workplace. Embracing diversity allows AEM to be more vibrant and innovative, and each employee's experiences and background contribute to this.

The gender diversity among AEM's employees has been improving over the years. In FY2021, we welcomed our first female board of director.

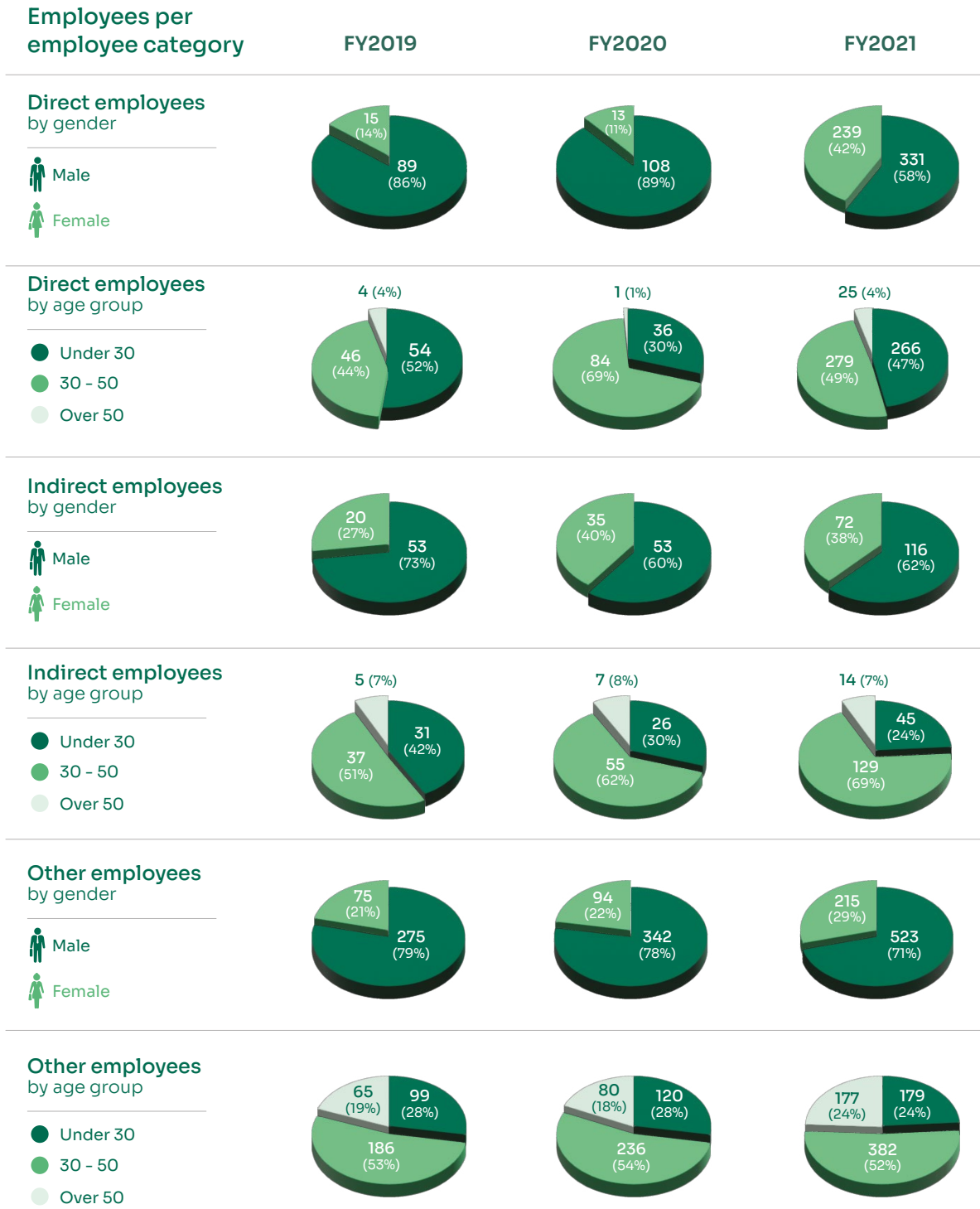
Zooming into the employee level, the age group diversity has remained relatively stable across the three. As AEM strive to achieve gender diversity across employee categories, female employees in the direct category have increased by 31%.

Diversity within AEM's employees by category

Direct Indirect Other



*Note: Increase in employees in FY2021 due to inclusion of numbers from CEI



Material Topic	FY2021 Achievements	Perpetual Targets
Diversity and Equal Opportunity 	Increased gender and age diversity on the Board	Continue to encourage diversity in our workforce and ensure equal opportunities and career progression are made available and accessible to all employees regardless of gender, race, and age groups Ensure composition of governing body at AEM is a fair representation of various employee categories



Market Presence and Contribution Employee Entry Wages

(GRI 202-1)

AEM adheres to the minimum wage laws of the countries we are operating in (i.e., China, Malaysia, the United States of America, France, Indonesia, and Vietnam). In FY2021, all entry-level employees in countries with minimum wage laws are paid the minimum wage as prescribed by the local government. There is no difference in pay between male and female employees at the entry-level across all countries with minimum wage laws. AEM provides employees with competitive remuneration packages and welfare in countries without minimum wage laws.

Number and proportion of Senior Management hired from the local community

Region	FY2019	FY2020	FY2021
Singapore	13 (100%)	14 (100%)	23 [#] (100%)
Malaysia (Penang)	1 (100%)	1 (100%)	1 (100%)
China (Suzhou)	1 (100%)	1 (100%)	1 (100%)
Vietnam (Ho Chi Minh City)	1 (100%)	1 (100%)	2 (100%)
Indonesia (Batam)	N.A.	N.A.	1 (100%)
North and Central America (the US and Costa Rica)	1 (100%)	2 (100%)	2 (100%)
Finland	1 (100%)	1 (100%)	1 (100%)
France	N.A.	1 (100%)	1 (100%)

*N.A. as the subsidiaries in these countries have not been acquired

[#]Number of Singapore senior management increased to 23 in FY2021 mainly after inclusion of senior management team from CEI, which the Group acquired in 1H2021

Market Presence and Contribution Proportion of Senior Management hired from the local community

(GRI 202-2)

Including members hired from the local community in AEM's senior management demonstrate our positive market presence. We believe that increasing the economic benefit to the local community can enhance human capital and improve our ability to understand local needs. Our management team is composed of personnel from the local communities and of various nationalities. Of the senior management team (general managers and above) across AEM group in Singapore, Malaysia, China, Vietnam, France, North and Central America, 100% are hired from local communities.

Material Topic

Market Presence and Contribution



FY2021 Achievements

Adhered to minimum wage laws in countries we operate in

Provided employees with competitive remuneration packages and welfare

>90% of our senior management across the AEM group are hired from local communities


Perpetual Targets

Continue to adhere to minimum wage laws in countries we operate in

Continue to provide employees with competitive remuneration packages and welfare to attract and retain talents and staff

Maintain >90% of senior management hired from local communities



Material Topic	FY2021 Achievements	Perpetual Targets
 <p>Socioeconomic Compliance</p>	No instances of non-compliance with governmental laws and regulations	Continue to maintain our overall compliance record, as well as compliance with specific laws or regulations in the social and economic area

Socioeconomic Compliance

(GRI 419-1)

AEM adheres to labour standards that include freely chosen employment, avoidance of child labour, non-discrimination, open communication, and working hours in accordance with local laws. Employees are required to avoid conflict of interest situations, uphold true and fair accounting and reporting, and comply with the Company’s policies and delegated authorities.

AEM complies with all governmental laws and regulations in the social and economic areas. There are no instances of non-compliance.

Giving Back To The Community

(GRI 413-1)

We are committed to supporting the needs of our local communities and strive to be a socially responsible company that creates a positive social impact. We encourage all our employees to give back to the community through community services, donations, and fundraising.


Local Communities

(GRI 413-1)

AEM was the Presenting Sponsor for “Ride for Hope”, a cycling fundraiser organised by the National Arthritis Foundation (Singapore) aimed to raise funds to assist underprivileged arthritis patients in getting treated for joint pain and stiffness. AEM also sponsored the inaugural Semiconductor Women’s Forum by Singapore Semiconductor Industry Association. The forum aims to highlight female achievers in the semiconductor industry and promote and encourage females to enter the industry.

Our Commitment during COVID-19

Despite the challenges brought about by the COVID-19 situation, we are glad to extend our efforts to serve the community in which we work and live. AEM Malaysia (“AMM”) has taken this opportunity to partner with Malaysia Parliament Member YB Sim Service Centre, the Penang Handicapped Society, and the Children’s Protection Society. AMM gifted daily items to the people of Penang whose livelihoods were negatively impacted by the pandemic and who required social assistance.

Material Topic	FY2021 Achievements	Perpetual Targets
 <p>Local Communities</p>	<p>AEM Malaysia (AMM) partnered with three (3) charity organisations and sponsored daily essential items to communities needing social assistance</p> <p>Raised funds at a cycling fundraiser to assist underprivileged patients in getting treatment for joint pain, stiffness, and arthritis</p>	<p>Continue to engage with the local communities and develop collaborative efforts to partner with charity organisations in improving our community’s welfare</p> <p>Pursue other means of giving back to our community, in addition to cash donations and sponsorships</p>



Protecting our Customers

We believe that product quality that fulfils customer demands, protection of customer information, and supporting our customers in successful production applications is key to gaining the time-to-market advantage.

AEM is committed to assessing the health and safety impacts of our products and services, and safeguarding customer privacy.

Customer Health and Safety

(GRI 416-1)


AEM has a standardised new product introduction process whereby products undergo validation compliance checks against customer and regional specific health and safety requirements, such as the SEMI-S2/S8 standard and CE compliance, before they are qualified for shipment.

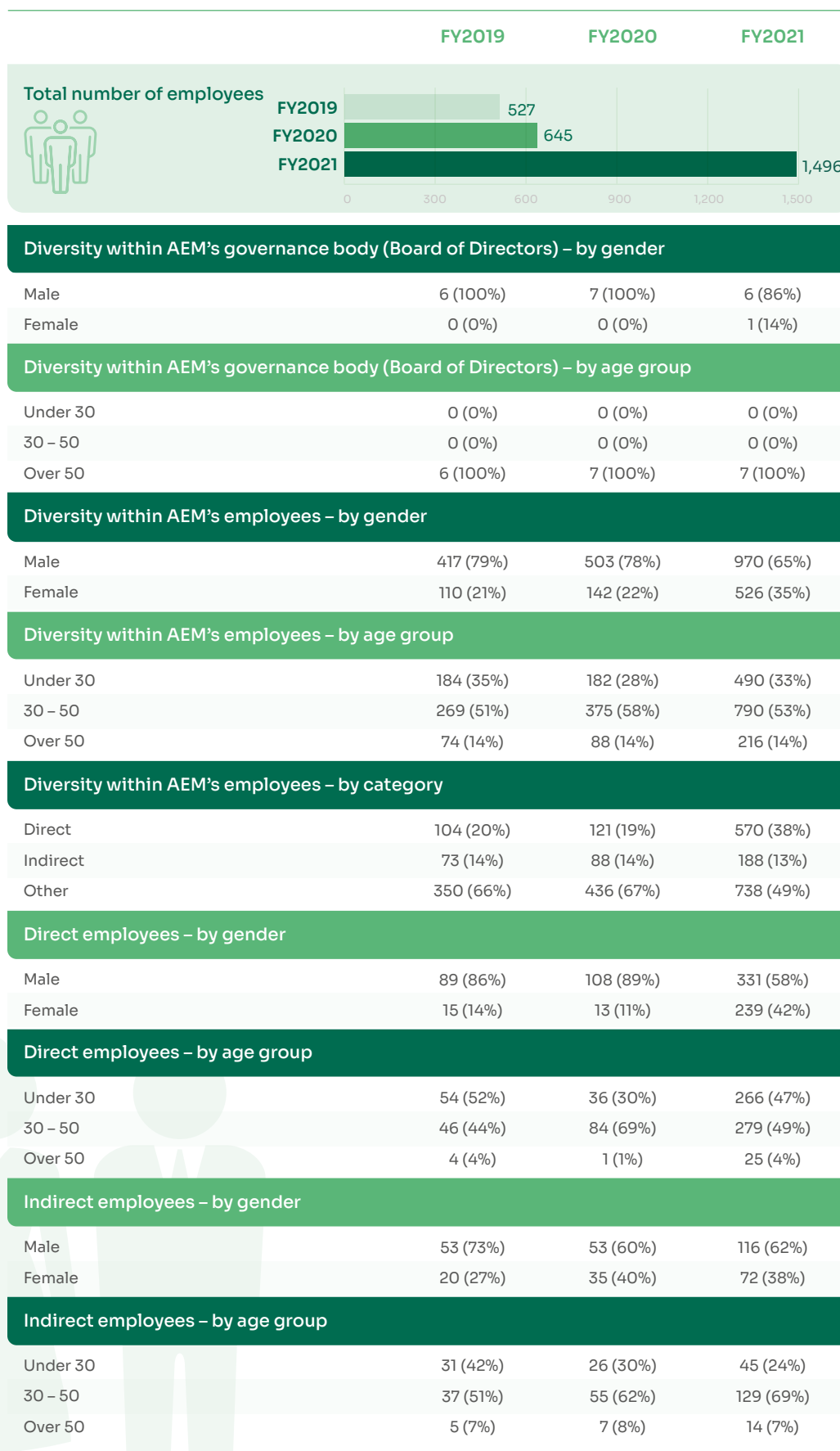
Products and services of AEM include handling solutions, Automated Testing Equipment solutions, and Test and Measurement solutions. The health and safety impact of all products and services has been assessed. Since FY2019, there are no incident of non-compliance with regulatory and/or voluntary codes concerning the health and safety impacts of our products and services.

Customer Privacy

(GRI 418-1)

AEM maintains strict adherence to non-disclosure agreements with our business partners. We monitor complaints concerning breaches of customer privacy and breaches of customer data, and there are no incident of substantiated complaints since FY2019.

Material Topic	FY2021 Achievements	Perpetual Targets
 <p>Customer Health and Safety</p>	Zero (0) incident of non-compliance with regulation and/or voluntary codes concerning the health and safety impacts of our products and services	Maintain zero (0) incident of non-compliance and continue to deliver quality products
<p>Customer Privacy</p>	Zero (0) substantiated complaint concerning breaches of customer privacy and loss of customer data	Maintain zero (0) substantiated complaint and continue with the efforts to promote protection of customer privacy



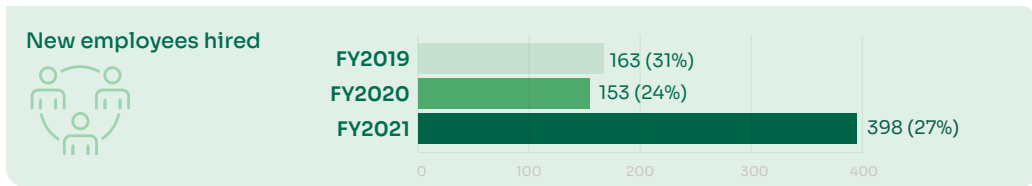
	FY2019	FY2020	FY2021
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Other employees – by gender

Male	275 (79%)	342 (78%)	523 (71%)
Female	75 (21%)	94 (22%)	215 (29%)

Other employees – by age group

Under 30	99 (28%)	120 (28%)	179 (24%)
30 – 50	186 (53%)	236 (54%)	382 (52%)
Over 50	65 (19%)	80 (18%)	177 (24%)

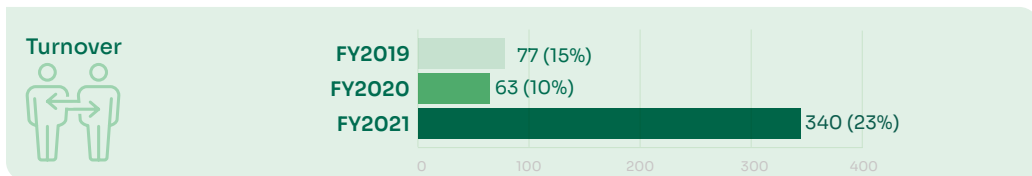


New employees hired – by gender

Male	126 (77%)	116 (76%)	263 (66%)
Female	37 (23%)	37 (24%)	135 (34%)

New employees hired – by age group

Under 30	67 (41%)	74 (48%)	190 (48%)
30 – 50	81 (50%)	67 (44%)	177 (44%)
Over 50	15 (9%)	12 (8%)	31 (8%)

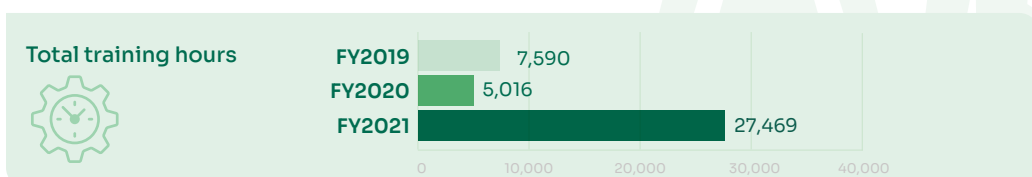


Turnover – by gender

Male	54 (70%)	53 (84%)	194 (57%)
Female	23 (30%)	10 (16%)	146 (43%)

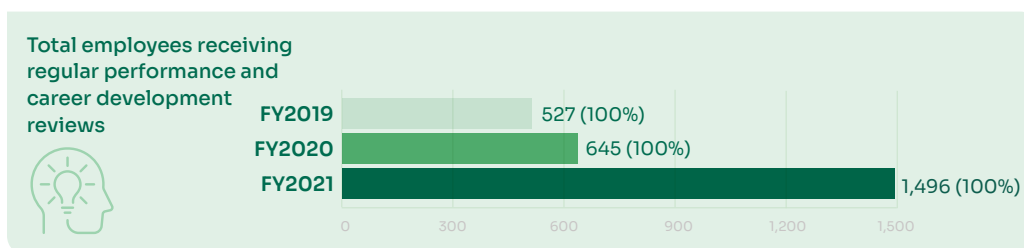
Turnover – by age group

Under 30	28 (36%)	22 (35%)	181 (53%)
30 – 50	39 (51%)	33 (52%)	130 (38%)
Over 50	10 (13%)	8 (13%)	29 (9%)

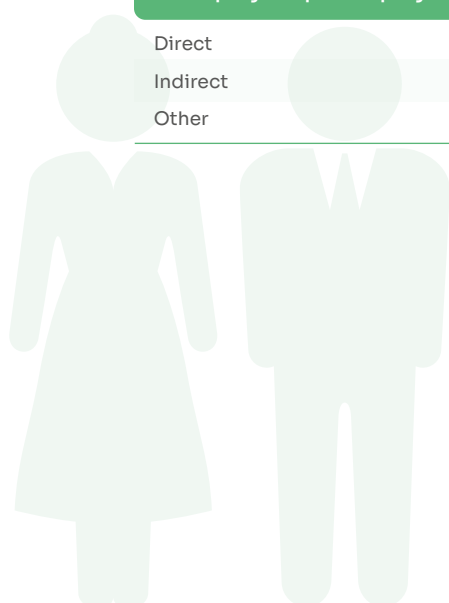


Average training hours per employee	14.4	7.8	18.4
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	FY2019	FY2020	FY2021
Total training hours – by gender			
Male	6,072 (80%)	4,013 (80%)	14,293 (52%)
Female	1,518 (20%)	1,003 (20%)	13,176 (48%)
Training hours per employee – by gender			
Male	14.6	8.0	14.7
Female	13.8	7.1	25.0
Total training hours – by employee category			
Direct	1,675 (22%)	1,542 (31%)	19,628 (71%)
Indirect	1,217 (16%)	491 (10%)	2,684 (10%)
Other	4,698 (62%)	2,983 (59%)	5,157 (19%)
Training hours per employee – by employee category			
Direct	16.1	12.7	34.4
Indirect	16.7	5.6	14.3
Other	13.4	6.8	7.0



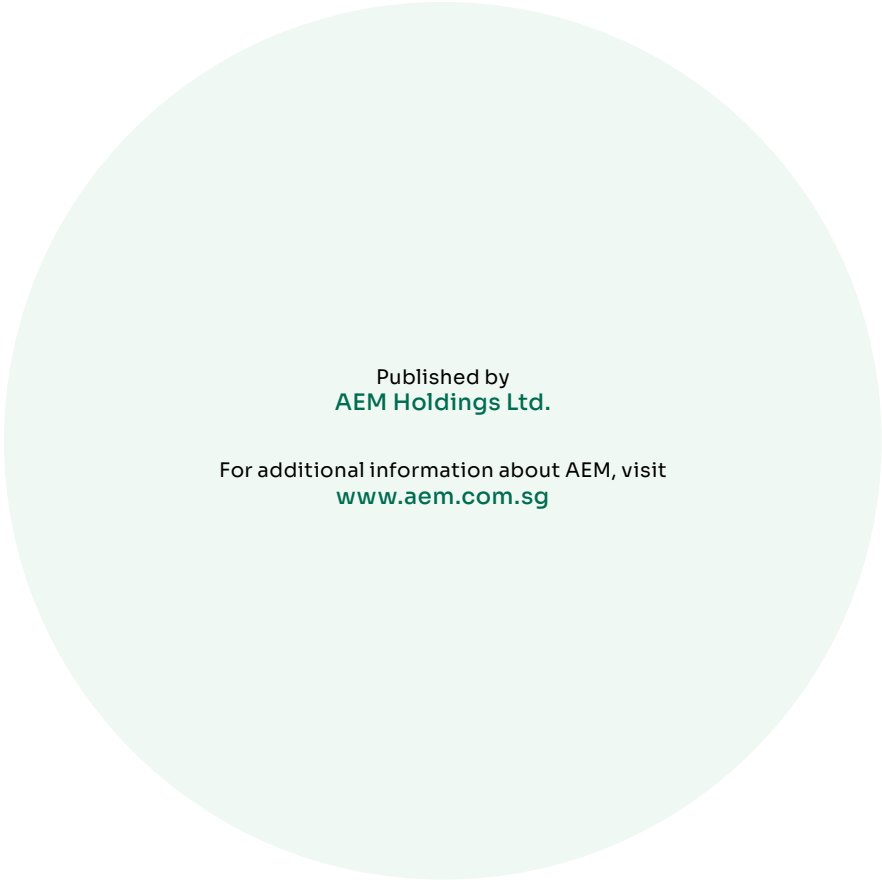
By gender (Percentage – as compared to the total number of employees per gender)			
Male	417 (100%)	503 (100%)	970 (100%)
Female	110 (100%)	142 (100%)	526 (100%)
By employee category (Percentage – as compared to the total number of employees per employee category)			
Direct	104 (100%)	121 (100%)	570 (100%)
Indirect	73 (100%)	88 (100%)	188 (100%)
Other	350 (100%)	436 (100%)	738 (100%)



GRI Standards	Disclosure	Report Section	Page Reference
GRI 102: General Disclosures 2016			
Organisational Profile			
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102-14	Statement from senior decision-maker	Board Statement; CEO Note	6, 10
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102-43	Approach to stakeholder engagement	Stakeholder Engagement	14 - 17
102-44	Key topics and concerns raised	Stakeholder Engagement	14 - 17
102-46	Defining report content and topic boundaries	About this report	11
102-47	List of material topics	Materiality Assessment	17 - 18
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201-1	Direct economic value generated and distributed	Economic Performance	21
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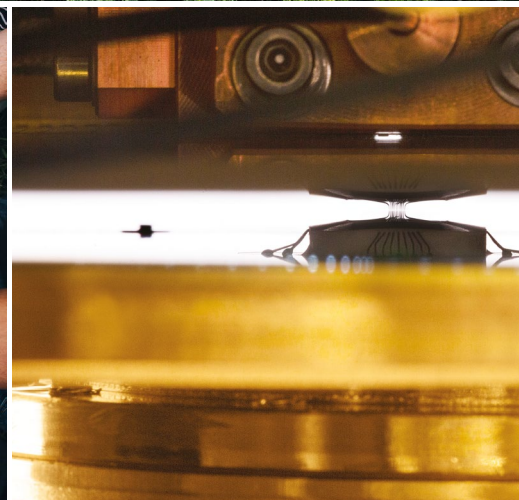
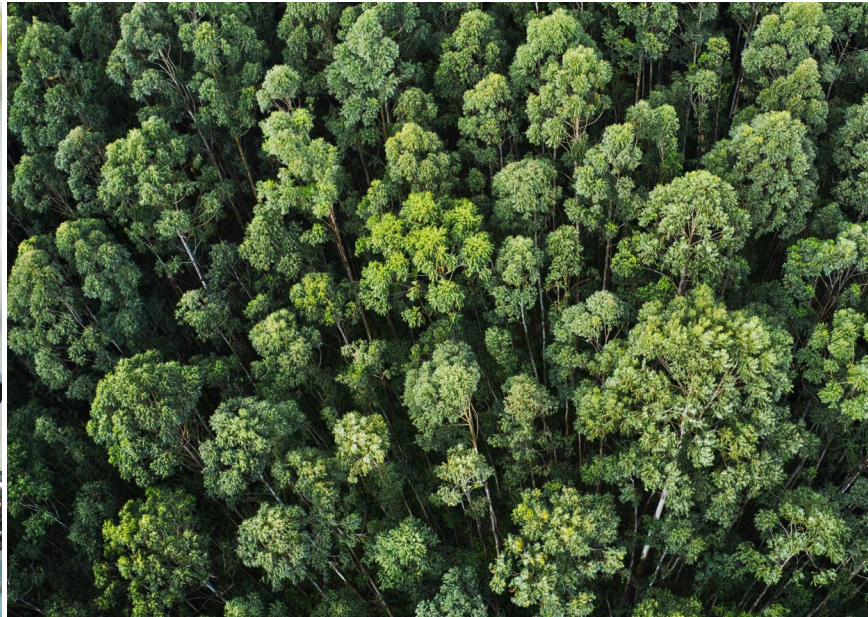
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AEM Holdings Ltd.

52 Serangoon North
Avenue 4
Singapore 555853

www.aem.com.sg

Tel: +65 6483 1811

Fax: +65 6483 1822

