

Annex B: Citations of selected awardees

Chye Thiam Maintenance Pte Ltd

Chye Thiam Maintenance (CTM) has undertaken many Inclusive Growth Programme (IGP) projects with NTUC's e2i (Employment and Employability Institute) in the past decade. The company has also followed the Progressive Wage Model (PWM) for cleaners. So much so, they have often been willing to pay above what is mandated in the PWM to attract and secure the best talent available.

CTM always has the welfare of its workers at heart. In their brand new, multi-storey headquarters in Tampines, they have allocated one whole level as a rest area with exercise and entertainment facilities so that their workers mingle and relax together on their breaks as well as after working hours. CTM also frequently organizes activities and celebrations such as their annual company retreat, employees' overseas trips as well as their company anniversary celebrations event.

CTM is the first cleaning company to embark on a Company Training Committee (CTC) and did so in the presence of Deputy Prime Minister Heng Swee Keat. The company is constantly innovating, investing in technology and infrastructure to come up with new services like the mobile dishwashing truck, materials recovery facility as well as making plans for their truck drivers to go for Virtual Reality (VR) safety simulated training at Singapore Bus training and Evaluation Centre (SGBTec) as well as sending some workers for the SkillsFuture for Digital Workplace programme with Mendaki Sense.

Nominated by Building Construction And Timber Industries Employees' Union

SingHealth Polyclinics

SingHealth Polyclinics (SHP) has been a valuable partner of Healthcare Services Employees' Union (HSEU), exhibiting strong commitment to their employees and unwavering support to the union. As part of the tripartite effort, HSEU, the Ministry of Health (MOH), and the Public Healthcare Clusters have been conducting regular reviews of the salaries of healthcare professionals within the industry across all job levels to ensure that they remain competitive, yet fair to the workers. Over the years SHP, through the SingHealth Cluster, have negotiated annual increments and bonuses with HSEU and have settled them amicably at the union-management level. They have also worked with the union to ensure that underperforming staff have regular check-ins with their Reporting Officers and show improvements before the next financial year.

In their efforts to promote good Labour-Management Relations, the Human Resource (HR) team regularly invites the union's branch committee leaders to share and provide feedback from the ground. The management of SHP pays close attention to employees' welfare and looks after their well-being. The senior management, through the HR Department, embarked on a cozy corner project in each Polyclinics under SHP. These corners were designed and built by staff with an allocated budget. This initiative was conceived through feedback from the regular staff engagements and

demonstrated the management's willingness to understand and respond to ground concerns. SHP embraces diversity through celebration of major festivals and other welfare related events such as Staff Appreciation Day, National Vertical Marathon, Fitness Go Go Go during SHP Nurses' Day and other teambuilding initiatives. The HR organises some of these events together with the union's branch committee to offer more value for union members.

SHP supports staff on learning opportunities through formal education and conferences, such as the Learning Award to support their staff career development plan through continuing education and Sponsorship for Certificate in Bridging Studies for Enrolled Nurses in NYP. One of the key projects that demonstrated better work prospects for staff was the upgrading of Health Attendants to Patient Care Associates (PSAs) through upskilling. Furthermore, SHP embarked on several productivity initiatives to ensure smooth delivery of healthcare services to the public, with staff welfare in mind. For instance, the smart appointment booking system for patients was introduced to allow patients to manage their own appointments. This allowed them to perform self-service appointment bookings and change or cancel appointments at self-service kiosks instead of approaching the PSAs at the counter. This allowed PSAs to be retrained in other value-added services. Another productivity initiative was the introduction of PILBOX to allow patients/caregivers to collect prescription refills on a pre-arranged date from a secured locker facility located at the polyclinic premises. The service allows the pharmacy to extend its service hours for medication collection beyond the usual polyclinic operating hours without the need for more manpower. Pharmacy Technicians were then retrained to improve patient satisfaction and experience at pharmacy. Under the umbrella of SingHealth Cluster, SHP have come on board to form a Company Training Committee, comprising both union and management representatives, to look into the jobs, skills and training of their staff so that they remain relevant, resilient and ready in the current and future economy.

Nominated by Healthcare Services Employees' Union

Copthorne King's Hotel Singapore

Copthorne King's Hotel Singapore embarked on a job redesign project by merging the security and bell departments, cross-training employees in both areas. Upon successfully obtaining the security license, employees would receive a multi-skilling allowance of \$150 per month.

To enhance productivity and efficiency, the hotel tapped on technologies such as key management systems and visitor management systems, reducing the need for repetitive tasks for housekeeping and front office employees. Employees involved in the projects were given a one-time incentive of \$100.

Given that the hotel has been operating for 49 years, more than 20 per cent of its employees are aged 55 years old and above. The hotel has been actively engaging their older workers and looking for ways to make their work easier and safer. One such example is the hotel's use of nano-treated glass in the public and room areas which can be cleaned with just water, reducing the number of steps needed for a house-keeping employee to clean an area.

The hotel encouraged all workers to attend training to be equipped with the necessary knowledge and skills. In a push to prepare employees for the digital age, the hotel sent 22 employees for the SkillsFuture for Digital Workplace (SFDW) course and will be embarking on the SFDW Evergreen Edition for older workers in 2020.

On 23 October 2019 the hotel, together with the Food, Drinks & Allied Workers Union (FDAWU), hosted the Future of Work Partnership Network and formed a Company Training Committee with FDAWU to focus efforts on identifying future jobs, ensuring that employees are appropriately prepared and trained to take on such roles.

Nominated by Food, Drinks & Allied Workers Union