



Flexible Work Arrangements in Singapore:

Lessons and Strategies for Successful Implementation

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As workplaces transform to meet the demands of today's interconnected and dynamic world, **Flexible Work Arrangements (FWAs)** have become a cornerstone of progressive labour practices. NTUC, together with the tripartite partners, is on a journey to eventually realise a culture where flexibility is the norm.

In this edition of the *Singapore Labour Research Digest*, we explore how FWAs enhance employee well-being and boost organisational adaptability. The issue highlights different types of FWAs, key principles for win-win outcomes for employers and employees, and recommendations for implementing FWAs, to foster more sustainable and inclusive workplaces.

Click [here](#) for the full report!

Types of Flexible Work Arrangements (FWAs)

FWAs can be categorised into **Flexi-time**, **Flexi-place**, and **Flexi-load**, offering employers and employees choices that **best meet their business and personal needs**. These arrangements go beyond remote or work-from-home setups, encompassing flexibility in time and workload.

Flexible Work Arrangements can be grouped into:



Flexi-time

Examples:
Staggered working hours,
compressed work week



Flexi-place

Examples:
Tele-commuting,
work-from-home



Flexi-load

Examples:
Part-time work,
job sharing

FWAs Offer Win-Win Benefits to Both Employees and Employers

FWAs provide **win-win** benefits for both employers and employees by supporting organisational goals while improving employee well-being.

Benefits of FWAs for employers



Access to a wider pool of talent

- ▶ Able to attract and recruit segments of the workforce who are less willing or able to adhere to traditional work arrangements, such as older workers and caregivers.



Retain existing staff

- ▶ Better able to retain talent by offering flexibility, a key post-pandemic priority.
- ▶ Improves job satisfaction and increases employees' willingness to stay in their roles.

Benefits of FWAs for employees



81%

reported better
work-life harmony



73%

reported better
management of
caregiving responsibilities



69%

reported reduction of
**commuting time
and expenses**

Based on a 2023 survey administered by NTUC U Women and Family

3 Key Principles to Achieve Win-Win FWAs

1



Make it **easy** to work flexibly

- ▶ FWAs need to be easy for employees to request and managers to consider
- ▶ Needs to be easy for work to be done while on FWAs

2



Make flexible working **acceptable**

- ▶ Reduce pluralistic ignorance where employees may mistakenly believe that the company is unsupportive of FWAs
- ▶ A need for management at all levels to clearly express support for FWAs

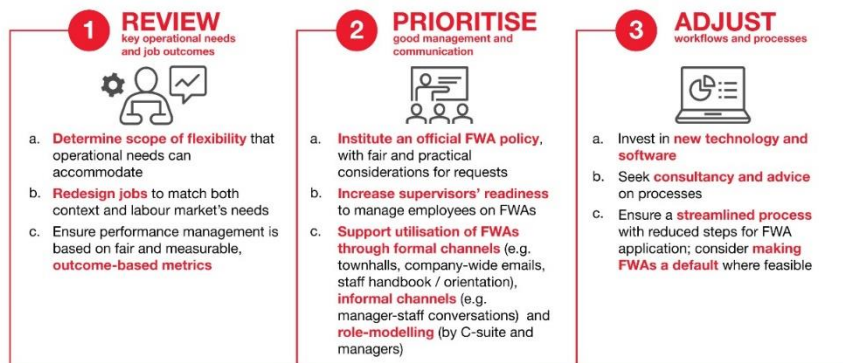
3



Make the requirements **clear**

- ▶ Uncertainty aversion may make employees cautious about taking up FWAs if there is ambiguity around FWA options available, the requesting process, or any potential impact on their career progression

Recommendations for Implementing FWAs*



*Refer to Briefing Paper for more details



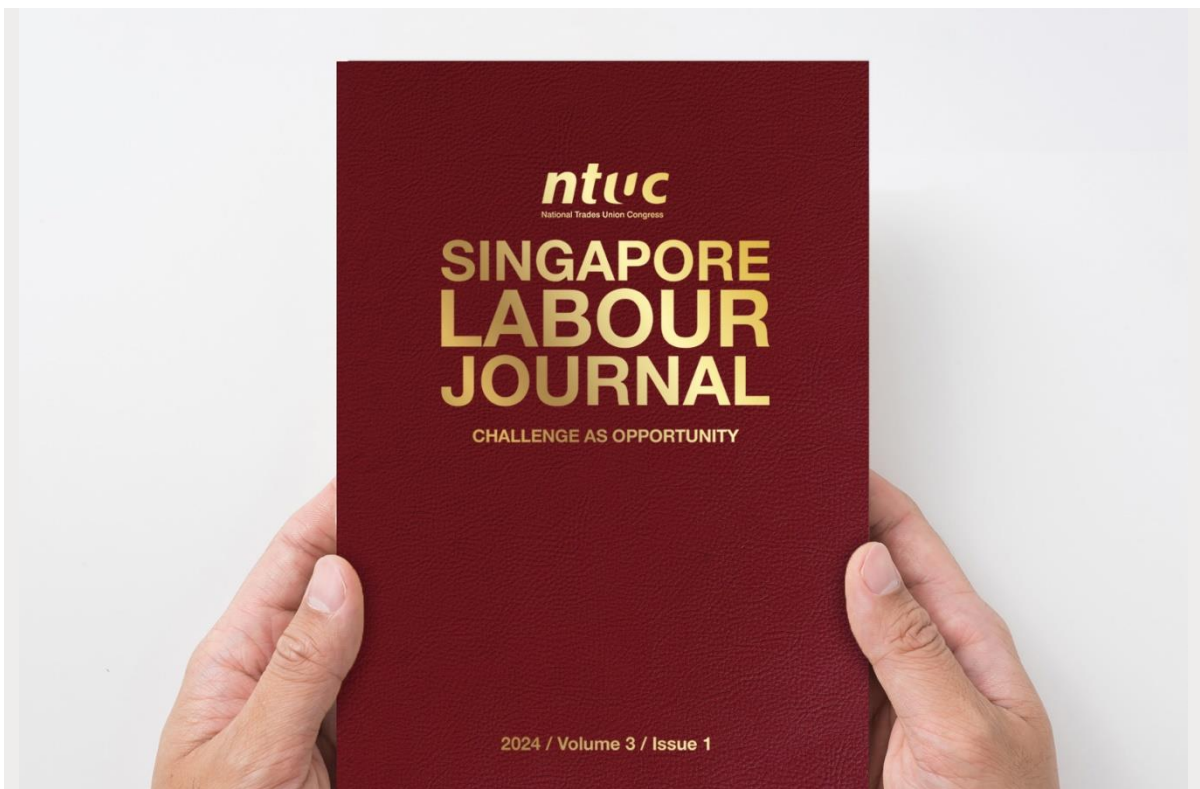
The **NTUC Labour Alliance co-laB (LAB)** held its inaugural meetings in September and October 2024, bringing together a distinguished and diverse group of **academics, researchers, and thought leaders**. These first meetings marked the start of a powerful, first-of-its-kind collaboration between the **Labour Movement** and **experts in labour research**, with a shared goal of bridging the gap between rigorous research and real-world implementation. Members expressed enthusiasm and engaged in discussions on the current landscape of labour relations, examining national and global trends impacting workers. They identified **priority areas for research** and explored ways their work can support union activities, from capacity building to social advocacy—to better support workers.

LAB's research will focus on key labour issues, including **employment and productivity; labour in the global economy; health and safety at work; and emerging labour trends**. Looking ahead to this year, in addition to research, LAB will also explore **workshops**,

seminars, brown bags, and social dialogues to foster community and capacity building and strengthen the Labour Movement's impact and advocacy on workforce issues and strategies.

Find out more information about the LAB [here!](#)

Watch our introductory [video](#) to learn more.



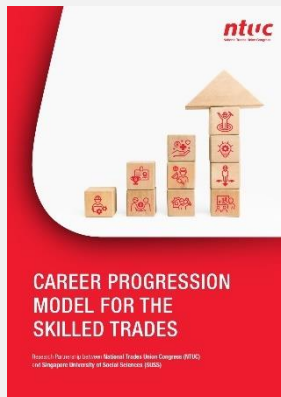
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In September 2024, NTUC proudly launched the third volume of the *Singapore Labour Journal*, themed “**Challenge as Opportunity.**” This edition embodies the Labour Movement’s commitment to embracing change, fostering innovation, and demonstrating resilience in the face of uncertainty and adversity. Inside, we explore critical labour trends, including the challenges of slowing workforce growth and the increasing adoption of mobile collaborative technologies to facilitate a variety of work and communication practices.

This volume also presents insider perspectives on key developments within Singapore’s skills and training landscape, along with insights into how Singapore Airlines (SIA) partnered with unions to manage its 30,000-strong workforce during the COVID-19 crisis. We hope these pages ignite meaningful dialogue and inspire proactive change in your respective sectors. Click [here](#) to access previous volumes.

If you're interested in contributing an article, get in touch with us at:
strategy@ntuc.org.sg

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Thank you for reading this issue of the ***Singapore Labour Research Digest!*** Through this space, we aim to initiate discussions, promote debate, and advance our understanding of labour issues. Feel free to also forward this newsletter to colleagues who may find the resource relevant to their work.

Have feedback you would like to share or are interested in a research collaboration? Get in touch with us at strategy@ntuc.org.sg.

Stay tuned for our next newsletter!

Presented by the NTUC Strategy

Find out more about the team behind the research [here!](#)

If you are not already on our mailing list and would like to receive an issue of the *Singapore Labour Research Digest*, please write to us at strategy@ntuc.org.sg.