16 March 2026

RECOMMENDATIONS OF THE TRIPARTITE CLUSTER FOR FOOD SERVICES INDUSTRY ON THE REVIEW OF THE PROGRESSIVE WAGE MODEL FOR THE FOOD SERVICES SECTOR

1. OBJECTIVE

1.1 This report outlines the recommendations of the Tripartite Cluster for Food Services (TCF) industry following its review of the Progressive Wage Model (PWM) for the food services sector, comprising both Quick Service and Full-Service food establishments as well as caterers and central kitchens.

1.2 The members of the TCF are listed in Annex A.

2. BACKGROUND

2.1 On 15 February 2023, the TCF had put forth its recommendations to introduce a PWM for the food services sector which was accepted by the Government. The Food Services PWM was implemented on 1 March 2023 and enforced through employers' eligibility to mainstream work passes (i.e. Work Permit, S Pass, Employment Pass).

2.2 The Food Services PWM applies to all full-time and part-time resident (i.e. Singapore Citizens and Permanent Residents) food services employees on a contract of service, working in a premise that has a Singapore Food Agency (SFA) Food Retail or Food Processing (Central Kitchen) licence, and employed by a firm that hires foreign workers on mainstream work passes. Such food retail establishments include restaurants, cafés, snack counters, eating houses, mobile food wagons, supermarkets, food caterers and food stalls in food courts and coffeeshops.

2.3 As of December 2024, there are approximately 53,912[1] food retail establishments in Singapore holding various SFA licences. Approximately 111,600 resident employees are employed in the Food Services[2] sector, constituting 5.5% of all resident employees in Singapore.

2.4 Details of the first TCF recommendations report can be found at www.ntuc.org.sg/pwm.

3. REVIEW OF THE FOOD SERVICES PROGRESSIVE WAGE MODEL

3.1 The Food Services PWM was implemented on 1 March 2023 with a 3-year wage schedule valid until 28 February 2026. A new term of TCF was convened in April 2025 comprising industry stakeholders representing the diverse sub-sectors within the industry, unions and relevant government agencies.

[1] Source: https://www.singstat.gov.sg/publications/reference/ebook/industry/food-establishments

[2] Data pertain to all resident employees in the food & beverage services industry, including resident employees who may not be in Food Services-related job roles (e.g. administrative support roles).

3.2 As part of its terms of reference, the TCF carried out a review of the PWM and assess its impact on the industry. Several rounds of consultation were conducted to review the job descriptions, training requirements and wage schedule for the food services industry. Ground feedback and suggestions from both the employers and unions were gathered and taken into account during the review and wage negotiations were intense and robust. In addition, a survey with 300 food services workers was conducted from October 2025 to December 2025 to gather insights from workers' perspectives.

3.3 While the food services sector navigates itself in the current uncertain economic climate and faces high operating costs, many employers highlighted the perennial challenge of attracting locals to the industry. This has led to very lean operational team and workers having to put in long hours to fulfil business needs.

3.4 Employers had also raised concerns on maintaining wage parity with other employees in their company and requested for sufficient lead time to adjust to the new wage schedule. Many employers had reflected that they employ workers covered under several PWM sectors and Occupational Progressive Wages (OPW) (e.g. dishwashers, drivers, administrators), and suggested aligning the implementation timeline of the next wage schedule with the majority of PWM sectors for more efficient HR administration.

3.5 The TCF has carefully considered the feedback and suggestions from various stakeholders, and has adopted a pragmatic approach that balances business sustainability with workers' welfare. The TCF recommendations are summarised as follows:

(a) **Implementation Timeline:** The TCF has taken into consideration of the challenges that the sector is facing, hence to cushion the impact and to provide sufficient lead time for employers to plan their manpower budget and comply with the PWM wage requirements, as well as for better alignment of implementation timeline with other PWM sectors and OPW, the TCF recommends that the new Food Services PWM wage schedule shall take effect <u>from 1 July of each year</u> from 2026 onwards.

(b) **PWM Career Ladder**: As the industry continues to leverage technology-enabled solutions and job redesign to improve productivity, the TCF had reviewed the job descriptions of the various PWM job roles and proposed refinements to provide greater clarity and better reflect evolving industry needs and consumer expectations.

(c) **PWM Skills Ladder:** The TCF has taken in requests from employers and recommends the inclusion of qualifications attained from Institutes of Higher Learning (IHLs) and Private Education Institutions (PEIs) that were registered with Skillsfuture Singapore (SSG) or Ministry of Education (MOE). As workers with such qualifications would have attained the requisite knowledge and abilities to handle a variety of food services operations, the TCF recommends that the endorsed IHL and PEI qualifications be recognised as meeting the minimum training requirement of two Workforce Skills Qualification (WSQ) training modules including the mandatory Food Safety and Hygiene course. In addition, the TCF also endorses an expanded list of WSQ modules with relevant Technical Skills & Competencies (TSCs) for the various PWM job roles.

(d) **PWM Wage Ladder:** The TCF recommends a 3-year schedule of wage increases to the PWM Baseline Gross Wages (excluding overtime pay) from 1 July 2026 to 30 June 2029. To continue safeguarding overtime pay, the TCF sets out a list of Gross Wage Requirements for each overtime hour worked for each of the PWM job role.

3.6 The TCF recommendations are elaborated in the following sections.

4. PWM CAREER LADDER – REVIEW OF JOB DESCRIPTIONS

4.1 In reviewing the job descriptions of the various PWM job roles, the TCF had made reference to the Food Services Jobs Transformation Map (JTM) which examines how emerging trends and technologies are reshaping the sector. The JTM highlights the most impacted job segments and provides insights to build a future-ready workforce equipped with the skills and capabilities needed to thrive in an evolving industry landscape.

4.2 The TCF acknowledges the diversity within the food services industry given that there are different business models and operational requirements. For each PWM job role under the two categories, i.e. Category A for Quick Service Establishments and Category B for Full-Service Establishments, Caterers and Central Kitchens, the TCF had made refinements to the respective job descriptions after validating with the industry stakeholders.

4.3 The TCF would like to remind employers to declare their workers' job role accurately in the Occupational Employment Dataset (OED) based on the job descriptions. Regardless of the job title/designation used at the company level, employers should map against the job descriptions to determine the correct PWM job role.

4.4 The updated job descriptions for the Food Services PWM job roles are detailed in Annex B.

5. PWM SKILLS LADDER – EXPANDED LIST OF TRAINING MODULES AND RECOGNITION OF IHL AND PEI QUALIFICATIONS

5.1 The TCF had previously recommended a total of two (2) WSQ modules as the minimum mandatory training requirements for all Food Services PWM job roles, except for Senior Cook and Manager. As the latter two job roles are of senior positions, the TCF had provided the flexibility for employers to determine the relevant training for these positions. However, employers are encouraged to refer to the endorsed WSQ modules as a guide.

5.2 To better cater to the diverse operational needs of the Food Services sector, the TCF recommends expanding the list of WSQ modules which are mapped to the TSCs from the Food Services Skills Framework (SFw). TCF has added 53 TSC codes ranging from proficiency levels 1 to 3 to cater to the various job roles.

5.3 For employers that are Registered Training Providers (RTPs) with SSG, the TCF is supportive that the in-house WSQ modules with prefix "FSS" in its TSC code would continue to be recognised as an approved training module.

5.4 The TCF has also reviewed the list of qualifications conferred by IHLs and PEIs registered with SSG or MOE. As the course curriculum offered at these IHLs and PEIs would have comprehensive coverage of the requisite skillsets for anyone who wishes to pursue a career in the food services industry, the TCF is of the view that the graduates of such qualifications should be deemed competent and knowledgeable to undertake the job roles under the Food Services PWM career ladder. Hence, the TCF recommends that the endorsed IHL and PEI qualifications be recognised as meeting the minimum training requirement of two WSQ training modules including the mandatory Food Safety and Hygiene course.

5.5 The list of endorsed WSQ training modules and registered IHL and PEI qualifications is detailed in Annex C. The TCF will periodically review the list to ensure continued relevance and alignment with industry transformation.

6. PWM WAGE LADDER – SCHEDULE OF WAGE INCREASES WITH EFFECT FROM 1 JULY 2026

6.1 Through the various rounds of stakeholder engagement and focus group discussions, the TCF has noted the current challenges and uncertainties confronting the industry in the years ahead. The key considerations are:

a) Escalating operating costs: Global supply chain disruptions and geo-political uncertainties have driven up cost of goods and logistics cost. Rental, labour, utilities, overheads are among other costs that add further strain to profit margins, especially to small and medium-sized establishments.

b) Labour shortage and staff retention: The sector continues to face difficulty attracting and retaining local workers due to the physically demanding work conditions, long hours, and weekend shifts. With a tight labour market, businesses face pressure to maintain service standards while managing customers' expectations.

c) Labour intensive operations: While companies are able to tap on various government grants for job redesign and adoption of technology, the sector continues to rely heavily on manpower for its operations and customer service.

6.2 Despite these challenges, the TCF is committed in its efforts to uplift the industry and improve the welfare of food services workers. The TCF is appreciative of the various support schemes provided by the Government such as the Progressive Wage Credit Scheme (PWCS) which helped employers cushion the impact brought on by the introduction of the PWM. Employers hope that such wage support can be further extended beyond 2026 to help the industry brave the headwinds in the near term.

6.3 After careful consideration, the TCF recommends aligning the implementation timeline for each year's wage adjustments to be **from 1 July**, starting from year 2026.

6.4 In determining the annual increments to the PWM Baseline Gross Wages, the TCF aimed to support food services lower-wage workers in gaining ground with the median wage level while bearing in mind the challenges ahead. The TCF eventually achieved consensus and recommends a three-year wage schedule to give certainty to both employers and workers. The TCF hopes that more jobseekers would consider joining the food services industry as it offers not only wage progression but also skills upgrading and career advancement opportunities.

6.5 The TCF recommends an annual increment of at least $140 for all PWM job roles. For the job role of Waiter Supervisor, the TCF recommends a slightly higher increment to account for its higher job responsibilities and complexity. The TCF would like to encourage employers who have done well to consider higher wage increments for food services workers.

6.6 The following table summarises the recommended Food Services PWM Baseline Gross Wages (excluding overtime payment) from **1 July 2026 to 30 June 2029** to applicable resident[3] workers in the Food Services sector:

Category A: Quick-Service (QS) Food Establishments and Supermarkets (with ready-to-eat food stations)					
PWM Job Level	**PWM Baseline Gross Wages**	**Current**	**From 1 Jul 2026**	**From 1 Jul 2027**	**From 1 Jul 2028**
Food/Drink Stall Assistant	Monthly Gross Wage *(exclude OT)*	$2080	**$2220**	**$2360**	**$2500**
	y-o-y inc >		$140	$140	$140
	Hourly Gross Wage*	$10.91	$11.64	$12.38	$13.11
Kitchen Assistant (QS) / Food Service Counter Attendant	Monthly Gross Wage *(exclude OT)*	$2155	**$2295**	**$2435**	**$2575**
	y-o-y inc >		$140	$140	$140
	Hourly Gross Wage*	$11.30	$12.04	$12.77	$13.51
Cook (QS)	Monthly Gross Wage *(exclude OT)*	$2330	**$2470**	**$2610**	**$2750**
	y-o-y inc >		$140	$140	$140
	Hourly Gross Wage*	$12.22	$12.95	$13.69	$14.42

** Hourly Gross Wage is applicable to part-time workers who work less than 35 hours a week*

Category B: Full-Service (FS) Food Establishments, Caterers and Central Kitchens					
PWM Job Level	**PWM Baseline Gross Wages**	**Current**	**From 1 Jul 2026**	**From 1 Jul 2027**	**From 1 Jul 2028**
Kitchen Assistant (FS) / Waiter	Monthly Gross Wage *(exclude OT)*	$2180	**$2320**	**$2460**	**$2600**
	y-o-y inc >		$140	$140	$140
	Hourly Gross Wage*	$11.43	$12.17	$12.90	$13.64
Cook (FS)	Monthly Gross Wage *(exclude OT)*	$2380	**$2520**	**$2660**	**$2800**
	y-o-y inc >		$140	$140	$140
	Hourly Gross Wage*	$12.48	$13.22	$13.95	$14.69
Waiter Supervisor	Monthly Gross Wage *(exclude OT)*	$2730	**$2875**	**$3020**	**$3165**
	y-o-y inc >		$145	$145	$145
	Hourly Gross Wage*	$14.32	$15.08	$15.84	$16.60

** Hourly Gross Wage is applicable to part-time workers who work less than 35 hours a week*

[3] PWM Baseline Gross Wages are applicable to Singapore Citizens and Permanent Residents only. For foreign manpower, employers are encouraged to adopt the key principles of progressive wages in their wage structure, considering other cost components such as accommodation and levies.

6.7 To continue safeguarding workers' interests when they are required to put in overtime hours, a set of Gross Wage Requirements is stipulated to determine the hourly gross wage payable for each additional hour worked beyond 44 hours a week. This additional PWM wage requirement for overtime work would only apply to workers who are covered under Part 4 of the Employment Act (EA). In addition, employers must also adhere to the overtime requirements under Part 4 of the EA, whereby the overtime rate of pay of at least 1.5 times of the basic rate of pay continues to apply.

6.8 Please refer to Annex D for the detailed gross wage schedules which show the required PWM gross wages inclusive of different overtime hours worked in a month.

6.9 Food establishments that are not allowed to hire foreign workers on mainstream work passes, such as individually operated food stalls (e.g. hawker stalls, coffeeshop stalls or food court stalls where the Food Stall licensee does not also hold a Food Shop licence[4]), the vast majority of which are small firms, will be exempted from the Food Services PWM requirements. Nonetheless, they are encouraged to adopt the Food Services and other PWM requirements, and pay at least the LQS to uplift their lower-wage workers. This will also allow them to be eligible for the Progressive Wage (PW) Mark accreditation[5], to demonstrate their commitment as a progressive employer and benefit from greater visibility and support from end consumers.

6.10 The TCF will undertake a review of the PWM in 2028.

7. WHOLE OF SOCIETY EFFORT IS ESSENTIAL TO UPLIFT LOWER WAGE WORKERS

7.1 The Food Services industry forms a vital part of Singapore's economy and lifestyle, providing essential services and contributing to our reputation as a food paradise. Behind every dining experience is a team of dedicated workers who ensure food safety and quality under physically demanding conditions. It is important to recognise their contributions and accord them the respect they deserve.

7.2 The TCF reaffirms its commitment to uplift lower-wage workers through sustainable wage progression despite the challenging business operating environment. By recommending mandatory annual wage increments across PWM job roles, the TCF seeks to narrow the income gap and support workers in earning better wages. In this regard, the TCF hopes that more Singaporeans would consider the food services sector a career of choice as it assures workers of job security and better work prospects.

[4] For example, coffeeshop stalls or food court stalls that are not run by a Food Shop licensee such as an overall operator of a coffeeshop or a food court.

[5] Eligible firms may apply for the PW Mark on https://gobusiness.gov.sg

7.3 The TCF also encourages food establishments to tap on the various support schemes such as the SkillsFuture Workforce Development Grant[6], the NTUC Company Training Committee (CTC) Grant[7] and Workfare Skills Support[8] to transform their business operations and enhance workforce capabilities.

7.4 The TCF also urges Food Services workers to embrace lifelong learning and upskilling to stay relevant and enhance their professionalism. With better skills and varied experiences, workers can contribute to a resilient and productive workforce that supports business growth.

7.5 Lastly, whole-of-society efforts are essential and critical for the betterment of our essential workers. The TCF would like to call upon end consumers to lend their support by valuing the work of food services employees and showing graciousness when patronising food establishments. Together, we can uplift the livelihoods of lower-wage workers and contribute to a vibrant and productive food services industry.

~ End ~

[6] The SkillsFuture Workforce Development Grant (WDG) which includes the redesigned SkillsFuture Enterprise Credit (SFEC) brings together existing Government workforce transformation schemes, will be progressively rolled out in 2026. More information is available via grants.gobusiness.gov.sg.

[7] The NTUC CTC Grant supports companies that have set up CTCs to implement business and workforce transformation plans that lead to better business and worker outcomes. Companies can tap on funding support of up to 70% of qualifying costs for each transformation project by sending in their applications to NTUC's e2i (Employment and Employability Institute) at https://e2i.com.sg/ctc/. For non-unionised company, they may visit trainandtransform.ntuc.org.sg to form a CTC.

[8] The Workfare Skills Support (WSS) scheme provides training support for lower-wage workers and their employers. Eligible lower-wage workers can receive a training allowance to defray the opportunity cost of training, and employers of lower-wage workers can receive absentee payroll. More information is available via https://go.gov.sg/wss-info and https://go.gov.sg/wss-level-up.

ANNEX A: TRIPARTITE CLUSTER FOR FOOD SERVICES (TCF) INDUSTRY FOR THE TERM OF APPOINTMENT FROM APRIL 2025 TO MARCH 2027

Description	Organisation	Representative
Chair	National Trades Union Congress	Ms. Yeo Wan Ling, Assistant Secretary-General
Co-Chair	Singapore National Employers Federation	Mr. Benjamin Boh, SNEF Council Member *Concurrently President, Restaurant Association of Singapore*
Labour Movement	National Trades Union Congress	Mr. Zainal Sapari, Assistant Director-General and Advisor, PWM Implementation
	Food, Drinks and Allied Workers Union	Mr. Mustafa Lambak, Deputy General Secretary
		Ms. Melissa Ng Chai Yong, Executive Secretary
	Attractions, Resorts & Entertainment Union	Ms. Stephanie Tu ZhengLing, Vice President
	Employment & Employability Institute	Ms. Ong Mei Ling, Deputy Director, Lifestyle
Industry Associations	Restaurant Association of Singapore	Ms. Bonnie Wong, Assistant Honorary Treasurer
		Ms. Lynn Hong, Member *Concurrently Director of People, McDonald's Singapore*
		Ms. Tan Ping Ling, Member *Concurrently Group Head, HR, BreadTalk Group Pte Ltd*
		Mr. Mustaffa Kamal, Member *Concurrently Director, The Black Hole Pte Ltd*
	Association of Catering Professionals Singapore	Mr. Reuben Ang, Vice-President *Concurrently Managing Director, Elsie's Kitchen Catering Services Pte Ltd*
		Ms. Sylvia Lai, Member *Concurrently Senior Director & Head of Talent, Rewards and Employee Services, FairPrice Group (representing NTUC Foodfare)*
	Foochow Coffee Restaurant and Bar Merchants Association Singapore	Mr. Hong Poh Hin, Chairman
	The Federation of Merchants' Associations, Singapore	Mr. Anthony Low, Vice President *Concurrently Director, Xin Sheng Ngoh Hiong Pte Ltd*
Government	Ministry of Manpower	Mr. Tan Li Sheng, Divisional Director, Workplace Policy and Strategy Division
	Enterprise Singapore	Mr. Jason Lim, Director, Food Services & Heartland Enterprises
	Singapore Food Agency	Mr. Tan Han Kiat, Senior Director, Regulatory Operations Division
	SkillsFuture Singapore	Mr. Remy Choo, Director, Industry Development Division 2
	Workforce Singapore	Mr. Terence Ong, Director, Trade and Lifestyle Division *(wef 1 Jan 2026)*

ANNEX B: PWM CAREER LADDER – COVERAGE OF FOOD SERVICES JOB ROLES AND DESCRIPTION OF DUTIES AND RESPONSIBILITIES

For Employers:

- MOM requires employers to declare which PWM job role their food services worker(s) are working in based on the corresponding job descriptions below. The declaration can be done via the Occupational Employment Dataset (OED) (https://stats.mom.gov.sg/laboursurvey).

- If a worker performs multiple job roles, e.g., food services and delivery functions, and spends majority (i.e. more than 50%) of his/her working time in the food services job function, he/she should be classified as a food services worker and be paid the applicable PWM wage.

For Food Services Workers:

- MOM has developed a portal for workers to check if their employer has accurately declared their PWM job role in OED and paid them the correct salary. The portal is accessible at www.go.gov.sg/pw-portal using Singpass to log in.

- Workers who require further assistance may contact MOM at tel: 6320 7722 (Mon-Fri, 8.30am-5.30pm) or email MOM_OED@mom.gov.sg.

The **Food/Drink Stall Assistant** prepares and/or serves simple food/drink items from food/drink counters or steam tables in food stalls (generally refers to coffeeshops, food courts, and applies to some fast-food outlets).

Duties may include:

- Prepare simple food/drinks (toasting, reheating, steaming, and mixing drink ingredients).
- Serve food/drinks to customers where applicable.
- Package food/drinks for takeaway.
- Take customer orders and communicate orders to the kitchen – may be done manually, or through Point of Sale (POS) systems and other software.
- Collect payment from customers and perform other cashiering duties (e.g. issuing refunds).
- Check inventory (e.g. ensure sufficient stock of ingredients and drinks) and raise inventory orders when needed.
- Clean food preparation areas, equipment, cutlery, and crockery, and adhere to food safety and hygiene practices.

Examples: Food court stall assistant / stall helper, coffeeshop stall assistant, runner etc.

The **Food Service Counter Attendant** prepares and/or serves simple food/drink items from food/drink counters or steam tables in food shops (generally refers to fast food outlets, food kiosks, ready-to-eat stations at supermarkets).

Duties may include:

- Prepare simple food/drinks (e.g. toasting, reheating, steaming, mixing, assembling) according to the establishment's standard recipes and operating procedures, where applicable.
- Serve food/drinks to customers' tables, where applicable.
- Package food/drinks for takeaway.
- Take customer orders and communicate orders to the kitchen – may be done manually, or through Point of Sale (POS) systems and other software.
- Respond to customer enquiries and provide information on food/drinks (e.g. ingredients, dietary allergens, recommendations).
- Collect payment from customers and perform other cashiering duties (e.g. issuing refunds).
- Handle commercial- or industrial-grade equipment (e.g. coffee machines, deep fryer, griddles), where applicable.
- Manage online orders (e.g. made via digital platforms).
- Check inventory (e.g. ensure sufficient stock of ingredients and drinks) and raise inventory orders when needed.
- Clean food preparation areas, equipment, cutlery, and crockery and adhere to food safety and hygiene practices.

Examples: Fast food service crew, food kiosks counter attendant, bubble tea service crew, salad counter server, roast grill counter attendant

The **Kitchen Assistant** handles basic food preparation and adheres to food safety and hygiene practices.

Duties may include:

- Prepare ingredients for cooking according to the establishment's standard recipes and operating procedures, where applicable (e.g. washing, peeling, chopping, measuring, mixing, kneading).
- Portion, assemble and/or package menu dishes and other food items.
- Process new inventory items (e.g. receive stock, store and pack) and inventory checking (e.g. ensure sufficient stock of ingredients for a shift).
- Assist Cook/Senior Cook, Manager and/or other supervisors in process improvement reviews.
- Clean food preparation areas, kitchen stations, equipment and cookware.
- Adhere to organisation's Workplace Safety and Health (WSH) policies and procedures.
- Follow the organisation's food waste management Standard Operating Procedures (SOPs).
- Operate food preparation equipment where applicable.

Examples: Kitchen assistant, kitchen crew, bakery assistant

Applicable to Category A: Quick-Service Food Establishments & Supermarkets (with ready-eat stations) **<u>Additional Duties</u>**	**Applicable to Category B: Full-Service Food Establishments, Caterers & Central Kitchens** **<u>Additional Duties</u>**
• Prepare food items for ready consumption (e.g. cooking, toasting, reheating). • Provide counter service (e.g. greet customers, recommend food items), where needed. • Collect payment from customers and perform other cashiering duties (e.g. issuing refunds, stamping of loyalty and membership cards), where needed. • Package food/drinks for takeaways	• Assist in cooking and plating of menu dishes according to the kitchen manual, where applicable.

The **Cook** supports the preparation of menu dishes and adheres to food safety and hygiene practices.

Duties may include:

- Assemble ingredients and/or kitchen equipment prior to preparation of menu dishes, according to the establishment and/or Senior Cook's requirements, where applicable.
- Apply culinary techniques to prepare food according to the establishment's standard recipes and operating procedures, where applicable.
- Ensure appropriate portioning and serving size for waste control.
- Supervise work output of Kitchen Assistants, where applicable.
- Maintain cleanliness of kitchen stations and upkeep of cooking equipment.
- Adhere to organisation's Workplace Safety and Health (WSH) policies and procedures.
- Operate food preparation equipment where applicable.

Examples: Commis chef, line cook

Applicable to Category A: Quick-Service Food Establishments & Supermarkets (with ready-eat stations)	**Applicable to Category B: Full-Service Food Establishments, Caterers & Central Kitchens**
Additional Duties • Prepare batches of food that are cooked to order, or kept warm until ordered and sold, where applicable.	**Additional Duties** • Follow the Senior Cook's instructions for the preparation of menu items and meeting of other operational needs. • Support compliance with food safety and sanitation requirements, in areas such as product rotation, temperature maintenance, storage procedures, and food handling techniques (where applicable).

The **Senior Cook** directs and manages the preparation of menu dishes at one or more kitchen stations, and adheres to food safety and hygiene practices.

Duties may include:

- Coordinate and manage food preparation at a kitchen station.
- Apply culinary techniques to prepare food according to the establishment's standard recipes and operating procedures, where applicable.
- Plate menu dishes prior to service.
- Support the Sous Chef and Head Chef in the development of new menu dishes.
- Monitor and guide Kitchen Staff in appropriate portioning and serving size for waste control.
- Assist and support in recording supplies as well as food handling & storage practices.
- May supervise and guide one or more Kitchen Assistants, Cooks, and/or other Kitchen Staff, where applicable.
- Maintain cleanliness of kitchen stations and upkeep of cooking equipment.
- Oversee kitchen staff's compliance with organisation's Workplace Safety and Health (WSH) policies and procedures.

Examples: Chef de partie, station chef

The **Waiter** attends directly to customers' needs and supports customer-facing operations.

Duties may include:

- Prepare tables for service (e.g. clear used cutlery and crockery, wipe down tables, lay out fresh linens and cutlery, refill condiments).
- Greet walk-in customers and escorting them to their tables.
- Respond to customer enquiries and take reservations over telephone.
- Present menu to customers at their table and provide menu information (e.g. ingredients, dietary allergens, menu recommendations).
- Take customer orders and communicate orders to the kitchen – may be done manually, or through Point of Sale (POS) systems and other software.
- Serve food/drinks from kitchen to customers.
- Package food/drinks for takeaway.
- Collect payment from customers and perform other cashiering duties (e.g. issuing refunds, stamping of loyalty and membership cards).
- Adhere to organisation's Workplace Safety and Health (WSH) policies and procedures.

Examples: Waiter, Banquet Server

The **Waiter Supervisor** supports the Manager by overseeing customer-facing operations.

Duties may include:

- Prepare tables for service (e.g. clear used cutlery and crockery, wipe down tables, lay out fresh linens and cutlery, refill condiments).
- Greet walk-in customers and escorting them to their tables.
- Respond to customer enquiries and take reservations over telephone.
- Present menu to customers at their table and provide menu information (e.g. ingredients, dietary allergens, menu recommendations).
- Serve food/drinks from kitchen to customers.
- Coordinate, manage and/or train Waiters and other customer-facing employees (if any) (e.g. how to welcome customers, manage customer queries, provide menu recommendations).
- Supervise customer interactions and intervene where necessary (e.g. resolve conflict, respond to emergency, respond to customer complaint and feedback).
- Engage customers to gather feedback and escalate issues where necessary.
- Escalate feedback on current work process and procedure for continuous improvement activities.
- Adhere to organisation's Workplace Safety and Health (WSH) policies and procedures.
- Ensure compliance with regulations (e.g. SFA licensing conditions), as well as establishment's own service protocols and standards (if any).
- Schedule working shifts of Waiters and other customer-facing employees (if any) based on operational needs.
- Manage payroll and manpower budget for Waiters and other customer-facing employees.

Example: Waiter supervisor, F&B supervisor, Head waiter

The **Manager** bears overall responsibility for the profitability of the establishment, and oversees all of the establishment's operations, i.e. both customer-facing and back of house activities (e.g. kitchen, inventory management).

Duties may include:

- Plan, organise, and direct an establishment's operations.
- Support back of house activities and other operational support functions (e.g. customer service, shift scheduling, cashiering, closing of till, ordering inventory, office paperwork).
- Manage inventory, resource requisitions and purchases.
- Oversee staff recruitment and training.
- Implement strategies to boost staff attitudes, morale and motivation.
- Maintain food standards and quality control.
- Analyse establishment's performance and review operational processes to identify opportunities for innovation and/or application of technology, as well as improvement of work practices.
- Develop and implement strategies to achieve sales targets, tailored to customer profiles.
- Submit proposals to Management on improvements to the establishment (e.g. process improvement, repair and renovation).
- Monitor team's adherence with the organisation's Workplace Safety and Health (WSH) policies and procedures.
- Ensure compliance with relevant regulations (e.g. SFA licensing conditions).

Example: Restaurant manager, Outlet manager

ANNEX C: LIST OF APPROVED WSQ TECHNICAL SKILLS AND COMPETENCIES, AND REGISTERED IHL AND PEI QUALIFICATIONS ENDORSED BY THE TCF

- All resident food services workers covered under the Food Services PWM are required to attain at least two (2) WSQ training modules aligned to the endorsed Technical Skills & Competencies (TSCs) based on their job role.

- For Senior Cook and Manager, the TCF recommends that training as per the recommended WSQ module list is encouraged, to give employers the flexibility to train these employees in senior positions according to their own business needs.

- In-house WSQ modules with the prefix "FSS" in its TSC code will be recognised as approved training modules under the Food Services PWM.

Under SFA's regulations, all food handlers are required to complete a mandatory Food Safety Course Level 1 with any SSG Registered Training Provider (RTP).

The TCF may review the list of TSCs and WSQ training modules periodically to ensure relevancy.

Note: Food Services employers are advised to enquire with the RTPs on the availability of courses and training subsidies. Please visit www.myskillsfuture.gov.sg for more details.

PWM Job Role: Food/Drink Stall Assistant and Food Services Counter Attendant *+ denotes new TSC*			
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
Business Management+	Food and Beverage Inventory Management+	FSS-SCL-1006-1.1	Level 1
Customer Experience	Service Excellence+	FSS-CEX-1010-1.1	Level 1
	Customer Service Excellence	FSS-CEX-1040-1.1	Level 1
Food Standards and Workplace Safety Management	Food Safety and Hygiene (mandatory)	FSS-FRC-1004-1.1	Level 1
	Halal Certification Compliance for Food and Beverage Operations	FSS-FRC-2005-1.1	Level 2
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
Food and Beverage Operation	Alcoholic Beverage Preparation+	FSS-FBS-2001-1.2	Level 2
	Asian Cold Dish and Dessert Preparation+	FSS-FBS-1002-1.1	Level 1
	Asian Cuisine Preparation and Cooking+	FSS-FBS-1003-1.1	Level 1
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1	Level 2
	Food and Beverage Visual Merchandising Presentation+	FSS-FBS-2009-1.1	Level 2
	Non-Alcoholic Beverage Preparation+	FSS-FBS-2016-1.1	Level 2
	Food and Beverage Service	FSS-FBS-1024-1.1	Level 1

PWM Job Role: Kitchen Assistant			+ denotes new TSC
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
Food Standards and Workplace Safety Management	Food Safety and Hygiene (mandatory)	FSS-FRC-1004-1.1	Level 1
	Halal Certification Compliance for Food and Beverage Operations	FSS-FRC-2005-1.1	Level 2
	Food Waste Disposal and Reduction	FSS-WMO-2007-1.1	Level 2
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
Food and Beverage Operation	Asian Cold Dish and Dessert Preparation+	FSS-FBS-1002-1.1	Level 1
	Asian Cuisine Preparation and Cooking+	FSS-FBS-1003-1.1	Level 1
	Bread Preparation+	FSS-FBS-1004-1.1	Level 1
	Chinese Dry-Heat Dish Preparation and Cooking+	FSS-FBS-1005-1.1	Level 1
	Chinese Moist-Heat Dish Preparation and Cooking+	FSS-FBS-1006-1.1	Level 1
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1	Level 2
	Malay Dry-Heat Dish Preparation and Cooking+	FSS-FBS-1013-1.1	Level 1
	Malay Moist-Heat Dish Preparation and Cooking+	FSS-FBS-1014-1.1	Level 1
	Seafood Storage and Fabrication+	FSS-FBS-2018-1.1	Level 2
	Specialty Cuisine Preparation and Cooking+	FSS-FBS-1019-1.1	Level 1
	Western Cold Dish Preparation+	FSS-FBS-1020-1.1	Level 1
	Western Dry-Heat Dish Preparation and Cooking+	FSS-FBS-1021-1.1	Level 1
	Western Moist-Heat Dish Preparation and Cooking+	FSS-FBS-1022-1.1	Level 1

PWM Job Role: Cook			+ denotes new TSC
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
Food Standards and Workplace Safety Management	Food Safety and Hygiene (mandatory)	FSS-FRC-1004-1.1	Level 1
	Food Waste Disposal and Reduction	FSS-WMO-2007-1.1	Level 2
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
Food and Beverage Operation	Asian Cold Dish and Dessert Preparation+	FSS-FBS-2002-1.2	Level 2
	Asian Cuisine Preparation and Cooking+	FSS-FBS-2003-1.2	Level 2
	Bread Preparation+	FSS-FBS-2004-1.2	Level 2
	Chinese Dry-Heat Dish Preparation and Cooking+	FSS-FBS-2005-1.2	Level 2
	Chinese Moist-Heat Dish Preparation and Cooking+	FSS-FBS-2006-1.2	Level 2
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1	Level 2
	Indian Moist-Heat Dish Preparation and Cooking+	FSS-FBS-2012-1.1	Level 2
	Malay Dry-Heat Dish Preparation and Cooking+	FSS-FBS-2013-1.1	Level 2
	Malay Moist-Heat Dish Preparation and Cooking+	FSS-FBS-2014-1.1	Level 2
	Meat Storage and Fabrication	FSS-FBS-1015-1.1	Level 1
	Seafood Storage and Fabrication+	FSS-FBS-2018-1.1	Level 2
	Specialty Cuisine Preparation and Cooking+	FSS-FBS-2019-1.1	Level 2

PWM Job Role: Cook			+ denotes new TSC
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
	Western Cold Dish Preparation+	FSS-FBS-2020-1.1	Level 2
	Western Dry-Heat Dish Preparation and Cooking+	FSS-FBS-2021-1.1	Level 2
	Western Moist-Heat Dish Preparation and Cooking+	FSS-FBS-2022-1.1	Level 2

PWM Job Role: Senior Cook			+ denotes new TSC
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
Food Standards and Workplace Safety Management	Food Safety and Hygiene (mandatory)	FSS-FRC-1004-1.1	Level 1
	Food Waste Disposal and Reduction	FSS-WMO-2007-1.1	Level 2
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
Food and Beverage Operation	Asian Cold Dish and Dessert Preparation+	FSS-FBS-2002-1.2	Level 2
	Asian Cuisine Preparation and Cooking+	FSS-FBS-3003-1.2	Level 3
	Bread Preparation+	FSS-FBS-3004-1.2	Level 3
	Chinese Dry-Heat Dish Preparation and Cooking+	FSS-FBS-3005-1.2	Level 3
	Chinese Moist-Heat Dish Preparation and Cooking+	FSS-FBS-3006-1.2	Level 3
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1	Level 2
	Food Science Application+	FSS-FBS-3010-1.1	Level 3
	Indian Moist-Heat Dish Preparation and Cooking+	FSS-FBS-3012-1.1	Level 3
	Malay Dry-Heat Dish Preparation and Cooking+	FSS-FBS-2013-1.1	Level 2
	Malay Moist-Heat Dish Preparation and Cooking+	FSS-FBS-2014-1.1	Level 2
	Meat Storage and Fabrication	FSS-FBS-2015-1.1	Level 2
	Seafood Storage and Fabrication+	FSS-FBS-2018-1.1	Level 2
	Specialty Cuisine Preparation and Cooking+	FSS-FBS-3019-1.1	Level 3
	Western Cold Dish Preparation+	FSS-FBS-2020-1.1	Level 2
	Western Dry-Heat Dish Preparation and Cooking+	FSS-FBS-3021-1.1	Level 3
	Western Moist-Heat Dish Preparation and Cooking+	FSS-FBS-3022-1.1	Level 3
Innovation+	Food and Beverage Recipe Formulation+	FSS-PIN-3022-1.1	Level 3

PWM Job Role: Waiter			+ denotes new TSC
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
Customer Experience	Customer Experience Management+	FSS-CEX-2002-1.1	Level 2
	Service Challenges+	FSS-CEX-1008-1.1	Level 1
	Service Excellence+	FSS-CEX-1010-1.1	Level 1
	Customer Service Excellence	FSS-CEX-1040-1.1	Level 1
Food Standards and Workplace Safety Management	Food Safety and Hygiene	FSS-FRC-1004-1.1	Level 1
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
Food and Beverage Operation	Alcoholic Beverage Preparation+	FSS-FBS-2001-1.2	Level 2
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1	Level 2
	Food and Beverage Visual Merchandising Presentation+	FSS-FBS-2009-1.1	Level 2
	Non-Alcoholic Beverage Preparation+	FSS-FBS-2016-1.1	Level 2
	Wine Service+	FSS-FBS-2023-1.1	Level 2
	Food and Beverage Service	FSS-FBS-1024-1.1	Level 1
Personal Management & Development+	Personal Effectiveness+	FSS-PDV-3012-1.1	Level 3

PWM Job Role: Waiter Supervisor			+ denotes new TSC
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
Business Management+	Food and Beverage Inventory Management+	FSS-SCL-3006-1.1	Level 3
Customer Experience	Customer Experience Management+	FSS-CEX-3002-1.1	Level 3
	Service Coaching+	FSS-CEX-3009-1.1	Level 3
	Service Excellence+	FSS-CEX-3010-1.1	Level 3
	Service Leadership+	FSS-CEX-3014-1.1	Level 3
	Customer Service Excellence+	FSS-CEX-1040-1.1	Level 1
Food and Beverage Operation+	Alcoholic Beverage Preparation+	FSS-FBS-3001-1.2	Level 3
	Food and Beverage Visual Merchandising Presentation+	FSS-FBS-2009-1.1	Level 2
	Non-Alcoholic Beverage Preparation+	FSS-FBS-3016-1.1	Level 3
	Wine Service+	FSS-FBS-3023-1.1	Level 3
	Food and Beverage Service+	FSS-FBS-2024-1.1	Level 2
Food Standards and Workplace Safety Management	Food Safety and Hygiene	FSS-FRC-1004-1.1	Level 1
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
Innovation	System and Work Process Improvement	FSS-SPI-1013-1.1	Level 1
	Productivity Optimization for Food and Beverages Operations	FSS-PIN-2023-1.1	Level 2
Personal Management & Development+	Personal Effectiveness+	FSS-PDV-3012-1.1	Level 3
	Personal Performance Management+	FSS-PDV-3053-1.1	Level 3

PWM Job Role: Manager			*+ denotes new TSC*
TSC Category	**TSC Title**	**TSC Code**	**Proficiency Level**
Business Management+	Budgeting+	FSS-FIN-3001-1.1	Level 3
	Food and Beverage Inventory Management+	FSS-SCL-3006-1.1	Level 3
	Sales Management+	FSS-BIN-4144-1.1	Level 4
Customer Experience	Customer Data Analysis+	FSS-CEX-3038-1.1	Level 3
	Customer Experience Management+	FSS-CEX-3002-1.1	Level 3
	Customer Service Excellence	FSS-CEX-3040-1.1	Level 3
	Service Coaching+	FSS-CEX-3009-1.1	Level 3
	Service Excellence+	FSS-CEX-3010-1.1	Level 3
	Service Leadership+	FSS-CEX-3014-1.1	Level 3
Food Standards and Workplace Safety Management	Food Safety and Hygiene	FSS-FRC-3004-1.1	Level 3
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-3092-1.1	Level 3
Innovation	System and Work Process Improvement	FSS-SPI-3013-1.1	Level 3
	Productivity Optimization for Food and Beverages Operations	FSS-PIN-4023-1.1	Level 4
Leadership and People Management+	Vision Leadership+	FSS-LPM-4002-1.1	Level 4
Personal Management & Development+	Effectiveness Management+	FSS-PDV-5002-1.2	Level 5

LIST OF QUALIFICATIONS FROM INSTITUTES OF HIGHER LEARNING (IHLs) AND PRIVATE EDUCATION INSTITUTIONS (PEIs)

Food Services employees who graduated from any of the following IHLs or PEIs would be deemed to have met the minimum training requirement of two WSQ training module including the mandatory Food Safety and Hygiene course.

IHL / PEI	Qualifications
Institute of Technical Education (ITE)	1. NITEC in Asian Culinary Arts* 2. NITEC in Hospitality Operations* 3. NITEC in Pastry & Baking* 4. NITEC in Western Culinary Arts* 5. Higher NITEC in Culinary Arts^ 6. Higher NITEC in Hospitality Operations^ 7. Higher NITEC in Pastry & Baking^ 8. Technical Diploma in Culinary Arts with Restaurant Management 9. Technical Diploma in Hospitality & Hotel Management 10. Work-Study Diploma in Hotel & Restaurant Management 11. Work-Study Diploma in Culinary Arts & Management
Nanyang Polytechnic (NYP)	1. Diploma in Food & Beverage Business 2. Diploma in Food Science & Nutrition
Asian Culinary Institute (NYP-ACI)	1. WSQ Certificate in Food Services (Culinary Arts) 2. WSQ Higher Certificate in Food Services (Culinary Arts) 3. WSQ Advanced Certificate in Food Services (Culinary Arts) 4. WSQ Diploma in Food Services (Culinary Arts) 5. WSQ Certificate in Food Services (Pastry and Baking) 6. WSQ Higher Certificate in Food Services (Pastry and Baking) 7. WSQ Advanced Certificate in Food Services (Pastry & Baking) 8. WSQ Diploma in Food Services (Pastry & Baking) 9. WSQ Diploma in Food Services
Republic Polytechnic (RP)	1. Diploma in Restaurant & Culinary Operations (*last intake in AY2024*) / Diploma in Restaurant & Culinary Management (*effective from AY2025 cohort*)
Temasek Polytechnic (TP)	1. Diploma in Culinary & Catering Management (*last intake in AY2025*) / Diploma in Culinary Arts & Catering Management (*effective from AY2026 cohort*) 2. Diploma in Food, Nutrition & Culinary Science
At-Sunrice GlobalChef Academy (ASR)	1. Food Services (Culinary Arts) a. WSQ Certificate in Food Services (Culinary Arts) b. WSQ Higher Certificate in Food Services (Culinary Arts) c. (SCTP) Career Diploma in Culinary Arts (Full-Time)
	2. Food Services (Beverage Service) a. WSQ Certificate in Food Services (Beverage Service) b. WSQ Higher Certificate in Food Services (Beverage Service) c. (SCTP) Diploma in Beverage Management (Full-Time)
	3. Food Services (Pastry & Baking) a. WSQ Certificate in Food Services (Pastry & Baking) b. WSQ Higher Certificate in Food Services (Pastry & Baking) c. (SCTP) Career Diploma in Pastry and Bakery (Full-Time)
	4. Food Services (Food & Beverage Management) a. WSQ Certificate in Food Services (Food & Beverage Service) b. WSQ Higher Certificate in Food Services (Food and Beverage Service) c. (SCTP) Diploma in Food and Beverage Management (Full-Time)

* Last intake in AY2024
^Effective from AY2025 cohort

ANNEX D: PWM WAGE LADDER FOR FOOD SERVICES SECTOR

(a) The implementation of Food Services PWM wage requirements will be enforced through employers' eligibility for Work Passes. Employers who hire foreign workers on mainstream Work Passes (i.e. Work Permit, S Pass, Employment Pass) must comply with the stipulated Food Services PWM requirements, as well as any other applicable PWM or LQS requirements, in order to apply for new Work Passes (e.g. Work Permit, S Pass, Employment Pass) or renew existing Work Passes.

(b) For the purposes of the implementation of Progressive Wages, the **Total Monthly Gross Wage** refers to the sum of the monthly Basic Wage, allowances (including travel, food, housing), productivity incentive payments, and overtime pay, and is before deduction of employee CPF. It excludes bonuses (e.g. Annual Wage Supplement), stock options, reimbursement of special expenses incurred in the course of employment, payments-in-kind as well as employer CPF contributions.

(c) As the Food Services PWM wages are expressed in gross terms, employers are given the flexibility to incorporate variable wage components (e.g. uniform and shift allowances) to meet the stipulated gross wages.

(d) For full-time food services workers who are covered under Part 4[9] of the Employment Act (EA), they are eligible for overtime (OT) payments when the working hours exceed the normal hours of work. The OT rate of pay shall be at least 1.5 times the basic rate of pay as stipulated under the EA.

(e) As the PWM Wages are expressed in gross terms, a set of Gross Wage Requirements was established to safeguard the interests of full-time workers for the overtime work, i.e. different gross wage thresholds correspond to the OT hours worked in a month. **This additional PWM requirement for overtime work would only be applicable to workers who are covered under Part 4 of the EA.** Even while complying with the PWM requirements for overtime work, employers would also need to continue adhering to the requirements in Part 4 of the EA, as per para (d).

(f) Part-time workers shall be paid based on pro-rated PWM gross wages. The formula to compute the PWM hourly gross wage for part-timers (who work less than 35 hours a week) is as follows:

$$\text{Hourly Gross Wage for Part-Timers} = \frac{\text{PWM Baseline Gross Wage x 12 months}}{\text{52 weeks x 44 hours}}$$

[9] Part 4 of the Employment Act provides for rest days, hours of work and other conditions of service. For employees who are non-workmen, coverage under Part 4 is based on the monthly basic salary threshold as prescribed under the Employment Act (currently up to $2600). Employers should refer to the latest Employment Act for the applicable coverage.

Please refer to the following wage tables and gross wage thresholds for each of the PWM job role.

Part 4 of the EA stipulates that 72 hours is the maximum OT hours allowed in a given month. For the purposes of the PWM gross wage requirements, overtime hours worked in a month will be rounded down to the nearest whole number. Hence, for an employee who works (for example) 2.8 OT hours in the month, the employer would need to adhere to the PWM Gross Wage Requirement for 2 OT hours in the month.

In addition, Part 4 of the EA for overtime rates of pay to be at least 1.5 times the basic rate of pay continues to apply.

Gross Wage Requirements for PWM Job Role Food/Drink Stall Assistant			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
0 (Baseline)	**$2,220**	**$2,360**	**$2,500**
1	$2,236	$2,377	$2,518
2	$2,252	$2,394	$2,536
3	$2,268	$2,411	$2,555
4	$2,285	$2,429	$2,573
5	$2,301	$2,446	$2,591
6	$2,317	$2,463	$2,610
7	$2,334	$2,481	$2,628
8	$2,350	$2,498	$2,646
9	$2,366	$2,515	$2,665
10	$2,383	$2,533	$2,683
11	$2,399	$2,550	$2,701
12	$2,415	$2,567	$2,720
13	$2,431	$2,585	$2,738
14	$2,448	$2,602	$2,756
15	$2,464	$2,619	$2,775
16	$2,480	$2,637	$2,793
17	$2,497	$2,654	$2,812
18	$2,513	$2,671	$2,830
19	$2,529	$2,689	$2,848
20	$2,546	$2,706	$2,867
21	$2,562	$2,723	$2,885
22	$2,578	$2,741	$2,903
23	$2,594	$2,758	$2,922
24	$2,611	$2,775	$2,940
25	$2,627	$2,793	$2,958
26	$2,643	$2,810	$2,977
27	$2,660	$2,827	$2,995
28	$2,676	$2,845	$3,013
29	$2,692	$2,862	$3,032
30	$2,709	$2,879	$3,050
31	$2,725	$2,897	$3,069
32	$2,741	$2,914	$3,087
33	$2,757	$2,931	$3,105
34	$2,774	$2,949	$3,124
35	$2,790	$2,966	$3,142
36	$2,806	$2,983	$3,160
37	$2,823	$3,001	$3,179
38	$2,839	$3,018	$3,197
39	$2,855	$3,035	$3,215
40	$2,872	$3,053	$3,234

Gross Wage Requirements for PWM Job Role Food/Drink Stall Assistant			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
41	$2,888	$3,070	$3,252
42	$2,904	$3,087	$3,270
43	$2,920	$3,105	$3,289
44	$2,937	$3,122	$3,307
45	$2,953	$3,139	$3,326
46	$2,969	$3,157	$3,344
47	$2,986	$3,174	$3,362
48	$3,002	$3,191	$3,381
49	$3,018	$3,209	$3,399
50	$3,035	$3,226	$3,417
51	$3,051	$3,243	$3,436
52	$3,067	$3,261	$3,454
53	$3,083	$3,278	$3,472
54	$3,100	$3,295	$3,491
55	$3,116	$3,313	$3,509
56	$3,132	$3,330	$3,527
57	$3,149	$3,347	$3,546
58	$3,165	$3,365	$3,564
59	$3,181	$3,382	$3,583
60	$3,198	$3,399	$3,601
61	$3,214	$3,417	$3,619
62	$3,230	$3,434	$3,638
63	$3,246	$3,451	$3,656
64	$3,263	$3,469	$3,674
65	$3,279	$3,486	$3,693
66	$3,295	$3,503	$3,711
67	$3,312	$3,521	$3,729
68	$3,328	$3,538	$3,748
69	$3,344	$3,555	$3,766
70	$3,361	$3,573	$3,784
71	$3,377	$3,590	$3,803
72	$3,393	$3,607	$3,821

Gross Wage Requirements for PWM Job Role Food Services Counter Assistant / Kitchen Assistant (Quick-Service)			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
0 (Baseline)	**$2,295**	**$2,435**	**$2,575**
1	$2,311	$2,452	$2,593
2	$2,328	$2,470	$2,612
3	$2,345	$2,488	$2,631
4	$2,362	$2,506	$2,650
5	$2,379	$2,524	$2,669
6	$2,396	$2,542	$2,688
7	$2,412	$2,560	$2,707
8	$2,429	$2,578	$2,726
9	$2,446	$2,595	$2,745
10	$2,463	$2,613	$2,764
11	$2,480	$2,631	$2,782
12	$2,497	$2,649	$2,801
13	$2,514	$2,667	$2,820
14	$2,530	$2,685	$2,839
15	$2,547	$2,703	$2,858
16	$2,564	$2,721	$2,877

Gross Wage Requirements for PWM Job Role Food Services Counter Assistant / Kitchen Assistant (Quick-Service)			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
17	$2,581	$2,738	$2,896
18	$2,598	$2,756	$2,915
19	$2,615	$2,774	$2,934
20	$2,632	$2,792	$2,953
21	$2,648	$2,810	$2,972
22	$2,665	$2,828	$2,990
23	$2,682	$2,846	$3,009
24	$2,699	$2,864	$3,028
25	$2,716	$2,881	$3,047
26	$2,733	$2,899	$3,066
27	$2,749	$2,917	$3,085
28	$2,766	$2,935	$3,104
29	$2,783	$2,953	$3,123
30	$2,800	$2,971	$3,142
31	$2,817	$2,989	$3,161
32	$2,834	$3,007	$3,180
33	$2,851	$3,025	$3,198
34	$2,867	$3,042	$3,217
35	$2,884	$3,060	$3,236
36	$2,901	$3,078	$3,255
37	$2,918	$3,096	$3,274
38	$2,935	$3,114	$3,293
39	$2,952	$3,132	$3,312
40	$2,969	$3,150	$3,331
41	$2,985	$3,168	$3,350
42	$3,002	$3,185	$3,369
43	$3,019	$3,203	$3,388
44	$3,036	$3,221	$3,406
45	$3,053	$3,239	$3,425
46	$3,070	$3,257	$3,444
47	$3,087	$3,275	$3,463
48	$3,103	$3,293	$3,482
49	$3,120	$3,311	$3,501
50	$3,137	$3,328	$3,520
51	$3,154	$3,346	$3,539
52	$3,171	$3,364	$3,558
53	$3,188	$3,382	$3,577
54	$3,204	$3,400	$3,595
55	$3,221	$3,418	$3,614
56	$3,238	$3,436	$3,633
57	$3,255	$3,454	$3,652
58	$3,272	$3,472	$3,671
59	$3,289	$3,489	$3,690
60	$3,306	$3,507	$3,709
61	$3,322	$3,525	$3,728
62	$3,339	$3,543	$3,747
63	$3,356	$3,561	$3,766
64	$3,373	$3,579	$3,785
65	$3,390	$3,597	$3,803
66	$3,407	$3,615	$3,822
67	$3,424	$3,632	$3,841
68	$3,440	$3,650	$3,860
69	$3,457	$3,668	$3,879
70	$3,474	$3,686	$3,898
71	$3,491	$3,704	$3,917
72	$3,508	$3,722	$3,936

Gross Wage Requirements for PWM Job Role Kitchen Assistant (Full-Service) / Waiter			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
0 (Baseline)	**$2,320**	**$2,460**	**$2,600**
1	$2,337	$2,478	$2,619
2	$2,354	$2,496	$2,638
3	$2,371	$2,514	$2,657
4	$2,388	$2,532	$2,676
5	$2,405	$2,550	$2,695
6	$2,422	$2,568	$2,714
7	$2,439	$2,586	$2,733
8	$2,456	$2,604	$2,752
9	$2,473	$2,622	$2,771
10	$2,490	$2,640	$2,790
11	$2,507	$2,658	$2,810
12	$2,524	$2,676	$2,829
13	$2,541	$2,694	$2,848
14	$2,558	$2,712	$2,867
15	$2,575	$2,730	$2,886
16	$2,592	$2,749	$2,905
17	$2,609	$2,767	$2,924
18	$2,626	$2,785	$2,943
19	$2,643	$2,803	$2,962
20	$2,660	$2,821	$2,981
21	$2,677	$2,839	$3,000
22	$2,694	$2,857	$3,020
23	$2,711	$2,875	$3,039
24	$2,728	$2,893	$3,058
25	$2,745	$2,911	$3,077
26	$2,762	$2,929	$3,096
27	$2,779	$2,947	$3,115
28	$2,796	$2,965	$3,134
29	$2,814	$2,983	$3,153
30	$2,831	$3,001	$3,172
31	$2,848	$3,019	$3,191
32	$2,865	$3,038	$3,210
33	$2,882	$3,056	$3,230
34	$2,899	$3,074	$3,249
35	$2,916	$3,092	$3,268
36	$2,933	$3,110	$3,287
37	$2,950	$3,128	$3,306
38	$2,967	$3,146	$3,325
39	$2,984	$3,164	$3,344
40	$3,001	$3,182	$3,363
41	$3,018	$3,200	$3,382
42	$3,035	$3,218	$3,401
43	$3,052	$3,236	$3,420
44	$3,069	$3,254	$3,440
45	$3,086	$3,272	$3,459
46	$3,103	$3,290	$3,478
47	$3,120	$3,308	$3,497
48	$3,137	$3,327	$3,516
49	$3,154	$3,345	$3,535
50	$3,171	$3,363	$3,554
51	$3,188	$3,381	$3,573
52	$3,205	$3,399	$3,592
53	$3,222	$3,417	$3,611

Gross Wage Requirements for PWM Job Role Kitchen Assistant (Full-Service) / Waiter			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
54	$3,239	$3,435	$3,630
55	$3,256	$3,453	$3,650
56	$3,273	$3,471	$3,669
57	$3,290	$3,489	$3,688
58	$3,308	$3,507	$3,707
59	$3,325	$3,525	$3,726
60	$3,342	$3,543	$3,745
61	$3,359	$3,561	$3,764
62	$3,376	$3,579	$3,783
63	$3,393	$3,597	$3,802
64	$3,410	$3,616	$3,821
65	$3,427	$3,634	$3,840
66	$3,444	$3,652	$3,860
67	$3,461	$3,670	$3,879
68	$3,478	$3,688	$3,898
69	$3,495	$3,706	$3,917
70	$3,512	$3,724	$3,936
71	$3,529	$3,742	$3,955
72	$3,546	$3,760	$3,974

Gross Wage Requirements for PWM Job Role Cook (Quick-Service)			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
0 (Baseline)	**$2,470**	**$2,610**	**$2,750**
1	$2,488	$2,629	$2,770
2	$2,506	$2,648	$2,790
3	$2,524	$2,667	$2,810
4	$2,542	$2,686	$2,830
5	$2,560	$2,705	$2,850
6	$2,578	$2,724	$2,871
7	$2,596	$2,744	$2,891
8	$2,615	$2,763	$2,911
9	$2,633	$2,782	$2,931
10	$2,651	$2,801	$2,951
11	$2,669	$2,820	$2,972
12	$2,687	$2,839	$2,992
13	$2,705	$2,859	$3,012
14	$2,723	$2,878	$3,032
15	$2,742	$2,897	$3,052
16	$2,760	$2,916	$3,073
17	$2,778	$2,935	$3,093
18	$2,796	$2,954	$3,113
19	$2,814	$2,974	$3,133
20	$2,832	$2,993	$3,153
21	$2,850	$3,012	$3,174
22	$2,869	$3,031	$3,194
23	$2,887	$3,050	$3,214
24	$2,905	$3,069	$3,234
25	$2,923	$3,089	$3,254
26	$2,941	$3,108	$3,275
27	$2,959	$3,127	$3,295
28	$2,977	$3,146	$3,315
29	$2,995	$3,165	$3,335
30	$3,014	$3,184	$3,355

Gross Wage Requirements for PWM Job Role Cook (Quick-Service)			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
31	$3,032	$3,204	$3,375
32	$3,050	$3,223	$3,396
33	$3,068	$3,242	$3,416
34	$3,086	$3,261	$3,436
35	$3,104	$3,280	$3,456
36	$3,122	$3,299	$3,476
37	$3,141	$3,319	$3,497
38	$3,159	$3,338	$3,517
39	$3,177	$3,357	$3,537
40	$3,195	$3,376	$3,557
41	$3,213	$3,395	$3,577
42	$3,231	$3,414	$3,598
43	$3,249	$3,434	$3,618
44	$3,268	$3,453	$3,638
45	$3,286	$3,472	$3,658
46	$3,304	$3,491	$3,678
47	$3,322	$3,510	$3,699
48	$3,340	$3,529	$3,719
49	$3,358	$3,549	$3,739
50	$3,376	$3,568	$3,759
51	$3,394	$3,587	$3,779
52	$3,413	$3,606	$3,800
53	$3,431	$3,625	$3,820
54	$3,449	$3,644	$3,840
55	$3,467	$3,664	$3,860
56	$3,485	$3,683	$3,880
57	$3,503	$3,702	$3,900
58	$3,521	$3,721	$3,921
59	$3,540	$3,740	$3,941
60	$3,558	$3,759	$3,961
61	$3,576	$3,779	$3,981
62	$3,594	$3,798	$4,001
63	$3,612	$3,817	$4,022
64	$3,630	$3,836	$4,042
65	$3,648	$3,855	$4,062
66	$3,667	$3,874	$4,082
67	$3,685	$3,894	$4,102
68	$3,703	$3,913	$4,123
69	$3,721	$3,932	$4,143
70	$3,739	$3,951	$4,163
71	$3,757	$3,970	$4,183
72	$3,775	$3,989	$4,203

Gross Wage Requirements for PWM Job Role Cook (Full-Service)			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
0 (Baseline)	**$2,520**	**$2,660**	**$2,800**
1	$2,538	$2,679	$2,820
2	$2,557	$2,699	$2,841
3	$2,575	$2,718	$2,861
4	$2,594	$2,738	$2,882
5	$2,612	$2,757	$2,902
6	$2,631	$2,777	$2,923
7	$2,649	$2,796	$2,943

Gross Wage Requirements for PWM Job Role Cook (Full-Service)			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
8	$2,668	$2,816	$2,964
9	$2,686	$2,835	$2,985
10	$2,705	$2,855	$3,005
11	$2,723	$2,874	$3,026
12	$2,742	$2,894	$3,046
13	$2,760	$2,913	$3,067
14	$2,779	$2,933	$3,087
15	$2,797	$2,952	$3,108
16	$2,816	$2,972	$3,128
17	$2,834	$2,992	$3,149
18	$2,853	$3,011	$3,170
19	$2,871	$3,031	$3,190
20	$2,890	$3,050	$3,211
21	$2,908	$3,070	$3,231
22	$2,927	$3,089	$3,252
23	$2,945	$3,109	$3,272
24	$2,964	$3,128	$3,293
25	$2,982	$3,148	$3,313
26	$3,001	$3,167	$3,334
27	$3,019	$3,187	$3,355
28	$3,038	$3,206	$3,375
29	$3,056	$3,226	$3,396
30	$3,075	$3,245	$3,416
31	$3,093	$3,265	$3,437
32	$3,112	$3,285	$3,457
33	$3,130	$3,304	$3,478
34	$3,149	$3,324	$3,499
35	$3,167	$3,343	$3,519
36	$3,186	$3,363	$3,540
37	$3,204	$3,382	$3,560
38	$3,223	$3,402	$3,581
39	$3,241	$3,421	$3,601
40	$3,260	$3,441	$3,622
41	$3,278	$3,460	$3,642
42	$3,297	$3,480	$3,663
43	$3,315	$3,499	$3,684
44	$3,334	$3,519	$3,704
45	$3,352	$3,538	$3,725
46	$3,371	$3,558	$3,745
47	$3,389	$3,577	$3,766
48	$3,408	$3,597	$3,786
49	$3,426	$3,617	$3,807
50	$3,445	$3,636	$3,827
51	$3,463	$3,656	$3,848
52	$3,482	$3,675	$3,869
53	$3,500	$3,695	$3,889
54	$3,519	$3,714	$3,910
55	$3,537	$3,734	$3,930
56	$3,556	$3,753	$3,951
57	$3,574	$3,773	$3,971
58	$3,593	$3,792	$3,992
59	$3,611	$3,812	$4,013
60	$3,630	$3,831	$4,033
61	$3,648	$3,851	$4,054
62	$3,667	$3,870	$4,074
63	$3,685	$3,890	$4,095

Gross Wage Requirements for PWM Job Role Cook (Full-Service)			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
64	$3,704	$3,910	$4,115
65	$3,722	$3,929	$4,136
66	$3,741	$3,949	$4,156
67	$3,759	$3,968	$4,177
68	$3,778	$3,988	$4,198
69	$3,796	$4,007	$4,218
70	$3,815	$4,027	$4,239
71	$3,833	$4,046	$4,259
72	$3,852	$4,066	$4,280

Gross Wage Requirements for PWM Job Role Waiter Supervisor			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
0 (Baseline)	**$2,875**	**$3,020**	**$3,165**
1	$2,896	$3,042	$3,188
2	$2,917	$3,064	$3,211
3	$2,938	$3,086	$3,234
4	$2,959	$3,108	$3,257
5	$2,980	$3,130	$3,281
6	$3,001	$3,153	$3,304
7	$3,022	$3,175	$3,327
8	$3,043	$3,197	$3,350
9	$3,064	$3,219	$3,374
10	$3,086	$3,241	$3,397
11	$3,107	$3,263	$3,420
12	$3,128	$3,286	$3,443
13	$3,149	$3,308	$3,467
14	$3,170	$3,330	$3,490
15	$3,191	$3,352	$3,513
16	$3,212	$3,374	$3,536
17	$3,233	$3,396	$3,560
18	$3,254	$3,419	$3,583
19	$3,276	$3,441	$3,606
20	$3,297	$3,463	$3,629
21	$3,318	$3,485	$3,653
22	$3,339	$3,507	$3,676
23	$3,360	$3,530	$3,699
24	$3,381	$3,552	$3,722
25	$3,402	$3,574	$3,745
26	$3,423	$3,596	$3,769
27	$3,444	$3,618	$3,792
28	$3,466	$3,640	$3,815
29	$3,487	$3,663	$3,838
30	$3,508	$3,685	$3,862
31	$3,529	$3,707	$3,885
32	$3,550	$3,729	$3,908
33	$3,571	$3,751	$3,931
34	$3,592	$3,773	$3,955
35	$3,613	$3,796	$3,978

Gross Wage Requirements for PWM Job Role Waiter Supervisor			
Overtime Hours In A Month	**1 July 2026 to 30 June 2027**	**1 July 2027 to 30 June 2028**	**1 July 2028 to 30 June 2029**
36	$3,634	$3,818	$4,001
37	$3,656	$3,840	$4,024
38	$3,677	$3,862	$4,048
39	$3,698	$3,884	$4,071
40	$3,719	$3,906	$4,094
41	$3,740	$3,929	$4,117
42	$3,761	$3,951	$4,141
43	$3,782	$3,973	$4,164
44	$3,803	$3,995	$4,187
45	$3,824	$4,017	$4,210
46	$3,846	$4,040	$4,234
47	$3,867	$4,062	$4,257
48	$3,888	$4,084	$4,280
49	$3,909	$4,106	$4,303
50	$3,930	$4,128	$4,326
51	$3,951	$4,150	$4,350
52	$3,972	$4,173	$4,373
53	$3,993	$4,195	$4,396
54	$4,014	$4,217	$4,419
55	$4,036	$4,239	$4,443
56	$4,057	$4,261	$4,466
57	$4,078	$4,283	$4,489
58	$4,099	$4,306	$4,512
59	$4,120	$4,328	$4,536
60	$4,141	$4,350	$4,559
61	$4,162	$4,372	$4,582
62	$4,183	$4,394	$4,605
63	$4,204	$4,417	$4,629
64	$4,226	$4,439	$4,652
65	$4,247	$4,461	$4,675
66	$4,268	$4,483	$4,698
67	$4,289	$4,505	$4,722
68	$4,310	$4,527	$4,745
69	$4,331	$4,550	$4,768
70	$4,352	$4,572	$4,791
71	$4,373	$4,594	$4,815
72	$4,394	$4,616	$4,838

Illustrative example:

In July 2026, the PWM Baseline Gross Wage (i.e. exclude OT) for a **full-time Food/ Drink Stall Assistant** is $2220, which can be made up of Monthly Basic Wage + Variable Payments (e.g. allowances).

Scenario 1: If employee does not work OT

PWM Baseline Gross Wage requirement is **$2220**.

If the employee's Monthly Basic Wage is $2100, the variable payments (e.g. allowances) would have to be at least $120.

Scenario 2: If employee works OT

If employee works 10 OT hours in a month, PWM Baseline Gross Wage requirement is **$2383** *(refer to Gross Wage Requirements table).*

Assuming the employee's Monthly Basic Wage is $2100, under the Employment Act Part 4 requirement for OT rate of pay to be at least 1.5 times of Basic Rate of Pay, the OT rate of pay would be at least $16.52 per hour ($2100 basic wage x 12 months / [52 weeks x 44 hours] multiplied by 1.5).

With reference to the 10 OT hours in a month, the OT payment would be $165.20, making a total of $2265.20 of basic wage and OT payment. This is insufficient to meet the required gross wage threshold for 10 hours of OT, which is $2383. The employer will need to top up the employee's variable wage components (e.g. allowances) in order to comply with the corresponding PWM Gross Wage Requirement.

Note: If the Monthly Basic Wage is adjusted to at least 93.5% of the PWM Baseline Gross Wage, the corresponding OT rate of pay would naturally fulfil the required Gross Wage Requirements for each of the PWM job role. Hence, no monthly variable top-up would be necessary in this instance.