

# Reshaping the Future of Work: Agile Employers, Resilient Workforce

IPS Singapore Perspectives 2023

The Changing Role of Unions

9 January 2023

# Our Vision & Mission

## Vision

- Responsible Employers, Sustainable Business

## Mission

- To advance tripartism and enhance labour market flexibility to enable employers to implement responsible employment practices

# Role of SNEF in Tripartism



**To Forge Consensus  
Among Affected and  
Leading Employers**

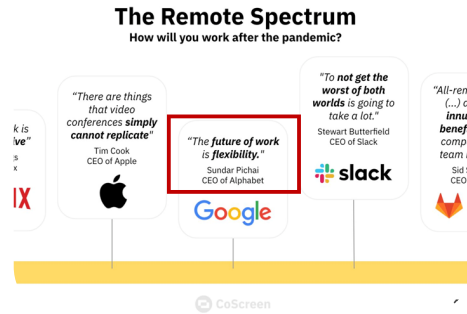


**To Lead Employer  
Delegations in Tripartite  
Discussions**



**To Seek Tripartite  
Consensus**

# The 5Ds influencing the Future of Work in the ~~Never~~ New Normal



**Digitalisation**



**Demographics**



**Divides**



**Deglobalisation**



**Decarbonisation**

# Working Hand-in-Hand to Achieve Win-Win-Win Outcomes

## NTUC-SNEF PME Taskforce

- Formed in October 2020 to address key concerns and needs of PMEs at the workplace
- Progress on the Taskforce's recommendations (ongoing):
  - Workplace Fairness legislation
  - Certification and training of 12,000 HR professionals by 2025
  - Implementation of Complementarity Assessment Framework (COMPASS)
  - Joint NTUC-SNEF Jobs Security Council

Overseas posts, better job matches for workers with e2i and SNEF tie-up



Source: *The Straits Times* (17 Oct 2022)

# Working Hand-in-Hand to Achieve Win-Win-Win Outcomes

## Tripartite Workgroup on Lower-Wage Workers

- Formed in October 2020 to explore measures to uplift the wages and well-being of lower-wage workers
- Supported through the Progressive Wage Model (PWM)
  - Increased productivity allows employers to share gains through sustainable wage increases
  - PWM helps employers better attract and retain talent with better wages and career prospects

Singapore

### **Singapore's resident labour force sees more improvements in 2022, employment up for second year in a row: MOM**

Income growth for lower-wage workers was stronger in 2022 compared to that of the median worker, supported by tripartite initiatives such as the Progressive Wage Model.

Real income for the 20th percentile worker grew by 4.8 per cent in 2022, faster than the previous year's 4.4 per cent, and the 4.4 per cent per annum figure seen in the pre-pandemic years from 2014 to 2019, MOM said.

The ministry said that the Government will continue to build on tripartite efforts to uplift lower-wage workers.

*Source: CNA (1 Dec 2022)*

# Expanding Progressive Wage Model



- Expand Sectoral Progressive Wages (PWs) to **retail, food services** and **waste management**
- Extend **cleaning, security** and **landscape** Sectoral PWs to **in-house local workers**
- Introduce **Occupational PWs for administrators and drivers**
- Introduce requirement where firms employing foreign workers have to pay **at least the relevant Sectoral or Occupational PWs** to local workers in applicable job roles, and **at least the Local Qualifying Salary (LQS)** to all other local workers

# Sustainable Wage Increase underpinned by Productivity Improvement

- Productivity put employers and workers on the same side
  - For employers, support wage increases without eroding cost competitiveness
  - For workers, ensure sustainable wage growth
- Employers and unions/workers need to work together to grow the pie so that there is more to share

*"Wage increase has been broadly matched by productivity growth over the same period. We **should not sniff at this, nor should we take this for granted.**"*

- DPM and Minister for Finance, Mr Lawrence Wong, at 50th NWC Anniversary, 28 Sep 2022





# “Agile Employers, Sustainable Business”

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Supporting Productivity  
Drive Through Process  
Redesign, Job Redesign  
and Change  
Management

Supporting Business  
Growth and  
Transformation through  
Workforce Reskilling  
and Redesign

Helping Companies to  
Attract and Retain  
Talent

Leveraging on  
Technology to Augment  
Workforce and Increase  
Job Value

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**Thank you!**