



NSL

**SUSTAINABILITY
REPORT 2020**



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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 2020 (FY2020).

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 fourth sustainability report in line with the Singapore Exchange (“SGX”) requirements on Sustainability Reporting.

In 2020, we experienced an unforeseen insurgence of the global pandemic, COVID-19. Whilst our business faced challenges and disruptions, our primary focus was the wellbeing, health and safety of our employees. We were agile in our response and implemented safety management measures to prevent the spread of the disease.

Migrant workers on work permit form an integral part of our workforce and ensuring their wellbeing is our responsibility. As a result of COVID-19, these workers were impacted the most. Due to the imposed travel restrictions, many of our workers were unable to return home and rendered immobile. NSL Ltd supported these workers through the provision of support allowances to assist with their increased expenses and hotel accommodation to safeguard them from dormitory outbreaks.

Although training and development opportunities were affected, we hope to provide more opportunities for employees to upskill themselves in 2021.

We have observed an emerging transition towards decarbonisation within the construction industry. As more companies strive to achieve a reduction in their embodied Carbon, we contribute towards this transition through the use of green concrete across our projects. We are pleased to announce a growth in our green portfolio, as an increasing amount of our project volume employs green materials.

Waste treatment is integral to our business and in 2020, our industrial wastewater treatment complex in Singapore became fully operational. Over the year, we implemented strategic, automation and technological advancements at our plants to ensure better adherence to regulatory standards and enhanced efficiency.

Sustainability considerations continue to play an integral role in our strategy and 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 during these turbulent times, for their help in developing our sustainable practices and 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 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 seven 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.

Environmental Services

Activities and services: We specialise in treatment and logistics services of hazardous industrial 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 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: 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 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 on work permit 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 value on producing green products and services and believe 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 in the construction and building sector. As we recognize the greater demand across organizations for a reduction in embodied Carbon, as a concrete company, we play a role in enabling that transition through the use of green concrete.

Over the course of 2020, we offered 35 different varieties of green concrete in our design mix to support sustainable construction in Singapore and Malaysia. As we have a few types of green concrete, its use is subjective per project design, and is depicted based on the job requirement. Overall, green concrete has contributed to 43.79% of our project volume, demonstrating an incremental demand in constructing green buildings.

We are in the midst of implementing the green concrete scheme which entails

the addition of high strength concrete into our green concrete mix, resulting in the increased quality of our products. Furthermore, we will be replacing our normal OPC cement with cement derived from recycled materials.

Roadstone

Our roadstone business is responsible for creating environmentally friendly products for the road construction market, particularly the resurfacing of roads, in Singapore. NSL Chemicals' roadstone business helps to conserve landfill sites and promotes sustainable development through use of sustainable resources and lowered carbon footprint when compared to imported aggregates. The primary focus of this business segment is to mass recycle steel slag, the waste generated from steel mills, to save grounds for dumping.

Our Performance

Eastern Pretech experienced a **11.79%** increase in our project volume using green concrete in comparison to the amount of green concrete used in 2019 (**32%** in 2019).

Energy

NSL Group hones on improving its energy management processes as energy is crucial to our industrial operations and to the alleviation of climate change.

The National Environment Agency’s (“NEA”) Energy Conservation Act (“ECA”) in Singapore mandates the registration with NEA, of industrial facilities with 54 terajoules or more energy used per calendar, consistently across two of the three preceding years. Upon registration, the organization is required to appoint an energy manager and commence the reporting and monitoring of their energy use and greenhouse gas emissions, annually. Furthermore, the organization must submit an energy efficiency improvement plan to NEA.

How We Manage and Reduce Our Energy Use

As per our report in 2019, one of NSL OilChem Waste Management’s (“NOWM”) industrial facility, 23 Tanjong Kling, was registered with NEA as it exceeded NEA’s energy threshold for two out of its three previous years.

As aforementioned, this registration entailed the appointment of an energy manager and the submittal of a Greenhouse Gas (“GHG”), energy consumption and efficiency improvement plan to NEA. NOWM ensured compliance to the imposed regulations as we have submitted our 2020 energy improvement plan that maps out a target to ratify and improve our energy management processes for a reduction in energy consumption, over the course of three years.

Contingent to NEA’s approval, our improvement plan includes an Energy Efficiency Opportunity Assessment (“EEOA”) by a third-party assessor, to be implemented by the end of 2024. NEA’s regulation included the appointment of an energy manager, which was delayed due to hindrances to training schedules as a result of the pandemic.

However, as of December 2020, NOWM has a Singapore Certified Energy Manager, who is registered with NEA. Our energy manager will assist in closely monitoring, establishing the baseline and identifying opportunities to improve our energy use, whilst simultaneously cutting energy costs.

Another energy management initiative includes the use of the by-product bio-gas, methane, from our wastewater treatment process to generate electricity, which can be used for internal plant consumption. As per our 2019 target, we have successfully implemented the Biogas engine however, the engine is yet to be connected to electricity. We aim to achieve this by 2022.

NSL Group’s Corporate Research Development Advisory Panel and IT department have automated processes and workflows to improve energy efficiency and productivity of the laboratories in the new industrial wastewater plant in Tuas, Singapore.

Additionally, the wastewater treatment processes at the Tanjong Kling plant were enhanced to strengthen its potential of meeting regulatory discharge standards. These included consistent polishing to improve discharge systems and the monitoring of chemical oxygen demand (“COD”). As a result of these enhanced processes, we have been seeing better water quality as reflected in our recent commissioning result, which depicted our quality to fall within the regulatory requirements.

Our Performance

NOWM’s 2020 Energy Consumption

In comparison to the previous year, NOWM’s total energy use has increased in 2020. The increment was for both our 23 Tanjong Kling and 7 Tuas Ave 10 plants.

Since early 2019, the incineration plant at 23 Tanjong Kling resumed operations progressively and around 3,400 MT of waste was incinerated. Over 2020, the incineration plant has been operating at full capacity and as a result, around 5,350 MT of waste was incinerated. Furthermore, our electricity consumption has increased due to the deployment of new processes, such as Sequencing Batch Reactor (“SBR”).

The increase in energy consumption at our 7 Tuas Ave 10 plant is attributed to its commissioning in December 2019 and subsequent commencement of operations in January 2020.

	23 Tanjong Kling	26 Tanjong Kling	10A Tuas Ave 12	7 Tuas Ave 10
Total Energy Use (TJ) in 2019	104.6	0.5	4.1	8.5
Total Energy Use (TJ) in 2020	135.46	0.35	1.86	19.54



Targets

- Implement Green Concrete Scheme
- Conduct an EEOA
- Complete the implementation of the Biogas engine by end 2022

Waste Management

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

How We Manage and Reduce Our Waste

At NOWM, we continue to follow international standards for safe wastewater discharge and disposal of incineration ashes. In Singapore, we ensure wastewater discharges to the sea and public sewers are aligned with the Singapore standard.

In 2020, Raffles Marina implemented a Plastic Initiative that aimed at reducing the use of single-use plastics through the replacement of single use plastic soap bottles, with environmentally friendly and refillable soap dispensers. Additionally, Raffles Marina's Bistro introduced its 'The Last Straw Campaign', which focused on eliminating the provision of straws to patrons.

Our Performance

For NOWM's operations, waste generated can be separated into hazardous and non-hazardous waste. In 2020, 1.4% (by weight) of total waste

generated comprise non-hazardous waste while 98.6% (by weight) of total waste generated comprise hazardous waste.

In 2020, we reported our non-hazardous waste generated at EPM, as per our target for 2019. In 2020, we recorded 98.5% (by weight) of our total waste generated to be comprised of non-hazardous waste whilst 1.5% (by weight) of the total waste was hazardous waste.



Target

- We target to continue reporting on both our hazardous and non-hazardous waste for operations at EPM and NOWM.

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 that emit beyond 25,000 tCO₂e annually, are subject to the Carbon Tax.

NSL cooperates with the regulations imposed by the Singapore government by managing its 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.

In 2019, NSL OilChem Waste Management's 23 Tanjong Kling Facility a GHG Emission value higher than 2,000 tCO₂e and was subsequently registered with NEA as a reportable facility. As a result, we submitted our annual Emissions Report to NEA and in 2020, we are pleased to report that the GHG Emissions for the 23 Tanjong Kling Facility was below 2,000 tCO₂e.

NOWM conducts annual 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.

Our wastewater plant in Tuas is designed with scrubber units to handle waste gas, ultimately curbing air pollution. We are targeting to insert another scrubber to manage the odour in our surroundings.

Our Roadstone operation focuses on dust control and has integrated a dust filter inside the plant as per the regulations of NEA. This is responsible for capturing the dust, for a safer environment. Additionally, the plant is equipped with sprinklers that handle the emission and suppression of dust when handling raw materials.

Our Performance

NOWM's 23 Tanjong Kling Facility

Air emissions*	Test Results 2019	Test Results 2020	Allowable Limits
Oxides of Nitrogen	84.93	111	400
Sulphur Dioxide	<1	<1	200
Dioxin & Furan	0.0121	0.0778	0.1
Particulate Matter (PM)	0.4	18.2	50
Carbon Monoxide	75.39	36.4	100
Hydrogen Chloride	<1.30	<1.0	60
Hydrogen Fluoride	<0.80	<0.50	5

* Data includes our waste-to-energy facility in Singapore and is based on United States Environmental Protection Agency Sampling Procedures. The test 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 (tCO ₂ e/year) in 2019	Total GHG Emissions (tCO ₂ e/year) in 2020	Source of Emission
NOWM	15,384.0	20,741.6	Purchased Electricity, Incineration of Waste, Diesel, Fire Extinguisher use
Raffles Marina (Marina, Country Club, Food and Beverage)	1,896.4	1,257.3	Purchased Electricity, Diesel, Petrol, Liquefied Petroleum Gas, Refrigerant Losses, Fire Extinguisher Use
NSL Chemicals (Office, Production)	628.4	211.0	Purchased Electricity, Diesel
Eastern Pretech Singapore (Office)	25.8	16.8	Purchased Electricity
NSL Ltd (Office)	23.8	10.2	Purchased Electricity
Total	17,958.4	22,236.9	



Targets

- We will continue to maintain our emissions below allowable limits
- Insert a scrubber at our Tuas Plant to curb smell pollution

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 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, and in the handling of hazardous materials and fire.

Our Performance

Our Tuas 1 plant was temporarily suspended in November 2020, as a result of non-compliances to requirements regarding wastewater treatment prior to discharge. The company is in the process of implementing corrective actions and additional measures to address these non-compliances at the

Tuas 1 plant. We view this non-compliance with utmost seriousness and look to prevent the recurrence of such an incident in the future.

Our 23 Tanjong Kling plant incurred a \$2,500 fine for a contravention on sewerage and drainage regulations, from PUB in January 2020. The fine was imposed as a result of a steam coil’s oil leakage into the condensate line and PUB’s sewer. We repaired the steam coil and stopped further leakage.



Target

- We aim to have zero incidents of non-compliance with environmental regulations in 2021

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

NSL Group places great value on its employees with strong emphasis on their development, welfare and well-being. We treat them as an extended community through initiatives that facilitate cooperation, team bonding and camaraderie.

	2019				2020			
	Malaysia		Singapore		Malaysia		Singapore	
	Male	Female	Male	Female	Male	Female	Male	Female
Full-time	754	91	387	127	913	77	349	117
Part-time	1	1	0	3	0	1	0	0
Permanent	755	92	378	123	913	77	343	114
Temporary	0	0	9	7	0	1	6	3
Total	755	92	387	130	913	78	349	117

This year, we faced an unprecedented challenge brought about by COVID-19. As our business faced disruptions, we focused on our employees to ensure their health and safety. We were quick to implement safe management measures and Standard Operating Procedures (“SOPs”) in accordance with government guidelines that included split team arrangements, compulsory donning of mask, safe distancing measures, regular temperature taking, Safe Entry QR code scans at entrances, health declarations, hand sanitizing etc. Additionally, we stay abreast

and comply with SOPs, guidelines and regulations imposed by the Singapore government pertaining to the pandemic.

How We Manage Our Talent

In light of the pandemic, the need to manage our talent has been crucial to ensure business continuity and to uphold our organizational 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, both in Singapore and in Malaysia. We are heavily reliant on them for our operational processes and acknowledge their struggles, particularly through the pandemic.

Our migrant workers on work permit at NOWM and RM were heavily impacted by COVID-19 as it led to numerous travel restrictions and thereby, lack of mobility. As a result, many of these workers were unable to return home and instead, dedicated their efforts to ensuring business continuity.

As some of these workers are regular commuters between Malaysia and Singapore, they had no accommodation in Singapore. Therefore, we provided hotel accommodation to some of our workers to ensure their safety, especially during the outbreak at the dormitories in Singapore.

Additionally, our Club at RM converted its rooms to create accommodation for our affected workers, whilst providing them with meals. We also provided our workers with support allowances to supplement their increased expenses such as, food and transport, resulting from the disruptions caused by the pandemic.

Talent Attraction

At Eastern Pretech Singapore and Malaysia (EPS and EPM), we offer a scholarship program through the iBuild SG

Undergraduate Scholarship. This is a joint scholarship with BCA to encourage students to enter the Built Environment Sector and offers students full-time opportunities after their graduation from university. We are pleased to report that we have accepted one student, who commenced working with us in October 2020.

Last year, NOWM continued our participation with the Earn and Learn Programme alongside Institute of Technical Education in Singapore. This programme aimed at developing local talent through a 12-month attachment at our laboratory, with the aim of joining us full-time post-graduation. This programme has since concluded however, we are looking to kickstart a new programme, with a similar aim in 2021.

Training and Development

At NSL Ltd, we realize the importance of keeping our staff abreast with market advancements and their continuous upskilling as pivotal to the success of our business. We view the development of employee skills as a positive long-term investment for our company as it results in enhanced business performance and employee satisfaction. In light of the recent pandemic, we experienced interruptions in our training and development plans across the year. Nonetheless, we attempted to organize as many as we could, whilst targeting for more in the upcoming year. The number of employees who received performance and career development reviews increased from 97% in 2019 to 98.63% in 2020.



At EPM, we urge our employees to embark on further study for courses that enhance and further equip them with their current job demands. In 2020, due to the pandemic, we did not have any employees who undertook further studies.

Additionally, we have a yearly training form that is issued to each head of department,

to arrange for training courses. We have a target for each employee to minimally attend 40 hours of training per annum to ensure effective employee training and development. However, due to COVID-19, we have only managed to achieve 60% of this training objective. We continue to dedicate our efforts to accomplishing this for the upcoming year.

List of NSL Group's training programmes in 2020

Business Entity	Training Course
EPM	<ul style="list-style-type: none"> • Safety training <ul style="list-style-type: none"> - Fire Drill - ERP training - Chemical spillage - On the job - Crane operator - Forklift - Basic Occupational First Aid - Toolbox briefing • Management training <ul style="list-style-type: none"> - Communication - People and time management - Awareness on ISO, OHSAS - Problem solving and motivation - Practical production and control - Effective leadership and supervisory • General training <ul style="list-style-type: none"> - Microsoft Office applications & software - Finance and purchasing - Legal and contracting - HR and law practices - Maintenance - Quality control - Certifications
EPS	<ul style="list-style-type: none"> • Mandatory training <ul style="list-style-type: none"> - Safe Management Officer Course for Construction - Continual Educational Training (CET) - Precast (Tradesman) • Additional training <ul style="list-style-type: none"> - BCA-REDAS Built Environment and Property Prospects Seminar - Sage EasyPay Year End Seminar - Specialist Diploma in Construction Productivity - Site Management of Precast Concrete Construction
RM	<ul style="list-style-type: none"> • Marketing training <ul style="list-style-type: none"> - Facebook Marketing & Advertising - Digital Marketing Course - Professional Certification in Social Media Marketing - Digital and Social Media Marketing for Clubs - Intro to Digital Marketing Course • Additional training <ul style="list-style-type: none"> - Centre for Behaviour Science - Handling Angry, Hostile and Abusive Customers - Occupational First Aid (OFA) + AED - PDPA by SNEF

Employee Engagement

We believe it is important to engage with our staff to maintain a pulse on their needs and concerns so that we can improve their everyday experiences at work. During the pandemic, we were unable to organize any employee engagement activities.

The Sports and Recreation Club (“SRC”), our activities committee, is responsible for organizing employee engagement events to promote a healthy lifestyle and the formation of strong employee bonds across staff from the business units in Singapore.

However, due to COVID-19, our activities planned for 2020 were disrupted, and we were only able to solely organize weekly Badminton activity in January for our employees. Despite the challenges, we look forward to organizing employee engagement activities in the coming year.

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 wellbeing, especially during this difficult period. Through the pandemic, we placed greater focus on accommodating our employee’s mental and physical wellbeing.

NOWM’s Chief Executive Officer, Jeffrey Fung, visited the plants to show support and provided words of encouragement to its employees. He conducted in-person briefings to the workers to inform them about COVID-19 and urged them to tide through the pandemic as a united organisational family. Additionally, Mr Fung created a montage video for our front-line workers to demonstrate gratitude for their commitment and resilience in ensuring NOWM’s continuity during the pandemic.

Prior to the allocation of accommodations for its employees, the Human Resource (“HR”) department checked for cleanliness of the accommodation and confirmed that the safe management measures were in place.

Mr Jeffrey Fung together with NOWM’s HR department ensured the physical and mental wellbeing of its employees by visiting the hotels in which the employees were residing and helping them check-in.

The HR department confirmed that all its workers are aware of the governmental regulations surrounding COVID-19 and thereby ensuring compliance through the provision of in-person briefings.

Whilst many of our planned activities to foster welfare were halted, NOWM provided 60 of its Hindu workers at 4 different sites with Bento meals during Deepavali. We hoped to mark our appreciation for their efforts especially as they were unable to return home during the festive season.

To prevent the risk of fatigue in the workplace, we implemented several administrative control measures that include limited shift work hours and the adoption of a rotation-shift roster.

The Multi-Ministry Taskforce implemented the Circuit Breaker measure of closure of workplace premises on 7 April 2020. Being an essential service provider, NOWM was exempted from this closure requirement but was approved by MTI to continue work on Split Teams basis.

MOM issued the Safe Management Measures for implementation by 12 May 2020 for all businesses. New measurements such as appointment of company SMO (Safe Management Officer), use of Trace Together and SafeEntry for contact tracing, development of a Covid-19 Safe Measures Implementation and Monitoring Plan were required of the company. NOWM implemented all the measures accordingly and were subsequently audited by MOM on their implementation on several occasions. The measures are still in place at all our 4 workplaces.

The authorities have prioritized vaccinations for workers involved in specific work areas and NOWM has accordingly registered its workers involved in biohazard and marine vessels work. Vaccinations for these workers are currently in progress. These same workers are also registered for regular swab tests.



Our Performance

Average Training Hours by Gender	Group Level 2019	Group Level 2020
Male	29.4	28.8
Female	16.1	12.1

Average Training Hours by Employee Category	Group Level 2019	Group Level 2020
Management	21.3	12.5
Executive	18.0	13.5
Non-executive	31.8	32.0
Total	27.4	26.6



Targets (subject to COVID-19 pandemic restrictions)

- Kickstart a new programme at NOWM for talent attraction
- Achieving a minimum of 40 training hours per annum for each employee at EPM
- Launch new soft-skill courses for RM staff to attend
- Organizing more SRC events for 2021

Workplace Health and Safety

As a result of COVID-19, the conversion from OHSAS 18001 to ISO 45001 was disrupted across all our business segments. EPM completed migration in January 2021, however, NOWM is currently undergoing the migration and aim to complete this by July 2021. At NSL Chemical's roadstone business, we are currently in the progress of achieving Biz Safe Level 3.

A near-miss reporting system was implemented in October 2020 to encourage employees in the field to report near misses, thereby provoking responsive actions. We have since October 2020 received several reports which will be discussed in our monthly safety committee meetings. For 2021, we aim to commence an internal safety audit by an internal committee for a high-risk SOP.

Raffles Marina adheres to and complies with guidelines by Singapore Tourism Board. It received permission from Singapore Hotel Association to continue its Hotel operation with certain SOPs in place despite the pandemic.

The Company Emergency Response Team ("CERT") is responsible for hosting mandatory safety trainings, enforced by Singapore's Civil Defence Force ("SCDF").

Due to the pandemic, we were unable to host this and are hoping to organize this safety simulation in the coming year. Furthermore, we organized a fire drill early in 2020 and have continued to conduct monthly fire safety system inspections, to ensure our safety systems are effective.



What Changes Did EPM Make?

EPM altered the type of gas stored at the plants from Acetylene gas to NC+ gas as it reduces the risk of combustion. EPM's safety and health team also organizes a yearly fire drill exercise and quarterly fire system inspection, with the help of an external party.

To further ensure workplace health and safety, EPM conducted a medical surveillance and audiometric test for 80 random employees at its plants to test for their exposure to dust and chemicals, whilst screening the overall condition of the employees.

Our Performance

Type of Injury	2019	2020
	Number of Injuries	Number of Injuries
Back Injury	3	2
Eye Irritation	4	2
Facial Injury	5	3
Finger, Hand or Arm Injury	17	9
Foot or Leg Injury	7	10
Rib Injury	2	0
Head Injury	0	1

Occupational Health and Safety	2019		2020	
	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)	31	0	24	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)	7	0	3	0
Total Injury Rate (LTIFR)²	6.40		5.67	

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

- Complete the conversion from OHSAS 18001 to ISO 45001 for relevant business units
- Commence internal safety audit for a high risk SOP in 2021
- Organize CERT safety simulation with SCDF

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

We ensure that all our new joiners are familiarized with our code of conduct. We continue to emphasize our key messages amongst our employees which include, proper evaluation of conflict of interests, anti-corruption values and upholding our no gift policy. NSL Ltd also enforces a strict whistleblowing policy.

Our Performance

In 2020, we had no incident of anti-corruption or legal action 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 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.

Eastern Pretech's customer satisfaction management process includes maintaining a close relationship with our customers and the provision of a survey form to customers every 12 months to ascertain feedback on the technical support, design, quality and delivery of our services. The feedback collected is then provided to the relevant operations team for review and improvement.

NSL Chemicals' quality assurance and quality control department enforces quality assurance and control in the production of roadstone.

Digital Innovation

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

In 2020, NSL Ltd's IT Department continued its collaborating with NOWM to optimise the scheduling and routing of NOWM's land-based logistic fleet. This project aims to optimise the job schedules of our vehicles to enable maximum fleet utility and provide efficient route guidance to drivers.

The project further reduces the hassles affiliated with manually planning operations, thereby redirecting staff time toward value adding tasks such as customer relationship management. As the pandemic caused a shift in our focus, we aim to complete the full launch of this project by the next financial year.

Our Performance

Eastern Pretech conducted a customer satisfaction survey in 2020 and the ratings received from the survey demonstrated an average of 3.73, which indicates the overall feedback to range between average to good.



Targets

- Continue with the customer surveys in 2021
- 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 acknowledges the importance of a positive social impact on the community and aims to achieve this through fundraising initiatives and employee volunteering.

Unfortunately, the COVID-19 disrupted many community initiatives in 2020.

NSL Group has also been a long-term sponsor of the Singapore Symphony

Orchestra as we believe in supporting the Arts in Singapore. Consequently, we received the 'Friend of the Arts' award, organized by the National Arts Council in 2020.

NSL's Love for Melrose Home

NSL's SRC continued to spearhead the NSL Love Movement 2020 to raise funds for Melrose Home (Children's Aid Society). Melrose Home creates a nurturing environment for children and youth from 6 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 2020 aims to encourage NSL's staff to give back to the society and care for the vulnerable population. In 2020, we raised a total of \$10,862.60, \$4,682.60 was from our employees in Singapore and the remainder was donated by NSL Ltd. The donations from the company and staff were handed to Melrose Home in June 2020 and January 2021 respectively. These proceeds will be utilised in purchasing food for the children.



\$10,862.60 was raised for Melrose Home (Children's Aid Society) in 2020



NSL's Partnership with MDAS

NSL has supported Muscular Dystrophy Association Singapore ("MDAS") since 2007 and donated to their annual fund-raising event. 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.



Target

- Continue our engagement with our long-term beneficiaries

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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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