

Young Singaporeans Sector Workshop Report
Changi Village Hotel Quad 1: 22 – 23 June 2012

EXECUTIVE SUMMARY

Introduction

1. IPS Prism is a platform for Singaporeans to think about the future and how we will govern ourselves in 2022. A series of seven workshops were conducted over June and July 2012. This is a report of the workshop featuring participants who were young Singaporeans.

2. At the workshop, participants were invited to form teams that convened to discuss how Singapore might evolve over the next 10 years and what the driving forces of change might be for various scenarios.¹

Method

3. Teams 1, 2 and 3 opted for the deductive method. By forming a matrix of driving forces, each team produced four scenarios that were deemed to be highly plausible in the future, with each scenario fleshed out by a narrative depicting the state of governance and in some cases with hypothetical media headlines. Team 4 opted for the inductive method and produced four scenarios. Each team's presentation was followed by a discussion among all the participants. Finally, the scenarios were put to a vote, to select the most plausible as well as challenging set.

Driving Forces

4. Driving forces are defined as trends in the external environment that drive the plot of our scenarios, have an impact on the future and determine the outcomes. They are usually outside the immediate locus of control of one group or organisation, and would impact all the constituents in the system in one way or another.

5. Two common themes emerged from the driving forces identified — the centralisation of power in the government and social cohesion. For Team 1, power could continue to be monopolised by a single party, or increasingly dispersed as more parties take seats in the parliament. Team 2 explored the idea that the legitimacy of the government might be questioned as traditional public services are outsourced to private companies. The second inductive model from Team 4 revolved around the issue of power being dispersed through society as it becomes fragmented with the emergence of various identity and issue-based groups.

6. The second theme that emerged was that of social cohesion where the question is whether citizens will place their national identity above other forms of identity especially in times of crisis. Team 1 described identity as being pluralistic or unitary, with the former describing a society fragmented by

1. Please refer to the Appendix for the list of participants.

different forms of identity and values and the latter referring to a relatively homogenous society. Team 2 considered “perceived equality” to be an important driving force, that is, whether society views the existing structure of governance to be fair; where social class is determined by one’s merits. Team 3 considered how society chooses to deal with social diversity especially in times of trouble.

7. Team 3 was the only team that considered “external pressure” to be instrumental in shaping governance. This refers to how Singapore considers herself to be part of a larger global community and shaped by the geo-politics of the region, where decision-making about governance in Singapore cannot be done in a vacuum. Lastly, Team 4, using the inductive method, spoke about the current dilemma facing the government — whether to continue pursuing economic growth at all cost with its open-door policy to foreign labour or to be more exclusive in order to create a stronger, more sustainable Singaporean identity.

Winning Scenario

8. The set of scenarios developed by Team 2 was selected as the winning set with 12 votes. Team 2 identified the convergence of the two elements — provision of public goods and perceived equality — to be key drivers in shaping governance over the next decade. After voting, participants were invited to propose media headlines describing the different scenarios.

THE SCENARIOS

Team 1

9. Using the deductive method, Team 1 developed their scenarios around the driving forces of “identity” and “power”. “Power” refers to the extent to which power is concentrated in the state or is shared or dispersed among other centres of power outside of the state. “Identity” refers to the extent to which society is relatively homogeneous in that it is guided by a common set of values and ideals; a common sense of identity. One end of this spectrum, society can comprise many groups with different forms of identity that are nevertheless held together by an overriding sense of tolerance. There is a “thick” set of shared values – strong and commonly shared values and norms – that facilitates a deep bond among the people. On the other end of this spectrum, society is deeply divided because of a lack of tolerance.

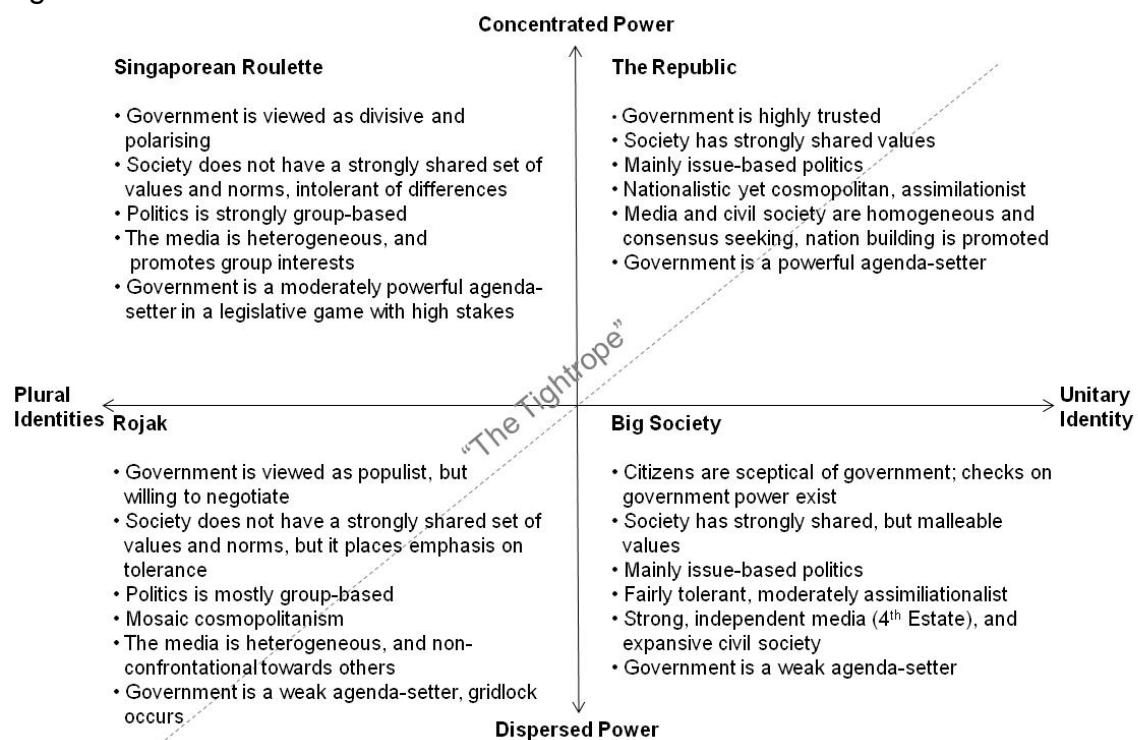
10. The team felt that the two elements of “power” and “identity” are critical to the future of Singapore as there is visible growth in diversity right across Singapore society in terms of religion, ethnicity, gender and especially class.

11. Team 1 also added another element to their scenarios — “The Tightrope”. Points on this line represent situations where the number of

identities in society is equal to the dispersion of power in society. Here, the different groups in society are represented in government or are able to make their voices heard and influence governance. Points to the left of this line represent potentially fractious situations where there are more groups in society than are represented in government. Points to the right of this line represent potentially more stable situations, where there is room for all or most of the groups and identities in society to be represented in governance.

12. Singapore today is in The Republic scenario. The team emphasised that the government will need to make strategic changes to keep up with Singaporeans' fluid identities lest it loses credibility with society.

Figure 1. Team 1 Scenarios



The Republic

13. The first scenario is one where power is concentrated in the state and in government, where society is held together by a “thick” common set of values. Members of society demonstrate a strong sense of trust in the government to manage the affairs of the country. Policies are approved without resistance. Politics is based on issues rather than on group interests. Most in society are patriotic and yet willing to accept new immigrants as they generally assimilate into the national culture. The media and civil society in the country place the agenda of nation-building as their top priority. The system fosters social and political consensus.

14. The headlines that were suggested for The Republic were “PM tells Singaporeans to accept foreigners: ‘We must accept our fate’”, “Optimal TFR reached in Singapore” and “The Greater Good”.

Big Society

15. The group’s second scenario is one where society shares a unitary identity. Unlike in The Republic, there is a dispersion of power epitomised by the emergence of a multi-party political landscape. Society continues to be held together by a set of common values but there is a resurgence of debate on what it means to be Singaporean. There is eventual convergence on what that might be, but it is “malleable” and open to change as the country evolves. A lack of concentrated power means that parties have to fight for public support. The level of public support parties receive is determined by how effective they have proven to be at solving or proposing solutions to society’s issues. A unitary identity can also mean that society recognises differences but is tolerant and accepting of them. However, there is still pressure for foreigners to assimilate eventually. The mass media acts as the fourth estate and actively holds the government accountable for its actions. The government will often be unable to set the national agenda, and unpopular policies cannot simply be pushed through.

16. The headlines that were suggested for Big Society were “New Fabian Party recruits 1,000th member!” and “National health insurance!”.

Rojak

17. The third scenario builds on the idea that Singapore society will be defined by plural identities and where power is diffused throughout the country. In this instance, there is a populist government vying to maintain support for it. Society is fragmented into many sectors where there is a tendency to preserve the identity of groups without much basis for an overarching identity among these groups. However, there is tolerance in society for differences. Individual factions are accepted and not forced to accept other identities. Politics often results in gridlock since different groups push for different interests, and each has equal power to do so. The government is also too weak to facilitate the consensus needed to push through policies.

18. The headlines that were suggested for Rojak were “No consensus as budget deadline approaches”, “Healthcare policy stalls as government cannot come to consensus”, “‘Race’ will be removed from national identity cards by 2022” and “Singapore’s first African-born Member of Parliament elected!”

Singaporean Roulette

19. In the scenario, society is actively divided by racial politics and other forms of group identity. Power is concentrated in the hands of one party while identities in society continue to be plural. The different fragments of society are intolerant of differences leading to many conflicts. The stakes are high but

unfortunately issues might not always be dealt with in a rational manner. The power of the media is mobilised towards partisan politics. While power is concentrated, it can only be exercised lightly as different segments of society continue to support whoever they fancy.

20. The headlines that were suggested for Singaporean Roulette were “Referendum on ‘Merger 2’”, “50,000 new citizens deported for failing citizenship test” and “Chaos between new Indians and Singapore Indians result in riots”.

Discussion

21. One participant was impressed by the scenarios as they focused on a set of plausible trade-offs. Another asked if there was any upside to the Singapore Roulette scenario. One team member said that the upside is that most citizens would be politically active. Citing Malaysia as a possible real-life example of this scenario, the team member said that Malaysia is one of the largest economies in Southeast Asia, and functioned relatively well as a political system. Some commentators, the team member added, suggested that democracy was headed towards this same consociational model of governance — where there is a political arrangement among different parties representing ethnic groups that go on to form an umbrella political party to contest elections. The participant suggested that another upside might be that when the system allows birds of a feather to flock together, these groups would feel more settled in a place as they operate in trust among themselves and in turn feel secure within the larger group.

22. One team member said that the downside was that even if boundaries are porous, people could get too comfortable in their particularistic identities and these could calcify into partisan concerns.

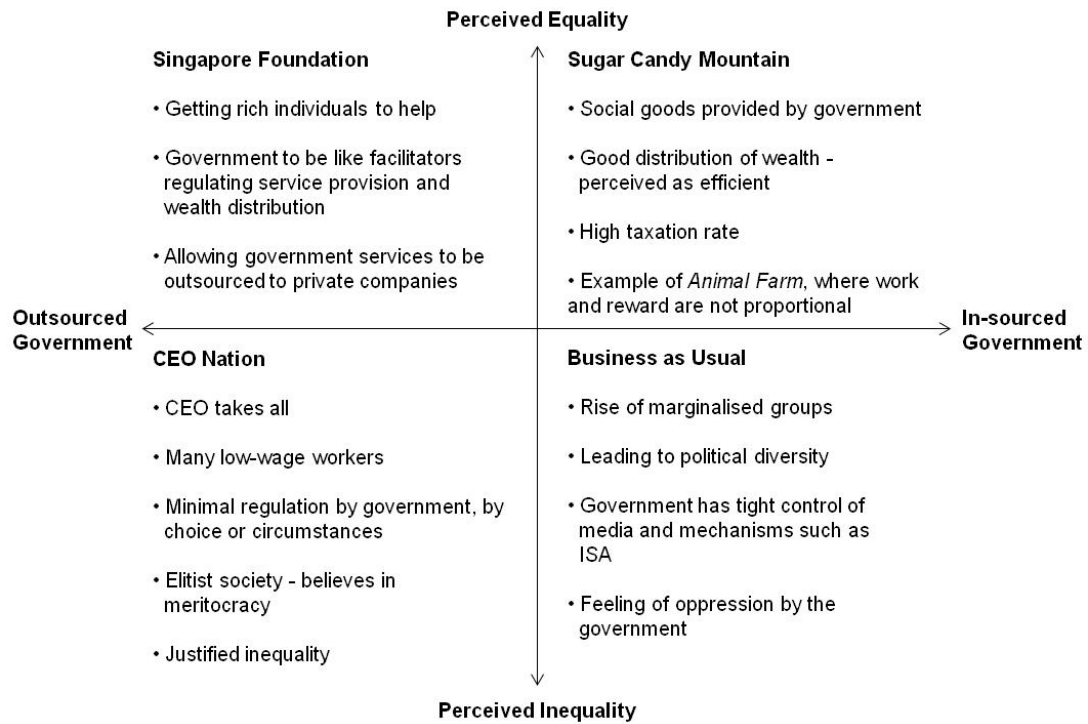
23. Another participant said that the strength and scope of state power might not always be proportional. Some states like that of the United States can be strong but not diverse in their scope. The population in the Singapore Roulette model has plural identities, and this does not allow the government of the day to have a huge sway over different segments of society. A member of the team added that states could have more power in some areas than others, supporting this with the example of the American government which, though strong on the international stage, operated within a federal system in the domestic setting and was thus weak due to this formal fragmentation of power.

Team 2

24. Team 2 used the deductive method in fleshing out their scenarios. The two elements they identified to be critical driving forces in shaping governance were first, the changes in the scope of government activities, and second, the perception of equality in society. On the first, the group suggested that the future will be shaped by attitudes towards and decisions about whether

various public goods traditionally provided by government will be outsourced. At one end of the spectrum, many public services traditionally provided by the government such as healthcare, are outsourced to private companies; while on the opposite end, the government continues to be the provider of these services. “Perception of equality” does not refer only to material equality, but includes whether citizens view society to be fair and equal.

Figure 2. Team 2 Scenarios



Singapore Foundation

25. In the first scenario, Singapore Foundation, there is perceived equality in society and most of the key public services are outsourced. Rich individuals in society help to address social needs, while the government acts as a facilitating body to regulate service provision and wealth distribution. The government in this scenario is akin to the Ministry of Community Development, Youths and Sports (MCYS) today writ large. Government is “outsourced”, allowing non-state organisations to hopefully step in more efficiently and economically, yet in a way that does not undermine the sense of equality in society.

26. The headlines that were suggested for Singapore Foundation were “NPPs closed as Cisco takes over”, “McKinsey to set tax policy in 2022” and “Singapore has first nominated MP”.

Sugar Candy Mountain

27. The second scenario is characterised by perceived equality and a strong activist government. Since equality is perceived to exist, the

government must provide social goods as well as distribute wealth efficiently through state agencies. High taxation rates are needed to sustain social spending. This scenario could end up like Orwell's *Animal Farm* where work and reward are not proportional.

28. The headline that was suggested for Sugar Candy Mountain was "Singapore lauded as 'Finland of the East' in new report".

Business as Usual

29. The next scenario is characterised by an activist government that intervenes in a large part of people's lives. Citizens feel that it is a highly unequal society and they feel disadvantaged by government action. This feeling leads to a rise in self-help groups, which then translates into a high level of political diversity. The government loses credibility as inequality continues to exist. In order to maintain control, there is a high level censorship as well as the use of mechanisms like the Internal Security Act (ISA) to repress any political dissent. The government is more active in clamping down on strikes and riots.

30. The headlines that were suggested for Business as Usual were "Singapore ranked last in Press Freedom survey yet again" and "The Gini's out of the bottle".

CEO Nation

31. The last scenario, CEO Nation, is characterised by an outsourced government in the midst of perceived inequality. As the name suggests, large corporations and the wealthy accumulate most of the wealth in society, while the majority are left with very little to divide amongst themselves. The country has many low-wage workers who are not able to turn to anyone but the government for sustenance, and yet the government gives in to demands from the corporations. Society is elitist where people at the top justify their social positions through the discourse of meritocracy, while people at the bottom accept their positions in society through a belief in their own inability to do better.

32. The headlines that were suggested for CEO Nation were "Occupy Raffles Place!", "80 and still working to feed herself!" and "Urgent. Factory worker wanted — \$2.90/hour".

Discussion

33. One participant asked the group what their nightmare and utopian scenarios were. A team member said that it would depend on one's ideological framework. In Singapore, people are used to an activist government and the team member felt that most Singaporeans would want such an activist government to achieve an equal society.

34. Another participant asked where the team would place Singapore at the moment. A team member said that it would probably be close to the Business as Usual scenario. People seem satisfied with handouts, and high economic growth and inequality are accepted for now.

35. A participant asked how the seemingly unequal situation in CEO Nation could be sustainable: since many in the scenario would be operating with low wages, would these people simply sit and watch? A team member said that this was the situation in Hong Kong today. There was a laissez-faire economic system and government and taxes were probably being paid by the top one percent. This is the social compact: CEOs pay the tax, you earn your way up the pay scale.

36. Another participant asked if the Occupy Wall Street movement would or could happen in Singapore since initial attempts to bring it here had failed. A team member said that culture alone could not fully explain why it had not happened yet. It could be because of poor organisation as well as the fear of being fined. Another team member added that what seemed like spontaneous social movements were not spontaneous at all. In Singapore, the fact is that most people are gainfully employed so they cannot just run off to join a riot.

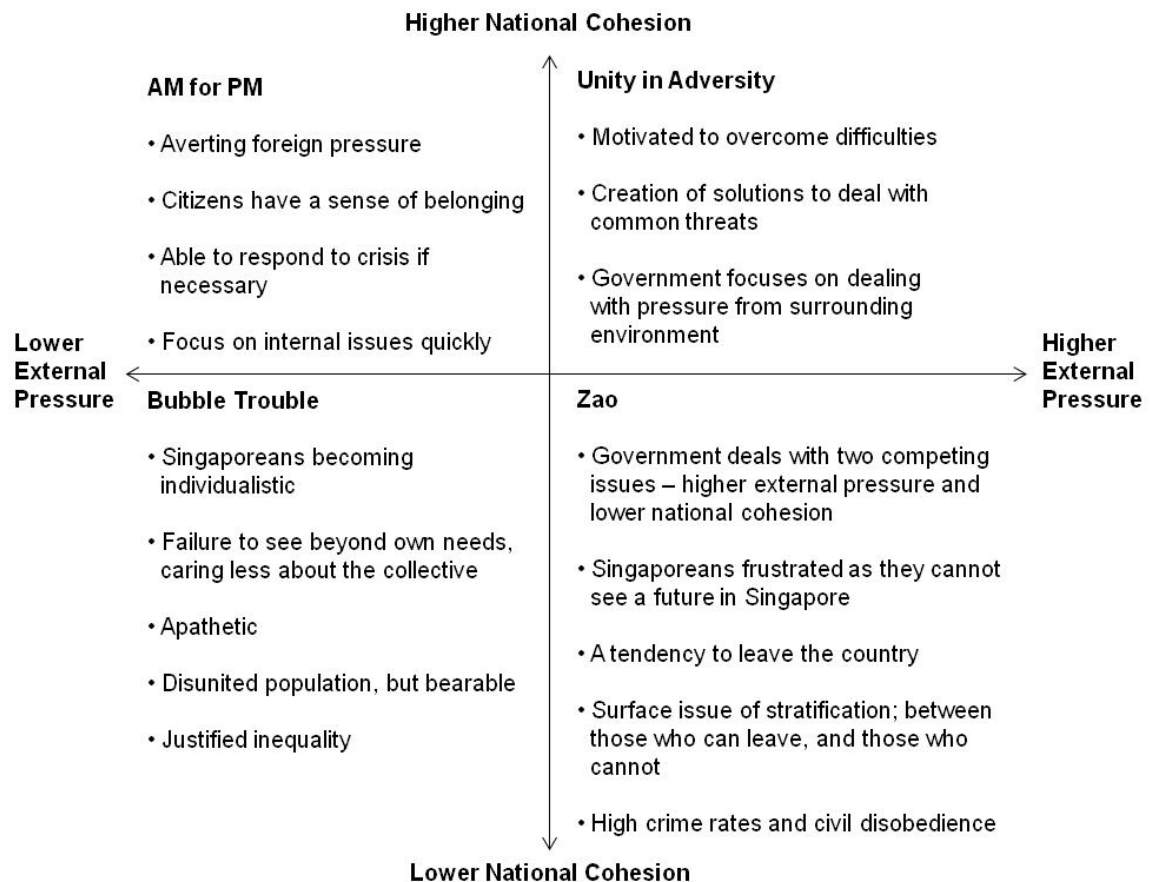
37. A participant asked why the team felt that the notion of equality might be so important in the future. A team member said that assuming that it is Business as Usual — the PAP government continues to provide economic growth — would people continue to vote for the PAP? It is difficult to be sure but it is clear that economic growth should be inclusive.

38. Another participant asked what wild cards could cause significant change. A team member said that one such wild card would be the repeal of 337A of the Penal Code that disallows sex among male homosexuals. This would question the nature of the family, which is underpinning a lot of social policies currently. Hence it would be a trigger for change.

Team 3

39. Team 3 considered how international relations might affect the focal question. Their first driving force, termed “external pressure”, need not affect Singapore negatively but this would nevertheless be a driving force in shaping governance. The second driving force they cited was “national cohesion”, which refers to how society prioritises and chooses to deal with social and political diversity, especially in times of trouble. Such diversity can be recognised and accepted by citizens under the guiding maxim that people agree to disagree where necessary and thereby live in tolerance. On one end of this vertical axis, society is less inclined to put aside their differences to deal with larger national issues in times of trouble. Conversely, the other end of the axis shows a society with a high capacity to bond together despite differences. Society recognises the importance of solidarity in times of trouble.

Figure 3. Team 3 Scenarios



Bubble Trouble

40. The first scenario is characterised by low external pressure and low national cohesion. In this scenario, Singaporeans are more individualistic, and care less about seeing beyond their personal interests. A lack of external pressure provides less incentive for society to pull together. Complacency in national security might also lead the citizenry to become apathetic towards national politics as long as the government keeps the country in a state of homeostasis. Social inequality will also be justified as the wealthy and affluent see themselves as being mobile and different from the general population.

41. The headline the team created for Bubble Trouble is “Singapore-born mayor of San Francisco on brief stopover!”.

Zao

42. The second scenario, Zao (which means “leave” in Hokkien), is characterised too by low national cohesion but high external pressure. It will be the least desirable of the scenarios. In this instance, the government will have to deal with two competing issues. External pressure and the lack of a sense of belonging may cause many Singaporeans to feel frustrated as they fail to see any future in the country. Many leave the country for greener

pastures. However, social stratification will dictate that only the rich and highly mobile would be able to do so, leaving the rest of the population helpless and angry. The visible manifestation of the falling credibility of the authorities appears in the form of a rise in crime rates and civil disobedience.

43. The headlines suggested for Zao were “New immigration hits record high, population crisis looms!” and “Brain drain here to stay!”.

Unity in Diversity

44. High national cohesion coupled with high external pressure characterised the third scenario. In this scenario, citizens are highly motivated and pull together to overcome difficulties. There is very little obstruction in rallying the nation towards a common cause. Citizens also participate actively in various hierarchies in society to offer their solutions to social issues. The presence of high external pressure will bind people even more closely as society starts to work together. The government can play its part in keeping the nation cohesive by shaping a common identity which most of the citizenry agree to. The government has the ability to make decisive decisions in dealing with external issues as they have society’s support.

45. The headlines suggested for Unity in Diversity were “Society — bond or broke?” and “Singaporeans show surprise resilience”.

AM for PM

46. The last scenario, AM for PM, is characterised by a high level of national cohesion, with low external pressure. This is the utopian scenario. Citizens have a strong sense of belonging, and are ready to respond to crisis when needed. Good foreign relations under the wise leadership of a prime minister who has a strong background in diplomacy not only brings about high domestic economic growth but also strong regional economic integration and growth. “AM” refers to one of the facilitators of the workshop — Aaron Maniam. The government is able to focus its efforts on dealing with internal demands. It is however possible that the citizenry might become complacent as the government does a good job in dealing with local problems. The lack of external pressure could be taken for granted, making the citizenry ill-prepared for any possible hardship.

47. The headline suggested for the scenario was “AM is the new PM!”.

Discussion

48. A participant asked if there is lower external pressure in the AM for PM scenario because foreign relations are handled better and the people are behind the government. A team member explained that a good leader must be able to tell stories and present a national vision that can galvanise the people. He must reach the people at an emotional level.

49. Another participant noted how this was the only team that had included “external pressure” or geopolitical conditions as a plausible driving force. The participant said that this was the model Singapore had been operating in over the past 50 years. The PAP regime was structured precisely around how it would respond to such pressures or conditions and these shaped the national narrative for a long time. How would the next 10 years be any different from the last 50 years then? A team member recognised the possibility that the narrative might not change since the issues from the region seem to be the same and the conditions are such that Singapore can never set the agenda in regional and international geo-political relations. Perhaps what could change might be precisely how these pressures are addressed.

50. Another team member added that there might be greater organic pressure to discuss racial divides that had been previously swept under the carpet, and this might take place in the online social media space. (This was previously restricted by the idea that the survival of the country was at stake due to “external pressure” and therefore it was imperative to maintain tight social and political control in order to have strong domestic cohesion). There is tolerance but no integration in society. As part of the narrative of “survivalism”, there has also been a lot of reference to the economic imperative where Singapore has to grow at certain rates, so that we can continue to attract international firms and investment to our shores. Together with other pressures such as inequality, it would force citizens to question if the economy can grow at the same rate as in the past. These forces can come into conflict with one another and our national narrative.

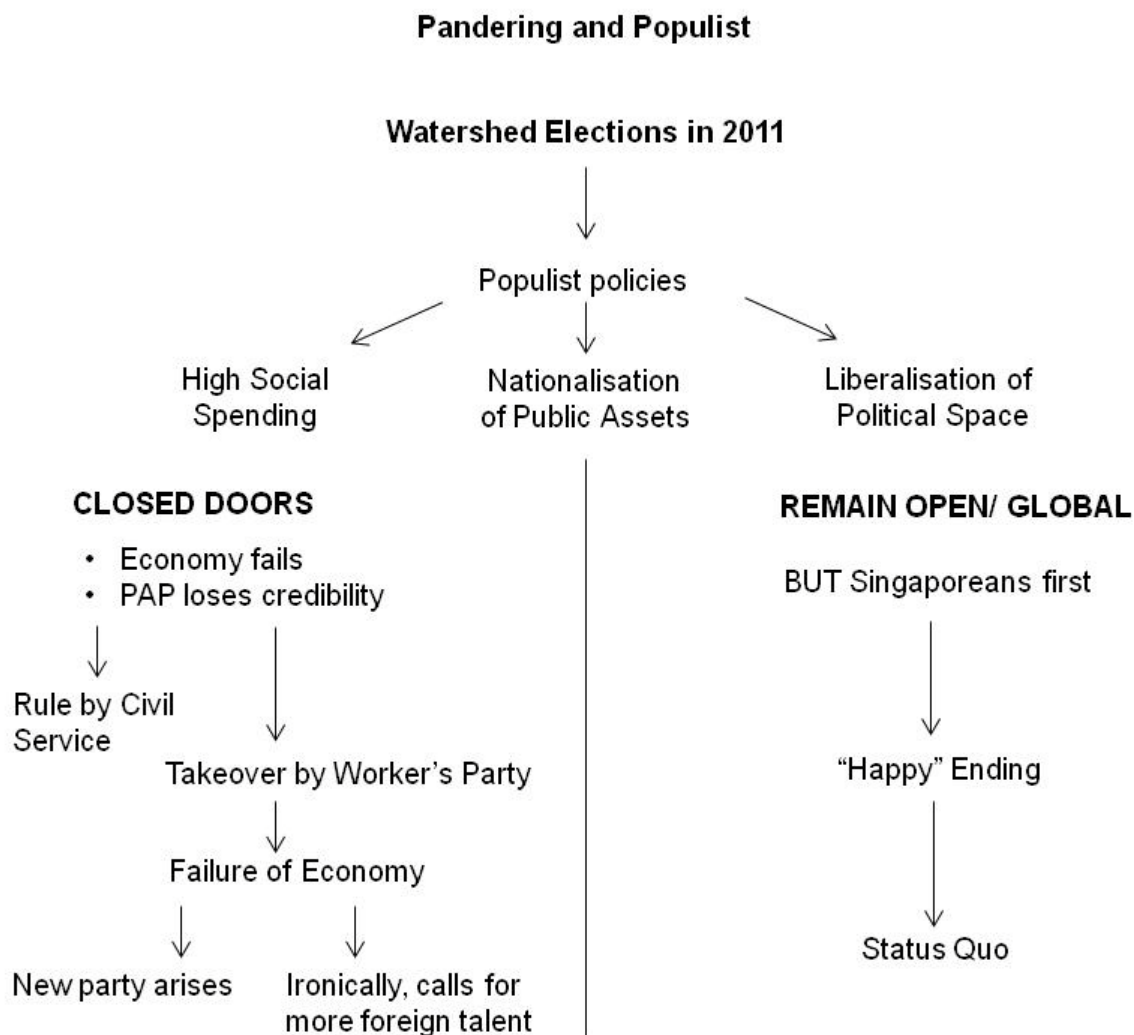
51. A participant noted that there seemed to be a negative view of “low cohesion” and he wanted to ask the group if there might not be some value to disagreement. He suggested that the ideal might actually be a situation where cohesion was neither too high nor low. A team member said that one’s position on this would depend on the definition of “cohesion”. Indeed, Singaporeans can disagree but if they are civil in handling the disagreement, it can still be a functional situation.

52. A facilitator agreed that one does not have to go to the extreme poles in developing the scenarios. They can be placed within the shades of grey.

Team 4

53. Team 4 produced four scenarios in total. Their first set of scenarios — Pandering and Populist, compared what would happen if Singapore were to adopt a closed-door immigration policy with the outcome of an open immigration policy. The second set of scenarios, Society Divided, compared the results of greater political liberalisation.

Figure 4. Team 4 Set 1 Scenarios



54. In the first set of scenarios, Team 4 developed two scenarios using the inductive method. The team started with the premise that the governance system would be state-centric, however there would also be more populist policies introduced as the PAP government seeks to regain its footing after the watershed elections of May 2011.

55. This premise inevitably leads to a situation with higher taxation, and reduced economic competitiveness. The nationalisation of public assets like transportation would also require more of the population to be working in the public sector, reducing the people available to work in the more profitable wealth-creating private sector. Lastly, a call for the formation of more interest groups would lead to increased diversity in governance. Two possible scenarios were then presented after the context was set. Singapore could choose to either remain open and global or adopt a closed-door policy to trade.

Closed Doors

56. In the Closed Door scenario, the economy might lose competitiveness, which erodes the credibility of the ruling party. One possible consequence of that might be de facto rule by the civil service since it possesses the technocratic knowledge to do so.

57. Alternatively, the WP might be elected into government. In order to gain credibility, the WP might ironically revert to opening the gates to more foreign talent in order to precipitate economic recovery.

58. A wild card scenario is that a new party could arise should the WP fail to produce tangible solutions to the economic malaise.

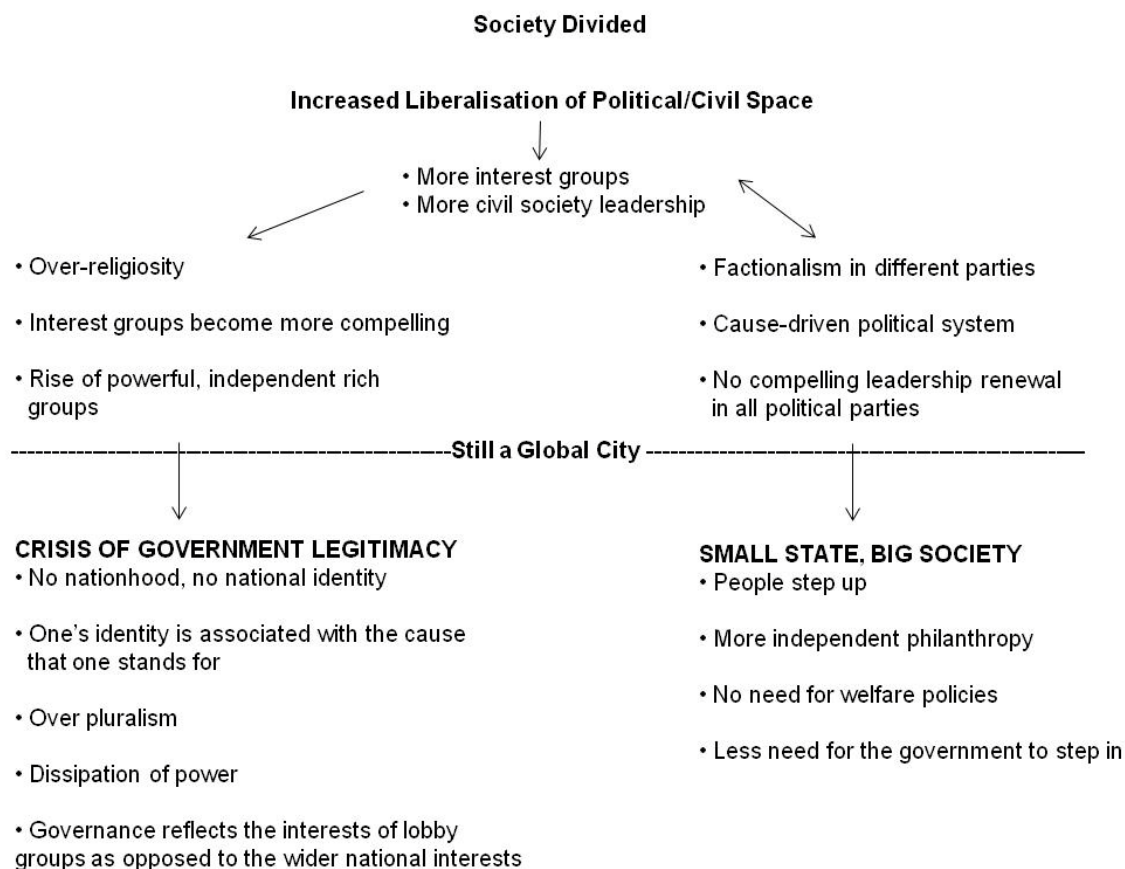
59. The headlines suggested for the Closed Doors scenario are “Corruption Index — Singapore is ranked 110th!” and “PSA: Singapore slips in port status ranking!”.

Remain Open/Global

60. In the Remain Open/Global scenario, Singapore remains open to global trade. However, the welfare and well-being of Singaporeans is a national priority. This would be the “happy” ending to the current political situation in 2012.

61. The headlines suggested for the Remain Open/Global scenario are “ISA, NS, COE, GST, ERP are abolished!”, “Free health, education and transport for dependents” and “PAP-ism: Singapore unveils new welfare model”.

Figure 5. Team 4 Set 2 Scenarios



62. In Team 4's second set of scenarios, the government is forced to react in different ways as there is increased liberalisation of the political and civil space. More interest groups arise and the rise of civil society throws up a diversity of capable leaders. The make-up of interest groups will change as more who are educated — and possibly agitated — go on to form interest groups. There is the possibility that interest groups will receive more funding from individuals, allowing them to be independent in fighting their various causes. These interest groups can range from those addressing gay rights to religious issues.

63. The team assumed that these interests coalesced into an increased number of political parties that represented these interests. The government will have to open up more political space to accommodate these increasingly powerful groups. This could result in either the Crisis of Government Legitimacy scenario or in the Small State, Big Society scenario, depending on whether the rise of civil society leads to divergence or convergence respectively.

Crisis of Government Legitimacy

64. Here, the group used a wild card — a situation where there is a low sense of nationality. Society will be highly fragmented but still functional. Interest groups and political groups will fight for their own agenda instead of looking at the bigger picture or what is in the interest of the nation. As more are involved in civil society, the problem of finding viable leaders to run for elections might also occur. Such a scenario is dangerous should any crisis occur, since it would be difficult to rally the different segments towards a common cause. Any crisis that requires a single national effort would put the country in danger of more gridlock. This factionalism is self-reinforcing, as a lack of succession continues.

65. The headlines the team created for the Crisis of Government Legitimacy situation are “Singapore annexed by Malaysia!”, “Civil unrest brings MRT to a standstill!”, “Mafia wars: Return of the triads” and “Mega church turf wars”.

Small State, Big Society

66. Here, the rise of civil society leads to convergence. Civil society groups can solidify into a movement that is more partisan, and eventually drive the increase in credible political parties as legitimate alternatives to the current set of political parties.

67. If the economy continues to grow, civil society will attract more funding from philanthropists. This would also mean that the government can reduce its relative role in running the country, leading to a drop in the credibility and influence of the government.

68. The headlines the team created for the Small State, Big Society situation are “Singapore wins ‘Social Activist of the Year’ award”, “Civil groups — the new PAP?” and “People and philanthropy — the new PAP”.

Discussion

69. One participant said that there can be situations when there is a coalition government or a united ruling party but where the nation could still stay nationalistic and united. It is also possible to have solidarity without nationality. Singapore has no history or shared culture to rely on but the participant was confident that a lot of Singaporeans could be closet patriots — “we will not crumble and die if the government topples”. A member of the team responded to say that “loyalties are negotiable”; there will be tension between cause-driven unity versus nationalistic unity.

70. Another participant asked what the government might do if there was mass civil disobedience, for instance if many do not pay their income taxes. What if people do not care about the government since the government’s power is legitimised by the people in the first place? Another participant asked how plausible the scenario was as civil society seemed so disorganised at the

moment. How would the different civil society actors find alignment among themselves? A member of the team said that it was possible that over 10 years, a new government might come to power, and the non-partisan people of today might step up to the plate if the country is severely fragmented. Another member of the team added that interest groups or societies still pull people together. They need not be perfectly organised. A participant then added that the very nature of civil society is that is not “organised”; people or groups can agree on the general goals but they might disagree on the methods by which to achieve those goals. Civil society thrives on different ideas and learning from diversity.

VOTING

71. The participants voted on the set of scenarios they felt were the most challenging and plausible. Team 2 was selected as the winning team with 12 votes. The results of the voting are shown below.

Table 1. Voting results

Team	Number of Votes
Team 1 <ul style="list-style-type: none"> • Singapore Roulette • The Republic • Big Society • Rojak 	7
Team 2 <ul style="list-style-type: none"> • The Singapore Foundation • Sugar Candy Mountain • CEO nation • Business as Usual 	12
Team 3 <ul style="list-style-type: none"> • AM for PM • Unity in Adversity • ZAO • Bubble Trouble 	0
Team 4 <ul style="list-style-type: none"> • Pandering and Populist <ul style="list-style-type: none"> • Closed Doors • Remain Open/Global • Society Divided <ul style="list-style-type: none"> • Crisis of Government Legitimacy • Small State, Big Society 	5

APPENDIX: LIST OF WORKSHOP PARTICIPANTS

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Mr Ben Ho, Final Year Student, Department of Political Science, Faculty of Arts and Social Sciences, National University of Singapore

Ms Danielle Hong, Research Assistant, Institute of Policy Studies

Ms Rachel Hui, Research Assistant, Institute of Policy Studies

Mr Daniel Lim, PhD Student, Department of Government, Harvard University

Ms Desiree Lim, Student, Raffles Junior College

Ms Calisa Low, Undergraduate, Singapore Institute of Management and Executive, Global Talent Supply, Incoming Exchange Department, AIESEC Singapore

Ms Dierdre Grace Morgan, Undergraduate, Faculty of Law and Vice President, SMU Apolitical, Singapore Management University

Mr Muhammad Audi Bin Abdul Hamid, Undergraduate, Singapore Institute of Management and Vice President, Global Talent Supply, Incoming Exchange Department, AIESEC Singapore

Mr Muhammad Nadjad Bin Abdul Rahim, Undergraduate, Life Sciences (Molecular and Cell Biology), Faculty of Science and University Scholars Programme, National University of Singapore

Mr Sanjay Nanwani, Country Officer (Malaysia & Brunei), Southeast Asia I Directorate, Ministry of Foreign Affairs

Mr Arturo Neo, President, Student's Council, Hwa Chong Institution (College Section)

Ms Estelle Ng, Undergraduate, Singapore Institute of Management and Executive, Global Talent Supply, Incoming Exchange Department, AIESEC Singapore

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Ms Gillian Seetoh, Chair, WTF! Zine Sub-Committee, Association of Women for Action and Research

Ms Debbie Soon, Research Assistant, Institute of Policy Studies

Mr Syed Arafat Hussain, Undergraduate, School of Social Sciences, Singapore Management University and Director of Training, Debate Association (Singapore)

Mr Tan Ian Wern, Returned Graduate, PSC Scholar

Ms Gwyneth Teo, Undergraduate, National University of Singapore

Mr Kelvin Woon, Assistant General Secretary, Boon Lay CC Youth Executive Committee

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