

NSLink

Issue 9 July 2014



Together
WE
Achieve
More



A NOTE FROM OUR EXECUTIVE DIRECTOR



Dear colleagues

This issue is the last instalment of Business Excellence series and we will be focusing on Valuing People, Partners and Environment.

At NSL, we believe that our employees are our greatest asset and they are our competitive advantage.

We strive to attract and retain the best, provide them with resources to maximise their potential and involve them as an integral part of the company's mission. Employee engagement therefore, plays a vital part in the organisation's performance and continued success.

I am heartened to see that many of our companies have put in place various employee engagement initiatives.

One of the examples is NSL Engineering which has continued to build on the challenge of managing and retaining human assets by initiating training programmes, improving work environment and introducing an attractive wage incentive scheme.

On top of capitalising on human capital, it is also vital for organisations to forge positive relationships with partners for mutual benefit. Effective business partnerships allow the organisation to achieve performance goals, boost operational effectiveness and establish new market opportunities.

Valuing our environment is also one of our Corporate Social Responsibility initiatives that the Group has adopted. I am personally encouraged to see that our ChangShu office has started the tree planting day.

Lastly, I am pleased to announce that NSL OilChem Services has embarked on Business Excellence initiative.

To sum it up, let's continue to work and progress as a team, nurture and develop employees to take up fresh challenges and new roles. Let's also continue to build on the good work that we have built with our partners and environment.

Together, we achieve more!

Oo Soon Hee

NSL ACHIEVED 10% REVENUE GROWTH FOR 1Q2014

- Group registered a Turnover of S\$123.7 million and Profit before tax (excluding exceptional items) of S\$4.2 million
- Group reported an Exceptional gain of S\$10 million from final settlement of Contingent Consideration relating to the sale of NSCT

FINANCIAL HIGHLIGHTS	THE GROUP		
	1Q2014 S\$'000	1Q2013 S\$'000	Change %
Group Turnover	123,749	112,969	10
Group Profit Before Tax (excluding BST and exceptional items)	4,162	3,811	9
Share of BST results	-	11,159	n/m
Group Profit Before Tax (excluding exceptional items)	4,162	14,970	-72
Exceptional Items	9,957	1,715	481
Group Profit Before Tax	14,119	16,685	-15
Profit Attributable to Shareholders	12,834	14,521	-12
Earnings Per Share	3.44	3.89	-12

NSL Ltd reported a higher turnover of S\$123.7 million in 1Q2014 compared to S\$113.0 million in 1Q2013. The better turnover was largely due to better revenue from most of its divisions.

The Group registered a profit before tax (excluding exceptional items) of S\$4.2 million in 1Q2014 compared to S\$15 million in 1Q2013. The decrease was mainly attributable to the absence of share of profits from Bangkok Synthetics Co., Ltd ("BST") in 1Q2014 as against a profit contribution of S\$11.1 million in 1Q2013. BST was disposed of in December last year.

Excluding BST, Group profit before tax (excluding exceptional

items) increased 9% to S\$4.2 million in 1Q2014, mainly due to a stronger performance by the Engineering division, partially offset by lower contribution from the Construction Products division.

The Group reported an exceptional gain of S\$10 million from final settlement of Contingent Consideration relating to the sale of NSL Chemicals (Thailand) Pte Ltd ("NSCT").

After taking into account income tax and exceptional items, the Group reported a profit attributable to equity holders of S\$12.8 million in 1Q2014 compared to S\$14.5 million in 1Q2013.

ENGAGING MIND AND BODY

In a dynamic organisation, employees' feedback and engagement are important catalysts to spur new ideas and growth.

In NSL, we have formalised various opportunities to communicate with our employees and to solicit their feedback.

Our performance appraisal framework using balance scorecard, a strategic planning and management system, is a good example. The next step is to understand the level of our employee engagement through a group-wide survey that we target to conduct in the fourth quarter this year. Employees' views are important for the company to develop policies and directions that will further stimulate their engagement with NSL.

Employee engagement is increasingly being recognised as an important driver of an organisation's results. Extensive research has consistently shown that companies with high levels of employee engagement outperform across a range of metrics including: earnings per share (EPS), revenue, profitability, productivity, innovation, customer advocacy, absenteeism and staff turnover. According to recent research, an organisation with a highly engaged workforce enjoys 20% greater profit margin, 21% greater productivity, 65% lower employee turnover and a slew of other tangible business benefits.

At NSL, we strongly embrace the concept of an "engaging community"; with our people, business partners and stakeholders. We champion work-life balance alongside various staff engagement enablers and are actively involved in corporate social responsibilities. NSL pride ourselves as an organisation that advocates a "family caring" culture of openness, diversity and inclusiveness. We ensure that every staff is well taken care of. We constantly aim to achieve a balanced value proposition by providing our employees with an environment that is safe to work in and proud to belong to, with strong social values and leadership.



Engaging the Mind

Throughout the Group, we also encourage open communication in both formal and informal settings. Communication between managers and their employees is supposed to be the life line of any company. Open communication between two parties is essential to ensure that decisions made are effectively implemented.

Building a unique NSL identity that all employees can passionately feel for and be associated with, we have various training and development programmes, corporate sporting events, festive celebrations, annual dinner and dance, celebration of small success and team building off-sites activities to engage the mind and bonding of staff.

Through the use of social media such as sharepoint chat, we strive to enable employees to stay connected with each other, sharing ideas .



Engaging the Body

In line with the NSL spirit and a work-life balance culture, staff are actively connected and engaged in various sports and recreational activities organised by Sports & Recreation Club (SRC). Skills empowerment programme, health and nutrition talks as well as health intervention programmes are organised to help staff to maintain a healthy body and mind.

NSL embraces staff's family members in some of our recreational activities such as Family Day, movie night and day trip outings. Recently, we have formed the NSL Sporting team to participate in various corporate games competing with other organisations. Through the sporting activities, we hope to bond our staff in Singapore and the region, and to develop a NSL spirit from which we can rally our strength.

Our employees are our greatest asset. At NSL, we are committed to invest in our employee's body, mind and spirit to future-proof our organisation's performance.

EPM USES CAREER TALKS TO REACH OUT TO POTENTIAL EMPLOYEES



A group photo on campus with students of The University of Nottingham Malaysia at the Career Talk



Mr Ng Kok Peng, CEO of EPM, conducted the talk and answered questions by the students during the Q&A session



Realising the importance of human capital investment and corporate social responsibility, Eastern Pretech Malaysia (EPM) HR Department has embarked on several initiatives to promote the company and the industry to potential employees.

Recently, the HR Department has organised career and technical talks to students of The University of Nottingham and National University of Malaysia (UKM), in November 2013 and May 2014 respectively. These talks aim to identify talents and provide a platform for future engineers specialising in precast concrete technology to learn more about the industry. The events were successful and attracted many future graduates who wish to learn more about the company and the precast concrete industry.

In view of the positive response from the talks, the HR department will continue to organise more career, technical talks and seminars to higher learning institutes across Malaysia.



The University of Nottingham students with EPM staff at its Beranang Factory



EPM Senior Marketing Manager, Mr Lee Mun Sam, presenting at UKM in Bangi



Students of UKM listening intently to the talk

Feature

Construction Products

MALAYSIA CAREER AND TRAINING FAIR 2014

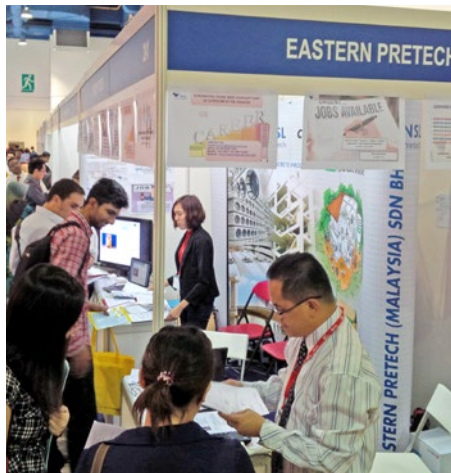
Eastern Pretech Malaysia (EPM) participated in Malaysia Career and Training Fair (MCTF'14) in March this year.

The fair was held at the Mid Valley Exhibition Centre in Kuala Lumpur and it featured over 150 companies from various industries which are on the lookout for enthusiastic and bright talents.

During the Fair, EPM promoted and introduced the organisation to potential employees. Hiring the right candidate for the right job is what every company wants but it is getting increasingly difficult for companies to do so in today's context. The annual Career Fair hosted by JobStreet is a useful recruitment channel that companies use to attract qualified candidates.

Besides leveraging this platform to attract talents, EPM also gained access to various training providers, recruitment agencies and HR publishers at the Fair.

The Fair was a successful and eventful as not only did EPM attract a large pool of potential candidates, but it had also gathered the general work sentiments and perceptions among job seekers present on that day.



The EPM booth bustling with activity!



The place where it all begins! Potential candidates will soon be joining the big family



Meet the proud representatives of EPM!



Can we have your resume?



Mr Ng Kok Peng, CEO of EPM, was at the booth to support our EPM colleagues

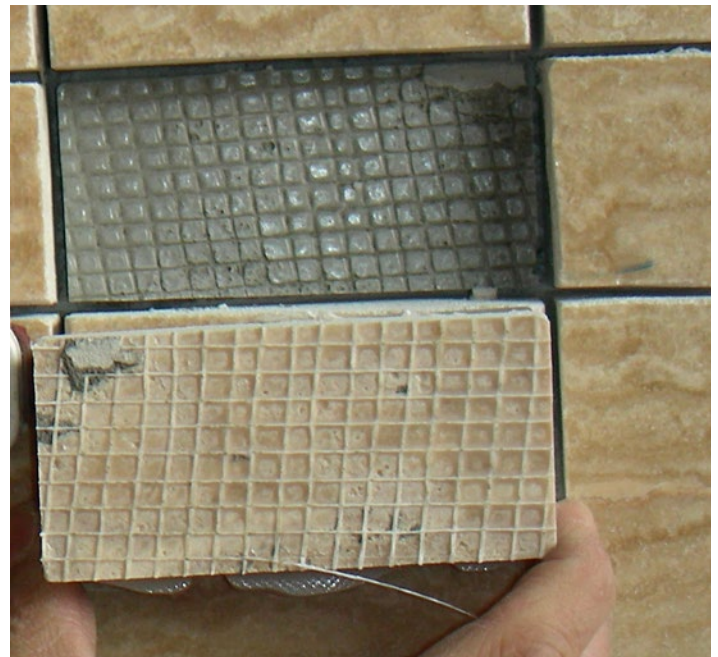
E.MIX HONG KONG UPDATES

Strategic partnership to develop a new product series

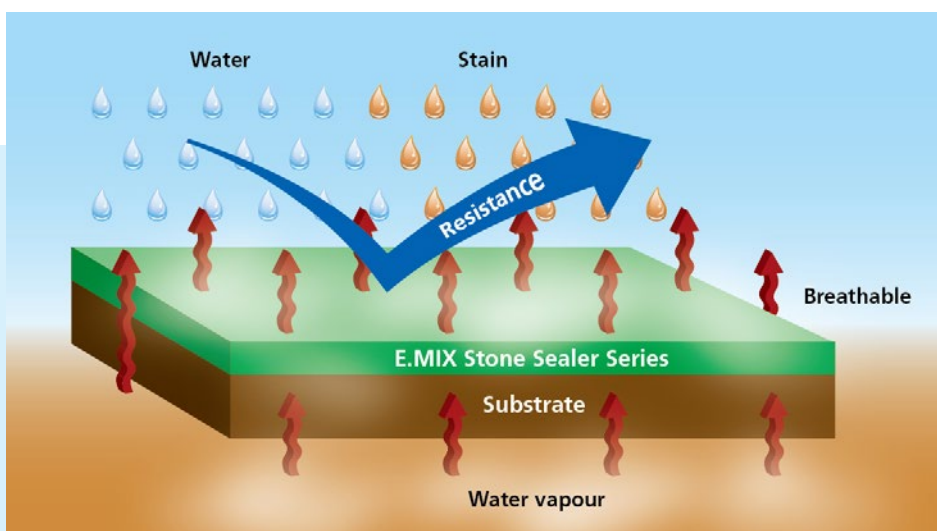
E.MIX Hong Kong is excited to have developed the new Stone Fixing and Caring System series through close collaboration with their long-term business partner, Zui Loong Co. Ltd. This partnership is made possible as E.MIX Hong Kong values and works closely with their partners.

Zui Loong has been E.MIX's sales agent in Hong Kong and also their OEM partner in China for over 10 years. Zui Loong's core business comprises stone design, fabrication and installation, and it has 3 stone factories in Yun Fu, Guangdong province.

The E.MIX Tile Fix Series is designed for tiles specialised application. As tiles and stones possess different characteristics, it is therefore necessary to modify the product to focus on stone fixing applications and protections. By adopting Zui Loong's idea and foresight in the market trend, E.MIX Hong Kong entered into a joint partnership with Zui Loong to develop a comprehensive new Stone Fixing and Caring System in the first quarter of 2014. The new system provides long-lasting stone protection with minimal maintenance.



Pull-off test clearly shows that resin-based adhesive is incompatible with cement-based material



An illustration of the E.MIX Stone Sealer series

During the development process, E.MIX Hong Kong was responsible for developing the product formulation and performing different preliminary product tests in the R&D laboratory whereas Zui Loong's role was to conduct mock-ups under different site conditions and stone substrates. After a series of trial runs and modifications, the system has been modified to have better performance and workability.

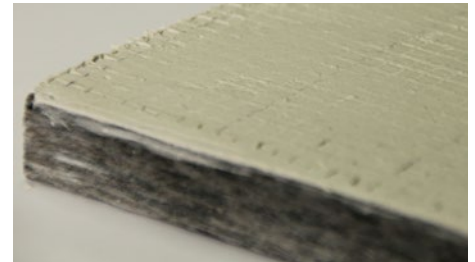
Feature

Construction Products

The comprehensive E.MIX Stone Fixing and Caring System series (for natural and artificial stones) includes:

Stone Back series	Provides better fixing for reinforcement mesh, fully compatible with other cement-based material
Stone Sealer series	Enables excellent waterproofing on stones
Stone Fix series	Gives higher bond strengths for stones and enables thicker layer application
Grouting series	Waterproofing grouting with various colors

Through the efforts of both parties, one of the Stone Back products 'E.MIX Stone Back 476' has been approved in a residential project and the first delivery is expected to be in May 2014. With this comprehensive product series tailor-made for stones, E.MIX Hong Kong is confident to develop and market the E.MIX Stone Fixing & Caring series to the industry.



The latest cementitious Stone Back series provides excellent waterproofing protection and it is fully compatible with other cement-based materials



The E.MIX Stone Sealer series provide excellent protection against water and stain

Synergy between Production in HK operation and Sales and Marketing in Singapore

Operating on a regional basis allows the different subsidiaries of a business to tap on each other's resources to reap benefits for its operations. One such benefit is efficiency leverage, where consolidated operations can result in increased productivity.

For instance, Emix Industry Singapore (EIS) has leveraged on Eastern Pretech Hong Kong (EPHK) to produce the 'E.MIX Flowment 560' for Singapore's customers as it is not cost-effective to produce it here.

The 'E.MIX Flowment 560' was introduced by EPHK and with joint efforts in sales and marketing, EIS managed to secure this pioneer project.

This synergy between EIS and EPHK produced substantial value for the end customer and likely boosted margins for both subsidiaries.



EMIX Self-Levelling project

Feature

Environmental Services

LAUNCHING BUSINESS EXCELLENCE TO PREPARE ITSELF FOR A TRANSFORMATION FROM SME TO MNC

NSL OilChem (NOC) believes that a company needs to constantly change, reinvent itself and innovate to survive, sustain and remain profitable. Change is inevitable and adapting to change by seizing opportunities is the way to survive.

Above are the key messages delivered to about 60 NOC managers and executives who convened at the Avani Sepang Goldcoast Resort from 16 to 18 May for a mid-year performance review. It is on this special occasion where NOC launched its Business Excellence Initiative.

The Business Excellence Initiative was launched to help organisations strengthen their management systems and processes for high performance through adopting the business excellence framework. NOC kicked off this new initiative with its vision and mission statements shown below.

NOC Group

Mission: *To provide hassle-free, safe, efficient and cost-effective solutions to value-add to our stakeholders in oil-and-chemical management.*

NOC Group

Vision: *To be a preferred partner in creating a sustainable environment by advancing oil-and-chemical management through innovations and technology.*



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"Quality differentiates NOC Group from our competitors."

- Jeffrey Fung, CEO, NSL OilChem

"NOC must grow to ride on the megatrend. NOC is fortunate to be in a business that can leverage on the megatrend of rapid urbanization."

- Dr Low Chin Nam, Chief Strategy Officer, NSL Ltd

As important as it is to have a corporate vision, it is also vital that common values be established. Values bind an organisation's stakeholders together as a community, and serves as guidelines for how we treat one another at work. Without which, it would be comparable to working and living among strangers.



NOC colleagues at the resort for a mid-year performance review



Managers and executives listening attentively to the presentation

Feature

Environmental Services



A group shot to sum up the eventful trip!

Values

INTEGRITY

Being honest, consistent and transparent in all dealings and relationships with our stakeholders.

INNOVATION

Can-do attitude in embracing change and actively seek better ideas and methods for continuous improvement.

CARE

Be mindful of the impact of our activities on the safety, health and environment of our employees and society.

How to live the values

INTEGRITY

To be trustworthy to our stakeholders by being transparent and delivering on our promises.

Being honest and consistent, we speak our minds, we act on our words.

INNOVATION

Can-do Attitude in embracing change and actively seek better ideas and methods for continuous improvement.

We do not stop when things work. We rest when things run perfectly.

CARE

To be mindful of our impact on the environment, society and business community.

*We care not only for our customers, suppliers and employees;
We care for our business and natural environment.*

With vision, mission and values in place, NOC has successfully embarked on its journey towards Business Excellence. NOC now looks forward to:

- Development of a formal channel for communications among employees
- Systematic review of NOC Group's strategy and plan
- Improving organisational structure, processes and control
- Development of strong systems to support NOC Group's growth from being a local SME to an MNC
- Improve level of quality that differentiates NOC Group from the rest of its competitors
- Meeting of employees' actualisation needs
- Instillation of corporate discipline and avoidance of blind spots

Lastly, the enthralling event ended on a high note with NOC CEO, Jeffrey Fung urging everyone to love the company, adopt a can-do attitude and a champion's mentality.

NOC staff exhibiting one of the Group's Core Values – "Care"

Mr Tuan Anuar Tuan Man, NOC Specialist Transportation Captain, was featured in The Straits Times on May 27, as one of the recipients for the 'Conscientious Motorists Award'.

The Conscientious Motorists Award recognises motorists who demonstrate gracious and kind behaviour on the road. Mr Tuan saw an elderly woman who was struggling to cross the road with her groceries and he got out of his vehicle to help her. His kind and gracious act was recognised by the Traffic Police and he was one of the 153 'conscientious motorists' awarded with petrol, insurance vouchers and a commendation certificate in May 2014.

"When the Traffic Police approached me, I was shocked, I thought I did something wrong, but I was pleasantly surprised when they told me I would be rewarded for my good deed." Mr Tuan said.

Mr Tuan, who has joined NOCWM since February 2013, has demonstrated one of NOC's core values – Care. The Management encourages positive attitudes amongst staff and to commend him for his kind act, he will be given a "We Care" Award of \$150.



Feature

Environmental Services



NOC colleagues exploring the Avani Sepang Goldcoast Resort on their bicycles after meetings



Oppa Gangnam Style!



Belting out the classic 'We are the Champions'!



Below are some quotes from NOC colleagues who were present at the retreat:

"I was hoping to use the retreat to explain in great details, the process and objective of a business excellence initiative to be implemented in the organisation. To achieve the goal, we need to get all our employees to participate actively in the movement. I am hopeful judging by the response we have received, that they are prepared to try."

- Cecilia Low Yuen Leng, QA Manager

"The businesses in NOCWM are always changing, but with the right mind, a can-do attitude and by daring to dream big, the company and NOCians will grow together and prosper forever."

- Ngiam Tee Leng, Assistant Manager

"I'm glad that the company gave me an opportunity to join this trip, I could feel the bonding between colleagues. The positive working environment in NOC promotes team spirit and allows everyone to work as a team."

- Gan Wee Xian, Laboratory Manager

"It was heartening to see and hear, during the cross-departmental dialogue sessions, that our staff do want to get the best out of one another and were not adversarial when providing feedback on other departments' work performance."

- Robert Lim Hui Beng, General Manager

"At NOC, it is more than generating profit. Opportunities are given and resources are easily available for developing employees' potential."

- Ong Yong Sheng, Sales Executive

"The trip was an embodiment of the team's energy and commitment towards achieving higher quality and quantity growth."

- Ho Kok Yong, Manager

"All NOCians take pride in their work. Our passion to sustain the environment makes us stronger to overcome the challenges that we face in oil and chemical waste management."

- Lee Loong Siang, Engineer

Feature

Engineering

BUILDING A HIGHLY EFFICIENT AND COLLABORATIVE MANAGEMENT TEAM

NSE organised a leadership workshop training course for its Singapore management team in February this year and participants found the training to be enriching and fulfilling. Taking into account the positive feedback that the training course received, NSE organised a similar training programme for its ChangShu RAM management team in May at the Marco Polo Hotel in Suzhou.

With the help of a leading Chinese training company, the CSR management team went for two days of interactive training where they were required to participate in hands-on training, rather than passively listen to a presentation. NSE CEO Philip Lee also took time off from his busy schedule to attend the entire training course.

The training programme emphasised on the qualities and requisites of an efficient and productive team, as well as insights on identifying and managing different working styles. In an open and candid exchange, participants shared on their individual strengths, weaknesses, experience and background.



Group discussion and teamwork in action



Presenting the list of points



Working on the puzzle pieces as a team



Participants engaging in training activities

Through the training and exchanges, participants gained an in-depth understanding of one another.

The management team ended the day by letting their hair down at the karaoke session, courtesy of Mr Philip Lee.

The second day of training comprised games and activities. Participants played team building games such as the jigsaw puzzle. The objective of this game was to get participants to complete the picture provided through teamwork and cooperation and in the shortest time.

At the end of the training course, participants were energised and inspired. The morale of the participants was also raised and they look forward to applying the skills they have learnt from the course to their daily work.



Singing to their heart's content!

Feature

Engineering

VALUING PEOPLE

NSL Engineering (NSE) believes its success lies in having the right people in the right places doing the right thing, and bringing out the best of each individual.

It recognises employees as the most valuable element in its asset portfolio and strives to maximise every individual's potential to achieve company's business goals.

However, NSE also understands that today's competitive and ever-changing business environment has resulted in the planning, acquisition and management of human assets to be a formidable challenge. As a result, NSE has initiated programmes such as training, improvement of working environment and attractive wage incentive scheme to entice new employees and to retain, engage and develop its employees' professional and leadership talent.

Training Programmes

To unleash each individual's potential to its fullest, ChangShu RAM Engineering (CSR) organises training programmes for its employees to acquire the necessary knowledge and skills. Professional speakers are invited to share with the employees on topics ranging from Leadership Style and Challenge, People and Time Management, Decisions Making Techniques, Safety Awareness, Quality Control, Productivity Efficiency to Fire Fighting.

Employees found the trainings to be enriching, educational and informative. Employees were spontaneous and highly responsive during the training.



External speaker, Mr Du Jin Long, conducting a presentation to CSR staff



CSR employees attending the Production Efficiency and Management Workshop



Occupational Health Workshop talk



Employees being briefed at the ISO Awareness Workshop

Feature

Engineering

Working Environment Improvement Programmes

NSE strongly advocates a safe and healthy working environment for its employees. In response to environmental protection efforts, CSR employees participated in the Greenery Enhancement exercise around the office surroundings, in tandem with the National Tree Planting Programmes.

As part of NSE's continuing efforts to address occupational health hazards, the CSR team is exploring ways to enhance air quality and reduce noise pollution in the workshop. Below is one of the proposed solutions to enhance air quality; the Mobile Extraction Workstation.

To improve air quality, CSR has installed a fume vacuum system, air purification system, enclosed chamber, water swirling system and air blower and exhaust system in the workshop. These systems help to extract and

collect toxic welding smoke and paint waste. It prevents toxic dust and waste particles from accumulating in the workshop and eventually being released into the environment.

In addition, the CSR team is also reviewing and reorganising its production process so as to isolate and contain operations such as grinding, which causes noise pollution in the workshop.



CSR GM, Mr Eric Ong, giving a try at tree planting



Wearing ear plugs during high-level noise activities help employees to prevent noise-induced hearing loss problems



Individual Mobile Extraction Workstation (for controlling hazardous fume and gases during welding)

Wage Incentive Scheme

CSR has revised its wage incentive system to promote good work values such as safety, quality and housekeeping via the General Variable Performance scheme. The Productivity Incentive scheme was also introduced to reward productivity by developing standard man-hour for each task.

Since the implementation, the revised wage incentive system was well-received by the employees. Without relying on overtime, CSR successfully delivered production volume on time. With overtime hours contained and good working values emphasised, employees are now able to achieve work-life balance.

Revised Wage Incentive System

Basic	<ul style="list-style-type: none">• Fixed amount as per contract• Reference for calculating overtime
+ Overtime (OT)	<ul style="list-style-type: none">• Calculated based on basic pay• Legal limit 32 hours per month
+/- General Variable Performance (GVP)	<ul style="list-style-type: none">• Point system : 100 points• Basis : RMB 400 (workers), RMB 900 (leaders) etc• Actual payout : Actual Points x Basis• General factors affecting points awarded : Quality, Safety, Discipline, House-keeping, Obedience• Extra points also awarded for significant contribution beyond role call of duty.• For leaders, extra points awarded based on performance of their group.
+/- Productivity Incentive (PI)	<ul style="list-style-type: none">• Man-hour is assigned to each task according to complexity of job.• Additional productivity (man-hour) earned consolidate at month end.• Monetary reward for each extra man-hour output.

Feature

Chemicals

EMPLOYEE ENGAGEMENT - KEY TO MOTIVATED STAFF AND ORGANISATIONAL SUCCESS

NSL Chemicals (NSC) values its employees and believes that engaging them is the key to developing motivated staff and organisational success.

NSC's employee engagement programmes range from quarterly birthday celebration, festive lunch, departmental monthly get-together session, year-end annual dinner to retirement party. The first quarterly birthday celebration was held on last March. During this quarterly event, other than celebrating staff's birthdays that falls on that quarter, employees were briefed on safety matters and other company related news. Programmes such as this help to bring employees closer as everyone across all levels is able to interact with one another.



Colleagues enjoying the scrumptious buffet



YEARS OF LONG SERVICE

On 14 April 2014, NSC organised a retirement cum birthday party for one of their long serving employee, Mr Teo Swee Huat.

Mr Teo, Lime production staff, was with NSC for an impressive 38 years and 7 months. He has decided to retire at 63 years old after his re-employment contract of 1 year. Mr Teo is dedicated and committed to the company and NSC is thankful for his unwavering support all these years. Post-retirement, he will be on vacation to visit his daughter in UK.



A delighted Mr Teo checking out the yummy looking cake!



Mr Sik, Assistant General Manager of NSC, presenting Mr Teo with a farewell gift in recognition of his significant contributions over the past 38 years

Feature

Chemicals

PLANT VISIT BY MR OO



Mr Oo with Chemicals Management at the Kuari Atrah Sdn Bhd Quarry. Background: Limestone Crushing System

Mr Oo, NSL Group Executive Director and NSL Chemicals Ltd Chairman, visited NSL Chemicals (M) Sdn Bhd on 7 and 8 April 2014.

During the visit, he dropped in at the Ipoh lime plant and quarries. The lime management took the opportunity to brief Mr Oo on strategic plans for the Chemicals Division. The team presented a new organisation chart for the lime group, Key Performance Indicators, and updated him on its business operations. This was followed by input from the Commercial team on the business outlook of lime and an analysis of its competitors.

Overall, the meeting was very insightful; the management team of the Chemicals Division would like to thank Mr Oo for his invaluable guidance and advice.



Mr Oo on-site at the Bold Hill Quarry in Ipoh

Feature

Raffles Marina

VALUING EMPLOYEES AND BUSINESS PARTNERS

RML understands that developing positive employee relationships is important as it translates to increased employee satisfaction and higher productivity in the long run.

RML has in place various programmes to enhance employee engagement. The two key programmes highlighted here are employees' birthdays' celebration and competitive compensation package.

Besides that, RML also recognises the severity of the tight labour market situation in Singapore and has tapped into an alternative source of manpower by hiring students from a school it partners with.

Employees' Quarterly Birthday Celebrations

Every quarter, RML celebrates the birthday of its employees with food, dessert, drinks, birthday cake, singing and a lucky draw. The quarterly birthday celebration is attended by all department heads and all birthday boys and girls will receive a present from the CEO.

To further show the company's effort in remembering the staff's special day, each employee is entitled to one day leave to spend with their loved ones. The most recent celebration was held on 5 May and beside are some photos from the event.



Beaming birthday boys and girls with their cupcakes!



Delicious, pick-me-up cupcakes on display!



Mr Ray Parry, CEO of Raffles Marina presenting a birthday token to the birthday boy

Feature

Raffles Marina

Competitive Staff Compensation

With an increasingly challenging business environment and competition for talent in a tight labour market these days, paying at the right compensation level not only motivates employees but it also boosts productivity and increases operational effectiveness.

RML has engaged Aon Hewitt, a provider of human capital and management consulting services, to carry out the Annual Compensation Survey. The survey is the largest and most comprehensive study for Singapore's Hotels and Hospitality industry, and benchmarks the company's compensation level in comparison to its competitors. There will be about 45 hotels and 5 clubs participating in the study this year.

Thus, it is vital to ensure that RML's compensation is kept competitive to the industry in order to attract and retain the right talents.



Students from Assumption Pathway School and RML's HR Manager, Samuel Lee at the Career Fair



Students briefed during Assumption Pathway School's Skills Induction Programme at RML



Students taking a tour around RML's Clubhouse facilities



A group shot with gorgeous clear blue skies!

Partnership with School

Labour market for the food and beverage (F&B) industry is experiencing a severe shortage of workers. Employers would need to tap into new sources of manpower to support the company's operations.

Since early 2013, RML has partnered with Assumption Pathway School, to provide students with opportunities for a head start in their careers in the F&B industry. Last year, RML took in a total of 9 students as part of the school's internship programme. Assumption Pathway School offers vocational training in Hospitality Services, Culinary Skills, Baking Practices, Facility Services, Hairdressing, Desktop Designs and Publishing. Graduating students are sent to hotels, clubs and restaurant chains for internships.

RML also participated in the school's Skills Induction Programme to assist students with making informed choices for their vocational specialisation at the end of their second year. During the programme, students are briefed on RML's operations and given a tour around the club. The programme concluded with a question and answer session.

On 20 May, RML hosted 45 students for the programme. This group of students will be considered for internship and full-time employment in RML upon graduation.

An alternative source of manpower is important, especially given the current labour crunch in the industry. Going forward, RML will continue to work closely with the school.



IT'S TREE PLANTING DAY AT CHANGSHU RAM!

ChangShu RAM Engineering celebrates Arbor Day on 12 March in full swing.

Arbor Day is a holiday in which individuals and groups are encouraged to plant and care for trees. 'Arbor' originates from the Latin word which refers to 'tree'. Today, many countries observe this holiday and China dedicated every 12 March to be Arbor Day.

ChangShu RAM celebrated Arbor Day this year by dividing some employees into eight groups to adopt a tree which they have committed to take care. General Manager Mr Eric Ong also joined in the fun by adopting a tree under the GM's office. The Sweet Osmanthus (Chinese: 桂花) and

Camellia Sinensis (Chinese: 茶花) which is also known as the 'Tea Flower', were chosen for their ornamental nature and durability. The eight trees were planted along the path to the lobby of the main office building. Signs providing brief introduction of the tree and its adopted parents were displayed.

The tree planting activity was a great learning experience for employees who have not planted trees before. Employees learnt that there were quite a number of steps involved. They had to loosen the soil, align the tree trunks, top-dress the soil and water the tree once it is planted.

The event ended with employees taking photos with their respective trees which they have planted and a common wish that sometime in the near future, the meaningful act on Arbor Day would be extended to the adjacent communities.



Planting is hard work!



Making sure the tree is properly hydrated



After 1 month...behold their fruits of labour!

A TOAST TO 2013!



ChangShu RAM Engineering staff all hyped for the annual luncheon to commence

ChangShu RAM Engineering wraps up 2013 with lots of good food and interesting performances at their Annual Luncheon event.

ChangShu RAM Engineering organised its annual luncheon on 17 January in conjunction with this year's Spring Festival. The annual luncheon serves as a platform to bond employees, foster team spirit and in turn boost company's performance.

Held at the Changshu Grand Hotel, the event was attended by all staff including the company's directors Mr Oo Soon Hee, Dr Low Chin Nam and Mr Philip Lee who flew in from Singapore.

Before lunch was served, the management and employees mingled and exchanged greetings with each other.

During the event, participants were thoroughly entertained when some colleagues went up on stage to sing and dance. A group of talented staff presented a funny and meticulously produced show which was inspired by one of the top

grossing television programmes in China. Everyone present that day was delighted by the humorous dialogs and gestures throughout the act. It was undeniably the highlight of the day.

To further spice up the celebration, a variety of prizes were given away to employees. Employees with outstanding performances were also invited on stage to receive certificates and monetary tokens for their hard work and contributions. As part of festive customs and tradition, each staff at the event received an 'Ang Pow'. This was followed by a high-spirited toast by the management for greater blessings for the new year ahead.

Kudos to all employees who have supported and gone the extra mile to prepare for the show. The event was a huge success and will be fondly remembered by everyone.

People

Staff Bulletin



Dancers gracing the stage in their traditional costumes



Having an 'ear-pulling' moment during the skit



A toast to good food and many successful years to come



Dr Low on stage with the group of lucky staff and their prizes



Mr Philip Lee delivering a speech on stage



A final toast to all for greater blessings for the new year!

ADIOS, MR CHONG

Mr Chong Wai Siak, President of Eastern Industries (EI) and Eastern Pretech (EP) Group retired on 31 March 2014 after 25 years of service with NSL Group.

Mr Chong first joined the Company as Chief Executive Officer of EI in 1989 and then as Deputy President of NSL Ltd from 1998 to 2005 before becoming the President of EI and EP Group.

Over the two and the half decades, the NSL Group and in particular to the Construction Group, has benefited tremendously from his invaluable contributions. His deep sense of commitment and leadership has left an indelible mark in the Group.

On top of that, Mr Chong is also a caring and understanding leader with no airs. He is very approachable and guides staff even during difficult situations. He always encourages mutual support and respect, many enjoyed working with him.

The NSL Board, management and staff would like to thank him for his contributions and wish him success in his future endeavors.



EPS colleagues enjoyed working with Mr Chong, a caring and understanding leader with no airs



Colleagues from EPM expressing their gratitude to Mr Chong for his guidance over the past years



Mr Chong and Dubai Precast team



Parmarine colleagues braving the snow for a picture with Mr Chong

People

Staff Bulletin



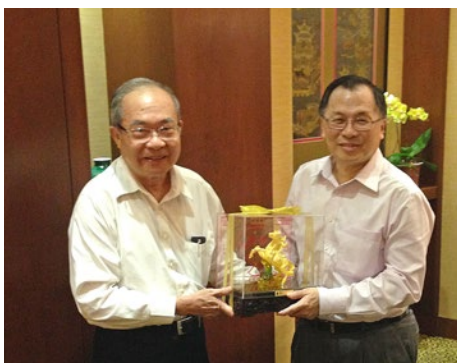
The team from EPM will miss you, Mr Chong!



On behalf of EPHK, CEO Mr Ip presenting a token of appreciation to Mr Chong



Colleagues from HK wishing Mr Chong success and good health over good food and wine!



On behalf of the Group, Prof Cham, NSL Chairman presented Mr Chong with a galloping horse for his invaluable contributions and wished him success for the future.



Farewell dinner with Directors and colleagues from the NSL Group

ZUMBA FITNESS PARTY – GROOVE TO THE BEAT AND JOIN THE PARTY!

NSL Sports & Recreation Club (SRC) organised a series of Zumba coaching lessons in April and May, which attracted more than 40 staff to participate.

The coaching lessons were conducted at three different locations: Woodgrove Community Centre in the North, Bukit Batok Civil Service Club in the West and Waterloo Centre in the Central area. Having the classes at different locations made it more convenient for staff at different offices to travel to the coaching venues after work. Zumba classes are part of the SRC coaching series to encourage staff to participate in sports activities.



Group shot at the Bukit Batok Civil Service Club!



All smiles at the Woodgrove Community Centre!



Happy faces all around at the Waterloo Centre!



Let's Zumba!

THE 18 METRES CANOPY CHALLENGE & SRC AGM 2014



NSE colleagues determined to complete the Challenge Walk!

On 23 May 2014, 59 colleagues from various subsidiaries came together and conquered an 18 metres challenge at the outdoor adventure venue situated at SAFRA Yishun.

Organised by NSL Sports & Recreation Club (SRC), the Canopy Challenge Walk was similar to the Challenge Rope Course held last year at HomeTeamNS. It requires participants to traverse through different sections of the course, to complete a walk through the flora of Yishun Park at a height of 18 metres.

There were two tiers to the Canopy Challenge Walk. The upper tier challenge covered a total distance of 110m and included sections such as 'Jacobs Ladder', 'Burma Bridge', 'Postman Walk' and 'Elvis Walk'. The lower tier was not as challenging and consisted of slightly easier obstacles for participants; it ended with a 'Flying Fox' challenge to sum up the whole adrenaline pumping activity.

Completing the entire course was exhausting but participants overcame their fears and conquered the sections with much gusto and determination, amidst cheering colleagues.

Below are some quotes from colleagues who participated on that day:

"When I stepped out doing the first obstacle, I wondered what I'm doing here, but when I completed all the obstacles, I thought wow, not bad at all! It was an awesome experience. Thank you SRC!" Sofiyyah Misiran, NSL Chemicals.

"The cheering from our fellow colleagues kept our spirits up and reminded us that we are not alone. Screaming at the top of my lungs during Flying Fox was de-stressing." Linda Lim, NSL OilChem Waste Management.

"It was challenging to work on your anxiety, overcome your fear, step out

of your comfort zone, and break your limit. But it was absolutely fun too to be going through this, with your colleagues cheering for you. The sweaty back, shaky legs and trembling arms made the outcome ever sweeter!" Hong Yiyi, NSL Chemicals.

"I totally enjoyed myself during the outdoor adventures in SAFRA Yishun last Friday and I felt that it is a good time to bond with other colleagues as well. The encouragement they gave helped me to overcome the fear and their cheering made me feel determined to complete the obstacles and not give up halfway." Fiona Ng Shu Zhen, NSL OilChem Waste Management.

"My legs felt soft when I saw so many people struggling with the canopy walk. It was definitely a challenge and I am glad I completed it. It truly tests a person's strength and perseverance." Kelvin Chen Jianwei, NSL Ltd.

Life & Health

SRC



The NOC team takes a short break in a cooling shelter



Safety briefing before taking on the challenge



Participants at different stages of action



Balancing precariously on high ropes

SRC AGM 2014

Prior to the start of the Canopy Challenge Walk, SRC held its biennial election to decide on the committee for the next term. Congratulations to the elected SRC Committee for 2014 to 2016.

List of Elected SRC Committee Members – 2014 to 2016

	Name of Committee Member	SBU	Position
1	James Kang Wei Zhi	RML	Chairman
2	Wong Sau Jun	NOC	Vice Chairman
3	Nina Beth Hermoso Paglinawan	NOC	Honorary Treasurer
4	Jeffrey Tan Jia Ming	Emix	Honorary Secretary
5	Chia Wei Min	NSL	Member
6	Gilbert Chia Keng Hoe	NSL	Member
7	Eric Poh Rui Xiang	NSL	Member
8	Latifah Mohd Ismail	NSC	Member
9	Tan Choon Sin	NSC	Member
10	Isbrena Tan Wee Wee	NSE	Member
11	Tee Liang Yuan	NSE	Member
12	Seow Woei Ann	Emix	Member
13	Roy Chua Chun Siang	NOC	Member
14	Lydia Teo Ya Yi	NOC	Member
15	Salamah Binti Hamid	RML	Member
16	Nancy Widjaja	RML	Member

List of Retired Members

SRC would like to thank all the retired committee members of the club for their invaluable contributions and efforts towards promoting sports and recreation to NSL Group employees.

	Name of Committee Member	SBU	Position
1	Samuel Lee	RML	Vice Chairman
2	Consuelo Ngoho Andrin	NSC	Honorary Treasurer
3	Tan Yun	NOC	Member
4	Young Ying	NOC	Member
5	Henry Chew	EP	Member
6	Wee Seng Tiong	NSE	Member

FIRE EXTINGUISHERS

Fire extinguishers are commonly found in workplaces and public areas. It is a firefighting equipment that can save our lives during fire. There are many different types of fire extinguishers; the common fire extinguisher is suitable for Class A, B and C types of fires. So what types of fire are classified as A, B, C and how do we use a fire extinguisher when the need arises?



Types of Fire

Fires can be classified into four different types:

Class A: Involve ordinary combustibles. Examples: wood, paper and plastics.

Class B: Involve flammable liquids and gases. Examples: petrol, oil and paint.

Class C: Involve live electrical equipment. Example: computers.

Class D: Involve combustible metals. Examples: magnesium and lithium.



The commonly used fire extinguishers in most offices are suitable for Class A, B and C type of fires. This information is indicated on the body of the fire extinguisher.

How to inspect a fire extinguisher

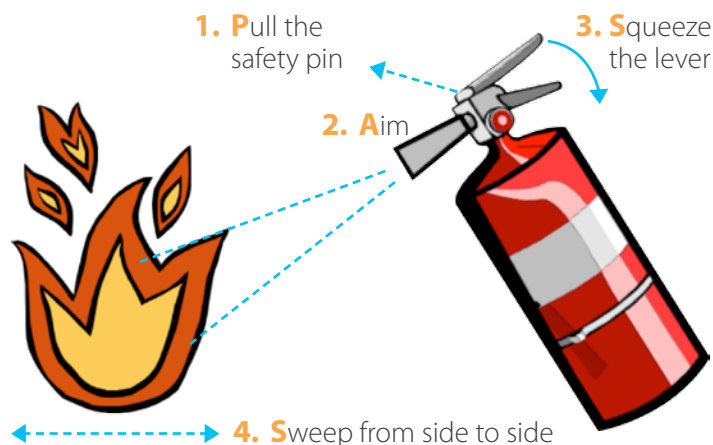
Fire extinguishers in workplaces and public areas must be maintained at least once a year. The date of maintenance is tagged or labelled on the fire extinguisher. In addition to the annual maintenance, fire extinguishers should be checked at least once a month, taking note of the following:

- Fire extinguisher is located at its designated location
- Fire extinguisher is not obstructed
- Operating instructions on the fire extinguisher are legible and facing outwards
- No obvious damage to the fire extinguisher
- Seals on the fire extinguisher are not broken
- Verify that the fire extinguisher is full by weighing or hefting
- Verify that the pressure gauge reading is within the green zone

How to use a fire extinguisher

The P.A.S.S method

1. **P**ull the safety pin from the handle
2. **A**im the nozzle at the base of the fire
3. **S**queeze the lever slowly to discharge the agent
4. **S**weep the nozzle from side to side motion until the fire is completely out



FIRST AID HOME REMEDIES: 10 FACTS & MYTHS

Source: By Anjana Motihar Chandra for Health Xchange, with expert input from the Department of Emergency Medicine, Singapore General Hospital (SGH).

Should you tilt your head back to stop a nosebleed? Can you soothe a burn with butter? Is rubbing a hard-boiled egg over a bruise a good home remedy? No, replies Dr Lim Chin Siah, Associate Consultant, Department of Emergency Medicine, Singapore General Hospital (SGH) to these first aid questions. Here are the facts, and the right solution, regarding some common first aid problems:



Myth 1: Soothe a burn with butter, toothpaste, ice

Fact: Applying butter or an oily substance to a burn can make it difficult for a doctor to treat the burn later. The butter will also increase the risk of infection. Toothpaste can also increase the risk of infection since it becomes unhygienic once the cap is removed from the tube. Ice may cause a sudden drop in temperature and shock the victim. It can also damage the skin tissue.

What to do: The burned skin can be soothed by running cool tap water over it for about 10 minutes. An antiseptic cream can then be applied to the burn. If the burned skin starts to blister, see a doctor.

Myth 2: Rub a hard-boiled egg over a bruise to ease blood circulation

Fact: Rubbing a hard-boiled egg over a bruise may cause even more internal bleeding.

What to do: The best home treatment is to apply an ice pack on the bruise; this will reduce the internal bleeding. The ice should not touch the skin directly since this can cause ice burn, similar to sunburn.

Myth 3: Squeeze the stinger to treat a bee sting

Fact: Squeezing the stinger will cause more toxins to flow into the bloodstream.

What to do: Quickly pull out the stinger with a pair of tweezers, then apply an antihistamine cream to the affected area.

Myth 4: Tilt your head back to stop a nosebleed

Fact: If you tilt your head back when you have a nosebleed, the blood may go into your throat and your stomach, which may lead to nausea and vomiting.

What to do: Tilt your head forward and press the fleshy part of your nose, the part you would hold for a bad smell, for a full 10 minutes, while breathing through your mouth. If you are still bleeding after half an hour, seek emergency help.



Myth 5: Use onion or garlic to revive a person who has fainted

Fact: There is no known medical benefit from doing this.

What to do: Let the victim lie down with the face up, and raise the legs to increase the blood flow to the brain.

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Myth 6: Clear a choking child's throat with your fingers

Fact: Placing your fingers in a child's throat can cause damage, or push the obstruction further down.

What to do: Stand behind the child and smack him or her between the shoulder blades with your hand, checking the mouth after each blow for the obstruction. Stop once you see the obstruction and remove it. You can do this up to five times. If this exercise doesn't help, clench your fist and give up to five abdominal thrusts, thrusting above the navel in an upwards stroke, until the obstruction is dislodged from the throat.

Myth 7: Treat a black eye with a raw steak

Fact: The raw meat will only serve to infect the eye with any germs in the meat.

What to do: Apply ice wrapped in a clean towel to the eye area to reduce the swelling. Don't place ice directly on the affected area since this can cause an ice burn, similar to a sunburn. See a doctor to check for head injuries.

Myth 8: Place a metal spoon into the mouth of a person having a seizure

Fact: This is intended to prevent the person from biting their tongue but it can do more harm than good; the metal spoon can cause damage to the teeth, palate or gums.

What to do: Place a blanket or coat on the floor and lie the person on it, turning the body sideways to prevent the tongue from blocking the airway. Keep the person in this position until the seizure stops.

Myth 9: Tie a tourniquet on an injured arm to stop bleeding

Fact: A tourniquet tied on an arm or leg will cut off the blood supply to the whole limb not just the injured area, and may cause tissue damage.

What to do: Apply direct pressure to the injured area with your hand, placing your hand over a sterile gauze or a clean towel, so that you disturb the wound as little as possible. Seek medical attention if the bleeding doesn't stop.

Myth 10: Apply heat to a sprain or fracture

Fact: Heat increases swelling and can prevent the injury from healing.

What to do: Apply an ice pack to the injury, and make sure the ice doesn't touch the bare skin.



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