

A low-angle, wide shot of a modern, multi-story office building with a curved facade. The building features prominent horizontal concrete slabs and large glass windows. The DSG logo is visible on the upper part of the building. The sky is blue with scattered white clouds. The overall image has a professional, corporate feel.

# SUSTAINABILITY REPORT 2018

**DSG**

Global Interior Fit-out Partner of Choice

# About this report

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Welcome to the second edition of the Design Studio Group Ltd (“DSG” or the “Company”, and together with its subsidiaries, the “Group”) Sustainability Report.

This Sustainability Report forms a part of DSG’s reporting suite and is a demonstration of our commitment to sustainable business practices.

This report offers a summary of performance in 2018 and remains a road map for the Company’s sustainability goals for the future.

This Sustainability Report is divided into three sections each representing the three pillars of our material sustainability issues: Environmental, Social and Governance.



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# Board Statement

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## Commitment to Sustainability

While sustainable business practices have been integral to the Group for many years, the 2018 Sustainability Report represents only our second publication on our performance in this area. This report aims to spell out the Group's approach to sustainability, our performance in 2018, our targets for 2019 and our aspirations for the future.

The Group will continue to move forward with clear and focused objectives. Our mission statement requires us to deliver sustainable profit and value to our shareholders and so sustainability is part of our strategic formulation. This guides us to leverage our core strengths and deliver projects to the satisfaction of our valued clients – wherever they are around the world.

The report is divided into three key sections representing the three pillars of our approach to sustainability: *Environmental*, *Social* and *Governance*. The Board oversees and receives regular reports on the performance of the sustainability results against the targets. In addition we require DSG management to monitor each material ESG factor, such as legal & environmental compliance to the requirements of each country where DSG operates, safety performances, training hours, human resources, complying with anti-corruption laws and regulations, and other key elements; taking into account both qualitative and quantitative values.

This report both celebrates the steps the Company has taken towards sustainable business practices and also sets some clear and achievable goals for DSG to continue on its journey of being a sustainable business.



# About DSG

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Established in 1992 as a pure manufacturer of joinery products, DSG has since leveraged on its extensive knowledge of raw materials and combining it with innovative design skills, to develop intelligent and bespoke joinery systems that are recognised regionally for their aesthetic appeal and superior workmanship.

As DSG grows in experience and knowledge, the business continues to progress from manufacturing, to a knowledge-based business. This strategic evolution is a natural progression in keeping up with demand, and it is also this ability to adapt and change that sets us apart in all the markets we serve.

Listed on the Singapore Exchange, DSG are considered Singapore's premier furniture manufacturer, interior fit-out and product specialist. It provides high-quality joinery manufacturing and interior fit-out solutions to the residential, hospitality, retail, commercial, F&B, themed works, corporate office and cruise liner segments.

## Our Business

3

### SERVICE LINES

Manufacturing • Fit-out • Joinery

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3

### STATE-OF-THE-ART MANUFACTURING FACILITIES

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8

### OPERATING HUBS

Singapore • Malaysia • China • UAE • Thailand •  
Sri Lanka • Vietnam • Indonesia

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9

### SEGMENTS

Residential • Commercial • F&B • Hospitality •  
Corporate Office • Retail • Cruise Liner •  
Themed Works • Manufacturing

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1000

### STRONG SKILLED WORKFORCE

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# Vision

To be the global interior fit-out partners of choice.

# Values

## Integrity

*Acting with trust and honesty no matter how challenging it is.*

## Accountability

*Ownership and responsibility in everything we do.*

## Transparency

*A culture with openness and trust.*

## Teamwork

*A cohesive and positive team environment, working towards a common goal.*

## Sustainability

*Consistent value creation across our human, financial and social capital in our business.*

# Sustainability Roadmap

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While sustainable business practices have been integral to DSG for many years, this report represents only our second publication of our performance in this area.

We have established a roadmap for our sustainability journey, with a view to achieving compliance with Global Reporting Initiative (GRI) Sustainability Reporting standards by 2019.



# Our Approach

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DSG defines sustainability as:

**An approach to business that creates long-term, sustainable stakeholder value by effectively managing *environmental*, *social* and *governance* factors across the business.**

DSG's company values – Integrity, Accountability, Transparency, Teamwork, and Sustainability – are integral to our sustainability approach.

Sustainability in turn underpins our strategy for the continued growth and the long-term success of the Group and will be achieved through the following approach:



## Environmental

- Minimising the impact of our operations on the environment
- Reducing resource consumption through the adoption of greener construction and manufacturing processes, striving to integrate sustainable materials and, maximising resource efficiency in our business activities



## Social

- Ensuring the health, safety and wellbeing of employees and communities
- Attracting, retaining and developing talented employees
- Making a positive social, economic and environmental impact in the communities in which we operate



## Governance

- Taking a robust and disciplined corporate governance and risk management approach to our activities, while remaining commercially competitive
- Seeking out and valuing the views of its stakeholders through open and honest engagement
- Delivering long-term, sustainable financial returns for our stakeholders
- Anti-Corruption

DSG is a global provider of interior solutions and as such, operates across a range of geographies. Each geography is at different levels of maturity with regards to sustainability. As a result, our approach to sustainability is flexible enough to ensure that it can be applied across our global operations.





## Performance Summary for 2018

Indicator	2017 Performance	2018 Performance	2019 Targets
Full compliance to the legal requirements of the country where DSG operates	<ul style="list-style-type: none"><li>• No summons received</li><li>• No fines from authorities</li><li>• No stop work order issued by any authorities for environmental non-compliance.</li></ul>	<ul style="list-style-type: none"><li>• No summons received</li><li>• No fines from authorities</li><li>• No stop work order issued by any authorities for environmental non-compliance.</li></ul>	<ul style="list-style-type: none"><li>• Zero complaints</li><li>• No fines and summons for non-compliance with environmental laws and / or regulations.</li></ul>

## *Environmental Awareness & Training*

DSG uses training sessions, workshops, meetings and campaigns to ensure employees have the knowledge and skills to implement environmental best practices in accordance with international standards, legal and other compliance obligations.

Environmental training is conducted regularly and is part of the Group's annual training program which includes senior management and employees.

Environmental training is also carried out as part of induction training for all new employees. Training sessions are reinforced with written information such as flyers and memorandums.

### ISO 14001

DSG implements the international standard for the Environmental Management System as part of its commitment to protect the environment, prevent pollution and control the environmental impacts of its operations.

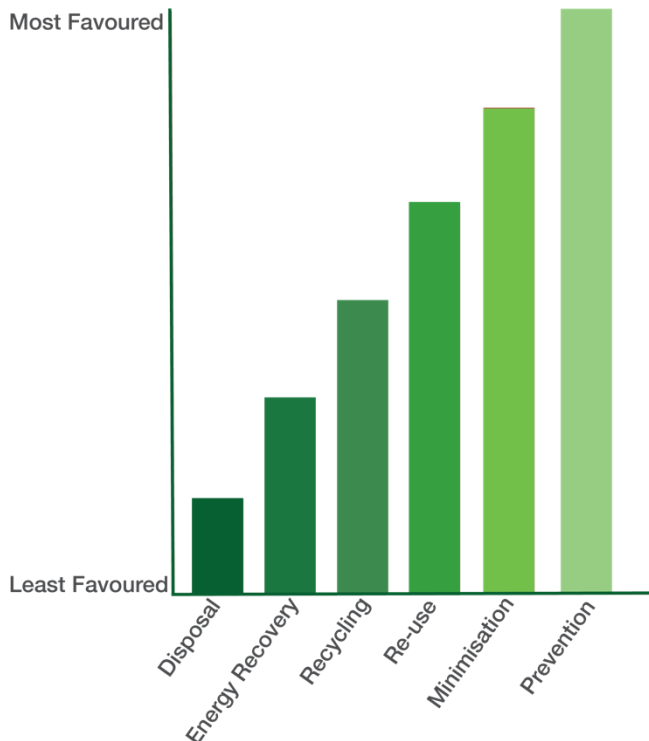


# Waste Management

DSG is committed to protecting the environment and strives to do this through effective waste management. These include:

- Reducing waste through the implementation of the '3R' (Reduce, Reuse, Recycle) methodology within the scope of our activities;
- Ensuring the safe storage and disposal of waste as per required by the applicable laws and best practices;
- Providing the necessary training to employees to increase the awareness of waste segregation, reduction, reuse and recycling;
- Encouraging the purchase of recycled materials and materials suitable for recycling;
- Preventing all possible sources of environmental pollution by establishing controls to minimise waste generation and consumption of natural resources;
- Regularly monitoring, reviewing and reporting the effectiveness of waste management; and
- Setting targets to maintain the above.

## Waste Management Principles



The waste management hierarchy sets the preferred order of waste management practices with the aim of generating minimum waste and achieving maximum environmental benefits.

DSG abides by the principles of the waste management hierarchy in its approach to promote environmental sustainability.

Fig.1: Waste management hierarchy principles.



## Waste Prevention

The principle of waste prevention is the most preferred waste management strategy. This involves avoiding the generation of waste by:

- Substituting inputs for those that generate waste;
- Increasing efficiency in the use of raw materials, energy, water and land;
- Redesigning process or products; and
- Improving maintenance and operation of equipment.

## Waste Reduction

Through the principle of waste reduction, DSG implements the following where possible:

- Timely and proper training for personnel involved in waste management;
- Proper waste handling from work-site to landfill;
- Use of recycled materials;
- Returning unused materials to suppliers;
- Returning unwanted packaging to suppliers for recycling or reuse; and
- Developing procurement policies to support waste reduction.

## Waste Reuse

The principle of waste reuse assists the Group in minimising the amount of waste by reusing discarded materials such as:

- Ensuring double-sided printing;
- One side used papers reused for printing drafts or scratch pads; and
- The reuse of delivery pallets and packaging materials where appropriate.



## Waste Recycling

Waste recycling involves the collection and processing of waste materials in cooperation with governmental and private recycling facilities. Materials include paper, metal, and printer cartridges. This process prevents pollution and saves energy.

### **Waste Identification and Sorting**

DSG manages waste according to the types of waste generated. Waste at the point of generation is identified and sorted. Different types of waste are sorted separately for reuse, recycle and various processes of disposal.

### **Waste Transport and Collection**

DSG cooperates with a number of government and private environmental service providers that specialise in the removal of waste. Waste is removed from the point of generation and delivered to designated waste disposal facilities that have been approved by the authorities to recycle, treat, store or dispose of waste. It may include transporting waste for further treatment or safe disposal.

## Waste Disposal

Waste Disposal is the least preferred process within DSG's waste management strategy. Where waste cannot be reused or recycled, it is disposed of through proper waste disposal facilities.

## Waste Tracking and Documentation

DSG tracks waste movement to ensure it is transported properly and with minimum movement, from the place of generation to the intended destination. Waste manifest documents are collected, stored and provided to relevant authorities when required.

## Honeycomb 100% Recycled Material

DSG is a leader in using honeycomb recycled materials in our product range as an infill for all kinds of sandwich building materials and furniture. The material is 100% recyclable.



## Member of Sedex

The Supplier Ethical Data Exchange (Sedex) was officially launched in 2004. Its aims is to help improve the effectiveness of buying companies' ethical trade strategies by offering a facility for supplier companies to share their audits with multiple customers. It is the home to one of the world's largest collaborative platforms for sharing responsible sourcing data on supply chains, used by more than 50,000 members in over 150 countries.

Tens of thousands of companies use Sedex to manage their performance around the four pillars of labour rights, health & safety, the environment and business ethics, which aligns with our sustainability approach.

Sedex services enable members to bring together many kinds of different data, standards and certifications, to make informed business decisions, and to drive continuous improvement across their value chains.

DSG's Sedex membership reference number is **ZC405165732**.



# Sustainable Procurement

At DSG, we aim to minimise the environmental impact of our construction materials through adopting sustainable procurement where possible. We avoid the use of materials made by hazardous components, prioritising local vendors, helping vendors to improve their performance and the efficient utilisation of resources, including sustainability in the vendor assessment criteria and prequalification process.

## Forest Stewardship Council (FSC)

DSG meets the Forest Stewardship Council (FSC) standards as a key part of its sustainability strategy. *DSG Manufacturing Malaysia Sdn. Bhd.* (previously known as *DS Furniture Manufacturer Sdn. Bhd.*) and *Design Studio (Huizhou) Home Furnishing Co., Ltd.*, wholly owned subsidiaries of DSG, have been certified since 2011.

DSG Manufacturing Malaysia Sdn. Bhd. fulfills the requirements of Chain-of-Custody, for the purchasing of FSC 100% and FSC Mix High- pressure laminates (HPLD, HPL) paper, particle board, MDF, plywood and solid wood finger-joined, manufacture (transfer system) and sales of FSC 100% and FSC Mid doors and door farms, in-door furniture and furniture components.

While our factory in Huizhou fulfills the requirements of purchasing of FSC 100% and FSC mix material, manufacture (transfer system) and sales of FSC 100%, FSC mix furniture and wooden products for construction; purchasing of FSC 100%, FSC mix and FSC controlled wood material, manufacture (percentage system) and sales of FSC mix furniture and wooden products for construction.



## Adhesive-Free Production Process

DSG is one of the first manufacturers in South East Asia to use Laser Technology in bonding method, combining three different gluing systems in one machine, which can produce laser edges with perfect zero joints. It can be used to process all types of edging in line with product and customer requirements. This adhesive-free production process provides a higher-quality finish, significantly reduces production steps and eliminates the use of adhesives.

## BCA Green Mark

The Building and Construction Authority (BCA), an agency under the Ministry of National Development, has launched in January 2005 the BCA Green Mark Scheme as an initiative to drive construction industry in Singapore towards more environment-friendly buildings and promote sustainability in the built environment and raise environmental awareness among developers, designers and builders.

We encourage and train our employees to master and lead new sustainable industry trends to meet the green building needs of our clients. We aim to provide the healthiest possible environment during every stage of a project's timeline, striving to find the most efficient and least disruptive use of land, water, energy and resources.

DSG's NUCOHS Project received the **Green Mark Platinum Status**

Some of the projects that DSG was involved in, which received the Green Mark Platinum Awards in 2018 were, Marina Bay Sands, National University Centre for Oral Health, Singapore (NUCOHS) and Swissôtel Merchant Court, Singapore. Other projects which received the Green Mark Gold Plus Awards in 2018 were; Woods Square, The Orient (residential), Funan, The Asana (residential) and The Visionaire (residential).



# Environmental Initiatives

In line with our Environmental Management System, DSG continued the *Green and Gracious Campaign* at several projects in 2018. This campaign is a continuation from 2017, which encourages employees to look at ways in which projects can implement sustainable practices, focusing on three key areas; the improvement of the procedures and planning, the implementation of good practices and the utilization of technology in reducing waste and energy consumption.

## **Green and Gracious practices**

Several important practices have been put in place as part of the Green and Gracious campaign. These include:

- When selecting suppliers and subcontractors, sustainability performance is taken into consideration.
- Recycled and sustainable material for site applications are used during the construction stage.
- Green label product and materials are selected over non-green label products and materials.
- Off-cuts and waste materials from construction such as metal and timber are re-purposed for interior decorating items.
- Paper and packaging materials are reused for interior decorating items during transport from the factory.
- Site offices and equipment are run on AC grid power instead of diesel generators.
- Measures are taken to reduce dust generated from material storage and construction vehicles.

## **Procurement and planning**

As part of the Green and Gracious campaign, a procedure to measure and encourage recycling and reduction of construction waste and office waste was implemented. Several sustainable procedures have been put in place, including:

- The introduction of a sustainable supplier selection form;
- An SOP (Standard Operating Procedure) for reduce, reuse and recycle at projects;
- Processes to monitor waste disposal costs, energy and water consumption; and the segregation of waste – different bins for different types of waste.

## **Technology**

As part of the Green and Gracious Campaign, several pieces of technology and equipment have been put in place to reduce waste, including:

- Scissor lifts
- Thumbprint machines
- Water saving/recycling equipment
- Use of noise meter with solar panels to measure the construction noise
- Use drywalls for construction of partition instead of conventional bricks. Drywall generates less wastage for disposal
- Use of energy saving fittings in site offices and projects
- All the machines used in the factory such as sawing machine, cutting machine, etc, have an in-built dust suction mechanism which reduces dust pollution
- Spray painting for doors and panels are done in a closed chamber using a sensor spray paint mechanism whereby the dust is enclosed within the chamber; this helps to eliminate air pollution.

Additionally, the use of energy efficient or green label appliances, equipment and devices have become common practice. At some sites, solar panels and noise meters have been installed.





## Health, Safety and Well-being

### Performance Summary 2018

Indicator	2017 Performance	2018 Performance	2019 Targets
Total worked man-hours	2,494,573	3,118,653	Not Available
Total worked man-hours without Lost Time Injuries (LTI)	2,494,573	3,118,653	Not Available
No. of Lost Time Injuries (cases require more than 3 days medical leave)	0	0	0
No. of Permanent Disabilities or Fatalities	0	0	0
No. of Fire Incidents	0	0	0
Penalties received from Clients or Authorities:			
a. No. of penalties	0	0	0
b. Total cost	0	0	0

#### *The DSG Approach*

DSG considers its employees as its most valuable resource and asset. At DSG, safety is a shared responsibility and every member of the Group, from the CEO to managers, supervisors and workers are accountable for ensuring the prevention of harm to themselves and others.

The DSG management is committed to demonstrating safety leadership by empowering employees, providing a safe work environment, and promoting hazard identification and risk control awareness. We believe that the safe way is the only way: all accidents and occupational dangers can and must be prevented. Whenever a safety hazard is identified – either by an audit, investigation or during the normal course of work – prompt action is taken to correct the deviation and avoid a recurrence.



## Values and Tenants

Safety is not only a part of every person's job but also a part of every person's life.

- Working safely is a condition of employment.
- Eliminating, minimising and controlling hazards.
- Encouraging best practices, initiatives and safe behaviours.
- Supporting the involvement of our employees in health and safety matters.
- Preventing accidents, injuries and ill-health related to work has a positive impact on: employee morale and productivity; company earnings; and customer satisfaction.

### The DSG Approach

1. Do it safely – or don't do it at all.
2. If you have doubt, consult a competent person.
3. Follow safe work practices and procedures.
4. No-blame culture, report all near misses, accidents and first aid cases immediately.
5. Ensure that work equipment is inspected and in safe condition, operate it safely.
6. Always consider the impact of your actions and routine behaviour on the environment.

## Communication

DSG is committed to transparent and effective communication. Our communication strategy is key to delivering this commitment. Internal communication includes information such as company policy, objectives, incidents, non-conformances, legal and other compliance obligations via team meetings, email alerts, flyers and memorandums.

External communication includes information shared with clients, certification bodies, local authorities, government entities and with our suppliers. The content and form of communication varies depending on the targeted group and considering language barriers, where appropriate videos, presentations and posters are used.

## Recognition of Safe Practices

As part of our strategy to reinforce a safety culture across the Company, we recognise outstanding safety practices through a program of monthly safety awards. Individuals from across the business who have demonstrated safe practices are nominated for the award and recognised in an award ceremony.

Monthly safety awards promote safe work practices and provide an opportunity for dialogue relating to health, safety and environment issues.



## HSE Induction and Training

DSG's HSE training comprises:

- Internal Training, such as awareness of DSG's Policy Statement, Integrated Management System (IMS), operational controls, emergency response and HSE induction and orientation.
- External training, such as first aid, firefighting, scaffolding, welding, auditor training, Institution of Occupational Safety and Health (IOSH) managing safely and specific machine operating.
- Specific training, such as Tool Box Talks (TBT), risk/impact assessments, accident reporting, heat stress, mock drills and environmental incidents.

**OHSAS**  
100% implementation of  
the international standard  
for Occupational Health  
and Safety in DSG

All internal and external HSE training is conducted by competent personnel. Training certificates and attendance records are maintained and training is repeated and/or refreshed when required, this ensures DSG is compliant with international standards, legal and other compliance obligations.

## bizSAFE Compliance

bizSAFE is a five-step programme tailored to assist companies build up their workplace safety and health capabilities. The 5 levels are bizSAFE level 1, 2, 3, 4 and STAR, with bizSAFE STAR being the highest level of the bizSAFE compliance standards. DSG has attained the bizSAFE STAR certification.



## Labour Relations

### Summary for 2018

Indicator	2017 Performance	2018 Performance	2019 Targets
Average hours of training provided for an employee	30 Hours per employee in a year	30 Hours per employee in a year	To achieve at least 32 hours of training per employee for 2019
Employee turnover rate	Less than 5%	Less than 10%	To reduce the employee turnover rate to less than 5% for 2019

Employees are at the heart of DSG's vision and mission. To ensure employee engagement and foster job satisfaction the Group maintains a calendar of events, activities and programs for the benefit of the workforce.

The Group is committed to producing a caring and supportive work environment which is conducive to the welfare of all employees and which enables them to develop their full potential.



# Employee Engagement

DSG's workforce is religiously diverse. One of the Group's priorities is to ensure that all employees feel safe and free to practice their religion.

## *Traditions & Celebrations*

At DSG, we respect religious and customary traditions, be it the Chinese Hungry Ghost Festivities, the Muslim Ramadan period, the Hindu Festival of Lights (Deepavali) or Christian Christmas celebrations, the Company creates an environment where these and other traditions are part of the Company's culture, and are embraced and respected by the diverse backgrounds and ethnic groups within the organisation.

## *Team Building*

DSG participated in a Dragon Boat race in September, bringing together representatives from various departments to build cohesion and teamwork.

## *Event Committees*

Three committees were formed to further improve cohesion and teamwork. The committees are the (i) Social Committee – to build social cohesion within the company, (ii) Health & Fitness Committee – to promote healthy living and exercise amongst the employees and (iii) Corporate Social Responsibility Committee – to promote teamwork through charitable causes and events. The first series of events were the TGIF social night and Christmas event organized by the Social Committee.

# Employee Transport

DSG funds a return ticket home for each expatriate worker who completes two years of service. As part of DSG's commitment to training and development, a secondment allowance is provided to employees who take up a seconded position overseas. All workers in Singapore are provided with daily transport to and from the metro station to DSG's main office and factory.

# Worker Welfare

DSG operates several labour accommodation sites across, Singapore, Malaysia and China and the health and welfare of our manual workers is a priority. We are committed to providing a caring, healthy and productive environment that enables our workers to deliver to the best of their ability, and we aim to be a leader in this area. In all countries where we operate the Group provides workers' accommodation and transportation in compliance with the relevant labour laws.

# Training & Development

DSG is passionate about providing our employees with on-going training and development; and we recognise this as an essential part of implementing our sustainability strategy. Our training and development program serves to increase efficiency and performance, employee engagement, job satisfaction and employee retention by providing employees with the means to gain both new skills and continual development. DSG offers employees both in-house and external training programs.

DSG implements an effective succession plan at senior levels. This plan is significant for the Group's sustainability strategy in attracting and retaining talented employees. DSG believes in promoting a culture that encourages learning and the open sharing of knowledge and professional experiences. This knowledge sharing culture ensures employees feel capable and are engaged in their work, empowering them to achieve their personal and professional goals.

**5180**

Hours of training  
provided across DSG  
operations in 2018



## Employee Induction and On-boarding

All new employees are required to undergo the induction and on-boarding program to promote their adjustment to the new role and work environment. Inductions provide new employees with the necessary tools, resources and information required to do their job and allows new employees to become familiar with DSG's policies and procedures.

## Grievances

DSG ensures any employee raising a concern receives a fair hearing by their Line Manager or Department Manager concerning any grievances they may wish to raise. DSG maintains an "open door" policy which provides a fair and unbiased HR Department review for any grievances; this assists in safeguarding against possible inequitable treatment.

Under no circumstances are employees penalised for presenting a complaint. All grievances are treated as highly confidential and never discussed with third parties other than those involved in the grievance procedure.

## Whistleblowing

DSG encourages employees to speak up and report their concerns so that problems can be resolved to prevent further escalation of issues. Employees are expected to report concerns about any misconduct, dishonest or illegal activities occurring within the Group. This reporting can be done through a number of channels on a confidential and anonymous basis.

Confidentiality will be maintained to the fullest extent possible. The Company will protect from admonishment, disciplinary action or retaliation of any employee, who in good faith, reports a wrongdoing. Employees are able to send emails directly to their immediate supervisor, Head of Department, CEO or Audit Committee chairman with appropriate documentation or proof where available. It is the employee's decision to remain anonymous.





## Stakeholder Engagement

DSG pursues open and relationship-driven communications with our stakeholders in order to promote shared growth. Our diverse group of stakeholders include: shareholders, clients, employees, NGOs, local communities, suppliers, the media and governments in the jurisdictions where we operate.

Communications with our stakeholders is two-way and each piece of feedback is carefully considered, and where appropriate, Group policies and procedures are updated. In ensuring effective and appropriate communication for each stakeholder group, DSG has developed the following stakeholder engagement strategy:





# *Beyond Quality Assurance & Quality Controls*

DSG operates under a world-class Quality Management System (QMS). The QMS ensures consistency of output across the Group's activities, guaranteeing each project is delivered to our clients' exacting standards.

From fit-out and installation, to product procurement and furniture manufacturing, we have a reputation for delivering the highest quality interior solutions.

We are committed to continual improvement and we are constantly seeking innovative solutions to improve and enhance our product and service delivery. Our manufacturing processes and fit-out works are guided by stringent quality controls.

## **ISO 9001**

DSG implements the international standard ISO 9001 for the Quality Management System in collaboration with reputed certification body

## *Strong Client Portfolio*

Our unwavering commitment to delivering value products and services with quality solutions and professional project management expertise has earned us the trust of reputable developers, hoteliers and multinational companies worldwide.

We continuously monitor the Company's performance by collecting and reporting on client satisfaction data; this increases the efficiency of our Management Systems and ensures we are on a path of continual improvement.

## *Manufacturing Capabilities*

DSG operates three production facilities in Singapore, Malaysia and China, each embracing innovative, versatile and flexible production lines which cater to the varying needs of our global clientele.

We have made a considerable long-term investment in our manufacturing technology, ensuring we can work with the latest materials and producing cutting-edge designs, fixtures and finishes.

This consistent investment in technological expertise supports our philosophy of product innovation, giving us the cutting-edge competitiveness to continually carve out our success.



# Technical Capabilities

DSG's engineering teams are comprised of highly experienced design managers, Technical Coordinators, Architects, Interior Designers and CAD Designers. The engineering teams are well experienced in collaborating with designers and consultants from all backgrounds and are committed to producing only the best output for each project. The engineering teams are well-equipped to handle all processes including initial coordination, design and production of detailed shop drawings packages, sub-contractor and supplier meetings, material coordination and site supervision.

## Building Information Modelling (BIM)

BIM is a three-dimensional, real-time, dynamic building modeling computer program which increases productivity throughout the building design and construction phases. The BIM process covers geometry, space, light, geographic information, quantities and properties of building components. BIM makes a reliable digital representation of the building available for design decision making, high-quality construction document production, construction planning, performance predictions, and cost estimates.

In adopting BIM based practices, DSG has developed a comprehensive strategy, investing in training and development, infrastructure and technology. DSG's in-house 3D modelling team is deployed on our various projects, including National University Hospital (NUH) and Funan Serviced Residence.

## Supply Chain

DSG possesses the ability to meet the needs of an international clientele through a global network of offices, showrooms, manufacturing facilities and a supply chain that has been built over the years on long standing partnerships.

DSG's supply chain management is key to ensuring the Group delivers on its business and sustainability goals. DSG has developed long-term, sustainable relationships with key trusted vendors. These partnerships ensure both us and our supply chain partners work collaboratively towards our sustainability goals.

DSG carries out appropriate due diligence on all suppliers and maintains a comprehensive and detailed approved vendor list. Vendors maintain their inclusion on the list based on the results of their performance, which is assessed at the end of each project.



## Summary for 2018

Indicator	2017 Performance	2018 Performance	2019 Targets
Non-Compliance with laws and / or regulations with resulted significant fines and non-monetary sanctions	No such non-compliance during the year	No such non-compliance during the year	Maintain zero non-compliance policy for 2019
Confirmed Incidents of corruption and actions taken	Zero Confirmed Incidents of corruption during the year	Zero Confirmed Incidents of corruption during the year	Maintain Zero Incidents of corruption in the year 2019

DSG adopts a zero tolerance approach to bribery and corruption of any form as set out in the DSG Code of Conduct and reflected in the Anti-Bribery & Corruption (ABC) Policy. This ABC Policy applies to DSG and all its operating subsidiaries. All employees of DSG, and all third parties who represent us, or who are our suppliers, sub-contractors or other business partners, are required to comply with this ABC Policy and not engage in any form of bribery or corruption.

## General Requirements

DSG Employees must not offer, pay or accept any bribes for any purpose whether directly or through a third party. This applies to domestic and foreign governments, as well as to private parties. Employees must comply with applicable laws in the jurisdictions where DSG operates, including local anti-corruption and anti-bribery laws.

DSG has a set of guidelines for the employees on anti-corruption such as:

- Not to give or offer to give or authorize to give anything of value that could be considered to be a bribe.
- Not request or accept or authorize the request or acceptance of, directly or indirectly, anything of value that could be considered to be a bribe.
- Report as soon as possible, any suspected breach of the ABC Policy.

Any violations of this ABC Policy will lead to disciplinary action for the individuals involved, up to and including dismissal, and reporting to the police or relevant regulatory agency. DSG may be exposed to criminal or civil claims and reputational harm arising from the violation.

We do not condone the action of, nor do we wish to be held liable for, any of our third parties who may have made any bribes whilst acting for us, whether with or without our knowledge. Accordingly it is very important that the requisite and proper due diligence of all third parties representing us or providing services to us, are undertaken before we engage such third parties. These third parties should also undertake not to engage in any form of bribery or corruption.





Global Interior Fit-out Partner of Choice

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