

Reimagine *SNEF*



Annual Report 2022/23

Responsible Employers, Sustainable Business

Singapore National Employers Federation

In July 1948, 23 employers in Singapore formed a trade union of employers known as “The Federation of Industrialists and Traders in Singapore”. The primary objective was to promote and protect the general interest of employers.

With the growth in its membership and the rapid expansion of industries, the name of the Federation was changed to the “Singapore Employers Federation (SEF)” in August 1953. The National Employers Council (NEC) was also formed by a group of employers. It was founded in 1965. The objective of the NEC was also to serve employers.

On 1 July 1980, the Singapore National Employers Federation (SNEF) was established through the amalgamation of the SEF and the NEC. Before the amalgamation, SNEF had 591 members and NEC had 226 members. As at 31 March 2023, SNEF represents over 3, 400 employers with a combined total employee strength of over 800,000 across sectors.

SNEF is registered as a trade union under the Trade Unions Act. It is the national trade union of employers, the counterpart of the National Trades Union Congress (NTUC), representing the interests of all sectors of the economy. It is an independent, autonomous non-profit organisation funded by membership fees and revenue from consultancy, training, research and other activities.

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About SNEF

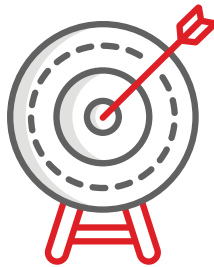


OUR VISION

Responsible Employers,
Sustainable Business

OUR MISSION

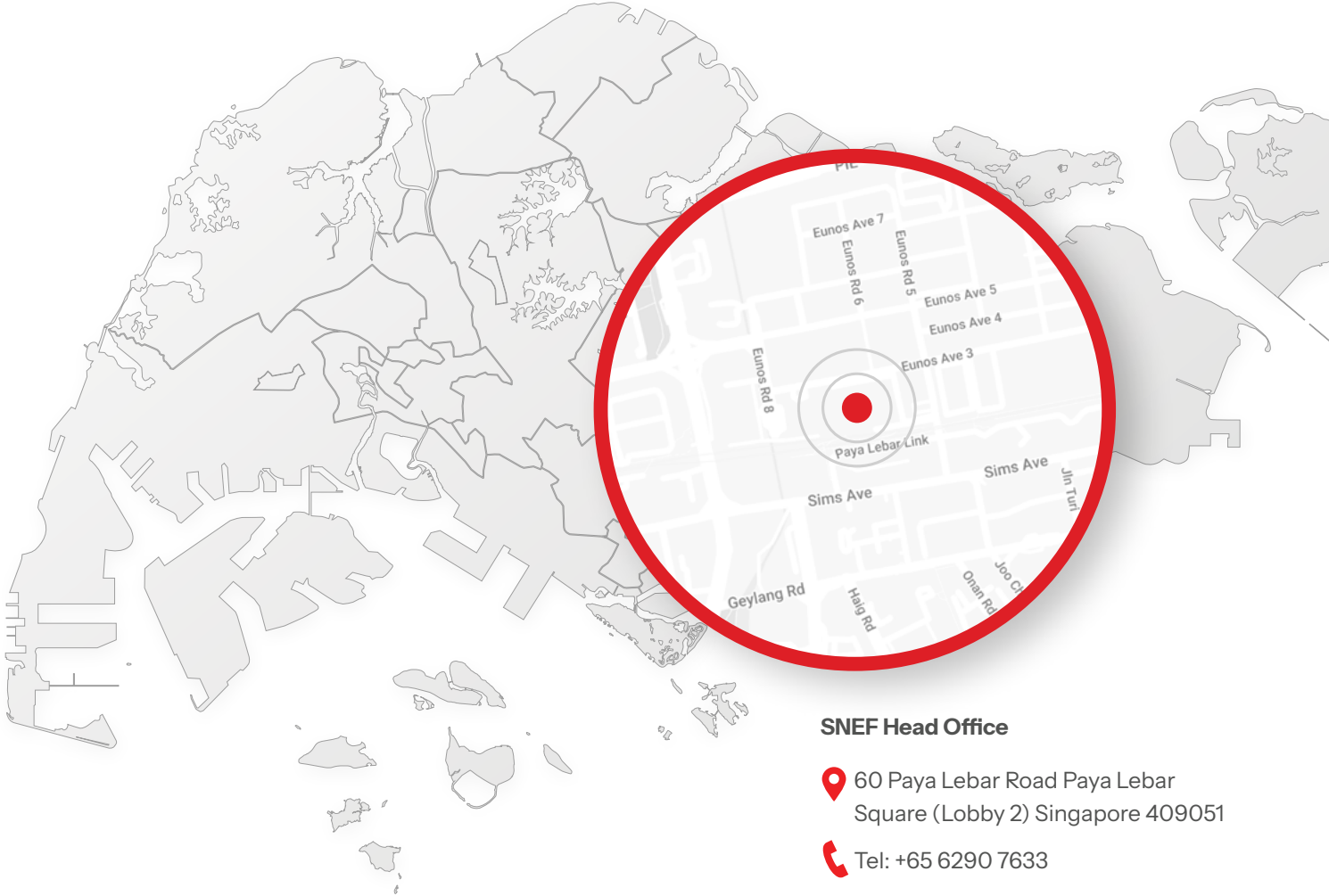
To advance tripartism
and enhance labour
market flexibility to enable
employers to implement
responsible employment practices



OUR VALUES

We will be forward-
looking, innovative,
professional,
collaborative and
conduct ourselves
with integrity
when we work with
our colleagues,
members, tripartite
partners and
stakeholders to
achieve our vision.

Contact Us



SNEF Head Office

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Square (Lobby 2) Singapore 409051
Tel: +65 6290 7633



Singapore National Employers Federation



www.snef.org.sg

Membership and Corporate Relations	6290 7696	mr@snef.org.sg
Corporate Learning Centre	6287 6927	trg@snef.org.sg
Industrial and Workplace Relations Division	6290 7692	ir@snef.org.sg
Centre for Labour Information and Analytics	6290 7695	clia@snef.org.sg
GRANTS AND PROGRAMMES		
Career Conversion Programmes	6827 6977	ccp@snef.org.sg / ccpsme@snef.org.sg
Healthy Workplace Ecosystem @ Downtown	6290 7697	hde@snef.org.sg
Senior Worker Early Adopters Grant/ Part-time Re-employment Grant	6290 7694	swsp@snef.sg
SkillsFuture Awards	6290 7652	sfa@snef.org.sg
Productivity Solutions Grant – Job Redesign	6827 6910	psgjr@snef.org.sg

President's Message

“ Looking ahead, the world of work will continue to evolve and pose new manpower challenges for employers. SNEF will also have to change, so that we can better support our members in overcoming these challenges. ”



The Singapore economy grew by 3.6 per cent in 2022¹ with all sectors recording full-year expansion. Total employment (excluding migrant domestic workers) grew by 231,700 in 2022, while unemployment and retrenchments declined.²

Towards the Post-Pandemic Economy

After battling the COVID-19 pandemic for three years, Singapore stepped down from safe management measures in the community and workplaces on 13 February 2023. SNEF is glad to have done our part and is honoured to be awarded the President's Certificate of Commendation (COVID-19) which recognises organisations and teams that made exceptional efforts in Singapore's fight against the infectious disease.

SNEF could not do this alone without the cooperation and support of our tripartite partners as well as SNEF members who went through thick and thin with us.

A big thank you to all of you!

Nonetheless, despite the improvements in the labour market situation, productivity declined by 0.8 per cent in 2022. Employers should press on with their

business transformation efforts and SNEF will support employers in this journey.

Better Productivity

To raise productivity, employers should review their work processes to be more efficient and effective. In FY2022, SNEF helped over 130 employers to redesign their jobs supported by the Productivity Solutions Grant. We have partnered with 16 pre-approved consultancy firms to help more employers transform every job to a better job to drive business transformation.

In addition, with the expansion of the Progressive Wage Model to the Retail sector in September 2022 and Food Services sector in March 2023, employers in these sectors are also urged to build on the business transformation achieved during the pandemic to further transform their jobs and improve productivity in order to sustain the progressive wage increases. SNEF would do more to help employers on jobs transformation alongside their business transformation, in the coming years.

Better Workers

Even as employers transform their jobs, they need to upskill and reskill their workforce to make them better workers to support business transformation. Maximising the potential of workers is crucial as manpower is tight in Singapore. SNEF stands ready to help employers tackle the challenges.

Employers could tap on the various Career Conversion Programmes and training courses to train and prepare their employees to take on new or redesigned jobs. In FY2022, SNEF assisted more than 300 employers to train 11,000 employees.

With longer working lives, the retirement age (RA) and re-employment

age (REA) would be raised progressively from age 62 and age 67 to age 65 and age 70 respectively by 2030, jobs may transform and employees' aspiration may change over time. Employers would need to have regular career conversations with their mature and senior employees to better align individual goals to company objectives. This would enable employers to prepare their employees for the next phase of their career so that they can continue to make meaningful contributions to the organisation. To help employers do so, SNEF had launched a Structured Career Planning Guidebook, in partnership with MOM, in July 2022.

Better Workplaces

Besides helping employers to have better workers, SNEF also helped them to make their workplaces better.

To make workplaces more inclusive, SNEF assisted almost 3,300 employers in securing government funding through the Senior Workers' Early Adopters grant and Part-time Re-employment grant to make changes to their workplace policy and practices, to raise RA to 65 and REA to 70 earlier voluntarily, and to offer part-time re-employment to senior workers who wish to work lesser hours. About 12,500 senior workers would benefit from these initiatives.

In addition, SNEF, as part of the Tripartite Committee for Workplace Fairness (TCWF), had been engaging our members and discussing with our tripartite partners to tackle workplace discrimination. As the employer representative, SNEF sought to address the concerns of responsible employers such as costs and frivolous claims that may arise with any legislation. Taking the employers' feedback into consideration, the interim recommendations were released in February 2023.

SNEF had further engaged our members on the recommendations and will continue to advocate for a balanced legislation that would help to maintain workplace harmony and not create a litigious workplace culture.

To create healthier workplaces, SNEF was appointed Programme Manager by the Health Promotion Board for the Workplace Outreach Wellness (WOW) Programme where employers could work with SNEF to organise workplace health activities to help their employees take care of their health.

Reimagine SNEF

Looking ahead, the world of work will continue to evolve and pose new manpower challenges for employers. SNEF will also have to change, so that we can better support our members in overcoming these challenges.

Hence, there is much to look forward to in the years ahead as SNEF commit to work alongside our tripartite partners and members to achieve better productivity, develop better workers and help employers build better workplaces. This includes collaborating with other Trade Associations and Chambers in tackling common manpower issues and to strengthen the voice of employers in tripartism.

Again, I would like to extend my sincere gratitude to our over 3,450 members and tripartite partners for your relentless support.

Thank you!

Dr Robert Yap

President
SNEF

1. Source: Economic Survey of Singapore 2022, Ministry of Trade and Industry
2. Source: Labour Market 2022, Ministry of Manpower

The Council



Dr Robert Yap
President
Executive Chairman
YCH Group Pte Ltd



Mr Alexander C. Melchers, BBM, PBM
Vice President
Managing Director
C. Melchers GmbH & Co., Singapore



Mr Tan Hee Teck
Vice President
Chairman & CEO
Resorts World at Sentosa Pte Ltd



Mr John Ng
Vice President
CEO
YTL PowerSeraya Pte Ltd



Ms Rachel Eng
Council Member
Managing Director
Eng and Co. LLC



Mr Per Magnusson
Council Member
Group CEO
Jepsen & Jessen Pte Ltd
(w.e.f. 20 Sep 2022)



Mr Paul Shin
Council Member
Executive Director and CEO
Koh Brothers ECO Engineering Pte Ltd
(w.e.f. 20 Sep 2022)



Mr Kuah Boon Wee
Council Member
Group CEO
MTQ Corporation Ltd



Mr Edwin Ng
Honorary Secretary
Managing Director
Markono Group Pte Ltd



Ms Tan Hwee Bin, BBM, PBM
Honorary Treasurer
Executive Director
Wing Tai Holdings Ltd



Mr Felix Loh
Deputy Honorary Secretary
CEO
Gardens by the Bay



Ms Ivy Lai
Deputy Honorary Treasurer
CEO
Philips Electronics Singapore Pte Ltd



Mr Lai Chang Wen
Council Member
CEO
Ninja Logistics Pte Ltd



Mr Marcus Lam
Council Member
Executive Chairman
PricewaterhouseCoopers LLC
(w.e.f. 20 Sep 2022)



Ms Kohe Hasan
Council Member
Partner
Reed Smith Pte Ltd



Dr Bicky Bhangu
Council Member
President – SE Asia, Pacific & South Korea
Rolls-Royce Singapore Pte Ltd



Mr Rene Piil Pedersen
Council Member
Managing Director
A.P. Moller Singapore Pte Ltd



Mr Adrian Lim, JP, BBM
Council Member
Group Managing Director
Disk Precision Industries Pte Ltd



Mr T Mogan
Council Member
Managing Director
Dragnet Smartech Security Pte Ltd



Mr Shee Tse Koon
Council Member
Group Executive and Country Head (DBS Singapore)
DBS Bank Ltd
(till 31 Mar 2023)



Mr Douglas Foo, BBM, PBM
Council Member
Executive Chairman
Sakae Holdings Ltd



Mr Max Loh
Council Member
Managing Partner
Ernst & Young Solutions LLP
(till 30 Jun 2022)

The Industrial Relations Panel



Mr Kuah Boon Wee
Chairman
Group CEO
MTQ Corporation Ltd



Mr John Ng
Ex-Officio Member
CEO
YTL PowerSeraya Pte Ltd



Mr Edwin Ng
Ex-Officio Member
Managing Director
Markono Group Pte Ltd



Ms Koh Guat Siew
Group A - Maritime
Vice President, HR Operations
Sembcorp Marine Ltd



Ms Felicitas Chia
Group K - Professional
Services
Human Resources Director
Deloitte & Touche Management
Services Pte Ltd
(until 19 May 2023)



Mr Isaac Tarwasokono
Group L - Aviation
Divisional Vice President,
Human Resources
Singapore Airlines Ltd



Ms Jessica Leong
Group M - Electronics &
Precision Engineering
Group HR Director, Back-End
Manufacturing & Technology
STMicroelectronics Pte Ltd



Ms Helen Hillary Loo
Group N - Real Estate &
Building Services
Group Director,
Human Resource
Surbana Jurong Pte Ltd
(w.e.f. 20 Sep 2022)



Mr Lam Kum Seng
Group B - Trading
General Manager, Human
Resources Department
Sumitomo Corporation Asia &
Oceania Pte Ltd



Mr Ernest Lee
Group D - Energy &
Utilities
Head of HR
Shell Singapore & Indonesia
Shell Eastern Petroleum Pte Ltd
(w.e.f. 20 Sep 2022)



Mr Lincoln Lee
Group E - Chemical
HR & Admin Manager
Petrochemical Corporation of
Singapore Pte Ltd



Ms Rachel Foo
Group F - Pharmaceutical &
Health Science
Head of Market HR, Singapore
Merck Pte Ltd
(w.e.f. 20 Sep 2022)



Mr Goh Leong Huat
Group P - Social &
Community Services
Deputy Group Chief Human
Resource Officer
Singapore Health Services Pte Ltd
(w.e.f. 20 Sep 2022)



Ms Maureen Wee
Group Q - Information
& Communications
Head of Human Resources
SPH Media Ltd



Ms Lilian Tan
Group R - General
Manufacturing
Chief Human Capital Officer
SATS Ltd
(until 10 Feb 2023)



Ms Angelina Chua
Appointed IRP Member
Deputy Group Chief Human
Resource Officer
ComfortDelGro Corporation Ltd
(until 21 Nov 2022)



Ms Evelyn Seah
Group G - Transport &
Logistics
Vice President (HR)
PSA Corporation Ltd
(w.e.f. 20 Sep 2022)



Ms Lee Hwee Boon
Group H - Finance
Head of Group Human
Resources
Oversea-Chinese Banking
Corporation Ltd
(w.e.f. 20 Sep 2022)



Ms Lynn Hong
Group I - Retail, F&B and
General Services
Head, People
Hanbaobao Pte Ltd



Mr Francis Tan
Group J - Hospitality &
Tourism
Director of Human Capital &
Development
Sheraton Towers Singapore Hotel



Ms Susan Cheong
Appointed IRP Member
Head, Talent Acquisition & Talent
Management Group, SG HR Head,
DBS Bank Ltd



Mr Hong Siu Ming
Appointed IRP Member
SVP and Head of People, Culture
and Group Rewards
The Great Eastern Life Assurance
Co Ltd



Ms Verena Poh
Appointed IRP Member
Head of Regional HR,
ENGIE South East Asia Pte Ltd
(w.e.f. 21 Sep 2022)



Mr Peter Leow
Appointed IRP Member
Director, Human Resources,
The Salvation Army

The Industrial Relations Panel



Ms Tan Chee Wei
Group D - Energy & Utilities
Vice President, HR, South East & North East Asia
Shell Eastern Petroleum Pte Ltd
(until 20 Sep 2022)



Mr Ng Kok Cheong
Group G - Transport & Logistics
Head of Human Resources
PSA Corporation Ltd
(until 20 Sep 2022)



Mr Wong Keng Fye
Group H - Finance
Head, Human Capital Singapore
Maybank Singapore Ltd
(until 20 Sep 2022)



Mrs Olivia Tay
Group P - Social & Community Services
Group Chief HR Officer
National Healthcare Group Pte Ltd
(until 20 Sep 2022)

Finance and Audit Committee



Ms Tan Hwee Bin, BBM, PBM
Chairman
Executive Director
Wing Tai Holdings Ltd



Ms Ivy Lai
Member
CEO
Philips Electronics Singapore Pte Ltd



Ms Kohe Hasan
Member
Partner
Reed Smith Pte Ltd
(w.e.f. 21 Sep 2022)



Dr Robert Yap
Ex-Officio Member
Executive Chairman
YCH Group Pte Ltd



Mr Alexander C. Melchers, BBM, PBM
Ex-Officio Member
Managing Director
C. Melchers GmbH & Co., Singapore

Trustees



Mr Lim Jit Poh
Chairman
ComfortDelGro Corporation Limited



Prof Tan Ser Kiat
Emeritus Consultant
Department of Orthopaedic Surgery,
Singapore General Hospital



Mrs Theresa Foo
Past Chairman
Singapore Business Federation Foundation



Dr Wong Yip Yan
Chairman
The Wywy Group

The Management Team



Mr Sim Gim Guan
Executive Director



Mr Stephen Yee
Deputy Executive Director, Corporate Training and Workforce Transformation



Mr Edwin Lye
Deputy Executive Director, Industrial Relations and Membership



Mr Jerry Seah
Senior Director, Centre for Workplace Development



Mr Ng Boon Tien
Director, SNEFDigital and IT



Ms Shannon Boo
Deputy Director, Strategic Policy Development Unit



Ms Ashlyn Chua
Head, Centre for Labour Information and Analytics



Mr Andy Chun
Head, Finance



Ms Yvonne Lim
Senior Director, Membership and Corporate Relations



Ms Ang Poh Inn
Director, Industrial and Workplace Relations



Mr Chua Ker Sin
Director, Corporate Research, Planning and External Relations



Mr Christopher Ang
Director, Special Projects



Ms Chua Puay Hoon
Head, Projects, HR and Administration



Ms Yvonne Lum
Head, Strategic Communications, Strategic Policy Development Unit

Team Photos

Office of the Executive Director



Standing (from left to right): Sim Gim Guan (Executive Director), Edwin Lye (Deputy Executive Director), Stephen Yee (Deputy Executive Director)

Centre for Workplace Development + Special Projects



Standing (from left to right): Ang Wei Qian, Carol Yee, Ong Lay Tin, Adeline Phuah, Emily Tan, Nerwany Binte Roslan, Narmadha S K Santhiveeran, Liew Hui Shan, Nurfaziana Binti Ab Majid, Kevin Loi, Farahdillah Binte Abdellah, Jovial Ong, Beatrice Khong, Christabel Kam, Janice Kang, Vivian Toh, Annie Chua, Angelia Wong, Yvonne Chai, Saqif Bin Abdul Rashid, Jerry Seah (Dept Head)

Seated (from left to right): Vincent Sim, Ho Hwee Tinn, Lim Shyang Chyuan, Edwin Lye (Deputy Executive Director), Christopher Ang (Director, Special Projects), Keith Wong, Jordon Chan

Not in picture: Chang Jian Feng, Chen Siew Wen

Member and Corporate Relations



Standing (from left to right): Gerard Hendriks, Alvin Lee, Madelaine Tan, Denise Ng, Jerry Seah (Senior Director)

Seated (from left to right): Low Hong Xiang, Edwin Lye (Deputy Executive Director), Yvonne Lim (Dept Head), June Wong

Place and Train



From left to right: Kausalya Arasu, Shaun Hou (Dept Head), Lim Bing Shun, Faith Chua, Xu Yan Xiang, David Ng, Everlyn Tan, Melvin Pang, Stephen Yee (Deputy Executive Director), Kelvin Tung

Industrial and Workplace Relations Division



From left to right: Toh Hong Seng, Chris Lee, Clariz Ang, Ang Poh Inn (Dept Head), Ang Kuan Kuan, Edwin Lye (Deputy Executive Director), Kee Chia Choon

Strategic Policy Development Unit



Standing (left to right): Abhishek Bajaj, Janine Yeong, Edwin Lye (Deputy Executive Director)
Seated (left to right): Yvonne Lum, Shannon Boo (Dept Head)

Corporate Learning Centre



From left to right: Kelly Choa, Darren Lim, Mack Moey, Karmila Sanimin, Azrrini Begum Binte Peer Mohamed, Agnes Tan, Irene Chiang, Jackie Tan, Desmond Thio, Stephen Yee (Deputy Executive Director), Dave Or, Shirlyn Tan, Nazirah Bte Hussain, Susan Wong, Christopher Oh, Malar Paramasivam
Not in picture: Eric Tam, Joselyn Wong, Soh Sue Lin

SNEF Digital and IT



Standing (left to right): Chua Shaomin, Haryati Ilyes, Wong Seh Fen
Seated (left to right): Heng Yick Peng, Ng Boon Tien (Dept Head)

Support for Job Redesign under Productivity Solutions Grant (PSG-JR)



From left to right: Ong Kieng Hwee (Dept Head), Joscelyn Lim, Stephen Yee (Deputy Executive Director), Ong Jie Min, Eliza Lim

Centre for Labour Information and Analytics



From left to right: Edwin Lye (Deputy Executive Director), Ng Jing Wei, Ashlyn Chua (Dept Head), Angeline Heng, Kelic Chooi

Not in picture: Amira Mohamed Nasuhar

Corporate Research, Planning and External Relations, Finance and HR & Admin



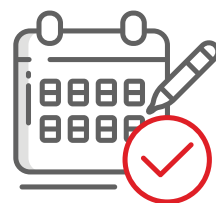
Standing (left to right): Susanna Tan, Connie Liout, Audrey Mong, Irene Tan, Yeo Hui Wen, Siti Zainah Binte Selaman, Sharon Wong, Lynn Lee, Kong Wei Peng, Lai Suet Fun, Angela Chew, Pearlín Toh, Ng Li Cheng

Seated (left to right): Mellisaa Goh, Andy Chun (Dept Head), Chua Ker Sin (Dept Head), Chua Puay Hoon (Dept Head), Firdaus Iskandar

Key Facts and Figures



Over **3,400** corporate members with a combined workforce of over **833,000** employees



Organised over **120** events for around **10,000** participants



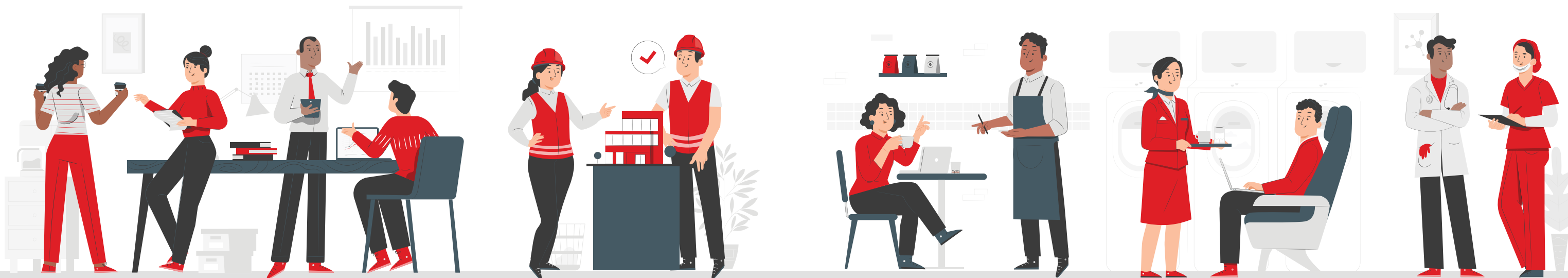
Delivered close to **11,000** training places



Facilitated **130** employers to apply for Productivity Solutions Grant-Job Redesign which would benefit close to **40,000** employees



Assisted over **3,300** employers in securing government funding through SWEAG and PTRS, benefiting more than **12,500** senior workers



Handled **2,200** member enquiries/cases on legal compliance or situational HR challenges



Supported close to **230** employers in reskilling their newly-hired PMETs through Career Conversion Programmes

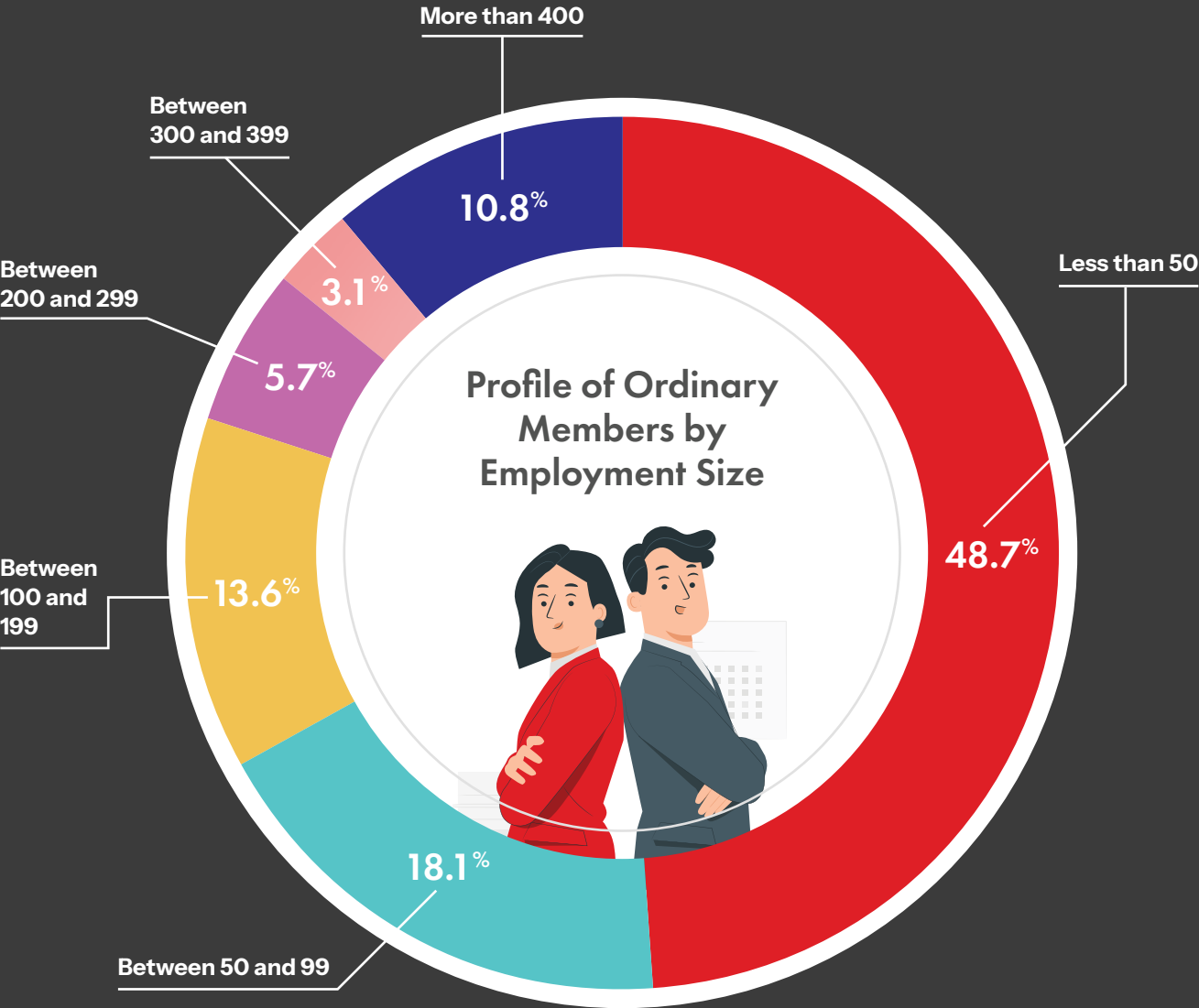


Over **1,500** Unique Employers participated and benefited from SNEF Survey Reports



Over **400** employers subscribed and benefited from compensation and benefits data on new online platform, SNEFInsights

SNEF Membership Profile



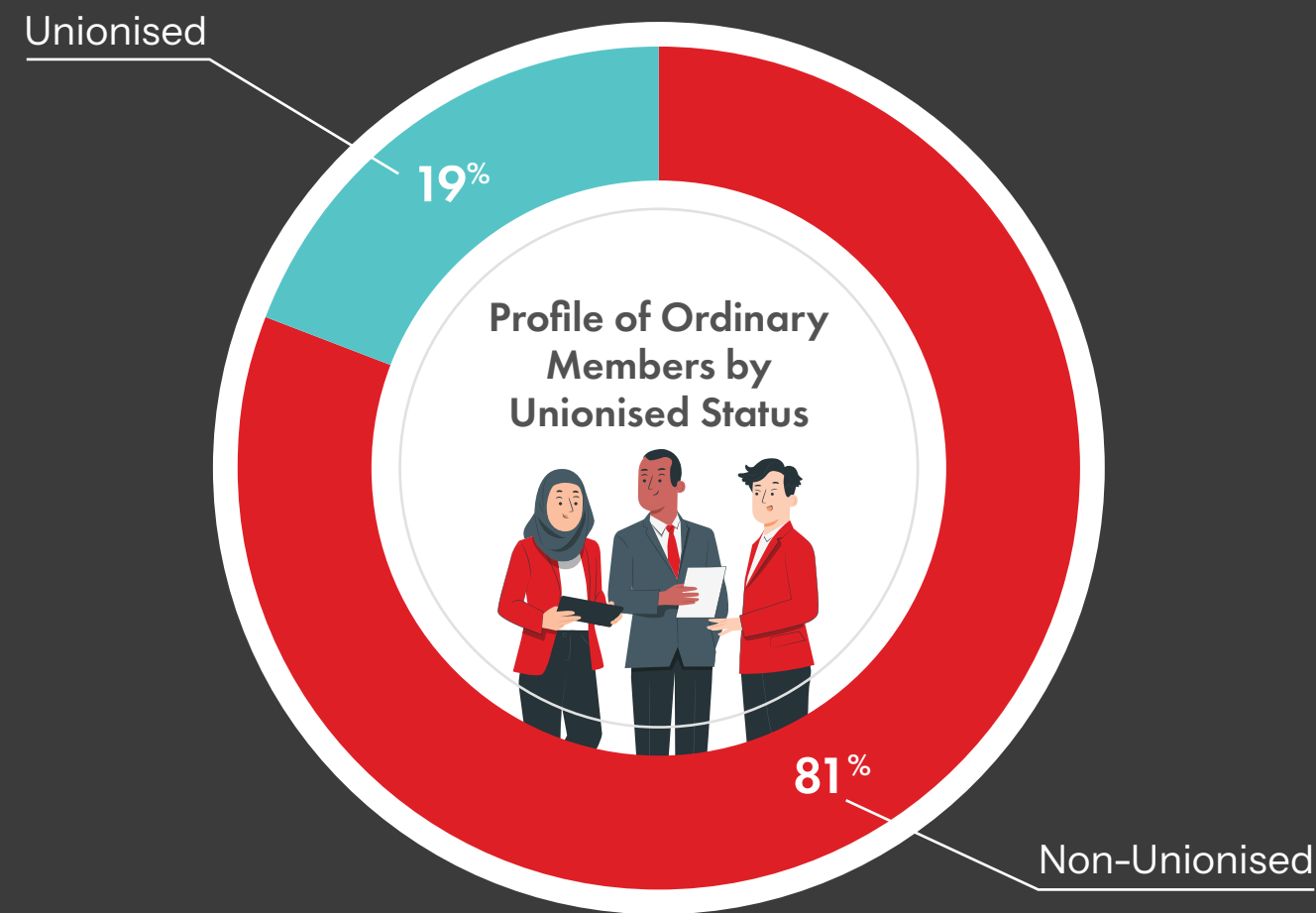
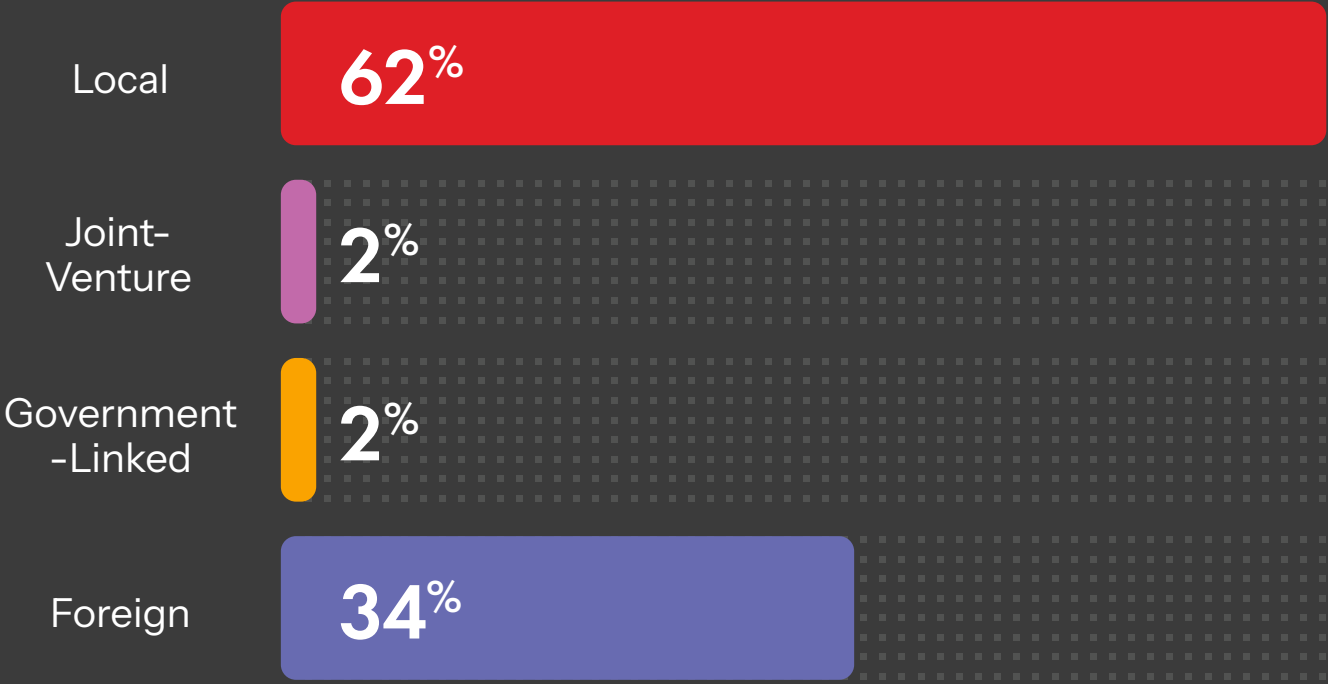
Legend

No. of Companies by Employment Size	No. of Companies	%	No. of Employees
Less than 50	1,687	48.7	29,578
Between 50 and 99	628	18.1	43,637
Between 100 and 199	471	13.6	65,227
Between 200 and 299	197	5.7	47,187
Between 300 and 399	108	3.1	36,722
More than 400	374	10.8	610,699
TOTAL	3,465	100.0	833,050

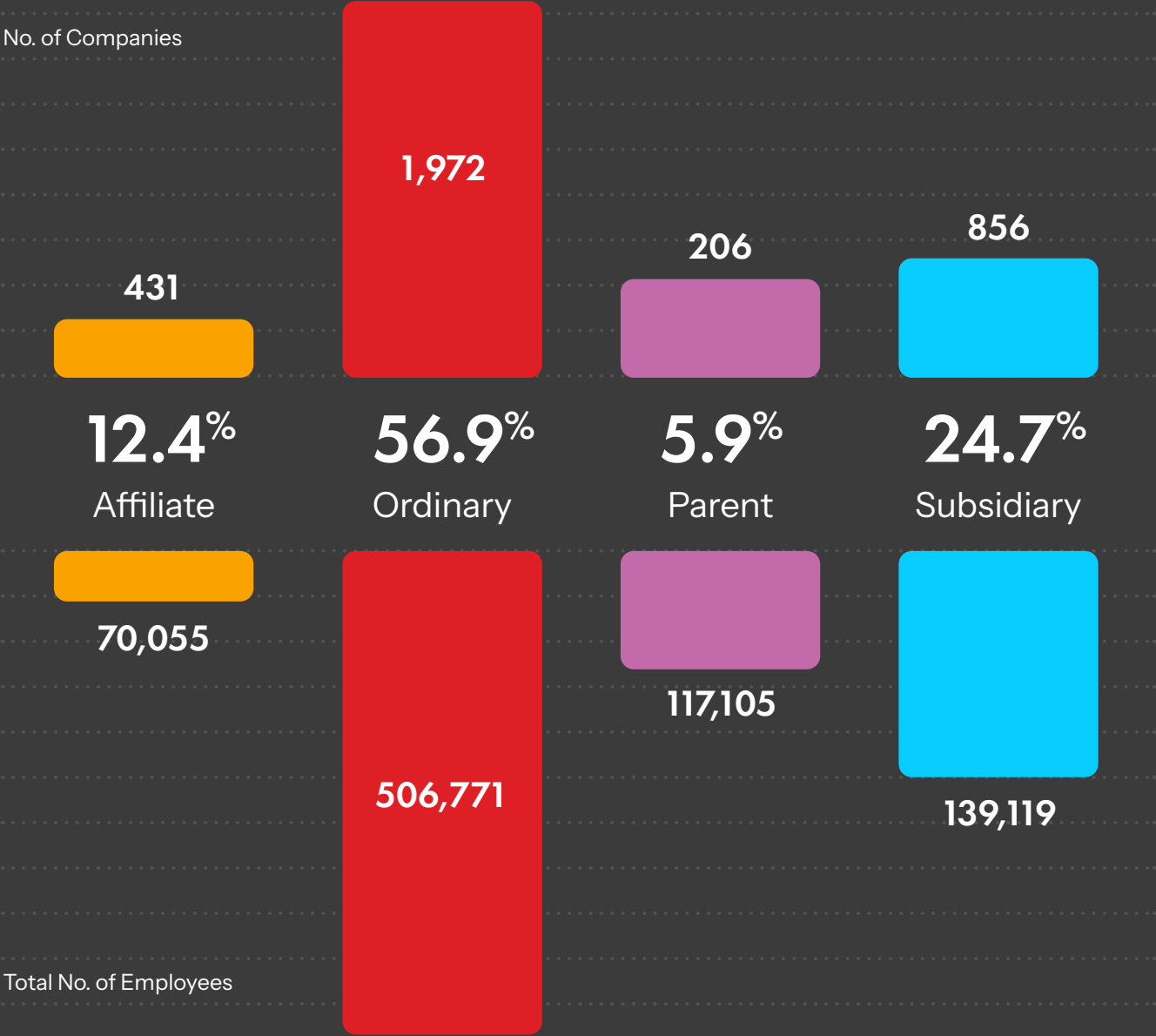
Profile of Ordinary Members by Industry




Profile of Ordinary Members by Ownership




Profile of Members by Member Type





Membership Benefits & Services
<https://snef.org.sg/membership/benefits-and-services-which-you-can-enjoy-as-a-member/>



List of Members
<https://snef.org.sg/membership/members-directory/>

Key Events by SNEF

From 1 April 2022 to 31 Mar 2023, SNEF organised over 120 events and engaged over 10,000 SNEF members. The events attended by C-suites, Senior Management and HR Professionals comprised:

- 1 Member-exclusive Industry Group Meetings to discuss manpower and workplace relations issues affecting members from different industries
- 2 Member-priority clinics and workshops to assist members and employers on specific employment practices and workplace relations issues
- 3 Timely briefings on the latest releases and changes on manpower policies as well as seminars and sharing sessions on labour market development and trends.

Highlights of Selected Events and Activities

SNEF regularly organises Dialogues with Political Office Holders (POHs) and tripartite leaders for members to provide their feedback on manpower issues directly to the relevant ministries and also help our members better understand new policy changes affecting them. Here's a recap at some of the interactive Dialogue sessions.

Tripartite Collective Dialogue in commemoration of NWC 50th anniversary.

9 Nov 2022

The TC held its inaugural dialogue in commemoration of the National Wages Council's (NWC) 50th anniversary. Over 100 people, including



Tripartite Collective Dialogue in commemoration of NWC 50th anniversary.
Photo credit: TAFEP

65 SNEF member representatives, attended the dialogue on wage-setting. Supported by the Lee Kuan Yew School of Public Policy (LKYSPP), Dr Ng Kok Hoe, Head of the Case Study Unit in LKYSPP, presented a case study on "Tripartism in Wage Setting and Wage Flexibility, A Singapore Case Study". Past and present NWC Chairmen and members, including SNEF Vice President Mr Alexander C. Melchers, also shed light on the inner workings of tripartism in wage-setting and negotiations, including how the ethos of tripartism has allowed for win-win-win outcomes for employers, workers and Singapore.

Empower Pillar Engagement with Minister for Manpower

16 Nov 2022

Over 200 participants attended the **SNEF-MOM Dialogue with Dr Tan See Leng, Minister for Manpower** to engage employers on the Empower pillar of the Forward SG exercise. Employers' views were sought on how Government, employers and workers can work together to grow our economy and provide rewarding jobs for Singaporeans.

During the dialogue session moderated by SNEF President Dr Robert Yap, participants raised questions on how employers can make every job a better job, encourage their employees to take charge of their careers and provide overseas exposure for their Singaporean employees.



Dialogue on Progressive Wage Moves with Senior Minister of State, Mr Zaqq Mohamad



Empower Pillar Engagement with Minister for Manpower

Dialogue on Progressive Wage Moves with Senior Minister of State, Mr Zaqq Mohamad

16 Nov 2022

With the Progressive Wage Model (PWM) expanded to cover retail workers, and in-house cleaners, security officers and landscape maintenance employees since 1 September 2022, SNEF partnered the Ministry of Manpower (MOM) to organise a **Dialogue on Progressive Wage Moves with Mr Zaqq Mohamad, Senior Minister of State for Manpower**.

Over 100 employer representatives shared their challenges and sought clarifications on implementation of the PW moves. The audience also learnt that there are schemes such as Progressive Wage Credit, Career Conversion Programmes and Support for Job Redesign under Productivity Solutions Grant (PSG-JR) to assist them to implement sustainable progressive wages.

Dialogue with Minister for Education on School-Industry Partnership

19 Jan 2023

The Dialogue between Minister for Education Mr Chan Chun Sing and 30 CEOs on school-industry partnership provided an opportunity for employers to explore ways to develop the potential of future workforce to complement their existing workforce, as we seek to help students transit better from schools to the world of work. Both sides had a candid exchange of views on existing gaps and how to further contribute and strengthen school-industry partnership. SNEF was glad to have facilitated the dialogue and look forward to contributing to this endeavour.



Dialogue with Minister for Education on School-Industry Partnership



MOM Multi-Stakeholder Dialogue on Workplace Fairness

23 March 2023

As a member of the Tripartite Committee for Workplace Fairness, SNEF Honorary Secretary, Mr Edwin Ng joined Mr Zaqq Mohamad, Senior Minister of State for Manpower and Ms Cham Hui Fong, NTUC Deputy Secretary-General at the **Multi-Stakeholder Dialogue** held on 23 March 2023 to engage participants on the interim recommendations of the committee. The event provided the opportunity for over 250 participants including employers, employees, HR professionals and legal professionals to offer suggestions as well as seek clarifications before the committee finalised its recommendations.

SNEF-MOM Post Committee of Supply (COS) Dialogue

28 March 2023

The **SNEF-MOM Post Committee of Supply (COS) Dialogue** with Minister for Manpower Dr

Tan See Leng was held at the Marina Bay Sands Expo and Convention Centre on Tue, 28 Mar 2023. Over 900 SNEF members and friends from the Trade Associations and Chambers attended and participated actively during the interactive session. During the dialogue moderated by SNEF President Dr Robert Yap, the audience asked questions and sought clarifications on MOM's COS announcements which provide the opportunity for Dr Tan to explain the thoughts behind the announcements and shared the support schemes available to help employers to tackle their manpower challenges. Employers also better appreciated the longer term manpower challenges facing Singapore which would require them to start taking actions to develop progressive and inclusive workplaces as well as a skilled and resilient workforce.



Briefings and Seminars

Briefing on NWC Guidelines

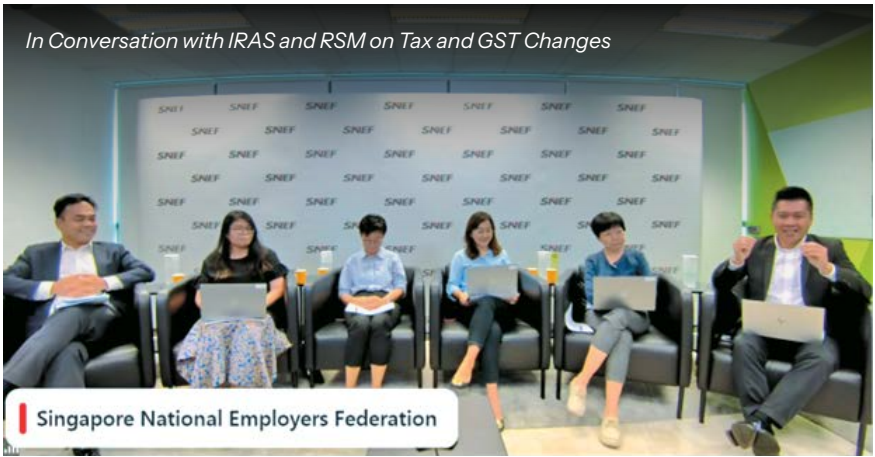
SNEF, in collaboration with SBF, organised a webinar to update SNEF members on the NWC guidelines on 14 Nov 22. The session reviewed the economic performance and outlook for 2022 and provided insights on the developments for 2023. More than 700 participants who attended the session were updated on the NWC recommendations and recommended guidelines to put in place Flexible Wage System.

In Conversation with IRAS and RSM on Tax and GST Changes

To prepare SNEF members on tax matters and GST changes, about 500 SNEF members attended the briefing session organised by SNEF in partnership with the Inland Revenue Authority of Singapore and RSM Singapore on 18 Nov 22.

Briefing on Occupational Progressive Wage and Interim Report on Tripartite Committee on Workplace Fairness

In our continual effort to keep SNEF members abreast and updated on new legislations, SNEF invited representatives from MOM to brief members on Occupational Progressive Wage (OPW) and the Interim Report of the Tripartite Committee on Workplace Fairness. About 500 SNEF members attended the in-person briefing and learnt about the OPW requirements employers must meet, for administrators and drivers who are Singapore citizens or permanent residents. They were also able to seek clarifications on the Interim Report of the Tripartite Committee on Workplace Fairness.



Calendar of Events

SNEF MEMBER-EXCLUSIVE EVENTS	
07 Apr 2022	SNEF Industry Group M (Electronics & Precision Engineering) e-Meeting
24 May 2022	SNEF Industry Group H (Finance) e-Meeting
16 Jun 2022	SNEF Industry Group K (Professional Services), N (Real Estate & Building Services) & P (Social & Community Services) e-Meeting
22 Jun 2022	SNEF Industry Group A (Maritime), G (Transport & Logistics), L (Aviation) & Q (Information & Communications) e-Meeting
22 Jun 2022	SNEF Industry Group J (Hospitality & Tourism) Meeting
29 Jun 2022	SNEF Industry Group B (Trading) Meeting
30 Jun 2022	SNEF Industry Group I (Retail, F&B and General Services) Meeting
18 Jul 2022	SNEF Industry Group D (Energy & Utilities) & E (Chemical) e-Meeting
19 Jul 2022	SNEF Industry Group F (Pharmaceutical & Health Science) & R (General Manufacturing) e-Meeting
25 Jul 2022	SNEF Industry Group M (Electronics & Precision Engineering) e-Meeting
29 Aug 2022	SNEF Industry Group I (Retail, F&B and General Services) e-Meeting
31 Aug 2022	SNEF Industry Group H (Insurance) e-Meeting
20 Sep 2022	SNEF 42nd Annual General Meeting
27 Sep 2022	SNEF Industry Group A (Maritime), G (Transport & Logistics), H (Finance), K (Professional Services), L (Aviation), N (Real Estate & Building Services), P (Social & Community Services) & Q (Information & Communications) e-Meeting
28 Oct 2022	SNEF Industry Groups D (Energy & Utilities), E (Chemical), F (Pharmaceutical & Health Science) & R (General Manufacturing) e-Meeting
21 Nov 2022	SNEF Industry Group J (Hospitality & Tourism) e-Meeting
24 Nov 2022	SNEF Combined Industry Groups A (Maritime), G (Transport & Logistics), L (Aviation) & Q (Information & Communications) e-Meeting
24 Nov 2022	SNEF Industry Group M (Electronics & Precision Engineering) e-Meeting

25 Nov 2022	SNEF Combined Industry Groups H (Finance), K (Professional Services), N (Real Estate & Building Services) & P (Social & Community Services) e-Meeting
25 Nov 2022	SNEF Industry Group I (Retail, F&B and General Services) e-Meeting
28 Nov 2022	SNEF Industry Group B (Trading) e-Meeting
12 Jan 2023	SNEF Combined Industry Groups H (Finance), K (Professional Services), N (Real Estate & Building Services) & P (Social & Community Services) e-Meeting
13 Jan 2023	SNEF Combined Industry Groups A (Maritime), G (Transport & Logistics), L (Aviation) & Q (Information & Communications) e-Meeting
02 Mar 2023	SNEF Industry Group J (Hospitality & Tourism) e-Meeting
03 Mar 2023	SNEF Industry Group I (Retail, F&B and General Services) e-Meeting
06 Mar 2023	SNEF Industry Group B (Trading) e-Meeting
20 Mar 2023	SNEF Industry Group M (Electronics & Precision Engineering) e-Meeting

SNEF MEMBER-PRIORITY EVENTS	
14 Apr 2022	[In-Company] SNEF Part 1: Navigating the Tripartite Alliance Dispute Management (TADM) and Employment Claims Tribunal (ECT) Process
15 Apr 2022	[In-Company] SNEF Part 2: Mitigating the Risk of “Wrongful” Dismissal Complaints
17 Apr 2022	[In-Company] SNEF Part 3: Holding Due Inquiry
25 Apr 2022	SNEF In Conversation Series: 1. Portable Medical Benefits for Local Employees 2. Living with COVID-19 - Employment Practices
26 Apr 2022	SNEF Bite-Size Solutioning Workshop: Retirement and Re-Employment Act – Now and Next Changes
27 Apr 2022	SNEF Bite-Size Solutioning Workshop: Work Injury Compensation Act (WICA) – Now and Next
28 Apr 2022	SNEF Bite-Size Solutioning Workshop: Employment Regulations for Part-Time Employees
29 Apr 2022	SNEF Bite-Size Solutioning Workshop: Managing Employees’ Leave Benefits

05 May 2022	SNEF Bite-Size Solutioning E-Workshop: Prepare the Future of Work: Hybrid Work Model and After-Hours Communication Policy
19 May 2022	SNEF Bite-Size Solutioning E-Workshop: Prepare the Future of Work: Hybrid Work Model and After-Hours Communication Policy
20 May 2022	SNEF E-Clinic on Portable Medical Benefits (PMB)
23 May 2022	SNEF Bite-Size Solutioning Workshop: Retirement and Re-Employment Act – Now and Next Changes
30 May 2022	SNEF Bite-Size Solutioning Workshop: Part 1: Navigating the Tripartite Alliance Dispute Management (TADM) and Employment Claims Tribunal (ECT) Process
31 May 2022	SNEF Bite-Size Solutioning Workshop: Part 2: Mitigating the Risk of “Wrongful” Dismissal Complaints
01 Jun 2022	SNEF Bite-Size Solutioning Workshop: Workplace Harassment
09 Jun 2022	SNEF Bite-Size Solutioning E-Workshop: RETHINKING Sustainable Flexible Work Arrangements in the New Normal
10 Jun 2022	SNEF Bite-Size Solutioning Workshop: Retirement and Re-Employment Act – Now and Next Changes
14 Jun 2022	SNEF Workshop on Spur Your Business Through Talent Attraction and Development with Government Support Programmes
30 Jun 2022	SNEF Bite-Size Solutioning E-Workshop: Managing Employees’ Leave Benefits
01 Jul 2022	Focus Group Discussion with Corppass Users for Citizen Co-Creation Group
13 Jul 2022	Launch Event for the Structured Career Planning Guidebook: Investing in Career Planning to Achieve Productive Longevity
25 Jul 2022	SNEF Bite-Size Solutioning Workshop: Retirement and Re-Employment Act – Now and Next Changes
26 Jul 2022	SNEF Bite-Size Solutioning E-Workshop: Managing Diversity, Equity, and Inclusion at the Workplace
27 Jul 2022	SNEF Bite-Size Solutioning E-Workshop: Prepare the Future of Work: Hybrid Work Model and After-Hours Communication Policy
02 Aug 2022	SNEF Bite-Size Solutioning Workshop: Employment Regulations for Part-Time Employees

24 Aug 2022	SNEF Bite-Size Solutioning Workshop: Work Injury Compensation Act (WICA) – Now and Next
24 Aug 2022	SNEF Bite-Size Solutioning E-Workshop: Sustaining Flexible Work Arrangements in the New Normal
25 Aug 2022	SNEF Bite-Size Solutioning E-Workshop: Managing Employees’ Leave Benefits
25 Aug 2022	SNEF Bite-Size Solutioning Workshop: Part 1: Navigating the Tripartite Alliance Dispute Management (TADM) and Employment Claims Tribunal (ECT) Process
26 Aug 2022	SNEF Bite-Size Solutioning Workshop: Part 2: Mitigating the Risk of “Wrongful” Dismissal Complaints
29 Aug 2022	SNEF Bite-Size Solutioning Workshop: Part 3: Holding “Due Inquiry” Before Dismissal Consideration
08 Sep 2022	SNEF Bite-Size Solutioning E-Workshop: Managing Diversity, Equity and Inclusion at the Workplace
29 Sep 2022	SNEF Bite-Size Solutioning Workshop: Workplace Harassment
03 Oct 2022	SNEF Bite-Size Solutioning E-Workshop: Sustaining Flexible Work Arrangements in the New Normal
05 Oct 2022	SNEF Bite-Size Solutioning E-Workshop: Managing Diversity, Equity and Inclusion at the Workplace
20 Oct 2022	Promoting Inclusion at the Workplace Through SNEF Programmes
26 Oct 2022	Dialogue on the Code of Practice on Chief Executives’ & Board of Directors’ WSH Duties: Understanding the Code of Practice and Obligations under the WSH Act
26 Oct 2022	SNEF Workshop on Emerging HR Skills & Job Roles to Support a Future-Ready Workforce
01 Nov 2022	SNEF Bite-Size Solutioning E-Workshop: Sustaining Flexible Work Arrangements in the New Normal
04 Nov 2022	SNEF Bite-Size Solutioning Workshop: Retirement and Re-Employment Act – Now and Next Changes
07 Nov 2022	SNEF Bite-Size Solutioning Workshop: Employment Regulations for Part-Time Employees
09 Nov 2022	Focus Group Discussion with Employers of In-House Security Personnel
11 Nov 2022	SNEF Bite-Size Solutioning Workshop: Work Injury Compensation Act (WICA) – Now and Next

11 Nov 2022	Finding the Silver Lining in an Age Diverse Workforce
14 Nov 2022	SNEF Bite-Size Solutioning Workshop: Part 1: Navigating the Tripartite Alliance Dispute Management (TADM) and Employment Claims Tribunal (ECT) Process
15 Nov 2022	SNEF Bite-Size Solutioning Workshop: Part 2: Mitigating the Risk of “Wrongful” Dismissal Complaints
17 Nov 2022	SNEF Bite-Size Solutioning Workshop: Part 3: Holding “Due Inquiry” Before Dismissal Consideration
18 Nov 2022	SNEF In Conversation Series: Employers’ Tax Obligations 101 & Preparing for GST Rate Change
23 Nov 2022	SNEF Bite-Size Solutioning E-Workshop: Managing Diversity, Equity and Inclusion at the Workplace
01 Dec 2022	SNEF Bite-Size Solutioning E-Workshop: Sustaining Flexible Work Arrangements in the New Normal
09 Jan 2023	SNEF Bite-Size Solutioning E-Workshop: Sustaining Flexible Work Arrangements in the New Normal
13 Jan 2023	SNEF Bite-Size Solutioning Workshop: Retirement and Re-Employment Act – Now and Next Changes
17 Jan 2023	SNEF Bite-Size Solutioning Workshop: Work Injury Compensation Act (WICA) – Now and Next
06 Feb 2023	SNEF Bite-Size Solutioning E-Workshop: Sustaining Flexible Work Arrangements in the New Normal
07 Feb 2023	SNEF Bite-Size Solutioning Workshop: Employment Regulations for Part-Time Employees
23 Feb 2023	SNEF Bite-Size Solutioning E-Workshop: Managing Employees’ Leave Benefits
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17 Mar 2023	SNEF Bite-Size Solutioning Workshop: Part 2: Mitigating the Risk of “Wrongful” Dismissal Complaints
20 Mar 2023	SNEF Bite-Size Solutioning Workshop: Part 3: Holding “Due Inquiry” Before Dismissal Consideration

30 Mar 2023	SNEF Bite-Size Solutioning Workshop: Grievance Handling
SNEF BRIEFINGS, SEMINARS & PARTNERSHIP EVENTS	
07 Apr 2022	ETHRWorld Human Capital Experience APAC
12 Apr 2022	Cloud, First Strategy – Migration with Ease
20 Apr 2022	SNEF-Mercer Clinic on Redesign Jobs for Talent Attraction & Retention
26 Apr 2022	SNEF-Assurity Webinar on Accelerate Your Business Growth with Trusted Solutions
28 Apr 2022	National Workplace Safety & Health Campaign 2022
06 May 2022	Inaugural Tripartite Collective Event: Tripartism in the New World – Navigating Challenges Past, Present and Future
23 May 2022	Making Flexible Work Arrangements (FWA) Work for SMEs
01 Jun 2022	IMDA’s AT X AI 2022 Building Trusted AI
17 Jun 2022	SNEF-MOM Dialogue with the Advisory Committee on Platform Workers
17 Jun 2022	BRAIN CAPITAL & MENTAL HEALTH – Why is this Crucial for a Successful Workforce
14 Jul 2022	WSHC’s Target Zero Falls Forum 2022
18 – 21 Jul 2022	IMDA’s Person Data Protection Week 2022 Accelerate Business Growth with Trusted Data
19 Jul 2022	Acing Digitalisation & Talent Needs in Business
20 Jul 2022	Sustainable and Inclusive Growth with Workplace Learning @ Work!
27 Jul 2022	WSHC’s Workplace Safety and Health (WSH) Awards 2022
29 Jul 2022	SNEF Briefing on Build A Future-Ready Multi-Generational Workforce with SNEF Programmes
03 Aug 2022	Sustainable and Inclusive Growth with Workplace Learning @ Work!
04 & 05 Aug 2022	SNEF – NACE Workplace Learning Blueprint Development
23 Aug 2022	SNEF – NACE Webinar on Building a Sustainable Workplace Learning Culture
25 Aug 2022	Take Charge of Your Well-being @ the Workplace

30 Aug 2022	SNEF-Mercer Workshop on Trends Impacting Skills and Talent
15 Sep 2022	SID Directors Conference 2022
16 Sep 2022	Develop your Employees or Tap on their Existing Capabilities to Maximise Revenue & Reduce Costs
19 & 20 Sep 2022	Singapore Workplace Safety and Health Conference 2022
22 Sep 2022	SNEF E-Briefing on the Expansion of Progressive Wage Approach and Coverage
25 Sep 2022	27th Tripartite Golf Friendly 2022
14 Oct 2022	SNEF-SIT Seminar on Enhance Your Competitive Edge Through Innovation
17 Oct 2022	Future Forward with Workforce and Business Transformation A collaboration between SNEF and NTUC’s e2i
03 – 06 Nov 2022	Seminar on “Tripartite Collaboration in Embracing Sustainable and Responsible Labour Management Practices in the Hotel, Club, F&B and Retail Industries
07 – 08 Nov 2022	SNEF – NACE Workplace Learning Blueprint Development
09 Nov 2022	Tripartite Collective Dialogue
14 Nov 2022	SNEF-SBF Webinar on the National Wages Council Guidelines for 2022 / 2023 & Flexible Work Arrangements – Now & Future
15 Nov 2022	WSHC’s Industry Engagement on WSH Developments for the Manufacturing Sector

16 Nov 2022	Dialogue with Minister for Manpower Dr Tan See Leng Empower Pillar Engagement under Forward Singapore
16 Nov 2022	Dialogue with Senior Minister of State (Manpower), Mr Zaqy Mohamad on Progressive Wage Moves
12 Jan 2023	Showcase of SNEF x CIPID Courses
19 Jan 2023	SNEF-MOE Dialogue with Minister for Education, Mr Chan Chun Sing
01 Feb 2023	Tripartite Chinese New Year Lo Hei Lunch
07 Feb 2023	Empowering Your Workforce in the Digital Economy
14 Feb 2023	Sustainability as a Key Driver of Growth: Opportunities & Actionable Insights for SMEs
28 Feb 2023	Developing your Transformation Roadmap to GO DIGITAL
02 Mar 2023	SNEF-WWF Earth Hour Summit 2023 (C-Suite)
03 Mar 2023	Budget 2023 – Forward Singapore
13 Mar 2023	SNEF-MOM Briefing on Occupational Progressive Wages and Interim Report of the Tripartite Committee on Workplace Fairness
16 Mar 2023	SNEF-MINDEF Employer Visit to Army Capabilities Display at Sungei Gedong Camp
28 Mar 2023	SNEF-MOM Post Committee of Supply (COS) Dialogue with Manpower Minister



Advancing Tripartism

In the tripartite system, SNEF is the body representing employers and we aim to be the trusted partner of the National Trades Union Congress (NTUC) representing the labour movement and the Ministry of Manpower (MOM) representing the Government.

The strong tripartite partnership among the Government, the Labour Movement and Employers has been the cornerstone of Singapore's harmonious industrial relations. Tripartism is a key competitive advantage that has contributed to a favourable investment climate, economic progress and better jobs for workers. It is for this reason that SNEF is relentless in advancing tripartism for the benefit of its members and all employers as well as their employees.

Advisory Committee on Platform Workers

Together with our tripartite partners, Mr Sim Gim Guan represented SNEF to serve on the Advisory Committee on Platform Workers, which was set up to look into strengthening protections for platform workers.

As members of the Advisory Committee, SNEF, together with the



Mr Sim Gim Guan (far left), with Advisor to Advisory Committee on Platform Workers, Dr Koh Poh Koon (centre), and tripartite partners in Spain

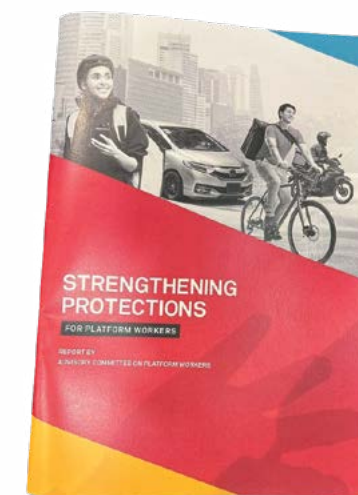
Singapore Business Federation (SBF), organised 10 engagement sessions involving over 15 platform companies and taxi operators in the past financial year. The feedback from these engagements allowed the committee to better understand the challenges and concerns of the platform companies.

From 31 October to 4 November 2022, the Advisory Committee visited the United Kingdom and Spain to study their approaches to the representation and pension contribution of platform workers.

The tripartite delegation, led by the Advisor to Advisory Committee on

Platform Workers and Senior Minister of State for Manpower, Dr Koh Poh Koon, comprised 20 representatives from SNEF, MOM, NTUC and Central Provident Fund Board (CPF Board). During the trip, the delegation met with various government agencies, five platform companies, four trade unions and one think-tank to get their perspectives on platform work issues.

After numerous engagement sessions and consultation with the different stakeholders, the Committee released a set of recommendations on 23 November 2022, which the Government had accepted, to strengthen protections in the following areas for platform workers:



- Ensuring adequate financial protection in case of work injury
- Improving housing and retirement adequacy
- Enhancing representation

Tripartite Committee on Workplace Fairness

In Feb 2023, the Tripartite Committee on Workplace Fairness (TCWF), which was set up in July 2021, released an interim report on their recommendations.

Before the interim recommendations were announced, SNEF organised numerous consultation sessions with our members. During consulta-

tion with SNEF members, there were concerns about labour market rigidities, frivolous claims and onerous requirements for employers if workplace fairness would be legislated. Employers also expressed their preference to manage and resolve any complaints in their workplace first.

Throughout discussions at the meetings of TCWF, SNEF sought to address the employers' concerns. The interim recommendations had taken into consideration the employers' feedback and struck a good balance between providing adequate protection for workers and maintaining flexibility for employers.

The key recommendations of TCWF are as follows:

- Legislation to apply across stages of employment (eg. pre-employment, in-employment)
- Protect employees from selected protected characteristics
 - Nationality
 - Age
 - Sex
 - Race/Language
 - Family Status

3. To provide protection and assurance to those who have a case to report, employers must:

- Develop proper grievance handling process
- Protect confidentiality of the identity of those who report workplace discrimination or harassment
- Not retaliate against employees who report employers for workplace harassment or discrimination through dismissal, denial of re-employment, salary deduction, deprivation of contractual benefits, harassment, and other act(s) done to victimise the individual.

4. To ensure fair recruitment, employers must advertise a position on MyCareersFuture and fairly consider all candidates before applying for an E Pass or S Pass

As co-chair of the TCWF SNEF President, Dr Robert Yap said this on the release of the interim recommendations: "Our vision is 'Responsible Employers, Sustainable Business'". SNEF strongly believe that the two go hand-in-hand."



Engagement with platform industry on 04 January 2023, moderated by Mr Sim Gim Guan



SNEF-MOM Post COS Dialogue

Together with our Tripartite partners, SNEF is committed to uphold workplace fairness and maintain labour market flexibility for both employers and workers to thrive.

Expansion and Extension of Progressive Wage Models

Since the release of the Tripartite Workgroup on Lower-Wage Workers report in August 2021, the tripartite partners had been working closely to implement the recommendations to provide clear career progression pathways with sustainable wage increases and targeted training for our lower-wage workers through the Progressive Wage Model (PWM). SNEF co-chairs the Tripartite Clusters formed to develop the PWM for each identified sector which was announced before their respective effective date.

On 1 Sep 2022, the PWM was expanded to the Retail Sector and extended to in-house cleaners, security officers and landscaping workers. Employers that employ foreign workers also must pay their full-time local works at least the local qualifying salary of \$1,400 per month.

From 1 March 2023, PWM was further expanded to the Food services sector and the Occupational Progressive Wages (OPW) for Administrators and Drivers was introduced.

SNEF had asked for a transition period and wage support for employers to implement the changes. In response, the Government had granted a six-month grace period where no enforcement action would be taken, and provided the Progressive Wage

Credit Scheme to help employers cope with their wage cost increases.

With the PWM expanded to the Waste Management sector in July 2023, this meant that up to 94% of full-time lower-wage workers will be covered by Progressive Wages.

Managing Disputes through Tripartism

Leveraging the strong tripartite relationship, the Minister for Manpower appointed the Industrial and Workplace relations (IWR) consultants of SNEF as Tripartite Mediation (TM) Advisors to assist employers in the mediation of their employment disputes at the Tripartite Alliance for Dispute Management (TADM). These disputes involved rank-and-file, professional, managerial and executive employees.

The TM Advisors assisted in 300 TM cases in FY2022/23 with the aim to resolve them amicably and quickly to maintain workplace harmony. Most disputes were about salary arrears (46.3%) and allegations of wrongful dismissal (35.7%).

Launch of the Tripartite Collective

To further strengthen the spirit of tripartism in the community, the Tripartite Collective (TC), comprising members from the tripartite, academic, legal and media communities and supported by Temasek Foundation, was launched on 6 May 2022 to strengthen and socialise the spirit of tripartism amongst these communities through research studies, dialogues and capability development programmes.



Launch of the Tripartite Collective. Photo Credit: TAFEP



Tripartite Retreat. Photo Credit: NTUC



Tripartite Retreat. Photo Credit: NTUC

Close to 200 members attended its inaugural launch event themed “*Tripartism in the New World – Navigating Challenges Past, Present and Future*”

Tripartite Retreat 2023

In addition, the Tripartite Retreat is organised annually to provide the tripartite partners with a platform to present their workplans, align priority areas and strengthen bonds amongst the partners.

NTUC hosted the 8th Tripartite Retreat from 16 to 18 February 2023 on Batam, Indonesia, the first in-person Retreat since 2019. This annual retreat was attended by more than

80 tripartite leaders and senior management team from MOM, NTUC and SNEF.

In tandem with the full re-opening of Singapore’s borders and full resumption of economic activities, the retreat themed “*A Future-Ready Workforce*” looked at ways in which employers and the workforce can collectively seize new opportunities in the future economy and at the same time, provide stronger assurances to workers in transitioning to new job roles. Through the retreat, the tripartite partners reaffirmed their commitment to maintain strong tripartite bonds, and remain forward-looking and adaptable.

Workplace Developments

Advising Members

As a group of responsible employers, SNEF is committed to help members understand and implement responsible employment practices. The number of enquiries/cases on employment matters from Members handled by SNEF stabilised at 2,200 in FY2022/23 with Singapore's COVID-19 situation under control and announcement of DORSCON Green status on 13 February 2023.

HR/IR related issues that SNEF handled included:

- termination and dismissal (12.0%)
- remuneration (10.6%)
- retirement and re-employment (8.1%).
- and increased leave-related enquiries/cases due to MOM's prohibition of attendance (dis)incentive schemes tied to paid sick leave with effect from 1 January 2023.

There were also more member enquiries about the PWM arising from the expansion and extension of PWM coverage.

Updating Members

SNEF organised 26 Industry Group Meetings to update members on legislation changes, discuss employment policy and network with Members. A total of 1,885 HR practitioners attended the meetings and were briefed on issues such as:

- application of the National Wages Council Guidelines
- expansion of progressive and occupational wages coverage
- fulfilment of occupational employment dataset requirements and
- adoption of the Tripartite Standard on Flexible Work Arrangements.

"We appreciate the work of IWR team, particularly Ms.Poh Inn and Ms.Clariz for organizing our industry's quarterly group meetings.

Both Ms.Poh Inn and Ms.Clariz were incredibly knowledgeable and supportive throughout the entire session. They are also very professional and responsive to address each of the participant questions and always made sure that we have everything we needed to operate our HR's job function smoothly and effectively. They make it a point to highlight what is happening or on the horizon, hence, the sessions are always very informative and engaging. "



Tan Yoke Suan (Mr.)
General Manager
Sumitomo Chemical Engineering Singapore Pte.Ltd.

Building and Strengthening Workplace Relations

With harmonious relations with its employees and the Union in mind, SMRT Corporation Ltd ("SMRT") commissioned SNEF to conduct labour management relations workshops for its Management, Union Leaders and Human Resource (HR) professionals.



SNEF facilitators curated contents and developed the curriculum to equip the participants with a comprehensive understanding of Singapore's industrial relations landscape and its unique brand of Tripartism, also highlighting the importance of individual roles in developing a strong and harmonious work environment.

Eight workshops were conducted and attended by close to 200 participants. In each workshop, there was deliberate effort to group together various SMRT Management, Union Leaders and HR professionals for learning activities. The workshops were very well received and more workshops have been planned for the coming year.

Feedback from the Management

"The customised workshops provide a good opportunity for our Management, Union Leaders and HR to come together to better appreciate how Tripartism is critical to maintaining good employer-employee relationships at our workplace. This allows the Company to better focus on tackling business challenges as a united workforce. I strongly recommend this workshop to employers who seek to strengthen the bond between Management and Union for a positive outcome."

Lee Yem Choo

Director, Chief Human Resources Officer,
SMRT Corporation Ltd

Feedback from the Union

"The curriculum developed by SNEF is practical and the workshops are conducted objectively by Mr. Edwin Lye and Mr. Chris Lee. Our Union Leaders are now in a better position to be the bridge between our employees and the Management. We are confident that going forward, workplace issues can be resolved more efficiently and amicably."

Jason Choa

President, National Transport Workers' Union

A word from Ms Felicitas, our
IRP member



"Serving on the IRP had been a fruitful and valuable experience for me. I enjoyed meeting with fellow HR practitioners from various industries and providing feedback on proposed manpower policies and guidelines at IRP meetings. I had also gained a lot of insights and greatly appreciate the work of SNEF in representing the interests of employers."

Assisting Employers on Workplace Developments

SNEF manages various Government grants to assist employers in the implementation of responsible employment practices. Monthly grant briefings and workshops were conducted to share with employers on the various government grants to help them tap on the grants to make their workplaces more progressive and inclusive.

BUILDING INCLUSIVE AND HARMONIOUS WORKPLACES

Part-Time Re-employment Grant

To help employers to retain their senior workers, the Part-Time Re-employment Grant (PTRG), where SNEF is the grant administrator, was extended from 2023 to 2025, at the launch of the Action Plan for Successful Ageing on 30 Jan 2023.

The extension of PTRG would help employers defray the costs of improving their employment practices and support them to meet their manpower needs through offering senior workers, who may choose to retire, part time option or other types of flexible work arrangements to retain them.

One of the many successful applicants and SNEF member, **On Cheong Company Private Limited** was featured on Lianhe Zaobao for their efforts to implement age-friendly workplace practices. Mr Ho Nai Chuen, Managing Director of On Cheong Company Private Limited also took time off his busy schedule to share with attendees their positive grant application and claims experience with SNEF.



ONEWorkplace.sg

Establishing Healthy Workplaces

In FY 2022/23, SNEF continued its partnership with the Health Promotion Board (HPB) as the project manager for the Healthy Workplace Ecosystem@ Downtown (HDE) project. The HDE project recognizes the importance of workplace health and wellness and aim to promote healthier lifestyle among employees in the downtown core district by connecting SNEF members with landlords, and tenants to exercise at convenient locations near their workplace.



HDE@CapitaSpring



“At On Cheong, we believe that a multi-generational workforce will benefit all employees as there is so much to learn from one another. Our senior workers share their vast knowledge and experience like sales and craftsmanship with their younger colleagues. During the process, they also get to learn IT skills from the younger colleagues. Tapping on the Senior Worker Early Adopter Grant and Part Time Re-employment grant has helped us to implement age-friendly practices and we can continue to engage employees and better retain them.”

Mr Ho Nai Chuen
Managing Director of On Cheong Company Private Limited

ONEWorkplace.sg

Apart from funding support, SNEF is also committed to help employers build inclusive and harmonious workplaces. Through the OneWorkplace.sg initiative, SNEF encourage employers to proactively promote interactions amongst staff of various nationalities and cultures to maintain harmonious workplace relations. In FY 2022/23, SNEF reached out to over 400 employers through various outreach activities, including seminars and events on ONEWorkplace.sg programme.

Additionally, SNEF continued to organize virtual workshops and exercises with virtual participation accounting for 63% of the total of more than 63,000 participants in the project. In addition to the workout activities and workshops, the HDE project also included thematic activities that raised funds for charity. Six thematic activities were conducted with the intention of community building and outreach to a wider audience outside of the downtown core district. These thematic activities raised a total of \$13,184 that was donated to Community Chest Singapore.



HDE@CapitaSpring

Empowering Employers through Information and Analytics

Through the Centre for Labour Information and Analytics (CLIA), SNEF provide timely, reliable and relevant labour and human resource information, empowering our employer members to make informed decisions.

to these reports to assist them in their remuneration packages in FY2022/23.

In addition, CLIA regularly organises sharing sessions to help employers build up their capabilities. These sessions provide a platform for employers to gather and share knowledge, experiences and

gain new insights on workplace and workforce issues. During the sessions, employers are also updated with the latest trends and issues revolving the labour market.

In FY 2022/23, CLIA organised a total of 11 such events and close to 300 employers attended and benefitted from these sessions.

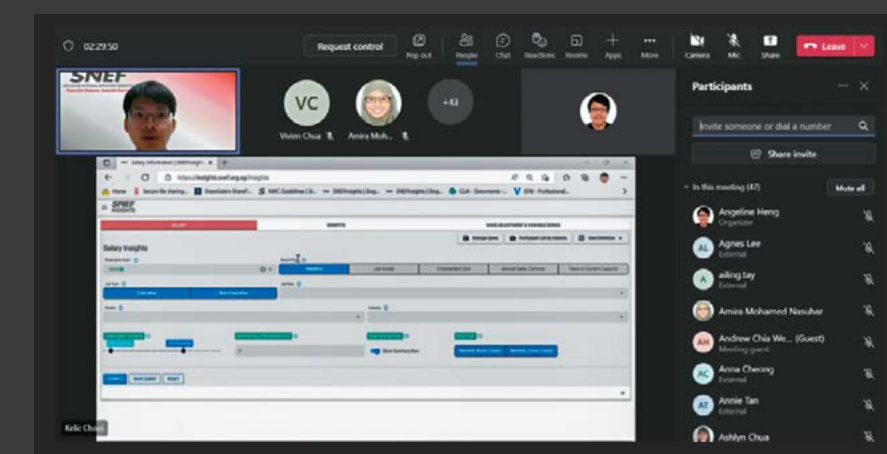
SNEF SALARY INFORMATION REPORT

In FY 2022/23, SNEF published the Salary Information Report 2022 (SS22) and the SNEF Benefits Information Report 2021 (BS21).

The SS22 covered more than 600 job positions from the more than 200 employers surveyed which aided employers in developing their compensation package.

The BS21 consists of a wide spread of categories of benefits employers are offering to their employees. More than 220 employers participated in this biennial survey which would help employers to review their benefits package.

For both SS22 and BS21 publication reports, more than 540 unique employers participated and referred



Workforce Developments



SNEF understand that even as employers transform their business, they need to redesign their jobs as well as upskill and reskill their workforce in order to better support their business transformation.

SNEF, through its Corporate Learning Centre, conducts training on a variety of up-to-date courses such as human resources, industrial relations and critical core skills via different modes of learning. There are also Course fee funding and absentee payroll funding for selected courses.

To further assist employers to understand and implement progressive employment practices, SNEF conducted HR/IR training on labour laws, issues involving labour-management relations, flexible work arrangements and grievance handling. SNEF is also a key partner and training provider for the PWMs of the Retail sector, F&B sector, and Occupational Progressive Wages (OPW) for administrators and drivers. Over 2,800 HR practitioners attended a total of 142 in-person and on-line training sessions conducted by the IWR team.

In FY2022/23, SNEF also assisted more than 300 employers in their upskilling and reskilling efforts and trained 11,000 trainees.

Career Conversion Programmes

SNEF is the Programme Manager for the various Career Conversion Programmes (CCPs) under Workforce Singapore (WSG) which assist employers to prepare for the future of work through upskilling and reskilling of their workforce and job redesign.

CCPs train and bridge competency gaps of new hires and exist-

ing employees according to their job functions or sectors. CCPs managed by SNEF were for:

- Built Environment Professionals
- Human Capital Professionals
- Professional Executives
- SME Executives and
- Sustainability Professionals (Electric Vehicle Specialists).

Over 300 PMETs were successfully placed and received industry and relevant skills conversion training through facilitated classroom training, work-based project, and on-the-job training.



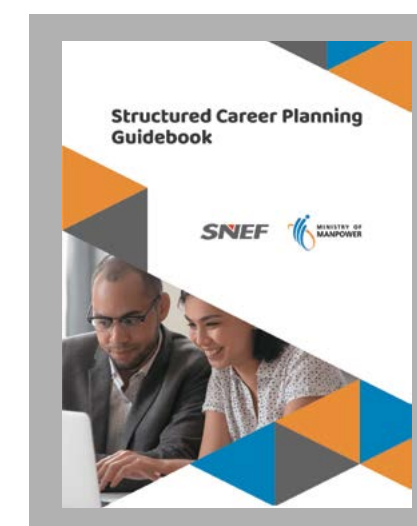
Career Conversion Programmes



Career Conversion Programmes

Launch of Structured Career Planning Guidebook

To further assist mature and senior workers in their career, SNEF, in partnership with the Ministry of Manpower, launched the Structured Career Planning (SCP) Guidebook on 13 July 2022 at a hybrid event themed "Investing in Career Planning to Achieve Productive Longevity" with Guest-of-Honour Mr Koh Poh Koon, Senior Minister of State for Manpower, Mr Heng Chee How, Deputy Secretary-General, NTUC and Mr John Ng, Vice President, SNEF.



Structured Career Planning Guidebook

The guidebook provides the framework for employers to implement a formal structured career planning process to proactively engage their mature and senior employees and kickstart meaningful discussions with them on required training and career opportunities that meet both individual and company needs.

Job Redesign under Productivity Solutions Grant (PSG-JR)

Besides assisting employers in skill and career development to support them in their business and workforce

transformation. SNEF also manages the Support for Job Redesign under Productivity Solutions Grant (PSG-JR) to help them redesign their jobs as part of their business transformation.

Employers can tap into a panel of 16 pre-approved JR consultancies from international and local consulting firms and enjoy up to 70% funding for consultancy services capped at \$30,000 per entity. The programme support employers to:

- Improve human capital practices and employee experience, and enhance job attractiveness to attract and retain talent.
- Improve employee mobility by redesigning jobs and reskilling which help organizations to address manpower needs and drive business goals.
- Support digitalization by realigning processes with technology and preparing the workforce through change management.
- Redesign jobs for employees under progressive wage model

SNEF helped over 130 employers on job redesign through PSG-JR which benefited more than 40,000 employees.



Launch of Structured Career Planning Guidebook

Hear what some of our clients who have successfully implemented PSG-JR have to say:

“At AMKFSC Community Services, we believe that attracting and retaining the right talent is crucial to strengthening our position as a leading social service agency. The Support for Job Redesign under Productivity Solutions Grant (PSG-JR) has enabled us to do so by engaging the consulting firm Mercer to bring greater clarity to our workforce planning, review processes, and career pathways development. Through this, we have achieved greater alignment and structure in defining job responsibilities and recognition, which helps us perform with greater efficiency as an organisation.

I would like to thank Singapore National Employers Federation and Workforce Singapore for augmenting our talent management capabilities. With your support, we look forward to shaping an agile and future-ready workforce that is well-equipped to tackle the evolving needs of our society.”



Dr Vincent Ng
Chief Executive Officer
AMKFSC Community Services

“The support from Workforce Singapore (WSG) and Singapore National Employers Federation (SNEF) through the PSG-JR came at just the right time. Our employees benefited greatly from the project, as they were trained and empowered to take on new responsibilities, leading to greater job satisfaction. Overall, the project delivered dual benefits, improving both our business operations and employee engagement.”



Mr Bobby Bock
General Manager
GBS (Singapore) Pte Ltd

Strategic Partnerships and External Relations



NTUC-SNEF PME Taskforce

Much progress has been made a year after the release of the nine recommendations by the joint NTUC-SNEF PME Taskforce (PME TF) to strengthen professionals, managers and executives' (PMEs) employment and employability; and enable PME to compete fairly and more effectively in the labour market.

On 26 October 2022, SNEF Executive Director Sim Gim Guan together with PME TF Co-Chair NTUC Assistant Secretary-General Mr Patrick Tay, provided an update on the progress of the PME TF's recommendations. He shared that eight out nine recommendations have made progress. Some of the highlights include NTUC and SNEF:

1. Collaborating with e2i to strengthen the Jobs Security Council to better support employers and workers
2. Working with IHRP to certify 12,000 HR professionals by 2025

3. Providing feedback to the Ministry of Manpower in developing the COMPASS Framework

PME TF Co-Chair Sim Gim Guan also shared, “The PME Taskforce's recommendations were carefully deliberated and proposed to prepare PMEs to meet employers' skills demand and to exhort employers to implement responsible employment practices.”

SkillsFuture Employer Awards

The SkillsFuture Employer Awards honour exemplary employers that champion employees' skills development and build a lifelong learning culture at the workplace. As the appointed Programme Manager for the awards since 2016, SNEF encourage all members to apply for this recognition, as the Award distinguishes them as outstanding employers displaying a strong commitment to

developing a company culture that supports lifelong learning and skills mastery by their employees. It is a prestigious symbol of excellence and winning the award help SNEF members and employers gain a competitive edge in talent attraction and retention.

The 2022 awards were presented on 22 November 2022 by President Halimah Yacob, who was the patron for the Award, at the Marina Bay Sands Auditorium. The list of all 28 winners are listed at <https://www.skillsfuture.gov.sg/employerawards> and their profiles are found at <https://www.skillsfuture.gov.sg/employerawards/gold2022>.

Separately, the SkillsFuture Fellowships recognise and support Singaporeans who have displayed skills mastery in their respective fields as well as personal commitment to mentorship and the skills development of others. There were 23 recipients of the 2022 Fellowships who each also received S\$10,000 to further deepen their skills development.

The profile of the winners can be found at <https://www.skillsfuture.gov.sg/fellowships/2022>





SkillsFuture Employer Awards 2022

National Centre of Excellence for Workplace Learning

In FY2022/23, SNEF inked an MOU with the Nanyang Polytechnic's National Centre of Excellence for Workplace Learning (NACE) to co-operate in training and professional development in the area of Workplace Learning. SNEF consultants from the Industrial and Workplace Relations division conducted many NACE workshops that benefited 146 employers in developing capabilities and implementing sustainable Workplace Learning.

The scope of cooperation for this MOU includes jointly conducting the Workplace Learning Blueprint Development course for SNEF's members to better support enterprises in building up their workplace learning capabilities. It also covers joint consultancy services in OJT Blueprint development for organisations, to provide contextualised guidance for enterprises in the implementation of sustainable workplace learning. In addition, NYP and SNEF regularly co-organise outreach events and seminars to propagate the

REGISTER NOW FOR THE NACE WORKPLACE LEARNING BLUEPRINT DEVELOPMENT WORKSHOP

On-the-Job Training

Date: 24 & 25 Jul 23 (Monday & Tuesday)
Time: 9:00am to 5:00pm
Venue: SNEF, 60 Paya Lebar Road, #13-45, Paya Lebar Square, Lobby 2, 409051

This workshop will equip learners with skills needed to design a structured On-the-Job training (OJT) blueprint for the workplace.

Up to 90% subsidies for SMEs! Absentee Payroll funding is also available!

LIMITED SEATS AVAILABLE REGISTER NOW!

For more information, visit:
<https://www.nace.edu.sg/about-nace/training-programmes/workplace-learning-blueprint-development/>

THIS COURSE IS JOINTLY CONDUCTED BY SINGAPORE NATIONAL EMPLOYERS FEDERATION (SNEF) AND NATIONAL CENTRE OF EXCELLENCE FOR WORKPLACE LEARNING (NACE)

value and benefits of workplace learning to help enterprises implement workplace learning and to build and retain competencies.

More information can be found at <https://www.nace.edu.sg/framework/national-workplace-learning-framework>.

Migrant Workers' Centre

Working with the Migrant Workers' Centre (MWC), the Migrant Workers Assistance Fund (MWAF) was set up as a charity on 22 August 2011. It was granted Charity Status on 3 May 2012 and IPC status on 10 December 2014.

The Fund was established by SNEF and NTUC and financially supported by donations and government grants. The Fund is used solely to provide assistance for migrant workers and fundraising expenses for its fundraising activities.

MWAF assist migrant workers with emergency shelter, food, medical, ex-gratia, transportation, and repatriation costs. The fund also provides aid in cash to the next-of-kin of migrant workers who died in work-related accidents or other reasons.

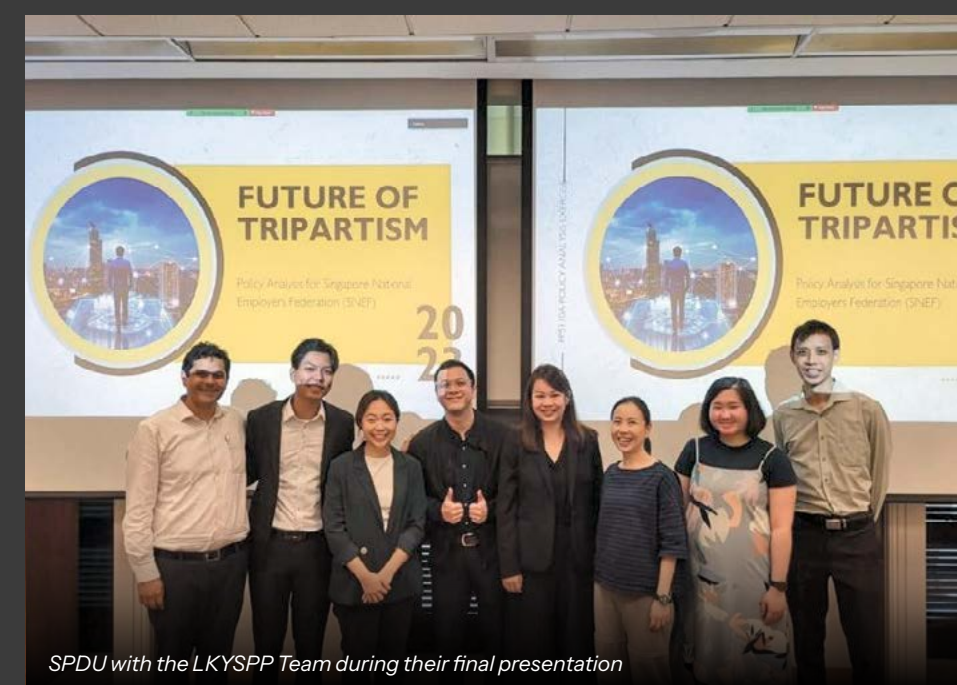
In FY2022, the MWAF spent a total of \$1,511,014 in charitable expenses during the pandemic, which was a 35.9% increase from the pre-pandemic period.



MWAF Board of Trustees and Secretariat

Lee Kuan Yew School of Public Policy

SNEF partnered with the Lee Kuan Yew School of Public Policy (LKYSPP) Master in Public Policy (MPP) programme for its capstone module - the Policy Analysis Exercise (PAE). SNEF staff from the Strategic Policy Development Unit mentored the student group, which researched and presented a paper on "The Future of Tripartism in Singapore", highlighting how SNEF can be the prominent voice of employers in the new never-normal landscape.



SPDU with the LKYSPP Team during their final presentation

International Relations

47th ASEAN Confederation of Employers (ACE) Meetings

12-13 July 2022

Mr Sim Gim Guan, Executive Director, SNEF and Mr Chua Ker Sin, Director for Corporate Research, Planning and External Relations, represented SNEF at the virtual 47th ACE CEO and Board of Directors meetings hosted by the Indonesian Employers Association (APINDO) on 12 to 13 July 2022. ACE members, which comprises employer organisations from each of the 10 ASEAN member states, exchanged economic and labour market information from their respective countries and engaged one another on their responses to the pandemic.



Photo credit: APINDO

During the meetings, officers from the International Labour Organization Bureau for Employers' Activities (ILO ACTEMP) stressed the pivotal role played by employer organisations during the COVID-19 pandemic and shared its research with ACE members on leveraging data insights to improve the efficacy and impact of employer organisations.

ILO/IOE/SNEF Regional Forum on Employers' and Business Member Organisations (EBMOs)

5 December 2022



Prior to the 17th Asia and Pacific Regional Meeting of the International Labour Organization (ILO), SNEF, in partnership with ILO ACTEMP and the International Organization of Employers, organised a regional forum of EBMOs in Asia, the Pacific and the Arab states on 5 December 2022 in Singapore.

SNEF President, Dr Robert Yap, in his opening remarks, highlighted the labour challenges faced by Singapore due to the 4Ds of Digitalisation, Demographics, Divisions and De-Globalisation. During the forum, EBMOs and SNEF member representatives, discussed macro-economic trends affecting the Future of Work and how EBMOs can continue to deliver value to their members in the shifting business landscape.

17th Asia and the Pacific Regional Meeting of the International Labour Organization

6 to 9 December 2022



The 17th Asia and the Pacific Regional Meeting (APRM) of the International Labour Organization, attended by over 350 government, employer and worker representatives from Asia Pacific and the Arab States, was held in Singapore from 6 to 9 December 2022. SNEF President, Dr Robert Yap, was elected as the Employer Vice-Chairperson of the Meeting, alongside Minister for Manpower, Dr Tan See Leng and NTUC President, Ms Mary Liew, as the Chairperson and Workers Vice-Chairperson of the Meeting respectively.



The APRM culminated in the successful adoption of The Singapore Statement which lays out the guiding principles to achieve a human-centred recovery and prepare for the Future of Work.

AOTS Workshop on Global Challenges for Labour Environment in 2023

On 17 to 19 January 2023, SNEF participated in a workshop together with employer representatives from Asia and Latin America organised by the Association for Over-

seas Technical Cooperation and Sustainable Partnerships (AOTS) with the support of the Japanese government. The workshop, titled "Global Challenges for Labour Environment in 2023", delved into how industrial relations and skills development would need to adapt to the emerging trends of Environmental, Social and Governance (ESG), digitalisation and new forms of work.



Photo credit: AOTS

Mr Firdaus Iskandar, Manager for Corporate Research, Planning and External Relations, represented SNEF at the workshop and shared key legislative developments in Singapore and SNEF's ongoing efforts to support businesses and workers' resilience in the context of a tight domestic labour market, digitalisation wave as well as economic and geopolitical headwinds.

The Tenth High-Level Tripartite Regional Seminar on Industrial Relations for Southeast Asian Countries

Tokyo, Japan 22-23 February 2023

'Social Dialogue for Promoting Sound Labour Relations for Competitive Business, Growth and Decent Work'

Organised by the International Labour Organization (ILO) under its ASEAN-ILO/Japan IR Project, the Seminar was attended by over 50 participants from Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, the Philippines, Singapore, Timor Leste, Thailand, Vietnam and Japan. SNEF was represented by Ms Ang Poh Inn, Director of Industrial and Workplace Relations Division.



Representatives of government, employers' and workers' organizations were unanimous on the need to strengthen social dialogue and the role of labour and industrial rela-

tions in national economic development and regional integration, as Asia and the Pacific region recovers from the COVID pandemic.

Third Joint Dialogue on labour migration between the ASEAN Confederation of Employers and the ASEAN Trade Union Council

Tokyo, Japan, 24 February 2023

This Joint Meeting of the ASEAN Confederation of Employers (ACE) and the ASEAN Trade Union Council (ATUC) was hosted by the ACE with support from the ILO's TRIANGLE in ASEAN programme¹, in coordination with the ILO's Bureau of Employers Activities and Bureau of Workers Activities. SNEF was represented by Ms Ang Poh Inn, Director of Industrial and Workplace Relations Division.

ACE and ATUC representatives re-affirmed their strong commitment to advancing decent work for migrant workers in ASEAN Member States. One of the agreed activities is to revive joint advocacy towards governments of ASEAN Member States to influence legal and policy reforms on issues previously identified in the 2016 and 2019 Outcome Statements.

Arab States and Asia Pacific Employers Leaders Network

Riyadh, Saudi Arabia, 1-2 March 2023

The first meeting, organised by the International Labour Organization and hosted by the Federation of Saudi Chambers, was held for employer organisations from Bahrain, India, Jordan, Oman, Saudi Arabia, South Korea and Singapore. SNEF was represented by Mr Edwin Lye, Deputy Executive Director and Mr Chua Ker Sin, Director for Corporate Research, Planning and External Relations.



The core issues discussed over two days include strengthening of employer organisations through digital transformation and income diversification. The meeting also discussed how employer organisations could better support their members to be sustainable in times of disruptions and uncertainties.

Tripartite and Community Relations

Tripartite Relations

Name	Representative(s)
Future Economy Council	<ul style="list-style-type: none">• Dr Robert Yap
National Integration Council	<ul style="list-style-type: none">• Ivy Lai
National Jobs Council	<ul style="list-style-type: none">• Dr Robert Yap
National Wages Council	<ul style="list-style-type: none">• Dr Robert Yap• Sim Gim Guan
Tripartite Committee on Workplace Fairness	<ul style="list-style-type: none">• Dr Robert Yap (Co-chair)• Edwin Ng• Kohe Hasan
Advisory Committee on Platform Workers	<ul style="list-style-type: none">• Sim Gim Guan
Tripartite Workgroup on Representation for Platform Workers	<ul style="list-style-type: none">• Sim Gim Guan (Co-Chair)
Central Provident Fund Board	<ul style="list-style-type: none">• Tan Hee Teck
Tripartite Alliance Ltd Board	<ul style="list-style-type: none">• Douglas Foo <i>Until 31 Mar 2023</i>• Ivy Lai
Tripartite Alliance for Fair & Progressive Employment Practices	<ul style="list-style-type: none">• Douglas Foo (Co-Chair) <i>Until 31 Mar 2023</i>• Edwin Ng• Sim Gim Guan
Workplace Safety and Health Council	<ul style="list-style-type: none">• John Ng (Chairman) <i>Until 31 Mar 2023</i>
Institute for Human Resource Professionals	<ul style="list-style-type: none">• Alexander C. Melchers
Employment and Employability Institute	<ul style="list-style-type: none">• Adrian Lim
NTUC-SNEF PME Taskforce	<ul style="list-style-type: none">• Dr Robert Yap (Advisor)• Sim Gim Guan (Co-Chair)• Susan Cheong• Felicitas Chia• Tan Chee Wei• Wong Keng Fye
Migrant Workers' Assistance Fund	<ul style="list-style-type: none">• Kuah Boon Wee (Chairman)• Christopher Ang
Migrant Workers' Forum	<ul style="list-style-type: none">• Kuah Boon Wee (Co-Chair)
Security Tripartite Cluster	<ul style="list-style-type: none">• Jeffrey Chua (Co-Chair)<i>Independent Executive Director, Anacle Systems Ltd</i>
Tripartite Cluster for Cleaners	<ul style="list-style-type: none">• Jeffrey Chua (Co-Chair)
Tripartite Cluster for Food Services	<ul style="list-style-type: none">• Andrew Tjioe (Co-Chair)<i>President & CEO, Tunglok Group</i>
Tripartite Cluster for Landscape Industry	<ul style="list-style-type: none">• Felix Loh (Co-Chair)
Tripartite Cluster for Lift & Escalator Maintenance Industry	<ul style="list-style-type: none">• Tony Khoo (Co-Chair)<i>CEO, EM Services Pte Ltd</i>
Tripartite Cluster for Retail Trade	<ul style="list-style-type: none">• Chou Cheng Ngok (Co-Chair)<i>Group CEO, Popular Holdings Ltd</i>

Tripartite Cluster for Waste Management	<ul style="list-style-type: none">• Felix Loh (Co-Chair)
Human Capital Partnership Steering Committee	<ul style="list-style-type: none">• Chua Ker Sin
Tripartite Mediation Advisors	<ul style="list-style-type: none">• Alice Cheong• Andy Teng• Ang Kuan Kuan• Ang Poh Inn• Celestine Kho• Chris Lee• Clariz Ang• Deepti Bhanot• Edwin Lye• Emily Ho• Freddy Liew• Grace Poh• Isaac Tarwasokono• Kee Chia Choon• Koh Guat Siew• Lynn Pua• Maureen Ng• Ng Kok Cheong• Olivia Tay• Peter Leow• Priscilla Puah• Sharon Pock• Susan Cheong• Tai Mern Yee• Tan Chee Wei• Tin It San• Toh Hong Seng• Vincent Tan• Vivian Ang• Wong Keng Fye
Industrial Arbitration Court (IAC) Panel Members	<ul style="list-style-type: none">• Chan Yit Foon• Cheong Meng Fong• Evelyn Goh• Isaac Tarwasokono• Lincoln Lee• Elsie Lim• Olivia Tay• Wong Keng Fye

Community Relations

Name of Organisations/Committees	Representative(s)
Advisory Council on Community Relations in Defence (ACCORD)	<ul style="list-style-type: none">• Douglas Foo
ACCORD Business & Employer Council	<ul style="list-style-type: none">• Douglas Foo
SGSecure@Workplaces Community Leaders	<ul style="list-style-type: none">• Douglas Foo• Alexander C. Melchers• Sim Gim Guan• Francis Tan

Enhancing Digital Services for Members and Employers

SNEF continues to strengthen its IT capabilities to ensure that it remains relevant in the digital economy. This includes adopting modern solutions that improve staff productivity and member engagement. Additionally, periodic IT security reviews were conducted to ensure that the organisation is safeguarded against cyberattacks to protect the interests of SNEF and our members.

SNEF Grants Portal

The SNEF Grants Portal supported the Senior Worker Early Adopter Grant and Part Time Re-Employment Grant as well as Enhanced Work Life Grant. Into its fourth year, the Grants Portal continued to serve as a one-stop grants management portal for both applicants and staff. It provided users with a streamlined experience by simplifying the application and claims process, guiding them step-by-step through the grant submission requirements, and providing status updates through each stage of processing. Improvements on the portal included the latest version of the grants, and system upgrades to enhance the portal's security and user-friendliness. In addition, the New Part Time Re-Employment Grant was opened for application on 16 March 2023.

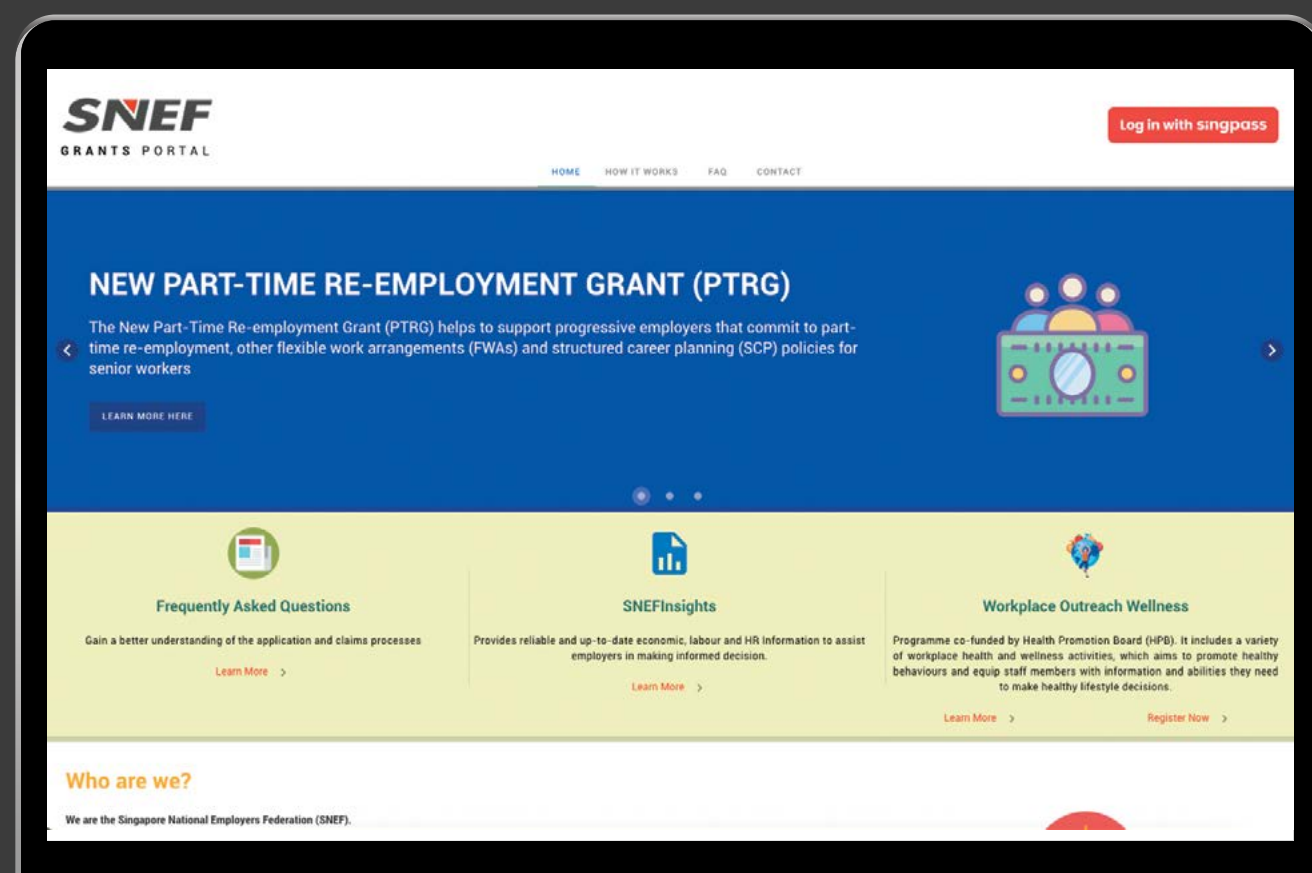
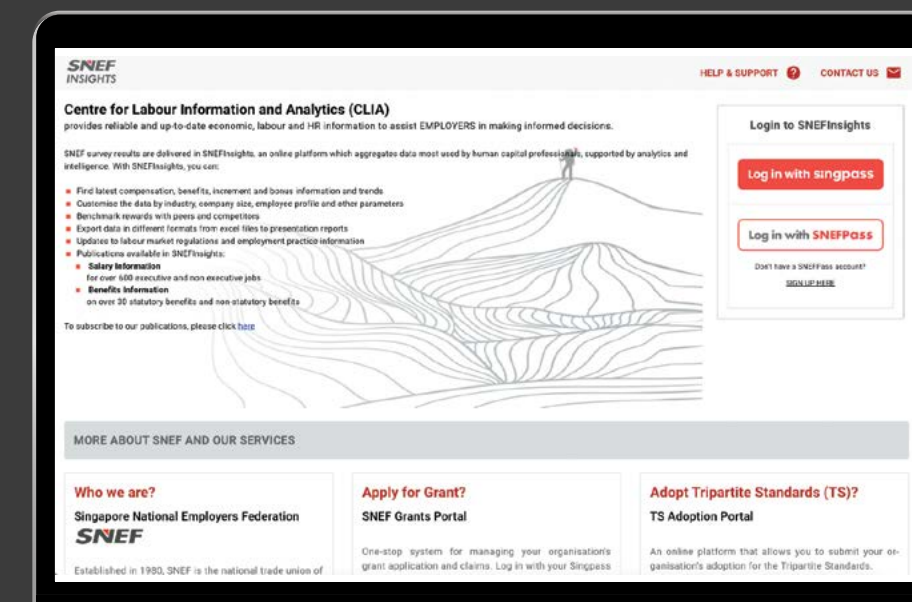
Since its launch in Oct 2019, the Grants Portal had served more than 14,000 users over 9,700 employers, with more than 11,800 applications and 6,900 claims submitted. It received an average of about 450 monthly applications and claims during FY2022/23. SNEF would continue its work in upgrading the Grants Portal to make it easier for organisations to apply for the various grants administered by SNEF. SNEF Grants Portal can be accessed at <https://grants.snef.org.sg>.

SNEFInsights

Into its second year, SNEFInsights increased its paid subscriptions to more than 430 organisations and 620 users. SNEFInsights is an online platform that aggregates data most used by human capital professionals. With SNEFInsights, subscribers can:

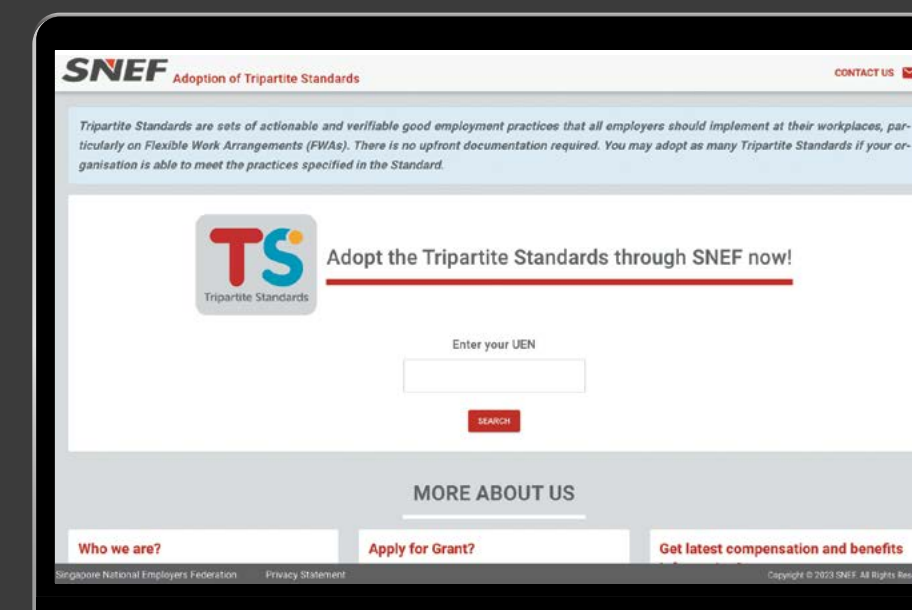
- Find the latest compensation, benefits, increment and bonus information and trends.
- Customise the data by industry, company size, employee profile and other parameters.
- Benchmark rewards with peers and competitors.
- Export data in different formats from excel files to presentation reports.
- Receive updates on labour market regulations and employment practices information.

SNEF is committed to continually enhancing SNEFInsights with additional useful online information and analytics tools that cater to the evolving needs of employers. SNEFInsights can be accessed at <https://insights.snef.org.sg>.



SNEF Tripartite Standards Adoption Portal

To promote the adoption of Tripartite Standards, the Tripartite Standards Adoption Portal was launched on 22 September 2023. Within just six months of its launch, the portal received over 1,100 submissions. Employers can easily access the TS Adoption portal at <https://tsadoption.snef.org.sg> or choose to adopt the Tripartite Standards directly through the SNEF Grants Portal.



Notes



Singapore National Employers Federation

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