



NSL Ltd  
Sustainability Report  
**2017**



# About this report

## Reporting Scope and Period

This is the first Sustainability Report published by NSL Ltd, an industrial group of companies headquartered in Singapore and listed on the Singapore Exchange (SGX) mainboard.

NSL is involved in a number of businesses ranging from manufacturing precast concrete components to providing environmental services, and has presence across multiple geographies in Asia, Middle East and Europe. Please refer to our annual report for our list of businesses and entities.

This report includes data and information pertaining to our environmental services, chemicals and marina businesses in Singapore and our precast business in Singapore and Malaysia. While these are our core businesses and comprise the bulk of our impact, we will consider to gradually expand the scope to cover other geographies and businesses in future.

The report discusses our sustainability performance for the financial year ended 31 December 2017 (FY17) and will be published on an annual basis going forward.

## Reporting Standard and Assurance

This report has been prepared in reference to the Global Reporting Initiative (GRI) Standards.

NSL has not obtained any independent assurance of the information being reported this year, but will continue to work on enhancing our reporting processes, and consider obtaining independent assurance in future.

## Feedback

A softcopy of this report can be found on our website at [www.nsl.com.sg](http://www.nsl.com.sg). We welcome any questions or feedback on this report. Please email to [sustainability@nsl.com.sg](mailto:sustainability@nsl.com.sg) should you wish to contact us.

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# Board Statement



## NSL Ltd is pleased to issue its inaugural sustainability report in line with the Singapore Exchange (SGX) guidelines on Sustainability Reporting.

Sustainability is a key consideration when formulating our business strategy. The report aims to provide a balanced narrative of our policies, efforts, and ambitions towards becoming a responsible corporate citizen.

The Board oversees the management and governance of sustainability at NSL and has been involved in the prioritisation of material factors for the NSL Group. Based on our materiality assessment, we have categorised our material topics into three pillars – protecting the environment, caring for our people and market responsibility.

NSL believes that as an industrial group, our stakeholders expect us to mitigate our environmental impact particularly in the areas of waste and pollution and demonstrate stewardship by innovating green products and maintaining environmental compliance.

NSL sees human capital as a key asset to our business and will continue to focus on nurturing the development of our staff and providing a safe working environment.

Embracing strong governance, ethics and anti-corruption practices, delivering high quality product, and ensuring customer satisfaction remain central to how we conduct our business at NSL.

Looking forward, the Board will continue its focus on sustainability development of the Group. We would like to thank the management and employees for their help in the preparation of this report.



# Corporate Profile

NSL and its group of companies is a leading industrial group in Asia Pacific. The Group's core businesses are Precast & Prefabricated Bathroom Unit (PBU) and Environmental Services.

The Precast & PBU division is a market leader in manufacturing precast concrete components in Singapore, Malaysia and Dubai while the PBU business is a dominant producer in Scandinavia.

The Environmental Services division is a key player in integrated environmental services in Singapore, covering the treatment and logistics services of oily and toxic waste for both land and marine sectors. It is also a major distributor of Automotive Diesel Oil, Marine Gas Oil and lubricant in Singapore, leveraging on its automated fuel dispensing technology.

In addition, NSL Group has a majority shareholding in Raffles Marina Ltd, Asia's Premier Marina Club in Tuas, Singapore, and an associate company in Germany, PEINER SMAG Lifting Technologies GmbH, which is one of the world's largest producers of lifting accessories for bulk cargo and shipping containers.

NSL Group has an active Research and Development programme that leverages on technology to develop innovative products and process



improvements for productivity. It also partners local government agencies and tertiary institutions to develop new and sustainable solutions for industrial applications.

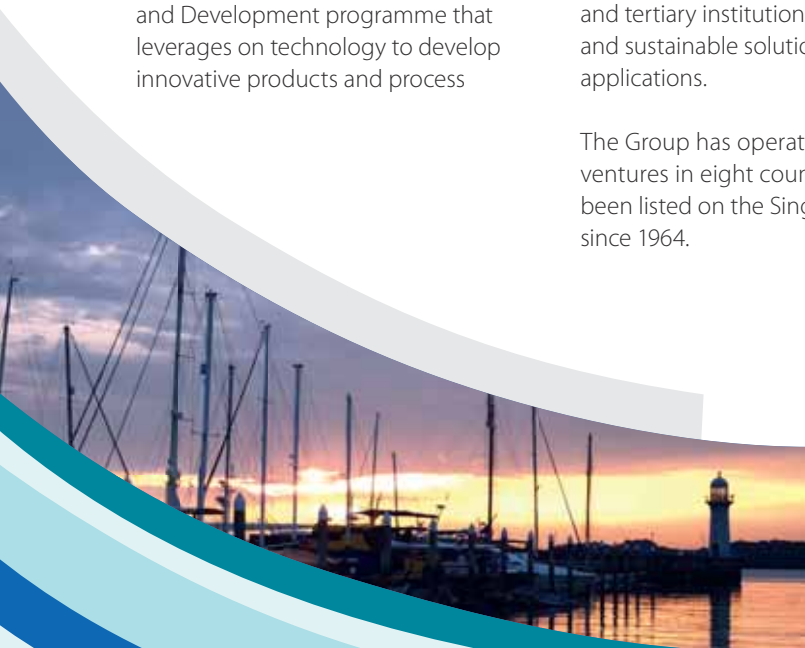
The Group has operations and joint ventures in eight countries and has been listed on the Singapore Exchange since 1964.



Operations and  
joint ventures in

# 8

**COUNTRIES**



# Our Core Businesses

## Precast Concrete and Prefabricated Bathroom Units

**Activities:**

We design, supply and deliver precast concrete components and PBU.

**Products and brands:**

We manufacture precast products such as customised hollow-core slabs, reinforced concrete columns, beams, walls and other infrastructure concrete components. Under the PARMA brand, we manufacture PBUs and fire doors.

**Location of operations:**

Singapore, Malaysia, Dubai and Finland

**Markets served:**

Worldwide

**Sectors and customers served:**

Construction and real estate companies

**Supply chain:**

Key product ingredients include steel, cement, sand and aggregate

## Environmental Services

**Activities:**

We specialise in both oil and chemical waste management and the distribution and supply of diesel, fuel oil, marine gas oil, lubricants and fuel management technology.

**Location of operations:**

Singapore

**Markets served:**

Asia Pacific

**Sectors and customers served:**

Marine, industrial, manufacturing and transportation & logistics

**Supply chain:**

The main types of waste that we treat include oil slop, used oil and chemical wastes. Our diesel, fuel oil, marine gas oil and lubricating oils are procured from reputed and responsible suppliers.

# Other Businesses

## Refractories and Steel Slag Aggregate

**Activities:**

Production of monolithic refractories and steel slag aggregate, and trading of chemicals

**Products and brands:**

Our refractory products are marketed under the ET brand.

**Location of operations:**

Singapore, Indonesia and Malaysia

**Markets served:**

South-East Asia

**Sectors and customers served:**

Steel industry, cement kilns, aluminum industry, incineration plants and petrochemical industries

**Supply chain:**

Our key supplies for road construction is graded steel slag.

## Raffles Marina

**Activities:**

At our facility, we offer marina services including berthing facilities, and other club amenities such as food and beverage, entertainment and guest rooms.

**Location of operations:**

Singapore

**Markets served:**

Singapore

**Sectors served:**

Marine and hospitality

**Customers:**

Members and their guests, public

**Supply chain:**

General product and food supplies

# Sustainability at NSL

## Our Values

NSL recognises that the creation of long-term stakeholder value is pivotal in driving the success and sustainability of our organisation in today's disruptive market. Guided by our core values – Integrity, Care, Commitment, Innovation and Respect, we are committed to realise our vision to be the leading Industrial Group in Asia Pacific in Precast & PBU and Environmental Services and carrying out our mission to be the market leader in our businesses by striving to be the most cost effective and sustainable solutions provider through leveraging on technology and business excellence standards. NSL communicates these values to all staff and strives to foster a culture where each employee embodies them in their day-to-day work.

## Stakeholder Engagement

Understanding the demands and concerns of our stakeholders is critical to our business strategy and long-term vision of being a sustainable company. NSL identifies and prioritises our stakeholders based on their influence on our business. The table below summarises our engagement process and outcomes with our key stakeholders.

Stakeholder	Frequency	Method	Topics raised	Our response
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Townhall meetings</li> <li>• Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>• Remuneration</li> <li>• Benefits</li> <li>• Training</li> <li>• Employee wellness and well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced need based training</li> <li>• Competitive remuneration</li> <li>• Employee wellness and well-being</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• Annual</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Risk management framework</li> <li>• Corporate Governance Report</li> </ul>
<b>Clients/Customers</b>	<ul style="list-style-type: none"> <li>• Two years</li> <li>• Daily</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey for OilChem business</li> <li>• Social media responses for Raffles Marina</li> </ul>	<ul style="list-style-type: none"> <li>• Service quality; sales experience, delivery time and safety; pricing</li> <li>• Service quality</li> </ul>	<ul style="list-style-type: none"> <li>• Working on areas for improvement</li> <li>• Remarks are collected and responses are sent</li> </ul>
<b>Regulators/Government</b>	<ul style="list-style-type: none"> <li>• Ad hoc</li> </ul>	<ul style="list-style-type: none"> <li>• One-to-one meetings</li> <li>• Industry dialogues</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental compliance</li> <li>• Safety issues</li> <li>• Building and construction policies and regulations update</li> </ul>	<ul style="list-style-type: none"> <li>• Working on enhancing processes and avoiding any future concerns</li> </ul>

## Sustainability Governance

The SGX guidelines on sustainability reporting have empowered us to define our existing efforts through a sustainability lens and focus on key areas where we can create the greatest difference. Following the release of the guidelines, we have formed a formal sustainability committee which reports to senior management. The committee gathers information from different departments such as Human Resource, Legal, Environment, Safety & Health, etc. which are responsible for the actual execution on the ground. The management further reports to the Board which monitors progress of our sustainability journey.

## Materiality Assessment

We conducted our materiality assessment based on the GRI Standards' Principles for defining report content. As a first step, we gathered information from a number of sources such as existing stakeholder feedback, peer reports and industry standards to shortlist potential Environmental, Social and Governance material factors. We conducted a half-day workshop with the management to prioritise the different factors on the significance of their impact and importance to different stakeholders. The final list of material factors was presented and validated with the Board. Our governance structure, sustainability pillars and material factors are illustrated below.

## BOARD OF GOVERNORS

### Sustainability Committee

#### Protecting the Environment

- Waste management
- Green products & services
- Air quality, noise and dust pollution
- Environmental Compliance

#### Caring for Our People

- Labour practices, employee training and welfare
- Workplace health and safety

#### Market Responsibility

- Corporate governance, ethics, anti-corruption and anti-competitive behaviour
- Product quality and customer satisfaction

## Vision

To be the leading Industrial Group in Asia Pacific in Precast & PBU and Environmental Services.

## Mission

We aim to be the market leader in our businesses by striving to be the most cost effective and sustainable solutions provider through leveraging on technology and business excellence standards.

## Core Values:

#### Integrity

We value honesty. It's the foundation of our individual and corporate actions that drives an organisation that we are proud of.

#### Care

We care for our staff, community and the environment.

#### Commitment

We honour our commitments. We are committed to work towards the highest level of business excellence that differentiates us from our competitors.

#### Innovation

We constantly pursue new ideas and creative solutions with a "Can Do" attitude.

#### Respect

We respect all individuals and value their contributions.

## Functional champions:

Human Resources, Product Quality, Legal, Finance, Environmental Safety & Health, Marketing and Communications

# Protecting the Environment

Our environmental strategy focuses on recycling and minimising waste; mitigating our impact on pollution; making greener products and ensuring environmental compliance.





# Waste Management

## Why this is material

Waste is a significant impact arising from different points in our value chain across our business divisions. Our environmental services business deals with oily, chemical and industrial waste which requires careful handling, maximum recovery and safe disposal. For our precast business, waste results as a byproduct from the

operational processes and at Raffles Marina, the wastage arises from leftover and spoiled food. Enabling better waste management and reduction practices lowers operational costs; increases revenue from recovery; minimises dependence on scarce raw materials and mitigates potential regulatory risks.

## How we manage and reduce our waste



### Turning waste into fuel

We turn chemical and industrial waste into energy at our NSL OilChem Waste Management facility. The plant uses industry standard technology and quality control procedures to obtain the maximum yield of recovered products. Furthermore, the wastewater created as a result of the process is treated at our treatment plant before being discharged and the incinerated ash is tested before disposing into the landfill.



### Minimising concrete and scrap metal waste

Concrete and steel scrap metal are the two main types of waste that result from product rejections at our precast facilities. We strive to minimise this wastage by implementing stringent quality standards in our production. Steel wastage depends on rebar sizes and we opt to buy varying lengths for more efficient usage.



### Food waste reduction at Raffles Marina

Food wastage is not only a serious issue for Singapore, but also close to our hearts. We track food waste regularly; control portion sizing and make purchases base on consumption trends.



### Electronic waste drive at NSL

NSL facilitated an electronic waste (e-waste) recycling campaign for the first time for the group of companies in Singapore in 2017. During the week-long campaign, employees contributed a total of 1,119kg of e-waste, which are subsequently appropriately disposed or recycled.



### Raising awareness and supporting initiatives

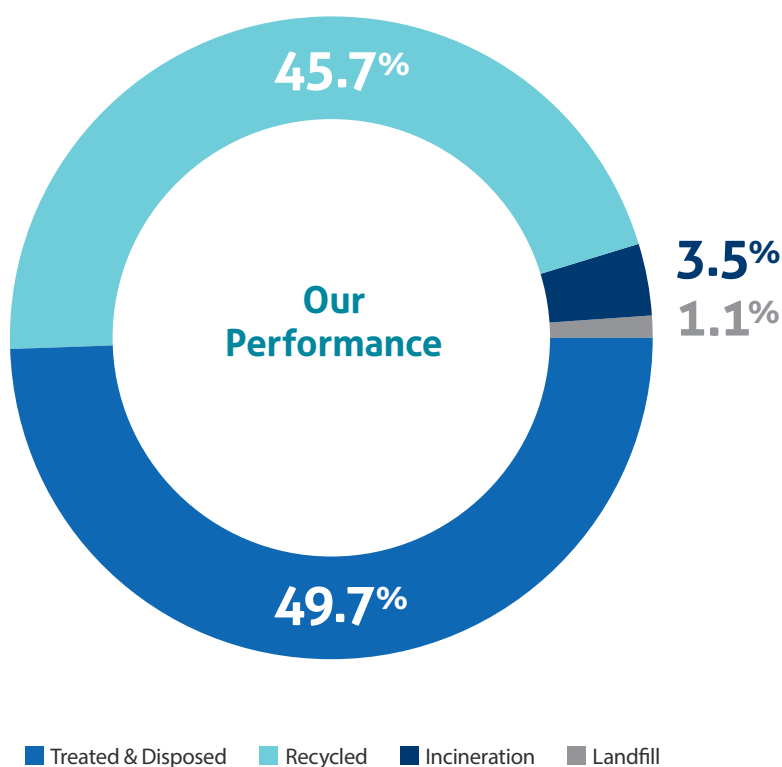
NSL OilChem Waste Management participated in two initiatives with Yangzheng Primary School – holding an environmental awareness talk and being part of a seed-planting recycling programme where 112 preschoolers were taught to upcycle toilet rolls into seed-holders.

Raffles Marina continues its support for the Planetary Coral Reef Foundation, which undertakes various marine conservation projects in Southeast Asia. A two-day regatta was held to raise funds for the Foundation to finance its marine conservation projects across Southeast Asia.



## New complex to treat industrial wastewater

NSL invested in a new industrial wastewater complex to expand and enhance its wastewater business to better serve its existing and new customers. Slated to be ready for commercial operations in 2019, the complex is designed to handle industrial wastewater, using modern technologies to treat wastewater to a quality that meets effluent discharge standards before being discharged into public sewers. This service will contribute to our efforts of promoting economic growth and social development while maintaining environmental sustainability in Singapore.



## Targets

Going forward, we intend to expand our waste treatment and disposal facilities to widen the range and volume of wastes processed at our plants.

# Green Products and Services

## Why this is material

We believe we can make a positive environmental impact by contributing to the growth of a sustainability driven construction industry through our products. Sustainability driven construction encourages recycling and the adoption of building designs, construction practices and

materials that are environmentally-friendly and sustainable. This is particularly applicable to our precast and steel slag aggregate business. Greener products not only contribute towards a circular economy, but also help us reach out to environmentally conscious customers and markets.

## Our green product portfolio



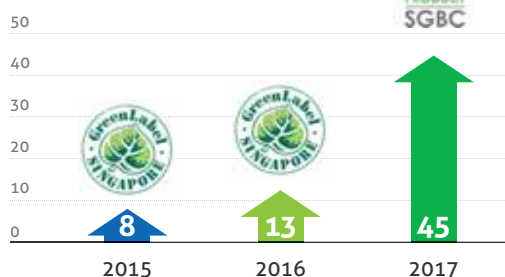
### Green concrete

Our Precast business, Eastern Pretech started its green journey in 2009 by being a founding member of the Singapore Green Building Council (SGBC). In 2014, they made a concerted effort to advance sustainability in construction through the adoption of green concrete technology. In 2015, Eastern Pretech achieved the Singapore Environment Council's 'Green Label' certification for reinforced concrete products, pre-stressed planks and hollow-core slabs. The concrete mixes were designed by replacing some of the cement with ground granulated blast furnace slag, a byproduct of iron and steel making. A total of eight products were awarded the certifications in 2015 and another five products were awarded the certifications in 2016.

The journey advanced rapidly with the receiving of the prestigious Singapore Green Building Product certification for 45 mix designs concrete from SGBC in June 2017. Nineteen of the design mixes were awarded 'Good' and 26 were awarded 'Excellent' – the latter being the third highest level of sustainability certification in SGBC's four-tier classification system. The Singapore Green Building Product certification is recognised under the Building and Construction Authority's Green Mark scoring system for environmental qualities of the product. This is assessed based on five key areas such as energy, water and resource efficiency, health and environmental protection and other green features. Eastern Pretech is proud to be the first pre-caster to have their environmentally-friendly concrete mix designs Singapore Green Building Product compliant.

### Eastern Pretech's Sustainability Drive

Number of qualifying products





### Environmentally-friendly steel slag aggregate

A few years back, NSL developed an innovative asphalt concrete mix design in collaboration with National University of Singapore and the Land Transport Authority of Singapore. This is an environmentally-friendly product as it uses steel slag aggregate, a byproduct of steel production and frees up natural aggregates (i.e granite) for other uses, and preserves landfill space. Other than its environmental benefits, steel slag aggregate boasts a higher level of noise reduction compared to the asphalt concrete of similar mix design using natural aggregates.



## Our Performance

# 24%

green concrete used for our projects in 2017



Today, NSL Chemicals is estimated to have saved

# >520,000m<sup>3</sup>

of landfill volume in Singapore through recycling steel slag into superior aggregate materials

## Targets

As green concrete usage is determined by the requirements of our clients, we will strive to increase the percentage of green concrete for our projects by working closely with clients through our marketing teams.

# Air quality, noise and dust pollution

## Why this is material

We recognise that our operations can impact air quality and create dust and noise pollution. The incineration plant at our waste-to-energy facility and the fleet of vehicles for trading create direct emissions and air pollution.

The machines at our precast facility also create noise and dust. By managing these impacts, we can reduce both air and noise pollution, creating a more congenial environment for our staff and communities.

### How we mitigate our impact on pollution



We have put in place industry standard technologies to improve the quality of our emissions before they are discharged into the atmosphere. We conduct regular checks to monitor the air quality of our emissions and take corrective actions when required.

At our precast facility, we have attached a hand grinder with an adaptor to our vacuum cleaners. This helps in lowering fugitive dust that arises from the grinding process.

There are times when some of our workers get exposed to noise levels of 85 decibels from the machines used in the precast processes. To mitigate the situation, we provide canvas covers and ear plugs to our workers. We also use low-noise saw blades to reduce the noise levels further.

### Our Performance

Air Emissions	Test Results	Allowable Limits
Carbon Monoxide	91.46	100 mg/Nm <sup>3</sup>
Hydrogen chloride	4.28	60 mg/Nm <sup>3</sup>
Oxides of Nitrogen	256.02	400 mg/Nm <sup>3</sup>
Sulphur Dioxide	57.15	200 mg/Nm <sup>3</sup>
Dioxin & Furan	0.0159	0.1 ngTEQ/Nm <sup>3</sup>

\* Data includes our waste-to-energy facility in Singapore and is based on United States Environmental Protection Agency Sampling Procedures and the test carried out by Setsco (Singapore).

### Targets

We will maintain our emissions below allowable limits at all times.



# Environmental Compliance

## Why this is material

We recognise that there are environmental non-compliance risks in the industries where we operate. Particular areas of concern include discharge of water, pollution levels, handling of hazardous materials and fires. We are regularly monitored by regulators such as the National Environment Agency, Singapore Civil Defence Force (SCDF) and Public Utilities Board. Non-compliance with regulations can not only lead to monetary penalties but also result in reputational damage.



## Management approach to meeting environmental compliance



We are guided by the ISO 14001 standard in our approach towards environmental management and compliance. Policies, controls and mechanisms have been implemented to minimise non-compliance risks and monitoring is done on a regular basis.

We have also formed a Company Emergency Response Team (CERT) to respond to any incidents and conduct regular drills and simulation activities at our different sites.

## Our Performance

NSL prioritises environmental compliance. However, despite our efforts and precautions, there were instances of lapses.

In March 2017 we had a fire at our NSL OilChem Waste Management fixation plant. Fortunately, the fire was put under control by our CERT team with the support of the SCDF, and there was no significant adverse consequence to the environment or our personnel. The incident led to the plant shutdown and we are currently in the process of renewing the license. We have taken a very serious view to this incident and have promptly engaged an international fire and risk consultant to conduct a fire safety review for the entire plant operations.

## Targets

In 2018, we plan to implement all the recommendations coming from the fire and risk assessment review and continue enhancing our environmental compliance processes and controls.



# Caring for Our People

We are focused on recruiting the right talents, taking care of their well-being, career development and ensuring their safety and health at the workplace.



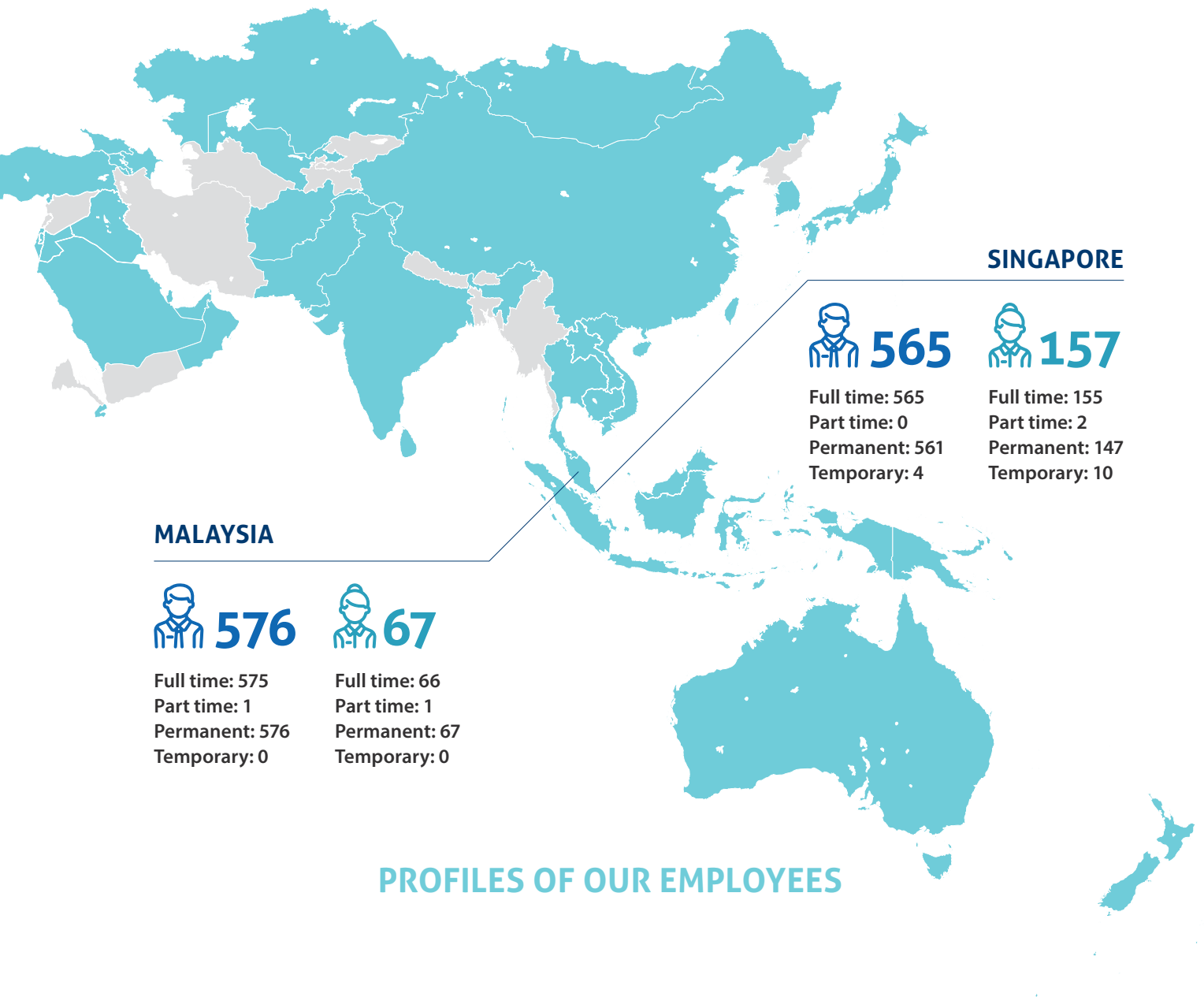
# Labour practices, employee training and welfare

Our employees are the greatest assets of the company and we invest in their growth and well-being.

## Why this is material

Human resources has been a growing concern across the construction and industrial sectors over the last few years. Attracting the right talents, providing them with the right opportunities to grow and creating a challenging and yet

balanced working environment are some of the areas that organisations grapple with to sustain themselves in the long-run. With over 2,000 employees worldwide, these areas are also highly relevant to us.



## How we manage our talent

We look at four areas as part of our human capital strategy.



### Fair labour practices

NSL is committed to equal opportunities and diversity, and this commitment is integrated into the human resource management process – starting from recruitment to workplace treatment and exit. Our staff are remunerated competitively and go through an annual appraisal cycle based on a performance management system. All employees are given the freedom and channels to voice out any concerns they face during their time in NSL. 4.0% of our employees are covered by collective bargaining agreement in 2017.

We ensure that fair workplace treatment extend from senior management to workers working in our facilities – a share of which are migrant workers. We partner with reputed agencies to recruit labour from authorised countries and make sure that the process is conducted in accordance to the legal norms. In Malaysia, we also take part in the process and visit the countries to engage with the workers, explain roles and responsibilities, and set clear expectations.



### Talent attraction

We recruit through various sources such as headhunters, agencies, job advertisements and partnerships with polytechnics. We also offer scholarship programmes to attract the right talents. We are collaborating with the Building and Construction Authority – Industry Built Environment Scholarship programme – to sponsor students. We have plans to sponsor two to three scholars next year.

Having a pipeline of talents is crucial to our sustainability and we engage with local institutes of higher learning and schools to create awareness and generate interest in the industries we serve by participating in their industrial attachments/internship programmes and talks. Raffles Marina conducted a career development programme for secondary school students. The objective was to provide the students with a better understanding of hospitality and marina operations. Similarly, NSL OilChem Waste Management conducted a student-shadowing programme which provided the students an opportunity to gain first-hand experiences in quality control, ground operations as well as learn about the importance of safety and health and customer service in our business. Our staff also gave a career insights talk on sales and marketing in our industry.





### Training and development

Training and development is taken very seriously at NSL so as to prepare our staff for the challenging environment that we operate in. We strongly support learning and development by investing in our staff through various means of experiential learning, mentorship, specific need-based trainings and on-the-job training. In addition to induction programmes and supervisory trainings, our heads of department identify specific training requirements for their staff every year and budgets are allocated for the same. Training and skills upgrading range from leadership development programmes to on-the-job training and specific job-related trainings for workers. For example, Raffles Marina trains its staff on IT and hospitality skills, how to respond to social media and on yield management (organised by SHATEC). In addition to training, we also provide two-year secondment opportunities for our staff to learn from different geographies and grow in their line of service.



### Welfare and well-being

We firmly believe that happy employees don't just stay longer with the company but are also more productive in their work. Driven by this belief, we make it a point to focus on the welfare and well-being of our staff. In addition to insurance and remuneration benefits, some of our other initiatives include:

- Annual health screenings for our employees
- Long service rewards
- Dormitory facilities for our migrant workers
- Staff saloon, canteen and discounted yacht hires at Raffles Marina
- Birthday celebrations

We celebrate our success with our employees, and build a culture of collaboration, cohesion and teamwork. To facilitate this, we organise a number of employee engagement and recreational activities through the year. Some of the activities conducted in the year 2017 included:

- Annual Townhalls
- Annual Dinner and Dance
- Festive celebrations
- Family day
- Sports club events including inter-company sports competition, archery, tchoukball, wakeboarding and night cycling, movie nights, bowling and laser tag, cooking workshops and health-related talks.

We also engaged our staff in community activities. For which, we matched dollar-for-dollar donation to Melrose Home in Singapore, a charity working with children from disturbed families. A total of \$20,000 was raised for the children's meals.



## Our Performance

Percentage of employees receiving regular performance and career development review by gender	Group level (%)
Male	99.8
Female	97.3

Percentage of employees receiving regular performance and career development review by employee category	Group level (%)
Management	99.2
Executive	98.9
Non-Executive	99.8

Average training hours by gender	Group level (hours)
Male	25.9
Female	20.8

Average training hours by employee category	Group level (hours)
Management	26.2
Executive	17.9
Non-Executive	28.5

## Targets

- Increase average training hours per employee for Executive level
- Build dorms for our migrant workers across all our sites in Malaysia
- Increase collaboration with local institutes of higher learning to facilitate recruitment
- Allocate 2% of salary budget to training costs
- Introduce training on emotional quotient, customer services, sales techniques
- Implement a leadership development programme on advanced coaching and performance management

# Workplace Safety and Health

## Why this is material

According to the Ministry of Manpower in Singapore, the construction sector remained the top contributor of workplace fatalities in 2016. Ensuring safety and health at our workplace not only mitigates the risk of reputational damage and legal liabilities, but also resonates strongly with the core values of our company.

### Making NSL a safe place to work



#### Setting high standards

We do not compromise on the safety of our workers. Our facilities in Singapore and our precast facility in Malaysia are BS OHSAS 18001: 2007 compliant. NSL OilChem has also achieved the higher standard of SS506 Part 3: 2013 Safety Certification for provision of its waste management services. In Singapore, our facilities have attained bizSAFE STAR accreditation awarded by Singapore's Workplace Safety and Health Council. We abide by the Workplace Safety and Health Act in Singapore and the Factory Machinery Act in Malaysia. At Raffles Marina, we also face the risk of boat theft, illegal entry and terrorist attack. We work closely with the local police authorities to be prepared for such risks.



#### Regular communication

To manage this risk, we have formed Safety & Health Committees at each of our subsidiaries that implements and monitors progress on different Safety & Health indicators. Regular toolbox and committee meetings are conducted in which findings from regular inspections, significant accidents and educational videos are shared with attendees. Newsletters, safety signage, floor demarcations, barricades are placed to warn and deter users from accessing potentially dangerous areas. Safe walkways and workplace access ways have been set up for employees to get around safely at the sites.



#### Comprehensive trainings

Trainings on safety is a key component of our Safety & Health strategy. For new employees, orientation, on-the-job training, skills improvement and competency trainings are conducted. Other employees go for regular refresher programmes and in-house trainings such as fire safety awareness training, driver safety training, cardiopulmonary resuscitation and automated external defibrillator training and emergency chemical spillage training.



The Police Coast Guard, Immigration and Checkpoints Authority and Singapore Civil Defence Force conducted a joint emergency exercise together with Raffles Marina staff at the Marina. One purpose of the exercise was to ensure that Raffles Marina's Company Emergency Response Team was well-equipped and ready to handle a disaster, should it occur.

A simulation exercise involving an intruder setting boats ablaze was successfully completed in approximately 30 minutes. Staff were alert and displayed good teamwork, efficiency and calmness when working under pressure. A debrief was arranged for feedback. This exercise was invaluable and a great way to appraise Raffles Marina's readiness in handling emergencies.



## Our Performance

Occupational health and safety	Male	Female
Number of injuries (employees)	30	Nil
Injury rate (LTIFR)	9.4	
Number of fatalities	0	0

LTIFR = Number of loss times injuries per 1,000,000 man-hours worked

## Targets

- Lower our injury rate by 10% next year

# Market Responsibility

We will maintain a strong corporate governance and anti-corruption standard; and deliver high quality products and services to our customers.



# Corporate governance, ethics, anti-corruption and anti-competitive behaviour\*

## Why this is material

The construction industry is often under scrutiny for corruption issues, unethical practices and anti-trust behaviour. The legal implications, customer loss and reputational damage can be detrimental for a company faced with such charges. We acknowledge this and make it our mandate to avoid this risk at any cost.



## Building a company on trust and ethics



Integrity is one of our core values and we strive to infuse that into the NSL culture. Our code of conduct governs the way we do business at NSL and must be adhered by all of our employees. The code guides us on:

- Confidentiality
- Conflict of interest
- Abuse of position
- Misuse of information
- Integrity and accuracy of records

We encourage our staff to speak up if they notice anything outside the norms of expected behaviour and

this is done through the implementation of a whistle-blowing policy.

Any individual may in confidence, raise concerns about any impropriety, corrupt, fraudulent or illegal practices, unsafe work practices or conduct which may cause financial losses and damage to our reputation. The manager who receives the report must refer the matter to the Chairman of the Audit Committee. The Audit Committee Chairman carries out investigations, with appropriate assistance, as he sees fit. The employee, who in good faith, discloses such information within the Group is protected from any form of disadvantage or reprisal.

## Our Performance

In 2017, we did not face any incidents of anti-corruption or legal actions for anti-competitive behavior, anti-trust, and monopoly practices.

## Targets

Maintain zero incidents of anti-corruption and anti-competitive behaviour.

\* For further details on our Corporate Governance, please refer to the annual report



# Product quality and customer satisfaction

## Why this is material

Like other industries, the construction, environment and hospitality sectors that we focus on are highly competitive and a slight lapse in quality of our products or services can result in loss of market share. With the advent of social

media, such risks are even greater. Hence, delivering the highest quality of outputs and keeping our customers satisfied is material to our business.

## Delivering the highest quality products and customer satisfaction



Quality control is practiced in a stringent manner at NSL. We are guided by the ISO 9001 quality standard at our facilities and have put in place a number of quality checks and measures to minimise quality lapses.

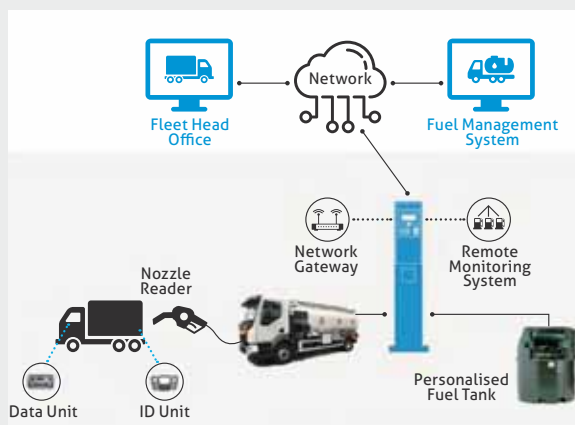
At NSL OilChem Waste Management and Eastern Pretech we have formed quality control committees which are responsible for daily stock take briefings, trainings for new joiners, testing and instrument management. The oil and chemical wastes that arrive at the waste facilities go through a rigorous process of testing. The final products are further tested to ensure that our standards and customer requirements are met. Last year, we conducted customer satisfaction surveys to understand what our customers think; where we are doing well and how we can improve.

### Leveraging technology to improve fuel management

NSL Fuel Management Services, the trading arm of NSL's environmental services business has distributorship of leading oil majors and serves a diverse clientele across various industries. It leverages the latest technology

to monitor fuel inventory and consumption, thereby enhancing our customer satisfaction.

At Raffles Marina, we have feedback cards at food and beverage outlets as well as in the hotel rooms. Our social media platforms provide another medium for feedback. We collect remarks from customers and respond in a timely manner.



## Our Performance

# 88%

responded favourably to our overall customer service performance

## Targets

- Incorporate sustainability related questions for our next round of customer surveys
- Enhance data analytics on customer feedback

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# List of memberships, standards and charters

- ISO 9001, ISO 14001 & ISO18001 Certification
- BCA Licensed Builder (Pre-cast Concrete Work)
- SAC (Singapore Accreditation Council) Ready Mixed Concrete Product Conformity Accreditation
- WSHC (Workplace Safety & Health Council) bizSAFE Star Certification
- SGBC (Singapore Green Building Council) Green Building Product Certification
- SCI (Singapore Concrete Institute) PC1 Accredited Pre-caster
- SCI (Singapore Concrete Institute) Accredited PBU Manufacturer
- bizSAFE Compliant
- Workplace Safety and Health (WSH) Act
- Factories and Machinery Act (FMA)
- Association of Process Industry (ASPRI)
- Waste Management and Recycling Association of Singapore (WMRAS)
- Singapore Shipping Association (SSA)



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