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# Casting a Wider Net

Despite the uneven labour market outlook and business conditions, more workers are set to benefit from the latest National Wages Council (NWC) guidelines. *Details inside…*

# TOP STORIES

**5 NTUC Social Enterprises Special**
In a Special 8-Page Pullout Feature, we zoom in on how the NTUC Social Enterprises are reinventing themselves to better serve all working people in Singapore.

**13 Food Manufacturing Tech**
Just how is technology helping food manufacturers bring their products into the future and into new markets? Here's a peek through a recent Learning Journey.

**15 Biz Talk with Tony Khoo**
We catch up with International Facility Management Association (IFMA) Singapore Chapter President Tony Khoo to find out what is happening in the industry today and tomorrow.

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# NWC 2017/2018 GUIDELINES

At a Glance: Everything you need to know about the National Wages Council (NWC) guidelines.

### FOR LOW-WAGE WORKERS:

- A raised basic wage threshold from $1,100 to $1,200.
- Built-in wage increase of $45 to $60 for those earning up to $1,200.
- Those earning >$1,200, employers to grant a reasonable wage increase and/or a one-off lump sum based on skills and productivity.

### OUTSOURCED SECTORS:

- Employers and service buyers to incorporate NWC wage recommendations into service contracts.
- Service providers to factor in annual wage adjustments and Annual Wage Supplement for workers in new contracts.
- Service buyers to work with providers to adjust contracts when necessary.

### EMPLOYERS TO INCREASE EMPLOYEES' WAGES:

***If your business:***

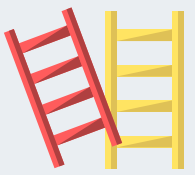
- **Has Done Well & Faces Good Prospects:** Reward workers with built-in salary increases and variable payments.
- **Has Done Well But Uncertain about Prospects:** Exercise moderation in built-in wage increases but should still reward workers with a variable payment.
- **Has Not Done Well & Uncertain about Prospects:** Exercise wage restraint, with management leading by example.

### FOR THE FUTURE ECONOMY:

- Tripartite partners to press on to implement Industry Transformation Maps to help businesses capture growth opportunities.
- Employers to tap on support under the Transform and Grow initiative to create better quality jobs for Singaporeans.
- Workers to tap on SkillsFuture initiative and Adapt and Grow package to be ready for the future economy.

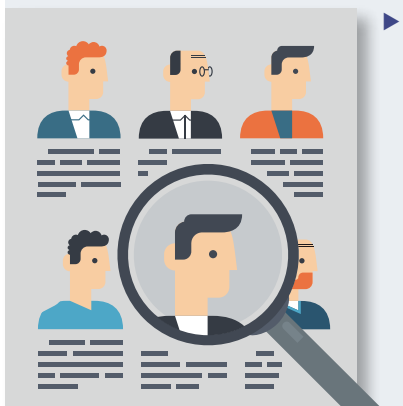
### PROGRESSIVE WAGE MODEL:

- Beyond the cleaning, security and landscape industries, NWC noted the adoption of progressive wage and skills ladders in the public bus transport and healthcare sectors and urged other industries to do the same.

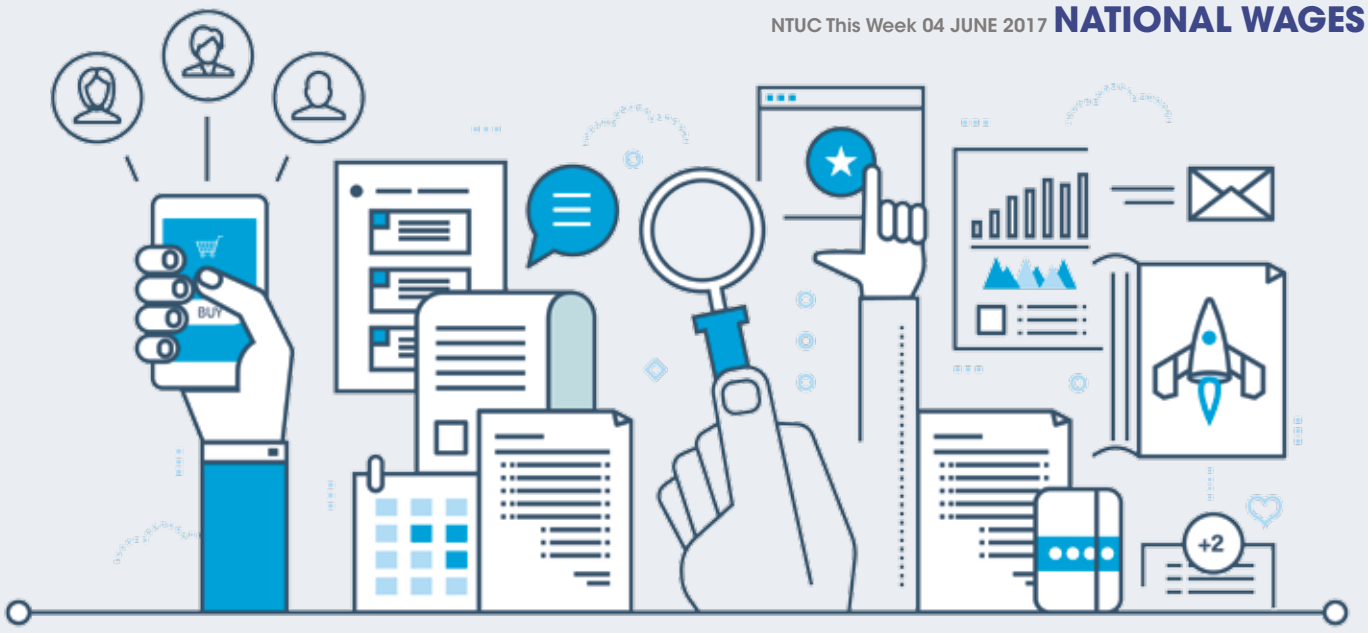


### OTHER NWC RECOMMENDATIONS:

- **Older Workers:** Employers to tap on WorkPro to implement age-friendly practices and create easier, safer and smarter jobs for workers aged 50 and above.



- **Retrenchment:**
  ***Employers:*** Be responsible and fair if retrenchment is unavoidable. All companies to work with unions and agencies like NTUC's e2i (Employment and Employability Institute) and Workforce Singapore (WSG) to assist affected workers.
  ***Workers:*** If affected by retrenchment, tap on the Adapt and Grow and SkillsFuture initiatives to train and reskill for new employment.




# Helping Businesses and Workers Move Forward

While balancing the needs of employers and workers, this year's National Wages Council recommendations also ensure low-income earners are not left behind.

By **Fawwaz Baktee**

Since 2012, the move to uplift the basic income of low-wage workers has been one of the National Wages Council's (NWC) major efforts. Continuing this work, NWC this year recommended to push up the basic wage threshold to $1,200 to benefit more low-income workers.

The increase is from the $1,100 previously set in 2015. The number of workers earning $1,100 and below was 5.7 per cent as of 2016, down from 8.2 per cent the previous year.

The council has also recommended that employers provide a $45 to $60 increase for workers earning a basic wage of up to $1,200.

For two consecutive years, NWC has recommended a range instead of a fixed amount in light of the uneven labour market and business conditions.

In an announcement on 31 May 2017, NWC said: "The judicious increase in the wage threshold in 2015 to $1,100 has helped to maintain momentum of the effort [to raise the skills and incomes of low-wage workers] ... Therefore, NWC believes that there is merit to continue to provide quantitative guidelines for low-wage workers and to raise the basic wage threshold further."

For low-wage workers earning more than a basic of $1,200, NWC recommended that employers grant a reasonable wage increase or a one-off lump sum based on their skills and productivity.

## BUSINESS PERFORMANCE

Meanwhile, the Report on Wage Practices 2016 showed that the proportion of firms that were profitable declined from 79 per cent in 2015 to 76 per cent in 2016. Given the uncertain economic outlook, NWC urged employers to increase workers' wages sustainably, fairly and in line with their business prospects.

As uneven business conditions and restructuring continue to loom over Singapore, NWC this year also urged businesses and workers to deepen skills and transform jobs to increase productivity and remain future-ready.

As part of the recommendations, tripartite partners were urged to press on with transforming industries through Industry Transformation Maps, employers were encouraged to tap on available support schemes such as the Transform and Grow initiative and workers were urged to take advantage of the future economy by keeping their skills up to date.

These recommendations are in line with those of the Committee on the Future Economy (CFE) released earlier this year. The Government has accepted the NWC guidelines, which will take effect for one year from 1 July 2017.

## NTUC'S RESPONSE

NTUC Tripartism Director Melvin Yong, who also a council member of NWC, said he was heartened to see support from tripartite partners to increase the basic wage threshold to help benefit more low-wage workers.

"Given the uncertain economic forecast and the uneven performance across the industry sectors, the tripartite team had a challenging task coming up with a set of guidelines that can balance the needs of the employers and all our workers, taking into account business conditions, labour market performance, productivity growth and economic outlook.

"Aligning with the recommendations by CFE, I am glad that the latest NWC guidelines continue to pay special attention to those who are earning lower wages, contract workers and matured workers," he said.

Mr Yong added that NTUC will continue to work with tripartite partners, unions, professional associations and SME partners to push for higher adoption of the guidelines.

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ANDROID

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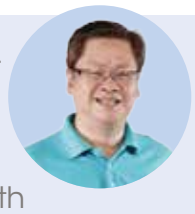
# NWC Guidelines: Reactions from Our Unions

*NTUC This Week* catches up with union leaders for their views on the new recommendations.

By **Shukry Rashid**



"Even though the recommended built-in wage increase range is lower this year, I would say that NWC [National Wages Council] still did a very good job. Especially for our industry, we need this to negotiate with the management to increase the salaries of low-wage workers (LWWs). This should be the way we go for the next few years. The electronics sector is very volatile, and there have been a lot of retrenchments. For the increased threshold, it is a good move because we can cover more low-wage workers. I hope our management partners can come to an agreement with us to have some increment for the LWWs and follow the NWC guidelines."

*United Workers of Electronics & Electrical Industries General Secretary Tan Richard*

"The recommended built-in wage increase range has been lowered this year, and the management often goes for the lowest number. So for our union, we have to be careful on how we negotiate. I am also happy that the threshold is increased. We also need to think for the sandwiched group – those earning more than $1,200. We must take care of them too, not just the low-wage group."

*Union of Power and Gas Employees General Secretary and NWC Alternate Member Abdul Samad Abdul Wahab*

"We embrace the NWC recommendations on increasing the wage threshold as it will benefit more of our security officers. After the implementation of the Progressive Wage Model, the current basic wage of our security officers is already at $1,100. But I'm more concerned that our officers' wages will stay stagnant because of the value of the contract between the service buyers and service providers. The service buyers need to play a part in sharing the responsibilities of increasing our officers' wages because there will be no increase in salaries if they are not willing to pay more for outsourced services. So there needs to be a mindset change on their side."

*Union of Security Employees General Secretary and NWC Alternate Member Raymond Chin*

# Developing Future Singaporean Leaders

Do Singaporeans have what it takes to be business leaders? The Labour Movement and C-suite leaders of multinational companies discuss more ways to give them a boost.

By **Shukry Rashid**

The Labour Movement and LinkedIn jointly held a U Circle CEO Roundtable on 29 May 2017 at LinkedIn's Asia Pacific Headquarters at Marina Bay Financial Centre.

The 18 participants were from NTUC's U Circle which comprises C-suite leaders and managing directors of multinational companies (MNCs) based in Singapore. They work closely with the Labour Movement to assess gaps in the local talent pool, develop local talents and further strengthen the Singaporean leadership core.

## SINGAPORE AS A LEADERSHIP HUB

Many of the leaders who attended the roundtable said that future Singaporean leaders need to have good confidence, mobility, adaptability, attitude and mindset, which NTUC Secretary-General (SG) Chan Chun Sing agreed with. SG Chan also attended the event, together with other representatives from the Labour Movement.

Envisioning Singapore to be a leadership hub, he said that while the top 20 per cent of Singaporean workers are already thriving in their careers globally, MNCs in Singapore also have a part to play in helping Singaporeans in the 30th to the 79th percentile progress in developing leadership capabilities.

## TALENT BLUEPRINTS 2017 REPORT

NTUC and LinkedIn also released the Talent Blueprints 2017 Report, which was conducted in 2016 to assess the importance of cross-functional experience and international experience for C-suite roles.

The 2017 report revealed that while digital skillsets were previously more prevalent in the internet technology and marketing industries, possessing digital skillsets is now a must in most industries with the rise of interconnectivity and e-commerce.

## U FUTURE LEADERS GLOBAL PROGRAMME

The first roundtable was held in 2015, which led to the launch of the U Future Leaders Global Programme (UFLGP) last August. Jointly created by NTUC and the Singapore Economic Development Board, and supported by U Circle, UFLGP aims to equip future Singaporean leaders of MNCs by giving them regional and international exposure.

NTUC Assistant Director-General and U Future Leaders Director Vivek Kumar said: "U Circle and UFLGP are testimonies to the Labour Movement's dedication to help our working people meet their needs.

"Through creating these new opportunities with leading MNCs, we want our Singaporean talents to be in the succession pipeline for these leadership roles. As such roles are highly visible, not only will it help to raise the profile of Singapore's economy, it will also signal to the rest of the world the quality of talent we have here in Singapore."

Currently, five MNCs have participated in the UFLGP. Over the next three years, UFLGP aims to send 30 participants overseas.

# DRIVING BUSINESS GOALS IMPACTING LIVES

**The NTUC Social Enterprises are embracing sustainability as they continue growing to better serve the needs of all working people.**

**The push for sustainability has seen NTUC Social Enterprises change the way things are traditionally done. Instead of printing a physical annual report, it is now hosted online.**

See the full report online at **http://bit.ly/ne2016**, or read on for the visual summary.

# GROWING BUSINESSES, IMPACTING LIVES

When NTUC Income and NTUC FairPrice (then NTUC Welcome) were set up nearly 50 years ago, they were charged with the mission to provide life insurance and essential consumer goods to meet the needs of workers in Singapore.

They have always strived to be competitive and effective, while upholding the highest standards of integrity in the community.

Over the years, as NTUC Social Enterprises expanded into more fields, they remained mindful of the pressing need to offer relevant goods and services for the population at large, especially in the areas that mattered most, such as childcare, adult learning, cooked meals, healthcare and eldercare. Prices for these goods and services were moderated and kept affordable to enable customers to stretch their hard-earned dollar.

# AN UNWAVERING COMMITMENT

Their commitment to working people in Singapore has not wavered, and has motivated them to continually evolve and reinvent themselves to better fulfil the unmet and under-served needs in Singapore.

The work of NTUC Social Enterprises also supports the United Nation's Sustainable Development Goals, which aim towards building a more inclusive society as well as an environmentally-friendly world.

# EMBRACING THE FUTURE

**Our NTUC social enterprises have done well in driving business goals and creating social impact. But they are not immune to disruptions and challenges. To continue to remain relevant and effective, they will need to scale up, embrace change and innovation. They may need to disrupt themselves before they get disrupted.**

NTUC Enterprise Chairman
**LIM BOON HENG**

"FairPrice will uphold our role as an NTUC social enterprise to moderate the cost of living by setting the benchmark and standard for supermarket retail. Beyond this, we seek to empower the community through philanthropy and volunteerism to make lives better for all. We remain committed in our ongoing efforts to streamline our operations, redesign jobs and improve productivity through innovation and technology."

NTUC FairPrice CEO
**SEAH KIAN PENG**

"As we enter 40 years of partnering families, we are ever aware of the need to keep pace with the evolving needs of families and society. We will continue to invest in raising quality, and innovating in design and teaching. We strongly believe that early experiences matter. Children who develop into happy confident individuals will ultimately contribute to building a better society."

NTUC First Campus CEO
**CHAN TEE SENG**

"Aligned with business growth, we have not lost sight of our social purpose in extending goodness to the community. Economic sustainability requires a shift towards transformational thinking, building capabilities in infrastructure, talent management, trend-spotting, embracing innovations and collaborations to harness new opportunities in the horizon."

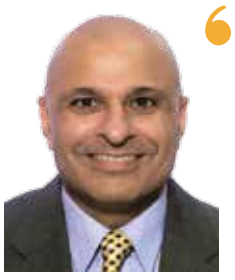
NTUC Foodfare CEO
**PERRY ONG**

"To meet the diverse needs of PMEs, we also partnered more best in class content providers. We also built an organic e-learning team to offer education technology solutions to our corporate clients. To meet emerging trends, we work even more closely with NTUC to meet the training needs of future job demands."

NTUC LearningHub CEO
**KWEK KOK KWONG**

"NTUC Health has focused much of our efforts on growing the footprint of our services and building new capabilities to meet the increasing needs of an ageing population. At the same time, we are working on increasing efficiency and productivity by leveraging process improvement, innovation and technology, to continue delivering quality and affordable services to the community."

NTUC Health CEO
**CHUA SONG KHIM**



"The Plus! Programme has always been about delivering savings to our members on their everyday spending. In keeping with our commitment to growing this network, we will continue to strengthen our platform by bringing more digital capabilities and data analytics to the programme."

NTUC Link CEO
**SANDEEP BHALLA**

"While we ensure that we are competitive today, we must also invest, be prepared for the future and transform from a traditional insurer to a digital one. This is to ensure that Income stays ahead, remains competitive and relevant as a social enterprise so that we continue to offer the best value to our policyholders, including those who are unserved and under-served."

NTUC Income CEO
**KEN NG**

"To stay ahead of the curve, Mercatus will innovate and transform its business operations to tap on data analytics and enhance customer engagement. We will need to introduce new retail concepts, make our buildings 'smarter' and more efficient, and digitise our work processes to better improve productivity."

Mercatus CEO
**DAVID POH**

ntuc First Campus

**In 2016, more than 16,000 children benefited from quality childhood education and development programmes at My First Skool (MFS).**

**INNOVATIVE AND ENGAGING CURRICULUM**
Interest-based learning enables children at MFS to enjoy interactive lessons that let them build confidence, independence and resilience as they gain new knowledge. This Relationship-Based Curriculum was designed by early childhood researchers at NTUC First Campus' SEED Institute.

**SERVING MORE FAMILIES**
MFS is expanding its social footprint to more neighbourhoods by opening four large purpose-built centres, each capable of accommodating more than 250 children.

Mercatus

**Properties owned and managed by Mercatus serve more than 7 million shoppers per month.**

ntuc LearningHub

**Since 2004, more than 1.9 million people have gained new and relevant skills through training programmes and courses.**

**SKILLSFUTURE CREDITS**
Singaporeans can use their $500 credit to offset the costs of more than 600 courses offered by LearningHub

**9 social enterprises deliver a suite of integrated services to meet the needs of Singaporeans at every stage of their life cycle.**

**With 1.9 million members in its network, NTUC Link gives members access to an exclusive range of privileges and benefits.**

**LINKPOINTS**
The flagship rewards programme enables members to enjoy discounts and cash rebates at participating merchants such as NTUC FairPrice.

Link

**Serving more than 2 million policyholders, NTUC Income has been constantly evolving its business to meet the changing insurance needs of its clientele while keeping prices affordable.**

**SPECIAL CARE**
The SpecialCare (Autism) and SpecialCare (Down Syndrome) plans offer insurance coverage for the medical expenses (due to accident and infectious diseases) of people with Autism or Down Syndrome aged between 15 days to 30 years old. No other insurance company in Singapore offers such insurance coverage to this previously unserved group of people.

income

**ORANGEAID**
Social investments in its OrangeAid programmes see NTUC Income working with community partners to empower children and youths from disadvantaged circumstances, enabling them to achieve social mobility and progress through life.

# NTUC SOCIAL ENTERPRISES: AT A GLANCE

## Foodfare

**Serving up 170,000 affordable, tasty and healthy meals daily at its food courts, hawker centres, coffee shops and through its institutional catering services.**

### HAWKER CENTRES
Residents in the heartlands of Bukit Panjang and Bedok have been enjoying access to a range of affordably-priced, healthy yet tasty, cooked meals at NTUC Foodfare's hawker centres. NTUC Foodfare has been appointed to manage seven more across Singapore from July 2017.

### RICE GARDEN
Healthy yet affordable cooked food meals can be enjoyed at these stalls in hawker centres and food courts. From between $1.50 to $2.50, ComCare cardholders, senior citizens, students and National Servicemen can enjoy a rice meal with one meat and two vegetable dishes.

### HEALTHY EATING AND LIVING
NTUC Foodfare is collaborating with Temasek Polytechnic to develop healthier meal options to benefit customers. The partnership has already seen healthier choice products such as halal-certified low Glycemic Index (GI) meals available at NTUC Foodfare's Kitchen Loft at Mapletree Business City.

## NTUC Health

**Caring for more than 7,100 seniors through its range of eldercare services and facilities such as nursing homes, home care, senior care services, senior activity centres and senior wellness centres.**

### NURSING HOMES
Three nursing homes – in Jurong West, Chai Chee and Geylang East – have been opened. Together, they provide care for up to 900 seniors in the east and west of Singapore, making NTUC Health one of the biggest nursing home providers in Singapore.

### HOME CARE
Through Care@home, NTUC Health provides a comprehensive range of home care services for people in need of assistance when recuperating at home. Some examples of these home care services include personal care, nursing, therapy, medical and interim caregiving.

## FairPrice

**Serving more than 600,000 customers daily through a combined network of 300 supermarkets and convenience stores, FairPrice remains focused on offering consumers an extensive range of household essentials at affordable prices.**

### FAIRPRICE SHOPS
Six stores were opened in mature HDB estates to offer the best value-for-money selection of fresh food and groceries for low-income households.

### COST-SAVING INITIATIVES
Cost-saving initiatives have seen FairPrice come up with FairPrice housebrand, Yellow Dot items and Everyday Low Price products to help consumers save money while they shop. All items are price-checked daily and they range from toiletries to canned food.

### ENVIRONMENTALLY RESPONSIBLE
From reducing food waste to encouraging consumers to bring their own shopping bags and adopting eco-friendly features in their stores, FairPrice has been a strong advocate of environmental sustainability.

## NTUC Enterprise

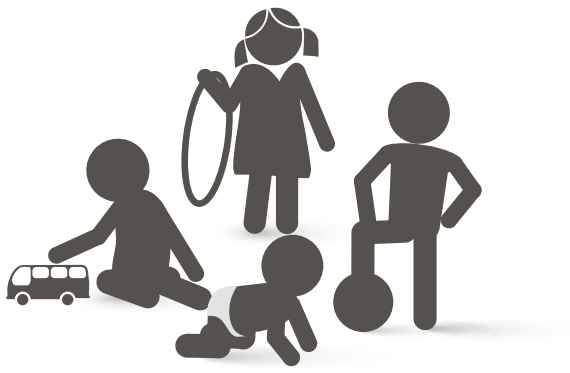
# MAKING AN IMPACT

**People remain at the heart of each NTUC social enterprise.**

**The eight social enterprises have been constantly identifying new concepts and initiatives to better support the social needs of people in Singapore at every stage of their lives.**

## PRE-SCHOOLERS

Ages 0 – 3 years



### CHILD SUPPORT MODEL

**Every child should get a quality education.** Besides reserving at least 15 per cent of enrolment places for children from low-income families, NTUC First Campus' My First Skool also offers financial, social and developmental assistance.

### INCOME FAMILY MICRO-INSURANCE AND SAVINGS SCHEME

This NTUC Income insurance plan **helps children from low-income families cope financially** when death or total permanent disability occurs to his/her parent who is the sole-breadwinner. It **offers $5,000 and an additional payout (capped at $5,000)** that matches the family's collective bank balance.

## EMBRACING SUSTAINABILITY

**NTUC Social Enterprises foster an Inclusive and Environmentally-Friendly Society and supports the following United Nations Sustainable Development Goals:**

### INCLUSIVE SOCIETY

1. No Poverty
2. Zero Hunger
3. Good Health and Well-Being
4. Quality Education
5. Reduced Inequalities
6. Decent Work and Economic Growth
7. Industry, Innovation and Infrastructure
8. Partnerships for the Goals

### ENVIRONMENTALLY-FRIENDLY SOCIETY

1. Responsible Consumption and Production
2. Climate Action

# SCHOOL-GOING STUDENTS

Primary to tertiary levels

## SHARE-A-TEXTBOOK

Over **400,000 used textbooks were collected in 2016 to help students** from under-privileged families save on textbook expenses. This NTUC FairPrice initiative, which has been in place since 1983, also promotes recycling and reduces waste to the environment.

## FUTURE DEVELOPMENT PROGRAMME

**Empowering youths** to create a better future for themselves through education, this programme gives deserving polytechnic and ITE students from disadvantaged families a chance to continue their education, without financial worries, by offering them a bursary.

The programme, which is part of **NTUC Income OrangeAid**, also gives these students the opportunity to learn financial literacy skills and receive career and personal guidance.

# WORKING ADULTS

## LIFELONG LEARNING

**Safeguarding lifelong employability**, NTUC LearningHub has, since 2004, offered more than **1.9 million training places** to working adults in Singapore to reskill and upskill themselves.

It now offers courses that are especially relevant to help workers seize opportunities in this digital age. Trainees can use their **SkillsFuture Credit** to offset the cost of the courses and programmes at NTUC LearningHub.

## PROGRESSIVE WAGE MODEL (PWM)

NTUC Social Enterprises support the PWM and give staff **opportunities** to better **develop** themselves and **progress** in their careers.

## INCLUSIVE GROWTH

NTUC FairPrice has been giving **fair work opportunities to seniors and persons with disabilities** in their stores.

# SENIORS

## SENIOR FRIENDLY STORES

**Eight NTUC FairPrice outlets** have been remodelled to **specially cater to the needs of seniors** when they shop. The frontline staff are also specially trained at NTUC LearningHub to be equipped with relevant skills to better serve senior customers.

## DISCOUNTS FOR SENIORS

Pioneers get to enjoy **three per cent discounts on Mondays and Thursdays** when they shop for groceries at NTUC FairPrice supermarkets islandwide. Seniors get to enjoy a **two per cent discount on Tuesdays** for the same.

## PROTECTION

NTUC Income has specially designed insurance plans to **give seniors peace of mind** as they age. The **SilverCare**, **Silver Protect** and **Silver Secure** plans help protect the seniors against personal accidents, cancer and age-related ailments respectively.

In designing these plans, NTUC Income gave due consideration to the fact that some seniors might have pre-existing conditions. This saw them recalibrate the underwriting requirements and set practical benchmarks to suit seniors, so that more of them could benefit from these protection plans.

# OUR SOCIAL ENTERPRISES

ntucsocialenterprises.sg

## NTUC Enterprise

### NTUC FairPrice

- FairPrice
- FairPrice Xtra
- FairPrice Finest
- FairPrice Xpress
- FairPrice Online
- FairPrice Shop
- Cheers
- Warehouse Club

### NTUC First Campus

- My First Skool
- The Little Skool-House International
- The Caterpillar's Cove
- afterschool by NTUC First Campus
- SEED Institute

### NTUC Foodfare

- Foodfare
- Wang Café
- Heavenly Wang
- Vanda Terrace
- Rice Garden
- Kitchen Loft
- Tower Café
- Food Emporium
- Chef's Finest

### NTUC Income

- Income

### NTUC LearningHub

- LearningHub

### NTUC Link

- Plus! LinkPoints

### NTUC Health

- Care@home
- NTUC Health Cluster Support
- Henderson Home
- NTUC Health Nursing Home
- Origins Healthcare
- SilverACE
- Silver Circle
- SilverCOVE
- Unity Denticare
- Unity Family Medicine Clinic
- Unity Pharmacy

### Mercatus

- AMK Hub
- NEX
- One Marina Boulevard
- Thomson Plaza

*NTUC Club also complements the suite of services offered by NTUC Social Enterprises. It offers leisure and entertainment activities at affordable prices, complementing the Labour Movement in its mission to look after the needs of all working people.*

# Food with a Tech Twist

Managing Director of The Soup Spoon Andrew Chan demonstrating to Minister of State for Manpower Teo Ser Luck and attendees from the F&B industry how the HPP equipment works during a tour.

A newly-imported High Pressure Processing technology from Spain is helping food manufacturers to seek out fresh opportunities. We go on a learning journey to find out more.

Story and Photos by **Avelyn Ng**

The High Pressure Processing technology is opening up new doors for food manufacturers to save on manpower, push up productivity and find new regional markets for their products.

The Soup Spoon (TSS), who spearheaded the High Pressure Processing (HPP) project funded by the Lean Enterprise Development (LED) scheme, hosted a learning journey on 31 May 2017 at their HPP facility for food and beverage (F&B) industry practitioners. Opened in mid-January 2017 with funding from SPRING Singapore, the facility is the first of its kind in Singapore.

The HPP destroys food-borne pathogens in packaged refrigerated products using ultra-high pressure, while maintaining the taste and nutritional properties without using any preservatives or applied heat.

So far, TSS and four other food manufacturers have used the technology on ready-to-eat meals, seafood, soup packs, meat and beverages.

The companies have since reported manpower savings and productivity improvements of 50 per cent.

The extended shelf life of the food products also mean they can be shipped further, thereby opening up regional export opportunities for the companies.

## CLUSTER COLLABORATION

To familiarise other interested companies with the facility and its applications, TSS, Singapore Polytechnic and Workforce Singapore (WSG) have jointly organised a series of masterclasses. So far, 60 companies have taken part in two since January 2017.

WSG is currently working with seven companies to integrate HPP into their manufacturing processes. HPP is expected to benefit at least 50 small- and medium-sized enterprises (SMEs) over the next two years.

Guest-of-Honour, Minister of State (MOS) for Manpower Teo Ser Luck said in a speech that LED's focus for this year will be on cluster solutions with a broader impact.

"We have already identified and approved 71 solutions that are suitable for companies to tap on. We are encouraging companies to come together as a cluster to adopt them. In that way, we can help different sectors implement the change," he said.

## SUPPORT FROM LED

Since its launch in October 2015, the LED scheme has benefited more than 3,000 companies.

"We're pleased to see that the F&B services and food manufacturing sectors have been the most proactive in taking up the LED scheme to date. Participation across business services, construction and engineering has also been healthy," said co-chair of LED taskforce Desmond Choo, who is also NTUC Industry Transformation & Productivity director.

NTUC Assistant Director-General and Director of U SME Yeo Guat Kwang said: "The food manufacturing sector faces challenges such as slow adoption of automation and productivity improvement tools, low level of innovation to create higher value-added products, as well as lack of economies of scale and skilled manpower.

"SMEs who want to overcome these challenges can tap on the LED scheme to increase productivity and develop the Singaporean core. This will in turn help to attract more locals to join their companies. We encourage SMEs to study the latest technologies and trends, join learning journeys and learn from the best."

The shelf life of the soup packs sold at The Soup Spoon's e-store has increased from three weeks to almost three months after the HPP treatment.

## GOOD TO KNOW

Want to know more about the High Pressure Processing or the next masterclass? Contact Gabriel Soon from Singapore Polytechnic at ***gabriel_soon@sp.edu.sg***.

U SME is one of the nine LED Multipliers tasked to be outreach channels for the scheme. SMEs interested to know more about LED or would like to submit an LED proposal can e-mail ***sme@ntuc.org.sg***.

Priority will be given to projects which:

- have the potential to be scaled up to create transformational change for their respective industries.
- involve groups of companies and/or are endorsed by the relevant industry association or union.

# Snapshots

A quick round up of what went on in and around the Labour Movement recently.

Compiled by ***NTUC This Week* Team**

## Tea, the Latest F&B Trend?

The Taste of East Asia (TEA) event organised by NTUC's e2i (Employment and Employability Institute) saw 18 experts from across Singapore, Hong Kong, Korea, Japan and Sri Lanka come together to conduct five masterclasses for food and beverage (F&B) professionals.

TEA also attracted 13 exhibitors, including local agricultural groups, as well as some 800 F&B and retail enthusiasts over 25 to 26 May 2017.

According to e2i, tea has been identified as an up-and-coming trend, following Starbucks' acquisition of Teavana. It inspired them to put together sharing sessions on English, Chinese and Japanese tea brewing.

"Trends are started by people. We are working together with Dilmah, an exhibitor here, to encourage creation of tea-infused menus at various restaurants," said honorary secretary of Association of Bartenders & Sommeliers Singapore, David Chan.

Riding on consumers' increasing attention on health and popular cultures, the masterclasses also examined the origins of traditional Japanese and Korean dishes and how they can be adapted to suit different tastes.

## National HR Certification

Eighty-eight human resource (HR) professionals graduated with the National HR Professional Certification on 25 May 2017.

The pilot certification, which was launched by Workforce Singapore last year, is a key initiative under the HR Industry Manpower Plan to strengthen the HR profession through enhancing competencies and creating developmental and progression pathways for professionals.

Going forward, the HR certification will be issued by the newly created Institute for Human Resource Professionals (IHRP), which was set up by the tripartite partners. The certification will be renamed as the IHRP Certification.

More details on the IHRP's plan will be revealed later this year.

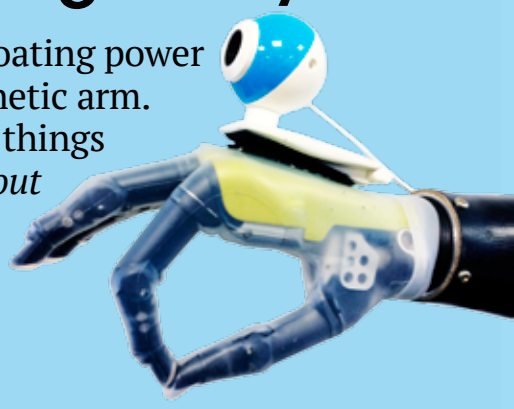
## SISEU Scholarship

About 100 members will benefit from an education scholarship scheme, following a memorandum of understanding (MOU) between Singapore Industrial & Services Employees' Union (SISEU) and PSB Academy on 23 May 2017.

The signing took place at the launch event of PSB Academy's new $15-million city campus at Marina Square. The three-year partnership will give SISEU members the opportunity to upgrade themselves with diploma and degree courses offered by the academy. A total of $100,000 will be set aside annually.

"SISEU recognises that our workforce needs to evolve to stay relevant. We are constantly exploring opportunities with employers and industry partners to make skills training and upgrading more accessible to our members," said SISEU Executive Secretary Sylvia Choo.

# Future Outlook:
## Start Imagining Today!



A real-life Robocop, a floating power plant and a smart prosthetic arm. The future of incredible things is not so far away. *Look out for more in this regular column.*

By **Fawwaz Baktee**

## An Artificial Arm that 'Thinks'

The prosthetic arm is breaking out of its old-fashion mould to become more real-life, giving amputees a chance to be more independent. Researchers from Newcastle University in England have been busy working on an artificial arm that can perform actions on its own. The wearer just has to look at an object and the arm does the rest, such as picking up a glass of water, through a built-in camera that evaluates shapes, sizes and distances of objects.

Wearers will also find it easier to perform complex actions through new technology embedded in the arm.

*Source*: ***www.ncl.ac.uk***

## Robot Cop on Patrol

Dubai has taken one more step towards becoming the most futuristic city in the world.

Say hello to the world's first robot police officer, which will be very much part of the human landscape in the city with mighty skyscrapers and manmade beaches. The autonomous mechanical police officer can patrol malls and popular attractions to provide services where people can report crime and make payments for fines. By the way, the new-age police officer will also be proficient in English and Arabic, with plans to have it speak other languages.

Although it has no capabilities to combat crime physically, the "Robocop" will have cameras fitted to broadcast what it sees directly to the nearest police station. There are also plans to build a police station solely manned by these cops by 2030.

*Source:* ***www.engadget.com***

## Powering up Clean Energy

China is changing the way it looks at power production. The country has recently turned on the world's largest floating solar power plant, located in the city of Huainan in the Anhui province.

The 40-megawatt facility was created by Sungrow Power Supply and is now connected to the power grid of the city. We found out that such an amount can give power supply power to more than 6,500 homes.

Solar panels in a lake are kept cooled and at the same time, the plant does not eat into land space that can be put to better use.

*Source:* ***www.theinertia.com***

BIZ $ TALK WITH

# Tony Khoo

Facility managers do more than clean and maintain buildings. We find out about their responsibilities and how they are staying ahead of technological changes at the workplace.

Story and Photo by **Jonathan Tan**

"So long as there is a structure and there are people inside of it, that is where facility management has a role. We connect the facility with the people," said International Facility Management Association (IFMA), Singapore Chapter, President Tony Khoo.

The misconception, though, is that facility management is just about cleaning and maintenance.

"That is only a small part of what we do. Our role is to support the requirements of our tenants, such as being able to maintain operations 24 hours a day without downtime. The operations are different for different types of buildings and a facility manager will need to understand this," clarified Tony.

"While an architect designs how a building will look, facility managers are the ones operating the building. Our goal is to make sure that the building performs to its intended function optimally," he said.

## PROFESSIONAL DEVELOPMENT

To support its 100 members in their professional development, the IFMA recently became a part of NTUC U Associate.

"Many of our facility managers are also union members who are part of the Building Construction And Timber Industries Employees' Union. Like the unions who help their members, we want to help our members upgrade themselves and develop professionally," explained Tony.

The association recently collaborated with U Associate to organise the 'Leadership & Strategy Forum' to equip professionals with perspectives on strategic planning, facility management and organisational leadership.

Other areas of collaboration will see the association give talks about the facility management industry as part of U Associate's ongoing lineup of activities under its PIVOT career support and peer-mentorship programme.

"We will continue creating awareness about the industry, and work together with NTUC to professionalise the available jobs and share information about good job opportunities in the facility management industry," he said.

Tony also added that as the role of a facility management professional involves a wide range of competencies such as communications, business, finance and technology, being a part of U Associate opens up new opportunities for members to network with professionals from other industries and gain new skills from the many available sectoral programmes.

"Networking is important in broadening one's knowledge, knowing about what their peers are doing and getting to know people, all of which will eventually help in one's career development," he said.

## REWARDING CAREER OPPORTUNITIES

"There is a huge opportunity for professionals to eke out a career in facility management," said Tony. One of the main reasons is that existing facility management professionals are ageing, and this creates new opportunities for younger practitioners to come in and fill the gaps.

Another area is technology. "As our buildings get taller, deeper and increasingly complex with integrated uses, the advancement of building technology far supersedes the knowledge we have to manage the building. If we can bring in people who can understand how these new buildings work from a systems perspective and technology perspective, there will be a huge career opportunity. We need people with more knowledge," said Tony.

While anyone with a degree or diploma can join the industry, Tony highlighted that in addition to learning on the job, a passionate desire to learn is very important.

"You need to be inquisitive to find out more about what you can do better to improve your building and the way it is managed. Technology is advancing very quickly, and if you don't follow the trends, your building may age faster," he said.

*To find out more about NTUC U Associate, visit* ***www.ntuc.org.sg/uassociate/***.

**INSIDER'S GUIDE**

IFMA™ Singapore Chapter
International Facility Management Association

**Established:** 2001

**Why:** To increase the awareness of facility management as a professional discipline in Singapore and to support the career development of members.

**Became an NTUC U Associate in:** Jan 2017

**Did You Know:** IFMA has a global presence with 133 chapters in 104 countries worldwide. The association administers the Certified Facility Manager, Sustainability Facility Manager and Facility Management Professional credentials to recognise professionals in the industry.

***www.ifmasingapore.org***

# May Day Awardees 2017

In our ongoing series, we shine the spotlight on recipients from various categories.

## *COMRADE OF* LABOUR

**ANDREW WANG WEY SHIAN**

Andrew is well-liked amongst his members as he is always one of the first few to step forward to offer his assistance whenever there are workplace issues. Over the years, he has fostered close working relations with the management. With a harmonious labour-management relationship, issues have almost always been resolved at the branch level. Under his leadership, Warren Golf and Country Club has been proactive in partnering the union to support the Labour Movement's key initiatives such as the Inclusive Growth Programme and efforts to re-employ mature workers.

He started his career in the club in 1996 as a Mechanical and Engineering (M&E) Technician. For his hard work, he rose through the ranks and was eventually promoted in 2010 to an M&E Supervisor. He was elected into the branch committee of the Club in 2002; then a branch under the Singapore Industrial & Services Employees' Union. Subsequently, the club became a branch under the Attractions, Resorts & Entertainment Union, and Andrew stepped forward to become a member of the executive committee in 2011 and is today the assistant general treasurer of the union.

## *MEDAL OF* COMMENDATION

**FARROCK EBRAHIM**

One of his key achievements was ensuring a fair and reasonable retrenchment package for workers after the announcement of Jurong Country Club's (JCC) closure. In May 2015, the Singapore Land Authority announced the acquisition of the land site of JCC to make way for the Kuala Lumpur-Singapore High Speed Rail Terminus. Farrock partnered the Attractions, Resorts & Entertainment Union to support the employees throughout the retrenchment process.

On top of a reasonable compensation for all the affected employees, Farrock went above and beyond industry practice to upskill and improve the workers' employability to help them in their future employment. He also agreed that employees be given one-year free union membership so that they could continue to enjoy the privileges and insurance coverage even though they were no longer with the club.

## *PARTNERS* AWARD

**SECURITY PROGRESSIVE WAGE MODEL**

The introduction of the Progressive Wage Model (PWM) for the private security industry in 2014 would not have been possible without the strong partnership between the Union of Security Employees (USE), the Ministry of Manpower (MOM) and the Police Licensing & Regulatory Department (PLRD) through the Security Tripartite Cluster (STC) Committee.

USE Executive Secretary Steve Tan said that understanding of the PWM among service buyers remains low even after it was made mandatory, and USE will continue to work with MOM and PLRD to raise awareness.

The union, together with MOM, PLRD and industry partners, will also continue to revisit and improve the model.

Moving forward, the Security Industry Transformation Committee (SITC), co-chaired by the Ministry of Home Affairs, Singapore National Employers Federation and the Labour Movement, with members from the industry, will steward an Industry Transformation Map for the security industry by the end of 2017.

"It is a good thing that we have had two or three years' experience of working together in the STC. Many of the STC partners are involved in the SITC, and we are also welcoming new partners. I think it is going to be an exciting period," said Mr Tan.

For the full version of the citations, please visit **bit.ly/MayDayAwardsCitation2017**.