



**Labour
Movement
Annual 2012**



As an independent and constructive voice and champion for all workers of Singapore, the National Trades Union Congress (NTUC) has embarked on a journey to strive for three key outcomes under the Labour Movement 2015 vision:

BETTER JOBS FOR ALL

To strive for healthy job creation and sustainable broad-based real wage increase by enhancing productivity and sharing productivity gains with all workers.

LABOUR MOVEMENT FOR ALL

To achieve one million union membership by 2015 by reaching out to a wider base of All CAN (All Collars, Ages and Nationalities) workforce, and strengthening lifelong membership with a healthy 3-GEN (3-Generation) membership base.

TRIPARTISM FOR ALL

To broaden and deepen tripartism to more government agencies, all businesses and the whole Labour Movement to achieve better jobs for all.

Together as one united Labour Movement, let us strive for better jobs, better wages and better lives for all workers of Singapore.


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 branded t-shirts have become synonymous with the Labour Movement. What better way is there to bring you this year's Labour Movement Annual than to theme it after them.



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May Day Resolution 2012

On this May Day 2012, we, in the Labour Movement:

Recognise that for Singapore to remain globally competitive, our economic growth must be broad-based and sustainable, driven by productivity and innovation.

Believe that for Singapore to remain cohesive, growth must be inclusive.

Acknowledge that a strong and growing Labour Movement, representing workers of All Collars, Ages and Nationalities, is a key pillar of Singapore Tripartism.

We Resolve to:

Build a strong and competitive core of Singaporean workers in all sectors of the economy;

Sustain increases in real wages by raising skills, improving productivity and fostering innovation;

Ensure productivity gains are shared fairly with workers, especially low-wage earners, mature workers, and contract and casual workers;

Strengthen our representation of rank-and-file workers, and extend our scope to more professionals, managers and executives.

Let Us Re-affirm:

Our commitment to Singapore Tripartism;

Our symbiotic relationship with the People's Action Party; and

Our solidarity with the international labour movement.

On this May Day, we pledge to achieve a Labour Movement for All, strengthen Tripartism for All and create Better Jobs for All!

Ketetapan Hari Buruh 2012

Pada Hari Buruh 2012 ini, kami dalam Gerakan Buruh:

Mengiktiraf bahawa untuk Singapura kekal berdaya-saing global, pertumbuhan ekonomi kita mesti mempunyai asas yang luas dan mapan dengan dorongan produktiviti dan inovasi.

Percaya bahawa untuk Singapura kekal bersatu-padu, pertumbuhan mesti bersifat inklusif.

Mengakui bahawa Gerakan Buruh yang kuat dan berkembang, mewakili semua lapisan pekerja, umur dan bangsa, adalah tunggak penting dalam Kerjasama Tiga Pihak Singapura.

Kami Bertekad untuk:

Menjadikan pekerja Singapura kuat dan berdaya-saing di semua sektor ekonomi;

Berusaha menaikkan gaji sebenar dengan meningkatkan kemahiran, produktiviti dan inovasi;

Memastikan kelebihan produktiviti diagih secara saksama dengan pekerja, khususnya pekerja gaji rendah, dewasa, kontrak dan sambilan;

Memperkukuhkan perwakilan untuk semua taraf pekerja serta menjangkau golongan profesional, pengurus dan eksekutif

Kami Berikrar Memperteguhkan:

Perikatan kita dalam Kerjasama Tiga Pihak Singapura;

Jalinan dengan Parti Tindakan Rakyat; dan

Perpaduan dengan gerakan buruh antarabangsa

Pada Hari Buruh ini, kami berikrar menjadikan Gerakan Buruh untuk Semua, memperkukuhkan Kerjasama Tiga Pihak untuk Semua dan mencipta Pekerjaan Lebih Bermutu untuk Semua.

2012年 劳动节 决议案

在庆祝2012年劳动节的此刻，身为职工运动的一份子，我们：

意识到新加坡要维持全球竞争力，我们的经济增长力，必须在各个行业推动生产力和创新，求取全面性的和可持续性的发展。

相信新加坡要维持凝聚力和增长，必须具有包容性。

确认代表各阶层、各年龄层、各国籍，以及强大不断发展的工运，是新加坡劳资政协作的一大支柱。

我们在此决议：

建立一支在各经济领域以新加坡工友为核心的强大竞争队伍；

持续提升技能、改进生产力和促进创新，以便提高工友的实际工资；

确保公司能将生产力收益公平地与工友分享，特别是低薪收入阶层、年长工友、合约工友及散工；

强化我们在一般工友，乃至专业人士、经理和执行人员中的代表性。

让我们重申：

我们对新加坡劳资政协作的承诺；

我们与人民行动党的共生关系；

我们与国际劳工运动的团结。

在此五一劳动节，我们誓言实现工运为人人，强化劳资政为人人，以及为全民创造优质工作的目标。

மே தின தீர்மானம் 2012

இந்த 2012 மே தினத்தன்று, தொழிலாளர் இயக்கத்தில் உள்ள நாங்கள்:

உலகளாவிய வகையில் போட்டிமிக்கதாக சிங்கப்பூர் இருக்க வேண்டும் என்றால், நமது பொருளாதாரம் அகன்ற அடித்தளத்தைக் கொண்டிருக்கவேண்டும் என்பதுடன் உற்பத்தித்திறன் மற்றும் புத்தாக்க நடவடிக்கைகளுடன் நீண்டகாலத்திற்குக் கட்டிக்காக்கக் கூடியதாகவும் இருக்கவேண்டும் என்பதை அடையாளங் கண்டு கொண்டுள்ளோம்.

சிங்கப்பூர் ஒற்றுமை இணக்கத்துடன் இருக்கவேண்டும் என்றால், பொருளாதார வளர்ச்சி எல்லோரையும் உட்படுத்தக்கூடியதாக இருக்கவேண்டும் என்பதில் நம்பிக்கை கொண்டுள்ளோம்.

எல்லா வகை, வயது, நாட்டின ஊழியர்களையும் பிரதிநிதிக்கும் ஒரு வலுவான வளர்ந்துவரும் தொழிலாளர் இயக்கம், சிங்கப்பூரின் முத்தரப்பு முறைக்கு முக்கிய தூணாக விளங்குகிறது என்பதை ஏற்றுக்கொள்கிறோம்.

பின்வருவனவற்றைச் செய்ய நாங்கள்
தீர்மானிக்கிறோம்:

பொருளாதாரத்தின் எல்லாத் துறைகளிலும் வலுவான போட்டிமிக்க முக்கியமான சிங்கப்பூர் ஊழியர்களை உருவாக்குவோம்;

திறன்களை உயர்த்துதல், உற்பத்தித்திறனை மேம்படுத்துதல், புத்தாக்கத்தைப் பேணுதல் வழி உண்மையான சம்பள உயர்வுகளைக் கட்டிக்காப்போம்;

உற்பத்தித்திறன் லாபங்கள், ஊழியர்களுடன் குறிப்பாக, குறைந்த வருவாய் ஈட்டும், முதிர்ச்சியடைந்த, ஒப்பந்த மற்றும் தற்காலிக ஊழியர்களுடன் பகிர்ந்துகொள்ளப்படுவதை உறுதிசெய்வோம்;

சாதாரண ஊழியர்களுக்கான நமது பிரதிநிதித்துவத்தையும், மேலும் அதிகத் தொழிலர்கள், மேலாளர்கள் மற்றும் நிர்வாகிகள் ஆகியோருக்காக நமது குறியிலக்கை விரிவுபடுத்துதலையும் வலுப்படுத்துவோம்.

பின்வருவனவற்றை நாம்
மறுஉறுதிப்படுத்திக்கொள்வோம்:

சிங்கப்பூர் முத்தரப்பு முறைக்கான நமது கடப்பாடு;

மக்கள் செயல் கட்சியுடனான நமது ஒன்றிணைந்த உறுதியான உறவு; மற்றும்

அனைத்துலக தொழிலாளர் இயக்கத்துடன் நமக்குள்ள ஒருமைப்பாடு.

இந்த மே தினத்தில், எல்லோருக்குமான தொழிலாளர் இயக்கத்தை அடையவும், எல்லோருக்குமான முத்தரப்பு முறையை உறுதிப்படுத்தவும், எல்லோருக்குமான சிறந்த வேலைகளை உருவாக்கவும் நாங்கள் உறுதியளிக்கிறோம்.



May Day Messages

Messages from



Lee Hsien Loong

Prime
Minister



／ I am confident that we can succeed if we put our hearts and minds into this. Let us work together to make this our best home, where every job is a good-job, where every worker is well employed and maximising his potential, and where everyone benefits from Singapore's success.／

The Singapore economy did well last year. Growth was 4.9 per cent, quite creditable considering the external uncertainties. Workers benefitted from this robust performance. Many good jobs were created, and our unemployment rate of 2 per cent was the lowest in 14 years.

We expect slower growth this year, between 1 to 3 per cent. The US and Europe are not out of trouble yet, even though they are doing better than we had feared earlier. There are other significant external risks, such as tensions over Iran, an oil price shock or sovereign debt default, which might happen.

Another reason for slower growth is our domestic constraints. Our economy is maturing. We are running up against land and manpower limits. We are moderating the inflow of foreign workers. This will hold back many companies that are eager to expand, but cannot find enough workers. Some may even relocate their operations out of Singapore.

Our labour market is currently still very tight. Singaporeans can readily find jobs, at all levels. In the short-term, this will push wages up.

But it would be dangerous to assume complacently that wages can continue to rise indefinitely, just by our squeezing on foreign workers. Higher wages push up business costs, affect our competitiveness, and may cause higher inflation. To sustain better wages and higher real living standards, we must raise our productivity. Indeed, raising productivity is more important than ever in our mature economy, because it is the only way to upgrade ourselves and our lives.

This calls for every worker to make the effort, whether the rank-and-file or Professionals, Managers, Executives and Technicians (PMETs). We must all continue to upgrade ourselves and master new skills. Let us take advantage of the substantial investments in Continuous Education and Training by the

Government. Workers should also be adaptable and flexible, keen to re-skill, and willing to cross over to new, growing industries.

Companies must support this transformation. They should look beyond short-term profits to build successful businesses for the long-term, together with their employees and the broader community. They must treat employees as partners, and invest in their development and welfare to optimise the deployment of every worker, young and old, local and foreign. Companies can also contribute back to society in big ways or small, be it through corporate social responsibility or philanthropy. These efforts will strengthen our social compact, and help us avoid the mistrust and negative sentiments between businesses and citizens which we see growing in many developed countries.

Raising our productivity will benefit workers, firms, and our economy as a whole. Workers can earn more in higher-quality jobs. Firms can prosper and expand their businesses here.

Our economy can continue to thrive despite more intense global competition.

Looking ahead, we must prepare for a more challenging economic environment. Globalisation has shortened economic cycles. Ups and downs happen much faster, and with less warning. Outlooks are less predictable. Every country is more exposed to global competition, and Singapore more than most.

Hence our unions must work hard to organise workers, not just the rank-and-file, but the growing number of PMETs too. Workers need help to prepare for this more uncertain environment. They need reassurance and support as they adjust to changing conditions. When layoffs and shutdowns happen, which from time to time are unavoidable, unions must help workers find new jobs and tide over the difficult times.

Workers should also be encouraged to support sound national policies that benefit them in the long run, so that we can

work together as a nation to serve the best interests of Singaporeans. These goals are especially important to the new leaders in the union movement, who must strive to earn the trust of workers and foster a strong relationship with the Government and employers.

Above all, tripartism must remain our enduring competitive advantage. Each tripartite partner – Government, employers, workers – must be strong, each must share good relationships with the other two, and all three must build on the mutual trust that holds everything together. By deepening and strengthening tripartism, Singapore can continue to be a cohesive, competitive and successful society, a place where our whole is more than the sum of our parts.

Even though we expect our economy to grow less quickly in future, our shared goal is unchanged: to improve the quality of our growth. We want Singapore to be a competitive economy and an inclusive society, where the benefits of growth are distributed fairly and widely. We want this to remain a vibrant land of opportunity which continues to attract investors, and which helps Singaporeans to create a brighter future for ourselves.

I am confident that we can succeed if we put our hearts and minds into this. Let us work together to make this our best home, where every job is a good-job, where every worker is well employed and maximising his potential, and where everyone benefits from Singapore's success.

I wish all Singaporeans a Happy May Day!



Lee Hsien Loong

Perdana
Menteri



Ekonomi Singapura berkembang dengan baik pada tahun lalu. Pertumbuhan sebanyak 4.9 peratus ini agak memberangsangkan memandangkan keadaan luaran yang tidak menentu. Para pekerja meraih manfaat daripada prestasi ekonomi yang kukuh ini. Banyak pekerjaan baik diwujudkan, dan kadar pengangguran kita sebanyak 2 peratus adalah yang terendah dalam tempoh 14 tahun yang lalu.

Kami menjangkakan ekonomi akan tumbuh lebih perlahan pada tahun ini, iaitu, antara 1 dan 3 peratus. Amerika Syarikat dan Eropah masih belum pulih sepenuhnya daripada masalah yang dihadapi walaupun mereka telah mencapai kemajuan lebih baik daripada apa yang kita jangkakan. Terdapat risiko luaran lain yang lebih besar seperti ketegangan berhubung soal Iran, kejutan harga minyak atau kegagalan membayar balik hutang negara, yang mungkin akan berlaku.

Satu lagi sebab ekonomi kita tumbuh dengan lebih perlahan

adalah keterbatasan-keterbatasan dalam negara kita. Ekonomi kita semakin matang. Kita hadapi keterbatasan dari segi kekurangan tanah dan tenaga kerja. Kita telah mengambil langkah untuk menyederhanakan kemasukan pekerja asing. Ini akan menjejaskan banyak syarikat yang mahu meluaskan perniagaan mereka tetapi menghadapi masalah untuk mendapatkan bilangan pekerja yang mencukupi. Beberapa syarikat mungkin akan memindahkan operasi mereka ke negara lain. Pasaran buruh kita pada masa ini masih sangat ketat. Rakyat Singapura mudah mendapat pekerjaan di setiap peringkat. Dalam jangka pendek, ini akan dapat meningkatkan gaji.

Tetapi ia akan menjadi berbahaya jika kita menganggap bahawa gaji akan terus naik untuk selamanya, hanya dengan mengurangkan bilangan pekerja asing semata-mata. Gaji yang lebih tinggi akan meningkatkan kos niaga, menjejaskan daya saing kita, dan akan menaikkan kadar inflasi. Untuk mengekalkan gaji

yang lebih baik dan taraf hidup yang lebih tinggi, kita mesti tingkatkan produktiviti kita. Usaha meningkatkan produktiviti menjadi lebih penting lagi dalam ekonomi kita yang matang ini, kerana ia merupakan satu-satunya cara untuk meningkatkan diri dan kehidupan kita.

Ini memerlukan setiap pekerja untuk berusaha, tidak kira jika mereka pekerja biasa atau golongan Karyawan, Pengurus, Eksekutif dan Teknisyen (PMET). Kita semua harus terus tingkatkan diri kita dan kuasai kemahiran-kemahiran baru. Marilah kita memanfaatkan pelaburan besar dalam Pendidikan dan Latihan Berterusan yang dibuat oleh Pemerintah. Para pekerja juga perlu sesuaikan diri dan lebih fleksibel, berminat untuk jalani latihan kemahiran semula, dan bersedia untuk memasuki industri-industri baru dan sedang berkembang.

Syarikat-syarikat mesti menyokong transformasi ini. Mereka tidak harus memikirkan keuntungan jangka pendek

semata-mata untuk membina perniagaan-perniagaan berjaya bagi jangka masa panjang, bersama pekerja-pekerja mereka, dan masyarakat umum. Syarikat-syarikat mesti menganggap pekerja-pekerja mereka sebagai rakan kongsi, dan melabur dalam pembangunan dan kebajikan untuk mengoptimumkan kedudukan setiap pekerja, muda dan tua, pekerja tempatan dan asing. Syarikat-syarikat juga boleh menyumbang semula kepada masyarakat secara besar atau kecil, sama ada menerusi tanggungjawab sosial atau derma korporat. Usaha-usaha ini akan memperkukuhkan lagi hubungan rapat sosial kita, dan membantu kita mengelakkan rasa sangsi dan negatif antara syarikat-syarikat perniagaan dan warga yang kita lihat sedang menular di banyak negara maju.

Meningkatkan produktiviti akan menguntungkan para pekerja, firma-firma, dan ekonomi kita secara keseluruhannya. Para pekerja boleh mendapat gaji yang lebih tinggi dalam pekerjaan-pekerjaan yang lebih bermutu. Firma-firma boleh maju dan mengembangkan perniagaan mereka di sini. Ekonomi kita boleh terus maju walaupun menghadapi persaingan jagat yang lebih sengit.

Memandang ke hadapan, kita mesti bersedia menghadapi satu lagi sekitaran ekonomi yang lebih mencabar. Pensejagatan telah memendekkan lingkaran ekonomi. Turun naik ekonomi berlaku dengan lebih pantas, dan dengan tidak banyak amaran. Prospek semakin sukar dijangkakan. Setiap negara lebih terdedah kepada persaingan sejagat, dan Singapura akan lebih terdedah kepada ini daripada kebanyakan negara lain.

Oleh sebab itu, kesatuan-kesatuan sekerja kita mesti bekerja keras untuk menguruskan para pekerja, bukan hanya pekerja biasa, tetapi juga para PMET yang semakin meningkat bilangannya. Para pekerja perlukan bantuan untuk bersiap-sedia hadapi sekitaran yang lebih tidak menentu. Mereka perlukan jaminan dan sokongan sedang mereka sesuaikan diri dengan keadaan-keadaan yang berubah. Apabila pembuangan kerja dan penutupan syarikat berlaku, yang tidak dapat dielakkan dari masa ke masa, kesatuan-kesatuan sekerja harus membantu para pekerja dapatkan pekerjaan baru dan harungi masa-masa sukar.

Para pekerja juga harus digalakkan untuk menyokong dasar-dasar nasional yang teguh dan menguntungkan mereka dalam jangka panjang, supaya kita boleh bekerjasama sebagai sebuah negara untuk menjaga kepentingan rakyat Singapura. Matlamat-matlamat ini adalah amat penting kepada pemimpin-pemimpin baru dalam pergerakan kesatuan sekerja, yang harus berusaha untuk mendapatkan kepercayaan para pekerja dan menjalin hubungan yang kuat dengan Pemerintah dan majikan.

Yang paling utama sekali, perkongsian tiga pihak ini akan terus kekal sebagai kelebihan daya saing kita. Setiap rakan tiga pihak – Pemerintah, majikan, pekerja – mestilah kukuh, setiap rakan harus mempunyai hubungan yang baik dengan dua rakan yang lain, dan ketiga-tiga harus terus membina rasa saling percaya-mempercayai yang telah menyatukan kita semua. Dengan mendalami dan mengukuhkan perkongsian tiga pihak ini, Singapura akan terus

dapat menjadi satu masyarakat yang lebih bersepadu, berdaya saing dan berjaya, menjadi lebih baik dan berkesan sebagai satu negara, dengan usaha padu daripada setiap pihak.

Walaupun kita jangkakan ekonomi kita akan tumbuh lebih perlahan dalam masa akan datang, matlamat bersama kita tidak berubah, iaitu, untuk memperbaiki mutu pertumbuhan kita. Kita mahu Singapura menjadi sebuah ekonomi yang berdaya saing dan menjadi satu masyarakat yang inklusif, di mana hasil pertumbuhan diagih dengan adil dan meluas. Kita mahu Singapura terus kekal sebagai satu negara yang rancak menawarkan peluang yang akan terus menarik para pelabur dan dapat membantu mewujudkan masa depan yang cerah bagi rakyat Singapura.

Saya yakin bahawa kita akan berjaya jika kita tumpukan segala usaha dan perhatian yang terbaik untuk melakukannya. Marilah kita bekerjasama untuk menjadikan negara ini tempat kediaman yang terbaik, di mana setiap pekerjaan adalah pekerjaan yang baik, di mana setiap pekerja diberikan tugas yang baik dan memaksimumkan potensinya, dan di mana setiap orang akan dapat manfaat daripada kejayaan Singapura.

Saya ucapkan Selamat Hari Buruh kepada semua rakyat Singapura!

ல சியன் லாங்

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கடந்த ஆண்டு சிங்கப்பூரின் பொருளாதாரம் நன்றாகவே செயல்பட்டது. அதன் வளர்ச்சி 4.9 விழுக்காடாக இருந்தது. வெளியுலகில் நிலவிய நிச்சயமற்ற சூழ்நிலைகளைக் கவனத்தில் கொள்ளும்போது இது பாராட்டுதற்குரிய ஒன்று. இந்தத் துடிப்புமிக்க செயற்பாட்டால் ஊழியர்கள் நன்மை அடைந்தனர். பல நல்ல வேலைகள் உருவாக்கப்பட்டன என்பதுடன் 14 வருட காலத்தில் நமது வேலையில்லா விகிதம் ஆகக் குறைவாக 2 விழுக்காடாக இருந்தது.

இந்த ஆண்டின் வளர்ச்சி மெதுவடையும் என நாம் எதிர்பார்க்கிறோம், அது 1-லிருந்து 3 விழுக்காடாக இருக்கும். அமெரிக்காவும் ஐரோப்பாவும் நாம் முன்னர் அஞ்சியதைவிட சிறப்பாகச் செயல்பட்டாலும் கூட, அவை பிரச்சினையிலிருந்து இன்னும் மீளவில்லை. ஈரான் பற்றிய நெருக்கடி, எண்ணெய் விலை அதிர்ச்சி அல்லது அரசுகள் கடன்களைத் திருப்பிக்கொடுக்க இயலாநிலை போன்ற நிகழும் சாத்தியமுள்ள கணிசமான வெளி கிடர்ப்பாடுகள் உள்ளன.

வளர்ச்சி மெதுவடைவதற்கான மற்றொரு காரணம் நமது உள்நாட்டு நிர்ப்பந்தங்களாகும். நமது பொருளாதாரம் முதிர்ச்சியடைந்து வருகிறது. நாம் நிலம் மற்றும் மனிதவளக் கட்டுப்பாடுகளுக்கு எதிராகப் போராடுகிறோம். வெளிநாட்டு ஊழியர்களின் வருகையை மட்டுப்படுத்துகிறோம். விரிவுபடுத்த ஆர்வமாக உள்ள ஆனால் போதிய ஊழியர்களைப் பெற இயலாத பல நிறுவனங்களின் வளர்ச்சியை இது தடுக்கும். சில தங்களின் நடவடிக்கைகளைச் சிங்கப்பூரிலிருந்து வேறு கிடத்திற்கு மாற்றிவிடக்கூடும். தற்போது நமது தொழிலாளர் சந்தையில் ஊழியர் பற்றாக்குறை அதிகமாக உள்ளது. சிங்கப்பூரர்கள் எளிதில் வேலைகளை எல்லா நிலைகளிலும் பெற முடியும். இது குறுகிய காலத்தில், ஊதியங்களை உயர்த்தும்.

வெளிநாட்டு ஊழியர்களின் எண்ணிக்கையைக் குறைப்பதால் மட்டும் ஊதியங்கள் காலவரையரையின்றி தொடர்ந்து உயரும் என்று மெத்தனத்தோடு நினைத்துக்கொள்வது ஆபத்தாகும். உயர் ஊதியங்கள் தொழில் செலவினங்களை உயர்த்தும், நமது போட்டித்தன்மையைப் பாதிக்கும், அதிகப் பணவீக்கத்தையும் ஏற்படுத்தக்கூடும். சிறந்த ஊதியங்களையும் உண்மையான வாழ்க்கைத் தரத்தையும் கட்டிக்காக்க நாம் நமது உற்பத்தித்திறனை உயர்த்தவேண்டும். உண்மையில், முதிர்ச்சியடைந்த நமது பொருளியில் உற்பத்தித்திறனை உயர்த்துவது முன்னெப்போதையும்விட இன்னும் முக்கியமாகிறது. காரணம், நம்மையும் நமது வாழ்க்கையையும் மேம்படுத்திக் கொள்வதற்கு அதுவே வழி.

இதற்கு ஒவ்வொரு ஊழியரும், சாதாரண ஊழியர்களாக இருந்தாலும் சரி அல்லது நிபுணர்கள், மேலாளர்கள், நிர்வாகிகள் மற்றும் தொழில்நுட்பர்களாக இருந்தாலும் சரி, முயற்சி செய்ய வேண்டும். நாம் அனைவரும் தொடர்ந்து நம்மை நாமே மேம்படுத்திக் கொள்வதுடன் புதிய திறன்களையும் திறம்படக் கற்றுக்கொள்ள வேண்டும். தொடர்க் கல்வி மற்றும் பயிற்சிக்கு அரசாங்கம் செய்யும் கணிசமான முதலீடுகளை சாதகமாகப் பயன்படுத்திக்கொள்வோம். ஊழியர்கள் தங்களை மாற்றியமைத்துக் கொள்வதுடன் நீக்குப் போக்கானவர்களாகவும் புதுத்திறன்களைப் பெற ஆர்வமுள்ளவர்களாகவும், புதிய, வளர்ந்துவரும் தொழில்களுக்குத் மாறிச் செல்ல விருப்பமுள்ளவர்களாகவும் இருக்கவேண்டும்.

இந்த உருமாற்றத்தைத் தொழில் நிறுவனங்கள் ஆதரிக்கவேண்டும். அவை தங்களின் ஊழியர்கள் மற்றும் பரந்த சமூகத்துடன் சேர்ந்து, நீண்ட கால அடிப்படையில் வெற்றிகரமான

தொழில்களை உருவாக்கக் குறுகிய கால லாபத்திற்கும் அப்பால் பார்க்கவேண்டும். அவை ஊழியர்களைப் பங்காளிகளாக நடத்தவேண்டும் என்பதுடன், ஒவ்வொரு ஊழியரையும், இள வயதினரையும் முதியவர்களையும், உள்நாட்டவரையும் வெளிநாட்டவரையும் அமர்த்தப்பட்ட வேலைகளில் அதிகபட்சமாகப் பயன்படுத்திக்கொள்ள அவர்களின் முன்னேற்றத்திலும் நலனிலும் முதலீடு செய்யவேண்டும். தொழில் நிறுவனங்கள் சிறிய அளவிலோ பெரிய அளவிலோ சமூகத்திற்குத் திருப்பிப் பங்களிக்கலாம், அது நிறுவனச் சமூகப் பொறுப்பு அல்லது கொடைத்தன்மை மூலம் செய்யப்படலாம். இந்த முயற்சிகள் நமது சமூக உடன்பாட்டை வலுப்படுத்துவதுடன், தொழில் நிறுவனங்களுக்கும் குடிமக்களுக்கும் இடையே வளர்ச்சியடைந்த பல நாடுகளில் நாம் காணும் வளர்ந்துவரும் நம்பிக்கையின்மை மற்றும் எதிர்மறையான உணர்வுகளைத் தவிர்க்கவும் நமக்கு உதவும்.

நமது உற்பத்தித்திறனை உயர்த்துவதால், ஊழியர்கள், நிறுவனங்கள் மற்றும் நமது பொருளாதாரம், ஒட்டுமொத்தமாகப் பயன்பெறுவர். உயர்தர வேலைகளில் ஊழியர்கள் மேலும் அதிகமாக ஈட்டமுடியும். இங்கு நிறுவனங்கள் வளப்படுத்து தங்களின் தொழில்களை விரிவுபடுத்தலாம். உலகளாவிய வகையில் கடுமையான போட்டி அதிகமாக இருந்தாலும், நமது பொருளாதாரம் தொடர்ந்து செழிப்படையும்.

முன்னோக்கிப் பார்க்கையில், அதிகச் சவால்மிக்க பொருளாதாரச் சூழலுக்கு நாம் தயாராக வேண்டும். பொருளியல் சுற்றுகளை உலகமயம் சுருக்கியுள்ளது. பொருளியல் ஏற்றத் தாழ்வுகள் மிக விரைவாக, அதிக எச்சரிக்கையின்றி நிகழ்கின்றன. வருங்கால வாய்ப்புகள் அவ்வளவாக எதிர்பார்க்கும் அளவுக்கு இல்லை. ஒவ்வொரு நாடும் உலகளாவிய போட்டிக்கு அதிகமாக ஆளாகி உள்ளதுடன், சிங்கப்பூர் பெரும்பாலான நாடுகளைவிட அதிகமாக ஆளாகி உள்ளது.

ஆகவே நமது தொழிற்சங்கங்கள் ஊழியர்களை, சாதாரண ஊழியர்களை மட்டுமல்லாமல், எண்ணிக்கையில் வளர்ந்துவரும் நிபுணர்கள், மேலாளர்கள், நிர்வாகிகள் மற்றும் தொழில்நுட்பர்களையும் சேர்த்துக்கொள்ளக் கடினமாக உழைக்கவேண்டும். நிச்சயமற்றதன்மை அதிகரித்து வரும் சூழலுக்குத் தயாராகும் பொருட்டு ஊழியர்களுக்கு உதவி தேவைப்படும். மாறிவரும் நிலைமைகளுக்கு ஏற்ப தங்களைச் சரிசெய்துகொள்ளும்போது அவர்களுக்கு மறுஉறுதியும் ஆதரவும் தேவை. அவ்வப்போது தவிர்க்க முடியாத வகையில், ஆட்குறைப்புகள், தொழில்கள் மூடப்படுதல் ஆகியவை இடம்பெறும்போது, புதிய வேலைகளைத் தேடிப் பெறவும் சிரமமான காலங்களைச் சமாளிக்கவும் தொழிற்சங்கங்கள் ஊழியர்களுக்கு உதவ வேண்டும்.

நீண்ட காலத்தில் ஊழியர்களுக்குப் பலனளிக்கும் நல்ல தேசியக் கொள்கைகளை ஆதரிக்குமாறு ஊழியர்கள் ஊக்குவிக்கப்படவும் வேண்டும். அதன் மூலம் சிங்கப்பூர்களின் சிறந்த நலன்களுக்குச் சேவையாற்ற தேசம் என்ற முறையில் நாம் ஒன்றாகப் பணியாற்ற முடியும். இந்த இலக்குகள், குறிப்பாக தொழிற்சங்க இயக்கத்தில் உள்ள புதிய தலைவர்களுக்கு, முக்கியமாகும். அவர்கள் ஊழியர்களின் நம்பிக்கையைப் பெறவும், அரசாங்கத்துடனும் முதலாளிகளுடனும் வலுவான உறவைப் பேணி வளர்க்கவும் கடும் முயற்சி செய்யவேண்டும்.

எல்லாவற்றுக்கும் மேலாக, முத்தரப்பு உறவு முறை நமது நீடித்த போட்டித்தன்மைக்குச் சாதகமான ஒன்றாகத் தொடர்ந்து இருக்க வேண்டும். முத்தரப்பு உறவு முறையில் உள்ள ஒவ்வொரு பங்காளியும் – அரசாங்கம், முதலாளிகள், ஊழியர்கள் – உறுதியாக இருக்க வேண்டும். ஒரு தரப்பு மற்ற இருதரப்பினருடனும் நல்ல உறவைப் பகிர்ந்துகொள்ள வேண்டும் என்பதுடன் மூன்று தரப்பினரும் எல்லாவற்றையும் ஒன்றாகப் பிணைத்திருக்கும் பரஸ்பர நம்பிக்கையை வளர்க்க வேண்டும். முத்தரப்பு உறவு முறையை ஆழமாக்கி வலுப்படுத்துவது மூலம், பிணைப்புமிக்க, போட்டிமிக்க, வெற்றிகரமான சமுதாயமாக சிங்கப்பூர் தொடர்ந்து இருக்க முடியும். அது, தனித்தனிப் பகுதிகளின் கூட்டுத்தொகையைக் காட்டிலும் முழுமையான அம்சம் பெரிதாக இருக்கும் இடமாக இருக்கும்.

எதிர்காலத்தில் நமது பொருளாதாரம் அவ்வளவு விரைவாக வளர்ச்சியடையாது என்று நாம் எதிர்பார்த்தாலும், பொதுவாகப் பகிர்ந்து கொள்ளக்கூடிய நமது இலக்கு மாறவில்லை: நமது வளர்ச்சியின் தரத்தை மேம்படுத்துதல். போட்டிமிக்க பொருளாதாரமாகவும் எல்லோரையும் உள்ளடக்கக்கூடிய சமுதாயமாகவும் சிங்கப்பூர் இருக்கவேண்டும் என நாம் விரும்புகிறோம். அங்கு வளர்ச்சியின் பலன்கள் நியாயமாகவும் பரவலாகவும் விநியோகிக்கப்படும். முதலீட்டாளர்களைத் தொடர்ந்து ஈர்க்கும் துடிப்புமிக்க நாடாக இது தொடர்ந்து இருக்கவேண்டும் என விரும்புகிறோம். சிங்கப்பூர்கள் தங்களுக்கு ஓர் ஒளிமயமான எதிர்காலத்தை உருவாக்க அது உதவும்.

இதில் நமது இதயத்தையும் மனதையும் ஈடுபடுத்தினால் நாம் வெற்றியடைவோம் என்பதில் எனக்கு நம்பிக்கை உள்ளது. இதை நமது சிறந்த இல்லமாக ஆக்க நாம் ஒன்றுசேர்ந்து பணியாற்றுவோம். இங்கு ஒவ்வொரு வேலையும் நல்ல வேலையாக இருக்கும், ஒவ்வொரு ஊழியரும் நல்ல வேலையில் இருப்பதுடன் தமது ஆற்றலை முழுமையாகப் பயன்படுத்துவார், சிங்கப்பூரின் வெற்றியால் ஒவ்வொருவரும் பலன் அடைவர்.

எல்லா சிங்கப்பூர்களுக்கும் மகிழ்ச்சிமிக்க மே தின வாழ்த்துகளைத் தெரிவித்துக்கொள்கிறேன்!

李显龙

总理



／我相信，只要我们全
心全意朝这个目标努
力，我们一定会成功。
让我们同心协力，打造
最美好的家园，使每个
工友都有一份好工作，
能够发挥所长，而每个
国人也都能从新加坡
的成功中受惠。／

我国去年的经济表现良好，全年增长为4.9%。当时存在着许多不稳定的外在因素，能取得这样的增长率实属难得。稳健的经济增长，让工友们受惠。去年，市场上新添了许多良好的就业机会，失业率只有2%，是十四年来的最低水平。

然而，今年的经济增长预料会放缓，估计将介于1%至3%之间。美国和欧洲的经济形势虽然没有预期的糟，却尚未摆脱困境。我国也面对其他潜在的外部风险，包括伊朗的紧张局势、油价突然飙升或出现主权债务违约等情况，这些都有可能发生。

此外，我国的一些内部局限，也将使经济增长放缓。新加坡已发展成为成熟经济体，我们在土地和人力资源方面的局限，将限制我们的发展。目前，我们已经着手调控外籍员工的人数，这将导致许多希望扩展业务的公司，因请不到工人而被迫放弃计

划，甚至促使一些公司将业务迁移到国外。我国的劳动力市场目前依然非常吃紧，国人在各个行业都可以轻易找到工作。短期内，这将推高工资水平。

但是，人们若以为单凭缩减外籍员工的人数，就能促使工资无止尽上涨，那将是个危险的想法。更高的工资水平将导致商业成本上涨，不但影响我国的竞争力，也可能引发更高的通货膨胀。要确保工资和生活水平能够持续获得改善，就必须提高生产力。的确，随着我国发展为成熟的经济体，提高生产力愈发显得重要，因为这是我们提升自身能力和生活水平的唯一途径。

因此，无论是普通员工，还是专业人士、经理、执行人员或技师，都应该不断努力，设法掌握新的技能并提升自己。政府在持续教育与培训方面作出大量投资，大家应善用这方面的

培训机会。工友们需具备适应能力和灵活性,积极学习新技能,并且愿意转向新兴的行业发展。

企业必须支持这方面的转型。我们的公司不应该只着眼于短期利润,而是应该看得更远,与员工乃至广大的社会携手,图长期发展,打造成功企业。公司应该视雇员为伙伴,为他们的培训及福利进行投资,这样才能让每个员工,无论年龄或国籍,都能在工作岗位上发挥所长。企业也可以通过各种形式来回馈社会,例如参与社会公益或慈善活动。这将有助于加强社会契约,从而避免企业与民众之间产生不信任甚至反感,因为这样的情况,在许多发达国家已经越来越显现。

提高生产力对工友、企业乃至整体经济都有益。通过提高生产力,工友可从事更好的工作,赚取更高的薪金,企业也得以在本地拓展业务、欣

欣向荣。我国的经济也能继续在激烈的全球竞争中稳步向前。

放眼未来,我们必须为更严峻的经济环境做好准备。全球化已经使经济周期变得更短,经济波动更快、更频密,前兆也更少。经济前景将变得更加难以预测,世界各国都免不了必须面对全球竞争,新加坡更是如此。

因此,我们的工会必须努力把工友组织起来,除了普通工友外,也必须包括人数不断增加的专业人士、经理、执行人员和技师。我们必须帮助工友们做好准备,以面对越来越不明朗的局势。在他们努力适应不断变化的环境时,给予他们鼓励和支持。当公司在无可避免的情况下必须裁员或关闭时,工会必须协助工友寻找新工作,渡过难关。

我们也必须鼓励工友支持长期而言会让他们从中受惠的国家政策;

这样我们才能上下一心,为所有的新加坡人谋求福祉。对新上任的工运领袖来说,这些目标更是至关重要,他们除了必须赢得工友们的信任之外,也必须跟政府和雇主建立起牢固的关系。

劳资政三方的良好伙伴关系,一直是我国的一大竞争优势,我们应该确保这个优势历久不衰。劳资政三方,无论是政府、雇主或工友,都必须强而有力,彼此间也必须维系良好的关系。此外,三方也应该进一步巩固互信的基础,因为互信是凝聚大家的基石。通过深化和加强劳资政关系,新加坡能持续成为凝聚力强、具有竞争力的成功社会,发挥更大的力量。

尽管我国接下来的经济增长会放缓,但我们的共同目标维持不变,那就是改善经济增长的质量。我们希望新加坡经济保有竞争力,也希望我们的社会具包容性,能公平并广泛地分配增长果实。我们希望新加坡在未来的日子,仍然充满活力、机遇处处,不但继续吸引投资者前来,同时也为国人创造更美好的未来和幸福的生活。

我相信,只要我们全心全意朝这个目标努力,我们一定会成功。让我们同心协力,打造最美好的家园,使每个工友都有一份好工作,能够发挥所长,而每个国人也都能从新加坡的成功中受惠。

祝所有国人劳动节快乐。



Tharman Shanmugaratnam

**Deputy Prime Minister,
Minister for Finance
and Minister for Manpower**



This year's May Day comes at a time of continued difficulties in the world economy. Europe's debt problems are a major worry. The US shows signs of gradual recovery, although high unemployment and housing debt problems are still brakes on its growth. Fortunately, Asia's emerging economies are showing good growth, and providing a lift to our economy.

Our economy will slow down this year. Gross Domestic Product (GDP) growth is projected to moderate to 1 to 3 per cent. However, our labour market is still very tight currently. While jobs are being lost in some industries, overall, many more jobs are being created.

Our main focus therefore is on the longer-term challenge of building a better future for our people. Our tripartite mission is clear. Everything we do is ultimately

aimed at achieving inclusive growth – growth which benefits all Singaporean workers.

We must press on with our efforts to restructure Singapore's economy, so that we can grow on the basis of productivity and support higher wages for our workers. Here, our tripartite partnership between workers, employers and the Government plays a key role in engaging companies to innovate and create better jobs, and encouraging workers to upgrade and learn new skills.

The Government is working with our small and medium-sized enterprises (SMEs) especially, to help them to upgrade their operations and stay competitive in a tight labour market. This year, we have made several enhancements to various initiatives to support SME upgrading. Workers are also being given strong support

／ In all that we do, the strong spirit of tripartism among Government, employers and unions is a real strength for Singapore. It helped us overcome challenges during the Global Financial Crisis, and will play a critical role in Singapore's next phase of development. ／

to upskill, through a wide range of opportunities for Continuing Education and Training (CET).

As tripartite partners, we must give special support to our lower-wage workers and older workers.

To help lower-wage workers, we have put in place the Workfare Income Supplement (WIS) and Workfare Training Support (WTS) schemes, which encourage them to find regular work and help them progress through training and skills upgrading. The Inclusive Growth Programme, led by the National Trades Union Congress (NTUC), also plays a key role, by engaging companies to help them innovate and raise the pay of lower-wage workers. The Ministry of Manpower will be stepping up awareness and enforcement efforts to ensure compliance with the Central Provident Fund (CPF) Act and the Employment Act, so that lower-wage workers receive CPF contributions and statutory employment benefits from their employers.

As many lower-wage workers are employed in industries where outsourcing is common, such as cleaning and security, we are working closely with our tripartite partners to promote best sourcing. Service buyers must outsource responsibly, so that service providers are focused on service quality and productivity, and on

improving employment conditions and wages for their workers. As a major service buyer, the Government will lead by example in best sourcing practices, by procuring only from accredited cleaning companies and well-graded security agencies.

Older workers are a valuable and growing segment of the working population. We are doing more to help them stay actively employed, contribute with their experience and skills, and build up their savings for retirement. The Retirement and Re-employment Act (RRA) that came into effect in January this year has been implemented smoothly, following extensive preparations by the tripartite partners. The Government is also giving employers strong incentive to attract and retain older workers, through the Special Employment Credit (SEC) for the next 5 years. We will continue to closely monitor and study the implementation and impact of the RRA and the SEC.

We must at the same time move ahead in developing a strong Singapore core of employees, including amongst professionals, managers and executives (PMEs), in all our industries. We have updated the Tripartite Guidelines on Fair Employment Practices to promote this. Employers must actively look out for local talents, and provide them the necessary

exposure, training and career development opportunities.

We have to keep to the right balance. We must stay open to expertise from around the world and enable our companies to have the diverse teams that allow them to remain competitive. That is important for our SMEs as much as it is for our larger companies. This is also how we have grown many more jobs for Singaporeans, and enabled most Singaporeans to do well over the years. But we must at the same time do the utmost to maximize every Singaporean's potential, and develop the local capabilities that give Singapore its sustainable advantage.

We will keep improving the various specific schemes to help our PMEs deepen their skills and career prospects. Last year, we introduced the Skills Training for Excellence Programme (STEP) to better support PME's CET needs. This year, we have launched CaliberLink, which provides PMEs with an integrated one-stop service point comprising training, career coaching, career search and recruitment support.

In all that we do, the strong spirit of tripartism among Government, employers and unions is a real strength for Singapore. It helped us overcome challenges during the Global Financial Crisis, and will play a critical role in Singapore's next phase of development. I look forward to NTUC, the Singapore National Employers Federation (SNEF) and the Government working together as one family as we build an Inclusive Singapore.

Happy May Day to all!

Tharman Shanmugaratnam

**Timbalan Perdana
Menteri,
Menteri Kewangan
dan Menteri Tenaga
Manusia**

Hari Buruh tahun ini tiba ketika ekonomi dunia sedang menghadapi kesukaran-kesukaran yang berterusan. Masalah hutang Eropah adalah kebimbangan utama. Amerika Syarikat menunjukkan tanda-tanda pemulihan yang beransur-ansur walaupun kadar pengangguran yang tinggi dan masalah hutang perumahan masih menghalang pertumbuhannya. Mujurlah ekonomi-ekonomi membangun Asia menunjukkan pertumbuhan yang baik, dan ini telah membantu kita dalam meningkatkan ekonomi kita.

Pertumbuhan ekonomi kita akan lebih perlahan tahun ini. Kesederhanaan dijangka dicatat dalam pertumbuhan Hasil Kasar Dalam Negeri (GDP) iaitu antara 1 hingga 3 peratus. Walau bagaimanapun, pasaran buruh kita masih sangat ketat sekarang ini. Walaupun kehilangan pekerjaan berlaku dalam beberapa perusahaan, secara keseluruhannya, banyak lagi pekerjaan baru sedang diwujudkan.

Fokus utama kita adalah cabaran jangka masa panjang



bagi membina masa depan yang lebih baik untuk rakyat kita. Misi rakan tiga pihak kita jelas. Semua yang kita lakukan bertujuan untuk mencapai pertumbuhan inklusif – pertumbuhan yang menguntungkan semua pekerja rakyat Singapura.

Kita mesti meneruskan usaha-usaha kita untuk menyusun semula ekonomi Singapura, supaya kita boleh mencatat pertumbuhan yang berdasarkan kepada peningkatan daya penghasilan dan menyokong gaji yang lebih tinggi untuk para pekerja kita. Di sini, rakan kongsi tiga pihak antara pekerja, majikan dan Pemerintah memainkan peranan utama dalam menggalakkan syarikat-syarikat untuk berinovasi dan mewujudkan pekerjaan yang lebih baik, dan

menggalakkan para pekerja meningkatkan diri dan meraih kemahiran-kemahiran baru.

Pemerintah sedang bekerja dengan syarikat-syarikat kecil dan sederhana (SME) terutamanya, untuk membantu mereka meningkatkan operasi dan mengekalkan daya saing mereka dalam keadaan pasaran buruh yang ketat. Pada tahun ini, kami telah pun membuat beberapa pembaikan ke atas pelbagai inisiatif untuk menyokong peningkatan SME-SME ini. Para pekerja juga telah diberi sokongan kuat untuk meningkatkan kemahiran mereka melalui peluang-peluang dalam pelbagai bidang yang ditawarkan bagi Pendidikan dan Latihan Berterusan (CET).

Sebagai rakan kongsi tiga pihak, kita harus memberi sokongan khas kepada para pekerja bergaji rendah dan lanjut usia.

Bagi membantu para pekerja bergaji rendah, kita telah melaksanakan Skim Tambahan Pendapatan Daya Kerja (WIS) dan Skim Sokongan Latihan Daya Kerja (WTS), yang bertujuan menggalakkan mereka untuk mencari pekerjaan tetap dan membantu mereka mencapai kemajuan melalui latihan dan peningkatan kemahiran. Program Pertumbuhan Inklusif ini yang diterajui oleh Kongres Kesatuan Sekerja Kebangsaan (NTUC), juga telah memainkan peranan penting dengan mendekati syarikat-syarikat untuk membantu mereka menjalani inovasi dan menaikkan gaji para pekerja bergaji rendah. Kementerian Tenaga Manusia akan meningkatkan usaha-usaha kesedaran dan penguatkuasaan untuk memastikan pematuhan di bawah Akta Tabung Simpanan Pekerja (CPF) dan Akta Pekerjaan, supaya para pekerja bergaji rendah mendapat sumbangan CPF dan faedah pekerjaan yang di tetapkan undang-undang daripada majikan mereka.

Memandangkan terdapat ramai pekerja bergaji rendah dalam industri-industri seperti pembersihan dan keselamatan di mana penyumberan luar merupakan amalan biasa, kami sedang bekerja rapat dengan rakan-rakan tiga pihak kami untuk menggalakkan amalan penyumberan terbaik. Para pelanggan perkhidmatan harus mengamalkan penyumberan luar secara bertanggungjawab supaya para penyedia perkhidmatan dapat memberikan fokus kepada mutu perkhidmatan dan daya penghasilan, serta memperbaiki keadaan kerja dan gaji kakitangan mereka. Sebagai pelanggan perkhidmatan utama, Pemerintah akan menjadi contoh dalam amalan penyumberan terbaik dengan hanya mendapatkan khidmat daripada syarikat-syarikat pembersihan yang bertauliah dan agensi-agensi

keselamatan yang mempunyai gred yang baik.

Para pekerja lanjut usia merupakan satu segmen warga kerja yang bernilai dan semakin bertambah. Kami sedang giat membantu mereka untuk terus kekal bekerja, menyumbangkan pengalaman dan kemahiran mereka, serta menambahkan simpanan mereka bagi persaraan. Akta Persaraan dan Pengambilan Semula Pekerja (RRA) yang berkuatkuasa pada Januari tahun ini telah dilaksanakan dengan lancar ekoran persediaan meluas oleh rakan-rakan tiga pihak. Pemerintah turut memberikan insentif kuat kepada para majikan untuk menarik dan mengekalkan para pekerja lanjut usia menerusi Kredit Penggajian Khas (SEC) untuk lima tahun yang akan datang. Kami akan terus memantau dan mengkaji perlaksanaan serta kesan RRA dan skim SEC.

Kita harus pada masa yang sama bergerak maju untuk membangunkan teras pekerja Singapura yang kukuh, termasuk di kalangan golongan profesional, pengurus dan eksekutif (PME), dalam semua industri kita. Kami telah mengemas kini Garis Panduan Tiga Pihak tentang Amalan Pekerjaan Yang Adil untuk menggalakkannya. Para majikan harus secara aktif mencari bakat-bakat setempat, dan memberikan mereka pendedahan yang diperlukan, latihan serta peluang-peluang peningkatan kerjaya.

Kita perlu mengekalkan pendekatan yang seimbang. Kita harus sentiasa terbuka kepada kepakaran dari seluruh dunia dan membolehkan syarikat-syarikat kita mendapatkan pasukan-pasukan yang pelbagai yang membolehkan mereka kekal berdaya saing. Ini adalah sama pentingnya bagi SME-SME kita, dan begitu juga syarikat-syarikat kita yang lebih besar. Inilah juga cara bagaimana kita telah dapat mewujudkan lebih banyak

pekerjaan untuk warga Singapura, dan membolehkan kebanyakan warga Singapura mencapai kejayaan pada tahun-tahun yang lalu. Tetapi, kita mesti, pada masa yang sama melakukan sedaya upaya untuk memaksimumkan potensi setiap warga Singapura, dan mengembangkan keupayaan tempatan yang memberi Singapura kelebihan yang berkekalan.

Kami akan terus mempertingkatkan pelbagai skim kami untuk membantu kalangan PME kita mendalami kepakaran dan prospek kerjaya mereka. Tahun lalu, kami memperkenalkan Program Latihan Kemahiran bagi Mencapai Kecemerlangan (STEP) untuk memberi sokongan lebih baik kepada keperluan CET bagi para PME. Tahun ini, kami telah melancarkan CaliberLink, yang menyediakan khidmat satu perhentian bersepadu yang merangkumi latihan, bimbingan kerjaya, mencari pekerjaan dan sokongan pengambilan pekerja bagi para PME.

Dalam semua yang kita lakukan, semangat tiga pihak yang kukuh di antara Pemerintah, majikan dan kesatuan merupakan kekuatan sebenar bagi Singapura. Semangat ini telah membantu kita mengatasi cabaran-cabaran ketika Krisis Kewangan Global, dan akan memainkan peranan genting dalam tahap pembangunan Singapura selanjutnya. Saya mengalu-alukan kerjasama antara NTUC, Persekutuan Majikan Kebangsaan Singapura (SNEF) dan Pemerintah sebagai sebuah keluarga sambil kita membina sebuah Singapura yang inklusif.

Selamat Hari Buruh pada semua!

தர்மன் சண்முகரத்தினம்

துணைப் பிரதமர்
நிதி அமைச்சர் மற்றும்
மனித வள அமைச்சர்



இந்த ஆண்டின் மே தினம் உலகப் பொருளியல் தொடர்ந்து நிலவும் சிக்கல்களின் போது வருகிறது. ஐரோப்பாவின் கடன் பிரச்சினைகள் ஒரு பெரிய கவலையாக உள்ளது. அதிகமான வேலையின்மையும் வீட்டுக் கடன் பிரச்சினைகளும் இன்னும் அமெரிக்காவின் வளர்ச்சியில் முட்டுக்கட்டைகளாக இருந்தாலும், அது படிப்படியாக மீட்சியடையும் அறிகுறிகளைக் காட்டுகிறது. நல்ல வேளையாக, ஆசியாவின் வேகமாக வளரும் பொருளியல்கள் நல்ல வளர்ச்சியைக் காட்டுகின்றன. இது நமது பொருளியலை உயர்த்த உதவுகிறது.

நமது பொருளியல் இந்த ஆண்டு மெதுவடையும். மொத்த உள்நாட்டு உற்பத்தி (GDP) வளர்ச்சி 1 விழுக்காடு முதல் 3 விழுக்காடு அளவிற்கு மிதமாகும் என முன்னுரைக்கப்படுகிறது. இருப்பினும், நமது ஊழியர் சந்தை தற்போது இன்னமும் மிக இறுக்கமாக உள்ளது. சில தொழில்துறைகளில் வேலைகள் இழக்கப்பட்டாலும், மொத்தத்தில், மேலும் பல வேலைகள் உருவாக்கப்படுகின்றன.

ஆகவே, நமது மக்களுக்காக ஒரு சிறந்த எதிர்காலத்தை உருவாக்கும் ஒரு நீண்ட கால சவாலிலேயே நாம் முக்கியமாகக் கவனம் செலுத்துகிறோம். நமது முத்தரப்பு இலக்கு தெளிவாக உள்ளது. நாம் செய்யும் அனைத்தும் இறுதியில் எல்லோரையும் உள்ளடக்கிய வளர்ச்சியை அடைவதற்கே ஆகும் – எல்லா சிங்கப்பூர் ஊழியர்களுக்கும் பலனளிக்கின்ற வளர்ச்சி.

சிங்கப்பூரின் பொருளியலை மறுசீரமைக்க நாம் நமது முயற்சிகளைத் தொடர்ந்து உறுதியுடன் மேற்கொள்ள வேண்டும். அப்போதுதான், நாம் உற்பத்தித்திறனின் அடிப்படையில் வளர்ந்து நம் ஊழியர்களுக்கு இன்னும் கூடுதல் சம்பளத்திற்கான ஆதரவை வழங்க முடியும். இங்கு, ஊழியர்கள், முதலாளிகள் மற்றும் அரசாங்கம் ஆகியோருக்கு இடையேயான நமது முத்தரப்பு பங்காளித்துவம், புத்தாக்கத்துடன் சிறந்த வேலைகளை உருவாக்க தொழில் நிறுவனங்களை ஈடுபடுத்துவதிலும், ஊழியர்கள் தங்களை மேம்படுத்தி புதிய திறன்களைக் கற்றுக்கொள்ள அவர்களை ஊக்குவிப்பதிலும் ஒரு முக்கியப் பங்காற்றுகிறது.

அரசாங்கம் நமது சிறிய, நடுத்தர வர்த்தகங்களுடன் (SMEs) இணைந்து செயல்படுகிறது. குறிப்பாக, அவை தம் செயல்முறைகளை மேம்படுத்திக்கொண்டு ஓர் இறுக்கமான ஊழியர் சந்தையில் போட்டித்தன்மையுடன் இருக்க உதவுகிறது. இந்த ஆண்டு, சிறிய, நடுத்தர வர்த்தகங்களின் மேம்பாட்டை ஆதரிக்க நாம் வெவ்வேறு திட்டங்களில் சில மேம்பாடுகளைச் செய்துள்ளோம். தொடர்ச் கல்வி, பயிற்சிக்காக (CET) அதிக அளவில் உள்ள வாய்ப்புகளின் மூலம் தங்களை மேம்படுத்திக்கொள்ள ஊழியர்களுக்குப் பலத்த ஆதரவும் வழங்கப்படுகிறது.

முத்தரப்பு பங்காளிகள் என்ற முறையில், நாம் நமது குறைந்த வருமான ஊழியர்களுக்கும் மூத்த ஊழியர்களுக்கும் சிறப்பு ஆதரவு கொடுக்க வேண்டும்.

குறைந்த வருமான ஊழியர்களுக்கு உதவி செய்ய, நாம் வேலைநலன் துணை வருமான (WIS) திட்டத்தையும் வேலைநலன் பயிற்சி ஆதரவு (WTS) திட்டத்தையும் தொடங்கியுள்ளோம். இத்திட்டங்கள் குறைந்த வருமான ஊழியர்கள் நிலையான வேலையைத் தேட ஊக்குவிப்பதுடன் பயிற்சி மற்றும் திறன் மேம்பாட்டின் மூலம் தங்களை முன்னேற்றிக் கொள்ளவும் உதவுகின்றன. அனைவரையும் உள்ளடக்கிய வளர்ச்சித் திட்டம் தேசிய தொழிற்சங்கக் காங்கிரஸால் (NTUC) வழிநடத்தப்படுகிறது. தொழில் நிறுவனங்களை ஈடுபடுத்தி, அவை புத்தாக்கத்துடன் செயல்பட்டு குறைந்த வருமான ஊழியர்களின் சம்பளங்களை உயர்த்த உதவி செய்வதில் இந்த வளர்ச்சித் திட்டமும் ஒரு முக்கியப் பங்காற்றுகிறது. மத்திய சேம நிதி (CPF) சட்டம் மற்றும் வேலைச் சட்டம் முறையாகப் பின்பற்றப்படுவதை உறுதிசெய்ய மனிதவள அமைச்சர் விழிப்புணர்வு மற்றும் அமலாக்க முயற்சிகளைக் கூட்டும். இதன்வழி குறைந்த வருமான ஊழியர்கள் தங்கள் முதலாளிகளிடமிருந்து மத்திய சேம நிதிப் பங்களிப்புகளையும் சட்டபூர்வ வேலை அலுவலர்களையும் பெறுவர்.

துப்புரவுத் துறை மற்றும் பாதுகாவல் துறை போன்ற ஆட்குறைப்பு வர்க்கமாக நடக்கும் தொழில்துறைகளில் பல குறைந்த வருமான ஊழியர்கள் வேலையில் உள்ளதால், சிறந்த முறையில் ஆட்களை வேலைக்கு எடுக்கும் நடைமுறையை ஊக்குவிக்க நாம் நமது முத்தரப்பு பங்காளிகளுடன் அணுக்கமாகச் செயல்படுகிறோம். சேவையை வாங்குபவர்கள் ஒரு பொறுப்புள்ள முறையில் ஆட்களை வேலைக்கு எடுக்கவேண்டும். அப்போதுதான், சேவையை வழங்குபவர்களும் சேவையின் தரத்திலும் உற்பத்தித்திறனிலும் கவனம் செலுத்துவதுடன், தங்கள் ஊழியர்களுக்காக வேலை சூழ்நிலைகள் மற்றும் சம்பளங்களை மேம்படுத்துவதிலும் கவனம் செலுத்துவர். சேவையை வாங்கும் ஒரு மிகப் பெரிய அமைப்பு என்ற முறையில், அரசாங்கம் சிறந்த முறையில் ஆட்களை வேலைக்கு எடுப்பதில் ஒரு முன்னுதாரணமாக விளங்கும். அது அதிகாரம்பெற்ற துப்புரவுத் தொழில் நிறுவனங்கள் மற்றும் நல்ல தரம்பாய்ந்த பாதுகாவல் முகவைகளிடமிருந்து மட்டுமே ஆட்களை வேலைக்கு எடுக்கும்.

முத்த ஊழியர்கள் வேலைசெய்யும் மக்கள்தொகையில் மிகவும் பயன்மிக்க, அதிகரித்துவரும் ஒரு பிரிவினராவர். அவர்கள் துடிப்புடன் வேலையில் இருப்பதற்கும் தங்கள் அனுபவங்களையும் திறன்களையும் கொண்டு பங்களிப்பதற்கும், வேலைஒய்வு காலத்திற்காகத் தங்கள் சேமிப்புகளைப் பெருக்குவதற்கும் அவர்களுக்கு உதவ நாம் இன்னும் கூடுதலாகச் செயல்படுகிறோம். இந்த ஆண்டு ஜனவரியில் அமலுக்கு வந்த வேலைஒய்வு, மறு-வேலைவாய்ப்புச் சட்டம் (RRA), முத்தரப்புப் பங்களிகளின் விரிவான ஆயத்தங்களுக்குப் பிறகு, சுமுகமாக நடைமுறைப்படுத்தப்பட்டுள்ளது. அரசாங்கம், சிறப்பு வேலை உதவித்தொகை (SEC) மூலம் அடுத்த 5 ஆண்டுகளுக்கு முத்த ஊழியர்களை ஈர்த்து அவர்களை வேலையில் தக்கவைத்துக்கொள்ள முதலாளிகளுக்கு வலுவான ஊக்குவிப்புகளையும் வழங்குகிறது. வேலைஒய்வு, மறு-வேலைவாய்ப்புச் சட்டம் மற்றும் சிறப்பு வேலை உதவித்தொகை ஆகியவற்றின் அமலாக்கத்தையும் தாக்கத்தையும் நாம் தொடர்ந்து உன்னிப்பாகக் கவனித்து ஆராய்வோம்.

அதே சமயத்தில், நமது எல்லா தொழில்துறைகளிலும், நிபுணர்கள், மேலாளர்கள் மற்றும் நிர்வாகிகள் (PMEs) உட்பட, ஊழியர்களை மையமாகக் கொண்ட ஒரு வலுவான சிங்கப்பூரை மேம்படுத்துவதில் நாம் முன்னோக்கிச் செல்லவும் வேண்டும். இதை ஊக்குவிக்க நாம் நியாய வேலை நடைமுறைகள் குறித்த முத்தரப்பு வழிகாட்டிகளைப் புதுபித்தீர்ச்சோம். முதலாளிகள் உள்நாட்டுத் திறன்களைத் துடிப்புடன் தேட வேண்டும், அவர்களுக்குத் தேவையான அனுபவங்கள், பயிற்சி மற்றும் வாழ்க்கைத்தொழில் மேம்பாட்டு வாய்ப்புகளை வழங்க வேண்டும்.

நாம் சரியான சமநிலையைக் கொண்டிருக்கவேண்டும். உலகெங்கிலுமிருந்தும் நாம் தொடர்ந்து நிபுணத்துவத்தைப் பெற தயாராக இருக்கவேண்டும், நம் தொழில் நிறுவனங்கள் தொடர்ந்து போட்டித்தன்மையுடன் இருப்பதற்கு உதவும் வெவ்வேறு குழுக்கள் அந்நிறுவனங்களுக்குக் கிடைக்கச் செய்யவேண்டும். இது நம் பெரிய தொழில் நிறுவனங்களுக்கு எவ்வளவு முக்கியமோ அந்த அளவிற்கு நம் சிறிய, நடுத்தர வர்த்தகங்களுக்கும் முக்கியமானதே. இந்த வழியில் கூட நாம் சிங்கப்பூர்களுக்காக மேலும்

பல வேலைகளை உருவாக்கியுள்ளோம், பெரும்பாலான சிங்கப்பூர்கள் கடந்த காலத்தில் சிறப்பாகச் செயல்பட உதவியுள்ளோம். ஆனால், அதே சமயத்தில், ஒவ்வொரு சிங்கப்பூரின் ஆற்றலையும் அதிகபட்சமாக உயர்த்த நம்மால் இயன்றதைச் செய்யவேண்டும். சிங்கப்பூர் நீண்ட காலத்திற்குத் தாக்குப்பிடிக்க உதவும் உள்நாட்டுத் திறன்களை மேம்படுத்தவேண்டும்.

நம் நிபுணர்கள், மேலாளர்கள் மற்றும் நிர்வாகிகள் தங்கள் திறன்களையும் வாழ்க்கைத்தொழில் வாய்ப்புளங்களையும் வலுப்படுத்திக்கொள்ள அவர்களுக்கு உதவி செய்ய குறிப்பிட்ட வெவ்வேறு திட்டங்களை நாம் தொடர்ந்து மேம்படுத்துவோம். சென்ற ஆண்டு, நிபுணர்கள், மேலாளர்கள் மற்றும் நிர்வாகிகளின் தொடர்க் கல்வி, பயிற்சித் தேவைகளை இன்னும் சிறந்த முறையில் ஆதரிக்க உள்ளத்திற்கான திறன்கள் பயிற்சித் திட்டத்தை (STEP) நாம் அறிமுகப்படுத்தினோம். இந்த ஆண்டு, நிபுணர்கள், மேலாளர்கள் மற்றும் நிர்வாகிகளுக்குப் பயிற்சி, வாழ்க்கைத்தொழில் பயிற்சியளிப்பு, வாழ்க்கைத்தொழில் தேடல் மற்றும் வேலை நியமன ஆதரவு முதலிய சேவைகளை ஒரே இடத்தில் ஒருங்கிணைந்து வழங்கும் கெலிபர்லிங்க் (CaliberLink) நிலையத்தைத் தொடங்கியுள்ளோம்.

நாம் செய்யும் அனைத்திலும், அரசாங்கம், முதலாளிகள் மற்றும் தொழிற்சங்கங்கள் ஆகியவற்றுக்கு இடையேயான வலுவான முத்தரப்புப் பங்களித்துவ உணர்வு சிங்கப்பூருக்கு ஓர் உண்மையான பலமாகும். உலகளாவிய நிதி நெருக்கடியின் போது சவால்களை நாம் சமாளித்து கடந்து வர அது நமக்கு உதவியதுடன், அது சிங்கப்பூரின் அடுத்த கட்ட மேம்பாட்டில் ஓர் அதிமுக்கிய பங்காற்றும். அனைவரையும் உள்ளடக்கிய ஒரு சிங்கப்பூரை நாம் உருவாக்கும் வேளையில், தேசிய தொழிற்சங்கக் காங்கிரஸ், சிங்கப்பூர் தேசிய தொழிலாளர் சம்மேளனம் (SNEF) மற்றும் அரசாங்கம் ஒரு குடும்பமாக ஒன்றுசேர்ந்து பணியாற்றுவதை நான் ஆவலுடன் எதிர்பார்க்கிறேன்.

அனைவருக்கும் மகிழ்ச்சிக்க மே தின வாழ்த்துக்கள்!

—நாம் செய்யும் அனைத்திலும், அரசாங்கம், முதலாளிகள் மற்றும் தொழிற்சங்கங்கள் ஆகியவற்றுக்கு இடையேயான வலுவான முத்தரப்புப் பங்களித்துவ உணர்வு சிங்கப்பூருக்கு ஓர் உண்மையான பலமாகும். உலகளாவிய நிதி நெருக்கடியின் போது சவால்களை நாம் சமாளித்து கடந்து வர அது நமக்கு உதவியதுடன், அது சிங்கப்பூரின் அடுத்த கட்ட மேம்பாட்டில் ஓர் அதிமுக்கிய பங்காற்றும்.—



尚达曼

副总理
兼财政部及人力部长

今年的劳动节，在全球经济举步维艰的时刻中降临。欧洲的债务危机令人担忧。虽然美国经济出现逐步复苏的迹象，但国内的高失业率和房贷问题将继续拖累经济增长。不过，值得庆幸的是，亚洲新兴经济体的发展势头良好，带动了我国的经济增长。

今年，我国的经济增长将会放缓；国内生产总值增长预计将介于1%至3%之间。尽管如此，我国目前的劳动力市场依然紧缩。虽然一些行业的工作减少了，但整体而言，我们还是制造了更多就业机会。

因此，我们接下来的工作重点，是如何为人民打造更美好的未来。这是一项长远的挑战。在这方面，我们劳资政三方伙伴的共同使命非常清楚——我们所做的一切都是为了实现包容性增长。所谓包容性增长，就是能够惠及所有工友的经济增长。

我们必须以坚定的决心，努力

实现经济转型，这样才能取得以生产力为动力的增长，以支撑更高的工资。在这个环节上，我们要如何鼓励公司积极创新和打造更好的工作，还有如何鼓励工友自我提升和学习新技能？在这方面，由工友、雇主和政府所组成的劳资政三方伙伴将扮演重要角色。

政府对本地的中小型企业尤其关注。我们正同中小型企业携手合作，协助它们提升运作效率，让它们在劳动力紧张的情况下，依然能保有竞争力。今年，我们加强了多项计划以协助中小型企业提升能力。我们也大力支持工友们提升技能，使他们有更多机会参与持续教育与培训计划。

作为劳资政三方伙伴，我们尤其必须为低薪工友和年长员工提供援助。

在帮助低薪工友方面，政府推出了就业补助计划和就业培训计划；希望通过这两项计划，鼓励低





薪工友寻找长期稳定的工作，接受培训和提升技能，从而提高生活质量。另一方面，全国职工总会也推出了增长与同惠计划，鼓励公司进行创新和提高低薪工友的工资。这项计划在帮助低薪工友方面，发挥了重要的作用。此外，人力部也正加强宣传与执法力度，确保雇主遵守公积金法令和雇佣法令，让低薪工友能够获得雇主应缴交的公积金，以及享有应得的法定员工福利。

许多低薪工友从事的行业，如清洁业和保安业，外包情况非常普遍。因此，政府正同其他的劳资政伙伴紧密合作，以提倡最佳外包。在选择外包商时，公司应该采取负责任的态度，使服务供应商不但重视服务质量和生产力，也给予员工更好的工作条件和工资。作为外包服务的主要用户，政府将以身作则带头采用最佳外包，只使用受认证的

清洁公司和评级良好的保安机构的服务。

年长员工是我国宝贵的人力资源，所占的劳动人口比例正逐年上升。我们已经加大力度，帮助年长员工继续受雇，让这些具有经验和技能的工友能够继续作出贡献，让他们能累积更多的退休储蓄。经劳资政三方伙伴的积极筹划，退休与重新雇佣法令已于今年1月顺利推行。政府也将在未来五年通过特别就业补贴，鼓励雇主聘请和重新雇用年长员工。我们将密切观察退休与重新雇佣法令和特别就业补贴计划的执行情况和效果。

与此同时，我们必须在各行各业，包括在专业人士、经理和执行人员当中，发展以新加坡员工为核心的强大劳动队伍。我们已经修订了劳资政公平雇佣守则，以迈向这个

目标。雇主应该积极地培养本地人才，协助他们累积经验、接受培训和发展事业。

但是，无论我们做什么，都必须取得平衡。我们应该向世界各地的专才敞开大门，以确保我们的公司能够拥有多元背景的工作团队来维持竞争力。这对中小企业和大公司都是同等重要。这些年来，我们便是通过这种方式为新加坡人制造了更多工作机会，并协助多数新加坡人取得良好的表现。但与此同，我们应该竭力开拓每一个新加坡人的潜能，增强我国的实力，以让新加坡保有可持续的优势。

我们会不断地改进各项相关的计划，协助专业人士、经理和执行人员提升他们的技能和事业前景。去年，我们推出了专业提升计划，以更好地协助这个群体进行持续教育与培训。今年，我们再为他们推出了CaliberLink职业中心；这是个一站式的综合服务中心，专为专业人士、经理和执行人员提供职业训练、职业辅导和职业配对等方面的协助。

在我们所做的一切背后，强大的劳资政团结精神一直是支持新加坡发展的实在力量。它协助我们克服了全球金融危机时所出现的挑战，也将继续在新加坡下一阶段的发展中扮演重要的角色。在我们建设更具包容性的社会之际，我期许全国职工总会、新加坡全国雇主联合会和我国政府能够如一家人般齐心协力合作。

Stephen Lee

President
Singapore National
Employers
Federation



Achieving Sustainable Growth

The Singapore economy grew by 4.9 per cent in 2011. More than 120,000 jobs were created and the unemployment rate dipped to a 14-year low of 2.0 per cent in December 2011. However, the strong demand for workers dampened productivity growth to 1.0 per cent in 2011, below the target of 2 to 3 per cent per annum for this decade.

The Ministry of Trade and Industry has projected that for 2012, the economy will grow by between 1 and 3 per cent. Economic uncertainties persist, while the local labour market continues to be tight especially for the services sector. There are also concerns about rising business costs.

To address these challenges, employers must enhance efforts to raise productivity, tap the diverse segments of the labour market to meet their manpower needs as well as upgrade low wage service jobs.

In this way, we can work towards achieving sustainable inclusive growth.

Persevering with Productivity Efforts

We should not be discouraged by the dip in productivity growth in 2011. Raising productivity over the long term requires perseverance and sustained efforts. Productivity is key to countering rising business costs and manpower shortages as well as the upgrading of low wage jobs.

At the company level, labour-management cooperation is crucial to cultivating a culture and mindset for continuous productivity improvements. Management must demonstrate productivity leadership by engaging the unions and workers in initiatives and programmes to improve work processes and to cut down wastage to reduce costs.

Where a company embarks on mechanisation or automation,

or where jobs are enlarged or redesigned, workers must be appropriately trained to work in the new environment and productivity gains should be fairly shared.

Building Inclusive Workforces

To sustain business growth, employers need to ensure that Singaporeans make up the core of their workforces, which should be inclusive and globally competitive.

To meet their manpower needs, employers can attract local workers from the latent pool of the economically inactive, which number around 338,000 from age 25 to 59. They should re-employ employees beyond 62 in light of the new Retirement and Re-employment Act. They can also provide employment opportunities to persons with disabilities, which number about 100,000.

The Government has provided support in the form of Special Employment Credits for some of these groups of potential workers.

Other schemes such as the 4R programme, Flexi-Works! and the Open Door Fund are available to support employers who strive to make their workplace inclusive.

Sharing Growth with Low Wage Workers

The gross real income of workers at the 20th percentile declined by 2.4 percent annually from the period 2001- 2006 as the economy recovered from the 2001 recession and 2003 SARS crisis. However, their gross real income improved by 2.2 percent annually from the period 2006-2011 when the economy grew by 5.8 percent annually. Strong and sustained growth uplifted the wages of the low-wage workers.

We are strengthening tripartite efforts to help low wage workers benefit from the economic growth and higher productivity.

For companies that outsource their services, they should adopt best sourcing instead of cheap

sourcing. Service providers should ensure workers are well cared for with at least the statutory benefits and receive their pay on time.

More importantly, they should look at upgrading jobs and help their workers to upgrade their skills set to enable them to enhance their earning capacity.

Strengthening Tripartism as We Progress Together

We are entering more challenging times. We have to leverage on our strong tripartite cooperation to work out practical solutions to overcome every challenge that we face.

In this way, we will further strengthen our tripartite bonds and trust as we progress together as employers, workers and as a nation.

On behalf of our 2,200 employer members, I wish all workers a Happy May Day.



／ We are strengthening tripartite efforts to help low wage workers benefit from the economic growth and higher productivity. ／

Stephen Lee

**Presiden
Persekutuan Majikan
Kebangsaan
Singapura**

Mencapai Pertumbuhan Mampan

Ekonomi Singapura telah berkembang 4.9 peratus dalam 2011. Lebih 120,000 pekerjaan telah diwujudkan dan kadar pengangguran menjunam 2.0 peratus, iaitu kepada tahap paling rendah dalam tempoh 14 tahun. Tetapi tarikan kuat pengambilan buruh telah melemahkan pertumbuhan pengeluaran kepada 1.0 peratus dalam 2011, iaitu di bawah matlamat 2 hingga 3 peratus setahun untuk dekad ini.

Kementerian Perdagangan dan Perindustrian meramalkan bahawa pada 2012 ekonomi akan tumbuh antara 1 dan 3 peratus. Ketidaktentuan ekonomi masih wujud walaupun pasaran buruh tempatan terus padat, khususnya dalam sector perkhidmatan. Keprihatinan terhadap kos perniagaan yang sedang menjulang masih membimbangkan.

Dengan cabaran-cabaran ini, para majikan mesti berusaha

meningkatkan produktiviti, memanfaatkan kelompok tenagaburuh yang berbagai jenis untuk dipadankan dengan keperluan tenaga kerja syarikat mereka serta berusaha menaiktaraf bidang perkhidmatan yang bergaji rendah.

Dengan cara ini, kita boleh mencecah pertumbuhan inklusif yang mampan.

Tabah dengan Usaha Produktiviti

Kita jangan berasa hampa dengan penurunan pertumbuhan produktiviti dalam 2011. Untuk meningkatkan produktiviti berjangka panjang kita perlu ketabahan dan cekat berusaha. Produktiviti ialah kunci untuk mengekang kenaikan kos perniagaan dan kekurangan buruh. Sama penting juga ialah usaha giat untuk menaiktaraf pekerjaan bergaji rendah.

Di peringkat syarikat, kerjasama di tahap pengurusan-buruh adalah penting untuk menyemai usaha



／ Kami sedang memperteguhkan usaha tigapihak untuk membantu pekerja gaji rendah supaya beroleh manfaat dari pertumbuhan ekonomi dan peningkatan produktiviti. ／

membudayakan minda dengan sikap sentiasa mempertingkatkan produktiviti. Pihak pengurusan sebagai pendorong produktiviti mesti melibatkan kesatuan dan pekerja bagi menggalak inisiatif dan program untuk mempertingkatkan proses kerja dan menghapuskan pembaziran sebagai mengurangkan kos.

Di syarikat yang memakai mesen dan otomasi, atau tugas yang telah direkasemula atau diberbagaikan, para pekerja pula mestilah dilatih sewajarnya untuk melaksanakan tugas tersebut dalam sekitaran baru dan hasil kelebihan produktivinya mestilah juga diagih secara saksama.

Membina Tenagakerja Inklusif

Untuk kekalkan pertumbuhan perniagaan, majikan perlu memastikan bahawa warga Singapura adalah teras utama tenagakerjanya yang sepatutnya bersifat inklusif dan berdaya saing global.

Untuk memenuhi keperluan tenagakerja, majikan harus mengambil pekerja tempatan dari kumpulan yang terbiar dari segi kegiatan ekonomi, yang jumlahnya sekitar 338,000 orang, berusia dari 25 hingga 59 tahun. Mereka sepatutnya juga mengambil

pekerja lanjut usia 62 tahun yang dimaksudkan oleh Akta Persaraan dan Pekerjaan Semula. Peluang pekerjaan juga harus dibuka kepada golongan kurang upaya yang berjumlah sekitar 100,000 orang.

Pemerintah telah menyediakan sokongan dalam bentuk Kredit Pekerjaan Khas untuk golongan pekerja yang berpotensi. Skim-skim lain yang ada termasuk program 4R, Flexi-Works! dan Dana Pintu Terbuka yang boleh digunakan oleh majikan untuk menjadikan gedung perniagaan mereka sebuah tempat pekerjaan inklusif.

Berkongsi Pertumbuhan bersama Pekerja Gaji Rendah

Pendapatan kasar sebenar dalam golongan dua puluh peratus pekerja telah menurun 2.4 peratus setahun dari 2001 hingga 2006 semasa ekonomi negara mula pulih dari kemelut kelembapan 2001 dan krisis SARS 2003. Namun demikian, pendapatan kasar sebenar naik 2.2 peratus setiap tahun dari 2006 hingga 2011 semasa pertumbuhan ekonomi negara ialah 5.8 peratus setahun. Pertumbuhan kukuh dan mampan telah mendorong kenaikan gaji bagi pekerja bergaji rendah.

Kami sedang memperteguhkan usaha tigapihak untuk membantu pekerja gaji rendah supaya beroleh manfaat dari pertumbuhan ekonomi dan peningkatan produktiviti.

Bagi syarikat yang menggunakan khidmat sumberluar, mereka sepatutnya mengambil penyumberanluar yang terbaik daripada yang murah. Penyedia khidmat sepatutnya memastikan pekerja mereka dilayani sebaik-baiknya melalui pengagihan manfaat yang tertakluk di bawah undang-undang dan membayar gaji pekerja tepat pada masanya.

Penting bagi majikan menaiktaraf pekerjaan yang dilakukan pekerja mereka dengan membantu mereka memperoleh kemahiran sehingga mampu mendapat gaji yang lebih.

Mengkukuhkan Kerjasama Tigapihak sedang Kita Maju Bersama

Kita sedang melangkah ke zaman lebih mencabar. Kita mesti menggunakan kekuatan kerjasama tigapihak untuk mewujudkan huraian praktikal yang merentas setiap cabaran yang dihadapi.

Dengan cara ini, kita akan memperteguhkan lagi ikatan dan kepercayaan tigapihak sedang kita maju bersama sebagai majikan, pekerja dan negara.

Bagi pihak 2,200 majikan dalam persekutuan kami, saya ucapkan kepada semua pekerja Selamat Hari Buruh.

ஸ்டீபன்

தலைவர்
சிங்கப்பூர் தேசிய முதலாளிகள்
சம்மேளனம்



கட்டிக்காக்கும் வளர்ச்சியை அடைதல்

2011ம் ஆண்டில் சிங்கப்பூர் பொருளியல் 4.9 விழுக்காடு வளர்ச்சி கண்டது. 120,000-க்கும் மேற்பட்ட வேலைகள் உருவாக்கப்பட்டதுடன் வேலையில்லா விகிதம், 14 ஆண்டு காலத்தில் 2.0 விழுக்காடாக 2011-ம் ஆண்டு டிசம்பரில் இறக்கம் கண்டது. இருப்பினும், ஊழியர்களுக்கான வலுவான தேவை, உற்பத்தி வளர்ச்சியை இந்தப் பத்தாண்டில் ஆண்டுக்கு 2-லிருந்து 3 விழுக்காடு வளர்ச்சியின் இலக்குக் கீழ், 1.00-விழுக்காடாக 2011-ம் ஆண்டில் குறைத்தது.

2012-ம் ஆண்டில் பொருளாதாரம் 1 விழுக்காட்டிற்கும் 3 விழுக்காட்டிற்கும் இடைப்பட்ட வளர்ச்சி காணும் என வர்த்தக தொழில் அமைச்சு மதிப்பிட்டுள்ளது. பொருளியல் நிலையின்மை தொடர்ந்து இருக்கும் வேளையில், உள்நாட்டு ஊழியர் சந்தை, குறிப்பாக சேவைத் துறையில், ஊழியர் பற்றாக்குறை தொடர்கிறது.

தொழில் நடத்துவதற்கான உயர்ந்து வரும் செலவினங்களும் அக்கறைக்குட்பட்டவையாக உள்ளன.

இந்தச் சவால்களைச் சமாளிப்பதற்காக, உற்பத்தித்திறனை உயர்த்தும் முயற்சிகளை முதலாளிகள் மேம்படுத்தவேண்டும், தங்களின் மனிதவளத் தேவைகளை நிறைவேற்ற ஊழியர் சந்தையின் பல்வேறு பிரிவுகளைப் பயன்படுத்திக்கொள்வதுடன், குறைந்த சம்பள சேவைத்துறை வேலைகளை மேம்படுத்தவும் வேண்டும்.

இதன் மூலம், கட்டிக்காக்கப்படும், எல்லோரையும் உள்ளடக்கும் வளர்ச்சியை நோக்கி நாம் பணியாற்ற முடியும்.

உற்பத்தித்திறன் முயற்சிகளுடன் விடாது தொடர்தல்

2011-ம் ஆண்டில் உற்பத்தித்திறன் வளர்ச்சி குன்றியது குறித்து நாம் ஊக்கம் இழக்கக்கூடாது. நீண்ட கால அடிப்படையில் உற்பத்தித்திறனை உயர்த்துவதற்கு விடா முயற்சியும்

கட்டிக்காக்கும் முயற்சிகளும் தேவைப்படும். உயர்ந்துவரும் தொழில் செலவுகளுக்கும், மனிதவள பற்றாக்குறைக்கும் எதிரான செயலுக்கும், குறைந்த சம்பள வேலைகளை மேம்படுத்துதலுக்கும் உற்பத்தித்திறனை திறவு கோலாகும்.

நிறுவன நிலையில், தொடர்ந்த உற்பத்தித்திறன் மேம்பாடுகளுக்கான கலாசாரம் மற்றும் மனப்போக்கைப் பேணி வளர்த்தலுக்கு தொழிலாளர்-நிர்வாக ஒத்துழைப்பு மிக முக்கியமாகும். வேலை முறைகளை மேம்படுத்துவதற்கும், செலவினங்களைக் குறைக்கும் பொருட்டு விரயங்களைக் குறைக்கவும், தொழிற்சங்கங்களையும் ஊழியர்களையும் ஈடுபடுத்துவதன் மூலம் நிர்வாகத்தினர் உற்பத்தித்திறன் தலைமைத்துவத்தைக் காட்டவேண்டும்.

இயந்திரமயத்தை அல்லது தானியியக்கமுறைத் திட்டத்தை ஒரு நிறுவனம் மேற்

பொருளாதார வளர்ச்சி மற்றும் உயர் உற்பத்தித்திறன் ஆகியவையின் பலனைக் குறைந்த வருவாய் ஈட்டும் ஊழியர்கள் பெறுவதில் உதவ முத்தரப்பு முயற்சிகளை நாங்கள் வலுப்படுத்தி வருகிறோம்.

கொள்ளும்போது, அல்லது வேலைகள் விரிவு படுத்தப்படும் பொழுது அல்லது மறு வடிவமாக்கப்படும் பொழுது, புதிய சூழலில் வேலைசெய்ய ஊழியர்கள் பொருத்தமான வகையில் பயிற்சிபெற வேண்டும் என்பதுடன் உற்பத்தித்திறன் இலாபங்கள் நியாயமான வகையில் பகிர்ந்துகொள்ளப்படவும் வேண்டும்.

எல்லோரையும் உள்ளடக்கும் ஊழியரணியைக் கட்டியமைத்தல்

தொழில் வளர்ச்சியைக் கட்டிக்காக்கும் பொருட்டு, தங்களின் ஊழியரணியில் சிங்கப்பூரர்கள் முக்கியமாக இருப்பதை முதலாளிகள் உறுதி செய்யவேண்டும். அந்த ஊழியரணி எல்லோரையும் உள்ளடக்கியதாகவும் உலகளாவிய வகையில் போட்டிமிக்கதாகவும் இருக்க வேண்டும்.

தங்களின் மனிதவளத் தேவைகளை நிறைவேற்றும் பொருட்டு, 25 வயதுக்கும் 59 வயதுக்கும் இடைப்பட்ட, பொருளாதார ரீதியில் செயல்படாத 338,000 உள்நாட்டு ஊழியர்களை முதலாளிகள் ஈர்க்கலாம். புதிய வேலை ஓய்வு மற்றும் மறுவேலை வாய்ப்புச் சட்டத்தின் காரணமாக 62 வயதுக்கு மேற்பட்ட ஊழியர்களை அவர்கள் மீண்டும் வேலைக்கு அமர்த்தவேண்டும். மேலும் ஏறக்குறைய 100,000 எண்ணிக்கையில் உள்ள உடற்குறையுள்ளவர்களுக்கும் அவர்கள் வேலை வாய்ப்புக்களை வழங்கலாம்.

வேலை வாய்ப்புகள் உள்ள இத்தகைய சில ஊழியர் பிரிவினருக்கு அரசாங்கம் சிறப்பு வேலை உதவித்தொகைத் திட்டம்

வழி ஆதரவு அளித்துள்ளது. எல்லோரையும் அரவணக்கும் இடமாக தங்கள் வேலை இடத்தை ஆக்க விரும்பும் முதலாளிகளுக்கு ஆதரவளிக்கும் பொருட்டு, 4R திட்டங்கள், நீக்குப்போக்கான வேலைகள், திறந்த வாசல் நிதி போன்ற மற்ற திட்டங்களும் கிடைக்கின்றன.

குறைந்த ஊதியம் ஈட்டுபவர்களுடன் வளர்ச்சியைப் பகிர்ந்துகொள்ளுதல்

2001-ம் ஆண்டு பொருளாதார மந்தம், 2003-ம் ஆண்டு சார்ஸ் நோய் நெருக்கடி ஆகியவற்றிலிருந்து மீட்சி அடைந்ததையும், 2001-2006 ஆண்டு காலத்தில் 20-வது விழுக்காட்டு நிலையில் உள்ள ஊழியர்களின் மொத்த உண்மையான வருவாய் ஆண்டுக்கு 2.4 விழுக்காடு சரிந்தது. இருந்தாலும், பொருளாதாரம் ஆண்டுக்கு 5.8 விழுக்காடாக 2006-2011-ம் ஆண்டு காலத்தில் வளர்ச்சி கண்டபோது, அவர்களின் மொத்த உண்மையான வருவாய் 2.2 விழுக்காடாக மேம்பட்டது. வலுவான கட்டிக்காக்கப்பட்ட வளர்ச்சி, குறைந்த வருவாய் ஊழியர்களின் சம்பளங்களை உயர்த்தியது.

பொருளாதார வளர்ச்சி மற்றும் உயர் உற்பத்தித்திறன் ஆகியவையின் பலனைக் குறைந்த வருவாய் ஈட்டும் ஊழியர்கள் பெறுவதில் உதவ முத்தரப்பு முயற்சிகளை நாங்கள் வலுப்படுத்தி வருகிறோம்.

தங்கள் சேவைகளை வெளிக் குத்தகையாகக் கொடுக்கும் நிறுவனங்களைப் பொருத்தவரை, மலிவான சேவையை வழங்குபவர்களிடம் கொடுக்காது

சிறந்த சேவையை வழங்குபவர்களிடம் குத்தகையை வழங்கும் பழக்கத்தைப் பின்பற்ற வேண்டும். ஊழியர்கள் குறைந்தது சட்டப்பூர்வமான அனுகூலங்களைப் பெறுவதையும் அவர்களின் சம்பளத்தை அவர்கள் குறித்த காலத்தில் பெறுவதையும் சேவை வழங்குவோர் உறுதி செய்து அவர்கள் நன்கு கவனிக்கப்படுவதையும் உறுதி செய்யவேண்டும்.

மேலும் முக்கியமாக, அவர்கள் வேலைகளை மேம்படுத்துவதற்கான வழிகளைக் காண்பதுடன், ஊழியர்கள் தங்களின் ஊதியம் ஈட்டும் திறனை வளர்த்துக்கொள்ள அவர்களின் திறன்களை மேம்படுத்திக்கொள்வதில் உதவவும் வேண்டும்.

ஒன்றுபட்டு முன்னேறும் வேளையில் முத்தரப்பு முறையை வலுப்படுத்துதல்

மேலும் சவால் மிக்க காலத்தில் நாம் நுழைகிறோம். நாம் எதிர்நோக்கும் ஒவ்வொரு சவாலையும் சமாளிக்க நடைமுறைக்கு ஏற்ற தீர்வுகளைக் காண, நமது வலுவான முத்தரப்பு ஒத்துழைப்பை நாம் உந்து சக்தியாகப் பயன்படுத்தவேண்டும். இதன் மூலம், முதலாளிகள், ஊழியர்கள், தேசம் என்ற வகையில் நாம் முன்னேறும்போது நமது முத்தரப்புப் பிணைப்பு, நம்பிக்கை ஆகியவற்றை நாம் மேலும் வலுப்படுத்துவோம்.

2,200 முதலாளி உறுப்பினர்கள் சார்பாக, எல்லா ஊழியர்களுக்கும் நான் மகிழ்ச்சியிக்க மே தின வாழ்த்துகளைத் தெரிவித்துக்கொள்கிறேன்.

李庆言

新加坡全国雇主联合会
会长



取得可持续性增长

2011年，新加坡经济增长了4.9%。我们制造的就业机会超过12万个，失业率也在去年12月下降到2%，为14年来的新低。不过，市场对员工的巨大需求影响了生产力增长，促使2011年的生产力增长只达到1%。这比政府预期在十年内，每年取得2%至3%的生产力增长的目标来得低。

贸工部预计，2012年的经济增长将介于1%至3%之间。经济依然存在不稳定因素，本地劳工市场，尤其是服务业的情况仍然吃紧。此外，企业成本上升也令人关注。

要应对这些挑战，雇主必须更致力于提高生产力，通过劳工市场的各个领域发掘他们所需的人力，并且为服务业的低收入工作者提升技能。

如此，我们才能够迈向取得可持续包容性增长的目标。

坚持不懈 提高生产力

我们不应该因为2011年的生产力增长下降而泄气。要长期提高生产力，需要坚持不懈和持续的努力。而要应对企业成本上升和人力资源短缺的问题，关键在于提高生产力；我们也必须提升低收入员工的技能。

在企业的层次，员工与管理层的合作，对于塑造一个可持续提高生产力的文化与观念是重要的。管理层必须展示他们在这方面的领导能力，通过各项倡议和计划，协助工会和工友改善工作流程，减少浪费以削减成本。

当一家公司进行机械化或自动化，或是在重新设计或扩大工作范

围的时候，他们应该让员工在新的环境中获得适当培训，而公司通过提高生产力所获得的利益，也应公平分配给员工。

建立具包容性的工作队伍

企业要取得持续增长，雇主必须确保他们的工作队伍是以新加坡人为核心。这支团队也必须是具包容性和国际竞争力。

新加坡有一群年龄介于25岁至59岁，为数33万8000人的非从事经济活动人士。雇主可从这群潜在员工当中，吸引本地人才加入他们的工作队伍，以满足他们的人力需求。雇主也可按照退休与重新雇佣法令，重新聘用62岁以上的职员。此外，雇主也可提供就业机会给残疾人士，他们大约有10万人。

政府已通过特别就业补贴计划，为这些潜在员工提供援助。其他计划如4R（4R代表聘用、留用、重新雇用、职业重新规划）计划、灵活工作制推动计划和聘用残疾人基金，也能协助雇主营造一个更具包容性的工作环境。

与低收入员工分享增长果实

2001年至2006年，我国经济刚从2001年的经济衰退和2003年的沙斯危机中恢复过来。当时，收入最低的20%员工的实际总收入每年下降2.4%。不过，在2006年至2011年期间，我国经济每年增长5.8%，他们的实际总收入也每年增长2.2%。强劲和可持续的经济增长，

／我们加强了劳资政三方协作，以协助低收入员工，从经济增长和更高的生产力中受惠。／



推高了低收入员工的工资。

我们加强了劳资政三方协作，以协助低收入员工，从经济增长和更高的生产力中受惠。

对于那些将服务外包出去的企业，他们应该使用优包服务，而非取向低廉劣质。服务供应商则应该确保员工获得基本的福利，每月定期获得薪水。

更重要的是，他们应该提升工作绩效，协助员工提升技能，提高他们赚取更高收入的能力。

加强劳资政协作 携手共同迈进

我们正迈入更具挑战性的时代。劳资政三方的稳固合作是我们的优势，我们应该利用这点制定实际的解决方案，克服所面对的每一项挑战。

在雇主、员工和国家携手共同迈进的同时，我们将进一步加强劳资政三方的联系，巩固彼此之间的互信。

在此，我谨代表全国雇主联合会的2200名雇主会员，祝所有工友劳动节快乐。

Diana Chia

President
National Trades
Union Congress



At the NTUC National Delegates' Conference (NDC) last year, we endorsed the Labour Movement (LM) 2015 vision towards Better Jobs for All, Labour Movement for All, and Tripartism for All. This vision captures our core value of helping workers secure better jobs for better lives. This can only be achieved by a strong and pervasive Tripartism that reaches out to all business sectors, all government agencies and all unions; and a strong and effective LM that is able to represent the interests of all segments of workers. A strong foundation has been laid under LM2011 but still, more needs to be done to achieve a Labour Movement for All and Tripartism for All.

What must we do to strengthen the LM over the next four years?

Firstly, we set ourselves a target of 1 million All CAN, 3-GEN members by 2015. More importantly, the LM must remain representative of the changing

workforce profile in Singapore, and their concerns. As Professionals, Managers and Executives are fast becoming the 'rank and file' workers of tomorrow, we must actively reach out and strengthen our value proposition to them, particularly at their workplaces.

Secondly, we must continue to strengthen the pipeline and capabilities of our union leadership. At the NDC, nine of our NTUC Central Committee members flowed on selflessly, which provided opportunities for many union leaders to step up to the Central Committee. That was a big and significant milestone. Going forward, we need to work together to strengthen the 3-Flow (Flow In, Flow Up and Flow On) of union leadership at all levels, from branch officials to the Union Executive Committees from Labour Leadership Lighthouse (L3) to the future generations of the Central Committee leaders.

We do this to ensure that the LM can continue to play a pivotal

and influential role in national policy-making affecting workers.

A good example is during the 2012 Parliamentary Budget when the Government held a pre-Budget dialogue with the LM. Union leaders urged the Government to increase the Central Provident Fund (CPF) contribution rates for

The global economic outlook remains volatile and uncertain. While our employment, unemployment and economic growth data look good right now, we cannot be complacent. There are still many problems yet to be resolved in the world economy, and these could trigger yet another severe global economic

／ We do this to ensure that the LM can continue to play a pivotal and influential role in national policy-making affecting workers. ／



older workers. We gave feedback that many workers in their 50s today could be just as productive as younger workers. Moreover, there is an increasing need to build up their CPF funds in order to ensure that they could retire with financial support and dignity when they eventually stop working. The Government considered, and accepted our suggestion. The increase in the CPF contribution rates for our older workers was announced during the Budget Debate. This consultative approach exemplifies how Tripartism has worked, and will continue to work in Singapore, for the benefit of our workers.

downturn. At NTUC, we are monitoring economic activities and retrenchments on the ground closely. We stand ready to provide assistance to our members and workers should the need arise. Our ability to effectively help our members to Upturn the Downturn two years ago gives us the confidence to do so again.

Happy May Day to all!

Diana Chia

Presiden
Kongress Kesatuan
Pekerja Kebangsaan



Pada Persidangan Perwakilan Kebangsaan (NDC) NTUC tahun lalu, kita telah meluluskan Visi Gerakan Buruh 2015 (LM 2015) untuk mencapai matlamat Pekerjaan Lebih Baik untuk Semua, Gerakan Buruh untuk Semua, dan Kerjasama Tigapihak untuk Semua. Visi ini merangkumi nilai-nilai teras untuk membantu para pekerja mengekalkan pekerjaan lebih baik untuk kehidupan lebih baik. Ini hanya boleh dicapai dengan rukun Kerjasama Tigapihak yang teguh dan meluas yang diserapkan di semua sektor perniagaan, agensi pemerintah dan kesatuan pekerja. Sebuah gerakan buruh yang efektif boleh mewakili kepentingan semua pihak pekerja. Satu asas kukuh telah dirangka di bawah LM2011, tetapi usaha lanjut perlu dilakukan untuk mencapai matlamat Gerakan Buruh tersebut.

Apakah yang perlu kita lakukan untuk memperkukuh Gerakan Buruh menjelang empat tahun akan datang?

Pertama, kami mesasarkan pencapaian seramai 1 juta anggota bagi gerakan kumpulan ALL CAN, 3-GEN menjelang 2015. Yang lebih penting, Gerakan Buruh mesti kekal mewakili perwakilan tenagakerja yang kian berubah serta hal-hal yang menjadi keprihatinan mereka. Sedang golongan karyawan, pengurus dan eksekutif semakin cepat menjadi pekerja 'biasa' menjelang masa depan, kita perlu mendampingi mereka dan membuat usulan yang bernilai untuk mereka di tempat mereka bertugas.

Kedua, perlu kita mengukuh jalur dan keupayaan pemimpin kesatuan. Semasa NDC, sembilan anggota Jawatankuasa Pusat NTUC telah melepaskan jawatan dan memberi peluang kepada pemimpin kesatuan lain dinaikkan ke jabatan dalam Jawatankuasa Pusat. Ini ialah satu tanda mercu kejayaan. Untuk masa hadapan, kita perlu bekerjasama

menguatkan lagi jalur 3-Flow (Flow-in, Flow-up dan Flow-on) untuk kepemimpinan kesatuan di semua tahap, dari pegawai cawangan hingga ke Jawatankuasa Eksekutif dan dari tahap kepemimpinan L3 ke generasi akan datang dalam Jawatankuasa Pusat.

Dengan demikian kita memastikan bahawa Gerakan Buruh akan terus memainkan peranan penting dan berpengaruh dalam menggubal dasar yang memberi kesan kepada para pekerja.

Sebagai contoh ialah semasa Belanjawan Parliamen 2012, Pemerintah mengadakan perbincangan pra-Belanjawan dengan pemimpin Gerakan Buruh. Pemimpin buruh telah mengesa pemerintah untuk menaikkan kadar

caruman CPF pekerja tua. Kami memberikan maklumbalas bahawa ramai pekerja berusia 50 tahun hari ini mempunyai daya pengeluaran yang setaraf dengan pekerja muda. Tambahan lagi mereka perlu mencarum kepada dana CPF untuk menyara zaman pencen nanti dengan harapan beliau lebih terjamin dari segi kewangan dan maruah kehidupan. Pemerintah telah menerima cadangan kita dan Pemerintah telah mengumumkan kenaikan caruman CPF pekerja tua dalam Perbincangan Belanjawan lalu. Saling bermesyuarah sebegini ialah contoh pendekatan Kerjasama Tigapihak dan cara ini akan terus membawa manfaat kepada pekerja kita.

Ramalan ekonomi global masih tidak menentu dan bergelora. Sedang maklumat pekerjaan, pengangguran dan pertumbuhan

ekonomi cerah setakat ini, tetapi kita tidak boleh bersikap puas hati. Banyak lagi masalah yang perlu diuraikan dalam ekonomi dunia and ini mungkin mencetuskan satu lagi kelembapan besar kepada ekonomi global. Kami di NTUC sedang memantau kegiatan ekonomi dan pembuangan kerja dengan teliti. Kami sentiasa akan memberi bantuan kepada anggota dan para pekerja yang memerlukan dalam menghadapi kegawatan sedemikian. Kemampuan dan hasil bantuan kami kepada para anggota telah meraih kejayaan semasa keadaan muram dua tahun lalu dan ini telah memperkuatkan keyakinan kami bahawa kita boleh berjaya sekali lagi.

Selamat Hari Buruh kepada semua!

／ Dengan demikian kita memastikan bahawa Gerakan Buruh akan terus memainkan peranan penting dan berpengaruh dalam menggubal dasar yang memberi kesan kepada para pekerja. ／



டையனா சியா

தலைவர்
தேசிய தொழிற் சங்கக் காங்கிரஸ்

எல்லோருக்கும் சிறந்த வேலைகள், எல்லோருக்குமான தொழிலாளர் இயக்கம், எல்லோருக்குமான முத்தரப்பு உறவு முறை எனும் இலக்கை நோக்கிய தொழிலாளர் இயக்கம் 2015-ன் தொலைநோக்கை கடந்த ஆண்டு நடைபெற்ற என்டியுசி தேசியப் பேராளர்கள் கூட்டத்தில் ஆதரித்து ஏற்றுக்கொண்டோம். சிறந்த வாழ்க்கைக்குச் சிறந்த வேலைகளை நமது ஊழியர்கள் பெற உதவும் நமது முக்கிய பண்புக் கூறு இந்த தொலைநோக்கை அடக்கியுள்ளது. எல்லாத் தொழில் துறைகள், எல்லா அரசாங்க அமைப்புகள், தொழிற்சங்கங்கள் ஆகியவற்றைச் சென்றடையும் ஒரு வலுவான, எங்கும் பரவியிருக்கும் முத்தரப்பு முறையாலும், எல்லாப் பிரிவையும் சேர்ந்த ஊழியர்களின் நலன்களையும் பிரதிநிதிக்கும் வலுவான செயல்திறன்மிக்க தொழிலாளர் இயக்கத்தாலும் மட்டுமே இதனைச் சாதிக்க முடியும். தொழிலாளர் இயக்கம் 2011-ன் கீழ் உறுதியான அடித்தளம் ஒன்று போடப்பட்டுள்ளது என்றாலும், எல்லோருக்குமான தொழிலாளர் இயக்கம் மற்றும் எல்லோருக்குமான முத்தரப்பு உறவு முறையை அடைய மேலும் அதிகம் செய்யப்பட வேண்டும்.

அடுத்த நான்கு ஆண்டுகளில் தொழிலாளர் இயக்கத்தை வலுப்படுத்த நாம் என்ன செய்ய வேண்டும்?

முதலாவதாக, 2015-ம் ஆண்டு வாக்கில் 1 மில்லியன், எல்லா வகையான, எல்லா வயதினருமான, எல்லா தேச இனத்தவருமான, 3-ம் தலைமுறை உறுப்பினர்களை அடையும் இலக்கை நமக்கு நாமே அமைத்துக் கொள்ள வேண்டும். அதைவிட முக்கியமாக, சிங்கப்பூரில் மாறி வரும் ஊழியர் அணி மற்றும் அவர்களின் அக்கறைகளைப் பிரதிநிதிக்கும் ஒன்றாக தொழிலாளர் இயக்கம் இருக்க வேண்டும். பட்டத்தொழிலர்கள், மேலாளர்கள், பொறியியலாளர்கள் ஆகியோர் வருங்கால “சாதாரண நிலை” உறுப்பினர்களாக விரைவாக உருவாகி வருவதால், நாம் ஆக்ககரமாக அவர்களை நாடிச் சென்று நமது சேவைகளைப் பற்றி அவர்களிடம் தெரிவித்து உறுப்பினர்களாகச் சேர்க்கவேண்டும்.

இரண்டாவதாக, நமது தலைமைத்துவத்தின் முறையையும் திறன்களையும் நாம் தொடர்ந்து வலுப்படுத்தவேண்டும். தேசியப் பேராளர்கள் கூட்டத்தில், என்டியுசியின் மத்தியகுழு உறுப்பினர்களில் ஒன்பது பேர் சுயநலமின்றி சேர்ந்துகொண்டனர். பல தொழிற்சங்க உறுப்பினர்கள் என்டியுசி மத்திய குழுவிற்கு வர அது வாய்ப்புக்களை அளித்தது. அது ஒரு பெரிய முக்கியத்துவம் வாய்ந்த மைல்கல்லாகும். முன்னோக்கிச் செல்லுகையில், தொழிற்சங்கத்தின் 3-





ஊழியர்களைப் பாதிக்கும் தேசியக் கொள்கை உருவாக்கத்தில் தொழிலாளர் இயக்கம் தொடர்ந்து ஓர் அதிமுகிய, செல்வாக்குச் செலுத்தும் பங்கை ஆற்றுவதை உறுதி செய்வதற்காக நாம் இதனைச் செய்வோம். /

ஓட்ட தலைமைத்துவத்தை (உள் ஓட்டம், மேல் ஓட்டம், தொடர் ஓட்டம்) எல்லா நிலைகளிலும் அதாவது கிளை அதிகாரிகளிலிருந்து தொழிற்சங்க நிர்வாகக் குழுக்கள் வரையும், தொழிலாளர் தலைமைத்துவ கலங்கரைவிளக்கம் (L3) முதல் மத்திய குழுத் தலைவர்களின் எதிர்காலத் தலைவர்கள் வரையிலும் வலுப்படுத்த நாம் ஒன்றாகப் பணியாற்றவேண்டும்.

ஊழியர்களைப் பாதிக்கும் தேசியக் கொள்கை உருவாக்கத்தில் தொழிலாளர் இயக்கம் தொடர்ந்து ஓர் அதிமுகிய, செல்வாக்குச் செலுத்தும் பங்கை ஆற்றுவதை உறுதி செய்வதற்காக நாம் இதனைச் செய்வோம்.

இதற்கான நல்ல எடுத்துக்காட்டாக 2012-ம் ஆண்டின் வரவுசெலவுத் திட்டத்தைக் குறிப்பிடலாம். வரவுசெலவுத் திட்டத்திற்கு முன்பு அரசாங்கம் தொழிலாளர் இயக்கத்துடன் கலந்துரையாடலை நடத்தியது. முதிய ஊழியர்களுக்கான மத்திய சேம நிதிச் (மசேநி) சந்தா விகிதத்தை அதிகரிக்குமாறு தொழிற்சங்கத் தலைவர்கள் அரசாங்கத்தைக் கேட்டுக்கொண்டனர். இன்று 50-களில் உள்ள பல ஊழியர்கள் இளம் ஊழியர்களைப் போலவே

உற்பத்தித்திறனுள்ளவர்களாக இருக்க முடியும் என்று நாங்கள் கருத்துத் தெரிவித்தோம். மேலும், அவர்கள் வேலை செய்வதை இறுதியில் நிறுத்திக்கொள்ளும்போது, நிதி ஆதரவுடனும் கண்ணியத்துடனும் வேலை ஓய்வு பெறுவதை உறுதி செய்ய அவர்களின் மசேநி நிதியைப் பெருக்க அதிகரித்த தேவை உள்ளது. நமது யோசனையை அரசாங்கம் பரிசீலனை செய்ததுடன் ஏற்றுக் கொண்டது. வரவுசெலவுத் திட்டம் பற்றிய விவாதத்தின்போது, முதிய ஊழியர்களுக்கான மசேநி சந்தா விகித அதிகரிப்பு அறிவிக்கப்பட்டது. முத்தரப்பு முறை எவ்வாறு செயல்பட்டுள்ளது என்பதை இந்த ஆலோசனை கலக்கும் அணுகுமுறை எடுத்துக்காட்டுவதுடன், நமது ஊழியர்களின் நலனுக்காக, அம்முறை தொடர்ந்து சிங்கப்பூரில் செயல்படவும் செய்யும்.

உலகப் பொருளாதாரத்தின் எதிர்கால வாய்ப்பு, கொந்தளிப்புமிக்கதாகவும் நிச்சயமற்றதாகவும் இருக்கிறது. நமது வேலை, வேலையின்மை, பொருளாதார வளர்ச்சி குறித்த தகவல்கள் இப்போது நன்றாக இருந்தாலும், எல்லாம் தானாக நடக்கும் என வாளாதிருக்கக்கூடாது. உலகப் பொருளியலில் இன்னும்

தீர்க்கப்படாத பல பிரச்சினைகள் உள்ளன. அவை மற்றொரு கட்டம் உலகளாவிய பொருளியல் மந்தத்தைத் துவக்கிவிடக்கூடும். என்டியூசியில் உள்ள நாங்கள், பொருளாதார நடவடிக்கைகள் மற்றும் ஆட்குறைப்பை அடித்தளத்தில் அணுக்கமாகக் கண்காணித்து வருகிறோம். தேவைப்பட்டால், நமது உறுப்பினர்களுக்கும் ஊழியர்களுக்கும் உதவி வழங்க நாங்கள் தயாராக உள்ளோம். இரண்டு ஆண்டுகளுக்கு முன்னர், பொருளாதார மந்தத்தை சாதகமாகப் பயன்படுத்தி உறுப்பினர்கள் தங்களை மேம்படுத்திக்கொள்ள செயல்திறன்மிக்க வகையில் உதவிய எங்களின் ஆற்றல், மீண்டும் அவ்வாறு செய்ய எங்களுக்கு நம்பிக்கையை அளிக்கிறது.

எல்லோருக்கும் மகிழ்ச்சிமிக்க மே தின வாழ்த்துகள்!

谢秀慧

全国职工总会
会长



去年举行的全国代表大会，我们确定了2015年的工运愿景：创造更好的就业机会；工运为人人；劳资政为人人。这个愿景反映了我们的核心价值：协助工友创造更优质的工作和更美好的生活。要实现这个目标，唯有通过在各商业领域、政府部门和各工会普遍实施的劳资政协作才能做到；而能够代表全领域工友利益的，唯有强大和有效率的工运组织。工运2011愿景已奠定了坚实的基础，但要实现工运为人人和劳资政为人人的目标，仍有好多事情要做。

那么，在接下来四年，我们可以展开哪些工作来强化工运的实力呢？

首先，我们定下目标，要在2015年之前，将各阶层、各年龄层、各国籍，以及老中青三代会员的人数达到100万人。更重要的是，工运一定要与时俱进，代表背景变化的

新加坡劳动队伍，以及关心他们的忧虑。由于今天的专业人员、经理和执行人员很快就会变成明天的“一般工友”，我们必须积极地和他们接触，向他们说明和强调我们的主张，特别是在工作场所。

第二，我们必须不断提升工会领袖的能力和不断完善拔擢领袖的机制。在全国代表大会上，共有9名职总的中委自动退位“接连”。这是职总领袖更新的一大里程碑。接下来，我们需要一起强化“三接”的工作（指接受、接棒和接连），将之贯彻到各级别的工会领袖，无论他们是分会干事、灯塔级的工会执委，乃至未来的职总中委。

我们这么做是为了确保工运能在政府制定关于工友生活的政策时，发挥关键性的影响作用。

一个好例子是，在2012年财政预算案公布之前，政府与工运界举行预算案前对话会。在会上，工会领袖劝请政府提高年长工友的公积金缴交率。我们向政府反映，现在有很多50来岁的工友的生产力和年轻的工友相当，并且，越来越需要积累公积金，以便在退休之后，财务有保障，生活有尊严。政府答应给予考虑，最终接受了我们的建议。于是在国会辩论预算案时宣布提高年长工友的公积金缴交率。这种协商的方式，体现了劳资政协作的可行性，并将继续在新加坡实行，造福我们的工友。

纵观全球经济，前景依然动荡和不确定。但我国的就业率、失业率和经济增长的数据看来相当良好。我们不能因此而自满。世界经济仍有许多问题有待解决。这些问题有可能引发另一次环球经济衰退。职总密切关注各行的经济活动和裁员情况，而且已做好准备，随时向有需要的会员和工友提供协助。两年 前，我们曾有效地协助会员扭转乾坤。这给了我们信心，这回也一样会做得好。

谨此祝贺大家劳动节快乐！

／ 我们这么做是为了确保工运能在政府制定关于工友生活的政策时，发挥关键性的影响作用。／



Lim Swee Say

Secretary-General
National Trades
Union Congress



May Day is a day of celebration in Singapore but a day of protest in some countries.

The workers in these countries protest against the shortage of jobs and stagnation of wages. For them, unemployment is high and hopes of good job prospects are dim. So, they take to the streets to vent their anger and frustration.

Singapore's situation is not perfect but is certainly better. Our employment rates across all ages are going up while the unemployment rate remains one of the lowest in the world. Thus, this is a time to count our blessings and reaffirm our unity in tripartism.

For our nation and economy to keep doing better, we have to overcome some old challenges and tackle some new ones.

Global competition for jobs will be fierce. This is an old challenge that will never go away. We have to fight hard and work smart to attract good investments and create good jobs for our people, especially our young. The tight labour market is an inevitable outcome of our success. It is always better to have to cope with a shortage of workers rather than a shortage of jobs.

Our new challenge is to reduce the social downside as we pursue the upside of economic growth. We want to generate a virtuous cycle of economic gain and social gain.

With higher costs of living, it is imperative that we speed up real wage increase and slow down the widening of the income gap. As we slow down the increase in global manpower, we must make better use of every worker we have at all levels, including our lower wage workers.

Our workplace must be more age-friendly for mature workers to continue working in a fair and meaningful way, and more family-friendly for more women and working parents to strike a better work-life balance.

Old and new, these are major challenges. The best way to succeed is for the tripartite partners to work in unity and turn these challenges into opportunities for our people. Together, we can pursue a future of better jobs, better pay and better career prospects for all Singaporean workers for a long time to come.

Let us do our best to make sure that May Day will always be a day of celebration here in Singapore.

Happy May Day!

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Lim Swee Say

**Setiausaha Agung
Kongres Kesatuan
Sekerja
Kebangsaan**



Hari Buruh ialah hari perayaan di Singapura tetapi di negara lain, ia adalah hari bantahan.

Pekerja di negara tersebut membantah kerana kekurangan pekerjaan dan tahap gaji tidak berganjak. Jumlah pengangguran tinggi dan impian untuk mendapat pekerjaan terbaik adalah muram. Oleh yang demikian mereka merusuh di jalanan untuk melepaskan geram dan kehampaan.

Keadaan di Singapura bukannya serba molek tetapi lebih baik dari mereka. Kadar pekerjaan kita bagi semua usia pekerja semakin meningkat sedang keadaan pengangguran di tahap paling terendah di dunia. Maka Hari Buruh ialah masanya kita mengenang kembali dan berpegang teguh kepada perpaduan yang berteraskan persefahaman tigapihak.

Untuk ekonomi dan negara kita terus mencapai kejayaan lebih baik, kita harus menyisihkan cabaran-cabaran lapuk dan berani pula menempuh cabaran-cabaran baru.

Persaingan global untuk pekerjaan akan menjadi hebat. Ia adalah cabaran lama yang tidak luput. Kita perlu berani bertarung dan bijak melaksanakan usaha untuk menarik pelaburan berdaya maju dan mewujudkan pekerjaan yang terbaik untuk warga kita, golongan muda dan tua. Pasaran buruh yang ketat ialah akibat dari tahap kejayaan kita. Malahan lebih baik kita berdepan dengan kekurangan pekerja daripada keadaan kekurangan jabatan pekerjaan yang hendak dilakukan.

Cabaran baru kita ialah mengurangkan masalah sosial sedang kita meraih manfaat hasil dari pertumbuhan ekonomi. Kita mahu mewujudkan sekitaran

saling memanfaatkan yang merangkumi peningkatan ekonomi dan peningkatan sosial.

Dengan kos kehidupan yang lebih tinggi, maka penting bagi kita percepatkan kenaikan gaji sebenar dan memperlahankan jurang perbezaan pendapatan. Sedang kita mengurangkan tambahan tenagakerja global dalam tenagaburuh kita, kita mesti menggunakan sebaik-baiknya setiap pekerja di kesemua peringkat, termasuk pekerja kita yang bergaji rendah.

Tempat pekerjaan mesti dijadikan lebih mesra kepada pekerja berumur dan tua untuk mereka terus bekerja dalam suasana adil dan aman; dan untuk pekerja wanita dan ibu-bapa pula, kesemuanya harus lebih mesra kepada kehidupan berkeluarga supaya secocok dengan hasrat meningkatkan mutu hidup sambil tetap bekerja.

／ Yang lama dan yang terbaru, kesemuanya ialah cabaran besar yang mesti kita hadapinya dengan tegas. Tiada cara mudah untuk mengekalkan pertumbuhan ekonomi kita dan kemajuan sosial. Cara terbaik mencapai kejayaan ialah bagi rakan tigapihak melaksanakan tugas seiringan untuk mengubah cabaran-cabaran tersebut menjadikannya peluang terbaik untuk rakyat kita dan perniagaan. Sama-samalah kita mengharungi masa hadapan dengan berganding bahu meraih kejayaan yang lebih baik dalam pekerjaan, gaji dan kerjaya untuk semua warga Singapura. ／

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untuk mengubah cabaran-cabaran tersebut menjadikannya peluang terbaik untuk rakyat kita dan perniagaan. Sama-samalah kita mengharungi masa hadapan dengan berganding bahu meraih kejayaan yang lebih baik dalam pekerjaan, gaji dan kerjaya untuk semua warga Singapura.

Marilah kita bertekad melakukan yang terbaik supaya Hari Buruh sentiasa diraikan sebagai satu perayaan di Singapura sepanjang zaman yang mendatang.

Selamat Hari Buruh!



லிம் சுவீ ஸே

தலைமைப் பொதுச் செயலாளர்
தேசிய தொழிற் சங்கக் காங்கிரஸ்



மே தினம், சிங்கப்பூரில் ஒரு கொண்டாட்ட தினம். ஆனால் சில நாடுகளில் அது ஒரு எதிர்ப்பு தெரிவிக்கும் நாள்.

அந்த நாடுகளில் உள்ள ஊழியர்கள், வேலைப் பற்றாக்குறைக்கும் சம்பளங்கள் தேக்கமுற்றிருப்பதற்கும் எதிராக எதிர்ப்புத் தெரிவிக்கின்றனர். அவர்களுக்கு, வேலையின்மை விகிதம் உயர்ந்திருக்கிறது, நல்ல வேலை வாய்ப்புகளுக்கான நம்பிக்கை மங்கியுள்ளது. ஆகவே, அவர்கள் தங்களின் ஆத்திரத்தையும் விரக்தியையும் சாலைகளில் வெளிப்படுத்துகின்றனர்.

சிங்கப்பூரின் நிலைமை குறைபாடற்ற ஒன்றல்ல, ஆனால் மற்ற நாடுகளைவிட சிறந்த ஒன்று. எல்லா வயதினரையும் உள்ளடக்கும் நமது வேலை விகிதம் உயர்ந்து வருகிறது. அதே வேளையில், நமது வேலையின்மை விகிதம் உலகிலேயே ஆகக் குறைந்த ஒன்றாக உள்ளது. ஆகவே, நமது நற்பேறை நினைத்து மகிழும் நேரம் இது என்பதுடன், நாம் நமது முத்தரப்பு ஒற்றுமையை மறுஉறுதிப் படுத்தவும் வேண்டும்.

நமது தேசமும் பொருளாதாரமும் சிறப்பாகச் செயல்பட வேண்டும் என்றால், நாம் சில பழைய சவால்களைச் சமாளிப்பதுடன், சில புதியவற்றையும் சமாளிக்க வேண்டும்.

வேலைகளுக்கான உலகளாவிய போட்டி கடுமையாக இருக்கும். நம்மைவிட்டு விலகிச் செல்லா ஒரு பழைய சவால் இது. நல்ல முதலீடுகளை ஈர்த்து, நமது மக்களுக்கு, குறிப்பாக இளம் மக்களுக்கு, வேலைகளை உருவாக்க நாம் கடுமையாகப் போராட வேண்டும்.

என்பதுடன் புத்திசாலித்தனமாகப் பணியாற்றவும் வேண்டும். நமது வெற்றியின் தவிர்க்க முடியாத விளைவு, ஊழியர் பற்றாக்குறையாகும். வேலைப் பற்றாக்குறையைக் கையாள்வதைவிட ஊழியர்கள் பற்றாக்குறையைக் கையாள்வது எப்போதுமே சிறந்ததுதான்.

பொருளாதாரத்தின் நன்மையை நாம் நாடும் வேளையில், சமூகப் பாதகத்தை எவ்வாறு குறைப்பது என்பதுதான் நமது புதிய சவால். பொருளாதார லாபமும் சமூக நன்மையும் சுழற்சியாக வருவதை நாம் உருவாக்க விரும்புகிறோம்.

உயர்ந்து வரும் வாழ்க்கைச் செலவினங்களுக்கிடையே, உண்மையான சம்பள உயர்வை நாம் விரைவுபடுத்துவதும், வருவாய் இடைவெளியைக் குறைப்பதும் முக்கியமாகும். உலகளாவிய மனிதவளத்தின் அதிகரிப்பை நாம் குறைக்கும் வேளையில், குறைந்த சம்பளம் ஈட்டும் நமது ஊழியர்கள் உட்பட, எல்லா நிலைகளிலும் உள்ள ஒவ்வொரு ஊழியரையும் நாம் சிறப்பாகப் பயன்படுத்திக் கொள்ளவேண்டும்.

நமது முதிர்ச்சியடைந்த ஊழியர்கள் தொடர்ந்து வேலை செய்ய நமது வேலை செய்யும் இடம் நியாயமான அர்த்தமுள்ள வகையில் மேலும் வயது சார்புடையதாக இருக்கவேண்டும் என்பதுடன் மேலும் அதிகப் பெண்களும் வேலை செய்யும் பெற்றோர்களும் சிறந்த வேலை-வாழ்க்கை சமநிலையைக் கடைப்பிடிக்க மேலும் குடும்பம் சார்ந்ததாகவும் இருக்க வேண்டும்.

பழமையும் புதுமையும், இவை நமது முக்கிய சவால்கள். முத்தரப்புப் பங்காளிகள் ஒற்றுமையுடன் பணியாற்றி இந்தச் சவால்களை நமது மக்களுக்கு வாய்ப்புகளாக மாற்றுவதுதான் வெற்றியடைவதற்கான சிறந்த வழி. ஒன்றாகச் சேர்ந்து, எல்லா சிங்கப்பூரர்களுக்காக வரக்கூடிய நீண்டகாலத்திற்கு, சிறந்த வேலைகள், சிறந்த சம்பளங்கள், வேலையில் சிறந்த முன்னேற்ற வாய்ப்புகள் ஆகியவற்றை அடைய நாம் பணியாற்ற முடியும்.

மே தினம் சிங்கப்பூரில் எப்போதுமே ஒரு கொண்டாட்ட தினமாக இருப்பதை உறுதிசெய்ய நம்மால் ஆன சிறந்தவற்றைச் செய்வோம் வாருங்கள்.

மகிழ்ச்சிமிக்க மே தின வாழ்த்துகள்!

பழமையும் புதுமையும், இவை நமது முக்கிய சவால்கள். முத்தரப்புப் பங்காளிகள் ஒற்றுமையுடன் பணியாற்றி இந்தச் சவால்களை நமது மக்களுக்கு வாய்ப்புகளாக மாற்றுவதுதான் வெற்றியடைவதற்கான சிறந்த வழி. ஒன்றாகச் சேர்ந்து, எல்லா சிங்கப்பூரர்களுக்காக வரக்கூடிய நீண்டகாலத்திற்கு, சிறந்த வேலைகள், சிறந்த சம்பளங்கள், வேலையில் சிறந்த முன்னேற்ற வாய்ப்புகள் ஆகியவற்றை அடைய நாம் பணியாற்ற முடியும். /



林瑞生

全国职工总会
秘书长

在新加坡，五一劳动节是工友聚合欢庆的日子，但在一些国家，劳动节却是工友发动示威的一天。

这些国家的工友示威是为了抗议工作短缺，工资停滞不前。他们认为，失业率居高不下，而且工作的前景暗淡，因此，他们走上街头示威，发泄内心的愤怒和不满。

新加坡的情况虽然并非理想，但肯定比好多国家来得好。我国各年龄层工友的就业率都在上升，而我国失业率则是全球最低之一。因此，劳动节是我们总结经验和再次肯定劳资政有效协作的时候。

国家与经济要持续蓬勃发展，就必须克服一些既有的挑战，同时应对另一些新出现的挑战。

全球对争取工作的竞争是激烈的，这是永远不会消失的既有挑战。我们必须努力奋斗，吸引良好的投资，为各年龄层的国人创造良好的就业机会。劳工市场吃紧是新加坡经济成功的结果。应对员工短缺的问题，总比工作短缺的局面来得好。

我们面临的新挑战是，如何在追求经济增长的同时，减少其对社会带来的负面影响。我们要推动良性循环，在取得经济利益的同时，也让社会受惠。

随着生活水平的提高，我们迫切须要加速实际工资增长，令收入差距扩大的速度放缓。由于我们放缓外国人力资源在我国劳动队伍中的增长速度，因此必须更加善用各阶层的工友，包括低收入工友。





我们的工作环境必须更包容年长员工，好让经验丰富的员工能在获得公平待遇的情况下，以有意义的方式继续工作。此外，我们也应该更亲家庭，让更多妇女和工作的家长，能够更好地平衡工作与家庭生活。

不论是既有的或是新出现的挑战，都是巨大的挑战。我们必须迎头化解。维持经济增长和社会进步没有捷径，最佳的途径是劳资政伙

伴团结一致，将这些挑战化为良机，使之有利于国人和各个行业。我们携手迈进，为所有新加坡的工友争取更优质的工作、更高的工资和更好的就业前景。

让我们竭尽所能，确保劳动节一直是新加坡工友聚合欢庆的日子。

祝贺大家五一劳动节快乐！

／ 不论是既有的或是新出现的挑战，都是巨大的挑战。我们必须迎头化解。维持经济增长和社会进步没有捷径，最佳的途径是劳资政伙伴团结一致，将这些挑战化为良机，使之有利于国人和各个行业。／



**Diana Chia
Siew Fui**
President



Lim Swee Say
Secretary-General



Lim Kuang Beng
Secretary for
Financial Affairs



Ong Ye Kung
Deputy Secretary-General



**Joanne Cham
Hui Fong**
Assistant Secretary-General



**Terry Lee
Kok Hua**
Member



**Francis Lim
Pan Hong**
Member



**Andy Lim
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Member



Ma Wei Cheng
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**Nora Kang
Kah Ai**
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**Karthikeyan
Krishnamurthy**
Vice-President



**Edwin Lye
Teck Hee**
Vice-President



Heng Chee How
Deputy Secretary-General



Tan Hock Soon
Member



Arasu Duraisamy
Member



Hassan Abdullah
Member



**Mary Liew
Kiah Eng**
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Mohd Rasi Taib
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Ong Hwee Liang
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**Benjamin Tang
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Director-General

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Chairman, Executive Committee
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Centric Director (Worker)
Chairman (e2i; Employment and
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Yeo Guat Kwang
Competency Director (Workplace
Safety & Health Secretariat)
Chairman (Migrant Workers Centre)

Zainal Sapari
Competency Director (Care and Share)
Alignment Director (Unit for Contract
and Casual Workers)

Loy York Jiun
Competency Director (Planning &
Research, Ong Teng Cheong Labour
Leadership Institute)

Ng Yuen Juian
Competency Director (Information
Resource, Ong Teng Cheong Labour
Leadership Institute)

Gilbert Tan
Acting Chief Executive Officer (e2i;
Employment and Employability
Institute)

S Thiagarajan
Alignment Director (Singapore
Tripartism Forum)
Competency Director (Leadership
Development & Engagement, Ong Teng
Cheong Labour Leadership Institute)

Lim Eng Lee

Alignment Director (nEbo/ U Live)

Toh Hwee Tin
Alignment Director (Family
Development Unit)

Sylvia Choo
Alignment Director (Women's
Development Secretariat)

Steve Tan
Deputy Director and Co-ordinator
(Youth Development Unit)

NTUC'S REPRESENTATION ON STATUTORY BOARDS, NATIONAL INSTITUTIONS, TRIPARTITE, ADVISORY AND WORKING COMMITTEES AND OTHERS

**Agri-Food and Veterinary
Authority Board**
Yeo Guat Kwang

**Central Provident Fund
Board**
Jessie Yeo Hong Cheng
Lim Kuang Beng

**Civil Aviation Authority of
Singapore**
Joanne Cham Hui Fong

**Economic Development
Board**
Joanne Cham Hui Fong

**Institute of Technical
Education Board of
Governors**
Edwin Lye Teck Hee
Zee Young Kang

JTC Corporation
Ong Ye Kung

Land Transport Authority
Patrick Tay Teck Guan

**Maritime and Port
Authority of Singapore**
Thomas Tay Jwee Hwa

**National Environment
Agency**
Zainal Sapari

**Ngee Ann Polytechnic
Council**
Ong Ye Kung

Public Transport Council
Rajendran Govindarajoo
Toh Hock Poh

Public Utilities Board
Zainal Sapari

**Republic Polytechnic
Board of Governors**
Ang Hin Kee

**Singapore Corporation of
Rehabilitative Enterprises
(SCORE)
Committee on Training**
Francis Lim Pan Hong

**Singapore Workforce
Development Agency
(WDA) Board**
Joanne Cham Hui Fong
Nora Kang Kah Ai
Tan Hock Soon

**Temasek Polytechnic
Board of Governors**
Zee Young Kang

**Advisory Council on
Community and Parents in
Support of Schools**
Mohd Rasi Taib

**Advisory Council on
Community Relations in
Defence (ACCORD)**
Tan Hock Soon

**Advisory Panel – Human
Resource Management,
School of Human
Development and Social
Services, SIM University**
S Thiagarajan

AIDS Business Alliance
Yeo Guat Kwang

**Central Co-operative Fund
Committee**
Chan Tee Seng

**Chinese Development
Assistance Council**
Ong Ye Kung

**Chinese Development
Assistance Council –
Workers Upgrading &
Employment Committee**
Ong Ye Kung

**Chinese Development
Assistance Council –
Community Outreach and
Co-ownership Community**
Ang Hin Kee

**Chinese Development
Assistance Council –
Volunteers Engagement and
Development Committee**
Edwin Lye Teck Hee

Committee of Impartiality
Jennie Yeo Kha Keaw

Fathers Action Network
Jimmy Wee Gim Weng

**GEMS Up/ Customer
Centric Initiatives Working
Committee**
Yeo Guat Kwang

**Human Capital (Singapore)
Pte Ltd**
S Thiagarajan

**Implementation Steering
Committee on Workplace
Health**
Yeo Guat Kwang

**Industrial Arbitration Court
(Employee Panel)**
Diana Chia Siew Fui
K Karthikeyan
Lim Kuang Beng
Ma Wei Cheng
Mah Cheong Fatt
Nora Kang Kah Ai
James Tan Cheng Choo
S Thiagarajan
Toh Hwee Tin

**Institute of Service
Excellence@SMU ISES
Governing Council**
Ong Ye Kung

**Lifelong Learning
Endowment Fund Advisory
Council**
Joanne Cham Hui Fong
Nora Kang Kah Ai
Tan Hock Soon

Medifund Advisory Council
S Thiagarajan

**National Mental Health
Working Group**
Yeo Guat Kwang

**National Book Development
Council**
Ng Yuen Juian

National Family Council
Edwin Lye Teck Hee
Toh Hwee Tin

**National Fire and Civil
Emergency Preparedness
Council**
K Karthikeyan

**National Fire Prevention
Council – Industrial Premises
Committee**
Wong Siew Hong

**National Integration
Council**
Nora Kang Kah Ai

**National Integration Working
Group for Workplaces**
David Lim Kin Wai
K Thanaletchmi

**National Productivity and
Continuing Education
Council**
Abdul Subhan Shamsul Hussein
John De Payva
Lim Kuang Beng

**Working Committee
on Productivity and
Continuing Education**
Ong Ye Kung

**National Tripartite
Committee on WHS**
Joanne Cham Hui Fong

**National Wages Council
(2012/ 2013)**
Joanne Cham Hui Fong (Leader)
Diana Chia Siew Fui (Full Member)
Edwin Lye Teck Hee (Full Member)
K Karthikeyan (Full Member)
Lim Kuang Beng (Full Member)
Tan Hock Soon (Full Member)
Andy Lim Tze Khong (Alternate
Member)
Desmond Choo Pey Ching (Alternate
Member)
Francis Lim Pan Hong (Alternate
Member)
Ma Wei Cheng (Alternate Member)
Mohd Rasi Taib (Alternate Member)
Zainal Sapari (Alternate Member)
Danny Tan Teck Meng (Observer)
Irene Low Siew Lee (Observer)
Teo Siew Pan (Observer)
Joyce Kok Lai Fung (Observer)

**People's Association –
Representing Corporate
Member**
Diana Chia Siew Fui

REACH PANEL
Fang Chin Poh
Noor Shyma Abdul Latiff
Visvanathan A Gopal

SBS Transit Board
John De Payva

**Singapore Chinese
Orchestra Board**
Seng Han Thong

**Singapore Council of
Women's Organisation**
Mary Liew Kiah Eng

**Singapore Council of
Women's Organisation –
Star Shelter Committee**
Jennie Yeo Kha Keaw

**SNEF-NTUC Migrant
Workers Centre**
Goh Sor Imm
Jennie Yeo Kha Keaw
Yeo Guat Kwang

**Technical Advisory &
Certification Council**
Edwin Lye Teck Hee

**Tripartite Advisory Group
on Cleaners**
Zainal Sapari
Jennie Yeo Kha Keaw
Tan Ying Ying
Tommy Lin Ming Chao (Resource
Person)

**Tripartite Advisory
Panel on Family Friendly
Workplaces**
Cyrille Tan Soo Leng
John De Payva
Nora Kang Kah Ai
Teo Yock Ngee

**Tripartite Committee for
Low Wage Workers and
Inclusive Growth**
Ang Hin Kee
Irene Low Siew Lee
Jennie Yeo Kha Keaw
Zainal Sapari

**Tripartite Committee on
Community Engagement
Programme**
Joanne Cham Hui Fong

**Tripartite Committee on
Employability of Older
Workers**
Joanne Cham Hui Fong
John De Payva
Lim Kuang Beng
Toh Hwee Tin
Yeo Guat Kwang

**Tripartite Committee
on Flexible Work
Arrangement**
Yeo Guat Kwang

**Tripartite Committee on
Portable Medical Benefits**
Yeo Guat Kwang

**Tripartite Committee on
Work-Life Strategy – MOM**
Toh Hwee Tin

**Tripartite Implementation
Workgroup on
re-employment**
Joanne Cham Hui Fong

**Tripartite Implementation
Workgroup on the
Employability of Older
Workers**
Ang Hin Kee

**Tripartite Mediation
Advisors**

Joanne Cham Hui Fong
Charles Ng Theng Loon
David Yeo Cher Lian
Goh Sor Imm
James Tan Cheng Choo
Jean See Jin Li
Jennie Yeo Kha Keaw
Jessie Yeo Hong Cheng
Ma Wei Cheng
Mah Cheong Fatt
Ong Chin Ang
Ong Keau
Samuel Tan Boon Hui
Sylvia Choo Sor Chew
Toh Hwee Tin

**Tripartite Panel on Fair
Employment Practices**
Diana Chia Siew Fui (Advisor)
Joanne Cham Hui Fong
Cyrille Tan Soo Leng
Heng Chee How
K Thanaletchmi
Mohd Rasi Taib

**Union Representation
at Committee of
Inquiry – Public Service
Commission**
Danny Tan Teck Meng
Edwin Lye Teck Hee
Jagindar Singh
Jennifer Tan Hwee Kheng
Noor Shyma Abdul Latiff
Yeo Chun Fing

**WDA – Human Resource
Manpower Skills &
Training Council**
Jacqueline Chin Suet Peck
S Thiagarajan

**WDA – Industry Manpower,
Skills & Training Council
(Community & Social
Services)**
Chan Tee Seng

**WDA – Industry Skills &
Training Council (Retail)**
Law Swee Hong

**WDA – Industry Skills &
Training Council (Food &
Beverage)**
Toh Hwee Tin

**WDA- Industry Skills &
Training Council (Tourism,
Hotel & Accommodation
Services)**
Tan Hock Soon

**WDA – Industry Skills
& Training Council
(Healthcare)**
Diana Chia Siew Fui

**WDA – Industry Skills &
Training Council (Precision
Engineering)**
Tan Chai Kun

**WDA – Security Industry
Skills & Training Council**
N Silva

**WDA – Singapore
Landscape Industry
Council**
Surash R Mukundan
Jennie Yeo Kha Keaw

**WDA– Training & Adult
Educator Industry Skills
and Training Council**
Edwin Lye Teck Hee

WDA – WSQ (Workforce Skills Qualification) for Biomedical Science
Joanne Cham Hui Fong

Workplace Safety and Health Council – MOM
Yeo Guat Kwang

Workplace Safety and Health (Construction and Landscape) Committee
Jennie Yeo Kha Keaw

Workplace Safety and Health (Construction and Landscaping) Committee, Landscape Sub-committee
Jennie Yeo Kha Keaw

Workplace Safety and Health (Logistics & Transportation) Committee
Ameer Hamzah Abdul Nasir

Workplace Safety and Health (Marine Industries) Committee
Goh Sor Imm

Workplace Safety and Health (Metalworking) Committee
Danny Tan Teck Meng

INDUSTRIAL RELATIONS COUNCIL

Diana Chia Siew Fui
Advisor/ President, NTUC;
General Secretary, HSEU

Lim Swee Say
Chairman/ Secretary-General, NTUC

Joanne Cham Hui Fong
Secretary/ Assistant Secretary-General, NTUC; Centric Director (Member); Competency Director (Industrial Relations); Champion (Women & Family/ Mature Workers); Executive Secretary, AREU/ SEEU

Desmond Choo Pey Ching

Admin Secretary/ Deputy Director (Industrial Relations); Executive Secretary, SSEU-SHELL/ USE

Heng Chee How
Member/ Deputy Secretary-General, NTUC; Centric Director (Union); Executive Secretary, UWEEI

Ong Ye Kung
Member/ Deputy Secretary-General, NTUC; Centric Director (Worker); Chairman (Employment and Employability Institute); Executive Secretary, NTWU/ SISEU

Ong Chin Ang
Member/ Centric Director (Staff); Executive Secretary, SPWU

Ma Wei Cheng
Member/ Member, NTUC Central Committee; General Secretary, AUPE

Nasordin Mohd Hashim
Member/ President, BATU

Nora Kang Kah Ai
Member/ Vice-President, NTUC; President, DBSSU

Tan Hock Soon
Member/ Member, NTUC Central Committee; General Secretary, FDAWU

Toh Hock Poh
Member/ Member, NTUC Central Committee; President, MIWU

Benjamin Tang Chun Wai
Member/ Member, NTUC Central Committee; President, POU

Terry Lee Kok Hua
Member/ Member, NTUC Central Committee; President, SIEU

Lim Kuang Beng
Member/ Secretary for Financial Affairs, NTUC; General Secretary, SIEU

Edwin Lye Teck Hee
Member/ Vice-President, NTUC; General Secretary, STU

Mike Thiruman
Member/ President, STU

Karthikeyan Krishnamurthy
Member/ Vice-President, NTUC; General Secretary, UWPI

INDUSTRIAL RELATIONS COMMITTEE (INDUSTRIAL SECTOR)

Toh Hock Poh
Chairman/ Member, NTUC Central Committee; President, MIWU

Nasordin Mohd Hashim
Vice-Chairman/ President, BATU

Heng Chee How
Secretary/ Deputy Secretary-General, NTUC; Centric Director (Union); Executive Secretary, UWEEI

Jessie Yeo Hong Cheng
Secretary/ Competency Director (Industrial Relations Mentoring); Executive Secretary, MIWU

Ariel Toh Zi Yong
Admin Secretary/ Senior Industrial Relations Officer, SISEU

Peggy Chen Pei Chi
Admin Secretary/ Principal Industrial Relations Officer, NTA/ SCTU

Abdul Rahman Abdul Basir
Alternate Member/ 2nd Assistant General Secretary, BATU

Tan Chee Tiong
Member/ General Secretary, CIEU

Mohd Yunos Ismail
Alternate Member/ Assistant General Treasurer, CIEU

Jeffrey Ong Yuan Jun
Member/ General Secretary, EMSEU

Foong Yan Kit
Alternate Member/ President, EMSEU

Henry Huang Kim Kian
Member/ Deputy General Secretary, FDAWU

Shirley Goi Ai Kim
Alternate Member/ Acting Assistant General Secretary, FDAWU

Mohamed Yusop Mansor
Member/ President, KEU

Mohamed Yusof Mohamed
Alternate Member/ General Secretary, KEU

Vincent Ho Mun Choong
Member/ President, KFEU

Atyyah Hassan
Alternate Member/ General Secretary, KFEU

Lim Teck Chuan
Member/ General Secretary, MIWU

Chua Kian Seng
Alternate Member/ 1st Assistant General Secretary, MIWU

Lim Kian Chuan
Member/ 2nd Assistant General Secretary, NEU

Chin Ying Tian
Alternate Member/ Assistant General Secretary, NEU

Ong Hwee Liang
Member/ Member, NTUC Central Committee; General Secretary, SEEU

Wylie Lim Yeow Kai
Alternate Member/ Executive Committee Member, SEEU

Tan Peng Heng
Member/ President, SISEU

Nur Rafidah Rosdi
Alternate Member/ Assistant General Secretary, SISEU

Wong Weng Ong
Member/ President, SMEEU

Tommy Goh Hock Wah
Alternate Member/ General Secretary, SMEEU

Winson Tan Kah Swee
Member/ General Secretary, SPHEU

Teo David
Alternate Member/ President, SPHEU

Nicholas Loke Chee Leong
Member/ General Secretary, SRCEU

Amranizar Amran
Alternate Member/ President, SRCEU

M Ramasamy
Member/ President, SSEU-SEM

Ariffin Urip
Alternate Member/ Deputy General Secretary, SSEU-SEM

Munirman Abdul Manaf
Member/ General Secretary, SSEU-SHELL

Yeap Tong Ming
Alternate Member/ President, SSEU-SHELL

Jessie Lim Siew Har
Member/ General Secretary, STEEU

Michael Low Kong San
Alternate Member/ President, STEEU

Francis Lim Pan Hong
Member/ Member, NTUC Central Committee; President, UWEEI

David Phang Jek Tsoon
Alternate Member/ Executive Council Member, UWEEI

Karthikeyan Krishnamurthy
Member/ Vice-President, NTUC; General Secretary, UWPI

Benedict Chan Wai Meng
Alternate Member/ President, UWPI

INDUSTRIAL RELATIONS COMMITTEE (PUBLIC SECTOR)

Ma Wei Cheng
Chairman/ Member, NTUC Central Committee; General Secretary, AUPE

Mike Thiruman
Vice-Chairman/ President, STU

Joanne Cham Hui Fong
Secretary/ Assistant Secretary-General, NTUC; Centric Director (Member); Competency Director (Industrial Relations); Champion (Women & Family/ Mature Workers); Executive Secretary, AREU/ SEEU

S Thiagarajan
Secretary/ Competency Director (Leadership Development & Engagement, Ong Teng Cheong Labour Leadership Institute); Alignment Director (Singapore Tripartism Forum); Executive Secretary, UPAGE

Jennifer Tan Hwee Kheng
Admin Secretary/ Deputy Director (Legal)

Sanjeev Kumar Tiwari
Admin Secretary/ Head Industrial Relations (Industrial Relations)

G Muthukumarasamy
Member/ General Secretary, AUPDRW

Murigasini Rajendran
Alternate Member/ Deputy General Secretary, AUPE

Nadarajah Thuraiarajasingam
Member/ General Secretary, AUSBE

Daniel Lai Bun Tot
Alternate Member/ President, AUSBE

Richard Tan Peck Hoon
Member/ General Secretary, HDBSU

Gerard Christopher Francis
Alternate Member/ Deputy General Secretary, HDBSU

Komalavalli Pakirisamy
Member/ President, IRASSU

Mabel Low Wan Yeong
Alternate Member/ General Secretary, IRASSU

Peter Tham Chee Khuan
Member/ General Secretary, NPASU

Joe Sing Thiak Wah
Alternate Member/ Vice-President, NPASU

Selvam Sivasamy
Member/ General Secretary, PUBEU

Lim Ser Puang
Alternate Member/ Deputy General Secretary, PUBEU

Lim Hua Leng
Member/ Assistant Secretary, SCTU

Teo Chor Hoon
Member/ Vice-President, SITU

Abdul Malek Ahmad
Member/ General Secretary, SMTU

Rohan Nizam Basheer
Alternate Member/ Deputy General Secretary, SMTU

Vincent Ang Ser How
Member/ General Secretary, SSSU

Tan Kheok Juay
Alternate Member/ President, SSSU

S Nalluraj
Member/ General Secretary, STTU

Edwin Lye Teck Hee
Member/ Vice-President, NTUC; General Secretary, STU

Jagindar Singh
Alternate Member/ Manager (Industrial Relations Committee), STU

Freddy Lim Kah Chin
Member/ President, SURAWU

Marimuthu Suppamal
Alternate Member/ General Secretary, SURAWU

Jeffrey Koh Weng Cheong
Member/ President, UITS

Tan Chun Kuang
Alternate Member/ Vice-President, UITS

INDUSTRIAL RELATIONS COMMITTEE (SERVICE SECTOR)

Tan Hock Soon
Chairman/ Member, NTUC Central Committee; General Secretary, FDAWU

Benjamin Tang Chun Wai
Vice-Chairman/ Member, NTUC Central Committee; President, POU

Ong Chin Ang
Secretary/ Centric Director (Staff); Executive Secretary, SPWU

Toh Hwee Tin
Secretary/ Alignment Director (Family Development Unit); Executive Secretary, FDAWU

Kelly Koh Xueyan
Admin Secretary/ Industrial Relations Officer, AREU

Stanley Ho Kar Fei
Admin Secretary/ Head Industrial Relations, SMEEU

Francis Lim Swee Hock
Member/ Vice-President, AESU

Peter Chua Cheng Kiat
Alternate Member/ Senior Vice-President, AESU

Hassan Abdullah
Member/ Member, NTUC Central Committee; President, AREU

Vernon Carroll
Alternate Member/ Vice-President, AREU

Jasmine Chua Geok Wah
Member/ General Secretary, DBSSU

Patrick Sim Eng Hup
Alternate Member/ General Treasurer, DBSSU

Supaat Sayuni
Member/ General Secretary, DSSU

Harbans Singh
Alternate Member/ Executive Committee Member, DSSU

Michael Tan Eng Hin
Member/ President, ESU

Sankaradass S Chami
Alternate Member/ Assistant General Secretary, FDAWU

K Thanaletchimi
Member/ President, HSEU

Mohd Rasi Taib
Member/ Member, NTUC Central Committee; President, NTWU

Mak Mun Whai
Alternate Member/ Assistant General Secretary, NTWU

Kenneth Wu Kek Fong
Alternate Member/ General Secretary, POU

Gunasekaran Sivaganam
Member/ General Secretary, SATSWU

Govinden Sathasivam
Alternate Member/ Assistant General Secretary, SATSWU

Max Lim Yew Lee
Member/ President, SBEU

Michael Chang
Alternate Member/ Executive Secretary, SBEU

Wee Soon Guan
Member/ General Secretary, SBOA

Phua Tien Tim
Alternate Member/ Deputy General Secretary, SBOA

Logannaathan
Member/ General Secretary, SIASU

Tony Sim Yew Tiong
Alternate Member/ President, SIASU

Willie Tan Kok Seng
Member/ General Secretary, SIEU

Luke Hee Wing Wai
Alternate Member/ Deputy General Secretary, SIEU

David Yeo Cher Lian
Member/ Acting Secretary-General, SMMWU

Anthony Harry Constantine
Alternate Member/ Assistant Director, SMMWU

Gwee Guo Duan
Member/ Industrial Relations Manager, SMOU

Alvin Cheong Khai Rhan
Alternate Member/ Senior Industrial Relations Officer, SMOU

Mindy Kwok Sin Thang
Member/ General Secretary, SNUJ

Kam Soon Huat
Member/ General Secretary, SOS

Daniel Tan Keng Hui
Alternate Member/ Executive Secretary, SOS

Lam Yuen Shin
Member/ President, SPWU

Danny Phua Cheow Huat
Alternate Member/ 2nd Vice-President, SPWU

Lim Ah Kiat
Member/ President, SSU

Ang Wah Lai
Member/ President, SUBE

Simon Yam Tee Kwong
Alternate Member/ General Secretary, SUBE

Edmund Ng Hoi Pin
Member/ 1st Vice-President, SUN

Lulu Goh
Alternate Member/ President, SUN

Nachiappan RKS
Member/ General Secretary, UPAGE

Tay Seng Chye
Alternate Member/ President, UPAGE

Nakalingam Silva
Member/ President, USE

Ahmad Abdul Jaafar
Alternate Member/ General Secretary, USE

Thuvinder Singh Bachan Singh
Member/ General Secretary, UTES

Rahmad Chik
Alternate Member/ 1st Vice-President, UTES

MEMBERSHIP COUNCIL

Diana Chia Siew Fui
Advisor/ President, NTUC; General Secretary, HSEU

Lim Swee Say
Chairman/ Secretary-General, NTUC

Vivek Kumar
Secretary/ Competency Director (Membership)

Benjamin Ho Yew Wah
Admin Secretary/ Deputy Director (Membership)

Joanne Cham Hui Fong
Member/ Assistant Secretary-General, NTUC; Centric Director (Member); Competency Director (Industrial Relations); Champion (Women & Family/ Mature Workers); Executive Secretary, AREU/ SEEU

Hassan Abdullah
Member/ Member, NTUC Central Committee; President, AREU

Ma Wei Cheng
Member/ Member, NTUC Central Committee; General Secretary, AUPE

Nora Kang Kah Ai
Member/ Vice-President, NTUC; President, DBSSU

Lim Kuang Beng
Member/ Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Andy Lim Tze Khong
Member/ Member, NTUC Central Committee; President, SMMWU

Edwin Lye Teck Hee
Member/ Vice-President, NTUC; General Secretary, STU

Francis Lim Pan Hong
Member/ Member, NTUC Central Committee; President, UWEEI

Karthikeyan Krishnamurthy
Member/ Vice-President, NTUC; General Secretary, UWPI

MEMBERSHIP COMMITTEE

Tan Chai Kun
Advisor/ 1st Vice-President and Mentor, MIWU

Lim Kuang Beng
Chairman/ Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Edwin Lye Teck Hee
Vice-Chairman/ Vice-President, NTUC; General Secretary, STU

Hassan Abdullah
Vice-Chairman/ Member, NTUC Central Committee; President, AREU

Vivek Kumar
Secretary/ Competency Director (Membership)

Catherine Cho Wee Ping
Admin Secretary/ Assistant Director (Membership)

Boey Charn Weng
Member/ Executive Committee Member, AESU

Burhanuddin Kamaruddin
Alternate Member/ Membership Executive & Immediate Past Deputy General Secretary, AESU

Charles Khng Joo Hock
Member/ General Secretary, AREU

Raymond Chan Peng Yew
Alternate Member/ Executive Committee Member, AREU

Raman Kathavarayan
Member/ General Treasurer, AUPDRW

Subari Samuri
Alternate Member/ President, AUPDRW

Katherine Loh Yeah Hung
Member/ Deputy General Secretary, AUPE

Rahim Alwi
Alternate Member/ President, AUPE

Seah Chong Beng
Member/ Deputy General Secretary, AUSBE

Manjet Singh Gill
Alternate Member/ Assistant General Secretary, AUSBE

Ling Ngee Hua
Member/ General Secretary, BATU

Ismail Jalil
Alternate Member/ Executive Committee Member, BATU

G Rajendran
Member/ President, CIEU

Md Zin Abdol Aziz
Alternate Member/ Executive Committee Member, CIEU

Raymond Quek Choon Hoa
Member/ Assistant General Secretary, DBSSU

Patricia Loke Kum Peng
Alternate Member/ Executive Committee Member, DBSSU

Kamsani Mohd Jais
Member/ Executive Committee Member, DSSU

Noorazman Kamad
Alternate Member/ Assistant General Secretary, DSSU

Lee Kar Wai
Member/ 1st Vice-President, EMSEU

Zhou Zhenghua
Alternate Member/ 1st Assistant General Secretary, EMSEU

Lee Siew Chuan
Member/ General Secretary, ESU

Sankaradass S Chami
Member/ Assistant General Secretary, FDAWU

Maruthverran Suppiah
Alternate Member/ Executive Council Member, FDAWU

Tay Peck Kiang
Member/ Deputy General Secretary, HDBSU

Jeffrey Ho Wei Kheong
Alternate Member/ Executive Council Member, HDBSU

Janet Khoo Beng Neo
Member/ Deputy General Secretary, HSEU

Mastan Nachiyal Mohd
Alternate Member/ Executive Council Member, HSEU

Mabel Low Wan Yeong
Member/ General Secretary, IRASSU

Vivian Lim Hee Sang
Alternate Member/ General Treasurer, IRASSU

Mohamed Yusof Mohamed
Member/ General Secretary, KEU

Atan Enjah
Alternate Member/ General Treasurer, KEU

Atyyah Hassan
Member/ General Secretary, KFEU

Vincent Ho Mun Choong
Alternate Member/ President, KFEU

Herbert Yeo Hock Hua
Member/ 2nd Vice-President, MIWU

Woon Heen Fuang
Alternate Member/ Executive Committee Member, MIWU

Chew Chee Leong
Member/ President, NEU

Thirunavukkarasu
Alternate Member/ Executive Council Member, NEU

Tan Choi Heng
Member/ Honorary Treasurer, NPASU

Chee Hock Wah
Alternate Member/ Assistant General Secretary, NPASU

Ong Hian Teck
Member/ General Secretary, NTA

John Leong Sock Heng
Alternate Member/ Deputy President, NTA

Fang Chin Poh
Member/ General Secretary, NTWU

Maimunah Ismail
Alternate Member/ Executive Committee Member, NTWU

Kenneth Wu Kek Fong
Member/ General Secretary, POU

Benjamin Tang Chun Wai
Alternate Member/ Member, NTUC Central Committee; President, POU

Lim Ser Puang
Member/ Deputy General Secretary, PUBEU

Krishnan Solamalai
Alternate Member/ Executive Council Member, PUBEU

Charlene Quay
Member/ General Secretary, RLEU

Won Wai Kim
Member/ Executive Council Member, SATSWU

Abdul Latiffuddin Sutan Khalidin
Alternate Member/ Vice-President, SATSWU

Michael Lim Lian Soon
Member/ Honorary Treasurer, SBEU

Gordon Lee Yok Choon
Alternate Member/ Senior Industrial Relations Officer, SBEU

Phua Tien Tim
Member/ Deputy General Secretary, SBOA

Charles Siow Eu Sen
Alternate Member/ Treasurer, SBOA

Ong Han Guan
Member/ General Treasurer, SCTU

Tay Yong Beng
Member/ Executive Committee Member, SEEU

Norlah Selamat
Alternate Member/ Deputy General Secretary, SEEU

Gregory D'Silva
Member/ Executive Secretary, SIASU

Vernon Lim Siew Peng
Alternate Member/ Vice-President, SIASU

Lee Moi Cheng
Member/ Assistant Secretary, SIEU

Yacob Mohd Yusoff
Alternate Member/ 1st Assistant Treasurer, SIEU

Nur Rafidah Rosdi
Alternate Member/ Assistant General Secretary, SISEU

Cheong Kok Kong
Member/ General Secretary, SITU

Samsiah M Mizah
Alternate Member/ Executive Committee Member, SITU

Tan Ah Chye
Member/ Vice-President, SMEEU

Eileen Yeo Chor Gek
Alternate Member/ Assistant General Secretary, SMEEU

Wong Chip Mun
Member/ Deputy Secretary-General, SMMWU

Kiffly Marcus Araib
Alternate Member/ Executive Councillor, SMMWU

Mary Liew Kiah Eng
Member/ Member, NTUC Central Committee; Executive Secretary, SMOU

Joyce Lee
Alternate Member/ Assistant Manager, SMOU

Mohd Thahirrudin Shadat Kadarisman
Member/ President, SMTU

Norazlan Ibrahim
Alternate Member/ Assistant General Secretary, SMTU

Neoh Kee Leng
Member/ Executive Council Member, SNUJ

David Shoo Weng Leong
Member/ Assistant Secretary, SOS

David Sim Hor Pheng
Alternate Member/ Assistant Treasurer, SOS

Swee Kian Yang
Member/ 2nd Vice-President, SPHEU

Steven Fok Loh Chuen
Alternate Member/ Executive Committee Member, SPHEU

Malik Timboel Manik
Member/ 2nd Assistant General Secretary, SPWU

Steven Tan Lye Seng
Alternate Member/ Executive Council Member, SPWU

Chan Hui Liang
Member/ General Treasurer, SRCEU

Nicholas Loke Chee Leong
Alternate Member/ General Secretary, SRCEU

Ariffin Urip
Member/ Deputy General Secretary, SSEU-SEM

Chew Tee Tank
Alternate Member/ General Secretary, SSEU-SEM

Yeap Tong Ming
Member/ President, SSEU-SHELL

Raja Lokman Raja Aziz
Alternate Member/ Executive Council Member, SSEU-SHELL

Tan Kheok Juay
Member/ President, SSSU

Jasmine Lee Soh Peng
Alternate Member/ Executive Committee Member, SSSU

Lim Ah Kiat
Member/ President, SSU

Michael Low Kong San
Member/ President, STEEU

Jessie Lim Siew Har
Alternate Member/ General Secretary, STEEU

S Samikannu
Member/ President, STTU

Isabella Li Ching Tak
Alternate Member/ Assistant General Secretary, STU

Simon Yam Tee Kwong
Member/ General Secretary, SUBE

William Leow Hock Lim
Alternate Member/ General Treasurer, SUBE

Cherrine Sim Sock Peng
Member/ Assistant General Secretary, SUN

Aishah Akil
Alternate Member/ General Secretary, SUN

Marimuthu Suppamal
Member/ General Secretary, SURAWU

Freddy Lim Kah Chin
Alternate Member/ President, SURAWU

Elson Koh Chun Chye
Member/ Deputy General Secretary, UITS

Henry Ng Chun Kee
Alternate Member/ Deputy General Secretary, UITS

Tay Seng Chye
Member/ President, UPAGE

T Ravinthiran
Alternate Member/ Assistant General Secretary, UPAGE

Ahmad Abdul Jaafar
Member/ General Secretary, USE

Hareenderpal Singh
Alternate Member/ Executive Council Member, USE

Roger Tan Seng Chye
Member/ President, UTES

Alice Sin Geok Lian
Alternate Member/ 2nd Assistant General Secretary, UTES

Tan Richard
Member/ General Secretary, UWEEI

Lim Ka Hock
Alternate Member/ Executive Council Member, UWEEI

Paul Anpalagan Karuppiiah
Member/ General Treasurer, UWPI

Karthikeyan Krishnamurthy
Alternate Member/ Vice-President, NTUC; General Secretary, UWPI

SOCIAL ENTERPRISE DEVELOPMENT COUNCIL

Diana Chia Siew Fui
Advisor/ President, NTUC; General Secretary, HSEU

Lim Boon Heng
Executive Chairman/ Chairman, NTUC Eldercare; Chairman, NTUC LearningHub

May Ng Bee Bee
Member/ Chairman, NTUC Choice Homes Co-operative Ltd

Ng Ser Miang
Member/ Chairman, NTUC FairPrice Co-operative Ltd

Tan Kian Chew
Member/ Chairman, NTUC Foodfare Co-operative Ltd

Tan Hwee Bin
Member/ Chairman, NTUC Healthcare Co-operative Ltd

Ng Kee Choe
Member/ Chairman, NTUC Income Insurance Co-operative Ltd

Wee Tew Lim
Member/ Chairman, NTUC Link Private Limited

Christopher Chia
Member/ Executive Chairman, NTUC Media Co-operative Limited

Chua Cher Choon
Member/ Chairman, NTUC Thrift & Loan Co-operative Ltd

Gabriel Teo
Member/ Chairman, One Marina Property Services Pte Ltd

Lim Kuang Beng
Member/ Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Lim Jit Poh
Member/ Chairman, SLF Leisure Enterprises (Pte) Ltd; Chairman, Pasir Ris Resort Pte Ltd; Chairman, Family Leisure Pte Ltd

Lim Swee Say
Member/ Secretary-General, NTUC; Chairman, NTUC Club

Kee Teck Koon
Member/ Chairman, NTUC First Campus Co-operative Ltd

NTUC50 DEVELOPMENT FUND MANAGEMENT COMMITTEE

Ong Chin Ang
Chairman/ Centric Director (Staff); Executive Secretary, SPWU

Lim Kuang Beng
Treasurer/ Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Yip Moh Wah
Secretary/ Competency Director (Finance)

Edwin Lye Teck Hee
Member/ Vice-President, NTUC; General Secretary, STU

Mohd Rasi Taib
Member/ Member, NTUC Central Committee; President, NTWU

Heng Chee How
Member/ Deputy Secretary-General, NTUC; Centric Director (Union); Executive Secretary, UWEEI

Joanne Cham Hui Fong
Member/ Assistant Secretary-General, NTUC; Centric Director (Member); Competency Director (Industrial Relations); Champion (Women & Family/ Mature Workers); Executive Secretary, AREU/ SEEU

ONG TENG CHEONG EDUCATION TRUST FUND COMMITTEE

Yu-Foo Yee Shoon
Chairman

Heng Chee How
Secretary/ Deputy Secretary-General, NTUC; Centric Director (Union); Executive Secretary, UWEEI

Yip Moh Wah
Member/ Competency Director (Finance)

Ong Chin Ang
Member/ Centric Director (Staff); Executive Secretary, SPWU

Lim Kuang Beng
Member/ Secretary for Financial Affairs, NTUC; General Secretary, SISEU

UNION LEADERS TRAINING AWARDS COMMITTEE

Diana Chia Siew Fui
Chairman/ President, NTUC; General Secretary, HSEU

Heng Chee How
Secretary/ Deputy Secretary-General, NTUC; Centric Director (Union); Executive Secretary, UWEEI

Ang Hin Kee
Members/ Advisor, National Taxi Association; Executive Secretary, ESU

Terry Lee Kok Hua
Member/ Member, NTUC Central Committee; President, SIEU

Lim Kuang Beng
Member/ Secretary for Financial Affairs, NTUC; General Secretary, SISEU

CARE AND SHARE COMMITTEE

Fang Chin Poh
Advisor/ General Secretary, NTWU

Nakalingam Silva
Advisor/ President, USE

Francis Lim Pan Hong
Chairman/ Member, NTUC Central Committee; President, UWEEI

Andy Lim Tze Khong

Vice-Chairman/ Member, NTUC Central Committee; President, SMMWU

Bobby Chew Kok Kong

Vice-Chairman/ 1st Vice-President, BATU

Yeo Chun Fing

Vice-Chairman/ Deputy General Secretary, AUPE

Zainal Sapari

Secretary/ Competency Director (Care & Share); Alignment Director (Unit for Contract & Casual Workers); Executive Secretary, BATU

Phyllis Lim Peck Leng

Admin Secretary/ Deputy Director, (Care & Share)

Henry Goh Liang Choon

Member/ General Treasurer, AREU

Joseph Kelly Ferdinands

Alternate Member/ Executive Committee Member, AREU

Subari Samuri

Member/ President, AUPDRW

G Muthukumarasamy

Alternate Member/ General Secretary, AUPDRW

Chattakutty Nair Balan

Member/ General Treasurer, AUPE

Derrick Yeo Swee Kiong

Alternate Member/ Assistant General Secretary, AUPE

Lau Lai Meng

Member/ Deputy General Secretary, AUSBE

Rahmah Chemat

Alternate Member/ Executive Council Member, AUSBE

Thanakodi Gangatharan

Alternate Member/ 1st Assistant General Secretary, BATU

Desmond Lau Sin Yong

Member/ Executive Committee Member, CIEU

Wan Hafidz Wan Hanafi

Alternate Member/ Executive Committee Member, CIEU

Tan Leh Hua

Member/ Vice-President, DBSSU

Chow Sook Chee

Alternate Member/ Executive Committee Member, DBSSU

Abdul Razak Mohd Ali

Member/ Executive Committee Member, DSSU

Mohd Nasir Hussain

Alternate Member/ Executive Committee Member, DSSU

Tan Tiong Seng

Member/ Executive Committee Member, EMSEU

Jasmine Yeo Ai Hwa

Member/ Vice-President, ESU

Rohana Ujang

Alternate Member/ Assistant General Treasurer, ESU

Leong Lai Huat

Member/ Senior Vice-President, FDAWU

Shirley Goi Ai Kim

Alternate Member/ Acting Assistant General Secretary, FDAWU

Henry Foong Kam Chong

Member/ Assistant General Secretary, HDBSU

Alan Tan Kit Choon

Alternate Member/ Assistant General Secretary, HDBSU

Irene Yeo Kah Keow

Member/ Deputy General Secretary, HSEU

Diong Chui Ping

Alternate Member/ Assistant General Secretary, HSEU

Chong May Yuen

Member/ Executive Committee Member, IRASSU

Eng Siew Kheng

Alternate Member/ Assistant General Treasurer, IRASSU

Mohamed Yazam**Mahmood**

Member/ Deputy General Secretary, KEU

Mohamed Yusop Mansor

Alternate Member/ President, KEU

Alias Talib

Member/ General Treasurer, KFEU

Atyyah Hassan

Alternate Member/ General Secretary, KFEU

Bernard Tay Chee Tian

Member/ 2nd Assistant General Secretary, MIWU

Koh Lok Lan

Member/ Vice-President, NEU

Chew Chee Leong

Alternate Member/ President, NEU

Tan Kee Long

Member/ Executive Council Member, NPASU

Soh Yew Peng

Alternate Member/ Executive Council Member, NPASU

Wee Boon Kim

Member/ President, NTA

Robin Lim Keng Hiang

Alternate Member/ Vice-President, NTA

Ng Mau Kwai

Member/ Executive Committee Member, NTWU

Syed Omar Syed Osman

Alternate Member/ Executive Committee Member, NTWU

Lim Choon Chai

Member/ Treasurer, POU

Chia Ding Shan

Alternate Member/ Executive Committee Member, POU

Shafari Baharawi

Member/ Vice-President, PUBEU

Abdul Wahid Sultan

Alternate Member/ Executive Council Member, PUBEU

S Devendiran

Member/ Executive Council Member, SATSWU

Edmund Tan Chai Kiat

Alternate Member/ Executive Council Member, SATSWU

Michael Lim Lian Soon

Member/ Honorary Treasurer, SBEU

Yong Kim San

Alternate Member/ Executive Committee Member, SBEU

Patrick Ong Keng Huat

Member/ Assistant Treasurer, SBOA

Freddie Tan Keng Chye

Alternate Member/ 1st Vice-President, SBOA

Josef Ho Yuk Ngee

Member/ Treasurer, SIASU

Patrick Chua Yong Wah

Alternate Member/ Assistant Treasurer, SIASU

Jennifer Yap Sy Na

Member/ Treasurer, SIEU

Lee Moi Cheng

Alternate Member/ Assistant Secretary, SIEU

Joanne Chua Chor Hiang

Member/ Assistant General Treasurer, SISEU

Nurul Shafiq Lim Tian Jing

Alternate Member/ Executive Committee Member, SISEU

Vincent Aw Chye Giap

Member/ General Treasurer, SITU

Tommy Goh Hock Wah

Member/ General Secretary, SMEEU

Chow Weng Fatt

Alternate Member/ Executive Committee Member, SMEEU

Surash R Mukundan

Member/ Deputy Secretary-General, SMMWU

Sim Teck Chua

Alternate Member/ Vice-President, SMMWU

Robin Foo

Member/ President, SMOU

Rahim Jaffar

Alternate Member/ Executive Committee Member, SMOU

Arzami Salim

Member/ Vice-President, SMTU

Rohan Nizam Basheer

Alternate Member/ Deputy General Secretary, SMTU

Mohamed Idris Mohamed Ibrahim

Member/ President, SOS

Halimahtul Saa' diah**Mohamed Sadon**

Alternate Member/ Staff, SOS

Kaliaperumal Govindasamy

Member/ 1st Vice-President, SPHEU

Dass Martian

Alternate Member/ Executive Committee Member, SPHEU

Tan Teng Hong

Member/ 2nd Assistant General Treasurer, SPWU

Lee Choy Ling

Alternate Member/ Secretary to Executive Council, SPWU

Helmy Hassan

Member/ Executive Committee Member, SRCEU

Ariffin Urip

Member/ Deputy General Secretary, SSEU-SEM

Koh Sheng Yong

Alternate Member/ Vice-President, SSEU-SEM

Abu Bakar Mohamad Ali

Member/ Executive Council Member, SSEU-SHELL

Hersoo Mohammad Ally Asruff

Alternate Member/ Executive Council Member, SSEU-SHELL

Lim Ah Kiat

Member/ President, SSU

Ho Wei Kuo

Member/ Executive Committee Member, STEEU

Jessie Lim Siew Har

Alternate Member/ General Secretary, STEEU

Jenny Tan nee Ang Poh Geok

Member/ Assistant General Secretary, STU

Fiona Lee Sam Moi

Alternate Member/ Membership Officer, STU

Lim Boon Seng

Member/ 2nd Vice-President, SUBE

Stella Ho Yot Cheng

Alternate Member/ Executive Committee Member, SUBE

Amy Tan Suan Eng

Member/ Executive Committee Member, SUN

Liow Hui Tin

Alternate Member/ Assistant General Treasurer, SUN

Manogaaran Karupppiah

Member/ Vice-President, SURAWU

Marimuthu Suppamal

Alternate Member/ General Secretary, SURAWU

Dion Lee Kwai Ying @ Lee Koon Yi

Member/ Executive Committee Member, UITS

Chuminah Abd Rahman

Alternate Member/ Assistant Secretary, UITS

Chia Jee Kwang

Member/ Vice-President, UPAGE

Salman Kamiso

Alternate Member/ Assistant General Treasurer, UPAGE

Kalshum Mohamed Ali

Alternate Member/ General Treasurer, USE

P Jaganathan Joseph

Member/ Executive Councillor, UTES

Veerapillai Vijaya Kumari

Alternate Member/ Executive Councillor, UTES

Tan Lye Huat

Member/ Executive Council Member, UWEEI

Catherine Chia Cheng Kiow

Alternate Member/ Executive Council Member, UWEEI

Mariah Ibrahim

Member/ Assistant General Treasurer, UWPI

Zulkifli Abu Bakar

Alternate Member/ Assistant General Treasurer, UWPI

INTERNATIONAL PARTICIPATION SELECTION COMMITTEE**Yeo Khee Leng**

Chairman/ Centric Director (Global); Competency Director (International Affairs)

Frederick Ho Wee Khoon

Secretary/ Deputy Director (International Affairs)

Jacqueline Chin Suet Peck

Member/ Competency Director (Human Resources)

S Thiagarajan

Member/ Competency Director (Leadership Development & Engagement, Ong Teng Cheong Labour Leadership Institute); Alignment Director (Singapore Tripartism Forum); Executive Secretary, UPAGE

Ma Wei Cheng

Member/ Member, NTUC Central Committee; General Secretary, AUPE

Toh Hock Poh

Member/ Member, NTUC Central Committee; President, MIWU

Mohd Rasi Taib

Member/ Member, NTUC Central Committee; President, NTWU

INTERNATIONAL RELATIONS COMMITTEE**John De Payva**

Advisor/ President Emeritus, NTUC; Secretary-General Emeritus, SMMWU

Yeo Khee Leng

Chairman/ Centric Director (Global); Competency Director (International Affairs)

Mary Liew Kiah Eng

Vice-Chairman/ Member, NTUC Central Committee; Executive Secretary, SMOU

Frederick Ho Wee Khoon

Secretary/ Deputy Director (International Affairs)

Florence Tee Li Fong

Admin Secretary/ Principal Special Representative (International Affairs)

Ma Wei Cheng

Member/ Member, NTUC Central Committee; General Secretary, AUPE

Noor Shyma Abdul Latiff

Alternate Member/ Deputy General Secretary, AUPE

Nasordin Mohd Hashim

Member/ President, BATU

Bobby Chew Kok Kong

Alternate Member/ 1st Vice-President, BATU

G Rajendran

Member/ President, CIEU

Jasmine Chua Geok Wah

Member/ General Secretary, DBSSU

Kendi Han Meiyan

Alternate Member/ Assistant General Secretary, DBSSU

Foong Yan Kit

Member/ President, EMSEU

Jeffrey Ong Yuan Jun

Alternate Member/ General Secretary, EMSEU

Michael Koh Ah San

Member/ President, HDBSU

Gerard Christopher Francis

Alternate Member/ Deputy General Secretary, HDBSU

Mohamed Yusop Mansor

Member/ President, KEU

Razali Maulod

Alternate Member/ Vice-President, KEU

Atyyah Hassan

Member/ General Secretary, KFEU

Vincent Ho Mun Choong

Alternate Member/ President, KFEU

Tan Chai Kun

Member/ 1st Vice-President and Mentor, MIWU

Toh Hock Poh

Alternate Member/ Member, NTUC Central Committee; President, MIWU

Isnin Juaini

Member/ Vice-Chairman, NTWU

Peh Chee Kang

Alternate Member/ Internal Auditor, NTWU

Benjamin Tang Chun Wai

Member/ Member, NTUC Central Committee; President, POU

Royston Tan Wee Pheng

Alternate Member/ Executive Committee Member, POU

Selvam Sivasamy

Member/ Competency Director, PUBEU

Ken Tan Yeong Kang

Alternate Member/ President, PUBEU

Gunasekaran Sivaganam

Member/ General Secretary, SATSWU

Abdullah Shafie Mohamed Sidik

Alternate Member/ Assistant General Secretary, SATSWU

Bobby Tay Peng Chuah

Member/ General Secretary, SBEU

William Lim Gek Yong

Alternate Member/ Vice-President, SBEU

Wee Soon Guan

Member/ General Secretary, SBOA

William Goh Boon Kwang

Alternate Member/ President, SBOA

Willie Tan Kok Seng

Member/ General Secretary, SIEU

Ronald Foo Jit Kai

Alternate Member/ 1st Vice-President, SIEU

Philip Lee Soon Fatt

Member/ Deputy President, SISEU

Teo Chin Hock

Centric Director/ Executive Committee Member, SISEU

Wong Weng Ong

Member/ President, SMEEU

Piragasam Munisamy

Thiruchelvan Nagamuthu
Member/ Deputy General Secretary, UITS

Woo Chee Woh
Member/ General Treasurer, UTES

T Ramchandra
Alternate Member/
2nd Vice-President, UTES

Tan Richard
Member/ General Secretary, UWEEI

Francis Lim Pan Hong
Alternate Member/ Member, NTUC
Central Committee; President, UWEEI

Benedict Chan Wai Meng
Member/ President, UWPI

Karthikeyan Krishnamurthy
Alternate Member/ Vice-President,
NTUC; General Secretary, UWPI

WOMEN'S COMMITTEE

Diana Chia Siew Fui
Advisor/ President, NTUC;
General Secretary, HSEU

Nora Kang Kah Ai
Chairman/ Vice-President, NTUC;
President, DBSSU

Mary Liew Kiah Eng
Vice-Chairman/ Member, NTUC
Central Committee; Executive
Secretary, SMOU

Sylvia Choo Sor Chew
Secretary/ Alignment Director
(Women's Development Secretariat)

Ng Peck Kin
Admin Secretary/ Deputy Director
(Women's Development Secretariat)

Lee Siok Buea
Member/ Executive Committee
Member, AESU

Evelyn Goh Lee Cheng
Member/ Executive Committee
Member, AREU

Vengadachalam Maniya
Member/ Executive Committee
Member, AUPDRW

Faridah Abdul Majid
Alternate Member/ Deputy General
Secretary, AUPDRW

Tan Helen
Member/ Vice-President, AUPE

Noorfarahin Ahmad
Alternate Member/ Assistant General
Secretary, AUPE

Tan Chor Khim
Member/ Executive Council Member,
AUSBE

Sally Boo-Kong Chui Mei
Alternate Member/ Executive Council
Member, AUSBE

Serene Tan Lay Khim
Member/ General Treasurer, BATU

Thanakodi Gangatharan
Alternate Member/ 1st Assistant
General Secretary, BATU

Chua Gek Keow
Member/ Executive Committee
Member, CIEU

Loh Lay Keang
Alternate Member/ Executive
Committee Member, CIEU

Jasmine Chua Geok Wah
Member/ General Secretary, DBSSU

Tan Joo Cheng
Alternate Member/ Executive
Committee Member, DBSSU

Peggy Tan
Member/ Delegate, EMSEU

Joanne Kong
Alternate Member/ Executive
Committee Member, EMSEU

Grace Ho Ser Luan
Member/ Deputy General Secretary,
ESU

Faridah Marsidi
Alternate Member/ Executive Council
Member, ESU

Vaithilingham Krishnaveny
Member/ Executive Council Member,
FDAWU

Norhana Ismail
Alternate Member/ Executive Council
Member, FDAWU

Cheung Mei Ling
Member/ Assistant General Secretary,
HDBSU

Soh Ai Leen
Alternate Member/ Assistant General
Secretary, HDBSU

Catherine Loke Mei Hoe
Member/ Vice-President, HSEU

Mary Chan
Alternate Member/ Assistant General
Secretary, HSEU

K S Salina Chandran
Member/ Executive Committee
Member, IRASSU

Komalavalli Pakirisamy
Alternate Member/ President,
IRASSU

Atyyah Hassan
Member/ General Secretary, KFEU

Aliyah Bee Oli Mohamed
Alternate Member/ Executive
Committee Member, KFEU

Ong Lay Jing
Member/ Executive Committee
Member, MIWU

Sukhdev Kaur
Member/ Executive Council Member,
NPASU

Tan Lai Wan
Alternate Member/ Executive Council
Member, NPASU

Elizabeth Lim Poh Suan
Member/ Executive Committee
Member, NTWU

Sally Tiw Hwee Khoon
Alternate Member/ Branch Assistant
Secretary, NTWU

Gillian Gan Yoke Lan
Member/ Vice-President, POU

Cynthia Vani Arumaidas
Member/ Executive Council Member,
PUBEU

Man Lai Peng
Alternate Member/ Executive Council
Member, PUBEU

Tan Jiak Seng
Member/ Treasurer, SATSWU

Lim Bee Pheng
Alternate Member/ Executive Council
Member, SATSWU

Susie Foo Cheng Juat
Member/ Deputy General Secretary,
SBEU

Susan Lee Sai Lian
Alternate Member/ Assistant General
Secretary, SBEU

Alice Huang Oi Lee
Member/ Chairperson SBOA Women
Sub-Committee, SBOA

Somasundram Nirmala
Alternate Member/ Assistant General
Secretary, SBOA

Magdalene Lee Siok Choo
Member/ Executive Council Member,
SIASU

Sharon Peter
Alternate Member/ Internal Auditor,
SIASU

Priscilla Tan Siew Hua
Member/ 2nd Assistant Treasurer,
SIEU

Roslina Ya'cof
Alternate Member/ Trustee, SIEU

Nur Raffidah Rosdi
Member/ Assistant General Secretary,
SISEU

Irene Ho Hwee Siang
Alternate Member/ Executive
Committee Member, SISEU

Nooreini Atan
Member/ Executive Committee
Member, SITU

Maheswary Kandesan
Alternate Member/ Executive
Committee Member, SITU

Eileen Yeo Chor Gek
Member/ Assistant General Secretary,
SMEEU

Shariffah Siti S. Hussin
Alternate Member/ Branch Assistant
Secretary, SMEEU

Goghari Sibiluraya
Member/ Vice-President, SMMWU

Chin Swee Tin
Alternate Member/ Industrial
Relations Manager, SMMWU

Arina Lee
Alternate Member/ Assistant
Manager, SMOU

Norsena Mohd Yusof
Member/ Assistant Treasurer, SMTU

Milawati Hussain
Alternate Member/ Assistant General
Secretary, SMTU

Shena Foo Jee Hwee
Member/ Executive Committee
Member, SOS

Sharon Li Ying Ying
Alternate Member/ Staff, SOS

Linda How Choong Chay
Member/ Executive Committee
Member, SPHEU

Jacqueline Yik Bee Li
Alternate Member/ Executive
Committee Member, SPHEU

Rose Tan Ah Lian
Member/ Executive Council Member,
SPWU

Doreen Pang Tian Tok
Alternate Member/ Delegate, SPWU

Chew Yit Foong
Member/ General Treasurer,
SSEU-SEM

Toh Bee Hwa
Alternate Member/ Executive
Committee Member, SSEU-SEM

Alice Lim Siew Choo
Member/ General Treasurer,
SSEU-SHELL

**Katherine Wong Meng
Meng**
Alternate Member/ Co-ordinator,
SSEU-SHELL

Esther Chua Noi Huay
Member/ General Treasurer, SSSU

Pushparani Palaniyandi
Alternate Member/ Executive
Committee Member, SSSU

Jessie Lim Siew Har
Member/ General Secretary, STEEU

Han Joe Min
Alternate Member/ Assistant General
Secretary, STEEU

Ariel Loh Lee Miang
Member/ Vice-President, STU

Catherine Lim Poh Eng
Alternate Member/ Central Councillor,
STU

Faridah Majeed
Member/ Deputy General Secretary,
SUBE

Sim Siew Lect
Alternate Member/
1st Vice-President, SUBE

Lulu Goh
Member/ President, SUN

Rozyana Jaffar
Alternate Member/ General Treasurer,
SUN

Thiruselve Govindarajoo
Member/ Deputy General Secretary,
SURAWU

Marimuthu Suppamal
Alternate Member/ General Secretary,
SURAWU

Chuminah Abd Rahman
Member/ Assistant Secretary, UITS

Pearl Lim Boey Choo
Alternate Member/ Executive
Committee Member, UITS

Suseela A Singaram
Member/ Deputy General Secretary,
UPAGE

Goh Choo Kiat
Alternate Member/ Executive Council
Member, UPAGE

Kalshum Mohamed Ali
Member/ General Treasurer, USE

Dalip Kaur Sucha Singh
Alternate Member/ Branch Treasurer,
USE

Alice Sin Geok Lian
Member/ 2nd Assistant General
Secretary, UTES

K NagaLechimi
Alternate Member/ Executive
Councillor, UTES

Patsy Oon Geok Hoon
Member/ Assistant General Secretary,
UWEEI

Pauline Ng Hwee Lian
Alternate Member/ Internal Auditor,
UWEEI

Ho Shiong Yee
Member/ Assistant General Secretary,
UWPI

Noor Azizah Ahmad
Alternate Member/ Executive
Committee Member, UWPI

**EMPLOYMENT AND
EMPLOYABILITY
COMMITTEE**

G Rajendran
Advisor/ President, CIEU

Terry Lee Kok Hua
Chairman/ Member, NTUC Central
Committee; President, SIEU

Arasu Duraisamy
Vice-Chairman/ Member, NTUC
Central Committee; 2nd Deputy
General Secretary, SPWU

Lim Heng Khee
Vice-Chairman/ General Treasurer,
SISEU

Gary Goh Choon Siah
Secretary/ Deputy Chief Executive
Officer (Corporate), Employment &
Employability Institute

Fiona Lau Chui Yoke
Admin Secretary/ Head (Union
Benefits), Employment &
Employability Institute

Prabhakaran Gopalan Nair
Member/ Executive Committee
Member, AESU

Burhanuddin Kamaruddin
Alternate Member/ Membership
Executive & Immediate Past Deputy
General Secretary, AESU

Vernon Carroll
Member/ Vice-President, AREU

G Muthukumarasamy
Member/ General Secretary,
AUPDRW

Subramanian Kappiappan
Alternate Member/ Vice-President,
AUPDRW

Yeo Chun Fing
Member/ Deputy General Secretary,
AUPE

Jefry Mohamad
Alternate Member/ Vice-President,
AUPE

**Haridas Nadesan
Govindarajan**
Member/ Vice-President, AUSBE

Patrick Teo Hoon Tat
Alternate Member/ Executive Council
Member, AUSBE

Loy Hwee Khim
Member/ Assistant General Treasurer,
BATU

Mohammad Jinna
Alternate Member/ Executive
Committee Member, BATU

Tan Chee Tiong
Member/ General Secretary, CIEU

Lim Ping Chong
Alternate Member/ Vice-President,
CIEU

Irene Khoo Wee Pin
Member/ Vice-President, DBSSU

Sarah Liew Ngat San
Alternate Member/ Executive
Committee Member, DBSSU

**Sheikh Muhammad Md
Yusof**
Member/ President, DSSU

Marzuki Munawar
Alternate Member/ Delegate, DSSU

Tan Tiong Seng
Member/ Executive Committee
Member, EMSEU

Daniel Tan Kim Peng
Alternate Member/ 2nd Assistant
General Secretary, EMSEU

Calista Geraldine Roch
Member/ Vice-President, ESU

**Desmond John Chin
Kong Tai**
Alternate Member/ Assistant General
Secretary, ESU

Doreen Chui Chin Cheng
Member/ Vice-President, FDAWU

Arogiaraj Sundararaju
Alternate Member/ Executive Council
Member, FDAWU

Joanne Ng Wei Leng
Member/ General Treasurer, HDBSU

Regine Ee Suat Ping
Alternate Member/ Executive Council
Member, HDBSU

Mahmood Idrose
Member/ Vice-President, HSEU

Lau Soy Soy
Alternate Member/ Executive Council
Member, HSEU

Rohani Hashim
Member/ Executive Committee
Member, IRASSU

Abdul Jalil Anwari
Alternate Member/ Executive
Committee Member, IRASSU

Mohamed Yusop Mansor
Member/ President, KEU

Mohamed Yusof Mohamed
Alternate Member/ General Secretary,
KEU

Goh Bak Seng
Member/ Assistant General Treasurer,
KFEU

Mahmood Ali
Alternate Member/ Executive
Committee Member, KFEU

Lee Meng Tek
Member/ Assistant General Treasurer,
MIWU

Dun Huey Ping
Alternate Member/ Executive
Committee Member, MIWU

Tan Chin Chye
Member/ Assistant Treasurer, NPASU

Patrick Cheng Chuen Sim
Alternate Member/ Executive Council
Member, NPASU

Wong Chong Hock
Member/ Deputy General Secretary,
NTA

Jimmy Wee Gim Weng
Alternate Member/ Executive
Secretary, NTA

Rosmani Juraini
Member/ Assistant General Secretary,
NTWU

Nelson Sim Kian Huat
Alternate Member/ Executive
Committee Member, NTWU

Benson Low Kim Siah
Member/ Assistant General Secretary,
POU

Ang Kim Chye
Alternate Member/ Assistant
Treasurer, POU

Ken Tan Yeong Kang
Member/ President, PUBEU

George Sim Min Hwee
Alternate Member/ General Treasurer,
PUBEU

Faiyaaz Saiffee Basrai
Member/ Vice-President, RLEU

Ng Kim Seng
Member/ President, SATSWU

Abdul Aziz Ismail
Alternate Member/ Vice-President,
SATSWU

Max Lim Yew Lee
Member/ President, SBEU

Michael Chang Song Chew
Alternate Member/ Executive
Secretary, SBEU

**Palaniappan Palanichamy
Manickam**
Member/ 2nd Vice-President, SBOA

**Mohamed Salim Abdul
Kader**
Alternate Member/ Executive Council
Member, SBOA

Gregory D'Silva
Member/ Executive Secretary, SIASU

Danny Wong Chin Kuen
Alternate Member/ Assistant General
Chairman, SIASU

Luke Hee Wing Wai
Member/ Deputy General Secretary,
SIEU

Yacob Mohd Yusoff
Alternate Member/ 1st Assistant
Treasurer, SIEU

Lee Jun Yuan
Alternate Member/ Executive
Committee Member, SISEU

Daniel Ang Teck Heng
Member/ President, SITU

Lim Chee Khian
Member/ Executive Committee
Member, SMEEU

Jimmy Goh Chun Wu
Alternate Member/ Executive
Committee Member, SMEEU

David Yeo Cher Lian
Member/ Acting Secretary-General,
SMMWU

Elvin Lee Kian Chuan
Alternate Member/ Deputy Secretary-
General, SMMWU

Robin Foo
Member/ President, SMOU

Tan Hung Tat
Alternate Member/ Treasurer, SMOU

Arzami Salim
Member/ Vice-President, SMTU

Hasnah Hassan
Alternate Member/ Executive
Committee Member, SMTU

Mariana Amad
Member/ Staff, SOS

Loh Suan Hin
Alternate Member/ Executive
Committee Member, SOS

Winson Tan Kah Swee
Member/ General Secretary, SPHEU

Teo David
Alternate Member/ President, SPHEU

Low Chow Wah
Alternate Member/ Executive Council
Member, SPWU

Neo Kwee Soon
Member/ Executive Committee
Member, SRCEU

Danny Ho Chee Wai
Alternate Member/ Executive
Committee Member, SRCEU

G E Diran
Member/ Vice-President, SSEU-SEM

Koh Sheng Yong
Alternate Member/ Vice-President,
SSEU-SEM

Mah Kok Seng
Member/ 2nd General Secretary,
SSEU-SHELL

S Yousoffsha
Alternate Member/
1st Vice-President, SSEU-SHELL

Michael Low Kong San
Member/ President, STEEU

Jessie Lim Siew Har
Alternate Member/ General Secretary,
STEEU

Billy Chew Fah San
Member/ Vice-President, STU

Collin Keith Sebastian
Alternate Member/ General Treasurer,
STU

Ang Wah Lai
Member/ President, SUBE

Simon Yam Tee Kwong
Alternate Member/ General Secretary,
SUBE

Aishah Akil
Member/ General Secretary, SUN

Lulu Goh
Alternate Member/ President, SUN

Freddy Lim Kah Chin
Member/ President, SURAWU

Janice Neo Geok Eng
Alternate Member/ General Treasurer,
SURAWU

Abdul Rahmat Mordiffi
Member/ Executive Committee
Member, UITS

James Neil Manas
Member/ General Treasurer, UPAGE

Tan Ban Leong
Alternate Member/ Deputy General
Secretary, UPAGE

Kalshum Mohamed Ali
Member/ General Treasurer, USE

Lai Shiu Ming
Alternate Member/ Executive Council
Member, USE

Henry Wong Kok Man
Member/ Executive Councillor, UTES

Mohammad Emran Hamid
Alternate Member/ 1st Assistant
General Treasurer, UTES

Fahmi Abu Bakar Bafaria
Member/ General Treasurer, UWEEI

Hamzah Mohd Nor
Alternate Member/ Executive Council
Member, UWEEI

John Lee Yeh Han
Member/ Vice-President, UWPI

Sebastian Koh Cheng Quee
Alternate Member/ Vice-President,
UWPI

WORKPLACE SAFETY & HEALTH COMMITTEE

Ameer Hamzah Abul Nasir
Advisor/ General Secretary, SPWU

Karthikeyan Krishnamurthy
Chairman/ Vice-President, NTUC;
General Secretary, UWPI

Mohd Rasi Taib
Vice-Chairman/ Member, NTUC
Central Committee; President, NTWU

Ong Hwee Liang
Vice-Chairman/ Member, NTUC
Central Committee; General
Secretary, SEEU

Yeo Guat Kwang
Secretary/ Competency Director
(Workplace Safety & Health
Secretariat); Chairman (Migrant
Workers Centre)

Yeong Chark Sung
Assistant Secretary/ Deputy
Director (Workplace Safety & Health
Secretariat)

Syed Muzaffar Hussain
Admin Secretary/ Senior Industrial
Relations Officer (Industrial Relations)

Supramaniam Sinnakannu
Member/ President, AESU

Burhanuddin Kamaruddin
Alternate Member/ Membership
Executive & Immediate Past Deputy
General Secretary, AESU

Roslee Mustafa
Member/ Vice-President, AREU

Thirunavic Arasu Ponnusamy
Member/ Executive Committee
Member, AUPDRW

G Muthukumarasamy
Alternate Member/ General Secretary,
AUPDRW

Ng Hee Seng
Member/ Vice-President, AUPE

Mohamad Yusoff Johari
Alternate Member/ Secretary, AUPE

Haridas Nadesan Govindarajan
Member/ Vice-President, AUSBE

Tay Ah Lek
Alternate Member/ Deputy General
Secretary, AUSBE

Palanisamy Perumal
Member/ 2nd Vice-President, BATU

Kang Kwang Soong
Alternate Member/ Executive
Committee Member, BATU

Zulkanain Abd Hamid
Member/ Assistant General Treasurer,
DBSSU

Abdul Rahman Mohamed
Alternate Member/ Executive
Committee Member, DBSSU

Mohd Said Ali
Member/ Executive Committee
Member, DSSU

Abdul Wahab Mohd Ariff
Alternate Member/ Delegate, DSSU

Vincent Ng Khay Chong
Member/ General Treasurer, EMSEU

Yeo Meng Hiang
Alternate Member/ Executive
Committee Member, EMSEU

Chiam Tow Jong
Member/ General Treasurer, ESU

Ho Wah Chai
Alternate Member/ Executive Council
Member, ESU

Hamdan Abd Rahman
Member/ Executive Council Member,
FDAWU

Raymond Ong Lode Swang
Alternate Member/ Executive Council
Member, FDAWU

Sampath Kamdasamy
Member/ Vice-President, HDBSU

Kok Woon Chen
Alternate Member/ Executive Council
Member, HDBSU

Simon Ong Teck Leong
Member/ General Treasurer, HSEU

Chew Sen Mei
Alternate Member/ Executive Council
Member, HSEU

Chong Poh Min
Member/ Executive Committee
Member, IRASSU

Mohamed Yusof Mohamed
Member/ General Secretary, KEU

Ho Thiam Ee
Alternate Member/ Vice-President,
KEU

Cheong Keng Yoong
Member/ Vice-President, KFEU

Alias Talib
Alternate Member/ General Treasurer,
KFEU

Herbert Yeo Hock Hua
Member/ 2nd Vice-President, MIWU

Lee Pei Yun
Alternate Member/ Senior Industrial
Relations Officer, MIWU

Wong Lee Siong
Member/ Executive Council Member,
NPASU

Tan Kee Long
Alternate Member/ Executive Council
Member, NPASU

Foo Chi Yong
Member/ Assistant General Treasurer,
NTA

Kong Nay Foo
Alternate Member/ Executive
Committee Member, NTA

Joseph Nagarajan
Member/ General Treasurer, NTWU

Andrew Liao Cheng Boon
Alternate Member/ Executive
Committee Member, NTWU

Michael Lam Kian Yew
Member/ Executive Committee
Member, POU

Gerald Lee Chee Kin
Alternate Member/ Executive
Committee Member, POU

Mohamed Rashid Misgon
Member/ Assistant General Secretary,
PUBEU

Nathan Muniyandy
Alternate Member/ Executive Council
Member, PUBEU

Govinden Sathasivam
Member/ Assistant General Secretary,
SATSWU

Ronnie Chia Hun Gee
Alternate Member/ Executive Council
Member, SATSWU

Hussain Yunos
Member/ Vice-President, SBEU

Bob Chung Seong Tuck
Alternate Member/ Vice-President,
SBEU

William Goh Boon Kwang
Member/ President, SBOA

Tan Yen Pau
Alternate Member/ Executive Council
Member, SBOA

Azhman Asmadi
Member/ Executive Committee
Member, SEEU

Woon Tai Yong
Alternate Member/ Executive
Committee Member, SEEU

S Rathakrishnan
Member/ Vice-President, SIASU

Patrick Chua Chor Peng
Alternate Member/ Delegate, SIASU

Ronald Foo Jit Kai
Member/ 1st Vice-President, SIEU

Jennifer Yap Sy Na
Alternate Member/ Treasurer, SIEU

Tan Ngiap Boon
Member/ Executive Committee
Member, SISEU

S Subramania
Alternate Member/ Internal Auditor,
SISEU

Aziz Mohd Raus
Member/ General Treasurer, SMEEU

Veeramani Sockan Krishnappa
Alternate Member/ Executive
Committee Member, SMEEU

Florence Loy Woon Chan
Member/ Assistant General Treasurer,
SMMWU

Rosalind Li Sai Keng
Alternate Member/ Assistant Director,
SMMWU

Mohd Nor Mohd Hussein
Member/ Assistant General Secretary,
SMTU

Mohamad Bin Abu Bakar
Member/ Vice-President, SOS

Bon Sheun Ping
Alternate Member/ Vice-President,
SOS

Abdul Azis Ahmad
Member/ 1st Deputy General
Secretary, SPHEU

Chandramogan Subrayam
Alternate Member/ Executive
Committee Member, SPHEU

Suhaimi Badar Bajarai
Member/ 3rd Vice-President, SPWU

Joseph Wang Kay Huat
Alternate Member/ 1st Assistant
General Secretary, SPWU

Jeffrey Khaw
Member/ Executive Committee
Member, SRCEU

Mohamed Rafi Haja Mohamed
Alternate Member/ Executive
Committee Member, SRCEU

Tan Suan Fatt
Member/ Committee Member,
SSEU-SEM

Ganesan Sinnasamy
Alternate Member/ Assistant
Secretary, SSEU-SEM

P P Ravindran
Member/ 2nd Vice-President, SSEU-
SHELL

Muhammad Halim Abdul Aziz
Alternate Member/ 1st General
Secretary, SSEU-SHELL

Goh Kuay Teck
Member/ General Treasurer, STEEU

Mohammad Raffi Abdul Rahman
Alternate Member/ Assistant General
Treasurer, STEEU

Cherry Chacko
Member/ Deputy General Secretary,
STU

Carine Yip Lai Ching
Alternate Member/ Manager
(Corporate Services), STU

William Leow Hock Lim
Member/ General Treasurer, SUBE

S Anparasan
Alternate Member/ Executive
Committee Member, SUBE

Rozyana Jaffar
Member/ General Treasurer, SUN

Michael Lim Teck Chew
Alternate Member/ Assistant General
Secretary, SUN

Mohd Yazid Idris
Member/ Assistant General Treasurer,
SURAWU

Manogaaran Karuppiiah
Alternate Member/ Vice-President,
SURAWU

Lee Chwee Lam
Member/ Executive Committee
Member, UITS

Gan Woon Hock
Alternate Member/ Executive
Committee Member, UITS

Anbalagar Veeramuthu
Member/ Deputy General Secretary,
UPAGE

Mohd Zulkifli Abdullah
Alternate Member/ Assistant General
Secretary, UPAGE

Lai Shiu Ming
Member/ Executive Council Member,
USE

Hareenderpal Singh
Alternate Member/ Executive Council
Member, USE

Joshua Benjamin
Member/ 2nd Assistant General
Treasurer, UTES

Ngo Hui Tin
Alternate Member/ Executive
Councillor, UTES

Simon Peh Hwee Been
Member/ Assistant General Treasurer,
UWEEI

Ng Hai Leng
Alternate Member/ Executive Council
Member, UWEEI

Othman Sulor
Member/ Assistant General Secretary,
UWPI

Paul Anpalagan Karuppiiah
Alternate Member/ General Treasurer,
UWPI

INDUSTRIAL WORKERS' EDUCATION TRAINING FUND COMMITTEE

Heng Chee How
Chairman/ Deputy Secretary-General,
NTUC; Centric Director (Union);
Executive Secretary, UWEEI

Sanusi Marsudi
Treasurer/ Assistant General
Secretary, KFEU

Marilyn Chew Bee Leng
Secretary/ Head Industrial Relations,
CIEU

Thanakodi Gangatharan
Member/ 1st Assistant General
Secretary, BATU

Md Zin Abdul Azis
Member/ Executive Committee
Member, CIEU

Effendy Mohd Shariff
Alternate Member/ Executive
Committee Member, CIEU

Abdul Subhan Shamsul Hussein
Member/ President, FDAWU

Yeo Soon Hock
Alternate Member/ Vice-President,
FDAWU

Abdul Wahab Anwar
Alternate Member/ Executive
Committee Member, KFEU

Loo Say Tuang
Member/ General Treasurer, MIWU

Low Chee Wah
Alternate Member/ Executive
Committee Member, MIWU

Lee Teck Seng
Member/ General Treasurer, NEU

Lee Lian Chye
Alternate Member/ Executive Council
Member, NEU

Samuel Lim Soon Heng
Member/ Executive Committee
Member, NTWU

Tan Beng Soon
Alternate Member/ Executive
Committee Member, NTWU

Lim Heng Khee
Member/ General Treasurer, SISEU

Robert Hah Ngee Choon
Alternate Member/ Executive
Committee Member, SISEU

Fido Chung Chee Tong
Member/ Vice-President, SMEEU

Mohd Zahid Ahmad
Alternate Member/ Assistant General
Treasurer, SMEEU

Yusope Soeratin
Member/ Vice-President, UWEEI

Tan Cher Lim
Alternate Member/ Executive Council
Member, UWEEI

YOUNG NTUC COMMITTEE

David Tay Swee Meng
Chairman/ Vice Chairperson (Young STU), STU

Kendi Han Meiyen
Vice-Chairman/ Assistant General Secretary, DBSSU

Toh Edmund
Vice-Chairman/ Assistant General Secretary, IRASSU

Seah Keng Tia
Vice-Chairman/ Executive Committee Member, UWPI

Steve Tan Peng Hoe
Secretary/ Deputy Director and Co-ordinator (Youth Development Unit)

Andrea Chua Choon Bin
Admin Secretary/ Executive (Youth Development Unit)

Daniel Loh Joo Shia
Member/ Executive Committee Member, AESU

Siti Mas Ayu Jamil
Member/ Executive Committee Member, AREU

Surianah Sufarman
Member/ Assistant Treasurer, AUPE

Mohammad Rizal Mohamed Kassim
Alternate Member/ Young AUPE Activist, AUPE

Tay Pei Lin
Member/ Assistant General Secretary, AUSBE

Edwin He Yanhui
Alternate Member/ Executive Council Member, AUSBE

Wilson Low Choon Beng
Alternate Member/ Internal Auditor, CIEU

Christine Koh Hua Yee
Alternate Member/ Executive Committee Member, DBSSU

Celine Fah Zi Wei
Alternate Member/ Delegate, EMSEU

Chanelle Zhuo Miao Zhu
Member/ Branch Committee Member, ESU

Huang Yun
Alternate Member/ Branch Assistant Treasurer, ESU

Evelyn Lee Kiat Fui
Alternate Member/ Branch Assistant Secretary, FDAWU

Alicia Lee Won Peng
Member/ Internal Auditor, HDBSU

Muhammad Zuhaili Arof
Alternate Member/ Branch Committee Member (Admin & Clerical), HDBSU

Wendy Aw Bee Fang
Alternate Member/ Executive Committee Member, IRASSU

Julian Wang Guang Ming
Member/ Executive Committee Member, KFEU

Goh Poh Peng
Member/ Assistant General Treasurer, NTWU

Xu Jian Bin
Alternate Member/ Branch Committee Member, NTWU

Ryan Lin Runyuan
Member/ Executive Committee Member, POU

Elsen Yeow Zheng Koon
Alternate Member/ Executive Committee Member, POU

Ng Boon Poh
Member/ Assistant General Treasurer, PUBEU

Cher Kok How
Alternate Member/ Committee Member, PUBEU

Muhamad Fadil Abu Bakar
Member/ Shop Steward, SATSWU

Herlina Abd Rahman
Member/ Honorary Assistant Treasurer, SBEU

Yang Kin Ngian
Member/ Executive Council Member, SCTU

Yap Kim Hung
Alternate Member/ Executive Council Member, SCTU

Lin Hin Mei
Alternate Member/ Union Representative, SIASU

Mohd Taufik Abdullah
Alternate Member/ Union Representative, SIASU

Mohamed Sophian Rafiai
Member/ Executive Committee Member, SISEU

Eva Chan Nga Yin
Member/ Executive Committee Member, SITU

Tai Kok Sing
Member/ Branch Committee Member, SMEEU

Eugene Lim Chia Yung
Member/ Executive Councillor, SMMWU

Eveline Lee Wan Yong
Alternate Member/ Internal Auditor, SMMWU

Terence Tan Sia Ngee
Member/ Industrial Relations Officer & Young SMOU Chairman, SMOU

Daylen Tan Ding Yui
Alternate Member/ Young SMOU Member, SMOU

Nurhazimah Abdul Halim
Member/ Executive Committee Member, SMTU

Khairul Anuar Ibrahim
Alternate Member/ Executive Committee Member, SMTU

Clarissa Lim Cuiling
Alternate Member/ Staff, SOS

Jacqueline Yik Bee Li
Member/ Executive Committee Member, SPHEU

Goh Meow Tse
Member/ Secretary to Executive Council, SPWU

Cheang Kwai Sim
Alternate Member/ Delegate, SPWU

Tan Chee Keong
Member/ Assistant General Treasurer, SSEU-SHELL

Ismadi Younos
Alternate Member/ Executive Council Member, SSEU-SHELL

Chen Dong Fen
Member/ Executive Committee Member, SSSU

Joy Tham Kar Yee
Alternate Member/ Member (Young STU), STU

Christine Neo Sze Sze
Member/ Executive Committee Member, SUN

Lin Xinyi
Alternate Member/ Young SUN Delegate, SUN

Jam Lee Jin Mei
Alternate Member/ Executive Council Member, SURAWU

Hareenderpal Singh
Member/ Executive Council Member, USE

Nuridayu Chuni
Member/ Branch Committee Member, UTES

Jennifer Tan Lay Har
Alternate Member/ Branch Committee Member, UTES

Muhammad Khairudin Nordin
Alternate Member/ Executive Committee Member, UWPI

INTERNAL AUDIT

Edwin Lye Teck Hee
Chairman/ Vice-President, NTUC; General Secretary, STU

Loy York Jiun
Secretary/ Competency Director (Planning & Research, Ong Teng Cheong Labour Leadership Institute)

Terry Lee Kok Hua
Member/ Member, NTUC Central Committee; President, SIEU

Mary Liew Kiah Eng
Member/ Member, NTUC Central Committee; Executive Secretary, SMOU

Francis Lim Pan Hong
Member/ Member, NTUC Central Committee; President, UWEEI

AEROSPACE AND AVIATION CLUSTER

Lim Kuang Beng
Chairman/ Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Ong Hwee Liang
Vice-Chairman/ Member, NTUC Central Committee; General Secretary, SEEU

Andy Lim Tze Khong
Vice-Chairman/ Member, NTUC Central Committee; President, SMMWU

Joanne Cham Hui Fong
Cluster Lead/ Assistant Secretary-General, NTUC; Centric Director (Member); Competency Director (Industrial Relations); Champion (Women & Family/ Mature Workers); Executive Secretary, AREU/ SEEU

Chua Lay Khim
Cluster Lead/ Head Industrial Relations, SISEU

Sabrina Liow Xin Yu
Cluster Specialist/ Senior Industrial Relations Officer, UWEEI

Lim Ann Liang
Cluster Specialist/ Principal Industrial Relations Officer (Industrial Relations)

Francis Lim Swee Hock
Member/ Vice-President, AESU

Martin Chan Wing Sing
Member/ General Secretary, AESU

Supramaniam Sinnakannu
Member/ President, AESU

George Devaprasad Zaccheus
Member/ Executive Council, AUPE

Prabhakara Menon
Member/ Senior Consultant, AUPE

Yeo Chun Fing
Member/ Deputy General Secretary, AUPE

Harbans Singh
Member/ Executive Committee Member, DSSU

Mohd Said Ali
Member/ Executive Committee Member, DSSU

Sheikh Muhammad Md Yusof
Member/ President, DSSU

Gunasekaran Sivaganam
Member/ General Secretary, SATSWU

Ng Kim Seng
Member/ President, SATSWU

Tan Jiak Seng
Member/ Treasurer, SATSWU

Hariharan Govindan
Member/ Executive Committee Member, SEEU

Noriah Selamat
Member/ Deputy General Secretary, SEEU

Wong Hong Hup
Member/ Deputy General Secretary, SEEU

Abirajan N U
Member/ Vice-President, SIASU

Danny Wong Chin Kuen
Member/ Assistant General Chairman, SIASU

Gregory D'Silva
Member/ Executive Secretary, SIASU

Logannaathan
Member/ General Secretary, SIASU

Philip Lee Soon Fatt
Member/ Deputy President, SISEU

CONSTRUCTION AND FACILITY MANAGEMENT SERVICES CLUSTER

Ling Ngee Hua
Chairman/ General Secretary, BATU

Najmuddin K Shakir
Vice-Chairman/ Assistant General Secretary, HDBSU

Zainal Sapari
Cluster Lead/ Competency Director (Care & Share); Alignment Director (Unit for Contract & Casual Workers); Executive Secretary, BATU

Tan Ying Ying
Cluster Lead/ Deputy Director, Employment & Employability Institute

Chong Xianming
Cluster Specialist/ Head Industrial Relations, SPWU/ USE

Loh Pui Chun
Cluster Specialist/ Senior Industrial Relations Officer (Industrial Relations)

Daniel Lai Bun Tot
Member/ President, AUSBE

Kelvin Yeo Siew Juay
Member/ Executive Council Member, AUSBE

Mohammad Jinna
Member/ Executive Committee Member, BATU

Palanisamy Perumal
Member/ 2nd Vice-President, BATU

Alan Tan Kit Choon
Member/ Assistant General Secretary, HDBSU

Henry Foong Kam Chong
Member/ Assistant General Secretary, HDBSU

Robert Hah Ngee Choon
Member/ Assistant Executive Committee Member, SISEU

Shamsudin Abdul Rahman
Member/ Internal Auditor, SISEU

Teo Chin Hock
Member/ Executive Committee Member, SISEU

Anthony Harry Constantine
Member/ Assistant Director, SMMWU

Kiffly Marcus Araib
Member/ Executive Councillor, SMMWU

Koh Cheng Kwang
Member/ Executive Council Member, SURAWU

Manogaaran Karupiah
Member/ Vice-President, SURAWU

Ahmad Abdul Jaafar
Member/ General Secretary, USE

Nakalingam Silva
Member/ President, USE

EDUCATION CLUSTER

Edwin Lye Teck Hee
Chairman/ Vice-President, NTUC; General Secretary, STU

Michael Tan Eng Hin
Vice-Chairman/ President, ESU

Ang Hin Kee
Cluster Lead/ Advisor, National Tax Association; Executive Secretary, ESU

Irene Low Siew Lee
Cluster Lead/ Deputy Director (Industrial Relations)

Rozyana Jaffar
Cluster Specialist/ Head Industrial Relations (Industrial Relations); General Treasurer, SUN;

Sanjeev Kumar Tiwari
Cluster Specialist/ Head Industrial Relations (Industrial Relations)

Noor Shyma Abdul Latiff
Member/ Deputy General Secretary, AUPE

Unnikrishnan PVK Nambiar
Member/ Consultant, AUPE

Chiam Tow Jong
Member/ General Treasurer, ESU

Georgina Yeo Hwee Yian
Member/ Executive Council Member, ESU

Nor Aisah Zainal
Member/ Branch Vice-Chairman, ESU

Chee Hock Wah
Member/ Assistant General Secretary, NPASU

Peter Tham Chee Khuan
Member/ General Secretary, NPASU

Tan Choi Heng
Member/ Honorary Treasurer, NPASU

Lian Hwee Eng
Member/ President, SCTU

Thong Wee Sin
Member/ Assistant Treasurer, SCTU

Hirman MD Khamis
Member/ Assistant General Secretary, SMTU

S Nalluraj
Member/ General Secretary, STTU

Mike Thiruman
Member/ President, STU

Thomas Low Kok Weng
Member/ Manager (Prof Dev & Student Outreach), STU

Paul Sim Sian Khoo
Member/ Deputy President, UITs

ELECTRONICS & PRECISION & MACHINERY ENGINEERING CLUSTER

Francis Lim Pan Hong
Chairman/ Member, NTUC Central Committee; President, UWEEI

Toh Hock Poh
Vice-Chairman/ Member, NTUC Central Committee; President, MIWU

Ong Keau
Cluster Lead/ Competency Director (Administration)

Danny Tan Teck Meng
Cluster Lead/ Assistant Director (Industrial Relations); Deputy Executive Secretary, MIWU

Kevin Ong Chee Keong
Cluster Specialist/ Head Industrial Relations, MIWU

Samantha Lim Huiying
Cluster Specialist/ Principal Industrial Relations Officer, UWEEI

Chua Kian Seng
Member/ 1st Assistant General Secretary, MIWU

Lee Meng Tek
Member/ Assistant General Treasurer, MIWU

Lim Teck Chuan
Member/ General Secretary, MIWU

Lee Lian Chye
Member/ Executive Council Member, NEU

Thirunavukkarasu
Member/ Executive Council Member, NEU

Surash R Mukundan
Member/ Deputy Secretary-General, SMMWU

Wong Chip Mun
Member/ Deputy Secretary-General, SMMWU

Bernard Lai Sau Meng
Member/ Executive Committee Member, STEEU

Jessie Lim Siew Har
Member/ General Secretary, STEEU

Michael Low Kong San
Member/ President, STEEU

Goh Hoon Tien
Member/ Council Member, UWEEI

Wang Mui Sin
Member/ Council Member, UWEEI

FINANCIAL AND BUSINESS SERVICES CLUSTER

Terry Lee Kok Hua
Chairman/ Member, NTUC Central Committee; President, SIEU

Nora Kang Kah Ai
Vice-Chairman/ Vice-President, NTUC; President, DBSSU

Max Lim Yew Lee
Vice-Chairman/ President, SBEU

Sylvia Choo Sor Chew
Cluster Lead/ Alignment Director (Women's Development Secretariat)

Steve Tan Peng Hoe
Cluster Lead/ Deputy Director and Co-ordinator (Youth Development Unit)

Karen Goh Pei Xin
Cluster Specialist/ Principal Industrial Relations Officer, SIEU

Charlotte Wong Yoke Yee
Cluster Specialist/ Head Industrial Relations, UWEEI

Ma Wei Cheng
Member/ Member, NTUC Central Committee; General Secretary, AUPE

Prabhakara Menon
Member/ Senior Consultant, AUPE

Yeo Chun Fing
Member/ Deputy General Secretary, AUPE

Irene Khoo Wee Pin
Member/ Vice-President, DBSSU

Jasmine Chua Geok Wah
Member/ General Secretary, DBSSU

Patrick Sim Eng Hup
Member/ General Treasurer, DBSSU

Komalavalli Pakirisamy
Member/ President, IRASSU

Mabel Low Wan Yeong
Member/ General Secretary, IRASSU

Bobby Tay Peng Chuah
Member/ General Secretary, SBEU

Michael Chang Song Chew
Member/ Executive Secretary, SBEU

Charles Siow Eu Sen
Member/ Treasurer, SBOA

Wee Soon Guan
Member/ General Secretary, SBOA

William Goh Boon Kwang
Member/ President, SBOA

Luke Hee Wing Wai
Member/ Deputy General Secretary, SIEU

Willie Tan Kok Seng
Member/ General Secretary, SIEU

Joseph Chua Eng Hee
Member/ Assistant Secretary-General, SMMWU

Rosalind Li Sai Keng
Member/ Assistant Director, SMMWU

HEALTHCARE CLUSTER

Diana Chia Siew Fui
Chairman/ President, NTUC; General Secretary, HSEU

Noor Shyma Abdul Latiff
Vice-Chairman/ Deputy General Secretary, AUPE

Patrick Tay Teck Guan
Cluster Lead/ Competency Director (Legal); Alignment Director (Professionals, Managers and Executives); Executive Secretary, HSEU

Hannah Guok Hwe Wen
Cluster Lead/ Deputy Director, Employment & Employability Institute

Hannah Cai Qing Qing
Cluster Specialist/ Head Industrial Relations, HSEU

Ng Yanli
Cluster Specialist/ Senior Industrial Relations Officer, UWEEI

Haridas Nadesan Govindarajan
Member/ Vice-President, AUSBE

Tan Chor Khim
Member/ Executive Council Member, AUSBE

Catherine Loke Mei Hoe
Member/ Vice-President, HSEU

K Thanaletchimi
Member/ President, HSEU

Goghari Sibilisuraya
Member/ Vice-President, SMMWU

Law Swee Hong
Member/ Deputy Secretary-General, SMMWU

HOSPITALITY AND CONSUMER BUSINESS CLUSTER

Tan Hock Soon
Chairman/ Member, NTUC Central Committee; General Secretary, FDAWU

Hassan Abdullah
Vice-Chairman/ Member, NTUC Central Committee; President, AREU

Yeo Guat Kwang
Cluster Lead/ Competency Director (Workplace Safety & Health Secretariat); Chairman (Migrant Workers Centre)

Toh Hwee Tin
Cluster Lead/ Alignment Director (Family Development Unit); Executive Secretary, FDAWU

Raven Lee Hsing Han
Cluster Specialist/ Head Industrial Relations, AREU

Tan Choon Kiat
Cluster Specialist/ Head Industrial Relations, FDAWU

Alan Poh Tsu Yong
Member/ Assistant Branch Treasurer, AREU

Charles Khng Joo Hock
Member/ General Secretary, AREU

Siti Mas Ayu Jamil
Member/ Executive Committee Member, AREU

Tony Lim Tuck Meng
Member/ Executive Committee Member, AREU

Abdul Subhan Shamsul Hussein
Member/ President, FDAWU

Sankaradass S Chami
Member/ Assistant General Secretary, FDAWU

Shirley Goi Ai Kim
Member/ Acting Assistant General Secretary, FDAWU

Elvin Lee Kian Chuan
Member/ Deputy Secretary-General, SMMWU

Kiffly Marcus Araib
Member/ Executive Councillor, SMMWU

Rosalind Li Sai Keng
Member/ Assistant Director, SMMWU

Lulu Goh
Member/ President, SUN

INFOCOMM AND MEDIA CLUSTER

Simon Yam Tee Kwong
Chairman/ General Secretary, SUBE

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Amos Tan Zhong Min
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Member/ Executive Council Member, AUSBE

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Member/ Executive Council Member, AUSBE

Adrian Christopher Gair
Member/ Branch Chairman, SISEU

Lim Heng Khee
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Arulnathan John
Member/ President, SNUJ

Mindy Kwok Sin Thang
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Latiff Mohideen Ghani
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Winson Tan Kah Swee
Member/ General Secretary, SPHEU

Ang Wah Lai
Member/ President, SUBE

William Leow Hock Lim
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Vincent Ho Mun Choong
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Member/ General Treasurer, SMEEU

Tommy Goh Hock Wah
Member/ General Secretary, SMEEU

S T A Williams
Member/ Committee Member, SSEU-SEM

Tan Suan Fatt
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Foong Yan Kit
Member/ President, EMSEU

Jeffrey Ong Yuan Jun
Member/ General Secretary, EMSEU

Vincent Ng Khay Chong
Member/ General Treasurer, EMSEU

Amranizar Amran
Member/ President, SRCEU

Chan Hui Liang
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Member/ General Secretary, UPAGE

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Member/ President, SSU

Director-General's Office



Lim Swee Say
Director-General



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Chairman, Executive Committee
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Centre)



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Relations Mentoring)



Yip Moh Wah
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Champion (Women & Family,
Mature Workers)



Gong Wee Lik
Advisor (Member)



Ong Chin Ang
Centric Director (Staff)



Yeo Khee Leng
Centric Director (Global)
Competency Director
(International Affairs)



Jacqueline Chin
Competency Director
(Human Resources)



Kwong Yuk Wah
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Zainal Sapari
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Alignment Director (Unit for
Contract and Casual Workers)



Adeline Sum
Competency Director (Group
Development)



Patrick Tay
Competency Director (Legal)
Alignment Director
(Professionals Managers and
Executives)



Shona Tan-James
Competency Director (Corporate
Communications, Service
Excellence)



Gilbert Tan
Acting Chief Executive
Officer (e2i; Employment and
Employability Institute)



Sylvia Choo
Alignment Director (Women's
Development Secretariat)



Lim Eng Lee
Alignment Director (nEbO/
U Live)



Toh Hwee Tin
Alignment Director (Family
Development Unit)



Steve Tan
Deputy Director and
Co-ordinator (Youth
Development Unit)



Better Jobs For All



PMEs



**Rank-and-File
Workers**



**Contract,
Casual and
Low-Wage
Workers**



**Back to
Work
Women**



**Older
Workers**



**Migrant
Workers**

Staying Relevant And Competitive Through Skills Upgrading

As the worldwide demand for portable electronics has accelerated, the need to make semiconductors smaller, faster, lighter and cheaper has never been greater. Used in electronic devices such as smart phones and tablets, embedded Wafer Level Ball Grid Array (eWLB) is an innovative technology that offers a high performance, power-efficient, and cost-effective semiconductor solution for the wireless and consumer markets. eWLB is a semiconductor packaging approach where an integrated circuit (IC) is assembled directly on a reconstituted wafer instead of the traditional process of dicing up the ICs on the wafer and putting individual die in a plastic package.

As a Staff Process Engineer, Chua Khoon Lam, 49, was given the chance to learn the entire eWLB process through the customised Wafer Fab technology course. Through NTUC's e2i's (Employment and Employability Institute) services to link up with suitable training providers to customise training programmes specific to companies' business needs and to provide funding support, 96 local PMEs (Professionals, Managers and Executives) from STATS ChipPAC, like Mr Chua, gained a better understanding of the various eWLB processes. The curriculum was carefully developed and designed by the Institute of Technical Education (ITE), with input from the Department Head for eWLB and the team at STATS ChipPAC.



Explaining the company's decision to embark on e2i's professional development initiatives, STATS ChipPAC Human Resources Director Valerie Lee, said: "Only a handful of companies in the industry have the capabilities to manufacture eWLB. With the fast growing customer demand for advanced electronic devices, STATS ChipPAC needs to rapidly expand its employees' skills and knowledge. e2i's partnership enables businesses to become more productive by co-sharing the funding for skills training, which STATS ChipPAC believes will be an advantage for the company."

The training provided Mr Chua with a deeper understanding of wafer fab technology and in particular, the eWLB manufacturing process. As a result, Mr Chua's job scope expanded and he was put in charge of New Product Introduction (NPI) Design Reviewing where he now applies his new knowledge.

As a PME, Mr Chua sees training and skills upgrading as key to staying relevant and competitive in this industry. Besides the knowledge he gains and the added value it brings to his career progression, Mr Chua embraces the fact that it contributes to improving his productivity. He said: "The skills you gain will help in doing a better job with higher quality and more output, so it's beneficial to the company."

Mr Chua and the other workers who participated in the professional development programme to deepen their expertise also benefitted from gain-sharing. Ms Lee shared: "We recognised and rewarded the employees with a one-time lump sum cash reward after they completed and passed the assessment in the training programme."

Indeed, STATS ChipPAC has benefitted from skills upgrading. On top of reducing the company's training expenses, Ms Lee acknowledged that better skills have helped increase workers' productivity and grow its revenue successfully. In 2009 and 2010, the company's eWLB revenue increased by 42 per cent, exceeding its target of 20 per cent.

"As long as there is training that is relevant to your job, you should pick up as much as you can in order to improve your productivity. For Singapore to be more competitive than other countries, it is very important that we are productive."

Chua Khoon Lam

49, eWLB Staff Process Engineer,
STATS ChipPAC Limited

PMEs

Professionals, Managers and Executives (PMEs) are increasingly faced with challenges in their work life with intensified competition. There is no longer the guarantee of a lifelong job or a lifelong career, even for those who are well-qualified. The best way to stay ahead of the competition is by deepening expertise in one's specific field of work and having broad skills that can be easily transferred across jobs and industries. The Labour Movement will continue to help PMEs stay ahead of the game and be future-ready.

2011:

e2i, through its 3 P efforts (Placement, Productivity improvements and Professional development) helped:

- 5,400 PMEs find new jobs.
- Over 2,500 PMEs undergo professional development.

2012:

e2i and the NTUC PME unit targets to expand the Labour Movement's impact to 11,000 PMEs through its 3 P efforts.

Higher Productivity, Better Rewards

It used to be long hours with eyes glued to information stickers on shipment parcels at the clearance area on the shop floor of TNT Express Worldwide (Singapore) Private Limited. When asked how things were different now, hearing-impaired Mr Eskandariah Sulaiman's face lit up almost instantaneously and he penned these words, "Things have changed so much now. With the Red and Green scanners."

Less Strain, More Gain

Mr Eskandariah, 36, is a Senior Operations Assistant at TNT Express, which is organised by The Singapore Maritime Mercantile Workers' Union (SMMWU). The company's management worked with NTUC's e2i (Employment and Employability Institute) to tap on the Inclusive Growth Programme (IGP) for three projects.

"We have rolled out three IGP projects in the areas of Red and Green scanning, damaged unidentified consignments and invoice for verifications system. These projects have brought a whole slew of benefits for both the company's operations and our workers," said Mr David Tan, TNT Express' General Manager.

"Essentially, we are now incurring lower operational costs and time savings are translated to other value-added activities or training opportunities for our workers. With the improved processes, our employees are happier, and there is also enhanced productivity and lower staff attrition rate."

Mr Eskandariah can testify to this. The Red and Green scanning project involves integrating Singapore Customs' ACCESS (tracking) programme with mobile scanners that track inbound consignments with barcodes. This helps to automatically sort out the consignments that require customs inspection without manual tracking.

Gain More, Train More

With this system in place, Mr Eskandariah can scan consignments by their barcodes quickly compared to previous checks against hard copies which were tedious and time-consuming.

"My job revolves around checking inbound and outbound shipments. Previously, I had to manually check the hardcopy list to look for held-back shipment. It would take about one to two hours to complete the work. Now, it takes just a few



seconds to scan each parcel and the system automatically sorts them out. I can carry out the work faster and give almost 100 per cent clearance to meet the departure time without any delays," he shared.

Mr Eskandariah also shared that there is minimal room for errors now and he and his colleagues have become more productive. With much time saved on a previously time-consuming role, he is able to help his colleagues improve the quality of their checks. He is also given the opportunity to attend full-day classroom training conducted in-house to upgrade his skills. Most recently, he completed a course on Basic Operations Training and hopes to attend more courses.

With financial gains from IGP, the company has made a point to reward its workers.

Said Mr Tan: "We have increased output as we can release more shipment for delivery on the same day. Many customers are pleased with our service of prompt delivery. We also reward our workers fairly for their productivity. For example, we adjusted Eskandariah's shift allowance so that he can bring home a higher salary each month."

Mr Tan further explained that the new technology introduced through these IGP projects not only increases

workers' productivity, but also increases their adaption to technological improvements and spurs them to think out of the box. TNT Express believes that this is the way to go for continuous improvement.

"We have increased output as we can release more shipment for delivery on the same day. We also reward our workers fairly for their productivity."

David Tan,
TNT Express' General Manager, TNT Express
Worldwide (Singapore) Private Limited

Inclusive Growth Programme (IGP)

Launched in 2010, the IGP is a \$ 0 million programme set up to drive productivity improvement projects and share productivity gains with workers.

As of end March 2012, 543 projects were approved with \$ 0 million funding committed to impact over 35,000 workers by project completion date. Of which, close to 25,000 are local low-wage workers. Productivity improvements through the IGP impacted over 8,000 workers in 2011 alone.

Through e2i and the unions, the Labour Movement will continue to work with companies which share the same vision and push for a nationwide adoption of productivity improvement practices. With productivity gains, workers will have better skills, better job value and better pay.

Rank-And-File Workers

As the marketplace for workers, employers and training providers, e2i exists to create better jobs and better lives for all workers through its 3P1C efforts (Placement, Productivity improvements, Professional development and Membership conversion).

2011:

- Placed 19,200 job seekers into new jobs. Of these, over 6,700 (35 per cent) were 50 and above.
- Provided professional development for 16,100 workers.

2012:

- Placement of 12,000 workers into new jobs.

Key Strategies:

- Place workers into new jobs:
 - Prepare older workers for job search and employability skill-sets through preparatory programmes.
 - Enhance workers' employability through training programmes such as Workplace Literacy and Numeracy, Computer Literacy and Certified Service Professional.
 - Equip workers with the right competencies to enter new vocations through vocational training.
 - Work with employers to give workers a good range of career options and more vacancies with higher pay at our job fairs.
- Up-skill workers for better jobs:
 - Upgrade low-skilled and low-wage workers by increasing Workfare Training Support (WTS) scheme take-up rates.
 - Offer more industry-specific deep skills programmes for workers.

Win-Win-Win Through BSI

He may look stern when he walks past you at Downtown East, but in reality, Mr ϕ hari Abdul ϕ lil is a warm and approachable Security Officer who always adorns a smile when he serves guests of NTUC Club.

Mr ϕ hari, 52, has many reasons to love his job. Constantly empowered with new knowledge through training opportunities, he exudes enthusiasm and displays professionalism at work. He impresses the people he serves and is often commended by his bosses. He also pockets a decent salary every month.

Many years ago, such a life for a worker in the private security industry was almost unthinkable. But today, this is possible with the collective efforts by tripartite partners through enlightened approaches like the Best Sourcing Initiative (BSI).

Journeying On A Brighter Path

Mr ϕ hari's story is one example of a successful career carved through BSI. Retrenched from the tool-and-dye making industry, he was introduced to the security sector by a friend and has stayed in it for close to 12 years now.

He joined NTUC Club in 2007 as a ϕ int Operations Officer under a yearly renewable contract term. Then, the security department at Downtown East was managed by in-house

Security Officers, both permanent and contract. The company then decided in 2008 to outsource some of its functions for a more efficient management of security needs at Downtown East.

Shared Mr Steward Ang, Director, Downtown East Operations: "At NTUC Club, we care about the welfare of our employees. We knew BSI was one area we should tap on if we wanted to have stronger win-win outcomes for both sides. When we decided to best-source, we were mindful to take care of workers like ϕ hari.

"We worked closely with the Union of Security Employees (USE), NTUC's Unit for Contract and Casual Workers (UCCW) and NTUC's e2i (Employment and Employability Institute). When we were in-sourcing, career progression was a challenge. Now that we outsource, with a BSI-contract, these workers are better trained, better paid, have better career progression and have higher morale at work."

Together with UCCW, the tender specifications for security services at Downtown East were evaluated, discussed and improved. Keeping in mind all the positive impacts that BSI would bring about for the workers and their employer, NTUC Club engaged security agency Apro Asian Protection Private Limited.

Only Better Times Ahead

As a permanent staff and one of 25 best-sourced security officers at NTUC Club, Mr ϕ hari receives a higher remuneration package of \$,850 compared to other organisations' non-BSI security officers and has his union membership paid for by Apro Asian Protection. More training opportunities are provided and he has attended courses such as Occupational First Aid, Handle Counter-Terrorism Activities and Handle Customer Enquiries & requests.



Mr   hari returns to work with more confidence and knowledge after every course and revealed that the courses on managing customers made the most impact on him. "In a place where there are people from all walks of life – children, teenagers, elderly and foreigners – I must always be vigilant," he said.

Mr   hari recollected an incident when a young lady accompanied by her elderly mother fainted at the car park. While heading off to his next location for duty, he spotted the helpless mother and alerted the medic on duty while he stayed by the elderly woman's side to reassure her that her daughter would be fine. "In such situations, I have learnt not to panic but to manage the situation to the best of my ability," he shared.

Mr   hari has, therefore, never shut the door to any learning opportunity. His pro-active learning attitude has driven him to perform more diligently in his job. From April 2012, BSI allowed Mr   hari to have an even better salary of \$,050.

Said Mr Bobby Lee, Apro Asian Protection's Managing Director: "Best Sourcing allows Apro to select better and suitably trained officers for customers and we are also able to pay these officers more competitively. Consequently, the higher motivation and performance of the officers result in a win-win situation for all parties.   hari's site experience, maturity and commitment to his work fosters camaraderie amongst the officers and brings stability to the site."

NTUC Club is also practicing BSI for its cleaning contract. A maintenance contract is also on the cards and the club is engaging the Singapore Industrial Services Employees' Union (SISEU), Attractions, Resorts & Entertainment Union (AREU) and Building Construction and Timber Industries Employees' Union (BATU) to make this possible.

"I encourage all workers to keep their minds and hearts open to learning new things every day because you never know when a new skill can make a difference."

Johari Abdul Jalil

Security Officer, Apro Asian Protection Private Limited

"Best Sourcing allows Apro to select better and suitably trained officers for customers and we are also able to pay these officers more competitively. Consequently, the higher motivation and performance of the officers result in a win-win situation for all parties."

Bobby Lee

Managing Director, Apro Asian Protection Private Limited

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Stewart Ang

Director, Downtown East Operations

Contract, Casual And Low-Wage Workers

Through the Unit for Contract and Casual Workers (UCCW), the Labour Movement helps vulnerable contract, casual and low-wage workers to enhance their economic and social well-being. Moving forward, the Labour Movement aims to make BSI the market norm where every service buyer practises best sourcing instead of cheap sourcing, starting with Government buyers taking the lead. Best Sourcing Initiative (BSI) is also supported by the Inclusive Growth Programme (IGP), which has seen 84 BSI contracts worth over \$ 02 million implemented to benefit over 1,800 workers since 2009.

2011:

- Reached out to 18,000 contract, casual and low-wage workers.

- Up-skilled 1,600 workers through the Workfare Training Support (WTS) Scheme.
- Converted 800 workers to union members.

2012:

- Reach out to 20,000 contract, casual and low-wage workers, educating them about their employment rights and raising awareness of the WTS Scheme and other training opportunities.
- Make Best Sourcing Initiative (BSI) the market norm:
 - Advocate for responsible outsourcing and best sourcing practices in the 15 ministries, 65 statutory boards and nine organs of state.
 - Advocate for BSI in the private sector to impact 1,500 workers.
- Unionisation and representation: Convert 2,000 workers to union members.

As she mixes yoghurt servings with nuts and peaches at a Berrylite outlet, Madam Wang Wen Li feels at ease knowing that her daughter is learning rhymes and simple arithmetic at My First Skool childcare centre.

She is a mother with peace of mind and is a happy and satisfied employee - all at the same time. Madam Wang Wen Li, 42, is part of the service crew at Berrylite Private Limited and always beams when she talks about her job.

"I will always be thankful to my employer and the NTUC Women's Development Secretariat (WDS) for the job that I have now," she shared.

A World That Changed

Madam Wang's world changed dramatically when her husband passed away in 2009, leaving her all alone to fend for her family. A young daughter to care for. A living to be

made. A future to worry about. These summed up her world then.

But Madam Wang stayed strong and went on to take on various jobs to feed the family such as helping out at a clothes alteration shop and being a cashier at a fast food joint. But she could not keep those jobs on a permanent basis for one reason: there was no one to rely on to take care of her daughter when she had to work varying shifts.

"I had enrolled my daughter at the childcare centre and had to fetch her from the centre every day. All the previous jobs I had could not accommodate this, so I kept changing jobs," she said.

She gave up switching jobs on 30 March 2011 and spent some time with her daughter while she looked around for an employer who would understand her needs.

Best Of Both Worlds



A World That Cared

It was at this time that Madam Wang was introduced to NTUC WDS' WeCare For U Project for single mums. She started her daughter on regular reading classes and stayed in touch with NTUC WDS to make her job needs known. An officer approached her with a job opportunity at Berrylite, and it was an offer that she could not resist, Madam Wang recalled.

"It was one with perfect time slots. I spoke with my prospective employer and was given the flexibility to work from 11am to 6pm, Mondays to Fridays. After that, I could head straight to pick my daughter up from the childcare centre. I am very satisfied with this arrangement," she said. Madam Wang takes home about \$850 performing duties like cutting fruits, preparing the yoghurt mix and serving customers.

While Madam Wang is glad to have landed a job that takes care of her family's needs, she wants to gain more knowledge when her child grows up and spends more time at school. "When that is possible and I can work for longer hours, I want to go for training and learn more things," she said.

Many employers are yet to open up to flexible work arrangements and Berrylite is a good example they can look up to.

Said Mr Marc Ng, Director of Berrylite: "Back-to-work women are committed, reliable, and responsible. As long as you give them the right training and enough time to learn the scope of work, they can perform well, if not better than full-timers. They are willing to learn and are eager to pick up new skills."

"Flexible arrangements can be very valuable to women who want to come to work for many reasons. I hope more employers will realise this and provide opportunities for women."

Wang Wen Li

42, Service Crew, Berrylite Private Limited

Women In The Workforce

To bring more women back to work and to keep women in the workforce in a sustainable way, the NTUC Women's Development Secretariat (WDS) works with women and employers through its 3R approach – Recruitment, Re-adjustment, and Retention.

2011:

- Recruitment: Placed 4,350 women back to work.
- Re-adjustment: Helped 2,900 women re-adjust to work through various training programmes.
- Retention: Engaged 70 companies to commit to recruiting about 1,400 workers on flexible work arrangements under the Flexi-works! Funding and engaged with over 100 companies in work-life

initiatives such as "Little Ones @ Work" and "Work the Talk", benefitting close to 5,000 employees.

2012:

- Recruitment: Place 5,000 women into jobs in partnership with e2i (Employment and Employability Institute) and use new media to create awareness on WDS initiatives to help women.
- Re-adjustment: Train 3,000 women to enhance their employability in partnership with e2i and NTUC LearningHub Co-operative Limited.
- Retention: Outreach to 150 companies to promote work-life initiatives such as "Little Ones @ Work" and lunch-time talks. Engage and equip 1,000 employers and employees on managing flexible work arrangements.

Taking Mentoring To Newer Heights

They were bonded by teacher-and-student ties. These ties have strengthened and they have become buddies. Till today, Mr Peter Chee Jee Kiong, 46, still draws useful lessons from what Mr Cheah Chuan Hin, 62, candidly shared with him.

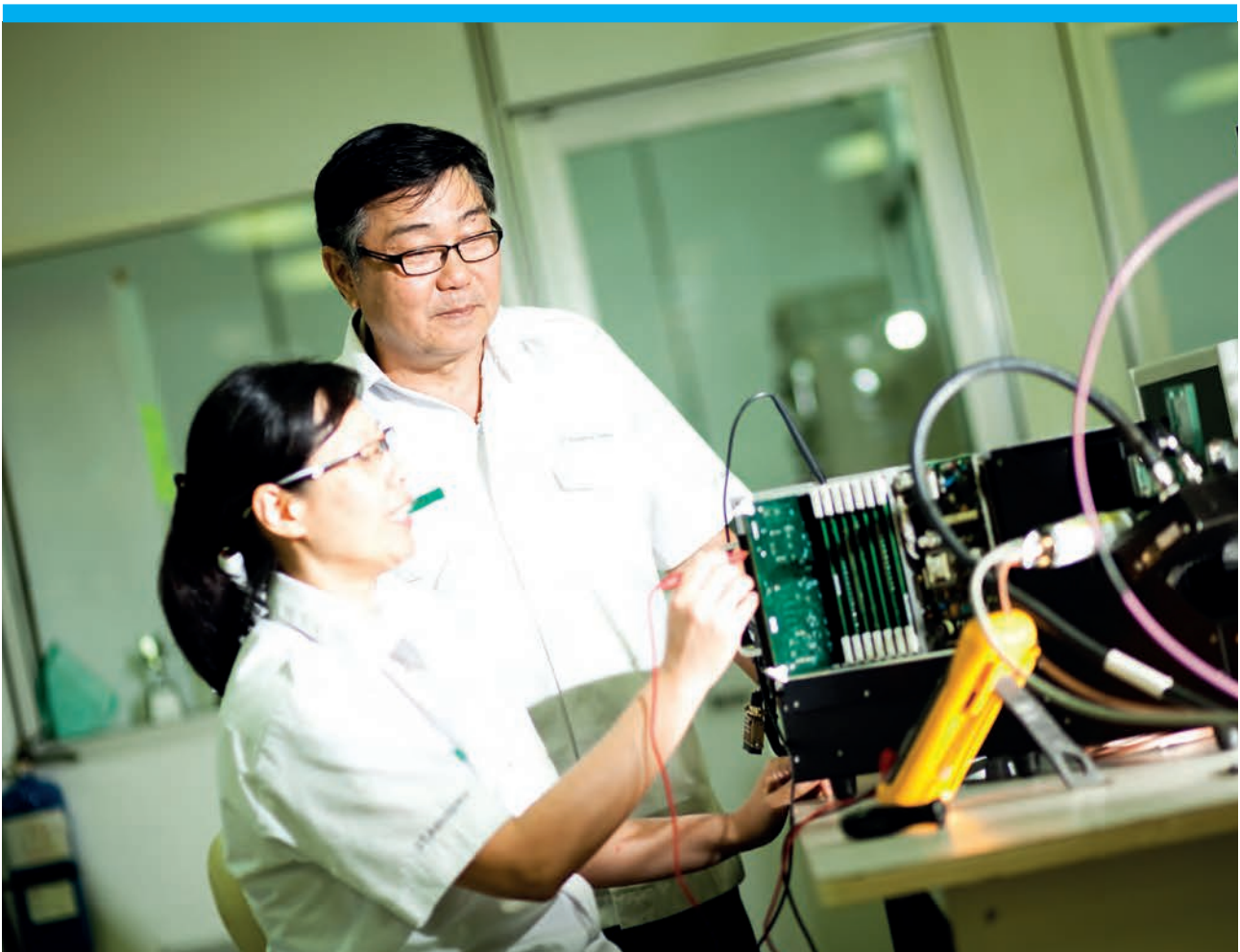
The career paths of Mr Chee and Mr Cheah crossed on the runways of ST Aerospace. Twenty-three years ago, Mr Chee joined as an apprentice where Mr Cheah was then serving as a Service Engineer in the workshop.

Commented Mr Chee: "To me, he is always a sea of immense knowledge. He is a mentor who always thinks up solutions to problems that may crop up in the aircraft equipment we are tasked to service."

A Caring Guide

Mr Chee recalled he was once assigned to troubleshoot a faulty equipment. Inexperienced and nervous, he sought Mr Cheah's guidance. Without hesitation, Mr Cheah first calmed the young trainee down before guiding him to solve the problem.

"He coached me on how to approach the problem systematically using the technical manuals and circuit diagrams. He imparted some tips and gave me some time to analyse the problem and to propose a solution. This gave me a lot of confidence to do my job," shared Mr Chee.



The experience left a deep imprint on Mr Chee, who continued to accumulate skills and knowledge on a wide range of avionics products from his mentor. Mr Cheah is very proud that under his guidance, Mr Chee has performed well and risen to the position of a Deputy Shop Manager today.

"It is very satisfying to see the younger staff I have mentored doing well in their career. I have been working in this job since I stepped into the working world. I am, therefore, happy to share my experience with my trainees," said Mr Cheah, who was offered and accepted a re-employment contract with ST Aerospace (STA) Systems, which took effect on 19 March 2012.

An Enlightened Employer

The company and the Singapore Industrial & Services Employees' Union (SISEU) signed a Memorandum of Understanding (MOU) on 8 August 2011 to re-employ workers who have reached the age of 62. This MOU recognises the contributions of the re-employed workers by continuing to reward them with a one-month gratuity, performance bonuses, annual increments, medical benefits and leave entitlements.

Said Mr Victor Foo, the company's Assistant Human Resource Manager: "In STA Systems, we are indeed fortunate to have a pool of very loyal, dedicated and highly experienced staff who are willing to serve the company beyond their retirement age. This helps to retain the skill set in the company, at the same time, provides an opportunity for experienced staff to coach and mentor our younger employees. Mr Cheah is one such exemplary employee and we are fortunate to have him."

This approach has placed the company on the highest level of the Labour Movement's four-tiered re-employment framework that recognises companies that pro-actively seek out new initiatives to ensure that their re-employment efforts are sustainable and scalable.

Added Mr Cheah: "I am glad to be able to contribute to the company by sharing my knowledge with the younger staff. In return, I also learn many new things from them. The company has planned and prepared me two years before my retirement to take on a coaching and mentoring role by sending me to courses so that I will be able to motivate my mentees."

"I have no deadline to stop working now. Friends who are retired told me that being out of work is boring, and I do not want to experience that so soon. I believe that mentoring the younger ones will make my mind stay young and active too."

Cheah Chuan Hin

62, Senior Service Engineer, ST Aerospace Systems Pte Ltd

Re-employment Of Mature Workers

Since 2006, the Labour Movement has been championing the re-employment of older workers in the unionised sector and has worked closely with the tripartite partners to help companies to prepare for the new legislation. Moving forward, we will continue to work with tripartite partners to secure fair employment terms for mature workers and help them stay socially engaged and gainfully employed for as long as they want to.

2011:

- 12,148 re-employed workers.
- 1,073 companies committed to re-employment (93 per cent of unionised companies) before the legislation on re-employment took effect on 1 January 2012.
- 80 per cent of committed companies adopted

tripartite guidelines on re-employment and established a formalised re-employment policy.

2012:

- Assist 4,000 older workers to be employed and re-employed.
- Support skills training programs and initiatives for 3,000 workers.

Key Strategies:

- Expand the job opportunities of mature workers by working with tripartite and relevant partners to promote the recruitment, retention and re-employment of mature workers.
- Continue to promote the mindset shift in line managers and workers through training and counselling to facilitate the re-hiring of mature workers.
- Work with tripartite and relevant partners to promote best practices.



MWC staff specialist Ms Reshma Basu

Strangers in a foreign land, left to fend for themselves. This was the situation Bangladeshi construction workers Kamal Hossain Amirul, Md Masud Alam Md Osman and Imam Hossan Moslam Uddin found themselves in.

Made to work without salaries for four months, they were housed in an overcrowded room that already had 30 other migrant workers. To make matters worse, their electricity supply was cut off and they had to live in darkness.

Nevertheless, the workers were determined to stay on in Singapore as they had sold their belongings in order to pay the \$5,000 fee to their agent in Bangladesh, and did not intend to return home empty-handed.

Out of desperation, they reported the matter to the Ministry of Manpower (MOM) and were brought to the Migrant Workers' Centre (MWC) on the evening of 9 February 2012.

Recalling the situation then, MWC's Executive Director Edwin Pang said: "They came to us with only their clothes and their bags. They didn't have anything else on them. So I bought them toiletries and refreshments,

A Home Away From Home

"Even though they are strangers in this land with no family, relatives or friends, MWC is here to look out for them."

Edwin Pang
Executive Director, Migrant Workers' Centre

and then we made arrangements with another commercial dormitory to house them."

As it was late in the day, it was not easy to find a dormitory operator that was willing to make arrangements to house the three workers at such short notice. It took the good relations that MWC had with one particular dormitory operator for this to happen.

Mr Pang then drove the three workers in his car to the dormitory. Throughout the one-hour journey, MWC Staff Specialist Reshma Basu spoke to them in their native language, making them feel right at home. The next day, MWC staff got to work early to settle the salary arrears of the three workers with MOM. At the same time, the electricity at their previous living quarters was restored and so the workers returned to stay there. Subsequently, their employer also agreed to look into their salary arrears.

The workers were very thankful for the help they received from MWC staff.

"I think they were grateful because they didn't expect to find somebody who spoke their native tongue to talk to them and assure them. In their own words, they said to Reshma, 'you are like family to us', and were very happy and comforted during the stressful situation," shared Mr Pang.



Migrant Workers' Centre

The Migrant Workers' Centre, a joint initiative of the National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF), was opened in September 2009. The MWC provides emergency humanitarian assistance to migrant workers, supports their training, facilitates their integration for a harmonious relationship with Singaporeans at the workplace and in the community, and promotes awareness of employment rights as well as fairness in the treatment of all workers.

2011:

- Provided humanitarian assistance to 2,754 migrant workers.
- Reached out to 56,280 migrant workers through social events to integrate them into the local community and to generate awareness of fair employment practices.

- Supported training in Basic Conversational English for 544 migrant workers.

2012:

- Minimise social costs by helping migrant workers in distress through the newly-set up Migrant Workers' Assistance Fund while continuing to promote their harmonious relationship with Singaporeans at the workplace and in the community through integration events.
- Maximise the economic contribution of migrant workers by supporting their training to improve productivity and continue to advocate skills-based recruitment.
- Promote fair treatment for workers, including continuing to advocate employment rights as well as dormitory and food hygiene.



**Labour
Movement
for All**



Having worked in the same company for 24 years, Mr Joe Tan (not his real name), a Senior Process Engineer, was disappointed that he was terminated with immediate effect on 15 August 2011 and given only a month's salary in lieu of notice as stated on his contract.

With three school-going children and a wife who was earning just \$900, the situation seemed bleak for Mr Tan. This prompted him to search for a fairer outcome, given his many years of service to the company.

He turned to NTUC's online platform Aunt IRIS (Industrial Relations Information System), where members could post work-related issues, and made a posting about his situation. His case was picked up by Ms Loh Pui Chun from the Industrial Relations Department, General Branch Unit. Putting the interest of the worker at heart, she pursued the matter.

"Mr Tan felt that he's been there for 24 years so he deserves something more, and hoped that through NTUC, we can help him to get a better compensation package from the company," said Ms Loh.

Turning An Unfair Dismissal Into A Fair Resignation



When contacted, the company remained firm on their decision to terminate Mr Tan and was not prepared to make any further negotiations. However, Ms Loh did not stop there, and the case was referred for Tripartite Mediation, a new employment dispute resolution process to facilitate the settlement of common employment disputes between Professionals, Managers and Executives (PMEs) and their employers.

A Tripartite Mediation meeting followed; it was facilitated by the Ministry of Manpower (MOM) and attended by Tripartite Mediation Advisors (TMAs) from the Singapore National Employers Federation (SNEF) and NTUC, Mr Tan and a representative from the company.

At the meeting, the company representative quoted four incidences of Mr Tan's bad working attitude. However, he claimed that there were no discipline records or records of progressive counselling and discipline.

After intense negotiation and exchange of views by the different representatives, a decision was made in favour of Mr Tan. The company agreed to pay him an ex-gratia payment and convert his termination into a resignation.

The outcome was a satisfying one for Mr Tan and he was grateful for NTUC's intervention. "It is fulfilling for us to provide knowledge and expertise to help members who are treated unfairly," shared Ms Loh.

"It is fulfilling for us to provide knowledge and expertise to help members who are treated unfairly."

Loh Pui Chun

Industrial Relations Department,
General Branch Unit



In November 2011, Madam Valarie Lim brought her two children to the Night Safari for the first time. Thereafter, her four-year-old son pestered her for a second visit. As an NTUC member, Madam Lim, 41, was happy to grant his request as she could enjoy 30 per cent off the admission fees and save \$ 5 for her family altogether.

Her children really enjoyed the Night Safari, especially the bats enclosure. Madam Lim saw it as a good opportunity to expand their learning experience. It also allowed them to see their favourite animals at the same time. She said: "It helps them learn about the animals and visiting the Night Safari at night is a totally different experience compared to visiting the zoo in the daytime. My son loves to watch The Lion King; he likes the hyenas and can only see them at the Night Safari."

Madam Lim's family has also benefitted greatly from her NTUC membership since she signed up for the NTUC Plus! Card four years ago. She recalled: "After I gave birth to my son, I realised that we were spending a lot more in NTUC

"The value of the NTUC membership has improved a lot, I look forward to enjoying more perks!"

Valarie Lim
41, Senior Marketing Manager

Going Wild With My NTUC Membership

FairPrice; with diapers, milk powder and other necessities, it usually came up to more than \$ 00 each week." She also collects LinkPoints whenever she shops at LinkPoint merchants such NTUC Unity Healthcare.

With the NTUC Plus! Card, Madam Lim also found out that she could enjoy and save on shopping. She enjoyed a good discount at the MoltoChic Designer Handbag Sale, an exclusive closed door sale event organised for NTUC Plus! card members at NTUC Centre last year.

Madam Lim is looking forward to continue utilising the perks that come with her NTUC membership. In fact, she is considering taking her family to Jurong Bird Park too as she can also enjoy the 30 per cent discount there. It is another opportunity for her family to bond and create wonderful memories together.

Membership

2011:

Increase membership from 615,000 to 680,000.

2012:

- Membership target of 750,000 members.
- As the voice of workers in Singapore, the Labour Movement aims to reach out to All Collars, All Ages and All Nationalities of workers (All CAN) and extend membership privileges to one million three-generation (3-GEN) members by 2015.

Under the Labour Movement 2015 (LM2015) vision, the Labour Movement will focus efforts in these areas:

- Reach out to more PMEs (Professionals, Managers and Executives).
- Better retain 3-GEN members.
- Strengthen organising capabilities of unions.



At 20 years old, how much does one really know about the working world? Not much, many would say, but Tan Yan Ning has already gained a competitive advantage over many of her peers, thanks to nEbO.

First involved with nEbO as a participant in the Youth Entrepreneurship Symposium (YES) in 2009, and thereafter in many other activities such as the nEbO Youth Exchange Programme, The QUEST, Miss Tan's role with nEbO grew from taking part and learning, to eventually leading a team.

As an active and passionate member of the Care community, it was not long before she was roped into the nEbO CAREturn Committee which gave her the opportunity to pick up essential working skills.

Shared Miss Tan: "Contrary to how a typical committee runs in school, we were given the chance to rotate our roles and scope of work for different events. This way, we could take up different roles and take charge of various aspects of the event.

"I got the opportunity to lead the team, handle the administrative work, recruit volunteers as well as liaise with different partners. This has helped improve my interpersonal skills, teamwork, time management, self-confidence and problem solving skills."

Miss Tan was given an even better opportunity to be work-ready when she was offered a six-month internship with nEbO, which truly opened her eyes to the working world.

"I'm Ready For Work"



She got involved in tasks such as planning, brainstorming, procurement, meeting business partners, site recces and youth engagement.

Miss Tan is grateful for the efforts her advisors put in to train her.

"My friends told me that during internships, we will be given less important things to do, and most of the time worthless work, but my internship with nEbO proved to be starkly different. My colleagues at nEbO did not treat us like 'extras', but took the extra time and effort to guide us step-by-step even when it took up more of their time. Even though I was only an intern, I got involved in meetings with the partners we were collaborating with," she said.

Miss Tan still reminisces about the time she spent at the internship, and if given another chance, she would choose to intern with nEbO again.

"I'm really grateful to nEbO for the internship opportunity because not everyone gets this chance. I really learnt a lot because the advisors and colleagues gave us a lot of opportunities to be exposed to other communities as well. This prepared us for the work environment not only on paper, but in relationship building as well," said Miss Tan.

Miss Tan continues to be an active member of nEbO, and to date, she has organised many events including the Food Ration Collection and Distribution Services, Paint A New Hope, May Day Rally (nEbO sector) and learning journeys.



"I got the opportunity to lead the team, handle the administrative work, recruit volunteers as well as liaise with different partners. This has helped improve my interpersonal skills, teamwork, time management, self-confidence and problem solving skills."

Tan Yan Ning
20, nEbO Activist

nEbO

2011:

- Grew membership from 40,200 in 2010 to 55,000.
- Launched nEbO Plus! Card.
- Doubled the number of youth champions to 80.
- Total outreach of 76,500.
- Launched nEbO L.E.A.D. (Learn, Engage and Develop), a Youth Leadership Development Programme.

2012:

- Grow membership to 70,000.
- Establish nEbO as an enrichment programme; pilot projects in two mainstream schools.
- Increase the number of youth champions from 80 to 180 through nEbO L.E.A.D.
- Deepen engagement and enhance nEbO community-led events on "Work and Live".

"Events organised by U Family help us make an effort to spend more outdoor time together instead of just visiting shopping malls. Such opportunities also allow us to create lots of wonderful family memories."

Alicia Cher
30, Human Resource Co-ordinator

What does it take to be happy? For Alicia Cher, 30, it is spending time with her children, having good health, and a supportive spouse and family.

In the Happiness Poll done by U Family in 2011, Madam Cher was ranked as one of the happiest women in the survey.

As a working mother with two sons aged three and five, Madam Cher does not deny the challenges of juggling between her roles. She said: "I believe the support from my spouse, my parents and my parents-in-law is important. In my case, support from my family has been very strong and things have happened the way we wanted it to be."

For example, her mother will fetch her children from childcare every day. If they fall sick, her parents and parents-in-law will pitch in to care for them while Madam Cher and her husband are at work.

With such strong family support, it is easier for Madam Cher to enjoy a healthy work-life balance. She sets aside quality time with her family while ensuring that she and her husband get time out as a couple.

As a U Family member, she thoroughly enjoyed the Romancing U event last year, where married couples relived their courtship days with a movie and picnic under the stars. Madam Cher recalled the romantic atmosphere: "It really felt like love was in the air, where you saw couples sitting beside each other, enjoying the movie under the sky."

Secrets Of A Happy Family



Besides the film screening, Madam Cher also had the chance to pick up useful tips when she attended a talk by marriage expert and popular Family Life Coach Simon Sim on "How to make a marriage last". Madam Cher enjoyed her first experience at Romancing U so much that she attended the event again this year. She also invited two other couples to join in the fun.

At work, Madam Cher also benefitted much from her NTUC membership. She was on the NTUC Surrogate Employer Programme (SEP) a few years ago to pursue a Diploma. Under the SEP, NTUC assists employed union members who are unable to secure their employer's sponsorship for further studies to obtain some funding for course fees.

Madam Cher said: "With the NTUC Surrogate Employer Programme, I did not have to fork out the entire course fee for my Diploma. Back then, I was still an assistant and was not earning much, so the funds really helped a lot." With higher education, Madam Cher was able to land a better job in the Human Resource (HR) line and her knowledge in the HR field improved as well.

U Family

2011:

- Grew U Family membership from 36,000 to 45,000.
- Launched the first Family Fun iPhone application to enable families to locate the nearest family-friendly facilities.

2012:

- Grow U Family membership to 60,000 in 2012 and 100,000 by 2015.
- Advocate family-friendly work practices.



'Thanks For Supporting My Children's Education'

Raising three children single-handedly has been no easy task for 53-year-old Operations Executive Segar Muttu Karuppan, but a helping hand from the NTUC U Care Fund has really helped lighten the burden.

"Being a single parent is difficult as I have to support my three school-going children with only one income. I had to rely on all the help that I could get to purchase new books and uniforms for my children. When they went on to tertiary schools, I had to get laptops and more for them, and these expenses added to my financial load," he said.

A member of the Education Services Union (ESU) for almost 30 years now, Mr Segar says that he has never regretted becoming a union member. For the past five years, his daughter aged 23 and two sons aged 21 and 18 had been receiving Back-to-School vouchers and Scholarship awards which helped lessen his burden greatly. He also received NTUC U Stretch vouchers to help with his family's expenses on daily necessities.



Mr Segar said: "My monthly pay is about \$2,000; if I work overtime, I can bring home about \$2,500. However, after deductions for loans that I took up for my children's education and CPF contributions, I will only take home about \$1,500. I also need to pay for utility bills and other miscellaneous expenses which add up to about \$800, thus I am really grateful to NTUC for the help they have rendered through the U Care Fund."

Today, his daughter has started work, his older son is about to graduate from polytechnic, and his younger son has graduated from the Institute of Technical Education and will be serving his National Service soon. With their good results, both of Mr Segar's sons received Scholarship awards totalling \$450 from the union in 2011.

"The scholarship and bursary awards not only help us alleviate our financial burden, but also motivate my children. My sons were very happy to receive the awards, it motivated them to work harder so that they could qualify for it," he shared.

"Being a union member has really benefitted me a lot. I am very thankful to NTUC for supporting me and my family, giving me the vouchers and awards that are so useful for my children's education."

Segar Muttu Karuppan
53, Operations Executive

Care and Share

2011:

Over \$9.3 million was disbursed to over 90,000 low income union members and their families through various assistance programmes.

Caring For Low-Income Members

- U Stretch Vouchers: \$2.4 million worth of vouchers were disbursed to help low-income members stretch their expenditure on daily basic necessities.
- Family Recreation and Fun Carnivals: Over \$805,000 worth of recreation packages were extended to 32,000 members and their families to spend a day of fun at Downtown East.

Champion For Children And Youth

- U Care Back to School Vouchers: Over \$3.78 million worth of vouchers went to 30,000 school-going children to help them purchase new school supplies.
- U Care Education Co-Funding Scheme: More than \$800,000 in co-funding was extended to affiliated unions/associations which supported 8,300 students with bursary and scholarship awards.
- NTUC First Campus Bright Horizons Fund: \$500,000 was donated to help 400 children from low-income families attend pre-school as well as participate in literacy programmes.

Caring For The Elderly

- NTUC Eldercare Trust: \$1 million was donated to support and promote the emotional and physical welfare of the elderly through NTUC Eldercare's community-based facilities and services.

Caring . Sharing . Reaching Out (CSR) Initiative

- U Care 50 CSR Co-Funding Scheme: Over \$36,000 in co-funding support was given to 31 community service projects undertaken by affiliated unions and Labour Movement entities. In 2011, a total of 53 projects were organised to reach out to charitable organisations.

2012:

To continue our efforts to help those in need, the Labour Movement will set aside \$10.88 million to potentially assist over 120,000 low income members and their families through various assistance programmes.



"When I set my mind on doing something, it's because I see the meaning in accomplishing it. And therefore, it gives me the motivation to want to finish it"...

Terence Quek
Young NTUC Activist

Despite his busy schedule, Young NTUC activist Terence Quek is not complaining because he believes in what he is doing – volunteering for a cause.

On his own initiative, he has helped to raise funds for less fortunate children by organising healthy parties and enabling youths to fulfill their dreams of producing their own music albums with proceeds being channelled to the Community Chest.

"What I am doing is based on this belief that if there is something that can be done, ask yourself, do you want to do it? When I see that there is something that I can do, I will jump straight into doing it," said Mr Quek. Young NTUC hopes to help dedicated individuals, like Mr Quek, pursue their passion.

In the course of his work, Mr Quek has impacted the lives of many. He is the co-founder of Project Happy Feet that has helped more than 2,000 underprivileged children and youths by providing them with footwear. The organisation also aims to improve the lives of the young in developing countries by supporting programmes and initiatives that empower them through training and education.

The Project Happy Feet Slipper Race 2011 (PHFSR), a fund-raising event that helped raise \$ 06,700 for underprivileged children, was the event that marked Mr Quek's starting point with Young NTUC.

He shared: "When I spoke to Young NTUC, I wanted as many people to know that we are doing the PHFSR. Young NTUC represented a big voice and could help spread my message to more people. Once I sat down with Young NTUC, I realised that we have a lot of similarities... and it was Young NTUC who said, Hey guys, you are doing something very meaningful, why don't we come in and support you."

Since then, Project Happy Feet has been working closely with Young NTUC, and even gave them a Corporate Participation Award' for forming one of the largest corporate contingents. Mr Quek is grateful for the support that Young NTUC has shown to him and the company.

"When Young NTUC decides to do something, they really go all out. And when they say that they will support Project Happy Feet, they really mean it. They are opening up all the resources and saying, that they would lend support where needed. It's not like they have a magic wand, you know; they have to do a lot of things internally just to make certain things happen. Which is why I really appreciate them," said Mr Quek.

Walking The Extra Mile With Young NTUC



Young NTUC

Young NTUC's vision is to be a movement of young workers striving for fair and just opportunities and sustainable progress for all. To achieve this, Young NTUC continues to outreach to working youths in Singapore, engaging and then nurturing them to contribute to the cause of the Labour Movement.

As the largest and most vibrant youth movement in Singapore, Young NTUC's membership has grown from 120,000 when it was first launched in 2005 to more than 165,000 today.

2011:

- National level outreach programmes reached out to 21,234 youths.
- 46 Youth Chapters from the affiliated unions and eight cause-based and talent-based Team Young NTUC (TYN) groups. Altogether, these ground-up efforts helped Young NTUC engage a total of 9,720 activists.

2012:

Young NTUC will continue to outreach, engage and nurture youths in alignment to its vision. In pursuit of fair and just opportunities, Young NTUC intends to help youths find jobs they want, serve as their advocates and create awareness for fairness at work. For sustainable progress, Young NTUC will continue to focus on society, the environment and providing space for the young workforce.

- Key outreach programmes will include Run 350, May Day Celebrations and Young NTUC Celebrates! National Day. These will help Young NTUC reach out to 40,000 youths.
- Grow Youth Chapters and TYN cell groups to engage 12,500 activists.
- Develop 300 lead activists through leadership development engine, YouthLab. Young NTUC hope to build a constant pipeline of youth leaders in support of the 3-Flow (Flow In, Flow Up and Flow On) framework adopted by the Labour Movement.

Sports is more than just playing games. Mr Nicholas Loke strongly believes that the bonds and ties formed through the participating in sports are important to the Labour Movement.

As the General Secretary of the Singapore Refining Company Employees' Union (SRCEU), Mr Loke is convinced that stronger unity can be achieved among members of different unions through sports. Motivated by this belief, Mr Loke stepped on board NTUC's U Sports Committee in 2011 to play a bigger role in the development of sports within the Labour Movement.

"I see that U Sports plays a very critical role to get members together as a big family of the Labour Movement through

sports and interactions and the sharing of each other's views. What this adds up to is participation together as one big family," he said.

Ever since his first meeting with the U Sports committee which organises U Games, Mr Loke has been impressed by the exuberant passion displayed by the members. He shared: "I am impressed with the organisers of the sporting events and how enthusiastic they are regardless of results. Unions hold inter-branch competitions to select their best teams to compete in U Games. The positive mindset of these officials and their passion to get all the members of the Labour Movement together tell me that the spirit of bonding together through sports is alive. It is a very healthy spirit for the Labour Movement."

Spirit Of Unity Shines Through Sports



Mr Loke believes that it is this passion that has brought General Secretaries, Presidents and Executive Committee members of unions closer together, developing a strong rapport and understanding with U Sports committee members.

He shared: "The U Sports committee members put in a lot of effort to keep things smooth and comfortable for members. Despite their busy schedule, they bring people and unions together. This kind of energy is hard to find."

Moving forward, Mr Loke has set a target that he hopes to achieve together with the U Sports committee in an all-inclusive environment that unites workers of all ages, collars and races. "Through U Sports, we want to make the Labour Movement an all-inclusive family that builds relations and bonds through events. Healthy relations build trust, and when the trust is strengthened, we can achieve common goals and face challenges together," he said.

"Through U Sports, we want to make the Labour Movement an all-inclusive family that builds relations and bonds through events. Healthy relations build trust, and when the trust is strengthened, we can achieve a common goal and face challenges together."

Nicholas Loke
Committee Member, U Sports



Whenever 'singing' or 'dancing' is mentioned, it never fails to bring a sparkle to Susan Teo's eyes. It was precisely her deep passion for song and dance that exposed Madam Teo, 58, to the wide array of activities U Live has to offer, helping her live a meaningful and fulfilling life while staying connected to the Labour Movement after retirement.

Always the outgoing personality with a lifestyle to match, Madam Teo was a union member for over 10 years. Though she tried to stay active, work commitments limited her opportunities to keep an active lifestyle. These days as a U Live ambassador advocating the H2P2 lifestyle (happy, healthy, productive and purposeful), Madam Teo is often excited to share the details of her very active life and cheerful disposition with everyone she meets.

"Through U Live's singing and dance interest groups, I got to know more people and learn about its other communities. Since then, I have been taking part in a variety of activities such as cooking, baking, health and beauty talks, and more," said Madam Teo.

Being an active ager, Madam Teo sees the importance of active living and healthy ageing and shared how U Live helps her achieve this.

"With so many unique activities to consider and be a part of, I always have something to look forward to. This keeps my mind active. Also, when I sign up for competitions, I look forward to dressing up and preparing for the competition and this makes me happy."

Living Life To The Fullest



"When people tell me that life is boring and there is nothing to do, I will always share with them the many activities I have lined up! I will, of course, invite them to join me in my activities, and get them to consider joining U Live and the Labour Movement."

Susan Teo
58, U Live Member

In recent years, Madam Teo has taken part in a couple of national and Labour Movement talent competitions. One of them was the "U've Got Talent" competition which she participated in 2011, which was co-organised by U Live. Madam Teo serenaded the crowd and walked away as one of the top finalists. She was also a finalist in the "U Fame Awards" that same year. She continually inspires those around her with her take on how life should be lived to the fullest.

"When people tell me that life is boring, I will always share with them the many activities I have lined up! I will invite them to join me in my activities, and get them to consider joining U Live and the Labour Movement," she said.

As the U Live community continues to expand amidst a growing greying population, its message and objectives of promoting active living and healthy ageing and its vision of having H2P2 members interacting and bonding, become increasingly important. With ambassadors such as Madam Teo, who lives and breathes these tenets and is always ready to spread this belief, U Live is on its way in striving towards being the preferred and most significant active ageing movement for matured workers and retirees.



U Live

U Live, the Labour Movement's platform to actively engage senior members, continues to advocate active living and healthy ageing through H2P2 (happy, healthy, productive and purposeful) activities and benefits.

Focusing on the areas of wellness, social interaction and skills upgrading, it is through its holistic offerings in Work, Live and Play that drives the community towards being a preferred and significant active ageing movement for mature workers and retirees.

2011:

- Participation outreach increased from 19,500 in 2010 to 23,500 across 20 interest groups.
- Collaborated with 40 unions in 34 activities.
- Increased union representation in the U Live Committee to 49.
- Grew ambassador community from 200 to 270.

2012:

- Develop senior members to be key ambassadors to advocate the H2P2 lifestyle, mentor their peers and co-organise activities through the G.L.A.M. (Good Life Ambassador Mentorship) Programme.
- Focus on growing U Live Clubs in 12 unions to co-organise activities for their senior members.
- Strengthen impact and uniqueness of activities through activities by multiple interest groups.
- Increase union involvement in five core interest groups - Gourmet Club, Brisk Walking Club, Green Swingers Team (Golf), Golden Bowl and Just Travel and thus increase unique participation rate by 30 per cent.



Leadership



Flow In



Flow Up

Prior to becoming a Healthcare Services Employees' Union (HSEU) member in July 2007, Annabelle Neo, 33, already had a strong awareness about unionism. Her father, Michael Neo, was an Executive Committee member of the Health Corporation of Singapore Staff Union (HCSSU), the union which preceded HSEU.

Ms Neo, a Senior Staff Nurse at Singapore General Hospital (SGH), had the impression that confrontation was the nature of trade unionism but her perception changed as she got involved with HSEU at the branch level. After being an Observer for about two years, she flowed into the Branch Committee in 2011. She recalled: "There weren't many people from my age group so I thought it'd be a good idea to stand for elections and raise union awareness among the younger staff."

As a Branch Official, Ms Neo feels a sense of satisfaction when she helps members with their workplace concerns. Although

Industrial Relations (IR) may seem like an intangible aspect of union membership, Ms Neo feels that it is important as it contributes to members' well-being. "If I can help them in this aspect, they can perform their jobs better for the hospital. So it benefits everybody at the end of the day," she said.

She is also active in recruitment during membership road shows and orientation programmes. Besides the social benefits and LinkPoints, Ms Neo takes time to explain the workplace representation benefits to potential members.

Although most people her age are mainly concerned about establishing their career, being involved in the union has not hindered Ms Neo's career progression. She was promoted twice in five years and was also sponsored for an Advanced Diploma by SGH.

'I Can Do Something



She has also been developing her capabilities as a unionist by attending IR courses at the Ong Teng Cheong Labour Leadership Institute (OTC Institute). Ms Neo finds that branch meetings provide the best opportunity for her to learn more about trade unionism and the Labour Movement. Branch leaders, such as HSEU Deputy General Secretary and SGH Branch Secretary Janet Khoo, are also generous with their guidance. She said: "When I'm not sure about anything, they take the time to explain to me even during meetings and help me to build up my knowledge."

As a Flow In leader, Ms Neo hopes to contribute further, particularly in the areas of increasing membership, raising awareness about the union and reducing the number of arrears.

About It!

"Although there are challenges that come with being a union leader, I'm motivated to contribute to the union because I think more can be done to help my fellow workers and I feel I can do something about it."

Annabelle Neo

33, Senior Staff Nurse and
HSEU Branch Official



General Secretary Lim Teck Chuan is a testament of the success of the Metal Industries Workers' Union (MIWU) leadership Flow Up framework. He is one of the many leaders MIWU has groomed as a shining example of good leadership within the Labour Movement.

Mr Lim acknowledged that MIWU's structured process of bringing in potential leaders and developing them for higher responsibilities has allowed him to become a more well-equipped and competent leader.

He shared: "MIWU has played a very important part in my development from the time I was in the sub-committee all the way to where I am today in the Executive Committee. They have sent me for numerous courses, given me the opportunity to sit in various sub-committees at union and NTUC level and to attend overseas trips. This helped me better understand the challenges that Singapore and our workers faced, and relay the messages to people and to the workers in Singapore."

First introduced to union work when he was elected a Branch Committee member of the Asian Electronic Technology Pte Ltd (AET) branch in 1995, Mr Lim's passion to serve members was evident from the start as he won the respect of members and the committee. Two years later, he was appointed branch

secretary. He was also given the opportunity to serve in a higher position at the MIWU sub-committee level.

To strengthen his competency, the union sent him for numerous courses at the Ong Teng Cheong Labour Leadership Institute (OTC Institute) such as problem solving for better and more effective team management which have helped him perform better in the leadership roles that he later undertook.

Regarded as an unpolished gem with the potential to serve at an even higher level, he was elected as an Executive Committee member in 1999 and Branch Chairman in 2003 at the branch level. His humble disposition, approachable nature and willingness to learn from senior leaders caught the eye of many as a leader with the readiness to take on higher responsibilities. Thus, he was elected as second Assistant General Secretary in 2005, and recently appointed General Secretary in February 2012.

Throughout this grooming process, Mr Lim continues to hold on to important principles that he believes are key to the development of a successful leader. He said: "It is the willing-to-learn attitude that's important as well as the respect we show to our senior leaders."

A Gem Of A Leader



In 2007, he was tasked to spearhead the membership recruitment of MIWU which led to a gradual increase in membership numbers. Under his Chairmanship, MIWU also received the membership U Breakthrough award in 2009 for success in extending the scope of limited representation for executives at numerous branches. He also set up the Professional Chapter for Precision and Process Engineering as part of the union's outreach to PMEs in the industry.

Mr Lim is also currently the Chairman of MIWU's Leadership sub-committee. The responsibility of sustaining and strengthening the union's leadership pipeline rests on his shoulders and is a befitting appointment for one who was groomed by the union's leadership development framework.

He shared: "The 3-Flow leadership model is very important; without a systematic flow, you may not be able to attract and develop a good union leader. If you don't have a systematic way of doing things, the potential leaders will lose interest. With experienced mentors to guide new leaders, it helps to smoothen things out and speed up the learning curve."

Mr Lim is also active at the NTUC level, where he helps to organise events as well as sits in various NTUC committees. He set up the MIWU Youth Chapter and sat in the NTUC Youth Committee. He is currently a member of the Industrial Relations Committee (Industrial Sector) and the Electronics, Precision & Machinery Engineering Cluster. Such platforms played an instrumental role in his development both as union leader and an individual.

"It is a very important flow process; without a systematic flow, you may not be able to attract and develop a good union leader. If you don't have a systematic way of doing things, the potential leaders will lose interest. With experienced mentors to guide new leaders, it helps to smoothen things out and speed up the learning curve."

Lim Teck Chuan
General Secretary,
Metal Industries Workers' Union

As he looks forward to leading his union, Mr Lim finds what he has gained through MIWU's leadership framework has truly been valuable. "MIWU has given me a very great opportunity, all the exposure and development are very precious to me. It has not just developed me to handle union work but also developed my own character. This leadership framework provides a constant flow of competent leadership for the union," he said.

Strong union leadership is one of the most essential factors for the Labour Movement's effectiveness in representing the workers of Singapore. Hence, the Labour Movement and its unions recognises the need to ensure strong leadership induction, development, and renewal through the 3-Flow approach. The Ong Teng Cheong Labour Leadership Institute (OTC Insitute) will continue to work closely with unions and union leaders in building a strong, effective and relevant union leadership.

2011:

3-Flow

- Flow In: 34 per cent of Branch Officials and 26 per cent of Executive Committee members were new leaders.
- Flow Up: 48 per cent of unions' Top 3 and 60 per cent of office bearers were new to the positions.
- Flow On: 45 Top 3 leaders flowed on since 2007.
- 36 unions amended constitution / passed resolution to ensure systematic 3-Flow.

Leadership Development and Engagement

- Launched OPAL (Online Portal for Advancement of Learning) e-learning portal for union leaders.
- 7,283 training and engagement places for union leaders.

2012:

3-Flow

- Support unions in establishing a systematic 3-Flow practice by tapping onto the NTUC50 Fund.

Leadership Development and Engagement

- 8,000 training and engagement places for union leaders.
- Introduce new milestone programmes for senior leaders to challenge them to think critically on issues facing the Labour Movement and acquire personal development and management skills.
- Promote Communities of Practice amongst unionists to facilitate sharing of practices in collective bargaining, including negotiating real wage increase and workplace safety.