

## EMPLOYEE COMMENTARY

### Training and development

SPH has in place a comprehensive talent management and development programme. Every year, we continue to introduce new and relevant training programmes for staff.

A 360 degree feedback was introduced for certain groups of employees to help them in their growth and development. Selected employees were put through a holistic one-year learning programme to hone their leadership skills with the help of external coaches.

We have also worked with a leading talent management consultancy to develop a Leadership Programme for senior executives to help equip them with more relevant skills to take on new business and market challenges.

### Employee engagement

As an employer of choice, employees engagement is of utmost importance. The monthly “Up on the Roof” gatherings at News Centre, which serve as chill-out sessions for staff to mingle with fellow colleagues as well as with CEO and senior management, had been well-received.

This year, the annual SPH Family Day attracted over 5,000 staff and family members to the Jurong Bird Park. The SPH Sports and Leisure Club continued to organise various recreational and social activities for staff. Some of the new activities organised this year included a first aid course, photography workshops, scrapbook making sessions, as well as the setting up of a Running Club and a Cycling Club.



SPH Family Day

To further facilitate communication between staff and the senior management, regular dialogue sessions with CEO were held. The SPH Management Orientation Programme (SMOP) and SPH Media Business Programmes also provided opportunities for different groups of staff to interact with the CEO and senior management.

### Promoting work innovation and creativity

SPH continued to motivate staff to come up with creative and innovative ideas to improve business operations with the successful implementation of the Continuous Improvement and Innovation (CII) initiative. More than 37 projects were submitted and \$33,000 cash rewards were given out to teams whose projects made an impact on our businesses.

### Compensation and benefits

The Executive Grade Structure was revised this year to provide more progression opportunities for staff. Staff's salaries were partially restored in January 2010 and special lump sum payments were also made in January and July 2010 to make up for the pay-cuts during the recession.

### Succession planning

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

### Grooming future talent

SPH has been offering sponsorships for selected staff who wish to further their studies. We also offer scholarships to suitable candidates who wish to pursue a career in journalism. The types of scholarships offered by SPH include Masters scholarships for staff, Journalism scholarships and scholarships for children of staff and news vendors.

### Winning accolades

SPH's investment in intellectual capital has helped the company clinch the Singapore Workforce Development Agency (WDA) – CI WSQ Supportive Employer Award in Journalism and Printing. In addition, SPH received a Meritorious Defence Partner Award given by the Ministry of Defence in recognition of our contributions and support of our NSmen towards total defence.