

# **ntuc**

## **MAY DAY**

# **AWARDS**

### **2 0 2 5**

## **MEDAL OF COMMENDATION (GOLD)**

### **Felix Loh**

Chief Executive Officer  
Gardens by the Bay

*Nominated by the National Trades Union Congress. Supported by the NTUC U Care Centre.*

Felix Loh was nominated by the Singapore National Employers Federation (SNEF) to serve as Co-Chairman of the Tripartite Cluster for the Landscape Industry (TCL) from 2019 to 2024 and the Tripartite Cluster for Waste Management Industry (TCWM) since January 2021.

As the Chief Executive Officer of Gardens by the Bay, Brother Felix brings over 20 years of experience in park management, horticulture, landscape industry development, and policy formulation. He is a strong advocate for fostering innovation and continuous learning within the industry. His support for enhancements to the Progressive Wage Model (PWM) includes introducing additional training requirements to assist landscape technicians in their cross-deployment roles and establishing the Specialist Track under the PWM Career Ladder. He also provided internship opportunities for Nitec and Higher Nitec students at Gardens by the Bay, allowing them to develop their skills in a real-world setting. Students also get the chance to jumpstart their careers while working towards a nationally recognised diploma as part of a Work-Study Diploma.

As Co-Chairman of the TCL, Brother Felix has consistently championed the adoption of the Outcome-Based Contracting (OBC) model to enhance productivity within the landscape maintenance sub-sector. A trained horticulturist, he possesses both operational expertise and strategic insight. His ability to balance macro-level vision with micro-level management has been invaluable to the committee. He was one of the first supporters of the Landscape Industry Association (Singapore)'s OBC workshop and has actively encouraged collaboration with smaller companies to elevate their standards and practices.

As Co-Chairman of the TCWM, Brother Felix guided the team in developing the PWM for the waste collection and materials recovery sub-sectors. Recognising waste management as a new PWM sector, he provided feedback and suggestions to improve the industry's image and attract more workers. His concern for workers' welfare is evident in his encouragement for TCWM members to uplift workforce skill sets, enabling them to progress in their careers and earn better wages. A strong supporter of the Labour Movement, he has made significant contributions to both tripartite clusters, fostering cohesive collaboration among all partners.