

Profiles of companies with good HR practices

(A) Yau Lee Construction (Singapore) Pte. Ltd.

Established in 2007, **Yau Lee Construction (Singapore) Pte. Ltd.** is a wholly owned subsidiary of Yau Lee Holdings Limited. The company focuses on construction, fitting-outs, maintenance, renovation, and the design and build of building projects. Some of Yau Lee's projects include the Marina Bay Sands Integrated Resort as well as HDB projects such as the recently completed Montreal Ville BTO.

In Yau Lee Singapore, around 20% of its employees are female. There is a steady increase of females joining the company since 2008 and the company expects this trend to continue in future. Yau Lee believes good HR practice is a must to attract more females to join the sector, and retain valuable staff. Some of its HR practices include:

- **Internal promotion and growth:** There is a clear path of advancement for all its employees and internal promotion of potential talents will be considered first before hiring someone outside the company
- **Manpower development:** To help develop its employees, training is provided to help them learn new job skills. Yau Lee also reimburses employees' tuition fees for further education.
- **Open communication between management and staff:** Yau Lee's management meets staff regularly, where staff can offer ideas and ask questions. There is an open-door policy at Yau Lee where employees are encouraged to speak freely without fear of repercussion.

In addition, Yau Lee has implemented quite a few green and safety measures at its sites. For instance, all its employees, even the pregnant ladies, can walk safely on their precast paver everyday to the site office.



Precast paver



To reduce dust on site, Yau Lee also uses precast concrete paving for the haul road, covers the soil on site with an impermeable sheet, and its dump trucks are installed with a mechanical cover.



Dump truck with a mechanical cover

Other noise control measures are used, including hoardings to act as noise barriers as well as the use of quieter machinery such as a silent material hoist and low noise emission hydraulic hand held breaker for drilling concrete.

(B) Straits Construction Singapore Pte Ltd

Straits Construction Singapore Pte Ltd is one of the leading established local construction companies registered as a Grade A1 “General Building” under the BCA contractors’ registry system. Incorporated in 1969, it has been delivering an impressive track record in providing safe and high quality services for building construction works in both public and private sector projects. It has won several work-safety and HDB quality awards in the past, and it was also a past winner of the Family Friendly Employer Award. This year, it is receiving the Green and Gracious Builder ‘STAR’ award for 2014.

Presently, Straits Construction boasts of over 405 staff and slightly over 1000 workers under its employee payroll. Amongst its staff about 60% are local PMETs. It is no wonder that Straits Construction strongly values human capital. Some of its HR practices include:

- **Manpower development:** To ensure a secure manpower pipeline to support their projects, Straits Construction partnered BCA in the BCA-Industry Built Environment Undergraduate Scholarship programme to attract young talent to their firm.
- **Work-life practices:** Straits Construction was one of the first few builders in the sector to introduce flexible work arrangements to allow employees, especially those who are parents, to spend quality time with their families. Some of these practices include Saturday-off, flexible start-and end-times and permanent part-time arrangement.

Upon implementing these HR initiatives, Straits Construction received positive employee feedback about the support schemes and noticed lower rates of absenteeism and sick leave, decreased healthcare costs and incidences of coming to work late.

- **Other progressive HR practices** implemented to benefit employees include:
 - ✓ Semi Flexible Working Hours, Saturday Offs
 - ✓ Structured and competitive reward and benefit system
 - ✓ Engagement and communication with employees
 - ✓ Reemployment of older employees
 - ✓ Talent development

In addition, Straits Construction also implements considerate site practices including the use of silent piler during piling stage to reducing noise and vibration generated and the use of plants as screen walls to reduce dust and noise to the surroundings.

To stay ahead of the game, SCS started its corporate branding journey in August 2013 and it shall be completed by September 2014. The Company has embarked on this branding journey with the objective of building a strong employer brand and a brand image which represents their current business practices and successes as well as their future growth. With this exercise, Straits Construction also hopes to enhance their processes for customers as well as Human Resource practices and policies for their existing staff. Much of the focus would be on attracting talents.

(C) Magnificent Seven Corporation Pte Ltd

Established in Singapore since 1972, **Magnificent Seven Corporation Pte Ltd** is a Grade B2 “General Building” and Grade C1 “Civil Engineering” BCA registered contractor. The company specialises in mainly renovation and restoration (R&R) projects as well as addition and alteration (A&A) projects.

Presently, Magnificent Seven has about 128 employees, of which 42 are employees and the rest are workers. Their staff strength comprises of 70% locals. Magnificent Seven is a progressive company who adopts good HR practices to recruit and retain good staff. Some of its HR practices include:

- **Manpower development:** To ensure a secure manpower pipeline to support their projects, Magnificent Seven partnered BCA in the BCA-Industry Built Environment Diploma Scholarship/Sponsorship programme to attract young talent to their firm.

Magnificent Seven also keenly charts the career progression of employees and encourages their professional development through external training and professional certification.

- **Performance-based remuneration:** Magnificent Seven motivates their staff’s performance by putting in place a profit sharing system based on individual productivity. In this system, their employees are ranked quarterly, and they will receive a higher share of the company’s profits as bonus if they attain their daily targets. Even their workers are also appraised, and their pay grade and range is made known to them. If they perform well, their workers will attain higher pay ranges.

- **Leadership development and succession planning:** Magnificent Seven has a leadership programme in place to help them with succession planning where staff in middle management are identified and groomed to succeed senior management positions. . Potential employees that are identified would be sent for leadership and management training.
- **Pro-family work arrangements:** To cater to employees with family commitments, Magnificent Seven offers their employees flexible working hours. Working mothers who need to pick up their children from schools as well as those who are undertaking part-time studies can leave work about an hour earlier.

Magnificent Seven has plans to be certified under the recently enhanced Green and Gracious Builder Scheme (GGBS), which has a newly added component on good HR practices.