Research Study on Flexible Work Arrangements

Who pays What to Whom, for What Purpose and for How Long?

Interview with Work-Life Expert
Ellen Galinsky

Unusual Solutions for Unusual Workplace
- Eastman Chemical Singapore Pte Ltd

American Express Blue Work
- American Express International Inc.

Champion for Part-Time Work
- NTUC FairPrice Co-operative Ltd
Upbeat is just one more service of Employer Alliance (EA), designed to complement its comprehensive website, www.employeralliance.sg, as well as the numerous Work-Life seminars and forums it organizes.

Employer Alliance is a network of corporations committed to create an enabling work environment to support Work-Life integration. Its vision is to build corporate awareness of the contribution of Work-Life to business results. Singapore corporations are challenged by talent management and staff retention; therefore a sound Work-Life strategy is the key.

More than 700 companies have joined EA as corporate members and the number continues to grow. These corporate members come from different industry sectors such as manufacturing, retail, services, financial and hospitality. Membership is free and member benefits include invitations to forums, events and key Work-Life conferences, as well as access to online resources.

You will benefit greatly from our online one-stop Smart Kit where you can learn from a variety of creative flexible work solutions, employee support schemes and leave packages to suit any company’s budget.

For further information or to join as member: log on to www.employeralliance.sg or email admin@employeralliance.sg or call (65) 6837 8631

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Work-Life integration is the ability to exercise control and choice in meeting life’s challenges; it is about managing work responsibilities alongside personal and family needs. In today’s fast-paced economy, with competing demands and finite resources to cope with these demands, flexibility is a human capital tool to effectively engage the workforce and harness untapped talents in the marketplace.

The smart workplace of today is created by leaders who understand the importance of harmonizing the conflicting needs that employees have to deal with every day. We should learn how to be efficient and productive by reviewing work processes and minimizing unproductive activities. Work organization, when broken into a series of steps, can be sharpened so that employees do not duplicate work efforts and feel exhausted at the end of the day, with no more creative energy to connect with their families.

Professionals at work are also mothers and fathers, daughters and sons. They go through life stages that pose different challenges and needs. If we provide a range of flexible options for employees to choose how they wish to work, we are likely to retain top talents, at the same time motivating more people to work from home without compromising their productivity and delivery standards.

In this issue, we feature a flexibility study and share best practices from American Express, Eastman and NTUC Fairprice on how work flexibility has benefited their organizations and their employees. We also speak with Work-Life expert, Ellen Galinsky on the new profile of employees.

Flexibility comes in different forms depending on the industry sector, the job requirements and the individual. There is no one-size-fits-all solution. However, we must take that first step to make it a priori principle; then we can work toward overcoming the obstacles and finding solutions that work for the organization and our employees.

Claire Chiang
Chairperson, Employer Alliance
Cover Story

Research Study on Flexible Work Arrangements

Who pays What to Whom, for What Purpose and for How Long?

by Employer Alliance
From April to June this year, the Employer Alliance commissioned the Singapore Management University (SMU) to conduct a Research Study on Flexi-Work Models, specifically to find an answer to the question “Who pays what to whom, for what purpose and for how long?” Our purpose was to provide real examples to other organizations in similar industries or with similar job positions, so that they could emulate and/or adapt these flexible work arrangements for their own purposes.

The Study focused on Telecommuting, Flexi-time, Part-time, Compressed Workweek, Job Sharing and Project Work; and covered 16 organizations spanning 5 industry sectors (Hospitality / Food & Beverage, Information Technology / Information Communications, Manufacturing, Professional Services, and Others). From this study, SMU developed 68 flexi-work models encompassing 55 different job positions.

**Methodology**

The research was conducted using in-depth, unstructured face-to-face interviews with key HR staff and business leaders, and supplemented with follow-up questions through email and phone calls where necessary.

**Findings**

**General Findings**

SMU found that regardless of industry type and job nature, organizations could potentially implement some form of FWAs (“Who”). In addition, salary and benefit models usually remained the same, regardless of whether employees were on an FWA or not. The only difference being employees on time-specific FWAs (for example part-time), whose salary and benefits were pro-rated accordingly (“What”). Also, FWAs were offered to employees at all levels of the organization, and were often used to retain top performers and/or meet special needs (“Whom”).

They also found that the level of sophistication of an company’s performance management system did not affect their ability to implement FWAs. In many instances, a system based on mutual trust and aimed at completing specific targets with a basic level of work quality was used (“What Purpose”). Finally, FWAs were usually offered as long as the individual had need of them, as long as operational needs were not compromised (“How Long”).

**Top 3 FWAs**

From this Study, it appeared that the most popular forms of FWAs were telecommuting, flexi-time and part-time, with the first two being more prevalent than the third. SMU reasoned that this was primarily due to the minimal need to redesign work for the former.

**Business Case / Rationale**

SMU found that the primary reason that organizations offered FWAs was to meet their employees’ personal and family needs, thereby attracting and retaining talent who would otherwise have left. Of the organizations that participated in the Study, only a small number viewed FWAs as a business strategy to solve manpower shortages or improve productivity.

**Challenges in FWA Adoption**

The diagram on page 6 depicts the four-pronged challenges to the adoption of FWAs in Singapore.
Despite the influencing factors above, SMU found that the specific details of implementation ultimately came down to a negotiation between managers and employees.

Factors Facilitating FWA Adoption

In their analysis of the findings, SMU felt that the key factors aiding FWA implementation in Singapore include:

- Role of the government. For example, initiatives and legislation to encourage FWAs impact adoption levels.
- Tone-setting by employers. Management’s overt support and encouragement of FWAs impact whether employees make requests and how managers treat such requests.
- Dedicated in-house HR teams that view employees as strategic capital and seek to develop and retain talent.
- The ability to re-organize work, thereby designing explicit job descriptions and measurable Key Performance Indicators (KPIs), would facilitate the availability of more FWA options.
- The empowering and training of line managers to offer FWAs and to encourage its adoption. Line managers tend to be the key decision-makers in determining whether or not to offer or allow an FWA.
- Communication and education to remove stigma associated with FWAs attract talent who might not be willing otherwise to work within rigid work arrangements. Thus, knowledge of FWAs enables employers to harness them as a tool for business competitiveness.

The Principal Investigator of the SMU Project Team, Professor Chung Wai Keung, felt that the research had revealed some interesting business cases for FWAs, which could serve as models for similar businesses to implement FWAs in their organizations. With the increasing number of organizations in Singapore implementing FWAs, it could eventually lead to a “tipping point” whereby more and more organizations would be encouraged to implement FWAs. This, in turn, would lead to long term institutional changes.

To request a copy of the report and/or reserve a place at the next Work-life Forum on Flexibility, please contact us at 6837 8631 or email admin@employeralliance.sg.
Common FWAs
Flexible Work Arrangements (FWAs) are one component of Work-Life strategy. They refer to employment practices that differ from the traditional norm in terms of the hours worked, the length of contract, or the place of work.

FWAs are a win-win solution for businesses and individuals — they may enable organizations to attract and retain talent, save on real estate costs, increase staff engagement and customer satisfaction, while allowing employees to remain in the workforce and meet their personal and family needs.

<table>
<thead>
<tr>
<th>Flexible Work Arrangement</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Telecommuting</td>
<td>An arrangement where the job is performed at a location other than the workplace using information and communication technologies. It may be on an episodic basis, i.e. need-based, especially during emergencies, or core, i.e. routine, regular and recurring on one or more days a week.</td>
</tr>
<tr>
<td>Part-time</td>
<td>An arrangement in which employees work reduced hours on a regular basis. This can mean half-day all week or less than five days a week.</td>
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<tr>
<td>Flexi-time</td>
<td>An arrangement whereby employees can vary their daily start and end times to suit their work and personal commitments. Typically, there is a core time, say 10 am till 4 pm, which must be worked.</td>
</tr>
<tr>
<td>Compressed workweek</td>
<td>An arrangement in which an employee works his/her full-time hours, for example 40 hours, in fewer than the normal number of days per work week.</td>
</tr>
<tr>
<td>Job Sharing</td>
<td>An employment option that allows 2 or more people to share the responsibilities of one full-time position. They usually work at different times during the day/week or alternate weeks, and may have a time of overlap to maintain continuity. Job sharing is basically a form of part-time work that provides the organization with the equivalent of one full-time employee while giving the job sharing employees the ability to maintain their careers while allowing more time for other responsibilities.</td>
</tr>
<tr>
<td>Project work</td>
<td>A contract arrangement whereby an employee is hired to complete a certain portfolio or specific task. This is usually time-based (for example, 6 months to complete a project) or task-based (for example, contracted until the completion of a project).</td>
</tr>
</tbody>
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To read more about other types of FWAs, Leave Benefits and Employee Support Schemes, please refer to our online toolkit: www.employeralliance.sg/toolkit
Here is an excellent example of a policy that serves the needs of employees as well as builds the Work-Life branding of a company – American Express’ Blue Work. This is the in-house term for Flexible Work Arrangements. The policy was crafted to help American Express stay competitive in today’s job market. It promotes employee retention and engagement by serving the employees’ need for Work-Life integration. In addition, Blue Work helps achieve cost savings on office space. With Blue Work, American Express was also able to expand its hours of operations, a necessary cutting edge in its customer-centric industry.

American Express is a leading global payments, network and travel company founded in 1850. It operates in over 130 countries around the world. The company is best known for its credit card, charge card, and traveler’s check businesses. American Express International Inc. won the Work-Life Achiever Award 2008.
How does it work? American Express permits a wide spectrum of flexible arrangements ranging from dedicated office space to mobile office solutions and telecommuting for employees who either work from home or from clients’ locations. This depends largely on the nature of their jobs. For example, sales or independent work that needs minimal supervision is ideal for conversion to telecommuting status. These employees are given assistance to set up their home office where necessary. When they make visits to the corporate office, they make use of shared workspace.

Full-time staff also enjoy flexibility as American Express practices flexi-time. Staggered start and end times help staff who have special needs like dropping or picking up children from school and their elderly family members from daycare centers. For emergency needs, American Express has provided 6 extra days of flexi-leave. This can be used for attending to personal urgent matters, such as examination/study leave or attending to sick family members.

Putting these flexible solutions in place has not been without its challenges. For instance, call centers require excellent customer service standards, but American Express was still able to implement flexibility in such a way that customer service was not compromised. Moreover, staggered start and end times allow the company to extend its operation hours.

These flexible work arrangements have not only benefited the employees. In its regular Employee Satisfaction Surveys, employees have consistently rated American Express’ Blue Work very positively. This has increased productivity and engagement; and American Express has been able to retain experienced workers as well as attract new talent. Reduced turnover meant that the Company spends less resource on retraining.

“At American Express, flexible work arrangements are a critical part of the Employee Value Proposition and we have been working for many years on adopting more flexible working patterns that can support our employees’ needs for Work-Life balance,” said Ms Julia Wolage, Vice President, Human Resources, American Express.
Students and mothers phasing back into the workforce may not find many open doors in the job market, which is why they are even more appreciative of organizations like NTUC FairPrice. Over 40 percent of the co-operative’s workforce of more than 6,000 people are part-time staff. And many of these are workers who need flexibility, like mothers with heavy family commitments.

“As a mother of two teenagers, I needed to find suitable employment that gives me the flexibility to work and look after my children. The flexible work arrangements at FairPrice allow me to balance work and still ensure that I have enough time with my family,” said Ms Tan Kim Chu, a part-time cashier in the Hougang Mall branch. Her case proves that part-time work is certainly a successful form of flexible work arrangement.

FairPrice’s policy of welcoming temporary employees attracts capable people with limited time resources; for example, students. Festive seasons are FairPrice’s busiest periods, and some of these periods coincide with...
students’ annual semester breaks, thus giving them opportunity to earn income while pursuing their education.

“As a student, working part-time with FairPrice allows me the flexibility to balance my studies and gain work experience as well. Having work experience will definitely help me to be better prepared when I join the working world after I graduate,” explained Mr Kelvin Kwek, a part-time cashier with the East Point Mall branch. Kelvin, 20, is a polytechnic student.

Offering seasonal part-time work has been an efficient approach in increasing FairPrice’s business productivity. Employing part-time staff is a win-win strategy as FairPrice places great emphasis on ongoing training, thereby ensuring that staff, whether full-time or part-time, are equipped to meet customers’ demands.

As a retailer, FairPrice has to keep operations running every day of the week and throughout festive periods. In some outlets, operations are 24/7. Instead of being a liability, FairPrice has been able to turn the long opening hours to its advantage. Staff enjoy flexible start and end times and shift workers have the flexibility to swap their shifts, off and rest days, dependent on exigencies.

This not only meets the co-operative’s operational needs, employees also feel more in control of their own schedules and are better able to fulfill their responsibilities. As a consequence, they feel more rested and are more motivated to produce results at work.

Flexibility, however, can pose hurdles as well. For example, it is hard to schedule training given the staff’s fluid schedules and the long operational hours. To overcome this, FairPrice arranges for more runs of the same training to ensure that staff are able to attend the necessary training.

“The flexible work arrangements our staff enjoy allow them to achieve better Work-Life balance and fulfill their professional, family and personal commitments. As a co-operative, the flexible work arrangements not only allow us to better manage our operational needs, but also equip us with a motivated and engaged workforce that produces better results and is more productive,” said Ms Rebecca Teo, Director, Human Resource, NTUC FairPrice.
Unusual Solutions for Unusual Workplace
- Eastman Chemical Singapore Pte Ltd

Eastman Chemical Company manufactures and sells chemicals, fibers, and plastics. It was founded in 1920. The company provides key differentiated coatings, adhesives and specialty plastic products, and produces PET polymers for packaging. It has manufacturing sites in seven countries, and supplies to all over the world. Eastman Chemical Singapore Pte Ltd won the Work-Life Achiever Award 2008.

What can a company do for staff if its manufacturing plants operate round the clock and are situated in remote areas? Lots, according to Eastman Chemical. To appeal to talented personnel who values Work-Life balance, Eastman has put in place a wide range of Flexible Work Arrangements, including a compressed work week, flex-time, telecommuting and part-time work.

Under its arrangement for compressed schedule, employees extend their working hours to earn an extra day off. Since the plant operates 24 hourly, employees working on 12-hour shifts are scheduled such that they work 14 days in a work cycle, and get seven rest days in a row, allowing them more quality family time, and reducing their travelling time to work.

Day employees can opt for staggered start and end times set by management. This gives them flexibility to meet their other obligations, like sending and fetching children from school and caring for sick elderly.

Telecommuting work is ideal for Exempt Employees, who are provided with...
laptops so that they can work from home or attend net-meetings at odd hours. Non-Exempt employees can also occasionally telecommute with company laptops if they have family emergencies or need to cover for their colleagues.

Eastman is also open to part-time arrangements where employees can contract to work two days a week.

These programs were slowly developed and fine-tuned over the years through constant two-way communication between management and staff. The Human Resource Department conducts quarterly employee communication sessions, one-to-one employee meetings with the General Manager and weekly site leadership team meetings, on top of regular employee surveys.

Eastman’s solutions have obviously worked. Surveys and feedback record low staff turnover rate, low medical leave rate, higher staff morale and increased employees’ productivity. The secret to its success is the management’s willingness to listen to employee feedback and to keep their welfare as a priority. In return, the staff responds with support and motivated work performance.

The success of Eastman’s Flexible Work Arrangements proves that, as a Work-Life strategy, FWAs are a direct contributor to a company’s business performance. They have enabled Eastman to retain and attract people who value Work-Life balance.

**Definition of Compressed Workweek**

In this arrangement, an employee works his/her full-time hours, for example, 40 hours a week, in fewer than the normal number of days.

There are four common types of schedules used for compressed workweek.

**4/40 Schedule:** Employees work four 10-hour days and have the 5th day off.

**9/80 Schedule:** Employees work a permutation of 80 hours in nine days. In most cases, employees work eight 9-hour and one 8-hour day. They then have the 10th day off.

**3/12 Schedule:** Organizations that operate on weekends can roster employees on three 12-hour days (including weekends) and have two days off.

**5-4/9 Schedule:** Employees work a week of five 9-hour days followed by a week of four 9-hour days. This allows employees a day off every other week.

For more information on Compressed Workweek, please log on to [http://www.employeralliance.sg/toolkit](http://www.employeralliance.sg/toolkit)
Ellen Galinsky is President and Co-Founder of Families and Work Institute (FWI). She is an internationally recognized researcher, author and speaker who examines the intersection of work, family and community; child development; early learning; women’s leadership; multigenerational workforces and elder issues. She is a keynote speaker nationally and internationally and appears regularly at conferences, on television and in the media.

**Upbeat: What are some of the assumptions about work and family life in the past that no longer hold true today?**

**EG:** Although we have moved from an industrial economy to a knowledge and service economy, the assumptions about work and family life that took hold in the industrial economy have been much slower to change than the realities of our lives. For example, some still think about women’s work as secondary. Women in the United States are in the workforce in virtually equal numbers to men—a trend that has been accelerated by the Depression where men have been disproportionately affected by losing their jobs. In Singapore, 42.2% of the workforce now consists of women, up from 39.6% in 2000.

In the U.S., 79% of couples in the workforce are dual-earners, up from 66% in 1977. In Singapore, 44% were dual-earners in 2005, up from 41% in 2000.

Another assumption that conflicts with realities has to do with career progression, which is typically seen as a career ladder that employees climb rung by rung. In the U.S., for the first time, young women are just as likely to desire moving to jobs with more responsibility as young men are — and this includes women with and without children. In addition, women now contribute 44% of family income, up from 39% in 1977. And increasingly, men and women have responsibility to care for elderly parents (43% of the U.S. labor force has provided elder care in the past five years). If you study career progression in the U.S., it no longer
In addition, work itself has changed — work has become more demanding, sometimes going 24-7 in this fast-paced, technological economy.

**Upbeat: How have these changes affected employees in New Normal economy?**

**EG:** We find that the health of the American workforce has declined. Fewer employees report that their health is excellent. In our workforce studies, we used a measure of perceived stress that has been linked to actual physical health in a number of studies. We find that 41% of employees are experiencing three or more of the five indicators of stress ‘at least some of the time’. In addition, many employees are experiencing a time famine: 75% say they don’t have enough time with their children, up from 66% in 1992 and 61% says they don’t have enough time with their husband or wife, up from 50% in 1992.


**Upbeat: What is the New Normal today?**

**EG:** Women are now a much more significant part of the workforce and dual-earner families are the norm. So both men and women have important responsibilities at work and at home. In addition, both of our workforces are aging. In Singapore, 20% of the workforce is under 30 compared with 14% in the U.S. In Singapore, 54% of the workforce is aged 40 and above, compared with 68% in the U.S.

In addition, work has become more demanding, sometimes going 24-7 in this fast-paced, technological economy.

**Upbeat: How can employers meet the needs of the New Normal workforce?**

**EG:** We have developed a model of an effective workplace — one that works for both the employer and the employee. It includes job challenge and learning, job autonomy, supervisor support for employees succeeding in their jobs, a climate of respect and trust, economic looks like a career ladder. So, it is important to review career development programs to ensure that they fit both men and women across their life cycles. In the U.S., we are increasingly replacing the notion of a one-size fits all career ladder with the notion of flexible careers.

A third assumption that conflicts with realities has to do with Work-Life programs which have been seen as primarily helping women. It is true that, in both of our countries, women have more responsibility for the care of children, but men’s time with their children is increasing in the U.S., and they are taking on more responsibility according to themselves and their wives. In fact, we find that men today in the U.S. are experiencing more Work-Life conflict than women. So Work-Life programs need to address the needs of both men and women.

[http://familiesandwork.org/site/research/reports/Times_Are_Changing.pdf](http://familiesandwork.org/site/research/reports/Times_Are_Changing.pdf)
Finding
Employees in Effective Workplace Have Better Work Outcomes
Relationships varying levels of overall workplace effectiveness and positive work outcomes

Source: Families and Work Institute. 2008

security and Work-Life fit. Employees in effective workplaces are more engaged, more satisfied with their jobs, and more likely to stay on the job.

These graphs demonstrate that effective workplaces produce better work outcomes and improves employees’ wellbeing.

Upbeat: What does Work-Life fit mean and what part does it play for an employer creating an effective workplace?
EG: Work-Life fit includes supervisor and coworker support when employees have personal or family issues that they need to attend to. So the culture of flexibility is critical. It also includes schedule flexibility.

Many people think of flexibility as simply being flex time or flex place, but at Families and Work Institute, we define flexibility much more comprehensively to include a culture that is flexible and flexibility across the life cycle, or flexible careers. With flexibility, one size does not fit all. Being fair to different employees in different jobs, while optimizing business operations, requires good management, the ability to take the perspective of the employee and employer and constructive problem solving skills. In addition, some jobs are less conducive to certain types of flexibility than others. It requires both managers and employees to assume greater responsibilities in organizing work. However, FWI’s findings strongly
Finding
Employees in Effective Workplace Have Better Health and Well-being Outcomes

Relationships between overall effectiveness and positive health outcomes

Source: Families and Work Institute. 2008

suggest that a flexible workplace is both possible and feasible. And organizations that have embarked on building such workplaces feedback that they have made the right decision and reaped benefits that far outweigh costs, as shown in our Guide - Bold New Ideas for Making Work Work. http://familiesandwork.org/site/research/reports/2009boldideas.pdf

Families and Work Institute (FWI) is a non-profit think tank that identifies and studies trends in the changing workforce, family and community. FWI also conducts studies on talent management globally. It is also an action tank that experiments with implementing the results of its findings and evaluates them. For more information on Families and Work Institute, log on to http://www.familiesandwork.org.
Maybank believes that high work performers are those who can balance both family and work commitments well. With Work-Life balance as the cornerstone, we have achieved higher productivity, greater staff engagement and retention of talent leading to higher business performance. Our low staff turnover rate also serves as an affirmation of the success rate and effectiveness of our Work-Life strategies.

The implementation of flexible work arrangement allows our staff to attend to their personal needs and the needs of their family members. We believe this “pro-family” culture - the notion of care, concern and camaraderie - reflects the “heartware” of the Bank. It has reinforced our core values and fulfilled the Mission and Vision of Maybank.

*Mr Wong Keng Fye, Head, Human Resource, Maybank Singapore*

At URA, we believe that an organization is only as good as the people it hires. To keep our officers motivated, we engage their minds and their hearts. We give them challenging work and opportunities for their professional and personal developments, and reward contributions to the organization. We have put in place various Work-Life programs, such as flexible work arrangements, which enable our officers to better manage their work and personal responsibilities.

*Mr Lee Kwong Weng, Group Director (Corporate Development), Urban Redevelopment Authority*

Hamilton Sundstrand Pacific Aerospace’s Work-Life integration strategy is based on a “different strokes for different folks” philosophy. We’ve moved away from the traditional “one size fits all”. The three cornerstones of our Work-Life integration strategy are based on a three legged stool of healthy lifestyle, active lifestyle and balanced lifestyle for our multi-cultural, multi-national, and multi-generational workforce. We have improved our 2009 employee satisfaction score by 12 percentage points compared to our 2007 results.

*Mr Raymund Chua, Human Resource Director, Hamilton Sundstrand Pacific Aerospace*

Organizations must start to view Work-Life strategies as not just “being nice” to their staff. In Morning Star, it has proven to be an effective way to build trust and capacity that has contributed significantly to our growth.

*Mr Christian Choo, Executive Director, Morning Star Community Services*
Flexi-Works! is an initiative by the Singapore Workforce Development Agency (WDA) and the National Trade Union Congress (NTUC) for companies to hire new workers on part-time or flexible work arrangements.

The scheme offers a grant of up to $100,000 to support a company’s efforts in the recruitment of workers on part-time or flexible work arrangements. The grant can be used for costs incurred for job redesign, consultancy, recruitment, training, absentee payroll and equipment, to put in place part-time or flexible working arrangements.

This scheme is currently co-administered by both NTUC Women’s Development Secretariat as well as the Singapore National Employers Federation (SNEF).

For more information, please visit www.ntuc.org.sg/flexiworks. Queries may be directed to NTUC at wds@ntuc.org.sg or 6213 8427. You can also email SNEF at flexiworks@snef.org.sg.
EA Work-Life Forum on Flexibility
3 Sep 2009
Incorporating the release of “Research on Flexi-Work Models in Singapore”

The research study was commissioned by Employer Alliance and conducted in collaboration with Singapore Management University: “Who pays What to Whom, for What Purpose, and for How Long?” See Page 4 for more on the findings.
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