

**SPORTS EXCELLENCE CAREER SCHEME
SPORTS EXCELLENCE BUSINESS NETWORK FOR ATHLETES
SPORTS EXCELLENCE BUSINESS ADVISORY PANEL**

1.0 About the Singapore Sports Institute & Athlete Services & Development

Department

The Singapore Sports Institute (SSI) is the nation's premier institute for the development of high performance sports and nurturing of elite athletes. Athlete Services & Development Department (ASDD) carries out SSI's mission of developing Singapore's athletes holistically in key areas of education, career, life skills and community engagement.

ASDD's mandate focuses on helping athletes strive towards the pinnacle of sporting excellence whilst preparing for a successful transition into life after sports. The **Sports Excellence Career (spexCareer) Scheme** is a customised scheme that develops a more holistic and robust system of support for athletes to cope effectively with the dual demands of sports and their career.

2.0 spexCareer Scheme

2.1 Objective:

To implement a comprehensive support system designed to help athletes achieve their career aspirations without compromising their pursuit of sporting excellence.

2.2 spexBusiness Network for Athletes:

The spexCareer Scheme will be primarily driven and operationalised through the Sports Excellence Business (spexBusiness) Network for Athletes. This network comprises companies from across different industries who will offer career development support in the form of providing internships, apprenticeships, job placements and flexible workplace practices. Forming this specialised network of employers will strategically help prepare the athlete to transit into a successful post-sports career.

2.3 spexBusiness Network Members:

In total, there are 13 companies who have come onboard as members of the spexBusiness Network, comprising of:

- (a) Adecco
- (b) Charles & Keith
- (c) KPMG

- (d) MSIG Insurance
- (e) MOH Holdings
- (f) Resorts World Sentosa
- (g) StarHub
- (h) Amore Fitness - ***New member***
- (i) Borneo Motors Singapore – ***New member***
- (j) DBS Bank – ***New member***
- (k) Deloitte Singapore - ***New member***
- (l) DHL Supply Chain – ***New member***
- (m) Sakae Holdings – ***New member***

2.4 Roles of spexBusiness Network Members:

As part of the collaboration under the spexBusiness Network for Athletes, the corporate members shall provide various forms of career support which comprises the following **SEVEN** career support options:

S/No	Types of Career Support	Remarks
1	Offer apprenticeship or internship opportunities	Minimal requirements
2	Offer employment opportunities to Team Singapore Athletes who have retired from competitive sports, subject to the athlete meeting the minimum job requirements	
3	SME Talent Programme (in collaboration with SPRING Singapore)	Subject to business nature and on a needs-basis
4	Provide a variety of employment opportunities during the athletes' sporting careers, including: <ul style="list-style-type: none"> • Part-time • Casual • Full-time 	
5	Promote workplace flexibility, including: <ul style="list-style-type: none"> • Staff Mentoring • Part-time • Flexi-time • Flexi-leave • Compressed work week • Job sharing • Flexi-place 	

6	Conduct career-readiness workshops (e.g. resume writing, networking skills)	
7	Provide industry sharing talks	

2.5 Benefits for spexBusiness Network Members

- Athlete-employees are Brand Ambassadors
- Privileged access to SportSG / SSI events (e.g. SSI Symposium)
- Preferential ticketing to local sporting events (e.g. OUE Singapore Badminton Open, AFF Suzuki Cup)
- Privileged access to Major Games (e.g. SEA Games 2015)

2.6 spexBusiness Advisory Panel

To drive the effective implementation of the network, the High Performance Sports (HPS) Selection and Performance Sub-committee has established the Sports Excellence Business (spexBusiness) Advisory Panel, comprising the following key members:

S/No	Names of Members	Role Appointment	Designation / Organisation
1	Tan Yen Yen	Chairman	Regional Vice President & Managing Director, Asia Pacific (South), SAS Institute
2	Koh Ching Hong	Member	Managing Director, Borneo Motors Singapore
3	David Gledhill	Member	Managing Director and Head, Group Technology & Operations, DBS Bank
4	James Walton	Member	SEA Clients & Markets Deputy Leader, Deloitte Singapore
5	Dennis Mark	Member	Vice President and General Manager Printing & Personal Systems Group (South East Asia and Taiwan), Hewlett Packard
7	Douglas Foo	Member	Chairman, Sakae Holdings
8	Tan Wearn Haw	Member	Chief Executive Officer, Singapore Sailing Federation

SPORTS EXCELLENCE CAREER SCHEME ATHLETE STORIES

Annex B

Derek Wong (Badminton) Research Specialist (Contract) Deloitte Singapore

Currently taking a study break from his accounting degree at the Singapore Institute of Management (SIM), Derek is highly-focused on pursuing his sporting goals in the coming Major Games and tournaments.

While training intensively, Derek is already thinking ahead to make concrete plans for life after sports. This includes gaining valuable corporate exposure in the midst of his high performance sports commitment.

Derek has recently joined Deloitte Singapore in July 2014, working as a Research Specialist in the Clients & Markets Department. He is making good use of his skills he has learnt so far from his studies, to perform research on specific companies and industries in order to support the work teams serving those clients and operating in those industries. This may involve benchmarking studies, economic research or research on the strategic direction of the organisation or development trends.

On top of this employment, Deloitte has supported Derek, allowing him to train and compete full-time through:

- A customised work schedule of approximate 15 hours a week that fits around his training schedule
- An arrangement to work from home in the evenings and on weekends after his daily training
- Special leave provided to compete in Major Games and tournaments, including the Commonwealth Games 2014

Beyond this short-term work opportunity, **Deloitte is also ready to offer a full-time job to Derek at the end of his competitive sports career.**

“At Deloitte, we strongly believe in the strength of employee diversity and aim to deliver a unique Deloitte experience to all our employees. Having national athletes as employees adds to this diversity, allowing employees who are athletes and non-athletes alike to interact and share with each other different unique skills, mindsets and experiences that are mutually enriching.

“The atmosphere in the firm gets a boost as well – to get a chance to work, and sometimes even train, alongside someone like Derek Wong, the current Singapore number 1 badminton player is a great experience”, commented Ms Seah Gek Choo, Talent Partner, Deloitte Singapore.

“I am thankful to Deloitte’s tremendous support and for arranging customised work that allows me to work flexibly from home around my training schedule. This support will ensure that my sporting focus is not compromised in any way. Not only that, I am also able to grow as a person, in gaining valuable life skills and insights into the corporate world. Full time athletes like myself will be able to bring 100% to the sporting field, when we know that companies are extending their arms out so that we will not need to worry over our future career plans”, says Derek Wong, Team Singapore Athlete (Badminton)

Suhailah Kariman (Netball)
Special Project Executive (Full-time)
Deloitte Singapore

A recent graduate from the Singapore Management University (Bachelors in Business Management – Corporate Communications & Strategic Management), Suhailah benefited from the spexCareer Scheme, where she was successfully matched to Deloitte Singapore. She started her full-time job as a Special Projects Executive in the Clients & Markets Department in May 2014. In her role, Suhailah helps to coordinate Deloitte’s various sports-related initiatives from engagement to execution.

Being an integral member of the Team Singapore Netball, Suhailah has expressed her intention to continue playing the game at the elite level while pursuing her career goals.

Deloitte has supported Suhailah through:

- Flexible working hours to fit her training schedule in the run-up to Major Games and tournaments
- Granting special leave in order for her to attend centralised training camps and competitions should she be selected for the final squad, including SEA Games 2015

“I was at a cross-road in my life, transitioning from being a student-athlete to an athlete within the corporate world. The firm’s strong support goes a long way in helping me to combine the two dimensions of my sporting and career goals. I am grateful to Deloitte and Singapore Sports Institute (SSI) for providing me with this opportunity to kick off my career and continue representing my country as I strive to excel in both work and sport”, says Suhailah Kariman, Team Singapore Athlete (Netball).

Sharon Choo (Softball)
Logistic Agent, Logistics Customer Service Centre (1-year Contract)
DHL Supply Chain

Finding the time to combine both sports and work has been a challenge until Sharon signed up for the spexCareer Scheme. Sharon found the advice and guidance she needed to successfully combine training, competitions and clinched a flexi-time job at DHL Supply Chain.

In her role as a Logistic Agent, her job duties encompasses handling customer calls, processing orders as well as monitoring smooth execution of orders and delivery to the end customer.

DHL Supply chain has supported her through:

- Granting flexi-work time to accommodate softball training
- Provideing time-off for medical appointments and physiotherapy sessions to treat her sports injury
- Special leave given to allow her to participate in overseas competitions such as the upcoming 1st South East Asia Women's Cup from 29 August to 31 August 2014.

"I am very fortunate to be given such generous support from a renowned company, with the flexibility in work schedule and great career opportunities ahead after my retirement from my sport. It's comforting to know that there are employers who believe in the local sports scene and athletes, and give such assurance and support that allow us to have a peace of mind both at work and on field", says Sharon Choo, Team Singapore Athlete (Softball).

spexBusiness Advisory Panel Members' Bios

1. Tan Yen Yen (Chairman)

Regional Vice President & Managing Director, Asia Pacific (South), SAS Institute

Ms. Tan Yen Yen has been Regional Vice-President and Managing Director of SAS South Asia Pacific at SAS Institute Inc. since 15 April 2014.

Ms. Tan served as Senior Vice President of Applications -Asia Pacific Division at Oracle Corporation. Prior to joining Oracle, Ms. Tan spent 18 years at Hewlett-Packard Company where she held various senior management positions in sales, distribution and marketing across the Asia-Pacific region. She served as Senior Vice President, Applications of Oracle and Managing Director of Hewlett-Packard Singapore.

Ms. Tan has been an Independent Director at Gemalto NV since May 2012. She has been Non-Executive Director of Singapore Press Holdings Ltd. since 1 April 2012. Ms. Tan serves as a Director at Defence Science and Technology Agency of Singapore and Cap Vista Pte Ltd. She served as the Chairman of Science Centre Singapore. Ms. Tan served as the Chairman Singapore infocomm Technology Federation from 2009 to 2011. She also sits on the international academic panel for Singapore Institute of Management and NUS School of Computing.

In 2011, Singapore Computer Society named Ms Tan "IT Leader of the Year" for her significant contribution to the IT industry and she was the first woman to receive this accolade.

Ms. Tan holds a Bachelor of Science in Computer Science from National University of Singapore and a Master of Business Administration degree from Helsinki School of Economics Executive Education Science.

2. Koh Ching Hong (Member)

Managing Director, Borneo Motors Singapore

Koh Ching Hong is the Managing Director of Inchcape South Asia, and is also a member of the Inchcape PLC Executive Committee, working closely with the Group CEO in implementations of group wide strategies, policies, and innovations. In Singapore, he is the Managing Director of Borneo Motors and Champion Motors, representing Toyota, Lexus, Hino, and Suzuki; and he oversees NBT Brunei which represent Toyota and Lexus.

Ching Hong directly oversees Inchcape South Asia's business operations and has strongly lead in "Customer 1st strategy" throughout the organisation with innovative processes, systems, and engaged team. Thru the years, he has instituted long term brand strategy and product strategy for the markets, and has forged a strong relationship with brand partners, industry leaders, and government agencies. In recent years, the businesses have gained market share, new segment leadership, improved customer satisfaction, a highly engaged organisation, strengthen the brands thru innovative marketing, retail operational excellence,

and incorporated market leading innovative service initiatives in both sales and aftersales divisions.

Prior to joining Borneo Motors Singapore in January 2008, Ching Hong served as Managing Director of Fuji Xerox, one of the leading document business solutions providers. He transformed the organisation from a business model built on one business generator to four large contributory revenue generators. During his tenure at Fuji Xerox, Ching Hong also developed and built services and annuity based business and developed global account teams to handle scaled global and regional business. Prior to Fuji Xerox, Ching Hong has also served more than 23 years in management roles within the IT industry across marketing and sales, general management and senior leadership teams.

Ching Hong holds a Bachelor of Science in Business Administration, majoring in Marketing & Finance, from the University of California.

Ching Hong is a fitness enthusiast and regularly takes part in triathlons, adventure races, trial running and long distance cycling. He also enjoys travelling to different countries to appreciate different cultures and cuisines. Needless to say, his passions are also in cars and driving experiences.

3. David Gledhill (Member)

Managing Director and Head, Group Technology & Operations, DBS Bank

David Gledhill is Group Executive and Head of Group Technology & Operations at DBS Bank, a leading Asian bank.

David brings with him over 25 years of experience in the financial service industry and has spent over 20 years in Asia. Prior to joining DBS in 2008, he held progressively senior positions with regional responsibilities in JP Morgan where he was involved with several mergers, off-shoring, as well as the regionalisation of the bank's operations. He last held the position of Head of Investment Bank Operations, Asia at JP Morgan.

As Head of Group Technology & Operations at DBS, David manages over 5,000 staff across the region and is focused on strengthening the bank's technology and infrastructure platform to drive greater resilience, organisational flexibility and innovation. Executing against DBS' strategy to drive Asian service, insights and innovation, David spearheads several transformation initiatives including customer experience and process innovation.

David's portfolio also includes responsibility for the group's procurement and real estate initiatives. He oversees the execution of the bank's multi-year, multi-market strategic occupancy programme. The programme also involves creating a workplace that fosters ideation and collaboration with the bank's move to its new headquarters and major operating hubs across the region.

David is a Director of Singapore Clearing House Pte Ltd and a member of IBM Advisory Board. He is also Board Advisor to Singapore Management University (SMU) School of Information Systems. A British citizen, David holds a Bachelor of Science Degree in Computing and Electronics, from the University of Durham in the United Kingdom.

4. James Walton (Member)
SEA Clients & Markets Deputy Leader, Deloitte Singapore

James Walton is the Deputy Clients & Markets Leader of Deloitte Singapore and Southeast Asia, a role in which he oversees all of Deloitte's business development, branding and communications activities in the region.

James is also the head of the firm's corporate social responsibility initiatives and the advisor to the Recreation Club, the staff association which oversees all the sporting activities of the firm. He has been with Deloitte for 15 years, 4 of them in Singapore, and has worked in over 50 countries since starting in the Tax Department in Deloitte London in 1999. He holds a BA Hons (Exon) in Economic and Political Development from the University of Exeter (UK) and an MBA from the University of Pittsburgh (US) and is an active supporter, volunteer and fund-raiser for various charities including PHAB, Northlight School and SOS Children's Villages.

Sports is a passion for James, who this year completed his 18th consecutive London Marathon for charity and won the North Face Thailand 100km Duo Relay in 2013. James was a competitive footballer before a knee injury ended his career at 17. He represents Deloitte in numerous sports including football, futsal, ultimate frisbee, touch rugby and running and coaches Deloitte's Ladies football team.

5. Dennis Mark (Member)
Vice President & General Manager of Printing & Personal Systems Group (South East Asia and Taiwan), Hewlett Packard

Dennis Mark serves as vice president and general manager of the Commercial Systems Unit of HP's Personal Systems Group. Based in Singapore, he is responsible for the overall business performance and product marketing of commercial desk-based PCs and workstations for Asia Pacific and Japan. He is also responsible for the new remote client solutions portfolio, which incorporates the latest innovations in technology to bring more secure and efficient client computing to commercial customers.

Previously, Mark served as vice president of Marketing, SMB and TQS within the Personal Systems Group in HP APJ. As a strategic, creative and confident marketer, he brought a fresh marketing vision to the organisation and spearheaded significant brand initiatives in his marketing capacity across all customer touch points for PSG. As part of the WW initiative, he overhauled PSG APJ's market brand presence through re-energised marketing operations and effective marketing activities within the PSG and SMB segment. In this role, he also reinvigorated PSG's focus on customer experience and customer services leadership with the HP Total Care program to target key customer segments.

Mark has more than 19 years of experience, of which 16 years were spent in HP in branding, marketing and corporate management. He served in various key management positions including vice president of sales and marketing operations for Commercial Accounts and SMB segment for HP APJ, general manager of PSG Singapore, HP -- Compaq Merger APJ Lead and director of the APJ and China Marketing Centre.

Mark holds an Engineering degree (Honours) from the National University of Singapore. He was also awarded the Professional Engineers Board of Singapore Gold award

6. Douglas Foo (Member) Chairman, Sakae Holdings

As founder and Executive Chairman of the Group, Mr Douglas Foo has led the growth and development of the Group and has since established over 100 outlets across Singapore, China, India, Indonesia, Malaysia, the Philippines, Thailand, Vietnam, U.S.A. and Japan. He continues to spearhead the overall strategic direction and management of the Group's global strategic plans and also its philanthropic initiatives.

Mr Foo is the recipient of numerous illustrious accolades and awards. For displaying top notch business acumen he received the prestigious ASEAN Youth Award in 2004, the Singapore Youth Award (Medal of Commendation) in 2008, the Singapore Youth Award in 2003, Rotary-ASME Entrepreneur of the Year 2012, Top Outstanding Young Person Award 2002 by Junior Chamber International - Singapore, the Yazhou Zhoukan Chinese Entrepreneur Award 2002 (Merit Award), the Health Leader (Excellence) Award 2005 and the National Day Award 2007 - the Public Service Medal (PBM). For his outstanding management action in the F&B industry, Mr Foo was presented the International Management Action Award by the Chartered Management Institute, Singapore in 2007, the WSQ Champion Award 2010 by the Singapore Workforce Development Agency (WDA) for his notable contributions in promoting the WSQ (Workforce Skills Qualifications) system, the Asean-China Young Entrepreneur Award 2011 and the MCYS Volunteers Award 2012.

In the year 2013 Mr Foo has also led the Group to be recognised as Honorary Members of the MiDAs League and to be awarded with the SAF Day Certificate of Appreciation, the WSQ Training Excellence Award and We Welcome Families Award. Mr Foo has also received the Solar Pioneer Awards 2012, the Singapore 1000 Award 2012 - Public Listed Company, the Singapore H.E.A.L.T.H. Platinum Award 2008, the Ministry of Home Affairs Award 2008 and the Ministry of Defence Award (Employer) 2008.

Most recently, Mr Foo's tireless efforts in his philanthropic and voluntary contributions to the society were recognised with the Public Service Star Award in 2013 from His Excellency, the President of The Republic of Singapore, amongst his other illustrious recognition attained over the years. Also, In September 2013, Mr Foo was invited to attend the Eisenhower Fellowship in the U.S.A. that provides professionals who have demonstrated exemplary leadership with an intensive and individually designed programme, inspiring to achieve consequential outcomes across sectors and borders. Through his fellowship, he has broadened his perspective on global branding, charity and foundation establishment, sustainability issues and business expansion funding. He will seek to apply this invaluable knowledge to strengthen our Group as we forge ahead.

Mr Foo serves as director on numerous boards for corporate, governmental and non-profit organisations. He holds a Bachelor Degree in Business Administration (Finance) from the Royal Melbourne Institute of Technology.

**7. Tan Wearn Haw (Member)
Chief Executive Officer, Singapore Sailing Federation**

Wearn Haw is a product of one of Singapore's earliest junior sailing programmes under the then Optimist Dinghy Association of Singapore (ODAS). The first Singaporean to win the Optimist Asian Championships and multiple Asean titles, he subsequently progressed through the various youth classes to the Olympic 470 class. The Sydney 2000 Olympian garnered several Asian titles during the Olympic campaign, as well as an assortment of Asian and SEA Games medals. His pursuit of sailing excellence saw him crossing over to windsurfing and subsequently returning to compete in one of sailing's premier events, as a navigator and strategist onboard the Sino-French America's Cup Challenger for the 32nd America's Cup in 2007, being based in Valencia for over 2 years during the leadup. His wide repertoire of sailing expertise ranges from Optimist dinghies to double-handed 470, to adrenaline filled windsurfing, to match racing on 17-man crew 85 feet America's Cup (version 5) yachts and even high speed Extreme 40 catamarans.

Awarded a Public Service Commission Scholarship by the Singapore government to pursue his undergraduate studies in France and United Kingdom in 1997, Wearn Haw graduated from Imperial College, London with a Masters Degree in Aeronautical Engineering. His diverse education and career background has provided him with the opportunity of living in different Asian, European and Oceania countries over the past 12 years and has seen him involved in sports policy development with the Ministry of Community Development, Youth and Sports (MCYS), compete as a professional athlete with an America's Cup Challenger team as well as sports and education development with the Singapore Sports School. In his previous appointment with MCYS prior to joining the Federation, Wearn Haw was working closely with various stakeholders in Singapore sport to materialise and manage several key projects such as Olympic Pathway Programme 2012, development of the Singapore Sports Institute, sports development funding as well as elite and youth athlete management programmes.

Fluent in English, Chinese and French and conversant in several other languages and dialects, Wearn Haw has also been involved with several volunteer projects. He was elected to the Federation's first High Performance Sailing Committee in 2002 as the sailors' representative and is currently an elected Executive Committee member of Olympians Singapore.

spexBusiness Advisory Panel Terms of Reference

1. Introduction

The High Performance Sports (HPS) Selection and Performance Sub-committee has established the Advisory Panel for the spexBusiness Network for Athletes, hereafter termed as the “spexBusiness Advisory Panel” to drive the effective implementation of this network on two key fronts:

- actively facilitate the transfer of knowledge, expertise and corporate experience from well-established professionals and senior management executives of the local business fraternity
- strategically extend the sub-committee’s capabilities through forging collaborations with the local business fraternity of companies, trade associations, chambers of commerce and business federations

2. Roles & Responsibilities of Advisory Panel

The primary roles of the panel are:

- To advise the High Performance Sports (HPS) Selection and Performance Sub-committee on all matters pertaining to the spexBusiness Network for Athletes, including the adoption of best practices and the strategic development and effective implementation of this network
- To provide professional knowledge and domain expertise to the sub-committee
- To provide professional inputs and independent advice to the sub-committee
- To function as a resource node to help the sub-committee access the larger support network of companies, trade associations, chambers of commerce, business federations and other key stakeholders within the local business fraternity

3. Composition & Structure

- The panel will comprise well-established professionals/domain specialists in the fields of human resource and employment practices, senior management executives from companies and key representatives from trade associations, chambers of commerce, business federations.
- In addition, the panel can also incorporate ad-hoc members whose advice is required to address specialised issues.

4. Terms of Appointment & Meeting Schedule

- The panel members will be appointed for a 2-year term and they will be eligible for re-appointment upon the expiry of their respective terms.
- The panel members are required to meet three to four times a year for continual review of the implementation of the spexBusiness Network for Athletes.