NORDIC
Group Limited

SUSTAINABILITY REPORT 2021



Nordic Group Of Companies

NORDIC Flow Control | avitools | MULTIHEIGHT | AUSTIN ENERGY | ENSURE Engineering | EnviPure

Table of Contents

1. Highlights 1
1.1 Corporate profile 1
1.2 Message to stakeholders 2
1.3 Scope of sustainability report 3

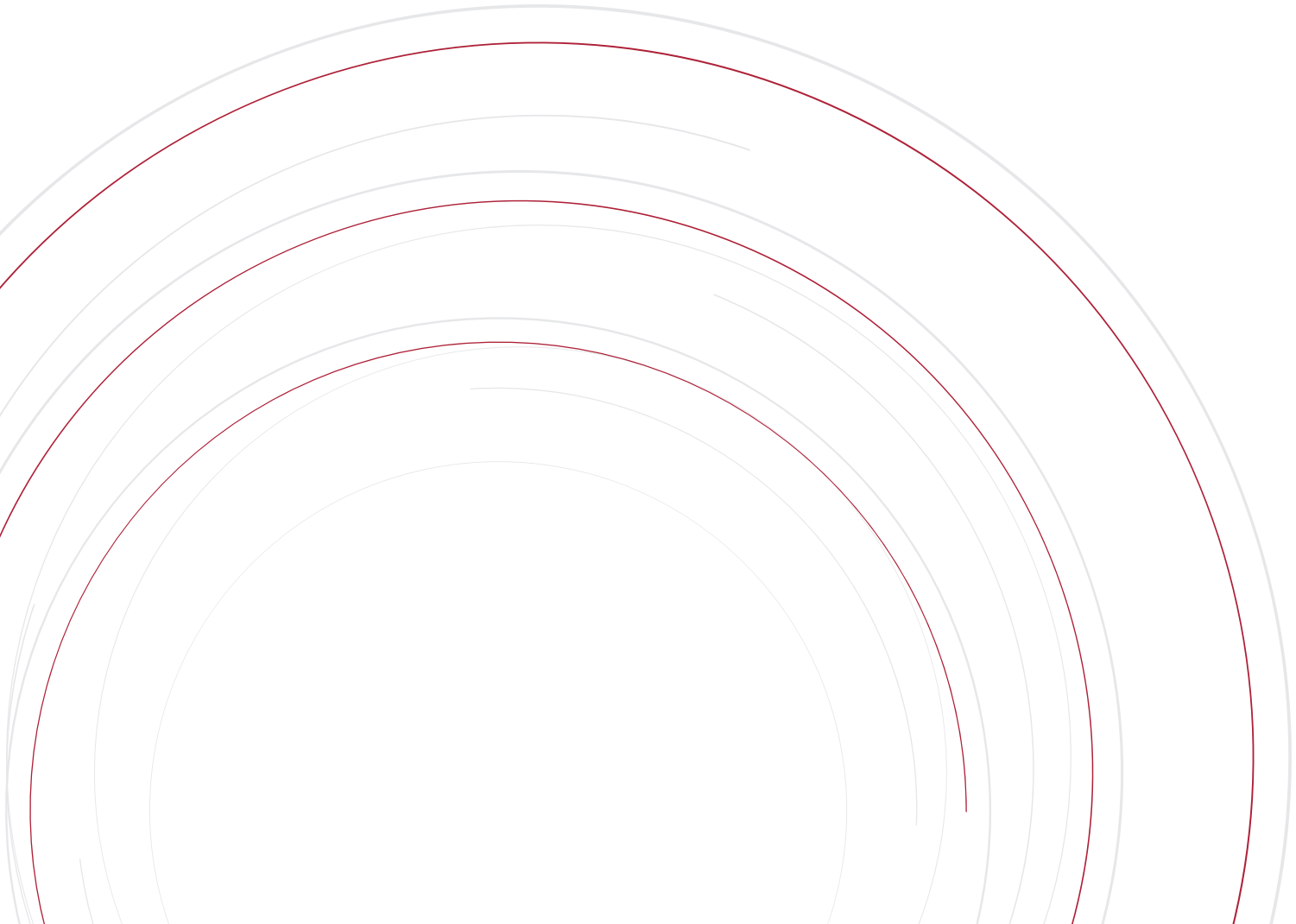
2. Our approach to sustainability 4
2.1 Sustainability organisational structure 4
2.2 Sustainability strategy 4
2.3 Sustainability materiality matrix 5

3. Our performance 6
3.1 How we measure our performance 6
3.2 Workplace safety 7
3.4 Environmental protection 11
3.5 People and community 14

Appendix A: Sustainability scorecard 15

Appendix B: Consulting our stakeholders 16

Appendix C: GRI content index 17



1. Highlights

1.1 Corporate profile

Nordic Group Limited (**Nordic** or the '**Company**'), together with its subsidiaries (the '**Group**'), is a global solutions provider in areas of System Integration, Maintenance, Repair, Overhaul & Trading, Precision Engineering, Scaffolding, Insulation Services, Petrochemical & Environmental Engineering Services and Cleanroom, Air & Water Engineering Solutions. The Group's Precision Engineering operations is based in Suzhou, People's Republic of China (**PRC**); our head office and three production facilities of other divisions are located in Singapore. The Group also has subsidiaries in Suzhou and Malaysia and is segregated into the following divisions:

- *Systems Integration Division:* We turn systems into solutions by providing Flow, Automation and Navigation solutions
- *Maintenance, Repair, Overhaul & Trading Division:* We provide after-sales service support for the marine, oil & gas and infrastructure industries.
- *Precision Engineering Division:* We design and build tooling systems, and provide turnkey production solutions for the aerospace, marine, medical, oil & gas, and electronic manufacturing industries.
- *Scaffolding Services Division:* We provide scaffolding and alternative access solutions for the oil & gas, petrochemical, construction, marine and semiconductor industries.
- *Insulation Services Division:* We specialise in supplying thermal, cryogenic, acoustic, clean room insulation, passive fireproofing services and industrial coatings such as thermal spray aluminium to the marine, oil and gas, petrochemical and pharmaceutical industries.
- *Petrochemical & Environmental Engineering Services Division:* We specialise in engineering repairs, maintenance, plant turnaround services as well as decontamination and recovery services to the petrochemical, manufacturing and infrastructure industries.
- *Cleanroom, Air & Water Solutions Division:* We provide a holistic suite of services in facilities engineering services, maintenance, engineering, project management and construction for air pollution control system, water and waste treatment system to semiconductor, pharmaceutical, oil and gas, power plant and municipal sectors

Nordic was listed on the Mainboard of Singapore Exchange in 2010.















1.2 Message to stakeholders







On behalf of our Board of Directors, it is my pleasure to present our Sustainability Report for the financial year ended 31 December 2021 (**FY2021**).

The key to Nordic's success is our continuous commitments in providing engineering solutions with excellent quality through our extensive experience and expertise. These continuous commitments allowed the Group to build quality in our products and services while taking care of our society and environment.

While providing excellent quality solutions worldwide, the Group also emphasises on building a sustainable business model. Our management understands that to determine the performance of the Group, one has to look beyond the financial results. Thus, our management implemented several initiatives to ensure the Group contributes to the society and environment.

While involving in the engineering works, wastes such as solid wastes, chemical wastes and waste water are unavoidable during our daily operations. Hence, the management implemented strict operating procedures to handle the treatment and disposal of these wastes. Reusable wastes are identified, separately stored and recycled to minimise the wastes. Non-reusable wastes such as chemical wastes and waste waters are treated with special care and disposed through proper channels as per the requirements.

The Group has zero tolerance to workplace hazards and has over the years integrated work place safety to the corporate culture. From formal trainings to monitoring practices, the Group has strict set of policies to create a safe and healthy working environment for our employees. Notably, the Group has received several occupational safety and health related awards in year 2021 from our customers such as Vopak, Air Liquide, Chevron Oronite, Sebmcorp Marine and Keppel Energy Nexus-Apeco.

The following sections of this Sustainability Report summarises more initiatives the Group has taken to ensure a sustainable business model and a brighter future for our society and environment.

Finally, we wish to confirm that the Board has considered sustainability issues as part of its strategic formulation, determined the material environmental, social and governance (**ESG**) factors and overseen the management and monitoring of the material ESG factors.

On behalf of the Board of Directors

CHANG YEH HONG
Executive Chairman

1.3 Scope of sustainability report

The scope of the report covers information on material sustainability aspects (Environmental, Social and Governance) of Nordic, namely the Group's significant subsidiaries, Multiheight Scaffolding Pte Ltd (**Multiheight**), Nordic Flow Control Pte Ltd (**Nordic Flow Control**) and Envipure Pte Ltd (**Envipure**), from 1 January 2021 to 31 December 2021 unless otherwise specified. This should sufficiently address stakeholders' concerns in relation to sustainability issues arising from the major business operations of the Group.

This report is prepared in accordance with the Global Reporting Initiative (**GRI**) Standards: Core Option as it provides a set of an extensive framework that is widely accepted as a global standard for sustainability reporting. It also considers the Sustainability Reporting Guide in Practice Note 7.6 of the Singapore Exchange Securities Trading Limited (**SGX-ST**) Listing Manual. In preparing our report, we applied the GRI's principles for defining report content and report quality by considering the Group's activities, impacts and substantive expectations and interests of its stakeholders.

The data and information provided within the report have not been verified by an independent third party. We have relied on internal data monitoring and verification to ensure accuracy.





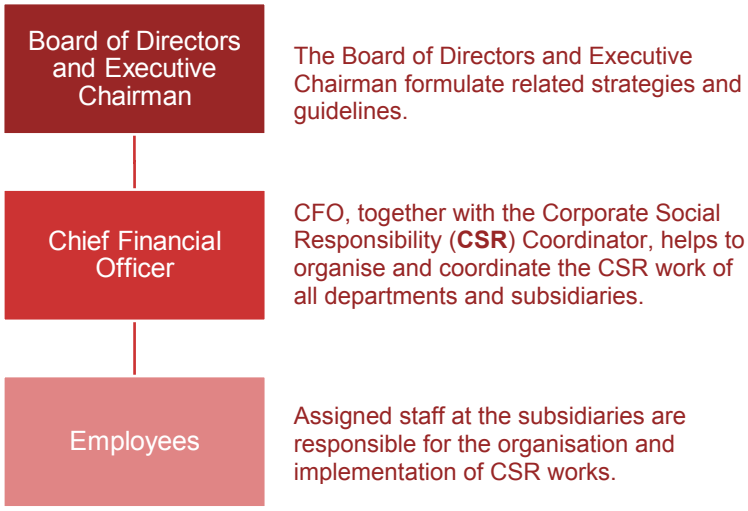
Sustainability contact

We welcome your views and feedback on our sustainability practices and reporting at sr@nordicgrouplimited.com.

2. Our approach to sustainability

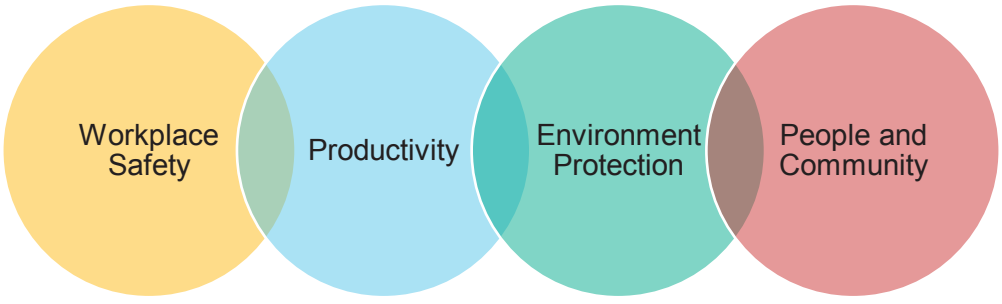
2.1 Sustainability organisational structure

Sustainability is a vital part of our corporate strategy for achieving long-term growth. The values we create for our people, the environment and society at large very much determine our financial performance. We developed a sustainability organisational structure to move things forward:



2.2 Sustainability strategy

At the Group, our sustainability strategy aims to create integrated values. Together with disciplined execution of our strategy and a commitment to doing business responsibly, we commit to deliver value to all our stakeholders through the following:



The sustainable strategy is underpinned by our comprehensive and extensive internal policies that covers the areas above such as performance monitoring, employee training, waste reduction and management, employee welfare and occupational safety and health.

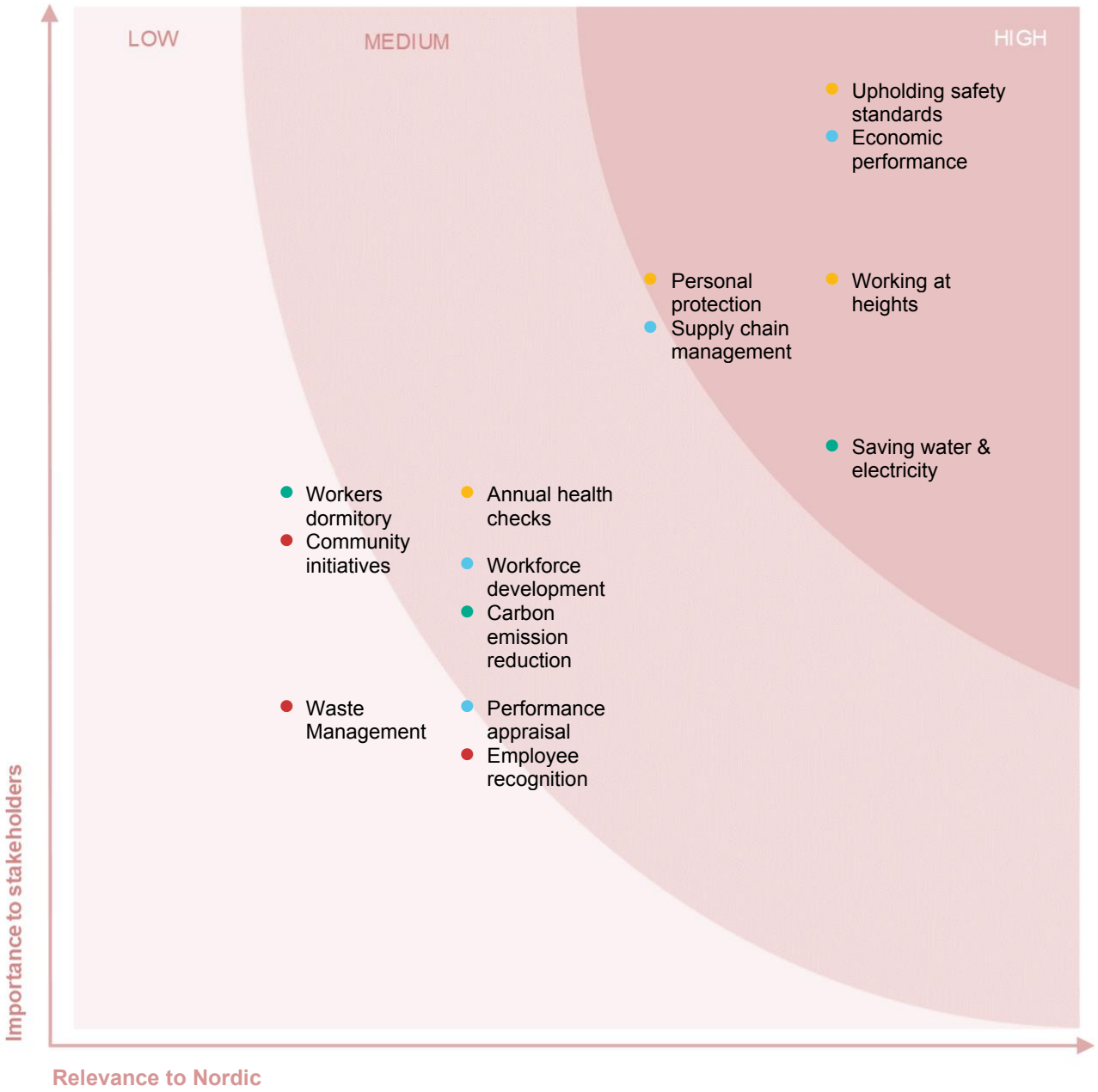
The strategy is also guided by external sources, including ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, Singapore's Code of Corporate Governance, GRI Standards and Sustainability Reporting Guide in Practice Note 7.6 of the SGX-ST Listing Rules.

2.3 Sustainability materiality matrix

We recognise the need to continuously develop our responsible business approach in order to address growing stakeholder expectations around our impact on the economy, environment and society. As such, we periodically consult with our stakeholders to determine the issues that are most relevant to them and Nordic. Some of our stakeholder's comments can be found in **Appendix B**.

Using a materiality index, we align our responsible business priorities with the Nordic's principal business and operational risks, as illustrated in the diagram below.

We have also developed metrics to help us measure our progress, as indicated in our sustainability scorecard in **Appendix A**. We will review and adjust the matrix each year, as the external and business context changes.



3. Our performance

3.1 How we measure our performance

Our **sustainability strategy** is embedded into the appropriate parts of our business, with dedicated teams for each focus area, and coordination by our relevant departmental managers.

Progress will be tracked in two key ways: measuring performance against metrics and targets, and evaluating how well the programs have advanced, through a series of 'commitments'.

Metrics and targets

We have established key performance indicators for each of the four focus areas outlined in our **sustainability strategy** since we adopted sustainability reporting in 2017. Periodically, we plan to introduce new metrics and update targets to ensure alignment with our strategy.

ESG criteria	**ISO standards**	**2022 Targets/Objectives**
Governance	ISO45001:2018 Occupational Health and Safety Management System	- To achieve zero fatal accident rate - To achieve total recordable incident rate < 1 - To achieve zero occupational disease - To achieve zero non compliance of legal Acts and Regulations
Environmental	ISO14001:2015 Environmental Management System	- To achieve zero non-compliance of environmental regulations - To achieve zero environmental incidence - Water consumption per employee:< 141 litres per pax per day - Electricity consumption: Not more than 15k GWh per year
Social	CSR Diversity	- At least 1 CSR activity - 40% Board diversity





Commitments

To ensure we have a robust sustainability program in place, we will also publish the key initiatives we plan to implement within the next year.

3.2 Workplace safety

Overview

Working in a highly regulated and hazardous industry, our Group adopts a culture where health and safety are of paramount importance. Our Group has set a policy that demands us to adhere to relevant legal and regulatory requirements and recognised industry standards. Our Group places high emphasis on safety and believes strongly in maintaining zero occupational injuries, diseases, property and environmental damage over the course of our work.

We constantly review and improve our internal processes; conduct proper training and planning to uphold our safety standards. Our people represent our Group's most important assets and we strive continuously to create a safe and healthy working environment for all our employees to thrive in.

0
Fatalities

1
Serious incident

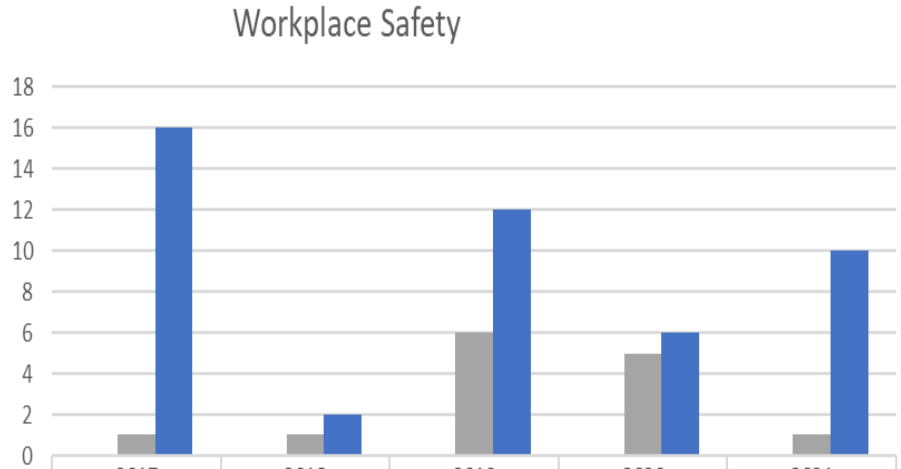
12
Workplace injuries

Upholding safety standards

The Group has a set of policies that demand all employees to adhere to the relevant safety laws and regulations, industry standards as well as customer's requirements (e.g. ISO 45001:2018).

We understand that prevention is crucial when it comes to managing safety in the workplace. Each business unit has a designated Health, Safety and Environment (**HSE**) representative responsible to educate employees on the importance of safety in the workplace.

Monthly and yearly HSE meetings are conducted and attended by employees with the aim to increase the awareness of employees toward safety in the workplace, including the sharing of preferred safety practices and behaviors, and safety incidents during the period.



	2017	2018	2019	2020	2021
No. of fatalities	0	0	0	0	0
No. of serious incident	1	1	6	5	1
No. of workplace injuries	16	2	12	6	12

Other functions of the HSE representatives include the investigation of safety incidents and breaches. Investigation is carried out to identify the root cause and tabled during the HSE meeting for sharing.

In addition, employee performance appraisals include safety performance. Breaches to safety requirements will be reflected in the annual performance appraisal as demerit points.

While we believe that incident prevention is key, we also prepare our employees to handle and respond to the emergencies. This is important to reduce and limit the impact and casualty as a result of the incidents.

In 2021, the Group achieved 0 fatalities. However, there was 1 serious incidents and 10 workplace injuries involving our employees for which safety guidelines have been highlighted to the workers to prevent re-occurrence.

Going forward, we will continue to concentrate our efforts and work on upholding our safety standards to achieve the following:

- Ensure employee's compliance with the relevant safety regulations (internal and external);
- Utilise effective communication channels and HSE training programs that helps enhance the overall safety awareness of employees; and

Minimise serious incidents and workplace injuries and achieve zero fatalities.







Working at heights

The Group's engineering works will unavoidably expose employees to working at heights (**WAH**), particularly in our engineering repair and scaffolding businesses.

WAH is a major concern for the Group over the years as these incidents accounts for more than half of the workplace fatalities in Singapore. We strictly abide to the recommendations issued by the National WAH Taskforce to help reduce WAH accidents. From these initiatives, our workers will better understand the regulations and comply with the law while working safely at heights.

Our businesses have also received other quality certifications such as the ISO 45001:2018 – Erection & Dismantling of Metal Scaffolding and BizSAFE Star awards. These are testament to our achievements in meeting stringent quality and safety requirements over the years.

Personal protection

The Group has strict requirements on the use of Personnel Protective Equipment (PPE) in the worksites. Periodical inspection is conducted by the HSE department to ensure the proper use of PPEs by workers.

Workers who were found to be in breach of PPE requirements at the worksites will be subjected to strict internal penalties.

PPEs provided to the workers are also carefully chosen based on the quality and the safety needs of the workers conducting different engineering works.

Annual health checks

Working in hazardous environment can subject workers to health issues. To minimise the impact, the Group ensures high quality and adequate PPEs are used by workers all times.

In addition, worksites subjected to periodical internal as well as external inspections to ensure the worksites hazards are removed or controlled.

As required by ISO 45001:2018, the Group also provides periodical health checks for the employees to ensure the employees' health is properly monitored. Other than pre-employment health checks, special work positions depending on the exposure-level to hazards, such as chemicals, will be subject to additional in-depth health checks such as:

- Manganese contamination test for welders
- Blood test for benzene for chemical cleaners
- Health checks for asbestos workers







Safety awards and accreditation

The Group has received various safety awards over the years and these awards are testament to the Group's internal methodologies and processes which were thoroughly reviewed as part of the evaluation process for the award. The Group's performance in 2021 is as follows:

MULTIHEIGHT

- Vopak / AMS project, completion of project Tank 112 and 114 with zero Lost Time Injury
- Air Liquide Certificate of Appreciation in recognition to their contribution to Micron 10A project for 300,000, 500,000 and 1,000,000 safe man hours
- Chevron Oronite in recognition for 1,000,000 safe man hours for FEP Wave 1 project
- Keppel Energy Nexus-Apeco in recognition of outstanding and exceptional Workplace Safety and Health practices for achieving 900,000 accident-free man hours at Jurong Rock caverns in Jurong Islands
- Sembcorp Marine for achieving zero Lost Time Incidents for entire Hornsea II project

Safety awareness and best practices begin with individual employee and transcend into the Group's overall safety culture. Our Group is delighted to receive these awards as they reflect our perseverance in promoting a safe work culture. Such awards also serve as a benchmark and encouragement for all our businesses to strive forward.

3.3 Productivity

Overview

Productivity is the key to the economic growth of a nation. Singapore has always emphasised on the productivity of the nation's work force to sustain economic growth. To contribute to the nation's economy, the Group keeps track of the productivity in every aspect of the businesses that includes securing new projects, exploring new business opportunities, value creation to the customers and their feedback, skills competency of employee and workers as well as resources acquisition and optimisation in the individual projects.

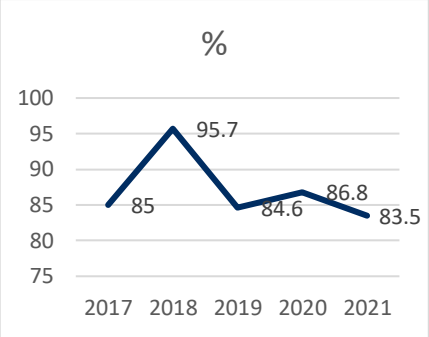
$55.0m
Revenue

83.5%
Purchases from local suppliers

Economic performance

The Group strives to deliver upmost satisfaction to its customers by understanding their needs and meeting them through deliverables of the highest quality. This is reflected in the Group's safety and quality track records and various awards given by the customers. In addition, the Group has established a set of internal controls and process manuals to adhere to closely to ensure our work is completed to specification and of high quality, including ISO 9001:2008, ISO 45001:2018, ISO14001:2015 and BizSAFE Star.

In addition to these, we constantly seek for new solutions through innovation to keep abreast with the latest technology and processes in the industry and perform regular reviews of our quality policy requirements so as to adhere to stringent product and service consistency and legal requirements.



Supply chain management

To contribute to the local economy, the Group has close business relationship with reliable local suppliers. In 2021, 83.5% of the Group's purchases was spent on local suppliers. This was similar to the local purchases made in 2020.

Localised supply chains help us to develop closer relationships with our suppliers to ensure the proper alignment of our policies that will help us maintain a high level of quality and integrity in the procurement of goods and services for the Group. It also benefits the local economy, by economic value and job creation to the local communities.

The Group has comprehensive procurement policies and procedures in place to effectively manage our supply chain. This is crucial to help us to achieve our goals by optimising the resources available.

Our suppliers must abide by the general Terms and Conditions of our Purchase Contract or Purchase Order. The Group encourages fair competition between potential suppliers and fair purchase practices that achieve constructive business relationship.



Performance appraisal

To increase the productivity, the Group has comprehensive performance appraisal programme and rewards system based on the result of the appraisal. The performance appraisal programme is essential to the Group to understand the skills level of the employees and appropriate training programmes can be designed to fill up the skill gaps.



The employee annual performance appraisal has at least 70% of quantifiable evaluation criteria. Also, the Group actively collects the information of the performance throughout the year such as inputs from direct supervisors, client scoring and feedbacks, mentor and mentee system for new employee, as well as periodical employee communication sessions.

This collected information allow the Group to understand the performance and skills development needs of each team and individual employee from multiple aspects. This is crucial for the Group to develop annual training programs for employee that are designed to enhance the skills of the employee and aims to improve the overall productivity.

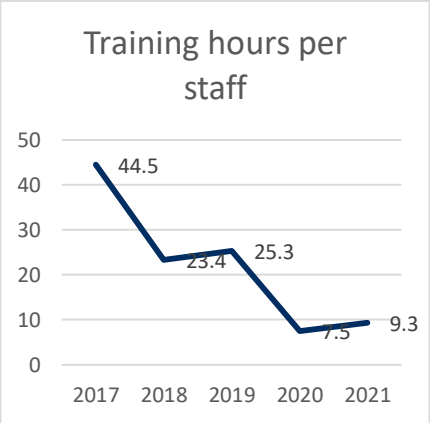
In 2021, all of our employees are at least subject to an annual performance appraisal by their superiors. We seek to continue this practice in the coming year.

100%

Employees subject to regular performance appraisal

9.3

Training hours per staff



Workforce development

We believe in providing our employees a safe environment to work in, both from an internal control and industry standard perspective. We remain committed to provide equal and ample opportunities for employees to upgrade and hone their skill sets in order for them to excel. To achieve this, the management builds several two-way communication channels to ensure the career development needs of the employee are taken into consideration whenever it is possible.

Opportunities for continuous learning in the workplace is very important. Every employee has equal opportunities to upgrade and sharpen their skill sets through the well-planned training programs.

In 2021, the Group's employees received an average of 9.3 training hours each. Training Hours increased slightly from 2020 because of the re-opening of training centres and certain courses conducted on-line for workers who returned through the stringent entry approvals imposed by the Singapore government. Internal trainings were mainly on-the-job trainings instead of classroom theoretical trainings due to safe management measures where workers were not allowed to congregate or mix together.

Hiring skilled workers continues to be a strategy adopted on repeat projects where no new skills were required.





Certified On-the-Job Training Centre (COJTC)

The Group has COJTCs at its subsidiaries, Multiheight and Ensure.

COJTCs are certified by Institute of Technical Education (**ITE**) of Singapore with the aim to help companies to develop high quality on-the-job training (**OJT**) practices. Companies to be certified for COJTC are required to meet strict standards and requirements that prove the company has quality OJT system. Periodical reviews will be conducted by ITE to ensure the certified companies continue to make efforts in improving their OJT system.

Having COJTCs in both Multiheight and Ensure allows the Group to provide highest quality of OJTs to the employee and conduct courses and specialised trainings to sharpen employees' skill sets.

3.4 Environmental protection

Overview

We are committed to environmental protection, reducing carbon emissions, preventing pollution, minimising wastage and utilising our resources efficiently. Our Group sets in place strict operating procedures to handle the treatment, disposal of waste and takes pride in adopting greener solutions constantly in our daily operations to reduce environmental pollution.

Comprehensive policies are developed to ensure the Group's commitment towards environmental protection, reducing carbon emissions, preventing pollution, minimising waste and efficiency on resources utilisation can be achieved during our daily operations and in every project that we undertake.

137.8kg

Carbon emission intensity per square meter of total operation floor area

Carbon emission reduction

The corporate culture of protecting the environment is reflected in every operation and project undertaken by Nordic.

The Group committed to positive action on climate change and dedicated to reducing the carbon emission in our engineering projects. Employees are educated and reminded to save the electricity and diesel for transportation on a yearly basis through the HSE training program. The Group also has policies and procedures to guide employee to reduce energy consumption while ensuring the quality of works.

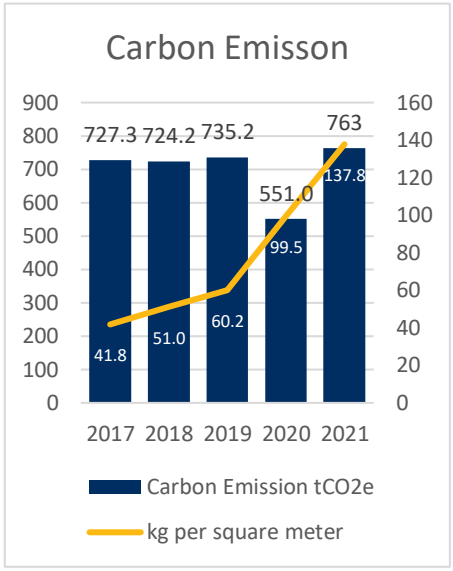
To determine the carbon footprint, we collect energy usage data from each of our businesses and then calculate our total annual greenhouse gas emissions.

In 2021, the Group generated a carbon footprint of 763.0 tonnes of carbon dioxide emission (tCO_2e) with a carbon emission intensity of 137.8 $kgCO_2e$ per square meter of total operation floor area. The intensity increased because of increased diesel consumption with the new safe management controls where workers from certain work sites are not allowed to co-mingle on the same transport. Business activities also increased to pre-Covid levels causing more travelling on vehicles.

We follow the Greenhouse Gas Protocol established by the World Resources Institute and the World Business Council for Sustainable Development, the standard manual for measuring corporate greenhouse gas emissions. Using the "control method", we include 100% of the emissions associated with businesses which we directly control. Our carbon footprint includes:

- All fuels used directly by our companies (Scope 1 emissions)
- All purchased electricity used in our facilities (Scope 2 emissions)

The Group will continue its efforts and monitor the performance on the carbon emission reduction.





Waste management

Waste disposal is a significant environmental challenge to engineering projects. The Group adopts the procedures of reuse, treatment and dispose to handle the wastes created during the operation of engineering works.

As part of our on-going efforts to protect the environment, our Group implemented a waste recycling programme which involves the installation of separate bins to collect reusable waste for reuse. In 2021, the Group recycled a total of 139 tonnes of waste for reuse. This is the highest for the past 5 years. The increase is due to increased business activities and an increased effort to protect the environment.

Chemicals and hydrocarbon waste products produced by the Group, such as paints and engine oil, are treated with special care, stored in locked and isolated environment, and disposed through proper biohazard disposal channels.

139t

Recycled waste

10.26*l*

Water consumption intensity per square meter of total operation floor area

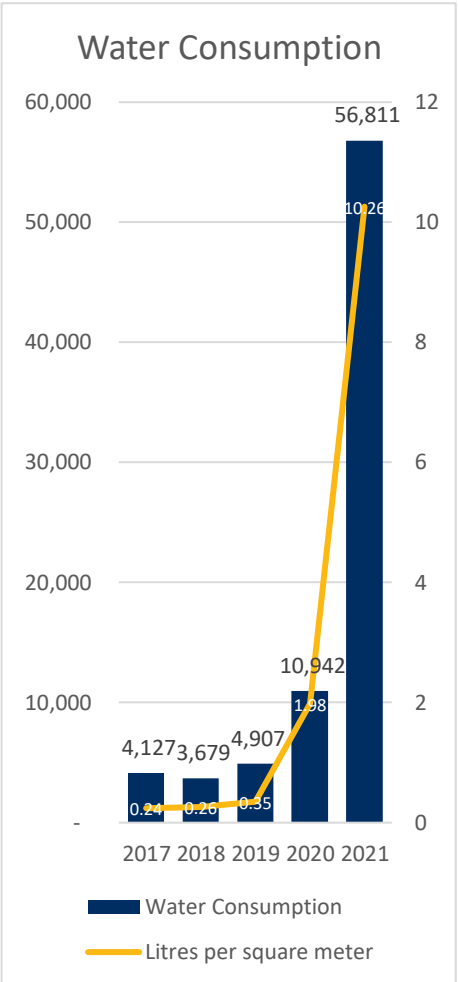
Saving water

Water scarcity is a growing concern around the world and a serious global challenge that we must work together to address. Water consumption in the engineering industries is intensive. Hence, the Group has adopted a wide range of measures to reduce water consumption at the project sites including water recycling system and HSE training program that remind employee to save and recycle the water.

In 2021, total water consumption of the Group was 56,811 liters with a water consumption intensity of 10.26 liters per square meter of total operation floor area. The significant increase was due to a likely underground water leak at one of our premises at 2 Tuas Ave 10. PUB approved vendor was engaged to assist in investigation of the are of leak and rectification implementation once the source was identified.

The Group will continue its efforts and monitor the performance on the water consumption. Progress and performance on the reduction on water consumption will be reported in the following year.





3.5 People and community

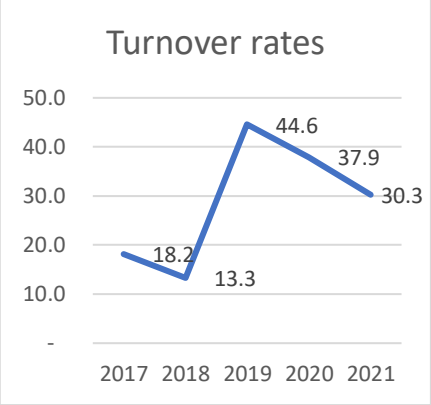
Overview

Our people are our most important asset. We strive to create an enjoyable working environment to our employees. The Group has various employee events and awards conducted to appreciate the efforts of our employees and recognise their accomplishments.

Through our people, we are also committed in making positive contributions to our community by giving back to the society and helping the less privileged.

30.3%

Employee turnover rate



Employee recognition

To recognise the efforts of our employees, the Group has various recognition awards to serve as encouragement for the employees to excel and grow together with the Company. These include long services award (for example, 5, 10, 15, 20 years etc) and safe performance self-assessment award (for eg. good behavioral approach towards safety in working and meeting productivity KPI).

The group understands a happy working environment will bring the best out of the employees. Despite the pandemic, the group made time to recognise our workers who were hit the most by arranging appreciation lunch and dinner for them. The group also liaised with NGOs to organise and distribute basic necessities such as masks, hand sanitizers etc to our workers and to educate and constantly remind them to take care of their health. Other team bonding activities were put on hold but we hope to have more employee engagement in the coming year.

In 2021, the Group has an employee turnover rate of 30.3%. This was a decrease from 2020. This decrease was mainly due to various restrictions imposed by various government so travelling between countries was still limited and workers prefer to stay to continue to work. We will continue to listen to our employees and seek to identify ways to improve their working environment and ensure that their needs are met.



Worker's dormitory

The Group periodically assesses the needs of our employees and strives to reasonably improve their welfare.

Due to the Covid-19 pandemic, we have segregated our workers based on the cohorting plans across all the dormitories in Singapore. This allows us to have business continuity and also less stressful for our workers who were already locked down for long periods of time in April to July 2020.



Community initiatives

In FY2021, our Group did not take part or make donations in any community initiatives due to the shutdown and restrictions in social gatherings due to the Covid-19 pandemic.

Appendix A: Sustainability scorecard and targets

Workplace safety

Performance indicators	Units	2017	2018	2019	2020	2021
No. of fatalities	Number	0	0	0	0	**0**
No. of serious incident	Number	1	1	6	5	**1**
No. of workplace injuries	Number	16	2	12	6	**12**

Productivity

Performance indicators	Units	2017	2018	2019	2020	2021
Revenue	S$000	66,355	60,828	52,823	48,962	**55,116**
Purchases from local supplier (%)	Percentage	85	95.7	84.6	86.8	**83.5**
Employees subject to regular performance appraisal	Percentage	100	100	100	100	**100**
Training hours per staff	Hours	44.5	23.4	25.3	7.45	**9.30**

Environmental Protection

Performance indicators	Units	2017	2018	2019	2020	2021
Carbon emission	tCO_2e	727.26	724.15	735.17	551.1	**763.0**
Carbon emission intensity	$kgCO_2e/m^2$	41.83	51.0	60.19	99.5	**137.8**
Recycled waste	Tonnes	36	68	103	34	**139**
Water consumption	Liter	4,127	3,679	4907	10,942	**56,811**
Water consumption intensity	$Liter/m^2$	0.24	0.26	0.35	1.98	**10.26**

People and community

Performance indicators	Units	2017	2018	2019	2020	2021
Employee turnover rate	Percentage	18.2	13.3	44.6	37.9	**30.26**
Investment in community projects	S$'000	11	10.6	12.0	0	**0**
Packets of blood collected for Blood Donation Drive	Number	78	55	67	0	**0**

Appendix B: Consulting our stakeholders

We listen to our stakeholders and engage with them on an ongoing and ad hoc basis. An overview of our approach and rationale is set out below (with stakeholders listed in alphabetical order), together with the feedback we have received.

Stakeholders	How we listen	Why we do it	What you've told us
Customers	• Daily operations meetings • Site walks/ safety walks • Meetings with customer's procurement department	• Adhere to safety concerns • Adhere to health concerns • Adhere to environmental concerns for raw materials (insulation mat, diesel pump, chemicals)	• Provision of services required • Adhere to customers standards • Ability to meet customers delivery timelines
Employees	• Internal updates and communication • Events and functions • Company retreats • Project celebrations	• Training programme • Employee training • People developer • Proper upkeep of dormitories	• Equal opportunities • Career progression • Benefits and rewards • External courses
Regulatory authorities (SGX, MOM, IRAS)	• Regular updates and communication • Reports and compliance • Periodical meetings	• Good relationship between SGX and Company • Dialogue with SGX • Active participation in SGX events to increase visibility and transparency	• Compliance with relevant rules and regulations
Shareholder and investors	• SGX Announcements • Shareholder's meeting • Annual reports • Company's website • Regular updates and communication	• Committed to delivering economic value to our capital providers through a strong financial performance and our methods of engagement with them.	• Long-term profitability • Sustainability matters • Group's performance against targets • Compliance with all relevant requirements
Suppliers	• Supplier's meetings • Negotiation of special price for big projects	• Adhere to safety concerns	• Ability to meet Company's standards (e.g. BizSafe or ISO)

Appendix C: GRI content index

GRI Standards Content Index

The GRI Content Index references the Nordic Group Limited Sustainability Report 2021 (SR), the Annual Report 2021 (AR) and the Nordic Group Website (Web).

Disclosure number		Disclosure title	Page reference and remarks
GRI 102: General disclosures			
Organisational profile	102-1	Name of organisation	• AR: Corporate profile (Page IFC)
	102-2	Activities, brands, products, and services	• AR: Corporate profile (Page IFC)
	102-3	Location of headquarters	• AR: Corporate profile (Page IFC)
	102-4	Location of operations	• AR: Corporate profile (Page IFC) • AR: Subsidiaries – Note 17 to the financial statements (Pages 93-95) • Web: http://www.nordicgrouplimited.com/about-us/corporate-structure/
	102-5	Ownership and legal form	• AR: Note 1 to the financial statements (Page 57)
	102-6	Markets served	• AR: Financial and operation review (Pages 18-21) • AR: Financial information by operating segments – Note 4 to the financial statements (Pages 72-77)
	102-7	Scale of organisation	• AR: Corporate profile (Page IFC) • AR: Financial information by operating segments – Note 4 to the financial statements (Pages 72-77)
	102-8	Information on employees and other workers	• SR: People and community (Page 14)
	102-9	Supply chain	• SR: Productivity (Pages 10)
	102-10	Significant changes to the organisation and its supply chain	• Web: http://www.nordicgrouplimited.com/about-us/milestones/
	102-11	Precautionary Principle or approach	• AR: Corporate governance report (Pages 25-44)
	102-12	External initiatives	• Not applicable
	102-13	Membership of associations	• AR: Our commitment to corporate social responsibility (Pages 22-23) • Web: http://www.nordicgrouplimited.com/awards-accreditations/
Strategy	102-14	Statement from senior decision-maker	• AR: Chairman's statement (pages 6-8)
	102-15	Key impacts, risks, and opportunities	• AR: Financial and operation review (Pages 18-21) • AR: Independent auditors report (Pages 48-52)
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	• SR: Sustainability strategy (Page 4)
	102-17	Mechanisms for advice and concerns about ethics	• AR: Corporate governance report (Pages 25-44)
Governance	102-18	Governance structure	• AR: Corporate governance report (Pages 25-44)
	102-19	Delegating authority	• AR: Corporate governance report (Pages 25-44)
	102-20	Executive-level responsibility for economic, environmental, and social topics	• SR: Sustainability organisational structure (Page 4)

Disclosure number		Disclosure title	Page reference and remarks
	102-21	Consulting stakeholders on economic, environmental, and social topics	• SR: Consulting our stakeholders (Page 16)
	102-22	Composition of the highest governance body and its committees	• AR: Corporate governance report (Pages 25-44)
	102-23	Chair of the highest governance body	• AR: Corporate governance report (Pages 25-44)
	102-24	Nominating and selecting the highest governance body	• AR: Corporate governance report (Pages 25-44)
	102-25	Conflicts of interest	• AR: Corporate governance report (Pages 25-44) • AR: Statement by directors (Pages 44-47) • SR: Sustainability strategy (Page 4)
	102-26	Role of highest governance body in setting purpose, values, and strategy	• AR: Corporate governance report (Pages 25-44)
	102-27	Collective knowledge of highest governance body	• AR: Corporate governance report (Pages 25-44)
	102-28	Evaluating the highest governance body's performance	• AR: Corporate governance report (Pages 25-44)
	102-29	Identifying and managing economic, environmental, and social impacts	• SR: Sustainability materiality matrix (Page 5)
	102-30	Effectiveness of risk management processes	• AR: Corporate governance report (Pages 25-44)
	102-31	Review of economic, environmental, and social topics	• SR: Sustainability report (Pages 1-18)
	102-32	Highest governance body's role in sustainability reporting	• SR: Sustainability organisational structure (Page 4)
	102-33	Communicating critical concerns	• SR: Sustainability materiality matrix (Page 5)
	102-34	Nature and total number of critical concerns	• SR: Sustainability materiality matrix (Page 5)
	102-35	Remuneration policies	• AR: Corporate governance report (Pages 25-44)
	102-36	Process for determining remuneration	• AR: Corporate governance report (Pages 25-44)
	102-37	Stakeholders' involvement in remuneration	• AR: Corporate governance report (Pages 25-44)
	102-38	Annual total compensation ratio	• AR: Corporate governance report (Pages 25-44)
	102-39	Percentage increase in annual total compensation ratio	• AR: Corporate governance report (Pages 25-44)
Stakeholder engagement	102-40	List of stakeholder groups	• SR: Consulting our stakeholders (Page 16)
	102-41	Collective bargaining agreements	• Not applicable
	102-42	Identifying and selecting stakeholders	• SR: Consulting our stakeholders (Page 16)
	102-43	Approach to stakeholder engagement	• SR: Sustainability strategy (Page 4)

Disclosure number		Disclosure title	Page reference and remarks
	102-44	Key topics and concerns raised	• SR: Consulting our stakeholders (Page 16)
Reporting practice	102-45	Entities included in the consolidated financial statements	• AR: Subsidiaries – Note 17 to the financial statements (Pages 93-95)
	102-46	Defining report content and topic Boundaries	• SR: Sustainability materiality matrix (Page 5)
	102-47	List of material topics	• SR: Sustainability materiality matrix (Page 5)
	102-48	Restatements of information	• Not applicable
	102-49	Changes in reporting	• Not applicable
	102-50	Reporting period	• SR: Scope of sustainability report (Page 3)
	102-51	Date of most recent report	• Not applicable
	102-52	Reporting cycle	• Annual
	102-53	Contact point for questions regarding the report	• SR: Scope of sustainability report (Page 3)
	102-54	Claims of reporting in accordance with the GRI Standards	• SR: Scope of sustainability report (Page 3)
	102-55	GRI content index	• SR: GRI content index (Pages 17-23)
	102-56	External assurance	• No external assurance
GRI 200: Economic disclosures			
Economic performance	201-1	Direct economic value generated and distributed	• SR: Sustainability scorecard (Page 15)
	201-2	Financial implications and other risks and opportunities due to climate change	• Not applicable
	201-3	Defined benefit plan obligations and other retirement plans	• Not applicable
	201-4	Financial assistance received from government	• Not applicable
Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	• Not applicable
	202-2	Proportion of senior management hired from local community	• Not applicable
Indirect economic impacts	203-1	Infrastructure investments and services supported	• Not applicable
	203-2	Significant indirect economic impacts	• Not applicable
Procurement practices	204-1	Proportion of spending on local suppliers	• SR: Productivity (Pages 10)
Anti-corruption	205-1	Operations assessed for risks related to corruption	• Not applicable
	205-2	Communication and training about anti-corruption policies and procedures	• Not applicable

Disclosure number		Disclosure title	Page reference and remarks
	205-3	Confirmed incidents of corruption and actions taken	• There is no incidences of corruption.
Anti-competitive behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	• There is no legal actions for anti-competition.
GRI 300: Environment disclosures			
Materials	301-1	Materials used by weight or volume	• Not applicable
	301-2	Recycled input materials used	• SR: Environmental protection (Pages 12-13)
	301-3	Reclaimed products and their packaging materials	• Not applicable
Energy	302-1	Energy consumption within the organisation	• SR: Environmental protection (Pages 12-13)
	302-2	Energy consumption outside of the organisation	• Not applicable
	302-3	Energy intensity	• Not applicable
	302-4	Reduction of energy consumption	• Not applicable
	302-5	Reductions in energy requirements of products and services	• Not applicable
Water	303-1	Water withdrawal by source	• Not applicable
	303-2	Water sources significantly affected by withdrawal of water	• Not applicable
	303-3	Water recycled and reused	• Not applicable
Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	• Not applicable
	304-2	Significant impacts of activities, products, and services on biodiversity	• Not applicable
	304-3	Habitats protected or restored	• Not applicable
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	• Not applicable
Emissions	305-1	Direct (Scope 1) GHG emissions	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 15)
	305-2	Energy indirect (Scope 2) GHG emissions	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 15)
	305-3	Other indirect (Scope 3) GHG emissions	• Not applicable
	305-4	GHG emissions intensity	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 15)

Disclosure number		Disclosure title	Page reference and remarks
	305-5	Reduction of GHG emissions	• Not applicable
	305-6	Emissions of ozone-depleting substances (ODS)	• Not applicable
	305-7	Nitrogen oxides (NO_X), sulfur oxides (SO_X), and other significant air emissions	• Not applicable
Effluents and waste	306-1	Water discharge by quality and destination	• Not applicable
	306-2	Waste by type and disposal method	• SR: Environmental protection (Pages 12-13)
	306-3	Significant spills	• Not applicable
	306-4	Transport of hazardous waste	• SR: Environmental protection (Pages 12-13)
	306-5	Water bodies affected by water discharges and/or runoff	• Not applicable
Laws and regulations	307-1	Non-compliance with environmental laws and regulations	• There is no non-compliance with environmental laws and regulations.
Supplier environmental assessments	308-1	New suppliers that were screened using environmental criteria	• Not applicable
GRI 400: Social disclosures			
Employment	401-1	New employee hires and employee turnover	• SR: People and community (Pages 14) • SR: Sustainability scorecard (Page 15)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	• SR: People and community (Page 14)
	401-3	Parental leave	• Not applicable
Labor / management relations	402-1	Minimum notice periods regarding operational changes	• Not applicable
Occupational health and safety	403-1	Workers representation in formal joint management–worker health and safety committees	• Not applicable
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	• SR: Workplace safety (Pages 7-9) • SR: Sustainability scorecard (Page 15)
	403-3	Workers with high incidence or high risk of diseases related to their occupation	• Not applicable
	403-4	Health and safety topics covered in formal agreements with trade unions	• Not applicable
Training and education	404-1	Average hours of training per year per employee	• SR: Productivity (Pages 10) • SR: Sustainability scorecard (Page 15)

Disclosure number		Disclosure title	Page reference and remarks
	404-2	Programs for upgrading employee skills and transition assistance programs	• SR: Productivity (Pages 10)
	404-3	Percentage of employees receiving regular performance and career development reviews	• SR: Productivity (Pages 10)
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	• Not applicable
	405-2	Ratio of basic salary and remuneration of women to men	• Not applicable
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	• Not applicable
Freedom of association and collective bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	• Not applicable
Child labor	408-1	Operations and suppliers at significant risk for incidents of child labor	• Child labour is strictly prohibited.
Forced or compulsory labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	• Forced and compulsory labour is strictly prohibited.
Security practices	410-1	Security personnel trained in human rights policies or procedures	• Not applicable
Rights of indigenous peoples	411-1	Incidents of violations involving rights of indigenous peoples	• Not applicable
Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	• Not applicable
	412-2	Employee training on human rights policies or procedures	• Not applicable
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	• Not applicable
Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	• SR: People and community (Page 14)
	413-2	Operations with significant actual and potential negative impacts on local communities	• Not applicable
Supplier social assessment	414-1	New suppliers that were screened using social criteria	• Not applicable

Disclosure number		Disclosure title	Page reference and remarks
	414-2	Negative social impacts in the supply chain and actions taken	• Not applicable
Public policy	415-1	Political contributions	• Not applicable
Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	• Not applicable
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	• Not applicable
Marketing and labelling	417-1	Requirements for product and service information and labeling	• Not applicable
	417-2	Incidents of non-compliance concerning product and service information and labeling	• Not applicable
	417-3	Incidents of non-compliance concerning marketing communications	• Not applicable
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	• Not applicable
Socioeconomic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	• There is no non-compliance with socioeconomic laws and regulations.