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#### About this report

#### **Reporting Scope and Period**

Following our inaugural Sustainability Report published by NSL Ltd in 2018, this report covers the sustainability performance and targets relating to our activities within the financial year ended 31 December 2018.

Although NSL Ltd encompasses a range of businesses across Asia, the Middle East and Europe, this report includes data and information pertaining to our environmental services, chemicals and marina businesses in Singapore and our precast business in Singapore and Malaysia.

These form our core businesses and therefore the majority of our impacts. We will consider extending the number of geographic locations and indicators to be tracked and disclosed in future reporting.

#### **Reporting Standard and Assurance**

This report has been prepared with reference to the Global Reporting Initiative ("GRI") Standards.

We have not obtained any independent assurance of the information being reported, but will continue to work on enhancing our reporting processes and the robustness and completeness of our disclosures moving forward.

#### Feedback

This report is made available in soft copy on our website at **www.nsl.com.sg**.

We welcome any questions or feedback on this report. Please email to **sustainability@nsl.com.sg** should you wish to contact us.

### Board Statement

NSL Ltd is pleased to issue its second sustainability report in line with the Singapore Exchange (SGX) guidelines on Sustainability Reporting.

This second report is an opportunity to track the progress made across our material areas in the past year, building on last year's inaugural report. The report will highlight the steps we have taken to further the sustainability agenda, as well as outline our aims for the coming years. Given the nature of our businesses and customer base, the Board is committed to ensuring sustainability standards are upheld and remain a key part of our business strategy.

In addition to offering a wide range of green products to our customers, we have worked closely with our internal and external stakeholders throughout the year to manage our environmental impacts and compliance, and build on our commitment to human capital development and making NSL a safe and rewarding place to work.





Given the nature of our businesses and customer base, the Board is committed to ensuring sustainability standards are upheld and remain a key part of our business strategy.

The Board continues to oversee the management and governance of sustainability at NSL and has been involved in the prioritisation of material factors across our three pillars; environmental care, human capital development and market responsibility.

The Board would like to thank the management and employees for their support in developing and delivering our sustainable products and practices, and for their help in the preparation of this report.



## About **NSL Group**





The Group has operations and joint ventures in eight countries and has been listed on the Singapore Exchange since 1964.

NSL and its group of companies is a leading industrial group in Asia Pacific. The Group's core businesses are Precast & Prefabricated Bathroom Unit (PBU) and Environmental Services.

The Precast & PBU division is a market leader in manufacturing precast concrete components in Singapore, Malaysia and Dubai while the PBU business is a dominant producer in Scandinavia.

The Environmental Services division is a key player in integrated environmental services in Singapore, covering the treatment and logistics services of oily and toxic waste for both land and marine sectors. It is also a major distributor of Automotive Diesel Oil, Marine Gas Oil and lubricant in Singapore, leveraging on its automated fuel dispensing technology.

In addition, NSL Group has a majority shareholding in Raffles Marina Ltd, Asia's Premier Marina Club in Tuas, Singapore, and an associate company in Germany, Salzgitter Maschinenbau AG, which is a worldwide market leader in the manufacturing of cutting equipment, process technology and special purpose machines.

NSL Group has an active Research and Development programme that leverages on technology to develop innovative products and process improvements for productivity. It also partners local government agencies and tertiary institutions to develop new and sustainable solutions for industrial applications.

The Group has operations and joint ventures in eight countries and has been listed on the Singapore Exchange since 1964.



### Our Core **Businesses**

## Precast Concrete and Prefabricated Bathroom Units

**Activities:** We design, supply and deliver precast concrete components and PBU.

In 2018, we consolidated our South East Asian operations to Malaysia, and increased our production volume in Malaysia.

**Products and brands:** We manufacture precast products such as customised hollow-core slabs, reinforced concrete columns, beams, walls and other infrastructure concrete components. Under the PARMA brand, we manufacture PBUs and fire doors.

**Location of operations:** Singapore, Malaysia, Dubai and Finland

Markets served: Worldwide

**Sectors and customers served:** Construction and real estate companies

**Supply chain:** Key product ingredients include steel, cement, aggregate and sand.

#### **Environmental Services**

**Activities and services:** We specialise in both oil and chemical waste management and the distribution and supply of diesel, fuel oil, marine gas oil, lubricants and fuel management technology.

In early 2019, we completed construction of our new wastewater treatment facility, adding to our environmental service capabilities serving the Singapore marine and industrial sectors.

Location of operations: Singapore

Markets served: Asia Pacific

**Sectors and customers served:** Marine, industrial, manufacturing and transportation & logistics

**Supply chain:** The main types of waste that we treat include oil slop, used oil and chemical wastes. Our diesel, fuel oil, marine gas oil and lubricating oils are procured from reputed and responsible suppliers.

## Other **Businesses**

#### Refractories and Steel Slag Aggregate

**Activities:** Production of monolithic refractories and steel slag aggregate, and trading of chemicals.

**Products and brands:** Our refractory products are marked under the ET brand.

**Location of operations:** Singapore, Malaysia and Indonesia

Markets served: South-East Asia

**Sectors and customers served:** Steel industry, cement kilns, aluminium industry, incineration plants and petrochemical industries

**Supply chain:** Our key supply for road construction is graded steel slag.

#### Raffles Marina

**Activities and services:** At our facility, we offer marina services including berthing facilities, and other club amenities such as food and beverage, entertainment and quest rooms.

Location of operations: Singapore

Markets served: Singapore

Sectors served: Marine and hospitality

Customers: Members and their guests, and public

**Supply chain:** General product and food supplies

## Sustainability at **NSL**

NSL relies on its five core values to guide organisational culture and decision-making towards sustainably achieving its vision and mission.



#### Vision:

To be the leading Industrial Group in Asia Pacific in Precast & PBU and Environmental Services.



#### Mission:

We aim to be the market leader in our businesses by striving to be the most cost effective and sustainable solutions provider through leveraging on technology and business excellence standards.



#### Integrity

We value honesty. It's the foundation of our individual and corporate actions that drives an organisation that we are proud of.



#### Care

We care for our staff, community and the environment.



#### Commitment

We honour our commitments. We are committed to work towards the highest level of business excellence that differentiates us from our competitors.



#### Innovation

We constantly pursue new ideas and creative solutions with a "Can Do" attitude.



#### Respect

We respect all individuals and value their contributions.

#### Sustainability Governance

Our formal sustainability committee continues to collate information from the respective departments responsible for planning sustainability efforts, and gather data on our performance. Progress on our sustainability goals, as well as contents of this report, are communicated to senior management and the board, which monitors our sustainability achievements.

#### Materiality Assessment

We conducted our materiality assessment based on the GRI Standards' Principles for defining report content. The chosen material topics were reviewed and retained for this subsequent report, as we believe our current topics remained to be material factors in line with our current business strategy, market conditions and stakeholder concerns. This also provides reporting consistency for ease of performance and progress tracking of key indicators.

For more information on our governance structure, sustainability pillars and material factors please see our 2017 Sustainability Report www.nsl.com.sg/csr/sustainability-report

#### Stakeholder Engagement

We continue to engage with our internal and external stakeholders across our business segments to understand and respond to their

concerns and needs. The table below summarises the key avenues and outcomes of our engagement with our main stakeholders.

| Stakeholder               | Frequency                                  | Method  | Topics raised   | Our response  |
|---------------------------|--|---|---|---|
| Employees                 | <ul><li>Annual</li><li>Quarterly</li></ul> | <ul><li> Townhall meetings</li><li> Newsletters</li><li> Suggestion boxes</li></ul> | <ul> <li>Company culture</li> <li>Digital<br/>transformation</li> <li>Training and skills<br/>requirements</li> </ul>                   | <ul> <li>Scheduling<br/>trainings on<br/>weekdays instead<br/>of weekends to<br/>ensure staff has<br/>a good work-life<br/>balance</li> </ul>   |
| Shareholders              | • Annual                                   | <ul> <li>Annual General<br/>Meeting</li> </ul>                                      | <ul><li>Financial performance</li><li>Corporate governance</li></ul>  | <ul><li>Risk management<br/>framework</li><li>Corporate<br/>Governance Report</li></ul>   |
| Clients/<br>Customers     | <ul><li>Two years</li><li>Daily</li></ul>  | <ul> <li>Customer         <ul> <li>Satisfaction Survey</li></ul></li></ul>          | <ul> <li>Service quality;<br/>sales experience,<br/>delivery time and<br/>safety; pricing</li> <li>Service quality</li> </ul>           | <ul> <li>Working on areas<br/>for improvement</li> <li>Remarks are<br/>collected and<br/>responses are sent</li> </ul>  |
| Regulators/<br>Government | • Ad hoc                                   | <ul> <li>One-to-one<br/>meetings</li> <li>Industry dialogues</li> </ul>             | <ul> <li>Environmental compliance</li> <li>Safety issues</li> <li>Building and construction policies and regulations updates</li> </ul> | <ul> <li>Working on<br/>enhancing<br/>processes and<br/>pre-empting any<br/>future concerns</li> <li>New flammable<br/>and non-flammable<br/>materials storage<br/>shelter</li> </ul> |

# Protecting the Environment

We care for the environment by providing green products within our industries, minimising waste and emissions, and ensuring environmental compliance.



## Green Products and Services

Sustainability is at the heart of our main business offerings, from the management of oil and chemical waste to supplying the market with certified

green concrete. Green products and services are therefore a highly material topic in our approach and achievements in sustainability.

#### Progress in Our Green Product and Service Portfolio



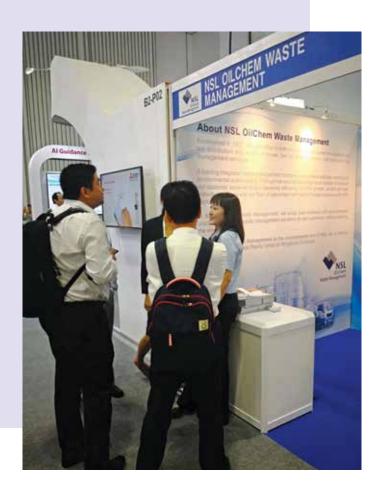
#### New Industrial Wastewater Treatment Complex

We have successfully completed the construction of our \$40 million industrial wastewater treatment complex. Novel technologies have been deployed to meet and anticipate increasingly stringent discharge standards. This facility allows us to broaden the range of environmental services we can offer to the increasingly diverse customer base. Industries that we are able to cater to range from petrochemical, automotive to pharmaceutical. We are on track to start commissioning in early 2019 and begin commercial operations within the year.

Water is a critical issue in Singapore and wastewater treatment is vital to the water system, as wastewater is obtained and recycled. Our investment in the wastewater treatment capability is a clear demonstration of our commitment towards supporting Public Utilities Board (PUB). It is part of our efforts in promoting the growth of Singapore's industrial sector, by expanding water treatment

to maintain environmental sustainability objectives.

This year, we participated in the Singapore International Water Week 2018 to increase awareness of the issues, treatment technologies and latest developments surrounding wastewater treatment in Singapore.





#### **Marine Waste Collection**

We have expanded our marine slop collection capacity with the addition of two vessels with Ship Inspection Report (SIRE) certification, and installation of a new Dissolved Air Flotation (DAF) system to increase our wastewater treatment capability.







#### **Green Concrete**

We continue to offer 45 designs of green concrete mix to support sustainable construction in Singapore, and 35 types in Malaysia. Demand for green concrete continues to increase, making up about a third of the volume of our concrete projects in both countries. This is primarily due to the real estate industry's move towards green building certification. We are proud of our role in enabling this important market shift.



#### Our Performance

30%

of total projects volume produced in Singapore and Malaysia are made from green concrete mix (increase from 24% in 2017).

## Waste **Management**

As a leading provider of waste treatment and disposal services, we believe waste management is core to our business. While we assist other organisations with their waste, we also strive to continuously monitor and reduce the amount of waste produced by our own operations.

In 2018, we used our extensive expertise in waste disposal and treatment and leveraged our process development capabilities to improve our waste management performance. This allowed us to not only improve our operating costs and efficiency, but also reduce our environmental carbon footprint, address regulatory risks, and provide increasingly sustainable products and services.

#### How We Manage and Reduce Our Waste



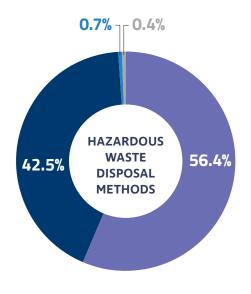
At our NSL OilChem Waste Management facility, we continue to leverage our wastewater treatment capabilities to treat wastewater generated from our processes before discharge. All incineration ashes are tested before disposal at landfills.

At Eastern Pretech, concrete waste and steel scrap metal are the two main types of waste that result from product rejections. We continue to implement stringent quality standards in our production to minimise waste. To further minimise concrete waste, we are exploring ways to recover and recycle the aggregates in our concrete waste.

Alongside the industrial waste from our operations, we aim to reduce our general and food waste from Raffles Marina and office sites, while increasing awareness of recycling efforts. We collaborate with waste collectors to ensure the recyclability of waste paper collected. Also, we partner with catering providers to limit food waste in our canteen.

#### Our Performance

The following data presents the hazardous waste generated by Eastern Pretech and NSL OilChem operations in 2018 by disposal method.



## Over 42% of hazardous waste

generated was recycled.

✓ Treated & Disposed

✓ Recycled

Incinerated

Landfill

Hazardous waste from Eastern Pretech Malaysia is disposed off in accordance with Environmental Quality (Scheduled Wastes) Regulations 2005 by a contractor approved by Malaysia's Department Of Environment (DOE).

We have provided hazardous waste in percentage, as the total number is commercially sensitive.

#### **Targets**

We will extend tracking of waste to include non-hazardous waste in 2019. We aim to increase the percentage of waste recycled by 5%.

# Air Quality, Noise and **Dust Pollution**

Our operations can inevitably impact air quality through creation of dust and noise pollution. To curb this, we continue to conduct boundary noise measurements and noise mapping of our facilities. Air emissions, dust exposure and chemical effluents are closely monitored. Adding on, audiometry tests are put in place for staff.

To reduce noise levels, we continue to utilise low-noise saw blades in the sawing of hollow-core slabs for our precast operations.

We are continually working to reduce the noise exposure levels at our worksites.



| Air Emissions*     | Test Results | Allowable Limits       |
|--------------------|--------------|------------------------|
| Oxides of Nitrogen | 139.18       | 400 mg/Nm <sup>3</sup> |
| Sulphur Dioxide    | 155.19       | 200 mg/Nm <sup>3</sup> |
| Dioxin & Furan     | 0.0065       | 0.1 ngTEQ/Nm³          |
| Particulate Matter | 2.4          | 50 mg/Nm³              |
| Carbon Monoxide    | 9.73         | 100 mg/Nm <sup>3</sup> |
| Hydrogen Chloride  | < 0.80       | 60 mg/Nm <sup>3</sup>  |
| Hydrogen Fluoride  | < 0.80       | 5 mg/Nm³               |

<sup>\*</sup> Data includes our waste-to-energy facility in Singapore and is based on United States Environmental Protection Agency (USEPA) Sampling Procedures and the test carried out by Marchwood Laboratory Services as part of re-commissioning of our facility. Our facility was not operational from January to August 2018.

#### **Targets**

We will continue to maintain our emissions below allowable limits at all times.

## Environmental Compliance

Environmental compliance is a priority at NSL. We are committed to improving our risk assessment processes, emergency preparedness and monitoring, as guided by international best practice and standards. We also work closely with regulators such as

the National Environment Agency (NEA), Singapore Civil Defence Force (SCDF) and Public Utilities Board (PUB) on maintaining transparency. We aim to minimise risk of incidents arising from non-compliance in focal areas such as discharge of water, handling of hazardous materials and fire.

#### Ensuring an Up-to-date Approach to Meeting Environmental Compliance

At NSL OilChem, we have successfully completed our conversion to ISO 14001:2015 for environmental management and compliance. We have also started the construction of a new shelter for flammable and non-flammable materials storage.



#### Our Performance

NSL prioritises environmental compliance with utmost importance. However, despite all our best efforts and precautions, there were some minor instances of lapses over the course of the year.

In response to the fire at our NSL OilChem Waste Management fixation plant in March 2017, we immediately engaged an international fire and risk consultant to conduct a fire safety review for the entire plant operations. We continue to implement the recommendations from the fire and risk assessment review. Our licence to operate the incinerator was reinstated in September 2018.

We have also faced summons from NEA and PUB in our Singapore operations regarding water discharge and in our Malaysia precast operations regarding compliance of waste storage facilities. In an effort to rectify the current situation, we are in the process of responding to the concerns raised.

#### **Targets**

We aim to work with the respective authorities to review and update our waste storage and discharge procedures.

# Caring for Our People

Our people are at the heart of what we do. We are focused in the aspects of talent acquisition, development and retention, along with ensuring employee health, safety and well-being.



# Labour Practices, **Employee Training and Welfare**

|           | Malaysia |        | Singapore <sup>1</sup> |        |
|-----------|----------|--------|------------------------|--------|
|           | Male     | Female | Male                   | Female |
| Full-time | 740      | 79     | 504                    | 145    |
| Part-time | 1        | 1      | 0                      | 3      |
| Permanent | 741      | 80     | 497                    | 141    |
| Temporary | 0        | 0      | 7                      | 7      |
| Total     | 741      | 80     | 504                    | 148    |

NSL Ltd has over 2,000 employees, with more than half located in our Singapore and Malaysia operations. We know that attracting, developing and retaining the right people is key to the long term success of our business, therefore our labour practices are critical areas of interest to both internal and external stakeholders.

In 2018, the main change to the business was to focus efforts on ensuring fair labour practices and the consolidation of our precast production from Singapore to Malaysia for cost effectiveness and better synergy. We managed staff expectations by working closely with unions and relevant statutory bodies throughout this significant change for placement assistance and provision of market competitive retrenchment benefits.

<sup>1</sup> An average headcount over the year was used for Eastern Pretech Singapore as the headcount reduced significantly over the reporting period due to consolidation of our precast production from Singapore to Malaysia.



#### How We Manage Our Talent

Four key areas of our human capital strategy are fair labour practices; talent attraction; training and development; and welfare and well-being.

We focused on skills assessment and providing the appropriate

training to equip our employees with the right skills to excel in their jobs. To support our ongoing commitment towards talent acquisition and skills development, we have participated in several government-initiated programmes to upskill and employ the local workforce.

We have met the following targets for 2018 set out in the preceding sustainability report.

#### Our human capital strategy:



Increase collaboration with local universities for recruitment



Allocate 2% of salary budget to training costs



Introduce trainings on emotional quotient, customer service, sales tactics



Implement a leadership development programme on advanced coaching and performance management

#### Fair Labour Practices

We are committed to extend fair labour practices to every employee across our businesses, regardless of function.

We continue to place emphasis on ensuring responsible recruitment and management of our labourers and migrant workers. In Malaysia, we are in the process of seeking approval from local authorities to construct our own accommodation for migrant workers. Construction is expected to begin in middle of 2019.

Less than 4% of our employees are covered by collective bargaining agreements in 2018.

#### Talent Attraction

We continue to recruit through various sources such as headhunters, agencies, job advertisements, and partnerships with institutes of higher learning.

At our Environmental Services division, we participated in the Earn and Learn Programme for Institute of Technical Education (ITE) students to develop local talent in Singapore.

NSL also worked with the Employment and Employability Institute (e2i) on the professional conversion programme for both administrative and technical support roles. We would continue to support this programme in 2019.

#### **Training and Development**

Enhancing the skills and knowledge of our employees is pivotal in nurturing talents and creating a sustainable talent pipeline. We strongly support learning and development by investing in our staff through providing various means of learning, mentorship, specific need-based trainings and on-the-job training opportunities. For example, effective supervisory skills programmes were organised for our staff to develop management skills.

Human Dimensional and Emotional Quotient (EQ) workshops were also organised for key management staff to understand their personality types and better manage staff. Team building exercises were conducted for management and executive-level staff to promote effective communication and teamwork. Quarterly plant tours at our NSL OilChem and NSL Chemical facilities also help staff assimilate with the business.

#### Our Performance

|   | 2017            | 2018            |
|---|-----------------|-----------------|
| Percentage of employees receiving regular performance and career development review by gender | Group level (%) | Group level (%) |
| Male  | 99.8            | 100             |
| Female  | 97.3            | 100             |

| Percentage of employees receiving regular performance and career development review by employee category | Group level (%) | Group level (%) |
|--|-----------------|-----------------|
| Management   | 99.2            | 100             |
| Executive  | 98.9            | 100             |
| Non-executive  | 99.8            | 100             |

| Average training hours by gender | Group level<br>(hours) | Group level<br>(hours) |
|----------------------------------|------------------------|------------------------|
| Male                             | 25.9                   | 29.4                   |
| Female                           | 20.8                   | 18.3                   |

| Average training hours by employee category | Group level<br>(hours) | Group level<br>(hours) |
|---|------------------------|------------------------|
| Management                                  | 26.2                   | 25.6                   |
| Executive                                   | 17.9                   | 23.7                   |
| Non-executive                               | 28.5                   | 29.3                   |
| Overall                                     | 27                     | <b>'</b> .7            |









#### Welfare and Well-being

We believe the welfare and well-being of our staff are crucial for our business. We continue to provide annual health screenings to our staff across the group. We also organised the annual family day at the zoo, which saw an attendance of around 370 staff, family and friends.

Through our NSL Sports and Recreation Club, activities are organised across the group to create opportunities for staff bonding and interaction across all subsidiaries. This year, we held activities ranging from lunchtime talks or events – cooking and art classes – to our weekly sports classes and events – body combat, badminton and Zumba.

#### **Targets**

- Build dormitories for our migrant workers at two sites in Malaysia for 1,000 workers by end of 2019
- Ensure all employees receive regular performance reviews
- Job grade and compensation structure review exercise for staff
- Allocate 2% of salary budget to training costs

## Workplace Health and **Safety**







Workplace health and safety is crucial in our industry as it underpins how we operate, from planning to execution.

Safety & Health committees at each subsidiary assess operational requirements and schedule staff to attend compulsory safety trainings, such as Occupational First Aid Course with automated external defibrillator, handling of chemicals, lifting and forklift operations.

At NSL OilChem, we placed emphasis on road safety. Targeted driver safety training was conducted by the traffic police for our drivers. In addition, we engaged ComfortDelgro to conduct defensive training. This training involves a theory lesson followed by an evaluation of driver's performance using in-vehicle sensors to identify safe, moderate and unsafe driving patterns.

To ensure our readiness during an emergency, staff continue to be trained or refreshed in mandatory safety trainings required for Company Emergency Response Team (CERT). In addition, we also conducted an emergency preparedness talk for our operators, laboratory technicians and supervisors on fire response and terrorists.

Our CERTs conducted regular drills and simulation activities at various facilities, including a simulation of a waste oil fire at Raffles Marina. We also increased our lagoon-side security measures at the marina to prevent any potential accidents. This includes both physical barriers and surveillance of open areas, as well as automation of security gates.



#### Our Performance

We are proud to have exceeded our target of reducing lost time injury frequency rate (LTIFR) by 10%, with overall injury rate decreasing to 4.68. There were no fatal injuries or serious injuries in 2018.

We also successfully introduced a groupwide scheme to incentivise better safety performance. A safety photo competition was organised, where employees can submit photos of potentially unsafe situations or behaviours. Encouraging reporting of hazards allows us take measures before accidents happen, enabling us to adopt a more preventive approach to safety and promote open communication regarding unsafe practices.

| Occupational health and safety                      | Male | Female |
|---|------|--------|
| Number of serious injuries <sup>2</sup> (employees) | 0    | 0      |
| Number of fatal injuries (employees)                | 0    | 0      |
| Number of serious injuries (contractors)            | 0    | 0      |
| Number of fatal injuries (contractors)              | 0    | 0      |
| Total injury rate (LTIFR³)                          | 4.   | 68     |

- <sup>2</sup> An injury is defined as serious if the injured is deemed unfit to return to normal work for more than 180 days
- <sup>3</sup> LTIFR = Number of loss time injuries for every 1,000,000 man-hours worked

#### Targets

- Continue to lower our LTIFR by 10% in 2019
- Introduce a voluntary system to encourage people to identify and record near misses
- Campaign on manual handling safety

## Market Responsibility

As a market leader, we must ensure we act responsibly along our supply chain.



## Corporate Governance, Ethics, Anti-Corruption and **Anti-Competitive Behaviour\***

As integrity and respect are two of our core values, business ethics and trust guide our operations.

We continue to ensure staff awareness of our code of conduct. Employees are reminded of key messages, such as assessing conflicts of interest and corruption, as well as upholding our no gift policy during festive periods.

In 2018, we conducted a review of our disciplinary actions and procedures across all business units and implemented changes to ensure policies are consistent across the group.

We continue to enforce a strict whistle-blowing policy.

\* For further details of our code of Corporate Governance, please refer to the annual report

#### Our Performance

In 2018, we met our target of having no incident of corruption or legal actions for anti-competitive behaviour or monopoly practices. All incidents of whistle-blowing on suspected breach of code of conduct will be fully investigated and accordingly enforced.

#### **Targets**

- Maintain zero corruption
- Maintain zero anticompetitive behaviour
- Ensure 100% of staff are aware of our code of conduct



# Product Quality and **Customer Satisfaction**

As a market leader, we are committed to continuously check product and service quality, as well as customer satisfaction.

We solicit formal and informal feedback from our customers through surveys to assess our service quality.

#### **Digital Innovation**

We embrace the challenges and opportunities presented by digital innovation across our businesses, using analytics and automation to improve efficiency.

At NSL OilChem Waste Management, tracking devices were installed on trailers and tanks in an expansion of the previously reported vehicle tracking system. This increases visibility and allows us to better optimise tank utilisation. Currently, we are looking into using vehicle tracking for precast delivery. NSL Fuel Management Services continues to improve fuel efficiency by adopting automated level monitoring in tanks to avoid the need for manual measurement.

This improves data accuracy and facilitates a centralised inventory management.

At Eastern Pretech, we implemented a Building Information Modelling (BIM) software to meet Building and Construction Authority (BCA) requirements at building sites. To date, we have completed the migration from AutoCAD to BIM software for up to 90% of projects.

#### **Customer Service**

We initiated the digitisation of our administrative office activities and records. Moving ahead, we are targeting to include automation in tracking order status and completion, routing and invoicing to improve customer experience.



#### **Product Development**

Innovation is core to our business and allows us to ensure we are providing novel, high-quality products across our businesses. We work with customers on design and materials to meet their specific requirements. For example, we are developing high strength concrete to reduce the weight of precast concrete components to meet crane size requirements at construction sites. We are exploring new products, such as architectural concrete facade cladding, in anticipation of increasing market demand.

#### Quality Control (QC)

We initiated a project to improve efficiency and traceability of QC processes at our NSL OilChem business. Our new Laboratory Information Management (LIM) system seeks to improve reporting as well as keep track of chemical, manpower and equipment usage.

#### Our Performance

As our customer satisfaction survey is conducted every two years, performance in 2018 will be captured in our 2019 survey and will be reported in our 2019 Sustainability Report in due course.

#### **Targets**

Use tracking of tanks and trailers to optimise routing

## GRI Content Index

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# List of Memberships, **External Initiatives and Charters**

- ISO 9001, ISO 14001 & ISO 18001 Certification
- BCA Licensed Builder (Pre-cast Concrete Work)
- Singapore Accreditation Council (SAC) Ready Mixed Concrete Product Conformity Accreditation
- Workplace Safety & Health Council (WSHC) bizSAFE Certification
- Singapore Green Building Council (SGBC) Green Label
- Association of Process Industry (ASPRI)
- Waste Management and Recycling Association of Singapore (WMRAS)
- Singapore Shipping Association (SSA)



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