

# Strengthening Support

for Professionals, Managers  
and Executives (PMEs)

Report of the NTUC-SNEF PME Taskforce

**ntuc**  
National Trades Union Congress

**SNEF**

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20 October 2021

Dr Tan See Leng  
Minister for Manpower

Dear Minister,

### **REPORT OF THE NTUC-SNEF PME TASKFORCE**

The PME taskforce was formed by the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF) in October 2020 to engage Professionals, Managers and Executives (PMEs), employers and various stakeholders, identify areas of support and look at ways to strengthen PMEs' employment and employability. The taskforce would also need to ensure that PMEs have access to a level playing field for jobs, while balancing companies' manpower needs in the immediate and longer term.

- 2 Over the last 12 months, the joint NTUC-SNEF PME taskforce consulted more than 10,000 members of the public, union leaders and business leaders to understand the key concerns and needs of PMEs at the workplace and sought out proposals that would be both pro-worker and pro-business.
- 3 The Taskforce has completed its work and now submits its final report to the Government for consideration.
- 4 We have made 9 recommendations under 4 key thrusts to address PMEs' concerns:
  - a) Enhancing workplace fairness
  - b) Providing Unemployment Support and Benefits
  - c) Ensuring more hiring opportunities for mature PMEs
  - d) Supporting PMEs in career progression and skills upgrading
- 5 We believe our proposal will help to alleviate the challenges faced by PMEs, especially vulnerable mature PMEs aged 40 and above as well as help our businesses succeed as progressive and inclusive organisations.



**Mr Patrick Tay** (Co-Chairman)  
Assistant Secretary-General, NTUC



**Mr Sim Gim Guan** (Co-Chairman)  
Executive Director, SNEF

# NTUC-SNEF PME Taskforce Members

## National Trades Union Congress (NTUC) Representatives

## Singapore National Employers Federation (SNEF) Representatives



**Mr Sanjeev  
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Central Committee Member  
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**Mr Chia Hock Lai**  
Co-Chairman  
Blockchain Association  
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**Ms Low Peck Kem**  
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and Timber Industries  
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**Ms Susan Cheong**  
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**Mr Philip Kwa**  
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**Mr Vijaykumar  
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General Secretary  
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**Ms Tan Chee Wei**  
Chairman, Group D –  
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**Ms Sylvia Choo**  
Director, Unions  
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**Ms Wendy Tan**  
Head (Covering Director)  
Youth Development  
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**Mr Wong Keng Fye**  
Chairman, Group H –  
Finance,  
Industrial Relations Panel  
SNEF

# Executive Summary

The PME taskforce reached out to over 10,000 Professionals, Managers and Executives (PMEs), employers and stakeholder since its formation in October 2020. We have learned that PMEs are most concerned with the **lack of job security** and they need greater support in **employment and training opportunities**.

To allay the fears and anxieties of PMEs, there is a need to **improve job security & strengthen protection of PMEs** and **enhance employment & employability of PMEs**. This means that we need to:



## Enhance workplace fairness

to ensure local PMEs receive fair opportunities and treatment when seeking employment or at their workplace, regardless of their age



## Provide unemployment support and benefits

to support PMEs who are involuntarily unemployed, especially mature PMEs as they take a longer time to return to the workforce



## Ensure more hiring opportunities for mature PMEs

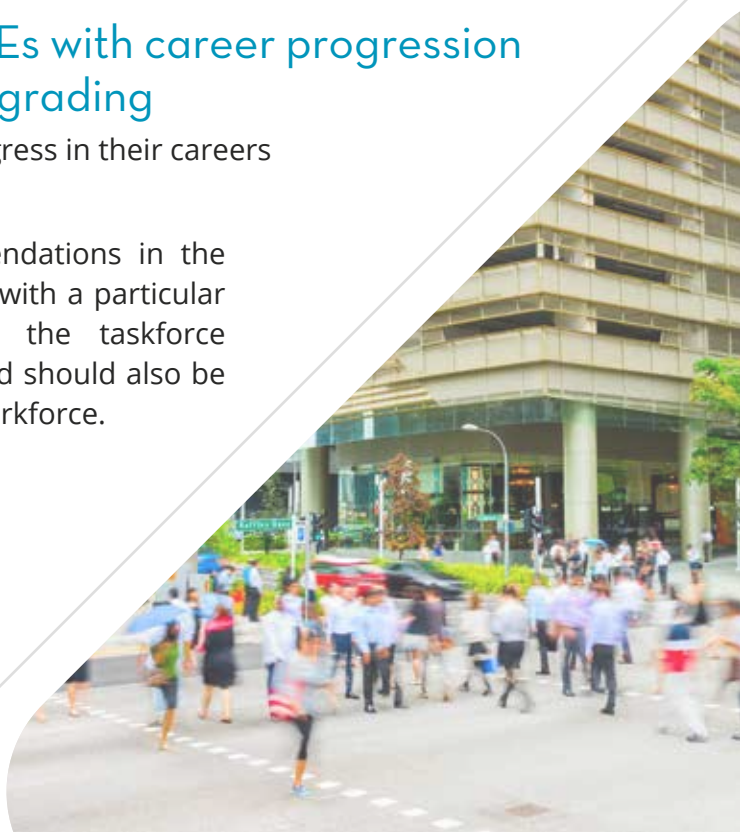
so that there are enough meaningful and quality jobs which they can transit to



## Support PMEs with career progression and skills upgrading

to help them progress in their careers

While the set of recommendations in the report is targeted at PMEs (with a particular focus on mature PMEs), the taskforce recognises that they can and should also be applied to the rest of the workforce.





# Introduction

The COVID-19 pandemic has brought about unprecedented global economic disruptions and pushed Singapore into an economic downturn, putting jobs at risk and causing retrenchments to rise. Against this backdrop, PMEs, especially those in their 40s to 60s, have become an increasingly vulnerable group – not only in securing a job when they are retrenched but in keeping their employment. The economic, business and employment disruptions have inevitably caused fears and anxieties among our local PMEs, who have been greatly impacted by the recession. A total of 872,500<sup>1</sup> (39.3%) PMEs in the resident workforce with different profiles are confronted with diverse challenges and needs at the workplace. In addition, there is also an increase in demand for local PMEs with new and specialised skill sets to meet the needs of the new economy.

The PME taskforce was formed by the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF) in October 2020 to engage PMEs, employers and various stakeholders; identify areas of support and look at ways to strengthen PMEs' employment and employability; and ensure that PMEs have access to a level playing field for jobs, while balancing companies' manpower needs, in the immediate and longer term.



<sup>1</sup> Based on statistics in 'Labour Force in Singapore 2020'

# Key Insights from PME Engagements

Over the 12-month period, the joint NTUC-SNEF PME taskforce consulted widely and extensively. The taskforce benefited from the diverse views of different groups of PMEs, employer representatives and Government representatives. Collectively, the taskforce engaged more than 10,000 stakeholders, including young PMEs; mature PMEs; PMEs from various professions; PMEs who are retrenched or are looking for a job; PMEs earning less than \$2500; union leaders; HR practitioners; employer representatives from different sectors and segments (including those from Multinational Corporations (MNCs), Large Local Enterprises (LLEs) & Small and Medium Enterprises (SMEs)); and representatives from associations; through various platforms like online surveys, focus group discussions and engagement sessions to better understand the key concerns and needs of PMEs at the workplace.



## **PMEs generally need protection against job losses and more support in employment and job-related training**

Based on a dipstick survey done in December 2020 with 3,500 PMEs, the top three areas in which PMEs need the most help are:



**76%**

**Support for  
employment  
opportunities**



**61%**

**Protection  
against  
job losses**



**55%**

**Support for  
job-related  
training**

## **Fears and Anxieties of PMEs across different age groups and occupations**

**Younger PMEs, aged below 40, are worried that their skills will become irrelevant in the fast-changing economic landscape but are unaware of future skills requirements.** They recognise that new trends and technologies such as sustainability and artificial intelligence will have a significant impact on jobs of the future. However, they are not fully aware of the skillsets required for new growth areas and opined that their employers are not investing enough to equip them with relevant skills to prepare them for the future. They are keen on acquiring new and/or additional skillsets in their own time or through the support of their employers.



In addition, they find career progression as one of the key challenges in the workplace. It is important for younger PMEs to engage in continuous learning to keep up with technological changes, stay relevant and be aware of the growth areas.

Employers highlighted that PMEs will need to possess characteristics such as agility & resilience and gain sufficient global experience to be able to progress in their careers. Given that Singapore is a regional hub where many MNCs and start-ups set up their Headquarters and leverage Singapore as a launchpad to ASEAN and the Asia-Pacific region, this presents significant opportunities for our PMEs. It is therefore important for younger PMEs to build international experience and networks so that they can compete with the global talents for senior positions.

**Mature PMEs, aged 40-60, find it difficult to search for employment and attribute that to their age.** In an online survey with 1,000 PMEs in April 2021, it was highlighted that as compared to PMEs who are younger (20 to 40 years old), a higher percentage of the mature PMEs (40 to 60 years old) attributed their age as a disadvantage to them at workplaces.

	20 to 40 years (n:569)	41 to 60 years (n:406)
Agree that there are career opportunities out there for them	85%	67%
Confident in getting a job with current skills and capabilities	74%	58%
Think that they are easily replaceable due to age	27%	63%
Think that it is difficult to find a job as companies are not open to older workers	21%	71%







In another online survey conducted in July 2021 on 1,000 mature PMEs, majority of mature PMEs expressed challenges in employment search and attributed age as the key reason. Half of them expressed that they faced some form of discrimination during the job search or at their workplaces and some also have the perception that companies are not being open to hiring workers who are aged 40 and above.

**85%** felt that it was difficult to find another job that matches their skills or interests

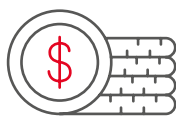
**67%** of them felt the key reason was that companies were not being open to workers who are 40 years and above

**49%** opined that it will take more than six months to secure their next job

**24%** perceived workplace discrimination when applying for jobs

**26%** experienced discrimination at work

Mature PMEs also reflected that they require support in areas such as compensation and benefits, job security and career development. This finding aligned with the results from the survey conducted in December 2020.



**62%**

**Compensation and  
benefits**



**60%**

**Job  
security**



**59%**

**Progression, training  
and development**

While mature PMEs may perceive age as the main factor affecting their employment search, skills and salary expectation mismatches between employers and employees, as well as lack of job opportunities for mature PMEs were assessed to be two main reasons that contributed to the dislocation. It is therefore important for both mature PMEs and the employers to adjust and better align their expectations.

Many experienced PMEs had become self-employed consultants/trainers or accepted significant pay cut to stay employed. Mature PMEs also face heavier financial obligations such as elderly parents to support; school-going children to support; mortgages; loans; and other bills to pay. Health issues may also begin to set in and may result in unexpected expenses.

**PMEs, particularly those in Infocomm Technology (ICT), Professional Services and Financial Services sectors, find current policy tweaks insufficient to curb unfair competition from foreign talent to level the playing field for them.** The taskforce noted that these are the top 3 sub-sectors in terms of employment of EP holders – ICT and Professional Services account for around one-fifth each, while Financial Services accounts for another one-seventh of the total 177,000 EPs in our overall workforce<sup>2</sup>. Correspondingly, these are also growth sectors which Singapore does not have sufficient local talents. Between 2014 and first half of 2021, the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) received an average of 379 workplace discrimination complaints each year of which 233 (61%) complaints are on nationality discrimination although about two-thirds of reported cases were unsubstantiated<sup>3</sup>. Some PMEs shared personal experiences of companies who favour hiring foreigners and discriminate against locals, but such anecdotes are a minority and confined to certain companies. While PMEs understand the need for the foreign workforce to complement the local workforce, they want actions taken against employers who are recalcitrant in their hiring policies.

Additional details of engagements and survey results are in **Annex A**.

<sup>2</sup> Data extracted from Ministerial Statement by Dr Tan See Leng, Minister for Manpower for the Parliament Sitting on 6 July 2021: <https://www.mom.gov.sg/newsroom/speeches/2021/0706-ministerial-statement-by-dr-tan-see-leng-minister-for-manpower-for-the-ps-on-6-july-21>

<sup>3</sup> <https://www.mom.gov.sg/newsroom/parliament-questions-and-replies/2021/0914-written-answer-by-minister-for-manpower-to-pq-on-outcomes-of-complaints-of-discrimination>



# Summary of Recommendations

*"How can I be better  
protected in my workplace?"*

*"How can union help me?"*



*"How can I find a job that  
matches my skills and interest,  
regardless of my age?"*



## Enhancing Workplace Fairness

### Recommendation 1

Enhance fair employment practices through improving HR standards and strengthening enforcement against errant companies adopting unfair practices

### Recommendation 2

Strengthen Singaporean core through enhancing EP application review process and facilitating skills transfer to local PMEs

### Recommendation 3

Widen support for PMEs through review of legislation on PME's representation

*"\$\$\$:*

*My kids' education, my aged parents,  
my daily expenses..."*



## Providing unemployment support and benefits

### Recommendation 4

Strengthen unemployment income support for PMEs who are involuntarily unemployed



## Ensuring more hiring opportunities for mature PMEs

### Recommendation 5

Assist mature PMEs to transit into meaningful employment through short term salary support

*"How can I prepare  
myself for the next  
phase of my career?"*

*"How can I build up my  
career capital to be  
globally competitive?"*

*"What are the  
new jobs out  
there?"*

*"How can I keep  
my skillsets  
relevant?"*



## Supporting PMEs in career progression and skills upgrading

### Recommendation 6

Build Singaporean leadership bench strength

### Recommendation 7

Provide customised career coaching to support PMEs

### Recommendation 8

Develop structured jobs and skills plans for PMEs through Company Training Committees (CTCs)

### Recommendation 9

Strengthen the nexus between tripartite partners and Institutes of Higher Learning (IHLs) to prepare workforce for economic transitions and investment pipelines



Thrust 1

# Enhancing Workplace Fairness

# Enhancing Workplace Fairness

## Recommendation

# 01

Enhance fair employment practices through improving HR standards and strengthening enforcement against errant companies adopting unfair practices

### Improve HR standards

- i. Increase take-up of Institute for Human Resource Professionals (IHRP) certification for HR professionals or introduce top up modules on Singapore's employment legislation & regulations for HR Professionals with internationally recognised certification
- ii. Companies with more than 200 employees are to ensure that their HR staff in recruitment, employee relations, training and development functions are equipped with IHRP or internationally recognised certification (with certification of top up modules). Companies will have to submit proof of at least 1 of such in-company HR staff during application of Employment Passes
- iii. Introduce shared HR services for SMEs
- iv. Fully accredit HR professionals in the longer term

### Strengthen enforcement against errant companies

- i. Improve public communications on the Fair Consideration Framework and channels for reporting unfair hiring practices
- ii. Put in place safe whistle-blowing policies and procedures
- iii. Strengthen TAFEP's enforcement power, empowering TAFEP to impose tough penalties on egregious companies and seek recourse for PMEs with "substantiated" hiring and workplace grievances
- iv. Improve workplace fairness through both legislative and non-legislative options by the newly set up Tripartite Committee on Workplace Fairness (TCWF)







### Improve HR standards

With about 90%<sup>4</sup> of HR professionals across different wage levels in Singapore being locals, the HR industry is a sector with a strong Singaporean core. The HR department in a company is key in helping to develop its employees, set the company's culture and ensure employees' satisfaction. This is crucial in the transformation of the company to ensure that it continues to be successful and future ready. Based on the HR Manpower Study commissioned by Workforce Singapore in 2017 involving more than 800 companies, it was revealed that many HR teams are inundated with transactional tasks such as recruitment and payroll<sup>5</sup>. Many PMEs in our surveys and engagements have also highlighted that their HR could be better equipped with the necessary knowledge to manage HR issues, build and entrench fair and progressive employment/workplace practices.

Following the tripartite taskforce which was set up in 2015 to develop a national HR professional certification framework, the Institute for Human Resource Professionals (IHRP) certification was launched to qualify HR professionals based on their skills and knowledge<sup>6</sup>. To date, it is noted that the percentage of HR professionals who are IHRP certified remains low at about 10%<sup>7</sup> of the entire HR fraternity in Singapore. There is an urgent need to level up the competencies of our HR professionals in Singapore and encourage more HR professionals to acquire the relevant certification. Having IHRP certified HR professionals or HR professionals with internationally recognised certification such as the Chartered Institute of Personnel and Development (CIPD) (UK), the Society for Human Resource Management (SHRM) (USA), the Australian Human Resources Institute (AHRI) (Australia) and the Singapore Human Resources Institute (SHRI) (Singapore) (with certification of top up modules) is important as it ensures that companies are equipped with HR professionals with adequate knowledge of employment legislation and regulations to improve compliance with fair and progressive employment/workplace practices. The taskforce understands that some MNCs may require their foreign HR professionals to operate beyond the Singapore context and it will benefit Singapore if these HR professionals are inducted with relevant modules on Singapore's tripartite framework and the relevant employment legislation too.

To encourage bigger companies to be equipped with such HR professionals, the taskforce recommends that companies (with more than 200 employees) ensure that their HR staff in recruitment, employee relations, training and development functions are equipped with IHRP or internationally recognised certification (with certification of top up modules). As a regulatory lever, companies will have to submit proof of at least 1 of such in-company HR staff during application of Employment Passes.

<sup>4</sup> <https://www.mom.gov.sg/newsroom/parliament-questions-and-replies/2021/0726-written-answer-by-minister-for-manpower-dr-tan-see-leng-to-pq-on-profile-of-hr-professionals>

<sup>5</sup> <https://www.mom.gov.sg/-/media/mom/documents/employment-practices/hr/hr-industry-manpower-plan.pdf?la=en&hash=B009CD941626A31026FC0749A0840043>

<sup>6</sup> <https://www.mom.gov.sg/-/media/mom/documents/employment-practices/hr/hr-industry-manpower-plan.pdf?la=en&hash=B009CD941626A31026FC0749A0840043>

<sup>7</sup> There are currently 4,300 IHRP certified professionals out of a total population of 40,000 HR professionals. Source: IHRP



For SMEs with lean manpower, shared HR services should also be introduced so that the SMEs too, adopt fair and progressive employment/workplace practices. The PME taskforce also recommends to fully accredit all HR professionals in the longer term.

### Strengthen enforcement against companies

Besides improving HR standards, stronger enforcement and stiffer penalties against errant companies with discriminatory hiring practices should come hand in hand. While many measures and policies had been put in place over the years, more needs to be done to **penalise the small proportion of egregious companies out to exploit the system**, so that local PMEs continue to receive fair opportunities and treatment while maintaining Singapore's economic competitiveness.

In our engagements with PMEs, many are not aware of the Fair Consideration Framework and do not know the channels for reporting unfair employment practices. In addition, they highlighted that there is currently a lack of protection from reprisal for reporting or whistleblowing. As such, individuals, including HR practitioners and management staff, may not step forward to report against their employer for fear that they may be subjected to further acts of discrimination/victimisation. The taskforce thus recommends that public communications on the Fair Consideration Framework and reporting channels be improved and safe whistle-blowing policy and procedures be set in place.

By the same token, there are currently no remedies for victims of discrimination as employers are only penalised through the suspension of work pass privileges and there is no avenue for an individual to seek redress except for unfair dismissal. The taskforce recommends **equipping TAFEP with legislative powers** to investigate, enforce and punish errant companies. TAFEP should be allowed to impose differentiated penalties on companies and provide remedies for workplace discrimination related grievances for workers in different phases of employment, while continuing with the good work on exhortations of fair and progressive HR practices and considering more concrete recognition and incentives for companies with exemplary practices. The newly set up Tripartite Committee on Workplace Fairness (TCWF) can take cognisance of these points while scoping and promulgating the legislative and non-legislative options to improve and entrench workplace fairness.





Recommendation

02

Strengthen Singaporean core through enhancing EP application review process and facilitating skills transfer to local PMEs

- i. **Differentiate foreign worker access** by occupations which have an ample supply of locals and in which locals have the required skills
- ii. **Enhance the EP application review process** by incorporating a point(s) system which considers a range of factors beyond the individual applicant's education qualification and salary
- iii. **Facilitate skills transfer from foreign specialists to local PMEs** through further strengthening skills transfer schemes such as extending, expanding and enhancing the Capability Transfer Programme (CTP) to facilitate mandatory capability transfer

While local PMEs understand the need for foreign workforce to complement the local workforce, many of them, especially those in the Infocomm Technology (ICT), Professional Services and Financial Services sectors, have long expressed concerns about the competition for jobs with foreign talents. While some competition is good and even necessary, the ground experience of many local PMEs highlights that more should be done to strengthen the Singaporean core at both the national and company level.

We have considered two approaches in particular: a) ensuring that locals have fair access to jobs; and b) ensuring that locals have fair opportunities to learn from their foreign counterparts.

**a) Fair access to jobs**

Today, the eligibility criteria for Employment Pass (EP) applications generally focus on the individual applicant's educational qualifications and salary. The Ministry of Manpower (MOM) has publicly stated that its aim with the EP is to ensure that foreign professionals complement the local PME workforce, and that employers practice fair hiring as well as improve the diversity of their workforce<sup>8</sup>. These are aims which the taskforce supports.

However, more can be done to level the playing field for local PMEs. **The EP application review process should be enhanced to include a point(s) system which factors in: i) sectoral input; ii) whether the employer has been hiring and developing local workers; and iii) the diversity of nationalities within the company.**

<sup>8</sup> <https://www.mom.gov.sg/newsroom/speeches/2021/0303-speech-by-minister-for-manpower-at-mom-committee-of-supply-2021>



Additionally, foreign worker access should be differentiated across occupations, with less access granted for occupations in which there is strategic interest to have higher proportion of local PMEs.

**b) Fair opportunities for capability transfer**

In line with the objective of capability transfer, we should ensure that locals have fair opportunities to pick up new skills from their foreign counterparts, to enable a better localisation of jobs and strengthening of the Singaporean core. This can be done through various skills transfer schemes, including the Capability Transfer Programme (CTP). The CTP is a useful scheme which provides funding across a range of support needed to facilitate such transfers, including salary, equipment and venue costs where applicable<sup>9</sup>. The CTP has been extended to 2024, but more can be done to expand and enhance the scheme.

For example, the current funding cap is \$300,000<sup>10</sup>. This cap could be expanded to \$500,000 or up to 80% of the cost, whichever is higher, to cater to sectors such as Modern Services which may typically require higher funding amounts to bring in foreign specialists. This will be balanced by more stringent conditions to the CTP, including making mandatory certain conditions for approval, such as time frame (maximum 3 years for skills transfer to be made) and number of locals trained. Selected sectors should also require existing sectoral tripartite committees to endorse the skillsets under the CTP, to ensure that local PMEs are being taught relevant, niche and in-demand skills.

<sup>9</sup> <https://www.wsg.gov.sg/programmes-and-initiatives/capability-transfer-programme.html>

<sup>10</sup> <https://sprs.parl.gov.sg/search/sprs3topic?reportid=budget-840>



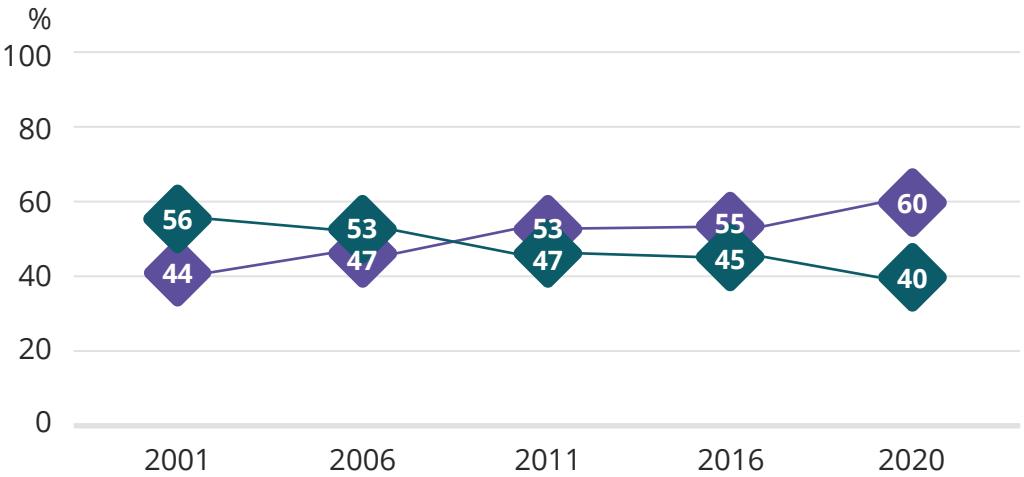
Recommendation

03

Widen support for PME's through review of legislation on PME's representation

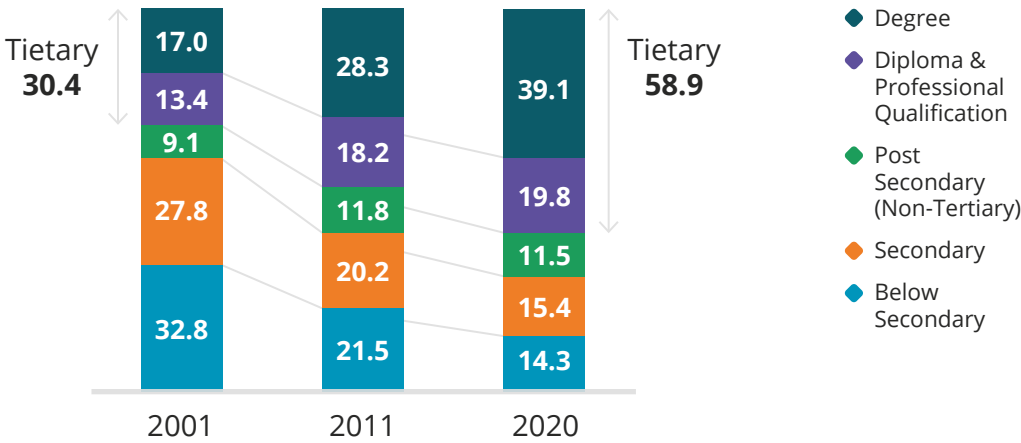
- i. Setting up of tripartite work group to review the scope of union representation of PME's

**Figure 1:**  
**Employed Residents by Occupation, 2001-2020<sup>11</sup>** ◆ PMETs ◆ Non-PMETs



Source: Author's calculation on Comprehensive Labour Force Survey, Manpower Research and Statistics Department, Ministry of Manpower (2001-2020)

**Figure 2:**  
**Resident Labour Force by Highest Qualification Attained, 2001-2020<sup>12</sup>**



<sup>11</sup> Data across the various years may not be strictly comparable due to revisions in the occupational classification.

<sup>12</sup> Data for each year may not add up to 100% due to rounding.

Source: Author's calculation on Comprehensive Labour Force Survey, Manpower Research and Statistics Department, Ministry of Manpower (2001-2020)



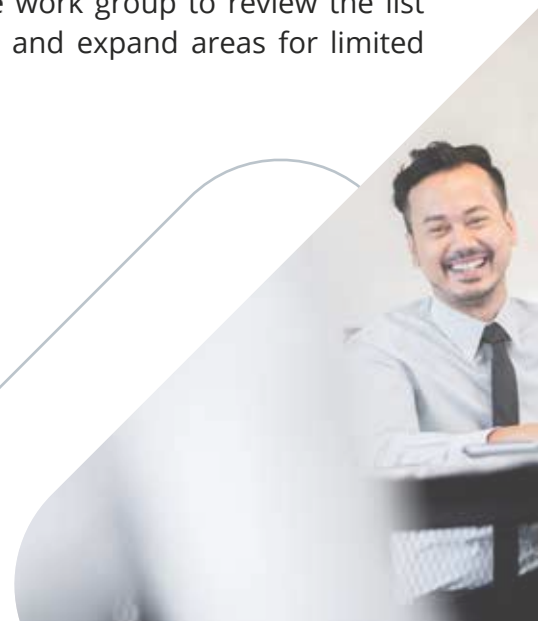




Singapore's workforce profile has changed over the last decade in tandem with the transformation of Singapore's economy and will continue to evolve in the future. The number of PMET jobs has increased from 44% in 2001 to 60% in 2020 while the education level of the resident labour force with diploma and above has also increased from 30.4% in 2001 to 58.9% in 2020. With the rising number of PMEs in the workforce, there are calls for Government to do away with the professional, managerial, executive, and technical (PMET) job categories to professionalise all jobs (a call supported by MAS Chief, Mr Ravi Menon) and there is an increasing need for PMEs to be better represented and protected by unions who have traditionally advocated for the employment rights of rank-and-file workers. This is especially important in the current economic climate where PMEs are highly vulnerable due to the ongoing economic restructuring efforts and technological disruptions. This will also aid to bring PMEs within tripartism in Singapore and our tripartite framework.

In 2002, the industrial relations (IR) Act was amended to allow limited representation for executives by rank-and-file unions. In 2015, the IR Act was further amended to expand the scope of individual representation for executives to include re-employment, in addition to unfair dismissal, victimisation, retrenchment benefits and employment contract breaches. In the same vein, rank and file unions were also now able to collectively represent PMEs with the legislative amendments. To supplement the amendments, two sets of Tripartite Guidelines were released to prepare unions and employers. In 2019, there was also an expansion of the Employment Act to cover PMEs earning more than \$4,500 a month. This evolution is important to provide support for PMEs in workplace issues, development, and progression.

It has been more than seven years since the changes of industrial relations (IR Act) in 2015. The PME taskforce recommends the formation of a tripartite work group to review the relevant legislation, including the Industrial Relations (IR) Act to determine the appropriate support for PMEs. In particular, we propose for the tripartite work group to review the list in IR Act which union cannot negotiate in and expand areas for limited representation.





Thrust 2

# Providing Unemployment Support and Benefits

# Providing Unemployment Support and Benefits

## Recommendation

### 04

Strengthen unemployment income support for PME's who are involuntarily unemployed

- i. **Basic tier – Introduction of a national transitional support framework** to provide supplementary income relief and assistance to those who are involuntarily unemployed, supplemented by active Labour Market Policy
  - Setting up of Tripartite Work Group to assess feasibility, conditions and size of support
- ii. **Additional tier of support for:**
  - All union members and/or
  - Vulnerable mature PME's

The COVID-19 pandemic has seen many sectors and workers being affected. In fact, the government set aside a combined budget of about \$100 billion to save businesses and jobs, and to provide income relief and assistance to those affected by retrenchment or severe income reduction.

The current downturn has shown that PME's are no less vulnerable to retrenchments. Mature PME's are particularly precarious when retrenched due to

- (i) higher cost of living as they provide for both older and younger dependents
- (ii) longer time taken to find a new job in view of their age and lack of relevant skillsets
- (iii) increasing propensity to suffer from wage loss on re-entry to employment

**An unemployment income support can further help PMEs and support them in their job search journey.**

This would provide greater assurance to PMEs to meet their needs as disruption cycles escalate and PMEs are generally less likely to receive support from Government in view of their earlier higher income. While retrenchment benefits may be given in the event of involuntary unemployment, it is not mandatory under the Employment Act and many PMEs may not get necessary support to tide them through the period in between jobs. PMEs shared that the unemployment income support could provide some breathing space for them to retrain, upgrade their skills and look for suitable employment, help to alleviate their anxieties and ensure that those who are unaware of avenues of help and/or did not seek help do not fall through the cracks.

Unemployment income support can also give rise to socio-economic benefits. For instance, it can provide a more dignified income support to the unemployed relative to application for support schemes and a wider worker coverage. It also allows workers to spend more time to look for jobs that fit their skill sets instead of rushing to accept the first available job. With better job match, their employment duration at their next job could be longer and under-employment mitigated/minimised. It is also an opportune time for workers to go for training and upgrading of skills.

We thus propose that Government consider an unemployment income support for all workers (including PMEs) who are involuntarily unemployed and for tripartite partners to study this in greater detail. The taskforce recognises that this needs to be supplemented by active labour market policy and mechanisms need to be put in place so that they (when receiving benefits) continue to be incentivised to search and land a job.



Thrust 3

Ensuring  
More Hiring  
Opportunities for  
Mature PME



## Ensuring More Hiring Opportunities for Mature PMEs

### Recommendation

# 05

Assist mature PMEs to transit into meaningful employment through short term salary support

- i. **Short term salary support for companies** who hire mature PMEs with relevant skills
- ii. **Support training courses and mentorship programmes** for relevant roles
- iii. **Fast track training programmes with certification** to aid mature PMEs to transit into relevant roles



**Mature PMEs aged above 40 are more susceptible to retrenchments and face difficulties in their job search.** Despite being active in their job search and undergoing training, mature PMEs who were retrenched relayed difficulties in securing a job. Many perceived that they face age discrimination in their job search even if they possess the relevant skillsets<sup>13</sup>. Employers, on the other hand, highlighted that mature PMEs are not willing to accept lower pay that commensurate with the job role and are also resistant to report to younger managers. We also noted that many highly qualified PMEs had turned to being self-employed. It is important that we continue to assist PMEs to match them to a job that corresponds to their experiences, skillsets and education qualifications to maximise the manpower resources and minimise under-employment.

To assist mature PMEs, we recommend providing **short term salary support** (up to 50% salary funding, capped at \$3,800 per month for 6 months) for companies who hire mature PMEs who are unemployed to lower the cost and risk for companies to hire this group of PMEs with relevant skills. This will also allow companies to assess the mature PMEs' suitability for the job role.

There is a need to work with key training partners to **support training courses and mentorship programmes** for mature PMEs. To aid mature PMEs to transit into relevant roles, we recommend implementing **more fast track training programmes** with certification such as Workforce Skills Qualifications (WSQ) Advanced Certificate in Learning and Performance (ACLP), Institute of Management Consultants (IMCS) Registered Management Consultant (RMC) certification for mature PMEs who possess deep knowledge and experience in the industry that they are in. This will shorten the time required for mature PMEs to transit into roles such as consultants and trainers in their field of expertise.

<sup>13</sup> Data highlighted in 'Key Insights from PME Engagements'





Thrust 4

# Supporting PME's in Career Progression and Skills Upgrading

# Supporting PMEs in Career Progression and Skills Upgrading

## Recommendation

# 06

## Build Singaporean leadership bench strength

- i. **Support leadership development programmes** for Singaporean PMEs
- ii. **Facilitate global development** of Singaporean talent

For many companies, developing leadership bench strength is a key driver for succession planning and management to ensure business continuity and contingency. Companies identify employees with high management potential and actively plan their careers and development to build bench strength.

### i) **Support leadership development of Singaporean PMEs**

To increase support for Singaporean PMEs to be groomed towards leadership roles in MNCs/LLEs/SMEs, funding could be set aside for curated programmes to identify and develop Singaporean PMEs to take on leadership roles. Such support is important for aspiring Singaporeans to acquire critical leadership skills and experiences.

To further support these PMEs, we could leverage government/NTUC's network to create networking and learning opportunities for leaders to learn from one another.

### ii) **Facilitate global development of Singaporean PMEs**

Overseas work experiences are valuable for PMEs' career. It demonstrates dynamism and a willingness to get out of one's comfort zone, take risks and work in/with different cultures/jurisdictions. It is important to develop Singaporean PMEs with global mindsets so that they can progress in their career and look for opportunities both locally and globally.



Very often, Singaporean PMEs miss out on such opportunities, either by choice or they are not given a chance. It takes more for a PME to leave Singapore for overseas assignments at their stage of life. Hence it is important to incentivise PMEs with a reasonable relocation package, including that for their families, or reduce disincentives for PMEs to relocate, such as supporting companies to allow one's spouse to take no-pay leave for such purposes. This will include supporting the re-assimilation back into Singapore when re-deployed back.

Government can incentivise employers through grant support or in evaluating work pass application for companies, consider a 1:1 exchange arrangement for local and overseas PMEs to create learning opportunities for both. In addition, companies need to view these overseas assignments as part of a holistic career development plan for talent, with a clearly defined career progression roadmap.





Recommendation

07

Provide customised career coaching support for PMEs

- i. **Provide customised career coaching support to PMEs through professionally trained career coaches supported by NTUC and SNEF**
  - Support/expand funding of career coaches to NTUC/SNEF to guide and support PMEs in companies

At present, the career coaching support mostly takes place at the national/community level. For example, the go-to avenue for any PME to find career support or guidance is administered by the government via the Ministry of Manpower through statutory boards such as the Workforce Singapore, and with partners like NTUC and People's Association. The collaboration amongst community partners has enabled the government to push nationwide initiatives through established ground networks, such as the Community Centres/Clubs, which serve as the nodes for on-site career fairs and consultations. This model has proven to reach the population effectively. However, it is observed that an apparent drawback is that it might not serve the specific needs of individuals.

There will always be logistical constraints when it comes to initiatives at the national/community level. Resources must be prioritised, given that the target audience comprises a wide spectrum of individuals with varied abilities, needs and expectations. During the massive layoff in the aviation and hospitality sectors due to COVID-19, the priority then was to procure sufficient matching job opportunities for the members in these affected sectors. With that, an engineer from the oil and gas sector could find himself or herself neglected then. While it is ideal to have career coaches stationed at all Community Centres/Clubs island-wide serving Singaporeans, it is not an efficient use of resources in the long term. Moreover, it is unlikely that the designated team can serve every single individual. Every career coach will have their own niches and speciality industry knowledge.

Essentially, the national/community level approach lacks customisation. This is important because job search and pivoting can be regarded as a personalised exercise, more so for the PMEs, whose expectations may go beyond mere financial compensation, but into the less tangible aspects like job compatibility and aspiration. Having customised career coaching support for PMEs can be a key approach for a future-ready workforce.



The taskforce recommends providing customised career coaching support to PMEs through professionally trained career coaches supported by NTUC and SNEF. To materialise this, more support and expansion of funding for career coaches in NTUC/SNEF will be required to guide and support PMEs through career development plans, incorporating job opportunities and schemes available to tap on, as well as the skills and training required for specific job roles.

Complementing this recommendation is the proposal to support more companies to have their own in-house coaches to their employees on future jobs and skills within the company. Having this second prong from the employers/companies will augment and complement the community approach as it provides the personalisation and customisation.

A potential group of future career coaches which NTUC/SNEF can tap on is the mature PMEs within the companies. This group is highly recommended for their strong institutional knowledge. Funding support for in-house career coaches can be targeted at this group of mature PMEs as a potential step-down career towards retirement. Furthermore, these mature PMEs can be retained in-house, and therefore further supporting the company's operations by tapping on their knowledge and network.



Recommendation

08

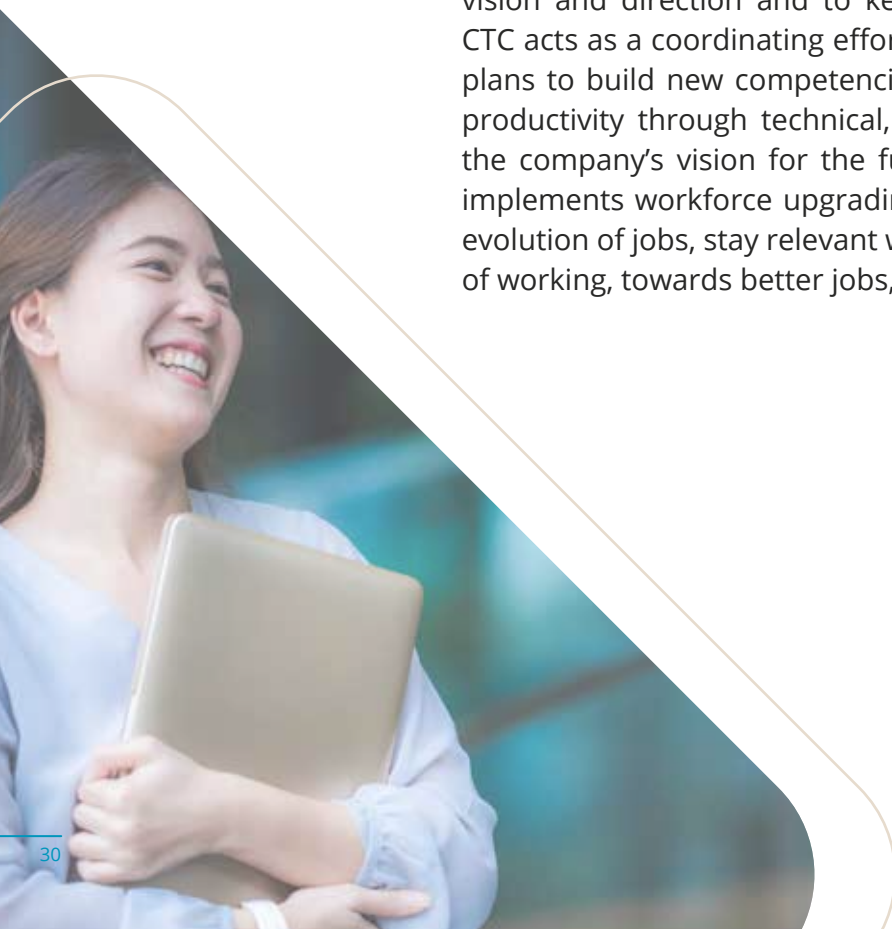
Develop structured jobs and skills plans for PMEs through Company Training Committees (CTCs)

i. **Develop structured jobs and skills plans for PMEs through Company Training Committees (CTCs), to upskill workers in line with business and industry requirements:**

- Align employers' and employees' common interest for business and workforce transformation to co-create training plans
- Expand resources for NTUC to outreach and support more sectors and companies (including SMEs)
- Support training courses and mentorship programmes for relevant roles

Helping to improve workers' wages, welfare and work prospects remains core to the work of the Labour Movement. In particular, the CTC was one of the initiatives launched in April 2019 by NTUC to support workers in achieving better work prospects through company training.

The CTC comprises both management and worker/union representatives. It is a collaborative and consultative approach towards identifying the skills and training that employees need to support the company's strategic vision and direction and to keep up with industry transformation. The CTC acts as a coordinating effort to communicate and implement training plans to build new competencies, close existing skills gaps and enhance productivity through technical, adaptive and technology skills to realise the company's vision for the future. In addition, the CTC enhances and implements workforce upgrading plans, to help ready employees for the evolution of jobs, stay relevant with new skills and be resilient to new ways of working, towards better jobs, better pay and better career progression.



The taskforce recommends developing structured jobs and skills plans for PMEs through CTCs to upskill themselves in line with COVID-impacted business and industry requirements. CTCs are designed to serve two main functions. Firstly, CTCs may be used as a platform or medium to align employers' and employees' common interests for business and workforce transformation to co-create training plans, leverage Jobs Transformation Maps and other ecosystem resources. Secondly, CTCs may be deployed to focus on the disrupted, newly created or in-demand PME job roles and curate structured training plans to better prepare the affected workers. Resources generated from the CTCs will support the NTUC's mission to outreach and support more sectors and companies, including the SMEs, for timely recovery & transformation planning and workers skilling. To complement the work of CTCs, there is a need to support training courses and mentorship programmes for relevant roles with both enhanced course fees/in-house training cost support and enhanced absentee payroll (AP).



Recommendation

09

Strengthen the nexus between tripartite partners to prepare workforce for economic transitions and investment pipelines

- i. **Reposition existing NTUC's Job Security Council (JSC) as NTUC-SNEF JSC** to strengthen the jobs ecosystem
- ii. **NTUC-SNEF JSC will work with MOM and the relevant government agencies** to improve the employment prospects and create good jobs for Singaporeans
- iii. **Ensure that training needs are incorporated into IHL's curriculum**, in tandem with the fast-changing economic landscape

Despite the geopolitical tensions and COVID-19 pandemic that have impacted workers and their livelihoods, the resident unemployment and retrenchment rates are far from the peaks in 2020. The promising results we see today are due to the tripartite partners' close and continued collaboration over the years, among others. The taskforce recommends strengthening the nexus between the tripartite partners and Institutes of Higher Learning (IHLs) to prepare the workforce for economic transitions and investment pipelines.

**i) Reposition existing NTUC's Job Security Council (JSC) as NTUC-SNEF JSC to strengthen the ecosystem.**

The NTUC JSC, with support from our Labour Movement partners, has successfully placed over 32,000 workers in jobs since it was formed in February 2020. Today, the JSC network comprises more than 10,000 companies. The companies on JSC can be part of the community to access industry insights, cross share and learn best practices and cultivate strategic networks among JSC partners. The repositioning of NTUC's JSC to NTUC-SNEF JSC will help to further strengthen the ecosystem to gather information on job vacancies and jobs that are phasing out in advance, taking guidance from the Future Economy Council, as well as to move upstream to provide help on companies and workers, and to strengthen transition support to at-risk or displaced PMEs.



**ii) NTUC-SNEF JSC will work with MOM and the relevant government agencies to improve the employment prospects and create good jobs for Singaporeans.**

The NTUC-SNEF JSC will work closely with the relevant government agencies, including economic agencies such as Economic Development Board (EDB), Monetary Authority of Singapore (MAS) and Enterprise Singapore (ESG) to look at the new jobs in new sectors and investments coming into Singapore, so as to plan for workforce requirements, including training needs. This will ensure that the local workforce will be ready for the new job growth opportunities.

**iii) To ensure that training needs are incorporated into IHL's curriculum, in tandem with the fast-changing economic landscape**

The shift in what the workforce needs is already underway, and the gap will continue to grow larger with the rate of technological advancement. Apart from moving towards a greater recognition of different aptitudes and talents, the education system should also teach the curriculum of the future and prepare future generations to thrive in this changing landscape. The tripartite and industry partners can work with IHLs to ensure that the critical training needs are incorporated into the curriculum and fill the learning gap between what students learn and what they are expected to know in order to be job ready. There is also a need for agile development of courses and "speed to market" to be more responsive to the fast-changing economic landscape.







## Conclusion

Singapore will experience significant demographic shifts over the next decade. Our workforce will become more educated and PMEs will make up a higher percentage in the workforce. Our people are also living longer, and our workforce is ageing rapidly. At the same time, the global economy is undergoing a profound transition because of the COVID-19 pandemic. Mass adoption of digital technologies has occurred on a scale and at a speed that we could not have imagined before. The geopolitical environment, which has allowed Singapore to thrive over the past 50 years, has changed, leaving us to confront the prospect of a much more fragmented world. We will need to transform urgently to stay competitive, while ensuring that we continue to meet the job aspirations of Singaporeans.

In the near term, we need to address the fears and anxieties of PMEs, especially our precarious mature PMEs. Mature PMEs today are indeed facing significant challenges, especially in job security and employability. We need to eradicate age and nationality discrimination and strengthen the Singaporean core. We are glad that the Government has responded with the setup of the Tripartite Committee on Workplace Fairness. At the same time, we need to ensure that our PMEs are ready for the new economy. We need to enhance employability of PMEs by supporting them to upskill and reskill and to support them in their career progression.

In the longer term, the PME taskforce believes that there is a need to remove the segmentation between PMEs and non-PMEs and do away with this rank-and-file and PME classification. Non-PMEs today may be promoted to become PMEs in the future and PMEs would become the new majority of the Singapore workforce with rising skills and educational qualifications. The dichotomy between rank-and-file and PME workers will eventually become blurred as the nature of jobs evolves, and as existing rank-and-file workers continue to progress in their careers.

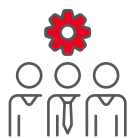


We started off the taskforce with three focus areas:



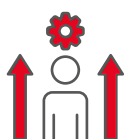
### Protect

To enhance employability of PMEs and reduce risk of retrenchment, through greater support and representation of PMEs, especially those aged 40 to 60



### Preserve

To encourage employers to retain and build capabilities for economic recovery



### Provide

To support PMEs to upskill and reskill to enhance their employability

Moving ahead, we see an even greater need to focus on the three areas of:



### Prepare

To prepare the workforce for challenges ahead



### Pivot


To pivot our workforce into new growth areas as necessary



### Participate

To ensure that our PMEs and employers work hand in hand to navigate the road ahead

As we pivot and transform to the next normal of work, employers and workers alike will have to find new ways and new avenues to navigate the kinks and curves that the uneven and uncertain future presents.



Annex A

# Summary of Engagements

## Surveys

38

Detailed survey results in **Annex A1**

### **Employment Opportunities and Skills Development of PMEs** 38

Dipstick Survey in December 2020 with close to 3,500 respondents

### **Perception and Needs of PMEs** 40

Online Milieu Survey in March 2021 with 1,000 respondents

### **Employment and Skills of PMEs** 41

Online Milieu Survey in April 2021 with 1,000 respondents

### **Unemployment Support** 43

Online Milieu Survey in April 2021 with 500 respondents

### **Challenges and Needs of Mature PMEs** 47

Online Milieu Survey in July 2021 with 1,000 respondents

### **Supporting and Protecting PMEs** 49

Online Milieu Survey in October 2021 with 1,000 respondents

## Focus Group Discussions (FGDs)

51

Key findings and pictures in **Annex A2**

### **14 FGDs with 200 PMEs**

### **3 FGDs with companies in Growth sectors**

## Other Engagements

### **Events**

- NTUC Labour Research Conference 2020
- Adapt to be Adept e-Conference 2020
- Fintech Festival 2020
- U Associate Learning Circle 2021

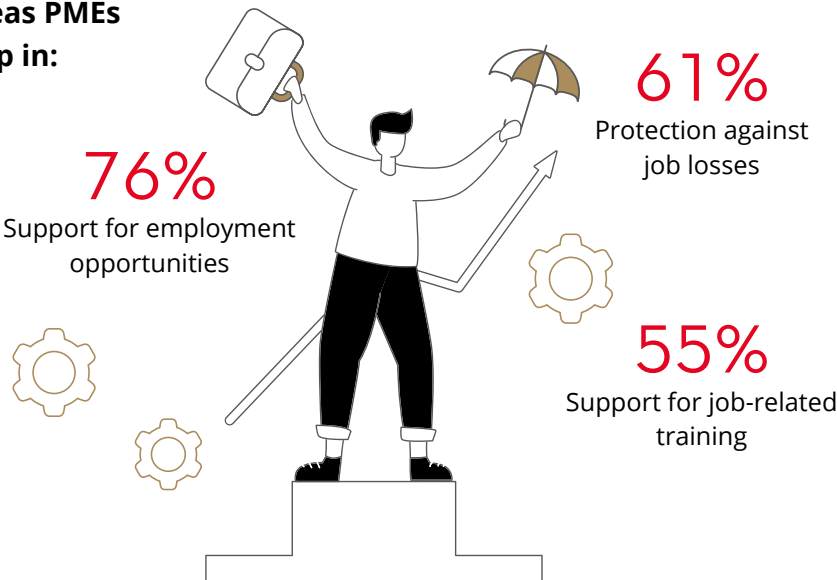
### **Engagement Sessions**

- Unions & Union Leaders
- Employer Representatives
- Representatives from Associations
- EuroCham

# Employment Opportunities and Skills Development of PMEs

Dipstick Survey in December 2020 with close to 3,500 respondents

## Top 3 areas PMEs need help in:



## Job Security

### Top 3 challenges faced at work:



### Top 2 factors contributing to difficulties for PMEs to find a job:



Unable to find a job that matches their level of **expertise**



Unable to find a job that matches the **pay** of their previous job



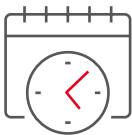
**8 in 10 PMEs**  
felt that

- someone else can do their job easily
- it is easy for their employer to find someone younger to replace them

# Training

## 8 in 10 PMEs

attended at least 1 training programme in the past 3 years.  
Those who had not attended any training cited



**No time**  
due to work commitment



**No relevant courses**  
available



**Insufficient**  
financial support



## 6 in 10 PMEs

participated in training to do their job effectively

## 1 in 3 PMEs

found that there is increased work productivity after training

## 8 in 10 PMEs

agreed that training is necessary for career progression

## 98% of PMEs

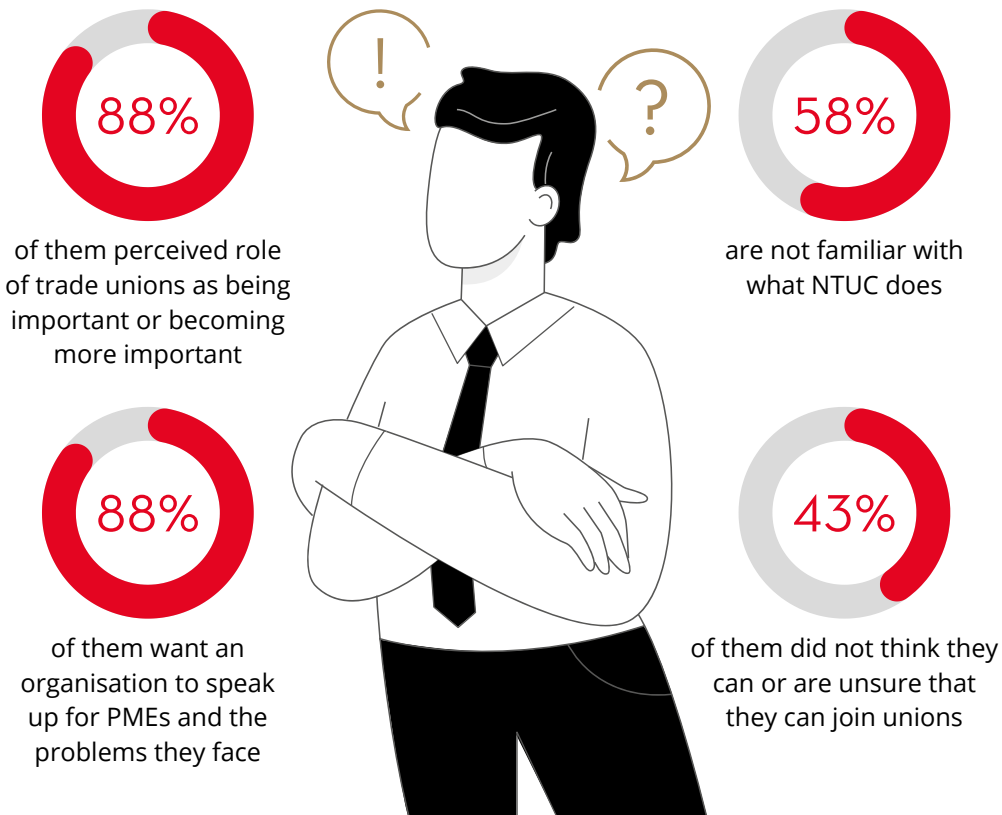
agreed that companies should send their employees for training and skills upgrading for them to stay relevant in their job



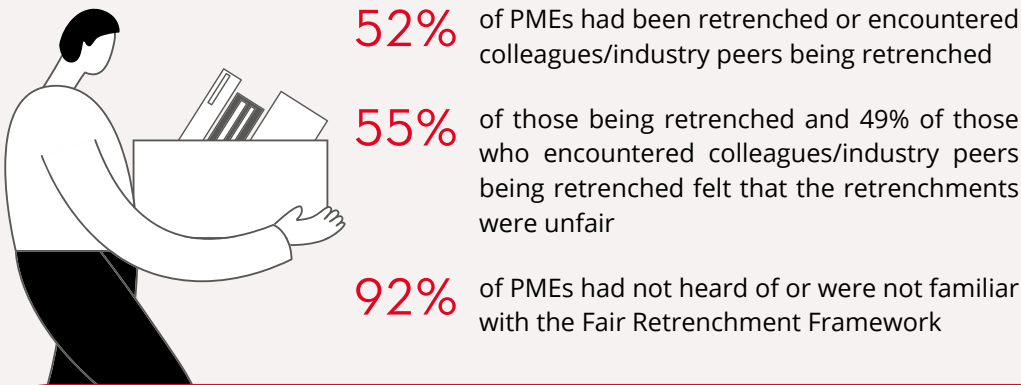
# Perception and Needs of PMEs

Online Milieu Survey in March 2021 with 1,000 respondents

## Union



## Job Security



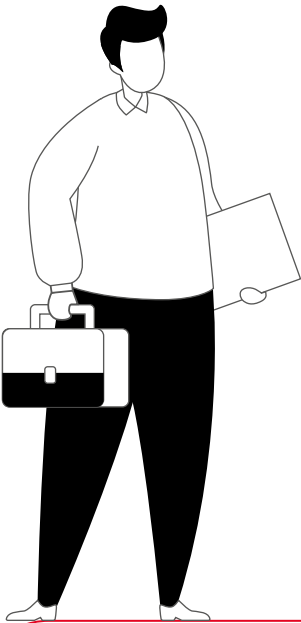
### Top 3 areas of support PMEs need more help on





# Employment and Skills of PMEs

Online Milieu Survey in April 2021 with 1,000 respondents



- 77%** of PMEs believed that there are many career opportunities out there for them
- 67%** of PMEs are confident in getting a job that needs them for their current skills and abilities **if they are looking for a job now**
- 65%** of PMEs are confident that their current skills and capabilities will be sufficient for them in getting a job or continuing in their job **in 5 years' time**
- 52%** of PMEs are confident that their current skills and capabilities will be sufficient for them in getting a job or continuing in their job **in 10 years' time**



- 82%** of PMEs felt that it is easy for their current/future employer to find someone else to fill their position and replace them



- 56%** of PMEs felt that it is difficult for them to find a job that matches their skills and interests

**Compared to their younger peers, more mature PMEs seemed less confident about career opportunities and attributed it to their age.**

	20 to 40 years (n:569)	41 to 60 years (n:406)
Agree that there are career opportunities out there for them	85%	67%
Confident in getting a job with current skills and capabilities	74%	58%
Think that they are easily replaceable due to age	27%	63%
Think that it is difficult to find a job as companies are not open to older workers	21%	71%

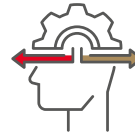
**87%** of PMEs agreed that they need to improve their self-awareness (knowing their own personality, strengths, skills, interests, etc.) to find the job/career that suits them.

**The top 3 areas of self-awareness that they would like to improve include:**



**68%**

Strengths



**63%**

Adaptability to change



**52%**

Emotional intelligence



**92%** of PMEs agreed that they need to learn more skills to stay secure in any job they want to have

**94%** of PMEs want to learn skills that are outside the scope of their current job/industry requirements

**Top 3 courses PMEs are interested in attending:**



**58%**

Data Analysis



**53%**

Management/Leadership



**49%**

Communication

**98%** of PMEs were aware of at least 1 of the training grants or schemes available

**72%** of PMEs are willing to take up overseas posting, regardless of location, to develop global mindsets if given the opportunity

**Top 3 concerns of relocation include:**



**Caregiving**  
for aged parents



**Difficulty adjusting**  
to new lifestyle



**Additional costs**  
or living expenses

# Unemployment Support

Online Milieu Survey in April 2021 with 500 respondents

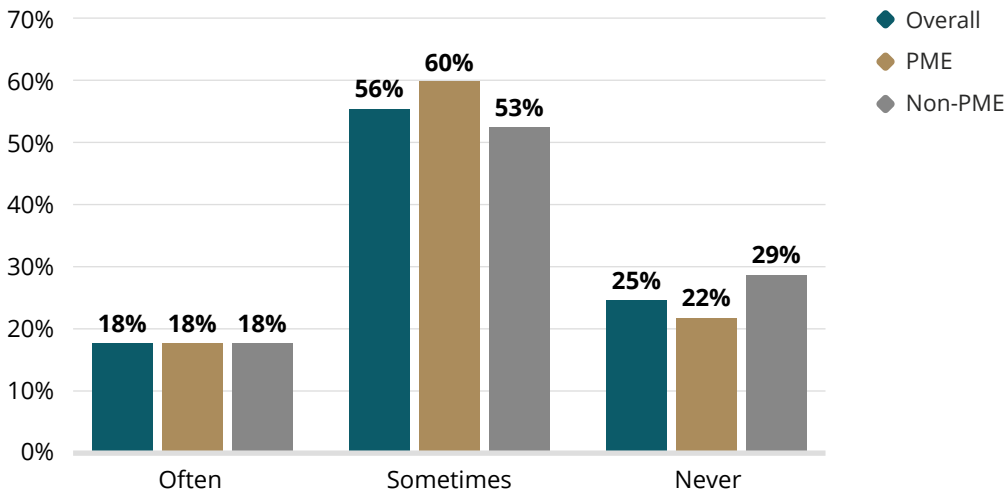
**Most respondents are worried about losing their jobs, with PME's slightly more vulnerable.**

**PMEs are slightly more likely** to have experienced such worries than non-PMEs

## Almost three-quarters (74%)

of respondents have experienced worries about losing their job, suggesting a **need** for a **social safety net**

Worry over losing job in working life

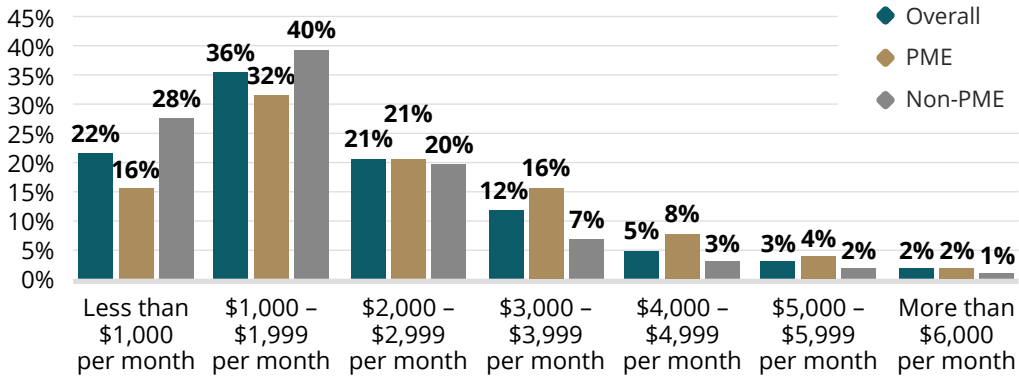


**PMEs say they need slightly more** than non-PMEs

## More than half of workers (58%)

believe that they need less than \$2,000 per month to tide them through unemployment, suggesting that this is a reasonable amount for income support

Money needed per month during unemployment



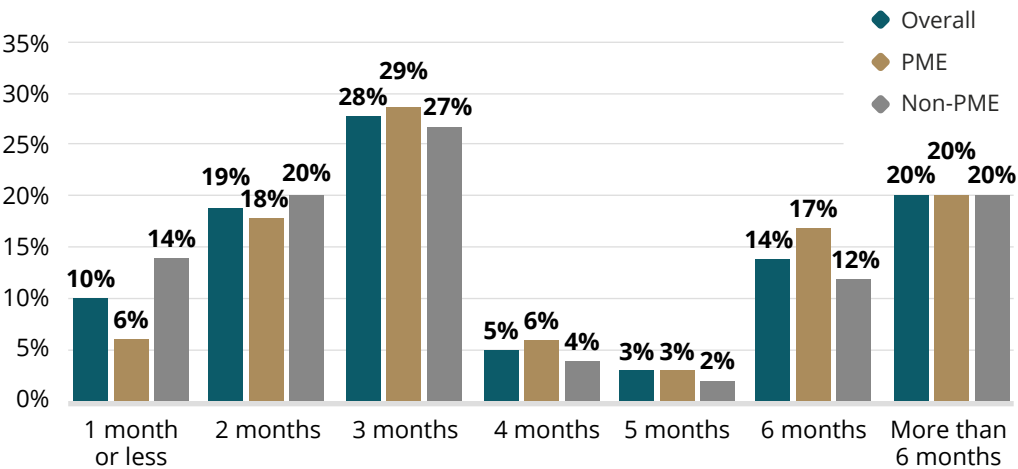
Most Respondents felt that they can find work within 6 months, though re-entry to employment rates have been falling.

PMEs feel that they **need more time** than non-PMEs, similar to MOM data

Most workers (80%)

expect to find a new job within 6 months if they lose their job, suggesting that 6 months is a reasonable period of support

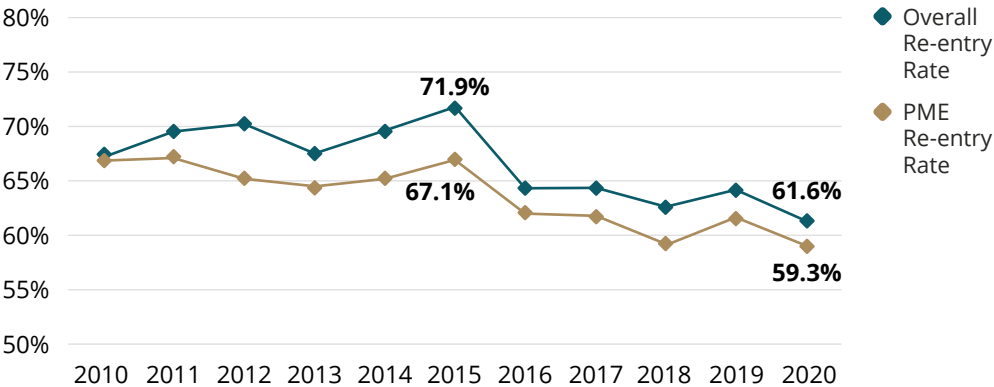
Time needed to find new job



Falling rate of re-entry

suggests that workers are increasingly likely to need support as they tide through periods of unemployment

Re-entry rate of retrenched residents 6 months post-retrenchment (2010 to 2020)



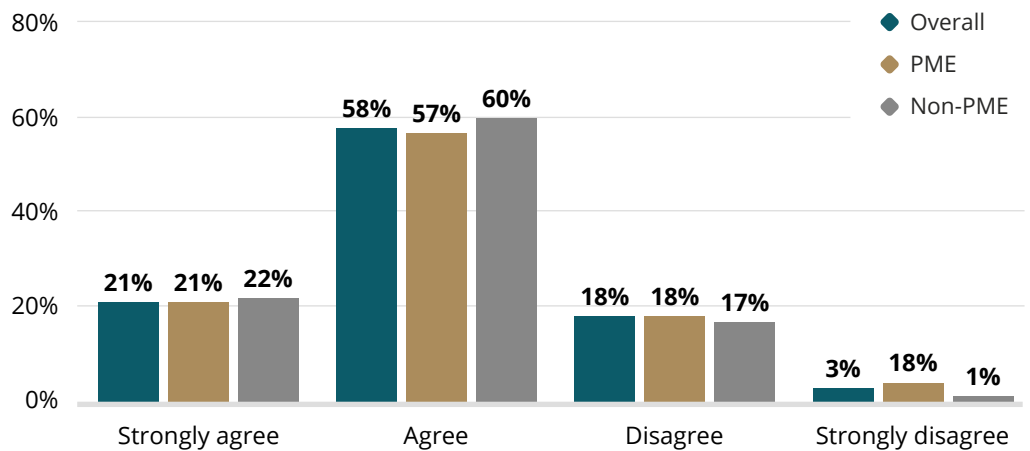
Source: singstat

## Strong support for Unemployment Support, with most citing that it helps to cover needs during job search

### Strong support for for Unemployment Support in Singapore,

given that almost **80%** of respondents are accepting

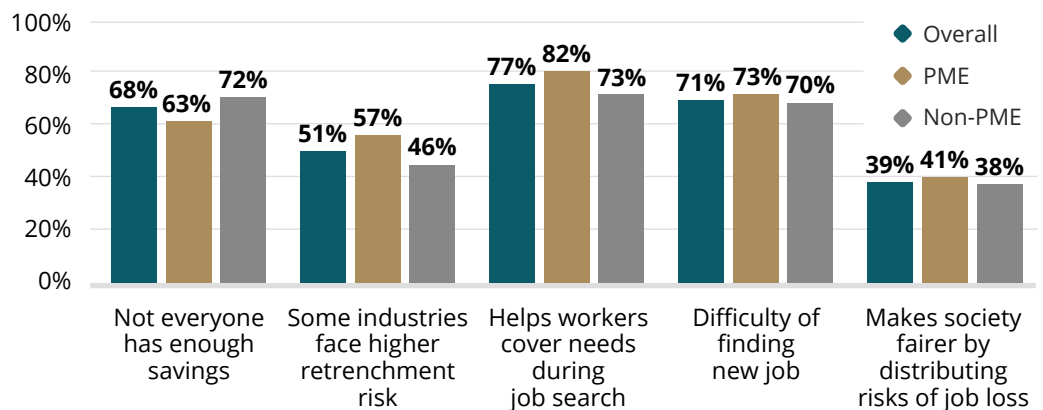
#### Acceptance of Unemployment Support in Singapore



### Respondents are supportive

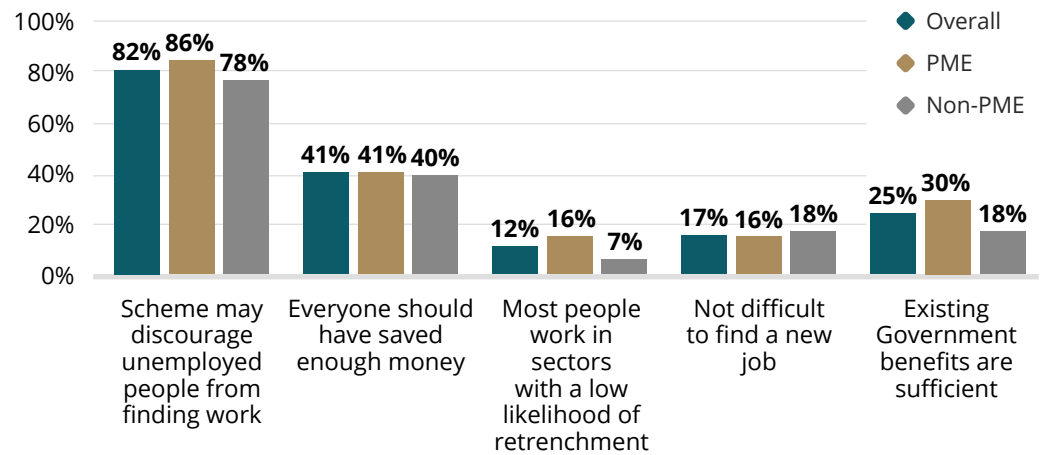
of the scheme for **more practical reasons** (e.g. helps workers cover needs during job search), rather than for reasons relating to fairness (e.g. redistributing risks of job loss)

#### Reasons for accepting Unemployment Support in Singapore



## Respondents who did not support unemployment support were worried about moral hazards

Reasons for not accepting Unemployment Support in Singapore



Respondents who **did not support** the scheme worry about issues relating to **moral hazard** (e.g. scheme might discourage unemployed from finding work, people should save enough)



# Challenges and Needs of Mature PMEs

Online Milieu Survey in July 2021 with 1,000 respondents

## Mature PMEs really face various challenges:

- 85%** felt that it was difficult to find another job that matches their skills or interests
- 67%** of them felt the key reason was that companies were not being open to workers who are 40 years and above
- 49%** opined that it will take more than six months to secure their next job
- 24%** perceived workplace discrimination when applying for jobs
- 26%** experienced discrimination at work



## Mature PMEs also reflected that they require support in:



**62%**

Compensation and benefits



**60%**

Job security



**59%**

Progression, training and development

## Top measures mature PMEs felt will give them a better sense of job security:



**57%**

**Reserving jobs** for Singaporean PMEs



**55%**

Introduction of **unemployment support**



**51%**

**Widening support** for PMEs to be legally represented by unions

## Top measures mature PMEs felt will support them in improving their employability

**57%**

**Short term salary support** for companies who hire mature PMEs

**55%**

Supporting them in training courses and mentorship programmes **for their next job in a company**

**45%**

Supporting them in training courses and mentorship programmes to **transit into self-employment**

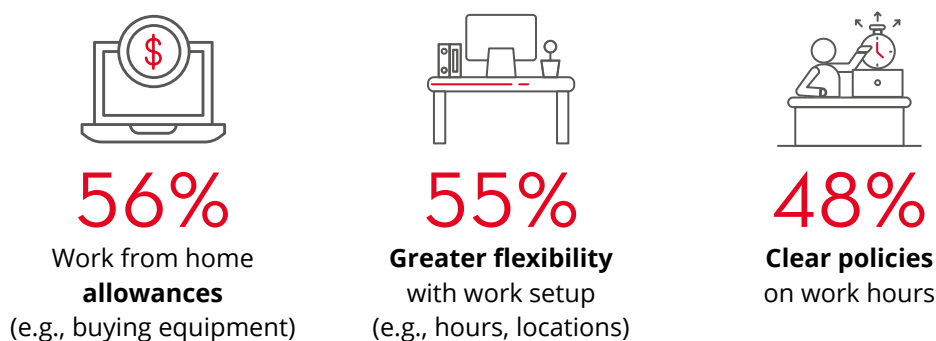
## Working from home

72% of mature PME's were able to work from home

### Top difficulties of working from home:



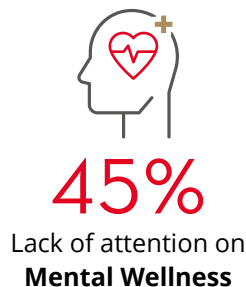
### Top employers' support needed to better manage the work stressors when working from home:



# Supporting and Protecting PME

Online Milieu Survey in October 2021 with 1,000 respondents

## Workplace issues PME face over the last 6 months:



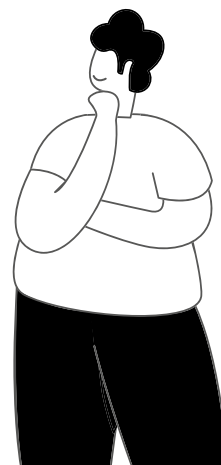
## Initiatives that PMEs felt will be beneficial for them:

**81%** Support in **career progression**

**70%** Ensure **more hiring opportunities** for mature PMEs

**66%** Address **workplace discrimination**

**60%**  
**Provide unemployment support and benefits** for involuntary unemployment



## Enhancing Workplace Fairness

**91%** felt that the function of Human Resource (HR) is important in ensuring that the company improves compliance with fair employment practices

**97%** agree that "Singapore should work towards a licensing framework for Human Resource (HR) to hold HR professionals responsible for fair employment/workplace practices."

**87%** have not heard of or are not aware of Fair Consideration Framework

## Top 3 areas PMEs hope the Tripartite Committee on Workplace Fairness (TCWF) can address:

**82%** Equipping Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) with legislative powers to investigate, enforce and punish errant companies

**80%** Safe whistle-blowing policy and procedures

**77%** Stronger penalties for errant companies



## Potential job roles PMEs felt should be prioritised for Singaporeans



59%

Education



54%

Healthcare



51%

Human Resource (HR)

**On the other hand, 25% felt that all job roles should have equal prioritisation for Singaporeans and non-Singaporeans**

## Unemployment Support



**87%** agree that Singapore should have a national unemployment support scheme to support workers who are involuntarily unemployed

**52%** had encountered someone (including themselves) who are underemployed<sup>14</sup>

<sup>14</sup> Defined as an individual who works fewer hours than is necessary for a full-time job in his/her chosen field, and/or an individual who works in a job that does not commensurate with his/her skill sets and pays much below the industry standards as he/she is unable to find a job in his/her chosen field.

## Career Progression and Skills Upgrading

**77%**

felt that they are likely to tap on customised career coaching services if they are available

### Top Aspects Desired for Customised Career Coaching:



**77%**

Understanding key strengths and skills gaps



**67%**

Job matching



**65%**

Navigating career choices



**64%**

are likely to take up overseas posting in developed economies

**37%**

are likely to take up such posting in developing economies















## ASSOCIATION &amp; PROFESSIONALS

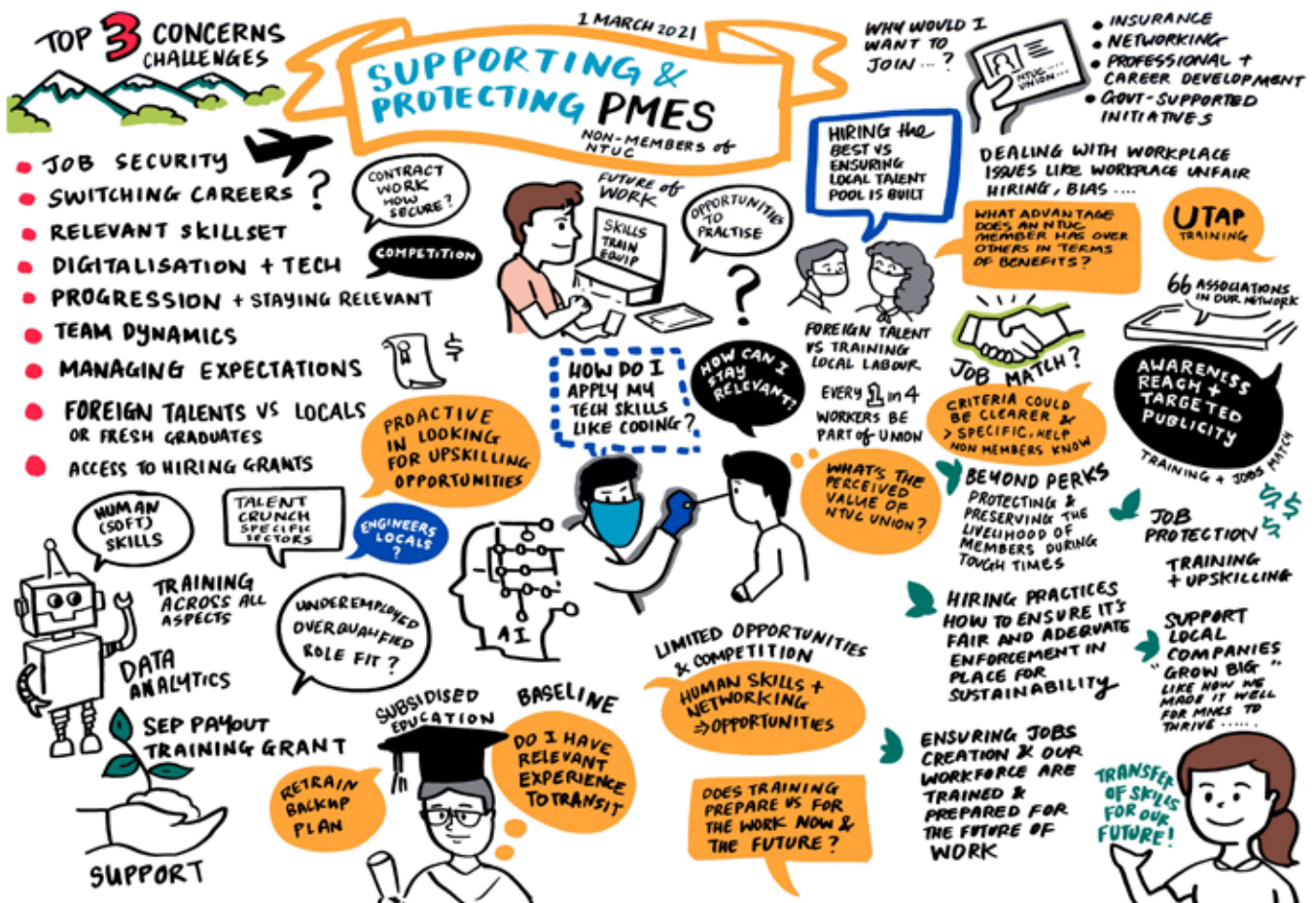
4 FEB 2021



















Annex B



# Composition of the PME Taskforce



# Composition of NTUC-SNEF PME Taskforce

ADVISER

**Mr Ng Chee Meng**Secretary-General  
NTUC

ADVISER

**Dr Robert Yap**President  
SNEF

CO-CHAIRMAN

**Mr Patrick Tay**Assistant Secretary-General  
NTUC

CO-CHAIRMAN

**Mr Sim Gim Guan**Executive Director  
SNEF

## Members

**Mr Sanjeev Tiwari**Central Committee Member  
NTUCGeneral Secretary  
Amalgamated Union of  
Public Employees (AUPE)**Mr Chia Hock Lai**Co-Chairman  
Blockchain Association  
Singapore (BAS)  
Founding President  
Singapore Fintech  
Association (SFA)**Ms Felicitas Chia**Chairman, Group K –  
Professional Services,  
Industrial Relations Panel  
SNEF**Ms Low Peck Kem**President  
Singapore Human  
Resources Institute (SHRI)**Ms Noor Irdawaty**General Secretary  
Building Construction  
and Timber Industries  
Employees' Union (BATU)**Ms Susan Cheong**Member  
Industrial Relations Panel  
SNEF**Mr Philip Kwa**Deputy General Treasurer  
Tech Talent Assembly (TTAB)**Mr Vijaykumar S/O  
Arunagiri**General Secretary  
Supply Chain Employees'  
Union (SCEU)**Ms Tan Chee Wei**Chairman, Group D –  
Energy & Utilities,  
Industrial Relations Panel  
SNEF**Ms Sylvia Choo**Director, Unions  
NTUC  
Executive Secretary  
Singapore Industrial &  
Services Employees' Union**Ms Wendy Tan**Head (Covering Director),  
Youth Development  
NTUC**Mr Wong Keng Fye**Chairman, Group H –  
Finance,  
Industrial Relations Panel  
SNEF

## Secretariat and Staff Support

**Mr Chua Ker Sin****Ms Neo Shu Fang****Mr Jagathishwaran  
S/O Rajo****Mr Andy Ang****Mr James Tan****Ms See Lay Leng****Mr Eric Ow****Ms Catherine Cho****Mr Timothy Phang****Ms Ashna Lazatin  
Ruo Min**



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