

INDUSTRIAL RELATIONS

Shared IR Vision

A Shared Industrial Relations Vision for employees of Shell Companies in Singapore arose from a desire to improve the industrial climate in the organization. Both the union and the management have been trying to remain relevant and effective in their own ways.

In 1988, the Singapore Shell Employees Union documented its future direction in the plan of action, "Facing the Future - Plan of Action for the 1990s".

In 1991, the Company launched their mission and vision statements to the employees. This was in response to a perceived need among the employees to know what the company's basic beliefs are and the direction the company is heading.

Traditionally, the benefits sought by the SSEU and the management's desires to expand productive efficiency, thus reducing the unit operating cost and increasing profitability, the SIRV came in place.

The Shared Industrial Relations Vision (SIRV) aims to let both the company and the union achieve their traditional desires by combining their individual visions. This will make the company more successful, the union more effective and the employees better off, economically and socially with a better quality of working life. The basic difference between this shared vision and other forms of labour management co-operation is that, both parties share the understanding that gains for one part does not mean a loss for the other. Both the company and the union can work together to strengthen each other and prosper for the benefit of the employees.

The Shell Management and SSEU reaffirmed the Shared Industrial Relations Vision (SIRV) and together embarked on a new era in industrial relations. Both the Company and Union re-affirmed their full commitment to the SIRV at SSEU Delegates' Conference held on 24 September 1999. The following was announced as a joint visible demonstration of this Shared Vision.

- Shell Companies in Singapore and Singapore Shell Employees' Union are committed to the well being of employees.
- We believe that this requires a successful Company and a effective Union working together in a strategic alliance to meet challenges, seize opportunities, solve problems and enhance the quality of work life in an ever changing environment. To this end,
- We will conduct industrial relations in a professional, pragmatic, consistent, consultative and enlightened manner with mutual respect, trust and openness at all levels.
- We will ensure that employees are well remunerated, and rewarded in accordance with performance.
- We will ensure that employees are treated fairly, with trust, respect and care.
- We will promote an environment in which employees are well-informed, motivated and empowered to perform their best.
- We will ensure that employees are highly trained and developed to the best of their abilities.
- We will promote a safe and healthy working environment through the highest safety standards and greater awareness on issues related to health, safety and environment.

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- We will ensure the long term viability and growth of the Company through productivity improvement, innovation and quality improvement in products and services.
- We will ensure that Union remains effective by supporting its activities and informing, consulting and involving it in matters affecting employees.
- The fulfillment of this vision requires the commitment, involvement and participation of all employees.

Reaffirmed on the 24th day of September 1999

Industrial Relations Operating Model between SSEU and the Shell Companies in Singapore.