



**SRCEU**

***20th Anniversary 2009***



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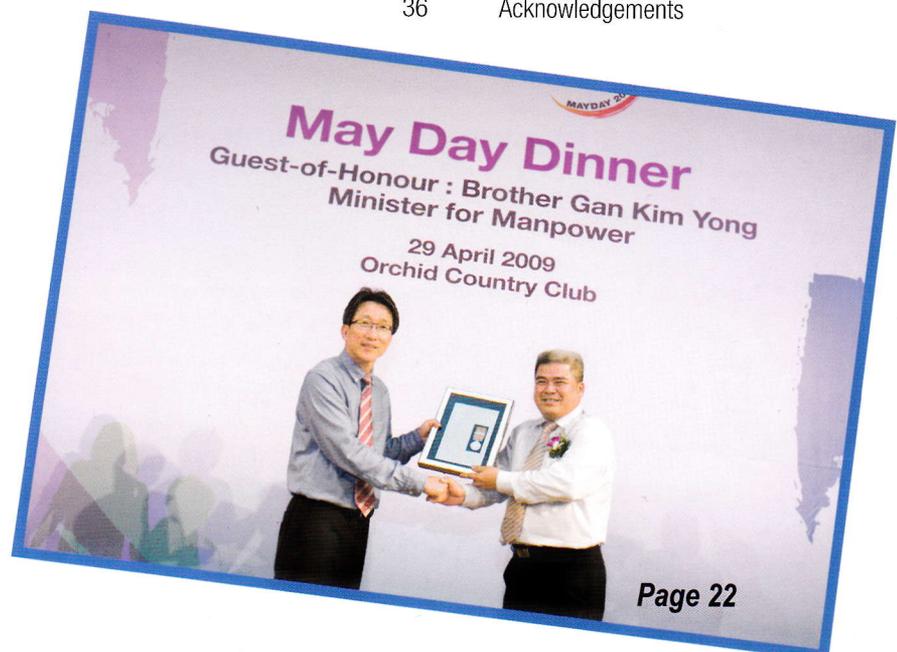
**Published By**  
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Contents are good at the time of printing.



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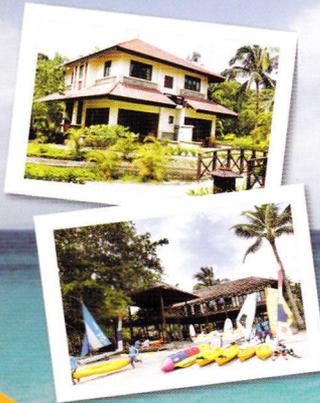
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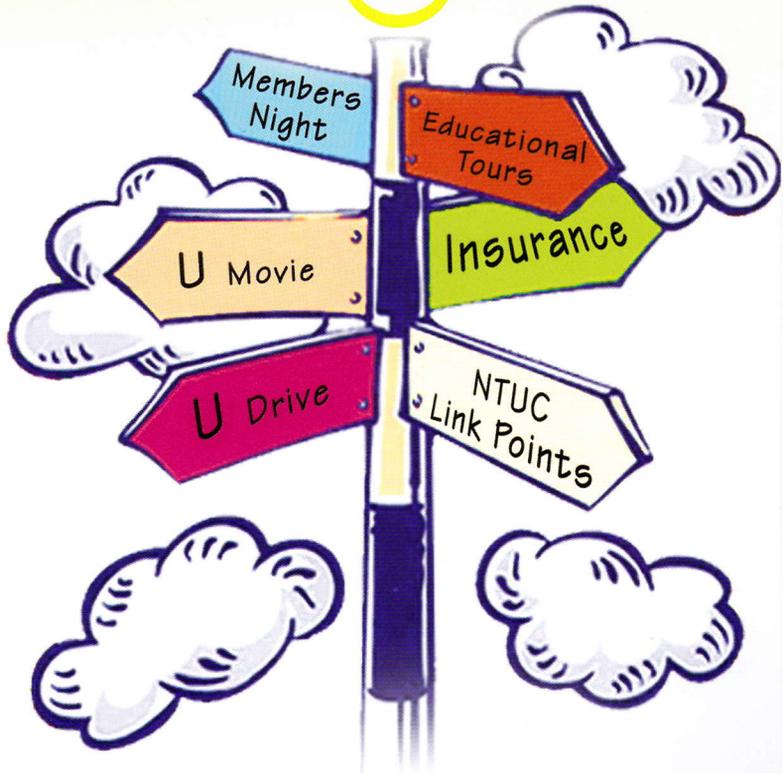
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# Message

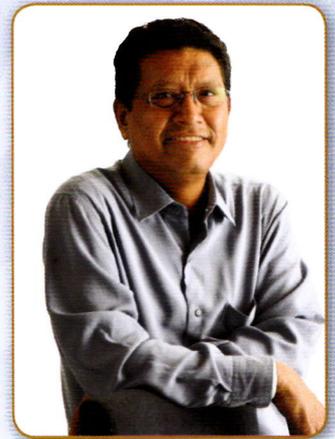
Tonight is a night of celebration for our brothers and sisters of the Singapore Refining Company Employees' Union (SRCEU) as the union ushers in its 20th year of independence. Even though SRCEU is celebrating its twenty years of independence, the formation of SRCEU can be traced back to the 1970s when the bargainable workers of the Singapore Refining Company (SRC) banded and organised themselves to form a branch union under the banner of the United Workers of Petroleum Industry (UWPI) in 1974. In 1988, SRCEU was separated from UWPI and officially registered itself as a house union in 1989.

The two-decade long journey of independence for SRCEU has not been a smooth and easy one as the union weathered storm and shine together with the nation in overcoming the challenges of the Asian Financial Crisis in the 1997, dot-com bubble burst in 2000, SARS outbreak in 2003, and the current unprecedented recession created by the collapsed of the world financial system. Despite the trying times, we did not falter in our trust in the capability and leadership of our nation leaders; just as you have believed in the SRCEU leaders and stood by them over these years. This staunch support and implicit trust was evidenced in SRCEU representing 99.9% of rank-and-file workers in SRC. I commend the leaders of SRCEU for your good work in protecting and enhancing our brothers and sisters' interests and benefits, which has earned you their confidence, faith and support.

SRCEU has ushered in a new term of office for your Executive Committee with a few new faces joining the committee. The regenerated new committee, with a mixed of veterans and new union leaders, will be able to reap the synergistic benefits of the knowledge and wisdom of experienced leaders with the refreshing and arousing ideas of new leaders. I believe that this new team of leaders will push the excellent works of SRCEU to greater heights, and the brothers and sisters of SRCEU will continue to give you their unwavering support in coming years.

I also commend SRCEU for the congenial Labour-Management Relationship (LMR) that you have developed and maintained with the management of SRC over the last two decades. I understand that a new Collective Agreement was concluded last year, with updated and enhanced benefits for our brothers and sisters, such as an adjustment in the salary structure, on top of the improvements made to several terms and conditions of employment. This close and positive LMR relationship has benefitted our brothers and sisters greatly, and I trust that this strong relationship will be further strengthened by the new Executive Committee.

I am most delighted to learn that SRCEU is also launching a new logo as you celebrate your 20th year anniversary tonight. The new SRCEU logo signifies your mission to be a caring and effective union, placing the interests of your members and SRC as your key priorities. It also exemplifies your goals to expand your representation to more brothers and sisters; enhance teamwork between SRCEU, members and management; strengthen LMR and be a value-add partner to the management; all to further the interests of our brothers and sisters. I am confident that with concerted efforts from all parties, you will achieve your goals; and SRCEU will grow from strength to strength in another twenty years and more down the road! Happy Anniversary, SRCEU!



**John De Payva**  
President, NTUC

# Message

This year is a challenging year as we face an unprecedented recession. The Labour Movement rallied with our tripartite partners to be the most pro-worker nation, most pro-business economy, most caring labour movement and be most united in tripartism. Our core priority was to avoid massive retrenchments and prevent a rapid rise in unemployment.

The Labour Movement and tripartite partners swiftly launched a series of initiatives to help companies stay afloat so that workers' jobs are protected. The Government introduced the Skills Programme for Upgrading and Resilience for companies to send excess manpower for upgrading and re-skilling, and the Jobs Credit Scheme to encourage companies to preserve jobs for local workers in this downturn. Our unions proactively engage management to work out optimal arrangements that help companies save cost and workers save jobs. The NTUC e2i also ramped up efforts to train and place job seekers in new or existing jobs.

We also continue to press on with our long term efforts such as the re-employment of older workers. And I am pleased that Singapore Refining Company (SRC), in consultation with the Singapore Refining Company Employee's Union (SRCEU), introduced the Post Retirement Contract (PRC) Scheme three years ago. Under the PRC Scheme, workers who meet the re-employment criteria are offered a re-employment contract with tenure of one, two or five years, depending on the contractual retirement age of the employees. It is most heartening to learn that, since the launch of the scheme, all mature workers who wish to continue working in SRC were offered a contract.

As the most caring labour movement, we understand that some of our workers are hard-hit by this downturn and they will need more help and financial assistance. Hence the Labour Movement increased the U Care fund from last year's \$13 million to this year's \$23 million. The notable point was not the increase in the fund, but the concerted efforts by all our affiliated unions and associations, all NTUC social enterprises, unionised companies, corporate partners and the Singapore Labour Foundation to raise this amount within a span of three months. The U Care fund is used to alleviate the financial burden of low-income workers with programmes such as the U Care Immediate Assistance, U Stretch Vouchers, and bursary and scholarships. I would like to take this opportunity to thank SRCEU for your show of solidarity with the Labour Movement and workers with your contribution to the U Care fund.

Tonight is a celebration of the 20th Anniversary of SRCEU. When SRCEU first started as a house union twenty years ago, union membership was about 80%. With a vision to bring in as many rank-and-file workers under its wings as it can, the union leaders worked hard to not just persuade workers to join the union, but delivered results to prove that workers' welfare and rights are what SRCEU stands for. Today, SRCEU represents nearly 100% of rank-and-file workers who are eligible to join as union members. Kudos to SRCEU!

And in 2002, a new chapter in terms of representation was written. The scope of representation was extended to Executives on a limited basis. Today, some 70% Executives are ordinary members of the SRCEU on limited representation. This is in line with the Labour Movement's 2011 vision of being an all-inclusive labour movement that helps create a better and more meaningful life where working people of all collars, ages and nationalities can work, live and play together. Another kudos to SRCEU!

The above achievements are fruits of labour of the union leaders of SRCEU, and it is made possible only with the unwavering support from union members and the management of SRC over the last two decades. I congratulate everyone for what you have achieved together, and I believe that this close and strong bipartism will place you in good stead at all times. So even in the current downturn, if we stand in unity and with fortitude, we can upturn the downturn together!

Happy 20th Anniversary, SRCEU!



**Lim Swee Say**

Secretary-General, NTUC &  
Minister, Prime Minister's Office

# Message

Singapore's Gross Domestic Product slowed to 1.1% in 2008, which was significantly lower than the 7.8% growth in 2007. For the first three months of 2009, the economy contracted by 10.1%. Reflecting this slowdown, the petrochemicals and specialties segments saw annual output fall by 8.2 percent and 1.3 percent respectively in 2008 due to the drop in demand.

However the chemical cluster attracted 11.6 billion in investment commitment in 2008 and 1.076 billion in the first quarter of 2009. The investment mainly came from petrochemicals. The segment of petrochemicals is and continues to be a significant contributor to total investments and to Singapore's economic growth.

Amid this tough economic situation, Singapore Refining Company is faced with many new challenges and keen competition with more refineries being established in the region. The company is improving its competitive edge through managing costs, process innovations, productivity improvement and continuous training and upgrading of the skills of its workers. As a house union SRCEU is well placed to understand the challenges faced by the company. I am therefore happy to note that SRCEU is working closely with the management of SRC to keep the company competitive.

In particular, I commend SRCEU for putting in great effort to work with the company on job enrichment and enlargement, and multi-skilling to enhance the flexibility of the workforce. This helps to enhance the value contribution of the workers as well as increase the employability of the older workers.

My congratulations to SRCEU and your members on the occasion of the union's 20th Anniversary and my best wishes for the future.



**Stephen Lee**  
President  
Singapore National  
Employer's Federation

# Message

The petroleum industry is one of the most globalised industries. From crude oil to products, from exploration to retailing, this industry supports millions of jobs directly and indirectly worldwide. It is an industry that will grow in tandem with growing population, demand for energy and enhanced lifestyles.

Singapore is fortunate to be a player in this industry. While we do not produce a single drop of oil, we have established ourselves as a sophisticated oil refining center with significant refining capacity able to take in a variety of crude. Our petroleum industry is also highly integrated with downstream operations, making the industry amongst the most competitive in the world.

We have thus far been able to build up our industry on the foundation of several key success factors: our stable and predictable operating environment, sound infrastructure, pro-business policy, strategic location and a competitive workforce.

However, competition does not stand still. With more refining capacities being added around the world, our industry will face with greater competition. The only way for us to stay ahead is to continue to modernize our process, invest in R&D and equip our workforce with higher skills so that they can become more productive.

Towards this goal, the Government has introduced the \$650mil Skills Program for Upgrading and Resilience (SPUR) in February 2009 as a broad-based program to help workers gain new skills. In the petroleum industry, I am particularly heartened by SRCEU encouraging its members to undertake skills upgrading through company sponsored courses such as the Process Chemical Engineering Course and the Chemical Process Technology Course conducted at the diploma-level. These investments in capability building, especially in this time of downturn, will prepare SRCEU members well for the upturn.

I would like to commend SRCEU for its many contributions towards the company and the industry. Let us continue the success by building on the foundation established over the past 20 years. My heartiest congratulations and my best wishes to SRCEU on your 20th anniversary.



**Lee Yi Shyan**  
Minister Of State For Trade &  
Industry and Manpower

# Message

Every day, the world changes. At times the changes are big, at times small. Over the past 20 years, SRCEU has seen many changes. Especially in the last few years, the uncertainties seem even more challenging. But throughout its history, SRCEU has been able to serve its members well, while at the same time giving strong support to Management's efforts to build a stronger company.

SRCEU has worked hard to secure favourable terms and conditions for the bargainable employees. Its leaders have paid close attention to industrial safety issues to make sure that every worker can work within a safe environment. The union has sourced for and encouraged its members to attend upgrading courses, so that their future in the company and industry can be more secure. Outside of work, it has organised leisure and charitable activities for the members and their families.

SRCEU has also contributed much to the oil and chemical union cluster, and also to the NTUC family. It has shared its valuable experiences with the other unions. In the process the unions could learn much from each other. Even though it is a small house union, SRCEU stands proud in the labour movement.

On this happy occasion of SRCEU's 20th anniversary, I congratulate the union on its achievements and wish it every success in all its future programmes and initiatives.



**Mayor Matthias Yao**  
Advisor to SRCEU

# Message

This year marks the 20th Anniversary of SRCEU. This is a significant milestone for the union and employees. On behalf of Singapore Refining Company Private Limited, I wish you 'A Happy 20th Anniversary!'

SRCEU has come a long way after it formed a house union in 1989. The success of the house union is made possible by the union working very closely and cooperatively with SRC Management and NTUC. I would like to take this opportunity to recognize and appreciate the dedications and contributions by the various past and present SRCEU Executive Committees in helping SRC in enhancing the welfares of the employees and the performance and success of SRC.

Over the years, various initiatives were launched to promote the relationships of the union and management, notable examples are as follow:

(1) At the recommendations of the Tripartite Committee, eligible SRC management staff in Grade 8 and below, except some confidential staff, is allowed to join as ordinary members of SRCEU. These Executives can hold union office to represent the rank & files employees in collective bargaining but they cannot participate in any form of industrial action. This change of union membership has increased the representation of SRC workforce in the SRCEU.

(2) In line with tripartite effort to promote employment for older workers, SRC Management proactively supported post retirement employment to those employees who are in good health and are able to continue to make contribution to the company. This is a win win situation as the older employees are able to stay employed whilst the company can tap on their experiences and skills.

(3) To reflect the company and union's commitment to enhance the welfare of employees SRC bargainables also participated in the annual variable bonus scheme, workplace safety initiatives such as Incident & Injury Free (IIF) program to raise safety awareness and commitment to ensure that everyone working in SRC can go home safely to their families and loved ones every day after work. Most notably, the Union's participation in SRC's variable bonus scheme has further enhanced our performance focus and teamwork culture in SRC, which is key to SRC's future competitiveness and success.

Our greatest challenge today is managing the current economic downturn. We are in the midst of a severe economic downturn and likely protracted negative refining margins. It is imperative that Union and Management work together to weather this financial storm which may last for quite a while. Our key strategy is to focus on areas we have control and that is to manage our costs effectively and spend prudently without compromise to plant safety, reliability and people development.

The success of SRC requires a lot of teamwork from a motivated workforce to operate the refinery safely, reliably and efficiently. It is most comforting to me that SRC can always count on all the employees and the Union for the necessary supports in order to sustain our performance and ensure our long term competitiveness.

Happy 20th Anniversary SRCEU! As you grow stronger each year SRC counts on you to deliver its vision of a highly successful Business Unit in the global refining business of the 21st century.



**James Er**  
General Manager  
CEO, SRC