

AXA Life Insurance Singapore Pte Ltd

AXA is a world leader in wealth management and financial protection and is the 17th largest corporation in the world. AXA manages over US\$800 billion in assets and has 140,000 employees and advisors working across the globe in more than 60 countries. With the company's expertise and solid financial strength, AXA has gained the trust from over 50 million policyholders worldwide.

In Singapore, AXA Life Insurance Singapore began operations in 1995. In November 2000, AXA Life Insurance Singapore achieved the People

Management Quote

"AXA Life is committed to implementing work-life initiatives that benefit the well-being of our employee's health and contribute to achieving our business objectives."

Mr. Tay Chor Jing, Vice President.

Developer Award in recognition of their outstanding commitment to people development.

Summary Listing of Work-Life Programmes

A half-day line-dance class was organised in conjunction with the National Healthy Lifestyle Campaign. Almost all AXA Life staff took part for the first time in this programme. Feedback from the staff was that they had a wonderful workout with lots of laughter and fun. They are looking



Line dancing

forward to having line- dance classes on a regular basis.

Outcome of Work-Life Initiatives

Employee Satisfaction Survey has improved from a score of 21 in Year 2000 to 35 in Year 2002.

Future Plans

To promote healthy work-life in AXA Life, the following events have been planned for Year 2002:

- 1) Health Screening
- 2) Health Talks
- 3) Line-dancing sessions
- 4) Teambuilding/Family Day
- 5) Cycling Trip
- 6) Bowling Tournament
- 7) Charity at children's home

Employee Quote

"I'm very pleased with the various social activities organised every two months for the staff. They are well-organised with a different focus each time. I personally like the "Visit to the Little Sisters of the Poor". The visit was very heart-warming and revealed the caring side of our staff.

*Ms Goh Soo Hua
Supervisor*

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Board of Commissioners of Currency, Singapore

The Board of Commissioners Of Currency, Singapore (BCCS) was established on 7 April 1967 by the enactment of the Currency Act (Chapter 69). It has the sole right to issue currency notes and coins in Singapore. Only notes and coins issued by the BCCS are legal tender in Singapore. The BCCS is driven by strong corporate values and objectives, including ensuring the integrity of the Singapore currency, providing excellent products and services, prudent management, and to be a good corporate citizen and caring employer.



Mass exercise using Theraband

Summary Listing of Work-Life Programmes

- Flexible work schedules
- 6-Day Work Week Scheme
- 3 Days Marriage Leave
- Maternity & Paternity Leave
- Family Care Leave -maximum 5 days of child MC

Management Quote

“When we moved from Robinson Road over to Currency House at Pasir Panjang Road in Nov 2000, we do not want the staff to worry whether they would be able to attend to their family needs and yet make it to work on time. The flexi-hours of work environment was implemented in response to the staff needs as a caring employer should. This is one non-financial reward that made a great impact.”

*Mr Ho Shee Ki, Director
(Human Resource & Innovations)*



Qigong session

- 3 days compassionate leave
- Unrecorded time-off for urgent personal matters - up to 2 hours
- Study/exam leave - maximum of 12 days per year
- Sabbatical leave - up to 3 years
- Unrecorded leave for reservists' activities
- Unrecorded leave for community work - up to 4 days per year
- Tiny Tots room – for parents to bring child to office for emergency cases
- Social activities for singles
- Social activities like Family Day, Annual Dinner and Dance, outings
- Health & Wellness programme
- Sponsorships for personal development programmes

- Subsidies for medical and dental cost, health screening
- Free Civil Service Club memberships, holiday bungalow.
- Marriage gifts
- Staff insurance

Outcome of Work Life Initiatives

The general outcome was an awareness of the importance of work-life balance, family cohesiveness, good health and of course, the

Employee Quote

"BCCS is a very caring and nurturing organisation. I am very happy working in BCCS because my family and I enjoyed the privileges, family friendly practices and policies which allow me to have work-life balance. I can also spend more time with my family in view of the flexible work schedules and the 6-Day Work Week Scheme. In addition, I also benefitted from the Healthy Lifestyle programme which allowed us to exercise two hours weekly during office hours."

Mdm Yeo Siew Luan, Currency Officer Grade I

satisfaction and security in working in an organisation which provides good family friendly practices. Attrition rate of 2.2% is below the national average of 4%. More than 60% of the staff have served more than 20 years with the Board. The average MC rate of 3.4 days was also well maintained and within the national average.

Future Plans

BCCS will be merging with Monetary Authority of Singapore (MAS) on 1 Oct 2002. It is confident that MAS would similarly strengthen the work-life environment.



Exercise at fitness station

Company : Board of Commissioners of Currency,
Singapore (BCCS)

Company Size : 109 employees

Industry : Banking & Finance

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CHIJ (Bukit Timah)

CHIJ (Bukit Timah) is a government-aided primary school that teaches Chinese, Malay and Tamil as mother tongue languages. At CHIJ, pupils receive a well-rounded education by concerned teachers in a Christian atmosphere conducive to learning, so that they may fulfil their vocation in life and reach their final destiny. Its students have won many awards, including the Trim & Fit Gold Award, Cherish Award 2001, Sustained Achievement Award for Physical Fitness and Primary Science Fair Commendation Award.



Parents attending the national IT literacy programme in school

Summary Listing of Work-Life Programmes

- The school organises events which encourage participation from family members of staff and pupils, for both fun and fund-raising.
- The National Information Technology Literacy Programme conducted in the school teaches parents and grandparents of pupils IT skills, so they can be actively involved with their children / grandchildren when they use the computer / internet.

Management Quote

“Teachers are care-givers to their pupils and they must be good role models in building strong family units and being effective parents to their own children. The school can do its part to provide good support in helping staff to balance family and work commitments.”

Ms Cecilia Lim, Principal

- Flexi-time and alternate Saturdays off are practiced and encouraged so staff can spend quality time with their families.
- Staff news and successes are acknowledged, publicized and celebrated through announcements, school publications and parties etc.

Outcome of Work-Life Initiatives

Staff members feel at home in the workplace, and colleagues are very cohesive and supportive. There is a high level of satisfaction at the workplace. Staff members work well together and are supportive of each other's families. This reduces work stress, leading to low MC and high attendance rates.

Future Plans

There will be more flexi-time arrangements (where necessary) for staff with young children. Family members will be included in more school programmes, functions and events.

Employee Quote

"The learning of computers is interesting. I have enjoyed myself as well as learnt useful knowledge."

Mdm Primah, Operation Support Officer

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 Industry : Education
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Citibank N.A.

Citibank commenced operations in Singapore in 1902. Nearly a century later, the bank has evolved and is now represented by the diverse franchise of Citigroup - an intrinsic part of Singapore's thriving financial landscape. Representing Citigroup in Singapore is the Corporate Bank, Consumer Bank, Private Bank, International Personal Banking, Salomon Smith Barney and Citigroup Asset Management. They are all leaders in their respective fields and the financial partner of choice for corporations, financial institutions and consumers. Citigroup's commitment to Singapore was rewarded in 1999 when it was among four foreign banks given Qualifying Full Bank (QFB) privileges by the Monetary Authority of Singapore (MAS).

Management Quote

"Employee satisfaction drives customer satisfaction which in turn impacts financial performance."

*Sunil Sreenivasan, Country Corporate Officer,
Citibank Singapore*

Summary Listing of Work-Life Programmes

Citibank adopts a holistic and comprehensive work life benefits programmes which:

- Offer flexible work arrangements - flexi-hours, telecommuting, compressed workweek and permanent part-time positions.
- Citiclub - organises family events and activities, talks on health-related matters, retail and shopping discounts.
- Other benefits include - paternity leave, marriage leave, etc.
- EXCITE programme - (Excellence in Teamwork and Efficiency) programme which encourages employees to work more efficiently and leave the office earlier to ensure a better work-life balance. A system has been established where employees who achieve EXCITE goals - measured by key performance indicators, quality ideas, and compliments - receive a cash bonus.

Outcomes of Work-Life Initiatives

- Higher employee satisfaction levels as measured through employee satisfaction surveys or “Voice Of Employee” feedback. The average score is above 90%.
- Lower attrition rates. Employees can adjust their lifestyles better through flexible work arrangements. Female employees especially find that part-time or compressed workweek works very well for them.

Future Plans

In essence, Citibank has high levels of employee satisfaction and low levels of turnover because there is mutual respect, organisation-wide commitment, two-way communication, and consistent feedback and follow-up. Going forward, Citibank will adhere to these principles and continue to build on its momentum through genuine intention and genuine delivery.

Employee Quote

“I enjoy the flexibility which allows me to better plan my schedule for the week.”

Jyrki Rauhio, Relationship Manager



The Citibank Singapore Soccer Team gathers before a soccer challenge showdown with the Citi Malaysia Team in 2001

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Du Pont Singapore Pte Ltd

During 2002, DuPont is celebrating its 200th year of scientific achievement and innovation, providing products and services that improve the lives of people everywhere. Based in Wilmington, Delaware, DuPont delivers science-based solutions for markets that make a difference in people's lives in food and nutrition; health care; apparel; home and construction; electronics; and transportation.

In Singapore, DuPont has a presence that goes back 29 years and today has six manufacturing facilities on Jurong Island and Tuas and employs more than 900 people. DuPont Singapore is part



DuPont's family friendly programmes provide a positive work-life environment

of a global concern and the source of some of the world's most advanced materials, services and technologies. These include such household names as nylon, Dacron® polyester, Lycra® brand elastane, Teflon® non-stick coating, Stainmaster® carpet, Kevlar® fiber, Corian® surfaces, Coolmax® performance fabric, Tyvek® protective materials and Solae® soy protein.

Management Quote

"Family friendly programs at DuPont help ensure a positive worklife environment thereby enhancing employees' value to the Company which in turn creates a win-win for our customers, shareholders and the wider community."

Mr. Chong Boo Ching, Managing Director, DuPont Singapore

Summary Listing of Work-Life Programs

- Flexible work practices
- Staggered work hours

- Part time work
- Temporary offsite work programme for employees who are required to take care of a critically ill family member.
- Safety practices - regular safety talks are held to drive home the safety message to ensure that employees are able to work safely both on and off the job.
- Employee Assistance Plan to assist employees and their family members in coping with work and personal issues, with professional counselling at no cost to employees.
- Worklife Group - a group of volunteers ensure that employees have a more balanced work/family life through talks and activities.
- Wellness Group - employees and their families are encouraged to eat and stay healthy through talks and activities.
- Voluntary Community Work - outstanding volunteers are honoured with a DuPont Voluntary Recognition Award

Outcome of Work-Life Initiatives

Due to the various work-life programmes available to employees, we were able to help meet some of the needs of employees and create an enhanced work environment.

Future Plan

In order to attract and retain valuable employees, we are continuously looking into ways to upgrade or expand our work-life programs so that DuPont can become an “Employer of Choice”.



Altogether as a family

Employee Quote

“When my husband was diagnosed as having Amyotrophic Lateral Sclerosis, a fatal neuromuscular disease, my concerns centred around being able to care for him during whatever remaining time he has left and at the same time being able to meet the demands of a job with a global company that required working with people in several different countries and time zones. Thankfully DuPont is a company that really cares about its employees and provided a solution which enables me to work from home via an ISDN line and modem. This arrangement effectively puts me on the company network and phone routes so that I’m as good as being in the office. This is what I call a real win-win situation!”

*Gina Ho
Regional Systems Analyst*

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Fugro Survey Pte Ltd

The Fugro group of companies is a multi-national consulting firm that is focused on a complete range of integrated geotechnical, environmental, survey and positioning services based on a long history of experience. The group collects and interprets data, provides information, advice and solutions on soil conditions, construction and infrastructure operations and supplies precise positioning services. Fugro's activities are carried out on land, at sea and in the air. Quality, innovation and highly trained and experienced staff has put Fugro at the forefront of its industry.

Summary Listing Of Work-Life Initiatives

- Flexible start and end times
- Job sharing
- One day paternity leave for 1st to 3rd child.
- One day family care leave
- Compassionate leave of 3 days
- Organised family and sports activities that include family members eg. badminton, squash, tennis, volleyball and BBQ
- Health screening is provided to employees
- Outpatient medical allowance
- Insurance for hospitalisation for employee and family
- Insurance for life and personal accident for employees
- Gifts for newly married and employees with new born babies

Management Quote

"To provide all employees with a safe & healthy working environment, which will lead to a fulfilling life."

Mr Yeo Kok Hwa, Commercial Director

Outcome of Work-Life Initiatives

Healthier family life led to improved work efficiency.

Future Plans

Maintaining the existing work-life initiatives and enhancing areas where necessary.

Employee Quote

"I felt fortunate the company has generously supported me by paying 2 months maternity leave for my fourth child. They have built stronger management and staff ties by organizing a yearly tour to Malaysia and Indonesia as a family."

*Sarinah Kassim
Operations Secretary*

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Hewlett-Packard Singapore

HP is a leading global provider of products, technologies, solutions and services to consumers and businesses. The company's offerings span IT infrastructure, personal computing and access devices, global services and imaging and printing. The merged company had combined revenue of

approximately \$81.7 billion in fiscal 2001 and operations in more than 160 countries. Information about HP and its products can be found at <http://www.hp.com>.

Summary Listing of Work-Life Programmes

- Flexible work arrangements including flexitime, flexible shifts, and telecommuting.
- Family friendly leave scheme, marriage, maternity, paternity and compassionate leave.

Management Quote

"Hewlett-Packard is very proud to be a recipient of this award. With the faster pace of business and the push to do more with less, achieving work-life balance can be a real challenge. What we are continuing to create at Hewlett-Packard is an environment where employees can use various resources such as workplace health programs, flexible work arrangements and telecommuting to make choices and navigate through such challenges. The goal is to ensure that every employee can reach their fullest potential and, through their own personal achievements, also help the company achieve business success."

Dumas Chin, Managing Director, HP Singapore



E-tools for mobile working

- Family insurance including hospital and surgical insurance plan for dependants, outpatient subsidy for dependants and major medical plan for dependants.
- Workplace health programmes including promotion of health oriented lifestyle for staff and family members, health screening, health talks, fairs, exhibitions, sporting/recreational activities and fitness tests.
- Opportunities for staff's children to tour parents' workplace.
- Employee assistance programs for personal and family matters.



Learning to swim... at our clubhouse

- Clinical service and lactation equipment available for new mothers.
- Information on discounts for tours, product promotion etc via our employee services and wellness website.
- Employee product purchase with a 12% rebate on net invoice price.

Outcome of Work-Life Initiatives

Lower attrition rate and improved employer of choice branding. And improved total employee experience and job satisfaction leading to higher work productivity & customer satisfaction.

Future Plans

Provide more E -tools and web based training to support flexible and virtual work arrangements. Planning for global culture survey on Total Employee Experience. Re-engage support for and understanding of Work/Life business case and desired work life behaviour/competencies and offerings @ new HP.

Employee Quote

“The \$9 per month membership fee (for the gym) is a small investment that reaps huge health benefits as I can work out daily during my lunch hour in a cosy environment that is conveniently located next door. The workouts enable me to have more time and energy to spend with my children after work. My children also enjoyed the swimming lessons and holiday programmes organised for employees’ children.”

Vivian Tan, Financial Services Industry (FSI) Admin Assistant



Pasar Malam... at our workplace

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IBM Singapore

With a history in Singapore dating back to 1953, IBM here today is host to 4,500 IBMers, including members of the ASEAN/SA and Asia Pacific Team. IBM Singapore is committed to playing a major role in cultivating the use and development of IT in Singapore, a mission that mirrors the Government's objective of making the country a regional and global hub of knowledge-based industries. IBM's

Management Quote

"IBM has and continues to strongly focus on the issue of balancing work with personal and family life, and these are reflected in our work/life programmes designed to respond to the needs of a new social reality. For example, IBM implemented the mobility programme in mid-1996 giving each employee complete flexibility and power to choose when and where he/she does his/her work; and the focus is increasingly on achieving one's business objectives, not where one works or how many hours are spent in the office."

Ms Janet Ang, Managing Director

influence and technology leadership is pervasive, reaching across industries and even filtering down to everyday life. It works hand-in-hand with the government to revolutionise life here, including innovations like SingaporeONE, the eCitizens Centre and more.

Summary of Work-Life Programmes

- A "cafeteria" approach enables employees to choose the benefits package which best meets their needs. Each employee is assigned a certain number of points with which to purchase his/her



Thank you Dinner and Dance 2002

benefits, depending on marital status and seniority.

- IBM Singapore launched its mobile workforce programme in mid-1996 for all sales and marketing staff (about 60% of the IBM population here). Essentially, mobility means having the ability to work from anywhere at any time, the focus then being on performance, not on time spent in the office.
- Employees can choose to start work between 7:30am and 9:30am, staggered by 15 min intervals. This lets them manage their time to suit their personal needs.



Discovering young talents

- Employees can apply up to 5 days of family care leave to take care of immediate family members who are sick or hospitalised.
- IBM employees can also request up to three years of no-pay leave (Leave of Absence) to study, look after the baby or accompany a working spouse overseas.
- There is a nursing room in place to help working mothers in their breastfeeding requirements.
- “Business casual EVERYDAY” dress code for employees.
- IBM Singapore implemented telecommuting in 1996. This benefited the employees who were able to cut down on travelling time and achieved a better work-family balance.

Outcome of Work-Life Initiatives

Our mobility programme is instrumental in our quest for attracting and retaining talent. We have also found it effective in reducing absenteeism as it provides more time for employees to handle personal needs without missing an entire day's work.

Flexible work practices also aid us in reducing overheads such as real estate costs.

Future Plans

There will be a Holiday Science & Technology Camp for children in the 4th quarter of 2002 and a Family Daycare Network (provision of infant care for employees) in the 4th quarter of 2002/early 2003.

Employee Quote

"The mobility programme gives me the freedom to work anywhere at any time, giving me the power to manage my time and striking a balance between work and family life. The flexibility ensures a rich and quality lifestyle for myself."

*Mr Howie Lau, Client Manager
IBM SINGAPORE PTE LTD*

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Company Size : 1993 employees
Industry : Technical, Specialist &
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KK Women's and Children's Hospital

KK Women's and Children's Hospital, or simply KKH, is the largest medical facility in Singapore which provides specialised care in obstetrics and gynaecology, neonatology and paediatrics. With 898-beds, it is the only integrated women's and children's hospital in Singapore.

Summary Listing of Work-Life Programmes

- Work-Life Manual developed by KK Hospital provides guidelines to managers in creating a supportive and flexible work environment. Training is provided to equip managers with the right skills to successfully implement flexible work arrangements in their work areas.
- Kids@work Scheme provides back-up childcare for staff on a short-term basis. Staff with children above 7 years old may bring them to our Family Resource Centre at the workplace when their regular caregivers are unavailable.
- Annual "Wind Beneath My Wings" Award gives recognition and show appreciation to supportive family members of our staff.
- Comprehensive range of convenience services for staff, including dinner pick-up and laundry services.
- Comprehensive list of dependent care service providers (e.g. elderly care, student counselling) as additional resources for staff.
- Flexibility in shift work arrangement (e.g. 12-hour, 5-day week and 6-day week shifts).

Management Quote

"KK Hospital is very proud to win the Family Friendly Firm Award once again. We deeply believe in our Work-life policies, which have enabled our staff to manage their work and personal lives effectively. The Family Friendly Firm Award recognises the continual effort we put into enhancing and building on our Work-life programmes to make KK Hospital an even better place to work."

Dr Jennifer Lee, Chief Executive Officer, KK Women's and Children's Hospital

Others:

- Lactation room & lactation counselling
- Family Day and Kiddies' Day



Staff Nurse Cheng Woon Hia with son Zachary, 6.

Zachary attends the hospital's childcare centre while mommy works at the children's specialist clinic.

- Family life education
- Healthy Lifestyle Programme
- Extension of patient education programme to staff (e.g. public forums organised by KKH)
- Maternity, paternity, marriage and compassionate leave; leave of absence and prolonged illness leave
- Staff benefits and enhanced benefits eg marriage gift and newborn gift

Outcome of Work-Life Initiatives

An increasing number of staff has taken up flexible work arrangements. There was an increase of about 70% of staff on flexible work arrangement due to the adoption of work-life policies. Now, one in three, or a total of more than 800 KKH staff are on various types of flexible work arrangements. Managers are much more supportive of staff's need for work-life balance. KKH is the first to offer our junior doctors the choice to work part-time. Last year, one of our doctors even took a year off work to pursue mountaineering.

Future Plans

- Consultancy to SingHealth and its institutions
- Enhanced part-time work arrangement
- Family Daycare Network pilot project in collaboration with IBM

Employee Quote

“ Balancing work and family is never an easy task for any parent. I am thankful for this flexible work arrangement and the strong support from my office, which makes me feel at ease at work and at home.”

Ms Jolina Wong, Coordinator, Division of Allied Health Specialties

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Merck Sharp & Dohme (Singapore) Ltd

Merck Sharp & Dohme (Singapore) Ltd, a subsidiary of Merck & Co., Inc. (USA), a global research-driven pharmaceutical company that discovers, develops, manufactures and markets a broad range of human and animal health products, directly and through its joint ventures, and provides pharmaceutical benefit services through Merck-Medco Managed Care.

The Merck, Sharp & Dohme (MSD) Singapore manufacturing facility became operational during May 2001. It cost over US\$400 million to construct. The plant is built on a thirty (30) acre site in the Tuas Biomedical Park, planned by the Singapore government to house pharmaceutical and biotech companies. There are currently about 160 highly skilled employees working in the manufacturing operation. This facility is a flexible, multi-product operation capable of producing various bulk active pharmaceutical ingredients for our products. Included are the active pharmaceutical ingredients for MSD's newest prescription medicines,

rofecoxib, etoricoxib and montelukast sodium. Additionally, MSD is investing over US\$100 million for a new pharmaceutical tablet manufacturing facility. Construction is in progress and we expect that it will be operational by 2nd half of 2003.

Summary Listing of Work-Life Programmes

- Stress Buster Programme
- Maternity leave (no limit to number of children)



Active Day, 3rd October 2001

- Marriage, compassionate & paternity leave of 5 days each
- Family information and referral service
- Family life education
- Vaccines Immunisation Programme - Hepatitis A, B and Chickenpox

Outcome of Work-Life Initiatives

The work-life initiatives allowed us to retain top talent in the company and lower staff attrition rate. In 2001, the attrition rate was 6.5% as compared

Management Quote

“The environment at MSD is one that respects individuals and their differences, fosters teamwork, promotes flexibility and agility and supports a balance between work and personal lives. This maximises the contribution of each employee; stimulates the creativity and innovation of each employee to ensure that we have a competitive advantage in the marketplace.”

Mr Paul Martino, Managing Director

to the Chemical/Pharmaceutical Industry norm of 12.7%. Furthermore, they raised employee morale and increased job satisfaction level.

Future Plans

As life becomes more hectic, balancing work demands and home responsibilities becomes more challenging for employees. More than ever, our employees need the skills to help them be successful in their work and personal life. Our future plan is to offer a vast array of workshops to help MSD foster a learning atmosphere and achieve peak performance. Also, we are exploring to implement flexi-benefits to cater to every employee’s needs.



Learn Yoga

MSD Training Room. 18th September 2001

Employee Quote

“MSD is a caring employer and promotes mutual respect, encourages collaboration, and recognises and rewards the employees for their commitment, teamwork and contribution. MSD is also responsive to the needs of the employees and their families. Examples are outpatient dependent healthcare, family day, dinner & dance, etc.”

Mabel Tan, Receptionist



Tour to Singapore Night Safari, 6th April 2001

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Industry : Pharmaceutical Products
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NTUC Income Insurance Cooperative Limited

NTUC Income, a cooperative insurance society formed in 1970, was initiated by Dr Goh Keng Swee in November 1969. As an insurance cooperative, Income has always placed the interests of its policy holders foremost. Starting with a modest capital of only \$1.2 million, it is today a leader in Life and General Insurance, with more than 1 million policyholders and total assets in excess of \$9 billion. Recognising its wider responsibilities to the community, NTUC Income's management and staff have participated actively in community services and sponsorship.



NTUC Income Sports for Life Test

Loosen up before taking up the challenge. 16th March 2002

Summary Listing of Work-Life Programmes

- Flexible work arrangements such as part-time work, telework, home working and job sharing.
- Flexible time to allow employees to choose their starting and finishing times so as to cater to their family needs.
- Leave benefits including time-off for staff to take care of family members. Staff are allowed such time-off for up to 8 hours a week which will be offset against overtime. Income also provides unrecorded and compassionate leave for staff needing to take care of sick child below 6 years of age; marriage leave, paternity and maternity leave, and no-pay leave for reasons such as health problem, critical illness, study and exam.
- 1 hour per week for all staff, allowing them to participate in organised physical exercises

- Registration and sponsorship of registration fees for external talks on family and work-life for staff.
- Electronic booking system allows staff hassle-free registration for any event or activity.
- Organised activities and events for family and friends, like overseas trips, New Paper Big Walk and Great Singapore Picnic.
- NTUC Income is an active supporter of the Family Life Ambassador Programme.
- The i-PAL programme provides a social internet channel for single employees to find friends within and outside the organisation.

Management Quote

“Creating a nurturing and supportive work environment has given NTUC Income tremendous satisfaction. With balanced work and family lives, our staff morale is enhanced and productivity has also improved. Receiving this award for the second time affirms our commitment to build a family friendly workplace.”

Tan Kin Lian, Chief Executive Officer

- Selected videos are screened during office hours, covering topics such as arts appreciation, the values of life and positive thinking.

Outcome of Work-Life Initiatives

The family friendly benefits scheme is a win-win solution for NTUC Income and the employees. Turnover rate is lower, and the workforce more motivated. Sick leave taken has also dropped over 3 years, from an average of 4.7 days in 1999 to 4.2 days in 2001.



New Paper Big Walk

Enjoying the walk together with colleagues, family and friends. 19th May 2002

Future Plans

The company is looking at portable medical benefits and will be launching flexi-benefits on 1 Jan 2003.

Employee Quote

"I am on flexible work arrangement right now due to family commitments. With this arrangement, I am able to attend to my two children and continue working. I am grateful to management and the colleagues who have been very supportive and understanding."

Shermin Tow, Assistant Manager, Marketing Dept

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Cooperative Limited

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Industry : Insurance

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Parkway Group Healthcare Pte Ltd

Parkway Group Healthcare (PGH) is one of Asia's largest private healthcare organisations and is Singapore's leading private healthcare provider. Its hospitals here - East Shore Hospital, Gleneagles Hospital and Mount Elizabeth Hospital - are regional tertiary referral centres for hospitals in Malaysia, Indonesia, Sri Lanka and India. All three hospitals and PGH's subsidiaries, Parkway Laboratory Services Ltd and Medi-rad Associates Ltd, have achieved ISO 9002 international quality certification. Parkway Laboratory Services Ltd is one of the biggest private reference laboratory groups in Singapore. It's Cytogenetics section is one of the few laboratories in Asia that can provide early detection of genetic and foetal abnormalities. Stringent quality control, sophisticated equipment and ISO 9002 quality certification have helped to build a strong demand for PGH's services.

In addition, PGH's strong commitment to people excellence is proven by the three hospital's achievement of the People Developer Standard. The quest for quality and people excellence continues as the organisation places strong

emphasis on Quality Work Life initiatives that are designed to help employees balance work and family life better.

Management Quote

*"On close scrutiny of key demographic, social and economic trends in Singapore, we realize that the family structure is facing various threats and challenges. These trends serve as a wake-up call for us to work together with our employees to rebuild the family... Our employees' families matter to us as much as they matter to them. We believe that when our employees are **able** to cope better at home, they are **enabled** to achieve more at work and for the company. As their employer and colleagues, we want to translate our care and concern for them and their families into tangible ways that will build a corporate culture that says **"My Family Matters"**.*

Opening Speech On The Occasion Of The Launch On "The PGH Family Bonding Campaign" In June 2002

Summary Listing of Work-Life Programmes

- Employee health screening
- Health promotion activities
- Bursary award scheme
- Family bonding campaign
- Family life education
- Full time counselor providing in-house counselling and referral services for employees and their families
- Talks, seminars and workshops on family issues and family life skills
- Social & recreational activities

Employee Quote

“What the company is doing in the area of Quality Work Life is commendable. Please continue the momentum.”

Trudy Koh, Financial Analyst, Mount Elizabeth Hospital

Outcome of Work-Life Initiatives

We are currently working on measuring the outcome of our work-life initiatives.

Future Plans

To implement family e-link, VWO (voluntary welfare organisation) partnerships on family life education, employee health profiling, more health promotion activities, more family friendly HR policies and work redesign.

Company	: Parkway Group Healthcare Pte Ltd
Company Size	: 2174 employees
Industry	: Healthcare Services
Address	: 1 Grange Road #09-01 Orchard Building S(239693)
Contact	: Grace Lee Manpower Planning Manager
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Fax	: 6836 6484
Email	: glee@gleneagles.com.sg

Prisons Department

The Prisons Department (Ministry Of Home Affairs) supports the criminal justice system by providing secure custody and rehabilitation to law offenders and facilitating their return to society as law-abiding citizens.

Management Quote

“As Captains of lives, our officers are responsible for steering positive change in offenders. From experience, officers are most productive and inspired when they are not distracted by family problems. In response to the challenges that officers face as they balance work and family demands, our work-life balance initiatives aim to help officers invest their own future and maintain a high standard of performance at work without ignoring their familial responsibilities. Work-life balance bridges personal aspirations and workplace values. Our programmes such as children holiday camps, parenting seminars and marriage enrichment workshops are some of our family friendly programmes.”

Mr Chua Chin Kiat
Director, Prisons

The Department administers 14 prisons and drug rehabilitation centres. The treatment and rehabilitation of inmates comprise work, vocational training, academic training, recreation and counselling.

Summary Listing of Work-Life Programmes

- Group childcare participation with discount rate for children of staff
- Educational tours for staff’s children during school holidays to local plantations, animal farms, food factories, etc.



Kelong Trip

Staff and family members enjoying local fruits during a kelong trip on 5th Aug 2001

- Parenting workshop on children financial matters and child-related issues.
- Family tours to Genting Highlands/KL, Kukup etc.
- Children holiday programme including camp and nature walk etc.
- Volunteer activity - trip to Sungei Buloh Nature Park with children from a children welfare home.
- Activities for singles - trips to Mount Ophir and Pulau Redang, Lang Tengah and Perhentian.
- Elder care - talks, visits to elder care centre and workshops on elder care.
- Corporate card membership schemes for Singapore Zoological Gardens, National Heritage Board, Sentosa, Singapore Science Centre, Jurong Bird Park and NTUC Resort.
- Organised talks and seminars on health, marriage enrichment, self improvement, retirement and financial planning.
- Staff Volunteer Scheme including a volunteer trip to Cambodia, food donation exercise for Society

For Physically Disabled etc.

- Self interest activities e.g. Basic vehicle maintenance workshop and DIY herb growing workshop
- Sports and outdoors activities including aerobics, abseiling, and weekly walk-a-jog every Saturday.

Employee Quote

"I believe the various family life programmes and activities have served to remind working parents of their responsibilities to their children and families. As working parents, we often got stressed up with work leaving us with little energy to find activities to spend time with our families. Having programmes organised by Prisons Department have made it so easy for me to register for activities with my children. Corporate membership schemes, for example, have also provided me with avenues to bring my family for outings. With my participation in these activities, I am now less guilty of not spending enough time with my family."

Ms Letitia De Zilva

Staff Officer, Programme Branch

- Organised health screening by NKF with Healthy Lifestyle Committee.
- Other health programmes include health seminars, foot reflexology and aromatherapy.
- Medical insurance for staff
- Active Day and Mental Health Day
- Weight management programme for staff who are overweight and obese.

Outcome of Work-Life Initiatives

We conduct evaluation exercises at the end of the programmes and activities. The evaluation reports indicate positive responses ranging from 85% to 100%. The average positive response for all activities for Jan-Mar 2002 was 92%.

The employee satisfaction survey has also been conducted on a quarterly basis since January 2002 and the level measures the degree of employee satisfaction with the types, number and delivery of work-life balance programmes. The results improved from 85% in Jan-Mar 2002 to 98% in the Apr-Jun 2002 quarter.

Future Plans

We will continue to provide value added work-life initiatives to benefit our staff. Strong family bond is one of the focal areas identified by our recreation club and hence family based activities will continue to be organised on a regular basis. We have targetted to achieve 2 new work-life initiatives to be developed every quarter. We have also piloted telecommuting recently and hope to extend telecommuting as an alternative work arrangement to benefit more staff.

Company	: Prisons Department (Ministry of Home Affairs)
Company Size	: 2190 employees
Industry	: Public Sector
Address	: Prison HQ, 407 Upper Changi Road North 20 km, S(507658)
Contact	: Sakdiah Narsi / Head, Welfare
Tel	: 6546 9812
Fax	: 6543 1896
email	: sakdiah_NARSI@pris.gov.sg

Singapore General Hospital

The Singapore General Hospital (SGH) is the public sector's flagship hospital. Established in 1821, the SGH is Singapore's oldest and largest acute tertiary hospital and national referral centre. A multi-disciplinary approach to medical care provides patients ready access to a wide range of specialties and support services. SGH accounts for about one third of total acute hospital beds in the public sector and about a quarter of acute beds nationwide. Annually about 60,000 patients are admitted to our wards and another 600,000 attended to at our Specialist Outpatient Clinics. Following a major reorganisation of the public healthcare services initiated by the Ministry of Health, SGH came under

Management Quote

"In order for an employee to come to work happily, his family must be supportive of his work. We try our best to involve family members whenever we can so they understand how crucial the employee's role is in helping the organisation meet its mission."

Prof Ong Yong Yau, Chief Executive Officer

the management of Singapore Health Services Pte Ltd (SingHealth) in March 2000.

Committed to uphold its slogan "A Tradition of Caring & Excellence", SGH continues to provide the best affordable medical services to its patients.

Summary Listing of Work-Life Programmes

- Sunday = Funday @ SGH
- Sunday @ the Movies
- Trips and tours, local and overseas
- Family Day
- On-site child care centre
- CORE (Complete Reading Experience) to start in August

Outcome Of Work-Life Initiatives

SGH's Employee Engagement Survey showed that staff are increasingly more satisfied with SGH. Attrition rate is lower, with fewer staff leaving SGH these days.

Employee Quote

"I recalled that on two occasions, my daughter, Shenna, had to spend the evenings at my office when I was required to stay beyond my normal office hours. My colleagues were very supportive and they made Shenna feel very welcomed. My supervisor and colleagues never made me feel it was a liability to have Shenna in the office with me when I needed to work late. They were like an extended family for her. The Hospital also encourages staff's children to perform during corporate functions. Some of my favourite pictures are of her dancing as a Japanese doll at The Quad."

Ms Vivien Tang, Sr Executive, Billings



Family Sports Carnival, 27th May 2001

Child's play: the future of everything

Future Plans

CORE (Complete Reading Experience): This programme will help provide children of SGH staff with a headstart in reading. The programme is held on weekends and will greatly benefit staff who has to work on weekends. The reading programme will be conducted by an SGH staff who holds a basic degree in English as well as a Masters degree in English Literature specialising in Children's Literature. This staff has also undergone training in the teaching of phonics to young children. The programme is sponsored by the Medical Staff Lounge and will start in August this year.

Company : Singapore General Hospital
Company Size : 4959 employees
Industry : Healthcare Services
Address : Outram Road, S(169608)
Contact : Lau Say Wei / Asst Mgr, Employee Communications
P Anbarasi / HR Assistant
Phone : 6326 5478 / 6321 4860
Fax : 6321 3770
Email : gpelsw@sgh.com.sg
gpepan@sgh.com.sg

Sheraton Towers Singapore

Sheraton Towers Singapore is a hotel of timeless style and grace, famous for its award winning concepts, quality standards and personalized butler service. It has 413 rooms, all (including 23 individually styled designer suites) recently renovated and equipped with high-speed Broadband Internet access. From the detailed elegant furnishings, delicate presentation of culinary experience to warm, discreet service, the hotel believes in pampering its discerning guests with the comfort, luxury and conveniences that they are accustomed to at home.



Athletic meet

Summary Listing of Work-Life Programmes

- Employee restaurant is monitored to ensure that only healthy and good food and beverage are served to our employees.
- Allow time/hours off for employees participating in health/sport activities.
- Flexible work arrangement as and when needed (e.g. part-time, temporary, irregular hours).
- Personal/Family care leave, such as: 1-day critical illness leave, 3 to 5 days bereavement leave, 2-days paternity leave, 2-months maternity leave, 6-days marriage leave, up to 5 days examination leave.

Management Quote

“Our associates and their well-being is one of the Hotel’s strategic business objectives.”

Steven Long, General Manager

- Flowers and fruits or baby gift for certain occasions, e.g. giving birth, hospitalization, wake/funeral.
- Allow family members to work in the same Company, as long as there is no conflict of interest.
- Paying Recommend-A-Friend incentive for successfully recommended relative/friend for the job.

Outcome of Work-Life Initiatives

Lower attrition rate - the Hotel's attrition rate (25% to 30% per annum) is lower than the industry average attrition rate (40% to 45%). Higher associates satisfaction index; 52% (2000) versus 76% (2001) partly contributed by the implementation of work-life programmes.

The initiatives are good tools to attract family members and well-rounded individuals to work in this Hotel.

Employee Quote

"Since my Hotel has great interest in taking care of my personal and family well-being, I therefore can concentrate more at work and be more committed towards the Company's business objectives."

Fiona Seah, Administrative Assistant

Company : Sheraton Towers Singapore
 Company Size : 370 employees
 Industry : Hotels & Restaurants
 Address : 39 Scotts Road (228230)
 Contact : Wiwin Ong
 Human Resource Manager
 Phone : 6839 5954
 Fax : 6734 2210
 Email : wiwin.ong@sheraton.com

Singapore Institute of Management

Corporate Profile

The Singapore Institute of Management (SIM) is an independent, not-for-profit professional membership organisation founded in 1964. Over close to 40 years, SIM has expanded its role and scope to become the leading management and human resource development organisation in Singapore. SIM's vision is: "*To be the Centre of Leadership and Management Excellence and the Embodiment of Lifelong Learning.*" Through its partnership with prestigious overseas universities



SIM childcare facility

and institutes, SIM provides a comprehensive range of degree and senior executive programmes. With an enrolment exceeding 14,600, SIM offers 2 doctoral, 14 master's, 40 bachelor's and over 30 diploma and certificate programmes. SIM annually trains more than 11,000 executives through its 500 seminars, workshops and conferences. With its experience in managing continuing education programmes for working adults, SIM was selected by the Ministry of Education in 1992 to run the Open University Degree Programme (OUDP) in Singapore. SIM's well-established organisational training and consultancy unit tailors training programmes to help companies achieve effectiveness in various fields of management.

Summary Listing of Work-Life Programmes

SIM's work-life programmes are quite comprehensive, covering a whole range of employee benefits and facilities. At the core of these programmes are a few critical aspects. These include our commitment to staff welfare and personal and professional growth, the

Management Quote

“The heartbeat of SIM lies in our people. SIM’s success over close to 40 years is premised on a strong commitment to people development. We promote as our core values trust and respect for the individual, in an environment that thrives on teamwork, open and timely communication, and underpinned by an innovative work ethos. We are therefore deeply conscious that a well balanced family and work life energises human endeavour and enriches relationships both at the workplace and in the family. It is only through such a balanced nexus that both people and organisation are spurred towards charting a common destiny.”

Mr Ronald Tan, CEO & Executive Director, SIM



SIM childcare facility

implementation of a work-life strategy, making accessible work-life education programmes and resources, creating a conducive work environment, facilitating staff development opportunities, and making available a child development centre to help foster better work-family balance.

Outcome of Work-Life Initiatives

The outcome of SIM’s work-life initiatives include a lower staff attrition rate, overall savings in recruitment cost, and better staff retention with about 60% of staff achieving more than five years of service at SIM.

Future Plans

To incorporate more flexible work practices at all levels of the organisation. To provide training to managers on how to help employees balance work and family life.

Employee Quote

“The Institute is committed to upgrading and developing our knowledge and skills, both for work and personal development. For example, I was given the opportunity to attend courses on counselling, and time and stress management, among many others. These courses have not only helped me in my performance at work but has also equipped me to better manage my family life.

I have also benefited from SIM’s Recreation Club (RC) activities. RC activities provide staff with a creative avenue to organise interesting events for the good of all. I have learned useful organisational skills from my participation. Above all, the opportunity to serve has helped to build team spirit and has given me a lot of fun with my colleagues.”

Ms Kalavathi Ramdass, Programme Officer

Company : Singapore Institute of Management
Company Size : 332 employees
Industry : Education & Training
Address : 461 Clementi Road S(599491)
Contact : Peggy Lim / Divisional Director,
Organisation Development
Phone : 6462 9318
Fax : 6462 9319
Email : peggylim@sim.edu.sg

SP Consulting (International) Pte Ltd

SP Consulting offers a full range of integrated management consultancy and training services that add value to our clients. Specializing in quality management systems, SP Consulting has led more than 450 clients to globally recognized certification such as ISO 9001, ISO 14001, QS 9000, OHSAS and HACCP. It also provides audit and IT services, strategic business planning consultancy and training in management leadership and sales.

Summary Listing of Work-Life Programmes

- Flexi-working hours and telecommuting from home.
- Participation in FLA programmes/activities fully sponsored by company.
- Employees allowed to bring children to office in the event of contingencies.
- Monetary gifts for births and wedding.
- Paternity and childcare leave.
- Insurance coverage for staff and non-working spouses.
- Outings for staff and underprivileged persons.



***Christmas Party for Down Syndrome Association,
December 2000***

Outcome of Work-life Initiatives

There was no staff turnover for 2001. Some 60% of the staff have been with the company for 6 years or more. Productivity and profitability are both higher.

Future Plans

There are plans to invite experts to give in-house talks on family issues.

Management Quote

“Work-life Initiatives help us to enhance and retain our most precious resources - human capital.”

Lim Meng Wee, Managing Director



Staff family outing with clients from Christian Outreach to the Handicapped, Sentosa 31 August 1999

Employee Quote

“Our Family Life Policy supports a flexible and balanced lifestyle that is uniquely developed to allow our staff to add significance to their lives.”

Victor Seow, Director

Company : SP Consulting (International) Pte Ltd
Company Size : 13 employees
Industry : Technical, Specialist &
Professional Services
Address : 5 Kallang Sector #04-01 S(349279)
Contact : Joyce Hia / Senior HR Administrator
Phone : 6749 5698
Fax : 6749 2086
Email : joycehia@spgp.com

SPRING Singapore

SPRING Singapore's primary mission is to raise productivity so as to enhance Singapore's competitiveness and economic growth for a better quality of life for the people. SPRING Singapore has three areas of focus: productivity and innovation; standards and quality; and small and medium-sized enterprises (SMEs) and domestic sector. It is a key driving force in moving productivity standards upwards and innovation forward among all sectors.

Management Quote

"We believe that our staff would be effective when they have supportive families. The work-life initiatives are part of the Board's Sports & Wellness Programme which seeks to promote a balanced worklife and to enhance the total well-being of our staff, their families and the community."

Mr Lee Suan Hiang, Chief Executive

Summary Listing of Work-Life Programmes

- Medical benefits package
- Flexi-benefits package
- Flexi-hours work arrangement



A.C.T.I.V.E Day

- No pay leave
- Insurance
- Education grants
- Child-care leave & gifts
- Corporate Fitness Programme
- Corporate Health Screening Programme
- Wellness Education Programme
- Family Day, Sports Day, Fitness & Fun Day, Staff Dinner & Dance, Annual SPRING Singapore - NPC Games which includes family members, Kids@Work Day (featured in the Straits Times Life! Section on 18 June 02).
- Time-saving Services
- Physical Fitness Facilities
- Safety
- Healthy Eating

- SPRING Singapore Star Awards & Thank You Lunch/Tea
- Fitness awards & incentives
- Sports honours

Outcome of Work-Life Initiatives

Staff feedback obtained through internal surveys have shown positive feedback on benefits and the sports & wellness programmes. Medical cost was contained despite rising health-care cost for the past 4 years. Medical leave was an average of about 4.3 days over the last 4 years, compared to the national average of 7 days. Staff turnover rate is also on the decline.



A.C.T.I.V.E Day

Future Plans

In the pipeline is a Wellness Discovery Series including nature walks and visits to farms that will involve staff and their family members. There will also be various sports and fitness events, and an improved Kids@Work Day in 2003. Family-related and parenting talks are also being planned.



Mdm Wong Keng Seong carrying her son

Employee Quote

' "I am here with you son" Spending time with my kids is what I enjoy doing. This helps to foster a close and positive parent-child relationship. (I was on leave with no-pay for about 4 years and now I am working part-time.) Thanks to my company with its family-friendly work initiatives.'

Ms Wong Keng Seong, Manager

Company : SPRING Singapore
Company Size : 575 employees
Industry : Others (Non-manufacturing)
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Contact : Koh Soh Har / Manager,
Human Resources
Phone : 6279 3345
Fax : 6274 5413
Email : sohhar@spring.gov.sg

ST Aerospace Engineering

Some 4000 strong, Singapore Technologies Aerospace, the aerospace sector of Singapore Technologies Engineering, provides one-stop aerospace engineering and maintenance services for both military and commercial aircraft. Its facilities and offices are spread over the Asia Pacific, Europe, the Middle East and United States of America. ST Aerospace provides a wide range of support services for military and commercial aircraft through its three business segments; aircraft maintenance and modification; component/engine repair and overhaul; and engineering and materials services.



ST Aerospace Family Day 2001

Look at the adorable children listening attentively to the instructions of the games given by the emcee!

Summary Listing of Work-Life Programmes

- In order to help employees become internet-savvy, the company gave out IT grant amounting to \$3400 in the years 1999 to 2001. This is to enable employees to buy their own computers and family members can also benefit from it. This will allow employees to apply for their leave from home too.
- Employee welfare programmes such as Zoo pass, Jurong Bird Park pass, long service award and model employee award, safe working environment, donations for deceased colleague's family etc. are available for employees.

Management Quote

"The company recognises that besides work, a healthy, cohesive and socially responsible workforce helps us to stay competitive as a global world-class aviation company."

Joseph Ng, Vice-President/General Manager



Moral Home Visit 2001

The employees and their families took their time off to bring smiles to the children at The Moral Home.

- Share ownership scheme: Available to all employees to let them share in the company profit.
- Flexi-place: Senior management can work and access their emails from home, and employees can apply for leave from home via the internet.
- Care arrangements/subsidies: Child care centre is available within the company premises and the cost of the childcare services is subsidised.
- Family information and referral service: Provide information to HDB to assist employees in applying of housing and also to CDC for assistance.

- Social activities for singles: Sports and leisure activities are organised to promote interaction among singles.
- Health & Wellness Programme: Health talks are organised to bring awareness to the staff, and sports and recreational activities are organised regularly.
- Family Relocation / Orientation: Available when employees are sent overseas for attachment.
- Medical & Insurance coverage for family members
- Financial Assistance Scheme: Scholarships/ Bursaries/Share Ownership Scheme are available to employees.

Employee Quote

"With the childcare centre in the company premises, I can bring the child with me to work and leave her in the childcare centre and pick her up before I go home everyday. Thus it helps me a lot. The rate is also cheaper."

Lilian Lee, Admin Assistant

- Time-saving services: Bus and van transport is arranged for employees working at remote locations.

Outcome of Work-Life Initiatives

The most significant outcome includes lower attrition rate of 0.42% as compared to the national average of 2.4%. A high percentage of employees stay with the company for many years and 81% of the employees are satisfied with their working environment.

Future Plans

- Homeworking for young mothers with young children
- Fitness centre in the company premises to bring about a healthy workforce

Company : ST Aerospace Engineering Pte Ltd
Company Size : 1063 employees
Industry : Air Transport
Address : 540 Airport Road Paya Lebar
S(539938)
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Fax : 6382 2787
Email : neodoreen@st.com.sg

Singapore Technologies Electronics Limited

Singapore Technologies Electronics Limited (ST Elect) is the electronics arm of Singapore Technologies Engineering (ST Engg). Listed on the Singapore Exchange (SGX), ST Engg is an integrated global engineering group with specialised aerospace, electronics, land systems and marine capabilities for defence and commercial enterprises. Regionally, ST Elect is one of the largest electronics system house that delivers innovative, customised and turnkey solutions for systems and solutions to defence, commercial and industrial customers worldwide.

Management Quote

“Company is about people and business. Company needs its employees to be motivated and committed. ST Electronics therefore encourages its employees to balance their work with their healthy family life so as to achieve better results.”

Mr Seah Moon Ming, President

Through continuing research and development, ST Elect ensures that new technologies and design applications are applied to the demands and stringent requirements of customised electronic systems and solutions.

Summary Listing of Work-Life Programmes

- On-site child care centre
- Employee self-service access to HR services via internet: company info, leave applications, claims and payslip
- Family life education talks during lunch break
- Social activities to include family members e.g. Family Day, Cycling at Ubin and Sports for Life Walk
- Health and wellness programmes including aerobics, yoga, line dancing and healthy cooking demonstrations

- Bursaries for employees' children up to university level
- Computer grant to help staff purchase computer or IT products

Outcome of Work-Life Initiatives

In all 5 major categories such as organisation style, organisation systems and policies, organisation climate and organisation effectiveness and satisfaction level, employee feedback has indicated improvement.



Cooking Demonstration 31st July 2001

Future Plans

- Employee self service via internet access for benefit enrolment, recruitment, training and staff appraisal
- Upgrading and renovation of in-house cafeteria
- Green tag labelling for healthier food choices at canteen
- Senior Executive Health Screening subsidised by company
- Family health screening at competitive price
- Osteoporosis awareness programme and bone mass measurement for employees
- Competitive price for broadband subscription for home computer
- Family Day cum Charity fund raising at Chinese Gardens
- Sports activities such as bowling, badminton, soccer, cross country run, Sports For Life walk

Employee Quote

"I am glad to work in a company that allows me flexi-time so that I can better balance the demands of career with family commitments. If not for such an arrangement, staff like me who love both career and family equally would have to make the difficult choice of one over the other. I appreciate the company's kind understanding and compassion extended to their employees."

Lim Shirley, Executive Secretary



Telematch

Family Day at Downtown East. 1st September 2001

Company : Singapore Technologies
Electronics Limited

Company Size : 2300 employees

Industry : Electrical & Electronics

Address : 24 Ang Mo Kio Street 65 S(569061)

Contact : Tay Cheng Bee / V.P. Human Resource

Phone : 6413 1700

Fax : 6482 1079

Email : taycb@stee.st.com.sg

Temasek Polytechnic

Temasek Polytechnic (TP) was established in April 1990 to meet the growing demand and need for para-professional education in a variety of areas. In its brief history of 12 years, it has grown by leaps and bounds to be one of the leading tertiary institutions in Singapore. Its vision to be a world-class institution in the global education network means that the pioneering spirit is ever fresh and alive in the Polytechnic, leading to an infusion of new teaching and learning pedagogy and a vibrant campus life.

Summary Listing of Work-Life Programmes

- To facilitate holistic development of the staff, TP has a Wellness Section that plans and organises Wellness educational programmes, family-oriented activities and a diverse range of recreational pursuits.
- Free counselling service by a full-time Staff Psychologist is available to staff and their families.
- A LEAD Well (Leaders Exemplifying All

Dimensions of Wellness) programme facilitates a wellness lifestyle among the management team.

- Talks and workshops on family-life education, parenting and personal development as a Family-Life Ambassador
- Time-off for staff to participate in competitions or school/department wellness days, as well as wellness leave



Opening Ceremony of Healthy Lifestyle Campaign 2001
Senior management staff with other staff doing the WorkFit workout

- Use of in-house sports facilities for all staff and immediate family.
- Flexible work arrangements including part-time and flexi-hours scheme.
- Child care centre on campus where staff enjoy discounted rates.
- Corporate memberships for Social Development Unit and Social Development Service.
- Staff are eligible for up to 5 days paid leave per year on grounds of urgent private affairs (UPA).

Management Quote

“TP’s HR policies, practices and programmes organised for staff help keep in healthy tension the balance between the dual responsibility of work and family.”

Sally Chew-Ong, Director, International Relations & Industry Services Department

Outcome of Work-Life Initiatives

The annual Employee Opinion Survey has shown the outcome of the effectiveness of the wellness programme. It reflects that the staff regard TP as a satisfying workplace, and agree with the philosophy and culture. The data showed that staff are increasingly satisfied with TP as a place to work in, and more are participating in wellness activities.

Future Plans

One of the key strategic thrusts identified by TP is its shared responsibility in the growth, development and well-being of staff. With this focus, work-life policies and programmes will continue to be emphasised and pursued and where possible, new initiatives and programmes will be explored.



Parent & child session

Nature walk at Bedok Reservoir, 15 December 2001

Employee Quote

“TP has an excellent balance of work and recreation which my family and I have enjoyed over the years like the gym and swimming pool, the fishing trips, Family Day and others.”

S. Denesh, Educational Quality Systems Officer



Presentation of Wellness Programme during the monthly staff orientation at Blisspoint (staff centre)

Company : Temasek Polytechnic
Company Size : 1371 employees
Industry : Education
Address : 21 Tampines Avenue 1 S(529737)
Contact : Caroline Lee / Staff Wellness Officer
Phone : 6780 6102
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Email : caroline@tp.edu.sg

Urban Redevelopment Authority

The Urban Redevelopment Authority (URA) is Singapore's national land use planning authority. URA prepares long term strategic plans, as well as detailed local area plans, for physical development, and then co-ordinates and guides efforts to bring these plans to reality. Prudent land use planning has enabled Singapore to enjoy strong economic growth and social cohesion. It ensures that sufficient land is safeguarded to support continued economic progress and future development. URA's mission is to make Singapore a great city to live, work and play. It carries out its mission by planning and facilitating the physical development of Singapore, in partnership with the community, to create a vibrant, sustainable and cosmopolitan city of distinction.

Management Quote

"We aim to take care of staff concerns on the welfare and well-being of their family members."

Chew Suet Fun, Head, Human Resource

Summary Listing of Work-Life Programmes

- Alternate Saturdays off
- Flexible work hours
- Part-time work for mothers
- Child-care sick leave
- Nursing room
- Family Day

Outcome of Work-Life Initiatives

There is a lower attrition rate, lower sick leave and higher employee satisfaction level.

Employee Quote

“URA is staff-oriented. It has this part-time scheme for mothers like me to spend time with my children and still have an income.”

Sim Koon Geok, Executive Planner

Company : Urban Redevelopment Authority
Company Size : 1038 employees
Industry : Statutory Board
Address : 45 Maxwell Road, The URA Centre
S(069118)
Contact : K Jayaraman / Senior HRO
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Fax : 6220 1595
Email : Kandoth_Jayaraman@ura.gov.sg

Yokogawa Electric Asia Pte Ltd

Yokogawa has a long established supremacy as a global manufacturer and solutions provider in measurement, control and information. Inculcated with the founder's mottoes of "Quality First", "Pioneer Spirit" and "Contribution to Society", Yokogawa has tirelessly developed field-proven, leading-edge technologies and customer-based solutions for more than 80 years. Recently Yokogawa launched Enterprise Technology Solutions (ETS) - a complete, flexible and open business approach to meet the challenges of a more competitive business



Hey, look the hydroponics vegetables look so fresh and juicy

environment. It is also further increasing its competitiveness by concentrating on profitable operations and emerging businesses such as Information Technology.

Summary Listing of Work-Life Programmes

- Regular family activities include Family Fun Day, Mooncake Festival Gathering, family outings, health and wellness activities.

Management Quote

"It is important to have happy employees so as to fulfil our company's key goals of quality first and mission to contribute to society. Without family members' support, our employees will not be able to concentrate on their work and to be fully committed. The outcome of the family friendly programmes is to generate pioneer and team spirit in our employees."

Mr Lai Ah Keow, Director

- Family benefits include 5 days marriage leave, 2 days paternity leave, 2 days child care hospitalisation leave, 2 hours time-off for emergency and to handle family/personal matters, long term sick leave up to 1 year 6 months (with full pay for first 6 months, half pay for the next 6 months and no pay for the subsequent 6 months).

- Permanent part-time work and related job sharing.

Outcome of Work-Life Initiatives

Attrition rate is very low, at zero or near zero. The average length of service at Yokogawa is 10 years, and medical cost and sick leave is below the national average.

Future Plans

At present, all employees are covered under the Group Personal Accident Insurance and Group Term Life Insurance. There will be a feasibility study to cover employees for critical illness insurance so as to lighten employee's family burden should employees contract critical illnesses.

Employee Quote

"Through the activities organised by the company, I can have time to relax and also spend time with my family. I also took the opportunity to know my colleagues better and interact more with them."

Tan Poh Choo, Supervisor

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