

# TABOUR MOVEMENT ANNUAL 2019

# EVERY WORKER MATTERS

In the Labour Movement, we put workers at the heart of everything we do. As we celebrate five decades of endeavours, achievements and evolution, we will continue to help workers earn better wages, benefit from better welfare and work prospects. We do all these because what matters to them, matters to us. And ultimately,

#everyworkermatters.

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# MAY DAY RESOLUTION 2019

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We, the Labour Movement of Singapore, resolve to advance the interests of all workers.

We put Singapore and workers at the heart of everything we do.

We help workers be ready, relevant and resilient.

With our tripartite partners and the People's Action Party, we strive for better wages, welfare and work prospects for our workers.

Together, we create a better future for all.

# MAY DAY MESSAGES 2019

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# **Prime Minister**

Lee Hsien Loong

## **National Trades Union Congress**

President Mary Liew and Secretary-General Ng Chee Meng

# **Minister for Manpower**

Josephine Teo

# **President of Singapore National Employers Federation**

Dr Robert Yap

# Lee Hsien Loong Prime Minister



Fifty years ago, the NTUC held the Trade Union Seminar on Modernization of the Labour Movement. This was a crucial turning point. At that time, the NTUC was in a state of decay, with falling membership and growing disenchantment among the rank-and-file. The Seminar caused the labour movement to fundamentally shift from confrontation to collaboration. The unions worked with Government in support of newly passed laws like the Employment Act and the Industrial Relations (Amendment) Act, and new institutions like the Industrial Arbitration Court. We set up NTUC Income and a whole series of labour cooperatives, to provide workers with affordable essential goods and services. This is how the NTUC became a vibrant, progressive organisation, an essential and equal partner in Singapore's unique model of tripartism.

Today, the labour movement is at another turning point. Our external environment is changing rapidly. New jobs are being created even as old industries and jobs are phasing out. The future of work looks very different. The NTUC must anticipate these challenges, and prepare the unions, union leaders and workers for them early, before they overwhelm us.

For instance, the NTUC has played a major role in promoting the re-employment of older workers. It has helped build tripartite consensus to raise the retirement and re-employment ages further. The NTUC has also championed the progressive wage model, which, together with Workfare, has made a real difference to lower wage workers.

Another major long term task is to upgrade and retrain workers. In collaboration with NTUC, the Government has started many upgrading and retraining programmes, under SkillsFuture and Adapt and Grow. We continue to improve the programmes, as we gain experience with them and new needs emerge. For instance, in this year's Budget we introduced the Automation Support Package and the Productivity Solutions Grant, which will help companies adopt technology and become more productive.

In January, I visited the Lifelong Learning Institute. There I met Singaporeans who had upgraded themselves through our Adapt and Grow programmes, and subsequently taken up new jobs or enhanced responsibilities,

sometimes switching firms or even industries. The banks particularly have made a major effort, retraining thousands of counter staff to use new technology and move to different roles. We are accumulating more such success stories, which I hope will inspire others to make the effort to improve your skills and productivity.

These efforts are starting to be felt at the macro level. Last year, labour productivity grew by 3.7%. This is a good result, although progress was not evenly distributed. The gains were largely in the outward-oriented sectors, especially manufacturing. We still need to work harder to improve productivity in domestic services, such as retail and food and beverages.

Last year the retrenchment rate was low – the lowest in more than 10 years. Our efforts to retrain employees and prepare them to handle new technology and different jobs made a difference. Had we not strongly emphasised training, upgrading, and redeploying staff, companies might have taken the easy way out, retrenching old workers and replacing them with freshly hired new graduates, and the dislocation would have been much worse. We must keep up our efforts at training and upgrading. It is a marathon without end, but we are making progress.

Our labour movement therefore has good reason to be proud of its record over the last 50 years. A strong labour movement remains crucial to us. In many developed countries, union membership is falling, and organised labour is becoming marginalised. Workers' concerns are not addressed, and they feel bewildered, leaderless and helpless. Not surprisingly, they turn to extreme, nativist political movements that pander to their fears and insecurity, but offer no realistic solutions or inspiring leadership to improve their lives. In Singapore, constructive and cooperative unions, together with enlightened employers and a supportive government, have delivered better incomes for workers and steady progress for the country. We must stay on this path, and strengthen trust and cooperation among the tripartite partners, so that despite the uncertainties and challenges in the global economy, we can continue to thrive and prosper together as a nation.

I wish all Singaporeans a very Happy May Day.

Perdana Menteri

Lima dekad lalu, NTUC telah menganjurkan Seminar mengenai Pemodenan Gerakan Buruh. Ini adalah titik perubahan yang penting. Pada masa itu, kedudukan gerakan buruh rapuh. Bilangan anggotanya merosot. Tidak ramai berminat dengan gerakan buruh. Seminar tersebut telah merubah keadaan ini. Gerakan buruh tidak lagi bercorak konfrontasi tetapi mementingkan kerjasama. Ia telah bekerjasama dengan Pemerintah dan menyokong undang-undang baru seperti Akta Pekerjaan dan Akta (Pindaan) Perhubungan Perusahaan, dan penubuhan Mahkamah Timbang Tara Perusahaan. Kita telah menubuhkan NTUC Income dan banyak koperasi buruh untuk menyediakan barangan dan perkhidmatan asas dengan harga yang dalam kemampuan para pekerja. NTUC telah menjadi sebuah pertubuhan yang bertenaga dan progresif. Ia merupakan rakan penting dan setanding dalam model rakan tiga pihak Singapura yang unik.

Sekarang, gerakan buruh sedang melalui satu lagi detik perubahan. Keadaan luar negeri kita sedang pesat berubah. Banyak pekerjaan baru diwujudkan. Industri dan pekerjaan lama semakin berkurangan. Masa hadapan pekerjaan kelihatan sangat berbeza. NTUC perlu menjangkakan cabaran ini. Ia mesti mempersiapkan kesatuan-kesatuan, para pemimpinnya dan para pekerja dengan lebih awal untuk menghadapinya, sebelum ia menjadi beban kepada kita.

Contohnya, NTUC memainkan peranan yang besar dalam menggalakkan para majikan untuk mengambil para pekerja lanjut usia untuk bekerja semula. NTUC telah membantu rakan tiga pihak untuk mencapai persetujuan dalam menaikkan lagi usia persaraan dan mengambil pekerja lanjut usia untuk bekerja semula. NTUC juga telah menerajui model gaji progresif dan skim Daya Kerja. Kedua-dua inisiatif ini banyak membantu para pekerja bergaji rendah.

Satu lagi tugas besar untuk jangka panjang adalah usaha mempertingkat kemahiran dan melatih semula para pekerja . Pemerintah telah bekerjasama dengan NTUC dalam banyak program peningkatan dan latihan semula di bawah program SkillsFuture dan inisiatif Suai-Maju. Sebaik sahaja kami meraih pengalaman dan menghadapi keperluan baru, kami pertingkatkan program-program tersebut. Sebagai contoh, dalam Belanjawan tahun ini, kami telah memperkenalkan Pakej Bantuan Penggunaan Mesin dan Geran Meningkatkan Daya Penghasilan, yang akan membantu syarikat-syarikat untuk menggunakan teknologi dan menjadi lebih produktif.

Pada bulan Januari lalu, saya telah melawat Institut Pembelajaran Sepanjang Hayat. Saya telah bertemu rakyat Singapura yang telah pertingkatkan kemahiran mereka melalui program-program di bawah Inisiatif Suai-Maju yang membolehkan mereka menyandang tugas baru atau memikul tanggungjawab yang lebih besar. Ada yang telah berpindah ke syarikat lain atau bertukar industri. Bank-bank, terutamanya, telah menjalankan usaha yang besar dengan melatih semula ribuan kakitangan kaunternya untuk menggunakan teknologi baru dan diberi tugas-tugas lain. Kami sedang menghimpunkan lebih banyak kisah-kisah kejayaan seperti ini yang saya harap boleh menjadi inspirasi kepada yang lain untuk berusaha mempertingkatkan kemahiran dan daya penghasilan anda.

Usaha-usaha ini sudah mula dapat dirasakan di peringkat makro. Tahun lalu, daya penghasilan buruh berkembang sebanyak 3.7%. Ini adalah satu pencapaian yang baik, walaupun kemajuan yang dicapai tidak sama rata di semua sektor. Kebanyakan keuntungan diraih adalah dalam sektor-sektor yang memandang ke luar, terutamanya perkilangan. Kita masih perlu bekerja lebih keras untuk meningkatkan daya penghasilan dalam perkhidmatan domestik, seperti sektor runcit serta sektor makanan dan minuman.

Pada tahun lalu, kadar pekerja yang diberhentikan kerja adalah rendah – yang terendah dalam masa lebih 10 tahun. Usaha kita untuk melatih semula para pekerja dan mempersiapkan mereka untuk menghadapi teknologi baru serta pekerjaan yang berbeza, telah membuahkan hasil. Kalau dahulu kita tidak menekankan peri pentingnya latihan, peningkatan diri dan penugasan semula kakitangan, syarikat-syarikat mungkin telah mengambil jalan mudah dengan memberhentikan para pekerja yang lebih tua dan menggantikan mereka dengan siswazah-siawazah baru. Ini boleh mengakibatkan keadaan yang lebih teruk lagi. Kita mesti teruskan usaha untuk melatih dan meningkatkan kemahiran para pekerja. Ini merupakan satu maraton tanpa penghujung, tetapi hasilnya menunjukkan kita ada kemajuan.

Gerakan buruh kita mempunyai sebab untuk berbangga dengan rekodnya sepanjang 50 tahun yang lalu. Kita masih memerlukan sebuah gerakan buruh yang kuat. Di banyak negara maju, bilangan anggota kesatuan sekerja semakin merosot dan persatuan-persatuan pekerja semakin terpinggir. Kebimbangan para pekerja tidak diatasi dan ini telah menyebabkan mereka berasa bingung dan berasa tidak mempunyai ketua serta tidak berdaya. Tidak hairanlah kalau mereka mengalihkan perhatian mereka ke arah ekstrem, seperti gerakan politik nativis. Tetapi gerakan sebegini berusaha mengatasi keresahan dan keadaan yang tidak terjamin para pekerja untuk kepentingannya sendiri. Jalan ini tidak menawarkan sebarang huraian yang realistik atau kepimpinan yang mempunyai inspirasi untuk memperbaiki kehidupan para pekerja.

Di Singapura, kesatuan sekerja yang mengamalkan sikap membina dan bekerjasama, serta para majikan yang mempunyai kesedaran dan pemerintah yang memberikan sokongan, telah membolehkan para pekerja meraih pendapatan yang lebih baik dan membawa kemajuan secara tetap pada negara. Kita mesti terus berada dalam keadaan ini, dan mengukuhkan kepercayaan dan kerjasama dalam kalangan rakan tiga pihak, agar walaupun terdapat keadaan yang tidak menentu dan cabaran-cabaran dalam ekonomi dunia, kita dapat terus berkembang maju dan mengecapi kemakmuran bersama sebagai sebuah negara.

Saya ucapkan Selamat Hari Buruh kepada semua rakyat Singapura.

# **லீ சியன் லூங்** <sup>பிரதமர்</sup>

ஜம்பது ஆண்டுகளுக்கு முன், தொழிலாளர் இயக்கத்தை நவீனப்படுத்துதல் குறித்த தொழிற்சங்கக் கருத்தரங்கைத் தேசிய தொழிற்சங்கக் காங்கிரஸ் நடத்தியது. அது ஒரு முக்கியத் திருப்புமுனை. அக்காலகட்டத்தில், தொழிலாளர் இயக்கம், நலிவுற்றிருந்தது. சாதாரண ஊழியர்கள் மத்தியில், உறுப்பினர் எண்ணிக்கையும் காங்கிரஸ் குறித்த நல்லெண்ணமும் குறைந்து காணப்பட்டன. மோதல் போக்கை மேற்கொண்டிருந்த தொழிலாளர் இயக்கத்தை, ஒத்துழைப்பின் பக்கம் திருப்ப அக்கருத்தரங்கே காரணம். வேலை நியமனச் சட்டம், தொழில் உறவுகள் (திருத்த) சட்டம் போன்ற புதிய சட்டங்களையும், தொழிலியல் நடுவர் மன்றம் போன்ற புதிய அமைப்புகளையும் ஆதரிக்க, தொழிற்சங்கங்கள் அரசாங்கத்துடன் இணைந்து பணியாற்றின. ஊழியர்களுக்குக் கட்டுப்படியான விலையில் அத்தியாவசிய பொருள்களும் சேவைகளும் கிடைப்பதற்காகவே என்டியுசி இன்கம் தொடங்கி, மேலும் பல தொழிலாளர் கூட்டுறவு அமைப்புகளைத் தொடர்ச்சியாக நிறுவினோம். இவ்வாறாக, தேசிய தொழிற்சங்கக் காங்கிரஸ், ஒரு துடிப்பான, முற்போக்கான அமைப்பாக வளந்து, சிங்கப்பூருக்கே உரிய முத்தரப்புப் பாணியில் ஓர் அதிமுக்கிய, சம மதிப்புள்ள பங்காளியாக உருவெடுத்துள்ளது.

இன்று, தொழிலாளர் இயக்கம் மற்றுமொரு திருப்புமுனையை அடைந்துள்ளது. நம் வெளிச் சூழல் விரைவாக மாறி வருகிறது. புதிய வேலைகள் உருவாக்கப்படுகின்றன, பழைய தொழில்துறைகளும் வேலைகளும் மறைகின்றன. வேலைகளின் தன்மை எதிர்காலத்தில் வேறுவிதமாக இருக்கும். தேசிய தொழிற்சங்கக் காங்கிரஸ், இச்சவால்களுக்குத் தயாராக இருப்பதோடு, தொழிற்சங்கங்கள், தொழிற்சங்கத் தலைவர்கள், ஊழியர்கள் ஆகியோரையும் முன்னரே இவற்றுக்குத் தயார்படுத்தவேண்டும். இல்லையேல், அவை நம்மைப் பெருஞ்சுமையில் ஆழ்த்தும்.

எடுத்துக்காட்டாக, தேசிய தொழிற்சங்கக் காங்கிரஸ், மூத்த ஊழியா்களின் வேலை மறுநியமனத்தை ஊக்குவிப்பதில் முக்கியப் பாங்காற்றியுள்ளது. ஒய்வுபெறும் வயதையும் வேலை மறுநியமன வயதையும் மேலும் அதிகரிப்பது குறித்த முத்தரப்புக் கருத்திணக்கம் ஏற்பட, அது உதவியுள்ளது. தேசிய தொழிற்சங்கக் காங்கிரஸ், படிப்படியான சம்பள உயாவு முறைக்கு ஆதரவாகவும் குரல்கொடுத்துள்ளது. இதுமட்டுமன்றி, வேலைநலன் திட்டமும் குறைந்த வருமான ஊழியா்களுக்குப் பேருதவியாக இருந்துள்ளது.

ஊழியா்களுக்கு மறுபயிற்சி அளித்து, அவா்களின் திறன்களை மேம்படுத்துவது, மற்றொரு முக்கியமான, நீண்டகாலப் பணியாகும். தேசிய தொழிற்சங்கக் காங்கிரஸூடன் ஒன்றிணைந்து அரசாங்கம் ஸ்கில்ஸ். பியூச்சா், மாற்றியமைத்துக் கொண்டு வளா்ச்சியடைதல் திட்டத்தின்கீழ், பல மேம்பாட்டு, மறுபயிற்சித் திட்டங்களைத் தொடங்கியுள்ளது. இந்தத் திட்டங்கள் மூலம் நாம் பெறும் அனுபவங்களாலும், புதிய தேவைகள் ஏற்படுவதாலும், இவற்றை நாம் தொடா்ந்து மேம்படுத்திவருகிறோம். உதாரணத்திற்கு, இவ்வாண்டின் வரவு செலவுத் திட்டத்தில், நாம் தானியக்கமய ஆதரவுத் தொகுப்புத்திட்டத்தில், நாம் தானியக்கமய ஆதரவுத் தொகுப்புத்திட்டத்தையும் உற்பத்தித்திறன் தீாவுகள் மானியத்தைபடும் அறிமுகப்படுத்தினோம். இவை, நிறுவனங்கள் தொழில்நுட்பத்தைக் கடைப்பிடித்து மேலும் ஆக்கபூாவமாகச் செயல்பட உதவும்.

கடந்த ஜனவரி மாதம், நான் வாழ்நாள் கற்றல் கழகத்திற்குச் சென்றிருந்தேன். மாற்றியமைத்துக் கொண்டு வளர்ச்சியடைதல் திட்டத்தின் மூலம் தங்களை மேம்படுத்தி, அதன் பிறகு புதிய வேலைகள் அல்லது அதிகப் பொறுப்புகளை எடுத்துக்கொண்ட சிங்கப்பூராகளை நான் அங்கு சந்தித்தேன். சில வேளைகளில், அவர்கள் வேறு நிறுவனங்களுக்கு அல்லது தொழில்துறைகளுக்குக்கூட மாறியிருந்தனர். குறிப்பாக, வங்கிகள் பெரிய அளவில் முயற்சி எடுத்துள்ளன. புதிய தொழில்நுட்பத்தைப் பயன்படுத்துவதற்கும், அதிக பொறுப்புகளை ஏற்பதற்கும் ஆயிரக்கணக்கான முகப்புப் பணியாளர்களுக்கு மறுபயிற்சி அளிக்கப்பட்டது. இத்தகைய வெற்றிக் கதைகளை நாம் மேலும் திரட்டிவருகிறோம். ஆற்றல்களையும் உற்பத்தித்திறனையும் வளந்துக்கொள்வதற்கான முயற்சியை எடுப்பதற்கு, இவை உந்துதலாக அமையும் என்று நான் நம்புகிறேன்.

இந்த முயற்சிகளின் பலன், பேரியியல் நிலையில் உணரப்படுகின்றன. சென்ற ஆண்டு, தொழிலாளர் உற்பத்தித் திறன் 3.7% அதிகரித்தது. அனைத்துத் துறைகளிலும் முன்னேற்றம் சம அளவில் காணப்படாதபோதும், இந்த அதிகரிப்பு நல்லதுதான். உற்பத்தித் திறன் அதிகரிப்புகள் பெரும்பாலும் வெளிநாடுகளைச் சார்ந்து செயல்படும் துறைகள், குறிப்பாக உற்பத்தித் துறையில் காணப்பட்டன. சில்லறை விற்பனை, உணவு, பானங்கள் போன்ற உள்நாட்டுச் சேவைத் துறைகளில் உற்பத்தித்திறனை மேம்படுத்த, நாம் இன்னும் கடுமையாக உழைக்கவேண்டியிருக்கிறது.

சென்ற ஆண்டு ஆட்குறைப்பு குறைவாகவே இருந்தது. இந்த ஆட்குறைப்பு விகிதம் பத்தாண்டுகளுக்கு மேலாக இருந்ததைவிட ஆகக் குறைந்த நிலையில் இருந்தது. புதிய தொழில்நுட்பத்தையும் புதிய வேலைகளையும் சமாளிக்க ஊழியாகளுக்கு மறுபயிற்சி அளித்த முயற்சிகள் வீண்போகவில்லை என நான் நம்புகிறேன். பயிற்சி, மேம்பாடு, ஊழியாகளை வேறு வேலையிடங்களுக்கு மாற்றியமைத்தல் போன்றவற்றை நாம் வலியுறுத்தாமல் இருந்திருந்தால், முத்த ஊழியாகளை ஆட்குறைப்பு செய்து புதிய பட்டதாரிகளை வேலைக்கு அமாத்தும் சுலபயான வழியை நிறுவனங்கள் மேற்கொண்டிருக்கும். இதன்மூலம் ஊழியரணியின் இடப்பிறழ்வு மேலும் மோசமாகியிருக்கும். பயிற்சி, மேம்பாடு போன்றவற்றில் தொடர்ந்து நமது முயற்சிகளைத் தொடரவேண்டும். முடிவில்லாத ஒரு நெடுந்தொலைவோட்டமாக இருந்தாலும் நாம் இதில் முன்னேற்றம் கண்டுவருகிறோம்.

நமது தொழிலாளர் இயக்கம் கடந்த 50 ஆண்டுக்ளுக்கான அதன் சாதனையைக் குறித்துப் பெருமிதம் கொள்ளலாம். ஒரு வலுவான தொழிலாளர் இயுக்கம் நமுக்கு மிகவும் முத்தியம். பல வளர்ந்த நாடுகளில், தொழிற்சங்கங்களின் உறுப்பினர் எண்ணிக்கை நலிவடைந்து ஒழுங்கமைக்கப்பட்ட தொழிலாளா அணி புறக்கணிக்கப்படுகிறது. ஊழியாகளின் அக்கறைகள் கவனிக்கப்படாமல் அவர்கள் குழப்பமான, தலைவரற்ற, கதியற்ற நிலைக்குத் தள்ளப்படுகிறார்கள். அதனால், மதிமிஞ்சிய, புதுக் குடியேறிகளுக்கு எதிராக ஊழியர்கள் கொண்டிருக்கும் பயங்களுக்கும் பாதுகாப்பின்மைக்கும் துணைசெல்லும் திணைக்குடியாதரவுக் கோட்பாடு பக்கம் ஊழியர்கள் சாய்வது ஆச்சரியமளிப்பதற்தில்லை. ஆனால் இது ஊழியாகளின் வாழ்வுகளை மேம்படுத்த எவ்வித நடைமுறைக்கேற்ற தீர்வுகளையும் ஊக்கமிழக்கும் தலைமைத்துவத்தையும் வழங்குவதில்லை. சிங்கப்பூரில் ஆக்ககரமான, ஒத்துழைப்பை வழங்கும் தொழிற்சங்கங்கள், தெளிவான நோக்கமுடைய முதலாளிகளுடனும் ஆதரவான அரசாங்கத்துடனும் இணைந்து ஊழியாகளுக்கு மேலும் சிறந்த வருமானங்களையும் நிலையான வளாச்சியையும் வழங்கியுள்ளன. நாம் இந்தப் பாதையில் தொடர்ந்து இருந்து முத்தரப்புப் பங்காளிகளுடன் நமது நம்பிக்தையையும் ஆதரவையும் வலுப்படுத்தவேண்டும். இதன்வழி நிச்சயமற்ற, சவால்கள் நிறைந்த உலக பொருளியலில் நாம் தொடா்ந்து ஒரு தேசமாகச் செழித்தோங்கி, வளமடைய முடியும்.

அனைத்துச் சிங்கப்பூரா்களுக்கும் மே தின வாழ்த்துகள்.



李显龙 总理

50年前,我国工运正走向衰败,会员人数不断减少, 普通员工对工运也越来越失望。职总那年主办的工运现 代化研讨会成了关键的转折点,使工运改弦易辙,由对 抗转向合作。工会与政府合作,支持新通过的《雇佣 法令》和《工业关系(修正)法令》,以及工业仲裁庭 等新机构。此外,我们还成立了职总英康等一系列合作 社,为工友提供负担得起的必需品和服务。职总由此转 为了生机勃勃、与时俱进的组织,更在新加坡独树一格 的劳资政模式中,成为与政府和资方地位相等、不可或 缺的合作伙伴。

现在,工运正处于另一个转折点。我们的外部环境瞬息 万变,随着旧产业和工作遭到淘汰,新的就业机会也应 运而生。未来的工作将会截然不同,职总因此必须预见 这些挑战,及早协助工会、工会领袖和工友做好准备, 才能从容应对。

例如,职总在推动重新雇用乐龄工友方面,就扮演了重要的角色,成功帮助劳资政三方在提高退休年龄和重新 雇用年龄这两方面达成共识。另外,职总所提倡的渐进 式薪金模式,配合政府的就业奖励计划,也为低薪工友 带来实质的改变。

我们另一项重要的长期任务是帮助工友提升技能和进行 再培训。政府为此与职总合作,通过技能创前程和应变 与提升计划推出多项课程,并将根据实践和新需求,不 断改进这些课程。例如,我们通过今年的财政预算案推 出了自动化辅助配套和生产力提升计划,协助企业采用 科技,提高生产力。

今年一月,我参观了终身学习学院,和一些国人交流。 他们通过应变与提升计划提升技能,有些随后转换了职 业跑道,或担当更大的职责,甚至转战新公司或新行 业。本地银行在重新培训这方面尤其努力,帮助几千名 柜台人员掌握新科技,从事新工作。像这样的成功例子 越来越多,我希望它们能启发国人努力提升技能,提高 生产力。

从宏观层面来看,这些努力已经开始奏效。尽管各个经 济领域表现有所不同,我国的劳动生产力去年还是增长 了3.7 %,令人鼓舞。生产力增长主要来自外向型行业, 尤其是制造业。我们还必须更加努力,提高国内服务业 的生产力,例如零售业和餐饮业。

我国去年的裁员率下降到10多年来的最低水平。我们努力 重新培训员工,帮助他们掌握新科技,胜任不同的工作, 取得了成效。如果我们不鼓励培训,技能提升和重新调配 员工,公司可能会选择直接裁退年长员工,聘请毕业不 久、刚开始工作的年轻工友取代他们,使裁员情况更严 重。我们必须继续努力帮助员工接受培训和提升技能。这 虽然是长时间的奋斗,但我们还是取得了进展。

因此,我国劳工运动有充分的理由为过去50年来所取 得的成绩感到骄傲。强大的劳工运动对我们来说仍然至 关重要。在许多发达国家,工会会员人数不断减少,有 组织劳工逐渐边缘化。工人所关注的问题并没有获得解 决,使他们感到茫然、彷徨、甚至无助。结果,他们开 始支持充满本土保护主义色彩的极端政治运动。这种政 治运动迎合了他们的恐惧和不安心理,但却无法带来实 际的解决方案,或产生能改善人民生活的杰出领袖。在 新加坡,具建设性与积极配合的工会,和开明的雇主以 及给予支持的政府携手合作,帮助员工提高收入,协助 国家稳健发展。我们必须坚持这个方向,加强劳资政三 方的互信与合作,以确保我国在充满不确定和挑战的全 球经济里,仍能团结一致,继续繁荣昌盛。

祝大家劳动节快乐。

# Mary Liew and Ng Chee Meng

President and Secretary-General

National Trades Union Congress

2019 marks 50 years since NTUC organised the "Trade Union Seminar on Modernization of the Labour Movement". The seminar was a pivotal point in our Labour Movement's and Singapore's history. Singapore was in its uncertain early years of independence, unemployment was high and the British had announced their intention to withdraw their forces. These impacted the Singapore economy significantly. At the Modernization Seminar, our Labour Movement, together with the PAP Government, took intentional steps as partners to forge our own unique collaborative Tripartite model with the business community.

Today, our Labour Movement's purpose remains the same – to help our workers secure better wages, welfare and work prospects. Last year, our Labour Movement worked with tripartite partners to mandate the Progressive Wage Model (PWM) for lift technicians, providing lift technicians with wage increases linked to skills ladders. Mandatory bonuses were also declared for cleaners and landscape workers under the PWM. Through collective bargaining, we helped workers achieve higher wage increases. In recent years, the average annual total wage increase for rank-and-file workers in unionised companies has been higher than the national average.

The Labour Movement continues to encourage companies to adopt flexible work arrangements and family-friendly leave schemes so that women can remain in the workforce while fulfilling their caregiving roles. In addition, our NTUC Social Enterprises – created as an outcome of the Modernization Seminar – continue to help workers manage the cost of living. NTUC FairPrice has led the way in keeping the prices of essential products low. The acquisition of Kopitiam further extends NTUC's ability to make quality cooked food affordable and more widely accessible. NTUC's MoneyOwl has also been set up to provide low-cost financial advice for workers' financial planning needs. All these cater to the welfare of our workers. Securing better work prospects for workers is a key imperative given the fourth industrial revolution, or Industry 4.0. Workers must be trained in tandem, as Workers 4.0, to not only keep up with this transformation, but secure better work prospects. A Worker 4.0 is adept in navigating change and possesses adaptive, technology and technical skills. Our Labour Movement will harness our network of unions and companies to form Company Training Committees (CTCs) to plan and implement programmes to help our workers and businesses transform. There are already early first fruits. Our unions, together with management partners from a group of 18 companies, have set up CTCs to implement training to achieve win-win outcomes for businesses and workers.

The Labour Movement is also innovating to remain relevant and representative. For example, the Supply Chain Employees' Union was formed to represent workers of all levels, including PMEs, in the logistics industry. The Singapore Bank Officers' Association was repositioned as the Banking and Financial Services Union to serve all workers in the industry and help them cope with the impact of disruption. Our Labour Movement also welcomed the Singapore FinTech Association as the first U Associate partner to be affiliated to the Labour Movement, helping banking and financial services professionals to stay ready and relevant amidst rapid industry transformation. Two new affiliate associations were also formed - the Tech Talent Assembly to strengthen the reach to infocomm technology professionals as well as facilitate their upskilling, and the National Instructors and Coaches Association to look after the interests of full-time freelance instructors.

Every worker matters, and what matters to workers, matters to us. In this vein, our Labour Movement is committed to build on the strong foundation that has been established over the last 50 years of tripartism and continues to put workers at the heart of what we do, so that future generations will stand to benefit.

Happy May Day!

# Mary Liew dan Ng Chee Meng

Presiden dan Setiausaha Agung Kongres Kesatuan Sekerja Kebangsaan

Tahun 2019 menandakan tahun ke-50 sejak NTUC menganjurkan "Seminar Kesatuan Sekerja mengenai Pemodenan Pergerakan Buruh". Seminar itu adalah titik penting dalam sejarah Pergerakan Buruh kita dan Singapura. Ketika itu, Singapura sedang melalui tahun-tahun awal kemerdekaan yang penuh dengan ketidaktentuan, dengan kadar pengangguran tinggi dan pihak British mengumumkan niat untuk mengundurkan tenteranya. Kesemua ini membawa kesan hebat ke atas ekonomi Singapura. Semasa Seminar Pemodenan, Pergerakan Buruh kita bersama-sama Pemerintah PAP, mengambil langkah sebagai rakan kongsi untuk membentuk model Kerjasama Tiga Pihak kita yang unik dan secara usaha sama dengan komuniti perniagaan.

Hari ini, matlamat Pergerakan Buruh kita tetap sama – untuk membantu para pekerja kita mendapatkan gaji lebih baik, kebajikan lebih baik dan prospek pekerjaan lebih baik. Tahun lalu, Pergerakan Buruh kita bekerjasama dengan rakan-rakan tiga pihak untuk mewajibkan Model Gaji Progresif (PWM) bagi para teknisyen lif, dengan memberi kenaikan gaji yang dikaitkan dengan tangga kemahiran kepada para teknisyen lif. Bonus yang diwajibkan juga diumumkan untuk para pekerja pembersihan dan landskap di bawah PWM. Melalui rundingan kolektif, kita membantu para pekerja mencapai kenaikan gaji lebih tinggi. Dalam tahun-tahun kebelakangan ini, kenaikan gaji keseluruhan tahunan secara purata bagi para pekerja biasa di syarikatsyarikat berkesatuan sekerja adalah lebih tinggi berbanding purata nasional.

Pergerakan Buruh terus menggalak pihak syarikat melaksanakan aturan kerja fleksibel dan skim cuti mesra keluarga agar para wanita boleh kekal bekerja sambil memenuhi peranan mereka sebagai pengasuh. Selain itu, Perusahaan-Perusahaan Sosial NTUC kita – yang ditubuhkan sebagai satu hasil Seminar Pemodenan – terus membantu para pekerja menangani kos sara hidup. NTUC FairPrice telah menerajui usaha memastikan harga barangan keperluan asas akan kekal rendah. Pemerolehan Kopitiam akan meluaskan lagi keupayaan NTUC untuk menyediakan masakan bermutu pada harga berpatutan dan lebih mudah didapati. MoneyOwl oleh NTUC juga didirikan untuk memberi nasihat kewangan pada kos rendah untuk keperluan perancangan kewangan para pekerja. Kesemua ini memenuhi kebajikan para pekerja.

Menjamin prospek pekerjaan lebih baik untuk para pekerja adalah satu keutamaan penting memandangkan revolusi industri keempat, atau Industri 4.0 sedang berlaku. Para pekerja mesti dilatih seiringan dengan itu, sebagai Pekerja 4.0, bukan hanya untuk mengikuti perubahan ini, tetapi juga untuk menjamin prospek pekerjaan lebih baik. Seorang Pekerja 4.0 mahir dalam mengharungi perubahan dan memiliki kemahiran-kemahiran mudah suai, teknologi dan teknikal. Pergerakan Buruh kita akan memanfaatkan rangkaian kesatuan sekerja dan syarikat kita untuk membentuk Jawatankuasa-Jawatankuasa Latihan Syarikat



(CTC) untuk merancang dan melaksanakan program bagi membantu para pekerja dan pihak perniagaan kita menjalani perubahan. Usaha ini telah mula membuahkan hasil awal. Kesatuan-kesatuan sekerja kita, bersama rakan-rakan pihak pengurusan daripada sekumpulan 18 syarikat, telah menubuhkan CTC-CTC untuk melaksanakan latihan bagi mencapai hasil yang menguntungkan pihak perniagaan dan juga para pekerja.

Pergerakan Buruh juga melakukan inovasi agar ia kekal relevan dan berperwakilan. Misalnya, Kesatuan Pekerja-Pekerja Rantaian Bekalan dibentuk untuk mewakili para pekerja di semua peringkat, termasuk golongan PME, dalam industri logisitik. Persatuan Pegawai-Pegawai Bank Singapura telah disusun semula sebagai Kesatuan Sekerja Perbankan dan Perkhidmatan Kewangan untuk berkhidmat kepada semua pekerja industri itu dan membantu mereka mengharungi kesan gangguan. Pergerakan Buruh kita juga mengalu-alukan penyertaan Persatuan Teknologi Kewangan Singapura sebagai rakan U Associate pertama yang menjadi anggota kerabat Pergerakan Buruh, untuk membantu para karyawan perbankan dan perkhidmatan kewangan agar sentiasa bersiap sedia dan relevan di sebalik perubahan industri. Dua persatuan anggota kerabat baru juga dibentuk - Perhimpunan Bakat Teknologi untuk mengukuhkan jangkauan para karyawan teknologi infokom serta memudahkan usaha mereka meningkatkan kemahiran, dan Persatuan Pengajar dan Jurulatih Nasional untuk menjaga kepentingan para jurulatih bebas sepenuh masa.

Setiap pekerja adalah pekerja penting, dan setiap perkara yang penting kepada pekerja, adalah perkara penting bagi kita. Seiringan dengan itu, Pergerakan Buruh beriltizam untuk meneruskan asas kukuh yang telah dibina sepanjang tempoh kerjasama tiga pihak selama 50 tahun dan terus mengutamakan para pekerja dalam segala usaha kita, agar generasi-generasi masa depan akan menerima manfaatnya.

Selamat Hari Buruh!

# மேரி லியு மற்றும் இங் சீ மெங்

தலைவர் மற்றும் தலைமைச் செயலாளர்

தேசிய தொழிற்சங்கக் காங்கிரஸ்

"தொழிலாளர் இயக்கத்தை நவீனமயமாக்குதல் பற்றிய தொழிற்சங்கக் கருத்தரங்கை" என்டியுசி ஏற்பாடு செய்த 50 ஆண்டுகளை 2019ஆம் ஆண்டு நினைவுகூருகிறது. தொழிலாளர் இயக்கம் மற்றும் சிங்கப்பூரின் வரலாற்றில் அது மிகவும் முக்கியமான திருப்புமுனையாகும். சிங்கப்பூர் சுதந்திரமடைந்த பின்னர் அதன் நிச்சயமற்ற தொடக்க காலத்தை அனுபவித்ததுடன், வேலையில்லா விகிதமும் அதிகமாக இருந்தது. தங்கள் படைகளை மீட்டுக்கொள்ளப்பபோவதாக பிரிட்டிஷார் தங்களின் எண்ணத்தையும் அறிவித்தனர். இவை சிங்கப்பூரின் பொருளாதாரத்தைக் கணிசமாகப் பாதித்தன. நவீனமயமாக்கல் கருத்தரங்கில், நமது தொழிலாளர் இயக்கம், மக்கள் செயல் கட்சி அரசாங்கத்துடன் சேர்ந்து, பங்காளிகள் என்ற முறையில், தொழில்புரியும் சமூகத்தினருடன் நமது சொந்த தனித்தன்மைவாய்ந்த முத்தரப்பு முறையை உருவாக்கி வளர்க்க வேண்டுமென்றே திட்டமிட்டு நடவடிக்கையை மேற்கொண்டது.

இன்று, தொழிலாளர் இயக்கத்தின் நோக்கம் முன்பைப்போன்றே உள்ளது – நமது ஊழியா்களுக்குச் சிறந்த ஊதியம், நலன் மற்றும் வேலை வாய்ப்புக்களைப் பெற்றுத் தருவதில் நமது ஊழியாகளுக்கு உதவுதல். கடந்த ஆண்டு, முத்தரப்புப் பங்காளிகளுடன் நமது தொழிலாளா இயக்கம் பணியாற்றி மின்தூக்கித் தொழில்நுட்பாகளுக்குப் படிப்படியான சம்பள உயர்வு முறையைக் கட்டாயமாக்கியது. மின்தூக்கி தொழில்நுட்பர்களுக்கு அது திறன்கள் ஏணிப் படிக்கட்டு யமைப்பு முறையில் சம்பள உயர்வுகளை வழங்கியது. படிப்படியாக உயரும் சம்பள முறையின்கீழ் துப்புரவாளாகளுக்கும் நிலவனப்புத்துறை ஊழியாகளுக்கும் கட்டாய போனசுகளும் அறிவிக்கப்பட்டன. கூட்டுப் பேரப்பேச்சுகள் மூலம், ஊழியாகள் அதிக சம்பள உயர்வைப் பெற நாம் அவர்களுக்கு உதவினோம். அண்மைய ஆண்டுகளில், தொழிற்சங்கங்கள் உள்ள நிறுவனங்களின் பொதுநிலை ஊழியர்களுக்கான ஆண்டு மொத்த சராசரி சம்பள அதிகரிப்பு, தேசிய சராசரியைவிட அதிகமாக இருந்துள்ளது.

பராமரிப்பு வழங்கும் தங்களின் பங்கை நிறைவேற்றும் அதே வேளையில், தொழிலாளரணியில் பெண்கள் தொடர்ந்து இருக்க வகை செய்யும் நீக்குப்போக்கான வேலை ஏற்பாடுகள், குடும்பம் சார்ந்த விடுப்புத் திட்டங்கள் ஆகியவற்றை ஏற்றுக்கொள்ள தொழிலாளர் இயக்கம் தொடாந்து நிறுவனங்களை ஊக்குவிக்கும். மேலும், நவீனமயமாகுதல் கருத்தரங்கின் விளைவாக உருவாக்கப்பட்ட நமது என்டியுசி சமுதாய நிறுவனங்கள், வாழ்க்கைச் செலவினத்தைச் சமாளிக்க ஊீழியா்களுக்குத் தொடா்ந்து உதவி வருகின்றன. அத்தியாவசியப் பொருட்களின் விலைகளைக் குறைவாக வைத்திருக்க என்டியுசி FairPrice வழி கோப்பித்தியாமை வாங்கியதால், தரமிக்க காட்டியது. சமைத்த உணவை கட்டுபடியானதாகவும் பரவலாகக் கிடைக்கக்கூடியதாகவும் வைத்திருக்கும் என்டியுசியின் ஆற்றலை அது மேலும் விரிவுபடுத்தியுள்ளது. ஊழியாகளின் நிதித் திட்டமிடல் தேவைகளுக்குக் குறைந்த விலையில் நிதி ஆலோசனை வழங்க என்டியுசியின் MoneyOwl –லும் அமைக்கப்பட்டுள்ளது. இவை அனைத்தும் நமது ஊழியாகளின் நலனுக்கு வகை செய்கின்றன.

நான்காவது தொழில் புரட்சி அல்லது தொழில்துறை 4.0–ன் காரணமாக ஊழியா்களுக்காகச் சிறந்த வேலை வாய்ப்புக்களை உறுதி செய்வது மிகவும் முக்கியமான ஒன்றாகும். ஊழியா்கள் 4.0க்கு இணையாக ஊழியா்கள்

பயிற்றுவிக்கப்படவேண்டும், அதன் வழி இந்த உருமாற்றத்திற்கு ஈடு கொடுக்கவும் மேலும் சிறந்த வேலை வாய்ப்புகளையும் அவர்களுக்கு உறுதி செய்ய முடியும். ஊழியர் 4.0, மாற்றப் பாதையில் திறனுடன் பயணிக்க முடியும் என்பதுடன் தன்னை மாற்றியமைத்துக்கொள்ள தொழில்நுட்பம் மற்றும் தொழில்நுட்பத் திறன்களையும் அவர் பெற்றிருப்பார். நமது ஊழியாகளும் தொழில்களும் உருமாற்றம் பெறுவதற்கான நடவடிக்கைகளைத் திட்டமிட்டு அமல்படுத்த நிறுவனப் பயிற்சிக் குழுக்களை அமைக்க நமது தொழிற்சங்கங்கள் மற்றும் நிறுவனங்களின் கட்டமைப்பை நமது தொழிலாளர் இயக்கம் பயன்படுத்திக்கொள்ளும். இப்போதே தொடக்ககாலப் பலன்கள் கிடைத்துள்ளன. தொழில்களும் ஊழியர்களும் பலனடையும் பொருட்டு பயிற்சித் திட்டங்களை அமல்படுத்த 18 நிறுவனக் குழும் நிர்வாகப் பங்காளிகளுடன் சோந்து நமது தொழிற் சங்கங்கள் நிறுவனப் பயிற்சிக் குழுக்களை அமைத்துள்ளன.

தொடர்ந்து காலத்திற்குப் பொருந்துவதாகவும் பிரதிநிதித்துவம் செய்வதாகவும் இருக்க தொழிலாளர் இயக்கம் புத்தாக்கத்திலும் ஈடுபட்டுள்ளது. எடுத்துக்காட்டாக, தளவாடத் துறையில், பட்டத் தொழிலாகள், மேலாளாகள் மற்றும் நிர்வாகிகள் (PMEs) உட்பட எல்லா மட்டத்திலும் உள்ள ஊழியர்களைப் பிரதிநிதிக்கும் வகையில் 'பொருள் விநியோகத் தொடர் சங்கிலி அமைப்புமுறை ஊழியாகள் தொழிற்சங்கம்' அமைக்கப்பட்டுள்ளது. வங்கித் துறையில் உள்ள எல்லா ஊழியாகளுக்கும் சேவையாற்றவும் மாற்றங்களால் ஏற்படும் தாக்கத்தை அவர்கள் சமாளிக்கவும் சிங்கப்பூர் வங்கி அதிகாரிகள் சங்கம், வங்கி மற்றும் நிதிச் சேவைகள் தொழிற்சங்கமாக மாற்றியமைக்கப்பட்டது. தொழிலாளா் இயக்கத்தின் இணைச் சங்கமாக U Associate-டின் முதல் பங்காளியாக நமது தொழிலாளா இயக்கம் சிங்கப்பூர் நிதித் தொழில்நுட்ப (FinTech) சங்கத்தை வரவேற்றது. துரிதமாக உருமாறிவரும் இத்துறைக்குத் தயராகவும் பொருத்தமுள்ளவாகளாகவும் இருக்க வங்கி மற்றும் நிதிச் சேவைத் தொழிலர்களுக்குச் சங்கம் உதவுகிறது. இரண்டு இணைத் தொழிற்சங்கங்களும் உருவாக்கப்பட்டன. தகவல் தொடர்பு தொழில்நுட்பத் தொழிலாகளைச் சென்றடைதலை வலுப்படுத்தவும் அவாகளின் திறன்களை மேம்படுத்தவும் தொழில்நுட்பத் திறனாளர்கள் சங்கமும், முழுநேரமாகத் தன்னிச்சையாகத் தொழில்புரிபவர்களின் நலன்களைக் கவனித்துக்கொள்ள தேசிய பயிற்றுநாகள் மற்றும் கற்றுக்கொடுப்போர்கள் சங்கமும் அமைக்கப்பட்டன.

ஒவ்வொரு ஊழியரும் முக்கியம், ஊழியர்களுக்கு எது முக்கியமோ, அது எங்களுக்கு முக்கியம். இதன் தொடர்பில், கடந்த 50 ஆண்டுகளில் முத்தரப்பு முறை அமைக்கப்பட்டு உருவான வலுவான அடித்தளத்தை மேலும் கட்டிக்காப்பதுடன், எதிர்காலத் தலைமுறை பலன் பெற நாம் செய்வது அனைத்தில்லும் தொழிலாளர்களை மையமாகக் தொழிலாளர் இயக்கம் தொடர்ந்து வைத்து வருகிறது.

மகிழ்ச்சியிக்க மே தின வாழ்த்துகள்!



# 雷家英和黄志明 全国职工总会会长和秘书长

2019年是全国职工总会(简称"职总")召开"工运现代 化研讨会"的50周年。"工运现代化研讨会"是工运历 史和新加坡历史上一个关键的转折点。那时侯,新加坡正 处在建国初期的动荡年代:失业率高,而英国人宣布撤军 的意图也对新加坡的经济带来重大的负面影响。在研讨 会上,工运和行动党政府结为伙伴,并同雇主制定了新的 发展方向,从对抗转向新加坡现今独具特色的劳资政合作 方式。

今天的工运不忘初衷 — 继续帮助工友拥有更好的工作、 赚取更好的薪金与享有更好的福利。去年,工运与劳资政 伙伴合作在电梯维修领域实行强制性的渐进式薪金制,帮 助维修员提升技能,进而提高薪水。同时,渐进式薪金制 也规定雇主必须给予清洁和园景行业工友花红。除外,职 总的附属工会也通过集体谈判,致力帮助工友们得到更高 的加薪幅度。近年来,在设有工会的企业里,普通工友的 平均加薪幅度高过全国的平均增幅。

工运鼓励企业采用灵活工作安排和亲家庭的休假计划, 让妇女可以在照顾家庭的同时也能继续工作。另外,

"工运现代化研讨会"召开之后,职总相继成立各家社会 企业帮助工友们更好地应付生活费。职总平价合作社率先 做出努力,确保国人能够以合理的价格购买必需品。自收 购Kopitiam集团后,国人也有更多选择,可以更方便地吃 到价廉物美的熟食。MoneyOwl的成立也为工友们提供低 成本的理财服务,帮助工友能更好地做财务规划。各个项 目的推出就是为了更好地保障与改善工友福利。 在全球第四次工业革命(工业4.0)的浪潮下,我们的当 务之急是为帮助工友拥有更好的工作前景。随着工业4.0 的到来,工友们也必须同步接受培训,自我提升成为工友 4.0 — 敢于面对挑战并具备适应能力、科技技能和专业技 术技能。工运将通过工会和企业网络,成立企业培训委员 会,对培训进行规划和执行以帮助工友进步和企业转型。 这些努力已初见成效。至今,已有18家公司的管理层和工 会携手成立企业培训委员会,为工友进行培训,并取得工 友和企业双赢的局面。

为更好地代表工友,工运不断地新益求新,与时俱进。例 如在物流业成立供应链雇员联合会以代表各阶层的工友, 包括专业人士、经理和执行人员(PME)。新加坡银行高 级人员协会也易名为银行与金融业工会,为行业内的所 有工友服务,帮助他们应对颠覆性变革的冲击。我们也 很高兴新加坡金融科技协会成为职总的第一个附属U联合 伙伴,与工运携手帮助银行和金融服务业的专业人士为产 业转型做准备。我们也成立了两个新的协会 — 科技专才 协会将触角延伸至更多的通讯科技人才并帮助他们提升技 能;而全国导师与教练协会则加强保障全职自由职业指导 老师的利益。

五十年来,职总都以工友为本一以工友之事为己事、工 友之忧为己忧。我们会继续秉持这个理念,将劳资政在过 去50年打下的牢固基础上,继续与工友同心同行、共创 未来!

祝大家劳动节快乐!

# Josephine Teo Minister

Ministry of Manpower

A year ago, I set up the Tripartite Workgroup on Older Workers. After many rounds of consultations and careful consideration, the workgroup reached a tripartite consensus to gradually raise the retirement age beyond 62 and the re-employment age beyond 67. This is a significant milestone that will provide more assurance to seniors who wish to continue working.

I am confident it will motivate both workers and employers to invest in skills upgrading and job redesign for older workers. The workgroup will provide its detailed recommendations later this year, on how far and how fast the retirement and re-employment ages should be raised, as well as the CPF contribution rates for workers aged 55 and above. In the meantime, we should continue to make our workplaces more age-friendly. To boost such efforts, MOM will also review the WorkPro and Special Employment Credit schemes.

As we plan for these longer term moves, it is equally important to address present day concerns. Although the labour market performed better in 2018 – local employment grew strongly, unemployment and retrenchments were down, and wages rose – there are still workers seeking jobs or career advancement.

Measures to tighten foreign workforce controls will keep up the pace of restructuring, and nudge employers to improve job quality to meet staffing needs. Technology will also change the jobs landscape, presenting both challenges and opportunities.

We will walk the tech journey with our workers, so that they can access good jobs our economy continues to create. Last year, the Adapt and Grow initiative helped more than 30,000 workers take up new jobs, an increase of about 20% over 2017. Nearly 5,000 people were reskilled and placed into new jobs through more than 100 Professional Conversion Programmes, with many getting wage increases. More broadly, SkillsFuture benefitted about 465,000 Singaporeans through a wide range of lifelong learning programmes in 2018. Together with the sector agencies, we have started to implement the 23 Industry Transformation Maps with innovation, productivity, jobs and skills as priorities. We are encouraged by the strong international interest and positive comments about Singapore's approach during the recent Future of Work conference held jointly with the International Labour Organization.

Aligned with NTUC's rallying call that "Every Worker Matters", we will uplift low-wage workers through the 3W framework focusing on Workfare, Workright and Workcare.

The recently enhanced Workfare Income Supplement will boost the incomes of some 440,000 Singaporean workers by up to 30%. Workright will help workers better understand key employment rights and ensure employers fulfil their obligations. The Workcare initiative is our latest addition to enhance the welfare of low-wage workers such as the provision of rest areas, and promote greater appreciation of these workers by society at large.

The updated Progressive Wage Model has benefitted more than 70,000 workers in the security, landscape and cleaning sectors. It will be extended to lift technicians over the next three years.

As we commemorate the Singapore Bicentennial, let us also remember the 50th anniversary of the Labour Movement's Modernization Seminar. Since 1969, NTUC has been a steadfast partner to the Government and employers, helping to realise the vision of a Singapore that is both pro-worker and pro-business. As we celebrate the remarkable contributions of our workers, we should also reaffirm the achievements of our unique brand of tripartism.

Tripartism was and remains the biggest strength of Singapore in forging new paths for our workers. Let us re-commit to working together, as one united Tripartite Movement, to create a brighter future for our people, our businesses and our nation.

Happy May Day!

# **Josephine Teo**

Menteri Kementerian Tenaga Manusia

Setahun yang lalu, saya menubuhkan Kumpulan Kerja Perikatan Tiga Pihak mengenai bagi Pekerja Lanjut Usia. Selepas menjalani pelbagai pusingan rundingan dan pertimbangan yang teliti, kumpulan kerja itu mencapai kata muafakat tiga pihak untuk menaikkan usia persaraan secara bertahap-tahap melebihi 62 tahun dan usia pengambilan bekerja semula melepasi 67 tahun. Pencapaian ini merupakan detik penting kerana ia memberi keyakinan kepada warga emas yang ingin terus bekerja.

Saya yakin ia akan mendorong para pekerja dan juga majikan untuk melabur dalam peningkatan kemahiran dan reka semula pekerjaan bagi golongan pekerja lanjut usia. Kumpulan kerja ini akan membentangkan saranan-saranannya secara terperinci lewat tahun ini. Ia merangkumi sejauh manakah dan berapa cepat usia persaraan dan usia pengambilan bekerja semula harus dinaikkan, serta kadar sumbangan CPF bagi para pekerja berusia 55 tahun ke atas. Pada masa yang sama, kita harus terus menjadikan tempat kerja kita lebih mesra usia. Untuk merangsang usahausaha sebegitu, MOM akan juga menyemak semula skim-skim WorkPro dan Kredit Pekerjaan Khas.

Ketika kita membuat perancangan untuk jangka masa panjang ini, ianya juga penting untuk menangani keprihatinan hari ini. Meskipun pasaran buruh mencapai prestasi yang lebih baik pada tahun 2018 – kadar pengambilan kerja tempatan mencatat pertumbuhan kukuh, kadar pengangguran dan pembuangan kerja berkurangan manakala kadar gaji meningkat – masih terdapat golongan pekerja yang mencari pekerjaan atau kemajuan kerjaya.

Langkah-langkah sekatan tenaga pekerja asing akan membantu meneruskan usaha penyusunan semula, dan menggalak para majikan untuk meningkatkan mutu pekerjaan bagi memenuhi keperluan kakitangan. Teknologi akan juga mengubah landskap pekerjaan, dan turut membawa cabaran dan peluang.

Kita akan menempuhi perjalanan teknologi ini bersama-sama para pekerja kita, agar mereka mendapat akses kepada pekerjaanpekerjaan baik yang akan sentiasa dihasilkan oleh ekonomi kita. Tahun lalu, inisiatif Suai-Maju membantu lebih 30,000 pekerja mengambil pekerjaan-pekerjaan baru, satu kenaikan kira-kira 20% berbanding tahun 2017. Hampir 5,000 warga setempat diberi kemahiran baru dan ditempatkan dengan pekerjaanpekerjaan baru melalui lebih 100 Program Pertukaran Profesional. Ramai diantara mereka menerima kenaikan gaji. Dari sudut luas, SkillsFuture membawa manfaat kepada 465,000 warga Singapura melalui pelbagai jenis program pembelajaran sepanjang hayat pada tahun 2018. Melalui kerjasama dengan agensi-agensi sektor, kita telah mula melaksanakan 23 Perancangan Perubahan Industri dengan mengutamakan inovasi, daya penghasilan, pekerjaan dan kemahiran. Kita berbesar hati dengan minat mendalam oleh pihak antarabangsa dan komen-komen positif tentang pendekatan Singapura semasa persidangan Masa Depan Pekerjaan yang dianjurkan bersama dengan Pertubuhan Buruh Antarabangsa.

Seiring dengan seruan NTUC bahawa "Setiap Pekerja Adalah Pekerja Penting", kita akan mempertingkatkan golongan pekerja bergaji rendah melalui rangka kerja 3W yang tertumpu kepada Daya Kerja (Workfare), Hak Kerja (Workright) dan Kesejahteraan Kerja (Workcare).

Skim Tambahan Pendapatan Daya Kerja yang dipertingkatkan baru-baru ini akan menambah pendapatan sekitar 440,000 pekerja warga Singapura sehingga 30%. Hak Kerja akan membantu para pekerja lebih memahami hak-hak pekerjaan yang utama dan memastikan bahawa para majikan memenuhi tanggungjawab mereka. Inisiatif Penjagaan Kerja adalah skim terbaru kami untuk membaiki keadaan para pekerja bergaji rendah seperti peruntukan tempat rehat dan menggalak masyarakat am untuk lebih menghargai para pekerja ini.

Model Gaji Progresif yang dikemaskini telah membawa manfaat kepada lebih 70,000 pekerja dalam sektor-sektor keselamatan, landskap dan pembersihan. Ia akan dilanjutkan kepada para teknisyen lif sepanjang tiga tahun akan datang.

Sedang kita meraikan Bicentennial Singapura, marilah kita juga memperingati ulang tahun ke-50 Seminar Pemodenan Pergerakan Buruh. Sejak tahun 1969, NTUC telah menjadi rakan kongsi yang setia kepada Pemerintah dan para pekerja, membantu merealisasikan visi Singapura yang pro-pekerja dan properniagaan. Sedang kita meraikan sumbangan besar para pekerja kita, kita juga harus mengesahkan semula segala kejayaan yang dicapai melalui perikatan tiga pihak kita yang unik.

Perikatan Tiga Pihak adalah kekuatan utama Singapura, dan ia kekal begitu, dalam usaha kita menghasilkan laluan baru untuk para pekerja kita. Marilah kita menyatakan semula iltizam untuk bekerjasama, sebagai satu Pergerakan Buruh yang bersatu padu, untuk menghasilkan masa depan lebih cerah untuk rakyat kita, perniagaan kita dan negara kita.

Selamat Hari Buruh!

# ஜோஸஃபின் டியோ அமைச்சர், மனிதவள அமைச்சு

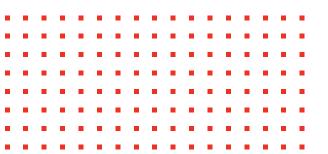
ஓராண்டுக்கு முன்னர், முதிய ஊழியர்கள் குறித்த முத்தரப்புப் பணிக்குழுவை நான் அமைத்தேன். பல சுற்று கலந்தாலோசனைக்கும் கவனமான பரிசீலனைக்கும் பிறகு, வேலையிலிருந்து ஒய்வுபெறும் வயதை 62–க்கு அப்பாலும் மறுவேலை நியமன வயதை 67–க்கு அப்பாலும் படிப்படியாக உயர்த்துவதற்கான முத்தரப்புக் கருத்திசைவைப் பணிக்குழு எட்டியது. இது, தொடர்ந்து வேலை செய்ய விரும்பும் முதியவர்களுக்கு மன உறுதியளிக்கக்கூடிய முக்கிய மைல்கல்.

முதியவர்களுக்கான திறன் மேம்பாடு, வேலை மறுவடிவமைப்பு ஆகியவற்றில் முதலீடு செய்ய ஊழியர்களையும் முதலாளிகளையும் இது ஊக்குவிக்கும் என்ற நம்பிக்கை எனக்குள்ளது. வேலை ஓய்வு மற்றும் மறுவேலை நியமன் வயது எவ்வளவு தூரம், எவ்வளவு விரைவில் உயர்த்தப்பட வேண்டும் என்பது பற்றியும், 55 வயதும் அதற்கு மேலான வயதுமுள்ள ஊழியர்களுக்கான மசேநி சந்தா விகிதங்கள் பற்றியும் பணிக்குழு இந்த ஆண்டின் பிற்பகுதியில் விரிவான பரிந்துரைகளை வழங்கும். அதற்கிடையே, நமது வேலையிடங்களை நாம் தொடர்ந்து முதியோருக்கு உகந்தவையாக்கவேண்டும். இத்தகைய முயற்சிகளை ஊக்குவிக்கும் பொருட்டு, நாங்கள் வேலை ஆதரவு (WorkPro) மற்றும் சிறப்பு வேலைநியமன உதவித்தொகை திட்டங்களை மறு ஆய்வு செய்வோம்.

இத்தகைய நீண்டகால முன்னேற்றங்களுக்கு நாம் திட்டமிடும் வேளையில், தற்கால அக்கறைகளைக் கையாளுவதும் அதைப்போலவே முக்கியமாகும். 2018ம் ஆண்டில், உள்நாட்டு வேலைகள் வலுவாக வளர்ச்சிகண்டு, வேலையின்மை, ஆட்குறைப்பு விகிதங்கள் குறைந்து, சம்பளங்கள் உயர்ந்து, தொழிலாளர் சந்தை நன்றாகச் செயல்பட்டாலும், வேலைகளை அல்லது வாழ்க்கைத்தொழில் மேம்பாட்டை நாடும் ஊழியர்கள் இன்னும் இருக்கத்தான் செய்கிறார்கள்.

வெளிநாட்டு ஊழியரணி கட்டுப்பாடுகளைக் கெடுபிடியாக்கும் நடவடிக்கைகள் மறுசீரமைப்பின் வேகத்தைக் கட்டிக்காப்பதுடன், ஊழியர்களின் தேவைகளை நிறைவேற்ற வேலைத் தரத்தை மேம்படுத்துவதற்கும் முதலாளிகளையும் ஊக்குவிக்கும். தொழில்நுட்பம் வேலைகளின் சூழலை மாற்றுவதுடன் சவால்களையும் வாய்ப்புகளையும் வழங்கும்.

நமது பொருளாதாரம் தொடர்ந்து உருவாக்கும் நல்ல வேலைகளைப் பெற நாம் நமது ஊழியர்களுடன் சேர்ந்து தொழில்நுட்பப் பயணத்தை மேற்கொள்வோம். கடந்த ஆண்டு, மாற்றியமைத்துக்கொண்டு வளர்ச்சியடைதல் திட்டம், 30,000 ஊழியர்கள் புதிய வேலைகளைப் பெற உதவியது. 2017ம் ஆண்டுடன் ஒப்பிடுகையில் இது சுமார் 20 விழுக்காடு அதிகரிப்பாகும். கிட்டத்தட்ட 5,000 பேர் மாற்றுத்திறன்களைப் பெற்று, 100க்கும் மேற்பட்ட வாழ்க்கைத்தொழில் மாற்றுத் திட்டங்கள் மூலம் புதிய வேலைகளில் அமர்த்தப்பட்டனர். பலர் சம்பள உயர்வுகளையும் பெற்றனர். அதைவிடவும் பரவலாக, 2018ம் ஆண்டில் ஸ்கில்ஸ்..பியூச்சர் திட்டம், பல்வேறு வகையான வாழ்நாள் கற்றல் திட்ட நடவடிக்கைகள் மூலம் 465,000 சிங்கப்பூராகளுக்குப் பலனளித்தது.



துறைசார் அமைப்புகளுடன் சேர்ந்து, புத்தாக்கம், உற்பத்தித்திறன், வேலைகள், திறன்கள் ஆகியவற்றை முன்னுரிமையாகக் கொண்டு, 23 தொழில்துறை சார்ந்த உருமாற்றத்திட்டங்களை அமலாக்கத் தொடங்கியுள்ளோம். அண்மையில் அனைத்துலக தொழிலாளர் நிறுவனத்துடன் கூட்டாக நடத்தப்பட்ட வேலையின் எதிர்கால மாநாட்டின்போது, சிங்கப்பூரின் அணுகுமுறையில் காட்டப்பட்ட அனைத்துலக ஆர்வத்தாலும் ஆக்ககரமான கருத்துகளாலும் ஊக்கம் பெற்றுள்ளோம்.

"ஒவ்வோர் ஊழியரும் முக்கியம்" எனும் தேசிய தொழிற்சங்கக் காங்கிரஸின் ஒன்றுதிரட்டும் அழைப்பிற்கிணங்க, வேலைநலன், வேலையுரிமை, வேலைப்பராமரிப்பு ஆகியவற்றில் கவனம் செலுத்தும் 3W அமைப்புமுறையின் வழி குறைந்த வருமானம் ஈட்டும் ஊழியர்களைக் கைதூக்கிவிடுவோம்.

அண்மையில் மேம்படுத்தப்பட்ட வேலைநலன் துணை வருமானத்திட்டம் 440,000 சிங்கப்பூர் ஊழியர்களின் வருமானத்தை 30% வரை உயர்த்தும். வேலை தொடர்பான முக்கிய உரிமைகளை ஊழியர்கள் மேலும் சிறப்பாகப் புரிந்துகொள்ள வேலையுரிமைத் திட்டம் உதவுவதுடன், முதலாளிகள் தங்களின் கடப்பாடுகளை நிறைவேற்றுவதையும் உறுதி செய்யும். ஒய்வு எடுக்கும் இட வசதிகளை வழங்குதல், இத்தகைய ஊழியர்களைச் சமுதாயம் போற்றிப்பாராட்டுதலை மேம்படுத்துதல் போன்றவை மூலம் குறைந்த வருமானம் ஈட்டும் ஊழியர்களின் நலனை மேம்படுத்துவதற்கான நமது ஆக அண்மை திட்டம் வேலைபராமரிப்பாகும்.

பாதுகாவல், நிலவனப்புத்தொழில், துப்புரவு ஆகிய துறைகளைச் சார்ந்த 70,000க்கும் மேலான ஊழியர்கள் மேம்படுத்தப்பட்ட படிப்படியாக உயரும் சம்பள முறையால் பலனடைந்துள்ளனர். அடுத்த மூன்று ஆண்டுகளில் மின்தூக்கி தொழில்நுட்பப் பணியாளர்களுக்கும் இத்திட்டம் விரிவுபடுத்தப்படும்.

சிங்கப்பூரின் இருநூறாம் ஆண்டை நாம் நினைவுகூரும் வேளையில், சிங்கப்பூர் தொழிலாளர் இயக்கத்தின் நவீனமயக் கருத்தரங்கின் 50வது நிறைவு ஆண்டையும் நாம் நினைவில் கொள்வோம். 1969ம் ஆண்டு முதல், ஊழியர், தொழில் ஆகிய இரண்டுக்கும் ஆதரவான சிங்கப்பூரை உருவாக்கும் இலக்கை அடைவதற்கு உதவியாக, அரசாங்கத்திற்கும் முதலாளிகளுக்கும் தேசிய தொழிற்சங்கக் காங்கிரஸ் உறுதியான பங்காளியாக இருந்து வந்துள்ளது. நமது ஊழியர்களின் குறிப்பிடத்தக்க பங்களிப்புகளை நாம் கொண்டாடும் வேளையில், நமது தனித்தன்மைவாய்ந்த முத்தரப்புக் கூட்டணியின் சாதனைகளையும் நாம் மறுஉறுதி செய்யவேண்டும்.

நமது ஊழியா்களுக்குப் புதிய பாதைகளை வாா்த்துக்கொடுப்பதில் முத்தரப்புக் கூட்டணி எப்போதுமே நமது வலிமையாக இருந்து வந்துள்ளது, தொடா்ந்து இருக்கிறது. ஒன்றுபட்ட முத்தரப்பு இயக்கமாக, நமது மக்களுக்கும், நமது தொழில்களுக்கும், நமது தேசத்திற்கும் ஒளிமயமான எதிா்காலத்தை உருவாக்கித்தர ஒன்றாகப் பணியாற்ற நாம் மீண்டும் கடப்பாடு கொள்வோம்.

மகிழ்ச்சியிக்க மே தின வாழ்த்துக்கள்!



# 杨莉明

一年前,我宣布成立年长员工劳资政工作小组。经过多 轮的磋商与斟酌,工作小组达成共识,同意逐渐推迟目前 62岁的法定退休年龄,以及提高67岁的重新雇佣年龄。这 是一个重要的里程碑,为有意继续工作的年长员工提供更 多保障。

我相信,推迟退休年龄和提高重新雇佣年龄,将激励工友 和雇主们在提升技能和重新设计工作方面,做出更大的努 力。劳资政工作小组将在今年稍后,针对推迟退休年龄和 提高重新雇佣年龄的幅度和速度,以及55岁以上员工公积 金缴交率的课题,提出具体的建议。与此同时,我们要继 续打造亲年长者的职场。为加强这方面的努力,人力部也 将检讨优化职场计划和特别就业补贴计划。

除了做长期的规划和部署,应对和决解当前的课题也同样 重要。尽管 2018年劳动力市场表现有所改善-本地就业 增长强劲、失业率和裁员率下降、工资上扬-一些工友仍 在寻找工作或寻求职业发展。

收紧客工比例的措施将根据我国经济重组的步伐而进行调整,以促使企业与雇主提供更优质的工作吸引工友。科技也将改变工作与职场的面貌,带来挑战和机遇。

我们将携手和工友们共同面对科技所带来的挑战,确保 他们能从事和胜任新创造出来的优质工作。去年,应变 与提升计划帮助3万多名工友找到新的工作,比2017年高 出约两成。另外,有近5千人通过100多个专业人士转业 计划掌握了新的技能,成功转换跑道;当中有很多人获 得比之前更高的薪酬。与此同时,技能创前程计划通过 内容多样的终身学习课程在2018年让约46万5千名新加 坡人受益。

我们和行业机构一起开始落实23个产业转型蓝图,把重 点放在提倡创新、提高生产力、创造工作和提升技能上。 在最近和国际劳工组织联合举办的《未来职场 Future of Work》大会上,国际间对新加坡应对科技挑战的策略显示了极大的兴趣并给予正面的评价,让我们深受鼓舞。

为响应职总"珍惜每一名工友"(Every Worker Matters) 的号召,我们将通过3W框架 – Workfare 就业奖励、 Workright 职工权益,以及 Workcare关怀员工 – 来改善低 薪工友的待遇。

改进后的就业入息补助计划将让大约44万名新加坡工友的收入增加高达30%。职工权益计划(Workright)将帮助工友们更好地了解重要的雇佣权益,确保雇主履行他们的义务。新推出的关怀员工计划(Workcare),目的则是改善低薪工友的工作环境,如为他们提供适当的休息处,并且鼓励国人对这些工友表示感谢。

强化后的渐进式薪金模式已经让超过7万名保安业、园景 业和清洁业的工友受益。在未来三年,电梯技工也将随这 项计划的扩大而受惠。

在纪念新加坡开埠200年之际,我们要谨记今年也是召开 工运现代化研讨会的第50周年。自1969年,职工总会一直 是政府和雇主坚定不移的伙伴,帮助实现一个亲工友、亲 雇主的新加坡愿景。我们庆祝工友们所做出的杰出贡献的 同时,也要再次肯定新加坡独特的劳资政协作模式所取得 的成就。

不管是过去或未来,劳资政协作依然会是新加坡为工友们 开拓新的前进道路的最大优势。让我们重新承诺、携手合 作,以团结一致的劳资政运动为我们的人民、企业和国家 创造一个更光明的未来。

祝劳动节愉快!

# Dr Robert Yap

Singapore National Employers Federation



This year is especially significant for the Labour Movement as it marks fifty years since the Modernization Seminar of 1969. The Seminar was not just a turning point for the Labour Movement; it also laid the cornerstone for tripartism as we know it today.

The Labour Movement has grown from strength to strength and is today both an integral, strategic and tripartite partner in Singapore's social and economic development. It has tenaciously pursued better working conditions, jobs, skills, wages and ultimately better quality of lives for workers. Our employment rate has remained high, and last year was 80.3%, ranking Singapore favourably (8th) compared with OECD countries. Our unemployment rate in 2018 was 2.1% which was the lowest compared with OECD countries. Despite uneven productivity growth, workers have enjoyed sustained real wage increases which averaged 1.7% per year between 2007 and 2017.

Over the last half century, we overcame many odds. The next 50 years will pose new and more complex challenges. These include greater global uncertainties, rapid industry transformations and an increasingly ageing workforce.

As we enter an era of uncertainty where investment and trade flows constantly change, Singapore will be affected by the turbulence in the global economy. We must, therefore, continue to keep our labour market flexible so that companies can adapt quickly and stay competitive. Workers must embrace lifelong learning to be resilient and agile. We will also need to stay focused on transforming the economy as companies face disruptions and a tighter labour market. Companies, especially those in the service sector, will need to reduce reliance on foreign workers and innovate their operational processes. They should leverage on technology and new tools to enable our workers to work more efficiently so that they can do more valueadding jobs. Workers must upgrade and gain new skills to benefit from the better quality jobs created by the industry transformation.

At the same time, our rapidly ageing workforce will throw up many challenges. Employers need to reinvent employment practices and work for older workers so that they can continue to contribute to the growth of the company. Older workers must embrace the need for reskilling and redeployment when necessary so that they are able to work for as long as they can and contribute to their full potential.

Moving ahead, the Federation looks forward to build on our years of cooperation and trust that we have developed to forge a stronger tripartite partnership to tackle these challenges for the benefit of all.

On behalf of employers, I congratulate the Labour Movement on the 50th anniversary of its modernization movement and wish all workers a Happy May Day 2019.

- <sup>1</sup> Source: Report on Labour Force in Singapore 2018, Ministry of Manpower
- <sup>2</sup> Source: Labour Market Report 2018, Ministry of Manpower
- <sup>3</sup> Source: Report on Wage Practices 2017, Ministry of Manpower

# **Dr Robert Yap**

Presiden Persekutuan Majikan Kebangsaan Singapura

Tahun ini amat bermakna bagi Pergerakan Buruh kerana ia menandakan tahun kelima puluh sejak Seminar Pemodenan 1969. Seminar itu bukan hanya sekadar satu titik peralihan bagi Pergerakan Buruh, ia juga membentuk asas penting bagi perikatan tiga pihak yang kita kenali hari ini.

Pergerakan Buruh menjadi semakin kukuh tahun demi tahun, dan hari ini, ia merupakan rakan kongsi tiga pihak yang penting dan strategik dalam pembangunan sosial dan ekonomi Singapura. Ia telah gigih berusaha menyediakan keadaan kerja, pekerjaan, kemahiran dan gaji yang lebih baik, dan pada kesudahannya, mutu hidup lebih baik untuk para pekerja. Kadar pengangguran kita kekal di paras tinggi, dan kadar 80.3%<sup>1</sup> tahun lalu meletakkan Singapura dalam kedudukan baik (tangga ke-8) berbanding negara-negara OECD lain. Kadar pengangguran kita pada tahun 2018 adalah 2.1%<sup>2</sup>, iaitu salah satu kadar terendah berbanding negara-negara OECD lain. Meskipun mengalami kadar pertumbuhan daya penghasilan yang tidak rata, para pekerja telah menikmati kenaikan gaji sebenar yang berkekalan, iaitu 1.7%<sup>3</sup> setiap tahun secara purata antara tahun 2007 dengan 2017.

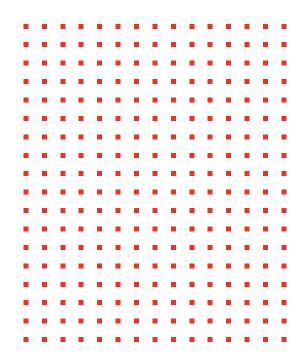
Sepanjang separuh abad yang lalu, kita telah mengatasi pelbagai cabaran. Tempoh waktu 50 tahun yang seterusnya akan membawa cabaran-cabaran baru dan lebih rumit. Ini termasuk ketidaktentuan sejagat yang lebih hebat, perubahan industri yang pesat dan tenaga kerja yang semakin cepat menua.

Dalam pada kita memasuki era ketidaktentuan di mana pelaburan dan aliran perdagangan sering berubah, Singapura akan terjejas dengan gelora ekonomi sejagat. Lantaran itu, kita mesti memastikan bahawa pasaran buruh kita sentiasa fleksibel supaya pihak syarikat dapat menyesuaikan diri dengan cepat dan kekal berdaya saing. Para pekerja mesti menerima pembelajaran sepanjang hayat agar mereka memiliki daya tahan dan mudah menyesuaikan diri. Kita juga perlu terus menumpukan perhatian kepada usaha merubah ekonomi pada ketika pihak syarikat menghadapi gangguan dan pasaran buruh yang lebih ketat. Pihak syarikat, khususnya yang di dalam sektor perkhidmatan, perlu mengurangkan pergantungan ke atas pekerja asing dan melakukan inovasi ke atas proses operasi mereka. Mereka harus memanfaatkan teknologi dan alat-alat baharu untuk membolehkan para pekerja kita bekerja dengan lebih cekap agar mereka boleh melakukan lebih banyak pekerjaan tambah nilai. Para pekerja mesti mempertingkatkan diri dan meraih kemahirankemahiran baharu untuk menerima manfaat daripada pekerjaan lebih baik yang dihasilkan melalui perubahan industri.

Pada masa yang sama, tenaga kerja kita yang cepat menua akan menimbulkan cabaran-cabaran baharu. Para majikan perlu mencipta semula amalan-amalan pekerjaan dan pekerjaan bagi para pekerja lanjut usia agar mereka boleh terus menyumbang kepada pertumbuhan syarikat tersebut. Para pekerja lanjut usia perlu menerima peri pentingnya meraih kemahiran semula dan penugasan semula, jika ia perlu dilakukan, supaya mereka dapat bekerja seberapa lama yang mereka mampu dan menyumbang untuk memenuhi potensi mereka sepenuhnya.

Pada masa hadapan, Persekutuan ini mahu meneruskan kerjasama dan rasa percaya yang kita bina selama bertahuntahun demi membentuk kerjasama perikatan tiga pihak yang lebih kukuh untuk mengatai segala cabaran ini demi manfaat semua pihak.

Bagi pihak para majikan, saya mengucapkan tahniah kepada Pergerakan Buruh atas ulangtahun ke-50 pergerakan pemodenannya dan mengucapkan Selamat Hari Buruh 2019 kepada semua pekerja.



<sup>1</sup> Sumber: Laporan tentang Tenaga Buruh di Singapura 2018, Kementerian Tenaga Manusia

<sup>2</sup> Sumber: Laporan Pasaran Buruh 2018: Kementerian Tenaga Manusia

<sup>3</sup> Sumber: Laporan tentang Amalan-Amalan Gaji 2017, Kementerian Tenaga Manusia

# டாக்டர் ரோபர்ட் யாப தலைவர், சிங்கப்பூர் தேசிய முதலாளிகள் சம்மேளனம்

நவீன்மயமாக்கல் கருத்தரங்கு 1969–ல் நடந்து முடிந்த 50 ஆண்டு காலத்தை இந்த ஆண்டு குறிப்பிடுவதால் தொழிலாளர் இயக்கத்திற்கு அது குறிப்பாக சிறப்பானதாகும். அந்தக் கருத்தரங்கு தொழிலாளர் இயக்கத்திற்கு ஒரு திருப்புமுனையாக இருந்ததோடு மட்டுமல்லாமல், இன்று நாம் அறிந்துள்ள முத்தரப்புக்கான அடித்தளத்தையும் அது வழிவகுத்துத் தந்தது.

தொழிலாளா் இயக்கம் படிப்படியாக வலுவாகி வளாச்சி அடைந்துள்ளது. சிங்கப்பூரின் சமூக, பொருளியல் வளாச்சியில் ஒருங்கிணைந்த, யுத்திமிக்க மற்றும் முத்தரப்பு பங்காளித்துவ அம்சமாக இன்று இருக்கிறது. சிறந்த வேலைச் சூழல்கள், வேலைகள், திறன்கள், சம்பளங்கள், இறுதியில் ஊழியாகளுக்கான சிறந்த வாழ்க்கைத் தரம் ஆகியவற்றை அது உறுதியாகப் பின்பற்றி வந்துள்ளது. நமது வேலை வாய்ப்பு விகிதம் தொடர்ந்து உயர்ந்த நிலையில் இருக்கிறது. சென்ற ஆண்டு வேலை வாய்ப்பு விகிதம் தொடர்ந்து உயர்ந்த நிலையில் இருக்கிறது. சென்ற ஆண்டு வேலை வாய்ப்பு விகிதம் 80.3<sup>1</sup> விழுக்காடாக இருந்தது. ஓயிசிடி நாடுகளுடன் ஒப்பிடுகையில் சிங்கப்பூருக்கு சாதகமான (8வது) தர வரிசையில் அது இருந்தது.வேலையின்மை விகிதம் 2018-ல் 2.1<sup>2</sup> விழுக்காடு. ஓயிசிடி நாடுகளுடன் ஒப்பிடுகையில் இது ஆகக் குறைவானதாகும். உற்பத்தித் திறன் வளாச்சி சீரற்றதாக இருந்த போதிலும் ஊழியாகள் 2007ஆம் ஆண்டுக்கும் 2017ஆம் ஆண்டுக்கும் இடைப்பட்ட காலத்தில் ஆண்டுக்கு சராசரி 1.7<sup>3</sup> விழுக்காடு நிலையான சம்பள உயர்வை அனுபவித்து வந்தனர்.

கடந்த அரை நூற்றாண்டில் பல பிரச்சினைகளைக் கடந்து வந்துள்ளோம். அடுத்த 50 ஆண்டுகள் புதிய மற்றும் அதிக சிக்கலான சவால்கள் மிக்கவையாக விளங்கும். அதிகமான உலகளாவிய நிச்சயமற்ற தன்மைகள், துரிதமான தொழில் உருமாற்றங்கள், அதிகரித்து வரும் மூப்படைந்து வரும் ஊழியா அணி ஆகியவை இவற்றுள் அடங்கும்.

முதலீடும் வர்த்தகச் சூழலும் தொடர்ந்து மாறி வரும் நிச்சயமற்ற யுகத்தில் நாம் நுழையும் வேளையில் உலகளாவிய பொருளியலில் ஏற்படும் கொந்தளிப்பால் சிங்கப்பூர் பாதிக்கப்படும். ஆகையால் நாம் தொடர்ந்து நமது தொழிலாளர் சந்தையை நீக்குப்போக்கானதாக வைத்திருக்க வேண்டும். அப்போதுதான் நிறுவனங்கள் தங்களை விரைவாக மாற்றியமைத்துக்கொள்ளவும் போட்டித்திறன் மிக்கதாகவும் விளங்க முடியும். மீள்திறன் மிக்கவர்களாகவும் நீக்குப்போக்குமிக்கவர்களாகவும் இருக்க ஊழியர்கள் வாழ்நாள் கற்றலை அவசியம் ஏற்றுக்கொள்ள வேண்டும்.

நிறுவனங்கள் தடைகளையும் கடுமையான தொழிலாளர் சந்தையையும் எதிர்நோக்குவதால் பொருளியலை மாற்றியமைப்பதிலும் நாம் தொடர்ந்து கவனம் செலுத்த வேண்டும். குறிப்பாக சேவைத்துறையில் உள்ள நிறுவனங்கள் வெளிநாட்டு ஊழியா்களைச் சார்ந்திருப்பதைக் குறைத்துக்கொள்ள வேண்டும் என்பதுடன் அவற்றின் செயல்பாட்டு செயல்முறைகளையும் புத்தாக்கமிக்கதாக ஆக்க வேண்டும். நமது ஊழியா்கள் அதிகத் திறமையுடன் பணியாற்ற உதவும் வகையில் அவை தொழில்நுட்பத்தையும் புதிய கருவிகளையும் பயன்படுத்திக்கொள்ள வேண்டும். அப்போதுதான் அவா்களால் மதிப்புகூட்டப்பெற்ற வேலைகளைச் செய்ய முடியும்.

தொழில் உருமாற்றத்தால் உருவாக்கப்பட்ட சிறந்த தரமான வேலைகளின் நன்மைகளைப் பெற ஊழியர்கள் தங்கள் திறனை மேம்படுத்திக்கொள்ள வேண்டும். அத்துடன் புதிய திறன்களையும் கற்றுக்கொள்ள வேண்டும். அதே சமயம் வேகமாக முப்படைந்து வரும் நமது ஊழியர் அணி பல சவால்களையும் கொண்டுவரும். வயதான ஊழியர்களுக்காக வேலைகளையும் வேலைப் பழக்கவழக்கங்களையும் முதலாளிகள் உருவாக்க வேண்டிய அவசியம் உள்ளது. அப்போதுதான் நிறுவனங்களின் வளர்ச்சிக்கு அவர்களால் தொடர்ந்து பங்காற்ற முடியும். தேவை ஏற்படும்போது மறு தேர்ச்சி பெறுவதற்கும் வேறு பணியில் அமர்த்தப்படுவதற்குமான தேவையை வயதான ஊழியர்கள் அவசியம் ஏற்றுக்கொள்ள வேண்டும். அப்போதுதான் எவ்வளவு முடியுமோ அந்த அளவுக்கு அவர்களால் வேலை செய்யவும் பங்களிக்கவும் முடியும்.

முன்னோக்கிச் செல்லுகையில், எல்லோரின் நன்மைக்காக இத்தகைய சவால்களைச் சமாளிக்க வலுவான முத்தரப்பு பங்காளித்துவத்தை ஏற்படுத்திக்கொள்ள நாம் உருவாக்கி வந்துள்ள பல ஆண்டுகால ஒத்துழைப்பும் நம்பிக்கையும் கட்டிக்காப்படும் என சம்மேளனம் எதிர்பார்க்கிறது.

முதலாளிகள் சார்பில், தொழிலாளர் இயக்கத்திற்கு வாழ்த்து தெரிவித்துக்கொள்கிறேன். எல்லா ஊழியாகளுக்கும் மகிழ்ச்சி மிக்க 2019 மே தின வாழ்த்துகளையும் தெரிவித்துக்கொள்கிறேன்.



<sup>2</sup> Source: Labour Market Report 2018, Ministry of Manpower

<sup>3</sup> Source: Report on Wage Practices 2017, Ministry of Manpower



# **叶进国博士**

今年对工运意义重大,因为今年是召开工运现代化研讨会的第50周年。那时候的研讨会不仅是工运的转折点,也为我们今天的劳资政合作奠定了基础。

工运不断扩展成长,在今已是新加坡社会和经济发展中不可或缺的策略性劳资政伙伴之一。它坚持不懈地为工友们争取更好的工作条件、工作、技能和薪金,以让他们享有更高素质的生活。以去年80.3%<sup>1</sup>的就业率来看,新加坡的就业率保持在高水平之内,和经合组织国家相比表现不俗,排名第八。相比之下,我国去年2.1%<sup>2</sup>的失业率则是经合组织国家里最低的。尽管生产力增长不均匀,但工友们的实际薪金在2007年到2017年间每年平均增加1.7%<sup>3</sup>。

在过去的半个世纪,我们克服了重重困难。在未来的50 年,我们将迎来更复杂的新挑战,包括更大的全球易变, 迅速的产业转型和劳动力队伍的日益老化。

随着而来的时代将缺乏确定性,贸易和投资的流动瞬息万变,新加坡将必定受全球经济波动的影响。因此,我们必须继续保持劳动力市场的灵活性,使企业可以迅速调整,保持竞争力。工友们也必须具有终身学习的理念才能灵活变通与应变。

即使企业面临颠覆性挑战和劳动力市场缩紧,我们必须专 注于经济转型。企业,尤其是在服务业,须减少对客工的 依赖而采用创新的运作流程。利用科技和新工具,企业能 够使工友们的工作变得更高效,让他们能做更多附加值高 的工作。工友们也必须提升和学习新技能,才能从事经产 业转型所产生的更优质的工作。

与此同时,劳动力队伍迅速老化将带来很多挑战。对于年 长员工,雇主需要调整雇佣做法和工作方式,让他们能够 继续为企业发展做出贡献。年长员工必须了解学习新技能 的重要性和接受可能被转换到新岗位工作的可能性,才能 凭自己的意愿继续工作和充分发挥潜能。

展望未来,雇主联合会将在多年合作与信任的基础上,打 造更强而有力的劳资政伙伴关系来迎接这些挑战,致力让 所有人受益。

我在此代表雇主向工运现代化研讨会50周年表示祝贺,并 祝全体工友们2019年劳动节快乐!

<sup>1</sup> 来源:人力部,新加坡劳动力队伍报告2018 <sup>2</sup> 来源:人力部,劳动力市场报告2018 <sup>3</sup> 来源:人力部,薪资做法报告2017 . . .



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Shafari Baharawi mber/General Secretary, PUBEU

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mber/Vice President, SATSWU Abu Bakar Sethik Maideen Pillai Iternate Member/Executive Council

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Yong Kim San ate Member/Vice President, SBFU

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Tay Yong Beng Alternate Member/Executive Committee Member, SEEU

Somasundram Pillai Velsamy mber/Executive Secretary, S

Francis Tan Boon Chong Alternate Member/Assistant General Secretary, SIASU

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ate Member/General Secretary,

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Toh Hock Poh

Khoo Ai Lin

Cham Hui Fong

Arasu Duraisamv

**Ong Hwee Liang** 

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Ong Chin Ang

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Chong Kee Sen Independent Member Low Weng Keong

Khoo Ai Lin Management: Finance Ang Li May nagement: e2i

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K Thanaletchimi

Karthikeyan Krishnamurthy

Hawazi Daipi

Intan Azura Mokhtar

Chak Kong Soon

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# K Thanaletchimi

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Norkintan Abu Bakar

Alan Tan Kit Choon

John Singaram

Member, HSEU

IRASSU

**Chong May Yuen** 

Wilson Ong Wei Sin

Mary Louis Rajanayagam

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er/Senior Vice President,

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Member/Assistant General Secretary, HDBSU

Alternate Member/Executive Council Member, HDBSU

Alternate Member/Executive Council

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KFEU

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er/General Secretary, KFEU

eneral Treasurer, NEU

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Committee Member, POU

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Alternate Member/Executive Member, PUBEU

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Muthan Selvam Member/Assistant General Secretary, SATSWU

nate Member/Assistant General

tive Committee

Assistant General

neral Secretary.

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urer. NTA

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nt HSFU

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Member, CMPU

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Yow Shen Li

Member, DBSSU

Sazali Husenibhai

Lee Kar Wai

Chan

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Alternate N

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Ratnam Rajaram Member/Executive Council Member, AUPE

Alternate Member/Vice President ALIPE

er/General Treasurer. BATU

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t General Secretary,

er/Executive Council

mber/Vice President, BFSU

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Rohana Ujang

te Member/Dele

nate Member/Executive Council

per/Executive Council

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Jagathishwaran Rajo nber/Executive Committee Member SUN

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Principal Specialist, IRD Thuvinder Singh Bachan Singh

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

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AREU/FDAWU

Koh Yan Ping

Admin Secretary/ Women & Family

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Alternate Member/Exe

Rajeswari Sivakavi

ARFU

Tay Pei Lin

Alternate Mem

Secretary, AUSBE

AUSBE

Committee Member, AESU

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Arternate Member/Executive Council Member, AREU

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er/Assistant General

mber/Secretary, AUPE

sistant General

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ternate Member/Branch Treasurer,

Member/Assistant General Secretary, DBSSU

Nagajothi Balasupramaniam

Prijam Kaur Nashatar Singh

Member/Executive Council

etary, DSSU

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Member/2nd A Secretary, BATU

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Member, CIEU

CIEU

Amravathi Yellumalai

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Cecilia Tang Foong Sen

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nate Member/General Treasurer,

Chen Chin Tyng Alternate Member/Executive Council Member, ESU

Brenda Quah Ching Ching

Member/Vice President, FDAWU

nate Men

Council Member, ESU

Susan Lee Kar Ngor

ident, ESU

utive

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ate Member/General Treasurer. SISELL

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ember/President. SSEU-SHELL

ernate Member/General Secretary,

Alternate Member/General Secretary, STTU

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Secretary, STU

President, STU

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Nigel Tan Boon Hoe

Manogaaran Karuppiah

e Member/Pre

Thuvinder Singh Bachan Singh

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K Thanaletchimi

Ho Shiong Yee

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ral Treasurer,

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Secretary, SMOU

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Thangamani

Asrudin As'ad

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Vaithilingham Krishnaveny Alternate Member/Assistant General Treasurer, FDAWU Sitalakshmi Kathigasu

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Kala Velosamv

S Kamlah Karen

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Alternate Member/Executive Committee Member, SISEU

ernate Member/Branch

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te Member/Internal Auditor,

lember/Assistant Secretary, SMOU

Alternate Member/Young SMOU, SMOU

Hasnah Hassan Member/Assistant General Secretary,

surer SMMWU

er/Executive Council

2nd Alternate Member/Assistan General Secretary, SITU

Jayanthi Jaganathan

Committee Member, SITU

**Betty Ang Bee Geok** Member/Executive Committee

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Joyce Lee

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Ong Kai Yan

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Member, STEEU

Member/2nd Deputy General Secretary, SPWU

Member/Assistant Secretary, SOS

Halimahtul Saa'diah Mohamed Sadon

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ber/General T

Josephine Tee Huey Jiun

SMEEU

Nurliyana Samsudin

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SIASU

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Nember/2nd Assista

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Juhara Misdi e Member/Executive Committee Member, NTWU

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Thilagam Krishnan Alternate Member/Executive Council Member, SATSWU

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Lily Chua Siew Lay Committee Member, SBEU

Liu Liping ssistant Treasurer, SCTU

Dong Yaru lember/Assistant Research Officer, SCTU

Mo Feng Ling 2nd Alternate Member/1st Assistant Secretary, SCTU

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> Privadarshini Maniam nate Member/Executive Committee Member, SUBE

Thiruselve Govindarajoo Member/Deputy General SURAWU ecretary,

Member, SURAWU

Natarajan Preeti Rajan 2nd Alternate Member/Executive Council Member, SURAWU

Hong Jiavi Ashlev Faith

Dion Lee Kwai Ying @ Lee Koon Yi Alternate Member/E Committee Member, UITS

Sanjyogita Shri Rammani 2nd Alternate Member/Executive Committee Member, UITS

Suseela A Singaram lember/Vice President, UPAGE

Gina Yap Hoon Lui Arternate Member/Executive Council Member, UPAGE

Joyce Koh Yah Lee 2nd Alternate Member/Assistant General Treasurer, UPAGE

Chua Li Jun Member/Executive Council Member, USE

Sivasakthy Sukthivel Alternate Member/Branch Official, USE

K Naga Lechimi Member/2nd Vice President, UTES

Tan Lay Har lember/Executive Council Member, UTES

Wang Mui Sin r/Assistant General Treasurer, IIWEEI

Karen Lim Kim Ping Member, UWEEI

Mariah Ibrahim Alternate Member/Assistant General Treasurer, UWPI

Lau Ting Ting 2nd Alternate Member/Branch Official, UWPI

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Lim Swee Say Advisor/Trustee, NTUC

Ng Chee Meng Chairperson/Secretary-General, NTUC

Gilbert Tan Chye Hee Secretary/Assistant Director-General, NTUC; Chief Executive Officer (Employment and Employability Institute

Ang Li May Admin Secretary/ Deputy CEO, Strategic Enabler Group, e2i

Toh Hock Poh Member/Secretary for Financial Affairs, NTUC; President, MIWU

Karthikeyan R Krishnamurthy ice President NTUC General Secretary, UWPI

Tan Hock Soon Member/Vice President, NTUC; General Secretary, FDAWU

Hena Chee How Member/Deputy Secretary-Gen and Group Director, HQ, NTUC

Koh Poh Koon Member/ Deputy Secretary-General and Group Director, Training & Work Prospects, NTUC; Executive Secretary, MIWU

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Patrick Tav Teck Guan Member/Assistant Secretary-General; Director, Strategy and Covering Director, Legal Services, NTUC; Executive Secretary, BFSU/SMMWU

Arasu Duraisamy Member/Member, NTUC Central Committee; General Secretary, SPWU

Andy Lim Tze Khong Member/ Member, NTUC Central Committee; Deputy Secretary-General, SMMWU

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

Beniamin Tang Chun Wai Member/Member, NTUC Ce Committee; President, POU ntral

Abdul Samad Abdul Wahab Member/Member, NTUC Central Committee; General Secretary, UPAGE

Luke Hee Wing Wai Member/Member, NTUC Central Committee; General Secretary, SIEU

K Thanaletchimi Member/Member, NTUC Central Committee; President, HSEU

Philip Lee Soon Fatt Member/Member, NTUC Central Committee; General Secretary, SISEU

Tan Richard Member/Member, NTUC Central Committee; General Secretary, UWEEI

Thuvinder Singh Bachan Singh Member/Member, NTUC Central Committee; General Secretary, UTES Eileen Yeo Chor Gek

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

Ana Hin Kee ember/Assistant Director General and Director (Operations & Mobilisation Division), NTUC

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Desmond Choo Pey Ching Member/Assistant Secretary-General and Director (Policy Division), NTUC; Executive Secretary, UTES

Melvin Yong Yik Chve Member/Assistant Secretary-Genera and Director (U Associate), NTUC; Executive Secretary, NTWU/UWEEI retary-General

Noor Irdawaty Jammarudin ember/General Secretary, BATU Raymond Chin Ming Jie nber/General Secretary, USE

Kwek Kok Kwong Member/Chief Executive Officer, NTUC LearningHub Private Limited

### TRAINING EXECUTIVE COMMITTEE

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Tan Choon Shian Member/Chief Executive, Workforce Singapore

Ng Cher Pong Member/Chief Executive, SkillsFuture Singapore

Joanne Tan ember/Assistant Chief Executive Officer, Enterprise Singapore

**Tan Kiat How** Member/Chief Executive Officer, Info-communications Media Development Authority

Chng Kai Fong Member/Managing Director, Economic Development Board

Augustin Lee ber/Deputy Secretary, Ministry of Manpower

**Tan Lin Teck** Member/Director, MTI's Future Economy Programmes Office (FEPO)

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**Patrick Tay Teck Guan** stant Secretary-General; Member/Assistant Secretary-General; Director, Strategy and Covering Director, Legal Services, NTUC; Executive Secretary, BFSU/SMMWU

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Tan Ying Ying Co-Secretary/Lead Specialist, IRD

Member/General Treasurer, AUPDRW

Alternate Member/Assistant General

Shvamala Perumal Suppiah

Nasordin Mohd Hashim

Alternate Member/Executive Committee Member, BATU

Joanne Ng Wei Leng

Regine Ee Suat Ping

Shafari Baharawi

Eric Goh Kian Peng

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Alternate Member/Executive Council Member, AUSBE

Member/General Treasurer HDBSU

Member/General Secretary, PUBEU

Tan Yeong Kang Alternate Member/President, PUBEU

te Member/Assistant Treasurer.

nt. SISEU

istant General Secretary.

Raman Kathavarayan

Daud Basri

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Gabriel Ng Tian Hao

Borhan Samsudin Member/General Treasurer, SURAWU

Wan Shamsiah Mohd Woojdy Alternate Member/Assistant Se SURAWU

Vishnu Krishna Samy @ Saif Rayyan Member/Executive Council Member, USE

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Jagathishwaran Rajo / Head IR, HSEU / Consultant, IRD

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Cecilia Tang Foong Sen Alternate Member/Vice Pres President, ESU

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Wilson Ong Wei Sin mate Member/Vice President, HSEU

Patrick Cheng Chuen Sim Member/Executive Council Member, NPASU

Susanne Chan Pek Lin Alternate Member/Executive Council Member, NPASU

Yang Kin Ngian Member/1st Vice President, SCTU

Lye Choon Hwan rnate Member/2nd Vice President, SCTU

Goghari Siblisuraya Member/General Treasurer, SMMWU

Samuel Lim Keng Hwee Alternate Member/Senior Manager,

Nurhazimah Abdul Halim Member/Deputy General Secretary, SMTU

Muhammad Hafiz Yusof Alternate M Committee Member, SMTU

Mike Thiruman Member/General Secretary, STU

Alex Shieh ate Member/Assistant General Secretary, STU

Paul Sim Sian Khoo Member/President, UITS Alternate Member/Emeritus President, UITS Jeffrey Koh

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Andy Lim Tze Khong Vice-Chairman/ Member, NTUC Central Committee; Deputy Secretary-General, SMMWU

**Desmond Choo Pey Ching** Resource Lead/ Assistant Secretary-General and Director (Policy Division), NTUC; Executive Secretary, UTES

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Roslee Mustaffa Member/Vice President, AREU

Bhaskaran Balasamy Alternate Member/Internal Auditor AREU

Lim Wen Sheng Member/Deputy General Secretary, FDAWU

Mustafa Lambak Alternate Member/Assistant General Secretary, FDAWU

Nur Rafidah Rosdi er/General Treasurer, SISEU

Eugene Teo Yew Chee Member/President, SMMWU

Chin Swee Tin Alternate Member/Executive Council Member, SMMWU

Don Lim Sheng Xiong Member/Assistant General Secretary, SUN

Wilson Tham Wei Sheng Alternate Member/Assistant General Alternate Memb Treasurer, SUN

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Member/General Secretary, AESU Daniel Loh Joo Shia Alternate Member/President, AESU

Wilson Low Choon Beng Member/General Secretary, CIEU

Sinnaisamy Tamilvanan Alternate Me nber/Assistant General Secretary, CIEU

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Alternate Member/2nd Vice President, EMSEU

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Shamnat Kamaludin cutive Committee Member, KFEU

Wee Kia Hiong Member/Assistant General Secretary, MIWU

Li Zhuo Jian Alternate Member/Executive Committee Member, MIWU

Chin Ying Tian Member/General Treasurer, NEU

Lee Lian Chye Alternate Member/2nd Vice President, NEU

Koh Wei Shiong Member/Assistant Treasurer, SEEU

Member/Assistant General Secretary, SIASU

Haleem Khan Suratee Alternate Member/Treasurer, SIASU

Micheal Wong Khong Suan Member/Executive Committe Member, SISEU

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Shio Kumar Leakhar Mndraju Alternate Member/Executive Committee Member, SMEEU

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Asrudin As'ad ernate Member/President, SSEU-SHELL

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Member/ Executive Council Member, UWEEI Zahra Hadir

Cheng Ley Hua Alternate Member/Executive Council Member, UWEEI

Seah Keng Tia ice-President, UWPI

Anil Kumar Iternate Member/Vice President, UWPI

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Sim Cheng Huat Member/Vice President, BFSU

Ho Chi Hung Alternate Member/Executive Council

David Teo Member/President, CMPU

Mindy Kwok Sin Thang Alternate Member/General Secretary, CMPU

**Raymond See Boon Leong** nber/Executive Council Member, DBSSU

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Komalavalli Pakirisamy Member/President, IRASSU

Christopher Tan Shun Fa Iternate Member/General Treasurer. IRASSU

Desmond Ong Chye Huat

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Benson Low Kim Siah Member/Assistant General Secretary,

Ang Kim Chye Alternate Member/Executive Committee Member, POU

V Somasundram Pillai Alternate Member/Executive

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Secretary, SIASU

Sazali Zainal Member/President, SISEU

SMMWU

Elvin Lee Kian Chua

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Josephine Tee Huey Jiun

**David Shoo Weng Leong** 

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Peter Kong Tze Yuan Alternate Member/Executive Council

Terry Sng Kian Seng Member/General Treasurer, STSU

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ecutive Secretary, SATSWU/SEEU/

Rozyana Jaffar Admin Secretary/Assistant Executive Secretary, ESU; Lead Consultant, IRD

Member/Executive Committee

Member/Executive Council Member,

Sukur Awang Alternate Member/Executive Council Member, AREU

Vijeya Member/Vice President, AUPDRW

Chandrasekaran Vairappan Alternate Member/Executive Council

per/Executive Council Member.

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Dick Teh Kheng Siang

Member, AUPE

AUSBE

Azmi Mahmood Razali

Jimmy Pung Kuo Jian

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Lee Siok Buea

Member, AESU

ARFU

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Chen Chuanyi

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Treasurer, SPWU

Member, SPWU

SOS

Koh Wei Shiong Member/Assistant Treasurer, SEEU

Member/Assistant General Secretary,

mber/Deputy Secretary-General,

Alvin Cheong Member/Executive Secretary, SMOU

Joyce Lee Alternate Member/Assistant Secretary, SMOU

Alternate Member/Assistant Secretary,

cutive Council

NTWU

POU

SIASU

Member/Assistant General Secretary,

Max Lim Yew Lee Member/President, SBEU

Bobby Tay Peng Chuah Alternate Member/General Secretary, SBEU

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Noor Hasman Haron Alternate Member/Deputy General Secretary, SIEU

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S Kanasan Member/First Vice President, SUBE

Sujaudeen NS Abdul Sahid Alternate Member/Executive Committee Member, SUBE Mohammad Emran Hamid

Member/1st Assistant General Treasurer, UTES

Mohamed Latiff Othman ternate Memb tant General Secretary, UTES

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

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Laura Lum Pey Fen Co-Secretary/Deputy Director, Transport & Logistics, e2i

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Ravichandran Pannirselvam Member/General Secretary, AESU

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Sanjeev Kumar Tiwari

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Alternate Member/Executive Council

Wee Kia Hiong Member/Assistant General Secretary, MIWU

ecutive Committee

Pasupathi Kanapathy

Li Zhuo Jian Alternate Member/Executive Committee Member, MIWU

Alternate Member/Executive Committee Member, NTA

Rani Krishnasamy

Noor Hairin Misri

Member, NTA

Teng Siak Hway

Member, DSSU

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Chua Bee Lan Member/Executive Committee Member, CIEU

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Winson Tan Kah Swee Member/Mentor, CM

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Manmohan Singh Uttam Singh Secretary, HDBSU

Lim Chuan Kah er/Assistant General Treasurer, HSEU

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Member/Vice President, KFEU Muhammad Fadhil Molawari Alternate Member/Executive Committee Member KFEU

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Jason Tian Boon Chew Alternate Member/Executive Committee Member, MIWU

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**Chandra Gopalan** Alternate Member/Executive Council Member, NPASU

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Tan Soon Huat Alternate Member/1st Assistant General Secretary, NTA

**Fang Chin Poh** ral Secretary, NTWU

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Ang Kim Chye Member/Executive Committee Member, POU

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Selvam Sivasamy Member/Consultant, PUBEU

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Mohammed Zulkefly Katab Member/Vice President, SATSWU

Hussain Yunos lember/Vice President, SBEU

Michael Lim Lian Soon mate Member/Honorary Treasurer, SBEU

Choong Kok Weng Mamber/Research Officer, SCTU Chew Pang Juan

Alternate Member/Executive Committee Member, SCTU

Soon Eng Leng Member/Executive Council Member, SIASU

Ghana Segaran Alternate Member/Executive Council Member, SIASU

Simmy Ng Wai Leng @ Sim Hui Leng

**Debby Lim Chui Kiow** Alternate Member/1st Assistant Treasurer, SIEU

Lee Jun Yuan utive Committee Member/Executi Member, SISEU

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

Syed Zain Syed Jaafar Member/Executive Committee Member, SMEEU

Anthony Harry Constantine Executive Council Member SMMWU

Alternate Member/Vice President, SMMWU Santha Raman

Member/Immediate Past President, SMOU Robin Foo

Haji Nahrawi Omar Committee Member, SMOU

Raj Moham r/Vice President SOS

Member/Alternate Committee Member, SOS

Kamis Hussain

**Danny Phua Cheow Huat** Jeffrey Yew Moon Yuen

Member/Executive Council Member, SRCEU Siew Seng Hai

ernate Member/Executive Council Member, SRCEU Normah Wahid

Member/Executive Committee Member, STEEU

**Bichard Khoo Teck Chiew** Assistant General Treasurer, STEEU

Kasi Veerasamy Member/General Treasurer, STTU

**G Krishnamoorthy** Alternate Member/Executive Committee Member, STTU

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Mohd Fauzi Salim Talib Alternate Member/Council of Senior, SUBE

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Ang Jia Da ate Member/General Secretary. SUN

Wan Shamsiah Mohd Wooidv Member/Assistant Secretary, SURAWU

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Chng Wee Kian Alternate Member/Executive Committee Member, UITS

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Patrick Tay Hock Soon er/Executive Council Member. UTES

Jumari Ali mber/Executive Council Alternate Member, UTES

Paul Anpalagan Karuppiah

Benedict Chan Wai Meng Alternate Member/President, UWPI

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Daud Basri Alternate Member/Assistant General Treasurer, AUPDRW Muhamad Shah Mohd Sahid

nt MIWU

Alternate Member/Executiv Committee Member, KFEU

Bernard Tay Chee Tian

Jason Tian Boon Chew

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Lee Teck Seng Member/1st Vice President, NEU

Chew Chee Leong Alternate Member/President, NEU

Makawita Dimuthu Prasanna

Kaya Totong

Member NPASU

John Ang Eng Yew

Committee Member, NTWU

Michael Lam Kian Yew

**Gerald Lee Chee Kin** 

Khairudin Ismail

Secretary, PUBEU

Chua Kok Lee

Member, SATSWU

Mohd Tahir Dawood Member/Executive Committee Member, SBEU

Jaswant Kaur Alternate Member/Executive

Member/Executive Committee

Member/Executive Committee Member, SEEU

mber/Vice President, SIASU

Chua Chor Peng Alternate Member/Trustee, SIASU

M Gajeindran Alternate Member/Assistant Treasurer, SIASU

Member/Deputy General Secretary,

ate Member/1st Vice President.

dent SMMWU

Bahauddin Kamaruddin

Noor Hasman Haron

Yacob Mohamed Yusoof

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**Raymond Tan Siew Meng** 

Committee Member, SISEU

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Rasabalan Palayyan

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Koh Ching Chuan

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SIEU

Committee Member, SBEU

Declan Tan Lianghua

Member, SCEU

Azhman Asmadi

Selvarajan Muniandy

Goviden Sathasivam

POU

Member/General Secretary, POU

Member/Vice President, PUBEU

mber/Ass

nber/General Secretary, SATSWU

per/Executive Council

Alternate Member/Assistant Treasurer,

Member/Executive Council Member, NPASU

Alternate Member/Executive Council

Peh Chee Kang Member/Assistant General Secretary, NTWU

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stant General

Sean Tan En Shyang Member/Deputy General Secretary, AUPE

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Victor Ng Soon Seng Member, BATU nmittee

Mohamad Azman Rani Alternate Member/Executiv Committee Member, BATU

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Alternate Member/Executive Council Member, DBSSU

Member/Executive Council Member, DSSU Marzuki Munawar

Alternate Member/Executive Council

Alternate Member/Executive Council

Karuppan Chettiar Palaniappan

ber/Deputy General Secre

Alternate Member/Executive Council Member, ESU

Mohamed Yusoff Adenan Member/Executive Council Member,

Sampath Kamdasamy Member/Deputy General Secretary, HDBSU

Gerard C Francis Alternate Member/Vice President,

Simon Ong Teck Leong

Member/General Secret

Alan Ng Yeow Chong

Ong Choo Eng

Member, HSEU

Liow Eng Hock

Ho Thiam Ee

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er/Executive Council

v. HSEU

er/Executive Council

Assistant General Treasurer,

Alternate Member/Executive Council Member, IRASSU

er/General Treasurer. KEU

Alternate Member/Executive Council

ident. KFEU

Mohamed Yazam Mahmood

asurer. EMSEU

Iskandar Mulia Mohd Yusof

Shahna'z Harris

Member, DSSU

Alan Koh Tze Yong

Reza Ali Mashhur Ali

Member/General Tr

Member, EMSEU

Juraimi Jumari

Azman Yahava

Alternate Member Member, FDAWU

FSU

FDAWU

HDBSU

Ismail Ahamad Member/Executive Committee Member, SMOU

Lim Teng Toon rnate Member/2nd Vice President, Alternat SMOU

Mohamed Ali Mohamed Iqbal mber/Assistant General S tanv SMTU

Norhidavat Mohamad Noor r/Assista nt General Secretary, SMTU

Mohamed Abu Bakar Member/President, SOS

Bon Sheun Ping Alternate Member/Ordinary Committee Member, SOS

Lim Chee Kiang Member/3rd Vice President, SPWU

T Ganeshwaran ternate Member/Executive Council Member, SPWU

Kathan Sankar Member/General Treasurer, SRCEU

Mohamed Rafi Alternate Member/Executive Council Member, SRCEU

Muhammad Lugman Hutabarat Member/Executive Council Member, SSEU-SHELL

Azman Abdul Jalal lember/First Vice President, SSEU-SHELL

**Richard Khoo Teck Chiew** Member/Assistant General Treasurer. STEEU

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Carine Yip Lai Ching Alternate Member/Assistant General Secretary, STU

Steve Ong Eng Kwang Member/General Treasurer. SUBE Haris Hussain Alternate Member/Executive

Committee Member, SUBE Alan Yong Jian Hui Member/Young SUN Delegate, SUN

Wilson Tham Alternate Memb Treasurer, SUN mber/Assistant General

Thagarajan Seenivasagam Member/Vice President, SURAWU

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Mohd Zulkifli Abdullah Member/Deputy General Secretary, UPAGE

T Ravinthiran Alternate Member/Deputy General Secretary, UPAGE

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Jimmy Thong Chea Kong Alternate Member/Executive Council Member, UWEEI

Paul Anpalagan Karuppiah mber/General Treasurer UWPI

Muhammad Aswadi Salleh eneral Alternate Menue Secretary, UWPI

### **IWETF COMMITTEE**

Zainal Sapari Chairman/Assistant Secretary-General and Director (Care Division), NTUC; Executive Secretary, BATU

Melvin Yong Yik Chye ant Secretary-Deputy Chairman/Assistant Se General and Director (U Associ NTUC; Executive Secretary, NTWU/ UWFFI

Piragasam Munisamy rer/Assistant General Secretary, SMEEU

Raven Lee Hsing Han ant Executive Secretary, SISEU

Abdul Rahman Abdul Basir Member/President, BATU Gary Wah Yunn Harn nate Member/General Treasurer,

Member/General Secretary

BATU Wilson Low Choon Beng

Loh Lay Keang er/Assistant General Secretary, CIEU

CIFU

Julie Cheong Ai Hung Member/President, FD 

Lim Wen Sheng Alternate Member/ Secretary, FDAWU r/Deputy General

Mahmood Ali Member/President, KFEU Atyyah Hassan

Alternate Member/General Secretary, KFEU

Toh Hock Poh /Secretary for Financial Affairs, NTUC: President, MIWU

Chua Kian Seng Alternate Membe MIWU r/General Treasurer

Lee Teck Seng Member/1st Vice President, NEU

Lee Lian Chye Alternate Member/2nd Vice President, NEU

Rosmani Juraini Member/President, NTWU

Tan Beng Soon Iternate Member/Vice President, NTWU

Sazali Zainal Member/President, SISEU

Philip Lee Soon Fatt Alternate Member/Member. NTUC Central Committee; General Secretary,

**Tommy Goh Hock Wah** ent, SMEEU

Fahmi Abu Bakar Bafana Nember/President, UWEEI

Lau Wee Keong Alternate Member/Executive Council Member, UWEEI

### ASSOCIATE MEMBER

Mohamed Riaz Mohamed Omar mber/General Secretary, AREU

Hassan Abdullah Alternate Member/President, AREU

Arshad Ismail Member/General Secretary, ESU

Desmond John Chin Kong Thai Alternate Member/President ESU

K Thanaletchimi Member/Member NTUC Central Committe, President, HSEU

Dicky Loe Keng Hoong Alternate Member/General Treasurer, HSFU

Raymond Chin Ming Jie ber/General Secretary, USE

Ardi Amir Alternate Member/President, USE

### YOUNG NTUC COMMITTEE (2017 - 2019)

Andy Ang Chun Poh Young NTUC Chairperson/Assistant General Secretary, STU

Monteiro Mohamad Azhar ctor)/Youth Observer in Exco, SMEEU

Lim Wen Sheng Chairperson (Service Sector)/Deputy General Secretary, FDAWU Azri Zulfarhan Kamsin

Chairperson (Public Sector)/Executive Committee Member, UITS

**Timothy Lim Jian Yong** Sector) rperson (Servi Executive Committee Member, AESU

Muhammad Zuhaili Arof Vice-Chairperson (Public Sector)/ Committee, AUSBE

Desmond Choo Pey Ching Advisor/Assistant Secretary-General and Director (Policy Division), NTUC; Executive Secretary, UTES

Wendy Tan Mei Feng Executive Secretary/Head (Covering Director), Youth Development Unit,

Muhammad Nabil Noor Mohamed

Muhammad Zaid Idris Member/Executive Council Member, AREU

Bhaskaran Balasamy ernate Member/Internal Auditor, ARFU

Ravin Rai nber/Assistant General Secretary, AUPE

Muhammad Hamizan Mohamad Sabar Member/Committee, AUSBE

Kesavan Vasundran Munikannu Member/Second Vice President, BATU

Vane Chen Yiru Alternate Member/Executive Committee Member, BATU

Tan Yong Jun Member/Youth Leader CIEU

**Dennis Chew Chin Hwee** Alternate Member/Branch Official, CIEU

Chen Kris mber/Internal Auditor, CMPU

Kevin Koh Boon Ann er/Executive Council Member, DBSSU

Kamarudin Yahya Alternate Member/Executive Council Member, DBSSU

Mar Peng Chen Member/Delegate, EMSEU

Muhamad Shahmi Abdul Salim nate Member/Delegate, EMSEU

Siew Leck Khai hber/Executive Council Member, ESSU

Nuraini Zakaria r/Branch Official, ESU

Nurul Fatin Sapari te Member/Internal Auditor, ESU

Leon Chua Shu Wei ember/Observer (Exco), HDBSU

Phang Ming Quan Alternate Member/Committee Member (Estate & Technical), HDBSU Nur Amirah Abdul Aziz

Iskandar Shah Abu Bakar

Sharon Li Ying Ying

Chen Chuanyi

Tan Sheng Hong

Member, SPWU

Liang Heng Jia

Shahiran Basiron

SSEU-SHELL

Ng Sir Kiat

Chia Jia Xin

SUBF

Rashid

SURAWU

UPAGE

UPAGE

USE

UTES

UWEEI

Ng Tiong Hian

Chua Li Jun

Member, USE

Privalata Pillav Alternate Member/Committee Member, UTES

Leon Chua Lai Sin

Seah Keng Tia

Nurhafizah Ibrahim

Tan Zhu April

SOS

SPWU

Alternate N

SRCEU

Member/Assistant General Secretary, SMTU

Alternate Member/Assistant General Secretary, SMTU

Member/Executive Secretary, SOS

Alternate Member/Assistant Secretary.

Ahmad Hadzwan Lee Muhammad

er/Executive Council

ecutive Council

Executive Council Member,

Member/Executive Council Member,

Alternate Member/Executive Council Member, SRCEU

Member/Executive Council Member,

Muhammad Farhan Hashim

Thaya Venga Vengaselvathi

Member/Executive Committee Member, STEEU

Goh Huishan Alternate Member/Executive

Member/Second Vice President.

Committee Member, STU

Nur Akidah Ramad

Alan Yong Jian Hui

Alternate Member/Executive Committee Member, SUBE

Evangeline Tan Alternate Member/Young SUN Delegate, SUN

Muhammad Faisal Mohamed

Young SUN Delegate, SUN

er/Executive Council Member,

Alternate Member/Observer, SURAWU

Joyce Tee Zee Ching Member/Executive Council Member,

Jess Ng Chai Ling Alternate Member/Branch Official,

nber/Executive Council Member,

Alternate Member/Executive Council

mber/Executive Council Member.

ate Member/Branch Official,

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mber/Vice President, UWPI

Marcus Lee Hong Seng

Committee Member, UWPI

Chen Baitao Alternate Member/Executive Committee Member, UITS

Member, SSEU-SHELL

Aiman @ Lee Beng Huat

Fiona Leong Li Bin Member/Executive Council Member, HSEU

Vincent Loke Alternate Member/Branch Secretary, HSFU

Wendy Aw Bee Fang Executive Council Member, IRASSU

Alternate Member/Youth Leader, IRASSU

Aizat Abu Hassan Member/Assistant General Treasurer, KFFU

Mohammad Azhar Saibi Alterate Member/Executive Committee Member, KFEU

Jackson Toh Chun Yee ive Committee Member, MIWU

Ang Kian Hua Alternate Member/Executive Committee Member, MIWU

Thu Yain Pye Aung

Member/Executive Committee

Li Jiefeng Alternate Member/Branch Chairman, NTWU

Jedrick Koh WenRui

**Donald Lim Cheng Wen** 

Member/Executive Committee Member, POU

Jaysen Tang Jay Sen Alternate Member/Sub-Committee

Member/Executive Council Member,

Alternate Member/Executive Council Member, PUBEU

Reza Chisty Ashwari I Khazali

Tan Jun Yang Alternate Member/Delegate, SATSWU

ember/Delegate, SATSWU

Member/Women & Youth (WAY) Committee Member, SBEU

Member/Branch Treasurer, SCEU

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Sheikh Mohamed Zafran M

mber/Branch Chairman, SIEU

Vember/Delegate, SIEU

Member/Treasurer, SCTU

Member/Delegate, SIASU

Hannah Looi Chee Siew

Muhamad Fazli Hamdan

Chloe Wong Li Yin

Phyliscia Goh Cai Xuan

Member/Young SMOU Secretary, SMOU

Dominic Yong

Alternate Member Chairman, SMOU

SMMWU

Member/Executive Committee Member, SITU

Muhammad Haikal Mohamed Harun Alternate Member/Executiv Committee Member, SITU

ber/Executive Council Member,

rnate Member/Trustee, SMMWU

Ghazali

Tan Kai Hock

Robin Chua Jun Wen

Rachel Ng Yu Ping

Member, NTWU

Member, POU

PUBFU

Melissa Tay Hui Shi

Chu Guang Sing

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Steve Tan Peng Hoe Secretary/Director (Social Media; Ong Teng Cheong Labour Leadership Institute) NTUC; Executive Secretary, USE

Arasu Duraisamy Member/Member, NTUC Central Committee; General Secretary,

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

Tan Richard Member/Member, NTUC Central Committee; General Secretary, UWEEI

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Goviden Sathasivam Vice Chairman/General Secretary. SATSWU

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Nur Azarudin Putra Mohamed Jufri Cluster Lead/Deputy Director, IRD; IR Consultant, SSEU-SHELL/STEEU

**Michael Lim Teck Chew** Cluster Lead/Executive Secretary, STSU; Assistant Executive Secretary, UWEEI; Head IR (Field), SITU

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**Delfine Heng Yee Siang** Industrial Relations Officer, SISEU

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P. Ravichandran eral Secretary, AESU

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er/Assistant General Secretary, AUPE

Sheikh Muhammad Mohd Yusof resident. DSS

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Manjindar Singh Teja Singh Member/Assistant General S DSSU

Abdullah Shafiie Mohamed Sidik Member/President, SATSWU

David Foo Chin Wei sident SEEL

Brandon Wong Hong Hup Member, SEEU

Yap Kian Chee utive Committee Member, SEEU

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**Baljit Singh Armajit Singh** Member/Execut Member, STSU

Huang Hui Fang cutive Committee Member, STSU

Sherwin Edgar Tam Shi Ming Member/Execut Member, STSU

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Noor Irdawaty Jammarudin I Secretary, BATU

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John Singaram r/Executive Council Member, HDBSU

Grace Tang Lay Ling Member/Executive Council Member, HDBSU

**Geraldine Loe Peck Hoong** ember/Executive Comm

Member SISEU

Surash Raman Mukundan er/Deputy Secretary-General, SMMWU

Josephine Tee Huey Jiun ecutive Council Member, SMMWU

Manogaaran Karuppiah /President. SURAWU

Thangaraju Manimaran Executive Council Member, SURAWU

Prebhu Subramaniam Executive Council Member, SURAWU

Vishnu Krishna Samy @ Saif Rayyan ber/Executive Council Member.

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USF

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Desmond John Chin Kong Thai

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Peng Chai Tin Member/General Treasurer, AUPE

Member/Assistant General Secretary, AUPE

Herlena Masehkoo Member/Executive Council Member, ESU

Henry Aathar Ah Tuk Assistant General Secretary, NPASU

Tan Lai Wan Momber/General Secretary, NPASU

Thong Wee Sin cretary-General, SCTU

Koo Hue Ling Member/2nd Assistant Secretary, SCTU

Rohan Nizam Basheer Member/President, SMTU

Abdul Malek Ahmad mber/General Secretary, SMTU

Nurhazimah Abdul Halim Member/Deputy General Secretary, SMTU

Vijayarani Govindasamy ber/Deputy General Secretary, STTU

K Maanvili Member/Executive Committee Member, STTU

Tham Hanrong Member/Vice President, STU

Prakasham Thangaveloo mber/Assistant General Secretary, STU

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Law-Chan Fong Yee Lucy Member/Executi Member, UITS e Comm

#### ELECTRONICS AND PRECISION AND MACHINERY ENGINEERING CLUSTER

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HOSPITALITY

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AREU

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AND CONSUMER BUSINESS CLUSTER

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Cluster Lead/Acting Director, UFSE; Deputy Executive Secretary,

Centre for Domestic Employees)

Vice Chairman/General Secretary

dent, NTUC;

Diona Chui Pina

Secretary, HSEU

neral Secret

t General

CLUSTER

K Thanaletchimi

Mohd Shadiq Abdul Majid

Chairman/Member, NTUC Central Committee: President, HSEU

Supervising Lead/Assistant Secretary-General; Director, Strategy and Covering Director, Legal Services, NTUC; Executive

Cluster Lead/Executive Secretary, HSEU Charles Ng Theng Loon

Jagathishwaran Rajo Cluster Specialist/Head IR, HSEU; Consultant (Industry Transformation

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retary.

v. HSEU

r, HSEU

SMMWU

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Timothy Phang Boo Chye Cluster Lead/Executive Secretary, AUPDRW; Deputy Executive Secretary, MIWU

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Lim Teck Chuan

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Lee Lian Chye per/2nd Vice President NEU

Chew Chee Leong Member/President, NEU

Surash R Mukundan Member/Deputy Secretary-General, SMMWU

Wong Chip Mun eputy Secretary-General, SMMWU

Ho Wei Kuo Member/General Secretary, STEEU

Jessie Lim Siew Har FELL William Hor Kar Fook

Alternate Member/G Treasurer, STEEU Fahmi Abu Bakar Bafana

Alice Fong Kim Tan Member/1st Assistant General

istant General

Secretary, UWEEI

Wang Mui Sin

Treasurer, UWEEI

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PROFESSIONAL

Luke Hee Wing Wai

Max Lim Yew Lee

Patrick Tay Teck Guan

Sylvia Choo Sor Chew

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ember/Deputy General Secretary,

ident. DBSSU

DBSSU

surer DBSSU

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wember/Deputy General AUPE

Wee Soon Guan

Phua Tien Tim

Christine Lee Tok Mui

Raymond Quek Choon Hoa

Patrick Sim Eng Hup

Nora Kang Kah Ai

RESU

SERVICES CLUSTER

Chairman/Member, NTUC Central Committee; General Secretary, SIEU

ident SRELL

ant Executive

Wong Yui Min Cluster Specialist/Principal Industrial Relations Officer, FDAWU

Hassan Abdullah Member/President, AREU

Azmi Ibrahim Member/Executive Council Member, AREU

Lim Wen Sheng Member/Deputy General Secretary, FDAWU

Rosalind Li Sai Keng ber/Assistant Director. SMMWU

Andy Lim Tze Khona r/Deputy Secretary-General, SMMWU

Ng Zihao Member/Vice President, SUN Ong Kai Yan Member/President, SUN

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**Mindy Kwok Sin Thang** Member/General Secretary, CMPU

Swee Kian Yang Member/General Treasurer, CMPU

Adrian Christopher Gair cutive Committee Member, SISEU

Cheng Teck Thye Member/ President, SUBE

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Ong Eng Kwang Member/General Treasurer, SUBE

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LAND TRANSPORT **CLUSTER** 

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Foo Chi Yong Member/General Secretary, NTA

**Raymond Ong Thiam Khoon** NTA **Desmond Ong Chye Huat** 

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Cluster Lead/Head, Secretar Workforce, NTUC; Assistant Executive Secretary, NTWU Amos Tan Zhong Min

Cluster Specialist/Head IR, SISEU/ SCEU Mohamed Jonid

tive Committee Member/Executi Member, NTWU

Jiapah Samat Member/Branch Secretary, NTWU

Kala Velosamy lember/Executive Committee Member, SISEU

Rahimah Abdullah Member/Executive Committee Member, SISEU

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

Jeffrey Tan Koon Sai Member/Industrial Relations Officer, SMMWU

MARINE ENGINEERING **CLUSTER** 

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Mah Cheong Fatt Supervising Lead/Executive Secretary, SMEEU; HR (Head Mentorina)

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Ang Weina Cluster Specialist/Senior Industrial Relations Officer, SMEEU

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Razali Maulod President, KEU

Atan Enjah Member/General Secretary, KEU

Ho Thiam Ee Member/General Treasurer, KEU

Atyyah Hassan nber/General Secretary, KFEU

Mahmood Ali resident. KFEU

Julian Wang Guangming Member/General Treasurer, KFEU Elangovan Sivachandran

Member/Executive Committee Member, SMEEU

Foong Kam Fatt /Internal Auditor, SMEEU

MARITIME CLUSTER Mary Liew Kiah Eng

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Arasu Duraisamy Chairman/Member, NTUC Central Committee; General Secretary, SPWU

Daniel Tan Keng Hui Vice Chairman/General Secretary, SOS

Jessie Yeo Hong Cheng Supervising Lead/Director (Human Resource), NTUC; Executive Secretary, SPWU

Khoo Woon Kung tv Executive Cluster Lead/Deputy Exe Secretary, SPWU/UWEEI

Alfred Tan Kheng Hua Cluster Specialist/Senior Relations Officer, SPWU r Industrial

Mohamad Arif Abdullah Member/Deputy General Secretary, AUSBE

Pannierselvam Balakrishnan Member/Assistant General Treasurer NTWU

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

Michael Lam Kian Yew Member/General Secretary, POU

Lim Choon Chai Member/Treasurer, POU

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Janet Ho Chov Yook Member/Vice President, SMMWU

Thomas Tay Member/Emeritus General Secretary, SMOU

Rov Lee Ke-Hsien er/First Vice President, SMOU

Member/Assistant General Secretary, SMOU Gwee Guo Duan

Abdul Rahim Mohamed Committee Member, SOS

Mohammad Kodrasono dinary Committee Member, SOS

Danny Phua Cheow Huat Member/President, SPWU

Tan Teng Hong Member/General Treasurer, SPWU

#### **OIL, PETROCHEMICAL,** ENERGY AND CHEMICAL CLUSTER

Karthikeyan R Krishnamurthy Chairman/Vice President, NTUC General Secretary, UWPI

Abdul Samad Abdul Wahab e Chairman/Member, NTUC htral Committee; General Secretary,

UPAGE James Tan Cheng Choo ervising Lead/Executive Secretary.

CIEU/ESU Tan Choon Kiat Cluster Lead/Assistant Executive

Secretary, CIEU; Executive Secretary, IRASSU

Ong Kai Yan luster Specialist/Senior Industrial Relations Officer, EMSEU/UWEEI

Muhammed Sidique Abdul Member/Executive Council Member. AUSBE

**G** Rajendran Member/President, CIEU

Wilson Low Choon Beng CIFU

Chew Boon Jin Member/President, EMSEU Jeffrey Ong Yuan Jun eral Secretary, EMSEU Joe Sing Thiak Wah

Tan Kay Tiow Member/LMR Advisor, NPASU

Tan Yeong Kang Member/President, PUBEU

Member/Vice President, PUBEU

er/President, SCTU

Member/General Secretary, SITU

nber/General Treasurer. SITU

mber/General Secretary, SMTU

ber/Deputy General Secretary,

Member/Deputy President, STTU

Vijayarani Govindasamy

ber/President, STU

Chacko Cherry Member/Deputy General Secretary,

Ariel Loh Lee Miang Member/Deputy General Secretary,

r/General Secretary,

Janice Neo Geok Eng Member/Vice President, SURAWU

Tan Chun Kuang

**COMMITTEES' LISTING** 

Manogaaran Karuppiah Member/President, SURAWU

Mohd Yazid Idris

Paul Sim Sian Khoo

Member/President, UITS

SURAWU

Nigel Tan Boon Hoe

nber/General Secretary, PUBEU

r/Secretary-General, SCTU

Khairudin Ismail

Shafari Baharawi

Thong Wee Sin

Tang Chun Chieh

Cheong Kok Kong

Rohan Nizam Basheer

Abdul Malek Ahmad

Neo Bee Lian

S. Jegathesan

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ce President, NPASU

Alan Koh Tze Yong asurer. EMSEU

Amranizar Haji Amran Member/President, SRCEU

Danny Ho Chee Wai /General Secretary, SRCEU

Kathan Sankar Member/General Treasurer, SRCEU Asrudin As'ad

President, SSEU-SHELL Munirman Abdul Manaf

Member/General Secretary, SSEU-SHELL

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Salman Kamiso ember/General Treasurer, UPAGE

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Chan

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Tay Pei Lin

Nadarajah Thurairajasingam

Chairman/General Secretary.

Supervising Lead/ Assistant Secretary-General and Group Director, Workforce, NTUC; Executive

Secretary, SATSWU/SEEU/SCEU

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Cluster Lead/Lead Consultant, AUSBE/NPASU

G Muthukumarasamy

mber/General Secre

Ng Hee Seng Member/President, AUPE

Mohamad Arif Abdullah

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Raman Kathavarayan Member/General Treasurer, AUPDRW

anch Chairman, AUPE

r/Deputy General Secretary,

ber/Deputy General Secretary,

Chan Siow Khoon @ Nur lyliana

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Komalavalli Pakirisamy Member/President, IRASSU

Mabel Low Wan Yeong

Elden Low Teik Chai Member/Vice President, IRASSU

Tan Choi Heng Member/President, NPASU

neral Treasurer, HDBSU

tary, IRASSU

tary,

**CLUSTER** 

AUSBE



Ng Chee Meng Secretary-General



Heng Chee How Deputy Secretary-General Group Director (HQ)



Koh Poh Koon Deputy Secretary-General Group Director (Training & Work Prospects)



**Cham Hui Fong** Assistant Secretary-General Group Director (Workforce)



Desmond Choo Pey Ching Assistant Secretary-General Director (Policy Division)



Assistant Director-General Director (Membership Services Division)



Yeo Guat Kwang Assistant Director-General

Director (Small & Medium Enterprises) Chairman (Migrant Workers' Centre; Centre for Domestic Employees)



Ong Chin Ang Advisor (HQ & Unions)



Sylvia Choo Director (Unions)



Khoo Ai Lin Director (Corporate Services Division; Finance)



**Jessie Yeo** Director (Human Resource)



**Yip Moh Wah** Director (Investment, Shared Services & Governance)



Koh Yan Ping Acting Director (Women & Family)



Bernard Menon Acting Director (Migrant Workers Segment)



Jean See Jin Li Acting Director (Freelancers & Self-Employed)

# **SECRETARY-GENERAL'S OFFICE**



**Zainal Sapari** Assistant Secretary-General Director (Care Division)



Patrick Tay Teck Guan Assistant Secretary-General Director (Strategy) Covering Director, (Legal Services)



Melvin Yong Yik Chye Assistant Secretary-General Director (U Associate)



Ang Hin Kee Assistant Director-General Director (Operations & Mobilisation Division)



Gilbert Tan Assistant Director-General Chief Executive Officer (Employment and Employability Institute)



Kwong Yuk Wah Director (Information Technology)



Ong Keau Director (Administration) Master Consultant (Industrial Relations)

Kee Teck Koon

Executive Director (NTUC Enterprise)



Shona Tan Director (Strategic Communications) Chief Brand & Communications Officer (NTUC Enterprise)



Steve Tan Director (Ong Teng Cheong Labour Leadership Institute; Social Media)



**Toh Hwee Tin** Director (Industrial Relations)



Wendy Tan Head (Covering Director) (Youth Development)



Lim Eng Lee Director (nEbO; U Live Community)



Adeline Sum Deputy Chief Executive Officer, Strategic Alignment (NTUC Enterprise)

# WAGES WELFARE WORK PROSPECTS

As our Labour Movement progresses, we will focus on three key 'W's to support workers – Pushing for better Wages, and helping them to enjoy better Welfare and Work Prospects – as we continue to put them at the heart of everything we do. We want to help our workers cope with the cost of living by ensuring that they benefit from sustainable wage increases. We want to take care of their welfare by ensuring workplace practices are fair and that their interests are always protected. We also want to help our workers progress in their careers and gain better work prospects. To do these, we will need to continue to build on our strong tripartism, to serve the core interests of our workers even as our country evolves.



# WAGES

We want to help our workers cope with the cost of living and live better lives by ensuring that they benefit from sustainable real wage increases. Through our Social Enterprises, quality and affordable essential products and services help workers and Singaporeans stretch their dollar.

II:

ABOUL JALIL



# **INCREASE WAGES**

# Industrial Relations Department

#### **Key Efforts and Initiatives**

- In 2018, the average bonus from all unionised companies surveyed was at an average of 2.85 months, including the Annual Wage Supplement\*. This was higher than the 2.7 months in 2017. This followed the trend of higher economic growth in 2018 and saw more companies generally performing better compared to 2017.
- In terms of average basic wage increase, employees in unionised companies received around 3.1 per cent. This was lower than the 3.5 per cent in 2017. In addition, doing a year-on-year comparison, the manufacturing and utilities sectors saw an increase from 2017 while the services and construction sectors saw a significant drop from 2017.
- The increase in the manufacturing sector was driven by the increase in annual increment (AI) for engineering sectors such as machinery and equipment and transport equipment. For the services sector, the weakness in wholesale and retail sectors contributed to the lower AI in 2018.

#### Annual Increment

	2014	2015	2016	2017	2018
AI (%)	5.3	4.8	4.2	3.5	3.1
Bonus (months)	3.0	2.8	2.9	2.7	2.8

- a. Amongst unionised companies with workers earning \$1,300 and below, close to 30 per cent of these companies adopted the National Wages Council (NWC) Recommendation and granted a built-in wage increase of \$50 to \$70. This translated into an average of 4 per cent to 5 per cent wage increase for workers at this salary level.
- b. In addition, the NWC encouraged companies to grant a productivity-led lump sum to eligible workers. Almost 90 per cent of these companies made payment as per NWC recommendations or higher.

\* Survey results were gathered from over 50 per cent of the unionised companies, representing more than 100,000 workers.

# **U** Care Centre

The U Care Centre (UCC) is a one-stop centre for low-wage workers where they can seek guidance and information on work-related issues and opportunities. Through advocating for fair wages and progressive employment practices, UCC strives to lead the change towards being a more inclusive society for our low-wage workers.

UCC is also the Secretariat for the Tripartite Cluster for Cleaners, the Tripartite Cluster for Landscape Industry and the Security Tripartite Cluster, comprising representatives from key stakeholders. The tripartite clusters explore ways to enhance productivity and competitiveness for their respective sectors as well as implement the Progressive Wage Model (PWM).

## **Key Efforts and Initiatives**

- From July 2020, the basic wages of resident cleaners in Singapore will see an increase of 3 per cent annually. In addition, the Tripartite Cluster for Cleaners rolled out the implementation of mandatory PWM Bonus, which aims to uplift cleaners' income and serves as a form of savings. All eligible resident cleaners who have worked for the same cleaning business for at least 12 months will receive a PWM Bonus of no less than two weeks of the cleaner's basic monthly wage. These changes will impact the lives of more than 40,000 resident cleaners in Singapore.
- Following the launch of the Landscape PWM in April 2015, the Tripartite Cluster for Landscape Industry reviewed the PWM to ensure landscape maintenance employees continue to receive sustainable wage increases in the coming years. In 2018, the Tripartite Cluster announced annual quantum increments of \$350 for each PWM level from July 2020 to June 2022, and a minimum of 3 per cent per annum from 2023 to 2025 to help uplift the incomes of around 3,000 resident landscape employees. In addition, an annual PWM bonus from 2020 was introduced. The annual wage increments coupled with the PWM Bonus will help to boost the annual income of landscape maintenance workers in Singapore.





Workers' outreach and engagement event
 Cleaners' appreciation lunch

# AT A GLANCE

More than **40,000 resident cleaners** will benefit from mandatory **PWM bonus** and higher basic wages.

Some 3,000 resident landscape employees will

benefit from wage increases, thanks to the tripatite cluster for landscape industry.

- From 1 January 2019 to 2021, Security Personnels will receive annual increments to the PWM basic wages ranging from 3.4 per cent for a Senior Security Supervisor to 6.4 per cent for a Security Officer. The overtime exemption will also be removed from 1 January 2021 to improve the welfare of the security officers. These enhancements to the PWM announced by the Security Tripartite Cluster (STC) in November 2017 will positively impact some 34,000 resident Security Officers. The STC recommended reducing the minimum number of years of experience security officers must have to progress to the next PWM rank, and measures to facilitate the entry of good quality candidates into the industry, which will allow for better career progression and work prospects for Security Officers.
- UCC also works hand-in-hand with the Tripartite Alliance for Dispute Management (TADM) to help workers who are owed salaries. UCC endeavours to help workers get back their unpaid salaries through avenues such as Writ of Seizure and Sale and Garnishee Proceedings. UCC also administers the Short Term Relief Fund to workers who are unable to get back their salaries from their employers. Since its inception, over \$100,000 has been disbursed to 127 workers.
- UCC embarked on a pilot run of the Smart Sourcing Initiative with 10 service buyers, with the aim to educate and engage them to adopt more progressive procurement practices via outcome-based contracting in the outsourced low-wage worker sectors. The scheme hopes to encourage productivity through greater adoption of technology-enabled solutions and progressive procurement practices. These include a focus on service outcomes as opposed to headcounts and to raise the employment standards of outsourced workers. UCC also approached building owners and managing agents and helped to educate 58 companies on the benefits of adopting outcomebased contracting.
- Moving ahead, UCC will continue to engage workers, especially those in the cleaning, landscape and security sectors to raise awareness on their rights as well as educate them on the changes to the PWM. Currently, UCC also works with other organisations to express appreciation for these everyday heroes. In 2018, UCC appreciated and educated more than 600 workers.

# NTUC's e2i (Employment and Employability Institute)

Through strong partnerships with the tripartite partners, e2i has further anchored its efforts in NTUC's pillars of Placement and Progression. In 2018, e2i successfully assisted over 100,000 different worker profiles, including rank-and-file workers, Professionals, Managers, Executives and Technicians (PMET), vulnerable workers and mature workers through career guidance, placement, training and productivity solutions.

# Putting workers at the heart of what it does, e2i strives to:

- a) Help workers get good jobs with higher wages;
- b) Provide workers with skills training to help them reskill and upskill effectively to be future-ready in the midst of digitalisation and transformation, and to improve their work prospects; and
- c) Support and coach employers in areas of recruitment, training and staff retention as the workforce demographics and landscape change.

#### **Key Efforts and Initiatives**

- e2i supports workers in their career journey to transit into a new job, acquire new skills or cope with the emotional aspects at each phase of change. Workers are guided on how to plan and acquire key skills to enhance their employability, achieve their career goals and get better jobs. e2i also collaborates with its strong and extensive network of employers and partners to connect workers to jobs through different manpower solutions such as placement programmes, career fairs and direct referrals.
- e2i helps businesses cope with industry transformation and improve productivity through tools such as WorkPro and the Inclusive Growth Programme (IGP). Through the WorkPro programme, organisations can seek to improve their work processes with the implementation of progressive employment practices. Employees benefit through job redesign, age management practices and flexible work arrangements. IGP enables businesses to implement productivity projects and share productivity gains with their low-wage workers in the form of higher wages. Workers have the opportunities to learn new skills to operate new equipment, take on higher-value work, and earn higher wages.

# MANAGE COSTS

# **Care and Share**

The U Care Fund obtained Charity status and Institution of a Public Character in 2009. As the charity arm of the Labour Movement, U Care Fund was established to help improve the lives of our lowincome members and their families; support needy children and youth in their pursuit of excellence; and provide assistance to the elderly in a meaningful way.

With the strong support of unions and associations, tripartite and management partners, over \$9.4 million was raised to support various U Care assistance programmes in 2018.

In our efforts to reach out to more, U Care Fund was listed on the SG Gives portal in July 2018. Since then, U Care Fund has received more than \$6,000 in donations to support our cause and help our beneficiaries.



1. U Stretch voucher recipients

2. Back to School voucher recipients

## **Key Efforts and Initiatives**

#### • Disbursements

In 2018, over \$8.1 million worth of assistance was disbursed to beneficiaries:

	Supporting Low-Income Union Members	<ul> <li>\$1.8 million worth of U Stretch vouchers was disbursed to some 20,000 members to help defray the cost of daily necessities.</li> <li>Approximately 7,300 families enjoyed a day of fun at Downtown East, at no cost, at the five runs of the Family Fun Fiesta, organised and sponsored by NTUC Club.</li> </ul>
	Championing for Children and Youths	<ul> <li>\$2.7 million worth of U Care Back to School vouchers disbursed to more than 21,000 members' children to assist with the cost of school-related items.</li> <li>\$735,000 disbursed to some 6,500 students through unions' and associations' bursary and education awards, as part of the U Care Education Co-Funding Scheme.</li> <li>Some 1,880 pre-schoolers benefitted from the contribution of \$750,000 to the Bright Horizons Fund.</li> </ul>
	Caring for the Elderly	Donation of \$1 million to the Eldercare Trust benefitted more than 1,400 elderly.
	Cultivating Spirit of Giving and Volunteerism	• Through the U Care Caring•Sharing•Reaching out (CSR) Grant, some \$35,000 went towards supporting 18 community service projects, which brought cheer to about 2,000 beneficiaries.
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## Making a Difference ~ Touching Lives

Mr Mohd Jumari is the sole breadwinner in his family of five. He works as a marine fitter and the job requires him to work odd hours. Sometimes, he even has to work overnight on the vessel. Thus, he has little time and capacity to bring his family for outings and holidays.

As a U Care beneficiary, Mr Jumari qualifies for assistance via voucher programmes as well as the Family Fun Fiesta. Receiving the Fiesta package allows him to bring his family out for a day of fun at Downtown East, including free admission to Wild Wild Wet, all at no cost. In addition, he also receives U Stretch vouchers which help him to stretch his dollar when purchasing daily necessities and also Back to School vouchers which help him to defray costs for his children's school essentials.

In 2016, he was retrenched and unable to find employment for a year. The assistance from the U Care Fund helped him tide over this difficult period. Despite his challenges, he insisted for his children to do well in their studies, and is heartened that they qualify for the annual bursary awards from the union.

Mr Jumari said, "I feel sorry when other school children talk about their holidays and I am unable to bring my family overseas. The Family Fun Fiesta allows me to bring them to Wild Wild Wet and they enjoyed themselves a lot. The vouchers are very useful, as I can buy my children school items as well as diapers and milk powder for my youngest. I also have the benefit of applying for bursaries for my children, which I will keep in the bank for their future use. I want my children to have a better education for their future. When they study hard and have good results, that's when they can excel."

# **NTUC Social Enterprises**

NTUC Social Enterprises (SEs) serve the interests of workers and their families. They aim to meet a wide range of social needs: from moderating prices of essential goods and services to enhancing basic financial security and caring for three-generational families.

The NTUC SEs aspire to provide a suite of integrated services throughout the lifecycle of our population. In recognition of the needs of our time, they focus on addressing concerns in the areas of cost of living, ageing, health and social mobility.



#### **Key Efforts and Initiatives**

Making quality cooked food affordable and accessible to all

In September 2018, NTUC Enterprise announced its intention to acquire home-grown food court, coffee shop and hawker centre operator, Kopitiam Investment Pte Ltd and its subsidiaries (Kopitiam). In January 2019, this acquisition was completed.

With this acquisition, NTUC Enterprise aims to leverage the combined footprint of Foodfare and Kopitiam to make affordable cooked food more widely accessible to all, thereby fulfilling its social mission of delivering affordable and value-for-money services and products to workers and their families.

 Integrating human wisdom and technology to deliver fit-for-purpose and cost-effective financial solutions to Singapore households MoneyOwl Pte Ltd, a joint venture between NTUC Enterprise and Providend Holding Private Limited, was launched in November 2018. As Singapore's first bionic financial adviser, MoneyOwl combines a robo-advisory platform, which uses algorithms to analyse needs and provide automated financial planning, with a team of advisers, to deliver fit-forpurpose products. As the advisers are fully salaried and not compensated by commissions or incentives, MoneyOwl aims to provide working families conflictfree, cost-effective and customised solutions.

MoneyOwl has a suite of services covering budgeting, protection, wealth accumulation and use of Central Provident Fund (CPF) and other schemes for retirement planning; as well as modular services in each of the areas of insurance, portfolio investments and will-writing.

 Encouraging community bonding and enabling seniors to live healthier and more meaningful lives

At Kampung Admiralty, Singapore's first integrated development for seniors, the NTUC SEs leverage their capabilities to offer services and programmes to help seniors stay physically fit, mentally active and socially engaged.

NTUC Health's Active Ageing Hub encourages seniors to participate in community and volunteer activities. These include group exercises, community cookouts and gardening. The Hub also provides senior day care and rehabilitation services. Together with NTUC First Campus' My First Skool, NTUC Health develops programmes to encourage intergenerational bonding. The NTUC FairPrice and NTUC Foodfare outlets at Kampung Admiralty also feature senior-friendly facilities to cater to the needs of seniors.

 Helping parents of young and school-going children with practical gifts and tips
 Over 43,000 families with babies born between 2016 and 2018 benefitted from the NTUC Good Start Bundle, which provides over \$300 worth of baby essentials specially curated by the NTUC SEs. Gifts consist of FairPrice's FairMily Kit which includes milk powder and diapers, Income's one-year health insurance coverage, NTUC First Campus's parent-child activity book, Plus!'s lifetime membership and other practical goodies to give parents a boost in their parenthood journey.

The NTUC Good Start Bundle families also enjoyed more member benefits, such as exclusive offers at FairPrice On's Baby Fairs, NTUC First Campus' parenting tips and special contest giveaways. The NTUC Good Start Bundle has also helped families understand more about the NTUC SEs, with 62 per cent of parents stating that they have learnt more about the NTUC SEs through this flagship initiative.



Kassim Baba Event at Downtown East

 Building, engaging and strengthening communities of LM by providing affordable recreational experiences of choice
 Downtown East (DE) celebrated its 30th Anniversary and the completion of the Downtown East
 Redevelopment project, with a record high footfall of 100,000 guests on 10 November 2018. A limitededition booklet with exclusive offers and discounts benefited 10,000 members and guests.

DE extends more than \$11 million worth of members' privileges and discounts. Members get complimentary access to Wild Wild Wet for every D'Resort room booked. The yearly Family Fun Fiesta reaches out to some 10,000 lower income members and families for a day of free fun at DE, including entries to the water park.

DE launched its late-night entertainment programme and extended Wild Wild Wet's weekend operating hours till 9pm. Events and programmes are organised all year round to facilitate engagement and building of bonds with members and guests. These include signature events such as Cosfest XVII, Halloween Yokai, to monthly outdoor movie screenings, lifestyle bazaars and festive celebrations, as well as consumer fairs.

A rejuvenated tenancy mix welcomed new and popular retail, dining and entertainment brands such as Uniqlo, Tayo Station indoor children theme park, Teo Heng KTV and Melben Seafood. Community engagement remains a key focus for NTUC Club, with 120 community events organised, engaging over 50,000 members and 1,000 community leaders. These include U Live Symposium, which advocate



Children from NTUC First Campus' My First Skool and seniors from NTUC Health's Active Ageing Hub bonding over gardening activites at Kampung Admiralty

technological skills to seniors; the annual U Games to promote better work and life through sports; and various nEbO work-ready programmes and learning journeys for youths.

#### Noteworthy awards by Club's entities and subsidiaries

Quebec Leisure International Pte Ltd clinched the Medal of Honour in the Top 100 trusted SMEs category by Singapore Enterprise Association. Marina Bay Golf Course once again attained top accolades at the Asian Golf Awards - Best Public Golf Course in Asia Pacific, Best Managed Golf Club in Asia Pacific (2nd runner-up), Best Course in Singapore (2nd runner-up) and Special Individual Award: Best Gold Manager of the Year (2nd Runner-up).

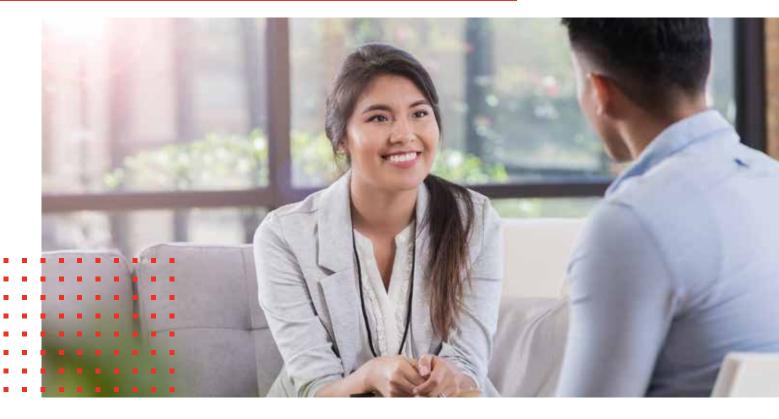
#### Moving Forward

NTUC Club will continue to strengthen its core focus on community engagement, and refresh its offerings to stay relevant to members. In the new year, guests can look forward to novel inaugural events and witness E!Hub's rejuvenation with new sporting experiences for the family.

# WELFARE

To better protect and advance the interests of our workers, the Labour Movement has been working closely with tripartite partners to ensure a better working environment for workers.

# **ADVANCING WORKERS' INTERESTS**



# Industrial Relations Department

In 2018, there were fewer workers retrenched from unionised companies compared to 2017, estimated at 2,600 workers and 3,300 respectively. Around 65 per cent of the retrenchments were from the manufacturing sector. In 2018, retrenchments were lower in the manufacturing and service sectors as compared to 2017. However, there was an increase in retrenchments in the construction sector. In line with the economic trends in 2018, the manufacturing and service sectors enjoyed positive growth while the construction sector continued to contract.

The top three reasons for retrenchment were: restructuring; poor business ; and shifting of operations.

Overall, while various sectors continued to experience challenges, there was no indication of an immediate slowdown in terms of hiring.

# **Key Efforts and Initiatives**

#### • Protection and Representation

NTUC advocates for higher workplace standards and implementation of progressive employment practices at the workplace. We worked closely with the Ministry of Manpower (MOM) and Singapore National Employers' Federation (SNEF) to review labour legislations regularly and to develop Tripartite Guidelines, Tripartite Standards and Tripartite Advisories to further improve workplace practices to meet the evolving needs of our new workforce.

NTUC, together with MOM and SNEF, completed reviews of the Employment Act (EA) and Employment Claims Act (ECA) in 2018. The Employment (Amendment) Bill was passed in Parliament on 20 November 2018. The amendments to the two Acts will take effect from 1 April 2019 and cover four key areas:

- a. Extension of core provisions of the EA to protect all employees
  - The current salary cap of \$4,500 will be removed and core provisions such as annual leave, paid public holidays, timely payment of salary and statutory protection against wrongful dismissals will be extended to all employees. This change will benefit an additional 430,000 managers and executives.
- b. Extension of Part IV of the EA to protect more employees
  - Part IV of the EA provides for working hours, payment of overtime work and rest day. This part will be extended to non-workmen earning up to \$2,600/month, from the current

coverage of non-workmen earning up to \$2,500/month.

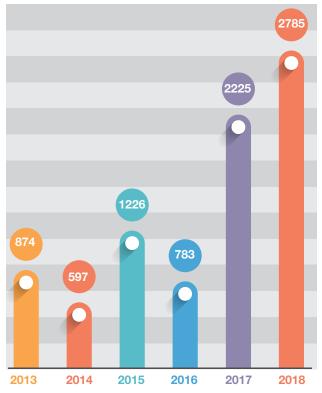
- The cap for the monthly basic salary used to calculate the hourly rate for overtime work for non-workmen will be increased from \$2,250/month to \$2,600/month.
- iii. An estimated 100,000 non-workmen will benefit from this change.
- c. Enhancement of the dispute resolution framework
  - Adjudication of wrongful dismissal claims under EA will be shifted from MOM to the Employment Claims Tribunal (ECT) in order to provide a "one-stop service" for employment dispute resolution.
  - ii. To qualify for protection against wrongful dismissal, the minimum length of service which managers and executives need to fulfill is reduced from 12 months to six months.
- Recognition of medical certificates by any registered doctor and dentist, in addition to those issued by Government and companyappointed doctors.

The tripartite partners will be monitoring the implementation of the EA and ECA amendments. In addition, tripartite workgroups have been convened to review the Retirement Age Act and the Industrial Relations Act.

#### Dispute Resolution

The Tripartite Advisory for Dispute Management (TADM) started operations on 3 April 2017 to help employees and employers manage employment disputes.

In 2018, NTUC provided dispute resolution services on 2,785 cases. The higher number of cases was because 2018 was TADM@NTUC's first full year of operations. Comparing the monthly average cases between April and December 2017, and January and December 2018, there was a slight drop of three per cent. In 2017, we handled an average of 239 cases per month after the commencement of TADM and in 2018, there were 232 cases per month.





Some 80 per cent of the cases received in 2018 were from members earning a monthly salary below \$4,500.

The top three types of cases for members earning below \$4,500 and above \$4,500 were the same, namely: salary; termination (including termination related queries); and retrenchment.

As of 31 December 2018, TADM@NTUC has concluded 95 per cent of all cases received. About 79 per cent of the total cases were expeditiously concluded within four weeks.

# AT A GLANCE

Removal of salary cap of **\$4,500** under Employment Act will benefit some **430,000** managers and executives.

#### Number of Dispute Resolution Cases (Year on Year Comparison)

#### • Tripartite Mediation Framework

The Tripartite Mediation Framework (TMF) is a tripartite mediation process under the Industrial Relations Act to help General Branch members from non-unionised companies resolve employment statutory benefits, salary, retrenchment benefits, re-employment and contract disputes. From 1 April 2019, the scope of disputes that will be covered will be extended to include wrongful dismissal claims.

As a value-added service for union members, they are entitled to a higher claim limit of \$30,000, as compared to \$20,000 for non-members at the ECT should the dispute be escalated to the Tribunal after tripartite mediation.

A total of 303 cases were lodged for tripartite mediation in 2018. About 67 per cent of the cases were salary-related while 16 per cent were for breach of employment contract. One in two of the cases were filed by PMEs. Some 73 per cent of total cases lodged were resolved at mediation.

#### AT A GLANCE

In 2018, **96 per cent** of **1,909** reported industrial relations cases were resolved at the company level.

#### Harmonious Industrial Relations

We seek to maintain a harmonious industrial relations climate in Singapore by adopting a collaborative and consultative approach in dealing with industrial relations matters.

Union members working in unionised companies may seek advisory and representation from their respective unions when they encounter problems and grievances at the workplace. Union and the management will jointly establish a grievance handling procedure to ensure all grievances are dealt with fairly and in a responsive manner.

In 2018, about 96 per cent of the 1,909 reported industrial relations cases were resolved at the company level and only 6 per cent were escalated to the Ministry of Manpower for conciliation. A total of 60 per cent of the reported cases were individual grievance cases, primarily on salary/benefits, termination/dismissal and work performanes.

#### Number of Reported Cases Handled by Union

No of Cases	2015	2016	2017	2018
Handled at Union Level	1,346	1,373	1,416	1,794
Referred to MOM	98	102	74	114
Referred to IAC*	1	2	0	1
Total	1445	1477	1490	1,909

\*Industrial Arbitration Court Source: NTUC IR Cases Survey

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# **Youth Development Unit**



NTUC DSG Koh Poh Koon at 'Pasar Fiesta' together with Young NTUC volunteers

#### **Key Efforts and Initiatives:**

#### • U Heart Pasar Fiesta

Young NTUC and Yio Chu Kang grassroots volunteers rallied 20 NTUC-affiliated unions and NTUC Income to raise nearly \$80,000 worth of funds and food supplies to help 1,700 under-privileged families and seniors in the Yio Chu Kang estate. On 1 December 2018, for the first time, Young NTUC U Heart, in collaboration with OrangeAid, NTUC Income's community development and involvement arm, organised Pasar Fiesta, a popup supermarket, that reached out to under-privileged Yio Chu Kang residents.

The initiative, graced by NTUC Deputy Secretary-General Koh Poh Koon, who is also Advisor to Yio Chu Kang Grassroots Organisation, brought cheer to residents. Approximately 250 volunteers from the unions, grassroots and Institute of Technical Education (ITE) participated in this initiative. They served in a variety of functions, which included helping to man stalls and befriend residents. Beneficiaries from each household were provided with a trolley bag to "shop" at Pasar Fiesta held across five distribution sites within Yio Chu Kang.

The Labour Movement's social enterprises, NTUC Health and NTUC LearningHub, were also present alongside NTUC Membership and Young NTUC affinity group "Growthbeans" to offer various products and services to residents and help them understand how they can improve their employability as well as source for new employment should they wish to do so.

#### Project Refresh

Project Refresh was introduced by Young NTUC in 2016 to encourage active volunteerism and provide an accessible platform for different volunteer groups to do good for the community. The 12th iteration of Project Refresh – its sixth session co-organised with the North East Community Development Council (NECDC) – returned with the highest number of volunteers to spruce up the homes of low-income seniors within the North East District. Some 1,000 volunteers from unions, schools, corporate organisations, grassroots and Tampines residents stepped up to refresh the homes of 96 families within Tampines GRC. Since Young NTUC started Project Refresh in 2016, some 2,350 volunteers have stepped up to help the lesser-privileged.

Over the last two years, Project Refresh has evolved to become a programme for union youth chapters to bring along their members to do good and bond as a group. Through this volunteering platform, Young NTUC is also able to identify youth activists and support unions in their identification of potential activists.





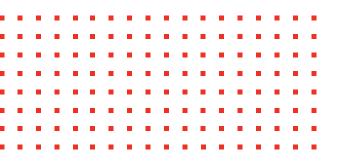
- Doing good, building bonds and spreading cheer to the less-privileged through Project Refresh
- 2. Some \$80,000 was raised by 20 unions and NTUC Income OrangeAid to fund the Pasar Fiesta event and food supplies

# **Tripartism**

Singapore's unique brand of tripartism is its key economic competitive advantage. The strong partnership among the Government, employers and unions serves to help working people and companies in Singapore succeed, especially during this period of rapid industry transformation.

#### **Key Efforts and Initiatives**

- At the Tripartite Retreat, one of the key discussions was on "Preparing working people for industry transformation". It was reaffirmed that it would require concerted efforts by unions, companies, the Government, institutes of continuous learning and workers. The key consideration is to leverage tripartite networks to improve speed-to-market training to ensure workers are trained for transforming market needs. The discussions planted the seed for the NTUC Training Council that was launched in September 2018, which will be the nexus and harness our network of tripartite and training partners to pull and pool resources to identify training needs and bring Worker 4.0 to fruition.
- At the tripartite mixer hosted by NTUC in June 2018, NTUC Secretary-General Ng Chee Meng, Minister of State for Manpower Zaqy Mohamad and Senior Parliamentary Secretary for Manpower Low Yen Ling joined top-tier staff from NTUC, the Ministry of Manpower (MOM), Singapore National Employers Federation (SNEF) and the Ministry of Trade and Industry (MTI) for a learning journey to A\*STAR's Model Factory at SIMTech and took part in a discussion on the tripartite push to implement the 23 Industry Transformation Maps (ITMs). During the discussion, SG Ng Chee Meng shared that tripartism in today's context involves more than just NTUC, MOM and SNEF – it takes a whole-of-industry approach to make ITMs real for our workers.
- The Tripartite Staff Exchange Programs (TSEPs) aim to strengthen tripartism at the working level and enable officers to better understand and gain insights into each stakeholders' perspectives. To date, over 250 officers have participated in the TSEPs.



- a. Secondment Programme: NTUC officers and civil servants trade places for a two-year stint to participate in key projects that combine both policy-making with ground immersion. To date, six officers have completed the secondment exchange and eight (six seconded out, two seconded in) are currently under the programme.
- b. Public Sector Leadership Program (PSLP) Posting Programme: NTUC hosts civil officers for six months, which sees them immersed in the union environment to gain insights on how the Labour Movement works. To date, three officers have completed the PSLP programme.
- c. Labour Movement Attachment Programme: About 20 civil service officers each year attend multiple learning journeys over 12 months. To date, we have hosted 39 civil servants and are currently hosting 14 of them across various unions and areas of work at NTUC.
- d. Learning Journey: Every year, about 200 civil service officers undergoing the Civil Service College milestone programmes will go on a learning journey hosted by NTUC to gain better insight into how workers contribute to Singapore, economic-sociopolitical concerns and the livelihood challenges of the various workforce segments.
- e. SNEF Officers Attachment Programme: SNEF officers undergo a 16-week attachment at the unions or key departments in NTUC to participate in key learning platforms such as union dialogues, learning circles and keynote events. To date, two officers have completed the SNEF Officers Attachment programme.
- U Tripartite Alumni: Officers who have completed the TSEP will become members of the U Tripartite Alumni. The Alumni aims to strengthen the tripartite nexus to facilitate cross learning, deepen mutual understanding and promote tripartite collaborations.



Smiles all around at the Tripartite Mixer hosted by NTUC in June 2018

# **Women And Family Unit**



In October, the NTUC Women and Family Unit organised a roundtable where they discussed how to raise the bar on gender equality

## **Key Efforts and Initiatives**

- With close to half of our resident workforce made up of women, provision and accessibility to familyfriendly policies and practices at the workplace remains an important strategy to maximising our human capital. By providing flexible work arrangements (FWA) and family-friendly leave schemes, women can remain in the workforce while fulfilling their care-giving roles. As of 2018, some 236 companies have adopted the Tripartite Standards on FWA, with another 74 companies having adopted the Tripartite Standards on Unpaid Care Leave for Unexpected Care Needs. There are also 272 collective agreements that cater for at least one type of family-friendly leave such as family care leave and eldercare leave.
- To generate awareness and outreach on issues impacting women at work, the Women And Family Unit (WAF) organised a Human Resource (HR) Roundtable on Optimising Human Capital Potential through Workplace Gender Parity and participated in a series of seminars and conferences. These include the ASEAN Forum on Women's Economic Empowerment, co-organised by Ministry of Social and Family Development and Ministry of Foreign Affairs; and the Seminar on Winning Strategies for Family-Friendly Workplace, in collaboration with the Embassy of Sweden, to showcase the best familyfriendly practices of leading Swedish firms.
- Collaborations with other women organisations, including the Singapore Council of Women's Organisations, enabled WAF to jointly reach out to more than 2,000 women on key issues impacting working women. To prepare women to be futureready, several digital skills trainings were conducted in partnership with People's Association, General Assembly and Coding Girls.

# **Membership Department**

## **Key Efforts and Initiatives**

- The U Human Resource Secretariat aims to strengthen the HR community network at the bipartite level and provide a platform to promote the spirit of tripartism and advance HR practitioners' professional competencies.
- The U HR Breakfast dialogues engaged HR Leaders with various local and international partners such as the European Chamber of Commerce Center for Creative Leadership, Institute for Human Resource Professionals, and Tripartite Alliance for Fair and Progressive Employment Practices. At these sessions, participants shared and discussed trends and shifts in the changing employment landscape.
- A total of 340 HR practitioners and C-suite leaders were engaged through the various platforms for HR professionals.



#### **EXCELLING AT BOTH WORK AND FAMILY**

"I've been working since I was 16, pursuing my studies part-time. I didn't want to give up on my studies and my career when I became a mother. It was tough juggling work and family but enrolling Farhana in a nearby childcare centre really helped. The dedicated teachers and principal took care of not just her education, but her physical and emotional well-being too. It was a silent and loud assurance to my peers and family that I could fulfil my duties as a mother to my daughters, while still excelling in my career and continuing my studies. I've gotten this far with so much support and I'll keep pushing myself to be an example of how much we can achieve to my daughters."

Mdm Irshathbanu Abdul Kadir Working Mother and Part-Time Finance Management Undergraduate



The inaugural U Safe Forum and Awards saw our unions being awarded for promoting and supporting WSH initiatives at the workplace

# **WSH Secretariat**

## **Key Efforts and Initiatives**

• Workplace Safety and Health Training To support the goals outlined under Workplace Safety and Health (WSH) 2028, the WSH Secretariat aims to have at least one trained WSH champion in every union and every branch. The WSH champion serves to engage management and co-develop solutions to promote workers' safety and health at the workplace.

Since 2017, NTUC Director (WSH) Melvin Yong has been advocating for the appointment of a WSH representative in every organisation to identify workplace risks and hazards, evaluate and recommend control measures. Mr Yong also urged every organisation to set up a WSH Committee to promote and enhance WSH performance at the workplace.

In support of the above, the WSH Secretariat, together with the Ong Teng Cheong Labour Leadership Institute (OTCi) and with the support of the Singapore WSH Council, introduced the Develop a Workplace Risk Management Plan (bizSAFE Level 2) training programme for union leaders. In 2018, a total of 139 union leaders from 14 unions attended and completed the course.

#### Adoption of WSH Initiatives

The WSH Secretariat conducts regular engagement sessions with our unions and partner unionised companies to embark on bizSAFE, Return To Work, SnapeSAFE and Total WSH at workplaces.

a. At least one out of two (50.4 per cent) unionised companies have achieved bizSAFE Level 3 or its equivalent.

- b. 35 companies (18 per cent) out of all 192
   SnapSAFE corporate accounts are unionised.
- c. About 15 unionised companies have been identified to be early adopters of Total WSH.

#### • U Safe Forum and Awards

The WSH Secretariat launched the U Safe Forum on 15 October 2018. Supported by our tripartite partners, the inaugural event was attended by about 200 industry partners, union leaders and management partners from 94 different companies. The U Safe Awards were also presented to unions and U SME partners who promoted and supported WSH initiatives at the workplace. The awardees for 2018 were the Healthcare Services Employees' Union, Shipbuilding and Marine Engineering Employees' Union, Keppel FELS Employees' Union, NatSteel Employees' Union, Barcook Bakery Pte Ltd, Feinmetall (S) Pte Ltd, Samgreen Pte Ltd and Shalom International Movers Pte Ltd.

#### • Local Learning Journeys

In 2018, the WSH Secretariat organised two local learning journeys to learn more about the best WSH practices in exemplary companies. Our union leaders visited Galmon (S) Pte Ltd to learn about measures to tackle falling-from-height risks. Another visit to construction company Straits Construction (S) Pte Ltd focused on best WSH practices to prevent fallingfrom-height incidents and site traffic management.

The company's use of Building Information Management (BIM) technologies helped to predict and prevent unsafe situations at the design phase.

#### • Focus Group Discussions

In 2018, the WSH Secretariat also organised several focus group discussions to gather inputs on the WSH 2028 masterplan as well the proposed amendments to the Workplace Injury Compensation Act.

#### • Health and U Programme

In partnership with the Health Promotion Board (HPB), about 3,000 workers benefitted through various complimentary health activities such as health talks, exhibition panels and health progression sessions. The programmes were well received, and workers benefited from greater awareness of various workplace health issues.

#### • Workplace Safety and Health Studies

The WSH Secretariat launched a survey in 2018 to better understand what our unions and unionised companies have done in the area of WSH. A total of 30 unions and 39 unionised companies participated in the survey.

A detailed study of workplace injuries in the unionised sector was also undertaken for targeted intervention by unions. Unions can then use the information to engage employers to strengthen their WSH programmes and initiatives to improve WSH culture at the workplace.





- 1. A sharing on fighting diabetes at the Health and U Programme jointly organised by NTUC's WSH Secretariat and the Health Promotion Board
- 2. To learn about best WSH practices, the WSH Secretariat organised two learning journeys to two exemplary companies

# **Progressive Practices Unit**

#### **Key Efforts and Initiatives**

- The Progressive Practices Unit (PPU) supports companies that are part of the Labour Movement network to enhance their human capital through progressive workplace practices for the interests of working people. Through partnerships with the unions, NTUC U SME and NTUC's e2i (Employment and Employability Institute), a total of 506 companies have adopted the Tripartite Standards (TS) as at end December 2018. To assist companies in closing the gaps in their workplace practices, PPU also started a regular series of clinics to guide employers in the implementation and adoption of the TS in 2018.
- To recognise exemplary organisations that have effectively implemented fair, responsible and progressive employment practices, the Tripartite Alliance (TA) Award conferred by NTUC, SNEF and MOM was launched in 2018. PPU worked closely with our unions to nominate companies across four categories: Fair and Progressive Employment Practices; Work-Life Excellence; Age Inclusive Practices; and Responsible Best Sourcing. Among the 24 companies that received the award, unionised companies made up 60 per cent of the recipients. The Pinnacle Award – which recognises organisations with holistic people strategy and practices above and beyond the scope of the TA Award – was presented to three companies.
- The Human Capital Partnership (HCP) programme admitted a total of 535 LM companies in 2018. They form close to one-third of the companies in the HCP programme. In a continuous effort to build up the human capital practices of companies, PPU organised our first forum which brought 200 business leaders and HR practitioners together on the topic of Capitalising on AI – A HR Game Changer.



# **Singapore Core**

The Labour Movement strives to level the playing field for our local workforce by ensuring that our local workers have a fair chance at securing quality jobs, are treated fairly and given equal opportunities for progression in the workplace.

The Labour Movement advocates for the building of a strong core of local workers with a complementary foreign workforce to meet the labour needs of our economy and for employers to strengthen their commitment to nurture human capital and groom local talent within their organisations.

## **Key Efforts and Initiatives**

- In 2018, about 350 companies were on the Fair Consideration Framework (FCF) watchlist for adopting unfair employment practices. Companies on the FCF watchlist have their Employment Pass (EP) applications scrutinised and experience longer processing times. TAFEP engages them to help improve their hiring practices. Some have made progress and to date, companies placed on the watchlist have recruited more than 2,000 Singaporean professionals, managers and executives with assistance from NTUC's e2i (Employment and Employability Institute) and Workforce Singapore (WSG).
- To further deter discriminatory hiring practices, the Labour Movement has lobbied for the expansion of FCF advertising requirements. With effect from July 2018, the requirements to advertise jobs on the national Jobs Bank (MyCareersFuture) before EP application has been expanded to cover more employers. Companies with at least 10 employees (with a headcount of at least 25 employees) must now comply with the advertising requirements before submitting EP applications for jobs commanding a monthly salary of up to \$15,000, up from \$12,000 previously.

- The Labour Movement also called for a review of the minimum salary criteria for S Pass holders to calibrate their numbers and boost the quality of foreign manpower to complement the local workforce. The S Pass minimum qualifying salary will be increased in two stages. From January 2019, the qualifying monthly salary was increased from \$2,200 to \$2,300 and from January 2020, the qualifying monthly salary will increase from \$2,300 to \$2,400.
- To grow the Human Capital Partnership (HCP) community, the Labour Movement lobbied for more incentives for HCP partners and proposed the formulation of a Tripartite Capability Development Toolkit. Developed by TAFEP, the toolkit is for companies to address capability gaps and adopt best practices such as hiring and developing a strong Singapore core and strengthening local-foreign complementarity.
- In 2019, the Labour Movement will continue to lobby for companies to maintain a strong Singapore core and partner sector agencies on the FCF and relevant programmes and initiatives. It will also continue to work closely with tripartite partners and TAFEP to strengthen the drive towards the adoption of Tripartite Standards, HCP, Capability Transfer Programme and SkillsFuture Leadership Development Initiative (LDI) programmes.

# AT A GLANCE

More than **2,000** Singaporean professionals have been recruited through assistant from NTUC's e2i (Employment and Employability Institute).

# **EXPAND OUR REACH**

# **Membership Department**

NTUC's Membership Department (MED) serves working people in the areas of membership-related and workplace matters, training and lifestyle privileges. It also provides strong support to unions to enhance their efforts to increase the unionisation rate in new sectors, companies and branches.

# **Key Efforts and Initiatives**

- Resident unionisation rate grew from 22.3 per cent in 2005 to 29.5 per cent in 2018.
- In 2018, some 41,566 new General Branch (GB) members were recruited through various recruitment booths.
- In 2018, attrition among GB members dropped from 29,994 to 26,673 through various outreach and awareness campaigns.
- In 2018, a total of 92 new companies were unionised, making it a total of 1,950 unionised companies to date. NTUC MED Organising Resource Centre (ORC) assisted unions in close to 200 roadshows, which saw the successful recruitment of more than 6,500 new Ordinary Branch (OB) members.
- There were breakthroughs in six priority sectors under the U Organising Navigator which saw the formation of new unions and associations: the Supply Chain Employees' Union, which represents workers in the growing logistics sector; the Tech Talent Assembly, which serves workers in the tech industry; and the National Instructors and Coaches Association, which represents the fast-growing segment of freelancers in the sports, enrichment and wellness industries. In addition, a breakthrough was achieved in the banking and financial services sector with the transformation of the Singapore Banking Officers' Association to the Banking and Financial Services Union, which now represents all workers in this growing sector.
- The Union Growth Programme reached out to more than 4,300 members from 29 unions over 68 engagement sessions and over 200 union leaders have been trained on membership recruitment.

- The Membership Seminar 2018 brought together over 120 union representatives from 50 unions to discuss growing OB membership by developing growth roadmaps and strategies to achieve membership goals.
- The MED Member Relations team handled a total of 164,000 transactions. New initiatives to better serve members included the implementation of more 24/7 self-service options via a membership hotline and an SMS notifications service. GB members can also look forward to receiving SMS updates on their U Care assistance application status.
- To promote the welfare of the workers, NTUC Membership partnered with Gardens by the Bay to provide free tickets to the Flower Dome and Cloud Forest to 237,000 less affluent union members. This partnership will generate savings of more than \$8 million for our members.





1 & 2. NTUC Membership partnered with Gardens by the Bay to provide less affluent union members with free tickets to the Flower Dome and Cloud Forest

# AT A GLANCE

In 2018, **92 new companies** were unionised bringing the total number of unionised companies to **1,950**.

# Professional Network Department

#### **Key Efforts and Initiatives**

• Sector-based Engagement Sessions with U Associates (UA) and UA Advisors.

# Roundtable on Muslim Issues with Minister Masagos Zulkifli on 27 June 2018

Minister Masagos had a closed-door roundtable with 18 union and association Muslim leaders to discuss how to enhance community cohesion and social tolerance in Singapore. The leaders also discussed how the community could work together to ensure continued progress in education and employment, including the representation of Muslim women in the workplace and leadership positions.

#### Info-Comm and Technology (ICT) Roundtable with Senior Minister of State Dr Janil Puthucheary on 12 March 2018

Dr Janil had a closed-door discussion with UA leaders on how the Labour Movement could work together with UAs and tripartite partners to grow the ICT workforce.

# Healthcare Roundtable with Senior Minister of State Dr Lam Pin Min on 5 April 2018

Dr Lam Pin Min had a closed-door roundtable discussion with more than 60 top leaders and management from the Healthcare Services Employees' Union (HSEU), healthcare UAs, relevant government agencies, employers, start-ups and innovators on the implementation of the Healthcare Industry Transformation Map (ITM). The discussion focussed on enhancing jobs and skills, raising productivity, and catalysing innovation.

#### Deepening Union-UA Alliance

Following the success of the Union-UA Alliance between HSEU and the Association of Psychotherapists and Counsellors Singapore (APACS), an MOU was signed on 4 April 2018 between APACS and National University Hospital (NUH) to offer dedicated counselling to NUH staff. The signing of this MOU is aligned with the Ministry of Health's (MOH) initiative of looking after the well-being of healthcare employees, and further deepened HSEU and APACS' Union-UA Alliance. So far, more than 60 NUH healthcare employees have received counselling through this arrangement.



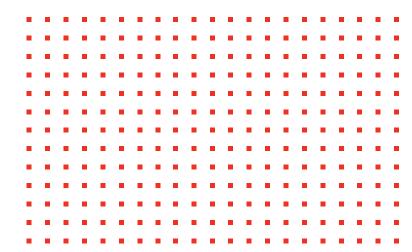






1, 2. Minister for Culture, Community and Youth, Ms Grace Fu and Minister in the Prime Minister's Office and then-Second Minister for Manpower Mrs Josephine Teo checked out the store pickers and robots at NTUC FairPrice's Benoi Distribution Centre

3, 4. Second Minister in the Ministry of National Development Desmond Lee engaging with union leaders from the NTUC Building and Facilities Management Cluster on how to better operationalise the Industry Transformation Map for the sector





NTUC U SME worked with the Workplace Safety and Health Secretariat on the inaugural U Safe Forum in October 2018

# Small and Medium Enterprises Department

NTUC U SME works with small- and medium-sized enterprise partners to improve the welfare of SME workers in two aspects:

- Provide a more conducive and safe working environment; and
- Provide better staff welfare and benefits.

#### **Key Efforts and Initiatives**

- U SME worked with the WSH Secretariat on the inaugural U Safe Forum in October 2018. Four U SME partners (Feinmetall Singapore Pte Ltd, Samgreen Pte Ltd, Shalom International Movers Pte Ltd and Barcook Bakery Pte Ltd) were awarded the U Safe U SME Partner Award. Through improving their working environment, these companies were able to introduce new safety initiatives that have benefitted 225 workers. This further reinforces the need to constantly strive for a safe and healthy work environment.
- Beyond providing a safe workplace, U SME also advocates for more conducive and progressive workplaces for SME workers. U SME introduced the Tripartite Standards to encourage SMEs to increase the adoption of fair and progressive workplace practices. This will also help them enhance their attractiveness amongst job seekers. Some of the SMEs that have fulfilled the Tripartite Standards requirements are Jason Electronics, Hong Seafood and Home-Fix.
- SMEs face difficulties in manpower challenges, especially in recruiting and retaining staff. U SME was appointed the programme manager for P-Max in November 2016. This programme aims to assist SMEs to better recruit, train, manage and retain their newly-hired professionals, managers, executives and technicians (PMETs). More than 163 PMETs and their SME supervisors have been trained using a structured and measurable career map in the SME landscape since the appointment.

- U SME has several initiatives to ensure that the welfare of SME employees is well taken care of. SME employees can enjoy discounted tickets at various recreational venues. For example, employees at Home-Fix, Pezzo, Stuff'd, Ma Kuang, Xpressflower and Lemongrass House enjoyed more than 40 per cent savings at S.E.A. Aquarium and Adventure Cove Waterpark from April to June 2018.
- U SME also introduced the U SME Corporate Membership for SMEs to tap on the Labour Movement network to provide better welfare for their employees and thereby improve staff retention. TS Group, KJ Optometrist, Unique Gas Solution, R S Soloman, On Cheong Jewellery and MTM Skincare sponsored NTUC membership for their workers. This has enabled NTUC to reach out and communicate to the SME workers directly.





1. Employees at Hong Seafood definitely have something to smile about, given their progressive workplace

2. Employees at TS Group get to enjoy benefits of NTUC Membership, thanks to the sponsorship of their employer

# Freelancers and Self-Employed Unit

NTUC U FSE works with freelancer communities, government agencies, platform intermediaries and service buyers to advance income security, skills mastery and the collective interests of freelancers.

## **Key Efforts and Initiatives**

- Tripartite Workgroup Recommendations to Support Self-Employed Persons (SEPs)
   Formed in 2017, the Tripartite Workgroup (TWG), identified challenges faced by SEPs and developed recommendations to address these challenges.
   Comprising representatives from Ministry of Manpower (MOM), National Trades Union Congress (NTUC) and Singapore National Employers
   Federation (SNEF), TWG engaged and consulted about 200 SEPs as well as SEP associations, communities, businesses and government agencies. Among the various recommendations, U FSE and the Labour Movement have commenced with efforts to:
  - a. Adopt the Tripartite Standards and dispute resolution mechanism
  - b. Make available Prolonged Medical Leave (PML) Insurance
  - c. Support occupation-specific competency frameworks

In late February 2018, TWG submitted its report to the Government.

#### Tripartite Standards on Contracting with SEPs

The Tripartite Standards on Contracting outlined the baseline terms that the freelancer and the service buyer should capture in a written agreement. The terms covered obligations, payment, variation of agreement and the dispute resolution mechanism.

# • Fairer Contracts for Co-curricular Activities (CCA) Instructors and Coaches

The Ministry of Education (MOE), in partnership with the Ministry of Finance (MOF), U FSE and freelancer communities, enhanced the contract-forservice between MOE-schools, and CCA instructors and coaches. This included the minimum number of contractual hours, clarity on the cancellation timeline and arrangement, and provision of monthlyrated payment option (in addition to the hourly-rated payment option). These enhancements would be reflected in contracts issued from January 2018. • Protect Freelancers from Loss of Income Due to Prolonged Illness or Injury

U FSE collaborated with Gigacover and NTUC Income to offer affordably-priced Prolonged Medical Leave (PML) insurance products to freelancers. This has been rolled out since September 2018. Presently, U FSE is in talks with freelancer associations and platform intermediaries to extend PML insurance coverage to their network of freelancers as part of their core benefits.



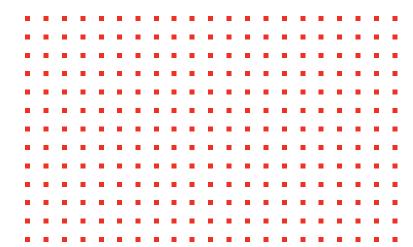


1. Participant at a dialogue session with SEPs

2. Signing up as National Instructors and Coaches Association (NICA) member during Freelancing Fair Future of Work

# AT A GLANCE

The National Instructors and Coaches Association was formed to represent collective interests of coaches and instructors.





Engaging with the freelancer community

- Form an Association to Represent the Collective Interests of Freelance Instructors and Coaches To represent the collective interests of coaches and instructors, many of whom are freelancers, NTUC formed a National Instructors and Coaches Association (NICA) in August 2018. NICA was officially affiliated with NTUC in January 2019 and is currently represented by 13 pro-tem leaders from three branches:
  - a. Sports, outdoor learning and adventure education
  - b. Fitness and wellness
  - c. Visual and performing arts

As part of NICA's membership proposition, NICA members are eligible to a subsidised rate in the first year they subscribe to PML Insurance coverage with Gigacover and NTUC Income.

# • Engagement with Freelancers, Service Buyers and Stakeholders

a. With Singapore Business Federation (SBF)

The Alternative Source of Talent for SMEs session was held on 30 April 2018 and was graced by U FSE adviser and Senior Minister of State Ms Sim Ann. The session saw platform intermediaries such as CreativesatWork, IoTalent and ThunderQuote share their experiences and was attended by 120 SBF and SNEF members.

b. With MOE - Education and Career Guidance (ECG) counsellors and students

Initiated by U FSE Adviser and Senior Minister of State Dr Janil Puthucheary, a dialogue was organised with MOE Education and Career Guidance (ECG) counsellors and SEP leaders from sports, film and television, and the events and entertainment industry. The dialogue aimed to address the common questions and points of interests in gig jobs that students approach ECG counsellors for. The dialogue benefitted some 100 MOE ECG counsellors and equipped them with knowledge of the freelancing landscape.

To date, U FSE has run three successful engagement series with MOE's ECG unit. The freelance career-sharing sessions were conducted by members of freelancer associations and platform intermediaries. The joint effort has benefitted 400 ECG counsellors and 400 students from various MOE and tertiary schools.

c. With freelancers, in partnership with freelancer communities and platform intermediaries

On a broader level, U FSE takes on an advisory role to associations and platforms to create an opportunity to align the associations to the Labour Movement's values. Singapore Association of Motion Picture Professionals (SAMPP) was officially launched on 30 April 2018, comprising creative industry freelance practitioners working in film, television and other news broadcast media. The event had a turnout of about 150 sector professionals and partners.

Sports Coaches Association of Singapore (SCA) organised a townhall session for its members on current issues such as fair contracts, MOE carpark charges and the Sports First Aid course. The townhall attracted about 50 coaches.

U FSE, Central Provident Fund (CPF) Board and Tueetor (a platform intermediary) jointly organised a workshop on tax filing and the CPF self-employed scheme that aimed to garner awareness on various CPF savings to build up towards retirement, in addition to Medisave.



Engaging participants and panel members in dialogue at the Future of Work for Freelancers

- U FSE Freelancer Fair, in Partnership with ZomWork and Supported by MOM and NTUC's e2i (Employment and Employability institute) The third edition of Freelancer Fair, themed "Future of Work for Freelancers" held on 6 September 2018 featured:
  - a. Ministry of Manpower (MOM) as a key supporting and funding partner to display institutional support to freelancers.
  - b. The Labour Movement as the enabler, connector and advocate of choice for freelance workers. The Freelancer Fair also showed the Labour Movement and their partners' commitment to co-create solutions for freelance workers and support tripartite initiatives.

The fair communicated responsible buying practices, with a turnout of some 500 participants that included SEPs, service buyers, SMEs and government agencies. As part of the fair, U FSE was able to share with buyers various freelancing resources and offered SEPs a platform to showcase their portfolios and interact with service buyers.

#### • Upskilling and Second Skilling to Strengthen Freelancers' Relevance

a. In partnership with freelancer communities and/ or platform intermediaries

A series of masterclasses was organised by platform intermediary loTalent, such as 'Engage your Consumers with Gamification', 'Cybersecurity' and 'Transform Your Business or Startup with Blockchain Technology'. The skills training helped some 120 SEPs in the information technology and technology sectors sustain employability.  b. Supported by NTUC's e2i and/or government agencies

To assist non-digitally savvy individuals to cross the digital divide, some of the initiatives included developing contextualised SkillsFuture for Digital Workplace (SFDW) Programmes with Labour Movement partners and NTUC LearningHub to equip some 3,400 taxi drivers with the knowledge to leverage digital technology and applications into their work.

In partnership with the Institute of Adult Learning (IAL), e2i organised the Adult Education Career Fair and e-Career Fair for members of the Adult Education Network (AEN). U FSE supported a series of workshops for NTUC LearningHub trainers: Technology-Enabled Learning, "Future of Learning" and Introduction to HTML 5.0 workshops. In addition, U FSE pledged to support over 200 freelance adult educators to maintain relevant skills sets to keep pace with the changes in learning.

U FSE conducted a series of training programmes and masterclasses to benefit and support some 1,300 coaches and instructors in the sports and fitness industry: Masterclass in Total Soccer Method (TSM) Coach Education, Basic Sports Science and Coach Theory.

U FSE committed to support over 200 creative freelancers in the creative media industry, such as the Coffee Talk Series, teaching them how to build a strong business profile on LinkedIn and portfolio review for freelancers in our bootcamp 101.

# **Migrant Workers' Centre**

The Migrant Workers' Centre (MWC) champions the welfare of low-wage migrant workers in Singapore. MWC covers four key aspects: outreach and education on rights and protection; interim assistance to workers with employment grievances; outreach and education on integration; and advocacy for fair employment practices and better working and living standards.

## **Key Efforts and Initiatives**

- Reached out to more than 110,000 migrant workers to help them with employment protection and social integration.
- Expanded direct engagement and assistance to migrant workers in their living and working spaces through the MWC FAIR Ambassador Network of 3,038 activists.
- Provided direct assistance, covering case representation, accommodation, other subsistence and compassionate financial assistance in humanitarian cases to more than 3,000 migrant workers.
- Engaged almost 5,000 Singaporean youths and students for migrant worker advocacy and protection through various programmes.
- MWC rolled out the first migrant worker membership and benefits programme of its kind in partnership with POSB in April 2018. The MWC Membership programme has recruited more than 100,000 members (as of March 2019). This will help to expand the Labour Movement's influence over a group that has previously been difficult to reach as well as provide a platform for complimentary customised membership benefits that target the specific needs of migrant workers. The programme also creates a communication platform between MWC and migrant workers, and further facilitates access to assistance on employment issues.

- Taking effect from October 2018, MWC is the appointed operator for the mandatory one-day Foreign Workers Settling-In Programme (FW SIP) for all non-Malaysian construction Work Permit (WP) Holders. The objective of the SIP is to familiarise migrant workers who are new to Singapore with our laws, and cultural and social norms. MWC also hopes to inform migrant workers of where they can seek help should they encounter issues while in Singapore. WP holders will eventually be mandated to attend the programme in the fourth quarter of 2019. More than 2,000 WP holders have attended the SIP as of 2018.
- As an extension to its assistance touch-points, MWC is operating a satellite centre at TADM@Bendemeer, tailored to migrant workers who are filing claims at TADM. The assistance includes provision of meals, shelter, ex-gratia payment and assisting them with re-employment. In 2018, MWC housed 530 displaced migrant workers and provided more than 87,000 meals and financial assistance, totalling more than \$500,000 from the Migrant Workers' Assistance Fund (MWAF).
- Moving forward, MWC will further its efforts to promote the social well-being of migrant workers through its operation of the Soon Lee Recreation Centre (SLRC) in the 2nd quarter of 2019. The new SLRC will house essential services required by the migrant community. These include grocery shopping, telecommunication, banking, remittance and sporting facilities. There will also be regular programmes and events to engage migrant workers during the weekends. In a nutshell, SLRC aims to be a one-stop lifestyle centre for migrant workers to relax, shop and meet up with friends.

May Day Migrant Workers Celebration 2018



Collaborating with POSB and MOM to encourage employers to pay their foreign domestic workers their salaries electronically, the Centre for Domestic Employees launched their CDE-POSB ATM Card in October 2018

# **Centre For Domestic Employees**

The Centre for Domestic Employees (CDE) was set up in January 2016 to support domestic workers in addressing work-related challenges and champion fair employment.

## **Key Efforts and Initiatives**

• May Day Celebration at Kovan Hub

CDE values the contributions of domestic workers in Singapore and to show our appreciation, we held a May Day celebration at Kovan Hub in May 2018 with a successful turn out of about 2,000 foreign domestic workers (FDWs). These are the unsung workers who quietly support our Singaporean families so that we can work with peace of mind knowing that our families are well taken care of.

#### CDE-POSB Card Launch

CDE has seen an increase in the number of FDWs assisted from 607 in 2017 to 719 in 2018. This is testament to our efforts on the ground, which includes outreach, publicity and engagement with communities and our partners.

Salary disputes is one of the common issues FDWs face. In October 2018, CDE collaborated with POSB and the Ministry of Manpower (MOM) on a seamless process for FDWs to opt-in during their work pass issuance stage for a POSB account that comes with a CDE membership. With FDWs having their own bank accounts, CDE aims to encourage employers to pay them electronically for transparency and minimise salary disputes. To date, CDE has facilitated over 4,800 online applications for POSB accounts. CDE also advocated against the practice of salary safekeeping by employers. As of January 2019, employers can no longer safekeep the salary of their FDWs and will have to pay their FDWs promptly.

• CDE's collaboration with NTUC LearningHub and SkillsFuture Singapore (SSG)

The collaboration on a WSQ skills certification framework has borne fruit. A pilot test has been carried out for 30 FDWs, with positive feedback. Moving ahead, CDE intends to expand the programme to more FDWs. Upon passing the assessment, FDWs will receive a recognised certification. This will undoubtedly help employers feel more assured of the competencies of their FDWs, thereby helping to minimise disputes between employers and FDWs and hopefully attract a higher salary for the FDWs.

#### CDE's collaboration with College of Alice and Peter Tan

FDWs from our shelter were also happy to work together with students from the National University of Singapore's College of Alice and Peter Tan (CAPT) on a project that culminated in a concert -AURORA. This meaningful project gave both the students and our FDWs a valuable opportunity to learn and better understand each other to promote deeper mutual understanding.

#### • Shelter for FDWs

To provide a more conducive environment to accommodate our FDWs who have not been able to continue employment due to disputes, CDE has managed to secure a site for a shelter. It is expected to be up and running by the first half of 2019. With a shelter of our own, CDE will be able to introduce more programmes and activities and better manage the overall well-being of resident FDWs.

International Migrants Day Celebration
 Every year-end, CDE celebrates International
 Migrants Day (IMD). In 2018, IMD was held at NTUC
 Centre with our volunteers before they went to
 various congregation areas across Singapore. The
 event eventually reached out to about 10,000 FDWs.

Moving forward in 2019, CDE will continue to expand our outreach efforts.

CDE will have an additional platform to reach out to the FDWs at MOM's Hall C where FDWs usually go to get their photo taken and thumb-print done before their work pass can be issued. Since 2018, CDE has been conducting interviews of first-time FDWs on behalf of MOM and we are going to scale up the numbers and reach out to more FDWs in the coming months.

In 2019, CDE will also continue to engage our stakeholders constructively to bring about positive change to the FDW landscape that engender healthy employer-employee relationship and collaborate with strategic partners to:

- a. Bring more benefits to our FDWs and render more support to those in unfavourable conditions.
- b. Better ensure that FDWs are adequately skilled before their deployment.







- 1. Celebrating International Migrants Day with bright smiles and a whole lot of heart
- 2. The May Day Domestic Employees Celebration saw some 2,000 foreign domestic workers in attendance
- 3. Celebrating CDE's milestone of its CDE-POSB ATM card with sweet treats

# AT A GLANCE

In 2018, CDE facilitated over **4,800** online applications for POSB accounts.

# **NTUC COMMUNITIES**



Young entrepreneurs learning how to stay real and stay relevant at the nEbO-Youth Entrepreneurship Symposium 2018

# nEbO

nEbO is a strategic initiative of the Labour Movement to engage and prepare youths for their future as workers of tomorrow. nEbO develops youths to be Work Ready, World Ready and Life Ready, while exposing them to NTUC and its social-economic role.

## **Key Efforts and Initiatives**

- nEbO has a base of 100,000 youths between the ages of 12 and 25.
- Some 410 youth leaders were groomed to be advocates and activists as at end December 2018. The move inspired youth-initiated projects that accounted for 50 per cent of nEbO's overall programming.
- nEbO will continue to focus on strengthening the Work-Ready pillar through a series of workshops, learning journeys and work attachments that help youths make informed career choices in the future. Long-term partnerships have been formed with various corporate and institutional partners who have found value in our programmes.
- nEbO's key signature Work Ready project Youth Entrepreneurship Symposium – inspired close to 300 young budding entrepreneurs to take the step forward to 'Start Real, Stay Relevant'. It helped youths understand the basic skills needed to kickstart a startup and stay relevant to market trends through a series of skills-based talks, mentoring sessions and quick pitch challenges.
- Moving forward, nEbO will continue to ramp up efforts on membership retention and maintain the base at 100,000 youths.
- nEbO will also continue to advocate and focus on Work-Ready in 2019 to help youths be equipped

with the necessary skill sets to be ready for the workforce. This will be done through strengthening existing partnerships and forging new ones with institutional and corporate partners. More efforts will also go towards deepening the relationship with union youth chapters to bridge the gap between youths and NTUC.

 nEbO will also seek new platforms and opportunities with corporate and institutional partners so that nEbO talents and champions will be able to get new exposure opportunities to further expand their soft skills and leadership capabilities. nEbO will continue to enhance the leaders' core competencies and further groom them into advisors who are empowered to self-run initiatives and mentor the juniors.





1. Downtown East 30th Anniversary Party

 Through learning journeys, work attachments and industrial workshops, our nEbO youths are given a headstart (quite literally!) in their career choices

# **U** Live

With a growing pool of mature PMEs entering the community, U Live has shifted its focus areas and strategies to better accommodate and engage its members. Through programmes that are centred around technology, members are encouraged to embrace lifelong learning, positive ageing as well as remain employed and engaged.

## **Key Efforts and Initiatives**

- U Live expanded its outreach to over 250,000 evergreen members in 2018, up from 210,000 in 2017.
- In line with advocating active living and healthy ageing, U Live deepened its connection with 48 unions and over 48,000 members through initiatives focusing on areas such as the use of technology, life skills, health, sports and social wellness.
- Working closely with the Smart Nation and Digital Government Office, U Live's signature U Live Symposium 2018 was curated to focus on emerging trends for seniors with regards to using technology to enrich their daily lives. The event, with its preand post-engagement workshops and sessions, attracted close to 10,000 participants, partnering some 22 government agencies, associations and corporations. The symposium was key in helping our seniors focus on using everyday technology as well as work towards incorporating technology into their daily lives.
- U Live's leadership programmes were reengineered and designed to empower community leaders to expand on their abilities and capabilities to initiate activities such as photography, social media courses and fitness. The programmes influenced leaders and their peers, growing the number of activists to over 2,200, out of which 367 core leaders assumed key roles in initiating close to 36 per cent of U Live's overall programming.
- Moving forward, and with a growing number of tech-savvy PMEs turning 55, U Live's key focus will continue to be on programming that fosters a culture of lifelong learning that embraces productive re-employment and purposeful retirement.
- U Live will also continue to groom its leaders, increase their visibility and impact through our digital platforms, as well as showcase their positivity towards active ageing and healthy living.







1. Raise your hands for the U Live-Walk for Wellness

- 2. Our elderly were given a 101 on digital devices and technology, thanks to the U Live Symposium 2018
- 3. An outing for our young and our young-at-heart with the U Live Mangrove Walk with Little Skool House

## AT A GLANCE

In 2018, U Live expanded their outreach to over **250,000** evergreen members.

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# **U** Sports

U Sports is the key engagement platform that reaches out to the union community and its associations, with the aim to increase outreach and opportunities for members to interact and forge friendships through their common passion for sports.

#### **Key Efforts and Initiatives**

- Engaged over 50 unions, with a total of 16,000 participants coming together for sporting events and interest group activities.
- U Sports continued to increase its outreach to the corporate base through corporate categories within the U Games series. Close to 600 participants across 54 companies took part in 2018.
- The new segment of teambuilding programmes gave company employees the opportunity to come together to bond through sporting and fun social activities. In total, U Sports saw close to 20 companies and over 1,500 participants taking up the team building programmes. U Sports is well positioned for growth in this area in the years ahead.
- To increase impact and interest in community sports, several key games such as Sandsation, 3-on-3 Basketball and Futsal incorporated a games village, where fringe activities encouraged individuals to join interest groups and participate in bonding activities.
- Sports leaders of U Sports continue to exert larger influence within the sports community and have organised close to 80 per cent of U Sports' interest group activities. These range from a large scale sports carnival such as 3-on-3 Floorball Faceoff to a monthly night golf series.
- Moving forward, union engagement remains key to U Sports' outreach efforts. U Sports will also enhance efforts to engage the wider Labour Movement partners and affiliates such U Associates, U SME and U FSE through sports.
- With the focus of sports leading to higher productivity at work, U Sports will be showcasing more of its leaders' journey via its digital platforms, to highlight and educate members on the positive impact of playing sports.
- U Sports will continue to develop core leaders to take on larger roles so as to positively influence the community as well as to self-run interest group initiatives.

# **U** Club

U Club is the Labour Movement's membership scheme to recruit and engage targeted segments – homemakers, uniformed group personnel and retirees. In 2018, U Club's primary focused on strengthening the retention of 51,000 members by providing relevant benefits and engagement activities.

## **Key Efforts and Initiatives**

- U Club connected with 9,000 members through events, campaigns and various retention efforts.
- It reached out to 400 members through the Edu Grant initiative, a 15 per cent increase from 2017, where together with U Sports and nEbO, U Club members were exposed to integrated programmes involving their families and friends. They were also informed of the benefits of retaining their NTUC membership.
- Moving forward, U Club will continue to focus on strengthening its retention programme and keep attrition to below 9 per cent.
- U Club will continue to engage its members through integrated programming with other communities.





- 1. Eyes on the serve as our U Sports participants battle it out at U Games
- 2. U Club U Care Fund Education Awards 2018

# WORK PROSPECTS

To help our workers secure better jobs with better wages, the Labour Movement has been working with relevant stakeholders to provide workers with timely training and networking opportunities at every stage of their careers.



## **BETTER JOBS, BETTER WAGES**



FJST Forum 2018

## Future Jobs, Skills and Training Capability

The Future Jobs, Skills and Training (FJST) capability was set up in 2017 and functions as a strategic nerve centre, leveraging the expanded Labour Movement network and tripartite partners to sense new and emerging opportunities so that strategic action can be taken to enable our working people to remain employed and employable.

## **Key Efforts and Initiatives**

- The inaugural FJST Forum kicked off 2018 with thought leaders and industry experts from the Labour Movement, the Government, enterprises and consultancy firms sharing their insights on future trends regarding jobs, skills and training. These sharing sessions were part of efforts in visioning and inspiring action.
- In 2018, the FJST team worked with partners to identify key trends and technology impacting jobs and skills in six industries – Accountancy, Financial Services, Infocomm Technology, Healthcare, Wholesale Trade and Manufacturing.
- Through consultation with stakeholders, jobs which would be impacted, possible expanded job functions as well as the skills needed for workers to stay relevant amidst disruption were identified. These findings were condensed into reports, infographics, blogposts and human-interest stories, and circulated through communication channels across the Labour Movement network.

- Leveraging FJST's findings which identified cloud computing as a key technology transforming the digital landscape across work sectors, NTUC LearningHub and NTUC's e2i (Employment and Employability Institute) collaborated with Amazon Web Services and launched a programme in 2018 to raise cloud computing literacy among Singaporean adults and build competencies among those who require deeper cloud-related knowledge and skills.
- Using the sensing insights gathered, the FJST team also prototyped a "Future.Insight" workshop with the Singapore Accountancy Commission and NTUC U PME team for accountancy and book-keeping clerks - job functions which have been identified to be highly impacted by disruption. Through the pilot workshop, participants learnt about the drivers of change and how their job functions would be impacted. The workshop toolkit comprised a simplified scenario planning tool to help participants make sense of the future and plan their strategy to stay ahead, in line with their interests and possible career progression pathways. It also included a goal-setting tool to help participants plan and prepare themselves for industry transfromation. The workshop was well-received, and participants found the toolkit useful.
- In 2019, the FJST team will support NTUC's Worker 4.0 study and NTUC Training Council's transformation efforts. Findings from the Worker 4.0 study will be used to refine the Future.Insight toolkit for wider-scale rollout.



NTUC's Marine Engineering Cluster, e2i and tripartite partners organised a Marine Week for workers and businesses

## NTUC's e2i (Employment and Employability Institute)

To enable workers to have better jobs and higher wages, e2i enhances workers' prospects through training and professional development.

#### **Key Efforts and Initiatives**

- As the work landscape evolves, workers need to be skilled in tandem, as Worker 4.0, and be equipped with a combination of skill sets - Adaptive Skills (ability to navigate and influence change and solve complex problems), Technology Skills (knowledge and mastery of digital systems and programmes) and Technical Skills (job-specific knowledge and skills). Through career guidance and support such as masterclasses, professional development programmes and the Union Training Assistance Programme, e2i provides relevant training for workers to close skills gaps, be digital ready and stay abreast of industry trends. At the same time, e2i also partners companies in the transformation and human capital development. For example, NTUC's Marine Engineering Cluster, e2i and tripartite partners organised a week-long Marine Week, comprising a symposium, professional development courses and trainings pegged around Marine 4.0 technologies, to bring training and learning opportunities to workers and businesses.
- The U Leap (Learning Enabled through Active Participation) mobile application was first launched in late 2017 to help workers acquire new skills through bite-size modular learning. This new mode of learning allowed workers to quickly gain new knowledge and skill sets as industries transform.

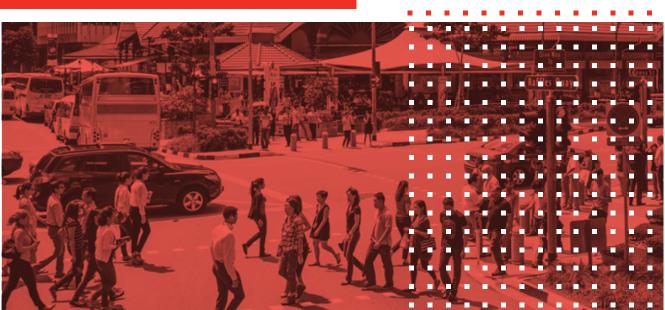
To further reach out to companies in their upskilling and reskilling of workers efforts, U Leap Enterprise was launched on 1 May 2018. U Leap Enterprise addresses four key challenges faced by companies today: releasing workers to attend both in-house and external training; the rate at which knowledge can be acquired; limited in-house training capability; and curating suitable, just-in-time content to meet company's transformation needs. U Leap serves to be a single viewfinder for the Labour Movement to enable union members to learn new skills and stay relevant.





Launch of U Leap Enterprise at May Day Rally 2018
 Enhancing productivity at Montreux Patisserie Pte Ltd

## **PLACEMENT AND TRAINING**



## **Singapore Core**

## **Key Efforts and Initiatives**

- To better help Singaporean workers in their job search, the Labour Movement called for enhancements to Jobs Bank - Singapore's first national jobs bank website for local job seekers. In 2018, the Ministry of Manpower (MOM) transformed Jobs Bank into a new platform called MyCareersFuture, with new features to help local jobseekers and employers find better matches. The revamped website highlighted jobs supported by Adapt and Grow programmes, and recommended jobs based on jobseekers' skill sets.
- The Labour Movement raised concerns shared by the professional services industry, including the infocomm technology and financial sectors, on the adequacy of the subvention under the Capability Transfer Programme (CTP) to facilitate transfer of know-how to locals, considering the wage levels of experts in these sectors. MOM agreed that in exceptional cases, where the cost of capability transfer is high, increased funding support can be assessed on a case-by-case basis.
- The Labour Movement's call for enhanced attention on the financial services sector has led to the development of The Tripartite Advisory on Human Capital Practices for Banking. Launched in March 2018, and developed by The Association of Banks in Singapore, Monetary Authority of Singapore, MOM, NTUC and the Singapore National Employers Federation, the advisory sets

out good practices for banks in hiring, reskilling, redeployment and retrenchment. It aims to maintain a diverse workforce of local and foreign professionals by encouraging banks to build a pipeline of Singaporeans across all levels within the organisation and to promote transfer of skills from foreign professionals to local employees. Following this, the Tripartite Advisory on Human Capital Practices for Insurance was launched in October 2018. The advisory encourages insurance firms to support employees in acquiring relevant skills and transition to new job roles, as jobs are being transformed by technology.

## AT A GLANCE

To better help Singaporean workers in their job search, the Labour Movement called for enhancements to Jobs Bank - Singapore's first national jobs bank website for local job seekers.

## **ADVANCE WORKERS' INTERESTS**

## **Advocacy and Research**

The Ong Teng Cheong Labour Leadership Institute (OTCi) is the leadership development institution of the Labour Movement, equipping unions leader and stakeholders with strong values, knowledge and competence in employment development and industrial relations, as well as up-to-date knowledge on industrial transformation and future skills and jobs.

OTCi also has a research function to jointly conduct primary and secondary research with academic partners on specific topics of concern to the Labour Movement, so as to provide quantifiable evidence and recommendations on labour-related policies and programmes.

## **Key Efforts and Initiatives**

- In 2018, OTCi continued to partner academics from different Institutes of Higher Learning (IHLs) to conduct research on trends, issues and changes that affect the workforce. These included:
  - a. "Upskilling of Mature Workers", in partnership with Singapore Management University. As continuous upskilling is key to enhancing productivity and employability, a key concern is whether our mature workers have the support and access to upskilling programmes. The study identified which mature workers were given training opportunities as well as the reasons why they chose to participate. Equally important, the study measured whether employers were supportive of mature workers' participation in training programmes and whether the training needs of mature workers were met.
  - b. "Workers in Transition", in partnership with the Singapore University of Social Sciences. The research study focused on workers in transition in the public sectors. Technological changes and evolving customer needs are impacting industries, jobs and workers. Similarly, officers in the public service are no less affected. The research study examined the extent to which officers in the public service were at risk in the face of changing skills and jobs requirements. The analysis enabled the identification of

segments that were more at risk and also outlined challenges that hinder successful transition. Using the results, the study proposed possible interventions, especially in the areas of collaborative learning and specific training.

- c. "Polarising of Job Opportunities —
   Charting New Pathways and Adopting New
   Technologies", in partnership with the Singapore
   University of Technology and Design. Workers
   are key to successful digital transformation at
   the workplace and need ways to identify and
   prepare for future jobs. The study recommended
   a task-based approach by identifying clear and
   specific career transition pathways based on
   how the task in a job is related to other jobs and
   opportunities that require similar tasks, as well as
   how technology adoption can be improved.
- The findings and recommendations on these research pieces were showcased at the Labour Research Conference in November 2018. The conference, which centred around the theme 'Inclusion. Transition. Transformation', was attended by 280 participants from the Labour Movement, management partners and representatives from ministries and government agencies. Conference participants got a first-hand look at the research findings and recommendations presented by both academics as well as union leaders. It was a good platform to work with academics in their field and yet bring in the unions and various partners who could contextualise the research findings. It turned anecdotes from workers on the ground into tangible, evidence-based learning and allowed labour-centric research to be done in a unique way by giving it layers and a real-world perspective.



Labour Research Conference 2018



Dialogue session with Josephine Teo, Minister for Manpower

## OTCi Stakeholder Leadership Development

#### **Key Efforts and Initiatives**

- Helping Workers Prepare for Future Jobs
  - a. Conducted Industry Transformation Map (ITM) and Skills Framework awareness workshops for union leaders and management partners. These workshops provided the background to the ITMs, how they impact companies and jobs, as well as a view of future jobs to be created and the skills required to do these jobs.
  - b. NTUC LearningHub and NTUC's e2i (Employment and Employability Institute) were also present to offer training support and solutions.
  - d. The main objective was to catalyse union and management into action to transform businesses and prepare workers for future work.
  - e. A total of 734 union leaders and management partners attended these workshops in 2018.
- Equipping Union Leaders to Protect Workers' Interests
  - Continued to enhance industrial relations (IR) training for union leaders so as to up their capability to protect the workplace interest of workers. These included:
  - Repackaged and modularised core IR programmes to offer greater flexibility for union leaders in choosing their courses.
  - Made certification stackable, allowing union leaders to progress from one level to the next with zero duplication in learning. The IR modules union leaders take at OTCi can add up in various combinations such that it is commutable towards skills-based certifications

from the Tripartite Institute of Human Resource Professionals (IHRP) and the internationally recognised Chartered Institute of Personnel and Development (CIPD). Union leaders can also choose to pursue an academic-based certification, through our joint Diploma in Employment Development (DED) with the Singapore University of Social Sciences (SUSS) and go on to a degree programme in SUSS with some credit waiver.

- A Total of 4120 Training Places in IR Programmes Taken Up
- Strengthening Union-Management Partnership for the Betterment of Workers' Interests
  - Expanded the range of offerings to support the strengthening of union-management partnership for the betterment of workers' interest. These Included various customised joint-union management programmes to equip both parties with essential knowledge and skills to forge close cooperation at the workplace, to WSQ programmes in IR and ITM, and skills framework awareness workshops. A total of 559 management staff from various unionised companies attended these programmes with their union leaders.

## AT A GLANCE

The Ong Teng Cheong Labour Leadership Institute continued to enhance industrial relations (IR) training for union leaders so as to up their capability to protect the workplace interest of workers.

## WORKERS' TRAINING/ UPSKILLING AT SECTORAL LEVEL

## **Professional Networks Department - U Associates**

Through the U Associate (UA) programme, the Labour Movement has partnered associations and professional guilds to achieve the following key initiatives:

## **Key Efforts and Initiatives**

- Progression and Skills Upgrading of Working **People Through Sectoral Programmes** In 2018, in collaboration with our UAs and unions to support the engagement and recruitment of members, three roadshows and nine lunchtime talks and events were conducted by NTUC's Financial Cluster and various unions such as the Amalgamated Union of Public Employees (AUPE), Amalgamated Union of Statutory Board Employees (AUSBE), Public Utilities Board Employees' Union, Food, Drinks and Allied Workers Union, Union of ITE Training Staff, Singapore Urban Redevelopment Authority Workers' Union, Healthcare Services Employees' Union and Singapore Technologies Electronics Employees' Union. These platforms enabled transfer of knowledge from the UAs to union members and helped to bridge closer ties between UAs and unions.
- Heightening Engagement and Capabilities Acquisition through Learning Circle

To enhance our members' learning cycle, the Learning Circle - an exclusive, small-group sharing and learning with on-demand themes which allowed quality engagement and higher knowledge retention, was introduced. Four successful sessions were piloted for FinTech and startup communities with a total of over 60 participants in attendance. Out of the 60, a total of 15 participants were recruited, thereby contributing to member acquisition, member retention and partnership development.

National Digital Proficiency (DigiPro) Programme
DigiPro was launched in 2018 as a national initiative
to promote key digital knowledge and its application
skills to non-IT professionals. Spearheaded by
the Singapore Computer Society and developed
with Institutes of Higher Learning, the four key
sub-programmes include Cybersecurity, Business
Insights & Data, Content Creation and Professional
Branding. The programme serves as a recognised
benchmark for digital knowledge and skills for
Professionals, Managers and Executives (PMEs).

It will enhance their capabilities and empower them to add value to their organisations. Since its inception in August 2018, two sub-programmes were delivered with over 70 PMEs in attendance.

• Upskilling Supply Chain Professionals for Industry 4.0

The Industry 4.0 and Supply Chain Transformation Programme by Supply Chain Asia was launched in 2018 with 64 logistics professionals trained in emerging technologies such as robotics, the internet of things, data analytics and its applications in the supply chain environment. The workshop included hands-on practice such as building sensors and robot programming, which provided experiential learning for participant.

#### • FinTech Talent Programme

The FinTech Talent Programme was launched in October 2017. Spearheaded by the Singapore FinTech Association, NTUC U Associate and Singapore Polytechnic, the programme aims to equip PMEs with the latest FinTech trends as well as technical know-how in the different spheres of FinTech which will help workers in the banking and financial sector ride the technological disruptions and reskill them to take up high value job functions. The programme has successfully trained close to 130 participants since its inception.

#### Econsultancy Professional Certificate in Digital Marketing

NTUC partnered Econsultancy to run a survey with over 500 marketing professionals to find out the current skills gaps in digital marketing. In response to the findings of the survey, we launched the Professional Certificate in Digital Marketing (PCDM) programme with Econsultancy and NTUC's e2i (Employment and Employability Institute). Participants will gain expertise in topics including social media, analytics, search engine marketing and content marketing. As part of the programme, participants also had the chance to apply what they had learned by working on real capstone projects for partners from NTUC U Start Up. Postworkshop mentoring completes the programme to help participants develop in their digital marketing roles.

To make the programme more affordable, union members were able to enjoy 70 per cent funding support by e2i, in addition to an exclusive discount of \$500, plus \$250 Union Training Assistance Programme funding for union members. The PCDM programme ran five intakes in 2018, training around 100 marketers and business leaders, out of which, 20 participants joined as NTUC members.

Sustainability Professionals Programme
 NTUC rolled out its inaugural Sustainability
 Professionals Programme (SPP), a joint sectoral
 training and placement initiative by NTUC U
 Associate and the Global Compact Network
 Singapore to re-skill PMEs and position them for
 employment in sustainability as a profession.

A total of 18 professionals signed up for the SPP, majority of whom were mid to senior-level working professionals. Supported by e2i, the 10day programme was held over five months and participants graduated with technical know-how that could be immediately applied at the workplace. The programme recruited 12 new NTUC members.

• Engineers Leadership Programmes is a threetiered scheme aimed at helping engineers move up the progression ladder by equipping them with the necessary leadership skills and expertise in technology management. The scheme comprises the Young Engineers Leadership (YEL) Programme, the Advanced Engineers Leadership (AEL) Programme and the Global Engineers Leadership (GEL) Programme. Since its inception in 2014, four runs of YEL and three runs of AEL Programmes have been organised. With that, more than 600 engineers have been trained with support from unions such as AUSBE, AUPE, United Workers of Electronics & Electrical Industries, Building Construction And Timber Industries Employees' Union and Port Officers' Union. A total of 375 NTUC members were recruited as a result.

The GEL Programme was launched in November 2018 with the theme 'Opening Minds, Discovering Possibilities, Creating Opportunities'. The five-day residential programme aims to train engineerleaders to have a macro view of the trends that will impact Singapore and how we live, work and play. It is slated to commence its first intake in the second quarter of 2019.

## AT A GLANCE

The Labour Movement partnered numerous associations and professionals guilds throughout 2018. This resulted in the launch of various programmes in the Fintech, supply chain and engineering industries.



1. Secretary-General Brother Ng Chee Meng's dialogue with the leaders at the UA Leaders Circle

2. Minister for National Development, Lawrence Wong held a dialogue with close to 70 U Associate leaders at the UA Leaders Circle

3. Global Engineers Leadership Programme Launch on 12 November 2018

## Small and Medium Enterprises (SMEs)

- U SME launched a few new digitalisation initatives with partners to encourage SMEs to adopt digitalisation, and engage and upskill the workforce. According to a report conducted in 2016 by the Infocomm Media Development Authority of Singapore (IMDA), SMEs which tapped on iSPRINT for plug and play solutions achieved an eight per cent increase in value add per worker compared to the non-iSPRINT companies.
- SMEs Go Digital Project Management was launched together with Enterprise Singapore, IMDA, Workforce Singapore (WSG) and SkillsFuture Singapore in May 2018. The objective of this programme was to expedite the digitalisation of SMEs and improve the jobs of SME workers. U SME hopes to encourage SMEs to embark on digitalisation to create better jobs for the SME workforce and improve their wages and work prospects.
- Together with United Overseas Bank (UOB), U SME introduced UOB BizSmart, an integrated digital solution to SME partners in May 2018. This initiative aims to help SMEs transform their business, save time and increase efficiency. Companies will be able to reduce manual work and create higher value job for workers. Around 3,000 SMEs have enrolled in this programme.
- U SME announced the SME Digital Leap Awards in October 2018. The awards recognise SMEs which adopt digital and emphasise staff development and involvement in transformation. U SME hopes to assure SME workers that they are part of the digital transformation journey and will play a critical role. U SME will be working with SMEs to train SME workers to develop future-ready skill sets based on IMDA's Industry Digital Plan.
- Sharing best practices is an excellent way to improve the performance and productivity of an organisation. To broaden the learning culture and outreach to SMEs, U SME worked with NTUC's e2i (Employment and Employability Institute) and *Shin Min Daily News* to feature nine SMEs and their exemplary efforts in making jobs easier, safer and smarter for their employees. U SME co-organised the dialogue session with e2i and *Shin Min Daily News* on 28 June 2018 where five SMEs: Kiat Lee Landscape and Building, Ng Wah Hong Enterprises, Hock Lian Huat Foodstuffs, Iron Supper Club and







1, 2 & 3. Networking at SME Symposium 2018 with NTUC Secretary-General Ng Chee Meng and Assistant Director-General Yeo Guat Kwang

## AT A GLANCE

U SME launched some seven digitalisation initiatives in 2018 to encourage SMEs to adopt digitalisation, engage and upskill the workforce. Montreux Patisserie - shared their experiences. 100 participants attended the session. This is an additional platform for U SME to promote the importance of creating better jobs and better wages for SME workforce.

 U SME completed a series of five dialogue sessions with Senior Minister of State for Trade and Industry, Chee Hong Tat, who is Advisor to U SME. Close to 300 SMEs from the following sectors - Lifestyle, Transport & Logistics, Manufacturing, Environmental Services and Education participated in these sessions.

The objectives of these dialogues were to understand the challenges in various sectors and to gather feedback on streamlining regulatory requirements. The dialogues allow the Labour Movement to reach out to the SME community and create platforms for unions to network with SME business leaders.

- For the first time. U SME worked with different partners such as Business Leaders Alumni Club Singapore, Enterprise 50, Association of Small and Medium Enterprises and IMDA to jointly organise SME Symposium 2019. Temasek Polytechnic sponsored the venue while WSG provided funding for the event. This symposium also fostered closer partnership with various associations as well as generated greater publicity. U SME was able to secure sponsorship from stakeholders such as Starhub and UOB. About 400 SME leaders attended the Symposium to discuss their aspirations to become globally competitive in the era of Industrial Revolution 4.0. A separate HR track was organised to discuss progressive HR practices and HR technology to engage the workforce.
- U SME, in collaboration with NTUC LearningHub, curated a training and capability development programme that aims to strengthen the leadership and innovation management of SME business leaders. This programme focuses on four areas of process and change management - Maximising People Capital, LEAN Thinking, Service Redesign and Recruitment Practices. Over the past year, over 100 SME business leaders benefitted from this programme and became more productive, innovative and better able to identify and manage their workers.





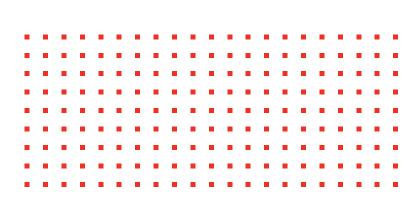


1. Wholesale Trade Career Fair with e2i

- 2. Dialogue Session with Senior Minister of State Chee Hong Tat and Education Services Union (Education Sector)
- 3. Dialogue Session with Senior Minister of State Chee Hong Tat (Retail Sector)

## AT A GLANCE

Some of U SME's initiatives have benefited some **600 SME** leaders and **3,300 SMEs**.



## **INDIVIDUAL UPSKILLING AND TRAINING**



LIT Xchange 2018 with President of Singapore, Halimah Yacob

## **Youth Development Unit**

#### **Key Efforts and Initiatives:**

• Learning Is Triggered "LIT" Learning Series for young working adults.

Young NTUC organised a series of seven career programmes under the LIT Learning Series targeted at young working adults in July 2018. The LIT Learning Series included a large-scale LIT Xchange career conference, learning journeys to IBM, Grab and Microsoft, career discovery and mentorship sessions and career advancement workshops. These programmes sought to offer young working adults insights into the tech sector and career opportunities and expectations within each subsector. The LIT Learning Series in July 2018 attracted a total of 1,500 participants over the seven career events.

The LIT Xchange on 10 July launched a month-long learning series. The Xchange consisted of a flagship conference that featured speakers from IBM, ViSenze and VISA. A Career Networking session together with the Learning Showcase co-located at the conference allowed young working adults to seek out internship and job opportunities and learn more about the various industries. About 600 participants comprising young working adults attended the LIT Xchange conference, which was graced by Guest-of-Honour President Halimah Yacob and NTUC Secretary-General Ng Chee Meng.





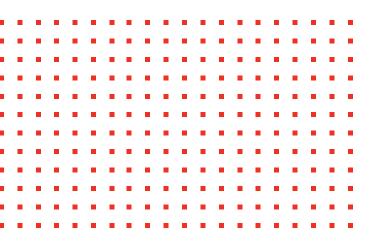


1,2,3. LIT Xchange 2018 buzzing with activity

#### Todo Todo Career Programmes for In-school Youths

NTUC and People's Association (PA) have supported over 10,000 youths through 56 programmes to navigate their careers in the last two years via the collaborative career support initiative, named "Todo Todo". Todo Todo seeks to help our "future workers" explore their career options, keep abreast of industry changes, equip themselves with relevant skills and step into meaningful internships and first careers.

Todo Todo career support initiatives were first launched by NTUC and PA in the North East district on 30 April 2017. In 2018, it was rolled out to the Group Representation Constituencies in the South West districts, providing learning opportunities to help youths achieve greater clarity in their career pursuits.

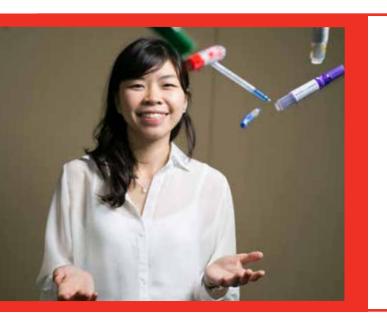








1,2. Todo Todo Skills Marketplace 20183. Mentor Shamantha with mentee Geoffrey



#### A MENTOR TO THE YOUNG

Kia Jie Hui, a Senior Sustainability Adviser from the Forum for the Future mentored Melissa Choi, an 18-year-old Raffles Junior College student who hopes to study urban planning in university. Jie Hui guided Melissa on her scholarship application to a public-sector agency and the other possible routes to take. She also shared with her the difference between working in a public and private sector. This mentorship has enabled Melissa to sharpen her career goals and knowledge in the urban planning and sustainability area and she came away from the mentorship period having a clearer idea on her career path.

## **U** Future Leaders



U Future Leaders Summit that was held on 4 October 2018

### **Key Efforts and Initiatives**

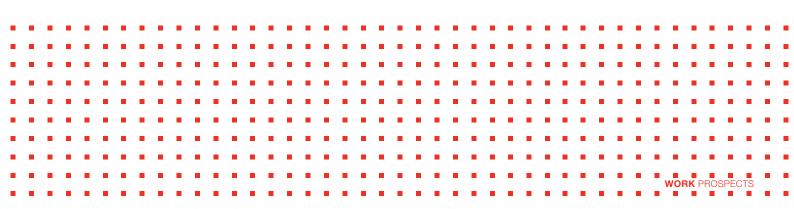
- As part of the U Future Leaders Summit 2018 held on 4 October 2018, nine speakers shared how the role of human resource will be evolving in the digital era on three tracks: Digital Workforce, Digital Leadership and Digital Workplace.
- Since 2013, the NTUC U Future Leaders
   Programme has helped over 32,000 working people
   by preparing them to be future ready through
   various initiatives such as the flagship Future
   Leaders Summit and Future Leaders Exchange.
- Under the annual flagship summit, various thought industry leaders and practitioners came and shared knowledge through the adoption of innovation, latest technologies and predictive approaches to prepare our working people for constant disruption. The summit is also a unique platform for working people to foster new business opportunities and encourage learning exchanges between industry leaders and like-minded peers.
- The U Future Leaders Exchange was designed for time-strapped working people to enjoy unlimited access to bite-sized workshops, learning journeys and networking events, allowing working individuals to pick and choose according to their career and development needs and preferences. A total of over 40 workshops were jointly curated with leading training providers, industry leaders, practitioners and world-class multinational companies.







1, 2 & 3. U Future Leaders events and engagements



## **Care and Share Department**

#### **Key Efforts and Initiatives**

- LIFT-UP Pathfinder President's Challenge
   With the support of President's Challenge –
   Empowering for Life Fund, the LIFT-UP Initiative and
   LIFT-UP Pathfinder Programme go beyond financial
   assistance to help low-income union members and
   families advance their social mobility.
- LIFT-UP Initiative is a broad-based programme that reaches out to unions to provide beneficiaries with opportunities and exposure through enrichment programmes. In 2018, a total of nine unions tapped the programme, amounting to about \$46,000 and benefitting some 4,200 low-income union members and families.
- LIFT-UP Pathfinder Programme on the other hand, is a more targeted approach where it aims to empower low-income union members and their families to uplift themselves. The first batch of some 20 families were inducted in August 2018 and are in the process of going through training. Through three phases, we hope to Engage, Enable and Empower the families to better prepare them in their journey to upgrade their skills, career planning and ultimately, effect a more sustainable change as a family. Besides activities to help the families gain awareness of their current situation and learn how to reach their ideal future

state through proper career planning and goalsetting, the families are also matched with a U Care ambassador who hand-holds and encourages them throughout the programme.

The programme aims to help vulnerable families who are currently in the workforce — who may want to upskill themselves to take on higher order jobs or understand the necessary steps to take should they be keen to reskill and change industries. These include housewives who may be looking to learn new skills and ultimately contribute to the household, as well as children who are stepping into the workforce. Some 23 families came onboard the Pathfinder Programme in 2018.



NTUC President Mary Liew at a LIFT-UP Pathfinder activity

#### WORKING TOWARDS A BETTER FUTURE

Madam Erna Salim is a single mother. Currently unemployed, she signed up for LIFT-UP Pathfinder together with her teenage daughter after learning about it. The programme supported Erna Salim with her career aspirations of becoming a professional accountant, by first introducing her to a mindset changing workshop which enabled her to better envision her future career path. She went on to sign up for a pre-admission course by the Institute of Singapore Chartered Accountants (ISCA), which earns her an opportunity to advance to the next level of becoming a professional accountant. Erna plans to further her course so that she can be certified by the Singapore Accountancy Commission. (Correct at time of print)



# LEADERSHIP

To train and equip our union leaders, both mature and young, to continue fighting for better welfare, wages and work prospects for our working people, the Labour Movement trains them through workshops and activities.





Young NTUC engagement session

## Young NTUC

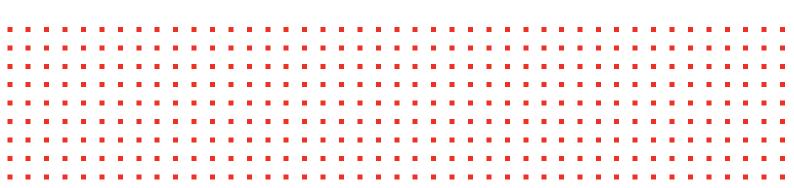
#### • Identifying New Activists

Some 75 young union leaders from 41 unions form the core of Young NTUC's leadership. Complementing them are 420 Ordinary Branch (OB) alumni leaders, General Branch (GB) leaders from Young NTUC's interest-based affinity groups as well as volunteer career guides from Young NTUC's Youth Career Network. This pool of volunteer career guides has been recruited since 2016 to mentor youths and help them explore their career options.

To induct young leaders newly-nominated by the unions, Young NTUC has been organising a Youth Campus every year. Through curated outdoor activities, participants gain a better understanding and appreciation of the Labour Movement's history, as well as the work of various stakeholders within its network. Youth Campus 2018, which was held at Camp Challenge, was attended by 61 young union leaders. The camp concluded with a fireside Chat with NTUC Deputy Secretary-General Koh Poh Koon, who addressed young union leaders' fears and aspirations and inspired them to do more for their fellow members at their respective unions' youth chapters.



1,2. Learning journey to Grab



#### Developing Youth Activists

To raise awareness on socio-economic and political issues among young union leaders, dialogue sessions with political office holders on Budget 2018 and National Day Rally were organised. These dialogue sessions offered insights into key national announcements and served as platforms for young union leaders to relay ground sentiments and feedback from fellow young union members.

## • Developing Young NTUC – Young PAP (YNYP) Since early 2018, NTUC and PAP's youth wings -Young NTUC and Young PAP respectively - have been deepening ties and strengthening their symbiotic relationship. Last March, the YNYP Exchange was held to discuss potential programme partnerships. Both youth wings later jointly organised the first YNYP Dialogue on President's Address on 9 May 2018, and the YNYP Model Parliament on 15 September 2018. Through the Model Parliament session, participants debated on two bills and gained a deeper appreciation of parliamentary procedures. In October 2018, the Meet-the-People Session (MPS) Visit Programme was introduced to allow young union leaders to observe and understand the function and activities undertaken at weekly MPS sessions. Young union leaders interacted with the local MPs to understand the issues typically raised at these sessions. To date, some 128 young union leaders and Young NTUC activists have participated in the various YNYP programmes.







1. Azri, Young NTUC Committee Public Sector Chairperson in a discussion

2,3. Youths in action at the Model Parliament

#### LEADING BY EXAMPLE

As the Chairperson of the Young NTUC Committee, Andy Ang works closely with his Young PAP (YP) Exco to deepen symbiotic relations between NTUC and PAP's youth wings. He leads collaboration programmes and exchanges with leaders from YP, highlighting the role of union leaders in advocating for better wages, welfare and work prospects for workers. Together with fellow young union leaders, Andy initiated the YNYP Meet-the-People Session Visit Programme that enables young union leaders to observe and understand issues on the ground, and outside of their workplaces.

Andy advocates for a proactive approach towards the induction and leadership development of young union leaders. He rallied fellow leaders to serve in sectoral and topical subcommittees so as to gain valuable leadership exposure. Andy is always on the lookout for learning topics to be covered in the monthly enrichment sessions for young union leaders, exploring new formats to make learning fun and engaging for the Young NTUC Committee.



## **Women and Family Unit**



NTUC Women's Committee Workplan Retreat

## **Key Efforts and Initiatives:**

 Strengthening Leadership Capabilities of Women Leaders

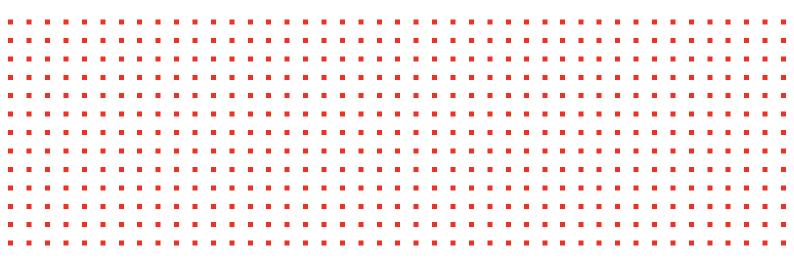
The top priority of the NTUC Women's Committee is to strengthen the leadership capabilities of women leaders and build a vibrant community of female activists. In 2018, the total number of female union leaders at the Branch Level grew by 2.3 per cent, bringing overall female leadership representation to 37.6 per cent, with some 2,276 women leaders.





1. NTUC Women's Committee Workplan Retreat

2. Sharing on Gender Based Violence and Harassment in the World of Work





OTCi's Class of 2018!

## Ong Teng Cheong Labour Leadership Institute

#### **Key Efforts and Initiatives:**

• Enabling and Equipping Leaders To stay relevant and ensure that our Labour Movement leaders are kept updated on current issues and key messages, the Ong Teng Cheong Labour Leadership Institute (OTCi) conducts regular engagements for union leaders. In 2018, OTCi attained some 3,100 engagement places through more than 112 engagement platforms, including dialogue sessions, chats with NTUC appointment holders, learning journeys, focus group discussions and talks.

These included:

- a. 200 tea session places with NTUC appointment holders.
- b. 1,790 L3 and Key exco Leaders engagement sessions.
- c. 1,000 learning journeys and sharing sessions.
- d. 110 engaged as alumni of OTCi.

In 2018, a total of 178 leaders flowed up. This included 140 Branch Officials who flowed up to take on executive committee (exco) positions as well as 38 exco members who flowed up to take on top three leadership positions.

In 2018, some 200 union leaders leveraged Exchange@10 for fraternal activities. Positive anecdotal feedback was given from union leaders.

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