

Shaping

The Future

With A Cheaper Better Faster Economy

General Convention of Delegates 2010
General Secretary's Report

1 April 2006 to 31 March 2010



United Workers of Electronic
and Electrical Industries



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Our Journey Thus Far

Dear Delegates,

The chapters that unfold in the next section of this report will capture the milestones and achievements of United Workers of Electronic and Electrical Industries (UWEEI) over the past four years. We have done well; our Committees that look into various aspects such as industrial relations, employability enhancement, re-employment of older workers, membership, PMEs' (Professionals, Managers and Executives), youth's development, contract and casual workers, publicity, leadership, quality work-life, sports, women's engagement and administration have all scored well.

Our journeys in these paths are recorded in facts and figures and at the same time, are also presented with stories of members, leaders and management partners who have walked with us and added more light to our paths.

We have done our utmost best to understand our members' needs and are always striving to remain relevant to them. As you now recap on our journey by walking down the same paths, these chapters will speak of our efforts and showcase our strengths as one voice for our workers.

Sincerely,



Francis Lim
President



Cyrille Tan
General Secretary



Halimah Yacob
Executive Secretary

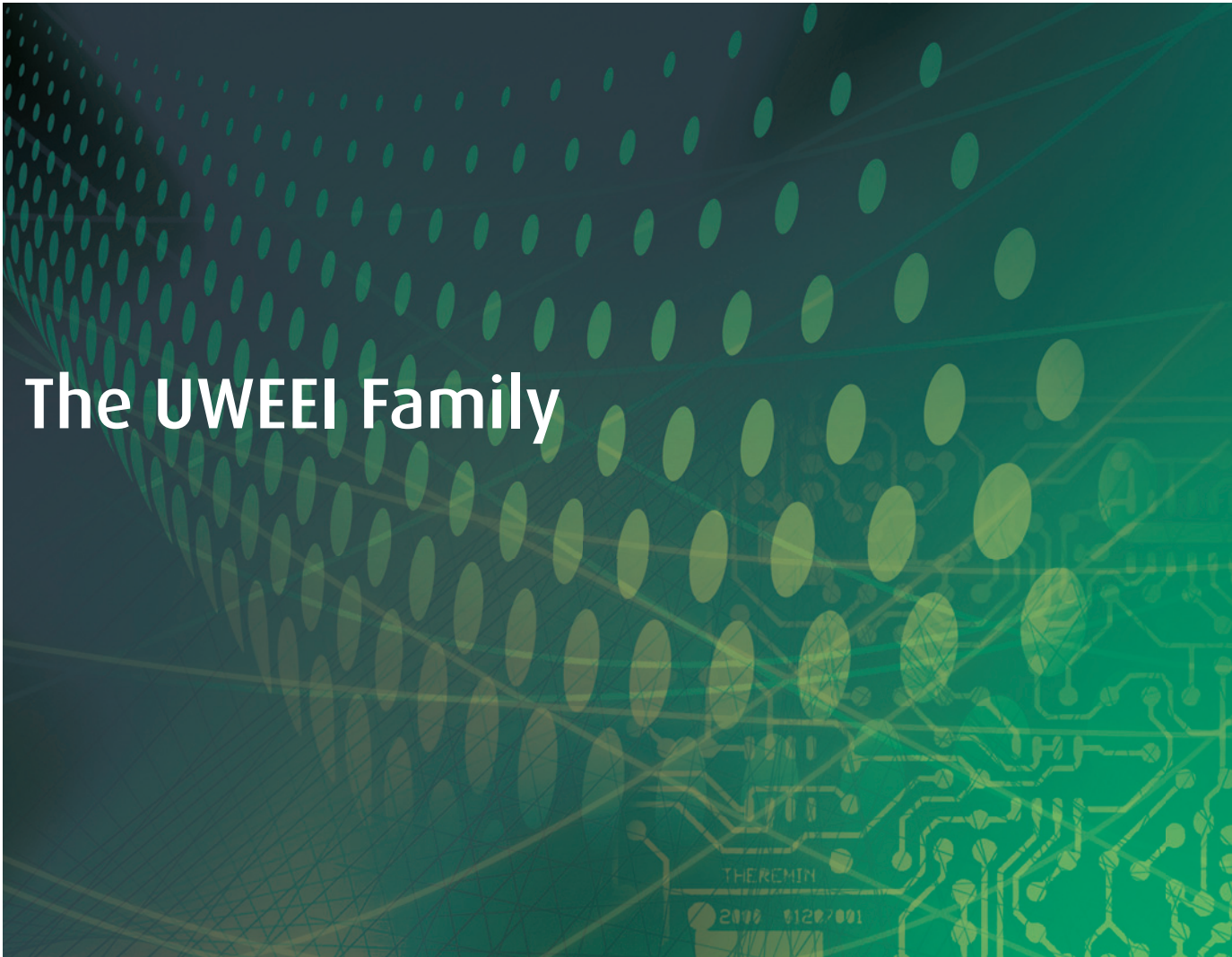


Tan Richard
General Treasurer

Chapter

1

The UWEEI Family





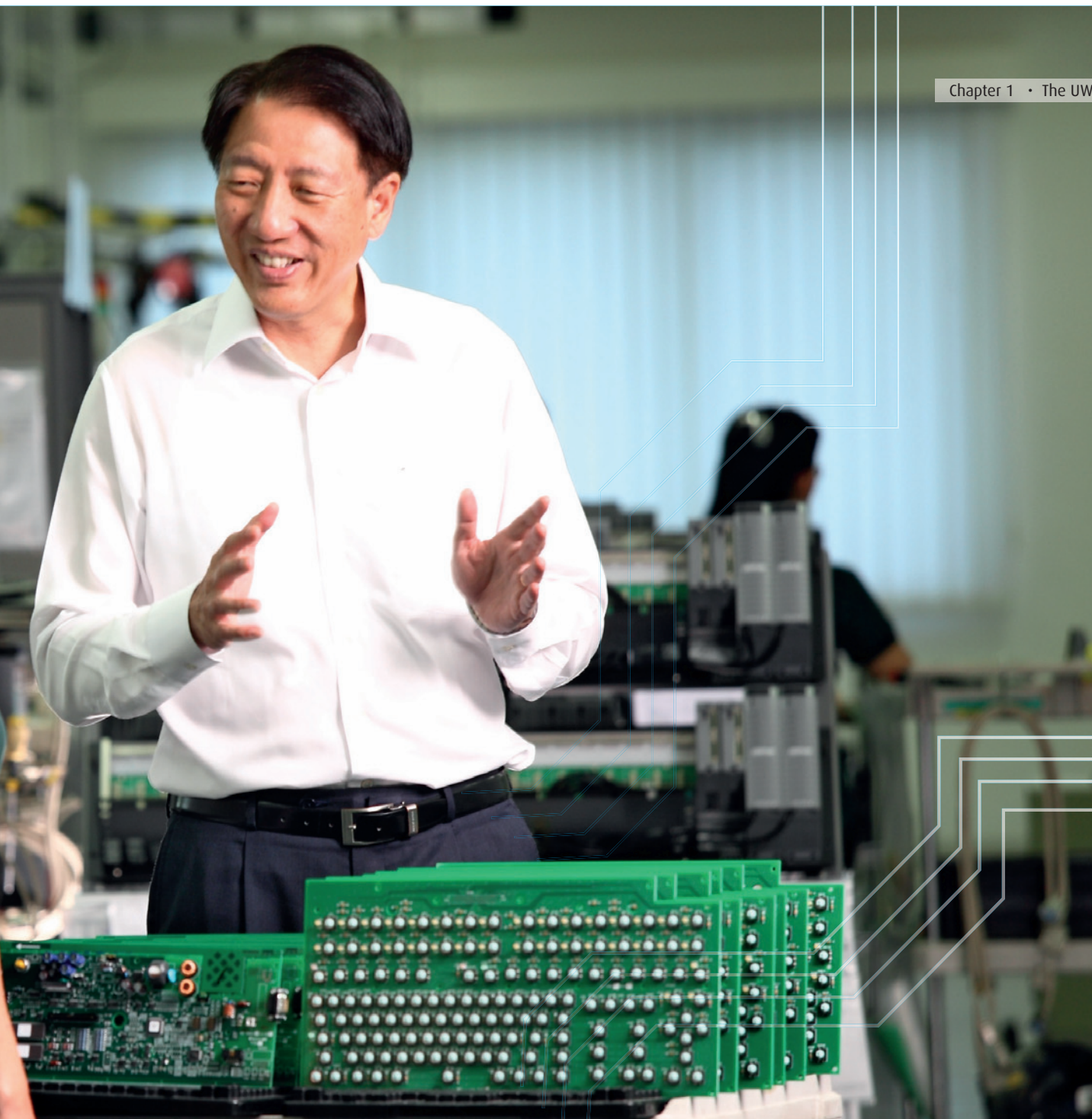
Chairman's Message

I wish the United Workers of Electronic and Electrical Industries and all our delegates a fruitful General Convention of Delegates.

The economy has been through many ups and downs over these four years. In the last two years, we were faced with the worst crisis ever seen in 60 years. As an economy which largely depends on external trade, Singapore was one of the first and worst to be hit.

Many of the unions were put to a tough test and UWEEI had been one of the first unions to be hit by the crisis. UWEEI, having rode through several storms, was able to sail the financial tsunami with unfaltering spirit. The Union's strong labour management relationship has also set the foundation to overcome the challenges in the downturn. UWEEI also invited chief executive officers of various companies for open sharing with ministers and has value added by providing access to resources and assistance to the affected companies. UWEEI has well braced through these challenging periods with resilience and vigilance, emerging a stronger Union with a stronger voice.





UWEEI would not have overcome these challenges without the guidance of its leaders at all levels. Leaders in the UWEEI Executive Council as well as branch officials and staff have made tireless contributions and sacrifices to rally the ground.

The union leaders have worked closely with management partners to explore on effective cost-cutting measures to save businesses and jobs. These close partnerships have played a pivotal role in tackling these rough times, and allowed companies to bounce back quickly to take advantage of new orders when the recovery came.

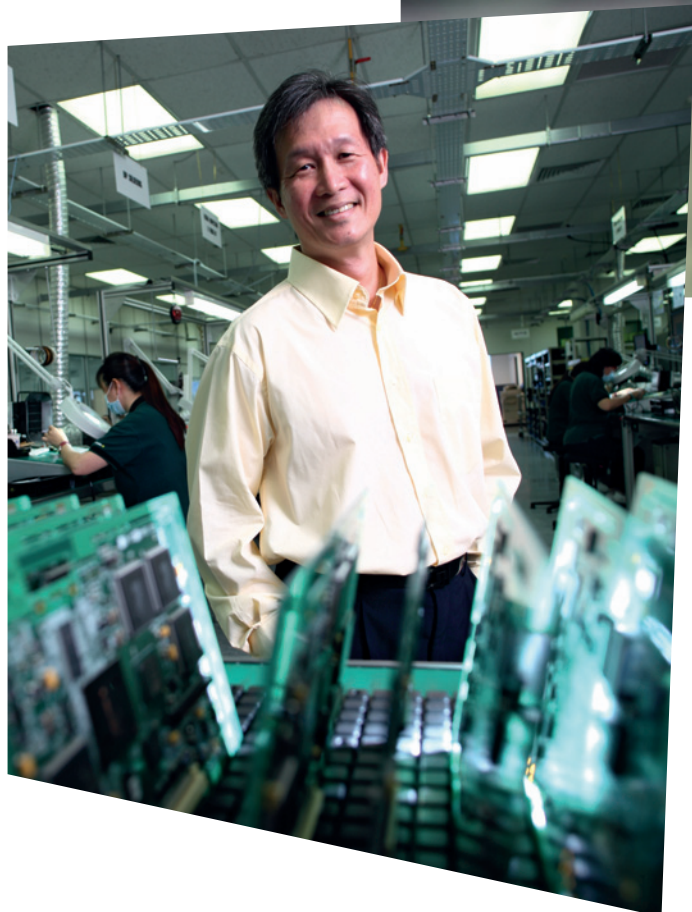
It is also commendable that UWEEI's membership has grown from strength to strength over the years; and the Union has worked hard to ensure that this momentum continued even during the crisis. Despite being the hardest hit by retrenchments during the recession, UWEEI was able to retain its membership base and even saw a net increase in membership during this time. This was possible due to the hard work of the union leaders and staff who have helped members to see the value of union membership. Being a union member meant that workers could benefit in the areas of collective bargaining, employability, training and welfare.

UWEEI's leaders have also constantly identified and groomed new and young leaders into the family. This is an ongoing process and is crucial to the Union's survival and the continued well-being of its members. I hope that more passionate and committed young members will come forward to take up leadership positions.

Moving ahead, I support UWEEI's focus on working with companies to further boost productivity, a critical factor for the electronics sector to remain viable in a highly competitive industry. For this to happen, companies must continuously invest in Research and Development to generate more innovative solutions and products, upgrade workers' skills and continuously improve its processes and systems to cut costs and optimise resources. With increased productivity, workers will have greater job security, and will be able to enjoy better wages too.

I wish UWEEI another successful term ahead.

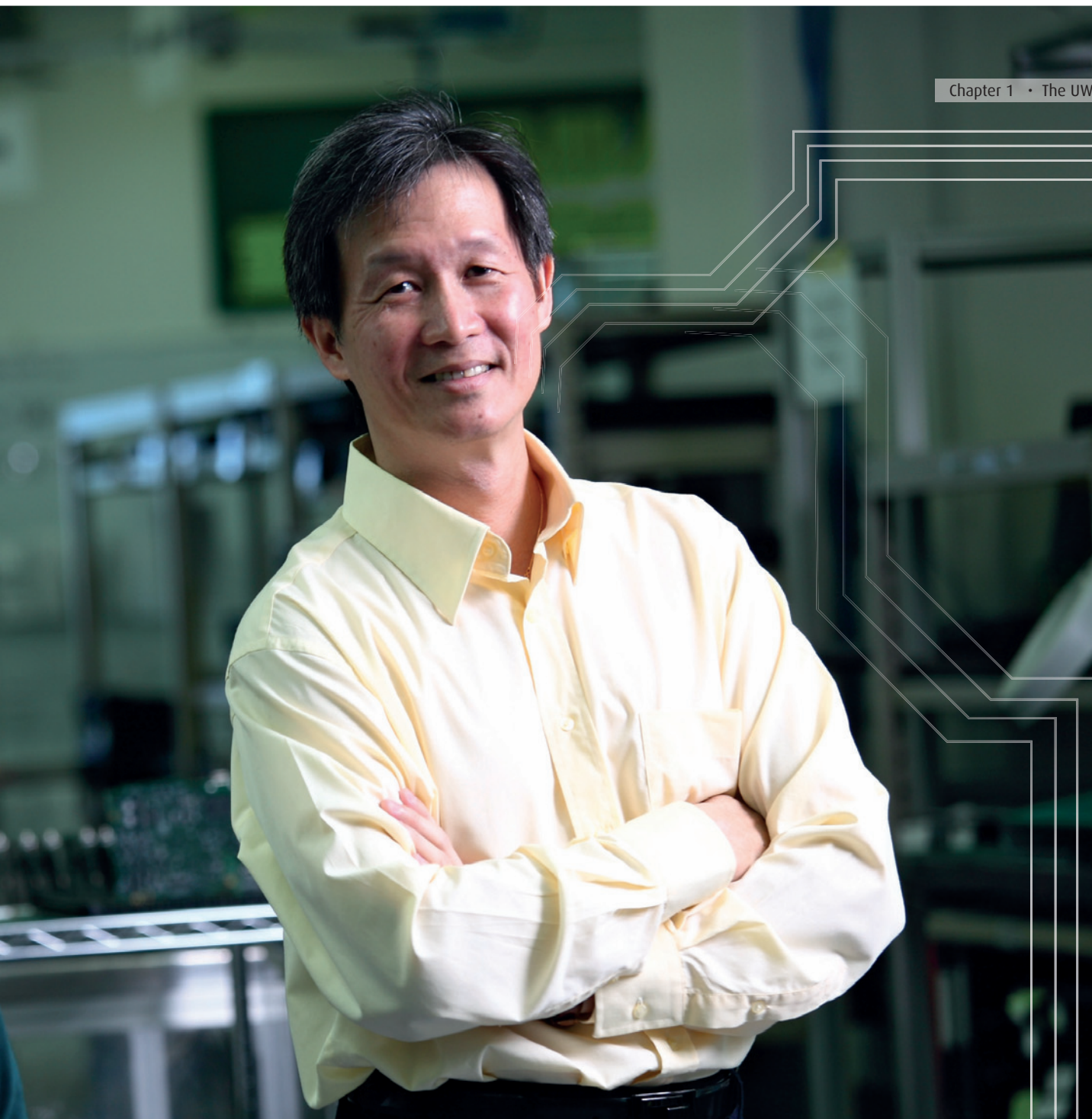
Teo Chee Hean Chairman, Council of Advisors



President's Message

The volatile nature of the electrical and electronics sector has had the United Workers of Electronic and Electrical Industries riding through many waves of challenges. Fortunately, these challenges have shaped the Union to become more resilient and robust. Thriving on adversity, we stay focused on our fundamental mission of assisting members, retaining them and recruiting new ones despite the global economic downturn.

As membership is the pulse of the Union, we have put in efforts to increase our membership base in existing companies and organising new branches. In May 2010, we broke the 53,000 membership mark, achieving the highest membership figure in our history. This would not have been possible without the dedication



and commitment from our Executive Council members, branch officials and staff who have spent tireless efforts in recruiting more members into the Union's fold. The established relations with our management partners based on trust and cooperation further lend us support in our recruitment efforts.

A significant benefit of union membership is the financial assistance that we provide for our members. Through schemes such as U Care Immediate Assistance as well as UWEEI scholarship and bursary grants, we awarded \$2.6 million worth of assistance in 2009 to lessen the financial burden on our workers, especially for those who suffered from loss of income during the downturn.

While we look after the welfare of the rank-and-file members, the needs of PMEs (Professionals Managers and Executives) are not neglected. Being able to better serve PMEs is an essential role of UWEEI to support the Labour Movement's on-going strategy to be a strong voice for all collars, ages and nationalities of workers in Singapore. We have embarked on new outreach programmes such as training fairs, networking events and workshops on executives' employment rights and obligations. Through these engagement activities, feedback and surveys, we have identified key needs and interests of PMEs.

UWEEI has come a long way over the years and will strive to do even more in the years ahead as we continue to work towards enhancing our members' lives.

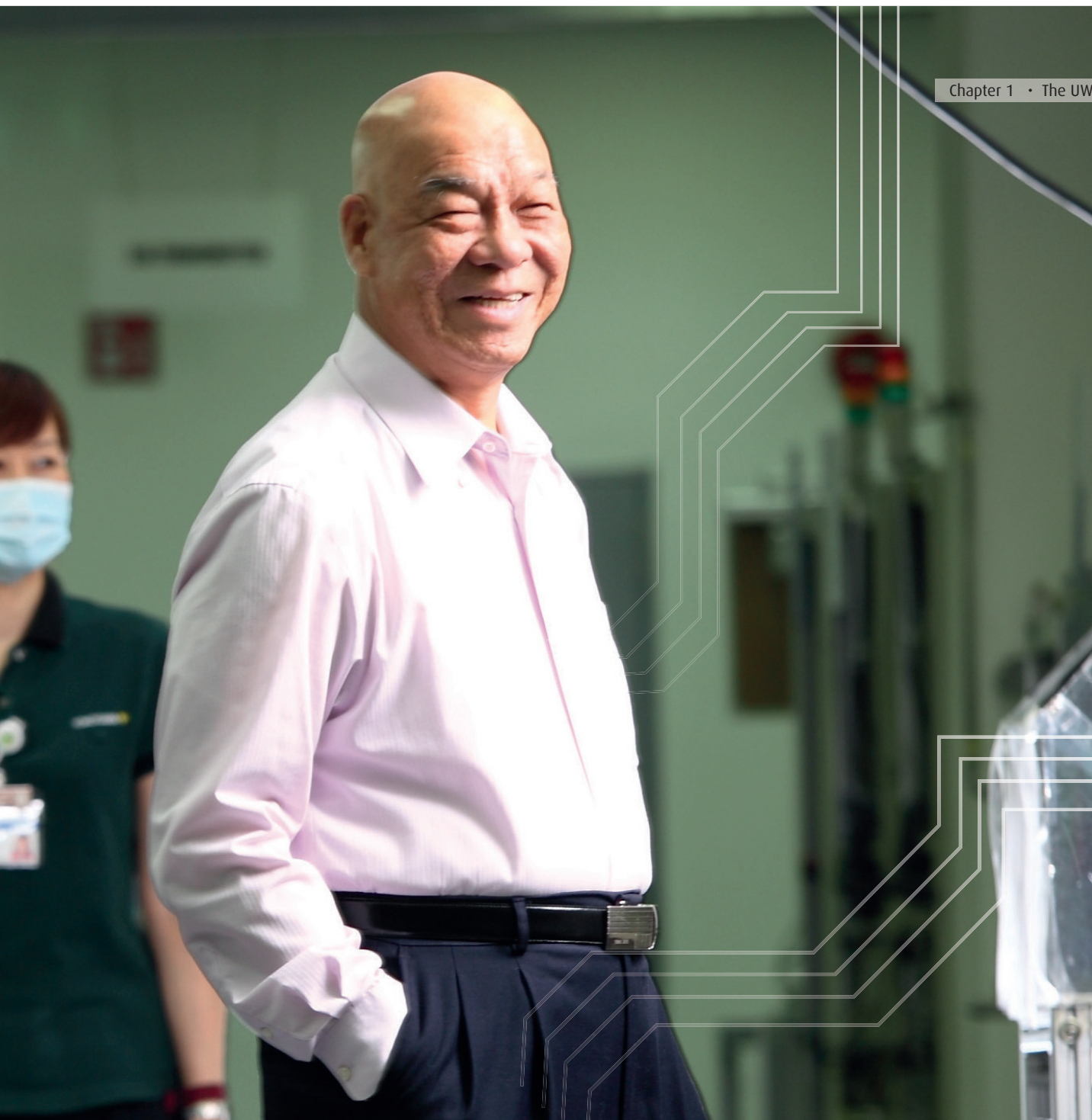
Francis Lim President



General Secretary's Message

The United Workers of Electronic and Electrical Industries was faced with one of the toughest tests in recent history. Despite the many unprecedented and daunting challenges during the global financial crisis, we fought on and emerged victorious.

As we fought side by side with our workers and management to help lift Singapore out of the crisis, we handled painful but necessary measures such as restructuring and retrenchments decisively and fearlessly. We also rallied our workers together and convinced our companies to cut costs to save jobs so as to upturn the downturn.



As Singapore moves towards a knowledge-based economy, a larger proportion of our future workforce will be made up of PMEs (Professionals, Managers and Executives). Reaching out to this new group of workers will be crucial. It requires us to harness social media so that we can better engage this group of workers. Through social media platforms such as UWEEI's Facebook group, we hope to attract more new members into our growing family and continue to serve them effectively.

UWEEI also recognises the importance of providing additional social benefits to the vulnerable groups of society - the lower-income members and mature workers - to help them lead better lives. We increased the number of bursaries and scholarships from 374 in 2006 to 776 in 2010 to ensure that the lower-income members' children could continue their education even in the crisis. In view of the re-employment legislation that will be introduced in 2012, UWEEI is working closely with our companies to put in place processes to help older workers perform more productively at their workplaces. We will organise workshops as well as seminars on financial planning and health management to benefit these mature workers.

Supporting the Labour Movement's efforts to increase Singapore's overall productivity, UWEEI has also been actively engaging its unionised companies to embark on productivity projects at the workplace. To lead by example, we furthered our commitment to become the first union to embark on an organisation-wide "Kaizen" transformational journey to enhance our service efficiency. Looking forward, we will continue to serve our members at our best and help our workers achieve a better life by 'Shaping The Future - With A Cheaper Better Faster Economy'.

Cyrille Tan General Secretary



Executive Secretary's Message

The last four years have been a truly eventful period for United Workers of Electronic and Electrical Industries. We have had breakthroughs on so many fronts. We managed to attract more new members including quite a significant number of PMEs (Professionals, Managers and Executives), who comprise almost twenty per cent of our membership. We had also intensified our efforts to help workers upgrade and re-skill by working closely with companies. Through prudent and careful management of our resources, our financial position has strengthened. With the support of six companies, we launched the first Workforce Skills Qualification (WSQ) for the wafer fabrication industry.

The recession was our biggest challenge as the electronics sector was the worst hit. We are grateful for the swift help from the Government in the form of the Jobs Credit scheme and SPUR (Skills Programme for Upgrading and Resilience) which have helped to save many jobs. We had documented our experience in dealing



with the crisis in our publication, “Managing the Downturn in Singapore – Union Management Collaboration in the Electronics Sector”, which we hope, will be a useful reference material. During this time, with NTUC’s support, we had also provided some financial assistance to 20,000 UWEEI members, who had suffered pay cuts due to the shorter work weeks and loss of overtime.

The situation in the electronics sector is now much better as manufacturing has picked up. Workers now face a new challenge of too much overtime, which is really a happy problem. Even as we welcome the return of orders to our companies, we need to be mindful of the uncertainties that still exist because of the jobs crisis in the United States and Europe, in the latter case compounded by its sovereign debt crisis as well. Hence, we need to press on with skills upgrading and re-training so that our workers can keep pace with new technology and benefit with better skills and higher paying jobs.

As competition in the sector intensifies, we need to keep ahead through sustained productivity growth, which is the focus of the newly established Productivity and Continuous Education and Training Council. In support of Cheaper Better Faster, our own productivity initiative, UWEEI has worked with a number of companies and we will intensify these efforts.

We would not have progressed so far, without the support of our management partners, many of whom had worked very closely with us and supported our initiatives for win-win outcomes. I also wish to express my gratitude to our Council of Advisors, particularly our Chairman, Deputy Prime Minister Teo Chee Hean, who was always so ready in his support of UWEEI, our Executive Council members, branch leaders and staff, as well as, Singapore Workforce Development Agency (WDA) and NTUC’s e2i (Employment and Employability Institute) for their support.

As we move ahead, we will continue to focus on three core areas, that is, membership, productivity and skills upgrading as well as leadership development, which are bread and butter for our members.

Halimah Yacob Executive Secretary

Advisors



Teo Chee Hean



Halimah Jacob



Lim Swee Say



Assoc Prof Koo
Tsai Kee



Dr Ahmad
Mohamed
Magad



Cyrille Tan
Soo Leng



Belinda Teng
Bee Hong

UWEEI Executive Council



Front row (left to right): Peh Hwee Been (Second Assistant General Secretary), Fahmi Abu Bakar (Vice-President), Tan Soo Leng Cyrille (General Secretary), Lim Pan Hong Francis (President), Halimah Jacob (Executive Secretary), Tan Richard (General Treasurer), Yusope Soeratin (First Assistant General Secretary), Oon Geok Hoon Patsy (Assistant General Treasurer), Wang Mui Sin (Internal Auditor)

Back row (left to right): Ramanathan S/O Doraisamy (Council Member), Hamzah Mohd Nor (Council Member), Lim Ka Hock (Council Member), Ong Keau (Deputy Executive Secretary), Chia Cheng Kiow Catherine (Council Member), Goh Hoon Tien (Council Member), Ng Hai Leng (Council Member), Lee Seh Kiat Jason (Council Member), Tan Lye Huat (Council Member), Fong Kwai Ying Diana (Internal Auditor)

Not in picture: Phang Jek Tsoon David (Council Member)

Trustees



Dr Wan Soon Bee



Major (Retired)
Abbas Abu
Amin



Belinda Teng
Bee Hong

UWEEI Staff



Front row (sitting left to right): Wong Yoke Yee Charlotte (Senior Industrial Relations Officer), Phang Boo Chye Timothy (Head, Industrial Relations), Tan Soo Leng Cyrille (General Secretary), Halimah Jacob (Executive Secretary), Ong Keau (Deputy Executive Secretary), Koh Chia Ling (Principal Industrial Relations Officer), Wong Zi Tian (Senior Industrial Relations Officer)

Back row (standing left to right): Liow Xin Yu Sabrina (Industrial Relations Officer), Khoo Jun Jie Stephen (Industrial Relations Officer), Ng Yanli (Industrial Relations Officer), Chua Pei Ling (Industrial Relations Officer), Ng Hwee Pheng Angie (Specialist, Office Management), Choo Khar Moi Lilian (Specialist, Office Management), Tan Siew Yong Mandy (Accounts Executive), Leow Lay Khooon (Specialist, Membership), Yip Lai Yeok Joyce (Senior Associate), Low Bak Song Vincent (Senior Specialist, Membership), Loh Lai Tuan Tricia (Senior Industrial Relations Officer), Yap Poy Seng Ronnie (Senior Associate), Kuek Siew Keng Molly (Senior Associate), Lim Huiying Samantha (Senior Industrial Relations Officer), Ko Hoon (Office Attendant)

Chapter

2

The Industrial Relations Circuit

Industrial Relations Committee



Front row (left to right):

Loh Lai Tuan Tricia, Wong Zi Tian, Ong Keau, Lim Pan Hong Francis, Halimah Yacob, Tan Soo Leng Cyrille, Tan Richard, Phang Boo Chye Timothy, Wong Yoke Yee Charlotte, Chua Pei Ling

Back row (left to right):

Koh Chia Ling, Liow Xin Yu Sabrina, Khaw Jun Jie Stephen, Lim Huiying Samantha, Ng Yanli, Low Bak Song Vincent, Yap Poy Seng Ronnie



The Industrial Relations Committee

Key Objectives

The Industrial Relations Committee formulates and implements policies and guidelines on industrial relations and oversees industrial relations matters. It also promotes and strengthens tripartism and good Labour Management Relations.

The Committee monitors the following:

- Progress of negotiations on Collective Agreements
- Implementation of National Wages Council's recommendations
- Settlements of disputes and grievances
- Retrenchments, temporary layoffs and shorter work weeks

Through dialogues and discussions, the Committee also strives to establish close rapport with branches. It also works closely with management partners to explore initiatives on industrial relations matters such as re-employment of older workers, skills training and matters relating to contract and casual employees.

Industrial Relations Committee

Chairman	Halimah Yacob	Executive Secretary
Secretary	Ong Keau	Deputy Executive Secretary
Members	Lim Pan Hong Francis	President
	Tan Soo Leng Cyrille	General Secretary
	Tan Richard	General Treasurer
	Phang Boo Chye Timothy	Head, Industrial Relations
	Koh Chia Ling	Principal Industrial Relations Officer
	Wong Yoke Yee Charlotte	Senior Industrial Relations Officer
	Lim Huiying Samantha	Senior Industrial Relations Officer
	Loh Lai Tuan Tricia	Senior Industrial Relations Officer
	Wong Zi Tian	Senior Industrial Relations Officer
	Ng Yanli	Industrial Relations Officer
	Liow Xin Yu Sabrina	Industrial Relations Officer
	Khow Jun Jie Stephen	Industrial Relations Officer
	Chua Pei Ling	Industrial Relations Officer
	Low Bak Song Vincent	Senior Specialist (Membership)
	Yap Poy Seng Ronnie	Senior Associate

Industry Outlook

The electronics and electrical industry continues to be a key economic engine for Singapore despite the volatility of the sector. The electronics sector currently accounts for over 30 per cent of manufacturing output and 19 per cent of total manufacturing jobs.

Between financial year 2006 to financial year 2010, major companies such as Seagate Technology, Maxtor Peripherals (Singapore) Private Limited, Amkor Technology Singapore Private Limited and National Semiconductor Private Limited had continued with their massive restructuring process due to the relocation to lower cost countries such as China, Indonesia and Malaysia.

When the global crisis set in over 2008 and 2009, restructuring was rampant; UWEEI saw restructuring and consolidation through joint ventures, mergers and acquisitions.

Gradually, in the third and fourth quarters of 2009 and first quarter of 2010, the electronics sector saw signs of recovery, especially in the wafer fabrication and semiconductor industry. However, it is also clearly evident that the global economic downturn has left an immense impact on the companies, resulting in a different operating model. Companies are unable to foresee long-term volumes.

Despite the global economic downturn, the electronics sector attracted \$4.9 billion investment commitments, representing 41.8 per cent of Singapore's total investment commitments in 2009.

The industrial relations climate remained harmonious even with these economic conditions. Most of the negotiations, grievances and disputes were settled and resolved amicably at the branch or headquarter's level. Unresolved cases were referred to the Ministry of Manpower for conciliation and were successfully resolved. No cases were referred to the Industrial Arbitration Court. There was a case of overtime pay dispute which was brought up to the Labour Court.



Keeping Up With The Upturn The Downturn Momentum

The Labour Movement set forth to tackle the downturn with the cut costs to save jobs mantra. UWEEI was quick to get on its feet and get on this beat.

The economic downturn that swept across the globe from the last quarter of 2008 resulted in plunge in production volumes in most of UWEEI's branches. Production volumes dipped to as low as 25 per cent.

To manage excess manpower and to cut costs and save jobs, UWEEI actively engaged our branches' management on measures in accordance with the Tripartite Guidelines on Managing Excess Manpower.

Working closely with the affected companies, arrangements were made to send employees for SPUR (Skills Programme for Upgrading and Resilience) courses. This enabled the employees to upgrade and prepare themselves for the upturn. At the same time, the impact on them was reduced. For the employers, this was also a win-win solution as they were able to tap into the training grant and absentee payroll to train their workforce.

In a snapshot:

- 73 branches implemented temporary layoffs, of which, 267,400 man-days were lost from the fourth quarter of 2008 to the fourth quarter of 2009.
- 12,388 workers from 57 companies attended SPUR courses.

Leaving No Stone Unturned

"We experienced almost 25 to 30 per cent fall in revenue with the impact of the global crisis. As our main customers are from oil refineries and petrochemical industries, many of them had cut down on their operations, which in turn affected our business. But we were determined to stand firm with our philosophy, that is, to avoid retrenchments at all costs," said Mr Lai Ah Keow, Managing Director of Yokogawa Electric Asia Private Limited.

The Company was bent on exploring other cost-cutting measures to save jobs for its workers. One of the core ways was coming up with the role of a Cost Reduction Officer (CRO) to review cost savings through reducing wastage in every aspect of the Company's operations from production, engineering, logistics and materials procurement.

The CRO was tasked with the responsibilities to re-design and re-develop processes to reduce wastage, cut costs and improve productivity. With this measure, the Company was able to achieve a total of \$1.9 million in savings for the whole year.

As a Company that advocates gains-sharing with its employees at all times, Yokogawa was even able to reward employees with a bonus payment in the month of June 2009.

UWEEI also encouraged management to send its workers for SPUR (Skills Programme for Upgrading and Resilience) training during the idle business periods. 138 employees were sent for SPUR training; the Company also conducted several in-house training programmes.

Said Madam Suzana Omar, 43, who works as an Order and Shipping Assistant: "We were all worried when the economy started getting gloomy and our order levels started going down. It was some assurance when we went for SPUR training as we knew that by going for training during downtime, we could help the Company save our jobs. UWEEI was also very supportive at this time. We were all willing to work together to weather the storm."

The senior management also led by example by taking a wage freeze, cutting back on unnecessary expenses such as traveling and replacing the outsourcing of jobs with in-house fabrication.

"The Union is our valued partner. UWEEI has been a responsible and understanding organisation during these trying times. The Union well understood national policies and worked closely with us in implementing these measures. When staff morale was down with our plunging orders, UWEEI stepped in to keep their spirits up. We appreciate the union leaders' efforts."

Lai Ah Keow
Managing Director
Yokogawa Electric Asia Private Limited



Strengthening Labour Management Relations

UWEEI arranges union-management forums and luncheons for companies' Chief Executive Officers regularly to foster stronger ties with our management partners. We also recognise their contributions through Annual May Day awards.

Union-Management Forums

More than 100 participants comprising of management partners from UWEEI's branches, officials from the Ministry of Manpower, representatives from the Singapore National Employers Federation and union leaders have come together to share experiences, discuss mutual concerns and formulate strategies.

- 2006 - UWEEI focused on re-employment of older workers at the dialogue.
- 2007 - UWEEI introduced an interactive forum to allow the management partners to better understand and be engaged in UWEEI's 2011 vision and dragonboat initiatives.
- 2008 - UWEEI organised a union-management forum and persuaded 20 companies to sign and pledge their commitment to implement fair employment practices.
- 2009 - UWEEI shared on tripartite guidelines on managing excess manpower with the management.
- 2010 - UWEEI focused on Cheaper Better Faster Initiatives to encourage companies to embark on projects to enhance productivity and competitiveness.



Members engaged in an interactive session.

CEO Luncheons



Management partners in a dialogue with Deputy Prime Minister and Chairman, UWEEI Council of Advisors, Teo Chee Hean.

To further strengthen Labour Management Relations, UWEEI started luncheons with CEOs in 2008 to engage top management in an informal manner. With the economic downturn, more companies saw the value of union partnership.

- CEOs have opportunities for dialogues with various ministers such as Deputy Prime Minister Teo Chee Hean, NTUC Secretary-General Lim Swee Say and Minister in Prime Minister's Office Lim Boon Heng.
- To date, more than 50 CEOs have attended the gathering.

May Day Awards

In recognition of companies which have made significant contributions to the Labour Movement, especially in promoting good industrial relations and workers' training, May Day Awards are conferred on them. May Day Awards are one of the most prestigious awards conferred upon companies.

UWEEI has also nominated our branches for this award over the years.

Year	Company	Award
2006	Energizer Singapore Private Limited	Plaque of Commendation
2007	STMicroelectronics Private Limited	Plaque of Commendation
2008	Hitachi Cable (Singapore) Private Limited	Plaque of Commendation
2009	Infineon Technologies Asia Pacific Private Limited	Plaque of Commendation

'Our Partner And Advisor'

An advisor. A partner. An ally. These are the ways that the management at Mitsui High-tec (Singapore) Private Limited describes UWEEI, with good reflections on their Labour-Management Relations since the day the Company was unionised.



Mitsui High-tec was recognised at this year's May Day awards.

The close-knit labour management ties have grown strong in rosy times and even stronger in rocky times. Mr Toshiaki Kusano, the Company's Managing Director, recalls UWEEI's value-add in managing the business when the economic climate was topsy turvy in 2008.

"If it's not for UWEEI's timely guidance to us during the recent crisis, we would not have been able to handle the recession so smoothly. UWEEI rallied the ground to keep our workers calm by holding briefing sessions on how we could work together to save the business. They were also very swift in updating us, management leaders, on Government's initiatives like the Jobs Credit scheme, SPUR

(Skills Programme for Upgrading and Resilience) and the Tripartite Guidelines on Managing Excess Manpower," he shared.

Mr Kusano also values greatly the tripartite model that is at work in Singapore, a unique advantage he says that cannot be experienced in any of the other countries which the company is also operating in, like Thailand and Malaysia.

Showing his support for the Union, Mr Kusano signed up to become a union member in 2006, the very year he set foot to lead the company in Singapore.

"We always look up to the Union as our close partner and advisor. We have a close-knit relationship with UWEEI, which has played a role in our key decision-making processes by providing us with solutions and alternative options in tackling the challenges that we face."

Toshiaki Kusano
Managing Director
Mitsui High-tec (Singapore) Private Limited

Riding On The Cheaper Better Faster Wagon

In preparing for the upturn, UWEEI has actively engaged management partners to look into Cheaper Better Faster projects to enhance the company's productivity and gear up for the upturn. This is also aimed at improving workers' productivity and wages.

To date, UWEEI has engaged 42 companies. Out of these companies, eight companies have embarked on CBF projects as at February 2010 and another seven companies have planned to implement CBF projects.

These are the seven companies that have implemented CBF projects.

- Energizer Singapore Private Limited - Increase in product productivity and labour productivity
- Gemalto Singapore Private Limited - Increase in labour productivity
- Murata Electronics Private Limited - Increase in material productivity
- Hitachi Chemical Singapore Private Limited - Increase in labour and product productivity
- Jabil Circuit (Singapore) Private Limited - Increase in labour productivity
- Numonyx Private Limited - Increase in product and labour productivity
- Panasonic Refrigeration Devices Singapore - Increase in labour and equipment productivity
- STATS ChipPAC Limited - Increase in product and material productivity

Well Ahead Of Time

The Cheaper Better Faster mantra has long been a part of the pulse of Gemalto Private Limited. The manufacturer of smart cards which specialises in digital security solutions believes in differentiation as its core productivity strategy, said the Company's Plant Director, Mr Ramon Padiernos.

"With evolving product and technology markets, the only way we can be sustainable in maintaining high productivity standards is through developing our people. Our people are now rooted in the culture of productivity as they are constantly focusing on reducing waste by eliminating non-value adding activities. As a result, we now have shorter lead times because of the more efficient and faster production times. We are also able to enjoy reduced costs and our workers benefit with higher productivity levels," he added.

The Company has built its strategies by focusing on productivity using a structured, systematic manufacturing model. Lean manufacturing, Six Sigma and Total Productivity Maintenance are some of the models currently in place. In fact, Gemalto has successfully organised its employees into Six-Sigma projects to improve product quality and raise productivity. In 2009, it had more than 100 projects which saved the Company more than \$12 million. One specific team of employees put their minds together and developed a special sensor which automatically detects issues and stops the machine immediately to be attended to, thereby minimising disruptions.

When such productivity achievements are recorded, the Company takes a step forward and shares the gains with its workers in forms such as team bonuses and incentives. This is one way to keep the productivity pulse within the organisation well alive.

"What's best for today may not be the best for tomorrow, especially with the current situation of hyper competition. The management and unions should partner together to generate unique ideas and create more value through continuous improvement in this ever changing industry."

Ramon Padiernos, Plant Director, Gemalto Private Limited



Settlement of Collective Agreements

From 1 April 2006 to 31 March 2010, a total of 111 Collective Agreements were negotiated and signed. More than 61 per cent of the agreements were signed within six months from the expiry of the last Collective Agreements.

Details	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Number of Collective Agreements Signed	31	25	20	35
Total Number of Collective Agreements In Force	63	68	76	61

Flexible Wage Systems

A flexible wage system, which focuses on the value of job rather than the length of service of the incumbent, allows companies to link the wages to productivity and performance.

There are three key aspects:

- Narrowing the min-max ratio to 1.5
- Linking key performance indicators to payment of variable bonus
- Implementation of monthly variable component

As at 31 March 2010, for branches with more than 50 members, the average min-max ratio is 1.7. More than 90 per cent of the branches have performance management systems and variable bonuses.

Monthly Variable Components (MVC)

To further enhance the flexible wage system, the monthly variable component is an important buffer for companies to reduce costs during bad times. The objective is to accumulate MVC up to 10 per cent of the total basic salary.

As of 31 March 2010, 66 per cent of UWEEI's branches with more than 50 members have implemented MVC.

Wage Increases

Majority of our workers received an average bonus of 2.0 months from 2006 to 2008 and 1.38 months bonus in 2009 due to economic downturn. Similarly, majority of our workers received an average annual increment of 2.7 per cent to 3.3 per cent from 2006 to 2008 and wage freeze in 2009 due to economic downturn.

The average wage increase for our members in years 2006, 2007, 2008 and 2009, are as follows:

Details	2006	2007	2008	2009
Annual Increment	2.70%	3.01%	3.28%	0.19%
Total Bonus (Plus Annual Wage Supplement)	2.0 months	2.09 months	1.96 months	1.38 months

Grievance and Industrial Relations Disputes

A total of 63 industrial relations cases were handled by the Union between financial year 2006 to financial year 2010. These cases encompass issues covering annual increments, variable bonuses, terminations, dismissals, company restructurings and Collective Agreements. Most of the cases are usually settled in the year itself.

Details	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Total Number of Cases	21	14	18	10
Number of Cases Settled	18	13	17	10

Advocating Fairness At All Cost

UWEEI took up the case of two union members who were troubled in an overtime pay dispute with UMS Holdings Limited. The two so-called executives were each paid a basic salary of no more than \$2,000 and a fixed overtime allowance of \$8 per hour. This is less than their statutory entitlement of 1.5 times their hourly rate. The case was finally resolved on 23 March 2010 after nearly a year of wrangling when the Labour Court held that the two workmen in question, employed as setters, were indeed workmen and not executives just because their employers deemed them to be. The judgment was that the two workers, already retrenched by the company, were shortchanged of overtime claims which were basic statutory entitlements due to them under the Employment Act. The total sum awarded was \$7,610.19.

“It was a long-drawn process of over one year. Personally, I am glad that the Union has done our part for the workers in upholding the labour law. This definitely reinforces the role of the Union in workers’ lives. Now, we have to work towards building trust and strong Labour Management Relations with the Company.”

Charlotte Wong
UWEEI Senior Industrial Relations Officer

Company Restructuring

With the economic downturn in 2009, the number of branches and members affected by retrenchment in financial years 2008/2009 and financial years 2009/2010 were much higher compared to that in financial years 2006/2007 and financial years 2007/2008. The percentage of bargainable employees affected are however, lower in financial years 2008/2009 and financial years 2009/2010. There were more employees affected at the executive level.

Details	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Number of Branches	16	21	43	33
Number of Workers Affected	4,327	2,026	4,596	1,658
Number of Bargainables Affected	3,018	1,500	2,414	836
Number of Members Affected	1,146	912	2,172	576

All retrenched workers were given pro-rated annual wage supplement, one month’s pay in lieu of notice, encashment of unconsumed leave balance and retrenchment benefits which ranged from one week to one month of the basic pay depending on the length of service. More than 95 per cent of workers with three or more years of services were given one month’s pay for each year of service and pro-rated thereof for an incomplete year of service. UWEEI also made arrangements with the companies to send the affected employees for training to better prepare them for future employment. Majority of the affected employees went through the Attitude, Skills and Knowledge (ASK) workshops and Executive Workshops conducted by NTUC’s e2i (Employment and Employability Institute) where they learnt and picked up skills on communication, resume writing skills and interview techniques.

Through the workshops, they also became more optimistic and confident.

- Attitude, Skills and Knowledge (ASK) workshops are designed for rank-and-file employees.
- Executive workshops are catered to meet the needs of employees at the executive and managerial levels.

For the period under review, 12 companies have ceased operations in Singapore.

Moving Forward

The continued restructuring and consolidation of the electronics industry brings along greater opportunities for bettering workers’ welfare and creating higher value jobs for electronics workers.

Our priority continues to seek to preserve jobs, as well as minimise retrenchments and unemployment. It is important for UWEEI to continue to work closely with the companies and workers to pursue skills upgrading, lifelong learning and enhancement in productivity.

Chapter

3

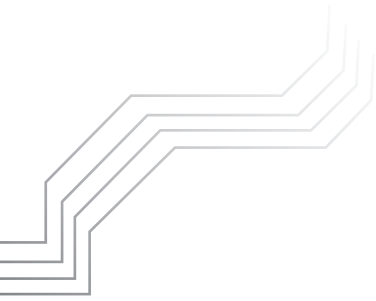
The Employability Engine

Employability Workgroup



Front left: Phang Boo Chye Timothy, Lim Pan Hong Francis

Not in picture: Phang Jek Tsoon David



The Employability Workgroup

Key Objectives

The Employability Workgroup aims to enhance the employability of workers in the electronics and electrical sector. It advocates skills training, re-skilling and re-deployment for the betterment of workers’ lives and their families.

Employability Workgroup

Coordinator	Phang Boo Chye Timothy	Head, Industrial Relations
Members	Lim Pan Hong Francis	President
	Phang Jek Tsoon David	Member, Executive Council

The Employability Culture

Enhancing the employability of electronics workers has always been of utmost importance for UWEEI. For many retrenched workers, they often find it hard to re-integrate into the manufacturing environment due to differences in skill sets. UWEEI is well aware that upgrading their skill sets is the key to fill these employability gaps and therefore actively pushes training for our members. Skills training for our members is important as they are able to keep abreast with the changing employment landscape and be equipped with relevant skills set that would enhance their employability.

Building Up Training Platforms

An advocator of training, UWEEI works closely with management partners and taps on the several programmes such as those listed below to send our workers for training.

Surrogate Employer Programme (SEP)

Apart from promoting the Skills Redevelopment Programme (SRP), UWEEI is also pushing for more skills training through the Surrogate Employer Programme (SEP) as well as the Employability Skills System (ESS) training courses.

The training places for the period of review are reflected as follows:

Year	Yearly Training Places
2006/2007	1,399
2007/2008	1,897
2008/2009	1,470
2009/2010	1,646



The Workforce Skills Qualification framework for the wafer fabrication industry played a role in upgrading the skills of the industry's professionals.

Workforce Skills Qualification For Wafer Fabrication

It was a bold step when UWEEI stepped forward to help companies in the wafer fabrication industry enhance their competitiveness and productivity. The Union took the lead and engaged other partners such as NTUC's e2i (Employment and Employability Institute), Singapore Workforce Development Agency (WDA) and the three UWEEI branches in the semiconductor industry, to work on the Workforce Skills Qualification (WSQ) framework for the wafer fabrication industry. In the process, three other companies joined in to work on the framework, bringing together the efforts of six companies on this venture. These companies aligned their in-house training programmes to meet the national standards of the WSQ for the wafer fabrication sector.

The six major players in the wafer fabrication industry are:

- GLOBALFOUNDRIES Singapore Private Limited
- Numonyx Private Limited
- STMicroelectronics Private Limited
- Systems on Silicon Manufacturing Co. Private Limited
- United Microelectronics Corporation (Singapore) Private Limited
- TECH Semiconductor Singapore Private Limited

UWEEI, together with the Singapore Economic Development Board (EDB) and the companies collectively make up the Wafer Fabrication Industry Skills and Training Council (ISTC) which advises WDA on the training standards, pathway and implementation of WSQ for the wafer fabrication industry. Our workers will now be equipped with a certification that is nationally recognised and portable to facilitate employability and productivity within the industry.

Joining Forces To Race Ahead

It was a first in Singapore when six companies came together to design a training map for the bigger good of the wafer fabrication workforce. The six companies, together with tripartite partners signed a Memorandum of Understanding on 31 August 2009. This ceremony took place at STMicroelectronics Private Limited in Ang Mo Kio Industrial Park 2.

This Workforce Skills Qualification framework for wafer fabrication created pathways for engineers from the six companies to be cross-trained to take on wider job scope, enabling the companies to deploy them to other work areas and thereby enhancing their competitiveness and workforce productivity.

Both the employees and businesses in the wafer fabrication industry are set to benefit in many folds with the collaboration of efforts of these six companies.

Said Mr Derrick Lee, Deputy Director, Learning and Development, GlobalFOUNDARIES Singapore Private Limited: "It was a challenge for us as we came together to share our resources and competencies. With this in place, all our employees in the industry will have a reference to upgrade themselves and align better with the industry."



"After attending this course, I am better able

to understand the processes in wafer fabrication. With the knowledge gained, I am able to identify complex fabrication issues and have gained more confidence on my job. With a systematic learning system and e-learning incorporated in the framework, I am able to learn at a faster pace."

Sng Rui Fang
Associate Engineer
GLOBALFOUNDARIES Singapore Private Limited

Re-skilling And Re-deployment

With the changing landscape and continual restructuring of the electronics industry, UWEEI has continued to engage companies in re-skilling and re-deploying workers instead of resorting to retrenching them whenever there is redundancy.

An exemplary case is highlighted in the story of STMicroelectronics Private Limited. Company was phasing out the backend operations to focus on front-end operations. Instead of retrenching the employees from the backend operations and employing new ones for the front-end operations, the Company worked together with the Union to re-skill and re-deploy its over 340 backend assembly operators and technicians to take on front-end operations roles.

Since then, other companies such as Panasonic AVC Networks Singapore Private Limited, FCI Connectors Singapore Private Limited, Philips Electronics Singapore Private Limited (DAP), Jabil Circuit (Singapore) Private Limited and Infineon Technologies Asia Pacific Private Limited have taken a similar approach to re-skill and up-skill workers to be re-deployed and continue to be employable. As of March 2010, 800 workers have been up-skilled and re-skilled in these companies.

Helping Retrenched Workers

During the period under review, a total of 12,607 workers were retrenched from companies unionised by UWEEI; 4,806 of them were our members.

UWEEI worked closely with NTUC LearningHub Private Limited to customise Employability Camps (ECs) to help the affected members move on to their next employment. UWEEI also engaged e2i to provide Attitude, Skills and Knowledge (ASK) workshops and Executive Workshops for retrenched workers.

Together with e2i, UWEEI also held job fairs to help the retrenched employees return to the workforce. Between April 2006 to March 2010, 4,687 members received UWEEI's help.



UWEEI provided hope to retrenched workers by guiding them to take on training programmes to improve their employability.

Moving Forward

UWEEI will continue to explore on areas of effective partnership with management and training providers to improve existing training platforms and create new training opportunities to level up the employability of our workers.

Chapter

4

Gearing Up For Silver Years

Re-employment Workgroup



From left to right: Goh Hoon Tien, Lim Ka Hock, Koh Chia Ling

The Re-employment Workgroup

Key Objectives

The Re-employment Workgroup works towards its goal of preparing the companies for the legislation on re-employment of older workers legislation that will kick in by 2012. The Committee also hopes to increase the number of workers who are re-employed beyond the age of 62 years.

Re-employment Workgroup

Coordinator	Koh Chia Ling	Principal Industrial Relations Officer
Members	Goh Hoon Tien	Member, Executive Council
	Lim Ka Hock	Member, Executive Council

The Re-employment Scene

Re-employment of older workers has always been a key focus of the Labour Movement and UWEEI. The rapidly ageing workforce, lower birth rate and longer life expectancy have reinforced Singapore's need to take on major efforts to enable employees to work beyond their current retirement age of 62 years old.

This is necessary to enhance the employees' financial status to enable them to lead a more comfortable life in their golden years and also to ease the dependency ratio. Tapping onto a pool of older employees will also help to fulfill companies' manpower needs. Hence, with this strong need for advocacy of re-employment, the Government has also set its directions to legislate the re-employment of older workers by 2012.

Promoting The ADVANTAGE! Scheme

As part of the efforts of the Tripartite Committee on Employability of Older Workers (Tricom), the Singapore Workforce Development Agency (WDA) implemented the ADVANTAGE! Scheme from 2006 to 2010. The ADVANTAGE! scheme emphasises the value of mature workers that companies can leverage on. It supports various initiatives, from job redesign and automation, wage restructuring, to the employment, re-employment and retention of mature workers.

The scheme aims to encourage companies to employ mature workers over 40 years old, or re-employ workers beyond the age of 62 years. It provides a comprehensive package of incentives of up to \$400,000 per company which is registered in Singapore or based in Singapore.

In 2008, a modification of the ADVANTAGE! scheme, the initial grant was rolled out.

This grant was given to companies with at least 20 mature workers, who are Singapore citizens or permanent residents, aged 55 years and above to support companies' efforts in the recruitment of new workers aged 40 years and above, retention of existing workers aged 55 to 61 years old and re-employment of existing staff aged 62 years old and above.

On 1 April 2010, changes were made to the ADVANTAGE! scheme. However, the focus to help companies put in place Human Resource systems and enhancing the work environment to facilitate re-employment practices in preparation for re-employment legislation remains.

In UWEEI, 13 companies have embarked on the ADVANTAGE! Scheme. In 2008, another eight companies tapped into the initial grant to prepare themselves for the re-employment legislation in 2012, making a total of 21 companies on the scheme.



Taking Care Of Treasure

Mature workers are always an asset at Hitachi Chemical (Singapore) Private Limited. The Company reinforced these sentiments when it stepped up its efforts to reduce strains on the backs of mature workers on its shop floors.

These workers could also work with the comfort of adjustable back support as they scan printed circuit boards in the production line. Their soles have support from anti-fatigue mats that reduce strain on their legs.

Older employees working in the office are also not left out in these age-friendly arrangements. They work on computerised programmes and these help reduce the likelihoods of making data entry errors.

To add on, health talks and workshops provide monthly tips on active ageing right at the workplace.

These plans by Hitachi Chemical to create a more age-friendly work environment were made possible with the grant of \$46,160 secured under the ADVANTAGE! Scheme. The Company employs over 1,000 workers in its two plants in Singapore. These initiatives benefit most workers across the Company and were planned and designed specifically with the needs of mature workers in mind.

Older workers in the Printing and Automated Optical Inspection sections of the plants had often feedback on the physical strains on their backs and legs from the 12-hour shifts. These employees check on the quality of circuit boards, standing throughout the shift at their workstations.

"These anti-fatigue mats provide some relief for our soles and cause less stress on our legs as we stand for long hours in the production line," said Madam Toh Swee Peng, 57.

"One key factor that affects the employability of older workers is their health. As long as an employee is fit, his service will always be valuable to the organisation. The Company will do its best to help our mature workers lead a healthy lifestyle while at work."

Jessica Lai

Assistant Human Resource Manager
Hitachi Chemical (Singapore) Private Limited

The Company has earlier tested the effects of these mats with its employees. The results were good, hence, bigger investments from the ADVANTAGE! funding were ploughed in them. More than half of the funding is planned to be spent on the mats and adjustable back supports. The company's human resource manager worked closely with UWEEI to gather ground feedback on these initiatives.



Affirming Commitment To TAFEP

The Tripartite Guidelines on Fair Employment Practices (TAFEP) sets out fair employment practices that should be adopted by employers to help prevent discrimination at the workplace.

An inaugural pledging ceremony for TAFEP was held on 8 May 2008. 53 of UWEEI's companies pledged their commitment to TAFEP on that day. Since then, five other companies have also pledged their commitment to TAFEP.

The companies pledge to five principles of fair employment practices as follows:

- Recruit and select employees on the basis of merit
- Treat employees fairly and with respect and implement progressive human resource management systems
- Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential
- Reward employees fairly based on their ability, performance, contribution and experience
- Abide by labour laws and adopt tripartite guidelines which promote fair employment practices

The practice of fair employment will help to foster an inclusive workplace, one that is built on merit and based on progressive human resource practices.



Leveling Of Companies

In order to track the progress of the companies to help them increase the degree of preparedness for the legislation, the Labour Movement has identified four levels of classification.

The four levels are:

- L4: Model Companies (very pro-active with sustainable and scalable initiatives to re-employ older workers)
- L3: Companies have implemented human resource policy on re-employment
- L2: Companies have re-employment clause in Collective Agreement or Memorandum of Understanding and are already re-employing older workers
- L1: Companies have started re-employing older workers on an ad-hoc basis

Below shows the level of preparedness among the UWEEI companies:

Level	Number of Companies
L1	18
L2	17
L3	21
L4	0

Advocating Re-employment Initiatives

Over the years, UWEEI has also engaged companies in various age-friendly employment practices which include promoting flexible wage systems, advocating re-employment policies, implementing senior employment guidance programmes and health programmes.

Together with the companies, UWEEI has achieved the following.

- 12 companies have committed to Senior Employment Guidance Programme or U Health
- 25 companies have implemented re-employment of older workers policy in their handbooks or Collective Agreements
- 58 companies have committed to TAFEP
- 21 companies have embarked on ADVANTAGE! Scheme



UWEEI has always been upbeat about advocating employment and employability for older workers.

In total, UWEEI has worked with 83 companies to embark on various initiatives relating to re-employment of older workers.

Moving Forward

As UWEEI moves towards 2012, we are committed to work with more companies to prepare them for the re-employment legislation as well as to equip and prepare the mature employees for this change.

Chapter

5

The Membership Pulse

Membership Committee



(Left Photo) From left to right: Tan Lye Huat, Lim Pan Hong Francis, Fong Kwai Ying Diana, Ng Hai Leng, Tan Soo Leng Cyrille, Low Bak Song Vincent, Yap Poy Seng Ronnie, Peh Hwee Been Simon, Fahmi Abu Bakar Bafana



(Right Photo) From left to right: You Jian Hua Sally, Lim Soon Lye Eric, Ramah, Zahra Hadir, Hamzah Osman, Tan Ma Chye Eric, Wong Yoke Yee Charlotte

Not in picture: Shafaq Ali Haq Sardar Mohd, Ong Puay Chin May, Tey Gek Hong Bernadette

The Membership Committee

Key Objectives

The Membership Committee plans, implements and monitors programmes to increase membership of UWEEI and therefore, the representation in the electronics and electrical sector. The Committee identifies and trains an effective team of branch officials for membership recruitment drives and campaigns. In this pursuit, it also works closely with NTUC's Membership Department to promote membership activities.

Membership Committee

Chairman	Tan Soo Leng Cyrille	Murata Electronics Branch
Vice-Chairman	Lim Swee Hock	General Branch (till June 2009)
Secretary	Fahmi Abu Bakar Bafana	Infineon Technologies Branch
Assistant Secretary	Peh Hwee Been Simon	STMicroelectronics Branch
Members	Fong Kwai Ying Diana	Jabil Circuit Branch
	Hamzah Osman	Venture Branch
	Lim Pan Hong Francis	Hitachi Cable Branch
	Lim Soon Lye Eric	Hitachi Cable Branch
	Ng Hai Leng	Panasonic Semiconductor Branch
	Ong Puay Chin May	AFPD Branch
	Ramah	Seagate Technology Branch
	Shafaq Ali Haq Sardar Mohd	VDL Enabling Technologies Branch
	Tan Lye Huat	Energizer Branch
	Tan Ma Chye Eric	JVC Electronics Branch
	Tey Gek Hong Bernadette	General Branch
	You Jian Hua Sally	STMicroelectronics Branch
	Zahra Hadir	Carrier Transicold Branch
Coordinators	Wong Yoke Yee Charlotte	UWEEI HQ
	Low Bak Song Vincent	UWEEI HQ
	Yap Poy Seng Ronnie	UWEEI HQ

The Pulse Of A Union

Membership is the pulse of a union. A strong membership base will translate into a stronger voice for the union. UWEEI has over 53,000 members in its fold and is one of largest unions in Singapore. Its membership recruitment and engagement efforts have kept its membership base robust over the years.

Making Breakthroughs

UWEEI has been achieving breakthroughs in membership. We attained 50,000 members in 2007 and in 2010, our membership crossed 53,000. Membership base has also continued to grow despite the downturn in 2008 and 2009. It is through the efforts of the branch officials to recruit new members and retain existing ones that we have been able to continue to grow the membership and achieved the highest ever figure of 53,628 to date.



A well-deserved celebration for branch officials.

Time	April 06~March 07	April 07~March 08	April 08~March 09	April 09~March 10
Overall Membership	48,243	51,842	52,485	53,628
Ordinary Branch	30,229	33,165	34,190	37,605
General Branch	17,970	18,926	18,295	16,023

To celebrate the milestones in 2007 and 2010 and to recognise and reward the branch officials for their continuous efforts in recruiting members, UWEEI held membership celebrations during the two years.



Members and potential members at a road show.

Running Key Initiatives

UWEEI has embarked on a slew of initiatives designed to boost the membership figures. These include the annual membership award, appointment of membership captains, Member-Get-Member incentive and pilot-run for additional Member-Get-Member incentive.

Annual Membership Awards

The membership awards aim to give recognition to branches that have been active in recruiting and retaining members. The awards were presented to the top three branches with the highest net increase in branch membership over the last financial year. Managements of these branches were also given recognition for their active support and encouragement to facilitate recruitment activities within the respective companies.

Tugging At The Heartstrings

'It is about touching their hearts with what we have done for our members and what we can do for them when they become members too,' said Madam Patsy Oon. These are the words that constantly ring in the mind of Madam Oon, a Purchasing Assistant at Hewlett-Packard Singapore Private Limited. She also serves as UWEEI's Assistant General Treasurer and Branch Chairman of her Company.

Year after year, Madam Oon, 55, never fails to clinch high records of new members recruited in her branch. For her, it's never about the high records or high numbers that matter. It is always the welfare of members that matter most.

"Union membership benefits such as U Stretch vouchers, scholarships and bursaries go a long way in helping our lower-income members. There is a sense of satisfaction when these members benefit from the financial assistance," she shared.

While taking care of the rank-and-file workers' welfare, Madam Oon also keeps an eye on the needs of the PME (Professionals, Managers and Executives) at her workplace.

"Sharing success stories of how we have helped all levels of employees in the workforce actually builds up confidence among the PMEs towards the Union. So, that is one of my key tactics in wooing members into our UWEEI family."

Patsy Oon
Hewlett-Packard Branch Chairman

She added: "Training opportunities and workplace grievances are what these employees at the executive level look for in a union. Therefore, I have to be pro-active in approaching them and sharing with them on what we can offer."

Appointment of Membership Captains

UWEEI appointed 20 top recruiters as Membership Captains. The Membership Captains programme was launched to provide a platform for the membership captains to share and learn from one another their successful strategies and efforts in recruitment.



UWEEI is always on its feet to explore new areas in recruiting members into its fold.

UWEEI organised regular meetings with the Membership Captains to provide constant updates on NTUC benefits, services and promotions. All of them were each given a 'Recruitment Kit' comprising of items such as membership forms, stationery, and temporary cards to facilitate their recruitment process.

Member-Get-Member Scheme

The Member-Get-Member Scheme was reviewed in 2006 to enhance the effectiveness of the scheme. To make the scheme more attractive, the recruiter's incentive was increased from \$5 NTUC Fairprice voucher per new member to \$10 cash. Through this scheme, UWEEI has recruited more than 1,500 members annually. In addition, we give recognition and reward to the top three recruiters through the Top Recruiter Award.

Others Before Self

When his shift hours are over for the day, Mr Jimmy Thong heads straight to the staff canteen at Panasonic Refrigeration Devices Singapore. Not for a cup of coffee or a warm meal; but to spread the word about UWEEI to the non-members at his branch.

"I spent time after and before my work hours every day to connect with new employees in the Company. I tell them about union membership and how becoming a member can make that difference in their lives. At the same time, I also get to meet up with members who have already signed up with the Union to find out their needs and interests," said Mr Thong, 47, a Line Leader who serves as assistant branch treasurer.

One of his key strategies lies in painting a clearer picture of how investing \$9 a month in union membership sows benefits in many folds.

"From discounts on grocery shopping, recreational activities and healthcare products at NTUC's Social Enterprises such as NTUC FairPrice, NTUC Club and Unity pharmacies, our members enjoy a good handful of benefits beyond their membership fees. And what's more, there is also the very important element of workplace representation and protection of their rights at the workplace. Many people do not see this. So,

I believe it is my duty to share with them," he added.



Mr Thong's care and concern also reaches out to older workers at his workplace who may shun away from union membership. "They say, 'I am old and what can I gain from the Union?' I told them that they do not know what they are missing from the activities organised by U Live and UWEEI's family outings. To me, whether a worker is young or old, the Union has an impact on everyone," he said.

"Everyday, I try to engage and recruit at least two workers who have not heard about the union before. And for that reason, I am always on my feet during my break times and after work hours. To others, it may seem like I am taking additional efforts; to me, it's about helping two more workers benefit from the Labour Movement."

Jimmy Thong

Panasonic Refrigeration Devices Branch Assistant Treasurer

Pilot-run Additional Member-Get-Member Incentive

From August 2009 to February 2010, an additional incentive was given to a branch when the membership target was met. 18 potential branches were selected for the pilot run. The membership target is based on the average number of new members recruited over the past six months.

When a branch achieves this target, it will receive an additional \$5 for each new member recruited. This is in addition to the \$10 provided under the existing MGM Scheme and aims to boost collective effort on membership recruitment within the branch.

If the branch exceeds the target by two times, it will receive additional \$10 for each member recruited. Through this scheme, more than 600 new members were recruited.

Effective Recruitment Strategies

UWEEI explored various avenues to boost membership in our new and existing branches and to reach out to all nationalities.

New Branches

UWEEI successfully organised 17 companies over the past four years. It managed to foster partnerships with major companies such as United Test and Assembly Center Limited, STATS ChipPAC Limited and GLOBALFOUNDRIES Singapore Private Limited.

Existing Branches

UWEEI conducted more than 50 roadshows annually in our existing branches to reach out to potential members. More than nine mini-roadshows were organised near the workplaces of electronics based companies such as Ang Mo Kio Techplace, Alexandra Technopark, Kaki Bukit Technolink, and Tampines Canteen.

UWEEI also worked closely with NTUC's Membership Department to roll out attractive membership promotions during recruitment drives. For example, \$20 NTUC Fairprice vouchers were given to new sign ups.

In 2007, tea parties were organised for branches such as Hitachi Global Storage Technologies, and three other branches located at Ang Mo Kio (Renesas Semiconductor, Panasonic Semiconductor and STMicroelectronics) to recruit and engage members. More than 200 members and non-members attended each of the event; over 60 new members were recruited through each event.



Going right into the work sites for membership recruitment.

Exploring Retention Methods

Positive discrimination between members and non-members, extended membership benefits and annual souvenirs are some of the UWEEI's key recruitment strategies.

Positive Discrimination

To create positive discrimination between members and non-members, UWEEI negotiated with companies to pay the union membership dues for those affected retrenched workers. This was during the downturn in 2008 and 2009. The membership fees sponsorship ranged between three months to one year. This help ensured that our members continue to enjoy union benefits, retain their membership while searching for jobs. In addition, we also urged companies to extend the outpatient benefits for those retrenched workers.

Extended Membership Benefits

Through collaboration with our companies, UWEEI organised its first ever Electronics and IT Fair in January 2010 to offer attractive discounts to our members. We also partnered Mobile One (M1) services and Philips Singapore to offer benefits and discounts specially to our members.

Annual Souvenirs

UWEEI has been distributing annual souvenirs to our members. Our members look forward to these souvenirs and we hope that this benefit will increase their stickiness and association to the Union. Attractive towel sets, umbrellas, couple watches, vacuum flasks and water bottles are some of the souvenirs given out over the years.

The 3R + 1P Approach

UWEEI's membership strategies focus on the 3R + 1P framework.

This framework encompasses efforts on – Recruitment, Retention and Relationship.

• *Recruitment*

To deepen membership penetration in existing branches and recruit new members through workplace representation, attractive membership promotions and exploring of new arena.

• *Retention*

To provide relevant products and services, and have more communications to the members.

• *Relationship*

To build lifelong engagement by building rapport with members and their families. UWEEI will continue to provide value adding services and events to engage our members and provide the personal touch.

• *PMEs (Professionals, Managers and Executives)*

To rope in this pool of potential members that are growing in numbers.

'I Will Never Give Up'

Whenever he meets a new face in the office building, be it in the walkways, lifts or cafeteria, the recruiter's instinct in Mr Kwoh Choo Chye, 54, sets to work. The Production Supervisor who serves as Branch Treasurer at Hitachi Global Storage Technologies Private Limited will whip out his union membership brochure and hand it to the employee.

Said Mr Kwoh: "That is the first move that I will make. After these non-members take some time to read and absorb the information, I will then approach them again after one week to coax them to become union members."

He added that the building up of a good relationship with potential members right from the start enhances their views of UWEEI. And these efforts have reaped good results that shine through encouraging recruitment numbers at his branch.

"It may take some time but earning their trust is worth the while because once they value the Union, they are likely to be union members forever. When it comes to PME's, most of the times, I tell them that joining the Union is not against the company and when they realise this, they willingly sign up. Once they are members, they rejoice over the lifestyle perks they most enjoy like golf and movies. So, all they have to do is to get on board with us first," he said.

"I never give up when non-members seem to be resistant. It all takes some patience and perseverance and because we are a dedicated Labour Movement, these efforts always pay off and we see healthy numbers of members coming forward to become part of us."

Kwoh Choo Chye

Hitachi Global Storage Technologies Branch Treasurer



Star Awards

UWEEI received the Star Awards for three continuous years of having the highest gross increase in membership figures. The awards are presented by the NTUC's Membership Department in recognition of the membership achievement by the unions.

Moving Forward

UWEEI will continue its efforts to recruit, retain and build relationship with our members; and outreach to the PME's. We will also continue to explore new ideas and strategies. With each milestone, the bar will also be set higher. Moving forward, we will challenge ourselves to achieve the target of 60,000 members.

Chapter

6

Roping In The PMEs

PMEs' Workgroup



From left to right: Peh Hwee Been, Koh Chia Ling, Yusope Soeratin

The PMEs Workgroup

Key Objectives

The PMEs Workgroup aims to reach out to the PMEs (Professionals, Managers and Executives), retain them and recruit more members from this pool. The Committee also works closely to create a network amongst the PMEs to foster bonding and networking. In doing so, we hope to increase the stickiness and affiliation to the Union.

PMEs workgroup

Coordinator	Koh Chia Ling	Principal Industrial Relations Officer
Members	Yusope Soeratin	First Assistant General Secretary
	Peh Hwee Been	Second Assistant General Secretary
	Lim Swee Hock	First Assistant General Secretary (till June 2009)

The PMEs' Wagon

The focus on PMEs was kick started in August 2006 as part of NTUC's vision towards LM2011, a "Labour Movement for All, All for Labour Movement". This marks the first step towards the outreach to the PMEs and towards an all inclusive trade union movement. This is a timely move as Singapore's demographics shifts towards a more educated workforce.

In the electronics sector, the employment landscape is also changing as there are now more engineers and professionals who are employed as companies continue to upscale their activities. This is a trend that is likely to continue; hence to remain relevant to meet the needs of this sector, UWEEI has to focus on attracting and retaining more PMEs into our fold.

The PME membership has been growing steadily over the years. Currently, we have 15,588 PME members.



Extension of Scope to Executives

Extension of scope to executives is a key focus for UWEEI. The extension of scope allows for limited representation of executives by union in areas of retrenchment, breach of contract, victimisation and dismissal. There were 30 companies with extension of scope to executives in 2008; in 2009, there were 33 companies.

Helping PMEs In Crisis

Many PMEs expressed concerns over issues such as job security and employment matters, particularly on retrenchment in times of crisis.

Workplace Representation

The global financial crisis in 2008 and 2009 saw many PMEs impacted to a greater scale as compared to other crises. UWEEI stepped in to offer assistance to the affected PMEs and this clearly highlighted the value-add of union membership.

The PMEs' Pull Factor

When five executives were terminated from a local manufacturing company, UWEEI came to their rescue promptly. The result – the five executives were reinstated. This news was powerful enough to lure another 100 executives to join UWEEI almost immediately.

Said Mr Hamzah Osman, the Company's Branch Chairman: "Suddenly, my handphone was ringing, my office telephone was ringing, I was alerted to new email messages... Out of every two or three persons I met, one asked me how to join the Union!"

In December 2008, the Company terminated about 20 executives because it deemed them to be underperforming. Out of this group, five were UWEEI members.

UWEEI analysed the five members' individual cases and decided to help them.

As they were executives, the five were not covered by the Collective Agreement which the management had signed with the union. However, the Union could represent them under the Industrial Relations Act with limited representation.

The Union appealed on behalf of the five members to the Minister of Manpower under section 35(3) of the Industrial Relations Act for reinstatement. Discussions were held in January 2009 and the five got their jobs back.

"Recruiting executives is a lot more difficult than signing up rank-and-file workers. They see the lifestyle benefits which they can do without, but they cannot see the relevance of the Union at the workplace which they cannot do without."

Hamzah Osman
Branch Chairman of the Company

Focus On Union Representation by Executives

To generate awareness of employment rights to PMEs, UWEEI conducted three runs of talks on rights and obligations of employees and on executive representation in 2009. These talks were well received and provided a useful platform for the PMEs to clarify their doubts on employment. UWEEI also worked with NTUC's e2i (Employment and Employability Institute) to partner training providers to hold training fairs for them.

A Valued Opportunity

It was a casual walk-in for a time of networking for Mr Ngai Fatt Kee when he attended the first event of the UWEEI's Professional Engineering Community in April 2010.

Mr Ngai, 58, at that time and a retrenched professional, did not expect to land on a job at this networking platform.



"I was interacting with trainers from NTUC LearningHub Private Limited and was led to discuss on the job opportunities available in the organisation. It seemed like a perfect fit – NTUC LearningHub was looking for a Project Management Trainer and there I was, with 18 years of experience and a Masters Degree, in the field. It all fell into place and I was offered the job," he said.

Mr Ngai today is an Associate Trainer with NTUC LearningHub and is thankful that he was given this opportunity through the help of UWEEI.

"My story is a clear example of the effective networking platform that PMEs like me can benefit through UWEEI's efforts. After I became a union member, I grew more aware of the training programmes and employment opportunities. Even when I was out of a job, UWEEI made a difference in my life."

Ngai Fatt Kee
Associate Trainer
NTUC LearningHub Private Limited



Golf clinic sessions and wine appreciation workshops are some activities that have attracted PMEs to UWEEI.

Hyped Up Outreach

Numerous activities were organised between 2006 to 2010 to reach out to the interests of PMEs. These events included golf clinics, wine appreciation workshops, financial talks, movie events and networking sessions.



Movie Tickets As A Tool

Movie tickets have become increasingly expensive over the years. To provide affordable tickets to our members, UWEEI partnered NTUC to sell Shaw and Cathay movie vouchers at a discounted rate of \$2.50 to \$3.00 off the normal ticket price.

Sale of vouchers to members averaged about 4,000 vouchers per year. With more and more members interested in watching movies, the UWEEI Movie Interest Group was set up in 2009.

Launch of Movie Interest Group

The UWEEI Movie Interest Group was launched on 28 June 2009. There are currently over 250 movie interest group members and growing.

UWEEI members were treated to movie events as follows:

- Transformers: Revenge of the Fallen
Other than watching the blockbuster movie, members also had a chance to play Wii and win lucky draws.
- Clash of the Titans
Members had a chance to indulge in a wine and networking session before the movie.

For Work, Live And Play

As an ardent movie lover, Mr Puah Yong Meng was thrilled when UWEEI came up with its movie interest group in 2009.

An Engineer with Hitachi Global Storage Technologies (Singapore) Private Limited, Mr Puah, 43, was already drawn to become a union member with the deck of benefits UWEEI could offer for PMEs like him.

"While I am aware of the workplace representation that the Union can provide, it is a bonus that UWEEI has also catered to my lifestyle interest of watching movies. I appreciate UWEEI's efforts in taking time to find out what members like and also go all out to start up an interest group."

Mr Puah and his family also joined UWEEI in its National Day celebrations at the Padang last year.

"I am glad that as a UWEEI member, I enjoy an array of perks at work, live and play. I always look forward to attending their next event after I return from one."

Puah Yong Meng
Engineer
Hitachi Global Storage Technologies
(Singapore) Private Limited



New Online Membership Portal

A first in UWEEI's history, the online membership portal was launched in 2007 to provide ease and convenience of membership sign up to target an increasingly IT savvy workforce.

Over the past three years, the online membership attracted about 800 members on average. There were various promotions and tie-ups with NTUC to promote online sign-up. We have given away \$20 worth of NTUC Fairprice vouchers with 3-in-1 towel set for new sign ups online and also a pair of movie vouchers plus \$10 for members who recruit new members through the online portal.

Survey on PMEs

To have a better understanding of PMEs in the sector, a survey was conducted with over 750 members and non-members to find out their interests. The survey provided UWEEI with valuable feedback related to the executives' training needs, interests and knowledge of their employment rights. The survey findings also helped UWEEI to better strategise programmes for the PMEs.

Building Up Activists' Pool

UWEEI has also embarked on building up a group of PME activists. These activists are members or non-members who have interest in organising events or programmes for our members. The activists will also be our feedback channel on the Union's programmes from our members.



PME members are constantly invited to take part in a range of activities like networking sessions organised by UWEEI.

Moving Forward

UWEEI has soft launched the UWEEI Engineering Professional Community in April 2010. The UWEEI Engineering Professional Community is a community for PMEs in the electronics sector.

Through the community, we aim to be a voice for the PMEs and create a community for them to network and bond. Members of the community can look forward to invitations to professional development programmes, workplace advice and legal clinics, networking events, movie screening and more. All PMEs in the electronics sector can join this community, regardless of membership.

UWEEI hopes to foster a closer bond with the members and non-members and to synergise our efforts through this platform.

Chapter

7

Young UWEEI In Action

Young UWEEI



Front row (left to right): Sukartini Mohd Mawar, Liow Xin Yu Sabrina, Chua Ching Hiong Horace

Back row (left to right): Yang Hong Zhi, Lee Seh Kiat Jason, Chong Moi Hing Joshua, Tan Chwee Hock,
Cui Hai Bo, Anand Ariyaratnam

Not in picture: Low Kum Thong, Chew Chooi Fung Tiffany, Lim Gek Tiang Joey, Wong Wai Kong, Xu Yu Ling



Young UWEEI

Key Objectives

Young UWEEI aims to reach out to the young workforce in the electronics sector by recruiting, retaining and rejuvenating them. The Committee hopes to help these young workers cope with the challenges of globalisation, changing employment landscape and meet their varying needs. The Committee also strives to bring together the young and the old, the blue and white collar workers and contract workers and work towards a better future for all. In addition, the Committee hopes to reach out to young branch officials and aims to develop them further.

Young UWEEI

Chairman	Lee Seh Kiat Jason	Pepperl + Fuchs (Mfg) Branch
Vice-Chairman	Sukartini Mohd Mawar	Energizer Branch
Secretary	Chew Chooi Fung Tiffany	WD Media Branch
Assistant Secretary	Cui Hai Bo	Murata Electronics Branch
Members	Anand Ariyaratnam	Murata Electronics Branch
	Chong Moi Hing Joshua	Infineon Technologies Branch
	Chua Ching Hiong Horace	Flextronics Manufacturing Branch
	Lim Gek Tiang Joey	General Branch
	Low Kum Thong	General Branch
	Tan Chwee Hock	General Branch
	Wong Wai Kong	General Branch
	Xu Yu Ling	STMicroelectronics Branch
	Yang Hong Zhi	Flextronics Manufacturing Branch
Coordinator	Liow Xin Yu Sabrina	UWEEI HQ

Refreshing Achievements

Developing the young workers in the electronics sector forms a vital part of renewal and continuity for the future of UWEEI. UWEEI had set up its very own Youth Chapter in April 2003 to engage and develop our young branch officials and to discover new leaders.

Young UWEEI looks into strengthening the bond and communication amongst all the young members by organising activities that will provide opportunities for interaction and to boost the youth membership base of UWEEI. Young UWEEI works closely with Young NTUC and other youth chapters to create a platform for the youth to get together and share their ideas, views and concerns. Through this, we aim to forge a strong cohesion and provide an avenue for interaction among young members and create a sense of association to the Union and the Labour Movement.

Young UWEEI Passport

This initiative was launched in 2006 to encourage members to participate in our activities actively. With this Young UWEEI passport, a stamp will be given for each event that the member attended. After the collection of three stamps, the member can then attend the next event for free.



Young UWEEI bashes have never failed to attract a good turnout each time they are organised.

Young UWEEI Bashes

These bashes serve as an effective recruitment tool and engage our members. It has been a signature event in UWEEI as this event attracts over 500 members every year. We recruited an average of 70 new members per bash where different themes like retro and Halloween were developed. We also work closely with NTUC's Social Enterprises for this event. Young UWEEI also puts up dance performances during the bash with our very own talents taking centre stage.

Collaboration With Other Youth Chapters

To create more diversity and provide opportunities for interaction, we also created a platform for Young UWEEI members to know other union members through collaborations with other youth chapters.

Some of these key events that Young UWEEI has collaborated with other youth chapters are:

- BBQ cum team-building sessions. Jointly held with Metal Industries Workers' Union and Shipbuilding and Marine Engineering Employees' Union
- Amazing Race. Jointly held with Healthcare Services Employees' Union, Metal Industries Workers' Union, Education Services Union, Chemical Industries Employees' Union.
- National Day Celebration. More than 500 members and their families assembled at the Padang to celebrate with the Labour Movement.
- Young NTUC's Solidarity walk. UWEEI mobilised more than 700 people to join the walk in celebration of May Day 2009.
- Free Hugs. On 14 February 2009, concurrently with Young NTUC, Young UWEEI carried out the Free Hugs event at Jurong Point as a form of encouragement to our workers during the downturn. Each participant was also given a personalised hand-made photo frame.



Collaborations with other youth chapters have also provided Young UWEEI members a good interaction and learning platform.

Breaking Out Of That Shell

Reserved. Shy. Soft-spoken. That was how Madam Sukartini Mohd Mawar saw herself before she set foot into the youth chapter of UWEEI in 2003. Today, she has transformed into an outgoing and outspoken youth leader who serves as the Vice-Chairperson of the vibrant Young UWEEI.

"I have learnt a whole bundle of life skills from my active participation in the youth activities. From communication skills to events management skills, I have been shaped up to be a more effective leader," said Madam Sukartini, 40.

The Branch Secretary and Quality Assurance Technician at Energizer Singapore Private Limited has even been recognised by management heads for her good events management skills.

"The events that I organise with other youth leaders for Young UWEEI have been very successful. Looking at this, I was approached by my company to organise events such as the family day outing at Pasir Ris; this event also turned out well," she added.



She shared further: "We get to exchange ideas and meet a lot of new people. These activities have opened my mind to analyse issues on a broader perspectives. I can now relate to people more confidently."

While Madam Sukartini has gained much from serving as a youth leader, she now takes the lead to persuade other 'shy' but potential leaders like her in her company to follow her footsteps. "I tell them - 'You will never know until you take that first step to explore and enrich your capabilities'", she said.

Her role as a leader in Young UWEEI has also opened doors for Madam Sukartini to interact with leaders of youth chapters across other unions as well as with members of Young NTUC.

"I can proudly say that Young UWEEI is one of the most active and vibrant youth chapters in the Labour Movement. Together with the other enthusiastic youth leaders and supportive Industrial Relations Officers, we will continue to spread our vibrancy and passion to our members."

Sukartini Mohd Mawar
Energizer Branch Secretary

Ad-Hoc Events



Young UWEEI is always on its feet to come up with activities that are of interest to its youth members.

A slew of other events are also organised to reach out more extensively to our members and engage them.

Some of these events are:

- Young UWEEI Laser Quest
- Young UWEEI Tag Paintball
- Young UWEEI Movie Screening
- Young UWEEI Community Service Project
- KidzQuest 2009 at Central Fire Station

Moving Forward

The Young UWEEI Committee will continue to charge ahead with its plans to engage and retain members, adding vibrancy to the Union.

Chapter

8

Leaving No One Behind

Contract and Casual Workers' Workgroup



Front row: Oon Geok Hoon Patsy

Back row (left to right): Khaw Jun Jie Stephen, Tan Richard

Contract and Casual Workers' Workgroup

Key Objectives

The Contract and Casual Workers' Workgroup strives to reach out to contract and casual workers to improve their social status by enhancing various aspects of work, live and play in their lives.

Contract and Casual Workers' Workgroup

Coordinator	Khow Jun Jie Stephen	Industrial Relations Officer
Members	Tan Richard	General Treasurer
	Oon Geok Hoon Patsy	Assistant General Treasurer

Roping All On Board

Helping contract and casual workers is a challenging issue. UWEEI has embarked on partnerships with management partners and NTUC's UCCW (Unit for Contract and Casual Workers) to help this group of vulnerable workers in the sector.

Collaboration With Management

UWEEI took on joint efforts with labour supplier, Yesir Manpower Private Limited, to extend UWEEI-NTUC members' benefits to our members where the company had subsidised 50 per cent of the monthly membership fee. The company had 678 employees in third quarter of 2007 and 310 members have signed up for the scheme. The collaboration provided the contract workers access to a host of benefits offered by the Union and NTUC's UCCW and at the same time, benefiting from the Government's Workfare Income Supplement (WIS) Scheme.

As more contract workers are employed to fill the labour supply gap, UWEEI was able to actively reach out to this group through labour suppliers to ensure that no one is left behind.

Better Perks, Better Life

The Labour Movement offers a platter of benefits – from social and recreational – to union members. Madam Jumilah Ismail, 48, a retail assistant with Yesir Manpower Private Limited felt privileged when she was given an opportunity to get a taste of these benefits.

“The rebates on grocery shopping whenever my family shopped at NTUC FairPrice supermarkets are useful for us. I am really fortunate to be able to enjoy union membership through such joint efforts.”

Madam Jumilah Ismail
48, Operator
Yesir Manpower Private Limited



Financial Support Scheme

UWEEI distributes vouchers of at least \$40 to help our low-income members cope with the rising costs of living.

Extension Of Benefits Offered By UCCW



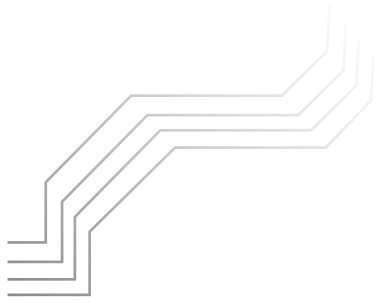
With this collaboration between UWEEI and UCCW, members could benefit from awareness workshops and forums.

NTUC's UCCW offers social and recreational activities for contract and casual workers. UWEEI worked with UCCW to bring these benefits to our members.

The members had the opportunities to participate in social events such as the International Migrants' Day which was held on 15 December 2009. In addition, they could also benefit from information sharing sessions that touch on topics like the WIS.

Moving Forward

These efforts will continue as UWEEI works towards building an inclusive workforce encompassing all collars, all ages and all nationalities.



Chapter

9

The UWEEI Spotlights



Publicity Committee



From left to right: Ong Woon Hwee Thomas, Chu Kin Seng, Chan Yuen Yeong, Sie How Shong Daniel, Liow Xin Yu Sabrina, Foo Weng Chew, Chan Kum Tong

Not in picture: Leong Siu Hoong Amos, Lim Aik Siang Raymond, Loke Yuet Yeng, See Hock Hin Raymond, Tan Cher Lim

Publicity Committee

Key Objectives

The Publicity Committee strives to align UWEEI to the Labour Movement's key focus and highlight good industrial relations cases and Union events through various media platforms such as NTUC This Week and external media. The Committee also explores avenues to create touch points for UWEEI members and make the UWEEI brand more visible in the electronics sector.

Publicity Committee

Chairman	Ong Woon Hwee Thomas	General Branch
Vice-Chairman	Chan Kum Tong	General Electric (USA) Controls Branch
Secretary	Sie How Shong Daniel	Fujitec Branch
Members	Chan Yuen Yeong	Hewlett Packard Branch
	Chu Kin Seng	Hitachi Chemical Branch
	Foo Weng Chew	General Branch
	Leong Siu Hoong Amos	General Branch
	Lim Aik Siang Raymond	Flextronics Manufacturing (Kallang) Branch
	Loke Yuet Yeng	General Branch
	See Hock Hin Raymond	General Branch
	Tan Cher Lim	Hitachi Global Storage Technologies Branch
	Esther Eng Kim Bee (till Mar 2009)	Hewlett Packard Branch
Coordinator	Liow Xin Yu Sabrina	UWEEI HQ

UWEEI In The News

The publicity department is constantly in action to provide our members with updates on Union news and events. We also work on bringing these messages across to our members effectively and at the same time, make this information easily available and accessible to them. These efforts have strengthened and improved communications between the Union and our members.

Picasa Web Album

Photos are integral to maintaining members' interest. UWEEI has developed a team of homegrown photographers to ensure coverage of events and good photo sharing systems on our website.

Lights, Camera, Action!

Capturing each and every moment in UWEEI's diary – that is what Mr Chan Kum Tong does as the Vice-Chairman of UWEEI's publicity team.

Rain or shine, Mr Chan, 55, a Branch Chairman and Production Setter at General Electric (USA) Controls Private Limited can be seen with a camera in his hands as he is up on his feet for events and activities organised by UWEEI.

Photography may be his hobby; nevertheless, Mr Chan has extended his service voluntarily to the Union. From roadshows to bashes to International Women's Day celebrations, Mr Chan will be amidst the buzz of all Union activities.



UWEEI's publicity arm does its best to capture every moment of the Union's activity.

"Besides pursuing my passion, I am glad that this opportunity has enabled me to be part of the team that brings the purpose of UWEEI's mission across to our members."

Chan Kum Tong
General Electric (USA) Controls
Branch Chairman



Stories in NTUC This Week

The Publicity Committee works closely with the other committees to provide coverage and write articles on UWEEI's events and latest news to be published in NTUC This Week.

These efforts create awareness and publicity for UWEEI's events and also play a role in facilitating better understanding of Union's work to our management partners who subscribe to NTUC This Week.

Contributions of stories in NTUC This Week were high during the downturn period. These helped to document the efforts of UWEEI and the companies to cut cost and save jobs in the sector that was most hit by the global crisis.



Notice Boards At Branches

Notice boards provide another source of communication. They are the main and first touch points of UWEEI's events and news to the members, especially the rank-and-file workers who may not have access to our website.

A notice board competition was launched in 2006 to motivate the branch officials to upkeep and update the notice boards at their work sites. Attractive prizes were given to the winning branches.

UWEEI On Facebook

As social media takes on a greater role as a medium of communication, UWEEI has also set up a facebook community in 2008 to ride on this technology. News and events are updated regularly for our facebook members. We work closely with the other committees to ensure maximum leverage on publicity to generate members' interest and new membership sign-ups. Currently, we have more than 400 members who have joined us on our facebook community.

Online Contests And Quizzes

To generate interest on union events among members and to enhance their knowledge about union matters, UWEEI holds bi-monthly contests and quizzes. Our members are notified about the quizzes through emails and smses. For convenience and flexibility, members can submit their entries via fax, email or by post. On average, we receive 300 entries per quiz.

SMS As A Tool

SMS was introduced as a communication tool in April 2006. Branch officials and members are updated promptly through SMS about our upcoming events and contests. Seasons' greetings are also sent to members during the festive occasions. This form of engagement further strengthens the connectivity of our members with UWEEI.

'UWEEI Gets To Know You' Survey

This initiative started in 2009 for the purpose of updating our members' particulars. Through the survey, UWEEI seeks to better understand the members and henceforth, organise activities according to their interests. A database on the interest of the members is also built up so that we can send information to the targeted audience.

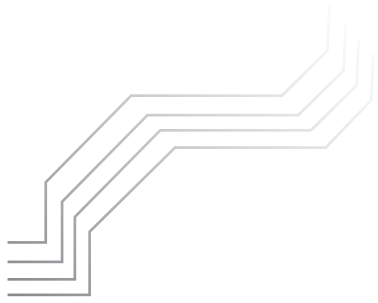
- Three surveys were conducted in 2009 during events such as IT Bazaar, UWEEI Movie Interest Group Screening cum Wine tasting and soft launch of UWEEI Engineering Professional Community.
- Through the surveys, not only has UWEEI gathered more understanding on the needs of the members and their updated particulars; we have also identified several activists for other communities.

UWEEI e-Bulletin

This quarterly communication platform helps our members stay connected with UWEEI as they are informed about the events and news happening at both the Union and NTUC level. The e-bulletin is available online for easy access of our members.

Moving Forward

The Publicity Committee strives to improve the website, with more enhanced features to make it more convenient and user-friendly for members. We will also continue to provide more coverage on union events and industrial relations cases through NTUC This Week and external media to keep our union members abreast of the happenings in the Labour Movement. Through the enhanced features, the Publicity Committee also hopes to better serve and attract PMEs (Professionals, Managers and Executives).



Chapter

10

Molding The New Crew Of Leaders



Leadership Committee



Front row (left to right): Kee Whee Lim Steven, Tan Choon Chuan Desmond

Back row (left to right): Tan Richard, Lim Ka Hock, Wong Zi Tian, Ramanathan s/o Doraisamy,
Fong Kim Tan Alice, Bahar Rudin Sharif

Not in picture: Phang Jek Tsoon David, Seow Chee Beng

Leadership Committee

Key Objectives

The Leadership Committee aims to systematically identify, train and develop union leaders to ensure the continuation of a strong and competent leadership in UWEEI and also to continuously develop and groom potential leaders in the Union through a wide spectrum of training programmes.

Leadership Committee

Chairman	Tan Richard	Hitachi Chemical Branch
Vice-Chairman	Lim Ka Hock	Panasonic Electronic Devices Branch
Secretary	Phang Jek Tsoon David	Murata Electronics Branch
Assistant Secretary	Fong Kim Tan Alice	Hewlett-Packard Branch
Members	Bahar Rudin Sharif	General Branch
	Kee Whee Lim Steven	Panasonic Refrigeration Devices Branch
	Ramanathan s/o Doraisamy	Mitsui Electronics Branch
	Seow Chee Beng	Panasonic AVC Networks Branch
	Tan Choon Chuan Desmond	Numonyx Branch
Coordinator	Wong Zi Tian	UWEEI HQ

Grooming New Leaders

The Leadership Committee plays a vital role in ensuring the continuity of good and quality service to our members by channeling efforts to identify, train and prepare our existing and new leaders.

'PCK' Framework

The 'PCK' (Personal Attributes, Commitment and Knowledge) framework was launched at UWEEI's Corporate Planning Seminar in 2008. This framework spans across all levels of leadership – individual, branch and union.

This framework revolves on leveling up our union leaders in three major areas – Personal Attributes, Commitment and Knowledge.

- *Personal Attributes* refers to the ability to motivate and influence others to believe in him or herself.
- *Commitment* refers to sacrificing of personal time to pro-actively advocate all of UWEEI's objectives and activities.
- *Knowledge* refers to the capability of handling branch and workplace issues independently.

UWEEI strongly believes that by instilling individual leadership, the union branch will be able to drive the initiatives of UWEEI and NTUC, serve members better and eventually, this will translate into outstanding union leadership and propel UWEEI to greater heights. We continue to develop the leadership of branch officials based on this framework and through training programmes by the Ong Teng Cheong Labour Leadership Institute (OTCi).

Core Training And Enhancement Programmes

UWEEI continues to encourage Executive Council members and Branch Officials to attend core training programmes such as

- Basic Certificate in Industrial Relations (BCIR);
- Intermediate Certificate in Industrial Relations (ICIR);
- Advanced Certificate in Industrial Relations (ACIR);
- Diploma in Employment Relations (DER); and
- Certificate in Leadership (CIL).



Proud graduands who have taken a further step in honing their leadership skills.

Between 2006 to 2010, the total number of union leaders who have completed the above core training programmes are as follows:

Core Training Programme	Number of Union Leaders Who Have Completed The Programme
Basic Certificate in Industrial Relations (BCIR)	103
Intermediate Certificate in Industrial Relations (ICIR)	43
Advanced Certificate in Industrial Relations (ACIR)	17
Diploma in Employment Relations (DER)	8
Certificate in Leadership (CIL)	35

Besides the above core training programmes, union leaders and staff continue to enhance their knowledge through attending enhancement courses, dialogue sessions and conferences such as:

- Understanding the Employment Act;
- Grievance Handling and Discipline;
- Legal Seminar on Understanding the Employment Contract;
- Leadership Effectiveness in Inspiring and Influencing People;
- Dialogue with NTUC Secretary-General Mr Lim Swee Say;
- Dialogue with Minister for Health Mr Khaw Boon Wan on Medishield Reform; and
- Briefing on Review of Employment Act by UWEEI Executive Secretary Madam Halimah Yacob.

Educational Trips For Branch Officials

UWEEI continues to organise knowledge enriching trips for union leaders such as learning journeys to Ministry of Manpower and Old Parliament House. The intensive sharing sessions and networking opportunities between UWEEI's key leaders and branch officials were well-received. 116 branch officials have participated in the educational trips during the period of review.

Industrial Workers Education and Training Fund (IWETF) Learning Awards

In recognition of union leaders' commitment to lifelong learning, NTUC launched the Industrial Workers Education and Training Fund (IWETF) Learning Awards in 2009. The IWETF, amounting to \$6 million, was set up in 1982 to fund leadership training and development activities in the NTUC-affiliated industrial unions. Presented for the first time in 2009, the IWETF Learning Awards were awarded to 44 union leaders from the industrial unions and signified the importance that the IWETF Management Committee places on union leadership development. Selection for the IWETF Learning Awards is based on the number of training days chalked up by the union leaders and are given out in three categories: Gold, Silver and Bronze.

11 UWEEI branch officials were awarded the IWETF Learning Awards in 2009 and 2010.



The UWEEI team at the inaugural IWETF Awards in 2009.

Branch Official Recognition Awards (BORA)

The Branch Official Recognition Award (BORA) is presented to union leaders who have exceptional contributions in their branches, within the Union and the Labour Movement. Organised by the Ong Teng Cheong Labour Leadership Institute, every year, the award recipients embark on overseas learning journey to understand the social, economic and trade union developments in a different country and at the same time, ride on the platform to interact and network with other outstanding officials and delegation leaders.

Within the period of review, 13 UWEEI branch officials were presented the award.

Driven By Passion

He did UWEEI proud – as the first recipient of the Nithiah Nandan Book Prize for Top Unionist for Advanced Certificate in Industrial Relations (ACIR) course in 2007. Mr Ramanathan s/o Doraisamy, 38, received the award which was instituted in recognition of the sterling contributions of veteran unionist and former Nominated Member of Parliament, the late Mr Nithiah Nandan, to the Labour Movement.

Said Mr Ramanathan, a Senior Engineering Assistant at Mitsui Electronics Asia Private Limited: “I am deeply honoured to be the first recipient of the Nithiah Nandan Book Prize. We are a great Labour Movement because of bold and selfless union leaders like Mr Nithiah Nandan. I have learnt many valuable lessons in this course, and I hope to be able to serve my union members with that same passion, dedication and never-give-up spirit.”

In the same year, he was also awarded the NTUC FairPrice Achievement Award for his outstanding performance in his cohort.

Although juggling work and family commitments with classes in the evenings was clearly challenging, Mr Ramanathan’s passion to serve has kept this fiery spirit of upgrading well alive in him. The ACIR course conducted by the Ong Teng Cheong Labour Leadership Institute was not the first for Mr Ramanathan, who has been serving UWEEI as a union leader for over five years now.

He has attended a span of courses such as the Basic Certificate in Industrial Relations and Intermediate Certificate in Industrial Relations. “When I first started off as a young, fresh leader, I did not have such vast knowledge on industrial and employment issues. This was reflected in the way we settled industrial disputes with the management as well. I am glad that UWEEI has provided union leaders with such opportunities to equip themselves better for challenges ahead”, he said.



At the next level, he is pursuing the Diploma in Employment Relations.

With a willingness to upgrade and serve the members, Mr Ramanathan was also nominated for the Branch Official Recognition Award (BORA) in 2009.

“After I developed my negotiation skills and built up more

knowledge in industrial relations through the training platforms, I have transformed into a more confident leader. I have gained better respect from the management as I am able to communicate with them on a more professional and efficient level. Upgrading myself through the leadership courses has significantly made a lot of difference.”

Ramanathan s/o Doraisamy
Mitsui Electronics Asia Branch Chairman

UWEEI Scholarships And Bursaries

UWEEI has also kept the welfare of our members at heart. About 350 to 500 members' children benefit from UWEEI's Scholarship and Bursary Awards annually. In 2009, during the economic downturn, we extended additional help to our members. U Bursary was provided to another 310 children. Through these awards, we hope to encourage members' children to continue to strive for excellence in their studies and a better future.

Financial Year	Scholarship		Bursary		U Bursary	
	Number of Recipients	Total Amount Given Out	Number of Recipients	Total Amount Given Out	Number of Recipients	Total Amount Given Out
2006/07	145	\$23,350	229	\$23,350	NA	NA
2007/08	154	\$29,000	219	\$23,050	NA	NA
2008/09	161	\$31,600	293	\$32,800	NA	NA
2009/10	185	\$41,700	281	\$40,700	310	\$ 49,675

A Pillar Of Support

"I will do my best to give my daughter the best education," these are the sentiments of Mr Madivanan s/o Govindasamy, 47.

And Mr Madivanan feels an additional boost whenever his daughter receives \$300 worth of study grants from UWEEI.

"As a Senior Technician, I take home about \$1,800 on the average. With this, I take care of my family of three; my wife is a homemaker and my daughter, Keshiniy, is still in school," he added.

Mr Madivanan also shared that the study grant from UWEEI goes a long way in alleviating some of the expenses on his daughter's school books.

Said Mr Madivanan, who is also an Assistant Branch Treasurer at Fujitec Branch: "My daughter is a 'bookworm' and loves reading books. She is always looking out for books related to Physics, Chemistry and Biology as she enjoys Science. Some of this grant is sometimes spent on buying these books for her."

Keshiniy, 15, is a Secondary Three student at the NUS High School of Mathematics and Science and hopes to scale even better heights in her educational journey.



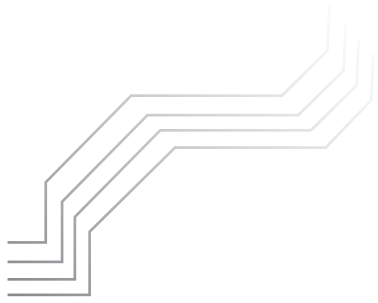
"A big bulk of the study grant that my daughter receives is always channeled into future savings for her education. I am very grateful that UWEEI has provided a pillar of support in building up my child's future."

Madivanan s/o Govindasamy

Fujitec Singapore Corporation Assistant Branch Treasurer

Moving Forward

Leadership renewal is the key to ensure that a union constantly and consistently takes care of the welfare of its members. UWEEI will therefore continue to dedicate resources to identifying and grooming potential leaders for the future.



Chapter

11

Striking A Balance



Quality Work-life Committee

Sports Committee



(Left Photo - Quality Work-Life Committee) Front row (left to right): Wong Zi Tian, Jamilah Abdul Hamid, Lim Pan Hong Francis, Shahrudin Abdul Manaf, Ng Choon Lui, Chia Cheng Kiow Catherine, Junaina Naim, Umyma Bibi Muthu Mohaidin Rawther

Back row (left to right): Mohamed Nasser Naynam Mohamed, Goh Hoon Tien

Not in picture: Fauzi Abdullah Shaikh Alkaff



(Right Photo - Sports Committee) Front row (left to right): Hamzah Mohd Nor, Yusope Soeratin, Goh Hock Chye

Back row (left to right): Chua Siew Heok Jenny, Low Bak Song Vincent, Tan Ma Chye Eric, Gurnaya Singh, Cheng Ley Hua, Ng Hai Leng

Not in picture: Arifa Syed Khan, Lew Kwan Koon, Loh Lei Chen, Mohamed Sa'at Samuri, Ng Sim Beng

Quality Work-life and Sports Committees

Key Objectives

The Quality Work-life Committee strives to organise activities focusing on work-life balance for members, their family members and potential members. These actions are directed to build up a union that provides welfare in all aspects of work, live and play in members' lives. As part of the Quality Work-life Committee, the Sports Committee also supports these objectives by promoting a healthy lifestyle as well as strengthening friendship and camaraderie among members through sport activities.

Quality Worklife Committee

Chairman	Lim Pan Hong Francis	Hitachi Cable Branch
Vice-Chairman	Chia Cheng Kiow Catherine	Renesas Semiconductor Branch
Secretary	Fauzi Abdullah Shaikh Alkaff	Murata Electronics Branch
Assistant Secretary	Mohamed Nasser s/o Naynam Mohamed	Panasonic Refrigeration Devices Branch
Members	Goh Hoon Tien	Gemalto Branch
	Jamilah Abdul Hamid	General Branch
	Junaina Naim	Hewlett Packard Branch
	Ng Choon Lui	General Branch
	Shahrudin Abdul Manaf	PerkinElmer Branch
	Umyma Bibi d/o Muthu Mohaidin Rawther	General Branch
	Wu Leong Seng	Panasonic AVC Networks Branch (till April 2008)
Coordinator	Wong Zi Tian	UWEEI HQ

Sports Committee

Chairman	Yusope Soeratin	Fujitec Branch
Secretary	Ng Hai Leng	Panasonic Semiconductor Branch
Assistant Secretary	Hamzah Mohd Nor	Epcos Branch
Members	Arifa Bte Syed Khan	General Branch
	Cheng Ley Hua	Panasonic Electronic Devices Branch
	Chua Siew Heok, Jenny	General Branch
	Goh Hock Chye	Energizer Branch
	Gurnaya Singh	Panasonic Refrigeration Devices Branch
	Lew Kwan Koon	General Branch
	Loh Lei Chen	General Branch
	Mohamed Sa'at Samuri	General Branch
	Ng Sim Beng	Panasonic Refrigeration Devices Branch
	Tan Ma Chye Eric	JVC Electronics Branch
Coordinator	Low Bak Song Vincent	UWEEI HQ

Work, Live And Play

UWEEI advocates the Labour Movement's call to make a difference in members' lives in all the areas of work, live and play. Over 13,000 members have participated in our activities within the period of review. Some of the events are listed below.

Walking Club

UWEEI's Walking Club was launched in July 2008. Close to 200 participants took part in the inaugural walk at the Southern Ridges. Since then, over 300 members and their family members have taken part in the walking club activities.

UWEEI Family Day

To engage our members and their family members in union activities, UWEEI organises family day events. In 2008, close to 10,000 members and their family members took part in the event held at Singapore Zoological Gardens. The Guest of Honour was the then Minister for Defence, and now Deputy Prime Minister and Minister for Defence Teo Chee Hean. The family day was the largest ever-family day event that UWEEI has organised.

Participation In U Games

The Inter-Union sports competition aims to promote sportsmanship amongst affiliate unions and to foster camaraderie amongst members of the Labour Movement. Some of the sports activities include Inter-Union bowling, soccer, badminton and cross country race. Yearly, it attracted participation from more than 1,000 UWEEI members and their families. In August 2008, the Inter-Union sports competition was rebranded as U Games. The Inter-Union Challenge comprises of a series of 13 major sporting competitions, leading to the finals for the prestigious SG Challenge trophy. UWEEI emerged as the overall first runner-up in the inaugural U Games 2008/09. In U Games 2009/2010, with better participation and more talented players, UWEEI emerged as the overall champion.

UWEEI Sports Activities

UWEEI organises regular sports activities and competitions for our members. These activities range from bowling, soccer, badminton and to even fishing competition. As with the past years, bowling and soccer are two of the most popular sports events among members. Every year, about 60 teams participate in UWEEI Inter-branch bowling and Grand Masters. About 15 teams take part in UWEEI Soccer tournament.



A club that was launched with the interests of members at heart.



UWEEI emerged as the overall champion for U Games 2009/2010.

Winning Games

Mr Ivan Yap Book Kuan thought his love for sports would have to fade away once he steps into the workforce as he was likely to be overwhelmed by his work responsibilities. But his thoughts took a turn when he joined UWEEI, which provides avenues for members like Mr Yap to participate in a slew of sports and leisure activities regularly.

"As we all share a same passion for the sports, we also feel very proud to be playing together as a team to do UWEEI proud. We may not have won all the competitions but have always won in teamwork and unity."

Ivan Yap Book Kuan
Technician
Mitsui Electronics Asia Private Limited

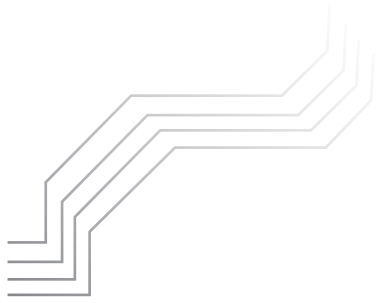
Mr Yap is an avid basketball player. Through the Union's sports activities, he managed to rally four others to make a basketball team of five.

This team now represents UWEEI in tournaments and competitions.



Moving Forward

Working on the belief that a happy and healthy worker is a productive worker, the Quality Work-life Department, together with the Sports Committee, will continue to strive to improve the quality of life and promote healthy living among our members.



Chapter

12

Women's Wing Flies High



Women's Committee



Front row (left to right): Wang Mui Sin, Teng Bee Hong Belinda, Oon Geok Hoon Patsy,
Boh Lai Chee Nancy, Chia Cheng Kiow Catherine

Back row (left to right): Ding Laf Ling May, Tan Kah Mooi, Low Mui Hong Jean, Teo Lay Tin,
Toh Lian Eng Eve, Ng Hwee Lian Pauline, Koh Li Huang, Tiu Lee See, Ng Yanli, Goh Sai Huay Magdalene

Not in picture: Lim Lay Hiong, Lim Beng Yen Peggy, Lim Kim Ping Karen



Women's Committee

Key Objectives

The Women's Committee strives to provide a platform for women to participate in social activities, pick up life skills and network with one another. It also aims to develop a pool of women activists through various women's programmes. As a caring and sharing Union, the Committee also organises community services programme for the less fortunate and administers various assistance schemes.

Women's Committee

Chairman	Teng Bee Hong Belinda	Avago Technologies Manufacturing Branch
Vice-Chairman	Wang Mui Sin	Yokogawa Electric Branch
Secretary	Oon Geok Hoon Patsy	Hewlett-Packard Branch
Members	Boh Lai Chee Nancy	General Branch
	Chia Cheng Kiow Catherine	Renesas Semiconductor Branch
	Ding Laf Ling May	Hitachi Chemical Branch
	Goh Sai Huay Magdalene	General Branch
	Koh Li Huang	Toshiba Branch
	Lim Lay Hiong	Nichibei Electric Parts Branch
	Lim Beng Yen Peggy	General Branch
	Lim Kim Ping Karen	Panasonic Semiconductor Branch
	Low Mui Hong Jean	Seagate Technology (AMK)
	Ng Hwee Lian Pauline	Kenwood Electronics Tech Branch
	Swee Siew Luan (till December 2008)	Wincor Nixdorf Branch
	Tan Kah Mooi	Jabil Circuit Branch
	Teo Lay Tin	Avago Technologies Manufacturing Branch
	Tiu Lee See	General Branch
	Toh Lian Eng Eve	Hitachi Global Storage Technologies Branch
Coordinator	Ng Yanli	UWEEI HQ

Adding Colours

The Women's Committee engages women through a spread of programmes that enhances their lives in aspects such as employment, recreation and welfare. Through our annual community service events, the Committee brings joy to elderly and the less privileged.

Little Ones @ Work

UWEEI worked closely with NTUC Women's Development Secretariat (WDS) to conduct the Little Ones @ Work programme in companies. 'Little Ones @ Work' is designed to help raise awareness on the importance of work-life integration so that it is possible for all working men and women to be both good workers as well as good parents.

Back-To-Work Women

In addition, UWEEI also worked closely with WDS to help non-working women enter the workforce. The Back2Work Programme focuses on job placement and skills acquisition so that women can enjoy greater job and income stability. Besides matching employers with vacancies to suitable female jobseekers, the programme offers training assistance to equip female jobseekers with the necessary skills to secure the employment and also offer support to enable a smooth transition back into the workforce.

Enhancing Female Leaders' Skills and Capabilities

Another collaboration with WDS is on skills training. UWEEI sends our female union leaders for skills training so as to enhance their leadership skills, critical thinking and problem solving capabilities. Some training programmes include Edward De Bono's Six Thinking Hat, Workshop on Servant Leadership, Think on Your Feet, Assertive, Influencing and Persuading Skills for Leaders.



Little children enjoy work experience with parents.

'A New Leader In Me'

"I started believing in myself to a greater extent," said Madam Kalsom Hassan, 50, a Production Operator at Hitachi Global Storage Technologies Private Limited, after attending a series of leadership courses organised by the Union.

As a leader in UWEEI, Madam Kalsom is constantly encouraged to attend leadership courses that have equipped her with a wide range of knowledge on problem solving skills, communication techniques and industrial relations.

Attending leadership courses by Ong Teng Cheong Labour Leadership Institute has also created a platform for union leaders from different unions to discuss on common challenges and share solutions to solve grievances at the workplace to better serve their members, she said.

"These courses were especially useful in the times of crisis where many of us had to interact more frequently with management to find ways to save jobs for our workers. Sharing by other unionists on various cost-cutting measures in their respective branches was interesting and at the same time, beneficial as we could bring these lessons back to our companies," she elaborated. Madam Kalsom's drive to do more for her members has had her signing up for more courses to broaden her leadership capabilities.

"There was a new leader in me. I feel refreshed and rejuvenated whenever I am armed with new knowledge that can value add to my leadership skills. When empowered through such training and self development courses, we are better able to walk the ground as effective union leaders."

Kalsom Hassan

Hitachi Global Storage Technologies Branch Committee Member

Creating Space For Social Activities

UWEEI has organised many activities for our female members. From 2006 to 2009, more than 700 women members have participated in our ever popular grooming workshops such as make-up, hair styling and nail care. UWEEI collaborated with popular cosmetic label, Shiseido, and also with NTUC's Family Development Unit to organise these activities. Our cooking club sessions also provided a platform for members, who possess a keen interest to cook or learn to cook, to gather to share recipes and tips.

Personal Development Talks

We also partnered WDS to organise talks such as the "Women Savvy Programmes" to increase awareness among our members on financial issues and to pick up some tips on financial planning.

International Women's Day Celebrations

A major celebration to mark the milestones of women who have made achievements in various aspects, the International Women's Day is another significant event for UWEEI. Every year, UWEEI gathered hundreds of members and their families to participate in this celebration.

Festive Celebrations At Moral Home For The Aged Sick

Lunar New Year celebrations at our adopted home, Moral Home for the Aged Sick, is an annual event that we look forward to. In 2010, we celebrated Lunar New Year with 120 residents at the home. We also celebrate the Mid-Autumn Festival annually, bringing a treat of mooncakes and performances to the residents.

Children's Outings

UWEEI annually arranges fun and enjoyable outdoor trips for children from disadvantaged families.

- In 2007, we invited 20 children from Pertapis Children Home for a movie outing to watch "Alvin and the Chipmunks" and treated them to lunch, games and lucky draw prizes.
- In 2008, we brought 25 children from Beyond Social Services to West Coast Park for kite making and kite flying.
- In 2009, we brought 37 children from Beyond Social Services to Wild Wild Wet Theme Park. Parents were invited to join their children on this outing to bond with their children. Every child had a splashing fun time and also brought home an early Christmas gift.

Those 'Touching' Moments

"They hold our hands warmly and look at us in the eyes with a genuine smile, saying 'Amoi, you're back!'. These simple yet moving gestures are what give us that complete satisfaction," said Madam May Ding. These are the most immediate memories that she has of the elderly at the Moral Home for Aged Sick, which UWEEI visits annually.

"The happiness and smiles that we see in the elderly folks and kids are invaluable. I am glad to be part of UWEEI to experience these touching moments in the lives of people."

May Ding
Hitachi Chemical
Branch Treasurer

Madam Ding, 42, an Administrative Assistant at Hitachi Chemical (Singapore) Private Limited, who also serves as the Branch Treasurer, is one of the Women's Committee members who make time to give back to the society. The Women's Committee and volunteers of UWEEI celebrate Lunar New Year and Mid-Autumn Festival with the residents at the adopted home annually and bring festive joys into their lives.



"We prepare lunch, sing songs and even play interactive games with them. At the same time, we also hand out red packets. It is very clear that the residents enjoy every moment of their time when we are there. And many of the residents look forward to us coming back every year and remember us," she added.



Madam Ding shared on similar experiences on taking children from less privileged families to recreational places like Wild Wild Wet Theme Park at NTUC Club's Downtown East.

"It is really fulfilling to see the happiness and sense of excitement on the children's faces. Most of the times, these children cannot afford to visit these places. So, it was immense satisfaction when we took these children to the trips," added Madam Ding. She hopes more volunteers will come forward to add some shine to people's lives.

Assistance For Members During The Crisis

UWEEI distributed more than \$2.1 million worth of assistance to our members in 2009, excluding scholarship and bursary. We gave out a record number of back-to-school vouchers and U Stretch vouchers in 2009.

Details of our assistance last year are as follows:

- Downturn Hardship Grant of \$10,500 to 21 members who had received retrenchment benefits less than three weeks per year of service and capped at \$5,000
- U Care Immediate Assistance of \$1.62 million to more than 14,000 members from 60 branches which were affected by shorter work weeks during the economic downturn in 2009
- U Stretch vouchers worth \$800,000, benefiting 10,000 members
- Back-To-School vouchers amounting up to \$427,875 benefiting 3,423 school-going children.

UWEEI Hardship Grant

Initiated in 2005, we set up the UWEEI Hardship Grant to assist members who were suffering from financial hardship. These could be due to long-term illness, death of member, natural calamity or any other forms of financial hardship. As a form of assistance to our members, each successful applicant received \$500 each. From year 2006 to 2009, \$37,500 was given out, benefiting 75 members.

SLF Hardship Grant

SLF Hardship grants are given to the families of union members who pass away, suffer from chronic illness or become incapacitated. A total of \$66,000 was given out from 2006 to 2009, benefiting 66 members.

A Comforting Relief

Those were the gloomy times - Drop in overtime pay. Shorter work weeks. Low morale. This was the setting at Carrier Transicold Singapore Private Limited from the start of 2009.

As a Technician with the Company, Madam Zahra Hadir was inevitably affected by the cost-cutting measures that were put in place to battle the business slowdown. Her take-home income had significantly dipped by about 30 per cent when shorter work weeks set in from February to September that year.

"With three school-going children, my supplementary pay packet to support my husband's monthly takings has always been crucial. Reduced work from a five day week to a three day week took a toll on our family," she recalled.

UWEEI's distribution of U Care Immediate Assistance vouchers from the Labour Movement provided some comfort for her family.

Madam Zahra, along with other affected workers from the Company, received \$100, as well as \$80 worth of U Stretch vouchers.

"The additional cash that came in from UWEEI was helpful in taking care of my children's educational expenses. We also saved some money from the vouchers when we did our monthly shopping at NTUC FairPrice. We are very thankful for this timely assistance," said Madam Zahra.

She also shared that attending SPUR (Skills Programme for Upgrading and Resilience) courses as encouraged by the Union kept workers like her motivated in the downturn.

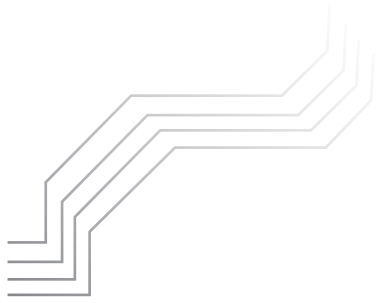
She added: "This was also the time when many non-members in the company saw the true value of union membership and came forward to sign up with UWEEI voluntarily. There was no need for any roadshows or persuading from us; they were ready to join the Union all on their own."

"These are the ways through which UWEEI goes that extra mile to help the members. We were comforted by this assistance although the economic times were rocky. Our confidence in UWEEI was never shaken. And to add on, non-members clearly saw what the Union could do for them right before their eyes."

Zahra Hadir
Carrier Transicold Branch Chairman

Moving Forward

The Women's Committee will continue to assist our female union leaders and members to develop and enhance their capabilities, life skills and also build lasting friendships among one another. In addition, through our community service and care and share schemes, we strive to be the most caring union for our members and the community.



Chapter

13

Walking The Kaizen Talk



ISO Management Review Committee



From left to right: Liow Xin Yu Sabrina, Tan Soo Leng Cyrille, Lim Huiying Samantha, Ong Keau, Phang Boo Chye Timothy, Halimah Jacob, Koh Chia Ling, Lim Pan Hong Francis, Yap Poy Seng Ronnie, Loh Lai Tuan Tricia, Tan Richard, Wong Zi Tian, Khow Jun Jie Stephen, Low Bak Song Vincent, Chua Pei Ling, Ng Yanli, Wong Yoke Yee Charlotte



Walking The Kaizen Talk

Key Objectives

The ISO Management Review Committee strives to ensure the smooth and efficient running of office operations to maintain satisfactory customer service standards.

ISO Management Review Committee

Chairman	Halimah Jacob	Executive Secretary
Management Representative	Loh Lai Tuan Tricia	Senior Industrial Relations Officer
Members	Lim Pan Hong Francis	President
	Tan Soo Leng Cyrille	General Secretary
	Tan Richard	General Treasurer
	Ong Keau	Deputy Executive Secretary
	Phang Boo Chye Timothy	Head, Industrial Relations
	Koh Chia Ling	Principal Industrial Relations Officer
	Wong Yoke Yee Charlotte	Senior Industrial Relations Officer
	Lim Huiying Samantha	Senior Industrial Relations Officer
	Wong Zi Tian	Senior Industrial Relations Officer
	Ng Yanli	Industrial Relations Officer
	Liow Xin Yu Sabrina	Industrial Relations Officer
	Khow Jun Jie Stephen	Industrial Relations Officer
	Chua Pei Ling	Industrial Relations Officer
	Low Bak Song Vincent	Senior Specialist (Membership)
	Yap Poy Seng Ronnie	Senior Associate



The Kaizen Culture

In addition to adhering to ISO (International Organization for Standardization) standards and with a positive customer service index, UWEEI will strive to bring these standards to a greater level by adopting the Kaizen approach.

ISO Standards

UWEEI's management places huge importance on documentation by consistently maintaining close adherence to ISO (International Organization for Standardization) standards. Our Executive Council and staff are driven towards excellence, ensuring consistency in the way we apply all procedures in the workplace. Through our yearly internal and external audits, all gaps are rectified to ensure strict conformity.

We have also enrolled in many ISO-related courses as part of our holistic efforts to maintain the required standards. As a testimony to our focus on ISO, over the last four years, there have been no major corrective action reviews (CARs); only minor adjustments were required to fine tune our processes.

Customer Satisfaction Index (2006 – 2009)

Good customer service defines an organisation. We are proud to note that UWEEI has consistently improved and increased our scope of services. Over the years, the customer service satisfaction standard has increased steadily from 94 per cent to 98 per cent in the past four years with improvements in various areas. Timeliness of servicing members and increased range of benefits through the Labour Movement's U Care Fund to help members to overcome the downturn are some notable areas. This feedback results were gathered from over 100 to 200 members between March to May annually.

Service Quality Transformation With Kaizen

UWEEI strives to improve further by adopting the Kaizen approach. The commitment to adopt the Kaizen culture across the organisation kicked off on 31 March 2010. This move serves to engage key stakeholders to contribute to continuous organisational improvement.

The key objectives are to improve processes to achieve better service quality transformation and to be a Cheaper Better Faster organisation through implementation of quality ideas.

The Kaizen culture in brief:

- Contribution of at least one suggestion per quarter from our staff and Executive Committee
- Incentives to reward successful suggestions
- Kaizen team to review contributed suggestions and evaluate on the feasibility and benefits of implementation
- Focus on brainstorming and evaluating the organisational processes and other areas of improvement on a monthly basis

Kaizen In Full Force

This Kaizen journey sets UWEEI leading the Cheaper Better Faster drive for its unionised branches. With the 'Kaizen' drive in place, UWEEI will also sharpen its focus on membership, leadership and Cheaper Better Faster wagons.

Said UWEEI Executive Secretary Halimah Yacob: "As we encourage companies to continue to enhance their productivity to be cheaper, enhance their capabilities to be better and improve their flexibility to be faster, UWEEI will also continuously improve our internal processes and live up to this culture in all aspects of our workplan. This will enable us to serve our members better."

"Taking on this 'Kaizen' culture in full force is really about transformation of mindsets where every individual takes ownership for improvements within the organisation. UWEEI will bring all on board this journey towards continuous improvement, from our staff to Executive Council members and management partners."

Halimah Yacob
UWEEI Executive Secretary



Moving Forward

Besides our annual survey, we also welcome regular feedback from the Executive Council, key branch officials and staff to improve processes and cut wastage within the organisation. UWEEI will keep improving its standards on the running of operations by exploring on various opportunities.

Our Next Chapter

Dear Delegates,

Now that we have relived the moments of our successes with stories and memories of challenges overcome and boundaries crossed, we have set our minds on our vision for the future.

We are all ready to re-think, re-invent and re-define our mindsets, strategies and efforts to reach out to our members.

We will keep our spirits high in this beat as we work together with our tripartite partners in this momentum.

Look forward to same, same but similar stories of how we will do well, do good, do together and do more to create meaningful moments at work, live and play in our members' lives when you hear from us in the next four years.

Thank you.

Shaping Up The New Term,



Francis Lim
President




Cyrille Tan
General Secretary



Halimah Yacob
Executive Secretary



Tan Richard
General Treasurer



UWEEI 2nd General Convention Of Delegates NTUC Centre Auditorium 24 August 2006

‘A Vibrant Workforce, A Brighter Future’

Address By President Francis Lim

The electronics sector remains volatile due to cyclical demands and intense global competition despite the better circumstances now as compared to four years ago. Cost cutting measures such as restructuring continued to take place in the different electronics sub-clusters. This led to an increase in the number of retrenchments, particularly in the second half of the review period and the number affected was much larger.

UWEEI played a very pro-active and supportive role to help the affected workers receive a fair retrenchment package, worked with the companies to set aside funds to provide for one to two days of employability workshops and organised several job fairs. Despite the retrenchments, UWEEI organised a number of new branches. Brother Francis Lim was pleased to inform that UWEEI had achieved a record high of 45,947 members, through the hard work of our branch officials, staff and membership teams.

Brother Francis Lim announced that the Union has successfully renewed our ISO 9001:2000 certification in 2004 and will continue to strive to improve service quality and membership satisfaction by aiming for greater efficiency in delivering our products and services.

Retraining and skills upgrading is an important focus of the Union and we have worked closely with a number of companies to send their workers for training including the Skills Redevelopment Programme (SRP).

Brother Francis Lim also highlighted that UWEEI had organised a wide range of social and recreational activities for members and their families such as the Family Day in 2005 which attracted 7,500 participants.

Providing social and welfare assistance to the low income members is one of UWEEI's core programmes. The grants offered by UWEEI include scholarships, bursaries, education, hardship and textbook grants. These were made possible through concerted fund raising activities such as our annual charity dinner and dance organised by UWEEI, and with the support from branch officials, members and management.

Brother Francis Lim thanked the Council of Advisors for their guidance, the Executive Council members and branch officials for their support, and the staff for working hard to help meet UWEEI's objectives. The achievements were attributed to a high level of commitment, teamwork and strong management partnership.

UWEEI would be recognising and honouring companies who have been exemplary in their support of the Union. Four such companies would be conferred the UWEEI Strategic Partnership Awards at the Convention. The four companies are Delphi and Murata in the area of upgrading and training of workers, Panasonic Refrigeration in supporting membership recruitment and STMicroelectronics in enhancing the employability of workers through re-skilling. Brother Francis Lim congratulated these companies and thanked them for their support.

Address By Minister For Defence And Chairman, UWEEI Council of Advisors Minister Teo Chee Hean

During the last UWEEI Convention of Delegates in 2002, Singapore's economy was picking up after the 2001 worldwide electronics slump and recession. Soon after in 2003, SARS disrupted the recovery. Nevertheless, with a strong sense of purpose and determination, all parties of the Labour Movement worked together and managed to overcome the challenge. Thereafter, the economy recovered

strongly. Despite that, there are still signs of uncertainty that are of concern.

With a contribution of 36 per cent of the manufacturing GDP in 2005, the electronics industry continues to be an important engine of growth for our manufacturing sector. Currently, Singapore's electronics industry contributes about 10 per cent of the worldwide semiconductor wafer foundry output and 30 per cent of the global production of hard disk drives. In addition, the world's top three wafer foundry companies, top three sub-contract assembly and test companies and four of the world's top 10 fabless IC design companies are operating in Singapore.

Despite having significant investments made in this industry, there are companies that have outsourced their jobs, undergoing consolidations or relocating their operations overseas. With the quick pace of restructuring, UWEEI has witnessed an increasing trend of job losses in this sector. Over the past four years, 65 branches under UWEEI had carried out restructuring of which 18 had since closed their operations in Singapore. Over 10,202 bargainable workers were retrenched; of which 6,101 were union members.

Minister Teo stated that UWEEI has been working very hard to assist the retrenched workers. In the case of Maxtor, UWEEI had worked with NTUC Careerlink to organise a two-day Employability Camp and three job fairs for the 4,585 retrenched workers in 2005. In order to help the retrenched workers make effective use of their retrenchment benefits, UWEEI had also negotiated with the NTUC Thrift and Loan Co-operative to give special interest rates for savings deposited by the retrenched workers and, to date, \$975,500 have been placed in savings accounts.

Despite this continual outflow of workers from the industry due to company restructuring, UWEEI's union membership has increased to 45,947 members, a 7.8 per cent increase from 2002. In addition, UWEEI has also organised 13 new companies under its fold during this period.

Minister Teo commented that it is crucial for the Union to continue to reach out to new sectors of the electronics industry so as to provide support and a helping hand to workers when restructuring takes place.

Ensuring job security and income stability for the workers is another core initiative. UWEEI has been working with companies to introduce flexible wage systems, implement performance-based pay systems as well as focus on skills upgrading.

Flexible wage systems allow companies to tie rewards to company and individual performance through the payment of variable bonuses instead of higher built-in wage increments. Such a flexibility is beneficial to workers as well as they are now able to enjoy higher bonuses. Most importantly, the higher payout in variable bonuses would be a great help to the low-wage workers.

Other aspects of a flexible wage system include the Monthly Variable Component (MVC). 63 per cent of the companies in the unionised sector have presently adopted the MVC. The implementation of the flexible wage system would help workers to remain competitive as well as enable companies to be more nimble in responding to change.

With the high rate of retrenchment exercises going on, another key focus of UWEEI is skills training and upgrading, which is essential to help workers acquire new skills so that

they can retain their current jobs or find new employment after retrenchment. For the past four years, a total of 5,785 workers from UWEEI branches have gone through SRP training. Since the inception of the SRP, UWEEI has already achieved 12,639 training places.

UWEEI has also shown its care and concern for its members by providing different welfare measures such as scholarships and bursary awards, hardship grants and textbook grants to the children of needy families. A total of \$365,100 worth of grants have been disbursed to the members over the last four years.

Forging partnerships with its management partners is a key strategy adopted by UWEEI to help workers improve their lives. For the first time, UWEEI has decided to accord recognition to its management partners who had made outstanding contributions in various aspects of workers' welfare.

Delphi and Murata are exemplary companies that champion workers' training while Panasonic Refrigeration has supported the Union in its membership drive. ST Microelectronics has chosen to re-skill the 280 operators and 60 technicians to take on wafer fabrication jobs instead of resorting to retrenchments when the backend manufacturing of memory devices has been terminated.

Minister Teo stated that he is confident that UWEEI will continue to strengthen relations with its management partners for win-win outcomes and more importantly, the betterment of workers' lives.

In order to effectively carry out its work, UWEEI would continuously review its leadership development and renewal process. Since 2003, UWEEI has established a youth chapter called Young UWEEI. Young UWEEI has planned and carried out various activities that appealed to the younger members, such as adventure camps and disco nights. UWEEI has set a target of 20 per cent renewal rate of younger leaders for each new term of office. As for the new term of office, 38 per cent of the 455 elected leaders are 40 years old and below. In the Executive Council, there will also be two new younger members who will be elected. This bodes well for the future development of UWEEI.

Minister Teo noted that UWEEI has a pool of leaders and staff with strong commitment and dedication to improve workers' welfare. As UWEEI moves forward, the important values would be inculcated in new generations of leaders and staff. There will be other challenges that will lie ahead of us with a greying population and increasing medical needs. The Union will continue to find ways to help our older and low-wage workers together with the support of our tripartite partners.

Minister Teo would like to call upon all union leaders to continue to give their full support to UWEEI in realising its goals, in creating "A Vibrant Workforce, A Brighter Future". Minister Teo wished the newly elected Executive Council all the best for the future.

Report Of Credentials Committee

Brother Tan Richard, Chairman of the Credentials Committee, reported that a total of 86 branches were eligible to be represented by a total of 224 delegates.

The total number of delegates who had registered to attend and participate at this Convention was 201, representing 81 branches. Of the 201 delegates, 176 delegates, 1 Founder Member and 1 Cadre Member were present at the Convention.

The total number of delegates therefore constituted sufficient quorum for the conduct of the Convention under Rule 10 (e) of UWEEI's Constitution.

Adoption Of Standing Orders

By the show of hands, the delegates unanimously adopted the Standing Orders of the Convention.

Adoption Of Minutes

General Convention of Delegates 2002

The Convention unanimously adopted the minutes as proposed by Sister Belinda Teng (Avago) and seconded by Sister Rahimah Binte Abdullah (Hewlett Packard).

Ordinary Delegates Conference 2004

The Convention unanimously adopted the minutes as proposed by Brother David Phang (Murata) and seconded by Sister Chan Cheng Yen (NEC Semiconductors).

Pre-General Convention of Delegates 2006

The Convention unanimously adopted the minutes as proposed by Sister Suriany Abdul Hamid (ST Microelectronics) and seconded by Sister Koh Li Huang (Toshiba).

Presentation And Adoption Of General Secretary's Report

Brother Cyrille Tan presented the General Secretary's report. The report was unanimously adopted without comments by the Convention, as proposed by Brother Sheo Kumar Rai (Fujitec) and seconded by Sister May Ong (AFPD).

Presentation And Adoption Of General Treasurer's Report

Sister Juliana Abdullah presented the financial report and audited statements for the financial years ending 31 March 2003, 31 March 2004, 31 March 2005 and 31 March 2006. The following comments were made.

Brother Hamzah (Venture) asked for the reason in the increase in expenditure for souvenirs in FY 2004/2005 as compared to the earlier years. Brother Cyrille Tan explained that UWEEI had improved the quality of the souvenirs over the years. Brother Cyrille Tan added that the Union was and will continue to be able to manage the amount of money spent on souvenirs. Brother Cyrille Tan further added that the Union will continue to provide souvenirs of good value unless the members express otherwise.

The report was unanimously adopted by the Convention, as proposed by Brother Michael Joseph (Hitachi Cable) and seconded by Sister Cheng Ley Hua (PEDSG).

Motions For The Consideration Of The Convention

Brother Cyrille Tan moved the motion on UWEEI's Constitutional Amendments to the Convention. He presented the proposed Constitutional Amendments without comments from the delegates.

Election Of UWEEI Executive Council For The Term 2006 – 2011

Delegates approved that appointment of 13 scrutineers, led by Brother Hamzah Mohd Nor (Epcos) for the conduct of the secret ballot.

At the closure of nomination on 26 July 2006, 17 nominations were received for the 16 seats in the UWEEI Executive council. However, there was one nomination withdrawal on 4 August 2006, thus a no contest was declared.

In accordance with Rule 14(a) (i) of the Union's Constitution, the following candidates were elected to the Executive Council.

No.	Name	Branch
1	Tan Soo Leng Cyrille	Murata
2	Lim Pang Hong Francis	Hitachi Cable
3	Juliana Abdullah	Avago
4	Fahmi Abu Bakar Bafana	Infineon
5	Lim Swee Hock	STMicroelectronics
6	Yusope Soeratin	Fujitec
7	Ong Woon Hwee Thomas	Celestica
8	Tan Richard	Hitachi Chemical
9	Lee Seh Kiat Jason	Pepperl + Fuchs
10	Oon Geok Hoon Patsy	Hewlett-Packard
11	Tan Lye Huat	Energizer
12	Wu Leong Seng	PAVCSG
13	Loke Yuet Yeng	Sumitomo Electric
14	Catherine Chia Cheng Kiow	NEC Semiconductors
15	Raymond See Hock Hin	Philips ETG
16	Ng Hai Leng	Panasonic Semiconductors

Only one Cadre Member was nominated to contest in the Executive Council's election. In accordance with Rule 14(a) (ii) of the Union's Constitution, Sister Halimah Jacob was elected to the Executive Council.

Voting On UWEEI's Constitution Amendments

The Convention voted in favour of the proposed motion on the Constitution Amendments through a majority vote of 96 per cent of the delegates. The breakdown of the votes are summarised as follows:

Total number of delegates eligible to vote	: 201
Total number of delegates in attendance	: 176
No. of ballot papers issued	: 176
No. of ballot papers casted	: 176
No. of spoilt votes (rejected)	: 2
No. of ballot papers for the Resolution	: 169
No. of ballot papers against the Resolution	: 5

Closing Address By General Secretary Cyrille Tan

Brother Cyrille Tan thanked all delegates for attending and participating actively in the Convention. He expressed that the amendments to the constitution are important. While the amendments had no impact on the delegates, the amendments will allow for the General Branch members to have a voice in the head quarters and the Executive Council Committees.

He expressed that for the next term, the Union will be focusing on membership, training and restructuring. On membership, he pointed out that retrenchment exercises are on the rise. The Union needs to recruit new members within the industry and urges all delegates to focus on membership in their respective branches. He added that such action will allow UWEEI to remain as one of the largest unions in NTUC.

Brother Cyrille Tan expressed the importance of training

especially for the mature workers so that they can be assured of their employability. There are several programmes such as the SRP and Job Re-design Programme (JRP) to tap on and advised all delegates and their Industrial Relations Officers to work with their companies.

He mentioned that with the ongoing restructuring of the electronics sector, there will constantly be retrenchment. The Union will continue to work very hard to help the retrenched workers to get jobs.

Although the last four years have been a challenging period, the Union has been able to prove its capabilities and overcome the difficulties. With new leaders coming into the Executive Council, the Union's leadership will be equipped with further capacity to take on even greater challenges.

On behalf of the Executive Council, Brother Cyrille Tan also thanked the out-going Executive Council members, Brother David Ng and Sister Eve Toh for their fullest effort and contributions for the past four years and wished them all the best in their future endeavours.

UWEEI Ordinary Convention Of Delegates NTUC Auditorium 27 August 2008

Welcome Address By President Francis Lim

Brother Francis Lim commenced the Conference by welcoming all the delegates and observers to the Ordinary Convention of Delegates 2008.

Report Of Credentials Committee

Brother David Phang reported that a total of 82 branches were eligible to be represented by a total of 214 delegates. The total number of delegates who had registered to attend and participated at this Convention was 199. Of the 199 delegates, 174 delegates including five Cadre Members were presented at the Convention.

The attendance therefore constituted sufficient quorum for the conduct of the Convention under Rule 10 (e) of UWEEI's Constitution.

Adoption Of Standing Orders

The Convention unanimously adopted the standing orders as proposed by Brother Hamzah Osman (Venture) and seconded by Brother Lew Kwan Koon (Sumitomo Wintec).

Adoption Of Minutes – General Convention of Delegates 2006

Brother Francis Lim pointed out that page five of the minutes on the Election of UWEEI Executive Council for the Term 2006 – 2011 should be amended to 2006 – 2010.

The Convention unanimously adopted the above minutes as proposed by Brother Desmond Tan (Numonyx) and seconded by Sister Zahra Hadir (Carrier Transicold).

Presentation And Adoption Of General Secretary's Report

Brother Cyrille Tan presented the General Secretary's report. The Convention unanimously adopted the General Secretary's report for the past two years from 1 April 2006 to 31 March 2008 as proposed by Brother Seow Chee Beng (PAVC) and seconded by Brother Gurnaya Singh (PRDS).

Presentation And Adoption Of General Treasurer's Report

Brother Tan Richard presented the financial report and audited statements for the two financial years 2006-2008.

The Convention unanimously adopted the above financial report and audited statements for the financial year 1 April 2006 - 31 March 2007 as proposed by Sister May Ding (Hitachi Chemical) and seconded by Sister Swee Siew Luan (Wincor Nixdorf).

The Convention also unanimously adopted the audited statements for the financial year April 2007-31 March 2008 as proposed by Sister May Ong (AFPD) and seconded by Brother Shahrudin Abdul Manaf (Perkin Elmer).

Motions For The Consideration Of The Convention

Brother Cyrille Tan informed the convention that in the last General Convention of Delegates 2006 held on 24 August 2006, Union had proposed amendments to several clauses in the constitution related to the formation of General Branch Committee, which are 5(a) (v), 8(b), 9(a) (i), 9(a) (ii), 9(d) (iii), 14(a) (iii), 20(c), 20(c) (i), 20(c) (ii) and 20(c) (iii). These clauses are still pending with Registrar of Trade Unions. Brother Cyrille Tan went on to explain on the motion as proposed by the UWEEI Executive Council to amend the Constitution to revise the expenditure limit from \$80,000 to \$100,000. The current UWEEI membership is exceeding 52,000 and is projected to go up even further. Should there be a need to organise major events like family days, the expenditure could exceed the current limit of \$80,000. Hence, he urged delegates to support and vote for the amendment on clause 19(c) (ii) to raise the expenditure limit from \$80,000 to \$100,000.

With no comments from the delegates, Brother Cyrille Tan then moved the motion on UWEEI's Constitutional Amendments to the Convention.

The Convention unanimously adopted the Motion for Constitutional Amendments- as proposed by Brother Sie How Shong (Fujitec) and seconded by Sister Lim Kim Ping Karen (Panasonic Semiconductor).

Delegates approved that appointment of 13 scrutineers, led by Brother Ramanathan s/o Doraisamy (Mitsui Electronics) for the conduct of the secret ballot.

Voting On UWEEI's Constitution Amendments

The Convention voted in favour of the proposed motion on the Constitution Amendments with a majority vote of 98 per cent. The breakdown of the votes is summarised as follows:

Total number of delegates eligible to vote	: 199
Total number of delegates in attendance	: 179
No. of ballot papers issued	: 179
No. of ballot papers casted	: 179
No. of spoilt votes (rejected)	: 1
No. of ballot papers for the Resolution	: 176
No. of ballot papers against the Resolution	: 2

Presentation By Economic Development Board

Mr Lim Swee Nian, Executive Director of Economic Development Board (EDB) presented on the outlook of Singapore's manufacturing and electronics industries.

Dialogue Session

The following questions were asked:

(1) Brother Tan Cher Lim (Chairman, Hitachi Global) inquired if EDB foresees deterioration in the global economy

slow down, especially with the recent announcement that Q2 GDP contracted 6 per cent compared to Q1. Mr Lim replied that there are divided views on how the economy would fare. For instance, there is still healthy growth in personal computer and notebook business, as there is a lot of upgrading needed. On the other hand, companies in the handset and wireless business experienced a weaker demand. This is attributed to the unstable economy; the individual consumers are more prudent in their discretionary spending. Mr Lim added that output for 2008 might be flat as a whole.

(2) Brother Peh Hwee Been (Treasurer, STMicroelectronics) asked about how the competency level of Singapore's workers can be compared against other countries. Mr Lim responded that basically Singapore's infrastructure cost is lower as compared to other countries and the skill level of our workers is comparable to those in the developed countries. Singapore's operational productivity and yield is very attractive as compared to that of other countries. In a perfect world, Singapore would be a better place to invest in. However, with other external factors such as the provision of monetary support and cost of labour by other countries, the investors may choose these countries over Singapore.

(3) Brother Jason Lee (Chairman, Pepperl+Fuchs) mentioned that companies are currently facing shortage of skilled workers such as engineers. He wanted to know whether EDB has any long term plans to reduce the labour shortage or kick start any apprenticeship program.

Mr Lim clarified that the intake for the engineering faculty has not decreased, but not all the graduates will go into the manufacturing industry. Currently, companies are able to get sufficient engineers including foreign supply. He said that one of the reasons could be the reluctance of locals to work in the manufacturing sector as compared to office work located in the Central Business District. EDB is embarking on some projects to encourage Arts and Science students to switch to the manufacturing industry to ensure a constant supply pool of workers to the industry. Mr Lim also added that EDB is working with Mediacorp to launch a drama series featuring the manufacturing industry, in hope of attracting more people into the industry.

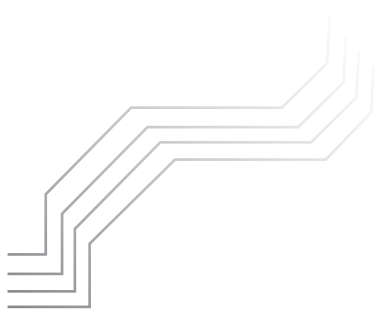
Brother Cyrille Tan added that parents must encourage the children to go into engineering as well and dispel the mindset that the manufacturing is not a glamorous job.

(4) Sister Belinda Teng (Chairman, Avago) commented that women are generally paid lower compared to the men due to national service and inquired if Singaporeans are paid higher than foreigners.

Mr Lim replied that equal remuneration is already commonly practised in both public and private sectors. The higher starting pay for men who completed national service is practiced in public sector and not so common in the private sector. He said that some companies pay higher to the male counterparts due to leadership qualities instead of national service.

(5) Brother David Phang (Secretary, Murata) asked if the component manufacturers like Murata are able to survive in Singapore since this sector is always affected when economy goes down.

Mr Lim responded that component manufacturers do not have to be overly concerned. Generally, the gross profit margin for



these companies is high. Components are indispensable with constant demand even though the customers may change. Hence, for component manufacturers, as long as there is a constant demand for consumer products, they will continue to have sales.

(6) Brother Fahmi (Chairman, Infineon) asked if Union is able to organise those new companies investing in Singapore, and how much they know about Singapore's unique tripartite system in industrial relations.

Mr Lim remarked that it all depends on the country of origin of these investors, as well as, the local management team. For instance, unions in Japan have close working relations with the companies. Hence, most Japanese investors in Singapore tend to be more receptive than the US companies. American investors tend to be more skeptical towards the unions due to their experiences back home. Nonetheless, he said that it also depends on how the local management team presents the union context to their corporate headquarters.

Closing Remarks

Brother Cyrille Tan thanked Mr Lim Swee Nian for taking time off his busy schedule to share with UWEEI on EDB's vision. He also thanked all delegates for participating in the Ordinary Convention of Delegates. He said that the Convention of Delegates is held once in every two years, it is important for the delegates to participate actively and understand the direction that the Union is heading towards so that we can serve our members more effectively. Finally, Brother Cyrille Tan expressed his sincere appreciation and thanked branch leaders for their continuous support.

With no further questions, Brother Francis closed the session and thanked everyone for attending the Convention.

UWEEI Special Convention Of Delegates DBS Auditorium 1 June 2009

Welcome Address By President Francis Lim

Brother Francis Lim commenced the proceedings of the Conference by welcoming all the delegates and observers to the Special Convention of Delegates 2009.

Report Of Credentials Committee

Brother Ramanathan s/o Doraisamy reported that a total of 76 branches were eligible to be represented by a total of 190 delegates.

The total number of delegates who had registered to attend and participated at this Convention was 146. Of the 146 delegates, 142 delegates and four cadre members were presented at the Convention.

The total of delegates therefore constituted sufficient quorum for the conduction of the Convention under Rule 10 (e) of UWEEI's Constitution.

Adoption Of Standing Orders

The Convention unanimously adopted the standing orders as proposed by Brother Ng Sim Beng (Panasonic Refrigeration Devices Singapore) and seconded by Brother Shahrudin Abdul Manaf (Perkin Elmer).

Motions For The Consideration Of The Convention

Brother Cyrille Tan presented the proposal for renovation of UWEEI's office.

Brother Cyrille Tan explained to the Convention for the need to renovate UWEEI's office at Katong. The office was bought in 1989, and since then, there was no renovation done, except for repair on leakages and touching up of front entrance. The Middle Road office is currently being rented out and will not be ready till another three to five years.

The UWEEI management had sought three necessary quotations for renovation, and the best quote given is \$150,655. At the Special Convention of Delegates, UWEEI proposed a budget of \$180,000 for office renovation, which would cover for any additional costs that might be involved in the renovations. Brother Cyrille Tan rest assured the Convention that this amount would not be spent unnecessarily. Hence, the Convention will vote whether they approve the budget of \$180,000 for purpose of office renovation, under Rule 19 (c) (ii) of the Constitution.

With no comments from the delegates, Brother Cyrille Tan moved the motion on UWEEI's proposed budget for office renovation.

The Convention unanimously adopted the Motion for Approval of Budget for UWEEI's Office Renovation - as proposed by Sister Zahra Hadir (Carrier Transicold) and seconded by Sister Alice Fong (Hewlett Packard).

Delegates approved that appointment of nine scrutineers, led by Brother Tan Cher Lim (Hitachi Global) for the conduct of the secret ballot.

Voting on UWEEI's Constitution Amendment

The Convention voted in favour of the proposed motion on Approval of Budget for Office Renovation through a majority vote of 93 per cent of the delegates.

The breakdown of the votes is summarised as follows:

Total number of delegates eligible to vote	: 190
Total number of delegates in attendance	: 146
No. of ballot papers issued	: 146
No. of ballot papers casted	: 146
No. of spoilt votes (rejected)	: 0
No. of ballot papers for the Resolution	: 136
No. of ballot papers against the Resolution	: 10

Presentation by UWEEI Industrial Relations Department

Brother Timothy Phang, UWEEI, Head of Industrial Relations, shared with the Convention on the revised Tripartite Guidelines on Managing Excess Manpower.

Dialogue Session

The following questions were asked:

(1) Sister You Jian Hua (Assistant Treasurer, ST Microelectronics) requested to know the duration of the renovation and if the office would remain operational during this period.

Brother Cyrille Tan replied that the renovation is expected to last about seven weeks, commencing from late June. The office will still be in operations.

(2) Brother Tan Cher Lim (Chairman, Hitachi Global) asked Sister Halimah about the synergy between the Labour Movement and manpower in the General Branch.

Sister Halimah replied that during this lull period, employers can send workers for SPUR (Skills Programme for Upgrading and Resilience) training during shutdown. Union leaders should keep encouraging workers for training, despite the recent production pick up.

Sister Halimah also noted that the situation in electronics industry have improved since May; however, she also expressed concerns on whether this would be sustainable. For many companies, business is still not back to the pre-downturn level. Companies like Seagate, Murata and Chartered Semiconductors which had retrenched in big numbers earlier this year are hiring now due to increase in loading. However, they remain prudent in the new hires at their recent recruitment drives.

Sister Halimah noted that the Singapore's electronics industry depends very much on the demand in the United States. If the consumers in the United States do not spend, the electronics industry in Singapore will take a longer time to resume to the pre-downturn level.

(3) Brother Shafaq Ali Haq Sardar Mohd (Secretary, VDL Enabling) requested for an elaboration of the term "temporary layoff" and its impact.

Brother Ong Keau defined temporary layoff as a continuous, long period of no work for the workers. Temporary layoff can last for a week, two weeks or even one month, and workers are usually asked not to turn up for work until there are orders. However, the Union would expect the company to follow closely to the Tripartite Guidelines on Managing Excess Manpower. During such prolonged periods of no work, workers are encouraged to go for SPUR training and/or clear up to 50 per cent of their annual leave.

(4) Brother Abdul Azli Bulat (Chairman, Cummins Power) wanted to know on companies that have exercised pay cut - that if they decide to retrench later on, whether the retrenchment benefits should be based on the adjusted salary or the pre-pay cut amount.

Sister Halimah replied that the retrenchment benefits should be based on the pre-pay cut salary and this is already set out in the Tripartite Guidelines on Managing Excess Manpower. The Union cannot allow any company to have pay cut to save jobs and subsequently retrench based on the new reduced salary.

(5) Sister Toh Siew Eng Ivy (Committee Member, Venture Corp) enquired about the selection process for the renovation vendor. She also questioned if there is a double counting of manpower cost in the budget.

Brother Cyrille Tan explained that the vendors were selected based on their proposals and price quoted. Sister Tricia Loh noted the wording for both items might have caused some misunderstanding and clarified that the manpower costs are actually two different features.

Closing Remarks By General Secretary Cyrille Tan

Brother Cyrille Tan thanked all delegates and observers for their participation in the Special Ordinary Convention of Delegates. Brother Cyrille Tan also noted their support towards the union office's renovation.

With no further questions asked, Brother Francis Lim closed the session and thanked everyone for attending the Convention.

Pre-General Convention of Delegates Holiday Inn Hotel, Malacca 26 June 2010

"Shaping The Future - With a Cheaper Better Faster Economy"

Attendance

124 branch officials from 52 branches attended the Pre-General Convention of Delegates with the theme "Shaping the Future - With a Cheaper Better Faster Economy".

Keynote Address By Executive Secretary Halimah Yacob

Sister Halimah Yacob, UWEEI Executive Secretary, thanked the branch officials for attending the Pre-General Convention of Delegates. The three focus areas for the convention were Employability, Membership and Leadership.

Employability and Productivity

2009 was a year that tested the workers' resilience as UWEEI saw more than 20,000 workers undergoing shorter work weeks. UWEEI tapped on NTUC U Care Fund to provide a one-off financial assistance to the workers. On this note, Sister Halimah thanked the branch officials' and industrial relations officers' support on the initiative.

Between 2006 and 2010, UWEEI has helped 4,687 retrenched union members with employability enhancement training such as the Attitude, Skills and Knowledge (ASK) workshops and Executive workshops to help workers increase their chances of finding a new job. Additionally, UWEEI had worked with NTUC's e2i (Employment and Employability Institute), Singapore Workforce Development Agency (WDA) and three UWEEI branches in the semiconductor industry to train 7,000 engineers in the six wafer fabrication companies under the Workforce Skills Qualification (WSQ) programme.


Sister Halimah emphasised the importance of continuous as more companies are heading towards productivity gains as a measurement of performance.

Membership

UWEEI's membership is at its highest now and stands at 53,628 as of April 2010. Sister Halimah likened the union membership to an escalator which is never still and is either moving up or down. Despite membership being the highest at present, this is not enough as the electronics sector continue to meet various obstacles during the good and bad times. She cautioned that membership figures would slide by a few thousands due to impending restructuring exercises. With the limited representation of PMEs (Professionals, Managers and Executives) in force, UWEEI is targeting recruitment of this group. Sister Halimah stressed on the importance of ensuring the relevance of membership at all times and she sought the support from the branch officials to press on with their good works.

Leadership

Leadership is important in order to ensure continuity and stability. Branch members in leadership positions have been decreasing, with the number dropping from 445 in



2008 to 385 in June 2010. UWEEI had launched the PCK framework, which refers to Personal Attributes, Commitment and Knowledge, two years ago. Sister Halimah urged those present to get at least one member to serve in the branch. Sister Halimah concluded her address by seeking support from the branch officials to help achieve UWEEI's three targets.

Presentation On NTUC Membership by Brother Gong Wee Lik

Brother Gong Wee Lik, Centric Director of Membership Communities, presented on the overall strategy of NTUC's Membership Department (MED). He stressed on the importance to work closely with unions to achieve NTUC's membership target. UWEEI accounts for 10 per cent of NTUC membership base.

Retaining members has always been an uphill task. Seven out of 10 members are resigning from the union and MED hopes to retain at least 2 per cent to 3 per cent of this group. A survey conducted revealed that members find little value in benefits offered by NTUC. Some are not aware of our engagement platforms and there is insufficient communication.

On recruitment aspects, road shows, online recruitment and partner collaborations are traditional sources of membership recruitment. Recently, MED has launched instant card issuance at selected areas and this has proven to be very successful in drawing new members. UWEEI has done well with the organising of IT fairs and the frequency can be increased.

Mr Gong also shared on three strategies to improve membership rates:

- 1) Enhance product offerings
- 2) Raise awareness
- 3) Increase engagement of members and community

In conclusion, membership life cycle is continuous. It is akin to building relationship with the members, continuing the engagement process, making them believe that we care for them.

Presentation On PMEs Breakthrough By Sister Koh Chia Ling

Sister Koh Chia Ling, UWEEI Principal Industrial Relations Officer, shared on the PMEs breakthrough in UWEEI, with membership at 30 per cent now. About 800 members joined annually through online signups. The challenge is to keep the momentum going.

In terms of limited representation, 33 companies have formalised it with a Memorandum of Understanding. It was highlighted that by 2011, PMEs would be able to tap on Tripartite Employment Dispute Resolution Process and this is the area where UWEEI can leverage on to increase the PMEs' membership. UWEEI soft launched the Professional Engineering Community in April 2010. The initiative was targeted at engineers to build a sticky community and be the voice for PMEs.

The key to creating sticky membership is to build relationship. PME activists are encouraged to join in the planning and organisation of events. UWEEI will continue these efforts to grow the PME community and make union membership more relevant for everyone.

Presentation Of CBF Funding By Sister Lim Geok Khim

Sister Lim Geok Khim, Assistant Director of NTUC's e2i (Employment and Employability Institute) presented on the Cheaper Better Faster (CBF) funding for low-wage workers. Following the recommendations of the Economic Strategies Committee to raise productivity in Singapore, a National Productivity and Continuing Education Council has been established to help increase productivity growth across 12 sectors. NTUC has proposed to the council to have a horizontal group focusing on increasing productivity of the low-wage workers across all sectors. Low-wage workers are defined as workers who are earning less than \$1,400 basic monthly salary, performing jobs that are low on the value chain, manual and physically demanding and experience limited upward mobility.

\$30 million of CBF funding has been allocated to this horizontal group and NTUC will be taking the lead to champion for productivity growth in this group. Organisations can leverage on this CBF funding for low wage workers to fund up to 70 per cent of their CBF projects in areas such as purchase of equipments, development of new capabilities, training of low wage workers and others.

The three key principles of this funding are:

- 1) There must be a substantial breakthrough in productivity.
- 2) Productivity gains must be shared with low-wage workers in terms of salary and/or other forms.
- 3) There will be no funding of wages.

The final guidelines of this funding will be released at a later date.

Sister Geok Khim also shared on the range of Quality Management and Productivity Improvement Programmes, Tools and Techniques and the available funding for the course fees. These courses aim to develop deep skills in the manufacturing workforce and up to 90 per cent of the courses fees can be funded by e2i. Union members can further leverage on U TAP (Union Training Assistance Programme) funding of up to \$250 per year to defray cost of training.

Presentation On CBF Initiatives In The Electronics Industry By Brother Timothy Phang

Brother Timothy Phang, UWEEI, Head of Industrial Relations, presented that for companies in the electronics industry, "cheaper" means achieving lower cost through process improvement, "better" refers to higher product quality which is achieved through product innovation and being "faster" is to have greater responsiveness to market needs. He shared on the different CBF initiatives which have been implemented in several of the UWEEI branches, specifically Hitachi Chemical, Yokogawa and Energizer.

Lastly, Brother Phang encouraged delegates to drive CBF in their companies using the 3Es and 1M strategy:

- Engage management to take the lead in CBF initiative
- Engage management to send employees for skills upgrading
- Engage management to develop incentives' scheme to reward workers for productivity improvement and/or skills upgrading
- Mobilise workers to find and break bottlenecks in the workplace

Workshop Discussion on Membership and CBF

Delegates are divided into two groups for further discussion on the two areas of focus – Membership and CBF. Detailed reports of the two workshops are enclosed in the appendix.

Closing Remarks by General Secretary Cyrille Tan

Brother Cyrille Tan, UWEEI General Secretary, re-iterated the focus for the Pre-General Convention of Delegates 2010. He summarised the key takeaways for the participants, namely 3Rs and 1P for membership and 3Es and 1M for CBF initiatives. Lastly, he rallied the participants in undertaking the commitment to achieve 60,000 members by end of 2010.

APPENDIX I

Report Of Workshop On Union Membership

Chairman : Brother Cyrille Tan
Members : Sister Halimah Yacob
Brother Ong Keau
Brother Fahmi Abu Bakar

Recruitment

- 1) UWEEI's target of 60,000 members was endorsed by the workshop. The Chairman encouraged all to participate actively and think of ways to achieve the membership target since membership is the lifeblood of the union. The workshop discussion was vibrant and many delegates contributed ideas.
- 2) The workshop recommended for UWEEI HQ to increase communication with management on limited representation for executives so as to obtain their support. With management's endorsement, PMEs will be more inclined to join the union. Union leaders can also reach out to PMEs more easily if management is agreeable to mass communicate via email.
- 3) The workshop proposed to conduct a survey with non-members to understand their reason(s) for not joining the Union.
- 4) The delegates recommended increasing initiatives such as the Member-Get-Member promotion to attract more members, especially the PMEs. The delegates also requested for the review of incentives in the area of travel and telecommunication benefits.

Retention

- 5) The workshop noted that it is important to create positive discrimination for union members through benefits such as training allowance. It is also critical that branch officials are approachable and increase their frequency of communication with members.
- 6) The workshop noted that there are existing subsidised English courses from NTUC LearningHub Private Limited for work permit holders. UWEEI will explore working with Singapore Teachers' Union (STU) on providing more subsidised training courses for foreign workers.
- 7) It was emphasised in the workshop that the dissemination of information from NTUC to the members must be timely to ensure that members are able to enjoy the benefits.

Relationship

- 8) To build strong and sticky relationship with members, delegates are urged to continue reaching out to their members through individual branch general meetings or their daily interactions with members. Branches who require additional resources can seek assistance from UWEEI HQ.

APPENDIX II

Report Of Workshop On Cheaper Better Faster

Chairman : Brother Francis Lim
Co-Chairman : Brother Tan Richard
Members : Sister Lim Geok Khim
Brother Timothy Phang

- 1) Chairman welcomed all to the workshop. There was active participation from the delegates and it was a fruitful discussion.
- 2) The workshop understood the concept and importance of Cheaper Better Faster (CBF). Participants recognised the need for Singapore to achieve higher productivity growth of 3 per cent every year, so that Singapore can enjoy sustainable economic growth in the increasingly competitive global landscape. This productivity growth and economic expansion will in turn lead to higher pay for workers.
- 3) Delegates gave their commitment to support and campaign for CBF in their companies. They also endorsed that they can play a critical role in driving CBF by using the 3Es and 1M strategy.
- 4) It was emphasised in the workshop that CBF efforts should benefit employees. Companies who are applying for the CBF fund for low-wage workers have to give upfront commitment that productivity gains will be shared with the employees.
- 5) The workshop recommends that for companies to obtain the maximum amount of CBF funding, the projects should result in significant productivity improvement of more than 10 per cent and there is upfront commitment from companies to share the gains with the workers. Participants further suggested that there should be conditions imposed on the equipment and machinery bought to prevent companies from re-selling or transferring these equipment to their overseas subsidiaries.
- 6) The workshop noted that UWEEI HQ has been actively engaging management on CBF through various platforms such as plant tours, chief executives officers (CEO) luncheons and union-management forums. Efforts in these areas will be further stepped up to aid delegates in their campaign for CBF.
- 7) Delegates are urged to encourage workers to go for skill upgrading so as to increase their employability and relevancy for a CBF economy. The workshop noted that there are various sources of funding to help workers to reduce the cost of training.
- 8) Delegates had suggested increasing the amount of U TAP funding as \$250 might be too low to attract PMEs to take up productivity and innovation related training. PMEs can play a pivotal role in CBF; hence it is important to provide them with adequate assistance.
- 9) The workshop also suggested instilling the concept and culture of productivity in the mindset of young generations through Singapore's education system. This will ensure sustainability in the drive for productivity.

THANK YOU

United Workers of Electronic and Electrical Industries will like to thank one and all who have contributed to documenting our journey of four years in this publication.

We thank our Chairman and members of Council of Advisors for their continuous guidance and support.

We also want to convey our appreciation to our management partners who have given us their valued support. The stories and photographs that have been compiled in this publication will not have been possible without their support, in particular,

*Yokogawa Electric Asia Private Limited,
Gemalto Private Limited,
GLOBALFOUNDRIES Singapore Private Limited,
Mitsui High-tec (Singapore) Private Limited, and
Hitachi Chemical (Singapore) Private Limited,*

who have agreed to provide us with interview opportunities.

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Mr Lee Yi Shyan,
Mr Goh Chee Wee, and
Mr Oscar Oliveira,*

for their invaluable support and advice to UWEEI over the past few years.

We also duly thank our committed Executive Council members,

*Ms Juliana Abdullah, General Treasurer,
Mr Lim Swee Hock, Second Assistant General Secretary,
Madam Loke Yuet Yeng, Assistant General Treasurer,
Mr Ong Woon Hwee Thomas, Member,
Mr See Hock Hin Raymond, Member, and
Mr Wu Leong Seng, Member,*

who have stepped down.

This publication also captures the photos of our 13 Committees taken in Joo Chiat vicinity where UWEEI's main office is housed.

For this, we also thank these community partners near our Union house,

*Vic's Place,
Joo Chiat Community Centre, and
Kim Choo's Kitchen,*

for opening their doors and welcoming us into their premises for photo shoots.

Our heartfelt appreciation also goes out to our dedicated branch officials and UWEEI members who have added vibrancy and life with their stories that speak of our achievements in these four years.

Thank You, One and All, as UWEEI is always about You, We and Us.



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