



PRACTITIONER INSIGHTS INTO SUPPORTING WOMEN AT WORK THROUGH ADMINISTERING FLEXIBLE WORK ARRANGEMENTS

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Article Feature

Flexible Work Arrangements (FWAs) are key to helping caregiving workers—especially women—sustain and grow their careers. This feature highlights how **job redesign and strong support from top management** are critical to implementing and maintaining effective FWAs. In doing so, they help ensure **equal participation and advancement** for women and caregivers in the workforce. The implementation and normalisation of FWAs represents the next step in our process of creating a sustainable care ecosystem for Singaporean workers.

Barriers to Caregiving and Workforce Participation

Ground sensing from the **NTUC Women and Family (WAF)** from stay-at-home women indicates that caregiving remains a key obstacle to women and caregivers, despite their wish to transition back into the workforce.



Negative perceptions of employment gaps

Recruiters may perceive career gaps as a sign that experience and skillsets are outdated.



Low confidence in re-entering the workforce

Stay-at-home women wish to return to the workforce, but may lack the confidence in making the adjustment to return to an ever-evolving workforce.



Strong preference for FWAs

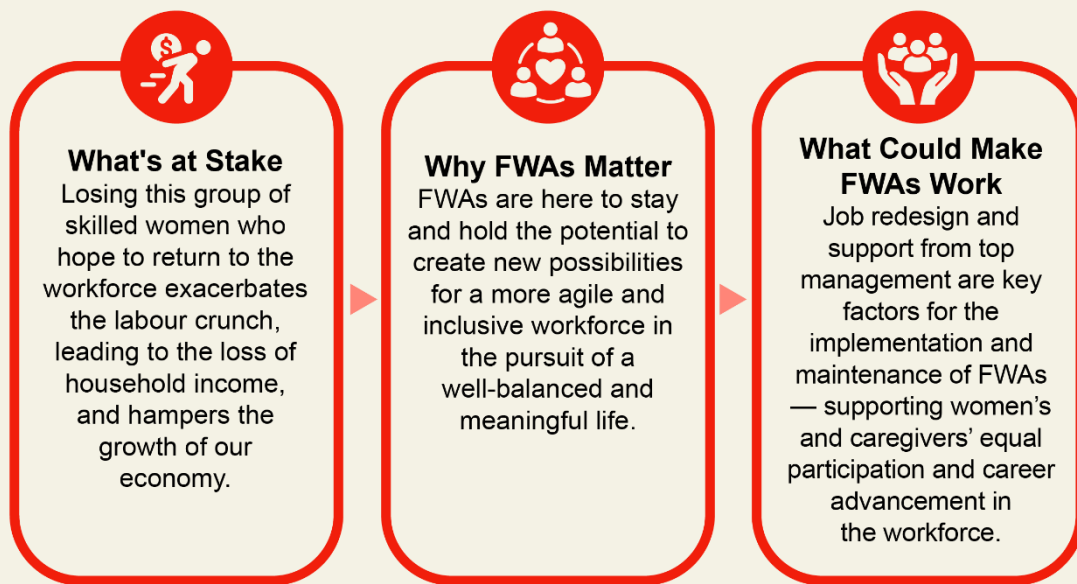
*85% of 2,711 caregivers chose FWAs as their most preferred form of support, followed by 64% for paid caregiving leave, and 57% for financial support such as subsidies or medical insurance.

**From a 2023 survey conducted by NTUC WAF and the People's Action Party Women's Wing.
Source: Lim, M. (2024, February 23).*

Furthermore, in an NTUC survey of 1,000 workers with caregiving responsibilities, workers expressed the need to take time off from work, but suffered in their performance appraisals, well-being, and career prospects as a result.

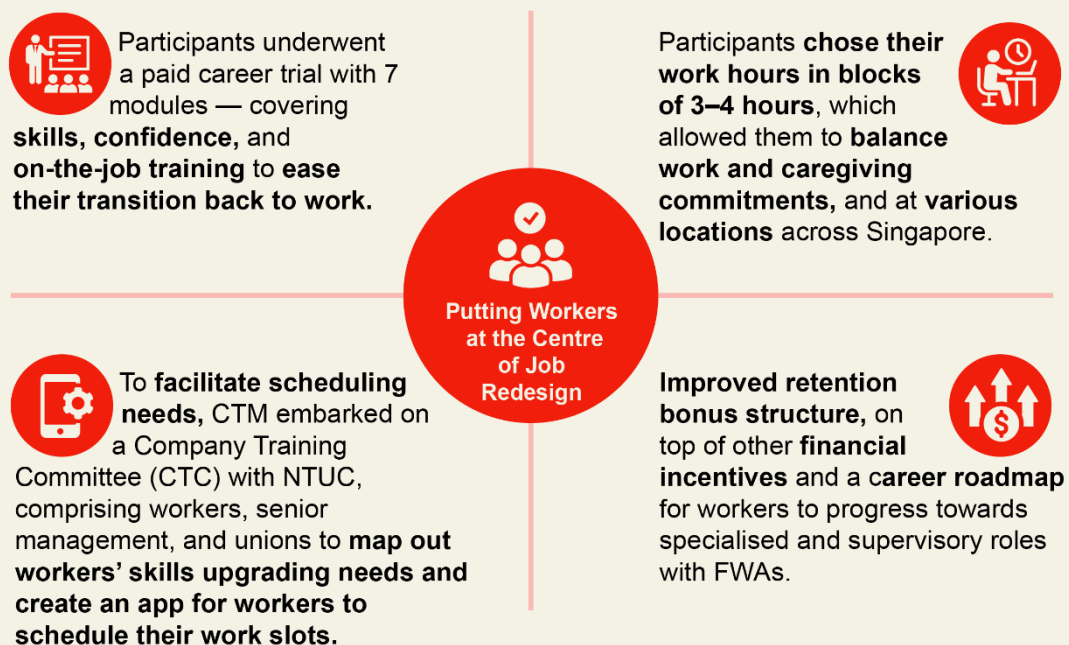
Why It Matters

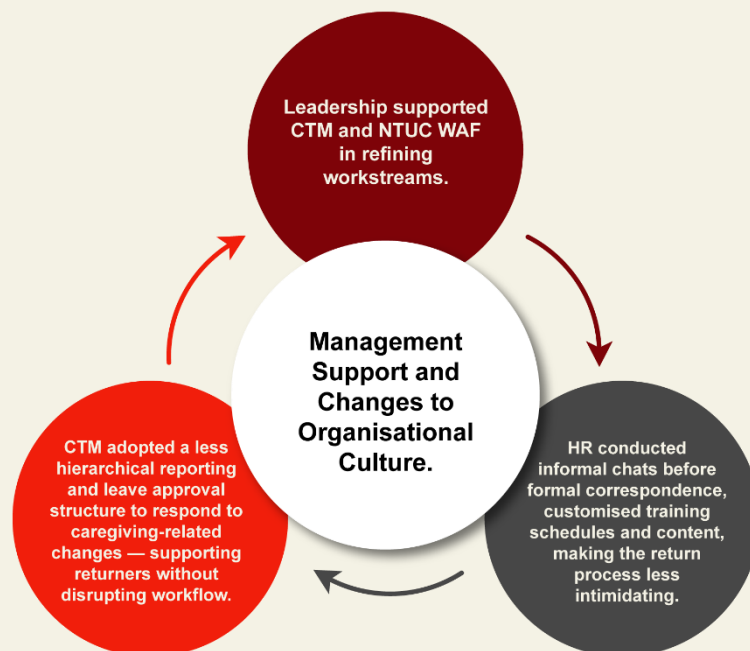
NTUC strives to create a sustainable care ecosystem for Singaporean workers.



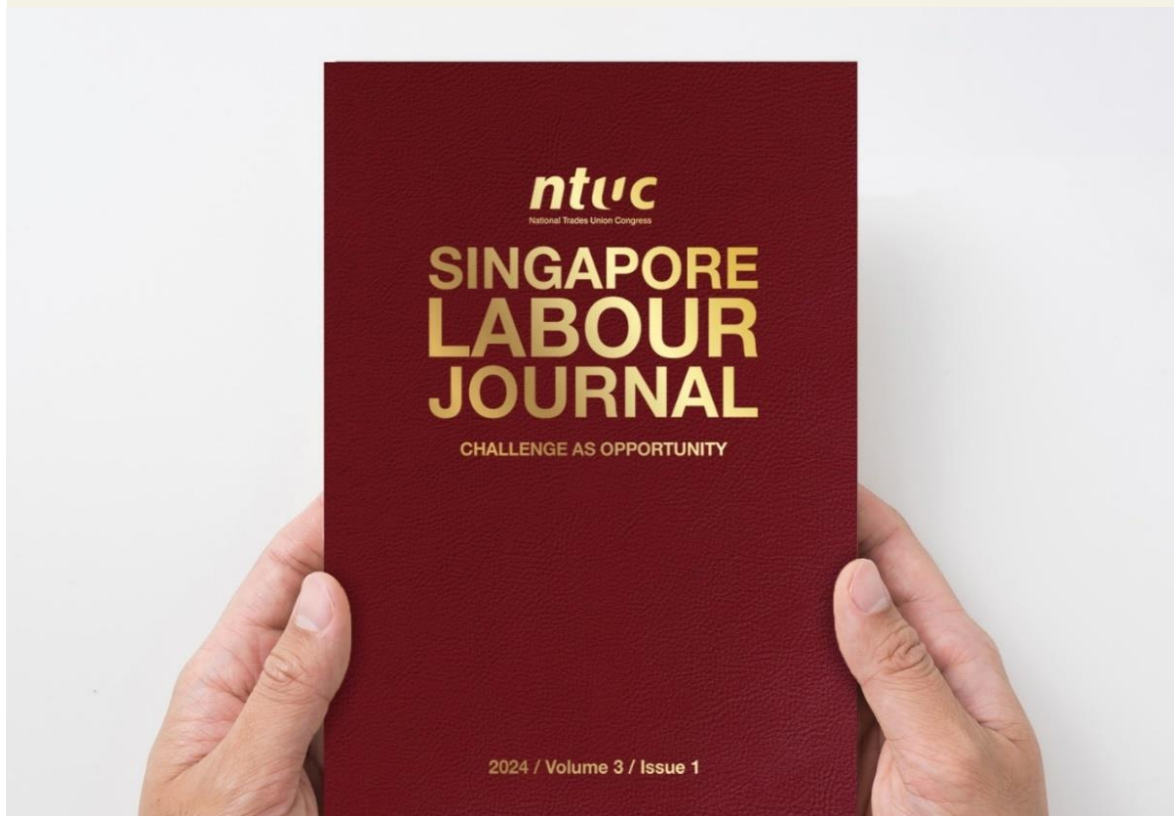
Case Study—Chye Thiam Maintenance (CTM)

NTUC WAF designed the C U Back at Work! (CUB) programme to boost participants' confidence, skillsets, and career prospects and income. In April 2023, one pilot was launched with CTM, a company unionised under the Building Construction And Timber Industries Employees' Union (BATU).





Click [here](#) to read the full article.



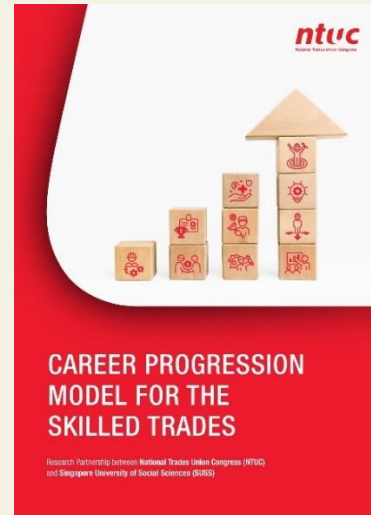
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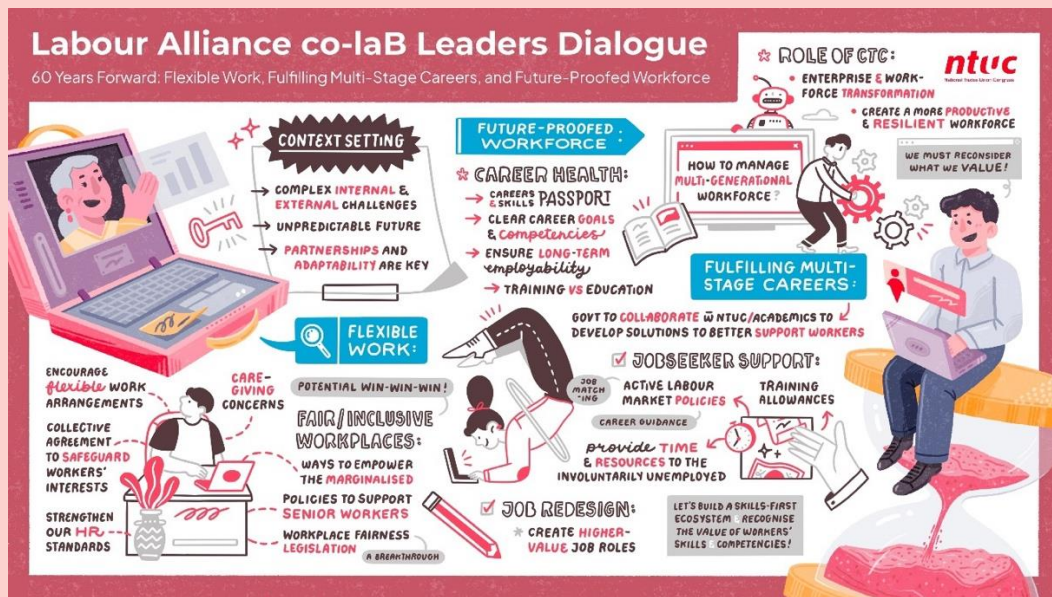
NTUC Strategy convened a LAB Dialogue session on 14 April 2025 at the historic Raffles Hotel, a progressive and unionised employer under FDAWU that has a Company Training Committee (CTC) with transformation projects. Centred on the theme “60 Years Forward: Flexible Work, *Fulfilling Multi-Stage Careers*, and *Future-Proofed Workforce*”, the session brought policymakers and LAB members together for a closed-door exchange. The hotel shared briefly on its ongoing workforce and business transformation efforts, aimed at enhancing productivity and uplifting workers, supported by the NTUC CTC grant.



The session provided a platform for academics, practitioners, and policymakers to exchange perspectives on and draw insights from recent labour policy developments, including efforts to promote workforce adaptability, lifelong learning to navigate multi-stage careers, and fair, progressive workplaces through flexible work. The dialogue reflected a shared commitment to build on existing efforts and identify new ways to address emerging workforce challenges.

Through such exchanges, LAB continues to play a vital role in bridging ideas and action, translating insights into impact—supporting evidence-based policy and practical strategies that place workers at the heart of progress.

The illustration below captures the key insights and ideas exchanged during the dialogue.



Find out more information about the LAB [here](#)!

Watch our introductory [video](#) to learn more!

Thank you for reading this issue of the **Singapore Labour Research Digest**! Through this space, we aim to initiate discussions, promote debate, and advance our understanding of labour issues. Feel free to also forward this newsletter to colleagues who may find the resource relevant to their work.

Have feedback you would like to share or are interested in a research collaboration? Get in touch with us at strategy@ntuc.org.sg.

Stay tuned for our next newsletter!

Presented by the NTUC Strategy

Find out more about the team behind the research [here](#)!

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Every
Worker
Matters



