



**THE  
NEW GEN  
WORKER**

## EXECUTIVE SUMMARY

Launched in July 2022, the Youth Taskforce, led by Young NTUC aspired to engage 10,000 youths between the ages 17 to 25 years old over a one-year period. Through this exercise, the NTUC Youth Taskforce wanted to better understand the needs, concerns, and work-life aspirations of youths, and to find ways to better support them. The NTUC Youth Taskforce is part of the **#EveryWorkerMatters Conversations**, a larger-scale series of engagements launched by NTUC in August 2022.

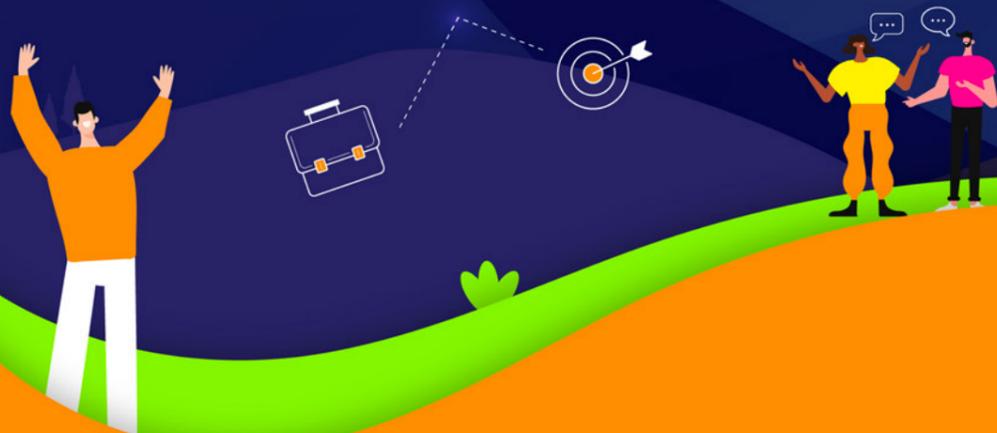
Over the past one year, the NTUC Youth Taskforce has successfully engaged 10,568 youths studying in the ITE, Polytechnics and Universities. Going into the school campuses, the NTUC Youth Taskforce spoke and interacted with youths through focus group discussions, surveys and dialogues. We took a deep dive into three key areas, namely: career, finances, and mental well-being.

The insights from our engagements have led us to envision the new generation of workers, the future of workplaces and the workforce.

NTUC is committed to support youths as they transit from school to work and we want to be a trusted friend and resource that will be alongside them as they progress in their careers. We outline the 5 key recommendations:

- NTUC will set up mentorSHIP, a career mentorship hub for youths to provide them with greater access to career mentoring.
- NTUC has piloted a Career Starter Lab, providing short-term work trials with workplace mentorship for freshly graduated youths to seek clarity about the job fit before considering formal employment.
- Stronger advocacy for quality internships.
- NTUC will train up to 2,500 mental well-being peer supporters at the workplaces by 2025 to foster a psychologically safe environment for colleagues in need and encourage a culture that destigmatise mental health issues at work.
- Innovate a holistic membership experience for youths with curated benefits that meet their needs in the areas of Work, Live and Play, as they transit from school to work and progress in their careers.

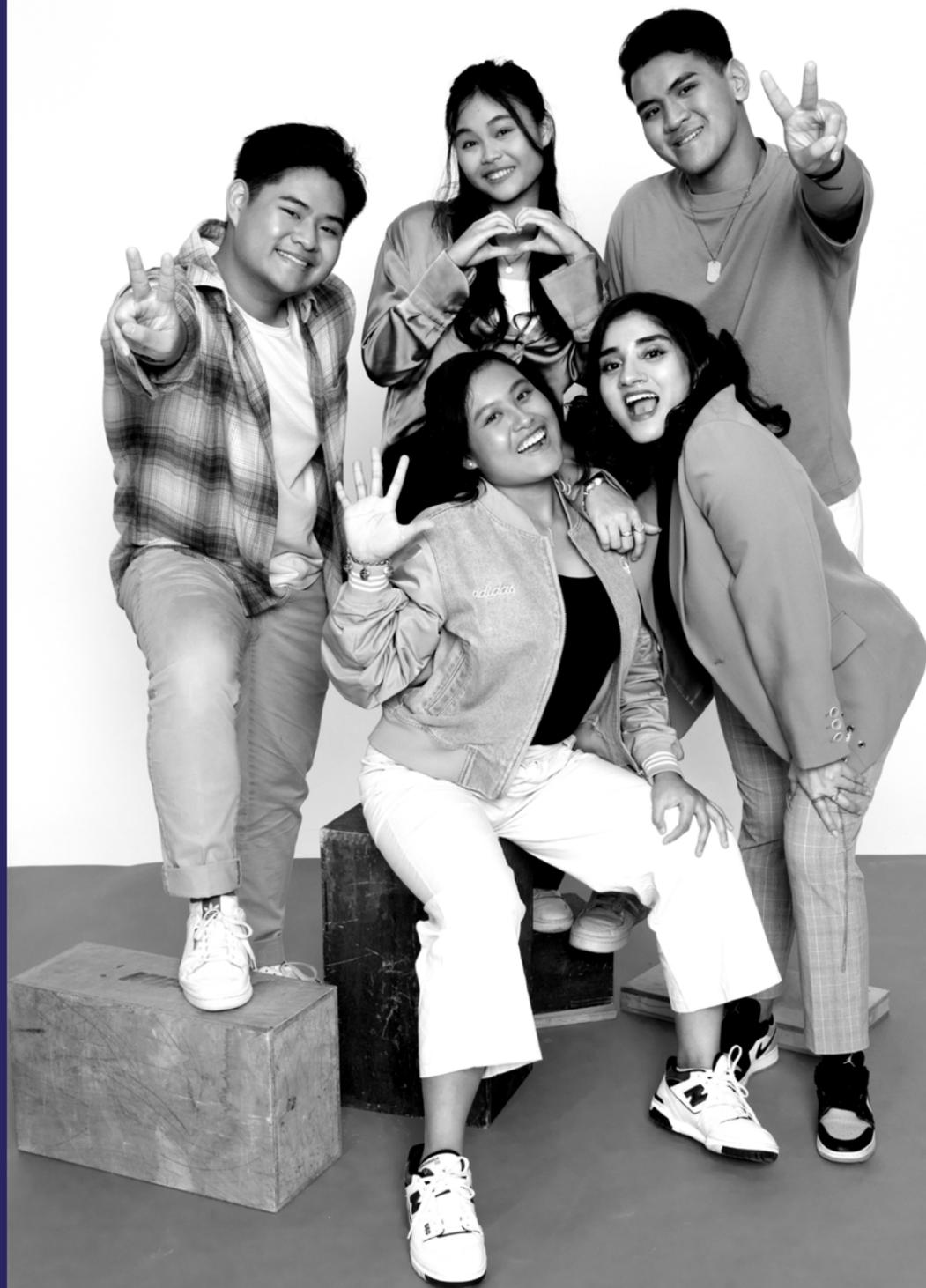
This publication has been put together by the Youth Taskforce, led by Young NTUC. The Youth Taskforce is a part of the **#EveryWorkerMatters Conversations**, a larger-scale series of engagements launched by NTUC in August 2022.



# CONTENTS

<b>CHAPTER 1</b>	<b>02</b>
THE YOUTH TASKFORCE: UNDERSTANDING OUR YOUTHS' WORK-LIFE CONCERNS AND ASPIRATIONS	
<b>CHAPTER 2</b>	<b>06</b>
WHAT MOTIVATES AND SHAPES TODAY'S YOUTHS	
<b>CHAPTER 3</b>	<b>15</b>
TRAITS OF THE NEW GENERATION WORKER	
<b>CHAPTER 4</b>	<b>18</b>
WHAT DOES THE NEW GENERATION WORKER WANT IN THE WORKPLACE?	
<b>CHAPTER 5</b>	<b>22</b>
A GLIMPSE INTO THE FUTURE WORKFORCE	
<b>FEATURED INTERVIEW</b>	<b>28</b>
CLOSE-UP WITH DESMOND CHOO, CHAIRPERSON, YOUTH TASKFORCE	
<b>CHAPTER 6</b>	<b>30</b>
CHAMPIONING THE NEXT WAVE: NTUC'S COMMITMENT TO HELPING NEW GENERATION WORKERS	
<b>CHAPTER 7</b>	<b>32</b>
CAREER MENTORSHIP: GUIDING YOUTHS INTO WORK	
<b>CHAPTER 8</b>	<b>40</b>
CAREER STARTER LAB PILOT: INSPIRED BY QUALITY INTERNSHIP EXPERIENCES	
<b>CHAPTER 9</b>	<b>48</b>
DESTIGMATISING MENTAL HEALTH IN THE WORKPLACE: PEER SUPPORT	
<b>CHAPTER 10</b>	<b>56</b>
NTUC STARTER MEMBERSHIP: ONE STEP CLOSER TO ADDRESS YOUTHS' WORK-LIFE NEEDS	
<b>CHAPTER 11</b>	<b>60</b>
NEVER SAY NEVER: OTHER NOTABLE INSIGHTS WE THINK ARE WORTH EXPLORING FURTHER	
1. SIDE HUSTLES ON THE RISE	
2. WORKING OVERSEAS, REMOTELY OR NOT	
3. OUR RELENTLESS WORK-IN-PROGRESS	
<b>FEATURED INTERVIEW</b>	<b>70</b>
A MESSAGE FROM NG CHEE MENG, SECRETARY-GENERAL, NTUC	
<b>CHAPTER 12</b>	<b>72</b>
BEHIND THE SCENES: THE YOUTH TASKFORCE	
<b>FEATURED INTERVIEW</b>	<b>76</b>
HEAR FROM WENDY TAN, LEAD, YOUTH TASKFORCE	
<b>CHAPTER 13</b>	<b>78</b>
THANK YOU, WE COULDN'T HAVE DONE THIS WITHOUT YOU	

# 1



# THE YOUTH TASKFORCE

UNDERSTANDING OUR YOUTHS' WORK-LIFE CONCERNS AND ASPIRATIONS

**“ WILL THE WORKPLACE I AM STEPPING INTO ACCEPT ME FOR WHO I AM?”**



**This was a striking statement made by Anjo Carl, a 19 years old Sports Management student at ITE College Central, when asked about his thoughts towards entering the workforce in future.**

We first met Anjo at a focus group discussion, where he candidly shared about his aspirations and views towards the transition from school to work. Diagnosed with Attention Deficit Hyperactivity Disorder (ADHD) at a young age, Anjo shared that his medical condition had led him to worry about how he would adapt to his next phase of life, even more so than his peers. Judged, misunderstood, looked at differently because of his uncontrolled behaviour at times, Anjo was unsure if the future workplace would be one that was inclusive enough to accept him and gave him an opportunity to shine.

Anjo is just like any other youth – brimming with goals and aspirations. He wants to become a journalist. His favourite past time? Penning his thoughts in his personal journal and listening to his favourite playlist. He is taking small steps to achieve his definition of personal success and hopes for a little support along the way...

## REFRESHING THE WORKERS' COMPACT, NTUC COMMITS TO BETTER SUPPORT YOU(th)

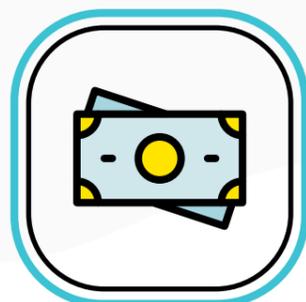


In a 2021 study by the National Trades Union Congress (NTUC) and the Singapore University of Technology and Design's Lee Kuan Yew Centre for Innovative Cities, a total of 1,039 youths aged between 18 and 35 were surveyed as part of NTUC's efforts to understand how the labour union membership model in Singapore can evolve to continue to stay relevant to current and future workers.

THEY VOICED OUT THAT THEIR TOP THREE CHALLENGES WERE:



Career opportunities and prospects



Finances



Mental well-being

## LAUNCH OF THE YOUTH TASKFORCE

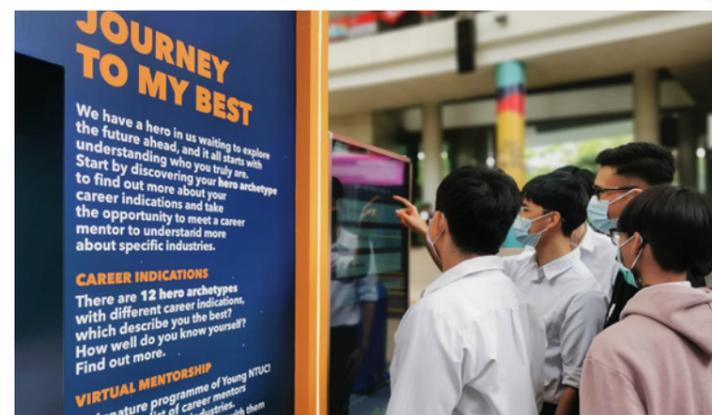
Following the study, NTUC launched the Youth Taskforce in July 2022 with the intent to engage youths who are mostly 17 to 25 years old (whom we affectionally call the Gen Zs). The Youth Taskforce aimed to better understand the work-life aspiration of youths, so that NTUC can support, enable and empower them to shape their own futures and Singapore's.

## REACHING OUT TO YOUTHS THROUGH VARIOUS CHANNELS

To date, the Youth Taskforce has engaged

# 10,568

## YOUTHS IN TOTAL, AGED 17 TO 25 YEARS OLD.



This was done through focus group discussions, dialogues, an interactive youth exhibition ("Youth Hub") and surveys. Youths were asked their thoughts on work, finances and mental well-being.

## A FURTHER LOOK INTO WHO WE HAVE ENGAGED

These youths were either studying in Institutes of Higher Learning, serving National Service or were in the early years of their careers. Of the 10,568 youths engaged, 8,040 participated in surveys carried out by the roving Youth Hub exhibition which travelled to all the Institutes of Higher Learning as well as online questionnaires from July 2022 to March 2023. A total of 512 youths participated in various focus group discussions and 2,016 took part in dialogue sessions held between August 2022 to February 2023.

committee evolved our questions based on insights that were emerging more strongly, and we further validated them with other youths. Through this discovery and validation process, we gained fresh insights.

While keeping to the three themes of career, finances and mental well-being, the 10,000 youths were not engaged with the same set of questions. As time passed, the Youth Taskforce



# 2



## WHAT MOTIVATES AND SHAPES TODAY'S YOUTHS

The youths of today have faced multiple crises, including the Great Recession of 2008 - 2009 and the COVID-19 pandemic. These crises have **affected them financially and mentally**, creating a **ripple effect on how they view their personal and work lives**, and **shaped their values and outlook on life**. These factors have led to a growing movement of young people who are **redefining traditional work forms, cultures and values**.

**“ I HOPE TO BECOME A BUSINESS CONSULTANT BY DAY AND A MATCHMAKER BY NIGHT. YES, A MATCHMAKER BY NIGHT, NOT A WEIRD ASPIRATION RIGHT! I LOW-KEY ENJOY HELPING MY PEERS FIND THEIR TRUE LOVE. I EVEN HAD A DEDICATED CORNER SET UP IN SCHOOL LAST TIME TO PROVIDE MATCHMAKING SERVICES AND HAVE MATCHED OVER 30 COUPLES!**

**SHARED WENQI, A 23 YEARS OLD STUDYING BUSINESS ANALYTICS**



This was not the original course she picked when she first started University. She did a **switch midway from molecular biotechnology to business analytics** because of her **passion for interacting with people**.

“The switch was daunting at first, but I am glad I persevered. I get a sense of fulfilment when I can help someone through the projects I do,” she said.

Bubbly, energetic and cheerful, it was a joy chatting with Wenqi. She is planning her future goal and **excited about entering the workforce and earning a stable income**. As the only child, she wants to be able to support her parents. “By 30 years old, I hope I can bring them on holidays, support their daily expenses and let them live with dignity!” she added.

There was also a tinge of fear we sensed as she talked about her worries securing a job in the future. She has seen fellow peers who were unable to find a job, settling for anything that came, even if it was unrelated to their field of study much less a job that they desired. She is **afraid that there will be a skills mismatch** and if she will be able to **pass the stringent interview process**. She is not alone, as we have heard the same coming from many youths we interacted with.

DO YOU THINK THE YOUTHS TODAY ARE REALLY HOW THE GENERAL PUBLIC PERCEIVES THEM TO BE?

# A GENERATION WHO USUALLY HAS HIGH IDEALS AND CREATIVITY BUT WHEN GIVEN A LITTLE PRESSURE, THEY BREAK EASILY.

With the future of youths in mind, we explored their **current fears, aspirations and concerns**. We heard what they think of the **traditional workplace culture**, their **expectations for what makes a good workplace**, and how they can as individuals support the workforce.



## FEARS AND DESIRES SINGAPOREAN YOUTHS TODAY FEAR NOT BEING ABLE TO ENJOY LIFE AND LIVE COMFORTABLY.

At the roving Youth Hub exhibitions, 1,285 youths cited their greatest fears as:



Respondents n=1,285, Youth Hub

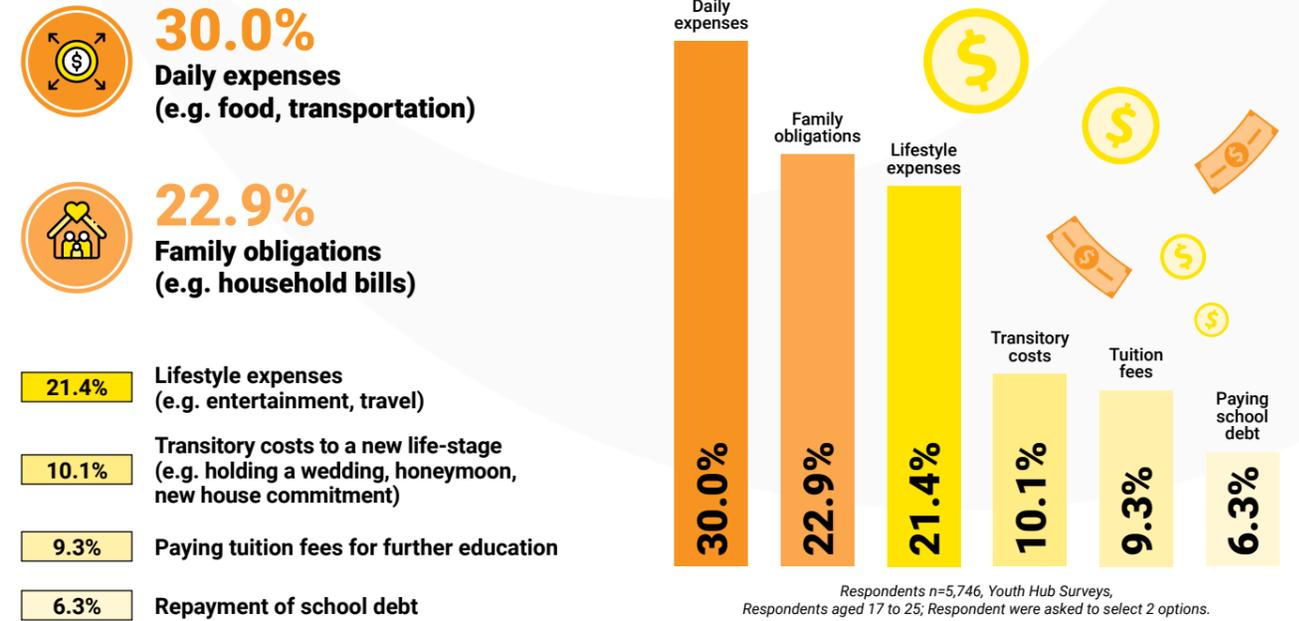
- 11.1% Missing out on opportunities to succeed
- 11.0% Not knowing what I want to achieve in my life
- 10.0% Lack of stability in career and life
- 9.6% Not living up to the expectations of others
- 7.9% Unknowns in these uncertain times
- 6.8% Losing out to fellow peers in terms of success

These fears, or desires if seen from another lens, are **not at all lofty, but rather humble and simple**.

## KEY FINANCIAL CONCERNS

Respondents also indicated that the top two financial worries they face upon graduation are **daily expenses and expenses arising from family obligations** – which are mainly the cost of living and meeting basic needs.

WHEN YOU GRADUATE, WHAT DO YOU THINK WILL BE THE TOP 2 FINANCIAL CONCERNS ON YOUR MIND?



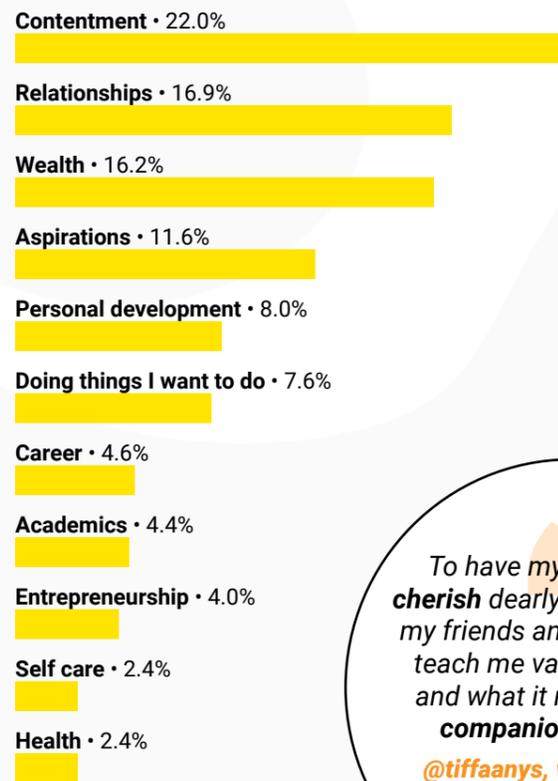
Respondents n=5,746, Youth Hub Surveys, Respondents aged 17 to 25; Respondent were asked to select 2 options.



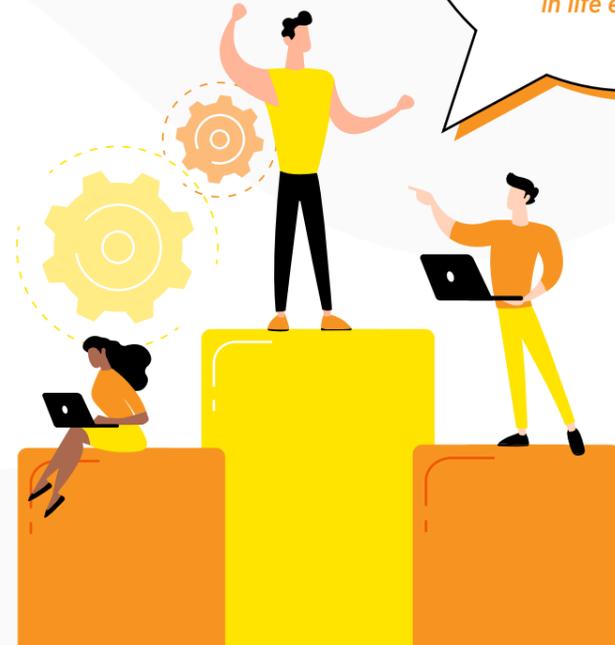
# DEFINING PERSONAL SUCCESS

When asked to define personal success, close to a quarter of youths surveyed defined it as 'contentment', followed by 'relationships', and then 'wealth'. These definitions imply that the youths of today do not necessarily equate money with success and their idea of contentment is possibly much more subtle than that of previous generations. These values and beliefs underlie more complex concerns and anxieties.

## DEFINITION OF PERSONAL SUCCESS



Respondents n=723, Youth Hub



*To be truly happy and at peace with myself. I hope to be able to find joy in the small things in life and be grateful for every day.*

*@twotumblingpotatoes, two hungry sisters tumbling through SG on food adventures*

*To have my family who I cherish dearly by my side, and my friends and teachers who teach me valuable lessons and what it means to have companionship in life.*

*@tiffaanys, who thinks it is important to feel happiness in life every day.*

*Living a life aligned with one's values and passions. Ultimately, I think personal success is a reflection of one's ability to live a fulfilling and meaningful life.*

*@val.ughryy, who wants to remind that if you ever feel bad, just remember that you are somebody's reason to smile.*

# NAVIGATING THE SCHOOL-TO-WORK TRANSITION

YOUTHS CARE ABOUT HAVING TIME FOR NON-WORK PURSUITS, PREPARING FOR WORKING LIFE AND PURSUING A CAREER BASED ON THEIR ASPIRATIONS.

## THE TOP 3 AREAS THAT WORRY YOUTHS THE MOST ABOUT STEPPING INTO THE WORKFORCE



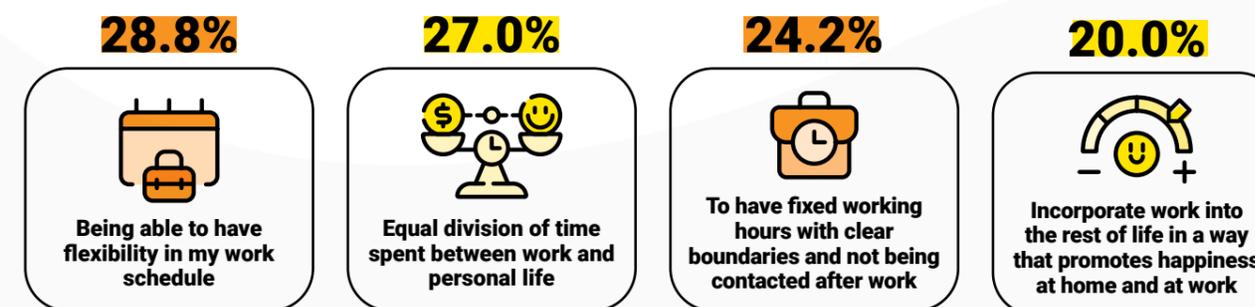
Respondents n=5,746, Youth Hub surveys, Respondents aged 17 to 25; Respondents were asked to select 3 options.

While there are no discernible differences in the top concerns or priorities across educational backgrounds, differences in secondary concerns started to change with age. Youths aged 17-21 are more likely to be concerned about their ability to freely decide on their career paths. This is in contrast to older respondents aged 23 to 25, who tend to be more concerned about being happy in an organisation's work culture.

# ACHIEVING WORK-LIFE BALANCE RANKS TOP ON THE LIST IN AREAS OF CONCERNS WHEN STEPPING INTO THE WORKFORCE

WHAT DOES WORK-LIFE BALANCE MEAN TO YOUTHS? THE ANSWERS WERE SPLIT.

## WHAT DOES WORK-LIFE BALANCE MEAN TO YOUTHS?



Respondents n=2,294, YTF online survey, Respondents aged 17 to 25.

In an online Youth Taskforce survey, we offered four definitions given by youths in past focus group discussions and dialogue sessions. Respondents felt that work-life balance came first and meant having flexibility in their work schedule, followed by equal division of time spent between work and personal life. A good 24% viewed work-life balance as having fixed working hours with clear boundaries in place to prevent contact after work hours.



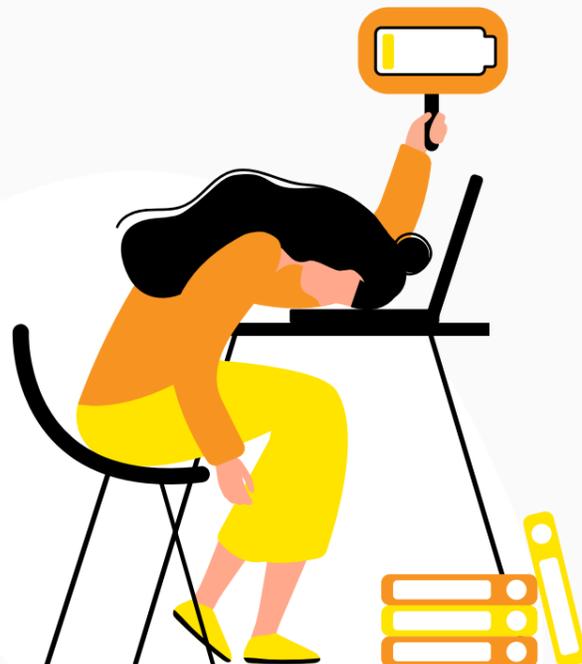
**ZAKI, 18 YEARS OLD, A CURIOUS ADVENTURER WHO LOVES NIGHT WALKS AND MARTIAL ARTS.**

**I DEFINE PERSONAL SUCCESS AS BEING ABLE TO PROVIDE FOR MY PARENTS AND FUTURE CHILDREN. WORK-LIFE BALANCE MATTERS A LOT TO ME. I BELIEVE THERE SHOULD BE TIME ALLOCATED FOR WORK AND FOR FAMILY. I WILL SAY I AM A CURIOUS ADVENTURER. I ENJOY CHALLENGES AS THEY GIVE ME A SENSE OF ACHIEVEMENT WHEN I OVERCOME THEM. WHEN I ENTER THE WORKFORCE, I HOPE TO BECOME SOMEONE WHO IS VALUED FOR MY EXPERIENCES AND SKILLS!**

## **YOUTHS IN THE MIDST OF A CHALLENGING AND CHANGING LANDSCAPE**

Youths are grappling with life's stressors such as a **challenging global and employment landscape**. In China, for example, a growing number of young people are joining the so-called "lying flat" movement against struggling with economic problems. This movement means exiting the rat race by "lying flat", instead of studying hard, finding a high-paying job, buying a home or even starting a family early in life. In America, in what Harvard Business Review (2022) termed an "unprecedented mass exit", more than 47 million Americans voluntarily left their jobs in 2021. The reason – **an increasing number of people are favouring the 'life' aspect of the work-life balance equation**.

**In Singapore, Young NTUC conducted a survey in 2022 with 1,000 youths and found that two-thirds of respondents felt the employment landscape was "challenging" to navigate, among other descriptors such as "volatile" and "fearful".**



## **WHAT DO YOUTHS FEEL TOWARDS THE EMPLOYMENT LANDSCAPE?**



Source: Young NTUC's 2022 annual PMEs and in-school youths survey (Aged 18 to 25)



## **MENTAL WELL-BEING SUPPORT IS IMPORTANT IN THE WORKPLACE**

Among the participants who took part in the focus group discussions, majority of respondents believed that **mental well-being support is important in the workplace**. Respondents also expressed their desire for **more of the following three measures** to promote mental well-being in workplaces:



**Scheduled sharing / talks / social activities with colleagues.**



**No contact after office hours.**



**Wellness buddy – casual, informal buddy to chat and check-in with and do activities together.**

## YOUTHS ARE RECEPTIVE, OPEN AND WILLING TO DISCUSS MENTAL WELL-BEING ISSUES WITH A PEER.

THIS USED TO BE A TOPIC TRADITIONALLY CONSIDERED A TABOO TO MOST. YOUTHS ARE ALSO PLACING MORE EMPHASIS ON MENTAL WELL-BEING SUPPORT IN THE WORKPLACE AND HOPE TO SEE MORE BEING DONE.



## SUMMARY ON WHAT MATTERS TO OUR YOUTHS TODAY? HOW ARE THEY LIKE?



Beyond remuneration, they value intangible aspects that make up the experience at work.



These are their anxieties about the future: whether they will have work-life balance, and if they will be able to adapt at work.



Top financial worries are about daily expenses and family obligations.



They fear not being able to enjoy life and live comfortably.



They are more open and vocal to speak about topics such as mental well-being.



They are resourceful and dare to pursue their desires.



# 3

# TRAITS OF THE NEW GENERATION WORKER

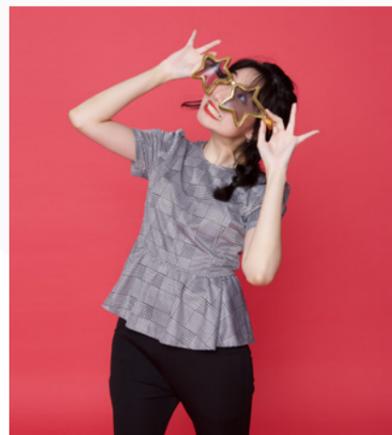
# DO YOU RESONATE WITH THESE TRAITS?

Based on what we found through our interactions with the youth, we summarise the new generation of workers as individuals who:



## CONSUME INFORMATION AT THEIR FINGERTIPS

Youths aged 17 to 25 are found to be **true-blue digital natives, with access to various digital devices**. Growing up in a digital age, they are **familiar with receiving and searching for information and news via social media and digital platforms**. We observe many have become **more diverse in their thinking**, possibly due to the **exposure to information in the digital space** coupled with the “traditional” source of information and guidance from trusted adult figures in their life. Their socio-economic background is also a factor. They are also becoming **resourceful in seeking out opportunities** in the **age of information digitalisation**.



## RECOGNISE THE IMPORTANCE OF FINANCES

Of 2,294 youths who participated in the Youth Taskforce online survey, on a scale of 1 to 10, 81.4% perceive their **financial literacy as above average (a rating of 6 and above, on a scale of 1 to 10)**. About **71% of them** place themselves in ‘**Team Save**’ rather than ‘**Team Spend**’. They **value the importance of saving for a rainy day** and would find ways to do so. Before leaving school, the respondents hope to be equipped with more **knowledge on budgeting and investing** for their next life stage.



## APPRECIATE FLEXIBILITY IN THEIR WORK

**Flexibility in their work arrangements and environment** also matter to youths. The **ability to adapt well at work is also one of their top concerns**. **Remote work options** are favoured for a **work-life balance** and **side hustles** have become **common coping measures** to mitigate the **rising cost of living**.



## PREFER AN OUTCOME-BASED WORKING STYLE

Youths also favour a **fully remote set-up or a hybrid approach** to work where the **focus is on results (outcomes) rather than input** (amount of time spent in the office).



## ARE OUTSPOKEN ABOUT MENTAL WELL BEING AND HEALTH

Youths of today are **more vocal when it comes to issues such as mental well-being**. A total of 93.4% of the 136 youths who participated in the Youth Taskforce focus group discussions stepped forward to say that **mental well-being support in the workplace is important**.



## DARE TO PURSUE THEIR DESIRED CAREER

Today’s youths want work that is **meaningful and related to organisations that contribute to a wider purpose**. From the Youth Hub survey and online questionnaires, a total of **11.1%** out of 5,746 respondents said their **top concerns when entering the workforce are being happy with the organisation’s work environment and culture**. Some **11.9%** of the 5,746 respondents said they want to **decide on their career path without being limited by others**.



## ARE RESOURCEFUL

Youths are found to be **enterprising, think on their feet and will go to lengths** to find a **balance between their passions while earning a livelihood**. At the workplace, they desire and look for **opportunities to level up in their careers**, such as through mentorship.

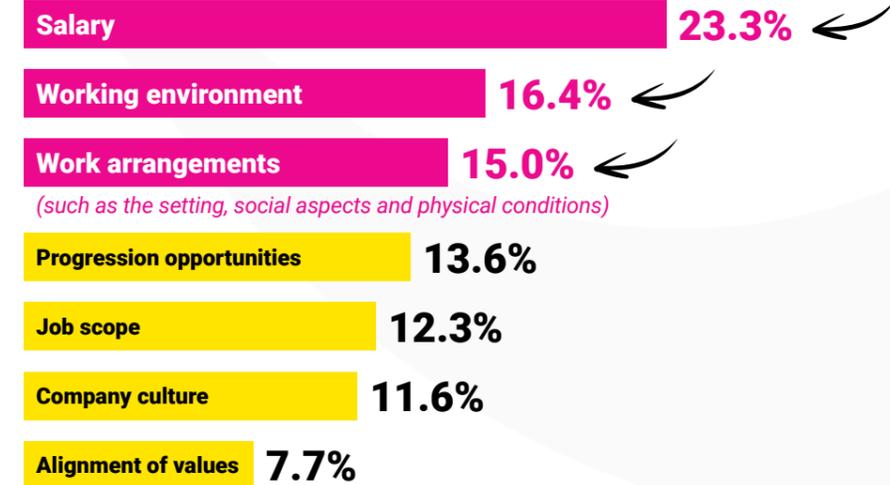
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# WHAT DOES THE NEW GENERATION WORKER WANT IN THE WORKPLACE?

With a better understanding of this new generation of workers, we now look at the types of workplaces they desire.

## WE ASKED YOUTHS TO RANK THE THREE KEY FACTORS THEY WILL CONSIDER BEFORE JOINING A COMPANY



Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25; Respondents were asked to select 3 options and rank them from 1 to 3.

Interestingly, these could imply a “want it all” outlook, with a satisfactory pay and work-life balance. Youths value the financial security a job can provide, as well as the ability and opportunities to pursue their life’s desires beyond their jobs.



**“ I STRONGLY BELIEVE IN DOING WHAT I LOVE THAN WHAT PAYS WELL.**

**ALEX, 19 YEARS OLD**

To him, it is important that there is a **balance between both work and life**, and to make this possible, there must be **clear boundaries set**.

Another thing he considers when applying for a job is whether the job will bring him satisfaction.

Alex is going for internship soon. Both excited and worried, he is **looking forward to experience new things**. We asked what he intends to do with his first pay from the internship attachment, he said "Treat my parents to a good meal!". Here comes the part he is worried about – the internship horror stories. He had **heard from peers as they recounted their experiences** but Alex **believed that if things were to not go well, there would be people he can approach for help**. He hopes for a **positive work environment** and wants to **take the chance to gain as much exposure as he can**.

## WHAT WOULD MAKE AN ATTRACTIVE WORKPLACE?

Based on what youths today are looking for, workplaces would need to consider:



### 1. DEFINING PURPOSE AND MISSION FOR THE NEW GENERATION WORKER

Youths are concerned about whether they will be able to **fit in with the organisation's work environment and culture**. Youths wanted to feel that their work is **purposeful and meaningful**. A company whose mission and vision echo youths' outlook will **inspire them to be productive and feel fulfilled**.



### 2. PRIORITISING MENTAL WELL-BEING POLICIES AND INTERVENTIONS

Workplaces which **prioritise employees' overall mental well-being** will ensure employees **feel cared for and valued for their contributions**.



### 3. EMPOWERING EMPLOYEES TO PURSUE THEIR INTERESTS OUTSIDE OF WORK

Many companies do not look kindly on employees "moonlighting" or taking a side hustle outside of their regular employment. However, the Youth Taskforce online survey conducted in March 2023 with **2,294 youths** demonstrated that **a majority of youths aged 17 to 25** are already **pursuing side hustles on top of their studies or jobs**. A total of **70.8%** of them feel it is **necessary to have a side hustle in order to live their desired lifestyle** in Singapore. This indicates that the side hustles either **help them to pursue their passions or cope with living costs**.

The workforce is becoming increasingly diverse. Being creative and enterprising, new generation workers want to be **empowered to undertake income-generating pursuits outside the workplace**, so long as these **do not affect the quality of their work**. In addition, such creative pursuits may help them **gain transferable skills and competencies** that can **enhance their efficiency at the workplace** and help them in their **career development**.

### DO YOU CURRENTLY HAVE A SIDE HUSTLE?

57%

43%

Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.

### DO YOU THINK IT IS NECESSARY TO HAVE A SIDE HUSTLE IN ORDER TO LIVE YOUR DESIRED LIFESTYLE IN SINGAPORE?

70.8%

29.2%

Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.

■ YES ■ NO



### 4. QUICK AND TRANSPARENT TWO-WAY COMMUNICATIONS

**Employers** can ensure that young workers are able to have **regular access to feedback on their work performance**. Youths also **value mentors as people they can approach for feedback and advice** to help them **manage the challenges** they may face as they transit from school to work. A total of **19.3% of 2,758 youths** engaged through survey and focus group discussions listed **industry mentorships as the top ranked resource** they feel will help with their career progression.

## SUMMARY OF THE YOUTHS' IDEAL FUTURE WORKPLACE



Youths appreciate workplaces which **prioritise employees' overall mental well-being**.



Youths want to be **connected to a mentor, and having a mentor will allow them to gain real work-related insights before they graduate and when they are in their first year of work**.



Youths value workplaces which **give them flexibility and are outcome based**.



Youths appreciate **transparency. Two-way communication is important, and they value a feedback channel to voice their opinions**.

# 5



## A GLIMPSE INTO THE FUTURE WORKFORCE

### TRENDS SEEN IN THE WORKFORCE OF TODAY

To get a better picture, here are a few factors that have shaped the workforce of today:



Greater access to education.



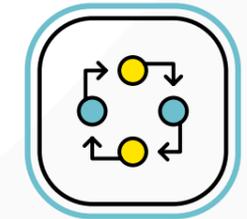
Access to overseas opportunities.



Access to technology.



Shrinking family sizes.



COVID-19 exposed many to almost-unheard of work arrangements that proved possible.

### A BUZZWORD CALLED

# THE GREAT RESIGNATION

Surfaced in 2021, this buzzword signified an **era of career awakening** through an **underlying shift in attitudes towards work across generations.** Many individuals are **rethinking the role of work in their lives** and **re-prioritising it.**

The COVID-19 pandemic has also made youths realise that **work can function beyond the traditional office space and learnt the importance of one's mental well-being.** Youths are bringing these beliefs with them as they enter the post-pandemic workforce.

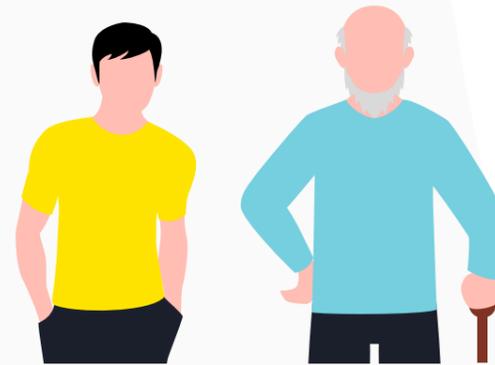


# THE GRADUAL TRANSFORMATION OF THE WORKFORCE



The workforce is more educated, with two-thirds of Singaporeans projected to be professionals, managers and executives (PMEs) by 2030.

The ageing and declining population is also a cause for concern. The current retirement age is 63, and the re-employment age has been raised to 68. This has led to a wider age disparity between the youngest and oldest worker in the workforce today. As life expectancy stretches and the working population ages, we will also see the number of working-age citizens declining.



We have also seen a more gender inclusive workforce. More women are entering or re-entering the workforce. Along with this, the Government is encouraging active fatherhood for men, leading to workers who aspire to balance work and family life, and the pursuit of other passions beyond work.



The workforce has never been as varied as it is today, with full-time, part-time employees, freelance workers and gig workers, among others. More workers could be opting for non-traditional career paths for a variety of reasons, including the need for flexibility, opportunities for different work experiences and higher wages. From our engagements with workers, we foresee this trend growing.



# WHAT KIND OF WORKFORCE DO WE ENVISION IN THE NEAR FUTURE?

Based on the attributes and traits of the new generation workers, and changing demographics, the workforce of tomorrow will be a very different one from today.

## PURPOSE-DRIVEN, MOBILE AND BORDERLESS

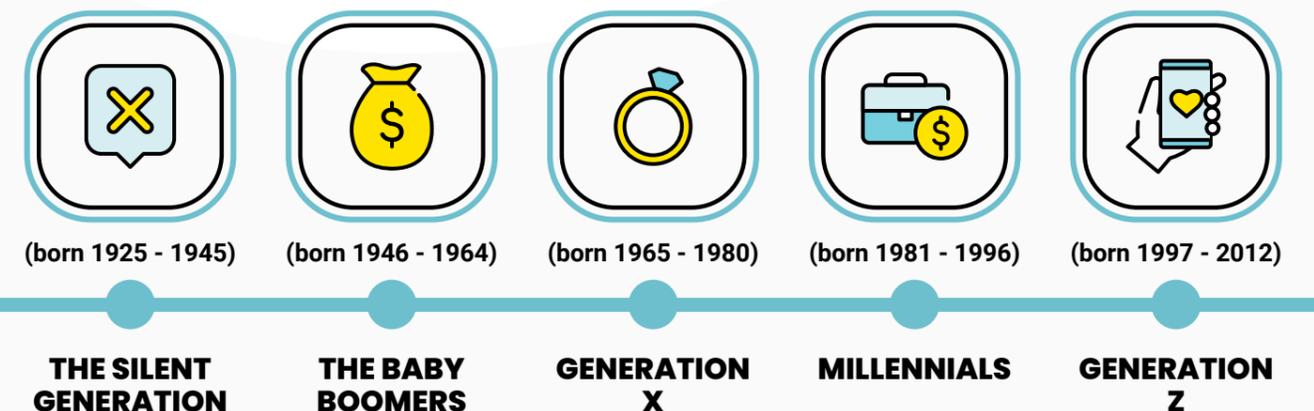
The workforce of tomorrow requires purpose-driven practices to be at the forefront and organisations will need to ask themselves "What is the purpose of what you do? Who will you make a difference to? How can you cultivate a workplace and workforce that drives this purpose every day?"

The workforce of tomorrow will be one that becomes even more mobile and borderless. They thrive on flexibility in their movement and working hours.

## DIVERSITY, EQUITY AND INCLUSION ARE KEY



Tomorrow's workforce will continue to be multi-generational, and policies will need to meet the demands of different segments as they approach work and careers differently. The five generations currently in the workforce are:



# “ WILL I BE RESPECTED BY CO-WORKERS WHO ARE OLDER THAN ME?”



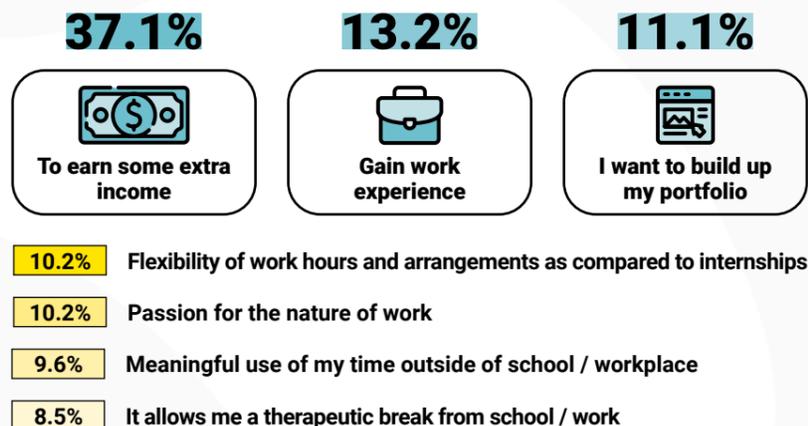
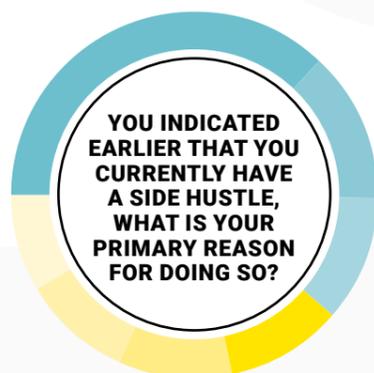
This has been a question constantly on the mind of **23 years old Darren.**

**“There are many things that set us apart from the other generations.”**

Fun fact, with Darren’s NRIC starting with T instead of S, it already draws a “Woah you are a millennium baby”. But this exclamation often brings with it certain **misconceptions associated with how the public views this new generation.** “They will sometimes not accept my ideas because I am too young.” But we are quite similar in many ways too. Regardless of generations, we are all **looking for opportunities to perform, excel and pursue our dreams.** We are **eager and excited to contribute,** and we have some **good ideas to share.** For Darren, his long-term goal is to open his own car workshop. He is currently **studying business administration** and has been **reading up on cars, specifications, models and engines.**

Upholding diversity, equity and inclusion practices, including shaping learning and development (L&D) programmes, will be key to **creating a more unified and inclusive company culture.**

## LEARNING-INTEGRATED WORK



Respondents n=1,298, Youth Taskforce Online Survey, Respondents aged 17 to 25.

From our engagements, we know that the new generation of workers desire **as much work experience as possible** prior to graduating from school. This will allow them to **understand the real-time needs of the workplace** and **boost their employability** as well as **their confidence.** On the other side, when they are **fully immersed** in the world of work, companies should introduce **learning-integrated work.**

## BECAUSE THE WORKFORCE OF TOMORROW MAY WELL TAKE ON DIFFERENT WORK IDENTITIES THROUGHOUT THEIR WORKING LIFE, OR EVEN CONCURRENTLY.

Will we see more instances of “salaried worker by day, freelancer by night” for example? We think this will grow.

What can be done to encourage companies to rethink policies that can support different work aspirations?

How can we change our mindsets to look at these trends more positively and what would the trade-offs be?

There is an **urgent need to acknowledge the motivational preferences** and **driving forces** of today’s youths who will be stepping into the workforce soon. Organisations that **do not make efforts to transform** and **attract the changing workforce** may risk **losing good workers** and in the long run, **incur opportunity costs.**

## HEY, EMPLOYERS...



In this post-pandemic era, embracing the younger generation’s new perspectives will help companies to capture new opportunities and retain young talents.



Organisations can consider exposing or even integrating younger employees into more decision-making platforms and in return, get better engaged and committed employees.



Purpose-driven practices and diversity, equity and inclusion practices, including shaping learning and development programmes, will be key to creating a more unified and inclusive company culture.

# MANAGING CURVE BALLS

INTERVIEW WITH  
**DESMOND CHOO,**  
CHAIRPERSON,  
YOUTH TASKFORCE



*We caught up with Desmond Choo, Youth Taskforce Chairperson and NTUC Assistant Secretary-General over coffee and asked him on his best takeaways from the year-long Youth Taskforce engagements.*

**THE YOUTH TASKFORCE SET OUT TO UNDERSTAND OUR YOUTHS BETTER. AFTER ENGAGING OVER 10,000 YOUTHS, WHAT WOULD YOU SAY IS THE MOST INTERESTING INSIGHT?**

Their focus on retirement adequacy. Many youths whom I spoke with shared their definition of personal success. One of the most mentioned was their hope to be able to provide for their family within the first few years of their career. You probably have heard others commenting on the youths' YOLO mentality and their pursuit for materialistic needs. This is not so. In fact, beyond working hard and playing hard, making long term plans and saving for rainy days are top on their list.

**HOW HAVE THE YOUTHS INSPIRED YOU?**

Their strong desire to find purpose and their will to work towards a purposeful career. They value opportunities where they can make an impact. As compared to the past generations, our youths today are more vocal, and dare to express their thoughts and opinions. Social media has a large part to play in moulding this generation. The easy access to happenings around the world has made them more aware of different ideologies and provided them with different perspectives. It will be important for our youths to know how to distil information and make meaningful impact with the things they do.

**I// I WANTED TO BE A TEACHER WHEN I WAS YOUNGER. BUT LIFE THREW ME A CURVE BALL. I FAILED THAT INTERVIEW BUT WAS GIVEN AN OPPORTUNITY TO JOIN THE POLICE FORCE. THAT MARKED THE START OF AN AMAZING JOURNEY. I HAD GONE ON TO TRY DIFFERENT PORTFOLIOS, IN BOTH THE PRIVATE AND PUBLIC SECTORS. DID I REGRET THE DECISION I MADE WHEN I WAS 18? I AM GLAD I TOOK THE LEAP OF FAITH THEN...**

**WERE THERE ANY HIGH POINTS FOR YOU?**

I wouldn't say there is a particular high point, but I think there were multiple high points since we launched. The launch was one, and the wrap up another, but all the engagements that happened in between over this past one year resulted in our findings today. Consistency is key and what kept us going was the many youths we got to meet – over 10,000 of them. Some of them came forward to say they hoped to do more with us. I am heartened to hear this. The Youth Taskforce may have come to an end, but the spirit will continue through the various initiatives that NTUC will embark on to support our youths in their transition from school to work. I am looking forward to more high points as we work closely with them.



**WHAT'S ONE THING YOU DID RIGHT WHEN YOU WERE 18 AND YOU ARE NOW GLAD YOU MADE THAT DECISION?**

To take up the offer to join the police force. Since young, I have always wanted to become a teacher and have been working towards that. But life threw me a curve ball, I did not pass the interview for the teaching scholarship. Instead, I was offered an opportunity to join the police force. I had mixed feelings about it at first. On one hand, this was something that I did not have an initial passion for and not to mention, was even adequately equipped for. On the other hand, this was a new opportunity. I told myself that if I put in the hard work, I might have a chance of mastering it. Throughout my career, I have learnt that if we are nimble enough to learn, there would always be a fighting chance to succeed and excel.

I have never regretted this decision I made. My years in the police force have shaped me into who I am today. I made my best friends in the force. I also picked up new skill sets such as problem-solving, understanding complex issues, execution, and planning. These are important skills that have helped me in my career journey.

**YOUTHS HAVE MENTIONED THAT THEY FEAR NOT LIVING UP TO THE EXPECTATION OF OTHERS. LOOKING BACK, DID YOU FEEL THE SAME? HOW DID YOU OVERCOME THEM?**

To me, it was less of what others expected of me, but more of my expectations of myself – of what I can do. I am always working on becoming the better version of myself.

As I was sharing, when I did not manage to get a teaching position, I was disappointed. But at the end of the day, the police role turned out to be more than what I had expected. To give myself a pat on my back, I think I wasn't too bad of a policeman! We might not always get what we want but we can always make the best out of what we have.

**THIS JULY MARKS THE WRAP UP OF THE YOUTH TASKFORCE ENGAGEMENTS. WHAT IS NEXT?**

We will take the same energy and approach we had for the Youth Taskforce to execute the plans and keep the conversations going! Things are always changing, the trends we know today will eventually become old news, so we must constantly keep ourselves updated. To do this, we must not lose touch with our youths. And while we have done an extensive outreach through the Youth Taskforce, there are still more people we want to continue reaching out to. Our journey to support our youths is a never-ending process and this energy and focus must continue.



**GIVE US AN ENDING NOTE IN THE MOST GEN Z WAY!**

*Slay!* That's a new term I learned.

To our youth, continue to pursue your desires and stay true to yourself, because **#EveryWorkerMatters** and **#EveryYoungWorkerMatters**

*Slay: Gen Z uses this word to describe a job well done. It is also used as a form of encouragement.*

# 6



## CHAMPIONING THE NEXT WAVE

### NTUC'S COMMITMENT TO HELPING NEW GENERATION WORKERS

NTUC is re-evaluating its current products, services and policies to support our new generation workers in their career and life journey. We will continue to innovate and remain committed to support our workers, including our youths, because **#EveryWorkerMatters** and **#EveryYouthMatters**. Based on the insights derived after this year-long engagement, we have outlined 5 recommendations that we will undertake to support youths. The details are further elaborated in the subsequent parts of this report.

#### IN AREAS OF **WORK, LIVE, AND PLAY** THE RECOMMENDATIONS ARE AS FOLLOWS

##### WE WILL:



Provide greater accessibility to career mentoring.



Pilot a Career Starter Lab.



Advocate for quality internships.



Train more mental well-being peer supporters at the workplaces.



Innovate a holistic membership experience for youths.



**FLIP PAGE TO READ MORE ON THE RECOMMENDATIONS!**

7



# CAREER MENTORSHIP

## GUIDING YOUTHS INTO WORK

**“ I STARTED MY OWN BUSINESS WHEN I WAS 13. I SOLD TIRAMISU IN SCHOOL AND IT WAS A HIT!**

**Kalyisah Adlina, now 19 years old, aspires to start a business with a brand she calls her own in future. She hopes to be connected to an industry mentor with vast entrepreneurship experience so that she can seek advice and guidance as she works towards her goals.**

Coming from a family of entrepreneurs, Kalyisah’s parents have been her inspirations and motivations. **“I am trying different things because it gives me the opportunity to test different markets and find which sales pitch attracts the audience I want.”**

When asked for a one liner to describe her personality, she said: **“A social butterfly that feeds on people’s energy to charge her social battery.”** This social butterfly **enjoys being an explorer, learning and trying new things.** Her **go-to-person for life advice is her mother.** But she hopes to be connected to an industry mentor with **vast experience in business** to give her **adequate guidance and advice** as she works towards her dream career.



# WE NEED TO START BUILDING UP OUR PROFESSIONAL PORTFOLIO

Throughout our engagements, **career mentorship** consistently emerged as one of the top three **resources** that youths felt would be useful as they transit from school into the workforce, and as they advance in their careers.

Mentors can help youths to **understand what to expect in the working life** and **assist them in building up their professional portfolios**. Youths also **gain insights on how to progress their careers**.



**YOUTHS FEEL THAT CAREER MENTORSHIPS WITH INDUSTRY MENTORS AND JOB PREPARATION SESSIONS WITH WORKING PROFESSIONALS WHO ARE HR TRAINED ARE RESOURCES THAT CAN HELP THEM IN THEIR CAREER AND PROGRESSION.**

## MOST IMPORTANT RESOURCE I THINK WILL HELP IN MY CAREER AND PROGRESSION



**10.5%**  
Career mentorship with industry mentors from sectors related to your area of studies / that you want to go into for a period of time



**9.7%**  
Job preparation session with working professionals who are HR trained (e.g. resume review and interview skills role-playing)



**9.1%**  
Extra funding support for trainings and upskilling to attain a skill related to your area of work

- 8.6%** Masterclasses and workshops on transferrable soft skills
- 8.5%** Extra funding support to gain a new skill not related to your area of work
- 8.5%** Career marketplace with access to a variety of resources (e.g. career profiling)
- 8.3%** Masterclasses and workshops on sector based critical core skills
- 8.2%** Consultation on employment related concerns (e.g. employment contract review, grievances / issues faced at work)
- 7.3%** Placement support to secure jobs after completing studies
- 7.3%** Learning journey to companies
- 7.2%** Networking and dialogue with industry leaders
- 6.8%** Career fairs

Respondents n = 2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.

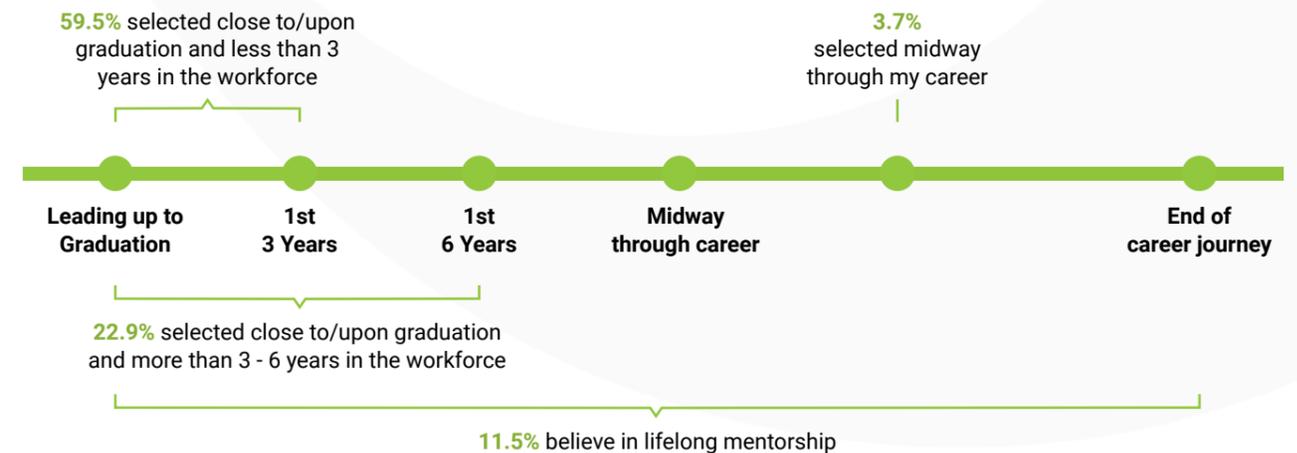
## THE DESIRE TO HAVE

# INDUSTRY MENTORS

## STRONGEST LEADING UP TO GRADUATION AND WITHIN TWO YEARS INTO THE WORKFORCE

Youths are keen to tap on career mentors as a resource as early into their careers as possible.

### WE ASKED YOUTHS HOW SOON THEY SHOULD EMBARK ON MENTORSHIPS.



Respondents n = 2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.

**SWIPE RIGHT TO CONNECT, WHO MAKES A GOOD MATCH?**



## YOUTHS PREFER A MENTOR WHO:

**20.2%**



**16.9%**



**14.6%**



- 12.5%** Someone with leadership traits (e.g. confidence, can speak well etc.)
- 12.5%** Someone with more than 10 years of working experience
- 10.8%** Someone holding a more senior position in the company they are working at (e.g. manager)
- 10.0%** Someone closer to me in age with some work experience (i.e. less than 5 years)
- 2.5%** Someone of the same gender

Respondents n = 2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.

# THE YOUTH CAREER NETWORK THAT STARTED SINCE 2017

Since 2017, Young NTUC has been running the Youth Career Network. It is made up of **about 400 volunteer career mentors today across different sectors**. Since its inception, the Youth Career Network has engaged more than 12,000 youths. From the insights gathered, we find that more can be done to support youths for career mentoring opportunities even before they step out into the workforce.



**/// PARTNERING WITH YOUNG NTUC ON THE INDUSTRY MENTORSHIP PROGRAMME (IMP) SINCE 2018, THE PROGRAMME HAS PREPARED OVER 440 OF OUR STUDENTS TO CONFIDENTLY NAVIGATE THEIR CAREER PATHWAYS AHEAD. THE MENTEES GAINED INDUSTRY INSIGHTS AND BROADENED THEIR CAREER PERSPECTIVES THROUGH THE VALUABLE SHARING BY THE INDUSTRY MENTORS. FOR 6 YEARS, WE WITNESSED MENTORSHIP'S POSITIVE EFFECTS (THROUGH IMP) ON OUR STUDENTS, FROM GIVING CLARITY ABOUT THEIR FUTURE CAREERS TO ENABLING THEM TO TAKE STEPS TOWARDS THE INDUSTRY RELATED TO THEIR STUDIES, ALL BEFORE THEY GRADUATED. THE IMPACT OF THE IMP WAS DEMONSTRATED THROUGH MANY OF OUR ALUMNI WHO HAD SUCCESSFULLY PURSUED THEIR CAREERS IN THEIR VARIOUS FIELDS.**

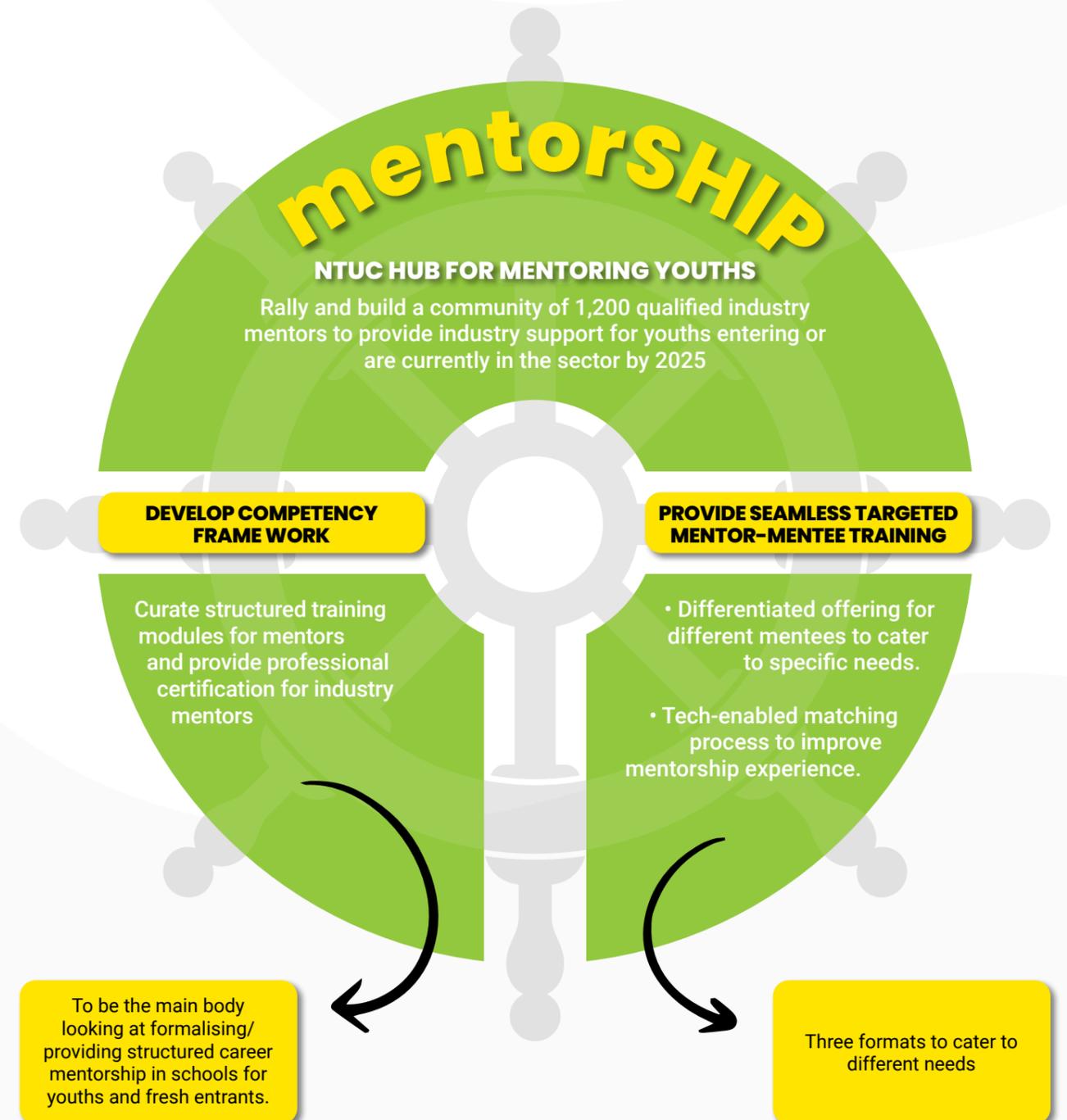
**YE0 MAY-FUNG, ASSOCIATE VICE PRESIDENT, CENTRE FOR CAREER READINESS, SINGAPORE INSTITUTE OF TECHNOLOGY**

# 7.1 mentorSHIP

THE CAREER MENTORSHIP HUB FOR YOUTHS

For a start, we will **scale up the number of career mentors to reach 1,200 by 2025**. This includes **widening the sectors** they come from and **providing the necessary training** they require. Just as mentors support youths, the Labour Movement will do its part to support them.

Following the success of the Youth Career Network, NTUC will develop **mentorSHIP – The Career Mentorship Hub for Youths**, with a focus on **industry mentorships** and other **complementary career support services**.



With industry mentorship as its flagship service, the hub will **focus on three main mentorship offerings**. Led by Young NTUC, the model will comprise **Institutes of Higher Learning-based, company-based, public sessions**.

## FORMATS FOR MENTOR-MENTEE MATCHING

Audience	Format	Duration of Mentorship	Objective
Youths taking part in the Career Starter Lab pilot	Company-based industry mentorship as part of programme	Depending on programme duration	Uplift attachment quality and retain youths in industry/company
Youths in specific institutions (E.g., ITE, SIT)	In-school industry mentorship as part of curriculum	3 – 6 months based on school's requirement	To better assimilate them into the workplace culture and sector of their choice
Youths and Young Working Adults	NTUC-led industry specific / mixed-industry sessions	3 – 6 months	Networking and career development

## WALKING INTO THE WORKFORCE CAN BE LESS DAUNTING WITH MENTORSHIP BY YOUR SIDE



Today, young working adults, especially fresh entrants into the workforce (first and second year), do not have many resources to access mentorship outside of their organisation.



There is an increase in interest for career mentorship.



Despite more efforts by organisations, the support remains dispersed.



The current mentoring services are not industry-specific and lack a proper framework and modules to equip mentors with the relevant competencies.

**I BELIEVE THAT THE NTUC WILL PLAY A BIG ROLE IN SUPPORTING YOUTHS IN SINGAPORE WITH THEIR WORK-LIFE ASPIRATIONS. I AM GRATEFUL FOR THE OPPORTUNITY TO SHARE MY OWN ASPIRATIONS AND CHALLENGES, AND TO RECEIVE GUIDANCE AND RECOMMENDATIONS FROM EXPERIENCED ADULTS. WITH THE SUPPORT OF NTUC, I AM CONFIDENT THAT YOUTHS LIKE US CAN PURSUE OUR GOALS AND MAKE INFORMED DECISIONS ABOUT OUR FUTURE.**

**KALYISAH ADLINA, 19 YEARS OLD**



## CULTIVATING A CULTURE OF MENTORING

It is crucial that the NTUC mentorSHIP Hub works closely with all stakeholders to design a well-rounded approach in providing the best possible mentorship experience for both the mentors and mentees. The key areas that the NTUC mentorSHIP Hub will focus on are in **creating a formalised structure for career mentorship in schools** and **developing a structured training and upskilling programme for career mentors**. NTUC will be looking at mentorship on a broader level, to make mentorship easily accessible to both in-school youths and working adults who are seeking to expand their professional network.

8



# CAREER STARTER LAB PILOT

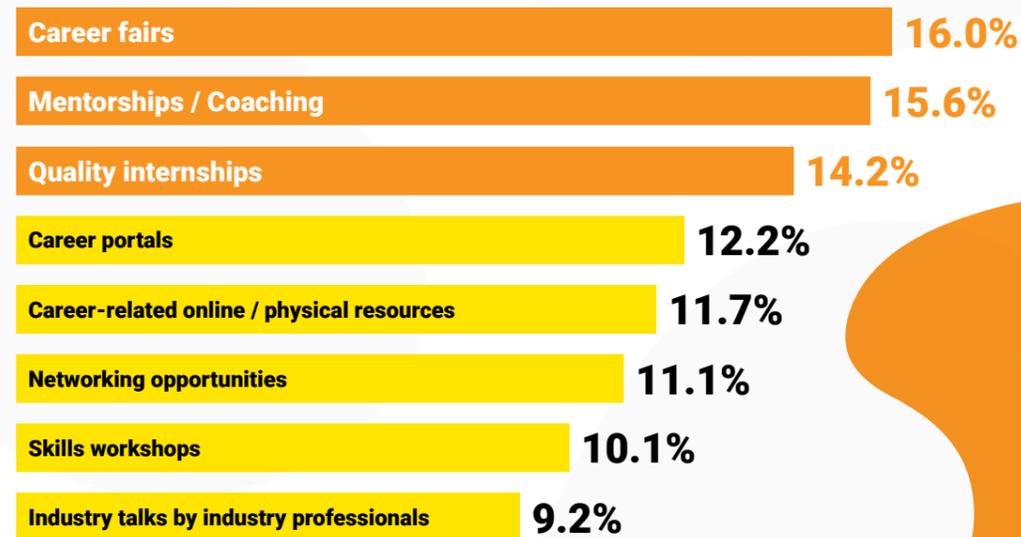
INSPIRED BY  
QUALITY INTERNSHIP  
EXPERIENCES

**STARTING  
INTERNSHIP IN  
SEPTEMBER,  
NUR FAZIRA,  
18 YEARS OLD,  
IS EXCITED AS  
SHE HOPES  
TO LEARN AS  
MUCH AS SHE  
CAN.**

She wishes for the upcoming school **internship to be a fulfilling one** and secretly **hopes that the people she meets will be patient and willing to guide her along**. It will be a time for her to gain some real work experience in the human resource function. She is worried about whether she will be able to **live up to the expectations of her supervisors**. Internship is not her only job experience. This shopping queen with a passion for fashion has also done **part-time work during her holidays to supplement her allowance**. "More money means more shopping!" she said.



## THE FOLLOWING 3 RESOURCES WILL BETTER EQUIP ME TO WORK TOWARDS MY FUTURE DESIRED CAREER



Respondents n=2,992, Youth Hub Surveys, Respondents aged 17 to 25; Respondents were asked to select 3 options.

### I CAN GAIN REAL WORK EXPERIENCE THROUGH

- 1 Internships
- 2 Career mentorship
- 3 Part-time work

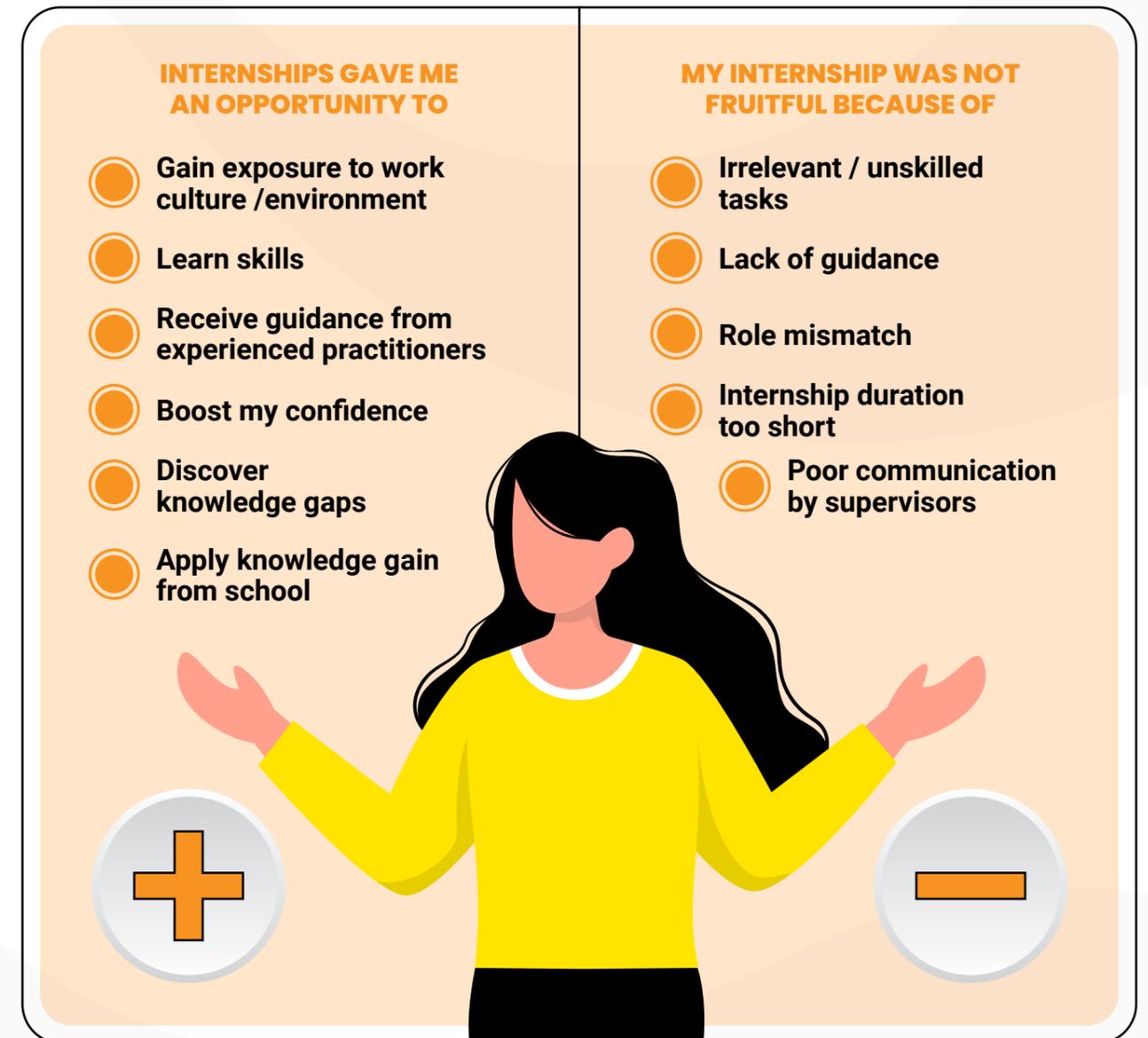
### I CAN BE EQUIPPED FOR FUTURE DESIRED CAREERS THROUGH

- 1 Internships
- 2 Career fairs
- 3 Career mentorship

The above-mentioned will help to bridge the imbalance in information that youths face about their desired careers and industries they wish to enter.

## UNDERSTANDING THE USEFULNESS OF INTERNSHIPS

The following chart shows the themes that emerged from the respondents' free responses during focus group discussions conducted between August to November 2022. Respondents who had completed at least one internship before were asked if they felt internships are useful in preparing them for the workforce.



Respondents n=102, Focus Group Discussions, Respondents aged 17 to 25.

## BUT ON A WHOLE, YOUTHS FOUND INTERNSHIPS USEFUL IN PREPARING THEM FOR THE WORKFORCE.

The participants' responses were consistent with the survey data above that youths found internships useful in helping them prepare for the workforce. It provides them with exposure to the workforce, and allows them to gain an understanding of their desired careers.

# THE INTERNSHIP HORROR STORIES



**“ WE HAVE HEARD OF HORROR STORIES ABOUT PART-TIME WORK AND INTERNSHIPS, AND I HAVE EXPERIENCED IT FIRST-HAND...THE SUPERVISORS I WAS ATTACHED TO DURING MY PART-TIME WORK WERE CONSTANTLY SHOUTING AT US. MY FRIENDS WHO HAD BEEN FOR INTERNSHIPS ALSO SHARED SIMILAR EXPERIENCES WITH ME. TO SOME EMPLOYERS, INTERNS ARE NOTHING BUT A SAIKANG WARRIOR.**

Fazira's part-time work journey wasn't a smooth sailing one. She found herself in a very toxic work environment. She **aspires to take on a human resource function when she graduates**. She shared with us her real-life experiences and observations of the current workplaces and how this triggered her to want to see how she can slowly **improve the workplace culture in future**. To her, **the job she desires is one with meaning and purpose**, and she found herself leaning towards human resource, to be able to **make a direct impact on how things are in the workplace**.

Other than what Fazira experienced, several youths have also expressed that their internships **were not what they expected**. There was a **lack of guidance, poor communication from supervisors, role mismatches, and tasks that were unskilled or irrelevant to their field of study**.

## 8.1

# ENHANCING QUALITY OF INTERNSHIPS

To this end, we call on schools and employers to **factor in students' feedback on their internship experiences**, and to **enhance the quality of students' learning and development** in subsequent runs offered by companies. Doing so will help to:



Create a productive and meaningful opportunity for students to learn about the company and industry.



Ensure consistency in the quality of the internship experience across companies. All these contribute to building up the capabilities of future generations of workers and a stronger Singapore, which goes beyond the company's immediate organisational priorities.



# THE BIG WIN-WIN



## EMPLOYERS

Employers may be hesitant to offer internships as resources are required to guide interns. This can be difficult when manpower is tight.



## NTUC

At the same time, this is also what NTUC's workers compact is about – offering younger workers opportunities to build a stronger Singapore for the future. It requires employers to think beyond just a company's immediate needs.



## UNIONS & SCHOOLS

Unions and schools can work with employers to put in place good internship systems. Clear standards of internships should be established.



## GOVERNMENT

The Government can provide more resources to companies keen to support internships and mentorships.

It can be win-win situation when employers look at internships as a **strategic recruiting tool** and a **source of new perspectives and ideas**. For a start, employers can begin to design an internship programme that includes: **the internship process; training programmes; outcomes; and types of interns required**.



# 8.2

# CAREER STARTER LAB PILOT

Replicating the quality experiences of good internships, NTUC wants to **complement the post-graduate employment support** by the Ministry of Education and respective Institutes of Higher Learning (IHLs), and also **create more opportunities for youths** to **gain quality work experiences** as they desire. Hence, the Career Starter Lab, a pilot jointly developed by NTUC and the Singapore National Employers Federation (SNEF), is an **enhanced career trial model** that will **provide youths with workplace mentorship** and **structured training**.



Post-IHL graduates (including NSmen) will get to **partner with a workplace mentor who can provide guidance and deeper insight into their chosen industry**. NTUC and SNEF, supported by the Institute for Human Resource Professionals (IHRP) will support with playbooks for the **host companies, workplace mentors, and youths**. This will support employers to **enhance their onboarding process** while a structured training programme will help youths to **better assimilate into, and adapt to the company's culture and environment**.

The pilot run will **operate on an ecosystem** supported by SNEF, employers, Young NTUC and NTUC's e2i (Employment and Employability Institute) and other partners. Employers will also **receive Career Trial support**, administered by NTUC e2i, during the trial period. This will **include a training allowance and retention incentives**.



# DESTIGMATISING MENTAL HEALTH IN THE WORKPLACE: PEER SUPPORT



## INTERESTING SELF-CARE TIPS



**AQMAL, 22**

I go bowling either with friends, family or alone. The sound of the ringing bowling pins when I strike make me feel unusually calm.



**NUR INSYIRAH, 20**

I play cookie run! Collecting cookies in the game takes my mind off the stresses I am facing.



**DANIEL, 22**

I indulge in good food when I café hop to relieve stress. But to balance that out, I go for boxing too. I exercise so I can eat without feeling too guilty.



**WENQI, 23**

I matchmake my peers and set a personal goal to learn 20 new songs in a year!



Self-care can be doing something simple, but beyond self-care, **mental well-being support in the workplace is an important aspect**, increasingly so as the workforce and workplace continue to evolve and transform.

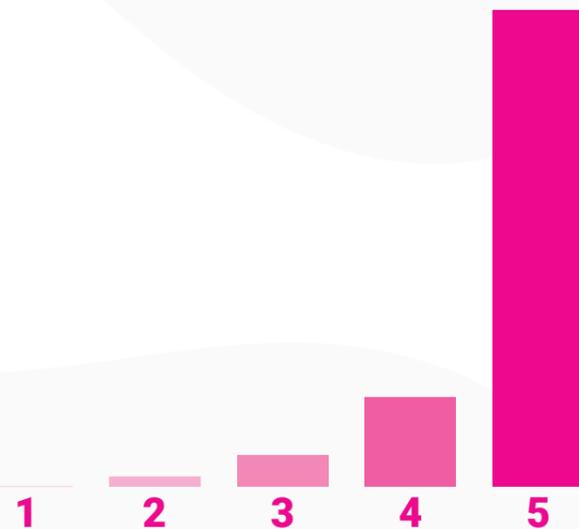
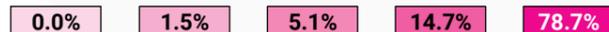
# I AM OK... OR MAYBE NOT



From focus group discussions, majority of youths perceived **mental well-being support in the workplace as important**, but few have **seen improvements** in the way workplace or society treat individuals with mental health issues.

## MENTAL WELL-BEING SUPPORT IS IMPORTANT IN THE WORKPLACE

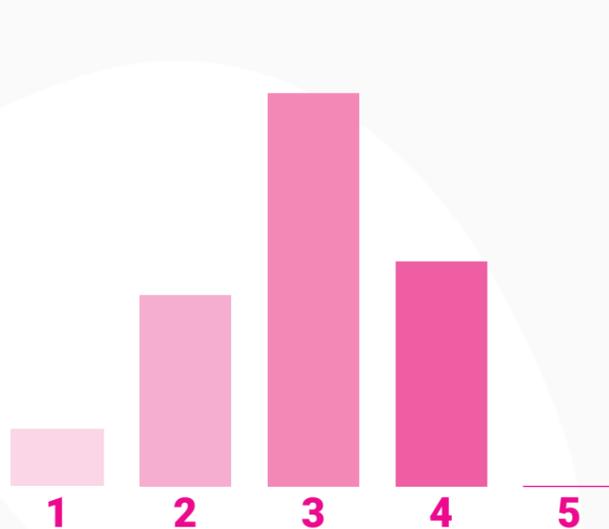
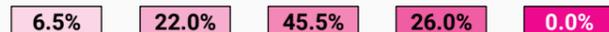
On a scale of 1 - 5, with 5 being the most important.



Respondents n=142, Focus Group Discussions, Respondents aged 17 to 25.

## I SEE AN IMPROVEMENT IN THE WAY SOCIETY / WORKPLACE TREATS INDIVIDUALS WITH MENTAL HEALTH ISSUES

On a scale of 1 - 5, with 5 strongly agreeing that improvements have been seen.



Respondents n=127, Focus Group Discussions, Respondents aged 17 to 25.

## WHAT DO YOU THINK CAN BE DONE TO ACHIEVE BETTER PROMOTION OF MENTAL WELL-BEING AT WORKPLACES FOR FRESH ENTRANTS?



**21.2%**  
Greater management buy-in on support at workplaces for mental well-being



**21.2%**  
Employee Assistance Programme (EAP), which offers confidential counselling to help workers deal with personal and work-based



**20.6%**  
Safe spaces to ask for help



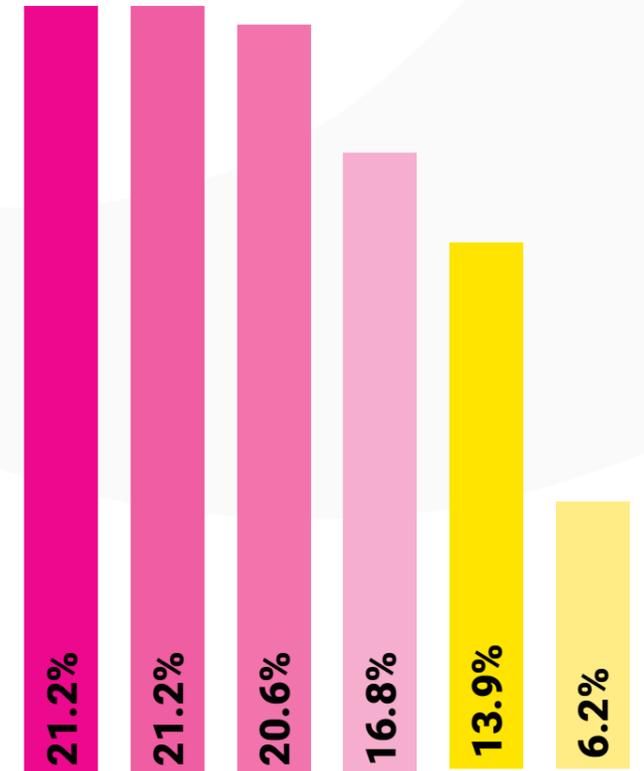
**16.8%**  
Growing a pool of trained peer supporters to sight colleagues in distress and render appropriate assistance

**13.9%**

Raising awareness on resources for mental well-being

**6.2%**

Set up mental well-being committees at workplaces



Respondents n=2,754, Youth Hub surveys, Respondents aged 17 to 25.

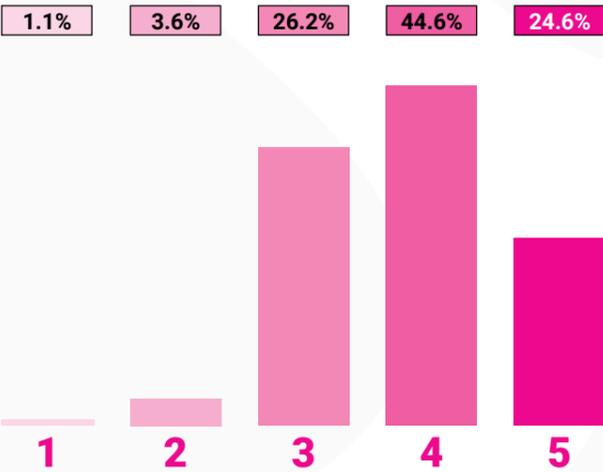
During our focus group discussions with youths, they also expressed they want more social connectivity with colleagues and bosses. **Having clear work boundaries in working hours and personal time**, and **avenues for counselling and helpline initiatives** will also help to achieve better promotion of mental well-being in the workplaces.

## PEER SUPPORT WAS MENTIONED IN BOTH THE YOUTH HUB SURVEYS AND FOCUS GROUP DISCUSSIONS. YOUTHS WANT ACCESS TO PEER SUPPORTERS WHO CAN BE THERE AS A LISTENING EAR AND RENDER APPROPRIATE ASSISTANCE WHEN NEEDED.

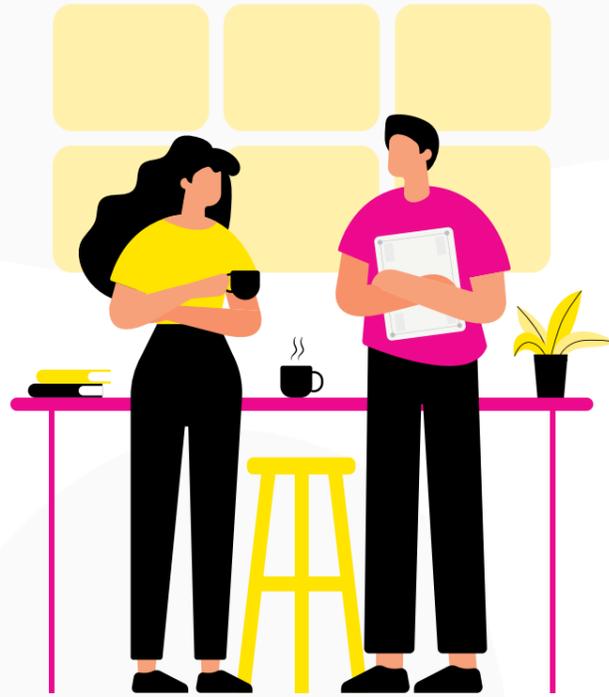
Youths also expressed they wanted **more social connectivity with colleagues and bosses** at workplaces, **wellness buddies or peers**, **clear boundaries in working hours and personal time**, and **avenues for counselling and helpline initiatives**.

**HOW DO YOU PERCEIVE THE EFFECTIVENESS OF HAVING MENTAL WELL-BEING PEER SUPPORTERS AT MORE WORKPLACES?**

On a scale of 1 - 5, with 5 being the most effective.

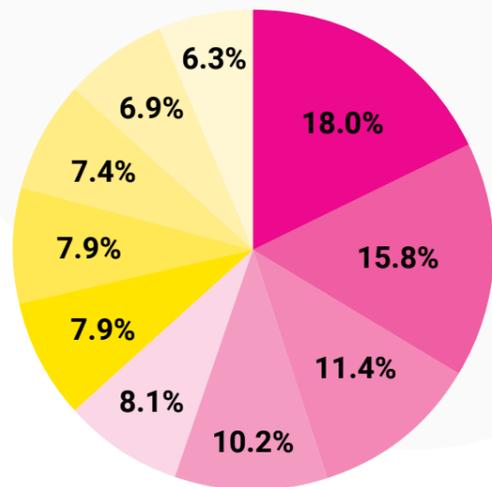


Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.



In a subsequent online survey, **over half of the 2,294 respondents** felt that having **mental well-being peer supporters in the workplace** was effective.

**THESE WERE THE DESIRED TRAITS IN A PEER SUPPORTER**



Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25; Respondents were allowed to select multiple choices.

- 18.0%** Someone who is willing to listen
- 15.8%** Someone who is non-judgmental and can keep secrets
- 11.4%** Someone who is able to direct me to relevant resources

- 10.2%** Someone of the same age or are slightly older than me
- 8.1%** Someone who is of the same gender as me
- 7.9%** Someone who is not my direct superior, but is in a more senior position than me
- 7.9%** Someone who is from my team
- 7.4%** Someone who is not within my company
- 6.9%** Someone who is not from my team
- 6.3%** Someone who is not from my company HR

# 9.1 A LISTENING EAR AND A TRUSTED PEER



**THE FEELING OF BEING LOST IS VERY SCARY. THE WORKPLACE WILL BE ONE FILLED WITH A NEW SET OF CHALLENGES AND I WONDER IF THERE IS SOMEONE I CAN TURN TO IF I NEED A LISTENING EAR.**

Sheetal, 20 years old, swears by the phrase **“You work hard now, you reap the rewards later.”** This was a quote her cousin shared with her. Sheetal has been putting in a lot of effort to work towards her goals, but the **fear of being lost along the process is real.** She has been **motivating herself to do better, go further, and be prepared for wins and losses** as she embarks on her career exploratory journey.

Sheetal told us she has always been a shy and reserved girl and is trying her best to get out of her comfort zone. We must say the Sheetal we met is someone **filled with lots of positive energy.** CEO of snorting laughter and a zodiac signs enthusiast, that’s how she hopes to be introduced. **But even a positive person has moments when she is at her lowest.**

The year of her ‘N’ level was not a good year. Her grandmother passed away that year and it hit her hard. Staring at a sea of things she needed to attend to, she lost all motivations to do well. **“It was lucky that I have my cousin with me. Now, I am working towards a better version of myself and taking care of my own mental well-being is an important step in this process,”** she said.

The concern for better mental well-being in the workplaces did not come about that recently. In past ground engagements speaking to young working adults even as far back as three years ago, amidst career concerns, we observed that youths had **started being more vocal and genuinely worried about the increased stressors they face at work and declining state of mental well-being felt among them and people they know.** Some of these stressors include an overwhelming workload, feeling undervalued and long working hours. Hence, in 2021, Young NTUC introduced the first-in-market WSQ certified **training in mental well-being peer-to-peer support at the workplace.** The course focuses on equipping working adults with peer support and psychological first aid skills, with curriculum curated in consultation with the **Singapore Anglican Community Services, Agency for Integrated Care (AIC), the Institute of Mental Health (IMH)** and supported by the **Health Promotion Board (HPB).** With the initiative, Young NTUC hopes to strengthen peer-to-peer mental well-being support in the workplaces.

With an initial goal of training  
100 peer supporters by Q1 2022...there are

**OVER 1,026**

trained peer supporters who went through  
this programme since.

By 2025,  
we hope to train up to  
**2,500**  
**PEER SUPPORTERS**

To provide more effective peer support to young workers, **Young NTUC will better understand the support needs of more emotionally and mentally vulnerable young working adults,** including fresh entrants. This will help to **create effective peer supporters for mental well-being at work.**

Finally, Young NTUC plans to **identify progressive employers** who **voluntarily recognise peer supporters.** These are already employers who **have adopted a total workplace safety and health strategy** (including physiological and psychological) in the workplace. Young NTUC plans to reach out to more companies.



## **SUMMARY**



By building a strong network of peer supporters and enhancing their recognition and training, Young NTUC envisions to grow a passionate network of certified peer supporters in workplaces who can foster a psychologically safe environment for colleagues in need and encourage a culture that destigmatises mental health. This network would be supported by professional counsellors, trained psychologists and pioneers active in the mental well-being space. We hope to partner employers who invest holistically in the well-being of their employees including the mental well-being of their employees, send more people for the WSQ Certified Training in Peer-to-Peer Mental Well-Being Support and recognise the contributions of the trained peer supporters. In the near future, Young NTUC aims to also introduce initiatives that will support the unique needs of youths entering the workforce, and work with partners to make the change.

# 10



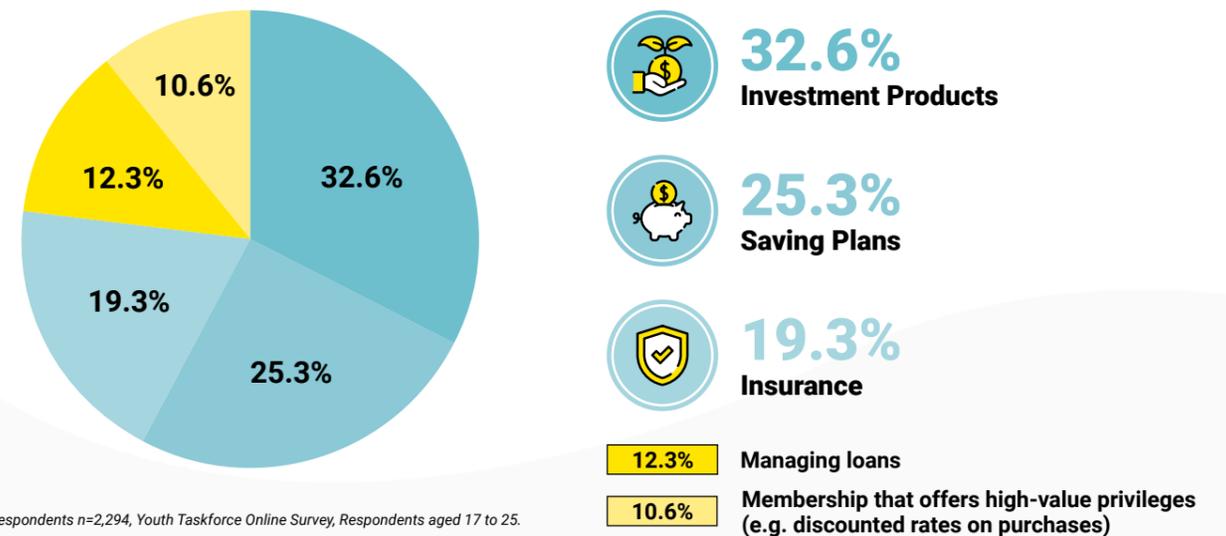
## NTUC STARTER MEMBERSHIP: ONE STEP CLOSER TO ADDRESS YOUTHS' WORK-LIFE NEEDS

Besides career and mental well-being concerns, financial concerns such as **daily expenses, expenses arising out of family obligations and lifestyle expenses** are the **top 3 financial related worries** youth have. Of **2,992 youths** asked, we found out they want to be **more financially literate** and **gain greater knowledge in investment products, saving plans and insurance**.

**I DEFINE PERSONAL SUCCESS AS BEING FINANCIALLY AND EMOTIONALLY ABLED TO PROVIDE FOR MY LOVED ONES. FINANCIAL LITERACY IS IMPORTANT TO ME, ESPECIALLY SO SINCE I HOPE TO BECOME A BUSINESS OWNER IN THE FUTURE. I DON'T THINK I WILL RATE MY FINANCIAL LITERACY LEVEL AS HIGH YET, I AM STILL LEARNING! IF THERE ARE RESOURCES AND OPPORTUNITIES TO HELP ME LEVEL UP IN THIS ASPECT, THAT WILL BE GREAT!**

**DANIEL, 19 YEARS OLD, CURRENTLY STUDYING BUSINESS ADMINISTRATION AND SPECIALISING IN INNOVATION AND ENTREPRENEURSHIP**

### WHICH OF THE FOLLOWING WOULD YOU WANT TO KNOW MORE ABOUT TO GAIN BETTER FINANCIAL LITERACY?

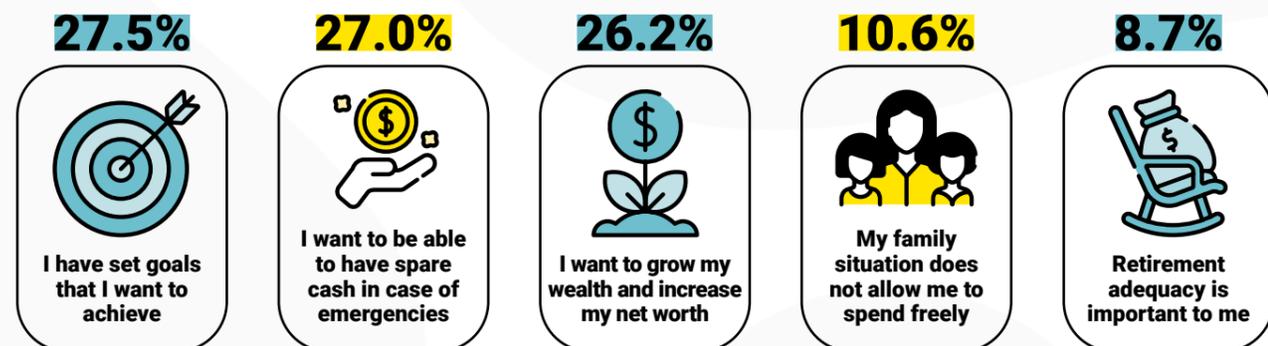


Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.

In the Youth Taskforce online survey, youths were asked to choose whether they were on 'Team Save' or 'Team Spend'. This was to understand their attitudes and motivations when it came to managing their finances.

**AN OVERWHELMING 70.1% OF 2,294 YOUTHS WERE ON TEAM SAVE WHEN ASKED TO CHOOSE A SIDE BETWEEN TEAM SAVE OR TEAM SPEND.**

## WHAT ARE THE REASONS FOR CHOOSING TEAM SAVE?



Respondents n=1,608, Youth Taskforce Online Survey, Respondents aged 17 to 25; Respondents were asked to select 2 options.

Their top reasons for choosing to save are to **achieve goals such as furthering their studies** and **buying a home** among others. They also want **spare cash for emergencies** and **to grow their wealth**, indicating that their financial needs were broad.

## DOES MONEY BUY HAPPINESS?

**NUR INSYIRAH, 20**  
Money is part and parcel that comes with work, but I also need to be passionate about the job. I don't mind a stressful working environment, but without passion, it will be hard to have any motivation.

**RYAN, 21**  
Money is important but it's not the only thing, it's important to have interest in the field too.

**ZAKI, 18**  
I prioritise money equally with work-life balance. If I get married, I will want to have time for family - that becomes a priority.

**VIKNESWARY, 28**  
A stable income and opportunities for career progression are both important. How I can contribute and add value to the organisation in the long term also matters to me. I want to be able to leave a legacy.

There is currently a gap in the market to serve youths transitioning to the workforce. The existing products serve some of the needs of youth, but there are no integrated and all-encompassing products or services that cater to all their career, financial and transitory concerns.

## 10.1

# NTUC STARTER MEMBERSHIP

A NEW MEMBERSHIP INNOVATION TO ADDRESS YOUTHS' NEEDS:

Apart from financial concerns, we have articulated in earlier segments of this report, the various concerns and needs of youth spanning across the work, live and play aspects of their lives. NTUC is set to introduce the **NTUC Starter Membership (Starter)**, an innovative membership experience designed to serve the evolving needs of youths transitioning from school into work. Curated for youths aged 18 to 25, we endeavour Starter to support youths' needs and give them a head start in the workforce.

Understanding that today's youths are digital natives, **Starter will function on a fully digital platform**. The membership offers key value propositions that are relevant and effortlessly accessible on mobile devices which **seamlessly integrates with the digital-centric lifestyles of young adults**.

By creating a direct digital bridge between the members and the labour movement, complemented by high touch services face-to-face, **NTUC ensures a continuous exchange of values and information, catering to the 'always connected' ethos of the youth**.

### FEATURES OF THE STARTER MEMBERSHIP

- For youths in Institutes off higher learning, NSmen, and young working adults aged between 18 to 25 as they work, live and play.
- It is priced at \$36/year (\$3/month)
- It features a digital experience - from online onboarding to an e-card

### DON'T ASK AUNT AGONY, STARTER MAY HAVE THE RESOURCES FOR YOU

**Q** My name is Bubble, and I am graduating soon! I want to find out more about the industry I am keen to go into and I want to expand my professional network. On top of that, I need some help with my resume. What should I do to better my chances at securing my first job?

**Q** My name is Kopi and my peers around me have been investing in different financial products. Am I lagging behind? But I have no clue how to get started. I hope to learn more about ways to manage my finances better. The many finance terms are confusing me, I wish someone can explain them to me.

**Q** My name is Teh Peng and I just booked out of camp this morning! I am looking forward to spending quality time with my family and friends. I haven't really plan where to go and what to do, do you have any suggestions?

Starter provides **WORK** related perks such as career mentorship, learning journey to companies, masterclasses, resume review and interview preparation. The resources are curated to help youths transit more smoothly from school to work.

## WORK

Starter provides **LIVE** related perks designed to address the increasing demand among youths who wish to enhance their personal and financial management skills in a responsible and personalised way. Youths can gain access to necessary tools and knowledge manage their resources and make informed financial decisions.

## LIVE

Starter provides **PLAY** perks that are specifically tailored to empower youths to take charge of their lifestyle with access to deals and activities that are relevant, valuable, and tailored to their current life stage.

## PLAY

# 11



NEVER SAY  
NEVER

OTHER NOTABLE INSIGHTS  
WE THINK ARE WORTH  
EXPLORING FURTHER

## BEYOND THE TRADITIONAL NOTIONS OF WORK

### 11.1 SIDE HUSTLES ON THE RISE

Due to the rising cost of living and growing financial burdens, many youths and young workers are seeking novel ways to meet their financial needs. **Side hustles are especially popular among youth**, who may be looking for **flexible, part-time work** or **gigs that allow them to build skills, gain work experience** and **increase their earning potential**. In a survey of 2,294 youth respondents, more than 50% indicated that they currently have a side hustle, primarily to earn extra income and gain relevant work experience.



**“ I TRULY VALUE  
EXPERIENCES  
MORE THAN  
MONEY.**

“I started taking side hustles since I entered polytechnic. Taking on these freelance projects relating to hardware and software designs give me **insights on the latest trending technologies, what customers are looking for and the types of solutions that are gaining traction** in the market. **I managed to gain real work experiences and at 21 years old, I truly value experiences more than money.**” said Ryan. Having graduated and waiting to enlist for National Service, Ryan decided to **spend his free time interning at a company with its business in renewable energy**. Aspiring to become an engineer, specialising in the eco-sustainability field, Ryan **hopes for more opportunities to network and interact with people within the sector**. His side hustles provided him with the avenue, and he is **happy to be able to continue doing meaningful work in the sustainability scene**.

# OF 2,294 YOUTH RESPONDENTS SURVEYED, 57% ARE CURRENTLY ENGAGED IN A SIDE HUSTLE.

The key reasons are to earn some extra income, gain relevant work experience and to build up their portfolio.

Regardless, 87.6% of the same group find that side hustles help prepare them to enter the workforce and/or navigate the workplace better. How so?



## IN WHICH AREAS DO SIDE HUSTLES PREPARE YOU FOR THE WORKFORCE?



12.5%

Quicker adaptability to work



12.4%

Better time management



11.5%

The ability to think out of the box

11.4% Greater confidence and self-esteem

10.5% Better stress management skills

10.8% Better relationship management skills

10.5% Expanded my network

10.8% Better personal financial literacy

9.5% Gained more knowledge on employments terms and salary negotiations

Respondents n= 1,298, Youth Taskforce Online Survey, Respondents aged 17 to 25; Respondents were asked to select up to 3 options.

## WHAT RESOURCES OR HELP DID YOU HAVE BEFORE YOU STARTED YOUR SIDE HUSTLE?



33.0%

Family and friends



27.1%

Online tutorials (e.g. YouTube, blogs)



20.5%

School



19.4%

Professional mentors

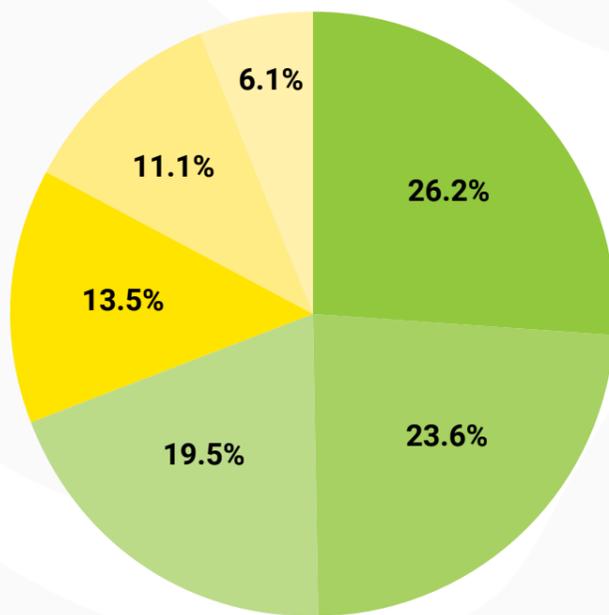
Respondents n=1,608, Youth Taskforce Online Survey, Respondents aged 17 to 25; Respondents were allowed to select multiple options.

In terms of getting started on their side hustles, we also found out how resourceful they were, with one third seeking help from their friends and family, followed by slightly more than a quarter who self taught themselves by turning to online tutorials.

We then turned to the 43% (n = 996) who are currently not in a side hustle. Interestingly, 26.2% expressed interest in side hustles but were unable to do so.



# WHAT ARE YOUR MAIN REASONS FOR NOT CURRENTLY BEING IN A SIDE HUSTLE?



Respondents n = 996, Youth Taskforce Online Survey, Respondents aged 17 to 25; Respondents were allowed to select multiple options.



**26.2%**  
Interested in starting one but unable to do so



**23.6%**  
Prefer to allocate my time towards securing internships / attachments, put more focus on my studies and / or focusing on my full-time job



**19.5%**  
Prefer to self-learn / pick up new skills in my free time

**13.5%**

Nature of work is unstable

**11.1%**

Not interested and / or never thought about side hustle

**6.1%**

I do not need the money

A lack of capital was cited as the **key reason for not embarking on a side hustle**, followed by a **lack of knowledge and skills** (such as market analysis, business administration, operations, financial literacy, finance and accounting) followed lastly by a lack of opportunities.

Our take is this is an irreversible trend. Definitely, we can **imagine the pushbacks and necessary considerations** (including legal implications) from other stakeholders, but **we hope to share the positive aspects of side hustles not only to youths**, but in shaping them as a next generation worker to bring unique skills and perspectives to the workforce. **Cliché as it sounds, change is the only constant and change is uncomfortable.**

**BESIDES SIDE HUSTLES, ALTERNATIVE WORK FORMS AND ARRANGEMENTS HAVE EMERGED ESPECIALLY IN LIGHT OF COVID-19, AND THE GROWING TENSIONS ARISING OUT OF IT SHOULD NOT BE IGNORED. RATHER, CAN WE SLOWLY EASE INTO YET ANOTHER "NEW NORMAL" TO COME, TOGETHER?**

## THE ABCs TO CONSIDER



### A - ACCEPTANCE AND ASSISTANCE

We may need to look at providing resources or platforms that **allow a youth to attain different work experiences** even prior to graduating, so that they can **gain confidence in their career choices** and **bring valuable perspectives to the workforce.**

### B - BENEFIT

As youths **build up their work experiences and skills even prior to entering the workforce through different types of work** including side hustles, they can bring to employers, even the workforce, a **diversity in perspectives and skillsets.**



### C - CAREER PATHS

It is extremely rare today to hold one job for life. One's career path has evolved beyond a career ladder within an organisation, but looking more like a web that sees an individual moving laterally; **venturing out to explore** different industries, sectors; and even **moving in and out of being a salaried employee.** We have also not spoken about how technology has allowed individuals to work from anywhere, breaking geographical limits. How do we best **support the youths' career paths** will be **something to further study on.**



# 11.2

# WORKING OVERSEAS, REMOTELY OR NOT

Another area for further exploration is overseas work. The exposure can help youths to learn key skills that may help them further their career, take on leadership positions and compete on a global scale.

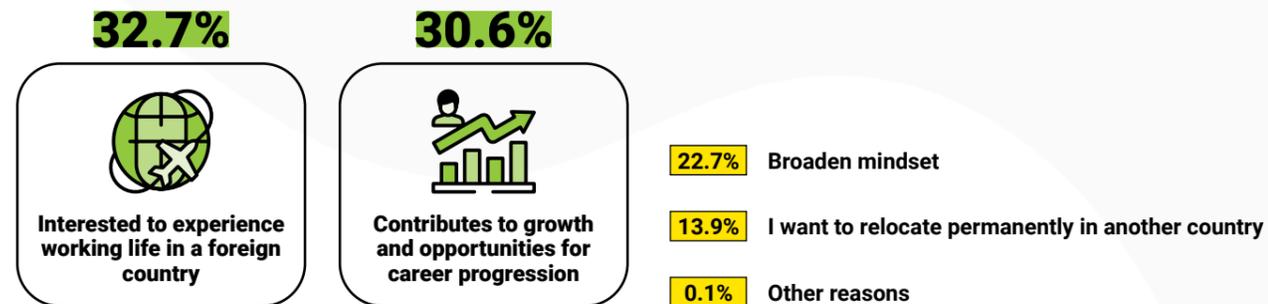
### ARE YOU WILLING TO GO OVERSEAS TO GAIN WORK EXPOSURE?



Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25.

In an online survey of 2,294 youths aged between 17 to 25, majority of the respondents indicate that they will be willing to go overseas to gain work exposure.

## WHAT MAKES YOU WILLING AND / OR INTERESTED TO GAIN OVERSEAS WORK EXPOSURE



Respondents n=1,918, Youth Taskforce Online Survey, Respondents aged 17 to 25.

The top two reasons for being interested in pursuing overseas work opportunities were:

- Interested in experiencing working life in a foreign country
- Working overseas can help contribute to their career progression. Some 35.8% of those who believed working overseas will contribute to their career progression are between the ages of 22 to 23 years old

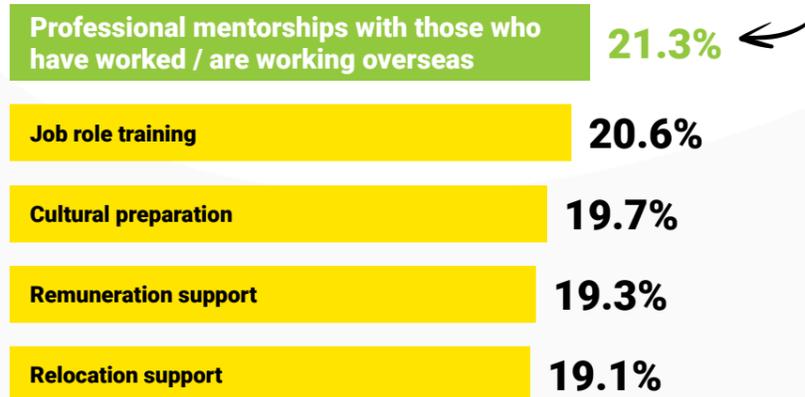
Those interested in experiencing working life overseas are mainly youths who have been working full-time for less than four years but there are also new entrants to the workforce who are keen to explore.



“When I was in school, I had the chance to go for overseas exchange and that allowed me to learn more about another country’s working culture. In the field of work that I hope to go into after I finish my National Service, it will be useful for me to gain some real working experience overseas. I want to understand the solutions other countries have developed in terms of renewable energy and sustainability. I also hope to be able to see firsthand the challenges they face in working towards a greener living environment.” Ryan has his eyes set to combat climate change. His key concerns – living away from home and whether his skills are up to mark.

He hopes for a mentor with vast experience in this area to give him guidance and advice. A structured mentorship with clear milestones will be a meaningful resource as he explores the world.

### IN YOUR OPINION, WHAT SUPPORT DO YOU NEED TO HAVE TO TAKE UP SUCH OVERSEAS WORK OPPORTUNITIES?

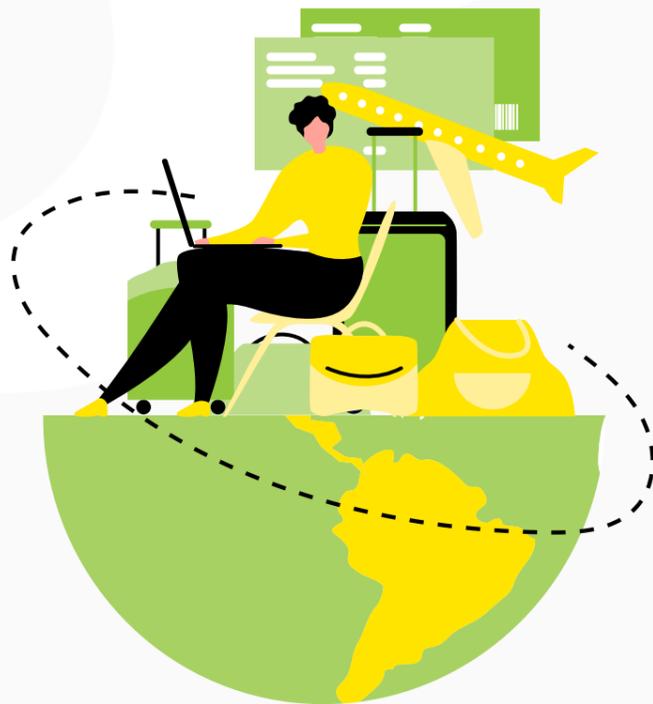


Respondents n=2,294, Youth Taskforce Online Survey, Respondents aged 17 to 25; Respondents were allowed to select multiple options.

Respondents also indicate that they desire professional mentorships with those who have worked or are working overseas as a support measure to take up overseas work opportunities.

# BREAKING GEOGRAPHICAL LIMITS

In time to come, the NTUC mentorship programmes can be **extended to cover mentorships with mentors who have worked or are working overseas** to provide support to those who may want to **pursue overseas work opportunities**. This network of mentors and mentees can **continue to help each other as they move to their next posting or even after they have returned to Singapore**. The mentees who have benefited from the programme can **go on to become mentors, expanding the pool of support for future young workers**.



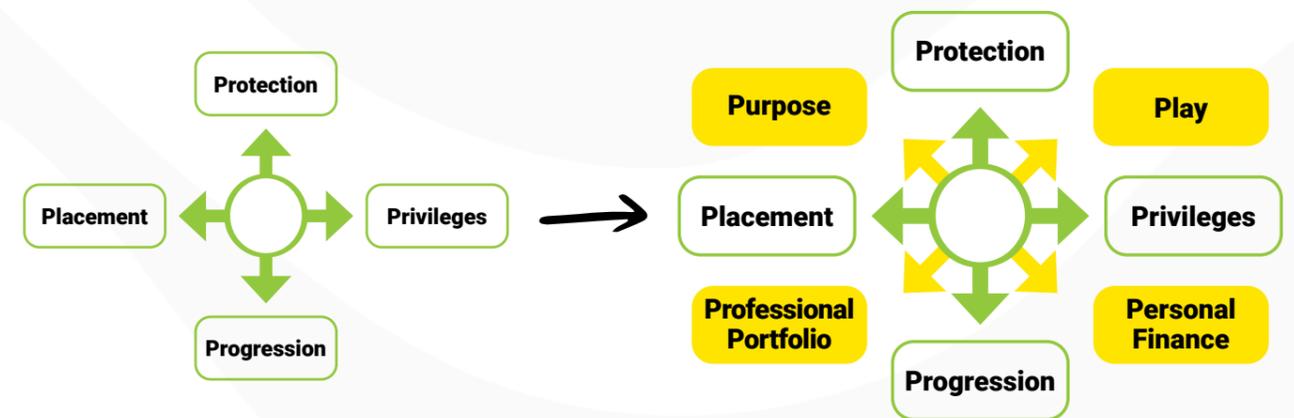
## 11.3 OUR RELENTLESS WORK-IN-PROGRESS

### TO REMAIN RELEVANT AND REPRESENTATIVE

Today, NTUC supports working people, especially our members, in areas of work, live and play by providing the **4Ps : Protection, Placement, Privileges and Progression**.

As society progresses, needs have not only changed but also diversified. To grow with society, NTUC can **expand its 4Ps to encompass these needs, caring for the interests of youths and the ever-changing interests of the working society**.

# REIMAGINING ANOTHER 4Ps



Innovation is necessary to keep up with change and continue to be of value to working people, including this new generation of workers and beyond. From our findings and insights, we have discovered **a new category of 4Ps** that could expand on what we currently provide, to address the needs and aspirations of not only our target segment but potentially everyone in the workforce as the workforce evolves. The expanded membership model accounts for modern interests and needs:

### PURPOSE

Youths and working adults are increasingly searching for **purposeful work and pursuing careers based on their interests and passions**. From the individual encountering work for the first time to an individual whose career journey reaches a meaningful stop, we can explore providing experiences, opportunities, avenues and transitional support from the discovery stage to the intended destination.

### PERSONAL FINANCE

To cope with rising costs of living and personal desires, youths and workers are **seeking more means of income, hoping to provide for themselves and loved ones in the present as well as for the future**. In addition, there is a growing pool of **innovative and entrepreneurial youths and working adults who aspire to develop profitable businesses**.

### PROFESSIONAL PORTFOLIO

We know in preparing themselves for the workforce and life, youths and working adults are keen to **build up their portfolio of skills and knowledge**, as well as **their personal and professional identities**. Expanding mentorship resources to all beyond youths like today and tapping on our established ecosystem to provide networking platforms for professional and social reasons are possibilities to support the modern-day employee, freelancer or self-employed person.

### PLAY

Youths and working adults seek opportunities to **express themselves, explore their interests and enjoy their lives**, whether professionally or in their personal lives. **Creative experiences and leisure activities** can support youths in their **well-being and promote communities among them**.

# NEVER SAY NEVER...

**CONTINUE TO LET US KNOW YOUR THOUGHTS AND WE WANT TO STAY CONNECTED WITH YOU...**

# YOU(th) – AN IMPORTANT SEGMENT OF THE WORKERS' COMPACT



the workforce will evolve. When envisioning your ideal future workplace, you expressed a strong desire for opportunities to connect and collaborate with others. Mentorship is one key aspect you brought up as it allows you to gain real-world insights and have a better understanding of work expectations. Your ideal future workplace is also one where you can build your professional portfolios and explore career progression opportunities. It offers flexibility, integrates younger employees into decision-making platforms and emphasizes the importance of purpose-driven practices. An inclusive and diverse company culture matters to you.



development, and well-being. As we move forward, let us always remember that you - the youth, are not just the future of our workforce; you are an integral part of the workers' compact today. By actively involving you in decision-making processes, creating purpose-driven and inclusive workplaces, and providing the necessary support and resources, we can build a strong and resilient workforce that thrives in the face of challenges and seizes opportunities for success.

## Dear Youths,

The insights from the Youth Taskforce report have provided NTUC with a deep understanding of your work-life aspirations, allowing us to develop strategies that support and empower you.

I've had the privilege of getting to meet and know some of you at the many engagement sessions organised by Young NTUC. Your energy, vibrance and candour energised me and made me feel youthful again! However, I also commented to colleagues that I could not help feeling the "generation gap". Your perspectives, worries, priorities, even the lingo you use made me realise, my personal awkwardness aside, that this is a prevalent challenge the multi-generational workforce will face when many of you step into it, and actions must be taken. The Youth Taskforce endeavours to give different stakeholders a better understanding of your work-life aspirations and how

Thank you for coming forward to share your thoughts about work, the workplace, and the workforce. You have shown us your most candid side and given us your most honest feedback and opinions. That, I would say, is a beautiful start to the long-term friendship that NTUC hopes to build with you. NTUC wants to be your trusted friend, walking alongside you as you navigate your career, having your back when things don't go according to plan and being your cheerleader in your moments of success.

In my May Day speech this year, I spoke on how NTUC must do more for worker segments that we have previously underserved. This includes our youths. I assure you of our commitment to you - our new generation of workers, at every stage of your career and life. We recognise the positive changes you can bring to workplaces with your unique perspectives and skills. Moving forward, we will adapt our products, services, and policies to meet your evolving needs and aspirations. We will work hand-in-hand with you and our tripartite partners to create an environment that supports your growth,

**TOGETHER, LET US CHAMPION YOUR ASPIRATIONS AND DREAMS! WE WANT TO WORK ALONGSIDE YOU IN SHAPING A FUTURE WHERE YOUR CONTRIBUTIONS ARE VALUED, YOUR POTENTIAL IS NURTURED, AND YOUR VOICES ARE HEARD.**

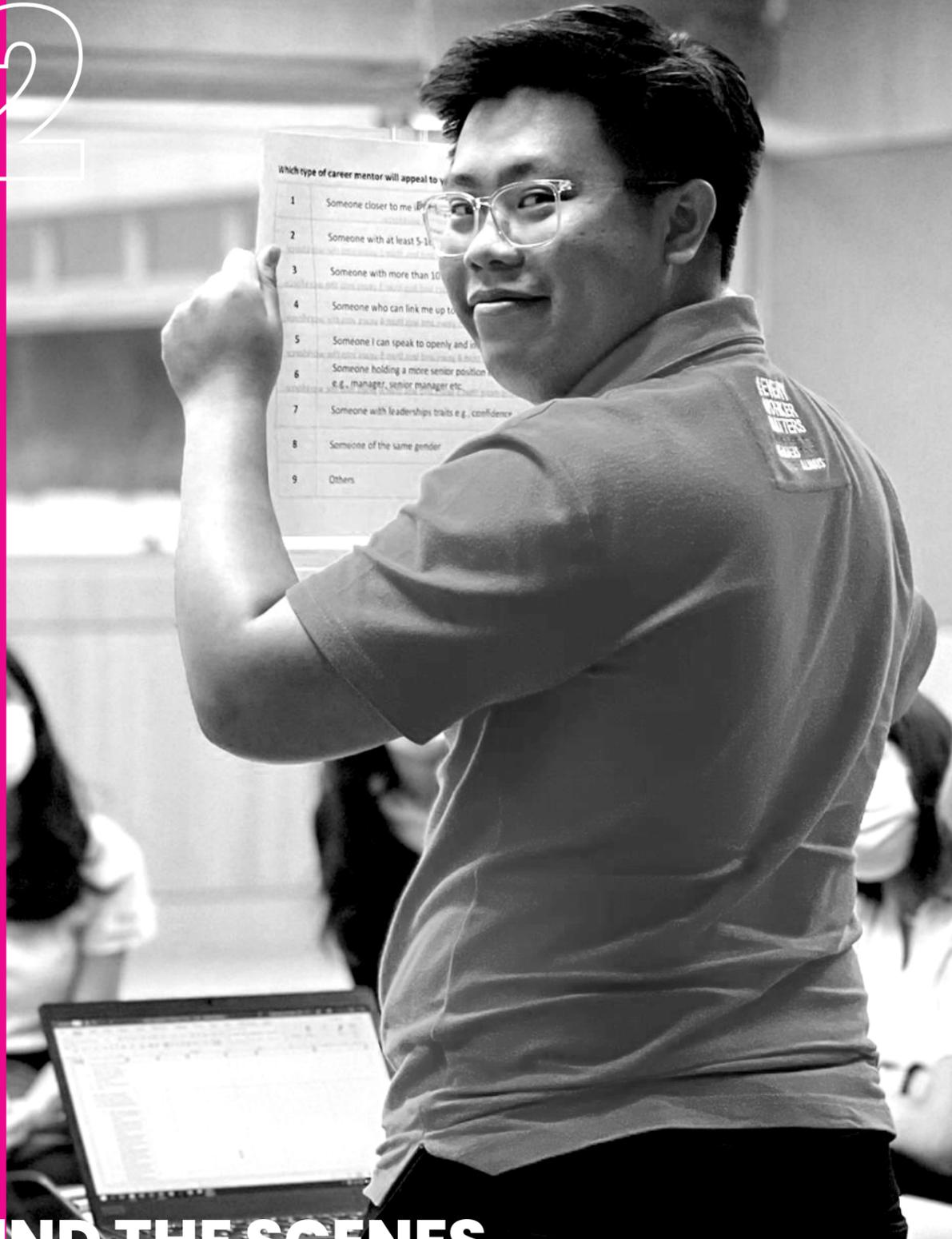
#EveryWorkerMatters and #EveryYouthMatters – this is our commitment which we will strive tirelessly to make it a reality.

Sincerely,

**NG CHEE MENG**  
Secretary-General  
National Trades Union Congress



# 12



**BEHIND THE SCENES**

# THE YOUTH TASKFORCE

**IT HAS BEEN A FRUITFUL AND VERY MEANINGFUL JOURNEY FOR ALL OF US. IN ONE YEAR, WE TRAVELLED TO DIFFERENT CAMPUSES AND MET MANY YOUTHS WHO SHARED CANDIDLY. IT WAS NOT JUST WHAT YOU SHARED THAT ALLOWED US TO UNDERSTAND YOU BETTER, YOU HAVE INSPIRED MANY OF US! CONTINUE TO SLAY! WE CAN'T WAIT TO MEET YOU IN THE WORKFORCE IN THE FUTURE!**



## THE YOUTH TASKFORCE CORE TEAM

*FIRST ROW, LEFT TO RIGHT*

Mahirah Nurdini, Amber Lim, Madeleine Ang, Eugene Syn

*SECOND ROW, LEFT TO RIGHT*

Nuraishah Abu Bakar, Lisa Chan, Cheryl Fung, Elson Koh

*THIRD ROW, LEFT TO RIGHT*

Melissa Cheng, Maximus Tan, Wendy Tan, Jeslyn Chua

*MISSING IN PHOTO:*

Ang Jia Da, Claudia Ang, Daryl Kang, Goy Kae Lip, Muhd Nabil, Nicolette Chua, Pamela Seah, Shona Tan, Wilson Yeo

And with special thanks to the #EveryWorkerMatters Conversations Project Office, NTUC Strategic Communications and Social Media teams!

**88** incredible individuals volunteered their time and open hearts to join us in the past year as we travelled from campuses to different venues to engage a diversity of youth.



We are in this because we want to work alongside you, understand your needs and better the future of work, workplaces and the workforce as you pursue your aspirations.



**These Youth Taskforce volunteers** are made up of our Young NTUC Union Leaders and activists, our Youth Career Network career mentors, our NTUC colleagues from all over and even our NTUC senior management.

# AT THE END OF THE DAY, WE HOPE TO BE YOUR TRUSTED FRIEND

“YTF.” These three letters have been ingrained in my mind for more than a year, and it is the acronym for the Youth Taskforce.

The Youth Taskforce committee comprises a diverse team of colleagues who come with complementary expertise and skills and naturally, the entire Youth Development unit is part of it too. Regardless, it was an uphill task to conceptualise, coordinate and to bring to fruition a year-long engagement venturing into a segment that we, admittedly, are still not as familiar with, and that was to approach, engage and interact with 10,000 youths aged 17 to 25 years old, many of whom are still studying in the Institutes of Higher Learning.

On this note, I would like to thank the leadership for taking that very huge leap of faith and “closing two eyes” at times, in fact, even encouraging us to explore different methods and dream, dare, do. I would also like to thank the Youth Taskforce committee for taking this task on with a positive mindset and to embrace the unknown, which can be uncomfortable.



Lastly, this would not have been possible without the volunteers, friends, partners and even new advocates who have supported the Youth Taskforce in various ways. It takes an entire ecosystem to support and empower youths, and through this year-long engagement we've come to know many more amazing organisations and individuals.

To the many youths whom I've had the privilege to cross paths with, I daresay it is not just me, but for all the volunteers who engaged you, we love your energy, your curiosity, and your candidness, and we walk away energised and inspired by you. No cap. One of my greatest takeaways is finding out how resourceful you are, even more than my generation (I'm a millennial) I'd say. In times of alternative types of work that changes where, how, even the duration that people work, many of you have seized the opportunity to try different types even while you are in school for reasons of



supplementing your income or building up your work experience prior to graduating.

Yet, we are cognizant and empathise with the real concerns you have on stepping into the workforce, and that is why the Youth Taskforce came about. With the insights found through hearing from 10,000 of you, we hope to be a trusted friend that can convey and support your concerns and aspirations, at the same time recognizing the need to take a balanced approach to be mindful of the many interests and stakeholders involved.

While the year-long effort wraps up and I am immensely proud of what the team has achieved together, this only closes one important chapter to start another. It will be a multi-year effort for NTUC, together with partners, to carry through and implement the recommendations, and as the world evolves at an alarming rate today, we will need to stay agile to adapt quickly.

To conclude, maybe I'd give a different spin to what “YTF” can also mean to me. I feel Young(er), I am Thankful, and I conclude this year-long work with a sense of Fulfilment! Yas!

**WENDY TAN**

*Lead, NTUC Youth Taskforce  
Director, Youth Development*

# 13



**THANK YOU,  
WE COULDN'T  
HAVE DONE  
THIS WITHOUT  
YOU**

## VOLUNTEERS FROM THE LABOUR MOVEMENT FAMILY

- NTUC Management and Staff Volunteers
- Young NTUC Career Guides
- Young NTUC Committee
- Young Union Leaders from our affiliated unions and associations

## PARTNERS – SCHOOLS AND YOUTH ORGANISATIONS

- Bold At Work
- Chinese Development Assistance Council (CDAC)
- Employment & Employability Institute (e2i)
- Friendzone
- ITE College Central
- ITE College East
- ITE College West
- Kinobi
- Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology and Design (LKYCIC, SUTD)
- Nanyang Polytechnic (NYP)
- Nanyang Technological University (NTU)
- National University of Singapore (NUS)
- National Youth Council (NYC)
- nEbO
- Ngee Ann Polytechnic (NP)
- North East Community Development Council (NECDC)
- NTU Students' Union (NTUSU)
- NTUC LearningHub
- O School (Super 24)
- People's Association Youth Movement (PAYM)
- REACH
- Republic Polytechnic (RP)
- S. Rajaratnam School of International Studies (RSIS)
- Singapore Indian Development Association (SINDA)
- Singapore Institute of Management (SIM)
- Singapore Institute of Technology (SIT)
- Singapore Management University (SMU)
- Singapore Polytechnic (SP)
- Singapore University of Social Sciences (SUSS)
- Singapore University of Technology and Design (SUTD)
- Temasek Polytechnic (TP)
- Varsity Voices
- Yayasan Mendaki
- Young PAP

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## YOUTHFLUENCERS AND CONTENT PARTNERS

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- SGAG (Nadia, Ryan, Sya)
- Sonia Chew
- The Smart Local - Must Share News
- The Smart Local - Zula
- Young NTUC Youth Content Curator Circle (YC3)

**LASTLY, A BIG THANK YOU TO ALL YOU(TH) WHO HAVE STEPPED FORWARD TO JOIN THE YOUTH TASKFORCE'S ENGAGEMENTS!**



# YOUTH TASKFORCE

BY YOUNG NTUC

Led by:



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## FOLLOW YOUNG NTUC ON SOCIALS



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#EVERY WORKER  
MATTERS  CONVERSATIONS 