

UEMSINSIGHTS

2026 JANUARY – JUNE

*Empowering Spaces,
Impacting Lives*



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UEMS Insights is published biannually by
UEMS Solutions Pte. Ltd.
60 MacPherson Rd #03-08
Blk 1, Siemens Centre
Singapore 348615

FROM THE CEO DESK

Building a Resilient and

The first half of 2026 has been a period of meaningful progress and energy for UEMS. Our momentum carried from 2025 has set a strong foundation, and The Next Chapter continues to unfold with purpose, with our brand promise of **Empowering Spaces. Impacting Lives.** remaining the compass that guides us.

Growing Our Reach through Earned Trust

Between January and June, UEMS continued to earn the confidence of the institutions we serve, through both new contract awards and renewals. This reaffirms our position as a trusted and leading service provider across Singapore's healthcare, commercial, and hospitality sectors.

In healthcare, we renewed and expanded our Visitor Services Management presence across several major hospitals, and further grew our Portering, Housekeeping, and Meal Service Associate offerings across new healthcare and nursing home partners. Each of these wins is a reflection of the trust our clients place in us, and a responsibility we do not take lightly.

Beyond healthcare, we achieved significant new milestones. We successfully entered the data centre space, marking an exciting new frontier for UEMS. We grew our footprint in large-scale educational facilities management. And we expanded our hospitality portfolio with partners in Singapore's premium hospitality landscape, reinforcing UEMS as a trusted and growing presence across diverse sectors.

For our newest subsidiary, UEMS NXT, it has been a noteworthy half year as well. The UEMS NXT product website was launched in March 2026, providing a platform for us to signal our growing confidence as a technology solutions provider in built environment. We secured several standalone digital solutions contracts in Singapore & worldwide, as part of our commercialisation plans and successfully deployed *UETrack™* SmartFM to a healthcare institution, delivering real-time visibility, streamlined workflows, and faster response times across multiple buildings. This is in addition to our technology team providing more *UETrack™* offerings to many other facilities through our internal clients.

Building an Artificial Intelligence (AI)-Ready Future

Our drive to embrace smarter technologies is fundamentally about empowering our workforce and ensuring our operations remain resilient and sustainable, especially in the face of an ageing workforce. This is a reality we see and feel every day, and it makes our commitment to innovation not just a business imperative, but a human one.

We are actively exploring next-generation technologies on multiple fronts, including exoskeleton solutions designed to reduce physical burden for our frontline teams. Our recent visit to Stellaris Robotics also gave us firsthand insight into the exciting advancements being made in this space, and I thank the leadership team at Stellaris Robotics for their open sharing. The substantive discussions, centred on how robotics can genuinely complement human effort and help transform the built environment, was refreshing indeed. We are approaching these possibilities with both enthusiasm and practicality, and will deploy what is truly impactful.

In May, we participated in Interclean Amsterdam 2026, the world's largest trade show for cleaning and hygiene

Future-Ready UEMS in 2026 and Beyond

professionals, and experienced four immersive days of engagement with global industry partners and innovators. We are excited to build on the new relationships formed there.

Closer to home, we are proud that the Ministry of Manpower (MOM) singled UEMS out for a feature in April 2026, recognising our adoption of facade management drone technology and our broader commitment to leveraging innovation for workplace safety and operational efficiency.

Strategic partnerships across manpower, digital solutions, hospitality, and high-risk cleaning, will continue to be a defining theme in 2026, alongside deepening collaborations with institutes of higher learning to co-research and co-innovate solutions that address real workforce challenges.

Recognition for Our People and Our Standards

Our frontline operatives are the face of UEMS, and this half year, they have made us deeply proud. They are truly our UEMS-Stars and we cannot appreciate them enough!

A total of 55 of our staff were honoured with the Singapore Health Quality Service Award, with 4 recipients achieving the Star Award, 23 the Gold Award, and 28 the Silver Award. All of them were recognised for going above and beyond in delivery quality care and exceptional patient experience. My heartfelt congratulations to every one of them.

I also wish to extend my warmest congratulations to all staff who have received new appointments this period. Your growth is a reflection of your dedication, and it is deeply encouraging to see our people stepping into new roles and responsibilities with pride. UEMS is stronger because of each and every one of you.

On the organisational front, it has been a strong half year for credentials. We achieved ISO 27001:2022 certification in February, reinforcing our commitment to world-class information security and the protection of our clients' trust and data. UEMS NXT attained WiredScore Accredited Professional status. We successfully renewed our Progressive Wage Mark in April, reaffirming our commitment as a fair and progressive employer. We received Workforce Skills Qualifications (WSQ) accreditation to conduct two housekeeping courses, a meaningful milestone for our Training Academy that opens the door to offering accredited training to the wider industry. We were also named a Top 10 winner of the FastJobs Jobseekers' Choice Award: Healthcare Employer 2026. This is an honour that belongs first and foremost to our people. The list goes on.

Investing in Our People

Developing strong leadership at every level remains a deep conviction at UEMS. We kicked off 2026 with the All the Way (ATW) Leadership Training Programme, challenging our leaders to sharpen their mindsets and deepen the bonds that make us one team. Alongside this, we introduced HR-focused training for our people managers, equipping them to navigate people matters with confidence, empathy, and care.

Workplace safety, too, has been front and centre. We have intensified our safety agenda across multiple fronts: more bizSAFE training for site leaders, cross-site WSH taskforces, first aid training and equipment rollout across sites, and ongoing initiatives to drive safety awareness. A safe workforce is a resilient one, and we will not stop raising the bar.

Navigating Headwinds

Still, the year has not been without its challenges. Ongoing geopolitical tensions have created downstream disruptions, including risks of product and consumable shortages, rising fuel costs, and increased logistical pressures. We are monitoring the situation closely, bolstering our stock levels, diversifying our supply chains, and working in close coordination with our vendors to protect our clients from disruption as much as possible. These pressures reinforce the importance of business resilience and operational agility, the qualities we continue to build into everything we do.

Giving Back

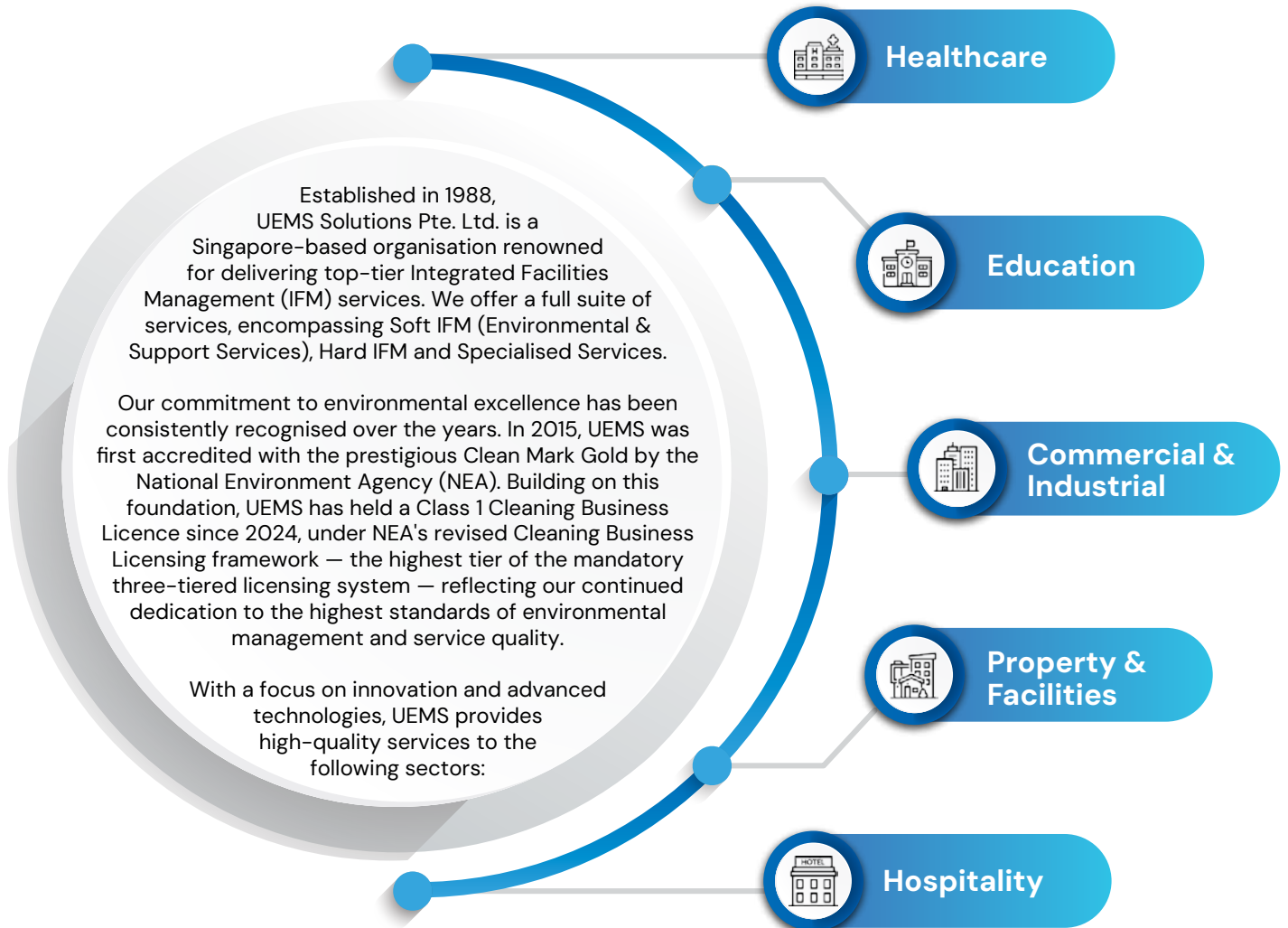
Finally, we are heartened to have had the opportunity to join SingHealth Community Hospitals (SCH) at their iWalk event, an initiative where every step taken raises funds for The SCH Health Fund. It is a small act, but a meaningful one, and a reminder of why the work we do matters beyond the facilities we manage. I thank our clients for seeing UEMS as a partner in their own mission to provide the best possible care to their patients and stakeholders, and UEMS looks forward to more opportunities to give back in the second half of the year.

As we head into the second half of 2026, we do so with full energy and a clear sense of purpose — to keep driving for excellence, together.

TAN CHEH TIAN (Ms)
Chief Executive Officer
UEMS Singapore & Taiwan



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Empowering Spaces, Impacting Lives

BY STACEY TAY
LEAD, CORPORATE COMMUNICATIONS & MARKETING

A space is never just a space. It is somewhere a patient takes their first steps towards recovery. Where a student discovers a passion they didn't know they had. Where a colleague finds the quiet focus to do their best work. Where a family goes on holiday. Where something ordinary becomes meaningful.

UEMS has spent nearly 38 years thinking about all of this. We think about what each and every person within the building needs, and what it means to create environments that give them every possible chance to thrive. So it is not just about how buildings are maintained, more so maintaining the environments within.

This belief shapes everything we do, and it is why we continue investing in how we approach this.

People first

Innovation at UEMS begins not with the technology, but with a question: how do we better care for the people who depend on us, both our clients and our own teams?

The answer differs depending on where you stand. For the facilities we manage, it means reducing derivable risks to our people. Something like deploying drone technology to inspect and manage building facades safely and efficiently instead of putting our workers at risk of heights. For our people on the ground, it means equipping them with tools that protect their wellbeing



as much as their productivity. An example would be our exoskeleton pilot programme, providing additional support for our portering teams, which reduces the physical toll of their demanding daily work.

These initiatives are not isolated, but rather, a part of a broader commitment to the idea that well-supported people create well-maintained spaces. And well-maintained spaces, in return, shape the quality of life of everyone within them.

This is what it means to empower spaces with purpose, by making them worthy of the people they serve. Each improvement we make, however quiet, contributes to something larger: communities that feel the difference, even when they cannot name the reason why.



Human + AI: Redefining Productivity in Facilities Management

BY SRINIDHI GOPALAKRISHNA
CHIEF TECHNOLOGY OFFICER
UEMS SINGAPORE & TAIWAN

Facilities management has always been about people—coordinating teams, responding to issues, and keeping operations running smoothly. Today, Artificial Intelligence (AI) is becoming embedded in day-to-day operations, helping teams work faster and make better decisions.

In a previous UEMS Insights article, we spoke about how AI is increasingly being used as an everyday assistant in application development and operations. Building on that, the next step is understanding how AI and human expertise can work together to transform productivity on the ground.

The real shift as we see it today is not “AI vs Human.” It is Human + AI—working together to improve productivity, speed, and decision-making.

In many of my conversations with leaders and teams across the board, there is an overwhelming number of ideas that has emerged, many of which are suitable use cases for AI. However, there is a need to understand how we can categorise these ideas into a practical solution.

AI to Assist: Helping with Everyday Tasks

One of the simplest ways AI is already making an impact is by helping with daily work.

AI tools can draft emails, reports, Standard Operating Procedures (SOP), summarise meeting notes or incident logs, convert raw data into simple tables or summaries. For example, a supervisor who used to spend a few hours preparing an incident report can now generate a first draft in minutes using AI, and focus more on reviewing and improving it.

This reduces effort on repetitive tasks and allows teams to spend more time on actual operations.

AI for Automation: Streamlining Workflows

The next level is using AI to automate routine processes. In facilities management, many workflows are repetitive—raising work orders, assigning tasks, scheduling cleaning, or tracking maintenance. A good example is when multiple toilet sensor alerts go to different people, AI can combine them into a single job and assign it to the nearest available cleaner. This reduces noise and improves response time. Other examples include using AI for conditional approvals in recruitment, Work Order (WO) approvals, procurement workflows etc.

This kind of automation reduces manual coordination and improves consistency across operations which

directly improves productivity.

AI as a Core Capability: Smarter Decisions and Digital Colleagues

The most advanced stage is when AI becomes part of the core system—not just assisting or automating but actively supporting decisions.

This includes:

- Advanced analytics to predict issues before they happen
- Agentic AI systems that can take actions based on defined rules
- AI acting as a digital colleague, providing insights and recommendations (Humanoids)

For example, AI can analyse historical maintenance data and predict when equipment is likely to fail, allowing teams to fix it before a breakdown occurs. Another example is AI suggesting the best way to deploy manpower across multiple sites based on demand patterns.

What this means is that the role of people is not diminished – it becomes more important. Each of us can focus our skills on delivering better service quality to the customer while optimising the work processes without much need to worry about the automated tasks. This leads to:

- Staff spending less time on manual tasks
- Supervisors getting better visibility and insights
- Decision-making becomes faster and more informed

It's a Practical Shift, Not a Future Idea

Human + AI is not something for the future—it is already happening. The goal is simple: Make work easier, improve productivity, and deliver better service.

In Facilities Management, the combination of human experience and AI capability is redefining how operations are managed—making them faster, smarter, and more reliable.



Building on Our Legacy: Leading UEMS into the Next Chapter

BY EILEEN KOH
DEPUTY GENERAL MANAGER

As UEMS Singapore marks its 38th anniversary since our founding in 1988, it is an opportune moment to reflect on how far we have come and the direction we are heading. Built on a strong foundation of service excellence, resilience and trusted partnerships, UEMS has continued to evolve with the changing needs of our clients and industries. Today, we remain focused on growth, capability building and delivering long-term value.

The past year has been a positive one for the organisation. We are pleased to have secured several new business wins while also successfully renewing key existing contracts. These achievements reflect the confidence our clients continue to place in UEMS, as well as the hard work of our operational and support teams who consistently uphold service standards across all sectors we serve.

In our healthcare business, we continue to support hospitals, polyclinics and care facilities where service reliability, responsiveness and quality are critical. Our teams play an important role in ensuring smooth daily operations within environments where every detail matters. We remain committed to strengthening our position in this sector while exploring new opportunities for growth.

Beyond healthcare, our specialised services business has also continued to expand. Clients today are looking for partners who can provide efficient, customised and value-added solutions. UEMS has responded by broadening our capabilities and investing in more productive ways of working. One

example is the successful deployment of our hybrid drone cleaning technology across several external facade cleaning projects. This has enabled safer and more efficient delivery for high-rise cleaning works while demonstrating our readiness to adopt practical innovation.

People development remains another important priority. UEMS has long invested in training our operational teams and we are pleased to have expanded our in-house training capabilities through approval to conduct additional courses under the Workforce Skills Qualifications (WSQ) framework, recognised by SkillsFuture Singapore. With two targeted courses now approved for internal delivery, this is a significant milestone in our journey towards establishing a dedicated UEMS Training Academy. Over time, we hope to extend selected programmes externally and contribute more broadly to our industry capability development.

Technology will continue to shape the future of business and UEMS is taking active steps to harness tools such as Artificial Intelligence (AI), automation and digitalisation to improve productivity, strengthen processes and support better decision-making.

As we build on our legacy and lead UEMS into the next chapter, our focus remains clear – to strengthen client partnerships, grow responsibly, invest in our people and embrace innovation. With the support of our clients, partners, and employees, we look forward to an even stronger future ahead.

Balancing Growth and Discipline: Financial Stewardship in Uncertain Times

BY KAITLYNN TAN
SENIOR DIRECTOR, FINANCE & PROCUREMENT

In today's operating environment, financial stewardship has taken on renewed significance. The convergence of geopolitical tensions, supply chain realignments, persistent inflationary pressures, and tighter monetary conditions has fundamentally altered the assumptions underpinning business planning. Growth remains a priority—but it can no longer be pursued at any cost. The mandate for finance leaders is clear: drive sustainable expansion while maintaining financial discipline and resilience.

A More Fragmented Global Landscape

Recent geopolitical developments have introduced a level of uncertainty that is both structural and prolonged. Trade fragmentation, shifting alliances, and evolving regulatory regimes are reshaping how businesses operate across borders. Supply chains, once optimised purely for cost efficiency, are now being reconfigured for resilience and security of supply.

For finance functions, this translates into increased complexity in cost structures, working capital requirements, and capital allocation decisions. Volatility in energy prices, and input costs further compounds forecasting challenges. Traditional planning cycles—anchored on relative stability—are proving insufficient in this new environment.

Reframing Growth: From Expansion to Quality

In uncertain times, not all growth is equal. Financial stewardship requires a sharper focus on the *quality* of earnings rather than headline revenue expansion. This involves:

- Stress-testing assumptions under multiple downside scenarios
- Ensuring that growth initiatives are supported by sustainable cash flows

Disciplined capital allocation becomes a key differentiator. Investments must be evaluated not only on their strategic fit but also on their resilience under adverse conditions. This may mean deferring or re-scoping initiatives that are capital-intensive or highly exposed to external volatility.

Liquidity and Cash Flow as Strategic Levers

"Cash is king" has re-emerged as a central principle of financial management. In an environment where access to capital can tighten rapidly, maintaining strong liquidity buffers is essential.

We can take a more proactive approach to cash flow management by:

- Tightening receivables collection cycles
- Optimising inventory levels without compromising service delivery
- Renegotiating supplier terms where appropriate
- Enhancing visibility over short- and medium-term cash positions

Importantly, liquidity management is no longer a defensive exercise—it is a strategic lever. Organisations with strong cash positions are better positioned to seize opportunities, whether through acquisitions, strategic partnerships, or capability investments during downturns.

Cost Discipline Without Compromising Capability

Cost pressures are intensifying across industries, driven by wage inflation, supply chain disruptions, and regulatory requirements. While cost optimisation remains critical, indiscriminate cost-cutting can undermine long-term competitiveness.

A more nuanced approach is required—one that distinguishes between:

- Structural costs that can be sustainably reduced
- Strategic investments that must be protected or even accelerated

This often involves leveraging technology to improve productivity, redesigning processes to eliminate inefficiencies, and reassessing outsourcing versus in-house capabilities. The objective is not merely to reduce costs, but to enhance operational agility and scalability.

Scenario Planning and Decision Agility

The pace and unpredictability of external shocks necessitate a shift from static planning to dynamic scenario-based approaches. Finance teams must develop the capability to model multiple scenarios—ranging from moderate disruptions to severe stress events—and understand their implications on revenue, margins, and liquidity.

Equally important is decision agility. Organisations must be able to pivot quickly as conditions evolve, supported by timely and reliable data. This underscores the importance of investing in digital finance capabilities, including real-time reporting, advanced analytics, and integrated planning tools.

Strengthening Cross-Functional Alignment

Financial stewardship cannot be delivered by the finance function alone. It requires close alignment with procurement and legal teams:

- Procurement plays a critical role in managing supplier risk, cost inflation, and contract flexibility
- Legal ensures that contractual frameworks adequately protect the organisation in an increasingly complex risk environment

A coordinated approach enables better decision-making, particularly in areas such as contract negotiations, pricing strategies, and risk allocation.

Leading with Discipline and Purpose

Ultimately, financial stewardship in uncertain times is about balance. It requires the discipline to safeguard the organisation's financial health while maintaining the conviction to invest in future growth.

This balance is not static—it must be continuously recalibrated as external conditions evolve. Finance leaders play a pivotal role in guiding this process, providing both the analytical rigour and strategic perspective needed to navigate complexity.

Organisations that succeed will be those that embrace a dual mindset: cautious in preserving capital, yet confident in deploying it where it matters most. In doing so, they will not only weather uncertainty but emerge stronger and more resilient.

Driving Continuous Improvement with Stronger Foundation

BY KARYN CHENG
SENIOR DIRECTOR, HUMAN RESOURCE

Change is constant in today's environment. Technology continues to advance rapidly, the way we work continues to evolve, and expectations from all fronts are steadily rising.

Continuous improvement is not just about keeping up with the latest trends. It is also about building a strong and meaningful foundation, so that we are better equipped to manage increasing complexity with confidence.

As work requirements and issues become more complex, refreshing our understanding of core knowledge and principles becomes even more important. This year, we continue to review and strengthen our current practices and guidelines to better support our people managers and teams. We have also introduced HR-

led learning programmes designed to reinforce core people management fundamentals and leadership skills, equipping learners with the knowledge to handle more challenging situations. These efforts enable us to respond thoughtfully to growing expectations and stay focused on what matters most.

Improvement is not a one-time initiative, but an ongoing effort that we take step by step. By strengthening our foundations while embracing change, we enable ourselves to move forward with greater confidence and resilience.

Let us embrace a growth mindset and continue strengthening our understanding of the basics so that we are better prepared for what lies ahead.

From Demand to Discipline: Building Sustainable Service Models

BY NICK WANG
DIRECTOR OF OPERATIONS, HEALTHCARE

In today's service-driven world, responsiveness is rightly seen as an important measure of excellence. Fast turnarounds, accessibility and the ability to adapt to evolving needs are highly valued qualities. They reflect commitment, agility and a genuine desire to support clients effectively.

As business environments become more dynamic, service expectations naturally continue to evolve. This creates an opportunity for both service providers and clients to focus not only on speed, but also on how efforts are best directed to create lasting value.

There is an important balance between responding quickly and addressing the needs that matter most. The most effective service outcomes are often achieved when priorities are clear, solutions are well-considered and resources are aligned to deliver meaningful results. While urgency will always be part of business, long-term success depends on combining responsiveness with thoughtful execution.

When service teams are able to work with clear priorities and realistic timelines, they are better positioned to maintain consistency, quality and reliability. This creates the space for stronger planning, sharper problem-solving and more sustainable delivery standards.

Importantly, this is not about reducing responsiveness or flexibility. Rather, it is about ensuring that responsiveness is supported by clarity, communication and shared understanding. Open conversations around priorities, timelines and expected outcomes help all parties work more effectively together.

When this alignment is achieved, the benefits are mutual. Service providers can focus resources where they add the greatest value, while clients receive dependable support, stronger execution and solutions that are built to last. Over time, this strengthens trust and deepens partnerships.

Sustainable service excellence is not simply about doing more or moving faster. It is about doing what matters most and doing it well.

As the service landscape continues to evolve, organisations that combine responsiveness with discipline, agility with planning and speed with quality will be best positioned to succeed. By working in partnership and keeping outcomes at the centre, businesses can create service models that benefit both clients and teams for the long term.

True excellence lies not only in meeting expectations, but in shaping them together towards outcomes that are meaningful, achievable and sustainable.

Key Growth Paths for Facilities Management & Projects

BY JAMES NG ROBERTSON
HEAD, FACILITIES MANAGEMENT & PROJECTS

Facilities Management (FM) & Projects play a pivotal role in Singapore's built environment, supporting everything from commercial offices and industrial plants to public housing and critical infrastructure. As our city-state moves into its next phase of urban development, the FM sector is undergoing a fundamental transformation driven by sustainability imperatives, manpower constraints, clients' costs consciousness and rapid technological change.

Current Status of Facilities Management

Today, our FM industry is relatively mature in terms of basic service delivery, supported by a strong regulatory framework from the Building and Construction Authority (BCA), alongside industry guidance from the Singapore International Facility Management Association (SIFMA). FM services have traditionally been labour-intensive, focusing on maintenance, cleaning, security, and asset upkeep. In recent years, there has been a notable shift towards Integrated Facilities Management (IFM), where multiple services are bundled under a single service provider to improve efficiency and accountability.

Smart buildings and green certification have also gained traction. Energy management systems, predictive maintenance tools, Artificial Intelligence (AI) adoption, and sustainability reporting are increasingly common in large commercial developments and industrial estates. However, adoption remains uneven, with small and mid-sized facilities still relying heavily on manual processes and reactive maintenance approaches.

Challenges Ahead

Despite its progress, the FM sector faces several structural challenges. The most pressing issue is manpower. Singapore's tight labour market, coupled with an ageing FM workforce, has made it difficult to attract and retain talent. FM roles are often perceived as low-value or "back-end" functions, despite their growing complexity and strategic importance.

Cost pressure is another challenge. Clients continue to push for lower contract prices, while expectations around service quality, compliance, and sustainability continue to rise. This creates margin stress for service providers, limiting their ability to invest in technology and training.

Digital transformation presents both an opportunity and a hurdle. While solutions such as Internet of

Things (IoT) sensors, predictive modelling, Building Information Modelling (BIM), and AI-driven analytics can significantly enhance asset performance or operational management, many organisations lack the capability to integrate these systems effectively or interpret the data meaningfully.

People: The Core of Growth

People remain the most critical success factor in FM and projects. The sector encompasses facility and building managers, project managers, facilities executives, technicians, and increasingly seen now, data and sustainability specialists. Their roles are evolving from "fix-and-maintain" to "plan, optimise, and advise."

Facility and building managers are expected to understand building systems holistically, manage vendors strategically, and communicate effectively with occupants and senior stakeholders. Project professionals must balance cost, speed, quality, and sustainability while managing increasingly complex retrofitting and upgrading works.

How the Workforce Needs to Upgrade

To support the sector's growth path, workforce upskilling is essential. Technical competencies must expand beyond traditional Mechanical and Electrical (M&E) knowledge to include digital tools, data analytics, cybersecurity awareness, and smart systems integration. Sustainability literacy, such as energy optimisation, carbon accounting, and green standards, will become a baseline requirement rather than a niche skill. What is learnt today may become obsolete in 5 years, constant upgrading to catch-up with fast moving skill sets are always needed.

Equally important are soft skills: stakeholder management, communication, problem-solving, and change leadership. As FM moves closer to the boardroom, professionals must be able to articulate value in business terms, not just operational metrics.

The growth path for Facilities Management & Projects in UEMS lies in professionalisation, digitalisation, and talent transformation. Organisations that invest early in people and technology will be best positioned to support Singapore's vision of resilient, sustainable, and future-ready buildings.

Contractual Resilience in an Uncertain World: Reframing Risk Allocation for Partnership and Sustainability

BY JEREMY CHEW
LEGAL COUNSEL



For years, contracts were drafted on the assumption that the world, while imperfect, was broadly stable. Supply chains functioned, costs were predictable, and disruptions were the exception rather than the norm. That assumption no longer holds.

In today's environment, defined by evolving operational demands, shifting national interests, and a fluid geopolitical landscape, uncertainty is no longer episodic but structural. These disruptions often create cascading effects across cost structures, requiring a more deliberate and forward-looking approach to risk allocation.

For UEMS, operating in critical sectors such as healthcare and facilities management, where service continuity is essential even in challenging conditions, these disruptions do not just affect contractual obligations; they directly impact service delivery on the ground. Against this backdrop, one area of contracting requires renewed attention: force majeure.

However, not all disruptions will qualify as force majeure. Under Singapore law, force majeure is not implied but depends strictly on the agreed contractual terms. This reinforces the need for precise drafting, clear risk allocation, and strict compliance with notification and mitigation requirements.

Reframing Contracts: Risk Allocation for Partnership and Sustainability

In practice, force majeure provisions are often overlooked or treated as a boilerplate, and in some instances omitted altogether. This approach is no longer tenable in today's volatile environment. A properly considered and well-drafted force majeure provision plays a fundamental role in preserving commercial relationships by allocating risks in a structured and commercially balanced manner when events beyond reasonable control arise, whether or not foreseeable, depending on the contractual allocation agreed between the Parties. However, force majeure provisions should not be viewed as a blanket excuse for non-performance, but rather as a mechanism that provides appropriate relief where performance is genuinely impacted by events beyond the reasonable control of the parties. Such force majeure provisions must be clearly defined in scope, covering events that materially affect performance, and should include practical and workable requirements relating to notification, mitigation, and continued or partial performance where possible.

Fundamentally, a well-drafted force majeure clause reinforces accountability and commercial certainty. It ensures that parties are not unfairly penalised for circumstances outside their control, while maintaining a

balanced framework that supports resilience, continuity, and long-term collaboration.

Embedding Operational Flexibility within Contractual Frameworks

Beyond force majeure provisions, contractual frameworks must also incorporate agility. Contracts should not be one-sided instruments designed solely to protect a party's self-interest, but should instead reflect a structured and commercially balanced allocation of risk across all parties. In this regard, contracts should provide an appropriate degree of flexibility to service providers, grounded in mutual trust and supported by objective and verifiable evidence. This enables necessary adjustments, including those arising from regulatory developments, ad-hoc requirements, resource constraints, or other external factors beyond the service provider's control, allowing projects and services to continue, whilst maintaining high standards of performance and quality. What has changed is not only the environment, but also the level of awareness and preparedness. Organisations are becoming more cautious, but they remain focused on continuity and performance.

At UEMS, we operationalise our core values by remaining FIRST in times of volatility:

F – Future Focused

UEMS contracts anticipate volatility and embed forward-looking protections.

I – Imagine New Ways

Adaptation to evolving environments, including through technological integration.

R – Respect for All

Balanced contracts that reflect operational realities while supporting long-term partnerships.

S – Solutioning Mindset

Flexible mechanisms enabling practical and collaborative outcomes.

T – True to our Word

Robust contractual structures enabling consistent delivery of services without compromising quality or sustainability.

At UEMS, contracts are not merely legal instruments, but are strategic instruments of foresight, enabling continuity, resilience, and long-term partnership.

Leadership Insight

In today's environment, contracts must go beyond merely protecting legal rights; they must support operational resilience. At UEMS, we focus on adapting to real-world disruptions while maintaining service continuity.

Putting Service Excellence at the Core of Our Business

BY JEREMY ONG
HEAD, HOSPITALITY, COMMERCIAL &
INTEGRATED FACILITIES MANAGEMENT (IFM)

At UEMS, service excellence is more than just a commitment, it is the foundation of how we operate, engage with our clients, and grow as an organisation. In today's fast-changing environment, our ability to consistently deliver quality service defines not only our reputation, but also the trust and long-term relationships we build with our clients.

One of the most important aspects of service excellence is putting heart into what we do. Every task, regardless of size, deserves our full attention, professionalism, and care. When we approach our work with sincerity and ownership, we create positive experiences for our clients and strengthen the confidence they place in us.

In the service industry, attitude is one of the most important attributes to have. Challenges and setbacks are unavoidable, but a positive and solution-oriented attitude can turn negative outcomes into positive ones. The way we respond to difficulties, communicate with clients, and support one another during demanding situations reflects the professionalism and values of our organisation.

Another key factor is mobilising each account with the right mindset. Focusing not only on stabilising operations, but on being proactive in solving our clients' issues. By understanding their needs and anticipating potential concerns, we position ourselves as trusted partners rather than just service providers. Every challenge encountered is also an opportunity to learn, improve, and build resilience within our teams.

A strong "No Fail" attitude must remain at the heart of our operations, driving us to stay committed, accountable, and solution-oriented even in difficult situations, and refusing to compromise on our standards.

Ultimately, delivering reliable and promising solutions creates long-term opportunities for UEMS. Clients value partners who are dependable, responsive, and committed to excellence. Service excellence is not achieved overnight. It is built daily through our actions, attitude, and dedication. Together, we will continue to place it at the core of everything we do.

More Than Compliance: A Culture Worth Building

BY SARAH WOO
MANAGER, QUALITY ASSURANCE & SUSTAINABILITY

If you asked most people what Quality Assurance (QA) does, they might picture checklists, audits and certificates on the wall. And yes, those are part of what we do. But they are not the heart of it.

QA & Sustainability sit at an interesting intersection. We build and maintain UEMS's suite of ISO certifications across seven management system standards, covering quality, environment, occupational safety, business continuity, information security, anti-bribery and facilities management. We track Environmental, Social and Governance (ESG) data in partnership with the Edgenta ESG team, monitor progress against corporate Key Performance Indicators (KPI) and listen to our customers through satisfaction surveys.

But across all of it, I keep coming back to the same principle – the certificate is the outcome, not the goal. The goal is the culture.

When an auditor walks into one of our sites, they are not simply checking whether documents exist. They are asking a deeper question, does this organisation live up to its commitments? Compliance captures the minimum. Culture determines what happens the rest of the time.

I see that culture in action, a team member who flags a process gap before an audit finds it, a colleague who asks whether something is truly the right way, not just the easiest. These moments do not make headlines, but they are exactly what a healthy organisation looks like in practice.

The goal, simply, is this – that quality and sustainability become less of a compliance exercise, and more of a mindset each of us carries into every task, every interaction and every decision.

Let's keep building, together.

From Checklists to Impact: The New Role of Facilities Management

BY KATE TONG
HEAD, BUSINESS DEVELOPMENT, NON-HEALTHCARE

Facilities Management is steadily evolving—from a model driven by checklists and compliance to one that places greater emphasis on outcomes and real impact. This shift reflects a broader industry trend where success is increasingly defined not just by tasks completed, but by the value and results delivered.

At UEMS, we see this as a natural progression in how facilities services are delivered and measured. Across our operations, there is a growing focus on moving beyond routine execution toward more purposeful, outcome-driven service delivery that better supports client environments and end-user experience.

Traditionally, facilities services have been guided by detailed scopes, routines, and standards—what needs to be done, how often, and to what specification. While this approach has supported consistency and control, it can sometimes limit flexibility and reduce focus on the end-user experience. Today, a different question is gaining importance: instead of asking “Was the task completed?”, the more relevant question becomes “Did it deliver the outcome?”

Under this outcome-based approach, performance is viewed through a wider lens. Cleanliness is no longer judged purely by checklist completion, but by how

spaces feel and function for occupants. Maintenance is measured not only by response times, but by reliability, uptime, and prevention of disruption. Resource deployment is becoming more dynamic, guided by data, usage patterns, and actual operational needs.

The transition from compliance-driven to outcome-driven facilities management is not about removing structure—it is about enhancing purpose. It reflects a maturing industry where value is increasingly defined by impact, experience, and effectiveness rather than activity alone. For UEMS, this direction continues to guide how we evolve our service approach and support our partners in maintaining environments that are well-run and work better for their users.



From Foundation to Future: Continuing Our Safety Journey into 2026

BY MAY TOK

HEAD, WORKPLACE SAFETY & HEALTH

In 2025, we set out with a shared purpose, to make safety more than a requirement, but a value lived by everyone. What we achieved together was more than a series of initiatives; it was the strengthening of a culture rooted in trust, engagement, and collective responsibility.

As we move into 2026, this journey does not restart, it evolves.

The conversations started during dialogue sessions, the ideas sparked from the ground, and the leadership commitment demonstrated through walkabouts have laid a strong foundation for what comes next. These efforts have shown us that when safety is owned by everyone, it becomes sustainable.

In the year ahead, our focus shifts towards deepening and sustaining these efforts. It is about ensuring that what we have built continues to grow stronger, more consistent, and more integrated into our daily operations.

We will continue to strengthen our engagement platforms, ensuring open communication between leadership and ground teams remains active and meaningful. Dialogue sessions, Safety Time Outs, and Safety Ambassador initiatives will play an even bigger role in shaping solutions that are practical and site-relevant.

At the same time, we will enhance our capabilities and

competencies, equipping our teams with the skills and confidence to manage risks effectively. Training, knowledge sharing, and peer learning will remain key pillars in empowering our workforce.

Another important step forward is the integration of technology and data insights into our safety approach. With improved visibility through digital tools, we are better positioned to support decision-making, strengthen oversight, and enhance overall safety performance.

Beyond systems and processes, we remain committed to Total Workplace Safety and Health, recognising that well-being is an integral part of safety. A healthy and supported workforce is essential in sustaining a safe and productive environment.

2026 is not about doing more for the sake of it, but about doing better, with intention, clarity, and unity.

Because the true measure of our progress lies in the culture we continue to build. One where safety is not enforced, but embraced. Not reminded, but remembered. Not managed by a few, but owned by all.

Together, we move forward, building on our past, strengthening our present, and shaping a safer future for everyone

Building Momentum Through Strategic Commitment

BY NG YI TENG

MANAGER, CORPORATE STRATEGIC SUPPORT

The first half of 2026 has underscored and tested the importance of strategic discipline – the steady, deliberate work that enables sustained growth even as operational demands intensify and market conditions shift.

As our business expands, maintaining clear visibility across our operations becomes increasingly vital. To this end, I am grateful to our Technology Services team for their partnership in developing better ways to help track and coordinate UEMS' evolving partnership ecosystem. This enhanced visibility will become essential as we deepen strategic collaborations with complementary service providers, positioning us to deliver integrated facilities management solutions that bring greater value to our clients.

Alongside this, we made incremental progress as well in digitalising core workflows. Key processes that currently rely on manual coordination are being transitioned onto more structured digital platforms over time. While the shift is gradual, it reflects our commitment to building infrastructure that supports faster, more informed decision-making as we scale.

Beyond internal systems, we have begun establishing a more systematic approach towards understanding our operating environment – tracking industry developments and market dynamics that inform strategic planning. Progress has been modest but meaningful, including the development of analytical tools that give leadership better access to comparative market insights when needed.

That said, external pressures have created challenges. Geopolitical instability, particularly conflicts affecting global supply chains and cost structures, have generated operational pressures that demand immediate attention, occasionally pulling focus from longer-term strategic initiatives. Balancing these competing demands requires patience and flexibility.

Looking to the second half of 2026, our priorities remain consistent – expanding visibility across our growing partnership ecosystem, strengthening our capacity to monitor market and industry trends, and digitalising our various performance monitoring systems. The corporate unit's approach will continue to emphasise proactive support, developing frameworks and materials that make strategic work more accessible across teams.

New Win Project: Paradox Clarke Quay

BY CARMEN CHAN

We are pleased to share a successful project win at Paradox Clarke Quay, reflecting the continued trust and confidence placed in UEMS.

UEMS was awarded the Public Area Attendant services contract at Paradox Clarke Quay, marking an important achievement for our organisation. This win highlights our strong capabilities, service quality, and commitment to maintaining high standards within the hospitality sector.

This achievement would not have been possible without the dedication and hard work of our operations and site teams. Their professionalism and consistent efforts have played a key role in strengthening UEMS' reputation and supporting our continued growth.

We would like to thank everyone involved for their valuable contributions and look forward to a successful partnership at Paradox Clarke Quay.



New Project Win: Park Avenue Rochester

BY CARMEN CHAN

We are pleased to share that UEMS has been awarded the Room Attendant services project at Park Avenue Rochester. This new win marks another important milestone for our organisation and reflects the continued trust placed in UEMS to deliver quality service standards.

Securing this project is a testament to the collective efforts of our teams, whose professionalism, commitment, and consistent performance continue to strengthen UEMS' reputation in the hospitality sector. This achievement reinforces our capabilities in providing reliable Room Attendant services and supporting our clients' operational needs.

We would like to thank everyone involved for their hard work and dedication that contributed to this success. As we embark on this new project at Park Avenue Rochester, we look forward to delivering excellent service and further strengthening our partnership.



New Contract: Provision of Cleaning and Pest Control Service to ITE HQ/ College Central and ITE College East

BY KATE TONG

UEMS is delighted to be awarded the contract to provide cleaning and pest control services to ITE HQ/College Central, and ITE College East, marking a significant milestone for UEMS in supporting large scale educational institutions across Singapore.

This achievement follows a highly competitive tender exercise and reflects ITE's confidence in UEMS' governance framework, robust service delivery model, stringent regulatory compliance, and proven track record in managing complex, multi-site facilities operations.

UEMS is deeply honoured by the trust placed in us and remains fully committed to delivering consistent, high-quality cleaning and pest control services that support safe, hygienic, and conducive learning environments for both staff and students across ITE's campuses.

We would like to extend our sincere appreciation to our management and internal teams for their dedication, professionalism, and collective effort in achieving this important milestone.



New Win: Crowne Plaza (Room Attendant and Public Area Cleaning)

BY KATE TONG

Securing a new contract at Crowne Plaza marks an exciting development and a meaningful step forward in our growth journey. This project covers both Public Area Cleaning and Room Attendant Services—two critical functions that directly shape the guest experience from the moment they enter the hotel to the time they check out.

Public areas are the first impression guests receive, and maintaining them to the highest standards reflects the hotel's commitment to quality and comfort. From lobbies and corridors to shared facilities, our team will ensure these spaces are consistently clean, welcoming, and well-presented. At the same time, our room attendant services will focus on delivering meticulous housekeeping, creating a restful and hygienic environment that meets the expectations of hotel guests.

As we embark on this partnership, our focus remains clear: to deliver consistent quality, build a strong working relationship, and contribute to an elevated guest experience.



From Managing Agent to IFM: UEMS' Transformation Journey at Golden Pagoda Buddhist Temple

BY KATE TONG

UEMS is pleased to mark the transition from a traditional Managing Agent contract to an Integrated Facilities Management (IFM) services model at Golden Pagoda Buddhist Temple. This transition is more than a contract conversion; it reflects our continued evolution as a trusted partner capable of delivering holistic, value-driven solutions.

Moving from a Managing Agent structure to IFM represents a fundamental shift in how facilities are managed. Instead of coordinating multiple vendors across separate functions, UEMS now delivers an integrated suite of services under a single, cohesive framework. This includes streamlined operations, centralised accountability, and a stronger focus on preventive and predictive maintenance.

Importantly, this success also reflects the trust our client has placed in us. Transitioning to an IFM model requires confidence in both capability and delivery, and we are honoured to have been chosen to lead this change.

As we embark on this new chapter, we remain committed to supporting our client with consistent service delivery and building a strong, lasting partnership.



New Project Win: Room Attendant Services at Hilton Hotels & Resorts

BY KATE TONG

We are pleased to share the award of a new project to deliver Room Attendant services at Hilton Hotel. This opportunity reflects the client's trust in our ability to support daily operations within a fast-paced hospitality environment while maintaining consistent service standards.

Room Attendant services play a vital role in shaping the guest experience. From ensuring rooms are clean, comfortable, and well-prepared, to supporting timely turnaround between stays, the team contributes directly to the overall impression guests carry with them. Our focus will be on delivering reliable, detail-oriented housekeeping while aligning closely with the hotel's operational requirements.

This engagement also allows us to further strengthen our presence in the hospitality sector. By working within an established international brand, we continue to build experience in meeting structured service standards, adapting to dynamic occupancy levels, and supporting service excellence on the ground.

We appreciate the opportunity and look forward to contributing positively to the hotel's daily operations.



Expanding Our Facade Maintenance Footprint: UEMS to Clean Facades at Tampines North and Eunos Polyclinics

BY MOHAMED FIRDAUS

In line with our theme, "UEMS: Empowering Spaces, Impacting Lives.", we are proud to announce a significant project win that further strengthens our position in the specialised facade maintenance space.

UEMS has been appointed to carry out comprehensive facade cleaning works at Tampines North and Eunos Polyclinics. These new projects reflect the confidence our clients place in our expertise, safety culture and commitment to innovation, particularly in high-access and complex building environments.

What sets these projects apart is our use of cutting-edge drone technology to complement conventional facade cleaning methods. By deploying cleaning drones, we are able to access difficult-to-reach areas more safely and efficiently, reducing the need for extensive height access mobile elevated platform, rope access and minimising disruption to day-to-day operations at the polyclinics.

The use of drones enables our teams to assess the visual conditions of building exteriors, identify areas requiring targeted cleaning or remedial work and monitor progress in real time. This data-driven approach not only enhances safety and productivity but also helps our clients extend the life cycle of their building facades and maintain a consistently high standard of appearance.

For our esteemed customers, a clean, well-maintained exterior is about more than aesthetics; it is a visible expression of care, professionalism and trust for

users and visitors. By bringing together skilled facade specialists, robust safety practices and innovative technologies such as drones, UEMS is well placed to support these critical community facilities.

These project wins at Tampines North and Eunos Polyclinics are an important step in expanding our facade maintenance footprint and a clear example of how UEMS is embracing what's next in our journey of growth and service excellence.



Business Development

Building Partnerships. Winning Trust.

Driving Growth

The Human Side of Business Development: Building Long-Term Client Relationships

BY STANIE LIM & MAVICE TEO

Milestones invite reflection. As UEMS embarks on its next chapter, it is worth pausing to consider not just the contracts won or the solutions delivered, but the quieter forces that have sustained our growth along the way — the conversations that built confidence, the candour that deepened trust and the consistency that kept clients returning. It is these threads, woven steadily over time, that have shaped who we are in ways no strategy document ever could.

Business development, at its best, is not a pursuit of transactions. It is the practice of genuine attention — listening before proposing, understanding context before offering solutions and remaining present even when there is nothing immediately on the table. In a competitive landscape where offerings can often appear similar, it is the quality of relationships that ultimately sets one apart. The clients who have stayed with us longest are not those we impressed in a single meeting, but those with whom we have consistently invested time, curiosity and care over many interactions — building trust that endures.

Trust, in this profession, is not declared — it is demonstrated. It accumulates through honoured commitments, honest conversations during difficult moments and the reliability of turning up when it matters most. Clients may not recall every detail of a proposal or solution, but they remember how they felt throughout the journey — whether they felt heard, valued and in capable hands. These everyday actions, though rarely dramatic in isolation, form the bedrock upon which lasting partnerships are built.

When trust is established, the nature of a client relationship changes entirely — from managed engagement to genuine collaboration.

As our clients have evolved, so too have our relationships with them. What begins as a straightforward engagement can, over time, become something far more collaborative — where challenges are surfaced early, ideas are tested openly and both parties contribute to shaping what comes next. When trust is established, the nature of those conversations changes entirely. Clients share more, expect more and invest more and in doing so, they give us the opportunity to deliver value that is genuinely forward-looking rather than merely responsive.

In a landscape that grows ever more digital and fast-moving, the human qualities of our work become more rather than less important. Empathy, authenticity and the discipline to nurture relationships over the long term are not merely soft skills; they are strategic ones. They remind us that behind every brief and every organisation are individuals managing real pressures and navigating genuine complexity. How we show up for them, particularly during periods of uncertainty, leaves an impression that endures long after any particular project concludes.

As UEMS steps forward with purpose into this next chapter, let us continue to keep the human dimension of business development at the heart of everything we do — listening with greater intention, engaging with sincerity and cultivating partnerships built to last. In doing so, we not only drive sustainable growth, but ensure that our progress remains meaningful.

Addressing Client Workforce Needs: The Foundation of a Successful Bid

BY STANIE LIM & GRAYSON TAN

In the modern services industry, a common pitfall in the bidding process is focusing too heavily on what we do, rather than who we are doing it for. Whilst technical specifications and competitive pricing are the “table stakes” of any tender, the true differentiator — the foundation of a winning bid is a deep, strategic understanding of the client’s workforce needs.

At UEMS, we recognise that clients are not merely looking for a service provider; they are seeking a partner to help solve their human capital and operational challenges. By taking time to understand and address these real, and sometimes unspoken, workforce needs, we position ourselves in a more relevant and complementary manner, increasing our chances of being selected in a competitive bid.

Below are some of the principles we observe when tabling and proposing a bid:

- **Identifying Pain Points and Articulating Clear Value-Add:** Every organisation has a workforce under pressure. In healthcare, it may be the exhaustion of frontline nurses; in the corporate sector, it could be the challenge of employee retention. A successful bid identifies these specific pain points, articulates them clearly and offers a precise relief valve through well-crafted proposals. For example, we do not simply

pitch “housekeeping”, we pitch environmental safety that empowers clinical staff to focus on patients. By positioning our services as a support system for their people, we move from being a cost centre to a critical value-adder.

- **Focusing on Quality and Training:** The service industry has long been affected by the “warm body” syndrome – filling a roster simply to meet a headcount. A successful bid addresses this directly by focusing on competency and specialised upskilling. Our proposals highlight targeted training programmes, from specialised disinfection certifications to hospitality-level etiquette, presenting our workforce as a future-ready extension of the client’s own team.
- **Highlighting How Technology and Innovation Empower Daily Operations:** We demonstrate how *UETrack™* serves as the digital backbone of our workforce, through enhanced inspection frequencies and executive oversight, rapid response capabilities to minimise downtime, automated joint inspections with clients that streamline reporting and real-time project monitoring that drives precision across specialised work.
- **Bridging the Culture Divide:** One of a client’s greatest concerns can be a “culture clash”. A successful bid must prove that the service team will mirror the client’s internal values. We emphasise behavioural alignment, training our staff to adopt the client’s Service DNA – whether it is the rigorous safety standards of an operating theatre or the high-touch empathy of a restructured hospital. This assures clients of a seamless and consistent experience across all touchpoints.

As we enter the next chapter in our UEMS journey, we re-embrace a fundamental philosophy: our people are our greatest asset and our ultimate goal is to equip, align and inspire them to serve our clients’ needs. By understanding, articulating and addressing client workforce needs, we strive not only to win bids, but to build lasting partnerships for the future.

A Season of Growth: Celebrating Our Latest Wins

The first half of 2026 has been a remarkable season for our Business Development team. Across healthcare, hospitality and commercial sectors, UEMS has secured a series of significant contract wins and renewals – each one a testament to the relationships we have built, the standards we uphold and the trust our clients continue to place in us. We are proud to share these milestones with our wider UEMS family.

Expanding Our Partnership with INSEAD Asia Campus

BY MAVICE TEO

We are delighted to share a significant milestone for UEMS: the award of a new contract for the provision of Front Desk Executive (FDE) services at the INSEAD Asia Campus. This win is not merely a new account – it is a testament to the enduring trust INSEAD has placed in UEMS as a strategic Integrated Facilities Management (IFM) partner.

INSEAD – one of the world’s leading graduate business schools, operates its Asia Campus in Singapore, serving a vibrant community of students, faculty, staff and distinguished visitors from across the globe. The campus demands nothing short of world-class service standards and it is within this high-expectation environment that our FDE will operate. Our role is to oversee front office operations across the Main Reception, Residences Reception and Fitness Centre – managing visitor registration, guest check-in and check-out, billing, transportation arrangements and keycard issuance.



Our Front Desk Executive at INSEAD Asia Campus

This contract did not arise in isolation. Since 2023, UEMS has been entrusted with the management of INSEAD’s 30,000 sqm Asia Campus, delivering comprehensive IFM services encompassing landscape maintenance, pest control, general maintenance and housekeeping. Our proactive and solutions-driven approach has enabled us to progressively deepen our engagement and this latest award reflects the natural evolution of a partnership built on performance and mutual confidence.

As we deploy our FDE at INSEAD Asia Campus, we

remain committed to delivering the same calibre of professionalism, care and operational excellence that has defined our partnership thus far. This win reinforces UEMS's capabilities in integrated service delivery and signals our continued ambition to grow alongside our clients in meaningful, value-driven ways.

A Warm Welcome to Singapore Land Tower

BY MAVICE TEO

We are pleased to announce that UEMS has been awarded the contract for the provision of Concierge Specialists at Singapore Land Tower – one of Singapore's most iconic commercial and retail landmarks in the heart of the Central Business District. The contract commenced in Q3 of 2025 and reflects yet another vote of confidence in UEMS's ability to deliver excellence in hospitality and facilities support services.

The contract began with a team of three Concierge Specialists deployed across an initial one-year term. Within just four months of operations, the client demonstrated strong satisfaction with our team's performance by expanding the engagement and adding a fourth Concierge Specialist in Q1 of 2026 and extending the contract period further. This early expansion is a direct testament to the professionalism and dedication our team brings to the property every single day.

Our Concierge Specialists at Singapore Land Tower serve as the face of the building – the first point of contact for tenants, visitors and contractors alike. Their work spans four key areas: creating exceptional first impressions through a warm and professional welcome; supporting daily operations including lobby flow management and tenant assistance; enhancing safety and assurance



Our Concierge Specialists at Singapore Land Tower

by remaining vigilant to on-site protocols; and representing the building brand with clarity, confidence and professionalism across all touchpoints.

This win reinforces UEMS's growing reputation in delivering hospitality-led services across premium commercial developments. It reflects our belief that great service is not just seen – it is felt, from the moment someone walks through the door.

A Monumental Win: Visitor Service Management Across SingHealth and NHG Health

BY GRAYSON TAN

UEMS has successfully retained all existing contracts under the latest round of national tender for Provision of Visitor Services Management (VSM) and secured new VSM contract wins at an additional five sites – bringing our total to nine across the SingHealth and National Healthcare Group (NHG) Health clusters. This is a landmark achievement.

SingHealth and NHG Health are two of Singapore's three major public healthcare clusters, collectively serving millions of patients and their families each year. From the historic grounds of Singapore General Hospital to the new, cutting-edge facilities, our team has been chosen to remain the face of healthcare across these institutions. VSM is a critical function that directly shapes the patient and visitor experience from the moment of arrival and our team has consistently risen to that responsibility with warmth, professionalism and care.

To every visitor services associate, supervisor and operations manager who showed up each day with dedication and professionalism – this win belongs to you. We look forward to continuing our partnership with SingHealth and NHG Health, setting a high benchmark to delight every patient and visitor who walks through these doors.



Our Visitor Service Management Team at SGH

Renewal Win: Housekeeping Services at SingHealth Polyclinics

BY GRAYSON TAN

We are pleased to announce the recent successful renewal of our Housekeeping Services contract with four SingHealth Polyclinics (SHP), mainly Pasir Ris Polyclinic, Bukit Merah Polyclinic, Outram Polyclinic and Sengkang Polyclinic. This renewal reaffirms the confidence that SHP has placed in our organisation and reflects the sustained quality of environmental services that our team has consistently delivered across all four polyclinic locations.

SHP is a key primary healthcare institution under the SingHealth cluster, serving a large and diverse patient population across Singapore. The standards required within a primary care environment are exacting, and maintaining the cleanliness and hygiene of these facilities is integral to patient safety, infection control, and the overall patient experience.

The successful renewal of this contract is a direct outcome of the professionalism, discipline and commitment to service excellence demonstrated by our housekeeping team and supervisory staff throughout the preceding contract period. It is also a testament to the trust that SHP has placed in our organisation.

We are committed to honouring that trust and to delivering services that contribute meaningfully to the health and well-being of patients and staff across all polyclinic sites.



Sengkang PolyClinic, one of 4 SHP Polyclinics where our housekeeping services were successfully renewed recently.

Keeping the Diagnostic Heart of Mount Elizabeth Novena Beating Strong

BY GRAYSON TAN

We are pleased to share the successful renewal of the Portering Services contract for the Radiology Department at Mount Elizabeth Novena Hospital (MENH). This renewal reaffirms the hospital's confidence in our team's consistent performance and service excellence.

Our portering team has played a vital role in supporting radiology operations through timely patient transfers, effective coordination with clinical staff and adherence to safety and service standards in a fast-paced environment. Their professionalism, dedication and attention to detail have been instrumental in achieving this continued partnership. Whether it is moving a patient for an urgent X-ray or a scheduled ultrasound, we remain committed to keeping the gold standard of portering service shining bright at MENH.



Our MENH Porters receiving their CNY goodie bag during CNY 2026

Mount Elizabeth Hospital Renews Trust for Radiology Portering

BY GRAYSON TAN

We are equally pleased to announce the successful renewal of our Portering Services contract with Mount Elizabeth Hospital (MEH) for the Radiology Department. This renewal reflects the strong, trust-based relationship we have built over the preceding contract period and serves as a direct endorsement of the professionalism, reliability and dedication demonstrated by our team every single day.

From safely escorting patients to diagnostic scans to ensuring timely transfers and smooth workflow in a high-stakes environment, our team has become a trusted extension of Mount Elizabeth's world-class care.



Our MEH Porters receiving their CNY goodie bag during CNY 2026

This renewal is a testament to our team's dedication, the high standards of cleanliness we maintain and the reliable, service-oriented culture our ground team has cultivated. We extend our heartfelt appreciation to the entire MFTNH site team and to the management of Man Fut Tong Nursing Home for their continued trust and support. Here is to many more years of collaboration, shared success and delivering excellence together.



Our Housekeeping staff from Man Fut Tong Nursing Home posing with HQ team during a ground visit

Partnering for Excellence: Housekeeping Renewed at Man Fut Tong Nursing Home

BY GRAYSON TAN

We are proud to announce that UEMS has officially been awarded a contract renewal for the Provision of Housekeeping Services at Man Fut Tong Nursing Home (MFTNH) – a pillar of the Woodlands community since 1985, dedicated to providing holistic care to the elderly and sick.

In a healthcare environment, "clean" is not merely about appearance, it is a critical pillar of infection control and resident safety. Under this renewed partnership, UEMS will continue delivering stringent sanitation across all 232-bed capacity areas, meticulous maintenance of common areas including landscaped gardens and rehabilitation centres, specialised disinfection protocols to mitigate airborne risks and the use of sustainable, eco-friendly cleaning agents appropriate for residents with respiratory sensitivities.

Looking Ahead

The wins and renewals featured in this edition are not merely business outcomes – they are the cumulative result of every conversation held with integrity, every commitment honoured under pressure and every act of care extended by our people on the ground. They reflect a culture that places relationships at the centre of everything we do.

As we look to the second half of 2026 and beyond, our resolve remains unchanged: to listen more than we speak, to deliver more than we promise and to build partnerships that endure not because of a contract, but because of the trust we earn – one interaction at a time.

Our people are our greatest asset. Our ultimate goal is to equip, align, and inspire them to serve our clients' needs – and in doing so, build lasting partnerships for our next chapter.

Singapore Health Quality Service Awards 2026

BY MELISSA LIM

Launched in 2011 by SingHealth, the Singapore Health Quality Service Awards (SHQSA) is Singapore's first dedicated platform honouring outstanding healthcare professionals across the healthcare sector for delivering quality care and excellent patient experiences.

UEMS is proud to celebrate a remarkable achievement by our Visitor Services Management (VSM) team deployed to Singapore General Hospital (SGH).

Amidst strong competition across 49 public and private healthcare institutions, four of our team members were honoured with the Silver Award. We are proud to recognise Siti Salha Binti Mohamed Seedek, Ranjit Kaur D/O Paritam Singh, Wendy Lim Sock Yan and Alice Koh Oon Tee for this achievement. This recognition is especially meaningful as it builds on our strong performance in 2025 and reflects the consistency of our team's service excellence.

At the heart of this achievement is a team that consistently goes above and beyond. Whether guiding anxious patients with patience, assisting visitors with care and clarity or stepping in during challenging situations with professionalism and empathy, our VSM staff play a crucial role in shaping the SGH experience every day.

These awards are more than just recognition. They celebrate the meaningful interactions that often go unseen, yet leave a lasting impact. In these moments, our staff embody the true spirit of service: attentive, compassionate and always going the extra mile.

The continued recognition of our VSM team is a testament to a strong service culture built on teamwork, resilience and a shared sense of purpose. This is further



strengthened by our ongoing investment in training and development, equipping our staff with the skills and confidence to deliver service with professionalism and empathy. Their dedication not only enhances the patient journey but also reinforces SGH's commitment to delivering quality care beyond clinical excellence.

Once again, congratulations to all our award recipients. Thank you for making a difference!



Everyday Heroes, Extraordinary Service: UEMS Health Attendants Team Recognised at the You Sparkle! Awards 2025 and Singapore Health Quality Service Awards 2026

BY LIONEL RICHARD TAN

At Sengkang General Hospital (SKH), outstanding service is often shown quietly, in the way a patient is reassured, a worried family member is guided or a ward is kept safe and clean without fuss. For our UEMS Healthcare Attendants at SKH, these everyday acts of care have now been formally recognised through the You Sparkle! Awards 2025 and the Singapore Health Quality Service Awards (SHQSA) 2026. Their achievements remind us that true excellence is built one small, consistent action at a time.

We are proud to celebrate three colleagues whose dedication has shone especially brightly. Rozidah, who joined UEMS in March 2019, received the Gold Award at the You Sparkle! Awards 2025. Over nearly seven years of service, she has been known for her professionalism, patience and genuine concern for patients' well-being. Whether supporting nurses during busy shifts or taking a moment to comfort anxious patients, she brings calm and positivity to the ward. Her award is a reflection not only of her own hard work, but also of the strong collaboration between our UEMS team and the SKH care staff.

Celine, who joined in April 2021, was honoured with the Silver Award at the same You Sparkle! Awards 2025. Colleagues describe her as reliable, steady and always willing to help. She is often the one who steps forward quietly when things get hectic, ensuring that tasks are completed and that patients are not kept waiting. Her caring attitude and team spirit have contributed to a supportive working environment where communication is open and mutual respect is the norm. The Silver Award acknowledges the important role she plays in maintaining a high standard of service every day.

We are also delighted to recognise Vasugi, who joined UEMS in February 2022 and has quickly become a role model for service excellence. She received the prestigious Gold Award at the Singapore Health Quality Service Awards (SHQSA) 2026, a national-level recognition presented by SingHealth. This award highlights her consistent commitment to patient-centred care and her ability to go the extra mile without seeking attention. From handling challenging situations with grace to offering a kind word when it is most needed, she exemplifies the values that both SKH and UEMS stand for.



Behind these awards is a wider story of teamwork. Supervisors, nursing partners and fellow colleagues have all played a part in guiding, supporting and encouraging one another. From ensuring proper training and clear procedures, to celebrating small wins in daily huddles, our UEMS Health Attendants team at SKH has built a culture where good work is recognised and appreciated. The recent sharing of the award news, accompanied by photographs and messages of appreciation, reflects the pride we take in uplifting one another.

These recognitions are not the end point, but a motivation for us to do even better. As we continue to support SKH in delivering quality care, we hope the stories of Rozidah, Celine and Vasugi will inspire us all to uphold the same spirit of service. To our award recipients, thank you for showing that everyday heroes do exist – in the corridors, wards and quiet corners of the hospital where care is most needed.



Safety Under Pressure: Why Working Safely Matters During Urgent Operations

BY TAN KAI SHING

In high-pressure environments and limitation of manpower, especially in sectors such as healthcare, facility management, and emergency response, urgency is often unavoidable. In every industry, urgent situations are part of daily operations. Whether it is responding to a spill in a busy hospital corridor, bed discharge cleaning, clearing waste in high traffic areas, or fixing a fault that affects building safety, workers are often required to act quickly. However, working under pressure should never come at the expense of safety. In fact, during urgent operations, maintaining safety is even more critical.

In fast-paced environments, workers may feel the need to rush tasks to restore normal operations as soon as possible. A housekeeper may quickly attend to a wet floor without putting up warning signs, clean up a room without proper disinfection or a technician may attempt a quick repair without proper isolation of equipment. While these actions may seem efficient, they increase the risk of slips, trips, falls, or exposure to hazards. Saving a small amount of time can lead to accidents, which may cause injuries, disrupt operations, or even result in a public liability claim.

Urgent situations can also affect focus and decision making. Stress and time pressure may lead workers to overlook important safety steps such as wearing appropriate Personal Protective Equipment (PPE), securing equipment, or following proper procedures. For example, handling chemical cleaning agents without gloves or mixing chemicals improperly can result in burns or harmful fumes. Similarly, rushing waste collection without proper handling techniques can lead to cuts, strains, or exposure to contaminated materials.

A strong safety culture is essential in all work activities. Workers must be trained to understand that safety is a priority, regardless of urgency. Simple actions, such as placing a wet floor sign, using proper tools, and following standard operating procedures, can prevent accidents. The “Stop, Look and Act” concept by the Workplace

Safety and Health (WSH) Council reminds workers to pause and assess risks before continuing, even in urgent situations.

Supervisors and team leaders play a key role in reinforcing safe practices. When leaders emphasise completing tasks quickly without regard for safety, it sends the wrong message. Instead, they should lead by example by following procedures and ensuring that workers have the time and resources to work safely. Regular briefings and reminders can help reinforce the importance of safety during high-pressure situations.

Preparation is another important factor. Having clear procedures, readily available equipment, and proper training allow workers to respond effectively without panic. For instance, spill response kits, proper signage, and accessible PPE enable housekeeper to manage hazards safely and efficiently. When workers are prepared, they can handle urgent tasks with confidence and reduced risk.

Clear instructions help ensure that everyone understands their responsibilities and avoids confusion. In busy environments such as hospitals or commercial buildings, poor communication can lead to duplicated efforts, missed hazards, or unsafe conditions. Therefore, effective communication and clear instructions are important.

In conclusion, urgency is a common part of housekeeping and Facilities Management, but safety must never be compromised. By promoting a strong safety culture, ensuring proper training, and encouraging clear communication, organisations can ensure that even under pressure, tasks are completed safely. Working safely is not a delay, it is the most efficient way to protect workers, the public, and the overall operation. Adequate staffing and proper resource allocation also play a crucial role in reducing excessive workload and preventing burnout.

Staying Safe During Ramadan

BY NAFEEZ AHAMED

The early hours of Ramadan carry profound significance, illustrating how spiritual discipline can strengthen a deeper sense of safety, accountability, and responsibility. Values such as mindfulness, patience, and compassion encourage individuals to care not only for themselves but also for those around them. This heightened awareness fosters better decision-making, reduces complacency, and promotes a culture grounded in mutual respect and care.

At UEMS, where our teams work across hospitals, commercial buildings, and critical infrastructure every day, these values resonate deeply. Our people operate in environments where sustained focus and personal accountability are not optional, they are essential.

Fasting may introduce additional health and safety considerations that employers should not overlook. Reduced energy levels, decreased concentration, and

dehydration, particularly in physically demanding or outdoor roles, can impact alertness and increase the likelihood of incidents. For our teams on the ground, whether in a hospital ward, a facility operations room, or an outdoor maintenance site, these risks are very real.

This is why at UEMS, supporting our people during Ramadan goes beyond acknowledgement. Practical measure and open communication channels ensure our employees can raise concerns without hesitation, and perform their roles safely and with dignity.

Ramadan reminds us that self-discipline and prioritising long-term well-being over immediate comfort are the foundations of a strong safety culture. At UEMS, that is a principle we carry beyond the holy month, embedded in how we lead, how we operate, and how we care for one another every single day.

Beyond PPE: Building A Strong Safety Mindset

BY LIM WAYNE

When we talk about safety, the first thing most of us think about is Personal Protective Equipment (PPE) — gloves, masks, safety shoes. They are important factors when performing our daily operation, no doubt. But PPE is first and foremost the Final line of defence. What truly keeps us safe much less visible and tangible – our mindset.

A strong safety mindset is about how we think and act every day. It is choosing to pause before starting a task and asking yourself, “Is this safe?” or “Is this something I should be doing?” It is noticing a wet floor and cleaning it up, even if it is not “your job.” It is reminding a colleague to wear their gloves, goggles, and boots – not to point fingers or to implicate, but because you genuinely care for their wellbeing.

In our line of work, especially in healthcare environments, we frequently operate under high-pressure conditions. We rush, we multitask, and sometimes we rely on experience to “just get things done.” However, even the most seasoned expert is not immune to human error. In an environment this demanding, a minor oversight is not just a lapse – it is the first step towards a serious incident.

Safety is not about rules alone. It is about looking out for one another. It is about speaking up, even when it feels uncomfortable. And it is about going home safe at the end of every shift.

In conclusion, every one of us plays a part. PPE protects you – but your mindset protects everyone. And continue to build a workplace where safety is not just something we follow, but something inherent.

Growing together with SGH: Our people at the New Emergency Department

BY MELISSA LIM

The opening of Singapore General Hospital (SGH)'s new Emergency Department (ED) on 18 January 2026 marks a significant milestone in the hospital's journey of growth and transformation. As a trusted service partner, we are proud that our Visitor Services Management (VSM) team had the opportunity to support SGH through this important transition.

The new Emergency Department is one of the most dynamic and critical touchpoints in the hospital. Beyond operational readiness, it requires calm assurance, clear communication and strong service standards especially during moments when patients and their families need support the most.

In preparation for the move, six dedicated VSM team members underwent months of structured training and operational readiness preparation. This included workflow alignment, system familiarisation, wayfinding readiness and scenario-based exercises. Through this process, they built the confidence and capability needed to navigate the new environment and deliver service with professionalism and empathy.

Their involvement in this transition represents more than just a change in location. It reflects our team's adaptability, resilience and commitment to grow alongside SGH. Being deployed in the new Emergency

Department places them at the heart of the patient and visitor experience and they have stepped into this responsibility with confidence and pride.

This milestone is not just about a new space, but a fresh beginning shaped by strong collaboration, careful planning and mutual trust. We are grateful to SGH for the continued confidence in our team and we commend our staff for their dedication in supporting this transition.

Six months on from the move, the team has settled well into the new Emergency Department environment, demonstrating consistency, adaptability and a strong understanding of operational demands. We remain committed to strengthening our partnership with SGH, supporting seamless operations and continuing to grow our people through meaningful frontline experiences in the years ahead.



Six Months, Many Lessons

BY MOHAMED AMIN

The first six months as a Senior Contracts Executive have been both demanding and rewarding, a true test of adaptability, coordination, and precision.

From day one, the role required balancing multiple responsibilities: overseeing renovation and fit-out projects, managing vendors, coordinating stakeholders, and ensuring compliance. Three lessons have stood out above the rest.

The first is the value of clear communication. Acting as the primary liaison between clients, contractors, and internal teams demands more than relaying information, it requires clarity, responsiveness, and accountability. How quickly challenges get resolved often comes down to how well they are communicated.

The second is the importance of structured documentation. From cost estimates to monthly reports,

disciplined record-keeping ensures transparency, supports informed decision-making, and builds trust with everyone who relies on timely and accurate updates.

The third, and perhaps the most impactful, is ownership. Taking responsibility from initial planning through to final handover builds both confidence and accountability. It also sharpens the instinct to anticipate risks and improve processes continuously.

Six months on, the challenges have strengthened technical knowledge, sharpened coordination skills, and reinforced the value of teamwork. There is still much to learn. In project and contracts management, every day brings a new lesson, and each one builds a stronger foundation for what lies ahead.

Bridging the Gap: The Crisis of Leadership and Core Skills in Singapore's Facilities Management

BY MUHAMAD ASRAF & MUHAMMAD NAJIB

Singapore's skyline is a testament to precision, planning, and world-class infrastructure. Yet behind the polished facade of commercial towers, transport hubs, and residential estates lies a growing challenge. The Facilities Management (FM) sector, responsible for maintaining the safety, efficiency, and sustainability of the built environment, is grappling with a widening gap in leadership capability and core technical skills.

This is no longer a distant concern. It is a present-day constraint that threatens operational resilience, service quality, and the long-term evolution of the industry.

The Expanding Scope of Facilities Management

FM in Singapore has evolved far beyond routine maintenance. Today's FM professionals are expected to manage smart building systems, integrate sustainability practices, oversee compliance, and respond to increasingly complex stakeholder expectations.

Digitalisation has accelerated this transformation. Smart sensors, predictive maintenance systems, and integrated building management platforms are becoming standard. However, technology adoption has outpaced the workforce's ability to fully leverage it. Many organisations find themselves investing in advanced systems without the leadership or skilled personnel needed to translate capability into performance.

A Leadership Vacuum

One of the most pressing issues is the shortage of strong, forward-thinking leaders within the FM sector. Leadership in this field now requires more than operational oversight—it demands strategic thinking, cross-disciplinary knowledge, and the ability to drive transformation.

Yet many FM teams are still led by individuals who rose through purely technical or operational tracks without formal leadership development. While their experience is invaluable, the modern environment requires additional competencies: change management, digital fluency, stakeholder engagement, and long-term planning.

This leadership gap manifests in several ways:

- Reactive rather than proactive decision-making
- Difficulty in implementing innovation at scale
- Weak alignment between FM operations and organisational strategy

Without capable leadership, even well-resourced teams struggle to evolve.

The Core Skills Shortage

Alongside leadership challenges is a persistent shortage of core technical skills. Despite Singapore's strong education system, fewer young professionals are entering the FM sector. It is often perceived as less attractive compared to other industries, leading to an ageing workforce and limited talent renewal.

Key skill gaps include:

- Advanced building systems management
- Data analytics for predictive maintenance
- Sustainability and energy optimisation expertise
- Integrated Workplace Management Systems (IWMS) proficiency

Compounding the issue is the rapid pace of change. Skills that were sufficient five years ago are now outdated. Continuous upskilling is essential, yet many organisations lack structured training pathways.

Structural and Perception Challenges

The problem is not purely about training—it is also structural. FM is often undervalued within organisations, viewed as a cost centre rather than a strategic function. This perception affects investment in talent development and limits career progression opportunities.

Additionally, outsourcing practices can dilute accountability and reduce incentives for long-term capability building. When FM services are awarded primarily based on cost, organisations may prioritise short-term savings over skill development and innovation.

Bridging the Gap: A Path Forward

Addressing this crisis requires coordinated action across industry, government, and educational institutions.

1. Elevating FM as a Strategic Function

Organisations must recognize FM as integral to business continuity, sustainability goals, and user experience. Elevating its role will naturally drive investment in leadership and skills.

2. Structured Leadership Development

Targeted programmes should be introduced to develop FM leaders with both technical and strategic competencies. This includes mentorship, cross-functional exposure, and formal training in management and digital transformation.

3. SkillsFuture and Continuous Learning

Singapore is well-positioned with initiatives that support lifelong learning. The FM sector must actively leverage these programmes to build capabilities in emerging areas like smart building technologies and green facilities management.

4. Industry-Academia Collaboration

Closer partnerships between educational institutions and industry players can ensure that curricula remain relevant. Internship pipelines and apprenticeship models can also attract younger talent into the field.

5. Rethinking Procurement Models

Shifting from cost-based to value-based procurement can incentivise service providers to invest in workforce development, innovation, and long-term performance.

The Stakes Ahead

FM is the backbone of Singapore's built environment. As the nation pushes toward sustainability and smart city ambitions, its importance will only grow.

Failing to address the leadership and skills gap risks more than inefficiency. It threatens safety, sustainability, and Singapore's global reputation for excellence.

But closing this gap presents a real opportunity. With the right investment in people and leadership, FM can evolve from a support function into a strategic driver of innovation and resilience.

Building Stronger Partnerships Together

BY BERNARD TEO

When people think of a formal handover ceremony, they often imagine something structured, serious and procedural. But behind the symbolic Housekeeping Services' Handover Ceremony held at the Khoo Teck Puat Hospital (KTPH)'s Learning Centre on 31 December 2025, a very different story unfolded – one filled with teamwork, laughter, last-minute needful adjustments and a shared sense of pride. This was never just about handing over a service; it was about people coming together to make something meaningful happen. What began as a straightforward idea to mark the transition of housekeeping services from the hospital to UEMS soon evolved into a collaborative effort involving UEMS KTPH Housekeeping, UEMS Yishun Community Hospital (YCH) Housekeeping and the UEMS KTPH Portering teams. There was a shared desire to go beyond formality and create something that reflected not just the transition, but the journey behind it, where every voice mattered and every detail contributed to the overall experience.

While guests would later see a smooth and polished ceremony, the real work began well before 2000 hours on the day itself. Teams were already on the ground early, running through quiet checks – “Mic okay?”, “Music ready?”, “Caddy here already?” – alongside familiar last-minute questions like “Eh, who’s holding the spray bottle later?” and “Is the speech at 2015 hours or 2020 hours?”. Despite these small uncertainties, there was no tension, only a strong sense of shared responsibility. Everyone knew their role and more importantly, everyone was ready to step in wherever needed. What stood out most during the preparation was how naturally the three teams worked together, without hierarchy or silos, aligning towards a common goal of making the event meaningful. Ideas were exchanged openly – from ensuring the ceremony flowed smoothly, to deciding on a symbol that would best represent the handover, to striking the right balance between professionalism and warmth. Along the way, colleagues became collaborators and collaborators became teammates.

Among all the planning, one item unexpectedly became the centre of attention – the mini cleaning caddy. While simple in appearance, it sparked thoughtful discussions on what it should contain, how it should be presented and who should carry it. The final choice – a cleaning cloth and spray bottle was practical yet symbolic, representing the everyday work that defines housekeeping. On the day itself, the caddy drew quiet smiles, as it came to symbolise readiness, ownership and a shared commitment to uphold standards from day one.

Beyond the formal programme, it was the small, human moments that truly defined the spirit of the event:

a reassuring nod before stepping on stage, a whispered “you go first” during transitions and shared laughter when timings nearly overlapped. Even the group photo evolved naturally from a formal pose into a relaxed, cheerful moment, reflecting how comfortable everyone had become with one another.

When the speeches concluded and the symbolic handover was completed, the event could have ended as just another successful programme, but it felt like something more had been achieved. The ceremony became a platform not only to mark a transition, but also to recognise the efforts of the hospital housekeeping teams, build trust between the clients and UEMS and strengthen relationships across departments. It demonstrated that even in operational matters, culture plays a powerful role. At its core, the handover represents continuity – ensuring that high standards of cleanliness, safety and reliability are maintained. Yet, this event showed that how we transition is just as important as what we transition. By taking the time to come together, plan thoughtfully and celebrate the moment, the teams sent a clear message that people, collaboration and culture matter.

As the evening moved into the toast and refreshments, the atmosphere shifted from formal to relaxed. Conversations flowed and there was a shared sense of both closure and new beginnings. It was a chance to reflect on what had been accomplished together, not just a successful event but a meaningful shared experience. With the handover now complete, UEMS steps forward with confidence, supported by the trust of the clients and the strong foundation built by the hospital teams. Ultimately, it is not systems or structures that drive success, but people. If this event is any indication, the journey ahead will not only be about maintaining standards but also about continuing to build a culture of collaboration, respect and shared pride in the work we do.



Thota Ramesh – Cluster Supervisor, Hotels

BY CARMEN CHAN

We are proud to recognise and sincerely appreciate Thota Ramesh for his 10 years of dedicated service and contributions to UEMS, from 2016 to 2026. His career journey is a true reflection of commitment, growth, and consistent hard work.

Ramesh began his journey with UEMS in 2016 as a Housekeeper at WeWork Beach Centre. From the very beginning, he demonstrated a strong sense of responsibility, a positive attitude, and dedication to his work. His reliability and performance laid a strong foundation for his career progression.

After three years, he was transferred to 100AM shopping mall, where he was promoted to Supervisor—a well-deserved recognition of his efforts and leadership potential. In 2023, Ramesh took on greater responsibilities when he was assigned to Shangri-La Singapore to manage site operations, further showcasing his capability to lead teams and maintain high service standards.

In recognition of his experience and contributions, Ramesh was promoted to Cluster Supervisor in 2025. In this role, he oversees multiple sites, including RC Hotel, Amara Hotel, and Pullman Hotel, reflecting the strong trust and confidence placed in him by the management.

Ramesh's 10-year journey with UEMS highlights our commitment to developing our people and recognising hard work and loyalty. We extend our heartfelt thanks to him for his years of service, dedication, and valuable contributions, and we wish him continued success in his ongoing leadership role.



Chaw Lae War – Supervisor, Commercial Services @ URA Centre

BY ROYSTON LAU

Wah Wah has consistently demonstrated strong performance and reliability in her role as a Cleaning Supervisor. She shows excellent leadership by guiding her team effectively, ensuring that all cleaning tasks are completed to a high standard and within the required timelines. Her attention to detail and commitment to maintaining cleanliness and hygiene have contributed positively to the overall environment.

She has also played a key role in stabilising the team and fostering a strong, positive relationship with management. Wah Wah is able to maintain good communication between both sides, ensuring smooth coordination and mutual understanding. In addition, she is very encouraging towards her team members, especially senior staff, showing patience, respect, and support to help them perform confidently in their roles.

She is proactive in addressing operational issues and is able to make sound decisions under pressure. Wah Wah also communicates well with both her team members and management, ensuring smooth daily operations. Her positive attitude, strong work ethic, and willingness to go the extra mile have made her a valued member of the team.

Overall, Wah Wah is a dependable and hardworking supervisor who consistently delivers quality results and sets a good example for her team.



New Appointments in Year 2026

BY BRENDA EU



Kaitlynn Tan
Senior Director, Finance & Procurement



Karyn Cheng
Senior Director, Human Resource



Nick Wang
Director of Operations, Healthcare



Jeremy Ong
Head, Hospitality, Commercial & Integrated Facilities Management (IFM)



Tan Wei Neng
Assistant Director Healthcare



Julius Fam
Head, Talent Acquisition



Michelle Wong
Senior Manager Human Resource



Robin Ho
Senior Manager, System & Infrastructure Operations Technology Services



Carmen Chan
Manager Hospitality & Commercial Services



Mani Kamal
Manager, Software Technology Services



Steven Han
Manager Buddha Tooth Relic Temple & Museum



Tan Irene
Manager KKH Housekeeping



Feriemechele Badiang Pajo
Deputy Manager CGH Housekeeping



Chua Kea Kean
Assistant Manager HQ Human Resource



Low Kun Lin
Assistant Manager Woodlands Health Portering



Lynn Lay
Assistant Manager KKH Housekeeping



Ramanathapuram Velumayil Saravanakumar
Assistant Manager KKH Housekeeping



Khoo Lim Ru
Assistant Lead HQ Human Resource



Ruby Bui
Senior Executive Singhealth Polyclinics



Sahhidatol Binte Osman
Senior Executive Quality & Training



Choo Hoo Yin
Assistant Executive KTPH Portering



Kong Pei Yi
Senior Administrative Executive AH Housekeeping

From Pandemic to Endemic: Serving in Singapore Healthcare

BY STANIE LIM

Over the past few years, I have had the privilege of serving Singapore's healthcare ecosystem through some of its most defining moments – from the height of the COVID-19 pandemic to the nation's transition into preventive and community healthcare initiatives.

My healthcare journey began in 2020 when I joined the Ministry of Health's Crisis Strategy Group, where I served as Deputy Director overseeing Planning, Operations and Strategic Partnerships under the Testing Operations Task Group (TOTG). Together with an exceptional team, we helped design and operationalise Singapore's national testing strategy during one of the most challenging periods in recent history.

At the peak of the pandemic, our operations supported up to 60,000 Polymerase Chain Reaction (PCR) tests and nearly a million Antigen Rapid Test (ART) tests daily during the Delta/Omicron wave. Beyond policy and planning, my role involved ensuring that frontline testing operations, logistics, infrastructure, staffing, compliance and partnerships with laboratories and medical providers were all aligned to support Singapore's national pandemic response.



Receiving the National Day Awards Bronze in 2023 from Minister of Health, Mr Ong Ye Kung in recognition of contributions to Singapore's COVID-19 response.



With the Testing Operations Task Group team during the COVID-19 pandemic response.

As Singapore transitioned from pandemic response to long-term population health management, I next had the opportunity to contribute to the rollout of Healthier SG/Healthy SG, Singapore's national preventive health

and healthy ageing initiative. Serving as Deputy Chief for Central Sector Enrolment Operations, I worked with grassroots advisers, healthcare clusters, agencies and community partners to drive outreach and enrolment efforts among seniors and residents.

This phase of work reinforced a powerful lesson: healthcare is not only about crisis response – it is equally about prevention, early intervention and building healthier communities for the future.

Today, I begin a new chapter with UEMS, where I am excited to continue contributing to Singapore's healthcare ecosystem – this time from the perspective of integrated healthcare support services and frontline operational excellence.

Joining UEMS feels like a natural continuation of my journey. Having worked closely with hospitals, healthcare institutions and public agencies over the past several years, I understand first-hand the critical importance of reliable support services, operational readiness and patient-centric delivery in enabling our healthcare institutions to perform at their best.

In my next chapter at UEMS, as I step into the Head of Business Development (Healthcare) role, I look forward to celebrating and leveraging on the strong progress made by UEMS, as well as my experience across operations, partnerships and healthcare transformation to help UEMS strengthen its position as a trusted partner to Singapore's healthcare institutions.

The mission will always remain the same – to serve Singapore's healthcare system with excellence, resilience and purpose.



During one of the HSG roadshows in 2024



With Minister of Health, Mr Ong Ye Kung during his visit of the Healthier SG Task Force 2024

A Journey from Public Healthcare to UEMS: A Journey in Operational Excellence

BY KOH YI TING

Foundations in Public Healthcare

The 2008 global financial crisis marked a turning point in my career, as the maritime-focused training and consultancy firm I was with ceased operations. Faced with uncertainty early in my professional journey, I began exploring new opportunities and was drawn to a role at the then newly established Ng Teng Fong General Hospital (NTFGH), formerly Jurong Health.

Despite having no prior experience in healthcare, I was grateful for the opportunity to be considered for an Executive position. What began as a step into the unknown soon evolved into a deeply meaningful career path. From that point on, healthcare was no longer just a job, it became my calling.

Over time, I took on progressively broader responsibilities, strengthening both my operational expertise and leadership capabilities. Along the way, I gained valuable experience across institutions such as the National Centre for Infectious Diseases (NCID), formerly the Communicable Disease Centre, and the Institute of Mental Health (IMH), where I was exposed to diverse operational inpatient and outpatient environments that further shaped my leadership journey.

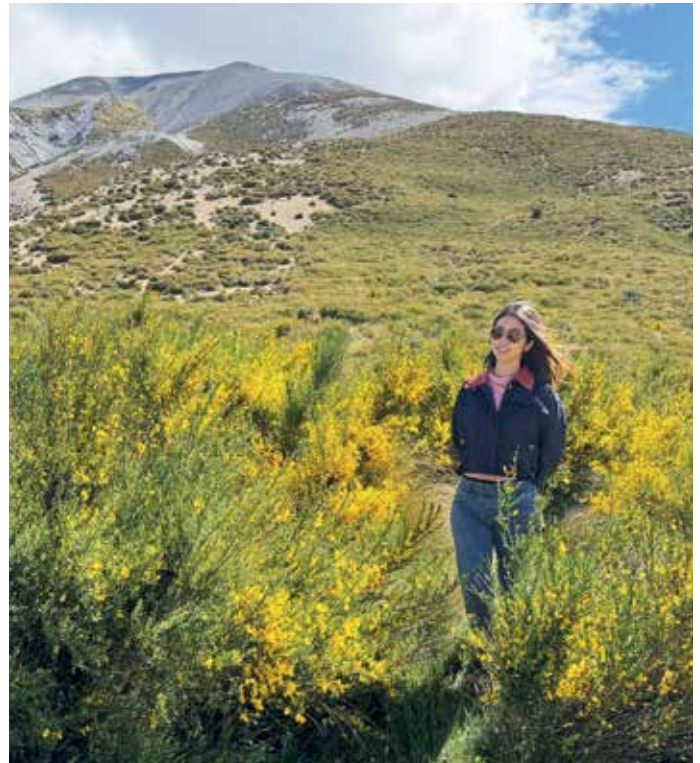
Expanding Horizons

In 2023, I completed my Master's in Health Economics, Management and Policy with distinction, a milestone that prompted me to reflect on the next phase of my career. After close to six years at IMH overseeing support services, I had built a strong foundation in public healthcare operations.

Seeking to broaden my perspective, I made the transition to UEMS. I was particularly drawn to the opportunity to apply what I had learned, ranging from financial and cost considerations to strategic thinking in a more direct and practical way. This shift allowed me to move beyond an operational lens to a more holistic view of service delivery, balancing quality, efficiency and sustainability in a dynamic, client-focused environment.

Driving Service Excellence Across Diverse Operations

In my current Assistant Director role at UEMS, I oversee operations across guest relations, stewarding and environmental services within non-healthcare settings. This requires balancing service quality, operational



efficiency and client expectations across diverse environments.

The role has broadened my perspective, allowing me to apply my healthcare foundations in a different context while adapting to varying operational demands. I work closely with my teams and stakeholders to ensure service delivery remains consistent, responsive and aligned with client needs.

At the core of my approach is a strong focus on people. I believe in setting clear expectations, coaching teams and fostering a sense of ownership, enabling staff to deliver service excellence with confidence and accountability. I tend to take a steady, hands-on approach to leadership, focusing on clarity, consistency and supporting my team to perform at their best.

Looking Ahead

At the end of the day, I see my role as supporting the team and creating an environment where people can do their work well. When the team is confident and things run as they should, that's what matters most.

Same Place, New Perspective: A Staff Transition Story

BY ALAN LIM

On 1 January 2026, Mohd Hairulnizam Bin Ab Bakar joined the UEMS housekeeping team at Khoo Teck Puat Hospital (KTPH). His journey, however, began much earlier – having served nearly nine years as an in-house Environment Service Associate (ESA), where he took care of critical areas such as Accident & Emergency (A&E), Major Operating Theatre (MOT), Intensive Care Unit (ICU), Cardio Vascular Centre (CVC) and wards.

That experience gave him not only technical skills but also a strong appreciation for the discipline and precision required in hospital operations. His consistent work attitude and commitment to high standards quickly set him apart. Recognising his potential, UEMS identified him for supervisor training and prepared him for the role.

After three months of intensive training and mentorship, Hairulnizam was officially promoted to Supervisor in April 2026. Today, he brings a fresh perspective to familiar surroundings, transitioning from frontline operations to leadership, guiding his team with the same dedication he once demonstrated on the ground.

His story is a reminder that growth often comes not from changing places, but from embracing new perspectives within them.

Words from Hairulnizam:

Transitioning from an in-house role to joining UEMS while continuing to work in the same facility felt both familiar and refreshing. Although the environment remained the same, the expectations and processes under UEMS introduced a new way of working. Building confidence within a new team structure was one of my biggest adjustments.

Since joining on 1 January 2026, my journey has been one of meaningful growth, culminating in my promotion from Housekeeper to Supervisor on 1 April 2026. I believe this came from maintaining a positive attitude, staying committed, and always being willing to learn.

Moving from a hands-on role to leading a team required a real shift in mindset. Over time, I realised that listening and patience are just as important as technical skills, and that lesson continues to shape how I lead today.

To anyone hoping to take on a leadership role in the future, stay committed, keep learning, and make the most of every opportunity to grow.



Diverse Talent Is Our Global Workforce

BY CLARIS ORTEGA

At UEMS Singapore, our people are at the heart of everything we do. Our diverse global workforce brings together individuals with different backgrounds, strengths and passions – all united by a shared commitment to excellence. One such individual is Afiq, a dedicated UEMS Porter deployed at Sengkang General Hospital (SKH), whose journey reflects the values we proudly stand for.

Afiq has been part of the UEMS family since 1 April 2021. Over the years, he has consistently demonstrated professionalism, reliability and a strong sense of responsibility in his role at SKH Portering. Whether supporting clinical teams or ensuring patients are transported safely and efficiently, Afiq approaches every task with pride and care.

Beyond his daily duties, Afiq is someone who constantly looks for ways to improve. He regularly shares thoughtful ideas on how internal workflows can be enhanced, contributing to smoother daily operations and better service delivery within the portering team. His proactive mindset and willingness to speak up make him a valued team member whose contributions go beyond his job scope.

Outside of work, Afiq is passionate about fitness and spends much of his free time training and building his strength. His dedication and discipline in fitness mirror the same focus he brings to his professional life. Afiq also has a strong social media presence, where he inspires others with his fitness journey and positive attitude.



We are also proud to celebrate Afiq as one of the faces of our recruitment campaigns. His confidence, approachability and positive presence have made him a natural fit for our recruitment materials, helping us showcase the human side of UEMS. Through these efforts, Afiq helps us attract new talent while representing our workforce with authenticity and pride.

Afiq's story is a reminder that diverse talents strengthen our organisation. By embracing individuality and encouraging innovation, we continue to build a workforce that is resilient, inclusive and ready for the future.

Learning, Adapting, and Moving Forward

BY MOHAMED AMIN

Starting a new role always comes with a mix of anticipation and uncertainty. Over the past few months, that feeling had gradually transformed into a deeper sense of understanding—not just of the work itself, but of what it meant to contribute meaningfully within a team and an organisation.

One of the most personal realisations had been how quickly theory gives way to reality. While past experiences provided a foundation, stepping into the day-to-day responsibilities – coordinating renovation works, managing contractors, and ensuring compliance with project requirements, had brought a new appreciation for the details that truly matter. Tasks such as monitoring progress, preparing variation order documentation, and certifying works were not merely procedural; they directly impacted timelines, costs, and overall project success.

There had been moments that tested patience and adaptability. Unexpected requests from clients and management boards beyond the agreed scope of works, site challenges, and shifting priorities required quick thinking and composed decision-making. Over time, these situations became valuable learning opportunities. Rather than viewing them as disruptions, they evolved into chances to strengthen problem-solving skills and built confidence in handling uncertainty. Working closely with contractors to resolve technical issues, whether mechanical or electrical, also reinforced the importance of collaboration and trust.

Another key reflection was the importance of communication—not just as a professional skill, but as a

daily practice. Acting as a bridge between stakeholders required active listening, clear responses, and the ability to manage differing expectations. It had become evident that effective communication was often what kept projects on track, even when challenges arose.

At a broader level, this experience had highlighted the value of structure and discipline. Planning works, managing documentation, and tracking progress may seem routine, but they form the backbone of successful project delivery. A structured approach, balancing planning, coordination, and quality control, demonstrated how consistency and attention to detail had significantly influenced outcomes.

On a personal level, this journey had been one of growth. It had required stepping outside of comfort zones, taking ownership of responsibilities, and becoming more proactive. Confidence had grown not from having all the answers, but from being willing to learn, adapt, and improve continuously.

Moving forward, the goal was clear: to build on these experiences, strengthen both technical and interpersonal skills, and contribute more effectively to the team. The lessons gained so far provided a strong foundation, but they were only the beginning.

Ultimately, learning, adapting, and moving forward are not separate phases—they were part of an ongoing journey. It was this journey that shaped not only better professionals, but also more resilient and thoughtful individuals.

Diverse Talent Is Our Global Workforce

BY DONG-AS SHELTON CRAIG MATBAGAN



In the busy corridors of Tan Tock Seng Hospital (TTSH), the TTSH Integrated Care Hub and the high-stakes environment of the National Centre for Infectious Diseases, the flow of operations depends on more than just systems and protocols – it depends on people. Foreign workers often begin in frontline roles like porters and health attendants – overlooked yet essential. They form the backbone of daily hospital operations, ensuring that patients, equipment and critical items move seamlessly across departments.

This is the story of three individuals who did not just adapt to their roles – they transformed them, rising through resilience, skill and leadership.

Amit Kumar, Saini Vikram and Rajat: Turning Reliability into Leadership

When they first arrived, they joined as porters and health attendants, tasked with transporting and assisting patients, specimens, medication and equipment across departments. The work was physically demanding and required precision, especially in time-sensitive environments where delays could impact patient care. It also required strong situational awareness, coordination with multiple stakeholders and the ability to remain composed under pressure.

However, they quickly distinguished themselves through consistency and discipline. Over time, they mastered the hospital layouts, became familiar with operational workflows and developed the ability to anticipate bottlenecks before they occurred. Their strong rapport with nurses and hospital personnel made them reliable team members whom others could depend on. During periods of heightened operational strain, including pandemic surges, they stepped forward to take on extra shifts and additional responsibilities without hesitation.

What set them apart was not just their willingness to work hard, but their initiative to go beyond their assigned

roles. They began guiding new hires, helping them understand workflows, safety protocols and expectations on the ground. They took ownership of their work

areas, identified operational challenges and proposed practical improvements to enhance efficiency. Their contributions helped streamline processes and improved overall service delivery.

Recognising their potential and leadership qualities, TTSH UEMS management formalised their roles as supervisors. Today, they oversee teams of porters and health attendants, coordinate daily deployments and ensure that service standards are consistently maintained across multiple departments. They also serve as a key link between frontline staff and management, ensuring that communication remains clear and effective.

Despite their progression, their leadership style remains grounded. They continue to lead by example, stay composed under pressure and prioritise patient care above all else. Their journey reflects not just personal growth, but the impact of recognising and nurturing potential within the workforce.

Their journey reflects not just personal growth, but the impact of recognising and nurturing potential within the workforce. It is also a reminder of the dedication shown by individuals like Amit Kumar, Saini Vikram and Rajat, who have chosen to build their careers away from home.

Working in a foreign environment comes with its own challenges, yet they have remained committed, adaptable, and dependable. Their contributions go beyond operational support – they are an integral part of the team and their efforts continue to make a meaningful difference to both colleagues and patients alike.



Taking Facade Cleaning to New Innovations: UEMS Showcased by MOM for Drone Innovation

BY MOHAMED FIRDAUS

As UEMS enters “The Next Chapter”, our commitment to innovation and safety has received national recognition. On 8 April 2026, the Ministry of Manpower (MOM) featured UEMS in its social media channels – TikTok, Instagram and Facebook – highlighting our pioneering use of drones in facade cleaning operations. MOM also tagged UEMS in all related posts, underscoring our role as a key industry partner in safer, smarter work practices.

In its feature, MOM emphasised that “Innovation isn’t just about efficiency. It’s also about protecting people and rethinking how work is done.” This aligns strongly with our approach to facade maintenance, where we continually explore new technologies that enhance safety while improving quality and productivity.

Our drone-enabled facade cleaning and inspection solution is a prime example. By integrating drones into our operations, we are able to reduce reliance on high-risk access methods such as extensive rope access or mobile elevated work platforms, particularly on

challenging or complex building exteriors. Drones allow us to clean facades quickly and accurately, identify areas requiring attention and plan cleaning and maintenance works with greater precision.

This technology-led approach translates into tangible benefits for our clients and our people:

- Improved safety – reduced exposure to work-at-height risks for our frontline staff.
- Higher efficiency – faster inspections and more targeted deployment of cleaning teams.
- Better insights – high-resolution imagery and data to support maintenance decisions and lifecycle planning.

Being showcased by MOM is both an honour and a validation of the path we have chosen – one where innovation, safety and service excellence go hand in hand. As we continue to expand our facade maintenance capabilities, UEMS remains focused on reimagining how work is done, embracing new technologies and setting higher standards for the built environment we serve.



Pay-Per-Task Model: Rewarding Performance, Enhancing Productivity

BY SANDRA GOH

On paper, the numbers are right.

Full-Time Equivalent (FTE) is accounted for, headcount is present, manpower is rostered and stations are covered.

Yet on the ground, work does not always move the way it should. Response times stretch during peak periods, tasks pile up and Key Performance Indicators (KPI) are not consistently met. At the same time, pockets of idle capacity still exist.

So, if the people are there, what are we missing?

In operations like ours, coverage alone is not enough. What truly matters is how work is delivered on the ground. Performance today is no longer measured by presence, but by how quickly and consistently tasks are completed. This is where the Pay-Per-Task model comes in.

At its core, this model is not just about productivity.

It is about people.

Performance ultimately comes down to behaviour – whether someone responds immediately when a task comes in or waits, whether they take ownership or simply do the minimum. Salary provides a baseline, but beyond that, employees seek fairness. They want effort to be recognised and to feel that their contribution makes a difference. When this connection is missing, motivation naturally declines.

Strong organisations understand this. At UEMS, this is something we are actively working towards – not just driving results, but creating an environment where people feel their contribution matters. This aligns with principles such as Maslow's Hierarchy of Needs, where recognition and a sense of achievement influence behaviour beyond basic pay.

The workforce itself is also evolving. Many younger

employees today are familiar with output-based earning models shaped by the gig economy and platforms like Grab. The expectation is clear and straightforward:

Do More. Earn More.

A purely fixed pay model does not always resonate in the same way. Flexibility and a clear link between effort and reward are increasingly important. The Pay-Per-Task model makes this link more visible. Instead of effort being absorbed into a fixed shift, completed work becomes measurable and recognised.

On the ground, this translates into faster task response, better time utilisation and stronger ownership. People move when demand arises, rather than simply remaining present.

That said, incentives alone are not enough. Without proper structure, such models risk prioritising volume over quality, uneven task distribution or weakened teamwork. This is why clear standards, fair allocation and strong supervision must remain firmly in place.

The approach also addresses a practical challenge – attracting and retaining manpower. For younger staff, effort-based earning feels more intuitive. For existing employees, consistent performers are recognised more fairly, rather than having effort averaged out across the team.

This is not about pushing people harder.

It is about being fairer and making contribution visible.

In a dynamic operating environment like ours, relying on headcount alone is no longer sufficient. We must look closely at how work is executed, how responsive we are on the ground, and how consistently we meet service expectations.

Because at the end of the day, when people feel their effort is recognised, performance follows.

Enhancing Workforce Capability Through Exoskeleton Technology

BY TAN WEI NENG

Quietly running in the background, porters play a vital role in keeping hospital operations smooth and uninterrupted. From moving patients safely, delivering equipment on time, to ensuring medications reach the right place, they are constantly on the move to support clinical and operational needs. It is essential work, but also physically demanding work that is becoming increasingly difficult to sustain in today's environment.

One of the biggest realities we are facing is the age profile of our workforce. A large proportion of our porters have worked with UEMS for many years and are reaching their 50s to 60s. They are experienced, dependable and know the hospital like the back of their hand. Yet, the nature of the job is becoming more physically demanding as they age. Long walking distances across multiple buildings, pushing heavy beds/ trolleys and repeating the same physical tasks daily can slowly wear the body down. For many, this is further complicated by existing health conditions, which makes the work even more challenging.

Additionally, attracting younger staff into portering roles remains difficult, as the work is often seen as physically demanding with limited appeal compared to other job options. This has resulted in a manpower gap that cannot be addressed through recruitment alone but rather calls for a more sustainable approach to how the work is designed and supported, while also focusing on prolonging the working lifespan of our existing staff and maintaining efficiency in fast-paced hospital environments where timing is critical.

So, the question becomes quite simple. How do we make the work easier on the body, but still keep it efficient, reliable and even enjoyable?

This is when we started turning our attention to exoskeleton technology and honestly, it feels like something straight out of the future. These wearable devices support the body during physical movement, reducing strain to your back and legs, so that staff can work longer with less fatigue.

We recently had the opportunity to travel to Selangor, Malaysia, to try out the technology firsthand. It was a very practical, hands-on experience. Visitors were able to wear the devices and perform real movements such as walking, running and climbing stairs. Users also experienced a noticeable forward assist during walking/ climbing, where the device actively supports leg motion and helps

reduce muscular effort. The Artificial Intelligence (AI)-driven system adapts to individual movement patterns in real time, helping to reduce fatigue by up to 40% during prolonged physical activity.

Following this experience, we have since started trials within selected Portering accounts during the second quarter of this year. With the objective of studying the suitability of this technology within our hospital environment and assessing whether it can meaningfully support the physical demand, improve operational efficiency and overall job experience, particularly for our mature workforce.

Beyond the operational benefits, we also aim to create a more positive working experience for staff by making work more manageable and less exhausting, as we believe that even small improvements in reducing physical strain can go a long way in making a demanding job more sustainable and meaningful over time.

Exoskeleton technology may not be a complete solution, but it represents a practical step forward in helping our porters work with greater ease, stay healthier for longer and continue delivering the dependable service that hospitals rely on every day.



Rethinking Cloud Infrastructure for Resilience and Trust

BY ANEESH PERIYE

Today, people expect digital services to be available all the time, perform smoothly, and keep their data secure. At UEMS, where platforms like *UETrack™* support daily operations across multiple sites and users, meeting these expectations is critical. To support this, we recently redesigned our cloud infrastructure on Microsoft Azure with a stronger focus on resilience, scalability, and trust.

This was more than a technical upgrade. It was about building a stronger, future-ready foundation to support growing operational demands and the increasing adoption of data-driven and Artificial Intelligence (AI)-enabled solutions.

Our previous setup served us well. However, as systems expand and digital adoption increases, environments can become more complex to manage, scale, and secure. This presented an opportunity to modernise our architecture using advanced cloud capabilities that enhance performance, improve manageability, and reduce risk.

Key Highlights

- **Enhanced Security Architecture**
Strengthened protection across all layers—from user access and identity management to application and database interactions—aligned with ISO 27001:2002 Information Security Management System standard practices.
- **Improved Resilience and Availability**
Built-in redundancy, automated recovery mechanisms, and continuous monitoring to minimise downtime and ensure service continuity.
- **Scalable Cloud Design**
Infrastructure designed to scale seamlessly with growing users, sites, and operational demands across UEMS deployments.
- **AI-Ready Infrastructure**
Enhanced processing capability and flexibility to support AI-driven features, analytics, and intelligent automation within platforms like *UETrack™*.
- **Automation and Operational Efficiency**
Streamlined system updates and management processes, reducing manual effort and improving consistency across environments.

- **Optimised Performance**

Faster response times and improved system stability to support real-time operational workflows.

As we move towards greater adoption of AI-driven capabilities—such as intelligent automation, predictive workflows, and data analytics—our infrastructure is now better equipped to support these advancements. The upgraded environment provides the flexibility required to deploy and scale such solutions efficiently, ensuring that innovation can be delivered without compromising performance or stability.

For users, these changes may happen behind the scenes, but the benefits are tangible: improved system performance, stronger security, and more reliable digital services that support day-to-day operations.

Rethinking cloud infrastructure is ultimately about trust—trust that systems will be available when needed, data will remain protected, and digital platforms can scale alongside the organisation's growth.

By modernising our cloud foundation, we are not just upgrading technology. We are enabling a secure, scalable, and future-ready digital environment that supports UEMS' continued journey towards smarter, AI-enabled operations in the built environment.



Transforming Operations Through SmartFM Evolution

BY ANEESH PERIYE

Operations today require faster response times, better visibility, and more efficient use of resources. It requires Artificial Intelligence (AI) to assist them while automating several tasks. For this, UEMS embarked on enhancing *UETrack™* SmartFM to provide a more modern, structured, better User Interface (UI) with a data-driven approach to facility management.

UETrack™ SmartFM is a digital platform that brings together key operational functions into a single system. It replaces manual processes and disconnected tools with standardised digitised workflows, enabling teams to manage daily activities more efficiently and consistently.

The upgraded system includes several key features:

- **Work Order Management**
Tasks can be created, assigned, tracked, and closed within a single platform, with clear workflows including conditional approvals and status updates.
- **Real-Time Dashboards**
Provides visibility into ongoing operations, service performance, sensor data and task completion across sites.
- **Scheduling and Resource Planning**
Enables better allocation of manpower and tasks based on operational needs. It also supports multi-site Facilities Management (FM) operations for demand-

based services.

- **Asset and Maintenance Tracking**
Supports preventive maintenance planning and monitoring of asset conditions. A finance module to track depreciation and replacement workflows for assets.
- **Mobile Access**
Staff can update tasks, submit information, and complete workflows directly from mobile devices.
- **Integration Capabilities**
Allows connection with other systems and Internet of Things (IoT) devices to support a more connected operational environment.
- **AI-Ready Design**
The platform is structured to support future enhancements such as predictive maintenance and automated task allocation.

The system also improves consistency in how tasks are managed, making it easier to track performance and ensure that processes are followed across different sites.

Overall, the enhancement of *UETrack™* SmartFM provides a more reliable and structured way to manage facility operations. It supports better planning, improves visibility, and enables more efficient use of resources.

AI Assistance in Everyday Applications

BY KAMAL MANI

Artificial Intelligence (AI) is no longer something used only by large tech organisations. Today, AI is becoming part of everyday work, helping people do tasks faster, smarter, and with better results.

One area where AI is making a big impact is application development. Tools such as Cursor, Anthropic's Claude, OpenAI ChatGPT, and GitHub Copilot are helping teams improve the way software is built and maintained.

In simple terms, these tools act like intelligent assistants. They help developers write code faster, suggest improvements, review for errors, and even identify security risks early. Tasks that once took hours can often be completed much more efficiently.

But this is not just about speed. AI also helps improve quality. It can support teams in building applications that are more secure, perform better, and follow modern security, which help protect applications from common cyber threats.

For everyday users, this means the apps and systems they use can become safer, faster, and more reliable.

AI assistance is also helping modernise older applications. Instead of rebuilding everything from scratch, teams can use AI to upgrade systems more quickly, improve code quality, and reduce human errors.

The impact goes beyond software teams. When applications are built better, everyone benefits — from employees using internal systems to customers using

digital services every day.

AI assistance in everyday applications is really about making technology work smarter for people. It helps turn ideas into solutions faster, improves trust in digital services, and supports innovation in practical ways.

What once seemed futuristic is now becoming part of everyday work — quietly helping create better digital experiences for all.

We at Technology Services team has actively adopted AI-assisted tools in the evolution of *UETrack™*. This has resulted in:

- **Accelerated Feature Development**
Faster turnaround in building and enhancing modules such as SmartFM, Entrypass, and Smart Toilet.
- **Higher Development Efficiency**
Reduced coding effort and quicker iteration cycles, enabling more releases within shorter timelines.
- **Improved System Stability and Reliability**
Early issue detection and better code quality contribute to fewer production issues.
- **Stronger Security Posture**
AI-supported reviews help enforce secure coding practices aligned with our ISO 27001:2022 framework.
- **Better Resource Optimisation**
Developers can focus more on innovation, AI capabilities (e.g., *SmartAssign™*), and user experience improvements.

As AI Advances, Threats Get Smarter Too

BY ROBIN HO

Artificial Intelligence (AI) is quickly moving from an internet buzzword to a background assistant in our everyday life, helping us write emails, plan holidays, and check on our health. Over the next three years, it will quietly take over as a co-pilot for criminals as well, supercharging scams and cyberattacks in ways that affects everyone, from students to CEOs.

Cyber agencies indicate that by 2027, AI will almost certainly increase both the volume and sophistication of cyberattacks.

Attackers will increasingly rely on AI to:

- Scan systems for vulnerabilities at scale
- Automate password attacks with greater precision
- Generate highly convincing phishing emails across languages and contexts

For organisations like UEMS, where digital platforms such as *UETrack™* support daily operations, this means distinguishing legitimate communications from malicious ones will become more difficult.

One emerging danger is AI-enhanced social engineering, where machines help criminals understand and manipulate human behaviour. Generative tools can now mimic writing styles and voices with enough training. Within the next few years, experts anticipate deepfake video calls and audio messages to become common fraud tools, from fake “CEO approvals” for fund transfers

to fake calls for help that sound exactly like your loved ones. Meanwhile, AI can tailor scams to your job, hobbies, or recent social posts, making that one wrong click feels uncomfortably natural.

AI is also reshaping the technical side of cybercrime:

- Adaptive malware that evolves to bypass security controls
- Coordinated attack bots working simultaneously across systems
- Faster attack cycles, reducing what once took days into minutes

For organisations managing multiple sites and users, this increases the importance of real-time monitoring and strong access controls.

The good news is that AI is also strengthening cyber defence.

Organisations are deploying AI-driven tools to:

- Detect unusual system behaviour
- Identify suspicious login attempts
- Analyse large volumes of data for potential threats

For UEMS, the priority is not just adopting AI but doing so securely and responsibly. The next generation of cyber threats will be smarter and more convincing. Staying ahead will depend on a balance of technology, processes, and human vigilance.



Celebrating Earth Day 2026

BY SARAH WOO

On 22 April 2026, UEMS Solutions marked Earth Day with an afternoon of celebration, reflection and action at our Headquarters, joined by colleagues online, around one message: sustainability is not just a corporate commitment. It is a way of life.

The event opened with a first for UEMS, a message from our CEO, Ms Tan Cheh Tian, delivered through an Artificial Intelligence (AI) avatar, demonstrating how technology and sustainability can walk hand in hand. Her message was clear: building a greener future starts with people.

Staff were taken through UEMS's Environmental, Social and Governance (ESG) initiatives and 2025 results, followed by the official unveiling of the newly formed Sustainability Committee, a dedicated team ensuring sustainability goes beyond policy and into practice. Their work was brought to life through a specially produced video showcase.

A standout moment was the ESG Pledge, where staff committed together, in the room and online, to reducing waste, conserving resources and leading by example.

The afternoon wrapped up with a lively sustainability quiz on Slido, complete with prizes — proof that when it comes to sustainability at UEMS, the competitive spirit is very much alive.

As Earth Day 2026 drew to a close, one thing was clear: a greener future is built not by grand gestures alone, but by the small, deliberate choices we make every single day.



Carbon Management Strategies for a Sustainable Future Workshop

BY SARAH WOO

What does carbon management have to do with your day-to-day work? More than you might think.

Collaborating with the Learning and Development (L&D) Team, UEMS sends its Executives and above for a dedicated carbon management workshop everyday. This year, 20 colleagues spent three hours discovering exactly how sustainability connects to the business decisions we make every day. It builds on 2025, when 37 staff attended the same session, and reflects our ongoing commitment to growing Environmental, Social and Governance (ESG) knowledge across the organisation.

The workshop, run by Environiche LLP, kicks off with the basics — breaking down Scope 1, 2 and 3 greenhouse gas emissions in a way that actually makes sense, and exploring why carbon management matters not just for the planet, but for business resilience and competitiveness.

From there, participants get a clear picture of Singapore's decarbonisation journey, including the Green Plan 2030, and what it means for industries like ours.

The real fun is Module 3. Teams roll up their sleeves for scenario planning, tackling real-world challenges around

carbon neutrality, ESG reporting, and carbon markets. It's hands-on, and it's collaborative.

The session wraps up with every participant committing to one concrete action to bring back to their team — a small step that adds up across an organisation.

If you've ever wondered what terms like "carbon tax" or "net zero" actually mean for UEMS, or how our work fits into Singapore's bigger sustainability picture, this is the workshop for you.

Watch out for the next run in 2027 — you won't want to miss it.



How the ESG Committee Works: From Coordination to Collective Ownership

BY SRINIDHI GOPALAKRISHNA & FUNAN LOO

When Environmental, Social and Governance (ESG) is mentioned, it's easy to think first of visible initiatives. But the real work often starts earlier—when we align on priorities, ownership, and how decisions will be made.

That's where the ESG Committee comes in. We are not set up to "run" ESG on behalf of the organisation; we are here to help ensure sustainability is guided, aligned, and anchored in how UEMS operates—across departments, not alongside them.

The Committee's Role

Much of our work is coordination. ESG touches operations, people practices, governance, and partners. The Committee helps connect the dots—keeping priorities aligned, roles clear, and dependencies surfaced early.

A shift we've made is moving beyond viewing ESG progress only through activities. We look for different signals: Do teams understand the "why"? Is ownership clear? Are ESG considerations showing up in planning and day-to-day decisions? ESG becomes real only when ownership sits where the work happens.



Staying Aligned as Priorities Evolve

As our Group ESG priorities evolve—from strategy and net zero monitoring to culture and capability—the Committee helps keep local efforts connected to wider commitments.

As our ESG journey matures, success looks less like a checklist and more like a habit. When ESG is considered as part of normal planning, the organisation builds real momentum.



From Reporting to Readiness: How Our ESG Reporting Has Matured

BY FUNAN LOO

It's easy to think an Environmental, Social and Governance (ESG) report is the finish line. In practice, it's the beginning of a discipline—one that gets stronger each time we test our data, governance, and ability to explain what sits behind the numbers.

Why Reporting Maturity Matters

Reporting maturity matters because it shapes trust—internally, in how we make decisions, and externally, in how we communicate our responsibilities.

Raising the Bar: International Financial Reporting Standards (IFRS) 1 and 2 (S1 and S2)

Standards such as IFRS S1 and S2 raise expectations around governance, risk, and decision-useful information. While we do not reannounce our ESG report in this issue, it is worth sharing how our approach is evolving in response.

It also keeps us aligned to Group priorities—how we monitor our net zero pathway, build Scope 3 readiness, and communicate expectations across the supply chain and human rights considerations. Readiness is not about publishing more; it's about being able to explain our disclosures with confidence.

From an ESG Committee perspective, reporting is no longer treated as a once-a-year exercise. It becomes stronger when we work on it throughout the year—aligning definitions, strengthening contributor understanding, and making sure our disclosures reflect not just outcomes, but the systems and processes behind them.



Building Capability Behind the Numbers

One of the most meaningful developments has been the growth of internal reporting skillsets. Over time, teams have built a stronger understanding of what "good" data looks like, why assumptions matter, and how disclosures link back to risk and strategy.

Better reporting also helps shift mindsets—ESG moves away from being purely narrative and becomes something measurable, discussable, and improvable, strengthening decision-making.

As we align more closely with IFRS S1 and S2, we focus on readiness rather than speed—building trust in what we disclose and in our ability to stand behind it.

In that sense, ESG reporting is also organisational learning. The real progress is the growing confidence and capability behind the numbers—and the stronger conversations those numbers enable.

A Milestone in Excellence: UEMS's Journey to WSQ In-House Training

BY PETER HO

The Quality and Training (QT) Department at UEMS Singapore is proud to announce a significant milestone in our journey toward operational excellence: the official approval from SkillsFuture Singapore (SSG) to deliver the Workforce Skills Qualifications (WSQ) Level 1 Horizontal Surface Maintenance (L1-HSM) course in-house. This achievement is the result of a dedicated six-month effort to meet rigorous national standards, signalling our transition into a new era of internal capability building.

Strategic Growth and Efficiency

Attaining this approval allows us to conduct critical training sessions for our operatives while minimising disruption to site operations. By delivering these courses internally, especially beyond normal working hours and on weekends, we ensure our workforce remains highly skilled without compromising service delivery.

Empowering Our Trainers

To support this initiative, a new pay-per-use remuneration framework has been proposed for our in-house Advanced Certificate in Learning and Performance (ACLP)-qualified trainers to conduct classes over the weekends, beyond their official working hours. This structured approach ensures our certified staff are compensated fairly for their expertise and commitment to conducting sessions outside their standard hours.

The Power of Persistence

The road to this accreditation was paved with the unwavering resolve of our QT team. Over a rigorous six-month period, the team meticulously aligned our internal processes with SSG's stringent requirements, demonstrating a relentless commitment to elevating our training standards. This milestone was not merely about compliance; it was driven by a shared vision to take UEMS to the next level by fostering a culture of self-reliance and professional mastery. Their collective determination has transformed a complex regulatory challenge into a crowning achievement for the department.

Looking Ahead

This success is more than just a single course approval; it is a foundational step toward our goal of establishing a fully accredited Training Academy. As we look forward to further WSQ course approvals in 2026, UEMS continues to live by its mission: Empowering Spaces, Impacting Lives.



Elevating Service Standards: Quality and Training Takes the Lead

BY PETER HO

The Quality and Training (QT) Department is pleased to announce an expansion of our portfolio as we take on the Service Excellence Training function for UEMS. This important area has previously been led by a dedicated Service Excellence Manager and following a recent strategic review, it was identified that aligning the function within the broader Quality Training framework would create stronger synergies and enhance overall capability development across the organisation.

Synergising for Success

By consolidating training under one roof, we are better positioned to align technical proficiency with soft-skill mastery. Our team's resolve to elevate UEMS to the next level is already bearing fruit. Earlier this year, we successfully launched specialised Premium Concierge Training for Singapore Land Tower, setting a new benchmark for premium service delivery. This transition allows us to leverage our structured, Advanced Certificate in Learning and Performance (ACLP)-qualified trainer network to ensure that service excellence is not just an ideal, but a measurable standard across all sites.

Driving Consistency and Standardisation

A primary driver for this integration is the critical need for consistency and standardisation across our diverse service touchpoints. As UEMS expands, delivering a uniform "UEMS Experience" becomes paramount. By bringing Service Excellence under the QT umbrella, we

can implement standardised service protocols and rigorous evaluation metrics that ensure every operative, regardless of their location, upholds the same high level of professionalism. This centralised oversight eliminates service gaps and ensures that our brand promise is delivered reliably and predictably to every client.

Expertise from the Frontlines

Our ability to deliver this high-standard training is anchored in the rich background of our trainers, many of whom are veterans of the hospitality and service industries. These trainers bring years of "ex-service" experience from airlines and premium corporate environments, allowing them to translate complex service theories into practical, real-world skills. Their firsthand knowledge of guest relations and problem-solving ensures that our training is not only standardised but also deeply rooted in the nuances of world-class service delivery.

Looking Ahead

As we move forward, the QT Department remains committed to strengthening capability development across UEMS. This integration marks an important step in building a more cohesive, consistent and future-ready training ecosystem. By continuing to harness the expertise within our teams and aligning our efforts, we are well positioned to further raise the standard of service excellence across all our operations.



Lunch & Learn Series

BY GRACE SIONG

More than just a meal, our Lunch & Learn Series (LLS) organised reflects our belief that learning is also about connection. Through the workshops conducted under LLS, meaningful opportunities are created for colleagues to bond while gaining practical knowledge that support both professional and personal development.

Since the start of the year, topics have included Wealth Forecast, The Art of Generating Passive Income, Will Writing & Lasting Power of Attorney (LPA), with more curated sessions being planned in the months ahead.

At UEMS, we believe that growth happens best in an environment where people feel supported, encouraged and connected.



A Trip of Learning & Bonding Together in Batam

BY GRACE SIONG

In January 2026, learning moved beyond the workplace as the team travelled to Batam for the All The Way (ATW) event. The programme combined leadership development with team bonding, offering a refreshing and energising way to learn together.

Building on previous learning sessions, the focus shifted from reactive problem-solving to intentional leadership. Participants explored individual leadership styles and perspectives, highlighting the importance of leading with clarity, purpose and self-awareness.

The programme also included a high-energy six-station challenge designed to stretch comfort zones. The experience reinforced a mindset of continuous growth, accompanied by teamwork, laughter and shared achievements. An unexpected highlight emerged during the dinner gathering, when impromptu singing revealed hidden talents and turned the evening into a lively and memorable celebration.

As the team moves forward All The Way, we remain focused on intentionally shaping the future of UEMS together.



Beyond the Welcome, Engaging Tours

BY GRACE SIONG

Our engaging orientation tours reflect the organisation's commitment to collaboration and knowledge sharing. By visiting different sites across business units, participants gain valuable insight into how site teams operate and work together to ensure seamless services delivery.

These tours go beyond presentations, offering a closer look at daily site operations. This deeper exposure enhances understanding and fosters stronger connections across facilities, enabling teams to appreciate one another's expertise and contributions to the organisation's success.



HR Connect Through Dialogue

BY MICHELLE WONG

At UEMS, we believe open conversations are key to creating a positive and supportive workplace. While digital tools help to keep us connected, face-to-face conversations continue to play an important role in building trust and understanding.

HR Connect through Dialogue was introduced to provide a comfortable space for employees to share feedback, exchange ideas, and discuss ways to improve the work environment. Held alongside our monthly site events, these sessions have brought forward practical suggestions and candid feedback that help us continue to improve.

We would also like to thank our site leaders and team members who took part and contributed openly to these conversations. Through active listening and timely action, feedback is turned into positive change. These sessions reflect our shared commitment to building trust, strengthening collaboration, and growing together as one team.



A Team Like Family: The Value of Unity in Singapore General Hospital Meal Service Operations

BY BRYAN NICHOLAS BAYLE



In Singapore General Hospital (SGH) Inpatient Meal Service Operations, teamwork is not just a nice idea – it is what keeps the service moving every day.

Meal service in a hospital setting is fast-paced, dynamic and highly dependent on coordination. Every shift comes with its own demands: meal ordering, tray accuracy, late admissions, patient feedback, special requests, last-minute ward movements and manpower adjustments. In such an environment, no one can work well in isolation. The team must function together, support one another and stay focused on the common goal of serving patients well.

What I have learnt most in this role is that unity matters not only during smooth days, but especially during difficult ones. There are days when staffing is stretched, when operations become more demanding or when unexpected situations require the team to adapt very quickly. During such moments, what makes the difference is whether the team chooses to stay divided or come together.

At SGH Meal Service Operations, I have seen how strong teamwork can carry us through challenges. Supervisors step in to support the ground, staff help one another across wards and team members cover gaps so that service to patients is not compromised. These acts may seem small in isolation, but together they reflect a culture of responsibility and care.

To me, a strong operations team is like a family – not because everyone is the same, but because everyone understands that they have a part to play. There may be differences in working style, personality or experience, but when people choose professionalism, mutual respect and shared purpose, the team becomes stronger than any single individual.

This has also shaped me professionally. I have learnt that leadership is not just about task allocation or problem-solving. It is also about setting the tone, keeping people aligned and reminding the team of the bigger purpose behind the work. In healthcare support services, every meal served on time and correctly is part of the patient's experience and recovery journey.

Unity is therefore not only good for team morale – it is essential for operational excellence. When we work as one team, we serve better, respond better and grow better together.

Paradox Clarke Quay

I would like to extend our sincere appreciation to the UEMS team for their strong support and commitment since joining the Public Area cleaning operations on 1 March 2026 at Paradox Hotel Singapore.

In a short span of time, the team has demonstrated professionalism, adaptability, and a positive working attitude. Their willingness to learn, responsiveness to operational needs, and consistent effort in maintaining cleanliness standards have contributed greatly to the overall guest experience.

The team's cooperation with other departments and ability to integrate smoothly into daily operations is commendable. Their dedication and teamwork reflect a high level of service excellence, and we look forward to their continued contributions and growth within the organisation.

Thank you, UEMS team, for your hard work and commitment.

~ Alvin Kua

FROM THE CLIENTS' HEARTS

Holiday Inn Express Katong Singapore

I would like to express my sincere appreciation to UEMS for their excellent service and support. Their prompt response in supplying outsourced Room Attendants has been commendable and greatly contributes to the smooth operation of our daily operations.

I am also pleased with the quality and professionalism of the staff provided. In particular, one of the Room Attendants has received multiple compliments from our guests, with some even specifically mentioning the Room Attendant by name. This is a strong reflection of the high standards upheld by UEMS in their recruitment and training.

Thank you once again for your reliable support and commitment to service excellence. We look forward to continuing this positive working relationship.

~ Catherine Choo

Urban Redevelopment Authority (URA)

UEMS Solutions Pte. Ltd. has provided reliable cleaning services for our facility. Their cleaning standards are consistently good, and they respond promptly to requests.

The team, including cleaners, the supervisor, and the operations executive, work professionally with minimal disruption to our operations. Communication is effective, and issues are addressed promptly.

Overall, UEMS Solutions is a dependable service provider that fulfils its contractual obligations and maintains consistent quality standards. We look forward to their continued support.

~ Riadi Bin Tahar
Property Management
Corporate Services Department

Excellence in Action: Compliments at Raffles Quay Asset Management (RQAM)

At Raffles Quay Asset Management (RQAM), which includes One Raffles Quay (ORQ), Marina Bay Financial Centre (MBFC) and Marina Bay Link Mall (MBLM), service excellence is not just something we strive for – it is reflected in the way our team supports the community each day. Our frontline premium concierge team brings this to life with professionalism, attentiveness and a genuine commitment to service, creating a welcoming and reassuring environment for tenants, visitors and guests.

What makes this team truly remarkable is their instinctive desire to help. They do not wait to be asked; they step forward naturally, guided by empathy and a deep sense of responsibility. The compliments we have received – a selection of recent examples among many positive feedback entries – reflect this clearly, offering a glimpse into the heart behind their service.

One message celebrated Nur Atiqah, Wan Faris and Syaquirah as “true service champions,” recognising how their positivity and professionalism uplift not only the people they serve, but also the colleagues who work alongside them.

Another note highlighted Ben's exceptional attentiveness, sharing how he “remembered each visitor by our last names” and supported an international group with a “warmth, welcoming smile.” The same message also recognised Lily as “highly competent and professional,” reflecting the strong standards upheld across the team. Notably, both are newcomers, making their impact even more commendable.

This standard of service is reflected across the retail segment of RQAM at MBLM. Kitt and Isabel were commended for their warm and gracious hospitality when assisting a tourist, who described his experience as “a trip worthwhile.” In another instance at MBLM,



Adriana demonstrated the same commitment to care when supporting a visitor in a vulnerable moment following an injury, offering reassurance with a “genuine kindness that you just don't forget.”

In another heartfelt letter, Nazree was praised for his sincerity and compassion when assisting a tenant in distress, going above and beyond to ensure her well-being and even offering his own money so she could wait comfortably at a café.

Behind these efforts is also strong on-site leadership. Under site in-charge Austin's guidance, the team continues to build a culture grounded in professionalism, empathy and accountability, enabling them to deliver service with consistency and confidence.

Taken together, these compliments reflect a team that consistently delivers service with care, purpose and pride. They are a small illustration of the many positive experiences shared by our stakeholders, and they reinforce the trust placed in us each day while enhancing the overall RQAM experience.

~ Koh Yi Ting and Austin Olin Mathews

UEMS Team from Singapore and Taiwan *visit InterClean 2026*

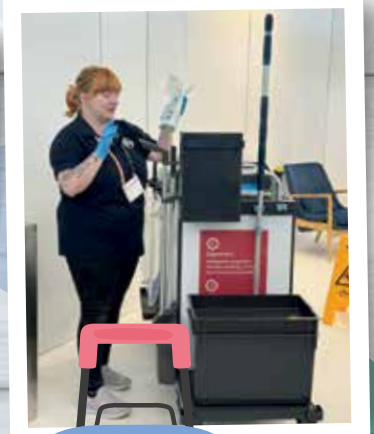
BY SRINIDHI GOPALAKRISHNA

We recently had the opportunity to attend InterClean Amsterdam 2026, together with our team from Taiwan. This year's event brought together global players across the cleaning and facilities management industry, offering a comprehensive view of emerging technologies, products, and evolving market expectations. With over 900 exhibitors from around the world, it was a strong reminder of how rapidly the industry is advancing through innovation and collaboration.

One of the key observations from the visit was the growing integration of automation, robotics, and data-driven solutions in cleaning operations. From autonomous cleaning equipment to smart monitoring systems, there is a clear shift towards improving productivity, consistency, and sustainability.

It was also encouraging to see digital platforms and Artificial Intelligence (AI) enabled solutions being positioned as core enablers in modern facility management. Notably, companies from Singapore were also present, showcasing their innovations on a global stage. It is commendable to see Singapore-based organisations bringing their capabilities to an international audience and contributing to the industry's evolution.

Spending time with our Taiwan leadership team during the visit provided a valuable opportunity to align on ideas and explore how these global trends can be applied within our own operations. The discussions reinforced our direction towards smarter, technology-driven solutions such as *UETrack™*, and how we can continue to enhance our offerings to meet evolving customer needs. Overall, the visit was insightful and reaffirmed the importance of staying connected with global developments as we shape the future of our services.



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