

Employee COMMENTARY



SPH Games Day

TRAINING AND DEVELOPMENT PROGRAMMES

SPH has a comprehensive range of talent management and development programmes to cater to its diverse workforce of over 4,000 employees.

It continuously reviews its learning and development plans, and takes active steps to ensure that training programmes are relevant to both employee and business needs.

HEALTH AND SUSTAINABILITY PROGRAMME

SPH launched the Health and Sustainability Programme in 2011 to prepare its mature employees for transition into the next phase of their lives and to understand more about retirement and re-employment.

Through a series of workshops, lunch time talks, and the Health and Sustainability Handbook, the programme raises awareness among the mature employees on the importance of total well-being. It also helps foster effective multi-generational working relationships in the workplace, and provides a smooth leadership transition with mature employees taking up advisory roles where applicable.

Programmes are conducted to increase staff awareness of issues related to mature workers and help them communicate better with older colleagues.

SPH also manages the career expectations of its staff through a programme which teaches employees to cope with the changes and challenges they face at work, as well as career adjustments in their workplace.



Cycling trip to Batam

PROVIDING STAFF WELFARE

As an employer of choice, SPH continues to invest in employees' welfare. One of the most popular activities is the monthly 'Up on the Roof' gathering, a chill-out session for staff to mingle with fellow colleagues as well as senior management.

This year's SPH Family Day attracted close to 6,000 staff and family members to the Universal Studios Singapore for an exclusive evening of fun and entertainment. The SPH Sports and Leisure Club continues to organise various recreational and social activities for staff. Some of the new activities organised this year included Self Defence Workshop, Harmonica Course, Tatva Yoga Clinic, Zhao Bao Taiji, Jungle Trekking at Batam and a golf outing at Ria Bintan.

During festive seasons such as Chinese New Year, Ramadan and Deepavali, the CEO and Senior Management members take time to meet and mingle with staff of different races, at the various office premises.

PROMOTING WORK INNOVATION AND CREATIVITY

SPH continues to motivate its staff to come up with creative and innovative ideas to improve its business operations with the Continuous Improvement and Innovation initiative. Since its implementation, more than 71 projects have been submitted, with \$60,000 cash rewards given out to winning teams.

Staff are also encouraged to contribute simple ideas through the Staff Suggestion Scheme that will help save costs, reduce waste, improve customer service and work environment or enhance the company's image.



SPH Family Day



Yoga class for staff

COMPENSATION AND BENEFITS

The pay cuts to the staff's salary were fully restored in January 2011. A special lump sum payment was also made in January 2011 to make up for the pay-cut in 2009.

The E-salary letter and E-Performance Appraisal were successfully implemented in January and August 2011 respectively. Previously, staff had to fill in appraisal forms manually. These initiatives have resulted in significant improvements in productivity.

SUCCESSION PLANNING

Succession planning for key management positions is in place. The plan is reviewed and presented to the Remuneration Committee regularly.

GROOMING FUTURE TALENT

SPH has been offering university scholarships to selected staff who wish to further their studies. The company also gave out scholarships to children of employees and news vendors.

In addition to the scholarships awarded by SPH, the SPH Foundation gave out the Lim Kim San Memorial Scholarships to outstanding students pursuing languages at local tertiary institutions.

A total of 32 scholarships were offered and accepted in FY 2011.

COMMUNICATIONS

Regular dialogue sessions with CEO are held with staff of all levels. The SPH Management Orientation Programme (SMOP) also provides opportunities for staff to interact with senior management.

In addition, ongoing communication with all staff is achieved through regular staff broadcasts as well as Presslines, SPH's monthly staff newsletter. Staff are encouraged to give feedback through VOICE (Voice Out Ideas, Concerns and Emotions), a dedicated email where confidentiality is guaranteed. The email can be an idea, a compliment, a feedback, or a complaint. This feedback channel allows staff to remain anonymous, as users can choose to send emails from their private email addresses. Details of senders will not be revealed under any circumstances.

WINNING ACCOLADES

SPH has won seven awards at the Singapore HR Awards 2011 organised by the Singapore Human Resources Institute, including the highest honour – the Corporate HR Award. The awards won in the Leading HR Practices category included Talent Management, Retention & Succession Planning, Employee Relations & People Management, Learning & Human Capital Development (Special Mention). SPH also garnered awards in the Special Category for Corporate Social Responsibility, Workplace Safety & Health, and Fair Employment Practices.

SPH also clinched a Gold award at the Singapore Health Awards 2010 for its dedication in promoting good health for its staff through various Workplace Health Promotion (WHP) programmes.

In addition, it received the Meritorious Defence Partner Award by the Ministry of Defence and the Meritorious Home Team Partner Award by the Ministry of Home Affairs in recognition of its contributions, as well as its support of its NSmen towards Total Defence.