



WORK-LIFE INTEGRATION HANDBOOK



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Managing Director's Foreword

Balancing work and family responsibility is a great challenge for most employees. Many families are finding it increasingly difficult to secure a living wage and at the same time, have adequate predictable family and personal time.

The challenge to balance responsibilities is as much about caring for young children and older dependants as it is about being able to have personal time to indulge in hobbies and exercise, to reflect on achievements; study and development as well as to socialize with friends.

HSL believes that helping employees integrate their work and family responsibilities makes good commercial sense for business because cooperative workplaces breed happier and more productive employees. We also want to be a good corporate citizen and help the nation build happy families.

This is why we have implemented the Work-Life Policy and developed various types of work-life initiatives. This handbook details the flexible work arrangements, leave benefits and various employee support schemes available in the Company and serves as a guide to employees in achieving better work life integration.

With changing needs, the number of work-life initiatives is set to grow. HSL will review its programme regularly and add on or revise it according to our employees' needs.

Love your work and live your life!

Lim Choo Leng
Managing Director



Work Life Balance Policy – Purpose and Scope

HSL is committed to attracting and retaining the very best staff members, and optimizing all the talent and experience available. HSL also appreciates that the local workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with other caring responsibilities, as well as those whose interests and aspirations impact on their time.

HSL therefore recognises the importance of helping employees balance their work and life by offering the possibility of flexible working arrangements, better leave benefits and appropriate employee support schemes that enable them to balance their working life with other priorities, including parental and other caring responsibilities, lifelong learning opportunities, charity work, leisure activities and other interests. In turn, it recognises that staffing capacity must at all times remain in line with the needs of the business.

This policy sets out ways in which work life initiatives can increase staff motivation, build better relationships between HSL and employees, maintain an appropriate level of staff turnover, reduce absence, attract new talent, promote work-life balance, increase employee satisfaction and, in doing so, improve HSL's efficiency, productivity and effectiveness.

This policy includes the following initiatives:

1. Flexible Work Arrangements
2. Comprehensive Leave Benefits
3. Employee Support Schemes
 - 3.1. Personal Well-being Training
 - Stress and Time Management
 - Resilience Training
 - Personal Effectiveness Training or Work Life Management

The budget for these training is in excess of the year's planned training budget and fully sponsored by the Company.

- 3.2. Children's Bursaries

- 3.3. Social Activities

- HSL Movie Nights
- ARTS Events Lucky Draw

This policy is applicable only to employees who are categorized as 'Staff' in the Human Resources context.



Work Life Balance Policy – The Business Need

Although HSL is committed to providing the most appropriate work life programme, both management and employees need to be realistic and recognise that the full range of flexible work arrangements, leave benefits and employee support schemes will not be appropriate for all jobs across all areas of the business.



Section A – Flexible Work Arrangements

1. General

1.1. This policy includes the following options:

- Occasional Home Working (Telecommuting)
- Job Sharing
- Part-time work options
- Flexible hours
- Compressed work week

1.2. The policy applies to all HSL employees who have successfully completed their probationary period and whose job nature allow for flexible work arrangements.

2. Employees responsibilities

- 2.1. The onus will be on the employee to make a considered application, in writing and during an appropriate time, to his manager and HR Department, for changes in the existing work arrangement.
- 2.2. Any changes made to the existing work arrangement will impact on colleagues. The employee should consider carefully the changes he wants to make before submitting his request.
- 2.3. The Company will not accept constant alteration of work arrangements by staff who do not give sufficient advance consideration to the suitability of the proposed arrangement.
- 2.4. The employee will not have the automatic right to revert to his former work arrangements upon approval of the new work arrangement.
- 2.5. The employee is responsible for identifying any personal financial implications for the proposed work arrangement.
- 2.6. The employee should demonstrate to his manager on how he will be able to fulfill his work tasks on a flexible schedule, which is supported by the rest of the team in a way that does not compromise service provision.



3. Management responsibilities

- 3.1. Managers and HR Department must consider all requests from staff to change their existing work arrangements either on a temporary or permanent basis.
- 3.2. The HR Department will ensure that open communication is maintained between all parties during the consideration process.
- 3.3. Where some form of flexible work arrangement is proposed, the company will need to take into account a number of criteria including (but not limited to) the following:
 - the cost of the proposed arrangement
 - the effect of the proposed arrangement on other staff
 - the level of supervision/management required
 - the structure of the team and staff resources
 - other issues specific to the individual's team
 - a workload analysis of the job
 - resource implications
 - health and safety implications

4. Procedures for Request for Flexible Work Options

- 4.1. All applications for changes to existing work arrangements should be in writing; using the application form which can be obtained from the HR Department. These applications will be considered at the discretion of the department manager and HR Department.
- 4.2. The manager must, within 30 days, discuss with the HR Department on the feasibility of the proposed work arrangement and subsequently meet with the employee to further consider the request.

The purpose of the meeting will be to provide an opportunity to explore the desired work option in depth, and to discuss how best it might be accommodated. It will also provide an opportunity to consider other alternative work options, should there be problems in accommodating the desired work option outlined in the employee's application.

- 4.3. In the event that the employee without good reason and on more than one occasion fail to attend any such meeting, the manager or HR Department may, at his/her discretion, treat the application as being withdrawn.
- 4.4. The manager or HR Department will carefully consider the application and further information provided during the meeting, and will provide a written reply directly to the employee within 14 days of the meeting either confirming the new work option or giving full, clear business reasons as to why the request is being rejected.
- 4.5. All staff with flexible work arrangements approved will have access to standard terms and conditions of employment on an equal or pro rata basis.



- 4.6. Trial periods, agreed and in writing, will be put into effect to ensure that the flexible work arrangement is working well for the applicant, the rest of the team and the department as a whole prior to becoming a permanent arrangement. It should be noted that agreement to a trial period does not automatically mean agreement to a permanent change to the employee's work pattern.
- 4.7. Once the new work arrangement has been confirmed it will (unless otherwise agreed) constitute a permanent change to the employee's terms and conditions.

5. Notification

- 5.1. All agreed changes must be immediately reported to the Human Resources Department in order to ensure correct pay is maintained and amendments to contracts are issued promptly.

6. Occasional Home working (Telecommuting)

- 6.1. Occasional working at home is a system whereby the employee carries out a proportion of their duties at home rather than on HSL premises. Telecommuting is normally used:
 - for carrying out specific tasks which require a high level of concentration and/or minimum interruptions;
 - for work that can be done effectively from a remote location;
 - for performing any necessary over time work at home rather than in the office so that employees can spend evening time with the families.
- 6.2. Remote Access of server- to refer to Clause 7.
- 6.3. Home working will be considered by the Manager, either as a long-term arrangement or to cover a short-term difficulty.
- 6.4. Where it is necessary for the employee to take confidential material home, it must be stored securely. Safeguards to ensure that other people cannot access computer systems will also need to be considered.
- 6.5. The impact of the employee's absence from the workplace on other employees in the team must be considered carefully. The employee must be contactable throughout the working day.
- 6.6. The arrangement can be from a few hours a day up to two full days per week. It is expected that a maximum of no more than an average of two working days a week working at home would normally be agreed.
- 6.7. Employees who telecommute must report to their manager on the tasks accomplished while working from home on the same or next working day in the office.



7. HSL Virtual Office

- 7.1. HSL has set up a Virtual Office which features an easily accessible company data centre. We currently have a Firewall server and have set up a safe VPN (Virtual Private Network) policy that allows our employees to logon and access company data without the risk of exposing them to external entities. Internal User Authentication and User monitoring is highly secured.
- 7.2. The purpose of this virtual office is for us to achieve greater flexibility in our workplace and open our staff to improved accessibility and convenience.
- 7.3. Telecommuters who work from home will have information in the office readily available.
- 7.4. With this virtual office, the Company has also allocated laptops to key personnel so that they can end work on time and spend the evening hours with their families before completing the day's paper work in the comfort of their own homes.

8. Job sharing

- 8.1. Job sharing is a voluntary arrangement whereby two employees share the responsibilities of one full-time position.
- 8.2. In a 'shared responsibility' arrangement, the individuals both carry out all the duties of the job, simply picking up the work where the other one left off. In a 'divided responsibility' arrangement the duties of the position are divided between the two individuals, with each being able to provide cover for the other where necessary.
- 8.3. Hours of work on a job share are usually split 50:50 between the two employees, but this can be done in a variety of ways - for example:
 - One person works all day on Mondays and Tuesdays and on Wednesday mornings, and the other works Wednesday afternoons, Thursdays and Fridays
 - One person works mornings, and the other works afternoons.
 - One person works one full week and the other works the next full week.
- 8.4. The job share partners accept the full responsibilities of the whole job and share its rewards equally.
- 8.5. The job sharer will each be given an individual contract of employment. All benefits, such as salary and holidays, will be divided equally between the job sharers on a pro-rata basis.
- 8.6. If one of the job sharers leaves the post, efforts will be made to replace that person. If a replacement cannot be made, the remaining job sharer will be offered the opportunity to extend their hours to cover full-time.



- 8.7. An existing employee does not need to find a job share partner, but it is beneficial if he can do so. If the employee does identify a job share partner, the manager reserves the right to instigate the formal recruitment and selection process to determine whether the partner is suitable for the post.
- 8.8. If the employee identifies no job share partner, an advertisement will be placed for a job share partner and the normal recruitment and selection process will be followed. There is no guarantee that a suitable person will be found and in such case the manager may not be able to grant the request to job share.
- 8.9. The job sharers are responsible for the whole job, including keeping each other up-to-date on developments and handing over work.
- 8.10. When recruitment takes place for a vacant post and job sharers are among the candidates, the general principle of appointing the best person for the job will apply.
- 8.11. When an applicant does not apply with a partner, the application will be assessed in the same way as applications from other candidates. If, in the opinion of the selection panel, he or she is the best candidate, a part-time appointment may be offered and the remaining hours advertised as a job share vacancy.
- 8.12. In some cases it may be possible to match up two applicants wishing to job share who have applied individually.
- 8.13. When a joint job share application is received, it should be assessed in the same way as applications from other candidates. Joint candidates should be interviewed separately, to assess their individual ability to do the job, and then briefly together, to discuss their joint application. Selection panels may, if appropriate, make an offer of appointment to only one partner in a joint application. They may then re-advertise the remaining hours or offer them to another job share applicant.
- 8.14. In the event of one job sharer leaving, the hours of work previously undertaken by that person should normally be offered, in the first instance to the remaining job sharer. If the remaining job sharer does not wish to accept a full-time appointment, another job sharing partner should be sought by advertising. If no suitable job sharing partner can be found, alternative arrangements for covering the duties of the job will need to be considered including, if necessary, the redeployment of the remaining job sharer.

9. Part-Time Work Option

- 9.1. Part-time work option is a system whereby the employee is contracted to work fewer than the standard number of contractual hours per year.
- 9.2. In Singapore, the Employment (Part-Time Employees) Regulations 1996 defines a part-time employee as one who is required under his contract of service with an employer to work less than 30 hours a week patterns of work vary tremendously and can be more successful in some areas than others.
- 9.3. Part-time arrangements can be organised in any of the following ways:



- working normal hours over reduced number of days such as 3 days per week;
 - working every day but with fewer hours, eg. 9.00 am to 1.00 pm each day;
 - alternate work period, such as one week on and one week off; or
 - a combination of the above methods.
- 9.4. Part-time staff will receive pro-rata benefits, such as salary and holidays, however, applicants should carefully consider the financial impact of any necessary adjustments to pay, annual leave entitlement etc., when making their application.
- 9.5. Part-time workers will not be treated any less favourably than a comparable full-time worker and will have appropriate access to training and development opportunities along with other benefits.

10. Flexible Hours

- 10.1. Flexible working hours allow for start and finish times other than the normal business hours. Start times must normally be between 0800 and 1000 hours and finish times between 1600 and 1800 hours. The number of working hours remains unchanged and the variations must be within fixed core hours.
- 10.2. It is not necessary to complete an application form to request for flexible hours, but the arrangement must be agreed with the manager and recorded in the HRIS.

11. Compressed Work Week

- 11.1. Compressed working hours permit employees to work their total number of contractual hours over fewer working days. Typical examples are:
- four of 10-hour days;
 - three of 12-hour days; or
 - 9-hour days Monday through Thursday, an 8-hour day on one Friday, with alternate Fridays off.
- 11.2. Where more than one employee within a team wishes to work compressed hours, a rota may be necessary to ensure fairness as some days (usually Monday and Friday) will be more popular choices for time off.
- 11.3. An employee's half day or day off is subjected to change depending on the needs of the team and the Company, for example attending meetings and workload.
- 11.4. The employee will work an equal number of additional hours each day to make up the time.



12. Monitoring and Review

- 12.1. The manager who agreed to the change is required to report all approved pilots to the HR Department. In addition, all applications and outcomes, from both the manager and the employee should be recorded and kept, by the HR Department in the individual's personal file.
- 12.2. All applications and outcomes will be monitored and analysed by the HR Department and reported to management regularly.



Section B – Comprehensive Leave Benefits

The Company currently offers the following types of leave benefits to our staff.

1. Annual Leave

1.1 Each employee is entitled to 14 days of Annual Leave.

2. Marriage Leave

2.1 Employee who has served for at least 3 months is entitled to 3 consecutive working days of paid Marriage Leave on the occasion of his first legal marriage during the employment.

3. Paternity Leave

3.1 Male employee holding managerial position and has served for at least 3 months will be entitled to 5 calendar days of Paternity Leave in the event of the birth of his child. Other male employee holding non-managerial position and has served for at least 3 months will be entitled to 3 calendar days.

4. Childcare Leave

4.1 Employee who has any child aged 7 years and below is entitled to 3 days of Childcare Leave per calendar year upon the completion of 3 months of service.

5. Family Day Leave

5.1 The Company believes in and supports work-life integration of its staff. Employee who has served for at least 12 months will be entitled to 1-day Family Day Leave per calendar year.

6. Elder Care Leave

6.1 Employee who has served for at least 6 months may apply for maximum 2 days Elder Care Leave per calendar year to take care of his immediate family member aged 55 years and above when needed.



6.2 Immediate family member in this instance refers to spouse, parent, parent in-law or grandparent.

7. Child's First Day of School Leave

7.1 Employee who has served for at least 6 months and has any child aged 10 years and below may apply for 1-day Child's First Day of School Leave per calendar year.

8. Compassionate Leave

8.1 Employee will be eligible for 3 consecutive working days of paid Compassionate Leave on the demise of the following persons:

- Spouse
- Parent
- Children
- Parent in-law
- Grandparent
- Siblings

Please refer to Section III of the Employee Handbook on the Company's Leave Benefits for more terms and conditions and application procedures.



Section C – Employee Support Schemes

1. Training

The following 3 trainings for the employees are in addition to the work skills related training and are fully sponsored by the Company.

The average cost of each of these training per employee is Five Hundred Dollars (S\$500.00).

1.1. *Work-Life Integration Training*

This training will enable the participants to appreciate the benefits of work-life integration and how it will help them in their professional and personal effectiveness.

1.2. *Stress Management*

Employees of today are faced with challenges from all fronts at the work place and at home, and the stresses can be overwhelming. Productivity, efficiency and personal effectiveness will be affected.

A Stress Management Course would enable participants to understand what stress is, identify the cause and symptoms of stress and manage stress effectively using different strategies.

1.3. *Resilience Training*

Resilience in the workplace refers to the ability to perform under pressure and in times of change. Resilience helps individuals and organizations deal with workload, pressure and change while avoiding the deleterious effects on health and performance.

Resilience training would highlight to participants the importance and impact of mental resilience and its constituents and what they can do to strengthen their resilience.

2. Children's Bursaries

- 2.1. HSL distributes children's bursaries to employees annually for those who have served for one year or more.
- 2.2. The Company's purpose of distributing children's bursaries is to shoulder the financial burden of increasing educational costs together with its employees.
- 2.3. The amount of bursaries dispersed is dependent on the Company's last financial year's performance.



3. Social Activities

3.1. HSL Movie Nights

The Company will book an entire theatre periodically for HSL Movie Night out where the latest blockbuster movies will be screened. The invitation will be extended to family members if the capacity of the theatre allows it.

This social activity is meant to encourage employees to take a break from the monotony of their lives as well as to promote the benefits of recreational activities.

3.2. ARTS Events

HSL is a corporate member of SISTIC, the largest ticketing service provider in Singapore. As a corporate member, the Company is entitled to exclusive discounts for selected events for group bookings. The HR Department will identify a variety of events for bulk purchases of tickets to be distributed to interested employees in the form of lucky draws.

The Company believes that ARTS events nourish the mind and the soul and it hopes to provide everyone an opportunity to experience quality entertainment.



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