



VALUE EVERY JOB • VALUE EVERY WORKER • VALUE EVERY MEMBER

**NTUC
ORDINARY DELEGATES' CONFERENCE
SECRETARY-GENERAL'S
REPORT 2013**





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**SECRETARY-
GENERAL'S
OPENING**



SINCE NDC 2011 - WHERE ARE WE NOW?

In the past two years, we have made good progress.

First, our labour market remains tight today. Job creation is healthy, unemployment is low and employment rates are going up. Median wage has also improved in real terms.

We have also strengthened the inclusiveness of our workforce.

For the mature workers, re-employment law was enacted and Central Provident Fund (CPF) contribution rates for older workers were raised.

For the rank-and-file workers, we spearheaded the Progressive Wage Model to upgrade the skills, productivity, career progression and wages in a number of sectors. We paid particular attention to lower wage jobs including cleaning, landscaping and security. We also pushed for the National Wages Council (NWC) to issue quantitative guidelines to benefit low-wage workers and outsourced workers.

For the PMEs, we pushed for better protection and representation through the review of the Employment Act and the Industrial Relations Act. We also pushed for labour market testing to give fair consideration to the hiring of locals first.

To minimise structural unemployment, NTUC's e2i (Employment and Employability Institute) helped jobseekers of all ages and all skill levels to upgrade and update their skills, and assisted them with job matching.

Last but not least, the Labour Movement called for all sectors to do more to value every worker. We believe this will enable them to attract and retain workers better, leading to a stronger Singaporean Core in every major sector of the economy and society.

LM2015 – BETTER JOBS FOR ALL

At the National Delegates' Conference (NDC) 2011, we charted the direction for Labour Movement (LM) 2015 and strived for three key outcomes:

1. healthy job creation, sustained real wage increase and strengthen the Singaporean Core in every major sector of the economy
2. an inclusive membership base of one million: comprising All C.A.N (All Collars, All Ages and All Nationalities) and 3-GEN (students, workers and retirees) members through lifelong membership and proactive outreach to the Professionals, Managers and Executives (PMEs)
3. strengthen union governance and labour leadership through widespread adoption of the 3-Flow (Flow In of new leaders, Flow Up of promising leaders and Flow On of senior leaders) framework across the unions

SECRETARY-GENERAL'S OPENING





Second, our inclusive membership base has grown from 650,000 at NDC 2011 to over 770,000 today. Unionisation rate of the resident workforce has also improved from one in five local workers in 2002, to one in four in 2012. Half of the unions have also embarked on lifelong membership, covering close to 90 per cent of eligible members.

Third, unions affiliated to NTUC continue to strengthen the leadership pipeline. By attracting more unionists to step forward to serve, the overall labour leadership pool has been expanded from 5,800 at the Ordinary Delegates'

Conference (ODC) 2009 to 6,186 at ODC 2013. A majority of unions have formalised the adoption of the 3-Flow leadership framework. Together, they account for two-third of unions affiliated to NTUC and 80 per cent of union leaders in the Labour Movement.

These major achievements are the results of hard work and concerted efforts of Sisters and Brothers in the Labour Movement and our tripartite partners.

To all of you, a big thank "U" ☺



NEW WAY FORWARD, TOGETHER

Singapore, as a nation, is at a turning point. We are going through a transition to become a better economy with quality growth, a better workforce that is more capable and more inclusive, and a better society that is more caring and more respectful of one another.

As an active force in nation building, the Labour Movement must continue to be proactive and help make our nation a better Singapore for all Singaporeans and workers.

Our challenge is to **make every job a better job**, and **every worker a better worker**.

To succeed, we have to work hand-in-hand with the tripartite partners to improve our competitiveness to create more good jobs in Singapore, and improve our productivity by making the jobs and lives of the workers Easier, Smarter and Safer.

At the same time, we must value all workers by upgrading their skills and competencies, treating them fairly, and offering them more opportunities to grow and advance in their careers regardless of age, skill and job levels.

Ultimately, our objective is to help more households to become working families, help more working families to improve their household incomes, and more working Singaporeans to come under the protection of the social safety net.

STRONGER LABOUR MOVEMENT FOR A BETTER SINGAPORE

These are not easy challenges to tackle. As a Labour Movement, we have to grow stronger so that tripartism can be more effective, and Singapore can be a better place for all of us.

Let us make these commitments to ourselves and our workers:

We will reach out to serve and help more workers, grow our membership base towards one million by NDC 2015, and increase unionisation rate from one in four workers now, to one in three by NDC 2019.

We will strengthen the competency, commitment and unity of our collective labour leadership; as well as be a voice that carries weight and is able to lead to more changes for the interests of the workers and members. We will also update the operation model of our unions so that we can do more good together.

We will make every job a better job, every worker a better worker, every union a good union, and every union leader a good leader.

Together, we strive for better jobs, better pay and better lives for all workers of Singapore!





WORKERS

In 2011, the Labour Movement reorganised our work groups to ramp up efforts to help workers. These include Professionals, Managers and Executives (PMEs), rank-and-file workers, low-wage workers, older workers, women, and migrant workers. We set out to be a strong voice with weight for these workers to effect real change for each group.

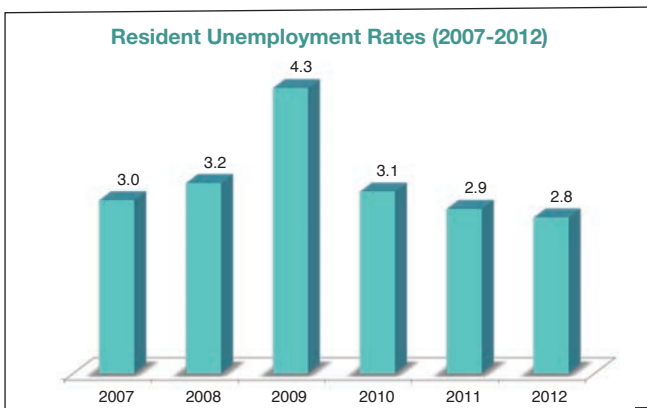
INCREASED EMPLOYMENT RATE

As we pushed for more age-friendly and family-friendly workplaces, we saw further increase in the employment rates of:

1. Women: 66.1 per cent in 2010 to 68.5 per cent in 2012
2. Older Workers: 59 per cent in 2010 to 64 per cent in 2012

UNEMPLOYMENT RATE KEPT LOW

Our unemployment rate returned to pre 2008-2009 downturn levels. In 2012, it was at a new low of 2.8 per cent. It is still one of the lowest in the world.



LOW YOUTH UNEMPLOYMENT

Youth unemployment has been a growing problem in many Organisation for Economic Co-operation and Development (OECD) countries ever since the 2008 financial crisis. In contrast, Singapore's youth unemployment remains one of the lowest in the world.

In order to ensure that there will never be a shortage of jobs in Singapore and that new job entrants have job opportunities, we must continue to attract good investments to enjoy healthy job creation.

Youth Unemployment Rate
(Ranked from Lowest to Highest, 2012)

Country	2008	2009	2010	2011	2012
SINGAPORE	7.0	8.8	7.4	6.7	6.7
Japan	7.2	9.1	9.2	8.0	7.9
Germany	10.4	11.0	9.7	8.5	8.1
Korea	9.3	9.8	9.8	9.6	9.0
USA	12.8	17.6	18.4	17.3	16.2
OECD	12.7	16.7	16.7	16.2	16.3
Spain	24.6	37.9	41.6	46.4	53.2

Notes: Singapore and OECD: Youth labour force (Age of 15-24)
Sources: MOM, OECD.Stat & IMD World Competitiveness

REAL WAGE INCREASE

We have pushed hard on all fronts to help workers get sustainable real wage increase to help them better cope with the costs of living and to slow down the widening income gap. From 2002 to 2012, real wages in Singapore grew at an annualised rate of 1.2 per cent per annum. This is relatively better than other OECD countries. Developed countries such as the United Kingdom, Germany and Japan saw real wages grow at annualised rate of less than 0.5 per cent per annum.

ADOPTION OF NWC GUIDELINES

In 2012, the Labour Movement proposed to the National Wages Council (NWC) to recommend a built-in dollar quantum for low-wage workers. We had been deeply concerned that the income growth of low-wage workers has lagged the rest of the workforce in Singapore. NWC accepted the proposal and recommended companies to give \$50 built-in wage increases for workers earning \$1,000 and below. In 2013, NWC stepped up its efforts to help low-wage workers and recommended a higher built-in dollar quantum of \$60 for workers earning \$1,000 and below.

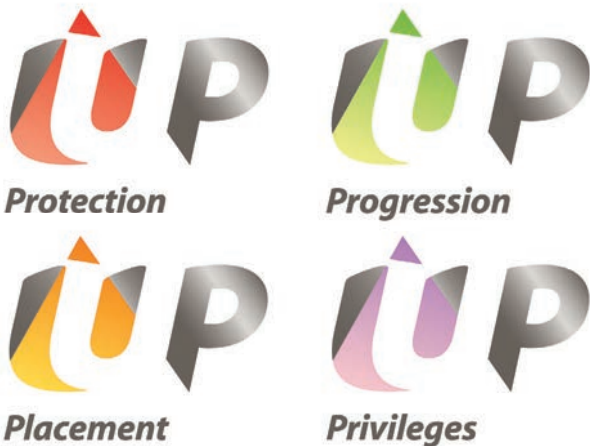
We are determined to continue to drive efforts to raise workers' wages. We will further push for the Progressive Wage Model (PWM) to be more pervasive, for jobs to become Easier, Smarter and Safer; and for productivity improvements leading to gain-sharing with workers.

WORKERS



PROFESSIONALS, MANAGERS AND EXECUTIVES (PMEs)

With Singapore transiting towards a more knowledge-based economy, we saw the need to reach out to the growing workforce of PME. A working group was formed in 2007 to better reach out to PMEs. This evolved into the PME alignment unit in September 2011, which now coordinates efforts across the Labour Movement's various departments, affiliated unions and related organisations. The PME unit strives to help the PMEs in Singapore through four areas:



KEY ACHIEVEMENTS

1. Protection: successful review of the Employment Act for better protection for PMEs. 300,000 PMEs will benefit from the changes. Launched legal primers and a legal handbook to educate PMEs on their workplace rights
2. Progression: ramped up PME professional development programmes and networking platforms. Next U[®] provided training for over 26,500 PMEs
3. Placement: e2i (Employment and Employability Institute) helped 5,916 PMEs secure jobs
4. Privileges: NTUC Membership Department rolled out campaigns, events and lifestyle benefits for PMEs

Protection

Review of The Employment Act

The Employment Act (EA) sets basic employment terms. It shapes the relationship between employers and employees, and strikes a balance of responsibilities between them. It is important to ensure that the EA remains relevant in response to changing workforce profiles, as well as evolving employment norms and practices such as shortening employment tenures and non-traditional work arrangements. As such, we have been lobbying for the EA to be amended to protect a wider range of PMEs' employee rights, including unfair dismissal and sick leave. We also saw the need for the EA to cover at least half of the 630,000 resident PME workforce in Singapore.

Working together with the tripartite partners from 2012, we successfully agreed on the key Employment Act Phase 1 changes, which will take effect in the first half of 2014. From then on, PMEs earning less than \$4,500 will receive general EA protection (e.g. sick leave benefits, protection against unfair dismissal). Prior to this, the EA covered PMEs only in the area of salary payment. 300,000 PMEs will benefit from this change.

The Tripartite Workgroup has also embarked on Phase 2 of the EA Review, looking to enhance protection for other vulnerable groups of workers like freelancers, contract workers, and the self-employed. The Labour Movement will continue to be a voice for PMEs and push for changes to help the PME workforce in Singapore.





Understanding PMEs' workplace concerns

Education on Legal and Workplace Rights

Several new initiatives were launched to educate PMEs on their workplace rights. These include legal primer workshops and a handbook for PMEs.

The legal primer workshops aim to educate members on workplace rights, contractual rights and obligations. Six legal primers have been held and were well-received by over 900 participants. We also partnered with The Law Society of Singapore to launch Law Works on 19 January 2013. Through Law Works, legal primer talks and monthly legal clinics are organised to provide legal advice and guidance.



Launch of Law Works

We also published a legal handbook for PMEs "Workplace Rights for the Busy Executive" to help PMEs better understand their employment rights and services provided by the Labour Movement such as workplace advisory and workplace representation. The handbook was also made available online for easy access.

"This workshop benefitted me. I would protect myself by not accidentally engaging in illegal things. I also would now know if my personal data was illegally exposed."

Ms Frances Yap,
Executive Medical, Information Management, Changi General Hospital

"Pro bono work is one important aspect of our mission to ensure access to justice. Law awareness is another. In this regard, the Law Society is pleased to collaborate with NTUC to reach out to more working people who may need legal advice in various areas."

Mr Lok Vi Ming,
Senior Counsel and President of the Law Society of Singapore

"This book is a handy guide for busy union members like me as it provides me with a quick overview of what are our workplace rights as a PME."

Mr Ng Hee Heng,
Group Treasury Manager

Progression – Future-Ready PMEs



Panel speakers at the first Future Leaders Summit

By empowering PMEs through professional development and learning opportunities, we help PMEs become future-ready and future-proof in their careers. We will continue to help PMEs develop 'T-shape' competencies - deep skilling to move up in one's profession and transferable skills that are useful across different job scopes, professions or industries.

Next U[®], the executive education arm of NTUC LearningHub (LHUB), has expanded its suite of training programmes and offerings to cater to the different needs of PMEs, especially those in the Information Technology (IT) industry. They have signed new partnerships with world-class training partners such as Apple, SAP, Unity 3D, John Maxwell Leadership Institute and PwC Academy. Next U[®] is also expanding its e-learning and mobile-learning capabilities so that PMEs can have more control and flexibility in managing their time. Since its establishment in October 2010, Next U[®] has delivered over 30,000 training places in total. From 2012 to Aug 2013, 26,500 training places were delivered.

In June 2013, the Labour Movement organised the first Future Leaders Summit (FLS), a month-long PME learning festival, which included a two-day conference and a series of workshops. The FLS was designed to equip working professionals with the mindset and knowledge to be future-ready to succeed in work and life, with opportunities to meet and connect with like-minded professionals, industry leaders and entrepreneurs. Over 25 Chief Executive Officers and industry experts joined us in building this learning network for PMEs. The event was well-subscribed with over 1,000 PMEs attending. Moving forward, PMEs can look forward to this learning festival every year.



Future Leaders Summit – Inspiring the CEO in U



Networking after the Future Leaders Summit

When I was sitting among the audience at the Summit, I overheard three participants discussing about the benefits of being a union member. From their conversation, two of them decided to sign up as our members - this is one of the outcomes that we want to achieve. For the unions of today, besides trying our best to make sure our workers are employable, we should also help them to be prepared for tomorrow and to be future-ready.

Brother Lim Teck Chuan,
FLS Steering Committee member and Metal Industries Workers' Union (MIWU) General Secretary



Placement – Helping PME Jobseekers

PME jobseekers who sought employment services at e2i increased over the past three years from 21 per cent up to 34 per cent last year. Since 2012 till date, 5,916 PMEs have been placed into jobs. To further help PMEs enhance their employability, e2i introduced PME customised profiling, the Place-and-Train (PnT) Programme and monthly career fairs. Career coaching is also available to guide PMEs to embark on suitable and fruitful career paths.

Since October 2012, e2i has been organising the Step-In Series where PMEs can hear from industry players about the trends and prospects for the industry. These talks have been especially useful for PMEs considering entry into a new industry. Thus far, about 180 young PMEs have attended three Step-In Series conducted for the IT, banking, retail, and Food & Beverage (F&B) sectors. e2i will continue to hold Step-In Series on a bi-monthly basis to open up career options for PMEs.



Engagement - A Growing Online Community

The PME unit engages PMEs through online social media platforms such as the "UPforPMEs" Facebook, LinkedIn and Twitter pages. PMEs can voice their opinions, exchange ideas and network through these platforms. Till date, the online community has grown to close to 10,000 PMEs.

MOVING FORWARD

One-stop PME centres will be set up to widen our outreach and enhance our service offerings in the areas of 4Ps (Protection, Progression, Placement and Privileges) for PMEs. Services available will range from walk-in workplace advisory services by appointment and via Skype, to professional development services and profiling services using an integrated case management model. Our services will also become more accessible to PMEs. The PME centres will be located at the new Devan Nair Institute for Employment and Employability in Jurong and at NTUC Centre, One Marina Boulevard. Besides the two physical centres, a virtual PME Centre will also be set up to allow PMEs to seek help anytime, anywhere.

We are also pushing for Labour Market Testing (LMT) to safeguard the jobs of Singaporean PMEs. LMT will require companies to exhaust all local sources of recruiting Singaporean workers to fill job vacancies, including placing advertisements and engaging employment agencies, before they are allowed to hire foreign workers. This would ensure fairer opportunities for Singaporean PMEs.

Mid-Career Switch



Mr Eugene Lo, 44 years old, a condominium manager, was previously from the customer service sector and logistics industry where he wanted a change of environment. He responded to an e2i's advertisement targeted at mid-career executives to join the facilities management industry Place-and-Train programme. He attended the e2i Executive Workshop in February 2012, and signed up for the property management PnT in October 2012. Through this programme, he took up a Post-Graduate Certificate in Building Management & Surveying course, and is currently a Condominium Manager. He shared, "The course was useful to newcomers like me as it provided a broad-based overview of the property management industry. It helps me understand the development of the industry and more importantly, what property management entails so I enter this line with awareness of what I am in for."

RANK-AND-FILE WORKERS

In 2012, the Labour Movement regrouped our 61 unions and one association into 12 key industry clusters and also unveiled the Progressive Wage Model (PWM). The cluster approach allows us to come up with industry-specific programmes so as to raise wages progressively and sustainably for workers, as well as to develop a strong Singaporean Core in key sectors.

KEY ACHIEVEMENTS

The 12 clusters have been working closely with key industry players and relevant Government agencies to co-develop the PWM for each major job sector. To-date, PWM has been launched in nine sectors:

1. Cleaning
2. Public Healthcare
3. Pre-school Education
4. Hotels
5. Retail and Food & Beverage (F&B)
6. Marine Engineering
7. Oil, Petroleum, Energy and Chemical (OPEC)
8. Outsourced Services (Trolley Pushers) at Changi Airport
9. Transport

The PWM is based on four key components, namely salary progression, skills upgrading, career advancement and productivity plans. In addition to a specified starting wage level, each ladder comprises further wage points to provide a pathway to progress to higher wages as workers become better skilled, more productive or take on higher responsibilities.

The clusters' initiatives have benefitted more than 30,000 workers, enabling them to enjoy better skills, better prospects, better wages and better jobs. Some of the initiatives are highlighted here.

Aerospace and Aviation Cluster – Advancing Interests of Outsourced Workers at Changi Airport

The Cluster is working with Changi Airport Group (CAG) on initiatives to advance the interests and well-being of outsourced workers at Changi Airport. For a start, 240 trolley retrievers were converted from daily to monthly-rated employees, and saw an increase in their wages from below \$590 to \$800 per month plus an additional \$200 incentive. In conjunction with the salary revision, a new productivity enhancement initiative coupled with automation will be introduced. They now have a written employment contract with the service provider to better safeguard their interests and employment rights.



A PWM was developed with the salary revision. New positions will be created in conjunction with upcoming productivity enhancement initiatives to streamline and improve efficiency of processes, making jobs easier and safer. In future, CAG is also making the adoption of National Wages Council (NWC) guidelines an assessment consideration in their tender evaluations.

The Cluster will continue to work on other outsourced airport workers such as baggage handlers, aircraft interior cleaners and cargo co-ordinators.



Healthcare Cluster
- Up Skill, Up Career Ladder, Up Productivity

For the first time, tripartite partners came together to form the Healthcare Cluster Tripartite Workgroup to look into training, productivity and job re-design initiatives so as to progressively improve wages of healthcare workers earning \$1,700 and below. This workgroup comprises the NTUC Healthcare Cluster of Unions, the six public healthcare clusters, the Ministry of Health, e2i and the Singapore Workforce Development Agency (WDA). Since its launch in September 2012, the workgroup has been striving to provide workers with three Ups:

1. Up Skill: staff were up-skilled to take on higher value-added roles, for instance, Health Attendants in the National Healthcare Group polyclinics were trained to take clinical measurements of patients which was previously done by doctors and nurses
2. Up Career Ladder: in National University Hospital and Tan Tock Seng Hospital, Patient Service Associates' (PSAs) jobs and career paths were re-designed, enabling good-performing PSAs to break through the current ceiling without the need to acquire a degree. For the first time, PSAs can look forward to positions at the executive and managerial levels

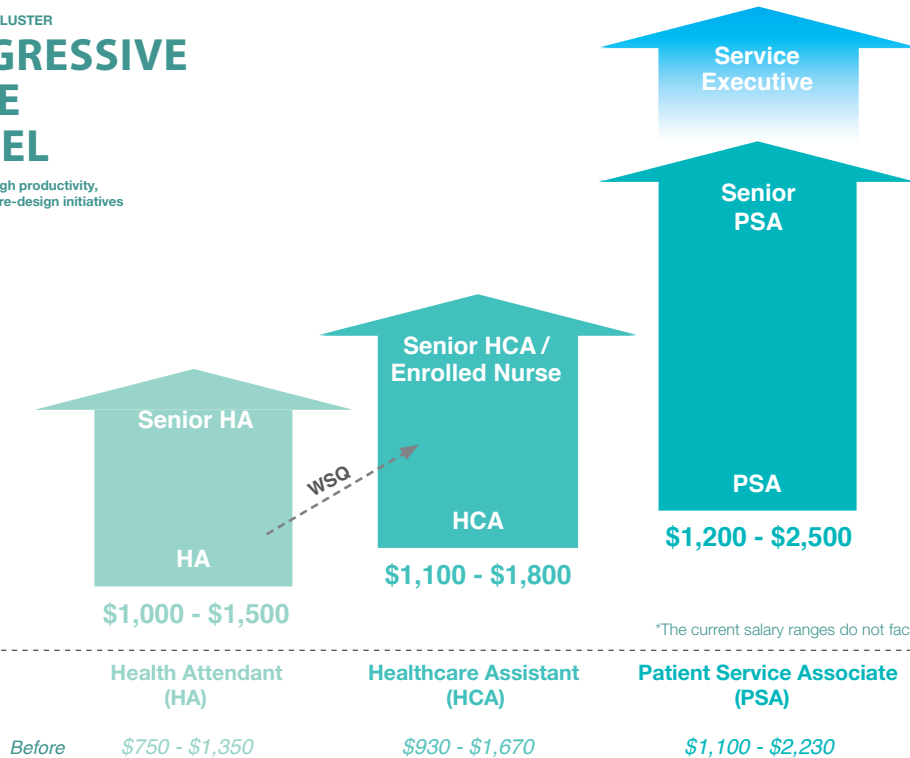
3. Up Productivity: cluster-wide adoption of assistive devices and technology such as transfer aids and electronic meal ordering systems led to improvements in the quality of care, patients' safety and staff productivity

These efforts led to an increase in salary of about 10 per cent for 2,500 Health Attendants, Healthcare Assistants and Patient Service Associates. As the workgroup progresses towards their target of 10 to 20 per cent wage increase by end 2014, the Cluster will also be looking into the Intermediate and Long-Term Care healthcare institutions so as to advance the sector as a whole.



HEALTHCARE CLUSTER
PROGRESSIVE WAGE MODEL

Moving up through productivity, training and job re-design initiatives





Hospitality and Consumer Business Cluster – Better Jobs and Better Pay

Unions under the Hospitality and Consumer Business Cluster, the Singapore Manual and Mercantile Workers' Union (SMMWU), the Food, Drinks and Allied Workers' Union (FDAWU), the Attractions, Resorts & Entertainment Union (AREU) and the Staff Union of NTUC-ARU (SUN) engaged and collaborated with trade associations and industry partners to the benefit of both companies and workers.

Multi-Skilling Leading to Higher Wages

The hotel sector's PWM focuses on manpower optimisation through multi-skilling. This job flexibility enables workers to meet the diverse need of market fluctuations by multi-tasking and working in self-directed work teams. Nine hotels implemented elements of the PWM. One of the hotels, Grand Park City Hall, had seen wage increases from \$1,100 to \$1,500 - \$1,800 for staff who were cross-trained in two or more departments.

In addition, 172 companies have embarked on Inclusive Growth Programme (IGP) initiatives with a total of 238 projects, impacting 18,378 workers. With these productivity projects, workers saw their wages increase by an average of 11 per cent.

Strengthening the Singaporean Core

Partnering with e2i and SPRING Singapore, the Executive Development Programme (EDP) and Core Executive

Programme (CEP) were launched to attract local talents to take up management roles in the sector. The programmes provided structured trainings, clear progression paths and higher starting salaries.

49 EDP management trainees are undergoing training with 16 hospitality and services establishments while 182 CEP positions from 29 food and retail companies such as Paradise Group and Jay Gee Melwani Group have been secured.



Learning Journey to Holiday Inn





Oil, Petroleum, Energy and Chemical (OPEC) Cluster – Growing the Singaporean Core

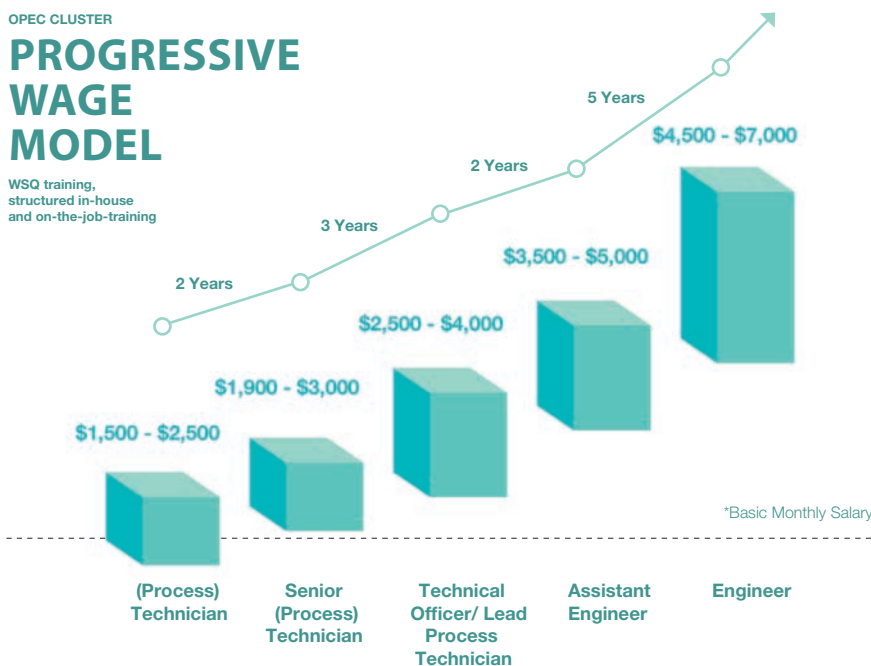
The OPEC Cluster’s PWM provides a structured career pathway for new hires and enables companies to plan and develop their workforce capabilities for growth.

Together with e2i and WDA, the Cluster launched a \$13 million training fund in November 2012 for companies in the sector to achieve higher wages through these strategies:

1. allowances and subsidies for companies to attract and upgrade the Singaporean Core
2. developing and structuring the companies’ training and development framework

3. enhancing employee progression from technician to engineering positions

This training fund will benefit 1,000 technical professionals in the OPEC sector. Locals without prior qualifications and experiences can now join the sector and land themselves a better job that offers promising career advancement prospects. Currently, more than 25 companies have committed to put 350 local new hires in technical professions through traineeship programmes that last not more than 12 months.





Transport & Logistics Services Cluster – License to Better Jobs

The key thrust of the Cluster is to sustain the Singaporean Core and have more locals join the industry. To do this, they help to equip locals with relevant skills such as having Class 3 or Class 4 driving license to enter the industry or to move up the career ladder.

To-date, 1,000 locals have enrolled for the Class 3 driving programme. 170 of them have obtained the licenses thus far. 85 per cent of these are now enjoying a salary of at least \$1,500. 526 locals obtained Class 4 driving licenses and more than 50 per cent of them have either gotten a better paying job or a pay increase from their existing employment. They are getting an average of at least \$2,000.

Moving forward, the Cluster plans to train another 2,000 locals for Class 3 license over the next two years and implement new Place-and-Train (PnT) programmes. The first PnT is for Logistics Specialists, which aims to help locals enter the industry with a starting salary of \$1,600. The second PnT is for Operation Executives, which targets local mid-career PMEs with Diploma qualification and a starting salary of at least \$2,500.

MOVING FORWARD

The launch of the PWMs for various clusters has helped many workers and companies in those clusters. Our aim is for PWM to be even more pervasive. The clusters will continue to convince companies to adopt PWMs, aid them in their productivity improvement efforts, encourage workers to go for up-skilling and multi-skilling, and reach out to potential workers to strengthen the Singaporean Core in the various industries.



LOW-WAGE WORKERS (LWWs)

KEY ACHIEVEMENTS

1. PWM for the cleaning industry, leading to better pay and better jobs for more than 6,100 local LWWs
2. Under the IGP, some \$14 million has been committed to benefit 15,400 workers (out of which, 11,100 locals) through 350 projects
3. Engaged and educated more than 27,000 LWWs on employment rights, benefits under the Workfare Scheme and union membership
4. e2i placed about 8,000 LWWs in new jobs and provided training assistance to more than 29,000 LWWs

Better Pay through Progressive Wage Model for the Cleaning Industry

Group 1 Office & Commercial Cleaners e.g. Offices, Schools, Hospitals and Polyclinics	Group 2 F&B Establishment e.g. Hawker Centre, Foodcourts	Group 3 Conservancy e.g. Town Councils, Public Cleansing	CLEANING INDUSTRY PROGRESSIVE WAGE MODEL
Supervisor ≥ \$1,600	Supervisor ≥ \$1,600	Truck Drivers (Class 4/5) ≥ \$1,700	
Multi-skilled Cleaners / Machine Operator ≥ \$1,400	Multi-skilled Cleaners / Machine Operator ≥ \$1,400	Supervisor / Class 3 Mechanical Drivers ≥ \$1,600	
Outdoor Cleaners / Inpatient Hospital Cleaners ≥ \$1,200	Dishwasher / Refuse Collector ≥ \$1,200	Multi-skilled Cleaners / Machine Operator / Refuse Collector ≥ \$1,400	
General / Outpatient / Indoor Cleaners ≥ \$1,000	Table-top Cleaners ≥ \$1,100	General Cleaners ≥ \$1,200	
	General Cleaners ≥ \$1,000		

*Basic Wages
*Team Leaders receive additional wage allowances (starting from \$100).



The Labour Movement initiated the formation of the Tripartite Cluster for Cleaners (TCC) in early 2012 to address the problem of stagnating wages in the cleaning industry. The TCC rolled out the PWM and called for PWM adoption in October 2012.

Cleaners now have greater clarity on how they can achieve wage progression, thereby encouraging them to upgrade their skills, progress to higher value-added jobs, be more productive and earn higher wages.

Through the TCC, we pushed the Government as the major service buyer to take the lead in embracing PWM. Shortly after, the National Environment Agency (NEA) announced that the PWM would be part of the NEA Enhanced Cleanmark Accreditation Scheme (EAS) criteria, which was made mandatory for public sector contracts from 1 April 2013. The Government worked closely with us in the implementation of the PWM for public sector cleaners. As a result, more than 5,100 local cleaners are now on-board the PWM.

The TCC then further campaigned for PWM to be part of the cleaning licensing criteria so that more cleaners could benefit. The Government responded positively, announcing that starting 2014, all cleaning companies would need to adopt the PWM along with mandatory training requirements under the new cleaning licensing regime to further uplift the standards for the sector.

We aim to make the PWM more pervasive, especially in other low-wage sectors, to benefit more LWWs.

Mdm Tan Ngin Choon works as a team leader at Changkat Primary School. She used to work as a stall assistant earning a pay of \$40 a day with no employment benefits and Central Provident Fund. In 2011, she switched job to become a cleaner earning \$770 a month. The NTUC's Unit for Contract and Casual Workers (UCCW) supported her in training and upgrading. She attended the Workfare-Skill Up (WSU) programme to upgrade in English literacy. She was then able to better understand the course materials taught under the Workforce Skills Qualifications (WSQ) Environment Cleaning (EC) modules and has since achieved five WSQ EC certificates and two higher certificates in WSQ EC. She is now a certified cleaning crew and a more competent team leader. She is earning more than \$1,000. Under the implementation of PWM for Education Ministry's school cleaners, the starting salary for cleaners was raised to at least \$1,000. Cleaners like Mdm Tan can also look forward to better career progression and better wages.

Raising Wages Through The Inclusive Growth Programme (IGP)

The five-year IGP was started to promote industry re-development, encourage inclusive growth and to share productivity gains with workers. From 2012 to 2013, over \$14 million has been committed to benefit 15,400 workers (out of which, 11,100 local LWWs) through 350 IGP projects. These projects aim to improve productivity so as to achieve an average of 10 per cent in wage gains for the workers.

Productivity Improvements and Gain-Sharing

Mass adoption projects have been implemented under IGP to encourage mechanisation. Such projects serve as ready productivity solutions for companies to adopt. For example, with e2i's help, cleaning companies can select from a menu of common cleaning equipment according to their business needs. Through this tailored approach, companies can make appropriate investment in technology to raise productivity and eventually share gains with their workers.

IGP also supports multi-skilling of workers. Multi-skilling allows companies to deploy the employee across functions, to wherever more manpower may be needed for the day. Multi-skilling has worked well to alleviate manpower issues in the tight labour market and has increased the job value and wages of LWWs.

Better Terms and Better Wages with Best Sourcing Initiative (BSI)

IGP also supports BSI to raise wages of LWWs. Since 2012, the BSI was revamped to get service buyers to focus on the 3Q approach:

1. Quality-based tender specification
2. Quality-based tender evaluation
3. Quality-based contract management

Service buyers are thus encouraged to place a higher premium on the quality aspects of the tender specifications rather than on prices alone. Service providers who compete for the project need to ensure that their workers are well-trained and fairly compensated for their efforts. The result is higher staff morale and productivity. Ultimately, this leads to a win-win-win situation for all three parties: service buyers, service providers, and workers.

Together with our tripartite partners, we have engaged 2,000 service buyers through various platforms such as the Singapore Tripartism Forum on BSI, Best Sourcing Step-by-Step Guidebooks as well as the Best Sourcing module to advocate and encourage all to embrace BSI.



Raising Awareness through Outreach

Job Fairs, Roadshows and Seminars

Through job fairs, roadshows and seminars, we have engaged and educated more than 27,000 LWWs on employment rights, workfare benefits, training and union benefits. In particular, working with partners like the Ministry of Manpower (MOM), the 'U Train U Gain' programme was revamped to become the 'U Care Employment Seminar'. The seminar targets Workfare recipients and addresses issues such as employment rights, Workfare benefits, training opportunities and avenues to look for jobs with proper statutory benefits. The accessibility of these seminars has led to a significant expansion in outreach. Since 2013, more than 1,500 LWWs have benefitted from the U Care Employment Seminars.



"I Care for My Cleaners" Movement



Ms Jenny Chon,
Cleaner at NTUC Foodfare at AMK hub

It was a nice and good experience to be honoured and appreciated... I'm very happy.

In 2013, UCCW started the "I Care for My Cleaners" movement, which saw more than 150 companies and unions answer the call to appreciate and show care and respect to more than 7,000 cleaners who work on their premises. The events were heartwarming and reinforced the Labour Movement's commitment to help LWWs earn better wages.



Training and Placement

e2i and UCCW take a holistic approach to ensure that LWWs remain employable and are better skilled. Through the Workfare-Skill Up (WSU) and the enhanced Workfare Training Scheme (WTS), LWWs have access to structured training in language literacy, transferable skills and vocational skills. In addition, through e2i's Place-and-Train-Programme, LWWs are equipped with the right competencies to enter new industries.

From 2012 to August 2013, 8,000 LWWs were successfully placed into jobs and over 29,000 provided with training assistance.

MOVING FORWARD

To intensify our programmes and help to LWWs, a one-stop centre, U Care Centre, will be set up at the new Devan Nair Institute for Employment and Employability. LWWs can look forward to greater accessibility to training and sector-specific job fairs (e.g. retail, F&B, hospitality, manufacturing, marine). U Care Communities that are industry-specific (e.g. cleaning, security, landscape, pest control, carpark attendant) will also be formed to better help LWWs and champion their workplace rights.

We will also continue to advocate for fair and good employment practices, and work with tripartite partners to develop and implement PWM in other low-wage sectors such as security and landscaping. Productivity improvement efforts will also be ramped up through mass adoption projects, multi-skilling programmes, and outreach to SMEs.

All these efforts are to help LWWs earn a better living, to cope with rising cost of living, to live a better life, and to be respected and valued for the work they do.



WOMEN

KEY ACHIEVEMENTS

From January 2012 to August 2013, the Labour Movement's Back2Work with U Programme has:

1. helped 7,300 women go back to work
2. provided training for 5,462 women
3. worked with 37 companies to create over 630 flexible work arrangement (FWA) vacancies for the economically inactive through the Flexiworks! funding programme

The employment rate of women (aged 25-64) reached an all-time high of 68.5 per cent in 2012. Furthermore, the gap between the employment rate of men and that of women further narrowed from over 25 percentage points in 2006 to 21 percentage points in 2012.

More Working Women

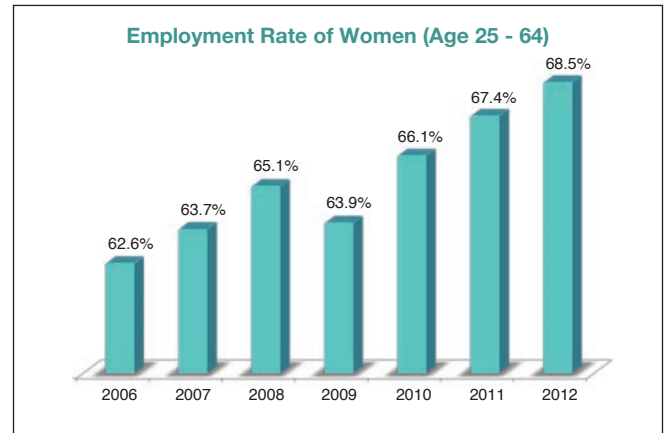
The NTUC Women's Development Secretariat (WDS) continues to champion for issues facing the Back2Work community and collaborates with tripartite partners to advance their interests to bring about positive changes to female employment rate coupled with better work-life balance.

In 2012 alone, we assisted 5,395 women jobseekers back to work through extensive outreach efforts to women jobseekers and working with employers to provide women-friendly work environments.

To be more accessible to women jobseekers, we also established more touch points, including a hotline, a Facebook site, and the Jobs on Wheels programme to reach the heartlands.

I really like my job here. I wanted to leave the job after a week. But my supervisor encouraged me to stay on and give myself more time to get used to the long standing hours. I got my confidence back after attending the training. It has been three months since I started this job. I would like to thank NTUC WDS and Jay Gee for giving me an opportunity to be what I am today, instead of resigning to my fate as a stay-at-home mother and grandmother.

Ms Jenny Chua Gim Ngoh
Part-time retail staff with
Jay Gee Enterprises (Pte) Ltd



Ms Jenny Chua Gim Ngoh, 53 years old, used to work in an office environment and held jobs like receptionist and administrative assistant. She stopped work for 17 years due to her family demands.

Jenny chanced upon WDS when she attended the Jobs on Wheels programme. She was delighted to know that WDS could help her return to work. WDS connected with her and recommended her to go for training in the retail industry. Jenny responded positively.

During the first day of training, Jenny was not sure if she could withstand the hours of standing after staying at home for the past 17 years. But with the encouragement from the trainer and her course mates, she became more confident. She is now employed as a part-time retail staff with Jay Gee Enterprises (Pte) Ltd.

WDS also holds its flagship outreach event annually, in conjunction with International Women's Day. Themed "IT'S TIME N.O.W. (Nurture Our Women)", the 2013 event was attended by 2,300 participants. The event also included a job fair with 17 employers on site offering 1,000 job vacancies of which 200 positions offered some form of FWA. The "Hunt for the Best Companies for Working Mums" contest was also launched to encourage more family-friendly employers.



They will continue to step up efforts in advocating for a more pervasive FWA culture in Singapore, working with tripartite partners to promote best practices and guidelines on FWA. They will also promote best practices in FWAs through outreach events such as the "Best Companies for Working Mums" contest which will become one of WDS' flagship events moving forward.



Pushing for Flexible Work Arrangements (FWA)

One key thrust of the Back2Work with U Programme and moving forward is in pushing for FWAs to better support mothers who are already working. Efforts on this include customised FWA workshops to train managers and employees as well as FWA surveys for unionised companies to understand their current level of flexibility and to help enhance it.

A FWA Leveling Framework will be established to help companies embrace flexibility at the workplace. Employees and employers will be equipped with the knowledge on how to embark through a series of workshops organised by WDS.

MOVING FORWARD

Besides intensifying the push for FWAs, they will continue to enhance efforts in bringing women back to work. In particular, WDS will look into how to better help women, including PMEs, in their employment needs.



OLDER WORKERS

KEY ACHIEVEMENTS

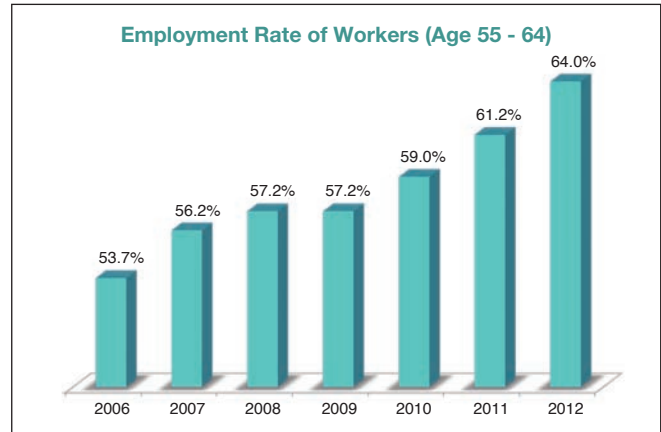
1. More pervasive re-employment
2. Higher employment rate for older workers:
from 53.7 per cent in 2006 to 64 per cent in 2012
3. CPF restoration for older workers
4. Better re-employment policy in the public sector

Singapore's population is rapidly ageing. At the same time, life expectancy continues to improve. What this means is that workers should have the option to work for as long as they want so that they can continue to have a H2P2 (healthy, healthy, productive and purposeful) life, with enough savings for retirement.

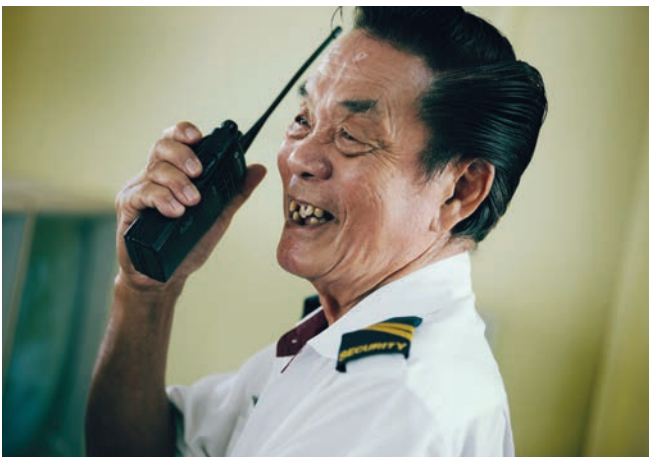
More Pervasive Re-employment

The Labour Movement has been lobbying for workers to be able to work beyond the statutory retirement age of 62 since 2006. With the help of our affiliated unions, we were successful in promoting re-employment in our unionised companies, ahead of legislative changes. The Retirement and Re-employment Act (RRA) eventually came into effect in January 2012.

Now, when a worker reaches age 62, he can be assured of re-employment (as long as he is medically fit for the job and has satisfactory work performance). The employment rate for older workers has also increased by more than 10 percentage points from 53.7 per cent in 2006 to 64 per cent in 2012.



74-year old Mrs Susie Leong has been working in the same company, India International Insurance, for 54 years with no sign of stopping. A member of the Singapore Insurance Employees' Union (SIEU), she is an integral part of the company's claims department. Mrs Leong is re-employed on a same job, same pay basis and has the same benefits such as increments, bonuses, medical and annual leave that other staff enjoy. "I find the environment very good and the company has always sent me for training, so I always learn new things." The company considers its human resources as its assets that must be treasured and nurtured because "they are skilled and knowledgeable, and can still contribute."



Higher CPF Contribution Rates

Lower CPF rates for older workers were introduced by the Government in 1988 to maintain older workers' competitiveness in light of seniority-based wages, and to encourage employers to employ older workers. At age 50, a worker will see his CPF rates gradually decrease: from an initial cut of six per cent to an eventual reduction of 24.5 per cent when he reaches age 65.

In 2011, many union leaders lobbied for the CPF contribution rates to be increased for older workers. More companies are moving away from a seniority-based wage system, thus reducing the need to cut older workers' CPF rates as they would now be paid wages closer to their job value. Higher CPF rates would also help older workers save more for retirement.

The Labour Movement's call was successful. In 2012 the Government announced that there will be an increase in the CPF contribution rates for older workers, ranging from 0.5 per cent to 2.5 per cent, effective from September 2012.

Increase in CPF Contribution Rates

Age group	CPF contribution rates from September 2012		
	Employer	Employee	Total
Above 50 to 55	14.0 (+2.0)	18.5 (+0.5)	32.5 (+2.5)
Above 55 to 60	10.5 (+1.5)	13.0 (+0.5)	23.5 (+2.0)
Above 60 to 65	7.0 (+0.5)	7.5 (+0.5)	14.5 (+0.5)

Better Re-employment Policy in Public Sector

The Public Sector had taken the lead to implement its re-employment policy six months ahead of the effective date of RRA. However, under the Public Service Division's (PSD) re-employment policy, the salaries of civil servants who are re-employed at the same grade are revised to the mid-point of the salary range, which could sometimes result in a wage cut of up to 30 per cent. In other cases, a formula-driven approach was undertaken, resulting in automatic wage cuts for most of those re-employed on the same grade.

Thus, public sector union leaders actively engaged PSD to review its guidelines since 2012, calling upon them to be in line with the practice in the private sector where the majority of companies do not cut wages of those re-employed in the same job. In July 2013, PSD responded with the announcement of changes to the re-employment policy. Now, Division 3 officers will be re-employed on the same job at same pay, similar to Division 4 officers. More Division 1 and 2 officers will also be re-employed on the same job at the same pay, while those whose salaries are to be adjusted will have an adjustment of not more than 15 per cent.

MOVING FORWARD

We have started a clear call for tripartite partners to start considering the next move of raising the re-employment age limit from 65 to 67. The implementation of the RRA has been reasonably smooth since it first came into effect in 2012, with the vast majority of companies re-employing workers turning age 62.

Through the network of ULive@Work Liaison Officers, made up of representatives from affiliated unions, NTUC hopes to better focus and rally unions and unionised companies on the fair treatment of older workers and progressive action on workplace health and safety measures focusing on enhancing the employment and employability of older workers.





MIGRANT WORKERS (MWs)

The Migrant Workers' Centre (MWC) operates based on four principles, denoted by the acronym "F.A.I.R.":

1. Fairness: advocating for fair treatment of MWs
2. Assistance: helping distressed MWs
3. Integration: promoting workplace harmony and maximising the economic contribution of MWs through education, upgrading and outreach
4. Representation: to be a voice for MWs and fight for their rights

KEY ACHIEVEMENTS

1. Spoke up for MWs in the Government's review of legislation, leading to better protection for MWs
2. Since MWC started operations in 2009, it has:
 - a) impacted more than 250,000 MWs through outreach and engagement activities on fair employment and social integration
 - b) provided emergency humanitarian assistance (housing, subsistence and other emergency relief) to more than 7,000 aggrieved and needy MWs

FAIRNESS

MWC has been an active advocate for MWs in the Government's review of various legislation in 2011, including:

1. the tightening of rules governing employment agents in the Employment Agencies Act
2. the enhancement of basic employment terms and conditions such as prompt salary payment and rest day in the Employment Act and the Work Permit Conditions
3. the enhancement of administrative and legal sanctions against illegal employment and abuse of MWs in the Employment of Foreign Manpower Act

MWC also continues to push for skills certification as a requisite to work pass renewal for MWs in the hope of increasing the overall quality of the MW workforce. Recruitment for quality as opposed to quantity will in turn make employers internalise better the need to value every worker, regardless of nationality.

There is also active engagement with regional partners like the Migrant Forum Asia, and collaborations between sending and receiving countries on MWs' welfare and protection.

MWC strives to further increase awareness among MWs of the proper channels to resolve workplace disputes. The Work Permit (WP) Sleeve Campaign was launched in September 2013, targeting for the roughly one million MWs in Singapore to know that the MWC is available when they face workplace problems. The sleeve bears the logo and Helpline number of MWC. Since MWs are supposed to always have their WP on hand, this would ensure that MWs know how to contact the MWC should they encounter problems at the workplace. Moving forward, the Ministry of Manpower (MOM) will support this initiative and will issue every new WP card in the MWC sleeve from fourth quarter 2013.

ASSISTANCE

MWC has actively pursued a strategy of making itself widely accessible to MWs and ensuring that the necessary resources are made available to serve the MWs.

On 2 September 2013, MWC launched its Dormitory Buddy Network which it targets to extend to all major purpose-built dormitories within a year. The Network

will see MW representatives acting as trusted channels between their fellow residents and staff of the MWC, between whom regular consultations will be held to refer cases for assistance or to facilitate engagement and feedback.

To ensure its activities are appropriately resourced, a registered charity, namely the Migrant Workers' Assistance Fund was set up in 2012 to finance MWC's humanitarian work.



Migrant workers waving the Work Permit sleeves



INTEGRATION

To help migrant workers assimilate better into Singapore and co-exist harmoniously with their local counterparts at the workplace, MWC has over the last four years trained more than 3,000 MWs in its sponsored Basic Conversational English programme.

Building links of association to the Singapore story is also necessary to encourage MWs to contribute openly and willingly to their adopted environment. The MWC will continue to recognise and celebrate the contribution of MWs in our regular May Day and social events.

To promote stronger integration, MWC is co-producing a pre-departure briefing documentary film with MOM. This will be screened to incoming MWs at all overseas recruitment, training and holding centres before their departure to Singapore. The videos will concentrate on basic labour rights and accepted social norms and behaviours to help MWs better prepare for life in Singapore.



Migrant workers cheering at the May Day Talent Showcase event

REPRESENTATION

In order to be an assertive voice and champion for MWs, MWC will continue to press for the most equitable and favourable resolutions in its representation of MW cases, as well as aggressively pursue sanctions against errant employers and agents who abuse them or infringe employment regulations. MWC resolves to help MWs who are too often without a voice and will continue to care for them and fight for their rights.

As such, MWC is committed to financing the recovery of salary arrears or other compensation ordered by the Labour Court through enforcement action by the court bailiff. MWs had previously been reluctant to enforce court orders due to the costs involved. This initiative is expected to help up to 50 MWs annually, who would otherwise go without compensation in spite of winning the case in court. In September 2013, MWC took on the first such case and was able to recover \$14,000 in salary arrears for a Chinese MW couple.

To ensure that other non-employment legal needs of MWs are also cared for, MWC is partnering the Singapore Law Society to provide free legal advice to MWs at the new MWC office in Geylang, and eventually also at its new Serangoon premises. MWC will continue to help MWs and pursue legal sanctions against errant or abusive employers.

MOVING FORWARD

To better assist and to be more accessible to MWs, MWC will set up new centres in strategic locations:

1. a new centre in Geylang (September 2013) where mainland Chinese workers live and congregate. A soup-kitchen is already in operation at the centre, in collaboration with HealthServe, a fellow migrant Non-Government Organisation
2. a Seafarers' Welfare Centre (SWC) at the Jurong Fishery Port (October 2013). The centre is a partnership between the MWC, Singapore Maritime Officers' Union (SMOU), Singapore Organisation of Seamen (SOS) and various religious seamen's missions, aiming to assist migrant fishermen who currently do not have readily available access to help when they face employment issues

In addition, in November 2013, MWC's head office currently at Rangoon Road will move to larger premises along Serangoon Road. The new premises is three times larger and will maintain its proximity to the regular congregation area of Indian and Bangladeshi workers.

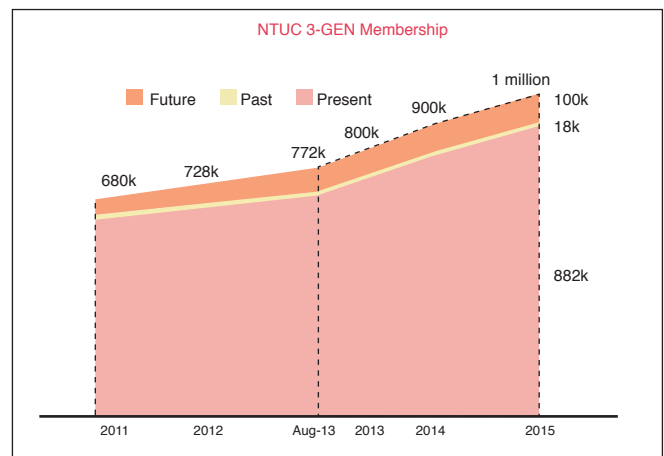
MEMBERS



TOWARDS LM2015



The Labour Movement's (LM) membership hit 770,000 in 2013. Unionisation rate in Singapore has grown from one in five in 2002 to one in four in 2012. This was made possible through the combined efforts of everyone in the LM family (unions, social enterprises) and breakthroughs in our 3R strategy of Recruitment, Retention and Relationship. This outstanding progress also means that the LM is able to represent and help more ALL C.A.N (All Collars, Ages, Nationalities) 3-Generation (3-GEN) members through Work, Live and Play.



MEMBERS



RECRUITMENT

Ramping Up Organising and Recruitment

Over the past two years, we further ramped up our recruitment efforts through the formation of the NTUC Membership Department (MED) Organising Resource Centre (ORC) to better support the unions in organising new companies and recruiting new members. 13 U Account Managers provide assistance and support to unions. In addition, an online and mobile MED ORC Portal was developed to streamline and improve the process and communication between unions and account managers. The ORC team has supported a number of unions in organising new branches or growing penetration within existing branches. Moving ahead, several iconic companies have been identified by the unions during this year's Membership Seminar. We will gear up our engines to organise them.



Do Together with Our Partners

Some of the strong breakthrough initiatives were made possible through collaborations with our strategic partners:

1. LearningHub: course consultants are trained to assist with NTUC membership applications so that members can pursue courses with Union Training Assistance Programme (UTAP) rebates. To date, 4,500 members have benefited from NTUC membership through this collaboration
2. OCBC Bank: there are over 40 OCBC Card promoters to promote NTUC Plus! card. To date, 800 new members have signed for the NTUC Plus! card. In March 2013, a new value proposition with OCBC was launched to enable union members to save more by enjoying eight per cent savings with a minimum spend of \$400 outside NTUC FairPrice
3. NTUC Link: black Plus! Card Conversion Programme. In collaboration with NTUC Link, NTUC Membership has embarked on a conversion programme of top spenders of black Plus! card which aims to bring in 8,000 union members by end of 2013



“Through the AREU’s Marina Bay Sands organising journey, we experienced the professional attitude and the earnest dedication from Sisters and Brothers of the MED ORC team. It was indeed awesome to work with you all and we are glad to have the support from the MED ORC team. Well done and keep it up.”

Brother Charles Khng,
General Secretary, Attractions, Resorts & Entertainment Union (AREU)

“Through HSEU’s organising efforts on new branches, MED ORC has provided strong, unstinting and prompt support in areas like manpower support, instant carding machine and promotional sign up gifts. MED ORC Account Manager has helped to plug in any possible gaps and thus strengthen HSEU’s membership efforts. We are happy to work closely with MED ORC, and our heartfelt appreciation goes to NTUC MED for all the dedication, hard work and strong support rendered to HSEU.”

Sister Janet Khoo,
Deputy General Secretary, Healthcare Services Employees' Union (HSEU)

“PSA is an exemplary employer, hence there are not many industrial relations issues faced by my union members. In order to better attract and retain my union members, having an attractive annual gift is the way to go. I am very glad that NTUC has negotiated with retail giants such as OTO that offers attractive annual gifts for my union members at an affordable price. Thank you NTUC!”

Brother Benjamin Tang,
President, Port Officers' Union (POU)

RETENTION

The membership retention journey starts from the day a member becomes part of the Labour Movement. New members at our roadshows receive an instant card which allows them to enjoy membership benefits right away. Our key retention engines are highlighted here.

U Grand Prix Experience

The U Grand Prix Experience was created to engage Professionals, Managers and Executives (PMEs), offering intense and adrenaline pumping action with go-kart races on the actual Singapore Grand Prix circuit. Highlights include the Puma Fashion Runway, live band Cheryl and the Switch Gang, F1 simulators, grid girls and guys etc.

Power of U Campaign

The Power of U Campaign was launched to raise awareness of the benefits of being a union member in the areas of Work, Learn, Live, and Play. Throughout the months of May and June, we engaged our members through a range of events and merchant privileges. The highlights in 2013's campaign include the Union Branch Engagement Programme that enables branch leaders to engage union members at their work premises. Using social media, we also ran the Free Coffee Wednesdays campaign, which was well received with over 100,000 redemptions. We will continue to build on these successes.



Cluster-Based Programmes

Discover U is a cluster-based retention initiative where we share with new members how the Labour Movement can support them at the workplace, as well as other 'Learn, Live and Play' needs. The main objectives are engagement, and ensuring that members know the full spectrum of what their NTUC membership has to offer. During Discover U sharing sessions, union leaders, active members or veterans from the unions are invited to share stories of how the union has helped and supported members.



Discover U retention initiative

Yearly Engagement with Our Members

Birthday Treats is a programme that provides special treats and deals for members to enjoy during their birthday month. We have a total of 23 merchants onboard our Birthday Treats programme, spanning across the categories of Food and Beverage, Retail, Leisure and Others/Services. Electronic direct mailers are sent to over 40,000 members, and text messages to over 50,000 members every month. In addition, NTUC Membership will also be sharing our birthday treats on our Facebook page from September onwards.



Seoul'ed Out event for members

Outbound Retention Team

Membership renewal and retention are the objectives of the Outbound Retention Team (ORT) where it aims to maintain membership through our Outbound Call Centre. ORT engages members on membership matters and share benefits which members may have missed out.

For example, the ORT will serve members with concerns such as "I didn't know that I can call and apply to enjoy U Stretch vouchers" and "I'm jobless, my husband is working as a taxi driver and I have four children."

The team was thus able to share the relevant benefits and entitlements for the members, in this case U Stretch vouchers, which would help families from the lower income category.

Reaching Out through Social Media

Our NTUC Membership's Facebook fan base has grown almost 56 per cent, reaching 81,000 fans. The objective is to emotionally connect with fans and nurture a sense of inclusiveness through sharing of member-exclusive promotions, real stories of how union leaders help our members and continual bursts of online games and contests.

RELATIONSHIP

In addition to the communities (nEbO, Young NTUC, U Family, U Live, U Club, PMEU), which will be described in detail later in the report, we support loyal members through the U65+ Rebate Programme support for the elderly.

This tenure-based rebate programme recognises and rewards our loyal and senior members. Members of unions on board this programme stand to receive two to six months' worth of rebates once they reach the retirement age of 65 and have at least 10 years of tenure.

There are 30 unions onboard this programme covering 90 per cent of eligible members now. Thousands of members received over \$25,000 worth of rebates. In appreciation of the unions' support and members' loyalty, MED organised a fun-filled and informative event with performances by U Live, educational talks, meal vouchers and a visit to the SEA Aquarium in April 2013.



U65+ members enjoying themselves at Resorts World Sentosa

MOVING AHEAD

As we advance towards our LM2015 goal of one million members, NTUC will continue to strengthen our recruitment engines, provide support to unions in organising new branches and reach out to the PMEs in the workforce. In addition, we must also find a way to reduce attrition and better retain our members so that we can truly be a Labour Movement to serve ALL C.A.N 3-GEN members.



WORK - LOOKING AFTER THE INTERESTS OF MEMBERS AT THEIR WORKPLACE

NTUC has been providing workers in unionised companies with better workplace representation and wage negotiation through industrial relations and collective bargaining, as well as making their jobs Easier, Smarter and Safer (ESS). We have also been working to implement the Progressive Wage Model (PWM) in unionised companies to improve the job prospects and income of workers, providing a clear progression path for workers to up-skill and upgrade. We have been anticipating changes in the economy and working on measures to preserve, protect and enhance the interests of our workers.

This report highlights key outcomes for members in unionised sectors in a few areas:

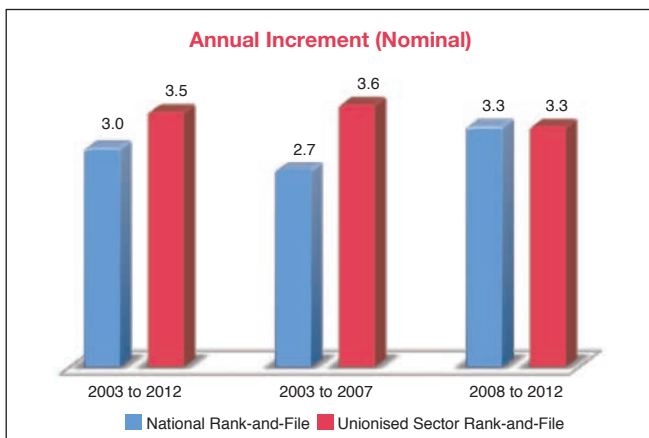
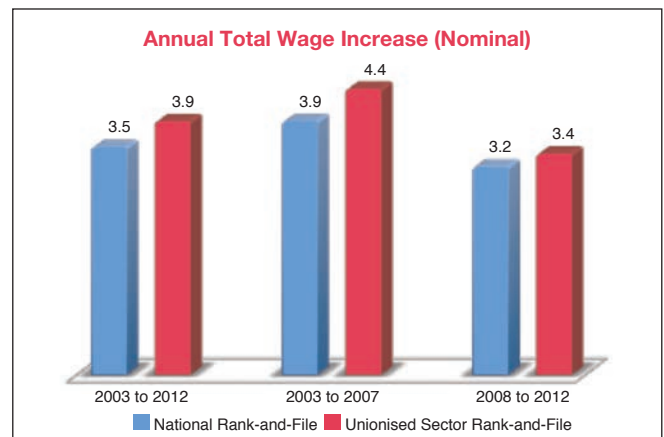
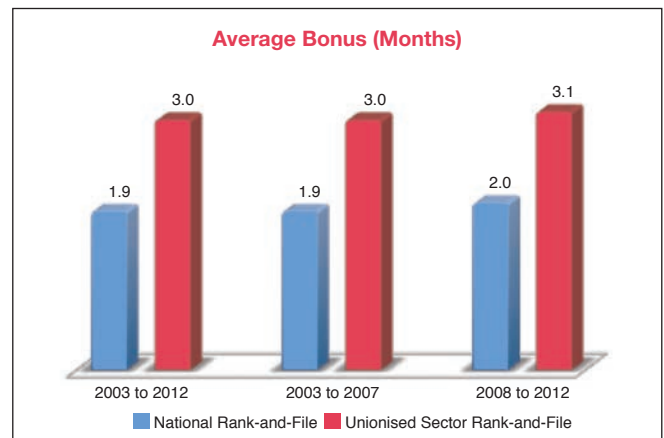
1. higher wage increases
2. protection against unfair treatment
3. workplace safety and health
4. employment of mature workers
5. strong Labour-Management Relations (LMR) for better outcomes

HIGHER WAGE INCREASES

Collective bargaining and strong adoption of the National Wages Council (NWC) guidelines have helped workers in the unionised companies achieve higher wage increases than national rank-and-file workers.

Workers in the unionised sector saw their basic wages increased by 3.5 per cent annually in the past 10 years, as compared to 3 per cent for national rank-and-file workers.

The unionised sector gave out higher average bonuses for the past 10 years compared to national rank-and-file workers. As a result, in terms of total wage increase, the unionised sector has achieved higher wage increases over the last 10 years.



ADOPTION OF NWC GUIDELINES

In 2012, the Labour Movement proposed to the NWC a built-in dollar quantum for low-wage workers. We have been deeply concerned that the income growth of low-wage workers has lagged behind the rest of the workforce in Singapore. NWC accepted the proposal and recommended companies to give \$50 built-in wage increase for workers earning \$1,000 and below.

Within the unionised sector, companies responded positively to the recommendation. Eight in 10 unionised companies gave at least \$50 built-in wage increase to their workers. In 2013, NWC stepped up its efforts to help low-wage workers and recommended a higher built-in dollar quantum of \$60 for workers earning \$1,000 and below.

Unions fight for higher wage increases

The Shipbuilding and Marine Engineering Employees' Union (SMEEU) successfully negotiated higher wage increases in 2012/2013 for workers earning basic salary of less than \$1,500 with several companies within the Marine and Offshore sector. On top of giving good bonuses, these companies also agreed to a built-in wage increase in the form of a dollar quantum and a percentage. This resulted in the upward adjustment of the basic salary of these workers to around \$1,500 or more.

SMEEU also worked closely with the Marine Engineering Cluster on recalibrating the wage system in the marine industry, and getting companies to bring wage structure back to the recommended 70 per cent basic, 10 per cent monthly variable component, 20 per cent variable bonus flexible wage structure. More than 1,200 rank-and-file

Singaporean workers who are union members saw more than 10 per cent pay increase after the wage recalibration.

Similarly, Attractions, Resorts & Entertainment Union (AREU) negotiated higher built-in wage increases for workers in Sentosa Leisure Group. For lower wage workers earning \$2,000 or \$1,500 and below, the annual increment payout includes a dollar quantum of \$25 and \$35 respectively and on top of an average of 4.5 per cent annual increment. With this, lower wage workers will get proportionately higher wage increase. This benefitted more than 350 workers working in Sentosa.



ENSURING FAIR SHARING OF GAINS WITH WORKERS

Over the years, our unions have strongly urged companies and management to lead in the drive for productivity, upgrade their operations and invest in their workers so as to increase the overall value add per worker. With that, our workers can enjoy sustainable real wage increases through the fair sharing of productivity gains with workers.

Gemalto Pte Ltd, United Workers of Electronics and Electrical Industries (UWEEI) Branch

In Gemalto, all eligible employees get to enjoy a reward to own Gemalto shares if the company achieves specific targets by end 2013. Under this reward scheme, employees can receive between 25 to 100 shares. UWEEI and management have also implemented a Team Rewarding System. The system aims to drive up the productivity of the team. This team performance based bonus system has a quarterly payout of up to 12 per cent of monthly basic salary. It is based on a set of achievable and controllable Key Performance Indicator (KPI) targets such as Yield Overall Equipment Effectiveness, Customer Complaint, Manufacturing Cycle Time, Collective Absenteeism, Cost of Non-Quality, Inventory Accuracy, etc. The targets were set in consultation with the union.

Aventis Pharma Manufacturing Pte Ltd, Chemical Industries Employees' Union (CIEU) Branch

In Aventis Pharma Manufacturing Pte Ltd, KPIs linked bonus is essential to drive productivity growth and ensure fair gain sharing. Management and CIEU developed a gain sharing formula for determining variable bonus which is determined by the company's performance and individual's performance.

Through clear, transparent and quantifiable KPIs to determine company's performance, there is less subjectivity and employees are motivated to do their best.

Besides linking employee rewards to the company's and the individual's performance, the management has also put in place an effective performance management system by providing regular feedback session with employees and setting out clear measurable KPIs. The union and management will negotiate yearly on the range for variable bonus.

CIEU's union leaders are supportive of having a gain sharing formula with the greater weightage on Individual Performance. Cultivating a cordial union-management relationship also made it possible for the management to implement a gain-sharing formula with support from the union.



PROTECTION

Advocating for the rights of our workers and protection for them is of utmost importance to the Labour Movement, in both unionised and non-unionised companies against unfair treatment. In unionised companies, our union leaders are ready to take on any management that is unfair to workers. Since 2012, we have brought 10 cases to the Industrial Arbitration Court for settlement. Two cases are highlighted here.

Case of The Singapore Manual and Mercantile Workers' Union (SMMWU) and National Aviation Company of India Ltd (Singapore Branch)

Air India retrenched 17 employees in June 2010. A retrenchment package was negotiated and agreed with the union. However, the management failed to honour the agreement as it only paid the employees for half of their unconsumed annual leave. The management also wrongly excluded the NWC component, which formed part of the basic salary, in computing the leave encashment.

Based on the evidence tendered, the Court found that the employer and the union had agreed that the unconsumed annual leave would be encashed in full.

The company was ordered to pay the balance of the leave encashment (to be computed inclusive of the NWC component) to the nine union members who had disputed the company's computation.

PROTECTION FOR MEMBERS IN NON-UNIONISED COMPANIES

For members in non-unionised companies, we provide advisory services on work-related or Industrial Relations (IR) matters through various avenues over the phone, online system or walk-in for General Branch (GB) members. The main bulk of the cases were queries on labour law, benefits, termination, dismissals and non-payment of salaries.

From the initial web-based system, Aunt Iris had been recently re-branded as "Workplace Advisory." To suit the increasing number of smartphone users, we launched the Workplace Advisory mobile app to provide an extended mobile platform to reach out to the PMEs on-the-go. More than 30 per cent of the cases involved PMEs.

Case of Singapore Industrial and Services Employees' Union (SISEU) and First Defense Services Pte Ltd

The employees had gone without an annual increment in 2010 as the company had made a loss after its first year of operations. Matters improved after the second year, and the company more or less broke even. The union proposed that an annual increment be paid for 2011 but the company refused, claiming that it was financially unable to do so.

The Court ordered the company to pay an annual increment for 2011 to the 41 unionised employees as follows:

1. a built-in quantum of \$50 per month into the monthly basic salary for employees earning up to and including \$2,000 per month; and
2. a built-in increment of 2.5 per cent of the monthly basic salary for employees earning above \$2,000 per month

Union members who had served for less than a year as at 1 July 2011 would receive a pro-rated increment.



Branch Chairman Mr Abdul Aziz Mohamed fought for members' rights



PME seeks assistance from NTUC

A GB member of a non-unionised company approached NTUC in April 2012 for assistance in recovering backpayment of his salary cuts. The member, a Chief Financial Officer, had his salary reduced by \$700 when the business of the company was poor in 2010. When the business situation got better, the company did not readjust his salary. There was an outstanding amount of \$700 each month for the 19 months from August 2010 to February 2012, totaling up to \$13,300. The member was also not paid Annual Wage Supplement (AWS) in 2010, although AWS was paid to the rest of the other employees.

NTUC Workplace Advisory Unit contacted the company and met up with the management to discuss the issue. Initially, management was prepared to pay only half the amount. However, the Workplace Advisory Unit continued to urge the company to pay the rightful dues to the member since business has turned around for the company. After several exchanges, the company eventually agreed to pay the full sum of \$13,300 to the GB member.

NTUC helps GB member get back salary owed

A security officer, who is a GB member of a non-unionised company approached NTUC in April 2013 for assistance on non-payment of his salary. The GB member was owed one and a half month's salary (March to mid April 2013), totaling \$2,183 despite serving the full notice after tendering his resignation. He had been following up with his company and each time the company told him that they would pay him soon, but it never happened.

NTUC Workplace Advisory Unit spoke to the Operations Manager of the company who promised that a cheque will be banked into the member's account. However, the company defaulted and there was no payment made even after several exchanges with the company. The case was escalated to the Ministry of Manpower and a Labour Court hearing was arranged on 15 May 2013. During the Labour Court hearing, the company paid \$500 and said that the balance of \$1,683 would be paid by the end of May 2013. The member finally received the balance payment by the end of that month.

ENHANCING REPRESENTATION OF PMES

The profile of our workforce is changing rapidly, with an increasing proportion of PMEs. In 2012, there were 636,100 PMEs comprising 31 per cent of the resident workforce, up from 27 per cent in 2002. The proportion of PMEs will continue to increase. These PMEs require more support and greater workplace representation. Thus, it is important to strengthen our current channels to bring more PMEs into the Labour Movement family.

Currently, PMEs in the unionised companies can be represented by executive unions on a collective basis on any industrial matters, or a rank-and-file union on an individual basis for limited representation in the areas of breach of individual contract of employment, retrenchment benefits, unfair dismissal and victimisation. The current Industrial Relations Act restricts rank-and-file unions from representing managers and executives on a collective basis.

From a long-term perspective, with the increasing number of PMEs in the workforce, it is important for the Labour Movement to stay relevant and cater to the needs of this growing group. Hence, the extension of full collective bargaining by rank-and-file unions for eligible PMEs will be a breakthrough. The Labour Movement's main focus moving forward is to work with the tripartite partners to seek ways to provide full collective bargaining for eligible PMEs in the companies.



PMES understanding their rights at legal primers



WORKPLACE SAFETY AND HEALTH (WSH)

We recognise that workers need a safe working environment so that they can go home to their families safe and sound at the end of every work day.

NTUC WSH has worked with union representatives and partners from the Ministry of Manpower (MOM), Workplace Safety and Health Council and Health Promotion Board (HPB) to bring forth greater awareness of WSH in companies:

1. NTUC helped 15 companies obtain funding through the Risk Management Assistance Fund
2. trained more than 200 workers on various aspects of WSH
3. built a community of WSH Ambassadors

Together with the unions, we have worked with strategic partners on health matters. We have worked with the HPB to bring affordable health screening to low-wage workers, as well as with unionised companies to introduce WSH health programmes to workplaces.

Strengthening WSH Capability of the Unionised Sectors

NTUC has been working with MOM and the Singapore Workforce Development Agency (WDA) to develop a competency framework for various levels of personnel including workers, supervisors, managers and WSH professionals. The NTUC WSH Committee has embarked on a programme to build WSH capability in union leaders so that they can become safety delegates and advocate for WSH in their respective unions and workplaces. Tapping on the Workforce Skills Qualifications WSH Professionals framework, the NTUC's Union Safety Agenda For Everyone at Work (U-SAFE@Work) programme supported union leaders to be qualified in the Certificate in WSH and Advanced Certificate in WSH courses. 50 union officials have become safety delegates at their respective workplace through this programme.



EMPLOYMENT OF MATURE WORKERS

The Labour Movement has been lobbying for workers to be able to work beyond the statutory retirement age of 62 since 2006. We were successful in promoting re-employment in our unionised companies, ahead of legislative changes. The Retirement and Re-employment Act (RRA) eventually came into effect in January 2012. Now, when a worker reaches age 62, he can be assured of re-employment (as long as he is medically fit for the job and has satisfactory work performance).

Re-employment from 65 to 67 years

The implementation of the RRA has been generally smooth since it first came into effect in 2012, with the vast majority of companies re-employing workers turning age 62. The Labour Movement has started a clear call to tripartite partners to start considering the next move of raising the re-employment age limit from 65 to 67.

Prima Ltd

Prima is recognised for its early adoption and being an exemplary employer with sustainable and scalable re-employment practices since 2009, three years ahead of the legislation of RRA. In 2013, Prima once again spearheaded re-employment beyond age 65 when it renewed its Collective Agreement (CA). It enhanced its re-employment clause that retiring and re-employed employees will be offered a three-year renewable contract subject to yearly medical fitness review and satisfactory performance. It adopted a same job, same pay and conditions policy for re-employment up to age 68.

The company values its employees and emphasises on employee happiness, loyalty and long service which it deems as vital for its progress. It provides them with a firm grounding and long-term career opportunities. Prima has a staff strength of 280, with 14 employees (five per cent) aged 62 to 65, and 26 employees (nine per cent) aged 66 and above.



Comfort Delgro

Comfort Delgro heeded the previous call by changing their retirement age to 65 (from 62) in January 2012, and again changed the retirement age to 67 in January 2013. There is no change to the terms of employment if the older employees continue to work in the same capacity, job scope and hold the same level of responsibilities. This good

practice by Comfort Delgro will serve to further push and build up the momentum for Wave 2 of Re-employment (65 to 67) for companies in both unionised and non-unionised sectors.

Comfort is able to balance commercial interests with the needs of the older workers, and tap on their experience and value.



STRONG LABOUR-MANAGEMENT RELATIONS (LMR) FOR BETTER OUTCOMES

A strong bipartite relationship between union and management is important to maintain industrial harmony and secure the interest of workers, while sustaining competitiveness.

Union of Telecoms Employees of Singapore (UTES) and SingPost partner for better outcomes

By investing in a strong bipartite relationship with UTES today, SingPost is well known to be the choice employer due to a pro-worker culture. There have been several instances of successful bottom-up approaches initiated by the workers leading to cost savings and safer work processes.

With workers' inputs, the company invested \$80,000 in the purchase of customised Ezy Trolleys to make mail sorting easier, safer and less strenuous for its workers. Sorting time improved by 20 per cent and postmen were able to go on their delivery beats earlier, improving efficiency.

In an industry where daily deliveries are necessary, safety is of paramount concern. Hence, SingPost bought 50 new three-wheelers that are easier and safer to handle as compared to the usual two-wheel scooters. This larger vehicle can also carry 40 per cent more load than usual, leading to fewer trips to the mail transit storeroom. As a result, productivity was improved greatly.

More importantly, through consultation with UTES, the Progressive Wage Model was adopted, enhancing the career runway of postal workers. Better performers can now be promoted to the executive track via Workforce Skills Qualifications (WSQ) certification courses even if they do not have the minimum GCE 'N' level



qualifications, which was a basic criteria for promotion under the old scheme. The changes give added recognition to staff with good performance, better promotion prospects and a longer salary range.

To top it off, the \$10 million SingPost Inclusivity Fund (SPIF) helps the 3,400 employees (72 per cent of their workforce) who earn below \$2,000. Both the management and the union worked together to determine the components of the fund. About 90 per cent of the amount has been dedicated to helping staff cope with the rising cost of living through annual special recognition payments, income enhancements and retention awards. As a result of the SPIF, staff received more than six per cent of annual increment, much more in comparison to the 1.2 per cent average increment in the logistics industry. The rest of the SPIF funding will be channelled to help with skills upgrading and academic recognition of staff's school-going children.

SingPost Inclusivity Fund

Caring	Changing	Cultivating
Helping lower income staff cope with the rising cost of living	Empowering staff through training and development	Investing in staff's children's education
<ul style="list-style-type: none"> • special recognition payment • income enhancements • retention award 	<ul style="list-style-type: none"> • training awards • productivity training awards 	<ul style="list-style-type: none"> • bursaries • scholarships • sports / culture excellence awards • school book supplement

Strong LMR between Singapore Industrial and Services Employees' Union (SISEU) and Singapore Cruise Centre

Over the years, SISEU and Singapore Cruise Centre (SCC) have been working together on various projects for the benefit of the employees in the company. SCC has been supportive of the various initiatives introduced to them by the union i.e. Best Sourcing Initiative (BSI), Inclusive Growth Programme (IGP) and the latest being the Progressive Wage Model (PWM). The management has been working with the union on ways to improve SCC.

In recent years, SCC faced several challenges to their ferry and cruise shipping businesses. Nevertheless, SCC did not implement cost-cutting measures or shed excess manpower. Instead, they embarked on a journey to seek out new ways to maximise workforce productivity. The company is also a firm advocate of BSI and was one of the early adopters of BSI for their outsourced baggage handling contracts. They have also tapped on IGP to re-design their Pier Control Centre workflow and processes, as well as implemented various productivity projects to enhance its operations and level up overall productivity.

More recently, SCC also worked closely with the union on the PWM. SCC ensures progression opportunities for all, providing their workers with a career progression pathway that enables good performing employees to move up the career ladder. The company also regularly up-skills its workforce to ensure that workers' skills remain relevant. With the productivity improvement projects, skills training and career progression, workers are able to see their wages increasing.

All these would not have been possible without the strong LMR formed over the years between union and management. Both union and management have been strategic partners in brainstorming initiatives and working closely together to overcome the challenges.



LIVE AND PLAY - BUILDING EMOTIONAL CONNECTION AND STRONG COMMUNITIES

nEbO – THE JUNIOR MEMBERSHIP ARM OF NTUC

nEbO is a strategic initiative for the Labour Movement (LM) to engage and prepare youths for their future as workers of tomorrow. nEbO engages and develops youths while exposing them to NTUC and its social role.

nEbO's membership grew by 36 per cent from January 2012 to July 2013. It currently has 75,000 members. This is achieved through tireless recruitment efforts with strategic partners, other LM communities, NTUC Social Enterprises and schools.

In 2012, nEbO also introduced the LinkPoints Rewards Programme to enhance loyalty and value of their membership, contributing towards reducing attrition.

Outreach and Engagement

With more than 380 events enjoyed by 420,000 participants in the last six years, nEbO always believes in the value of championing youth initiated projects, which constitute more than 40 per cent of annual events.

nEbO also forges close collaborations with both mainstream schools and tertiary institutes through enrichment programmes. A key breakthrough was achieved in 2012 when a Memorandum of Understanding was signed with the Institute of Technical Education, and another with Yio Chu Kang Secondary School in 2013.

Working closely with unions, learning journeys provide a glimpse of how the workplace and unions function. This provides a more practical approach towards helping youths become work-ready.



Mr Gaines Goh, 18 years old, an enthusiastic and passionate athlete, first learnt about nEbO and the LM through the Chung Cheng High Yishun (CCHY) Running Club. He actively participates in nEbO events and has stepped up to organise events and mentor his fellow peers. "The most memorable and heart-warming moment for me was when I encouraged them to move out of their comfort zone to take on new challenges in life."



Nurturing Activists

Youths continue to be groomed and developed as key leaders and activists at nEbO. In 2012, we had a total of 180 activists and target to grow this pool to 210 by end of 2013.

Youth Leadership Development Programme (L.E.A.D.) was inaugurated in December 2011 to prepare youths to be independent and responsible workers of tomorrow through development of competencies and skills. Many who have attended the L.E.A.D. programme provided testimonies of how it equipped them to take on the challenges that leaders of tomorrow will face.

Mr Wilson Yeo, 20 years old, one of the first batch of graduates of the L.E.A.D. programme, continues to positively embrace leadership opportunities such as taking on the role of Marketing Head for Youth Entrepreneurship Symposium (Y.E.S.). Wilson shared that through the programmes and the platforms provided by nEbO, real world experience is obtained by working in teams and mentoring, which is something that many youths are not exposed to.

Moving Forward

As nEbO continues to enhance the value of its membership and engagement programmes, it is also acting on the increasing importance of ensuring its graduates transit into NTUC and continue their lifelong membership. As the membership base increases, the number of nEbO graduates will increase and initiatives are being put in place to address a seamless flow of these graduates into NTUC, thus growing the Labour Movement.

YOUNG NTUC

Since its launch in 2005, Young NTUC's membership has grown to over 170,000 young working adults aged 35 years and below. As the largest youth movement in Singapore, we strive for fair and just opportunities, and sustainable progress for all.

Outreach

Our Singapore Conversation – Labour Movement Series

Young NTUC facilitated and brought together more than 900 members in 25 conversations over a span of nine months for Our Singapore Conversation – Labour Movement series. The conversations helped us develop a narrative which was displayed during the National Day Rally. Our members' feedback and ideas also helped shape the outcome of the overall conversation and contributed to policy reviews.



Participants share their views at a session of Our Singapore Conversation – Labour Movement Series

NTUC Income RUN 350 and Young NTUC Celebrates! National Day

The annual events RUN 350 and Young NTUC Celebrates! National Day raise the profile of Young NTUC, and provide a platform to engage our members. Since 2010, more than 30,000 members have joined RUN350 and more than 66,000 members have participated in Young NTUC Celebrates! National Day.

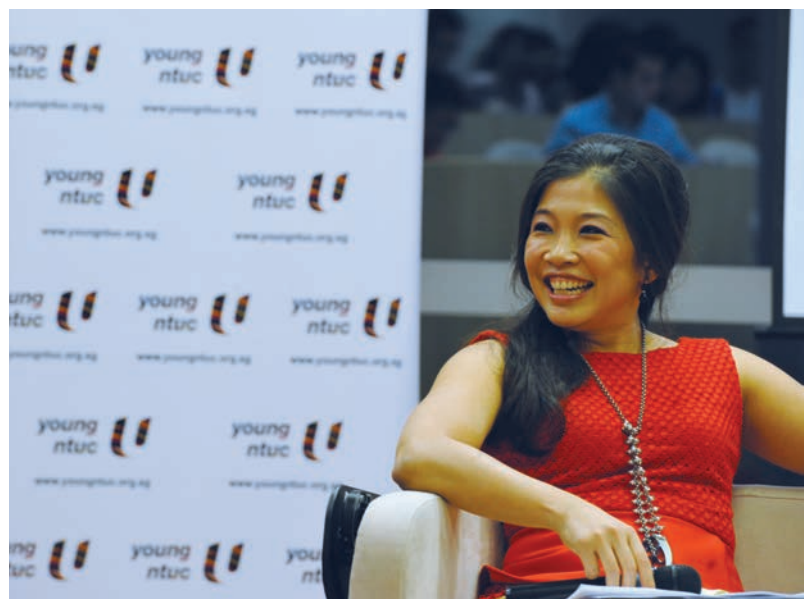




Youths enjoying themselves on National Day

Young NTUC CROSSROADS

Young NTUC CROSSROADS is designed for participants to look beyond present concerns and aspire to build a better future for themselves and Singapore. Since April 2013, over 400 Young NTUC members have been engaged and inspired by our speakers.



Young NTUC CROSSROADS speakers

Engagement

Union Youth Chapters

With 48 Youth Chapters serving over 110,000 Ordinary Branch (OB) members, the Youth Chapters enable advocacy for young workers through forums and dialogue sessions, and also organise projects to allow their members to give back to society.

I believe we need to give back to society and our community. That is why Young FDAWU organised an appreciation lunch during International Cleaners' Day to show that we appreciate and value our cleaners whose hard work very often goes unnoticed. Young FDAWU will continue to organise other Do Good projects together with our members.

Brother Lim Wen Sheng,
28, Young FDAWU
(Food, Drinks and
Allied Workers' Union)

Team Young NTUC (TYN) Affinity Groups

Our six TYN groups reach out to over 60,000 GB members, engaging them through various interests groups. These TYN activists lead ground-up initiatives and projects independently, and are poised to contribute further to the Labour Movement. For example, TYN p.L.a.Y!, our very own performing arts group, independently produced, choreographed and performed at the most recent Young NTUC Celebrates! National Day.

Nurturing Young Activists

Young NTUC currently has over 200 active young activists from both Youth Chapters and TYNs. Together with the Ong Teng Cheong Labour Leadership Institute, we develop and provide the necessary training for them to Flow Up. Young NTUC also works closely with nEbO on top of our own efforts for the Flow In of new activists.

My transition from nEbO to a Young STU representative in Young NTUC committee, and subsequently to Chairperson, signals Young NTUC's commitment to nurture those who have the passion to serve. Young NTUC has aligned me with the Labour Movement and allowed me to further develop my ability to lead and hopefully to inspire others.

Brother David Tay,
31, Chairperson,
Young NTUC Committee

Moving Forward

Young NTUC will continue to enhance its outreach, engagement efforts and nurture more young activists to reach out to young workers



U FAMILY

A Voice for Working Families

By unifying the voices of its 280,000 strong community of working families, U Family strives to be the change agent for families at workplaces.

Creating Value for Working Families



Relationship building through fun-filled, value for money events has always been U Family's focus. Signature events such as Romancing U and Baby's Day Out have received continued good response from unions and members.

Also in 2012, U Picnic was launched and it attracted over 5,000 participants to the event. The inaugural U Picnic was strongly supported by our unions, where 13 of them (AREU, ESU, FDAWU, HDBSU, HSEU, IRASSU, MIWU, POU, SISEU, SMMWU, SMOU, SUBE and UWEEI*) purchased event tickets at the exclusive union bulk purchase price.

Developed specially for parents by parents, U Family launched the first-ever iPhone application in Singapore, to help parents locate family-friendly facilities near them in 2011. The free Family Fun app also allows access



to information on family events and places of interest easily. U Family's Family Fun App, with more than 32,000 downloads, was a finalist in the Best Original Content category of the Mob-Ex Awards 2013.

*Attractions, Resorts & Entertainment Union (AREU); Education Services Union (ESU); Food, Drinks and Allied Workers' Union (FDAWU); Housing and Development Board Staff Union (HDBSU); Healthcare Services Employees' Union (HSEU); Inland Revenue Authority of Singapore Staff Union (IRASSU); Metal Industries Workers' Union (MIWU); Port Officers' Union (POU); Singapore Industrial and Services Employees' Union (SISEU); The Singapore Manual and Mercantile Workers' Union (SMMWU); Singapore Maritime Officers' Union (SMOU); Singapore Union of Broadcasting Employees (SUBE); United Workers of Electronics & Electrical Industries (UWEEI)

Engaging The Ground for a Pro-family, Pro-Creation Singapore

After consultation with families through our unions, U Family submitted its recommendations to build a pro-family and pro-creation Singapore to the National Population and Talent Division (NPTD) in 2012. To support working families in having and raising children, U Family recommended paternity leave and extended childcare leave for parents with children from seven to 12 years old. These and many other recommendations were incorporated into the enhanced Marriage & Parenthood Package and in Budget 2013.

Project Liquid Gold was launched in May 2013 to advocate and raise awareness that returning to work should not be a key barrier to breastfeeding. From the surveys and street poll, it was evident that breastfeeding mothers lack lactation support at their workplaces to enable them to continue breastfeeding their babies beyond the age of six months as recommended by the World Health Organisation.

U Family will push for employers and office building owners to provide suitable nursing rooms or private spaces at workplaces that are shielded from view and free from intrusion, and to render reasonable break time for mothers to express their breast milk.



A family at the Project Liquid Gold launch

We are expecting our second child in August this year. Naturally, my wife and I are happy to hear of the additional benefits that we will enjoy. I welcome the new one week parental leave that I now have to spend with my wife and newborn.

Mr Wong Kee,
U Family member

Strengthening Outreach at Workplaces

19 unions have set up Family Chapters and appointed family ambassadors to organise programmes, and to formulate action plans to achieve better work-life balance at the workplaces.

Moving Forward

U Family will be the voice for working families and champion more initiatives to help workers achieve work-life harmony. U Family will continue to push for pro-family measures in helping working families with their caregiving needs towards young children and the elderly.



U LIVE - LIVING UP THE GOOD LIFE

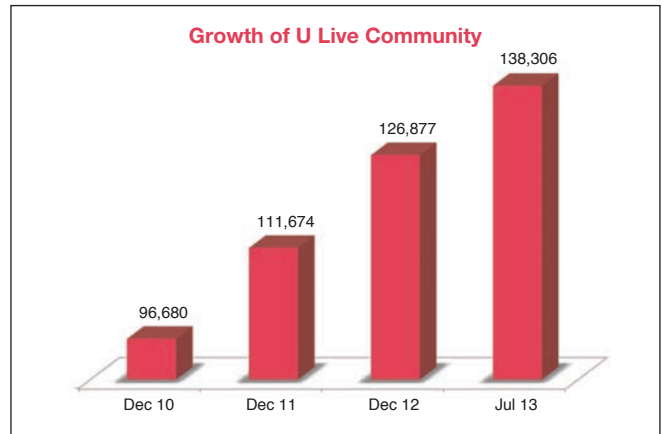
Since its launch in 2009, U Live continues to evolve and address the needs of the senior workforce in the Labour Movement by encouraging healthy ageing with the vision that they live their lives healthily, happily, productively and with purpose.

Community Growth and Engagement

The increasing awareness of U Live and its relevant benefits for members have contributed to reducing attrition rates. U Live grew steadily at an average of 15 per cent annually as members turned 55 years old, and many continued their journey with the Labour Movement post retirement.

U Live has engaged over 100,000 participants through 1,100 activities since 2009. Signature events such as the U Live Symposium, U Live Cooking Challenge and the U Live Games promote strategic objectives such as lifelong learning, inter-generational bonding and active living.

Thriving on the contribution and passion that members channel back to the community, U Live has seen achievements via interest group activities such as Eco Club's second consecutive win of the Community In Bloom Award (from National Parks Board) in 2012.



Members have also displayed increased confidence, showcasing their performing talents from invitations to perform at the last two May Day Open Houses at the Istana. U Live also staged its first ever theatrical performance, Ageless Dreams, in May 2013, which involved its growing pool of performing talents.



Participants listen on at the U Live Symposium

Developing Ambassadors and Increasing Advocacy

The G.L.A.M. (Good Life Ambassador Mentoring) Programme was launched in 2012, to identify key leaders within the ambassador pool and develop them with knowledge and skills in motivating and mentoring, as well as organising activities. The number of ambassadors steadily increased from 200 in 2012 to 300 in 2013. In the last year, the number of self-initiated activities increased by 10 per cent. Some ambassadors also took on the role of facilitators, collecting views from other members before participating at the National Conversation series.

Mdm Norlinda and Mr Francis Chiang are two such ambassadors who advocate positive thinking and ageing to their peers.

Mdm Norlinda Bte Mohd Ali, 57 years old from the Amalgamated Union of Public Employees (AUPE) and a Golf Ambassador, finds greater meaning in mentoring and guiding her fellow members. She gets fulfillment in seeing them graduate to the green as they get to tee off together as golfing kakis.

Mr Francis Chiang Keng Soon, 61 years old from United Workers of Electronics and Electrical Industries (UWEEI), advocates taking charge of one's life through being prepared and shares this message with his peers as an ambassador and facilitator at feedback sessions. He also believes in lifelong learning, participates in dialogue platforms and spreads the message of staying happy and healthy through interest group activities.



Ambassadors at a G.L.A.M. Programme workshop

Strengthening Union Relations

U Live Clubs were initiated in late 2011 to increase outreach and offerings to more members via the unions. This collaboration has not only strengthened the interaction but provided the opportunity for both parties to leverage on each other's resources, so as to effectively engage as many senior members as possible. Since January 2012, the number of U Live Clubs has increased to 24 currently.

The U Live Committee also continues to be well represented with 71 union representatives from 54 unions. Through this platform, members' voices are brought to the table and union partnerships are also strengthened.



U Live Club members participating in a gardening interest group activity

Moving Forward

U Live will progressively expand its scope from a largely lifestyle community to one that also focuses on educating on the need to stay employable and the benefits of re-employment. By 2015, U Live targets to be a movement of more significance to active agers with relevant offerings across all Work, Live and Play areas.

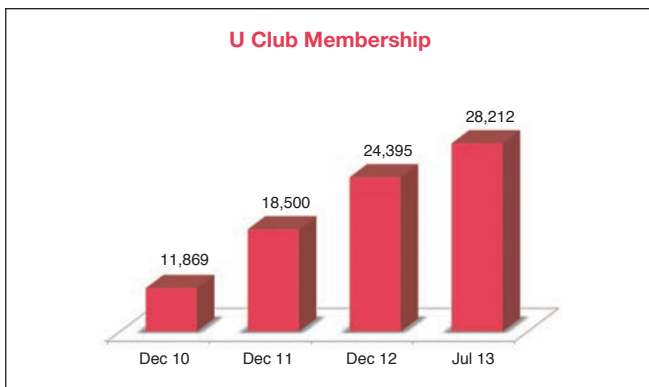


U CLUB COMMUNITY (H.U.G.O.) – ALL INCLUSIVE

U Club was set up in 2009 as a membership scheme to gather previously non-union eligibles into the Labour Movement. This community comprises a diverse group of members: Homemakers, Uniformed Group personnel and other non-working individuals including retirees. It was the objective of U Club to continue to engage these members while they were in transition between jobs or until the time they were employed or re-employed back into the workforce.

Membership Growth

U Club's membership has seen steady growth, with an almost 50 per cent increase since the start of 2012. U Club leverages on many different channels and platforms to extend its outreach to recruit members, mostly in collaboration with the NTUC Membership Department.



As of end July 2013, U Club's membership comprises primarily of homemakers (43 per cent), with retirees forming the second largest group (35 per cent).

Community Engagement

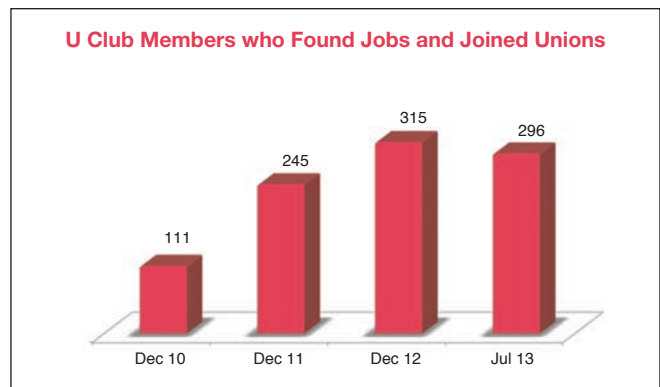
Engagement of this diverse group of members has been specifically designed to target and appeal to their various lifestyle needs. Three broad programme clusters were introduced in 2012 to address the different segmented needs: Parenting and Kids, Lifestyle and Cuisine as well as Sports and Wellness.

This was in part a strategy to keep U Club members continually engaged through activities that could be integrated as part of their lives and increase the prospect of retention. Feedback from members has been encouraging, with some articulating how these programme clusters have made a difference to them.

Mdm Nora Bte Ismail, a 35-year-old homemaker, takes part in Parenting and Kids activities on a regular basis, bringing her six-year-old son along. She shared that the activities act as a bonding session with her son, allowing her to also mingle with the other homemakers to share household and childcare tips. Highly supportive of these activities, Mdm Nora is on a constant lookout for new activities or workshops as a platform to increase interaction with her son as well as widen her circle of friends.

U Club Members Back To Work

Success for U Club is also seeing the rise in the number of current non-working members or retirees who find jobs and transit back to relevant unions. This drive to educate members on the importance of staying employable and encouraging re-employment is part of the engagement strategy, while keeping them connected to the Labour Movement.



Mdm Zubaidah Bte Salehudin, a 38 year old former homemaker, was a U Club member who recently returned to the workforce and is now part of the Education Services Union (ESU). Joining U Club and being engaged has enabled her to keep in mind the benefits of staying employable and the importance of union representation particularly when in employment.

Moving Forward

It is the aim of U Club to continue to keep the engagement real and relevant to its members, and also increase its membership. Primary importance will be placed in continuing to educate members on the importance of being and staying employed, so as to strengthen its position as a significant platform in the Labour Movement, for potential back-to-work members.

PROFESSIONALS, MANAGERS AND EXECUTIVES (PMEs)

With an increasing proportion of PME in our workforce, the Labour Movement (LM) must evolve to bring about greater relevance to PMEs. In 2011, 22 per cent of our membership was made up by PMEs. Today, it has increased to 29 per cent. Through outreach and advocacy in the areas of protection, training and engagement, the LM is poised to better serve our PME members.

Education On Legal Rights

Legal clinics

Our members may face issues that are not work-related. Such legal services can be expensive. The Law Works partnership has helped over 100 union members by providing legal advice on personal matters such as claims, wills, housing and even traffic offences.

Ms Regina Koh, 33 years old, an administrative officer, needed legal guidance on her husband's situation as he was a guarantor for loans that his brother secured. She found out that NTUC organises free legal clinics to members on personal matters. Her thoughts after attending one session: "Before I attended the legal clinic, I was at a loss. The 20-minute session was sufficient for me to get general advice on what to do next."



Engagement

U Associates

Launched in March 2011, the U Associate programme enables professional associations, alumnus groups and institutions to associate themselves with the LM. Through U Associate, the LM strives to engage and know the PME members better, even as these members enjoy the convenience of dual privileges from their professional body and also as LM members. There are currently five associations under the U Associate scheme and two associations under the Union U Associate scheme.

U Associate Partners:

1. NTU Alumni Club (NTUAC)
2. Institute of Estate Agents, Singapore (IEA)
3. Singapore Institute of Management (SIM)
4. Adam Khoo Learning Technologies Group (AKLTG)
5. Institute of Engineers Singapore (IES)

Union U Associate Partners:

1. The Singapore School Transport Association (SSTA), under the care of the National Transport Workers' Union (NTWU)
2. Singapore Accredited Estate Agencies (SAEA), under the care of the Singapore Industrial & Services Employees' Union (SISEU)



IEA joins the U Associate Programme



SAEA and SISEU are Union U Associate Partners



Freelance PMEs

There is an estimated group of 177,000 freelancers in Singapore of which about 10,000 are in the creative industry. As part of the Labour Movement's efforts to help these freelancers, the Freelance Professional Taskforce was formed. Several focus group discussions were organised to better understand their needs. Events and workshops such as U-Dialogue have also been held to enhance their professional development. An increasing number of these freelance professionals are recognising the benefits of the LM and signing up as union members.

We are happy to have such a platform to understand how NTUC can help us.

Ms Imelda Tan,
Freelance Technical Writer

It is different to read about how NTUC is helping us from the news, as opposed to spending time here to understand freelancers' issues.

Mr Jay Khialani,
Freelancer

Professional Communities and Chapters

PME Communities and Chapters are formed to create inroads into the PME market for all industries in the unionised sector. For each chapter, the LM will develop a deep understanding of the trends in the industry and the skills and expertise needed for future growth. We will then pull together the most relevant training programmes, seminars or workshops to help our members build capabilities, advance in their careers, and strengthen the industries in the long term. Till date, eight communities/chapters have been formed:

1. ESU: Professional Chapter for Early Childhood Educators (PCECE)
2. ESU: Professional Adult Educators' Community (PAC)
3. UWEEI: Engineering Professional Community (EPC)
4. MIWU: Professional Chapter for Precision & Process Engineering
5. BATU: Community for Building Professionals
6. AREU: Tour Guide Chapter
7. SMMWU: PRO-U, a chapter to engage PMEs in its sectors
8. SISEU: Real Estate Professionals' Chapter

Training

The Union Training Assistance Programme (UTAP) is a training benefit to help all members upgrade skills and knowledge by defraying their cost of training. Members can enjoy 50 per cent course fee support for up to \$250 per year, when they sign up for courses supported under UTAP. More than 15,000 members have benefited from this programme, and an increasing number of PMEs find this programme useful for their professional development.

A LABOUR MOVEMENT THAT CARES

As a Labour Movement, we are committed to caring for our members, especially those who may need a little extra help. U Care Fund was set up to help improve the lives of our low-income members and their families, support needy children and youths in their pursuit of excellence, and provide assistance to the elderly in a meaningful way.



In 2012, over \$9.9 million worth of U Care assistance programmes were disbursed as follows:

Supporting Low-Income Families	Champion For Children And Youth	Caring For The Elderly
<p>More than 40,000 low-income families received U Stretch Vouchers and attended the Family Recreation and Fun (FRF) Carnivals</p>	<p>Over 37,000 students received Back to School Vouchers, bursaries and scholarships; while some 650 pre-school children benefited through U Care Fund's donation to the Bright Horizons Fund</p>	<p>Over 5,000 elderly received assistance through U Care Fund's donation made to NTUC Eldercare Trust</p>
<ul style="list-style-type: none"> • U Stretch Vouchers: \$2,830,100 • FRF Carnivals: \$1,123,100 	<ul style="list-style-type: none"> • U Care Back to School Vouchers: \$3,656,625 • U Care Education Co-Funding: \$793,380 • Donation to Bright Horizons Fund: \$500,000 	<ul style="list-style-type: none"> • Donation to NTUC Eldercare Trust: \$1,000,000

U Care Caring.Sharing.Reaching Out (CSR) Initiative

To go beyond helping our workers and union members, the Labour Movement also lends a helping hand to the underprivileged in our society. Under the U Care (CSR) Co-Funding Scheme, 26 union community service projects reaching out to 1,700 beneficiaries were organised with over \$31,000 co-funding support in 2012.



Making A Difference, Touching Lives



A family benefiting from U Stretch vouchers

For 2013, the U Care Fund has set aside \$10.5 million to continue its U Care programmes to help low-income union members and their families. A Joint Application Form was introduced for the first time to enable members to apply

for both U Stretch and Back to School Vouchers at the same time, thereby making the process more convenient and user-friendly.

Mdm Mercy Arayee became the sole breadwinner after her husband passed away in 2003. She had to hold two jobs to support herself and her then eight-year-old son. Seeing her predicament, her supervisor encouraged her to join NTUC as a member. Since then, she's been receiving assistance through U Stretch and Back to School vouchers. Her son also receives bursary awards from the union. Mdm Mercy is appreciative of the various forms of U Care assistance which have helped lessen her financial burden.

Mdm Marhaini's husband suffered a fatal heart attack four years ago. Since then, Mdm Marhaini has been left to care for her four young children. With the U Stretch and Back to School vouchers that she receives, she is able to defray the cost of her daily expenses and school expenses for her children. She is grateful that she can count on her union and NTUC to help her in those trying times.

Moving Forward

To remain relevant to the needs of our low-income union members and families, the U Care Fund will continuously review its programmes and stand prepared to do more when the need arises so as to give our beneficiaries peace of mind and hope for a better future.

UNIONS



The business environment has become ever more uncertain and volatile. The workforce is now much more diverse in age, skills, qualifications and nationality. Social media has become as important as more traditional channels for people to interact with each other. All these driving forces make it imperative for the Labour Movement to ensure that our affiliated unions are well-run and future-ready to engage workers and members of today and tomorrow.

The Labour Movement identified five critical elements of strong and future-ready unions, namely:

1. leadership
2. governance and systems (including administration and finance)
3. industrial relations
4. membership
5. tripartism

The strengthening of these elements will ensure the continued relevance of the Labour Movement to current and emerging issues and scenarios. Of these five elements, the union-centric is focused on supporting affiliates in the strengthening of union leadership and governance.

STRENGTHENING OF UNION LEADERSHIP

3-FLOW AND STEPPING UP LEADERSHIP DEVELOPMENT WITH NTUC50 FUNDING SUPPORT

The 3-Flow leadership model was mooted to address the challenge of a shrinking leadership pool and ageing leadership profile, as well as to build a more inclusive union leadership. In addition, as a tripartite partner, it is necessary for the Labour Movement to have a strong, inclusive and sustainable leadership pipeline to stay relevant, credible and be a sustainable pillar to tripartism for the benefit of workers. To date, 39 (65 per cent) affiliates have either passed the 3F resolution or amended their constitutions, covering 80 per cent of union leaders.

To facilitate and enable affiliates in achieving 3F breakthroughs, the NTUC50 Development Fund, 3F Enable, was established in 2012. This will help to build on the strong foundation that affiliates have laid for leadership development, and create a stronger and more inclusive leadership.

To date, 32 affiliates have applied or are in the process of applying for the funding. Through the projects and initiatives, the affiliates target to Flow In approximately 500 new leaders and Flow Up 60 existing leaders to assume higher responsibility. A wide range of projects and ideas were put forth in the applications. These include:

Flow In

- leveraging on social media such as iPhone App and branding videos to create awareness of union and union leaders' work
- tea sessions/networking with potential leaders
- focus group sessions to identify strategies to attract new union leaders

Flow Up

- development of holistic training and development roadmaps for union leaders, encompassing elements of Education, Experience and Exposure
- Branch Officials Kits stating branch officials' roles, responsibility, trainings and Standard Operating Procedures (SOPs)
- dialogues with Chief Executive Officers (CEOs) and Executive Committee (Exco) members

Flow On

- mentoring programmes to equip Flow On leaders with the capabilities to mentor younger leaders
- Flow On leaders leading and organising the ULive Chapter's activities
- annual alumni gathering to maintain the network and relationship



UWEEI Leadership Development Programme for new branch officials

UNIONS



With the support of the NTUC50 Development Fund, SMEEU is able to do more activities to identify potential union leaders for Flow In resulting in 34 new branch officials elected at our July 2013 Ordinary Convention of Delegates. These new branch leaders will go through a Basic Certificate in Industrial Relations (BCIR) course catered for them. For Flow Up, other than training courses, all our current branch officials will be attending a customised teambuilding programme to strengthen their bonding and enhance their competencies. To recognise our Flow On leaders, we organise alumni gatherings to keep in touch and tap on their wealth of experience. The NTUC50 Development Fund enables us to do more to attract new leaders to come forth to serve, develop current leaders, and retain the ties and knowledge of our retired leaders resulting in leadership sustainability at SMEEU.

Brother Tommy Goh Hock Wah,
President, Shipbuilding and Marine Engineering Employees' Union (SMEEU)

WOMEN LEADERSHIP

The Women's Leadership Training and Development Programme by NTUC Women's Development Secretariat (WDS) has helped more women leaders to Flow In and Flow Up over the years.

To strengthen Flow In, WDS organises events such as annual Women's Leadership Seminar and Up Close and Personal Sessions with present and Flow On key leaders, such as NTUC President Diana Chia.

For Flow Up, WDS organises customised training courses with the help of Ong Teng Cheong Labour Leadership Institute (OTC Institute), as well as dialogue sessions and learning journeys to empower our women leaders with essential leadership skills and knowledge. Some elected members also assumed leadership roles in five sub-committees dealing with specific women issues such as Back2Work, Work Life Initiatives, WeCare/Volunteerism, Activities and Leadership.



TRAINING AND DEVELOPMENT OF UNION LEADERS

For more holistic leadership development, the OTC Institute introduced the 3E (Education, Exposure and Experience) approach. In addition, a structured Union Leadership Competency framework was introduced to help unions identify gaps and assess training needs for various levels.

A new milestone programme for the NTUC Central Committee and an expanded Executive Leadership Programme for Exco members provided opportunities for them to keep abreast of the pressing issues confronting workers and the Labour Movement. A customised 'tutorial cum coaching' approach was adopted for unions requiring greater support in building capabilities.

In growing its e-capabilities, OTC Institute introduced e-learning, developed a one-stop online resource portal for unionists, OPAL; and embraced social media for information sharing and exchange.



Executive Leadership Programme

We want to identify potential leaders and provide more opportunities as we know that exposure and opportunities are important to widen their horizons. We want to ensure that there is real inclusiveness at the leadership level and provide diversity.

Sister Cham Hui Fong
Assistant Secretary-General, NTUC

I benefited from the programmes organised by OTC Institute which has a wide variety of speakers touching on a range of important topics and issues that impact workers. At such forums, we have the opportunity to engage with thought leaders, policy makers as well as network with leaders from other unions. It also provides us with an additional platform to voice workers' concerns to policy makers directly.

Sister Mary Liew,
Executive Secretary, Singapore Maritime Officers' Union (SMOU)

The course on Essential Budgeting provided a very good overview of the budgeting process. This knowledge is very useful to us.

Brother Bernard Tay,
Second Assistant General Secretary, Metal Industries Workers' Union (MIWU)



Union leaders at the Post Budget Dialogue this year

The exchange of questions and informative answers during visits by NTUC leaders make their visits something that AUSBE Exco members look forward to. We appreciate the availability of such platforms for us to share our concerns and issues.

Brother Daniel Lai,
President, Amalgamated Union of Statutory Board Employees (AUSBE)

ENGAGEMENT AND STRENGTHENING CONNECTIONS

Unionists enjoy regular access to Government Ministers and policy makers through dialogues and other engagements organised by OTC Institute. Unionists can voice workers' concerns to policy makers directly and effectively at these platforms.

The Labour Movement has always placed importance on leaders walking the ground, and nurturing relationships with members and workers. NTUC leaders also regularly visit affiliates and branches to strengthen the ties with leaders and members, and to hear directly from the ground on issues important to them. This enables the Labour Movement to continue to be a strong voice for workers' hopes and concerns.

STRENGTHENING GOVERNANCE AND SYSTEMS

NTUC has been supporting affiliates in strengthening governance effectiveness through administration, finance, accounting, investment and information technology (IT) support. Today, NTUC Shared Services Unit supports 40 affiliates with a wide array of financial and accounting services. It also helps affiliates strengthen their investment understanding and controls. NTUC Information Technology Department supports 42 affiliates in their IT needs and services such as the U Portal.

MOVING FORWARD

Union-centric will continue to support affiliates in strengthening their union leadership and governance effectiveness so that the Labour Movement as a whole keeps pace with developments and requirements in these areas in other sectors of Singapore society. These efforts will enable the Labour Movement to continue to be a key social partner in nation building, and help to build a better future for all workers and their families.

INTERNATIONAL AFFAIRS





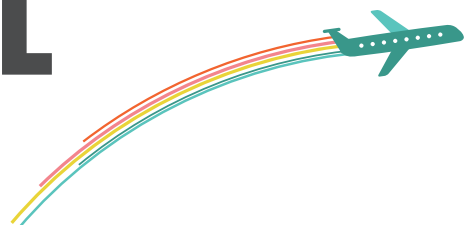
International Labour Conference 2013

Since the 1960s, NTUC and our affiliated unions have been active in the international labour movement. This was reinforced in 1988 when NTUC started hosting the office of the International Confederation of Free Trade Unions-Asia Pacific Regional Organisation, now known as International Trade Union Confederation-Asia Pacific (ITUC-Asia Pacific). We continue to play an active role on the global stage to advance and protect the interests of workers in the spirit of international solidarity.

INVOLVEMENT IN THE INTERNATIONAL LABOUR MOVEMENT SCENE OVER THE PAST TWO YEARS

Through bilateral exchanges, participation in international and regional programmes and meetings, we learn and share experiences with unions in other countries.

INTERNATIONAL AFFAIRS



16 COUNTRIES AND TERRITORIES VISITED

Cambodia, the Philippines, Thailand, Vietnam, Bangladesh, India, Nepal, Sri Lanka, China, Hong Kong, South Korea, Japan, Jordan, Germany, Switzerland, and the United Kingdom.



A visit to the Beijing Capital Highway Development Group to learn about workers' education and training

MORE THAN 400 VISITORS CALLED ON NTUC

Overseas delegations from the Asia-Pacific, Europe, Africa and Global Union Federations (GUFs).



Hosting of foreign delegates

WHAT WE LEARNT

1. Trade union responses to the global recession: overseas unions recognise that a strong tripartite relationship is important. Germany has a strong social partnership based on honesty and sincerity, and this played a crucial role in helping the country cope and recover quickly from the economic crisis. However, in many countries, building and sustaining a strong tripartite relationship remains difficult.
2. Importance of improving productivity and the role of workers: to meet global challenges, countries need to improve the overall productivity of their economies. Governments and businesses need to involve workers and unions to gain their support for such programmes and to share the gains of productivity.
3. Organising Professionals, Managers and Executives (PMEs) and atypical/contract workers: unions need to have specific programmes to attract them to join the Labour Movement and better protect their interests.
4. A trend of decreasing social mobility in various developed countries.

MAINTAINING OUR PRESENCE IN THE INTERNATIONAL SCENE

SINGAPORE AS A REGIONAL HUB FOR INTERNATIONAL LABOUR MOVEMENT

Other than ITUC-Asia Pacific, UNI-Asia Pacific Regional Office and PSI-Asia Pacific Regional Office, IndustriALL-Southeast Asia Office is the latest GUF to establish in Singapore in 2013.



Training of unionists from the region in Singapore, co-funded by NTUC

SINGAPORE UNION LEADERS ACTIVE IN INTERNATIONAL LABOUR MOVEMENT

A number of union leaders serve at international, regional and sub-regional committees as well as related sector, youth and women committees.

Singapore Unionists Holding Leadership Positions in International Labour Organisations

International Labour Organisation (ILO)
- Mary Liew, Central Committee Member, NTUC
International Trade Union Confederation (ITUC)
- John De Payva, President Emeritus, NTUC
- Noorfarahin Ahmad, Assistant General Secretary, AUPE
International Trade Union Confederation - Asia Pacific (ITUC-AP)
- John De Payva, President Emeritus, NTUC
- Mary Liew, Central Committee Member, NTUC
- Edwin Lye, Vice-President, NTUC
- David Tay, STU
- Suseela A Singaram, Deputy General Secretary, UPAGE
ASEAN Trade Union Council (ATUC)
- John De Payva, President Emeritus, NTUC
Education International (EI)
- Mike Thiruman, President, STU
IndustriALL Global Union*
- Rajendran s/o Govindarajoo, Branch Official, CIEU
- Cyrille Tan Soo Leng, Advisor, UWEEI**
- Jessie Yeo, Executive Secretary, MIWU**
International Transport Workers' Federation (ITF)
- Thomas Tay Jwee Hwa, General Secretary, SMOU
- Mary Liew, Executive Secretary, SMOU
- Ameer Hamzah, General Secretary, SPWU
- Kam Soon Huat, General Secretary, SOS
- Tan Boon Toy, Advisor, NTWU
Public Services International (PSI)
- Ma Wei Cheng, General Secretary, AUPE
- Katherine Loh Yean Hung, Deputy Director/International Affairs, AUPE
- Noor Shyma Bte Abdul Latiff, Deputy General Secretary, AUPE
- Tan Yeong Kang, President, PUBEU

Union Network International (UNI)

- John De Payva, Secretary-General Emeritus, SMMWU
- S Gunasekaran, General Secretary, SATSWU
- Nora Kang, President, DBSSU
- Paul Ng, President, SATSWU
- Ang Wah Lai, President, SUBE
- Willie Tan Kok Seng, Mentor & Consultant, SIEU
- Roger Tan Seng Chye, President, UTES
- Jackie Tan Jiak Seng, General Treasurer, SATSWU
- Jasmine Chua, General Secretary, DBSSU
- Susie Foo, Deputy General Secretary, SBEU
- Kendi Han Mei Yan, Exco Member, DBSSU
- Joseph Chua, Assistant Secretary General, SMMWU
- Luke Hee, General Secretary, SIEU
- Wee Soon Guan, General Secretary, SBOA
- Michael Chang, Executive Secretary, SBEU
- Simon Yam, General Secretary, SUBE
- Thuvinder Singh, General Secretary, UTES

Correct as of 21 August 2013.

**IndustriALL was founded on 19 June 2012, bringing together the former GUFs: International Metalworkers' Federation (IMF), International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM) and International Textiles Garment and Leather Workers' Federation (ITGLWF).*

*** International Metalworkers' Federation (IMF)-Singapore Council till 2016.*

MOVING TOWARDS LM2015

The International Labour Organization (ILO), the ITUC, ITUC-Asia Pacific and a few GUFs will be undergoing leadership changes over the next two years. Global-centric will work with our union leaders to ensure that the Singapore Labour Movement remains well-represented.

Global-centric will also work with our international partners to organise conferences and events in Singapore to serve as platforms to showcase our tripartite model of industrial relations, and for us to learn from others.



Unionists making an intervention at the 102nd Session of the International Labour Conference this year

THE LABOUR MOVEMENT FAMILY



The Labour Movement Family

NTUC-AFFILIATED UNIONS AND ASSOCIATION

AESU	Air Transport Executive Staff Union
AUPDRW	Amalgamated Union of Public Daily Rated Workers
AUPE	Amalgamated Union of Public Employees
AUSBE	Amalgamated Union of Statutory Board Employees
AREU	Attractions, Resorts & Entertainment Union
BATU	Building Construction and Timber Industries Employees' Union
CIEU	Chemical Industries Employees' Union
DBSSU	DBS Staff Union
DSSU	dnata Singapore Staff Union
ESU	Education Services Union
EMSEU	ExxonMobil Singapore Employees Union
FDAWU	Food, Drinks and Allied Workers' Union
HSEU	Healthcare Services Employees' Union
HDBSU	Housing and Development Board Staff Union
IRASSU	Inland Revenue Authority of Singapore Staff Union
KEU	Keppel Employees Union
KFEU	Keppel FELS Employees' Union
MIWU	Metal Industries Workers' Union
NTA	National Taxi Association
NTWU	National Transport Workers' Union
NEU	NatSteel Employees' Union
NPASU	Ngee Ann Polytechnic Academic Staff Union
POU	Port Officers' Union
PUBEU	Public Utilities Board Employees' Union
RLEU	Reuters Local Employees Union
SCSU	Scoot Staff Union
SSEU-Sembawang	Sembawang Shipyard Employees' Union
SMEEU	Shipbuilding and Marine Engineering Employees' Union
SEEU	SIA Engineering Company Engineers and Executives Union
SIASU	Singapore Airlines Staff Union

SATSWU	Singapore Airport Terminal Services Workers' Union
SBEU	Singapore Bank Employees' Union
SBOA	Singapore Bank Officers' Association
SCTU	Singapore Chinese Teachers' Union
SISEU	Singapore Industrial & Services Employees' Union
SIEU	Singapore Insurance Employees' Union
SITU	Singapore Interpreters' and Translators' Union
SMTU	Singapore Malay Teachers' Union
SMMWU	The Singapore Manual & Mercantile Workers' Union
SMOU	Singapore Maritime Officers' Union
SNUJ	Singapore National Union of Journalists
SOS	Singapore Organisation of Seamen
SPHEU	Singapore Press Holdings Employees' Union
SPWU	Singapore Port Workers Union
SRCEU	Singapore Refining Company Employees' Union
SSEU-Shell Singapore	Shell Employees' Union
SSU	Singapore Stevedores' Union
STTU	Singapore Tamil Teachers' Union
STU	Singapore Teachers' Union
STEEU	Singapore Technologies Electronics Employees' Union
SUBE	Singapore Union of Broadcasting Employees
SURAWU	Singapore Urban Redevelopment Authority Workers' Union
SSSU	SPRING Singapore Staff Union
SUN	Staff Union of NTUC-ARU
TPGEU	Times Publishing Group Employees' Union
UITS	Union of ITE Training Staff
UPAGE	Union of Power and Gas Employees
USE	Union of Security Employees
UTES	Union of Telecoms Employees of Singapore
UWEEI	United Workers of Electronics and Electrical Industries
UWPI	United Workers of Petroleum Industry

NTUC SOCIAL ENTERPRISES

NTUC Enterprise Co-operative Limited
NTUC Choice Homes Co-operative Limited
NTUC Club
NTUC Eldercare Co-operative Limited
NTUC Fairprice Co-operative Limited
NTUC First Campus Co-operative Limited
NTUC Foodfare Co-operative Limited
NTUC Income Insurance Co-operative Limited
NTUC LearningHub Private Limited
NTUC Link Private Limited
NTUC Media Co-operative Limited
NTUC Thrift And Loan Co-operative Limited
NTUC Unity Healthcare Co-operative Limited
Mercatus Co-operative Limited

NTUC-RELATED ORGANISATIONS

CASE	Consumers Association of Singapore
e2i	Employment and Employability Institute Pte Ltd
MWC	Migrant Workers' Centre
OTC INSTITUTE	Ong Teng Cheong Labour Leadership Institute
SLF	Singapore Labour Foundation

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