



How EZ-Link adopted continuous listening to build a unified company culture and retain talent

Companionship through generations of Singaporeans

EZ-Link is a name familiar to all Singaporeans regardless of age. They pioneered the use of contactless payment in Singapore’s public transit network and have accompanied countless passengers across different generations.

Throughout the years, EZ-Link has constantly encouraged citizens to embrace cashless payments through waves of various initiatives such as “My EZ-Link Mobile” application and “EZ-Pay” service. At its core, EZ-Link adapts to digital paradigms with relentless innovation, in a bid to give back to our community.

“At EZ-Link we endeavour to build the best possible environment for our people. Beyond measuring engagement, we empower our talent to learn and grow within our organisation to unlock their full potential”

- Georgina Chung, Head of HR at EZ-Link

The company employs over 100 employees, across more than 8 departments. Similar to the dedication and excellent service they provide to external stakeholders, EZ-Link is committed to building memorable employee experiences.

In 2017, the corporation decided to invest resources in its HR strategies and roadmapping in hope to construct a strong foundation of trust within the organization.



Putting people first

In 2017, EZ-Link embarked on a journey to transform their corporate culture by adopting driving continuous innovation to address the ever-changing business landscape.

The outcome of this vision was to cultivate a new culture, branded B.E.L.I.E.F, based on core values: Business-driven, Empowerment, Learning, Innovation, Energetic and Fast-moving.

EZ-Link wanted to outgrow the traditional ways of managing employees. In a bid to put employees first, the HR team first began their journey by revising their approach to talent management.

Instead of relying on unsubstantiated gut-feel, EZ-Link decided to embark on a data-driven approach.

“Using people analytics helps us to push forward and play a key role in our people-centric strategy. We want to empower our leaders to find the best strategies to enhance employee experience Identifying issues and acting on them immediately.”

- Georgina Chung, Head of HR

In the business world, companies that invest as much resources in engaging customers as they do retaining talent stand a higher chance of thriving in dynamic environments.

Offering attractive remuneration packages is no longer the sole criterion employees are looking for. Instead, vibrant corporate culture, growth opportunities and work autonomy are amongst many intangible factors influencing potential candidates and incumbent employees' decision to stay with the company.

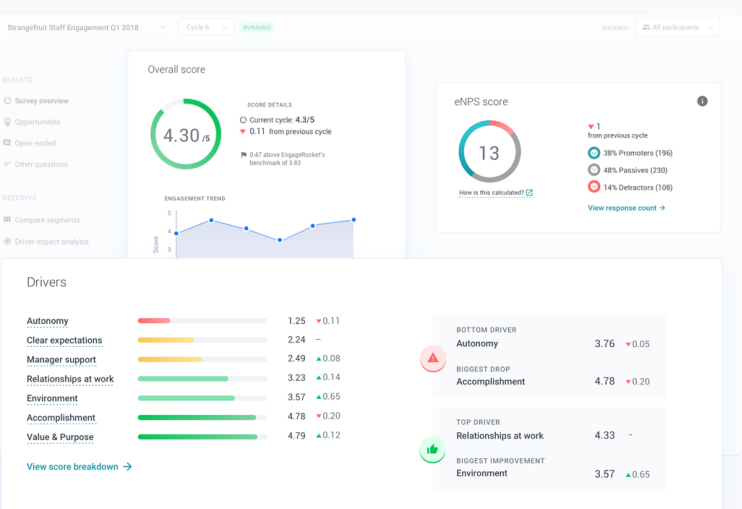
The best way to cater to these nuances is through relentless iterations of understanding employee sentiments and sourcing out root causes for discontentment.



Empower employees with a voice

In their quest to build better employee experiences, EZ-Link's HR team partnered with EngageRocket in 2019 to strengthen the foundation of their HR strategy by implementing a continuous listening program. Instead of relying on unsubstantiated gut-feel, EZ-Link decided to embark on a data-driven approach.

EZ-Link launched its first employee engagement and Peer Feedback in 2019. Both inaugural launches collected a notable participation rate of 87% and 100% respectively, which provided the HR Team a representative sample of statistical data to draw quality insights about the population.



EngageRocket's Belong module enables EZ-link's team to seamlessly run automated pulse surveys, collect data on employee engagement and help the team with designing data-backed strategies to enhance corporate culture.

It is a single source of truth that allows both the HR team and people managers to gain a better understanding of employees' feelings and identify latent issues.

Each manager at EZ-Link has access to their personalised EngageRocket dashboard, which contains aggregated results of their direct team and even customised report cuts tagged to them.

By continuously monitoring the progress over time, it allows them to quickly identify any kinks within the team and also use it as a proxy for their own initiatives and leadership effectiveness.

“EngageRocket is extremely user friendly. It's intuitive and a great experience for employees too. The platform provides insights on what really matters to our teams, empowering managers to have a real impact on employee well-being and engagement”

- Rachel Lim, Human Resource Talent Acquisition Senior Executive at EZ-link

With EngageRocket's Grow module, which leverages multi-rater framework, EZ-Link has rolled out Peer Feedback pilot projects for two groups of employees equips employees with balanced views of their strengths and areas of improvement, and also contrasts how others perceive their competencies against their own level of awareness.

EZ-Link's HR Team is now even more confident that their efforts in nurturing a culture of feedback has come to fruition.

Unlocking EZ-Link's full potential

Armed with data tailored to EZ-Link's dynamic team, leaders and managers will be able to narrow in on specific drivers of engagement to fuel change.



In fact, the first employee engagement survey revealed that EZ-Link employees placed considerable emphasis on "Value and Purpose", which reportedly had the highest impact on Employee Net Promoter Score (eNPS), a common proxy for employee loyalty.

Another unexpected driver valued heavily by EZ-Link's employees was the opportunity to grow within the company.

To effectively drive cultural change, EZ-Link's HR team sought to empower people managers with actionable insights and recommendations.

In order to do so, the company did not hesitate to further their investments with **EngageRocket's Results-to-Action (RTA) workshop** to equip leaders with analytical skills and capabilities to craft action plans with the results.

With a promising start in leveraging people analytics, EZ-Link's next step is to take concerted efforts and turn these insights into action to bridge the gap with employees.

COVID-19 - Support employee wellbeing in high-stress environments

In the midst of adopting a new approach to employee engagement, the COVID-19 pandemic outbreak occurred.

Alongside ensuring safety and providing regular information, EZ-Link's top management and HR team demonstrated strategic agility, using EngageRocket people continuity surveys to check in on its employees.

As teleworking becomes the new norm, EZ-Link has been collecting regular feedback on employee well-being and engagement. Teleworking arrangements confirmed the importance of integrating digital tools into the workplace.

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EngageRocket is APAC's fastest-growing people analytics provider that helps leaders and organisations make better people decisions using real-time data. EngageRocket automates employee feedback and analytics to deliver powerful management insight that improves employee engagement and performance. The company has now analysed more than three million responses in several Asian languages across 14 countries and 20 industries. Learn more at www.engerocket.co