

## MEDAL OF COMMENDATION

### Aw Kah Peng

Chairman  
Shell Companies in Singapore

*Nominated by the Singapore Shell Employees' Union*

Aw Kah Peng became chairman of Shell Companies in Singapore in January 2019 and quickly built close ties with the Singapore Shell Employees' Union (SSEU-Shell). At that time, more than half of the employees were executives and above. The union was expanding its scope of representation to include more executives and remain relevant. Sister Kah Peng closely consulted with the union and recognised this move's importance and significance in establishing good labour-management relations. After just three months of Sister Kah Peng's chairmanship, Shell Singapore formally recognised SSEU-Shell for two executive grades, thus increasing the union's scope of representation to a significant majority of the workforce.

The labour-management relations between Shell and SSEU-Shell grew with regular formal and informal meetings between Sister Kah Peng and the union leadership. Her direct and enlightened approach towards tripartism paved the way for expeditious conclusions to wage and collective agreement negotiations, achieving progressive and fair outcomes for the workers.

When Shell had to repurpose its core business through the energy transition with the aim to cut its CO2 emissions in Singapore by a third within a decade, Sister Kah Peng engaged SSEU-Shell early as she recognised the union as a key partner to carry the workforce through this transformation. In November 2020, in line with Shell's Learner Mindset that drives a performance culture, the union and Shell signed a memorandum of understanding to set up a Joint Capability Council (JCC) comprising management representatives from Shell and union leaders from SSEU-Shell to spur employee transformation through training and upskilling. The JCC also complements Shell's digitalisation efforts.