



Tripartite
Alliance
Award

2018

**AGE
INCLUSIVE
PRACTICES**

LEADERSHIP

**FAIR AND
PROGRESSIVE
EMPLOYMENT
PRACTICES**

**WORK-LIFE
EXCELLENCE**

**SPECIAL
MENTION**

**WORKPLACE
ADVOCATE**

PINNACLE



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CHAIRMAN'S FOREWORD

The Tripartite Alliance Award is more than your usual award in recognising and celebrating exemplary employers. The Award is a collective endorsement by the tripartite partners, who embarked on an intense scrutiny of the nominees and their practices.

Besides the employers, employees and unions have also shared their views on the nominees' practices. We found in winning organisations a consistent agreement by their employees that they have benefitted from their organisations' employment practices. They are happy and proud to be working for their organisations and have unanimously supported them to be recognised as exemplary employers in Singapore. Senior leaders and middle management have also shared their vision for their workplaces and how strategies and programmes are built to empower, enable and sustain the progress of the workforce in face of business and operational challenges, so that no one is left behind.

We thank all the organisations who have participated in the Award. We have chosen the best among them, with strong fundamentals and excellence in specific areas of employment, to be presented with this inaugural Tripartite Alliance Award. This Award celebrates employers who invest in their employees and place them at the heart of their organisations' progress. While every winner has his or her own strengths which may vary, all are committed to create workplaces where their employees are able to grow and succeed. I am encouraged, that through the Tripartite Alliance Award, we have found many employers who truly believe that people are at the heart of their business.

This publication contains profiles about what made the winners truly exemplary employers. I hope the winners' examples will inspire you to value your employees and help them to develop their full potential. In return, I am confident your employees will contribute even more effectively towards your organisation's growth and success.

Congratulations to all winners!



Mr Stephen Lee
Chairman
Tripartite Alliance Limited



ABOUT THE AWARD

The Tripartite Alliance Award (TA Award) was launched in 2018 by the tripartite partners (Singapore National Employers Federation, National Trades Union Congress and Ministry of Manpower) to recognise exemplary organisations that have effectively implemented fair, responsible and progressive employment practices, while keeping employees at the heart of their progress.

This award recognises organisations that are fair and hire on merit. They value and take care of the different groups of employees in their workforce through a variety of initiatives and programmes to address their needs and aspirations. They reskill them to keep them employable and up-to-date, proactively seek their views and develop touch-points to engage them. Unsurprisingly, these organisations also tend to enjoy greater business success because their employees are motivated and productive. Their good employment practices also have a positive impact on their reputation and employer branding.

The four main categories under the TA Award 2018 are (i) *Age Inclusive Practices*, (ii) *Fair and Progressive Employment Practices*, (iii) *Work-Life Excellence*, and (iv) *Responsible Best Sourcing*. These are key workplace priorities that will be more prominent in Singapore workplaces in the future due to our changing demographics and the employment preferences of the workforce.



Potential candidates for the award are nominated by their employees or union, and undergo a rigorous assessment process, which includes senior leadership interviews, focus group discussions, surveys and document audits.

Each organisation is assessed based on the following aspects:

- Business case for implementing the strategies and practices of respective award categories
- Management commitment demonstrated toward enabling the success of implementation
- Range and extent of the various policies, process and systems to facilitate consistent implementation and sustainability
- Effectiveness of the strategies and programmes
- Commitment to continuous improvement

The award also recognises an organisation's leaders and advocates for their deep commitment and outstanding contributions towards creating a supportive culture and building a fair and progressive workplace through the *Leadership Award* and the *Workplace Advocate Award*. In addition, *Special Mention Awards* are conferred on deserving organisations with exceptional practices and/or individuals who have had a transformational effect on their organisations and respective spheres of influence.

On top of that, the tripartite partners will also confer a *Pinnacle Award* on a few organisations in acknowledgement of their holistic people strategy and practices above and beyond the scope of the TA Award. This award recognises the range and relevance of an organisation's policies and programmes in addressing its current workforce needs as well as its efforts to prepare its employees for the future in line with areas of national interest.

The TA Award judging panel comprises representatives from the Singapore National Employers Federation, National Trades Union Congress, Ministry of Manpower and industry experts; this panel was chaired by Professor Annie Koh, Vice President, Office of Business Development, Professor of Finance (Practice), Singapore Management University.

INSIGHTS

The winning organisations of the Tripartite Alliance Award 2018 include MNCs, SMEs and public sector organisations, and represent a range of industries including banking and finance, education, technology and hospitality. These organisations have effectively embedded positive workplace policies and practices that enable them to attract and retain talent, and drive business performance.

Despite differences across employment size, industry and types of organisations, they share some common noteworthy attributes and practices:

DEMONSTRATING PEOPLE-CENTRIC LEADERSHIP THROUGH TRUST AND EMPATHY

Management teams role model their organisations' core values and workplace practices in the organisations featured, and fairness and inclusion form the bedrock of the guiding principles around people management. There is strong alignment among the management teams that has resulted in consistency in their behaviours, and a sense of accountability to ensure that these principles also guide organisational policies, programmes and decisions.

These organisations demonstrate a high level of commitment towards helping employees overcome personal and work-related challenges so that they can perform their jobs

in the most effective and productive way. Management teams often reinforce the importance of employee well-being and are willing to invest time and resources to improve working conditions to enable employees to excel.

Across the organisations featured, management also considers the interests of both employees and the organisation when introducing or changing workplace policies. They recognise that there is no one-size-fits-all solution, particularly when it comes to meeting the diverse life and career stage needs of employees. They demonstrate empathy and use creative programmes to help employees address work responsibilities alongside their personal and family needs.

OFFERING FAIR OPPORTUNITIES

In line with their guiding principles of fairness and inclusion, these organisations recruit candidates based on objective criteria, provide equal opportunity to be considered for training and development based on their strengths and needs, make available work-life programmes to eligible employees, and assess their performance fairly.

Merit-based recruitment and selection processes are implemented, along with structured interview evaluation forms with fair, transparent and consistent criteria to guide hiring managers. Job application forms and advertisements are non-discriminatory and updated to reflect changes in employment legislation and tripartite guidelines. The organisations featured also ensure that training is provided to hiring managers, particularly newly appointed managers, on at least an annual basis to equip them with the relevant knowledge and skills to conduct interviews independently.

Some of the winning organisations also leverage skills and competency-based assessment tools to shortlist candidates, which provide an added objective basis for selection. Similarly, many line managers are required to undergo training to ensure that they can conduct performance appraisals in an impartial manner.

BUILDING A LISTENING AND COMMUNICATION STRATEGY AT ALL LEVELS

The featured organisations have clear and structured communication strategies comprising both formal and informal methods of communication and feedback. They regularly assess employee engagement levels and proactively seek their feedback to identify areas for improvement. They also create accessible touch points and lower barriers to communication between employees and senior management. These efforts have allowed employees to voice their views and opinions, thereby enabling them to directly or indirectly shape the changes made within the workplace.

EMBRACING TECHNOLOGY ADOPTION TO SUPPORT EMPLOYEES

Across the organisations featured, many of them have taken significant steps to support employees who may be affected by changes brought about by digitisation and automation. They have well-defined action plans to prepare employees for the future of work by providing learning and development opportunities.

Some organisations have leveraged technology to enable more meaningful job redesign, allowing employees to take on more value-added and high impact work. Technology adoption has also facilitated knowledge sharing and promoted reverse mentoring between younger and older employees, leading to increased levels of expertise across teams and stronger multi-generational relationships.

ADOPTING A CONTINUOUS IMPROVEMENT MINDSET

In their efforts to sustain fair and progressive employment practices, these organisations recognise the need to regularly review and enhance their existing policies and practices in line with changes to the business and employee demographics. Conscious effort is made to learn from and share best practices within and across their industries, as well as listen to and act on employees' feedback to ensure their continued relevance and effectiveness.

Overall, the winning organisations have shown that there are significant positive outcomes from adopting fair and progressive employment practices. These organisations tend to experience lower attrition rates and higher employee engagement levels that surpass industry benchmarks. This, in turn, contributes to stronger business performance, higher productivity and long-term sustainable growth.

PINNACLE WINNERS



ABOUT THE ORGANISATION

DBS Bank (DBS) is a leading financial services group and headquartered in Singapore. It has over 280 branches across 18 markets. As a frontrunner in digital transformation, DBS seeks to deliver a new kind of banking so that customers have more time to spend on the people or things they care about.

TAKING LEARNING AND DEVELOPMENT TO THE NEXT LEVEL

At DBS, learning is designed to be relevant to business needs and to nurture a digital mindset in employees. The bank recognises the need to help employees grow professionally and personally, and to develop their careers and grow with the bank. DBS also shows its commitment in upskilling its Singapore-based employees to enable them to thrive in the digital economy and adapt to the future of work through a broad-based programme.

The programme is designed to encourage large-scale participation and digital adoption by all employees, which include innovative learning spaces, and experiential learning programmes, among others. DBS was the first organisation in Singapore to build hackathons into its talent development programme, creating opportunities for employees to experiment and utilise lean start-up methodology and human-centred design. Other programmes include a digital curriculum designed to develop employees from bankers to digital bankers and artificial intelligence-

powered e-learning which is accessible at any time of the day. DBS Asia X, a purpose-built innovation facility, allows its employees to come together, design and develop iconic customer journeys and work in close collaboration with start-ups and the broader FinTech community.

STRENGTHENING ITS POSITION IN FAIR AND PROGRESSIVE PRACTICES

DBS believes that the diversity of its people is a key strength – having a multiplicity of skills and perspectives fosters its innovative mindset and dynamic ‘start-up’ culture. One of the ways that DBS fosters this culture in such a large organisation is through efforts in driving innovation, such as providing flexible workspaces. The *JoySpace* programme encourages collaboration, agile working and allows employees to sit with anyone, increasing the exchange of ideas, interaction and bonding among employees.

DBS embraces gender diversity, where women account for 60% of its workforce and more than 40% of its senior management

PINNACLE

positions in Singapore. It also partners BizLink Centre, a non-profit organisation that serves disadvantaged individuals and persons with disabilities, to identify potential candidates for job openings in the bank.

DBS leverages digital technology and data analytics to help drive employee engagement, openness and inclusiveness within the organisation, such as *DBS Power Up*, a mobile app that enables employees to get the latest information, work and connect with other employees on the go, and even an in-house radio station that provides live music and entertainment to employees who work after 5pm on Fridays.

DBS' overall efforts in good employment practices have seen its engagement scores steadily increasing for the past eight years. DBS continues to garner a number of prestigious awards including the *Asia Pacific Best Employer Award* by Aon Hewitt from 2016 to 2018.



WINNER



ABOUT THE ORGANISATION

Maybank is among Asia's leading banking groups and is South East Asia's fourth largest bank by assets. The Maybank Group has an international network of 2,400 branches in 20 countries and offers an extensive range of products and services, including consumer and corporate banking, investment banking, Islamic banking, stock broking, insurance and takaful and asset management.

PEOPLE-CENTRIC LEADERSHIP AND CULTURE

Maybank's mission is 'Humanising Financial Services' and its core values, 'T.I.G.E.R.' (Teamwork, Integrity, Growth, Excellence & Efficiency and Relationship Building), form the foundation of its people management practices and family-oriented culture. Maybank affirms the importance of its 'T.I.G.E.R.' core values by incorporating them in the company's employee performance review.

The management sets the tone from the top and reinforces the bank's values and culture. Senior managers are role models in embracing diversity and inclusiveness and demonstrating fair employment practices in the workplace in Maybank's *Senior Management Mentorship* programme, where each member 'adopts' a couple of bank branches, as well as department units and acts as a mentor to them. The leadership team's care and empathy towards employees is one of the key success factors in building trust between managers and employees in Maybank. Managers are also equipped with the necessary supervisory and coaching skills to manage a diverse workforce through diversity training.

Maybank recognises the role of employees beyond the workplace and adopts a life-cycle approach to ensure that employees' needs at different stages of life and career are taken care of. This is reflected in

the work-life programmes implemented within its *Work-Life Excellence Framework*, such as 14 days of marriage leave which is above industry practice, as well as an enhanced parenthood leave scheme which extends the same benefits to all staff regardless of the nationality of their child. These programmes demonstrate the bank's commitment to promoting an inclusive and work-life friendly organisation.

PROVIDING EQUAL OPPORTUNITIES AND IMPROVING THE EMPLOYABILITY OF OLDER EMPLOYEES

Maybank's human capital practices are governed by fair employment principles, starting from the recruitment stage. Its selection criteria focus on job fit (functional and technical competencies) and organisational fit (alignment with the bank's core values). As a result of its fair hiring principles, the bank has hired more than 50 PMEs aged 45 and above over the last three years.

Maybank's dedication to the continuous development and upskilling of employees is shown through its efforts in identifying areas of change and ensuring that staff are equipped to tackle future business challenges. The bank was the first in the industry to launch the *SkillsFuture for Digital Workplace* programme targeted at employees above 40 years old.

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All employees are given fair consideration for learning and development opportunities – “I joined the bank at the age of 59. Over the years, Maybank has given me opportunities to grow with the team by providing me with adequate training to upgrade my skills in the latest technical knowledge as well as to embrace new changes. I have been recognised and rewarded very fairly by the bank.” – *Betsy Lim, Senior Marketing Executive, Merchant Acquiring.*

Maybank was the first bank to incorporate terms under its re-employment policy into the Collective Agreement. Since the introduction of the *Tripartite Guidelines on Re-employment of Older Employees*, Maybank has re-employed about 89% of staff who have turned 65 or exceeded the age of 65. The bank continues to proactively engage retired former employees seeking short-term employment, whenever job opportunities arise.

Maybank’s philosophy of humanising its business and its people-centric leadership has led to the creation of a fair, inclusive and engaged workplace. With its employee engagement scores steadily performing above the national and global industry benchmarks, the bank serves as a strong role model for other organisations.



WINNER



ABOUT THE ORGANISATION

The American Club (The Club) is a community and social club that was established in 1948. It provides a host of recreational amenities and services for its members, with the goal of creating a vibrant community with a distinct American culture, a place where families can proudly call their home away from home.

DEVELOPING AND RETAINING OLDER EMPLOYEES

Age-inclusiveness is an integral part of The Club's culture. It has made a conscious effort to retain and retrain its employees, particularly those above the age of 50 who make up about 20% of its workforce. Pre-retirement counselling is conducted 12 months before an employee is due for retirement, and these employees are offered re-employment options as long as they are medically fit and have good performance records. Those offered the same roles are, as far as possible, given the same terms of employment.

The Club also focuses on employees' career progression and provides training based on their learning and development needs, regardless of age. This includes enrolling staff for Workforce Skills Qualification courses that allow them to attain advanced certifications or Diplomas in specialisations such as Hospitality Management and Culinary Arts. These

training opportunities also equip employees with the technical skills to move cross-departmentally to different roles within The Club.

The Club's initiatives to develop and re-employ staff are highly valued by older team members. As *Gee Say Tan, Executive Sous Chef* commented, "Even at my age of 70, The Club continues to re-employ and provide me with training to continue upgrading my skills. The company is like a big family and I can't imagine what I will do if I am not working here."

ADOPTING TECHNOLOGY TO ENABLE OLDER EMPLOYEES

The Club has tapped on the *Inclusive Growth Programme* to identify potential areas to improve workplace ergonomics and infrastructure to facilitate work processes for older employees. It has invested in technology to enhance the efficiency of day-to-day

operations. This includes cutlery polishing machines, auto-filtration deep fryers and an RFID uniform management system for distributing staff uniforms. As a result, older employees are able to perform their work with greater speed and productivity. With the increased automation of work processes, the management team works on job redesign to enable employees to focus more on customer interactions and professional development in other areas.

Through its age inclusive practices, The American Club has fostered a productive multi-generational environment that embodies its cohesive and collaborative spirit.



WINNER

AWARD WINNERS



ABOUT THE ORGANISATION

Admiralty Primary School (ADP) was established in 1997 and provides children with quality education to develop them to their fullest potential. The school continues to cultivate a family-like environment that promotes collaborative efforts and high team camaraderie as it achieves its vision to be a 'vibrant and dynamic education hub'.

PRIORITISING EMPLOYEE WELFARE

ADP recognises that staff are the key drivers of the school's success and progress. To achieve its work-life excellence vision where staff are engaged in achieving organisational goals while being able to manage both family and work responsibilities, ADP uses a three-pronged approach: creating a clan culture that fosters a family-like environment, raising productivity to maximise resources, and aligning policies and practices to Ministry of Education and industry standards.

The School Leaders lead Key Personnel and staff in formulating the school's strategic plans, which translates into staff resource planning to project and conceptualise staffing needs and processes to achieve the school goals. ADP collects data on staff preference for deployment (teaching and CCA), career aspirations and any other pertinent information through the annual Staff Resource Planning Survey to deploy staff optimally based on their needs. Similarly, the preferences of non-teaching staff are taken into consideration when scheduling their working hours and their job scope,

where possible. "The Staff Resource Planning Survey administered every year helps to identify staff preference for deployment (teaching & CCA) and career advancement. This allows the school management to deploy the right staff for the right work with respect to preference, experience and skills. This results in teachers achieving greater impact and productivity at work, which contributes to better work-life harmony." - *Rachelle Tjhin, Head of Department (Science).*

INNOVATING TO ADVANCE WORK-LIFE HARMONY

The school also taps on innovation and harnesses technology as part of its work-life efforts in enhancing staff well-being and providing a positive work environment. Teachers are equipped with a Voice Enhancer System, which consists of a personal microphone that automatically connects to speakers in the various classrooms. This reduces the strain on teachers' voices when conducting lessons. The installation of mirroring capability in classrooms enhances teaching and learning as it enables the usage of tablets to support teaching and learning instead of laptops.

ADP has enabled all staff to prioritise work and personal needs through an effective work-life strategy that has helped the school maximise staff productivity at work while helping them manage their professional and personal lives.





ABOUT THE ORGANISATION

Aerospace Component Engineering Services Pte Ltd (ACE Services) specialises in the repair, overhaul test and recertification of hydraulic pumps, valves, flight control actuators, landing gear actuators and thrust reverser actuation systems.

ENABLING AND EMPOWERING OLDER EMPLOYEES

At ACE Services, investing in its older employees is a priority – a significant amount of time, effort and resources are put into enabling them to perform their work more efficiently. This includes acquiring new tooling and machinery to reduce the amount of physical effort and hand-eye coordination required for manual tasks such as a trolley system for equipment lifting and laser engraving machines for embossing of data plates respectively. With the support and assistance of the Singapore Industrial & Services Employees' Union, and leveraging national grants, these initiatives and changes were possible.

The organisation's efforts are appreciated by older employees, as expressed by *Mohamed Mohsin Khan, Technician, Operations*, "I am happy to be re-employed by ACE Services after retirement and feel that I'm contributing. Being employed and benefitting directly from a job re-design has significantly increased my self-confidence and sense of personal fulfilment."

Older employees are encouraged to mentor and impart their knowledge and skills to younger staff through a buddy system at ACE Services. As a result of such mentoring and knowledge sharing opportunities, younger employees are able to better contribute to the organisation, as well as integrate and adapt more quickly to their new roles and the workplace. A greater sense of ownership and dignity at work is also established among older employees.

PROMOTING RE-EMPLOYMENT OF OLDER EMPLOYEES

Before the government raised the age ceiling for re-employment of employees, ACE Services had already been employing employees above the retirement age of 62, with their contracts renewed on an annual basis and staff benefits left unchanged. The oldest employee being 74 years old is further testament to the organisation's commitment towards the re-employment of older members of staff. Good work ethics and experience are cited by ACE Services' senior management team as key reasons for the organisation to re-employ older employees.

The organisation has also actively hired older employees beyond the retirement age who have extensive experience within the industry, demonstrating that it values the contributions of the older workforce.

By considering the interests of its employees, ACE Services has built a culture of equality, empowerment and inclusion that resonates with its employees across different age groups.





Tripartite
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2018



ABOUT THE ORGANISATION

Aviva Ltd (Aviva) is one of Singapore's leading providers of insurance across various categories and needs, including life and health plans, savings and investment solutions, and home and travel policies. Across the world, it protects over 33 million customers and the things that are important to them.

IMPLEMENTING PROGRESSIVE PEOPLE PRACTICES

Aviva is guided by its belief in 'inclusive diversity' and adopts a bottom-up approach to employee engagement. The organisation proactively seeks employees' views and takes their input into consideration in the design of its policies and programmes. These are continually being enhanced and some of the recently launched policies and programmes include 16 weeks of paid parental leave for parents of both genders to support a greater involvement of new fathers in the care of their newborn. The organisation also has a 'No MC' policy where employees are no longer required to submit Medical Certificates. This demonstration of trust gives employees a sense of empowerment as they recognise that they are accountable for their own actions.

Another point of pride is Aviva's *Basecamp* programme – an employee engagement programme aimed at helping them maintain work-life harmony. Designed with four broad themes – Live, Learn, Play and Share, the programme comprises over 10 activities each

month which are free for all employees to attend and to showcase the diversity of in-house talent. This platform also allows management to interact with employees across the organisation as they participate in the activities together.

As part of its fair and progressive employment practices, Aviva has eliminated the use of a job application form and encourages candidates to share information that they are comfortable revealing. In addition, management has established a requirement that at least 50% of shortlisted candidates for available roles are women.

DEVELOPING EMPLOYEES FOR THE FUTURE OF WORK

Aviva recognises that digitisation of work will lead to the disruption of some job roles in the future. It works closely with the Institute of Banking and Finance to proactively upskill and reskill its employees, to equip them for new job roles in preparation for the future. 40 job roles were identified to participate in this programme in 2018 and another 60 are

planned for 2019. This initiative demonstrates Aviva's commitment to supporting employees and progressing together into the new world of work.

By constantly reviewing and enhancing its people practices, Aviva is an outstanding employer that champions fair and progressive employment practices. Unsurprisingly, this has contributed to the organisation's strong business performance, and Aviva grew three times faster than the market in 2017.



CYIENT

ABOUT THE ORGANISATION

Cyient Singapore Private Limited (Cyient) is a leader in engineering design services, design-led manufacturing, networks and operations, data transformation, and analytics. Its industry focus includes aerospace, defence, power generation, communications, medical technology and others.

EMPOWERING PEOPLE MANAGERS

Managers are key enablers of its organisational policies and practices. Cyient believes that equipping managers with the right knowledge and skills will empower them to manage their teams successfully. They undergo leadership development programmes and are provided with online training resources, covering a variety of topics including how to give employee feedback and conduct effective evaluations. Managers who are involved in the hiring process are trained in interviewing skills and provided with structured interview guides.

SUPPORTING A DIVERSE WORKFORCE

Senior leaders at the corporate level have set the direction of the organisation by forming a Diversity & Inclusiveness (D&I) committee. The D&I Council Charter focuses on three areas – gender diversity, unconscious bias and disability, and aims to create awareness on these topics through a series of programmes and events. In 2017, Cyient Singapore focused its efforts on gender diversity and there are

plans to roll out more events in the subsequent years.

Cyient also takes into consideration the different life stages of its workforce when developing training opportunities and overseas work assignments. For example, international business assignments for employees in their twenties and thirties are set at intervals of three months, six months and one year. Cyient aims to provide opportunities for employees to receive international exposure without having to sacrifice their personal plans such as marriage or starting a family.

Cyient's human resource policies are aligned with its corporate values, 'FIRST', which stands for Fairness, Integrity, Respect, Sincerity and Transparency, and it prides itself on being an early adopter of the Tripartite Standards. In the words of *Human Resources Manager, Grace Lim*, "Signing the Tripartite Standards is aligned with our corporate values. Cyient Singapore believes that by being a FIRST mover to adopt the various Tripartite Standards, we will augment our value

proposition to employees by providing more transparency in areas such as hiring, rewards and benefits, and grievance handling.”

With its strong commitment to fair, responsible and progressive practices, and a proactive stance towards meeting employee needs, Cyient’s annual Employee Engagement Survey scores have improved by leaps and bounds over the past few years.





ABOUT THE ORGANISATION

DLE M&E Pte Ltd (DLE) is an integrated mechanical and electrical contracting firm for commercial, residential, industrial and healthcare projects. DLE offers outstanding quality, innovative solutions and superior customer services, and has established itself as a top mechanical and electrical contractor in Singapore.

MAKING WORK-LIFE WORK IN CONSTRUCTION

While work-life excellence is not the first thing that comes to mind when talking about the construction industry, DLE's work-life strategy is based on their belief that looking after the well-being of employees and helping them stay healthy will enable them to work more effectively and productively. It collaborates with external vendors to organise health and wellness activities and successfully leverages employee champions to garner greater support and participation. DLE emphasises the importance of building a strong family culture by demonstrating care for its employees and including their family members in these activities.

Cognisant of its ageing workforce, DLE has increased its medical coverage to include chronic diseases and engaged a vendor to introduce a suite of innovative clinical exercise programmes and services to its employees. Employees' families are encouraged to participate in its annual Family Day and organisation retreat to holiday

destinations with DLE subsidising half the cost for family members. DLE believes that its work-life strategy and strong family culture create greater engagement among employees which leads to positive employer branding.

EFFECTIVE COMMUNICATION PLATFORMS

The effectiveness of its communication channels is one of the success factors of its work-life strategy. DLE utilises a variety of communication channels which are tailored to the various employee groups. For example, site staff with no access to email are informed of upcoming work-life plans and activities through logistics and Human Resources (HR) departments, as well as their site superintendents. DLE has also invested heavily in technology to procure a HR mobile app which allows employees to access HR information, apply for leave and view their payslips.

Through its work-life initiatives, DLE has garnered employees' trust and a sense of

loyalty within the organisation. This has resulted in lower turnover rates as compared with their competitors. The benefits to the organisation are clear, as reflected in the words of *David Goh, a Director at DLE*, “With the work-life initiatives implemented in DLE, we have been able to achieve better staff retention. This in turn helps with increasing our productivity as this reduces the need for training new staff. Clients have often complimented us on having a low staff turnover with a stable and professional workforce that they can rely on.”





ABOUT THE ORGANISATION

Emergenetics Caelan and Sage (ECS) is a consultancy firm that focuses on strategic communication, branding and design, as well as people and organisation development.

PRIORITISING TRUST AND AUTONOMY IN THE ORGANISATION

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.

ECS' work-life culture is such that employees are comfortable to organise their own programmes on an informal basis as well as suggest activities to be implemented, such as the 'Monthly Challenge' - personal challenges that instil positive habits, while improving the physical, mental and social well-being of staff.

CULTIVATING AN OPEN-DOOR POLICY

The management team believes in honest communication and makes the effort to learn more about employees outside of work, beyond professional matters. Employees feel at ease to share issues encountered and discuss ways in which the management can support them better. Management addresses the feedback by implementing suggestions where feasible or provides a reason why they are unable to accommodate the request. For instance, ECS implemented a three-day social leave scheme unique to married employees without children and unmarried employees in response to feedback from this employee demographic. Acknowledging that all employees have personal needs, this shows the organisation's openness and

creativity in being able to accommodate the needs of those who are ineligible for mandated childcare leave.

Through this commitment to place people at the heart of the organisation and develop them to their fullest potential, ECS stays true to its motto – 'WE Value People' – and builds a supportive culture that makes each and every individual feel at home.





ABOUT THE ORGANISATION

Federal Express (Singapore) Pte. Ltd. (FedEx Express) is an international shipping company that provides fast, reliable and comprehensive express delivery and air freight services to over 220 countries and territories.

PUTTING PEOPLE FIRST ABOVE ALL ELSE

FedEx Express believes that its employees are the main drivers of the business. Its corporate philosophy, People-Service-Profit (P-S-P), forms the foundation of the policies and programmes that are implemented, ensuring that employees are taken care of as they deliver impeccable service demanded by customers that will yield profits for the business.

At FedEx Express, managers are put through robust management programmes which are built based on the P-S-P philosophy as the organisation recognises that managers are the enablers of the organisation's culture, strategy and plans. They also have a huge responsibility in creating a positive workplace experience for the employees. Employees can leverage available programmes through their managers, and a robust feedback programme allows them to provide feedback on areas such as their managers' leadership capabilities.

FedEx Express is also committed to promoting from within the organisation, where available vacancies are posted internally. This is facilitated by the Job Change Application Process. "FedEx Express provides excellent opportunities to promote people from within. I started my first job as a Courier, progressed to a Human Resources Development Specialist and now I proudly share that I am a Manager of Operations." – *Mohd Fareezal Othman, Manager, Operations.*

EMBRACING DIVERSITY AND INCLUSION

FedEx Express promotes a culture of diversity in the workplace, where human resource policies and practices are based on the foundation of fair and equal employment for all. The organisation provides employment opportunities to all qualified individuals through the implementation of structured selection and interviewing processes, where hiring managers are trained and guided by a standard interview guide.

A newly launched initiative, the FedEx Women's Network, is another example of their commitment in celebrating diversity and embracing inclusion in the workplace. The objective of the network is to reinforce a positive working environment for women within FedEx Express by creating opportunities for connecting and mentoring.

FedEx Express is dedicated to providing its employees with a supportive and inclusive environment. The culture and people strategy they have put in place contributed towards an engaged workforce. FedEx Express has also been recognised as an employee-first organisation and as a multiple recipient of Aon Hewitt's *Best Employer Award* in Singapore.





ABOUT THE ORGANISATION

Focus on the Family Singapore Limited (Focus) is a local charity with Institution of a Public Character status dedicated to helping families thrive. As a champion for Family, the organisation provides transformational family life education, including differentiated programmes, trusted resources and counselling for families and organisations.

FAMILY-FRIENDLY WORK ENVIRONMENT

Focus embraces a family-friendly work culture, where children are welcome at the workplace, especially in childcare emergencies. Staff with children appreciate the flexibility offered as it lessens their stress in looking for day-care arrangements for their children. Workplace camaraderie and team dynamics are markedly improved when colleagues interact with each other's families, and have greater understanding for team members.

Focus is a fully flexible workforce, with over half of its staff currently working on a formalised flexible work arrangement (FWA), while 95% have tapped on FWAs on an ad-hoc basis over the past year. *Chief Operating Officer, Vincent Lim* says, "Both my children are in primary school and there are activities to send either of them to every afternoon weekly. Staggered hours allows me to be present in my children's lives which is very important for their well-being in these formative years."

The organisation pioneered the *Meet My Boss* initiative, encouraging organisations to promote interaction between superiors, employees and their loved ones. Managers get to know their employees' family members and learn more about their family responsibilities, which help in increasing understanding and building a sense of belonging in the organisation.

REWARDING LOYALTY THROUGH WORK-LIFE INCENTIVES

Long service staff who have been with Focus for five, ten or fifteen years receive an additional five to ten days of leave and are encouraged to take it with their Annual Leave. Employees are also rewarded with up to two days of Incentive Leave for optimal work performance as a result of taking good care of their personal health, such as no sick leave taken in the past year. These incentives reward dedicated employees who strive hard for the organisation and serve as an appreciative gesture from the organisation.

A designated work-life committee was set up to champion work-life initiatives and works closely with Human Resources and management to advocate the needs of various segments of the workforce. As a result of an effective work-life strategy, Focus has experienced quantitative benefits, including a reduction in employee absenteeism rates, a high employee engagement score of 90% which is well above the national average of 59%, and healthcare costs that are much lower than that of the Singapore benchmark.





ABOUT THE ORGANISATION

Informatics Education Ltd (Informatics) was founded in 1983 in response to the demands for skilled Information Technology manpower and knowledge based workers arising from Asia's rapid economic growth. Over the last 35 years, it has evolved with the global education landscape and built a strong track record as a quality global education provider.

FORGING AHEAD IN WORK-LIFE HARMONY

As a result of increasingly integrated operations with overseas subsidiaries and digitisation of its programmes, Informatics has seen a shift in its job functions to include greater virtual collaboration across the Informatics group of companies. This has been enabled by virtual private networks and its online and cloud platforms.

With Informatics' move towards greater use of collaborative technology in its work processes, coupled with a culture of trust and belief in the value of empowering its people, a *Work Away From Office* (WAFO) initiative was introduced. Under the WAFO initiative, eligible employees can telecommute a minimum of two occurrences a month. This initiative was formalised after a pilot run which was well-received by employees and showed a higher level of productivity as employees were able to concentrate better on certain tasks.

In addition, Informatics offers staggered working hours, part-time work and contractual roles to allow employees greater control and choice over how to manage their responsibilities outside of work. The success of its work-life strategy may be attributed to a committed senior management team that has made a conscious decision to create a culture that embraces flexible work options.

DEVELOPING EMPLOYEES HOLISTICALLY

The organisation also believes in skills upgrading of its employees and supports their learning and development endeavours by encouraging them to attend various courses for both personal and career development. Employees have benefitted from seminars/talks on a variety of topics ranging from health and wellness to financial literacy, as well as courses on resilience and a purpose-filled life. They appreciate the organisation's dedication in helping them develop both their career and personal lives.

It is evident that Informatics has taken big steps towards work-life excellence in the workplace. Supervisors are trained to effectively manage a flexible workforce, and the management's trust in employees shines through with the amount of freedom and autonomy granted. This has cultivated strong employee advocates of workplace flexibility and its benefits.





Institute of Technical Education

ABOUT THE ORGANISATION

Institute of Technical Education (ITE) is a post-secondary institution that provides high-quality, relevant and market-driven technical education for the global economy. Graduates enter the workforce with good prospects for career advancement and opportunities for further education and training.

NURTURING A CARE CULTURE

The *ITE Care Culture* comprises a set of core values: Integrity, Teamwork, Excellence and Care, which form the guiding principles of its corporate culture and the basis of its human resource policies and programmes. To embed these values and build a values-driven culture across the organisation, ITE conducts a series of A.C.T. (Align. Collaborate. Trust.) with ITE Values' seminars for all staff. In recognition of the critical role that line managers play in cascading organisational culture and values, they are required to attend an in-house *People Leader Programme* which enhances their ability to lead, coach and develop their staff.

DEMONSTRATING CARE THROUGH FAIR AND PROGRESSIVE PRACTICES

ITE aims to provide meaningful career progression and a clear link between pay, job size and performance. In line with this, a new scheme of service, known as the ITE and Polytechnic Scheme, was implemented in

2017 to provide both graduates and non-graduates a single pathway for career progression, focusing on relevant work experience and competencies rather than qualifications.

Line managers engage older employees during their annual work appraisal sessions to discuss their retirement or re-employment plans from as early as 55 years of age. Retiring employees and their supervisors also attend a *Retirement Preparedness Programme*, which is organised in close collaboration with their unions. This programme emphasises the importance of adopting the right mindset, keeping up their competencies, and allows them to engage in meaningful conversations before retirement or re-employment.

To address the growing impact of technological advancements in its operations, ITE has formulated Digitalisation & Technology Roadmaps to prepare employees for digital disruption. These roadmaps project future competency needs and capabilities so that employees can be re-profiled and reskilled to meet organisational needs.

ITE's continual pursuit of building a capable, engaged and happy workforce through fair, responsible and progressive employment practices enables its employees to rise to the challenge of developing work-ready, life-ready graduates, and sustain an excellent vocational and technical education system in Singapore.





ABOUT THE ORGANISATION

Mandarin Oriental, Singapore (Mandarin Oriental) is a five-star luxury hotel in Marina Bay. Seen by many as the ultimate urban retreat, the hotel is renowned for its distinctive and iconic 'fan' design, signature service and luxurious facilities that make it a class above the rest.

PROMOTING FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES

Mandarin Oriental proactively adopts an inclusive approach towards its employment practices. This is evident in its structured and merit-based recruitment process, which includes the use of assessment tools, behavioural-based interviews and a final review by the Executive Committee and General Manager if it is for managerial positions. This three-prong recruitment approach ensures that candidates are given fair opportunity to demonstrate their knowledge, skills and experience before a hiring decision is made.

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. The organisation has also consistently demonstrated that it prioritises the well-being of employees across all levels through the implementation of various initiatives such as health and wellness programmes, and providing a fully halal certified employee dining restaurant to include Muslim colleagues.

Furthermore, Mandarin Oriental tracks the effectiveness of its employment policies through several channels, including employee engagement surveys and random pulse surveys to gather employees' feedback on the organisation's employment practices. This enables Mandarin Oriental to benchmark its current practices against industry norms, identify areas for improvement and implement improvements according to business priorities.

UPSKILLING AND SUPPORTING THE OLDER WORKFORCE

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.





ABOUT THE ORGANISATION

MatchMove Pay Pte Ltd (MatchMove) is a payments-as-a-service platform provider that offers Spend, Send, Lend capabilities within any application. The platform empowers B2B businesses with digitisation of payments to increase revenues and boost user experience in today's highly digital economy.

ADOPTING A MANAGEMENT-BY-FAIRNESS APPROACH

MatchMove adopts a *management-by-fairness* approach to promoting a collaborative work culture. It believes that treating employees fairly develops trust in the organisation and allows them to focus on working towards group goals. This involves embedding fairness in its management style and ensuring that this value underpins all its human resource policies and processes.

Headquartered in Singapore with employees spanning across seven countries, MatchMove invests significant effort to ensure that its human resource policies across all the different offices are fair and inclusive. Guided by its 'go global and act local' philosophy, MatchMove adapts its policies to the local needs and requirements of each country even as the organisation expands globally. MatchMove also adopts a global workforce management approach to align and unify the different cultures in the organisation. For instance, a cross-cultural buddy system has been implemented to

help new employees integrate more quickly into the organisation culture and local environment.

Employees recognise and appreciate each other's contributions by nominating co-workers for innovation, collaboration and dedication, and awards are given out during an organisation-wide *All Hands* sessions every two months. To incentivise performance and encourage ownership, MatchMove rewards employees with stock options aligned with individual contribution and allows employees to be registered as co-authors of patents that they write and produce.

ACTIVELY KEEPING THEIR EAR TO THE GROUND

In line with the management's view that it is essential to create an environment that allows employees to voice their opinions and concerns, MatchMove frequently conducts anonymous satisfaction surveys to keep their ear to the ground. These surveys serve to solicit employee feedback and keep track

of their engagement levels. This forms an integral part of the senior management's key performance indicators and enables them to address issues and concerns in a timely manner.

MatchMove's commitment to treating its employees fairly and proactive monitoring of satisfaction levels has led to high employee engagement and resulted in its sustained business success.



MINISTRY HOLDINGS

ABOUT THE ORGANISATION

Ministry Holdings Pte Ltd (Ministry Holdings) comprises four subsidiaries under its umbrella: Ministry of Clean Pte Ltd, Ministry of Internal Affairs Pte Ltd, Ministry of Technologies Pte Ltd and Ministry of Institutes Pte Ltd. It provides professional cleaning and part-time maid services to homes and offices in Singapore, and aims to be a market leader, not just in service and quality standards, but also in its employment practices.

EMBRACING DIVERSITY IN THE WORKFORCE

Ministry Holdings' employee promise is to foster an inclusive and harmonious work environment where diversity is valued, meritocracy is practised and employees are motivated. Its workforce comprises retirees returning to the workforce, housewives, ex-offenders, single parents and more. Candidates are assessed and selected based on their skills and not their personal attributes or background.

Ministry Holdings makes a conscious effort to facilitate communication and understanding between management and staff, and to integrate its diverse employee groups. The management team conducts quarterly site visits to understand employees' needs and concerns, and has lunch together with the staff. Team bonding sessions are organised for employees to interact with one another, such as barbeque dinners, team lunches, festival celebrations and a fully-subsidised incentive trip which employees appreciate.

Understanding that the nature of the job is labour-intensive, management has carefully selected the most appropriate tools and equipment, in order to enable employees to perform their work effectively. This allows employees across all age groups to perform tasks such as cleaning high windows or ceilings safely and efficiently.

IMPLEMENTING PROGRESSIVE PEOPLE PRACTICES THROUGH INNOVATION

Ministry Holdings' passion for learning and adopting best practices has led to its use of innovative training methods to equip employees with the necessary knowledge and skills to perform their work. Following an employee's suggestion, Ministry Holdings now incorporates Virtual Reality (VR) technology as part of its training methodology, to provide employees with different work-related scenarios and operational issues. These training sessions can be recorded and reviewed later or be used as case studies.

With the success of its use in training, the organisation plans to use VR in future to assess potential candidates by asking them to complete tasks via VR. The hiring manager would be able to assess their performance and make recruitment decisions based on a candidate's competency level.

Ministry Holdings' commitment to creating an inclusive work environment for its employees and its willingness to use innovative approaches to pave the way into the future of work have resulted in a high level of employee satisfaction and strong business results.





ABOUT THE ORGANISATION

OCBC Bank (OCBC) was established in 1932 and 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.

PREPARING A TALENT PIPELINE FOR THE FUTURE OF WORK

OCBC's leadership motto 'Leave no one behind', is truly upheld in the way the bank supports the development journey of its employees. The life cycle of its employees is taken care of by OCBC's robust performance and career management framework, targeted engagement plans for various groups of employees, as well as through a structured learning framework.

OCBC prepares its talent pipeline through the implementation of targeted development programmes such as a structured internship programme *FRANKpreneurship*, the *Graduate Talent Programme*, and the *OCBC Future Leaders Programme* which prepares talent for future senior management roles.

The bank has also continually developed relevant learning programmes to enhance employees' skills as well as career satisfaction, to make them ready for the challenges in a digital age. 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.

TAKING A LONG-TERM VIEW ON WORK-LIFE

OCBC believes in creating an environment where it can help employees succeed in building a fulfilling career and lead a meaningful personal life. The bank takes a forward-looking lens in the way its work-life programmes are designed, and the needs of employees across the various life-stages (young, mid-career and mature workers) are taken into account to ensure that it develops programmes that matter to its employees.

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.

Through an all-encompassing culture of genuine care and concern shown towards all employees along with its adoption of fair and progressive employment practices, OCBC has shown its commitment in being an exemplary employer. "While we need to address the rapid labour demand shifts in this new economy, we need to be cognisant of the fact that every employee is an individual. OCBC promotes fair and progressive employment practices because we believe that our talent is our competitive advantage in the future economy. Individuals can be reskilled and upskilled because we all have the capacity to learn and grow." – *Jason Ho, Head of Group Human Resources, OCBC.*



RAJAH & TANN

ABOUT THE ORGANISATION

Rajah & Tann Singapore LLP (Rajah & Tann) is one of Singapore's largest full service law firms, and provides high quality legal services in Singapore and across Asia. In addition to highly ranked shipping, litigation and corporate practices, Rajah & Tann's international arbitration practice is rated among the top 100 in the world.

SUPPORTIVE WORK-LIFE CULTURE

Rajah & Tann has developed an effective work-life culture where leaders understand and believe in supporting employees in their competing responsibilities in and outside of work, given the fast-paced nature of the industry. The compressed 4 – 4.5 day work week offered on a needs basis for employees to better manage their work and family commitments has seen an increasing number of requests annually. This work arrangement is especially welcomed during year end when parents require flexible time to prepare their children for school examinations.

Uncommon among other law firms is its dedicated in-house Ombudsman tasked to promote freedom of expression and which provides a safe channel where matters can be discussed in confidence. Rajah & Tann places an emphasis on the Ombudsman's role to ensure that employees' emotional well-being and morale are looked after, which is key to its work-life strategy.

OFFERING ALTERNATIVES FOR STELLAR WORK-LIFE HARMONY

Rajah & Tann established R&T Asia Resources, a flexible insourcing service designed to procure short-term or project specific in-house legal help for clients. A wholly-owned subsidiary, R&T Asia Resources has enabled Rajah & Tann to hire and retain high performing employees, including Rajah & Tann alumni, who are attracted to its supportive and friendly work culture – where leadership is open to designing flexible work solutions to meet their unique needs, as long as business objectives are met. It allows Rajah & Tann to cultivate a highly qualified pool of legal professionals who prefer to work part-time, and also keeps associates who are on flexible work arrangements employed and updated in the legal industry.

As part of its work-life strategy to constantly engage its lawyers, Rajah & Tann offers opportunities for job secondments to its regional offices and their clients, which

give them valuable on-the-job training and exposure to new cultures, industries and jurisdictions.

Through varied work-life measures, Rajah & Tann has not only gained recognition for its great work efficiency and business continuity, but also garnered accolades for its people-first practices.





ABOUT THE ORGANISATION

ROHEI Corporation (ROHEI) is a learning and consulting partner serving organisations to build a culture of trust where people and results are honoured. A team of over 60, they are a multi-cultural family from various industries with a singular goal and passion: to inspire hope, joy, courage and purpose in the global workforce.

CREATING A GREAT PLACE TO WORK

As a training provider, ROHEI is intentional about building a Culture of Trust – a people-centred approach to creating an emotionally safe environment. This results in a great place to work where people are engaged, enjoy working with each other, and give their best. A key component of building a culture of trust is enabling employees to *flourish in their lanes* – meeting the organisation's needs with skills and passion to excel in their roles.

ENABLING EMPLOYEES TO FLOURISH THROUGH INCLUSIVE PRACTICES

In line with this, ROHEI implemented a flexible benefits scheme, allowing employees the ability to decide how to utilise their benefits. The organisation acknowledges that each person is unique and can be at different life stages, with different needs and priorities. Employees may use their benefits for seminar fees, and other expenses for professional or personal development programmes, among other

areas. This empowers employees to continually develop themselves.

To allow employees to flourish they need to contribute meaningfully at work and still have work-life harmony. ROHEI takes a case-by-case approach to addressing employees' needs, such as extending home leave to foreigners and additional medical leave to those who need it. Employees have various flexible work arrangements such as telecommuting for greater productivity as they manage work and family responsibilities.

Helping people flourish extends to supporting not only employees but also what they care about. Parents and grandparents are free to bring their children/grandchildren to the office to visit or when there is a gap in childcare arrangements.

ROHEI also offers financial assistance through their own foundation. Upon hearing about how an employee's father's angioplasty procedure was being postponed due to a lack of financial resources, the management gifted the family with the additional funds so that

the procedure could proceed as soon as possible. The organisation has seen that the compassion and kindness invested has garnered reciprocity from employees, who are appreciative of the support.

By going above and beyond for their employees, ROHEI has built a dedicated team who work hard to achieve the organisation's goals.





Sheraton®

TOWERS SINGAPORE

ABOUT THE ORGANISATION

Sheraton Towers Singapore Hotel (Sheraton Towers) is a leading luxury hotel centrally located in Singapore. It combines timeless elegance with first-class hospitality and upholds its vision to be a world class hotel, reputed for Service Excellence and product quality.

PRIORITISING HEALTH IN THE HOSPITALITY INDUSTRY

Sheraton Towers has successfully implemented a work-life strategy that prioritises associates' health and well-being, taking into account the operational challenges of the hospitality industry. Utilising its work-life excellence framework in designing programmes, Sheraton Towers caters to the needs of its associates in the areas of an active lifestyle, healthy living/eating, family togetherness and a caring workplace.

The General Manager of Sheraton Towers values the health of associates and personally advocates, as well as shares his experiences in, maintaining a healthy lifestyle in his daily encounters with them. He also makes the sharing of the hotel's SATA Health Screening Report a key feature in his bi-annual State-of-the-Hotel address. As associates often have irregular meal timings due to the nature of shift work, the cafeteria is monitored to ensure healthier options are served, with special thematic offerings such as Vegetarian Day.

PROMOTING ENGAGEMENT AMONG ASSOCIATES

The management recognises that associates often spend long hours at work, and consciously involves associates' family members and friends in activities to encourage bonding. These include sponsoring associates and their family members' participation in marathons and charity runs, the High-Tea-cum-Movie Day, and meals with family/friends at discounted rates at the hotel's F&B outlets. "We believe that team members who play together stay together. Hence, the hotel has created many opportunities for the associates to mingle and bond as a closely knitted family." – *Khairul-Arifin Bin Tahir, Loss Prevention Executive.*

Sheraton Towers proactively refines its work-life initiatives based on feedback received through various platforms to ensure their relevance. For example, inclusion of programmes and activities catered to all associates such as bowling and football, and choice of movies on Movie Days to accommodate the growing demographic of older children in their families.

The hotel's work-life strategy is incorporated in each division's annual SMART plans so that it is measurable and actionable. Through a holistic array of work-life programmes, Sheraton Towers has attained high associate satisfaction rates and an improvement in its productivity index. Notably, more than half of its associates have been given the *Perfect Attendance Award*, a reflection of its successful work-life strategy.



ABOUT THE ORGANISATION

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.

TAKING AN INTEGRATED APPROACH TO WORK-LIFE

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.

COMMITMENT TO WORK-LIFE STRATEGY

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.





ABOUT THE ORGANISATION

Unity Technologies Singapore (Unity) is the creator of the world's leading real-time development platform, giving developers around the world tools to create rich, interactive 2D, 3D, Virtual Reality and Augmented Reality experiences.

CONSCIOUSLY CULTIVATING AN OPEN CULTURE

Unity prides itself on having a fun, start-up work environment. The office atmosphere is extremely lively, and employees appreciate the open culture in the organisation. When recruiting talent, Unity looks at how candidates can add to its culture rather than how they can fit into the culture. Management reinforces the openness by sharing candidly about future plans during lunch-and-learn sessions, quarterly town halls, and through emails and internal messaging tools.

In line with its open culture, Unity also encourages employees to provide constant feedback to the organisation, team or manager and suggest areas for improvement. This has fostered better two-way communication between employees and management, and cultivated greater transparency in their interactions.

At Unity, teamwork is pivotal to the organisation's success and this is regularly reinforced through a variety of ways. For example, new employees are paired with a buddy from a different department with the intent of encouraging cross-functional information sharing. This helps new employees learn more about other functions within the organisation and creates more inter-departmental social networks. In addition, the office space has also been designed to facilitate interaction between different departments and promotes a high level of collaboration.

EMPHASISING PERFORMANCE AND ACCOUNTABILITY

Unity emphasises people development and has adopted a regular review strategy. Under this performance management framework, Unity does not focus on performance scores. Instead, it emphasises quality conversations and action items, and does this three times a

year. Managers and employees focus on three simple questions about the purpose of work, achievements at work as well as performance and development needs.

To cultivate accountability, Unity offers stock options as a long-term incentive to motivate employees and create a greater sense of ownership. Employees are empowered to own their development and career and they are supported through various learning opportunities, including international rotations, overseas training programmes and conferences. The management makes a conscious effort to ensure that all eligible employees have an opportunity to continuously grow, gain experience and build skills.

Unity's open culture and employee-centric practices have resulted in a team of highly motivated employees with a strong sense of ownership.





ABOUT THE ORGANISATION

Established in 2014, West Spring Primary School (WPS) provides a positive knowledge environment where students experience success through meaningful learning and character development.

IMPLEMENTING A SUSTAINABLE WORK-LIFE STRATEGY

At WPS, work-life harmony is a philosophy that is shared by all levels of staff, from the Principal to the teachers and non-teaching staff. The school adopts an ethos that its people are the main drivers of the success of the school.

WPS operates on a five-day work week from 7.30am to 5.00pm. Closing at 5.00pm gives staff flexibility in managing work and personal commitments by determining whether to work from home or stay in school to complete their tasks. Staff are strongly discouraged from reporting to school earlier than 7.00am, and no work-related communication is expected outside of school hours on weekdays, weekends, and school holidays. Wherever possible, activities and events are held within the school's operating hours, freeing up weekends and weekday nights for staff and students alike.

To ease all staff into this work arrangement, the school consistently emphasises that quality of work is appraised over the hours spent on its premises. It also embeds this principle as part of the induction of new staff. The school also actively ensures that protected time is allocated for teaching staff. This is evident through the school's efforts in giving two short days per week for teaching staff to manage their personal commitments, if any, and longer protected vacation time.

ENGAGING ALL STAKEHOLDERS IN ACHIEVING WORK-LIFE HARMONY

A vital part of how the school achieves better work-life harmony involves building a strong relationship with stakeholders including the students and parents. Students are guided on ways to support teachers, such as submitting forms and payments to the General Office, thus alleviating the need for teachers to

coordinate these administrative activities. At the start of every school year, parents are briefed on the school's practices. The school leaders also actively engage the parents to support activities and programmes such as in the preparation of materials for events.

Digital platforms are also leveraged, with the support of administrative staff to minimise administrative work of teachers, allowing them more time to focus on their main core responsibility of teaching and learning.

The school's high engagement scores attests to the success of their work-life strategy.





ABOUT THE ORGANISATION

Zhenghua Primary School (ZHPS) was established in 1989 and today, it scales new heights academically and culturally, developing its students in the areas of leadership, communication, confidence and teamwork.

CREATING A SUCCESSFUL WORK-LIFE STRATEGY

ZHPS recognises that competent, motivated and engaged staff is key to achieving its mission and vision. With a diverse staff profile ranging from early 20s to 70 years of age, the school sees the importance of helping staff manage their work and life commitments effectively, regardless of age or experience.

To signal ZHPS's commitment to support its staff in this regard, the *Work-Life Harmony Charter* was formalised at the beginning of 2013, and updated in 2017 to ensure its relevance. The Charter lists 12 terms which guide all key personnel to adhere strictly to in areas like work deployment, planning of activities and communication. For instance, one of the terms provides for a minimum percentage of protected time during the school holidays, which safeguards staff's personal time as they can go on holiday with the assurance that checking of email and mobile phones is unnecessary.

Listening to staff suggestions, ZHPS has implemented *Premium Fridays* in 2017, where the school declares a 'no-work day' for two designated Friday afternoons in a term. In a concerted effort to promote work-life harmony, the staffrooms are locked at 2.00pm to ensure every staff leaves the school on *Premium Fridays*.

COMMITMENT TO ADVANCING WORK-LIFE HARMONY

ZHPS has helped staff manage their work and life commitments effectively through other initiatives as well. Forward planning has helped free up the schedule for both staff and students, and illustrates ZHPS's strong commitment to advancing work-life harmony. This includes reviewing and refining implementation efforts in merging co-curricular activities into curriculum time.

One-to-one meetings between the principal and teachers are also held to gather feedback on top of various survey platforms and allow

the school to address any issues faced by its staff. The Charter works in tandem with the efforts of the Social Welfare Committee, created to cater to staff health and well-being, and is complemented by a *Staff Wellness Programme*. Through these measures and more, the school keeps its staff motivated and engaged throughout the year.



**INDIVIDUAL
AWARD
WINNERS**



NISHIT MAJMUDAR

CHIEF EXECUTIVE OFFICER

AVIVA LTD

LEADERSHIP AWARD

FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES

In the six years since Mr Nishit Majmudar became the CEO of Aviva Ltd (Aviva) in Singapore, the organisation has undergone a number of changes both in its business as well as its people practices. His personal conviction about the importance of employee well-being has governed many of his strategic decisions and shaped Aviva's organisational culture.

LEADING WITH AUTHENTICITY

Setting the tone from the beginning of his term as CEO, Nishit shared his vision of building an organisation with people at the heart of his decisions. He demonstrated this by practicing an open door policy where employees at all levels feel comfortable approaching him on work and personal matters.

Nishit values honest and open communication as the basis of a fair and responsible organisation, and exemplified this when Aviva was faced with business challenges

that caused great anxiety and uncertainty among employees. During this period, Nishit went around the whole office, speaking candidly to all the employees across the different teams to share his personal thoughts and feelings. This built a high level of trust as employees recognised his sincerity. As a result, Aviva's employee engagement score was the highest that year while attrition was at its lowest. Building on this, Nishit spent the next two years encouraging employees to dream big, work together and rebuild. His efforts culminated in Aviva achieving an exceptional sales and operating profit in 2017.

CHAMPIONING INCLUSIVE WORK-LIFE PRACTICES

As part of his people-centric approach, Nishit proactively looks for opportunities to make Aviva the best workplace and build on its culture of trust and inclusion. When he received feedback that new fathers at Aviva wanted to take a more active role in caring

for their newborns, just as new mothers did, he introduced a 16-week paid parental leave that benefitted them as well. He also actively participates in activities and events that allow him to interact with employees, keep an ear to the ground and get to know them better.

Nishit is a strong leader and a powerful role model for fair and progressive employment practices. By keeping employees at the heart of his decisions, he has cultivated a cohesive and loyal team working together in Aviva.



TAN CHOR SEN

EXECUTIVE VICE
PRESIDENT, GLOBAL
ENTERPRISE BANKING -
INTERNATIONAL
OCBC BANK

LEADERSHIP AWARD

FAIR AND
PROGRESSIVE
EMPLOYMENT
PRACTICES

Mr Tan Chor Sen has been a business leader with OCBC Bank (OCBC) for over a decade and is one of the key contributors to building an inclusive workforce within the bank. He believes that an effective leader needs to truly understand employees' motivations, strengths and challenges, both at work and at home, to address them and help them succeed.

CREATING AN INCLUSIVE WORK ENVIRONMENT

Chor Sen believes that considering employees' needs at various life stages is instrumental in creating an inclusive work environment, and he recognises that there is a strong correlation between an employee's motivations at work and the situations that they deal with at home. He believes that it is important to help them take care of challenges on the home front for them to do well at the workplace. When employees need more time to resolve challenging situations at home, he urges

them to leverage the bank's flexible work arrangements, take a short-term career break or a longer-term sabbatical, rather than leave the organisation. To encourage utilisation, he assures them that he adopts a long-term view of their careers and holds meaningful discussions about their next steps and career direction when they return. This has resulted in employees returning to work energised and motivated, and they themselves becoming strong advocates of fair and inclusive practices at work.

MAKING EMPLOYEE DEVELOPMENT A PRIORITY

As part of his people-centric view of leadership, Chor Sen is passionate about helping employees grow their careers. He adopts a hands-on personal approach to employee development and pays close attention to their progress. From new joiners to older employees, Chor Sen spends time coaching them and continually encourages

them to upskill themselves to remain competitive, especially in light of OCBC's move towards greater digitisation.

Chor Sen's commitment to building a culture of inclusion and helping his employees succeed have touched and inspired those who have worked with him and benefitted from his leadership. His passion and enthusiasm have clearly contributed to OCBC's goal of becoming an employer of choice.



JOANNA KOH-HOE

CHIEF EXECUTIVE
OFFICER

FOCUS ON THE FAMILY
SINGAPORE LIMITED

LEADERSHIP AWARD

WORK-LIFE
EXCELLENCE

Focus on the Family Singapore Limited (Focus) believes that 'in order to fulfil our mission of helping families thrive, the organisation must first help the staff to thrive', and Mrs Joanna Koh-Hoe has been a cornerstone for the success of its work-life vision.

ESTABLISHING A SELF-SUSTAINING WORK-LIFE CULTURE

As an inspiring leader and people-developer, Joanna has laid a strong foundation of sustainable work-life practices within Focus by establishing flexible work arrangements as a norm, reinforced by a culture of trust and empowerment. She keeps work-life harmony at the forefront of her employees' consciousness through day-to-day conversations and interactions with them. For example, she regularly reminds employees of the organisation's work-life culture and encourages them to take the lead in ensuring their own personal work-life effectiveness.

While Focus has long-established work-life policies and processes in place, Joanna recognises that management support, conversations in the workplace and interpersonal interactions can determine their success or failure. She personally handles difficult conversations within the organisation and encourages her management team to show consideration towards each and every employee.

Over the years, Joanna has seen a change within Focus as employees recognise the importance of managing their own work-life effectiveness; many now actively put forth their ideas and spearhead the implementation of new programmes to sustain the work-life culture and foster greater cohesion within the team. Employees are comfortable initiating conversations to explore alternative work arrangements that facilitate their effectiveness and productivity, and children have become a common sight in the office as employees bring their children in to the office when the need arises.

EXTENDING HER SPHERE OF INFLUENCE

As a keen advocate, Joanna seeks to empower other individuals and organisations to achieve sustainable work-life harmony. She provides regular consultations with organisations and leverages various platforms to share the importance of work-life harmony for the mutual benefit of businesses and their employees. Grooming her employees to be future work-life champions is also of priority so that they serve as an inspiration for Focus' programme partners and participants at their events.

Joanna's leadership has enabled employees to manage their work responsibilities alongside their personal and family needs to achieve positive outcomes in their career and personal lives, as well as the lives of the wider community they interact with.



JACINTA LIM

PRINCIPAL

WEST SPRING
PRIMARY SCHOOL

LEADERSHIP AWARD

WORK-LIFE
EXCELLENCE

Mrs Jacinta Lim is a visionary leader whose personal conviction about the benefits of work-life harmony drives her to continually raise the bar in the area of work-life practices at West Spring Primary School (WPS).

CREATING A WORK-LIFE ECOSYSTEM

Jacinta understands that the creation of a sustainable work-life culture at WPS requires a supportive ecosystem comprising teaching and non-teaching staff, students and their parents. She has proactively reached out to parents to communicate the school's expectations and work-life practices, through letters, face-to-face interactions and 'Breakfast chat with the Principal' engagement sessions.

Parent volunteers are engaged to support school events and programmes. Students are also empowered to support teachers, such as in the submission of forms and payments to the General Office, thus alleviating the need for teachers to coordinate these activities. Digital platforms are leveraged to deliver

information and facilitate administrative tasks, and support by the administrative team allow teachers more time to focus on their core duties.

FORMULATING INNOVATIVE WORK-LIFE STRATEGIES

In line with her personal conviction about the importance of work-life harmony, Jacinta incorporated the school's work-life practices and principles as part of the induction of new staff. Her deliberate efforts in planning school schedules and setting structures are key success factors in WPS' effective work-life strategy. She ensures that all work-related communication be kept within school hours each day and strictly enforces this policy across all staff. She has also implemented the practice of standing meetings of not more than 10 minutes to ensure that meetings are conducted in an efficient and productive manner.

Jacinta strongly believes that staff well-being is integral in ensuring that they are able to give their best to the students they serve. She

actively supports programmes led by the Staff Welfare Committee such as its monthly 'DATE' (Drop All to Engage, Exercise, Eat) sessions, which are fixed in the school's master calendar at the start of the year to facilitate planning by individual staff members to ensure the sustained uptake of such activities.

Through her unwavering efforts to introduce progressive work-life practices and spearhead new initiatives above industry norms, Jacinta has successfully embedded work-life harmony as part of the school's ethos. Her dedication towards building a people-centric school culture has resulted in high scores in the Ministry of Education's Biennial School Climate Survey over the past few years.



TEO SZE LING

VICE PRESIDENT -
GLOBAL ENTERPRISE
BANKING -
EMB BUSINESS
COMPLIANCE
OCBC BANK

WORKPLACE ADVOCATE AWARD

WORK-LIFE
EXCELLENCE

Having been a beneficiary of OCBC Bank's (OCBC's) work-life programmes, Ms Teo Sze Ling's personal experience has made her a strong advocate for the bank's people-centric programmes and initiatives.

FROM A BENEFICIARY TO A CHAMPION

As a leader, Sze Ling's personal mantra is that she serves her people, and not the other way around. This has governed her style of leadership and how she interacts with her team. Having been a beneficiary of OCBC's career break scheme, she is aware of the positive impact that such work-life programmes have on employees who need it. Therefore, when her staff encounter difficulties outside of work, she encourages them to consider alternative work arrangements in order to better manage their personal or family responsibilities.

Mindful of the need to manage an employee's work in their absence, Sze Ling facilitates the equitable redistribution of the work to ensure that the team's productivity and quality of work is maintained. This is enabled by the strong supportive culture that she has built within her team, such that co-workers willingly cover each other's projects and tasks while an employee is away. When an employee is away during their break, Sze Ling also maintains contact with them and checks in on how they are coping, to offer additional support if needed.

Sze Ling also noticed that most continuing education certificate courses were offered after office hours, which meant that employees with family commitments were unable to attend them. She, therefore, undertook to bring these courses in-house and ensured that they were conducted within office hours to enable more employees to expand their competencies and skills.

Not content to rest on her laurels, Sze Ling strives to make a bigger impact by sharing her team's work-life practices and success stories with other business units in OCBC, to inspire them to do more for their teams.



ESAN SIVALINGAM

CHIEF EXECUTIVE
OFFICER AND
CO-FOUNDER

HOODS INC.
PRODUCTIONS PTE LTD

SPECIAL MENTION AWARD

ADVOCATE OF FAIRNESS
IN THE MEDIA INDUSTRY

Mr Esan Sivalingam co-founded Hoods Inc. Productions Pte Ltd (Hoods Inc.) in 2001 to fill what he perceived to be a void in the media and entertainment industry at that time – to provide a safe haven where employees, contract staff as well as freelance cast and crew were protected from unfair practices and could produce their best work.

ESTABLISHING FAIR EMPLOYMENT PRACTICES

Esan was an early advocate of fair and non-discriminatory employment practices and together with his co-founder and their team, disrupted industry norms at that time by providing insurance coverage and formal contracts, instituting overtime pay and paying freelancers fairly and on time, adding performance bonuses for interns, requesting transparent budgets and ensuring proper welfare for all employees, contract

staff and freelancers. As this challenged the norms of the industry, Hoods Inc. faced strong resistance from multiple parties in the media industry. However, despite accusations of 'spoiling market' and being dubbed 'problematic' for setting a higher bar on employment practices, Esan persevered and established Hoods Inc. as an outstanding organisation based on fairness and inclusion.

CULTIVATING A CULTURE OF INCLUSION

In line with Hoods Inc.'s unofficial motto of 'Everyone Counts, Especially You', Esan role models his belief in treating everyone as equals and being sensitive to each other's needs and sensibilities. He consciously develops a culture where openness and transparency underpin working relationships, so that grievances can be handled in a timely manner and all elements of office

politics are removed. As part of this culture of open communication, employees feel empowered to voice out their areas of interest during Hoods Inc.'s annual brainstorming session. This has resulted in employees entering new roles and being trained to perform the job, as well as the creation of a brand new department, among others.

Esan is driven to produce the best content with the best combination of partners, full-timers, contract staff, freelance cast and crew. His commitment has cascaded across all projects, to everyone he works with, including newcomers and clients. By staying true to his ideals and fighting for what he believes in, he has been a powerful advocate of fair employment practices to media professionals and the industry at large.



CHIA MIA CHIANG

PRESIDENT
NANYANG ACADEMY
OF FINE ARTS

SPECIAL MENTION AWARD

TRANSFORMATIONAL
LEADER IN ACTION

Since joining the Nanyang Academy of Fine Arts (NAFA) in April 2014, Mr Chia Mia Chiang has transformed its organisational culture to one that is fairer and more transparent, and driven the implementation of a suite of progressive employment policies and practices.

TRANSFORMING THE WORKPLACE THROUGH PEOPLE-CENTRIC PRACTICES

Mia Chiang's leadership philosophy is based on the values of fairness, transparency, collaboration and care. Under his leadership, NAFA has established more two-way communication channels to gather employee feedback, and adopted a people-centric approach in shaping its policies and practices.

As part of the transformation journey, Mia Chiang proactively engaged NAFA's internal and external stakeholders to involve them in the implementation of new initiatives.

His efforts resulted in many significant changes to NAFA's existing policies and practices. Some examples include the enhancement of leave schemes and employee benefits, a revamp of the performance appraisal management system and the introduction of a new recognition scheme to reward employees for their contributions towards NAFA's financial performance through a special variable bonus.

An advocate of employee well-being and work-life harmony, Mia Chiang supported the implementation of employee support schemes and flexible work arrangements to help employees manage their multiple responsibilities outside of work. He spearheaded a new way of work within NAFA by instituting telecommuting for both teaching and non-teaching staff, subject to job requirements. He also led the establishment of a preschool within NAFA's premises and provided subsidies for employees to enrol their children.

ACHIEVING POSITIVE OUTCOMES

Mia Chiang's transformational leadership and commitment to creating a better workplace does not go unrecognised and unappreciated by employees. Indeed, his efforts have positively impacted student enrolment, financial performance and employee engagement. NAFA's employee engagement scores have improved significantly since 2014 and surpassed industry benchmarks. In addition, the relationship between NAFA's management and the employee union has also improved due to Mia Chiang's people-centric approach to leadership.

Despite the significant contributions he has made during his tenure at NAFA, Mia Chiang remains a humble leader who embodies the concept of keeping employees at the heart of the organisation's progress.



RITA RAJ LAL

PRINCIPAL

ZHENGHUA
PRIMARY SCHOOL

SPECIAL MENTION AWARD

CHAMPION OF
WORK-LIFE HARMONY

Work-life excellence at Zhenghua Primary School (ZHPS) may be largely attributed to Mdm Rita Raj Lal's strong belief in treating her staff like family, and the translation of the school value of 'Care' into its policies and practices.

ACHIEVING SUCCESS THROUGH PERSEVERANCE

At the start of every school year, Rita engages staff in one-to-one sessions to understand their individual needs and challenges and elicit feedback on how the school can do better. She also receives feedback through school climate surveys and dialogues with staff during the school year, such as the regular 'Coffee with Rita' sessions. Rita takes a personal interest in compiling the feedback received and finding ways to address them.

In a bid to manage the workload of teachers and shorten teaching hours, Rita spearheaded

a timetabling schedule that collapsed Co-Curricular Activity (CCA) time into curriculum time. This allows them time to plan and prepare effective lessons. As this was a major change from the traditional practice of organising CCAs after school, this initiative did not succeed in the first attempt. However, this did not deter Rita and she re-doubled her efforts by engaging other schools and meeting with different stakeholders to convince them of the feasibility of this initiative and the benefits that it would bring. Her perseverance paid off and the initiative was successfully implemented – CCAs are now conducted during curriculum time.

EMPOWERING STAFF FOR BETTER CONTROL AND CHOICE

ZHPS's staff resource planning policy guides the school management in effective deployment of teaching and non-teaching

staff, taking into account their overall workload (including teaching periods, CCAs, administrative roles, department duties and others). Rita empowers teachers to manage their own work by letting them rank the top three levels and streams they wish to take on, and personally collates their individual schedules to plan an efficient timetable for the school year. This gives staff the opportunity to plan and structure their work around their schedules.

Rita's care for her staff and determination to transform the norms of work has resulted in work-life excellence at ZHPS, a strong family culture and a cohesive, motivated team. This is consistently reflected in the high engagement levels achieved in the MOE Biennial School Climate Survey over the past few years.



ACKNOWLEDGEMENTS

On behalf of the tripartite partners (National Trades Union Congress, Singapore National Employers Federation and Ministry of Manpower), we would like to thank all the winners, finalists and participants of the Tripartite Alliance Award 2018. Your commitment to fair, responsible and progressive workplaces, and for keeping employees at the heart of your progress, is truly an inspiration. We hope that you will continue to sustain your efforts and reap the benefits for both the business as well as your employees.

We would also like to express our appreciation to the tripartite workgroup for their input and assistance in the award process.

Last, but not least, we would like to thank our panel of judges for their invaluable insights as well as their time and support toward the Tripartite Alliance Award 2018.

Professor Annie Koh (Chairperson of the judging panel)

Vice President, Office of Business Development,
Professor of Finance (Practice)
Singapore Management University

Mr Patrick Tay

Assistant Secretary-General
National Trades Union Congress

Ms Toh Hwee Tin

Director, Progressive Practices Unit
National Trades Union Congress

Mr Kee Chia Choon

Director, Energy & Utilities, Chemical,
Pharma & Health Science, Gen Mfg Clusters
Singapore National Employers Federation

Ms Ang Kuan Kuan

Director, Electronic & Precision Engineering and
Information & Communications Clusters
Singapore National Employers Federation

Ms Faith Li

Director, HR Sector Development,
Manpower Policy & Planning Division
Ministry of Manpower

Mr Mayank Parekh

Chief Executive Officer
Institute for Human Resource Professionals

Dr Jaclyn Lee

Chief Human Resources Officer
Singapore University of Technology and Design

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PRACTICES**

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