

14 Scotts Road, #06-00,
Far East Plaza, Singapore 228213
T (65) 6235 2411 F (65) 6235 3316

www.fareast.com.sg



LANDMARK

DECEMBER 2019

WWW.FAREAST.COM.SG



OUR MISSION
We are a Christian Enterprise, which develops
real estate and operates businesses by serving
with grace and love, integrity and honesty.

CONTENTS

December 2019

SPOTLIGHT Living in the Heart of Holland Village	2
SPOTLIGHT A Fullerton Hotel in a Historical Sydney Setting	4
EVENTS Taking Stock of Our Performance and Pursuing Excellence	6
AWARDS CEREMONY Far East Organization Awards Ceremony 2019	10
EVENTS 2019 Management Offsite	16
PEOPLE An Enriching Experience in Hong Kong	20
ACCOLADES Our Commitment to Excellence	24
EVENTS Golfing for a Good Cause	26
EVENTS A Superhero Family Day to Remember	28
EVENTS Celebrating Unsung Heroes	30
LEADERSHIP SPEAKERS SERIES Real Estate's Changing Landscape	32
LEADERSHIP SPEAKERS SERIES Contemplative Leadership: Rediscovering Good Work	34
LEADERSHIP SPEAKERS SERIES Leading with Vision and Inspiring Trust	36
CORAM DEO SERIES Led by God — Testimony by Pang Hoe Sang	38

SPOTLIGHT

Living in the Heart of Holland Village

Connectivity, convenience and community at a trendy Holland Village address.



ARTIST'S IMPRESSION

The future Holland Village mixed-use development is located within a unique neighbourhood imbued with distinctive cool vibes. Locals and visitors alike are often enchanted by the precinct's atmosphere and creative energy within its old-world charm and architecture. Here, artisan workshops and modern art galleries co-exist with some of the best bars, cafes and restaurants in town.

As homebuyers become more well-travelled, they look for homes that reflect their identity and their increasingly connected, modern lifestyles. They seek neighbourhoods that have history, charm and character, while still offering an accessible and comfortable lifestyle, such as the SoHo neighbourhood in New York City and Daikanyama in Tokyo. One Holland Village, the private residential development within our project, will be able to offer

such a lifestyle experience.

Nestled in the heart of Singapore's Holland Village in District 10, One Holland Village Residences will offer luxury, tranquillity and inspired-living in a fine selection of 296 low- and high-rise residential units. There will be the convenience of retail and dining offerings next door, easy access alongside the exclusivity of private residential living—all within a charming neighbourhood.

Developed by Far East Organization, together with Sekisui House Limited and Sino Group, the development comprises three distinct residential offerings.

The Sreen is a 34-storey tower that houses 248 apartments. Characterised by its spatial efficiency, it offers residents privacy, exclusivity and a tranquil place to unwind. The Leven comprises 21 units of low-rise apartments, architecturally inspired by the quaint walk-up flats

of yesteryear. Residents can embrace the area's laid-back, bohemian ambience through bright and airy interiors that extend outdoors. Lower-level units enjoy green outdoor spaces or private balconies, and top floor residences feature a walk-up rooftop terrace.

The Quincy Tower is home to Quincy House serviced residences and Quincy Private Residences, which are 27 luxury apartments located exclusively on the upper eight levels. Besides an amazing vantage, residents will have private lift access, *24-hour concierge services, a commercial-sized gym, a club lounge and a suite of other services provided by the Quincy House serviced residences' concierge.

Residents will also have access to smart-home elements such as digital door locks, video doorbells, lighting and air-conditioning controls and an e-concierge.

Four levels of facilities will be available, including sky terraces atop the Sreen and Quincy Private Residences, which will have country club facilities such as a 50-metre lap pool, rooftop tennis court, dining and function rooms, and BBQ pavilions.

The development is a short 3-minute walk to the Holland Village

MRT station and provides excellent connectivity to the rest of the island through the ever-growing web of bus, road, highway and rail transportation options, with easy access to shops on Orchard Road and workspaces at the International Business Park or the Science Park. Families with children will appreciate the close proximity

to leading educational institutions, such as Henry Park Primary School, Fairfield Methodist School, Anglo-Chinese Junior College, Hwa Chong Institution, Singapore Polytechnic and the National University of Singapore. **LM**

*Terms & conditions apply. Subject to change.



ARTIST'S IMPRESSION



ARTIST'S IMPRESSION

One Holland Village Residences

Situated in the iconic Holland Village, the three distinct offerings let residents shop, savour and socialise in one of Singapore's most well-loved districts.

Tenure	99 years leasehold
Site area	59,715 square feet
Total units	296
Sreen unit types	1- to 3-bedroom
Leven unit types	2-bedroom
Quincy Private Residences unit types	3- to 4-bedroom duplex

Address	1 Holland Village Way (Sreen) 3 Holland Village Way (Leven) 5 Holland Village Way (Quincy Private Residences)
Enquiries	6534 8000 (call) 9712 2344 (whatsapp) www.onehollandvillage.com.sg

In the Heart of the Village

Marrying old and new-world charm, the development will offer a dynamic range of uses: residential, serviced residences, offices, retail, community uses and various public spaces.

Within One Holland Village are carefully designed spaces, thoughtfully curated to complement and synergise with one another. For instance, Village Green is a cosy pocket park for enjoying cool evenings, while Village Square offers the buzz and vibrancy of outdoor markets and concerts.

Connecting these public spaces to the surrounding areas is a series of open walkways. Through street-paving design, the existing Lorong Liput and Lorong Mambong will be extended into the future development, creating a consistent and distinctive streetscape for the larger Holland Village precinct.

It is our vision to successfully energise the Holland Village neighbourhood and contribute to this vibrant and thriving community.

SPOTLIGHT

A Fullerton Hotel in a Historical Sydney Setting

The iconic GPO building in Sydney has been rebranded as The Fullerton Hotel Sydney.

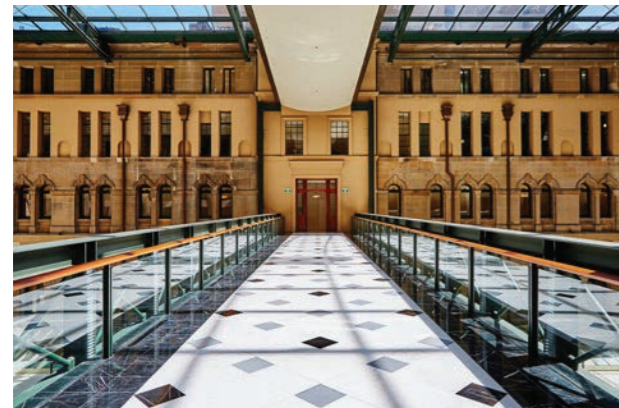
Sydney's historical General Post Office (GPO) is now home to The Fullerton Hotel Sydney. Built in 1874, the iconic building in Sydney's Martin Place is a beloved city landmark.

The rebranding of the hotel from October 2019 will mark the first overseas foray for The Fullerton Hotels and Resorts group. The group owns and operates two award-winning hotels in Singapore: The Fullerton Hotel Singapore and The Fullerton Bay Hotel Singapore. Both hotels anchor the historic and cultural Fullerton Heritage precinct

located in Marina Bay, the heart of Singapore's city centre.

The Fullerton Sydney is located a short distance from some of Sydney's most noteworthy restaurants, shops, theatres and iconic attractions like the Sydney Opera House and the Sydney Harbour Bridge.

Guests can choose between two distinct accommodation options: the charming, Heritage rooms which are located in the historic General Post Office building, and the contemporary styled accommodation in the high-rise Tower wing.



A Tale of Two GPOs

It is a tale of two heritage buildings turned hotels. Both The Fullerton Hotel Sydney and its sister property, The Fullerton Hotel Singapore, are housed in former GPOs.

The stately The Fullerton Hotel Singapore was built in 1928 and is recognised as a Singapore national monument, which accords the highest level of protection in Singapore. This is the equivalent of a listing on the National Heritage List in Australia.

"We are delighted to have the opportunity to present The Fullerton Hotels and Resorts' award-winning style of hospitality and hotel to Australia," said Cavaliere Giovanni Viterale, General Manager of The Fullerton Hotel Singapore.

"The Fullerton Hotel Sydney will become a sister hotel to The Fullerton Hotel Singapore, both of which share a similar rich history as former GPOs. We strive to deliver a luxury hotel that can further contribute to Sydney's

growth as an international tourist destination and showcase the beauty and heritage of the original building to a wider audience, both nationally and globally."

The hotel group is no stranger to restoring heritage properties. The beloved sandstone façade of the historic building in Sydney will be carefully maintained.

"As dedicated custodians of the building, and as part of our commitment to the community, this project has been designed to restore the beauty of the façade and will be carried out in line with the Heritage Management Plan and safety regulations," explained Cavaliere Giovanni. **LM**

The Fullerton Hotel Sydney

Address 1 Martin Place, Sydney, New South Wales, 2000, Australia

Website www.the-fullerton-hotel-sydney.com

EVENTS

Taking Stock of Our Performance and Pursuing Excellence

On 4 December 2019, Far East Organization's business leaders gathered at Village Hotel Sentosa, where they examined the impact of the changing business climate, and realigned on what it means to pursue excellence as a Christian enterprise.



As part of the Awards Ceremony 2019 proceedings, two panel discussions were held, where leaders shared their views on the volatile and uncertain business environment and its effect on the organisation's strategies moving forward. The session was broadcast 'live' on Skype for staff members who could not be present.

But first, Chief Financial Officer and Executive Director Koh Kah Sek presented the financial results for 2019 and the budgets for 2020. Overall, our businesses showed improved performance from 2018, with property sales doubling its figures and achieving its low threshold budget. This is largely attributable to the launch of One Holland Village Residence, where more than a third of the available units have already been sold.

In terms of recurring income—a strategy that has been in place since 2013 to strengthen our business resilience, through the building of a second revenue stream—we have also improved on our 2018 performance.

In light of our upward trajectory, which has been steadily growing from just over \$600 million in 2013 to almost \$900 million in 2019, we expect to hit our target of \$1 billion in either 2022 or 2023.

Kah Sek also touched on the Balanced Scorecard, which provides a more holistic measurement of the various business units' performance. While financial KPIs are usually focused on short-term targets, non-financial targets such as customer engagement, talent retention and footfall provided a longer-term view for the business.

She ended by sharing key new projects that are launching in 2020, both locally and overseas.

PANEL SESSION 1—TAKING THE PULSE OF OUR BUSINESS

The first panel session was moderated by Lui Chong Chee, Group CEO and Managing Director of Far East Orchard. Panellists were asked how emerging trade tensions, social and political upheavals and technological changes were expected to impact the marketplace, and what Far East Organization's response as a Christian Enterprise should be.

The New Face of Retail

The first panellist, Kah Sek, spoke about the challenging retail environment and the strategies that can be taken in light of coming changes. In particular, she noted evolving human behaviour as a big driver of change.

And while she may not have ready answers for overcoming the challenging environment, she believed it was more important to spend time thinking about solutions and test-bedding them than sitting and lamenting the limitations.

She suggests having a finger on the pulse of key accounts. Unlike in the past, where retail's focus was simply to fill up empty spaces, the leasing team now needs to know intimately what tenants' goals are and align with their growth plans. This means thinking strategically



about finding the "right" tenant.

As for the talent composition in Retail Business Group, Kah Sek felt it was worthwhile to consider bringing in asset managers well-versed in identifying opportunities, who know the business well and can improve assets in line with business goals.

Growing and Expanding our Property Portfolio

The second panellist was Gerald Lee, CEO of FEO Hospitality Asset Management. He felt the major change in the past seven years has been the reduced stability and profitability of Singapore's hospitality industry. He shared that when the REIT began in 2012, Singapore was the main focus area, largely due to the two new Integrated Resorts, government initiatives to boost the tourism economy and Singapore's reputation as a developed and stable country.

Over time, however, a surplus of hotel rooms coupled with an increasingly unpredictable socio-economic environment, turned the once-booming hospitality industry into a much more challenging one. Unlike the retail, commercial and industrial properties, which had the advantage of longer-term leases, hospitality REIT had a more difficult task of filling rooms on a daily basis.

Gerald and his team have come up with a five-year plan to diversify the FEHT's and over-reliance on the Singapore market. Strategies include growing the portfolio to at least \$3 billion to attract major investors, reconstituting and

"Strategies include growing the portfolio to at least \$3 billion to attract major investors, reconstituting and divesting existing assets, and adding foreign assets into its portfolio mix."

divesting existing assets, and adding foreign assets into its portfolio mix.

By continuing to be grounded in Christian values, which includes doing good for the community, Gerald believed the organisation was building resilience by strengthening its social ties.

Conquering the Diverse Market Down Under

The next panellist was Shaw Lay See, COO of Australia Properties business group. Lay See said different strategies are needed for the different Australian states. Because of Australia's expansive geographic nature, it was not viable to treat the country as one homogenous market. This was demonstrated in 2019, when Western Australia was badly affected by the poor resource market while the eastern seaboard cities like Melbourne and Sydney enjoyed a thriving economy.

Another challenge she saw for

the market was its close trading ties with the US and China, which are currently embroiled in trade wars. Australia would invariably be affected whenever something happened to the two countries.

Lay See noted some unique market opportunities, however. Because Australia was seen as relatively stable, social and political unrests in other parts of the world would often result in foreign investment being channelled towards it.

Maintaining Integrity and Doing Good in F&B

The final panellist was Brian Stampe, COO of Refinery Concepts*. He noted that one of the major challenges facing the F&B industry related to issues of integrity. He explained that there are incidents of false advertisement of quality of food and other discreditable practices.

Another challenge that Brian identified was the increasing siege mentality of consumers. He said the pervasiveness of social media meant some consumers were becoming more demanding, threatening a 1-star review if they did not get what they wanted.

Nevertheless, he believes that maintaining integrity and being compliant with local laws remain non-negotiable for Refinery Concepts and it was important to adhere to the organisation's core values to guide them in business decisions. This, he felt, would make our F&B business more sustainable.

Finally, Brian identified staff engagement as an important strategy moving forward. In an industry with a high turnover, giving staff members a sense of ownership over the business is what will keep them feeling satisfied and fulfilled.

*Refinery Concepts is the umbrella brand for our restaurant and lifestyle food & beverage arm Kitchen Language Pte Ltd, which is forming a Joint Venture with Commonwealth Capital Pte Ltd ("CCPL"). Brian Stampe is now the Executive Director of Group Special Projects at CCPL, where he will lead special projects for the Group.

PANEL SESSION 2—THE FUTURE OF OUR WORK

Session 2 was moderated by Mr Oh Thay Lee, Group GM and Director, Group Administration. He kicked off the discussion by asking what the work environment at Far East should be like in view of recent changes such as rapid digitalisation, increased mobility, a younger workforce and evolving needs.

Redesigning Work

The first speaker was Jodie Choo, Executive Director and Group Head of Human Resources & Information Technology. Jodie shared that Far East Organization was made up of almost 2,600 staff members consisting of PMETs, mature workers above 55 and low-income workers, which meant that rapid advances in technology, longer life expectancy and evolving societal values were real issues facing the organisation.

While she acknowledged that the work and working environment will no doubt undergo change, she thought the real question was whether such changes would bring opportunities or make us more vulnerable to displacement.

Jodie highlighted that the low-income workers are a particularly vulnerable group who could benefit from assistance. She spoke about job redesign and training to turn single- or semi-skilled workers into multi-skilled workers, in order to help the low-income workers



remain employable, allow them to draw higher salaries and have better job progression.

To the audience, Jodie said that as leaders who enjoy a wider circle of influence, they need to be more proactive preparing for the future. It is through personal and purposeful development that they will be in a position to help those with less control over their careers to grow and adapt to change.

Building New Workspaces and Infrastructure

The second speaker was Jonathan Ng, Executive Director, CEO's Office. For him, an ideal future was one where work was more efficient, work processes were scalable and time at work was more enjoyable.

Jonathan talked about building new work infrastructures in the physical and digital sense. He pointed to the new office space at Woods Square, where many of Far East's staff members are moving to in 2020, as a physical work infrastructure that is purpose-built for the future. The layout is designed to provide varied spaces to facilitate high-focus work, quiet thinking, informal and formal collaborations, and casual workspaces. The design is a departure from the existing paradigm, reflecting a future in which one size does not fit all, and staff members get to choose the work environment they are most productive in.

Jonathan noted that more can be achieved in terms of digital

work infrastructure, by further automating repetitive and non-value-added processes, and leveraging on the cloud to increase transparency and collaboration at work. Done well, staff would enjoy more time to themselves and also channel their energies towards growing their capabilities and career in a more sustainable, scalable manner.

Embracing Change

The third panellist, Augustine Tan, Executive Director, Property Services, shared that he has witnessed tremendous positive changes ever since he came on board. From an organisation that was made up of many silos, Far East has since transformed into a much more collaborative one.

He said that going forward, the organisation should continue to embrace organisational culture change. The end goal was for staff to naturally want the free exchange of ideas, to harness each other's individual strengths and to be better aligned.

Augustine urged the audience to embrace change, as history has shown that change helped humans to progress, forcing us to innovate and do better. So even if one's comfort level was temporarily being disrupted, one can be assured that the end result is a better version of oneself.

He believes that when one is grounded in Christian values, there is no need to fear change.

The Ever-Increasing Importance of Values

Concluding the panel discussion was Raphael Saw, COO of Central Support Services Group (CSSG). Raphael reiterated that focusing on principles like "operating on the solid foundation of our values and our rock who is Jesus Christ" remains relevant for the current and future environment, where the pace of change is accelerating and the volume of distractions will only get louder.

He also spoke about the principle: "to do good business and to do good in business". In practice, this means that to keep helping people, we need to ensure that our business remains healthy. So even though Agape Laundry, under CSSG, was designed with a social enterprise element in mind, it is still necessary to build the business on a foundation of good and sound operations.

With respect to "doing good in business", Raphael shared that CSSG's initiatives include providing

continued employment for staff from other parts of the organisation such as drivers and housekeeping staff, and supporting residents from the surrounding community and people with special needs through meaningful employment.

In the face of change, Raphael advised that communication among colleagues goes a long way. He also warned against the biased view that older staff members are less open to re-training, as that has more to do with mindset than age. **LM**

Questions from the Floor

Attendees posed questions about Far East Organization's business decisions and strategies. Here are the highlights:

Q: Why was the US not considered as a market for expansion?

Kah Sek: The countries we choose to invest in have to be quite similar to Singapore in terms of law and governance. One reason we are not investing in the US is the high tax rates. Another reason is that from city to city, the law differs significantly. This makes it difficult to scale and manage properties within the country.

Q: Will we be leveraging on any tools for culture shaping, and how will this pan out over the next year or two?

Jodie: We started to use psychometric assessment in our recruitment process about two years ago. Traditionally, this was

done using interviews and a lot of intuition. Although our intuition does work off information that we've gathered either consciously or subconsciously, we just wanted to make the process a bit more objective and information-based.

Q: What is our strategy for the next five years to ensure a highly performing structure under the new environment?

Jonathan: There are four elements to this. The first element is that we should be going from intuition to information. We need to get as much information as possible about the context, about the problems we are facing, and then we can make better decisions.

The second element is that we

want to move from lag time to real time. Having information in real time allows us to make decisions a lot faster than in the past.

The third is we need to move from the computer to the cloud. This is so that whenever someone needs information, they can get it instantaneously. There'll be no need for a lot of coordination and the information will no longer be in silos.

The last element will be moving from manual to auto. Any process that we come across that is very repetitive or manual, we need to automate and make sure that the computer is doing the work, so that we can do more value-added work.

AWARDS CEREMONY

Far East Organization Awards Ceremony 2019

Celebrating the achievements of the past year.

The annual Far East Organization Awards was held at Village Hotel Sentosa on 4 December 2019. The ceremony comprised of two main segments: the “Year in Review” session held in the afternoon and the “Message by CEO and Awards Presentation” in the evening. The event was attended by 395 staff members.

As part of the “Year in Review”, Executive Director and Chief Financial Officer Koh Kah Sek presented the 2019 financial performance and the 2020 budget during

the afternoon. Two highly engaging panel discussions—“Taking the Pulse of Our Business” and “The Future of Our Work”—came after.

The evening proceedings began with CEO Philip Ng taking the stage to deliver his keynote address, which was followed by dinner and the awards presentation.

The Awards Ceremony concluded with a closing prayer by Chaplain Yong Teck Meng.

Long Service Awards

50 Years of Service



Through my father's example, I've learnt the values of integrity, honesty and humility. Indeed, through him, Far East Organization has been very blessed. But I believe that the best is yet to be. Just as our late chairman was able to bring the organisation to where it is today, I am sure that God will continue to bless us all at Far East Organization.

To God be the Glory.

MRS DOROTHY CHAN, EXECUTIVE DIRECTOR, SALES ADMIN & LEASING

30 Years of Service

We have to adapt to changes in the working environment in order to accept future challenges with determination, hard work, dedication and the right working attitudes.

SOONG LAI KUM, PROPERTY TAX EXECUTIVE, SALES ADMIN & LEASING



25 Years of Service



There is something very special in each and every one of us. We have all been gifted with the ability to make a difference... Each one of us is contributing in our own ways, be it big or small.

HO YIN YIN, ACCOUNTS EXECUTIVE

20 Years of Service



The leadership of CEO Philip Ng and his vision to create a community of love is something that motivates me to stay with the organisation.

OH THAY LEE, GROUP GM AND DIRECTOR, GROUP ADMINISTRATION

I thank God for being able to work each day and to live life to the fullest.

RACHEL D/O MICHAEL MASIH, ASSISTANT ADMIN, FAR EAST ORCHARD

15 Years of Service



What I appreciate most about working in Far East Organization is the core values, especially the value of love which is close to my heart. I work in an environment that shows care and respect for everyone, and that really motivates me to do my best for the organisation.

HARIANI BINTE ROSLEE, ADMINISTRATIVE EXECUTIVE, RENDEZVOUS HOTEL BRAS BASAH

I hope to continue my growth with the organisation under inspiring leaders who lead and live our organisation values and exhibit honest, ethical behaviours that influence and impact our work culture.

DOREEN TAN, LEASING MANAGER, SALES & LEASING GROUP

10 Years of Service



This milestone is a signpost for hope that together with everyone, we can look forward to and work towards a better tomorrow and beyond.

RAPHAEL SAW, DIRECTOR AND COO, CENTRAL SUPPORT SERVICES GROUP

Those who are willing to be lifelong learners will achieve the most in life.

LIANA GOH PEI SHAN, ASSISTANT MANAGER, CUSTOMER SERVICE DEPARTMENT

If you are looking for a workplace that's filled with love, compassion, challenges and opportunities, you are in the right place now.

ANGIE LIM, ASSISTANT GENERAL MANAGER, REFINERY CONCEPTS

The management has respected us through personal recognition and has helped us every step of the way by constantly hearing our viewpoints.

JULIE TAN, EXECUTIVE, FAR EAST HOSPITALITY

It is heartening to know that the organisation makes such an effort to recognise staff who have chosen to journey together with the company.

ANDY YAP, MANAGER, INTEGRATED MARKETING, CORPORATE AFFAIRS

ACTIVE VOLUNTEER OF THE YEAR



Active Volunteer of the Year Award Recipients

It is an amazing gift to be able to help others and not just oneself.

RICKY NGUYEN PHUC MINH, SALES MANAGER, SALES & LEASING GROUP

Those who can, DO. Those who can do more, VOLUNTEER.

GALVIN TAN, CUSTOMER SERVICE EXECUTIVE, CUSTOMER SERVICE DEPARTMENT

SERVICE EXCELLENCE AWARDS & SERVICE EXCELLENCE DESIGN AWARD



Service Excellence Awards & Service Excellence Design Award Recipients

No change is too small to make an impact. We create the impossible with the possible.

KEVIN TOH HUNG WEE, MANAGER, RETAIL BUSINESS GROUP, SERVICE EXCELLENCE AWARDS RECIPIENT

A simple smile or a small act of kindness goes a long way.

JACELYN LEE RU TING, EXECUTIVE, RETAIL BUSINESS GROUP, SERVICE EXCELLENCE AWARDS RECIPIENT

CHAMPIONS OF FAR EAST ORGANIZATION AWARD

As an FEO Champion, I feel that it is my responsibility to be a good example to my colleagues and to inspire others.

USHER ZHANG GANG, ASSISTANT HOUSEKEEPER, ORCHARD RENDEZVOUS HOTEL



Champions of Far East Organization Award

I will continue to inspire my colleagues, influence the good culture guided by core values to build a community of love from workplace to beyond. And I hope they have the chance to embark on this wonderful journey.

RAYMOND CHUA, ASSISTANT MANAGER, RETAIL BUSINESS GROUP

Work hard, be humble, respect others.

TENGGU SA'ABAN BIN ARIFFIN, LEAD TECHNICIAN, CENTRAL ENGINEERING

Always follow our core values as a guide at work and even in your life.

LI QIANG, ROOM ATTENDANT, OASIA RESIDENCE

We need to show grace in our daily conversations and dealings... We need to lay aside our small difference as we work towards a common goal.

LINA FONG, PROJECT EXECUTIVE, PROPERTY SERVICES

Leasing Excellence Awards



Leasing Excellence Awards (Sales & Leasing Group - Residential) Recipients

Winning doesn't always mean being first. Winning means I have been doing better than before. Thank you for recognising my efforts with this award.

TRACY WONG MUN HENG, LEASING CONSULTANT, TEAM LEADER, SALES & LEASING GROUP
TOP LEASING (NEW LEASES) - 2ND PRIZE RECIPIENT



Leasing Excellence Awards (Retail Business Group) Recipients

Always be positive and never be afraid of challenges in life. Every challenge is an opportunity to succeed, so let's embrace them positively and strive to create a workplace that is filled with love and grace.

REBECCA QUAH YEE HOON, EXECUTIVE, RETAIL BUSINESS GROUP
TOP PERFORMANCE AWARD FOR EXECUTIVE (RETAIL LEASING - REVENUE & NEW TRANSACTIONS)



Leasing Excellence Awards (Sales Admin & Leasing) Recipient

The more difficult a victory is, the greater the happiness in winning it.

RICHARD MARCHAIN, LEASING EXECUTIVE, TEAM LEADER, SALES ADMIN & LEASING
TOP LEASING AWARD (NEW LEASES)

Sales Excellence Awards



Sales Excellence Awards (Hotels & Serviced Residence) Recipients

Do not be afraid to fail, be afraid not to try.

ENG JIA LER, ASSISTANT SALES MANAGER, FAR EAST HOSPITALITY HOTELS (CORPORATE SALES) - GOLD AWARD RECIPIENT

This is not just my effort but a team effort. This is dedicated to the best colleagues and the most supportive team in the Sentosa cluster.

JULIANNE NG LI HSIN, SENIOR SALES MANAGER, FAR EAST HOSPITALITY HOTELS (CORPORATE SALES) - BRONZE AWARD RECIPIENT

Be passionate and committed to your profession, feel the present, hold the vision, focus on the process and not the outcome, and you will enjoy great success.

CHRISTINE LEE CHIN SUN, DIRECTOR OF SALES, FAR EAST HOSPITALITY HOTELS (CORPORATE SALES) - SILVER AWARD RECIPIENT

Do not be afraid to speak up and communicate your ideas and thoughts. The management and the entire working culture is very welcoming, and people do listen and are willing to accept fresh ideas and even differences in opinions.

VALERIE NG HUI YING, SALES MANAGER, FAR EAST HOSPITALITY (HIGH PERFORMANCE) - GOLD AWARD RECIPIENT

There is no limit on how well one can do in the real estate industry as long as we have the heart and the right mindset.

SERENE OH SIEW HOON, SENIOR SALES MANAGER
RESIDENTIAL SALES - GOLD AWARD RECIPIENT



EVENTS

2019 Management Offsite

A total of 114 participants attended the 2019 Management Offsite held at Village Hotel Sentosa on the 23rd and 24th of July 2019.

This year's Management Offsite programme was well-received, with 93% of participants coming away feeling "Extremely Satisfied" and "Very Satisfied" with the overall programme.

The objective of the annual event is to provide a platform for top executives, senior managers and managers of Far East Organization to gather and create solutions that impact the future of the business. Additionally, the two-day programme helps attendees to align on our mission and desired work culture, and strengthen relationships through team activities.

Pre-Offsite Workshop

One significant change to this year's programme was the addition of a workshop segment, which kicked off on 13 June 2019. Participants were split into 10 teams and assigned one of the following three Challenge Themes:

1. Operating as 'Many Businesses, One Organization'
2. Creating Differentiated Products/ Services
3. Raising Productivity and Performance

In the five-and-a-half weeks leading to the event, teams met up to develop solutions based on Design Thinking principles to address their assigned challenges. This phase of the programme was facilitated by our partner, Design Sojourn, who provided guidance and coaching in various prescribed activities

including e-learning videos, field and desktop research, journey mapping and solution prototyping.

Kicking Off the Actual Event

All the hard work culminated in a competitive showcase at the much-awaited Management Offsite event, where teams presented their ideas to judges and fellow participants for a chance to be named one of the Top 3 winning teams.

Day 1 started off with a keynote address by CEO Phillip Ng. In his speech on "Stewards of Truth in Business and Life", our CEO emphasised "operating in truth, grace and love", and talked about what it meant to do what was right versus following the "voice of the world". He also shared his insights on current market conditions, as well as Far East's investment strategy moving forward.

Jonathan Ng, Executive Director, CEO's Office, spoke about becoming more efficient by improving "Our Work Infrastructure". In his presentation, Jonathan talked about leveraging on new technologies, as well as the importance of knowledge-sharing across the organisation.

The impact of his presentation was well captured by one participant, who said: "His message to all to make use of technology is timely. We should all share information across BUs and not keep them privately."

During his session, Jonathan also stressed that for technological changes to be effectively implemented, it was important for

everyone to adopt a mindset change.

Design Thinking Hackathon Project—Gallery Walk, Project Pitches and Awards

The rest of Day 1 was reserved for participants to set up their booths and finalise their pitch for the actual presentation on Day 2.

After a quick recap of their design-thinking journey, teams prepared for a preview "Gallery Walk". Through this session, participants viewed other teams' prototypes as well as tested and received feedback on their projects. With these added insights, teams made last-minute enhancements and revisions to their pitch.

For the final pitch presentation on Day 2, the panel of judges consisted of Executive Directors Mrs Dorothy Chan, Koh Kah Sek, Edward Ng, Augustine Tan, Jodie Choo, Lui Chong Chee, Arthur Kiong and Gerald Lee. They were joined by external industry practitioners, Lisa Choo, Partner & Director of Human Research, Design Sojourn, Khoo Peng Beng, Founder of ARC Studio and Lisa Liew, Luxury Branding Leader.

In addition to the judges' input, which accounted for 50% of the scoring criteria, participants also got to nominate their preferred project, which made up the other 50% of their total score.

In the end, it was the projects by Teams 1, 2 and 8 that most impressed the judges and participants.



← **3RD PLACE - TEAM 8**

LIM SOO CHING (LEADER)
GILL SINGH
CHIANG HOCK WEE
JOYCE YIN
KEITH POH
KOH LOK KEE
NG SIOK GIOK
NEO SIEW YONG
TRILLIA SHI
VALERIE PANG

Challenge Statement:
How can we help the staff in Far East Organization work productively and efficiently in offices of the future?

Prototype Solution:
1) An organisation-wide set of collaboration principles and meeting protocols. In other words, principles for 'if' and 'when' a meeting is permitted, timeline and preparatory requirements ahead of meetings, etc.
2) Productivity and space management platform, such as desks and room searching and reservation system.

→ **2ND PLACE - TEAM 1**

MALCOLM LEONG (LEADER)
BRETT WALKER
CELESTINE GOH
CHERYL HUAN
MOK CUI YU
JOANNA GOK
LIONEL CHUA
MARC BOEY
OLIVIA LUA
TEO YAN HAO

Challenge Statement:
How can we capture information, knowledge and insights gained by each business and share them across the organisation?

Prototype Solution:
A knowledge-management platform to capture, share, use and update knowledge, and the supporting organisation enablers (e.g., roles and responsibilities, access control policies and processes) to ensure discipline and sustainability.





← **1ST PLACE - TEAM 2**

SAMUEL LIM (LEADER)
 AUDREY CHUNG
 EDWARD NG
 ELAINE CHIN
 ELIAS TOH
 GOH GUAT BEE
 JULIANA TEO
 KRIS WONG
 REGINA YAP
 XIAO WENSI

Challenge Statement:
 How can “Many Businesses, One Organization” translate into a unique FEO value proposition for our customers at Holland Village?

Prototype Solution:
 1) Deliver an integrated One Community, One Experience to customers through “Far East Communities”, a community-as-a-service offering, leveraging on the strengths of our many businesses to meet the needs and wants of our customers at Holland Village.

2) Work internally as one team, with one P&L, operating on a shared vision of delivering an integrated community experience with a shared set of KPIs. The one-team approach removes siloed business structures, decision making and resource allocation priorities, in which each BU is only responsible for their respective part of Holland Village.



Moving Forward

In the month following the Offsite event, project teams went on to revise their projects based on the feedback provided. Implementation Plans have since been submitted to the CEO and EDs for review.

All in all, participants found the event to be positive and are already looking forward to 2020’s Management Offsite. Their comments say it all:

- “Good job to the organising team!”
- “Doing away with the performances segment gives us more time to focus on more important matters.”
- “Do this again at the next Offsite.”
- “The project theme for this year is a good approach. Hopefully some of the suggestions from the team can be successfully implemented and achieve results.”
- “The activities are well planned and well scheduled. It has been an intensive two days but a fruitful one spent with colleagues. Thank you and kudos to the organising team!” LM

PEOPLE

An Enriching Experience in Hong Kong

In May this year, our Far East Organization Champions, as well as our Service Design Excellence Award and Service Excellence Award winners were sent on a five-day trip to Hong Kong to visit and learn more about the operations behind some of the city's hotels and F&B establishments.

Learning Innovation

Kicking off the tour was an eye-opening visit to Sino Inno Lab, which is a sandbox platform for start-ups and technology companies to co-create and test out prototypes and ideas for existing businesses, without affecting actual operations.

Here, our award winners were exposed to interesting innovations such as Projection Mapping, which uses 3D technology to portray different room designs and layouts in one showroom. Other innovations that the team will share with their teammates back in Singapore include Smart Film, which can be applied on glass panels to be used as blinds as well as information displays, Smart Mirrors, Robot Concierges and Virtual Fitness Trainers.

Julie Tan, Executive, Hospitality Business Group, Learning and Service Quality Team, said, "Visiting... the Sino Inno Lab was an eye-opener, seeing how they encourage innovation for better living through technologies which can be applied to hotels, residences and shopping malls... It's like a playground for techies to demonstrate their ideas and watch them come to life. For Sino Group to come out with such a platform is



both encouraging and exciting."

Next on the agenda was a visit to Lee Tung Avenue and The Avenue, where the group reviewed how the pre-war street was successfully revamped into a hip and bustling commercial and residential precinct.

One of the rejuvenation methods employed by the developer included introducing a 200-metre, tree-lined pedestrian walkway dotted with restaurants, cafes and retail outlets en route towards Hong Kong Island. Adding to the vibrancy of Lee Tung Avenue is its close partnership with the local arts scene—something



that resonates strongly with Far East Organization as well.

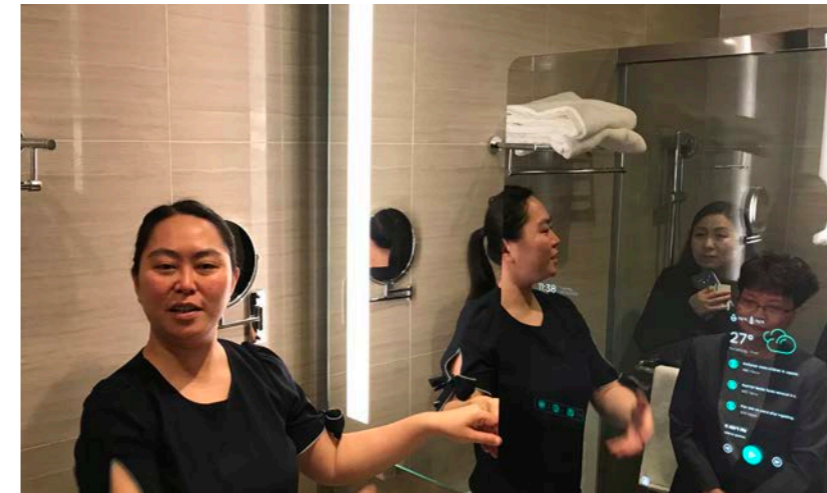
Hospitality Track

On day two, trip participants were split up into two tracks that were customised to their areas of interest. The first was the hospitality track and consisted of Ally Ong and Julie Tan from Far East Hospitality, Shi Ying from Village Residence Clarke Quay, Ding Huan from The Outpost Hotel Sentosa, and Tan Bee Suan from Group Administration.

In a span of two days, they visited Sino Hotels in Kowloon, Hong Kong Island and the New Territories to

“

...It's like a playground for techies to demonstrate their ideas and watch them come to life... such a platform is both encouraging and exciting.”



learn the best practices from their Sino colleagues.

One of the special learning highlights occurred during a visit to Hong Kong Gold Coast Hotel in the New Territories. They were able to study some of the hotel's more unique, environmentally conscious practices. These included solar panels and smart water dispensers, as well as a one-of-a-kind "Green Upcycled Room" that featured upcycled products, eco-friendly toys and organic food.

Another noteworthy visit was to Island Pacific Hotel located on Hong



Kong's West Central waterfront. Much like our Village hotels, Island Pacific Hotel also encourages guests to "live, eat and play like a local".

There were postcards in every room that provided information on the local "must-try" and "must-eats"—an idea that trip participants said they would be eager to implement back home.

F&B Track

The F&B track consisted of Kevin Khoo and Angie Lim from Refinery

Concepts (RCPL). They visited a total of ten restaurants and five bars, ranging from upscale dining establishments to quirky, hidden bespoke bars.

A couple of keen observations were made. During afternoon break, which was from 3 to 6pm, many restaurants continued to operate with reduced staff strength, offering a smaller snacks and drinks menu. Another was how strong the brand DNA of the bars and restaurants were, which was evident in their

theme being consistently displayed on items such as coasters, napkins, placemats, name cards and menus.

For the bars specifically, both Kevin and Angie noted that showmanship and expertise of the bartender went a long way in attracting customers. Angie said, "Some of the bars have chosen not to serve food, which means that their business is really carried by interesting features such as the 'performances' by bartenders, as well as their ability to make drink recommendations."

In response to these observations, RCPL will consider implementing limited menus at split-shift restaurants such as The Pelican and Kinki Restaurant + Bar. Stronger branding to increase customer impressions across various touch points is another thing that will be looked at.

Finally, RCPL will also be looking into furthering the training of bartending staff to raise their skill level, as well as re-orientating the bar to allow more customers to view the action behind the bar. **LM**



{ What Our Awardees Have to Say

Landmark catches up with our awardees, who shared their thoughts on what it means to be a Far East ambassador as well as their memorable takeaways from the trip.

Q: How does it feel to be recognised as a Champion?

"To win the award is one thing, but to know that your peers are happy for you, and think that you are deserving of the award motivates me to be a better colleague and friend."

Ally Ong, Assistant Manager, Far East Hospitality
Champion of Far East Organization

Q: What was a personal highlight of the trip for you?

"It was getting to know my fellow Champions better. They are all so accommodating and pleasant, and I cannot ask for better companions to travel with. Through this trip, I was also able to understand some of the challenges faced by our colleagues from the different business units."

Julie Tan, Executive, Far East Hospitality
Champion of Far East Organization

Q: How do you see your role as a Champion of Far East Organization?

"As a people manager, I would like to continue to groom my team by giving them opportunities to grow within the company. Apart from forming a cohesive team, this will help in lowering turnover rate and at the same time, maintaining consistency in service delivery as well as stable operations at the outlets."

Angie Lim, Operations Manager, Refinery Concepts
Champion of Far East Organization

Q: Name one thing that struck you on the trip?

"At The Olympian Hotel, I observed how staff from different departments came together to serve guests. The front desk staff also had to do housekeeping as well as carry luggage. I believe that this team spirit and cohesion demonstrates their commitment to serving guests and is certainly one of their biggest assets."

Ding Huan, Room Attendant, The Outpost Hotel at Sentosa
Service Excellence Awardee

Q: What makes you a worthy Champion?

"I don't think I've done anything special to deserve this award. I treat the guests here like my family and friends. Whatever I do for them, I consider it my basic duty. Whenever I see customers leave with a smile on their face, I feel happy and deeply satisfied."

Shi Ying, Room Attendant, Village Residence Clarke Quay
Champion of Far East Organization

Q: What is one thing that you took away from this trip?

"I walked away from this trip with one major learning, and that is no matter what we do, we do our best for our colleagues and customers, and we serve with grace and love by showing genuine care for them, and putting their wellbeing before our own."

Tan Bee Suan, Office Cleaner cum Tea Lady, Group Administration
Champion of Far East Organization

Q: What was the most fulfilling part of the trip for you?

"This trip was an eye-opener. Every restaurant and bar we visited provided us with something to learn and apply. We saw how little details in execution boosted the dining experience to the next level. A similar overseas F&B study trip should be budgeted yearly."

Kevin Khoo, General Manager, Refinery Concepts
Service Excellence Design Awardee

ACCOLADES

Our Commitment to Excellence

Awards garnered by Far East Organization's properties in 2019.

1 The Scotts Tower, designed by celebrated Dutch architect Ben van Berkel of UNStudio, is a 31-storey luxury residential tower located minutes from Orchard Road, with a versatile and customisable space for living, work and leisure. Its 231 apartments highlight a vertical spatial concept, with landscaped gardens, sky terraces, penthouse roof gardens and a variety of recreational facilities. The Scotts Tower is a Far East SOHO development.

FIABCI Singapore Property Awards 2019
Winner, Residential (High-Rise) Category



2 Village, Outpost and Barracks Hotels are three distinct hotels located at the Artillery Avenue in the Palawan area of Sentosa. Both The Barracks Hotel and The Outpost Hotel Sentosa reflect the island's rich colonial history, transporting guests to a time of exploration and discovery. The Village Hotel Sentosa is an expansion of the already-established Village brand and its 606 cosy rooms and suites are specially designed for families, leisure and meeting groups.

Singapore Landscape Architecture Awards 2019
Gold Award Winner, Hotel & Resort Landscape category

3 Alana is a cluster housing development that offers the privacy of landed housing with condominium facilities. Located in Sunrise Terrace, this gated community provides 24-hour security and is close to Yio Chu Kang MRT station. Its Hawaiian garden-themed design offers a tropical getaway with generous living spaces of up to 3,000 sq ft.

Singapore Landscape Architecture Awards 2019
Merit Winner, Hotel & Resort Landscape category



4 The Seawind offers a unique combination of three different residential choices—SOHO apartments, condominium apartments and townhouses—located at Telok Kurau with splendid greenery and proximity to the East Coast waterfront and the Central Business District (CBD).

Singapore Landscape Architecture Awards 2019
Merit Winner, Residential Landscape category

5 SBF Center is a 31-storey commercial development located in the heart of the Central Business District along Robinson Road. It offers contemporary office spaces and dedicated, purpose-built medical suites set in park-like greenery, with features such as a collection of sky gardens, a fully sheltered park-like plaza with F&B outlets as well as a 20m lap pool and gymnasium. A certified Green Mark Platinum building, the property is a joint venture project between Far East Organization and Far East Orchard Limited.

Construction Excellence Award 2019
Excellence Award Winner, Commercial/Mixed Development Buildings Category

6 RiverTrees Residences' key highlight is its location overlooking the Punggol River at Fernvale Close. The 495 units are laid out across five towers that slant away from each other to maximise views of the river, as well as enhance privacy. The property is developed by Far East Orchard, Frasers Property and Sekisui House.

Construction Excellence Award 2019
Excellence Award Winner, Residential Buildings — \$1,800/m and above Category

7 Village Hotel Albert Court is a pre-war conservation development that offers heritage blended with modern day flair. Located near the cultural enclaves of Little India and Bugis, it's an easy car ride to Orchard Road and Suntec Singapore Convention & Exhibition Centre.

BCA Green Mark Award for Buildings 2019
(Platinum Re-cert) Existing Non-Residential Building



EVENTS

Golfing for a Good Cause

The 5th edition of the Albert Goh Cup proved to be a success with the more than 150 golfers who came to support this much anticipated biennial charity event.



WINNERS OF THE 5TH ALBERT GOH CUP

INDIVIDUAL WOMEN'S DIVISION
1ST RUNNER UP – TAN MING SIEW
CHAMPION – JOIS PHOO

INDIVIDUAL MENS' DIVISION
1ST RUNNER UP – DR GARY CHEE
CHAMPION – JONATHAN YEO

WINNING TEAM
JONATHAN YEO
WILSON TEO
PAULUS LIAUW
DR TAN JEE LIM
JEFFERY LIM
LAWRENCE LEOW
WENDY LIM
YUKO NAKAHIRA

A total of 152 friends, associates, staff members and alumni of Far East Organization gathered on 3 May 2019 for a meaningful day of golf and fellowship at the Albert Goh Cup, held at Sentosa Golf Club.

As a testament to the event's success, many compliments were accorded to the hardworking organising team behind the event.

One attendee, Ms Wendy Lim, Manager, Specifier Relations, Nippon Paint, shared that despite the scorching heat, the players had all felt very pampered by the staff, who ensured that they were constantly hydrated. They were even plied with snacks throughout the duration of the 18 holes.

"There were staff in buggies driving around and tending to our needs. It was so personal and thoughtful... Far East has indeed set a whole new standard for golf events," she said.

In addition to being a platform for friends and staff members of Far East Organization to connect over a game of golf, the event also sought to raise money for needy causes.

The beneficiaries for this year's event were personally selected by former Senior Executive Director and namesake of the event, Mr Albert Goh, and included Ju Eng Home for Senior Citizens, St Andrew's Autism School and Singapore Cancer Society.

After a relaxing afternoon of golf, guests proceeded to the Grand Salon. Over cocktails and dinner, participants got to catch up with both old and new friends.

As part of the dinner programme, prizes were also presented to the day's winners across categories such as Far East Organization Staff and Alumni and Business Partners Challenge, the Individual Men's and Women's divisions, as well as 'Closest to Pin', 'Closest to Line' and 'Long Drive'.

To mark the completion of yet another successful event, a token of appreciation was presented to Mr Albert Goh, without whom this event would not exist. **LM**

"We would like to thank Far East for the excellent hospitality. It was a real honour to meet Mr Albert Goh in person. Far East's commitment to Albert Goh set a new bar for the demonstration of corporate appreciation for their staff. The organising committee chaired by Ms Quek Ai Ling did a marvellous job making the Albert Goh Cup a successful and memorable event"

DR TAN JEE-LIM
CONSULTANT SPORTS SURGEON
JL SPORTS MEDICINE & SURGERY PTE LTD



COMPLIMENTS TO OUR ORGANISING TEAM

KUDOS TO OUR ALBERT GOH CUP ORGANISING TEAM AND ALL THE STAFF INVOLVED FOR PUTTING TOGETHER SUCH A FANTASTIC EVENT.

ADVISOR
QUEK AI LING

CHAIRMAN
DEREK FOO

MEMBERS
ALTON CARROLL, ALWIN ONG, CANDICE ANG, CAO LI, FAZILAH SAID BTE ROHANI, GERLYNN MAH, JAMES OH, JANICE LIM, JANICE SEAH, JUNE CHING, LIANA GOH, LOH PEI FERN, MARK TAN, MICHAEL LEONG, NASSAR BIN MOHAMAD ZAIN, PETER LIM, PETER LUEN, PHYLLIS LYE, SUHAYLAH BTE MOHAMAD HARITH, VINCENT TAY

EVENTS

A Superhero Family Day to Remember

More than 3,000 Far East Organization colleagues and their family members bonded over food, fun and games.



Held on 3 August 2019 at *SCAPE Playspace, Far East Organization Family Day was supercharged with fun and laughter.

This highly anticipated annual event is an opportunity for staff members and their families to mingle and engage with fellow colleagues in a relaxed and informal setting.

The "Superheroes Unite!" themed event saw over 1,050 colleagues and nearly 2,000 family members turn out to enjoy performances by Cheryl Chitty Tan and Benjamin Kheng, as well as a bubble show, stage games and a "superheroes" workout.

The superhero theme also applied to the food on the day. Attendees supped on "Marvel Caroni" mac & cheese, "Superdog" hotdog and popcorn. Over at the X-Mansions zone, the young and young-at-heart got in touch with their artistic sides, painting their own tote bags and participating in sand art, face painting and even a superhero mask workshop.

Meanwhile, gamers got to try their hand at virtual reality games, pinball and a video games cabinet at the Stark Industries zone.

There was also learning opportunities to be had at the 2019 Family Day. Aside from the plethora of fun activities on offer, a new highlight was the Sanctum Sanctorum zone, where attendees could learn more about the work World Vision does for children and families, and communities that suffer from poverty or injustice.

Those interested also had the



chance to better understand workplace safety and health through information made available by Ministry of Manpower's Workplace Safety and Health Council.

Attending the FEO Family Day is a yearly affair that Dew Ong, Executive at Finance & Treasury, looks forward to.

"I enjoy going to FEO family day as it's a bonding time for my family," said Dew. "I appreciated the little touches like the easy availability of plastic bags and trays to hold our prizes and food, the bubble guns distributed to entertain the kids, and the popcorn that was conveniently

sealed in cups, allowing me to enjoy it whenever I wanted to.

"This year, we travelled back in time. I just forgot my age and had fun! Painting tote bags was like attending art class in school, while the game booths were like going to the fun fair when we were young, and we had a chance to snack on old school ice-cream with waffles or bread."

Sheraine Chong, Application Solution Specialist at Group IT, was excited about attending her first Family Day. She said: "The event really reinforces the strong family-friendly culture that Far East embraces. It was a great opportunity for me to introduce my family to the organisation that I'm working for and to my new colleagues!"

Vivian Tan, Executive at Retail Business Group, enjoyed the games

"The event really reinforces the strong family-friendly culture that Far East embraces."



ORGANISING COMMITTEE

ADVISER
ESTHER CHUA

CHAIRPERSON
LIM SOO CHING

MEMBERS
ANNIE CHOONG, BRENDAN NG, CELINE LEE, CHERLYN LOH SIEW MEI, CHIA YI LIN, GLADYS CHOO, HUANG YAN, JOANNA NEO, KELLY LEW, KURUKULASURIYA SHAKILA MEHANI FERNANDO, LAU KOK RUI, LIN CHIA TE, LOUIS TAN, MOHAMED FAHARUDIN BIN MASOD, NG WEI LIANG, PAULINE LAU, RAY TAN, SAM CHAN, SOON CHAI WEN, SU HUIFEN, TAN JIN HUI, WONG ANN LENG

on offer and found the event's location in the heart of Orchard Road convenient.

"As the event venue was surrounded by buildings, it helped to lower temperatures, even during noon. This year's stamp accumulation system encouraged participation and gave everyone a chance to win. The queue management was also superb, resulting in no long waits. Awesome!" **LM**

EVENTS

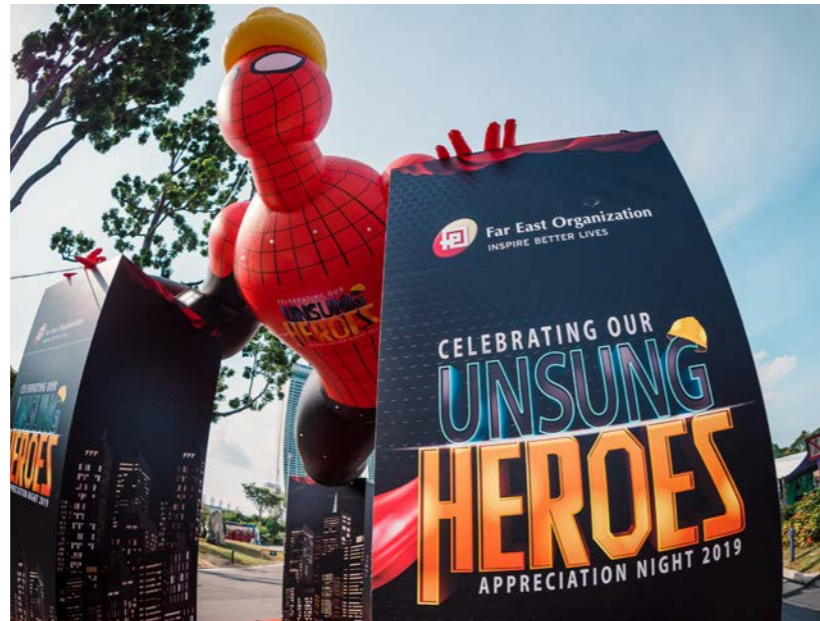
Celebrating Unsung Heroes

Over 2,700 attendees celebrated under the stars with food, fun and fireworks at Far East Organization's Appreciation Night.

On 11 October 2019, business partners from over 190 companies gathered for Far East Organization's annual Appreciation Night at The Meadow, Gardens by the Bay. The theme of that breezy, balmy evening was "Celebrating Our Unsung Heroes".

Augustine Tan, Executive Director of Property Services, warmly welcomed the guests with an opening speech.

"We celebrate the hard work of our unsung heroes—our business partners from construction, cleaning, security, pest control, landscaping and technical workers, just to name a few," he said. "Without each one of you, our projects would not progress, be completed or be well cared for."



The evening's entertainment began with an opening act by a cast of superhero characters and a drum performance by Sambiesta, a home-grown percussion band that got everyone tapping their feet and in the party mood.

Up next was an energetic performance by Far East colleagues, whose singing and dancing were met with roars of approval. Their well-received performance was matched by acts from MTV, the NationOne band and a thrilling Michael Jackson impersonator.

Attendees were then treated to a surprise video. Titled *Heroes in Our Midst*, the video celebrated workers who were nominated by their site supervisors for having superhero



qualities that included being helpful, honest, efficient and big-hearted. The video footage captured the dedication of these heroes and touched many in the audience.

"The video segment and the performance by the Far East project managers really made us feel appreciated, that the bond we share is treasured and that we are part of the bigger scheme of things. It was a really nice way to celebrate that," said Ms Law Yoke Foong, Director at RSP Architects Planners & Engineers.

"Every year Far East has been very kind, uniquely celebrating the collaboration between all the different partners in a built project. It is wonderful that everyone is recognised—it takes teamwork and many hands to make a project possible."

Great food was enjoyed by everyone—from tasty bento sets



to delicious Cold Stone ice-cream. Guests played games like Dart Machine, Giant Carom, LED Pong, Nerf Heroes and Nintendo, and were able to wind down with shoulder massages.

The night's festivities eventually drew to a close, but not before 500 attendees won Far East Malls vouchers through a lucky draw. Fireworks then illuminated the night sky to customised theme songs played by the NationOne band.

"The fireworks display was very special. Everything was good—the food, the performances, the games," said Mr Velu Vinoth, Site Supervisor from Woh Hup at Far East's Woods

Square site, who also enjoyed the opportunity to reunite with friends who work at different work sites.

It was an evening that made for good memories. Many went home with their bonds strengthened and the reminder to appreciate those unsung heroes in our midst. **LM**

ORGANISING COMMITTEE

CHAIRPERSON
LEE WANLING

MEMBERS
CHRIS THAM, ESMUND SUM, FAZLINA SAHAD, JAMES OH, JONATHAN LIM, KEANE KOH, LEON CHER, LOH PEI FERN, MYO SWE, RACHEL NEAM, TAN JIIN YEE AND VIVIAN LEE

LEADERSHIP SPEAKERS SERIES

The flagship leadership development and thought-leadership forum of the Organization aims to broaden managers' perspectives and deepen their understanding of issues affecting Singapore and the world. We seek to develop in our leaders an understanding of what constitutes our identity as a Christian enterprise, and inculcate in them characters, attitudes and behaviours that are in line with our values with Jesus Christ at our centre. This will prepare our leaders to operate with ethics, work principles, habits and practices to fulfill our mission, and be a witness for Jesus Christ in the marketplace.

Real Estate's Changing Landscape

Dr Seek Ngee Huat shared valuable insights on the evolution of the real estate industry and leadership tips based on his 40 years of experience in the industry.



Dr Seek Ngee Huat

Dr Seek's insights are shaped by his 40 years of experience in real estate. He is the chairman of GLP IM Holdings Limited and a board member of Brookfield Asset Management, VCredit Holdings Limited and the Centre for Liveable Cities. While he was the president of GIC Real Estate, Dr Seek helped grow GIC's real estate business from a 40-person, US-centric direct investment business to a 200-strong global operation. Before joining GIC, he was a senior partner at Jones Lang Wootton in Sydney. Dr Seek has a PhD (Urban Research) from Australian National University.

Key changes have transformed the global real estate industry over the last 40 years and vastly affected its practices and how it operates, noted Dr Seek Ngee Huat as he began his talk, entitled Global Real Estate: Historical Perspectives and Leadership Lessons at the Far East Organization Leadership Speakers Series, held at the Village Hotel Sentosa on 29 July 2019.

In the 70s, while Singapore was still tackling urban renewal, other parts of the world saw the institutional investor portfolios start to include commercial real estate projects. It was this inflow of funds that helped develop the commercial real estate market and enabled the introduction of new products.

According to Dr Seek, this period also saw an

“With more choices, there are more investment choices to suit different risk return profiles.”

“With more choices, there are more investment choices to suit different risk return profiles,”

increased demand for real estate investment professionals as well as a demand for more reliable data performance measurements to justify investments in this space.

The next big change in the professional investment market was the “integration of the bricks and mortar real estate business with the capital markets, where the entire capital structure behind the bricks and mortar became tradable. So both equity and debts became tradeable,” said Dr Seek.

New investment products for “tradeable equity” like REITs and “tradeable debt” like Commercial Mortgage-Backed Securities (CMBS), gradually evolved into today's four property investment quadrants of private equity, public equity, private debt and public debt.

Another significant trend is the shift from a period of little cross-border investment 20 to 25 years ago to one where it is now the norm. “With more choices, there are

“Leaders take a more systematic and standardised approach, and lead with an operational framework that is research-driven.”

more investment choices to suit different risk return profiles,” said Dr Seek.

New Era for Real Estate

The global market today is complex and sophisticated, with a wide variety of investment choices. However, there are trends that indicate the industry is transitioning to a new era.

Dr Seek explained that real estate professionals will face new challenges such as disruptive technology, which is shaping the future of real estate, and will need to meet the demands and expectations of two groups that are fast becoming the driving forces in the real estate market: millennials and an ageing population.

Climate change is another important trend, along with a likely shift in the global geopolitical balance resulting from the struggle between the superpowers.

Finally, placemaking, which aims to improve a neighbourhood or city, should be inherent in the planning process and not an afterthought. In Singapore, the government is taking a more proactive role in involving the private sector when they are improving a certain district.

Leaders Place the Right People in the Right Positions

Leaders need to have a clear vision for the path ahead, have practical strategies and set realistic goals for their team. “Most importantly, have the right people in the right position. Sometimes promoting your top salesperson to be the head of the company could be the worst thing to do. You may lose a fantastic salesman and get a lousy manager,” said Dr Seek.

He emphasised the importance of valuing and training staff: hiring the best person for a job can be a challenge, as supply often does not meet demand. “You have to

constantly train and nurture internal staff,” explained Dr Seek. “I always make it a point to try to get to know everybody. While I often joke that I don't want to become the chief nanny, you feel a sense of responsibility to all the people that work for you. You want to be fair, to fight for them and look after them.”

Dr Seek also recommends that leaders take a more systematic and standardised approach, and lead with an operational framework that is research-driven.

Good leaders strive to create an environment in which their employees feel there is the freedom to innovate while keeping within the operational framework. It is akin to the Chinese philosophical concept of yin and yang, which involves finding the right balance through opposite yet complementary forces. **LM**

Q: How do we convince peers and seniors to go with our ideas?

A: This can be a challenge for someone in a junior position. Get support from stakeholders or senior management. Demonstrate that what is to be done is also useful to them. Build a good rapport with and earn the trust of your seniors. It's important to build trust. If your bosses trust you, then they don't have to put you through a thorough examination of your proposal. The important thing is not to abuse that trust.

Q: Do you have any advice on how to live a fulfilling life and build a meaningful career?

A: Have passion for what you do. If you don't enjoy what you are doing, it will show. Develop yourself in your work and you will build up your self-worth and market value. If your current organisation or boss doesn't appreciate you, somebody eventually will. Don't get hung up on how much you are paid, as you will be rewarded if you are successful. The key to success comes down to attitude, along with intellectual humility.

Q: How should we work with other countries like Australia?

A: Building relationships and understanding the culture are important, as well as evaluating the market and understanding where the opportunities are. Try not to always take everything on the business table; people may not do future business with you, if given a choice. In a mature market like Australia, there is greater transparency. The Australians have a direct and straightforward approach to business, and building relationships is a key success factor.

Contemplative Leadership: Rediscovering Good Work

Attendees of the Far East Organization Leadership Speakers Series had the opportunity to learn more about the practice of meditation and the potential mental, psychological and spiritual benefits that will bring about Good Work.

On 23 August 2019, Far East Organization had the privilege of having Father Laurence Freeman, renowned teacher of Christian meditation, as part of our regular Far East Organization Leadership Speaker Series.

CEO of DP Architects, Angeline Chan, and Director of the World Community for Christian Meditation, Peter Ng Kok Song, also kindly shared their experience and journey with meditation during the panel discussion.



Father Laurence Freeman

Father Laurence Freeman was educated by the Benedictines and studied English Literature at New College, Oxford University. Before entering monastic life, he worked with the United Nations in New York, in banking and journalism. He is currently Director of The World Community for Christian Meditation (WCCM). Aside from his work in the contemplative renewal of Christianity, Fr Laurence also conducts dialogues and peace initiatives, such as the historic Way of Peace with the Dalai Lama. In 2012, he was awarded the Order of Canada in recognition of his work in interfaith dialogue and the promotion of world peace.

Mr Lee Kuan Yew on Meditation

A video *Why Meditate? Mr Lee Kuan Yew in Conversation with Laurence Freeman OSB* was screened, in which the late Mr Lee shared that he was a practitioner of meditation—though not of a spiritual kind—and meditated for 20 to 25 minutes before bed each night. He said that meditation helped to still his mind, as well as gave him clarity and balance.

Mr Lee also shared how meditation helped to make him a better leader and how, in his view, it was something world leaders could benefit from. When he was faced with having to make big decisions, Mr Lee would often turn to the practice to dissipate stress and calm his mind, thereby enabling him to make better decisions.

“Through meditation, you gain a better understanding of your inner self, your true self,” said Mr Lee in the video.

The final segment of the video featured a meditation session with Fr Freeman, Mr Lee and Mr Ng, providing a nice segue into the next portion of the event. With the video having provided a brief explanation on how to meditate, Fr Freeman asked attendees to embark on a meditation session. He shared useful pointers on how to prepare for meditation, including sitting in a comfortable position, closing one’s eyes lightly, breathing normally and silently reciting a mantra such as “Maranatha”.

Attendees gamely completed a 10-minute meditation session, which started and ended with a series of bells rung by Fr Freeman.

“In meditation, we’re not thinking about God, we are being with God. We are accepting the gift that we have received—the gift of our own being.”

A Deeper Understanding of Meditation

After the brief meditation session, Fr Freeman went on to share more about the roots and meaning of the practice. He said that the word “meditation” was related to the word “medicine”, which in Greek carried the meaning of care and attention.

“In the same way when we meditate, we are practising a deep spiritual sense of care and attention,” said Fr Freeman.

Furthermore, meditation should be looked at as a way of life rather than simply as a tool for getting something you want, he added. “It is not a magic formula, but something that reveals meaning. This meaning comes into our life through connection, so the first thing we have to become is connected with ourselves.” He said life without knowing that we have a higher purpose has no meaning.

He went on to differentiate the unique practice of Christian meditation, calling it “the prayer of the heart”.

“In the same way when we meditate, we are practicing a deep spiritual sense of care and attention... meditation should be looked at as a way of life”

Describing it as a distinct form of prayer, he said: “In meditation, we’re not thinking about God, we are being with God. We are accepting the gift that we have received—the gift of our own being.”

While acknowledging that meditation without the spiritual dimension would still be beneficial, he stressed

that the benefits were limited. “[Such meditation] focuses on the practitioner only, for de-stressing or dealing with depression and addiction. [However,] are we selling ourselves short? We hit a ceiling when we only focus on ourselves.”

The event closed with a panel discussion with Ms Chan and Mr Ng, who talked about their individual journeys with meditation. Ms Chan picked up meditation three

“[Such meditation] focuses on the practitioner only, for de-stressing or dealing with depression and addiction. [However,] are we selling ourselves short? We hit a ceiling when we only focus on ourselves.”

years ago and has since introduced it to her staff, while Mr Ng has been a practitioner of Christian meditation for the past 30 years. Both agree that the practice has been beneficial for them.

Ms Chan shared how meditation assisted her in dealing with the immense pressures that come with managing a company, by helping to suppress her ego and to not be overwhelmed by issues that come with each day.

Meanwhile, Mr Ng echoed the sentiments of Mr Lee Kuan Yew, which is to persevere in the practice. “Even after practicing for 30 years, I still get distracted. It’s important how you define success in meditation. Don’t just put a KPI to it.” **LM**

Leading with Vision and Inspiring Trust

Mrs Penny Goh, co-chairman and senior partner at Allen & Gledhill and head of its Corporate Real Estate Practice for many years, shared practical tips on how leaders can lead with vision and build a culture of trust.

An inspiring vision and the capacity to instill a culture of trust are marks of a good leader, said Mrs Penny Goh. These traits would enable an organisation to do more and reach greater heights, and make life better for those it serves.

Speaking at the Far East Organization Leadership Speakers Series held at The Fullerton Hotel Singapore on 5 November 2019, Mrs Goh noted that leaders who lead with vision can help their organisations evolve with the times.



Penny Goh

A pioneer in Singapore's real estate investment trusts, Mrs Goh has led many of the markets' most significant transactions. She has advised extensively on complex corporate real estate transactions for commercial, industrial, logistics, residential and hospitality projects in Singapore and the Asia-Pacific, involving investment, joint development and profit participation structures.

She originated and advised on the first Singapore REIT listed on the Singapore Exchange, the first Singapore REIT with all overseas assets, the first with Pan-Asia logistics assets, and the first with hospitality assets. Allen & Gledhill also advised on the establishment and initial public offering of Far East Hospitality Trust.

For example, Allen & Gledhill (A&G) was one of the first law firms to see the value of specialisation when it was the norm for lawyers to be generalists.

"A&G became a leader in the legal scene because our lawyers had developed depth of knowledge and experience to handle increasingly complex and cross border transactions," said Mrs Goh.

Another pioneering push by A&G was the focus on complex and customised work for premium corporate clients. This eventually led to the firm's involvement with some groundbreaking legal firsts in the early 2000s, which include the Singapore Telecommunications and Singapore Exchange initial public offerings (IPOs), the merger of Pidemco Land with DBS Land to form CapitaLand and the SGX listing of the first Singapore real estate investment trust (REIT).

A&G's forward-looking vision meant it looked to the future even when its retail conveyancing practice thrived during the property boom of the 80s and 90s. This was when the rent control regime—which allowed sitting tenants to stay on perpetually without rent increase—was phased out and the introduction of the land title strata act allowed condominiums to flourish and transformed Singapore's skyline.

"Instead of relying solely on retail conveyancing, I believed that the future for A&G's conveyancing practice lay in corporate real estate work, which meant premier work and innovative, customised real estate solutions," said Mrs Goh.

"As it was an untested strategy, I had to sell this vision to my partners and then we needed several years to wean off thousands of conveyancing files; reorganise, reskill, redeploy resources; and cultivate relationships with major property corporations in the region."

This move led A&G to structure more novel and innovative solutions. One such example is the legal structure that A&G pioneered for Ngee Ann City.

"Today that legal structure is used and replicated

for the joint tender, joint development of many Urban Redevelopment Authority (URA) land sites for the mega mixed-use projects that dot Singapore's landscape," said Mrs Goh.

Another push was to focus on mandates with the potential for long-term value creation with upstream and downstream work. This led the firm to leverage its corporate real estate expertise with the iconic Marina Bay downtown project.

Building on the Foundations of Loyalty and Trust

A culture of loyalty and trust is key to good leadership, said Mrs Goh as she shared how A&G made the decision to avoid staff retrenchment during the 1997-98 Asian financial crisis, even though many organisations were laying off staff.

"We preferred to focus on cost-cutting measures, reallocation of resources and work," said Mrs Goh. "I believe this positioned us well for the post-crisis expansion and, more importantly, built a culture of loyalty and trust."

This culture meant that A&G was well-positioned to tap the emerging trend of corporate real estate and property funds using Singapore as the headquarters. Having a team of specialists enabled the firm to work on cross-border deals, as well as play a key role in the development of REITs and property trusts, as REIT teams required cohesive one-stop legal advice covering capital markets, property, contract, corporate and securities law.

While A&G planned well, Mrs Goh noted that God's plans are still the best plans. "What a gift it is to be at the right time, at the right place with the right skill sets to capitalise on the opportunity with success, but there can never be a plan that is better than God's plan for us. I often remind myself of Isaiah 48:17, which says 'I am the LORD your God, who teaches you to profit, who leads you in the way you should go.'"

Importance of Clearly Defined Values

An organisation with a culture of clearly defined values is important as it translates into how an organisation behaves, how it regards its business, how it responds to clients and customers, and how it treats its staff.

"A clear set of defined values or a culture statement allows a gut level response to making decisions to achieve desired commercial result without compromising ethical values," explained Mrs Goh.

She believes that a purposeful vision and a culture that supports that vision will engender trust. In contrast, anything done in a mediocre, substandard and unethical manner erodes trust.

"Trust is such a precious attribute that is especially critical in today's world of scandals, flaws and corporate wrongdoings. Our products and services should be delivered to the best of our ability with excellence and integrity."

It is equally important for an organisation to earn the trust of its employees. Said Mrs Goh: "With our jobs being a large part of our lives, it is important that employees believe that the organisation can support them when things and times get rough or when jobs are disrupted by technologies like AI and digitalisation."

"Good leadership creates a powerful confluence of vision, culture and trust and sets the tone at every level of the organisation. Then you will forge an institution that excels, one that will surely deliver sustainable shareholder value and lasting value for all stakeholders." **LM**

Q: How do you persuade your team to outperform themselves?

A: We place a lot of emphasis on training and development, with structured training programmes that teach technical skills as well as soft skills like negotiation, how to handle clients, networking and business development. We have management structures where we try to ease younger partners into management roles. There is also a mentoring programme where each associate is partnered with a mentor who helps in assessment, evaluation and career development.

Q: How do you think artificial intelligence (AI) and digitalisation will affect the legal profession?

A: Besides setting up a legal technology arm, we view digitalisation as an enabler, allowing us to provide better and faster services to our clients. Besides trying to identify work that can be replicated by a machine, another approach is to hone skills that machines are unable to replicate, such as people and judgement skills. We are also looking towards advisory work or customised work that clients will value more.

Q: How do you manage correct time allocation?

A: Firstly, allocate sufficient time to yourself. If you are not centred, in harmony and calm, you are unable to help anyone else. In my leadership role, I place a lot of emphasis on getting the structure right, and then allocating time based on priority. At work, my goal is to ensure quality work instead of just churning out draft after legal draft. We also spend some time building collegiality in the department, like celebrating birthdays or the successful conclusion of a deal. Nothing gets you together better than really happy colleagues working together.

Led by God — Testimony by Pang Hoe Sang

Speaking to Far East Organization's staff members and friends at the Rendezvous Hotel Singapore at Bras Basah on 26 April 2019, Mr Pang gave a heartfelt testimony of the fingerprints of God in his life.



Mr Pang Hoe Sang is the Managing Director of Hexacon Construction. In its 36-year history, it has handled large public infrastructure construction projects as well as private sector developments. Hexacon has worked on a number of Far East Organization projects, including The Elizabeth Hotel, Albert Court Hotel, Orchard Scotts Residences, Clarke Quay Central, The Fullerton Waterboat House, The Seawind, The Siena, Vida and the upcoming hotel, The Clan, at Far East Square.

God Speaks

Mr Pang heard God's audible voice three times, the first was in 1965 when he was a playful 14-year-old boy struggling to keep up with studies at an Ipoh Chinese school. He heard a voice from above saying in Chinese: 彭海生, 现在不努力以后可做些什么? (What will your future hold if you do not work hard now?)

That experience prompted him to take stock of his life and dramatically changed the course of his life.

"I knew that was from Jesus. From that night onwards, I never stopped, I kept studying, day and night," said Mr Pang. He went from being a two-time primary school dropout to topping his class, to starting university in Singapore.

Mr Pang heard the voice of God for a second time as a final year Bachelor of Science (Building) undergraduate in 1975. The voice said: "You will build the largest place of worship for Me." This vision was to be fulfilled years later when Hexacon Construction successfully tendered for the construction of The Star @ one-north, which

houses the 5,000-seat Performing Arts Centre and is also the home of megachurch New Creation, which has an average Sunday attendance of 33,000.

A third time Mr Pang clearly heard God's voice was when he was stricken with the H1N1 flu virus. He recalled having an out-of-body experience where his soul left his body and was looking at a hearse with his portrait on it. He heard a voice ask: "Do you love me?"

He replied: "Lord, yes." Then the voice said: "Look after my flock".

He replied: "Lord, yes." Then the voice said: "Look after my flock".

God Provides

God demonstrated unwavering provision when Mr Pang was financially strapped as a student. Mr Pang had left his village, located 15km from Lenggong in



Hulu Perak with a mere \$1,000 in his pocket to study at the University of Singapore. In his four-year course, God provided in miraculous ways through Christian mentors and pastors, friends and even strangers who covered the cost of his school fees, accommodation and food.

At one point, Mr Pang was even helped by a stranger. Mr Ginde, an American living in a retirement home in Florida, had felt inspired by God to support a needy student halfway across the world in the Far East. He faithfully sent US\$100 a month until Mr Pang graduated, even though this generous act placed a financial burden on him.

God Closes and Opens Door

Mr Pang also shared how a seemingly lost opportunity turned out to be a blessing in disguise.

Hexacon had placed a tender for an Integrated Resort development on Sentosa. The company was very close to winning the tender and he was dismayed when they failed to do so. However, this paved the way for Hexacon to win the tender for The Star @ one-north, a move that fulfilled what God had said about Mr Pang building the largest place of worship for Him.

"When I received the news that we might win the tender for The Star, I was driving in Malaysia and the scenery was exactly the same as that time I heard God say I would build the largest place of worship for Him," said Mr Pang.

"His word did come to pass. Looking back, if I had gotten the Integrated Resort job, we would not have even tried to tender for this job."

God Sustains

While in Bangkok, Mr Pang caught the H1N1 virus. The infection led to severe pneumonia and multiple organ failure. Mr Pang's miraculous recovery, however, showed how God had saved him from the brink of death.

"I give praise and glory to God for arranging the right doctors who worked well together, ordered a trial medicine from GSK Europe that saved my life" said Mr Pang.

How God Speaks

Chaplain Yong Teck Meng closed the session by sharing his insights based on what Mr Pang had shared. He said that God speaks to us in different ways. While God may speak in an audible voice, He is more likely to speak through a still, small voice, or through the Bible, nature and people around us. "Of the 9 million species in the world, only humans can hear the voice of God," said Chaplain Yong.

He spoke of how our limited vision and perspective of what God is doing in our lives means that we live life

"However, God causes everything to work together for the good of those who love Him, as He weaves a beautiful tapestry on the side we may not see."

looking at the underside of the tapestry with its mess of random threads.

"However, God causes everything to work together for the good of those who love Him, as He weaves a beautiful tapestry on the side we may not see," said Chaplain Yong.

Chaplain Yong reminded the audience members that while hearing God is good, it is our response that is most important. "We are the only species that can respond to God in a deep, profound manner. Open your ears to hear how God is working in your life. Your response will decide everything." **LM**

An informal Q&A followed the session. The panel comprised of Mr Pang, Mr G.L. Yap, retired Executive Director of Far East Organization, Chaplain Yong Teck Meng and Mr Augustine Tan, Executive Director of Property Services.

Q: How did God become real to you?

Mr Pang: I started going to Sunday school so that my friends and I could use the new table-tennis table there. However, each Sunday I would listen, sing and hear the preacher say that Jesus loves everyone. It was only after I had dropped out from school twice and after hearing God's audible voice that I started to pray very hard and kept asking God for His guidance in my life.

Q: In times of trials and tribulation, what motivates you to stand up and rise to the challenge?

Mr Pang: Prayer is a very powerful tool. There are always ups and downs in life, but God always listens and answers. When I find problems that I cannot overcome, I am very sure that God will never give me a burden I cannot bear. If I cannot bear it, He will help me.

Q: How has your Christian faith shaped your leadership style in your company?

Mr Pang: Faith must come with deeds, and deeds are action. A Christian faith means there are things we do not do. Contractors are expected to entertain clients at nightclubs and lounges, but we choose to draw the line. I am not perfect, I may also have hurt people along the way, so I try to be more sensitive in what I do and say.

Q: God told you to "look after my flock" in your third encounter with Him. What have you done to be obedient to that?

Mr Pang: When I regained consciousness while ill with H1N1, I immediately decided to extend an interest-free loan of S\$2 million to a church in Brisbane that my son is attending. This loan saved the church an annual 5% in interest. Earlier, my son had been persuading me to help the church but I never took any action.

Hexacon has also created an endowment fund for needy students at Singapore University of Technology and Design (SUTD). This \$5 million fund was created based on the company's contribution of \$1.25 million, with the government providing three times the matching funds under the Care and Share @ SG50 movement.

Q: Do you have any advice for parents of younger children?

Mr Yap: Values are very important. But it is important to exemplify these values. When we spend time and effort inculcating the right values in children, it will enable them to recognise the right advice.

Chaplain Yong: Another tip is not to let the child be too comfortable. Instead, we should provide situations for the child to learn the value of discipline, suffering and hard work.

Mr Tan: The priority for many parents is to ensure that the child has a good education, gets into the best schools and has a successful career. While success often outweighs everything else, we should try to put God first, family second, and work or studies third.

Q: How can we close the gap between what is expected of us as a Christian organisation and how we conduct ourselves?

Mr Yap: The gap exists because Far East staff members either do not understand how to apply the Christian values to their daily behaviour or do not apply it.

Mr Tan: The challenge is for faith to be followed by action, such as mentoring and advising colleagues who are not practicing the values. It is also important to speak out on behalf of those with problems or needs, or correct someone who is not acting according to the core corporate Christian values.

Chaplain Yong: Just as forming a national identity takes a long time, attempting to change and mould a corporate culture is a long and slow process. We are definitely at the initial stage of forming a Christian culture at Far East Organization. Like rolling a giant millstone, the first roll is difficult; hopefully the changes will pick up momentum and gain speed. **LM**

Winner of 11 FIABCI World Prix d'Excellence Awards

THE HIGHEST HONOUR IN INTERNATIONAL REAL ESTATE

Landmark is designed and produced by Epigram Pte Ltd (Registration No: 19910193E) for Far East Organization Centre Pte Ltd (Registration No: 197001007E). Copyright of the materials contained in this publication belongs to Far East Organization. Nothing contained in it shall be reproduced in whole or in part in any form or by any means, electronic, mechanical, photocopy, recording or otherwise without prior written consent of Far East Organization. The views expressed in this magazine are not necessarily those of Far East Organization and no liabilities shall be attached thereto. All rights reserved. Editorial enquiries should be directed to feocal@fareast.com.sg. While every reasonable care will be taken by the Editor, no responsibility is assumed for the return of unsolicited material. All information correct at time of printing. MCI (P) 134/03/2019. Printed in Singapore by Colourscan Print, Singapore (Registration No: 201401488C).