

Glossary

- a) **Older employees** refer to employees aged 60 and above.
- b) **Training** refer to work-related structured training which includes classroom training, private lessons, workshops, seminars, structured on-the-job training (e.g. training by supervisors or co-workers), e-learning (systematic training programmes via e-platforms), traineeship programmes, apprenticeship training and mandatory courses.
- c) **Job Redesign** refers to the review and reorganization of job responsibilities, to improve employee productivity and satisfaction. All companies will need to demonstrate that the design of the jobs and workplace meets the following three criteria for the older employees:
 - i. **Easy** – makes the work physically easy. These could include the use of larger screen displays, substituting manual strength for mechanical and reducing strenuous activities.
 - ii. **Safe** – minimizes the risk of injuries at work. These could include the installation of handrails and lights along travel routes, slip-resistant walking surfaces and ergonomic office chairs.
 - iii. **Smart** – frees up time for knowledge-based activities. These could include the use of technology to automate routine tasks and re-training of employees to operate machines instead.

ANNEX B - FACTSHEET ON HUMAN CAPITAL PARTNERSHIP PROGRAMME

Launched in February 2017, the **Human Capital Partnership (HCP) Programme** is a tripartite initiative that brings together a community of employers who are committed to grow their businesses and stay competitive by having progressive employment practices, and developing their human capital. The focus on human capital development is essential for Singapore's economy to remain competitive, for businesses to attract and retain talent, and grow, as well as for Singaporeans to continue to have better jobs, better salaries and better careers.

The HCP Programme seeks to grow an inclusive community of progressive employers, known as Human Capital Partners (**HCPartners**). HCPartners are committed to nurture a stronger Singaporean Core; maximise complementarity between locals and foreigners, and enhance skills transfer from foreign to local employees to increase the capabilities of the local workforce.

HCP Mark



All HCPartners will receive the **HCP Mark** (above), which is a symbol that identifies HCPartners as exemplary employers and visually represents a company's relationship within the HCP community. It is an endorsement of the continued commitment by HCPartners to human capital development and can be used in the firm's corporate and marketing materials.

On 27 April 2018, Mrs Josephine Teo, Second Minister for Manpower unveiled 87 new HCPartners. Among them are Ascenz Solutions, Rohde & Schwarz Asia Pte Ltd, Suntec Singapore International Convention & Exhibition Services Pte Ltd, Tan Tock Seng Hospital, Wing Tai Holdings and TUV SUD PSB, bringing the current number of HCPartners to 221. Please refer to Annex B (1) for the list of new HCPartners.

Firms may contact the HCP Programme Manager at 6302 2782 or email hcpartner@tafep.sg for more information about the HCP Programme, as well as advice on schemes and grants to develop human capital and adopt progressive workplace practices.

Best Practices of Some HCPartners:

Hiring of mid-career employees: Ascenz Solutions

(Adopter of Tripartite Standard on Age-Friendly Workplace Practices)

Ascenz Solutions, Asia's leading provider for vessel performance solutions, was first established in 2008 by two founders with two staff. When they first started, the business focus was on instrumentation, a niche skill on the installation of instruments on board vessels. Due to changing needs and digitalisation, it had since evolved to providing business solutions which includes installation of devices on board vessels and gathering data on vessels' fuel consumption and carbon emission. Their award-winning solutions suite delivers comprehensive data and insightful information allowing better decision making for increased fuel savings and optimised vessel performance.

At Ascenz Solutions, they value their employees. They believe that every employee's path is unique, and they want to support them in the journey of progression. Their CEO oversees the human resources function, and goes through the growth plans, career paths with the employees. They also provide mentorship opportunities which also include guiding and training interns that may last for a period of 3 to 6 months. Their corporate functions, however, are outsourced to retrenched employees in which they hire.

Their current staff strength consists of 22 employees who had been with the organisation for an average period of about 4 years. About 50% of them are on average aged 35 years old, with their oldest employee aged 58 years old.

Unlike other info-communication firms, Ascenz Solutions provide solutions for vessel efficiency, and the knowledge of the marine industry is quintessential. The challenges they face include high turnover rate of software engineers, lack of knowledge of the Marine industry amongst the software engineers, and skills intensive work.

As the experience and skills of a software engineer can be transferable and retrained, they hired 3 Singaporeans in 2017 through the Professional Conversion Programme. The team of 3 were from different industries and had since contributed significantly to the organisation.

As the maritime industry moves towards cleaner fuel to reduce greenhouse emissions, Ascenz Solutions plans to expand by providing Liquefied Natural Gas (LNG) monitoring and advisory solutions. They understand that there is a need for employees to be trained, upskilled with the necessary knowledge and skills in handling this type of new fuel and planned to send their employees for training.

Profile story:

A 58-year-old System Software Engineer had joined Ascenz Solutions in 2017. He was previously doing project management in the oil and gas industry but was retrenched. Ascenz Solutions had sent him for training on information and communications technology and enhance knowledge on the Maritime Industry. He also went through in-house training and peer coaching and identified his area of interest and strengths. Equipped with the experience of running a business in an MNC setting and the knowledge on documentation and internal software development processes, the System Software Engineer has been a strong pillar in developing and providing support to the company's product (on-board process). The provision of support happens on board the vessel.

Attaining Skills Transfer and Complementarity: Rohde & Schwarz Asia Pte Ltd

(Adopter of Tripartite Standard on Age-Friendly Workplace Practices)

Established for about 20 years in Singapore, Rohde & Schwarz Asia prides itself as a regional headquarters with well-established capabilities in Research and Development (R&D), and production of measuring equipment used in wireless communications.

When it was first set up in 1997, things were different back then. Their only entity which had the R&D and manufacturing capability was based overseas, at its global headquarters in Munich. As a high-tech firm, Rohde & Schwarz Asia knew that change was the only constant and had a vision to make the Singapore outfit a "Mini-Munich". Whilst it would have been faster to bring in their foreign expertise to Singapore to make this dream a reality, that was not the case for them. Their vision was not just centred on their organisation but to uplift the skills and competitive edge of its most valuable assets - its employees, and to prepare them for a more sustainable journey together.

To uplift the local workforce's skills, various batches of engineers were sent to Munich to learn new skills and capabilities that were not available in Singapore. By learning from foreign experts during the process, it enabled their Singapore set-up to embark on their manufacturing capability.

With its sustained efforts over the years, Rohde & Schwarz Asia's operations in Singapore has grown to become a more global company and strengthened its leadership in the radio frequency equipment and systems market. Their operations in Singapore grew from 150 employees in 2008 to about 350 employees today, and their entity became a good source of talent for the company, allowing them to expand their product offerings. Some initiatives that they embarked which contributed to their success:

- In 2002, about 5 engineers were sent to Munich for 1 year to learn a software in equipment development. When they returned to Singapore, they became the extended resource for various projects which were being developed and driven from Munich.
- A second batch of about 10 engineers were sent to Munich. They stayed for 2 years and worked on projects that provided hands-on experience with exposure to new techniques and skillset which revolved around design concepts, complete product development, software/firmware and digital/analogue hardware.
- When these engineers returned with their new skills, they enabled their Singapore entity to progressively develop and manufacture its own product lines independently in Asia.
- That created a major shift in the strategic importance of its Singapore operations, which propelled their efforts to achieve their vision of establishing the "mini-Munich" of Rohde & Schwarz in Singapore.

Profile story:

42 year-old Mr Rajashekar Durai was one of the engineers who benefited from the skills transfer and pivotal in this shift. He obtained his Diploma in Electrical & Computer Engineering at Ngee Ann Polytechnic before going on to obtain his Degree in Electrical & Electronic Engineering at the University of Edinburgh in Scotland.

In 2002, he joined Rohde & Schwarz Asia as an R&D Engineer and was part of the first batch of employees sent for overseas training in Germany that year to learn new skills and capabilities that were not available in Singapore. Through intensive hands-on experience and exposure to experts in the RF product development teams in Germany, he learned various state-of-the-art technical and development skills.

When he returned after his stint, he had set up the R&D team, specialising in the area of Test & Measurements Products. Thereafter, Mr Rajashekar was promoted to Head of Laboratory in 2008 and continued to lead the development for other various products.

In 2010, their headquarters in Munich sent a German R&D developer to Singapore for a 5-year stint to further develop the R&D team in Singapore; and mentored Mr Rajashekar with other R&D engineers and managers.

The opportunities that Mr Rajashekar gained from his company's practice of skills transfer allowed him to gain new knowledge and experience, as well as progress in his career.

Having gained a wealth of knowledge and experience in this journey, today, Mr Rajashekar is the Director for Test and Measurement Products Division in the R&D Department in Singapore. Rohde & Schwarz Asia has been his first and only employer to date.

Leveraging on the experience of older workers: Suntec Singapore International Convention & Exhibition Services Pte Ltd

(Adopter of Tripartite Standard on Age-Friendly Workplace Practices)

Suntec Singapore is committed to deliver excellent HR service experience to its employees and took on a leadership and proactive role in its HR functions. This is closely aligned to the company's core values and objectives of refining Suntec Singapore as an industry leader, and as an employer of choice.

With an ageing population and a rapidly evolving demographic landscape, Suntec Singapore understands the importance of developing a strong pipeline of local workers and places a strong emphasis on human capital development. With more than 80% of its total workforce being locals, they believe it is the people who contribute to the success of the organisation and grow alongside with them.

One of Suntec Singapore's success factor lies in nurturing an inclusive culture supported by people-centric policies. Currently, about 54% of their total workforce consist of older workers aged 40 and above, of which 75% of them have been employed for more than 5 years.

In 2014, with the support of their management, their Human Resources Department worked on their re-employment policy and practices for better retention plans and improvement in the well-being of their older workers. They continued to work with the heads of departments on their progress, having them to mentor new employees and promoted their contribution through social media.

To date, they have achieved 100% success rate on all employees who had transited under the Retirement and Re-employment Act (RRA) and 6 of them who have past the official retirement age continue to be employed on a full-time basis. This had been possible with the support from all stakeholders in the organisation on their re-employment applications. By the end of 2018, Suntec will have 20 employees aged 60 and above.

Some of their initiatives include:

- Establishing an open and progressive culture, where employees are encouraged to share knowledge, best practices in effort to improve competitiveness and efficiency
- Implementing a mentoring programme in which older workers serve as mentors to their peers.
- Introducing an early and structured engagement matrix for workers due for retirement and re-employment as early as one year before their retirement.
- Gaining re-employment application support from all stakeholders, including supervisors and senior management.
- Providing full medical, dental and hospitalisation coverage to all employees under the RRA scheme.

Profile Stories

Chef Foo Shee Fong, Executive Sous Chef, had been with Suntec Singapore since its opening in 1994. He started off as a Sous Chef in the western cold kitchen and was subsequently promoted to Executive Sous Chef in 1998. Today, he is second in command of a 30-man team and is in-charge of deployment. He has to plan the roster and employ transient workers weekly ensuring that it is within budget. He also manages a team during preparation work and dishes out thousands of meals during events.

In 2017, Chef Foo reached retirement age and was converted to the re-employment scheme. CEO Arun Madhok said: "Chef Foo is an invaluable asset not only to his team but to Suntec Singapore. He is passionate about what he does and doesn't crack under pressure, allowing

him to gel his team together when they serve as many as 10,000 meals a day and for mega events such as APEC Summit, YOG and IMF-World Bank Annual Meeting to name a few. Age is definitely not a barrier, in fact, Chef Foo demonstrates this every day as he continues to be the cornerstone for his team.”

One of his mentee, Elvis Ng, Chef de Cuisine said: “Chef Foo has to be meticulous in his resource planning to ensure that there is enough manpower on deck to prepare for any event. He does this effortlessly through years of experience and I look up to him for his detailed planning and commitment to his job. He has great culinary skills and never fails to coach his team to ensure everyone gives their best at every event.”

Additional Profile

Another is Mr Zakaria Bin Abdullah Boey, one the employees who had benefited from the organisation’s people-centric initiatives. The 65-year-old was the former Head of Security at Suntec Singapore. He started off as an Assistant Manager in the Security & Fire Safety Department and worked in Suntec Singapore for over 15 years. He was efficient, conscientious in his work and well-liked by his colleagues. In 2015, he was promoted as Head of Security.

In 2016, Mr Zakaria’s health took a tumble and he had to take a leave of absence to undergo treatment. When he returned in 2017, he felt he could no longer take the long hours and had to resign to look after his health. However, he needed to do something to keep his mind and body active, and looked for part-time jobs that would allow him to work a few hours a week to keep him occupied. However, when employers knew of his condition, they were reluctant to hire him.

In March 2018, he decided to reach out to Suntec Singapore about his predicament. Their CEO Mr Arun Madhok did not think twice about re-hiring Zakaria. Working closely with the HR team, he crafted a role – Quality Control Supervisor - that allowed Mr Zakaria to work for only 20 hours a week. He added that “Mr Zakaria’s years of experience is valuable to his team and being personable, he felt that he has much to offer as a mentor to new employees, teaching them the ropes by transferring his knowledge and skills.” Zakaria also helps to patrol the centre for safety and security checks and his familiar face brings a smile to everyone who knows him.

Advocating inclusiveness for older workers: Tan Tock Seng Hospital

(Adopter of Tripartite Standard on Age-Friendly Workplace Practices)

In line with the provisions set out in the Tripartite Guidelines on the Re-employment of Older Employees, Tan Tock Seng Hospital, an institution under the National Healthcare Group supports re-employment of staff beyond the statutory retirement age and endeavours to re-employ retired staff in suitable positions. There is flexibility in the post retirement contracts, where staff may be re-employed under the same job, re-deployed to a different job and/or re-employed on flexible work arrangements, such as part-time work.

They also adopt age-friendly practices and constantly explore the use of technology, workplace modifications and flexibility to automate labour-intensive tasks and reduce the need for manpower, as well as to complement job re-design endeavours in achieving productivity and fostering career longevity of older workers.

Some initiatives include:

Making use of Technology and Robotics

- Modification of their trolley to a Tri-Cart – This is lighter, user-friendly, more flexible and has a configurable structure that reduces the time and effort needed to transport supplies between trolleys of different sizes, in order to enter smaller, narrower

areas. Their storekeepers had problems pushing the old wooden trolley which weighs about 120kg. The Tri-Cart weighs 90kg and is able to carry twice as many items, without straining their muscles.

- Rotary fryers, vegetables and fruits washer machines are now automated to enable large amount of food to be cooked and washed. This reduces the reliance on heavy physical and manual work.
- Rice washing and weighing machines are also automated and their employees no longer to physically lift about 15kg for each batch of rice to be washed and cooked.

Workplace Modification & Flexibility

- Usage of Sara Steady (a versatile stand and transfer aid that provides support to nurses when assisting patients to stand) minimises manual handling and reduces the frequency of back injuries and physical burden.
- Decentralised supplies cabinet had reduced walking distance to retrieve supplies.
- Placement of a magnifying glass at the medication trolley to aid reading of small written notes.
- Enlargement of font size on the ECG leads cable as a visual aid.

Profile Stories

The initiatives had benefited several of their employees:

- “The Electric Motor Transformation Cart (EMTRAC) has helped make our daily deliveries easier, faster and safer. We are now able to do our job better and the increase in productivity allows us to better meet the rising demand in healthcare services,” said Chan Chee Chioong, 56-year-old Assistant Supervisor, Material Management Department (Stores).
- “The cubicle-based consumables cupboard is a great feature in the ‘Ward of the Future’ ward. It allows us to work with ease and definitely very convenient, without the hassle of walking all the way to the storeroom for the items,” said Ainon Bte Harun, 61-year-old Senior Assistant Nurse, Ward 12C.
- “Having decentralised supplies cabinets have helped me to reduce my physical effort in retrieving fast moving consumables. At the same time, it allowed me to deliver faster service and attention to our patients,” said S Letchumi, 51-year-old Senior Assistant Nurse, Ward 12D.

First Job First Career: Wing Tai Holdings

In 2015, Wing Tai Holdings collaborated with the Singapore Institute of Retail Studies (SIRS) and post-secondary education institutions through the SkillsFuture Earn & Learn Programme (ELP), and successfully placed 6 Diploma graduates under the special fast track retail career path. At the same time, Wing Tai Holdings also partnered with polytechnics and ITEs on the Enhanced Internship Programme (EIP) to prepare students for entry in the retail industry. The EIP allowed a greater level of the organisation’s involvement to develop and mentor the interns which provided a more structured learning process during their internship.

In January 2016, a Memorandum of Understanding was signed with the polytechnics and ITEs to integrate EIP with the ELP. To date, 2 Diploma graduates out of the 85 participating students under the ELP, have joined the organisation as Management Trainees, and 45% of them worked with them as part-time retail staff after the EIP.

Profile Story:

Ms Soon Yuen Ting was their first Management Trainee who joined as a Sales Coordinator in August 2016. She completed the 18-month ELP in February 2018 and assumed the role of an Assistant Shop Manager with Adidas.

As a fresh graduate of Ngee Ann Polytechnic, Ms Soon had taken an unconventional path by joining the ELP to begin her career in the retail industry. She went through a structured on-job training, e-learning and classroom training which led her to successfully attain a WSQ Specialist Diploma in Retail Management. She was trained from ground zero as a Sales Coordinator to an Assistant Shop Manager with Adidas. Through the ELP journey, Ms Soon shared that she became more mature and responsible with her work, improved her communication and critical thinking skills, and gained valuable working experience in terms of the know-how in Operations.

Ms Soon received positive feedback from her mentor and supervisor on her attitude and performance. She will be pursuing her full-time degree and will continue to work with Adidas on a part-time basis. The organisation is happy to support her pursuit for higher education and look forward to her return upon completion of the degree programme.

Skills Transfer and Complementarity – TUV SUD PSB Pte Ltd

TUV SUD PSB previously known as PSB Corporation is a service provider for a comprehensive and integrated suite of product testing, inspection, auditing, certification, training, and knowledge services. TUV SUD PSB is headquartered in Singapore with operations in Thailand, Indonesia, Malaysia, Philippines and Vietnam.

The headquarters in Munich offers constant support in various areas such as:

1. New businesses or services
2. Test protocols and certification requirements for new products / capabilities TUV SUD PSB's Singapore office is exploring / developing

The purpose is to provide TUV SUD PSB with the market, product and business insights as part of the plans for skills transfer.

In the case of Business Assurance Division, as the firm ventures deeper into the Digital Academy Business, there will be plans to deploy resources to Munich on an annual basis as part of the overseas exposure and learning opportunities – with the aim of introducing more product offerings into the Singapore market.

Replacement of Management Level Staff

With the resignation of a Division Head who was based in their Singapore office, TUV SUD PSB required someone with entrenched knowledge of the management systems businesses as well as institutional knowledge of TUV SUD PSB HQ requirements to replace the outgoing manager.

In comes Mr Mohan Shankar, an expert from India with 20 years of valuable experience in the industry. Prior to Mr Shankar's transfer, the Singapore's focus was very much on standard system certification offerings, a relatively mature market segment where market competition is already very steep. Following his transfer, Mr Shankar helped TUV SUD PSB to shift the business focus and venture into 3 new businesses, in part to align with the global divisional strategy:

1. **Academy Business** – Offering quality, auditing and system certification related training as well as WSQ certified programmes. Digital Academy, an e-learning component of the Academy business, is a new and innovative initiative by Mr Mohan Shankar and his academy team. This project was eventually approved by our board to be the TUV SUD Global digital initiative for e-learning. The first region to start offering this program will be ASEAN and South Asia, starting on 1st June 2018.
2. **Cyber Security** – broad range of enterprise and industrial IT security services in the field of certification, auditing and consulting
3. **2nd Party Audit** – Extended their range of offerings across more diverse industries

These new ventures create greater sustainability and competitiveness to the Business Assurance Division in Singapore thereby ensuring greater employment stability for existing employees, including locals which constitute more than 50% of the division headcount. As a signer of TAFEP Employers' Pledge of Fair Employment Practices, Mr Shankar recognised the need to implement fair and merit-based employment practices. Mr Shankar also believed that there is a business case in hiring and developing the locals for these new ventures as they are able to contribute in terms of deep knowledge of the local culture and business practices in Singapore. Within the academy business, out of 7 hires, 5 are locals. Out of these, 1 Singaporean was tasked to head this new business line.

Mr Karthigesan s/o Maniam is an example of the firm hiring and nurturing a local talent. Mr Karthigesan, a newly hired Singaporean Manager who was offered the opportunity to take over as section head of the new academy business. TUV SUD PSB plans to further develop Mr Karthigesan to undertake greater responsibilities in the longer term. In the financial year of 2018, the organisation has also nominated Mr Karthigesan to attend their Emerging Leaders Programme, a 12-month leadership programme for new managers.

List of new HCPartners

S/N	NAME OF ORGANISATION
1	ACCEL SYSTEMS & TECHNOLOGIES PTE. LTD.
2	ACUMED HOLDINGS PTE LTD
3	ALEXANDRA HEALTH PTE. LTD. (KHOO TECK PUAT HOSPITAL)
4	ALLEN & GLEDHILL LLP
5	ALLIANCE HEALTHCARE GROUP PTE. LTD.
6	ASCENZ SOLUTIONS
7	AVENTIS PHARMA MANUFACTURING PTE. LTD.
8	AXA INSURANCE PTE LTD
9	BANGKOK BANK PUBLIC COMPANY LIMITED
10	BCD TRAVEL ASIA PACIFIC PTE. LTD.
11	BCD TRAVEL SINGAPORE PTE. LTD.
12	CHEVRON GROUP
13	CHEVRON PHILLIPS
14	CORDLIFE
15	COURTS GROUP
16	CYCLE & CARRIAGE INDUSTRIES PTE. LIMITED
17	DECLOUT GROUP
18	ENERFO PTE. LTD.
19	ENVIPURE PTE LTD
20	EUROKARS GROUP
21	FABRISTEEL PRIVATE LIMITED
22	FOO KON TAN LLP
23	FRESHENING INDUSTRIES PTE LTD
24	GLOBAL TRAVEL PTE. LTD.
25	GRATIFY GROUP
26	GREENPAC (S) PTE LTD
27	HABIB BANK LIMITED
28	HANBAOBAO PTE. LTD.
29	HIN LEONG TRADING (PTE.) LTD.
30	HL BANK
31	HRNET ONE PTE. LTD.
32	INFINEUM SINGAPORE PTE. LTD.
33	INSTITUTE OF MENTAL HEALTH
34	JEP PRECISION ENGINEERING
35	KAIROS OIL TRADING PTE. LTD.
36	KAO SINGAPORE PRIVATE LIMITED
37	KATOEN NATIE SINGAPORE (JURONG) PTE. LTD.
38	KENTUCKY FRIED CHICKEN MANAGEMENT PTE. LTD.

39	KH ROBERTS PTE. LTD.
40	KODA LTD
41	KUOK GROUP
42	LUXASIA PTE. LTD.
43	MALAYAN BANKING BERHAD
44	MARINA BAY HOTEL PRIVATE LIMITED
45	MERLIN ENTERTAINMENTS SINGAPORE PTE. LTD.
46	MSIG INSURANCE (SINGAPORE) PTE. LTD.
47	NATIONAL HEALTHCARE GROUP PTE. LTD.
48	NATIONAL UNIVERSITY HEALTH SERVICES GROUP
49	NATIONAL UNIVERSITY HEALTH SYSTEM
50	NATIONAL UNIVERSITY HOSPITAL
51	NEXIA TS PTE. LTD.
52	NTUC FIRST CAMPUS CO-OPERATIVE LTD.
53	OILTANKING SINGAPORE LIMITED
54	PACIFIC INTEGRATED LOGISTICS PTE LTD
55	PET LOVERS CENTRE PTE LTD
56	PETROCHEMICAL CORPORATION OF SINGAPORE (PRIVATE) LIMITED
57	PEZZO
58	PSA MARINE (PTE) LTD
59	RAKAN RIANG PTE. LTD.
60	RHODIUM RESOURCES PTE. LTD.
61	RIGEL TECHNOLOGY
62	ROBINSONS AND COMPANY (SINGAPORE) PTE LTD
63	ROHDE & SCHWARZ ASIA PTE. LTD.
64	SANTA FE RELOCATION SERVICES (S) PTE. LTD.
65	SCANTEAK
66	SINGAPORE EXCHANGE LIMITED
67	SINGAPORE PETROLEUM COMPANY LIMITED
68	SINGEX HOLDINGS PTE. LTD.
69	STAR FURNITURE PTE LTD
70	SUNFLOWER CHILDCARE GROUP
71	SUNTEC SINGAPORE INTERNATIONAL CONVENTION & EXHIBITION SERVICES PTE. LTD.
72	SUPERBEAN
73	SWEE BEE CONTRACTORS PTE. LTD.
74	TAN TOCK SENG HOSPITAL
75	THE BANK OF EAST ASIA LIMITED
76	THE POLYOLEFIN COMPANY (SINGAPORE) PTE. LTD.
77	TOKIO MARINE INSURANCE SINGAPORE LTD.
78	TOKIO MARINE LIFE INSURANCE SINGAPORE LTD.
79	TRACTORS SINGAPORE LIMITED

80	TRANSIT LINK PTE. LTD.
81	TUV SUD PSB PTE. LTD.
82	UE PARK AVENUE
83	WAH SON ENGINEERING PTE LTD
84	WANGI INDUSTRIAL
85	WESTERN UNION BUSINESS SOLUTIONS (SINGAPORE) PTE. LTD.
86	WING TAI HOLDINGS
87	YISHUN COMMUNITY HOSPITAL