

2018 Business Excellence

People Excellence Award

Executive Summary Report



PEOPLE
EXCELLENCE
AWARD

2018 WINNER





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Organisational Profile

Organizational Description

In brief,

- One of **Asia Pacific's leading professional services** consultancies
- Delivering projects in over **70 countries**
- **Highly engaged**, values driven culture
- **Employee-owned multidisciplinary consultancy** offering services across business advisory, engineering, architecture and planning, project and cost management, digital and software technologies and valuation
- **End to end delivery** across the asset, infrastructure and business lifecycle.

Beca in Singapore

Beca's service offering is divided into four main areas:

1. Buildings
2. Infrastructure
3. Industrial
4. Project Management

In 1979, the Beca Singapore office was established to support the evolving Buildings sector. We have about 200 employees in Singapore providing engineering consultancy services to both public and private sector clients.

In terms of market share and project scales, we are now one of Singapore's largest consulting engineering firms in the built-environment industry. In addition to buildings projects in Singapore, we have also undertaken projects in Sri Lanka, Vietnam, Myanmar, Thailand, China, Indonesia and Malaysia.

We are also closely aligned in our Values, our focus on technical excellence, and in our approach to client service.

In Beca, we want our people to consistently deliver the highest standard of quality in everything we do. We always maintain a focus on Client Service Excellence, making sure we put our clients in the middle of everything we do.

In 1996, Beca Singapore was the first local and privately-owned engineering consultancy to receive ISO 9001 certification. Following this milestone, in 1998 we were awarded the **Singapore Quality Class (SQC)** status in recognition of our company's commitment to quality. We have since upgraded to **Singapore Quality Class "Star" certification and People Developer** since October 2015.

We are proud to be the first and only engineering consulting and design firm in the country to be awarded both the People Developer and Singapore Quality Class certifications back in late 90s. But it's really our clients who are the winners here.

Whether we are helping our people develop their skills or applying our rigorous Quality standards to the work they deliver, our goal is to consistently achieve excellence. We value long standing relations, integrity and trust.



Organisation's purpose, vision and values

Our Vision

"Creative people together transforming our world".

Our Purpose

We make Everyday Better, whether to our Clients or our employees.

Our Values

Our business is built on four core Values of **'Partnership'**, **'Tenacity'**, **'Enjoyment'** and **'Care'**.



Employee Profile

Our staff numbers are around 200 employees, comprising mainly of engineering managers, technical and professionals. We have a balanced diversity of workforce across all levels.

Corporate Social Responsibility

As a responsible corporate company, Beca is guided by our values of 'Care' and the following guidelines:

- i. We believe in contributing to the well-being of the community and caring for the socially less fortunate

- ii. We will comply with all applicable statutory environment, safety and health requirements of Singapore
- iii. We ensure employee awareness and responsibility on environmental issues
- iv. We have participated in a charity run or charity walk events in Singapore for the past few years. Monetary donations have been raised and presented to registered charitable organisations in Singapore.



Belonging at Beca: respect, inclusion and equality

At Beca, our creative people are our greatest asset-together we are transforming our world. The more diverse we are, the better our ideas, strategies and client solutions will be and the more we will represent our world. We recognize that being inclusive of everyone, regardless of differences, is essential to maximizing creativity.

Organizational Challenges

- In a rapidly changing world of professional services with technological disruptions so rampant, we must continue to embrace new technologies to stay relevant.
- Improving efficiency in our business operations to stay in business in a highly competitive built-environment market that we operate.
- Sluggish growth in the industry we operate means we must look at diversifying our service offerings.
- Attracting and Retaining talents, the Best in Class, people whom could make positive differences to the success of our business.



1 Leadership

Senior Leadership

The Vision, Purpose and Values of our company are adopted from our parent company (Beca Group Ltd), located in New Zealand. The Beca Board adopts a leadership framework that entails Envisioning, Steering, Communicating and Evaluating Effectiveness.

A new Purpose Statement – “Make Everyday Better” was created in 2017 that better reflects the aspirational goals of our organization with a meaningful purpose that resonates with our people.

Our Singapore Leadership team created a purpose statement for the Singapore business, “**Make Everyday Better Through Transforming the Built-Environment**” which is consistent with the Group’s purpose.

Engagement

Our People

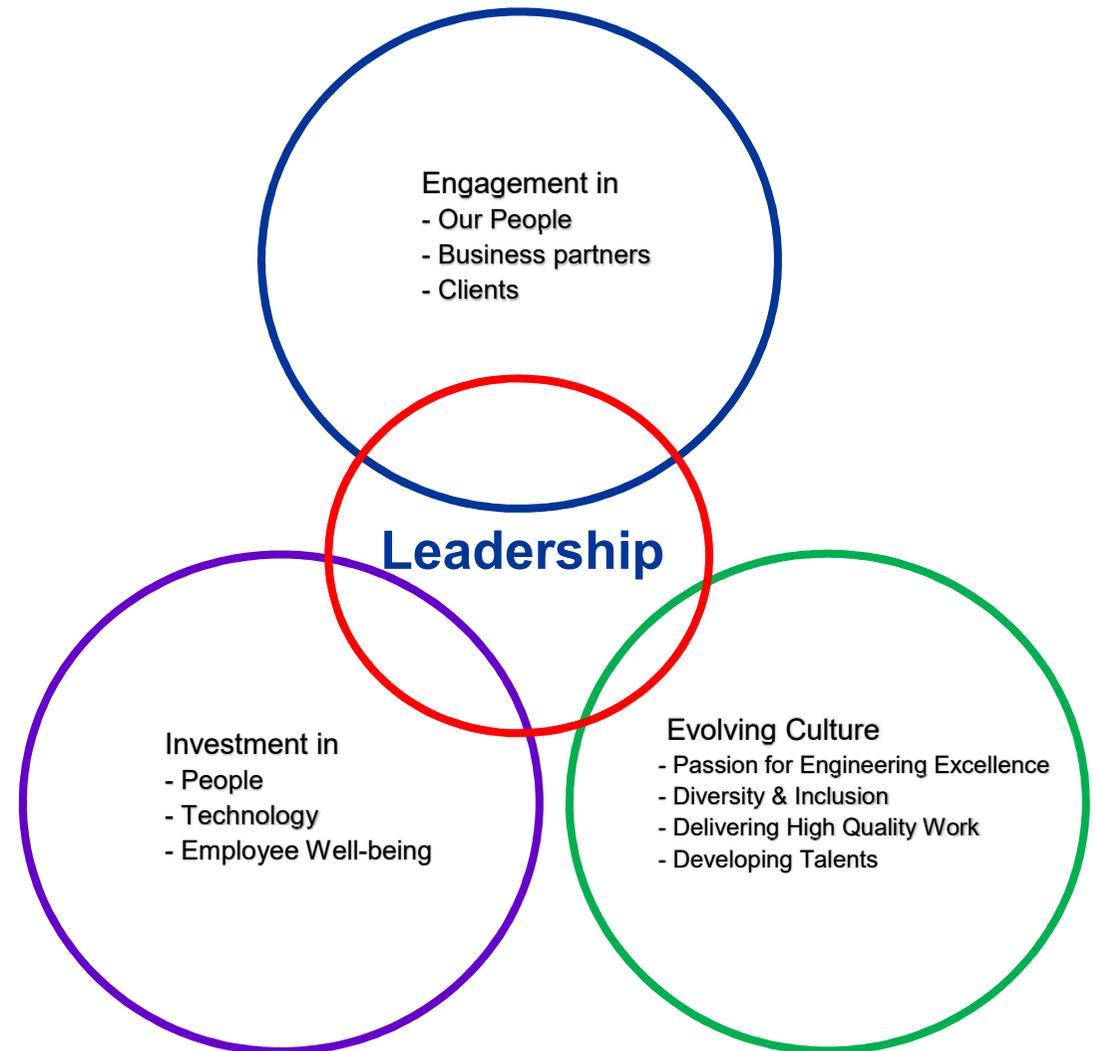
Our management team adopts a top-down and bottom-up approach in strategic planning. We have various channels for communication, interactions with our people through Monday Morning Meetings, MD’s Dialogues, Town Hall meetings and informal “Friday’s Fives” social gathering.

Our Business Partners

We take various opportunities to engage our Business Partners whom are largely the Architects to communicate our values and vision and how these can align with them. We support them on projects with our capabilities and knowledge and gather feedback on how our teams have been performing on our projects with them.

Our Clients

We engage our clients to build strong relationships, share knowledge and innovation and work towards how Beca can be a trusted partner for their success.



Investments

Invest in People – Our Greatest Assets

The organization is only as strong as its people. We search, attract, recruit and develop the best-in-class, whom are highly sought after by clients and architects. We also offer scholarships to selected students in the local university and offer internships to existing students in various universities each year.



Invest in Technology – Our Enabler

We constantly invest in new technologies and tools that help us successful in using these technologies for our projects which bring added value to our clients. For example, we have recently invested in Virtual Reality tool sets to further enhance our productivity in design engineering process in buildings.



Invest in Employees Well-being

In Beca, we recognize the importance of employees Health, Safety and Well-being. Maintaining a safe and healthy workplace is fundamental in delivering our core values. Our management team also visits sites to audit and promote good safety practices for our site staff.

We started an Employee Assistance Program (EAP), which engages an external psychiatrist for staff feeling stressed at work or at home to approach to get assistance.

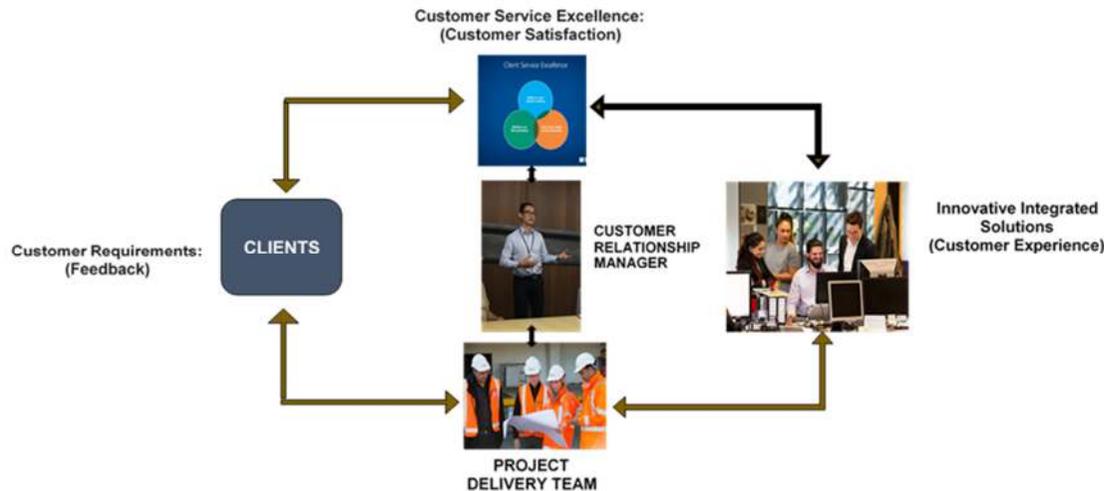


Evolving Culture

Beca's organisational culture is characterised by:

- ***A passion for engineering excellence*** that results in management at all levels being excellent technical practitioners as well as managers.
- Adoption of an inclusive culture that recognizes ***diversity*** in all aspects of our roles, giving opportunities to everyone.
- ***Delivery of high quality work*** in our continued effort in client service excellence.
- ***Developing talents*** with technical and soft skills. Our efforts paid off in our people winning “Young Engineering of the Year” awards in five (5) consecutive year at national level since 2014.

2 Customer



Customer Requirement

In the market segments which we operate, we assign Customer Relationship Manager (CRM) to each of our customers. The CRM roles involve:

- Provide as the point-of-contact to the customer
- Understand customer's requirements and manage expectations
- Engage customer feedback
- Actively involve with project delivery teams to ensure Customer's requirement are followed.

Customer Experience

Every project which Beca undertakes is uniquely different in terms of design and customers' requirements. We constantly work with our customers to develop engineering solutions to meet their needs.

Our customers often benefited from our innovative integrated solutions using state-of-art technologies for their projects. For example, we allow our

customers to visualize the design in a virtual environment to help them see their "Finished" product before it is actually built.

Customer Satisfaction

Customers are at the heart of Beca business and delivering a predictably positive client experience is a core element of our Client Service Excellence (CSE) commitment.

We regularly get feedback from our clients to identify service level gaps which sometimes appear in project delivery. Closing these gaps is part of our constant endeavor to "walk in our clients' shoes", "deliver our promise" and "earn the right to do business". These are key factors in achieving customer satisfaction.



3 Strategy

Strategy Development

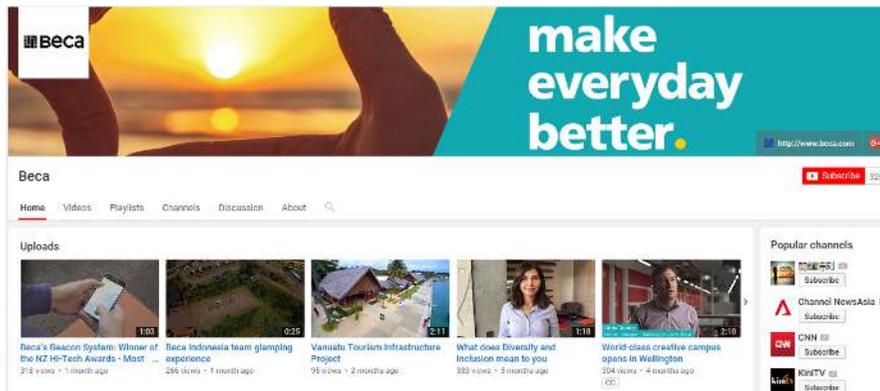
The Strategic Planning occurs at 3 levels every year:

Group Level - provides a common framework and over-achieving strategies/key performance indicators across the group.

Business Group Level – creates a common collaborative and constructive business group strategy taking into consideration technological changes, business trends and challenges.

Country Level – specific country strategy focusing on opportunities, goals, people strategies and capabilities.

In implementing our strategies, we develop work plans for managing risks, technical development of our people, resource planning, project delivery performances, business development, career development and succession planning.



4 People

Human Resource Planning

PEOPLE is at the heart of our business, our core assets and a key competitive advantage for the success of our business. We are a people-focused organization with clear Vision, Purpose and Values. The top leading people practices are:

- Developing the Best-in-Class
- People Focused System
- Evolving Culture
- Employee Share Ownership Scheme
- Employee Well-being



Underpinning these practices are a strong focus on staff engagement programme, people development and succession planning.

Career and Competency Framework is used to provide a clear career roadmap for our people. A competency-based career framework helps to define the attributes of a high performer and a basis to ensure our engineers' capabilities are updated regularly. An online "My Potential" portal, as a performance tool, allows staff to track their career performance and their developmental plans.



In Beca, we are known for our **culture of openness**, especially with the open office concept and an "open door policy" which allows employees to freely voice their needs, grievances, suggestions and improvements to management. Open and honest communication are made possible in various platforms.

Employee Learning and Development

Our efforts in people development and management has paid off in recent years. For instance, for the last five years we have produced "Yong Engineers of the Year" award winners at national level. Our teams of engineers have successfully contributed to the design and delivery of four President's Design Award for four projects in Singapore since 2006.



Succession planning at all levels. Junior staff members with leadership potential undergo a pre-selection process. Successful candidates are put through our Emerging Leader Program and some to our group Beca Leadership Program. Upon their successful completion, there will be career progressions for these engineers to take up higher role of leadership in the business.



Emerging Leaders Programme

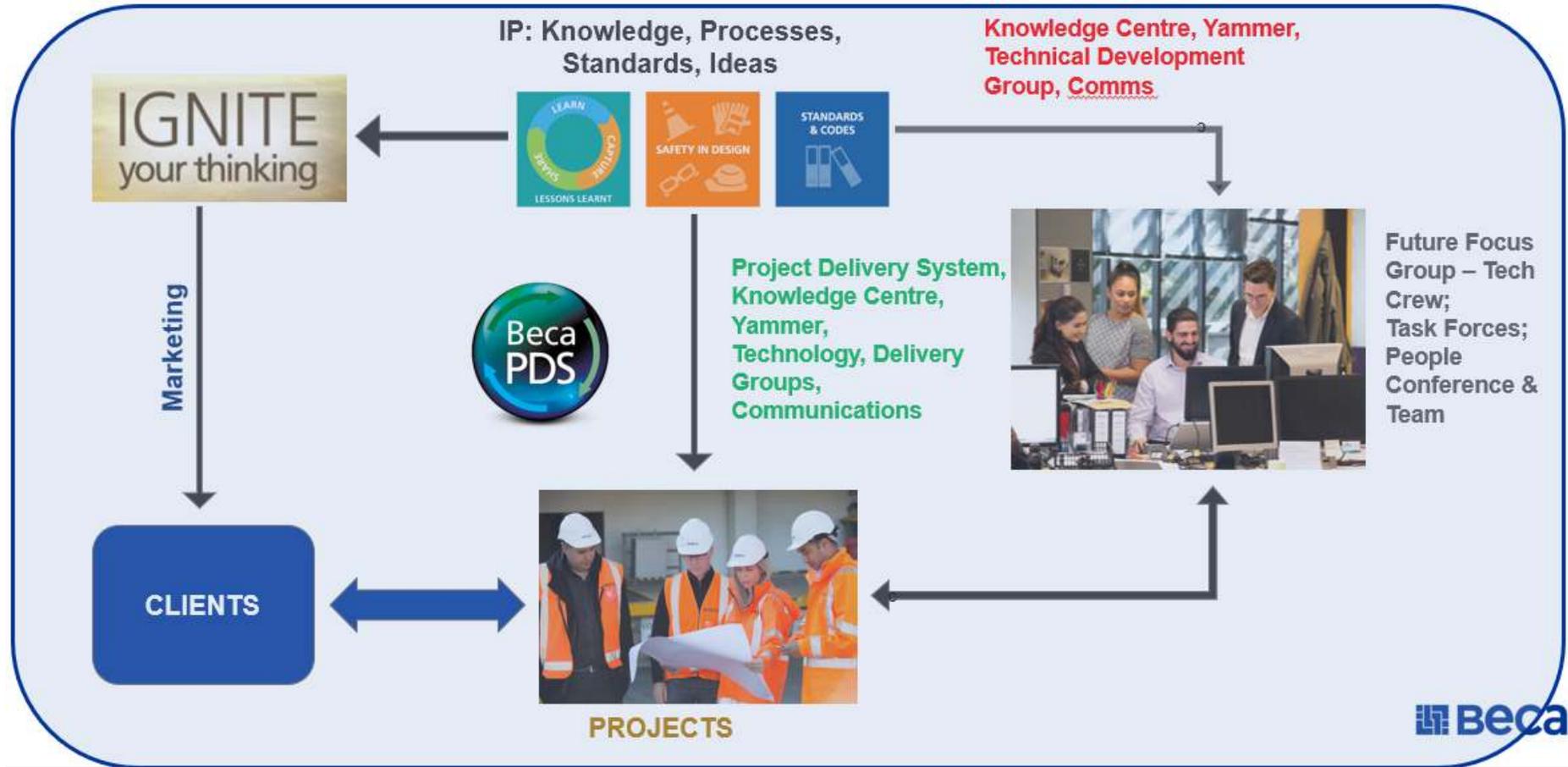
To help retain and groom talents, we invest in our Emerging Leaders Programme for future leadership positions.



5 Processes

Innovation Capabilities

We have established a **Comprehensive Integrated Process System** to nurture innovations, encourage learnings, improve project delivery efficiency, enhance communications and drive productivity.



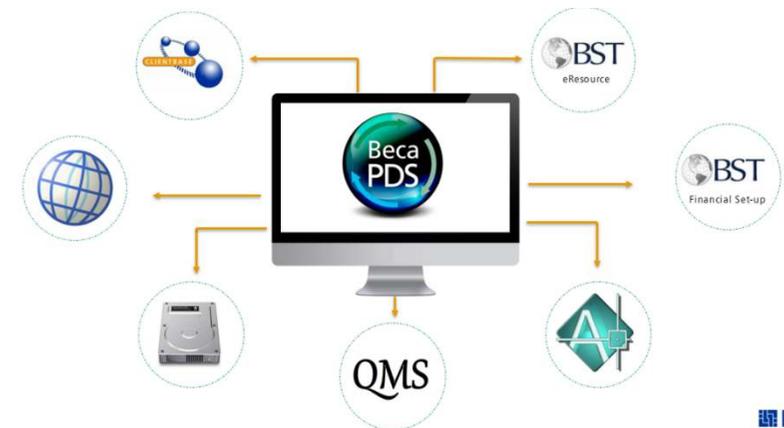
Process - Comprehensive Integrated Process System

Process Management

Our process management helps to meet customer and operational requirements. Some of these key processes include:

Project Delivery System (PDS) which aims to capture and link project related information over the entire project lifecycle for sharing, collaboration, reporting, risk management and re-use purpose.

PURSUE	PLAN	DELIVER	MONITOR	CLOSE
<ul style="list-style-type: none"> Risk <ul style="list-style-type: none"> Bid No Bid EM Bid Approval Proposal Risk Feedback Risk Risk Categorisation Risk Committee Review Environmental Impact 	<ul style="list-style-type: none"> Commission <ul style="list-style-type: none"> Project Outline Client Acceptance of Contract(s) Contract Review Approval at 3D Assignment Approval to Proceed Intercompany Work Order Approval Risk Core Planning Work Planning 	<ul style="list-style-type: none"> MPF <ul style="list-style-type: none"> Safety Test Risk Safety In Design Work Brief 	<ul style="list-style-type: none"> Progress <ul style="list-style-type: none"> JU/JM Review Scope Changes Risk Risk Categorisation Risk Committee Review Environmental Impact Client <ul style="list-style-type: none"> Client Communications Client Feedback 	<ul style="list-style-type: none"> Risk Close-Out <ul style="list-style-type: none"> End of Job Review



Knowledge Centre (KC) is a database using Microsoft Share Point Technology to store knowledge and allow everyone access to Beca best practice, lessons learnt, exemplary examples of design guides, procedures, templates and permutations.

Quality Management System (QMS) – assists in delivering quality projects outcomes, reducing downtime and improve our Health, Safety and Environmental performance.

Quality Management System

The Beca Quality Management System (QMS) is an organisational tool to help Beca consistently achieve its goals.

The [Beca Quality Commitment](#) defines Beca's commitment to quality in all aspects of its operations. Managing risk and opportunity when delivering products and services that meet or exceed client requirements is fundamental to developing and sustaining strong client relationships.

QMS Documents

For a full description of the QMS, including the organisational and job management structures established to govern its application, please refer to the [Business Management System Manual \(BM01\)](#).

Quality Procedures (QP)

These provide direction on meeting quality requirements for all aspects of the provision of services to Beca's clients, including internal controls. Our Job Management activities are governed by [QP12 - Job Management](#).

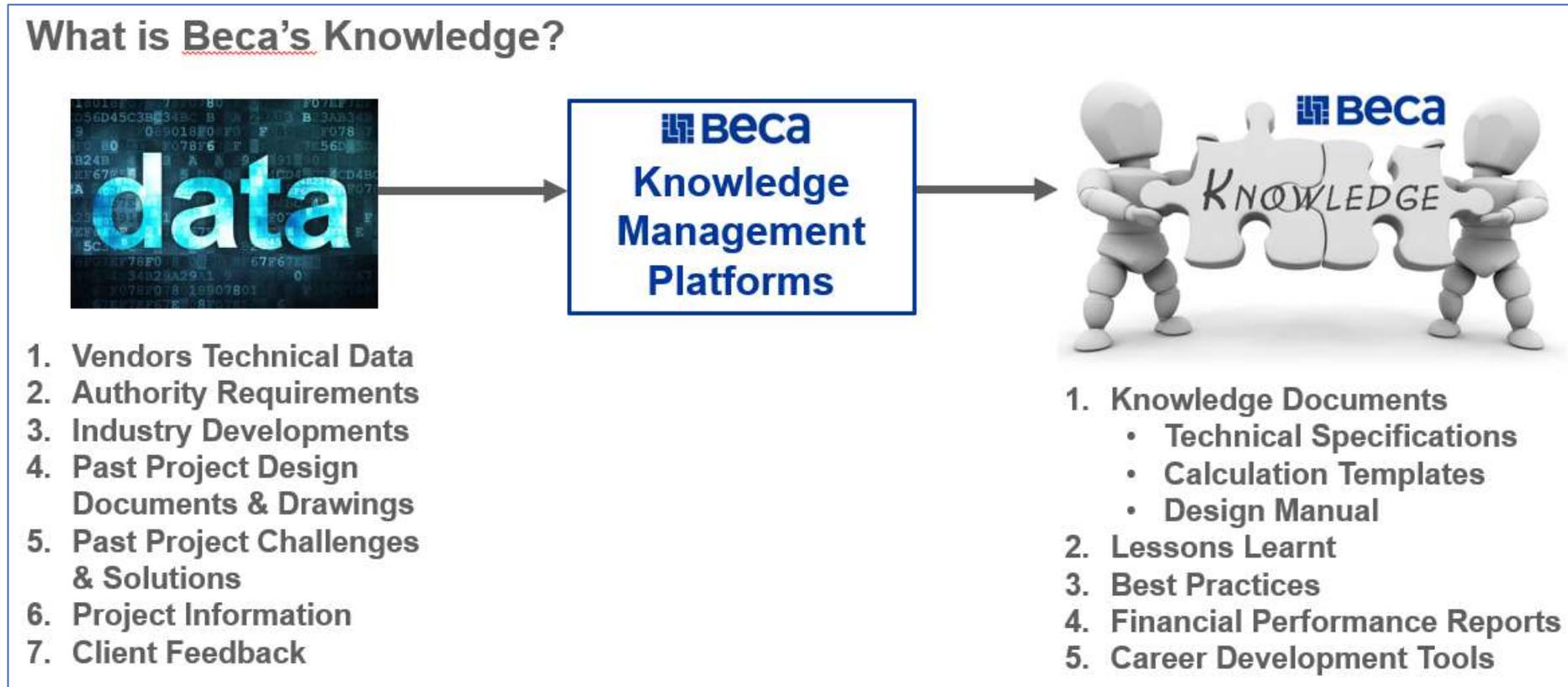
Work Instructions (WI)

These are documented work methods and practices which provide more detail or the means for implementing the quality procedures.

6 Knowledge

Knowledge Management A comprehensive suite of knowledge management portals provides detailed information for our employees on all aspects of our work.

From technology engineering design information, to Health & Safety incident management, to Human Resources Management, we have a customised system to share with our staff the information they need to plan and execute their work. The platforms provide users with both raw data and standard reports designed to assist in tactical and strategic decision making.

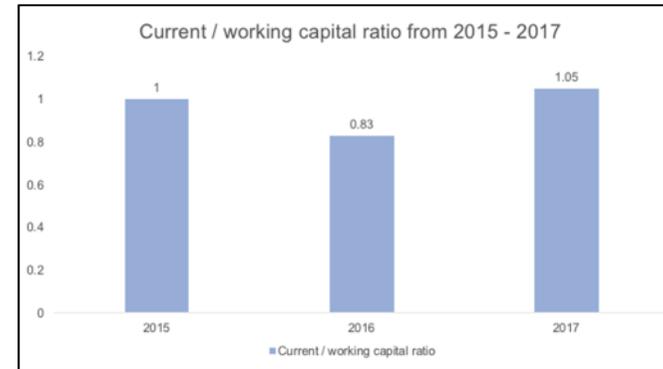
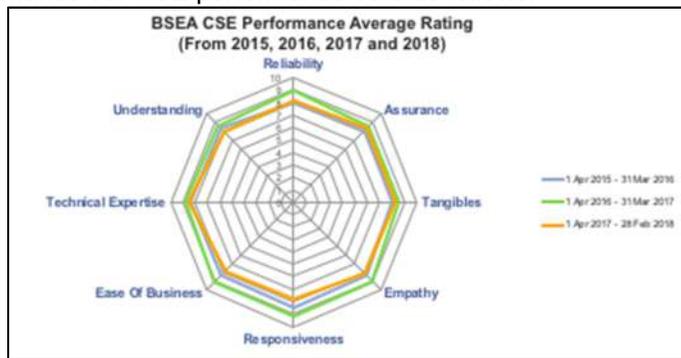


7 Results

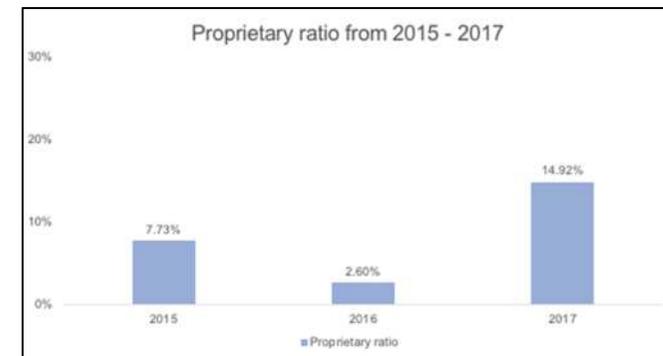
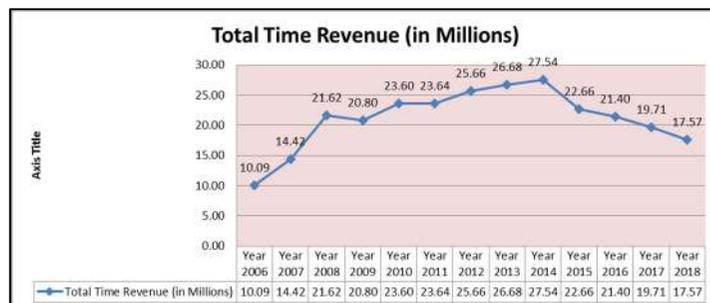
Customer Results

As part of our Client Services Excellence (CSE) programme, we adopted the Reliability, Tangibles, Empathy, Responsiveness (RATER) tool to measure our customer results.

Through customers' feedback survey [Not at all (0) to Extremely Likely (10)], we summarise our CSE performance core as follows.

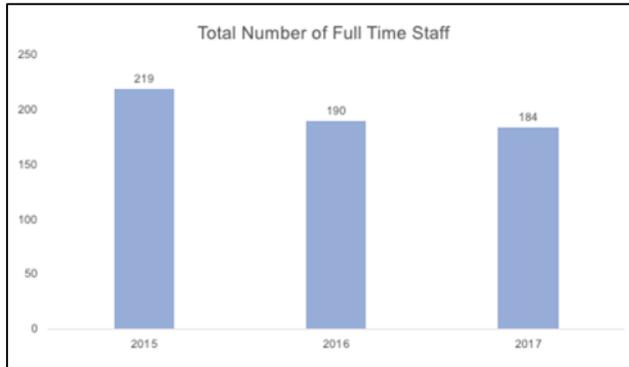


Financial and Market Results

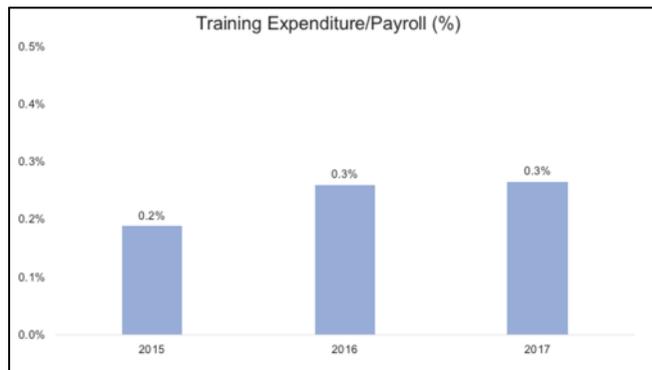


People Results

In 2016, the market has contracted due to the poor economic climate, which also caused a dip in our staff numbers.



The training expenditure per payroll remains the same for 2016 and 2017 despite the decrease in staff strength.



Employee Engagement Survey for 2016 was 74.59%, a 5.39% improvement from 2014.

Section	2016					2014 All Singapore
	All Singapore	BSEA	BAH	BPCM	BPCMM	
1. Vision and Values – Alignment	88.82%	90.31%	80%	65%	100%	74.3%
2. Vision and Values – Beca	72.78%	74.32%	56.67%	70%	100%	68.6%
3. Vision and Values - Communication and Cooperation	76.08%	78.68%	57.33%	56%	80%	70.9%
4. Systems and Processes	68.64%	79.39%	73.33%	90%	100%	72.2%
5. People - L&D and Performance	68.80%	73.68%	30%	35%	100%	70.4%
6. People - Job Design	78.97%	79.05%	80.9%	83.33%	16.67%	66.6%
7. Overall Perceptions	74.59%	77.42%	51.67%	55%	100%	69.2%

Key: (based on IBM Kenexa Ltd advice)

Good result = 75% and above	Average result = 50% – 74%	Low result = Below 50%
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Awards

Since 2010 Beca has continued to win numerous Built Environment Leadership Awards (both Platinum and Gold Class).

Beca is proud to support the efforts of the Building and Construction Authority (BCA) of Singapore in the development of a 'Green' framework, as well as through participation in pilot-testing projects that focus on sustainability. Our team of Environmentally Sustainable Design (ESD) engineers work closely with our Mechanical, Electrical, Civil and Structural engineers to develop seamless integration of green building designs.

Beca has been awarded the following local and international awards (as of 2012 to 2018):

- Green Mark Platinum Award (18)
- Green Mark Gold and Gold Plus Awards (11)
- ACES 'Young Consulting Engineer of the Year'(5)
- BCA 'Construction Excellence Award' (14)
- Green LEED Awards (2)
- Green Building Index (GBI) Awards (2)
- ACES Engineering Excellence Award (2)
- IES Prestigious Engineering Achievements Award
- Ministry of National Development's Minister's Team Award
- BCI Green Design Award
- ASEAN Energy Efficient Building Awards (2)
- President's Design Award (2)

