

ANNEX A – PROFILES OF REASONABLE AND FAIR COMPANIES THAT REVIEWED THEIR COST SAVING MEASURES TO PROVIDE MORE SUPPORT FOR EMPLOYEES DURING COVID-19 CIRCUIT BREAKER

Name of Company	Nature of Business	Company Size	Challenges Faced	Eventual Cost Saving Measures Put in Place	Other Support Measures						
Samkang Construction Pte Ltd	Specialises in constructing roads, canals, sewer tunnelling, addition and alteration works.	73	<ul style="list-style-type: none"> • Operations completely ceased during Circuit Breaker • Staff unable to work from home due to nature of work • Company had no revenue, but still had overheads to pay • Company had intended to ask employees to take turns going on (un-paid) sabbatical until they could resume normal operations 	<ul style="list-style-type: none"> • Upon intervention by TAFEP, agreed to review their cost-saving measures • They decided not to ask their employees to go on sabbatical. • Channelled full JSS to employees • Worked with employees to agree to the following salary adjustments taking into account JSS and FWL rebates <table border="1" data-bbox="1055 683 1561 839"> <thead> <tr> <th data-bbox="1055 683 1227 715">April</th> <th data-bbox="1227 683 1391 715">May</th> <th data-bbox="1391 683 1561 715">June</th> </tr> </thead> <tbody> <tr> <td data-bbox="1055 715 1227 839">Salary adjustment of 25%</td> <td data-bbox="1227 715 1391 839">Salary adjustment of between 25% - 40%</td> <td data-bbox="1391 715 1561 839">Salary adjustment of 25%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Employees to take Annual Leave to receive higher salary support 	April	May	June	Salary adjustment of 25%	Salary adjustment of between 25% - 40%	Salary adjustment of 25%	<ul style="list-style-type: none"> • Formed a Task Force to engage employees, share weekly updates • Conducted Pulse Surveys to see how employees are feeling, what support programmes to roll out • Conducted regular online Townhall meetings
April	May	June									
Salary adjustment of 25%	Salary adjustment of between 25% - 40%	Salary adjustment of 25%									
Rigel Technology (S) Pte Ltd	Local manufacturer of sanitary wares and sensors, supplied for installation in residential and	100	<ul style="list-style-type: none"> • Revenues fell by 90% during Circuit Breaker as company is reliant on the construction sector • Company intended to put in place deeper and 	<ul style="list-style-type: none"> • Senior Management led by example and took pay cuts, so that employees continued to receive regular salaries • Tapped on JSS to help ease cashflow pressures <ul style="list-style-type: none"> ○ Management Team took pay cuts ranging from 5% to 20% depending on seniority. Planned to cut this further if business did not pick up. 	<ul style="list-style-type: none"> • Gave all employees a Rigel Care pack containing personal thermometer & pocket hand sanitiser before the start of the circuit breaker period. • Gave each staff a complimentary box of 50pcs 3-ply mask. 						

	commercial buildings.		<p>more widespread salary cuts:</p> <ul style="list-style-type: none"> - more than 5%-20% for senior management - some pay cuts for middle and lower managerial and executive staff - consider letting go staff 	<ul style="list-style-type: none"> ○ No salary cuts for middle and lower management, and executive positions; no letting go of staff ● Group CEO, Mr Christopher Ng, led by example by voluntarily foregoing 100% of his salary for April when the circuit breaker period just started. ● Implemented shorter work week for some staff ● Allowed some staff to take advance leave from 2021 if all 2020 leave has been used up, to prevent impact on wages ● 5 additional days of leave given to all older employees (as they are more vulnerable to Covid-19) 	<ul style="list-style-type: none"> ● Approached employees to take on improvement or development projects to keep them engaged and prepare better for the future.
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