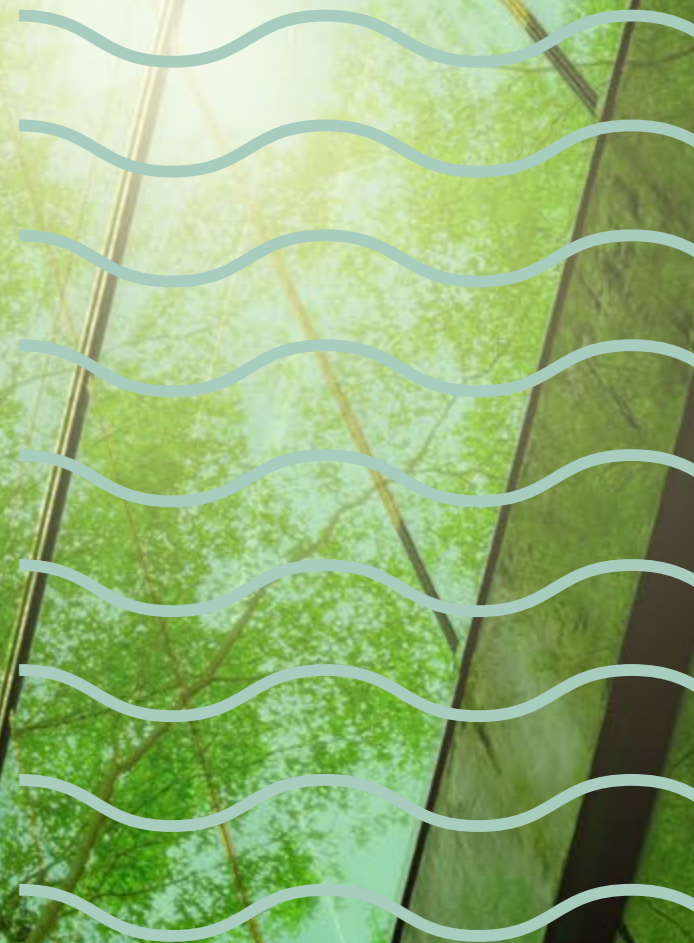


# EMPLOYEE COMMUNICATION TREND REPORT 2024

*Responsibility and Sustainability  
at The Workplace*





# Table of Contents

<b>Acknowledgement: Partner Organisations</b>	3
<b>Acknowledgement: Contributing Organisations</b>	4
<b>Acknowledgement: Exemplary Organisations</b>	5
<b>Acknowledgement: from Zsofia Balatoni</b>	6

## Introduction 7

<b>Interview with Zsofia Balatoni</b>	7
<b>Interview with Bhavani Krishnasamy</b>	8

## Education & Knowledge-sharing 9

<b>IPRS</b> - Employees have a vested interest in the organisation and its success - <b>Interview with Vanessa Wan</b>	10
<b>DBS Bank</b> - Banking on the Future	12
<b>Asahi Group</b> - Shaping a Global Culture of Responsible Drinking: Asahi's Data-Drive Journey - <b>Interview with Monika Agocs</b>	13
<b>UOB</b> - Spearheads ESG initiatives with enhanced volunteerism	15
<b>Cognizant Singapore</b> - Championing Inclusion and Empowerment through Technology Outreach	16
<b>Drees &amp; Sommer</b> - The path for a sustainable future starts from within - <b>Interview with Stephan Degenhart</b>	17
<b>Prudential</b> - ESG Endeavours: Empowering Communities Through Education and Ethics	19

## DEI & Social Responsibility 20

<b>Interview with Dr Felix Tan Thiam Kim</b> - Beyond Buzzwords: Addressing real challenges of diversity and inclusivity	21
<b>Solvay</b> - Solvay's ESG approach boosts reputation & recruitment with employee focus - <b>Interview with Andre Nothomb</b>	22
<b>Singtel</b> - Digitally Inclusive and Empowered Communities	24
<b>HP</b> - A Company Fostering a Sense of Belonging - <b>Interview with Vivian Chua</b>	25
<b>Micron Singapore</b> - Empowering Communities: Micron Singapore's Employee-Driven Philanthropy and Volunteerism	27
<b>Adecco Singapore</b> - Empowering Futures: Adecco Singapore's Champion of Good Initiatives Shape a Responsible Corporate Identity	28

<b>BMW</b> - Employee engagement is key to driving sustainability - <b>Interview with Preeti Gupta</b>	29
<b>CapitaLand</b> - Embedding Volunteerism in Singapore's Urban Tapestry	31
<b>Lufthansa</b> - ESG works bottom-up at Lufthansa - <b>Interview with Elise Becker</b>	32
<b>City Developments Limited</b> - A Beacon of Compassion and Corporate Volunteering	34
<b>TÜV SÜD</b> - "Sustainability was always in our DNA" - <b>Interview with Silvia Imran</b>	35
<b>Amgen Singapore</b> - Fostering a Culture of Inclusivity and Sustainability Through Employee Engagement	37
<b>Rakuten</b> - Fostering diversity and inclusion within staff for service inclusion - <b>Interview with Tatsuo Hidaka</b>	38
<b>SingLand</b> - Marking Milestones Through Meaningful Community Engagement in Singapore	40
<b>Marina Bay Sands</b> - Championing Sustainability and Social Responsibility: Marina Bay Sands' Strategic Commitment in Singapore	41

## Sustainability & Nature Conservation 42

<b>Interview with Dr Suwichit (Sean) Chaidaroon</b> - Employee communication in 2024: New challenges and opportunities for the workplaces	43
<b>ALBA</b> - "Authentic engagement that goes beyond token gestures is vital." - <b>Interview with Daniel O'Connor</b>	44
<b>Xylem</b> - Engaging for a Blue Singapore: Xylem's Voluntary Vanguard in Water Sustainability	46
<b>Diageo</b> - A personal and human approach to ESG - <b>Interview with Azmar Sukandar</b>	47
<b>Delivery Hero</b> - Tackling Global Hunger: Delivery Hero's ESG Initiatives and Volunteering Efforts	49
<b>Unilever</b> - Brands, people and companies with purpose thrive - <b>Interview with Shweta Shukla</b>	50
<b>ST Telemedia</b> - Help employees understand how sustainability affects their work and personal lives - <b>Interview with Melinda Tan</b>	52
<b>Frasers Property</b> - Spearheading Community and Environmental Well-being in Singapore	54
<b>Electrolux</b> - Empowering change: Electrolux advocates employee engagement as cornerstone for sustainable success - <b>Interview with Samantha Thian</b>	55
<b>DHL</b> - Humanitarian Logistics: A Singapore Story of Global Impact	57
<b>Agoda</b> - Harnessing Employee Passion: Agoda's CSR Endeavours in Singapore	58
<b>AbbVie</b> - "Week of Possibilities": A Chronicle of Empathy and Environmental Stewardship in Singapore	59

Our heartfelt gratitude to our partners for their support rendered towards this publication.



Singapore Indian Chamber  
of Commerce & Industry  
ESTABLISHED 1924

Official media partner:



Our heartfelt gratitude to the following organisations for their indelible contributions to this publication.



Our heartfelt gratitude to the following exemplary organisations for their inspiring employee communication efforts.

abbvie

Adecco

agoda

AMGEN

CapitaLand

CITY DEVELOPMENTS LIMITED

cognizant

DBS BANK

Delivery Hero

DHL

FRASERS PROPERTY

MARINA BAY Sands SINGAPORE

Micron

PRUDENTIAL

SINGAPORELAND

Singtel

UOB

xylem



**I would like to extend my deepest gratitude to the esteemed members of the Supervisory Board. Their insights, coupled with the experiences shared by our interviewees, offer a rich, inspiring tapestry that we hope will fuel further outstanding ESG-related employee engagements and expand the community of dedicated changemakers.**

**Thank you,** Ms Bhavani Krishnasamy - Managing Director of International PR Training Pte Ltd, who supported the project from its inception, and Mr Daniel O'Connor - Chief People Officer at ALBA, Dr Felix Tan - Associate Lecturer at Nanyang Technological University, Dr Suwichit (Sean) Chaidaroon - Head of Communications and New Media at National University Singapore, and Ms Vanessa Wan - Vice President of the Institute of Public Relations of Singapore, whose unwavering commitment to the development of the Singaporean communication industry and invaluable contributions have been instrumental in bringing this publication to life.

I am deeply thankful for the relentless commitment of my founding partner Robert Romai and teams in Singapore and in the EU—Tashan Kassey, Diana Estella Peter, Kaylene Wong, Csilla Kasler, Anita Vida, Balasz Szilagyi, Miklos Hargitai, Tang Lien, Katalin Makkai and Eloise Tang. Their hard work throughout the past year was instrumental in bringing this report to fruition. This simply would not have been possible without their indelible contributions.

**ZSOFIA BALATONI**

*Chief Strategy Officer, Co-Founder,  
Rothman & Roman and Uniomedia Group*



**ZSOFIA  
BALATONI**

*Co-founder and Chief Strategy Officer  
Rothman & Roman*

## About Zsafia Balatoni

With over 20 years of experience in strategic and ESG communications and over 200 awards on three continents under her belt, Zsafia is especially passionate about intercultural understanding and social responsibility - the "S" in ESG. She believes that, as communication professionals, we are all accountable for creating and promoting safer and more responsible businesses, workplaces and society for all.

Rothman & Roman, an agency group which she co-founded in 2007 in Europe, is a multiple European Excellence award and SABRE award winner strategic communications agency group headquartered in Singapore. Their globally recognised communication campaigns, which are purpose-driven and have been executed in over 30 countries for the largest multinational corporations, frequently emphasise social and environmental responsibility, both internally and externally. Their clients internationally are the largest multinational firms in tech, finance, pharma, transportation and FMCG, such as Mastercard, Microsoft, Xiaomi, Sanofi, Airbus and Asahi, among many others. Through their advisory, media and social media work and training, they help companies create value with and for their stakeholders, such as employees, customers, consumers and investors.

Rothman & Roman has organised many ESG and communication workshops and trainings globally and has been a proud sponsor of the Singapore Sustainability Awards by Eurocham since 2022.

Zsafia has an MBA, holds an Intercultural Communication for Global Business Certification from the University of Cambridge and is currently finishing her second Master's degree at King's College London.

## Enterprises transform societies in many ways –

**In this report we focus on their role to nudge employees to adopt sustainable and responsible behaviours, both professionally and personally.**

**This inaugural edition of the Employee Communication Trend Report, entitled "Responsibility at The Workplace 2024" proudly showcases some of Singapore's most outstanding ESG communication professionals and corporate activities. Through 16 insightful interviews with some of the most eminent communication and HR leaders and 18 compelling case studies, we delve into how Singapore's business sector is championing ESG-related employee communication.**

**In crafting this compilation, we aimed to showcase a wide range of companies, industries, and initiatives, selecting our examples from the winners of the EuroCham and AmCham Sustainability Awards of the past years.** While we have uncovered a vibrant array of initiatives, we acknowledge the inherent limitations of our list. It is by no means exhaustive. We recognise the existence of numerous exemplary initiatives beyond those featured, and we are excited to keep searching and adding more great examples in the future.

**Our publication serves a dual purpose. First, it is a celebration of some of Singapore's exemplary ESG leaders — both people and companies — and an acknowledgement of their outstanding contributions and achievements.** Secondly, it is an **inspirational blueprint for all local enterprises** embarking on or seeking to enhance their ESG communication journey and aims to inspire discussions among communication and HR professionals.

**The resulting panorama of Singapore employee communication trends in ESG is one of a business community deeply committed to environmental stewardship, mutual respect, aid, and collaboration— values that resonate widely. Volunteerism and philanthropy activities dominate the corporate efforts, and as such, Singaporean companies have an outstanding commitment to give and create value for the society where they operate.** They embrace ESG holistically and all have several initiatives that cover

a wide range of social issues. Multiple stakeholder groups benefit from the activities, including quite prominently the elderly, the less educated and the children, while nature conservation efforts, waste management and water conservation are the key environment-related topics that Singapore-based companies are the most passionate about. Compassion and true service would be the two words that best describe these corporate ESG efforts - tens of thousands of volunteer hours dedicated to and approximately S\$100 million in funds raised for social issues, just among the over 30 companies in this report!

**We, as people, employees, customers and investors, are all looking for purpose in our life and the ability to create a positive impact. It is imperative to recognise that while volunteering and philanthropy offer meaningful experiences for employees and real help for communities, the ESG framework has much more to offer. Leading corporations distinguish themselves by integrating ESG intrinsically into their DNA when sustainability and responsibility considerations become pivotal in shaping business strategies, product development, service offerings, and human resource policies.** Purpose drives culture, DE&I activities, and the adherence to ethical and responsible business practices. Topics such as equal pay, fairness, mental health, work-life balance, and managing toxic behaviours gain more and more prominence globally and require action all over the world.

Research shows that consistent ESG performance yields higher shareholder returns and margins, because people, employees and customers alike, often have a very personal commitment to a shared vision of tackling major issues that affect the present and the future of our planet and society. **In a world yearning for sustainability, inclusivity, collaboration, and equal opportunities, all eyes are on the corporate world to be at the forefront of this transformative journey.**

**ZSOFIA BALATONI**  
*Chief Strategy Officer, Co-Founder,  
Rothman & Roman and Uniomedia Group*

International  
**PR** TRAINING



## BHAVANI KRISHNASAMY

Managing Director,  
International PR training Pte Ltd.

### About Bhavani Krishnasamy

Bhavani Krishnasamy is currently running a PR training and consultancy business - International PR Training Pte Ltd. She is also an Associate Director, Crisis Communications, at Kenyon International Emergency Services.

She is an associate trainer at the Civil Service College, SMU Academy, Singapore Business Federation, Marketing Institute of Singapore and NTU-CCE, and is a part-time lecturer for crisis communications with NUS DCNM.

Bhavani has served in the Singapore public sector for 35 years in various appointments. She was the Director of Public Communications, and Director of Corporate Communications and Press Secretary to the Minister for Information, Communications and the Arts. She has also served as Head of Public Affairs at the Ministry of Trade and Industry and later, Head of Media Relations at the Ministry of Defence. Both these postings added to her depth of experience in managing challenging issues.

Bhavani served for seven years (2002-2009) as President of the Institute of Public Relations of Singapore (IPRS).

## Achieving your purpose through greater employee engagement

I am pleased to work with Zsofia Balatoni on this project on "Employee Communication Trend Report 2024 - Responsibility and Sustainability at The Workplace". Employee engagement and internal communications are often neglected areas in most organisations.

The COVID-19 pandemic has highlighted the importance of internal communications. Organisations had to shift working arrangements from the office to working from home and hybrid arrangements. Employees had to be updated regularly on changes in operating procedures, work arrangements, working with stakeholders, health protocols, etc. There was an overload of information for employees and as a result, many were overwhelmed by the constant changes and work stress.

Employee engagement in Singapore is expected to lag behind the global average in 2024, with no improvement made over 2023, according to a survey of over 1,000 resident workers by Qualtrics.

The results bring to a halt three years of noticeable improvements made during the pandemic, said Dr Cecelia Herbert, principal behavioural scientist at Qualtrics XM Institute (Straits Times, 6 Nov 23).

That is a marked contrast to 2021, when employers' efforts to make employees feel connected, motivated, committed and more were graded positively by only 56 percent of employees here, 10 percentage points behind the rest of the world.

The global environment is also very challenging – the current wars, political issues, economic uncertainties, supply disruptions, and the climate crisis just to name a few.

With these developments, organisations are appreciating the impact that effective internal communications can have on many areas of organisations.

There were many factors that contributed to the effective internal communications and employee engagement. I would like to highlight three factors that I think are critical based on my years of work experience.

**1. The first factor is a positive corporate culture.** It is an attitude and environment within an organisation that cultivates collaboration, productivity and satisfaction among its employees. Managers trust their employees to produce quality work and make good decisions without constant supervision and direction. It is also one that gives importance to the well-being of employees.

This culture must start from the top management. Senior management may be more focused on productivity and efficiency, and may not be interested in two-way communications and open dialogue to hear ideas and suggestions from the staff. They may practice an "open-door" policy, but the mind is closed. It is such a work environment which pushes good employees to leave the organisation.

**2. The second factor is purpose-driven communications** which align employees with the organisation's mission, creating a shared sense of direction. The organisation should constantly and consistently emphasise the company's core values, goals and the broader impact of its work.

By connecting day-to-day activities to a larger purpose, employees gain a sense of meaning in their roles. This enhances engagement, motivation, and a shared understanding of how individuals contribute to the overall success and mission of the organisation. It will result in a more committed and motivated workforce. Gen Z and Millennials in particular want and expect to work for employers with a strong sense of purpose.

**3. Finally, social interactions in the workplace** play a pivotal role in enhancing employee engagement by fostering a sense of belonging and camaraderie within the workplace. When employees feel connected to their colleagues, they are more likely to be motivated and satisfied with their roles. Over the years, my close friends have been former colleagues.

Social interactions also build trust and communication, creating a positive work environment. Team building activities, collaborative projects, and informal gatherings contribute to a strong social fabric breaking down communication barriers and promoting a culture of open dialogue. This sense of community contributes to a more engaged and productive workforce.

It is time for organisations to learn the best practices adopted by other organisations and companies, and keep increasing the momentum of employee engagement over the pandemic years. This Report will help you enhance your employee engagement strategies going forward.

**BHAVANI KRISHNASAMY**  
Managing Director of International PR Training Pte Ltd  
Past President of the Institute of Public Relations of Singapore



# Education & Knowledge-sharing





**VANESSA  
WAN**

*Vice President,  
Institute of Public Relations  
of Singapore*

## About Vanessa Wan

Vanessa thrives on bringing to life an organisation's brand and purpose through meaningful engagement and impactful communications.

She has three decades of experience in communications, reputation management and corporate social responsibility from the government and private sectors across a range of industries including technology, energy, aerospace, hospitality, logistics and consumer goods.

Vanessa was re-elected for a second term in the governing council of the Institute of Public Relations of Singapore, most recently as the Vice President.

She is currently the Senior Director & Head, Integrated Marketing & Communications, Asia Pacific at STMicroelectronics, leading teams across the region to increase brand awareness and corporate reputation for the global semiconductor company.

Vanessa joined STMicroelectronics from General Electric (GE), where she was the Executive Director of Communications, Asia Pacific, partnering with business leaders to develop and execute strategies in support of GE's business objectives in the region.

Prior to GE, she spent close to 13 years at Shell where she held country, regional and global roles across corporate communications, stakeholder relations, issues and crisis management, employee engagement, brand, and social performance.

Before Shell, Vanessa was Head of Communications at the Singapore Economic Development Board (EDB) and later was concurrently Head of Marketing Communications for Contact Singapore, then an alliance between the EDB and the Ministry of Manpower.

Outside of work, Vanessa is kept busy as a mother of four, and with volunteer, training and leadership work for several organisations. She graduated from the University of Southern California with a Master of Arts in Communications Management and a Bachelor of Arts double majoring in Public Relations, and Social Sciences & Communications.



”

**Employees have  
a vested interest  
in the organisation  
and its success.**

”

Vanessa Wan shares her tips for engaging employees to make ESG a success.

[Read more](#)



In a recent interview on responsibility and sustainability at the workplace, Vanessa Wan, a notable member of Singapore's PR community with three decades of experience in communications, reputation management and corporate social responsibility, shared profound insights on the crucial role of employee engagement in shaping a sustainable corporate culture. She says a company's commitment to ESG must be clear and transparent for employees to get on board.

**E**mployees play a pivotal role in an organisation as influential ambassadors, Vanessa Wan, Vice President of the Institute of Public Relations of Singapore believes. She stressed, **"Employees have a vested interest in the organisation and its success."** Authenticity, according to Vanessa, is key to making communication more genuine and credible.

### A GENUINE COMMITMENT BY THE COMPANY IS A MUST

**E**ngaging employees in diversity and sustainability starts with a company's corporate purpose and its visible commitment to it. Vanessa asserted,

*"The starting point is not just about informing employees; it is about whether the company has an articulated position on diversity, inclusiveness, and sustainability, and is followed through in all its actions and decisions."*

This purpose, she noted, must be sincere and guide every aspect of the organisation.

She thinks, leadership buy-in is sometimes a challenge in fostering purposeful employee communication, particularly in sustainability.

*"The leadership needs to champion these initiatives, and it should not be left solely to the communications or ESG teams,"*

Vanessa pointed out. Information overload is also a common hurdle, extending beyond ESG topics, so one should be mindful and intentional in when and what one communicates.

### EMPOWERING EMPLOYEES THROUGH INITIATIVES

**E**ncouraging employees to lead ESG initiatives, such as forming interest groups, can be transformative. The PR expert cites examples from her experience, like the success of interest groups related to the energy transition at Shell, proving that grassroots movements can foster engagement, discussions and actions among employees.

### THESE ARE VANESSA'S TOP 3 PIECES OF ADVICE FOR A SUCCESSFUL EMPLOYEE COMMUNICATION ON ESG:

1. **Leveraging Employee Ambassadors:**  
Create interest groups or change agents within the organisation to authentically champion ESG initiatives.
2. **Tailoring Messaging to the Audience:**  
Understand the audience, shape messaging based on their interests, and use various communication channels preferred by the target audience.
3. **Emphasising the Importance of ESG:**  
Help employees identify the significance of their contributions to ESG initiatives and how these contribute to the long-term viability of the company and the wider community or environment.

Vanessa's insights offer a roadmap for organisations seeking to cultivate a responsible and sustainable workplace culture. As the business landscape evolves, her perspectives on effective communication, corporate purpose, and employee engagement serve as a valuable guide for positive organisational transformation.



# Banking on the Future: DBS Staff Dedicate Weekends to Cultivating Financial Literacy in Singapore's Youth

In the bustling city-state of Singapore, a quiet revolution is taking place in classrooms and community centres on weekends. DBS Bank staff are trading in their financial portfolios for storybooks and interactive games, aiming to impart critical financial literacy skills to children as young as six. The DBS Foundation, in collaboration with Community Link, has designed a financial literacy programme tailored to guide the young minds of Singapore on the principles of saving, budgeting, and understanding the value of money through relatable concepts like pocket money and the cost of daily treats.<sup>1</sup>

<sup>1</sup> <https://www.dbs.com.sg/personal/articles/nav/financial-planning/teach-children-about-money>

**C**hildren from less privileged backgrounds, such as Nur Fatrisha Diana Alias, a student from Marsiling Primary School, are learning to navigate their financial future with simple yet effective rules. Fatrisha, who comes from a family living in a two-room rental flat, has already begun to save half of her daily allowance, embodying the programme's core message: prudent financial habits start early.

**T**he programme, initiated by the Ministry of Social and Family Development (MSF) to support families in rental flats, extends beyond traditional classroom education. It uses a curriculum developed by DBS, employing games and activities to ensure the learning process is informative and enjoyable for children.

**V**olunteers like Chia Miao Ting, a data analyst at DBS, are the backbone of this initiative. Miao Ting believes that financial literacy does not have to be complex and can be presented in a fun and simple manner for children. Her experience with the programme has shown that even the most reserved children can open up and embrace these life lessons, applying them to save money and adopt sustainable practices at home.

**T**his initiative is part of a broader range of community efforts by the DBS Foundation's Community Impact Chapter, which aims to empower the underserved with digital and financial literacy skills. It is distinct in its focus on educating children from lower-income families, acknowledging that fostering financial literacy at a young age can lead to better financial decisions and, consequently, improved prospects for social mobility.

<sup>2</sup> <https://www.msf.gov.sg/what-we-do/volunteer/find-causes/comlink>

**T**he programme's success in Woodlands and Queenstown, which garnered positive feedback and tangible results, has led to its expansion into other communities with the hope of eventually reaching all 14,000 families across the 21 ComLink<sup>2</sup> (Community Link) towns in Singapore.

**D**BS has cultivated a culture of volunteerism, highlighted by the involvement of over 20,000 staff on their People of Purpose Connect portal, where employees can engage in over 1,000 volunteer programmes. In 2022 alone, DBS staff dedicated over 54,000 hours to volunteer work, impacting more than 80,000 beneficiaries.

**T**he bank's strategy to encourage volunteering is multifaceted, include providing employees with volunteer leave and sharing inspiring stories of their peers' volunteer experiences. As Chia's experience has shown, one person's commitment to volunteerism can have a ripple effect, influencing an entire team to give back to the community.

**T**he initiative's ethos is clear: financial literacy is not just about understanding money; it is about making life choices that enable a sustainable future. Through their commitment to financial education, DBS and its volunteers are helping to shape a generation that is not only financially savvy but also socially conscious, setting the foundation for a community where everyone has the opportunity to thrive.




## MONIKA AGOCS

*Sustainability Executive Advisor,  
 Asahi Group Holdings,  
 Board Director, International  
 Alliance for Responsible Drinking*

### About Monika Agocs

Monika Agocs is Sustainability Executive Advisor at Asahi Group Holdings and a Board Director at International Alliance for Responsible Drinking.

She joined Asahi, a leading global multibeverage company listed on the Tokyo Stock Exchange, in 2017 as Group Corporate Affairs Director of Asahi Europe and International with responsibilities covering corporate relations, communication, public affairs, social and environmental impact.

With expertise in communication strategies and stakeholder engagement with media, governments, NGOs, industry associations and employees, her focus is to enhance trustworthy external relations for Asahi around the world to boost its positive social impact, reputation and corporate value.

Monika is a seasoned global corporate affairs professional thanks to her over 20 years of experience at public relations agencies, management consultancies and multinational consumer goods companies.

She holds a Master of Business Administration (MBA) and has a Postgraduate degree in Business Law. With her husband, George, they are proud parents of their three daughters.

Asahi 



# Shaping a Global Culture of Responsible Drinking: Asahi's Data-Driven Journey

[Read more](#)



In the wake of the pandemic, studies revealed a concerning surge of 14-25 percent in harmful alcohol consumption. Positioned as one of the leading global beer producers, Asahi recognised its pivotal role in curbing inappropriate drinking habits and fostering a culture of responsible enjoyment. What followed was a transformative initiative that delved deep into data to uncover insights and reshape not just behaviours but attitudes towards alcohol drinks.

**A**cknowledging the need for a paradigm shift, Asahi embarked on an unprecedented 3-month-long data analysis. This rigorous exploration encompassed scouring through vast social media landscapes, engaging with NGOs, journalists, and management, and conducting a global survey spanning four continents. This endeavour sought to decipher the underlying causes behind the rise in harmful alcohol consumption in some occasions during the pandemic.



**DATA-DRIVEN REVELATION**

**T**he heart of this endeavour lay in understanding how consumers perceived responsible drinking. Unlike conventional campaigns, Asahi aimed not just to modify behaviours but to effect a profound change in attitudes. The research yielded surprising yet invaluable conclusions, unveiling universal concerns and shaping consumer attitude maps across ten countries.

**BRAND DEVELOPMENT**

**O**ut of this extensive data analysis emerged the “Responsible Drinking Ambassador” platform – a brand developed to resonate globally. This brand, backed by a defined ethos, values, vision, and purpose, became the cornerstone for Asahi’s future endeavours. The activation of this brand began internally, with employees at the forefront, before extending to external communication.

Responsible Drinking Ambassador 



**TOOLS OF TRANSFORMATION**

**T**he arsenal for change included a global employee training framework, gamification, events, and comprehensive guides for local and external communication. This holistic approach aimed at creating not just a campaign but a lasting brand identity that people across countries could relate to.



**RESULTS AND ONGOING IMPACT**

**T**he campaign initiated in H2 2022 finished at the end of 2023, and final results are anticipated soon. Preliminary outcomes are promising – every Asahi business unit embraced the Responsible Drinking Ambassador brand. Thousands worldwide actively participated in associated activities and training, while local action groups spearheaded the integration of the brand into 2023 employee engagement plans.

**I**n a notable engagement at the One Young World Summit 2022, Asahi’s Responsible Drinking Ambassador brand resonated profoundly with over 2000 young leaders. This unique approach garnered overwhelming positive feedback, signalling a promising shift in the global conversation around responsible drinking.

**A**sahi’s journey stands as a testament to the power of data-driven initiatives, transforming not just company culture but also influencing a broader societal shift towards responsible drinking. This pioneering effort showcases the potential for genuine change when insights gleaned from extensive data analysis guide the development of campaigns that transcend traditional boundaries.





# Spearheads ESG initiatives with enhanced volunteerism

Environmental education is in the very heart of the ESG activities of United Overseas Bank (UOB). With “Heartbeat Eco-Excursions in Singapore” they engaged students with disadvantaged backgrounds to get them acquainted with environmental sustainability through experiential learning. This is just one of the many programs UOB conducts to foster community spirit and raise funds for disadvantaged children and families globally<sup>3</sup>.

**U**OB’s 2022 flagship initiative, the UOB Global Heartbeat Run/Walk, exemplified this commitment to community involvement, seeing participation from over 15,000 colleagues, customers, and beneficiaries. This event not only fostered a spirit of camaraderie but also proved to be a successful fundraising venture, amassing more than \$2.3 million to aid disadvantaged children and families globally. In Singapore alone, the event raised upward of \$1.6 million for organisations such as Food From the Heart and Children’s Wishing Well, underlining the substantial impact of the bank’s collective effort.

**U**OB’s commitment to community stewardship was further demonstrated through the Heartbeat@Heartlands programme launched in Singapore. This initiative saw branch colleagues volunteering with local social service agencies to conduct activities such as scam awareness workshops, financial literacy programmes, and reading workshops, significantly benefiting over 1,810 individuals. This programme is poised for expansion across the region, indicating the scalability of UOB’s community involvement strategies.

**M**oreover, the bank’s contribution to environmental education was highlighted by the UOB Heartbeat Eco-Excursions in Singapore. Close to 200 students from disadvantaged backgrounds were engaged in this programme, which aimed to teach children about environmental sustainability through experiential learning. UOB employee volunteers were integral to these excursions, leading guided tours and hands-on workshops on biodiversity, food sustainability, and renewable energy.

**T**hese concerted efforts are part of UOB’s broader Environmental, Social, and Governance (ESG) strategy, reflecting an intrinsic understanding that corporate success and community welfare are mutually reinforcing. By integrating its business operations with community-focused initiatives, UOB is not only fostering a positive corporate image but is also setting a benchmark for corporate citizenship in the financial sector.

**T**he annual Lunar New Year fundraiser, another testament to UOB’s ESG commitment, was a collaborative effort with the bank’s commercial banking clients in Singapore, raising close to \$1.9 million. The funds were allocated to support a variety of causes, including The Business Times Budding Artists Fund and The Straits Times School Pocket Money Fund, demonstrating a multi-faceted approach to philanthropy that extends beyond the bank’s direct community.

**U**OB’s robust volunteerism agenda and its wide-ranging ESG initiatives indicate a strategic shift in the corporate sector towards more socially responsible and sustainable business practices. By focusing on employee engagement in volunteerism, UOB is leveraging its most valuable asset – its people – to drive positive change. This not only enhances the bank’s reputation but also contributes to a more resilient and socially inclusive society.



# Championing Inclusion and Empowerment through Technology Outreach

Cognizant's corporate citizenship in Singapore is embodied in its Outreach programme, a conduit for the company's associates to leverage their professional acumen for the greater good. This initiative aligns closely with the organisation's strategic focus areas of education, community welfare, and environmental sustainability through the prism of technology inclusion<sup>4</sup>.

**A** flagship project under this programme is the Outreach Scholarship, which showcases the company's commitment to education. Between 2012 and 2020, over 32,420 Cognizant associates contributed through a payroll deduction programme to fund scholarships for over 2,100 meritorious students, with a significant proportion being first-generation graduates and girls.

**T**he digital empowerment of senior citizens in Singapore through the Outreach programme is another notable endeavour. In collaboration with Amazon Web Services (AWS), this initiative involved creating personalised virtual assistants with Amazon Alexa. The objective was to improve the daily lives of seniors by equipping them with technology for medication reminders and other tasks. This initiative was part of the Tech Bazaar, organised by the National Library Board of Singapore, where Cognizant volunteers imparted their technical expertise to the senior participants, ensuring personalised guidance to cater to the varying pace of learning among the seniors.

**C**ognizant's efforts in driving a digitally inclusive society were recognised with the Digital for Life Champions award, reflecting its support for the national movement by Singapore's Infocomm Media Development Authority (IMDA). The Outreach programme contributed to this movement by initiating a 1:1 Digital Skills Mentoring programme for women and training both students and seniors in digital skills, thereby fostering an inclusive society for all demographic segments.

**T**he company's involvement extends to supporting organisations that foster positive social change. Through skill-building, workforce programmes, and improving NGO operations globally, Cognizant's industry-leading expertise and financial contributions are channelled towards impactful social initiatives.

**M**oreover, the spirit of volunteering is robust within the company's workforce. The programme has logged over 1.75 million volunteer hours since its inception, with 31,000 associates volunteering over 221,000 hours since 2020 alone. These numbers are a testament to the scale at which Cognizant's employees are engaged in CSR activities.

## DREES & SOMMER



### STEPHAN DEGENHART

*Associate Partner Drees & Sommer,  
Managing Director Asia Pacific &  
Middle East*

### About Stephan Degenhart

Stephan Degenhart is a leading expert in sustainability and digitalisation within the built environment. As the Managing Director of Drees & Sommer in the Middle East and Asia Pacific, he has been involved in some of the most innovative projects in the industry.

With a passion for sustainability and a keen eye for detail, he ensures that all construction projects are implemented with a view to creating a more sustainable, future-oriented world. He has personally delivered hundreds of projects during his career and has been involved in panel discussions, moderated, and given keynote speeches at some of the region's most prestigious events, as well as continuously engaging with the industry through thought leadership pieces, case studies, and white papers which have educated and inspired industry professionals and the general public alike.

Stephan places high value on knowledge sharing and strives to encourage and enlighten the community on sustainability and the transformative power of digital innovation for the built environment. His mission is to inspire others to explore sustainable solutions and take the critical steps that will shape our future.

As the Associate Partner at Drees & Sommer, Stephan leads the initiatives in the Middle East and Asia Pacific regions. He applies these principles with unwavering enthusiasm and expert skill in his practice, and is fully committed to creating a more sustainable future for the industry.

## Drees & Sommer



# The path for a sustainable future starts from within

[Read more](#)



In today's corporate landscape, businesses are increasingly recognising the pivotal role of sustainability, diversity, and culture in their operations. Engaging employees on these subjects has emerged as a key strategy for fostering positive change. Drees & Sommer, a global construction and real estate consultancy, has been at the forefront of this approach, and one of its regional leaders, Stephan Degenhart, Managing Director Asia Pacific, shared his meaningful insights on the matter.

## PRIORITISING ENGAGEMENT

**S**tephan emphasises the significance of creating a diverse, inclusive work environment where all employees feel valued. He believes that by involving teams in vital discussions, companies can develop a shared vision and values that align with their business objectives which ultimately leads to enhanced satisfaction, a positive company culture, and improved sustainability performance. "Inclusivity is not just a buzzword; it's a fundamental principle that drives our growth and success," Stephan underlines.



## GREEN OFFICE INITIATIVE: A BEACON OF SUCCESS

**O**ne of the campaigns Drees & Sommer is most proud of is its "Green Office" initiative. This campaign was aimed at raising awareness among employees about sustainability and inspiring them to embrace sustainable practices. The campaign included workshops, seminars, and competitions, all centred around sustainable practices, including energy conservation and waste reduction. The outcomes were impressive, with increased engagement, improved sustainability performance, and reduced costs being tangible results.

The journey towards successful employee engagement in sustainability, diversity, and culture can be challenging. According to Stephan, typical obstacles include a lack of awareness, resistance to change, and inadequate resources. To overcome these hurdles, he added that companies must invest in education and training, provide incentives for employees to take action, and create a culture of inclusivity and open communication.

*"Our company values shared commitment to sustainability, and we believe only those who share our values are drawn to join us on this journey,"* says Stephan.

## THE CRUCIAL ROLE OF EMPLOYEE ENGAGEMENT

*"When employees feel valued, they take ownership of sustainability initiatives, leading to improved performance and outcomes,"* says Stephan.

**T**herefore, employee engagement is not merely a checkbox in Drees & Sommer's ESG (Environmental, Social, and Governance) strategy – it is a cornerstone.

The company acknowledges that its workforce is its most valuable asset, and their engagement is pivotal to achieving sustainability goals. Top management prioritises employee engagement by providing resources, setting clear objectives, and leading by example. The newly constructed headquarters in Germany, OWP12, stands as a prime example, designed with sustainability in mind to provide a healthier and more enjoyable workspace for the teams.

**As Drees & Sommer's success story demonstrates, the path to a more sustainable future starts from within.**





# ESG Endeavours: Empowering Communities Through Education

Prudential aims to disseminate responsible financial habits and healthy lifestyle in the bustling city of Singapore via educational programs targeting children. The company incentivises its employees to lend support to these programs by providing them with volunteer leave allowing them to partake in activities and embedding ethical considerations into daily business routines.<sup>5</sup>

**A**t the core of Prudential's community outreach is the Cha-Ching programme, designed to instil responsible financial habits in children aged seven to 12. As part of the company's broader strategy centred on educational investment, Cha-Ching stands out as a beacon of proactive financial literacy. Utilising engaging animations and music, the programme simplifies the complex principles of money management, focusing on earning, saving, spending, and donating. This initiative is not a standalone effort but is delivered by a cadre of dedicated volunteers trained by Junior Achievement (JA) to convey these essential concepts to young minds effectively.

**T**he corporate spirit of responsibility extends beyond the community and into Prudential's internal workings, particularly through the Prudential Ethics team. This team's collaboration with departments like HR and Customer and Distribution Learning and Development underscores the company's drive to embed ethical considerations into daily business dealings. Initiatives such as integrated onboarding sessions and PRUFaculty learning events emphasise the significance of maintaining integrity in stakeholder interactions.

**A** unique aspect of Prudential's ESG initiatives is the Ethics Advisors programme. This volunteer-driven endeavour equips employees across the organisation to offer counsel on ethical quandaries and assist with misconduct reporting. Clear reporting channels further reinforce Prudential's commitment to ethical conduct – the local DORight and the global Prudential Speak Out channels. These are highlighted through annual training, monthly orientations, and visible reminders in office spaces, underpinned by a

firm non-retaliation policy to ensure that transparency is upheld without fear of repercussions.

**A**nother facet of Prudential's ESG focus is its collaboration with KidSTART Singapore on the 'Healthy with KidSTART' programme. The initiative emphasises the importance of nutrition in early childhood, particularly in low-income households. The alignment with KidSTART's mission and Prudential's objective to bridge health disparities exemplifies a holistic approach to community health and development. Prudential's involvement is dual-faceted, involving both hands-on volunteering and financial support. In 2022, employees and financial consultants came together to package and distribute fresh produce, reaching up to 1,100 families, thereby directly contributing to the nourishment of future generations.

**F**urthermore, Prudential fosters a culture of sustained volunteering, recognising it as a cornerstone of corporate citizenship and personal fulfilment. The provision of five days of volunteer leave for employees is a strategic move to encourage engagement with the community, allowing them to partake in activities that align with the United Nations Sustainable Development Goals (UN SDGs).



# DEI & Social Responsibility





**DR FELIX TAN  
THIAM KIM**

Associate Lecturer,  
Nanyang Technological University

## About Dr Felix Tan Thiam Kim

Dr Felix Tan Thiam Kim is currently an Associate Lecturer with CoHASS (PPGA), where he lectures on Theories of International Relations, Foreign Policy Analysis, as well as Interstate Conflicts. He also lectures on the “International History of Asia” at the S. Rajaratnam School of International Studies (RSIS) at Nanyang Technological University. He holds a PhD in Comparative Government and Politics from the University of Melbourne, Australia. His research examined how Political Islam and Islamization have affected the socio-political space in Indonesia and Malaysia.

He continues to focus his research on democratisation, government and politics in Southeast Asia and Singapore. He is also one of the co-authors of the book on Singapore’s 2020 election, titled *Unmasking Singapore’s 2020 General Elections: COVID-19 and the Evolving Political Landscape*, (Singapore: World Scientific, 2021) and recently released his 2nd book, titled *Myanmar’s Fragmented Democracy: Transition or Illusion* (Singapore: World Scientific, 2022). He has also written and spoken about the Myanmar government and politics at conferences. In addition, he regularly provides insights on regional political affairs and has also spoken on Singapore politics to local and international media outlets.

## Beyond Buzzwords: Addressing real challenges of diversity and inclusivity

**The discussions surrounding “diversity and inclusivity” have significantly intensified in the last couple of years. This shift in conversation has widely been linked to the evolving fabric of our society and the changing landscape of social norms. However, it would be crucial to delve into the driving forces behind this phenomenon, which has come to shape our collective consciousness and influence societal paradigms.**

**F**or starters, it is clear that society has undergone a notable shift where movements like the “MeToo” movement; LGBTQ+ advocacy, and gender equality activism have gained remarkable momentum in many parts of the world, not least in Asia. One might also attribute this to the “woke” generation that has become a hallmark of our society. Next, globalisation has also heightened awareness about diverse cultures, backgrounds, and perspectives, all of which have sparked vital conversations about the significance of inclusivity in diverse settings. Another perspective is that there has been a palpable change in the values and expectations of younger generations. This shift is now influencing how organisations function and how societal norms are evolving. Furthermore, it recognises that fostering such diverse environments could lead to improved outcomes, innovation, and creativity – the belief that everyone and anyone can contribute in different ways. Last but not least, what has also become rather notable is that social media and technology have emerged as powerful tools, amplifying the voices of marginalised communities. Seemingly, anyone holding onto a social media account now has the ability to make their voices heard and speak for those afflicted by inequality. These platforms have not only facilitated discussions on diversity and inclusivity, but also become a tool to project the injustices, the blatant discrimination, and the marginalised in society.

However, despite their significance in building a just and fair society, “diversity and inclusivity” face numerous challenges in their application.

**F**irstly, there is a real concern that ‘diversity and inclusivity’ might result in mere tokenism. This superficial approach tends to prioritise visible differences – like race or gender – without tackling the deeper systemic issues or fostering a genuinely inclusive culture. **Secondly**, unconscious biases and stereotyping persist in society. These biases, often deeply ingrained, can perpetuate inequalities by influencing hiring practices, promotions, and opportunities for marginalised groups. **Thirdly**, systemic inequalities entrenched within certain institutions pose significant barriers for marginalised groups. These institutional and systemic barriers perpetuate discrimination, limiting opportunities and making it arduous to achieve substantial and enduring change. **Last but not least**, despite societal and institutional aspirations for diversity and inclusivity, there is an ongoing lack of representation and access for certain groups. This lack of representation hampers the full participation of these groups in society, which is a result of an entrenched perspective of ‘the other’ as perpetually ‘different’ and thereby, ‘not to be considered’ and engaging with those perceived as ‘different’ is discouraged.

**In conclusion, it is crucial, now more than ever, to avoid falling into the trap of tokenism. What is needed is a more dedicated and sincere approach, a genuine commitment to ensure that ‘diversity and inclusivity’ are not merely trendy terms and buzzwords used by a select ‘woke’ generation. It demands more than a mere shift in HR policies; it necessitates a fundamental change in mindset of all, one that should be woven into the fabric of everyday life, guiding interactions, policies, and decisions across various spheres, such as education, employment, governance, and community engagement.**

**Importantly, such a change in attitude and mindsets demands courage, compassion, and intellect to persevere and succeed.**

**DR FELIX TAN THIAM KIM**  
Associate Lecturer, Nanyang Technological University



**ANDRE  
 NOTHOMB**

*Country Manager, Solvay*

## About Andre Nothomb

Andre Nothomb joined Solvay in Belgium in 1989 and relocated to Asia in 1990. He has not returned to work in Belgium since then. From the 90s until 2015, he played a pivotal role in the growth of the Solvay Group in Korea, transforming it from a single-country outpost to a global hub with worldwide business responsibilities. In 2012, he actively participated in establishing the Solvay-Ewha Womans University Corporate R&D centre and engaged in various joint venture (JV) and venture capital (VC) partnerships and investments. In recognition of his contributions, Andre Nothomb was named a Seoul Honorary Citizen in 2015.

In the same year, Andre was appointed to the Group Corporate Function of Government & Public Affairs, overseeing the reputation and advocacy of Solvay's interests in coordination with public authorities in the region, specifically Korea and Japan. In 2016, his responsibilities expanded to cover South East Asia, India, and Australia, leading to his relocation to Bangkok, Thailand, where Solvay has significant industrial operations since the 80s

By 2021, Andre's portfolio further expanded to include China, prompting his move to Singapore. In addition to his regional responsibilities, he took on the role of Solvay Country Manager for Singapore.

Solvay 

# Solvay's ESG approach boosts reputation & recruitment with employee focus

**Sustainability, diversity, and culture are not just buzzwords; they are vital components of a company's social responsibility. Solvay, a global chemical company, shares its approach to engaging employees in these transformative initiatives.**

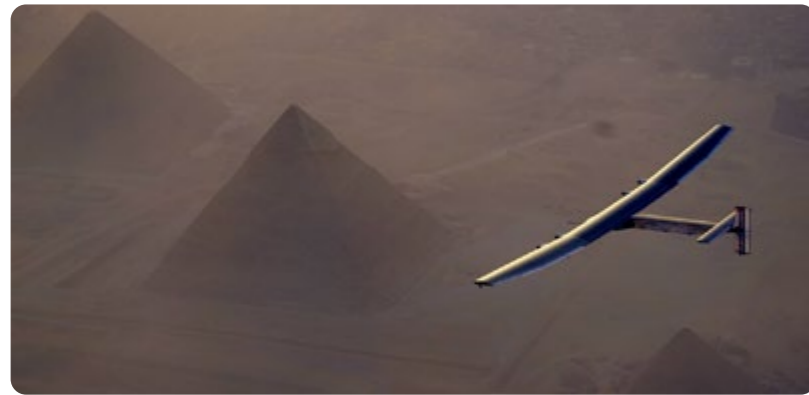
**Solvay believes that engaging employees in sustainability is not an option but a necessity.** According to Andre Nothomb, Head of Government Affairs APAC - Singapore Country Manager at Solvay,

*"Employees, like most of us, become more and more environmentally conscious; they will not want to work in companies that do not have a sincere environmental strategy."*

[Read more](#)

**The chemical industry, in particular, has a long history of tarnished environmental reputation.** At Solvay, they understand that the workforce's growing concern for the environment is a driving force behind their commitment to sustainability. This awareness is critical, especially in an industry like chemicals, where recruitment has become challenging. As Andre underlines, *"It is especially true in industries who do not have the best reputation in terms of sustainability: a matter of survival."* For Solvay, part of their work is to restore the decent image of the chemical industry.

### SHARING CORE COMPETENCIES FOR IMPACT



**Solvay's approach to sustainability is not just about financial contributions.** They believe in sharing their core competencies. According to Andre, *"Solvay strongly believes in sharing core competencies in the areas of CSR."* These competencies include sustainability through science and technology, the need to enhance safety at work and in our daily life, and their technical expertise in various industries.

This belief has led to the establishment of several impactful programmes. For instance, they were the key sponsor

of the **Solar Impulse project**, which aimed to create an aeroplane powered solely by solar energy. This endeavour showcased Solvay's commitment to sustainability and innovation.

In 2004, Solvay invested significant time, interest, money, and technology in the Solar Impulse project. The results have been remarkable, leading to the first flight around the world relying only on solar power completed in 2016. Since then, many of their materials have been certified by the Solar Impulse Foundation, which has contributed to the development of over 1,000 profitable solutions aimed at protecting the environment.

### EMPOWERING THE COMMUNITY: SAFETY IN THAILAND



**Solvay's commitment to diversity and culture extends beyond its employees.** They are actively involved in empowering the communities where they operate. In Thailand, in collaboration with a local NGO, the Siam Solvay Foundation established an education programme to enhance road safety for children travelling to school on motorbikes.

This programme has not only educated thousands of children on road safety but has also provided them with real helmets. As Andre points out,

*"Traffic accidents are traumatic in Thailand, so Solvay was keen to ensure safety at the highest possible level. Education is important, everyone is contributing to and learning from the programme."*

### CREATING A POSITIVE IMPACT: EMPOWERING GUAR FARMERS



**Solvay also extends its commitment to empowerment in semi-desert regions like Rajasthan, India.** Here, they have partnered with an international NGO to improve the lives of guar bean farmers, as the properties of their crops are at the origin of many industries where Solvay operates, from home and personal care and agricultural solutions, to improving the oil and gas industry's environmental profile. This initiative focuses on various aspects, from crop conditions and irrigation to women's hygiene education. The impact of this initiative has been substantial, with tens of thousands of farmers involved, thousands of kitchen gardens created, and a significant number of trees planted.

### COMPANYWIDE INVOLVEMENT

**Solvay's engagement in sustainability, diversity, and culture is not limited to specific projects.** They actively involve their employees in initiatives such as beach, river, and forest cleaning, sharing chemical accident knowledge with firefighters and civil defence, and more.

Their approach is about creating real, lasting change. Andre emphasised,

*"Mere communication on SDGs will not go very far. Only real action, even at a small scale, will provide durable changes and progress."*

Solvay recognises that top management's support is crucial for employee engagement. Their commitment to a holistic sustainability approach ensures that every employee, regardless of their role or working conditions, can contribute. They understand that sustainability is not limited to reducing greenhouse gas emissions. It is about promoting sustainable practices at every level. As the Singapore Country Manager positions it,

*"Trying to involve everyone is key, even under the new working from home and hybrid working modes, which Solvay decided to embrace."*



# Digitally Inclusive and Empowered Communities

Singtel, a leading telecommunications group, fosters inclusion by digitally enabling people, mainly the elderly and low-income families, and helping migrant workers integrate into Singapore's local community. The company aims to involve one million individuals and SMEs by 2025 into its ambitious digital inclusion program.<sup>6</sup>

**The Singtel Touching Lives Fund, which celebrated its 20th anniversary in 2022, has been pivotal in channelling corporate philanthropy to tangible outcomes, raising over S\$54 million.** The initiative marked this milestone with a landmark art exhibition titled 'Expressions Through Art,' a pioneering event that showcased the creative talents of students from all local special education schools in Singapore. This celebration of inclusivity and creativity was augmented by the return of the much-anticipated Singtel Carnival, a haven for children with special needs, which witnessed its largest attendance to date, with 2,000 students engaging in a day of fun facilitated by nearly 1,900 staff volunteers.

**A decade of commitment was commemorated as Singtel celebrated the 10th anniversary of the Optus Digital Thumbprint Programme, which has been instrumental in educating over half a million Australian students.** The curriculum focuses on cyber security and digital discernment, equipping the younger generation to navigate the complex and often dangerous digital landscape.

**Singtel's dedication to digital inclusion is about engagement and empowerment.** The group's ambitious goal to digitally enable one million individuals and SMEs by 2025 is nearing fruition, with 840,000 already benefiting from its efforts. In the fiscal year of 2023 alone, Singtel invested S\$31.7 million into the community, contributing to a staggering cumulative investment of S\$234.9 million since 2015. Even in the face of COVID-19, which hampered face-to-face volunteerism, Singtel remains committed to reinstating and surpassing the annual 25,000 hours of staff volunteering, a testament to the group's resilient community spirit.

**Singtel introduced a device donation drive in partnership with Engineering Good in a novel**

**approach to sustainability and digital inclusivity.** The initiative repurposes old devices, transforming them into valuable tools for seniors and low-income families. This effort has already diverted 957kg of electronic waste, giving devices a second life while mitigating their environmental impact. Furthermore, Singtel has repurposed laptops from its business units, donating them to educational institutions and the Singapore Cancer Society.

**The Singtel Digital Silvers programme exemplifies how the group is bringing seniors into the digital fold.** Through weekly sessions, seniors are coached on the use of smartphones and educated on online safety, boosting their confidence in utilising digital technologies. The programme's extension to art experiences, like visits to the Expressions Through Art exhibition, further enriches these seniors' lives, merging technology with culture.

**Customer engagement is another avenue Singtel has leveraged, exemplified by the GOMO initiative that allows customers to donate their unused data to seniors.** This initiative has seen an outpour of community support, with over 36,000 customers contributing more than 1.5 million GB of data. It is recognition like the Loyalty & Engagement Award 2022 that underscores the success and impact of such initiatives.

**In alignment with the National Digital for Life movement, Singtel has become a beacon of digital inclusivity for the local community and the over one million migrant workers in Singapore.** Through collaborations with organisations like the Migrant Workers' Centre and Centre for Domestic Employees, Singtel organises culturally tailored engagement events, bringing the 5G experience to dormitories and enhancing mobile experiences across the board.



**VIVIAN  
CHUA**

*Head of Market Services and  
Solutions, Greater Asia, HP*

## About Vivian Chua

Vivian Chua is the Head of Market Services and Solutions for Greater Asia at HP. She is responsible for the overall planning, development and implementation of strategies and initiatives across commercial services, software, and security portfolios.

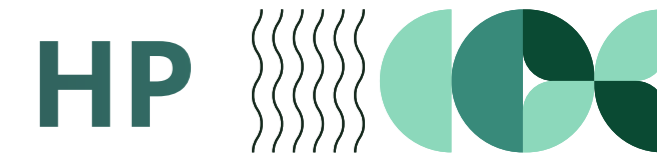
Vivian is focused on delivering profitable growth through differentiated outcome-based solutions, driven by integrated business models leveraging HP XaaS, software and sustainable offerings that support customers' sustainable impact goals, solve business problems through advisory, design and consulting services, and develop customer thought leadership.

Prior to her current position, Vivian was Managing Director of HP Singapore and Cluster Head of Singapore and Malaysia, driving business and operations in the two countries, including the Personal Systems and Print businesses. An industry veteran with over two decades of experience, Vivian has held a wide range of leadership, sales and business development roles across Asia Pacific and Japan in regional and country capacities for Personal Systems and Print at HP. Extremely committed to deepening Diversity, Equity and Inclusion (DEI), Vivian is the global Executive Sponsor of HP's NextGen Business Impact Network and serves on HP's global DEI board.

As a council member of the Singapore Manufacturing Federation (SMF), Vivian drives focus areas for SMF, such as sustainability and DEI, and aims to take the industry to become future-ready via advanced manufacturing.

Vivian also sits on the Board of Directors of the Singapore Institute of Management (SIM), where she provides strategic direction and governance oversight on all financial, remuneration, risk and audit matters.

Vivian holds a Bachelors' degree in Business from the Royal Melbourne Institute of Technology (RMIT).



# HP's Sustainable Vision: A Company Fostering a Sense of Belonging

**Vivian Chua, Vice President & Head of Services and Solutions for HP Greater Asia, says in business trust is everything and to build trust companies need to win employees and attract talents through a strong commitment to sustainability and digital equity.**

[Read more](#)



## ENGAGING EMPLOYEES FOR A SUSTAINABLE FUTURE

In today's dynamic business landscape, the intersection of responsibility, sustainability, and employee engagement has become a focal point for companies striving to build trust and drive innovation. Vivian Chua emphasises the importance of involving employees in discussions around diversity, equity, inclusion (DEI), and sustainability. She notes, *"all companies should engage employees in DEI and drive sustainability because customers buy from brands they trust."*

She underscores the value of a diverse workforce, stating, *"being inclusive allows companies to harness the potential of people from different backgrounds, cultures, and experiences, fostering innovation and a sense of belonging."*

## CLIMATE ACTION, HUMAN RIGHTS, AND DIGITAL EQUITY

HP's commitment to sustainability goes beyond the rhetoric. Vivian outlines three pillars guiding the company's efforts: climate action, advancing human rights, and accelerating digital equity. HP aims to achieve net-zero carbon emissions, contribute to reforestation, and innovate products for sustainability.

Vivian highlights HP's unique approach to human rights, focusing on creating a culture of equality and empowerment within the company. To help accelerate digital equity and build skills for the future, the HP Foundation provides free core business and IT skills training for start-ups, students, and small businesses through HP LIFE. The programme offers global access to more than 30 free courses in eight languages, available online and through a mobile app. HP Life has enrolled over 730,000 users since 2016.



## EMPLOYEE ENGAGEMENT IN ACTION: HP'S VOLUNTEER PROGRAMMS

Vivian also sheds light on HP's employee engagement programmes, emphasising HP's goal to accelerate digital equity for 150 million people by 2023. Every HP employee is encouraged to dedicate four hours monthly to volunteer work. Activities range from teaching children about digital safety to contributing to societal well-being.

Recognising communication as a key factor in driving sustainable behaviours *"HP aims to be the most sustainable and just technology company,"* which resonates with employees across departments. By linking individual tasks to the broader goal of sustainability, HP empowers employees to contribute meaningfully to the organisation's growth and success.

Vivian acknowledges that educating employees about their contributions is crucial, breaking down complex sustainability goals into tangible actions. For example, incorporating recycled materials into product designs demonstrates the direct impact of individual efforts on carbon emissions and waste reduction.

## ATTRACTING TALENT THROUGH SUSTAINABILITY LEADERSHIP

Vivian believes that attracting talent, especially the younger generation, is increasingly linked to a company's sustainability efforts.

*"The next generation wants to work for companies driving sustainable business models and expects them to take meaningful action"*

Vivian notes, emphasising the role of sustainability in talent acquisition.

Vivian advocates for sustainable leadership that leads by example. HP sets clear goals, publishes auditable sustainability reports, and highlights achievements, fostering a culture where every employee is aligned with the company's sustainability objectives.



**Learn more**  
about HP and their work in the sustainability space at [hp.com/GoBeyond](https://hp.com/GoBeyond)



# Empowering Communities: Micron Singapore's Employee-Driven Philanthropy and Volunteerism

Micron Technology has embraced a self-imposed obligation to give back to its hosting community as much as possible. The company boasts over 110,000 hours of volunteering ranging from charitable donations to hands-on charity work, and a generous matching gift program that bolsters employee efforts.<sup>7</sup>

**A**n essential facet of Micron's approach is encouraging team members to actively participate in volunteering efforts. Employees are given two days of paid leave annually to volunteer and are empowered to drive and organise these initiatives themselves. This supports a wide array of activities and fosters a sense of ownership and pride among employees in their contributions to social causes.

**T**he company's commitment is quantifiable, with employees contributing over 110,000 hours of volunteering for various causes, which range from charitable donations to hands-on charity work. This level of involvement reflects a corporate culture that values and encourages giving back to the community as a corporate responsibility.

**F**urthermore, Micron has institutionalised its commitment to social responsibility through the Micron Foundation, which operates a generous matching gift programme. This programme doubles the impact of employees' charitable contributions by matching donations dollar for dollar, provided they are directed to qualified organisations. This aspect of the programme is facilitated through the Benevity Causes portal, where nonprofit and academic organisations can register to receive matching funds, amplifying the employees' efforts and fostering a stronger community impact.

**T**he Micron Foundation's strategy includes identifying partners in local communities through grassroots collaborations and partnerships, although it does not currently accept unsolicited funding proposals. The focus is on aligning with organisations that share the company's vision and are in proximity to Micron's sites, ensuring that their efforts are relevant and impactful within the local context.

**T**he outcome of these initiatives has a beneficial impact not only on the communities served but also on Micron's employees. The engagement and volunteerism programmes have contributed to a high score on the company's employee engagement survey and an increase in the membership of employee resource groups, which indicates a positive correlation between corporate giving programmes and employee morale.

<sup>7</sup> <https://media-www.micron.com/-/media/client/global/documents/general/about/2022-gives-report.pdf?la=en-in&rev=a004cf0c-53b4c2cbf7b4446b09207c9>



# Empowering Futures: Adecco Singapore's Champion of Good Initiatives Shape a Responsible Corporate Identity

Adecco Singapore, a branch of the global HR solutions giant, has been making strides in the realm of corporate social responsibility and has been recognised by the National Volunteer & Philanthropy Centre (NVPC) as a Champion of Good, a testament to its dedication to giving back to the community. This accolade is significant considering the challenging context brought about by COVID-19, which has seen 39 SMEs in 2022 earn this recognition for their community contributions during times of turbulence.<sup>8</sup>

**A**t the heart of Adecco Singapore's corporate giving ethos are programmes like #Win4Youth and Way To Work, embodying the company's commitment to social responsibility and employee involvement. #Win4Youth is a global initiative that ties sports with corporate social responsibility (CSR) efforts to raise funds for children's foundations worldwide<sup>9</sup>. This programme reflects a dedication to global welfare and encourages employee participation in sporting events, fostering team spirit and a sense of purpose beyond the workplace.

**T**he Way To Work programme is another cornerstone of Adecco's approach to corporate responsibility, focusing on empowering young professionals. This comprehensive initiative provides access to internships and job opportunities, aiming to smooth the transition into the workforce for ambitious individuals. It comprises several components, including the CEO for One Month initiative, which offers a unique mentorship experience by pairing a participant with the President of Adecco for a whole month. This is a rare opportunity for an insightful look into the leadership of a multinational corporation<sup>10</sup>.

**A**dditionally, the Experience Work Day opens up Adecco's doors to thousands of young people globally, allowing them to engage in employment workshops and shadow professionals, gaining valuable insights and skills for their future careers<sup>10</sup>. The Career Centre, part of the Way To Work programme, is an online repository of resources to improve job readiness among young professionals, featuring content on CV building, interview preparation, and current labour market trends<sup>10</sup>.

**T**he internship component targets youth unemployment by providing practical work opportunities to students and recent graduates, aiming to equip them with the experience necessary to jumpstart their careers<sup>10</sup>. Through these initiatives, Adecco Singapore is not only reinforcing its commitment to societal improvement but is also investing in the future workforce, underpinning the broader goals of sustainable business practices and inclusive development.

8 <https://blog.palo-it.com/en/our-journey-as-a-champion-for-good-an-interview-with-nvpc-singapore>

9 [https://www.adecco.com.sg/programmes-partnerships/#\\_blank](https://www.adecco.com.sg/programmes-partnerships/#_blank)  
10 [https://www.adecco.ca/en-ca/about-adecco-staffing/way-to-work/#\\_blank](https://www.adecco.ca/en-ca/about-adecco-staffing/way-to-work/#_blank)



**PREETI  
GUPTA**

*Sales Channel & Network Development  
 Director and Sustainability Lead,  
 BMW Group Asia*

## About Preeti Gupta

Preeti Gupta is the Sales Channel & Network Development Director at BMW Group Asia, based in Singapore. In this role she is responsible for the overall network strategy for both the BMW and MINI brands across Singapore and the 13 importer markets in Southeast Asia, South Asia and the Pan Pacific Islands. She leads an experienced team of experts in strategy, project management, architecture, and business and financial management for dealers and importers.

Preeti also maintains the role of Sustainability Lead for the organisation in the region and works closely with employees, partners, dealers and importers to adopt a “sustainability first” mindset as we prepare for a greener future. Educating through engagement is the driving force for the sustainability strategy in the region for BMW Group Asia. Environmental sustainability activities include coastal clean-ups, upcycling workshops, and running workshops with children on the importance of environmental sustainability. Social sustainability initiatives that have been initiated under Preeti Gupta include long-term engagement projects with Meals-On-Wheels by TOUCH Community Services and the National Cancer Centre Singapore, as well as the development of the BMW Group Asia Learning Space, a programme to promote digital equity and sustainability among the youth in Singapore.

Preeti Gupta joined the BMW Group in April 2016 as the Director of Corporate Affairs responsible for Corporate, Brand & Product communications for the BMW Group Asia markets. With the support of her team, she helped solidify BMW's position in the media as one of the leading manufacturers of premium and luxury vehicles in Singapore and the region, and established BMW as a thought leader in the automotive industry.

Prior to joining the organisation, Preeti worked for various communications agencies in USA (Boston and San Francisco), India (New Delhi), and Singapore, developing and implementing communication strategies for established and start-up B2B technology companies. Additional experience includes supporting logistics, automotive and B2C technology companies in the US and Asia Pacific markets.

Preeti received her B.A. in Economics from the University of Rochester in Rochester, NY and is currently training to complete her first marathon in 2024.



At BMW Group Asia,  
**employee engagement  
 is key to driving  
 sustainability**

[Read more](#)



In a recent interview, Preeti Gupta, Sales Channel & Network Development Director and Sustainability Lead at BMW, shed light on the importance of engaging employees in sustainability, diversity, and culture. Preeti, who currently oversees sustainability efforts at BMW Group Asia, emphasised the critical role that employee engagement plays in fostering a sense of ownership and responsibility at the workplace.



Preeti pointed out that while people may have a basic understanding of sustainability, engagement is crucial for a deeper appreciation of its various aspects, including environmental and social perspectives. She stressed that employees need to feel a sense of ownership, even in seemingly small actions.

*"You may not realise it, but no matter how small the action is, it can have an impact,"* explained Preeti.

Addressing the importance of diversity and culture in the workplace, Preeti highlighted the challenges posed by a borderless working environment. She emphasised the need for communication to foster a sense of

community within the organisation and encourage employees to understand and respect diverse backgrounds.

*"By communicating these topics, you create a sense of community within the organisation, and it provides employees an opportunity to really learn about their colleagues. It is important to understand what makes them tick, how to engage them, and how to build strong working relationships."*



When asked about concrete examples of employee communication and engagement activities, Preeti shared a notable project involving **Meals-on-Wheels by TOUCH Community Services Singapore**, which demonstrates BMW's commitment to social sustainability. By providing home-delivered meals to seniors who are unable to prepare their own meals, the Meals-on-Wheels programme improves the quality of life for Singapore's elderly population. Preeti expressed pride in the ongoing initiative, which not only involves employees but also external partners, media, family, and friends, showcasing a holistic approach to community engagement.



Reflecting on the challenges of ESG (Environmental, Social, Governance) communication, Preeti acknowledged the vastness of the topic and emphasised the need for creative and engaging communications methods. She shared insights into successful engagement activities, recommending tailored approaches based on employee preferences. She stressed the importance of management buy-in and resilience in the face of potential setbacks.

*"Make sure you have management buy-in and they are up behind you 100 percent. Once you have that, speak to your staff, and find out what interests them and what works with them",* said Preeti.

In conclusion, Preeti highlighted, *"With the recent integration of sustainability into all levels of the organisation, we have seen a rise in interest and involvement in community projects in the past few years. Junior team members are especially eager to engage and contribute."* She reiterated the significance of employee engagement and collective responsibility in driving positive change.



[Watch our film](#)



# Embedding Volunteerism in Singapore's Urban Tapestry

At the heart of Singapore's urban life, CapitaLand has been a silent force mobilising its workforce towards community enrichment through volunteering. A pioneer in institutionalising corporate volunteerism, CapitaLand focuses on vulnerable children and the elderly. The company actively improves living environments and provides conducive study areas for children in need, fostering creativity through initiatives like the 'Kids' Expo Galore.<sup>11</sup>

**Beyond the policy infrastructure, CapitaLand's commitment is reflected in the hands-on involvement of its employees in various initiatives.** From rallying to enhance the living environments of those in need, thereby providing children with conducive study areas, to hosting interactive learning trails like the 'Kids' Expo Galore' to foster imagination and creativity among underprivileged children, the engagement is holistic and hands-on.

**The company also extends its altruism through the CapitaLand Hope Foundation (CHF), which champions causes for vulnerable children and the elderly.** This is not just a financial commitment but a testament to the ethos of service that runs through the organisation.

**CapitaLand's Volunteer Day, launched on its 13th anniversary in 2013, encapsulates this spirit.** This day-long event is a rallying call for the company's staff to step out of their offices and engage with the communities they serve. The inaugural event saw 200 Singapore-based staff, including senior management, revamp the homes of those in need. These events have continued to foster a sense of pride among employees, with post-volunteer event surveys in 2020 indicating that 90 percent of respondents felt proud to work for such a socially responsible organisation.

**Even amid the global health crisis posed by COVID-19, CapitaLand's resolve to contribute positively to society did not waver.** The company adapted its initiatives to continue supporting communities during these challenging times.

**Over the years, the dedication of CapitaLand's volunteers has accumulated to more than 190,000 hours of service across Asia from 2007 to 2021.** In 2021 alone, over 1,650 staff members used their VSL to volunteer over 16,400 hours. To incentivise this generosity, CHF pledged donations totalling approximately

S\$31,400 to charities chosen by staff who had fully utilised their VSL.

**For CapitaLand employees seeking to make a tangible difference in their community, the company has streamlined the process of engaging in volunteer work through a dedicated portal.** The Volunteering Opportunities 2023 page on CapitaLand's website serves as a gateway for employees to apply for and participate in various volunteering projects.

**One of the highlighted initiatives for 2023 is the #LoveOurSeniors Meal Delivery programme, which is exclusive to Singapore Science Park tenants.** This programme is a heartfelt effort to distribute meals door-to-door to vulnerable seniors in various regions, including Clementi, West Coast, Telok Blangah, and Queenstown. The programme underscores the need for volunteers to be fully vaccinated to ensure the safety of senior community members, reflecting CapitaLand's commitment to responsible volunteering during ongoing health concerns.

**Furthermore, the #LoveOurSeniors Essential Care Pack Delivery initiative invites CapitaLand's staff to deliver essential care packs containing food and daily necessities to over 3,000 vulnerable seniors across Singapore.** This volunteering opportunity encourages employees to come together with friends and family, enhancing the communal spirit of the effort. The company facilitates pairing with volunteer drivers for those without personal transport, ensuring that anyone eager to help can participate.

**The webpage offers detailed schedules, locations, and the necessary volunteer numbers, streamlining the process for potential volunteers.** This transparency and organisation are indicative of CapitaLand's dedication to making volunteering accessible and structured for its employees, allowing for seamless integration of volunteer work into their lives.

## LUFTHANSA GROUP



**ELISE  
BECKER**

*Vice President Sales Asia Pacific  
& Joint Ventures,  
Lufthansa Group Airlines*

### About Elise Becker

As Vice President Asia Pacific for Lufthansa Group Airlines, Elise Becker is responsible for directing all commercial activities of Lufthansa Group's premium airlines Lufthansa, SWISS, Brussels Airlines and Austrian Airlines. This includes managing and strategically developing all airline joint ventures and partnerships in the region.

Elise Becker has an extensive career that spans nearly 15 years as a management consultant with the Boston Consulting Group and in key leadership positions within the aviation industry. This includes senior executive positions with Lufthansa Technik, LSG Group, Lufthansa Group Airlines and the Airbus parent company EADS in China. Prior to her Asia-Pacific appointment, Elise Becker was Vice President in charge of managing the entire partnerships for the Lufthansa Group's premium airlines: Lufthansa, SWISS, Brussels Airlines and Austrian Airlines.

Elise Becker holds an engineering degree as well as an MBA from the renowned Sorbonne University in Paris, France. She is married and has two children.

# Lufthansa Group



## ESG works bottom-up at Lufthansa

[Read more](#)



**Diversity drives growth and innovation, says Elise Becker, Vice President Asia Pacific & Joint Ventures East at Lufthansa Group, a global aviation giant. In an interview, she discussed the vital topics of ESG and employee culture.**

*Based on your experience, would you advise companies to engage with their employees on sustainability, diversity and culture? Why?*

**A**t Lufthansa Group, we believe a diverse company is a sustainable company, and diversity not only creates a culture that fosters collaboration but also enables us to provide excellent customer service. Our diverse global team allows us to tap into different cultures and perspectives, driving growth and innovation. Our goal is to connect people, cultures, and economies sustainably and our 115,000 employees from 177 nationalities and 70 countries are key to our success. We believe that a diverse culture is an asset to our business and employee engagement is therefore crucial for making our business sustainable.

*Can you name one (or some) employee communication campaign or activity at your company that you are the proudest of?*

**W**e have implemented several initiatives, of which I am proud of. The introduction of **AeroShark technology** is one of them. It is a durable bionic film applied to aircraft that mimics sharkskin and optimises airflow, thereby enabling significant fuel savings. Our research cooperation with power-to-liquid fuels is another project to be proud of.



Another initiative I am particularly proud of is **Impact Week** which is a voluntary programme that brings together Lufthansa Group colleagues from around the world to foster innovation, entrepreneurship, and intercultural exchange through design. With 80+ people in attendance, including Lufthansa Group staff from multiple business units, Design Thinking experts and local students in Manila, this initiative was launched as an important quarterly sustainability project. Design Thinking is a methodology that prioritises the needs of the customer above all else when seeking to solve problems. In partnership with the Impact Week organisation and Help Alliance, our Manila Impact Week used the concept of Design Thinking to create the conditions for innovative thinking and entrepreneurialism.

We spent the first week in Manila learning about Design Thinking from a coach and then training over 60 local students to develop business ideas that create a social impact. The concepts addressed were gender inequality,

accessibility, and disaster relief. Impact Week was a win-win-win situation for students, coaches, and the company, fostering innovation and creating bonds with universities.

*What are the typical obstacles that, in your opinion, companies generally face when it comes to employee communication about sustainability, diversity and culture?*

**B**uzzwords like “diversity”, “sustainability” and “culture” without action hinder communication. Focusing on specific aspects and encouraging employees to lead can enhance authenticity and bottom-up communication. Diversity, sustainability, and cultural challenges differ by region, creating communication hurdles. And yet, if you manage to create an environment where everyone is comfortable speaking out and sharing their perspectives, then communication can become bottom-up and even more natural.

*How important is employee engagement in your company's ESG strategy roll-out?*

**A**t Lufthansa Group, we have adopted the concept of **Vielfalt** as a guiding principle for our business. We plan and structure activities to promote employee engagement and communication on key topics, such as diversity and inclusivity. We aim to increase the representation of women in leadership positions with our “25 by 2025” initiative. We also measure employee engagement and inclusivity annually. Sustainable aviation fuel is crucial in our industry, but airlines need to partner with suppliers and customers to make it work. However, we also need our employees to contribute and rethink processes for sustainability. That's another reason why high employee engagement is essential.

*Finally, do you have any tips for fellow communication and HR leaders on how to create meaningful and successful employee engagement on ESG topics?*

**S**tart with a bold purpose, derived from the employees themselves. Allow employees to develop initiatives and communities around that purpose. Be transparent about objectives, measure results, and praise achievements. Actively listen to employees, embrace uncomfortable topics, and be reliable in following through on commitments.

→ Start with a bold purpose

→ Be transparent about objectives

→ Measure results & praise achievements

→ Actively listen to employees

→ Embrace uncomfortable topics



# A Beacon of Compassion and Corporate Volunteering

At the heart of City Developments Limited (CDL), the City Sunshine Club (CSC) exemplifies the 'S' in ESG through its vibrant employee volunteering initiatives. The CSC, led by dedicated individuals like President Foo Chui Mui, has fostered a culture of community service and outreach within CDL<sup>12</sup>.

**P**resident Foo Chui Mui, balancing her role as Head of Customer Service and CSC President, has been a force of goodwill for over 17 years. With a history steeped in volunteerism, her journey with CSC began in 2001, culminating in her taking up the presidential mantle in 2005. Under her leadership, CSC has not only delivered aid but has also become a platform for employees to express their philanthropic inclinations, ensuring a bottom-up approach where every member has a voice in the planning of community events.

**T**he CSC's activities are varied and impactful, reaching a wide range of beneficiaries from the solitary elderly to children battling life-threatening illnesses. In one instance, the spirit of volunteerism shone through when a CSC member carried an immobile elderly man on his back to a Cantonese opera, embodying the essence of selfless service.

**A**dditionally, CSC has made a significant difference in the lives of vulnerable children. A notable initiative by Chui Mui was the children's character programme, which began in 2004. In collaboration with the now defunct We-sharecare Children Society, this programme focused on mentoring and befriending disadvantaged children, leading to transformative outcomes for many participants.

**M**ore recently, CSC volunteers, including CDL's Group General Manager Mr. Chia Ngiang Hong, brought joy to the residents of Assisi Hospice, an annual tradition since 2008. Amidst the global challenges posed by the COVID-19 pandemic, CSC adapted its activities, distributing mid-autumn festival goodies and crafting "moon flowers" with hospice patients to maintain the festive spirit.

**I**n the spirit of the Mid-Autumn Festival and Children's Day, CSC also visited the Arc Children's Centre, delivering lanterns and gifts. Virtual participation from CSC Exco members via Zoom brought a collective cheer, with everyone singing "We are One" to support and encourage children fighting cancer.



**SILVIA  
IMRAN**

*Vice President Strategic Account  
Management & Sales Excellence,  
TÜV SÜD*

## About Silvia Imran

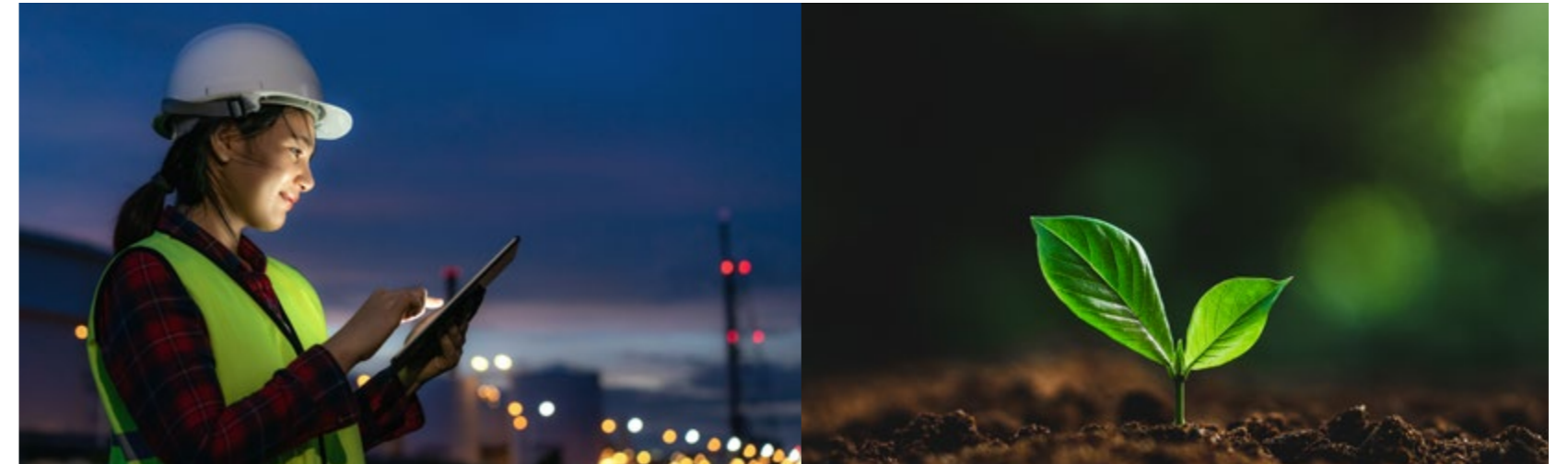
Silvia Imran serves as the Vice President of Strategic Account Management & Sales Excellence for the ASMEA region, encompassing ASEAN, South Asia, the Middle East, and South Africa at TÜV SÜD. Her responsibilities include overseeing Strategic Account Management, Key Account Management, and Sales Excellence in the specified region. Silvia initially joined TÜV SÜD in 2008, contributing to the environmental department as a project manager for global CDM/JI projects.

Having completed her Diplom-Betriebswirtin (FH) - Global business administration thesis with TÜV SÜD in 2009 on sustainable building and rating systems, Silvia's career progressed. In 2012, she became a Global Key Account Manager at TÜV SÜD Akademie GmbH, where she established sales structures and processes, leading the Key Account Management team. In 2014, Silvia entered the TÜV SÜD global high potential leadership programme Jump! and, in 2015, joined TÜV SÜD AG Division Industry Service as a Director for Strategic Sales.

During her tenure, Silvia pioneered the global strategic key client management and mindset for the Division Industry Service, covering areas like Green Energy & Sustainability, Plant Safety, Chemical & Process Industry, Risk Management, and the Energy Sector. From mid-2019 to mid-2021, she played a crucial role in establishing the global TÜV SÜD Battery production business, expanding services, and contributing to new investment projects in Europe and Asia, focusing on battery cell, pack & module production, and EV production facilities, while considering the supply chain and equipment manufacturer landscape.

Silvia relocated to Singapore in July 2021 and served as a mentor in TÜV SÜD's high potential leadership programme for the last two batches and the ongoing 2022 programme. She acts as an internal mentor for leaders within the organisation and an external mentor for various organisations globally, with a focus on leadership. Additionally, Silvia is the founder of the TÜV SÜD Women's Network, established in December 2017. The network boasts over 1,000 members and features mentoring programmes, virtual & physical panel discussions, role model sessions, coaching, and global networking events for females within TÜV SÜD. It aims to support their career development and visibility across the globe, fostering diversity awareness and efficiency in business organisations.

**TÜV SÜD** 



”

**Sustainability  
was always  
in our DNA**

”

[Read more](#)



Companies today are acknowledging their roles in global challenges like climate change and social equality. This responsibility is voiced not just externally but as a resounding sentiment internally among employees. TÜV SÜD, as a German headquartered but global vehicular testing, inspection certification solution provider emphasised women's role and challenges like detecting awareness and pointless ESG goals.

## THE IMPORTANCE OF ENGAGEMENT

**S**ustainability, diversity, and cultural engagement are not just a corporate trend; they are essential practices. Transparent communication sits at its heart. Silvia Imran at TÜV SÜD states, *"Communication and transparency are pivotal."* For firms embarking on this journey, clear targets and roadmaps are non-negotiable. Echoing this, Silvia emphasises,

*"Customers rightfully demand these roadmaps, particularly in critical areas like sustainability and diversity."*



Among the myriad corporate campaigns, the **Women's Network**, founded by her in 2017 together with another female leader from the organisation, stands out. Silvia, its co-founder, proudly shares,

*"We aimed to amplify diverse female voices. Now, we span eight countries with over 1,000 members."*

Also, diverse networks and communities within the organisation are growing, which are employee initiatives from employees for employees on Diversity & Inclusion. Silvia, referencing her company's longstanding commitment, adds,

*"For nearly 160 years, our goal has been safeguarding the human life and environment from technology's dangerous. Sustainability was always in our DNA."*



## HURDLES IN COMMUNICATION

**H**owever, the path is not without obstacles. *"Understanding and genuine awareness are challenges. Some view sustainability as ephemeral,"* observes Silvia. The disparity between nations also poses concerns as countries battling poverty might overlook sustainability. This imbalance is a pressing issue.

Silvia staunchly believes in leadership's integral role. *"Without top-tier commitment, ESG goals remain elusive,"* she affirms.

## ENGAGEMENT TIPS FROM SILVIA

**F**or HR and communication leaders, Silvia suggests **the e-learning modules effectively convey the essence of sustainability, as one possibility.** It is vital to consistently reinforce the message of sustainability. For clarity, it's essential to define sustainability for everyone, highlighting the benefits it brings to society.

**To sum up, in Silvia's words, today's corporate shift towards sustainability and diversity isn't just profit-driven but is about "crafting a proud legacy for future generations."**





# Fostering a Culture of Inclusivity and Sustainability Through Employee Engagement

Amgen Singapore's commitment to ESG initiatives is deeply interwoven into its corporate fabric, manifesting in a variety of projects that actively involve its employees and promote volunteering.

**A prime example of Amgen's ESG outreach in Singapore is the Amgen Biotech Experience (ABE) programme, a result of a collaboration with the Singapore Science Centre.** This initiative, which is part of a \$10.5 million investment, is an educational outreach that offers a hands-on biotechnology curriculum to local students, such as those at Whitely Secondary School<sup>13</sup>. Notably, this programme aligns with the company's 'Healthy Society' pillar, which emphasises building a just society for its employees and the communities served<sup>14</sup>.

**The company's dedication to ESG in Singapore has not gone unnoticed.** Amgen Singapore Manufacturing was honoured as a Distinction Recipient for AmCham CARES 2023 by the American Chamber of Commerce in Singapore, a testament to its CSR excellence and sustainable business practices<sup>15</sup>.

**Internally, Amgen Singapore operates on a comprehensive ESG framework comprised of four strategic pillars: Healthy People, Healthy Society, Healthy Planet, and A Healthy Amgen.** This framework allows Amgen to address interconnected issues holistically across the business and closely integrate these activities with its long-term strategy<sup>13</sup>. **Healthy People** focuses on improving equitable access to healthcare to enable individuals to live healthier lives.<sup>14</sup> **Healthy Society** works towards creating a just society for employees and those they serve, which includes community investment and embracing diversity, in-

clusion, and belonging.<sup>14</sup> **Healthy Planet** prioritises sustainability, minimising environmental impact, and preserving natural resources for future generations<sup>14</sup>. **A Healthy Amgen** maintains high standards in operations, reflecting the company's values in its culture, products, and strategy<sup>14</sup>.

**Employee involvement in these ESG initiatives is evident in Amgen Singapore's application of strict meeting guidelines and training on people-centred leadership to cater to evolving employee needs<sup>16</sup>.** Such measures ensure that the workforce is professionally supported and personally empowered to contribute meaningfully to the company's ESG goals.

**One of the company's stories highlighting its commitment to inclusivity is its celebration of National Disability Employment Awareness Month.** This initiative demonstrates Amgen Singapore's dedication to creating a diverse and inclusive workforce, a core aspect of their ESG and CSR strategy<sup>17</sup>.

<sup>13</sup> <https://www.amgen.com.sg/>

<sup>14</sup> [https://www.amgen.com/responsibility#\\_blank](https://www.amgen.com/responsibility#_blank)

<sup>15</sup> [https://www.linkedin.com/posts/amchamsingapore\\_amchamrepresent-csr-corporatesocialresponsibility-activity-7100280554750705664-qvr-](https://www.linkedin.com/posts/amchamsingapore_amchamrepresent-csr-corporatesocialresponsibility-activity-7100280554750705664-qvr-)

<sup>16</sup> [https://www.straitstimes.com/singapore/jobs/amgen-singapore-manufacturing-empathy-flexibility-biotech-firm-job-satisfaction-efficiency-best-employers-2023#\\_blank](https://www.straitstimes.com/singapore/jobs/amgen-singapore-manufacturing-empathy-flexibility-biotech-firm-job-satisfaction-efficiency-best-employers-2023#_blank)

<sup>17</sup> [https://www.amgen.com/stories/2023/10/celebrating-national-disability-employment-awareness-month#\\_blank](https://www.amgen.com/stories/2023/10/celebrating-national-disability-employment-awareness-month#_blank)

**Rakuten**



**TATSUO  
HIDAKA**

*Head of Rakuten People and Culture Lab,  
Rakuten Group, Inc.*

## About Tatsuo Hidaka

Tatsuo Hidaka is a general manager of the Employee Engagement Dept. at Rakuten Group, Inc., and the Corporate Culture Dept. at Rakuten Asia Pte. Ltd., and the head of the Rakuten People and Culture Lab; all of which operate separately from the HR department in Rakuten. He is responsible for corporate culture enhancement to contribute to the sustainable growth of Rakuten, globally. He has been leading his global team from Singapore for the past five years, and conducts cultural initiatives such as MVV sharing, PMI consulting and 'one team' culture creation covering the Americas, EMEA, APAC and Japan.

With 21 years of experience working in the areas of L&D, OD and change management, Tatsuo is one of the most experienced HR consultants in Japan. His career has taken him from being an HR consultant, to becoming a director for the largest Japan-based HR consultancy firm. After he oversaw the acquisition of an intercultural communication training company for people of eight different nationalities, he joined Rakuten to work on making it a truly global company, with his solid methods of corporate culture enhancement.

**Rakuten**



Rakuten Group, Inc.'s  
 ESG approach:  
**Fostering diversity and  
 inclusion within staff  
 for service inclusion**

[Read more](#)



To create inclusive products and services, a company must value and foster diversity within the staff, says Tatsuo Hidaka, General Manager of the Employee Engagement Dept. Rakuten Group, Inc. Service inclusion is a core element of Rakuten's ESG policy, one that Tatsuo believes can link sustainability to business results and help gain executive buy-in for achieving sustainability goals. Rakuten's approach to ESG offers valuable insights for companies looking to make a positive impact.

**R**akuten Group, Inc., a global internet services company, has made sustainability an integral part of its business strategy since its inception. In a recent interview with Tatsuo Hidaka, General Manager of the Employee Engagement Dept. at Rakuten Group, Inc., we gained valuable insights into why companies should embrace ESG (Environmental, Social, and Governance) sustainability and some of the impactful initiatives Rakuten has undertaken.



To steer the company towards a sustainable future, Rakuten acknowledges the limitations of traditional financial metrics like balance sheets and profit and loss statements. These capture the past and present but don't offer insight into the future, Tatsuo explained. *"This is a basic understanding of the sustainability area,"* he stressed. The key to evaluating the future lies in people, and this forms the fundamental understanding of sustainability.

## THE INTERSECTION OF DIVERSITY AND SERVICE INCLUSION

**D**iversity, equity, inclusion, and belonging (DEIB) are crucial aspects of Rakuten's sustainability efforts. Tatsuo revealed the company's unique approach to raising awareness of DEIB among employees through virtual reality content. This immersive experience enables employees to step into the shoes of diverse individuals and gain a deeper understanding of cultural conflicts, fostering empathy and inclusivity.

Considering diverse perspectives within the staff is essential because Rakuten is set to create inclusive services.

*"We want to make our service inclusive for diverse users,"* Tatsuo explained.

He stressed that this approach goes beyond internal activities; it directly contributes to the expansion of Rakuten's services.

Service inclusion is a remarkable initiative borrowed from Google, aiming to make all of Rakuten's services inclusive for diverse users. For example, Rakuten Beauty addresses the concerns of the LGBTQ+ community by educating hair salon owners and stylists on how to provide a more inclusive experience.



## SERVICE INCLUSION: A BUSINESS IMPERATIVE

**D**iversity and service inclusion are therefore not just buzzwords at Rakuten; they are fundamental components of the company's culture and strategy. Rakuten's approach to service inclusion has been significantly informed by the diversity in its teams. The company values diverse perspectives and business experience in ensuring that service inclusion is more than a concept but a practical approach to doing business.

On the other hand, the contribution of ESG to the bottom line makes it easier to gain support from stakeholders and executives for sustainability goals, as Tatsuo pointed out. Providing a clear path for how sustainability can benefit the business is key to gaining buy-in from executives.



Rakuten's journey serves as a compelling example of how embracing diversity within a company's staff directly correlates with service inclusion, leading to sustainable business success. As we look at Rakuten's inspiring journey towards sustainability and inclusivity, it becomes evident that corporations do indeed have a responsibility to create a more inclusive society.

Rakuten's holistic approach, from internal culture to external services, sets an example for other companies looking to make a meaningful impact.



# Marking Milestones Through Meaningful Community Engagement in Singapore

Singapore Land Group (SingLand) has long been synonymous with real estate prowess. However, as the firm celebrates its 60th anniversary, the humane facet of its corporation is gleaming brightly through a series of community engagement endeavours. With nearly 80 employees, or about a third of its workforce, voluntarily dedicating their time and effort, SingLand is weaving a narrative of social responsibility that extends beyond business.

**U**nder the banner of the Silver Homes programme, orchestrated in collaboration with the Central Singapore Community Development Council<sup>1</sup>, SingLand employees recently embarked on a mission to rejuvenate the homes of disadvantaged seniors residing in rental flats in Bendemeer. The initiative saw more than 20 homes being meticulously cleaned, reflecting a profound understanding of the essence of a safe, healthy, and clean living environment, especially for seniors aspiring to age gracefully and independently. SingLand's CEO, Jonathan Eu, encapsulated the sentiment aptly, underlining the importance of providing a conducive environment for the elderly to thrive during their silver years.

**T**his venture is not an isolated one; it's part of a broader tapestry of social initiatives under the umbrella of SingLand Elevates, launched in 2022. This extensive social sustainability initiative has been the conduit through which SingLand channels its support towards vulnerable children, low-income families, and migrant workers, fostering partnerships with various charities, social service agencies, and social enterprises. The expansion of this initiative to include support for vulnerable senior citizens marks a significant stride in SingLand's journey of social impact.

**T**he underlying narrative is clear – SingLand is keen on nurturing a legacy punctuated with meaningful and impactful social initiatives. The remarkable 64 percent surge in volunteer hours recorded this year compared to the last is a testament to the growing culture of volunteerism within the organisation. Jonathan Eu expressed his heartfelt sentiments after witnessing the burgeoning volunteer spirit among employees despite the rigours of their professional schedules.

**F**urthermore, the collaborative endeavour with the Central Singapore Community Development Council amplifies SingLand's resolve to improve the living conditions of disadvantaged seniors<sup>18</sup>. The synergy of close to 80 employees in cleaning and refurbishing over 20 homes mirrors the company's empathetic ethos and accentuates the reciprocal enrichment for employees. As highlighted by Jonathan, such engagement activities are a fertile ground for personal and professional growth, knitting a tighter bond between the employees and the community they serve.



# Championing Sustainability and Social Responsibility: Marina Bay Sands' Strategic Commitment in Singapore

Marina Bay Sands (MBS) has become synonymous with Singapore's skyline, and just as it stands out in the physical realm, the integrated resort is making bold strides in its corporate social responsibility endeavours. With a potent blend of employee volunteerism and strategic initiatives, MBS is shaping a blueprint for corporate stewardship in the region.<sup>19</sup>

**A**t the core of MBS's community efforts is the Sands Cares programme, an embodiment of the resort's dedication to the social fabric of Singapore. The programme has mobilised an army of over 10,000 employees, contributing close to 92,000 volunteer hours since the resort's inception. This initiative goes beyond mere monetary assistance, fostering a hands-on approach to philanthropy that enriches the community and the volunteers.

**S**ands Cares finds its annual highlight in the Sands for Singapore Charity Festival. Since 2013, this event has been a beacon of community engagement, leveraging the resort's diverse facilities to support partner charities. It is a week when the entire MBS ecosystem - from luxury boutiques to gourmet restaurants, the convention centre, and the ArtScience Museum - converges in a concerted effort to raise awareness and funds for social causes. Employees are encouraged to participate, offering their skills and time in a series of events designed to forge stronger community ties and enhance the social impact of their work.

**M**BS recognises that the foundation of a robust hospitality sector is talent cultivation. The Sands Hospitality Scholarship is a testament to this belief. A US\$1 million fund has been established to support Singaporean students passionate about hospitality or tourism-related courses. This bond-free scholarship aims to alleviate the financial burden of education, by covering various expenses, including overseas immersion programmes slated to begin in 2023. By investing in the education of more than 100 students, MBS is not only supporting individual aspirations but is also contributing to the broader economic and tourism landscape of Singapore.



# Sustainability & Nature Conservation





## DR SUWICHIT (SEAN) CHAI DAROON

*Head of Communications  
and New Media,  
National University Singapore*

### About Dr Suwichit (Sean) Chaidaroon

Dr Suwichit (Sean) Chaidaroon is Deputy Head of the Department of Communications and New Media, the National University of Singapore. As an award-winning educator, Dr Sean is also serving as curriculum director and academic director of postgraduate programmes by coursework. After earning two bachelor's degrees in Mass Communication with honours and in English from Chiang Mai University, Thailand, Dr Sean went to the USA to study MA in Speech Communication at the University of Washington, Seattle in 2000, as a Fulbright scholarship recipient. His PhD was awarded by the University of Memphis in 2005.

Prior to joining NUS, Dr Sean held full-time faculty member positions at the University of Technology Sydney (Australia), the University of Westminster (UK), Nanyang Technological University (Singapore), the University of Sydney (Australia), and California State University San Bernardino (USA).

Dr Sean has been invited to serve as a visiting scholar at the Faculty of Liberal Arts, Thammasat University, and the Faculty of Communication Arts, Chulalongkorn University, which are the top two universities in Thailand. Dr Sean has published his research in various international journal outlets and edited books. His research interests include strategic communication, crisis communication, and corporate social responsibility. He is currently the Chief Editor of the Asia Pacific Public Relations Journal.

## Employee communication in 2024: ” New challenges and opportunities for the workplaces

**E**mployees are one of the key factors that drive organisational success. As we approach 2024, all companies are setting their new visions and KPIs for the coming year. What does your organisation hope to achieve next year? How will you motivate, engage, and inspire your employees so that they share the same visions and work towards the same goals as the company? In short, what should employee communication in your company be like in 2024?

**B**efore looking at the trends and strategies in employee communication, let's talk about some challenges we are facing. Three important issues are worth noting, especially after the COVID-19 disruption. **Firstly**, as we are now returning to the workplace to resume our onsite routine, a portion of work activities are still conducted virtually. Managing distributed teams are still necessary but it's hard to build a seamless workflow and team cohesion in such a situation. **Secondly**, the new generation of workforce seems to demand more work-life balance as their top preference. This is not to mention that our workforce is getting more diverse and the workplace norms that we were used to may not be applicable to diverse employees. Allowing flexible work arrangements will be more imperative. **Thirdly**, as AI and automation are introduced to workplaces, employees may experience some stress as they have to re-learn several skills as well as a fear of being replaced by technology.

**T**o cope with these challenges, a few employee communication strategies are strongly recommended in 2024. First, companies should aim to reinforce employee interactions to create bonds among distributed work

teams. Leadership presence is significant and top management teams such as CEOs and those in C-suites should make every effort to maintain personal communication with their employees. Second, flexible work arrangements should be the new norm. With a more diverse workforce, working mothers, part-time employees, and aging staff, who could be key contributors to your organisations should have the option to manage their personal lives while excelling in their work roles at the same time. Finally, companies should be continuously offering learning and development opportunities for their employees to re-skill themselves and demonstrate trust in them. Skills our employees have today could be obsolete tomorrow. Fostering life-long learning should be another strategic imperative for employee communication this year.

**I**n short, as we enter 2024, companies have to adjust themselves and the way they communicate with employees. With a well-planned mechanism to allow distributed teams to work cohesively together, more flexible work arrangements for diverse employees, and more opportunities for learning and development, employees will be more likely to appreciate their positive work environment.

**DR SUWICHIT (SEAN) CHAI DAROON,**  
*Senior Lecturer;*

*Deputy Head of Department, Curriculum Director,  
Director of Postgraduate Programmes by Coursework;  
Department of Communications and New Media,  
National University of Singapore*



**DANIEL  
O'CONNOR**

*Chief People Officer, ALBA*

## About Daniel O'Connor

Having grown up and studied Business Management in the UK, Daniel began his career at Rolls-Royce plc, on an accelerated HR Leadership Development Programme.

Over the next 13 years he went on to work within Aerospace, Defense and Marine sectors in a range of senior HR leadership and Business Management positions including General Manager, Senior HR Business Partner and Vice President, Field Services roles across the UK, Singapore and Norway.

In 2018, Daniel returned to Asia as Chief HR Officer of a luxury furniture company, headquartered in Hong Kong with manufacturing in Vietnam. He then joined Southco, an industrial engineering company as HR Director, APAC before taking up his current role as Chief People Officer of ALBA Group Asia, alongside his role as co-chair of the Singapore EuroCham Human Development Committee.

In support of our compelling vision of a 'World Without Waste', Daniel is responsible for building a sustainable workforce, developing a leadership & talent pipeline capable of 'closing the loop' on raw materials in Asia and accelerating the resolution of some of the region's biggest environmental pollution challenges, through a human development-centred approach and a virtuous growth model of reciprocating stakeholder value generation.

Daniel lives in Singapore with his wife and two boys, six and nine. He has a passion for football and enjoys running, HIIT training, travel and outdoor family activities.



”

**Authentic  
engagement  
that goes beyond  
token gestures  
is vital.**

”

[Read more](#)



**The Chief People Officer of ALBA Group Asia, Daniel O'Connor believes sustainability is not just a nice-to-have but an essential component of modern corporate strategy. The path to integrating ESG considerations starts with a fundamental and deep reflection of how the company intends to create value in the world, over the long term.**

*“For ALBA, as a dynamic growing organisation, the sustainability narrative goes beyond short-term profitability targets, but rather forms the core of what we do and the holistic multi-stakeholder net positive impact we strive to create, in alignment with our vision of ‘A World Without Waste’.”*

Daniel O'Connor, Chief People Officer of ALBA.

**D**aniel believes that the sustainability conversation extends to communicating about the real plans, and progress against these plans that the company has to generate a growing net 'additionality' across all stakeholder groups. Authentic engagement must go beyond token gestures and what can often be perceived as box-ticking. He notes that the danger of painting a company green through 'surface level' marketing activities often stems from a fundamental lack of commitment towards a coherent sustainability strategy that connects economic, social and environmental prosperity. This often leads to superficial engagements, which can potentially undermine trust between employees and stakeholders.

*“At ALBA we look beyond traditional measurements to get a closer sense of how we're doing in relation to a wider mission. For example, last year our sister company in Europe (Interzero) helped to calculate the overall progress we are making in relation to our net positive contribution towards sustainably serving humanity's demand for ecological resources globally”*

We did this by calculating our contribution towards pushing back **Earth Overshoot Day** (the date when humanity has exhausted nature's 'budget' for the year. For the rest of the year, we are maintaining our ecological deficit by drawing down local resource stocks and accumulating carbon dioxide in the atmosphere). For two consecutive years and with third-party validation, we calculated that our contribution alone has 'moved the date' back by 4



minutes 20 seconds in 2021 to 7 minutes 16 seconds in 2022. The current target is 10 minutes, followed by one hour, then one day and beyond until, as a global community we reach 31st December (currently 2nd August). But one of our proudest achievements relates to community development, through the ALBA Basketball Youth Development Programme (led by the ALBA Berlin basketball organisation).

In Germany alone, this initiative has spread to 30 cities so far and works with many educational institutions and other community stakeholders to promote physical activity among young people, adults and the elderly across the country. Every week, around 10,000 children participate in ALBA Berlin activities in Berlin alone. The programme, which migrated to a digital platform during the pandemic, emphasises the broader goal of preparing young people with an understanding of the importance of their physical wellbeing, essential life skills and the basis for them to become recreational athletes for life”, Daniel explains. **ALBA Berlin's Youth Development Program turns 18 this year, and as the largest basketball club in Germany, ALBA Berlin is aware of its increasing social responsibility.**



**A**t the heart of the company's sustainability strategy is a robust employee engagement framework. Several initiatives have been taken to enhance communication and engagement at all levels, which provides a sense of pride and unity across the organisation. Most recently this includes innovations such as the piloting of AI avatars, which have the potential to complement in-person interaction with multilingual video communications with employees in all countries.

The company's holistic approach is underpinned by an authentic commitment to continuously growing their net positive impact, clarity of how they create value for each of their stakeholders and a shared vision of lasting impact.



# Engaging for a Blue Singapore: Xylem's Voluntary Vanguard in Water Sustainability

Xylem aims to provide access to clean water and sanitation for 20 million people globally and impart water and WASH education to 15 million individuals by 2025. In Singapore's urban heartbeat, Xylem's dedication to water sustainability echoes through the collective action of its employees.<sup>20</sup>

**M**ore than 15,600 Xylem professionals contributed to the company's corporate social responsibility programme, Xylem Watermark, focusing on educating communities about water challenges and enhancing access to clean water and sanitation. These efforts are ingrained in Xylem's mission, as articulated by Austin Alexander, Vice President of Sustainability and Social Impact, who emphasised the employees' and partners' significant role in addressing immediate and enduring water issues.

**W**ith a commendable 100percent participation from 160 offices, the volunteers at Xylem Singapore directed their collective force towards impactful projects that align with the nation's water stewardship aspirations. These programmes highlight the dual benefits of environmental action and employee engagement, creating a ripple effect of positive impact within the community.

**T**he volunteer initiatives are also an integral component of Xylem's 2025 Sustainability Goals, which aim to provide access to clean water and sanitation for 20 million people globally and impart water and WASH education to 15 million individuals. These goals resonate with the company's commitment to allocate 1percent of profits and employee time to water-related causes, weaving corporate success with social progress.

**T**hrough hands-on involvement in water projects and educational outreach in Singapore, Xylem employees have not only contributed to tangible improvements in water safety and hygiene but have also fostered a knowledgeable and environmentally conscious future generation.

**T**he intensified volunteerism within Xylem underscores a corporate ethos that values sustainable development and community empowerment. This movement serves as an inspiration for other entities to cultivate similar environments where corporate and societal objectives converge for a higher purpose.

DIAGEO



**AZMAR  
SUKANDAR**

*Head of Communications,  
Asia Pacific, Diageo*

## About Azmar Sukandar

Azmar Sukandar is a strategic communications leader with 20 years of experience in building and managing reputations for global brands. Based in Singapore, she is Head of Communications, Asia Pacific, for Diageo and spearheads regional corporate communications, with a focus on progressing the company's performance ambition and Society 2030: Spirit of Progress ESG objectives.

Before Diageo, Azmar led the APAC regional communications efforts for The Nature Conservancy, a global environmental NGO. Before that, she led the APAC communications team at the Financial Times and has also worked with Time and FORTUNE magazines and Microsoft.

Azmar holds degrees in International Relations and Communications from Boston University, and an MSC in Media and Communications from the London School of Economics.

Diageo 

# A personal and human approach to ESG

**ESG must be relevant, personal and even enjoyable for employees, says the Head of Communications in the Asia Pacific at Diageo, a global leader in premium drinks. According to Azmar Sukandar, a human-centric approach, coupled with senior leadership commitment, proves instrumental in creating a corporate culture that is not only conscious of ESG goals but actively works towards embedding them into the organisation's DNA. She also shed light on successful campaigns, common obstacles faced, and offered tips for fellow leaders.**

[Read more](#)



Azmar Sukandar, Head of Communications, Asia Pacific, Diageo stressed the significance of involving employees in sustainability and diversity efforts, considering it a business imperative. The connection between individual actions and overarching Environmental, Social, and Governance (ESG) goals is vital for fostering a sense of responsibility and understanding throughout the organisation. *“It is essential to embed sustainability and inclusion and diversity (I&D) throughout the company’s operations and culture”* she noted.

Sustainability is a collective responsibility and we all have a part in protecting the planet we share. Understanding the impact of our lifestyle decisions is an important step to bring about positive change.

Join us and calculate your carbon footprint today!



### Rules of Play – Step 1

Complete 4 actions on a horizontal, vertical, or diagonal axis of your choosing. Check the boxes and take a picture of yourself completing each action. Remember that proof of completion of each action is necessary for participation to be considered complete.

**DIAGEO**  
Asia Pacific

*Carbon Strike APAC*

Travelled by <i>public transport</i>	Purchased <i>sustainably sourced</i> fruits and vegetables	Donated an <i>unused</i> clothing item	Shared an idea on <i>sustainable packaging</i> on Yammer
Reused <i>wastepaper</i> instead of printing with a new one	Repaired a piece of clothing	Tried a new <i>plant based</i> food	Chose to <i>bike</i> instead of using motorised transportation
Purchased <i>sustainably sourced</i> food	Recycled <i>alcohol bottles</i>	Shared a ride or <i>carpooled</i>	Exchanged an item of clothing with <i>family/relatives</i>
Upcycled a piece of clothing	Shared an idea on <i>recycling POSM</i>	Chose to <i>walk</i> instead of taking motorised transportation	Chose <i>locally grown</i> seasonal produce

**DIAGEO**  
Asia Pacific

*Carbon Strike APAC*

Travelled by <i>public transport</i>	Purchased <i>sustainably sourced</i> fruits and vegetables	Donated an <i>unused</i> clothing item	Shared an idea on <i>sustainable packaging</i> on Yammer
Reused <i>wastepaper</i> instead of printing with a new one	Repaired a piece of clothing	Tried a new <i>plant based</i> food	Chose to <i>bike</i> instead of using motorised transportation
Purchased <i>sustainably sourced</i> food	Recycled <i>alcohol bottles</i>	Shared a ride or <i>carpooled</i>	Exchanged an item of clothing with <i>family/relatives</i>
Upcycled a piece of clothing	Shared an idea on <i>recycling POSM</i>	Chose to <i>walk</i> instead of taking motorised transportation	Chose <i>locally grown</i> seasonal produce

**DIAGEO**  
Asia Pacific

*Carbon Strike APAC*

Travelled by <i>public transport</i>	Purchased <i>sustainably sourced</i> fruits and vegetables	Donated an <i>unused</i> clothing item	Shared an idea on <i>sustainable packaging</i> on Yammer
Reused <i>wastepaper</i> instead of printing with a new one	Repaired a piece of clothing	Tried a new <i>plant based</i> food	Chose to <i>bike</i> instead of using motorised transportation
Purchased <i>sustainably sourced</i> food	Recycled <i>alcohol bottles</i>	Shared a ride or <i>carpooled</i>	Exchanged an item of clothing with <i>family/relatives</i>
Upcycled a piece of clothing	Shared an idea on <i>recycling POSM</i>	Chose to <i>walk</i> instead of taking motorised transportation	Chose <i>locally grown</i> seasonal produce

### MAKING A DIFFERENCE THROUGH A PERSONAL, HUMAN APPROACH

Azmar shared that one of the key things to keep in mind when communicating sustainability is to avoid presenting information in a technical and detached manner. Keeping communications simple and using storytelling tools can help demystify complex ESG topics, and at the same time help employees understand the impact of sustainability efforts. She emphasised the need for a more personal and human approach, stating, *“highlighting the positive human impact of sustainability programmes shows how Diageo is making a difference in our communities beyond numbers.”*

Azmar underscored the importance of senior executives and leaders actively participating in employee engagement activities, and taking the lead in showing how sustainability and I&D are ingrained in the company’s everyday operations. Senior leaders can also help employees understand their roles in contributing to a company’s ESG agenda. This commitment from the top can go a long way in bringing employees along on a company’s sustainability journey

### STRENGTHENING ESG COMMUNICATIONS WITH THE APAC SUSTAINABILITY ACADEMY

The strategic communications leader proudly highlighted the success of Diageo’s APAC Sustainability Academy (ASA), a comprehensive initiative aimed at enhancing employee understanding and engagement on ESG topics. The Academy takes a human-centric and practical approach. Through a series of webinars, panel discussions, interviews, and in-person events, ASA broke down broad ESG topics to make conversations relevant, personal, and even enjoyable for employees. Azmar noted,

*“Last year’s annual internal Your Voice employee survey showed that understanding and awareness of Diageo’s ESG goals increased by an average of around 18 points across our APAC markets.”*

### HERE’S A TOP-NOTCH TIP FOR ACHIEVING MEANINGFUL EMPLOYEE ENGAGEMENT

To effectively address ESG topics within a company, it is essential to first understand the interests of employees and establish personal connections with these topics, said Azmar.

*“This approach makes topics more accessible, helping people understand why they’re important and how their actions and choices can make a difference for the company and their own lives,”* she concluded.



# Tackling Global Hunger: Delivery Hero's ESG Initiatives and Volunteering Efforts

Globally, hunger remains a persistent challenge, with one in eleven people lacking access to enough food for an active and healthy life. In response to this critical issue, Delivery Hero - one of this year's winners of the Eurocham Sustainability Award - a global leader in food delivery services, is committed to playing a pivotal role in the fight against global hunger. As an integral part of its corporate responsibility, the company has initiated a range of activities, including partnering with the United Nations World Food Programme (WFP) and promoting corporate volunteering.

**The ShareTheMeal initiative allows customers around the world to donate meals effortlessly with a simple tap of their screen.** This innovative approach uses technology to provide direct and immediate support to those in need.

**Delivery Hero's partnership with the World Food Programme** underscores the potential of technology innovation to serve noble causes. By seamlessly integrating ShareTheMeal's donation feature into its platforms, Delivery Hero aims to empower customers around the world to contribute to the World Food Programme's ambitious goal of eradicating world hunger by 2030. This collaboration exemplifies the company's commitment to making a positive impact by working with partners who share a similar vision of a world without hunger.

**In addition to its giving initiatives, Delivery Hero emphasises the importance of corporate volunteering as a means of giving back to communities.** The company recognises that tackling global challenges requires a multi-faceted approach that goes beyond financial contributions. As part of its corporate culture, each Delivery Hero employee has the opportunity to volunteer up to two working days per year to charities and non-profit organisations of their choice.

**A prime example of this commitment is the Annual Hero Month, which takes place each October.** This month-long volunteer event encourages Delivery Hero employees to get involved in their local communities. Whether it is participating in local

food drives, supporting educational initiatives or contributing to environmental projects, employees are empowered to make a meaningful impact in areas that resonate with their personal values.

**Addressing another critical aspect of the food industry's impact on society,** foodpanda Singapore and PedidosYa Latin America have partnered with the food sharing app OLIO to tackle the issue of food waste. OLIO connects neighbours and local businesses, facilitating the sharing of surplus food to prevent it from going to waste. In Singapore, the collaboration began with an initial trial at Whampoa Pandamart in December 2021, with the aim of redistributing surplus food to the local community.

**In just three months, the partnership successfully redistributed nearly 400kg of food, providing over 900 meals to 180 local families from just one pandamart store.** The success of the programme has led to its expansion to two more pandamart stores in Tampines and Bukit Batok, with plans to cover all 15 pandamart stores by the end of 2022. Through the OLIO partnership, foodpanda is actively contributing to Singapore's Zero Waste Master Plan, diverting surplus edible food from landfills and aligning with global sustainability goals.



## SHWETA SHUKLA

*Senior Director - Strategy, Corporate Affairs & Sustainability, Unilever International Board Director, Unilever Asia Ptd.*

### About Shweta Shukla

Shweta boasts over 23 years of Corporate Affairs & Communications experience at leading FMCG companies like Unilever, Procter & Gamble, Kimberly Clark, and Kellogg. Specialising in Corporate & Brand Communications, Government Affairs & Advocacy, Sustainability and Social Impact, and Crisis Management, she has played pivotal roles at local, regional: and global levels.

Throughout her career, Shweta has passionately used business and stakeholder collaboration as a positive force, creating a profound impact on business, society, and the planet. Notable initiatives include Unilever's 'Purpose for Growth' partnership, P&G's Shiksha (education) initiative, Kimberly-Clark's "Toilets Change Lives" with WWF, and Kellogg's Breakfast for Better Days programmes across Asia Pacific, the Middle East, and Africa.

Shweta's advocacy with the Government of India improved accessibility to health and hygiene brands through public-private partnerships, influencing a favourable tax policy and creating lasting societal and industry impacts. Actively involved in various organisations like the Singapore Alliance for Actioning Corporate Purpose (AFACP) and the Advisory Board of the World Toilet Organisation, she engages in speaking roles at industry-leading forums.

Her contributions extend to positions like Co-Chair of the Public Affairs Committee at Food Industry Asia, Supervisory Board Member of the EU ASEAN Business Council, Member of the Women's Committee AMCHAM, and serving as a jury member for PR Week, Holmes SABRE & Spikes Asia Awards. Shweta's accolades include the Individual Achievement SABRE by PProvoke Media and recognition among PR Week's Top 500 Communications Heads.

Shweta earned her MBA in Advertising & Communications from the Narsee Monjee Institute of Management Studies (Mumbai, India) and completed the Business Sustainability Management programme at the University of Cambridge. Residing in Singapore with her husband and two teenage sons, Shweta dedicates her leisure time to volunteering, up-cycling art, exploring sustainable fashion, painting, and planning the family's next vacation.

# Unilever



## Brands, people and companies with purpose thrive

[Read more](#)



A sustainable approach to business is at the heart of everything Unilever does. For Unilever, sustainability means purpose-driven operation. Shweta Shukla, the company's Senior Director believes companies with purpose last.

**T**his perspective underscores the interconnectedness of corporate purpose, employee engagement, and overall business success. Shweta's insights advocate for companies to not only adopt a purpose-driven approach but to actively communicate and engage with employees on sustainability, diversity, and culture.



**INTEGRATING ESG INTO THE FABRIC OF THE ORGANISATION**

**F**or Unilever, sustainability is not merely a buzzword; it is ingrained in the company's DNA. Shweta stresses,

*"Sustainability is at the heart of what Unilever stands for. It runs through all aspects of our business."*



Equity, Diversity & Inclusion (EDI) is equally prioritised, with progress driven through robust policies. Shweta underlines the importance of constant engagement and communication with employees to create awareness, advocate for commitments, and inspire action.

The seamless integration of internal communication activities into Unilever's overall business strategy is exemplified through town hall meetings, the intranet, and innovative initiatives like **Lifebuoy's Global Handwashing Day** activation, and Unilever's partnership with the National Volunteer & Philanthropy Centre (NVPC) for the Purpose for Growth corporate purpose mentorship programme. These efforts serve not only to disseminate information but also to align employees with strategic goals, fostering a collaborative work culture.



**OVERCOMING OBSTACLES THROUGH PRACTICALITY AND RELATABILITY**

**A**ddressing common obstacles faced by companies in employee communication on sustainability, diversity, and culture, Shweta emphasises the importance of making concepts practical and relatable. Unilever's approach involves avoiding stand-alone campaigns and focusing on practical implementation. By connecting messages to daily work and personal lives, Unilever ensures that employees understand the tangible impact of ESG initiatives.



**TIPS FOR SUCCESSFUL EMPLOYEE ENGAGEMENT ON ESG TOPICS**

Shweta provides valuable tips for communication and HR leaders looking to create meaningful and successful employee engagement on ESG topics:

- 1. Make it Relatable**  
 Connect ESG topics to employees' purpose, work, and daily lives, demonstrating tangible impacts.
- 2. Keep it Consistent**  
 Establish regular channels for ongoing information about ESG initiatives to build awareness and reinforce their importance.
- 3. Link it to Business Priorities**  
 Articulate how sustainable practices align with overall objectives, emphasising long-term benefits for the organisation, its employees, and its brands.

**By incorporating these principles, communication and HR leaders can effectively engage employees, fostering a sense of purpose and shared responsibility within the organisation.**



**MELINDA  
TAN**

*Head of Strategic Relations and  
 Communications & Senior Vice President,  
 ST Telemedia*

## About Melinda Tan

Melinda Tan is Head of Strategic Relations and Communications & the Senior Vice President at ST Telemedia. She is responsible for external relations, brand, overall communications, sponsorships, corporate social responsibility, and employee volunteerism. She is also actively involved in the company's sustainability efforts the launch of the ST Telemedia Sustainability Framework in 2021. Melinda leads a versatile and energetic team that is passionate about promoting and strengthening the ST Telemedia brand to support the company's objectives. She oversaw the company's first brand refresh in 2016, and brand positioning, purpose and extension launches in 2019.

Melinda has over 30 years of experience, serving in in-house and agency roles, in communications, stakeholder relations, brand management, and corporate social responsibility. Prior to joining ST Telemedia, she worked for several global communications agencies.

ST Telemedia



The ST Telemedia way:  
**Help employees  
 understand how  
 sustainability  
 affects their work  
 and personal lives**

[Read more](#)



**Companies can enhance their competitiveness and resilience by promoting a corporate culture based on sustainability and diversity. However, for this to happen, employees must recognise sustainability as not just a business objective of their company, but also as something that directly affects their daily lives both at work and at home.**

**S**ustainability, diversity, and culture are closely linked in a company, according to Melinda Tan, Head of Strategic Relations and Communications & Senior Vice President at ST Telemedia. She says, that **organisational culture is the engine that sustains sustainability.** Merely establishing frameworks and policies is insufficient; lasting business value is created when employees consistently practice and apply these principles in their day-to-day work.

### A NEWSLETTER COULD MEAN THE WORLD DURING THE PANDEMIC

**M**elinda pointed out the profound impact of COVID-19 on elevating the consciousness of businesses toward sustainability and the role of a **strong positive culture in fostering resilience.** She cited the initiation of a regular electronic newsletter as an example and a best practice for overcoming the challenges caused by remote work during the pandemic. It was intended to connect employees and raise awareness about ongoing activities within the company and across the group. This endeavour not only facilitated communication during a period of physical separation, but also personalised stories from department heads, fostering a deeper understanding of individuals within the organisation.

*"We started a newsletter, initially to connect employees and raise awareness about what's going on within our company and across our portfolio companies. It was a way to show that the company was business as usual, even if we couldn't physically see each other," explained Melinda.*

The company continued building on this internal communication momentum by promoting brand messages and creating awareness of its sustainability initiatives, emphasising the active involvement of employees.

### AT STAKE IS THE OWNERSHIP OF SUSTAINABILITY ACROSS THE COMPANY

**B**y showcasing the connection between the company's goals and employees' aspirations, the company aimed to demonstrate that **ownership of sustainability is not just a corporate initiative.**

*"We continue to raise awareness about what sustainability is to ST Telemedia and in general, and how employees can take an active role in achieving the collective sustainability goals. It's not just the company's targets, but also individual employee's action," said Melinda.*

Discussing obstacles in sustainability communication, Melinda highlighted the challenge of convincing employees and stakeholders of the long-term business value of sustainability, diversity, and culture. She stressed the need for a shift in mindset to recognise these elements as imperatives.

*"I think it's about recognising these components as strategic building blocks for the long-term competitiveness of businesses," she stated.*

**Melinda emphasised the importance of bite-sized, achievable goals and relatable content to cut through the communication challenges. She acknowledged the need to address communication fatigue by balancing the frequency and variety of messages. She concluded that credible sustainability communication is supported by concrete examples that inspire action to build a more sustainable and resilient world.**





# Spearheading Community and Environmental Well-being in Singapore

Nestled amidst Singapore's futuristic skyline, Frasers Property has emerged as a vanguard of sustainable and societal engagement, weaving the fabric of corporate responsibility into the city-state's tapestry. The company's commitment to community and environmental well-being is deeply ingrained in its corporate culture, mainly through its annual hallmark initiative, Frasers Community Month. During this month, the company mobilises its workforce to contribute time and resources to support local causes, setting a tone of altruism that resonates throughout the year.

**The resonance of Frasers Community Month goes beyond the temporal bounds of November, creating a ripple effect that finds its expression throughout the year.** Last year alone, Frasers Property dedicated over 6,000 volunteer hours, undertook 150 community investment initiatives and contributed \$1.5 million in financial support to local communities. These figures aren't merely statistics but depict a relentless effort towards community upliftment.

**Frasers Property's engagements aren't siloed but are an ensemble of collaborative efforts.** By rallying employees, tenants, and partners, Frasers Community Month morphs into a platform that breathes life into the company's ethos - 'Inspiring experiences, creating places for good.' This collaborative spirit was vividly demonstrated in Environment Month 2022 when the Singapore office tenants, alongside their families, joined hands with Terra SG for a coastal cleanup, culminating in the collection of over 17 bags of trash weighing more than 32kg. They tangibly benefited Singapore's coastal ecosystems through upcycling workshops promoting waste reduction through creativity and innovation<sup>21 22</sup>.

**On the sustainability front, Frasers Property's ESG initiatives are particularly noteworthy.** Integrating two of its malls into Singapore's pioneering brownfield Distributed District Cooling (DDC) network exemplifies a forward-thinking approach to energy

efficiency and carbon footprint reduction. This collaboration with SP Group is a strategic step in redefining sustainable infrastructure within the urban landscape, showcasing how commercial entities can play a crucial role in the nation's green movement<sup>23</sup>.

**The company's community-centric endeavours have not gone unrecognised.** The National Volunteer & Philanthropy Centre (NVPC) acknowledged Frasers Property as a Champion of Good, a tribute to their role as a corporate leader in philanthropy and community service in Singapore<sup>24</sup>. This commendation reflects the company's effective mobilisation of resources and influence to foster a culture of giving that extends well beyond its immediate stakeholders.

**Addressing societal challenges such as food insecurity also features prominently in Frasers Property's portfolio of initiatives.** In partnership with Food Bank Singapore, the company launched a food collection drive, which serves the dual purpose of combating hunger while mitigating food waste—a pressing issue in the context of urban sustainability<sup>25</sup>.

21 [https://www.frasersproperty.com/the-library/sg/2022/december/doing-good-all-year-round#\\_blank](https://www.frasersproperty.com/the-library/sg/2022/december/doing-good-all-year-round#_blank)

22 [https://www.frasersproperty.com/the-library/sg/2023/april/leaf-ing-life-sustainably#\\_blank](https://www.frasersproperty.com/the-library/sg/2023/april/leaf-ing-life-sustainably#_blank)

23 <https://www.frasersproperty.com/the-library/sg/2023/august/building-a-greener-retail-ecosystem-together>

24 [https://www.frasersproperty.com/the-library/corporate/2022/champions-of-good#\\_blank](https://www.frasersproperty.com/the-library/corporate/2022/champions-of-good#_blank)

25 [https://www.acesawards.com/stories/sustainability/frasers-property-retail-management-pte-ltd/#\\_blank](https://www.acesawards.com/stories/sustainability/frasers-property-retail-management-pte-ltd/#_blank)



Electrolux



**SAMANTHA  
THIAN**

*Snr Manager for Sustainability in  
APAC & MEA at Electrolux Group*

## About Samantha Thian

Samantha Thian is the Senior Manager for Sustainability in APAC & MEA at Electrolux Group. She is working on Electrolux's Sustainability Goals, For The Better 2030 as part of her work in the business area. She graduated from the National University of Singapore with her Masters in Environmental Management, and Bachelors in Business Administration. Her work has been recognised through various organisations, such as the National Environment Agency for the 15th NEA EcoFriends Award in 2022. She had the privilege to represent Singapore at the Y20 Climate Change Delegation for G20 2023 in India and received the Forbes 30U30 Award for Social Impact Asia in 2023.

As an individual who is passionate about making a change from within, she is a strong believer in driving sustainability within organisations. She sits on the Climate Action Singapore Alliance as an Executive Member, as well as leads the Public Hygiene Council's Youth Action Group as Co-Chair. She lives by the philosophy - "We do not need one person doing sustainability perfectly, we need millions doing it imperfectly".

Electrolux



# Empowering change:

## Electrolux advocates employee engagement as cornerstone for sustainable success

[Read more](#)



**Samantha Thian, Senior Manager for Sustainability in APAC & MEA at Electrolux, a global leader in home appliances, believes that employee engagement and effective communication are essential for companies to stay ahead of the curve and successfully embrace the ESG agenda.**

**E**ngaging employees in sustainability, diversity, and culture is no longer optional but a business imperative, Samantha says. Sustainability is not merely a 'nice to have'; it must be an integral part of the business to adapt to the new normal. Failure to invest in building employee capacity in these areas could lead to a lag behind competitors and difficulties in talent retention, particularly as millennials seek more purpose-driven work.

**THE ELECTROLUX FOOD FOUNDATION: A GLOBAL INITIATIVE WITH IMPACT**

**E**lectrolux's Senior Manager for Sustainability in APAC & MEA cites the formation of The Electrolux Food Foundation in 2016 as a source of pride. This independent, non-profit organisation promotes sus-



tainable food choices and supports those in need. The foundation engages employees through local initiatives, workshops inspiring children on sustainable eating, and professional culinary training for underprivileged individuals. Samantha sees this initiative as a meaningful global effort that aligns with Electrolux's commitment to community and sustainability.

**OVERCOMING COMMUNICATION CHALLENGES**

**S**amantha sheds light on the common hurdles that companies come across when communicating about sustainability, diversity and culture. She emphasises the time constraints and difficulties in getting employees to prioritise capacity building for sustainability. The lack of support from senior management



and budget allocation for employee-driven initiatives makes it challenging for companies to drive significant change. Therefore, she advises companies to actively promote grassroots initiatives to support ESG strategy deployment.

**EMPLOYEE ENGAGEMENT AS VITAL IN ESG STRATEGY**

**E**mployee engagement is a crucial aspect of Electrolux's ESG strategy, according to Samantha. She believes that it is essential to ensure alignment across various departments, as employees play a significant



role in the transformation process and need a clear understanding of the company's ESG strategy. Samantha reiterates the importance of top management's focus on and support for employee engagement and communication activities to prevent risks such as greenwashing and to foster a unified approach.

**As a final piece of advice, Samantha encourages communication and HR leaders to foster creativity within their organisations. She suggests that co-creating sustainability strategies with employees in an inclusive manner can lead to more impactful and meaningful changes. By allowing employee voices to shape the future sustainability agenda, organisations can ensure a more robust and successful ESG strategy.**





# Humanitarian Logistics: A Singapore Story of Global Impact

In the dynamic Singaporean logistics landscape, DHL emerges not only for its commercial strength but for its dedicated commitment to ESG principles, aiming to eliminate all logistics-related emissions by 2050. Aligned with a comprehensive ESG strategy covering environmental protection, disaster management, education, and social services, DHL's employees, the driving force behind these initiatives, experience a profound sense of belonging and purpose, going beyond routine tasks to create tangible positive impacts in their communities.<sup>26</sup>

**The tale of GVD is one of remarkable growth and impact.** Initiated as a local endeavour, the initiative has burgeoned into a global movement. Over the last 15 years, it has mobilised 1.3 million DHL employees, dedicating more than 3.1 million hours to community projects worldwide. The GVD's 15th-anniversary theme, "Follow the Sun," reverberates the global essence of this initiative, touching 15 countries over 15 weeks, with Singapore being a pivotal node in this humanitarian journey.

**DHL's sustainability strategy is not a monolith but a nuanced blend of initiatives like GoTeach, GoHelp, GoTrade, and GoGreen, each addressing critical societal challenges.** The GoHelp programme, for instance, is a beacon of hope amid despair. The Disaster Response Team (DRT) in Singapore, under GoHelp, leaps into action post-natural disasters, ensuring that relief supplies reach the affected communities in a timely manner and showcasing a blend of logistical expertise with a human touch.

**On the environmental frontier, DHL's GoGreen initiative resonates with global climate concerns.** It propels the ambitious goal of reducing all logistics-related emissions to zero by 2050. DHL Express Singapore, leading by example, has clinched the ISO 14001 certification for its environmental management system, indicating a structured approach towards minimising its environmental footprint.

**The GVD and these initiatives are not standalone events but are intertwined with DHL's core business operations, reflecting a sustainable corporate ethos.** Board Member for HR Thomas Ogilvie encapsulates this spirit, stating, "It's about being part of a community and working to make things better for people." This sentiment echoes through the corridors of DHL, from the boardrooms to the field, resonating with the company's unwavering commitment towards creating a positive societal ripple effect.

**Moreover, the thematic focus of GVD projects aligns seamlessly with DHL's broader ESG strategy, spanning areas like environmental protection, disaster management, education, and social services.** The employees, the harbinger of these initiatives, find a sense of belonging and purpose, transcending beyond the routine to create a tangible impact in their communities.



# Harnessing Employee Passion: Agoda's CSR Endeavours in Singapore

**A strong commitment to community welfare and environmental sustainability marks Agoda's presence in Singapore's corporate sphere. Agoda partnered with WWF-Singapore to restore marine habitats within the region and organised beach clean-ups in Singapore. It collaborates with accommodation partners in a program offering discounted deals that not only benefit consumers but also contribute funds to conservation efforts. This initiative resonates with Singaporean consumers' ecological concerns, particularly regarding polluted waterways, addressing a critical environmental issue.**

**O**ne of the noteworthy initiatives is Agoda's partnership with WWF-Singapore. Launched as part of the Eco Deals programme, this collaboration aims to facilitate the restoration of marine habitats within the region. The programme provides travellers with opportunities to contribute to environmental and community projects through their accommodation bookings. In Singapore, these efforts are directed towards restoring coral reefs and mangroves, crucial ecosystems that are integral to the marine biodiversity of Southeast Asia. Agoda has engaged its accommodation partners in this programme to offer discounted deals that benefit consumers and channel funds into conservation efforts. This initiative is exceptionally responsive to the ecological sensibilities of Singaporean consumers, who have expressed concerns over polluted waterways as a critical environmental issue<sup>27</sup>.

**D**elving deeper into local employee engagement, Agoda has involved its staff in direct action volunteering programmes. A prominent example is the company's role in organising beach clean-ups in Singapore. Through these activities, Agoda employees take a hands-on approach to tackling plastic pollution, one of the most pressing environmental challenges facing coastal cities. In 2021, as part of a regional initiative, Agoda's teams from Singapore and neighbouring countries gathered 141 volunteers to clear waste from the beaches, highlighting the company's commitment to corporate and individual environmental responsibility<sup>28</sup>.

**B**eyond environmental campaigns, Agoda's employees in Singapore have also demonstrated a strong inclination towards community service. They

have participated in the Singapore Digital Inclusion Festival, a project that resonates with the company's technological expertise. Here, Agodans provided support to the elderly, helping them bridge the digital divide by educating them on the use of technology. This initiative reflects Agoda's broader goal of inclusive diversity, as it empowers a segment of the community often left behind in the rapidly advancing digital world<sup>29</sup>.

**T**hese initiatives in Singapore are part of a broader tapestry of Agoda's CSR activities, which see the company leveraging its resources and workforce to make a positive impact. Through hands-on participation in environmental conservation and community engagement, Agoda's employees are not just passive endorsers but active contributors to the company's sustainability goals. The emphasis on employee volunteering underscores Agoda's belief in the power of collective action to bring about meaningful change in society.

**T**hrough these concerted efforts in Singapore, Agoda has positioned itself as a corporate entity deeply invested in the welfare of the environment and the community. The company's initiatives, driven by the passionate involvement of its employees, demonstrate a CSR model that prioritises active engagement and tangible action to address some of the most pressing challenges of our time.

<sup>27</sup> <https://partnerhub.agoda.com/agoda-and-wwf-singapore-announce-partnership-for-marine-habitat-restoration/>

<sup>28</sup> [https://careersatagoda.com/blog/csr-2021/#\\_blank](https://careersatagoda.com/blog/csr-2021/#_blank)

<sup>29</sup> [https://careersatagoda.com/blog/csr-agoda-2019/#\\_blank](https://careersatagoda.com/blog/csr-agoda-2019/#_blank)



# “Week of Possibilities”: A Chronicle of Empathy and Environmental Stewardship in Singapore

In the heart of Singapore, a city known for its dynamic spirit and communal harmony, the employees of AbbVie have been channelling their corporate ethos into concrete actions through the “Week of Possibilities” programme. This initiative reflects a growing trend where corporations don’t just operate in a community but actively contribute to its welfare.

**A**bbVie’s eighth annual “Week of Possibilities” saw employees across Asia, including Singapore, step away from their regular corporate roles to volunteer in various community service activities. The 2023 programme brought together more than 14,000 AbbVie employees worldwide, all engaged in efforts to strengthen their local communities, enhance educational programmes, and foster positive environmental change<sup>30 31</sup>.

**I**n Singapore, the spirit of volunteerism was epitomised by the efforts of over 940 employees who collaborated with trusted non-profit organisations in a series of hands-on volunteer activities from June 7 to July 7. This collective effort contributed 1,870 service hours, directly supporting 2,266 individuals across the city-state. These teams organised 18 voluntary programmes in partnership with 25 organisations, demonstrating impressive coordination of corporate resources and employee goodwill<sup>32 33</sup>.

**A** tangible illustration of these efforts was the clean-up activity at Marina Reservoir’s waterways, conducted by the Singapore team during the 2022 Week of Possibilities. This not only helped preserve one of the city’s vital water bodies but also set a precedent for corporate environmental responsibility<sup>34</sup>.

**T**he programme is part of a broader corporate commitment that sees AbbVie employees engaging in volunteerism and making donations throughout the year, with the AbbVie Foundation matching their contributions to nonprofits and the causes they support. This sustained involvement underscores a corporate philosophy that extends beyond mere business operations to foster community growth and resilience<sup>35</sup>.

30 [https://www.prnewswire.com/apac/news-releases/abbvie-employees-volunteer-to-make-an-impact-on-over-1-300-lives-in-asia-with-8th-annual-week-of-possibilities-to-support-local-communities-301879461.html#\\_blank](https://www.prnewswire.com/apac/news-releases/abbvie-employees-volunteer-to-make-an-impact-on-over-1-300-lives-in-asia-with-8th-annual-week-of-possibilities-to-support-local-communities-301879461.html#_blank)

31 [https://news.abbvie.com/news/press-releases/abbvie-employees-volunteer-during-8th-annual-week-possibilities-to-support-communities-globally.htm#\\_blank](https://news.abbvie.com/news/press-releases/abbvie-employees-volunteer-during-8th-annual-week-possibilities-to-support-communities-globally.htm#_blank)

32 [https://dailywire.asia/abbvie-employees-volunteer-to-make-an-impact-with-8th-annual-week-of-possibilities-to-support-local-communities/#\\_blank](https://dailywire.asia/abbvie-employees-volunteer-to-make-an-impact-with-8th-annual-week-of-possibilities-to-support-local-communities/#_blank)

33 [https://voiceofasean.com/newsroom/pr\\_business/abbvie-employees-in-asia-volunteer-in-annual-week-of-possibilities-to-support-2266-members-of-the-community/#\\_blank](https://voiceofasean.com/newsroom/pr_business/abbvie-employees-in-asia-volunteer-in-annual-week-of-possibilities-to-support-2266-members-of-the-community/#_blank)

34 [https://www.straitstimes.com/singapore/jobs/abbvie-inclusive-collaborative-global-biopharma-company-diverse-talents-innovate-transform-lives-best-employers-2023#\\_blank](https://www.straitstimes.com/singapore/jobs/abbvie-inclusive-collaborative-global-biopharma-company-diverse-talents-innovate-transform-lives-best-employers-2023#_blank)

35 [https://www.abbvie.com/who-we-are/our-stories/abbvie-volunteers-return-to-serving.html#\\_blank](https://www.abbvie.com/who-we-are/our-stories/abbvie-volunteers-return-to-serving.html#_blank)

Thank you for reading our report.

We are eager to hear from you!

Please contact us to share partnership ideas, comments, questions or your greatest campaigns.

 [\*inquiries@rothmanroman.com\*](mailto:inquiries@rothmanroman.com)



Rothman & Roman is an award-winning strategic communications agency headquartered in Singapore. Through their advisory, media and social media work and training, they help companies create value with and for their stakeholders.