

MEDAL OF COMMENDATION

Jinder Aujla

General Manager
Warren Golf & Country Club

Nominated by the Attractions, Resorts & Entertainment Union

As a golf and country club, the golf and food and beverage revenues keep the Warren Golf & Country Club going. But during the COVID-19 pandemic, the club struggled with operating capacity and revenue due to the restrictions imposed on Safe Management Measures. The restrictions directly impacted the revenue from golf and food & beverage businesses. Despite these challenges, Jinder Aujla tried getting the club's Management Committee to recognise the sacrifices made by the workforce to maintain the club's service standards.

In 2021, the club froze the wages for the executives to provide a small increment of 2 per cent to operations staff. At the end of FY2021, the club rewarded the sacrifices of the whole workforce. The club paid all employees a higher variable bonus payout of 1.1 months, which was higher than during pre-COVID. In 2022, despite the increasing business cost, Brother Jinder persuaded the club management committee to adopt the National Wages Council guidelines to uplift the wages of lower-wage employees. As a result, no employee is earning below the monthly gross salary of \$2,000.

Under Brother Jinder's leadership, he kept the operations workers' faith by saving full-time employees' jobs, and there were no layoffs. When the COVID-19 infections spread, he got the Human Capital Development team to formulate a policy to provide hospitalisation leave for infected staff. The hospitalisation leave could then be used as an official leave of absence to balance the business costs and workers' welfare. Brother

Brother Jinder supported NTUC's call for a progressive workplace to attract working mothers. In 2022, the NTUC U Women and Family recognised the club as a progressive employer that adopted flexible working arrangements, work-life harmony practices and implemented a policy on managing workplace harassment.

Since the pandemic improved, Warren Golf & Country Club reinstated basic health screening for staff. The club also increased welfare items such as birthday vouchers to motivate the employees. Brother Jinder partnered with the Attractions, Resorts & Entertainment Union on Company Training Committees (CTCs). He adopted the Operations and Technology Roadmap exercise to transform the business and enhance the employability of the employees. As of January 2023, the club has applied for two new CTC grants and remains committed to the outcome of wage increase and career development map.