



**NSL**

**NSL LTD  
SUSTAINABILITY REPORT  
2019**



## Precast & PBU



## Environmental Services



## About This Report

### Reporting Scope and Period

This report covers the sustainability performance and targets relating to our activities for the financial year ending 31 December 2019 (FY2019).

Our business spans across a range of sectors and geographical regions in Asia, the Middle East and Europe. For the purpose of this report, we are focusing on our core businesses, namely, our Precast and Prefabricated Bathroom Unit ("Precast & PBU") and Environmental Services businesses in Singapore and Malaysia.

As our core businesses, we consider these operations to be the most material contributors to our social and environmental footprint.

### Reporting Standard and Assurance

This report has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core Option.

We have not obtained any independent assurance for the information reported but aim to continue enhancing our reporting processes as well as the robustness and completeness of our disclosures moving forward.

### Feedback

This report is available in soft copy on our website at [www.nsl.com.sg](http://www.nsl.com.sg).

We welcome any questions or feedback on this report. Please drop an email to [sustainability@nsl.com.sg](mailto:sustainability@nsl.com.sg) if you wish to contact us.

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## Board Statement

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

Singapore designated 2019 as the year towards zero waste and we are proud to play our part in this national effort. Waste treatment is integral to our business and this year has been important for NSL Ltd as we began operations at our new Industrial Wastewater Treatment Complex in Singapore. The plant treats hazardous industrial wastewater to meet Public Utilities Board ("PUB") Sewer Discharge standards using a series of physical, chemical and biological processes. The methane generated from the biological process can be used as an energy source; thereby reducing reliance on electricity supply from the grid.

Emerging technologies brought about requirements for new skill sets. Hence, we continued to focus on the training and development of our human capital. This included sponsoring one staff to pursue Master's degree in artificial intelligence and data science.

Migrant workers are an important part of our workforce and their well-being is our responsibility. We provided new housing for our workers in Singapore and we are in the process of arranging similar accommodation for our workers in Malaysia.

We also continued to reduce the health, safety and security risks pertaining to our business. Last year, the

upgrading of our security standards and parameters saw Raffles Marina relaunching its Custom Immigration Quarantine Procedures in November 2019. Boaters can now arrive or leave the marina without having to commute to the Western Quarantine and Immigration Anchorage off Sisters' Islands for immigration clearance. We are also on course to obtain the ISO 45001 certification across different business units.

**"Sustainability considerations continue to play a strategic role in our decision-making and the Board continues to oversee the management and governance of sustainability at NSL Ltd."**

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

## About NSL Ltd

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

The Precast & PBU division is a market leader in manufacturing precast concrete components in Singapore and Malaysia, 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 treatment and logistics services for hazardous industrial wastewater from the chemical sector and oily wastewater from both land and marine transportation sectors.

In addition, NSL Group has indirect shareholdings in Raffles Marina, Asia's Premier Marina Club in Tuas, Singapore, and Salzgitter Maschinenbau AG in Germany, a global market leader in manufacturing cutting equipment, process technology and special purpose machines.

NSL Group has an active Research and Development programme that leverages technology to develop innovative products and process improvements for productivity. Through the programme, the Group 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.



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

## Our Core Businesses

### Precast and Prefabricated Bathroom Units

**Activities:** We design, supply and deliver precast concrete components and prefabricated bathroom units.

In 2018, we consolidated our Southeast Asia 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. We manufacture PBUs and fire doors under the PARMA brand.

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

**Markets served:** Worldwide

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

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

### Environmental Services

**Activities and services:** We specialise in treatment and logistics services of hazardous industrial wastewater and oily wastewater.

NSL Fuel Management Services Pte Ltd, which distributes oil products, was divested in August 2019.

**Location of operations:** Singapore

**Markets served:** Asia Pacific

**Sectors and customers served:** Marine, industrial, chemical, pharmaceutical, oil & gas, manufacturing, and transportation and logistics

**Supply chain:** The main types of waste that we treat include oil slop, wastewater, trade effluent and chemical wastes.

## Other Businesses

### Refractories and Steel Slag Aggregate

**Activities:** We produce monolithic refractories and steel slag aggregate, and trade chemicals.

**Products and brands:** Our refractory products are marked under the ET brand. We also manufacture steel slag aggregate.

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

**Markets served:** Southeast 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 hotel rooms.

**Location of operations:** Singapore

**Markets served:** Singapore

**Sectors served:** Marine and hospitality

**Customers:** Members and their guests, and the public

**Supply chain:** General consumables and perishable products.



# Sustainability at NSL



## 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.

## Sustainability Governance

We collate information from various departments relating to our sustainability efforts and communicate the same to our Senior Management for their monitoring.



## Integrity

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

## Materiality Assessment

We conduct our materiality assessment in accordance with the reporting principles under the GRI standards for defining report content. The material topics selected in our 2018 materiality assessment have been reviewed and expanded in this sustainability report. In this report, we have included energy management as an additional material topic, and chosen not to remove any other topics, as they continue to be material to our business and their inclusion ensures consistency in reporting and tracking over time.



## Protecting the Environment

- Green Products & Services
- Energy Management
- Waste Management
- Air Quality, Noise & Dust Pollution
- Environmental Compliance



## Caring for Our People

- Labour Practices, Employee Training and Welfare
- Workplace Health and Safety

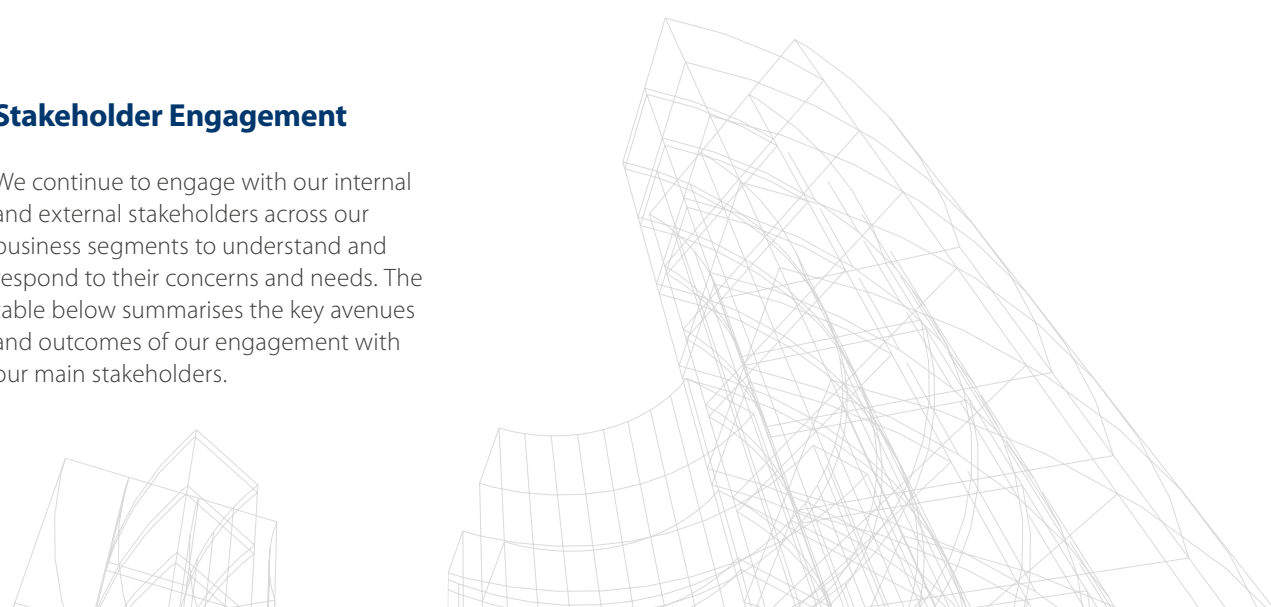


## Market Responsibility

- Corporate Governance, Ethics, Anti-Corruption & Anti-Competitive Behaviour
- Product Quality & Customer Satisfaction

## 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
<b>Employees (Singapore and Malaysia)</b>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Quarterly</li> <li>• Monthly</li> </ul>	<ul style="list-style-type: none"> <li>• Townhall meetings</li> <li>• Newsletters</li> <li>• Head of department meetings</li> <li>• Surveys</li> <li>• Suggestion boxes</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication between heads of department</li> <li>• Training and skills requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in team bonding activities to foster interdepartmental collaboration</li> <li>• Inclusion of work accolades for outstanding work</li> </ul>
<b>Shareholders (NSL Ltd)</b>	<ul style="list-style-type: none"> <li>• Annual</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Financial performance</li> </ul>	<ul style="list-style-type: none"> <li>• Director/Senior Management response to shareholders during Annual General Meeting</li> </ul>
<b>Clients/ Customers (Singapore and Malaysia)</b>	<ul style="list-style-type: none"> <li>• Two years</li> <li>• Daily</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Service quality; sales experience, delivery time and safety; pricing</li> <li>• Service quality</li> </ul>	<ul style="list-style-type: none"> <li>• Continued effort in areas of improvement</li> <li>• Remarks collected and responses sent</li> </ul>
<b>Regulators/ Government (Singapore and Malaysia)</b>	<ul style="list-style-type: none"> <li>• Ad hoc</li> </ul>	<ul style="list-style-type: none"> <li>• One-to-one meetings</li> <li>• Industry dialogues</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental compliance</li> <li>• Safety issues</li> <li>• Building and construction policies and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• New flammable and non-flammable materials storage shelters</li> <li>• New waste shelters</li> <li>• Provision of housing for migrant workers</li> </ul>

# Protecting the Environment

We show environmental responsibility by providing green products within our industries, minimising energy, waste and emissions, and ensuring environmental compliance.





# Green Products and Services

Sustainability is at the heart of our main business offerings, from the processing and safe disposal of hazardous waste to the development and distribution of green concrete. We place great value on producing green products and services.



NSL Chairman gives a speech at the opening of the new Industrial Wastewater Treatment Complex in July 2019, with the Chairman of Economic Development Board in attendance

## Progress in Our Green Products and Service Portfolio



### New Industrial Wastewater Treatment Complex

Our new Industrial Wastewater Treatment Complex in Tuas, Singapore, was officially opened in July 2019. The treatment complex is designed to treat a wide spectrum of industrial wastewater with high total dissolved solids and high chemical oxygen demand ("COD") from pharmaceutical, petrochemicals, chemical and automotive industries.

As part of our effort to promote sustainability in Singapore, the treatment complex relies on a combination of physical, chemical and biological processes to treat hazardous wastewater into effluent that can be safely discharged into the public sewers. Our multi-stage treatment processes result in lower energy and emissions as compared to incineration of wastewater. In addition, our anaerobic degradation (a biological process) of wastewater, generates methane, which can be converted into electricity, thus reducing consumption of electricity from the grid and improving overall energy efficiency.



### Green Concrete

We continue to offer 35 varieties of green concrete to support sustainable construction in Singapore and Malaysia. Green concrete contributes 32% of our project volume, which reflects the demand for greener materials in construction. A large number of real estate developers aim to secure green building certifications, such as the Building Construction Authority's ("BCA") Green Mark certification, signalling a positive shift for the future. NSL Ltd is pleased to support this sustainable transition.

## Our Performance

**32%**

**of total projects volume produced are made from green concrete mix**

(increased by 2% as compared to 2018)



# Energy

Energy is a pivotal resource in the operation of our business industrial processes. Therefore, from a business perspective, NSL Group is committed to improving its energy management.

According to Singapore's Energy Conservation Act (Chapter 92c), any industrial facility that attains the energy use threshold (54 terajoules of energy used per calendar year) in at least two of three preceding calendar years is required to register with NEA. Once registered, companies will appoint an energy manager and begin monitoring and reporting their energy use and greenhouse gas emissions each year. These will be supplemented and managed in accordance with an annual energy efficiency improvement plan.

## How We Manage and Reduce Our Energy Use

One of NSL OilChem Waste Management ("NOWM") facilities exceeded NEA's energy threshold for two out of three previous years. Hence, the facility at 23 Tanjong Kling was registered with NEA. In addition, two energy managers have been appointed, and will be trained and certified as Singapore Certified Energy Managers in 2020. The instatement of energy managers encourages us to closely monitor our energy use and identify opportunities to simultaneously improve our energy efficiency and cut energy costs. We aim to roll out an energy improvement plan by 2020.

An example of our energy management initiatives is the use of by-product biogas, methane, from our wastewater treatment process to generate electricity for consumption within the plant. This initiative reduces the need for fossil fuel-derived energy and improves the energy efficiency of our treatment complex. We aim to implement this in 2020.

## Our Performance

A summary of energy consumption figures by NOWM facility for this year is tabulated. Energy consumption include electricity, diesel and incineration of industrial waste.

	23 Tanjong Kling	26 Tanjong Kling	10A Tuas Ave 12	7 Tuas Ave 10
<b>Total Energy Consumption in 2019 (Terajoules)</b>	104.6	0.5	4.1	8.5



### Targets

- **Certification of our two appointed energy managers as Singapore Certified Energy Managers**
- **Have an energy management system in place**
- **Report energy consumption of our new industrial wastewater treatment complex in 2020**

# Waste Management

As a leading provider of waste treatment and disposal services, we believe waste management is core to our business. While we assist our customers in managing their waste, we also seek to responsibly manage and reduce the waste produced by our own operations.

## How We Manage and Reduce Our Waste

In our Precast and PBU operations in Malaysia, as part of a regulatory requirement for waste containment, we have set up a new scheduled waste shelter for storage of oily or hazardous waste.

At NOWM, we continue to follow international standards for safe wastewater discharge and disposal of incineration ashes. At Raffles Marina, we aim to reduce waste by reducing or eliminating the use of single-use plastic where possible and raising awareness on food waste reduction.

## Our Performance

For NOWM's operations, waste generated can be separated into hazardous and non-hazardous waste. 0.2% (by weight) of total waste generated comprise non-hazardous waste while 99.8% (by weight) of total waste generated comprise hazardous waste.

The following data presents the hazardous waste generated by Eastern Pretech Malaysia's ("EPM") and NOWM's operations in 2019 by disposal method.<sup>1</sup>

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

<sup>1</sup> Hazardous waste from EPM is disposed in accordance with Environmental Quality Schedule Waste Regulation 2005 by a Malaysian Department of Environment ("DOE") approved contractor.

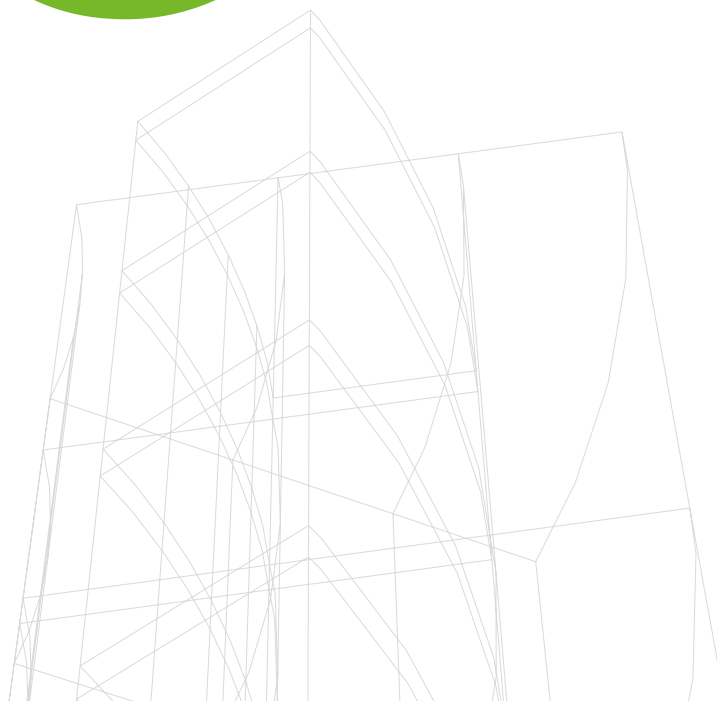
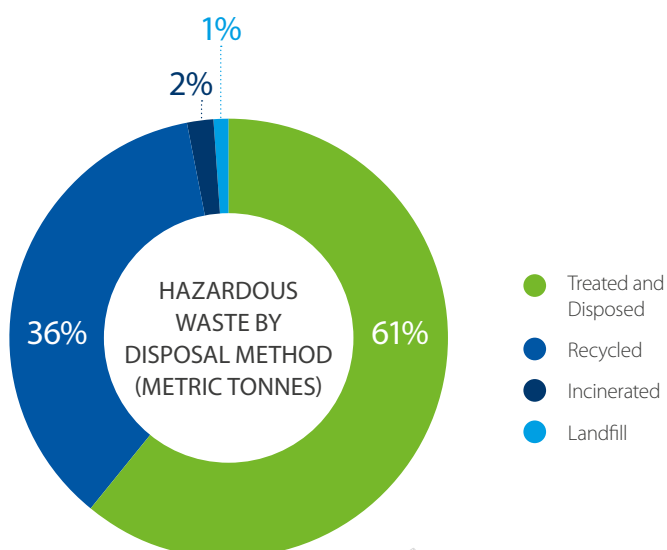


## Target

**We aim to include non-hazardous waste generated by EPM in 2020**



New scheduled waste shelter at EPM





# Air Quality, Noise and Dust Pollution

At the start of 2019, Singapore Government enacted the Carbon Pricing Act 2018 which states that any industrial facility with greenhouse gas ("GHG") emissions equal to or above 2,000 tCO<sub>2</sub>e annually must register as a reportable facility. Any facility with GHG emissions equal to or above 25,000 tCO<sub>2</sub>e is required to be registered as a taxable facility and to submit a Monitoring Plan and an Emission Report annually.

This is a positive step by the Singapore government to make industrial organisations more aware of the environmental externalities associated with their production processes. NSL co-operates with the Singapore government to monitor and manage its GHG emissions.

## How We Manage Air Quality, Noise and Dust Pollution

Our operations can have a negative impact on air quality with the emission of greenhouse gases and the creation of dust and noise pollution. This year, we commenced a GHG quantification exercise to determine our total scope 1 and 2 GHG emissions across different business units in Singapore, which has been tabulated.

In 2018, the GHG Emissions for NOWM's 23 Tanjong Kling Facility was above 2,000 tCO<sub>2</sub>e but less than 25,000 tCO<sub>2</sub>e. As such, this facility has been registered with NEA as a reportable facility this year and we will begin submitting annual Emissions Report to NEA in 2020.

We will continue to conduct boundary noise measurements and noise mapping of our facilities to manage the noise generated from our operations. At NOWM's 23 Tanjong Kling facility, air particles, dust exposure and chemical effluents are closely monitored and mitigated through newly implemented scrubbing technology.



### Target

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

## Our Performance

### NOWM's 23 Tanjong Kling Facility, 2019

Air Emissions*	Test Results	Allowable Limits
Oxides of Nitrogen	84.93	400
Sulphur Dioxide	<1	200
Dioxin & Furan	0.0121	0.1
Particulate Matter ("PM")	0.4	50
Carbon Monoxide	75.39	100
Hydrogen Chloride	<1.30	60
Hydrogen Fluoride	<0.80	5

\* Data includes our waste-to-energy facility in Singapore and is based on United States Environmental Protection Agency Sampling Procedures. The test is carried out by Marchwood Laboratory Services.

### NSL Group's 2019 GHG Emissions (Singapore only)

Business Unit	Total GHG Emissions (tCO <sub>2</sub> e/year)	Source of Emissions
NOWM	15,384.0	Purchased Electricity, Incineration of Waste, Diesel, Fire Extinguisher use
Raffles Marina (Marina, Country Club, Food and Beverage)	1,896.4	Purchased Electricity, Diesel, Petrol, Liquified Petroleum Gas, Refrigerant Losses, Fire Extinguisher Use
NSL Chemicals (Office, Production)	628.4	Purchased Electricity, Diesel
Eastern Pretech Singapore (Office)	25.8	Purchased Electricity
NSL Ltd (Office)	23.8	Purchased Electricity
<b>Total</b>	<b>17,958.4</b>	

# Environmental Compliance

Industrial facilities and processes are highly regulated due to risks associated with them. NSL Ltd is committed to reducing risk and abiding by regulations to ensure compliance with stringent quality and safety standards. We seek to improve our risk assessment processes, emergency preparedness and monitoring, as guided by international best practices and standards.

## How We Manage Environmental Compliance

We work closely with Statutory Boards such as the NEA, the Singapore Civil Defence Force ("SCDF") and PUB on compliance issues. We aim to minimise the risk of incidents arising from non-compliance in focal areas such as water and effluent discharge, and in the handling of hazardous materials and fire. For example, NOWM completed the construction of a new shelter for flammable and non-flammable material storage in 2019.

## Our Performance

NSL considers environmental compliance to be of utmost importance. However, we have had some minor incidents of non-compliance at NOWM facilities. NOWM was issued a composite fine for discharging wastewater that exceeded COD discharge standards, and another composite fine for discharging non-compliant trade effluent into public sewer. We have since taken measures to prevent recurrence.



## Targets

- **We aim to have zero incidents of non-compliance with environmental regulations in 2020**
- **We aim to improve waste treatment and discharge processes to ensure compliance**

# Caring for Our People

Our people are at the heart of what we do. We are focused on talent acquisition, development and retention, and strive to ensure employee health, safety and well-being.





# Labour Practices, Employee Training and Welfare

	Malaysia		Singapore	
	Male	Female	Male	Female
<b>Full-time</b>	754	91	387	127
<b>Part-time</b>	1	1	0	3
<b>Permanent</b>	755	92	378	123
<b>Temporary</b>	0	0	9	7
<b>Total</b>	<b>755</b>	<b>92</b>	<b>387</b>	<b>130</b>

NSL Group places great value on our employees with strong emphasis on their development, welfare and well-being. We treat them as an extended family through initiatives that facilitate cooperation, team bonding and camaraderie. Ultimately, we aspire to create a thriving workspace where employees are motivated and aligned to the vision and mission of the Group.

allowing our workers to stay healthy and engage with each other during their free time.

In EPM, we are in the process of securing approvals for the construction of accommodation at two sites for our workers.



## Talent Attraction

In 2019, we sought new avenues to attract talent.

## How We Manage Our Talent

Our human capital management approach is based on five key pillars: fair labour practices, talent attraction, training and development, employee engagement, welfare and well-being.



## Fair Labour Practices

We are committed to extend fair labour practices to every staff across our businesses, regardless of function. 23% of our employees in Singapore and Malaysia operations are covered by collective bargaining agreements. In 2019, we completed a review of our job grade and compensation structure for our staff. We are also particularly conscious of our migrant workers, both in Singapore and in Malaysia. We are heavily reliant on them for our operations.

At NOWM, in lieu of housing allowance, we provide comfortable dormitories in close proximity to our 23 Tanjong Kling work site. In addition to basic amenities such as washing machines and Wi-Fi, our dormitories include a sports area and a gym,

At our Environmental Services division, we continued our participation in the Earn and Learn Programme for Institute of Technical Education ("ITE") students to develop local talent in Singapore. Students undergo a 12-month attachment at our laboratory with the aim of joining us full-time post-graduation.

In addition to the Earn and Learn Programme, Eastern Pretech Singapore supports young talent through the iBuildSG Undergraduate Scholarship, a joint scholarship with BCA to encourage students to enter the Built Environment sector. Post-graduation, students will have the opportunity to work full-time with Eastern Pretech.



### Training and Development

With changes in market trends, stakeholder needs and technology, the ongoing training and development

of our employees' skills and knowledge is pivotal to the success of our business. In 2019, more than 95% of our employees receive performance and career development reviews. We have allocated 2% of our salary budget for training cost. We believe employees are a positive long-term investment, and that the development of employee skills not only improves business outcomes but increases employee satisfaction in the long run.

In 2019, NSL Ltd sponsored one employee for Master's degrees in artificial intelligence and data science. Some of our design staff from Eastern Pretech Singapore also spent time in Malaysia to share best practices with the newly expanded teams.

NOWM also sponsored an engineer to attend a short course on engineering processes at the Singapore Polytechnic.

We have previously reported our intention to carry out more soft-skills training programmes. This year, we sent some of our mid-level employees to Kaplan, an external trainer, for soft-skills training in areas such as communication. During the year, our Human Resource staff worked closely with migrant workers struggling with English to help bridge the communication gap.

At Raffles Marina, we brought in external trainers from the Singapore Hotel and Tourism Education Centre to work with our heads of department and outlet managers in reviewing current policies and practices and coming up with tangible new initiatives to improve work flow and employee efficiency.



### Employee Engagement

We believe it is important to engage our staff, maintaining a pulse on their needs and concerns, so that we can

improve their everyday work experiences. We also believe in promoting collaboration and interaction between employees from different business units and rewarding staff for their hard work.

At NOWM, staff from the 23 Tanjong Kling facility were invited for a walkthrough with its Chief Executive Officer of the new industrial wastewater treatment complex in Tuas. The staff were given a tour of the complex, and an explanation of the processes and business outlook of the new complex. The staff had an opportunity to engage with their CEO and gain a better understanding of services.

EPM organised a company trip to Colmar Tropicale in Pahang, Malaysia. 105 staff came together to participate in a mix of engagement activities and games. Employees were split into teams and tasked with various objectives to encourage collaborative problem-solving.



From left to right:

- Employees from EPM in Pahang, Malaysia
- Employees gather at Punggol Waterway Park for an evening cycle





From left to right:

- Employees at the regular badminton sessions

- EPM employees pose for a selfie during a walkathon



### Welfare and Well-being

At NSL Ltd, we are proud to be a community. We believe in caring for our staff through annual healthcare screenings and engaging them in various activities that keep them healthy, happy and active. This year, we organised sports activities, creative workshops, a Desaru family trip, festive celebrations, and our annual Dinner and Dance.

In Singapore, our NSL Sports & Recreation Club ("SRC") Committee organised recreational activities to promote healthy lifestyles and strong employee bonds across different business units in Singapore. This year, we had four main "Active Day" activities. These activities enabled our employees to unwind.

- Evening Cycling
- Indoor Rock Climbing
- Paintball
- Ice Skating

We also held regular badminton sessions, a bowling competition and sponsored several staff who took part in the Standard Chartered 2019 half and full marathon races. Notably, NSL Group achieved tenth place out of 368 organisations that participated in Season 4 of the nationwide National Steps Challenge™ Corporate Challenge, organised by Singapore Health Promotion Board, from January to April 2019. 23 teams, totalling 164 staff, took part in the programme. Similarly, 86 of our Malaysia-based employees participated in a 3km and 5km walkathon organised by EPM.

Employees participate in the SRC-organised NSL bowling competition.





Other activities included a prawning outing, a movie screening event and a Singapore Symphony Orchestra concert.

To cater to the creative side of things, NSL SRC organised several sessions of terrarium air plant workshops for NSL Group, in which staff designed their own air plant terrariums and learnt the basics of caring for air plants. NSL SRC also organised a brush lettering workshop, which allowed staff to express their creativity and test their penmanship and drawing skills. Creative workshops such as these are excellent for helping our staff destress and relax.

NSL SRC also organised an exciting end-of-year trip to Desaru, where NSL Group employees in Singapore could bring along family members at a subsidised rate. The Desaru trip featured many family friendly activities including a visit to fruit farms and firefly watching.

In January, NSL Group held its annual Dinner & Dance 2019 at RM's ballroom with the theme, "Life's a Beach!".

In March, EPM held its annual dinner at Le Meridien Putrajaya with 277 staff in attendance. With the theme, "Magical Blue Night", the event showcased fantastic performances with



dancers in LED lighting props and a magic show. EPM expressed its gratitude and appreciation to staff who have been with the company for 10, 15 and 20 years by presenting them with long service awards.

Over and above the organised recreational activities, NSL Ltd promotes staff well-being by featuring health and well-being related articles in our quarterly NSLink newsletters. These articles bring attention to a mix of issues including sleep, dementia, healthy eating and workplace health and safety. We also distribute fresh fruits to our employees to remind them the importance of good nutrition and healthy snacking.



From left to right:

- EPM employees are treated to a "Magical Blue Night" performance at dinner and dance in Malaysia
- NOWM staff at the annual dinner and dance

## Our Performance

Average Training Hours by Gender	Group Level 2018	Group Level 2019
Male	29.4	29.4
Female	18.3	16.1

Average Training Hours by Employee Category	Group Level 2018	Group Level 2019
Management	25.6	21.3
Executive	23.7	18.0
Non-executive	29.3	31.8
Overall	<b>27.7</b>	<b>27.4</b>



## Targets

- Evaluate the staff talent improvement and retention programme



## Workplace Health and Safety

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

Safety & Health Committees at each subsidiary assess operational requirements and schedule staff for compulsory safety courses, such as Occupational First Aid Course with Cardiopulmonary Resuscitation and Automated External Defibrillator, chemical safety awareness, safe lifting operations and forklift

operations. Our environmental services business in Singapore as well as our precast operations in Malaysia are preparing to convert to ISO 45001. We have nominated employees at each site to undergo training and aim to complete the conversion by end 2020.

To ensure we are always ready during an emergency, staff continue to be trained or refreshed in mandatory safety trainings required for Company Emergency Response Team ("CERT"). For example, at Raffles Marina, our team underwent a kitchen fire simulation at the Marina Bistro restaurant. At NOWM, SCDF conducted a CERT audit to validate the competency and effectiveness of the team. SCDF awarded the company a pass with commendation for the audit.

At NOWM's 23 Tanjong Kling site, we adopted several changes to address safety hazards, over and above legal requirements. We recently purchased a 50kg mobile fire extinguisher and placed fire extinguishers balls in switch rooms where the use of water sprinklers could damage sensitive electrical equipment. We have also changed the route of our company shuttle bus to drop off and pick up employees outside company premises, thereby eliminating the need for our employees to cross the road. We have also conducted manual handling briefings to our staff.





As a demonstration of our strong health and safety practices, NOWM's Quality Control Manager and Workplace Safety & Health Officer were invited by Waste Management & Recycling Association of Singapore to give a talk to industry professionals on laboratory, workplace and fire safety in toxic industrial waste companies at the Singapore Polytechnic. The talk aimed to support the development of chemical management occupational health and safety capabilities in Singapore. Similarly, NOWM supports its clients by providing in-house diesel spillage training.

In 2019, Raffles Marina relaunched its Custom Immigration Quarantine Procedures. Apart from intensifying its security with more barricades and secure access gates, RM also increased CCTV camera monitoring, erected glass panel barricade and engaged auxiliary police armed guards.

## Our Performance

There were 38 loss time injuries cases among our employees and contract workers in Singapore and Malaysia in 2019.

Type of Injury	Number of Injuries
Back Injury	3
Eye Irritation	4
Facial Injury	5
Finger, Hand or Arm Injury	17
Foot or Leg Injury	7
Rib Injury	2



## Target

- Reduce LTIFR by 10% in 2020
- Conversion from OHSAS 18001 to ISO 45001 for all relevant business units

To address these hazards and prevent similar accidents from occurring in the future, we implemented necessary preventive measures. In particular at NOWM's 23 Tanjong Kling's facility, to protect our workers from exposure to fumes, we have installed a scrubber system to capture fumes emitted from our waste treatment process.



In addition, we have introduced a voluntary reporting system to encourage people to identify and record near misses.

Occupational Health and Safety	2018		2019	
	Male	Female	Male	Female
Number of High Consequence Injuries <sup>1</sup> (Employees)	0	0	0	0
Number of Fatalities (Employees)	0	0	0	0
Number of Loss Time Injuries (Employees)	16	2	31	0
Number of High Consequence Injuries (Contractors)	0	0	0	0
Number of Fatalities (Contractors)	0	0	0	0
Number of Loss Time Injuries (Contractors)	6	0	7	0
Total Injury Rate (LTIFR <sup>2</sup> )	4.68		6.40	

<sup>1</sup> An injury is defined as high consequence if the injured is deemed unfit to return to normal work for more than 180 days

<sup>2</sup> Loss Time Injury Frequency Rate ("LTIFR") = Number of loss time injuries for every 1,000,000 man-hours worked

# Market Responsibility

As a market leader, we must ensure responsible actions are adopted along our supply chain.





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

All new joiners are required to familiarise themselves with our code of conduct, and employees are reminded of the need to avoid conflicts of interest and corruption, as well as upholding our no gift policy during festive periods. We also enforce a strict whistleblowing policy.

## Our Performance

In 2019, we had no incident of corruption nor complaint on anti-competitive behaviour, anti-trust, or monopoly practices.



## Targets

- **Maintain zero corruption**
- **Maintain zero anti-competitive behaviour**
- **Ensure 100% of staff are aware of our code of conduct**





# Product Quality and Customer Satisfaction

NSL Group strives to be a market leader and works hard to maintain the high quality of its products and services. We solicit informal and formal feedback from our customers through customer surveys to assess our quality of service. We also endeavour to innovate to stay ahead of the curve and create relevant products that will serve our customers needs.

## Digital Innovation

We embraced challenges and opportunities to improve efficiency by introducing digital innovation such as automation and analytical capabilities across our businesses. We continue to seek innovative solutions for new products and services and enhance productivity and competitiveness. The Group's Corporate Research and Development ("CRD") and IT Departments work hand in hand with various subsidiaries to harness opportunities in digitalisation to automate processes and streamline workflows.

We took a step towards the digitalisation of procurement processes through the adoption of an eProcurement Software-as-a-Service solution. With this software, all communication with suppliers, including information dissemination and tender proposal compilation are centrally stored and managed with a log for audit purpose. This helps to reduce time, cost and paperwork during the procurement process and ensures that all tenders are carried out with absolute transparency.

At NOWM, we introduced the Maintenance Management System ("MMS") as an online platform to keep a digital record of all maintenance activities and track the status of each maintenance job request. The analytics feature of the MMS also provides statistics on the mean time between

failures and the mean time for repair, providing equipment performance insight. The MMS also aids planning, as maintenance jobs can be scheduled in advance and routed to relevant maintenance staff for follow up. All in all, the MMS helps to increase the operational efficiency of our equipment and minimise downtime, supporting our continuous operations.

## Our Performance

Eastern Pretech conducted a customer satisfaction survey in 2019. Ratings received from the survey ranged from average to good. We will take the feedback from the survey to further improve our service.

The IT Department also has been collaborating with NOWM to optimise the scheduling and routing of NOWM's land-based logistic fleet. This solution aims to optimise the job schedule for our vehicles so as to maximise fleet utilisation and provide route guidance to drivers, enabling their navigation from job to job in an efficient manner. In addition, this solution reduces the complexity and hassle of manual operations planning, so that staff can direct their time toward value adding tasks such as customer relationship management. This project, which started in 2019, is being executed in several phases, and the full benefit of the solution is likely to be realised in 2020.



## Target

**We aim to roll out our customer satisfaction survey and release the results in 2020**

## Community Initiatives

NSL Group gives back to the community through employee volunteering and fundraising initiatives. We believe in supporting communities where our employees and customers come from. We enjoy engaging in various causes and doing our part to be good corporate citizens.

- In conjunction with Children's Day, 19 NOWM staff volunteered in Yangzheng Primary School's Project SeedLinks, which encourages preschoolers and primary school children to explore science.
- Emily See, Senior Chemist from NOWM Quality Control department, shared her experience in the environmental services industry at the Yangzheng Primary School's Career Day. Primary 6 students were given a sneak peek into what it was like to work in a laboratory and how they can apply Chemistry theories in practice.
- NSL SRC spearheaded the NSL Love Movement 2019 to raise funds for Melrose Home Children's Aid Society. This event encouraged staff to give back to society. The total donation raised from the Company and staff came up to \$16,388. These funds went towards the provision of daily meals for 60 children at Children's Aid Society Melrose Home.
- EPM collaborated with Aisha Kidz Planet and Zensori Solutions, a school for differently-abled children, to commemorate Autism Awareness Month in April. Through the use of 3D glasses, latex gloves, writing pad and tools, event participants got to experience the reality of a person with autism. The event also shared the effects of autism on children and their families as well as methods for interacting with children with autism.

A poster from EPM's Autism Awareness Month event in April



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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)
- SAC (Singapore Accreditation Council) Ready Mixed Concrete Product Conformity Accreditation
- WSHC (Workplace Safety & Health Council) bizSAFE Certification
- SGBC (Singapore Green Building Council) Green Label
- SCI (Singapore Concrete Institute) PC1 Accredited Pre-caster
- SCI (Singapore Concrete Institute) Accredited PBU Manufacturer
- Association of Process Industry ("ASPRI")
- Waste Management and Recycling Association of Singapore ("WMRAS")
- Singapore Shipping Association ("SSA")

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