

**SUSTAINABILITY
REPORT
2021**

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About this Report

Reporting Scope and Period

This report covers the sustainability performance and targets relating to our activities for the financial year ending 31st December 2021 (FY2021).

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 Singapore operations as well as our precast and pre-fabricated bathroom unit (PBU) business in Malaysia.

These form our core businesses and therefore the majority of our Environmental, Social and Governance impact.

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 of the information being 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.

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



Board Statement

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

In 2021, the COVID-19 global pandemic continued to impact our businesses. Safe management measures in accordance with government guidelines were implemented to safeguard business continuity and protect the well-being, health and safety of our employees.

Enhanced safety measures were taken in its Malaysia precast operations such as bi-weekly Antigen Rapid Test at all plants and procurement of early vaccination for 350 foreign workers at Seelong plant ahead of the national vaccination programme rollout.

In Singapore, regular rapid tests for COVID-19 infection were conducted for employees and visitors before it became mandatory. Despite that, there were numerous COVID-19

cases in our waste management plant last year and the plant added safety measurement practices and successfully curbed the spread, ensuring minimal service interruptions to our customers.

Our training and development plans were stepped up in 2021 despite the ongoing pandemic as we recognised the importance of upskilling our staff. Courses relating to safety, digital transformation, and hospitality were organised last year, and some were even conducted online.

During the year, Eastern Pretech and NSL Group’s Research and Development team successfully developed green concrete formulations using 100% of manufactured sand, a by-product of coarse aggregates production, for its core product. The team is currently researching and incorporating raw materials with lower carbon footprint to other concrete products.

NSL OilChem Waste Management’s new Industrial wastewater treatment plant continues to treat high strength industrial wastewater collected using physical, chemicals and biological processes. Unlike the traditional method of incineration of such wastewater, this method allows recovery of wastewater into public sewer for further treatment, promoting sustainability and reducing carbon footprint of the treatment process.

The Group’s collaborations with institutes of higher learning strive to develop products and processes utilising waste materials for greater sustainability and less landfill requirements.

The Board would like to thank the management and employees for their relentless efforts in developing and maintaining sustainable practices under current unprecedented environment, and their contribution towards 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 & Prefabricated Bathroom Unit ("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 the treatment and logistics

services of hazardous industrial waste and 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, which

is a worldwide market leader in the manufacturing of lifting 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 and Prefabricated Bathroom Units

Activities:

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

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:

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, aggregates and sand.

Other Businesses

Refractories and Steel Slag Aggregates

Activities:

We produce monolithic refractories and steel slag aggregates, and trade minerals and chemicals.

Products and brands:

Our refractory products are marked under the ET brand. We also handle and process steel slag into graded aggregate.

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 aggregates.

Environmental Services

Activities and services:

We specialise in treatment and logistics services of hazardous industrial waste and wastewater, and oily wastewater.

Location of operations:

Singapore

Markets served:

Asia Pacific

Sectors and customers served:

Marine, industrial, chemical, pharmaceutical, oil & gas, manufacturing, and transportation & logistics.

Supply chain:

The main types of waste that we treat include oil slop, wastewater and chemical wastes.



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

NSL Ltd relies on its five core values to guide organisational culture and decision-making.



Vision

To be the leading Industrial Group in Asia Pacific in Precast & Prefabricated Bathroom Unit (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 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.

Materiality Assessment

We continue to manage our material topics selected from our 2018 materiality assessment. This year, there have been no further changes to our material topics and our focus is to ensure consistency in its 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	Method	Topics Raised	Our Response
Employees	<ul style="list-style-type: none"> Quarterly Newsletters Fire safety measurements Near-miss reporting system 	<ul style="list-style-type: none"> Training and skills requirements Workplace health and safety Employee well-being 	<ul style="list-style-type: none"> Training and development programmes Annual fire drills Quarterly fire safety system inspections Monthly safety committee meetings SOPs for COVID-19 prevention
Shareholders	<ul style="list-style-type: none"> Annual General Meeting 	<ul style="list-style-type: none"> Financial performance Corporate governance 	<ul style="list-style-type: none"> Risk management framework Corporate Governance Report
Clients/ Customers	<ul style="list-style-type: none"> Customer satisfaction surveys 	<ul style="list-style-type: none"> Service quality Sales experience Service delivery, time and safety Service pricing 	<ul style="list-style-type: none"> Continued effort in areas of improvement Remarks collected and responses sent to relevant operational teams
Regulators/ Government	<ul style="list-style-type: none"> Industry dialogues 	<ul style="list-style-type: none"> Environmental compliance Safety of migrant workers 	<ul style="list-style-type: none"> Provision of housing for migrant workers Adhering to regulations surrounding COVID-19



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 effort in producing green products and services, and believe that we can create an impact in this area.

Progress in Our Green Product and Service Portfolio

Green Concrete

We have seen an emerging transition towards achieving net zero carbon emission in the construction and building sector. Recognising the greater demand for reducing embodied carbon across organisations, we enable that transition through making green concrete available to the construction industry.

Over the course of 2021, we offered 35 different varieties of green concrete in our design mix to support sustainable construction in Singapore and Malaysia. Different green concrete types are used in tandem with specific project design and job requirement. 2020 and 2021 green concrete production volume are shown in the table below.

We are currently exploring the addition of high strength concrete to our green concrete mix to enhance product quality. We will also be partially replacing our normal OPC cement with cement derived from lower carbon footprint raw materials.

Green Concrete Production Volume	2020		2021	
Plant	Seelong	Beranang	Seelong	Beranang
Proportion of Green Concrete vs Total Concrete Production	32.7%	21.1%	17.8%	19.0%





Manufactured Sand

Manufactured sand is graded fine aggregates created by crushing quarry waste not used in construction. EPM is increasing the use of manufactured sand in concrete because it contributes to environmental sustainability. Manufactured sand typically comes in different shapes, gradations, and mineralogy compared to natural sand, thus there is a concern that these differences impact the performance of concrete using

manufactured sand. After assessing the suitability of manufactured sand as a replacement for natural sand, EPM and the Group's Research and Development team successfully developed concrete formulations using 100% manufactured sand for hollow core slab products without compromising the product quality. The project team is also researching the viability of using 100% manufactured sand for reinforced concrete production.

In 2021, the proportion of manufactured sands used in Beranang plant exceeded 80%. The intention is to introduce the use of manufactured sand in Seelong plant in 2022.

Manufactured Sand and Natural Sand Usage

Sand Type	Manufactured Sand				Natural Sand			
Year	2020		2021		2020		2021	
Precast Type	Hollow Core Slab	Reinforced Concrete	Hollow Core Slab	Reinforced Concrete	Hollow Core Slab	Reinforced Concrete	Hollow Core Slab	Reinforced Concrete
Sand Proportion (%)	0.07	22.84	86.59	83.50	99.93	77.16	13.41	16.5



Roadstone

Our roadstone business is responsible for creating environmentally friendly products for the road construction market, particularly the resurfacing of roads, in Singapore. NSL Chemical's roadstone business uses 100% waste material from steel melting process as raw material. This helps to prevent excessive exploitation of natural occurring rock and conserve landfill sites for industrial waste dumping, promoting sustainable development. Additionally, as the material is available locally, the carbon footprint of the product is lower compared to imported aggregates.

NSL Chemicals also made high grade monolithic refractories that are durable and minimise utilities consumption. High grade castable has long service life in incinerators and steel mills, minimising waste generation from refractory lining replacement. Additionally, the adoption of dry ramming mix as lining for steel making eliminates water usage in lining material preparation and requires less heat before application. All these reduce utility consumption and carbon footprint.

NSL Chemicals' Collaborative Work with NUS and NTU

NSL Chemicals is working with Nanyang Technological University (NTU) on a three-year project to develop technological solutions for site investigation and material reuse under the Urban Solutions and Sustainability Integration Fund (USS-IF). As part of the project, the team will look at possible reuse of landfill material from Pulau Semakau. When successful, the service life of Pulau Semakau will be prolonged and industrial waste designated for landfill can be reused.

In another three-year project, also funded under USS-IF, with National University of Singapore (NUS), NSL Chemicals is seeking cost effective means to remove or recover heavy metals from non-incinerable waste. The project when successful will allow safe reuse of non-incinerable waste and promote near zero waste discharge.

Our Performance

We have 100% replaced natural sand with manufactured sand in most of our projects in 2021 in comparison to 50% replacement in 2020.



Energy

NSL Group proactively improves our energy management processes as energy is crucial to our industrial operations, and can potentially alleviate climate change.

The National Environment Agency's (NEA) Energy Conservation Act (ECA) in Singapore mandates the Group's registration with NEA, for industrial facilities which consistently consume 54 terajoules or more energy per calendar year for two out of three preceding years. Upon registration, the organisation is required to appoint an energy manager and commence the reporting and monitoring of their energy use and greenhouse gas emissions, annually. Additionally, the organisation must submit an energy efficiency improvement plan to NEA.

the water usage at the treatment plant at 23 Tanjong Kling Road. PUB officers visited the site in October 2021 and were satisfied with the water conservation measures taken at the plant.

NSL Group's Research and Development, and IT departments have automated processes and workflows to improve energy efficiency and productivity of the laboratories in the new organic wastewater treatment plant in Tuas Avenue 10, Singapore.

How We Manage and Reduce Our Energy Use

NOWM appointed an Energy and Water Efficiency Manager in 2021 to oversee energy and water usage. The manager submitted an Energy Use Report comprising Energy Efficiency Improvement Plan Monitoring Results and an Emissions Report under the Carbon Pricing Act to NEA in June 2021 as part of its Energy Conservation Act (ECA) requirements. A Water Efficiency Management Plan was also submitted to PUB to monitor

Additionally, the wastewater treatment processes at the Tanjong Kling plant were enhanced to strengthen the plant's capability in meeting regulatory discharge standards. These included additional polishing step to improve discharge systems and the online monitoring of chemical oxygen demand (COD). As a result of these enhanced processes, we consistently saw better water quality with discharge water quality that is compliant with regulatory requirements.

Our Performance

NOWM's 2021 Energy Consumption

	23 Tanjong Kling	26 Tanjong Kling	10A Tuas Ave 12	7 Tuas Ave 10
Total Energy Use (TJ) in 2020	126.61 [#]	0.35	1.57 [#]	16.44 [#]
Total Energy Use (TJ) in 2021	123.67	0.45	1.46	31.94

[#] The data reported in 2020 Sustainability Report was adjusted after verification. Data reported here show the final numbers submitted to NEA after verification and adjustment.

Waste Management

As a leading provider of waste treatment and disposal services, we believe that waste management is integral for our business. In addition to providing our customers with waste management services, we also focus on the responsible management and reduction of waste across our business operations.



How We Manage and Reduce Our Waste

At NOWM, we continued to follow international standards for safe chemical disposal, safe wastewater discharge and disposal of incineration ashes. In Singapore, we ensured wastewater discharged to the sea and public sewers, align with the Singapore regulatory standard.

Our Performance

For NOWM's operations, waste generated can be separated into hazardous and non-hazardous waste. In 2021, 1.3% (by weight) of total waste generated is made up of non-hazardous waste while 98.7% (by weight) of total waste generated is made up of hazardous waste.

Targets

- We aim to find ways to efficiently dry non-incinerable waste to reduce final waste volume for disposal.
- We are looking for possible alternative use of waste material in the long run.



Air Quality, Noise and Dust Pollution

Since 2019, NEA enforced the Carbon Pricing Act (CPA), which mandates any industrial facility with greenhouse gas (GHG) emissions equal to or above 2,000 tCO₂e annually to register as a reportable facility with the agency. Furthermore, facilities with emissions beyond 25,000 tCO₂e annually are subject to the Carbon Tax.

NSL cooperates with the regulations imposed by the Singapore government by managing our energy and emissions.

How We Manage Air Quality, Noise and Dust Pollution

We acknowledge that our operations can have an adverse impact on air quality through the emission of greenhouse gasses, dust and noise pollution.

An annual source emission test was conducted for our incinerator and boiler stacks at 23 Tanjong Kling Road plant and all emission are within allowable limits. We conduct periodic boundary noise measurements and noise mapping, using an external vendor, to manage our noise emissions from our operations. Additionally, we closely monitor air particles, dust exposure and chemical effluents through our scrubbing

technology. Employees who work near a noisy environment are sent for audiometry testing on an annual basis.

Our wastewater plant in Tuas is designed with scrubber units to handle waste gas, ultimately curbing air pollution.

Our Performance

NOWM's 23 Tanjong Kling Facility

Air Emissions*	Test Results 2020	Test Results 2021	Allowable Limits
Oxides of Nitrogen	111	159	400
Sulphur Dioxide	<1	<1	200
Dioxin & Furan	0.0778	0.0346	0.1
Particulate Matter (PM)	18.2	35.2	50
Carbon Monoxide	36.4	2.2	100
Hydrogen Chloride	<1.0	<1.0	60
Hydrogen Fluoride	<0.5	<0.5	5

* Data includes our waste-to-energy facility in Singapore and is based on United States Environmental Protection Agency (USEPA) Sampling Procedures. The test is carried out by Marchwood Laboratory Services as part of re-commissioning of our facility.

NSL Group's GHG Emissions (Singapore Only)

Business Unit	Total GHG Emissions (tCO2e/year) in 2020	Total GHG Emissions (tCO2e/year) in 2021	Source of Emission
NOWM	19,989 [#]	20,880	Purchased Electricity, Incineration of Waste, Diesel, Fire Extinguisher use
Raffles Marina (Marina, Country Club, Food and Beverage)	1,257.3	1,416.1	Purchased Electricity, Diesel, Petrol, Liquified Petroleum Gas, Refrigerant Losses, Fire Extinguisher Use
NSL Chemicals (Office, Production)	211.0	206.4	Purchased Electricity, Diesel
Eastern Pretech Singapore (Office)	16.8	14.6	Purchased Electricity
NSL Ltd (Office)	10.2	10.1	Purchased Electricity
Total	21,484.3	22,504.2	

[#] The data reported in 2020 Sustainability Report was adjusted after verification. Data reported here show the final numbers submitted to NEA after verification and adjustment.

Targets

- We will continue to maintain our emissions below allowable limits.
- We will install an additional scrubber at our organic wastewater treatment plant in Tuas Avenue 10 to further reduce odour.



Environmental Compliance

NSL Ltd is committed to reduce associated industrial process risks by adhering to regulations and implementing stringent quality and safety standards. We look to continually 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 NEA, the Singapore Civil Defence Force (SCDF) and the Public Utilities Board (PUB) to improve our practices and maintain transparency. We aim to minimise the risk of incidents arising from non-compliance in focal areas such as water and effluent discharge, air pollution, hazardous material handling and fire.

A combustible Dust & Toxic Substances dust monitoring test was conducted in 2021 at NSL Chemical's refractory plant. Concentration of nuisance particulates for all locations are within the permissible exposure levels stated in the Workplace Safety and Health Regulations published by Ministry of Manpower (MOM).

Our Performance

We are pleased to report that in 2021, we achieved full compliance in discharge processes at our 23 Tanjong Kling and organic wastewater treatment plant in Tuas Avenue 10.

Our inorganic wastewater treatment plant in Tuas Avenue 12 plant incurred fines amounting to \$23,000 in October 2021 for contravening PUB sewerage and drainage regulations. These fines were imposed as a result of operational lapses at the plant in October 2020. These lapses led to the suspension of approval to discharge trade effluent at the plant in November 2020. Through implementing a 24-hour surveillance to monitor process at the plant, NOWM turned the operations around and received PUB's approval to discharge trade effluents at the plant in August 2021.

Targets

- We aim to have zero incidents of non-compliance with environmental regulations in 2022.





Caring for Our People

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

Labour Practices, Employee Training and Welfare

Labour Practices, Employee Training and Welfare

	2020				2021			
	Malaysia		Singapore		Malaysia		Singapore	
	Male	Female	Male	Female	Male	Female	Male	Female
Full-time	754	91	387	127	917	73	349	117
Part-time	1	1	0	3	0	1	0	0
Permanent	755	92	378	123	917	73	343	114
Temporary	0	0	9	7	0	1	6	3
Total	755	92	387	130	917	74	349	117

Living with COVID-19 at the Workplace

Our planning assumption was – when COVID-19 cluster happens at our workplace, we need to “Be Prepared” to manage the situation.

Being prepared means:

- Frequent reiteration of messages on the importance of personal and social responsibilities in keeping social distance, maintaining high standard of personal and workplace hygiene through washing of hands, sanitising, and proper mask wearing.
- If unwell, practise the discipline to self-isolate, administer self-testing (ART), report sick and alert superior early to facilitate contact tracing and ring fencing.
- All employees are to be vaccinated.

For NOWM, our preparation and contingency plans were tested on 6 September 2021. Between 6 to 15 September, 27 staff in the Logistics Department were tested COVID-19 positive. The logistics cluster can be attributed to the proximity between drivers and attendants, sitting side by side in a vehicle cabin, on a daily basis.

While they practised safe distancing at the 26 Tanjong Kling plant, it was not at an adequate level to avoid the spread of COVID-19. To prevent a similar occurrence, NOWM implemented an 11-point working guidelines for the Logistics Department.

Additional measures were also taken to mitigate the impact of COVID-19 on its operations:

- Staff working at 26 Tanjong Kling were isolated from staff from other locations. They had to come to work and return home on their own instead of taking the company bus.

- Drivers and attendants were restricted from coming out of their vehicles when making deliveries so that there was no or minimal contact between drivers/ attendants and plant operators.
- High-risk Operations, QC and plant staff were scheduled to take weekly COVID-19 tests. Office-based staff who were not rostered on split-team rotation were converted to alternative days split-teams operations.
- Disinfections were carried out by NEA approved contactor at 26 Tanjong Kling office and various plant locations.
- Vehicles were disinfected on a daily basis by drivers and attendants.

The First COVID-19 Cluster

On 6 September, a vacuum truck driver fell sick and saw a doctor at Raffles Medical Clinic. His COVID-19 test results was positive. Noting that the driver's last test on 30 August was negative, the Logistics Department conducted a contact tracing of all NOWM employees who had or might have been in contact with the driver between 31 August to 6 September.

Four groups were identified.

- 6 attendants and operators worked closely with him during the said period. These are his closest work contacts.
- The slop vacuum truck discharge team and QC testing team at 23 Tanjong Kling whom he came into contact with when he went to the plant to discharge his waste collections.
- Other NOWM employees working at the 26 Tanjong Kling office and workshop areas.
- Customers' place where he collected waste from.

COVID-19 tests were carried out for all relevant staff in the first three groups. Everyone tested negative except for five close contacts. Contact tracing was then conducted for the five close contacts. At this time, additional staff from the Logistics Department reported positive tests for COVID-19.

The Company decided to extend its COVID-19 test programmes for all Operations, QC, and plant staff at all four operating sites. At the 26 Tanjong Kling plant, where the Logistics Department was located, all office staff were also tested. The completed test results confirmed that COVID-19 only affected the Logistics Department staff.

With more stringent guidelines in place, the Logistics Department did not register any new cases between 15 September and 12 October. The Delta variant however saw NOWM experiencing a second wave of COVID-19 positives. On 12 October, a plant operator at 23 Tanjong Kling plant tested positive. In all, 34 staff across all NOWM locations tested positive from 12 October to 27 November.

In both cluster periods, staff who tested COVID-19 positive were either asymptomatic or experienced mild symptoms of fever and sickness. None escalated into serious illness. But, a few of our COVID-19 positives operators were chased out by their landlords and had to resort to much persuasion before they were allowed back.

NOWM was able to overcome the two waves of COVID-19 successfully because of our people. Notwithstanding personal hardship and emotional strains of being separated from loved ones (especially for our migrant workers), everyone laboured on and covered for their stricken colleagues to ensure business continuity.



How We Manage Our Talent

In light of the pandemic, talent management has been crucial for business continuity and upholding organisational culture. 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 person across our businesses, regardless of their function. We are particularly conscious of our migrant workers in Singapore and Malaysia. We count on them for our operational processes and acknowledge their struggles, particularly in the pandemic.

Training and Development

At NSL Ltd, we recognise the importance of keeping our staff abreast with market advancements, and continuously upskilling them. Skill development is a positive long-term investment for our company as it contributes to enhanced business performance and employee satisfaction. In 2021, training and development plans were stepped up despite the ongoing pandemic. Various courses relating to safety, digital transformation, and hospitality were organised and some were conducted online. The average training hours for per employee was increased from 26.6 hours in 2020 to 30.3 in year 2021.

To support NOWM's Digital Transformation efforts and provide staff with skills and career development opportunities, NOWM organised a Coursera Online Learning pilot project in August 2021. The objectives of this pilot project are to upskill and develop skills and competencies in three domains, namely (1) Data Processing using Microsoft Excel, (2) Artificial Intelligence/Data Analytics and (3) Data Visualisation, and assess the effectiveness of online learning for skills development.

List of Training Programmes in 2021

1 st Grade Steam Engineer (Engineering Thermodynamics)
1 st Grade Steam Engineer (Engineering Knowledge II)
2 nd Grade Steam Engineer (Computer Aided Drafting)
2 nd Grade Steam Engineer (Engineering Knowledge II)
2 nd Grade Steam Engineer (Engineering Materials I)
Apply Workplace Safety and Health in Shipyard (General Trade)
Apply Workplace Safety and Health in Process Plant (Mandarin)
Assess Confined Space for Safe Entry and Work
BizSAFE Level 1 – BizSAFE Workshop for CEO / Top Management
CERT First Aid With CPR and AED
Class 1 and Class 2 Boiler Attendant Course
Customised F&B Customer Service Programme
Develop A Risk Management Implementation Plan
Food Safety Course Level 1
Hazardous Substances Management
Implement Incident Management Process
Manage Work at Height
Managing Energy Efficiency for Water and Wastewater Treatment Plant
Mechanical Seals and Shaft Alignment
National Fire and Emergency Preparedness Council Webinar 2021
Occupational First Aid Course
Perform Rigger & Signaller Task
Perform Work in Confined Space Operation
Provision of Leadership Development Coaching Services
Respond to Fire and Hazmat Emergency
Respond to Fire Incident in Workplace
Safe Management Officer
Safety Course for Ship Supplier Personnel
SCDF Hazmat Transport Driver Permit Course
Seminar on Employers' COVID-19 Conundrum: To Mandate Vaccination, or Not to Mandate Vaccination in the Workplace?
Seminar on HR Policies on Employee Overseas Travel for Business and/or Leisure During the COVID-19 Pandemic
Singapore EE Waste Water Treatment Plant
Singapore Hotel Association (SHA) and SNEF Invite to Participate in Industry Briefing on Progressive Wage Model for Hotels
SSIC – Re-certification
Supervise Marine Work for WSH
Supervise Work in Confined Space Operation
Supervise Workplace Safety and Health in Process Plant
To Conduct Personal Fall Protection Equipment Inspector Course
Workplace Learning Project (Certificate in Lean Thinking and Practice)
WSQ Course: Carry Out Collection of Sludge and Greasy Waste
WSQ Implement Incident Management Processes
WSQ Operate Boom Lift
WSQ Operate Forklift Training Course
WSQ Operate Lorry Crane
WSQ Perform Work At Height
WSQ Supervise Safe Lifting Operations

Employee Engagement

We believe in the importance of engaging with our staff to better understand their needs and concerns, so that we can improve their everyday experiences at work. During the pandemic, we were unable to organise any employee engagement activities. NSL Ltd was particularly focused on maintaining regular communication with all employees to keep them informed of the changing business paradigms.

The Sports and Recreation Club (SRC), our activities committee, is responsible for organising employee engagement events to promote

healthy lifestyles and strong employee bonds among staff across various business units in Singapore.

However, due to COVID-19, our planned activities were disrupted. We were only able to organise a Badminton match in January for our employees. Despite challenges, we look forward to organising employee engagement activities in 2022.

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 to ensure their well-being, especially during this difficult period.

Throughout the pandemic, we also focus on prioritising our employees' mental and physical well-being.



Targets

- Kickstart a new talent attraction programme at NOWM.
- Achieve a minimum of 40 training hours per annum for each employee at EPM.
- Launch new soft-skill course for staff to attend at Raffles Marina.
- Organise more bonding and recreational events in 2022.

Our Performance

Average Training Hours by Gender	Group Level 2020	Group Level 2021
Male	28.8	33.4
Female	12.1	9.5

Average Training Hours by Employee Category	Group Level 2020	Group Level 2021
Management	12.5	9.7
Executive	13.5	17.4
Non-executive	32.0	37.4
Overall	26.6	30.2

Workplace Health and Safety

At NSL Ltd, workplace health and safety are of utmost importance. It is pivotal for our industry to ensure proper operations.

Following EPM's successful system migration in January 2021, NOWM also successfully converted from OHSAS 18001 to the ISO 45001 and SS 651 safety management system in July 2021. The SS 651 system imposes stricter safety measures such as additional levels of process safety on companies in the chemical industries to proactively eliminate

safety and chemical hazards, minimise risk, and improve overall Safety and Health performance.

NOWM won 2 Gold Awards in the annual Workplace Safety and Health WSH awards – organised by the WSH Council and supported by the Ministry of Manpower (MOM). Team Height Phobia, consisting of five members,

won a Gold WSH Innovation Award for their creation of a Smart Level Indicator to measure the level of liquid inside an ISO tank. Mr Kaniappan A/L Naraina also won a Gold WSH Award for Supervisor, in recognition of his achievements in workplace safety and health.

Our Performance

Type of Injury	2020	2021
	Number of Injuries	Number of Injuries
Back Injury	2	1
Eye Irritation	2	0
Facial Injury	3	3
Finger, Hand or Arm Injury	9	12
Foot or Leg Injury	10	10
Rib Injury	0	1
Head Injury	1	0

Occupational Health and Safety	2020		2021	
	Male	Female	Male	Female
Number of high consequence Injuries (Employees) ^[1]	0	0	0	0
Number of Fatalities (Employees)	0	0	0	0
Number of Loss Time Injuries (Employees)	24	0	27	
Number of High Consequence Injuries (Contractors)	0	0	0	0
Number of Fatalities (Contractors)	0	0	0	
Number of Loss Time Injuries (Contractors)	3	0	2	0
Total Injury Rate (LTIFR) ^[2]	5.67		7.18	

^[1] An injury is defined as high consequence if the injured is deemed unfit to return to normal work for more than 180 days

^[2] Loss Time Injury Frequency Rate (LTIFR) = Number of loss time injuries for every 1,000,000 man-hours worked

Targets

- Provide support for NSL OilChem employees' mental health.
- Review NSL OilChem's Key Job Safety Analysis Programmes and Risk Management.





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 a business built on strong values, we work hard to maintain our integrity through good training and strong policies as outlined in our code of conduct.

We ensure that all our new joiners are familiarised with our code of conduct. We continue to reinforce key messages, including proper evaluation of conflict of interests, anti-corruption and upholding no gift policy, among our employees. NSL Ltd also enforces a strict whistleblowing policy.

Our Performance

In 2021, we had no incidents of anti-corruption or legal actions for anti-competitive behaviour, anti-trust, and 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 Ltd strives to be a market leader as an essential services provider and works hard to maintain the high quality of our products and services. We solicit informal and formal feedback from our customers through customer surveys to assess our service quality.

Our customer satisfaction management process includes maintaining a close relationship with our customers and the provision of a survey form to customers every six months to ascertain feedback on the technical support, quality and delivery of our services. The feedback collected is then provided to the relevant operations team for review and improvement.

Our Performance

Biannually, one of NOWM's customers conducts a Supplier Assessment and Performance. The performance review enables them to ensure that vendors are able to support and align with customer's goals to be a premium semiconductor chip testing and wafer assembly company. The passing requirement for the review

is a minimum scoring of 75%. We are pleased that NOWM well exceeded this benchmark. This review offers an indication of NOWM's overall quality support and service to the customer.

NSL's chemical roadstone business works collaboratively with the Corporate Research and Development team (CRD) to enforce quality assurance and control compliant with relevant product quality regulations.

Digital Innovation

We embraced challenges and opportunities presented by digital innovation across our businesses through strengthening our analytical capabilities and adopting automation to improve efficiency. We seek to innovate to stay ahead of the curve and create relevant products that will best serve our customers.

Targets

- Continue with the customer surveys in 2022.
- Improve inter-departmental communication to ensure efficient implementation of customer feedback.
- Complete the launch of IT Department and NOWM's optimisation project.



Community Initiatives



NSL Group believes in giving back to the society while achieving our business goals. With a strong commitment towards corporate social responsibility, NSL Group rolled out programmes and activities that contribute to the community, Arts and Cultural scene, environment, and stakeholders.

Melrose Home

NSL's SRC continued to spearhead the NSL Love Movement 2021 to raise funds for Melrose Home (Children's Aid Society). Melrose Home creates a nurturing environment for children and youths from six to 18 years of age, who face difficult family situations or require child protection. The Home also provides a variety of educational programmes and therapeutic services to guide the children through their adolescence.

NSL Love Movement 2021 aims to encourage NSL staff to give back to the society and care for the vulnerable population. In 2021, we raised a total of \$11,255.70. Of which, \$5,255.70 was from our employees in Singapore and the remaining was donated by NSL Ltd. These proceeds will be utilised for purchasing food items and groceries for daily meal preparation for the children and youths.

Partnership with MDAS

NSL Ltd has been supporting the Muscular Dystrophy Association Singapore (MDAS), and donating to their annual fundraising event since 2007. MDAS equips its members with the ability to design our electronic greeting cards for festive seasons. We uphold this meaningful partnership as the creation of jobs empowers the lives of individuals with Muscular Dystrophy at MDAS.





Republic Polytechnic Visit

In April 2021, NOWM hosted 11 Republic Polytechnic students pursuing Diploma in Environmental Services and Management, and their senior lecturer. During the half day visit, the students toured the waste oil recycling and incineration plants at 23 Tanjong Kling as well as the Industrial wastewater treatment plant at Tuas. They witnessed the different types of hazardous waste that NOWM manages and how they are treated and disposed.

Dine-for-charity

In September 2021, Raffles Marina Club ran a Dine-for-charity promotion to raise funds for Sunlove Abode for Intellectually Infirm Ltd. This joint promotion with Bike-Aid offered cyclists a 10% discount at two of its F&B outlets – Marina Bistro and Discovery Pub – and for every 10% the cyclists enjoyed, the Club donated 10% to Ride for Rations 2021 for Sunlove Abode for Intellectually Infirm Ltd.



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List of Memberships, External Initiatives and Charters

- ISO 9001, ISO 14001, ISO 45001, ISO 18001, SS 651 Certification
- BCA Licensed Builder (Pre-cast Concrete Work)
- SAC (Singapore Accreditation Council) Ready Mixed Concrete Product Conformity Accreditation
- WSHC (Workplace Safety & Health Council) bizSAFE STAR Certification
- SGBC (Singapore Green Building Council) Green Label
- SCI (Singapore Concrete Institute) PC1 Accredited Pre-caster
- Association of Process Industry ("ASPRI")
- Waste Management and Recycling Association of Singapore ("WMRAS")
- Singapore Shipping Association ("SSA")



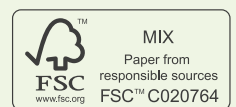
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