

ANNEX B - FACTSHEET ON TRIPARTITE ALLIANCE AWARD WINNERS IN THE TRIPARTITE ALLIANCE CONTINGENT

Emergenetics Caelan & Sage Pte Ltd (Tripartite Alliance Award Winner/Tripartite Standards' Adopter- Adopted [Tripartite Standards](#) on the Employment of Term Contract Employees, Flexible Work Arrangements, Grievance Handling, and Recruitment Practices)

- A consultancy firm that focuses on strategic communication, branding and design, as well as people and organisation development.
- As an organisational development consulting services and psychometric tool provider, Emergenetics Caelan & Sage (ECS) deploys various assessment methods including a [psychometric instrument](#) to enable them to select candidates "Best Fit" for the job. The assessment tools allow the management team to make recruitment and selection decisions based on the candidate's aptitudes and motivations rather than decisions based purely on resumes, interviews and "gut feel". Job candidates do not need to fill in a job application form and this allows the organisation to benefit from having a wider pool of candidates to recruit from.
- Citing a 'people-first' vision for the organisation, ECS has put in place comprehensive work-life initiatives and policies that build integrity and trust. Management encourages employees to take responsibility in achieving their tasks in a way that best suits them, and plan their work and life schedules in an integrated manner that is not disruptive for them or to others at work. Giving employees the option to utilise flexible work arrangements without having to file a formal application beforehand supports this culture.
- Staff can also plan for 'downtime' whenever necessary, and only need to inform their supervisor and record it in the shared calendar so that others are aware. 'Downtime' is similar to declaring 'do not disturb' so that staff can focus and complete their required tasks without disruption. Employees can choose to work on-site or off-site and use their period of 'downtime' to consolidate their thoughts, find new approaches to the task at hand and discover new ways in which they can add value to the organisation.

Profiles of Employees

Question	Details
Name	Glynnis Lim
Age	Youngest team member - 23 Years old
Designation	Executive, Programme Management
Duration with the company	Joined in May 2018.
Please introduce yourself and share with us the nature of your work and responsibilities that you have in this company.	I'm part of the team that provides business and operational support for the company.

	<p>Some of my responsibilities include:</p> <ul style="list-style-type: none"> - Providing support to clients and stakeholders through fulfilment of business orders and requests - Coordinating materials for workshops - Planning and organising yearly events to engage stakeholders
Tell us how you have benefited from the company's fair hiring practices.	<ul style="list-style-type: none"> • I directly applied for an open position that was being advertised on Emergenetics' webpage and social media pages. • Does not have much working experience but was given the opportunity to prove myself during the hiring process which includes <ul style="list-style-type: none"> ○ An online assessment using the Emergenetics Selection Programme (ESP), which helps to effectively capture the company's selection needs by properly defining roles, expectations, motivations, and the desired skill level of candidates. ○ Round 1 Interview (Deputy CEO and Line Manager) ○ Round 2 Interview (Chief Operating Officer and Assistant Line Manager) • This allowed opportunities for both parties to better understand each other, and align expectations • ESP was used as a fair means to test my capabilities and job suitability.
Is Emergenetics very different from the past companies you've worked in? If so, in what way?	<ul style="list-style-type: none"> • Previous companies didn't have as clear or thorough a hiring process as that at Emergenetics Caelan and Sage.

	<ul style="list-style-type: none"> • What is unique is the ESP because it evaluates the candidate fairly according to job fit from multiple perspectives. • This gives a more holistic overview of what the person can bring to the company. • Everyone has unique talents, however matching the right talent for the right job can be challenging. As such this method proved to be successful in my case. • ESP, which also measures motivators, are also used for job coaching. This has helped me to grow professionally in the company.
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Question	Details
Name	Linda Chua
Age	Is the oldest team mate at 68 years of age
Designation	Manager, Business Operations
Duration with the company	Joined in April 2010
Please introduce yourself and share with us the nature of your work and responsibilities that you have in this company.	I'm part of the team that provides business and operational support for the company.
Tell us how you have benefited from the company's fair hiring practices.	<ul style="list-style-type: none"> • Sat through the Emergenetics Selection Programme (ESP) which is a hiring assessment tool that tests suitability of skills to job. • As a mature candidate, I've benefited from fair hiring practices as I was evaluated based on my skillsets and wealth of experience, instead of age. • This has allowed me to remain in the workforce and continue to contribute meaningfully.
Is Emergenetics very different from the past companies you've worked in? If so, in what way?	<ul style="list-style-type: none"> • Many companies are reluctant to hire mature workers, however, ECS was an exception.

	<ul style="list-style-type: none"> • Was previously from the Emergenetics Asia Pte Ltd before the former had a merger with Caelan & Sage Pte Ltd in 2012 to form Emergenetics Caelan & Sage Pte Ltd. • Despite the merger, I was re-hired for my abilities. The ESP tool and thorough interview processes have helped to evaluate my capabilities and job fit. • Despite being the oldest member of the team, I'm able to integrate well with the different generations present in the team with the use of Emergenetics Profile – a tool that helps people understand each other better and bridge people across differences.
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Mandarin Oriental, Singapore (Mandarin Oriental) (Tripartite Alliance Award Winner/Human Capital Partner/Tripartite Standards' Adopter- Adopted [Tripartite Standards](#) on the Employment of Term Contract Employees, Flexible Work Arrangements, Grievance Handling, Recruitment Practices, Unpaid Leave for Unexpected Care Needs, and Age-Friendly Workplace Practices)

- Mandarin Oriental, Singapore (Mandarin Oriental) is a five-star luxury hotel in Marina Bay.
- All employees — including those who are newly employed, on a part-time contract, or re-employed — are eligible for company benefits, and programmes such as Mandarin Oriental Hotel Group Learning and Development training opportunities and flexible work arrangements. This has allowed Mandarin Oriental to establish a greater level of equality and respect across all levels of employees.
- Mandarin Oriental has taken numerous proactive steps to ensure that older employees, including those who are re-employed, continue to be eligible for career development and progression opportunities. The organisation actively enrolls its older employees in the *Professional Conversion Programme* to undergo reskilling to take on other roles within the organisation.
- Mandarin Oriental offers five-year re-employment contracts from age 62 to 67 and thereafter, the contract is renewed for every year that the employee meets the criteria for re-employment. Their oldest employee is 82 years old and has been with Mandarin Oriental since 1991.

- The organisation provides opportunities for more experienced older employees to mentor younger staff within their teams, as well as to receive reverse mentoring from younger staff. An example of reverse mentoring in action entails younger employees conducting training sessions for older colleagues to improve their savviness in using social media and web applications. These mentoring programmes are strong signals of the organisation's commitment to retain and continuously develop its older workforce.
- Mandarin Oriental has also examined ways to improve working conditions, particularly for its older workforce. Investments in workplace infrastructure made include more ergonomic keyboards and monitors for desk-bound staff and resting rooms for front-line employees.
- Through its effective workplace practices, Mandarin Oriental has created a collaborative and inclusive workplace to enable their employees to perform to their potential and form strong relationships with their co-workers.

Profiles of Employees

Question	Details
Name	Margaret Tan
Age	68
Designation	Senior Guest Service Manager
Duration with the company	14 years with the housekeeping department; joined since 2004
Please introduce yourself and share with us the nature of your work and responsibilities that you have in this company.	Provides guests with the highest level of service and cleanliness of guest rooms.
Tell us how you have benefited from the company's age-inclusive practices.	With an age friendly work place, I've benefitted from opportunities to upgrade myself. I have since graduated with a Specialist Diploma in Leadership and People management and for Service Excellence. I have also learned new things from the younger colleagues, through daily communication and interacting with them during work. This has enabled me to understand and appreciate them better and hence supervising them has become very manageable.

Is Mandarin Oriental very different from the past companies you've worked in? If so, in what way?	At 68 with Mandarin Oriental, Singapore for 14 years, I've seen Mandarin Oriental, Singapore's continuous improvement – notably for the mature and elderly. Mandarin Oriental, Singapore values our years of experience and contributions and has made this place truly age friendly. With constant encouragement from the leaders, I have benefitted and obtained my WSG Diploma in Leadership and People Management level 4 in 2017 and graduating soon with the Diploma in Service Excellence. Without a forward-thinking Mandarin Oriental, Singapore, I will never stand a chance.
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Question	Details
Name	Mohd Tapsir bin Ahmad
Age	79
Designation	Doorman
Duration with the company	Joined in March 2005 as house attendant. In March 2006, requested for transfer to be a doorman. In May 2006, promoted to Guest Services Agent and has been in that role till today.
Please introduce yourself and share with us the nature of your work and responsibilities that you have in this company.	<p>I was 66 when I first joined the hotel as a housekeeper. Also, I'm seen as a fine testament to the company's mission for completely delighting and satisfying the guests as I always go the extra mile by reuniting lost mobile phones with hotel guests and offering joggers with towels and water on their return. The sense of achievement and fulfilment I get is what keeps me on my feet.</p> <p>Recently, I was among the 86 hotel workers who was awarded the Employee of the Year at a ceremony in NTUC Centre. This is</p>

	<p>recognised by Singapore Hotel Association, together with the Food, Drinks & Allied Workers Union and the Employment and Employability Institute.</p> <p><i>"You meet all sorts of people and forget the time so it's not tiring. Greeting guests makes me happy, especially seeing regulars," says 79-year-old Tapsir.</i></p>
Tell us how you have benefited from the company's age-inclusive practices.	<p>13 years ago when I was 66, I came to Mandarin Oriental for job interview. I had no hope of getting a job as I was rejected many times due to my age. However, Mandarin Oriental surprised me by giving me a chance. I started as a Housekeeping Attendant, and progressed to Guest Services Assistant. This promotion allowed me to also earn a higher salary.</p>
Is Mandarin Oriental very different from the past companies you've worked in? If so, in what way?	<p>Even on Re-employment contract, I have enjoyed same benefits as all my other colleagues getting annual increment, AWS and bonus. As I have been consistent with my job responsibility, I have also been nominated for Singapore Hotel Association's Service Excellence and Mandarin Oriental's Reward and Recognition for MOscar Awards.</p>

OCBC Bank (OCBC) (Tripartite Alliance Award Winner/Human Capital Partner/Tripartite Standards' Adopter Adopted [Tripartite Standards](#) on the Employment of Term Contract Employees, Flexible Work Arrangements, Grievance Handling, Recruitment Practices, and Age-Friendly Workplace Practices)

- is a leading bank that provides individuals and businesses with innovative financial services. It is the second largest financial services group in Southeast Asia by assets and has over 610 branches and representative offices in 18 countries and regions.
- OCBC supports internal mobility as part of its people development strategy through the Xplore programme, where employees have the opportunity to explore short-term stints within or across divisions. OCBC recently launched the Future Smart Programme, a digital

transformation initiative which aims to train and develop the digital skills of its employees globally, demonstrating strong commitment by the bank in preparing its employees for the future of work.

- The bank's work-life initiatives include Life Refresh, a lifelong learning programme that offers support in areas related to significant developments within the bank and the world at large, such as digital and fintech learning, financial planning, career planning and health and fitness, internal Employee Resource Groups (Parents with Teens, Single Parents, Employees who are Caregivers and Parents with Special Needs Children), and in-house childcare centres, among others.

Profile of Employee

Question	Details
Name	Shuhana Binte Suid
Age	51
Designation	Manager, Group Risk Management
Duration with the company	11 years
Please introduce yourself and share with us the nature of your work and responsibilities that you have in this company.	To monitor treasury excesses for financial institutions and corporates.
Tell us how you have benefited from the company's work-life practices.	<p>I am the mother of two teenage kids aged 16 and 18 and had been a single parent since 2007.</p> <p>Last year I signed up for two of OCBC's employee resource groups (ERGs), namely for Single Parents and Parent with Teens. These are support groups for staff with similar backgrounds or experiences. After attending the lunch time sessions which are held every couple of months or so, I realised that colleagues of all levels face the same issues as me and we were able to share about our issues as well as our solutions. The sessions were well-organised and had good external counsellors come to listen and advise us on our issues. There was also once session where a lawyer came to give us advice on legal aspects for parents with</p>

	<p>teens. Teenagers these days are different and I wanted to understand how they think. I recently remarried in April, 2018.</p>
<p>Is OCBC very different from the past companies you've worked in? If so, in what way?</p>	<p>Yes very different. OCBC actively listens to its staff and delivers on what is promised. It is a family-oriented company and the bosses here have not only been understanding but flexible in making allowances for people like me.</p> <p>OCBC Bank offers flexible working hours which allows employees to have the flexibility to choose their working hours between 8am to 7.30pm so long as they work 8.5 hours a day (excluding lunchtime) or 42.5 hours a week. With the approval of my supervisors, I opted to start work at 8am (instead of the normal 9am start) about five years ago so that I could leave my house together with my children who were then in secondary school. By starting work earlier, it also allowed me to end work an hour earlier for the day at 5.30pm.</p> <p>I'm grateful for my understanding bosses who have allowed me to report for work slightly later, without having to apply for leave, on rare occasions when I needed to attend my children's Parents Teachers Association (PTA) meetings at school which were usually held from 8-9am.</p> <p>Lunchtime talks are often organised for OCBC staff and I always look forward to signing up and attending those which touch on topics related to communications so that I can learn to better communicate not just with my children, but also my parents.</p>

State Courts (Tripartite Alliance Award Winner/Tripartite Standards' Adopter- Adopted [Tripartite Standards](#) on the Employment of Term Contract Employees, Flexible Work Arrangements, Grievance Handling, Recruitment Practices, Unpaid Leave for Unexpected Care Needs, Contracting with Self-employed Persons, and Age-Friendly Workplace Practices)

- The State Courts, Singapore (State Courts) are part of the Singapore Judiciary, together with the Supreme Court and the Family Justice Courts. Comprising the District and Magistrate Courts and various Tribunals, the State Courts oversee civil and criminal matters that do not fall under the jurisdiction of the Supreme Court. The shared vision of the State Courts is to inspire public trust and confidence through an effective and accessible justice system.
- The State Courts have taken an integrated approach to implementing work-life programmes to strike the balance between meeting employee needs and maintaining its operational requirements, as its core functions require maintaining a threshold level of manpower during working hours. The People Development & Planning Directorate's (PDPD's) strategies, policies and plans support the mission and vision of the State Courts while addressing the challenges in its operating environment, and its vision is for the State Courts to be the Employer of Choice.
- The State Courts prepare employees, including supervisors and managers, in their roles in the organisation's work-life strategy through various channels. PDPD has regular meetings with senior Court Administrators in charge of different divisions to communicate, clarify and seek feedback on work-life related issues. PDPD also provides guidelines on applications for various kinds of work-life initiatives so that both supervisors and staff have a clear understanding of how they work.
- The State Courts support employees who require alternative work arrangements based on their work-life needs, which include the Enhanced Flexi-Hour Scheme (previously known as the compressed work week scheme) and the part-time scheme. State Courts have also implemented a job-sharing arrangement for Senior Magistrate positions, which are typically taken up by judges aged 67 and above who are re-employed. This arrangement is mutually beneficial as it allows two employees to continue to work part-time to make up one headcount and allows State Courts to continue meeting organisational goals.
- The then Chief District Judge (now known as Presiding Judge) approved the removal of night court sessions on Friday nights, to align with the *Blue Sky Friday* initiative, demonstrating management's commitment to promoting work-life harmony in the State Courts.
- A low staff resignation rate as well as the number of long serving officers in the organisation (the longest serving officer has been with State Courts for more than 50 years) is a clear testament of the organisation's success in building a culture where employees feel committed and engaged within the workplace.

Profiles of Employees

Question	Details
Name	Aries Lim
Age	49
Designation	Executive (Communications Directorate Corporate Services Division)
Duration with the company	5 years 6 months
Please introduce yourself and share with us the nature of your work and responsibilities that you have in this company.	<p>I am a frontline service officer with Courts Connect which is the State Courts call centre. My main job scope and responsibilities are to handle general enquiries on court processes and procedures over the phone and at the Information Counter. If the enquiries are case specific or more complex in nature, I will liaise with the divisional officers to assist the court users or redirect the enquiries to them for follow up. When faced with a court matter, it can be quite stressful. I strive to assist the court users by showing empathy and proactively providing relevant information that they may need.</p>
Tell us how you have benefited from the company's work-life practices/programmes.	<p>Since 2013, State Courts have adopted the Telecommuting Scheme which allows officers to work from home some days of the work week. But because of the nature of my job which is to answer calls, the scheme could not be applied to frontline officers like me.</p> <p>In the last year, my 80-year-old mum has been forgetting to take her meals and medication which worsened her health. She also had a fall in July where I had to rush home to her. After my mum had that fall, it greatly distressed me. Around the same time, State Courts were working on developing the necessary tools to enable</p>

	<p>remote answering of calls as part of their business continuity plan. It was at that time that I discussed with my supervisor if there were any arrangements that could be made to allow me to spend more time to care for my ageing mum whilst continuing to carry out my work duties.</p> <p>My supervisor was understanding and worked together with the IT department to expedite the testing and deployment of the tools. I was placed on the pilot in July and have been on this scheme since then. This has allowed me to monitor my mum's intake of food and medication which gives me great relief. Over time, because I am able to help regularise her meals and medication, it has helped her to develop a more consistent habit of doing so too.</p>
Is State Courts very different from the past companies you've worked in? If so, in what way?	As compared to my past experience in the private sector, the State Courts are more people-centric in that they care about the welfare of the staff. The organisation offers a supportive work environment that fosters a sense of belonging and promotes work-life harmony.

Question	Details
Name	Carolyn Woo
Age	42
Designation	District Judge
Duration with the company	I started work in 2005 with the State Courts (then Subordinate Courts), and have been working in the organisation for 13 years now.
Please introduce yourself and share with us the nature of your work and responsibilities that you have in this company.	I am a District Judge in the State Courts, and hear cases related to a wide variety of civil matters. As the judicial officer helming specific portfolios in the State Courts Centre

	<p>for Dispute Resolution (SCCDR), I am also responsible for the related policy reviews and implementation.</p> <p>Separately, I am currently Deputy Chairman of the Valuation Review Board (Ministry of Finance) and hear appeals against tax assessments.</p>
Tell us how you have benefited from the company's work-life practices/programmes.	<p>I am currently on the Enhanced Flexi-hour Scheme wherein the total number of hours worked each week remains the same as any other permanent staff, but I am given a degree of flexibility with my hours. Under the Scheme, I start work earlier every day and end later on four out of five days a week. The longer hours on most days then translates to one afternoon off a week to spend with my two school-going children.</p> <p>This scheme has allowed me to be more present for my children and better support their needs. I am also able to help them with their school work and projects from the afternoon onwards instead of rushing after dinner at 7 plus till bedtime. I can see the positive impact and my children are appreciative of me spending time with them in the afternoon once a week.</p>
Is State Courts very different from the past companies you've worked in? If so, in what way?	<p>Given that I have been with the State Courts since 2005, there is little comparison to be made with my previous employers. However, over the years I have noticed an incremental focus on work-life strategies implemented by State Courts to cater to the different needs of staff at different stages of life. These have allowed me to give my best both at work and at home.</p>