

**ANNEX C**

**WORKER PROFILES AND CTC GRANT PROJECTS**

**Worker Profiles\***

*\*All worker profiles have not been featured in media before*

| Worker                                                     | Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| Ms Salmiah Binte Salam, 63<br>Human Resource Executive     | <p>Ms Salmiah Salam enrolled in the Generative AI Essentials and Tools for Business Professionals course at NTUC LearningHub to better understand AI and keep pace with the growing use of technology in the workplace. Having worked in the human resource consulting industry for 27 years, she wanted to build her confidence in using AI and stay engaged in conversations about emerging technologies with her colleagues.</p> <p>Through the programme, Ms Salmiah gained practical knowledge in using AI tools to organise information and support reporting tasks. She has since applied these skills to streamline the preparation of monthly reports and financial monitoring, enabling her to work more efficiently and effectively. She hopes to continue exploring opportunities to deepen her understanding of AI and other emerging technologies.</p> |
| Ms Mezawati Binte Mohammad, 61<br>Customer Service Officer | <p>Ms Mezawati Mohammad enrolled in the Agentic AI for Business Process Workflow Automation course at NTUC LearningHub to equip herself with new skills before returning to the workforce. After taking a two-year break from her career in customer service, she wanted to stay relevant and better understand emerging technologies, particularly AI.</p> <p>Through the programme, Ms Mezawati gained practical knowledge in using AI tools such as Gemini, Copilot and ChatGPT, while learning how to provide effective prompts and instructions. She has since applied these skills in her role as a call centre officer, enabling her to respond to customer queries more quickly and efficiently.</p>                                                                                                                                                         |
| Ms Lee Woon Shin, 54<br>Executive Interviewer              | <p>After more than a decade of running her own recruitment firm, Ms Lee Woon Shin, in her 50s, began exploring new employment opportunities as she planned for the next phase of her career. Greater financial stability was an important consideration. Transitioning from business ownership to corporate employment also meant repositioning her extensive recruitment and entrepreneurial experience for a changing job market.</p>                                                                                                                                                                                                                                                                                                                                                                                                                              |

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|                                               | Through e2i's career coaching services, Ms Lee received personalised support to strengthen her resume, explore suitable job opportunities and identify relevant training programmes. She was also guided on articulating her transferable skills and navigating the transition from entrepreneurship to new employment opportunities, with access to job referrals aligned with her skills and experience.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ms Tan Ai Kim, 53                             | <p>After her contract role as a Financial Accountant ended in December 2025, Ms Tan Ai Kim, 53, sought e2i's support as she considered her next career move. Recognising the growing importance of artificial intelligence, analytics and digital capabilities, she wanted to keep her skills relevant and remain competitive amid the increasing prevalence of short-term contract roles.</p> <p>Through e2i's career coaching, Ms Tan received support in career planning, job referrals and interview preparation. Her Career Coach also recommended the Career Pulse workshop to help her better understand industry trends, emerging skills requirements and relevant upskilling opportunities. Ms Tan has since received a job offer and is awaiting confirmation of her start date. This represents a positive step in her career transition as she continues to strengthen her skills and prepare for changing workplace requirements.</p> |
| Mr Sim Keok Ngee, 58<br>Logistics Coordinator | <p>After more than 20 years in procurement and logistics within the manufacturing sector, Mr Sim Keok Ngee, 58, left his job due to prolonged work stress and health concerns. While seeking a role closer to home that could meet his living needs, he faced limited job-search channels and lacked confidence during interviews.</p> <p>With support from e2i, Mr Sim received career coaching, job-search guidance and interview preparation. He was also introduced to the NTUC AI Career Coach (AICC) for additional interview practice, while job alerts and information on e2i events helped broaden his search. His e2i career coach also assisted Mr Sim in refreshing his resume and better showcase his extensive industry experience. He subsequently secured a role in the logistics industry.</p>                                                                                                                                    |
| Mr David Loh, 53<br>Senior Manager            | At 53, Mr David Loh had more than 20 years of experience in policy analysis, administration and talent management. Despite his strong qualifications and leadership experience across public-sector organisations, several contract-based roles and workplace-fit challenges made it difficult for him to secure stable employment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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|  | <p>A prolonged job search and repeated interview setbacks also affected his confidence.</p> <p>Mr Loh approached e2i, where his career coach helped him adopt a more focused strategy. His resume was refined to better demonstrate his strategic capabilities, leadership contributions and measurable impact. Interview coaching also helped him structure his responses, align his experience with employers' priorities and communicate his value more confidently.</p> <p>With guidance from his e2i career coach, Mr Loh broadened his search using labour-market information and explored opportunities across related organisations. He subsequently secured a position as Senior Manager within the Healthcare industry.</p> |
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## Write Ups for CTC Grant Projects

| Company                                                                                                               | Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <b>Tan Tock Seng Hospital (TTSH)</b><br><i>~ Using technology and job redesign to make work more sustainable ~</i>    | <p>Tan Tock Seng Hospital (TTSH), together with the Healthcare Services Employees' Union (HSEU) and NTUC, tapped the Company Training Committee (CTC) Grant to implement technology and job redesign projects that support its healthcare workforce, including around 1,000 senior workers. One example is the PreSAGE Smart Predictive Patient Monitoring System, which uses thermal imaging and smart analytics to alert nurses to patients at risk of falls, reducing manual processes and physical demands.</p> <p>TTSH also introduced an AI-enabled Smart Scheduler, reducing duty rostering time from 90 minutes to 15 minutes while supporting more predictable and flexible deployment. Together, these initiatives show how technology and job redesign can reduce physical and administrative demands, helping senior workers continue contributing their experience effectively for longer.</p>                     |
| <b>Chew's Agriculture</b><br><i>~ Automating physically demanding work while upskilling and redeploying workers ~</i> | <p>Chew's Agriculture worked with NTUC SME Partners and the Singapore Industrial &amp; Services Employees' Union (SISEU) on a CTC project to automate its traditionally labour-intensive egg grading and packing operations. With support from the CTC Grant, the company introduced automated systems including an Easy Lift robotic arm, reducing the need for workers to manually handle heavy egg trays while improving productivity and workplace safety.</p> <p>Workers, including senior workers, were trained to operate the new machinery and take on higher-value tasks rather than being displaced by automation. More than 180 workers also received a 5 per cent wage increment, with those directly affected by the CTC project receiving more. The transformation shows how automation can reduce physically demanding work while helping senior workers gain new skills and move into higher-skilled roles.</p> |
| <b>Evergreen Stationery</b><br><i>~ Helping senior workers grow alongside technology ~</i>                            | <p>Evergreen Stationery worked with the Singapore Manual &amp; Mercantile Workers' Union (SMMWU), with support from NTUC's CTC Grant, to introduce an AI-powered smart e-ordering system as its online sales grew. The system automates routine order processing and supports inventory forecasting, reducing manual order handling by 60 per cent,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|  | <p>enabling 40 per cent more orders to be processed and reducing inventory overstock by 50 per cent.</p> <p>Alongside the technology, workers, including senior workers, were trained in digital operations and AI-powered forecasting, while administrative roles shifted from routine processing towards more complex tasks and customer engagement. Evergreen demonstrates how companies can adopt new technologies while equipping senior workers with the skills to adapt and continue contributing in redesigned, higher-value roles.</p> |
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