



nosignboard 無招牌
HOLDINGS LTD.



DOING WELL BY DOING GOOD

SUSTAINABILITY REPORT 2020



I CONTENTS

CHAIRMAN'S STATEMENT	01	RESILIENT AND COMMITTED WORKFORCE	10
CORPORATE PROFILE	02	Workforce Overview	10
ABOUT THE REPORT	03	Recruitment	11
Reporting Scope and External Assurance	03	Staff Remuneration and Benefits	11
OUR STRATEGIC APPROACH TO SUSTAINABILITY	04	Training	12
Sustainability Overview	04	Performance Appraisal and Career Development	12
Sustainability Governance	04	HEALTH AND SAFETY	13
STAKEHOLDER ENGAGEMENT	05	Workplace Health and Safety	13
MATERIALITY ASSESSMENT	07	Safety Performance	13
SUSTAINABILITY DASHBOARD	08	CUSTOMER-CENTRICITY	14
FOOD QUALITY AND HYGIENE	08	Communication Channels and Customer Feedback	14
Supply Chain	08	Customer Safety	14
Food Hygiene	09	Catering to Online Orders	15
Food Expiry	09	CARING FOR THE COMMUNITY	16
Cleanliness	09	Supporting Singapore's Frontliners	16
		GRI INDEX	17





CHAIRMAN'S STATEMENT |

On behalf of the Board of No Signboard Holdings Ltd ("NSB Holdings"), we are pleased to present our Sustainability Report 2020, which covers the reporting period 1 October 2019 to 30 September 2020 ("FY2020").

COVID-19 was a global black swan that impacted communities all over the world in 2020. The first cases in Singapore were imported and local transmission started in February and March 2020. Progressive restrictions were introduced on inbound travellers in end January, and nearly all short-term visitors were banned from entry in March 2020.

As reported by the media on 4 June 2020¹, the Singapore Tourism Board had released data showing that in April 2020, one month since the ban on short term visitors was implemented, the number of visitor arrivals plunged to a historic low of 748, representing a near 100 percent decline from 1.6 million visitors in April 2019. This coupled with the Singapore Government's Circuit Breaker measures from 7 April to 1 June 2020 to contain the domestic spread of the virus had an adverse impact on many local businesses. Food establishments, including all of our outlets, were allowed to offer only takeaway and delivery options. Singapore moved into Phase 2 of the easing of restrictions in June 2020, and our outlets could offer dine-in services, albeit with social distancing and other safety measures in place. Singapore commenced Phase 3 re-opening on 28 December 2020.

When this Sustainability Report is published, we would have progressed into Phase 3 of the post-pandemic re-opening. Whilst the restriction in group size for gatherings and capacity limits at shopping malls have increased since Phase 2, the immediate translation of these restrictions into the Company's business may not be apparent. Nonetheless, the Company continues to improve and evolve amidst the environment it operates in. While there will be uncertainty in the days and months ahead, we are heartened that our organisation and our people have been coping well with the changes and sacrifices brought on by the COVID-19 crisis. Our foundational sustainability strategy and programmes – which include investments in workplace safety and health, customer service training, food quality and hygiene systems – have made us more resilient and able to respond nimbly, be it in adapting our supply chains, changing our in-restaurant work practices, and regaining our customers' patronage.

The crisis has reaffirmed the belief that for long-term prosperity, we need to stay committed to the economic, environmental, social and governance pillars in our sustainability vision. We are doubling down in our efforts to create economic value and take a broader perspective in terms of giving back to the community and managing our risks. Adversity has made us stronger and positioned us to take advantage of new opportunities as the local and regional economies gradually recover and open up again.

We would like to thank the Sustainability Committee and all employees for staying on course in implementing the various sustainability policies and programmes. Sustainability remains core to our business and we will continue to work towards positive contributions both on the business front and in societal causes.

MR SAM LIM YONG SIM (LIN RONGSEN)
Executive Chairman and Chief Executive Officer

¹ <https://www.straitstimes.com/singapore/visitor-arrivals-to-singapore-hit-historic-low-in-april>

I CORPORATE PROFILE

Established in 1981, No Signboard Holdings Ltd. is a leading lifestyle F&B player in Singapore. The Group operates a chain of restaurants under different F&B brands and concepts, namely No Signboard Seafood, Little Sheep Hot Pot and Mom's Touch Korean Chicken & Burger. The Group also owns a beer business that distributes the beer brand Draft Denmark in Singapore.

As a testament to our strong branding, we have received numerous accreditations and awards over the years including the SG50 Prestige Enterprise Award 2015/2016 – Singapore's Top F&B Brand for Seafood Category and Outstanding Brands – Beer 2016. We were recognised by Trip.com, a global online travel and leisure portal, as one of Singapore's best loved seafood restaurants in December 2019.

No Signboard Holdings Ltd. was listed on the Catalist Board of the Singapore Exchange Securities Trading Limited ("SGX-ST") on 30 November 2017.

OUR VALUES AND PRINCIPLES

The Board and Senior Management are committed in conducting business with integrity, consistent with the highest standards of business ethics, and in compliance with all applicable laws and regulatory requirements.

We are dedicated to upholding two main principles: sincerity and innovation. This allows us to deal with internal and external partners in a professional and honest manner. Furthermore, we aim to constantly inject new ideas and make improvements to our products and services, so that we can be a competitive and respected organisation.

All our employees are inducted with our company's core values of honesty, harmony and politeness, as we believe this helps to nurture a trusting, safe and transparent work culture. Our core values enable our people to adopt a humble and receptive attitude, so that they are open to feedback, embrace lifelong learning and always aim to please our customers.



This Report has been prepared using the Global Reporting Initiative's ("GRI") Standards as these standards are widely used by many companies internationally and they allow NSB Holdings to report our sustainability policies and manage our material concerns in a comprehensive and transparent manner. This report has been prepared in accordance with the GRI Standards: Core option. We have also referenced the SGX-ST Listing Manual (Rules 711B).

We have adhered to GRI's Reporting Principles in preparing the narrative and content of this report:

- Stakeholder inclusiveness: We have identified our stakeholders and factored their feedback and expectations in our materiality assessment.
- Sustainability context: We have articulated our Sustainability Vision and how our priorities are linked to the local context, requirements and needs.
- Materiality: We have a process in place to identify the material sustainability issues and explain how we are addressing them.
- Completeness: We have described the relevant boundaries and information for the material topics, so that users of this report have a good understanding of our sustainability performance during the stated reporting period.

REPORTING SCOPE AND EXTERNAL ASSURANCE

This report contains data and practices relating to NSB Holdings' core operations in Singapore, which includes the following:

- No Signboard Seafood restaurants located at VivoCity and Esplanade.
- Mom's Touch Korean fast food located at Paya Lebar Quarter and Eastwood Centre.
- Little Sheep Hot Pot located at One Fullerton and Orchard Gateway.
- Corporate Head Office located at 10 Ubi Crescent.

GRI does not require external assurance for sustainability reports prepared in accordance with their standards. NSB Holdings has decided not to seek external assurance for this year's report, although we may do so for future reports. If you have any comments on our sustainability report, please contact us at: feedback@nosignboardseafood.com.

OUR STRATEGIC APPROACH TO SUSTAINABILITY

SUSTAINABILITY OVERVIEW

Since our modest beginning as a seafood hawker stall in the 1970s, we have always aimed to serve the freshest and tastiest seafood and Asian cuisines to tickle the palates and capture the hearts of our local and international customers.

NSB Holdings has come a long way, and our future success requires us to look closely at how we can have a sustainable business that is built to last. In recent years, we have formulated and adhered to a Sustainability Vision that includes the following dimensions:

- **Economic factors** such as improving productivity, making sound investments for the future and generating steady returns for our shareholders.
- **Environmental factors** such as delivering the best products and services with optimal use of resources, minimising wastage and ensuring that we do our part in protecting the environment.
- **Social factors** such as giving back to those in need, engaging the local community and taking care of our workforce.
- **Governance factors** such as compliance with all applicable laws and regulations, and managing our risks by mitigating the downside while seeking new opportunities.



SUSTAINABILITY GOVERNANCE

NSB Holdings' Board of Directors ("Board") ensures that sustainability remains central to how we run our business. The Board Members would consider sustainability factors in their decision making on corporate strategies and core initiatives. This ensures alignment between sustainability goals and business objectives.

Our Chief Operating Officer ("COO"), Ms Lim Lay Hoon, chairs a corporate-wide Sustainability Committee and is supported by a dedicated in-house secretariat. The Sustainability Committee reports to the Board on sustainability matters and is responsible for implementing strategies, tracking the progress and monitoring the outcomes. To help build awareness of sustainability and coordinate actions across the organisation, we have a Sustainability Working Group that involves representatives from the Corporate Office and all the operating subsidiaries. These representatives are invaluable "boots on the ground" that support the work of the Sustainability Committee.

STAKEHOLDER ENGAGEMENT |

NSB Holdings aspires to be an esteemed company that interacts with the people we serve in a caring, professional and win-win manner. The important stakeholders include our loyal customers who have patronised our outlets over the years, our employees who put their best foot forward and go beyond the call of duty on numerous occasions, suppliers with whom we have forged long-term and mutually beneficial partnerships, investors and shareholders that have supported our business, and government and regulatory agencies.

We engage our stakeholders through various channels and platforms on an ongoing basis.

This helps us to foster strong relationships and understand their concerns and suggestions. We invest in establishing good rapport because when our stakeholders see us as responsive and are satisfied with how we are managing the business, we can count on their support and do well.

The table below sets out the ways we have engaged our respective stakeholders and our responses to their concerns:

STAKEHOLDERS	FREQUENCY	METHODS OF ENGAGEMENT	TOPICS RAISED	NSB HOLDING'S RESPONSES
Customers	Regularly	- Feedback at outlets - Feedback via social media	- Product and service quality - Health and safety	Upon obtaining feedback at outlets and through social media, the Company would implement relevant suggestions from customers. This year, we saw increased feedback from customers regarding health and safety issues, arising from the COVID-19 safe distancing guidelines. We assured customers that we adhered to all of the regulatory guidelines and spared no effort in protecting their health, safety and comfort.
Employees	Regularly	- Team bonding - Ad hoc team meetings - Internal communication channels	- Job performance - Employee development - Remuneration - Polices	Yearly performance appraisal and training needs were reviewed across all organisational levels to ensure employees were adequately skilled to perform their functions. To foster teamwork and social interaction amongst employees, the Company conducted team bonding activities and ad-hoc meetings to increase engagement and align business goals. Some of these activities were conducted through online platforms for enhanced safety in FY2020.
Suppliers	Regularly	- Briefings and meetings - Supplier selection - Communications	- Contract terms - Compliance with Company policies and sustainability requirements - Payment terms	The Company worked closely with our approved suppliers to ensure smooth delivery of our ingredients and materials, as well as compliance with contract terms and corporate policies. We stepped up our engagement with suppliers this year to address the risk of supply chain disruptions brought about by the pandemic.

STAKEHOLDER ENGAGEMENT

STAKEHOLDERS	FREQUENCY	METHODS OF ENGAGEMENT	TOPICS RAISED	NSB HOLDING'S RESPONSES
Investors/ Shareholders	- Annually - Quarterly	- Annual report - Quarterly release of financial reports - Corporate announcements on SGXNET and the Group's website - Annual General Meetings	- Financial performance - Shareholder value - Sustainability reporting	The Company conducted ongoing communications through timely disclosure of material developments in the Company such as our financial results and other corporate developments through SGXNET and the Group's website. We provided updates on the impact of COVID-19 on the business and how we had responded. To ensure prompt response to feedback and queries, the Company maintained a dedicated email account (feedback@noshignboardseafood.com) for shareholders and investors.
Government and Regulatory Agencies	Ongoing	Site visits and inspections	- Health and safety compliance - Regular reporting	The Company responded promptly to requests for regular reporting and other inputs, as well as audits and inspections by the relevant regulatory agencies to ensure compliance with regulatory requirements. This included spot-checks by government officers on implementation of the Safe Management Measures.



MATERIALITY ASSESSMENT |

NSB Holdings' material sustainability factors are those with significant economic, environmental, social and governance impact on our stakeholders and our business operations. The material Environmental, Social and Governance ("ESG") factors for FY2020 were identified based on the stakeholders' engagement and presented to the Board for endorsement after taking into consideration the current business environment, including the impact of the COVID-19 situation.

We identified the following material ESG factors in FY2019: Food Hygiene, Workplace Health and Safety, Staff Welfare and Training, Staff Remuneration and Benefits, and Customer Relationship Management. We subsequently assessed the likelihood that these factors continued to be material in FY2020, with Caring for the Community as an additional factor.

The table below explains the reasons for the factors' materiality and how they impact our stakeholders.

MATERIAL FACTORS	WHY IT IS MATERIAL	IMPACT ON STAKEHOLDERS
1. Food Quality and Hygiene	Customers trust us to provide good food that meets the highest quality, hygiene and safety standards. This allows us to cultivate customer loyalty and maintain a strong reputation in the competitive food and beverage market place.	If we do not provide food that meets our customers' expectations, this can lead to a downward spiral in business that would eventually impact all other stakeholders.
2. Resilient and Committed Workforce (This combines the factors of Staff Welfare and Training as well as Staff Remuneration and Benefits from last year's report)	Our people have been critical in keeping the business going, especially during the challenging times in FY2020. As a responsible organisation, we must attract, retain and motivate our employees by providing competitive salaries and benefits. We also provide ongoing training and career development opportunities.	If we do not take care of our good people, they could seek greener pastures elsewhere. Without capable people running our operations, customer service and business dealings will be impacted adversely.
3. Health and Safety	Health and safety have always been of utmost priority to NSB Holdings as we have a social duty to safeguard the well-being of our employees, customers and other partners. We paid close attention to health and safety this year because of the COVID-19 situation.	Protecting life and limb is part and parcel of building a trusting relationship with our stakeholders.
4. Customer-centricity (This was previously known as "Customer Relationship Management")	Delighting our customers drives business sustainability and growth. We need to provide good service at all our outlets. We listen to customers' feedback through face-to-face and online channels, especially when new brands and products are launched.	If we are not responsive to customers' inputs and changing preferences or if our customer service is lacking, dissatisfied customers may not return and they could influence other customers' preferences as well.
5. Caring for the Community	COVID-19 had a major impact on the Singapore society in terms of public health concerns, loss of jobs and economic uncertainty. As a good corporate citizen, we play our part in taking care of the community and fighting COVID-19 as a united nation.	We need our stakeholders' continued support to stay as a trusted and preferred brand in Singapore.

SUSTAINABILITY DASHBOARD

MATERIAL FACTORS	ACHIEVEMENT IN FY2020	GOALS FOR FY2021
Food Quality and Hygiene 	Obtained ISO 22000 certification for our food management system.	Maintain the ISO 22000 certification.
Resilient and Committed Workforce 	Provided 320.5 hours of training to our full-time employees, averaging 9.7 hours per employee.² Ensured that our remuneration and benefits package remained competitive.	Maintain or increase average training per employee by 5%. Review HR policies annually so that our remuneration and benefits package remains attractive and competitive.
Health and Safety 	Ongoing efforts to identify and mitigate safety hazards and health risks. There was only 1 reported case of minor work injury.	Sustain and improve our workplace safety performance.
Customer-centricity (This was previously known as “Customer Relationship Management”) 	Ongoing customer engagement through online channels (e.g. our official Facebook page) and growth in online orders.	Continue to engage customers through various channels on product and service initiatives.
Caring for the Community 	We distributed approximately 18,000 bento sets to frontline medical staff at numerous hospitals and polyclinics in March & April 2020, to show our appreciation for their efforts in fighting COVID-19.	Continue to explore various options to do our part for the community and be a responsible corporate citizen.

FOOD QUALITY AND HYGIENE

SUPPLY CHAIN

With our evergreen priority on buying and using high quality and fresh products, we continued to source key ingredients from pre-qualified suppliers based on pricing competitiveness, reliability, quality of ingredients and service in FY2020. We updated the approved supplier list regularly using the same criteria. We sought assurance from the suppliers on their compliance with our quality requirements and hygiene standards. We also required some of them to be certified by the Singapore Food Agency (“SFA”) where applicable. Similar to previous years, we continued our practice of abstaining from long-term or exclusive contracts with our suppliers to ensure greater flexibility in our supply chain.

We had a process to ensure that our suppliers are reputable and adhere to ethical practices. This included a “Vendor Suitability Check”, whereby we scrutinised each supplier’s track record, after-sales service and certifications of quality assurance. To support sustainable sourcing of seafood, we gave priority to suppliers that complied with the requirements of the Marine Stewardship Council (“MSC”) Chain of Custody Default Standard.

COVID-19 impacted the global supply chain in FY2020. Production, processing, shipping and distribution were hit by stoppages and delays. Our supply chain – which consisted mainly of materials used as food products for our restaurants and other indirect goods and services such as IT, logistics, financial, legal and marketing – saw some minor disruptions. Fortunately, our policy of procuring from different vendors and geographical sources provided us the resilience to continue our operations.

² The unexpected outbreak of the COVID-19 pandemic in FY2020 impacted the Group’s training programme as some scheduled trainings were called off and/or postponed, resulting in staff not being able to attend the pre-planned trainings.

FOOD HYGIENE

Food hygiene has always been a top priority for NSB Holdings. We exercise stringent controls on maintaining food hygiene at all times. We take responsibility in ensuring that all food and beverages served are fit for consumption and adhere to comprehensive health and safety guidelines. This sustains and enhances NSB Holdings' product quality, corporate reputation and financial performance.

We had established our Standard Operating Procedures ("SOPs") in September 2019 with regards to receiving and managing inventory at all our food outlets. The inventory included frozen and refrigerated foods, as well as dry goods and non-food goods. In FY2020, we made refinements to the SOPs and ensured that all the outlets adhered to the SOPs.

OUR INVENTORY SOPs INCLUDED THE FOLLOWING CHECKS

Frozen and Refrigerated Foods

- Check that frozen food is solid and shows no evidence of thawing and re-freezing.
 - Check temperature with a calibrated thermometer to ensure that frozen foods requiring cold storage are stored below -18°C.
 - Check temperature with a calibrated thermometer to ensure that chilled foods are stored at less than or equal to +5°C.
-

Dry Goods and Non-Food Goods

- Check dry goods for leaks, flaws or broken packages.
 - Dry goods should be dry, free of mould and free of insects. If the packages are flawed, they are rejected and placed in a designated area for goods return.
 - Inspect cans for leaks, incomplete labels, dents, bulges and other visible signs of damage. Notify the manager on duty if damaged goods are found.
-

FOOD EXPIRY

In FY2020, we continued to practise the First In, First Out ("FIFO") approach in stock management. This reduced the time between purchase and usage of goods, hence mitigating the risk of spoilage for perishable items. We also practised storing products with the earliest use-by or expiration dates in front of products with later dates for easy visual identification. All food ingredients were checked periodically for expiry dates and proper storage. Any expired food ingredients were promptly disposed. In FY2020, we did not encounter any issues of expired or spoilt ingredients/other food products being used in our kitchens.

CLEANLINESS

To uphold high standards of cleanliness, employees were instructed and regularly reminded to wear hair nets and masks while working in the food preparation areas. Food handlers who were on medical leave were checked by their supervisors upon their return to ensure that all medical symptoms had been cleared.

This included regular audits on cleanliness, storage of food, food expiry dates and whether chilled items were stored properly.

In FY2020, the National Environmental Agency ("NEA") and SFA conducted periodic onsite audits of our restaurants' cleaning and hygiene practices, and did not find any violations.

The Singapore Government had launched 'SG Clean' campaign in February 2020 which was extended to businesses in the food sector on 12 March 2020 to sustain good habits of personal and public hygiene as well as raise cleanliness standards and safeguard public health. Enterprises with the 'SG Clean' certification means they have set up processes to ensure that the food preparation areas and equipment are sanitised, waste is handled properly and systems are in place to monitor staff health. The Group has attained the 'SG Clean' certificates for all but one (1) of our restaurants.

We have been upholding the highest standard in hygiene practices throughout the COVID-19 situation, which include intensifying our cleaning and disinfecting routines as well as implementing various precautionary measures (please refer to the Customer Safety section on page 14).

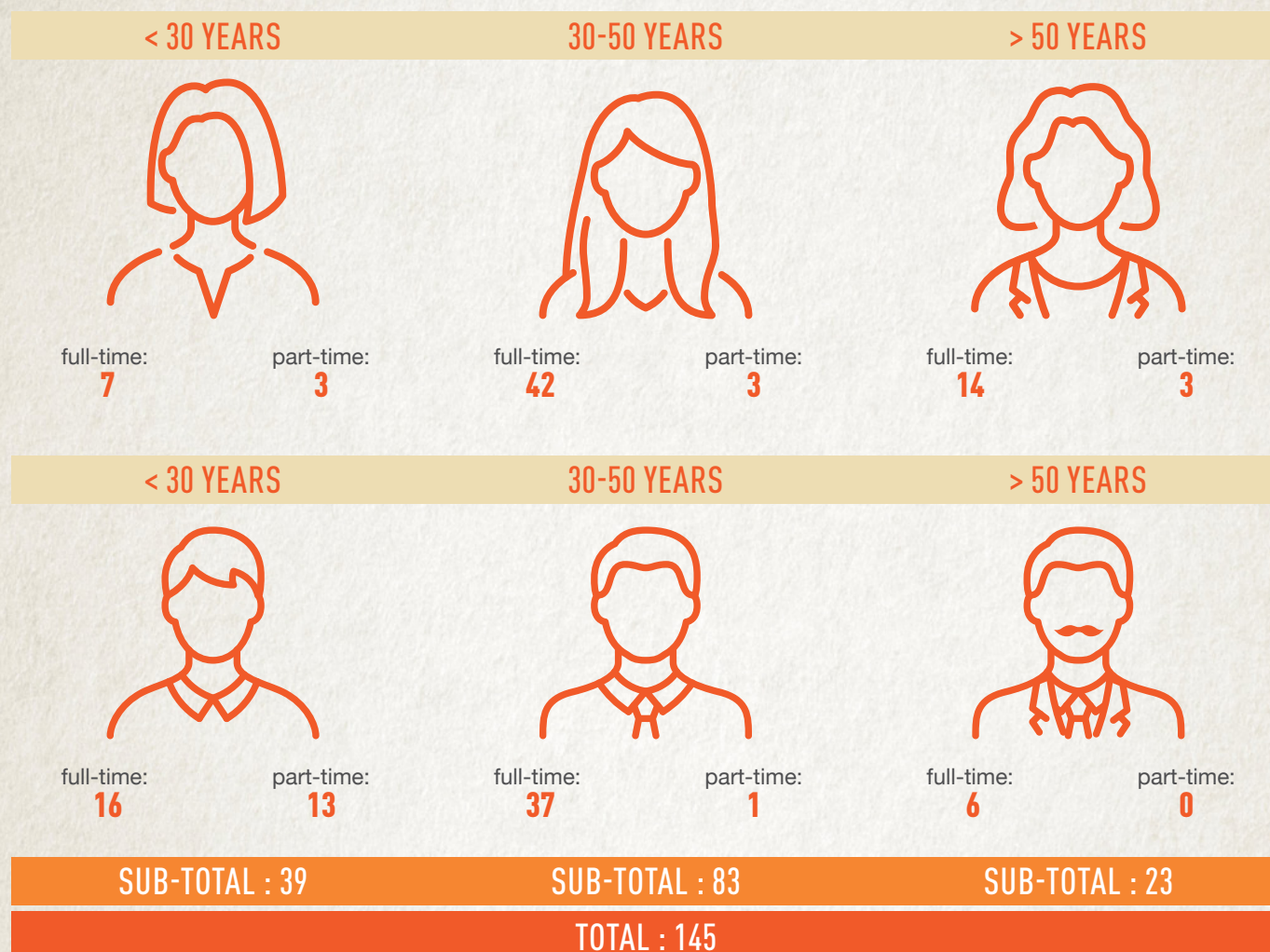
I RESILIENT AND COMMITTED WORKFORCE

WORKFORCE OVERVIEW

In FY2020, our average total staff strength in Singapore comprised 145 full-time and part-time employees, as compared to 210 in FY2019. We scaled back our manpower in view of the pandemic's business impact.

NSB Holdings has been a signatory of the Employers' Pledge of Fair Employment Practices with the Tripartite Alliance for Fair Employment Practices (TAFEP) since 2020. TAFEP was set up in 2006 by the tripartite partners – Ministry of Manpower, National Trades Union Congress, and Singapore National Employers Federation – to promote the adoption of fair, responsible and progressive employment practices. There were no reported incidents of workplace discrimination against our staff in FY2020.

We believe in the value of diversity and this is reflected in the profile of our people. The overall female to male ratio in FY2020 was 1:1. Their ages were well distributed, with a significant proportion that were above 50 years of age. A breakdown of our staff strength is shown below.



We have a policy of offering re-employment opportunities for employees to continue working beyond Singapore's statutory retirement age of 62. In FY2020, we re-employed 5 of such workers.

RESILIENT AND COMMITTED WORKFORCE |

RECRUITMENT

In FY2020, we recruited 84 new members into the NSB family, of whom 8 were above 50 years of age. We exercised care in hiring fairly, focusing on competencies and equal opportunity.

Of the 84 new recruits, 3 were brought in through the Employee Referral programme whereby we rewarded our employees for every new applicant that was successfully hired as a full-time staff. This was a win-win approach as our employees helped in broadening the recruitment network, applicants would have firsthand perspectives on how it was to work in NSB Holdings, while the Company had lower recruitment costs and higher retention rates.

STAFF REMUNERATION AND BENEFITS

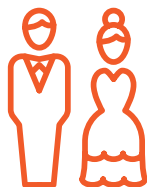
NSB Holdings values its employees. For the long-term success of the business, we need to provide fair and competitive remuneration and benefits to all our employees. This takes care of our people's personal and family needs so that they can focus on doing their work professionally and in a committed manner.

COVID-19 had caused a general slowdown in the food and beverage sector in Singapore, and this presented an opportunity to recruit well-trained and experienced kitchen and service staff.

Recognising the financial, social and emotional impact of COVID-19 on our staff and their families, we continued to support them by offering comprehensive benefits. An overview of the key benefits provided in FY2020 is shown in the infographic below.



ATTRACTIVE ANNUAL LEAVE
above the minimum
statutory requirements.



MARRIAGE LEAVE
parental leave and
compassionate leave.



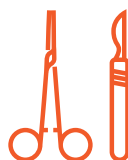
EXAMINATION LEAVE
for employees who take
course sponsored by NSB
Holdings.



FLEXI-HOURS
and telecommuting working
arrangements.



OUTPATIENT MEDICAL
specialist and dental benefits
for all confirmed employees and
staff who worked >3 months.



**GROUP HOSPITALISATION
AND SURGICAL INSURANCE**
for all confirmed employees,
on top of the mandatory
Workmen's Compensation
Scheme.



**PROVISION OF FREE
IN-HOUSE MEALS**
for kitchen and service staff
who worked at our outlets.

I RESILIENT AND COMMITTED WORKFORCE

TRAINING

NSB Holdings is a firm believer in the value of continuous training and upgrading for all our employees. This develops the right competencies and skills, increases productivity, enables us to be an efficient and innovative player in the industry, and improves our employees' confidence and morale.

New hires would go through an intensive training programme to understand the outlet operations, including handling equipment, customer service and food preparation. In FY2020, we stepped up our training for all food handlers to ensure that hygiene standards were maintained at the highest levels.

For FY2020, we provided a total of 320.5 hours of training to our full-time employees, averaging 9.7 hours per employee, as compared to 1,410 total hours and 12.6 hours per employee in FY2019. A breakdown of the training by employee category is shown below.

EMPLOYEE CATEGORY	NON-EXEC	EXECUTIVE	MANAGEMENT	TOTAL
Training hours	146.5	95	79	320.5
Headcount of Full-Timers	18	10	5	33
Average training hours per person	8.1	9.5	15.8	9.7

PERFORMANCE APPRAISAL AND CAREER DEVELOPMENT

NSB Holdings has structured policies and processes to appraise our employees and help them to progress at every stage of their careers with us. New employees would be closely mentored during their first few months to get up to speed before going through probation reviews. All our confirmed permanent employees have to complete their annual performance appraisals with their supervisors. The appraisals would cover evaluation of performance goals, setting of targets for the year, career development plans and growth opportunities.

Supervisors would work closely with the corporate Human Resource ("HR") team to shortlist and assess suitable candidates for promotion and job rotation when the opportunity arises. For employees who are moving to new roles within the Company, our HR team would provide the necessary support – such as briefings, coaching and training needs analysis – to facilitate a smooth job transition.

Employees who wish to upgrade their skills through further studies could approach our HR team. We would consider sponsoring the employees if the study programme is relevant to their work and helps them to be more productive.



WORKPLACE HEALTH AND SAFETY

NSB Holdings takes responsibility for maintaining a safe workplace for all our employees and endeavour to prevent any occurrences of physical harm or injury within our premises. We adopt a multi-prong approach to safeguard workplace health and safety:

- All new employees are required to attend a workplace safety briefing on their first day of work. During their orientation, employees who work at our outlets are also briefed by their supervisors on the site-specific safety rules and requirements.
- To safeguard against fire hazards, fire extinguishers and first aid kits are placed at central and accessible locations in all our food and beverage outlets. Fire drills are conducted regularly, employees are trained on handling the fire extinguishers and all fire extinguishers are sent for annual servicing.
- Site safety inspections and audits are conducted regularly by our Operations Manager. The HR team meets periodically with employees based at the outlets to gather feedback pertaining to safety, well-being and other concerns. The issues raised would be recorded for follow up and reporting to Management.
- Our employees are required to keep all work premises clean, dry and free from physical hazards, so as to avoid incidents of slips, trips and falls. They also have to ensure that all equipment are turned off when not in use and at the end of each day's operations.
- In light of the COVID-19 situation, we have implemented work from home and staggered work hours arrangement for our corporate office employees.

SAFETY PERFORMANCE

NSB Holdings is required by law to report to the Ministry of Manpower any work-related incidents that result in injury or render our employees unfit for work. There was one reported minor work injury in FY2020. We will endeavour to improve on our safety performance for FY2021.



| CUSTOMER-CENTRICITY

COMMUNICATION CHANNELS AND CUSTOMER FEEDBACK

We have various channels in place for communicating with our customers. This includes face-to-face feedback from customers at our physical outlets and online feedback through our Facebook page and website channels. Customer feedback is important and we track the compliments to complaints ratio closely.

Our Customer Response and Recovery Process is as follows:



AUTOMATED RESPONSES are set up on our Facebook page to handle common queries from customers, such as on our outlets' opening hours.



For customer feedback received through our Facebook page or website, **WE ENDEAVOUR TO RESPOND VIA EMAIL OR A PHONE CALL WITHIN 3 WORKING DAYS.**



If we verify that we have fallen short in **PROVIDING A GOOD CUSTOMER EXPERIENCE**, we would proceed with appropriate service recovery, such as offering a discount voucher for the customer's next visit.



We use our **CUSTOMERS' FEEDBACK TO TRAIN AND RETRAIN OUR STAFF** on ways to improve service quality.

CUSTOMER SAFETY

Given the COVID-19 situation that persisted throughout 2020, we had a social responsibility to ensure we provided a safe and hygienic eating experience for all our customers. Our safety measures included the following:

- Our staff will take their temperature twice a day at each outlet.
- All customers are required to record their entry and exit via the national SafeEntry digital check-in system. Temperature taking is also mandatory before the customers are allowed into our premises.
- All tables and chairs are thoroughly cleaned and sanitised after use before they are allocated to the next set of customers.
- Staff are briefed to remind customers to put their masks back on when they are no longer eating or drinking.
- Safe distancing measures are implemented in the physical separation between tables and when customers are queuing.

CATERING TO ONLINE ORDERS

In FY2020, we saw a surge in online orders arising from the restrictions on dining-in and that customers were getting accustomed to the convenience of having hot meals delivered to their homes. We introduced various dishes that could be easily ordered online, including bento sets sold at affordable prices. This allowed us to harness a growing business opportunity and serve our customers better.



BENTO SET

available for free islandwide delivery (subject to S\$50 minimum spend) or in-store pickup.



TWO SPECIAL PRE-ORDER PROMOTION SETS

that were introduced for Father's Day in June 2020.



We took part in an **ONLINE PROMOTION** with Mastercard in September 2020.

| CARING FOR THE COMMUNITY

SUPPORTING SINGAPORE'S FRONTLINERS

In March and April 2020, our Management and operational colleagues swung into action in preparing and distributing approximately 18,000 customised bento sets to frontline medical staff at various hospitals and polyclinics throughout Singapore. This was a relevant and tangible way for our organisation to show our deep appreciation for the frontliners' valiant and sustained efforts in combating the COVID-19 pandemic.



GRI STANDARDS		REPORT REFERENCE	PAGE
GRI 102: GENERAL DISCLOSURES			
102-1	Name of the organization	Chairman's Statement	1
102-2	Activities, brands, products, and services	Corporate website (http://www.nosignboardholdings.com/)	
102-3	Location of headquarters	Corporate website	
102-4	Location of operations	Corporate website	
102-5	Ownership and legal form	Corporate website	
102-6	Markets served	Corporate website	
102-7	Scale of the organisation	Corporate website	
102-8	Information on employees and other workers	Workforce Overview	10
102-9	Supply chain	Supply Chain	8
102-10	Significant changes to organisation and its supply chain	Nil	
102-11	Precautionary principle or approach	No Signboard Holdings Ltd. is committed to environmental protection. If there are reasonable grounds for us to exercise caution, we will endeavour to minimise any environmental harm	
102-14	Statement from senior decision maker	Chairman's Statement	1
102-16	Values, principles, standards, and norms of behaviour	Our Values and Principles	2
102-18	Governance structure	Sustainability Governance	5
102-40	List of stakeholder groups	Stakeholder Engagement	5
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	5
102-43	Approach to stakeholder engagement	Stakeholder Engagement	5
102-44	Key topics and concerns raised	Stakeholder Engagement	5
102-45	Entities included in the consolidated financial statements	Annual Report	
102-46	Defining report content and topic boundaries	Reporting Scope and External Assurance	3

GRI CONTENT INDEX

GRI STANDARDS		REPORT REFERENCE	PAGE
102-47	List of material topics	Materiality Assessment	7
102-48	Restatements of information	Nil	
102-49	Changes in reporting	Nil	
102-50	Reporting period	Reporting Scope and External Assurance	3
102-51	Date of most recent report	February 2020	
102-52	Reporting cycle	Annual	
102-53	Contact point for questions regarding the report	Enquiries can be emailed to: feedback@nosignboardseafood.com	
102-54	Claims of reporting in accordance with GRI Standards	Reporting Scope and External Assurance	3
102-55	GRI content index	GRI Content Index	17
102-56	External assurance	Nil	
TOPIC-SPECIFIC STANDARDS			
Food Quality and Hygiene			
GRI 416: Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	Supply Chain, Food Hygiene, Food Expiry, Cleanliness	8, 9, 9, 9
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Cleanliness	9
Resilient and Committed Workforce			
GRI 401: Employment			
401-1	Benefits provided to the full time employees that are not provided to temporary or part-time employees	Staff Remuneration and Benefits	11
401-2	Parental leave	Staff Remuneration and Benefits	11
GRI 404: Training and Education			
404-1	Average hours of training per year per employee	Training	12

GRI STANDARDS		REPORT REFERENCE	PAGE
404-2	Programs for upgrading employee skills and transition assistance programs	Training	12
404-3	Percentage of employees receiving regular performance and career development reviews	Performance Appraisal and Career Development	12
GRI 405: Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	Workforce Overview	10
GRI 406: Non-Discrimination			
406-1	Incidents of discrimination and corrective actions taken	Workforce Overview	10
Health and Safety			
GRI 403: Occupational Health and Safety			
403-1	Occupational health and safety management system	Workplace Health and Safety	13
403-2	Hazard identification, risk assessment, and incident investigation	Workplace Health and Safety	13
403-3	Occupational health services	Workplace Health and Safety	13
403-4	Worker participation, consultation, and communication on occupational health and safety	Workplace Health and Safety	13
403-5	Worker training on occupational health and safety	Workplace Health and Safety	13
403-6	Promotion of worker health	Workplace Health and Safety	13
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workplace Health and Safety	13
403-9	Work-related injuries	Safety Performance	13
GRI 413: Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs	Supporting Singapore's Frontliners	16

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