

40 YEARS OF ADVANCING COMMUNITIES



**celebrating the
people behind ncs**

ncs //



dedication

**In celebration of the people of NCS,
our people, clients, partners, families and friends,
past, present and future,
whose paths have coalesced to
make the extraordinary happen.**

preface

NCS has been instrumental in introducing innovative technologies and advancing communities in Singapore and the Asia-Pacific region, with a long and storied history from its inception to the company it is today in service of society.

Its pursuit of technology has rendered it architect, purveyor, leader, and pragmatist – its evolution constant. And all its achievements and milestones to date are made possible only by the individuals that have been a part of NCS, past or present.

This book was conceived by our CEO, Ng Kuo Pin, to recognise and celebrate the people behind NCS. To commemorate NCS' 40th anniversary, we have selected a sample of 40 stories, each to commemorate a year in NCS. They display the many aspects of NCS – the spirit and professionalism towards excellence, and how the people who represent the different segments of NCS have been instrumental to the prosperity of this company we call home.

The 40 stories are organised in 3 sections, each representing a period of time and celebrating a specific group of people behind NCS:

Our First 40 Years (1981 – 2021): Through the stories of our leaders and special individuals, we pay tribute to thousands of people who have contributed to NCS in the last 40 years. In their own ways and with their teams, they ignited the trailblazing spirit of NCS, laid the foundations for success and have been our pillars of strength that have brought NCS forward to this day.

New Beginnings (From 7.7.2021): The trailblazing spirit of 1981 continues through the present generation of NCS. We celebrate the 12,000 people currently in NCS alongside our families, clients, and partners, who work relentlessly 24/7 to keep our clients' operations going, delivering service excellence, while at the same time transforming NCS.

Aspiration for Our Future: The future is ours to create. We recognise and hear our people's aspiration for the future. We welcome the people who have just joined NCS and value the views of our next generation to build a better NCS for future generations.

With many more unsung heroes to feature, this is the start of many more stories to be told. We hope that this book will bring back fond memories of the past, with renewed vigour and aspiration for our future in NCS.

table of content

4	Opening Thoughts by Ng Kuo Pin
8	Special Message by Lim Swee Say
10	About NCS
14	Our First 40 Years (1981 – 2021) Our Trailblazers Foundations for Success Pillars of Strength
54	New Beginnings (From 7.7.2021) If NCS Can Change, So Can We Living Our Purpose Living Our AEIOU
116	Aspiration for Our Future Technology Leadership & People Development Growth in Asia Pacific Power of Partnerships Our Next Generation
170	The Trailblazing Spirit of 1981 Continues
182	The People Behind the Book

opening thoughts by Ng Kuo Pin

This book marks the 40th anniversary of NCS. We have come a long way from where we began in 1981.

Celebrating the Trailblazing Spirit of 1981

In 1981, NCS first started under the former National Computer Board in Singapore. During that time, the country was beginning to build a pool of science and technology talents, embark on the computerisation of government systems, and carve out an ICT industry.

40 years later, Singapore is now a vibrant ICT hub for the region. 80 of the world's top 100 global tech firms, such as Microsoft, IBM and Google, have established a sizeable presence here¹. The country is ranked among the top countries in the world in IT adoption and digital competitiveness by global indices, such as the IMD World Digital Competitiveness Ranking and the Global Innovation Index.

NCS has progressed with Singapore through the years. We have grown from our humble beginnings, and now employ 12,000 people as well as have a strong regional presence across more than 20 cities. We continue to expand in Asia Pacific, spurred by the accelerated digital transformation in the region.

We are thankful to the pioneers of NCS for their bold vision and trailblazing spirit. This trailblazing spirit remains an integral part of NCS even today. It is embedded in NCS' Purpose:

¹ <https://www.channelnewsasia.com/singapore/big-read-tech-titans-converge-singapore-asia-silicon-valley-324046>

We advance our communities by partnering with governments and enterprises to harness technology.

We do this by bringing people together to make the extraordinary happen.



Charting A New Future for NCS

Just like in 1981, we have before us the unique opportunity to explore new frontiers and chart a new course of growth in an unlimited digital world that is borderless. Digital transformation has also accelerated around the world, fuelled by the global Covid-19 pandemic that had occurred in the last two years. Post-pandemic, Asia Pacific will need its own tech services leader who can meet the unique market needs of this region. I would like NCS to be the one, and believe that it has the ingredients to become this leader. The time is now.

Since 7.7 last year, we charted a new path and launched a redefined, rebranded, and repositioned NCS. We embarked on transformational growth focusing on three axes. The first axis is to expand across the Asia Pacific. The second is to double down on the government sector and enterprise business. The third is to grow our digital capabilities in deep-tech and end-to-end digital services.

Celebrating the People Behind NCS

It is humbling to see the work we do impact the lives of our communities in so many ways. This has remained true since we started until now. One could say we journey with our communities from cradle to grave. For example, in Singapore, whether registering a birth, entering primary school, getting an identity card, paying taxes, applying for a flat, or even obtaining a death certificate, NCS enables these moments of life through the applications, infrastructure, engineering, cyber, and digital services that we deliver.

The impact on our communities is pervasive across the countries we operate in. We tap into our end-to-end digital capabilities and deep experience to provide innovative solutions. For example, in Australia, we helped a leading airline reduce waiting

time for passengers. They became one of the first carriers to launch digital check-ins and boarding passes within an app itself – turning it into the most popular way for passengers to check-in and board their flights. In East Asia, we were able to bring improved transportation and high-tech enabled financial services to the community, among the progress that we created with our clients.

At the heart of NCS is our people. They embody the five NCS beliefs of Adventure, Excellence, Integrity, Ownership, and Unity (AEIOU), and demonstrate the three areas of impact we strive to achieve:

Value our Clients

We value our clients and actively seek to deliver value to them.

Grow our People

We mentor and guide our people to reach for their stars.

Create our Future

We create our future and build a better NCS for future generations.

In this commemorative book, we proudly recognise the people behind NCS. We are unable to contain all their stories within this book. Instead, we have gathered a sample of 40 stories, each to commemorate a year in NCS.

Reflecting on the new chapter of NCS, and the future we are creating for the coming decades, I am reminded of how privileged I am to be able to lead NCS. I would like to express my deepest appreciation to all the people of NCS, our clients, our partners, our pioneers, and finally, our Board, for keeping the trailblazing spirit alive and building a better NCS yesterday, today and tomorrow.



Together, we
can make the
extraordinary
happen

Kuo Pin
11.11.22

special message by Lim Swee Say

my wish and aspiration for NCS

Looking back, NCS has contributed to the growth of IT manpower, IT application and IT industry in Singapore.

Looking ahead, we strive to contribute to the realisation of Singapore as a smart nation, and the positioning of Singapore as a leading hub in the Asia Pacific for the development of technology, innovation, market, and above all, human capital.



**NCS aspires to be a
Glocal Enterprise: global
in our outreach, local in
all markets we serve,
synergised by a solid hub
in Singapore.**

Lim Swee Say
Chairman, NCS Executive Committee



about NCS

NCS by milestones (1981 – 2021)



With roots dating back to 1981, the NCS of today has evolved to become the market leader in technology services in Singapore and Southeast Asia. Our milestones, spread across a rich 40-year history, have significantly contributed to advancing communities in the region. NCS has laid out a strong foundation for the business, as our people continue to chart a path towards our ambitions in the years to come.

about NCS

NCS by numbers

NCS creates value for our clients through

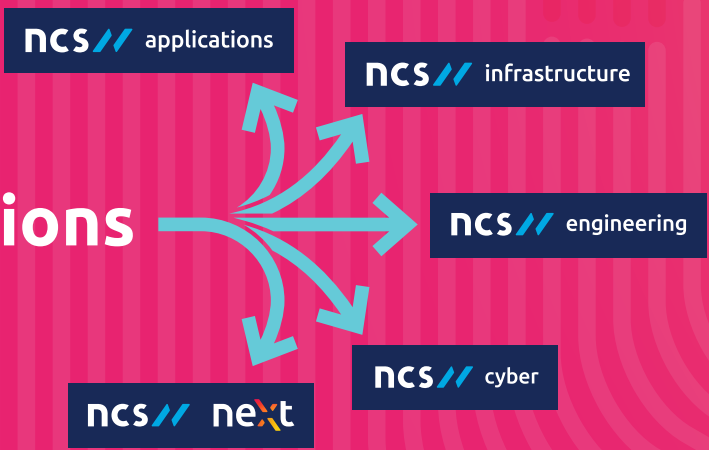
3 Strategic Business Groups

(Gov+, Enterprise, Telco+)

5 Client Service Units

- Public Service
- Defence & Homeland Security
- Healthcare & Transport
- Financial, Industrial & Commercial
- Communications, Media & Technology

5 Service Organisations



There are **13 Career Tracks**



in NCS enabling career discovery and choice for our people.

NCS has

12,000 

talent across Singapore, Australia, Hong Kong, China, India and the region.

NCS boasts a strong ecosystem of more than **90 industry – leading technology** partners.

NCS delivers

4,000+

active projects at any point in time.

NCS is equipped with more than **70 practices** across its service organisations to serve clients.

nCS //

#1

market leader in IT services in Singapore and Southeast Asia.

With humble roots dating back to **1981** with the formation of the National Computer Board (NCB), NCS has

40 

years of experience in transforming public services and enterprises.

NCS has a strong regional presence in more than

20

cities across the Asia-Pacific region.

our first 40 years (1981 – 2021)

We are celebrating the generations of people who came through the doors of NCB, and subsequently NCS, from 1981 to today. These people charted the path for growth, and wrote the story of NCS and the communities they help to advance.

The trailblazing spirit was most alive in 1981, when the extraordinary story of NCS began – a few talented and passionate people set out to transform the technology sector in Singapore. More joined them along the way. Together, they built our foundations for success and are our pillars of strength.

Our Trailblazers

What makes an NCS trailblazer?

A pioneer who dares to do the unprecedented

A leader who leaves a path for the next generation to follow

A person who helps to build a better world and advances one's community

Our First 40 Years (1981 – 2021)

our trailblazers

Memories and wishes

On our 40th anniversary, we pay tribute to our early trailblazers who were visionaries of their times. They had bold dreams and set the direction for NCS. They recollect their best memories of NCS and give their best wishes for its future.

1981
–
1987

Build Ahead of Demand, Have a Supply of Smart People



Mr. Philip Yeo
Chairman
National Computer Board

“When you build to order, nothing happens. The Singapore government, from a very early generation, builds ahead of demand. Smart Nation means smart people. How do you find smart people, find people who are hungry, willing to learn, and support them? Nobody knows what the future of technology is, so the key is people; it is talent. If you are smart, you know what to do. So we need to have a supply of smart people to create further demand and then we can compete.”

1987
–
1994

Make Tomorrow Better than Today



Dr. Tan Chin Nam
Chairman
National Computer Board

“NCS was established purely as a mechanism to recruit and retain IT talent according to market rates. It’s amazing how it was able to evolve with our national IT development and transform into the leading IT systems integrator and solutions provider.

May NCS continue to grow from strength to strength to make tomorrow better than today for Singapore and all our stakeholders.”

1994
–
1998

**Computerisation
Communication
Content**



Mr. Lim Swee Say
Chairman
National Computer Board (1994 – 1998)

Chairman
NCS Executive Committee (2022 – present)

Swee Say has been the major driving force behind transforming Singapore into an intelligent nation, implementing the 3Cs step by step.

Scan the QR code to watch Swee Say share how NCS played a unique and impactful role in Singapore’s transformation, becoming an intelligent island and leading nation in the world within 10 years.



Our First 40 Years (1981 – 2021)

our trailblazers

1996
–
2005

People
Partnership
Professionalism



Dr. Lee Kwok Cheong
Chief Executive Officer
NCS

Our first CEO, fondly known as KC, led NCS through 3 transformations: corporatisation, our first acquisitions and regionalisation.

Scan the QR code to watch Kwok Cheong share what it was like in the early days, and the 3P philosophies that enabled us to not only survive but thrive during the initial years. Also, guess the two lucky numbers of NCS that he remembers!



2005
–
2007

Playing to Each
Other's Strengths,
United Front,
Clients' Interests
at Heart



Dr. Chong Yoke Sin
Chief Executive Officer
NCS

Yoke Sin led NCS' business development and regionalisation, growing the business by 8 times since corporatisation.

Scan the QR code to watch Yoke Sin share about our regionalisation efforts, and why NCS has become a force to be reckoned with.



2007
–
2010

Use Infocomm to
Morph and Shape
Us for the Future



Mr. Lim Eng
Chief Executive Officer
NCS

"We have all the basic ingredients; our e-government infrastructure and services are probably second to none. There is no reason why we cannot move towards becoming a smart city. Human capital is what we have, and we must make use of infocomm to morph and shape us into a competitive nation for the future."

2010
–
2019

Moments of Triumph
when the Best of
NCS Come Together



Mr. Chia Wee Boon
Chief Executive Officer
NCS

Wee Boon grew NCS significantly, winning the largest IT deals that in turn set the new standard for IT services.

Scan the QR code to watch Wee Boon share our moments of triumph that represent the best of NCS. And find out what are his 2 most memorable projects that have shaped the standard of IT services.



Our First 40 Years (1981 – 2021)

foundations for success

Together with their teams, our early trailblazers laid the foundations of NCS that led NCS forward to this day, achieving many firsts. Their stories are told through 7 alumni, each representing a period of NCS' journey or a segment of the people behind NCS in our first 40 years, leaving a path for the next generation to follow. They played key roles and formed life-long friendships with the people they met in NCS and after leaving NCS, continue to support our growth as clients, advisors, or mentors.

They shared their life lessons and how the foundations were laid for success:

Client service: they set up our first sales and commercial teams to learn to compete and win projects with integrity, engaging our clients who remain our valued clients to this day.

Delivery excellence: they built project management practices and ensured our projects were delivered, earning the trust of many clients who now know nothing is impossible for NCS – the toughest of challenges were always met head-on with our mantra – “make it happen”.

Governance and discipline: they ensured controls were put in place to safeguard our interests while ensuring disciplined management.

Teamwork and care: they cared for one another, bringing out the best in one another to overcome any challenge that came their way.

Spirit of NCS: they laid the foundation for the spirit of NCS and inculcated the 6 original core values after corporatisation: “run it like you own it”, “never say die”, “do IT with integrity”, “teamwork – think win-win”, “respect for the individual”, and “commit to excellence”.



1

Dr Chong Yoke Sin

NCS 1996 – 2007

Yoke Sin joined us at the start of our corporatisation and was instrumental in establishing our foundation in sales and business development capabilities and our regional growth. She later became our CEO till 2007. She became our client when she was CEO of Integrated Health Information Systems (IHIS), a subsidiary of Singapore’s Ministry of Health Holdings. She continues to advise NCS as our inaugural Chairperson of the NCS Distinguished Engineer Industry Panel and has been a mentor to many in NCS.

people and respect for the individual – cornerstone of NCS’ success

In 1981, the National Computer Board (NCB) was set up to implement the Civil Service Computerisation Programme (CSCP) in Singapore. In 1996, NCB was corporatised with its CSCP activities transferred into its restructured subsidiary, National Computer Systems Pte Ltd. 700 hundred people in NCB working across the various Computer Services Departments in ministries moved from NCB to NCS, while 300 stayed behind.

I joined shortly before the corporatisation and worked with NCS first CEO Lee Kwok Cheong (KC) and the other leaders to shape the strategy of what NCS exemplified after corporatisation. Our defining difference was that we were a company uniquely skilled in both domains and systems. The 700 NCS pioneers, collectively, were not only skilled in computerisation but also had knowledge in every domain across government – customs, immigration,

tax, transport, education, healthcare, etc. – we were people from the ground. We knew the ins and outs of systems; we used technology to improve flows and it was about increasing productivity through systems. We were integrators of domains and systems and hence our NCS logo was designed using the integral sign representing integration. This sign also represented integration between people and systems.

Right after corporatisation, we set about building our business, originally organised into 3 main sectors: Chua Ah Leng/Tham Ai Chyn led Defence, Home Affairs and Internet business, Foo Meng Yiah led Transport and Commercial and I led the rest of the Government, Healthcare and Education business. As our business grew and after a few configurations, we organised ourselves into 12 industry domains after I took over as CEO. We identified 12 General Managers, pioneers that were informally known as the 12 apostles. They were Ng Tong Seng, Rita Ong, Wee Teck Hin, Christopher Lim, Tan Lee Tee, Timo Wu, Chang Chew Lik, Ang Mui Kim, Low Kah Shen, Chan Kah Choon, Rick Koh, and Lum Hon Fye. Both our NCB and industry hires blended well to form a solid team. We were strong in systems delivery but needed to learn how to engage clients, develop the business, and sell. We championed and set up sales and delivery capabilities within each domain.

Together with KC and leaders like Goh Chin Hoe, Chua Ah Leng, Eddie Tan, Yong Mai Vean, Foo Meng Yiah, Tham Ai Chyn, we also coined the tagline “Making it happen” which we later changed to “Making IT happen”. I am grateful for this pioneering group who made IT happen for NCS in our foundation years.

The tagline – “making IT happen” – had been with NCS for years now, clearly visible on name cards, and had been the main slogan of the company. It was to be our mantra and it would become the foundation of our organisation. If people did not accept IT, we would make sure it happened. This was in 1996 and

after some preparatory work, we launched NCS with this tagline. It was not enough though; we came up with a few more.

We also came up with our six core values, the foundation of our business that still holds strong to this day. And look at how far NCS has come – 700 staff with a target of S\$100 million upon corporatisation to the leviathan it is today!

I am especially proud of these six core values, each came about for a different reason. They were, and still are, the backbone of what encapsulates us as a company that has come from humble roots to fight its way through obstacles – becoming a major force in the market today.



Photo from Veronica Tan Kim Tin

The 6 original core values

“Never say die” was forged in fire, our attitude a defining trait. We would win some projects and lose others. But we never wallowed in despair and moved on to the next tender, pouring all our concentration and resources there after some reflection, reminding us to be resilient against all odds.



Photo from Veronica Tan Kim Tin

Original core values after corporatisation, launched in 2000

“Run it like we own it” came about from our family bond within NCS. Everyone treated it like our second home and even like it was our own company. When we worked nights on our proposals, we would bring our kids along and have them play in the offices while waiting for the parents to finish work. We even had them help us by printing and punching holes in proposal documents and categorising them in binders! We not only knew our staff well, but we also knew the families too.

We were never known to be good at marketing. And that’s how “Do IT with integrity” was coined. At the time, we even had to learn how to perform account management. Because we were lacking in the marketing department, we would go to a client and tell them we were people on the ground who knew what worked for them, with commitment and to be relied on. There was even a mistress and wife analogy which we used, to great effect – the mistress is attractive and alluring but unreliable, in contrast, the wife may be dowdy and unattractive, but is someone you could rely on in hard times. And our clients loved this! I attribute a lot of our success to our sincerity and humility in winning a lot of sales that way.

The next one was important – teamwork. When we first formed our global business, our chairman told us to earn our credentials in Singapore before going overseas. I figured that if we went overseas, it would increase our market share and it was a great win when we went to Hong Kong. When we went there, the government did not expect any vendor to articulate a solution from the perspective of a user. But we knew IT and we won it hands down, eventually having to select people to go abroad to work. It was such an exhilarating experience because all of us worked together for mutual success and the slogan was eventually created – “Teamwork – think win-win”.

“Commit to excellence” was self-explanatory. It involved everyone and we had this drive that nothing was ever enough. We had regular project improvement reviews, and our objective was to constantly seek out areas of improvement, even if we had received great feedback or completed a project successfully. And everyone would pitch in to ensure this happened, even if you were from a different project team – different teams would help with proposals if necessary.

“Respect for the individual” to me is the most important value because it did not matter if you were big or small; all of us were equal. This core value permeated our organisational culture, trickling down to our decisions to seep into nearly every aspect of the lives of our people. For example, it also determined how we crafted our travel policy, which was based on distance and not job grade. If you had to travel more than six hours, you would be travelling business class.

Internally, the staff must trust one another and that again comes from respect. Respect builds trust and then everything else falls into place, including all the other values. Trust is all around – our clients trust us, our staff trust our leaders and we trust them, staff trust one another, and we trust our partners. This spirit we set before, still lives on; it works like a family, and I strongly believe it will continue for the foreseeable future.



2

Ang Mui Kim

NCS 1988 – 2009

Mui Kim joined as an Analyst Programmer at National Computer Board (NCB) working on a Geographic Information System for the Urban Redevelopment Authority (URA) planning and development control division – becoming one of its first pre-sales consultants after corporatisation. She became NCS' Group General Manager for its Telco & Utilities business and drove the launch of delivery centres in Australia, Chengdu, and Kuala Lumpur to support our clients. She left NCS in 2009 and became a client of NCS in her role as CIO, Ministry of Manpower (MOM), and Cluster Director at Infocomm Development of Singapore (IDA) until 2019. She is now CEO, Assurity Trusted Solutions Pte Ltd.

run it like you own it – empowerment, trust and respect make it happen

I never thought I would be doing what I do now. I was in real estate when I first started and once figured that would be my career for life. Looking back, IT has always been a part of me and being in NCS has taught me that it is important to take personal ownership and responsibility of all that we do and to run the business like we own it.

I chose to join NCS when NCB was corporatised – NCS was separated and subsequently sold off to Singtel in a tender process. I joined as a project head and held several roles such as pre-sales consultant, account manager, business development manager, technology manager, etc. My first ever project was to build an eCommerce system in 1998 to sell maps on the internet using a cash card as payment. This was years before Google maps was launched and digital payments were used pervasively. When you needed to purchase property during that time, you could purchase the maps of the area to check on the land, the owner and road interpretation plans, etc. Many didn't believe that it would work as it was cutting edge using a combination of deep tech during that time. I took it upon myself to rework the solution, pricing model, and partnership with my team, managed to win everyone over, and achieved profits that exceeded expectations. Learning from it, we set in place a way to do pre-sales solutioning, learnt to bid better on projects, and figured out a profitable pricing model. Our clients loved our solutions.

Going overseas and setting up overseas offices and offshore delivery centres was one of the most exciting times I ever experienced in NCS. I was given full autonomy to grow the business. I remember our first Australian consultancy project that was undertaken in 2002. At the time, it was worth S\$20K. And I remember my CFO telling me it was insignificant, but I told him it was significant because we broke the "egg". It was the very first time we had revenue in Australia after a few years of failed attempts, and I took up his challenge to achieve a bottom line that he could be proud of. I had a great team. We were able to secure more projects there – a sizeable one worth S\$36M in 2003 for a multiple year managed services contract. I initially set up a service office with 4 desks in Sydney, and we grew to being able to rent a bigger office that came with a call centre, a good size for our base in Australia, and our team grew to around 200 staff.

Not content, we took things further. We set up a Business Process Outsourcing business and went offshore where we moved some of the clients' workloads from Australia and Singapore to China and set up a delivery centre in Chengdu in 2005 and subsequently, a delivery centre in Kuala Lumpur to meet the growing demands to offshore.

In the early days, our processes were all in the infancy stage, and I recall running the business development and sales team for telecommunications when I returned to NCS from a start-up when the dotcom bubble burst. I noticed right away there was no sense of sales tracking and management. So, I set up a simple form and got my team to fill in the sales pipelines. I refined that by creating a sales methodology, where the sales pipelines progressed from prospects to qualified leads to actual contracts. My work paid off when my boss saw it and applied it to all other P&L centres. Eventually, we implemented the process and methodology in a system, and it became organisation-wide, which is now known as the uCRM system. We now had full visibility of all sales at any given point in time.

NCS had a winning formula, even in the old days till now. And I think it was because the management had its trust in us firmly placed. They set broad principles and did not micro-manage anyone, but everyone knew their place and roles. NCS has this kampung spirit, where people would work day and night and enjoy themselves all the same. There is also trust amongst the team that we are there for one another. If someone was sick, another would step in to cover – no one felt the need to be calculative or draw any lines. Even under stress, there were very few arguments. I grew so much professionally in those years, with the capacity given to explore new businesses, empowering us to take calculated risks for exploration.

Till now, that kampung spirit I speak of was so strong that I still keep in contact with my former colleagues. Meeting for Chinese New Year with lion dance is a must year on year. During my farewell party in NCS, I remember crying hard – it is not easy to find a job you love but it is more painful to leave one because of all the friendships forged and great camaraderie among the team.

**NCS has this
kampung spirit,
where people
would work day
and night and enjoy
themselves all the
same.**



3

Timo Wu

NCS 1993 – 2017

Timo was one of the first 12 appointed to form NCS' first Sales and Business Development team post-corporatisation. He was Group General Manager of Commercial, Manufacturing, and Transport. In later years he was the Head of Business Applications and also managed our Offshore Delivery Centres in China, Malaysia and Philippines.

never say die – our spirit of perseverance

My career in NCS came about because I got bored working in financial services. With a banking background in both Hong Kong and Singapore handling major banking systems for 12 years, I was eager to join NCB then, because of its role in carrying out projects for the Singapore government, and opportunities were plentiful. NCB had played a huge role in assisting Singapore in its quest to transform into an intelligent island – with its understanding and application of technology, Singapore grew by leaps and bounds.

To give an idea, my first role was handling a project for the Ministry of National Development in 1993, and it was one of the top three projects in terms of dollar value in government services at that time. The project used a Geographic Information System (GIS), workflow system, and document and imaging management to handle the road development and maintenance in Singapore, the first of its kind for that period.

In 1996, NCS spun off and became a private organisation. That was where my role expanded beyond system development. The concern was how to clinch business and grow, which had no guarantee after our corporatisation. After a period of planning, the management realised that we required two groups of people – sales and delivery. 12 people were chosen to work in the new NCS sales and business development team, each covering a different industry segment. I was one of them and covered the Transport industry – we were fondly referred to as the 12 apostles.

While we had gone on to win and deliver many projects, two stood out above the rest for me. The first that I was very proud of was, being very new to NCS then – the Intelligent Vehicle Communication System. This was in the early 2000s and, believe it or not, there was already car sharing in those days. Honda wanted to move from selling cars to having cars for rent readily available at parking lots. Users could access the Internet or mobile phone to book cars and pay, according to the time they used, or by mileage. You could go to an available car and scan a card to access it. We even developed an LCD panel for users to key in a password and operate the car without any car key.

The market was not ready for it. People were very skeptical about any technology. Plus, there was a dedicated return location, which created a physical limitation for people. It was implemented not just in Singapore, but also Japan. After a while, Honda decided it was not profitable and they decided not to continue investing in it. It was a great system, but these factors put it back on the table – it was only recently that BlueSG decided to kick it up again.

The second project I was proud of was our success in getting NCS to work on the first stage of the Electronic Road Pricing 2 project. The odds were against us because we did not have much experience in it and did not own satellite technology or products. We were nowhere near our competitors in terms of size, but we won all the same. I believe that it was because the clients saw we were prepared to take things to the next level with our hardcore

attitude of perseverance. We did not give up. We had dived in and solved the entire concept of ERP2, projecting how things would work in the future. We even introduced technology such as Bluetooth – back then no one had even heard of it. The trust that our clients had in us was so great, they continued working with us decades after the first project – knowing we had what it took to achieve the impossible. On that project, it was all about being client focused. By that, I mean really taking a critical look at their needs: if the client needs the hammer, you give them the hammer. If they need the nail, you give them the nail. Clients also require flexibility, and NCS has this unique proposition of not being tied to a particular vendor product. The original disadvantage of not having our own product turned out to be our value proposition.

Working on something this monumental opened our eyes. It showed us how we could execute something we had no prior experience in, and even become successful at it. We were fortunate to have a good composition of people in NCS, from those who have a gift for visualising things that needed to be done (the visionaries) to those who know just how best to convey these visions to the clients (the communicators), to those who are very technical and know just how to tinker with technologies to make them work together seamlessly (the technologists). At the end of the day, NCS' secret to success is the diverse group of people with the "Never Say Die" spirit of perseverance, coming together to exceed our clients' needs.

I love NCS for all it has given me in my career, and it was not about money either. All the recollections of my time here have given me great pleasure to think about, and while I miss working here sometimes, there are always my family and friends to keep me going. And this satisfaction for all I have accomplished will forever remain.

NCS' secret to success is the diverse group of people with the "Never Say Die" spirit of perseverance, coming together to exceed our clients' needs.



4

Ki Gaik Neoh

NCS 1986 – 2018

Thirty-two years of laser-sharp focus on delivery and supporting healthcare institutions in Singapore, Gaik Neoh was responsible for rolling out various IT systems and building disciplined delivery teams in NCS.

do IT with integrity – accountable to our every action

I am retired now, but many fond memories of my career remain. After all, I have been with NCS for 32 years. I joined in 1986 and left in 2018. I joined NCB because I wanted to work on mainframes and client servers – it was all the rage at the time. NCB also had a sterling reputation in the tech community, even in 1986, and I considered it to be a boost for my career.

When I first joined, I was tasked to work on tender specifications, in preparation for the first generation of the Polyclinic Patient Management System (PPMS), and was also assigned to assist the National Skin Centre in the tendering and evaluation of their computerised system. This was the start of using distributed healthcare systems in Singapore – a great innovation for its time. It handled patient administration such as scheduling, registration, cancellations, etc. What all healthcare centres use today is a variation or addition of what we pioneered back then.

Then, I got involved in the very first SAP project for Woodbridge (now known as the Institute of Mental Health) and Alexandra Hospital. Being so new, we hardly knew what SAP was. And it was an incredible challenge because no one knew what was going on. I had to get up to speed within a deadline, learning

its methodology as fast as I could to present it to the client. Additionally, another hurdle was to assist the client to transit from using mainframe application ('guided tour' application) to SAP – more flexible but difficult to manoeuvre for new users as it offers different means to achieve a function.

Another memorable project was with the Health Sciences Authority where we implemented the Pharmaceutical Regulatory Information System – known as PRISM. When I took over the project, the system was to be built from scratch in six months, and I knew straight away there was no way I could build a quality system in that time. This project stood out for me because of the tremendous pressure at the time, since the clients wanted the system rolled out as quickly as possible. And clients being clients, they did not fully understand the limitations we faced – such as requesting changes that were not possible because the structure was already in place. You could say the clients were exceptionally displeased with us at the beginning. But I learnt a lot from this project, where I used humour or analogies to negotiate with them in a heated situation – of which there were plenty. Eventually, the clients turned around and came to trust us, and that was a historic accomplishment for me.

Having built and led various teams for decades, I had come to understand certain critical factors in paving the way to success. I would make sure all my team members understood the project fully. When that was accomplished, everyone was able to communicate with clients well. If there were opportunities where I could cross-train my team, I would pull them out and set them on a different path to gain and explore new skill sets – providing continuous learning to motivate them. I guided all of them closely and I have a very direct personality so people do not need to second guess me. I make sure everyone follows basic standards, so follow-ups or reworks are minimised. Get it right the first time, I say. If you cut corners, trouble will come eventually.

It was not just my team though; I had a lot of support from my bosses. Besides new wins, year after year, we continued to manage the same projects with contract renewals because the team was able to work well with one another, and with the clients.

For the next generation, know that change is constant – be prepared to adapt and adjust. People always want to do their best and sometimes you just have to have trust. I cannot stress this enough, but open communication is critical to let everyone know

what is going on every single step of the way. It is also about integrity – doing what we say and being accountable for our every action to gain respect and build trust. Everything we do should lead toward a positive environment in which to work – which brings out everyone's best.

During my time, NCS was like a family to me. While we had disagreements from time to time, everyone reconciled eventually, and all displeasures were forgotten. To the teams I have worked with in the past – thank you. It is because of all of you that I have experienced the career I have.

Get it right the first time, I say. If you cut corners, trouble will come eventually.



5

Poh Boon Hwee

NCS 1988 – 2012, 2021

Boon Hwee joined NCB when there was a recruitment drive for the Civil Service Computerisation Programme (CSCP). She was subsequently our Service Delivery Director responsible for delivery of our Public Sector projects. After leaving NCS, Boon Hwee became our client managing IT delivery in IHiS and in GovTech supporting Singapore Customs for the Networked Trade Platform project. She now holds the role of Director, Corporate Finance Office, National University Health System.

commit to excellence – foundation of our delivery success

Things have certainly changed in today's corporate world. Armed with a degree in Engineering, I still remember being interviewed for a role in an engineering firm and the managing director exclaiming it would be absurd for a woman to be expected to supervise over 400 male staff! I knew right then and there it would be difficult for me to have any fulfilling career path in such an environment. Then I joined NCB; it was a mass recruitment drive and I joined at a very good time – along with the move to computerise the civil service. This was 1988, and at the time I considered myself fortunate to be one of those interviewed and selected by Lim Swee Say, NCB Chief Executive at the time.

In 1991, I joined the Singapore Customs project where I learned a lot about trade facilitation and project delivery. There were systems involving regulatory approval of import and export that were both mission-critical and also time sensitive. This provided me with the experience I needed for the rest of my career. During the Y2K period, which was a major event at Customs as majority of the systems in the agency were affected. And in 1994, when the Goods and Services Tax (GST) scheme was first introduced and levied on all goods imported into Singapore, my team and I had to struggle to figure out how to get them ready on time. We managed to revamp the mission-critical TradeNet and the supporting systems to support the new tax.

Some years later, I had one of my most memorable achievements in the development of eCustoms – a mega-scale system that was successfully implemented at the end of 2007. It involved the re-development of entire backend regulatory processing systems, interfacing with multiple government agencies, covering 10 years of voluminous legacy data, and its migration from the mainframe system to the Java open platform with a relational database. It was a success, and I was incredibly proud of my team's achievement, in receiving highly favourable feedback from the clients. I believe the critical success factor was the commitment to excellence our team had from start to finish, constantly pushing the boundaries to deliver the best – which included many firsts.

This was the first project where the project team was directly under the Chief Architect's Office instead of the usual delivery centre. Our team partnered with the architects to introduce state-of-the-art technology and practices and develop one of our first software development methods (SDM), the precursor of our suite of delivery methodologies. The project team had adopted, expanded, and developed more reusable components for application development, consolidated as iFrame (now known as iConnect) which has expanded considerably in terms of features and functionalities. This was one of the earliest projects to utilise offshore developers from

our China Offshore Delivery Centre on a large scale to develop applications more efficiently and manage project costs. To me, the principle I held true for project delivery was to focus on the client front, i.e. client-centric, and yet still hold my ground to do the right thing. And through that inevitable trust, work becomes easy.

Another aspect of my career I take pride in was the team I built up in Customs. Even after 20 years, the team is still present – in no small part due to their cohesiveness and selflessness. We still keep in touch during Chinese New Year. The team remembers the great time we all had together, working through hardship and stress with one another's support. Once, one of the team members could not continue to work as she had to be in the hospital to attend to a family member for an extended period. Instead of seeing her quit, the team rallied around her, made arrangements and all chipped in to render help willingly, making sure she was able to work from the hospital. Such team spirit among the members explains why the team is still present and cohesive.

After I left NCS, I ended up becoming a client of NCS. I gained fresh perspectives of NCS as a client. The NCS team I worked with was highly proficient technically and what I like most is their sincerity, trustworthiness, and honesty – telling you what

can or cannot be done. They do not overpromise. What the team could do better is that while the recommendation of technical solutions is sound, their articulation of the solution could be better.

Even though I have left NCS, I have noticed the difference in branding which resonates throughout the industry – a significant improvement in the image of the company. And I still keep very much in touch with my ex-colleagues and even with snippets of news involving NCS. I do have a tinge of longing when I think of the happy times I have spent with this company, but I had to try something different in life, and if I had waited, it might never have happened. But the journey I experienced in NCS – now that was really something.

What I like most is their sincerity, trustworthiness, and honesty – telling you what can or cannot be done.

6

Vincent Phua

SCS & NCS 2005 – 2013

Vincent joined NCS as Chief Financial Officer (CFO) in 2008 as part of the NCS acquisition of Singapore Computer Systems Ltd (SCS), a SGX listed company. Vincent was the CFO of SCS from 2005. Vincent retired from NCS in 2013. Working with our Finance and Corporate teams, he was the bridge between NCS and SCS, bringing the best-in-class practices and ensuring financial and bid discipline to the new combined entity.

teamwork – think win-win

I came to NCS in a very unusual way. I became part of NCS in 2008, through the acquisition of SCS. SCS and NCS were the two largest local IT companies in Singapore, which naturally made them fierce rivals. In 2008, Temasek decided to divest SCS, and Singtel through NCS succeeded in acquiring it and I became the CFO of the combined entity.

It was a rather stressful period for me then – my workload had effectively doubled. The pressure to streamline all processes and integrate the two group of companies with two different systems into one was tremendous. But the team managed to complete within a year. Coming from the rival company, I found it curiously interesting – I was able to view both sides and could see why a certain project was lost or won – from the bidding between NCS and SCS. With the combined financial strengths of NCS and SCS, we achieved the first S\$1B milestone in revenue. The merged NCS made the largest local IT company even bigger and set it further away from its closest rival.

Finance in NCS is unique in that we were involved in bidding of project right from the beginning. As such, Finance is able to help to navigate the risk from the beginning of the business cycle. The bid review and management process implemented is an integral and vital part of NCS business. The process is extended to post project win. The monitoring process continued till the successful implementation of the projects. Management is provided with the “health” status of the projects periodically for monitoring. I believe these processes are still in use today.

It was an honour to be able to associate with the two largest local IT companies in the last leg of my career, especially seeing the union of these two companies. And the acquisition of SCS by Singtel remains one of the few successful acquisitions thus far. I believe the foundation of the success was because of teamwork and thinking win-win, bringing best practices from both companies into the combined entity. The 5 years with NCS have been eventful and I am happy to learn that the Finance Director – Jocelyn Teo who joined me in 2010 is now the CFO of NCS.





7

Chia Kok Hong

NCS 2010 – 2020

Kok Hong represents the segment of our people who drove sales between 2010 and 2020. He joined NCS in 2010 as Vice President, Commercial Large Enterprise and retired in 2020 as Client Service Unit Lead, Commercial.

amazing NCS – fueled by passion, teamwork, resilience, and competitiveness

My 10 years in NCS under the leadership of CEO, Chia Wee Boon, represents a phase of NCS history that focused on sales transformation and innovations for safe and smart cities, introducing new capabilities in emerging technologies like Internet of Things, Data Science, and Robotics to NCS.

My first task when I joined NCS was to develop our business across healthcare, transport, financial services, manufacturing, utilities, and retail. It was an ambitious plan, and I was to carry out sales transformation for the commercial group, part of which was an overarching project called PRISM to increase revenue and sales margin. Those were the days of endless planning and sleepless nights for me! I institutionalised stronger sales processes around pipelines, forecast management, account planning, and general sales management. As NCS continued to benchmark against global players in different aspects, we strived to be a best in class sales team. We are glad to be able to develop new frontiers and contributed to the phenomenal growth at that time.

In 2011, we launched the Solutions for Urbanised Future Initiative or SURF@NCS. It focused on driving safe and smart city innovations in Education, Healthcare, Transport, and Public Safety to help realise Singapore’s vision as the world’s first Smart Nation. It was the precursor to a whole lot of technology we use today and we were far ahead of our time. It was also the first time we tried to capitalise on three broad areas of technology NCS was adept in – applications, infrastructure, and communications engineering, and we knew we

could harness the power of all three to differentiate NCS from our competitors. The SURF initiative also included a programme for NCS to train hundreds of professionals primarily for smart city development and start our digital, data science, video analytics, and robotics teams, to name a few. Given new technologies like Mobility and Cloud, we knew the workforce would be very different and we had the foresight then to talk about the Future of Work and design solutions that would respond to that, capitalising on capabilities in Business Applications Services, Enterprise Data & Managed Services, and Communications Engineering. Capitalising on SURF@NCS, we were able to proactively engage our clients in their transformation journeys. MyTransport and the Outpatient Pharmacy Automation System (OPAS) were 2 memorable examples.

MyTransport mobile application was launched in 2011 to equip commuters with static and real-time transport service information, such as bus arrival times, and even seat availability on public transport. If I remember correctly, it achieved more than 3.5 million downloads at the time. And we were so honoured and shared the joy with our client, the Land Transport Authority of Singapore when the app won many international awards, such as the first in the Asia Pacific to win at the international Summit Emerging Media Award (EMA) 2012 for visionary achievements, taking home a Visionary Award (Navigation App category), the highest accolade bestowed on winning entries demonstrating unusually keen foresight, functionality and appeal.

Later, we helped develop the Transport DataMall, enabling LTA to publish a wide variety of land transport-related datasets (static and dynamic/real-time) on DataMall for enterprises, third-party developers, researchers, and other members of the public to promote collaboration and co-creation of innovative and inclusive transport solutions. We appreciate the client’s trust and partnership with us to develop the transport ecosystem in Singapore.

OPAS was a project where we used robotics to automate processes for the first time. It is not something most people know about, but it was highly advanced, using conveyor belts and robotics to automate drug dispensing and packaging. It was a tremendous achievement for us because we developed our intellectual property and workflow orchestration engine. It was implemented across all healthcare clusters, starting with Tan Tock Seng hospital. Statistics proved its worth, showing the amount of time saved for both healthcare practitioners and patients alike.

My time spent in NCS, while challenging, was not all work. The most enduring memory I have is of its people. Strong passion, great teamwork, resilience, and competitive nature – all the aspects of what make success!

I recall “Amazing NCS”, a year-long event in 2014 that ended with the SG50 celebration (celebrating Singapore’s 50 years of independence). Different corporate and business units were formed

into houses to compete to improve our staff engagement. We had our own amazing race around Singapore and various competitions in NCS Hub, e.g. tee-shirt designs, team name and emblem designs, cheerleading, fundraising for charities, etc. We even had an exhibition where we showcased the projects we did for our clients for internal learning. It was all very exciting and brought out our creativity and competitive traits. My team even brought in an actual robotic arm to showcase OPAS that we implemented for our healthcare clients. And all this was extracurricular, we had our day jobs, but we had the pride and passion to put in the time to set it all up, which showed our competitive spirit.

As part of leadership development and team building amongst the leaders, we had our first overseas retreats for our leaders in Sibul, Bangkok and Hanoi. These were some of the best moments of my time in NCS.

The most enduring memory I have is of its people.

Our First 40 Years (1981 – 2021)

pillars of strength

Countless faces have come through our doors in the last 40 years, with many having worked in NCS for the same amount of time.

They have worked tirelessly behind the scenes, going to wherever their work calls them. Some have travelled the extra mile, supporting applications, IT infrastructure, and operations for clients across Singapore and even regionally. Then there are the unseen, who operate behind the scenes – Human Resources, Finance, IT, Legal, Building Management, Admin, etc., who support our corporate functions and internal operations – working perpetually to craft memorable experiences for our people, clients, and partners.

The value and expertise everyone has brought to the table over the years are nothing short of incredible. Our people are our pillars of strength. The heart of NCS. Its driving force. The fuel that powers everything that we do and makes our ambitions possible.

This section is dedicated to all our unsung heroes, especially those who have dedicated their entire career to NCS.

pillars of strength – celebrating the years of solid commitment and contribution

This year they celebrate 50 years of service in NCS and Singtel, having joined in 1972.

Ang Kien Guan

Senior Systems Engineer,
Communications, Engineering



8

Charlie Chan Wing Fook

Infrastructure Engineer,
Network, Infrastructure



9

Suppiah Manoharan Systems Executive, IoT, Engineering

Suppiah has been here for more than the years of NCS' anniversary, not because there is an error in personnel records but because he first started working in Singtel Aeradio, which was subsequently integrated into NCS. He has been a technician maintaining systems in places that are typically out of bounds to the public, from Airports to Prisons.



pillars of strength – loving what i do

I have been in NCS for longer than most of our colleagues have been alive, 45 years. And I was originally from Singtel where I joined as a technician in 1977. At the time, I was performing maintenance on the Wind Radar in Paya Lebar Airport, and when NCS was corporatised, Singtel Aeradio was integrated into NCS. There have been stints where I have been posted to Changi Airport to perform maintenance on flight CCTVs, but everything changed for me when I was posted to the Singapore Prison Services at Changi, where I have been for the past 13 years.

At the start of the project, we were the team that installed their security systems, and the same ones that ensure its daily maintenance, which is something that cannot fail seeing how this system governs the entire prison. We have a rock-solid relationship with the client after all these years, and we have been successful in renewing the contract every 7 years – showing we must have been doing something right.

I loved this project from day 1, and I still do. It has gotten to the point where I am as familiar with Changi Prison as I am with my own house. And it is very interesting because of the nature of secrecy – most people do not know how the prison is run. Whenever a defect is reported, my team and I go in to resolve the matter, and we must be on standby, even on weekends and public holidays – with a maximum of two hours to go down to resolve the issue. It is a very friendly place to work, contrary to what people might think – even though we are not allowed to speak to the inmates.

Our team has bonded extremely well, even with a huge age gap, and we occasionally meet up for gatherings, with the prison officers too. I intend to retire in a year, but I do feel reluctant to. Over the years, I have grown to love NCS like my home – with their incomparable benefits and welfare. But it has been a good career and I have no regrets – except for the fact I can never again return to my office at the prison to visit my former colleagues and clients.

new beginnings

Our next chapter of growth and transformation is only just unfolding.

In this next chapter, we are committing to a long-term vision that goes beyond finite objectives and short-term financial targets. Our vision is to build a better technology services firm in the Asia Pacific, for our clients and our people.

On 7.7.2021, we began writing a new chapter of our transformation and redefined, rebranded, and repositioned ourselves. We embarked on a new transformation journey to bring NCS to that next era of growth.

Redefined: purpose, beliefs, impact

Rebranded: logo

Repositioned: business and people transformation

New Beginnings for Our People – New Opportunities, New Adventures

With the new course charted, we continue our journey and our stories. We share the stories from three groups of current trailblazers:

If NCS can change, so can we: those who are reinventing themselves, and their teams in tandem with NCS' transformation to continue to create an impact on our clients, people, and the future of NCS.

Living our Purpose: those who are already working towards bringing people together to achieve our purpose of advancing their communities.

Living our AEIOU: those who are embracing our beliefs of Adventure, Excellence, Integrity, Ownership, and Unity.



purpose

We advance our communities by partnering with governments and enterprises to harness technology.

We do this by bringing people together to make the extraordinary happen.



beliefs



adventure
excellence
integrity
ownership
unity



impact

value our
clients

grow our
people

create our
future

NCS logo origins of the nPower mark

NCS unveiled a new brand identity on 7.7.2021, capturing its new purpose. The symbol of two forward slashes in the new logo, which we label as the 'nPower' mark, represents fast forward motion, bringing the momentum of change and innovation to our work as we advance our communities.

The N represents NCS as a technology services firm and the double forward slashes used in internet URLs and in-line comments in computer programming, signify how deeply anchored NCS is in technology.

N also signifies the diversity of our business: N number of regions, N services and N capabilities.

N for NCS

Forward Motion

$$N + // =$$



Power of n
(n = diversity)

Symbol of
Technology

nPower

New Beginnings

if NCS can change, so can we

We continue to draw upon the strengths of our people for the next lap of our transformation and success.



Change is inevitable. We believe in never standing still, just like the forward motion of our nPower mark. We are agile and adaptive to gain new skills. By reinventing ourselves, transforming our teams and the way we do things in tandem with NCS' transformation, we have moved in a direction that is beginning to bear fruit. With that encouragement, we strive on to greater heights.

Here are the stories of how we are changing and the impact we want to create for our clients, our people, and the future of NCS. At the end of the day, the journey of our time in NCS is what we make of it.

The excitement of exploration. The spoils of our success. The satisfaction in our achievements. Embrace it and enjoy the journey.

Neo Chia Yann

Partner, Transformation Impact Office

Chia Yann joined NCS in 2003 and is no stranger to change. She built the Change Management, Process Re-engineering, and Digital Transformation Consulting practices to complement our Applications and Infrastructure businesses – helping our clients better manage the business and people-related changes. She now drives NCS’ internal transformation and focuses on creating impact for our clients, people, and future.

10

new beginnings – if NCS can change, so can we

Few people know this, but I had my first taste of life in a tech environment as an intern with the National Computer Board (NCB) as part of my final-year university module. When I graduated, I joined a global management consultancy firm, which provided me the opportunity to work on multi-national, cultural, and disciplinary projects. I spent 7 years living in the USA and UK working on global transformation projects for various clients. It felt like I had gone full circle when I returned to Singapore and joined NCS in 2003, tasked with a mission to build the Change Management practice in NCS so that we could be more competitive against global players.

2019. Our new CEO, Kuo Pin, set us on an electrifying course to shape and drive a new chapter in NCS’ transformation journey. It might sound overblown, but I was quivering with excitement when I was given the opportunity to work with Kuo Pin and our leaders to play a part not just in defining but implementing and managing the changes! After spending more than 20 years working on transformation projects for external clients, here was my chance to pivot my career from external-facing and revenue-generating to an internal-facing one – bringing what I’ve learnt over the years to help transform NCS. “If NCS can change, so can we!”, could not be more apt to describe how I felt.

We rolled up our sleeves and got to work. The transformation programme we have started peered deep into the future – it was visionary and ambitious.

We went through everything with a fine-tooth comb, redefining our purpose and beliefs to unite and align our people, rebranding and repositioning ourselves in the market to create an impact for our clients, people and the future of NCS.

We are focusing on business growth, client service and delivery quality, innovation, operation simplification and most importantly, growing our people. We took pains to communicate and explain the why behind the changes and involve our people to be part of the transformation journey. While it has been one of the most challenging projects I have encountered in my career, motivation came easily, especially when I see things are improving. Inspiration is everywhere, from the like-minded and committed people I work with, to the support and encouragement I get.

It is now 2022, and while a lot has been accomplished, much still needs to be done. There is a lot more we can do together to make NCS a better place for our people – the force behind NCS. The 5 tenets that have been set forth as part of the new NCS Star Experience we want to create for our people – Impact (Impactful and Exciting work), Choice (Career Discovery and Choice), Belonging (Caring Workplace), Inspiration (Inspiring Teams), and Growth (Personal Growth and Mastery) – do mean a lot on a personal level. This motivates me to continue putting my best foot forward for NCS.

new beginnings – building on sturdy foundation and backbone

Thirty-four years. I surprise myself sometimes wondering where the years have gone. But NCS is a company that allows one to try out different things along the way. The culture here is very united, with wonderful team spirit – which does not come by often, especially in a huge organisation. Few places have an open appraisal system like this one, and there is autonomy to experiment and create something of substance.

When I first started, NCB already had that reputation. Graduates sought to join, and I was ecstatic to have been selected. I started as a System Programmer and I remember telling my boss back then I was not all that keen on dealing with people, I wanted to deal with machines. He was kind and explained to me that role was mostly taken up by males. But still, he accepted my request after some gentle persuasion, and there I was.

I was sent to a government agency – the Ministry of Foreign Affairs (MFA). And I was lucky because, at that time, the Ministry had just started their civil service computerisation project. I was sent for a lot of training sessions, and I loved it because I got to work with machines, just like I wanted.

After seven and a half years at MFA, I got posted to the Ministry of Education (MOE). And it was a very unique experience. These two agencies are different because MOE's technical environment is incredibly open – they were focused on teaching students, so they had access to public information

– whereas, in MFA, all data were highly confidential. At the time, all we had was the Internet, and in MOE you could access the Internet on every workstation, whereas for MFA, it was a very secure site. For each floor, there was only one dedicated machine that had Internet access.

MOE Schools Standard Operating Environment (SSOE) was one of the most fulfilling projects I have worked on. The other was with the Election Department – providing IT infrastructure services to support the Singapore elections. Many polling stations were inside the schools, so MOE would need IT support on the day of voting. After a vote was cast, statistics would be sent back to headquarters, and we were the ones ensuring the IT systems were up and running till the election was over. Stressful but fulfilling. I have supported four rounds of general elections – for around 16 years. And in between, we also had the presidential elections to support.

I do not need any encouragement to do my best in the government projects I have worked on and am still working on to this day. They are an integral part and backbone of Singapore's society. They also form the backbone of NCS, providing a sturdy foundation to achieve our new purpose of advancing communities not just in Singapore but in the region, and there is nothing else I would rather be doing. Our new purpose signifies a new beginning for NCS and I look forward to our future. Truthfully, I never felt as if I have spent a single day in the office.

Lim Lan Geok

Senior Partner, Infrastructure,
Public Sector

Lan Geok represents our people who are supporting the IT infrastructure (aka backbone) of key governments and enterprises in Singapore and the region. She has been with NCS since 1988, and leads our Infrastructure service organisation for the Public Sector. She has deployed and supported the IT infrastructure of our embassies and high commissions in every country with Singapore's presence, every general election in Singapore in the last 16 years, every school in Singapore and various government agencies, with a lot more unmentioned. As a leader, she is on a mission to nurture future generations of IT infrastructure specialists.



1 2

Ong Fei Fei
Director, Marketing and Communications

Fei Fei represents our people who are ambassadors of NCS. She is the guardian of our new NCS brand and leads the transformation of our marketing and corporate communications team, enabling more to know about the new NCS.

new beginnings – transforming our brand

I consider myself fortunate with my current role in business-to-business (B2B) marketing, initially coming from a more consumer marketing background. I had wanted to join NCS because it was a chance to try B2B marketing, a change from my previous roles. And coming here was like a breath of fresh air – the industry was more dynamic than I had realised – due to the constant evolution of technology. Every day, I must pick up and master new content and subjects in technology fields and discover new ways of marketing to target a different business audience group.

Since day one, 14 years ago, the spirit of making it happen has not changed. There is great bonding and teamwork, and it is like a family to me. I have said this before but joining this company will work wonders for self-improvement. I have the opportunity to grow, due to the wide spectrum of projects I lead and the different business units I get to support – learning about new technology almost daily and performing different scopes of marketing – from events management to campaigns roll-out, branding, public relations, and stakeholder communications.

In 2019, our current CEO joined, and he set us on a fast path toward NCS’ new growth and transformation. As part of our growth in the region and amidst the more competitive technology landscape, we needed more governments and enterprises to learn about NCS – who

we are, our capabilities, and how we can be of service to them. We saw the need to substantially transform the brand, and together with the marketing team, we oversaw the entire rebrand for the new NCS in collaboration with the Transformation Impact Office. Our strategy was to pinpoint the right brand agency partner and develop the brand narrative to reflect NCS’ new growth ambition. I did feel a heavy weight of responsibility when I was tasked – the success of this project would shape and influence the perception of NCS throughout the region and even globally. All of these come from the proper development and execution of brand campaigns that would lead us to be more visible, especially digitally and on social media.

To bring in an entirely new strategy, our team must transform ourselves from within – that means being on a constant learning journey to be able to drive hard-hitting initiatives. The strategies and methods of marketing were transformed to ensure we reach our relevant target audiences more effectively.

It has been and still is, a very exciting journey to see how marketing has played a key role in changing the brand of NCS, even during our regional expansion, and my team and I fully intend to make sure that we continue to make the extraordinary happen.

new beginnings – redefining the way we engage our people

In my previous job, I used to perform people engagement as a secondary role. The experience was really enriching and enjoyable for me and I wondered if this could be an area of work I could go into full-time. I took a leap of faith by flying to Los Angeles to enroll myself in the Disney Institute, where I had the opportunity to learn about employee engagement from one of my favourite brands, Disney. It turned out to be the best decision I ever made. I fell in love with this area of work and it inspired me to pursue employee engagement as a career. And here I am, helping the People Engagement team at NCS.

Engagement is paramount in NCS as our people are the foundation of everything we do and of every success in NCS. It is important for us to help our people build a strong emotional connection to the company so our people find meaning in their work. The People Engagement team engenders the NCS culture by connecting our people to our purpose, our beliefs, and our community through carefully planned communications and shared experiences.

The team is working towards providing an updated experience for our people, one that provides our people with impactful and exciting work, career discovery and choice, a sense of belonging in a caring workplace, inspiring teams, and personal growth and mastery.

We are now moving towards adopting a more people-centric approach in our strategies as we want to be relevant to our people and consider things from their perspective and not purely from an organisation's point of view. This gives a more holistic view to promote win-win solutions for all.

We started changing the way we communicate with our people, being more personal instead of emails

with wordy terms and conditions of policies. We use interesting illustrations to capture attention, explain the why behind each change, and how it impacts our people. As shaping the company culture is an affective process, our strategy is to deploy a holistic multi-pronged communication approach and leverage various communication fronts, which enables our people to not just merely hear about NCS' change but participate in it through our events and learn about it through our learning programmes. We also celebrate it through various award ceremonies like the NCS Heroes Awards and role model it through our leaders. Our work has been recognised as we recently won Gold Award for HR Communication Strategy in the HR Excellence Awards 2022. This is a booster jab for us, a nod that what we have started doing is in the right direction and it motivates me to do much more.

Our latest initiatives provide focus on the wellness and care of our people. The new ways of work are no longer measured solely by the hours clocked in on a timesheet, we need to give our people autonomy to decide how and where they want to complete their work and appraise them differently. We recently implemented a few initiatives. NCS' N-ergise Time means Fridays after 4 pm, also known as FriYAY!, are dedicated as "Me Time", when there will be no internal meetings, work-related messages so our people can focus on deep work. N-powered Ways of Work was launched as our new hybrid ways of work, where our people work from the office on fixed days to reconnect with each other, while offering flexibility for them to work from where they are most effective for the rest of the week. All of these are meaningful to me because they are all baby steps in making NCS a happier place to work so that our people can bring their best selves to work every day.

Rachel Kong

Manager, People Engagement, People & Culture

Rachel represents our corporate teams, a revitalising force behind transforming our people experiences and simplifying our internal operations. She has a mammoth task to engage 12,000 of us regionally, creating magical moments for us in and around NCS.

13





14

Jayne Leow
 Director, Sustainability

Jayne joined NCS in 2022, taking on a new role and corporate function focusing on driving initiatives that advocate sustainability. Jayne is part of the group of people who are bringing new expertise to NCS to help us achieve our new purpose.

new beginnings – bringing sustainability centre stage

Work is not about counting the minutes till you get home. It is about making a difference at work and doing good for everyone and everything around you. I joined NCS as the Director of Sustainability because there was nothing I would rather be doing. My purpose in life is to do meaningful work and make an impact in the community, and the purpose and beliefs of NCS align with the code I want to live by.

In recent years, sustainability has taken centre-stage, with the world experiencing adverse environmental, societal, and economic effects from global warming, pollution and most recently, the Covid-19 pandemic. While the concept and pursuit of sustainability is not new to us, we are making a new commitment with a Net Zero target by 2050 or earlier to minimise our environmental footprint in business operations and supply chains. We have made progress. This can be felt right here in NCS Hub Singapore, which was accredited the Green-mark Platinum certification by Singapore’s Building and Construction Authority (BCA). Moving forward, we will continue to make advances, such as installing solar panels to harness renewable energy wherever possible.

Sustainability is also about people. This is something I appreciate about the human resource practices here. There is an emphasis on growing and developing our people and building a safe work environment that promotes positive well-being. I enjoy the range of corporate social responsibility activities that we do – from one-to-one digital skills lessons for the elderly, to “volunteaming” activities that contribute to the community and foster team spirit such as beach clean-ups, exercise events, and old folks’ home visitations.

Apart from NCS’ internal compliance with Environmental, Social and Governance (ESG) standards and reporting, I would like to see NCS help our clients embed sustainability in their business and digital transformation. We can change the way we live and work, create new and sustainable business growth, and build a better environment and an inclusive future for all. Because the actions we take today will impact our future, I hope we will continue to collaborate, innovate, and inspire one another to create a positive impact in both our work and the community.

new beginnings – be yourself and enjoy the journey

“Avoid the crowd. Do your own thinking independently. Be the Chess player, not the Chess piece” – Ralph Charell

Opening “Without the element of enjoyment, it is not worth trying to excel in anything” – Carlsen

1 Sep 1987: Same desk as day before, same work, same boss...but different employer. And that was how I switched from being a tax officer in Inland Revenue Department to an IT professional in NCB. A somewhat uneventful start of a very eventful career that has spanned more than 35 years.

Assigned as a Database Administrator from the outset but the job never seemed interesting enough, despite been entrusted to single-handedly manage the databases generating more than half the nation’s revenue. Always wanted to build applications to create something useful and within a few months, was entrusted with a team to develop an application system.

IRIS “Chess is a very tough game, and psychologically a tough game. And so ... you must be able to work a lot.” – Karpov

Then Inland Revenue Integrated System (IRIS) was the toughest project, literally with hundreds of people committed to implement on 20th Feb 1995. Long hours which repeatedly broke what you thought were your limits, but the project made you believe that nothing is impossible. For many of us, this project was a baptism of fire. On the migration weekend, my spouse whom I met over the program COSSI120 a few years back brought my son to the office because he had not seen his dad for a few days.

Sales “Strategy requires thought, tactics require observation” – Euwe

Switching to sales, I always thought this was a leap of faith; why would anyone want to convert the nerdiest, most inarticulate, rapid-fire talker into sales? Much later, my then boss said “But I saw the gem in you that the customers LISTENED to you! ... All it would take is for you to be the one to convince them of their projects and we wouldn’t even have to perform those mundane sales tactics!”

Growing and Expanding “A good player is always lucky” – Capablanca

15

Lim Boon Seng Christopher

Senior Partner, Delivery Operations

Chris has been with us since 1987. Over the years as NCS changes and grows, he has changed his roles multiple times, taking up new challenges wherever he is needed, thinking about NCS before self. An avid chess arbiter and wordsmith, he is unconventional in his moves as can be seen in his picture and story.

From managing a single centre 1002, the scope rapidly grew to the entire Public Sector. Major wins include Ministry of Education Schools Standard Operating Environment (SSOE), GovTech core projects and the continuity of IRAS projects. There was an immense sense of accomplishment when you achieve that 10th digit in revenue.

Going Global “You have to have the fighting spirit. You have to force moves and take chances” – Fischer

To grow, we had to do it beyond the shores of Singapore. Co-curricular activities included venturing into and managing the delivery in Middle East and other exotic countries like Kyrgyzstan, Fiji and Maldives where we had no presence, as well as in Philippines where I am currently still heading the team.

Sri Lanka was significant in that the clients approached me about eight years after my pitch and we later turned this into a government-to-government initiative that is continuing to this day. It was a system that helped to revive the economy of the country, and despite the current setbacks in the country, I am quietly confident that the country will come back stronger after their current crisis.

Resource Management “Help your pieces so they can help you” – Morphy

Turned next to global delivery and looked after the various Offshore Delivery Centres, in Suzhou, Chengdu, Pune and Kuala Lumpur. Resources are the soul of our business and managing how the supply and demand of our most precious assets is paramount.

Giving back “Chess cannot be taught. Chess can only be learned” – Botvinnik

What do you do when there is a bunch of young, eager, enthusiastic people in a company who have somewhat lost their direction? Stand up to be their advisor as there is so much to share, so many stories to tell and so much to learn from them. 2359 Media is to NCS, what NCS is to Singtel.

Stewardship “The purpose of human life and the sense of happiness is to give the maximum what the man is able to give” – Alekhine

At the end of the day, we do what we can and pass the baton on; hopefully we have left the place a little better than when we first took it on, for we are just a pawn in the Infinite Game.

New Beginnings with a Final Quote
 “Tis all a Chequer-board of nights and days
 Where Destiny with men for Pieces plays:
 Hither and thither moves, and mates, and slays,
 And one by one back in the closet lays.”
 – Rubaiyat of Omar Khayyam

What’s new? Just be yourself and enjoy the journey.



Chris’ name cards depict the multiple roles he has held and NCS’ journey over the years.

- 1** 1981
 - National Computer Board is founded.
 - Logo: 3 pillars representing industry, people and market.
- 2** 1996
 - National Computer Systems undergoes corporatisation.
- 3** 1997
 - Singapore Telecommunications Limited acquires National Computer Systems.
 - Logo: Integral Sign representing integration of domain and systems.
- 4** 1997
 - New tagline “making IT happen” is introduced.
- 5** 2001
 - The company moves to NCS Hub, 5 Ang Mo Kio Street 62, Singapore.
- 6** 2003
 - National Computer Systems is branded as NCS Group.
- 7** 2008
 - NCS rebrands after integration with Singapore Computer Systems (SCS).
 - Logo: Bottom half of Integration Mark is introduced with 1 of 5 new colours to depict vibrancy.
- 8** 2012
 - NCS is integrated as part of Singtel Group Enterprise.
- 9** 2021
 - NCS becomes fully autonomous and launches a rebrand.
 - Logo: nPower mark.
 - Website domain is changed to ncs.co.

New Beginnings

living our purpose

The magic of new beginnings. Anticipation, excitement, inspiration, hope, opportunity, growth, and renewed purpose.

Our Purpose

We **advance our communities** by partnering with governments and enterprises to harness technology.

We do this by **bringing people together** to **make the extraordinary happen**.

25 specially selected words in our purpose statements to inspire and align our people towards a common purpose.

Extraordinary happens when our personal purpose = NCS purpose.

We share why we love being in NCS and love what we do. Our motivation for advancing our communities through our projects displays how we have started to do things differently, from valuing our clients and people more, to transforming client services to bringing people together.

16

Donatus Yeo

Director, Global Resource Management

Donatus represents our people who grew up together with NCS, joining us first as an intern and has progressed to managing the implementation of various applications that serve our citizens. He is now responsible for building talent pipelines, talent-spotting, and advancing the careers of our people.

**advancing communities = NCS
purpose = my personal purpose**

It is hard to think of myself as belonging anywhere else other than NCS. I have been working here for so long – over 25 years – that this place truly feels like my second home. I feel comfortable the moment I enter the office. There have been a few times in my life when I was headhunted, and, for the briefest of moments, wondered if I was being silly by staying on with NCS. But these thoughts are instantly quashed when I give them just a few seconds of thought.

By working on projects that advance communities and contribute to nation-building, NCS is a company that does more than profit – it contributes to nation-building and advancement. This is especially true in IT projects, where we contribute a fair bit to government initiatives. As a firm, we focus a lot on delivering projects and initiatives that improve the lives of citizens – this is something that money cannot buy and is a source of pride and honour to me.

I first joined NCS as an intern when I was still studying at a polytechnic. At that time, NCS had a different name – NCB – where I worked in the Judiciary, Supreme and High Courts, developing applications. The first project I did had to do with kiosk machines. In those days, way back in 1995, we still used kiosks to perform transactions or conduct searches, and

this was when the Internet had just kicked off. Things have progressed a lot since then, and today the world as we know it is entirely changed. My work and job scope have changed so much in these two decades, and the company has allowed me to pick up an extremely broad range of skills, having worked on countless technical projects through the years. I am thankful for the opportunities to work on different roles such as an Application Architect, Project Manager, Knowledge Manager, Practice Lead and now building talent in resource management.

Now, my contribution to NCS is in talent acquisition, something which forms the core of what is required for NCS’ success as a professional services firm. I want to advance the tech community in NCS through internal talent development. There are numerous aspects when it comes to acquiring talent: when we evaluate someone, we don’t look at his/her hard skills, because those can be learnt. Instead, soft skills and attitudes are the variables we should take a hard look at. People with initiative and critical thinking skills are the ones we want to groom – I consider them to be the future leaders that can guide our next generation and look forward to onboarding them to impactful and exciting projects.

trailblazing client service as a client account tribe

Chew Lik's Story Senior Partner, Co-lead, Financial, Industrial & Commercial

When I first joined NCS, we did not have a lot of domain expertise in the banking sector. It was very challenging to build up the banking domain in Singapore at the time because most of the clients did not see NCS as a company with strong banking experience in this field. I decided the strategy was to build expertise outside Singapore first; I looked to China for this. We built a Business Process Outsourcing centre in Shanghai, servicing foreign banks. In parallel, I also built up the business through winning FSI projects in Sri Lanka, Vietnam, Indonesia, and Malaysia. Over a period of time, our team acquired strong experiences and built our credibility in financial services from our regional projects and we were in a better position to safely take on projects in Singapore. Over nine years, I had successfully turned the FSI business around and grew it fivefold.

There were two memorable projects for us. The first was a mobile banking platform for bank officers in Sri Lanka. With the success of this implementation, NCS FSI team and Seylan Bank won The Asian Banker Technology Implementation Award 2008 for Best Branch Automation and Networking. The second project was with a US-based global bank, and Francis Yee was also part of the team for this as well. We expanded the relationship beyond Singapore to the Asia-Pacific region, where we managed over 20 applications for the bank, covering countries in the Asia Pacific where the bank had branches. We had close to 300 people supporting them, twenty-four hours a day, seven days a week.

I decided to retire early from corporate life to manage a family business in 2018. 2020 was a new beginning for me in NCS and I met Kuo Pin who had just joined. He explained that he wanted to transform NCS into a global digital and technology services firm and he proceeded to share some of his plans, which gave me a new purpose and renewed my eagerness to return. I took on the role of Client Service Unit Lead for FSI, doubling up as the Client Service Lead for the DBS Client Account Tribe, as part of NCS' client service transformation.

Francis' Story Client Service Lead, Financial Services Industry, DBS Tribe

I joined NCS in 1999 as a Senior Consultant, which was really a Senior Programmer. I chose NCS because of its brand name – at that time, there was ST Computers, HP and a lot of other companies to consider. NCS at that time was called National Computer Systems – it was the government's spin-off, and I figured it would be a good place to start.

Since day 1, I have always been in delivery and clients see that I am someone who is able to consistently deliver on time. I progressed through my roles from programming to project management and was the Service Delivery Director for FSI, handling the delivery for all our FSI clients. In 2020, when the opportunity came as part of NCS' new transformation in client service, I changed my role and moved from the Business Applications Service organisation to become the Client Delivery Lead for DBS Client Account Tribe, a newly created role in NCS, in partnership with Chew Lik.

Chang Chew Lik and Francis Yee Chee Khuan DBS Client Account Tribe

Francis joined NCS in 1999 as a Senior Consultant and is now our Client Service Lead leading our DBS Client Account Tribe.

Chew Lik first joined NCS as General Manager for Financial Services Industry (FSI) in 2003 and left in 2011. As NCS began its new chapter of transformation, it was also a new beginning in NCS for Chew Lik as he rejoined NCS as the CSU Co-lead for Financial, Industrial and Commercial in 2020.

The Client Account Tribe's Story

One of the first transformations in NCS under Kuo Pin's leadership was rethinking the way we serve our clients. We created the Client Account Tribes to help us engage our key account clients better. We had re-organised ourselves into what we call the Colours of NCS, with each colour representing a different capability in NCS from client service, applications, infrastructure, engineering, cyber, NEXT to corporate.

The Client Account Tribes enable us to face our clients as one, not separate teams. Before, if clients needed our assistance and approached any delivery team, they would be asked to contact another team instead if the team did not have the skill. That was antithetical to our commitment to make everything smoother, seamless and end-to-end for our clients.

The tribes are client-centric – we demonstrate a deep understanding of our client's business. With their needs understood, we then bring innovative ideas that showcase the best of NCS to them. What is most important is the tribes unite people across NCS Colours. We could tap into more than 70 specialisations across NCS Applications, Infrastructure, Engineering, Cyber and NEXT to pull together relevant experts into our tribe to meet the needs of our clients.

We were excited to share our transformation plan and how technologies would change the future of work, environment and customer service with DBS. Little did we know that DBS was already ahead of the game and was not impressed with us that day. With this new knowledge of the client, we went back to the drawing board. We quickly assembled a team of experts drawing on their forward thinking on topics of digital innovations across industries.

Through conducting ideation workshops with the bank every 2 weeks over a period of 5 months, we successfully concocted innovative ideas that we jointly co-created and co-developed with DBS. This had seeded proof-of-concept initiatives and was worthy of actual projects with DBS.

We tried to be ahead of our clients by not being reactive or passive. It was through the tribe that we were able to seamlessly transform our client services with innovative technologies like the metaverse, which is something a lot of clients hesitate to take up as it is still new in the market. We decided to be bold and brought in our metaverse team and presented our solution to our clients in DBS. Our clients were ready to embrace innovation and new ideas and within weeks, we were able to implement

a metaverse project together – a first for DBS, NCS, and Singapore. This has given us a new foothold into many more opportunities for NCS and this success was made possible with good timely collaboration of various teams. This has created much more interest from the government and enterprises, with DBS as the first mover.

We take pride in being able to consistently deliver projects on time and in particular we succeeded in building delivery centres overseas, as this ties in perfectly with our quest for global delivery. We started with the NCS NEXT Shenzhen Innovation Centre and worked with DBS to establish its first digital factory in 2021.

Over the last two years, clients have noticed a massive transformation in NCS and it was encouraging when they provided positive reviews that encouraged others to join us. Before we transformed, our net score for DBS was below 50% in client satisfaction surveys, which was abysmal. Our results in 2022 were excellent; our project with DBS was the top score in NCS – 100%! This survey is direct proof the Client Account Tribe does work, and the results are worthy of praise.

Our client service transformation has made a significant difference and the proof lies in the trust our clients have in us. We believe that the Client Service Lead and Client Delivery Lead as well as the Sales Lead need to work hand-in-hand, covering client engagement, sales and delivery, proactively finding the best ways to help our clients address challenges and lay the framework for how to overcome them. Concurrently, we spend time and effort in team building and breaking down silos across our delivery team to enable us to work better as one tribe. This is a great deal of responsibility to bear, but our tribe has become stronger and we look forward to making a difference to our tribe and our clients.



**Howie Sim and
Ko Man Yu Florence**
Land Transport Client Account Tribe

18

Florence joined NCS in 1998 and is the Client Delivery Lead, what we call the better half of the Client Service Lead. Together with Howie, they are leaders of the Land Transport Client Account Tribe, ensuring quality delivery and providing our client with an integrated view of NCS delivery, regardless of which NCS teams are delivering.

Howie leads the Client Service Unit for Healthcare & Transport. He doubles up as the Client Service Lead for LTA account and focuses on helping healthcare and transport clients digitally transform their services to become more people-centric and to support the future demands in smart cities.

advancing communities with projects that cut across nearly all aspects of our lives

Howie's Story
Senior Partner, Healthcare and Transport

If you are in touch with the tech industry, you would have heard of NCS' push to transform. That was the reason I wanted to join, and I was brought in as a key person to transform client services.

I currently manage a team of client service leaders to manage client accounts within the healthcare and transport industries. I make sure that we are able to bring various services to the client, be it the Land Transport Authority (LTA) or a healthcare institution, and that we place the appropriate talent in front of the client to value add.

We have four national projects in the works in Singapore, two in healthcare, including the National Integrated Pharmacy System. In transport, we deal with two major projects, one of which is the LTA's Electronic Road Pricing (ERP2) – using satellites to track ERP charges. This project is one of its kind in the world and charts through many technological frontiers. The other, at PSA's Tuas Megaport, which is the world's largest container terminal, is where we deal with autonomous vehicles that move containers. NCS is currently implementing a terminal operation system, which passes communication messages among all the equipment and vehicles. These projects benefit our communities, and it is on our shoulders to ensure our delivery is smooth and without problems.

Our contribution to society cuts across nearly all aspects of our lives, even if we do not notice it. The vehicle registration and licensing system is one we implemented. If you need to register a car you own or sell it, if you pay your road tax, if you need to bid for license plates or want to scrap your car in Singapore, our deployed system is what you use.

NCS has a bunch of very talented and capable people, and while we have certain delivery issues, owing to the context of the project being on a national scale and the complexity of its system, our teamwork is second to none. The Land Transport Tribe does a lot to build our effectiveness, with so many different teams of varying skill sets that come together as one to strategise solutions. NCS has done very well in spotting and retaining talent, which goes a long way when you are faced with complexity, and the team spirit among everyone makes it a very rewarding and pleasant experience for me.

Florence’s Story
Client Delivery Lead,
Land Transport Client Account Tribe

I was fresh out of university when I joined NCS and I joined only because my sister, a then-employee of NCS, recommended that I join. Our team started with supporting the systems for the LTA. The first system I supported was the vehicle registration system, which was called a motor vehicle registration system and it was on the mainframe. Back then in 2001, we were going through a period of transformation, converting the mainframe system to an e-platform. Things have changed a lot since then. There used to be a lot of paper transactions being performed but it is now very green, and the entire system is digital. It has created a lot of convenience as well; people no longer have to go down to the LTA office to make transactions. It was a very complex system with a lot of rules, but we managed to implement a rule engine that made it a lot easier to maintain.

We also manage the Certificate of Entitlement system, which is a critical system. It is stable because policy changes are few and far between, and again, we used rule engines to cater to any requirement changes. The vehicle entry permit system is another, which posed several challenges because the technology was old. However, we have made a significant contribution by implementing an e-service system, which provides convenience to everyone, including Malaysians who wish to enter Singapore.

LTA has been our valued client for a long time – 40 years – and I have been working with them for over 20, my entire career in NCS. I have never thought of leaving because NCS constantly changes and never stays complacent. From the ground to the top, everything is looked at with a magnifying glass, including employee policies. And while its benefits were good before, it is now becoming one of the leading, if not the best employer in Southeast Asia.

I too should not stay complacent and continue to be relevant. I have changed my role from an Application Developer writing codes for systems to Project Director managing application development projects, and now to Client Delivery Lead managing all aspects of project delivery for LTA. And I am proud to say I have never once missed a delivery deadline.

The Client Account Tribe’s Story

Over the years, NCS has transformed itself several times – each time improving on client service aspects. Our leaders engage more with the clients, value their clients and spur the teams to proactively bring value to them. We have received feedback from our clients that our people are very committed because we have been serving them for years. There is also that aspect of human relationships between clients and vendors where we understand and trust one another as a result of interactions over long periods of time. And we attribute this entirely to the introduction of the Client Account Tribe, as part of our client service transformation. And as a tribe, we strive to never compromise quality and ensure zero defects in our projects.

Due to two years of closure caused by COVID-19 pandemic, there was an unprecedented surge in traffic volume and usage of many vehicle-related systems when the government recently announced that the Singapore-Malaysia borders would be reopening. Multiple NCS and client teams worked round the clock for three weeks to rush out system upgrades to meet the new demand on the systems.

The teams from the Client Service Unit, Applications, Infrastructure, NEXT, worked together as a Client Account tribe to bring our different client stakeholders onto the same page. Together, we found solutions to address not just the technical constraints but also the client operational constraints to ensure that the motorists’ journeys were not impacted, and that operations ran smoothly.

With the tribe pulling the various delivery teams together, it becomes useful to our clients – everything is clearer, and clients can channel their requirements to the tribe for NCS, rather than piecemeal to different teams. After the tribe was established, LTA found us a lot more structured and we received praise, which was an achievement on its own.

As a tribe, we strive to never compromise quality and ensure zero defects in our projects. We continue to work hard to keep our clients’ trust, commitment and confidence in us, built over the past 40 years. Our strong industry domain convinced them that we remain the best “man” for this job and to work closely with us to achieve common goals.

With the new beginnings of the Client Account Tribe, the journey and partnership with our clients continue, building on the last 40 years, for the next 40 years.

advancing communities first by valuing our clients and actively seeking to deliver value to them

Our team has been working together for more than two decades, with more than half the members still present for at least 15 years – many of them can boast of this being their very first job. It has all become one big family and we have celebrated many memorable moments in our lives, from weddings to having children, birthday celebrations, and festive feasts. We know each other so well that project work is easily assigned with the best combination of personnel, so the team complements each other perfectly. This is part of the magic that contributes to excellent outcomes, even with challenging schedules and highly complex requirements in projects.

NCS has been working with Singapore Customs for more than 30 years and has built up a strong and trusted partnership with its senior management, IT department, and users through the years. I believe that because of this trust, our clients turn to NCS every time they encounter difficult situations. We appreciate that our clients trust us to be reliable and that we will do all that we can to support them. We also try our best to be more proactive and to bring innovative solutions to them, rather than wait to be told what they need.

I remember one incident when our clients needed to put in place system changes due to a change in policy. When we were consulted, we saw it was challenging to achieve any results by the suggested timeline. We explored all possibilities and worked through public holidays to release a unique and hybrid solution that leveraged an existing setup. The team sailed through this, even meeting the deadline and working beyond their job scope to ensure smooth project implementation. The system was completed within five months, despite changing requirements.

I believe Customs has stayed with us for nearly four decades now because our teams have incredibly strong domain knowledge, and our solutions are always impeccable. And my team has always delivered on time, with no exceptions. Because of the track record we have, it is unthinkable that we should ever let the trust and bond between us disintegrate, spurring me to go on against any insurmountable odds. To our clients in Singapore Customs, on behalf of my team, thank you for believing in us. Thank you for your partnership.

19

Lee Cheng Hock

Project Director, Project Leadership, Applications

Cheng Hock represents our delivery teams who value our clients and actively seek to deliver value to them every day. He joined NCS in 2001. Like many in NCS, he has gained not just deep domain and system knowledge in the client's business but the trust of his clients and teammates.

20

Ng Tong Seng

**Partner and Client Service Lead,
Government Infocomm, Gov+**

Tong Seng joined NCS in 1988 and is now leading our Government Infocomm business. He has held various roles in project management, sales, and business management, across diverse government domains. Tong Seng has experienced first-hand how NCS has emerged stronger and reached greater heights as it transformed over the years.

advancing communities through technology, focusing on our clients and our people

When I joined NCS 34 years ago, I was posted to NCB. I have fond memories of my early roles in the Civil Service Computerisation Programme, which were to administer the mainframe office automation system and develop application systems in fourth-generation language (4GL). Fresh from university then, the learning curve was steep, but the people-oriented work environment helped tremendously. This nurturing work culture has prevailed to this day in NCS. Subsequently, I moved to NCB's National Infocomm and Infrastructure Division which spearheaded the award-winning IT2000 Master Plan Programme. Those were exciting days when the nascent internet was proliferating and driving many of Singapore's Intelligent City initiatives.

After NCS corporatised, the focus was on co-creating and driving value for our clients. Rapid changes in the IT landscape and disruptions to the business environment were, and are still, taking place. Against this backdrop, we worked closely with clients in their digitalisation journey, combining our deep domain knowledge with a pragmatic approach to provide innovative solutions. Our growth in the public sector business has been remarkable. A key component of our enduring success, I feel, is

our clients' confidence in NCS as their strategic IT partner. I am proud of the strong partnership we have built based on solid and time-tested principles of mutual trust, integrity, and commitment. At the heart of this success are our highly dedicated people. Each day, I continue to learn from them as much as I endeavour to share my experience in my role as a leader, coach, and mentor.

The COVID-19 pandemic was a true test for everyone, unleashing unprecedented challenges. Within an exceptionally short time, we rallied our people and marshalled our resources to work alongside clients from frontline agencies to tackle the crisis. At the same time, we made sure that our people were well taken care of too. The pandemic has indeed brought out the best of NCS, underscoring our staunch commitment to both our clients and our people.

I envisage that in the next 40 years and beyond, NCS will continue to go from strength to strength, true to its purpose of advancing our communities by harnessing technology.

bringing people together with trust and honour

I first joined around 2010 as the Head of Infrastructure (called Enterprise Data Managed Services in those days), building infrastructure capabilities and managing critical infrastructure projects in both Singapore and across the region. We doubled our infrastructure business within 5 years.

Delivery has a lot to do with trust and I am grateful and thankful that our clients, our partners and our people trust us. They trust and believe that NCS will always deliver to our commitments. We have been building trust, all the way back from the beginning. This is all due to the committed leaders and people working together, rolling up our sleeves to solve problems together, overcoming challenges and always ready to tweak our approaches to better serve our clients. Working together in unity allows us to deliver quality services in an integrated and consistent manner.

In delivery, there are no shortcuts and at the end of the day, taking ownership is the main responsibility of our delivery leaders. Own the clients, projects, systems. Own the delivery. Our strength lies here – the commitment of mindset to deliver successfully. We must understand that we own the standards, and our clients trust us to be that way. All projects will encounter challenges. We do not bow down and exit the challenges. We will deliver to our commitments. These are the unique traits of NCS and our delivery teams. NCS is one of the

few service organisations that can deliver complex solutions – we are a multi-disciplinary, multi-delivery organisation, and whenever we walk through the door, clients trust we can deliver, and that they are in good hands.

Since 2019, we have progressively transformed our delivery capabilities, bringing all the services we had to deliver together – applications, infrastructure, engineering, and recently cyber under one delivery organisation, enabling us to deliver end-to-end integrated technology services to provide unique value to our clients. We have developed new Integrated Delivery Methods and Integrated Quality Framework to guide our delivery to achieve higher standards for our clients. We have also extended our delivery capabilities to more countries in the region and established a Global Delivery Network.

We are still in the midst of a major transformation and galloping right into the future. I encourage everyone to continue to stay humble with a servanthood leader mindset and united, integrate services together and deliver for our clients. Along the way, we will encounter challenges. And we will stay focused with One Heart and One Mission delivering well for our clients, our partners and our people. People are the future of NCS and it is all about motivating, encouraging and supporting one another. Our trust has taken us decades to build, and we must not lose sight of the trust and honour that our clients, our partners and our people have placed on us while we press on into the future.



21

Leong Kah Fai Keith Managing Partner, Global Delivery

Keith represents our people responsible for delivery across our Service Organisations consisting of Applications, Engineering, Infrastructure and Cyber. Collectively, they are working on more than 4,000 projects to support our clients' business needs globally.

New Beginnings

living our AEIOU

Just like how vowels anchor around words in the English language, everything we do in NCS is anchored around our 5 beliefs – AEIOU.

Our beliefs guide our actions and decisions on a daily basis. These beliefs have carried us through the toughest of times and instilled in us a core that resonates throughout our organisation – our successes, accomplishments, and reputation are unambiguous and a direct result.

Our people in NCS have shown to practise these beliefs to the highest standards, believing in themselves and their abilities – making extraordinary happen for all.

A We are curious and aspire to co-create the future with our clients
adventure

E We pursue and celebrate making extraordinary happen
excellence

I Through respect and trust we build win-win outcomes
integrity

O We deliver on our commitments to our clients and our people
ownership

U We build team NCS by bringing the strengths of diverse individuals together
unity



Javier Redondo

Director, Digital Transformation, NEXT

Javier was one of the very first Westerners to join NCS back in 2011, leading the Change Management practice until 2022. His job was to provide clients with an answer to the question “What’s in it for me?”, by addressing existing pain points, communicating strategic, tactical and operational benefits, and progressively preparing different types of client stakeholders for the system change at Go Live.

adventure is about finding exciting problems to solve

In 2004 my wife and I quit our jobs in Spain to embark on a 9-month backpacking world tour. At the end of it we arrived in Brussels with no house, no job and no long-term plan.

In 2011 my family and I quit our jobs to escape the Belgian weather, moving to Singapore. We arrived with a tourist visa, no house, no job and no long-term plan.

My boss took a brave decision hiring an ang moh at a time when there were only two of us. I had to adapt my working style, my sense of humour, and stop swearing in public, although I could still do it in Spanish without people around me noticing it.

It’s hard to summarise 11 years, but above all, working in NCS has enabled me to get to know this wonderful country from the inside, and to hopefully make it a bit better through the projects we have implemented. I can think of no better example of working with a purpose.

Leading the change management practice has allowed me to collaborate in A LOT of proposals, projects, and internal initiatives in a very diverse variety of technologies, industries and practices. Most of them were new to me and my team, but adventure is also being comfortable with embracing the unknown, being humble knowing your limitations, trusting the process and believing that you will emerge wiser and stronger, right?

Through these collaborations, I have had the privilege of working with many colleagues and clients and learning a bit from them every day. I was trained in hawker food, I learned some Singlish, and I became familiar with Singapore’s history and current events. I was even forced to eat durian against my will. I made great friends and I was blessed with a great team.

You are only given one life, but you can choose to live many different lives during that time, so you never cease to be surprised by what surrounds you. This perpetual search for adventure has been my philosophy and it’s worked very well so far. Can you make it yours?

22a

adventure

is about seizing any overseas opportunity that comes my way

When I reminisce about my time in NCS and the dynamic roads I have taken in my career, the overseas assignments and travel top the list of my favorite things that have brought much joy and adventure. As Singapore enterprises were encouraged then to grow our external wings, overseas opportunities came by and I seized them, wanting to explore the beyond and return with a fresh perspective. What I love most about working in NCS is the variety of projects and clients, and the privilege to make an impact to improve the lives of citizens and agencies, the combination of these is what I could not find anywhere else.

1988: a time when the National Computer Board (NCB) had been set up to spearhead the computerisation of the civil service in Singapore. The government then was trying to develop the IT industry in Singapore, and it was something very new to me. When they started hiring, I knew it was one of the organisations I had to join.

I joined as an Information Systems Officer and was posted to the Ministry of Finance (MOF). Under the Computer Service Department, I dealt with the elections and finance systems, a matchmaking system for the Social Development Unit, and systems under the Public Service Division. That was a time when I really improved my knowledge of the public sector, where I learnt about government systems, national data hubs and processes under the MOF. I had to quickly pick up software programming languages (seven or more) and undertake proficiency tests to build and maintain the IT systems. Subsequent postings to the Ministry of Information and the Arts and its statutory boards (NLB, SBA) exposed me to a wide breadth of experiences in the public sector.

Sometime in 1998, I was assigned to a project in Mauritius. This was a government-to-government arrangement, and I took up the role as a residential Project Manager – where we enabled the key drivers and jointly developed the National IT Strategy Plan for the next 3 to 5 years. The cultural differences, the capability gaps, and the pace of work were some challenges we faced working in another country, but it was an eye-opener and personal growth for me – learning about handholding stakeholders and implementing processes/systems in another country.

More overseas projects came my way sometime after. I also had the opportunity to do consulting and implementation in Qatar, where I was the Project Manager. It was to design, build and operate a one-stop Qatar Government portal (Hukoomi) in Arabic and English, positioned as a gateway to government information and services for citizens, residents, businesses, and visitors. What a cultural immersion experience in the Middle East!

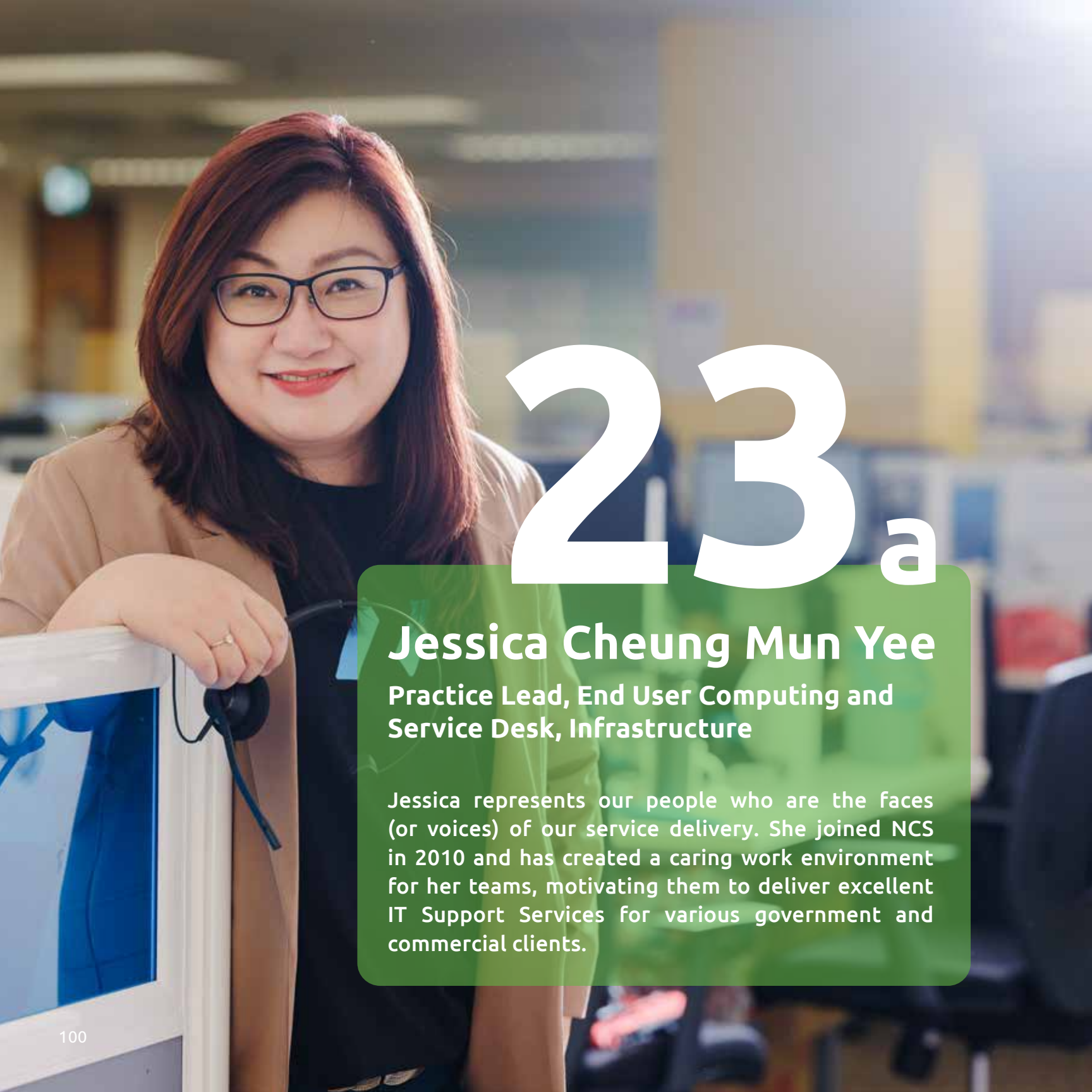
I have also been to Fiji Islands, Sri Lanka, Bahrain, Hong Kong, Qatar, and Indonesia for projects. All these countries have had their separate learning curves, and you bring what you have learnt in Singapore and share it to bring the positive value of transformation to another country. It is a little like being an evangelist. Each overseas project is like an adventure for me. Each adventure brings with it new cultural experiences, challenges, and excitement especially when you watch advancement being made through technology and when you are part of the transformation story – now that's fulfilment.



Jeannie Chua

Lead Consultant,
Ops Transformation, NEXT

Jeannie joined NCB in 1988 and represents our people who are adventurers, ever ready to take on overseas projects and new challenges. With a desire to impart knowledge, she embarked on her first e-Government consulting project bringing Singapore's know-how in computerisation to Mauritius in 1998. Since then, she's not looked back. As a Lead Consultant, she has been bringing NCS expertise to countries like Bahrain, Fiji Islands, Hong Kong, India, Indonesia, Sri Lanka, and Qatar.



23^a

Jessica Cheung Mun Yee
Practice Lead, End User Computing and Service Desk, Infrastructure

Jessica represents our people who are the faces (or voices) of our service delivery. She joined NCS in 2010 and has created a caring work environment for her teams, motivating them to deliver excellent IT Support Services for various government and commercial clients.

excellence is about happy teams, which bring service excellence, and in turn, happy clients

There were differences I noticed when I first stepped into Singapore 25 years ago. Coming from Hong Kong, which is a fast-paced environment, people want to get things done in the fastest manner possible. Here in Singapore, the culture is a lot different in that people tend to be more patient and follow processes.

When I first joined NCS, I was the Service Desk Director, and my role was to run shared services at the Service Desk and at the same time manage a call centre project as a Service Delivery Director. It was a huge team at the time, with over 200 people. The project had been losing money for quite a while, and I stepped in with the target of recovering S\$3 million a year. I recall trying to assess the situation and found that it was because we were not meeting our Service Level Agreements (SLAs). I worked with the team, deep dive and dealt with the issues independently. With that, I managed to recover all losses that year, and it gave me the confidence that NCS was the place for my skillsets, a place where I could make a valuable contribution and make a difference.

Ultimately, it is all about client satisfaction – it is not something you may be able to control, but there are things you can do to steer it successfully.

Through the regular client satisfaction surveys that we conducted, all ratings and comments are considered, and with each day we learn more about the areas that need improvement. It could be anything – a process issue, domain knowledge, tools or training, or communication. Together, we then derive an improvement plan to resolve it.

I am of the firm opinion that a happy team leads to excellent services and in turn, happy clients, and that is the reason why we spend a lot of time engaging our staff to understand their needs. If they are unhappy, it does reflect in their engagement with the end users. We need to inject our purpose into our team because every touch point is unique, and we want to bring smiles to our end users.

In the end, I am extremely proud of what we are doing – our team is the face and voice of NCS for our end users. This opportunity to deliver extraordinary end-user experiences is what I am here to do. Not content with sitting on our laurels, we are now aiming to deliver the NCS Star Experience for our people – it's our leaders' commitment to our people. This is something special because most organisations do not pour in resources to carry it out. NCS is changing so fast and growing rapidly and with the way things are going, I could not be more pleased.

excellence

excellence

is about loving what you are doing and pushing the limits every day

Part of why I enjoy what I do strongly relates to my current team. My team is unique in NCS in that we are highly non-technical, focused on user interfaces and experiences, and create stuff that is more subjective than objective. And it's important to be incredibly passionate about what we do – anything less than that, and it reflects in the worlds we create and how we serve society. The team must be led in a way that screams confidence in that you can create something out of nothing. And the way to that is to feel you are safe in whatever you do, knowing the entire team has your back so that you can focus on pushing all limits.

Most people start with user experiences and interactions with screens, but customer experience goes a lot further than that. We are out to create something that delights and surprises. We are in the age of digitalisation, and we look at it as a virtual world of sorts where people delve deep to accomplish what they need and to do that perfectly requires a pristine customer experience. And this creates a comfortable system between technology and the emotions of users.

A project we recently completed is UX design and some CX consulting for the Breeze application

– NCS' answer to driving utilities. We needed to demonstrate our capabilities with the application, and we designed it from the bottom up to include essential information that drivers need. It was tough to work out because the project was done behind closed doors, with no access to end users or production development systems. And this confidentiality issue was a tremendous challenge – how do you find users who are unbiased and can test things out in a neutral way? Our team did have substantial experience in user research, and they utilised impressive tools in workshops to create neutrality. Clinical tools are great to have around in our toolbox, but they can never be as good as the people who use them. People need to have a degree of psychological safety to put their hands up when they need extra help from our training and where others can step in and feel safe sharing knowledge.

I am very proud of what we do and how our team reacts to the different types of projects we engage in. We push the limits every day, knowing we serve society through excellence. And more than that, I know everyone on my team wants to be here, loving what they are doing, and going beyond what they once saw as their limits. And that is what excellence is all about.

Greg Wood

Practice Lead, Customer Experience, NEXT

Greg represents our people who are creative and focuses on creating great experiences for our clients. He joined NCS in 2020 and leads teams to design unique and innovative experiences for our clients. He is a specialist in Design Thinking, User Experience and Interface (UX/UI) for applications, products, and Customer Experience (CX).

23b

integrity integrity

is about delivering our commitment to our people, meritocracy, and business policies

He Yong
 Director, Regional Delivery Centre,
 Chengdu, NCS China

He Yong represents offshore delivery teams who have been providing offshore services. He joined NCS in 2005. He started as a Project Manager, who saw the set-up and growth of the delivery centre. Alongside the centre's growth and transformation, He Yong progressed to be its director, now managing the centre with more than 500 IT and Business Process Outsourcing professionals and continuing with its transformation to keep up with the times.

24a

In 2005, I got word a company called NCS wanted to open a Chengdu office, and I researched as much as I could about it. I was 30 at that time and had been working in a few local telco companies. Joining NCS as a project manager was a very eye-opening experience. For one, NCS does things by the book, delivering its commitments to our people and clients – things local companies do not typically pay attention to. Our benefits, insurance coverage, medical, and even policies, have consideration for the personal lives of our people. Plus, all our contributions to NCS are taken note of and appropriately rewarded. It is all about meritocracy, its impact on clients and our people, and it is the fairest system a company can have.

There is that problem of ageism with local companies, where they prefer not to keep employees who are above the age of 35, considering older people more unlikely to work overtime, and some of these employees have extremely poor work-life balance, which just is not the case with NCS. In the time I have been with NCS, I have found that NCS respects our people to a great degree, and overtime work only happens if it is absolutely necessary.

I currently manage the Chengdu office which currently has more than 500 people working on major projects. In the education sector, we have a team of around 80 and

we are aiming to complete a system for school staff, students, and teachers – with various functionalities geared toward education processes. I also manage another major project in healthcare, where the requirements of the client are highly complex, with constant changes. It was tough for me because in spite of its rapidly changing requirements, we still had to meet all milestones and deadlines without fail.

There is a fair amount of stress right now because of NCS' transformation. Chengdu has its transformation plan as well, where our offshore delivery centre serving Singapore clients was changed to a regional delivery centre serving both Greater China and regional clients – a tremendous difference! But this is what is great about NCS – it is willing to spend huge resources and manpower to keep up with changing times. And part of this transformation also includes additional and improved benefits for its people, so it is not all about dollars and cents.

I consider myself very lucky to have secured this job and my position – it fits me well because of my familiarity in navigating issues in China to assist NCS. Plus, China and Singapore have strong links in technology and business and being the link in between means a lot to me personally.

integrity

is about building trust with everyone – your clients, the team, and your boss

The very moment I joined NCS, I had a good feeling about it because of my bosses. They make a tremendous difference when you are starting, and it is the same everywhere. I learned a lot from both my past and present bosses. And when I started it was as a healthcare consultant – not a lot different from my previous job where I was doing quality improvement in a healthcare organisation.

I am now in Change Management, which was a bit of a shift in terms of career focus. The work is essentially the same, except in healthcare the focus is on healthcare projects or related problems, whereas in Change Management, the focus was on how to get people to adopt a business change or a system – covering projects in a variety of sectors – education, defence, maritime, legal, and social. Being in NCS really heightens my knowledge of all these various industries.

In one of the projects I worked on for the Ministry of Education, a very unconventional approach was taken, in terms of communicating the benefits of the project and new IT services to teachers – we made a series of funny videos with our clients (teachers). There was praise due to our different and refreshing approach to engaging and creating

an awareness of the IT services being rolled out by NCS, and it taught us all that going outside our typical routes sometimes works even better.

Working in NCS and on various Change Management projects is not all easy though. I am the father of a 3-year-old and there is always a need to shift focus, along with managing my elderly parents' health conditions. That balance is crucial, where there is this pressing need to constantly shift focus to whatever is important at a particular time. But working in NCS is a lot easier because our organisation gives us enough flexibility to do so. There is a lot of trust amongst my team members, with my boss and even my clients. They know very well if I need time off, I will work around that to consistently get things done and deliver on my commitments.

That aside, in all the companies I have worked for in the past, I think I have learnt the most in my six years here. Plus, with the direction NCS is taking, I see a lot more areas to explore and room to grow. Perhaps I will make another lateral move, who knows? But wherever I land, I am pretty sure it will be on high ground.

24_b

Ng Yihao

Senior Consultant,
Digital Transformation, NEXT

Yihao represents our group of experienced hires who managed to discover their strengths and successfully rotate to different roles in NCS. When NCS set out to develop our point of view of the healthcare industry, Yihao took up the challenge and joined NCS as our healthcare consultant in 2015. After discovering his passion for leveraging effective communications to engage and manage change, he decided to specialise in change management as part of digital transformation for clients and has not looked back since, going on to design creative communications materials that have been well received by both internal and external clients.

ownership ownership

is about taking the initiative when you see that something must be done

I remember joining NCS from SCS in 2009 when the two largest IT companies in Singapore merged into one. At that time, NCS had a distinct lack of branding, there was something lackluster about it. Not many knew about NCS or what we do exactly. After some market research, we all noticed we lacked creative vision and design. In those days, even marketing collaterals were very bare, extremely text heavy with little to no design elements.

There were also no big posters to make us stand out – zero wow factor. I was going at it all alone at that time. But I knew what I needed to do. I took the initiative to create the style and bring cohesiveness and engagement, to find an angle from best practices. All designs for our marketing materials were created from scratch, and I was very proud when my superior and CEO liked them. The result was such a success I received praise from our stakeholders and clients, and people started noticing the difference in the design output of our marketing materials (brochures, posters, proposal cover pages, etc.).

At the time, as part of the transformation, I was requested to create something to portray diversity – it was difficult because I couldn't think of any photo or particular design that could precisely convey that. So, I painstakingly hand-drew a design and painted it in photoshop – something I called a painting of diversity. It was a picture of people from different races, and it looked like a mural across a wall of 6m by 3m when it was completed.

There are a lot of various aspects to creative design and its execution. When we are working on a project, we need to be very aware of safety aspects – even



Creative designs by Ariff

stickers may cause hazards on pillars or glass. We do need to make sure the walls are spotless so stickers can be properly placed. These little details matter and there were times when I stayed overnight to make sure the placement of stickers or banners was perfect.

The most common issue faced in my role as Creative Lead is misinformation – not everyone can convey exactly what they want. In every situation, we must communicate, and I use a direct approach – I go down into specifics and details, and after sensing the right direction, I work towards what the client wants.

NCS is undergoing yet another transformation, an even bigger one, investing in elevating our brand in and beyond Singapore, under our current CEO, Kuo Pin. When we rebranded NCS on 7 July 2021, I was glad to be there and to continue to play a part. I love it here because of the people and friendships that have evolved, and that is part of the reason why I have never considered working anywhere else. Look out for more splashes of colour around, and instead of painting the town red, I am going to paint NCS blue and love every minute of it!



Mohamad Ariff Bin Abu Bakar

Lead Consultant, Creative Design, Marketing and Communications

Ariff joined NCS when SCS merged with NCS in 2009. He is the person behind the more colourful and vibrant NCS, designing posters, marketing materials, and illustrations in proposals and exhibits, and introducing creative design in our branding and sales efforts.

26 a

Lee Kay Hwee
Principal Project Director,
Applications

Kay Hwee represents our people who are dedicated to a specific client, delivering various projects over the years and honing domain and technical knowledge as a result. She joined NCS in 1987. She has successfully led her teams to overcome many challenges to deliver many projects in the transport sector – the first-generation Electronic Road Pricing System, Vehicle Registration and Licensing System, to name a few.

unity
unity
**is about treating my
team like my family**

I have been here for 35 years now, way longer than I initially thought – seeing how I was prepared to retire at the age of 45.

Before NCS, I was working with a foreign company and it was a cushy job, but I had that nagging sense of unfulfillment and NCS completely turned that around. Here, there is an incredible sense of achievement in what I do, and it gives me an intense passion for my work.

What I like about this company is its open culture and the way the management allows any employee to voice opinions on how projects are running. I have also found our leaders to be very perceptive in spotting talent.

Good leadership is an attribute not always seen but felt – something I have always encountered in my years here and I’ve wanted to pass that on to younger members of my team. I treat them as how I would treat my family – I give them independence. And I consider teamwork to be a critical success factor for every project I work on. When the inevitable problems come – as they do in nearly any project – I step in to take full responsibility, even if it is an issue caused by our internal team. Projects should be run like a hive mind – single-minded teamwork with everyone aligned.

Some projects are memorable, especially one with a foreign partner from Japan. They expected perfection, and back then it was a pioneering technology worldwide – its engineering and manufacturing portion typically not encountered in IT. There were a lot of brand-new challenges I faced. For one, I was initially not taken seriously, being a woman. But through time, I managed to earn their respect with hard work and efficiency.

Another was when I was requested to step in to manage a project that was already in trouble – it was hard. I had to tell my family they might not see me around for three years and it was a good thing they were understanding! To date, I still have no qualms about spending my life this way. The work I do is indeed a heavy part of my life, and I have never felt anything remotely as satisfying as when I manage to deliver a project successfully, with no complaints, and see my team grow stronger.

unity

unity

is about having my team there for me

The year 2018, out of the 20-odd years I have been in NCS, was the most memorable for me. It was the year I experienced a heart attack, but I'll come back to that later.

That was the time we all joined the SkillsFuture Singapore project. At the time, we didn't know too much about it, just that the tender was over S\$50 million – it was a nationwide project, and we were genuinely hyped for it to begin. I did not realise how challenging and demanding it would be. But I enjoyed it and threw myself wholeheartedly into it. It was something new, a national project for lifelong learning and my role was to train teachers using portals features to visit our schools and career advisors at Career Centres.

This was during the project launch and I was involved in shift work – 12 hours a day as we took turns in the command centre in readiness for any issue that might pop up. During that period my hours of sleep were irregular – but our entire team was focused, and we put in 100%, wanting to see the project through successfully.

Then came my heart attack, midway into the project. I attributed it to various factors, including my sedentary lifestyle and the food I enjoyed. I was heading to the bus stop to go to work when my heart started experiencing rapid palpitations –

which went away after I briefly squatted down on the floor.

I did not think much about it until it happened again that night at home – for an hour this time. It alarmed my wife so much that she pushed me to go to the hospital, where I got the worst news of my life – the ECG indicated my main artery was 99% blocked, which meant in mere minutes I could have experienced a cardiac arrest if nothing was done.

Following my operation, my team provided me with tremendous support – after my daughter contacted my superior about my absence, he came and visited me – telling me not to worry about my responsibilities and that he would find someone to cover my outstanding duties. NCS also started a donation drive to assist with the expenses to cover my operation. And after a few months of recuperation, I was thankful to get back to normal and grateful to my teammates who united to cover my duties and supported me.

My life has changed now, of course. I am mindful to keep that delicate balance between life and work in play, but in retrospect, I think it was something that had to happen. It allowed me a different perspective on my life and even my work. And I consider myself to be a better man now because of it.

26_b

Shahlihin Bin Yusoff

Service Delivery Executive,
Experience Solutions, NEXT

Shahlihin has been with NCS for over 2 decades now, working his way up to support some of the largest projects NCS has taken on, such as NS Portal, SkillsFuture, SME Portal, and more.

aspiration for our future

When we first started this new phase of NCS' journey, our strategic theme for our people was "Dare to Dream". We encouraged our people to dream and think of what we could achieve together as a team and dream we did. The result – an aspiration to create a future where people and technology when combined, would create extraordinary outcomes.

The stories of the people behind NCS continue with our aspirations for the future and what we are doing for NCS to secure our future.

Technology leadership & people development: we aspire to be technology leaders so that we can effectively harness technology and bring innovation to our clients. We aspire to be people developers to provide more growth opportunities for our people.

Growth in the Asia Pacific: our future is in the Asia Pacific. We aspire to advance communities beyond Singapore and create more impact globally.

Power of partnerships: we partner governments and enterprises. We bring people together. Our future is about working together and unleashing the power of partnerships.

Our next generation: the future we are creating in NCS is for the future generation. To ensure NCS continues to be relevant for our next generation, we proactively seek their views and hear their aspirations.

Aspiration for Our Future

technology leadership & people development

The people behind NCS are either passionate about technology or people, or both, with stories that tell of their passion for technology leadership and people development. And as part of our transformation, we have built new foundations for our future in those areas.

Technology Leadership

We launched NEXT, one of the largest end-to-end digital powerhouses in the region. NEXT, at the forefront of technology exploration and product development, is leading the charge, to inspire our clients to ignite new possibilities with technology, accelerate digital transformation and break innovation grounds.

In 2022, we appointed our inaugural Chief Scientist, Chief Architect, and Distinguished Engineers – new trailblazers to spearhead our technology agenda in NCS. They will define the technology agenda of NCS, drive technology innovation and leadership, and engage our clients, partners, and people in deeper technology conversations. They will also define a more visible, forward-looking, and coordinated framework for technology development across the NCS group.

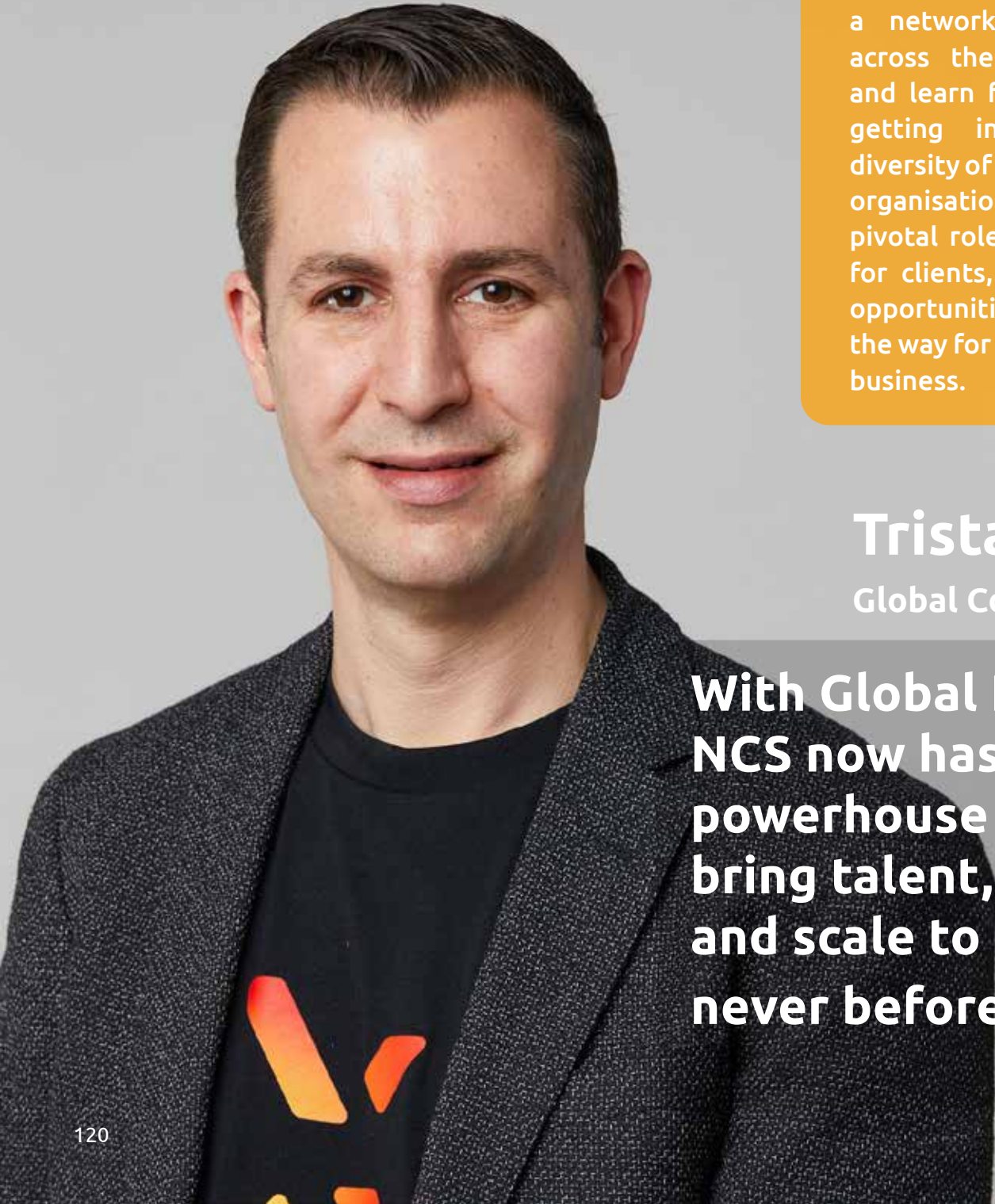
With plentiful opportunities for our people to be involved in exciting and impactful work through researching deep tech, incubating ideas, building new IPs, and serving new clients and partners in different sectors, we will require different people with different skill sets.

People Development

Our future is in nurturing and developing people, anchored on beliefs. It is about the current generation developing the next generation of people – with an apprenticeship-centric culture.

We launched our new learning organisation, NCS Dojo, as our commitment to invest in our people via a talent-led delivery model. The term 'Dojo' – traditionally used in the field of martial arts – refers to a place where apprentices learn from their masters, seniors, and peers. In the same vein, the NCS Dojo is here to enable and grow a learning ecosystem that is collaborative and practises apprenticeship-centric learning.

We have expanded capacity for tech talent in Singapore, pioneering Nucleus, a programme to invest in fresh university graduates, and Fusion, a new work and study programme for Polytechnic graduates to deepen their tech mastery through multi-year on-the-job training and academic qualifications with Asia's leading university, Singapore's Institutes of Higher Learning and tech accreditation organisations.



Today, one Global NEXT enables a network of digital specialists across the region to collaborate and learn from one another, while getting involved in a greater diversity of projects. As a truly global organisation, NEXT will play the pivotal role of igniting possibilities for clients, opening up even more opportunities for NCS and paving the way for the future success of the business.

27

Tristan Sternson
Global Co-Lead, NCS NEXT

With Global NEXT, NCS now has a digital powerhouse that can bring talent, capabilities and scale to clients like never before.

Wynthia Goh
Global Co-Lead, NCS NEXT



We bring a vision of tomorrow with a practitioner's mindset to design and deliver meaningful innovations that will make a real world impact.

our future – the NEXT story in creating and delivering innovations that will make an impact

A spirit of curiosity, innovation, experimentation and a vision of the future led to the creation of NEXT in 2019. Since its inception, it has been at the forefront of technology and delivering meaningful innovation.

In August 2022, Global NEXT was launched, It incorporated the NEXT teams across Asia with ARQ Group, Eighty20, Riley, 2359Media, ClayOPS and Velocity to form a single global team, marking the tremendous growth of NEXT and the start of a new era for NCS.

Global NEXT is now 2,000 people strong. NEXT brings to clients industry-leading capabilities, access to talent across the region and the scale and reach of NCS Group, strengthening NCS' position to help our clients and partners in the continued focus on digital transformation.



NEXT Launch in Singapore



NEXT Launch in Melbourne, Australia



Who will be driving the NEXT change?

Our people across the region bring with them a passion to deliver impact to our clients and communities.

Hear from them, their aspirations for the good technology can deliver, and how they are working to transform the lives of millions.



NEXT is focused on 4 innovation engines – Cloud, Data, Digital and Platforms.



Cloud as the architecture to enable exciting new possibilities in the future



Data as the rocket fuel to become data driven and power the AI applications to supercharge progress



Digital designs human interactions enabled by data and technology to deliver extraordinary experiences



Platforms provide ready-made solutions to optimise infrastructure, automate work and augment experiences using data platforms and smart applications

Hear from our founding businesses in Australia, Hong Kong and Singapore on how we ignite possibilities with our clients and partners in the region.



Bringing digital, human-centric experiences to life is our superpower.



We uncover the story your data wants to tell you.



As Microsoft whisperers, we help our customers get the most out of their tech investments.



We bring thought leadership and deep experience with Google Cloud.



We help businesses make smarter decisions through data analytics and AI.



Our innovative mindset translates great ideas into everyday life for consumers.



Sam Liew
Managing Partner, Gov+

28

Sam leads Gov+, a Strategic Business Group with a dedicated group of professionals and practices to build NCS' digital government portfolio, and drive collaboration efforts to propel NCS as the go-to digital catalyst for governments and smart cities across the Asia Pacific. Sam also serves as President of the Singapore Computer Society. Passionate about education and nurturing talent, if he were not a corporate professional, he would probably have been a lecturer.

our future – a future in nurturing talent in tech, anchored on beliefs

NCS has a unique place in Singapore's progress as a globally recognised Smart Nation. With over four decades of experience enabling tech adoption and application across our island city state, we are uniquely positioned to harness technology for even more communal good in the years ahead, as a partner of choice for public sector agencies and enterprises.

In our next lap in NCS, we aspire to be the National Tech Champion in Singapore and the strategic partner for the Singapore Government. With the amount of knowledge, amassed from growing our systems and products within Singapore over the last 40 years, we want to continue our focus on building up Tech, Data and Digital talent for Singapore and the communities we work in. This would start with us investing in the growth and development of our people, which in turn would benefit NCS and various companies in need of similar talent.

We have already seen green shoots with our Nucleus programme that sees us nurture fresh graduates to acquire a Masters in Technology over a five-year period. NCS is also the first company in Singapore to roll out a work-study programme under the TechSkills Accelerator for ITE and Polytechnics Alliance (TIP Alliance) initiative, with a plan to hire 400 polytechnic graduates, who will work to attain university degrees in IT disciplines, such as software development and cyber security over the next two years.

In the course of our work, we are nurturing and growing deep and wide-ranging tech expertise, building good practices through an apprenticeship learning culture and building tech communities with

the leadership of our inaugural Chief Scientist, Chief Architect and Distinguished Engineers, appointed in 2022.

I believe in an ecosystem approach for a thriving future, one where all players are interdependent and each equally important. We all – client users, government regulators, systems integrators, managed services providers, product vendors, resellers, academia, tech societies, trade associations and more – bring our experience and the best of our crafts to bear, amplifying our individual strengths. Our strengths relate to our crafts in life, whether it is system integration, product development, delivery management, or even wiring up a network – a craft should be something people are proud of and concentrate on, lifting it to the greatest of heights.

Craft mastery aside, in our quest to harness technology for the good of our communities, it is important that the NCS Talent are guided by the correct values. Our NCS Beliefs in Adventure, Excellence, Integrity, Ownership and Unity anchor us, and will stand us in good stead as we charge resolutely forward, uplifting lives and people in and beyond Singapore.

We are a Singapore-headquartered company with values that are aligned to the Asian culture: discipline, hard work, loyalty, respect, unity and community. These values will complement our NCS beliefs, as good behaviour markers for us, as we evolve in the coming years.

our future – a future with technology leadership

My company DataSpark was absorbed into NCS in 2021 and initially, I admit, there were a lot of concerns about the fit – we were more of a product-focused company, while NCS is a services company and a behemoth in the IT industry. I no longer run DataSpark on a day-to-day basis – I have now assumed a new role as Senior Partner and Chief Scientist for NCS, which gives me a certain vantage point looking across the entirety of NCS and figuring out what appropriate technology or capability NCS should build up. NCS is on a good trajectory now, doing a lot of exciting stuff with a certain buzz in the organisation and this vibe is something newcomers will always find encouraging.

I run two centres of excellence, one AI and the other Cloud, which are focused on conducting Proof of Concepts (POC) on new technology and harvesting IP assets from existing delivery projects to become accelerators for future deliveries. And through their work, these also develop perspectives on technology trends for the benefit of NCS. That aside, I also am heavily involved in encouraging the sharing of knowledge among the various technical communities – allowing a greater sense of belonging through the technical work we pursue.

In line with my role as Chief Scientist, I need to ensure that NCS has a process for keeping abreast of relevant tech trends, prioritising how we build up capabilities through our ecosystem of partners. There is value in us being more proactive, given the base of work that we already see and the strong customer relationships we have built. And we should be thought partners for our clients to position ourselves as advisors of the future.

Exciting times lie ahead! We are now looking at horizontal tech to monitor and understand its implications, not just for clients but also for our delivery systems. This tech includes the next generation of software development, where AI is used to assist our programmers across the entire software development cycle. We are also researching various tech which underpin the metaverse – presenting a new way for companies to engage their customers and people, and we have seen companies that are willing to adopt immersive tech into their operations. I am confident there will be a time when we will all interact professionally in the digital world and NCS is definitely a company that can take that challenge on.

29

Ying Shaowei Chief Scientist

Shaowei is no stranger to NCS as he was leading DataSpark, originally part of Singtel Group, until he was appointed as our first Chief Scientist in 2022. It is an exciting role as this is the platform to shape the new technology landscape for NCS, our clients and the market. Shaowei is the voice of NCS on emerging technologies and helps to radiate NCS' long-term perspectives on important technology topics that impact businesses.



Yap E Fang
Chief Architect and Partner,
Cloud, NEXT

30

E Fang represents our architect community in NCS. Enterprise architects, business architects, application architects, technical architects, and data architects. You name it, we have it. She is attuned to existing and new technologies and architecture practices to guide future offerings across our service organisations. As our Chief Architect, she focuses not just on architecture, but also developing a new generation of architects.

our future – a future with leaders grooming the next generation of leaders

Working in NCS has been a whirlwind – the rapid shift in technologies we practise, intensified by spectrum of services needed by our clients, and dynamic changes as NCS grows and pursues new markets, keeping me up to date with the latest trends and knowledge. I first joined as a Developer, and I have since taken on diverse roles across our service organisations and countries, giving me plenty of learning opportunities and incredible exposure.

We are amidst exciting times. Along with the transformation NCS is undergoing, we are also implementing projects that create impact for our clients and their communities.

This includes the Inland Revenue Interactive Network (IRIN3), a project to modernise the core engine that calculates all our taxes in Singapore. It is significant on a few fronts: one of the largest cloud-native projects for Singapore Government, co-development with our client, use of modern-day architecture to effect software changes faster after budget announcements and improve resiliency with chaos testing. This is not just for Netflix. This is our way to ensure critical systems will continue to perform despite major unexpected failures.

Digital transformation is another aspect I am passionate about. We are working with Singapore’s National Trades Union Congress (NTUC) to help them on their road towards digital transformation – identifying the key digital initiatives and technology solutions to be rolled out across the next few years. This is a massive exercise to transform NTUC and its social enterprises, impacting the way we work, live and play.

This company feels like a big family to me, and I am fortunate to have an interesting and great team. Aside from my technical work, coaching and mentoring are also critical. As leaders, we must provide the conditions for our teams to succeed, while giving them the freedom to explore and learn. With that, I hope to groom our next generation of leaders that will take not just NCS far and beyond, but the countries and communities we serve as well.

our future – a future in harnessing emerging technologies and motivating young minds

I have loved technology since I was a kid. Landing in NCS and developing myself here puts me right at home – it is unique to me because this company is driving a whole lot of initiatives aside from profit. In my position as Practice Lead of Next Gen Tech, NEXT, I hold a very overarching role that also spills over to strategic planning for the future. We also need to know which tech is mature or stable enough to be converted into a product – understanding in detail what its limits are and what problems present themselves that need to be addressed. In that scope, I work closely with product teams to embed deep tech into their products to create unique product intellectual properties (IPs) that stand out.

The other aspect of my work revolves around proliferation. We want to create an ecosystem of deep-tech company startups and academic institutions to broadly cover the types of problems that we may face. This community benefits us tremendously – we are now able to identify which entity to partner with and how to accelerate the deployment of products.

Yet another aspect interests me greatly – one of education. I spend a fair bit of my time on conducting tech talks, which are highly accessible and on the level of a layman. I want to get young minds excited about tech and AI – allowing them to understand the art of the possible. When people are excited about things, there’s motivation and with that, the greater the possibility of them succeeding.

The title of Distinguished Engineer was recently conferred on me, which greatly supports what I am doing here. It provides me with the influence where I can be the face of NCS and educate people even more effectively. As a Distinguished Engineer, I get to create avenues for people to explore their passions, participate in public forums where engineers go to find solutions, and in general, be recognised as experts worldwide. We want to groom the next generation of potential Distinguished Engineers and talents.

I have never felt that my job was an exchange of time for money. We have an important role in driving and shaping the future of the country and the education of its people. And this is a colossal responsibility that I will not shirk.

Dr Sunil Sivadas

Distinguished Engineer and Practice Lead, NEXT Gen Tech, NEXT

Dr Sunil Sivadas represents the research and product development community in NCS, comprising research scientists and product innovators. His creativity and passion for research and development drives our growing deep-tech data science capabilities, as well as building and placing strong focus on partnerships and AI community building.

31





Damien Kopp

Partner, Products and Platforms,
NEXT

As a conductor, Damien guides his orchestra of robots, product teams, and data scientists to create cutting-edge innovations to help governments and enterprises accelerate their digital transformation.

32

our future – a future made of deep technology and ground-breaking products

I see technology as a tool to help us live, work and play better. Undeniably, technological advancements are progressing exponentially, and they certainly present challenges but also many opportunities. In collaboration with research institutions like NTU and ASTAR, my team and I deep dive into the latest technologies such as robotics, computer vision, natural language understanding, metaverse, etc, and explore how to translate them into viable commercial products. I see products as the vehicle to bundle technology in creative ways to solve specific problems for many clients at large scale.

One fascinating area we are working on is Robotics. And although we are still in its infancy (no Skynet or Terminator in sight!), they certainly are one of the solutions to fill a growing gap in various industries such as healthcare, hospitality, and logistics where manpower shortage is becoming a serious problem. When it comes to robots, I tend to call them “sensors on wheels”. But that is really about automating physical tasks and usually fits into a larger transformation agenda: even restaurants that adopt robots for table service realise that their way of working must change.

Very few companies have deployed robots at scale, and we have accumulated a tremendous amount of learnings over the past years: from user experience to interoperability, infrastructure integrations, and process re-engineering. It’s quite exhilarating to be at the forefront of such transformation: pushing regulatory limits in using autonomous vehicles

for food delivery, contributing to open-source robotics software, designing new robot-guided tour experiences in art galleries, attending to patients for automated vital sign taking in hospitals, and many more!

Singapore is certainly a great place to run such experiments. I moved here about 7 years ago and since then have always been very energised by the bubbly innovative tech scene at the centre of such a fast-growing region. Beyond robotics, we are also working on other innovations like hyperlocal speech-to-text, video intelligence, 5G architectures, smart transportation, and intelligent automation.

Forging “the new” is never easy though. It means constantly challenging yourself, questioning everything; finding new ways to solve old and future problems. I believe that breaking walls (corporate barriers) and building bridges (new ways of collaborating) are essential in creating an innovation culture. Things don’t always work out! You need to be comfortable with ambiguity and moving targets. It can be quite unsettling for many. My way of dealing with it is to have plans A, B, and C (possibly more!) lined up... just in case: creating optionality helps reduce the risks inherent to innovation.

NCS is transforming fast: my team and I are proudly and actively contributing to inventing the future of NCS with tomorrow’s tech to better serve our clients in the years to come.

Aspiration for Our Future

growth in Asia Pacific

The future of work will not be constrained by geographical locations. We celebrate the diversity of our global teams as NCS continues the regionalisation story that our trailblazers began.

Our impetus towards advancing communities still stands, as we have forged paths through Australia, China, India, and more to come, never forgetting the standards our trailblazers have set for us.

Each story of the country that NCS has forayed into, is told by two people. These stories hark back to a time when the early pioneer forayed overseas in a place away from home or when the local pioneer took a chance with NCS, an unknown name in the country. Stoically and with pride, these individuals recount the foundations of our business they helped to create and illuminate the challenges they have faced. New trailblazers who have joined recently also share their stories and aspirations for our future in Australia, China, and India.

- | | | |
|--------------|-----------|-----------|
| Singapore | Adelaide | Beijing |
| Brunei | Brisbane | Chengdu |
| Colombo | Canberra | Guangzhou |
| Hanoi | Darwin | Hangzhou |
| Kuala Lumpur | Geelong | Hong Kong |
| Manila | Melbourne | Shanghai |
| Pune | Sydney | Shenzhen |
| | Perth | Suzhou |



From one city in Singapore to a strong regional presence in > 20 cities in 40 years. We have expanded our market reach, **Global Delivery Network** and **Innovation Centres** across the region – with the ambition to advance more communities in the Asia Pacific.

our future is in the Asia Pacific

NCS is transforming, our clients are transforming too. The telco industry that I have been working in for the last 25 years is transforming to become digital companies with telco assets. Telcos are under pressure to reinvent themselves to meet customers' rising expectations for seamless digital experiences. They are innovating more and more new services for consumers and enterprises. These services need to capture the hearts and minds of their customers. The telco DNA is changing to a customer experience DNA.

Connectivity, which has been the main source of revenue and profits, is no longer able to support the business on its own. Adapting legacy architecture to the demands of the digital economy can be a slow, costly and complex process. Telcos need to liberate themselves from their legacy systems. The new world is fast and agile. New services need to be introduced faster. The legacy stacks were built for the world of connectivity which didn't need this level of agility.

With this in mind, we launched Telco+ in NCS to help telcos accelerate their transformation, by helping to build an open approach to innovation that enables AI-powered business models, smarter orchestration of data, new revenue streams unlocked by 5G, and much more.

Telco+ aims to speed up the process of transforming a traditional telco into a digital enterprise, which typically takes around 18 months, to three months. We need to come up with services faster. And one of the key things we do is decoupling the architecture.

We help telcos with a range of things, such as automating services with AI and machine learning (ML), building agility, exposing networks to new markets with networks-as-a-service, and reinventing and creating new revenue streams. In doing so we enable telcos to gain more speed, efficiency, and scale, tap more markets, and develop more business models. In short, we help them position themselves to survive and thrive in the age of more.

I believe that the Asia-Pacific region is the future and the future for NCS. I have relocated my family from Finland to Singapore to be in the heart of this exciting region. New beginnings for NCS, for my family and I – I couldn't be more excited about what the future has in store.

33

Sami Luukkonen Managing Partner, Telco+

Sami leads our Telco+ Strategic Business Group, a dedicated group of practices focused on scaling NCS' business in the telco sector. Leveraging NCS' strengths and domain experience as the technology service provider for the Singtel Group, Sami and his team focus on helping telcos digitalise their operations, and go to market competitively and innovatively. He co-creates at-scale, telco-centric solutions and offerings with telco clients across the Asia Pacific.



Australia

Piara Singh

**Service Delivery Director,
NCS Australia**

34 a

Piara joined NCS in 1987 and has been working in IT infrastructure projects ever since. He represents our people who have the frontier spirit, full of courage and sense of adventure. He was the first person from our Singapore delivery teams to go to Australia and is loving life in Australia.

our aspiration in Australia – trailblazing a path to victory in a foreign country

The most significant aspect of my entire 35-year career has been my relocation to Australia. I remember being very reluctant – it was a huge move to make. I started in 1987 as a Mainframe System Programmer with the Singapore Ministry of Health, operating its data centres. I was involved in data centre consolidation for all systems in NCS and for the Singapore government to consolidate into an NCS data centre – this was a significant accomplishment for me in my younger years.

After that, NCS was acquired by Singtel in 1997, which also acquired Optus, a telco in Australia, in 2002. As part of NCS’ growth strategy in the region, we then travelled to Australia to seek business opportunities – that was when I went over with Mui Kim (then NCS General Manager for Telco) to do pre-sales for infrastructure services. At that time, Optus had outsourced all their services to IBM and HP and there were rumours the contracts were ending. We seized the opportunity, and I was seconded there to set up the team – I was the first guy from delivery to go to Australia.

It was a terribly exciting time for me, and our days passed in a flurry of activity. We needed to recruit at least 50 people to set up a service desk operating round the clock. We also had to recruit people in every single Optus office in major cities – Sydney, Melbourne, Brisbane, and Adelaide for the onsite deskside support in addition to System Administrators, DBAs and Workplace Specialists

to support the Optus IT environment. I was flying around Australia to recruit people so that they could support all offices. We also had to source for partners on the ground and find people to help us with solutions for the other remote Optus sites across the country.

It took us six months. We managed to recruit around 120 people and we located an NCS office where we set up an IT service desk. We had a good team working on the transition along with the support from key NCS Singapore delivery SMEs. It was challenging, this entire process, but along the way, things started falling in place – with long nights of planning. Optus was very supportive during this transition, and we were very transparent with them when we encountered any problems. Overall, the client was pleased with us for delivering the transition milestones on time. Plus, we gave them substantial cost savings over the previous Managed Services supplier because we were a lot cheaper.

After a while, things settled down for me. I got used to the system and after two years, decided to stay on in Australia. These days, I operate as the Delivery Lead and things have changed substantially. NCS has acquired quite a few companies in Australia and there is a whole lot of transformation going on – with everyone trying to keep up. NCS’ future and growth are in Australia and I cannot be more excited to have a head-start and now to contribute to new growth in Australia.

our aspiration in Australia – creating meaningful impact in Australia and region

Since 2021, NCS has advanced our market position in Australia through a quad of investments in The Dialog Group, ARQ Group, Riley and Eighty20 Solutions. Today, we have the critical scale, capabilities, and credibility to compete and create a bigger impact in Australia with our in-market headcount of 2,000 core IT and digital talent across eight Australian cities. This is a significant milestone, one that we should all be proud of.

Australia is a key pillar of our NCS growth strategy. Collectively, the combination of Dialog’s core IT capabilities, talent and reach, along with NCS NEXT comprising ARQ Group, Riley and Eighty20 Solutions, will put us firmly in play in Australia with a stronger end-to-end suite of technology and digital services for our clients across the region. Our clients and partners can access deep-tech capabilities and leverage our synergistic growth to drive innovation as well as cross border collaboration.

We are committed to build a great place for talent to grow and thrive professionally. The team in Australia will have more options to achieve personal growth and mastery, opportunities to move across specialisations and work in various regions and industries, with different clients and partners to gain a wide range of experience.

We are excited about the growth of NCS in Australia. The value that we create there will also benefit our clients in Singapore and across the region, through cross border collaboration and leveraging of diverse talent and expertise. Trust, Innovation and Scale are key to the work we deliver for our clients, and these will be further strengthened in Australia.

Our next chapter of growth and transformation is underway. As we move forward and progress in our expansion in Australia and the region (including New Zealand), we must focus on winning better and faster together. As a team, I am confident we can do that with the new Australian and Global NEXT teams in place.

Australia

Tristan Sternson

Senior Partner, Global Co-Lead, NEXT and CEO, ARQ Group

Tristan joined NCS from ARQ in 2022. He represents our 2,000 strong Australian team. At the heart of Tristan’s decades-long IT career is his drive to create meaningful impact through digital technology solutions, including advisory, experience and design, engineering and managed services.

34b



China

35 a

Wang Li Shan

**Service Delivery Lead,
Financial Services, NCS China**

NCS China opened its first office in Suzhou in 1998, followed by Shanghai in 2000 and Chengdu in 2005. Wang Li Shan joined NCS during our early forays to build a China business. He represents one of the pioneers and trailblazers in China who took a leap of faith to join an unknown Singapore company newly set up in China. Li Shan has been leading the SWIFT project team to consistently provide high quality services to more than 240 banks and financial services institutions across 31 provinces in China for the last 16 years.

our aspiration in China – growing swiftly and caring for our people

I joined NCS, 16 years ago, when it invested in my company, IPACS. In 2006, there was a difference in direction and the 2 companies separated, but I decided to join NCS because it was clearly more advanced and a regional company to boot. NCS may not be that well-known in China, but it is more professional and service-oriented with correct methodologies and outcomes – professional standards are followed very strictly in comparison with other companies that are based in China.

For the people, there is no comparison, NCS takes care of its own very well. During birthdays, for instance, everyone engages in team-building activities and games which are so important for bonding. And you can see its focus on welfare, especially during the COVID pandemic, where we would receive communication messages and initiatives to keep us at ease.

The business relationship between China and Singapore is very symbiotic, and the citizens of both countries share a lot of cultural beliefs, which extend to the working environment. And communication is a breeze because everyone speaks Mandarin, which leads to smooth understanding among all the stakeholders involved.

I am now the Service Delivery Lead, working on SWIFT (Society for Worldwide Interbank Financial Telecommunication), which is a niche aspect of banking that very few people know about. We started with a team of three back then, and clients were very rare. And I remember the revenue for this project was far lower than expected. I am glad we did not change direction though, because after focusing on this business for 16 years, we not only grew our team seven times, but our profits have multiplied 20 times since then. We now provide high-quality professional services for more than 240 banks and financial services institutions across 31 provinces in China, and these banks now rely on us for support, maintenance, and installation, with NCS as a service partner of SWIFT. I am excited by the new growth strategies that have been set in place and cannot wait to be part of the new growth in China.

our aspiration in China – bringing our best solutions and use cases to help communities in China

It felt like a great personal milestone when I joined NCS. To lead the business of a big country across multiple cities is a meaningful challenge to pursue, with ample room to explore and grow. I have been in the consulting and IT service business for most of my career and I found it very similar here. NCS' purpose aligns with my personal purpose – and provides me with a platform to try out different solutions of great depth to solve problems. And the goals to innovate and expand digital transformation across the Asia Pacific are mutual.

NCS is a company with a unique character. It shares a similar cultural background with China, and it is so easy to collaborate with partners and clients. Our regional coverage is extremely aligned and there are fewer barriers to encounter when we get involved with any stakeholders. While leading NCS China, my motivation lies in finding a way to exponentially grow our business, build teams, and create a sustainable growth model to align with our strategy in China.

My vision for NCS China is to have that unique branding and make a huge splash in the China market. This translates into two things for me: one is to embed digital transformation in specific industry domains, and the other is to bring some of our best solutions and use cases to China – introducing them to help communities. We currently have an extremely strong team in China, along with three centres to support our clients around the region. In addition to our offices in Beijing, Shanghai, Hangzhou and Suzhou, we also have an offshore delivery centre in Chengdu, an innovation centre in Shenzhen, and finally Greater Bay Tech centre in Guangzhou – all of which form a triangle to forecast innovation, new technology, and larger-scale delivery in Blockchain, 5G and Digital Twin to name a few. We already have these foundations set in place, and all that remains is to keep the momentum going and to push the envelope – raising NCS to greater heights while making an impact on the entire country.

China

Li Shan

Senior Partner,
Country Head, NCS China

Li Shan joined NCS in 2020. She represents our people who champion our purpose of advancing communities in the regions beyond Singapore. She leads our China business and is responsible for shaping strategic growth in the China market. She oversees the business and operations to help clients digitally transform in the future economy.

35b

India

Sujit Ekhande

Head, Delivery Centre, NCS India

When NCS was unknown in India, Sujit took a leap of faith and joined NCS in 2018. He represents one of the many pioneers in our Offshore Delivery Centre in Pune, India, setting up the centre from scratch, building the delivery and corporate functions and connecting to other teams in the NCS Group to ensure integrated delivery.

36 a

our aspiration in India – pulling out all stops to make NCS greater

Back then, NCS was starting operations in India in their quest for expansion. Considering the exponential growth plan of the centre, I joined NCS, anticipating multiple challenges, opportunities for learning, individual growth, and development. As Centre Head, I was expected to build the entire India entity from scratch, including delivery and corporate functions.

I am glad I joined. The culture of NCS is completely different from other companies I had worked for in the past. There is a lot more autonomy to work and encouragement from the management to strategise decision-making. Continuous learning is encouraged, and change is accepted, which provides me with the ability to demonstrate my capabilities in setting up and managing the centre.

India operations started with the assistance of vendors. In the beginning, we were dependent on them for deliverables – which posed issues such as resistance to change and high costs for NCS. We resolved this by rebadging a few employees of the vendors and hiring staff of our own, which reduced our India rate cards drastically. NCS was unknown in India when we started hiring, so we encouraged

referrals and arranged for mass recruitment drives to hire talent. It was difficult when we began, we had to set up new teams and local processes, and oversee the integration of systems back to Singapore. But the guidance from the management, support from the Singapore team, and exceptional contribution from the India team allowed us to pull through in fine style. We are currently delivering over 50 projects, which include key engagements for clients across multiple industries.

Everyone here is excited about the recent transformation initiatives NCS is planning. In India, this transformation focuses on the talent pipeline, employee value proposition, branding, and the integrated delivery model. These go a long way in helping us to attract and retain the best talent in India’s highly competitive job market. Work is now distributed among the leaders, operational efficiencies are improved, and I can spend more time on strategic initiatives, compared to earlier operations-centric work. Everything was great before and NCS is pulling out all stops to make it even greater still!

our aspiration in India – with our people, the sky’s the limit

I consider India to be an incredibly important centre for NCS in years to come. As NCS readies for exponential growth in line with its operating plan, the delivery centre in India is also geared up to support NCS Global with unique and unmatched value-led services. Our objective is to accelerate the talent pipeline at scale for global and local roles. We also want to strengthen competency in niche areas to enhance delivery capability across NCS and provide support for business development – in areas of platforms and applications. The ODC in India is uniquely positioned as an integral part of core delivery by leveraging processes, tools, assets, and accelerators for de-centralised, re-imagined delivery.

Coming from a leading global professional services company and armed with over 30 years of experience, I intend to bring my experience in setting up integrated offshore delivery models, and aspire to take end-to-end ownership of delivery, becoming the core delivery engine for NCS. We can accomplish that by supporting value-led sales and helping to develop differentiated solutions with a focus on asset and automation-led integrated delivery approaches. We must be ready to develop appropriate strategies and services that can support the current and future

needs of NCS in an efficient and cost-effective manner, which includes driving the growth of the Global Delivery Network, while improving in areas of client satisfaction.

The transformation NCS is undergoing is a massive plan, not just for expansion but it is also taking a good look at improving the lives of its people – the STAR experience is nothing short of genius. Part of my role includes working with the country’s leadership in building the NCS brand in the marketplace and positioning NCS as the employer of choice. We are nothing without our people, and my focus in this area is firmly placed in building the India leadership team. Exemplary client delivery and satisfaction are what I strive for and to do that, we must have the right levels of competency and aptitude. NCS has come very far, but with our people, the sky’s the limit.

India

Ranjan Dutt

Partner, India Delivery Centre, NCS India

36b

Ranjan joined NCS in 2022. As part of our Global Delivery Network, he leads the Offshore Delivery Centre (ODC) in India. In addition to setting up the digital infrastructure to support the growth of the Global Delivery Network, Ranjan is developing the India leadership team to ensure the delivery centres have the right levels of competency and capability to provide exemplary client deliveries.

Aspiration for Our Future

power of partnerships

Technology is an important part of our story, but people are just as key. And not just our people in NCS, but also our clients and partners – who join us to realise a common aspiration – to make the extraordinary happen.

Strong and mutually beneficial partnerships will be a key lever. Recognising partnerships of all kinds, our ambition. From partnering governments and enterprises for innovation, to institutes of higher learning for people development, we co-create all-encompassing solutions for our clients, working together to advance communities.

Our winning partnership ecosystem operates behind the scenes to strengthen our core services in Applications, Infrastructure, Engineering and Cyber, and our NEXT services in Digital, Data, Cloud, and Platforms.

We thank our partners of the past and of today, who have grown with us through these years.

We thank our partners of tomorrow, who provide opportunities for us to co-create the future together.

our future – powering continued success with our partners

Our NCS purpose starts with “Advancing communities by partnering government and enterprises”. Partnerships have been a key part of our ethos for the past 40 years and will be even more important as we chart our next 40 years ahead.

In the past 40 years, NCS is privileged to have worked with many partners to harness technologies and new solutions for our clients in Singapore and the region, advancing communities together, building smart nations, making businesses stronger, and making lives better.

The world continues to be more hyper-digital and hyperconnected. Almost every organisation is connected globally, and we are closer to each other more so than ever before.

As governments and enterprises continue their digital transformation, there are increasingly new ways to harness technology and innovation to create more impact. The speed of change will continue to accelerate and the myriads of technology available will continue to improve and evolve.

NCS believes in partnerships. It is in our history, and it is in our DNA. We are committed to continue growing with our technology partners – global technology giants and local technology firms, as well as regional technology startups.

It is our belief that by coming together, we can bring the best of technology to solve any challenge.

It is our belief that by growing together, we can develop the next generation of tech talents.

It is our belief that by innovating together, we can create new frontiers unimaginable today.

From all of us at NCS, a big thank you to all our partners for the past 40 years and the next 40 together. Let us continue to blaze the trail together.

37

Howie Lau

Managing Partner, Corporate Development and Partnerships

Howie joined us in 2021 and is developing strategic partnerships to position NCS as a leader in the digital ecosystem in the Asia Pacific. Besides partnerships, he spearheads NCS’ efforts in Mergers & Acquisitions to accelerate our expansion in the key markets of Singapore, Australia and East Asia. Howie also leads our marketing and communications function, and drives sustainability efforts to support NCS’ new purpose and aspiration to advance communities across the Asia Pacific through harnessing technology.

celebrating partnerships wishes from our partners

- Cisco • CyberArk • DataRobot • Elastic • Fortinet • Hewlett Packard Enterprise
- Informatica • Magnolia • Palo Alto • Red Hat • Salesforce • SAP • Solace • Talend
- Tableau • VMware

Dear Kuo Pin,
Congratulations on NCS 40th anniversary!
We are delighted to be NCS' partner of choice in providing multi-line, event-driven enterprise business.

Dear King, President & CEO
Solace Inc
Ous Ki

Congratulations on your 40th anniversary! Talend is proud to be your strategic partner on this journey. We look forward to building upon our joint success at STAN-STB!

- AJ Lim, Director of Channels, Talend.

Wishing NCS many more years filled with Unparalleled Success and Unrivalled Services!
Happy 40th Anniversary, NCS!

Claribel Chai,
Palo Alto Networks

Happy & Blessed 40th Anniversary to NCS teams!
Wishing you many more years of Success & Innovations!

Yr Sincerely,
Amy Lim
Regional Director, ASEAN
Elastic.co

Congratulations to NCS on your 40th anniversary! You have taken our partnership to a whole new height with all the success these years. May this journey of corporate success continue in the coming years. Happy Anniversary!!

July 2 Cisco team

Dear Kuo Pin & Team NCS,
Thank you for being an important part of our Success!
Happy 40th Anniversary!

Derrick Lams
Country Manager
CyberArk Singapore

Dear NCS Team,
First of all, a big congratulation on your 40th Anniversary. NCS has been pivotal for our Public Sector business since the beginning. We truly appreciate the partnership and thank team NCS for everything.

Best Regards,
AKAASHA SULTAN,
COUNTRY MANAGER
TABLEAU, ASEAN.

Dear Kuo Pin & Team NCS,
Happy 40th Anniversary!
NCS continues to be an integral part of our growing business! To more successes together, Cheers!

Jill Ng &
Fortinet Team

Happy 40th anniversary NCS!
Looking forward to NCS' continued success and our partnership for the next 40 years, and beyond!

Best Wishes
Eileen Ching
Managing Director, Singapore
VAP AVIA.

Make Extraordinary Happen
That is what you do
Onwards to the NEXT Level
Congratulations to you!!!

Don Lee
Magora
M.D., APAC

Congratulations NCS on your 40th Anniversary milestone!
Thank You for the strong partnership all these years and wishing NCS greater success in the years to come!

Joseph Yang
Managing Director, Singapore
Hewlett-Packard Enterprise

Red Hat
Congratulations NCS!
Your transformation over the 40 yrs is a testament to your strength & resiliency in the market.

GUNJY
GUNAISEKHARAN.L
GM, REDHAT

Congratulations NCS for the 40th Anniversary!
海納百川
有容乃大

Tom Qin (蔡樹)
Senior Director, Partner Business
VMware APJ

Congratulations! It's been a great pleasure partnering with NCS over the years and looking forward to continuing the successful relationship.

Franko Flores
Director - Partner & Alliances - APAC - IBM

congratulations ON THIS impressive milestone!
With the way that you always make your customers your #1 priority, it is no surprise that you have reached your 40th anniversary! Thank you for the great partnership with the DataRobot team! I can't wait to see what you do NEXT!

Best wishes,
Gilhan Cheong
AI Success Director
on behalf of the DataRobot team

Congratulations NCS NEXT for leading the way with the greatest innovations! Proud to be a partner!

Latika Minocha
VP Alliances & Channels
SALESFORCE ASEAN

Aspiration for Our Future

our next generation

Ultimately, our future is still about our people, the people behind NCS.

Our impetus is clear – we want to attract the young by engaging them early and providing opportunities for personal growth, skills mastery, career discovery, and choice to ensure the future we are creating serves them well.

As part of our transformation, we proactively reach out to the younger generation to hear their views so that the future we are now laying the foundations for will be relevant and desired by the next generation. Their input is reflected in the way we design our changes – building new people experiences with the next generation in mind.

In this section, we hear first impressions of NCS and aspirations from two groups of people representing the next generation:

New joiners: the new generation of NCS who have just joined us from school.

Future talent we want to attract: students who are still learning and discovering their career choices. We believe that we have achieved another first this year with two of our youngest interns ever, at sixteen years old.

38

Yuma Lee

Software Engineer, Applications

Yuma represents our next generation. He is one of more than 1,000 fresh graduates who have joined NCS and embarked on our Nucleus programme since 2019. Nucleus is a 5-year programme that equips our new generation with professional training leading to professional certification or Master of Technology, technical expertise, and industry experience in their chosen field of specialisation.

first impressions from our next generation – NCS is a place that invests in learning and growing

I had never heard of this company called NCS among many other big IT companies, until they sent recruiters to my university during my first year. I had three to choose from: GovTech, IMDA, or NCS. I admit I picked NCS, based on the strength of its reputation, not knowing too much about it. I was recruited as part of the NCS Nucleus programme, which offers me a structured pathway to attaining my master's from the National University of Singapore, which I am now attending.

Having worked here for nearly a year, I am happy I chose NCS over the other options. I know a lot more about the company and its culture now, and the opportunities for growth here are incredible. NCS is very willing to pay for us to go for certification and courses. Another reason why I wanted to join NCS was due to my ambition to travel overseas – which is precious and provides lots of exposure. And NCS is on this fast road to expansion, looking at Southeast Asia, Australia, and China for growth. Eventually, I am pretty sure I will get that chance but for now, I must start as a junior, gain experience and work my way up.

I chose the specialisation of software engineering and my first year was involved with a project with the Singapore Land Transport Authority (LTA), where I learnt a lot about front-end design and programming languages. It felt good when I completed the design of one section of LTA's website, which is now live. I am now working on a project with the Ministry of Defence (MINDEF), OneNS, which is a mobile application and website. It is very useful for NSmen because of all the various e-services it offers.

I aspire to be a project manager in time to come, but that takes time. I understand it requires having a wide variety of knowledge at that level, even though you may not specialise in anything. But the journey will be enjoyable. And who knows what lies ahead?

first impressions from next generation – NCS is a good place to grow and attain knowledge

Like everyone else I knew, I did not know what I wanted when I graduated – no one really does until they start their careers. Then I found out about a Management Associate programme with Singtel – which gave me the opportunity to rotate within the Singtel Group of companies to better understand the area in which I could specialise. On my second rotation, I moved to NCS but kept to my role in my first rotation in Singtel, transformation. I joined during an opportune time, July 2021, when NCS was launching a new NCS, redefining its purpose and beliefs, rebranding, and repositioning itself in the market. It was an exciting time to join the Transformation Impact Office, and I adore my role because it is so dynamic and diverse.

Because of the dynamism of my current team, with its different streams of work in transformation, I'm able to explore various aspects of transformation, from designing new people transformation initiatives, and implementing new people engagement approaches to designing and developing new digital products to transform people experiences at NCS. I recently graduated from the Management Associate programme and am now a Senior Product Innovator – which allows me exposure to products, from their strategy, design, and development to user adoption. I have been working on digital products such as nBuddy, which is our NCS employee app – it is a mobile version

of anything an employee could need in NCS – leave-taking, time logging, etc. There are also dashboards that provide insights to key stakeholders, Account Insights for sales, KPI tracking, and People Insights that provide data for manpower.

I like it here because it is a good place to grow. The people here are down to earth and there is a heightened sense of engagement all around. And the company is constantly reinvigorating itself – renovating offices to create more inspirational workspaces, relooking at people policies, creating new people experiences (the Star framework), and pushing for regional growth. I remember wanting to be a fashion and interior designer when younger, but there are no regrets. I have since come to realise you do not always have to make a living through your hobbies. They can be kept as an interest and not necessarily a livelihood.

A somewhat lofty dream I have is to become a business owner, and NCS does provide me with an avenue to learn as much as I can to be better equipped for the future, come what may. Goalposts may change along the way, but my knowledge attained in NCS will always remain.

39 a

Nicole Tan

**Senior Product Innovator,
Transformation Impact Office**

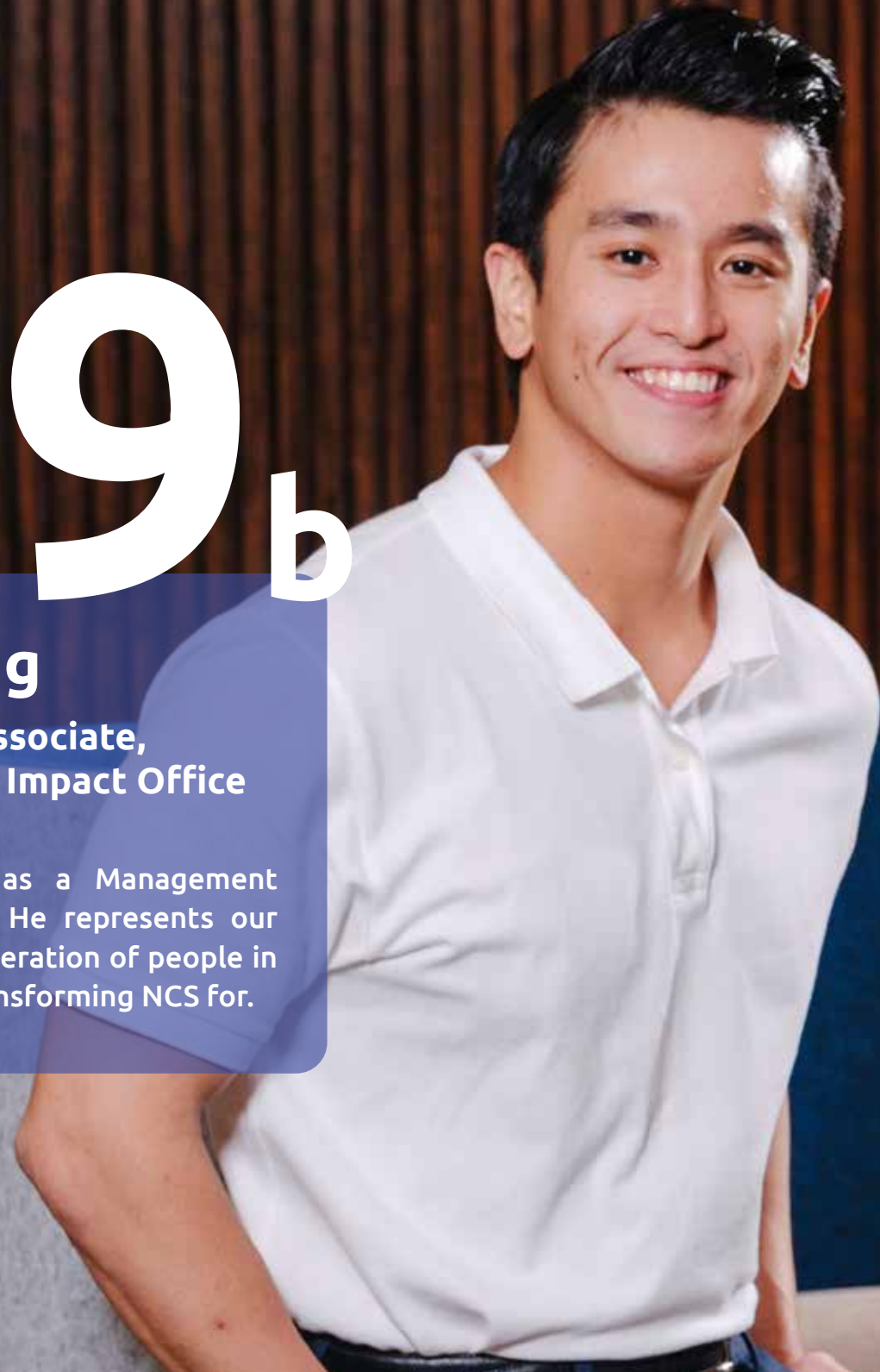
Nicole represents the newest and youngest group of our people. She has been contributing new ideas and providing fresh perspectives to NCS' transformation, ensuring the changes we design are relevant for our new and future generations.



39b

Gary Phng
Management Associate,
Transformation Impact Office

Gary joined NCS as a Management Associate in 2022. He represents our future, the new generation of people in NCS that we are transforming NCS for.



aspiration of future generation – work hard, build skill sets, be open to challenges and love what you do

I chose to join NCS because I was drawn to the transformation it is undergoing. I learnt about this from Chia Yann, the first person I spoke to. What she told me struck me as being very meaningful. In every organisation, change is important because it is the only constant.

I took economics, a form of social science at university. Being extremely interested in behavioural economics, I was intrigued by how people behaved and was interested to learn more about the people side of things. When we were offered the Management Associate role, NCS organised a brown bag session, with Chia Yann talking to our group, all potential Management Associates. She went into great detail about what NCS was all about and what her team was trying to accomplish – the STAR experience and growth model. Her talk really convinced me, and I tried talking to her to learn more about the role.

I was not exactly sure what I wanted to do at the start but being in the Transformation Impact Office is a blessing; I have wonderful colleagues and bosses who patiently guided me along the way. I got to experience a whole lot of different things and having the breadth aids me in realising which particular aspect I am great at and there is potential to specialise in it. It always helps to gain experience first before going in-depth and this applies to everything in life.

I am now a Transformation Programme Manager, where I work with the teams to manage and track ongoing transformation projects ranging from People Matters, Quality Matters to Operations Matters. I am in charge of ensuring overall transformation programmes are on track, deliver the intended impact and that there is progress weekly. I also help to map out all milestones and duties that are to be accomplished for the year, which has to be performed regularly.

In my Transformation role, I have the opportunity to interact with many senior leaders. Their dedication to NCS inspires me and I hope to be just like them one day. To achieve this, I intend to work hard, build my skill sets and be open to challenges. If any doors open, I will seize the opportunity to learn and network as much as possible. Since NCS is a tech company, I want to pick up and be more exposed to technology to learn its management. I have not been with NCS that long but being here is like being in another universe – the amount of knowledge floating around here is simply incredible. And I find myself eager to get to work every single morning, which is a good sign because if you love what you do, you will never work a single day in your life.

40

Hayley Soh

Intern, NCS 2022
Student, Raffles Girls' School

Eager to kickstart a career even as a student, Hayley has already started collecting business cards as a hobby – her favourites are from Italy and Greece when she gets to travel. She dreams of a future where she gets to travel to every single country in the world and aspires to become a diplomat when she graduates.

Jennifer Jing

Intern, NCS 2022
Student, Raffles Girls' School

Jennifer lives a large part of her life as a cute and frisky pixelated character in Roblox and Minecraft. When she does leave those worlds, she is usually out bettering her skills in piano at a class or searching for shiny crystals to add to her humongous collection. She is a naturally gifted writer and aspires to enter a career in Media and Communications.

aspiration of future generation – global travel, global opportunities

Hayley's Story

I was surprised to hear about the internship at NCS, it being an IT services company that was offering a journalistic internship. Nevertheless, I applied, and my June holidays turned out to be a wonderful learning opportunity for me. I soon discovered that despite being a tech company, NCS offered a variety of services and positions for people of different strengths and interests.

Every morning was a busy one, with throngs of people squeezing into lifts in Block B, signature dark blue NCS lanyards hanging around their necks. Walking through the linkway to Block A, I caught a glimpse of the futuristic technology I had expected when thinking of NCS – a variety of robots right outside the pantry. They provided a quick snapshot of how involved in tech NCS really is, especially since I had never seen robots like these before. My workspace was on the fifth floor of Block A, and I must say, I was very intimidated on my first day, when I found out all the senior leaders were on the same floor as me, a short distance away!

Thankfully, it was not the mundane work one usually associates with an internship – no filing or coffee preparing for me. I was given full guidance when it came to my job scope. I was to interview people of NCS from all walks of life, transcribe interviews, and write stories to recognise them, as part of its 40th Anniversary celebration. The interviews were fascinating. I learnt how to interview professionals and ask the right questions. I did have nerves conducting my first interview, but it soon became second nature. It wasn't just the scope of work that was fascinating, the entire corporate lifestyle was. It was like being in a machine where everything ran like clockwork, with every part of its mechanism essential to keep it going.

Coming here has not just given me a sneak preview of what the corporate life of a fast-growing tech firm is like and the inspiring work that they do, but it also changed my mindset somewhat. I now have high hopes for the future, with some idea of what I want to be when I graduate. I had no idea before, but I at least have a rough picture now. Obtaining this internship was like striking a lottery for me. Now, I will be able to take the very first step of my future career with supreme confidence.

aspiration of future generation – never fear change, never fear exploration

Jennifer's Story

I was almost late on the first day of my internship at NCS. I am not exactly good at using Google maps, and the company was nowhere to be seen from the bus stop I alighted at. In retrospect, the anxiety I felt on my first day was quite unnecessary – the people here have shown nothing but tolerance, guidance, and support.

My task here was to contribute to the 40th anniversary commemorative book for NCS. My job scope was exciting to me. I had the opportunity to get upfront and learn what it is a journalist really does. I had to perform interviews and get to know many of the professionals. In that process, I soaked up a lot of knowledge – asking the right questions, transcribing interviews, writing, editing, and proper voice recording.

During the interview process, what really intrigued me was the unique hobbies that some of the people of NCS had – such as bouldering, fashion design, dog rescuing, etc. For a company packed with tech junkies, that was beyond my (stereotypical) imagination. While transcribing the interviews, I had to do some research on the projects NCS completed in the past and realised that some of them have indirectly impacted and benefited those in my life,

including myself. The work that is being done here is truly meaningful and I feel honoured to have crossed paths with those who are generating change and advancement in our community.

This led to a key learning point I got from this experience – change is never something to avoid – as someone who always likes being prepared. But the scope of work was very dynamic and there were countless times when I had to think on my feet. I heard the stories of those who dared to take the leap of faith and switch career paths; those who do exciting work that also requires flexibility. This taught me that change is sometimes inevitable, yet not as intimidating as I had imagined. More importantly, change can be for the better.

NCS is currently going through a period of transformation and again, change. I envision the future to be one where all the employees here do not fear exploration and go head-on for what they are truly passionate about to fulfil their fullest potential.

Three weeks have been too short a time, and I will definitely miss the drink vending machines here. The drinks are more affordable than those in our school canteen!

the trailblazing spirit of 1981 continues

How does extraordinary happen?

By transforming and aligning both our business and people around our purpose and beliefs, and harnessing technology together with our clients – that’s when we make extraordinary happen.

As we continue towards advancing more communities, the trailblazing spirit of 1981 lives on through our current and new generations of people in NCS. More stories from more people are yet to be told.

Here’s to making the extraordinary happen and more stories from the people behind NCS.

the trailblazing spirit of 1981 continues
1990s



Community Work at Children's Home | There's always time to give back to the community.



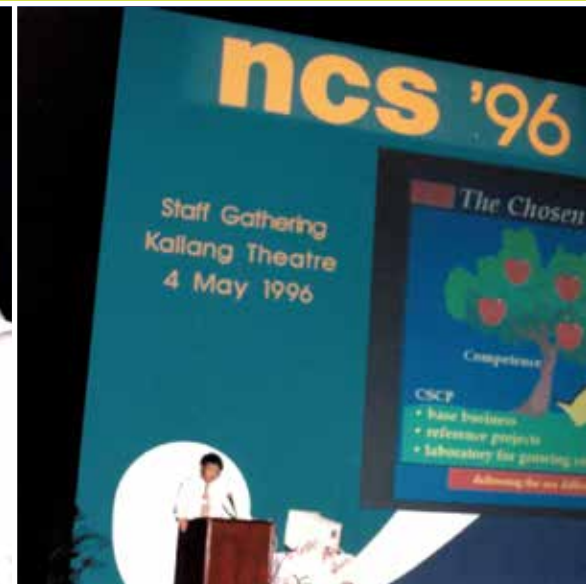
Managers' Retreat in Bintan | Working hard now to play harder later!



NCS Family Day | Family, the pillar of support for our people of NCS!



Managers' Retreat in Bintan | Setting the chosen path for NCS' future together.



the trailblazing spirit of 1981 continues

1990s



NCS Suzhou Opening
Leaving our mark on a global scale.



Management Retreat Programme
Management can have fun too!

the trailblazing spirit of 1981 continues

2000s



Customer Appreciation Night
We even took our customers to Broadway!



Staff Conference
Do you know we have a CD of NCS songs?



NCS Dinner & Dance
A night of glitz and glamour, the Night Club Saga!



CNY Celebrations
Oranges, anyone?

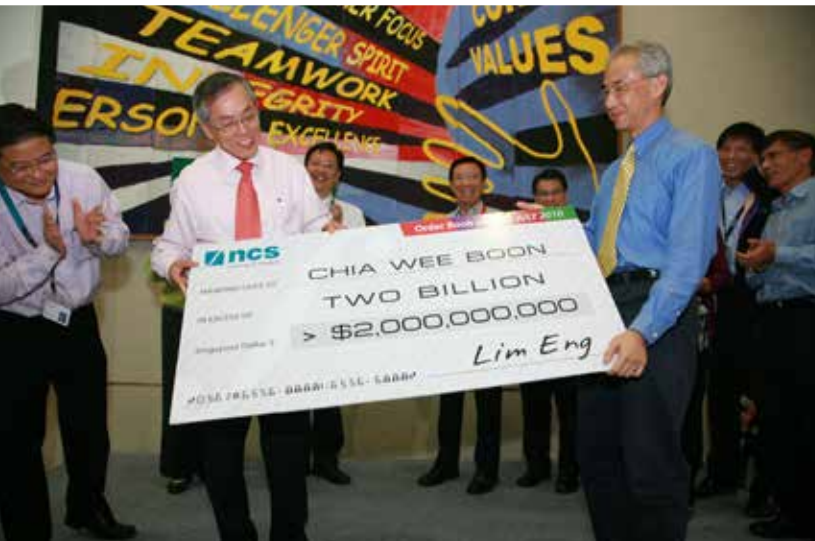


The Great NCS Workout
Healthy people, healthy NCS!



Staff Conference
Passion drives the work we do.

the trailblazing spirit of 1981 continues
2010s



Farewell Party for Lim Eng
 Passing the baton (or cheque) to a new generation!

NCS Executives Event
 Celebration and fanfare with our clients!

Amazing NCS Events
 Year-long events to celebrate SG50.



Amazing NCS: Cheerleading Competition
 Going all out to impress the judges!

Amazing NCS: Project Showcase
 Learning about other teams' projects in a fun way.

the trailblazing spirit of 1981 continues
2010s



Amazing NCS Events
Passion. Teamwork. Competition. This is the spirit of NCS.



Charity Carnival
All smiles doing good for the community.

Farewell Party for Wee Boon
Donut forget us, sir!

2021 onwards:

start of the nPower movement



nPower sign was born, 30 June 2021, 8.52 am (SG)
Our senior leaders testing out the various options



7.7.2021 Extraordinary Starts Here



Breakfast with Senior Leaders



30.08.2022 Global NEXT Launch



Hong Kong



Chengdu



Pune



GovWare 2022



Nucleus, Singapore



Breakfast with Kuo Pin, Singapore and Australia



Breakfast with Senior Leaders



Global NEXT in Hong Kong



Pune



Manila



Breakfast with Senior Leaders



Neo Chia Yann

who set the direction, identified contributors, wrote, and edited this book to keep the spirit and history of NCS alive for future generations.



Toh Oon Hoe

whose hair turned two shades lighter after writing and editing this book.

the people behind the book

Our Advisors



Howie Lau

who brought his eloquence and keen mind to strategise the book.



Christopher Lim

who is a walking dictionary about all things NCS, a fact-checker and error-spotter of this book.



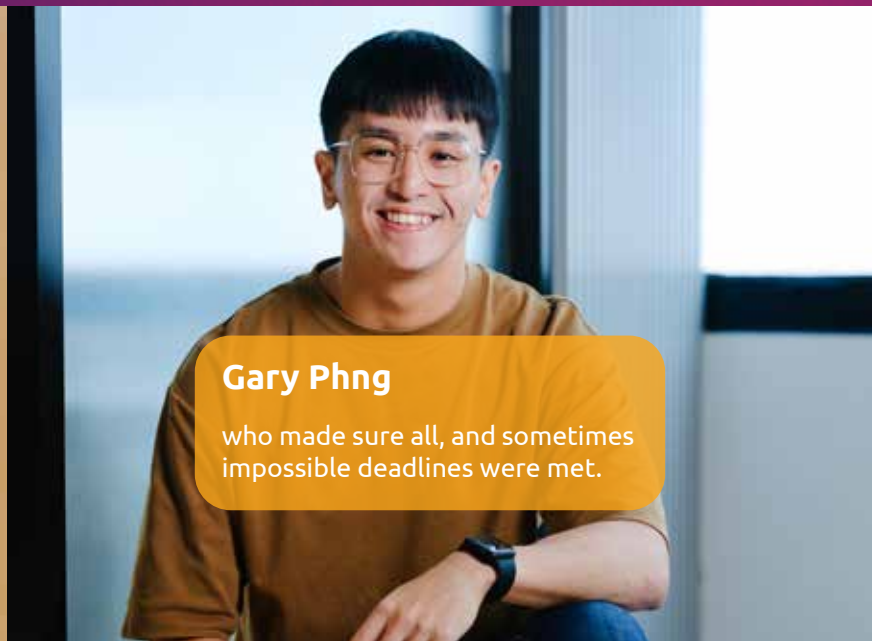
Ong Fei Fei

who provided advice on brand and creative design.



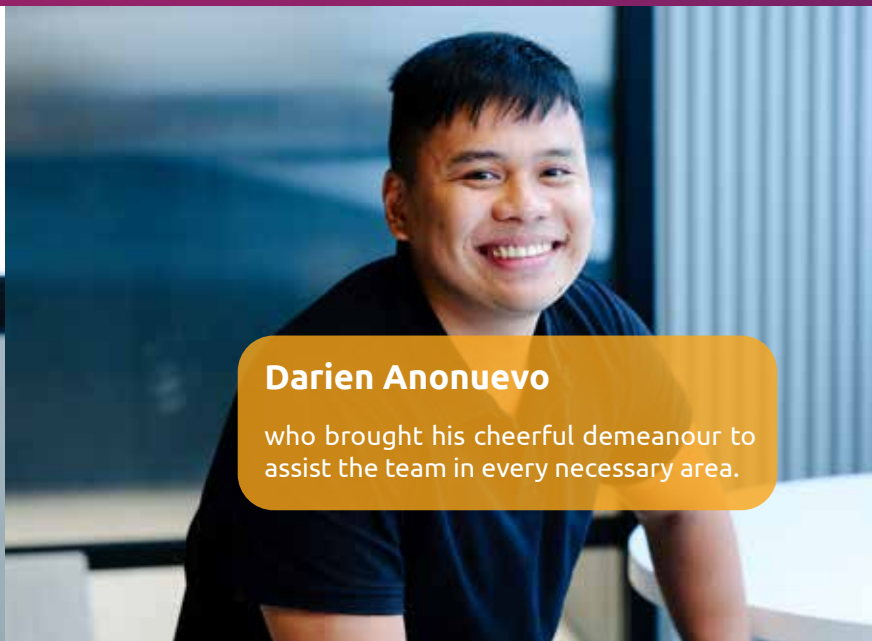
Ong Yun Qi

who ploughed through endless archives and picture libraries for content.



Gary Phng

who made sure all, and sometimes impossible deadlines were met.



Darien Anonuevo

who brought his cheerful demeanour to assist the team in every necessary area.



Hayley Soh and Jennifer Jing

who researched and created the initial design of this book, transcribed endless interviews, wrote their personal stories, and had their first taste of corporate life in NCS.

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adventure

excellence

integrity

ownership

unity

advance our communities

bring people together

make extraordinary happen