



NTUC  
NATIONAL DELEGATES' CONFERENCE  
**SECRETARY-GENERAL'S**  
**REPORT 2015**

***ntuc***  
National Trades Union Congress



NTUC NATIONAL  
DELEGATES' CONFERENCE  
SECRETARY-GENERAL'S REPORT 2015

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**SECRETARY-  
GENERAL'S  
OPENING**

# SECRETARY-GENERAL'S OPENING



At the last Ordinary Delegates' Conference in 2013, our delegates charted the direction for Labour Movement 2015 (LM2015) and strived for three key outcomes:

- **Better Jobs for All** – healthy job creation and sustainable broad-based real wage increase for workers, advocating for a stronger Singaporean core through making jobs better and more productive
- **Labour Movement for All** – an inclusive membership of All C.A.N. (All Collars, All Ages and All Nationalities) and 3-Gen (students, workers and retirees) members
- **Tripartism for All** – strengthen union leadership through widespread adoption of the 3-Flow framework, pervasive tripartism in all sectors to realise the vision of Better Jobs for All

## HOW HAVE WE DONE?

### **Better Jobs for All**

In the last two years, our efforts have yielded good results. Our unemployment rate remains low, employment rates of women and mature workers have increased, and workers continue to see real wage increases, especially for the lowest 20th percentile of our workforce. Our efforts with the Progressive Wage Model (PWM) also saw many sectors benefitting with better salaries, skills, careers and productivity ladders in place. On the whole, PWM benefitted more than 100,000 workers in 300 unionised companies from the 12 union clusters.

With the growing number of Professionals, Managers and Executives (PMEs) in the workforce, we have also successfully lobbied for legislative changes to allow more PME to be protected through the amended Employment Act and the Industrial Relations Act. We also played an active role in the introduction of the Fair Consideration Framework and the National Jobs Bank for fairer work opportunities for Singaporean workers.

### **Labour Movement for All**

Next, union membership has increased steadily over the last few years, from 680,000 in 2011 to 888,000 today. Resident unionisation rate has increased from 24.9 per cent in 2011 to 28 per cent in 2014.

Our communities – nEbO, U Family, Young NTUC and U Live, have grown from strength to strength, building emotional engagement with members and creating strong bonds with the Labour Movement. The communities also serve as an avenue for activists to contribute their time to the Labour Movement, and as a platform for them to provide feedback while helping to shape national policies.

The U Associate Programme strategy has also effectively reached out to SMEs through professional associations. Working closely with the associations, we helped develop career and skills progression plans for the SMEs. With 17 U Associate partners currently on board and growing, we will be able to do more for SMEs in the future.

### **Tripartism for All**

Thirdly, we also embarked on the journey to strengthen and grow our union leadership. The 3-Flow (Flow In, Flow Up and Flow On) framework was put in place to address our leadership challenges and many unions have tapped on the NTUC50 funding to support this. Today, we have over 6,000 leaders in the union leadership pool, reversing the previous trend of decreasing union leadership numbers.

These achievements are the result of the efforts of our unions and partners, who all have a common commitment to place interests of workers and members first. To all of you, a big thank you!

These achievements were also made possible under the leadership of Brother Lim Swee Say. On behalf of the Labour Movement, my heartfelt appreciation goes to Brother Lim for his dedication in helping our workers live better lives during his tenure as NTUC Secretary-General. We strive to build on this good work as we take the Labour Movement to the next level, for the benefit of our workers.

## **LOOKING FORWARD, TOWARDS LABOUR MOVEMENT 2019**

Labour Movement 2019 (LM2019) will be an evolution of LM2015. The building blocks of LM2019 are the same as that of LM2015, with working people at the heart of what we do. LM2019 repackages our efforts from LM2015, into three key areas. Firstly, we want to **Care** for our working people. Secondly, we want employers

to be **Fair** to our working people, and thirdly, we want to **Grow** with our working people. This will better communicate with workers what the Labour Movement wants to do for them.

We want to **Care** for our working people by helping to lessen the burden on their living needs, and so that they can look forward to having good jobs in a good working environment. We want to be **Fair** to our working people by protecting their interests and taking care of their welfare at the workplace. Beyond taking Care of working people's interests and ensuring a Fair working environment today, we also want to **Grow** with our working people. We want to help them grow in their careers for a better future for their families, and for them to Grow together with us as one Labour Movement.

Under LM2019, the Labour Movement will also focus extra efforts in the following areas:

1. Strengthen tripartism, by bringing tripartism to the sectoral level and grooming the next generation of tripartite partners
2. Grow and strengthen union leadership at all levels, and strengthen our communications and engagements with our leaders and members
3. Play a central role to prepare our working people to take on the jobs of tomorrow through SkillsFuture

These are not easy tasks for the Labour Movement, but with the dedication and commitment of our unions and partners, we can achieve all these and more.

Sisters and Brothers, let us work together for a vibrant economy where our workers have good opportunities to progress and enjoy the fruits of success. Together, we can take better care of our workers, be fair to them at the workplace and help them grow for a better future under LM2019!



# CARE

We want to be a Caring Labour Movement that helps to improve the lives of workers through better jobs, achieving higher income growth and helping families cope with the cost of basic necessities, and receive work-life support. We want to care for workers through the following ways:

1. For our **Social Enterprises** to care for working people and members to meet their emerging life-cycle needs in an integrated way
2. To provide a **Positive Work Environment** for our workers, creating better working terms and conditions for specific worker groups, especially women, mature, migrant and low-wage workers
3. To strengthen **Tripartism** to create a positive environment for investment and good jobs, and enable us to take better care of our workers
4. To introduce the implementation of the **Progressive Wage Model** beyond low-wage worker sectors to help all working people move up to have better jobs with better pay

## SOCIAL ENTERPRISES

The NTUC group of social enterprises (SEs) is an integral part of the Labour Movement's mission to help working people make a better living and live a better life. We have focused our efforts to Do Good, Do Well, Do Together and Do More for working families in Singapore.

To develop a more effective and sustainable structure to help working families live a better life, NTUC, together with the Singapore Labour Foundation (SLF) and the unions consolidated their respective shares in each SE and set up NTUC Enterprise in 2012 as the holding cooperative to own the NTUC SEs collectively. NTUC Enterprise was set up to sharpen the social impact of the NTUC SEs.

The NTUC SEs have scaled up their social impact in three key areas:

1. Keeping daily essentials affordable for working people
2. Enhancing financial security
3. Caring for dependents, both young and old

### KEEPING DAILY ESSENTIALS AFFORDABLE FOR WORKING PEOPLE

NTUC SEs have continued to step up efforts to help working families access good value-for-money daily essentials, helping to moderate their cost of living.

NTUC FairPrice serves more than 600,000 shoppers daily through its network of more than 290 supermarkets and convenience stores island-wide. NTUC FairPrice's significant presence gives families the peace of mind that they would have good value choices matching their budgets. In addition to ensuring the best prices of a basket of over 1,000 popular brands under its Everyday Low Price programme, NTUC FairPrice also offers 2,000 house brand products that are priced at least 10 per cent below that of other brands. In 2014, NTUC FairPrice gave out \$65 million in rebates and \$19.5 million in dividends, while Link cardholders received \$28 million in LinkPoints.



To ensure the prices of cooked food are kept affordable, NTUC Foodfare's Rice Garden stalls sell economic rice that starts at \$2.70 for the public or at a concessionary rate of \$1.50 for ComCare cardholders, and \$2.00 for NTUC union members and uniformed groups. Rice Garden's outreach has been scaled up from six Rice Garden stalls to 20 stalls within two years.

To help cope with inflation of health supplement products, NTUC Unity Pharmacy in 2012 introduced its house brand of vitamins and supplements, which cost at least 20 per cent lower than national brands. Working families have better access to NTUC Unity Pharmacy now, as its footprint expanded from 45 outlets in 2010 to 59 outlets in 2015.

When Singapore was badly affected by the haze in 2013, NTUC FairPrice and NTUC Unity Pharmacy responded to the shortage of N95 face masks and ensured that fresh stocks were available quickly and priced them very affordably. This provided wide-spread access and deterred profiteering.



An NTUC Health Unity Pharmacist guides a patient

NTUC Club also keeps entertainment affordable by extending savings to members through privileged pricing, LinkPoints rewards and members' promotions at its facilities. On average, NTUC Club helps members save \$12 million in a year.

In 2014, the NTUC SEs launched Pioneers OK! to recognise and reward our pioneer generation of Singaporeans by offering discounts on key items such as groceries and food, insurance plans, healthcare needs and learning courses. NTUC SEs were able to offer a suite of products and services that enabled the pioneers to better cope with the cost of living and remain connected within the community.



NTUC Club's Wild Wild Wet

In 2015, NTUC SEs launched the "Big Value Bag: Made for Singapore" programme worth \$35 million to make essential products more affordable, and to help Singaporeans manage the cost of living in practical ways. This six-month programme comprises discounts and savings on daily essentials, cooked food, health products and insurance plans from NTUC FairPrice, NTUC Foodfare, NTUC Health's Unity pharmacies and NTUC Income.

Through Downtown East, NTUC Club plays a key role in ensuring that the needs and well-being of workers are taken care of by making recreation available and affordable to the low-income members. Downtown East receives an annual footfall of over 11 million visitors on average. NTUC Club is in the midst of refreshing Downtown East to expand Wild Wild Wet and boost the food and beverage scene in the area. The whole project is slated to be completed by 2018, and NTUC Club will be able to continue to meet our workers' expectations through their lifestyle facilities and offerings.

## ENHANCING FINANCIAL SECURITY

In 2011, NTUC Income championed for greater honesty and transparency in the insurance industry, encouraged Singaporeans to take charge of their health, and incentivised healthy living through premium reductions or vouchers. NTUC Income also launched products that were customised to groups with specific underserved needs (e.g. elderly, autistic and Down Syndrome individuals). A free insurance scheme, Income Family Micro-Insurance Scheme (IFMIS), was also rolled out to benefit low-income families. To date, IFMIS has been extended to over 30,000 families.



Big Value Bag

NTUC LearningHub has also helped enhance the financial security of working people by helping them re-skill and up-skill, so as to get better jobs and build more resilient careers. In 2012, NTUC LearningHub opened its Benoi Industry Skills Centre and scaled up substantially its provision of Workplace Health and Safety programmes, making it the undisputed leader in this domain.

### CARING FOR DEPENDANTS, BOTH YOUNG AND OLD

Working closely with the Government, NTUC First Campus expanded its network of preschools from 52 in 2009 to 141 in 2015. NTUC First Campus also invested significantly to innovate and raise the quality of its programmes.

NTUC Eldercare and NTUC Unity Healthcare were amalgamated into NTUC Health, to offer an integrated suite of services to meet growing needs, including



Elderly at a Senior Care Centre

pharmacies, dental clinics, family medicine clinics, senior care centres, senior activity centres and home care services. NTUC Health has a total of 10 Senior Care Centres, serving some 600 families. NTUC Health also operates eight SilverACE Senior Activity Centres, available to a pool of 3,100 targeted elderly residents in the neighbourhood.

In 2015, NTUC Health won contracts in the Ministry of Health tenders to operate three new nursing homes, with a total capacity of about 900 beds. The first nursing home in Jurong West will be opened in October 2015.

### MOVING FORWARD

NTUC Enterprise, the holding entity of NTUC SEs, has charted the 10-year strategic direction for the SEs under the Athena 2025 project. There are three strategic concerns to be addressed in the next 10 years: cost of living, ageing, and health. In addressing these concerns, a customer-centric approach would be adopted for critical segments such as the elderly, lower income groups, young adults, the sandwiched class and PMETs (Professionals, Managers, Executives and Technicians). Building on the SEs' heritage, the group will continue to play key roles as an agent of change and a role model employer. As part of the drive to create an integrated suite of products and services, the power of the group would be tapped to create greater synergy.

## POSITIVE WORK ENVIRONMENT

A positive work environment is important for workers to feel respected at their jobs. We seek to create better working terms and conditions for specific worker groups, especially women, mature, migrant and low-wage workers.

### CARING FOR WOMEN WORKERS

#### KEY ACHIEVEMENTS (2011 to 2015)

- Back2Work with U Programme helped 19,600 women go back to work and provided training for 23,000 women
- Worked with 526 companies through Flexi-Works! funding, WorkPro (Work-Life Grant) and U Flex Family-Friendly Grant, and brought about more flexible work arrangements (FWAs) and holistic family-friendly work practices, benefitting more than 45,000 employees
- Worked with 761 companies on work-life programmes such as lunchtime talks on shared-parenting, LittleOnes@Work, FWAs workshops/conferences, FWA Campaign and Best Companies for Mums Contest, benefitting 9,625 employees and employers
- As at 2014, employment rate of women reached an all-time high of 70.5 per cent for women aged 25 to 64<sup>1</sup>

#### More Women Back To Work

The NTUC Women's Development Secretariat (WDS) believes that the best approach to help women have adequate retirement savings and financial independency, is for them to stay in gainful employment. However, many back-to-work women face challenges of taking on full-time positions or jobs that required them to work in the evenings and weekends due to family care responsibilities.

To assist these women, WDS has been working with employers to customise the working hours to meet operational needs of the employer and family care needs of women workers. WDS partners employers to organise job fairs to better facilitate job placement support for job seekers. Some of the job fairs included Call Centre Place-and-Train, Infant Care Teachers Train-and-Place, Flexi-work! Job Fair, Mature Workers Job Fair, and Administrative Work Job Fair, among others.



For greater outreach, WDS launched the Jobs on Wheels (JOW) van in 2012, to bring job vacancies to job seekers in the heartlands. WDS also leveraged on the JOW van to bring job seekers to workplaces that may be inaccessible, allowing job seekers to have a first-hand experience on the actual work environment and assisting employers to be linked up with interested job seekers.

#### Pushing For Flexible Work Arrangements

To enable more women to juggle work and family commitments, WDS has been advocating for FWAs and for organisations to provide family-friendly workplaces for employees.

A series of FWA workshops and activities targeted at companies and employees were held to empower companies and individuals to implement FWA. The U Flex Movement was also launched in 2014 to encourage employers and employees to exercise flexibility at the workplace, advocating for employees to support flexibility and build trust between themselves and their supervisors while on FWA, and support colleagues who may need FWA. To help companies and individuals implement FWAs sustainably, WDS and our tripartite partners formulated the Tripartite Advisory on Flexible Work Arrangements in 2014.



Best Companies for Mums Award Ceremony

<sup>1</sup> Figures from Labour Force in Singapore, 2014

## Ms Rachel Sim OCBC Bank, Best Companies for Mums Award recipient

“Having such pro-family initiatives like flexible work arrangement show that the company listens to us and really makes efforts to accommodate our needs so that we can perform at work and at the same time juggle our family commitments. I am very grateful to the bank, my supervisor and colleagues for all the support that I have received, and this has definitely spurred me on to work harder and stay loyal to the bank.

”

### Funding Support

To assist and encourage companies to implement FWA, WDS called for continuing funding support from the Government when the Flexi-Works! funding ended in December 2012. An enhanced three-year fund – WorkPro (Work-Life Grant) – was introduced in 2013. In addition, WDS and U Family also called for more funding to support holistic family-friendly work practices. U Flex Family-Friendly Grant was then introduced in 2014, to pilot this initiative. WDS worked with a total of 526 companies, benefitting more than 45,000 employees.

### WeCare – For Single Mums And Children

Since the inception of the WeCare programme in 2009, WDS organised a total of 77 events benefitting 1,584 single mums and children.

Housing, maintenance and financial issues remain the key challenges faced by most single mums. WDS invited officers from the Ministry of National Development and Ministry of Social and Family Development to share on the housing policies and government assistance

schemes with the single mums, and addressed some of the issues raised by them. WDS also helped to link them up with other self-help organisations, should they require legal advice, counselling and maintenance support. For job seekers, WDS assists them under its Back2Work programme.

It is heartening to see continuous support from the unions, who generously sponsor activities for the single mums and their children. It is also very heartwarming to see many union leaders and activists spending their personal time to help out in the WeCare programme.

### MOVING FORWARD

WDS will continue to strengthen its efforts in the area of advocating for and promoting a holistic family-friendly work culture. WDS plans to work closely with enlightened employers on job-re-design and groom a pool of employee champions who can help strengthen and spread the awareness. WDS also aims to identify 100 exemplary companies to champion family-friendly workplace practices and serve as model companies for others to emulate.

To help more women return to the workforce, WDS will continue to explore leveraging on technology to enhance the job search journey of job seekers as well as equip them with employability skills through SkillsFuture.

WDS is also intensifying its outreach to various community groups such as Social Service Offices, Community Development Councils and other working partners so that more single mums can benefit from the WeCare initiative. A pilot WeCare Befrienders programme, targeted to involve WeCare mums as role models or mentors offering friendship and emotional support to new single mothers, is slated to roll out at the end of 2015.

## CARING FOR MATURE WORKERS

### KEY ACHIEVEMENTS (2011 to 2015)

- As at 31 Dec 2011, 98 per cent of all unionised companies (1,236 companies) were ready for the Retirement and Re-employment Act (RRA) before it came into effect
- RRA came into effect in 2012
- Employment rate for those aged 55 to 64 increased from 61.2 per cent in 2011, to 66.3 per cent in 2014<sup>1</sup>
- Re-employment age ceiling to be raised from 65 to 67 by 2017
- CPF restoration for mature workers

Since then, there has been an increase in the employment rate of mature workers, with the employment rate for those aged 55 to 64 increasing from 61.2 per cent in 2011 to 66.3 per cent in 2014<sup>1</sup>.

From 2013, U Live led by lobbying for the raising of the re-employment age from 65 to 67. At the same time, U Live continued to monitor the re-employment situation from 62 to 65, and advocated for implementation of good age management practices in companies. In 2014, its advocacy efforts to raise the re-employment age successfully led to the Tripartite Committee on Employability of Older Workers issuing an advisory to raise the re-employment age to 67. The public service soon announced that they would implement the advisory from January 2015.

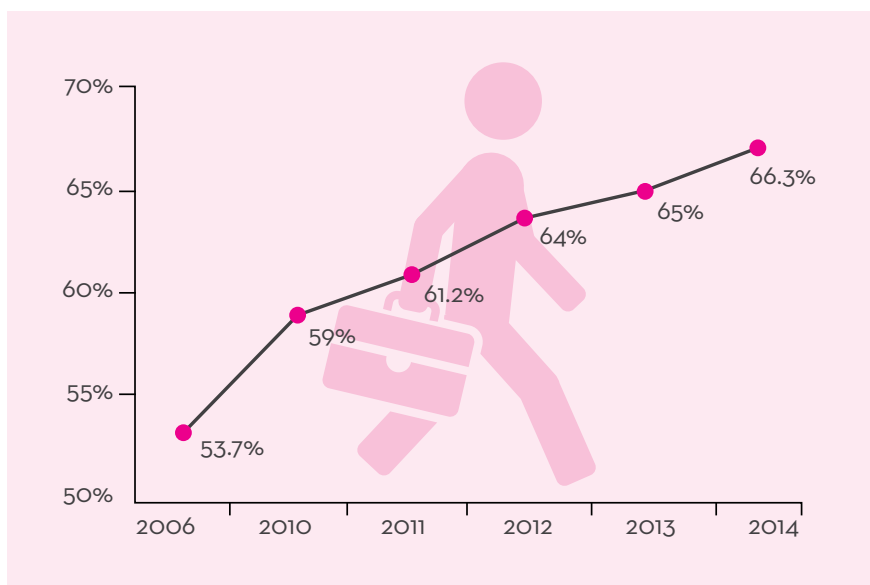
### Pushing For Re-Employment Beyond 65

Singapore's population is ageing rapidly and a longer lifespan means that re-employment is necessary to give older workers who can and want to continue working, a chance and choice to do so.

The Re-employment Expert Group and U Live have been championing and promoting re-employment in the unionised sector since 2006. The year 2012 marked a key milestone when the Retirement and Re-employment Act came into effect, requiring companies to re-employ eligible employees beyond the retirement age of 62, up to 65. This was also a culminating point of the Labour Movement's efforts on re-employment.

As of July 2015, out of 681 unionised companies surveyed, 585 companies (about 86 per cent) are committed in some way to re-employ workers beyond 65. Some 102 of them have formalised policies or sustainable scalable initiatives to re-employ staff.

At the National Day Rally 2015, Prime Minister Lee Hsien Loong announced that the re-employment age will be raised from 65 to 67 by 2017.



Employment Rate of Workers Aged 55 to 64 (Labour Force in Singapore, 2014)

<sup>1</sup> Figures from Labour Force in Singapore, 2014



Participants undergoing health screening

### **Tripartite Initiatives – WorkPro**

U Live is one of the administrators of the WorkPro funding scheme, introduced by the Singapore Workforce Development Agency in March 2013. Under WorkPro, there are the Age Management and Job Redesign grants for companies to tap on so that they can implement age-friendly practices to make work less physically strenuous, and enhance productivity of mature workers.

Since April 2013, about 340 companies had tapped on the grants, benefitting more than 18,000 mature workers aged 40 and above.

### **Expanding U Live's Scope Of Work**

In 2013, U Live expanded the focus to include all issues related to mature workers, including health, medical, financial well-being, Central Provident Fund (CPF) and employability. Regular talks, workshops, dialogues and focus group discussions were held to raise awareness on these issues and seek feedback from mature workers.

### **Union-Led Health Programmes**

Together with the Health Promotion Board, U Live worked with the National Taxi Association and the Building Construction and Timber Industries Employees' Union to run pilot trials of health programmes most suitable for mature workers. This sets the basis for the Union Health Promotion Grant which was launched in 2014, for unions to play an active role in improving the health of workers, especially for those sectors with a higher proportion of mature workers.

U Live has been actively engaging unions and exploring various projects that they can embark on, tapping on the Union Health Promotion Grant. For the year 2015, the National Transport Workers' Union commenced on their project – Healthier Workers, Happier Workers – and tapped on the grant to bring health screenings and subsequent health coaching sessions to bus captains at bus depots and interchanges across the island.

Mature workers who work on shift timings have limited time and access to health facilities. The grants ensure that workers receive the proper guidance and follow-up, encouraging positive behavioural change and improving their health. U Live hopes that more unions will take up this opportunity to help their mature workers stay fit and active.

### **Appreciating Our Mature Workers**

As part of U Live's campaign to thank mature workers for their continued contribution to the growth of Singapore, an island-wide photo contest was conducted in 2014 featuring mature workers from all walks of life, including pre-school teachers, nurses, craftsmen, divers and fire fighters.

### **MOVING FORWARD**

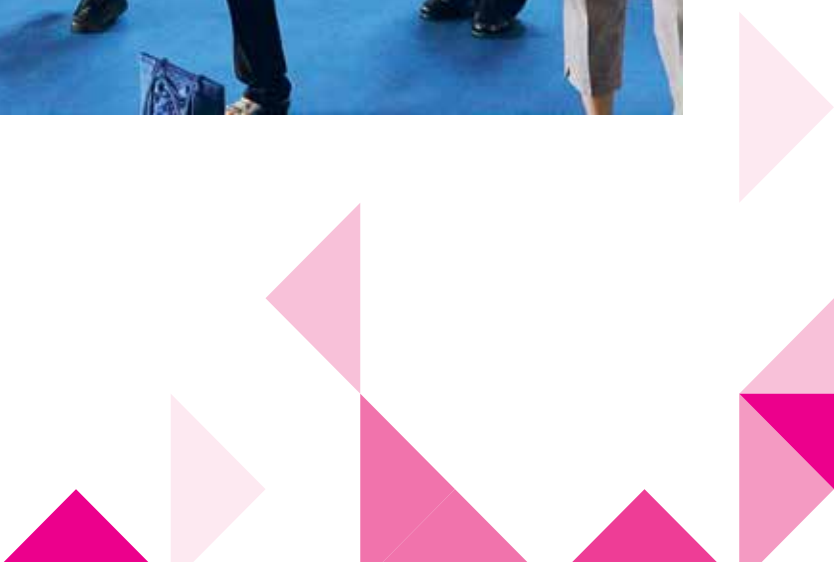
U Live will continue to work closely with the tripartite partners to ramp-up job and process redesign at workplaces, to ensure that workplaces are age-friendly and jobs are ageless.

With the changes to the re-employment age, U Live will continue to work with companies to ensure smooth transition. U Live will also work with tripartite partners to ensure that mature workers are trained and updated regularly through SkillsFuture.

U Live will continue to work closely with the various NTUC stakeholders, unions and U Live Clubs/Chapters, and e2i (Employment and Employability Institute) to help mature workers to stay employed, and for those not employed, to return to the workforce.



Participants taking part in a health activity



## CARING FOR LOW-WAGE WORKERS

### KEY ACHIEVEMENTS (2011 to 2015)

- U Care Centre was set up in Nov 2013 to support low-wage workers in Singapore, and has engaged some 50,000 low-wage workers through events and assisted 5,500 low-wage workers on workplace issues in 2014
- Higher real wage increase for lowest 20th percentile of the workforce in the last five years
- Under the Inclusive Growth Programme, \$75 million has been committed to impact more than 92,500 workers (2010 to Jul 2015) through 2,000 productivity projects. Workers received an additional 10 per cent wage increment over and above usual wage increases

### U Care Centre

Evolving from the NTUC Unit for Contract and Casual Workers, U Care Centre (UCC) was set up by NTUC in November 2013 to support low-wage workers in Singapore. As a one-stop centre located at the Devan Nair Institute for Employment and Employability (DNI), UCC provides low-wage workers with guidance on work-related issues and facilitates opportunities to earn a better living by taking on better jobs. Through advocating fair employment and fair wages, UCC strives to be the voice for this vulnerable group of workers. In 2014, UCC engaged some 50,000 low-wage workers through 50 events and assisted 5,500 low-wage workers on workplace issues.



### Best Sourcing Initiative

NTUC has also been championing best sourcing practices for several years now. The objective is to eradicate cheap sourcing practices that affect workers' livelihoods. Outsourcing is still very much price-based, which is the primary reason for workers to be trapped within a vicious low-wage spiral. The Best Sourcing Initiative (BSI) refers to awarding contracts not purely based on price but on the performance and capabilities of the contractors to provide value-for-money services. BSI ensures that workers' welfare is well looked after, such as CPF contributions and other mandatory employment terms, so that they receive the Workfare Income Supplement.

Therefore, NTUC has been advocating for contract specifications to move away from being price-based to performance- and competency-based. In 2009, a Best Sourcing Scheme For Early Adopters was introduced to help service buyers defray costs incurred in the adoption of best sourcing practices, as they pay more for quality services. e2i held a Best Sourcing Symposium, which was targeted at both service buyers and service providers from the cleaning, landscape and security sectors, to embark on best sourcing. In 2014, the Progressive Wage Incentive (PWI) was introduced to assist companies to come on board BSI and encourage early adoption of the Progressive Wage Model to benefit workers. A total of 150 PWI projects have been committed as of August 2015, benefitting more than 1,700 low-wage workers.



Best Sourcing Symposium at DNI



'Appreciating U' event

### 'Appreciating U' Movement

With support from SLE, NTUC initiated the 'Appreciating U' Movement in April 2014 to promote greater respect for low-wage workers. Companies, individuals and the general public are encouraged to come together to show appreciation through various events.

In a lead-up to this initiative, the 'I Care For My Cleaners' campaign was launched in June 2013. A selfie contest, themed as a tribute to cleaners, was also launched. Cleaners featured in winning photo entries walked away with NTUC FairPrice vouchers. A total of 30,000 low-wage workers were shown appreciation in some way in 2014.

### MOVING FORWARD

UCC will focus on improving the lives of low-wage workers by continuing to champion progressive changes to their working conditions. It will centre its efforts on bringing about better jobs, better pay and greater respect for these workers by:

- Strengthening the four ladders of the Progressive Wage Model in the cleaning, landscape and security sectors
- Exploring vocational-based Collective Agreements
- Striving to make 'Appreciating U' a nation-wide movement
- Increasing accessibility of UCC's services to low-wage workers
- Advocating for better protection and support for low-wage workers

## U Care Fund

Low-income union members can look forward to additional help from the Labour Movement. With contributions from the SLF, NTUC social enterprises, tripartite and management partners, corporate and individual donors, the U Care Fund was set up to help improve the lives of our low-income members and their families, support needy children and youths in their pursuit of excellence, and provide assistance to the elderly in a meaningful way.

From 2011 to 2014, over \$36.6 million worth of U Care assistance programmes were disbursed as follows:

<b>SUPPORTING LOW-INCOME FAMILIES</b>	About <b>106,000</b> low-income members received U Stretch Vouchers and some <b>38,000</b> families attended the Family Recreation and Fun (FRF) Carnivals <ul style="list-style-type: none"> <li>• U Stretch Vouchers: <b>\$9.77 million</b></li> <li>• FRF Carnivals: <b>\$3.84 million</b></li> </ul>
<b>CHAMPIONING FOR CHILDREN AND YOUTH</b>	About <b>115,000</b> students received Back to School Vouchers, some <b>32,000</b> students received bursaries and scholarships while some <b>3,250</b> pre-school children benefitted through U Care Fund's donation to Bright Horizons Fund <ul style="list-style-type: none"> <li>• U Care Back to School Vouchers: <b>\$14.4 million</b></li> <li>• U Care Education Co-Funding: <b>\$3.3 million</b></li> <li>• Donation to Bright Horizons Fund: <b>\$2 million</b></li> </ul>
<b>CARING FOR THE ELDERLY</b>	<b>10</b> Day Care Centres benefitted from donations through U Care Fund's donation made to NTUC Eldercare Trust <ul style="list-style-type: none"> <li>• Donation to NTUC Eldercare Trust: <b>\$3.5 million</b></li> </ul>
<b>U CARE CARING SHARING REACHING OUT (CSR) INITIATIVE</b>	Under the U Care CSR Co-Funding Scheme, <b>140</b> community service projects reaching out to 27,000 beneficiaries were organised with over \$164,000 co-funding support.
<b>TOTAL AMOUNT DISBURSED</b>	<b>Over \$36.6 million</b>

## Mr Zulkifli Bin Yusope, Our Beneficiary

Mr Zulkifli Bin Yusope works as a store assistant, and is the sole breadwinner of his family of six. One of his children was born with club hands and feet and suffers from frequent fits. The heavy medical expenses and financial responsibilities proved to be challenging for Mr Zulkifli.

In 2013, Mr Zulkifli was introduced to The Singapore Manual & Mercantile Workers' Union and has been their member since. He received U Care assistance vouchers for the first time in 2014. He could use the Back to School Vouchers to purchase another set of uniforms as well as other school necessities such as stationery and books for his four children. The U Stretch Vouchers helped him defray expenditure on food and groceries. Mr Zulkifli is happy that the vouchers could help lessen his burden.

## MOVING FORWARD

Through the U Care Fund programme, the Labour Movement will continue to help improve the lives of its low-income members. In addition, it will strengthen and deepen its engagement with beneficiaries through projects and expand its communication channels.



## CARING FOR MIGRANT WORKERS

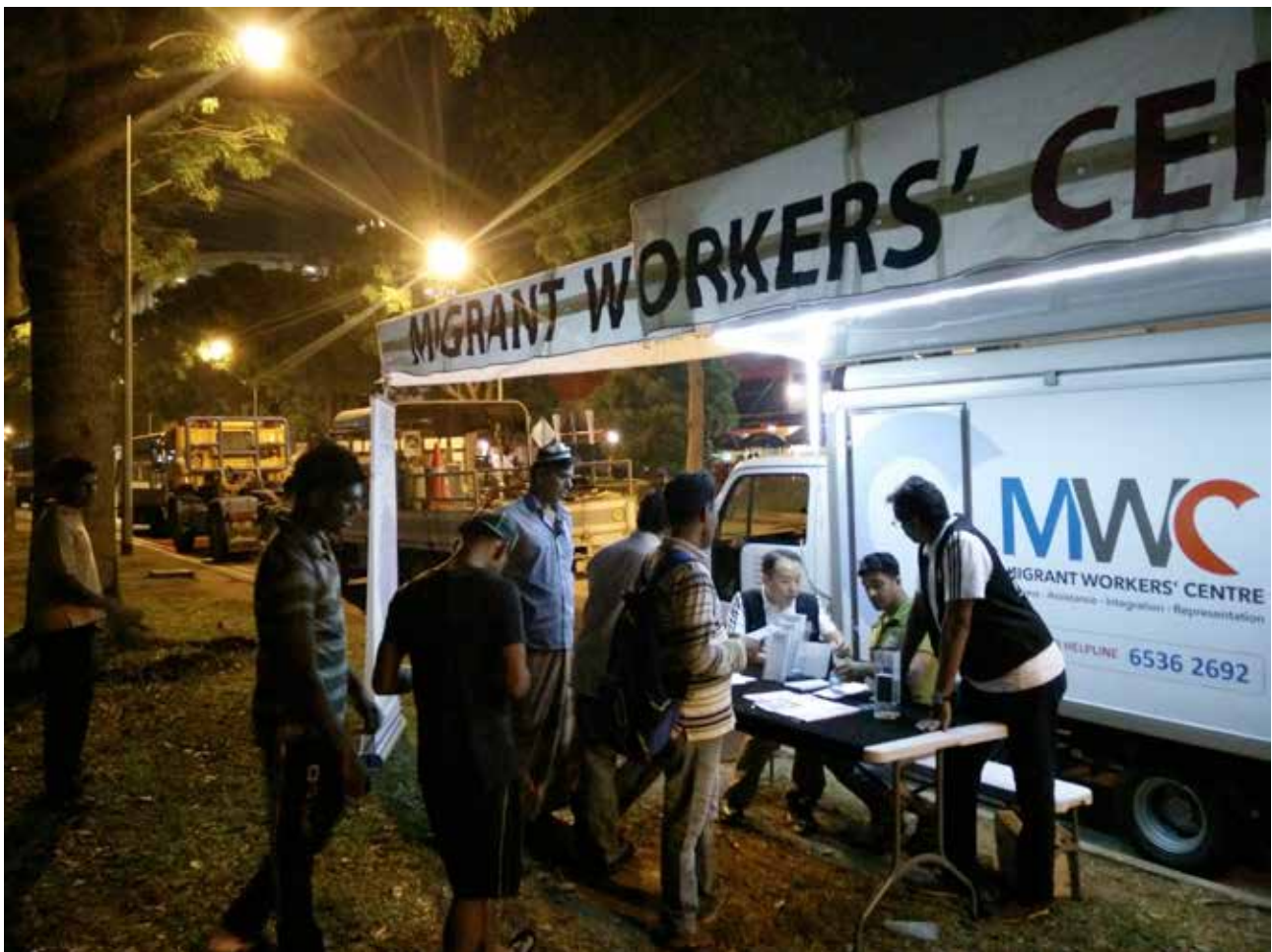
### KEY ACHIEVEMENTS (2011 to 2015)

- The Migrant Workers' Centre (MWC) has handled an average of 4,000 migrant workers grievance cases annually since 2013
- Reaches out to about 100,000 migrant workers on fair employment practices and social integration yearly

Set up in 2009, the Migrant Workers' Centre (MWC) has grown from strength to strength, and is today one of the leading migrant worker assistance and advocacy organisations in Singapore. MWC has handled an average of 4,000 migrant workers grievance cases annually since 2013. Through its various engagements

and activities, the MWC also reaches out to about 100,000 migrant workers on fair employment practices and social integration yearly.

MWC operates a round-the-clock assistance and incident response network comprising two help centre offices in Serangoon and Geylang, a mobile office, and the only 24-hour migrant worker helpline in Singapore. The MWC also partners other like-minded organisations in operating a soup kitchen (the Geylang Food Project collaboration with HealthServe) for destitute migrant workers in Geylang, as well as a welfare and help centre for exploited or abused migrant fishermen (the Seafarers' Welfare Centre at the Jurong Fishery Port runs in collaboration with the International Lutheran Seamen's Mission).



Mobile office also serves as an operations centre

## F.A.I.R.

MWC operates based on four principles:

- **Fairness** – Advocating the fair treatment of migrant workers
- **Assistance** – Providing physical assistance and aid to distressed migrant workers
- **Integration** – Promoting workplace harmony and maximising the economic contribution of migrant workers through education, upgrading and outreach
- **Representation** – Being a voice and champion for migrant workers, and to promote their rights and protection

### Fairness

Over the last four years in particular, MWC has become an active advocate for migrant workers in contributing to the review and tightening of manpower legislation and protections, including:

- Tightening of rules governing employment agencies and their operations, especially in respect of charging agency fees to migrant workers
- Enhancement of basic employment terms and conditions such as championing the need for itemised pay-slips to be issued to migrant workers for their own keeping, and for key employment terms to be made clear (in writing if possible) to migrant workers as soon as possible upon their arrival
- Enhancement of the rules and sanctions available to protect migrant workers and enforce against unacceptable or deficient housing conditions

In the aftermath of the Little India Riots in December 2013, MWC took the lead to make a public call for calm in the community. Since then, Singaporeans have begun to display a renewed care and concern for how we look after migrant workers here. This prompted MWC to make a call for the public to play a part in the community policing effort against migrant worker abuses and injustice. At the same time, MWC began to collaborate with schools and youth groups to raise awareness of the challenges that migrant workers face, and the need to treat migrant workers with respect and dignity. These efforts have resulted in outreach to more than 3,000 students and youths since 2014, and the growing of a pool of MWC volunteers (comprising locals and migrant workers) numbering almost 300, of which 40 have been trained in basic case handling skills, and will soon be deployed to assist with manning the MWC helpline.

To respond to malpractices of overseas agents and intermediaries charging excessive placement or recruitment fees, MWC, in partnership with the Ministry of Manpower, published a multi-language 'Pre-departure Video' to empower prospective migrant workers to protect themselves either from exploitation over unclear employment terms or bogus promises of conditions in Singapore, or to seek recovery of overpaid fees before leaving their own jurisdictions. With the collaboration of the Building and Construction Authority, the MWC Pre-departure Video has, since March 2015, been made mandatory viewing for all incoming construction workers from India, Bangladesh and China. MWC continues to work with partners locally and overseas to explore further viewership and penetration opportunities for the Pre-departure Video in the main migrant worker source countries.

### Assistance

MWC has continued to strengthen the accessibility of its assistance and services to migrant workers, especially where larger populations congregate. With the MWC Assistance and Incident Network now in place, advice and case resolution or representation is a phone call away from any migrant worker. MWC will also continue to broaden its accessibility to migrant workers in the coming years, with plans in place to set up MWC help desks at the four existing migrant worker recreation centres by early 2016.

The Migrant Workers' Assistance Fund was set up in 2012 to finance MWC's humanitarian work. A fundraising auction of framed prints from Minister Tan Chuan-Jin's personal photobook publication held in April 2015, helped to raise \$320,000 for the fund and its provision of assistance to migrant workers. MWC will continue to pursue fundraising activities periodically to ensure sustainability of its relief efforts.



Case Handling



Celebrating International Migrants' Day 2014

### Integration

MWC's large-scale events draw large participation from migrant workers. MWC has continued to utilise these occasions as platforms to conduct education and awareness building on the need for migrant workers to be mindful of their new surroundings and to abide by the rules and conventions of their adopted community. For International Migrants' Day in December 2014, MWC held an event in collaboration with Nee Soon East Constituency grassroots organisations which drew 15,000 local and migrant workers, and provided a safe and secure environment for mutual interaction and understanding to take place.

Building links of association to the Singapore story is also necessary to encourage migrant workers to contribute openly to Singapore. In 2014 and 2015, MWC conducted several outreach activities and events to showcase Singaporeans recognising the role of migrant workers in our 50 years of nation-building, as well as provide a platform for locals of all ages to thank migrant workers personally. These events have been a resounding success and the MWC hopes to carry this initiative beyond the SG50 celebrations in 2015.

### Representation

In order to be an assertive voice and champion of migrant workers, MWC will continue to press for the most equitable and favourable resolutions in its

representation of migrant worker cases, as well as aggressively pursue sanctions against errant employers and agents who exploit them or infringe employment regulations. MWC resolves to reach out to and assist each and every migrant worker in need, and offer them protection as well as aggressively assert their employment rights without discernment or distinction.

### MOVING FORWARD

MWC has dramatically increased outreach and education activities to migrant workers as well as at recreational venues and congregation areas over the last six years. While MWC works closely with unions in the resolution of cases for migrant workers, there is much untapped potential in the area of outreach at places of work. Through collaboration with key unions with high migrant worker membership, MWC will be hoping to increase the frequency of workplace outreach to migrant workers.

MWC will continue to improve its experience and knowledge to respond to changing circumstances and regulations to maintain the faith and confidence of migrant workers as their one-stop solution in times of difficulty. Concurrently, the MWC team will continue to build up its corp of volunteers to increasingly play a bigger role in case-handling and migrant worker servicing, so as to increase the effectiveness and the responsiveness of MWC as a whole.

## WORKPLACE SAFETY AND HEALTH

Improving the safety and health of workers at the workplace is important to the Labour Movement. NTUC Workplace Safety and Health (WSH) Secretariat participated actively in the Tripartite Framework in developing the new WSH Act. The Secretariat was also involved in the process of extending the coverage of the WSH Act to all workplaces, which took effect in September 2011.

Since May 2011, NTUC WSH Secretariat started the NTUC's Union Safety Agenda for Everyone at Work (U SAFE @ Work) programme, collaborating with the unions, especially those in the new sectors to be covered in the WSH Act. They actively engaged the unions and unionised companies to highlight the importance of WSH practices within their workplaces, and empowered union leaders and members with the WSH skills and knowledge to initiate and implement good practices in their areas of work.

NTUC WSH Secretariat believes that the most useful outcome of a safe and healthy workplace is that "every worker returns home safely at the end of every work day".

### Generating Greater Awareness And Building WSH Capabilities

Greater WSH awareness among workers in the workplace can help workers be safer and healthier. NTUC WSH Secretariat has been working with partners (Ministry of Manpower, WSH Council, Health Promotion Board and NTUC LearningHub) to strengthen the WSH culture and standards at unions and unionised companies, helping unionised workplaces adopt a holistic and integrated approach, to manage workplace safety, occupational health and health promotion practices.

In creating better WSH awareness of the unionised sectors, they have also been organising WSH Awareness workshops, training and roadshows for union members since November 2011. More than 3,500 participants have attended these programmes.

Overseas Learning Journeys were also conducted to give an insight into the WSH practices of different countries. Members brought back knowledge and findings to apply to their workplaces.

### Developing WSH Champions

Capability building is also an important WSH component for workers to equip themselves with the right skills to administer good safety and health practices. Involving the union leaders, union members and management partners, NTUC's U SAFE @ Work programme support initiatives that focus on improving WSH standards to provide a safe work environment for all unionised workplaces.

The NTUC WSH Committee (comprising 102 union leaders) champions and advocates workers' safety and health at the workplace. To help them achieve this role, they were encouraged to attend WSH-related training courses under the Workforce Skills Qualification WSH Professionals framework, to build their WSH capabilities and groom them to be competent WSH Champions.



A WSH Talk

The NTUC WSH Secretariat will continue to work closely with training providers to actively identify relevant workplace safety and health courses under NTUC's U SAFE @ Work programme that can help unions and individuals strengthen their WSH capabilities.

### Enhance WSH Standards Of Union Offices And Unionised Workplaces

The NTUC WSH Secretariat has been conducting Union Office Safety Visits to assist unions in identifying good practices and safety gaps in building their WSH readiness at their union offices. This is to communicate the need to provide a safe and healthy working environment for all. Ongoing assistance is provided to these unions on revisions of the hazard identification and risk assessment for union office after the visits. To date, they have worked with 28 unions, and will continue to build a close partnership with unions and clusters to build a strong WSH culture.



Learning Journey - practical experience, and hands on

Through various engagements, they have also built a close partnership with union clusters to understand the WSH needs of the respective industries, so that appropriate resources can be channelled to support their cluster-level projects in resolving long-standing WSH issues at the workplaces. For example, they worked closely with MOM and WSH Council to assist the Aviation Cluster and OPEC Cluster in rectifying the WSH issues with their employers on lightning hazards and Permit-To-Work System at the workplace respectively.

### Recognise WSH Efforts

The inaugural WSH U SAFE Award Ceremony was organised on 28 April 2015; which was also the 'World Day for Safety and Health at Work' observed by the International Labour Organisation. This ceremony recognised unionised companies and individuals who have contributed towards achieving excellence in WSH. These companies place strong emphasis on WSH at their work places and ensure that good WSH practices are implemented. A total of 14 awards were given out to eight unionised companies, five individuals and one cluster.

### MOVING FORWARD

The NTUC WSH Secretariat will continue to work closely with the unions and assist them to be WSH ready. They will continue to refine NTUC's U SAFE @ Work programme to strengthen WSH capabilities at unionised sectors and promote practices that support a safe and healthy workplace for the workers.



U Safe Award Ceremony



## TRIPARTISM

The best protection for working people is for them to be able to take on good jobs. Strong tripartism provides a stable and positive environment for investors to bring in good jobs, and allows us to take better care of working people's interests. Notable tripartite committees include the National Wages Council, Tripartite Alliance for Fair and Progressive Employment Practices and Tripartite Committee on Employability of Older Workers, among others. Tripartite recommendations usually result in far-reaching outcomes such as setting the tone for wage adjustments, public education about discrimination at the workplace and re-employment legislation.

### BIPARTITE RELATIONS AS FOUNDATION OF TRIPARTISM

Daily industrial relations are conducted at the bipartite level and much effort is put in to build good labour-management relations to improve employment terms for workers. At the company level, this usually consists of collective bargaining and individual grievances. Certain issues require the collective effort of the industry as a whole and this builds on the trust in good bipartite relations.

### CLUSTER SECTORAL TRIPARTITE COMMITTEES

The formation of sectoral tripartite committees in the clusters was a move to find solutions for industry-wide issues by bringing together unions, management and the government agencies. Government agencies provide the regulatory framework for each sector, and also incentives for companies and workers to upgrade themselves. Management plays a critical role in driving productivity improvements. Unions are key to mobilising workers to support the changes and encourage them to upgrade themselves.

## MOVING FORWARD

In 2014/15, Singapore tripartism saw leadership changes in all the tripartite partners. While such changes are necessary, it is critical to build up connections among the tripartite partners to ensure that tripartism remains strong.

The Labour Movement will continue to develop bipartism and tripartism at the sectoral level for good labour-management relations, and to facilitate deep engagement amongst the next generation of upcoming corporate, Government and union leaders to build foundations for the future of tripartism.

We believe that for Singapore to make a key breakthrough in becoming more productive and innovative, these sectoral tripartite committees will have to play a critical role.



## PROGRESSIVE WAGE MODEL

The Progressive Wage Model (PWM) was introduced by the Labour Movement in June 2012 to create a strong Singaporean core through quality jobs and achieve sustainable wage increase, fuelled by productivity improvements. It strategically amalgamates various existing initiatives such as the Skills Redevelopment Programme, the Job Redevelopment Programme, the Best Sourcing Initiatives, and the Inclusive Growth Programme. PWM also enables companies to drive manpower-lean growth and pay higher wages to workers who take on enhanced job scopes.

### 100,000 WORKERS BENEFITTED FROM PWM

Through the combined efforts of the 12 clusters and e2i, the Labour Movement had aimed to help 30,000 workers by 2015. We also sought the following outcomes:

1. Implement PWM, especially in low-wage sectors such as cleaning, landscape and security
2. Build on and strengthen existing capabilities for workers
3. Assist workers to be placed in good jobs
4. Allow workers to progress based on competencies rather than academic qualifications

The Labour Movement has exceeded the target with more than 100,000 workers who benefitted from PWM in more than 300 unionised companies in the 12 clusters. Over 75 per cent of these companies are committed to PWM with a formalised market competitive wage ladder in place.

In November 2014, NTUC collaborated with e2i to organise the inaugural PWM Seminar to showcase the many outstanding first-mover companies. More importantly, PWM is not just a tool for low-wage workers. Many Professionals, Managers and Executives (PMEs) from the healthcare, education and public sectors have also benefitted from the scheme.

### NTUC CLUSTERS

NTUC introduced the concept of clusters in 2012 to bring together different unions who have workers in the same industries. For example, four unions are represented in the healthcare cluster. The cluster covers restructured and private hospitals and health-related statutory boards.

Altogether, 12 clusters were formed: Aerospace and Aviation; Building and Facility Management Services; Education; Electronics and Precision and Machinery Engineering; Financial and Business Services; Healthcare; Hospitality and Consumer Business; Infocomm and Media; Marine Engineering; Oil, Petrochemical, Energy and Chemical; Public Service; and Transport and Logistics.

While all clusters had made good progress through PWM, the following clusters in partnership with e2i delivered exceptional results.



PWM Seminar

## Healthcare Cluster - Healthcare Cluster Tripartite Workgroup (HCTW)

The HCTW comprises the NTUC Healthcare Cluster of unions, the six public healthcare clusters, the Ministry of Health (MOH), e2i and the Singapore Workforce Development Agency.

### Wage Improvements

Since the PWM's launch in September 2012, the workgroup has helped 5,000 lower-wage healthcare staff to earn at least 15 per cent more in monthly salary.

Working closely with the National Nursing Taskforce, a number of initiatives were introduced to increase wages of and improve career opportunities for nurses.

In October 2014, nurses in public healthcare institutions and MOH-subsented Intermediate and Long-term Care (ILTC) Institutions had three to 10 per cent increase in their monthly base salaries which was over and above their annual wage increments. Similarly, the entry salaries of the Administrative, Ancillary and Allied-Health employees improved by eight per cent to 28 per cent in October 2014.

The PWM for Health Attendants, Healthcare Assistants and Patient Service Associates piloted in Tan Tock Seng Hospital and the National University Hospital were also introduced to many other healthcare institutions.

These PWM initiatives made jobs in the healthcare sector more attractive to our workers.

### Productivity Improvements

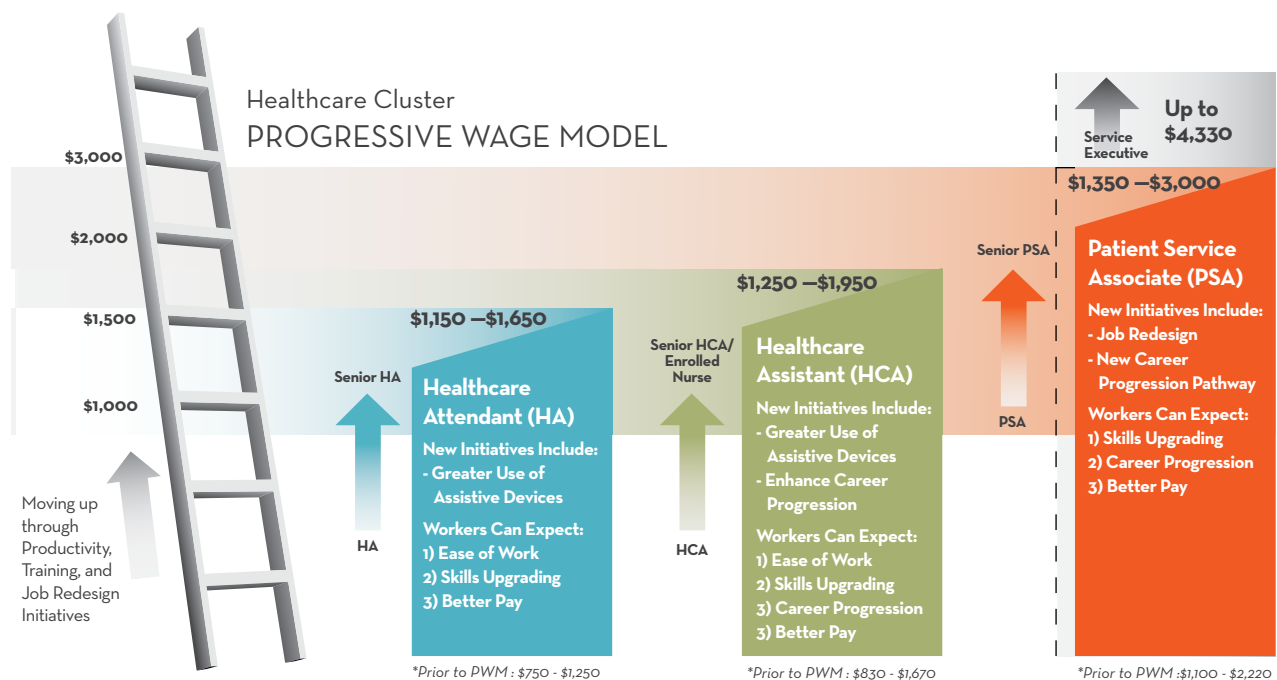
The HCTW also fostered closer collaboration amongst the six public healthcare clusters to increase productivity. In the area of patient management, technology has improved appointment booking, registration and billing. Staff working in asset management have benefitted from initiatives in bed management systems, stock receiving and inventory management.



Innovative solutions for the healthcare sector

The workgroup also extended its work to the ILTC Institutions. A National Seminar on Productivity in Healthcare and ILTC Quality Festival was held at the EXPO in October 2014 to share best practices.

Going forward, the HCTW will continue to strive to find innovative solutions to meet the increasing healthcare demands and tight local labour market. In addition, HCTW also hopes to reach out to more players in the ILTC and private healthcare sectors in order to raise the standards of healthcare in Singapore collectively.



## Hospitality & Consumer Business Cluster (HCBC)

The HCBC is made up of The Singapore Manual and Mercantile Workers' Union, the Food, Drinks and Allied Workers Union, the Attractions, Resorts & Entertainment Union and the Staff Union of NTUC-Administration and Research Unit. It has made great strides to impact over 47,000 workers, including many PMEs, in up-skilling and productivity improvements such as:

### Place And Train Scheme

- Assisted 257 PMEs to take up supervisory and managerial positions in the Hotel, Food Services and Retail Sector through traineeship programmes

### Progressive Wage Model (PWM)

- 38 companies with an estimated workforce of 22,200, adopted the PWM

### Inclusive Growth Programme (IGP)

- More than 670 companies embarked on 1,033 IGP projects across the food and beverage, retail, food manufacturing and accommodation industries
- Yielded an average of 12.57 per cent pay increment for 47,352 workers, including 36,561 Singaporeans

### Anti-Harassment

- 40 companies, including hotels, recreation clubs, retail companies and food and beverage businesses have pledged their commitment to anti-harassment at their workplaces
- Over 30,600 workers, ranging from frontline to office staff, are expected to benefit from the measures implemented to ensure protection

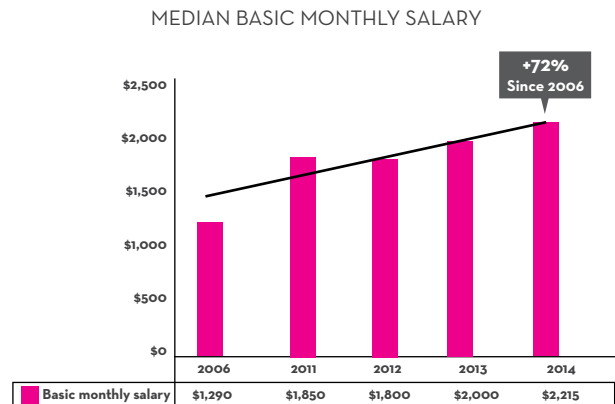
### The Service Executive Apprenticeship scheme

- Develop a Singaporean core for supervisory and managerial functions

Singaporeans will be provided with more opportunities for career progression through changes to the jobs bank, to include vacancies from internal transfers and conversion from temporary to permanent contracts. Singaporeans will be considered first for internal promotions and employees on flexible work arrangements will also have equal opportunities.

## Education Cluster

Early childhood educators enjoyed wage increases with combined, sustained efforts from the union, regulators and operators.

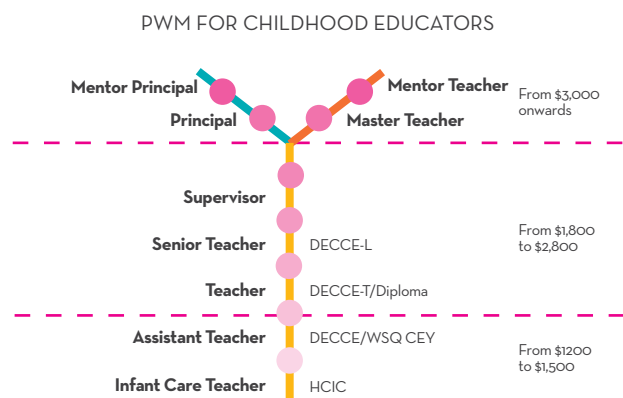


• With Education Services Union formed in 2006 and joining forces with Kindergarten and Childcare Centres' Staff Union in 2008, LM represents about seven in every 10 early childhood educators today

• Early Childhood Development Agency was formed in 2013 to oversee the EC sector and is under MOE & MSF

A boost in pathways for early childhood educators and centre attendants through PWM

With the launch of PWM in 2012, wages increased 20 per cent from 2011 to 2014. The period from 2006 to 2014 saw a 72 per cent increase in median monthly basic wage. In fact, the steep increase was due in part to the existence of salary and wage ladders even before PWM initiatives were formally launched.



### PWM is also visible in the public education sector

Non-graduate teachers who do well will be placed on the graduate salary scale, as announced by the Ministry of Education in August 2014. Teachers, regardless of their starting points, will continue to have opportunities to grow and learn on the job, through schemes such as mentoring, courses or part-time study at the National Institute of Education or universities. Some 600 teachers have benefitted to date.

## Transport And Logistics Cluster

The key focus of the cluster is to build and sustain a Singaporean core and ensure that there is job progression in the industry through PWM.

### Land Transport

In September 2013, the cluster had launched Train-and-Place programmes to encourage locals to take up Class 3 and Class 4 driving licences. From 2014 to 2015, a total of 1,266 locals had taken the Class 3 Train-and-Place Programme, with another 426 still undergoing the training. Out of the trainees who attained the licence, 89 per cent have either found a job or received a higher salary with gross average pay of \$1,800.

In addition, 947 Singaporeans benefitted from the Class 4 Train-and-Place Programme with 125 Singaporeans still undergoing the training programme. The majority of the graduates who have attained their Class 4 Licenses now enjoy higher salaries or have found new jobs with an average starting salary of \$1,943.

In the public bus industry, the Government's plans to transit to a Government Contracting Model led to concerns from the workers about their job security and benefits. The Public Transport Tripartite Committee (PTTC), set up in February 2014, looked at sustaining the workforce for the bus and rail industries with a Singaporean core, and to provide a platform for engagement and consultation on policies that affect the public transport workforce. With tripartite representatives, the PTTC will be more effective in balancing the needs of the commuters, bus operators and safeguarding workers as the industry restructures.



The cluster, through the National Taxi Association and taxi operators, will also be moving forward with a Sustainable Training Roadmap for the taxi industry to raise service standards for the industry and inculcate safe driving. The cluster will train 4,000 taxi drivers through this programme.

### Maritime Transport

The Maritime Transport Cluster has had an exciting 2014 and 2015.

The tripartite partners had in February 2014 injected additional funds into the Tripartite Nautical Training Award initiative to train an additional 400 Singaporeans for good careers as seafaring officers onboard Singapore-registered ocean-crossing commercial ships. This Singapore core initiative provides a good career path that allows Singaporeans with only a minimum of 'N' Level qualification an opportunity to earn good wages as future ship Captains of between US\$7,000 to US\$25,000 per month.

The progression through structured pathways takes into consideration the various sea-time required for promotion, and also assessments by the recognised institutions due to the stringent safety requirements of seafaring. As at August 2015, some 220 Singaporeans have embarked on this training initiative for a career at sea and are employed by some 20 shipping companies.

To further equip sea-going officers with a broader set of skills, they are encouraged to go through deeper training of their skill sets. Such training provides the officers flexibility in navigating various types of ships such as bulk carriers, containers, tankers, car carriers and even crossing over into the offshore industry. Their sea-going experience on these various ships will equip them for employment opportunities in the growing shore-based maritime cluster. These initiatives were formalised through the set-up of the Tripartite Maritime Manpower Taskforce (TMMT) for Sea and for Shore jobs.



A result of sectoral tripartism, the TMMT-Sea was set up in July 2014. Through a series of meetings, TMMT-Sea reviewed the existing and future manpower needs of the maritime industry, examined the available training capacities and introduced a series of initiatives including milestone bonuses and training allowances to encourage Singaporeans to continuously upgrade their competencies for career progression, stay at sea or transition to different jobs within the maritime industry. These measures serve to strengthen our Singapore manpower core in the maritime sector.

For local seafarers, the Maritime Cluster Fund set up by the Maritime and Port Authority of Singapore (MPA) provides funding of up to 70 per cent for training. This is essential as many seafarers have to undergo revalidation of their certificates in order to meet the international Standards of Training, Certification and Watchkeeping requirements by December 2016. As the application of the funding has to come from the employer, Singapore Maritime Officers' Union (SMOU) and MPA worked out an initiative for SMOU to act as a surrogate employer for its members. SMOU can now apply for the funding directly for its members and is estimated to potentially benefit more than 1,000 Singaporean members.

The cluster has also rolled out the Place-and-Train programme in late 2014, to impact 180 local Launch Masters in PSA Marine. Under this project, a good vessel-

master could be promoted in a year and enjoy 10 to 15 per cent increase in gross salary. This initiative has also seen 100 Singaporeans hired as vessel-masters over the past year.

## **Building And Facility Management Services Cluster**

### **Cleaning Sector**

Under the first industry-level PWM that was launched, cleaning companies would have to comply with the new licensing regime with effect from 1 September 2014 and pay wages according to the PWM. Existing contracts that are signed before 1 April 2014 are given an extension of up till 1 September 2015 to meet the new licensing requirements.

The Labour Movement has engaged in continuous dialogues with industry players, government agencies, associations, and workers, to fine-tune the process and operational details over the years. Companies in this industry have been forthcoming in supporting productivity improvements, and their initiatives have been supported by e2i. Currently, there are 1,219 cleaning businesses that have obtained their licenses from the National Environment Agency (NEA).

According to NEA, PWM has already been implemented for more than 26,500 cleaners in office and commercial buildings, food and beverage establishments, and conservancy sectors with monthly wages of at least \$1,000.

By 1 September 2015, a total of 38,500 resident cleaners had benefitted from PWM. The monthly basic salary for these cleaners increased by 22 per cent from an average of \$820 in June 2012 to \$1,000 in 2015.

### Security Sector

The Security Tripartite Cluster was set up in September 2013 with the objective of developing a PWM that would provide a pathway for wages to progress with training, improvements in productivity and standards, and higher job responsibility.

The security PWM was launched in October 2014, and will be incorporated into the existing licensing regime with effect from 1 September 2016. The cluster is currently working with the security agencies to better prepare their officers for the changes ahead whilst concurrently encouraging early adoption from the service buyers and service providers.

Of the 29,000 resident security officers in the industry, 4,000 had benefitted from the various productivity projects implemented by their agencies. A total of 33 of these projects were funded through the IGP. The monthly basic salary for about 3,300 workers who have benefitted from the IGP programmes increased by about 16 per cent from an average monthly basic salary of \$874 to \$1,020.

Leading up to 1 September 2016, the cluster will work with WDA to ensure that training delivery, such as on-site training and multiple language medium, and capacity are in place to cater to the industry's needs. In terms of promoting early PWM adoption, the cluster will also be working closely with the regulatory body – Police Licensing and Regulatory Department, and the industry associations to conduct more outreach sessions for services buyers and security agencies.

### Landscape Sector

The Labour Movement has worked closely with the Landscape Industry Association of Singapore, government bodies and industry players to come up with the PWM for the landscape industry, which was launched in April 2015.

Having a PWM for the landscape industry benefits all stakeholders. Landscape workers are encouraged to constantly upgrade themselves to increase productivity and earn higher wages. This constant upgrading leads to a



higher skilled workforce, which in turn helps to establish the standards of the industry and uplift its image.

While most rank-and-file workers are found in three of the industry's sub-sectors (landscape maintenance, landscape construction and landscape nursery), the PWM will only be implemented in the landscape maintenance sub-sector as it has the most number of outsourced resident workers. By June 2016, the PWM will become a mandatory condition for landscaping companies looking to be registered under the Landscape Company Register. Under the new PWM, the monthly basic salary for 3,000 resident workers will increase by 30 per cent from an average monthly basic salary of \$1,000 to at least \$1,300.

### MOVING FORWARD

The Labour Movement will continue to focus on PWM to improve workers' wages sustainably. It will do so through working with more iconic industry leading companies to catalyse the process. SkillsFuture initiatives, implemented through Sectoral Tripartite Committees, will also complement the PWM. Together, the Labour Movement will create more quality jobs, strengthen the Singaporean core, push for re-skilling and productivity, and help workers command better wages.

# FAIR

The Labour Movement has been working closely with employers to create a better working environment for our working people. Amidst these efforts, the Labour Movement also looks out for the interests of working people and works with employers so that they are fair to their employees and take care of their welfare.

The Labour Movement does this through the following approaches:

1. To achieve higher wage increase in the unionised sector through **Collective Bargaining**
2. To protect workers' rights and interests by resolving their workplace disputes through **Dispute Resolution mechanisms**
3. To be the voice of working people and champion ground concerns on national policies and employment practices through **Advocacy**

## COLLECTIVE BARGAINING

### HIGHER WAGE INCREASE IN UNIONISED SECTOR

Over the last four years, workers in the unionised sector enjoyed a higher total wage increase of 4.9 per cent as compared to 4.78 per cent for national rank-and-file workers.

2011 TO 2014	UNIONISED SECTOR	NATIONAL RANK & FILE
<b>AVERAGE BASIC WAGE ADJUSTMENT (PER ANNUM)</b>	4.85 per cent	4.70 per cent
<b>AVERAGE TOTAL WAGE ADJUSTMENT (PER ANNUM)</b>	4.90 per cent	4.78 per cent

This can be attributed to the tight labour market coupled with the Labour Movement's efforts to improve the wages of the workers via the implementation of the Progressive Wage Model (PWM) and adoption of the National Wages Council (NWC) guidelines in the unionised sector.

During the formulation of LM2015, the Labour Movement was concerned that while workers in general have seen an increase in real incomes over the years, the income growth of low-wage workers has lagged behind the rest of the workforce.

In 2012, the Labour Movement pushed for the adoption of quantitative wage guidelines to help low-wage workers improve their wages. This allowed them to better cope with inflation and the higher cost of living in Singapore. The NWC accepted the proposal and recommended at least \$50 built-in wage increase for low-wage workers.

Since the recommendation of the quantitative guidelines, the Labour Movement has remained focused on raising the wages of this group so that they benefit from Singapore's growth. In addition, the insights and feedback were shared with the tripartite partners so that the guidelines can evolve to stay relevant to low-wage workers. In 2013 and 2014, the NWC increased the built-in wage increase quantum from \$50 to \$60 for those earning \$1,000 and below. In addition, the income cap was revised to \$1,100 in 2015, allowing more workers to benefit from this higher wage adjustment.

With the implementation of the quantitative guidelines, the Labour Movement was heartened to see that those earning less than \$1,000 have dropped from 9.8 per cent of the workforce in 2012 to 6.8 per cent in 2014, and we will continue to work closely with tripartite partners to raise the wages of the low-wage workers.

YEAR OF RECOMMENDATION	NWC GUIDELINES
<b>NWC 2012/2013</b>	At least \$50 built-in wage increase for workers earning basic monthly salary of up to \$1,000
<b>NWC 2013/2014</b>	At least \$60 built-in wage increase for workers earning basic monthly salary of up to \$1,000
<b>NWC 2014/2015</b>	At least \$60 built-in wage increase for workers earning basic monthly salary of up to \$1,000
<b>NWC 2015/2016</b>	At least \$60 built-in wage increase for workers earning basic monthly salary of up to \$1,100

## Success story: York Hotel

The Food, Drinks and Allied Workers Union recently settled the annual increment for the employees at York Hotel in line with the NWC recommendations. The settlement came about amidst an environment where the global outlook for the hospitality industry is less than rosy, and at a time when hotels contemplate deferring the settlement of the annual increment in a cautious bid to study the market trend to justify their less than moderate proposals for the annual increment.

The hotel met the union well before the due date for the annual increment, which is in July 2015. The negotiations, which were based on the hotel's actual and forecasted performance, also took into consideration the NWC recommendations to give low-wage workers special consideration in the annual wage adjustment this year. This included an increase in the basic wage from \$1,000 to \$1,100, which would attract a flat dollar quantum increase of

\$60. Even though the hotel had not performed as well as it did last year, both parties agreed on the settlement of 3.5 per cent of basic salary plus \$20, or a flat sum of \$60, whichever is greater, for all the hotel's employees in just one meeting. The timely settlement of the increment this year helped to uplift the wages of the low-wage workers in a sustainable and balanced manner.

In conjunction with Singapore's 50th anniversary celebration, the hotel also accorded a one-off SG50 Bonus of \$250 to all confirmed employees who have completed one year of service as at 30 June 2015, and pro-rated for those with less than one year of service.

This special bonus payment was also extended to all re-employed workers in recognition of their continued efforts with the hotel. The special SG50 Bonus was given by the hotel to recognise the employees' hard work and to reward them for their efforts in keeping the hotel competitive, as well as their contributions towards Singapore's economic progress and nation-building.

## DISPUTE RESOLUTION

### PROTECTION FOR WORKERS IN UNIONISED COMPANIES

Advocating for the rights of our workers and protecting their interests, are of utmost importance to the Labour Movement.

Between 2011 and 2014, the unionised sector handled 5,569 Industrial Relations (IR) cases which required more substantial follow-up. Some 540 of such cases

were referred to the Ministry of Manpower (MOM) while 23 of such cases were referred to the Industrial Arbitration Court.

	RESOLVED AT UNION LEVEL	REFERRED TO MOM	REFERRED TO IAC	TOTAL IR CASES
2011	1,338	132	7	1,477
2012	1,149	120	6	1,275
2013	1,399	161	4	1,564
2014	1,120	127	6	1,253

## Case Of The Singapore Manual And Mercantile Workers' Union (SMMWU) vs China Airlines Ltd

The SMMWU brought China Airlines Ltd to the Industrial Arbitration Court in July 2014, after both parties reached a deadlock in the Collective Agreement (CA) negotiations pertaining to the salary ranges for bargainable employees. The company had agreed to raise the minimum salaries across the ranges (which the union accepted), but did not want to increase the maximums. This was unacceptable to the union as the salary ranges had not been adjusted for the past nine years since 2006. During this period, more than 35 per cent of the employees had already reached their salary maximums, and many more will do so if the salary ranges remain unchanged. The salary ranges for comparable grades of staff across the other airlines unionised by SMMWU also showed majority having higher salary maximums than China Airlines.

In its submission, China Airlines argued that salary maximums should not be raised because the current salary ranges reflect the job worth of the bargainable employees. It also argued that the company's remuneration package, apart from basic salary, is reasonable.

The court agreed with the union and articulated the need for the company to review the salary maximums. The court decided to adjourn the hearing to give the parties an opportunity to discuss further, and try to reach an agreement on the new salary maximums. After several rounds of discussion post-hearing, an agreement on the new salary ranges was finally reached.

## UPHOLD FAIRNESS FOR MEMBERS WORKING IN NON-UNIONISED COMPANIES

When our General Branch (GB) members working in non-unionised companies encounter disputes at the workplace, we support them by providing advisory services on work-related or IR matters. The dispute resolution framework at MOM is an avenue where they can seek redress with our assistance.

TYPES OF CLAIMS	PLATFORM TO SEEK REDRESS
Statutory Claims	MOM e-appointment Labour Court
Non-Statutory Claims: PME's earning < \$4,500 for retrenchment, breach of contract or salary arrears	Tripartite Mediation Framework (compulsory attendance)
Non-Statutory Claims: Rank & File (all cases) or PME cases falling outside Tripartite Mediation Framework	MOM Voluntary Mediation (compulsory attendance)

For cases which do not fall into the dispute resolution framework, there is usually no further recourse for members except for legal intervention. However, the Labour Movement continues to carry out intervention at the company level and provide advice on their matters.

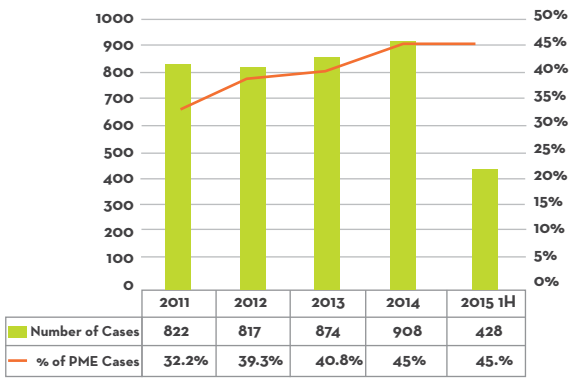
### Advisory Services For GB Members

From 2011 to 2014, the number of GB members coming forward for advisory services and representation has been on a gradual rise, peaking in 2014 with 908 cases. Due to the growing pool of Professionals, Managers and Executives (PMEs) in the workforce and NTUC's increased efforts in reaching out to them, there is an increase of almost 13 per cent in the proportion of enquiries from PMEs.

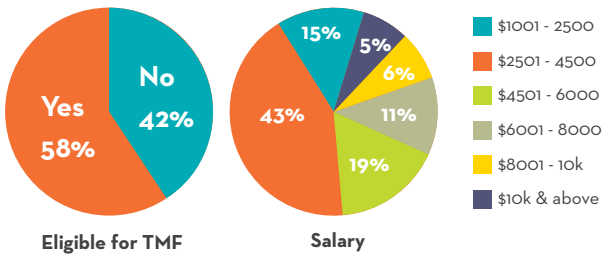
About 58 per cent of PMEs who come to NTUC for advisory services could escalate their cases for tripartite mediation as they earn \$4,500 and below. This helps to facilitate settlement of the dispute between the PMEs and their employers if both parties are unable to come to terms during the intervention at the company.

Forty-two per cent of the PMEs who approach NTUC earned above \$4,500. Thus, NTUC will continue to assist them through company-level intervention. Despite such limitations, NTUC continued to engage the companies to resolve the dispute at the company level, and have successfully helped some members to get back what they deserved.

GB ENQUIRIES / CASES



BREAKDOWN OF PME GB CASES



### Recovery Of Claims For GB Members

NTUC has assisted 40 members to recover a total of \$212,441.69. About half were settled at the company level while the remaining were settled with MOM's intervention.

YEAR	NUMBER OF MEMBERS	AMOUNT RECOVERED
2011	6	\$82,807.80
2012	14	\$53,288.60
2013	8	\$32,316.42
2014	10	\$33,278.87
2015 (Jan to Jun)	2	\$10,750

## Cases Of Standing Up For GB Members Against Unfair Employment Terms

In 2014, NTUC assisted two GB members who were transferred to another company. The company transferred them to a new area of work without training and reduced their salaries by 40 per cent. The members were disillusioned with the company and wanted to be retrenched in accordance to their employment contract. NTUC surfaced this case for tripartite mediation. At the meeting, the company agreed to honour the original salaries and to coach the members in their new area of work.

NTUC was concerned about the members' employment in the company and encouraged them to approach their colleagues to join NTUC. Within three months, the company was unionised and employees are currently well-protected by the union. Taking a holistic view of members' well-being enables NTUC to better protect workers in the long term.

## MOVING FORWARD

The dispute resolution framework has recently been reviewed by the tripartite partners and the following enhancements will take effect from 2016:

1. Introduction of Employment Claims Tribunal
  - a. For all salary-based statutory and contractual claims for all employees
  - b. Claims will be capped at a maximum of \$20,000 per claimant or \$30,000 per claimant if the case has been mediated through the Tripartite Mediation Framework (TMF)
  - c. Subsumes Labour Court
2. Enhancement of TMF
  - a. Removal of \$4,500 salary cap
  - b. Inclusion of rank-and-file workers
  - c. Expansion of claim areas to include all statutory and re-employment claims

It is anticipated that this enhanced dispute resolution framework will result in better outcomes for members coming forward for assistance. The number of members approaching NTUC for advice and assistance is likely to increase in tandem.

## ADVOCACY

The Labour Movement is the voice of the working people where we champion their concerns from the ground. As such, the Labour Movement has been actively calling for reviews in national policies and employment practices to address workers' concerns and to ensure policies have a positive impact on the workers in the long term. In addition, the Labour Movement also advocates for protection of workers from unfair treatment at their workplaces.

Over the past four years, the Labour Movement's advocacy efforts led to positive changes in the following areas:

- Enhanced retirement needs of our workers
- Enhanced fairness to PME workers
- Building a strong Singaporean core
- Improved wages for low-wage workers
- Creating family-friendly workplaces
- Protection at workplaces
- Fair compensation for workers
- Tripartism at international platforms

## ENHANCE RETIREMENT NEEDS OF OUR WORKERS

### Increase In CPF Contribution Rates For Mature Workers

As more companies have moved away from seniority-based wage systems, union leaders advocated for an increase to the Central Provident Fund (CPF) contribution rates of mature workers, to allow them to save more for retirement. The Government heeded the Labour Movement's call and have increased the CPF contribution rate for mature workers progressively since 2012.

In 2014, the Labour Movement urged the Government to increase the employer contribution to the Medisave in anticipation of rising healthcare and health insurance costs. In view of this, the Government increased the CPF contribution rate for all employees by one per cent to be effective from 1 January 2015.

In 2015, the Government agreed to restore the CPF contribution rate for workers aged 50 to 55 to the same level as younger workers, which will be effective from January 2016. From September 2011 to January 2016, the Government has increased the CPF contribution rate ranging from 2.5 per cent to seven per cent (inclusive of one per cent to Medisave) for our mature workers aged 50 to 65.

### Raising Of Re-Employment Age

Our advocacy efforts to raise the re-employment age successfully led to the Tripartite Committee on Employability of Older Workers issuing an advisory to raise the re-employment age to 67 in 2014. In 2015, it was announced that the re-employment age will be raised from 65 to 67 by 2017 via legislation.

### Review Of Salary Ceiling For CPF Contribution

In addition, the Labour Movement proposed major tweaks to the national retirement savings scheme, with recommendations aimed at helping workers save enough for their golden years. Union leaders asked the Government to consider reviewing the salary ceiling for CPF contribution, and allow flexibility for a lump sum

withdrawal at the payout eligibility age even for those who do not meet the Minimum Sum. In 2015, it was announced that the salary ceiling for CPF contribution would be raised from \$5,000 to \$6,000 which will be effective from 1 January 2016, and CPF members will be able to withdraw lump sum cash (subjected to eligibility criteria) for their retirement needs.

### **ENHANCE FAIRNESS TO PME WORKERS**

To stay relevant to the changing landscape of Singapore's workforce with a growing pool of PMEs, the Labour Movement advocated for amendments to the Employment Act and Industrial Relations Act. With the amendments to the Employment Act enacted in April 2014, PMEs who earn \$4,500 or less are now more adequately covered by the law on a wider range of employee rights. The amendments to the Industrial Relations Act which was enacted in April 2015, allow unions to extend their scope of representation to cover more PMEs on a collective basis and matters on re-employment are now included in the scope of limited representation on an individual basis.

### **BUILDING A STRONG SINGAPOREAN CORE**

In Singapore's globalised economy, the Labour Movement called for measures to ensure that our PMEs will have fair opportunities to take on good jobs. Through our efforts, the Government launched the National Jobs Bank (NJB) and Fair Consideration Framework (FCF) to level the playing field for local PMEs. Firms have to advertise job vacancies in the NJB before submitting an employment pass application. NJB was launched on 23 July 2014 and FCF came into effect on 1 August 2014.

### **IMPROVE WAGES FOR LOW-WAGE WORKERS**

The Labour Movement has proposed to the NWC a built-in dollar quantum for low-wage workers since 2012. Since then, low-wage workers have enjoyed at least a \$50 built-in wage increase. Through PWM, wages of low-wage workers in the cleaning, security and landscape industries also saw significant increases since the Labour Movement's call to legislate PWM for the industry was answered.

### **CREATING FAMILY-FRIENDLY WORKPLACES**

#### **Enhanced Marriage And Parenthood Package 2011**

To help working couples to balance work and family commitments, and encourage shared parenting responsibilities, the Labour Movement conducted a series of focus groups with our unions and submitted our recommendations to the National Population and Talent Division in 2012. We advocated for paternity leave and extended childcare leave for parents with primary school-going children. These and other recommendations were incorporated into the Enhanced Marriage and Parenthood Package 2013.

#### **Tripartite Advisory On Flexible Work Arrangements**

To allow working parents more flexibility at work, we also actively advocated for companies to grant flexible work arrangements (FWAs) to employees. With our inputs, the Tripartite Advisory on Flexible Work Arrangements was launched in November 2014. It seeks to promote FWAs as a progressive employment practice in Singapore. The advisory is formulated to help employers, supervisors and employees navigate the journey to implement FWAs sustainably in Singapore.

### **PROTECTION AT WORKPLACES**

For better protection of our workers at workplaces, we lobbied for the Protection from Harassment Act. The Protection from Harassment Act 2014, which was introduced to strengthen harassment laws in Singapore, is now in force. A range of civil remedies and criminal sanctions are available to better protect people from harassment and related anti-social behaviour.

### **FAIR COMPENSATION FOR WORKERS**

The business environment has become more uncertain and volatile where restructuring is inevitable. It is important to ensure workers are compensated fairly. The Labour Movement lobbied for the review of Section 328(2) of the Companies Act to allow workers a fairer claim when a company turns insolvent. The changes were effected in July 2015. The old cap of five months' salary or \$7,500, whichever is lesser, was outdated and it is revised to five months' salary or \$12,500, whichever is lesser.

## ADVOCATING FOR TRIPARTISM AT INTERNATIONAL PLATFORMS

Since the 1960s, NTUC and our affiliated unions have been active in the international labour movement. This was reinforced in 1988 when NTUC started hosting the office of the International Confederation of Free Trade Unions – Asia Pacific Regional Organisation (ICFTU-APRO), which is now known as International Trade Union Confederation – Asia Pacific (ITUC-AP).

NTUC is invited yearly to the International Labour Organisation (ILO), and in 2014 and 2015, NTUC shared with international union leaders on our Progressive Wage Model (PWM), and our harmonious industrial relations climate. While many countries continue to grapple with employment issues like high unemployment, especially youth, and underemployment, in the aftermath of the global financial crisis and increasing public debt, Singapore's Labour Movement advocates a strong tripartite relationship to create more good jobs, as we believe a good job is the best protection for workers.

Many unions internationally also face challenges in building a working tripartite framework with their own social partners to address issues pertaining to industrial relations and collective bargaining, occupational safety and health, organising, and social security policies. In Singapore, the constructive tripartite framework has enabled us to progress on many fronts such as labour legislations, collective bargaining and mediation process, PWM, and the Inclusive Growth Programme.

Over the last four years, more than 60 overseas delegations numbering more than 900 visitors from various parts of the world, including Asia, the Pacific, Europe and Latin America have visited us. Through such engagements, this has strengthened our international network of support.

## Taking On Leadership Positions On The Global Stage

The ILO held its election for the Governing Body in 2014 and Mary Liew, NTUC Central Committee Member and General Secretary of Singapore Maritime Officers' Union, was elected as a Deputy Member of the Workers' Group.

The International Trade Union Confederation (ITUC) also held its third World Congress in Berlin in 2014 and NTUC President Emeritus John De Payva was re-elected as the Titular Member of the ITUC General Council and Executive Bureau.

The ITUC-AP held its third Regional Conference in Kochi from 1 to 3 August 2015 and NTUC President Emeritus John De Payva was also re-elected as Chair of the ITUC-AP Regional Executive Bureau and Titular Member of the ITUC-AP Regional General Council. NTUC also retained its Titular Member seat on the ITUC-AP Youth Committee and was elected as a Titular Member on the ITUC-AP Women's Committee.

Several of the Global Union Federations held their World Congresses during the period of review. Several of our union leaders were either re-elected or gained new key positions at the global Executive Board-level. They include John De Payva (Union Network International), Mary Liew (International Transport Workers' Federation), Sharon Li (International Transport Workers' Federation), and Ma Wei Cheng/Yeo Chun Fing (Public Services International).

By assuming all these key positions, the Labour Movement is able to continue strengthening our sphere of influence in key global union federations.

# GROW

The Labour Movement wants to help workers enhance their employability so that they can take on good job opportunities for better career growth. At the same time, we want to grow with our workers, by expanding our outreach and scope to cover a bigger proportion of the workforce, especially Professionals, Managers and Executives (PMEs).

We aim to do this through the following:

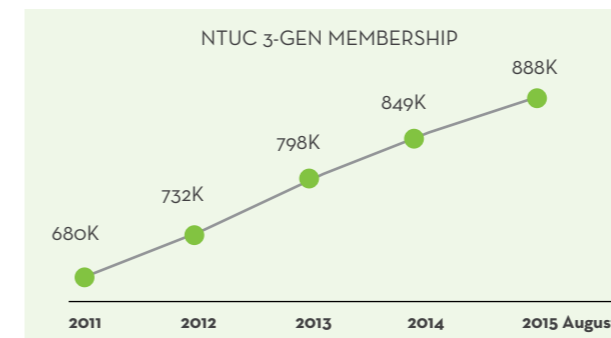
1. **Improve Unionisation Rates and Grow the Labour Movement** with more PME, U Associates, freelancers and self-employed (FSEs) and small and medium enterprises (SMEs) to represent more Singaporean workers
2. **Strengthen engagement with workers and members through 3-Gen Communities**
3. **Enhance communications with workers and members, and to Strengthen Union Leadership** to develop the next generation of leaders
4. **To play a proactive role to prepare workers to acquire Future-Ready Skills** for the needs of tomorrow through SkillsFuture

## IMPROVE UNIONISATION RATE AND GROW THE LABOUR MOVEMENT

### KEY ACHIEVEMENTS

- Unionisation rate has grown from one in five in 2002, to one in four in 2014
- Membership growth remains healthy with an increase of 30 per cent from 680,000 in 2011 to 888,000 members as at Aug 2015
- Unions are at more workplaces to represent more workers, with over 1,600 unionised companies
- Able to reach more PMEs through the U Associate Programme, with 17 U Associates partnering the Labour Movement as at Aug 2015

The strong membership growth is attributed to the collective efforts and active participation of the unions, communities, NTUC social enterprises and strategic partners. This significant progress helped us to represent more workers as NTUC strives to be an inclusive Labour Movement for all collars, ages and nationalities. The combined efforts of NTUC and our unions are outlined in three key areas:



### RECRUITMENT

Recruitment drives with our affiliated unions and associations were intensified. We stepped up efforts to attract more workers to join as Ordinary Branch (OB) members at the company level.

### Organising Resource Centre

The growth in unionisation rate has been largely driven by NTUC's strong organising capabilities. From 2011 to July 2015, some 361 new companies were unionised, bringing the total number of unionised companies to 1,671 as at July 2015.

NTUC Membership Department (MED) Organising Resource Centre (ORC) was set up in 2012 to build new capabilities in organising the evolving workforce of today. Through the "U Membership Breakthrough Workshop", it supported unions in their membership growth and honed union leaders' organising skills. Since then, 747 Branch Officials have attended workshops that are specially designed to equip union leaders with organising capabilities.



Leveraging on information technology, the MED ORC Portal was developed in 2013. There are now 50 unions on board with 152 administrators. The MED ORC Portal allows for a centralised platform for unions to submit requests for recruitment roadshow support, marketing collaterals artwork design support and bulk purchase of gifts at discounted prices. Unions can also find out more information on available programmes and events such as Future Leaders Summit, and promotional discounts with merchant partners. There are also marketing and retention tools, and templates available which unions can download and customise to their needs and requirements.

### Turf Executive Committee

At the Membership Seminar 2013, unions gave their support to form a Turf Executive Committee (TEC) to provide dispute resolution, as well as engage and motivate unions to support the push for organising. The TEC helps to pre-empt and resolve turf issues between unions, and to provide a proactive view in supporting and advising unions in organising new branches.

Since early 2015, the TEC has leveraged on ORC to follow up closely with unions after the granting of a Notice of Intent in the first few months. If a union has difficulty organising a company after a year, the TEC seeks to engage them to see if it can help.



Participants at U League

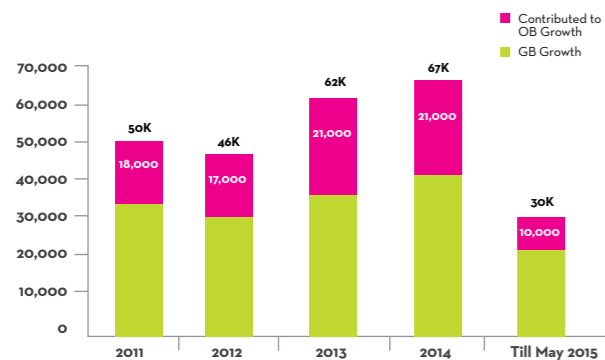
### U League

The annual U League event, which started in April 2011, is a competition for recruiters with the objective of up-skilling and motivating the recruiters to increase overall membership targets, and to recognise recruiters' efforts in recruitment. The event has even become a friendly competition amongst unions, all with the same mission of increasing overall membership numbers.

Beyond achieving membership growth, U League also recognises multi-level efforts from unions, down to the branch level. In 2013, U League attracted more than 500 union leaders and branch officials between April and June to participate in the challenge where the results were based on qualitative (assessment of roadshow) and quantitative (number of members recruited) criteria. U League 2015 saw the highest participation thus far, with close to 700 participants from over 30 unions.

### General Branch Recruitment

General Branch (GB) recruitment drives were held island-wide, to reach out to workers and enhance union membership awareness. GB recruitment contributed to OB's growth with an average of 20,000 members transferred to OB branches every year for the last three years. We adopted both offline and online acquisition strategies to reach PMEs.



### RETENTION

In addition to workplace protection, membership benefits are also important reasons why members sign up and continue to stay with the Labour Movement. Union members benefitted from the collective efforts of their parent unions, as well as a range of services and benefits brought to them through the NTUC social enterprises. As the needs of our members change, NTUC also works on customising programmes for different groups of members.

### Union Branch Engagement Programme

In its third consecutive year, the Union Branch Engagement Programme (UBEP) aimed to provide opportunities for unions to engage more branches and workers. In celebration of May Day, MED ORC worked with unions to provide a designated number of lunch sets to union members to facilitate engagement and encourage interactions between union leaders and members at the union branches. This programme has been very well received over the years, engaging 3,000 OB members in 2013, increasing to 33,000 in 2015.

UBEP Update:

2013	2014	2015
18 unions participated	30 unions participated	37 unions participated
60 branch engagements	108 branch engagements	119 branch engagements
3,000 OB members engaged	4,500 OB members engaged	11,150 OB members engaged
		+
		15 unions participated
		24 industrial park outreach
		21,910 OB members engaged

### U65+ Programme

Launched in the fourth quarter of 2012, the U65+ programme was an initiative to reward and recognise loyal OB and GB members who were 65 years old and above, with at least 10 years membership tenure. Under the programme, these members can continue to enjoy the support of their unions when they were re-employed, and even if they decided to retire from the workforce. Besides fostering a lifelong relationship with union members, U65+ also helped in membership retention.

At present, 39 unions have pledged their support for U65+, and they were given the option to choose how the rebates are paid, either via cash/cheque, GIRO or LinkPoints.

Unions can come on board U65+ at any time of the year and members will still stand to enjoy up to a full year worth of rebates based on their membership tenure.

Amount in rebates given out annually:

YEAR	NO. OF MEMBERS*	TOTAL REBATES PAID OUT
2012*	4,193	\$27,622.50
2013	9,146	\$213,024.50
2014	14,988	\$349,590.00

\*Not cumulative as members in 2012 will qualify for subsequent years as long as they did not terminate their membership.  
# Pro-rated from Q4

### Membership Benefits

Union members enjoyed \$21 million in LinkPoints savings in 2014, an increase of 42 per cent compared to \$14.7 million in 2011. Union members also enjoyed \$6 million of savings from non-LinkPoint merchants in 2014, compared to \$800,000 in 2011 through collaborations with strategic merchant partners to value-add to union members.

Partners such as Resorts World Sentosa, Wildlife Reserves Singapore, Tigerair, Delifrance and Parkway Shenton help to meet our members' lifestyle needs of entertainment, travel, dining and health. Major campaigns like May Day Power of U has also created excitement and engagement for our members.



Participants at U65+ event

### RELATIONSHIP

Relationship building is critical to develop a strong and inclusive Labour Movement. The strength of the Labour Movement not only lies with the broad membership base, but also the continual interactions and active engagements with our members that help us build a community of members who can withstand tough times and celebrate good times together.

### U Associate Ecosystem

The NTUC U Associate Programme is a key initiative by the Labour Movement to reach out to PMEs through professional associations. Launched in March 2011, the programme has 17 U Associates on board currently, comprising an ecosystem of associations across various sectors including financial, human resource, project management, marketing, engineering and more. NTUC and its U Associates work with a sectoral focus to develop career and skills progression plans for the PMEs in these sectors.

**Achieving Growth With Young Engineers Leadership Programme**

In collaboration with NTUC, the Institution of Engineers Singapore (IES) launched the Young Engineers Leadership (YEL) programme, which is supported by NTUC e2i (Employment and Employability Institute). This programme aims to equip young engineers with the necessary leadership skills and technical knowledge to take their careers to the next level, working towards securing better job placement prospects for members. Other than providing pathways for career progression and placement, IES works with NTUC to bring more value to the aspiring engineers.



Launch of Young Engineers Leadership programme

**Building Relationship With Singapore Human Resources Institute**

To foster bonding between the Labour Movement and the human resource (HR) community, NTUC U Associate and Singapore Human Resources Institute (SHRI) jointly organised the inaugural HR Leadership Summit 2015. Held on 2 June 2015, the Summit attracted over 400 participants comprising HR professionals, SMEs and entrepreneurs, as well as union leaders who gathered to discuss current issues such as the productivity crunch faced by companies, ideas on facilitating innovation at workplaces, and tips on how to create a future-ready HR culture.

Identifying HR practitioners as important partners of the Labour Movement in shaping our future-ready workforce, NTUC wants to strengthen the bipartite relationship at the workplace between HR practitioners and our unions on the ground to foster a culture of lifelong learning and development so that we can have better workers and better workplaces.



HR Leadership Summit

**U Associate Servant Leadership Seminar 2014**

The inaugural U Associate Servant Leadership Seminar invited both current and potential U Associate partners, together with Labour Movement leaders and hosts for a networking session. It also helped to showcase to potential partners how the Labour Movement can work with them in partnership to grow their membership, represent them in their professions, and help them build stronger relationships with their members.



Panelists at U Associate Servant Leadership Seminar

**U Associate Convention 2015**

The U Associate Convention was supported by 12 U Associate partners. Engaging over 400 PME, the convention aimed to bring the whole U Associate ecosystem onto one Labour Movement networking platform.



Panel Discussion at U Associate Convention

**U Associate Leaders Circle**

The U Associate Leaders Circle was initiated as a platform for the top leaders of the U Associates and Labour Movement to network and engage with other thought leaders. Through this, the Labour Movement hopes to build a community that shares ideas to help our U Associates grow.



Thought leaders sharing ideas

**MOVING FORWARD**

It is important to sustain recruitment growth and strengthen relationship building. NTUC plans to build platforms for a solid core of Labour Movement-U Associate partnerships to engage and enthuse the influencers and thought leaders of the associations to discuss issues affecting their industry, and how the Labour Movement can partner them to grow together in their sector.

**Professionals, Managers and Executives**

**KEY ACHIEVEMENTS**

- Successfully lobbied for legislative changes that allow more SMEs to be protected in 2014 and 2015 respectively
- Set up two U SME Centres at Devan Nair Institute for Employment and Employability and NTUC Centre (One Marina Boulevard) and one virtual SME portal to assist the growing number of SMEs in need. The SME Centres have since assisted close to 6,600 SMEs
- Engaged with and enhanced the capabilities of more than 1,600 union leaders through union outreach and workshops
- Grow the capabilities of SMEs through the Future Leaders Programme
- Formation of the SME Resource Group to assist unions in extending scope of representation to SMEs

**Lobbying Successes - Impacting The Lives Of SMEs Through Advocacy**

Since the establishment of the Labour Movement's SME Unit (SMEU) in 2011, it has been serving SMEs in four key areas - Protection, Progression, Placement and Privileges. One key focus area was 'Protection'. Since 2011, the Labour Movement has achieved lobbying successes through its advocacy with the following legislation changes:

- Amendments to the Employment Act (EA): In October 2013, the EA (Amendment) Bill was introduced in Parliament and came into effect on 1 April 2014. SMEs earning up to \$4,500 will be covered by the EA (except Part IV).
- Fair Consideration Framework (FCF) and the National Jobs Bank (NJB): To help level the playing field for local SMEs by requiring firms to advertise job vacancies in NJB before submitting an employment pass application. NJB was launched on 23 July 2014 and FCF came into effect on 1 August 2014.

- Protection from Harassment Act: Came into effect on 15 November 2014. The Act seeks to better protect individuals from harassment and anti-social behaviour in the physical world as well as online, and makes it clear that employees are now protected against workplace harassment. A new offence of unlawful stalking has been introduced by the Act. Public service workers are now protected. Under the Act, a range of self-help measures, civil remedies and criminal sanctions are now available.
- Companies Act: Lobbied for the review of section 328 (2) in 2012, which provided that the aggregated claims of an employee when the company is wound up were subjected to a cap of five months' salary or \$7,500, whichever is lesser. In October 2014, Parliament approved an amendment to section 328 to remove the salary cap quantum from the Act. The salary cap will be prescribed by the Minister for Finance by gazette. This came into effect on 1 July 2015.
- Amendments to the Industrial Relations Act: To allow rank-and-file unions to represent SMEs collectively. This came into effect on 1 April 2015.

More than 300,000 SMEs are set to benefit from various policy changes including that of the Employment Act, Industrial Relations Act, Employment Claims Tribunal, Tripartite Mediation Framework, the Fair Consideration Framework and the National Jobs Bank.

**U SME Centres - Assisting A Growing Number Of SMEs In Need**

In April 2014, the SMEU set up two physical centres at Devan Nair Institute for Employment and Employability and at NTUC Centre (One Marina Boulevard). A virtual portal [www.ntuc.org.sg/sme](http://www.ntuc.org.sg/sme) was also launched to serve SMEs who are unable to visit the physical centres. In 2015, the portal has been enhanced to be web-responsive to cater to more mobile-device users, together with an e-appointment feature to handle a growing number of SMEs seeking assistance at the centres.



The U SME Centres' workplace consultants have assisted 805 SMEs as at June 2015, with 47 per cent of SMEs requiring job placement assistance, 34 per cent of cases pertaining to workplace rights and guidance, 10 per cent seeking career coaching and professional development advice, while the rest are on benefits and privileges enquiries.

The centres have also conducted legal primers and clinics that have helped more than 5,800 SMEs in areas such as workplace bullying, contractual rights and employment obligations.

The Law Works partnership with The Law Society of Singapore was launched in 2013. Legal Primer - a quarterly workshop, targeted at different groups of SMEs, aims to educate SMEs about workplace rights, contractual rights and obligations, and how to seek recourse for workplace discrimination or even sexual harassment. As legal service costs can often be considerably excessive, the Labour Movement helps union members by organising monthly Legal Clinics where The Law Society of Singapore provides pro bono lawyers to give free legal consultation.



Legal Primer

**Union Outreach - Extending Representation To SMEs**

In June 2015, MED ORC and SMEU organised the first mega SMEs outreach roadshow at The URA Centre involving two unions (AUPE and SURAWU) from the public service sector. More than 400 SMEs visited the two-day roadshow, with about 120 SMEs indicating interest to find out more and had registered to be on SMEU's mailing list. MED ORC will be organising more of such roadshows to create greater awareness for SMEs, and will continue to work together with SMEU to provide more support to unions in their outreach and engagement with SMEs.

Following amendments in the Industrial Relations Act which took effect in 2015, the extended scope of representation now allows collective bargaining for SMEs by rank-and-file unions and the scope of limited representation to be expanded to include re-employment. Since 2014, some 1,600 union leaders have undergone the training and some 150 union branches from 20 unions have already indicated that they have embarked on some form of expansion in the scope of representation to SMEs or have committed to do so in the near future.



## Engagement with PMEs

### PME Week

PME Week is an annual one-week long festival that aims to share initiatives that are focused on the 4Ps (Protection, Progression, Placement and Privileges) that the Labour Movement has to offer and how we can support them as we transform and empower PMEs to be future-ready. Focusing on the growth of PMEs, there are talks and workshops conducted to share on the progression of PMEs, and for those who are looking for a mid-career switch.



### Career Activation Programme

Launched in July 2015, in partnership with local social enterprise GioCareers, the Career Activation Programme (CAP) aims to give mature PMEs aged 40 and above a boost in helping them re-enter the workforce. CAP is a peer-to-peer support programme that trains volunteers to become Career Activists to help mature PMEs who have trouble looking for jobs after becoming unemployed past the age of 40. The Career Activists will work towards forming a close-knitted community with other mature PMEs, to provide counselling, coaching and opportunities to network.

### U Creative For The Emerging Creative Industry

Working in a challenging and emerging sector, creative industry professionals find themselves needing to constantly upgrade their skills to keep up with the latest technology and industry trends and developments. As Singapore's role as a regional and global media hub continues to grow, opportunities for growth and leadership for our PMEs in this sector are on the rise.

The U Creative programme is part of NTUC's broader efforts to prepare Singaporean PMEs for tomorrow's challenges. It provides a platform for creative professionals to keep abreast with the ever-changing business environment and meet the challenges in the sector. The U Creative programme not only provides business networking opportunities for creative professionals, it is also a bridging platform for creative industry professionals to tap into NTUC's professional ecosystem in expertise areas such as information technology, human resource, project management and leadership, among others.

### Future Leaders Programme

The Future Leaders Programme comprises a three-tier learning initiative developed to grow the capabilities of the PMEs. The three tiers are:

#### 1. Future Leaders Summit 2015

Key signature conference for 750 PMEs to inspire learning from over 17 C-Suite Leaders. The Summit aims to inculcate a challenger mindset, creative thinking, being prepared to take on challenges beyond one's comfort zone.

#### 2. Future Leaders Series

The Future Leaders Series comprises industry-specific in-depth dialogue sessions, which are sector-focused and profession-led, such as engineering, accounting, finance, information technology, and sales and marketing. The Future Leaders Series has engaged over 12,000 PMEs to date.



#### 3. Future Leaders Mentorship Sessions

Future Leaders Mentorship sessions are conducted in small group settings behind closed doors, by industry leaders to facilitate more open and honest sharing. This provides opportunities for over 50 PMEs to have a unique access to industry leaders via a selection process, for personal development and career guidance.



## MOVING FORWARD

In tandem with the growing number of PMEs in the workforce, the Labour Movement will continue to gear itself towards helping more unions to extend its scope of representation of PMEs, and enhance its offerings in the areas of "Protection", "Placement" and "Progression" to serve PMEs better so that they remain future-ready. At the same time, it will enhance its PME support and engagement programmes under the Future Leaders Programme.

### Strengthening The Voice Of Freelancers And Self-Employed Workers

#### KEY ACHIEVEMENT

- Formed Sports Coaches Association of Singapore in March 2015. Currently, there are 100 members

According to the Ministry of Manpower, there are about 183,000 locals who are independent workers not in employer-employee relationships. More commonly known as freelancers and self-employed (FSE) workers, we expect this portion of the workforce to grow significantly. Many FSEs lack a united voice to represent their interests, and we anticipate this need to grow in the coming years.

There are about 24,000 FSEs such as taxi drivers, insurance agents and real estate agents who are already members of the Labour Movement. The tour guides are a chapter in a union, while others such as financial advisers have an established association and are allied with the Labour Movement through the U Associate programme. Engagements and interactions with these existing groups have heightened NTUC's awareness of the unique and the common challenges that FSEs face.

### Making In-Roads To New Groups

There are many freelance sports coaches in Singapore. As individuals, their concerns are often not heard. Recognising the need for a collective voice to represent the interest of the coaching industry, NTUC stepped in to provide guidance to form the Sports Coaches Association of Singapore (SCA), and advised on SCA's representation structure. With the SCA, there is a structure to bring together the community of coaches, a platform to build up coaches' professionalism, and a body for policy makers to consult with on matters impacting coaches' livelihoods.



### Focussing On The Essentials

FSE workers revealed that income security, continuing employability and preparedness for contingencies are their top concerns. In the areas of income security and retirement adequacy, SCA plans to engage the relevant organisations to outline and adopt fair practices for responsible buying of freelance services. It is also crucial to educate coaches on the need to factor into their fees provisions for retirement savings, medical coverage and work injury insurance, among others. On continuing employability, the Labour Movement will work closely with SCA to pull together resources that coaches can use to fund their professional development.

### MOVING FORWARD

As increasingly higher standards are demanded of coaches, partnerships with e2i, Singapore Workforce Development Agency and Sport Singapore will be explored to expand the usage of Union Training Assistance Programme to support skills upgrading and job enhancements. Going forward, SkillsFuture will be an added boost to help FSEs stay relevant and enhance employability. The Labour Movement is ready, able and

willing to help FSEs unite and grow as credible voices, engender their fair treatment, and care for their needs. Going forward, we aim to expand existing groups and engage new groups of FSEs.

### Small And Medium Enterprises

#### KEY ACHIEVEMENTS

- Engaged and outreached to 1,200 SMEs
- Collaborated with 20 companies (employing 4,600 workers) on SME assistance programmes through U SME Centre
- Convinced seven companies (employing 1,400 workers) to subscribe union membership for their employees and 200 SME bosses (employing 8,000 workers) to encourage their employees to apply for union membership

Small and medium enterprises (SMEs) collectively employ 70 per cent of the resident workforce. Hence, SMEs are important to the Labour Movement as they represent a significant number of Singaporean workers. There are a number of challenges unique to the scale of SME businesses. Their employees tend to move on to other jobs more quickly, which lead to a high turnover rate. This in turn, causes many employers to not see the need to invest in staff upgrading.

#### Advancing U SME Symposium

Manpower challenges remain a top business concern for SMEs as they make a bid to grow. To help SMEs tackle these challenges, the Labour Movement introduced the Advancing U pilot project in 2014. Themed "Overcoming Manpower Challenges with Productivity Initiatives", this inaugural Advancing U SME Symposium featured multiple discussion platforms for business leaders and entrepreneurs to explore innovative ways of making SME jobs Easier, Smarter and Safer. There was an advisory pop-up clinic where attendees had direct access to productivity grants and programmes offered by NTUC and related agencies.

This initiative allowed the Labour Movement to connect with 173 companies to build rapport, educate and create awareness of union membership, and provide SMEs with advisory support to improve

business productivity and staff welfare through funding and create business conversations through the Future Leaders Series for SMEs. Through Advancing U, NTUC hopes to work with all Singapore SMEs to make every SME workplace a better workplace, every SME job a better job, and every SME worker a better worker.



#### U SME Centre

Supported by SPRING Singapore, NTUC partnered SME Centre @ ASME (Association of Small and Medium Enterprises) to set up the U SME Centre. This Centre aims to intensify the outreach and uptake of productivity improvement of SMEs, and advise SMEs on how to tap on government support programmes. This new initiative will enhance the current one-stop, first-stop service to SMEs managed by NTUC.

#### U SME Circle

To reach out to the SME workers more effectively, NTUC has been working closely with various SME associations and groups. The SME Secretariat signed Memoranda of Understanding with associations to strengthen collaborations, which include facilitating the application of NTUC membership, adoption of fair employment practices (such as recruit and select on the basis of merit), and embracing the tripartite guidelines (such as re-employment). To date, the Secretariat engaged potentially 1,100 corporate partners and 22,000 workers.



#### MOVING FORWARD

Moving forward, NTUC will continue to strengthen the engagement with SMEs by introducing workshops on best practices such as labour-management relations and the Progressive Wage Model. NTUC will also work together with SMEs to raise awareness of labour standards and legislative compliance of the Employment Act, Work Injury Compensation Act, and Workplace Safety and Health.

## 3-GEN COMMUNITIES

The Labour Movement is committed to reach out to and serve three generations of workers – workers of yesterday, today and tomorrow. Besides growing union membership, a network of membership communities – nEbO, Young NTUC, U Family and U Live – has been formed to serve the specific needs of members in different age groups:

### nEbO

#### KEY ACHIEVEMENTS

- Outreached to over 360,000 youths
- Developed 251 youth leaders
- Effective engagement platform for youths to develop their potential, with more than 45 per cent of the events being youth-initiated projects and led by youth activists

nEbO – the junior membership arm of NTUC – is a strategic initiative of the Labour Movement to engage and prepare youths for their future as workers of tomorrow. nEbO engages and develops youths while exposing them to NTUC and its social role.

#### Membership Growth

nEbO's membership grew by 89 per cent from December 2011 to June 2015. This was achieved through tireless recruitment efforts with strategic partners, other Labour Movement communities, NTUC social enterprises and schools. nEbO also stepped up its retention efforts by running a structured retention programme since 2013 to minimise the attrition rate of eligible members and allow the continuous growth of the membership base.



In 2012, nEbO introduced nEbO Rewards, a loyalty programme where nEbO members are able to use LinkPoints to redeem items, with the objective of enhancing the value of the membership. From 2013, nEbO also stepped up on educational initiatives and the redemption of LinkPoints to promote LinkPoints usage as a common currency among nEbO members.

#### Community Outreach And Members Engagement

nEbO believes in the value of championing youth-initiated projects. The last four years have seen an increase in such youth-initiated projects, which constitute more than 45 per cent of the events annually. To date, with over 500 events enjoyed by more than 600,000 participants, nEbO has proven to be an effective engagement platform for our members to develop their potential.

#### Thank Your Intern Day

One of nEbO's signature events and a youth social movement – Thank Your Intern Day (TYID) – was launched in 2013 with the aim of raising awareness of interns' workplace rights. TYID is a month-long campaign that culminates with an outreach event on 10 October yearly, a special day to encourage appreciation of interns among employers. A key highlight of TYID 2015 is the tight collaboration between nEbO and the unions, where they provided a glimpse of how the workplace and unionised organisations function, to prepare our youths to be work-ready.



Raising awareness of interns' workplace rights

#### Youth Entrepreneurship Symposium

Another signature event, Youth Entrepreneurship Symposium (YES), entered its eighth year in 2015. YES engages more than 400 participants annually. With a strong messaging to encourage an entrepreneurial spirit, YES is organised by a committee of youths who plans everything from getting keynote speakers and sponsors, to organising the programmes and executing the actual days' activities.



Participants at Youth Entrepreneurship Symposium

### Mr Teo Jian Rong, Singapore Polytechnic

Jian Rong was first exposed to nEbO and the Labour Movement through YES 2014 as a participant. Following that, he was inspired to start up his own company, a T-shirt printing services provider. With his passion to contribute back to the community, he voluntarily came forth as a youth committee member for YES 2015 to encourage more like-minded youths out there to pursue their entrepreneurial dreams. Beyond that, he gave an inspiring speech during the symposium to share his personal business experience with the participants.

#### Strengthening Partnerships

A key breakthrough was achieved in 2012, with a Memorandum of Understanding (MOU) signed with the Institute of Technical Education (ITE). Through the deep collaborative efforts between both parties over the past three years, the first official nEbO-ITE College East Co-Curricular Activity Club was set up in 2014, while the renewal of the MOU took place in 2015.

Another key breakthrough was achieved in 2013, when nEbO signed an MOU with Yio Chu Kang Secondary School. With that, nEbO developed a suite of curriculum activities to further enhance the out-of-classroom learning for the secondary school students. Such experiential activities include Service Learning, Values in Action, Learning Journeys, Work Attachments and Social Entrepreneurship.



Strengthening partnership with the Institute of Technical Education

### Nurturing Core Activists

Youths continue to be groomed as key leaders and activists at nEbO. By 2014, nEbO had developed 251 youth leaders and targets to grow the pool to 300 leaders by end 2015.

Since the Youth Leadership Development Programme (L.E.A.D.) was launched in 2011, many nEbO youth leaders have been put through it to nurture and develop their competencies and leadership skills. This programme also encourages youths to step forward as leaders.

### Mr Douglas Toh, ITE College Central

Over the years, Douglas has actively participated in and spearheaded events, one of which is nEbO's Xiang Dang Nian teochew opera. He and his team learnt Teochew Opera and performed to a group of elderly beneficiaries from Shan You Counseling Centre and Thye Hwa Kwan Senior Activity Centre (Bedok and Macpherson). At a young age, he managed to rally like-minded peers to be involved in voluntary events and has started to mentor a new group of youth leaders within the community.

### Mr Sebastian Tay, nEbO Alumni

nEbO alumni, Sebastian from nEbO Sports community, is an active youth leader and a mentor to his bowling peers. With various bowling awards in his name, Sebastian remarked that the best award is still the skills and abilities he has gained through his time with nEbO. He was transited successfully into NTUC as one of SBEU's young member, representing them in bowling events such as the U Grand Masters Competition.

### MOVING FORWARD

nEbO continues to recruit new members, retain eligible members and connect with graduating nEbO members who are entering the workforce, to encourage them to sign up for NTUC membership.

To ensure the continuous transition of youth leaders to NTUC, nEbO aims to encourage more members to participate in nEbO events and to identify those with potential to be groomed as future youth leaders.

With the growing base of leaders and alumni within the nEbO communities, nEbO will focus more of its resources to enhance programmes targeting leaders who will be flowing on to NTUC. nEbO will nurture these youth leaders and hopes to transit them smoothly into Young NTUC and the Labour Movement's PME unit.

### YOUNG NTUC

#### KEY ACHIEVEMENT

- Outreached to over 100,000 young working adults, developed 250 activists

Young NTUC seeks to work with unions to identify young unionists to develop and nurture them into future leaders of the Labour Movement. Marking its 10th anniversary in 2015, Young NTUC represents more than 190,000 young working adults aged 35 and below. As the largest youth movement in Singapore, Young NTUC strives to empower the needs and aspirations of young workers.

#### Community Outreach And Members Engagement

##### NTUC Income RUN 350, Organised By Young NTUC

From just 1,000 runners in 2010, this annual eco-advocacy flagship running event for the Labour Movement is now seeing over 12,000 participants yearly. Since 2014, Young NTUC and U Sports have been working together to incorporate RUN 350 as part of U Games. This allows Young NTUC to reach out to more union members.

#### Young NTUC Celebrates! National Day

Young NTUC has been organising its companion event to the National Day Parade on behalf of the Labour Movement since 2007. This highly anticipated annual event celebrates the Labour Movement's role in nation building and reaffirms the solidarity amongst 8,000 union leaders and members annually.



### Young NTUC CROSSROADS

The Young NTUC CROSSROADS series is designed to help participants look beyond present concerns and aspire to build a better future for themselves and Singapore through dialogues with inspiring personalities. Since the inception of the programme in April 2013, Young NTUC has engaged 930 participants.



### Young NTUC Roundtable

In "Our Singapore Conversations: Labour Movement" series, organised in 2013 and 2014, Young NTUC consulted over 900 working adults and discovered many were concerned about Singapore's social policies. This led to a new series of roundtable sessions in 2014 to look at the matter in greater depth. Through this process, young working adults gained a better understanding of key considerations behind Singapore's social policies; allowing Young NTUC to better identify and nurture thought leaders for the Labour Movement. Over 130 participants are still actively involved in the roundtables.



### Building Connections Through Youth Chapters And Team Young NTUC Affinity Groups

Beyond outreach and engagement, Young NTUC focuses on connecting with young working adults to ensure the continued dynamism and relevance of the Labour Movement. Through Young NTUC's 43 youth chapters and six Team Young NTUC Affinity Groups, Young NTUC connects with young union leaders, members and the community.

#### Youth Chapters

Through the youth chapters, young union leaders are better able to engage fellow youths at their union. They have organised 165 seed-funded events, engaging over 17,000 members over the past four years. Through the youth chapters, Young NTUC has built goodwill and developed closer relations with 94 members, connecting them closer with the Labour Movement.



#### Team Young NTUC Affinity Groups

Team Young NTUC affinity groups bring together youths of similar interests and causes. They lead ground-up initiatives which they are passionate about. Since 2011, they have organised 130 such initiatives, engaging close to 11,000 participants. There are 59 connected members who are actively promoting the Labour Movement's cause.



### Strengthening Core Activists

Youth Lab is the leadership development incubator of Young NTUC. It serves to identify and nurture our pool of core activists. These activists lead projects to promote the Labour Movement's cause and workers' issues. In the third quarter of 2014, Young NTUC started the pledged activists' initiative. It now has 13 activists who pledged their commitment to organise activities on behalf of the Labour Movement. They will organise at least two ground-up initiatives yearly in support of Labour Movement causes and flow-in at least two new activists below 30 years old to be put through Youth Lab's leadership roadmap.

### Brother Seah Keng Tia, Chairperson, Young NTUC Committee

Brother Seah Keng Tia has been with Young NTUC since he assumed the role of Young UWPI (United Workers of Petroleum Industry) Chairperson in 2010. As the Chairperson of Young NTUC Committee, he represented the Labour Movement at the 3rd International Trade Union Confederation World Congress and was also a titular member of ITUC-Asia Pacific Youth Committee since 2014. As a testament to his desire to advocate for young workers, Brother Seah was selected to be a Council Member of the 14th National Youth Council and was awarded the Comrade of Labour Award at the May Day Awards 2015.

### MOVING FORWARD

Young NTUC will look into strengthening its partnership with unions to help them enhance their outreach and connection with their young members. Young NTUC will also continue to focus on growing its pool of core activists and develop their competencies with programmes to network and dialogue with NTUC Central Committee members as well as national leaders to better understand the Labour Movement, government policies and issues and to align them to NTUC values.

### U FAMILY

#### KEY ACHIEVEMENT

- Increased outreach of 15 per cent, from 267,000 in 2011 to 308,000 in 2015

U Family is the Labour Movement's voice for families. In the last four years, it recommended pro-parenthood policy changes to the Government and workplaces, and made family activities affordable and accessible with support from NTUC social enterprises.

#### Growing U Family Community

U Family believes in strengthening lifelong relationships with members and their families throughout their parenthood life stages. Its outreach grew at a steady rate of 15 per cent; from engaging 267,000 in 2011 to 308,000 family members in 2015. U Family further collaborated with service providers such as baby bonus banking partners, baby-parent trade fair organisers and publishers to reach more than one million persons with families.

#### Connecting With Families And Working Caregivers

Participation in U Family activities increased almost threefold; from 8,513 in 2011 to 23,385 members in 2014 as U Family brand recognition grew with signature events.

### Baby's Day Out

NTUC FairPrice and NTUC FairPrice Foundation provided strong support to U Family Baby's Day Out – My First National Day Party and U Picnic. Baby's Day Out attendance grew eightfold; from a simple celebration for young parents to a highly sought after event with a gathering of over 8,000 young parents and babies in 2014.



### U Picnic

U Picnic attracts, connects and builds affinity with 3-Generational families through bonding over with food. A sold-out event since its debut, U Picnic remains affordable and it connects over 6,000 workers and their family members with an increased turnout of 25 per cent from 2012 to 2014.

### Advocating Needs Of Working Parents

From 2012, U Family advocated the need for shared parenting so that women can continue working after having children. Besides calling for mandatory paternity leave, more support to make flexible work



arrangements a reality and other family-friendly measures, U Family recommended extended paid maternity leave on the premise that babies need a minimum of six months' exclusive breastfeeding. Subsequently, the Government introduced enhanced maternity leave and paternity leave amongst many measures.

U Family also pressed on the need for workplaces to be baby-friendly with the launch of Project Liquid Gold in 2013. To support the call for lactation space and time at workplaces, 200 low-income mothers received free breast pumps with the support of Lee Foundation, more than 2,000 working mothers received the Working Mum's Milk Kits and over 3,000 companies received the employer's guide on support for breastfeeding produced by U Family.

U Family also achieved a breakthrough when the Ministry of Manpower extended the Work-Life Grant to office building owners, management corporations and developers for building public lactation facilities in office buildings. This follows U Family's suggestion that building owners could provide common lactation space for tenants, overcoming limited office space. JTC Corporation is an early adopter that provides public lactation room for its tenants and visitors at Biopolis and Fusionopolis.

In 2015, U Family also embarked on a campaign to encourage fathers to share caregiving duties with their wives. U Family distributed New Dads' Survival Kits at the hospitals.



U Family gathered workers' feedback through its annual Happiness Poll that families are sandwiched between caring for the young and the elderly. From 2013, U Family pushes for greater workplace flexibility and calls on employers to review their leave schemes to incorporate eldercare leave. U Family also called for the introduction of the pilot U Flex Family-Friendly grant by the Ministry of Manpower in 2014. The grant incentivised over 22 companies to adopt a more family-friendly workplace. More than 140 unionised companies provided eldercare leave and/or family-care leave to their employees beyond legislation.

### Strengthening Core Activists At Workplaces

Since 2013, a total of 33 unions formed U Family Chapters and appointed 66 ambassadors. One of the initiatives led by the chapter ambassadors is to spread happiness by bringing thanks to workplaces that support positive workplace practices and culture.



In 2015, the Workplace Breastfeeding Mentor Programme was introduced as part of workplace support to mentor back-to-work nursing mothers and to assist workplaces to be baby-friendly. A total of 19 mentors from 12 companies have been trained under the pilot programme to date.

### Sister Joanne Chua, Assistant General-Secretary, Singapore Industrial & Services Employees' Union

Joanne has been with U Family Chapter since 2013. She is a mother of three school-going children. She knows very well the challenges faced by working women in harmonising work and family, and even enrolled herself in an 18-month Diploma in Employment Relations course at Ong Teng Cheong Labour Leadership Institute. Joanne played a part in sharpening U Family's areas of advocacy. A key project she took a lead in was the Happy Workplaces initiative to encourage workers to thank their supportive colleagues and supervisors.

### MOVING FORWARD

U Family will continue to strengthen the emotional connection between family, community and the Labour Movement by caring for working caregivers through:

- (a) Parenthood transition points – from before pregnancy to childbirth and parenthood.
- (b) Different types of caregivers – from looking after the elderly to the dependents with disabilities.
- (c) Through bonding at signature events. U Family aims to grow a core group of Family Activists who can be change agents at workplaces.

**U LIVE**

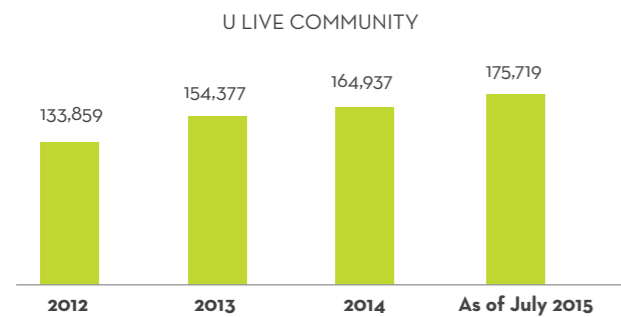
**KEY ACHIEVEMENT**

- Outreached to over 120,000 active agers, with 280 ambassadors.

Since its launch in 2009, U Live continues to evolve and address the needs of the senior workforce in the Labour Movement by advocating active living through living a Happy, Healthy, Productive and Purposeful lifestyle.

**Community Growth And Engagement**

The U Live community has grown 25 per cent since 2012, engaging over 120,000 participants through various events and activities. In addition to enjoying NTUC membership benefits, U Live members also enjoy additional age-relevant benefits and privileges. This has increased the value proposition of U Live membership. The awareness of U Live and its relevant benefits for members have contributed to reducing attrition rates.



Membership numbers

**Connecting Through Cluster Programming**

Interest groups have been the main engagement tool to reach out to members. In 2014, U Live enhanced its engagement strategies through cluster programming that led to a 10 per cent increase in participants. This re-organising of engagement efforts enabled interest groups to leverage on one another, and allowed members to be exposed to more varied interests, encouraging them to be more active than ever. Currently, there are five clusters - lifestyle, life-skills, sports, performing arts as well as health and wellness.



Promoting active living

The clusters are also aligned with U Live's signature events, such as the U Live Symposium, U Live Games and U Live Walk for Wellness which promotes lifelong learning and active living. The U Live Symposium, which combines the life-skills and health and wellness clusters, is an annual event which organises full-day workshops, and is the premier symposium for active agers to learn and refresh their knowledge on all aspects from health to skills-upgrading to staying employable.

**Strengthening Union Relations**

Through strengthened interactions with the unions via the U Live Committee and U Live Clubs/Chapters, as well as a constant review of its programmes, engagement through cluster programming touches almost 100 per cent of all unions. The number of unions which participated in U Live's events increased more than two-fold, from 25 in 2009 to 58 in 2015.

The U Live Games, part of the Sports cluster, nurtures a strong sporting spirit within members and is the cluster that unions take a great interest in. Unions proactively engage their U Live members through the U Live Games, and this has led to an increase in participation from 35 unions in 2012 to 48 unions in 2015.



U Live Games Golf Challenge

**Developing Ambassadors And Increasing Advocacy**

The Active 55+ programme prepares members for productive re-employment, purposeful retirement and at the same time, helps them give back to the community as ambassadors and leaders who have a positive mindset. Members can also take a proactive approach to track their own journey through their Active 55+ booklet.



An Active 55+ talk

The programme has enabled U Live to identify key leaders and develop them with knowledge and skills in motivating and mentoring. With clear direction and objectives in mind from attending the programme, many ambassadors took on the role of facilitators and some even took on committee roles for major events, such as the U Live Symposium 2015.

There was also more emphasis on interest-based learning for the ambassadors. Now, they are able to motivate their fellow peers and give back to the community through their interests. The programme resulted in a 10 per cent increase in the number of ambassadors from 250 to 272.

Ms Shireen Lee and Mr Mohan Dass are two ambassadors who advocate positive thinking and ageing to their peers. From the Singapore Teachers' Union, Ms Shireen Lee, 57, found it meaningful to help provide guided tours for fellow members through the Mangrove Park Tour and gets fulfilment through interest-based mentoring. Mr Mohan Dass, 67, and previously a Flow On leader from Singapore Airport Terminal Services Workers Union, retired two years ago and found a new purpose in conducting leadership training for U Live members. It gives him a sense of satisfaction to be a mentor to others, encouraging and guiding them, and making a difference in their lives.



U Live Mangrove Park Tour

### MOVING FORWARD

U Live will continue to engage members through targeted events and activities and focus its energy and resources in nurturing more leaders through peer leadership. With the Active 55+ programme, U Live is looking to convert 10 per cent of the participants into leaders through the positive mindset change and leadership training programmes.

By 2019, U Live targets to be the community that advocates productive re-employment and purposeful retirement, as well as encourage active agers to live life to the fullest.

## U SPORTS

### KEY ACHIEVEMENTS

- Outreach to over 30,000 members and 55 unions annually
- U Games has grown significantly with 3,500 members competing in 2010, to over 12,000 members now from over 40 unions challenging for honours across 13 sports

U Sports has established itself as a key enabler for unions and communities to bond and build camaraderie through a passion for sports.

### Union Outreach Through Sports

#### U Games

Now into its eighth edition, U Games is an important Labour Movement sporting competition to increase union outreach and foster a stronger community through competitive sports among union members. In the past four years, U Games has grown tremendously with 3,500 members competing in 2010 to over 12,000 members now from over 40 unions challenging for honours across 13 sports. The achievements of unions and members are celebrated through the annual U Sports Awards Night.



U Sports Beach Games

### Union Sports Clubs

Building on the success of U Games, the Union Sports Clubs was initiated in 2014 to provide resources and help unions increase their member outreach and engagement through sports. To date, 38 Union Sports Clubs have been established where many sports activities are organised, with instances of teams being formed to compete at U Games.

### Connecting Members Through Interest Groups

U Sports drives 10 Interest Groups in specific sports that continuously engage members through regular sports play, and other value-add offerings through tie-ups with partners such as sports clubs, National Sports Associations and sports providers. The U Sports Interest Groups also serve as an excellent breeding ground to identify potential sports leaders within the Labour Movement.

Through U Games and Interest Groups, U Sports engages members from 55 unions annually.



U Sports Cycling Interest Group

### Developing Core Activists

The Capability Development strategy was formulated to identify and groom core activists within the Labour Movement's sporting community. The first development phase has seen 127 members being groomed into U CHAMPs Sports Leaders through a structured training framework that equips them with technical sports and leadership skills to lead activities across the Labour Movement.



Grooming core activists

### MOVING FORWARD

U Sports will continue to enhance the quality of U Games events and Interest Group activities for better member experience.

With significant traction gained from the Union Sports Clubs, U Sports will increase support to existing clubs in the form of resource and funding utilisation, while it continues to set up new clubs.

Through the Capability Development Framework, U Sports will continue to identify and develop more U CHAMPs sports leaders. Significant focus will also be placed on developing a group of core U CHAMPs to take on key roles to lead projects, and deepen and widen member engagement.

## STRENGTHEN UNION LEADERSHIP

Amidst Singapore's dynamic changes in the employment and economic landscape, the Labour Movement keeps pace by growing and adapting to changes to ensure the interests of the working people are taken care of. To remain relevant and effective, the Labour Movement has placed strong emphasis on strengthening union leadership development and engagement, as well as governance.

### 3-FLOW LEADERSHIP MODEL

In 2011, the Labour Movement set out to tackle the issue of a maturing and shrinking union leadership pool, and to build one that was stronger and more inclusive. The 3-Flow (3F) leadership framework was conceived to address these challenges and the NTUC50 Fund was later established to support our affiliates with their 3F efforts. The fund has helped strengthen our affiliates' capabilities to put in place a sustainable leadership renewal system, which has since generated some positive outcomes.

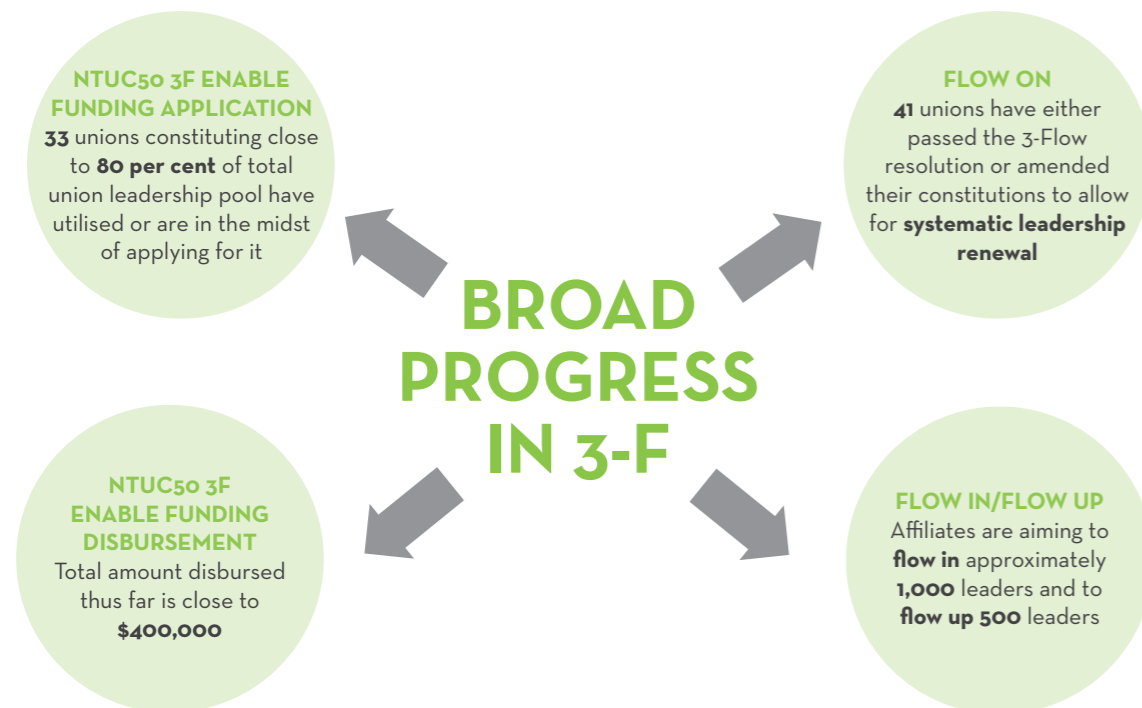


Union leaders attending a workshop

Through the 3F efforts, the Labour Movement has seen changes in the following areas:

#### Reversed Trend Of Decreasing Union Leadership Pool

Between 2000 and 2009, the Registrar of Trade Unions' (RTU) data on the total union leadership pool indicates that it had decreased by 11.8 per cent from a total of 6,614 to 5,832 union leaders<sup>1</sup>. However, the Labour Movement has managed to reverse the declining trend by bringing the number of leaders back to above 6,000 as at 2015.



<sup>1</sup> Prior to 2011, the database from RTU was used as the LM Leadership Database Information System (LDIS) was not properly maintained. Since 2011, OTC Institute has worked closely with all unions to conduct annual database updating.

#### Age Profile Of Union Leadership Has Remained Stable

Latest trends of the age profile have shown signs of stabilisation. Since 2013, the median age has remained at 51 years old. The proportion of youth leaders (below 35 years old) has remained at nine per cent since 2011. While the proportion of leaders above 45 years old has increased by six per cent from 61 per cent in 2009 to 67 per cent in 2015, the rate of increase has remained low since 2011. In fact, it reversed in 2015, taking a dip of two per cent. Additionally, the proportion of leaders above 62 years old has stabilised in the past two years, remaining at seven per cent.

#### More Inclusive Union Leadership Pool

We are beginning to see a growth in the proportion of leaders holding at least a diploma, with an increase from 22 per cent in 2011 to 28 per cent in 2015. In addition, the proportion of female leaders now stands at 35 per cent, an increase from 33 per cent in 2011.

Here are some examples of our affiliates' 3F initiatives:

<b>FLOW IN</b>	<ul style="list-style-type: none"> <li>Embracing technology and using e-platforms such as mobile phone applications, social media and branding videos to create awareness about the work of unions and union leaders</li> <li>Engagement and networking sessions with potential leaders</li> <li>Climate surveys and focus group discussions to identify strategies to attract new leaders</li> </ul>
<b>FLOW UP</b>	<ul style="list-style-type: none"> <li>Creating integrated training and development roadmaps for union leaders covering education, exposure and experience</li> <li>Branch Officials' Milestone programmes, Branch Officials' handbook and kits containing Standard Operating Procedures</li> <li>Dialogues with C-suite level corporate leaders and unionists</li> </ul>
<b>FLOW ON</b>	<ul style="list-style-type: none"> <li>Mentoring programmes to equip Flow On leaders with capabilities to mentor younger leaders</li> <li>Retaining expertise and maintaining networks, and relationships through formation of alumnus</li> <li>Flow On leaders leading and organising U Live chapter activities</li> </ul>

#### Flow In: Food, Drinks and Allied Workers Union (FDAWU)

The union has embarked on an initiative to identify and groom younger members to be the next generation of union leaders. Young FDAWU invited its members to a movie screening. At the same time, the youth committee conducted surveys to engage members and to sense their level of interest in being more involved with the union. Within several days of the event, Young FDAWU contacted the identified members to engage them further in a one-on-one chat.

#### Brother Lim Wen Sheng, Chairman, Young FDAWU and Executive Council Member, FDAWU

“Beyond branch engagements, such platforms have generated greater awareness about the union amongst younger members and have served as an alternative contact point for the union to reach out further to them, especially for those with keen interest to serve as activists or union leaders. Responses from participants have been encouraging and Young FDAWU (Food, Drinks and Allied Workers Union) will strengthen efforts in this area.

”

**Flow Up: Public Utilities Board Employees' Union (PUBEU)**

Aside from planning for newer leaders to take part in the different levels of Certificate in Industrial Relations courses offered by OTC Institute, PUBEU took an additional step to identify new skills and knowledge, such as social media strategies, future thinking and strategic planning, and coaching and mentoring that would be useful in helping leaders become more effective in their roles. This is a testament of the union's efforts in preparing leaders for their duties and of unions adopting a structured plan in developing their leaders holistically.

**Flow On: United Workers Of Electronics & Electrical Industries (UWEEI)**

Branch officials from UWEEI who flow on at age 62 can be active members to continue contributing to the Branch Committee. Active members are able to share their experiences with the Branch Committee and support the Committee in decision making. An example of an active member is Brother Liew Chee Kong William from Sigma Cable Co (Pte) Ltd. He had been a Branch Treasurer since 1996 before flowing on to be an active member in 2014. Brother William is a strong advocate for worker's interests. He champions re-employment and takes a keen interest in collective agreements and annual increment negotiations. He is the icon of UWEEI in the branch and still enjoys good relations with fellow workers.

**DEVELOPING A COMPETENT AND UNITED LEADERSHIP**

Aside from conventional industrial relations and leadership development courses, more programmes were initiated to help our union leaders manage the greater demands and expectations of a changing workforce profile. The Labour Movement paid more attention to the need of strengthening its narratives and in cultivating the heartware, ensuring that together with our affiliates, we continue to be aligned in values and united in serving a common cause.

Participation numbers in the industrial relations certificate courses hit a total of 2,623 between 2011 and June 2015. To prepare for the future workforce, numerous workshops on amendments to the Employment Act and Industrial Relations Act on PME representation were conducted. These ensured that our unionists were aware and equipped with relevant knowledge to work with employers, and to help members better understand their rights. Together with NTUC MED, workshops on membership recruitment and mobilising were conducted, benefitting 1,180 unionists.

**Structured Union Leadership Competency Framework**

The OTC Institute went on to conceptualise the 3E (Education, Exposure and Experience) approach, providing union leaders with an all-rounded training and development plan. A structured Union Leadership Competency Framework was also introduced to help affiliates identify gaps and to assess training needs for varying levels of union leadership, nurturing unionists for higher levels of excellence. In addition, flexible learning pathways were created to allow union leaders to better manage both union and work commitments. As such, prior learning and attending relevant short courses will be recognised and will lead to certification.

The Labour Movement Training and Development Circuit was launched in mid-2014 to assist affiliated unions in the development of their next generation (next-gen) leaders. These leaders are nominated by their respective unions. The launching platform to bring these next-gen leaders into the circuit is the 2D1N Rainforest Program. Participants will then progress to the circuit which consists of a wide array of interactions and training programmes and exposure opportunities over a two-years period. The objective of the circuit is to develop a core pool of 200 next-gen leaders who are passionate, service-minded, action-oriented and are prepared to champion specific causes of the Labour Movement. To date, 105 union leaders from 24 affiliated unions are participating in this circuit.

**Servant Leadership**

To lead is to serve, to serve is to lead - leading and serving are the pillars of servant leadership where one aspect cannot do without the other. Its principles and practices resonate with the work of union leadership.

The OTC Institute organised the inaugural Labour Movement Servant Leadership Conference in 2014, which attracted a turnout of over 450 participants. A publication aptly titled "A Heart to Serve - Servant Leadership in the Labour Movement" was also launched. The book contains the personal experiences of 16 union leaders on heart-warming incidents and trying moments of their union journey. As a continuation, the second edition of the conference was again organised in 2015. Beyond the "Why" of servant leadership, OTC Institute also introduced the Certificate in Servant Leadership to help union leaders acquire the "What" and "How" of practicing servant leadership.



A Servant Leadership Workshop conducted by OTC Institute

**Brother Ken Tan, President, PUBEU**

"As a union, we need to equip our newer leaders with the necessary skills and abilities to serve our members well. By developing the leadership skills within PUBEU, we are confident that we will create an environment of continued success in the long term.



**Brother Fahmi Abu Bakar Bafana, Chairman, Leadership and Education Department and President, UWEEI**

"Active members are branch officials who have flowed on and have chosen to continue volunteering their services to the Branch Committee. With them, the Branch Committees are able to benefit from their wealth of experience in decision making and planning, ensuring smooth leadership succession.



## SHARING OF UNIONS' STORIES

In growing its e-capabilities, OTC Institute started OPAL – Online Portal to Advance Learning. It is a one-stop resource portal for unionists to access news, event updates and documents for information sharing and exchange. The e-newsletter “U Leadership Pulse” was created to inspire and motivate readers by sharing unions’ experiences on the ground.

In addition to these platforms, May Day Awards, NTUC This Week, UNITE Leadership Summit and the launch of an e-book titled “Flowing from Strength to Strength” on inspirational tales of union leadership, served to increase awareness about the role of union leaders.



Tribute for Flow On Leaders at UNITE Leadership Summit 2013

## STRENGTHENING ENGAGEMENT AND CONNECTIONS

The Labour Movement continues to strengthen its efforts to upkeep and deepen ties with the ground to continue to look after and understand workers’ issues.



Engaging union leaders on the visioning of LM2019

NTUC leaders regularly engage and reach workers through union and company visits as well as platforms such as the Labour Leadership Lighthouse.

Unionists enjoy regular access to many NTUC-level and tripartite events organised by OTC Institute such as ministerial dialogues and the Singapore Tripartite Forum. These create a platform for unionists to engage employer representatives and policy makers on ground concerns. This was made possible with the support of the Singapore Labour Foundation, which contributed \$11 million over the last four years, to support OTC Institute’s programmes for leadership development and OTC Institute Fellowships.

## ADAPTABILITY OF UNIONS AND GOVERNANCE

### Adaptability Of Unions

As industries evolve, unions also restructure to be stronger in terms of voice, management expertise and resources. Over the course of 2011 to 2015, we have seen Singapore Press Holdings’ two in-house unions, the Singapore Press Holdings Employees’ Union and the Singapore National Union of Journalists, merge to form an industrial union called the Creative Media and Publishing Union to represent the employees of the creative media and publishing industry. With more organising efforts, we also see new unions being formed - Scoot Staff Union, representing employees from Scoot, and Tigerair Staff Union of Singapore, representing employees from Tigerair.

## Strengthening Governance And Systems

With the Ministry of Manpower considering an enhancement to the union governance framework under the Trade Unions Act, the Labour Movement has been gathering views and inputs from our affiliates to help make the enhancements useful and practical for unions and Government.

NTUC’s Shared Services Unit (SSU) has also been helping affiliates in the capability building process by providing administration, finance, accounting, investment and information technology expertise. OTC Institute and SSU conducted 16 runs of finance courses and investment workshops to train union treasurers and internal auditors on the legal requirements needed to manage the finances, in addition to their roles and responsibilities. These workshops have benefitted over 400 unionists.

## MOVING FORWARD

The Labour Movement will pay particular attention to strengthen our leadership pool and to retain unionists who have been displaced by job movements either through the NTUC communities or by re-connecting with them, should they move between unions. To further strengthen governance, the Labour Movement will look at bringing about more programmes to share good practices and standards amongst unions. Recognising that PMEs will become a larger part of the future workforce, the Labour Movement will keep up efforts to equip our leaders with more relevant skills to handle PME issues.

## FUTURE-READY SKILLS

### KEY ACHIEVEMENTS (2011 - 2015):

- Up-skilled 140,900 workers through Professional Development Programmes
- Prepared 29,900 workers to be job-ready through job search and employability workshops
- Organised about 210 Place-and-Train programmes where about 8,000 workers were placed and skilled
- Over 48,000 jobseekers were placed in jobs

## SKILLSFUTURE AND SECTORAL MANPOWER PLAN

With rapidly changing developments in the global economy, Singapore is preparing its workforce to be ready for the future. A key part of this strategy is the SkillsFuture initiative. SkillsFuture supports a lifetime of skills acquisition as the next phase of development for Singapore workers, and aims to empower Singaporeans to chart their career paths and take on good jobs of the future, even in their senior years. To better identify the skills needed for the future, the tripartite partners must come together to collaborate and work with tertiary education institutions and industry training centres to design courses to equip Singaporeans with important skills, to make the learning process enriching for everyone.

In support of this, Sectoral Tripartite Committees (STCs) have been formed in key sectors to strengthen collaboration between government agencies, trade associations, employers and unions. These STCs will work out Sectoral Manpower Plans to make SkillsFuture relevant to the specialised needs of employers and workers in each industry. STCs were set up in 25 selected industries to drive the development and implementation of Sectoral Manpower Plans.

The STCs aim to:

- Identify future skills, manpower profiles and areas/initiatives for jobs and process re-design needed to support competitiveness and manpower-lean growth in the sector.
- Identify key occupations within the sector, and develop skills-based career progression pathways to improve attraction and retention.
- Establish plans to develop a Singaporean core through high quality education and training programmes.
- Appropriate use of SkillsFuture initiatives to develop a Singaporean core, including the use of SkillsFuture Study Award, SkillsFuture Earn and Learn Programme, SkillsFuture Mentors, Leadership Development Initiative and SkillsFuture Fellowship.
- Foster support for SkillsFuture initiatives among employers and workers.
- Provide ground feedback, including monitoring the impact of economic restructuring, identifying jobs at risk of being obsolete and work to re-skill those at risk.

### e2i (EMPLOYMENT AND EMPLOYABILITY INSTITUTE)

Initiated by NTUC and supported by SLF and the Singapore Workforce Development Agency, e2i partners workers as an enabler to help them attain better skills and employment, and offers employers the expertise to redesign and create higher value jobs. e2i will also continue to coordinate and develop structured training programmes and career pathways to help build a strong Singaporean core across the industries.

e2i aims to continue in its role as a key intermediary to provide solutions for better employment and employability. Since 2008, e2i has helped more than 400,000 workers attain better jobs, develop better skills through professional development, and help companies improve productivity. With its experience and track record, e2i is in a good position to support SkillsFuture.

### MOVING FORWARD

In support of SkillsFuture, e2i is targeting to mobilise partners such as companies, trade associations, government agencies and training providers to strengthen skills development and growth. For skills upgrading, e2i will work with the industries to identify skills gaps and create new training programmes. The training programmes are tied to actual requirements of the jobs to connect skills to real applications. For higher productivity, e2i supports companies through resources such as funding and links to solution providers. Through working with companies to be manpower-lean, e2i will focus on sharing productivity gains with employees through higher wages, improved efficiency and better career development. e2i will also collaborate with unions and engage workers. By deepening the bipartite and tripartite relations at the sectoral level, it ensures that workers' interests are protected and advanced as the industries change.

Another key initiative is the setting up of an individual training account - SkillsFuture Credit scheme for Singaporeans - to allow Singaporean workers to take charge of their own training and development needs. The SkillsFuture Credit scheme will be able to address current gaps for some workers who do not have access to the Workfare Training Support Scheme. e2i's Employability Services Centre will provide advisory services to help Singaporeans with training recommendations and applications so that they can optimise the SkillsFuture Credit to increase their attractiveness to employers. Union members can tap on both SkillsFuture Credit and the Union Training Assistance Programme for training.

For our workforce to stay relevant and workers to have longer employability, we must not only be able to take on the better jobs of today, but continually upgrade to win the better jobs of tomorrow. The Labour Movement will be working closely with the Government and businesses to ensure that SkillsFuture becomes a central pillar of our workers' skills and professional development. We will work with our tripartite partners to map out the skills, productivity, wage and progression ladders to help companies create better jobs and help workers have better lives.

# THE LABOUR MOVEMENT FAMILY

## The Labour Movement Glossary of Abbreviations

### NTUC-AFFILIATED UNIONS AND ASSOCIATIONS

AESU	Air Transport Executive Staff Union
AUPDRW	Amalgamated Union of Public Daily Rated Workers
AUPE	Amalgamated Union of Public Employees
AUSBE	Amalgamated Union of Statutory Board Employees
AREU	Attractions, Resorts & Entertainment Union
BATU	Building Construction And Timber Industries Employees' Union
CIEU	Chemical Industries Employees' Union
CMPU	Creative Media and Publishing Union
DBSSU	DBS Staff Union
DSSU	dnata Singapore Staff Union
ESU	Education Services Union
EMSEU	ExxonMobil Singapore Employees Union
FDAWU	Food, Drinks and Allied Workers Union
HSEU	Healthcare Services Employees' Union
HDBSU	Housing and Development Board Staff Union
IRASSU	Inland Revenue Authority of Singapore Staff Union
KEU	Keppel Employees Union
KFEU	Keppel FELS Employees' Union
MIWU	Metal Industries Workers' Union
NTA	National Taxi Association
NTWU	National Transport Workers' Union
NEU	NatSteel Employees' Union
NPASU	Ngee Ann Polytechnic Academic Staff Union
POU	Port Officers' Union
PUBEU	Public Utilities Board Employees' Union
RLEU	Reuters Local Employees Union
SCSU	Scoot Staff Union
SSEU-Sembawang	Sembawang Shipyard Employees' Union
SMEEU	Shipbuilding and Marine Engineering Employees' Union
SEEU	SIA Engineering Company Engineers and Executives Union
SIASU	Singapore Airlines Staff Union
SATSWU	Singapore Airport Terminal Services Workers' Union
SBEU	Singapore Bank Employees' Union
SBOA	Singapore Bank Officers' Association
SCTU	Singapore Chinese Teachers' Union
SISEU	Singapore Industrial & Services Employees' Union
SIEU	Singapore Insurance Employees' Union
SITU	Singapore Interpreters' and Translators' Union
SMTU	Singapore Malay Teachers' Union
SMMWU	The Singapore Manual & Mercantile Workers' Union
SMOU	Singapore Maritime Officers' Union
SOS	Singapore Organisation of Seamen

SPWU	Singapore Port Workers Union
SRCEU	Singapore Refining Company Employees' Union
SSEU-Shell	Singapore Shell Employees' Union
SSU	Singapore Stevedores' Union
STTU	Singapore Tamil Teachers' Union
STU	Singapore Teachers' Union
STEEU	Singapore Technologies Electronics Employees' Union
SUBE	Singapore Union of Broadcasting Employees
SURAWU	Singapore Urban Redevelopment Authority Workers' Union
SSSU	SPRING Singapore Staff Union
SUN	Staff Union of NTUC-ARU
TSU	Tigerair Staff Union of Singapore
TPGEU	Times Publishing Group Employees' Union
UITS	Union of ITE Training Staff
UPAGE	Union of Power and Gas Employees
USE	Union of Security Employees
UTES	Union of Telecoms Employees of Singapore
UWEEI	United Workers of Electronics & Electrical Industries
UWPI	United Workers of Petroleum Industry

### NTUC SOCIAL ENTERPRISES

NTUC Enterprise Co-operative Limited
NTUC Choice Homes Co-operative Limited
NTUC Club
NTUC Fairprice Co-operative Limited
NTUC First Campus Co-operative Limited
NTUC Foodfare Co-operative Limited
NTUC Health Co-operative Limited
NTUC Income Insurance Co-operative Limited
NTUC LearningHub Private Limited
NTUC Link Private Limited
Mercatus Co-operative Limited

### NTUC-RELATED ORGANISATIONS

CASE	Consumers Association of Singapore
e2i	Employment and Employability Institute Private Limited
MWC	Migrant Workers' Centre
OTC INSTITUTE	Ong Teng Cheong Labour Leadership Institute
SLF	Singapore Labour Foundation

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