

## **ANNEX C – PROGRESSIVE EMPLOYMENT PRACTICES OF SELECTED PROFILES**

### **DBS Bank**

*Pinnacle Award winner. Also awarded TAA for Fair and Progressive Employment Practices, Work-Life Excellence*

- Their managers go through a Be Great Manager (BGM) module to ensure that they are equipped with the necessary knowledge on fair recruitment. For job advertisements, they ensure that no discriminatory phrases are used, and job descriptions are complete to ensure transparency in the requirements before posting them. Talent advisors and hiring managers are trained to ask interview questions objectively, following the STARR Interviewing methodology, which focuses on scenario-based questions.
- For shortlisting of mass roles, they use their AI chatbot, JIM, to screen candidates with pre-screening questions and integrated assessments. For technical roles, technical assessments are administered, and shortlisting is based on results of the assessments.
- Provide skills development and career growth opportunities to maximise employees' potential. (1 in 3 of the job vacancies in DBS are filled up by internal candidates keen to take on new roles)
- Launched iGrow as a personalised career companion for employees, helping them to identify future career aspirations and the skills required to reach these goals.
- Equipped employees to be relevant and future-ready (e.g. through career conversion programmes, upskilling in areas like data analytics, artificial intelligence, cybersecurity, reliability engineering, and more).
- Offered structured learning roadmaps and curated curricula to acquire new capabilities in risk and sustainability.
- Provides flexible work arrangements like staggered hours, job sharing and hybrid working.
- Enhanced benefits to support diverse needs of employees (e.g. Extended iFlex programme allowing claims for personal care items, enhanced insurance coverage for employees and dependents)
- Launched iOK programme in 2022, empowering employees with resources to take care of their mental health.

### **Michelman Asia-Pacific Pte Ltd**

*Pinnacle Award winner. Also awarded TAA for Age Inclusive Practices, Fair and Progressive Employment Practices*

- All hiring managers are trained to conduct unbiased interviews, assess candidates based on their ability, experience, and merit, and giving them a fair opportunity to demonstrate their knowledge skills and experience.
- Re-designed application form to ask only for information relevant to assess an applicant's suitability for a job. It is not mandatory for applicants to provide their age, date of birth, gender, race, religion, marital status, etc.
- Used technology and automation to reduce manual handling of the bottling machine for mature, senior employees, including those re-employed, enabling them to work more efficiently.
- Redesigned work environment to be more inclusive to different groups of employees. This enabled them to hire their first female operator.
- Encouraged employees to work on continuous improvement projects, allowing them to take charge of their job processes to make them more productive, safe, and efficient. One project helped reduce the storage of heat-treated wooden pallets from 500pc to 80pc per year, thus reducing wastage for the organisation.

- They saw business growth year after year and achieved at least a 90% staff retention rate in the past few years.

### **Nanyang Academy of Fine Arts**

#### *Awarded TAA for Work-Life Excellence*

- Provides flexible work arrangements like staggered working hours, family care leave, telecommuting and hybrid work arrangements. They implemented telecommuting in 2016 even when in its nascent stages of acceptance in Singapore. Even after the pandemic, they retained the hybrid work arrangements where employees can work from home for up to 2 days a week.
- Leave schemes are above and beyond legislated requirements (42 days of annual leave, up to 9 days of family care leave, extended paid medical illness leave, unpaid infant care leave)
- Implemented 'Focus Fridays' in which internal meetings will not be arranged on Friday afternoons.
- Provide comprehensive wellness programmes that targets mental, physical, emotional and financial wellness, and an Employee Assistance Programme where staff can approach an external counsellor in confidence and at no cost.
- Provide onsite pre-school (operated by NAFA), can enrol their children at a subsidised rate.
- Their strategy and practices helped to attract and retain talent as they saw an average tenure of about ten years per employee.
- They saw a high employee satisfaction rate in their climate survey, with about 87% in the employee well-being category.

### **On Cheong Company Pte Ltd**

#### *Awarded TAA for Fair and Progressive Employment Practices*

- Their management understands the importance of diversity and inclusion to an organisation's success and started their journey over 12 years ago.
- They have standard operating procedures and ensure that job advertisements and application forms are non-discriminatory, and the process is based on merit, such as skills, experience or ability to perform the job. Interview guidelines and structured interview questions are provided to staff involved in recruitment, and they implemented a two-tier interview with the interview panel and interview assessment to ensure systematic and unbiased assessment.
- Sent their HR for workshops and seminars to equip them with knowledge and best practices.
- Formalised fair employment practices and developed policies in fair recruitment, performance management, learning, and development and re-employment.
- Believe in lifelong learning and retraining and upgrade their employees' skills to improve their competencies for current and future business needs.
- Provide re-employment options for employees past their retirement age, even before the Re-employment Act in early 2012 and continue to extend the same practices by three years above the minimum statutory requirements.
- The average tenure of their employees is about 21 years.