Diversity & Inclusion in Frasers Property

Our business viability relies on our ability to respond to our stakeholders’ needs and expectations. We are committed to supporting the development and enhancing the well-being of our employees, tenants, customers and communities through our business activities and community investment initiatives.

Growing family at Frasers Property
People are at the heart of our business. We celebrate the diversity and expertise our people bring and are committed to enabling their professional and personal growth. We place emphasis on their career development, welfare, health and safety to ensure that we attract and retain people with the right experiences and expertise across the globe.

Frasers Property is committed to adopting fair employment practices and principles to encourage diversity in our workforce. We are a signatory to the Tripartite Guidelines in Fair Employment Practices in Singapore, and a member of the Singapore National Employer Federation. All our employees are also appraised on their performance through an open review process annually. Since 2016, we have been a signatory to the United Nations Global Compact (UNGC), the world’s largest corporate sustainability initiative and we are committed to the ten principles across the areas of human rights, labour, environment and anti-corruption.

In FY18, our headcount grew by about 5.4% across the Group, due to our continued expansion in Singapore and overseas markets such as China, the UK, Europe and Thailand. Our hiring rate of 44.2% is higher than the turnover rate (voluntary) of 33.6%. Due to the labour-intensive hotel/serviced apartment industry that we are in, as well as the large number of non-executive staff, the level of movement was significant. The hiring and turnover rates (voluntary) were much lower for our Singapore operations at 22.3% and 16.5% respectively.
Celebrating experiences and diversity

To champion our belief that experience matters, the Frasers Property Experience Ambassadors programme has been designed to help make the scale and diversity of our multi-national business real to our employees. The programme offers employees the opportunity to travel and experience life at another Frasers Property Group office location for a week. Between December 2017 and April 2018, six chosen employees, Experience Ambassadors, travelled to Singapore, Bangkok, Sydney, Melbourne, London and Shanghai and then returned to share their experiences with the rest of the Group.

Diversity within management team and board of directors

Our Board comprises 11 directors with a diversity of backgrounds, experience, knowledge, nationality, gender and age. Six directors are Non-Executive and Independent Directors. One of our directors is woman.

Our Executive Management Team is made up of nine members - the Group Chief Executive Officer (CEO), Group Chief Financial Officer, Group Chief Corporate Officer, Group Chief Investment Officer, Group Chief Human Resources Officer, Chief Strategy & Planning Officer, CEO for Frasers Property Singapore, CEO for Frasers Property Australia and CEO for Frasers Hospitality.

The Senior Management team who report directly to our Executive Management Team is made up of 22 members. 10 of which are women.
Cultivating talent

As our success depends on being able to bring the right expertise to the table, we are committed to investing in the growth of our people. In FY18, we dedicated 2.5% of our payroll costs to employee learning and development.

Under the guidance and broad direction set out by Group Human Resources, our global network of in-house Learning & Development (L&D) specialists design a range of training programmes that seek to equip our colleagues with future-ready skills and knowledge. These programmes are tailored to meet the needs of their professional function, seniority, and the cultural context in which they operate.

On-site training programmes are complemented by technology, including video conferencing and e-learning modules hosted on FPL’s HR platform, My HR Hub. These are to ensure that training programmes are as inclusive as practicably possible.

In FY18, our employees clocked an average of 50 training hours each globally, compared to 44 hours a year ago. Approximately 24% of total training hours were recorded by executive employees while non-executives accounted for 76%.
Equal opportunity and treatment
As laid out in our Code of Business Conduct, Frasers Property is committed to providing equal employment opportunities and fair remuneration based on meritocracy, with the elimination of discrimination. Frasers Property also has a zero-tolerance policy towards all forms of harassment, including but not limited to sexual harassment.

Fair employment practices
We are committed to adopting the five key principles of fair employment practices:

- Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), regardless of age, race, gender, religion, marital status and family responsibilities, or disability.
- Treat employees fairly and with respect and implement progressive human resource management systems.
- Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential.
- Reward employees fairly based on their ability, performance, contribution and experience.
- Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

Flexible working arrangements
In both Singapore and Australia, employees are given the choice of flexible working arrangements such as working from home and flexible hours. All employees are given three days' family care leave per calendar year. This allows employees, especially those with young children or elderly parents, to balance their work and family responsibilities.

Workforce welfare
In support of the Singapore government’s pro-family legislation and the Child Development Co-Savings Act, staff in Singapore, with at least three months of service, are eligible for 16 weeks of paid maternity leave and two weeks of Government-Paid Paternity Leave.

Launching a holistic L&D platform
Launched in 2018, the Frasers Property Learning Academy is a $1.3 million facility dedicated to L&D. The Academy’s classroom and seminar room are equipped with teleconferencing abilities to connect with overseas employees. Hospitality and retail mock-up rooms have also been installed to conduct specific trainings and test out innovative procedures, for example, new check-in methods.
Coupled with the launch of the Academy, Frasers Property will also establish a holistic L&D roadmap for all employees and organise forward-looking courses such as design thinking and digitalisation trainings in the future.

**Industry updates for our leaders**
The Leadership Education Series (LES) is a platform to keep our middle to senior management abreast of the latest industry trends and developments that could have an impact on our business. In FY18, three LES sessions were organised, where leaders from LinkedIn, Carousell and Amazon were invited to discuss a range of contemporary topics. A total of 145 employees attended the sessions.

**Fostering peer-learning at Frasers Property**
The Lunch & Learn series is a peer-learning platform that is open to all employees. Colleagues from various departments and functions are invited to share exciting projects they have worked on, allowing colleagues from across the company to hear about developments in other parts of the business. In FY18, two sessions were organised, with a total of 177 employee attending:
- A case study for land valuation and pricing conducted by our Executive Vice President for Business Development
- Robotic Process Automation pilot project which was led by our Management Associates

**Reaching out to younger colleagues**
The Heart to Heart Talk Series is a newly launched platform that is designed for our younger Frasers Property colleagues, where they can have an open dialogue with our senior management in a more relaxed setting. The junior colleagues are encouraged to voice their views, concerns, ideas, and aspirations to our leaders, while getting first-hand perspectives right from the top about our Group’s growth strategy. They are also able to meet their peers and expand their network within the Group.

**INSEAD leadership programme**
Over 20 members of our global leadership team gathered for the inaugural Frasers Property Leadership Summit - a rigorous three-day executive education programme developed in collaboration with INSEAD. Topics ranging from disruptive change, design thinking to the global macro environment were actively debated. The insights that our leaders shared puts the Group in good stead as we ready ourselves for our next lap of growth. More importantly, we believe that every member of our Frasers Property family should adopt a progressive, adaptive mindset.