

**Annex B:** STC recommendations for role of whole-of-society

<b>Government</b>	<ul style="list-style-type: none"> <li>- Consider providing transitional wage support to help the industry mitigate the cost impact brought on by PWM wage increases</li> <li>- Defer any further adjustments to the Dependency Ratio Ceiling to help security agencies better manage manpower deployment</li> <li>- More targeted enforcement against errant security agencies for reported offences such as underpayment of PWM wages</li> </ul>
<b>Service buyers</b>	<ul style="list-style-type: none"> <li>- Avoid cheap sourcing as this would result generally in poor service as their service provider will not be able to match the market rate for good security officers or offer incentives for good performance</li> <li>- Adopt outcome-based contracting by reviewing tender specifications to include security risk assessment and encourage security agencies to adopt technology-enabled solutions and job redesign by placing higher weightage in tender evaluation criteria</li> <li>- Exercise reasonableness in negotiating security services contracts should there be any adjustments to security requirements</li> </ul>
<b>Service providers</b>	<ul style="list-style-type: none"> <li>- Adopt industry transformation by increasing the use of technology and exploring job re-design or other innovative ways to improve productivity and service outcomes.</li> <li>- Make use of available programmes and resources such as the Productivity Solutions Grant or approach the Union of Security Employees (USE) and security trade associations if they need assistance in driving transformation efforts.</li> <li>- Realistically consider the number of contracts that they can take up and based on their manpower deployment capabilities so that they will be able to meet their contractual obligations</li> </ul>
<b>Security workforce</b>	<ul style="list-style-type: none"> <li>- Embrace upskilling and adopt a positive mindset towards learning new skills and work processes when businesses undergo transformation, especially with an increased use of technology</li> <li>- Proactively reach out to their supervisors or company's HR to discuss their training needs and career development plans</li> </ul>
<b>Members of the public</b>	<p>Be civic-minded and respect our frontline security officers who are carrying out their duties to safeguard everyone's interests.</p>