

ENGAGING STAFF RIGHT

Tips to build a positive
employee culture

MAR
2019

MESSAGE FROM THE CEO

Working towards a vision of
a future-enabled office

Your **CAPITAL** LETTER

QUARTERLY FOR CAPITALAND COMMERCIAL TRUST TENANTS

A connected CCT community

A slate of events and new spaces
will help create a workplace where
tenants feel like they belong

The demands of modern workers are changing. No longer is the office simply a place where they clock in hours at work, but increasingly, employees want something a little extra. Given the amount of time spent in offices — a Ministry of Manpower survey showed Singaporeans spent an average of 45.8 hours at work in 2018 — workers have in recent years demanded not just more amenities, but a meaningful experience at work *and* play that is made possible by a vibrant, connected community. ▶



» Check out all the stories at capitaland.com/yourcapitaletter

Continued from cover

For businesses, having that community not only builds staff engagement and social cohesion, but also boosts worker productivity and talent retention. “A vibrant community makes the workplace attractive and effective for employees. They put in their best work when they are engaged and happy,” said Mr Kevin Chee, Chief Executive Officer of **CapitaLand Commercial Trust (CCT) Management Limited**.

To meet these needs, CapitaLand has designated building a vibrant workplace community a key pillar of its Office of the Future initiative. On the cards are a raft of tenant engagement programmes and community events, all lined up to take place throughout the year. These events aim to “create a sense of belonging and community among tenants, as well as a delightful experience during their tenancy at CapitaLand properties”, said Mr Chee.

So, how does the Office of the Future initiative create this dynamic, close-knit community, and what can tenants expect in the coming months? They can:

1. Participate in activities catered to their areas of interest

There’s a slew of activities, including signature events like the annual CCT Gifts of Joy, which brings tenants together to help the underprivileged. To unite tenants in support of the environment, CCT has a range of green initiatives, including the E-Waste Collection and Management to help them recycle unwanted electronic devices such as laptops and printers. Tenants who are truly passionate about climate change can also participate in the annual Earth Hour by joining CapitaLand in powering down their indoor lighting on the occasion.

And if keeping healthy is a priority but you do not like working out on your own, you can join in on the range of weekly workout events with fellow tenants, made possible by CapitaLand and the Health Promotion Board’s Healthy Workplace Ecosystem.

Other initiatives to encourage bonding, partnership and creativity include workshop sessions and talks by industry experts, as well as movie screenings and live performances for after-office-hours fun.



Lunchtime workshops, like this art jamming session, are a great way for tenants to mingle and build connections



Tenants wrapping presents donated by other tenants to help the underprivileged as part of the annual CCT Gifts of Joy

“A vibrant community makes the workplace attractive and effective for employees. They put in their best work when they are engaged and happy.”

CCT will also seek to create partnerships with tenants that may not have the resources to plan or implement activities — such as team-bonding or volunteering events — on their own.

2. Create great ideas together

It’s not just about playing well together, but also working seamlessly as a team with your colleagues. To facilitate this, CapitaLand has created spaces where co-workers can congregate, interact, socialise and collaborate. These include flexible spaces on Level 9 of Capital Tower, which is home to a movie theatre, meeting rooms and a wellness hub. In addition, the new Innovation Hub, managed and run by co-working space operator The Work Project and located

on Level 24 of Capital Tower, will bring you

project rooms and breakout spaces where your team can gather to brainstorm and build your next novel concept.

For business leaders who wish to network in style, CapitaLand has, in conjunction with The Work Project, also launched the exclusive, members-only business club MARK, where tenants can host private events and book state-of-the-art private rooms for important meetings.

3. Tap to connect to the CCT community

To further encourage community engagement, CCT has launched CapitaStar@Work, a mobile app designed to connect tenants. Piloted late last year at Capital Tower, the app is an easy way for users to find like-minded individuals who share in their interests, register for activities happening in their building, as well as book shared amenities and spaces. CapitaStar@Work will be rolled out progressively to other properties.

“The app is a great way for us to keep in touch with our building’s community and contact building management on questions and concerns,” said a user, Mr Tan Choon Tat of **GIC**, Capital Tower.

Contribute to create the community you want

How can tenants contribute to and participate in this vibrant, connected community? The easiest option is to subscribe to *your M.I.X*, a bi-monthly listing of the latest activities at CCT buildings. Companies may also share their upcoming activities here and invite other tenants to their events. By having the wider CCT community over for activities like a blood donation drive or a TGIF party in your office, you can better establish new connections and partnerships with fellow tenants. ■

Why staff engagement matters

Progressive organisations are thinking beyond generous remuneration and focusing on employee engagement to attract and retain talent

All-day pantry? Check. Personal career coach? Check. Rewards programme? Check. Some of the world's most progressive companies are offering these and more to attract and retain talent, as part of their staff engagement initiatives. They know that amid a competitive global economy and shrinking labour market, staff engagement is pivotal to their success.

But why should companies care if employees are engaged? Consider a 2014 PwC study which revealed that employees most committed to their organisations put in 57 per cent more effort on the job — and are 87 per

SOME FUN IDEAS TO PROMOTE ENGAGEMENT

- Encourage personal projects. Give staff time off to pursue a company project outside of their job scope. This cultivates problem-solving and innovation.
- Form groups to volunteer or exercise together. CCT organises events for tenants such as Gifts of Joy, an annual community outreach programme, and regular workout programmes in partnership with Health Promotion Board.
- Organise after-work movie screenings for staff. The Big Picture theatre at Capital Tower screens films with inspirational content throughout the workweek.



“When employees see that we express an interest in their professional and personal lives, they are naturally engaged”

cent less likely to resign — than employees who consider themselves disengaged. Similarly, a 2018 Gallup study discovered that companies with highly engaged workforces outperform their peers by 147 per cent in earnings per share. Unfortunately, that same Gallup study found that 87 per cent of employees worldwide are not engaged.

Rethinking engagement

HR practitioners agree that staff engagement leads to employees who are committed to their work and the goals and values of their companies. In other words, engaged workers show up and are involved because they are invested, emotionally or otherwise.

However, with the growing influence of millennials and increasing transparency catalysed by digitalisation, the concept of staff engagement has been rebooted to “employee experience”, an ecosystem that integrates engagement, culture and performance management. To get the best from their staff, business leaders now have to consider everything from work culture to well-being, purpose and meaning — and make it all come to life in a personalised way for employees, both in person and through digital channels.



For most companies, this starts with the design of their office space. Take **Diageo**, at One George Street. Its Singapore office has lots of open work spaces for collaboration and creativity, giving staff the flexibility to move throughout the day, following the flow of their meetings and the type of work required.

As befitting an alcoholic beverage giant, Diageo's piece de resistance is a state-of-the-art bar that is accessible as a work space for staff on workdays. It is here that the company hosts its “Brand Passion” sessions for staff, where they can not just learn, but also literally immerse themselves in their range of products. This bar also hosts weekly bar nights, as it transforms itself into a buzzy entertainment space for employees and their guests.

Ms Leesa Rawlings, Diageo's Asia-Pacific head of talent engagement, said: “We build pride in our employees by sharing the work we do, and equip them with knowledge and skills so they can be advocates of our brands and the company as a whole.”

Creating a culture of participation

The key to successful employee engagement is to understand and design practices around staff needs, aspirations and motivations,



DIAGEO

instead of trying to fit employees into the existing workplace practices.

One organisation that is leading the way is global investment giant **Schroders**, CapitaGreen, which believes the key success factor to engagement is when employees feel the firm looks after their career by offering development and internal mobility opportunities.

“We believe in building long-term relationships with our employees,” said Mr Daniel Tam, Schroders’ head of HR. “When employees see that they have a future with the firm and that we express an interest in their professional and personal lives, they are naturally engaged.”

The company recently launched a resource platform that enables its employees to take charge and create their own career development plans. “Through these plans, we encourage employees to identify the steps required in order to develop their career, and we facilitate the execution of these steps by offering various resources through learning and development, coaching or mentoring,” Mr Tam added.

Schroders is also planning to take the bold step of offering a reverse mentoring

Diageo’s Singapore office boasts a state-of-the-art bar that doubles as a work space for staff

programme, where seasoned executives are paired with and coached by millennial employees. The idea is to help promote a more cohesive intergenerational workforce and close the knowledge gap between the two groups of employees.

For companies that have yet to adequately engage their employees, it’s never too late to get on board. They could consider flexible work arrangements, family-friendly policies, work-life balance initiatives, good feedback channels and a strong reward-and-recognition programme. Think of ways to create a positive work environment and build a culture of trust. This could run the gamut, from communicating clear expectations and helping employees develop their full potential, to promoting transparency and getting employees involved in decision-making.

Developing a culture that supports employee engagement takes time and effort, but its rewards have a positive effect on employees, clients and, ultimately, the bottom line. ■

Verbatim

“I believe in fostering an environment where our people can thrive and grow.”

Rob Bryson,
Managing Director at recruitment firm **Robert Walters**, Six Battery Road, shares his proudest achievement and guiding principles in leading a team.



1. One of the most rewarding parts of my journey so far is that I’m still in contact with the people I placed when they started their careers 20 years ago — many of whom are now heads of multinational businesses.

2. Recruitment is a very people-oriented business, whether it’s working with individuals who are growing and developing their careers, with clients to help them overcome talent issues they face, or with candidates looking for their next role.

3. My guiding belief as a leader is to help my employees learn and grow. This means providing the right tools, systems and training, helping to drive passion in everything we do, providing clarity of vision and goals, ensuring appealing career paths and nurturing an environment where we can have some fun along the way.

4. We have a very open, collaborative and supportive culture at Robert Walters. We frequently work together as a team to share information and ideas, be it within the Singapore office or with our other offices across the world.

5. My advice to firms looking to build a culture of employee engagement is to take an interest in your employees and their growth. Listen to them, give them regular feedback and celebrate their successes.

NOTE FROM THE CEO



Dear valued tenants,

I hope you have had a great start to 2019!

I would like to extend a warm welcome to our new customers and a sincere thank you to our existing tenants for your continued support.

At CapitaLand Commercial Trust (CCT), it is our priority to create a conducive, vibrant and secure workplace. We are committed to enhancing your office environment, providing value-added services and fostering a strong workplace community.

The office landscape is evolving, and to meet the needs of our tenants, we have embarked on our Office of the Future initiative, which will see the development



of an ecosystem of innovative workplace solutions that are enabled by technology and enlivened by community activities.

A key pillar of the Office of the Future initiative is our workplace community. For this reason, we have a regular tenant engagement programme aimed at fostering a strong CCT community through curated activities. We hope these activities will enrich your work and personal lives, provide you a platform to meet like-minded individuals over shared interests and hobbies, increase social cohesion in our office community and strengthen a sense of belonging at the workplace.

As part of our plan to leverage technology to achieve our vision, we piloted CapitaStar@Work, a community mobile app, at Capital Tower in late 2018. This app aims to be a common platform to facilitate conversations and connections among our tenants.

Through it, you will also be able to sign up for activities, receive the latest building updates and offerings as well as book flexible spaces for collaboration purposes. The benefits of CapitaStar@Work will expand as it is progressively rolled out to our other properties.

As we work towards our vision of a vibrant, future-enabled community, we hope to rally as many of you to participate in our activities and be an active member of our community. On this note, I wish you a pleasant read and a fruitful year ahead!

Yours sincerely,

Kevin Chee

Chief Executive Officer
CapitaLand Commercial
Trust Management Limited



ARE YOU OUR NEXT WINNER?

Win 30,000STARS® in our online Readers' Contest. Visit our bit.ly/yclmar19 to participate.



New spaces at Capital Tower, Asia Square Tower 2

CapitaLand has partnered The Work Project to launch MARK, a members-only business club, as well as two new workspace locations at Capital Tower and Asia Square Tower 2.

Located on Level 20 at Capital Tower, MARK will offer business leaders access to sophisticated and luxurious environments that take executive gatherings to the next level. Designed as a calm, elegant space in Singapore's Central Business District, the club will bring to members a variety of elegant spaces, including the private Champagne Room and dedicated boardrooms.

Meanwhile, The Work Project Capital Tower, which launched in February, operates 50,000 square feet of world-class co-working and serviced office, equipped with top-notch technology infrastructure and working solutions over two floors that offer panoramic views of the city.

Come March, The Work Project will also open a second co-working office. Located in Asia Square Tower 2, this office spans over 41,000 square feet and features a vertical garden landscape by renowned botanist Patrick Blanc and meeting rooms decked

out with the finest ergonomic furniture by Herman Miller.

Said Ms Lynette Leong, CEO of CapitaLand Commercial, "MARK and the flexible working spaces by The Work Project will enhance CapitaLand's core offerings and provide our tenants with excellent additional options where they can work, meet and host events, all while enjoying bespoke experiences and great hospitality." ■

CAPITALAND NEWS UPDATE

MARK is part of The Work Project Capital Tower, one of the two new launches from the brand



THE WORK PROJECT

CapitaLand unveils CBD's first cinema

Workers in Singapore's central business district looking to unwind after a busy day can now add catching a movie to their list of activities, with CapitaLand's unveiling of the CBD's first-ever movie theatre.

Located on the ninth floor of Capital Tower, the Big Picture theatre is a 227-seater cinema operated by media company Salt Media & Entertainment. The theatre is one of the many new experiences launched as part of CapitaLand's new Office of the Future strategy to create the next wave of distinctive workplace offerings for its tenants.

As part of its launch, the theatre on 15 January hosted the global premiere screening of Australian film Storm Boy, which stars actors Geoffrey Rush and Jai Courtney. Fellow lead actor Finn Little and director Shawn Seet graced the red



SALT MEDIA & ENTERTAINMENT

From left: Storm Boy producer Matthew Street; Australia's High Commissioner to Singapore, His Excellency Mr Bruce Gosper; lead actor Finn Little; Mrs Margaret Gosper and director Shawn Seet

carpet on this occasion, while Australia's High Commissioner to Singapore, Mr Bruce Gosper, was guest of honour.

Besides a slew of movie screenings in the evenings and weekends, the Big Picture theatre is also available for rent by companies that wish to hold events like annual general meetings, press conferences and seminars.

To book the Big Picture for your corporate event, email custsvc-ct@capitaland.com ■

ARE YOU A GREEN CHAMPION?

yourCAPITALLETTER is looking for advocates of the environment. If you are someone who practises good habits, simply email yourcapitaletter@capitaland.com and tell us how going green is part of your daily life. The person with the best response will be featured in the next issue and also win a pair of Wildlife Reserves Singapore tickets!



CapitaLand

Copyright © 2019 CapitaLand Commercial Trust. Copyright is reserved throughout. No part of this publication may be reproduced

in whole or in part without the written permission of the publisher. CapitaLand Commercial Management Pte Limited accepts no responsibility or liability for any errors, omissions or resultant consequences, including any loss or damage arising from reliance on the information herein. Editorial and design by NewBase Content Pte Ltd. MCI (P) 120/04/2018

