ANNEX C – PROFILES OF SELECTED TRIPARTITE ALLIANCE AWARD WINNERS

Dementia Singapore Ltd (Social Service Agency that exemplifies holistic excellence)

Winner of Pinnacle Award, Fair and Progressive Employment Practices, Work-Life Excellence, Age-Inclusive Practices.

- **Championing an Age-Inclusive Workforce Ahead of Legislation:** Dementia Singapore (DSG) proactively raised its retirement and re-employment ages to 65 and 70 respectively since 2021, well ahead of the 2030 legislative requirement. This commitment is embodied by their oldest employee, a Centre Manager in her late 70s who has been with DSG for 14 years, and 20% of their workforce are aged over 60.
- **Embedding Fairness in Recruitment and Promotion:** The organisation has a robust, merit-based system ensuring fairness. Hiring managers are trained to use a structured interview form that focuses on skills and core competencies, and excludes discriminatory criteria. Promotions are based on merit - notably five of the 14 employees promoted in 2024 were over 50 years old.
- **Implementing Holistic Work-Life Harmony as a Core Strategy:** With a "Because We Care" ethos, DSG has fully integrated flexible work arrangements (Flexi-Place, Time, Load). They reinforce this with an "After Work Hours Communication Guide" to protect personal time, leading to high staff satisfaction (79%) and a low attrition rate (12%).
- **Fostering Continuous Growth through Innovative Career Pathways:** DSG empowers all employees with personalised career development plans and a "Cross Functional Work Policy." This has enabled successful lateral moves, such as an HR professional becoming a Centre Manager and a Social Worker transitioning to lead their Training Academy, building a strong internal talent pipeline.
- **Designing Inclusive and Supportive Workplace Practices:** The organisation has redesigned jobs and the work environment for inclusivity. This includes providing protective equipment and tailored client assignments for older care staff, an open-office concept to foster collaboration (including for the CEO), and a comprehensive suite of leave schemes (e.g., Elder Care, Volunteer, Birthday Leave) that go beyond statutory requirements.

Maybank Singapore Limited (Repeat winner who embodies tradition of excellence)

Winner of Pinnacle Award, Work-Life Excellence, Age-Inclusive Practices.

- **Championed Age Inclusivity as a First Mover:** Maybank is the first bank in Singapore to include re-employment terms in their Collective Agreement, a signal of its commitment to help its senior workers stay active and continue contributing. The Bank is also supportive of the Unions and has allowed re-employed retired unionists to continue to hold key positions in the Executive Committee (EXCO).

- **Promotes Fair and Merit-based Hiring:** Focuses on candidates' experience, skills, and qualifications rather than age. Maybank's recruitment advertisements and application forms exclude age-related fields, while interviewers, representing diverse age groups, are trained on the Tripartite Guidelines to ensure objective assessments.

- **Implemented a Holistic "FutureReady" Upskilling Programme:** Launched digital literacy training for all staff and targeted programmes for employees above 40, future-proofing the multi-generational workforce.

- **Fostered Work-life Harmony Through Innovative Practices:** Introduced a Mobile Work Arrangement policy, set up six satellite offices, and offered enhanced parenthood leave regardless of the child's nationality.

- **Achieved Significant Business Benefits Through its Inclusive Culture:** Consistently maintained an employee turnover rate below the industry norm and an Employee Engagement Index that surpasses both national and global financial services benchmarks.

Starbucks Coffee Singapore Pte Ltd (New entrant recognised for people-first leadership)

Winner of Work-Life Excellence.
Ms Celestina Lee, Partner Resources Director, awarded Leadership Award (Work-Life Excellence).

- **Championing Flexibility from the Top:** Senior leaders actively "walk the talk," personally sharing their own work-life harmony stories and participating in team sports and wellness events. This visible commitment from leadership, including the General Manager and Partner Resources Director, has been pivotal in creating a culture where staff feel empowered to prioritise their personal lives.
- **Spearheading Proactive, Staff-Centric Policies:** Leadership demonstrated agility by proactively shortening standard support centre hours to 8.30am – 5.00pm and introducing ad-hoc work-from-home days after listening to feedback from staff. This move showcases a deep commitment to pre-emptively addressing work-life needs.
- **Driving Meaningful Inclusion for Part-Time Staff:** Going beyond industry norms, the leadership ensured part-time staff (62% of the workforce) receive meaningful benefits typically reserved for full-time staff. These include access to health screenings, 'Coffee Break' sabbaticals, passes to attractions, complimentary coffee/tea monthly, and discounts, ensuring every staff feels valued and supported.
- **Equipping Managers as Well-being Champions:** Under leadership direction, all retail and support centre managers undergo WSQ-certified peer-to-peer mental wellness training. This equips them to identify signs of stress and burnout, and empowers them to create tailored schedules, such as permanent morning shifts for staff with caregiving responsibilities or closing shifts for staff with day commitments.
- **Integrating Work-Life Goals into Business Strategy:** Leadership accountability is built into the company's Annual Operating Plan, with leaders measured on KPIs tied to pillars like 'Happy,' 'Healthy,' and 'On Results.' This ensures work-life harmony is not a standalone initiative but a core business driver linked to overall success.
- **Achieving Tangible Business Results through Staff Well-being:** Starbucks' people-first approach has translated into exceptional business outcomes, including a turnover rate of 2.3% in 2024.

Parkroyal Pickering Hotel Pte Ltd (Hotel treats extended workforce fairly and responsibly)

Winner of Work-Life Excellence and Responsible Outsourcing Practices.

Mr Kung Teong Wah, General Manager, awarded Special Mention Award for Outstanding Stewardship of the Extended Workforce.

- **Ethical and Accountable Sourcing Practices:** The hotel's Central Purchasing team uses a detailed checklist to evaluate contractors, giving priority to those marked with the Progressive Wage Model (PWM). This ensures that partners align with the hotel's values and uphold fair employment practices from the outset.
- **Pioneering Work Life Harmony in Hospitality:** The hotel proactively implemented a four-day work week trial in its Front Office and invested in ergonomic solutions like standing stools that support 40% of body weight, significantly enhancing wellbeing and reducing fatigue for associates.
- **Championing Equal Treatment and Inclusion for All:** The hotel fosters a culture where outsourced workers are treated as integral team members, and included in quarterly town hall meetings and festive celebrations. This mirrors the inclusive culture offered to all associates, supported by transparent communication platforms for anonymous feedback.
- **Proactive Wellbeing and Safety for Every Individual:** The hotel extends its comprehensive workplace safety and health policies to all workers. A zero-tolerance policy towards harassment is clearly communicated to everyone, with multiple, accessible reporting channels to ensure a safe and respectful environment for all on its premises.
- **Investing in Continuous Development:** The hotel actively supports the training and upskilling of its entire workforce. This includes providing in-house product training for extended staff and offering all permanent associates access to online learning platforms, fostering personal and professional growth for every individual who contributes to the hotel's success.
- **Leadership Accountability and Continuous Improvement:** Management is held accountable for these strategies through Key Performance Indicators (KPIs) related to associate satisfaction and retention. The organisation maintains agility by piloting new initiatives, gathering feedback, and refining its practices to ensure a supportive, productive, and future ready work environment.

Securus Pte Ltd (Security firm empowers its staff through fair practices, structured growth, and a people-first culture)

Winner of Fair and Progressive Employment Practices.

- **Building Capabilities through structured growth and learning:** Securus offers employees access to both in-house training and online learning platforms such as LinkedIn Learning and Coursera. Staff are encouraged to pursue external certifications, supported by study leave and sponsorships. The company also runs a structured Leadership Development Programme that identifies and nurtures emerging leaders through mentorship, coaching, and leadership workshops, equipping them with the skills to take on managerial and leadership roles. These efforts have created a strong internal talent pipeline and fostered a culture of lifelong learning across all levels.
- **Championing Fair and Merit-Based Employment Practices:** Securus' recruitment framework incorporates blind screening, skills-based assessments, and panel interviews to eliminate bias. The process focuses on making hiring decisions based on candidates' qualifications, experience, and competencies. Hiring managers also undergo regular unconscious bias training to ensure every candidate is evaluated objectively and equitably.
- **Fostering a Respectful and Inclusive Workplace:** Guided by a clear Diversity, Equity, and Inclusion (DEI) strategy, Securus promotes respect and belonging for all employees. The company conducts diversity awareness training, celebrates cultural diversity through events like International Women's Day, and maintains a zero-tolerance policy on harassment.

- **Prioritising Employee Well-Being and Work-Life Harmony:** Securus takes a holistic approach to well-being, supporting the mental, physical, and emotional health of its employees. Through its Employee Assistance Programme (EAP), staff and their families have access to counselling and support for personal or work-related challenges. Wellness initiatives such as fitness challenges, stress management workshops, and mental health resources promote a healthy and caring workplace culture. Flexible work arrangements, including remote work options, adaptable hours, and family-friendly policies, enable employees to manage their personal and professional commitments effectively. Managers also conduct regular well-being check-ins, reinforcing the company's culture of empathy and care.
- **Recognising Effort and Performance Fairly:** Securus implements a transparent, performance-based reward system that ensures employees are recognised for their contributions. Annual performance reviews, peer-to-peer recognition platforms, and milestone awards celebrate both individual and team achievements. These recognition efforts reinforce a culture of appreciation and accountability across the organisation.