



**ntuc**  
National Trades Union Congress

MAY DAY

# AWARDS

— 2017 —

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# MEDAL OF HONOUR AWARD



## THARMAN SHANMUGARATNAM

His contributions to the Labour Movement have been wide and varied, from deepening tripartism to driving national initiatives to better the lives of workers.

Through his portfolios covering education, manpower and finance in the past, and currently as Deputy Prime Minister (DPM) and Coordinating Minister for Economic and Social Policies, Tharman Shanmugaratnam has been known for his deep commitment to building an inclusive society.

DPM Tharman was behind several national schemes to support our workers – such as the Jobs Credit Scheme during the global financial crisis, the Progressive Wage Model for low-wage workers which he collaborated on with NTUC, the Special Employment Credit to help older workers, and the Wage Credit Scheme. As Chairman of the Economic Strategies Committee in 2009, he pushed for the shift from quantity to quality growth in Singapore, to be achieved through the steady tightening of foreign worker inflows and strategies to raise productivity and wages significantly over the decade.

DPM Tharman subsequently led the SkillsFuture movement, which is opening up opportunities for life-long learning for everyone. He worked hard to advance tripartism in the key councils he chaired – the SkillsFuture Council and National Productivity Council, and subsequently the Council for Skills, Innovation and Productivity (CSIP). He oversaw the development of tripartite committees to develop skills-based career progression across more than 20 sectors, as well as other efforts in our industry transformation plans. In all these initiatives, DPM Tharman has taken a keen interest in ensuring that workers benefit from economic transformation.

### **Contributions on the Ground**

As the Chairman of Ong Teng Cheong Labour Leadership Institute (OTCi) Board of Governors since 2002, DPM Tharman has overseen a doubling in the number of training places. OTCi has expanded beyond a focus on industrial relations to a broader range of courses such as human resource management and leadership for unionists. It has also made learning more flexible and accessible, through in-house audio-visual productions and online courses. Under his leadership, OTCi has also built up its research capability and projected thought leadership among various stakeholders of the Labour Movement.

### **Growing the Unions**

DPM Tharman was closely involved in advising the Chemical Industries Employees' Union (CIEU) from April 2002 to January 2007, helping it grow its membership significantly. He was also the Advisor to Singapore Industrial & Services Employees' Union (SISEU) from February 2007 to March 2011, when his advice similarly put SISEU on a firm financial footing and positioned it for growth. Today, SISEU is the second largest NTUC-affiliated union with over 82,000 members.

Among unionists, DPM Tharman has always been known to be unassuming and approachable. During dialogue sessions with our management partners, he has made a genuine effort to understand and address their business concerns.

Over the years, he has fortified labour-management relations, and strengthened our collective will to build a fair and inclusive workplace and society. NTUC finds DPM Tharman well-deserving of the Medal of Honour.

*Nominated by National Trades Union Congress*

## DISTINGUISHED SERVICE AWARD

John's business acumen has been key to guiding NTUC Club towards greater heights, elevating levels of corporate governance and ensuring financial sustainability.

John joined the NTUC Club Management Council as a Founder Member Nominee in 2008 and has since played pivotal roles in various aspects of the Club's businesses. With over 50 years of experience in business management and 30 years of service on various boards, John's counsel has no doubt been effective and positive.

John is currently the Chairman of Boustead Projects Limited and of IREIT Global Group Pte Ltd. Prior to that, he assumed top management roles in large corporations such as Agri-Foods and Veterinary Authority, Singapore Institute of Management, the Building and Construction Authority and Senoko Power. He was also closely involved in NTUC FairPrice Co-operative between 1999 and 2011, first as a member on the Board of Directors, before taking over as Deputy Chairman.

Among others, John has helped to provide effective solutions to strengthen Club's efforts towards financial sustainability and facilitated better decision making at strategic and operational levels.

As part of the Club's Audit Committee from 2012 to 2016, John raised the standards of corporate governance and ensured regulatory compliance. He also contributed to the formulation of strategic compensation policies and practices, and provided significant insights and counsel on tactical approaches to attract and retain the right talent in Club.

John was recognised as an active contributor to the Labour Movement in 2005 and 2012, with the Friends of Labour Award and Meritorious Service Award respectively. NTUC is pleased to present him the Distinguished Service Award this year and continues to welcome his insights.

*Nominated by National Trades Union Congress*



**JOHN**  
**LIM KOK MIN**

# MERITORIOUS SERVICE AWARD



## BOBBY CHIN

He has been capturing hearts and minds with his many contributions to the Labour Movement family, including the Singapore Labour Foundation, NTUC Enterprise and NTUC FairPrice, creating value for the Labour Movement and delivering social impact. Meet Bobby and hear his success story.

Bobby Chin has been on the Board of the Singapore Labour Foundation (SLF) since December 2007. He is currently the Chairman of the SLF Establishment Committee, and was also the Chairman of the SLF Audit and Risk Committee from 2007 to 2016. He is also the Deputy Chairman of the Board of NTUC Enterprise (NE) Co-operative Limited since its inception in 2012. He is currently the Chairman of the NE Audit and Risk Committee, and was also a member of the Nominating Committee from July 2012 to June 2016.

Bobby was appointed to the NTUC FairPrice Co-operative Limited Board in September 2013 and took over the chairmanship of the Co-operative in June 2014. He also helms NTUC FairPrice Foundation as Chairman since June 2014.

As Chairman of the SLF Audit and Risk Committee, Bobby led the SLF Group in adopting good corporate governance practice through raising standards in accounting and financial reporting and establishing a robust enterprise risk management framework to identify and address risks effectively. This has enhanced the integrity of the SLF Group financial and risk management processes and governance. In chairing the SLF Establishment Committee, he provided

guidance on the setting up of SLF's compensation and benefits framework, which is important for attracting and retaining talents and help SLF achieve its mission of supporting the Labour Movement.

In addition to these roles, he helmed several taskforces as Chairman to examine capital-related issues for the NE Group. Under his leadership, NE as a group has been able to make significant achievements in addressing how the NTUC social enterprises can collectively create, preserve and enhance value for the Labour Movement and for the delivery of social impact. The taskforces he chaired resolved certain legacy capital issues and laid the foundation for NE Group to set out relevant frameworks, principles and policies around capital structure and management.

As Chairman of NTUC FairPrice, Bobby spearheaded and launched FP 2020 to take FairPrice forward, as well as the conceptualisation and implementation of FairPrice Shop – a retail format catering to the budget conscious and low income family. Under his leadership, FairPrice initiated the “Here to Make Lives Better” campaign aimed at delivering social good to the community through reducing food waste, incentivising customers to be environmentally conscious, organising food drives for the underprivileged, and actively hiring seniors over 60 years old. As Chairman for NTUC FairPrice Foundation, he has played an integral role in the Co-operative's corporate social responsibility in giving back and helping the community while aiming to deliver its social mission and capturing hearts and minds.

*Nominated by National Trades Union Congress*

## COMRADE OF LABOUR (STAR) AWARD

His dedication to the welfare of those in the shipbuilding and marine engineering industry over the past three decades has not gone unnoticed.

Fido has served as a union leader in the Shipbuilding and Marine Engineering Employees' Union (SMEEU) for 30 years. From being a branch official in the Watt & Akkermans Pte Ltd in 1987 to now, the vice president of the SMEEU and branch secretary of the GE Keppel Energy Services Branch, one thing has not changed – his determination to bridge the interests of the workers and the management.

Fido's diplomacy saw numerous successful negotiations and resolved grievances, earning him the respect of the union members. It is no wonder that he has been elected to serve on the SMEEU Executive Committee repeatedly, for 26 years of which he served as General Secretary of SMEEU for 5 years from 1993 to 2009.

He did not rest even after receiving the Comrade of Labour Award in 2003. If anything, it motivated him to do more, tirelessly contributing to issues through various sub-committees on workplace health, wages, Industrial Workers' Education and Training Fund, and NTUC international relations.

At the same time, Fido actively identified, coached and mentored new leaders to join his branch and the executive committee. His foresight has maintained not only the sustainability of the union, but also fair representation of the younger industry stakeholders.

The Comrade of Labour (Star) is a timely appreciation of all his efforts as he retires from SMEEU leadership to serve as a mentor in his branch. The National Trades Union Congress believes his wisdom and wealth of experience will continue to benefit many.

*Nominated by National Trades Union Congress*



**FIDO**  
CHUNG CHEE TONG

# COMRADE OF LABOUR (STAR) AWARD



## HO SHIONG YEE

A champion for women through and through, Shiong Yee wears multiple hats to improve their lives at work and at home.

Ho Shiong Yee, the Assistant General Secretary of United Workers of Petroleum Industry (UWPI), is also a Branch Secretary and office administrator at The Polyolefin Company (TPC). Serving the union since 1986, she has witnessed and been part of many key transformations, including the merging of Singapore Petroleum Company Employees' Union with UWPI in 2001.

As a mother of two, Shiong Yee understands the challenges women face who are juggling work and family commitments. With her help, TPC tapped on the resources of NTUC U Family and the WorkPro scheme to implement family-friendly practices. As such, her colleagues benefitted from flexible work arrangements, paternity leave, a lactation room and more – all ahead of legislation.

To better engage women and raise their profile of participation in her union, which is predominantly made up of males, she spearheaded the UWPI Women's Network and organised activities for its members.

Shiong Yee's passion and selflessness are evident from the amount of time she has invested into the cause. She keeps herself abreast of women's issues and best practices globally. From 2006 to 2010, she also championed the upholding of marriages and family values as a National Family Council committee member.

Shiong Yee spreads her advocacy beyond her company and union to reach out to back-to-work women, single mums and even victims of family violence. Leveraging her multiple capacities as the Vice Chairperson of the NTUC Women's Committee, the Vice President of the Singapore Council of Women's Organisation and the Honorary Secretary of Star Shelter, she effectively galvanises support for the various beneficiaries.

The value-add that Shiong Yee has brought, and will continue to bring, is undeniable. She was conferred the Comrade of Labour Award in 2008 and the May Day Partnership Award in 2016. This year, NTUC is pleased to present her the Comrade of Labour (Star).

*Nominated by National Trades Union Congress*

# COMRADE OF LABOUR (STAR) AWARD

Shyma's warm and engaging personality has enabled her to build lasting relations with the management.

Shyma became a union leader in the Amalgamated Union of Public Employees (AUPE) in 1979, and became an Industrial Relations Officer in 1985. She rose through the ranks and became the Deputy General Secretary in 1991 and has been in the position till today.

Shyma has always played a pivotal role in ensuring fair and equitable treatment for public sector employees through successful win-win negotiations with the management of ministries and statutory boards. Her amicable personality has enabled her to build trust and lasting relationships with the management. This has always worked to help in early sharing and consultations on organisational changes and putting in preventive measures before problems arise.

Till today, through her active engagement with management, Shyma has successfully represented union members on work issues and disciplinary inquiries. She has been a Member of the Public Service Commission Panel of Union Officials at Committee of Inquiry in the Civil Service since 2012.

She was also a Member of the Supervisory Panel under REACH, the lead agency for citizen-engagement on national and social issues, from 2010 to 2014. Through her valuable contributions, REACH was able to develop a more holistic framework to solicit feedback from the public.

At the NTUC level, she is currently a Member of the Public Service Cluster since 2016. She is also serving in various NTUC committees such as the International Relations Committee, the Education Cluster, the Financial and Business Services Cluster and the Healthcare Cluster. She was on the Board of Directors from 2001 to 2010 of NTUC First Campus Co-operative Limited and the Little Skool-House International Pte Ltd. She was conferred the Public Service Medal (PBM) by the President of Singapore in 2009, backed by the Labour Movement's strong support.

*Nominated by National Trades Union Congress*



**NOOR SHYMA**  
A LATIFF

## MEDAL OF COMMENDATION (GOLD) AWARD



### GAN SEOW KEE

Aligned in the goal of improving the work-life of the employees, Seow Kee has been nothing but supportive and proactive when it comes to NTUC's initiatives.

A Collective Agreement that had previously taken 56 meetings to complete, was done up in less than half that time under the reins of Gan Seow Kee, the Chairman and Managing Director of ExxonMobil Asia Pacific.

Over the past three years as the country lead, Seow Kee has already demonstrated great cooperation and commitment towards improving labour management relations.

He engaged his management representatives and union constructively to increase efficiency and expedite processes. NTUC suite of benefits was extended at no cost to its 2,200 professionals, managers and executives.

ExxonMobil, as part of the Singapore Chemical Industries Council, has also co-created the Permit-To-Work Guidelines with the tripartite partners, bringing greater clarity to required roles and enhancing safety practices for the sector.

Seow Kee has also been receptive towards the best practices shared by the NTUC's network. After listening to a talk by U Associates on the Young Engineers Leadership Program and Advanced Engineers Leadership Program on 28 June 2016, discussions are currently on-going to see how such programs can be customised to the needs of ExxonMobil's employees.

The company is also exploring rolling out human resource training recommended by Ong Teng Cheong Labour Leadership Institute to better equip its Plant Council and Professional Development and Engagement Council members.

Seow Kee has shown himself to be a man of action and a role model for others to follow. The National Trades Union Congress is pleased to award him the Medal of Commendation (Gold) for his cooperativeness and prompt follow-ups.

*Nominated by National Trades Union Congress*

# PLAQUE OF COMMENDATION (GOLD) AWARD



## HITACHI CHEMICAL (SINGAPORE) PTE. LTD.

Let's see how the company has risen to become the global leader it is today by upgrading its workforce...

Hitachi Chemical (Singapore) Pte. Ltd., a renowned manufacturer and supplier of wiring boards, has been with the Labour Movement since its inception in 1974. Hitachi Chemical needed no convincing on the value of strong bipartite ties and has been transparent with the United Workers of Electronics & Electrical Industries (UWEEI) on various issues over the years.

Thanks to its progressive attitude, both parties have been able to work harmoniously towards several milestones that have greatly benefitted the organisation and the employees. Notably, Hitachi Chemical embarked on their multi-phased factory automation journey in 2013, with the support of UWEEI and NTUC's e2i's (Employment and Employability Institute) Inclusive Growth Programme. The import of new robotics and machineries increased the efficiency of its manufacturing process tremendously.

More importantly, the employees were trained to use the equipment and thus, took on higher value roles such as

robotic technicians. They were also given wage increments and performance incentives for quality improvement, as part of the progressive wage model jointly developed with UWEEI.

Hitachi Chemical is also supportive of the Labour Movement's initiatives to help mature workers. It tapped on the enhanced ADVANTAGE! Scheme prior to the legislation of re-employment in 2012 and provided for aged parents care leave in view of the aging profile of their staff.

In line with the national effort to encourage life-long learning, the company plans to provide cross functional training, where employees can improve their employability via multi-skilling.

In recognition of the strong labour management relationship, Hitachi Chemical (Singapore) was awarded the Plaque of Commendation in 2005. The National Trades Union Congress is pleased to present Hitachi Chemical with the Plaque of Commendation (Gold) Award this year for their continued efforts.

*Nominated by National Trades Union Congress*

# PLAQUE OF COMMENDATION (GOLD) AWARD



Generosity and progressiveness are just some of the qualities that earn this organisation the award.

JTC and Amalgamated Union of Public Employees (AUPE) have always enjoyed a collaborative working relationship based on trust and open communication.

The management makes it a point to invite a branch representative to be part of its committees and to share about the union membership to new staff during orientation events. They not only support union activities such as the AUPE's Dinner and May Day celebration, but also give branch officials time-off to attend them.

Branch officials are included in focus groups or consultations before any major initiatives, such as the performance appraisal structure and retirement policy, are formalised. JTC has gone as far as setting aside a room dedicated solely to branch meetings and union-related administrative matters. To encourage staff participation, JTC provides staff with full subsidy for the first year union membership fees of non-union members.

In order to provide seamless career progression for the executive staff, a new single salary scheme including salary revision was rolled out in 2015. Subsequently, the Scope of Representation was extended by one grade of service and increased AUPE's potential membership.

To promote employee's health and well-being, JTC provide a wide range of benefits such as flexible work arrangements, long service awards and subsidised health screening. To promote skills upgrading and inculcate a continuous learning mindset among staff, JTC sponsors eligible staff to pursue local part-time studies with a funding of up to \$70,000. They have also re-employed 55 staff, of which six are 67 and older; to demonstrate the value they place on loyal, mature employees and their wealth of experience.

JTC won the May Day Model Partnership Awards in 2014 with its introduction of family-friendly facilities across several office buildings. NTUC is glad to see that its people-centric spirit has not wavered and is pleased to confer the Plaque of Commendation (Gold) this year.

*Nominated by National Trades Union Congress*

# PLAQUE OF COMMENDATION (GOLD) AWARD



## SEMBCORP MARINE LTD



Believing in a happy workforce, Sembcorp Marine together with the Union puts great commitment into providing the best benefits possible.

In 2015, Sembcorp Marine embarked on a “Transformation for Growth Strategy” where all its business units and shipyards came under the Sembcorp Marine brand as One Company. The location at which Sembawang Shipyard operated was renamed Sembcorp Marine Admiralty Yard. The integration brought about the merger of the Sembawang Shipyard Employees Union (SSEU) into the Shipbuilding and Marine Engineering Employees’ Union (SMEEU) in January 2017.

The merger was made possible by strong commitment from Sembcorp Marine. Recognising unions as an important partner in industrial relations, Sembcorp Marine values and supports the presence of SMEEU at the workplace. Over several months of intense meetings, union leaders came

together to align the union’s modus operandi and ensure that members’ benefits continue to be relevant.

Sembcorp Marine actively builds on the robust partnership with the union to co-create a happy and healthy workplace. The company works closely with the union to focus on people development and contributions towards workers’ wellness programmes. As a strong advocate for re-employment, Sembcorp Marine offers equitable remuneration based on job scope, regardless of employees’ ages. The company has also been forward looking and re-employs workers up to the age of 67 ahead of the national legislation.

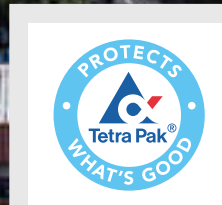
In recognition of Sembcorp Marine’s significant contributions to the Labour Movement, NTUC is pleased to present the company with the Plaque of Commendation (Gold) Award.

*Nominated by National Trades Union Congress*

# PLAQUE OF COMMENDATION (GOLD) AWARD



**TETRA PAK**  
**JURONG PTE LTD**



Here's one company's inspiring story on going all out to make life better for its workers. Read on to find out Tetra Pak's special touches.

Tetra Pak Jurong's interactions with the Food, Drinks and Allied Workers Union (FDAWU) has been nothing short of professional and pleasant.

The company's Factory Director and HR Director are always present during the monthly union-management meetings. This has not only helped to resolve disputes quicker, but also ensured that all parties share a common vision and understanding.

When it comes to staff welfare, the company clearly demonstrated the three key thrusts of Labour Movement – Care, Fair and Grow. For instance, it heeded the call for more family-friendly workplaces and rolled out two weeks' paternity leave for all male employees.

Females, meanwhile, are permitted to apply for up to six months of no-pay leave after their paid maternity leave has expired. It also built upon existing childcare and elderly care leave by providing childcare hospitalisation leave.

Valuing the FDAWU's views, Tetra Pak Jurong actively consulted the union on new implementations such as the Portable Medical Benefits Scheme, the Progressive Wage Model and setting up of a safety committee. In turn, it regularly supports the union in raising scholarship and bursary grants for needy families.

Notably, it has recently launched the employees' portal 'My Link', where employees can pull out the positions they aspire to move into and find out what skillsets are required. It can help point out the skill gaps based on the employee's current competency.

The employee can utilise the company's training grants and paid examination leave if they take on courses sponsored by the company or those funded by the SkillsFuture Credit, union, or any study awards by the Government.

Tetra Pak Jurong's efforts to boost employees' career prospects is commendable. It has been awarded the Plaque of Commendation in 2006, and the National Trades Union Congress is pleased to do so again, this time for the Gold category.

*Nominated by National Trades Union Congress*

## COMRADE OF LABOUR AWARD



### ABDUL AZIS AHMAD

He has seen through two unions merging, with one thing keeping his spirits up – doing good by workers.

Azis is the Assistant General Secretary of the Creative Media and Publishing Union (CMPU), formed through the amalgamation of the Singapore Press Holdings Employees' Union (SPHEU) and the Singapore National Union of Journalists (SNUJ) on 1 January 2015.

He joined SPHEU as a union member in 1990 and was elected as a Committee Member into the Executive Council in 1998. He contributed ideas and surfaced feedback from the ground on various issues. His efforts to help the workers were recognised by the union and he was elected as the first Assistant General Secretary in 2006. A nomination followed next in 2009 – the Branch Officials Recognition Award. In the same year, he took on the Deputy General Secretary role.

Azis played a crucial role in assisting the General Secretary to handle the daily running of the union and industrial relations issues. As one of the top six leaders in the SPHEU previously, he was involved in all the collective agreement

and annual increment negotiations for the main and subsidiary companies of Singapore Press Holdings (SPH). He worked tirelessly to save jobs during the downturns by supporting costcutting measures, making appeals to the company on disciplinary cases, and helping poor performers who were not suitable for re-employment to receive ex-gratia or employment assistance payment.

He also played an important role in convincing members on the merits of amalgamating with SNUJ to form CMPU. He worked the ground and explained to workers on how the change would benefit them.

In 2016, Azis was elected the Assistant General Secretary of CMPU. He also took over the role of Branch Secretary of CMPU's largest branch – SPH Employees Branch. He came to the forefront for the negotiation process during the retrenchment exercise at the end of 2016.

In recognition of his positive contributions to SPHEU and CMPU and fellow workers, CMPU would like to nominate Brother Abdul Azis Ahmad with the Comrade of Labour Award.

*Nominated by Creative Media and Publishing Union*

## COMRADE OF LABOUR AWARD



### ABDUL RAZAK ABDUL ALI

His journey with the union dates back to 1974, and Razak has come a long way, covering many responsibilities. We trace his steps.

Razak started out as a Secretary within a branch in the Public Utilities Board Staff Union (PUBSU). Through his active participation in and contributions to all union activities, he was elected as an Executive Council member in 1980.

Razak was actively involved in the corporatisation of the Power and Gas departments in the Public Utilities Board (PUB) in 1995. When PUBSU and PUB Daily Rated Employees' Union (PUBDREU) merged to form PUB Employees' Union (PUBEU) in 1999, Razak and fellow union leaders worked closely with the management to give assurance to the union members through the transition, which went smoothly.

He continued to hold the position of Executive Council member in PUBEU till 2015 until he became Vice President (Special Duties) and then Chairman of the Technicians' Committee and Technical Officers' Committee for many years.

As a veteran in the union, he mentors the younger leaders and shares with them his experiences in handling grievance issues. He has always encouraged them to upgrade themselves and attend leadership development programmes to sharpen their industrial relations skills.

As a strong supporter of NTUC's 3-Flow Model, Razak selflessly stepped down in 2016 from his key leadership position to offer the opportunity to younger members to assume leadership roles in the Branch Committee and Executive Council.

*Nominated by Public Utilities Board Employees' Union*

## COMRADE OF LABOUR AWARD

### ANDREW WANG WEY SHIAN



Andrew is known for being a reliable union leader who can be counted on to support AREU in many years to come and is an exemplary employee for others to emulate.

Andrew started his career in Warren Golf and Country Club in 1996 as a Mechanical & Electrical (M&E) Technician. For his hard work, he rose through the ranks and was eventually promoted in 2010 to an M&E supervisor. He was elected into the Branch Committee of the Warren Golf and Country Club in 2002; then a Branch under the Singapore Industrial & Services Employees' Union (SISEU). In support of the membership strategy, Warren became a branch under the Attractions, Resorts & Entertainment Union (AREU). Mr Wang subsequently stepped forward to become a Member of the Executive Committee in 2011 and is today the Assistant General Treasurer of the union.

When Andrew first started as EXCO member, he was appointed as Chairman of the AREU Youth Sub-Committee. He was instrumental in engaging the youth members of AREU through a series of activities such as Paintball

Challenge, Xscape Challenge and Card Making Workshop, among others. Currently, he continues to render his guidance as the Vice-Chairman of the Care & Share Sub-Committee, a key department of the union that oversees the fundraising efforts of AREU. At the NTUC level, he is a Member in the Workplace Safety and Health Committee.

At the workplace, he is well-liked amongst his members as he is always one of the first few to step forward to offer his assistance whenever there are workplace issues. Over the years, he has also fostered close working relations with the management. With a harmonious union-management relationship, issues have almost always been resolved at the Branch level. Under his leadership, Warren Golf and Country Club has been proactive in partnering the union to support the Labour Movement's key initiatives such as the Inclusive Growth Programme and efforts to re-employ mature workers.

*Nominated by the Attractions, Resorts & Entertainment Union*

## COMRADE OF LABOUR AWARD

It is the way he has handled sensitive issues such as layoffs and grievances that have endeared him to many around him. Meet Atan from Keppel Employees Union (KEU).

Atan joined KEU in 1983 and was elected into its Executive Committee in 1990.

Over the years, Atan has served in many roles such as being an Assistant Secretary and was also the union's General Treasurer from September 2008 to August 2016 and was elected as the General Secretary from September 2016. He still holds the post today.

He is a highly responsible General Treasurer and his advice has helped the union to manage its funds well.

Atan also demonstrated flexibility as a Supervisor in the company by picking up new skills, with a proven ability to adapt to the changing landscape.

He gave constructive ideas during the signing of the company's Collective Agreement. With his friendly disposition and good leadership skills, he has helped to established good labour-management relationship.

He is a motivated leader who continuously participate in the Committees of Grievances, Transport, Canteen and Workplace Safety.

He takes the initiative to approach management to provide relevant training and skills upgrading for his fellow workers. At the NTUC level, he serves as a member of NTUC's Marine Engineering Cluster, Industrial Relations Department and Membership and International Relations. He is also a member of NTUC Club Advisory Committee.

*Nominated by Keppel Employees Union*



**ATAN  
ENJAH**

# COMRADE OF LABOUR AWARD



## CHIA JEE KWANG

Jee Kwang is known for his boldness in sharing his views on new company initiatives while having a good grasp of ground sentiments, pre-empting any issues member may face.

Jee Kwang first joined the Public Utilities Board Staff Union (PUBSU) in 1986 as a union member. There, he served as a delegate in the Technician Branch from 1989 to 1995 till the Union of Power and Gas Employees (UPAGE) was formed. In 2006, he was elected as the Deputy Secretary of SP Services Branch, earning him a seat in the Executive Council (Exco). He subsequently rose to the position of Branch Secretary and Assistant General Secretary (AGS) in 2008 and to Vice-President in 2010, a position he holds till date.

Being a member of the NTUC Care and Share committee since 2011, he was part of the Workplan Seminar organising committee in 2016. As the Chairman of UPAGE Care and Share Committee, he overlooks the U Care voucher and Family Recreation Fun allocation in the union. He also supervises the UPAGE Welfare Committee which organises UPAGE Education Awards and manages the

UPAGE Hardship Grant. In 2015, he chaired the organising committee for the UPAGE 20th Anniversary dinner for which Prime Minister Lee Hsien Loong was the Guest-of-Honour.

At the Branch level, Brother Chia is known for successfully handling workplace grievances using his good rapport with management and familiarity with human resource and industrial relations policies. He boldly shares his views on new company initiatives and also understands ground sentiments, pre-empting any issues member may face. Likewise, as a key leader in the Exco, he is consulted on union matters and has no qualms in highlighting contentious matters to ensure that members do not lose out.

Jee Kwang strongly believes that employment and staying employable are the best welfare for any worker. Singapore Power went through several re-organisations in their move to be a more efficient and productive outfit and he has rallied the ground to accept these changes. While constantly motivating the ageing workforce to train and upgrade themselves, he also continues to attend certificate courses offered by the Ong Teng Cheong Labour Leadership Institute.

*Nominated by Union of Power and Gas Employees*

## COMRADE OF LABOUR AWARD

Elmy constantly acquires new skills and helps members thrive in this digitised world.

Elmy has been an active member of the Inland Revenue Authority of Singapore Staff Union (IRASSU) since 2002. With a keen interest to contribute to the Labour Movement, she joined the IRASSU EXCO in 2005.

She plays an active role in establishing close communication between the Executive Council and IRASSU members so that their concerns can be considered promptly. She has shown unyielding commitment to serve the interests and welfare of members. In recognition of her contributions towards the Labour Movement and the union, Elmy was awarded the Branch Officials Recognition Award in 2009.

She continues to serve the union and members with passion and was nominated as the Alternate Member representing IRASSU in Young NTUC in 2015. She actively participated in activities such as U-Sport 360km night cycling and Youth Campus.

In 2016, Elmy took up the role of Alternate Member of the then Women's Committee where she conducted basic grooming classes for the lifestyle and life skills group.

She constantly looks forward to acquiring new skills and knowledge in this dynamic changing landscape, both to upgrade herself as well as help members thrive in the new digitised environment.

With her dedication and conviction in the Labour Movement, Elmy has been able to engage and make a difference for many of our younger members.

*Nominated by Inland Revenue Authority of Singapore Staff Union*



**ELMY IRYANTI**  
MOHAMED JAIM

## COMRADE OF LABOUR AWARD



**GAN  
YOKE LAN**

As a veteran operations professional, Yoke Lan brings with her a special and pragmatic perspective into the union, representing her cohort.

Yoke Lan is known for participating actively and contributing positively during the Executive Committee meetings.

A Senior Manager with PSA Haulier Services Department, Yoke Lan became a member of Port Officers' Union (POU) in 1994. She was elected as Vice President into the Executive Committee in 2010 before stepping down to be an Executive Committee member in 2016.

Besides managing the social events as Vice President, she was also in-charge of all women matters for POU. Her close rapport with the members at the ground and her candid nature brought POU closer to the officers.

Similar to the problems faced by her peers in the POU Exco, she needed to juggle between her office and union

work in order to serve her members well. It involved a delicate balance of time management and personal sacrifices. Despite the tough demands, she managed to work closely with her executive committee members to raise awareness of union representation and the social benefits provided by the union. These helped to increase the membership strength of the union. In 2015, POU won the U Achiever Award among the medium size NTUC affiliated unions.

At PSA Singapore Terminals, Yoke Lan contributed to maintaining the harmonious industrial relations climate. She was the Chairperson of the PSA Singapore Terminals 2 Subcommittee which was set up to resolve issues unique to the business unit.

At the national level, she has also represented POU in the NTUC Women's Committee.

*Nominated by Port Officers' Union*

# COMRADE OF LABOUR AWARD



**GARY**  
WAH YUNN HARN

Gary is a dedicated unionist who is committed to protecting the interests of the union members. Let's hear what else he has been doing in his role as Branch Chairman.

Gary has been a union leader in One Marina Property Services (OMPS) for the past 13 years. He is currently the branch chairman for OMPS. Due to his commitment in serving the union members and fostering a strong working relationship with the management, he was appointed as BATU Internal Auditor in 2008. He was then elected as a member in BATU Executive Committee in 2012, and as General Treasurer in 2016.

Gary is a dedicated unionist who is committed to protecting the interests of the union members. He ensures that their feedback and grievances are resolved. His expertise includes resolving difficult issues and maintaining a balanced perspective in the midst of contention. His warm and affable manner makes him approachable.

In addition, his experience as a unionist allows him to offer valuable insights and advice during Branch engagement sessions. Furthermore, Gary's resolute support and commitment to promote NTUC U live causes inspires Building Construction And Timber Industries Employees' Union (BATU) staff and other executive leaders to be committed to serving the members.

He exhibits a forward-looking leadership in his union Branch. He is always on the lookout for new individuals to come into the leadership fold of OMPS. He has successfully recruited a unionist to serve in the Branch and has mentored her diligently.

As a supervisor, Mr Gary Wah often encourages his colleagues to acquire additional skillsets so that they remain relevant in the workforce. He readily imparts his knowledge to younger colleagues. As an experienced unionist, he regularly provides advice to his colleagues on industrial relations matters. The trust he has built over the years with his colleagues helps to pave a harmonious working relationship between the management and the union. This allows the union to be a credible advocate for the workers' interests.

He is very active in engaging and recruiting members in his Branch. He will work closely with the membership team in BATU and conducts regular meet ups with new colleagues. As a forward-looking leader, he strives to engage the union members creatively. He conceived the idea to give out special edition EZ link cards to union members to commemorate SG50 celebrations. This idea was received favourably by both union members and management alike. His steadfast leadership as the Branch Chairman helps the union membership growth to remain strong in the Branch.

*Nominated by Building Construction And Timber Industries Employees' Union*

## COMRADE OF LABOUR AWARD

### HAREENDERPAL SINGH

To make the security industry more attractive, Hareenderpal tirelessly lobbied for the Progressive Wage Model in the security industry.

Hareenderpal has contributed significantly to his fellow workers and members in the security industry. Together with the Union of Security Employees (USE) Exco, he helped to formulate an effective strategy to reach out to both workers and management partners to seek cooperation between both parties to respond to the challenges facing the industry. He shared as much ground feedback from the workers and also sentiments of agencies bosses during his interaction with them.

At various platforms such as quarterly union management dialogues and Branch Officials Communications sessions, he continuously urged the management partners and the workers to work together. He encouraged workers to attend training so that they meet the criteria so as to be placed on the correct grade and get better wages.

He also urged companies to review the training plan and send employees for training. He encouraged them to

review wages for the workers, including factoring in annual increments when negotiating contracts.

At the Security Tripartite Cluster Committee, Hareenderpal represented the interests of the workers in the formulation of the Progressive Wage Model (PWM). He shared the challenges facing the workers and tirelessly lobbied that the PWM is the first and necessary step in the betterment of the industry.

The PWM in the security industry was implemented on 1 September 2016. He continues to champion security workers' interests in the next phase of PWM – to better the work-life balance of the officers, increase productivity through greater adoption of technology and innovation, and decrease the reliance of overtime in the sector.

He also led in union membership growth efforts when he worked with his management to introduce sponsorship of union membership fees for eligible employees. He persuaded the company to support union membership efforts by supporting in various recruitment initiatives.

*Nominated by Union of Security Employees*

# COMRADE OF LABOUR AWARD



**HARRY  
NG**

He doesn't have to think twice about volunteering and has stood up to help out during crises such as the SARS outbreak and the haze situation. Meet Harry...

Harry embarked on his union leadership footpath in 1998 as a member of the first CityCab Executive Committee. He is a familiar face to many of his fellow leaders and drivers, given his long history in the union. He represented many National Taxi Association (NTA) members on their work grievances and helped taxi drivers and their families when they encountered critical illnesses and were unable to continue working.

In his 19 years of union work, Harry was also Assistant General Treasurer from 2007 to 2009, President of CityCab Branch from 2013 to 2016, and is currently the General Secretary. Harry is also first Assistant President of NTA.

Despite his heavy commitments as a self-employed taxi driver, Harry readily accepted his current appointment by NTA and NTUC to serve in NTUC's Employment & Employability Committee to help raise concerns and issues relating to taxi drivers. He is also active in membership recruitment and in organising activities for members, never hesitating to volunteer for regular charity work at NTA and CityCab.

He has also played a significant role in many key initiatives to deal with the challenges the taxi industry faced. These

included the SARS outbreak where he volunteered to ensure the health of the drivers. The haze situation in 2015 also saw him issuing masks to drivers at the Changi Airport. He was also present during the Drive and Save Scheme in 2011 as well as the Enhanced Drive & Save in 2016, where he encouraged drivers to save up for raining days. In his recent discussions with the Land Transport (LTA) on the Taxi Availability Indicators, his inputs greatly made the policy friendlier for taxi drivers.

Harry has also readily served as an important link between management and members in reflecting ground sentiments towards policies. In the union's bi-monthly and Tripartite meeting with LTA, Traffic Police and other government agencies, Harry raise operational and pertinent issues relating to and on behalf of drivers to find resolutions. He also participates in various dialogue sessions with LTA, NTUC and the Traffic Police to share feedback and suggestions on members' needs.

He is also part of the pioneer batch of trainees in Taxi Customer-Centric initiatives, and has won several personal accolades such as the Tourism Award, the National Excellence Service Award, National Model Worker, the Super Star Award and NTUC's Branch Official Recognition Award.

*Nominated by National Taxi Association*

## COMRADE OF LABOUR AWARD



### KOH CHING CHUAN

As Branch Chairman, he has worked hard to build a good relationship with ST Kinetics' management for the benefit of the company and workers.

Ching Chuan was elected to The Singapore Manual & Mercantile Workers' Union (SMMWU) in 2007 as an Internal Auditor and subsequently to the Executive Council in 2010.

Since 2005, he has been holding the position of Branch Chairman and was employed as Senior Storekeeper serving for 20 years of service with ST Kinetics. He is currently the Vice-President of the SMMWU Executive Council.

As Vice-President, Ching Chuan is the Chairman for SMMWU's Sports Committee since 2014 and has lead the team to secure the NTUC Club's U Sports Championship for four consecutive years. His leadership has not only brought glory to SMMWU in the U-Sports arena but it has also garnered unity between the committee and the players. He also represents SMMWU in the Workplace Safety and Health Committee as an Alternate Member, giving the voice of the ground.

As Branch Chairman, he has worked hard to build a good relationship with ST Kinetics' management. He has also been playing the role of a "driver" in increasing membership. He leads his committee to work effectively with the management partners to improve productivity and better the living standard for members.

From 2012 to 2015, Ching Chuan was appointed to be a part of ST Kinetics productivity committee and in 2013 was tasked to form a Kaizan team under the team name 'SMMWU ST Kinetics' and was appointed team leader for the team.

During ST Kinetics Productivity Day, Ching Chuan's team presented their project to senior management that showed a total savings of over \$100,000. The effort got the team a 5-star rating. The union's involvement during the Productivity week highlights that it is important for workers to contribute in order to help a company increase productivity. This in turn, will ensure workers have a better wage increase, bonuses and other benefits.

*Nominated by The Singapore Manual & Mercantile Workers' Union*

## COMRADE OF LABOUR AWARD



### LOGANATHAN PASUPTHY

Friendly yet determined and dedicated – these are the very traits that have made Loganathan an effective and respected union leader in the Singapore Bank Officers' Association (SBOA).

Loganathan, or Loga, as he is affectionately known, became a member of SBOA in 2004. He was elected into the Bank of India Branch Committee as a Committee Member in 2007 and was later appointed Branch Treasurer. Proving his mettle, he was elected to his current top post of Branch Chairman in 2015. He has also been a member (Executive Councillor) of the Executive Council since April 2010.

Prior to joining SBOA, he had been the Branch Chairman of the Singapore Bank Employees' Union's Bank of India Branch and the Assistant General Secretary in its Executive Committee.

Understanding the importance of harmonious industrial relations, Loga has been investing time and effort to enhance the existing good working relationship between the Association and the Bank. He has also played a key

role in helping both parties conclude numerous wage negotiations and in ensuring that workplace issues are settled fairly and amicably.

Busy as he is with his bank work, Loga spares no effort in wooing new officers to join the Association. Partly due to his efforts and enthusiasm, the Bank of India Branch boasts 100 per cent membership.

In the Executive Council, besides giving useful inputs on industrial relations matters, Loga is also a champion of work-life balance. Though an active member of the Community Service and Welfare Sub-Committee which organises social and recreational activities for members, he has been cheerfully rendering useful service to the Association in the organising of ad-hoc events such as year-end gatherings and anniversary dinners.

A former member of the NTUC Club's U Games Committee, Loga has been appointed a member of the NTUC U Live Committee since February 2016. He actively supports and participates in the work of U Live Committee and its activities.

*Nominated by Singapore Bank Officers' Association*

# COMRADE OF LABOUR AWARD



## LOW CHOW WAH

Having earned the trust of many members over the years, Chow Wah continues to give his best.

Chow Wah joined the Singapore Port Workers Union (SPWU) in 1991 and was elected as a delegate in 2000. He was nominated Secretary to the Executive Committee (Exco) in 2003, after which he was elected as a Member of the Exco in 2007 and is currently the first Assistant General Secretary of Singapore Port Workers Union (SPWU).

He is also the Chairman for the Industrial Health and Safety Committee of the union. He leads the Committee in advocating safe work practices in the port, and encourages port workers to stay healthy.

He also sits on the PSA Safety Council Committee as a Member to ensure that protocols are in place to ensure a safe working environment and that workers' welfare is well taken care of. Chow Wah and his team constantly engages members from the ground, and advocates adoption of best practices to ensure work is done more effectively without compromising safety.

On the industrial relations front, he has been an experienced leader who knows how to deal with difficult situations. As the Chairman of Pasir Panjang Divisional Committee, delegates and members actively approach him to seek advice and provide feedback on workplace issues.

He brainstorms with key officials on the most effective solution to these problems. He is a mature leader and members trust him to raise their issues to relevant parties promptly. As such, he has earned the trust of many members throughout the years.

At the NTUC Level, Chow Wah was a Member of the Employment and Employability Committee previously and is currently a Member of the Workplace Safety and Health Committee since December 2014.

*Nominated by Singapore Port Workers Union*

## COMRADE OF LABOUR AWARD

### MARY LOUIS RAJANAYAGAM

Mary Louis is known for walking the talk and taking a personal approach to helping members. We hear what others have to say about her.

Mary Louis has been serving in the union for more than two decades and has always paid special attention to members who are in need of welfare assistance. She is one of the key figures in the Healthcare Services Employees' Union's (HSEU) Welfare subcommittee, and has been the Co-Chairperson since 2014.

Under her leadership, the Committee organises the annual HSEU Bursary Awards, assists HSEU members in application of NTUC U Stretch and Back-to-School vouchers and plans for corporate social responsibility efforts to identified nursing homes. She walks the talk and takes a personal approach to helping members, reminding those in her National Dental Centre branch of the application dates and requirements in the welfare initiatives.

Beyond HSEU, she contributes as a representative for the union at NTUC Care and Share programmes. She helps out at events for the less fortunate. One example of her volunteering involvement is the recent NTUC Care and Share event where she befriended the elderly residents from PERTAPIS elderly home and brought them for a day trip to NTUC FairPrice, a karaoke session and on the Duck Tour.

Her current position as Chairperson of National Dental Centre (NDC) Branch is pivotal to the general welfare of the members. She works closely with the Committee to organise numerous social activities for the members, including roadshows publicising HSEU benefits.

Mary's personal involvement in recruitment contributes to the Branch's membership growth. More than 70 per cent of the NDC staff are union members, made possible with the concerted efforts of the Committee under Mary's leadership.

She monitors the workplace for any issues that may impact the members. In mid-2016, there was a restructuring of the career track of Dental Surgery Assistants which affected more than 60 per cent of the bargainable staff. Mary was present to explain to members the tradeoffs and possible long term implications in their choices.

She organised individual consultation sessions so that members could clarify personal doubts given the sensitivity of pay and job grade issues. Her leadership during the period assuaged the fears and doubts of members in the exercise. Together with HSEU and her management, Mary helped to ensure that the restructuring went well for all.

*Nominated by Healthcare Services Employees' Union*

## COMRADE OF LABOUR AWARD

In the union line for the past 27 years, Marzuki is well known for his dedication and commitment to doing the right thing.

Marzuki is an Executive Committee Member of dnata Singapore Staff Union (DSSU). As a Ramp Serviceman, he is one of the elected delegates from the APRON division in the company where he has been serving fellow union members passionately for the past 27 years. Recognised by peers and fellow unionists for his dedication and commitment, Marzuki was further elected into the DSSU Executive Committee as a Member from 2010 onwards.

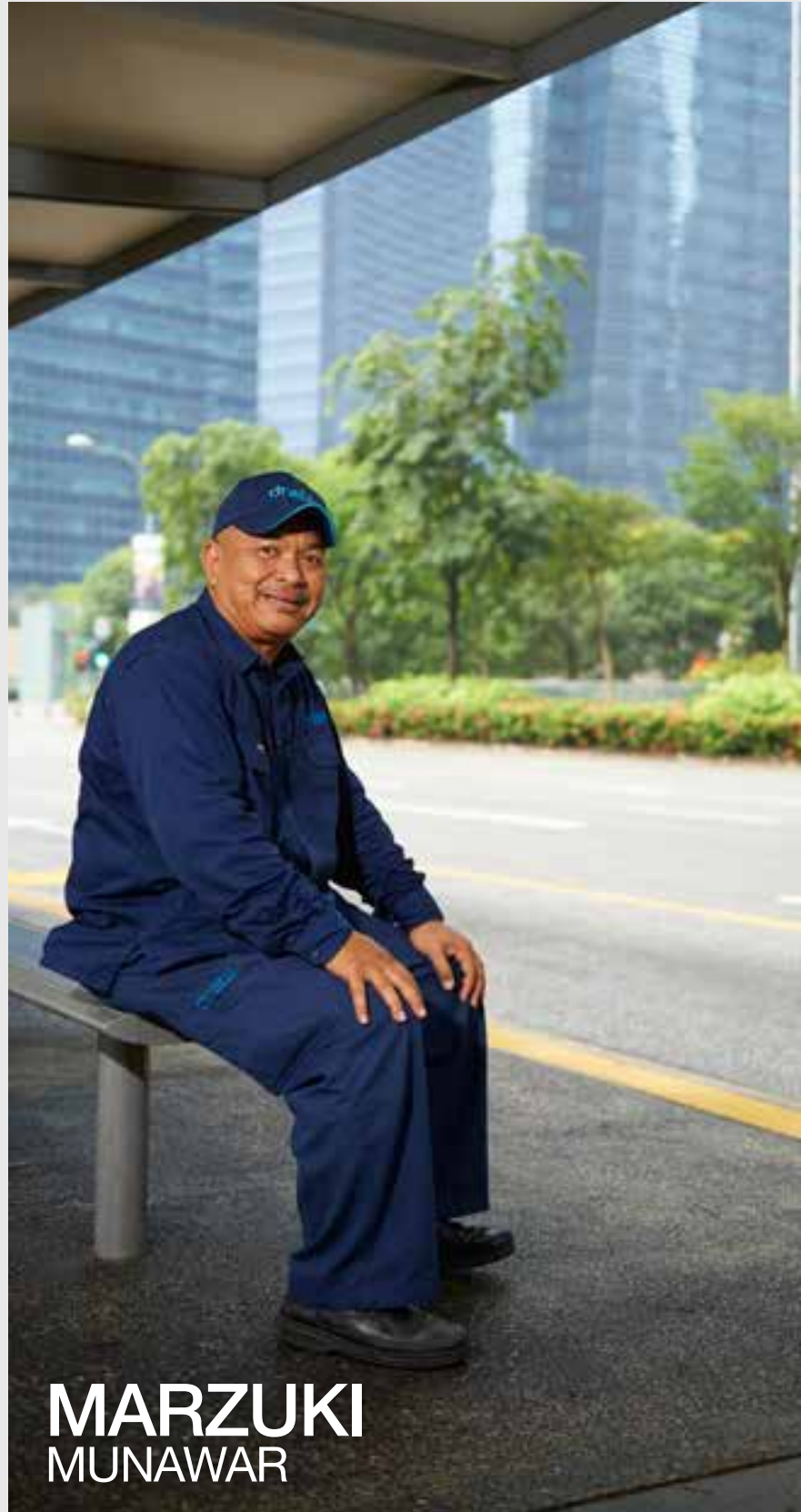
Serving a significant proportion of members from lower-income backgrounds, he is a strong advocate for the various financial assistance programmes by NTUC. For example, during the application period for U Stretch and Back-to-School vouchers, he always makes it a point to distribute application forms to members personally as well as consolidate completed forms and deliver them to union HQ for processing. This is despite the long distance between his place of work and the union office.

Similarly, he also goes the extra mile for his members during the annual members' gift distribution exercise. Through setting a good example, Marzuki inspires and helps in convincing fellow colleagues to sign up as union members.

As a Member of NTUC's WSH Sub-Committee, he makes it a point to share and cascade down the latest information on workplace safety to all members during Executive Committee meetings. This is in line with his appointment as a Member of the Safety Committee for the APRON division in dnata. The Safety Committee meetings bring together representatives from the union, department heads as well as the airport regulator, the Civil Aviation Authority of Singapore (CAAS).

Brother Marzuki also serves as the Sports Manager and helps to coordinate participation by the union in various sporting activities and tournaments organised by NTUC U Games. Despite his hectic work schedule, he makes it an effort to attend all sports events that DSSU members participate in.

*Nominated by dnata Singapore Staff Union*



**MARZUKI  
MUNAWAR**

# COMRADE OF LABOUR AWARD

## MASTAN NACHIYAL MOHD



Her leadership and presence on the ground encourages and motivates members to continue to trust the union. Here is Mastan's story...

Mastan, a Patient Service Assistant Supervisor at Tan Tock Seng Hospital (TTSH), has been involved in trade union activities for 10 years. She is currently holding the appointment of Branch Treasurer of TTSH Branch. Besides being a Member of the HSEU Executive Council, she has also been the Vice Chairperson of HSEU Membership Sub-Committee since 2011. At the NTUC level, she represented HSEU in the NTUC Membership Committee for the term 2011-2015 and is currently in the NTUC's Healthcare Cluster Committee.

Mastan serves her members with passion and commitment. Despite her busy personal and work schedule, she dedicates her time to recruit and retain members through her interactions with colleagues and staff. At a personal level, she has reached out to several members to help them with workplace issues through her gentle coaching and experience in work and industrial relations. Her consistent and excellent performance at

work was recognised when she was the first Senior Patient Service Associate to be promoted to Assistant Supervisor in 2014 when the PSA Framework was introduced.

She was able to strike a good balance between her work and union involvement as a Branch Treasurer and Exco Leader. Her excellent work performance and positive outlook in life set a good example for the current union leaders as well as the members in TTSH.

Mastan has always made efforts to forge good labour-management relations. She constantly keeps a look out on current issues and is always updated with current employment trends. She is much valued for her ability to reflect the true sensing on the ground.

As a representative of the HSEU Membership Committee, she has always been the top membership recruiter amongst the union leaders and activists. She often goes the extra mile to reach out to her members and offers the relevant union benefits for each individual member. Through the years, she has been actively involved in membership activities and has organised many for her members in TTSH.

*Nominated by Healthcare Services Employees' Union*

# COMRADE OF LABOUR AWARD



## MOHAMMAD EMRAN HAMID

This man has risen through the ranks that has been mainly driven by his passion to serve members. Meet Mohammad Emran Bin Hamid.

Emran joined Union of Telecoms Employees of Singapore (UTES) as a union member in 2001 when he started working with SingTel. Having a passion to serve fellow members, he took a big step forward in 2005 to join the Labour Movement. He was co-opted into the Technical Officers' branch as a Committee Member and was subsequently roped in to the Youth Committee. Since then, Emran has been playing an active role in all UTES events and activities.

In the two years as Co-Opted leader, Emran gained recognition from fellow members and was elected into the Branch during the Technical Officers' Branch General Meeting in 2007. His dedication towards union activities and members' issues was endorsed by his Branch and he was elected as Branch Assistant Treasurer at the first Branch meeting for the term of office 2010 - 2014. He is currently the Branch Assistant Secretary for the office term of 2014-2018.

As part of UTES leadership renewal, a group of potential young leaders were identified to stand for election at the Conference of Representatives in 2007. Emran was one of

the selected leaders and he was successfully elected into the Executive Council. He was re-elected into the Executive Council for the subsequent terms after. Currently, he is holding office as 1st Assistant General Treasurer.

In 2007, he was also elected as the Secretary of the Youth Committee for the term and after a few years, he stepped down to continue grooming potential young leaders for the union. He spearheaded many YUTES Committees, which are responsible for organising all UTES events and activities.

During his term serving the Branch and the Council, he had contributed concerted effort in studying the welfare benefits for members and participated actively in the recruitment drives to bring in more members for UTES. He actively devotes his free time to union work, consistently looking into ways to better serve the members. He also plays a key role in many major negotiations, such as the annual increment, variable bonus and collective agreements.

His passion for union work goes beyond the domestic level. He previously represented UTES in Employment & Employability Committee and Care & Share Committee, and is currently sitting in the Membership Committee and Sports Committee.

*Nominated by Union of Telecoms Employees of Singapore*

# COMRADE OF LABOUR AWARD



## MOK CHAN SENG

His contributions have been many and varied, and among them was the time he got actively involved in negotiating to cover Senior Executives in the 2012 Collective Agreement. Here's Chan Seng's story.

Chan Seng joined the Amalgamated Union of Public Employees (AUPE) shortly after being employed in the then Land Office in 1981. During his tenure in AUPE, he served in the AUPE Executive Council as Assistant Secretary from 1983 to 2001.

In 1995, a group of workers felt helpless after the union branch representing them became defunct. Together with Mr David Ng, AUSBE's current General Treasurer, and a group of officers representing these affected members of AUPE met with the late AUPE General Secretary Mr Paul Tan to discuss the forming of the Land Officers Grade 7 (Non-Supervisory) Branch. After it was formed, he was elected Branch Secretary by the new Branch Committee. The Branch under his leadership helped to enhance and create better career progression pathways for the officers in Land Office.

Subsequently, in 1998, the Land Officers Branch was merged with the Ministry of Law Technical Officers Branch to form the Ministry of Law Staff Branch, where Chan Seng remained to serve as a Branch Committee Member.

In June 2001, when the four Land Departments under the Ministry of Law merged to form Singapore Land Authority (SLA), he was in the Amalgamated Union of Statutory Board Employees (AUSBE) – SLA Branch Pro-Tem Committee. He

was elected as Branch Assistant Secretary upon the formation of the SLA Branch. He has served in the position since then.

During his tenure, the SLA Branch enjoyed harmonious union-management relations and achieved various improvements in staff benefits such as compassionate leave, transport allowances and flexible benefits. The Branch successfully negotiated for an annual grant from the management to be used exclusively for the benefit of SLA union members. To ensure that the union remained inclusive and relevant, Chan Seng was actively involved when the SLA Branch Committee negotiated for an increase in scope of representation to cover senior executives in the 2012 Collective Agreement. He was also actively involved in membership recruitment drives and induction talks, helping to increase the membership base steadily.

Chan Seng was elected Executive Council Member in 2003 and 2007, and Assistant General Secretary in 2012 and 2016. As Secretary of AUSBE's Leadership Training Sub-Committee, he arranged for newly elected and current branch officials to attend union courses at OTC Institute. He was a member in the NTUC Construction and Real Estate Cluster committee from 2008 to 2011. He has served as a member of the NTUC Employment & Employability Committee (NTUC-EEC) since 2012. He has also been a member of the NTUC National Day Parade Marching Contingent since 1996, except for one year where NTUC sent an all-women contingent to represent NTUC in the 2004 National Day Parade.

*Nominated by Amalgamated Union of Public Employees*

## COMRADE OF LABOUR AWARD



### MUNIRMAN ABD MANAF

It is unarguably Munirman's attitude that drives his sterling performance in whatever he does. Here is his story.

As a student, Munirman was actively involved in the Singapore Polytechnic Students' Union. At age 27, being involved in union work became a natural extension. At age 32, he was elected as the General Secretary of Singapore Shell Employees' Union (SSEU) in November 2011, a position holds till today. Munirman is also the Secretary of SSEU Co-operative since 24 November 2011. He serves on numerous NTUC Committees such as Industrial Relations, Employment and Employability, International Relations and the OPEC Cluster.

He set the union's priorities right at the onset – be united and make decisions collectively. With the buy in, he was then able to build a core team that works harmoniously together to keep the union strong.

Today, more than half of his Executive Committee Members are in their early 30s. Membership growth has hit a new high of 95 per cent. On 7 November 2017, he set yet another milestone for the union to collectively represent close to

600 PMEs – a first among the oil majors in Singapore, and something that was lauded by Singapore's Prime Minister.

Under him and his Board of Directors' charge, SSEU Co-operative has grown to a \$30m strong organisation that brings many financial benefits to his members. A Liner Trainer at Shell, he excels in his work too. He was promoted to an Executive in 2013. Despite that, Munirman continues to look after the interests of his members well. He is always objective and exercises reasonableness and fairness regardless of who he is dealing with. He exemplified lifelong learning when he was awarded the prestigious NTUC Union Leader Training Award (ULTRA) to pursue his part-time Bachelor Degree in Human Resource Management. Despite his hectic work, union and family schedules, he managed to set aside time to further enhance his knowledge in a related field, in preparation to better serve his constituents.

There is much to be done for 2017. Besides the CA, union hopes for greater collaboration with the company for workers' skill upgrading, workplace safety and health will be the main focus for him and his team.

*Nominated by Singapore Shell Employees' Union*

## COMRADE OF LABOUR AWARD

A photograph of N. Thiruchelvan, a man in a bright pink long-sleeved shirt and dark trousers, smiling and leaning against a stone wall. His reflection is visible in a glass panel behind him. The background is a blurred indoor setting with red and yellow tones.

### N. THIRUCHELVAN

He has been supporting all union activities enthusiastically and continues to contribute effectively by being reliant, focused and bold in voicing his opinions. Thiruchelvan is an inspiration to those around him.

N. Thiruchelvan was first elected as a Branch Committee Member of the Union of ITE Training Staff (UITS) in 1990. His passion and dedication over the years has awarded him positions as an Executive Committee Member, Assistant General Secretary, and finally Deputy General Secretary of UITS, a post he holds till this day. He has served in the NTUC Industrial Relations cluster as an Alternative Member and is currently serving in the NTUC Education cluster.

As Deputy General Secretary, he supports all union activities and contributes effectively by being reliant, focused and bold in voicing his opinions. He also serves as Secretary to the Tenure Committee, having had many years of experiences resolving grievances of fellow members. He takes keen

interest in resolving members' issues and is able to do so amicably through the good relationship he has strived to establish with the union and management members.

He was able to bring members together to foster good teamwork through his kind and helpful nature. This has served the union well as good teamwork was indeed pivotal to the achievement of many milestones in UITS' history. Undoubtedly, his immeasurable experience over the years has more than prepared him to handle any challenges that may come his way. He also inspires the newly-minted Executive Members in labour-management relationship and leadership by unreservedly sharing his knowledge and experiences.

Thiruchelvan's contributions have far exceeded his role and responsibilities in his current role, warranting him as a deserving candidate. His undivided passion towards the union is evident from his 27 years of service.

*Nominated by Union of ITE Training Staff*

## COMRADE OF LABOUR AWARD

A portrait of Nurhazimah Abdul Halim, a woman with dark hair, wearing a black top, smiling and leaning against a wooden wall. The background is a blurred indoor setting with large windows.

### NURHAZIMAH ABDUL HALIM

Having successfully handled grievance cases affecting the Singapore Malay Teachers' Union (SMTU), Nurhazimah is further inspired to do even more.

Nurhazimah joined SMTU early into her teaching career in 2008. Despite her young age, she has been tirelessly contributing her time and effort for fellow members at SMTU. In 2011, was appointed as the Assistant General Secretary in the Executive Committee and has held the position ever since.

At the union level, she has been very helpful towards fellow teachers and members and has assisted them with their grievances. Members have expressed their gratitude for her efforts and assistance for helping them.

Nurhazimah is also proactive in organising professional development programmes for members of SMTU such as courses and workshops on teaching pedagogies, career mapping and guidance and community services. She spearheaded the Mentoring Programme where SMTU

members had the opportunity to carry out community services with the Pertapis Children Home.

Regionally, Nurhazimah has been involved in the ASEAN Council of Teachers (ACT) Convention as well as the Regional Malay Teachers Seminar with teachers' unions from Malaysia, Brunei and Indonesia.

She is also a member of the Malay Language Month Committee that organises the National Malay Language Month annually. She was appointed as a Language Ambassador for her active contribution and involvement in the development of Malay language and culture in Singapore.

She has represented SMTU in Young NTUC Committee from 2011. She has also taken part in various Young NTUC events such as the work plan seminars and Uth! Campus. She is also a committee member in NTUC Education Cluster since 2015.

*Nominated by Singapore Malay Teachers' Union*

## COMRADE OF LABOUR AWARD



### ONG LAY JING

She is known for her friendly and approachable character, which endears her to many of her peers and union members.

Lay Jing started out as a Technician in the Plant Maintenance department in NMB Singapore Limited (NMB) in 2005. She rose up through the ranks and is now an Engineering Assistant. She was elected into the Branch Committee in 2010 and was elected as a full Member of the Metal Industries Workers' Union (MIWU) Executive Committee in 2012.

As Chairperson of Young MIWU (YMIWU), she actively contributes ideas to engage younger members. The department participates in U Games to promote friendships amongst members from various branches. Lay Jing believes the importance of upgrading herself and has successfully completed the two-year Diploma in Employment Relations. Notwithstanding a tight working schedule, she decided to embark on this course which was conducted in the evening, to arm herself with knowledge to allow her to serve her members better.

Despite being relatively young compared to many of her peers in the organisation she works for, She is able to strike up a comfortable rapport with many of them. Her

friendly and approachable persona encourages members to approach her for workplace assistance. They look to her for guidance on resolving conflicts and trust her to raise their issues to relevant parties for assistance. As an Engineering Assistant, she is able to reach out and engage the professionals, managers and executives in the company. She initiates meetings with the management to bridge communications which lead to better understanding and working relationship between the union and management.

Ms Ong has also played an instrumental role in the amalgamation exercise between NMB and Pelmec Industries (Pte) Ltd. The discussions on the amalgamation of these two companies went on for more than one year and many delicate matters were deliberated on carefully to ensure employees' welfare and employment terms were fair and reasonable. Finally, in December 2012, a Memorandum of Agreement on the amalgamation was signed.

In recognition of her positive contributions to MIWU and fellow colleagues, NTUC is pleased to present Sister Ong Lay Jing with the Comrade of Labour Award.

*Nominated by Metal Industries Workers' Union*

## COMRADE OF LABOUR AWARD



**ROSLEE  
MUSTAFFA**

There one distinct feature that characterises Roslee – he cares for his members. Whenever any of them has an issue, he will listen to their concerns with great patience.

Driven by his strong sense of compassion and fairness, Roslee never hesitates to speak up for his members so that their sentiments are heard and addressed by the management.

Over the years, he has earned the respect and trust from his management and members as he has proved himself to be a ground person. He surfaces issues timely and strive to ensure a reasonable and fair settlement for both his members and management. This philosophy of a win-win outcome has made him the “go-to” person in his company as everyone knew they could depend on his help.

An Executive at Jurong Bird Park (JBP), Roslee started his union journey in 2001 as the Branch Chairman of JBP Branch. He is currently the Vice-President of the Attractions, Resorts & Entertainment Union (AREU) Executive Committee. He was also nominated to chair the

AREU Leadership Sub-Committee and at the NTUC level, and represents AREU in the Employment and Employability Committee.

As a Branch Chairman, Roslee is open-minded and willing to try new ideas to recruit and retain members. He rallied his Committee and went around asking non-members to join the union during the recent membership campaign. He actively sought the views and opinions of each and every one of his members on the kind of activities and benefits that they hoped AREU could provide. As a result of his efforts, the unionisation rate has now reached more than 70 per cent in the Branch.

At the Exco level, Roslee shares his views actively in various dialogues and engagements organised by the union. He also represented AREU in the recent Singapore National Employers Federation Tripartite Seminar on fostering good labour-management relations to tackle workforce changes and workplace transformation for higher productivity.

Roslee is indeed a pillar of AREU and a valued team player.

*Nominated by Attractions, Resorts & Entertainment Union*

## COMRADE OF LABOUR AWARD

His dedication, commitment and sincerity has made him an asset to the Singapore Tamil Teachers' Union (STTU). Here is Nalluraj's story.

Nalluraj has served as an active member of STTU for almost 32 years and an office-bearer since 2006.

He has shown great dedication and enthusiasm in promoting the welfare of STTU members by liaising with the Ministry of Education's (MOE) HR Division. He has played a key role in organising major events like conferences, and annual seminars and learning journeys for the professional development of STTU's members.

His public relations skills have come in handy when communicating the union's programmes to members, in negotiations with the Ministry of Education and in networking with other unions and community organisations. He is a mentor to the younger members in STTU Exco and has played an instrumental role in developing their management and organising skills.

Nalluraj has coached and supported younger members of the STTU Exco in managing events like symposiums, seminars, conferences and overseas learning journeys organised by STTU. He has also helped to develop their skills in producing educational materials for use by STTU members.

STTU's membership has increased over the years, thanks to him. He take a personal approach and talked to trainee teachers who were about to join the teaching profession in MOE schools. This membership drives have achieved an almost 100% success rate. With more young members joining, STTU continues to be vibrant and dynamic organisation that is able to keep up with the times.

*Nominated by Singapore Tamil Teachers' Union*



S.  
**NALLURAJ**

## COMRADE OF LABOUR AWARD



### SAPUAN HAJI ABDUL KARIM

He joined the Singapore Refining Company and the union in March 1990. He was elected as a Union Exco in 1996 and held the post of Vice President from 2006 to 2013.

In year 2002, he helped pass a resolution in the Singapore Refining Company Employees' Union (SRCEU) to support Executives staff into the Rank and File Union. He managed to convince 70 per cent of executives to join SRCEU, increasing the number of members.

He has been involved in a lot of union activities. A few of these include SRCEU Nite for members, management and union executives, Family Gathering Day. He also helped to get mature staff to participate in U Live family event and sports activities, including activities held by SRCEU as well.

Sapuan currently serves in the NTUC U Care & Share and Workplace & Health Committees. His efforts to care for members have not gone unnoticed, with peers show respect for what he has done.

His other commendable efforts include researching on salary matters and company policies for the union. He was always a part of the union preparation in its negotiation of the Collectives Agreement with the Company. He was also actively involved in introducing the Post Retirement Contract and Re-employment issues.

Sapuan has played a major role in the union and company and helped in a Memorandum of Agreement which has been implemented for the Post Retirement Contract and Re-employment for staff to enjoy their continuation of service in the company after their retirement age.

Sapuan has set an outstanding example as a union leader. He stepped down as Vice President at the end of 2016, leaving the space open for a young leader to lead the way forward.

*Nominated by Singapore Refining Company Employees' Union*

## COMRADE OF LABOUR AWARD



### SARAH LIEW NGAT SAN

Sarah has a special knack for convincing and motivating mature workers to embrace the reality of digital transformation and to upskill to keep up with changes.

Sarah joined the DBS Staff Union in 1997 and was elected to Executive Council from 2006 till to date.

As a veteran Relationship Officer at DBS Branch, she brings a practical perspective to the union, representing her cohort and the younger generation as well.

She continues to participate and contribute actively in the Executive Committee, being the spokesperson when it comes to medical issues and health insurance.

She helms the U Live Committee in the union and works closely with her committee to organise activities for the veteran employees in the Bank. She has been raising

awareness of union representation and the social benefit the union and NTUC provide. She is known for her ability to convince and motivate mature workers to embrace digital transformation and upskill to stay relevant.

Sarah served as a member of NTUC's e2i (Employment and Employability Institute) Committee from 2011 to 2015. She was pivotal in persuading union members to go for upskilling and new skilling to raise productivity. She leads by example and participates in many labour management relations seminars and workshops. She attended the 4th UNI Apro Regional And Women's Conference and UNI Professionals And Managers' European And Global Conferences, Istanbul, Turkey in 2015 where she actively contributed during the workshops. She was awarded the Branch Officials Recognition Award in 2013.

*Nominated by DBS Staff Union*

## COMRADE OF LABOUR AWARD

Having been a union leader for 22 years, Beng Soon's passion for union work shows up when he regularly speaks up on issues concerning members' well-being.

A Management Support Officer in the Department of Statistics, Ministry of Trade and Industry (MTI), Sim Beng Soon did not wait long to offer his service to the Labour Movement after joining the union on 1 April 1994. He was elected and served as the Secretary of the MTI Staff Branch from 22 June 1995 to 16 September 2010 before taking on the position of the Branch Chairman on 17 September 2010, a position he still holds today.

He was elected into the Executive Council on 21 October 2001 and continues to serve as Executive Councillor to date. He also served on the AUPE General Purpose Committee and now sits on the NTUC Workplace Safety and Health (WSH) Committee since November 2015.

Beng Soon's passion for union work shows when he regularly speaks up on issues concerning members' well-being. As a union leader for 22 years, he has developed deep empathy for his members, always looking out for ways to help them when approached. He believes in managing issues at the lowest level and works on a harmonious relationship with management and members.

He is committed to serve members and does not think twice about travelling from his home or office to the union's headquarters to discuss members' grievances or claims such as hospitalisation benefits. He encourages his Committee to go for training to better equip themselves with the necessary knowledge and skills to fulfil their roles as elected representatives of members. In the Executive Council, he participates actively in discussions, shares observations and contributes ideas to create better union programmes.

*Nominated by Amalgamated Union of Public Employees*



**SIM  
BENG SOON**

# COMRADE OF LABOUR AWARD

A portrait of Sim Teck Chua, a middle-aged man with short dark hair, wearing a light blue button-down shirt. He is standing in front of a wooden slatted wall with a perforated pattern. The lighting is soft and even.

## SIM TECK CHUA

He has a passion for serving others and taking care of their welfare taking on various responsibilities across different committees.

Teck Chua joined The Singapore Manual & Mercantile Workers' Union (SMMWU) in 2008. Prior to that, he was with the Singapore Air Transport Union (SATU) as Branch Steward for Korean Air from 2003.

He has been with Korean Air since 2000 and is currently the Cargo Operations Assistant Manager.

He was elected into the SMMWU Executive Council in March 2010. He currently serves as Vice-President, a post he was elected to in January 2012.

As Vice-President, he was the Organising Chairman for SMMWU's Workplan Seminar in 2012 and the Annual Dinner in 2013. Teck Chua serves both in the SMMWU Hardship and Care & Share Committees. In the Hardship

Committee, he assists and addresses the welfare of members facing financial hardship.

Under the Care & Share Committee, he participates in activities held for Rochor Kongsu Home of the Aged as well as the selection process for SMMWU Scholarship and Bursary Awards each year. He also attended to all NTUC U Care Programmes of U stretch and U Care Back to School Vouchers selection and serves as an Alternate Member of SMMWU in NTUC Care & Share Committee.

As Branch Chairman, in collective bargaining, he focuses on ensuring the amount of benefits for workers are in line the aviation industry benchmark. He also always tries to ensure that overtime payment is paid fairly to workers. To foster greater transparency and trust, he has been trying to get the management to share with employees on the Government Job Credits they receive.

*Nominated by The Singapore Manual & Mercantile Workers' Union*

# COMRADE OF LABOUR AWARD



SOH  
AI LEEN

With her good knowledge and understanding of union-management relations, Ai Leen provides comprehensive and conclusive solutions in handling grievances of members.

Ai Leen is a very dedicated and committed Housing and Development Board Staff Union (HDBSU) official. Presently, she is the Assistant General Secretary of the HDBSU Executive Council and a Committee Member of the Estate & Technical Staff Branch. She was elected to the Technical Staff Branch of the HDB Staff Union in 2007 and served as an Assistant Secretary till July 2013. Upon her transfer from HDB Building Research Institute to the Housing Maintenance Group, she was co-opted as a delegate to the Estate & Technical Staff Branch.

One thing that keeps her going is her yearning to learn. To upgrade herself and to serve members better, she took up a Bachelor Degree in Human Resource Management. She also obtained an Advanced Certificate in Industrial Relations from the Ong Teng Cheong Labour Leadership Institute.

These efforts have resulted in her understanding the management and union roles better. She finds herself

better able to help members fight for their benefits and also safeguard their interests. Members look up to her and approach her for views and advice.

To strengthen the relationship between the union and HDB management, Ai Leen serves as the union representative in the HDB-HDBSU Industrial Relations Committee at the corporate level. She also served in the HMG-HDBSU Industrial Relations Circle at the group level. These Committees were jointly established by HDB management and HDBSU to enhance the harmonious industrial relations at the workplace.

Concurrently, she is the Secretary of the HDBSU Women's Secretariat. She is also very active in the NTUC Women's Committee and has served as a member since 2007. She is actively involved and promotes women's programs including NTUC U Family initiatives.

In recognition of her positive contributions to HDBSU and fellow workers, the Executive Council unanimously nominates Ai Leen for the May Day Awards 2017 Comrade of Labour Award.

*Nominated by Housing and Development Board Staff Union*

## COMRADE OF LABOUR AWARD



### TAN BENG SOON

Beng Soon has been part of the change in the public bus industry that resulted in the bus contracting model. We find out about his other contributions as well.

Beng Soon has been serving in the Executive Committee of the National Transport Workers' Union (NTWU) since 2011. He was elected Assistant General Secretary in September 2013, a position he still holds today. He has been a union leader since 1999, serving in various roles at SBST Ang Mo Kio Bus Branch and is the current Branch Chairman.

Within NTWU, he was in various sub-committees such as membership, leadership, social and sports. Each time he is in a new committee, he cross shares his previous experiences and introduces new perspectives and ideas.

He is a sincere, diligent and humble union leader, who dedicates much of his personal time to union work. He displays strong servant-leadership qualities by actively engaging workers at the Branch union office, interchanges or canteens after his work. He listens to ground feedback, workplace issues and works closely with management to address them. At the same time, he actively communicates NTWU's range of welfare schemes and surfaces hardship cases to NTWU so it can provide the needed assistance. His connection with the workers has resulted in strong union membership at the Branch, achieving a unionisation rate of more than 90 per cent.

As Branch Chairman, he cultivates a strong team spirit within the Committee and coaches the younger leaders. He

shares with them the importance of nurturing strong union-management partnership to achieve win-win outcomes. At the Executive Committee level, he is a strong believer of sectoral tripartism, which has supported the introduction of the bus contracting model.

Beng Soon played a key role in the change of the public bus industry model. Together with a few NTWU union leaders, he joined the Land Transport Authority for an overseas study trip to learn about the bus contracting model. He then provided many useful inputs in the initial development of the model for Singapore's public bus industry.

To help workers better understand the change, he was actively involved in numerous tripartite communication sessions held daily with the workers. The bus contracting model was successfully introduced and the transition of hundreds of workers to two new public transport operators took place smoothly in 2016.

At NTUC level, he has been a member of the NTUC Industrial Workers Education and Training Fund Committee (IWETF) since 2011. Besides providing useful inputs at the meeting, he actively shares information on the various IWETF initiatives with the NTWU union leaders.

He has made numerous significant contributions to the public bus transport industry and for his dedication and commitment in serving the Labour Movement and his fellow workers, NTWU would like to recommend him for the May Day Comrade of Labour Award.

*Nominated by National Transport Workers' Union*

# COMRADE OF LABOUR AWARD

## TAN ENG WHEE



He is known for having his voice heard on various matters, especially on the need for workers to upskill and the initiatives on re-employment. Here is Eng Whee's story.

Eng Whee joined the Amalgamated Union of Public Employees (AUPE) as a member on 1 August 1989. He started his union journey as Branch Secretary for three years and subsequently assumed the Branch Chairperson role for Science Centre Singapore (SCS) Staff Branch for the next 20 years. He was appointed to the AUPE Executive Council in 2001 as an Executive Councillor, a position he still holds today.

Over the years, he has played an active role in various committees. At the NTUC level, he serves as an Alternate Member for the Employment and Employability Committee. He exudes moral courage in speaking up about the skills upgrading needs of workers and various initiatives on re-employment. In AUPE, he was part of the Quadrennial Delegate Conference Credential Committee as Vice-Chairperson in 2011 and Chairperson in 2015.

He is known to listen to and help solve his members' work grievances when approached. He is a strong believer in listening with an open ear and heart in order to understand the unique concerns of each member.

He shows a high level of commitment and dedication in executing his roles while balancing work as an Assistant Manager of Operations. A strong advocate of membership, he has helped to push SCS' union membership upwards steadily over the years. Most recently, the Branch received the 2nd prize for having the second highest net increase in membership for AUPE's 3R Membership Challenge for the small Branches category. This is a result of regular roadshows and encouraging young colleagues to take up union membership.

At the bipartite level, he has worked with AUPE to build a trusting relationship with the SCS management. In addition, he is able to spot key improvements and contribute with a clear mind each time a collective agreement negotiation takes place.

*Nominated by Amalgamated Union of Public Employees*

## COMRADE OF LABOUR AWARD

Having been a member himself once, Hung Tat feels an even greater responsibility to help his members today. Find out more about his sincere care and share spirit.

Hung Tat has been a member of Singapore Maritime Officers' Union (SMOU) for 39 years since his sailing days as a Marine Engineer. It was a challenging period for those in the shipping industry, especially for seafarers, and he felt that being a union member would create job opportunity and provide a greater level of industrial protection.

Hung Tat is very vocal when it comes to speaking out for members' welfare, employment and employability, and he is well-respected by his fellow committee members. His commitment and capabilities saw him elected into the SMOU Executive Committee (Exco) in 1988 and subsequently as Treasurer in 1992, a position he holds till today. Hung Tat also served in the Community Service, Financial, Investment and Human Resource Committees in SMOU, as well as the NTUC Employment and Employability and Membership Committees.

Besides these roles, Hung Tat had also been on the SMOU Bursary Selection Committee and SMOU Events Organising Committees. He also actively participates in SMOU activities and events where he meets and networks with other members to gather feedback.

Spurred by SMOU's core values of care and share, he is a regular face when the union conducts home and hospital visits to aged and sickly members. He is sincere in giving them a listening ear and his time, be it to understand their hardships, address their needs or share their joys. He shared that as a member himself, he feels an even greater responsibility to help members. He is also a Director in Wavelink Co-operative and advises on the building and facilities management of Wavelink property.

*Nominated by Singapore Maritime Officers' Union*



TAN  
HUNG TAT

## COMRADE OF LABOUR AWARD

Her rapport with staff is great, which makes the task of explaining management's policies and practices so much easier. We meet up with Lai Wan.

Lai Wan joined the Ngee Ann Polytechnic Academic Staff Union (NPASU) in 1991. Having served in the Executive Council since 2004, she was elected to her current position of Assistant General Secretary in 2015.

Being a key member of the NPASU leadership team, she actively contributes to the preparation of the Collective Agreement negotiations with her research and analysis on employee benefits. In addition, she has been helping to organise annual general meetings, member engagement activities and recruitment drives.

Lai Wan interacts closely with members in her school, which helps when she is communicating labour-management policies and practices. She is also forthcoming in offering ideas and opinions on various workplace issues. An advocate of labourmanagement relations, she has volunteered as a member of one of the staff councils within Ngee Ann Polytechnic. The objective is to enrich long serving staff towards better contributing to working in the polytechnic under the "Great Place to Learn, Great Place to Work" initiative.

Currently, she teaches innovation and enterprise, a module which fosters students' creativity skills in addressing contemporary societal issues. She also facilitates the career professional preparation programme to help students prepare for their future. A firm believer of SkillsFuture, she spent a semester out of the polytechnic joining the "Back To Industry" scheme under the polytechnic.

At the NTUC level, she currently serves as a Member of the Education Cluster and an Alternate Member of the Membership Committee. Earlier, she served as a Member of the Women's Committee. She contributes ideas and opinions at the many meetings and seminars.

*Nominated by Ngee Ann Polytechnic Academic Staff Union*



TAN  
LAI WAN

## COMRADE OF LABOUR AWARD

What makes Thiruselve so driven? She believes that members' interests are at the heart of everything they do.

Thiruselve was in the NTUC Membership Committee for 6 years and NTUC Women's Committee for the past 18 years of which she is still a part of. She has also been holding the duties of Singapore Urban Redevelopment Authority Workers' Union (SURAWU) Sports Coordinator for the past 12 years and still counting.

Here is what others have to say about her. She is a good organiser, and is often seen being involved in SURAWU's events. She was one of the Organising Committee member and played a key role in ensuring events are successful. She voluntarily takes charge of the logistics and necessary purchases for events organised by SURAWU and is a good team player.

Based on her experience SURAWU, she has built up a wealth of contacts whom she can always reach out to make events a success. Here are some of her abilities – she needs to only pick up the phone to call Telcos, partners and vendors, and successfully entice them to participate in SURAWU's roadshows to help attract new members.

There is one thing she has always held dear to her heart – the belief in life-long learning. She graduated with a Diploma in Employment Relations from the Ong Teng Cheong Labour Leadership Institute (OTCi). She has also attended many short courses at OTCi to upgrade her knowledge of the Labour Movement.

During meetings, she is attentive and quick to highlight or question any issues that may arise which will affect the union and staff. She always reminds the Exco, especially the younger ones, to bear in mind that the welfare of members is of utmost importance and should be at the core of union work. Thiruselve is also an advocate for healthy living and always encourage members to stay fit.

*Nominated by Singapore Urban Redevelopment Authority Workers' Union*



**THIRUSELVE**  
**GOVINDARAJOO**

## COMRADE OF LABOUR AWARD



**WANG  
MUI SIN**

Mui Sin has always been unrelenting in her efforts to ensure the well-being of the workers, acting as an effective voice between members and the management.

Mui Sin has served in Yokogawa for the past 36 years. She first joined as a Machine Operator in the year 1980. With her willingness to learn and upgrade herself, she has risen through the ranks and is currently a Production Planner.

She joined United Workers of Electronics & Electrical Industries (UWEEI) in 1981 and first served in Yokogawa's union committee as a member in 1984. She was later appointed as Branch Secretary in 2002. Her genuine care for her members is evident in many instances. There was a member in the company who passed away, leaving behind his family. She took the initiative to inform the member's family about the NTUC GIFT insurance and assisted them in the claiming process. She also took time off to visit the family and personally handed the NTUC GIFT cheque to them. The family was extremely grateful for the help as the amount helped to defray costs and financially ease the trying time. More importantly, they

were touched by the union's display of concern in the period of grief.

Over the years, Mui Sin has established an excellent rapport with both the management and members through her sincere approach. In her current capacity as a Branch Chairman since she took office in 2014, she works closely with management to ensure a fair and harmonious industrial climate in the company. The good industrial relations have led the way for smooth negotiations between UWEEI and Yokogawa.

She was appointed as an Internal Auditor in 2009. She subsequently served officially as an EXCO member in 2011. She is currently the Vice-Chairperson in UWEEI Women Committee and can always be counted on to provide valuable support towards various initiatives.

At the NTUC level, she represents UWEEI in the Electronics & Precision & Machinery Engineering Cluster. Her willingness to go the extra mile, excellence and commitment to both her job and her union work is laudable.

*Nominated by United Workers of Electronics & Electrical Industries*

## COMRADE OF LABOUR AWARD

He is known to be determined and passionate when it comes to addressing workplace's issues, earning him the support of the workers and management. Meet Wai Kim.

Wai Kim has been a union member of the Singapore Airport Terminal Services Workers'(SATSWU) union for 26 years since 1991. His dedication to the union led him to be appointed as Union Shop Steward in 1998 and subsequently, he was elected to the SATSWU Executive Council in 2006. In 2015, he was appointed Vice President, a position he continues to hold to date.

He has served in several SATSWU's committees such as Welfare, Sports, Scholarship, and Collective Bargaining, among others. As Chairman of the SATSWU Membership Committee and a member of the NTUC Membership Committee, he is highly motivated in increasing union membership. He actively organises recruitment drives and walkabouts and engages non-members to update them on the activities and perks that are provided to union members. Through his dedication, SATSWU membership has increased greatly.

He helped to build trust between members and the union and continues to ensure that issues raised are resolved amicably. He has proven himself to be outspoken and is unafraid to voice the concerns of union members. He is committed to maintaining good labour-management relations with the company.

*Nominated by Singapore Airport Terminal Services Workers' Union*



WON  
WAI KIM

## VETERAN OF LABOUR AWARD

### SASIDARAN RAGHAVAN PILLAI

Sasidaran has come a long way, having served in the union and across various committees for 33 years. His long and dedicated service has not gone unnoticed.

Sasidaran joined the Singapore Technologies Electronics Employees' Union as a member in 1970 and was elected to the EXCO in 1983. He stepped down in 2013 and was appointed as Trustee of the union until he retired from his employment on 31 January this year.

During his 33 years in the EXCO, he held positions of Assistant General Secretary and Assistant General Treasurer. His other contributions ranged from serving in the union's Social and Welfare Committee, and various organising committees for the union's events and activities. He promoted harmonious industrial relations by proactively engaging members to update them on current issues and gathering feedback.

Sasidaran's contributions were recognised when the branch was awarded the NTUC Branch Official Recognition Award in year 2004. He was a member of the NTUC Workplace Safety and Health (WSH) Committee from 2007 to 2011. He represented the union in the company's WSH Committee and was deeply involved in promoting new legislations during his time.

At the workplace, he served as an important link between union members and the union leadership, and consistently gave vital feedback from the members' needs.

Sasidaran believes in leadership succession and renewal. He supported the union's 3F Resolution when it was first proposed, even though he would be one of the first to be affected.

*Nominated by Singapore Technologies Electronics Employees' Union*

## VETERAN OF LABOUR AWARD

He has dedicated over 40 years helping members in areas such as grievance handling and promoting workplace safety and health. We meet up with Vincent.

Vincent was elected as a Delegate of Sembawang Shipyard Employees' Union in 1969. In 1989, he was elected as an Internal Auditor. In 1995, he was elected as General Treasurer. He became the Vice-President in 2005 until Sembawang Shipyard Employees' Union was dissolved on 15 January 2017.

Over the past 47 years, he has dedicated his working life to helping members in areas such as grievance handling, promoting workplace safety and health and skills upgrading, among others. He also served in many different NTUC Committees such as Care & Share, Employment and Employability and U Live.

When Sembcorp Marine's "Transformation for Growth Strategy" was launched in 2015, Sembawang Shipyard came under the fold of Sembcorp Marine Integrated Yard and was rebranded as Sembcorp Marine Admiralty Yard. Because of the integration, Sembawang Shipyard Employees' Union merged with the Shipbuilding and Marine Engineering Employees' Union (SMEEU) in January 2017. With Mr Vincent's support, the union walked the ground in engaging union members on the merger to ensure the transition went smoothly.

Recognising the 47 years of contribution by Mr Vincent to Sembawang Shipyard Employees' Union and its members, NTUC is pleased to present him with the Veteran of Labour Award.

*Nominated by Shipbuilding and Marine Engineering Employees' Union*



**VINCENT**  
KOH SHENG YONG



### ABDUL WAHAB MOHAMED YUSOFF

Technology is not an enemy but a friend – we see how Abdul Wahab has been working with NTUC FairPrice Management team to stay ahead of the tech and digital game and in keeping abreast of developments in these areas.

Wahab was elected a Director of NTUC FairPrice on 16 September 2010 to represent the Founder Member. Over the past six years, he has made constructive contributions through ideas, concepts and strategies.

He is the Chairman of the Technology & Innovation Advisory Committee (TIAC) and Member of the Audit & Risk Management Committee (ARC).

As Chairman of the TIAC, he provided leadership and worked with management to enhance the Co-operative's use of technology and innovation in order to stay ahead of developments in the retail industry. The TIAC's support and guidance is particularly important, especially for FairPrice Online, given a very competitive market in the eCommerce sector and to future-proof FairPrice. As a member of the ARC, he is part of a team which reviews the financial reporting process, governance, risk management and internal control systems.

In recognition of his invaluable contributions, the Co-operative is pleased to nominate Abdul Wahab for the Friend of Labour Award.

*Nominated by NTUC Fairprice Co-operative Ltd*

## NORIYUKI SUZUKI

What makes this man shine in our eyes?  
Here are a few of the many reasons...

He has always had one keen focus – consistently looking for ways to deepen the relationship with the Labour Movement while promoting the work it does.

A trade unionist with more than 35 years of dedicated service, he spent the last 18 years in Singapore as the General Secretary of the then-International Confederation of Free Trade Unions-Asia Pacific Regional Organisation (ICFTU APRO) (1999-2007), and later as General Secretary of the merged International Trade Union Confederation-Asia Pacific (ITUC-AP) (2007-2017).

In the early years, he supported NTUC through the ICFTU-APRO Solidarity Fund, providing sponsorship for our regional seminars. The sponsorship allowed us to invite subject experts to boost the learning experiences of our local participants.

In 2011, again through his support, we won the bid to host the 2nd ITUC-AP Regional Conference which brought over 230 international participants to NTUC's 50th Anniversary Celebrations.

Singapore's unique model of tripartism was also given airtime when he facilitated the participation of 50 regional

senior union leaders for our International Forum on Tripartism in 2015.

He has voiced his support of NTUC on numerous occasions and was always willing to speak at NTUC programmes. For the last 10 years, he contributed his views at the NTUC/ International Training Centre-Bureau for Worker's Activities of the International Labour Organisation annual capacity-building programme for local and Asia Pacific unionists, enabling our local unionists to gain an international perspective on wide-ranging issues.

He always showed a keen interest in developing young trade union leaders and spent much effort and resources in organising the annual ITUC-AP/ Ong Teng Cheong Labour Leadership Institute/ Japan International Labour Foundation Youth Leadership Course. More than 700 participants from the Asia Pacific region, including 30 from NTUC, have benefited from the course. Many eventually moved up to become senior union leaders in their own countries.

Starting from 2012, some 100 Young NTUC members have also had the chance to officially engage with these participants to learn more about international issues, all thanks to Noriyuki.

*Nominated by NTUC International Affairs Department*



## PHILIP SU POON GHEE

Philip stands out for his role in helping NTUC's e2i in its programmes expansion plan, among many other tireless efforts. Let us find out a little bit more about the man and his work.

Philip has been serving on the Board of Directors at e2i (Employment and Employability Institute) since 2008. He has also been chairing the e2i Audit and Risk Committee since its formation in 2009.

As Chairman of the Audit and Risk Committee, Philip has guided e2i in budget planning through its growth years and steered the design of financial controls to manage the funds, including tenders and contract management.

Drawing on his vast experience in the real estate industry, he has worked tirelessly with the management on a range of matters from the design parameters of the new campus

to e2i's eventual move in 2013. He also offered valuable advice in maintaining the campus so that e2i can achieve operational efficiency.

His enthusiasm in helping e2i achieve excellence is demonstrated through his tireless push for the institute to pursue best practices in financial and operational controls. Through these efforts, he has contributed greatly to the corporate governance as well as integrity of controls and processes within e2i.

As Board Director, he has played a pivotal role in transforming e2i in its expansion of programme offerings and services to benefit a larger segment of the workforce.

In recognition of his invaluable contributions, the National Trades Union Congress is pleased to present Brother Philip Su with the Friend of Labour Award.

*Nominated by Singapore Labour Foundation*

## FRIEND OF LABOUR AWARD

Richard takes to the stage because of his many invaluable contributions to the Labour Movement.

Richard was appointed as Director of NTUC Income in 2011. He holds an Honours in Mathematics from the Oxford University and is a Fellow of the Faculty and Institute of Actuaries, United Kingdom (UK).

Originally from UK, he is now an Australian citizen managing his own financial consultancy business based in Melbourne. He has more than 25 years of experience in financial services, and was the CEO of AXA Life Insurance in Singapore for three years. He is a qualified actuary and has a strong background in actuarial science with indepth knowledge of the insurance business in UK, Australia and Singapore.

Richard has served as a director of Income for close to six years. He is a member of the Audit Committee and Risk Management Committee. He also served on the Investment Committee from January 2012 to June 2014.

As a member of the Risk Management Committee, he advises on the risk management framework and policies which cover all material risks and ensures that management has established adequate systems and processes to implement robust risk management.

He is also an active member of the Audit Committee where he is responsible for the financial reporting process, the audit of financial statements, the system of internal controls, and the internal audit and external audit functions.

*Nominated by NTUC Income Insurance Co-operative Ltd*



**RICHARD  
SHERMON**

## FRIEND OF LABOUR AWARD



### SUNG CHENG CHIH

His contributions span across various committees. Let's meet this awardee from NTUC Income Insurance Co-operative Ltd.

Cheng Chih's appointment as Director of NTUC Income in 2011 brought to the Board many years of rich corporate experience, primarily in the areas of investment and risk management. He was first appointed as an independent member of the Risk Management and Investment Committees in January 2011 prior to his election to the Board in May 2011.

Cheng Chih studied Applied Mathematics at the University of Waterloo and also holds a PhD in Pure Mathematics from the University of Minnesota. He joined GIC in 1993 and retired as Managing Director and Chief Risk Officer for the GIC Group in 2011. He is currently CEO and Executive Director of Avanda Investment Management Pte Ltd.

He has served as a Director of Income for close to six years. He is the Chairman of the Risk Management, Nominating, and Human Resource & Remuneration

Committees. He also served on the Investment Committee from Jan 2011 to May 2012.

Under his able leadership, the Risk Management Committee plays a pivotal role in overseeing the risk management framework and policies which cover all material risks, and ensures that management has established adequate systems and processes to implement a robust risk management culture.

As the Chairman of the Nominating, and Human Resource & Remuneration Committees, he is instrumental in ensuring key duties and responsibilities which have been delegated are effectively discharged and that matters are dealt with efficiently. He further ensures that the committees comply with all requirements under relevant regulations and guidelines, particularly in the area of corporate governance.

In recognition of his invaluable contributions, the National Trades Union Congress is pleased to present Cheng Chih with the Friend of Labour Award.

*Nominated by NTUC Income Insurance Co-operative Ltd*

## FRIEND OF LABOUR AWARD

This professor has had a long-standing relationship with CASE since 1977. Here's his volunteering story...

It's a relationship that has been built over 40 long and rich years. Prof Tan, the Executive Director of A\*STAR's Science and Engineering Research Council, is no stranger to Consumers Association of Singapore (CASE), having volunteered with it when he joined the Advertising Standards Authority of Singapore (ASAS), an advisory council to CASE. His dedication and commitment saw him appointed as ASAS Chairman in 2010. He then worked with them to establish ASAS as the key advertising regulatory body in Singapore, protecting consumers from misleading and unsubstantiated advertisements.

When the Committee on Transparency of Hospital Billing was set up in 2003, as the Honorary Treasurer, Prof Tan provided inputs to chart its direction. This resulted in clearer itemised billings and benefited the consumers.

Under his leadership, ASAS strengthened the Singapore Code of Advertising Practice with new guidelines. From 2012 to 2014, he represented ASAS in a Committee, which included representatives from the Government, non-governmental organisations, the food industry, media companies and consumer groups, to create and implement Guidelines for Food Advertising to Children. The framework aims to shift the balance of food advertising to children towards nutritionally-balanced products. He participated in meetings to explain the rationale for the guidelines to key stakeholders, and garnered widespread support. The guidelines were announced in 2013 and took effect in January 2015. With these efforts, Singapore received the Policy Maker of the Year and Gold Standard awards from Public Affairs Asia in 2014.

Despite his heavy commitments, Professor Tan remains a dedicated volunteer and gives impeccable input on advertising regulations in ASAS. He represented ASAS at numerous seminars as the keynote speaker and dedicated his efforts to educate industry players on best practices of advertising so they would not mislead consumers. In 2012, he was co-opted to the CASE Central Committee and gave valuable inputs to the Committee.

Prof Tan is a valued volunteer of CASE who deserves recognition. By presenting this award to him, CASE wishes to recruit more volunteers to help CASE protect the interests of consumers in Singapore.

*Nominated by Consumers Association of Singapore*



## MEDAL OF COMMENDATION AWARD



### ALEC LIM SWEE CHONG

His work with SMEEU ensures that all the employees in his company are well taken care of. Here is why Alec does it...

Alec has been working closely with Shipbuilding and Marine Engineering Employees' Union (SMEEU) to better the lot of workers at DDW-Paxocean Shipyard Pte Ltd.

As Director of the company, he invited the Branch Chairman and industrial relations officer to have regular discussions on enhancing the work environment, welfare and skills upgrading of the workers. Topmost was to ensure they were treated fairly and that their feedback was being heard at the top management level.

The company is also one of the first few to give direct recognition to the union for their professionals, managers and executives (PMEs) after the Industrial Relations Act was amended on 1 April 2015. This enables the union to represent up to 80 per cent of the workforce.

He went one step further by encouraging a young engineer to serve as a union leader. This is a significant breakthrough because the union branch committee was made up of only rank and file union leaders. As soon as the engineer

came on board, more young PME's in the company were encouraged to join as members.

In an attempt to improve productivity and to help older workers be more efficient and stay longer in employment, Alec personally spearheaded the Job Re design programme with the union and NTUC's e2i (Employment and Employability Institute). As a result, 17 matured workers acquired new skills to operate new machines, enjoy longer employment and better wage packages. This is remarkable as the marine industry is in a recession and many other companies are not re-employing their employees upon reaching 62 years old.

Alec has also supported union membership growth in the company. Many union recruitment roadshows were conducted over the years, resulting in more than 90 per cent union membership for the bargainables. He believes that employees should be encouraged to join the union so that they can be effectively represented and protected.

The award aims to recognise his many contribution and special relationship with the union.

*Nominated by Shipbuilding and Marine Engineering Employees' Union*

## MEDAL OF COMMENDATION AWARD

Here is a man who has taken steps to ensure that older employees at his workplace get a chance to work beyond the retirement age.

Andrew, the Regional President and Managing Director of Infineon Technologies has been with the company for 23 years since 1994, and throughout that time, he has fostered a special and close relationship between the company and the Labour Movement. All one has to do is to take a look at the initiatives the company has extended to the union.

One such example – the company formulated and implemented the re-employment policy together with the union. This was in response to the initiative advocated by the both the Government and the union at the tripartite level as well as the anticipation for the eventuality of an ageing workforce in the company. Being an early adopter of the new re-employment guidelines, Andrew has gone the extra mile to take care of Infineon's older employees. The company continues to believe in lifelong employment and advocates employment beyond the retirement age.

Throughout the years under his leadership, the company has also been collaborative in the handling of industrial matters, including negotiating for various issues. Both the company and the union have also been genuine in when it comes to sharing information. It was through such collaboration that they were able to put in place a progressive wage structure.

From chairing the Electronics Sector Tripartite Committee (STC) to being an active member in the Singapore National Employers Federation, his efforts also cover formulating the skills framework for the industry. Andrew is also on NTUC's e2i board to further the employability of working people in Singapore.

*Nominated by United Workers of Electronics & Electrical Industries*



**ANDREW  
CHONG**

## MEDAL OF COMMENDATION AWARD

Caroline's support for tripartism stems from her deep appreciation of the work done by unions and her care for the overall well-being of workers.

Placing great value on the partnership between the PSA International Pte Ltd management and the two unions – Singapore Port Workers Union (SPWU) and Port Officers' Union (POU) – Caroline works closely with the Group Chairman and CEO to ensure that the voices of the union leadership and the staff are heard and responded to.

The Global Head HR & Corporate Affairs at PSA International, Caroline participates in SPWU's annual delegates' seminar, maintains regular dialogues and always seeks to foster "win-win" solutions for the company and the Singapore workforce. By keeping the SPWU and POU leadership constantly abreast of significant organisational changes, business developments and industry changes, she ensures alignment of the workforce with corporate directions, whilst keeping channels open for feedback and inputs.

True to her unwavering belief in continuous improvement and upgrading, Caroline freely shares with the local unions best practices for productivity and innovation from PSA terminals in different countries, including key observations and learning points, to build a motivated and productive workforce for the future.

Being the chief proponent of corporate culture change in PSA, in large part through launching the Fish! and Fish+ philosophies more than 10 years ago, Caroline has continuously partnered with the unions to build a common language for the PSA group. The Fish culture change movement has strengthened the levels of support, trust, respect, commitment and positivity in PSA's daily work environment, in addition to bolstering the sense of pride and purpose in every staff.

In her role as Global Head of HR and Corporate Affairs, Caroline has served as an ambassador in showcasing the advantages and effectiveness of Singapore's "tripartite" government-employer-union model in action, to leading union organisations such as the International Transport Workers' Federation and overseas union delegates.

"None of us is as strong as all of us," is Caroline's signature refrain and best sums up her commitment to ensuring that management, staff and unions serve well alongside each other, in the shared journey of making PSA a true Global Champion.



**CAROLINE**  
LIM

*Nominated by Singapore Port Workers Union and Port Officers' Union*

## MEDAL OF COMMENDATION AWARD

A portrait of Charlton Ong Lii Hee, a man with short dark hair, wearing a white long-sleeved shirt and dark trousers. He is standing in an office environment with wood-paneled walls and a black leather chair in the foreground. He has his arms crossed and is looking directly at the camera with a slight smile.

### CHARLTON ONG LII HEE

What's his style? He's a firm believer in an open and consultative approach to maintain and foster a strong labour-management relationship. Meet Charlton.

Charlton has worked closely with the Union of Telecoms Employees of Singapore (UTES) since joining Singapore Telecommunications Limited (Singtel) in 2012. As the Vice President, Human Resources of Singtel, he oversees the development of human resources for both Singtel and NCS.

Since he took office, Charlton has always been a strong advocate for the labour-management relationship with UTES. He believes that an open and consultative approach is best in maintaining the strong labour-management relationship. He engages the union actively for views and inputs on any HR initiatives and keeps his opinions open on their suggestions to improve staff welfare.

Charlton has played an important role in many workers-centric initiatives, especially on staff skills upgrading and re-employment terms. Various preparation and awareness programmes have been implemented to support and develop mature workers to get them ready for re-employment. Great emphasis has been placed on closing the skills gap for workers. Tailored-learning and

development plans based on education, experience and relationships were some of the initiatives put in place.

He has also tasked his team to provide full support towards the union's recruitment drive for professionals, managers and executives (PMEs), seeing that their numbers are gradually increasing. To set an example to his colleagues and fellow PMEs, he joined UTES as a member, further enhancing the labour-management relationship bonds with UTES. With the strong support from him and his team, UTES has held various successful recruitment roadshows at NCS, recruiting close to 200 PME members each time.

Charlton has a strong belief of being hands-on for major Industrial Relations issues that requires exceptional handling. He thoroughly investigates each case, taking into careful consideration towards Union's mitigating factors. In most cases, he strongly supports approves Union's appeal, when there is merit.

In recognition of his contributions to the labour movement, we are proud to nominate Charlton for the Medal of Commendation. This award will be a testament of his passion and hard work that brought about progress on many fronts.

*Nominated by Union of Telecoms Employees of Singapore*

## MEDAL OF COMMENDATION AWARD



**CHUA  
SAN LYE**

What does it take to make a difference in employees' lives? We hear what Chief Human Resource Officer of Sembcorp Marine Ltd has been doing.

San Lye has a deep working relationship with Shipbuilding and Marine Engineering Employees' Union (SMEEU). One thing that he has always held close to his heart is a strong belief in tripartism as it helps to advance collaboration among Government, Company and Unions.

In 2015, Sembcorp Marine underwent a major transformation and integrated its business units into one company. There were two unions then – Sembawang Shipyard Employees' Union (SSEU) and SMEEU – representing the different Sembcorp Marine shipyards with different policies and employees' employment terms and conditions.

Due to the integration, the different policies and terms had to be aligned. The two unions also had to integrate well. San Lye and his human resources team kicked into action by working closely with the two unions to bring about the integration. He was instrumental in ensuring that

employees' interests take precedence in all the discussions and decisions during the integration process, while not losing sight of business sustainability.

As a result of his leadership, the Management and Unions were able to streamline and harmonise the benefits of employees under one collective agreement.

Beyond that, San Lye has been working with SMEEU to promote the welfare of the union members. A Special Welfare Fund was created with the company contributing a sum of money for the benefit of union members. This resulted in more employees joining the union.

As part of the close collaboration between the Union and the Company, he encouraged union leaders to be part of the team in Company's management discussion and meetings e.g. WSH Steering Committee meeting. This was to ensure that the employees' interests and concerns will always be taken care of in every decision made.

*Nominated by Shipbuilding and Marine Engineering Employees' Union*

## MEDAL OF COMMENDATION AWARD



**CLARENCE**  
TI BOON WEE

He set up a 'Chat with the Principal' platform to make sure there is always a free flow of constructive conversation among colleagues. Here's what others chat about him.

Clarence was appointed Principal of Ngee Ann Polytechnic (NP) with effect from 1 May 2014. Under his leadership, numerous initiatives have been introduced which revolve around the mission of creating a conducive workplace for colleagues who are making a daily difference to the next generation and adult learners.

A believer in organisational communication, Clarence established the 'Chat with the Principal' platform through which colleagues are encouraged to contribute constructive feedback. Responses from the management are shared with all colleagues.

At the same time, colleagues have been encouraged to set up various 'Staff Council' to look into emerging issues, both within the polytechnic and the wider community. These have brought about improvements in communications, openness and transparency to the polytechnic's organisation culture.

He believes in helping people reach their full potential. Clarence encourages his colleagues to keep abreast with

issues, developments and trends in their respective field of practice. In consultation with the Ngee Ann Polytechnic Academic Staff Union (NPASU), the 'Industry Currency Attachment' programme was formulated.

Recognising NPASU as a working partner, a one-day Union-Management Dialogue is incorporated within the NPASU Annual Work Year Planning Workshop to focus on strategic issues and future challenges.

In addition to that, the quarterly Academic Staff Union-Management Consultative Committee meeting allows operational issues to be amicably mediated. Together with members of the management team, Clarence takes time to interact with members of NPASU over various activities. Members of the management team also actively participate in NTUC-initiated activities such as the May Day Rally, the National Day Observance Ceremony and the HR Leadership Seminar.

Under his leadership, the labour-management relations between the polytechnic and NPASU have grown in strength and reach new heights.

*Nominated by Ngee Ann Polytechnic Academic Staff Union*

## MEDAL OF COMMENDATION AWARD



### CLARENCE YEO

In his bid to pursue a meaningful and constructive relationship with the union, the Commissioner of ICA has put in place a number of structures.

Clarence has been the Commissioner of the Immigration & Checkpoints Authority (ICA) since September 2010 after his previous appointments of Deputy Commissioner (Policy & Administration) and Deputy Commissioner (Operations).

Clarence's career in ICA has been an extensive one with 27 years in service, rising up the ranks since joining as a Senior officer in 1990.

He is a strong believer in unionism and supports membership for all eligible staff. He works closely with Amalgamated Union of Public Employees (AUPE) to promote harmonious labour-management relations and has put in place structures to facilitate meaningful engagement.

Given ICA's 5000 plus headcount, The People Relations Committee (PRC), with representatives from the management and union meet quarterly to gather feedback and address operational staff issues. The PRC is able to

resolve most of the matters on an operational level in a timely and efficient manner before it gets worse.

Clarence ensures that AUPE is engaged early and duly consulted on initiatives affecting staff. For example, the new skills-based allowance introduced in 2017 for ICA officers is an outcome of such engagements. The allowance is for officers to remain competent and up to date in their skills.

ICA and AUPE also work hand in hand to manage officers' grievances and where possible, ICA helps direct them to AUPE if they need more assistance. Union representatives are invited to ICA's Annual Corporate Planning Seminar and other social/recreational functions to further strengthen the bonds.

ICA supports conferences and training organised by the union by releasing officers from their work duties to attend these.

Clarence is known for being a leader with a heart for his officers. His quest has always been to create a happy and healthy work environment, where workers will have ample opportunities to learn and develop themselves and have a purposeful career.

*Nominated by Amalgamated Union of Public Employees*

## MEDAL OF COMMENDATION AWARD

Denis is one who demonstrates the very essence of his company values through his actions and practices to the benefit of workers.

Denis has played a pivotal role as a member of the senior management in SATS Ltd. He ensures that management and Singapore Airport Terminal Services Workers' Union (SATSWU) have a tight and cordial relationship in the interests of workers.

He places emphasis on service excellence and welcomes feedback from the ground to continuously make improvements. In addition, he also opens and holds several discussion platforms, including skip-level meetings, operations meeting and union meetings to stay abreast of the issues on the ground. An example is the monthly Workplace, Safety and Health meeting where the union is invited to provide inputs from staff as he believes that all parties have a part to play in ensuring a safe working environment.

Denis practices an open-door policy, with staff approaching him whenever there are issues which need to be addressed. He keeps communication channels open and is ever-ready to lend a listening ear to staff whenever required, thus earning their trust and forging a strong bond between the management and staff.

Ever-concerned for staff's well-being, Denis never compromises on safety and security issues. These are identified and quickly addressed to ensure a safe working environment. He participates, organises and lends strong support to all safety initiatives organised by the company.

A big advocate of change, Denis encourages staff to develop new ideas to enhance productivity and improve operational procedures. He believes that workers have to innovate to keep pace with an ever-changing industry. He understands the importance of providing staff with the appropriate tools to ensure that they are able to perform their job well.

*Nominated by Singapore Airport Terminal Services Workers' Union*



**DENIS  
S. K. MARIE**

## MEDAL OF COMMENDATION AWARD



**EUGENE FIDELIS  
SOH**

There are a few reasons why Healthcare Services Employees' Union (HSEU) has nominated the CEO of Tan Tock Seng Hospital. Among them, he is a firm believer in making sure employees are well taken care of.

Always a keen supporter of good industrial relations, Eugene is a familiar face at annual union-management Chinese New Year gatherings invites the union to join in Tan Tock Seng Hospital's (TTSH) milestone events like Long Service Awards Ceremonies, National Day Observance Ceremonies and Dinner & Dance celebrations.

The Chief Executive Officer of the hospital, he has instituted a culture where feedback is valued, hence making TTSH "a Great Place to Work and a Better Community".

Eugene initiated "8000 Voices", a project to engage and listen from his staff on the ground. He also championed the TTSH Kampung App (a Facebook based application), to provide an integrated platform for staff engagement to strengthen the social fabric at the hospital.

Brother Eugene initiated visits and walkabouts to departments affected during the various outbreaks. For

instance, during the Zika outbreak Micro Lab was activated to extend their work to 24 hours and he personally went down to show appreciation to the staff's dedication. His constant effort has improved TTSH's employee engagement scores and staff retention rate. TTSH was recognised when they were awarded the Aon Hewitt Best Employers award for two consecutive years, the only local healthcare employer who has won the award twice.

TTSH started supporting re-employment to the age of 67 from 1 July 2016, one year ahead of the national implementation. Eugene also personally presents each employee reaching the statutory retirement age with a certificate to show appreciation and to also spur them on into the next lap of their career with the hospital.

Eugene has been a great supporter of the progressive wage model and constantly spurs his management team and staff to do likewise. He initiated the TTSH Patient Service Associate (PSA) Framework which resulted in a progressive career model and an executive level job scale for the PSAs. PSAs are now able to upskill and multi-skill.

*Nominated by Healthcare Services Employees' Union*

## MEDAL OF COMMENDATION AWARD



### FARROCK EBRAHIM

Formerly the General Manager of Jurong Country Club and currently the General Manager of Raffles Country Club, Farrock has always shown a keen interest in promoting the welfare and employability of his employees.

One of his key achievements was his role in ensuring a fair and reasonable retrenchment package for workers after the announcement of Jurong Country Club's closure. In May 2015, the Singapore Land Authority announced the acquisition of the land site of Jurong Country Club to make way for the Kuala Lumpur - Singapore High Speed Rail Terminus. Farrock kicked into action and partnered the Attractions, Resorts & Entertainment Union (AREU) to support the employees throughout the retrenchment process.

On top of ensuring a reasonable compensation for all the affected employees, Farrock went above and beyond industry practice to upskill and improve the workers' employability to help them in their future employment.

Under his guidance, the management team worked together with the union and jointly organised an exclusive 3-day job fair, personalised career coaching sessions, training courses

and staff appreciation events at the Club's premises. These initiatives helped make the job search for the affected employees easier, as prospective employers were brought to the workers and interviews were conducted onsite.

In addition, employees were also given the opportunity to sign up for training courses if they wished to. As part of the retrenchment package, a training fund was made available for each of affected employee for their training needs.

Since the announcement of the land acquisition in May 2015 till the closure of the Club's facilities in December 2016, Farrock made it a point to reassure and update the employees periodically through the joint union-management communication sessions. He also agreed that employees should be given one year free union membership so that they could continue to enjoy the privileges and insurance coverage even though they were no longer with the Club.

Under his stewardship, the human resource team also worked closely with union leaders and made efforts to build and maintain good bipartite relationship. For his efforts, AREU is proud to nominate Farrock Ebrahim for the NTUC May Day Medal of Commendation award.

*Nominated by Attractions, Resorts & Entertainment Union*

## MEDAL OF COMMENDATION AWARD

He walks the talk and has chalked up many milestones in his relationship with the union and the Labour Movement. Read to find out more about Seow Hiang...

As the Chief Executive Officer for Changi Airport Group (CAG) since its corporatisation back in 2009, Seow Hiang has made it a point to ensure that the organisation's labour management relations are cordial and professional.

The consultative approach towards industrial relations is evident in all areas of manpower-related policy matters.

His priorities include effective employee engagement and people development, always putting his people first in many of CAG's policy decisions. He is also the driving force behind the many different initiatives that support corporate social responsibility.

With an ever-ready smile on his face and a warmth to his demeanour, Seow Hiang continues to be an inspiration, charismatic and approachable to anyone who comes by his way.

*Nominated by The Singapore Manual & Mercantile Workers' Union*



LEE  
SEOW HIANG

## MEDAL OF COMMENDATION AWARD



ONG  
**KHIAW HONG**

The driving force behind the formation of an in-house union in IRAS, Khiaw Hong has played a key role in building a strong and collaborative union-management relationship.

The former Inland Revenue Authority of Singapore (IRAS) Deputy Commissioner (Corporate Services Group), Khiaw Hong is a strong advocate for the close partnership between management and the union in IRAS. Back in 1993, he facilitated the formation of IRAS' in-house union called the IRAS Staff Union (IRASSU). He has been contributing to IRASSU's growth over the past two decades, and working with IRASSU to develop staff, and improve organisational productivity.

He has championed various programmes to raise staff competency, enhance performance-based reward system and streamline work processes for improved efficiency. The Lifelong Employability Training Grant Scheme is one programme that IRAS and IRASSU introduced as early as 2009, in support of the national direction on re-employment for mature workers, by providing funding for staff to pursue non-work related courses to boost their employability. Together with the SkillsFuture credits introduced by the

Government in 2016, IRASSU members now have two schemes to boost their employability.

The Family Care Time-Off and the comprehensive health screening scheme are yet some examples that show the importance of work-life culture and staff well-being in IRAS.

Under Khiaw Hong's leadership, several initiatives have also been implemented to support the Union's role in IRAS. For example, a framework is in place to ensure that contributions by unionists in union work is taken into consideration in their annual work appraisals; interaction time is set aside for IRASSU to promote union membership among the new hires, etc.

The many progressive HR initiatives made available to staff and the number of HR benchmark awards and practices reflect the emphasis IRAS and IRASSU placed on Union-Management collaboration. That IRAS people have been able to continuously challenge the status quo, learn and relearn to adapt to changes bear testimony to IRASSU's role as a responsive and effective union in IRAS' journey towards organisational excellence.

*Nominated by Inland Revenue Authority of Singapore Staff Union*

## MEDAL OF COMMENDATION AWARD

His latest move was to give recognition to the National Transport Workers' Union (NTWU) in representing Jurong Port professionals, manager and executives (PMEs), among other initiatives. Read to find out more.

Since Boon Hoe took over the helms at Jurong Port as the Chief Executive Officer, he has been a keen supporter of the union and recognises the role it plays in representing workers. So much so that in addition to representing the rank-and-file workers at Jurong Port, he recently accorded recognition to NTWU to represent Jurong Port's PMEs. Under his guidance, the branch committee has also been given a space to reopen the union office within the port.

Always armed with a warm and friendly smile, Boon Hoe has connected and built rapport with his staff through transparent communication platforms such as town hall meetings, skip-level sessions, as well as 'Fridays with CEO', where he meets staff from various departments. He uses these opportunities to hear from the ground and, with their feedback, to improve work processes and address staff concerns effectively.

He is a strong believer in establishing and maintaining efficient and safe operations at the port. This drives him and his leadership team to continuously look towards improving staff competency. Even though the economy has been uncertain lately, Boon Hoe has supported the Human Resources department to enhance training initiatives for staff to stay ahead of the curve and be future-ready.

This commitment was further highlighted on 20 January 2017, when Jurong Port Academy was launched to provide training for both employees and the stevedore partners. Advocating innovation and productivity, Boon Hoe's team and the union have worked hand in hand on many labour relation issues including the implementation of a competency-based career progression model that embraces skills upgrading, progressive wage philosophy and most importantly, builds a rewarding career for employees.

*Nominated by National Transport Workers' Union*



OOI  
BOON HOE

## MEDAL OF COMMENDATION AWARD



**RONNIE  
TAY**

What makes National Environment Agency's (NEA) Chief Executive Officer special? He has continued the excellent work of his predecessor to redesign jobs and help workers be more productive and earn a better salary.

Since becoming the new Chief Executive Officer of NEA, Ronnie has continued to foster the strong partnership between Amalgamated Union of Public Daily Rated Workers (AUPDRW) and the agency to further improve the welfare of about 600 daily-rated employees.

Under phase two of NEA's job redesign process, the company created a career progression pathway by adopting NTUC's Progressive Wage Model. The cleaners' job scope was enlarged to include roadside and drain cleaning. About 250 cleaners got a 4 per cent adjustment in their basic monthly salary. They were also given opportunities to upgrade, learn to operate equipment and progress to become a team leader or supervisor. Additionally, nine workers from the incinerator plants were upgraded.

From the vector control workers group, another 240 workers will have the opportunity to go through the progression

pathway, after the completion of the job redesign process. The upgraded workers can expect a minimum of 7 per cent adjustment to their monthly basic salary and they can get higher increments under the new salary range. For the period 2013 to 2016, the daily-rated workers were able to increase their earnings by at least 20 per cent.

Ronnie also supported AUPDRW's cause to help members' children in their education pursuits by making contributions to the bursary awards on behalf of NEA.

The "Cycle Safe" programme which he piloted also aims to educate workers on the importance of road safety. Some 73 workers have participated in the pilot runs. He also supported the partnership with AUPDRW to organise NTUC SkillsFuture Connect Workshop for all the workers. So far, three out of five sessions have taken place, with 300 workers benefiting.

Ronnie Tay continues to engage AUPDRW with a genuine passion to ensure daily-rated workers' welfare is taken care of.

*Nominated by the Amalgamated Union of Public Daily Rated Workers*

## MEDAL OF COMMENDATION AWARD



### SABRINA LOI

Through her authentic and collaborative leadership style, beliefs and devotion, the Institute of Technical Education (ITE) has enjoyed a successful transformation of its organisational and staff capabilities and culture. Meet Deputy CEO Sabrina.

Deputy CEO (Corporate) of ITE, and the Secretary of ITE Board, Sabrina has played a leading and pivotal role in building an excellent partnership, collaboration and trust with its two staff unions – the Union of ITE Training Staff (UITS) and ITE Staff Branch (ITESB) of Amalgamated Union of Public Employees (AUPE)] – over the past two decades.

Sabrina personally engaged and partnered the unions and staff on leading change in ITE and the strategic transformation of capabilities through five-year roadmaps. She is open, and believes in and trusts the union leadership to work with management to achieve ITE's mission, vision and values for both staff and students' success. The honest communication with the ITE Staff Unions led to ITE winning the 'Leading HR Practices in Employee Relations & People Management Award' by the Singapore HR Institute in 2014. The award recognises ITE's successful programmes and systems, which promote intra- and inter-relationships between and among employees, employer and the union.

Sabrina's enlightened leadership has enabled ITE to openly engage the unions as strategic partners in policy changes and practices that impact staff. Some of the initiatives they worked on included strategic roadmaps, staff compensation and total rewards reviews, re employment policies and practices, capability and professional development of staff and employees' well-being.

Guided by her, ITE management and unions enjoy excellent team bonding and camaraderie, fostered through the Annual Management-Union Games and ITE Board of Governors-Union Golf Friendly. Since 2015, ITE, UITS and ITESB (AUPE) have collaborated to better prepare and engage staff for meaningful re-employment through the Retirement & Re-employment Preparation Programme for retiring staff and supervisors. ITE also sponsored two UITS officials for the Diploma programme in Employment Relations offered by SIM University and the Ong Teng Cheong Labour Leadership Institute.

*Nominated by the Union of ITE Training Staff and ITE Staff Branch of Amalgamated Union of Statutory Board Employees*

## MEDAL OF COMMENDATION AWARD



TAN  
HOCK GUAN

Encouraging more women to return to work, caring for staff's well-being and a commitment to work-pro programmes – these are just some of the many things that define Hock Guan.

Nestle Jurong's Factory Manager Hock Guan has consistently been a big believer in tripartism and a staunch supporter of strong industrial relations. Over the past years, he has collaborated closely with the union through quarterly meetings and by tackling worker-centric initiatives.

While focused on driving and achieving many business KPIs for the Nestle Jurong Factory, Hock Guan never loses sight of the people who work with him.

A familiar face around the factory, he is well-known for being concerned about the staff's mental well-being, physical health and recognising contributions and rewarding hard work. Not only has this resulted in a motivated and committed workforce, it has also led to Nestle Jurong being one of the best-performing Nestle factories regionally.

Production operators and technicians are the key positions which are the most sought-after in the food manufacturing industry. However, Singaporeans typically shun such jobs due to perceived lower salary scales and longer working hours. Hock Guan and his management team tackled these perceptions by working closely with the Food, Drinks and Allied Workers Union (FDAWU) and NTUC's e2i (Employment

and Employability Institute) in a bid to hire more locals. One initiative was the identification of several female-friendly positions, which led to the hiring of more female staff and encouraging more women to return to the work force.

Hock Guan is also deeply committed to work-pro programmes. He has explored job redesigning and identified training needs to help foster an age-friendly workplace. In order to enable his staff to undertake higher value-add tasks, Hock Guan also looked into technology investment. Workforce development is a continuous journey and he works closely with the union to address employment issues for citizens and migrant workers alike.

With the recent renewal of Nestle Singapore's Collective Agreement, Hock Guan and his management team sought advice from the union on incorporating a progressive wage model, adjusting the salary scale and creating higher-value positions for a clearer career progression. As part of Nestle's efforts to motivate workers to upskill, the Collective Agreement also provides for a monthly education allowance ranging from \$100 to \$400. This is awarded to workers who have attained Higher Nitec, a recognised diploma or a degree.

Hock Guan has also demonstrated his support towards best-sourcing by awarding security contracts based on performance and quality, and selecting security companies which takes care of the employment rights of its guards.

*Nominated by the Food, Drinks and Allied Workers Union*

## MEDAL OF COMMENDATION AWARD

### TEO SIONG SENG



There are many reasons this man is the recipient of the award, but here are a few key ones – helping to build a strong Singaporean maritime core and preserving excellent management–union relations.

Siong Seng started his shipping career with Pacific International Lines (PIL) in October 1979 after graduation and was appointed Managing Director of PIL in 1992.

He continues to play an active role in promoting the maritime industry, serving as Chairman of Singapore Maritime Institute Board of Directors and Governing Council, and The Standard Club Asia Ltd. He served as President of Singapore Shipping Association, and also as Nominated Member of Parliament.

Siong Seng and the Singapore Maritime Officers' Union (SMOU) share a very close relationship that has taken years to build and nurture. He has always made an effort to visit and meet the union to build a better understanding.

He is a very strong supporter of the Singaporean Core, especially in the union's training initiatives that include

the Tripartite Nautical Training Award (TNTA) programme since 2010 and Tripartite Engineering Training Award (TETA) programme since 2016. These programmes train Singaporean cadets to be deck officers or marine engineers respectively. His support of the programmes has not only given these Singaporeans a second chance to earn better wages and lead better lives, but also help to strengthen the Singaporean Core in the maritime industry.

Siong Seng is also a genuine supporter of SMOU's Singapore Maritime Training Fund; there is a PIL representative in the Advisory Committee which promotes collective training and skills upgrading for seafarers.

PIL was a recipient of NTUC's Plaque of Commendation in 2008. Under Siong Seng's leadership, PIL continues to play an active role in tripartism, promoting harmonious industrial relations and also contributing to the NTUC Education and Training Fund, as well as the U Care Fund to better workers' lives.

*Nominated by Singapore Maritime Officers' Union*

## MEDAL OF COMMENDATION AWARD

With Terence giving the thumbs up, the union successfully signed its first ever Collective Agreement with SMU in 2016.

Terence is the Vice President, Human Resource and Faculty Administration at Singapore Management University (SMU) and oversees the union-management relations with the Education Services Union (ESU).

Terence has been deeply involved in working closely with the union to protect workers' welfare. Previously, SMU preferred a Memorandum of Agreement with the union instead of a Collective Agreement (CA). With Terence's endorsement, the union managed to sign its first ever CA with SMU in 2016. This was a major milestone as the CA, which is gazetted at the Industrial Arbitration Court, allows the union to formally represent workers under clauses in the CA. The CA featured industry-leading clauses like two-weeks paternity leave, tuition-assistance scholarship for children of staff, and retrenchment benefits stipulated as one month per year of service, with no cap.

Through Terence, who helped to convince the senior management to be forward-looking in terms of re-employment practices, the CA locks in good re-employment practices that mirror the prevailing tripartite guidelines. Currently, SMU is a first-mover that provides re-employment of up to 67, ahead of the changes in the law.

SMU is also an avid supporter of the Labour Movement's initiatives as it helped to host and support NTUC's U Associate Future-Ready Forum programme. SMU was also a previous winner of the "Best Companies for Mums" award in 2013, as a recognition of their efforts in making Flexible Work Arrangements work for their employees.

*Nominated by Education Services Union*



**TERENCE  
TAN**

## MEDAL OF COMMENDATION AWARD

His strong working relationship with the union has resulted in many positives. Meet Keng Soon, Director of Corporate Development with PUB.

Keng Soon has always taken all the right steps to be a good management partner to the Public Utilities Board Employees' Union (PUBEU). He is known for his ability to engage the union on policy changes and his willingness to understand the issues faced by employees. He works with the union leaders to overcome challenges and difficulties.

Over the years, the Public Utilities Board (PUB) has embarked on technology adoption and innovation for their work processes. Some of these impacted on the work processes for the employees and required mindset change. Keng Soon personally engaged the union leaders very early, and effectively addressed their concerns.

His patience also comes through when he takes the time to explain to affected employees the rationale or position of each policy decision taken by the management. This has resulted in greater acceptance and buy-in among the employees.

Keng Soon has partnered the PUB Employees' Union in many worker-centric initiatives like the induction programme and enhancing workers' welfare through issuance and design of new uniforms.

He has been supportive of the union activities and events and is always ready to support PUBEU's membership recruitment exercises for new employees.

*Nominated by Public Utilities Board Employees' Union*



YEO  
KENG SOON

## MEDAL OF COMMENDATION AWARD

A portrait of Yeo Swee Har, a woman with short dark hair and glasses, wearing a light-colored blazer over a white top. She is standing in front of a large window with a view of a city skyline. The window has dark wood frames. The background is slightly blurred, showing a cityscape with various buildings and greenery.

### YEO SWEE HAR

The union and the company share a common goal and that is of improving the welfare and well-being of the workers, says Swee Har.

She walks the talk, discussing and sharing often with the union. Whether it be grievances, Collective Agreement negotiations, initiatives, she is always there in person. Union strength and representation in Parkway Pantai continues to remain strong with Swee Har at the helm of Parkway's HR.

As the VP, Head Human Capital Management of Parkway Hospitals, she is responsible for the HR of the Singapore Operations Division of Parkway Pantai Limited. This includes, Mount Elizabeth Novena Hospital, Mount Elizabeth Hospital, Gleneagles Hospital, Parkway East Hospital and Parkway Shenton network of clinics. She looks after the welfare of 5200 staff.

She and her colleagues believe in training and development, coming up with initiatives to increase the competencies of the staff and supervisors. To date, there

are 1108 supervisor training placements. A Management Associate Programme was also introduced and in 2016, it won 'Best Graduate Recruitment Programme' Bronze at the 2016 Human Resources Asia Recruitment Awards.

Swee Har has been instrumental in directing the policies towards the retirement and re employment of workers in Parkway Pantai. Before news of the legislative increase in re-employment age to 67, the company already took steps to support older workers to continue working beyond the retirement age. Currently, there are 67 employees who are beyond the age of 67. The current company policy allows staff to work up to 70.

She is a strong supporter of national programmes such as the Lean Enterprise Development Scheme (LEDS).

The health of staff is also always on her mind. She initiated the Flabulous Steps Challenge programme that was rolled out in July 2016 to encourage an active lifestyle.

*Nominated by The Singapore Manual & Mercantile Workers' Union*

# PLAQUE OF COMMENDATION AWARD

It may be a small player in the big hospitality industry here, but 30 Bencoolen has come up tops for being age- and worker-friendly.

Formerly known as Bayview Hotel, 30 Bencoolen has a longstanding harmonious relationship with Food, Drinks and Allied Workers Union (FDAWU) since 1991. This has resulted in the union and management working closely over the years to progressively enhance the hotel's work environment and practices.

The hotel has been progressive in terms of age-friendly practices by raising the re-employment age to 67, ahead of changes in the law.

30 Bencoolen also embraced an employee-centric approach when they made the decision to cease operations temporarily in October 2016 to renovate the whole building. Understanding the financial commitments faced by employees, management undertook to pay every worker their salary and to continue their medical and dental coverage during the months of stoppage. This assurance from management gave members much peace of mind and reinforced the commitment and loyalty employees had for the hotel. In anticipation of the re-opening of the hotel in the middle of 2017, the management has plans to equip workers with skills that allow them to work smarter with technology in enhanced roles.

Despite being a small- and medium-sized organisation in the hospitality sector, 30 Bencoolen is regarded as an employer of choice for its many long-serving employees who appreciate the family-like environment and the hotel's sincerity in caring for its workers.

*Nominated by Food, Drinks and Allied Workers Union*



# PLAQUE OF COMMENDATION AWARD

Apart from working closely with the union, Asian Lift is always open to the idea of reviewing policies to ensure fairness to employees.

The Shipbuilding and Marine Engineering Employees' Union (SMEEU) has been enjoying a cordial working relationship with the management of Asian Lift for the past 15 years.

Asian Lift provides many safe and reliable heavy-lift services worldwide and has supported many key jobs to help solidify Singapore's reputation as a world class rigbuilder.

The company takes great pride in their employees who are dedicated and highly experienced. Staff and crew have undergone rigorous training on operational safety guidelines to ensure safe delivery and high quality heavy-lift services. Compromising on safety is not an option, and the company is deeply committed to dedicating resources towards this area.

Asian Lift's management values the loyalty, skills and knowledge that mature workers have and offer re-employment to enable these workers to continue employment without any adjustments to employment terms. They also enjoy annual increments and bonuses, just like other employees.

Asian Lift is forward-looking when it comes to industrial relations. They understand that the demographics of the workforce is changing and agreed with SMEEU to extend the scope of representation by the union to include all executive staff, except senior management and confidential staff, covering more than 80 per cent of their workforce. They also allow managers and executives to stand as union leaders. This progressive outlook allows SMEEU to stay close to the ground on issues faced by professionals, managers and executives. Asian Lift is always open to review policies to ensure fairness to employees and that their lives are impacted positively.

*Nominated by Shipbuilding and Marine Engineering Employees' Union*



## ASIAN LIFT

# PLAQUE OF COMMENDATION AWARD



What are the vital ingredients in developing and sustaining a solid relationship? Just ask Carrier Transicold Pte Ltd and UWEEI, who believe in mutual trust and co-operation.

Both parties recognise the importance of having strong labour-management ties and have a robust relationship. Regular engagements and dialogues with management and workers have led to an inclusive environment; one where feedback is taken without prejudice and where strategic employment decisions are shared and implemented.

The United Workers of Electronics & Electrical Industries (UWEEI) branch officials are respected by both the management and the ground. Management engages them when making important decisions and the employees trust their branch officials' judgement on outcomes.

Management is also very supportive of the union activities within the company. Monthly branch meetings are held to assess any grievances, feedback, current work practices and employee morale, among others. Any issue can be surfaced to the HR department, which will deal with it in an open and professional manner. Annual roadshows are also conducted at the company canteen to encourage more

sign ups and to distribute annual souvenirs. Branch officials are granted time off to help.

In 2016, UWEEI organised a Union Branch Engagement Programme within the company premises on short notice that benefitted 200 Union members.

In late 2014, Carrier made a salary adjustment across the board. The average adjustment each employee received was 9 per cent, with the lower grades benefitting the most.

Collective Agreement (CA) negotiations were settled in a cordial, professional and engaging manner. Carrier showed a willingness to enhance benefits for the employees. Prior to May 2014, only employees of job grades 1 to 4 were rewarded with \$45 attendance allowance. Upon the CA renewal, the allowance was made eligible to all employees from job grades 1 to 9.

Throughout the past years, Carrier has been very pro-active in participating in career fairs facilitated by UWEEI and NTUC's e2i (Employment and Employability Institute). They are also forthcoming with information when NTUC needs to gather data through surveys and other feedback channels.

*Nominated by United Workers of Electronics & Electrical Industries*

# PLAQUE OF COMMENDATION AWARD



**CATERPILLAR**  
ENERGY SOLUTIONS ASIA PACIFIC

**CATERPILLAR®**

Nurturing a mature workforce, career development opportunities and employees' welfare – these are just some of the things that set this company apart from others.

Caterpillar Energy Solutions Asia Pacific Pte Ltd (CESAP), a subsidiary of Caterpillar Energy Solutions GmbH, is part of Caterpillar's Global Power Solutions Division and was established in 1970. The company is responsible for the sales and servicing of gas engines and related parts in Asia.

A highly-skilled and experienced workforce is vital to ensuring that work is efficiently and safely carried out. The retention of mature workers is a priority in CESAP and most of its workforce is aged 40 and above. This has resulted in a successful transfer of knowledge and closing the skills gap within the team. Currently, over a fifth of the entire workforce is made up of re-employed staff.

The company has implemented re-employment up to 67 years of age before it is being legislated, and this was expressed in its Collective Agreement which took effect on 1 July 2015. Employees under reemployment continue to enjoy the same employment terms as before. In addition, medical and dental benefit scheme have been enhanced for employees aged 55 and above.

Offering career development options is an important retention tool at CESAP. With a formalised and transparent career progression structure in place for all employees, supervisors work closely with each employee to chart their intended career path, offering guidance and recommendations on reaching the next rung in the career ladder. CESAP also allocates a yearly budget and five training days for each employee to attend external training for their professional personal development.

The company implemented 'Flexi-Time' to promote work-life balance in 2015 where employees are required to be at work during core working hours of 9.30am to 4.30pm.

Employees are also given six hours' time-off yearly to attend to personal and urgent matters. CESAP organises a wide range of activities to provide team bonding opportunities for its multi generational employees. These include team building activities, company outings, team lunches and workplace health talks, allowing employees to form friendships which result in better working relationships in the office.

*Nominated by The Singapore Manual & Mercantile Workers' Union*

## PLAQUE OF COMMENDATION AWARD

First Security is recognised as one of the first few security agencies to implement the Progressive Wage Model before the 1 September 2016 deadline.

First Security Private Investigation (S) Pte Ltd was unionised on 24 October 2011. Throughout the six years, both Union of Security Employees (USE) and First Security have enjoyed strong labour management relations through regular discussions and active sharing on the security industry.

First Security believes that people form the bedrock of the company and shares USE's belief to safeguard the welfare of the workers. In order to do that, the company holds regular consultations with the union to find out more about the latest developments on policies which may affect workers.

In efforts to safeguard workers, the company negotiated a Collective Agreement (CA) with USE. During the negotiations, the company acted responsibly to better terms and conditions of employment from the existing conditions wherever possible. This has led to an overall improvement in employees' benefits.

First Security's affirmation towards securing workers' welfare is further exemplified by its commitment to invest in technology to complement their jobs and to ensure that tasks can be done in a productive manner. This has reduced the number of working hours for officers and lowered the physical demands of the job where tasks can be outsourced to machines. For example, the company is setting up a new remote command centre to monitor sites so that their officers spend lesser time under the hot sun to conduct security clocking.

First Security volunteered to provide ground information to assist with the union's industry development plans. The company is also open to new ideas on improving the wages and jobs for security officers, and is one of USE's key partners in industry transformation.

The company also pays union membership in full for their security officers and actively encourages their officers to take up union membership.

*Nominated by Union of Security Employees*



# FIRST SECURITY

# PLAQUE OF COMMENDATION AWARD



The Health Promotion Board has diligently identified training to help employees build their skills and competencies to enable them to grow in their career.

Industrial relations in the Health Promotion Board (HPB) has strengthened significantly over the years. Since 2013, members of HPB senior management together with the union officials have met annually at the Union Management Workshop to envision and chart the direction for the labour-management relationship. HPB organised quarterly tea sessions to foster open communications, inviting the union to all its annual promotion ceremonies and company dinners and dances. The strong relationship was demonstrated as the union was invited to share the stage during Town hall sessions to address employee concerns.

A broad spectrum of pro-family policies was implemented, including flexible work arrangements to help employees manage work-life balance. Regular health screening, influenza immunisation and time off to exercise have benefitted many. All eight schemes of service are regularly reviewed to keep pace with the competitive healthcare environment. Jobs are

reviewed to ensure that opportunities are always there to keep employees challenged and fairly rewarded.

HPB management is consistently supportive of union membership growth, inviting the union to conduct quarterly induction talks to new hires and providing an annual union grant. Time is also given to union leaders to engage members regularly through membership roadshows and other activities.

The HR Department has diligently identified training to build on employees' skills and competencies to enable them to grow in their career and employability. Many employees have also benefited from unrecorded exam leave and have been rewarded for completing approved courses.

The senior management team has also engaged the union and shared plans for outsourcing initiatives to assure the welfare and job security of the employees in the outsourced department will be adequately taken care of in their new roles.

*Nominated by Amalgamated Union of Statutory Board Employees*

# PLAQUE OF COMMENDATION AWARD



International Enterprise (IE) is driven by several core values but one that stands out is its belief in being a talent developer committed to unleashing the potential of its diverse talents.

IE has always encouraged IE-Amalgamated Union of Public Employees (AUPE) Branch Committee Members to go for union-related training, particularly courses which help them acquire leadership and counselling-related skills. It recognises that such training enables the committee to better serve their members. Union membership from IE Officers have been consistent, thanks to active efforts from IE-AUPE Branch Committee to drum up union awareness. New hires are also told about the union during their induction programme. There is also a dedicated resource page in IE's intranet to share information about IE-AUPE Branch.

The training programmes for IE's support staff are well-balanced and go beyond functional skills. IE firmly believes in helping its support staff to be future ready and have continuously introduced courses focusing on soft skills. These include visual communication and problem solving, self-awareness, EQ for effective interpersonal relationships and also how to work effectively with Supervisors.

IE further extends this strong partnership to AUPE and this is exemplified through proactive communications on key changes in re-organisation, and compensation and benefits. Not only does this help AUPE understand the rationale for change, it also allows IE to work with AUPE to address areas of concern from staff.

In the area of re-employment of older workers, IE is in fact ahead of the Government's 1 July 2017 legislation to raise re-employment age cap from up to 65 to 67. It has re-employed Officers beyond age 65 since 2012.

IE also prides itself on family-friendly policies. For example, the organisation has staggered start work hours, and allows work-from-home arrangements. Its Workplace Health Promotion (WHP) activities are always a hit with staff, ranging from "Eat with Your Family Day" to "Movie Screenings". IE also introduced Birthday Leave in 2016, where staff enjoys an extra day's leave during their birthday month. This comes with a personally signed birthday card from the Chief Executive Lee Ark Boon.

Last but not least, IE celebrated successes with its three support staff, who are also union members, when they were awarded the National Day Efficiency Medal one each year from 2012 to 2014.

*Nominated by Amalgamated Union of Public Employees*

## PLAQUE OF COMMENDATION AWARD

In a restructuring exercise that was inevitable due to business performance in 2015, both the company and the union worked closely to ensure that an amicable settlement was secured for the affected workers.

Kaneka Singapore Co (Pte) Ltd joined Chemical Industries Employees' Union (CIEU) as a unionised company on 16 February 2001. Through the 16 years, both Kaneka and CIEU have fostered and built up a strong partnership and stable industrial relationship.

Both company and union also review employee benefits constantly during the renewal of the Collective Agreement that covers majority of the bargainable workforce in the company. For example, the company adopted a number of improvements proposed by the union with regards to employment terms for their re-employed staff.

In preparation for the renewal of the agreement in 2017, Kaneka will work on restructuring their salary scale in order to remain competitive in terms of manpower attraction and retention.

In terms of the wage model, Kaneka believes in grooming and promoting talents from within rather than to recruit from external sources. In 2015 and 2016, the company further expanded the positions available with the appointment of two Chief Technicians, and with the intention to groom them for leadership positions.

The company also boasts career progression to executive roles, given the individual's capabilities and internal opportunities. Six out of nine executives in the Production Department were promoted from rank and file staff.

In recognition of the good work by the union, the company also pledged to contribute to a special Branch fund that will be channelled towards additional benefits for union members.

*Nominated by Chemical Industries Employees' Union*



**KANEKA**  
SINGAPORE CO. (PTE) LTD

# PLAQUE OF COMMENDATION AWARD



KONE has taken great efforts to ensure it has a professional and mutually-beneficial relationship with the union – so that employees are well-taken care of and the company progresses.

KONE genuinely listens to its employees. In May 2015, the company worked with the then-Workforce Development Agency (WDA) and Singapore Industrial & Services Employees' Union (SISEU) to implement flexible work arrangements with staggered working hours and work outside office, benefiting 100 employees through the WorkPro Work-Life Grant. KONE also tapped on the U Flex Family Friendly Grant in July 2015 to introduce two days of family care leave to over 300 employees.

The flexible benefits scheme was enhanced from \$300 to \$500 per year to include coverage of children and spouses for medical treatment and medical insurance premiums. There is also a scheme in place to reward with shopping vouchers for employees who provide constructive workplace improvement suggestions. KONE partners SISEU on regular roadshows to share on both NTUC and SISEU recreational and social benefits.

Health and well-being of its employees have always been the cornerstone of KONE. In January 2017, the company enhanced its Group Hospital and Surgical insurance annual coverage from \$18,000 to \$25,000 per employee and specialist treatment benefit was increased from \$500 to \$1,000 yearly per employee.

In line with NTUC's initiative to advocate lifelong learning, KONE, NTUC's e2i (Employment and Employability Institute) and SISEU organised workshops, reaching out to over 100 employees in October 2016. Participants had a chance to do a profiling test to help them to select the relevant SkillsFuture courses for upgrading. In terms of productivity, the company equips its technicians with the latest smartphones and mobile applications to enable prompt delivery of quality maintenance service. With safety as the main priority, the smartphone applications are able to detect any long duration of inactivity of technicians while on site deployment.

In support of the tripartite efforts to enhance employability of mature employees, KONE formalised a retirement and re-employment policy in the Collective Agreement with SISEU in March 2015, which was ahead of the legislative amendments specifying re-employment up to age 67. A Memorandum of Understanding was also inked on 30 March 2016 by both parties for limited representation of executives and engineers. KONE also worked with e2i on Place and Train programmes and participated in job fairs organised by the Building and Construction Authority in its bid to maintain a Singaporean core workforce.

KONE actively contributes to tertiary education curriculum development through dialogues with e2i and BCA, ensuring the industry workforce constantly possesses relevant skills and knowledge. The management adopts a proactive and consultative approach with SISEU in resolving industrial relations matters.

*Nominated by Singapore Industrial & Services Employees' Union*

# PLAQUE OF COMMENDATION AWARD



NTUC Health and HSEU have been working closely over the years, all in the interest of the employees.

With its forward-looking management and commitment to its employees, NTUC Health is a valued partner of Healthcare Services Employees' Union (HSEU).

Over the years, NTUC Health has been making progressive reviews to the lower wage employees' salary ranges, in line with the National Wages Council recommendations. It has also extended the scope of coverage in the Collective Agreement to cover Executives.

In creating a more conducive working environment for its employees, NTUC Health has committed to working closely with HSEU to develop frameworks for career development along with wage progression. In addition, NTUC Health has endeavoured to provide flexible work arrangements to employees to encourage work-life harmony while maintaining operational efficiency and workforce productivity.

As a strong advocate for evergreen workplaces, NTUC Health has been proactive in offering re-employment contracts to mature employees. Aligned with the re-

employment guidelines, NTUC Health offers a five-year contract for mature employees turning 62. NTUC Health also prides itself as an organisation that offers re-employment to all staff reaching the statutory minimum retirement age.

NTUC Health actively supports HSEU's membership recruitment efforts. HSEU has been given the time and opportunity to share about union membership during the monthly new staff orientation. In addition, ad-hoc recruitment drives are also arranged for existing staff across the business units.

Furthermore, NTUC Health incentivises staff to sign up for union membership with a \$50 subsidy reimbursement and an additional \$40 subsidy for members who stay healthy for the calendar year.

For the lower-income members, NTUC Health contributes annually to HSEU's Bursary Awards targeted at helping these members defray expenses for their school-going children and to encourage the awardees to strive for better academic performance.

*Nominated by Healthcare Services Employees' Union*

# PLAQUE OF COMMENDATION AWARD



Working closely with AREU, The American Club has created a nurturing working environment for all its employees.

The American Club shares a harmonious and close working relationship with the Attractions, Resorts & Entertainment Union (AREU). This has enabled both parties to work closely together to enhance the welfare and the well-being of the employees.

Always an ardent supporter of the Labour Movement's initiatives, the Club first embarked on the Progressive Wage Model journey for their service and kitchen staff back in 2013. To up the productivity of the workers, they also tapped on the Inclusive Growth Programme (IGP) for their table-tracking system and self-help kiosk in 2015. The management believes that efforts in productivity is an ongoing process and more initiatives will be rolled out when the new developments at the Club is ready.

The Club is also willing to share their best practices with other management partners to illustrate how the various grants and technology improvements have helped them remain competitive in the industry. Recently, the management of the Club hosted a learning journey for other management partners of AREU and showcased its IT system which has helped the Club served their members

better through data analytics. The system has also enabled employees to have easy access to key information such as how the Club has fared operationally so that everyone has a clear idea of its performance.

In terms of re-employment, The American Club had already committed to re-employ workers up till the age of 67 back in 2014, ahead of the upcoming legislation. In addition, they engage their employees 12 months ahead of the re-employment date, so that proactive plans can be made and the individual can have peace of mind for their job prospect.

The Club upholds good industrial relations practices by collaborating with the union on improving employees' working terms and conditions. The management also proactively discusses with AREU on employee and work-related issues. It also supports AREU's recruitment efforts by encouraging employees to attend engagement sessions organised by the union. As a result, union membership for the Branch has grown steadily over the years.

All these progressive employment practices have helped create a nurturing working environment within The American Club – workers feel appreciated, resulting in a higher staff retention rate.

*Nominated by Attractions, Resorts & Entertainment Union*

# PLAQUE OF COMMENDATION AWARD



**WEISHEN**  
INDUSTRIAL SERVICES  
PTE LTD



Apart from running a successful business, Weishen's main mission is to ensure its cleaners and workers have a better life and respect.

Weishen Industrial Services Pte Ltd (WIS) has been unionised under the Building Construction And Timber Industries Employees' Union (BATU) since July 2010. Weishen and BATU share a close knitted labour-management relations; the company has worked closely with the union and NTUC U Care Centre (UCC) on various programmes for their cleaners.

The company provides commercial, industrial, conservancy cleaning services, in addition to other facilities' management services and employs about 2,480 workers who are local and foreign.

All the company's resident cleaners numbering about 1,421 are on the Progressive Wage Model. The company believes strongly in supporting workers' upskilling to increase their productivity levels.

With workers at Weishen being mainly mature, the company invests heavily in technology, research and development, and automation to lighten the reliance on manual labour and

to increase productivity of its cleaners. For instance, they have an autonomous robotic scrubber and human traffic monitor which help in deploying cleaners more effectively when the volume of human traffic is high.

It has embarked on the Inclusive Growth Programme (IGP), administered by NTUC's e2i (Employment and Employability Institute), at some of its cleaning contracts' sites over the years.

The company further demonstrates their sincerity in improving workplace conditions by committing to enhance their terms and benefits for workers in their first Collective Agreement, above what is stated in the Employment Act. For example, employees are given better annual and compassionate leave and medical benefits as compared to market practices. This is a significant leap for a cleaning service provider in the cleaning industry where most companies provide minimal benefits for cleaners.

Weishen is now in talks with various members of the Labour Movement family such as U SME, NTUC's Women and Family Unit and e2i, to embark on flexible work arrangements for their workers.

*Nominated by Building Construction And Timber Industries Employees' Union*

## PARTNERS AWARD WORKING PEOPLE'S ADVOCATE



CHEN SINA  
ROSANNA

“In all my interactions through the various NTUC channels, I know that I am helping the Labour Movement make the lives of others better. And by making the lives of others better, I also feel my life is better,” says HSEU Branch Committee Member Rossana Chen.

It was through her frequent travels around the region to conduct courses that Rossana came to realise how fortunate Singaporeans are to live in a stable and safe country.

The former regional coach manager was unfortunate enough to experience several incidents at the airports of different countries where she was detained for no reason and had to find a creative way out.

She explained: “I enjoyed the exposure in my early years. When we are always in Singapore, we only see what’s here. But when I went overseas, the moment you reach the airport, you can see that other countries are not as lucky as us.”

Despite how lucky Singapore already is, she wants to make the whole country even better.

The 32-year-old, currently a healthcare administrator, said that working around the region for six years has helped her gain different perspectives on life. She added that the job nurtured her to be who she is now – an advocate of the Labour Movement.

Rossana may be a newbie in the Labour Movement, but she has achieved many things in the past three years. Her footprint spans the Healthcare Services Employees’ Union (HSEU), Young NTUC, NTUC’s Women and Family Unit, U PME and the International Affairs Department.

From helping to organise and facilitate events to advocating issues faced by working people and volunteering as a career coach with U PME, Rossana has touched many lives with her dedication and commitment.

As a branch committee member of HSEU, she regularly organises PME conversation sessions with her branch members.

At Young NTUC, she is a member of Young NTUC Think Tank, an affinity group that discusses national and societal issues faced by working youths and provides possible solutions.

She recently stepped into international union work and attended a conference on women’s rights by the International Labour Organization in 2016, where she learnt more on women in leadership, collective bargaining and gender equality.

“It is a very meaningful journey because it makes a difference to others. In all my interactions through the various NTUC channels, I know that I am helping the Labour Movement make the lives of others better. And by making the lives of others better, I also feel my life is better,” said Rossana.

*Nominated by NTUC Youth Development Unit.*

## PARTNERS AWARD WORKING PEOPLE'S ADVOCATE



**EDMUND  
TOH**

“We hope that this recognition will inspire more chefs to stay in the profession, do more for the country and give back to the community,” says Singapore Chefs’ Association President Edmund Toh.

The year 2016 was a golden one for Singapore after Joseph Schooling won a gold medal for swimming in the Rio Olympics. But he shares the limelight and honour with the chefs from the Singapore Chefs’ Association (SCA) who won two gold medals at the Culinary Olympics in Germany, beating 32 other national teams.

This achievement is a testament to SCA’s partnership with NTUC’s e2i (Employment and Employability Institute), which started two years ago.

The man in the centre of it all is SCA President Edmund Toh, who led and mentored the National Culinary Team to victory.

“Both SCA and e2i share the same objective, which is grooming both younger generation and established chefs, and give them new skills,” he said.

As the culinary director for Rasel Catering Singapore and Purple Sage Group Pte Ltd, and Chef Consultant for Sapling – the training restaurant for Shatec Institutes, grooming the younger generation of chefs is something Mr Toh personally takes pride in.

Currently, over a third of SCA’s 800 members are young chefs aged 25 and below, and he has been a mentor to many of them. Mr Toh also explained that learning in the classroom is not the same as being mentored by a professional chef.

He added: “These young chefs can come back to their workplace and display their skills and techniques learned from their mentors.”

The collaboration between SCA and e2i was a pivotal platform that allowed the younger and existing pool of local chefs to advance their craftsmanship through competing on the global stage or via skills-related educational programmes, especially amidst the focus of SkillsFuture.

“We sent the junior national team to the Culinary Olympics last year to gain more exposure and experience. We also sent another young team, who later became champions at the Alen Thong Young Chefs Golden Coffee Pot Challenge in Abu Dhabi in December 2016,” said Mr Toh.

SCA and its members have also been working closely with e2i’s network of partners in the food and beverage industry.

Mr Toh explained: “SCA has three kinds of chefs – professional, pastry and young. For example, if any of e2i’s partners need a pastry chef, one of our SCA members can help the partner out.

“Our young chefs can come in and provide services to events, which helps them to learn along the way. This also makes the community more vibrant.”

Since SCA’s collaboration with e2i, more than 600 chefs, small- and medium-sized enterprise workers and Food, Drinks and Allied Workers Union members have benefited from the masterclasses curated by SCA and supported by e2i.

He said: “We hope that this recognition will inspire more chefs to stay in the profession, do more for the country and give back to the community.”

*Nominated by NTUC’s e2i (Employment and Employability Institute)*

## PARTNERS AWARD WORKING PEOPLE'S ADVOCATE

### JUSTIN TEH



“We wanted a union for the future. As we are all freelancers, the best thing forward was an association to build a community,” says Justin, President of the Sports Coaches Association of Singapore.

When Justin decided to make a career switch from teaching to freelance sports coaching 11 years ago, there were very few resources on continuing education and training he could tap on.

There was also no voice for freelance coaches. In 2013, Justin, now 44, began active efforts to build a united movement of freelance sports coaches.

“We wanted a union for the future. As we are all freelancers, the best thing forward was an association to build a community. We try to fight for things like fair contracts, professionalising the job and making it sustainable, because for freelancers, the payment is very erratic,” explained Justin.

With the support of U FSE, the Labour Movement’s initiative to represent freelancers and the self-employed, Justin gathered a team of like-minded coaches of different sports to set up the Sports Coaches Association of Singapore (SCA) in 2015, a first of its kind inclusive association for sports coaches in Singapore.

“U FSE guided us on how to formalise the association. They also provided us with a lot of administrative support and advised us how to bring about our ideas in a cohesive manner in our meetings with the Ministry of Education (MOE) and Sport Singapore,” added Justin, who helms the association as President.

His hard work paid off. In just two years, Justin has initiated ongoing improvements to coaching contracts with MOE which is the biggest buyer of sports coaching services in Singapore.

Justin has also enhanced coach members’ employment and employability through securing training and professional development support.

“Hopefully by the time I retire, the next wave of younger coaches who come on board will have a better environment to work in so that people who love coaching don’t have to drop out because of financial issues. They can continue to do what they love,” said Justin.

Next on the cards: building up the association’s membership base of 200 to nearly 2000 coaches. For this, Justin hopes to tie up with Sport Singapore’s National Registry of Coaches to broaden SCA’s outreach.

*Nominated by U FSE (Freelancers and Self-employed)*

## PARTNERS AWARD WORKING PEOPLE'S ADVOCATE

### LEONG WAI KIT



Through being fair and truthful with every story he tells, Channel NewsAsia journalist Wai Kit hopes to create a better society.

Be truthful and accurate; be independent; be fair and impartial; be humane; and be accountable – these are some of the principles that are drilled into the minds of all young journalism school students before they embark on a career that lets them tell stories that create impact and make a difference in the world.

For Wai Kit, 38, a senior reporter at Channel NewsAsia (CNA), these principles are his daily mantras.

“I try not to lean towards one aspect of the reporting,” he said, “because if I do then I won’t come across as fair ... I try not to think on behalf of a certain body. Let’s say when I’m getting a union’s point of view, I’ll step out to also get a private company’s point of view. One thing is standard – whatever you do will affect peoples’ lives. Even if it is a negative story, I’ll try to balance it with a positive side.”

Even as a cub journalist at his first job in NTUC Media in 2006, Wai Kit knew that he wanted to write stories that had an influence on society.

“When I was working for Lifestyle magazine in NTUC Media, I dabbled a lot on issues such as elderly depression, teenage suicide and volunteerism. The editors allowed us to write stories we felt were important. It brought me closer to wanting to help society. I believe regardless of the avenue or platform,

you will still make a difference if you put your whole heart to it,” said Wai Kit.

Wai Kit’s passion for making a difference in society has not waned since cutting his journalistic teeth at his first job. Today, his byline can be found on the current-affairs news all across the CNA platform that reaches 28 territories across Asia, generating the impact he desires.

Touching on Wai Kit’s work, the Union of Security Employees said that his reporting on the private security industry has resulted in a bigger discussion amongst the stakeholders on how Singapore’s security can be further supported. It added that his balanced approach, paired with CNA’s extensive coverage, has also given a better overall picture of the challenges and developments of the industry, and how workers are impacted.

On the subject of the private security industry, Wai Kit said: “All stories are important, but the security industry to me is important because of my interest in it. When you’re interested in a topic, it spurs people to think and the message gets across more beautifully if you believe in it. Today, the buzzwords are terrorism and vigilance, and I think it is important for Singaporeans to not be too complacent with our security landscape. More respect for our security officers is also something I hope to create through my stories. I wish to tell the masses that regardless of which position you are in society, everyone is contributing and playing their part.”

*Nominated by the Union of Security Employees*

## PARTNERS AWARD WORKING PEOPLE'S ADVOCATE



LIM  
HWEE PENG

Every Singaporean's favourite pastime – wining and dining – is being taken to a whole new level thanks to Lim Hwee Peng's mission to enhance the local wine specialist profession. We find out more about his collaboration with e2i.

Back in 1991, when Hwee Peng just started out in the wine industry, he asked his senior about the difference between the various wines. His senior replied: "Fruity, more fruity, and very fruity." Hwee Peng said: "That was how they sold wines in the 1990s."

However, as our society becomes more affluent, so too the palates become sophisticated. Diners want quality red wine like Bordeaux paired with succulent Kobe beef or a subtle Sauvignon Blanc to complement a sumptuous seafood spread.

This probably explains why Hwee Peng, an internationally certified wine specialist and judge, has made it his mission to enhance the wine specialist profession in Singapore.

He added: "Consumers nowadays demand more than just 'fruity, fruity, fruity'. They need a lot more."

He started his company WineCraft Marketing & Services in 2005 with an objective to train and certify sommeliers and wine specialists. Today, the 49-year-old said diners can be assured that sommeliers and wine specialists are more knowledgeable.

Seeing the rising demand for quality food and wine in Singapore, Hwee Peng and NTUC's e2i (Employment and Employability Institute) started collaborating in 2011 to train more wine specialists.

Since then, Hwee Peng has been conducting ad-hoc masterclasses with e2i such as e2i's wine-food pairing masterclass. Under his company WineCraft, he also created the Certified Specialist of Wine (CSW) programme in 2009, which has certified more than 300 wine specialists to date, about half which are Singaporeans, and the French Wine Scholar programme.

Both these programmes are beneficial to professionals working in various roles within the wine, food and beverage, and hospitality sectors.

Since their collaboration, e2i has been subsidising these two programmes' fees for Singaporeans and permanent residents. Singaporeans can also utilise their SkillsFuture Credit for the courses.

Hwee Peng also initiated the Singapore Wine Specialist Challenge in 2015. The competition tested participants on wine varieties, wine making, viticulture, wines from around the world and the Singapore market.

The competition enables the increasing pool of wine specialists to refresh and relearn while ensuring that their knowledge of wine remains relevant. This event had a second run in 2016, which was organised and supported by e2i.

*Nominated by NTUC's e2i (Employment and Employability Institute)*

## PARTNERS AWARD WORKING PEOPLE'S ADVOCATE



### MOHAMMAD HASRUL PASSAREBU DAUD

Humility, passion and sincerity - these are the values that Hasrul lives by in helping his members. We listen in on his story.

"Mr Hasrul is a very honest and responsible colleague. When I have problems and need a solution, he is always there. He is easy to approach and always ready to render help at any given time ... Personally I consider myself lucky to have received his help. Mr Hasrul is someone I can count my life on."

This was said by Jurong Aromatics Corporation (JAC) employee and union member Muhammad Noor Naim about the company's Branch Chair Hasrul. The company is unionised under the United Workers of Petroleum Industries (UWPI).

When Mr Naim was diagnosed with Leukaemia in 2015, he reached out to the union and it was Hasrul who spoke to the management on his behalf.

"When I joined JAC, brother Naim was my mentor. When he was diagnosed, many of us suspected that he wouldn't be able to come back to work. So my committee and I knew we had to do something to help him the best we know how.

"I'm really glad we managed to touch the lives of members. That in itself is already a reward," said Hasrul, 35, who is also an executive council member of UWPI and in the union's youth committee.

Through Hasrul's negotiations with the management, Mr Naim continued to receive his monthly salary and bonuses. Hasrul also rallied his colleagues to raise funds for his medical treatment.

Mr Naim is one of the many people whose lives have been touched by Hasrul on a personal level since he started union work in 2013.

Hasrul also played an active role as a union leader in Chemical Industries Employees Union (CIEU) when he was working Perstop, one of its branches prior to joining JAC. When Perstop was liquidated in 2013, Hasrul stepped up to negotiate fair retrenchment benefits for members who were about to lose their jobs.

"I have been through bad times as well so I know how it feels to have nothing; especially when someone denies you opportunities. So when members approach me, it is with a sincere heart that I serve them," he said.

As the Young NTUC Committee Chair for the Industrial Sector, Hasrul regularly advises young union leaders to remain humble and keep moving forward.

"Always serve without expecting anything in return. Always keep your feet planted to the ground. And when it is time to relinquish your position as a youth leader, do it willingly and gracefully, and move forward from there," he said.

*Nominated by NTUC Youth Development Unit*



**NOOR IRDAWATY**  
**JAMMARUDDIN**

“I hope youth leadership in the Labour Movement keeps growing towards something everyone knows and discusses about. I want it to be better than what it is today,” says BATU Assistant General Treasurer Irdawaty.

This is not the first time Building Construction and Timber Industries Union (BATU) Assistant General Treasurer Irdawaty, 33, has been recognised for her contributions as a youth leader. Honours and accolades aside, her passion for union work and the youth still burns as fiercely as it did when she first joined the union in 2012.

Under Irdawaty’s stewardship, BATU’s youth chapter grew from six members in 2014 to 14 members today.

“There wasn’t a big focus on youth when i first started but BATU needed a youth committee for the leadership renewal in the union. So we started scouting and took in a few members from ordinary branches and also from the general branches.

The demographics for branches in BATU is different from other unions. I believe only 10 per cent of our members are under the youth category. So even though we had a tough time creating the committee, we persevered and managed to find our first six members,” she said.

She also stepped up to take on the role of Young NTUC Committee vice-chairperson in 2014.

To date, Young BATU has organised a total of 15 U Heart volunteerism projects with Young NTUC, with every member taking charge of at least one of them.

Irdawaty was also the brainchild behind the Survivor Sisters’ Island 2014 – an event similar to the Survivor television show which brought together five unions representing the industrial sector to engage youth members and help them bond and network.

In 2015, Irdawaty built on this initiative and together with her committee, came up with the Young NTUC SG50 Amazing Race 2015. The event saw Young BATU rally 14 other youth chapters to co-organise the biggest joint union event in history, engaging over 300 young working adults.

A strong believer in maintaining the flow of new leaders, Irdawaty flowed on from the Young NTUC Committee in August 2016 to enable a new generation of young union leaders from BATU to step up.

Irdawaty said: “I hope youth leadership in the Labour Movement keeps growing and becomes something everyone knows and discusses about. I want it to be better than what it is today.

*Nominated By NTUC Youth Development Unit*

# PARTNERS AWARD

## UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



## CHANGI AIRPORT GROUP

Even as Singapore's Changi Airport braces for the advent of its new terminals, the quest by Changi Airport Group and airport unions to build better workplaces have already taken off.

The Changi Airport Group (CAG) has been leveraging its close ties with the airport unions and the NTUC Aerospace and Aviation Cluster to improve the welfare of workers in the airport.

Since 2012, bi-yearly dialogues have been held between CAG and the key airport unions to share operational challenges that workers in the airport premises face.

This led to constructive suggestions to improve the working conditions for airport workers.

Explained CAG's Chief Executive Officer Lee Seow Hiang: "The key ingredient to a successful endeavour is a strong partnership with our unions. The airport unions are our bridge and close partner to the many workers at the airport.

It is important that we continue to listen to their views and concerns regularly as they grow together with Changi Airport. Ultimately, we are driven by one belief - the magic of Changi Airport is built on the strength of the One Changi community."

One key outcome of these dialogues is the Delta Airside Café, Changi Airport's first airside food outlet to offer the airside community alternative meal options that are affordable and accessible. The airside community has nearly 20,000 workers.

Previously, airport airside staff would have to clear security checks and travel a distance to join queues at the public food courts at the various terminals during their break times.

More plans are also in the pipeline to further improve the lot of the airside employees, said Mr Lee.

"We will continue to explore ways to create a conducive working environment for staff at the airside. Some of the facilities we are planning to introduce include dedicated airside rest areas, improved ventilation at baggage handling areas, and more comfortable restrooms."

For the long term, CAG has also been engaging the unions over the last few years in the design and construction of Terminals 4 and 5 to ensure that facilities are in place for staff welfare. The new Terminal 4 will be operational by the second half of 2017.

*Nominated by NTUC Aerospace and Aviation Cluster*

## PARTNERS AWARD

UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



### HEALTHIER WORKERS, HAPPIER WORKERS PROJECT FOR BUS EMPLOYEES



A pilot workplace health programme by bus industry partners has made mature bus employees more conscious of their health.

Mature bus employees of SBS Transit and SMRT have seen their health and well-being improve thanks to the “Healthier Workers, Happier Workers” Project, a pilot workplace health programme designed for them. It was an initiative under the Union Health Promotion Grant together with the bus operators, National Transport Workers’ Union, Ministry of Health, Health Promotion Board, Tan Tock Seng Institute of Geriatrics and Active Ageing, and NTUC U Live.

The programme, launched in 31 July 2015, equipped bus employees with the skills and know-how to tackle common health challenges specific to their field such as chronic diseases, hydration, vision and ergonomics.

Over a nine month period, some 800 mature bus employees at selected depots went through health screenings at 4am, before they started work. Following the screening, the participants received various group health coaching sessions at bus interchanges over a six-month period.

Post-screening sessions were conducted and the results showed that the overall health of bus employees had improved.

NTWU General Secretary Fang Chin Poh said: “Through our tripartite efforts, we aim to see that public transport

operators conduct regular health screenings and initiatives for the benefit of their employees. By using the project as a stepping stone, NTWU hopes that these health initiatives can be done as an integral part of the company’s welfare policy for its workers to maintain workplace health and safety”.

Bus captains S Muthiah, Koh Yan Aun and Abu Bakar Rosnari were all praises for the health checks introduced at their workplace.

Fifty-six-year-old Muthiah, who has been at the wheel for 23 years with SBST, found out that his blood sugar level and blood pressure had been hovering on the borderline.

“They recommended healthy food for me. Now I regularly do brisk walking, and it has improved my health,” he said.

For 67-year-old Yan Aun, his cholesterol and blood pressure levels have been brought under control.

“I go for walks with my grandson and this has helped me to improve my blood pressure levels. I want to continue working,” said Yan Aun, who has been working with SBST for 44 years.

Meanwhile, SMRT Bus Captain Abu Bakar Rosnari, 62, has found the advice given by the healthcare officials to be “easy to understand and follow”.

*Nominated by NTUC U Live*

# PARTNERS AWARD

## UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



### INSTITUTE OF MENTAL HEALTH

It's no secret that the healthcare industry is facing a manpower shortage. Find out how the Institute of Mental Health collaborated with NTUC's e2i to come up with a win-win solution.

Selected health attendants at the Institute of Mental Health (IMH) were upgraded to healthcare assistants by reducing their manual, time-consuming and routine tasks, upskilling them and redesigning their jobs.

To do so, IMH worked with NTUC's e2i (Employment and Employability Institute) and the Healthcare Services Employees' Union (HSEU).

For the past 12 years, 62-year-old Zainon Sudri had been meal portioning food for patients, cleaning beds, and washing plates. These tasks took up about 45 per cent of her time.

In 2016, IMH outsourced ward-based cleaning chores to a cleaning company and mechanised the kitchen operations, which relieved health attendants of these mundane tasks.

IMH also put in place a "Skills Upgrading Programme" to upskill them to become healthcare assistants, which is of a higher job grade. They learnt to identify different illness types, find the right method of handling them and how to administer care to patients with mental health issues. About 20 staff went through the course. Explained Chief Executive

Officer of IMH Associate Professor Chua Hong Choon: "If they are now doing some of the basic clinical work, then the nurses are free to concentrate on direct patient care duties. One of IMH's strategic goals is to build capability and competency to meet the demands of healthcare needs. We also believe that the staff at IMH, no matter what grades they are, play an important role in patients' care".

Zainon went through the training programme and had this to say: "Now we help the staff nurse to check blood pressure, temperature and pulse rate. We have started doing this from January this year. They taught me how to correctly check the blood pressure. If the reading is very high then we will write it down with a red marker pen.

"It was difficult when I started but I have gotten used to it. Now I also tell my fellow colleagues not to worry. If I don't make the effort to learn, how will I know what to do when helping the nurse? In this way, when my instructor teaches me, I can pick up the skills without being afraid."

On their part, e2i and HSEU played the role of sharing with IMH recommendations to recognise the health attendant's efforts to contribute more, and in doing so, encourage more of them to follow suit. Ten of them have completed the first session and were promoted to the next grade on their job with a salary increase.

*Nominated by NTUC's e2i (Employment and Employability Institute)*

## PARTNERS AWARD

### UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



## JOHONG HARDWARE & PAINTS

The Labour Movement has been enabling a number of small- and medium-sized enterprises to improve productivity and share the gains with their workers. Here is one partner's story.

A three-generation family business dealing with paint, hardware and general household accessories, Johong Hardware & Paints is every bit your friendly neighbourhood hardware store.

Over the course of 25 years, the business has steadily grown from a single heartland store in Hougang to three today.

To remain competitive and cope with the challenges of a growing business, the company began working with NTUC's e2i (Employment and Employability Institute) to transform its operations with the Inclusive Growth Programme (IGP). As an enabler, e2i helps connect businesses like Johong to partners who can help them transform their business. Through helping companies be more efficient and competitive, their employees will be able to benefit with better jobs, gain new skills and grow in their jobs.

"Enabling my staff to really focus on attending to customers is very important in our line of paint sales. It requires them to take the necessary time to engage customers to help them find the right paints for their needs," said owner Diana Cheng.

"Previously, even with four staff in store, we always found the work endless. This included counting our stock, packing

the items, keeping track of stock on display and stock in the storeroom. This was frustrating for my staff as they had to juggle between keeping stock, pricing the items, organising everything and serving customers," shared Ms Cheng.

Tapping on IGP, the company began automating its processes with a computerised management system to track its extensive inventory across all its stores. This enabled the company to save up to six man-days per month on stock-taking alone.

An added benefit was that it could be synchronised with the stores' point-of-sales system (POS), which helped provide live sales reports and saved at least two man-hours daily from store visits.

To further engage its customers, the company utilised the system's capabilities to include a programme with discounts for members.

"We have actually noticed more customers returning to us to take advantage of the membership discounts," said Ms Cheng.

As an additional sales channel, the company also invested in an e-commerce platform that lets customers shop for products and learn more about the company's handyman services at their own convenience.

More importantly, these productivity gains have been extended to the company's eight staff, who have each benefitted with more than 10 per cent in wage gains.

*Nominated by NTUC's e2i (Employment and Employability Institute)*

# PARTNERS AWARD

## UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



### OJ EVENTS PTE LTD

If NTUC's e2i and Food Japan have their way, F&B workers in Singapore can look forward to better skills.

How can workers handling Japanese food delicacies in the food and beverage (F & B) sector sharpen their skills at food preparation?

This is where Food Japan, previously known as Oishii Japan, comes in.

It is the leading exhibition for Japanese F&B related products and services and retail businesses in the ASEAN market. The last exhibition was held in October 2016.

Food Japan provides visitors with valuable opportunities to explore collaborations and learn more about Japanese ingredients, seasonal produce, unique prefecture specialities as well as innovative technology and machinery.

NTUC's e2i (Employment and Employability Institute) has been tapping on OJ Events expertise through the master class series that started in 2016. Over 300 professionals were impacted by the master classes at Food Japan 2016.

It is a joint commitment to attract, develop and train trade professionals in these industries.

Explained e2i CEO Gilbert Tan: "Japanese professionals hold many crafts and skillsets that are actually in demand,

and employees with these skills sets will command a better pay. We were interested to see how we could partner such an event organiser to organise master classes to deep skill professionals in Singapore."

"So we started off two years ago with a simple partnership bringing in some of the sushi cutters as part of the programme. The partnership evolved to master classes, which became a big feature of the Food Japan show."

Food Japan 2016 was the fifth edition of the event and the first joint initiative of e2i to support a series of master classes and each year it attracts more than 10,000 attendees over the 3 day event.

Food Japan 2017 is scheduled for October this year.

In 2016, e2i and Food Japan signed a memorandum of understanding (MOU) to pledge their commitment to develop a framework together for continuous learning through masterclasses, refresher courses, site visits and talks.

e2i hopes to impact over 500 professionals over the next two years.

*Nominated by NTUC's e2i (Employment and Employability Institute)*

# PARTNERS AWARD

## UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



Without the strong support of the Manpower Ministry and Police Licensing & Regulatory Department, introduction of the Progressive Wage Model in the security industry would have been difficult, says USE Executive Secretary Steve Tan.

When the Progressive Wage Model (PWM) for the private security industry was launched in 2014, security officers were introduced to the idea of having higher wages through better skills and productivity.

Since the model was made mandatory in September 2016, private security officers across Singapore have seen their basic monthly wages increase from the average \$600 to \$800 to at least \$1,100 today.

Security officers are also better skilled from the training requirements they have had to meet in order to climb the wage ladder.

The implementation of the PWM, however, would not have been possible without the strong partnership with the Ministry of Manpower (MOM) and the Police Licensing Regulatory Department (PLRD) through the Security Tripartite Cluster (STC) committee.

"MOM and PLRD have been close partners with us since even before the PWM was introduced, such as when the grading for security agencies and the individual identification cards for security officers were introduced. Since then, the work for raising the standards in the private security industry has been explored constantly," said USE Executive Secretary Steve Tan.

Even after the PWM was made mandatory, MOM, PLRD and USE are still working together to publicise and ensure compliance to the licencing conditions.

Their work according to Mr Tan is not over, as the union, together with MOM, PLRD and industry partners will continue to revisit and improve the model.

The Security Industry Transformation Committee (SITC), co-chaired by the Ministry of Home Affairs, Singapore National Employees Federation and the Labour Movement, with members from the industry, will steward an Industry Transformation Map for the security industry by end of 2017.

"The PWM was about setting wages right in the industry. It was an important first step. The SITC now has to work on the next step, which is to transform the industry as a whole to becoming manpower lean and yet improving vastly on security outcomes through leveraging technology," Mr Tan added.

*Nominated by Union of Security Employees*

## PARTNERS AWARD

### UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



## SINGAPORE BUS ACADEMY

Public bus industry partners have come together to set up an academy to provide centralised professional training to bus captains, and in time to come, other workers in the industry.

With the public bus industry's transition into the Bus Contracting Model, there was a need to standardise foundational training for bus captains and also expand and deepen their capabilities to raise their professionalism in the industry.

This saw the Land Transport Authority (LTA), National Transport Workers' Union (NTWU), NTUC's e2i (Employment and Employability Institute) and the four major public bus operators (SMRT, SBS Transit, Tower Transit and Go Ahead Singapore) come together to establish the Singapore Bus Academy (SGBA).

"While we had invested a lot in the hardware of the industry with the Bus Contracting Model, we believed the next step was to invest in the skills training of the workforce. That was when the idea of setting up a centralised training academy came about," said SGBA Dean Goh Puay San.

The academy, launched on 17 October 2017, combines the industry's best practices to train bus captains from all of Singapore's public bus operators. These courses are conducted by both in-house trainers as well as those from NTWU, SBS Transit and SMRT.

"Before the SGBA was set up, different bus operators had different delivery methods and coverage of the foundation curriculum. With centralised training, we could ensure that all bus captains receive standardised foundational training," added Ms Goh.

Since it was launched, SGBA has provided consistent training standards in customer service and safe driving techniques.

Mooted by NTWU, bus captains also go through a module on sectoral tripartism as part of their standardised training. This was aimed at raising awareness of the work the union does and provide an overview of the public bus industry.

Showing strong collaborative tripartism, the stakeholders were also supportive of NTWU conducting union membership recruitment at the academy.

Meanwhile as programme manager, e2i works with industry partners to develop job facilitation, skills upgrading and career progression for Singaporeans in the public bus industry.

"One challenge that would require all stakeholders of the SGBA to work even closer together would be the introduction of driverless buses. We need to ensure the existing workforce is future-proofed to face the developments in technology that are coming our way," said Ms Goh.

*Nominated by National Transport Workers' Union and NTUC's e2i (Employment and Employability Institute)*

# PARTNERS AWARD

## UPLIFTING WORKING PEOPLE'S JOBS AND WELFARE



### TRIPARTITE CLUSTER FOR CLEANERS



Thanks to the Tripartite Cluster for Cleaners and the Progressive Wage Model, cleaners in Singapore are now better off.

Imagine that you are a cleaner surviving on a paycheck of \$700 to fend for yourself, a sick and bed-ridden husband, and a mentally disabled child, all while doing a job nobody appreciates. It is not a pleasant situation in life but thanks to the Progressive Wage Model (PWM) developed by the Tripartite Cluster for Cleaners (TCC) and fully implemented in 2015, the cleaner is now better off with a basic monthly salary of \$1000.

The TCC comprises members from various agencies including the Government – Ministry of Manpower (MOM), Workforce Singapore (WSG) and National Environment Agency (NEA); Building Construction and Timber Industries Employees' Union (BATU); Singapore National Employers Federation (SNEF), Environmental Management Association of Singapore (EMAS), service providers and service buyers as well as NTUC U Care Centre (UCC) and NTUC's e2i (Employment and Employability Institute).

Besides better pay, cleaners now also benefit from better job prospects as the PWM incorporates a training requirement,

which seeks to improve workers' productivity and ability to provide better quality cleaning services.

Even as the Labour Movement grows its current network and expands its range of services to cater to more workers in various professions, small- and medium-sized enterprises and new working arrangements, it is also staying true to its roots to protect the welfare and benefits of workers.

While the PWM has been implemented in the cleaning sector, the work is not done for the TCC. In 2016, they rolled out a review on the PWM and made new recommendations. These included yearly wage adjustments to each wage point in the PWM from 2017 to 2019, scheduled wage increases from 2020 to 2022 and an Annual Bonus from 2020 onwards.

NTUC U Care Centre said: "If not for the concerted efforts of TCC, our cleaners would not have received better wages and better skills. This award bears testament that when all stakeholders work together, we are able to achieve breakthroughs for our workers to help them lead better lives."

*Nominated by NTUC U Care Centre*

## PARTNERS AWARD SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



### ASSOCIATION OF PSYCHOTHERAPISTS AND COUNSELLORS (SINGAPORE)

A desire to increase the awareness of mental wellness and recognition for mental health practitioners in Singapore has seen the Association of Psychotherapists and Counsellors (Singapore) build a strong working relationship with the Labour Movement.

Keeping up with today's fast-paced work environment can take a toll on our bodies – not just physically, but mentally and emotionally as well. Oftentimes, the signs that we ought to take a moment to breathe, recharge our senses, rest and relax before diving back into work can be hard to pick up, but the Association of Psychotherapists and Counsellors (Singapore) or APACS is looking to change that.

Since joining NTUC U Associate as its first partner from the healthcare sector in February 2016, the volunteer-led APACS has been working very closely with the Labour Movement to build awareness of the importance of mental and emotional wellness amongst working people.

In 2016, more than 300 union members from Amalgamated Union of Statutory Board Employees and Healthcare Services Employees' Union benefited from seven lunchtime engagement talks conducted by APACS at their branches. Topics included coping with stress and effective workplace communication.

"We believe that with the little we have, we want to contribute back to society... The unions really represent the workforce, and as a result of partnering U Associate, it has also given us the opportunity to work with the unions to create awareness of the importance of emotional and mental well-being," said APACS President Abigail Lee.

APACS has also given advice to union leaders to enable them to better assess their members' issues. This would help them best determine the help process that can be rendered in more complicated circumstances.

"APACS has been a close and trusted partner of HSEU. As part of the Labour Movement family, APACS has been instrumental in creating greater awareness on mental wellness and never shied away when being called upon to assist our union members with counselling services.

"We are delighted to have APACS receive this well-deserved meaningful recognition. It is a symbolic testimony of their contribution to the unions, our members and the Labour Movement at large. We look forward to our continued partnership and collaboration so as to propel our relationship to greater heights. Congratulations APACS!" said HSEU President K. Thanalechimi.

*Nominated by NTUC Professional Networks Department*

## PARTNERS AWARD

### SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES

## CPA AUSTRALIA (SINGAPORE DIVISION)

Spurred by a desire to help accountancy and finance professionals maintain their competitive edge, we share how CPA Australia's Singapore division worked with the Labour Movement to upgrade their skills for a digital world.

As a financial service that supports businesses, the health of the accountancy profession is inextricably linked to how well businesses fare amidst prevailing economic conditions.

But with increasing digitalisation, accountancy and finance professionals will have to upgrade both knowledge and skills to help the organisations they work with make sense of a rapidly changing regulatory and business landscape.

To enable these professionals to remain competitive as Singapore transforms itself to become a global accountancy hub, CPA Australia proactively collaborated with NTUC U Associate and NTUC's e2i (Employment and Employability Institute) to develop two professional development programmes.

The Finance Operations Development Program was launched in October 2015 with the aim of enhancing the skills of professionals, managers and executives (PMEs) in various financial roles. Concluded in December 2016, the programme trained more than 450 participants.

Building on that success, the Your Business & Finance Advantage programme was launched in October 2016 with a new suite of 20 modular courses focused on helping professionals develop future-ready skills and to support their future career development.

"Both programmes target mid-level professionals in the finance sector and also teach core technical, business and soft skills that they need to pick up in order to stay ahead of the competition... In the spirit of lifelong learning, these short modular courses can be taken in any combination," shared CPA Australia's Singapore Country Head Melvin Yong.

"CPA Australia offers a range of courses with topics that are useful to our everyday work. The courses were taught by highly experienced professionals who were able to provide very practical insights on current issues," said Chua E-Ling, who participated in the Finance Operations Development Program.

A key supporter of the Labour Movement's efforts to help all working people in Singapore, CPA Australia has also made active contributions such as volunteering speakers to share accounting and financial sector insights during the NTUC U PME Unit's flagship PME Week event. Held annually, the PME Week offers professionals, managers and executives opportunities to learn more about career insights across industries and get connected to potential job opportunities.

*Nominated by NTUC Professional Networks Department*

# PARTNERS AWARD

## SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



### FINANCIAL SECTOR TRIPARTITE COMMITTEE

The financial sector and its workers may be having it tough right now, but the Financial Sector Tripartite Committee is here to lend a helping hand.

When 41-year-old S. Natarajan (pictured) left his job as a business analyst in the middle of 2016, he never expected his job search would take almost half a year.

He came to realise that utilising job portals was not enough. Even when he managed to score job interviews, he was not able to convince interviewers that he was right for the job.

But thanks to the help from the Financial Industry Career Advisory Centre (FiCAC), a one-stop career advisory facility for current professionals and those looking to join the industry, he managed to finally secure a job in December 2016. FiCAC helped Natarajan by sharing tips on enhancing his resume and keeping him motivated throughout the trying time.

FiCAC is an initiative launched by the Financial Sector Tripartite Committee (FSTC) in April 2016 and it partners NTUC's U PME Centre by leveraging their operational experiences and infrastructure. As of 31 March 2017, FiCAC has helped over 1,000 workers and jobseekers like Natarajan through career fairs, mentorship and networking workshops, and career coaching sessions.

FSTC was launched in February 2016 to help workers in the financial services sector uplift their skills and capabilities

as Singapore prepares to move into its next phase of development towards an advanced economy and inclusive society with a future-ready workforce.

It includes partners such as the Monetary Authority of Singapore (MAS), NTUC's Financial and Business Services Cluster, The Association of Banks in Singapore, Institute of Banking and Finance (IBF), NTUC's e2i (Employment and Employability Institute), NTUC's U PME Centre and Workforce Singapore.

In 2016, FSTC reached out to more than 860 workers and jobseekers through new initiatives such as career advisories, career fairs, job matching and Professional Conversion Programmes.

Another of FSTC's initiative was the Change Management Programme, which was launched in 2016 to help professionals better understand various changes to the financial landscape. This programme was eventually adopted into the in-house training curriculum for local banks including DBS and UOB.

As part of FSTC, MAS also provided insights to identify growth areas for the banking sector while IBF came up with the IBF Standards accredited programmes to enable professionals to deepen their competencies in the financial sector.

*Nominated by NTUC Financial and Business Services Cluster*

## PARTNERS AWARD SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



With a noble aim to feed 100 million people with healthy and affordable vegetarian food, Greendot tells us how they worked with various NTUC stakeholders to drive real change in the food and beverage industry.

“My mission in life is to feed 100 million people with healthy, convenient and affordable vegetarian food. It does not matter whether they consume from my brand,” said Justin Chou, co-founder of vegetarian restaurant chain Greendot Gourmet.

One way he has identified to achieve his aim is through refreshing the hawker trade which has been characterised by mature workers who are using outdated food preparation methods and is currently facing a challenge in attracting the younger generation.

As a NTUC U SME partner, Justin volunteered his help to NTUC U SME last year where he rallied 14 like-minded food and beverage brands to pilot ‘Hawker 3.0’ at a NTUC Foodfare hawker centre in the second half of 2017. As part of the project, Justin took the lead to design training at Greendot for aspiring ‘hawkerpreneurs’.

The company is also in discussion with NTUC LearningHub and NTUC Foodfare to build a ‘Hawker Academy’ with Singapore Workforce Skills Qualifications and SkillsFuture training modules.

Additionally, Greendot has been working closely with NTUC U SME to further develop its business.

“U SME has really widened our network and linked us to a huge resource pool. Through the management courses and dialogues that they organised, I’ve also kept abreast of the best practices and industry changes. This has helped us to steer our company better and implement structured welfare for our employees,” said co-founder Fu Yong Hong.

Both founders have also committed to “be there wherever NTUC needs” as they truly believe in the benefits the U network can bring to the small- and medium-sized enterprises and their workers.

*Nominated by NTUC U SME (Small and Medium-sized Enterprises)*

# PARTNERS AWARD

## SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



### ISACA SINGAPORE CHAPTER

In the face of ever-increasing digital threats, NTUC U Associate ISACA has been forging close working ties with the Labour Movement to upgrade and upskill IT and cyber security professionals.

The next time your email account get hacked or online identity gets stolen, the person you turn to for help may well be one of the 13 professionals trained under the Cyber Security Practitioner Induction programme introduced by ISACA Singapore Chapter in 2016.

Realising the integral role of cyber security in safeguarding the integrity of sensitive personal data and information, the NTUC U Associate had closely collaborated with the Labour Movement to develop the programme to help practicing cyber security and IT professionals to stay relevant and ready to grab opportunities which may come their way.

Given the fast-evolving employment landscape in Singapore, the Labour Movement has been broadening its efforts to take care of all working people in Singapore. Working with associations such as ISACA Singapore is one of the ways it is reaching out to professionals in the IT and cyber security space.

With first-hand knowledge and personal experience on how digital threats can happen instantaneously, ISACA Singapore's leaders wasted no time in proactively engaging

its members, NTUC's e2i (Employment and Employability Institute) and fellow U Associate Charisma Academy in creating a comprehensive training curriculum tailored specially for Singapore's needs.

The programme prioritised topical relevance in the key disciplines of Security Administration, Applications Security, Network Security and Data Security, with a series of studies and consultations conducted with industry practitioners and stakeholders.

As practicing professionals themselves, ISACA Singapore's leaders have also experienced first-hand the benefits of peer support. This had spurred them to spontaneously agree to be a part of NTUC U PME's PIVOT programme, targeted at helping PMEs who may need emotional support through their career transitions.

"When we shared the concept of the PIVOT programme with ISACA Singapore's leaders, their desire to be a part of it came from something deeper than just a formal collaboration. They appeared to connect emotionally with the cause, which paralleled experiences they each had. This motivated them to pay it forward," shared NTUC Professional Networks Department Assistant Director Derrick Foo whose department nominated ISACA Singapore for the award.

*Nominated by NTUC Professional Networks Department*

## PARTNERS AWARD SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



### SINGAPORE SCHOOL TRANSPORT ASSOCIATION

There are a number of safety and productivity issues plaguing the job of school bus drivers. But with the help of the Singapore School Transport Association (SSTA), things are about to change.

Being a school bus driver can be challenging, especially when having to deal with rowdy children and anxious parents who keep calling to check on their children's whereabouts. All these while having to watch the road, keep track of the number students on the bus and make sure you drop them off at home or school on time.

Every task was also done manually – from the bus route planning to the students' attendance taking. There was also an increased demand for tangible evidence given the increasing incidents involving school buses and dispute cases due to student mischief on the bus.

In 2014, SSTA engaged NTUC U SME to assist them in the adoption of technology to make the day to day process more productive and safe. The association also joined NTUC U SME on an overseas learning journey to China to study and evaluate systems bus operators could adopt.

As a result, SSTA decided to adopt the new School Bus Management System (SMBS), with NTUC U SME pointing them to the Local Enterprise and Association Development

(LEAD) programme, administered by SPRING Singapore and IE Singapore, for a grant application. The SBMS is a centralised fleet management system and dynamic bus routing system jointly developed by the association and the Agency for Science, Technology and Research (A\*STAR).

Some key features of the SBMS include an in-bus surveillance system with 3G video streaming, GPS, a smart student tracking system, and a smart bus route planning system.

“With the SBMS, now parents don't have to keep calling the bus drivers. Through their smartphones, they can actually see where their children are in real-time. We also don't need a bus aunty to help count the number of children on the bus anymore, and the interior of the bus is fitted with cameras that cover eight different angles on the road and in the bus. All these lead to higher standards of safety and productivity,” said SSTA Executive Secretary Jeremy Ng.

The first phase of implementation started in 2016 and saw 1,000 bus drivers benefit from the SMBS. SSTA hopes the system will be able to improve 5,000 buses by 2019.

SSTA Chairman Wong Ann Lin said: “The partnership with NTUC has been a fruitful one. We want to uplift the image and standard of the school bus industry and I believe we are heading in the right direction.”

*Nominated by NTUC U SME (Small and Medium-sized Enterprises)*

# PARTNERS AWARD

## SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



## SUPPLY CHAIN ASIA

Growing sectors like logistics can always do with a boost to attract and develop talent. Find out what NTUC U Associate partner Supply Chain Asia and the Labour Movement have been doing about it.

In a bid to reach out to and support all working people in Singapore, the Labour Movement has been leveraging its network of partners to help connect them with opportunities in developing sectors of the economy.

With the identification of logistics as a growth sector, the first tripartite partnership was formed between NTUC U Associate, Supply Chain Asia (SCA) and Workforce Singapore in 2016.

Aligned with the Logistics Sectoral Manpower Plan, the partnership focused on promoting more efficient manpower-lean practices and advance knowledge, adopting supply chain technology as well as developing a local workforce to take on the opportunities in the sector and enjoy good careers.

This subsequently led to the launch of the Young Logistics Leadership Programme which was co-developed by all three partners. It is targeted at attracting and developing young talent in the supply chain and logistics industry to meet a growing future demand.

The first run of the five-day programme, which commenced on 28 September 2016 and concluded on 14 October 2016, saw 29 young logisticians pick up the necessary foundational skills, knowledge, network and perspectives to build successful careers in the industry. The structure of the curriculum also garnered many industry accolades.

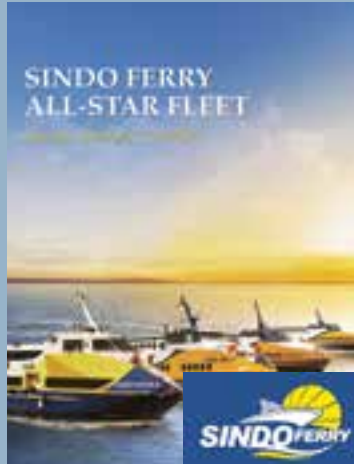
“The Young Logistics Leadership Programme gave me a platform to leverage the network and relationships built with peers in the industry. It has also empowered me as a young logistics business owner to be able to do more with less and obtain valuable insights and solutions by tapping on this rich network via Supply Chain Asia.

Through this programme, I hope to better use technology to aid collaboration with other Singapore logistics firms to create more value, enjoy higher productivity and incentives that can be shared along the supply chain, and with customers, eventually,” said participant Alvin Ea.

SCA has also been supportive of many Labour Movement initiatives. For example, SCA's leaders readily volunteer their time as industry mentors to help professionals, managers and executives transition in their careers as part of NTUC U Associate's PIVOT programme.

*Nominated by NTUC Professional Networks Department*

## PARTNERS AWARD SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



### NTUC MEMBESHIP TOP FIVE MERCHANT PARTNERS (2016)

Membership does have its privileges! We highlight some merchant partners who have been offering NTUC members some great ways to live it up while stretching their dollar.

Now who wouldn't want priority boarding for flights and discounted ferry tickets to Bintan and Batam? And how great is savings on your monthly mobile subscription plans, entry to the zoo and milk tea?

Thanks to the generous support of NTUC Membership Department's (MED) partner merchants Tigerair, M1, Sindo Ferry, Wildlife Reserves Singapore and Gong Cha, NTUC members have enjoyed these attractive offers over the past year.

While Protection, Placement and Progression may be key tenets of the Labour Movement's commitment to take care of all working people in Singapore, their efforts extend beyond the workplace to help members have quality time together with friends and family.

Working closely with their over 100 merchant partners, MED regularly puts together a whole suite of Privileges that span dining specials to entertainment offers, exclusive travel deals to access to both local and overseas attractions all year round.

These top five merchant partners have stood out as stellar partners who deserve special mention for presenting exceptional value to NTUC members. They alone have accounted for over a million of these redemptions amounting to \$13 million in savings, a large proportion of the total savings of over \$15 million for some 900,000 members in 2016.

"I was really stoked to have been able to use my NTUC membership to enjoy a discounted flight on Tigerair. I had always wanted to go to Boracay and was really glad to have been able to achieve that at a very wallet-friendly cost, which meant that I could do more with my friend on the holiday!," said James Wong, a member who enjoyed discounted plane tickets during a Tigerair promotion.

"We are very thankful to our U Privileges merchant partners for bringing tremendous value to our union members and the award is an expression of our gratitude to our partners. Our U Privileges merchant partners have enabled our members to enjoy a higher quality of life, providing affordable access to many dining, travel, attractions and many more. The team is committed to work with more partners to bring greater value to our members," said NTUC Membership Department Assistant Director Julian Lew.

*Nominated by NTUC Membership Department*

# PARTNERS AWARD

## SUPPORTING LABOUR MOVEMENT'S NETWORK AND INITIATIVES



Why does Tung Lok figure in this year's May Day awards? Nominator, NTUC U SME says it's definitely due to their inspiring and strong partnership with the Labour Movement.

Think about dim sum and images of chefs from China hard at work in the kitchen come to mind. In time to come, you may be seeing local chefs at Tung Lok whipping up the very same delights, thanks to a Lean Enterprise Development project that the company is exploring with NTUC U SME and NTUC's e2i (Employment and Employability Institute).

Under the project, skilled chefs from China will be invited to Singapore for 1 to 2 years to impart skills to some 10 trainees to master such dishes, enabling them to subsequently become chefs.

Tung Lok's partnership with the Labour Movement, however, goes a lot deeper than this. One of the company's concepts, Tung Lok Catering, was one of the first to partner NTUC U SME when it was set up in June 2014 to bring about better workplaces, jobs and workers in small- and medium-sized enterprises (SMEs).

### Rallying SMEs

From the very beginning, Tung Lok has always believed in NTUC U SME's mission.

NTUC U SME tapped on their influence in the food and beverage (F&B) industry to bring in a whopping 727 SMEs, which include members from five associations, and 17 food and service companies.

Tung Lok's Senior Vice President of Human Resource & Training Sherine Toh spoke at NTUC's SME Symposium 2016 and will be doing so again at the Executive Development Programme by Singapore University of Social Sciences later this year.

"NTUC U SME cares for its members, and they are all Tung Lok's existing and potential customers. Partnering with NTUC U SME is a perfect collaboration to achieve a win-win-win situation, whereby all will benefit together with much synergy," said Sherine.

### Unwavering Support

Tung Lok and the Labour Movement share a very strong partnership so it comes as no surprise that the company is sharing the limelight in this year's May Day awards.

"As we reach out to local SMEs and partner them in productivity journey, skills development and improving staff welfare, we are glad to have SME leader like Tung Lok who has been a strong supporter of U SME's initiatives, to share good practices with fellow SMEs and inspire them to adopt these practices," said Assistant Director-General, NTUC and Director of U Small & Medium Enterprises Yeo Guat Kwang.

Tung Lok has also been quick to embrace a number of the best practices suggested by NTUC U SME, demonstrating the enthusiasm and agility that SMEs need in today's volatile economy.

*Nominated by U SME (Small and Medium-sized Enterprises)*

## PARTNERS AWARD

### FUTURE GROWTH, JOBS AND SKILLS



**JURONG  
PORT LTD**

Jurong Port has taken a proactive approach to partner the Labour Movement in transforming its operations from manual to high tech and productive. Find out how they did it.

Jurong Port is the main gateway for bulk and general cargo entering Singapore but its operations have been manual for some time now.

Adoption of new technologies in the port industry has been challenging due to high capital investment.

To address the situation, Jurong Port brought in new equipment and automated technologies and set up the \$2.8 million Jurong Port Academy at Devan Nair Institute (DNI) for Employment and Employability to train its workers from 20 January 2017. Jurong Port and NTUC's e2i (Employment and Employability Institute) had earlier discussed the opportunity of opening the academy at DNI.

"As workers are at the centre of port operations, a technology-enabled workforce can move away from routine and labour intensive tasks to focus on productive and higher value-added activities. Both new and existing port workers will benefit from the structured approach applied to develop a new generation of port professionals for the industry," said Chief Executive Officer of Jurong Port Ooi Boon Hoe.

Jurong Port's workers are represented by the National Transport Workers' Union (NTWU). The union said the Jurong Port Academy gives staff an opportunity to

keep their skills up-to-date to remain relevant in a fast-changing work environment and raise their employability. A representative from the union is also invited to sit in the academy's Learning Council to steer its strategic direction.

Jurong Port also helped to improve the livelihoods of the pioneers in its workforce - the stevedores.

With support and funding from e2i, Jurong Port worked on measures to attract more local workers into the stevedore industry and this included an opportunity for career progression.

"Given my age, I would like to learn new things that are not within my job scope and I am confident that the Jurong Port Academy will take care of my training needs. I have also heard that there are some computer lessons which some organisations are offering and I am planning to use my SkillsFuture Credit for this. This will give me an opportunity to keep up with a world that is fast-changing," said 56-year-old stevedore Abdul Wahib Hassan.

The academy is also preparing for the future economy.

Said e2i CEO Gilbert Tan: "The academy allows workers to prepare for the adoption of new technology, and build deep competencies by providing high-quality industry training. Jurong Port is a positive role model to the industry, and e2i will continue to work with them to create better jobs and develop skilled port professionals."

*Nominated by NTUC's e2i (Employment and Employability Institute).*

## PARTNERS AWARD FUTURE GROWTH, JOBS AND SKILLS



Making people their asset, we hear how one company invested in technology and training to move its employees up the value chain.

KidZania Singapore may be an indoor family edutainment theme park, but running it is no child's play. With over 60 role-play establishments inside the kid-sized city, KidZania Singapore faced great challenges in finding sufficient hires to lead the activities and resources to provide the necessary training.

Taking a proactive approach, KidZania Singapore partnered NTUC's e2i (Employment and Employability Institute) even before its opening in April 2016 by holding two mass recruitment fairs, successfully placing more than 50 per cent of the applicants. Thereafter, KidZania Singapore continued to work with e2i to tap on the Professional Development funding and embark on a 10-week Place-and-Train programme to train newcomers to take up leadership roles.

"KidZania Singapore was very open to hiring fresh graduates and mature workers. They are willing to train those without child-handling skills and work experience, as long as they have a positive attitude. We are glad to have such a like-minded partner," said Ricky Lum, senior specialist of e2i (Hospitality and Business Services).

Moving forward, KidZania Singapore will discuss with e2i how they can further skill up its corporate and operation teams.

"We need to optimise our workforce even more so because of the visitorship cycles that is common in the attraction industry. Government schemes are there to help just do just that, and though it may involve varying degrees of commitment for different companies, we believe that these schemes will ultimately benefit all," said Leong Yue Weng, General Manager of KidZania.

Dani Arsita Nashir, 23, is one of the employees who benefited from KidZania Singapore's pro-training culture and is now working to upskill fellow colleagues.

"I joined as an operations team member in February 2016 and made the move to the corporate team in October as a training coordinator. My experience on the ground and understanding of the various processes have helped me to design relevant training for my fellow team members. I am grateful for the fully-subsidised courses and opportunities to explore new domains that the company has provided," said Dani.

KidZania also participated in e2i's Inclusive Growth Programme to automate manual processes and increase productivity, which have led to pay increases for their staff. Some of the technological initiatives include the adoption of e-schedulers, RFID wardrobe tracking solution, integrated HR and payroll system and smartboards to hold virtual meetings.

*Nominated by e2i (Employment and Employability Institute)*

## PARTNERS AWARD FUTURE GROWTH, JOBS AND SKILLS

# U FUTURE GLOBAL PROGRAMME

Thanks to the U Future Global Programme, a partnership between NTUC and EDB, five MNCs are giving Singaporeans the chance to gain overseas working exposure and be groomed for leadership positions.

As companies based in Singapore increasingly build up a host of regional and global functions, it brings the prospect of new and exciting job opportunities for Singaporeans.

Skills aside, these companies are also on the lookout for individuals with international working experience which may prove useful in building key leadership attributes and developing competencies to potentially facilitate career acceleration.

Aimed at strengthening the Singaporean Core of leaders in multinational corporations (MNCs) based in Singapore, the U Future Global Programme, a partnership between NTUC and the Singapore Economic Development Board (EDB), was developed to give young Singaporeans opportunities to gain valuable overseas working exposure that can enable them to take on leadership positions in the future.

Since the launch of the pilot in August 2016, five MNCs with regional headquarters in Singapore have come on board – Dentsu Aegis Network, Diageo, Mastercard Asia Pacific, Procter & Gamble (P&G) and Unilever.

These companies are also part of the NTUC's U Circle of Friends network of MNC leaders who regularly meet to share perspectives and discuss trending topics related to business and talent.

As of April 2017, Dentsu Asia Pacific, Diageo and P&G have each sent one Singaporean member of staff abroad. To date, the five companies have identified 32 participants to be part of the programme.

"P&G depends entirely on the strength of our talent, hence our people are our greatest assets. For the past 30 years in Singapore, we pride ourselves in hiring the best, and training them to be the best. With the right leadership training and development in place, we believe that it can yield both short and long term returns for our company, Singapore and the Asia Pacific region. P&G is happy to be part of NTUC U Circle and looks forward to the continued partnership with EDB and NTUC to develop Singaporean talents to accelerate their career and leadership development." Mr Magesvaran Suranjan, President of P&G Asia Pacific.

Optimistic about how the programme can enable aspiring young Singaporeans to achieve their aspirations, NTUC Assistant Director-General and U Future Leaders Director Vivek Kumar added: "To be better able to compete at a global level, our Singaporean talent will need not just the right attitude, skills and knowledge, but also relevant experience and overseas exposure. We are excited to partner with EDB and work with our NTUC U Circle who have shown remarkable commitment to open up opportunities for Singaporeans and groom the next generation of corporate leaders who can hopefully take on top management positions in these large corporations in the future."

*Nominated by NTUC U Circle*

## PARTNERS AWARD

### FUTURE GROWTH, JOBS AND SKILLS

## SINGAPORE COMPUTER SOCIETY



“As the voice of the industry, we take it upon ourselves to ensure that no Singaporeans are left behind as Singapore forges ahead with its digital transformation,” says Singapore Computer Society President Howie Lau.

In 1967, the popular science fiction television series Star Trek came onto the screens depicting advanced technology such as voice-recognition, handheld computing and communications, human-computer interaction, and machine-supported medical diagnosis.

Back then, it blew many people away. Fast forward till today, most of these technologies are already available. This underscores how far technology has come.

The Singapore Computer Society (SCS) was also born in 1967.

Just as how the producers of Star Trek envisioned the possibilities of future technology, so did SCS for the future of computers. Today, it is the leading infocomm media (ICM) professional society in Singapore with more than 32,000 members.

In 2013, SCS started collaborating with NTUC’s e2i (Employment and Employability Institute) on the Youth Engagement Series (YES!). YES! is a series of engagement dialogues happening throughout the year for fresh graduates and young professionals.

SCS President Howie Lau said: “By working with e2i to identify thought leaders and luminaries in the industry, we provided a platform where students and young professionals could learn from their seniors.”

Since then, SCS has been e2i’s valuable industry partner to provide employability and industry support to over 2,000 ICM professionals.

One of its key industry partnerships with e2i was the Best Tech Company to Work For Award in 2015. The award honours organisations with winning qualities of enviable corporate culture, robust talent development framework and innovation excellence.

Howie also said that the rapid growth of technology advancement and intense globalisation have also made the local workforce feel uncertain in the face of competition.

In light of this, SCS launched the Career Compass programme with Workforce Singapore, the Infocomm Media Development Authority, NTUC and e2i in 2016 to provide career guidance and peer support to ICM professionals.

This industry-led initiative sought to address the challenge of skills mismatch through providing career advisory services from their network of industry mentors.

He added: “SCS worked with e2i to train more than 120 senior ICM as certified career mentors. To date, we have assisted approximately 500 professionals.”

Howie said: “As the voice of the industry, we take it upon ourselves to ensure that no Singaporeans are left behind as Singapore forges ahead with its digital transformation. We want to use this opportunity to share that SCS is committed to continuing our efforts to prepare our workforce for the future.”

*Nominated by NTUC’s e2i (Employment and Employability Institute)*