

# PROGRESSIVE WAGE MODEL

## For the Landscape Industry

### 园艺业渐进式薪金模式

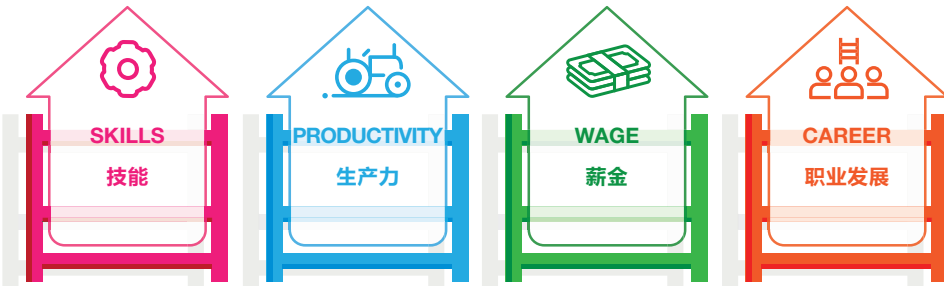


# The Four Ladders of Progressive Wage Model

## 渐进式薪金模式的四个阶梯

The Progressive Wage Model (PWM) provides a clear progression pathway, enabling our workers to earn **Better Wages** with **Better Work Prospects** as they become **Better Skilled** and **More Productive**.

The PWM is applicable to all resident workers, i.e., **Singapore Citizens / Permanent Residents (SC/PR)** in the sector. Part-timers will adopt a pro-rated PWM Baseline wage.



渐进式薪金模式为我们的工友提供明确的职业发展，并**提升他们的技能和生产力**而从中获得**更好的工资和工作前景**。

渐进式薪金模式只受用于所有本地工友，既行业内的**新加坡公民/永久居民**。兼职员工将获得相对比例的渐进式薪金模式工资。

*Note: For firms hiring foreign workers, employers are encouraged to adopt the key principles of progressive wages in their wage structure.*

注：对于雇用外籍劳工的公司，我们鼓励雇主在工资结构中采用渐进式薪金的主要原则。

For more information on PWM, please contact NTUC U Care Centre:  
欲知更多关于渐进式薪金模式的详情，请联络全国职工总会U关怀中心：

### NTUC U Care Centre

☎ 1800-CALL-PWM (1800-2255-796) (Mon – Fri: 9am – 6pm)

✉ [ucarecentre@ntuc.org.sg](mailto:ucarecentre@ntuc.org.sg)

🌐 <https://www.ntuc.org.sg/ucarecentre> [f /ucarecentre](https://www.facebook.com/ucarecentre)

**An ntuc Initiative**

In April 2014, the Tripartite Cluster for Landscape (TCL) Industry comprising representatives from industry associations, employers, service buyers, unions and government agencies was set up to develop a Progressive Wage Model (PWM) for the landscape maintenance sub-sector. In June 2016, the Landscape PWM became a mandatory condition for companies registered under the Landscape Company Register (LCR) which is administered by National Parks Board. All LCR companies are required to comply with the PWM requirements for its resident landscape maintenance employees.

In October 2020, the Tripartite Workgroup on Lower-Wage Workers (TWG-LWW) was formed to look at ways to further uplift the wages and well-being of lower-wage workers (LWWs). This ensures that lower-wage workers' wage growth continues to outpace median wage growth. The TWG-LWW also recommended to extend the existing Landscape PWM to in-house landscape maintenance workers from 1 September 2022.

The TCL had released its recommendations on 20 August 2021 with a six-year wage schedule from 2022 to 2028 which were accepted by the Government.

在2014年4月，由行业协会、雇主、服务买家、工会和政府机构代表所组成的园艺业劳资政工作小组，《TCL》，旨在为园艺行业推行渐进式薪金模式《PWM》。从2016年6月起，所有在国家公园局园艺业注册处登记的业者，都必须遵守强制性的渐进式薪金模式准则。园艺业者都必须对其本地员工履行渐进式薪金模式条件。

在2020年10月，政府成立了《低薪雇员劳资政工作小组》，探讨如何进一步提高低薪工友的工资和福利。这包括确保低薪工友的工资增长能持续超越中位数工资的增长幅度。从2022年9月1日起，工作小组也建议把园艺业渐进式薪金模式延伸至内部聘请园艺工友。

园艺业劳资政工作小组于2021年8月20日发布建议书，拟定了从2022至2028年为期6年的工资表，已被政府所接纳。



To read the full TCL report, scan the QR code or visit [www.ntuc.org.sg/pwm](http://www.ntuc.org.sg/pwm)

若想参阅TCL报告全文，扫描二维码或浏览 [www.ntuc.org.sg/pwm](http://www.ntuc.org.sg/pwm)

# PWM Career Ladder

## 渐进式薪金模式的职业发展阶梯

The PWM Career Ladder provides a clear career progression pathway to allow landscape maintenance workers to advance in their careers.

In January 2021, the Government had accepted the TCL recommendations to introduce a Specialist Track under the PWM Career Ladder as part of its ongoing efforts to professionalise the sector and to attract new and younger entrants to the industry.

渐进式薪金模式的职业阶梯为园艺业提供清晰的职业发展途径，以让园艺工友们能够在职业生涯中晋升。

在2021年1月，政府接受了园艺业劳资政工作小组的建议，为渐进式薪金模式职业阶梯引入专业途径，旨在为行业更实行其持续努力的一部分，以实现该行业的专业化，并吸引新的和更年轻的从业者。



\* Entrants who graduate with the necessary IHL qualifications may be emplaced on the Specialist Track when they are employed by landscape companies, provided that they had been assessed to have met other employment conditions (e.g. medically and physically fit or deemed by employers to have gained adequate ground experience and demonstrated technical expertise).

\* 毕业并获得必要的高等教育学府学历的从业者，在受雇于园艺公司时可以被安排在专业途径上就职，前提是他们必须被评估符合其他就业条件（例如：身体和体能都健康良好或雇主认为他们已具备足够的基础经验与技术专长）。

# PWM Skills Ladder

## 渐进式薪金模式的技能阶梯

The PWM Skills Ladder ensures that landscape maintenance workers will have the necessary skills and competencies to carry out their work competently and safely.

With effect from 1 July 2023, all landscape maintenance employees need to be trained in three mandatory Workforce Skills Qualifications (WSQ) modules to meet the training needs at the PWM job level.

The table below also shows the respective IHL qualifications, for those interested in taking up the Specialist track.

渐进式薪金模式的技能阶梯会确保园艺维修工友具备所需的技能和工作能力，以便让他们胜任和安全地进行工作。

从2023年7月1日起，所有园艺维修工友们都必修三项新加坡劳动力技能资格（简称WSQ）培训，根据他们各自的工作职务达到规定的培训要求。

以下数据表也显示了有兴趣升上专业途径的工友必须取得的相对高等教育学府的学历。

PWM Job Roles 工作角色	PWM Training Requirements 渐进式薪金模式的培训要求
Landscape Supervisor 园艺主管	3 WSQ Modules (cumulatively 12 modules) 3项WSQ培训 (总共12项培训)
Assistant Landscape Supervisor 助理园艺主管	3 WSQ Modules (cumulatively 9 modules) 3项WSQ培训 (总共9项培训)
Landscape Technician 园艺技师	3 WSQ Modules (cumulatively 6 modules) 3项WSQ培训 (总共6项培训)
Landscape Worker 园艺工友	3 WSQ Modules 3项WSQ培训
Specialist Track 专业阶梯	Institutes of Higher Learning (IHL) Qualifications for New Entrants 新入职者的高等教育学府 (IHL) 学历
Senior Landscape Specialist 高级园艺专家	Ngee Ann Polytechnic: Diploma in Landscape Design & Horticulture 义安理工学院: 景观设计与园艺专业文凭  Institute of Technical Education (ITE): Work-Study Diploma in Arboriculture & Horticulture 工艺教育局: 工艺教育局工读专业文凭 - 树木与园林栽培
Landscape Specialist 园艺专家	ITE: Nitec in Urban Greenery & Landscape 工艺教育局: 国家工艺教育局证书 - 城市绿化与园艺  ITE: Higher Nitec in Landscape Management & Design 工艺教育局: 高级国家工艺教育局证书 - 园艺管理与设计

# PWM Wage Ladder

## 渐进式薪金模式的薪金阶梯

The PWM Wage Ladder sets out the baseline wages and sustainable annual increases which are pegged to the respective job roles.

渐进式薪金模式的薪金阶梯提供了与工作责任挂钩的可持续实际工资增长。

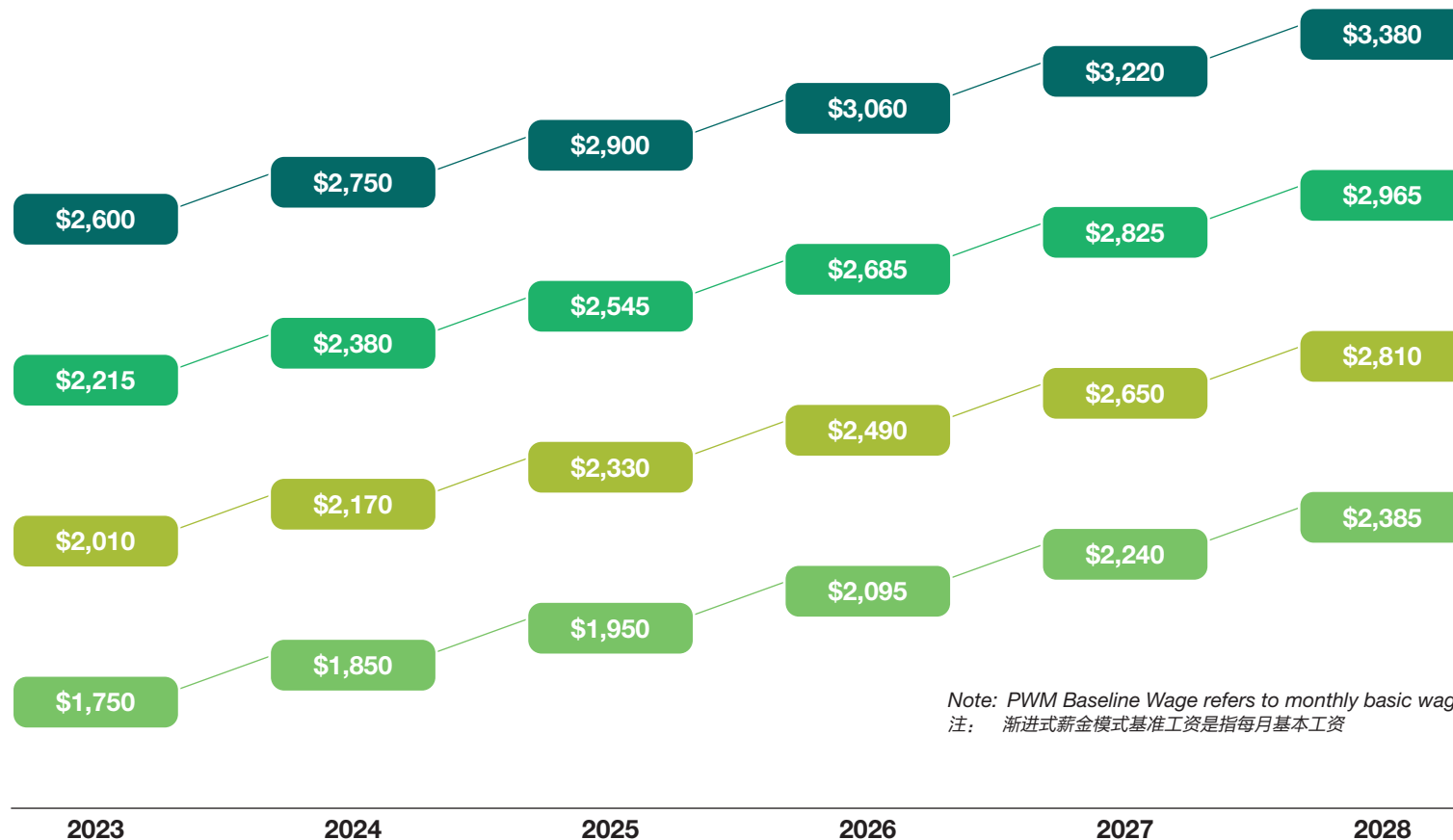
### PWM Job Role 职衔

Senior Landscape Specialist /  
Landscape Supervisor  
高级园艺专家 / 园艺主管

Landscape Specialist /  
Assistant Landscape Supervisor  
园艺专家 / 助理园艺主管

Landscape Technician  
园艺技师

Landscape Worker  
园艺工人



Note: PWM Baseline Wage refers to monthly basic wage  
注：渐进式薪金模式基准工资是指每月基本工资

# PWM Bonus Implementation

## 渐进式薪金模式花红的实施

To better attract and retain workers, the TCL recommended a mandatory PWM Bonus for eligible landscape maintenance employees from 1 January 2020. This is to incentivise companies to invest more in the training of workers who stay on to further raise their productivity.

The PWM Bonus quantum is to be no less than 2 weeks of the worker's prevailing basic monthly wage and should not be tied to the worker's performance.

The PWM Bonus must be made at least once a year, but not more than twice a year. The Bonus must be reflected in the salary slips and is subject to CPF contributions by both employer and employee.

Employers are given the flexibility to determine which month(s) of the year to be the cut-off date for the PWM Bonus computation. However, they must credit the PWM Bonus payment within one month from the cut-off date, or on the worker's last day of employment, whichever is earlier.

Employers are advised to communicate clearly with their employees through a staff circular on the PWM Bonus eligibility and their policy on the payment schedule.

为了更好吸引和留住工友，园艺业劳资政工作小组建议从2020年1月1日起，为符合条件的园艺工友，实行强制性的渐进式薪金模式花红。这是为了让企业对其工友增加培训与栽培，从而进一步提高他们的生产力。

渐进式薪金模式花红的数额必须不少于工友现有的基本工资的两周，并且不能跟工友的工作表现挂钩。

渐进式薪金花红每年必须发放至少一次，但发放的次数一年不可超过两次。花红必须列明在薪水单，也必须缴纳雇主和雇员的公积金缴纳数额。

雇主能灵活性决定用哪个月份来制定渐进式薪金模式花红的起算时限。但是，他们必须在起算时限后的一个月内，或在员工最后的离职日（以较早一日为准），支付渐进式薪金模式花红。

雇主应该通过员工信函清楚列出渐进式薪金模式花红的符合条件和花红的发放时限准则。



For further details on PWM Bonus implementation, please refer to the full TCL report via the QR code or visit [www.ntuc.org.sg/pwm](http://www.ntuc.org.sg/pwm)

请浏览 [www.ntuc.org.sg/pwm](http://www.ntuc.org.sg/pwm) 或扫描二维码参阅TCL报告书

# Who is eligible?

## 谁符合资格?

Full-time and part-time resident (SC/PR) workers who are employed by the same employer for at least 12 months at the point of PWM Bonus computation. The employment period of 12 months will include paid and statutory leave.

全职和兼职的本地（新加坡公民/永久居民）工友必须在渐进式薪金模式花红的起算时，已经为同一个雇主工作了至少12个月。涵盖于12个月的工作时限包括有薪假和法定假。

Scenarios 情况	PWM Bonus Payable? 可否获取渐进式薪金模式花红?
(a) Part Time Worker / Casual Worker 兼职员工 / 散工	Yes (pro-rated) 可以 (按比例分配)
(b) Retired / Medically Boarded Out 退休 / 因重病无法续职	Yes (pro-rated) 可以 (按比例分配)
(c) Worker resigns on own accord 员工自行辞职	No 不可以
(d) Worker gets terminated due to misconduct 员工因行为不检被解雇	No 不可以

For part-time workers, the length of service (employment period) will be counted from their first day of employment.

对于兼职员工，服务年限（雇用期）将从他们受雇的第一天开始计算。

What is considered a PWM Bonus? 什么算是渐进式薪金模式花红?	What is NOT considered a PWM Bonus? 什么不被视为渐进式薪金模式花红?
<ul style="list-style-type: none"> <li>• Performance bonus 表现花红</li> <li>• Retention bonus 留职奖金</li> </ul>	<ul style="list-style-type: none"> <li>• Any basic wage 任何基本工资</li> <li>• Any overtime payments 任何加班费</li> </ul>
<ul style="list-style-type: none"> <li>• Annual wage supplement (commonly known as "13th month" bonus) 常年工资补贴 《俗称“第十三个月”花红》</li> </ul>	<ul style="list-style-type: none"> <li>• Any reimbursement for special expenses incurred by a worker in the course of the worker's employment 工友在就业过程中所报销的特别消费</li> </ul>
<ul style="list-style-type: none"> <li>• Festive bonus 佳节花红</li> </ul>	<ul style="list-style-type: none"> <li>• Any regular allowance or incentives however described 任何定期津贴或奖励，不论其名称</li> </ul>
<ul style="list-style-type: none"> <li>• Any such class of variable bonuses that an employer may pay its workers 雇主可能给予员工的任何可变动性花红</li> </ul>	