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**PAINTING  
THE WAY  
FORWARD**

BEYOND COATINGS.  
BEYOND ASIA

NIPSEA LFG SUSTAINABILITY REPORT **2019**



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# Chapter 1

## About the Report: Taking Our Legacy to New Heights

NIPSEA Group's sustainability performance report is not the start, but a renewed commitment to driving a more sustainable business for the long term – creating value and impact for our stakeholders in a measured and transparent way.

We will align and take stock of our business activities to measure our current performance in the material areas of Environmental, Social, and Governance. The data-driven report will cover all operations of NIPSEA Group across the 18 countries where we are present in, for the financial year of 1st January to 31st December 2019.

As NIPSEA Group continues on this sustainability journey, we aim to develop better reporting frameworks to capture and communicate our commitments. This sustainability report will set the stage for our organisation to look into new ways of leveraging NIPSEA's 57 years of legacy in the paints and coating business to power change in the industry.

The report has been prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards ("GRI Standards"): Core option. The GRI Standards provide the principles and disclosures required by organisations to report their economic, environmental, and social performance and impacts. NIPSEA Group applies the GRI principles in defining the report's content and quality, as set out by the GRI Standards. Readers may refer to the full GRI Standards Index at the end of this report for an overview of the company's approach in this regard.

The data disclosed in this report is not externally assured at this time. NIPSEA Group will explore options to externally assure sections of high materiality when a higher level of maturity in reporting is established.

NIPSEA Group values the opinions of its stakeholders. We welcome all suggestions and feedback on how we can better our sustainability report or sustainability practices. Please share with us how we can further our commitments by contacting NIPSEA Group's Sustainability Working Group at [sustainability@nipsea.com.sg](mailto:sustainability@nipsea.com.sg).





# Chapter 2

**A Group of  
Companies United  
by Purpose**





# A Message from the Group Chief Executive Officer



FY2019 was a successful year. Revenues grew by 10.7% in comparison to FY2018, and we expanded our footprint to over 18 countries and regions across Asia Pacific. Our commitment to product innovation has led us to continue to be recognised as a leading coatings partner and provider across the architectural, automotive, industrial, marine and protective coatings segments, as well as a growing sealants, adhesives, fillers (SAF) category.

**While this is the first year we are delivering an upgraded sustainability report, we are no strangers to the concept of sustainability.**

We have always believed in making a positive and tangible difference as a Group congruent to our business needs, and this report contains the many actions and initiatives we carry out to bring this commitment to life.

To demonstrate our resolve to making progress in our sustainability efforts, we have from the get-go set in place appropriate targets and goals that we pledge to achieve.

In this report, we have also documented our achievements and outlined a look at our sustainability journey ahead.

You will also read about how we embed sustainability into our operations and products, while working directly with underserved communities to address current and future needs, as we become more environmentally and socially responsible in our everyday work, throughout the Asia Pacific region.

**Entering into smart partnerships is a key approach going forward to enhance our sustainability strategy.**

Today, we recognise that solely engaging in corporate social responsibility is no longer enough. Creating a strong business ecosystem with sustainability as its core is not without its challenges as it requires crossing geographical boundaries and systemic changes beyond the capabilities of individual companies.

As such, every of our action and partnership is carefully thought out and planned to mobilize our resources to catalyse real impact, requiring adept synergizing of key strengths across the Group.

We adopt our business philosophy of localisation when thinking about the impact we want to make in the different regions we operate in. Going forward, we look to continuously partner up with governments, investors, local communities, amongst many others, to build this culture of collaboration.

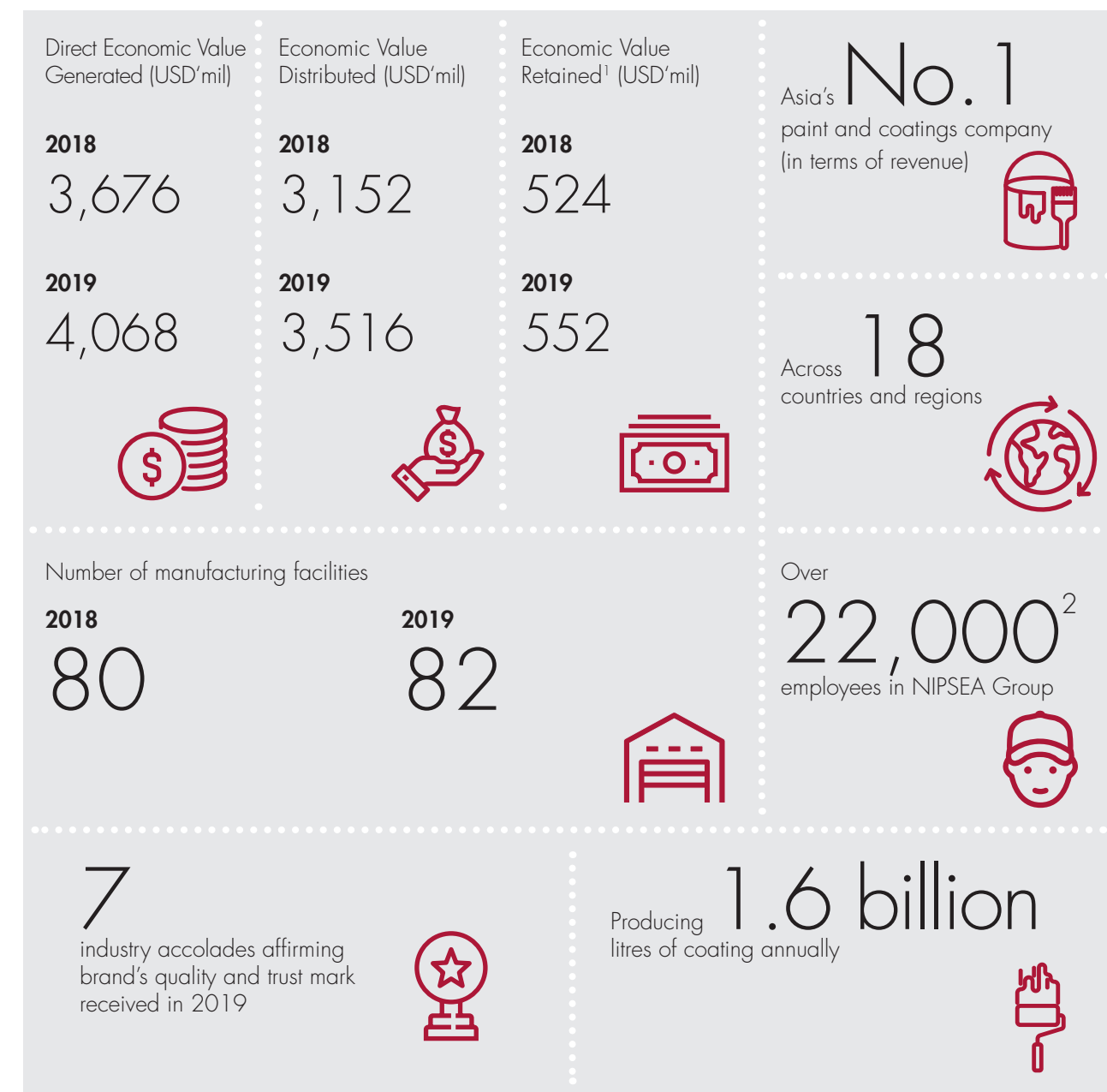
Our efforts so far have been very encouraging, and I look forward to sharing more exciting news going forward.

– **WEE Siew Kim**  
Group Chief Executive Officer  
NIPSEA Group

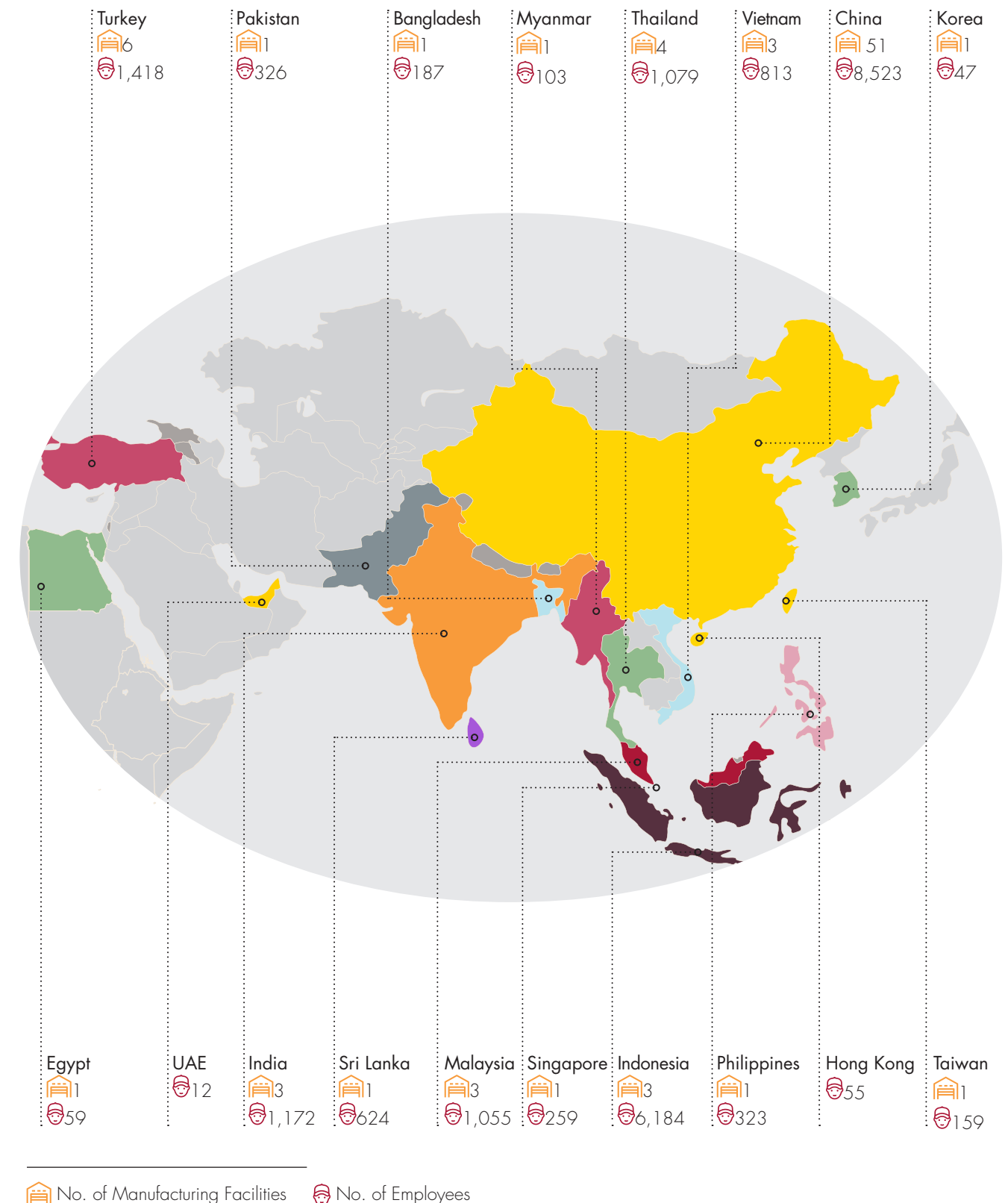
**Investing in people and communities is the key to making a difference that matters.**

# A Recap of Our 2019 Achievements

2019 is a year of growth and transformation for NIPSEA Group. Collectively, we seek to expand our portfolio of expertise in two ways – build on our range of offerings through innovation to create demand and serve in new business segments; and to sustain growth through our core businesses in Consumer & Professional Services, Architectural, Industrial and Automotives by adapting to local needs and ways of value creation.

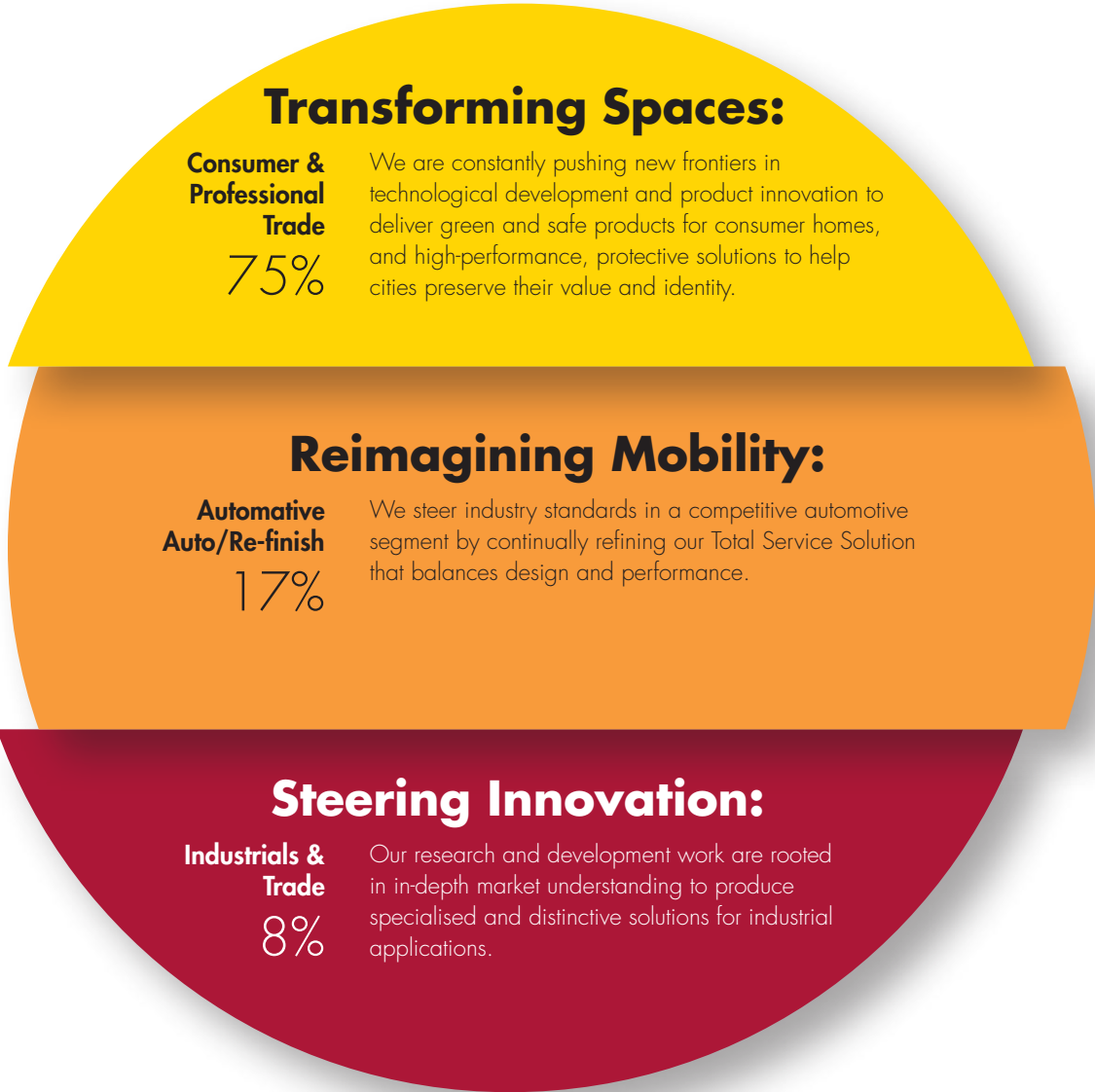


<sup>1</sup> Economic Value Retained refers to Profit before Tax (PBT)  
<sup>2</sup> Including Japan and Indonesia



# Making An Impact in Our Key Industries

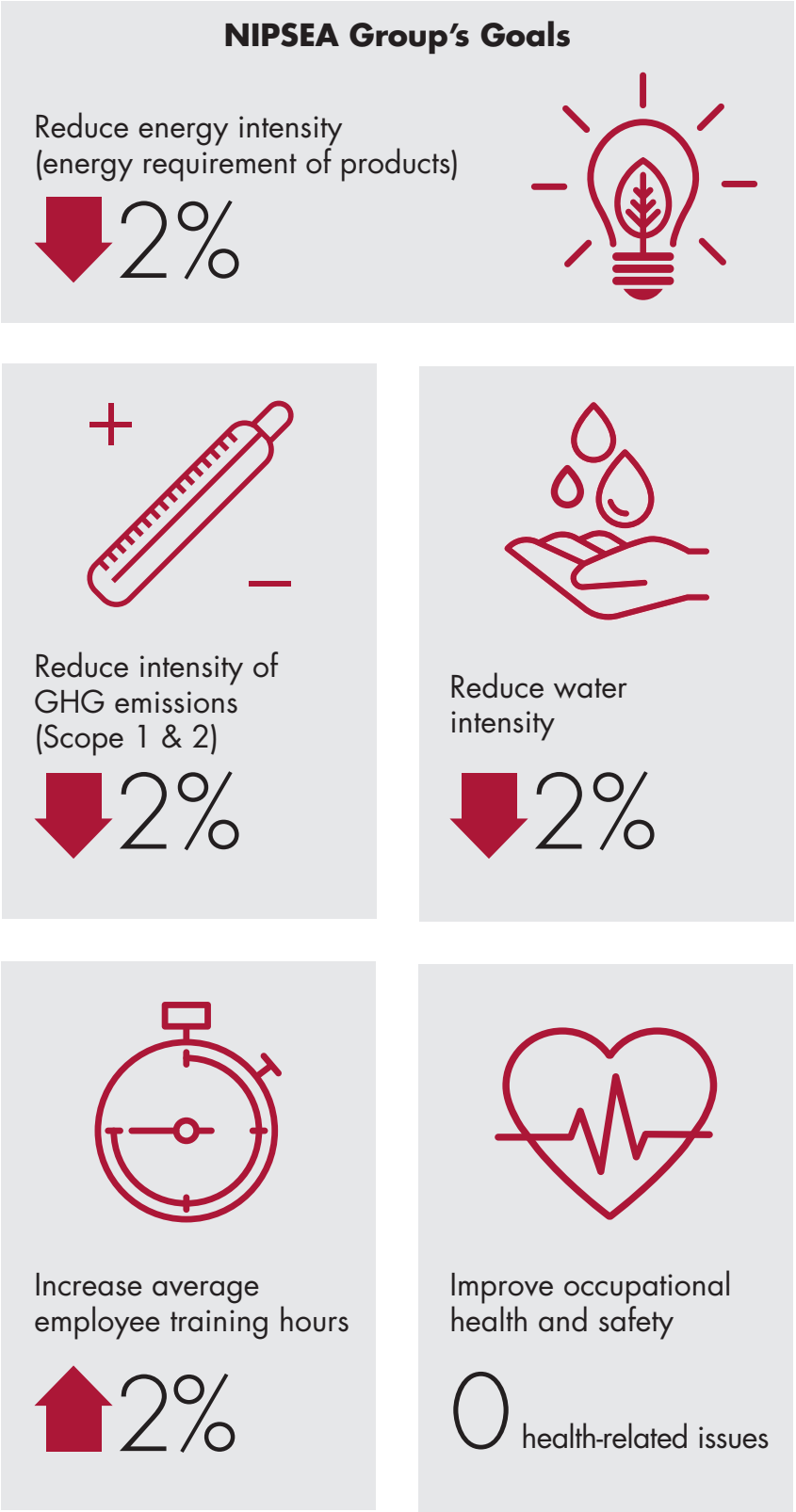
As we gain clarity of our sustainability journey ahead, we will keep focus on our three core business areas to lead the change. This is where we believe we can make the biggest difference, leveraging our strengths in coatings solutions of over 130 years.



# Creating a Sustainable Future in a Measured Way

Creating and delivering sustainable value to key stakeholders is fundamental to NIPSEA Group. We want to make a lasting, positive impact, while reducing potential effects of any unintended consequences.

To succeed in evolving business strategies to better develop sustainable value, a materiality assessment exercise, guided by a peer benchmarking study to understand industry best practices, was performed. This allowed NIPSEA Group to identify and prioritise GRI topics that are material to business operations, and also crucial to the needs and interests of our key stakeholders across our markets.





# Our Business Legacy



Established in 1962, as a partnership between Nippon Paint - our parent company, and Wuthelam Holdings Pte Ltd, we swiftly accelerated our growth in the region, expanding into Malaysia, the Philippines, and subsequently into China. In 2007, a new era began for NIPSEA Group, with our acquisition of consolidated subsidiaries across Asia Pacific to include markets such as Thailand, Taiwan, and South Korea.

Nippon Paint was established in Tokyo by Mr. Moteki Jujiro in 1881 and is now the largest coatings manufacturer in Asia, since pioneering the first paint plant in Japan. NIPSEA Group is a subsidiary of Nippon Paint Holdings, with the exception of PT Nippon Paint Indonesia.

## Embedding sustainability into our solutions

As we carry on this legacy, we recognize that we have immense opportunities to make a positive difference on our business, planet, and communities, to achieve the shared aspirations for improved lives as a society.

Through active collaboration with stakeholders that include customers, partners, and even our own co-workers, we continuously build upon collective expertise toward solving the world's pressing issues today. We also join forces with our groups of technologists, scientists, and chemists across the globe, while tapping on the extensive

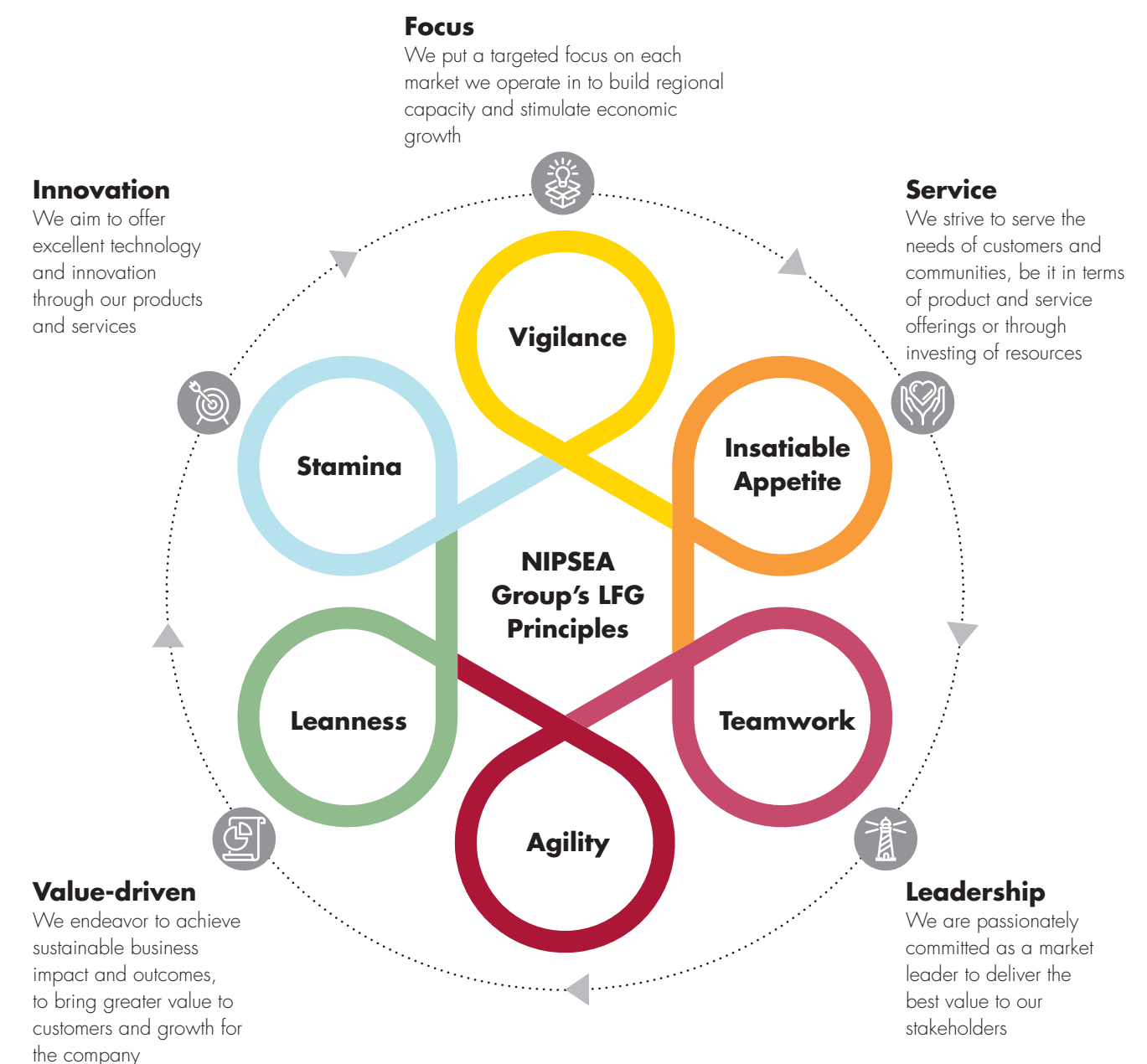
knowledge base of our suppliers and network of advanced educational and research institutes, to turn challenges into new solutions and approaches.

By relying on our culture of entrepreneurship, we strive to create an impact on the world around us in all that we do.

# Our Purpose

NIPSEA Group is guided by our mission to achieve sustainable long-term Value Creation for our stakeholders in the Paints & Coatings industry. This is embodied through our five commitments: Innovation, Service, Value-driven, Leadership, and Focus.

At the core of our business is close collaboration between our employees and stakeholders across teams and geographies. We are guided by our Lean For Growth (LFG) principle comprising six core values (VITALS) that seek to nurture an organisational vitality that is purpose-driven. These six values form the foundation of our belief that real and sustainable growth comes from a collaborative mindset of Excellence and Growth opportunities for our people.





# Chapter 3

**Our Strategy  
towards  
Sustainable  
Value  
Creation**





# Our Approach to Sustainability Management

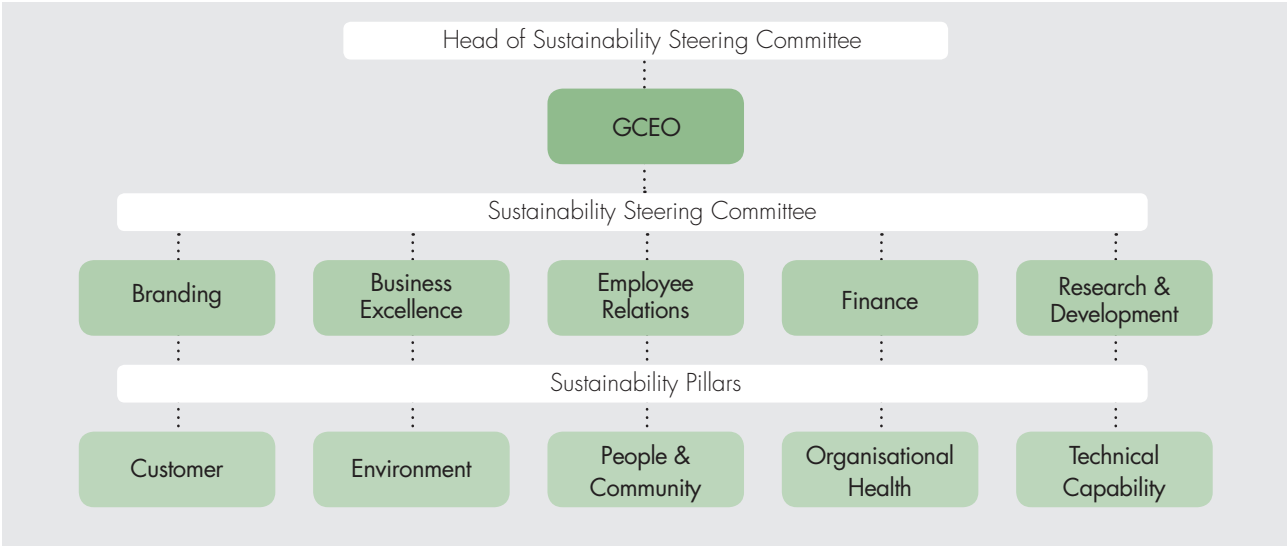
## Management Philosophy

At NIPSEA Group, we lead by the philosophy of “Mutual Prosperity” in the governance of our sustainability matters at the corporate group level. We believe that success can take place in a sustainable manner, where business viability goes hand in hand with protecting the planet and sharing our success with communities.

We aim to bring together the diverse competencies of our companies in NIPSEA Group to maximise impact across Environmental, Social and Governance topics, to ensure that we are well-positioned for strong sustainable growth through the next decade and beyond.

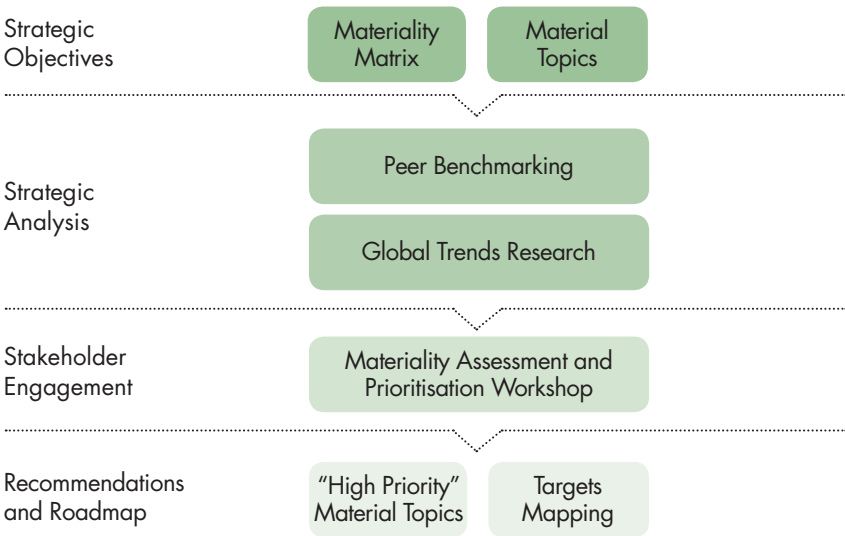
## Management Structure

NIPSEA Group’s sustainability commitments are led by our Group Chief Executive Officer (GCEO), and guided by the Sustainability Steering Committee which is made up of the heads of departments from our five core business functions: Branding, Business Excellence, Employee Relations, Finance, and Research & Development. The committee advises on ESG strategies that shape the organisation’s efforts across six broad themes – Customer, Environment, People, Community, Organisational Health, and Technical Capability, to maximise value creation and impact.



## Materiality Prioritisation

A materiality prioritisation exercise was conducted to determine Environmental (E), Social (S) and Governance (G) topics that are key and relevant to NIPSEA Group. Through peer benchmarking and global trends research, 25 ESG topics were identified. We further sharpened our sustainability focus in a materiality assessment and prioritisation workshop with key stakeholders to derive 17 material topics that NIPSEA Group is confident in creating the most impact through our core competencies.

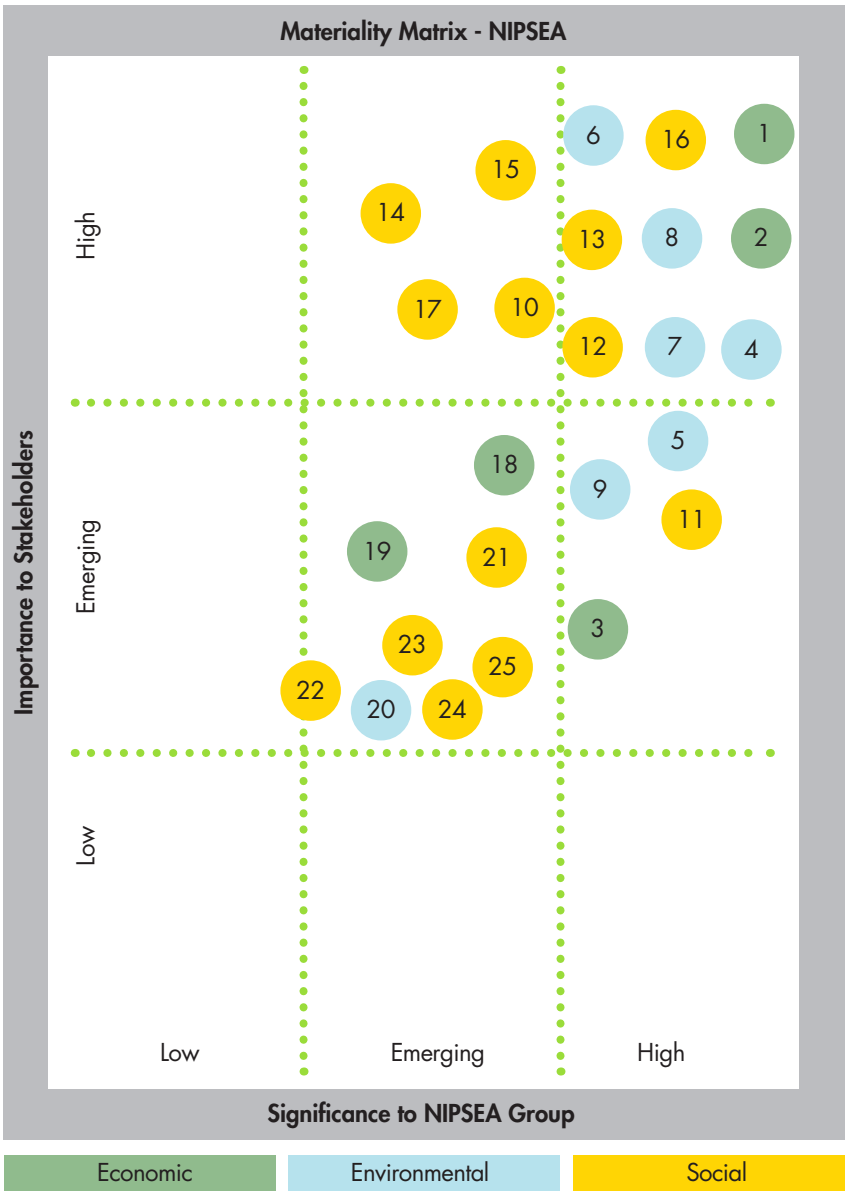


## Materiality Matrix

The 17 ESG topics are plotted on the materiality matrix and categorised as “High Priority”, while the other eight topics are categorised as “Emerging Priority”. The category of “High Priority” refers to topics that are most significant to NIPSEA Group and our stakeholders, driving the organisation’s sustainability leadership. These topics will guide our business strategies moving forward, and targets will be set to track progress of our efforts.

The category of “Emerging Priority” refers to topics to be considered by the group in the near future as part of fulfilment to rising stakeholder expectations and regulatory trends. Topics classified under this category can eventually be included in subsequent reports as “High Priority” when they become of greater significance to NIPSEA Group and our stakeholders.

Following the GRI principles, all 25 topics have also been classified according to the categories of Economic, Environmental and Social. The colour legend provides the reference to the categorisation of topics according to the GRI Standards.

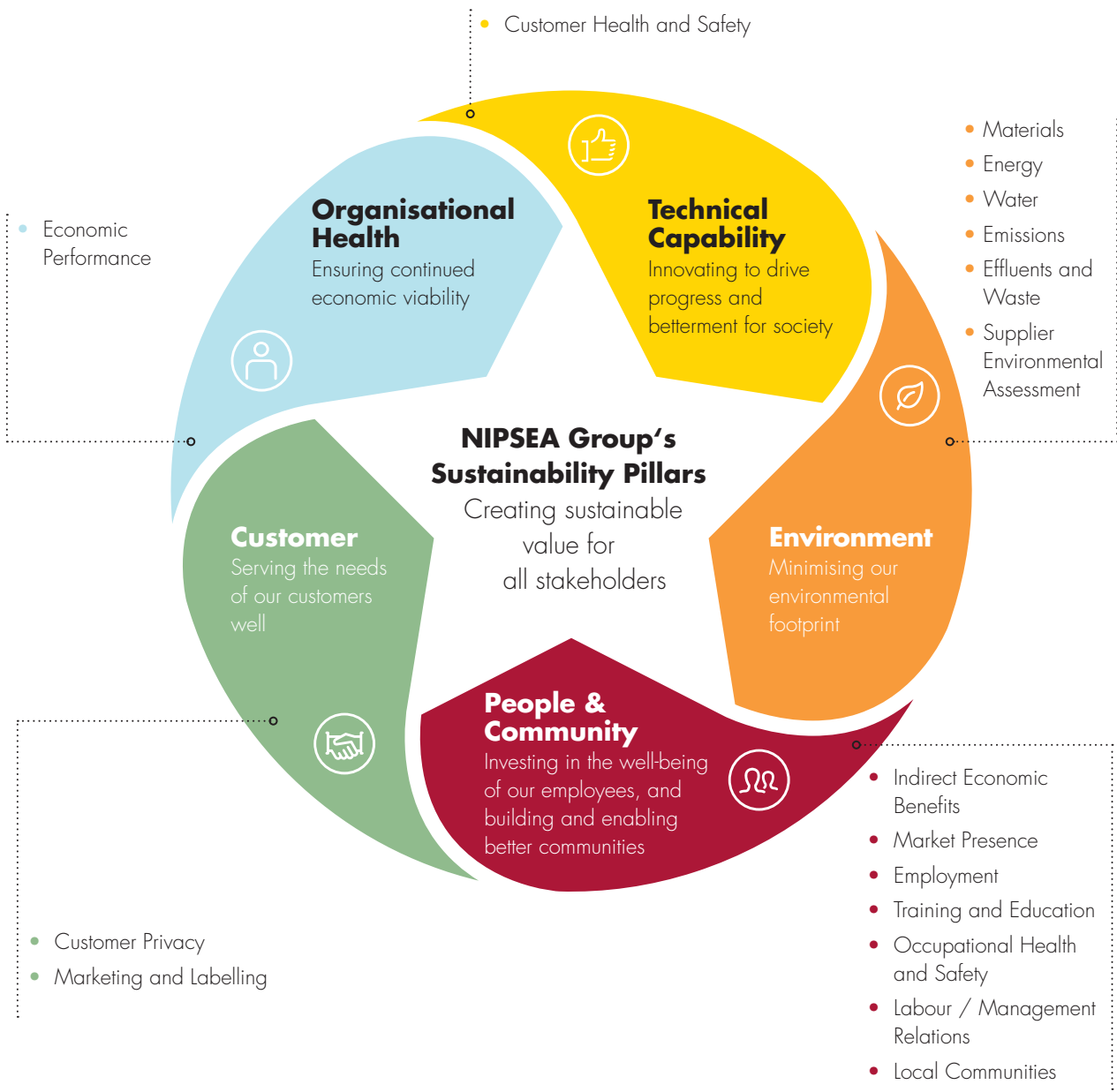


Ref	High Priority Topics
1	GRI 201–Economic Performance
2	GRI 202–Market Presence
3	GRI 203–Indirect Economic Impacts
4	GRI 301–Materials
5	GRI 302–Energy
6	GRI 303–Water
7	GRI 305–Emissions
8	GRI 306–Effluents and Waste
9	GRI 308–Supplier Environmental Assessment
10	GRI 401–Employment
11	GRI 402–Labour/Management Relations
12	GRI 403–Occupational Health & Safety
13	GRI 404–Training & Education
14	GRI 413–Local Communities
15	GRI 416–Customer Health & Safety
16	GRI 417–Marketing & Labelling
17	GRI 418–Customer Privacy
Ref	Emerging Priority Topics
18	GRI 204–Procurement Practices
19	GRI 205–Anti-Corruption
20	GRI 304–Biodiversity
21	GRI 405–Diversity & Equal Opportunity
22	GRI 408–Child Labour
23	GRI 409–Forced Compulsory Labour
24	GRI 42–Human Rights Assessment
25	GRI 414–Supplier Social Assessment



Sustainability Pillars

All “High Priority” topics are classified into business themes to allow us to effectively communicate our sustainability commitment, reflecting our aligned purpose to stakeholder expectations. Our sustainability strategies are based on five\* overarching pillars – Customer, Environment, People & Community, Organisational Health and Technical Capability.



\* For this report, the material topic of Economic Performance is disclosed under the section of “A Recap of Our 2019 Achievements”. For next year’s report, it will be disclosed in the chapter of Organisational Health, when a higher level of maturity of content disclosure for additional topics under the pillar is established.

Stakeholder Engagement

We are committed to staying involved and connected with our stakeholders to build mutually beneficial and enduring partnerships that create value on both sides of the equation. Close collaborations that entail the exchange of knowledge, information, and creative concepts help us stay ahead of challenges and in the know of trends taking place in today’s increasingly complex sustainability sphere.

We regularly engage our stakeholders through a variety of means that include reviews, forums, seminars, surveys, visits, working groups, amongst others. The table below details the engagement mechanisms used specific to each stakeholder group, as well as the frequency in which stakeholders are engaged using each method.

Stakeholders	Engagement Mechanisms	Frequency of Engagement
Employees	Internal communication channels	On a regular basis
	Teambuilding activities	On a regular basis
	Employee welfare reviews	Annually
Customers	Client meetings	On a regular basis
	Forums, seminars, and conferences	On a regular basis
	Customer service surveys	Annually
Suppliers	Site audits	Annually
	Sustainability performance questionnaires	Annually
	Tender process	As and when needed
Investors	Shareholder meetings	Quarterly
	Planning with Board and senior management committees	Quarterly
	Shareholder sustainability performance surveys	Annually
Government and Regulators	Compliance review and audits	As and when needed
	Collaborative projects	As and when opportunities arise
	Forums, seminars, and conferences	As and when opportunities arise
Business Partners	Client meetings	On a regular basis
	Customer service surveys	Annually
	Sustainability performance questionnaires	Annually
NGOs and Industry Groups	Performance outcome surveys	Annually
	Collaborative projects	As and when opportunities arise
	Sustainability performance questionnaires	Annually



# Chapter 4

## NIPSEA Group's Focus





# Environment

# Transforming into an Eco-Friendly, Green & Digitized Business

## Elevating the Game on Climate Change

NIPSEA Group recognises our role and responsibility in caring for the planet, and is committed to take action by minimizing our own environmental footprint through a variety of measures across our supply chain.

In our planet-positive agenda, we strive to ensure that we deliver more value to stakeholders, while concurrently lessening the impact on the environment in an economically sustainable manner.



NIPSEA Group’s environmental strategy is focused on delivering creative solutions that drive progress within the limits of our planet. Through our quality, environmental, health and safety management systems (QEHSMS), we take action across our value chain to embed eco-efficiency within our operations to reduce our environmental footprint while improving the overall efficacy of our economic activities. We drive actions around the improvement of processes and talents, as well as work closely with our external suppliers to align on our planet-positive approach.

Our management plays an active role in the transformation to circularity, undertaking activities to initiate and review QEHS objectives, targets, and programmes. All efforts are supported with site-specific initiatives and goals set by respective regional divisions to propel us towards achieving the ambitious environmental targets set out for FY2020.

### 6 focus areas of environmental impact:

- |   |           |  |   |                                   |  |
|---|-----------|--|---|-----------------------------------|--|
| 1 | Materials |  | 2 | Energy                            |  |
| 3 | Emissions |  | 4 | Water                             |  |
| 5 | Effluents |  | 6 | Supplier Environmental Assessment |  |

\* All intensity calculations in this chapter are based on the production output for the year



# Sustainable Sourcing of Materials

We believe that it is our responsibility to explore the use of new and more sustainable materials while leveraging technological innovations to strategically plan and mitigate any associated risks of material usage in our production processes.

NIPSEA Group actively deploys two criteria in our approach to material sourcing:

1. Our process efficiency should not be hindered by the availability of materials stemming from supply chain disruptions and price volatility
2. The management of materials has to be performed in a sustainable manner that provides a value-add to stakeholders

The usage of renewable and non-renewable materials is constantly monitored and tracked. At present, a significant proportion of materials used in production still consists of non-renewables such as oils and fossil fuels. However by leveraging technology, NIPSEA Group has achieved the use of 23% of renewable materials in production in FY2019. NIPSEA Group has also plans to gather such information from all of its suppliers for monitoring purposes.

Striving to go beyond regulatory compliance, Nippon Paint Singapore has set up a Technical Department that works on developing alternative sources of raw materials, or re-formulating current products to optimise or minimise the use of raw material input. Monthly management meetings with the Production and Procurement department are also carried out to address any inefficiencies or develop new solutions.



## Going the extra mile for the environment



To ensure that materials sourced are indeed environmentally-positive,

Nippon Paint India enforces an additional material inspection check by staff focusing on aspects of the materials that could contribute to CO<sub>2</sub> emissions, before materials are approved to be sent to the manufacturing sites.

We also adhere to supplementary standards on top of the standard compliance frameworks to include the Green CO audit system for the manufacturing sites and Green Pro process for product evaluations.

An internal team is assembled annually to rate the organisation's performance in material consumption, performance impact, and recycling status, before improvement actions are suggested. All audit actions and results are shared with stakeholders, and reviewed by the relevant authorities.

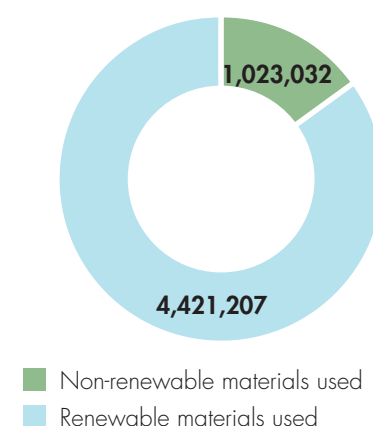
Currently, our manufacturing process for primary products and services does not include the use of recycled material inputs. Instead, we look at prioritising the re-usability of materials where applicable. Tank cleaning at our facilities uses recycled water for multiple tank washes.

As a Group, we monitor and review the effectiveness of our processes on a regular basis with a two-fold approach:

1. Benchmarking against global standards that include ISO 9001:2015, ISO 14001:2015, and SMP management systems
2. Evaluating results against organisational targets set out at the beginning of each year

To achieve the best outcomes for NIPSEA Group, we ensure the robustness of our production systems according to global standards, while tailoring requirements to our own operations.

## Materials used by weight, in tons



# Regenerating Energy and Reducing Carbon Emissions

Climate change is one of the greatest challenges that society faces today. Being part of the chemical industry, we recognise that a significant part of our environment footprint is contributed by greenhouse gas (GHG) emissions. NIPSEA Group views this as an opportunity to focus our environmental drive on energy efficiency as we rethink and reinvent applications of processes through an integrated risk and opportunity approach.

We use a combination of renewable and non-renewable sources of electric energy that include hydro turbines and solar panels, and petrol and diesel respectively to power both our operations-related and non-production related activities. In FY2019, our total energy consumption as a Group totals **906,048GJ**, while our energy intensity ratio for the organisation measures **236.28 MJ/ton**.

Our actions are guided by a Group Environmental Policy to reduce both direct and indirect energy consumption

within our business value chain. To achieve the impacts we desire, we deploy a variety of rules of conduct for the organisation.

## Our Group Environmental Policy for Energy and GHG emissions

- Our efforts in energy conservation aim to go above the regulatory compliances of the markets we operate in
- By providing employee skills training, we continue to improve the efficiency of current energy resources by supporting innovation in design and procurement aspects of machinery, tools, and production equipment
- Each year, management teams review and renew environmental work plans and targets. All updates are communicated to employees after

- Energy conservation and GHG emissions are to be considered the responsibility of all owners, executives, and employees at all levels, in complying with the specified measures.



## Doing more with less resource input at Nipsea Chemical Co., Ltd

Total energy consumption

↓ by **4.35%**,

Production volume

↑ by **2.39%**, and

CO<sub>2</sub> emissions

↓ by **5%**



Harnessing the power of new solar panels has decreased electricity usage at Nippon Paint India – IU division by

**24%**

Nippon Paint India IU division has taken the initiative to implement company-wide installation of solar panels atop its manufacturing sites. Similarly, Deco division is embarking on its solar panel installation this year. To reduce energy usage further, the manufacturing sites are refitting all light sources with LED lighting systems and replacing old-generation equipment with modernized upgrades that are more energy efficient.



# Regenerating Energy and Reducing Carbon Emissions

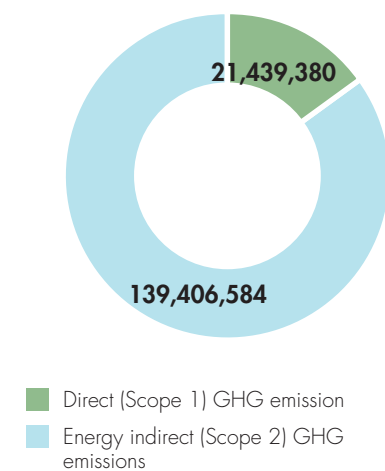
As of FY2019, we have reduced our energy consumption by **3641.34GJ** as a direct result of conservation, and achieved a **0.95MJ/ton** reduction in energy requirements of products and services. This was achieved as a result of the following actions taken across the Group:

- 1. Maintenance and monitoring programmes** that keep track of electrical power consumed per equipment per unit of output, based on the requirements of the ISO 14001 standard
- 2. Impact assessments** that identify inefficient energy users across the facility's process chain. At Nippon Paint Singapore, we use Innovative Quality Circle programmes to flag up such machinery or processes, and set aside an annual expenditure budget for capital upgrades or replacements
- 3. Monthly management meetings** that discuss energy and emissions performances allow for quick course revisions whenever necessary

GHG emissions are managed directly at the operating facilities under the ISO 14001:2015 environmental management systems. At each stage of the product development life cycle, an environmental impact control check for GHG emissions is conducted. In FY2019, our total GHG emissions for FY2019 totals **160,845,964 kgCO<sub>2</sub>**, while our emissions intensity measures **41.94kgCO<sub>2</sub>/ton**.

We also manage emissions through a systematic, long-term assessment of pollutant levels through Ambient Air Quality Monitoring. Performed twice a year, we collect and measure ambient air quality, stack emissions, Volatile Organic Compounds (VOCs) level and chemicals emitted. Air pollution control devices such as wet scrubbers, dust collectors, and spray paint booths have also been installed to reduce the amount of chemical pollutants released in the air.

**Greenhouse Gas Emissions (kgCO<sub>2</sub>)**



# Enabling Water Positivity

Water is central to the survival of the planet and the livelihood of its inhabitants, essential at both the human and economic level. It is no different at NIPSEA Group, with water being a critical raw material in our manufacturing processes.

Our total water consumption as an organisation in FY2019 totals **1,669 mega litres**. To achieve our overall goal of reducing water usage intensity on a year-to-year basis, water management at NIPSEA Group can be viewed from two lenses:

## 1. Feedback Systems

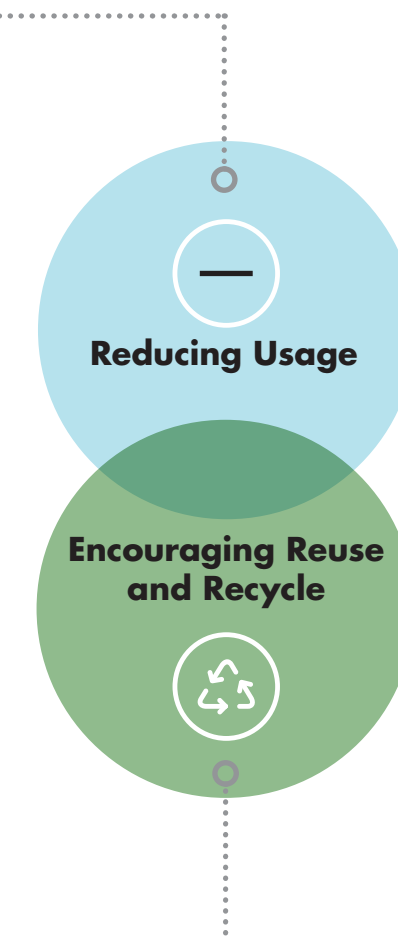
Internal communication and reporting systems are in place for employees to report any issues or suggestions for improvement.

## 2. Self-initiated Campaigns

Self-starter water saving campaigns are kick-started by individual organisations. Nipsea Chemical Co., Ltd conducts regular internal campaigns to encourage staff to minimise the output of waste water. As a result, we generated 578 tons of waste water as of FY2020 — a decrease of 2.4% YoY.

## 3. Use of Management Systems and Regulations

Under ISO 14001:2015 and local laws such as the Sewerage and Drainage (Trade Effluent) Regulations in Singapore, we use Systems, Applications and Products (SAP) to monitor the status of aspects such as machinery life cycle and water usage at consumption points across operation processes. Infrastructural areas that can improve efficiency are identified and rectified on a priority basis.



## 1. Leveraging Technology

We adopt technology that uses ultra-violet light and reverse osmosis to filter Effluent Treatment Plant (ETP) water to be reused in our products during the paint manufacturing process. Sewage Treatment Plant (STP) water is also recycled via the same process and used for gardening purposes.

## 2. Coordination Amongst Facilities

Close cooperation across production facilities of various products allow for cross-production recycling activities. For example, the wastewater of the binder production facility can be used as the raw water for the formulation of certain water-based paints.

Environmental pollution from wastewater generation is something we take seriously as well. We impose checks such as soil testing around the site to guard against pollution issues that can arise from water seepage. In the event of a chemical spill, spill kits and emergency response teams are readily on-hand. At different levels, strict treatment regulations are imposed on wastewater discharge.



## Wastewater that cannot be reused or recycled

Such wastewater are disposed as industrial waste and collected by a licensed collector for further treatment in accordance with local laws.



## Wastewater that requires treatment before disposal

Wastewater from lab basins are first treated in a dilution tank and tested by a third-party assessor, before they can be released as public sewage.



## Wastewater that can be disposed directly

Wastewater from toilets and wash basins are linked directly to public sewage.



# Minimizing Waste and Effluents Discharge

NIPSEA Group places great emphasis on waste disposal due to our regional scale of production and the chemical nature of our business. As such, we commit to prioritizing a responsible long-term strategy towards managing hazardous and non-hazardous waste across four action areas.

It is also mandatory that all manufacturing plants keep a running unit inventory of the following metrics in detail, combined with a yearly review to improve efficiency shortfalls through technology upgrades and maintenance.

1. Amount of waste generated
2. Efficiency rates of the treatment process
3. Amount of recyclable material regenerated

The effectiveness of our waste management programmes based on the figures recorded is evaluated against targets set out at the beginning of the financial year. Through yearend management meetings, improvement suggestions that typically involve process changes will then be suggested and implemented.



Nippon Paint China reduced the costs of waste management by

**~18.83mil USD  
(130mil RMB)**

in FY2019 through the use of streamlined production processes that reduce the use of nylon packaging bags by 630,000 pieces and drums usage by 4,191 drums.

1

## Checks and Balances

Under ISO 14001 and local waste disposal laws regulations, we conduct impact assessments to identify and track sources of effluents and waste generation to put in place procedures to manage them efficiently.

2

## Employee Awareness

We design programmes that promote a Reduce, Reuse and Recycle mind-set at work to cultivate a circular mentality amongst our employees.

3

## Product Labelling

We provide clear labelling that advises the proper disposal method of our products even after they have left our premises, on top of minimizing waste generation throughout the product development lifecycle.

4

## Disposal Treatments

Depending on the type of waste, different treatments are accorded. Recyclable materials such as metal and wooden pallets are reused and recycled by third-party contractors or done in-house. Other types of waste that cannot be recycled will be sent to landfills, composted, or incinerated.

# Adopting A Systems Perspective to be an Ethical Business



The Supplier Code of Conduct will communicate clear expectations for new and existing suppliers the minimum requirements on conducting an ethical business.

To monitor the suppliers' adherence to the Code, this entails us carrying out activities such as an annual supplier evaluation exercise performed by the procurement department via assessment reports.

Suppliers are also encouraged to attain additional accreditations by

local advocacy groups to cover a wider range of green assessments that include water, material, and power management.

We also recently raised the level of safety and environmental protection in the latest supplier evaluation chart from 10% to 20%. In the event that suppliers are unable to pass the evaluations due to raised standards, we provide solutions and guidance in elevating the supplier's processes.

As a Group,

- We subjected 71% (322) of new suppliers (453) to environmental criteria screening in FY2019
- Sourcing from local vendors is also another area of priority that we undertake as part of our commitment to engage with communities. At Nippon Paint Thailand, out of a base of 140 material suppliers, 130 of them are local vendors.



## The Supplier Code of Conduct covers three main areas:

### Business Practices and Ethics:

Our standard corporate policies that focus on legal and regulatory compliances such as anti-corruption and fair competition laws

### Health and Safety:

Our commitment to ensuring the health and safety of people in the workplace

### Environmental Regulation and Protection:

Our commitment to protecting and preserving a healthy and sustainable planet

# Customers

## Delivering Value to People and Places

Powered by innovation, NIPSEA Group seeks to deliver outstanding products and services to our customers by producing solutions that meet the exacting standards of their needs – ranging from consumer to industrial purposes.

With every high-performance and cost effective solution we create, NIPSEA Group ensures that a fine balance of protecting and safeguarding a healthy and sustainable living is maintained.



## Leading Product Stewardship with a Focus on Health and Well-Being

At NIPSEA Group, we take a serious view of ensuring the safety of our customers' health and well-being when they use our products. The commitment to keep them safe and protected from any potential risks guides our product stewardship. We engage modern technology to enhance the performance of the materials that go into our products without compromising the standards of health and safety that we consistently seek to uphold.

Product safety and legal compliance considerations begin from the solution formulation stage where we strictly adhere to quality controls laid out by internal and external safety regulations and requirements, to the product application stage where trainings are conducted and safety data sheets and safety labels are in place to guide end-users with the necessary knowledge to use our products. We also work closely with our retailers to maintain packaging quality to prevent any leakages or defects during the point of purchase.

Health and safety impact assessments\* are conducted on

**62%** of our significant product and service categories

\*Criteria assessed against include 1) Eco-friendly product, 2) SDS compliances, 3) Local government requirements (safety & health), 4) Customer requirements (safety & health), and 5) Professional certification.



We are guided by the following international standards:

- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018

We carry out annual reviews in accordance with the standards to discuss change and improvement, and any customer feedback or issues are recorded and deliberated, with countermeasures implemented accordingly.

At Nippon Paint Thailand, compliance tests are also carried out at the product-finish stage. Third-party labs are engaged to carry out independent lab tests on products, ensuring that products are independently assured to be safe for use.

At our Malaysia Group, line managers of on-ground teams and the department heads adopt a seamless reporting structure and process flow that follows a tight reporting schedule, to ensure the facility's quality compliance to ISO 14001.

NIPSEA Group is also in the process of devising an integrated information system that collects evidence and documents from our seven groups across 18 countries, barring certain differences that may arise due to handling of information differently according to local regulations. The integrated review will allow our management to have a consistent and clear feedback loop of information across all markets and enable a systematic approach in addressing all aspects of health and safety across the product life cycle.

### Replacing Hazardous Materials One Innovation at A Time



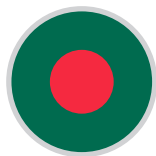
Korea Group continues to develop non-hazardous substitute materials to replace hazardous ones in products. In FY2019, we developed a material called "ADDITIVE 5" that contains 75% less hazardous material. It made up 3.57% of total products newly registered in the year.

In FY2020, we aim to develop three more non-hazardous substitute materials.



# Industry-First Solutions with Family Wellness in Mind

Adding colours and comfort to the lives of families around the world has always been the primary value we seek to offer our customers. In recent years, we have extended our mission to not only take care of our customers’ well-being, but also help them protect the environment which they thrive in.



Keeping common illnesses at bay



In FY2019, Nippon Paint Bangladesh produced the first-ever anti-bacterial paint - Nippon Paint Spotless Plus, specifically formulated to safeguard home surfaces against bacteria and stains. The water-based interior paint uses a proprietary Silver-Ion Anti-Bacterial Technology that effectively protects against a variety of bacteria strains such as MRSA, E-Coli, and Staphylococcus Aureus.

It also provides excellent wash properties through its Stain Guard Technology that facilitates the transformation of waterborne stains into beads, such that contaminated surfaces can easily be cleaned. In addition, this is an ultra-low volatile organic compound (VOC) paint that has been formulated without lead, mercury, and heavy metals, to ensure that it is non-toxic to the human touch.



Ensuring clean air indoors



Formaldehyde is a common indoor air contaminant that can pose a health hazard to young children, even at low levels. Research has shown that negative effects include the development of childhood asthma from prolonged exposure to the gas.

The **Nippon Paint Kidz Paint** created by Nippon Paint India features a Pure Acrylic Emulsion with Active Carbon Technology that absorbs formaldehyde in the air. Performing triple-duty, it also possesses anti-bacterial and easy-wash properties to thoroughly provide a hygienic and healthy living indoor environment ideal for children development.

# Bridging the Trust Gap in Customer Privacy and Data

Respecting and protecting our customers’ data privacy is of utmost importance to us. While we collect information to deliver better value for our customers, we ensure that any data provided to NIPSEA Group is protected against unauthorised or unintended use, access or disclosure.

Externally, our businesses are in strict adherence to the respective data protections laws across the markets that we operate in, such as Personal Data Protection Act in Singapore and Malaysia, Data Privacy Act 2012 in Philippines, and Personal Information Protection Act in Taiwan and South Korea. Internally, we have also set up a policy framework of strict guidelines in how we collect, use, share, and protect our customer’s personal information, called the Nippon Paint Data Protection Policy.

### What?

#### Information we collect

- Personal information**  
(e.g. address, telephone, number, e-mail address etc.,)
- Interactions with us**  
(e.g. a note or recording of a call or e-mail to us)
- Information on our products or network**  
(e.g. feedback about our products on public sites)
- Indication of preferences**  
(e.g. preferences as to how a customer would like to be contacted)
- Information from other organisations**  
(e.g. fraud-prevention agencies, business directories, credit reference agencies, etc)

### How?

#### We collect the information

- Subscribing to our services
- Registering for our product or service
- Signing up for our alerts or products
- Contacting us with a question or request for assistance
- Participating in a competition, lucky draw or survey

### Who?

#### We share the information with

- Companies in the NIPSEA Group
- Business partners and vendors we work with to deliver services customers have engaged to
- Industry regulators or other government organisations, as required by local law and regulations
- Financial institutions for purposes such as facilitating GIRO payments
- Research institutions for market analysis purposes

All information is only retained for as long as there is a business or legal need. In certain cases, we take additional precaution to encrypt and anonymise the information. If cross-border sharing of information is required, we ensure that the organisations overseas also observe strict confidentiality and data protection obligations.

In the event of a data privacy issue, customers are immediately notified and kept closely in touch with our staff. We also conduct regular internal audits on the safety and security of our data information properties and systems.

In FY2019, we recorded

- 0 substantiated complaints concerning breaches of customer privacy
- 0 cases of identified leaks, thefts, or loss of customer data

# Technical Capability

## Leveraging Our Culture of Innovation to Improve Lives

NIPSEA Group is committed to a strategy of innovation excellence to unlock opportunities and solutions that improve the standards of living for today's society. By understanding key trends that shape the appetites and preferences of our stakeholders today, we prioritize our investments in areas and pathways that deliver maximum value to them, while catalyzing growth for us.



## Innovation that Makes a Tangible Difference

Year-on-year, we continuously build on our technical capabilities to create breakthrough innovations that create a positive correlation between economic and societal benefits.



### Driving industrial cost-efficiencies

**\$0.2<sub>mil</sub>**  
USD/yr  
cost-savings



The **Nippon Paint NC-COAT 5901** for steel application was developed in Nipsea Chemical Co., Ltd to help industrial customers reduce the cost of paint. The paint allows for a natural reverse roll coating application that enables lesser paint to be used overall, thus reducing costs for customers. Further, this method of paint application allows for easy control of coating thickness, as compared to the typical natural coating method.



### Improving the structural resilience of homes

With more than 25% of homes in Taiwan being structurally old, "wall cancer" in homes is a common occurrence caused by chloride and mold as a result of water leakage from rainfall. Nippon Paint Taiwan thus developed a range of waterproof and anti-mold repair products to strengthen the roofs and overall structure of the building, thereby protecting homes against leaks and the resulting "wall cancer".



### Making beautiful homes economically viable for low-income communities

Understanding the needs of the community, Nippon Paint Sri Lanka developed the **Nippon Paint Atom 2-in-1** with the intention to offer beautiful homes at a fraction of the cost. Through close consultations with our decorating partners, combined with extensive in-house research and development, the paint is a multi-purpose emulsion that is ideal for both interior and exterior surfaces.

To further stoke economic development within the community, all complementing paint products for paint application such as brush handles and bristles are sourced directly from a local supplier – Brush Lanka Industries.



### Propelling never before-seen colour trends

A first-of-its-kind green on the road



Nippon Paint Philippines and popular Japanese automobile company Suzuki collaborated to produce the **Nippon Paint Jackal Green** – a never-before-seen colour, when debuting the new Suzuki Smash 115 motorbike. Inspired by social trends, we leveraged our expertise in colour creation to develop a one-of-a-kind colour paint to capture the youthful and confident personalities of young Filipino riders.

Our design team first did a market study on social, economic and design trends taking place in the Philippines, before coming up with the colour that expressed exactly how our customers would want to colour their lives on the road.



# Innovating For the Good of the Region



**2019 has been a year of sustainability action for Nippon Paint Hong Kong. Operating at the heart of Asia Pacific, we strive to continue innovating solutions that bring value to the region as a whole.**

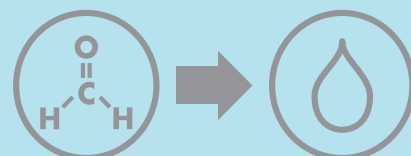


## Combatting the spread of dengue together

Nippon Paint Hong Kong developed the **Nippon Paint MozzieGuard** as part of the city's bid to fight the spread of dengue. The specially formulated coating uses an innovative technology that encapsulates insecticide in a paint polymer, such that only the *Aedes aegypti* mosquito is susceptible to the active ingredient in the insecticide.

The paint formula also has anti-fungal and anti-mould properties, preventing bacteria growth on wall surfaces.

Today, the paint is also a certified product under Singapore's National Environment Agency (NEA) – the citystate's public organisation responsible for ensuring a clean and green environment, as part of the nation's dengue and Zika prevention move towards an *Aedes* mosquito-free community.



## Improving safety at home through science

Another innovation by Nippon Paint Hong Kong is the Nippon Paint Kids Wood. A first-of-its-type formula developed specially for children's rooms, it features Formaldehyde Abatement as a core technology, which makes the paint capable of purifying harmful formaldehyde in the air and turning it into water. An odourless paint with anti-stain properties, it brightens the living space of children for a healthy and safe up-bringing.



# People

## Championing Employees as Our Competitive Advantage

Our employees are our greatest assets - key to our long-term growth and progress. We seek to attract and retain the best talent, readily investing in talent attraction and development to equip our workforce with skills and knowledge to remain competitive in today's fast-paced society.

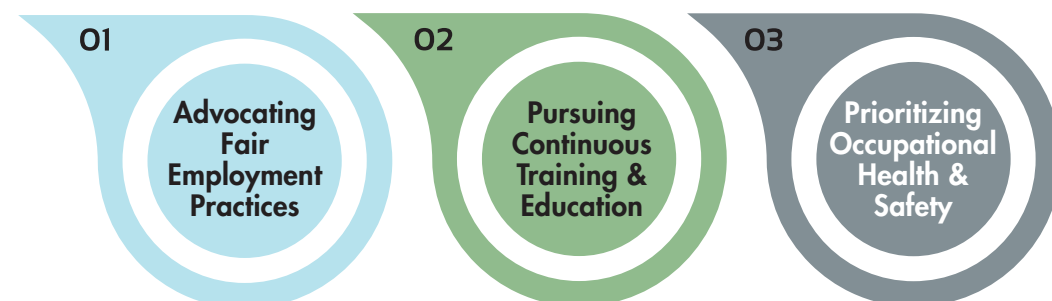
A key priority is also to nurture a supportive work environment that is inclusive and collaborative, with the well-being and safety of employees as a core focus.



# Putting People at the Heart of Our Value Creation Journey

At NIPSEA Group, we recognise that in order to create new value for the better good through our business activities, it is essential to invest in our people. We seek to provide an environment that attracts and retains talent, where individuals can achieve their full potential and have their personal well-being taken care of.

The following are three key areas of people priorities which NIPSEA Group emphasizes on in shaping the workplace of choice.



## Advocating Fair Employment Practices

NIPSEA Group maintains a diverse workforce comprising different genders, generations, nationalities, and expertise across regions. As of FY2019, the Group's new hire rate was **18.53%**. Our employment strategies align closely with regulatory requirements set by local authorities.

- Hiring Local:** We believe in hiring local talents across the markets that we are present in
- Focus on Futures:** Recruit and foster diverse talents with the best skills and expertise
- Young Talent:** We advocate for the grooming of a robust pool of young talent

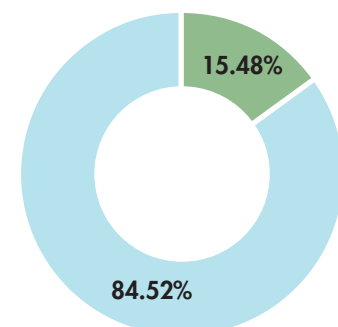
The local talent pool has always been a key driver in charting our way forward in the local markets for growth and competitive advantage. As of FY2019, more than 80% of our senior management across our 18 countries are local hires. This signals our commitment to the advancement of the local economy and its people.

In creating a supportive work environment, we offer a wide range of employee benefits during the term of employment. These include:

- Life insurance
- Medical insurance
- Paid parental leave for both genders
- Pension provision
- Reimbursements for expenses such as meals and transport

In the event of organisational changes that affect employees, policies outlining adequate preparatory measures are in place. A period of 1-3 months tender notice is enforced, depending on the job level of the employee. Higher level positions will require a longer notice period. The rule is also applied in cases that concern a collective bargaining agreement involving trade unions. As of FY2019, our Group's turnover rate was 17.41%.

**Proportion of senior management\* hired from the local community**



\*Director level and above

Local Hires Non-local Hires

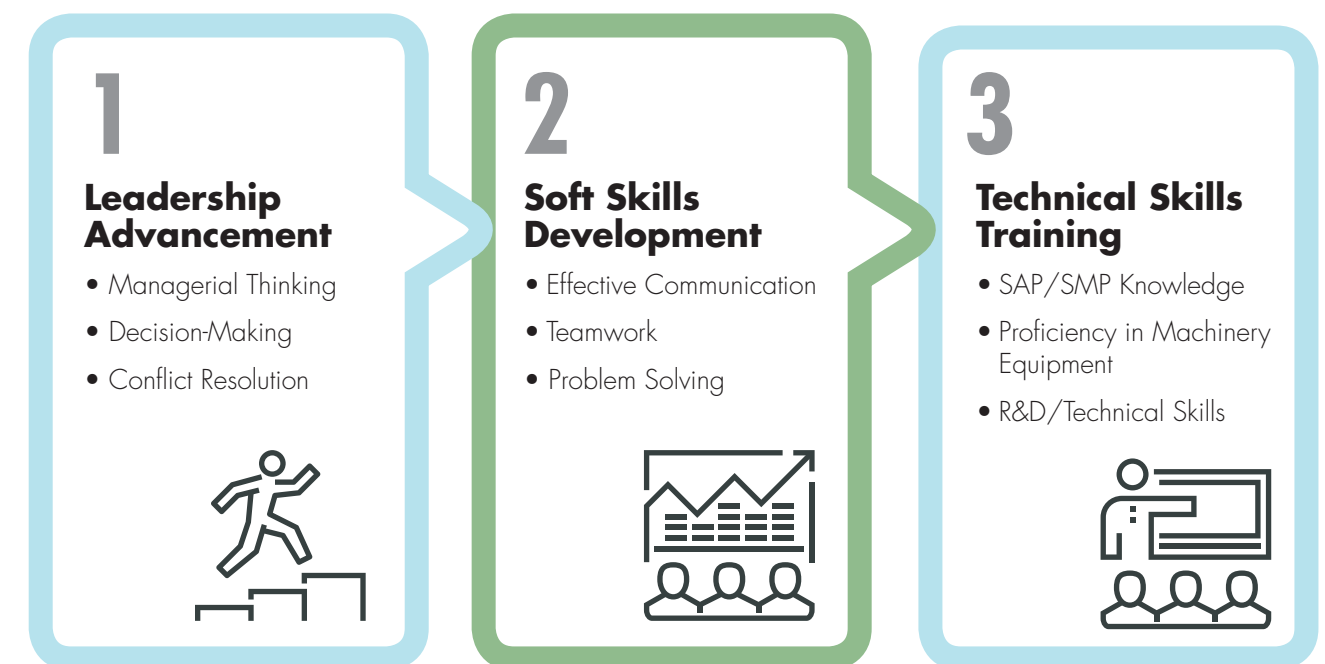
In FY2019, the return to work rate of employees that took parental leave was **97.34%** and **100%** for females and males respectively, while the retention rate<sup>1</sup> of employees that took parental leave was **95.08%** and **94.53%** for females and males respectively.

<sup>1</sup> Number of employees who have returned to and remained at work for at least one financial year, after the end of parental leave

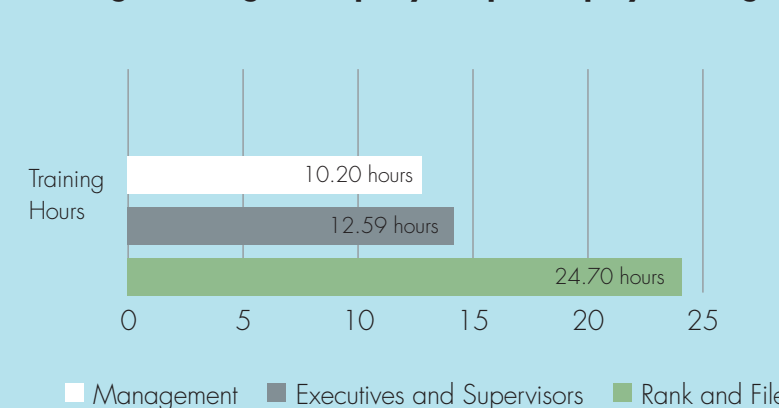
# Pursuing Continuous Training & Education

To build a skilled and capable workforce, we offer our employees a diverse range of training and educational programmes focused on personal effectiveness, leadership, and functional skills across the different job levels to support NIPSEA Group's strategic priorities and business needs.

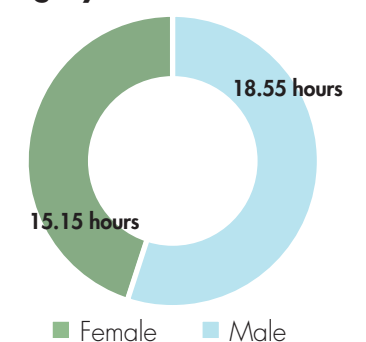
In FY2019, NIPSEA Group accorded a total of  
**266,389 hours**  
of training for our workforce



**Average training hours per year, per employee category**



**Average training hours per year, per gender category**





# Prioritizing Occupational Health & Safety

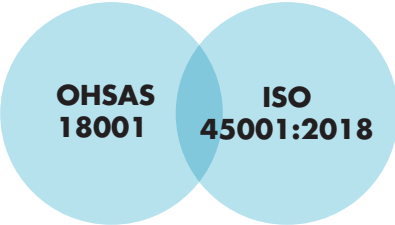
Employee safety is NIPSEA Group’s number one priority and we place a lot of emphasis on the physical and mental well-being of our people. We achieve this through the enforcement of safe behaviours and the provision of good health and working conditions under local laws and regulations, and the Group’s Quality, Environment, Safety and Health (QESH) protocol. Occupational health and safety committees oversee the management of workplace safety, chaired directly by Senior management.

### Preventing Work-Related Incidents

Our occupational health and safety (OHS) measures focus on the prevention of safety and hygiene hazards such as work-related injuries or ill health that could potentially arise from our manufacturing and operational activities such as production, chemical use & storage, formulation and manufacture of paints and allied products in factories.

Depending on the regions, we adhere to a range of international safety management systems to facilitate compliance and continuous improvement of safety standards. Objectives and targets are planned and tracked in a regional database that also houses industry best practices and suggested solutions to common issues.

Grievance mechanisms are in line with the requirements of local trade unions, and conveyed to staff through hand-books and internal communication procedures.



	For all employees (excluding contractors)	Contractors only
FY2019		
Number of recordable work-related injuries	109	20
Rate of recordable work-related injuries/200,000 hours worked	0.71	0.57
Rate of recordable work-related injuries/1,000,000 hours worked	3.53	2.83

To keep employees up to date on safety precautions, safety training workshops and briefings on subject matters such as chemical & PPE safety, machine use, or techniques that include life-saving and occupational first aid, are taught by internal or external experts.

A tailored training calendar is developed yearly per site based on a competency assessment, specific to work scope activities, site hazards, and safety standards. At Nippon Paint India there is an occupational health centre (OHC) present with trained first-aid providers armed with a first-aid box and a company ambulance to provide immediate assistance in the case of emergencies. Emergency eye-wash and showers are also maintained across all factories at NIPSEA Group.

### Taking Proactive Corrective Action

If a case on a potential safety hazard is filed, the OHS team will carry out an investigation on the reported incident. Employees who report the incident will not be penalised. Findings will be shared at management meetings and corrective action will be taken if necessary to prevent recurrences.

Any incident or accidents encountered are openly shared across the Group at monthly safety committee and management meetings, and any corrective measures will be communicated at biannual town-halls or rolled out in the form of worker training and development. As of FY2019, the number of cases of recordable work-related ill health<sup>2</sup> at NIPSEA Group stands at **five**.

# Prioritizing Occupational Health & Safety

We track and monitor performance, operational control and compliance to standards through various methods.



<sup>2</sup> Days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death



## Bringing Wellness to Employees

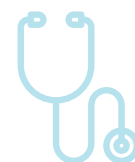


NIPSEA Group takes care of its people by implementing Employee Total Wellness programs that focus on developing employees mentally, physically, and professionally. In addition to e-courses and workshops that stimulate mental and physical activity, the Group also supports the formation of recreational clubs that allow employees to enjoy a wide range of activities together, from sporting events to arts, music and CSR activities.



### in-house clinic

There is an at Nippon Paint Malaysia where periodic medical screenings are carried out for employees handling hazardous materials or who are working in an environment that poses a higher health risk.



## Community

### Building and Enabling Better Communities

NIPSEA Group seeks to create change that matters. We will maximise tangible social impact by advancing education and empowering future generations to realise their potential, as we believe that the development of youth is key to sustainable growth for our future.

Beyond philanthropy and charity, we are committed to mobilizing our assets and resources to best serve the interests of these communities.





# Scaling Economic Prosperity through Education



In 2017, Nippon Paint China established the “**China Students Education Support Award**” – a teaching support award as part of its flagship “Color, Way of Love” corporate social responsibility (CSR) project. It aims to support the country’s national strategies in elevating the nation’s poverty line, while building a deeper understanding of its diverse cultural heritage amongst its citizens, to promote both economic and educational development.

Through the programme, we provide financial backing for university students to support communities in China via two tracks: 1) educate children and teachers with updated curriculum, and 2) conduct research to better understand traditional village architecture and cultural heritage to develop economic plans that embrace the area’s unique culture and values. The project sets up six different awards for college students, with funding ranging from 285 USD (2,000 RMB) to 1,428 USD (10,000 RMB).

From 2017 to 2019, students ventured into more than 197 cities in 31 provinces to support education, and headed into 328 villages and towns to conduct detailed studies on 322 traditional buildings.

In addition, the project also provided support and funds in upgrading the exteriors of rural schools and the development of art classrooms within.



## 11.86mil

lives in China have benefitted from our support through both tracks



## >98,000

students and teachers in areas have improve their knowledge capabilities from updated curriculum



# Elevating Learning for Future Generations

As a company that is focused on Asia Pacific, we aim to grow alongside it. In doing so, we do the best that we can in providing children with access to education, and safe and conducive learning environments that enable them to achieve sustained advancement for their future.



**Lighting up education for future generations**

## 232

rural children have been provided with essential food and housing needs



In June 2018, Nippon Paint Vietnam began an initiative called **Education Light** that provided basic essentials such as food and housing for students in need, in a bid to allow students to focus on learning without having to worry about the essentials of life. With the support of partner companies, we raised funds to provide nutritious meals to students, as well as engaged local architects to build one new school and two housing dormitories. In addition, we also developed art capabilities in children through art lessons.



**Leveraging our expertise in colour to boost learning capabilities**

## 250

school administrators from 125 schools have undergone our colour training classes



## 15

kindergartens have re-painted their classrooms according to our colour palettes



On top of providing financial support, we leverage our expertise in colours and paints to design conducive and ideal learning environments for children. In 2017, we embarked on a collaborative study titled **Colour Effect Project** with the Ministry of National Education and renowned psychologist Ayben Ertem, to further understand the psychological effects of colour on

children’s learning competence, and how to improve it.

Backed by scientific research, we launched the first ever colour catalogues in the country titled “The Effect of Colour on Children” and “The Use of Colour in Schools”, for children’s rooms and classes respectively. These are the first-ever nation-backed colour guides in shaping conversations on how colours affect the learning capabilities of children and adolescents.





# Building and Nurturing Talent Pipelines Globally



## 367,838

aspiring young designers engaged from 1,244 schools globally



## 35,300

submissions received since the programme's inception



## 39

renowned global design associations partnered with



### Asia Young Designer Awards (AYDA)

was first launched in 2008 as part of our vision to nurture the future generation of talents in the interior design and architectural landscape. A decade later, AYDA has evolved from a design competition to become a platform that offers opportunities for young talents to engage and gain first-hand knowledge and exposure through personalised coaching and skills-building workshops by renowned industry practitioners.

It has also extended its reach across 15 countries and regions in Asia Pacific. Every year, we continue to receive an increased number of award submissions. In 2019, we received 7,816 submissions, a 6% increase from 2018.



This year, we enhanced the programme through the following initiatives to further develop and strengthen the programme. This includes:

- **Increasing the credibility of AYDA** through the formation of an AYDA Council comprising of experts and professionals in the industry
- **Raising the profile of AYDA** by establishing a first-ever global partnership with Harvard GSD to offer participants opportunities to attend its prestigious 6-week Design Discovery Program, as well as set-up a 23mil JPY (217,000 USD) Gennosuke Obata Fellowship Fund which provides financial aid to Harvard University's GSD students from Asian countries, to help attract and support talented design scholars from the region
- **Boosting global and regional team synergy** by introducing a regional team and alignment meetings

**AYDA is a powerful combination of skills development and opportunity-matching for aspiring young designers. It has helped me open doors to experiences which I only once dreamed of having.**

*Tanay Narendra Bothara, Asia Young Designer of the Year 2018/19 (Architectural Category)*

# Empowering Underserved Communities

We believe in being a business that looks beyond mere profitability. As such, we aim to empower underserved communities by equipping them with skills and knowledge, and instilling confidence and ownership to overcome challenges



**Protégé in the making**

## 2,004

underserved students groomed as future talent



To achieve the best outcomes for vulnerable communities in Thailand, we introduce career-launching jobs for young people. Through a programme called **Protégé**, Nippon Paint Thailand SSC and Thailand's Department of Skills Development inked a three year Memorandum of Understanding (MoU) in July 2015 to



match students with our expert Painters, in grooming them as apprentices even before graduation. In September 2018, we renewed the MoU for another three years. We provide all the necessary materials and equipment on top of training under the guidance of

197 NP Thailand painters. We further expanded the reach of the programme to include 78 of our key customers as allies of the programme to advance our skills training agenda. As a result of the programme, we are able to spot untapped talent, which is crucial in building NIPSEA Group's future capabilities.



**Inspiring imaginations for the future**

## 88

global artists from countries such as the US, France, Italy, Argentina, amongst others



## 120

inspiring murals painted across rural areas in China



Generated **58,000** discussions about the importance of imagination through art, amongst the community and key education policy makers



While knowledge building is important for children, stimulating their imagination and creativity is just as crucial. It supports their confidence to form new ideas about the world, and more importantly, it creates in them hopes and aspirations for the future. Through the launch of Nippon Paint China's **Color, Way of Love Art+ Project** in 2016, we aimed to do just that. The project sees the participation of global artists creating meaningful mural paintings that speak of dreams and ambitions for the future, in rural schools across major cities and suburbs across China.





# Advancing Employment for Women



Female participation in a workforce in India is lower as compared to any other country. This makes it even harder for women in rural areas to make a living on their own as they lack the employable skills, not to mention the societal stigma of women holding a job.

**24**  
batches of trainee intake



**420**  
professional Indian women painters in the rural area of Tamil Nadu



**nShakti** was launched in April 2018 in a rural Kancheepuram village to empower unskilled women with technical skills in basic construction and professional painting, to be capable of earning a livelihood for themselves and their families. Women between the ages of 18 and 35 are taken in as trainees in PROceed Training Academy under the tutelage of Nippon India's expert Painters to acquire knowledge such as types of surfaces, paint characteristics, and



paint application. Many have since gone on to start their own painting service companies, while others have secured jobs within the construction industry.

Moving forward, we aim to continue developing this rural network of painters and extend this initiative into less privileged areas in other regional markets.

**nShakti has been a life-changing experience for me. Using the professional skills acquired, I have begun to establish personal business connections, to one day, start my own small paint dealership.**

*Rajkumari (from Myladadurai, Tamil Nadu), nShakti participant*

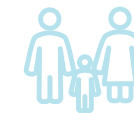
# Building Colourful and Connected Communities

We recognise that a tightly-knit social fabric is a key pathway to any nation's or organisation's success. We thus aspire to act as an enabler to build harmonious communities and improve social resilience.



**Providing safe spaces for bonding**

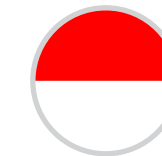
**> 12,000**  
members of the community enjoy the shared facilities



**3,000**  
children now have safe spaces to play in



With our initiative titled **SayangiRumahku** (translating to "love my home"), Nippon Paint Malaysia wanted to instill a sense of pride and belonging to a community amongst the B40 (the country's classification of households whose income level is considered as the bottom 40% of the nation), by improving their living conditions through the creation of common spaces around their home environment. In 2019, we collaborated with a local artist and designer to design safe yet visually-appealing communal spaces such as sitting areas and activity courts, spanning across 6,793sqft.



**Celebrating community with colour**

**> 3.4mil**  
Gapura residents bonded across a shared activity in Indonesia since 2016



**14,019**  
Gapuras painted in 2019 alone



In celebration of Indonesia's Independence Day, Nippon Indonesia wanted to preserve the culture of communal work known as "gotong royong", which involves the mutual cooperation of inhabitants within the

neighbourhoods to spruce up the surrounding environment, as a way to increase the sense of kinship within the communities. As such, we launched a yearly initiative called **Gapura Merah Putih**, which involves painting and decorating Gapuras - iconic arches across all of Indonesia, each unique to its location.

Every year since 2016, in true testament of "gotong royong", Nippon Paint Indonesia employees willingly volunteer for tasks that include rallying the community to nominate the Gapura to be painted, all the way to distributing and painting the Gapuras alongside the community. An initiative that has truly embedded itself as part of the local communities' celebratory practice, all stakeholder groups of the community look forward to the yearly activity.





# Chapter 5

## Appendix





# 2019 ESG Data

## Economic Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
GRI 201	Economic Performance										
201-1	Direct economic value generated and distributed	Direct Economic Value Generated: Revenues (USD'mil)	USD	Not applicable – calculated at the NIPSEA Group level							4,068
		Economic Value Distributed (USD'mil)	USD	Not applicable – calculated at the NIPSEA Group level							3,516
		Economic Value Retained (USD'mil)	USD	Not applicable – calculated at the NIPSEA Group level							552
201-3	Defined benefit plan obligations and other retirement plans	Mention the estimated value of the resources (USD'mil)	USD	Not applicable – calculated at the NIPSEA Group level							27
201-4	Financial assistance received from government	Financial assistance from government (USD'mil)	USD	Not applicable – calculated at the NIPSEA Group level							14
GRI 202	Market Presence										
202-2	Proportion of senior management hired from the local community	Number of senior managers at significant location of operation hired from local community (%)	%	78%	75%	98%	92%	86%	80%	100%	85%
		Total number of senior management at significant location of operation	–	127	12	47	12	7	15	19	239
		Number of senior managers at significant location of operation hired from local community	–	99	9	46	11	6	12	19	202
GRI 203	Indirect Economic Impacts										
203-1	Infrastructure investments and services supported	Qualitative information not available in this table		Refer to Chapter 4: Community – Building and Nurturing Talent Pipelines Globally for details							

# 2019 ESG Data

## Environment Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
GRI 301	Materials										
301-1	Materials used by weight or volume	Non-renewable material used	ton	3,055,243	17,465	1,178,805	42,541	55,835	71,319	N.A.	4,421,207
		Renewable material used	ton	729,385	22,152	195,551	6,506	13,933	55,505	N.A.	1,023,033
301-2	Recycled input materials used	Qualitative information not available in this table		Refer to Chapter 4: Environment – Sustainable Sourcing of Materials for details							
GRI 302	Energy										
302-1	Energy consumption within the organization	Total energy consumption	GJ	569,890	12,232	196,230	85,080	19,283	23,333	N.A.	906,048
		Non-renewable energy	GJ	186,139	3,161	95,226	17,478	2,191	2,098	N.A.	306,293
		Renewable energy	GJ	N.A.	N.A.	N.A.	N.A.	2,017	N.A.	N.A.	2,017
		Electricity consumption in kWh	GJ	383,751	9,071	101,004	67,602	15,075	21,235	N.A.	597,738
302-3	Energy intensity	Energy intensity ratio for the organization	MJ/ton	182	439	420	2,198	262	252	N.A.	236
		Production output of the year in ton	ton	3,134,615	27,873	467,172	38,705	73,686	92,663	N.A.	3,834,714
		Total energy consumption	MJ	569,890,000	12,232,000	196,230,288	85,080,000	19,282,840	23,332,833	N.A.	906,047,961
302-4	Reduction of energy consumption	Amount of reductions in energy consumption achieved as a direct result of conservation (GJ)	GJ	431	334	747	70	1,493	567	N.A.	3,641
		Amount of reductions in energy consumption achieved as a direct result of conservation (kWh)	kWh	119,819	92,838	207,360	19,475	416,637	157,361	N.A.	1,013,490
302-5	Reductions in energy requirements of products and services	Reductions in energy / production vol in ton (MJ/tonnes)	MJ/ton	Not applicable – calculated at the NIPSEA Group level							0.95
GRI 303	Water (Revised: 2018)										
303-1	Interactions with water as a shared resource	Qualitative information not available in this table	Refer to Chapter 4: Environment – Enabling Water Positivity for details								
303-2	Management of water discharge related impacts	Qualitative information not available in this table	Refer to Chapter 4: Environment – Enabling Water Positivity for details								
303-3	Water withdrawal	Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources	MI	1,750.27	39.88	358.15	90.87	26.98	83.76	N.A.	2,349.91
		Surface water	MI	N.A.	N.A.	N.A.	N.A.	0.30	N.A.	N.A.	0.30
		Groundwater	MI	62.86	N.A.	8.88	N.A.	24.81	3.72	N.A.	100.27
		Third-party water	MI	1,687.41	39.88	349.27	90.87	1.86	80.04	N.A.	2,249.34



# 2019 ESG Data

## Environment Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
GRI 303	Water (Revised: 2018)										
303-3	Water withdrawal	A breakdown of total water withdrawal from each of the sources listed in Disclosures in megaliters by the following categories									
		Freshwater (≤1,000 mg/L Total Dissolved Solids)	MI	1,750.27	39.88	358.15	90.87	26.98	83.76	N.A.	2,349.91
303-4	Water discharge by quality and destination	Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources	MI	410.12	10.43	160.42	73.90	N.A.	48.97	N.A.	703.83
		Surface water	MI	13.93	9.85	31.78	4.42	N.A.	19.06	N.A.	79.04
		Third-party water	MI	396.19	0.58	128.64	69.47	N.A.	29.91	N.A.	624.78
		A breakdown of total water withdrawal from each of the sources listed in Disclosures in megaliters by the following categories									
		Freshwater (≤1,000 mg/L Total Dissolved Solids)	MI	3.42	9.85	104.05	4.42	N.A.	48.82	N.A.	170.56
		Other water (>1,000 mg/L Total Dissolved Solids)	MI	406.69	0.58	56.37	69.47	N.A.	N.A.	N.A.	533.11
303-5	Water consumption	Total water consumption from all areas in megaliters	MI	1,332.48	29.43	228.04	16.97	26.97	34.82	N.A.	1,668.71
GRI 305	Emissions										
305-1	Direct (Scope 1) GHG emissions	Total Direct (Scope 1) GHG emissions	kgCO <sub>2</sub>	10,634,240	270,772.24	7,319,921.07	1,000,246.00	155,210.00	2,058,990.18	N.A.	21,439,380
305-2	Energy indirect (Scope 2) GHG emissions	Total Energy indirect (Scope 2) GHG emissions	kgCO <sub>2</sub>	110,380,092	956,182	10,929,477	10,336,759	538,940	6,265,135	N.A.	139,406,584
305-4	GHG emissions intensity	GHG emissions intensity ratio for the organization	kgCO <sub>2</sub> /ton	38.61	44.02	39.06	292.91	9.42	89.83	N.A.	41.94
		Total GHG emissions (Scope 1 and 2)	kgCO <sub>2</sub>	121,014,332.46	1,226,953.99	18,249,397.80	11,337,004.62	694,150	8,324,124.71	N.A.	160,845,963.58
		Production output of the year in ton	ton	3,134,615	27,873	467,172	38,705	73,686	92,663	N.A.	3,834,714
305-5	Reduction of GHG emissions	GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> )	tCO <sub>2</sub>	Not applicable – calculated at the NIPSEA Group level							130.44
GRI 306	Effluents and Waste										
306-1	Water discharge by quality and destination	Total volume of planned and unplanned water discharges	MI	410.12	10.43	160.42	73.90	N.A.	48.97	N.A.	703.83

# 2019 ESG Data

## Environment Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
306-2	Waste by type and disposal method	Total weight of hazardous waste	ton	5,842	203	4,235	3,631	571	1,936	N.A.	16,419
		Reuse	ton	N.A.	N.A.	470	392	481	82	N.A.	1,425
		Recycling	ton	2,336	45	374	1,183	33	1,030	N.A.	4,999
		Composting	ton	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		Recovery, including energy recovery	ton	N.A.	N.A.	3,005	94	45	79	N.A.	3,223
		Incineration (mass burn)	ton	3,506	96	275	1,412	12	586	N.A.	5,888
		Deep well injection	ton	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		Landfill	ton	N.A.	63	77	167	N.A.	140	N.A.	447
		On-site storage	ton	N.A.	N.A.	34	N.A.	N.A.	N.A.	N.A.	34
		Other (to be specified by the organization)	ton	N.A.	N.A.	N.A.	383	N.A.	19	N.A.	402
		Total weight of non-hazardous waste	ton	29	72	1,926	72	518	1,147	N.A.	3,765
		Reuse	ton	N.A.	N.A.	48	14	N.A.	431	N.A.	493
		Recycling	ton	N.A.	N.A.	524	N.A.	518	146	N.A.	1,188
		Composting	ton	N.A.	10	14	N.A.	N.A.	N.A.	N.A.	24
		Recovery, including energy recovery	ton	N.A.	N.A.	1,200	N.A.	N.A.	N.A.	N.A.	1,200
		Incineration (mass burn)	ton	29	10	N.A.	N.A.	N.A.	56	N.A.	95
		Deep well injection	ton	N.A.	7	N.A.	58	N.A.	10	N.A.	74
		Landfill	ton	N.A.	N.A.	93	N.A.	N.A.	442	N.A.	535
		On-site storage	ton	N.A.	45	N.A.	N.A.	N.A.	N.A.	N.A.	45
		Other (to be specified by the organization)	ton	N.A.	N.A.	47	N.A.	N.A.	63	N.A.	110
306-4	Transport of hazardous waste	Hazardous waste transported	ton	5,842	203	4,035	3,631	571	1,936	N.A.	16,219
		Hazardous weight treated	ton	2,436	45	901	1,183	513	1,053	N.A.	6,130
GRI 308	Supplier Environmental Assessment										
308-1	New suppliers that were screened using environmental criteria	Total number of new suppliers selected/contracted within the reporting period	–	281	16	91	16	35	14	N.A.	453
		Total number of new suppliers selected/contracted subjected to screening using environmental criteria	–	281	6	12	9	14	N.A.	N.A.	322
		Percentage of new suppliers selected/contracted subjected to screening using social environmental (%)	%	100%	38%	13%	56%	40%	N.A.	N.A.	71%



# 2019 ESG Data

## Social Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
GRI 401	Employment										
401-1	New employee hires and employee turnover	By gender and age category (Male)									
		New hire (Male under 30 years old)	—	708	8	171	39	177	127	1	1,231
		New hire (Male 30-50 years old)	—	628	13	206	45	217	69	7	1,185
		New hire (Male over 50 years old)	—	11	N.A.	4	2	3	9	1	30
		Turnover (Male under 30 years old)	—	575	8	128	13	131	133	1	989
		Turnover (Male 30-50 years old)	—	480	25	192	49	156	169	10	1,081
		Turnover (Male over 50 years old)	—	49	1	27	12	2	42	2	135
		By gender and age category (Female)									
		New hire (Female under 30 years old)	—	186	N.A.	63	5	9	33	1	297
		New hire (Female 30-50 years old)	—	169	2	49	14	5	21	2	262
		New hire (Female over 50 years old)	—	1	N.A.	2	N.A.	N.A.	1	N.A.	4
		Turnover (Female under 30 years old)	—	178	N.A.	49	2	7	32	N.A.	268
		Turnover (Female 30-50 years old)	—	134	3	148	8	5	22	3	323
		Turnover (Female over 50 years old)	—	10	N.A.	11	2	N.A.	7	1	31
New hire rate (%)	%	20%	10%	13%	14%	35%	15%	19%	19%		
Turnover rate (%)	%	17%	16%	15%	11%	26%	23%	27%	17%		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Qualitative information not available in this table		Refer to Chapter 4: People – Advocating Fair Employment Practices for details							
401-3	Parental leave	By gender and age category (Male)									
		Total number of employees that were entitled to parental leave (Male)	—	2,246	56	967	23	21	40	1	3,354
		Total number of employees that took parental leave (male)	—	232	19	144	N.A.	21	40	1	457
		Total number of employees that returned to work in the reporting period after parental leave ended (Male)	—	232	19	144	N.A.	21	40	1	457
		Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work (male)	—	212	19	140	N.A.	20	40	1	432
		By gender and age category (Female)									
		Total number of employees that were entitled to parental leave (Female)	—	608	15	463	217	4	19	N.A.	1,326
		Total number of employees that took parental leave (Female)	—	122	8	31	4	4	19	N.A.	188
		Total number of employees that returned to work in the reporting period after parental leave ended (Female)	—	120	8	29	4	3	19	N.A.	183

# 2019 ESG Data

## Social Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
GRI 401	Employment										
401-3	Parental leave	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work (Female)	–	112	8	28	4	3	19	N.A.	174
		Return to work rate of employees that took parental leave (Male)	%	100%	100%	100%	N.A.	100%	100%	100%	100%
		Return to work rate of employees that took parental leave (Female)	%	98%	100%	94%	100%	75%	100%	N.A.	97%
		Retention rates of employees that took parental leave (Male)	%	91%	100%	97%	N.A.	95%	100%	100%	95%
		Retention rates of employees that took parental leave (Female)	%	93%	100%	97%	100%	100%	100%	N.A.	95%
GRI 402	Labor/Management Relations										
402-1	Minimum notice periods regarding operational changes	Qualitative information not available in this table		Refer to Chapter 4: People – Advocating Fair Employment Practices for details							
GRI 403	Occupational Health and Safety (Revised: 2018)										
403-1	Occupational health and safety management system	Qualitative information not available in this table		Refer to Chapter 4: People – Prioritizing Occupational Health & Safety for details							
403-2	Hazard identification, risk assessment, and incident investigation	Qualitative information not available in this table		Refer to Chapter 4: People – Prioritizing Occupational Health & Safety for details							
403-3	Occupational health services	Qualitative information not available in this table		Refer to Chapter 4: People – Prioritizing Occupational Health & Safety for details							
403-4	Worker participations, consultation, and communication on occupational health and safety	Qualitative information not available in this table		Refer to Chapter 4: People – Prioritizing Occupational Health & Safety for details							
403-5	Worker training on occupational health and safety	Qualitative information not available in this table		Refer to Chapter 4: People – Prioritizing Occupational Health & Safety for details							
403-6	Promotion of worker health	Qualitative information not available in this table		Refer to Chapter 4: People – Prioritizing Occupational Health & Safety for details							
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Qualitative information not available in this table		Refer to Chapter 4: People – Prioritizing Occupational Health & Safety for details							
403-8	Workers covered by an occupational health and safety management system	The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system;	%	100%	100%	100%	100%	100%	100%	N.A.	100%
		The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited	%	100%	100%	100%	100%	100%	100%	N.A.	100%



# 2019 ESG Data

## Social Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
<b>GRI 403</b>	<b>Occupational Health and Safety (Revised: 2018)</b>										
403-8	Workers covered by an occupational health and safety management system	The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party.	%	100%	100%	100%	100%	100%	100%	N.A.	100%
		Total number of employee for the financial year	–	10,096	221	3,477	977	1,872	1,953	N.A.	18,596
403-9	Work-related injuries	<b>For all employees (exclude contractors)</b>									
		The number and rate of fatalities as a result of work-related injury	–	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		The number and rate of high-consequence work-related injuries (excluding fatalities)	–	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		The number and rate of recordable work-related injuries	–	9	N.A.	84	1	10	5	N.A.	109
		Total number of hours worked	–	15,755,806	458,064	6,347,929	1,447,070	2,757,600	4,092,732	N.A.	30,859,201
		The number and rate of recordable work-related injuries (200,000 hours)	per 200,000 worked hours	0.11	N.A.	0.72	8.57	0.73	0.24	N.A.	0.71
		The number and rate of recordable work-related injuries (1,000,000 hours)	per 1,000,000 worked hours	0.57	N.A.	3.62	42.85	3.63	1.22	N.A.	3.53
		<b>For contractors only</b>									
		The number and rate of fatalities as a result of work-related injury	–	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		The number and rate of high-consequence work-related injuries (excluding fatalities)	–	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		The number and rate of recordable work-related injuries	–	1	N.A.	14	3	N.A.	2	N.A.	20
		Total number of hours worked	–	2,935,008	14,616	1,456,944	476,256	1,735,200	448,152	N.A.	7,066,176
		The number and rate of recordable work-related injuries (200,000 hours)	per 200,000 worked hours	0.07	N.A.	N.A.	5.88	N.A.	2.23	N.A.	0.57
		The number and rate of recordable work-related injuries (1,000,000 hours)	per 1,000,000 worked hours	0.34	N.A.	N.A.	29.40	N.A.	11.16	N.A.	2.83
403-10	Work-related ill health	The number of fatalities as a result of work-related ill health		N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		The number of cases of recordable work-related ill health		1	N.A.	4	N.A.	N.A.	N.A.	N.A.	5
		The number of fatalities as a result of work-related ill health		N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
		The number of cases of recordable work-related ill health		N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

# 2019 ESG Data

## Social Performance

	NPX Group	Description	Metric	Greater China Group	Korea Group	Malaysia Group	Thailand Group	India Group	Singapore Group	Others	NIPSEA Group
GRI 404	Training and Education										
404-1	Average hours of training per year per employee	Average hours of training per year per employee	–	17.54	30.92	17.20	8.62	20.51	21.01	18.67	17.78
		By employee category									
		Rank and File	–	30.09	23.53	16.67	6.95	20.13	18.71	28.00	24.70
		Executives and Supervisors	–	7.61	22.17	16.57	9.39	21.20	28.86	25.33	12.59
		Management	–	3.74	74.74	24.66	8.66	19.98	11.10	4.00	10.20
		By Gender									
		Male	–	19.74	34.45	16.56	8.30	20.74	17.34	19.64	18.55
	Female	–	10.97	15.98	19.86	9.43	17.81	34.74	8.00	15.15	
GRI 413	Local Communities										
413-1	Operations with local community engagement, impact assessments, and development programs	Qualitative information not available in this table		Refer to Chapter 4: Community for details							
GRI 416	Customer Health and Safety										
416-1	Assessment of the health and safety impacts of product and service categories	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	%	N.A.	4%	19%	50%	89%	79%	N.A.	62%
		Total number of significant product and service categories for which health and safety impacts are assessed for improvement	–	N.A.	1	1,091	2,445	65	13,976	N.A.	17,578
		Total number of significant product and service	–	N.A.	28	5,772	4,895	73	17,669	N.A.	28,437
GRI 417	Marketing and Labeling										
417-1	Requirements for product and service information and labeling	Qualitative information not available in this table		Refer to Chapter 4: Customers for details							
GRI 418	Customer Privacy										
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Total number of substantiated complaints received concerning breaches of customer privacy	–	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.



# GRI Content Index

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 102: General Disclosure 2016</b>			
<b>ORGANISATIONAL PROFILE</b>			
102-1	Name of the organisation	Taking Our Legacy to New Heights	Pg 2
102-2	Activities, brands, products and services	Our Business Legacy	Pg 12
102-3	Location of headquarters	1 KIM SENG PROMENADE, GREAT WORLD CITY EAST TOWER, #10-04/06 SINGAPORE 237994	Pg 12
102-4	Location of operations	A Recap of Our 2019 8 Achievements	Pg 8
102-5	Ownership and legal form	Our Business Legacy	Pg 12
102-6	Markets served	Our Business Legacy	Pg 12
102-7	Scale of the organisation	A Recap of Our 2019 8 Achievements	Pg 8
102-8	Information on employees and other workers	Recap of Our 2019 8 Achievements	Pg 8
102-9	Supply Chain	Sustainable Sourcing of Materials	Pg 24
102-10	Significant changes to organisation and its supply chain	N.A.	N.A.
102-11	Precautionary principle or approach	Our Purpose	Pg 13
102-12	External Initiatives		
102-13	Membership of associations	1. STS Forum (relating to R&D) <a href="https://www.stsforum.org/aboutus/">https://www.stsforum.org/aboutus/</a> 2. World Federation of Advertisers, WFA <a href="https://wfanet.org/">https://wfanet.org/</a>	
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	A Message from the Group Chief Executive Officer	Pg 6
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behaviour	Our Purpose	Pg 13

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
GOVERNANCE			
102-18	Governance structure	NIPSEA's Business and Management Control Policy (BMCP), a system of governance from initial approval processes to getting authorization for key activities. The policy is to ensure consistent best business practices and strict corporate governance across all companies in the Nipsea Group. The policy was supported by the board of directors, Nippon Paint offices, Internal audit team and other personnel.	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	Our Approach to Sustainability Management	Pg 19
102-41	Collective bargaining agreements	N.A.	N.A.
102-42	Identifying and selecting stakeholders	Our Approach to Sustainability Management	Pg 19
102-43	Approach to stakeholder engagement	Our Approach to Sustainability Management	Pg 19
102-44	Key topics and concerns raised	Our Approach to Sustainability Management	Pg 18
REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	A Recap of Our 2019 8 Achievements	Pg 9
102-46	Defining report content and topic Boundaries	Our Approach to Sustainability Management	Pg 18
102-47	List of material topics	Our Approach to Sustainability Management	Pg 18
102-48	Restatements of information	N.A.	N.A.
102-49	Changes in reporting	N.A.	N.A.
102-50	Reporting period	Taking Our Legacy to New Heights	Pg 2
102-51	Date of most recent report	N.A.	N.A.
102-52	Reporting cycle	Taking Our Legacy to New Heights	Pg 2
102-53	Contact point for questions regarding the report	Taking Our Legacy to New Heights	Pg 2
102-54	Claims of reporting in accordance with the GRI Standards	Taking Our Legacy to New Heights	Pg 2

# GRI Content Index

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
102-55	GRI content index	GRI Content Index	Pg 68
102-56	External assurance	Taking Our Legacy to New Heights	Pg 2
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> <li>A Message from the Group Chief Executive Officer</li> <li>Environment</li> <li>Customers</li> <li>Technical Capacity</li> <li>People</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Pg 6</li> <li>Pg 22</li> <li>Pg 30</li> <li>Pg 34</li> <li>Pg 37</li> <li>Pg 43</li> </ul>
103-2	The management approach and its components	<ul style="list-style-type: none"> <li>A Message from the Group Chief Executive Officer</li> <li>Environment</li> <li>Customers</li> <li>Technical Capacity</li> <li>People</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Pg 6</li> <li>Pg 22</li> <li>Pg 30</li> <li>Pg 34</li> <li>Pg 37</li> <li>Pg 43</li> </ul>
103-3	Evaluation of the management approach	<ul style="list-style-type: none"> <li>A Message from the Group Chief Executive Officer</li> <li>Environment</li> <li>Customers</li> <li>Technical Capacity</li> <li>People</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Pg 6</li> <li>Pg 22</li> <li>Pg 30</li> <li>Pg 34</li> <li>Pg 37</li> <li>Pg 43</li> </ul>
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