

## RECOMMENDATIONS OF THE TRIPARTITE CLUSTER FOR RETAIL INDUSTRY ON INTRODUCING PROGRESSIVE WAGE MODEL FOR THE RETAIL SECTOR

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### 1. OBJECTIVE

- 1.1 This report sets out the recommendations of the Tripartite Cluster for Retail Industry (TCR) on the introduction of Progressive Wage Model (PWM) for the retail sector.
- 1.2 The members of the TCR are listed in Annex A.

### 2. BACKGROUND

- 2.1 There are currently 29,025<sup>1</sup> retail enterprises in Singapore covering diverse sub-sectors such as supermarkets and convenience stores; department stores; fashion & sporting goods; jewellery and timepieces; consumer electronics; furniture and household; and other non-specialised/internet sales. Approximately 87,000 resident employees are employed in the Retail sector, constituting 4.5% of all resident employees in Singapore<sup>2</sup>.
- 2.2 The Retail Industry Transformation Map (ITM) was first launched in September 2016 to encourage retailers to be more productive, adapt and innovate to remain relevant in a competitive marketplace brought on by globalisation and e-commerce. Retailers can no longer rely on their brick-and-mortar shops alone and must reinvent themselves and adapt to changes with new technology and to meet higher customer expectations. The PWM will be a key initiative for the sector to build a future-ready workforce, transforming retailers into employers of choice and retail jobs into fulfilling long-term career options for local jobseekers.
- 2.3 The Skills Framework for Retail was launched in August 2017 to support the manpower strategies laid out in the Retail ITM. The framework outlined the career tracks within the industry, identified the emerging skills and competencies across the retail job roles and provided the training programmes for upskilling and reskilling of retail employees.
- 2.4 In October 2020, the Tripartite Workgroup on Lower-Wage Workers (TWG-LWW) was formed to look at ways to further uplift the wages and well-being of lower-wage workers. This included the expansion of the PWM to more sectors, as well as ensuring that lower-wage workers' wage close the gap with the median, through higher wage growth than median wage growth. The TWG-LWW's report

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<sup>1</sup> Source: Department of Statistics, Singapore Retail Trade Industry 2020, [www.singstat.gov.sg/modules/infographics/retail](http://www.singstat.gov.sg/modules/infographics/retail)

<sup>2</sup> Based on resident employees in SSIC 47 Retail Trade as a proportion of all resident employees (excluding full-time National Servicemen). Comprehensive Labour Force Survey, 2021, Manpower Research and Statistics Department, Ministry of Manpower.

was published on 30 August 2021<sup>3</sup> and its recommendations accepted by the Government. The TWG-LWW made 18 recommendations, including the expansion of the PWM to the retail industry, as well as the move to express Progressive Wages in gross terms in the long-term to align the wage metrics of Progressive Wages and Local Qualifying Salary and accord firms with more flexibility to structure wages according to their specific firm-level needs.

### 3. PROGRESSIVE WAGE MODEL FOR THE RETAIL INDUSTRY

- 3.1 With the formation of the TCR in March 2021, the tripartite partners set out to develop a clear career progression pathway for retail workers and to equip them with the necessary skillsets; as well as to drive productivity commensurate with sustainable wage increases.
- 3.2 The TCR held extensive industry consultations through focus group discussions and dialogues to gather the views and feedback from key stakeholders such as industry and merchant associations, retail firms, training organisations, sector lead agencies as well as the unions and workers. The insights drawn from these engagement sessions were deliberated at TCR meetings and culminated in a set of recommendations to uplift the Retail industry.
- 3.3 This report sets out the TCR's recommendations and the implementation details of the PWM for the Retail sector. The key recommendations are summarised as follows:
  - (a) A clear progression pathway comprising frontline operational and supervisory positions is mapped out to highlight the career opportunities in the sector and to encourage more jobseekers to join the retail industry;
  - (b) To ensure retail workers have the necessary competencies to carry out their work, a minimum training requirement of one (1) Workforce Skills Qualification (WSQ) training module is recommended as a start;
  - (c) To provide better income security and gain ground on the median wage, a set of PWM Baseline Gross Wages is recommended that would take effect from **1 September 2022**. Given that the retail sector sees seasonal fluctuations in sales revenue throughout the year (e.g. during festive periods) and generally has a remuneration structure which includes performance incentives such as sales commissions, the TCR recommends a 3-month averaging of PWM Baseline Gross Wages to give employers some flexibility in meeting PWM requirements, while still ensuring that workers receive fair wage outcomes;
  - (d) The PWM Baseline Gross Wages will also be adjusted upwards from 1 September 2023 and 1 September 2024 to ensure retail employees continue to see sustained wage increases. The TCR will undertake a review in 2024.

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<sup>3</sup> The TWG-LWW report is available at [www.mom.gov.sg/twg-lwwreport](http://www.mom.gov.sg/twg-lwwreport)

- 3.4 The PWM will apply to full-time and part-time resident (i.e. Singapore Citizens and Permanent Residents) retail workers who are employed on a contract of service, regardless of whether the employee’s firm is classified under the Retail sector Singapore Standard Industrial Classification (SSIC) or another SSIC. Part-time employees will be paid pro-rated PWM wages.
- 3.5 The Ministry of Manpower (MOM) will support the implementation of Retail PWM requirements by enforcing through employers’ eligibility for Work Passes. From 1 September 2022, employers will need to comply with the stipulated Retail PWM requirements, and any other applicable PWM and Local Qualifying Salary requirements, in order to apply for new Work Passes (e.g. Work Permit, S Pass, Employment Pass) or renew existing Work Passes.
- 3.6 The full details of TCR recommendations are elaborated in the following sections.

**4. PWM CAREER LADDER – COVERAGE OF JOB ROLES**

- 4.1 As of June 2021<sup>4</sup>, there are about 34,000 full-time resident employees in the job roles of Shop Sales Assistant, Cashier and Sales Supervisor in firms that hire foreign workers across all industries, of which 19,000 are lower-wage workers<sup>5</sup>. Such firms also hire about 12,000 part-time resident retail employees.
- 4.2 To provide a clear career progression pathway for the existing workforce as well as to help attract new entrants through meaningful job advancement opportunities, the TCR has mapped out the frontline operational and supervisory job roles within the retail sector as follows:



*\*Companies may adopt different job titles such as Shop Assistant / Sales Assistant / Retail Associate / etc.*

- 4.3 Based on feedback gathered from retail employers, the job role of a Retail Assistant and Cashier may have some overlap in their duties as some of them could be cross-deployed when the need arises. While a Cashier is largely

<sup>4</sup> Data are based on blending Comprehensive Labour Force Survey records with administrative sources, and based on resident employees in Shop Sales Assistant, Cashier and Sales Supervisor job roles in all industries.

<sup>5</sup> Lower-wage workers refers to resident employees earning at or below the 20<sup>th</sup> percentile gross monthly income from work (excluding employer CPF) of full-time employed residents.

stationed at a check-out counter most of the time, he/she may be required to attend to customers' needs/enquiries and would thus be required to be familiar with the store's merchandise as well. In smaller retail establishments where the storefront may have very few retail workers, a Retail Assistant may also be required to close sales and perform check-out transactions as well. As more and more retail firms leverage technology to provide goods and services to their customers, the TCR envisages that these two job roles will become more integrated in nature as well. Hence, the TCR recommends for these two job roles to be comparable in terms of their PWM Baseline Gross Wages and thus be placed in the same job rung.

- 4.4 The job duties and responsibilities for the various PWM job roles are detailed in Annex B. As the Retail industry undergoes transformation to keep up with the changing needs of consumers and coupled with competition from online shopping platforms, the TCR is cognisant that the role of retail workers will evolve over time, and periodic reviews of the job duties and responsibilities will be necessary.

## **5. PWM SKILLS LADDER – SETTING MINIMUM TRAINING REQUIREMENTS**

- 5.1 Given the diverse sub-sectors in the retail industry, different employers would decide on the appropriate qualification level or entry-level requirements when hiring new employees. As retail employees gain experience on the job and acquire the necessary competencies to deliver results, employers would assess the training needs of their workforce as and when necessary. This is to ensure that their workers remain relevant, can continue to perform their duties satisfactorily or be able to take on higher job responsibilities.
- 5.2 To accelerate efforts to encourage a continuous learning and upskilling mindset so as to support industry transformation, the TCR recommends the setting of minimum training requirements for all PWM job roles. This will ensure the retail workforce is adequately trained to handle their assigned tasks.
- 5.3 Taking reference from the Skills Framework for Retail, the list of Technical Skills & Competencies (TSCs) was mapped to the critical job functions of each PWM job level to ensure relevance and that the appropriate skills proficiency levels are achieved. As some employers may conduct in-house training for their employees, TCR also recommends that in-house WSQ training modules with the prefix "RET" in its TSC code be recognised as an approved training module.
- 5.4 As a start, the TCR recommends that one (1) WSQ training module be stipulated as the minimum PWM training requirements for all PWM job roles. Based on each job role's work functions and responsibilities, employers may choose from the list of corresponding WSQ training modules to best suit their needs. The list of approved WSQ training modules is listed in Annex C.
- 5.5 The TCR will review this list periodically as some of the PWM job roles will likely evolve and there will be a need to cater to the required future skillsets of retail workers, e.g. operating a virtual retail platform.

## **6. PWM WAGE LADDER – SETTING THE BASELINE GROSS WAGES EFFECTIVE FROM 1 SEPTEMBER 2022**

- 6.1 Under the TWG-LWW recommendations, tripartite partners had agreed to introduce the PWM to the retail sector from 1 September 2022, given that it is one of the sectors with a large number of lower-wage workers. To narrow the wage gap with the median, the growth of lower-wage workers' wages should outpace median wage growth as well. To support this effort, businesses are encouraged to enhance their firm-level productivity as well and tap on the various support schemes available to help them transform.
- 6.2 In putting forth its wage recommendations, the key considerations that the TCR took into account are summarised as follows:
- (a) Although the retail sector is largely a domestic facing industry, it is not spared from competition from global and regional players which have direct access to end consumers through a myriad of online shopping platforms. As a result, traditional brick-and-mortar stores are under immense pressure to keep their costs low in order to retain their customers and market share.
  - (b) As more customers gravitate to different buying behaviours and have greater access to a wider choice of merchandise, expectations of value-for-money become increasingly a top consideration for them. Given this backdrop, retail employers had raised concerns on the rising costs of running a business, higher customer expectations and a perennial manpower shortage.
  - (c) The COVID-19 pandemic in the last two years had also significantly impacted many retailers which saw a reduction in footfall due to border closures, and various safe distancing and precautionary measures.
  - (d) While Singaporeans regard shopping as one of their favourite pastimes, it also means that retail workers had to put in long working hours when retail stores are open for business for longer hours to meet shoppers' needs. The nature of retail work entails the need to stand for prolonged period and to work on weekends and public holidays. This inevitably discouraged many jobseekers from joining the retail sector.
  - (e) The perceived poor image and lack of progression opportunities were also cited as reasons why younger people are reluctant to choose Retail as their preferred career option. There are also other service industries which offer more attractive compensation packages and working conditions compared to the retail sector.
- 6.3 To address some of the challenges faced, the TCR made concerted efforts to explain the rationale of introducing a PWM for the retail industry through many engagement sessions in order to garner the buy-in and support of employers and workers alike. Arriving at a tripartite consensus on the recommended PWM Baseline Gross Wages was not an easy endeavour, and the TCR is heartened that all stakeholders recognised the importance of paying retail workers fairly, with wages commensurate to their skills and productivity.

- 6.4 The TCR had carefully considered the job scope of the various PWM job roles and the prevailing wages paid to these workers, vis-à-vis other occupations in other service sectors. Given the guidance by the TWG-LWW to express Progressive Wages in gross terms<sup>6</sup>, the TCR agreed that the Retail PWM Baseline Gross Wages should take into account the unique characteristics of the sector in terms of its remuneration structure which comprises various wage components and fluctuations due to seasonality effect.
- 6.5 As the wages for Retail Supervisors and Retail Managers are generally above the 20<sup>th</sup> percentile, the TCR recommends that the wages of both Retail Supervisor and Retail Manager to be left to market forces. Employers would have the discretion to pay their retail employees in these supervisory positions competitively in order to retain them. However, these two PWM job roles would still be required to fulfill the minimum training requirements of at least one (1) WSQ module.
- 6.6 The TCR recommends that the PWM Baseline Gross Wages take effect from 1 September 2022 and be adjusted upwards over the next two years, i.e. on 1 September 2023 and 1 September 2024. This will ensure the retail employees receive annual increments and encourage them to remain in the industry. For clarity, the PWM Baseline Gross Wage is the total wage payable to a full-time PWM worker (i.e. contractual working hours between 35 and 44 hours a week) based on their regular contractual working hours excluding overtime payments. For part-time workers (i.e. contractual working hours of less than 35 hours in a week), the PWM Baseline Gross Wage will be pro-rated on a 44-hour basis.
- 6.7 In order to safeguard the workers' interests when they are required to put in overtime hours, a gross wage schedule will also be stipulated to determine the hourly gross wage payable for each additional hour worked beyond 44 hours a week. This additional PWM requirement for overtime work would only apply to workers who are covered under Part 4 of the Employment Act. In addition to meeting the PWM requirements for overtime, employers would need to ensure that they adhere to the requirements in Part 4 of the Employment Act, where the overtime rate of pay of at least 1.5 times of the basic rate of pay continues to apply.
- 6.8 The TCR will undertake a review of the PWM in 2024.

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<sup>6</sup> Total Monthly Gross Wage refers to the sum of the Monthly Basic Wage, allowances (including travel, food, housing), productivity incentive payments, and overtime pay, and is before deduction of employee CPF. It excludes bonuses (e.g. Annual Wage Supplement), stock options, reimbursement of special expenses incurred in the course of employment and payments-in-kind as well as employer CPF contributions.

6.9 The following table summarises the recommended Retail PWM Baseline Gross Wages (excluding overtime payment) for the period *from 1 September 2022 to 31 August 2025* to applicable resident<sup>7</sup> workers in the Retail sector.

PWM Job Level	PWM Baseline Gross Wages	From 1 Sep 2022	From 1 Sep 2023	From 1 Sep 2024	CAGR <sup>^</sup>
Retail Assistant / Cashier	Monthly Gross Wage (exclude OT)	\$1850	\$1975	\$2175	8.4%
		Year-on-year increase >	\$125	\$200	
	Hourly Gross Wage <sup>+</sup>	\$9.70	\$10.36	\$11.41	
Senior Cashier / Senior Retail Assistant	Monthly Gross Wage (exclude OT)	\$2035	\$2175	\$2395	8.5%
		Year-on-year increase >	\$140	\$220	
	Hourly Gross Wage <sup>+</sup>	\$10.67	\$11.41	\$12.56	
Assistant Retail Supervisor	Monthly Gross Wage (exclude OT)	\$2240	\$2395	\$2635	8.5%
		Year-on-year increase >	\$155	\$240	
	Hourly Gross Wage <sup>+</sup>	\$11.75	\$12.56	\$13.82	

<sup>^</sup>Refers to Compound Annual Growth Rate from 2022 to 2024

<sup>+</sup> Hourly Gross Wage is applicable to part-time workers who work less than 35 hours a week

6.10 Please refer to Annex D for the detailed gross wage schedules which show the required PWM gross wages inclusive of different overtime hours worked in a month, as well as an explanation on the averaging of gross wages over a 3-month period.

6.11 As part of the implementation of the Retail PWM requirements enforced through employers’ eligibility for Work Passes, the initial six months of implementation (from the start date of 1 September 2022) will be considered the “run-in period”. During this period, MOM will focus on helping and allowing employers of retail workers to understand and adhere to the PWM requirements. There will be no enforcement action. After the “run-in” period, should there be any non-compliance, MOM will advise employers on the appropriate rectification actions to take within a reasonable timeframe, failing which enforcement measures (i.e. suspension of Work Pass privileges such that employers will not be able to apply for new or renew existing Work Passes) may be imposed.

6.12 The TCR urges all retail employers to familiarise themselves with the Retail PWM so as not to fall short of the stipulated requirements. Please refer to Annex E for further details on MOM’s implementation approach.

6.13 While safe distancing measures had been eased and there is greater footfall to retail outlets, the industry is still on a slow recovery path amidst issues such as low tourist receipts, supply chain disruption and escalating overhead costs. To help employers adjust to the Retail PWM and other Progressive Wage measures, the Government had introduced the Progressive Wage Credit Scheme (PWCS) during Budget 2022 to co-fund wage increases of eligible resident employees from 2022 to 2026. To help businesses address immediate-term labour cost

<sup>7</sup> PWM Baseline Gross Wages are applicable to Singapore Citizens and Permanent Residents only. For foreign manpower, employers are encouraged to adopt the key principles of progressive wages in their wage structure, considering other cost components such as accommodation and levies.

concerns, given recent significant inflationary pressures, the Government announced in June 2022 that co-funding share in 2022 will increase from 50% to 75% for resident employees with gross monthly wages of up to \$2,500, and from 30% to 45% for employees with gross monthly wages of above \$2,500 and up to \$3,000. More details of PWCS can be found at <https://go.gov.sg/pwcs>.

## **7. WHOLE OF SOCIETY EFFORT IS ESSENTIAL TO UPLIFT LOWER WAGE WORKERS**

- 7.1 With the retail industry providing employment to a significant portion of the workforce, retail workers have played an important role to meet the needs of every household and every individual. From daily necessities to gifts for a special occasion, retail outlets of all sizes, whether located in shopping malls or neighbourhood precincts, provide shoppers with a myriad of goods that satisfy their needs. The retail workers who work in the frontline to serve customers should thus be accorded the due recognition that they deserve.
- 7.2 The TCR believes that the retail workforce is integral to bringing good retail experience to the end consumers. They are expected to have good product knowledge and deliver excellent customer service. In order to attract new entrants and retain the current workforce, the TCR advises retail establishments to embark on business transformation and take advantage of available support schemes such as Productivity Solutions Grant (PSG)<sup>8</sup>, Career Conversion Programme (CCP)<sup>9</sup> and Company Training Committee (CTC) Grant<sup>10</sup> to transform their business models and upskill their workforce to stay competitive and sustainable in the long run.
- 7.3 The TCR also encourages all Retail workers to embrace lifelong learning so as to remain relevant and be able to contribute productively as their employers transform their business operations to adopt greater technology and embark on job redesign. It is important for retail workers to recognise the value of their job and maintain a positive mindset as they strive to deliver good customer service to their customers.
- 7.4 The TCR also calls upon the whole-of-society to better appreciate the work performed by the retail workers and support efforts to help them get better wages, welfare and work prospects. A highly competent and productive workforce will ensure the retail industry can continue to thrive and Singapore can pride itself as a shopping paradise that provides delightful retail experience to all locals and visitors alike.

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<sup>8</sup> The Productivity Solutions Grant (PSG), administered by Enterprise Singapore, supports the adoption of pre-scoped IT solutions, equipment and consultancy services. For eligible pre-scoped solutions, the enhanced support level of up to 80% will be extended to 31 March 2023 for the Retail Sector.

<sup>9</sup> More information on CCP is available on [www.wsg.gov.sg/ccp](http://www.wsg.gov.sg/ccp)

<sup>10</sup> The NTUC CTC Grant will support companies and organisations that have set up CTCs to implement business and workforce transformation plans that lead to better business and worker outcomes. Companies can tap on funding support of up to 70% of qualifying costs for each transformation project by sending in their applications to NTUC's e2i (Employment and Employability Institute) at <https://e2i.com.sg/ctc/>. For non-unionised company, they may visit [trainandtransform.ntuc.org.sg](http://trainandtransform.ntuc.org.sg) to form a CTC.



**ANNEX A: TRIPARTITE CLUSTER FOR RETAIL (TCR) INDUSTRY FOR THE TERM FROM MARCH 2021 TO MARCH 2023**

<b>Description</b>	<b>Organisation</b>	<b>Representative</b>
<b>Chair</b>	National Trades Union Congress (NTUC)	Ms. Yeo Wan Ling Director, U SME
<b>Co-Chair</b>	Singapore National Employers Federation (SNEF)	Mr. Chou Cheng Ngok SNEF Representative <i>Concurrently Group CEO &amp; Executive Director, Popular Holdings</i>
<b>Labour Movement</b>	Food, Drinks and Allied Workers Union	Mr. Lim Wen Sheng Deputy General Secretary
	Singapore Industrial and Services Employees' Union	Mr. Richard Sim Siong Chuan General Secretary
	The Singapore Manual & Mercantile Workers' Union	Ms. Josephine Tee Deputy Secretary-General
	NTUC	Mr. Zainal Sapari Assistant Director-General and Director, NTUC U Care Centre
<b>Industry Association / Firms</b>	Singapore Retailers Association	Ms. Helen Khoo Exco Member <i>Concurrently, Special Advisor to Chairman's Office, Wing Tai Holdings Limited</i>
	FairPrice Group	Ms. Sylvia Lai Senior HR Director
	Radha Exports (ValuDollar Shop)	Mr. Deepak P.Anandani President
	Scanteak	Ms. Jamie Lim CEO
	Metro (Private) Limited	Ms. Esther Ang Head (Human Resources)
<b>Government</b>	Ministry of Manpower (MOM)	Mr. Lee Chung Wei Divisional Director, Workplace Policy and Strategy Division
	Enterprise Singapore (ESG)	Mr. Alan Yeo Director (Retail & Design)
	SkillsFuture Singapore (SSG)	Ms. Tracy Lee Director, Industry Development Division 2
	Workforce Singapore (WSG)	Mr. Kenneth Wong Director, Tourism Division

## ANNEX B: PWM CAREER LADDER – COVERAGE OF RETAIL JOB ROLES AND DESCRIPTION OF DUTIES AND RESPONSIBILITIES

### For Employers:

- MOM will require employers to declare which PWM job role their retail worker(s) are working in based on the corresponding job descriptions below. The declaration can be done via the Occupational Employment Dataset (OED) and employers will be notified of the declaration process by MOM in due course.
- If a worker performs multiple job roles, e.g., administrative and retail functions, and spends majority (i.e. more than 50%) of his/her working time in the retail job function, he/she should be classified as a retail worker and be paid the applicable PWM wage.

### For Retail Workers:

- MOM is developing an employee portal for workers, based on their employment details (including the PWM job roles) that their employer declared to OED. The employee portal will be accessible from MOM website when ready.
- With the employee portal, workers may view their employment details and the PWM job roles that their employers have declared to OED. Should there be any discrepancy, they should call MOM Manpower Research & Statistics Department (MRSD)<sup>11</sup> directly to clarify any issues related to their employment details as provided by their employer. MRSD will also advise them further on the next steps should there be other unresolved disputes.

The **Cashier** is a person whose primary role is to assist customers in the in-store checkout process as per standard operating procedures and the person may also be required to attend to customers' queries at the cashier counter where applicable, including implementing all current promotional events during the checkout process.

#### Duties include:

- operating the cash registers, optical price scanners, checkout and self-checkout counters to record, accept and verify payment via various payment gateways / platforms for the purchase of goods
- giving change and issuing receipts, removing electronic price tags, wrapping and placing merchandise in bags
- performing opening and closing duties (e.g., setting up the checkout counter, ensuring the daily cash float and cash denominations are in order, replenishing the supplies of bags/charge slips and other cashier counter requirements are available, and processing / balancing end of day cash / credit settlements where applicable) and maintaining confidentiality of all sales records and transactions
- projecting currency and coin requirements and re-order as necessary
- replenishing of stock
- participating in stock-take
- understanding, implementing and advising customers of all current promotional events, customer loyalty programmes during the checkout process
- handling, resolving or re-directing customer enquiry, feedback and complaints to more senior colleagues in order to seek resolution beyond the information available to the cashier
- assist in handling customer exchanges and refunds
- processing online orders, picking and packing of goods, where required to
- promoting products in the store, selling and upselling products in the store, and maintaining a high standard of customer service, housekeeping and hygiene at the cashier counter area

<sup>11</sup> The Manpower Research & Statistics Department (MRSD) can be reached at tel: 6320 7722 (Monday - Friday, 8.30am to 5.30pm) or via email enquiry at MOM\_OED@mom.gov.sg.

The **Retail Assistant** is a person responsible for selling and explaining the functions and qualities of goods, assisting customers by pointing out or demonstrating features and merits of an article, managing and maintaining store display standards and arrangement of merchandise as well as stock/shelves replenishment according to the company's Standard Operating Procedures.

Duties include:

- performing out-of-stock, quality and expiry checks
- price tagging and ensuring price ticket accuracy
- quoting prices, credit terms and quantity discounts
- achieving sales, delivering service and operations excellence
- participating in stock-take
- performing general housekeeping duties to ensure the store's cleanliness and tidiness
- operating cashier counter and processing sales proceeds where required to
- processing and ensuring accuracy of online orders, and picking items to the highest quality
- handling order fulfilment processes for customers in store
- engaging in innovation and productivity initiatives for the store to drive seamless customer experience across channels

The **Senior Cashier** is a person who mentors and guides the work execution of other Cashiers, especially new Cashiers.

Duties include:

- performing the responsibilities of a cashier
- taking on a supporting role to supervise, which include allocating sufficient resources to support smooth operation in the checkout department, conducting on-job-training for new Cashiers, guiding / coaching and providing feedback for new Cashiers
- facilitating the opening and closing duties for the checkout department
- working with the Retail Manager to improve cashiers' performance by looking at areas including customer feedback, efficiency of cashiers, and speed of scanning/bagging the items
- opening of additional counters when the queue is forming based on Standard Operating Procedures
- participating in stock-take
- promoting products in the store and maintaining a high standard of housekeeping and hygiene at the front and back of the house
- handling customer enquiry, feedback and complaints and assisting in customer exchanges and refunds
- maintaining the cash balance held in the safe for the purpose of servicing cash floats, and ensuring sufficient coins and notes for checkout operators at all times
- ensuring daily bank-in of all monies via the store's safe, and being responsible for cash variance analysis, reports and cashiering gaps or processing recommendations where required
- ensuring accurate completion of application forms and follow up on all HR payroll related issues, where required to
- verifying all attendance-related reports and records and ensure timely and accurate submission of part-time and overtime hours.

The **Senior Retail Assistant** is a person who mentors and guides the work execution of other Retail Assistants, especially new Retail Assistants.

Duties include:

- performing the duties of a Retail Assistant
- taking on a supporting role to supervise, which include conducting on-job training for new Retail Assistants, guiding/coaching new shop sales assistants, working with Retail Manager to improve on their performance
- performing out-of-stock and overstock reviews and making reorder proposals to the Retail Manager
- performing checks to ensure store standards are met
- participating in stock-take
- working with the Retail Manager to improve the department's Key Performance Indicators, e.g., wastage.
- performing the responsibilities of the Assistant Retail Supervisor / Retail Supervisor in his / her absence, which include observing and being aware of store's / customers' situation and keeping the Retail Manager informed as needed
- opening and closing of the store when this person may be the holder of the shop's keys
- banking in of the monies in the till
- handling customer enquiries on promotions and leading customer to products
- being a role model for customer service
- performing proper receiving of stocks, maintaining the stocks and ensuring it is within quality and display standards
- performing markdown of products

The **Assistant Retail Supervisor** is a person who assists the Retail Supervisor to oversee the daily store operations.

Duties include

- achieving the store's / selling department's sales target and maximising profitability
- upselling products
- overseeing new hires, assisting in administrative functions for the store where needed
- preparing the monthly roster of the sales team
- supervising, coaching, counselling and coordinating the activities of Retail Assistants, Cashiers and 3rd party staff, and ensuring their efficient deployment at the store / selling floor
- conducting training, ad hoc and annual performance reviews
- replenishing and arranging products and assisting to ensure operational and executional efficiency within the store
- participating in stock-take
- ensuring customer support and engagement
- ensuring the store cleanliness with an organised appearance at all times
- ensuring proper sales and accounting for money.
- performing cashier duties and other payment services such as bill payment, cash withdrawal, etc.
- performing the responsibilities of the Retail Supervisor whenever he is not around, including liaising with internal stakeholders where needed.

The **Retail Supervisor** is a person accountable for achieving assigned team sales targets and supervising and coordinating the activities of Retail Assistants, Cashiers and 3<sup>rd</sup> party staff to ensure that operational demands are catered for. The person possesses stronger product and customer service knowledge and may be required to conduct trainings for roles in the store / selling departments where needed.

Duties include:

- performing the duties of an Assistant Retail Supervisor
- overseeing daily store operations
- conducting morning briefings prior to opening of store
- assisting the Manager on administrative functions for the store
- approving goods return and refund
- repeat ordering of basic stock
- managing merchandising activities to optimise sales performance
- estimating needs of businesses and authorizing the purchase of goods of the types, qualities and quantities required
- conducting regular stock take to ensure inventory accuracy and reconciliation of inventory discrepancies
- keeping abreast of all corporate policies, statutory acts and ensuring compliance
- attending to workplace incidents, managing workplace accidents and reporting to headquarters
- dealing with multiple parties in the workplace, such as colleagues and external customers, as part of managing in-store operations.

The **Retail Manager** oversees the end-to-end operations of a store / assigned selling departments, ensures store's Standard Operating Procedures are followed and is empowered to make decisions on customers' issues/service recovery. This person is responsible for driving, analysing, improving and achieving the store's sales and service performance.

Duties include:

- reviews and analyses daily / weekly / monthly sales performance and inventory level to recommend / implement action to drive sales
- conducting store / selling departments' trainings and briefings
- being responsible for the payroll (where required to), attendance and leave related matters for employees and 3<sup>rd</sup> party staff in the store / selling departments.
- engaging in innovation and productivity initiatives for the store / selling departments
- driving seamless customer experience across channels
- overseeing order fulfilment processes for customers both in store / selling departments and online business
- approves repeat orders of basic stock
- conducting regular stock take to ensure inventory accuracy and reconciliation of inventory discrepancies
- managing store / selling departments' operations
- handling manpower and operational planning for the productive management of the store / selling departments, including disciplinary, ad-hoc and annual performance reviews, hiring and firing decisions
- cascading and operationalising headquarters' directives to the store / selling departments
- participating in various work group meetings / activities

## ANNEX C: LIST OF APPROVED WSQ TRAINING MODULES ENDORSED BY THE TCR

All resident retail workers covered under the Retail PWM are required to attain at least one (1) WSQ training module based on their job role.

The TCR may review the list of WSQ training modules periodically to ensure relevancy.

Note: Retail employers are advised to enquire with the Approved Training Organisations (ATOs) on the availability of courses and training subsidies. For more details, please visit [www.myskillsfuture.gov.sg](http://www.myskillsfuture.gov.sg)

PWM Job Role: Retail Assistant / Cashier			
TSC Category	TSC Title	TSC Code	Proficiency Level
Analytical, Conceptual and Evaluative	Problem Identification	RET-ACE-2006-1.1	Level 2
Change Management	Adapt to Change	RET-CHG-1001-1.1	Level 1
Customer Acquisition and Retention	Customer Relationship Management Operations	RET-CAR-1003-1.1 *	Level 1
Customer Experience	After-Sales Service	RET-CEX-1001-1.1	Level 1
	Customer Experience Management	RET-CEX-2002-1.1	Level 2
	Customer Loyalty	RET-CEX-2003-1.1 *	Level 2
	People and Relationship Management	RET-CEX-1004-1.1	Level 1
	Product Advisory	RET-CEX-1005-1.1	Level 1
	Product Demonstration	RET-CEX-1006-1.1	Level 1
	Service Challenges	RET-CEX-1008-1.1	Level 1
	Service Leadership	RET-CEX-1014-1.1	Level 1
Sales and Marketing	Sales Closure	RET-SNM-1001-1.1	Level 1
Visual Display and Space Optimisation	Visual Merchandising Presentation	RET-VDS-1005-1.1	Level 1
Workplace Housekeeping, Safety and Security	Store Facilities & Housekeeping	RET-WHS-1002-1.1 *	Level 1

\*course is currently not available

**PWM Job Role: Senior Retail Assistant / Senior Cashier**

<b>TSC Category</b>	<b>TSC Title</b>	<b>TSC Code</b>	<b>Proficiency Level</b>
Change Management	Adapt to Change	RET-CHG-1001-1.1	Level 1
Customer Acquisition and Retention	Customer Relationship Management Operations	RET-CAR-2003-1.1 *	Level 2
Customer Experience	After-Sales Service	RET-CEX-2001-1.1 *	Level 2
	Customer Experience Management	RET-CEX-2002-1.1	Level 2
	Customer Loyalty	RET-CEX-2003-1.1 *	Level 2
Innovation	Customer Experience Innovation	RET-INO-3001-1.1	Level 3
Retail Analytics	Data Analytics	RET-RAN-2002-1.1 *	Level 2

*\*course is currently not available*

**PWM Job Role: Assistant Retail Supervisor**

<b>TSC Category</b>	<b>TSC Title</b>	<b>TSC Code</b>	<b>Proficiency Level</b>
Customer Acquisition and Retention	Customer Relationship Management Operations	RET-CAR-2003-1.1 *	Level 2
Customer Experience	Customer Experience Management	RET-CEX-3002-1.1	Level 3
	Customer Loyalty	RET-CEX-2003-1.1 *	Level 2
	Service Challenges	RET-CEX-1008-1.1	Level 1
	Service Coaching	RET-CEX-3009-1.1	Level 3
Innovation	Customer Experience Innovation	RET-INO-3001-1.1	Level 3
Retail Analytics	Data Analytics	RET-RAN-2002-1.1 *	Level 2
Sales and Marketing	Sales Target Management	RET-SNM-3002-1.1 *	Level 3

*\*course is currently not available*

### PWM Job Role: Retail Supervisor

TSC Category	TSC Title	TSC Code	Proficiency Level
Analytical, Conceptual and Evaluative	Problem Identification	RET-ACE-3006-1.1	Level 3
Business Continuity Management	Crisis Management	RET-BCM-3003-1.1 *	Level 3
Change Management	Manage Change	RET-CHG-2002-1.1	Level 2
Customer Acquisition and Retention	Customer Relationship Management Operations	RET-CAR-2003-1.1 *	Level 2
Customer Experience	Customer Experience Management	RET-CEX-3002-1.1	Level 3
	People and Relationship Management	RET-CEX-3004-1.1	Level 3
	Service Challenges	RET-CEX-1008-1.1	Level 1
	Service Coaching	RET-CEX-3009-1.1	Level 3
	Service Leadership	RET-CEX-3014-1.1	Level 3
	Service Planning and Implementation	RET-CEX-3016-1.1 RET-CEX-4016-1.1	Level 3 Level 4
Information and Results	Retail Administration	RET-INR-3002-1.1 *	Level 3
Innovation	Customer Experience Innovation	RET-INO-3001-1.1	Level 3
	Productivity Improvement	RET-INO-3007-1.1	Level 3
Inventory Management	Inventory Control	RET-INM-3001-1.1 *	Level 3
Personal Management and Development	Conflict Management	RET-PMD-2001-1.1	Level 2
	People Development	RET-PMD-3002-1.1	Level 3
Programme and Campaign Management	Marketing Campaign Management	RET-PCM-3005-1.1	Level 3
	Products and Services Promotion	RET-PCM-2006-1.1 *	Level 2
Retail Analytics	Data Analytics	RET-RAN-2002-1.1 *	Level 2
Sales and Marketing	Sales Target Management	RET-SNM-3002-1.1 *	Level 3
Visual Display and Space Optimisation	Visual Merchandising Presentation	RET-VDS-4005-1.1	Level 4

\*course is currently not available



<b>PWM Job Role: Retail Manager</b>			
<b>TSC Category</b>	<b>TSC Title</b>	<b>TSC Code</b>	<b>Proficiency Level</b>
Analytical, Conceptual and Evaluative	Problem Identification	RET-ACE-3006-1.1	Level 3
Brand and Channel Management	Marketing Mix Management	RET-BRM-4005-1.1	Level 4
Business Continuity Management	Crisis Management	RET-BCM-3003-1.1	Level 3
	Business Continuity Management	RET-BCM-3001-1.1 *	Level 3
Change Management	Manage Change	RET-CHG-3002-1.1	Level 3
Corporate Governance and Policies	Compliance with Legal Regulations	RET-CGP-3001-1.1	Level 3
Customer Acquisition and Retention	Customer Loyalty and Retention Strategy Formulation	RET-CAR-4002-1.1	Level 4
	Customer Relationship Management Operations	RET-CAR-3003-1.1	Level 3
Customer Experience	Customer Experience Management	RET-CEX-4002-1.1	Level 4
	People and Relationship Management	RET-CEX-4004-1.1	Level 4
	Service Leadership	RET-CEX-4014-1.1	Level 4
	Service Planning and Implementation	RET-CEX-3016-1.1	Level 3
		RET-CEX-4016-1.1	Level 4
Finance	Financial Budget Planning and Management	RET-FIN-4002-1.1	Level 4
Information and Results	Retail Administration	RET-INR-4002-1.1 *	Level 4
Innovation	Customer Experience Innovation	RET-INO-3001-1.1	Level 3
	Productivity Improvement	RET-INO-3007-1.1	Level 3
Personal Management and Development	Conflict Management	RET-PMD-3001-1.1 *	Level 3
	People Development	RET-PMD-4002-1.1	Level 4
Programme and Campaign Management	Marketing Campaign Management	RET-PCM-3005-1.1	Level 3
Retail Analytics	Data Analytics	RET-RAN-3002-1.1	Level 3
Risk Management	Business Risk Assessment	RET-RIM-3001-1.1	Level 3
Sales and Marketing	Sales Target Management	RET-SNM-4002-1.1	Level 4
Visual Display and Space Optimisation	Visual Merchandising Presentation	RET-VDS-4005-1.1	Level 4
Workplace Housekeeping, Safety and Security	Workplace Safety and Health	RET-WSH-4002-1.1 *	Level 4

\*course is currently not available

## ANNEX D: PWM WAGE LADDER FOR RETAIL SECTOR

- (a) The implementation of Retail PWM wage requirements will be enforced through employers' eligibility for Work Passes. Employers who employ foreign manpower must comply with the stipulated Retail PWM requirements, as well as any other applicable PWM or LQS requirements, in order to apply for new Work Passes (e.g. Work Permit, S Pass, Employment Pass) or renew existing Work Passes.
- (b) For the purposes of the implementation of Progressive Wages, the Total Monthly Gross Wage refers to the sum of the monthly Basic Wage, allowances (including travel, food, housing), productivity incentive payments, and overtime pay, and is before deduction of employee CPF. It excludes bonuses (e.g. Annual Wage Supplement), stock options, reimbursement of special expenses incurred in the course of employment, payments-in-kind as well as employer CPF contributions.
- (c) As the Retail PWM wages are expressed in gross terms, employers are given the flexibility to incorporate all variable wage components (e.g. allowances, performance incentives/commissions) to meet the stipulated gross wages.
- (d) For full-time retail workers who are covered under Part 4<sup>12</sup> of the Employment Act (EA), they are eligible for overtime (OT) payments when they put in additional hours in excess of the normal hours of work. The OT rate of pay shall be at least 1.5 times the basic rate of pay as stipulated under the EA.
- (e) As the PWM Wages are defined in gross terms, to safeguard the interests of full-time workers when they put in overtime hours, the PWM Baseline Gross Wage will be used to derive a set of **Gross Wage Requirements** for different number of OT hours worked, i.e. different gross wage thresholds to take into account the OT hours worked in a month. This additional PWM requirement for overtime work would only apply to workers who are covered under Part 4 of the EA. In addition to meeting the PWM requirements for overtime, employers would need to ensure that they adhere to the requirements in Part 4 of the EA in (d).
- (f) Part-time workers shall be paid based on pro-rated PWM gross wages. The formula to compute the PWM hourly gross wage for part-timers (who work less than 35 hours a week) is as follows:

$$\text{Hourly Gross Wage for Part-Timers} = \frac{\text{PWM Baseline Gross Wage} \times 12 \text{ months}}{52 \text{ weeks} \times 44 \text{ hours}}$$

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<sup>12</sup> Part 4 of the Employment Act provides for rest days, hours of work and other conditions of service. For employees who are non-workmen, they would need to earn a monthly basic salary of not more than \$2600 to be covered under Part 4.

Please refer to the following wage tables and gross wage thresholds for each of the PWM job role.

Part 4 of the Employment Act stipulates that the maximum OT hours allowed in a given month is 72 hours. For the purposes of the PWM gross wage requirements, overtime hours worked in a month will be rounded down to the nearest whole number. Hence, for an employee who works (for example) 2.8 OT hours in the month, the employer would need to adhere to the PWM Gross Wage Requirement for 2 OT hours in the month.

In addition, Part 4 of the Employment Act for overtime rates of pay to be at least 1.5 times the basic rate of pay continues to apply.

<b>Gross Wage Requirements from 1 September 2022 to 31 August 2023</b>			
<b>Overtime Hours In A Month</b>	<b>Retail Assistant / Cashier</b>	<b>Senior Retail Assistant / Senior Cashier</b>	<b>Assistant Retail Supervisor</b>
<b>0 (Baseline Gross Wage)</b>	<b>\$1,850</b>	<b>\$2,035</b>	<b>\$2,240</b>
1	\$1,862	\$2,048	\$2,255
2	\$1,875	\$2,062	\$2,270
3	\$1,887	\$2,076	\$2,285
4	\$1,900	\$2,090	\$2,301
5	\$1,913	\$2,104	\$2,316
6	\$1,925	\$2,118	\$2,331
7	\$1,938	\$2,132	\$2,346
8	\$1,950	\$2,145	\$2,362
9	\$1,963	\$2,159	\$2,377
10	\$1,976	\$2,173	\$2,392
11	\$1,988	\$2,187	\$2,408
12	\$2,001	\$2,201	\$2,423
13	\$2,013	\$2,215	\$2,438
14	\$2,026	\$2,229	\$2,453
15	\$2,039	\$2,243	\$2,469
16	\$2,051	\$2,256	\$2,484
17	\$2,064	\$2,270	\$2,499
18	\$2,076	\$2,284	\$2,515
19	\$2,089	\$2,298	\$2,530
20	\$2,102	\$2,312	\$2,545
21	\$2,114	\$2,326	\$2,560
22	\$2,127	\$2,340	\$2,576
23	\$2,140	\$2,354	\$2,591
24	\$2,152	\$2,367	\$2,606
25	\$2,165	\$2,381	\$2,622
26	\$2,177	\$2,395	\$2,637
27	\$2,190	\$2,409	\$2,652
28	\$2,203	\$2,423	\$2,667
29	\$2,215	\$2,437	\$2,683
30	\$2,228	\$2,451	\$2,698
31	\$2,240	\$2,464	\$2,713
32	\$2,253	\$2,478	\$2,728
33	\$2,266	\$2,492	\$2,744
34	\$2,278	\$2,506	\$2,759
35	\$2,291	\$2,520	\$2,774
36	\$2,303	\$2,534	\$2,790
37	\$2,316	\$2,548	\$2,805
38	\$2,329	\$2,562	\$2,820
39	\$2,341	\$2,575	\$2,835
40	\$2,354	\$2,589	\$2,851

**Gross Wage Requirements from 1 September 2022 to 31 August 2023**

Overtime Hours In A Month	Retail Assistant / Cashier	Senior Retail Assistant / Senior Cashier	Assistant Retail Supervisor
41	\$2,367	\$2,603	\$2,866
42	\$2,379	\$2,617	\$2,881
43	\$2,392	\$2,631	\$2,897
44	\$2,404	\$2,645	\$2,912
45	\$2,417	\$2,659	\$2,927
46	\$2,430	\$2,673	\$2,942
47	\$2,442	\$2,686	\$2,958
48	\$2,455	\$2,700	\$2,973
49	\$2,467	\$2,714	\$2,988
50	\$2,480	\$2,728	\$3,004
51	\$2,493	\$2,742	\$3,019
52	\$2,505	\$2,756	\$3,034
53	\$2,518	\$2,770	\$3,049
54	\$2,530	\$2,783	\$3,065
55	\$2,543	\$2,797	\$3,080
56	\$2,556	\$2,811	\$3,095
57	\$2,568	\$2,825	\$3,110
58	\$2,581	\$2,839	\$3,126
59	\$2,593	\$2,853	\$3,141
60	\$2,606	\$2,867	\$3,156
61	\$2,619	\$2,881	\$3,172
62	\$2,631	\$2,894	\$3,187
63	\$2,644	\$2,908	\$3,202
64	\$2,657	\$2,922	\$3,217
65	\$2,669	\$2,936	\$3,233
66	\$2,682	\$2,950	\$3,248
67	\$2,694	\$2,964	\$3,263
68	\$2,707	\$2,978	\$3,279
69	\$2,720	\$2,992	\$3,294
70	\$2,732	\$3,005	\$3,309
71	\$2,745	\$3,019	\$3,324
72	\$2,757	\$3,033	\$3,340

**Gross Wage Requirements from 1 September 2023 to 31 August 2024**

Overtime Hours In A Month	Retail Assistant / Cashier	Senior Retail Assistant / Senior Cashier	Assistant Retail Supervisor
<b>0 (Baseline Gross Wage)</b>	<b>\$1,975</b>	<b>\$2,175</b>	<b>\$2,395</b>
1	\$1,988	\$2,189	\$2,411
2	\$2,001	\$2,204	\$2,427
3	\$2,015	\$2,219	\$2,443
4	\$2,028	\$2,234	\$2,460
5	\$2,042	\$2,249	\$2,476
6	\$2,055	\$2,263	\$2,492
7	\$2,069	\$2,278	\$2,509
8	\$2,082	\$2,293	\$2,525
9	\$2,096	\$2,308	\$2,541
10	\$2,109	\$2,323	\$2,558
11	\$2,123	\$2,338	\$2,574
12	\$2,136	\$2,352	\$2,590
13	\$2,150	\$2,367	\$2,607
14	\$2,163	\$2,382	\$2,623
15	\$2,177	\$2,397	\$2,639
16	\$2,190	\$2,412	\$2,656

**Gross Wage Requirements from 1 September 2023 to 31 August 2024**

Overtime Hours In A Month	Retail Assistant / Cashier	Senior Retail Assistant / Senior Cashier	Assistant Retail Supervisor
17	\$2,203	\$2,427	\$2,672
18	\$2,217	\$2,441	\$2,688
19	\$2,230	\$2,456	\$2,705
20	\$2,244	\$2,471	\$2,721
21	\$2,257	\$2,486	\$2,737
22	\$2,271	\$2,501	\$2,754
23	\$2,284	\$2,516	\$2,770
24	\$2,298	\$2,530	\$2,786
25	\$2,311	\$2,545	\$2,803
26	\$2,325	\$2,560	\$2,819
27	\$2,338	\$2,575	\$2,835
28	\$2,352	\$2,590	\$2,852
29	\$2,365	\$2,605	\$2,868
30	\$2,379	\$2,619	\$2,884
31	\$2,392	\$2,634	\$2,901
32	\$2,406	\$2,649	\$2,917
33	\$2,419	\$2,664	\$2,933
34	\$2,432	\$2,679	\$2,950
35	\$2,446	\$2,694	\$2,966
36	\$2,459	\$2,708	\$2,982
37	\$2,473	\$2,723	\$2,999
38	\$2,486	\$2,738	\$3,015
39	\$2,500	\$2,753	\$3,031
40	\$2,513	\$2,768	\$3,048
41	\$2,527	\$2,783	\$3,064
42	\$2,540	\$2,797	\$3,080
43	\$2,554	\$2,812	\$3,097
44	\$2,567	\$2,827	\$3,113
45	\$2,581	\$2,842	\$3,129
46	\$2,594	\$2,857	\$3,146
47	\$2,608	\$2,872	\$3,162
48	\$2,621	\$2,886	\$3,178
49	\$2,635	\$2,901	\$3,195
50	\$2,648	\$2,916	\$3,211
51	\$2,661	\$2,931	\$3,227
52	\$2,675	\$2,946	\$3,244
53	\$2,688	\$2,960	\$3,260
54	\$2,702	\$2,975	\$3,276
55	\$2,715	\$2,990	\$3,293
56	\$2,729	\$3,005	\$3,309
57	\$2,742	\$3,020	\$3,325
58	\$2,756	\$3,035	\$3,342
59	\$2,769	\$3,049	\$3,358
60	\$2,783	\$3,064	\$3,374
61	\$2,796	\$3,079	\$3,391
62	\$2,810	\$3,094	\$3,407
63	\$2,823	\$3,109	\$3,423
64	\$2,837	\$3,124	\$3,440
65	\$2,850	\$3,138	\$3,456
66	\$2,864	\$3,153	\$3,472
67	\$2,877	\$3,168	\$3,489
68	\$2,890	\$3,183	\$3,505
69	\$2,904	\$3,198	\$3,521

<b>Gross Wage Requirements from 1 September 2023 to 31 August 2024</b>			
<b>Overtime Hours In A Month</b>	<b>Retail Assistant / Cashier</b>	<b>Senior Retail Assistant / Senior Cashier</b>	<b>Assistant Retail Supervisor</b>
70	\$2,917	\$3,213	\$3,538
71	\$2,931	\$3,227	\$3,554
72	\$2,944	\$3,242	\$3,570

<b>Gross Wage Requirements from 1 September 2024 to 31 August 2025</b>			
<b>Overtime Hours In A Month</b>	<b>Retail Assistant / Cashier</b>	<b>Senior Retail Assistant / Senior Cashier</b>	<b>Assistant Retail Supervisor</b>
<b>0 (Baseline Gross Wage)</b>	<b>\$2,175</b>	<b>\$2,395</b>	<b>\$2,635</b>
1	\$2,189	\$2,411	\$2,652
2	\$2,204	\$2,427	\$2,670
3	\$2,219	\$2,443	\$2,688
4	\$2,234	\$2,460	\$2,706
5	\$2,249	\$2,476	\$2,724
6	\$2,263	\$2,492	\$2,742
7	\$2,278	\$2,509	\$2,760
8	\$2,293	\$2,525	\$2,778
9	\$2,308	\$2,541	\$2,796
10	\$2,323	\$2,558	\$2,814
11	\$2,338	\$2,574	\$2,832
12	\$2,352	\$2,590	\$2,850
13	\$2,367	\$2,607	\$2,868
14	\$2,382	\$2,623	\$2,886
15	\$2,397	\$2,639	\$2,904
16	\$2,412	\$2,656	\$2,922
17	\$2,427	\$2,672	\$2,940
18	\$2,441	\$2,688	\$2,958
19	\$2,456	\$2,705	\$2,976
20	\$2,471	\$2,721	\$2,994
21	\$2,486	\$2,737	\$3,012
22	\$2,501	\$2,754	\$3,030
23	\$2,516	\$2,770	\$3,048
24	\$2,530	\$2,786	\$3,066
25	\$2,545	\$2,803	\$3,084
26	\$2,560	\$2,819	\$3,102
27	\$2,575	\$2,835	\$3,120
28	\$2,590	\$2,852	\$3,138
29	\$2,605	\$2,868	\$3,156
30	\$2,619	\$2,884	\$3,174
31	\$2,634	\$2,901	\$3,192
32	\$2,649	\$2,917	\$3,210
33	\$2,664	\$2,933	\$3,228
34	\$2,679	\$2,950	\$3,245
35	\$2,694	\$2,966	\$3,263
36	\$2,708	\$2,982	\$3,281
37	\$2,723	\$2,999	\$3,299
38	\$2,738	\$3,015	\$3,317
39	\$2,753	\$3,031	\$3,335
40	\$2,768	\$3,048	\$3,353
41	\$2,783	\$3,064	\$3,371
42	\$2,797	\$3,080	\$3,389
43	\$2,812	\$3,097	\$3,407
44	\$2,827	\$3,113	\$3,425

## Gross Wage Requirements from 1 September 2024 to 31 August 2025

Overtime Hours In A Month	Retail Assistant / Cashier	Senior Retail Assistant / Senior Cashier	Assistant Retail Supervisor
45	\$2,842	\$3,129	\$3,443
46	\$2,857	\$3,146	\$3,461
47	\$2,872	\$3,162	\$3,479
48	\$2,886	\$3,178	\$3,497
49	\$2,901	\$3,195	\$3,515
50	\$2,916	\$3,211	\$3,533
51	\$2,931	\$3,227	\$3,551
52	\$2,946	\$3,244	\$3,569
53	\$2,960	\$3,260	\$3,587
54	\$2,975	\$3,276	\$3,605
55	\$2,990	\$3,293	\$3,623
56	\$3,005	\$3,309	\$3,641
57	\$3,020	\$3,325	\$3,659
58	\$3,035	\$3,342	\$3,677
59	\$3,049	\$3,358	\$3,695
60	\$3,064	\$3,374	\$3,713
61	\$3,079	\$3,391	\$3,731
62	\$3,094	\$3,407	\$3,749
63	\$3,109	\$3,423	\$3,767
64	\$3,124	\$3,440	\$3,785
65	\$3,138	\$3,456	\$3,803
66	\$3,153	\$3,472	\$3,821
67	\$3,168	\$3,489	\$3,838
68	\$3,183	\$3,505	\$3,856
69	\$3,198	\$3,521	\$3,874
70	\$3,213	\$3,538	\$3,892
71	\$3,227	\$3,554	\$3,910
72	\$3,242	\$3,570	\$3,928

### **Illustrative example:**

In September 2022, the PWM Baseline Gross Wage (i.e. exclude OT) for a full-time Retail Assistant is \$1850 which can be made up of Monthly Basic Wage + Variable Payments (e.g. allowances and commissions).

#### **No Overtime in a Given Month**

If say the Monthly Basic Wage is \$1600, the variable payments (e.g. allowances) would have to be at least \$250 to meet the PWM Baseline Gross Wage of \$1850.

#### **With Overtime**

If a retail worker puts in overtime, the OT rate of pay in this example would be at least \$12.59 per hour (\$1600 basic wage x 12 months / [52 weeks x 44 hours] multiplied by 1.5), as OT pay is based on at least 1.5 times of Basic Rate of Pay.

If say the total OT hours in a particular month is 10 hours, then the OT payment would be \$125.90, making a total of \$1725.90 of basic wage and OT payment, which is insufficient to meet the required gross wage threshold for 10 hours of OT as the gross wage threshold for 10 OT hour is \$1976 in this example. This means other variable payments such as allowances are needed to make up for the difference in order to comply with the corresponding PWM Gross Wage Requirements.

## Averaging of Gross Wages to account for fluctuations due to seasonality effect

1. The averaging arrangement is only applicable to Retail PWM workers, and not other workers employed by the company who may be covered by other PWMs or Progressive Wages (e.g. inhouse cleaners, administrators) or the Local Qualifying Salary requirements.
2. The period of averaging will be 3 months. For each Retail employee in a specific month, employers must fulfil either one of the following conditions:
  - a) Gross wage paid for a month should be equal or higher than that month's PWM wage requirements (inclusive of OT calculations); OR
  - b) Average of past 3 months' gross wages paid should be equal or higher than average of past 3 months' PWM wage requirements (inclusive of OT calculations).

If either condition is fulfilled, the employer is compliant with Retail PWM requirements.

### Example #1: Full-time Retail Assistant who does not undertake overtime

- With reference to 2022 PWM baseline gross wage of \$1,850 (regular working hours [35-44 hrs/wk]; no overtime)

	OT hrs worked in mth	PWM wage requirement (factoring in OT, if any) <i>Column A</i>	Average of past 3 months of Retail PWM wage requirements <i>Column B</i>	Gross wage paid <i>Column C</i>	Average of past 3 months of gross wage paid <i>Column D</i>	Check if: <i>Column C</i> ≥ <i>Column A</i> , or <i>Column D</i> ≥ <i>Column B</i>	Comply with 3-mth averaging rule?
Jan	0	\$1,850	<i>Figures not shown; not pertinent to worked example</i>	\$2,400	<i>Figures not shown; not pertinent to worked example</i>		✓
Feb	0	\$1,850		\$1,900			✓
Mar	0	\$1,850	<b>\$1,850</b> (\$1,850 + \$1,850 + \$1,850) / 3	\$1,800	<b>\$2,033</b> (\$2,400 + \$1,900 + \$1,800) / 3	<b>Yes</b> \$2,033 > \$1,850 [D > B]	✓
Apr	0	<b>\$1,850</b>	\$1,850 (\$1,850 + \$1,850 + \$1,850) / 3	<b>\$1,900</b>	\$1,867 (\$1,900 + \$1,800 + \$1,900) / 3	<b>Yes</b> \$1,900 > \$1,850 [C > A]	✓
May	0	\$1,850	\$1,850 (\$1,850 + \$1,850 + \$1,850) / 3	\$1,600	\$1,767 (\$1,800 + \$1,900 + \$1,600) / 3	<b>No</b> Both checks fail	✗

### Example #2: Full-time Retail Assistant who undertakes overtime

- With reference to 2022 PWM baseline gross wage of \$1,850 (regular working hours [35-44 hrs/wk])
- For months with overtime, higher PWM gross wage requirement applies (as per Annex D).

	OT hrs worked in mth	PWM wage requirement (factoring in OT, if any) <i>Column A</i>	Average of past 3 months of Retail PWM wage requirements <i>Column B</i>	Gross wage paid <i>Column C</i>	Average of past 3 months of gross wage paid <i>Column D</i>	Check if: <i>Column C</i> ≥ <i>Column A</i> , or <i>Column D</i> ≥ <i>Column B</i>	Comply with 3-mth averaging rule?
Jan	0	\$1,850	<i>Figures not shown; not pertinent to worked example</i>	\$1,850	<i>Figures not shown; not pertinent to worked example</i>		✓
Feb	10	\$1,976		\$2,100			✓
Mar	15	<b>\$2,039</b>	<b>\$1,955</b> (\$1,850 + \$1,976 + \$2,039) / 3	\$2,000	<b>\$1,983</b> (\$1,850 + \$2,100 + \$2,000) / 3	<b>Yes</b> \$1,983 > \$1,955 [D > B]	✓
Apr	10	\$1,976	\$1,997 (\$1,976 + \$2,039 + \$1,976) / 3	\$1,700	\$1,933 (\$2,100 + \$2,000 + \$1,700) / 3	<b>No</b> Both checks fail	✗
May	20	<b>\$2,102</b>	<b>\$2,039</b> (\$2,039 + \$1,976 + \$2,102) / 3	\$1,800	\$1,833 (\$2,000 + \$1,700 + \$1,800) / 3	<b>No</b> Both checks fail	✗



**Example #3: Part-time Retail Assistant who works different working hours each month**

- With reference to 2022 PWM baseline gross wage of \$9.70/hr (part-time rate)

	Avg. hours worked per week	PWM wage requirement (factoring in OT, if any) <sup>1</sup> <i>Column A</i>	Average of past 3 months of Retail PWM wage requirements <i>Column B</i>	Gross wage paid <i>Column C</i>	Average of past 3 months of gross wage paid <i>Column D</i>	Check if: <i>Column C</i> ≥ <i>Column A</i> , or <i>Column D</i> ≥ <i>Column B</i>	Comply with 3-mth averaging rule?
Jan	20	\$841	<i>Figures not shown; not pertinent to worked example</i>	\$841	<i>Figures not shown; not pertinent to worked example</i>		✓
Feb	30	\$1,261		\$1,261			✓
Mar	20	<b>\$841</b>	\$981 (\$841 + \$1,261 + \$841) / 3	<b>\$900</b>	\$1,001 (\$841 + \$1,261 + \$900) / 3	<b>Yes</b> \$900 > \$841 [C > A]	✓
Apr	25	\$1,051	<b>\$1,051</b> (\$1,261 + \$841 + \$1,051) / 3	\$1,000	<b>\$1,054</b> (\$1,261 + \$900 + \$1,000) / 3	<b>Yes</b> \$1,054 > \$1,051 [D > B]	✓
May	30	\$1,261	\$1,051 (\$841 + \$1,051 + \$1,261) / 3	\$1,200	\$1,033 (\$900 + \$1,000 + \$1,200) / 3	<b>No</b> Both checks fail	✗

[1] Monthly gross wage requirement for worked example derived based on (Avg. hours worked per week \* PT rate \* 52 weeks / 12 months). For presentation purposes, wage levels are rounded to the nearest whole number.

- For an employee who changes Retail PWM job role, or an employee who switches from part-time employment to full-time or vice versa, averaging will be applied across the change in job status. This does not apply to an employee changing from a Retail PWM job role to a non-Retail PWM job, as averaging is not applicable to non-Retail PWM jobs.

**Example #4: Full-time employee with new Retail PWM job**

- With reference to 2022 PWM baseline gross wage of \$1,850 (regular working hours [35-44 hrs/wk]) for Retail Assistant, \$2,035 for Senior Retail Assistant

	Retail PWM Job Role	PWM wage requirement (factoring in OT, if any) <i>Column A</i>	Average of past 3 months of Retail PWM wage requirements <i>Column B</i>	Gross wage paid <i>Column C</i>	Average of past 3 months of gross wage paid <i>Column D</i>	Check if: <i>Column C</i> ≥ <i>Column A</i> , or <i>Column D</i> ≥ <i>Column B</i>	Comply with 3-mth averaging rule?
Jan	Retail Assistant	\$1,850	<i>Figures not shown; not pertinent to worked example</i>	\$1,850	<i>Figures not shown; not pertinent to worked example</i>	NA	✓
Feb		\$1,850		\$1,850		NA	✓
Mar	Senior Retail Assistant	<b>\$2,035</b>	\$1,912 (\$1,850 + \$1,850 + \$2,035) / 3	<b>\$2,300</b>	\$2,000 (\$1,850 + \$2,000 + \$2,300) / 3	<b>Yes</b> \$2,300 > \$2,035 [C > A]	✓
Apr		\$2,035	<b>\$1,973</b> (\$1,850 + \$2,035 + \$2,035) / 3	\$2,000	<b>\$2,100</b> (\$2,000 + \$2,300 + \$2,000) / 3	<b>Yes</b> \$2,100 > \$1,973 [D > B]	✓
May		<b>\$2,035</b>	\$2,035 (\$2,035 + \$2,035 + \$2,035) / 3	<b>\$2,100</b>	\$2,133 (\$2,300 + \$2,000 + \$2,100) / 3	<b>Yes</b> \$2,100 > \$2,035 [C > A]	✓

[1] Assume that employee has been in employment for more than 2 months prior to Jan, hence 3-mth averaging rule applies

- For new employees, averaging will only start in the 3<sup>rd</sup> month. These employees will need to be paid the full PWM gross wage for each month preceding the 3<sup>rd</sup> month<sup>13</sup>. This is to ensure that employees are not potentially underpaid for the months before the averaging kicks in. This protects casual or short-term workers as averaging does not apply to them if they do not work beyond two months.

<sup>13</sup> For new employees who worked an incomplete month in their first month, they will need to be paid pro-rated PWM gross wage for the incomplete month of work, which will count as the first month of the 3-month smoothing period.

## **ANNEX E: COMPLIANCE OF RETAIL PWM WAGES AND ENFORCEMENT BY MINISTRY OF MANPOWER (MOM)**

### Run-in Period of 6 months from 1 September 2022 to 28 February 2023

During this period, MOM will focus on helping and allowing employers of retail workers to understand and adhere to the PWM requirements without enforcing upon employers (i.e. suspension of Work Pass privileges such that employers will not be able to apply for new or renew existing Work Passes).

However, if employers underpay the mandated Retail PWM wages, they should make up for the shortfall. They should also make the corresponding Employee's Central Provident Fund (CPF) deduction and Employer's CPF contributions in accordance with the CPF Act.

### After Run-In Period, i.e. from 1 March 2023 onwards

Should there be any non-compliance with Retail PWM requirements, MOM will advise employers on the appropriate rectification actions to take within a reasonable timeframe, failing which enforcement measures (i.e. suspension of Work Pass privileges such that employers will not be able to apply for new or renew existing Work Passes) may be imposed.