



A WORKRIGHT INITIATIVE



MINISTRY OF  
MANPOWER



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Foster a  
good relationship.  
Employees are  
our best asset.





Established in 1987, Aero Asia Security Systems was one of the early adopters of the Progressive Wage Model (PWM), offering security escort services, security consultation and other security-related services.

Aero Asia Security  
Systems Pte Ltd



(Left to Right) Mr Ng Tiong Hian, Operations Executive;  
Mr Selvakumar Panneerselvam, General Manager;  
Mr Zahari bin Abdul Rahman, Security Officer.

“Being a security agency, we are audited by Ministry of Manpower and the Singapore Police Force annually with regards to our employment practices and operations. Hence, our staff can be assured that we take care of them while we adhere strictly to all current statutory regulations,” asserted Mr Selvakumar Panneerselvam, General Manager of Aero Asia Security Systems. The company was awarded an A grade in 2014.

All employees are issued itemised payslips that list their basic salary, overtime pay, public holiday and off-day pay, CPF contributions and where relevant, deductibles and cash rewards.

“Our payroll system oversees our operations, administration and finance. As such, our employees can make use of it for a variety of tasks, including applying for leave and requesting for new uniforms,” explained Mr Panneerselvam.



“I am very  
happy that the  
company is  
meticulous about  
employee rights...”

Mr Zahari Bin Abdul Rahman, 47, a Security Officer, shared: “I am very happy that the company is meticulous about employees’ rights and genuinely cares about our welfare.

Nothing is left to chance and every matter pertaining to my entitlement is in black and white.”

“My employment contract is very clear about my job scope, salary, working hours, paid annual and sick leave and other benefits,” shared Mr Ng Tiong Hian, 29, an Operations Executive. “Furthermore, I have received additional benefits like paid study leave and on-the-job perks like the use of a company vehicle and allowances.”





securing a  
**fair**  
workplace  
for all

Globalmax Security  
& Consultants

As a unionised security company, Globalmax Security & Consultants is no stranger to right employment practices. The company has been graded A in 2015 by the Police Licensing Regulatory Department (PLRD) based on their training schemes and HR policies covering payslips and employment contracts.



Mr Raj Singh, Business Development & Human Resource Manager.

“Our HR policies are compliant with the Employment Act and CPF Act as well as the Progressive Wage Model (PWM). Apart from paying our staff well and on time, we’re also very much in touch with our staff. If they have any concern regarding their salary or overtime payment, they know we’re just a call away to clarify things” explained Mr Raj Singh, Business Development & Human Resource Manager.

Security Officer Mr Richard Goh, 62, shared, “Usually I’ll contact my boss directly if I need to take sick or annual leave. I get my pay with payslips via GIRO on the 5th of the following month and sometimes in advance. My boss also sent me for security screening training under the Work Skills Qualification (WSQ) scheme.”

When asked about the WorkRight initiative, Mr Goh said, “I’m getting whatever that’s due to me; and I haven’t come across anyone that

I know who is deprived of their employment rights. But if I know my friends are not paid justly, I will share the information with them.”

“At the end of the day, our employees are the face of our company – it’s only fair to treat them in a right and mindful manner,” said Mr Singh.

“But if I know my friends are not paid justly, I will share the information with them.”



Mr Richard Goh, Security Officer.



Customer-centric  
security begins with  
**trained  
&  
motivated**  
personnel

Industrial & Commercial  
Security Pte Ltd

“We adopted the Progressive Wage Model (PWM) for all our projects. Initially, there was resistance from clients as it would cost them 30% more,” related Mr Kelley Teo, Head of Operations at Industrial & Commercial Security.

Mr Kelley Teo, Head of Operations

“However, once clients understand what they are paying for i.e. better trained guards, they are more receptive to the cost increase.”



“... the company  
is genuinely  
concerned about  
our welfare.”

Established in 2005, Industrial & Commercial Security has 100 full-time employees and was awarded an A grade by the Singapore Police Force in 2014.

In addition to the required training for staff under PWM, the company takes the Employment Act and CPF Act seriously by providing staff their employment entitlements.

“I joined the company about three years ago and the company is genuinely concerned about our welfare,” said Mr Abdul Ghany, 60, Senior Security Officer.

His supervisor, Mr Amir Bin Ahmad, 53, added, “We get regular salary increments, performance bonuses and long service awards. Best of all, the management treats everyone with respect and motivates us to do better.”



Mr Amir bin Ahmad, Supervisor





making it

fair and  
acceptable

for everyone

Day and Night

Landscape Pte Ltd

Mr Marcus Chan, General Manager.

“An itemised payslip is important to all. On one hand, it ensures that employees know what their salary components are. On the other hand, management can keep proper records of salary payment for all employees,” stated Mr Marcus Chan, General Manager of Day and Night Landscape.

“Our employees appreciate our payroll system as they can conveniently check on their salary payments and deal with any discrepancies with the management.”

“This is a very competitive industry and the turnover is high. So, we pay our workers above market rates to motivate them to stay with us,” explained Mr Chan.

“... we pay our  
workers above  
market rates to  
motivate them to  
stay with us.”

and medical reimbursements. Most of the company’s employees are aged above 50 years old and it is essential that the scope of work is right for them.



Mr John Foo Chuan, Supervisor.

Despite these challenges, the company still ensures that its employees are entitled to all their rights under the law. Staff also receive other benefits such as performance bonuses

“I like the relaxed nature of the work that doesn’t stress me out. Plus the fact that I get paid on time, receive my CPF contributions, have staff benefits and favourable working hours makes my job a happy one,” shared 62-year-old Supervisor, Mr John Foo Chuan.



*making  
overtime a*

*more  
conducive  
time*

Island Landscape  
and Nursery Pte Ltd

Island Landscape and Nursery is often inundated with orders during Lunar New Year and Christmas, and staff are required to work overtime.

Ms Rose Tan, Administration and Personnel Manager

Ms Rose Tan, Administration and Personnel Manager, said “As they need to work longer hours for about two weeks, we would provide transportation and meal allowances for them.” The company also takes care of its staff in other ways. It regularly conducts overseas trips for staff and their family members, gives out long service awards and special performance bonuses and provides comprehensive medical coverage.

a joy to come to work!” happily exclaimed Supervisor Mr Saidee bin Hassan, 54. Ms Rose Tan confidently reiterated, “More importantly, we have established a level of trust and understanding with our employees.”

Mr Mark Tay, 37, an Inventory Controller who joined about two years ago, happily added, “We work as a family and every one looks out for one another.”

It’s hardly surprising then that out of its 120 staff, 44% have been with the company for more than 10 years.

*“In fact, it’s a  
joy to come  
to work!”*



(Left to Right) Mr Mark Tay, Inventory Controller;  
Mr Saidee bin Hassan, Supervisor.

“The company treats me well and pays me overtime when I work late. They are genuinely concerned about my welfare. In fact, it’s





creating a landscape of

## positive work experiences

Multiplan Garden  
& Landscape

“I have to ensure that our employment practices are in line with the Employment Act and CPF Act and factor in the Progressive Wage Model (PWM) when securing new contracts,” explained Mr Richards Png, Business Development Manager.



Besides the mandatory employment benefits such as paid leave entitlement and CPF contribution, the seven-year-old landscaping and gardening company has also been steadily upgrading their workers' skills from Landscape Worker with general duties to Landscape Technician with more specialised skills.

With these efforts in place, the company has grown its staff strength from less than 10 to 32 today.

Workplace safety and health also plays a very important part in the company's agenda. “I insist on 100% use of Personal Protective Equipment for all employees. I also conduct in-house BizSafe courses for staff,” added Mr Richards Png.

“The management is always quick to listen and create a friendly work environment for everyone,” said Mr Paul Thanabal, 61, a Landscape Supervisor with the company for about 3 years.

“The management is always quick to listen...”

“The company is really genuine in helping us especially when we encounter difficult situations or dealing with personal issues,” Mr Benson Poh, Site Foreman, readily explained.



(Left to Right) Mr Paul Thanabal, Landscape Supervisor;  
Mr Richards Png, Business Development Manager;  
Mr Jacky Lim, Driver;  
Mr Benson Poh, Site Foreman.





A happy  
workforce is  
a productive  
workforce.





valuing the most

valuable  
asset

3R Logistics  
Pte Ltd

(Left to Right) Mr Augustine Heng, Marketing Executive;  
Ms Cheryl Wee, Customer Service Executive;  
Mr Louis Tan, Managing Director.

In addition to complying with the Employment Act and the CPF Act, 3R Logistics makes an active effort to update itself on employment matters through the Internet and media reports.

In the past, 3R Logistics paid salary to their workers via cheques. That resulted in occasional delayed salary payments. The company understood the need to make timely salary payments and CPF contributions through WorkRight articles in the media and invested in a payroll system to ensure this.



“...the company provides meal and transport allowances on top of my overtime pay.”

to pay for a long-term parking lot for me even though this was not part of my employment terms,” related Marketing Executive, Mr Heng.

“I believe that employees’ length of stay with the company is a good indication of how well they are being treated,” explained Mr Louis Tan, Managing Director of 3R Logistics.

Mr Augustine Heng and Ms Cheryl Wee can testify to this considering they have worked with the company for 6 and 5 years respectively.

Customer Service Executive, Ms Wee added, “I am occasionally required to put in extra hours. And when I do so, the company provides meal and transport allowances on top of my overtime pay.”

3R Logistics has certainly gone beyond statutory requirements with benefits and rewards to keep staff happy and satisfied.



“Treat them well, and they will stay with you. Even though they can find better pay elsewhere, my employees would rather stay with a company that cares for them,” said Mr Nordin Ali, Managing Director of AEO Logistics.



AEO Logistics Pte Ltd

(Left to Right) Mr Nordin Ali, Managing Director;  
Mr Muhd Aliff bin Mutalib, Warehouse Assistant;  
Mr S Ralli bin Shariff, Warehouse Assistant.

**every staff**  
is just like a **shareholder**

Founded in 2006 with only seven staff, the company has almost doubled its staff to 13, most of whom have been with the company for years. This can be attributed to AEO Logistics' hiring policy where every staff is treated like a shareholder.

Besides complying with the Employment Act and CPF Act, AEO Logistics provides incentives for its employees such as extra days off for festive periods, annual all-expenses-paid overseas trips, minimum 3-month bonuses and extra medical insurance.

“Having been an employee before, I know what it means to be a happy and satisfied worker. I firmly believe in putting my employees first in every way,” said Mr Nordin.

“The company sends me for forklift training so I can do my job properly and safely,” said 27-year-old Warehouse Assistant, Mr Muhd Aliff bin Abdul Mutalib.



Ms Michelle Li, Customer Service Manager

“We are trained to multitask in all areas of operations and customer service so that we can cover each other's duties when required,” explained Ms Michelle Li, Customer Service Manager who is currently pursuing a Diploma in Logistics partially sponsored by the company.





CARING FOR THE  
WELL-BEING  
OF STAFF

WITH THE  
**RIGHT  
PRACTICES**

Coral Sea  
Wellness Centre

Coral Sea Wellness Centre is part of a chain of three body health outlets that offers a range of therapeutic massage services. It employs 25 staff, most of whom are pioneers.

Ms Wang Jue, Director.

“Although we do not have an electronic payroll system, we still issue itemised paylips to all our employees,” said Ms Wang Jue, Director. “The paylips list out their basic pay, CPF contributions and overtime pay.”

“My staff work on a two-shift system of about 8 to 10 hours per shift. Overtime is paid for those working more than 44 hours a week. Each employee has one off-day a week. Salaries are paid through either GIRO or cheques on the last day of the month. All other benefits, such as paid annual sick leave, are in line with existing employment laws.”

In addition, our staff are also given employment contracts where the key employment terms such as salary, working hours, paid annual leave and sick leave are specified and made clear to them.

Ms Zhou Ying, 35, a Therapist, said, “I like the relaxing working environment, attractive bonuses, and a caring boss.”

“I like the  
relaxing working  
environment,  
attractive  
bonuses...”



Ms Zhou Ying, Therapist.

“The pay is good and my salary is always paid on time. Furthermore, there’s a strong team spirit among all the workers here,” added Ms Liu Xiao Hung, 38, Therapist.





a call to  
deliver

excellent  
services

Courier Coverage Pte Ltd

“I once had an employee who always took medical leave to be absent from work. I was on the point of sacking her. But then, I decided to talk to her and help change her attitude,” related Mr Patrick Ngo, Director of Courier Coverage.

Mr Patrick Ngo, Director

“As it turned out, I ended up giving her a promotion. The talk was the turning point and she became one of my best workers.” The said employee is now taking a break to start a family.

The 20-year old company ensures its staff are properly taken care of in terms of fulfilling their basic employment rights in accordance to Employment Act and CPF Act. The company has 15 full-time staff working at its call centre and operates a fleet of about 80 couriers in total. “We work very cohesively as one family,” said Ms Chev Emery, 22, Courier Coordinator.

“The courier business is a cut-throat industry. And recruiting couriers is always an uphill task because the pool available is very limited,” stated Mr Ngo. “We ensure that our staff are treated well, so that they are more motivated and develop a sense of pride.”

“We work very  
cohesively as  
one family.”



Ms Chev Emery, Courier Coordinator.



Mr Sultan Ahmad, Courier Coordinator.

Mr Sultan Ahmad, 49, who started out as a Courier and is now a Courier Coordinator, said, “Although the job can be very stressful at times, I still enjoy the informal working atmosphere. After all, I’ve been here for 14 years and counting.”

Most of the staff at Courier Coverage have worked there for more than ten years, and are generally above 40 years of age.





a  
haven  
of

good  
employment  
practices

Cozy Spa Pte Ltd

(Left to Right)  
Mr Jeffrey Teh, Customer Service Personnel;  
Mr Abdul Aziz bin Joned, Customer Service Personnel;  
Mr Lim Kim Cheng, Manager.

Nestled in Marina Country Club at Punggol, Cozy Spa is a calm and tranquil haven where employees are treated with thoughtfulness and understanding.

“We share a mutual trust and bond with our staff; this allows for a very open working relationship,” said Mr Lim Kim Cheng, Manager at Cozy Spa.

Cozy Spa which started about five years ago currently employs 20 full-time staff comprising customer service personnel and masseurs. The company is accredited with CaseTrust for Spa and Wellness Businesses .

Besides complying with the Employment Act and CPF Act such as timely salary and CPF payments, leave entitlements, Cozy Spa also provides benefits such as yearly bonuses and a progressive sales incentive scheme.

“I appreciate the opportunity to work with a diverse group of customers,” said Mr Abdul Aziz Bin Joned, 53, a Customer Service Personnel.

Mr Jeffrey Teh, 48, also a Customer Service Personnel, likes ‘the stable nature of the job that provides a regular salary with CPF.’ He used to be an ad hoc building painter with irregular income.



“I appreciate  
the opportunity  
to work with a  
diverse group of  
customers.”



**BETTER  
BUSINESS  
PERFORMANCE  
DRIVEN BY**

**HAPPY  
STAFF**

**Frin Car Valet Services**

“Being a car valet isn’t as simple as it looks. The person has to be competent in driving skills, excellent in customer service and most importantly, honest and trustworthy at all times,” stated Mr Feroze Khan, Sole Proprietor of Frin Car Valet Services.

Mr Feroze Khan, Sole Proprietor,  
Frin Car Valet Services

Every employee in the company is given the appropriate training in valet and customer service. They are expected to exercise utmost professionalism in their work. In turn, the staff is not shortchanged in any employment benefits for their hard work.

Besides complying with the Employment Act and CPF Act, Frin Car Valet Services also has profit sharing, performance incentives and company-bonding activities.

“Last year, I received a \$500 bonus for having an accident-free year with no customer complaints!” Supervisor Mr Tarmonoh bin Masikem, happily shared.

Mr Ahmad bin Yusoff, 64, who had been with the company for five years, also added, “I am very happy with my employment because management

*“... my management believes in me and trust me to handle the job effectively.”*

believes in me and trust me to handle the job effectively.”

Mr Khan hopes to introduce more staff benefits in the near future such as cash incentives for a sick-leave-free year.



(Left to Right)  
Mr Ahmad bin Yusoff, Valet;  
Mr Tarmonoh bin Masikem, Supervisor.



Goldbell Car Rental Pte Ltd

Using technology to make

work  
right

"We have an intranet network called Goldbell Sharepoint. It's a one-stop system for staff to check their paid salaries, leave balances, and company news on employment and operations matters. Employees can also apply for leave using this network," explained Ms Elynn Goh, Key Account Manager at Goldbell Car Rental.

(Left to Right) Ms Noraini bte Thambi-Chi, Administration Assistant;  
Ms Elynn Goh, Key Account Manager;  
Mr Imran Ramli, Assistant Executive.

Goldbell Car Rental has a staff strength of about 85, of which 50 are working as company drivers.

If these drivers are unable to access the company's intranet, they are kept informed and updated through one-to-one meetings or other ways.



"The company is very meticulous in complying with statutory employment regulations and practices," said Ms Goh. "All employment contracts clearly state all the entitlements, such as annual leave, sick leave, salary payment and CPF payment."

"We get a lot of benefits and I enjoy the working atmosphere. It was not like that at my previous workplace," stated Ms Noraini bte Thambi-chi, an Operations Administration Assistant.

"We have a healthy retention rate of staff as the company is very detailed in its recruitment process," explained Ms Goh.

"And when they do join us, they can be sure that their employment experience here is one of the best an employer can offer."

"I'm out of the office all the time. So company noticeboards and memos are best for me to stay informed," said Mr Imran Ramli, an Assistant Executive.

*"We get a lot of benefits and I enjoy the working atmosphere."*





## NAILING IT RIGHT IN EMPLOYMENT PRACTICES

Nails and Brows LLP

(Left to Right) Ms Jenny Wee, Director;  
Ms Ong Joe Yi, Senior Nail Artist;  
Ms Wang Cheng, Senior Nail Artist;  
Ms Mracux Sia, Hair Stylist

“I believe in consultative management when formulating my Human Resource policies,” stated Ms Jenny Wee, Director of Nails and Brows. “My employees are not afraid to share their views and recommendations about their work processes.”

Started in 2009, Nails and Brows consists of Tresses, a hair salon and Manicured, a manicure and pedicure salon, and has a total staff strength of 15, most of whom are locals.

“I ensure that all employment practices are in line with Employment Act and CPF Act. Besides the basic employment benefits, staff at Nails and Brows also received extra bonuses of up to 3 months.”

“To get my staff to work happily here, I will try to address their needs,” Ms Wee continued. “I don’t micro-manage and I trust my staff to run the shop independently.” Employees are assigned the role of Manager on a weekly roster.

One happy staff is Ms Ong Joe Yi, a manicurist with the salon for about 4 years. “I was recommended by my sister to work here. I like the work ethics and the close camaraderie with fellow colleagues.” Ms Ong said.

The company also believes in contributing back to the community by giving free haircuts at a Cerebral Palsy centre where Jenny’s staff are more than happy to volunteer for such charitable causes.



“I like the work ethics and the close camaraderie with fellow colleagues.”



“When a job applicant heard that the workplace is at Lim Chu Kang, he asked me where he can get his lunch. I told him he has to cook his own,” quipped Mr Ang Soon Chua, Director of New Sky & Land Organic Agriculture, the only farm in Singapore that grows 100% USDA-certified organic vegetables.

Understandably, the farm has difficulty recruiting local workers because of its location. Nevertheless, those who joined like the relaxed working atmosphere.

overtime hours done and pay them accordingly. However, I was advised by the WorkRight Inspectors to keep proper attendance records including overtime,” related Mr Ang Soon Chua.

The employees are given 7 days paid annual leave in the first year and 14 days in the second year. Salary is paid through cash payment on the 24th of each month. They are also issued itemised payslips.

“I like the flexible working hours. Besides, the boss is very generous with his organic vegetables for us to bring home,” smiled Ms Novi Apriyani, 29, a clerk who appreciates Mr Ang’s graciousness towards his staff.



Ms Novi Apriyani, Clerk.

Mr Miah Mohd Razzak, 34, a farm worker, likes ‘the healthy work environment and a good boss who is very hands-on with the staff’.

“I trust my workers and they perform their tasks efficiently. I usually take their word in terms of



Mr Miah Mohammad Razzak, Farm Worker.

Mr Ang Soon Chua, Director.

