



**NORDIC**  
Group Limited



**SUSTAINABILITY  
REPORT  
2019**

**BUILDING  
MOMENTUM  
CAPTURING  
OPPORTUNITIES**

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# 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 and Petrochemical & Environmental Engineering Services. The Group's Precision Engineering operations is based in Suzhou, People's Republic of China (**PRC**); our head office and Systems Integration production and warehouse are located in Singapore. The Group 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 and marine industries.
- *Insulation Services Division:* We specialise in supplying hot and cold insulation, passive fireproofing and industrial coatings and 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.
- We specialize in cleanroom, air and water engineering solutions which includes tools hook up services, air pollution control scrubbers and water treatment plants for the semiconductor, oil and gas, power plant and municipality sectors.

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



SYSTEMS INTEGRATION



MAINTENANCE, REPAIR, OVERHAUL AND TRADING



PRECISION ENGINEERING



SCAFFOLDING SERVICES



INSULATION SERVICES



PETROCHEMICAL & ENVIRONMENT ENGINEERING SERVICES



CLEANROOM AIR & WATER ENGINEERING SOLUTIONS

## 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 2019 (**FY2019**).

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 2019 such as thebizSAFE Enterprise Exemplary Award 2019, ExxonMobil APRPC Safety Observation Champion for the Month – January 2019, ExxonMobil Outstanding Supervisor Award 2019, PUB Good Safety Award by Jurong Water Reclamation Plant (JWRP), Croda Business Partner of the Year Award and the Chevron Oronite Bronze Award for Achieving Good Safety Performance in the year 2019.

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 of Nordic, namely the Group's significant subsidiaries, Multiheight Scaffolding Pte Ltd (**Multiheight**), Austin Energy (Asia) Pte Ltd (**Austin**) and Ensure Engineering Pte Ltd (**Ensure**), from 1 January 2019 to 31 December 2019 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](mailto:sr@nordicgrouplimited.com).

## 2. Our approach to sustainability

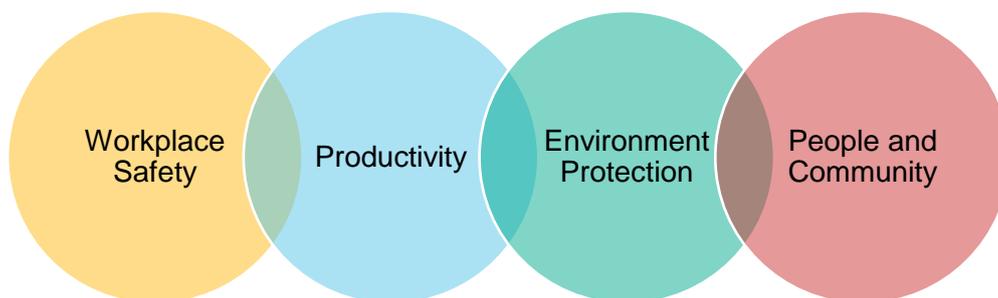
### 2.1 Sustainability organisational structure

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.

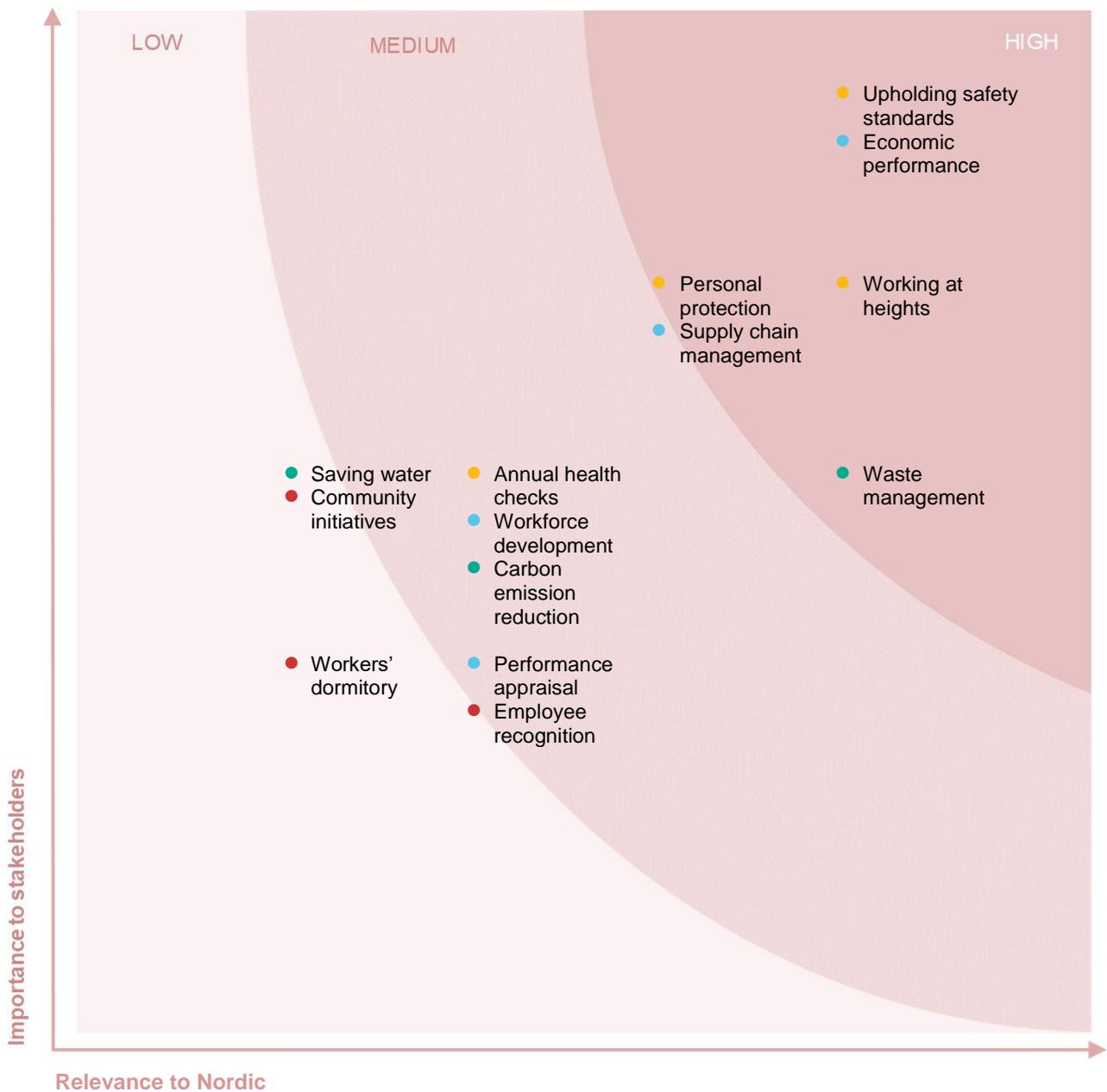
The strategy is also guided by external sources, including ISO9001, ISO 45001, ISO 14001, Singapore’s Code of Corporate Governance, GRI Standards and Sustainability Reporting Guide in Practice Note 7.6 of the SGX-ST Listing Rules.

### 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 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.

#### 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.

#### 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 the safety in the workplace. Each business unit has a designated Environment, Health and Safety (**EHS**) representative responsible to educate employees on the importance of safety in the workplace.

Monthly and yearly EHS 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.

# 0

Fatalities

# 6

Serious incident

# 12

Workplace injuries

Other functions of the EHS representatives include the investigation of safety incidents and breaches. Investigation is carried out to identify the root cause and tabled during the EHS 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 2019, the Group achieved 0 fatalities. However, there were 6 serious incidents and 12 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 EHS 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 and Partner 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 EHS 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

### 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 2019 is as follows:

**MULTIHEIGHT**

- Awarded ExxonMobil APRPC Safety Observation Champion for the Month – January 2019
- Awarded ExxonMobil Outstanding Supervisor Award 2019
- Awarded Croda Business Partner of the Year Award

**ENSURE Engineering**

- Awarded PUB Good Safety Award by Jurong Water Reclamation Plant (JWRP)

**AUSTIN ENERGY**

- Awarded bizSAFE Enterprise Exemplary Award 2019
- Awarded Chevron Oronite Bronze Award for Achieving Good Safety Performance in the year 2019

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.

#### 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.

In 2019, the Group completed the acquisition of Ensure Engineering Pte Ltd. This acquisition aligns with the Group's long-term strategy and further strengthens the Group's capabilities to meet the expectations of its shareholders.

This presents an opportunity for the Group to expand its range of products and services, widening the customer base, introduce new technical skills to the Group and provides more stable income stream.

#### Supply chain management

To contribute to the local economy, the Group has close business relationship with reliable local suppliers. In 2019, 84.6% of the Group's purchases was spent on local suppliers. This was similar to the local purchases made in 2017.

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.

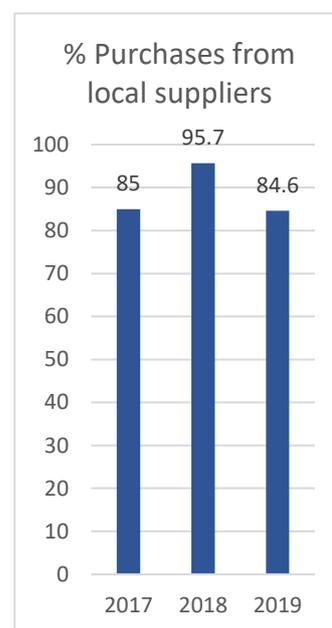
Our suppliers must abide by the general Terms and Conditions of our Purchase Contract or Purchase Order. The Group encourages fair competition between potential suppliers and fair purchase practices that achieve constructive business relationship.

# \$52.8m

Revenue

# 84.6%

Purchases from local suppliers



## 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 2019, 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.

## 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.

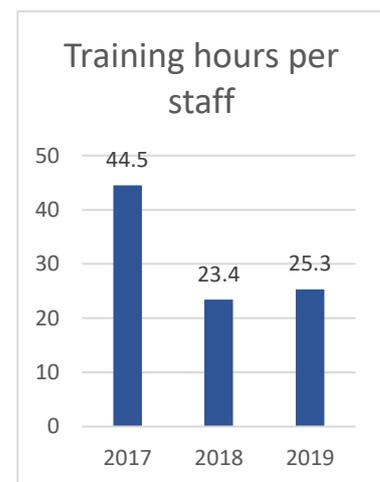
In 2019, the Group's employees received an average of 25.3 training hours each. This is a slight increase in training hours when compared to 2018. Hiring skilled workers continues to be a strategy adopted on repeat projects where no new skills were required. 40 staff attended the 2 day WSQ "Cultivate Workplace Relationships to Optimise Team Performance" training.

# 100%

Employees subject to regular performance appraisal

# 25.3

Training hours per staff



### *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.

### 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 EHS training program. The Group also has policies and procedures to guide employee to reduce energy consumption well 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 2019, the Group generated a carbon footprint of 735.2 tonnes of carbon dioxide emission (tCO<sub>2</sub>e) with a carbon emission intensity of 60.19 kgCO<sub>2</sub>e per square meter of total operation floor area. The emission mainly arises from the diesel consumption for transportation which accounted for close to 100% of the total carbon emission of the Group. The changes seen in the numbers reflect the movement to new facilities at 2 Tuas Avenue 10.

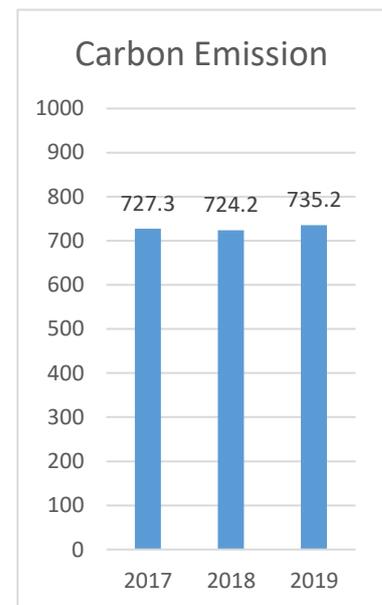
We follow the Greenhouse Gas Protocol established by the World Resources Institute and the World Business Council for Sustainable Development, the standard manual for measuring corporate greenhouse gas emissions. Using the "control method", we include 100% of the emissions associated with businesses 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. Progress and performance on the reduction of carbon emission will be reported in the following year.

# 60.19kg

Carbon emission intensity per square meter of total operation floor area



### 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 2019, the Group recycled a total of 103 tons of waste for reuse.

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.

### 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 are intensive. Hence, the Group has adopted a wide range of measures to reduce water consumption at the project sites including water recycling system and EHS training program that remind employee to save and recycle the water.

A water recycling system has also been implemented to reduce water wastage while utilising water blast machine to remove concrete stains and rust on scaffolding materials.

In 2019, total water consumption of the Group was 4,907 liters with a water consumption intensity of 0.35 liters per square meter of total operation floor area. The increase was due to the first full year at the facilities at 2 Tuas Avenue 10.

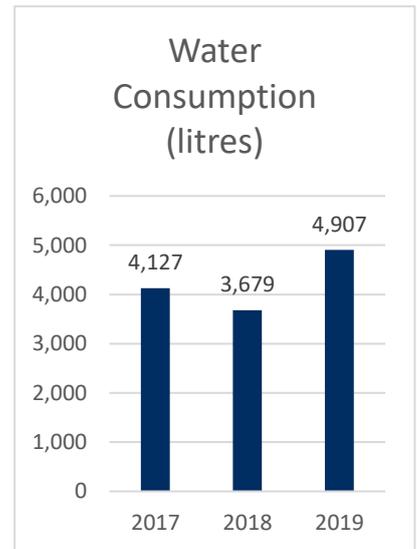
The Group will continue its efforts and monitor the performance on the water consumption. Progress and performance on the reduction on water consumption will be reported in the following year.

**103t**

Recycled waste

**0.35l**

Water consumption intensity per square meter of total operation floor area



## 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.

### 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 employee of the month, supervisor and technician of the quarter, long services award (for example, 5, 10, 15, 20 years etc) and safe performance self-assessment award (good behavioral approach towards safety in working).

In appreciation of our diligent employees, year-end celebrations were held to celebrate the Group's achievements and to recognise the accomplishments of our staff through the above awards. This enables our employees to bond over food and games.

In 2019, the Group has an employee turnover rate of 44.6%. This was an increase from 2018. This increase was mainly due to workers from MHS and AE being sent back due to projects completion and a decrease in the number of projects.

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.

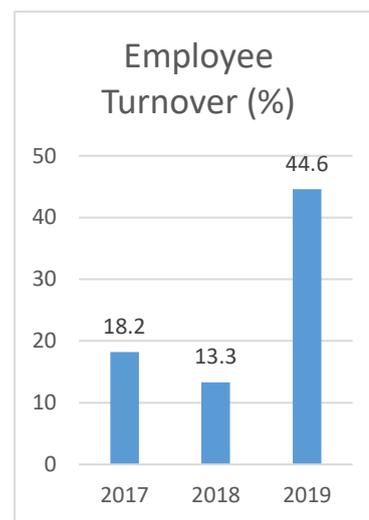
### Worker's dormitory

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

One of the initiatives is to provide employees from foreign countries with a well-managed dormitory. The Group has a facility in Tuas, Singapore which consists of worker's dormitory provided to foreign workers. The dormitory is approved by Ministry of Manpower (**MOM**) of Singapore. It is subjected to high standards of requirements and periodical inspections.

# 44.6%

Employee turnover rate



## Community initiatives

In FY2019, our Group took part actively in several community initiatives as well as made cash donations to various organisations.

In July 2019, our Group participated in YMCA's Proms @ the Park 2019. More than 550 volunteers, including 30 from the group, met with over 500 beneficiaries from various Voluntary Welfare Organisations ("VWOs") to enjoy a concert, carnival and the Proms' very first Makers' Market at the Lawn @ Marina Bay. Our President, Mdm Halimah Yacob, was the guest of honor at the event. The event sought to encourage social bonding and enhancement of social skills through a shared heritage where volunteers discovered the privilege and joy of spending time with the beneficiaries as one community. The Group was honored to be recognized as the sole Silver Sponsor to the event, and participation in this event demonstrates the Group's commitment to helping those that are less privileged.

This year, our annual blood donation drive was held in October at Ensure Engineering at 1 Tuas Ave 10 Singapore 639125, the official Blood Donation Centre for the Singapore Red Cross Society. The collected blood would be used to save lives during emergencies and to sustain the lives of people with medical conditions.

# \$12.0k

Investment in community projects

# 67

Packets of blood collected for Blood Donation Drive



## Appendix A: Sustainability scorecard

### Workplace safety

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

### Productivity

Performance indicators	Units	2019	2018	2017
Revenue	S\$000	52,823	60,828	66,355
Purchases from local supplier	Percentage	84.6	94.6	85
Employees subject to regular performance appraisal	Percentage	100	100	100
Training hours per staff	Hours	25.3	23.4	44.5

### Environmental protection

Performance indicators	Units	2019	2018	2017
Carbon emission	tCO <sub>2</sub> e	735.17	724.18	727.26
Carbon emission intensity	kgCO <sub>2</sub> e/m <sup>2</sup>	60.19	42.01	41.83
Recycled waste	Tons	103	68	36
Water consumption	Liter	4,907	4,279	4,127
Water consumption intensity	Liter/m <sup>2</sup>	0.35	0.25	0.24

### People and community

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

## 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	<ul style="list-style-type: none"> <li>Daily operations meetings</li> <li>Site walks/ safety walks</li> <li>Meetings with customer's procurement department</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to safety concerns</li> <li>Adhere to health concerns</li> <li>Adhere to environmental concerns for raw materials (insulation mat, diesel pump, chemicals)</li> </ul>	<ul style="list-style-type: none"> <li>Provision of services required</li> <li>Adhere to customers standards</li> <li>Ability to meet customers delivery timelines</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Internal updates and communication</li> <li>Events and functions</li> <li>Company retreats</li> <li>Project celebrations</li> </ul>	<ul style="list-style-type: none"> <li>Training programme</li> <li>Employee training</li> <li>People developer</li> <li>Proper upkeep of dormitories</li> </ul>	<ul style="list-style-type: none"> <li>Equal opportunities</li> <li>Career progression</li> <li>Benefits and rewards</li> <li>External courses</li> </ul>
Regulatory authorities (SGX, MOM, IRAS)	<ul style="list-style-type: none"> <li>Regular updates and communication</li> <li>Reports and compliance</li> <li>Periodical meetings</li> </ul>	<ul style="list-style-type: none"> <li>Good relationship between SGX and Company</li> <li>Dialogue with SGX</li> <li>Active participation in SGX events to increase visibility and transparency</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with relevant rules and regulations</li> </ul>
Shareholder and investors	<ul style="list-style-type: none"> <li>SGX Announcements</li> <li>Shareholder's meeting</li> <li>Annual reports</li> <li>Company's website</li> <li>Regular updates and communication</li> </ul>	<ul style="list-style-type: none"> <li>Committed to delivering economic value to our capital providers through a strong financial performance and our methods of engagement with them.</li> </ul>	<ul style="list-style-type: none"> <li>Long-term profitability</li> <li>Sustainability matters</li> <li>Group's performance against targets</li> <li>Compliance with all relevant requirements</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Supplier's meetings</li> <li>Negotiation of special price for big projects</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to safety concerns</li> </ul>	<ul style="list-style-type: none"> <li>Ability to meet Company's standards (e.g. BizSafe or ISO)</li> </ul>

## Appendix C: GRI content index

### GRI Standards Content Index

The GRI Content Index references the Nordic Group Limited Sustainability Report 2019 (SR), the Annual Report 2019 (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	<ul style="list-style-type: none"> <li>AR: Corporate profile (Page IFC)</li> </ul>
	102-2	Activities, brands, products, and services	<ul style="list-style-type: none"> <li>AR: Corporate profile (Page IFC)</li> </ul>
	102-3	Location of headquarters	<ul style="list-style-type: none"> <li>AR: Corporate profile (Page IFC)</li> </ul>
	102-4	Location of operations	<ul style="list-style-type: none"> <li>AR: Corporate profile (Page IFC)</li> <li>AR: Subsidiaries – Note 15 to the financial statements (Pages 77-79)</li> <li>Web: <a href="http://www.nordicgrouplimited.com/about-us/corporate-structure/">http://www.nordicgrouplimited.com/about-us/corporate-structure/</a></li> </ul>
	102-5	Ownership and legal form	<ul style="list-style-type: none"> <li>AR: Note 1 to the financial statements (Page 53)</li> </ul>
	102-6	Markets served	<ul style="list-style-type: none"> <li>AR: Financial and operation review (Pages 16-19)</li> <li>AR: Financial information by operating segments – Note 4 to the financial statements (Pages 68-71)</li> </ul>
	102-7	Scale of organisation	<ul style="list-style-type: none"> <li>AR: Corporate profile (Page IFC)</li> <li>AR: Financial information by operating segments – Note 4 to the financial statements (Pages 68-71)</li> </ul>
	102-8	Information on employees and other workers	<ul style="list-style-type: none"> <li>SR: People and community (Pages 14-15)</li> </ul>
	102-9	Supply chain	<ul style="list-style-type: none"> <li>SR: Productivity (Pages 10-11)</li> </ul>
	102-10	Significant changes to the organisation and its supply chain	<ul style="list-style-type: none"> <li>Web: <a href="http://www.nordicgrouplimited.com/about-us/milestones/">http://www.nordicgrouplimited.com/about-us/milestones/</a></li> </ul>
	102-11	Precautionary Principle or approach	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>
	102-12	External initiatives	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	102-13	Membership of associations	<ul style="list-style-type: none"> <li>AR: Our commitment to corporate social responsibility (Page 23)</li> <li>Web: <a href="http://www.nordicgrouplimited.com/awards-accreditations/">http://www.nordicgrouplimited.com/awards-accreditations/</a></li> </ul>
Strategy	102-14	Statement from senior decision-maker	<ul style="list-style-type: none"> <li>AR: Chairman's statement (pages 5-7)</li> </ul>
	102-15	Key impacts, risks, and opportunities	<ul style="list-style-type: none"> <li>AR: Financial and operation review (Pages 16-19)</li> <li>AR: Independent auditors report (Pages 44-47)</li> </ul>
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	<ul style="list-style-type: none"> <li>SR: Sustainability strategy (Page 4)</li> </ul>
	102-17	Mechanisms for advice and concerns about ethics	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>
Governance	102-18	Governance structure	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>
	102-19	Delegating authority	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>
	102-20	Executive-level responsibility for economic, environmental, and social topics	<ul style="list-style-type: none"> <li>SR: Sustainability organisational structure (Page 4)</li> </ul>

Disclosure number	Disclosure title	Page reference and remarks	
102-21	Consulting stakeholders on economic, environmental, and social topics	<ul style="list-style-type: none"> <li>SR: Consulting our stakeholders (Page 17)</li> </ul>	
102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-23	Chair of the highest governance body	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-25	Conflicts of interest	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> <li>AR: Statement by directors (Pages 41-43)</li> <li>SR: Sustainability strategy (Page 4)</li> </ul>	
102-26	Role of highest governance body in setting purpose, values, and strategy	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-27	Collective knowledge of highest governance body	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-28	Evaluating the highest governance body's performance	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-29	Identifying and managing economic, environmental, and social impacts	<ul style="list-style-type: none"> <li>SR: Sustainability materiality matrix (Page 5)</li> </ul>	
102-30	Effectiveness of risk management processes	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-31	Review of economic, environmental, and social topics	<ul style="list-style-type: none"> <li>SR: Sustainability report (Pages 1-24)</li> </ul>	
102-32	Highest governance body's role in sustainability reporting	<ul style="list-style-type: none"> <li>SR: Sustainability organisational structure (Page 4)</li> </ul>	
102-33	Communicating critical concerns	<ul style="list-style-type: none"> <li>SR: Sustainability materiality matrix (Page 5)</li> </ul>	
102-34	Nature and total number of critical concerns	<ul style="list-style-type: none"> <li>SR: Sustainability materiality matrix (Page 5)</li> </ul>	
102-35	Remuneration policies	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-36	Process for determining remuneration	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-38	Annual total compensation ratio	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
102-39	Percentage increase in annual total compensation ratio	<ul style="list-style-type: none"> <li>AR: Corporate governance report (Pages 25-40)</li> </ul>	
Stakeholder engagement	102-40	List of stakeholder groups	<ul style="list-style-type: none"> <li>SR: Consulting our stakeholders (Page 17)</li> </ul>
	102-41	Collective bargaining agreements	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> <li>SR: Consulting our stakeholders (Page 17)</li> </ul>
	102-43	Approach to stakeholder engagement	<ul style="list-style-type: none"> <li>SR: Sustainability strategy (Page 4)</li> </ul>

Disclosure number		Disclosure title	Page reference and remarks
	102-44	Key topics and concerns raised	<ul style="list-style-type: none"> <li>SR: Consulting our stakeholders (Page 17)</li> </ul>
Reporting practice	102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> <li>AR: Subsidiaries – Note 15 to the financial statements (Pages 77-79)</li> </ul>
	102-46	Defining report content and topic Boundaries	<ul style="list-style-type: none"> <li>SR: Sustainability materiality matrix (Page 5)</li> </ul>
	102-47	List of material topics	<ul style="list-style-type: none"> <li>SR: Sustainability materiality matrix (Page 5)</li> </ul>
	102-48	Restatements of information	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	102-49	Changes in reporting	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	102-50	Reporting period	<ul style="list-style-type: none"> <li>SR: Scope of sustainability report (Page 3)</li> </ul>
	102-51	Date of most recent report	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	102-52	Reporting cycle	<ul style="list-style-type: none"> <li>Annual</li> </ul>
	102-53	Contact point for questions regarding the report	<ul style="list-style-type: none"> <li>SR: Scope of sustainability report (Page 3)</li> </ul>
	102-54	Claims of reporting in accordance with the GRI Standards	<ul style="list-style-type: none"> <li>SR: Scope of sustainability report (Page 3)</li> </ul>
	102-55	GRI content index	<ul style="list-style-type: none"> <li>SR: GRI content index (Pages 18-24)</li> </ul>
102-56	External assurance	<ul style="list-style-type: none"> <li>No external assurance</li> </ul>	
GRI 200: Economic disclosures			
Economic performance	201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>SR: Sustainability scorecard (Page 16)</li> </ul>
	201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	201-3	Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	201-4	Financial assistance received from government	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	202-2	Proportion of senior management hired from local community	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Indirect economic impacts	203-1	Infrastructure investments and services supported	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	203-2	Significant indirect economic impacts	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Procurement practices	204-1	Proportion of spending on local suppliers	<ul style="list-style-type: none"> <li>SR: Productivity (Pages 10-11)</li> </ul>
Anti-corruption	205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>

Disclosure number		Disclosure title	Page reference and remarks
	205-3	Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none"> <li>There is no incidences of corruption.</li> </ul>
Anti-competitive behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<ul style="list-style-type: none"> <li>There is no legal actions for anti-competition.</li> </ul>
GRI 300: Environment disclosures			
Materials	301-1	Materials used by weight or volume	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	301-2	Recycled input materials used	<ul style="list-style-type: none"> <li>SR: Environmental protection (Pages 12-13)</li> </ul>
	301-3	Reclaimed products and their packaging materials	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Energy	302-1	Energy consumption within the organisation	<ul style="list-style-type: none"> <li>SR: Environmental protection (Pages 12-13)</li> </ul>
	302-2	Energy consumption outside of the organisation	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	302-3	Energy intensity	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	302-4	Reduction of energy consumption	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	302-5	Reductions in energy requirements of products and services	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Water	303-1	Water withdrawal by source	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	303-2	Water sources significantly affected by withdrawal of water	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	303-3	Water recycled and reused	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	304-2	Significant impacts of activities, products, and services on biodiversity	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	304-3	Habitats protected or restored	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Emissions	305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>SR: Environmental protection (Pages 12-13)</li> <li>SR: Sustainability scorecard (Page 16)</li> </ul>
	305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>SR: Environmental protection (Pages 12-13)</li> <li>SR: Sustainability scorecard (Page 16)</li> </ul>
	305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	305-4	GHG emissions intensity	<ul style="list-style-type: none"> <li>SR: Environmental protection (Pages 12-13)</li> <li>SR: Sustainability scorecard (Page 16)</li> </ul>

Disclosure number	Disclosure title	Page reference and remarks	
	305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	305-6	Emissions of ozone-depleting substances (ODS)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Effluents and waste	306-1	Water discharge by quality and destination	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	306-2	Waste by type and disposal method	<ul style="list-style-type: none"> <li>SR: Environmental protection (Pages 12-13)</li> </ul>
	306-3	Significant spills	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	306-4	Transport of hazardous waste	<ul style="list-style-type: none"> <li>SR: Environmental protection (Pages 12-13)</li> </ul>
	306-5	Water bodies affected by water discharges and/or runoff	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Laws and regulations	307-1	Non-compliance with environmental laws and regulations	<ul style="list-style-type: none"> <li>There is no non-compliance with environmental laws and regulations.</li> </ul>
Supplier environmental assessments	308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
GRI 400: Social disclosures			
Employment	401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> <li>SR: People and community (Pages 14-15)</li> <li>SR: Sustainability scorecard (Page 16)</li> </ul>
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> <li>SR: People and community (Pages 14-15)</li> </ul>
	401-3	Parental leave	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Labor / management relations	402-1	Minimum notice periods regarding operational changes	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Occupational health and safety	403-1	Workers representation in formal joint management-worker health and safety committees	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<ul style="list-style-type: none"> <li>SR: Workplace safety (Pages 7-9)</li> <li>SR: Sustainability scorecard (Page 16)</li> </ul>
	403-3	Workers with high incidence or high risk of diseases related to their occupation	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	403-4	Health and safety topics covered in formal agreements with trade unions	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Training and education	404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> <li>SR: Productivity (Pages 10-11)</li> <li>SR: Sustainability scorecard (Page 16)</li> </ul>

Disclosure number	Disclosure title	Page reference and remarks	
	404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> <li>SR: Productivity (Pages 10-11)</li> </ul>
	404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> <li>SR: Productivity (Pages 10-11)</li> </ul>
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	405-2	Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
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	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Child labor	408-1	Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> <li>Child labour is strictly prohibited.</li> </ul>
Forced or compulsory labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> <li>Forced and compulsory labour is strictly prohibited.</li> </ul>
Security practices	410-1	Security personnel trained in human rights policies or procedures	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Rights of indigenous peoples	411-1	Incidents of violations involving rights of indigenous peoples	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	412-2	Employee training on human rights policies or procedures	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>SR: People and community (Pages 14-15)</li> </ul>
	413-2	Operations with significant actual and potential negative impacts on local communities	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
Supplier social assessment	414-1	New suppliers that were screened using social criteria	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>

Disclosure number		Disclosure title	Page reference and remarks
	414-2	Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
Public policy	415-1	Political contributions	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
Marketing and labelling	417-1	Requirements for product and service information and labeling	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
	417-2	Incidents of non-compliance concerning product and service information and labeling	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
	417-3	Incidents of non-compliance concerning marketing communications	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
Socioeconomic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	<ul style="list-style-type: none"> <li>• There is no non-compliance with socioeconomic laws and regulations.</li> </ul>