

NSL FOODS

The Happy Taste Creator

NSL Family Culture Handbook



Nice
Attitude



Sense of
belonging

Lifelong
Learning



Introduction

NSL believes that sustainable growth begins with fostering a strong organisational culture. We have therefore established **NSL Family's Culture & Values** as a guiding framework for how we work and live together within the organisation.

Our organisational culture is built around three key principles:

Nice Attitude, Sense of Belonging, and Lifelong Learning.

These principles form an important foundation for encouraging every employee to recognise their own value, feel a sense of belonging within the organisation, and continuously develop themselves, enabling us to move forward together with confidence and stability.

This handbook also includes activities designed to strengthen our organisational culture, providing opportunities for everyone to learn, practise, and apply these principles in their everyday working lives. We hope that this handbook will serve as a helpful companion in supporting each employee's growth and development, while enabling us to move forward together with pride.

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Nice Attitude

Working in an organisation means being surrounded by people with diverse backgrounds, perspectives and ways of working. This naturally creates both opportunities and challenges. What enables us to work together effectively is having a **Nice Attitude** — a positive mindset that goes beyond simply seeing the world optimistically. It is the driving force that helps us move forward with purpose, face challenges with confidence, embrace every problem as an opportunity, and remain ready to learn and adapt.

A positive attitude also means recognising that the success of those around us is part of our shared success.

At **NSL**, **Nice Attitude** is therefore more than simply maintaining a positive working atmosphere. It is an essential foundation for empowering everyone to grow together. It encourages us to believe in our potential, embrace new challenges, learn from mistakes and try again, while remaining ready to support and encourage one another along the way.

To bring **Nice Attitude** to life through everyday behaviours, we focus on two key principles: **Growth Mindset** and **Outward Mindset**. Together, they provide a clearer understanding of how a positive mindset can be reflected in the way we work and help each of us develop our potential to the fullest.



1.1 Growth Mindset

A mindset that believes every problem has a solution — never giving up, never becoming discouraged, always ready to keep moving forward. We can learn, grow and continuously improve ourselves.

- 1.1.1 Embrace new challenges, difficult tasks and unfamiliar work, and make every effort to succeed.
- 1.1.2 Adapt and improve quickly when things do not go as planned, without becoming discouraged or losing direction.
- 1.1.3 Look for opportunities in every challenge, viewing problems as opportunities to learn and grow.

“

Each of us has different perspectives and beliefs about our own abilities. Psychologist **Carol Dweck** introduced the concept of mindset, which provides an insightful way of understanding these differences. She identified two key types of mindset: **Growth Mindset** and **Fixed Mindset**. These two mindsets can directly influence the way we learn, work and approach our everyday lives.

A **Growth Mindset** is the belief that our abilities and intelligence are not fixed, but can be developed through effort, practice and continuous learning. People with a Growth Mindset view failure as an opportunity to learn and improve. They are willing to embrace challenges and remain committed to finding new approaches to develop themselves. As a result, they continue to grow both professionally and personally.

In contrast, a **Fixed Mindset** is the belief that our abilities and intelligence are largely fixed and cannot be significantly changed. People with this mindset may tend to avoid challenges because they fear failure or worry that they may not perform well. When faced with difficulties, they may feel discouraged or give up rather than using the experience as an opportunity to learn and improve.

The comparison between these two mindsets shows that the way we perceive ourselves and the world around us can shape how we approach learning and opportunities in life. Developing a **Growth Mindset** enables us to remain open to learning and gives us greater opportunities to grow and progress. In contrast, a **Fixed Mindset** may prevent us from moving beyond the limitations we place upon ourselves.

Recognising our own mindset and consciously choosing to develop a Growth Mindset is therefore an important step towards unlocking our potential, both professionally and personally, and preparing ourselves to embrace change and new opportunities in every aspect of life.



Carol Dweck

American psychologist
and Professor of Psychology
at Stanford University

”

Fixed mindset	Growth mindset
I can't do it.	I'll give it a try.
I've already tried.	I'll try again tomorrow.
I've reached my limit.	I can improve with practice.
I'm not confident.	I'll keep learning and improving.

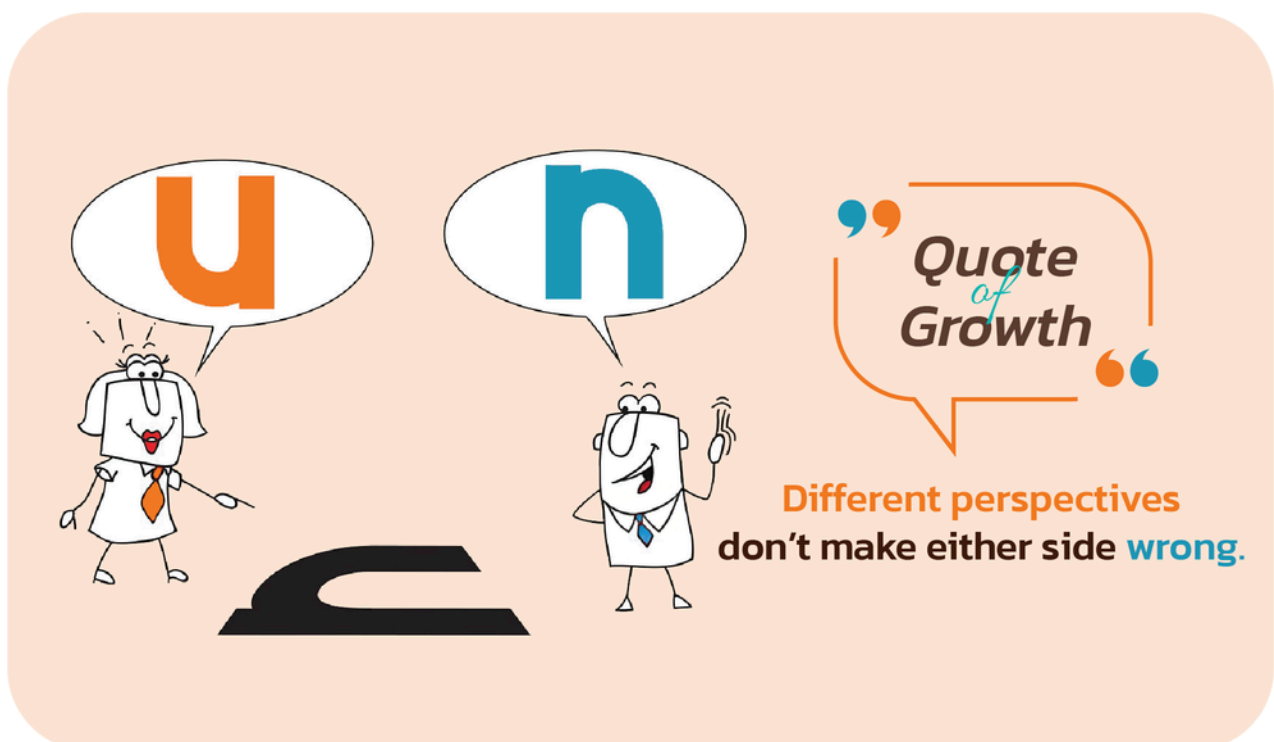
1.2 Outward Mindset

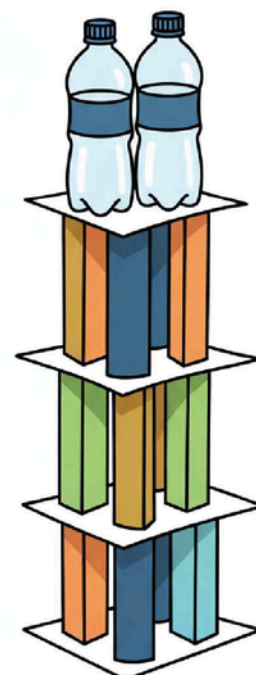
A mindset that recognises that others, just like us, have their own hopes, needs and challenges. It is about treating others with respect, being willing to help, supporting one another and approaching situations from a broader perspective, rather than judging others based on past experiences.

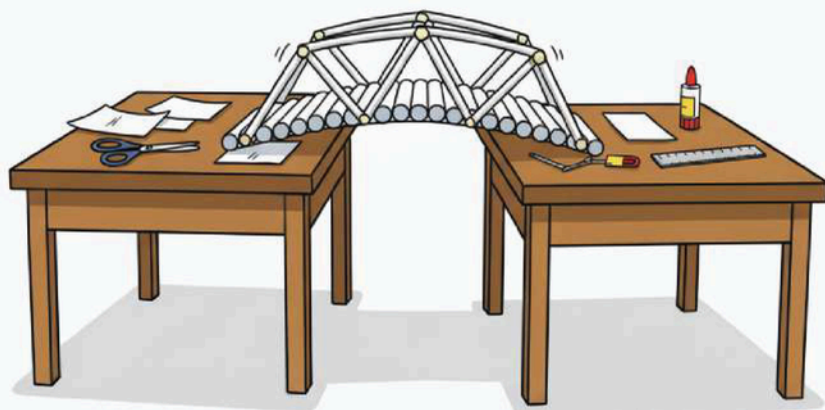
1.2.1 Show respect and consideration for those around you with genuine care.

1.2.2 Listen openly and seek to understand the needs and perspectives of others.

1.2.3 Set aside "us versus them" thinking and embrace collaboration as one team.









Scenario Positivity

สถานการณ์
มีพนักงานบางคน
"ทุกความผิดพลาดก็จะเป็น
คุณจะได้เรียนรู้จากมัน"

NSL Family

Scenario Positivity

สถานการณ์
เพื่อนร่วมงานแอบกินขนม
ที่คุณได้ซื้อ คุณจะมีวิธี
Nice Attitude กับตัวเอง
และบอกเพื่อนอย่างไร

NSL Family

Scenario Positivity

สถานการณ์
มีพนักงานใหม่เข้ามา
แต่ไม่เก่งและไม่เข้าพวก
คุณมีวิธีสร้างบรรยากาศเป็น

NSL Family

Scenario Positivity Journal

สถานการณ์
มีพนักงานที่ไม่พอใจการทำงาน
ในบริษัทแบบช่องทางโซเชียลมีเดีย คุณจะมี
ดำเนินการอย่างไร?

NSL Family

Sense of Belonging

Our work becomes more meaningful and fulfilling when we feel that **"we are part of something together"**. This is the essence of **Sense of Belonging** — a culture that focuses on building connection, a sense of ownership and pride in being part of the organisation.

Sense of Belonging is not simply about having a position or role within a team. It is about sharing a common purpose and contributing to the organisation's goals. It means recognising that our work matters and that our contributions have an impact on the organisation's overall success. When everyone feels valued, respected and appreciated, a stronger sense of unity and mutual trust naturally develops.

At **NSL**, building a **Sense of Belonging** means ensuring that employees do not feel that they are simply "coming to work", but that they are part of **"our second home"** — a place where everyone plays an important role. We are not merely colleagues working alongside one another; we are one family, ready to support one another, share with one another and take responsibility for one another.

To bring **Sense of Belonging** to life, NSL focuses on two key principles: **Accountability**, which fosters a working environment built on shared responsibility, unity and collaboration; and **Teamwork**, which encourages everyone to recognise and value the role each person plays in the organisation's success. Together, these principles provide a strong and sustainable foundation for everyone at **NSL** to grow and move forward as one.



Accountability

A mindset that recognises that each of us has ownership and shares responsibility for the impact we have on others and the organisation as a whole. We see ourselves as an integral part of NSL.

1. Identify and raise issues that may affect the wider team, communicating them clearly and involving others in taking shared responsibility for resolving them.
2. Contribute ideas and solutions, actively participating in resolving situations and taking shared responsibility for challenges that arise within the team.
3. Focus on solutions rather than blame when opinions differ or mistakes occur at work.

With **Accountability**, we do not stop at simply identifying a problem. We use Feedback Skills to communicate constructively, helping everyone find solutions, learn and grow together.

Feedback Skills

I Like

Start by highlighting what you appreciate — something your colleague has done well, that you would like them to continue doing.

I Wish

Then share what could be improved or developed further — something that could be added, adjusted or approached differently to achieve an even better outcome.

I like I wish (For constructive communication)

I like

Start with what you appreciate.

"Thank you, A, for always following up and keeping track of issues so consistently."

I wish

Then explain what you would like to see improved.

Negative: *"Next time, you should plan the delivery schedule properly so this problem doesn't happen again."*

Positive: *"It would be helpful if we could review the delivery plan together next time to prevent the same issue from happening again."*

2.2 Teamwork

A mindset that embraces working as one team by creating an environment of collaboration, mutual support, shared ideas and open communication, enabling us to achieve the best possible results together.

2.2.1 Make decisions and plan together as a team, valuing everyone's ideas and working together towards shared goals.

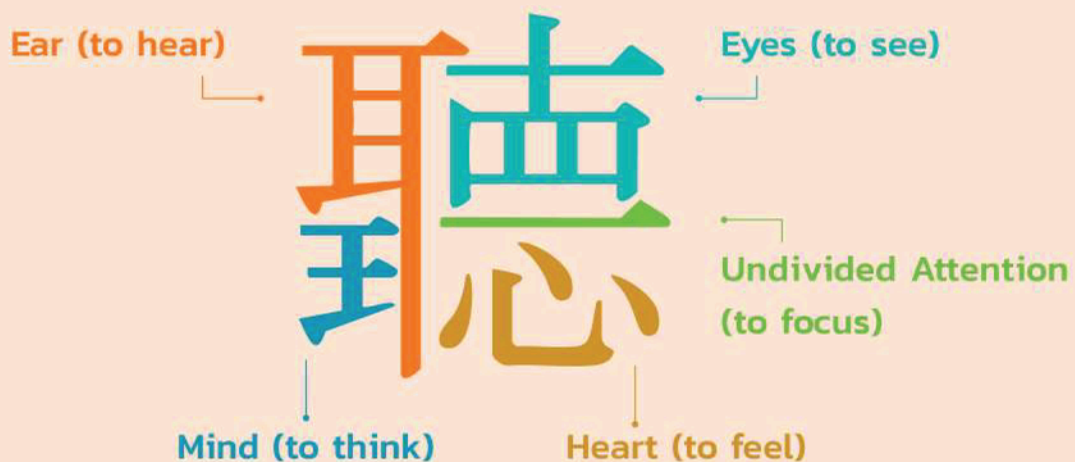
2.2.2 Share useful information and provide support that contributes to the team's success.

2.2.3 Take the initiative to build a positive working environment and encourage open communication among team members.

The word "Listen" in Chinese

True Listening Is at the Heart of Teamwork

The traditional Chinese character 聽 (tīng) means "to listen". It is often used as a visual metaphor to illustrate the different elements of attentive listening — not simply hearing what someone says, but giving them our full attention and seeking to understand them.



Ear 耳 (ěr) — to hear

Give everyone the opportunity to be heard.

- Listen without interrupting.
- Avoid judging; allow others to express themselves fully.

Eyes 目 (mù) — to observe

Pay attention to more than words.

- Notice facial expressions, eye contact and body language.
- Be aware of the emotions and signals communicated by the team.

Mind 王 (wáng) — to think

Listen with understanding.

- Think, analyse and connect what you hear with the wider context.
- Focus on understanding the message rather than simply hearing the words.

Undivided Attention — (yī) — to focus

Give the speaker your full attention.

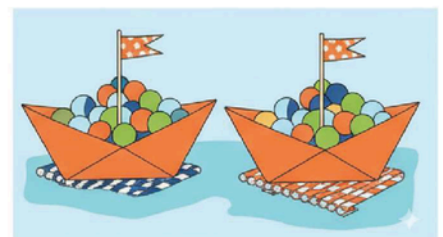
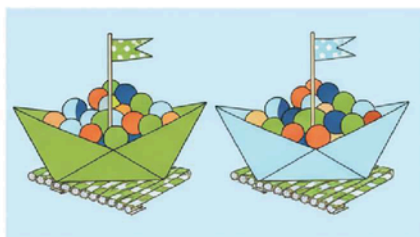
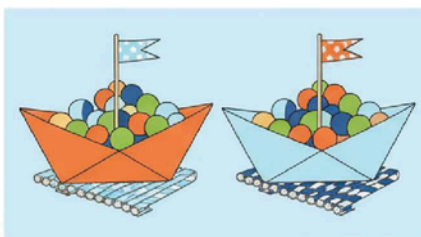
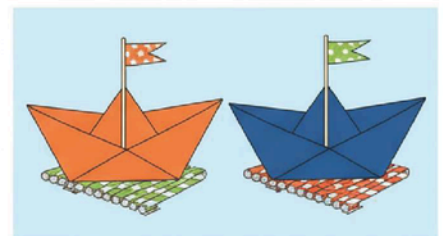
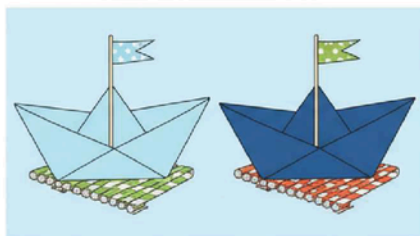
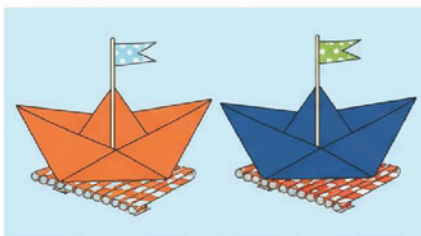
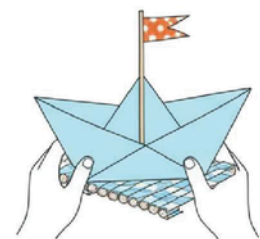
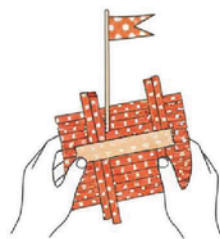
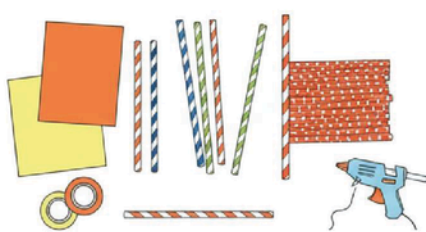
- Stay fully present and avoid distractions.
- Show through your behaviour that the speaker and their message matter.

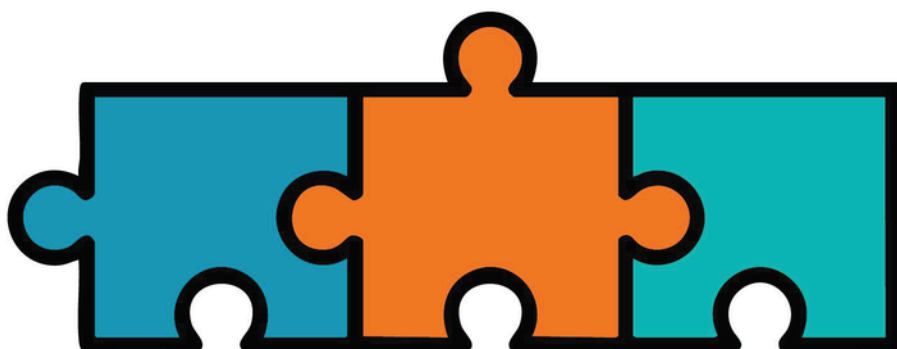
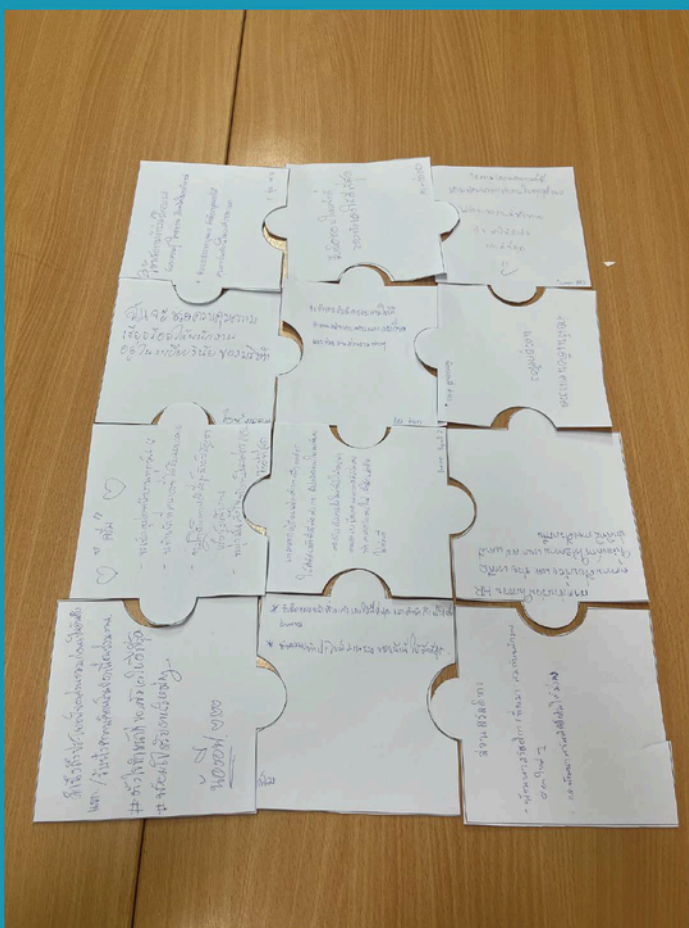
Heart 心 (xīn) — to feel

Listen with empathy.

- Listen with understanding and empathy.
- Respect perspectives that may differ from your own.









Lifelong Learning

Today's working environment is constantly evolving. **Lifelong Learning** enables both employees and the organisation to move forward with confidence. It reflects a commitment to continuous learning, an open mind and a willingness to embrace new knowledge, skills and experiences that enhance our effectiveness at work and prepare us for future challenges.

Lifelong Learning is not limited to formal training. It also comes from real-life experience, listening to the perspectives of colleagues, learning through trial and error, and sharing the knowledge and lessons we gain with our teams. When everyone embraces a culture of learning, the organisation can not only keep pace with a changing world, but also create new and meaningful possibilities.

At **NSL**, we believe that learning and personal development are journeys without an end. The more we learn, the more knowledge and inspiration we can share with others. When learning becomes part of our everyday lives, both the organisation and its people can continue to grow together sustainably.



Sharpen the saw

A mindset that recognises our ability to continuously learn, grow and develop ourselves. We are committed to strengthening our knowledge, thinking skills, physical well-being and mental well-being, while remaining ready to embrace change.

1. Adapt with agility to changes in the world around us.
2. Apply knowledge and lessons learnt to develop useful skills for both work and everyday life.
3. Step beyond our existing boundaries, broaden our perspectives and seek to understand others.

Stay–Stop–Start (Reflect, Improve and Grow)

Stay

What is working well and should continue?

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Stop

What is not working well and should stop?

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Start

What should we start doing to improve?

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.....



Develop Other

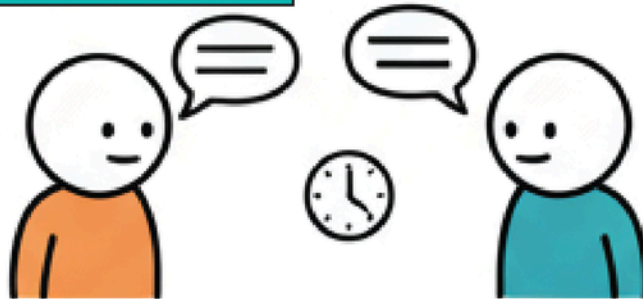
A mindset that enables everyone to grow together by sharing knowledge and experience, providing guidance, and creating opportunities for others to think creatively, learn, adapt and develop sustainably.

1. Share knowledge, experience and lessons learnt to help colleagues learn and develop together.
2. Encourage and support others in their development, helping them grow and achieve tangible results.
3. Create opportunities and situations for learning, and guide others towards different approaches based on each individual's needs and circumstances.

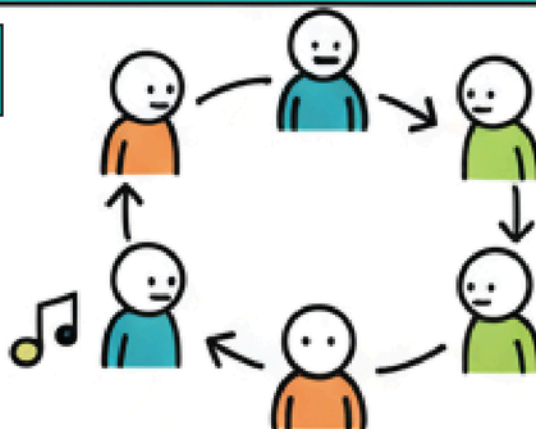




1. Pair Up & Get Started



2. Rotate Partners



3. Share with the Group



Sharpen the Saw

Develop Other

Out of Comfort Zone



Expected Behaviour Guidelines

To ensure that **NSL Family's Culture** goes beyond ideas and is reflected in the way we work every day, the organisation has established clear behavioural guidelines. These provide practical examples of the behaviours all employees are encouraged to demonstrate, as well as those to avoid.

The guidelines help everyone understand our organisational culture more clearly and apply it consistently in everyday situations, creating a working environment that truly reflects NSL's culture.

Nice Attitude

Do	Don't
Embrace new and challenging tasks, even if you have never done them before.	Reject a task simply because you think, "I can't do it."
Focus on solutions and look for ways to improve when problems arise.	Blame yourself or others when mistakes occur.
Encourage your colleagues and appreciate their good work.	Become discouraged or give up before making an effort.

Sense of belonging

Do	Don't
Take ownership of your responsibilities and work with the team to resolve problems.	Focus only on your own tasks without considering their impact on others.
Communicate and share useful information that supports the team's work.	Withhold information or avoid collaboration.
Respect and listen to the perspectives of others.	Make decisions without consulting or listening to your team.

Lifelong Learning

Do	Don't
Keep learning new things relevant to your work and personal development.	Be satisfied with what you already know and stop seeking opportunities to learn.
Share knowledge and experience with colleagues to help one another grow.	Keep knowledge to yourself rather than passing it on to others.
Be willing to try new things and step outside your comfort zone.	Be afraid of making mistakes and unwilling to try again.

NSL Family *Club*

NSL FOODS
The Happy Taste Creator

