

PARTNER OF LABOUR MOVEMENT

Janice Lee

Vice-President Human Resources, APAC

GlobalFoundries Singapore

Nominated by the United Workers of Electronics & Electrical Industries.

GlobalFoundries Singapore believes in human capital, where each employee is considered an asset. With this line of thought, Janice Lee constantly reviews wage levels by conducting market surveys and reviews and improves its internal packages based on market conditions. An advocate of gender equality in the workplace, GlobalFoundries Singapore has installed policies that aim to eliminate unconscious gender bias, accord female employees career development opportunities, family-friendly work arrangements and fair, equitable pay. Notably, new mothers enjoy up to 20 weeks of maternity leave in GlobalFoundries Singapore. GlobalFoundries Singapore has also changed the wage system designed to combat rising living costs. The company proactively encourages workers to partake in healthy activities, providing them the platforms and means to do so. These proactive approaches have instilled a deep appreciation in the workforce, resulting in strong employee retention and ease of talent acquisition.

In line with corporate policies, Janice is a firm believer in the constant development of the talent pool within the organisation. Accordingly, she has implemented several performance management practices to increase employees' performance and identify candidates for career development. Relying on constant employee feedback on their performance, the company has seen steady growth in the candidate pool for targeted skills training and internal transitions to a higher job scope with increased wages. Mindful of the diverse workforce within the company, Janice has improved on outdated training methods and philosophy to address the different needs of today's employees. The company has also been previously affected by market conditions and a slowdown in global demand. Janice was integral in convincing management to embark on other areas of cost-savings instead of reducing costs via large-scale direct labour cuts, and instead retaining and redeploying staff through training.

Janice also sits on the executive panel of the GF GLOBALWOMEN Singapore chapter, where she provides valuable advice to the steering committee. GLOBALWOMEN is the company's largest employee resource group worldwide, and serves as a dedicated support network for women, providing sponsorship and mentoring opportunities for women in GF. Janice has actively participated in GLOBALWOMEN activities such as international women's day celebrations and speed mentoring activities.

With an impressive 14-year tenure as Vice-President of Human Resources, Janice recognises that employees want to be heard. With this in mind, she installed a robust feedback system within the company to gather accurate ground sentiments before translating these sentiments into actionable responses. Her actions have resulted in many employee activities and policy changes to address these diverse needs. From sporting activities to mental health benefits, the company has created an environment where employees can seek respite from their daily work routines. Food vendors at the in-house cafeterias undergo stringent periodic quality and nutrition value assessments. As part of Globalfoundries Singapore's employee engagement strategy, the HR team under Janice's leadership frequently organizes social and teambuilding activities and events to foster a greater sense of teamwork and camaraderie.