

# How Singapore's Major Telco StarHub

Executes a Data-driven People Strategy and Improves Experience During COVID-19



*StarHub is the winner of EngageRocket's Workplace Transformation Awards 2021 for the 'Best People-centric Culture' category. This award recognises organisations that foster a culture where employees feel valued and create an environment where diversity, ideas, creativity, free-flowing communication, and innovation are encouraged and rewarded.*



*StarHub is the winner of EngageRocket's Workplace Transformation Awards 2021 for the 'Best Leadership Development' category. This award recognises organisations that are committed to developing leaders to successfully deal with the new challenges, but also to proactively prepare them for the road ahead.*

## About the Company

StarHub is a leading homegrown Singapore company that provides customers with world-class telecom solutions and services. Its consumer-facing offerings range from smartphones, broadband, and television to carrier services. StarHub also caters to small, mid-sized, and enterprise organisations with products spanning the entire telecommunication and connectivity spectrum. With a workforce of 1000+ employees, StarHub has a distinct and compelling workplace culture. The company harnesses three key pillars to drive its people strategy and unlock business outcomes: Mojo (Culture), Muscles (Capabilities), and Mechanisms (Catalysts).

## Reaffirming Priorities in the Face of a Crisis

When the COVID-19 pandemic hit, StarHub faced unexpected challenges and market dynamics. However, the company stayed steadfastly committed to its priorities, accelerating its ongoing business initiatives and taking this opportunity to focus on the growth and development of its workforce.

“ The pandemic created the perfect storm for leaders to re-think and re-evaluate how work is designed and organised. We designed engagement, wellness, and learning & development programmes to help our employees better manage their personal growth. Our primary priority was to ensure employees' health, safety, and well-being. We took this moment to build a more trusted brand vision across internal and external stakeholders.

Catherine Chia, Chief HR Officer at StarHub

**StarHub focuses on these four key strategic action points:**

- **Employee wellness and engagement** - taking care of the workforce with a core focus on physical and psychological well being, by balancing employee experience with the organisation's transformation load as a whole.
- **New ways of working** - rapidly pivoting to hybrid working arrangements to ensure business continuity during the pandemic; fulfilling new skill requirements in leading self, others, and teams through trust, empathy, and understanding.
- **Skillset and mindset** - being digital and agile in terms of hard technical skill sets as well as in terms of how StarHub works with customers at the heart.
- **Talent development** - Building a strong leadership bench through regular talent reviews, data insights generation, and gap analysis to overcome challenges in succession planning.

To keep these parallel tracks running effectively, StarHub relies on its existing partnership with EngageRocket. The company leverages the EngageRocket BELONG module to observe trends in workforce sentiment and adapt its strategies accordingly.

Aided by EngageRocket, StarHub is able to deploy a data-driven HR strategy that is aligned with the unexpected needs of the hour. The solution helps the company measure and monitor a wide range of metrics across the employee lifecycle. The insights are reviewed at all levels of the organisation – from a strategy perspective at the Board level to the operational execution perspective at the department level.

## Measuring Gaps in the Employee Experience through Continuous Listening

An important facet of the employee experience at StarHub is the workforce mix. StarHub workforce comprises 17% frontline essential workers and 83% work from home as default but might visit the office in a hybrid model. As Singapore battles the COVID-19 situation, StarHub's frontline workers ensure that the community at large is able to work from home, attend home-based learning, and stay connected with their families. The other group working remotely has to cope with process redesign on the fly, new ways of communicating, and a mindset shift. All of these factors have a profound impact on employee experiences.

StarHub pulses employees regularly through its organisation-wide employee listening programme. It carries out dipstick studies using EngageRocket BELONG covering topics such as work environment, recognition, manager support, and other drivers of engagement. Surveys also look at trends observed from questions and comments raised at town halls, which are an organisational staple to combat disengagement risks during the pandemic.

**EngageRocket helps StarHub to investigate several vital hypotheses that are closely related to its Employee Value Proposition:**

1. Were StarHub's managers supporting its employees to learn everyday?
2. Were managers coaching and guiding employees to own the outcome while keeping things simple yet robust?
3. Were employees encountering new challenges amid hybrid work arrangements?
4. How could the company help employees to hack long hours?



Employees are surveyed on a fortnightly, monthly, and quarterly basis, along with personalised listening during crucial moments that matter in the employee lifecycle. The generated people data helps to assess culture alignment through key employee lifecycle metrics, such as overall employee satisfaction, talent development metrics (including learning reach and average learning hours), and talent management metrics (including potential rating, benchmarks, talent heatmap, and qualitative feedback).

**The surveys run via EngageRocket detect important concerns that help StarHub make better decisions around employee experience. For example, from a dipstick survey in April 2020 (when Singapore moved into the semi lockdown period), employees expressed concerns around:**

- **System and resources** - Employees wanted faster VPN and connection speeds to support remote work. They were looking to be provided with better laptops and responsive technical support.
- **Communication and collaboration** - Employees wanted to engage with their teams more regularly and via virtual channels. This called for better communication and collaboration tools.
- **Ways of working** - Employees urgently needed support in managing boundaries. Team members had to display more empathy and understanding for each other and for the new normal.

## Taking Data-Informed Actions for Positive Outcomes with Transparency and Consistent Support

As part of the organisation-wide employee listening programme, all managers have access to the relevant data and information from EngageRocket. They're able to view and act on their own manager's scorecard, as well as information beyond their own team/department to get a sense of the employee experience from the lens of the typical employee. Managers are also provided with actionable insights from town halls every 3-4 months.

**Based on the collected data, the following have been implemented:**

- **COVID-19 health and safety response** - StarHub proactively encourages safe work practices at the office, makes mindful arrangements for remote working, and ensures that frontline workers are ready with personal protective equipment, masks, and hand sanitisers.
- **Employee engagement and wellness** - The company launched a series of Bring Your #Mojo weekly challenges and contests. Employees could share their non-work hobbies, gain new skills, and learn about fellow colleagues through video recordings. Wellness talks and fitness classes are organised to provide employees with structured time-out as they navigate blurred lines between work and home. StarHub also announced a company-wide mental wellness programme to provide on-demand resources, webinars, and counselling, while training to provide "psychological first-aid."
- **Open and transparent communication** - StarHub keeps employees informed about organisational decisions through regular updates sent via email. There is also two-way communication through wellbeing checks conducted by team leaders and fortnightly town halls called #HubberHangout.
- **Home-working enablers** - StarHub launched #HubbaFlex in 2019, which is a flexible benefit programme to support employees' needs at different life stages. This is extended during the pandemic along with initiatives like #NoMeetingThuPMs as a response to help employees combat remote work fatigue.
- **Institutionalised 1:1 sessions** - Using EngageRocket, StarHub found that regular 1:1 sessions have a direct correlation to a higher employee net promoter score (eNPS). After sharing this insight with senior leadership, specific departments adopted this as a regular practice, aided by a dedicated 1:1 toolkit for managers.

“ We pay close attention to the questions raised by employees at our regular town halls and look for signals. Next, we collect data through personalized listening as well as our employee listening programme to sense-check the signals and trends that we observe. ”

Catherine Chia, Chief HR Officer at StarHub

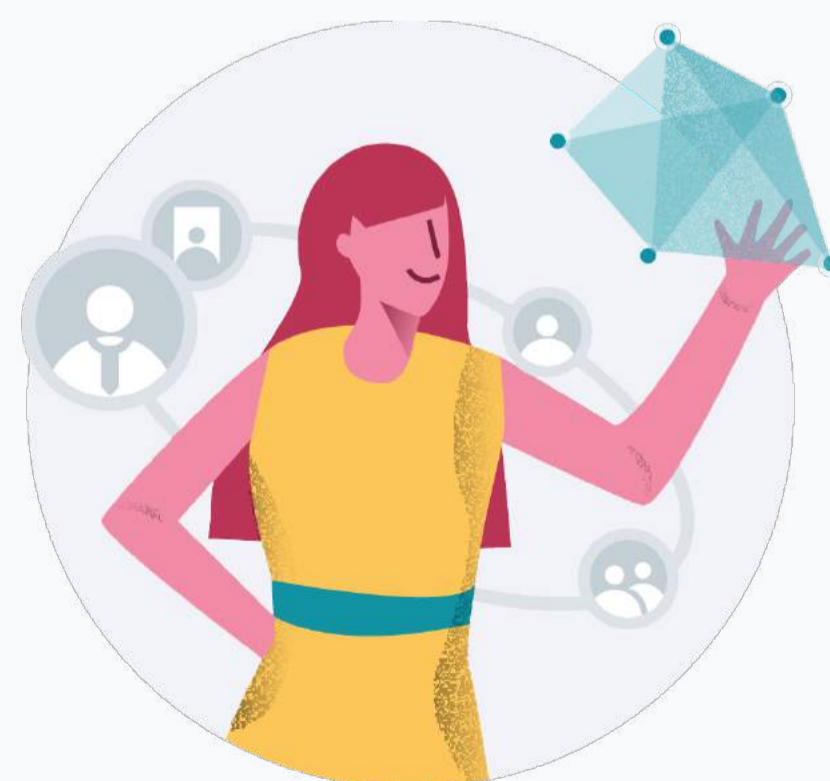
## Measurable Impact as a Result of StarHub's Tailored Employee Experiences

Employee engagement and sentiment data are formally discussed every 3-4 months and operational people results are reviewed on a quarterly basis as part of the organisation's business performance. This holistic strategy with data at the core is instrumental in bringing about the following tangible benefits:

- **Improved participation in engagement events** - The fortnightly town halls are extremely well received by employees. Attendance averages between 700 and 1000 employees, which is more than 75% of the company's non-frontline workforce.
- **Reduced attrition rates** - Voluntary attrition among employees has decreased steadily in the last few years. Despite the turbulent period in 2020, voluntary attrition rates came down from 20.9% in 2018 to 16.2%.
- **Increased focus on work-life boundaries** - StarHub was able to successfully reaffirm healthy work-life boundaries even amid the sudden shift to WFH. An overwhelming 87% of employees reported that they would like #NoMeetingsThuPM to continue as an organisational practice. Also, 63% traded in their annual leaves for flexi-work benefits to adapt to the new normal.
- **A rise in employee satisfaction and eNPS** - Remarkably, the general state of employee engagement improved in 2020. The average engagement driver score at StarHub increased from 3.35 to 3.84 between 2019 and 2020. Organisation satisfaction reached 3.84, up from 3.67. eNPS showed a radical increase, reaching -4 in 2020 from -41 in 2019.

“ There is an ongoing list of initiatives that make our business more relevant to customers in the fiercely competitive Singapore market. Over the next few years, our challenger spirit and deeply engaged workforce will drive us to identify business opportunities. Despite the unexpected pandemic, our focus and business priorities remain. ”

Catherine Chia, Chief HR Officer at StarHub





# About EngageRocket



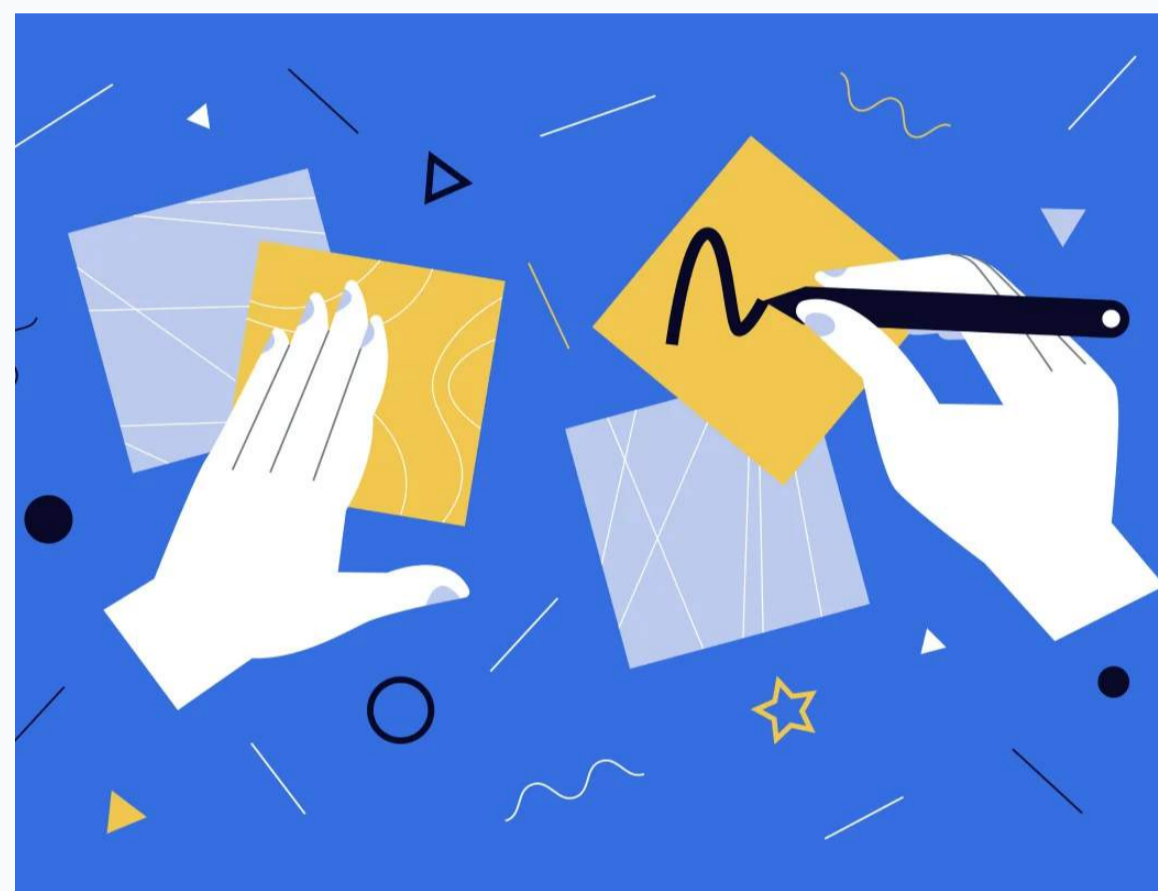
EngageRocket is APAC's fastest-growing employee experience solution provider that helps leaders and organisations make better people decisions using real-time data. EngageRocket automates employee feedback and analytics to deliver powerful management insight that improves employee experience and performance. The company has now analysed more than ten million responses across 14 countries and 20 industries.

Learn more at [www.engagerocket.co](http://www.engagerocket.co)

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