



WORK-LIFE EXCELLENCE AWARD 2012
recognising great employers



PREFACE

Every two years, leading members of the Singapore business community come together to celebrate Singapore's achievements in the area of work-life harmony. The Work-Life Excellence Award recognises employers and individuals in Singapore for their achievements and contributions in promoting greater flexibility and work-life harmony.

This publication records good work-life practices and initiatives from these outstanding award-winning organisations and individuals. This year's winners highlight the importance of strong leadership and flexible and supportive cultures, as well as the need for constant communication and innovation, to make work-life harmony a reality at workplaces.

On behalf of the Work-Life Excellence Award 2012 Secretariat, we extend our congratulations to each of our award winners. May each one of you continue to inspire others to be a winner!

Work-Life Excellence Award 2012 Secretariat



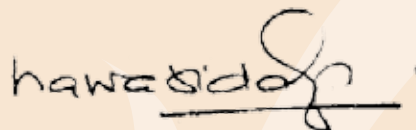
FOREWORD

As the saying goes, success breeds success. This year's Work-Life Excellence Award shows how employers across Singapore are embracing the concept of work-life harmony and reaping the benefits of making it a success for their employees.

It makes good business sense to protect your investment and retain valued employees by keeping them engaged and motivated in the workplace. Not only do you have a more productive and loyal workforce, you also gain access to a wider pool of manpower that needs flexible work arrangements to meet their work and personal aspirations. The award winners have taken steps to debunk traditional notions of work based on fixed time and office, and leveraged on workplace flexibility to better seize opportunities in a changing manpower landscape and business environment.

What makes an organisation's work-life strategy effective? Both the "hardware" – policies and programmes – and "software" – workplace culture and processes – need to go hand in hand. A lot of the focus has been on the provision of programmes and initiatives. I am encouraged to see that more organisations are now expending efforts to foster mindsets and behaviors that facilitate the practice of work-life harmony.

This year, over 40% of the participating organisations are doing so for the first time. It is a healthy sign that the momentum for work-life harmony continues to build in Singapore, as seen by the many examples in this book. These award winners value people as one of their most important assets, and help their employees to play their roles better in their work and personal lives, thereby enabling them to be more effective all round. Congratulations to each of the award winners this year and thank you for your contributions to making work-life harmony an essential part of the Singapore's way of life.



HAWAZI DAUPI

Chairman

Tripartite Committee on Work-Life Strategy

Senior Parliamentary Secretary,

Ministry of Education & Ministry of Manpower

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THE WORK-LIFE EXCELLENCE AWARD

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Work-Life Leadership Award

honours individuals for their outstanding contributions to promoting work-life harmony, and their deep commitment and outstanding leadership in effecting work-life strategies.



Narihiko Uemura

– Managing Director, Sony Electronics Asia Pacific Pte Ltd –

“We believe in long-term development of our employees. We do not practise conservative management and long-working hours in our Singapore office, instead we have various flexible working practices including working from home and flexi-time.”

A Focus on People

It is the leadership that sets the tone in any organisation and no one understands this better than Mr Narihiko Uemura, Managing Director of Sony Electronics, Asia Pacific and Sony Electronics (Singapore).

It is Narihiko's focus on the people that enables work-life harmony to be achieved – even in a company as large and complex as Sony. His approach is simple but effective – be one with your team, listen to their needs and encourage work-life harmony in the workplace.

He communicates the company's work-life harmony values directly to his employees, through regular blogs, emails, group assemblies and lunches.

A Captain of the Team

While Narihiko may be the captain, his whole organisation plays as one united team. Narihiko does everything in his power to ensure that his team is winning the battle to achieve work-life harmony in their lives. For example, he shares his work calendar with his staff so that they can see his upcoming events and make their own flexible work plans. He also likes to organise lunches with employees at all levels, giving them the opportunity to discuss their ideas and concerns directly with him.

All leaders also need their managers to support and deliver the company's work-life harmony agenda. This is why Narihiko takes a keen interest in the company's Manager's Training Academy, which teaches managers how to implement and manage work-life initiatives. Narihiko was so determined to see a positive change in his managers' attitudes towards work-life harmony that he personally prepares the training materials for the trainees.

A Win for Employees and the Organisation

Based on the organisation's Global Employee Survey in 2011, Narihko's focus on people and their holistic needs have led to a substantial improvement in the level of employee satisfaction with scores well above the national average. Narihko and his team have won numerous awards for their human resource practices, and the company's attrition rate is extremely low as compared to other organisations in Singapore.

Magdeline Ng, Assistant Manager of Corporate Human Resources, believes that it is Narihko's personal style which keeps the employees excited about working in Sony. As a human resources specialist herself, she understands the benefits of working with such a supportive boss.

As Magdeline explains: “As a HR professional, I am very grateful to work under his leadership as he is very encouraging. He makes everyone focus on work-life harmony and the needs of their families. He makes us feel like we are at home, and that we are part of the same team. He does this by really understanding employees' needs and by promoting workplace practices that support flexibility.”



Yeo Miu Ean

– President and Founder, WEWAM Limited –

“An individual who is unable to handle work, family and personal challenges is likely to face stress mentally and physically. When I look at these consequences, I see the importance and urgency of enabling others to be able to work towards work-life harmony.”

A Passion for Work-Life Harmony

Ms Yeo Miu Ean is a passionate work-life advocate who has dedicated over a decade to promote positive work-life cultures and values amongst organisations and working individuals. As a working mother herself, Miu Ean is keenly aware of the challenges that working adults face, even as they put in their best at work while pursuing fulfilling personal lives. She generously shares her personal experiences and solutions that have helped her achieve work-life harmony and motivates others to do the same.

Miu Ean finds that working mothers face some of the greatest struggles and challenges in achieving work-life harmony as they have dual roles, both as a mother and a career woman. She feels strongly that there is a need to equip these women with the knowledge on how to achieve work-life harmony. This is why she started a non-profit organisation Women Empowered for Work and Mothering (WEWAM) in 2011 to equip working and soon-to-be working mothers with the tools for better work-life harmony.

The 3C's of Work-Life Success

Miu Ean believes that work-life harmony is a realistic and achievable goal for every individual. She lives by her personal '3Cs' – a personal philosophy of work-life success:

- Clear Priorities
 - Priorities may differ at different life stages, with home life and career coming to the forefront at different times. Working adults should identify and reorder their priorities to achieve work-life harmony.
- Control Schedule
 - Being prepared and planning ahead are vital to making the best use of time at work and on the personal front.
- Communicate
 - Good communication with bosses, colleagues and family members is key to attaining work-life harmony. Always clearly communicate work and personal schedules as well as ensure that everyone is aligned to work-life objectives.

Leading by Example

Miu Ean proactively seeks out opportunities to share and promote the benefits of implementing effective work-life strategies, in particular how these work-life strategies can contribute to better individual as well as business outcomes. She has spoken to hundreds of organisations about the business case for work-life strategies, often showing them how to overcome challenges to achieve organisational work-life success.

During her employment in various organisations, she consistently championed the work-life agenda and drove the adoption of more flexible workplace cultures that support work-life harmony. As a leader then and now, Miu Ean makes it a point to encourage employees to utilise flexible work arrangements, and sets a positive example by tapping on them herself. Through this, she has been instrumental in helping to retain valued employees who may have otherwise resigned to care for their families.

In addition to leaving a work-life imprint within the organisations she worked in, Miu Ean has also impacted organisations and the working community at large, influencing them to pursue work-life harmony. As a volunteer Master Trainer and Facilitator for The Heart of Success, a personal work-life effectiveness programme, she has educated and equipped many working adults with the tools and knowledge to achieve work-life harmony for themselves. She has also developed and trained more facilitators like herself, hence helping to cultivate and grow the pool of experts to spread the work-life philosophy to more people. Over the years, Miu Ean has also coached various organisations' leaders on implementation strategies to develop better work-life culture within the organisations and some of these have gone on to win the Work-Life Excellence Award.

Miu Ean is currently the Chief Success Officer of Charistal Pte Ltd – a company she founded with the belief that talent is the key to the success of an individual and an organisation. Through Charistal, Ean provides services in consultancy, training and coaching. She specialises in work-life matters, especially in flexible work arrangements and helping individuals to achieve personal work-life success.



Work-Life Excellence Award

celebrates organisations that have demonstrated outstanding success in work-life strategies. Winners of this Award have effective and innovative work-life practices that brought about many positive outcomes for both employees and the organisations.

Capelle Consulting Pte Ltd Cerebos Pacific Limited
Focus on the Family Singapore Limited Holiday
Inn Singapore Orchard City Centre Housing &
Development Board IBM Singapore KPMG Maybank
Ministry of Community Development, Youth and
Sports National Heart Centre of Singapore Pte Ltd
Republic Polytechnic Sheraton Towers Singapore
Hotel Singapore General Hospital SP Consulting
(International) Pte Ltd Capelle Consulting Pte
Ltd Cerebos Pacific Limited Focus on the Family
Singapore Limited Holiday Inn Singapore Orchard City
Centre Housing & Development Board IBM Singapore
KPMG Maybank Ministry of Community Development,
Youth and Sports National Heart Centre of Singapore
Pte Ltd Republic Polytechnic Sheraton Towers
Singapore Hotel Singapore General Hospital SP
Consulting (International) Pte Ltd Capelle Consulting
Pte Ltd Cerebos Pacific Limited Focus on the Family
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Pte Ltd Republic Polytechnic Sheraton Towers
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Centre Housing & Development Board IBM Singapore
KPMG Maybank Ministry of Community Development,
Youth and Sports National Heart Centre of Singapore
Pte Ltd Republic Polytechnic Sheraton Towers
Singapore Hotel Singapore General Hospital SP
Consulting (International) Pte Ltd Capelle Consulting
Pte Ltd Cerebos Pacific Limited Focus on the Family
Singapore Limited Holiday Inn Singapore Orchard

THE WORK-LIFE EXCELLENCE AWARD



Capelle Consulting Pte Ltd

28 Employees



Our Organisation

As an integrated organisation development and human resources consulting firm, Capelle Consulting helps organisations build organisational capability by offering international best practice solutions that are contextually relevant, values-based and customised to our clients' specific needs. In today's competitive labour market it is vital for Capelle to first touch the lives of our employees through a holistic approach to work-life harmony.

Our Work Life Journey

People matter at Capelle. We show care and concern for the well-being of our employees. Our Managing Partner, Tan Tat Jin encourages his employees to align their goals to their season in life. Our management maintains an open-door policy that encourages employees to discuss suitable work-life arrangements with their supervisors. Our employees reciprocate our trust with consistent strong performance.

As role models, our management walks the talk by telecommuting from home when there is a need. Tan Tat Jin worked effectively with his team and clients when he had to telecommute for five weeks when his son was starting university in Melbourne. Our Senior Partner Helen Lim-Yang speaks frequently and passionately at various platforms to support work-life culture and encourage many companies to embrace relevant work-life strategies to retain and support their workforce.

We believe our different flexible work arrangements are effective in helping us retain talents across our company. Four of our employees who have been on flexible work arrangements have worked for the organisation for more than nine years.

To tap a wider pool of expertise and talent while keeping manpower costs low, Capelle offers part-time arrangements for employees who still desire to work while taking care of their families. Part-timers can arrange to work two or three days per week.

Being a small organisation, Capelle is able to perpetuate the culture of openness and trust where feedback is commonly exchanged over lunch or an informal chat session with the supervisor. We also hold team-building sporting sessions in a fun and comfortable environment to fortify interaction and familiarisation amongst employees.

Our Thoughts

"Flexible work arrangements have allowed me to pursue a bible study course and adjust my work week for a 3-month period. There were times when it was challenging to balance both study and work but it has been a very fulfilling experience for me. This arrangement offered a win-win outcome that has benefitted Capelle and me."

– Yvonne Tan, Accounts Manager –

"I was very grateful that Capelle supported my application for unpaid leave in 2011 so that I could be with my husband and children on his sabbatical leave. It was a good break from work and allowed me to be refreshed, recharged and ready to go full steam into work upon my return."

– Kim Tan, Learning Specialist –

THE
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Cerebos Pacific Limited

176 Employees



Our Organisation

At Cerebos, creating value for our employees is our top priority because they are our most valuable assets. Quality work-life harmony is about creating and maintaining supportive and healthy work environments that will enable employees to manage their work and personal responsibilities thereby strengthening loyalty, performance and productivity. By creating value for our employees, customers and shareholders, we believe we can become a leading food and health supplements enterprise in the Asia Pacific region.

Our Work Life Journey

Since the launch of our Work-Life Strategy in April 2002, Cerebos has introduced a wide range of benefits and flexible work arrangements that enhances our employees' welfare. In addition to medical and hospitalisation benefits, employees can enjoy other flexible benefits that cater to their family needs such as flexible work arrangements, time-off to exercise during office hours, family care and paternity leave, examination or study leave.

One successful flexible work arrangement is staggered working hours where employees can choose a start time that suits their current needs. For example, a parent who needs to bring his or her children to school can start work at 8.00 am and finish at 5.00 pm while others may start work at 9.00 am and finish at 6.00 pm.

Employees may choose to work from home up to two working days per month. They may also apply to work from home for an agreed period of time to fulfil a family or personal commitment.

Aside from a daily supply of our BRAND's health supplements, employees can plan their own exercise

schedule on any day, including during office hours from 4.30 pm without any time limit. They have the flexibility to choose the type of exercises they would like to participate in from Mondays to Fridays. Our programmes are flexible and cater to every individual, small interest groups and all level of employees. For example, they can pick golf on Tuesdays, badminton on Wednesdays and soccer or yoga on Fridays.

Our Thoughts

"Cerebos supports its employees by allowing us to take time-off from work to exercise and bond with our colleagues while getting fit. We enjoy benefits and programmes that help us balance our work and personal life. This makes me a more productive and happy worker. I really appreciate the company's efforts and thoughts for being such a caring employer."

– Theresa Tang, Senior Manager, Treasury – Group Finance –

"Cerebos places great emphasis on the wellness of its employees. I appreciate the time-off to exercise during office hours, especially as I am married with a kid. The support and facilities such as the lactation room and refrigerator truly cater to the needs of a new mother."

– Loh Pei Mei, Senior Executive – Group Legal –

THE
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AWARD



Focus on the Family Singapore Limited

30 Employees



Our Organisation

Focus on the Family Singapore is a local charity with “Institution of a Public Character” (IPC) status dedicated to *helping families thrive*SM. We exist to come alongside families through different stages of life. Since 2002, Focus has impacted more than 260,000 individuals, including needy families, inmates, at-risk youths and children. We promote strong families through family life programmes, trusted resources, counselling services and content placement through various media.

Our Work Life Journey

Quality work-life harmony is regarded as a business imperative and forms an essential component of our overall recruitment and retention strategy.

We are keenly aware that people are our richest resource and the key to our sustained organisational growth and progress. Since our inception in 2002, creating a healthy work-life culture and implementing sustainable work-life practices and policies have helped us overcome the typical bugbears of the non-profit sector such as poor recruitment and employee retention due to low pay and long working hours.

Our Work-Life strategy is built on five key elements known as the Focus 5 Culture:

1. Trust
2. Healthy Conflict
3. 100% Commitment
4. Accountability
5. Results

The management believes in leading by example. Our Chief Executive Officer Joanna Koh-Hoe goes the extra mile to share and urge other leaders and organisations

to adopt work-life friendly policies through numerous speaking engagements and work-life forums.

Andy Goh, Head of Strategic Partnerships, works staggered hours and comes to the office earlier after he takes his wife and son to school in the morning. These examples set the tone and pace for a healthy work-life culture at Focus on the Family.

Consistent with the Focus 5 Culture, we have fully adopted a KPI-based performance management system that rewards employees based on results rather than presence in the office. This ensures that our employees are driven to find more efficient and effective ways of working and dispels the practice of ‘presenteeism’.

Focus offers a diverse range of flexible work arrangements including compressed work schedules, telecommuting, part-time work, staggered work hours and shift swapping.

Our Thoughts

“As a first-time mum, I face the dilemma of wanting to be involved in my son’s development and yet continue the work which I enjoy. With the flexible work-from-home arrangement, I can plan my work hours around my family’s schedule and spend time with him.”

– Vicky Ho, Head, Corporate Communications –

“I really enjoy the flexible working arrangements and the trust my boss has placed in me, to work independently to meet my deadlines and targets. My time is used more efficiently now that I have the freedom to arrange my own working hours.”

– Jeannie Cheong, Special Assistant to President –



Holiday Inn Singapore Orchard City Centre

251 Employees



Our Organisation

Holiday Inn Singapore Orchard City Centre is part of the Intercontinental Hotels Group, the world's largest hotel group. The Hotel upholds the vision that great people build great brands, and by sharing great values we can create great hotels our guests love. At the core of our vision are our employees who are the emotional link between our hotel and our guests.

Our Work Life Journey

Our work-life strategy underscores our promise to our employees - enjoy the opportunities of a great career in the hospitality business by growing personally and professionally in a progressive workplace that values its people.

We have had a 5-day work week since 2008. Employees with specific family or health demands can access flexible work schedules, telecommuting schemes and part-time employment. Our job sharing initiative has opened up opportunities for people with disabilities, increasing the hotel's talent pool. Job sharing has been largely utilised in the housekeeping department. Employees can share the responsibilities and tasks of linen runners and cleaners, thus reducing stress and fostering effective teamwork.

Our former General Manager, Kanchan Kanwar invited groups of employees for breakfast chats so that the employees had direct access to her. She in turn got acquainted with her employees and received first-hand feedback on how our work-life policies are working and benefiting them. Our current General Manager, Jagdeep Thakral, continues the tradition and has tea sessions to meet up with the employees.

We are always looking for ways to improve – and not just in our work-life practices. Employees are incentivised to contribute new ideas to improve work processes. It is our aim to maintain a trusting culture where employees remain comfortable to speak openly with their managers and know that their suggestions are seriously considered.

Our Thoughts

“As I had a difficult pregnancy and required bed rest, the hotel allowed me to work from home. Telecommuting has helped me so much because I was not stressed and thus was able to focus on my recovery while managing my work responsibly.”

– Sabrina Sun,
Assistant Quality and Continuous Improvement Manager –

“I am grateful for the open communication with my management, which has helped me to achieve more work-life balance. The flexibility of half-day work enabled me to spend quality time with my family as well as work more effectively and remain committed to developing my career at Holiday Inn.”

– Cynthia Low, Accounts Assistant –



Housing & Development Board

5,624 Employees



Our Organisation

As Singapore's public housing authority, we provide Singaporeans with affordable quality homes in vibrant living environments. Our key priorities are to ensure that we meet the changing needs and aspirations of our citizens as we build cohesive communities within each town. Today, over 80% of Singapore's population live in HDB flats with 95% of them owning their flats.

Our Work Life Journey

Our CEO, Dr Cheong Koon Hean tells all employees that their welfare and well-being are important because HDB can only succeed when our employees work in an environment that enables them to give their best.

Providing a conducive work environment so that our people can manage work responsibilities alongside personal and family needs is integral to achieving organisational results. Through an effective work-life strategy, we strive to better attract and retain talents, and at the same time, heighten our employees' engagement level.

One of our latest initiatives is the time-off for elder-care scheme that was launched in January 2011. Under this scheme, our employees can apply for time-off to accompany their parents, parents-in-law and grandparents for medical appointments. It thus gives our employees, single or married, more flexibility when dealing with family demands and work responsibilities.

In fact, flexibility is central to our work-life strategy. This includes offering our employees the option of starting work at any time between 7.30 am to 9.00 am to suit their individual or family needs. HDB also offers flexible work arrangements like telecommuting and part-time

employment. Parents with young children appreciate the convenience of having a child-care centre located within HDB's office premises.

HDB will continue to review and improve our range of programmes and benefits to provide our employees with a holistic approach to their welfare and well-being. From family life to health and wellness and social activities, there will always be suitable programmes for everyone.

Our Thoughts

"It is a blessing being able to work from home. Whenever I tell someone that I work from home two afternoons a week, I get this response, 'Wow! Your company is so good'. Both my son and I have benefited from the telecommuting scheme. It spares me from the late night homework coaching sessions that always end up with my son in tears. Thank you HDB for helping working mothers to juggle their job responsibilities and family life."

– Tey Hui San, Principal Business Manager,
Centre of Excellence for Business & Management,
HDB Building Research Institute –

"Part-time employment is an ideal way for me to manage my personal time while allowing me to continue contributing at work. I have the support of my supervisor and colleagues and I think I am healthier and happier under this arrangement."

– Peh Chan Guan, Principal Estate Manager,
Woodlands Branch Office, Housing Management Group –

THE
WORK-LIFE
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AWARD



IBM Singapore

Over 430,000 employees in more than 170 countries



Our Organisation

IBM Singapore has grown to become an Operational Headquarters complete with research, manufacturing and services integration hub facilities – with the goal of leading in the creation and development of the industry's most advanced information technologies. IBM closely aligns its goals to support the drive in making Singapore a regional and global hub of knowledge-based industries.

Our Work Life Journey

Maintaining work-life harmony has become a business imperative. Be it flexible work arrangements or child-care services, we recognise that these have a positive impact on employees' productivity and retention. Complementing these policies are well-being services, which span across several areas ranging from Influenza vaccination to emotional well-being programmes.

We are committed to creating and driving an inclusive, supportive and flexible work environment that gives employees more flexibility and control over their work and their lives. This is an important means to achieving greater work-life harmony and enhanced productivity.

IBM has a long tradition of management by objectives. IBM employees who are given greater flexibility - with respect to their hours and conditions of work - have reported more job satisfaction, increased job productivity, higher morale and motivation as well as greater loyalty to IBM. According to a recent Global Work-Life Survey, which we conduct every 3 years, IBM's focus on work-life harmony is one of the primary reasons why employees work for and remain with the company.

We will continue to adopt and deploy broad workplace flexibility initiatives to increase the benefits for IBM and our employees while retaining and fully utilising their key skills.

Our Thoughts

"One of the reasons people come to work for IBM is because we take workplace flexibility seriously. On any given day, worldwide, one-third of our people are not at an IBM location - they are working onsite with customers, telecommuting, or are on mobile."

– Sam Palmisano, Chairman
(January 2003 – September 2012) –

"We live in a highly globalised world where technology is changing the way in which we live, work and do business. Workplace flexibility has become a business imperative. In IBM we have found that with flexible work options, our teams enjoy greater work-life integration and are thus able to serve our clients as never before."

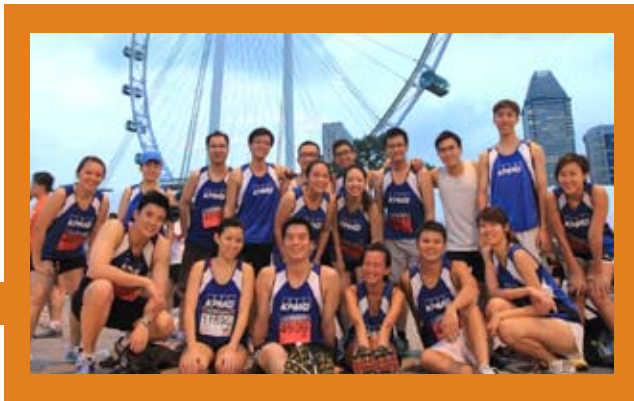
– Janet Ang, Managing Director for Singapore –

THE
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AWARD



KPMG

2,378 Employees



Our Organisation

KPMG is one of the largest professional services firms providing audit, tax and advisory services in Singapore. Launched in 2010, “The Envy of All” is a five-year vision to steer KPMG Singapore towards excellence in the areas of careers, clients, clarity, communities and culture. In order to be the envy of all, we need a collective group of individuals who are talented, capable, trusted and committed. Our people define KPMG.

Our Work Life Journey

At KPMG, our management has committed resources to ensure that our work-life strategy succeeds. This includes having designated human resources executives who champion and implement the various work-life, physical as well as mental, well-being programmes. These executives are encouraged to attend work-life courses and workshops to help them understand how to make work-life integration a success within the company.

The key to our success is our corporate culture – but this doesn’t happen by chance. KPMG has People Management Leaders who are selected to foster a culture and environment that are conducive to keep its people happy and to assist them in achieving their personal and career aspirations, including finding a balance between work, family and social commitments.

In recent years, many work-life programmes have been introduced and the firm has aligned its policies and day to day functions to ensure these programmes are successful. The initiatives include a ‘Respect for Leave Policy’ which encourages supervisors to honour leave that has been applied. It is important that employees have an opportunity to balance personal interests with a professional career. We also advocate a holistic approach

to performance management where employees are evaluated based on their broader contributions to the organisation and its goals, instead of how much time they spend physically in the office.

Another popular programme is ‘Give Time’ which provides employees up to 40 working hours a year to spend on community service for causes they believe in.

Our Thoughts

“People are at the heart of every successful organisation. In our firm, we focus on building a community where people come first, where people look out for each other, and where people form lasting ties. We help our people develop their potential to their fullest, in both their professional and personal lives. Their professional achievements and their personal triumphs reinforce each other, making each and every success even more meaningful. In turn, we see happier, healthier and engaged staff who touch other people’s lives positively, making KPMG a great place to work in and to work with.”

– *Tham Sai Choy, Managing Partner* –

“For me, ‘Give Time’ is an excellent initiative and it will be a stepping stone for interested KPMG people to play a part for our community and balance our work commitments at the same time.”

– *Paul Choo, Senior Executive, Markets Group* –

THE
WORK-LIFE
EXCELLENCE
AWARD



Maybank Singapore

1,400 Employees



Our Organisation

Maybank started operations in Singapore in 1960 as a fully-licensed commercial bank. It now has a network of 22 Branches and 35 ATMs. Human capital development is a top priority at Maybank, and it is one of our key drivers to achieving the Bank's business success. Our people strategy stems from our mission of humanising financial services, which calls for us to get closer to our internal customers - our people.

Our Work Life Journey

At Maybank, we subscribe to the belief that happy employees equate happy customers. That is why our human resource goal is to be a workplace friendly employer. Our policies are geared towards optimising the well-being and fulfilment of each individual, nurturing their strengths, interests and their family lives. We have a culture of working and supporting one another through a specific focus on "family". This commitment to work-life harmony is apparent in all the business and work-life strategies across the Bank.

A healthy employee is a happy one, so Maybank's Work-Life Excellence (WLE) framework focuses on mental, emotional and physical wellness for employees. At Maybank, we adopt a "cradle to grave" approach in both form and substance to cater to the different life cycle needs of our multi-generational workforce. We customise every programme to suit different segments of our employees. The smorgasbord includes social and recreational activities such as talks and workshops, to employee support schemes such as flexible work arrangements and family-centred leave arrangements. We also conduct power lunch talks on a range of family topics such as parenting, choosing a mate wisely, health and nutrition.

Maybank's senior leaders are long-standing supporters of our pro-family programmes. Their commitment and

support for work-life strategies boost employee morale and create a positive work environment in the Bank. They encourage and allow the employees to participate actively in various WLE activities. Where their busy schedules permit, our senior leaders also join employees in lunch talks and Corporate Social Responsibility activities. This explains Maybank's low attrition rate - the family that does things together, stays together.

As a result of our targeted efforts towards employees' well-being and satisfaction, Maybank's Employee Engagement Index (EEI) ranks among the highest in Singapore organisations and also above the global high performance company norm. The employee turnover rate is also consistently below the financial industry average.

Maybank advocates diversity and inclusion in our WLE approach, and continuously strives for harmony, integration and balance between work and family life for our employees.

Our Thoughts

"There are limited opportunities to work part-time in Singapore, so I was delighted when Maybank provided me with one. I get to achieve work-life harmony, spend time with my children and keep my career going! I continue to receive the same incentives as a full-time employee and Maybank includes me in all extra-curricular activities and treats me like a real member of the team. I am truly grateful."

– Katie Ann Chew, Legal Counsel –

"The 2-week marriage leave is very beneficial as it reduces the stress when planning for a wedding. My bosses are very understanding and there's always someone to cover my work for me when the need arises. The longer marriage leave gives us time to bond as a newly-married couple, which is a great start to our marriage."

– Yeoh Gaik Leng, Relationship Manager –



Ministry of Community Development, Youth and Sports

1,134 Employees



Our Organisation

The mission of the Ministry of Community Development, Youth and Sports (MCYS) is to foster socially responsible individuals, inspired and committed youths, strong and stable families, a caring and active community and a sporting people. To achieve this mission, MCYS is tasked to build a cohesive and resilient nation that can overcome challenges together by tapping into policies, community infrastructure, programmes and services.

Our Work Life Journey

If there is one word to sum up MCYS' approach to its employees, it is "holistic". We respect employees as people with a career, family, personal obligations and aspirations.

Our work-life strategies have led to two benefits. First, our employees are able to meet their obligations and feel happy and fulfilled. Second, the implementation of work-life initiatives leads to better performance. That is why the Ministry has built a work culture where there is strong support for work flexibility and work-life programmes.

MCYS understands that employees need different types of support depending on the stage of life they are at. MCYS' holistic approach to work-life harmony accommodates the needs of the singles, young couples getting married as well as newlyweds, families with young children, right through to more mature employees planning for their retirement, and covers the physical, mental, social and spiritual needs of our employees.

At the end of the day, the wide ranging initiatives of MCYS could never be successful without the support and encouragement of our senior management as well as the mutual responsibility between employees and

management. It is the management's priority to create a healthy integration between an employee's work and personal life. We also take an active role in reviewing policies and programmes to ensure our employees are getting the most out of the flexibility offered to them.

Our Thoughts

"As a supervisor, I recognise the importance of supporting my team with MCYS' work-life programmes. Flexible work schemes such as telecommuting in particular have helped my officers to become more committed and productive at work."

– Bernadette Alexander, Chief Probation Officer –

"I used to joke that I am half-part mum and half-part employee. The part-time scheme has given me the twin opportunities to fulfil my responsibilities as a mother of two young boys and to pursue a life outside the domestic realm. I am now a happier and more motivated employee because of the flexibility that has been generously accorded to me."

– Heng San San, Manager, Sector Planning & Development –



National Heart Centre of Singapore Pte Ltd

909 Employees



Our Organisation

The National Heart Centre Singapore (NHCS) is a 185-bed national and regional referral centre for cardiovascular diseases. We provide one-stop cardiac services for patients with heart, lung and chest problems. Our employees are committed to delivering safe and quality patient care. NHCS is an established education centre for cardiac specialists and healthcare professionals, and an active research and development facility. NHCS is the first of its kind to receive the prestigious Joint Commission International (JCI) accreditation in Asia.

Our Work Life Journey

Providing care to heart patients is a 24/7 year-round effort. As half of our employees perform shift work, it is crucial that we support them in achieving work-life harmony to engage and retain them in the long run.

From as early as year 2000, NHCS pioneered changes in our employee's work schedules to facilitate work-life harmony. For instance, the compressed work schedule was introduced in 2005 for nurses working in inpatient wards. This allows nurses to get one additional day off every two weeks. In October 2011, the work schedule of inpatient nurses was further enhanced to five working days per week, allowing them to spend more time with their family and loved ones.

Our Medical Director, Associate Professor Koh Tian Hai points out, "We want to offer a supportive and conducive environment for our employees to work in. For this reason, NHCS introduces family friendly practices. One of our most popular programmes is the Birthday Off that was started in 2002."

Our Deputy Medical Director, Associate Professor Terrance Chua, feels that given the level of patient care expected, it is important that our employees are fully and wholeheartedly engaged in their work. Providing work-life harmony helps them achieve peace of mind to better focus while at work.

In 2011, employee turnover dropped to 7.2%, which is significantly lower than the national average. We have achieved a consistent retention rate of above 95% for our top performing employees in the past few years. This is testimony to the success of our work-life strategy in keeping our best brains and talents.

Our Thoughts

"I find great satisfaction working at NHCS because it recognises the importance of work-life harmony for each and every employee, which greatly boosts staff morale and enhances our delivery of quality patient care."

– Tay Ai Liu, Nurse Clinician –

"My 8 years with NHCS showed me that it really has the welfare of the employees at heart. Once when my mother was taken ill, I was allowed to leave the ward to visit her to allay her fears. I really appreciate all the care and concern my supervisor has shown for me. I would like to say a big "THANK YOU" to my organisation and my supervisors."

– William Chua Eng Ann, Senior Patient Services Officer –

THE
WORK-LIFE
EXCELLENCE
AWARD



Republic Polytechnic

956 Employees



Our Organisation

At Republic Polytechnic (RP), our vision is to be an educational institution of choice for nurturing innovative, entrepreneurial and cultured professionals. We believe in nurturing and supporting a work-life culture that helps to enhance the performance and job satisfaction of our employees and also distinguishes our polytechnic in the battle for talent.

Our Work Life Journey

In 2011, the turnover rate of our senior management was an impressive zero, and in 2010 it was only 2.5%. Our work-life strategy is made possible because of the strong commitment from both management and employees to 'make it work'. We provide employees with a friendly work-life environment where teamwork is frequently practised.

Since the opening of RP in 2002, we have implemented flexible work schedules where employees can vary their start time between 7.30 am to 9.30 am to suit individual needs as long as they fulfil a minimum of 8.5 work hours per day.

Our telecommuting scheme has tremendous employee support and is opened to all full-time academic and administrative employees. This flexibility has not compromised the needs of our students for consultations with the academic employees who telecommute during term break. There has been no complaint that productivity has been adversely affected.

We also created a Part-time Associate Scheme for those who wish to spend more time with their family and for retirees who still desire to work and contribute. For example, an Administrative Associate can work from

home 100% of the time and is paid based on tasks. An Academic Associate is able to facilitate classes based on their own schedule and is paid based on a daily rate.

RP also introduced a leave benefit scheme for parents with school-going children. Eligible male and female full-time employees with children aged 3 to 16 years can take a half-day off-in-lieu during the period from 2nd to 4th January so that they can help their children settle in school at the beginning of a new school year.

Our Thoughts

"The Administrative Associate Scheme is an effective alternative for mothers who want to keep their jobs and at the same time, be at home for their children. This scheme helps me to have the time to cook healthy meals for my family and be on hand to help with the kids' homework. I am truly experiencing work-life harmony!"

– Catherine Lum, Administrative Associate,
Office of Human Resources –

"During semester breaks we can telecommute on scheduled days. Telecommuting helps us to spend more time with our youngest son who goes to school in the afternoons, as well as enjoy an occasional lunch with our parents. This has been so helpful to our family."

– Seeneth Hanifa, Manager, School of Infocomm
Abdul Kahlid, Assistant Director, School of Sports,
Health and Leisure.
They are married and both work with RP. –



Sheraton Towers Singapore Hotel

316 Employees



Our Organisation

Often recommended as one of the best places to stay in the world, Sheraton Towers Singapore sets the benchmark in the hospitality industry with our outstanding quality standards and personalised butler service. As a leading service provider, we recognise that our associates are our key assets. We are committed to care and invest in them through training and developmental programmes.

Our Work Life Journey

Resonating our Sheraton Brand Core Values of Warm, Connected and Community, we aim to provide a caring environment for our associates to learn, develop and grow. We would like our associates to see their workplace as their second home where they can look forward to coming to work and connecting with fellow associates.

Effective work-life strategies can help to nurture a more engaged and productive workforce and translate into business success with increased efficiency, productivity and competitiveness. Our work-life strategy does not depend on one person or department. Every associate in the Hotel has a part to play to ensure its continual success.

We map our work-life programmes to meet the needs of our associates in 5 aspects - sporty lifestyle, healthy living, healthy eating, family togetherness and caring workplace. We provide flexibility in work arrangement for new mothers who need more time to care for their babies after maternity leave. Work hours can be adjusted to fit the current needs of an associate. The Hotel gains from retaining good employees especially in an industry where labour is scarce and salaries are very competitive.

Sheraton Towers offers an enticing platter of work-life programmes covering compressed 5-day work week for administrative and support associates, flexible work arrangements, part-time employment, a wealth of health and wellness programmes and employee support

schemes. The favourite benefit must be the Star Hot Rates scheme which allows associates and their immediate family members to stay at sister properties overseas at special hotel rates. In 2009, the Hotel introduced Star Friend Rates to cater to the extended family members and friends of our associates.

We value experienced manpower and moved quickly to embrace a re-employment policy. Our most mature associate is 71-year-old Kim Eng who is known for her dedication to her job as a room attendant. Winning numerous accolades, Kim Eng has a renewable annual contract since her retirement.

Our Thoughts

"It makes good business sense to help our associates juggle work and family. Such good employment practices show that we care and in return helps the Hotel retain staff in a sector where manpower is difficult to come by."

– Francis Tan, Director of Human Resources –

"When our Hotel takes great interest in taking care of my personal and family well-being by offering attractive work-life programmes, I can concentrate better at work and be more committed towards achieving the business objectives of my team."

– Mohamed Ali Bin V K Kather, Security Executive –

THE
WORK-LIFE
EXCELLENCE
AWARD



Singapore General Hospital

8,100 Employees



Our Organisation

Singapore General Hospital (SGH) is Singapore's largest tertiary hospital with a 8,000-strong multi-generation and diversified workforce. SGH provides advanced medical care under its 36 clinical specialties. SGH is the first hospital in Asia to achieve Magnet designation for nursing excellence. As an academic hospital, SGH plays a key role in nurturing doctors, nurses and allied health professionals, and is committed to innovative translational and clinical research to provide the best care and outcomes to her patients.

Our Work Life Journey

In support of our motto of 'Patients. At the heart of all we do', our work-life strategy aims to ensure a sustainable, stable workforce that is equipped to add that special touch to people's lives and enhance quality patient care. We believe that for a work-life strategy to succeed, employees must feel cared for, empowered and fulfilled.

"Loving Work, Living Life" was introduced in February 2010 as a customised work-life programme to equip our employees with coping skills, tools and strategies to better control their work and personal lives.

Flexibility is at the heart of quality work-life because there is no one solution that fits all. Flexibility for granting paid leave, compressed work schedules, job sharing, work re-organisation, telecommuting and conversion to part-time employment are some of the numerous support schemes that help employees attend to urgent family needs, unplanned demands and work training schedules.

More than one-third of SGH employees are aged 40 years and above. The mature workforce at SGH, with their years of experience, wisdom and loyalty offers a valuable

resource to the healthcare industry. Our mature employees are well-supported with good practices such as longer re-employment contracts, salary adjustment based on same job scope and level of productivity with no reduction in salary and eligibility for promotion under a term contract.

We continue to review and streamline our expansive line-up of programmes, events and benefits to better cater to the physical, mental and emotional, social and family needs of our employees.

Our Thoughts

"We are committed to helping employees harmonise work and personal needs through effective and innovative Work-Life schemes. Employees with less worry in their personal lives are more likely to be committed and engaged at the workplace, thus enhancing their performance at work. It also plays an important part in attracting and retaining talent."

– Professor Ang Chong Lye, Chief Executive Officer –

"Without the flexible work arrangements, I would have to put my studies on hold as I believe in the importance of spending time with my baby. I am really thankful to my supervisor and colleagues for their support. Now I have the best of all worlds – family life, work and professional development!"

– Esther Lan Danlin, Physiotherapist who works a three-day week –



SP Consulting (International) Pte Ltd

9 Employees



Our Organisation

SP Consulting provides value-added management system consultancy, certified training services and products for the manufacturing and service sectors. Our core services include Business Continuity Management, Workplace Health Promotion, Work-Life Integration and a wide range of ISO related consultancy. We believe in giving our cutting-edge solutions to clients through our employees. We are committed to enhancing the work and family life of our employees because a healthy family life boosts their and our organisation's productivity and performance.

Our Work Life Journey

We place high priority on work-life harmony as can be seen in our document 'Family Life Policy.' Endorsed by our Managing Director, Lim Meng Wee, the Family Life Policy lists 12 pro-family initiatives including flexible work arrangements and permissible use of company's resources for family matters.

Employees are encouraged to offer feedback and discuss alternative work arrangements when the need arises. Our management also observes best practices from other companies that may be adapted for SP Consulting.

Today, 7 out of 9 employees telecommute. Our telecommuting scheme is fully aligned with our priority on work-life integration. While employees now have more time with their family, they are still able to fulfil their work obligations. We have built a culture of trust and do not micro-manage our employees to ensure that they get their jobs done. Employees have reciprocated with responsibility and commitment to their assignments.

Part of the Family Life Policy's intent is to support our employees in attending to their personal responsibilities.

For example, employees can use the office photocopier to print school work for their children instead of rushing out to a photocopying centre. We also allow them to use the office computers and printers for family matters. Employees can also borrow the office projector, digital camera, professional vacuum cleaner and blood pressure monitoring machine for use at home.

Our Thoughts

"The ability to work flexible hours allows me to take care and spend time with my son and daughter who are in primary school and child-care respectively. I treasure the time I have with my children during their formative years."

– Sharon Tan, Principal Consultant –

"As I am single, the work-life policy of my company enables me to take care of my elderly mother without inconveniencing her or affecting my work. This arrangement has given me the wonderful opportunity to develop my career without sacrificing quality time with my mother."

– Angeline See, Finance & Administrative Manager –



Work-Life Achiever Award

recognises organisations that have taken commendable steps towards achieving work-life harmony within their organisation. Winners of this award recognise the need to provide flexibility in order to create a productive and satisfied workforce, and have made significant progress towards this goal.

aAvantage Consulting Group Pte Ltd Ahmad Ibrahim Primary School Avanaade Asia Pte Ltd Capelle Consulting Pte Ltd Cartus Corporation Pte Ltd Cerebos Pacific Ltd City Gas Pte Ltd (as Trustee) DSO National Laboratories Fei Yue Family Service Centre Focus on the Family Singapore Limited Fuji Xerox Singapore Pte Ltd Holiday Inn Singapore Orchard City Centre Housing & Development Board IBM Ireland Product Distribution Limited Singapore Branch IBM Singapore Pte Ltd Inland Revenue Authority of Singapore KPMG Lucky Joint Construction Pte Ltd Maybank Singapore Microsoft Operations Pte Ltd Ministry of Community Development, Youth and Sports Ministry of Manpower Nanyang Polytechnic National Heart Centre of Singapore Pte Ltd National Library Board Network Express Courier Services Pte.Ltd Pasir Ris Secondary School Public Service Division, Prime Minister's Office PUB, the National Water Agency Radin Mas Primary School Rajah & Tann LLP Republic Polytechnic Republic Polytechnic Riverside Secondary School Sembcorp Marine Ltd Sentosa Leisure Group Sheraton Towers Singapore Hotel Singapore Discovery Centre Ltd Singapore General Hospital Singapore Workforce Development Agency Sony Electronics Group SP (The City &amp; International) Pte Ltd SP Services Ltd The City & Group Woodgrove Secondary School

THE WORK-LIFE ACHIEVER AWARD



aAdvantage Consulting Group Pte Ltd

29 Employees



Our Organisation

aAdvantage is a business management consulting firm that partners clients to improve their Human Resource, Customer and Business Management processes to achieve “Vision to Results”. We enable this through our suite of integrated solutions. aAdvantage’s vision is “One Firm – Great Minds, Great Work, Great Place”. To achieve this, we believe that creating a workplace which inspires “a Great Place to do Great Work”, built on a strong values-based culture of Passion, People Matter, Clarity, Openness and Collaboration is essential.

Our Work Life Journey

In 2011, aAdvantage embarked on a cultural values assessment to determine the alignment between our employees’ personal values and the organisation’s current, desired and espoused values.

The results showed good alignment between the employees’ personal values and that of the organisation’s. However, “long hours” was raised as a potential limiting value for success. The reasons for “long hours” were uncovered through interviews and focus group discussions with our employees. Working long hours has been an issue for all consultancy companies and aAdvantage’s management is committed to address it.

aAdvantage established and resourced a Work-Life Committee to review our employees’ work-life needs and implement policies and programmes to increase flexibility in the workplace. Senior management is active in this committee, by chairing meetings and allocating resources and budgets to ensure policies are followed through.

These policies include implementing Flexible Work Arrangements such as flexi-time and telecommuting;

Leave Programmes such as compassionate, family care, marriage, paternity and sabbatical leave; and Employee Support Programmes such as wellness programmes, family activities and personal work-life effectiveness programme to help employees get the most out of the more flexible work arrangements.

aAdvantage employees do not have a fixed working schedule to adhere to. Our employees can choose their start and end times, as long as they finish their work and deliver results. Employees also do not have to report to the office daily. They can choose to work from home, at a client’s office or other convenient locations according to their schedules.

Our Thoughts

“Creating a workplace and environment where people are excited - in terms of the type of work and the people we work with, is extremely important. We endeavour to continuously make this happen at aAdvantage.”

– *Jacqueline Gwee, Director* –

“I appreciate that work hours are flexible, which allowed me to plan my work schedule more efficiently. Senior employees also encouraged me to work from home at times, if that would improve work efficiency through time saved from commuting.”

– *Gabriel Gay, Analyst* –



Ahmad Ibrahim Primary School

77 Employees



Our Organisation

Ahmad Ibrahim Primary School (AIPS) was started in 1995. AIPS is a caring school that provides quality learning experience for every child to develop good character, achieve academic excellence and acquire life skills for the future. As 72% of our employees are below 40 years old with young children, flexible work arrangements are provided to support them in managing their career and personal commitments.

Our Work Life Journey

The school institutes pro-family policies and practices such as granting urgent leave, time-off and late reporting time to meet urgent personal needs such as medical appointments for family members, child-care needs, and taking examinations.

Another initiative is the appointment of 'Work-Life Champions' where teachers are paired up so that they can help cover duties for each other and keep their buddies updated on school events. These work-life champions also motivate and encourage each other.

AIPS also initiated a 'Blue Sky Day' initiative where teachers are not scheduled to have any meetings on one Friday afternoon each month so that they can spend a longer weekend with their family.

The results of AIPS' work-life strategies have resulted in growing contentment and higher morale among the employees. 96% of teachers and 100% of Executive and Administrative Staff (EAS) and Allied Educators (AED) are engaged in the school as reflected in the MOE's School Climate Survey.

Our Thoughts

"Ahmad Ibrahim Primary School is committed to build a happy and positive school environment and culture to promote work-life harmony as we believe that a high level of school engagement - employees willing to say, stay and strive - has contributed to the school's sustained improvement and success."

– Sim Siew Tin, Principal –

"Work-life harmony is very evident in my school as our school leaders are very passionate about making sure that family members are also taken care of."

– Rohana, Clerical Staff –

THE
WORK-LIFE
ACHIEVER
AWARD



Avanade Asia Pte Ltd

95 Employees



Our Organisation

Avanade provides business technology solutions and manage services that connect insight, innovation and expertise in Microsoft® technologies to help customers realise results. Avanade believes that a successful work-life strategy is a vital driver of employee engagement which leads to increased organisational performance. We uphold a work-life strategy that is aligned to our core value of 'Build the Avanade experience' to create a positive work environment, foster a results-oriented culture and cultivate long-term relationship.

Our Work Life Journey

In April 2010, Avanade introduced The Orange Life Program which spells out flexible work arrangements, enhanced leave benefits and support schemes that are available to all employees.

The Orange Life Program has helped to lower the employee attrition rate from 36% in 2010 to 20% in 2012. Our Employee Engagement Index has improved significantly in 2012 achieving more than 20 percentage point improvement as compared to 2010 – the biggest jump in the APAC region. This further strengthens our commitment to put in place a robust work-life framework – to benefit both the employees and the business.

Avanade's workforce comprises talented IT professionals whose skills and experiences are in great demand. Our employees are highly mobile, moving easily across organisations and countries. Due to the nature of the IT consulting industry, our people are located primarily at our clients' offices and therefore adhere to clients' operating hours. Long hours are not uncommon. Hence, we offer different flexi-time solutions including starting work late for those who worked late and time off for all our employees.

For employees on long drawn projects, we can work out temporary personnel swap so that our people can have some time for vacation or training.

In September 2011, we formalised the "Occasional Telecommuting" scheme that is open to all our employees. The scheme outlines guidelines for employees and their respective career managers to use discretion in utilising the scheme and to ensure that service standards are not compromised.

Our Thoughts

"Flexible work arrangements helped me a lot during my pregnancy. My managers gave me the option to work from home and come to office for meetings. I'd like to thank my company for providing me with this great option during my pregnancy when I didn't have anybody to help me."

– Shailaja Kumar, Senior Consultant –

"We have a diverse workforce with different priorities and needs. All of us are always looking for a more supportive workplace. I am particularly mindful that we are in a people business and believe strongly that these flexible work arrangements would help to attract and retain our best talents."

– Kevin Wo, Vice-President –



Cartus Corporation Pte Ltd

191 Employees



Our Organisation

Cartus Corporation is the leading trusted provider of global employee relocation solutions for private and public organisations. We have an active goal of creating a workplace where people enjoy working and where others want to work. Fundamental to this goal is the focus on our people, skills and ideas, which are vital to the company's ability to grow and succeed.

Our Work Life Journey

In our last client survey, we documented an impressive 95.7% rating for "would recommend Cartus" and an overall satisfaction of 95.9%. Our good service results are a strong testament that our employees are our most valued asset. Our work-life initiatives enhance our competitiveness to attract and retain talent as well as build a healthier and more resilient workforce.

We have a highly global diverse workforce speaking nearly 50 languages from 53 different countries. Our APAC Work-Life Committee must consider the needs of migrant workers as well as employees of different nationalities, the increasing demand for quality work-life initiatives, changing trends in the workforce with young working mothers, Generation Y employees, and mature workers within the business.

Two most frequently utilised compressed work-week programmes are:

- The 4/1: An employee works 37.5 hours over four days in a week and takes a break on the fifth day.
- The 9/1: An employee works 75 hours over nine days in a two-week period and takes one day off during the two-week period.

In 2009, we piloted the Working From Home (WFH) programme and today, 25% of our employees in Singapore are on the programme. We also have part-time work arrangements with 30 employees, and we include them in our work-life activities.

Our Thoughts

"Cartus provides many wonderful opportunities for professional and personal growth as part of our work-life programme. They allow me to pursue personal interests outside of work such as learning a new language or playing sports to stay healthy. The various wellness programmes and charity events encourage healthy living and giving back to society, which resonate well with me."

– Hazel Tan, International Assignment Consultant –

"Flexible working hours, the flexibility to work from home and the opportunities to take part in charity fund raising or volunteer events – these are just some of the many benefits I truly appreciate and enjoy at Cartus. The early office closures on the eves of major public holidays are another plus factor as they provide me with more time for family bonding, which is something I am grateful for, being a working mother with two young children."

– Debbie Lo, Manager, Global Learning & Development –

THE
WORK-LIFE
ACHIEVER
AWARD



City Gas Pte Ltd

224 Employees



Our Organisation

With a proud legacy of 150 years in supplying gas to Singapore, City Gas continues to thrive on its core business of producing town gas and retailing piped town gas and natural gas to Singapore's residents and businesses. Our employees constantly seek fresh and modern approaches to provide comfort to the lives of our customers and to power the operations of our business partners.

Our Work Life Journey

City Gas's work-life journey began in 2008. In 2011, we put in place a structured work-life programme, which includes working with an external healthcare organisation to roll out a series of health and wellness programmes for our employees. Some initiatives include on-site health and eye screening, customised in-house fitness workshops, health awareness and pre-retirement talks. We also conduct pre and post surveys to improve the programmes.

At City Gas, the drive to enhance work-life harmony involves all key stakeholders – the management, employees, union, partners, customers and the community – to create an enjoyable work environment. We are encouraged to see more employees coming forward to participate and benefit from the programmes.

As a responsible employer, we carefully tweak our work-life programmes to cater to the needs of both our younger and mature employees. For example, we offer staggered hours to help our employees take care of their personal commitments. The organisation also provides partial educational sponsorships and interest-free education loans for employees to pursue their areas of interest.

City Gas is an avid supporter of the Little Ones @ Work programme since its launch in 2009. This year, we have invited not just the children, but also the grandchildren of many of our mature employees. This is to promote understanding and appreciation for their parent's or grandparent's job and the work environment, and thereby foster closer ties between them.

Employee turnover rate remains remarkably low at 1.8% in 2011. The average tenure is 24 years and employees have attributed their loyalty to the host of benefits and work-life initiatives we have implemented for them. Many regard City Gas as a family-oriented company that takes good care of its people and their families.

Our Thoughts

"Little Ones @ Work" was a full day event complete with lunch, gifts, games and activities for the children and grandchildren of employees. It's my son's third year at this event. He now understands my job scope and even gets to wear my hard hat, sit at my desk and talk to my colleagues. I also feel a stronger sense of belonging to my company."

– Vincent Ow Yew Seng, Technical Officer –

"I find the eye screening very beneficial for me. I am more aware of other eye-related problems besides cataract. I also learnt how to prevent eye problems and take better care of my eyes."

– Maisarah Binte Hussain, Accounts Assistant –

THE
WORK-LIFE
ACHIEVER
AWARD



DSO National Laboratories

1,666 Employees



Our Organisation

Since our inception in 1972, DSO National Laboratories (DSO) has evolved into Singapore's premier national defence research and development (R&D) institution with more than 1,200 research scientists and engineers developing cutting-edge strategic capabilities in air, space, land, sea and cyberspace. DSO's spirit of 'learning by doing' and 'can-do' ethos underpin an innovative, dynamic and energetic organisation.

Our Work Life Journey

People. Passion. Innovation. This theme highlights the importance of employees to DSO as people lie at the heart of our human resource strategies. Our CEO, Mr Quek Gim Pew firmly believes in work-life harmony. Individuals should be able to look after their families, have higher aspirations and also excel at work. Work-life harmony leads to happier employees, higher productivity at work and greater customer satisfaction.

As a R&D organisation that greatly depends on people to innovate, we create a supportive and relaxing environment so employees can maximise their potential at work. DSO offers a flexible benefits scheme which allows employees to choose the benefits that best meet their needs and lifestyle as these may change over time.

Our project planning takes annual leave, training, organisation's activities and other work-life programmes into consideration. Project schedules for our engineers and scientists are pegged at 80% of an entire year's working time. This is a deliberate action to allow our employees to spend time with their families, pursue their passion and realise their dreams.

Our employees have the flexibility to determine their daily start and end times with their supervisors, subject to operational feasibility. Part-time work arrangements and telecommuting are part of a suite of family-friendly and flexible work options available to our employees.

Our range of work-life programmes and benefits has helped DSO retain our valued employees. Employee attrition in 2010 and 2011 remained low at an average of 5.7% for overall employees, and 5.1% for research scientists and engineers.

Our Thoughts

"The high event turnout rates by both management and colleagues are a testament to the success and popularity of the work-life programmes. I personally enjoyed many of these activities that have allowed me to enrich my knowledge, relax my mind and body, and interact with my fellow colleagues and their families. I am proud to say that DSO really treasures and facilitates work-life harmony!"

– Yeo Kee Kong, Director –

"Whether you like to start work early after bringing your children to school or come in later because you would like to spend a few hours in the gym each morning, DSO's flexible work hour scheme gives me the freedom to plan my personal schedule. This has been very helpful to my family and me."

– Soe Teng Sheng, Member of Technical Staff –

THE
WORK-LIFE
ACHIEVER
AWARD



Fei Yue Family Service Centre

163 Employees



Our Organisation

Started in 1991 as a voluntary welfare organisation, Fei Yue Family Centre effects life transformation by providing a range of quality social services to promote the well-being of families in Singapore. Today, our employees have served more than 200,000 individuals and 50,000 families who have benefitted from Fei Yue's range of services including counselling, developmental and preventive outreach programmes.

Our Work Life Journey

Since 2005, Fei Yue has been creating work-life initiatives to help our employees better manage their work and personal demands. Our work-life vision is to promote harmony in the agency and build a motivated workforce that delivers quality services which delight our customers.

Currently, 80% to 90% of our employees have found the flexi-hour, part-time and telecommuting arrangements to be beneficial. Employees are instrumental in providing suggestions to improve Fei Yue's services, projects and even work processes and they are rewarded and recognised for their ideas.

Fei Yue's management understand that it is critical to stay open-minded when an employee requests flexible work arrangement or wishes to discuss personal issues. We believe in fostering a supportive work culture that supports smooth implementation to ensure the success of our work-life initiatives.

Fei Yue continues to maintain a very good employee satisfaction rating of 4.1 out of a 5 point scale in our 2010/11 survey. Employee turnover rate remains low and we have had 14 former employees rejoin us because they are attracted to Fei Yue's supportive and pro-family culture.

Currently, Fei Yue is in the process of improving our IT infrastructure so that our employees can be connected to the office at any time and from any place. This will enable our employees to have greater flexibility in how and where they work so they can better manage their work and personal needs.

Our Thoughts

"My colleagues appreciate the flexible work arrangements available and we tend to work harder and become more loyal to Fei Yue. It is obvious that we can focus on our work better when we know that our challenges at home have been taken care of. Hence, we are able to maintain our job performance."

– Iris Lin, Senior Manager –

"I would not have taken up the course practicum at Institute of Mental Health if there was no flexible work arrangement. Thanks to the flexible work hours and my supportive supervisors and colleagues, I now hold a Master in Counselling and have gained valuable exposure to the challenges facing counsellors in dealing with those suffering from mental pressures. It has been so rewarding for me."

– Charlotte Choo, Counsellor –



Fuji Xerox Singapore Pte Ltd

831 Employees



Our Organisation

Fuji Xerox Singapore (FXS) is the leading provider of new class document solutions with an unparalleled portfolio of document technologies, services, software, supplies and document-centric outsourcing. Supported by an unrivalled team of industry leading professionals, we are committed to help our customers achieve increased productivity and process efficiency gains through innovative document solutions, while meeting their sustainability and cost reduction objectives.

Our Work Life Journey

At FXS, we recognise that our employees want to achieve greater harmony and integration between their work as well as family and personal commitments. We believe in providing a flexible and supportive work environment so that our employees can better manage and integrate their personal, professional and social responsibilities. This helps improve company performance through improved employee morale, commitment and engagement. Motivated employees are more productive and committed to deliver exceptional customer experience which leads to higher customer satisfaction and retention.

We weave our core values of "Fighting Spirit", "Collaborate to Compete", "Innovation & Learning" and "Care & Concern" into our work-life excellence programmes such that work-life excellence becomes our way of life in FXS. We have implemented work-life schemes which include flexible work arrangements such as part-time work, telecommuting and employee volunteer leave. We equip office laptops with wireless connectivity and Virtual Private Network to enable employees to work anywhere, including their homes.

As more Generation (Gen) Y employees join the workforce, FXS formed the YOG (Youth Orchestrated Growth) Committee to identify their needs and aspirations and to facilitate synergy across the different generations. The YOG roped in GenY employees to drive projects to better engage them and to improve the synergy between the Gen Y's and the different generations. Some of the projects include cross-generation team bonding activities, cross-generation forums, surveys and the launch of our F.U.N. (Fun Environment, Unity & Energy) @ Work initiative.

For a high-technology organisation, our average monthly attrition rate remained low at 1.5% over the past 3 years.

Our Thoughts

"A more flexible and supportive work environment certainly helps our employees to focus on their work. At Fuji Xerox Singapore, we look at how work is managed and how our workplace is structured so that the needs of our people and our business are seamlessly integrated to maximise positive outcomes for all. I would like to cite this apt quotation from Karol Rose: 'When work is effective, life benefits. When life is working, work benefits.'"

– Pauline Chua, General Manager,
Human/Organisation Resource & Development –

"The flexible work arrangements have helped me tremendously because I am able to send my daughter to school which starts at 8.00 am and be back in office by 9.15 am. Although the flexibility of 30 minutes may seem little, it is very important to me and my daughter. Now I can do my part as a father and it makes my daughter very happy too."

– Joey Goh, Manager, Finance Operations –

THE
WORK-LIFE
ACHIEVER
AWARD



IBM Ireland Product Distribution Limited - Singapore Branch

Over 430,000 employees in more than 170 countries



Our Organisation

IBM Ireland Product Distribution Limited - Singapore Branch is a supply chain business organisation which carries out the manufacturing, fulfilment, research and engineering for IBM high-end servers, security systems and storage products. We are committed to creating a workplace culture and environment where employees manage their work and personal priorities, according to their individual needs and the needs of the business.

Our Work Life Journey

We have transformed the notion of 'work-life balance' to 'work-life integration' as increasing business dynamics demand new ways of working that usually spans across time zones and holidays in a globalised economy. This requires empowering our employees to exercise flexibility. Innovative flexible work options can enable our employees to lead the lives they want by devising individual work schedules that integrate their professional and personal responsibilities.

We believe in offering the widest possible range of work-life integration policies and programmes such as flexible work schedules, part-time employment, leave of absence, and working from home or from a remote location. With this flexibility, employees are able to manage their time more effectively and perform at their optimal level.

Except for those involved in production lines, our employees can choose to start work between 7.30 am and 9.30 am. The part-time programme provides work-life flexibility and gives additional staffing flexibility. Employees can work with their managers on a feasible arrangement such as working a 2 or 3-day week to suit their needs.

81% of our employees subscribed to the 'A Plan for Life' wellness programme that is designed to promote a healthy lifestyle for employees. Employees can enjoy free membership at a chain of fitness centres located throughout Singapore.

Our Thoughts

"We understand that our employees have roles with different levels of global responsibilities that may require them to collaborate with global colleagues outside of a regular 'work day'. Therefore, we empower them with the flexibility to manage their work schedules, so that they can balance other priorities they may have outside of work. People managers are also coached to manage expectations of employees to ensure that workload and working hours are balanced."

– Lee Liang Huang, General Manager –

"I typically use the mobility programmes due to my global role. In terms of mobility, I think the organisation has one of the best programmes from what I have observed from various companies and industries. Since my job takes me around the world, I'm unable to participate in some programmes as often as I would like. All in all, most of the programmes are developed for those who can spare some time in the evenings."

– Goh Wei Hong, Product Environmental Compliance –



Inland Revenue Authority of Singapore

1,900 Employees



Our Organisation

The Inland Revenue Authority of Singapore (IRAS) is a government agency that provides services in administering, assessing, collecting and enforcing payment of taxes. Our vision is to be the leading tax administrator in the world, a partner of taxpayers in nation building and economic development and to have an excellent team of competent and committed people.

Our Work Life Journey

We are mindful that our employees have different roles within and outside the workplace. By adopting innovative people practices customised for the different workforce demographics, IRAS offers a conducive work environment to help our employees balance their work, personal and family needs. Employees can choose from a suite of employee benefits or work arrangements that suit their various needs as they move through the different stages in life.

Effective work-life strategies have enabled IRAS to recruit and retain a team of committed and competent people. Our attrition rate remained low at 3% to 5% for the past 3 years. With an engaged workforce, IRAS has kept the costs associated with recruitment and training of new employees low.

Part-time work arrangements are available. Employees may also choose to start work flexibly at 8.00 am, 8.30 am or 9.00 am. In our continuous effort to enhance our work life strategies, IRAS piloted the telecommuting programme for our employees in April 2012.

IRAS has an in-house child-care centre that offers priority admission and subsidised rates to our employees. The child-care centre will be expanded in 2013 to cater to

higher demand. IRAS has also upgraded the in-house gym and provides a host of health and fitness programmes for employees.

IRAS introduced the Life-long Employability Grant in 2010, the first organisation within the public sector to do so. The grant provides our employees with both the time and money to pursue academic qualifications and interests. In 2011, IRAS offered reemployment to all eligible retired employees, who may choose to continue to work on a part-time basis.

Our Thoughts

"We look beyond training and career development to ensure that the welfare of our employees is well taken care of. We provide a vibrant and conducive work environment for employees to achieve a healthy balance between their work and personal lives so that they remain committed and engaged in their jobs. Our diverse work-life programmes, activities and time-off benefits are tailored to cater to the differing health, social, family and developmental needs of our people."

– Moses Lee, Commissioner, IRAS, 2011 –

"Life in IRAS is never dull. There is always work to be done but also many opportunities to have fun and bond with colleagues through the various group activities like dragon boat, circuit training, yoga, taichi and recently even Zumba. Work-life balance in IRAS continues even after retirement. With the flexibility of part-time employment, I get the chance to continue doing the work I enjoy and to spend more time keeping fit and bonding with my family and friends."

– Mrs Chia-Seok Khim, Manager (Re-employed Retiree) –



Lucky Joint Construction Pte Ltd

473 Employees



Our Organisation

Lucky Joint Construction is a market leader in telecommunication network management and construction. It is our mission to deliver effective turnkey solutions with timely and value-for-money service to our clients. We value our people, who are talented, skilled and certified professionals and support them through training and upgrading to be the best they can be.

Our Work Life Journey

Our Managing Director Yeow Kian Seng believes in helping and supporting his employees based on values of respect, responsibility and honesty. Our business success is greatly dependent on our employees' contributions. The management believes it is important to genuinely show that we care and are willing to invest in our employees for the future. Our work-life strategy has given us the winning edge in a highly competitive construction industry where there is a high demand for reliable and certified professionals.

The management constantly garners feedback on how to fine-tune our work-life strategy and adjust the programmes to better cater to the different needs and aspirations of our employees. Building a Recreation Room for employees to relax after office hours or during lunch breaks was one such idea. Employees can request to use the company's vehicles for personal or family use, and expenses such as fuel cost are borne by the company.

As most of our employees work long hours, Lucky Joint Construction provides flexible work arrangements including telecommuting from home or project sites, part-time schemes and job sharing – all of which help employees when they need to attend to family matters. We even allowed one of our employees to bring her baby to work when there was no help at home.

To help our employees save time and defray cost, we allow our employees to use the company's office equipment – photocopier, scanner, notebook, printer – for personal matters such as children's project work.

Most employees look forward to our Bonding Trips and so far, we have been to Batam and Hong Kong. We also enjoy the various fishing, boat and durian trips which are often led by our Managing Director.

Our Thoughts

"I would like to thank my boss and the company for the financial support so that I could buy my house. It was a large sum of money to be paid within 30 months and it was so fortunate that the company did not charge any interest. It was such a great help to me and my family."

– *Ronnel G Sawit, Splicer* –

"The happiest recall is when my wife was in labour. My company quickly allowed me to leave the office and be by her side. I was also given a few days off so that I could take care of my wife and my twins. I am thankful that my company gives me the flexibility to adjust my work schedule so that I can take care of my babies when they fall ill."

– *Ang Beng Wan, Project Manager* –



Microsoft Operations Pte Ltd

828 Employees



Our Organisation

Founded in 1975, Microsoft is the worldwide leader in software, services and solutions that help people and businesses realise their full potential. One of the tenets of our success is in hiring great talent and giving them an environment where they thrive in. We believe that one key factor contributing to Microsoft's success is its ability to reflect the changes taking place in the society where its people live.

Our Work Life Journey

One work model doesn't fit everyone, so we support a flexible environment. We give our employees the freedom to choose their preferred activity-based seating arrangement that allows them to collaborate best. Our flexible working programme is based on the idea of enabling our employees to choose work arrangements that best suit them. For example, we have wireless network within the office premise and provide laptops and mobile devices to enable our employees to work any place and any time. Employees remain contactable via our productivity solutions such as Office 365. We have learnt over the years that the best way to achieve success is to give our employees ownership for designing programmes which best suit their mobile lifestyles.

Microsoft has a variety of benefit programmes that cater to everyone's needs. Recognising the diverse nature of our employee groups, we provide options for them to pick benefits that are relevant and valuable to them. Our benefit programmes take into consideration that family is the centre of our employees' lives and support expenditure in these areas.

Work-life strategies are discussed during employee communication sessions. There is executive support for

our Diversity initiatives and every opportunity we have, we will discuss and share experiences and best practices to facilitate learning.

One of the cornerstones of our One Microsoft culture is providing a great physical work environment where people are comfortable, stimulated, happy and can do their best work. We offer Xbox games, in-house Cafe, Mother's room, break out rooms and relaxation rooms.

Our Thoughts

"Microsoft's flexible work arrangements for our employees are enabled by a combination of strong human resource policies as well as investments in technologies that allow our employees to work productively and access corporate resources when they are not in the office. This year, we've taken it to a new level with our "New World of Work Initiative" in which employees no longer have a fixed working desk which makes it more fun and flexible. We believe this gives our employees more freedom, encourages creativity and minimises barriers to collaboration across teams."

– Jessica Tan, Managing Director –

"The approach that Microsoft adopts towards quality work-life enables me to perform at my best regardless of my location. With trust being at the core of our culture and mobility a key fundamental in the way we operate, I can connect from virtually anywhere using our technology, yet still enjoy family-time and have some Xbox fun in my schedule."

– Barrie Ooi, Product Marketing Manager –



Ministry of Manpower

1,700 Employees



Our Organisation

The Ministry of Manpower (MOM) formulates and implements manpower policies in Singapore. MOM aspires for Singapore to be a great workforce that is applauded by others and recognised by investors as commanding a premium, and a great workplace recognised and admired for our global best practices, and outstanding organisational culture.

Our Work Life Journey

At MOM, we aspire to be more than good - we want to be great. We aspire MOM to be a great workplace with a great workforce, embodying in our own organisation what we hope to achieve for Singapore.

Work-life strategy is very important to MOM. We believe MOMers are key contributors to the success of the Ministry, therefore we invest in attracting, retaining, developing and motivating the best people.

MOMers are able to customise their working arrangements to maximise productivity and work-life harmony with Flexi @ MOM. Work flexibility such as telecommuting facilitates split team work arrangements during work crisis, which makes MOM more nimble and ensures business continuity.

Supervisors are supportive of flexible work arrangements and would generally agree to any reasonable request from employees. This work flexibility allows MOM to be resilient and constantly connected. MOMers remain contactable even when they are not physically in the office. It also fosters the building of a high-trust culture where MOMers are comfortable to ask for flexible working arrangements to manage their work-life needs.

Senior leaders at MOM support work-life harmony in many ways, including an open door policy that allows employees to engage management when they need help for personal reasons. Heads of Departments grant unofficial time-off to employees who have committed extra hours to complete a project or rush out certain deliverables.

Our Thoughts

“Investments in work-life harmony can yield positive dividends. With happier and more engaged employees, performance and contributions will improve and this would make organisations more competitive. The implementation of a work-life strategy is therefore a win-win situation for both employers and employees.”

– Loh Khum Yean, Permanent Secretary –

“I have supportive bosses who pro-actively advocate work-life practices to us. With strong management support, I am able to strike a good balance between work and play. MOM is an organisation that ensures that its people can play and work hard at the same time.”

– Dolores Foo, Senior Manager, Work Pass Division –



Nanyang Polytechnic

1,380 Employees



Our Organisation

Nanyang Polytechnic (NYP) provides quality education and training to equip our students to be life-long learners and to contribute to the technological, economic and social development of Singapore. We believe in harnessing our human and capital resources, expertise, creativity and innovation to support industries and complement Singapore's globalisation efforts.

Our Work Life Journey

Through Quality Work-Life @ NYP, we promote a nurturing and caring environment and culture that addresses employee needs and aspirations. The objective is to support our people to strike a healthy balance between work and family commitments in a sustainable manner.

NYP has a range of flexible work arrangements and benefits including part-time opportunities, Saturdays-off, discretionary time-off and a healthy lifestyle hour once a week. In April 2012, telecommuting and staggered work hours were made available to all employees.

We also implemented the Flexi-Points Scheme to encourage our people to get involved in health and wellness programmes. Each act of participation is awarded a Flexi Point which can be converted to cash for each employee's Flexi Benefits entitlement. Employees can use the Flexi Benefits entitlement to pay for child-care, medical and insurance coverage and purchase of sports-related accessories and equipment.

We found that most of our administrative personnel did not have time to pursue a full-time or even part-time diploma programme when they are already pressured with juggling work and personal/family commitments. In response, the Polytechnic worked with its School of Business

Management to customise a special diploma programme for them. They were given the opportunity to set aside 3 half-days of their work-week to attend classes right here on the campus. To date, 56% of our administrative support team have successfully completed their studies using this programme and have been upgraded to Management Support Officers.

Survey results have validated Quality Work-Life @ NYP with 84% of our workforce saying they have achieved work-life harmony while 97% agreed that NYP has provided a work environment that is conducive to a harmonious work-life.

Our Thoughts

"It was particularly heart-warming when one of my team members received full support in her arduous journey from a near death H1N1 infection. She was given extended medical leave. NYP then initiated flexible work arrangement in which she restarted work at greatly reduced hours and progressed to regular work hours as she gained her strength and health. We are so glad that we still have this dear friend working with us today!"

– *Tan Beng Seng, Manager,
School of Chemical & Life Sciences* –

"Aside from the many sport events, enrichment courses and social activities, there are many leave schemes that cater to our family needs such as parent-care and child-care leave. In 2006, I had to take no-pay leave for a year to take care of my child who needed special care and attention. Currently, I am pursuing a degree and NYP has fully supported my studies in every way with sponsorships and study/examination leave. I look forward to many more years of working in NYP."

– *Michelle Kwok, Assistant Office,
Internal Audit Department* –



National Library Board

953 Employees



Our Organisation

NLB oversees the National Library and a comprehensive network of 24 public libraries. In addition, NLB provides library management services to 31 libraries in government agencies, schools and institutions. Through its innovative use of technology and collaboration with strategic partners, NLB ensures that library users have access to a rich array of information services and resources that are convenient, accessible and relevant.

Our Work Life Journey

Our goal is to create a conducive work environment that fosters employee development and cares for their welfare. Our work-life strategy supports employees in three main areas.

Under “Life at Work”, NLB provides a suite of flexible work arrangements such as part time work, flexible working hours and work-from-home arrangements to cater to the different needs of the employees. In 2011, we introduced a new job-sharing scheme and a step-down scheme to help employees manage their work load in preparation of retirement.

NLB organises monthly recreational and sports programmes under “Life at the Workplace” to facilitate employee interaction and build team spirit. Pro-family activities such as health screening, heritage tours and family days are also organised regularly to promote a familial culture within NLB. NLB also provides professional counselling service for employees and their family to strengthen their mental and emotional resilience, both in the workplace and at home.

As for “Life in the Community”, NLB provides opportunities for employees to contribute to the community as part of

our Corporate Social Responsibility effort. Employees and their family members participate in regular community volunteerism events such as the Book Exchange, Charity Book Sale, and Walk for Rice to serve the needs of the community.

Our Thoughts

“The part-time arrangement with NLB works well for a new mother like me. It allows me to continue to pursue my career at NLB and yet have time to look after my child. With flexible hours, I am now able to cook nutritious meals for my toddler. I certainly cherish the time to play with and read to him too! NLB has given me the best of both worlds which I am grateful for.”

– Ivy Lee, Senior Librarian (NL Heritage) –

“I appreciate NLB for granting me time-off to handle urgent family matters such as child-care or to bring a family member to the clinic. The good IT support enables me to manage urgent work issues even when I’m outside the office.”

– Angela Wong, Deputy Director, Finance –



Network Express Courier Services Pte Ltd

81 Employees



Our Organisation

Our vision is to be a leading courier service provider with a global network. Network Courier is the partner of choice for various leading brands, local industrial experts and rising local and global businesses. Our purpose and vision are the building blocks of our culture, where our employees work together and are unified in a common cause, staying committed to our growth strategy.

Our Work Life Journey

To fulfil our vision, we focus on four core areas – Process, Technology, People and Corporate Social Responsibility. Since people are an integral and vital part of our business strategy, putting in place an effective work-life strategy is essential to our success.

Our employees are very cooperative and willing to help others. When an employee needs to leave for a family emergency, everyone chips in to divide the remaining workload so that the job gets completed on time. The customer is happy and the colleague that is on leave does not worry unnecessarily over his/her tasks. Such cooperative efforts help instil healthy work attitudes and cultivate a happy close-knit Network family.

Work-life policies go beyond written documents and emails. For our Managing Director VS Kumar, it boils down to his personal touch. He often holds events at his home where the employees and their families can have fun and build stronger bonds within the Network family. He even sends a special gift with handwritten card to employees who are getting married or are welcoming a new baby.

Flexibility is an important ingredient in our work-life strategy. For parents, it is a constant challenge to manage both professional and family expectations. We have

allowed extended lunch breaks for those who may need more time to resolve personal matters. Employees can also opt to work from home or adopt flexi-hours.

Leveraging on technology we created the Cyber Flex scheme which has proven a boon to those who like the freedom to manage their own schedules. Employees are given a flash drive and permitted to save their work and continue work from anywhere. This gives the employees the choice and flexibility to deal with urgent personal matters first and finish their work at a later time.

Our Thoughts

“I have been with Network Courier for more than 20 years. I started here as a bachelor, then got married and now I have four beautiful kids. I am very happy to work here and truly appreciate the variety of work-life schemes that met my needs at different stages of my life.”

– *Ishak Mohd Kasbi, Operations Supervisor* –

“As part of the younger generation at Network Courier, Cyber Flex is definitely an effective work-life programme for me. It gives me more freedom in time and task management and I can make plans to meet friends after work and yet complete my tasks on schedule. I am very grateful that the management has provided a long list of benefits and initiatives that suit different generations under one roof.”

– *Simon Sun, Visual Communications Executive* –



Pasir Ris Secondary School

114 Employees



Our Organisation

Pasir Ris Secondary School upholds the belief that there is intrinsic worth in every individual, and for the individual to take their rightful place in society, they must be given the right environment and opportunities to be nurtured to their optimum. To nurture the soul and character of our school, our employees strive to instil a sense of pride and responsibility in every student.

Our Work Life Journey

At our school, the teaching hours are closely monitored to give flexibility to the teachers to be with their weaker students or family after school hours. Even on weekdays, our people are encouraged to leave school by 6.00 pm at the latest to have better work-life harmony. During term breaks, the school management ensures protected time with no classes or programmes so that the teachers have uninterrupted time to rest and rejuvenate with their families.

Timetabling arrangements can be made for teachers who have special requests to attend to family needs. After school hours, teachers are free to attend to their personal matters because the school management believes that happy employees equate to higher productivity. Teachers can use their school notebooks and access school resources online and work from home.

Other flexible work arrangements include flexi adjunct positions where teachers can serve a 4-day work week due to commitments such as taking their Masters degree programme.

We have accepted more teachers and recruited additional support staff to help lighten administrative workload and pastoral care. For example, we have 2 Form Teachers per class and the teachers are empowered to divide the workload as they see fit.

For each co-curricular activity or group, there will be a team of teachers and they can set the duty rotation roster to suit their personal schedules.

Our Thoughts

“As the Principal of the school as well as a mother of 4 children, I can fully empathise with our employees who need to balance professional work and personal commitments. Together with my management team, we are on the constant lookout for ways to better support our employees so that they are able to maintain work-life harmony. Our open-door policy has been the key to learning about individual needs and expectations.”

– Hilda Thong, Principal –

“The school provides us with the flexibility to go on part-time workload so that I can attend classes for a Masters degree programme. I have benefitted from a 4-day compressed work week that gives me the time to complete my research and prepare for my examinations.”

– Benjamin Ho Joon Wah, Teacher –



Public Service Division, Prime Minister's Office

304 Employees



Our Organisation

The mission of the Public Service Division (PSD) is to build a first-class public service for a successful and vibrant Singapore. As central people agency in the public service, PSD's work impacts 130,000 public officers working in 15 ministries and more than 50 statutory boards. We set human resource (HR) policies for the Civil Service, promote HR best practices and plan ahead to ensure that the public service develops the necessary capabilities to meet the needs of our country.

Our Work Life Journey

As our workforce increasingly needs and values work-life harmony, an effective work-life strategy is an important employee value proposition. We have thus instituted initiatives to champion work-life practices and foster a supportive culture in PSD. The involvement of the senior team at PSD is crucial in developing an open and conducive culture that recognises work-life harmony as part and parcel of everyone's life.

We have many initiatives to help our employees lighten their workload, alleviate stress and enjoy some breathing room from the long hours at work. One initiative is the weekly 'Blue Sky Friday' - employees are urged to leave the office on time so that they can enjoy the beautiful blue skies on their way home. This serves to remind our officers to spend time with their friends and families and to take ownership to improve their work-life harmony.

PSD offers a variety of leave benefits and flexible work arrangements. We have extended child-care leave to 15 days for employees with children below age 12. Employees can opt to work part-time up to 34 hours per work week.

Officers can exercise flexibility in a variety of ways, from opting for a formalised and structured flexible work arrangement, to the more casual flexibility taken on ad-hoc basis. For example, as long as supervisors' agreements are sought, officers may choose to vary working start and end times as long as they complete 42 hours of work a week, and/or telecommute with the use of technology. Equipped with office-issued mobile phones and laptops, PSD officers are empowered to work anywhere, anytime with the flexibility to adjust and juggle time and space in getting the work done. To date, 85% of PSD officers agree that flexible work arrangements have helped them and 72% of PSD officers have also indicated that the organisation is successful in helping employees achieve work-life harmony.

Our Thoughts

"I support flexible work arrangements and telecommuting. To me, the goal is effectiveness and achieving results in our organisation's work. We should be more progressive - it is quality of outcomes that matter."

– Yong Ying-I, Permanent Secretary –

"Ensuring good work life balance is an important employee value proposition as this is something that our workforce will increasingly need and expect. In PSD, we strongly believe that a good work life balance is also a more productive one. Hence we have put in place initiatives to champion work life practices and instil the right supporting culture not just in PSD but also across the entire public sector."

– James Wong, Deputy Secretary (Policy),
Public Service Division (PSD's Work-Life Advocate) –



PUB

The National Water Agency

3,092 Employees

Our Organisation

PUB, the national water agency's mission is to ensure an efficient, adequate and sustainable supply of water for Singapore. Leveraging on research and technology, PUB continues to push the boundaries in developing our competencies as an integrated water resource agency with people of excellence at all levels of the organisation. We value our environment, our water resources and our people.

Our Work Life Journey

PUB has created an environment that allows all employees to achieve work-life harmony where they can spend quality time with their families. Its holistic framework covers all aspects on social, economic, physical and mental well-being. Some of the successful initiatives implemented include programmes that encourage employees to network and exercise, as well as Inter-Department Games. On a more personal note, a hotline was created to give employees a listening ear when they are in distress.

Our employees enjoy a wide array of benefits, flexible work arrangements and leave options like birthday and examination leaves. We have adopted a flexi-time scheme where employees are able to decide if they want to start work before or after 8.30 am according to their needs. Under the part-time scheme, employees can choose to work between one and thirty-four hours per week. They can also customise their work schedules in consultation with their supervisors.

Another of PUB's anchor benefit is the Flexible Benefits Scheme. Introduced in 2001, this scheme is designed to address the changing needs at the different stages of employees' life. For example, employees with children can submit claims for child-care centre fees. Other benefits include claims for health and wellness services and products as well as medical/life insurance. In addition, employees with low medical leaves are rewarded with Staff Well-Being Bonus.

PUB, in partnership with the Union provides employees insurance coverage and employees need to pay only one-third of the premium. PUB also co-pays the comprehensive health screening for all employees. This is an effort by the national water agency to help employees be more mindful of their health and proactive in keeping a vigorous lifestyle.

PUB's employee resignation rate, which is the lowest among the public sector agencies, has been kept low at around 2% even with the strong economy in the recent years.

Our Thoughts

"PUB and the PUB Employees' Union (PUBEU) have always adopted a consultative approach and have collaborated on many joint programmes for the benefits of our employees. In 2011, we agreed to provide a subsidised comprehensive health screening scheme for our employees. This is a good scheme for our employees, especially our mature employees, as it would enable our employees to take personal responsibility for their health so that they can continue to be productive."

– Selvam Sivasamy, General Secretary, PUBEU –

"Being the only care-giver at home with two elderly parents who are in their late 80s, it is not easy for me, especially when my father became ill in 2011. I opted to work part-time and this gave me peace of mind because I can be there for my family and continue to play an active role in PUB. I am happy that my organisation is supportive in meeting my work-life needs."

– Goh Neow Hoon, Principal Technical Officer,
Water Supply (Network) –

THE
WORK-LIFE
ACHIEVER
AWARD



Radin Mas Primary School

95 Employees



Our Organisation

Its humble beginnings as a boys' school with 40 students in 1926 formed the foundation for Radin Mas Primary School's steady growth and expansion to become a School Distinction Award-winning school of 2,000 students today. It is our vision to be a school where everyone works hard, plays hard and makes a mark so that we can help develop each child holistically and equip the child with competencies ready for the future.

Our Work Life Journey

The heartbeat of Radin Mas Primary School (RMPS) is our dedicated and energetic employees. Their hard work earned RMPS the Ministry of Education School Distinction Award. Our school leaders know that our people are the key to the school achieving its vision.

RMPS strongly believes that to make a difference in the lives of our pupils, every employee has to be effective, inspiring and caring. To realise this belief, the school must prioritise to help our employees harmonise work and personal needs. In 2010, we adopted the 4-step Ministry of Manpower Model to implement effective and sustainable work-life strategies.

Our school leaders seize every opportunity to convey the culture of care, appreciation and recognition and the school is committed to our employees' well-being. For example, we give gifts and tokens to employees on their birthdays, well-wishing notes before they embark on long trips, and public recognition to deserving employees. We hold focus group discussions, dialogue sessions with employees, parents, pupils and other stakeholders as part of our on-going effort to solicit feedback.

Teachers can request for flexible work arrangements like part-time teaching, co-teaching, time-off or even study leave to better meet their personal commitments. We set up a Buddy System for employees so that everyone has someone to look out for them.

We also introduced a platform to Communicate, Learn and Play on Friday afternoons. Meetings are scheduled on other weekdays so that the majority of employees are able to participate in Play@RMPS. Our surveys showed that participation in the social and recreational activities on Fridays is consistently about 90%.

Our Thoughts

"I am fortunate to be enjoying my life with a holistic approach to living – be efficient at work, be present at home. This is only possible with the work-life programmes and schemes provided by our school."

– Aaron Koh, HOD PE/CCA –

"I like the teamwork and willingness to share knowledge and facts with my colleagues. This makes a happy work environment."

– Wan Siew Leng, Customer Service Officer –



Rajah & Tann LLP

578 Employees



Our Organisation

Rajah & Tann was ranked as the largest full-service law firm in Singapore and Southeast Asia. We have the reach and the resources to deliver excellent service to clients all over the region, with offices in Singapore, China, Lao PDR, Vietnam and Thailand. Our geographical reach also includes associate/affiliate firms in Malaysia, Indonesia, Cambodia and the Middle East, as well as regional desks focusing on Japan, South Asia and Myanmar.

Our Work Life Journey

At Rajah & Tann, we firmly support flexible work arrangements that meet the needs of both the organisation and the employees. Our management's doors are always open to our employees at all time for suggestions and feedback on how our work-life strategies can meet their needs effectively. All supervisors are sensitive to the needs of their team members.

We have a feedback system in the form of The Ombudsman, also fondly known as The Bud. The Bud's role is to encourage employees to safely discuss matters in confidence. The Bud can also inspire employees to develop a positive culture of service and honour, embrace diversity of talents and skills, and emphasise humanity and our impact on others.

Our lawyers and supporting personnel work from home from time to time. Some have adopted different flexible work arrangements such as a 3 or 4 day compressed work week or staggered work hours, while others work only in the mornings or in the afternoons. The overarching guideline is that the quality of our work for the clients cannot be compromised and work must be delivered according to clients' expectations.

In 2011, we introduced a series of evening exercise classes including pilates, yoga, body combat, fun aerobics and body sculpting to help our employees remain fit and healthy. We have also organised numerous family-inclusive activities such as family movie night where families of our employees enjoy a treat of free movie and popcorn, family night at Universal Studios and Chinese Lunar New Year celebration.

Feedback from employees has been positive and our attrition rate has dropped to 1.32% in 2011. We believe that our work-life strategies are working well for our organisation and our employees for the long term.

Our Thoughts

"Human skill and talent are vital to any business. Any company that wishes to stay competitive and succeed must therefore ensure that their talent remains motivated and productive. For Rajah & Tann, Work-Life integration is a key cornerstone to ensuring we take care of our talents and help them to be the best they can."

– Patrick Ang, Deputy Managing Partner –

"Being on a 3-day work week allows me to nurture and groom my daughter as we enjoy crafts, swimming, cycling, reading and everything a child should experience. I deeply appreciate these bonding moments and this would not have happened without the understanding and support of my firm, my boss and my colleagues."

– Jennifer Liang, Legal Secretary, PG Administrator –



Riverside Secondary School

113 Employees



Our Organisation

Riverside Secondary School aims to nurture students into all-rounded individuals with integrity and grace who are ready to face global challenges. In setting ourselves on the continuing journey of school excellence, the School has become a Learning Organisation that leverages on innovations and builds human capacity for future progress.

Our Work Life Journey

It is important that Riverside has an effective work-life strategy that caters to the personal and professional needs of our employees. This can spur higher employee engagement and assist in building a quality teaching force for effective delivery of school programmes that benefit our students.

Work-life strategies are strongly tied to our school's vision. We recognise that all-rounded individuals should be able to excel in all facets of their life, and that the growth of each employee into a holistic person can best be achieved within a caring yet challenging environment.

Aside from the host of leave schemes and benefits provided to all employees, Riverside also offers flexible work arrangements for those who may have family or personal commitments.

The School supports a 5-day work week, with rotating shifts for a small crew of non-teaching staff on Saturdays. Multiple employees job-share their areas of responsibility for committee or co-curricular activities so they can support each other when there are other work or personal commitments and professional development to attend to. Flexi-hours or part-time arrangements to meet family needs are provided to the employees too.

Additional manpower (for example, relief/adjunct teachers, full-time school counsellor, part-time school counsellor and support clerical employees) is employed to ease the increasingly demanding workload of the current workforce.

For teachers who are unable to perform overnight duties for level camps and overseas school trips, the school enlists the help of parent volunteers and Alumni members. All these auxiliary measures are also part of our work-life strategy because they help to lighten the workload and stress on our people, especially our teachers.

Our Thoughts

"The time-off scheme provides employees, especially teachers, with greater flexibility to manage personal matters on school days. Teachers can still fulfil their teaching duties while taking care of personal commitments on certain days. There is also a clear structure in place for those who are planning their careers. We can discuss our aspirations with our reporting officer and together, we can develop a career development plan with open communication."

– Chua Hwee Sze, HOD/Character Development –

"Following a recent car accident, it was challenging to divide my time between my family and work. However, the issue was quickly resolved because the school has been very supportive and accommodating. They helped by providing a relief teacher to take care of my classes. This was a huge relief because I could then focus on my family wholeheartedly knowing that my students were well taken care of."

– Tey Ai Hoon, HOD Humanities –



Sembcorp Marine Ltd

9,792 Employees



Our Organisation

Sembcorp Marine aims to be the world leader in providing innovative marine and offshore engineering solutions that exceed our customers' expectations. To further Sembcorp Marine's future growth, we are committed to fulfilling the changing needs and aspirations of our employees so that they can effectively support our customers with a full range of integrated customised solutions with the assurance of the highest standards in quality, safety and reliability.

Our Work Life Journey

Guided by one of the eight core values "People-Centredness", our President & CEO Wong Weng Sun believes that no matter how busy our employees are, they need to spend time with their loved ones and build strong family bonds. We care for all our employees regardless of who they are or where they come from.

Sembcorp Marine provides flexible work options including compress work schedules and part-time work. Telecommuting and flexible start and end times are considered on a case to case basis. These flexible work arrangements have helped our recruitment and retention process, improved productivity and lowered absenteeism.

The organisation consistently improves its infrastructure to enhance the working environment for our employees. In July 2011, Jurong Shipyard shifted the foreign workers from the previous Kian Teck and Amakeng dormitories to the new Cassia @ Penjuru dormitory. The new dormitory is more spacious and provides modern facilities such as a gymnasium, air-conditioned study room, supermarket and a 24-hour laundry service for the employees.

To cater to employees who are currently doing their part-time studies, an internet room has been provided so

that these employees could do online research for their school projects. Recent survey results indicated that more than 80% of our employees are happy working in the organisation, happy with their jobs and satisfied with the organisation. Employees also feedback that supervisors are approachable, show concern and are understanding.

Our Thoughts

"Sembcorp Marine is truly caring and compassionate in our approach towards employees' welfare. Employees facing issues are often given assistance including flexible time-off so that they can go off and resolve the issue. The management always stand by our employees."

– Kevin Choong, Vice-President, Group Human Resource –

"I am happy working at Sembcorp Marine as I can provide for the needs for my family. Our Technical Engineer and Manager take good care of us by looking into our welfare and listening to our work issues. It is a good work environment. I am glad to be living in the new dormitory. I simply love the care they show."

– Rafique Bhuiyan Haj Ismail Bhuiyan, Crane Operator –



Sentosa Leisure Group

1,003 Employees



Our Organisation

Sentosa's vision is to be the world's favourite leisure and lifestyle resort destination. To realise our vision, we believe that employees play a critical role in our success as they are our service ambassadors. We are committed to achieving work-life harmony and promote the wellness of our employees in order to develop and sustain a happy, vibrant and healthy workforce who love what they do.

Our Work Life Journey

Telecommuting was introduced in 2011 to help our employees manage temporary physical inconveniences or attend to family emergencies. At Sentosa, we practise hybrid job sharing between permanent and casual employees to alleviate the crunch of peak periods or signature events. Job rotation is also available and new job vacancies are announced to the employees on a regular basis. Department managers have the discretion to put in place flexi-time, flexi-hours and part-time roles within their teams.

One-third of our workforce are casual employees. It is important to motivate and ensure that the welfare of these casual employees are taken care of. In early 2012, we renamed and reclassified these casual employees as Fun-Timers, Prime-Timers and Super Prime-Timers. The primary incentive is higher hourly rate if they clock in more work hours over a longer period of time.

We believe that office facilities are important in boosting employees' welfare. Hence, we set up a recreational club housing a gym, karaoke room, pool room, pantry, vending machines, lockers and shower facilities for all our employees to enjoy their breaks and mingle with their colleagues. As we have a high proportion of male employees, we also laid a jogging track with IPPT stations

to enable our male employees to train and maintain their fitness level for their reservist obligations.

With our work-life initiatives, innovative recruitment practices and a rich platter of benefits and employee activities, we have managed to amass an impressive team of hardworking and creative people that keeps growing from strength to strength. Our attrition rate remains low at 1.2% per month.

Our Thoughts

"Through the numerous events and activities, I have the opportunity to build rapport with my colleagues, meet new people and understand more about Sentosa's work culture. My favourite event was the 'Spring Cleaning' before Lunar New Year when we had Zumba workout, breakfast and then we had to spring clean our offices. It was refreshing."

– Janice Ng, Executive Assistant –

"Our company has given us the tools and now it is up to each individual to use them to achieve quality work-life. There is a lot of flexibility to help me balance my time between my personal and work-life."

– Julian Ong, Beach Operations Manager –



Singapore Discovery Centre Ltd

98 Employees



Our Organisation

Singapore Discovery Centre (SDC) is a state-of-the-art attraction that celebrates the Singapore Story and inspires confidence in our future. Spanning a myriad of themes, SDC provides our guests with a mind-and-heart-engaging, multi-sensory experience which gives them insights into the nation's challenges, dreams and aspirations - and ultimately what makes Singapore tick.

Our Work Life Journey

SDC strongly believes that effective work-life strategies will steer SDC to achieve its goals, retain talent and help employees manage their work responsibilities as well as personal and family commitments.

Notwithstanding the nature of our business as an attraction, we accommodate employees who have elected to work flexi-hours in order to fulfil their personal commitments. We also engage a pool of part-timers to fill in during their absence. Additionally, we grant paid time-off for employees who have urgent personal commitments or need to attend classes.

We have a range of benefits for our employees. Employees with three children can take up to 15 days of child sick leave and all employees can choose to have up to 5 days of elder-care leave for their parents or 5 days of spouse sick leave.

At SDC, the well-being of our employees is a top priority. We put in place various programmes including health talks, cooking demonstrations, sports competition and anti-smoking campaigns to help our employees stay healthy and fit. In addition, our employees get to enjoy a staff lounge equipped with a karaoke system as well as Kinect game consoles for all to relax and enjoy during their lunch break and/or after office hours.

Families of employees get to enjoy limited free admission to SDC and other attractions and we also organise movie nights for our employees and their families.

In our last employee climate survey, 90% of our employees indicated that the organisation provides a work environment which supports work and family life.

Our Thoughts

"I really appreciate the flexi-hours which helped me to cope with unexpected matters in my family schedule. It was especially helpful when my husband was away during in-camp training and I had to take over the chauffeuring duties for my children. I can start work earlier after driving them to school and then leave the office earlier to pick them up."

– Geraldine Loh, Manager, Education –

"I am very appreciative of SDC for being pro-family and supportive of work-life harmony. Last year, my father had a heart attack and was hospitalised. With the parent sick leave option, I was able to be with my father and take care of him with peace of mind. I also benefited from the Smoking Cessation programme sponsored by SDC and am proud to say I have successfully quit smoking for 3 years."

– Muhamad Shaiful Nizam Bin Shafie,
Senior Guest Service Associate –



Singapore Workforce Development Agency

568 Employees



Our Organisation

WDA envisions a competitive workforce with workers 'Learning for Life' and 'Advancing with Skills'. Our mission is to enhance the employability and competitiveness of our workforce. To fulfil our mission, we need an engaged, resilient and productive workforce that embraces work-life effectiveness.

Our Work Life Journey

WDA believes that it is only through our people that we can achieve our vision. We are committed to create a friendly work environment that allows our employees to enjoy work-life harmony. By taking care of the physical and mental well-being of our employees, they will be satisfied, more motivated and committed to the organisation.

Every Wednesday is declared as 'Wellnesday' so employees can leave the office from 5.00 pm to participate in sports and fitness activities. To reinforce the importance of fitness in the workplace, our Chief Executive Wong Hong Kuan leads jogs around the office on Wellnesday after 5.00 pm, whenever his schedule permits. Senior management members also support the variety of wellness activities by actively participating in in-house fitness programmes such as Yoga, Zumba and Bollywood aerobics as well as activities organised by WDA Interest Clubs.

We have empowered all divisional directors to approve telecommuting, flexi-hour or part-time arrangements for their employees.

More than 90% of WDA employees are provided with work tools that support flexible work arrangements. Managers and supervisors are empowered with the flexibility to grant time-off to cater to the individual needs of their team members.

Our Thoughts

"I advised my team member to telecommute from home as she was pregnant. Our operations continued without any disruptions and my staff enjoyed the convenience and comfort of working from home."

– Ng Pei Feng, Assistant Director –

"WDA's flexi-hours is perfect for a parent like me with young school going children. Besides being able to choose my start and end time to suit my family needs, I am able to spend more quality time at home instead of being caught in peak hour traffic. WDA's telecommuting policy, supported by good work tools, allows me to work from home on days when I am unable to be physically present in the office."

– Paul Teo, Principal Manager –



Sony Electronics Group in Singapore

1,300 Employees



Our Organisation

The Sony Electronics Group in Singapore comprises Sony Electronics Asia Pacific (SEAP), Sony Global Treasury Services (SGTS) and Sony Electronics (Singapore) (SES). SEAP serves as a regional marketing and corporate headquarters for Sony's consumer, broadcast and professional products across the AMEA (Asia Pacific, Middle East & Africa) region. SGTS was formed to manage the foreign exchange and financial risk management services in AMEA. Set up in 1991, SES covers the business units in engineering and manufacturing, sales and marketing, logistics and information systems.

Our Work Life Journey

Our founders, Akio Morita and Masaru Ibuka, set the vision for Sony to establish an ideal factory that stresses the spirit of freedom and open-mindedness where engineers with sincere motivation can exercise their technological skills to the highest level. The success of Sony in becoming a global market leader in the electronics industry is built on this vision of an organisation where people can achieve the lives they want.

We believe that an effective work-life strategy is pivotal in contributing to employee morale and welfare - a happy workforce is a productive workforce.

Our Managing Director, Narihiko Uemura, champions the work-life cause in Sony. His corporate blog discusses a diverse range of topics, giving all Sony employees across the organisation the opportunity to comment on his posts and interact with him directly. A majority of our employees have had informal lunches with him which give them the opportunity to share ideas that benefit the organisation.

Flexible work arrangements, including a work-from-home scheme, allow employees to balance their work and life commitments effectively.

In addition, i-SPARC is an online portal at Sony where employees can regularly share new and innovative ideas to make Sony an even better place to work.

A significant number of our employees have actively participated in Sony's social, sports and recreation programmes. From the Global Employee Survey conducted in 2011, as many as 83% of employees said they would recommend Sony as an exciting place to work. 85% of our people have also indicated that they are able to balance their work and personal commitments.

Our Thoughts

"Work-life harmony is like a serotonin (monoamine neurotransmitters) which lets us forget our worries by controlling the cerebral cortex. So when you have enough serotonin, you can control your stress well. Likewise, if you have a good work-life strategy, your employees can enjoy their life at home and not worry about work."

– Narihiko Uemura, Managing Director –

"With the introduction of the Work-From-Home scheme, I am seeing more win-win situations for my company and my family. I am able to take care of my children's well-being, especially when they are ill. The young ones recover faster when they have their parents around them. For me, there is no more worry about work because I can work at home and still be near my children."

– David Ang, Senior Engineer –



SP Services Ltd

641 Employees



Our Organisation

SP Services is subsidiary of Singapore Power, a leading energy utility company in the Asia Pacific with the vision to provide reliable and efficient energy utility services to enhance the economy and the quality of life. We enable households and businesses to enjoy a convenient one-stop access to efficient and reliable supply of electricity, water and gas as well as refuse collection services.

Our Work Life Journey

Being a service company, our largest and most strategic asset is our people. With manpower making up 40% of our operating costs, it is important for SP Services to invest in our people and support them in both their work and personal lives. In a tight labour market like Singapore, we leverage on work-life strategy to create a more conducive work environment to attract and retain employees, as well as motivate them to strive for higher productivity and performance. When our employees are performing at their peak, they help drive SP Services to be more successful and efficient.

Our management is constantly reviewing and refining our work-life programmes in order to make it more hassle-free so that more employees can benefit from them. Under the Work-from-Home scheme, we currently have about 25 office-based employees and another 150 field employees who start work from home. We are targeting to increase the number of employees who work from home. This scheme is open to all employees, even to customer service personnel who are only required to come into the office once a week for briefings and to catch up with colleagues. We offer an internet allowance for employees to subscribe high-speed cable plan to work from home.

SP Services has other flexible work schemes including staggered work hours, part-time work, job sharing and extended maternity leave. As part of our continual review, we expanded the pool of night-time call centre employees to accommodate some daytime working hours for employees who wish to have a different mix of work hours.

We also provide financial assistance to support employees who may be undergoing a period of hardship due to death or severe illness. In addition, we provide financial grants to encourage our employees to pursue further studies and upgrade themselves.

Our Thoughts

“In SP Services’ experience, work-life harmony can be a win-win for both the company and our employees. For example, in enabling our employees to work from home, productivity increases while employees save time in commuting and the company can reduce its administrative costs. The company’s labour cost competitiveness (Value Added/Manpower cost) increased by 35% from 1.58 in FY2007/08 to 2.14 in FY2010/11. During the same period, cost to serve per customer reduced by 12.5% from \$56 to \$49.”

– Jeanne Cheng, CEO/Managing Director –

“The Work-from-Home scheme has helped me to better manage my work and family commitments which is very important for me as a working mother with 2 school-going children. When it is necessary, it is now very convenient for me to work longer hours since I am based at home.”

– Trina Kwek, Customer Relations Officer –



The GMP Group

90 Employees



Our Organisation

Founded in 1991, The Global Manpower Professionals (GMP) Group is a strategic global partner in people solutions to help fulfil the aspirations of individuals and create new possibilities for customers. The GMP Group has grown from a recruitment company to a regional human capital solutions provider across all industries and is now the first choice employer for our current and potential employees.

Our Work Life Journey

Work-life harmony is not new to The GMP Group. Our late founder Dr Giam Cheng Lan, a mother with 3 children, understood the challenges of a working mother and acknowledged the importance of a supportive work environment way back in 1991. Since then, the family culture environment has been instilled in all our people. Today, GMP takes pride in being one of the most family-friendly recruitment agencies in Singapore.

Work-life harmony is no longer a 'nice to have' but a survival tool to be fully developed. With our work-life initiatives, we aim to create an environment that supports working parents and at the same time, helps individuals to progress in their careers without sacrificing their personal lives.

Our senior management 'walk the talk' by setting the example, for instance they leave the office by 7.00 pm. on most days to encourage our people not to stay late in the office unless it is required. We are more focused on performance than clocking 'face time' in the office. When trust and empowerment are placed on all our employees, they gain a sense of freedom and satisfaction which positively impacts engagement and productivity.

With our compact workforce, we pride ourselves on the lack of red tape. We have an open door policy where our people can approach their managers for support and assistance. We put in place clear policy guidelines that enable our managers to assess and grant flexible work arrangements to meet the needs of our employees such as telecommuting, time-off and staggered work hours. In 2008, we upgraded to a web-based talent management software that allows our executives to access resumes remotely away from office.

Fun and laughter are encouraged at GMP when work hours are over. We have organised a myriad of health talks, wellness workshops, corporate outings to local places of interest, Amazing Race-styled events, weekly sports activities and the annual festive parties.

Our Thoughts

"Having worked at GMP for more than five years, I have definitely seen the great efforts made in improving the work-life initiatives for the employees. As a mother of three young children, it can be daunting to juggle my work and family. For family emergencies, my leave applications have always been approved promptly without question. I deeply appreciate the management's understanding and support of working mothers like me."

– Tracy Tan, Consulting Manager –

"Work stress is inevitable and that is why I found the health workshops very useful. Besides picking up health tips, I get to mingle with my colleagues from different departments and that really puts my mind off work for a while. I discovered the power of meditation through one workshop and this has helped me to cope with stress, give me a sense of calm and balance for my emotional well-being."

– Rachel Chin, Finance Executive –



Woodgrove Secondary School

127 Employees



Our Organisation

Woodgrove Secondary School (WGS) provides an ability-driven education so that we can shape character, ignite passion and promote innovation to prepare our students to be citizens of the future. To grow a community of dynamic learners, we place a premium on developing the talents of both our students and employees.

Our Work Life Journey

We recognise the critical role people play in delivering quality learning outcomes. That is why we develop and sustain a family culture promoting work-life harmony for all. In line with our vision “A School of Choice, A Community of Dynamic Learners”, the school champions work-life harmony through a two-pronged strategy of:

1. managing their work and career aspirations through sound people development systems and processes; and
2. implementing policies to support our employees to manage the demands of work and life.

Our family friendly culture is based on trust and mutual understanding. Special arrangements can be discussed such as time-off for medical emergencies or child-care, compressed work week where teaching timetables can be adjusted, no-pay leave and even co-teaching. Aside from the child-care, parental care and examination leave, we offer other leave options including urgent personal affairs, enhanced professional development leave and off in-lieu. Employees can apply for part-time teaching or flexi-adjunct scheme when the need arises.

We believe that employee professional development and excellence is only possible when there are sound systems and processes that allow work-life strategies to be pervasive, consistent and impactful, thus shaping a

positive work-life culture. This will undoubtedly translate into having satisfied teachers and supportive employees who will instil the joy of learning and creativity in our students.

Our Thoughts

“It is important to create a work environment that not only supports promoting career aspirations but also provides avenues for our employees to satisfy important personal needs. A happy work environment translates to engaged and committed employees!”

– Masayu Mahmud, Vice Principal 1 –

“Woodgrove has given me several platforms to showcase my abilities and strengths which are recognised by key personnel and colleagues. This validation of my efforts spurs me on to do better. The school has a positive atmosphere with open and stress-free interactions among key personnel and colleagues which makes it a truly great working environment, allowing us to grow to become better professionals.”

– Ghayathiri Theyy d/o Narayanan, Teacher –



Yangzheng Primary School

113 Employees



Our Organisation

Our vision is for each child to be a passionate learner, a caring friend and a responsible citizen. Yangzheng likens our pupils' learning journey to the seasons of sowing, weeding, nurturing and pruning before they reach their fullest potential. The metaphor also applies to our employees and we are always looking for ways to help them grow both as teachers and as private individuals.

Our Work Life Journey

At Yangzheng Primary School, we recognise that our teaching and non-teaching employees are our valuable assets and that there is a direct impact between the quality of the employees and pupil learning outcomes.

That's why we set three strategic goals: the holistic development of pupils, employee development, and academic and organisational excellence. These goals help us formulate work-life strategies that allow our people to continually add value to the school whilst satisfying their own personal and family commitments.

We believe our work-life strategies foster a positive working environment where our people can motivate and inspire their pupils to achieve their best. This is crucial as our teachers focus on building strong teacher-pupil relationship in order to support, assist and nurture their young charges in their character development and learning journey.

Principal Jacinta Lim-Phan and Vice-Principal Asrinah Asahari lead the management team that consistently looks for ways to improve our system of working hours, workload and employee support. Various measures such as flexible work arrangement, job-redesign, streamlining work processes and harnessing information technology have been implemented to continually improve work efficiency.

During the vacation breaks, teachers can work from home if there are no school activities.

Clear guidelines pertaining to employee deployment ranging from teaching workload, CCAs, planning taskforce committees to school duties are set and displayed to ensure fairness, parity and a high degree of transparency on deployment matters. The school also ensures that the teachers are not unduly overburdened with administrative work.

Our Thoughts

"Energising a work-life balance culture is my top priority so as to ensure that our people are invigorated and recharged after each school day. Only when they are happy and motivated will they be fulfilled individuals who will make positive contributions to the school community and realise their personal needs and aspirations."

– Jacinta Lim, Principal –

"I have a young daughter and my wife is expecting this year. I am blessed to be working in a nurturing and family-oriented culture. I feel that this is a virtuous cycle. When I am able to spend quality time with my loved ones during weekends and holidays, I will be motivated to make quality contributions to the school. The school leaders set the tone and directions for work-life harmony by introducing various initiatives such as protected time when there should not be any meetings or programmes."

– Abu Naeem B Hairon, Subject Head,
National Education & Social Studies –



WORK-LIFE EXCELLENCE AWARD





recognising great employers



| | Staff Strength | Work-Life Infrastructure | | | | | | | | Flexible Work Arrangement | | | | | Leave/Time-off (above-Statutory) | | | | |
|---|----------------|--|-----------------------------------|-----------------------------|--------------------------------------|----------------------------------|--|---------------------------------------|----------------------------------|---------------------------|------------------------|-------------|-----------|---------------|----------------------------------|---|-------------------|----------------|-----------------|
| | | Work-Life Harmony as Mission/Vision Core Value | Designated Work-Life Officer/Team | Staff Feedback on Work-Life | Planning for Staff Work-Life Harmony | Regular Review of Work-Life Plan | Managers Held Accountable for Work-Life Outcomes | Employee Needs are Regularly Assessed | Programmes are used by Employees | Compressed Work Schedule | Flexi-Time/Flexi-Hours | Job Sharing | Part-Time | Telecommuting | Bereavement/Compassionate Leave | Emergency Leave/Unrecorded Time-off for Family/Personal Matters | Family Care Leave | Marriage Leave | Paternity Leave |
| aAantage Consulting Group Pte Ltd | 29 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Ahmad Ibrahim Primary School | 77 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Avanade Asia Pte Ltd | 95 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Capelle Consulting Pte Ltd | 28 | ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Cartus Corporation Pte Ltd | 191 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Cerebos Pacific Ltd | 176 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● |
| City Gas Pte Ltd (as Trustee) | 224 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| DSO National Laboratories | 1666 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Fei Yue Family Service Centre | 163 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Focus on the Family Singapore Limited | 30 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Fuji Xerox Singapore Pte Ltd | 831 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Holiday Inn Singapore Orchard City Centre | 251 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Housing & Development Board | 5624 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| IBM Ireland Product Distribution Limited Singapore Branch | 430K | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| IBM Singapore Pte Ltd | 430K | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Inland Revenue Authority of Singapore | 1900 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| KPMG | 2378 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● |
| Lucky Joint Construction Pte Ltd | 473 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Maybank Singapore | 1400 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Microsoft Operations Pte Ltd | 828 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Ministry of Community Development, Youth and Sports | 1134 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Ministry of Manpower | 1700 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● | ● |

Legend ● 100% Available ○ Less than 100% Available ■ In Progress

| Requirements) | | | | Employee Support Programmes | | | | | | | | | | | | | | | |
|----------------------------------|--------------------------|------------------|---|-----------------------------------|---------------------------------------|-----------------------------------|-----------------------------------|----------------------|-------------------------------|--|------------------------|---|-------------------------------|-------------------------|--------------------------------|----------------------|----------------|----------------------|---|
| Birthday Time-off Leave/Time-off | Renewal Leave/Sabbatical | Study/Exam Leave | | Activities include Family Members | Medical/Insurance Coverage for Family | Child-care Arrangements/Subsidies | Elder-care Arrangements/Subsidies | Financial Assistance | Family Relocation/Orientation | Family Information and Referral Services | Family Life Ambassador | Personal Work-Life Effectiveness Programmes | Social Activities for Singles | Gift for Marriage/Birth | Health and Wellness Programmes | Counselling Services | Lactation Room | Time-Saving Services | |
| ● | ● | ● | | ● | ● | ● | ● | ● | | | ● | ● | ● | ● | ● | | | ○ | aAantage Consulting Group Pte Ltd |
| ● | ● | ● | ● | ● | ● | | | | | | | ● | ● | ● | ● | ● | ● | ○ | Ahmad Ibrahim Primary School |
| ● | ● | ● | | ● | ● | | | | ● | | | ● | | ● | ● | ● | | | Avanade Asia Pte Ltd |
| ● | ● | ○ | ● | ● | ● | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Capelle Consulting Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ■ | ● | ● | ● | ● | ● | ● | | Cartus Corporation Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Cerebos Pacific Ltd |
| ● | ● | ● | ● | ● | ● | | | ● | | | ● | ● | | ● | ● | ● | | ○ | City Gas Pte Ltd (as Trustee) |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | DSO National Laboratories |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● | ○ | ● | ● | ● | ● | | Fei Yue Family Service Centre |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● | ● | ○ | Focus on the Family Singapore Limited |
| ● | ● | ● | ● | ● | ● | | | ● | | | ● | ● | ● | ● | ● | ● | ● | | Fuji Xerox Singapore Pte Ltd |
| ● | ● | ● | ● | ● | ● | | | ● | ● | | | ● | ● | ● | ● | ● | ● | ○ | Holiday Inn Singapore Orchard City Centre |
| ● | ● | ● | ● | ● | ● | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Housing & Development Board |
| ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | IBM Ireland Product Distribution Limited Singapore Branch |
| ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | IBM Singapore Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● | ● | ○ | ● | ○ | Inland Revenue Authority of Singapore |
| ● | ● | ● | ● | ● | ● | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | KPMG |
| ● | ● | ● | ● | ● | | ○ | | ● | ● | ● | ● | ● | ● | ● | ● | ○ | | ○ | Lucky Joint Construction Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Maybank Singapore |
| ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● | | ● | ● | ● | ● | ● | ● | | Microsoft Operations Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ○ | ● | | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Ministry of Community Development, Youth and Sports |
| ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Ministry of Manpower |

Legend ● 100% Available ○ Less than 100% Available ■ In Progress

| | Staff Strength | Work-Life Infrastructure | | | | | | | | Flexible Work Arrangement | | | | | Leave/Time-off (above-Statutory) | | | | |
|--|----------------|--|-----------------------------------|-----------------------------|--------------------------------------|----------------------------------|--|---------------------------------------|----------------------------------|---------------------------|------------------------|-------------|-----------|---------------|----------------------------------|---|-------------------|----------------|-----------------|
| | | Work-Life Harmony as Mission/Vision Core Value | Designated Work-Life Officer/Team | Staff Feedback on Work-Life | Planning for Staff Work-Life Harmony | Regular Review of Work-Life Plan | Managers Held Accountable for Work-Life Outcomes | Employee Needs are Regularly Assessed | Programmes are used by Employees | Compressed Work Schedule | Flexi-Time/Flexi-Hours | Job Sharing | Part-Time | Telecommuting | Bereavement/Compassionate Leave | Emergency Leave/Unrecorded Time-off for Family/Personal Matters | Family Care Leave | Marriage Leave | Paternity Leave |
| Nanyang Polytechnic | 1380 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| National Heart Centre of Singapore Pte Ltd | 909 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● | ● | ● |
| National Library Board | 953 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Network Express Courier Services Pte Ltd | 81 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Pasir Ris Secondary School | 114 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Public Service Division, Prime Minister's Office | 304 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| PUB, the National Water Agency | 3092 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Radin Mas Primary School | 95 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | ● | ● | ● | ● | ● | ● |
| Rajah & Tann LLP | 578 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Republic Polytechnic | 956 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Riverside Secondary School | 113 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Sembcorp Marine Ltd | 9792 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Sentosa Leisure Group | 1003 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Sheraton Towers Singapore Hotel | 316 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Singapore Discovery Centre Ltd | 98 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Singapore General Hospital | 8100 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Singapore Workforce Development Agency | 568 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Sony Electronics Group | 1300 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| SP Consulting (International) Pte Ltd | 9 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| SP Services Ltd | 641 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| The GMP Group | 90 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Woodgrove Secondary School | 127 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Yangzheng Primary School | 113 | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |

Legend ● 100% Available ○ Less than 100% Available ■ In Progress

| Requirements) | | | | Employee Support Programmes | | | | | | | | | | | | | | | | |
|-------------------|----------------|--------------------------|------------------|-----------------------------------|---------------------------------------|-----------------------------------|-----------------------------------|----------------------|-------------------------------|--|------------------------|---|-------------------------------|-------------------------|--------------------------------|----------------------|----------------|----------------------|---|--|
| Birthday Time-off | Leave/Time-off | Renewal Leave/Sabbatical | Study/Exam Leave | Activities include Family Members | Medical/Insurance Coverage for Family | Child-care Arrangements/Subsidies | Elder-care Arrangements/Subsidies | Financial Assistance | Family Relocation/Orientation | Family Information and Referral Services | Family Life Ambassador | Personal Work-Life Effectiveness Programmes | Social Activities for Singles | Gift for Marriage/Birth | Health and Wellness Programmes | Counselling Services | Lactation Room | Time-Saving Services | | |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Nanyang Polytechnic |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | National Heart Centre of Singapore Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | National Library Board |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Network Express Courier Services Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Pasir Ris Secondary School |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Public Service Division, Prime Minister's Office |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | PUB, the National Water Agency |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Radin Mas Primary School |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Rajah & Tann LLP |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Republic Polytechnic |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Riverside Secondary School |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Sembcorp Marine Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Sentosa Leisure Group |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Sheraton Towers Singapore Hotel |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Singapore Discovery Centre Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Singapore General Hospital |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | Singapore Workforce Development Agency |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Sony Electronics Group |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | SP Consulting (International) Pte Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ○ | SP Services Ltd |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | The GMP Group |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Woodgrove Secondary School |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Yangzheng Primary School |

Legend ● 100% Available ○ Less than 100% Available ■ In Progress

ACKNOWLEDGEMENT

Thank you to all employers for participating in the Work-Life Excellence Award and for your ongoing support. Your commitment to work-life harmony is truly an inspiration. We hope that you continue to sustain your effort and champion work-life strategies both within and outside your organisation.

We would also like to thank the staff from the member organisations of the Tripartite Committee on Work-Life Strategy, as well as Mr Patrick Ang (Employer Alliance Executive Committee and Deputy Managing Partner, Rajah & Tann LLP) and Professor Paulin Tay Straughan (Vice-Dean, Faculty of Arts and Social Sciences and Deputy Head, Department of Sociology, National University of Singapore) who helped to assess and judge the Award.

The Work-Life Excellence Award is presented by the Tripartite Committee on Work-Life Strategy:

- Association of Small and Medium Enterprises
- Employer Alliance
- Ministry of Community Development, Youth and Sports
- Ministry of Manpower
- National Population and Talent Division, Prime Minister's Office
- National Trades Union Congress
- Professor Paulin Tay Straughan (National University of Singapore)
- Public Service Division, Prime Minister's Office
- Singapore Business Federation
- Singapore Human Resources Institute
- Singapore National Employers Federation



