



**NORDIC**  
Group Limited



**BUILDING MOMENTUM**  
**CAPTURING OPPORTUNITIES**

SUSTAINABILITY REPORT 2022

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## Sustainability Report

01

Corporate Profile

02

Message to Stakeholders

03

Scope of Sustainability Report

04

Our Approach to Sustainability

06

Our Performance

16

Sustainability Scorecard

17

Consulting our Stakeholder

18

GRI Content Index

# 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, Cleanroom, Air & Water Engineering Solutions and Specialist Structural Engineering Services. The Group's Precision Engineering operations is located in Singapore and Suzhou, People's Republic of China (PRC); our Cleanroom, Air & Water Solutions division is located in Singapore and Malaysia. Our head office and other businesses are located in Singapore:



**Systems Integration Division:** We turn systems into solutions by providing Flow, Automation and Navigation solutions and Electrical and Instrumentation Services



**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, optical imaging and semiconductor 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 specialize 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 systems, water and waste treatment systems to semiconductor, pharmaceutical, oil and gas, power plant and municipal sectors.



**Specialist Structural Engineering Service:** We design, fabricate, install, and maintain anti-ricochet ballistic protection systems for tactical facilities specifically tailored to meet the needs of security agencies.

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

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## 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 2022 (FY2022).

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 2022 from our customers such as ASMPT SMT.

The following sections of this Sustainability Report summarise 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*

# 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, Avitools (Suzhou) Co. Ltd (Avitools), EnviPure Pte Ltd (EnviPure), Starburst Engineering Pte Ltd (Starburst), from 1 January 2022 to 31 December 2022 unless otherwise specified. In the past, significant subsidiary is defined as subsidiary with revenue 10% or more of the Group's revenue. With the enlarged group with 2 additional acquisitions in FY2022, significant subsidiary is defined as subsidiaries with 15% or more of Group's revenue.

This should sufficiently address stakeholders' concerns in relation to sustainability issues arising from the major business operations of the Group.

Taking into account Rule 711B(1) of the SGX-ST Listing Manual and guidance from certain GRI Standards, we presented the contents and report quality by considering the Group's activities, impacts and substantive expectations and interests of its stakeholders.

We engaged our Internal Auditors, In.Corp Business Advisory Pte Ltd to review the current sustainability reporting processes. The internal review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors. The scope included a risk-based review of the processes including but not limited to the sustainability governance and management; the identification, prioritisation and assessment of ESG-related risks and opportunities; reporting relevant sustainability information; climate-related disclosures; and compliance against local regulatory reporting requirements. Nordic has reported with reference to the Global Reporting Initiative (GRI) Standards. We did not seek external assurance for this reporting cycle.

## Sustainability contact

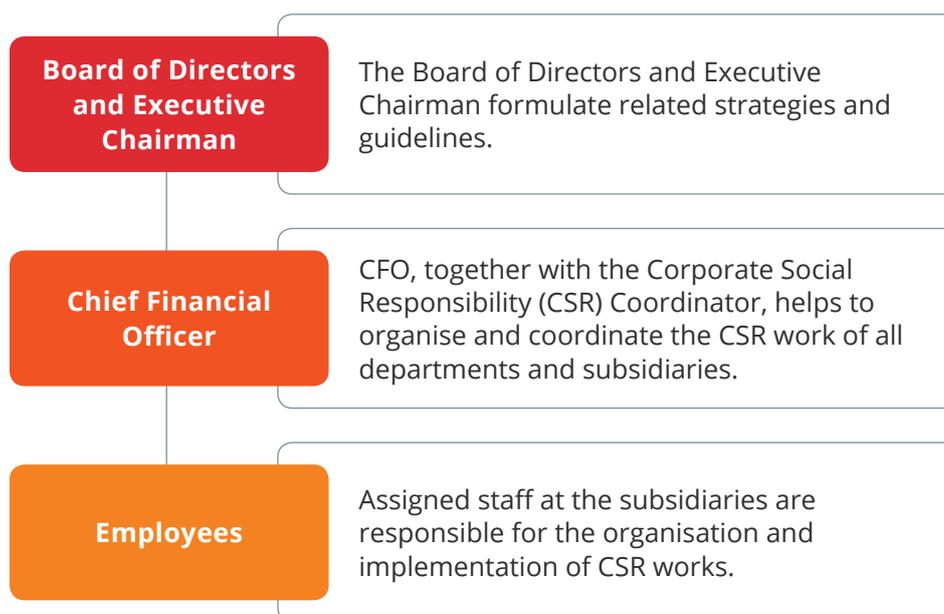
We welcome your views and feedback on our sustainability practices and reporting at [sr@nordicgrouplimited.com](mailto:sr@nordicgrouplimited.com).



# Our Approach to Sustainability

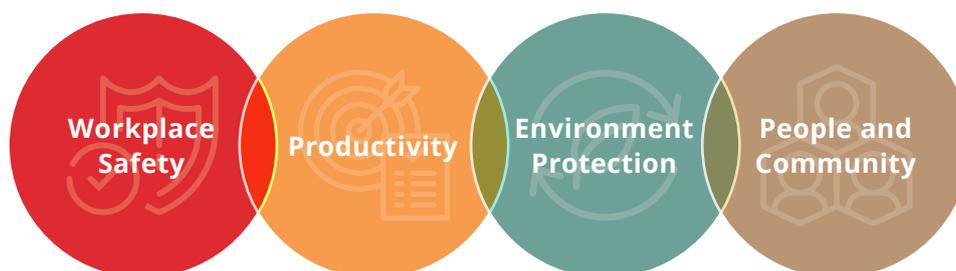
## Sustainability organisational structure

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:



## 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:



Our sustainable strategy is underpinned by our comprehensive and extensive internal policies that cover 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 AS 9100:D, ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, Singapore's Code of Corporate Governance, GRI Standards and Sustainability Reporting Guide in Rule 711B(1) of the SGX-ST Listing Manual.

We are also members of ASPRI, ASMI, Singapore Water Association and SBF.

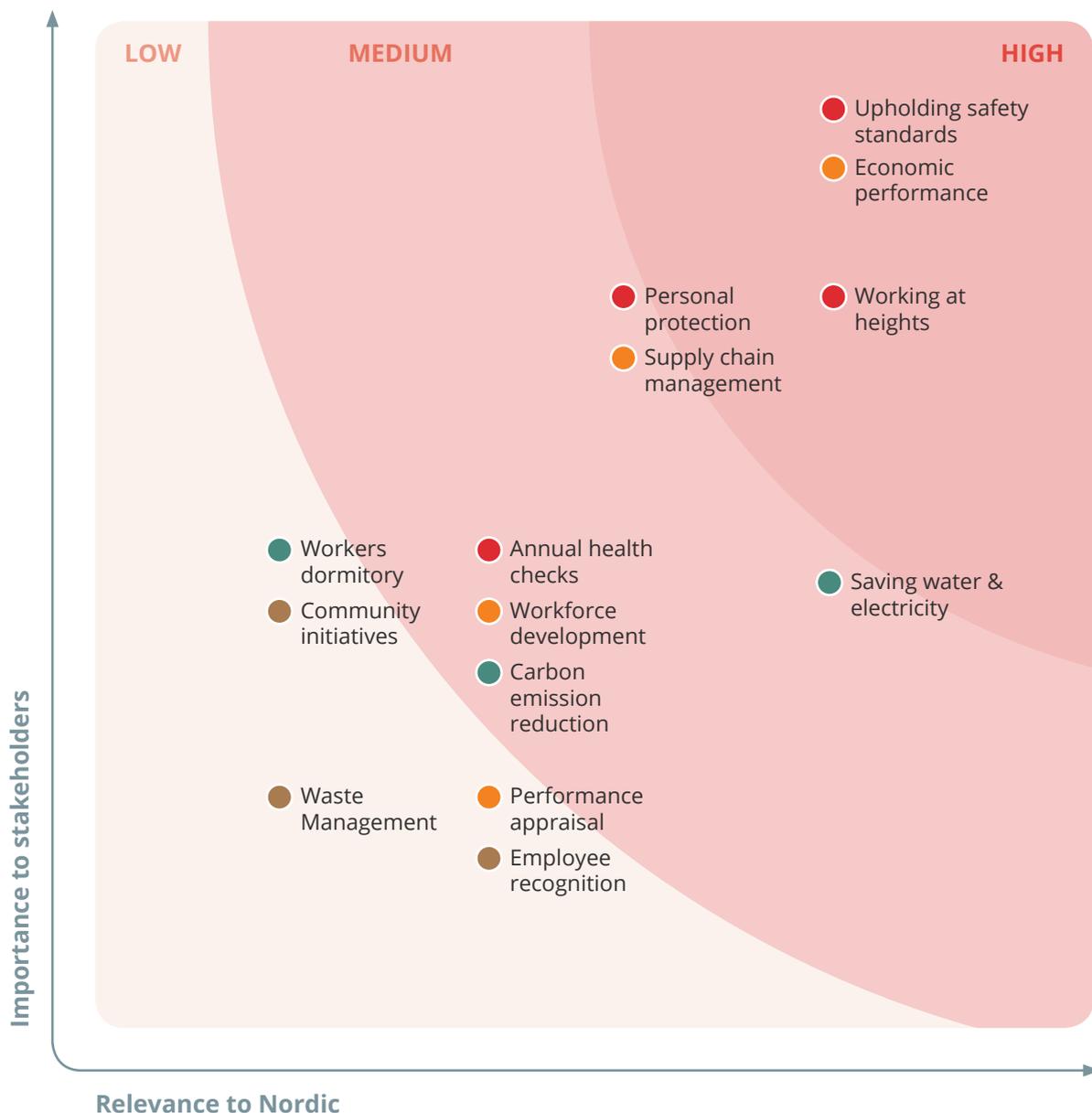
# Our Approach to Sustainability

## 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 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 change



# Our Performance

## 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	2023 Targets/Objectives
<b>Governance</b> 	ISO45001:2018 Occupational Health and Safety Management System	<ul style="list-style-type: none"> <li>• Zero fatal accident rate</li> <li>• Total Recordable Incident Rate &lt; 1</li> <li>• Zero occupational disease</li> <li>• Zero non compliance of legal Acts and Regulations</li> </ul>
<b>Environmental</b> 	ISO14001:2015 Environmental Management System	<ul style="list-style-type: none"> <li>• To achieve zero non-compliance of environmental regulations</li> <li>• To achieve zero environmental incidence</li> <li>• Water consumption per employee:&lt; 8.0 cubic meters/ month</li> <li>• Electricity consumption per employee: &lt; 350kWh/ month</li> </ul>
<b>Social</b> 	CSR Diversity	<ul style="list-style-type: none"> <li>• At least 1 CSR activity</li> <li>• Board diversity</li> </ul>

## 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.



**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).

**0**

**Fatalities**

**2**

**Workplace serious / major incident**

**5**

**Workplace minor injuries**

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.



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## Our Performance



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.

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 2022, the Group achieved 0 fatalities. However, there was 2 serious/major incidents and 5 workplace minor 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 account 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.



# Our Performance



## 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 are 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 and lead for employees
- for asbestos workers

## Safety award 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 2022 is as follows:



**Best Partnership Supplier Award from Customer ASMPT SMT Singapore**



**NFEC Certificate of appreciation for participating in the Mass Fire Evacuation Drill 2022**

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.



# Our Performance



## 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 9001:2015, 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.

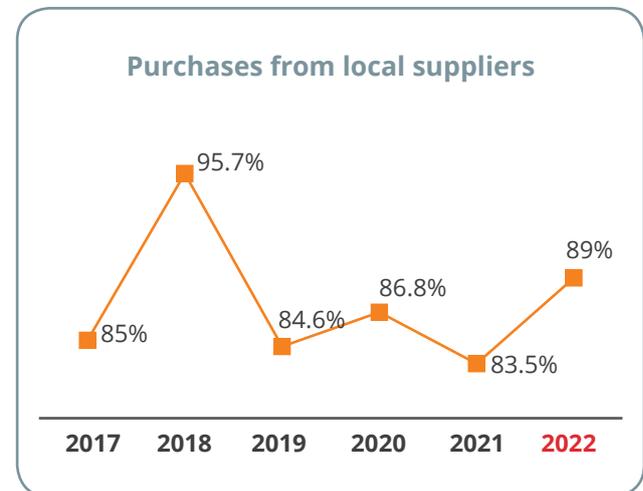
### Supply chain management

To contribute to the local economy, the Group has close business relationship with reliable local suppliers. In 2022, 89.0% of the Group's purchases was spent on local suppliers. This was similar to the local purchases made in 2021.

Localised supply chains help us to develop closer relationships with our suppliers to ensure the proper alignment of our policies that will help us

**\$79.3m**  
Revenue

**89.0%**  
Purchases from local suppliers



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 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 2022, 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.

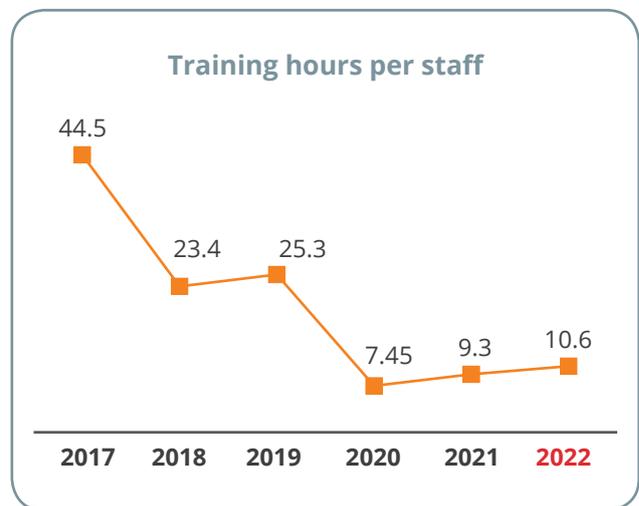
**Workforce development**

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.

**100%**  
Employees subject to regular performance appraisal

**10.6**  
Training hours per staff



In 2022, the Group’s employees received an average of 10.6 training hours each. Internal trainings were mainly on-the-job trainings and classroom theoretical trainings were conducted.

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

The Board of Directors attended the sustainability training course organized by Singapore Institute of Directors and ISCA.

**On-the-Job Training**  
Avitools and EnviPure allows the Group to provide highest quality of OJTs to the employee and conduct courses and specialised trainings to sharpen employees’ skill sets.

# Our Performance



## 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.

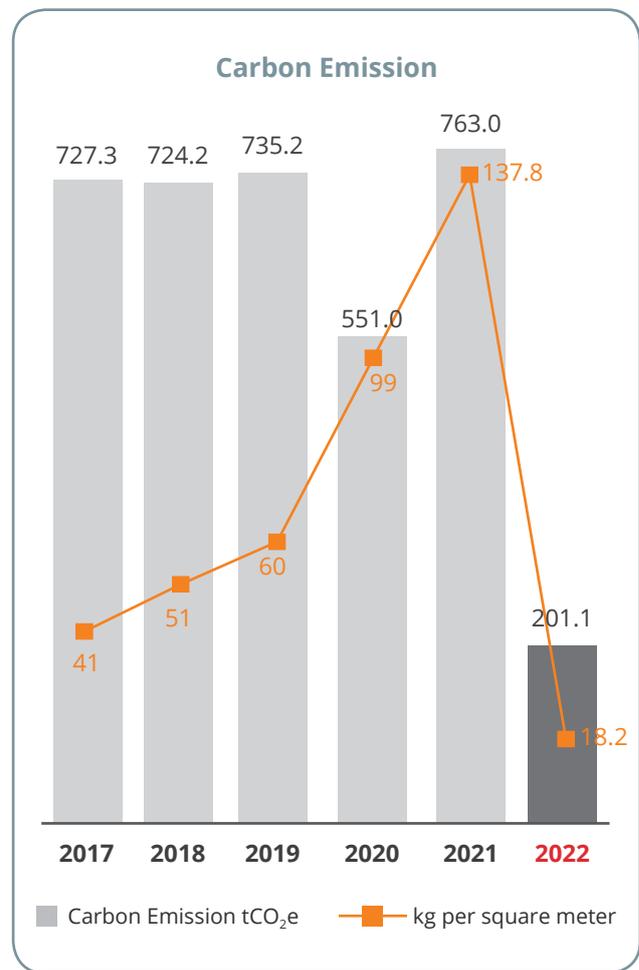
The Group committed to positive action on climate change and dedicated to reducing the carbon emission in our engineering projects. Employees are educated and reminded to save electricity and diesel for transportation on a yearly basis through the HSE training program. The Group also has policies and procedures to guide employees to reduce energy consumption while ensuring the quality of work. One of our subsidiaries has solar panels installed on the roof of its factory, and the Group is exploring installation of solar roofs for our other buildings.

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 2022, the Group generated a carbon footprint of 83.8 tonnes of carbon dioxide emission (tCO<sub>2</sub>e) with a carbon emission intensity of 18.2 kgCO<sub>2</sub>e per square meter of total operation

# 18.2kg

Carbon emission intensity per square meter of total operation floor area



floor area. The intensity decreased as the significant subsidiaries consumed less diesel.

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 2022, the Group recycled a total of 39 tonnes of waste for reuse. The intensity decreased as the significant subsidiaries recycled less waste due to the nature of their businesses.

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.

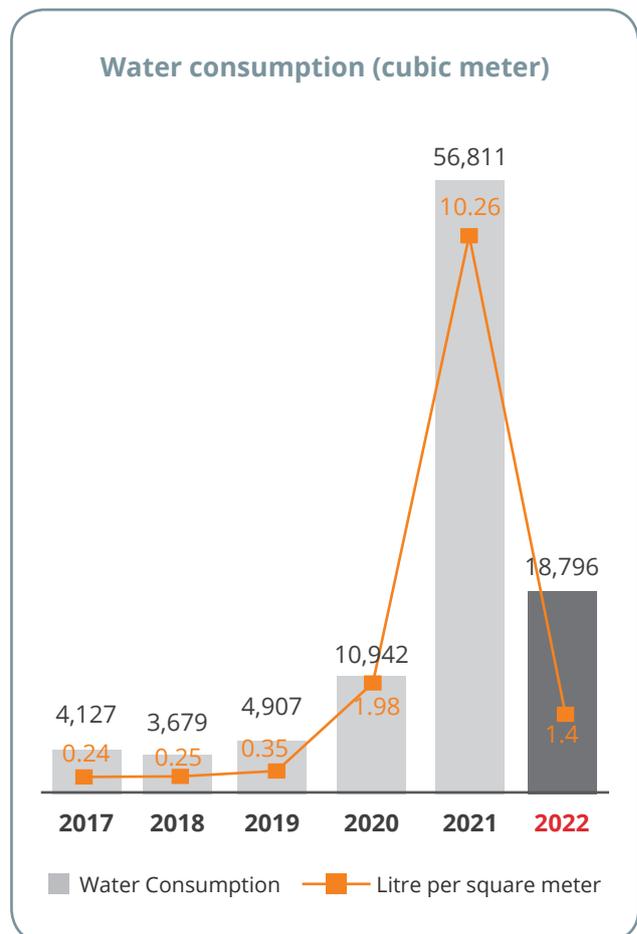
**Saving water**

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 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 2022, total water consumption of the Group was 18,796 Cubic Metres with a water consumption intensity of 1.4 Cubic Metres per square meter of total operation floor area. The significant reduction was due to an underground water leak rectification at one of our premises at 2 Tuas Ave 10. PUB approved vendor was engaged to assist in investigation of the leak and rectification.

**39t**  
**Recycled waste**

**1.40cum/m<sup>2</sup>**  
**Water consumption**  
**intensity per square meter**  
**of total operation floor area**



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.

# Our Performance



## People and community

### Overview

Our people are our most important asset. We strive to create an enjoyable working environment for 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

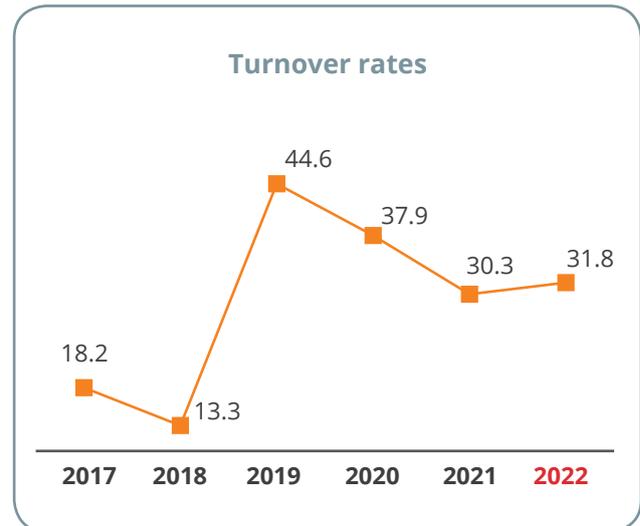
To recognise the efforts of our employees, the Group has various recognition awards to serve as encouragement for the employees to excel and grow together with the Company. These include long services award (for example, 5, 10, 15, 20 years etc) and safe performance self-assessment award (for eg. good 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 2022, the Group has an employee turnover rate of 31.8%. This is quite consistent with 2021 of 30.3%. 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.

# 31.8%

## Employee turnover rate



## Community initiatives

On 25 September 2022, the Yellow Ribbon Run (the “Race”), formerly known as Yellow Ribbon Prison Run, resumed its physical race following a two-year hiatus due to COVID-19. Initiated in 2009, the Race aims to support the reintegration of ex-offenders into society and was rebranded as “I race for second chances” in 2022.

A total of S\$150,000 was raised by corporations and the public this year through the Race and donations to the Yellow Ribbon Fund, which supports rehabilitation programs for inmates, ex-offenders, their families, and children.

As part of the Group’s efforts to support social integration and harmony, 50 employees of Nordic Group participated in the Race, including our Group CFO as well as the CEO and COO of Starburst Engineering Pte Ltd.

The physical race, which provided participants with the choice of either running or walking in the 6km and 10km categories, symbolises the challenging journey that ex-offenders have to make to be re-accepted back into society and showcases the power of collaborations and second chances.

Here at Nordic, we always encourage our employees and management team to participate in of meaningful social events and build a sense of accomplishment and social responsibility outside the workplace.



# Sustainability Scorecard

## Workplace safety

Performance indicators	Units	2017	2018	2019	2020	2021	2022
No. of fatalities	Number	0	0	0	0	0	0
No. of serious incident/major incidents	Number	1	1	6	5	1	2
No. of workplace minor injuries	Number	16	2	12	6	12	5

## Productivity

Performance indicators	Units	2017	2018	2019	2020	2021	2022
Revenue	S\$000	66,355	60,828	52,823	48,962	55,116	79,317
Purchases from local supplier (%)	Percentage	85	95.7	84.6	86.8	83.5	89.0
Employees subject to regular performance appraisal	Percentage	100	100	100	100	100	100
Training hours per staff	Hours	44.5	23.4	25.3	7.45	9.3	10.6

## Environmental Protection

Performance indicators	Units	2017	2018	2019	2020	2021	2022
Carbon emission	tCO <sub>2</sub> e	727.26	724.15	735.17	551.1	763	201
Carbon emission intensity	kgCO <sub>2</sub> e/m <sup>2</sup>	41.83	51	60.19	99.5	137.8	18.2
Recycled waste	Tonnes	36	68	103	34	139	39
Water consumption	Cu m	4,127	3,679	4,907	10,942	56,811	18,796
Water consumption intensity	Cu m/m <sup>2</sup>	0.24	0.26	0.35	1.98	10.26	1.40

## People and community

Performance indicators	Units	2017	2018	2019	2020	2021	2022
Employee turnover rate	Percentage	18.2	13.3	44.6	37.9	30.26	31.83
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	0

## 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, ACRA)	<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>

# GRI

## Content Index

The GRI Content Index references the Nordic Group Limited Sustainability Report 2022 (SR), the Annual Report 2022 (AR) and the Nordic Group Website (Web).

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS	
<b>GRI 2: GENERAL DISCLOSURES</b>			
GRI 2: General Disclosures 2021	2-1	Name of organisation	• Annual Report (AR): Corporate profile (Page 1)
	2-2	Entities included in the organisation's sustainability reporting	• Sustainability Report (SR) (Page 3)
	2-3	Reporting period, frequency and contact point	• SR (Page 3)
	2-5	External assurance	• SR (Page 3)
	2-6	Activities, value chain and other business relationships	• SR (Page 17)
	2-7	Employees	• SR (Pages 11, 14)
	2-9	Governance structure and composition	• Corporate Governance Report (CGR) Principle 1 (Page 26)
	2-10	Nomination and selection of the highest governance body	• CGR Principle 4 (Page 30)
	2-11	Chair of the highest governance body	• CGR Principle 1 (Page 26)
	2-12	Role of the highest governance body in overseeing the management of impacts	• CGR Principle 1 (Page 26)
	2-13	Delegation of responsibility for managing impacts	• SR (Page 4)
	2-14	Role of the highest governance body in sustainability reporting	• SR (Page 4)
	2-16	Communication of critical concerns	• CGR Speaking Up Policy (Page 38)
	2-17	Collective knowledge of the highest governance body	• CGR Principle 1 (Page 26)
	2-18	Evaluation of the performance of the highest governance body	• CGR Principle 5 (Page 31)
	2-19	Remuneration policies	• CGR Principle 6 (Page 32)
	2-20	Process to determine remuneration	• CGR Principle 7 (Page 33)
	2-21	Annual total compensation ratio	• CGR Principle 7 (Page 34)
	2-22	Statement on sustainable development strategy	• SR Section 2.2 (Page 4)
	2-23	Policy commitments	• SR (Page 6)
2-24	Embedding policy commitments	• SR (Pages 7 – 15)	

DISCLOSURE NUMBER		DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS
GRI 2: General Disclosures 2021 (cont'd)	2-25	Processes to remediate negative impacts	• SR (Pages 7 – 15)
	2-26	Mechanisms for seeking advice and raising concerns	• SR Sustainability Contact (Page 3)
	2-27	Compliance with laws and regulations	• CGR Principle 1 (Page 26) • AR Directors Report and Auditors Report (Page 44, 47)
	2-28	Membership associations	• SR (Page 4)
	2-29	Approach to stakeholder engagement	• SR (Page 17)
<b>MATERIAL TOPICS</b>			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	• SR (Page 4)
	3-2	List of material topics	• SR (Page 4) and (Page 5)
	3-3	Management of material topics	• SR (Page 6)
<b>ECONOMIC DISCLOSURES</b>			
	201-1	Direct economic value generated and distributed	• SR: Sustainability scorecard (Page 16)
	201-3	Defined benefit plan obligations and other retirement plans	• AR (Page 58, 67 and 74)
	201-4	Financial assistance received from government	• AR (Page 73 and 74)
	204-1	Proportion of spending on local suppliers	• SR: Productivity (Page 10)
<b>OTHER DISCLOSURES</b>			
	301-2	Recycled input materials used	• SR: Environmental protection (Pages 12-13)
	302-1	Energy consumption within the organisation	• SR: Environmental protection (Pages 12-13)
	305-1	Direct (Scope 1) GHG emissions	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 16)
	305-2	Energy indirect (Scope 2) GHG emissions	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 16)
	305-4	GHG emissions intensity	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 16)
	306-2	Management of significant waste-related impacts	• SR: Environmental protection (Pages 12-13)
	306-3	Waste generated	• SR: Environmental protection (Pages 12-13)
	306-4	Waste diverted from disposal	• SR: Environmental protection (Page 13)

# GRI

## Content Index

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS
<b>GRI 400: SOCIAL DISCLOSURES</b>		
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: Workplace safety (Pages 7-9)</li> <li>• SR: Sustainability scorecard (Page 16)</li> </ul>
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> <li>• SR: Workplace safety (Page 7)</li> </ul>
403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> <li>• SR: Workplace safety (Pages 7-9)</li> <li>• SR: Sustainability scorecard (Page 16)</li> </ul>
404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> <li>• SR: Productivity (Pages 11)</li> <li>• SR: Sustainability scorecard (Page 16)</li> </ul>
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> <li>• SR: Productivity (Pages 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 11)</li> </ul>
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>• CGR Principle 2 (Page 28)</li> </ul>
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>• SR: People and community (Pages 10-15)</li> </ul>



**NORDIC**  
Group Limited

(Incorporated in the Republic of Singapore on 8 April 2010)

Company Registration  
Number: 201007399N