

# NSL *Link*

Issue 19

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**Teamwork  
and Collaboration**



## *A Note from Our* **Executive Director**

Dear Colleagues

I would like to wish everyone a Blessed New Year and to our Chinese colleagues, Good Health in the Year of the Rooster! As we welcome the New Year, I would like to take this opportunity to express my appreciation to everyone for your contributions for the past year.

2017 is expected to be another uncertain and challenging year. As a company, we must strengthen our business fundamentals. Our SBUs have been embarking on important IT initiatives in a bid to improve productivity and provide a better customer journey. These initiatives require all of us individually to embrace a mindset change and be open minded to new and more efficient ways of doing things.

As part of this process, it is equally important that we all work as a team to ensure that our customers' needs are transferred seamlessly from one department to another with technology as an enabler.

Customer satisfaction is not achieved through just the level of service by Sales and Customer Service department. Customer satisfaction comprises the entire customer journey which includes many processes that happen before, during and after the experience of a product or service offered by us. In short, it requires efforts of everyone to work in unison in the company!

There is a saying by a young American Poet, Mattie J.T Stepanek, "Unity is strength... where there is teamwork and collaboration, wonderful things can be achieved".

“

**UNITY IS STRENGTH...  
WHERE THERE IS  
TEAMWORK AND  
COLLABORATION,  
WONDERFUL THINGS  
CAN BE ACHIEVED.”**

NSLink has a brand new look and we hope the new design and layout will continue to provide you a pleasurable reading experience. We would be happy to receive any feedback on this editorial/design change.

**Dr Low Chin Nam**





# *The Difference between* **a Team and a Group**

By CLIA-OIA Pte Ltd

**F**or years, companies have been investing in developing teams through team building programmes, which usually comprise games and challenges designed to test their effectiveness to achieve the objectives, as a team.

What we have observed is that despite working together and overcoming these challenges, in practice, people often refer to teams when they really mean just groups.

Not every group is a Team.

What changes transform a group of people, to a Team who are committed to a common goal, have a common purpose and have mutual accountability? More importantly, what makes an effective team?



#### **Teams have a clearly defined purpose:**

Discard any feeling of random assortment; Teams are together because they have a shared common purpose. Being a part of something larger than themselves gives them more meaning and strength in their tasks than alone. Members have clear roles and responsibilities and in turn, are engaged and committed.



#### **Every member is accountable:**

Mutual accountability is voluntary; it's built on reciprocal trust without the need for punishments or penalties for short comings. It's imperative for an effective team to have a high level of transparency and discretionary motivation to transform a group into a team.



#### **It's not I, it's not Us, it's We!:**

Part of being an effective team is moving away from the silo mentality; it's progressing from the us against them and becoming a highly collective "We". Everyone is a contributor, cooperative and open minded. The parameters go beyond diplomacy and individuals are socially and emotionally tied.



#### **Effective Teams embrace conflict:**

An optimal team embraces disagreements and takes it as a way to progress with the best practice in mind. Mutual respect is key for feedback to be taken positively.



#### **Effective Teams Don't resist change:**

The world and its contents are ever changing. Effective teams are agile and able to evolve in harmony with their internal and external environments. Having an array of complimentary skills within a team creates versatility - Apple wouldn't still be relevant without it's constant reinvention and innovation!

# Teamwork Achieves 500 Accident-free Workdays

By Angelia Cheng and Cecilia Low

**5**00 accident-free workdays is the result of strong teamwork and commitment from the three departments – Customer Service Officers, Operations Planners and the drivers in NSL OilChem Trading. CEO Jeffrey Fung said “I am proud that we have achieved 500 accident-free workdays. It takes cohesive effort to execute a job smoothly and achieve this milestone.”

The effort involves everyone doing their job at their best: Customer Service Officers collating and processing information and data on customers’ requirement or making product procurement decisions etc. Operations Planners are in charge of scheduling delivery jobs and issuing clear and precise delivery job instructions to the assigned driver.

As petroleum tankers are highly visible on the road, the profile of

NSL OilChem (NOC)’s trucks and the driving behaviour of drivers are akin to being live billboards for the Company. Additionally, their daily interaction with customers plays a large part in determining the outcome of NOC’s sales and marketing efforts.

The drivers have to be disciplined and comply with a myriad of operating procedures, rules and regulations at the loading terminals and at the various customer destinations.

Competent driving skills are a necessity to maneuver the huge trucks through challenging conditions such as narrow driveways, unprepared access routes, man-made obstacles or soft muddy ground at sites. Despite these, NOC continues to follow through its commitment in completing delivery assignments in the fastest and safest way possible.



*Congratulations on achieving the safety award!*

The team shared a few thoughts about the award:

“ ”

**We plan their routes and schedules thus we know the challenges they have to manage every day. We are utterly proud of them. The achievement did not come easy.**

Jessica, Planner

“ ”

**The award gave us a lot of pride; it lifted our spirits! We are thankful.**

Foo Kuet Chou, Driver

After the presentation of award, the team was seen discussing excitedly about how to achieve the next milestone: 800 Accident-Free Workdays!



Team NOCT



The drivers





# Collective Efforts in Play

By Vinothini Vijayan

**R**affles Marina (RM) was proud to be the venue host for the inaugural Singapore Rendezvous, a regional luxury lifestyle event, with a three-year partnership underway. Being the first and oldest marina in Singapore offering stunning sunsets and a gateway for cruising around local waters and up the west coast of Malaysia and Thailand, it was no wonder that they were the chosen venue.

The event, which took place from 20-23 October, started with a speech by Mr Francis Lee, President of RM on its first day. His Excellency, Indonesian Ambassador Ngurah Swajaya was also present and after a performance by a lion dance troupe, they officially launched the Singapore Rendezvous together with Heart Media's top executives and many media representatives.

The luxury lifestyle event drew a crowd of 5,800 visitors over the weekend and was fraught with activities. It showcased specially curated art displays, property, timepieces and fine foods. There was an activity place for kids and visitors attended panel talks regarding classic cars and the future of luxury by industry insiders. The highlights were its lineup of luxury and vintage cars and luxury yachts.



RM staff from F&B, Banquet, Housekeeping, Security, and Maintenance worked and coordinated closely, liaising with exhibitors, contractors and event partners to ensure that the programme sailed smoothly. Membership department rendered assistance at the registration booth for members while the Marcom team provided live coverage on all social media platforms. The RM team's collective efforts to manage the three-day event proved to be a great success.



## Weak Construction Market in Singapore Led to Lower Performance in 3Q2016

- Group registered a turnover of \$102.8 million and Profit before tax of \$5.1 million
- Contributions from Precast & PBU and Dry Mix divisions were affected by a slowdown in construction activities in Singapore

Financial Highlights (Continuing Operations)	THE GROUP					
	Quarter ended 30 September			9 months ended 30 September		
	2016 S\$'000	2015 S\$'000 (restated)	Change %	2016 S\$'000	2015 S\$'000 (restated)	Change %
Group Turnover	102,797	120,882	(15)	321,541	331,131	(3)
Group Profit Before Tax	5,121	13,167	(61)	24,987	25,501	(2)
Group Profit Attributable to Shareholders	2,837	10,929	(74)	17,564	20,139	(13)
Earnings Per Share (cents)	0.76	2.93	(74)	4.70	5.39	(13)

NSL Ltd reported a turnover of \$102.8 million in 3Q2016, 15% lower than \$120.9 million achieved in 3Q2015. Group Profit before Tax declined from \$13.2 million in 3Q2015 to \$5.1 million in 3Q2016.

The weaker performance was mainly due to Precast & Prefabricated Bathroom Unit (PBU) and Dry Mix divisions as a result of the slowdown in construction activities in Singapore. In addition, associate PEINER SMAG Lifting Technologies GmbH (PSLT) slipped into an operating loss in this quarter owing to a one-off restructuring cost.

After taking into account income tax, the Group reported a profit attributable to equity holders of \$2.8 million in 3Q2016 compared to \$10.9 million in 3Q2015.

For nine months ended 30 September 2016, the Group recorded a turnover of \$321.5 million. The lower turnover was largely due to the Dry Mix and Environmental Services divisions.

Group Profit before tax decreased 2% to \$25 million in 9M2016 as a result of lower performance by Environmental Services and Dry Mix Divisions, as well as operating loss incurred by associate PSLT. This was mitigated by higher contribution reported by Precast & PBU division.

After taking into account income tax and non-controlling interests, the Group reported a profit attributable to equity holders of \$17.6 million in 9M2016 compared to \$20.1 million in 9M2015.

### Outlook

The outlook of the precast business in Singapore remains difficult with downward pressure on project margins. However, the overall performance of the Precast & PBU division for the current financial year is expected to remain satisfactory underpinned by healthy order book of its overseas units.

In the Environmental Services division, both the Recycled Fuel Oil and waste

management services businesses are expected to remain weak in line with market conditions. The newly acquired subsidiary, CNC Petroleum, is expected to contribute positively to growth of the division's distribution business.

PSLT is in a better position to weather the challenging market conditions following the restructuring of its operations.

As announced on 5 November 2016, the Group has entered into a sale and purchase agreement to divest its entire equity interest in the Dry Mix business for a cash consideration of approximately \$159.8 million (Divestment). The Divestment is expected to be completed in 1Q2017 and would result in a one-off divestment gain of approximately \$107.6 million.

The Dry Mix division was a significant profit contributor to the Group and had contributed approximately 75% and 56% of the Group Pre-tax profit in FY2015 and 9M2016 respectively.



## Divestment of Dry Mix Business

**N**SL completed the sale of Dry Mix business to Saint-Gobain, a French company specializing in innovative materials, construction products and building distribution, on 14 December 2016 for a cash consideration of approximately \$150.8 million.

This transaction will allow NSL to unlock substantial value in the Dry Mix Business resulting in a one-off divestment gain of approximately \$107.6 million.

Saint-Gobain Group is an international company with presence in 67 countries and its acquisition of Dry Mix is a very strong strategic fit with their existing portfolio, as well as its group strategy of boosting the presence in Asia.

Going forward, NSL will continue to evaluate opportunities to use the proceeds received from the transaction to maximise returns for Shareholders.



## NSL Recognized for Transparency Standards



From left: Vice President of SIAS Mr Loh Uantchern, SIAS Assistant Honorary Secretary Mr Robson Lee and Mr Chia Tong Hee representing NSL.

**N**SL Ltd was awarded the Runner Up of the 17<sup>th</sup> Securities Investors Association Singapore (SIAS) Investors' Choice Awards – Most Transparent Company Award 2016, Materials Category. The prestigious award was presented on 30 September 2016 at Mandarin Orchard Singapore Hotel with Ms Indranee Rajah, Senior Minister of State for Law and Finance, as the Guest-of-Honour.

This award is an affirmation of NSL's efforts in setting the benchmark for corporate governance and transparency.

## *Parmarine Makes Waves in* **Local News**

*By Jussi Raunio*

**P**armarine was featured in Finland's leading newspapers, Kauppalehti and Helsingin Sanomat in April 2016. In the interview with Kauppalehti, a business publication, CEO Jussi Raunio shared about developers' increasing preference for modular construction as it speeds up the construction process. Parmarine was expected to produce approximately 6,500 bathroom units for 2016. "Forssa's factory has invested several million euros in machines, which has opened manufacturing bottlenecks. At the same time, the factory has broken production records year after year," said Mr Jussi.

Technology used to slice production time includes a tiling robot and water jet cutters. In addition to investments made in the factory, there was also focus on product development. Parmarine's product design is such that each module is fully completed with all fittings at the factory.

Another national newspaper, Helsingin Sanomat, Finland's largest subscription newspaper, focused on Parmarine's ship fire doors business in Leppävirta. The small factory is an important part of the shipbuilding industry in Finland, which is experiencing a boom

despite the current economy. As of October 2016, Parmarine has a three-year order base, securing full employment for the period.

The fire door business of cruise ships is a small specialty niche, in which Parmarine has a strong hold. Its share of the market in hinged doors is 60 percent and in sliding doors 30 percent. In one cruise ship, 800 to 1,000 of these doors are needed. The company sells approximately 900,000 euros worth of hinged doors per ship, and 500,000 to 800,000 euros worth of sliding doors per ship.



*Parmarine featured in Helsingin Sanomat*

CEO Jussi Raunio is featured in Kauppalehti



# EP Operations

## Snapshots in 2016

### Dubai Precast @ UAE

The design, supply and installation of about 11,000 pieces of precast components totaling 13,000m<sup>3</sup> to Brookfield Multiplex Construction were completed. The eight-storey Residential Building comprises of 500 dwelling units at Masdar City, a new city in Abu Dhabi, UAE. The Company has also recently completed the design, supply and installation of about 5,000 pieces of precast components, the equivalent of 15,000m<sup>3</sup> to Al Tayer Showroom and Workshop to Al Tayer Motors, a subsidiary of Al Tayer Group in Dubai, UAE.

Al Tayer Group is a conglomerate that operates quality-focused businesses in perfumes and cosmetics distribution, engineering as well as interiors contracting with over 200 stores in Middle East.



*The Brookfield project consists of 11 residential buildings which will be used for the housing of Etihad Staff.*

### Eastern Pretech @ Malaysia



*IKEA Cheras in Kuala Lumpur*

EPM is proud to be IKEA's preferred precaster following the completion of the IKEA store in Kuala Lumpur, Malaysia. The project took 11,000 pieces of precast components with a volume of 20,000 m<sup>3</sup>, and covered an area of 115,000m<sup>2</sup>. Currently, EPM has started delivery to their second IKEA project in Johor Baru, Malaysia.

Recent completed projects include supplying 9,300 precast tunnel rings to contractors Nishimatsu and Hyundai for the laying of cables for Singapore Power. The tunnel runs 12.3km long across Singapore and the total volume of the two projects is about 73,000m<sup>3</sup>.

## Eastern Pretech @ Singapore

In Singapore, EP supplied to several prominent industrial buildings. The biggest and the most challenging was the \$5.4 billion Micron Technology Phase 2 at North Coast Road. The buildings were built with 9,600 pieces of precast components and a total precast volume of 44,000m<sup>3</sup> over a period of 6 months.

The precast concrete volume supplied is equivalent to the height of a two-storey apartment covering the entire football field. Other notable buildings completed were Jurong Town Corporation's (JTC) four-storey Nanospace and nine-storey Multiple Users Building at Tampines.

JTC Corporation is the lead agency in Singapore that spearheads the planning, promotion and development of a dynamic industrial landscape.



## Parmarine @ Finland

Parmarine completed the design and supply of 648 unit bathrooms (UB) to Moholt student village in Trondheim, Norway. The project was the largest wooden structure blockhouse project in the Nordic countries. Parmarine also delivered 248 UBs to Sykehus Gardemoen Hospital in Oslo, Norway and 248 UBs to Aleksanterinkatu housing project in Lahti, Finland.





# Enhancing EP's Brand

By Yong Chiang Boon

In the 2016 edition of BuildTech Asia (BTA), the region's trade show for the building and construction industry, Eastern Pretech Singapore (EP) upped the ante by bringing in a cross section of their hollowcore and a sample of a tunnel segment in addition to two PARMA bathroom demos at their booth.

The exhibition which was held at the Singapore EXPO from 18-20 October, was hosted by Building and Construction Authority of Singapore (BCA), and aimed to help companies in their development and growth process as they cope with the demands of an evolving industry facing a tight labour supply and a constantly growing level of expectations. Some 7,000 visitors from 32 countries had the opportunity to learn about the future of construction with the use of applied technology and building materials from this event.



The EP team

Sales and Marketing General Manager Mr Yong Chiang Boon said,

**"This year's exhibition attracted a new group of local visitors who are keen to explore precast concrete & prefabricated bathroom units (PBU), especially our light PBU. During these three days, other than enhancing our brand awareness, we managed to develop new contacts and strengthen existing ones."**



Visitors checking out EP's products



Parma PBU interior



EP staff engaging with exhibition goers

# CNC Welcome Dinner cum NOCT Safety Night

By Angelia Cheng & Cecilia Low

**N**SL OilChem (NOC) celebrated the successful acquisition and merger of CNC Petroleum with its petroleum distribution business, NSL OilChem Trading (NOCT) on 23 September at Raffles Marina Club. Employees from both companies were present to inaugurate the new partnership as one family.

In part with the celebratory mood, NOC management recognised and appreciated NOCT's frontline employees' achievement in having 500 accident-free workdays.

(See page 5)

NOC was privileged to have NSL Advisor, Mr Oo Soon Hee, to grace the occasion.

## The CNC Merger: An Important Milestone

The merger of CNC and NOCT instantly doubled the turnover and delivery fleet and propelled the Distribution unit to be one of the top three fuels distributors in Singapore. Besides the synergistic benefits from economies of scale, the merger also strengthened and broadened its management bench. Enriched with the added talents from CNC, NOCT is set to embark on and write its new chapter of growth.

The merger has since reaped its first fruits; oil giant Shell selected and appointed NOCT the Authorised Distributor for the whole range of Shell lubricants in Singapore.



## An Expression of Gratitude

NOC started its business, operating from a container office at Tanjong Kling 26. Over the past decade, the company has grown in size and is now operating two plants that are fully equipped with major facilities and equipment to serve their customers. The company has captured a sizeable market share in oil and chemical waste management and fuels distribution, especially so for the past four years. Its success and growth did not happen by chance, but through visionary leadership, sound judgment and commitment by a dedicated leader.

This leader is none other than former NSL Group Executive Director Mr Oo Soon Hee, who is now the Group Advisor.

NOC is grateful for Mr Oo's leadership and took the opportunity to thank him for all that he has done for NOC. Group CEO, Jeffrey Fung, personally composed a Chinese poem to express his sincerity and gratitude:





# CNC Petroleum in Tank Storage Asia

By Patrick Ng and Nur Azri

CNC Petroleum took part in Tank Storage Asia 2016, an event which provided them with the perfect platform to raise awareness of the wide variety of services available to customers, aside from the supply and distribution of petroleum products. The two-day annual global event targeted the bulk liquid storage market in the region. It was the first year that CNC Petroleum participated in the exhibition, and the team gained valuable experience learning from fellow exhibitors and market sentiments from clients.

The highlight of the CNC Petroleum booth was the Harlequin 1400L Fuel Station. It features a lightweight plastic bundled fuel tank that offers clients an extremely lightweight and space-saving fuel storage solution. Of a durable build and equipped with Italian dispensing technology PIUSI Fuel Management System and Ireland oil monitoring solutions provider Dunraven System's latest 3G ultrasonic sensor, the "Self-service Fuel Station" promises accurate real-time tracking of fuel supply that is secure, hassle-free and effortless, at the convenience of their premises. The booth also showcased a few accessories from PIUSI that aids in simplifying the management of fuel.



CNC Petroleum Booth at Tank Storage Asia 2016

Visitors to the booth participated in a survey, providing their opinions of the packaged solution provided by CNC Petroleum. The positive feedback received and the enthusiasm for the package was very encouraging.

The success of the event would not have been possible without the dedication, hard work and teamwork of the exhibitors and Organising

Committee from both NOCT and CNC Petroleum.

CNC Petroleum prides itself with its ability to provide engineering services, as a one-stop fuel solution provider, to a diverse and extensive customer base. With the support of Fuel Controls System, a subsidiary of CNC Petroleum, the company is able to provide equipment to enhance management and security of diesel stock.



Representatives from PIUSI with Group CEO Jeffrey Fung and CNC Personnel



NOCT Personnel as booth exhibitors

# Inspiring The Young

By Wong Sau Jun

## Learning Journey for Hua Yi Secondary School

NSL OilChem (NOC) hosted the annual learning journey to 150 Secondary Three students and teachers from Hua Yi Secondary School, the second year of collaboration with the school. During the two-day Learning Journey, students were given a brief introduction of treatment methods and logistics transportation in industrial waste management in Singapore. A series of laboratory demonstrations on sediment and water content in oil sample, hardness and alkalinity testing on wastewater was conducted. The students were split into three groups and NOC staff engaged them with career insights in different aspects such as Engineering, Human Resource, Customer Service, Finance, Operations and Safety.

Feedback gathered from students:

**"I have learnt that Chemists play an important role in determining the accuracy of how much their supplier charges for their products. I have benefited from a broader understanding of the engineering industry."**

Dzafirah

**"I have learnt that there are tests to be carried out to the oil before it is collected or used as pure substance oil. I am enlightened by the staff there about engineering and what they do. Secondly, I know more about the building and its waste management facilities. I want to be an engineer when I grow up."**

Maya



## Career talk at Yangzheng Primary School

NOC staff joined other professionals such as a pilot, an accountant in Yangzheng Primary School's annual Career Talk event to inspire Primary Six students to think about their future occupations.



Students went to experience the sights and sounds at NOC

▲ Sales engineer Goh Yong Kiong hosting students from Hua Yi Secondary

Human Resource Senior Manager, Marine Chan, shared her experience in the Human Resource profession to the students. Besides presenting the academic requirements to be a Human Resource professional, she advised the students to develop personalities and interests to be a good Human Resource executive or manager. Marine also shared about the career path in Human Resource and explained the importance of Human Resource in an organization.

► HR Senior Manager Marine Chan sharing more about her job to students from Yang Zheng Primary School





## Retreating to Batam

**N**SL Ltd had its first retreat on 12 November at Batam, Indonesia. A total of 27 staff joined the fun-filled teambuilding weekend with the theme 'Island Survivors'. Participants were split into four groups and worked through a series of tasks to earn 'money' and the richest team won the top prize.

After an action-filled day, participants learned the difference between a group and a team. The retreat provided a time and space outside of the office to work with one another on simple tasks such as giving effective instructions, formulating innovative solutions and adapting to changing situations. These elements are important when working as a team to deliver results and drive company growth.



*Effective communication will get you across the bubbling lava pool safely!*



▲ *Balancing the marbles ever so carefully*



▲ *A creative fruit juice and platter from team Rescuers to appease the 'god' of the island*

*The Island Survivors survived the weekend!*







## *NSL at the Olympics –* **Family Day 2016**

**N**SL held Family Day 2016 at the Singapore Science Center, The Marquee, on 18 September. The event, kick started by Debbie Tan, CEO of Eastern Pretech, saw over 250 participants taking part in fun games and activities. Those with aching backs and shoulders got to enjoy a massage by skilled members from the Singapore Association of the Visually Handicapped. Ice cream from local bred artisans Udders was also served. Everyone had a good time getting to know each other and playing group games! All participants were entitled to a free visit in the Science Center. Congratulations to winners of the games and lucky draw, we'll see you again in the next edition!









# DPC Bids Adieu to Mr Matti

By Henrik Jensen

A farewell party was held on 24 September at Hilton Garden Inn in Dubai, where the DPC family expressed their gratitude to the influential leader.

Mr Matti Mikkola started visiting Dubai in 2005 when Eastern Pretech (EP) was quoting for the Dubai Metro Tunnel project.

After a number of visits, a precast operation in Dubai was set up and he moved with his family permanently to Dubai in early 2006. Mr Matti became the CEO of Dubai Precast (DPC) and oversaw its operations. After spending 10 years in the business, the management of EP and himself decided that it was time for new challenges in Eastern Pretech Malaysia.

DPC is grateful for his leadership and is looking forward to see him back in Dubai at least a couple of times a year as Board Member of DPC.



Mr Matti  
with his  
'mini me'

# Mini Garden in EP

By Rosalind Teo

In the heart of a dusty and noisy industrial area called Sungei Kadut in Singapore, there lies a mini garden in EP. It is a tiny green haven thriving with tropical bounties and greenish goodness, and lovingly nurtured by some staff with green fingers and a passion for gardening. Past harvests include lime, pineapple, passion fruit, bittergourd and more.

Rosalind from EP says, "Though at times we may not be able to harvest all the fruits, it is just a simple joy to see them grow." Staff can take a break to smell the roses, in this case, the fruits, at the garden; looking at greenery is good for the eyes too. But don't worry, EP is not going into farming anytime soon.



Gift presentation  
by Mr Ibrahim  
(right) and  
Mr Henrik (center)



Chye sim in the making



Eggplant success!



"Let's take a group-selfie!"



Bananas are ready for harvest!



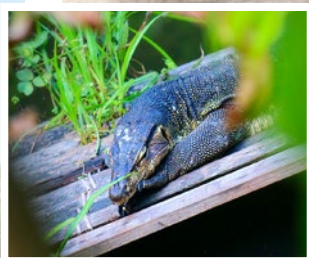
# SRC Highlights

## *Nature Walk*

By Hong Yiyang

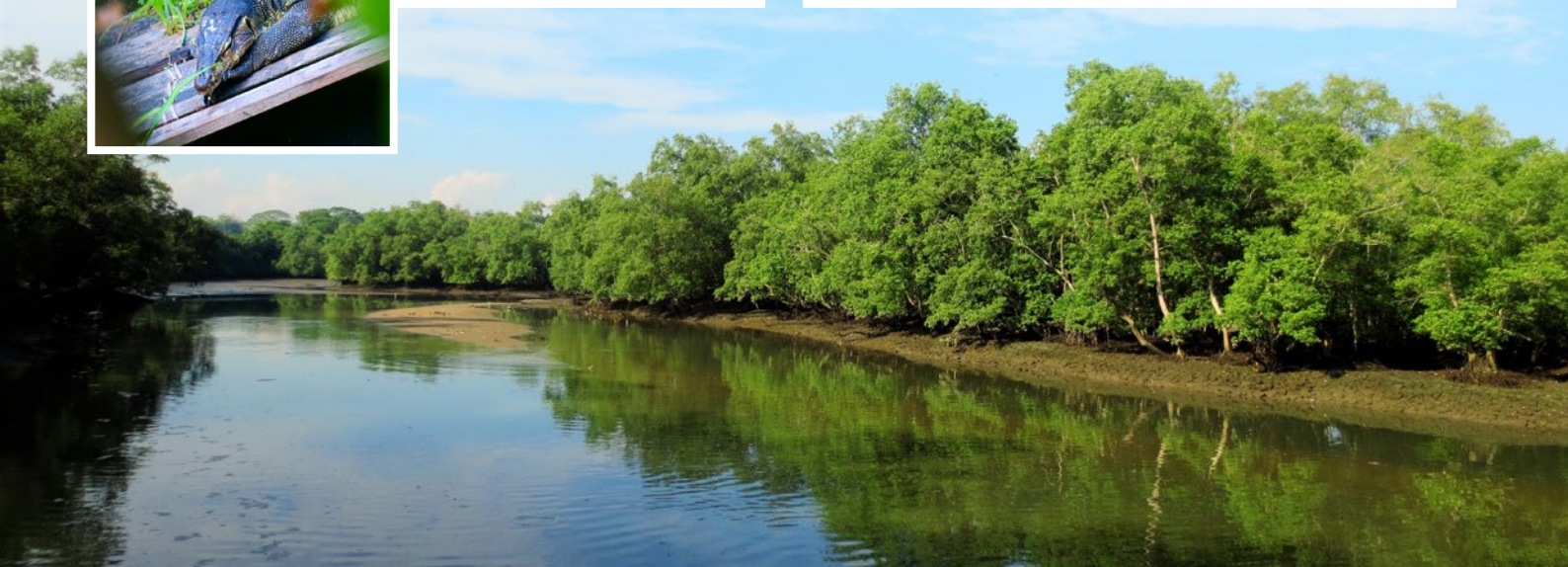
It was a crisp morning on 3 September and 39 staff and family embarked on a journey to discover the rich biodiversity of Singapore at Sungei Buloh Wetland Reserve, the nation's first ASEAN Heritage Park.

Two professional nature park guides enriched everyone's experience by introducing them to an intriguing biological world hidden in plain sight. The nature walk provided an eye-opening experience where many wonders of nature that were once ignored, were being rediscovered again. Camera shutters were heard clicking away as participants paused their footsteps intermittently to record the moments of beauty; a gliding bird, a tranquil lake, a passing squirrel, or a sleepy lizard. Some of the wonderful pictures captured by staff are showcased here.



## *Cheese Tart Workshop*

Everyone got busy in October mixing, moulding and kneading to make the perfect cheese tart! At last year's cooking workshop, participants from NSL Group in Singapore got to learn the secret to making yummy, drool-worthy cheese tarts. The ingredients are easily attainable and the methods are simple. With a little teamwork, the fresh tarts are ready to go!





## Food Safety at RM

By Steven Sam and Vinothini Vijayan

**R**affles Marina (RM) takes the well-being of members and guests seriously and food safety is an aspect that takes top priority. Food safety involves safe handling of food, food storage and strict food hygiene to prevent foodborne illness.

Food safety starts with good personal hygiene. By washing their hands thoroughly and regularly with soap and water before food preparation, staff will minimize the risk of contamination. Waterproof plasters are used to cover open wounds on their hands. Outlet heads ensure that their attire is clean, fingernails kept short. Staff are not encouraged to wear jewelry or accessories as dirt trapped could contaminate food. Staff who are unwell are prohibited from handling food for 48 hours after their symptoms stop.

Chefs and their assistants ensure that food is handled safely. For instance, food is segregated properly to avoid cross contamination between raw and cooked food. They also ensure that



gloves are worn during preparation of raw food and use separate sets of chopping boards, knives and utensils for raw and cooked food.

The walk-in fridge is an immaculate and organized system of carefully wrapped food. Raw food is kept away from pre-prepared or cooked food and stored at its ideal temperature to reduce bacteria growth. Chefs ensure that all food is always cooked thoroughly.

The kitchen and the restaurant have to be kept absolutely clean. Refuse bins are covered at all times when

not in use. Food preparation surfaces and equipment are wiped down daily. Good refuse management is practiced to keep the kitchen clean and clear of pests.

The management at RM also believes in using the freshest, premium ingredients at all the F&B outlets. Ingredients are checked daily upon delivery by suppliers to ensure that they are fresh and wholesome. Food supplies are also obtained from reliable and approved sources. These measures are in place to ensure that patrons are provided with the best at RM.



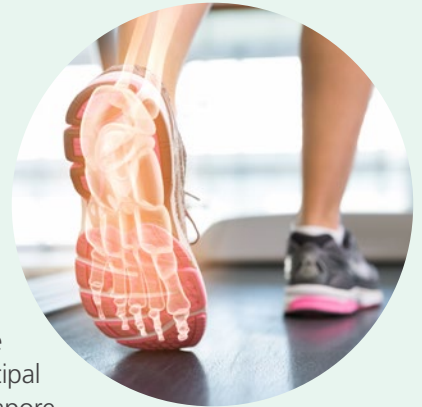


# How to Treat Common Running Injuries: Thigh and Heel Pain

By Alvin Chumari

Thigh pain and heel pain are common injuries experienced by runners. The Department of Physiotherapy at Singapore General Hospital shares some tips to treat these ailments.

**A**re you knowledgeable about the symptoms and basic treatment of common running injuries? Whether you're a beginner or an experienced runner, if you feel pain in your thighs or in your heels, take note of the following pointers offered by Ms Suelyn Chan, Principal Physiotherapist, Department of Physiotherapy, Singapore General Hospital (SGH), a member of the SingHealth group.



## THIGH PAIN

### 1. ITBS (iliotibial band syndrome)

The iliotibial band is a ligament that runs along the outer thigh from the hip to the knee. ITBS occurs when this ligament thickens and rubs the knee bone, causing inflammation. Long-distance runners are more susceptible to this form of thigh pain.

#### Basic treatment:

- Ice the affected area for 15 min.
- Stretching your iliotibial band
  - Stand with your right leg crossed behind your left and lean to the left, keeping your right foot pressed to the floor. You should feel a stretch along the outside of your right leg from the hip to the knee. (Repeat with the left leg).
  - Strengthening your hip muscles.
  - Lie on your left side and lift your right leg above the level of your right hip and bring it behind you to a 30-45 degree angle. Hold for 5-10 sec and repeat 15-30 times. (Repeat with the left leg).

### 2. Muscle strain (hamstrings)

This thigh pain is caused by a small muscle tear as a result of sudden movement or overstretching.

#### Basic treatment:

- Rest, ice, compression and elevation.
- Strengthening your hamstrings.
  - Lie on your stomach and radually bend your knee to a 90 degree angle, then lower it. Start with 8 to 15 reps three times a week. Repeat the exercise but this time, with the leg raised. Complete 8 to 15 reps, three times a week.

## HEEL PAIN

### 1. Plantar fasciitis

This is when the plantar fascia (the band of tissues connecting the heel to the toes) gets inflamed, torn or overstretched.

#### Basic treatment:

- Ice the affected area and rest.
- Stretching your calf muscle.
  - Stand in a stride position one foot in front of the other. Keeping both feet flat on the ground and toes pointing straight forward, bend the forward leg till you feel a stretch in the calf muscle of the back leg. Hold 10-15 sec, repeat 3-5 times.
- Strengthening your calf.
  - Stand on your toes on the edge of a step. Move your body weight to your injured leg and slowly lower your injured heel while keeping your knee straight. Use your injured leg to rise up on your toes again. Do up to 3 sets of 15 reps and repeat daily for three months.

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