

15 February 2023

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

1. OBJECTIVE

- 1.1 This report sets out the recommendations of the Tripartite Cluster for Food Services (TCF) industry on the introduction of Progressive Wage Model (PWM) for the food services sector.
- 1.2 The members of the TCF are listed in Annex A.

2. BACKGROUND

- 2.1 In October 2020, the Tripartite Workgroup on Lower-Wage Workers (TWG-LWW) was formed to look at ways to further uplift the wages and well-being of lower-wage workers. Among its 18 recommendations, the TWG-LWW had proposed the expansion of PWM to more sectors such as retail and food services, as well as for lower-wage workers' wages to outpace median wage growth, so as to narrow the income gap. The TWG-LWW's report was published on 30 August 2021¹ and its recommendations were accepted by the Government.
- 2.2 The TWG-LWW recommended that a PWM be implemented in the Food Services (FS) industry. This will cover a sizeable group of FS workers whose gross monthly wages are among the bottom 20th percentile² of employed residents. The TWG-LWW also recommended for all Progressive Wages to be eventually expressed in gross terms to align the wage metrics of Progressive Wages and Local Qualifying Salary (LQS).
- 2.3 The Government had also introduced the Industry Transformation Programme whereby roadmaps were developed for 23 industries to address issues within each industry and deepen partnerships between Government, unions, industry stakeholders, trade associations and chambers. Launched in September 2016, the Food Services Industry Transformation Map (ITM) was the first of the 23 roadmaps, which aims to steer sustainable growth with innovative formats and technology adoption, and to address the industry's key challenge of continued reliance on manpower. The Food Services ITM maps out strategies to help food enterprises progress and seize new growth opportunities, as the industry transforms to become more productive and responsive to consumers' evolving preferences.
- 2.4 The Skills Framework (SFw) for Food Services was first introduced in August 2017 and refreshed in June 2022 to promote skills mastery and lifelong learning, and is

¹ The TWG-LWW report is available at www.mom.gov.sg/twg-lwwreport

² The gross monthly income of full-time employed residents (excluding employer Central Provident Fund [CPF] contributions) earning at the 20th percentile was \$2,200 in June 2021.

an integral component of the Food Services Industry Manpower Plan. The FS SFw outlines career tracks within the FS industry, identifies emerging skills and competencies for FS job roles, and details the relevant training programmes for upskilling and reskilling of FS workers.

- 2.5 As of 4Q 2021, there are approximately 49,730³ food retail establishments in Singapore such as food shops and food stalls, holding various Singapore Food Agency (SFA) licences. Approximately 92,700 resident employees are employed in the Food Services⁴ sector, constituting 4.8% of all resident employees in Singapore.
- 2.6 The SFA regulates all food retail establishments (including catering, and food service operations) and central kitchens to ensure the safety of food. Such food retail establishments include restaurants, cafés, snack counters, eating houses, mobile food wagons, supermarkets, food caterers and food stalls in food courts/coffeeshops. The types of food retail establishments to be covered under the Food Services PWM are elaborated in the following section.

3. PROGRESSIVE WAGE MODEL FOR THE FOOD SERVICES INDUSTRY

- 3.1 The TCF was formed in March 2021 and comprises industry stakeholders representing the diverse sub-sectors within the industry, union and relevant government agencies. The TCF sets out to develop a clear career progression pathway for FS workers, to ensure their wages are uplifted meaningfully as well as to position the sector as one that offers stable and good career options for Singaporeans.
- 3.2 Numerous rounds of stakeholder engagement sessions, focus group discussions and meetings were conducted since March 2021 to gather feedback and address the existing challenges faced by the industry with regard to wages, manpower shortage and rising business costs. The insights drawn from these consultations were deliberated at TCF meetings and culminated in a set of recommendations to uplift the Food Services industry.
- 3.3 This report sets out the TCF's recommendations and implementation details of the PWM for the Food Services sector. The key recommendations are summarised as follows:
 - (a) The PWM will apply to full-time and part-time resident (i.e. Singapore Citizens and Permanent Residents) FS employees on a contract of service, working in a premise that has a SFA Food Retail or Food Processing (Central Kitchen) licence, and employed by a firm that hires foreign workers on mainstream work passes (i.e. Work Permit, S Pass, Employment Pass).
 - (b) Due to the diverse nature of the food services sector, ranging from Full-Service establishments with wait staff, back-of-house operations such as

³ Source: Singapore Food Statistics 2021

⁴ 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)

central kitchens, to the other spectrum of Quick-Service establishments such as food courts and fast-food outlets, the TCF therefore recommends differentiated career tracks under two (2) categories within the PWM Career Ladder.

- i. **Category A** refers to Quick-Service (QS) food establishments such as those operating food courts, coffeeshops, fast-food outlets, food kiosks, and eating houses where customers self-collect food/drink orders from food service counters. Supermarkets that hold SFA Food Retail licences and employ FS workers at ready-to-eat food stations will be classified under Category A as well.
- ii. **Category B** refers to Full-Service (FS) food establishments (i.e. those that have wait staff⁵), food caterers and central kitchens.

(ii) To ensure that FS workers are adequately trained to perform their work duties well and that food hygiene standards are met, the TCF recommends a training requirement of two (2) Workforce Skills Qualification (WSQ) modules for all workers covered under the FS PWM. Currently, as part of SFA licensing requirements, all food handlers are required to attain basic food safety certification. Hence, FS workers who have obtained the Statement of Attainment in basic food hygiene would be considered as having attained one of the two WSQ modules.

(iii) To provide better income security and gain ground on the median wage, a set of PWM Baseline Gross Wages⁶ is recommended that would take effect from **1 March 2023**. The PWM Baseline Gross Wages will also be adjusted upwards on 1 March 2024 and 1 March 2025 to ensure FS workers continue to see sustained wage increases, and to attract more job seekers to join the industry. The TCF will undertake a review in 2025.

3.4 The Ministry of Manpower (MOM) will support the implementation of Food Services PWM requirements through enforcement via employers' eligibility for mainstream Work Passes. (i.e. Work Permit, S Pass, Employment Pass). Employers will need to comply with the stipulated Food Services PWM requirements, and any other applicable PWM⁷ and LQS requirements, in order to apply for new Work Passes or renew existing Work Passes. To give employers time to adjust to the PWM, the first six months of Food Services PWM implementation (i.e. 1 March 2023 to 31 August 2023) will be a "run-in period", during which MOM will not take enforcement action against employers that have yet to comply with the Food Services PWM requirements.

3.5 The full details of TCF recommendations are elaborated in the following sections.

⁵ Wait staff includes waiters and banquet servers.

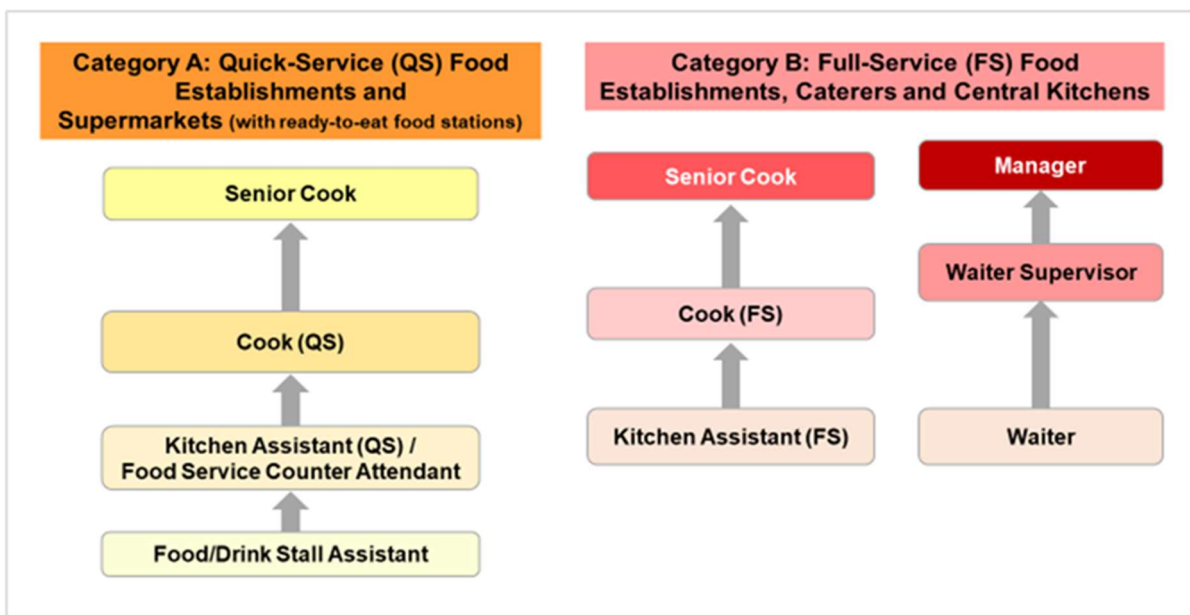
⁶ PWM Baseline Gross Wage is the total wage payable to a full-time FS worker (i.e. contractual working hours between 35 and 44 hours a week) based on their regular contractual working hours excluding overtime payments

⁷ Example such as Cleaning PWM for inhouse dishwashers

4. PWM CAREER LADDER – COVERAGE OF FOOD ESTABLISHMENTS AND JOB ROLES

4.1 As of June 2021, there are about 26,000 full-time resident employees in Food Services-related job roles in firms that employ foreign workers, of which about 17,000 are lower-wage workers⁸. Given that part-time arrangements are common in the industry due to the nature of F&B operations, there are also about 15,000 part-time resident employees in these roles. In total, about 41,000 full-time and part-time resident employees are expected to be covered by the Food Services PWM.

4.2 To provide a clear career progression pathway for the existing workforce as well as to help attract new entrants, the TCF maps out differentiated career tracks in two (2) categories, classified by the types of food establishments as follows:



4.3 The TCF is cognisant of the different business models between a Full-Service and a Quick-Service food establishment, particularly in terms of operating receipts and manpower deployment. As such, it has recommended differentiating the various PWM job roles by the types of food establishment.

4.4 **Category A** refers to **Quick-Service (QS) food establishments**. These establishments include coffeeshops, fast-food outlets, food courts, food kiosks, and eating houses where customers self-collect food/drink orders from food service counters. Supermarkets that hold SFA Food Retail licences and deploy FS workers at ready-to-eat food stations (e.g. sushi counters) will be classified under Category A. However, for supermarket employees who are cross-deployed across more than one job function (e.g. both FS and Retail), employers should classify them under the PWM job role in which the employee spends majority of his/her working hours, and comply with the applicable PWM requirements.

⁸ Lower-wage workers in this report refers to full-time resident employees earning a gross monthly income from work [excluding employer Central Provident Fund (CPF) contributions] up to and including the 20th percentile income level of full-time employed residents (excluding employer CPF contributions), which was \$2,200 in June 2021.

- 4.5 **Category B** refers to **Full-Service (FS) food establishments, caterers and central kitchens**. Full-Service food establishments refer to establishments that have wait staff (e.g. waiters, banquet servers) and are not classified under Category A. For caterers and food businesses that operate from a centralised food processing facility and supply ready-to-eat food to end consumers, the TCF recognises that the nature of operations and job functions of their workers are similar to those of full-service food establishments in back-of-house operations. As such, the TCF recommends for Caterers and Central Kitchens to be classified under Full-Service food establishments (i.e. Category B).
- 4.6 Based on feedback from industry stakeholders and wage data, the TCF takes into account the level of job complexity, skillsets required and current wage differential of the various FS job roles and recommends how these job roles should be appropriately pegged against each other under the PWM Career Ladder (as per the diagram under para 4.2).
- 4.7 Employers should clearly communicate to their employees the FS PWM job role and associated establishment type that the employees are classified under. If there are disagreements, employers/employees should approach MOM for assistance.
- 4.8 The job duties and responsibilities for the various PWM job roles are detailed in Annex B. As the Food Services industry undergoes transformation to stay competitive and relevant to meet consumers' needs, the TCF recognises that the role of FS workers will evolve over time in tandem with the drive for higher productivity through job redesign. As such, the TCF will conduct periodic reviews of the job duties to ensure continued relevance.

5. PWM SKILLS LADDER – SETTING MINIMUM TRAINING REQUIREMENTS

- 5.1 As part of the efforts to uplift and support the industry transformation through upskilling, the TCF recommends a total of two (2) WSQ modules as the minimum mandatory training requirements for all Food Services PWM job roles. This is with the exception of the highest job roles of Senior Cook and Manager, for which the TCF recommends that training as per the recommended WSQ module list is encouraged, so as to give employers the flexibility to train these employees in senior positions according to their own business needs.
- 5.2 Taking reference from the Skills Framework (SFw) for Food Services which was validated by the industry, the list of Technical Skills & Competencies (TSCs) was mapped to the critical job functions of each PWM job level to ensure relevance and that the appropriate skills proficiency levels are achieved. The TCF also encourages employers to consider incorporating the SFw Critical Core Skills modules in their training plans.
- 5.3 The TCF is aware that employers who have attained in-house approved training organisation (ATO) status have in place specific course curriculum to ensure their workers are trained in relevant modules which they could apply in their daily work. Hence, the TCF recommends that in-house WSQ modules with the prefix "FSS" in its TSC code be recognised as approved training modules under the FS PWM as well.

- 5.4 In addition, the TCF recommends for new hires or existing employees who had attained food services related tertiary level certification or qualification such as from recognised culinary institutes or institutes of higher learning or who were in Work-Study programmes in food services related courses, they would be deemed to have met PWM training requirements. These qualifications or certifications will have to be mapped to at least one of the TSCs for food handlers and two of the TSCs for non-food handlers as detailed in Annex C.
- 5.5 Based on each PWM job role's work functions and responsibilities, employers may choose from the list of corresponding WSQ training modules to best suit their needs. The list of approved WSQ training modules is listed in Annex C.
- 5.6 To give employers adequate time to comply with the training requirements for their FS employees, while balancing manpower resourcing needs, the TCF recommends that the following grace period to be given:
- (a) For new hires: six months from the new hire's date of employment
 - (b) For existing employees: up till 29 February 2024 (one year from the Food Services PWM implementation on 1 March 2023)
- 5.7 As the industry evolves with greater adoption of digital technology and new business formats, the Food Services workforce would need to stay relevant through upskilling and be adaptable to acquire new competencies and skillsets. By future proofing the workforce and industry transformation, the TCF believes that the Food Services industry will be better able to attract new entrants and retain its existing workforce. To this end, the TCF will review the list of training modules periodically to ensure relevance and to meet the industry's training needs.

6. PWM WAGE LADDER – SETTING THE BASELINE GROSS WAGES EFFECTIVE FROM 1 MARCH 2023

- 6.1 Under the TWG-LWW recommendations, tripartite partners had agreed to expand the PWM to the Food Services sector from 1 March 2023, given that the sector employs a significant number of lower-wage workers. To narrow the wage gap with the median, the growth of lower-wage workers' wages should outpace median wage growth. To uplift the wages of FS workers, businesses are encouraged to enhance their firm-level productivity besides enhancing the productivity of their workers such as through training and job redesign; and tap on the various support schemes available to help them transform. This would then allow them to stay competitive and sustainable in the long run.
- 6.2 In putting forth its wage recommendations, the key considerations that the TCF took into account are summarised as follows:
- (a) The FS industry offers a diverse range of gastronomic experiences, ranging from casual to mid-range to high-end dining which translates to different operating receipts and remuneration structures. This diversity explains the difference in salaries offered by FS employers as they take into account the job complexity and responsibilities in different food establishments. The TCF

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- therefore carefully deliberated on the characteristics of each type of food establishments and the corresponding job roles within the PWM career ladder before recommending the appropriate wage ladder, i.e. setting the baseline gross wages.
- (b) The TCF is highly aware of the challenges arising from the lingering effects of COVID-19 pandemic coupled with the volatile global economic outlook and perennial manpower crunch. Businesses are experiencing higher costs in raw materials and food supplies, fuel and utilities, supply chain and rentals that exacerbate their operating costs and inflationary pressures. Some food businesses may also find it difficult to sustain their operations if their profits get eroded over time.
 - (c) Despite a tight labour market, there remains a sizeable group of lower-wage workers in the FS sector. In addition, the long working hours, shift patterns, dealing with customers' demands and the perceived lack of career progression are reasons often cited by job seekers on why they are reluctant to join the FS sector. With low wages and little advancement opportunities, the industry is often faced with manpower shortage which in turn has led to high staff attrition rate.
- 6.3 The TCF acknowledges the value of the work performed by the FS workers and endeavours to ensure that they are remunerated fairly and their wages will remain competitive vis-à-vis other service workers. The TCF took great lengths to consult the numerous industry players from all types of food establishments so as to ensure their views are sought and considered.
- 6.4 The TCF understands that Full-Service food establishments generally have a higher average bill size than Quick-Service food establishments due to their menu pricing policy and the provision of more personalised table service. To determine the appropriate wage differential between each PWM job role and across the two categories, the TCF made reference to the prevailing salary structures and the difference in job duties and responsibilities among these job roles
- 6.5 For the job roles of Senior Cook and Manager, the TCF recommends that their wages be left to market forces as their wages are generally above the bottom 20th wage percentile. Employers would have the discretion to pay their FS workers in these senior positions competitively in order to retain them. The TCF also encourages employers to adopt the same PWM training requirements for these workers to help them further hone their skills to facilitate their career progression.
- 6.6 After several rounds of discussions and negotiation, the TCF has landed on a tripartite consensus on setting the PWM Baseline Monthly Gross Wages with effect from 1 March 2023. For clarity, the PWM Baseline Monthly Gross Wage is the total wage payable to a full-time FS worker (i.e. contractual working hours between 35 and 44 hours a week) based on their regular contractual working hours excluding overtime payments. For part-time workers (i.e. contractual working hours of less than 35 hours a week), the PWM Baseline Gross Wage will be pro-rated on a 44-hour basis.

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- 6.7 The TCF also recommends an annual increment of \$165 across the various PWM job roles for the next two years, i.e. on 1 March 2024 and 1 March 2025. The TCF believes that the wage adjustments would go a long way to uplift the livelihoods of lower-wage FS workers and help employers better retain their existing workforce.
- 6.8 A gross wage schedule will also be 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 EA whereby the overtime rate of pay of at least 1.5 times of the basic rate of pay continues to apply.
- 6.9 The TCF will undertake a review of the PWM in 2025.
- 6.10 The following tables summarise the recommended Food Services PWM Baseline Gross Wages (excluding overtime payment) for the period *from 1 March 2023 to 28 February 2026* to applicable resident⁹ 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	From 1 Mar 2023	From 1 Mar 2024	From 1 Mar 2025
Food/Drink Stall Assistant	Monthly Gross Wage (exclude OT)	\$1750	\$1915	\$2080
		Year-on-year increase >	\$165	\$165
	Hourly Gross Wage*	\$9.18	\$10.04	\$10.91
Kitchen Assistant (QS) / Food Service Counter Attendant	Monthly Gross Wage (exclude OT)	\$1825	\$1990	\$2155
		Year-on-year increase >	\$165	\$165
	Hourly Gross Wage*	\$9.57	\$10.44	\$11.30
Cook (QS)	Monthly Gross Wage (exclude OT)	\$2000	\$2165	\$2330
		Year-on-year increase >	\$165	\$165
	Hourly Gross Wage*	\$10.49	\$11.35	\$12.22

* 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	From 1 Mar 2023	From 1 Mar 2024	From 1 Mar 2025
Kitchen Assistant (FS)	Monthly Gross Wage (exclude OT)	\$1850	\$2015	\$2180
		Year-on-year increase >	\$165	\$165
	Hourly Gross Wage*	\$9.70	\$10.57	\$11.43
Cook (FS)	Monthly Gross Wage (exclude OT)	\$2050	\$2215	\$2380
		Year-on-year increase >	\$165	\$165
	Hourly Gross Wage*	\$10.75	\$11.62	\$12.48

⁹ 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.

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Category B: Full-Service (FS) Food Establishments, Caterers and Central Kitchens				
PWM Job Level	PWM Baseline Gross Wages	From 1 Mar 2023	From 1 Mar 2024	From 1 Mar 2025
Waiter	Monthly Gross Wage (exclude OT)	\$1850	\$2015	\$2180
		Year-on-year increase >	\$165	\$165
	Hourly Gross Wage*	\$9.70	\$10.57	\$11.43
Waiter Supervisor	Monthly Gross Wage (exclude OT)	\$2400	\$2565	\$2730
		Year-on-year increase >	\$165	\$165
	Hourly Gross Wage*	\$12.59	\$13.45	\$14.32

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

- 6.11 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.
- 6.12 As part of the implementation of the Food Services PWM enforced through employers' eligibility for mainstream Work Passes (i.e. Work Permit, S Pass or Employment Pass), the initial six months of implementation (from the start date of 1 March 2023) will be considered the "run-in period" to give employers time to understand and adhere to the PWM requirements. During this period, MOM will not take enforcement action against employers should there be non-compliance.
- 6.13 After the "run-in" period, should there be any non-compliance, MOM will advise employers on the appropriate rectification actions to take within a reasonable timeframe, failing which suspension of Work Pass privileges (such that employers will not be able to apply for new or renew existing Work Passes) may be imposed.
- 6.14 Firms 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 licence¹⁰), the vast majority of which are small firms, will be exempted from the FS PWM requirements. Nonetheless, they are encouraged to adopt the FS and other PWM requirements, and pay the LQS to uplift their lower-wage workers. This will also enable them to be eligible for the Progressive Wage (PW) Mark accreditation, to demonstrate their commitment as a progressive employer and benefit from greater visibility and support from consumers¹¹.
- 6.15 The TCF urges all FS employers to familiarise themselves with the Food Services PWM so as not to fall short of the stipulated PWM requirements. Please refer to Annex E for further details on MOM's implementation approach.

¹⁰ 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.

¹¹ Eligible firms may apply for the PW Mark on <https://gobusiness.gov.sg/>

6.16 To help employers adjust to the Food Services PWM and other Progressive Wage measures, the Government introduced the Progressive Wage Credit Scheme (PWCS) during Budget 2022 to co-fund wage increases of eligible resident employees from 2022 to 2026 by up to 75%. More details of PWCS can be found at <https://go.gov.sg/pwcs>.

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

7.1 From preparing to serving food to end consumers, the entire value chain of food preparation and delivery process involves many pairs of hands to ensure that the end product is safe for consumption. Many FS employees work under physically demanding conditions and are exposed to higher occupational hazards such as cuts, burns, slips and falls. Behind every delightful dining experience is a team of dedicated workers who work tirelessly, whether they are at the front-of-house or back-of-house operations. It is thus important to value the contribution made by the FS workers and accord them the due recognition that they deserve.

7.2 The TCF wishes to affirm its commitment to support the lower-wage workers in the FS industry through meaningful wage progression that is both sustainable and equitable to all involved parties. By recommending a uniform dollar quantum in annual wage increment across the various PWM job roles, the TCF wants to ensure that the wages for workers on the lower wage rungs will move closer to the wages of the workers who hold more senior positions in the same food establishment. In so doing, it is envisaged that the wages of lower-wage FS workers will gain ground with the median wage.

7.3 The TCF believes that the food services industry is poised for greater use of technology and innovation to drive higher productivity. Employers are strongly encouraged to transform their business operations through technology and job redesign so as to be manpower lean in order to stay competitive and sustainable in the long run. The TCF urges food businesses to leverage the various support schemes such as Productivity Solutions Grant (PSG)¹², Career Conversion Programme (CCP)¹³ and Company Training Committee (CTC) Grant¹⁴ as they undertake business and workforce transformation.

¹² The Productivity Solutions Grant (PSG), administered by Enterprise Singapore, supports the adoption of pre-scoped IT solutions, equipment and consultancy services. For eligible pre-scoped solutions, the enhanced support level of up to 80% will be extended to 31 March 2023 for the Food Services Sector.

¹³ More information on CCP is available on www.wsg.gov.sg/ccp

¹⁴ The NTUC CTC Grant supports companies and organisations 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.

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- 7.4 The TCF calls upon Food Services workers to embrace lifelong learning and be proactive in upskilling to enhance their professionalism and competencies. Entrusted with the responsibility for the smooth running of their FS operations from inventory ordering, stock taking to food preparation and delivery, the TCF urges FS workers to continually improve themselves so as to bring greater value to their employers and customers. With better skillsets and varied work experiences, the FS workers can contribute to a vibrant workforce that is resilient and productive.
- 7.5 The TCF would also like to rally the whole of society to value the work of the FS workers and express support in the efforts to help them get better wages, welfare and work prospects. End consumers should also play their part in valuing the work of the FS workers and be gracious whenever they patronise FS establishments.
- 7.6 A highly competent and productive workforce will ensure the Food Services industry can continue to thrive in a nation that prides itself as a food paradise.

~ End ~

ANNEX A: TRIPARTITE CLUSTER FOR FOOD SERVICES (TCF) INDUSTRY FOR THE TERM FROM MARCH 2021 TO MARCH 2023

Description	Organisation	Representative
Chair	National Trades Union Congress (NTUC)	Ms. Yeo Wan Ling Director, U SME
Co-Chair	Singapore National Employers Federation (SNEF)	Mr. Andrew Tjioe SNEF Representative <i>Concurrently President and CEO, Tung Lok Group</i>
Labour Movement	Food, Drinks and Allied Workers Union (FDAWU)	Mr. Mustafa Lambak Assistant General Secretary
	FDAWU	Ms. Toh Hwee Tin Executive Secretary
	NTUC	Mr. Zainal Sapari Assistant Director-General and Director, NTUC U Care Centre
Industry Associations / Firms	Restaurant Association of Singapore	Mr. Wei Chan Honorary Secretary <i>Concurrently, Managing Director, Pine Garden's Cake</i>
	Singapore Foochow Association	Mr. Hong Poh Hin 1 st Vice Chairman
	Association of Catering Professionals Singapore	Mr. Patrick Chan Vice-President <i>Concurrently CEO, Kitchen Haus Group</i>
	Hanbaobao Pte Ltd (McDonald's Singapore)	Ms. Lynn Hong Head, People
	Koufu Group	Ms. Alicia Tee Head (Human Resources)
Government	Ministry of Manpower	Mr. Lee Chung Wei Divisional Director, Workplace Policy and Strategy Division
	Enterprise Singapore	Ms. Angeline Chan Director (Food Services)
	Singapore Food Agency	Mr. Tan Han Kiat Acting Senior Director (Licensing Division)
	SkillsFuture Singapore	Ms. Tracy Lee Director, Industry Development Division 2
	Workforce Singapore	Mr. Kenneth Wong Director, Tourism Division

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 is developing a portal for workers to check that their employer has accurately declared their PWM job role in OED. The portal will be accessible from MOM website in due course.
- Should there be any discrepancy, workers should call MOM Manpower Research & Statistics Department (MRSD)¹⁵ directly to clarify any issues related to their employment details as provided by their employer. MRSD will also advise them further on the next steps should there be other unresolved disputes.

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 from kitchen 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.

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

¹⁵ The Manpower Research & Statistics Department (MRSD) can be reached at tel: 6320 7722 (Monday - Friday, 8.30am to 5.30pm) or via email enquiry at MOM_OED@mom.gov.sg.

The **Food Service Counter Attendant** prepares and/or serves simple food/drink items from food/drink counters or steam tables in food shops.

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.

Examples: Fast food service crew, Food kiosks counter attendant, Bubble tea service crew, Salad counter server, roast grill counter attendant, etc.

The **Kitchen Assistant** handles basic food preparation.

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, tables, cutlery, and crockery.

Examples: Kitchen assistant, Kitchen crew, Bakery assistant

Applicable to Category A: Quick-Service Food Establishments & Supermarkets (with ready-eat stations)

Additional Duties

- 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

Applicable to Category B: Full-Service Food Establishments, Caterers & Central Kitchens

Additional Duties

- Assist in cooking and plating of menu dishes according to the kitchen manual, where applicable

The **Cook** supports the preparation of menu dishes.

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.

Examples: Commis chef, Line cook

Applicable to Category A: Quick-Service Food Establishments & Supermarkets (with ready-eat stations)

Additional Duties

- Prepare batches of food that are cooked to order, or kept warm until ordered and sold, where applicable.

Applicable to Category B: Full-Service Food Establishments, Caterers & Central Kitchens

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

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.
- May oversee one or more Kitchen Assistants, Cooks, and/or other Kitchen Staff, where applicable.
- Maintain cleanliness of kitchen stations and upkeep of cooking equipment.

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).

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).
- 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

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).

Example: Restaurant manager, Outlet manager

ANNEX C: LIST OF APPROVED WSQ TRAINING MODULES 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, so as 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 FS PWM.

Under SFA’s regulations, all food handlers are required to complete a mandatory Food Safety Course Level 1 with any SSG Approved Training Organisation (ATO).

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 ATOs 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			
TSC Category	TSC Title	TSC Code	Proficiency Level
Customer Experience	Customer Service Excellence	FSS-CEX-1040-1.1	Level 1
Food Standards and Workplace Safety Management	Food Safety and Hygiene (Level 1 is mandatory)	FSS-FRC-1004-1.1	Level 1
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
	Halal Certification Compliance for Food and Beverage Operations	FSS-FRC-2005-1.1	Level 2
Food and Beverage Operation	Food and Beverage Service	FSS-FBS-1024-1.1	Level 1
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1*	Level 2

** Currently ATOs are not offering courses under the required Proficiency Level, but will be encouraged to develop the courses. Currently only Proficiency Level 5 is available.*

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PWM Job Role: Kitchen Assistant			
TSC Category	TSC Title	TSC Code	Proficiency Level
Food Standards and Workplace Safety Management	Food Safety and Hygiene (Level 1 is mandatory)	FSS-FRC-1004-1.1	Level 1
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
	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
Food and Beverage Operation	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1*	Level 2

PWM Job Role: Cook			
TSC Category	TSC Title	TSC Code	Proficiency Level
Food Standards and Workplace Safety Management	Food Safety and Hygiene (Level 1 is mandatory)	FSS-FRC-1004-1.1	Level 1
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
	Food Waste Disposal and Reduction	FSS-WMO-2007-1.1*	Level 2
Food and Beverage Operation	Meat Storage and Fabrication	FSS-FBS-1015-1.1	Level 1
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1*	Level 2

PWM Job Role: Senior Cook			
TSC Category	TSC Title	TSC Code	Proficiency Level
Food Standards and Workplace Safety Management	Food Safety and Hygiene (Level 1 is mandatory)	FSS-FRC-1004-1.1	Level 1
	Workplace Safety and Health for Food and Beverage Operations	FSS-WSH-2092-1.1	Level 2
	Food Waste Disposal and Reduction	FSS-WMO-2007-1.1*	Level 2
Food and Beverage Operation	Meat Storage and Fabrication	FSS-FBS-2015-1.1	Level 2
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1*	Level 2

* Currently ATOs are not offering courses under the required Proficiency Level, but will be encouraged to develop the courses. Currently only Proficiency Level 5 is available.

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PWM Job Role: Waiter			
TSC Category	TSC Title	TSC Code	Proficiency Level
Customer Experience	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	Food and Beverage Service	FSS-FBS-1024-1.1	Level 1
	Food and Beverage Equipment Maintenance	FSS-FBS-2007-1.1*	Level 2

* Currently ATOs are not offering courses under the required Proficiency Level, but will be encouraged to develop the courses. Currently only Proficiency Level 5 is available.

PWM Job Role: Waiter Supervisor			
TSC Category	TSC Title	TSC Code	Proficiency Level
Customer Experience	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
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

PWM Job Role: Manager			
TSC Category	TSC Title	TSC Code	Proficiency Level
Customer Experience	Customer Service Excellence	FSS-CEX-3040-1.1**	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

** Currently ATOs are not offering courses under the required Proficiency Level, but will be encouraged to develop the courses.

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 all variable wage components (e.g. meal and transport allowances) to meet the stipulated gross wages.
- (d) For full-time food services workers who are covered under Part 4¹⁶ 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:

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

¹⁶ Part 4 of the Employment Act provides for rest days, hours of work and other conditions of service. For employees who are non-workmen, they would need to earn a monthly basic salary of not more than \$2600 to be covered under Part 4.

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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 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
0 (Baseline)	\$1,750	\$1,915	\$2,080
1	\$1,762	\$1,929	\$2,095
2	\$1,775	\$1,943	\$2,110
3	\$1,788	\$1,957	\$2,125
4	\$1,801	\$1,971	\$2,141
5	\$1,814	\$1,985	\$2,156
6	\$1,827	\$1,999	\$2,171
7	\$1,839	\$2,013	\$2,186
8	\$1,852	\$2,027	\$2,202
9	\$1,865	\$2,041	\$2,217
10	\$1,878	\$2,055	\$2,232
11	\$1,891	\$2,069	\$2,247
12	\$1,904	\$2,083	\$2,263
13	\$1,917	\$2,097	\$2,278
14	\$1,929	\$2,111	\$2,293
15	\$1,942	\$2,125	\$2,309
16	\$1,955	\$2,139	\$2,324
17	\$1,968	\$2,154	\$2,339
18	\$1,981	\$2,168	\$2,354
19	\$1,994	\$2,182	\$2,370
20	\$2,007	\$2,196	\$2,385
21	\$2,019	\$2,210	\$2,400
22	\$2,032	\$2,224	\$2,415
23	\$2,045	\$2,238	\$2,431
24	\$2,058	\$2,252	\$2,446
25	\$2,071	\$2,266	\$2,461
26	\$2,084	\$2,280	\$2,477
27	\$2,096	\$2,294	\$2,492
28	\$2,109	\$2,308	\$2,507
29	\$2,122	\$2,322	\$2,522
30	\$2,135	\$2,336	\$2,538
31	\$2,148	\$2,350	\$2,553
32	\$2,161	\$2,364	\$2,568
33	\$2,174	\$2,378	\$2,583
34	\$2,186	\$2,393	\$2,599
35	\$2,199	\$2,407	\$2,614

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Gross Wage Requirements for PWM Job Role			
Food/Drink Stall Assistant			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
36	\$2,212	\$2,421	\$2,629
37	\$2,225	\$2,435	\$2,644
38	\$2,238	\$2,449	\$2,660
39	\$2,251	\$2,463	\$2,675
40	\$2,264	\$2,477	\$2,690
41	\$2,276	\$2,491	\$2,706
42	\$2,289	\$2,505	\$2,721
43	\$2,302	\$2,519	\$2,736
44	\$2,315	\$2,533	\$2,751
45	\$2,328	\$2,547	\$2,767
46	\$2,341	\$2,561	\$2,782
47	\$2,353	\$2,575	\$2,797
48	\$2,366	\$2,589	\$2,812
49	\$2,379	\$2,603	\$2,828
50	\$2,392	\$2,618	\$2,843
51	\$2,405	\$2,632	\$2,858
52	\$2,418	\$2,646	\$2,874
53	\$2,431	\$2,660	\$2,889
54	\$2,443	\$2,674	\$2,904
55	\$2,456	\$2,688	\$2,919
56	\$2,469	\$2,702	\$2,935
57	\$2,482	\$2,716	\$2,950
58	\$2,495	\$2,730	\$2,965
59	\$2,508	\$2,744	\$2,980
60	\$2,521	\$2,758	\$2,996
61	\$2,533	\$2,772	\$3,011
62	\$2,546	\$2,786	\$3,026
63	\$2,559	\$2,800	\$3,042
64	\$2,572	\$2,814	\$3,057
65	\$2,585	\$2,828	\$3,072
66	\$2,598	\$2,842	\$3,087
67	\$2,610	\$2,857	\$3,103
68	\$2,623	\$2,871	\$3,118
69	\$2,636	\$2,885	\$3,133
70	\$2,649	\$2,899	\$3,148
71	\$2,662	\$2,913	\$3,164
72	\$2,675	\$2,927	\$3,179

Gross Wage Requirements for PWM Job Role			
Food Services Counter Assistant / Kitchen Assistant (Quick-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
0 (Baseline)	\$1,825	\$1,990	\$2,155
1	\$1,838	\$2,004	\$2,170
2	\$1,851	\$2,019	\$2,186
3	\$1,865	\$2,033	\$2,202
4	\$1,878	\$2,048	\$2,218
5	\$1,892	\$2,063	\$2,234

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Gross Wage Requirements for PWM Job Role			
Food Services Counter Assistant / Kitchen Assistant (Quick-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
6	\$1,905	\$2,077	\$2,249
7	\$1,918	\$2,092	\$2,265
8	\$1,932	\$2,106	\$2,281
9	\$1,945	\$2,121	\$2,297
10	\$1,959	\$2,136	\$2,313
11	\$1,972	\$2,150	\$2,329
12	\$1,985	\$2,165	\$2,344
13	\$1,999	\$2,180	\$2,360
14	\$2,012	\$2,194	\$2,376
15	\$2,026	\$2,209	\$2,392
16	\$2,039	\$2,223	\$2,408
17	\$2,052	\$2,238	\$2,423
18	\$2,066	\$2,253	\$2,439
19	\$2,079	\$2,267	\$2,455
20	\$2,093	\$2,282	\$2,471
21	\$2,106	\$2,297	\$2,487
22	\$2,119	\$2,311	\$2,503
23	\$2,133	\$2,326	\$2,518
24	\$2,146	\$2,340	\$2,534
25	\$2,160	\$2,355	\$2,550
26	\$2,173	\$2,370	\$2,566
27	\$2,186	\$2,384	\$2,582
28	\$2,200	\$2,399	\$2,597
29	\$2,213	\$2,413	\$2,613
30	\$2,227	\$2,428	\$2,629
31	\$2,240	\$2,443	\$2,645
32	\$2,253	\$2,457	\$2,661
33	\$2,267	\$2,472	\$2,677
34	\$2,280	\$2,487	\$2,692
35	\$2,294	\$2,501	\$2,708
36	\$2,307	\$2,516	\$2,724
37	\$2,320	\$2,530	\$2,740
38	\$2,334	\$2,545	\$2,756
39	\$2,347	\$2,560	\$2,771
40	\$2,361	\$2,574	\$2,787
41	\$2,374	\$2,589	\$2,803
42	\$2,387	\$2,604	\$2,819
43	\$2,401	\$2,618	\$2,835
44	\$2,414	\$2,633	\$2,851
45	\$2,428	\$2,647	\$2,866
46	\$2,441	\$2,662	\$2,882
47	\$2,454	\$2,677	\$2,898
48	\$2,468	\$2,691	\$2,914
49	\$2,481	\$2,706	\$2,930
50	\$2,495	\$2,721	\$2,946
51	\$2,508	\$2,735	\$2,961
52	\$2,521	\$2,750	\$2,977
53	\$2,535	\$2,764	\$2,993
54	\$2,548	\$2,779	\$3,009

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Gross Wage Requirements for PWM Job Role			
Food Services Counter Assistant / Kitchen Assistant (Quick-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
55	\$2,562	\$2,794	\$3,025
56	\$2,575	\$2,808	\$3,040
57	\$2,588	\$2,823	\$3,056
58	\$2,602	\$2,837	\$3,072
59	\$2,615	\$2,852	\$3,088
60	\$2,629	\$2,867	\$3,104
61	\$2,642	\$2,881	\$3,120
62	\$2,655	\$2,896	\$3,135
63	\$2,669	\$2,911	\$3,151
64	\$2,682	\$2,925	\$3,167
65	\$2,696	\$2,940	\$3,183
66	\$2,709	\$2,954	\$3,199
67	\$2,722	\$2,969	\$3,214
68	\$2,736	\$2,984	\$3,230
69	\$2,749	\$2,998	\$3,246
70	\$2,763	\$3,013	\$3,262
71	\$2,776	\$3,028	\$3,278
72	\$2,789	\$3,042	\$3,294

Gross Wage Requirements for PWM Job Role			
Kitchen Assistant (Full-Service) / Waiter			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
0 (Baseline)	\$1,850	\$2,015	\$2,180
1	\$1,863	\$2,029	\$2,196
2	\$1,877	\$2,044	\$2,212
3	\$1,890	\$2,059	\$2,228
4	\$1,904	\$2,074	\$2,244
5	\$1,917	\$2,089	\$2,260
6	\$1,931	\$2,103	\$2,276
7	\$1,945	\$2,118	\$2,292
8	\$1,958	\$2,133	\$2,308
9	\$1,972	\$2,148	\$2,324
10	\$1,985	\$2,163	\$2,340
11	\$1,999	\$2,177	\$2,356
12	\$2,012	\$2,192	\$2,372
13	\$2,026	\$2,207	\$2,388
14	\$2,040	\$2,222	\$2,404
15	\$2,053	\$2,237	\$2,420
16	\$2,067	\$2,251	\$2,436
17	\$2,080	\$2,266	\$2,452
18	\$2,094	\$2,281	\$2,468
19	\$2,108	\$2,296	\$2,484
20	\$2,121	\$2,311	\$2,500
21	\$2,135	\$2,325	\$2,516
22	\$2,148	\$2,340	\$2,532
23	\$2,162	\$2,355	\$2,548
24	\$2,175	\$2,370	\$2,564

EMBARGOED UNTIL OFFICIAL RELEASE

Gross Wage Requirements for PWM Job Role			
Kitchen Assistant (Full-Service) / Waiter			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
25	\$2,189	\$2,385	\$2,580
26	\$2,203	\$2,399	\$2,596
27	\$2,216	\$2,414	\$2,612
28	\$2,230	\$2,429	\$2,628
29	\$2,243	\$2,444	\$2,644
30	\$2,257	\$2,459	\$2,660
31	\$2,270	\$2,473	\$2,676
32	\$2,284	\$2,488	\$2,692
33	\$2,298	\$2,503	\$2,708
34	\$2,311	\$2,518	\$2,724
35	\$2,325	\$2,533	\$2,740
36	\$2,338	\$2,547	\$2,756
37	\$2,352	\$2,562	\$2,772
38	\$2,366	\$2,577	\$2,788
39	\$2,379	\$2,592	\$2,804
40	\$2,393	\$2,607	\$2,820
41	\$2,406	\$2,621	\$2,836
42	\$2,420	\$2,636	\$2,852
43	\$2,433	\$2,651	\$2,868
44	\$2,447	\$2,666	\$2,884
45	\$2,461	\$2,681	\$2,900
46	\$2,474	\$2,695	\$2,916
47	\$2,488	\$2,710	\$2,932
48	\$2,501	\$2,725	\$2,948
49	\$2,515	\$2,740	\$2,964
50	\$2,529	\$2,755	\$2,980
51	\$2,542	\$2,769	\$2,996
52	\$2,556	\$2,784	\$3,012
53	\$2,569	\$2,799	\$3,028
54	\$2,583	\$2,814	\$3,044
55	\$2,596	\$2,829	\$3,060
56	\$2,610	\$2,843	\$3,076
57	\$2,624	\$2,858	\$3,092
58	\$2,637	\$2,873	\$3,108
59	\$2,651	\$2,888	\$3,124
60	\$2,664	\$2,903	\$3,140
61	\$2,678	\$2,917	\$3,156
62	\$2,691	\$2,932	\$3,172
63	\$2,705	\$2,947	\$3,188
64	\$2,719	\$2,962	\$3,204
65	\$2,732	\$2,977	\$3,220
66	\$2,746	\$2,991	\$3,236
67	\$2,759	\$3,006	\$3,252
68	\$2,773	\$3,021	\$3,268
69	\$2,787	\$3,036	\$3,284
70	\$2,800	\$3,051	\$3,300
71	\$2,814	\$3,065	\$3,316
72	\$2,827	\$3,080	\$3,332

EMBARGOED UNTIL OFFICIAL RELEASE

Gross Wage Requirements for PWM Job Role			
Cook (Quick-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
0 (Baseline)	\$2,000	\$2,165	\$2,330
1	\$2,014	\$2,180	\$2,347
2	\$2,029	\$2,196	\$2,364
3	\$2,044	\$2,212	\$2,381
4	\$2,058	\$2,228	\$2,398
5	\$2,073	\$2,244	\$2,415
6	\$2,088	\$2,260	\$2,432
7	\$2,102	\$2,276	\$2,449
8	\$2,117	\$2,292	\$2,466
9	\$2,132	\$2,308	\$2,483
10	\$2,146	\$2,323	\$2,501
11	\$2,161	\$2,339	\$2,518
12	\$2,176	\$2,355	\$2,535
13	\$2,190	\$2,371	\$2,552
14	\$2,205	\$2,387	\$2,569
15	\$2,220	\$2,403	\$2,586
16	\$2,235	\$2,419	\$2,603
17	\$2,249	\$2,435	\$2,620
18	\$2,264	\$2,451	\$2,637
19	\$2,279	\$2,466	\$2,655
20	\$2,293	\$2,482	\$2,672
21	\$2,308	\$2,498	\$2,689
22	\$2,323	\$2,514	\$2,706
23	\$2,337	\$2,530	\$2,723
24	\$2,352	\$2,546	\$2,740
25	\$2,367	\$2,562	\$2,757
26	\$2,381	\$2,578	\$2,774
27	\$2,396	\$2,594	\$2,791
28	\$2,411	\$2,609	\$2,809
29	\$2,426	\$2,625	\$2,826
30	\$2,440	\$2,641	\$2,843
31	\$2,455	\$2,657	\$2,860
32	\$2,470	\$2,673	\$2,877
33	\$2,484	\$2,689	\$2,894
34	\$2,499	\$2,705	\$2,911
35	\$2,514	\$2,721	\$2,928
36	\$2,528	\$2,737	\$2,945
37	\$2,543	\$2,752	\$2,963
38	\$2,558	\$2,768	\$2,980
39	\$2,572	\$2,784	\$2,997
40	\$2,587	\$2,800	\$3,014
41	\$2,602	\$2,816	\$3,031
42	\$2,616	\$2,832	\$3,048
43	\$2,631	\$2,848	\$3,065
44	\$2,646	\$2,864	\$3,082
45	\$2,661	\$2,880	\$3,099
46	\$2,675	\$2,895	\$3,117
47	\$2,690	\$2,911	\$3,134

EMBARGOED UNTIL OFFICIAL RELEASE

Gross Wage Requirements for PWM Job Role			
Cook (Quick-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
48	\$2,705	\$2,927	\$3,151
49	\$2,719	\$2,943	\$3,168
50	\$2,734	\$2,959	\$3,185
51	\$2,749	\$2,975	\$3,202
52	\$2,763	\$2,991	\$3,219
53	\$2,778	\$3,007	\$3,236
54	\$2,793	\$3,023	\$3,253
55	\$2,807	\$3,038	\$3,271
56	\$2,822	\$3,054	\$3,288
57	\$2,837	\$3,070	\$3,305
58	\$2,852	\$3,086	\$3,322
59	\$2,866	\$3,102	\$3,339
60	\$2,881	\$3,118	\$3,356
61	\$2,896	\$3,134	\$3,373
62	\$2,910	\$3,150	\$3,390
63	\$2,925	\$3,166	\$3,407
64	\$2,940	\$3,181	\$3,425
65	\$2,954	\$3,197	\$3,442
66	\$2,969	\$3,213	\$3,459
67	\$2,984	\$3,229	\$3,476
68	\$2,998	\$3,245	\$3,493
69	\$3,013	\$3,261	\$3,510
70	\$3,028	\$3,277	\$3,527
71	\$3,042	\$3,293	\$3,544
72	\$3,057	\$3,309	\$3,561

Gross Wage Requirements for PWM Job Role			
Cook (Full-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
0 (Baseline)	\$2,050	\$2,215	\$2,380
1	\$2,065	\$2,231	\$2,397
2	\$2,080	\$2,247	\$2,414
3	\$2,095	\$2,263	\$2,432
4	\$2,110	\$2,280	\$2,449
5	\$2,125	\$2,296	\$2,467
6	\$2,140	\$2,312	\$2,484
7	\$2,155	\$2,328	\$2,502
8	\$2,170	\$2,345	\$2,519
9	\$2,185	\$2,361	\$2,537
10	\$2,200	\$2,377	\$2,554
11	\$2,215	\$2,393	\$2,572
12	\$2,230	\$2,410	\$2,589
13	\$2,245	\$2,426	\$2,607
14	\$2,260	\$2,442	\$2,624
15	\$2,275	\$2,459	\$2,642
16	\$2,290	\$2,475	\$2,659
17	\$2,305	\$2,491	\$2,676

EMBARGOED UNTIL OFFICIAL RELEASE

Gross Wage Requirements for PWM Job Role			
Cook (Full-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
18	\$2,320	\$2,507	\$2,694
19	\$2,335	\$2,524	\$2,711
20	\$2,351	\$2,540	\$2,729
21	\$2,366	\$2,556	\$2,746
22	\$2,381	\$2,572	\$2,764
23	\$2,396	\$2,589	\$2,781
24	\$2,411	\$2,605	\$2,799
25	\$2,426	\$2,621	\$2,816
26	\$2,441	\$2,638	\$2,834
27	\$2,456	\$2,654	\$2,851
28	\$2,471	\$2,670	\$2,869
29	\$2,486	\$2,686	\$2,886
30	\$2,501	\$2,703	\$2,904
31	\$2,516	\$2,719	\$2,921
32	\$2,531	\$2,735	\$2,939
33	\$2,546	\$2,751	\$2,956
34	\$2,561	\$2,768	\$2,973
35	\$2,576	\$2,784	\$2,991
36	\$2,591	\$2,800	\$3,008
37	\$2,606	\$2,816	\$3,026
38	\$2,621	\$2,833	\$3,043
39	\$2,636	\$2,849	\$3,061
40	\$2,652	\$2,865	\$3,078
41	\$2,667	\$2,882	\$3,096
42	\$2,682	\$2,898	\$3,113
43	\$2,697	\$2,914	\$3,131
44	\$2,712	\$2,930	\$3,148
45	\$2,727	\$2,947	\$3,166
46	\$2,742	\$2,963	\$3,183
47	\$2,757	\$2,979	\$3,201
48	\$2,772	\$2,995	\$3,218
49	\$2,787	\$3,012	\$3,236
50	\$2,802	\$3,028	\$3,253
51	\$2,817	\$3,044	\$3,270
52	\$2,832	\$3,061	\$3,288
53	\$2,847	\$3,077	\$3,305
54	\$2,862	\$3,093	\$3,323
55	\$2,877	\$3,109	\$3,340
56	\$2,892	\$3,126	\$3,358
57	\$2,907	\$3,142	\$3,375
58	\$2,922	\$3,158	\$3,393
59	\$2,937	\$3,174	\$3,410
60	\$2,953	\$3,191	\$3,428
61	\$2,968	\$3,207	\$3,445
62	\$2,983	\$3,223	\$3,463
63	\$2,998	\$3,240	\$3,480
64	\$3,013	\$3,256	\$3,498
65	\$3,028	\$3,272	\$3,515
66	\$3,043	\$3,288	\$3,533

EMBARGOED UNTIL OFFICIAL RELEASE

Gross Wage Requirements for PWM Job Role			
Cook (Full-Service)			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
67	\$3,058	\$3,305	\$3,550
68	\$3,073	\$3,321	\$3,567
69	\$3,088	\$3,337	\$3,585
70	\$3,103	\$3,353	\$3,602
71	\$3,118	\$3,370	\$3,620
72	\$3,133	\$3,386	\$3,637

Gross Wage Requirements for PWM Job Role			
Waiter Supervisor			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
0 (Baseline)	\$2,400	\$2,565	\$2,730
1	\$2,417	\$2,583	\$2,750
2	\$2,435	\$2,602	\$2,770
3	\$2,452	\$2,621	\$2,790
4	\$2,470	\$2,640	\$2,810
5	\$2,488	\$2,659	\$2,830
6	\$2,505	\$2,677	\$2,850
7	\$2,523	\$2,696	\$2,870
8	\$2,541	\$2,715	\$2,890
9	\$2,558	\$2,734	\$2,910
10	\$2,576	\$2,753	\$2,930
11	\$2,593	\$2,772	\$2,950
12	\$2,611	\$2,790	\$2,970
13	\$2,629	\$2,809	\$2,990
14	\$2,646	\$2,828	\$3,010
15	\$2,664	\$2,847	\$3,030
16	\$2,682	\$2,866	\$3,050
17	\$2,699	\$2,885	\$3,070
18	\$2,717	\$2,903	\$3,090
19	\$2,734	\$2,922	\$3,110
20	\$2,752	\$2,941	\$3,131
21	\$2,770	\$2,960	\$3,151
22	\$2,787	\$2,979	\$3,171
23	\$2,805	\$2,998	\$3,191
24	\$2,823	\$3,016	\$3,211
25	\$2,840	\$3,035	\$3,231
26	\$2,858	\$3,054	\$3,251
27	\$2,876	\$3,073	\$3,271
28	\$2,893	\$3,092	\$3,291
29	\$2,911	\$3,111	\$3,311
30	\$2,928	\$3,129	\$3,331
31	\$2,946	\$3,148	\$3,351
32	\$2,964	\$3,167	\$3,371
33	\$2,981	\$3,186	\$3,391
34	\$2,999	\$3,205	\$3,411
35	\$3,017	\$3,224	\$3,431
36	\$3,034	\$3,242	\$3,451

EMBARGOED UNTIL OFFICIAL RELEASE

Gross Wage Requirements for PWM Job Role			
Waiter Supervisor			
Overtime Hours In A Month	1 March 2023 to 29 February 2024	1 March 2024 to 28 February 2025	1 March 2025 to 28 February 2026
37	\$3,052	\$3,261	\$3,471
38	\$3,069	\$3,280	\$3,491
39	\$3,087	\$3,299	\$3,511
40	\$3,105	\$3,318	\$3,532
41	\$3,122	\$3,337	\$3,552
42	\$3,140	\$3,355	\$3,572
43	\$3,158	\$3,374	\$3,592
44	\$3,175	\$3,393	\$3,612
45	\$3,193	\$3,412	\$3,632
46	\$3,210	\$3,431	\$3,652
47	\$3,228	\$3,450	\$3,672
48	\$3,246	\$3,468	\$3,692
49	\$3,263	\$3,487	\$3,712
50	\$3,281	\$3,506	\$3,732
51	\$3,299	\$3,525	\$3,752
52	\$3,316	\$3,544	\$3,772
53	\$3,334	\$3,562	\$3,792
54	\$3,352	\$3,581	\$3,812
55	\$3,369	\$3,600	\$3,832
56	\$3,387	\$3,619	\$3,852
57	\$3,404	\$3,638	\$3,872
58	\$3,422	\$3,657	\$3,892
59	\$3,440	\$3,675	\$3,912
60	\$3,457	\$3,694	\$3,933
61	\$3,475	\$3,713	\$3,953
62	\$3,493	\$3,732	\$3,973
63	\$3,510	\$3,751	\$3,993
64	\$3,528	\$3,770	\$4,013
65	\$3,545	\$3,788	\$4,033
66	\$3,563	\$3,807	\$4,053
67	\$3,581	\$3,826	\$4,073
68	\$3,598	\$3,845	\$4,093
69	\$3,616	\$3,864	\$4,113
70	\$3,634	\$3,883	\$4,133
71	\$3,651	\$3,901	\$4,153
72	\$3,669	\$3,920	\$4,173

Illustrative example:

In March 2023, the PWM Baseline Gross Wage (i.e. exclude OT) for a full-time Food/ Drink Stall Assistant is \$1750, 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 **\$1750**.

If the employee's Monthly Basic Wage is \$1600, the variable payments (e.g. allowances) would have to be at least \$150.

Scenario 2: If employee works OT

If employee works 10 OT hours in a month, PWM Baseline Gross Wage requirement is **\$1878** (*refer to Gross Wage Requirements table*).

Based on 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 \$12.59 per hour ($\$1600 \text{ basic wage} \times 12 \text{ months} / [52 \text{ weeks} \times 44 \text{ hours}]$ multiplied by 1.5) assuming the employee's Monthly Basic Wage is \$1600.

With reference to the 10 OT hours in a month, the OT payment would be \$125.90, making a total of \$1725.90 of basic wage and OT payment. This is insufficient to meet the required gross wage threshold for 10 hours of OT, which is \$1878. 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.

ANNEX E: COMPLIANCE OF FOOD SERVICES PWM WAGES AND ENFORCEMENT BY MINISTRY OF MANPOWER (MOM)

Run-in Period of 6 months from 1 March 2023 to 31 August 2023

During this period, MOM will focus on helping and allowing employers of food services workers to understand and adhere to the PWM requirements. MOM will not take enforcement action against employers should there be non-compliance.

However, if employers underpay the mandated Food Services PWM wages, they should make up for the shortfall. They should also make the corresponding Employee's Central Provident Fund (CPF) deduction and Employer's CPF contributions in accordance with the CPF Act.

After Run-In Period, i.e. from 1 September 2023 onwards

Should there be any non-compliance with Food Services PWM requirements, MOM will advise employers on the appropriate rectification actions to take within a reasonable timeframe, failing which suspension of Work Pass privileges (such that employers will not be able to apply for new or renew existing Work Passes) may be imposed.