



ORDINARY
DELEGATES'
CONFERENCE
2009

**SECRETARY-GENERAL'S
REPORT**

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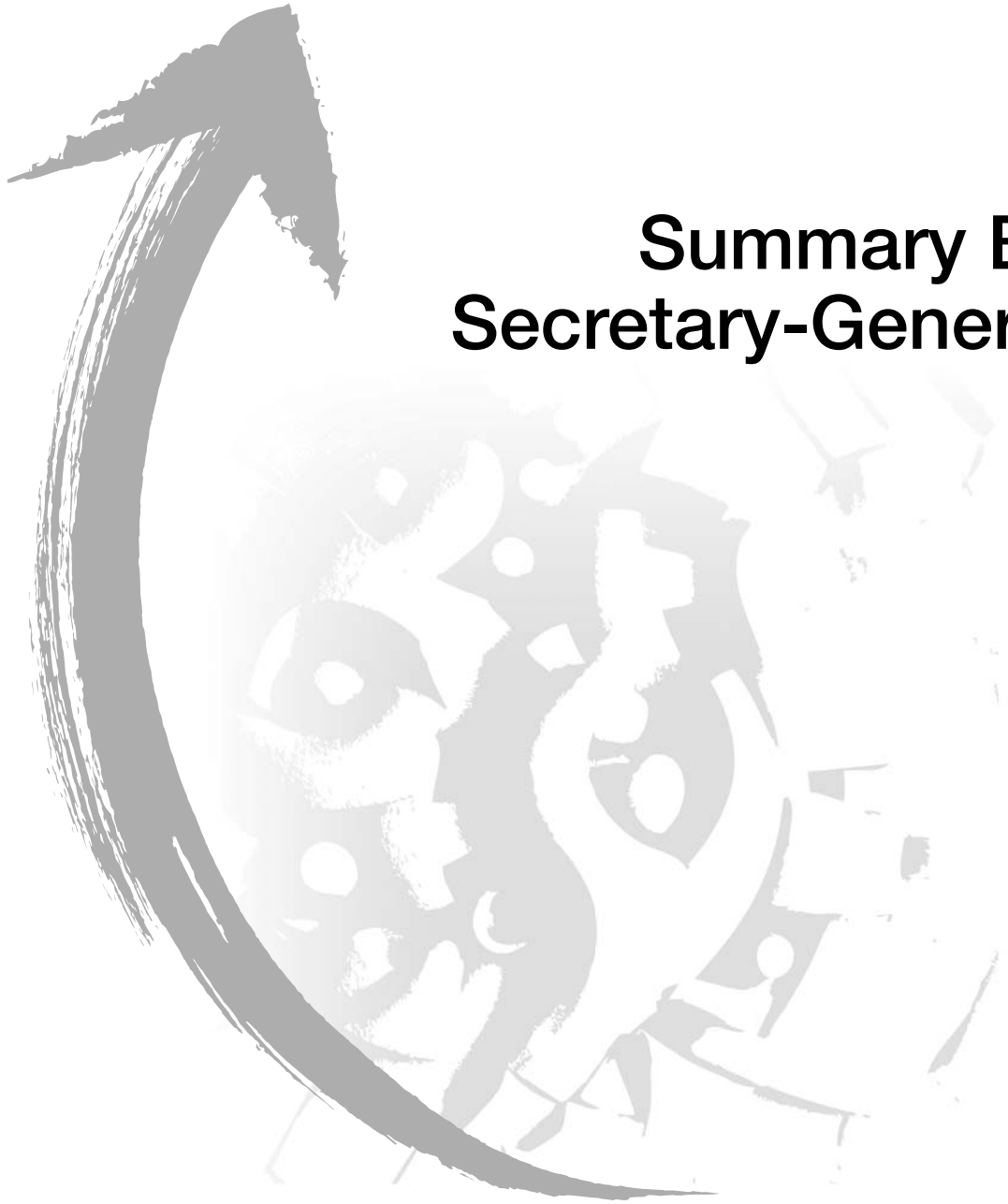
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Summary By Secretary-General





Summary by Secretary-General Lim Swee Say

It has been an eventful two years since our last Delegates' Conference in 2007. To quote our NDC Report in 2007, we reported then that "economic prospects are good, job creation is strong and unemployment is low". Much has happened since then.

When 2008 began, dark clouds were gathering but the mood was still positive, with the main concern being inflation. As the year progressed, the economic situation plunged drastically. The global economy experienced the worst recession in 60 years since The Great Depression. Singapore has been hit quite hard too, being a small, open economy dependent on global trade.

How Have We Done?

Given the dire circumstances, we have done remarkably well. Despite our high exposure to the economic storm which resulted in a 6.5 per cent contraction of the Singapore economy in the first half of 2009, we have still succeeded in preventing record unemployment and retrenchment, at least up till now.

Because of our strong and effective tripartism, we were able to come up with bold and decisive

solutions swiftly. Within a short span of time, the tripartite partners launched guidelines for managing excess manpower. This was followed by SPUR (Skills Programme for Upgrading and Resilience), and a major Resilience Package that included the Jobs Credit Scheme. In particular, measures such as SPUR and Jobs Credit totaling over \$5 billion would not have been possible without a Government determined to build up a strong national reserve during good times, and committed to using it to help workers and companies during an unprecedented downturn.

However, even the best measures need effective execution. Unions therefore made a difference in mobilising the ground and working closely with company management to ensure swift implementation of the measures.

Our first challenge was to avoid massive retrenchment. Because of the strong trust and bipartite relations built between unions and company management, we were united in working to "Cut costs to save jobs" rather than "Cut jobs to save costs", resorting to retrenchment only as a last resort. We also stressed the importance of management leading by example in taking deeper or earlier pay cuts. To ensure that union leaders were supported and equipped with knowledge on how to work with management to tackle the downturn, we swiftly launched a series of "Upturn the Downturn" workshops, which have seen overwhelming response. Because we were able to stand in unity, we have managed to avoid record retrenchment by working together to save as many jobs as we could.

More importantly, the common experience of unions and management working together has yielded results far deeper than just the number of jobs saved. The trust built up at the bipartite level during this downturn will stand us in good stead as we forge ahead and emerge together from this global recession.

Our next challenge was to avoid a rapid rise in unemployment. This is where our groundwork as tripartite partners over the past 10 years have borne fruit, from the Skills Re-development Programme

(SRP, 1996), to the National Skills Recognition System (NSRS, 2000), Employability Skills System (ESS, 2004), Workforce Skills Qualification (WSQ, 2005), Job Re-creation Programme (JRP, 2005), and Employment & Employability Institute (e2i, 2008), just to name a few. By working with employers to enlarge and improve the quality of jobs on one hand, and helping job seekers to upgrade their skills and enhance their employability on the other hand, e2i and other job placement agencies worked flat out to help all workers, especially those retrenched, to secure new employment as quickly as possible. The result is that we have kept the total unemployment rate in check at 3.3 per cent as at June 2009, below the peak of 4.8 per cent in September 2003.

Our third challenge was to soften the pain suffered by our members. We tripled our Care and Share efforts by setting a fund-raising target of \$20 million for the U Care Fund. In three months, with the concerted effort of the unions, NTUC Social Enterprises, unionised companies, friends and supporters, we managed to raise \$23.2 million. The money was disbursed in a timely manner to affected members through schemes such as the U Care Immediate Assistance, U-Stretch Vouchers and Back-To-School Programme.

As of August 2009, 46,831 members have benefited from the various schemes. A projected addition of 43,200 children will also benefit from the Back-To-School Programme by end 2009.

Our Social Enterprises also rose to the challenge through these tough years. Their total social contributions and assistance increased from \$59 million in 2007 to soften the impact of inflation, to \$76 million in 2008 to help all workers and their families stretch their dollar through the massive recession.

In short, as a Labour Movement, we have done well in helping businesses to cut costs and save jobs, workers to up-skill and re-skill, and members and their families to cope with the impact of the downturn. The unity of tripartism displayed during the downturn was truly outstanding and uniquely Singapore.

Well done, brothers and sisters!

Looking Forward

The battle against the global recession is not over yet. The world after this recession is going to be very different. There are many opportunities for Singapore to pursue, but competition for jobs and investments will be very keen. We must move fast. It is time to go on the offensive, to ensure that Singapore companies and workers emerge from the recession even more competitive, so that we can continue to grow our economy, and our workers can look forward to better jobs and better lives.

Pro-Business

Given the high level of unemployment in the developed economies, we can expect them to become hungrier for investments. These “better” competitors will therefore become “cheaper”. Likewise, developing economies will compete fiercely for investments to keep up with the pace of growth. These “cheaper” competitors will therefore become “better”. We therefore need to quickly upgrade and reposition ourselves.

To thrive in the new world after the recession, we simply have no choice but to be cheaper, better and faster.

To be cheaper, we need to improve our productivity. We must be able to produce better quality products and services more cost-effectively.

To be better, we need to improve our capability – from development and enhancement of technology, to innovation of new products and services, and nurturing of new markets. We have had some early success in new growth industries such as water, clean energy, digital media and bio-medical sciences. We need to grow more of such promising sectors.

To be faster, we need to be more flexible, adaptable and responsive. Product life-cycles are shortening and product mix is changing fast. We need to leverage on better skills and multiple skills to produce multiple products on a single production line quickly, in response to dynamic market needs. We also need to be faster in integrating total value chains, bringing customised products and services to the market.

Pro-Worker

Ensuring that our companies are cheaper, better and faster is not only pro-business, but must also be pro-worker. We will be inclusive in helping all collars of workers (from rank-and-file to Professionals, Managers, Executives and Technical people) to re-skill, up-skill and multi-skill. By pro-actively engaging companies and upgrading our workforce, we can speed up the pace of economic upgrading without creating a greater mismatch between job opportunities and workers' employability. In other words, we must ensure that structural unemployment does not become the price for economic repositioning.

In addition, with the pace of restructuring picking up, we need to step up our efforts to help more vulnerable groups of workers, from contract workers, to back-to-work women, to mature workers, so that we will have an all inclusive workforce with high employment rates across all age groups for both genders.

Effective Tripartism And Strong Labour Movement

Achieving the vision of a "cheaper, better and faster" economy powered by an all-inclusive workforce will not be easy. Strong and effective tripartism has been our unique advantage enabling us to sustain healthy economic growth with full employment for most of the past 30 years. Going forward, to be even more pro-business and pro-worker, the role of tripartism will be even more critical. We must therefore further broaden our reach and deepen our trust in tripartism.

Tripartism can only be strong when each of the three partners is strong and able to add value. Hence, as a Labour Movement, we must ensure that we continue to be a strong and relevant partner in the tripartite framework. We should focus on three key areas.

Firstly, our network of affiliated unions must continue to be strong. We must continue to evolve our union structure to keep pace with the changes in

existing sectors, as well as make a breakthrough into the new growth sectors.

Secondly, labour leadership must continue to be strong. We must continue to develop our existing union leaders, as well as nurture a younger generation of leaders, to ensure that the Labour Movement continues to be well-led, well-equipped and well-run, not just today, but into the future too.

Thirdly, our union membership must continue to grow robustly. We must continue to strive for a breakthrough in size and in scope, towards our vision of a Labour Movement serving all collars, all ages and all nationalities of working people. As we push towards a membership of one million, we must ensure that the profile of membership will include PMETs and Contract and Casual Workers in order for our membership base to be representative of the future workforce.

Conclusion

Through global inflation and global recession, the Labour Movement has remained pro-active and effective, working in the frontline to tackle challenges head on. At the same time, we stayed on track to become a more inclusive Labour Movement on our journey towards LM2011. This report details some of these achievements, and we can congratulate ourselves on a job well done over the past two years.

The next two years will not be any less challenging. We are playing to win. We must become cheaper, better and faster as an economy and a workforce. We must also become stronger as tripartite partners, and more inclusive as a Labour Movement.

Let us be even more pro-business and pro-worker. Let us all work together towards our shared vision of LM2011 – "A Labour Movement For All".



Upturn The Downturn

Most Pro-Business Economy

Cut Costs And Save Jobs, More Up When Up

Most Pro-Worker Nation

Place Workers, Re-Create Jobs And Upgrade Skills
Workplace Representation Through Industrial Relations
Workplace Safety And Health
Social Enterprises As Model Employers

Most Caring Labour Movement

Care & Share, U Care
Stretching The Dollar With Social Enterprises

Most United Tripartism

United Tripartism In The Downturn
Building Up Tripartism, Building Up Union Leadership

Global Centric

One Connected World, One Concerted Effort

MOST PRO-BUSINESS ECONOMY

Cut Costs And Save Jobs, More Up When Up

Key Achievements

- More than two-third drop in retrenchment in 2Q2009 as compared to 1Q2009
- As of June 2009, 36,190 workers enrolled for training under SPUR and 175 companies committed to SPUR

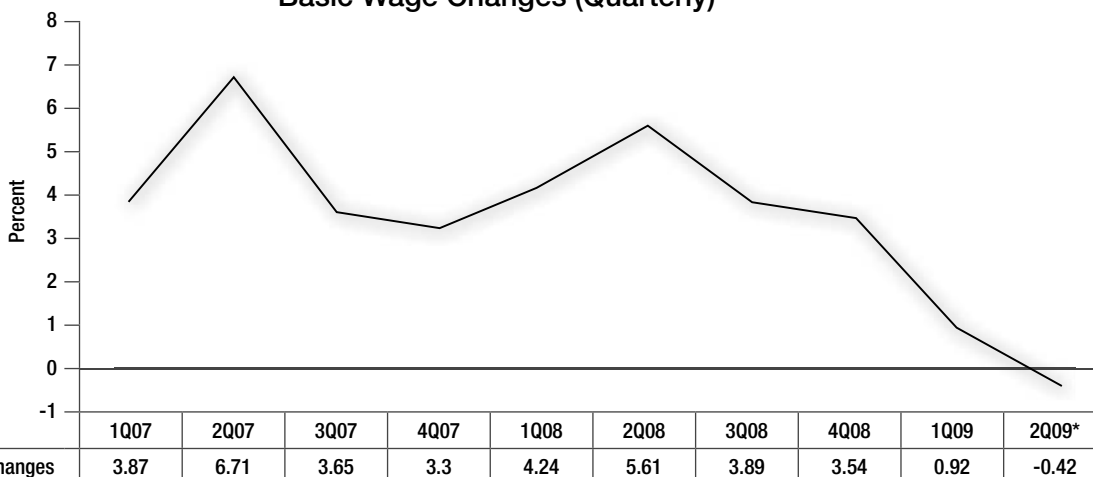
In the wake of the global recession, the Singapore economy contracted for three consecutive quarters since 4Q2008. The manufacturing sector, very much dependant on the global market, was most severely hit by the sluggish export demand. Production volume was reduced in view of poor businesses and uncertain business prospects, and this leads to under-utilisation of manpower. The service industries were also not spared, with 4.8 per cent contraction in 2Q2009.

Cutting Costs, Saving Jobs

As such, the key priority of the Labour Movement is to save jobs. Unions' active engagement with the management partners is essential to better understand the challenges companies faced and to strategise ways to cut costs and save jobs rather than cut jobs to save costs. These measures include: changing work patterns, implementing flexible work arrangements such as temporary layoff, shorter workweek and redeployment, as well as managing wage costs through the flexible wage system.

- 31,177 workers from 82 companies were being temporarily laid-off or placed on shorter work week in the first half of 2009, resulting in 343,174 mandays lost.
- In the first six months of 2009, seven in ten unionised companies implemented wage freeze or wage cut via the flexible wage system with senior management taking the lead by having an earlier or deeper wage cut. Basic wage in unionised companies fell for four consecutive quarters since 2H2008 to -0.42 per cent.

Basic Wage Changes (Quarterly)



*Data is as at June 2009

No To Retrenchments, Yes To Cost Cutting, Skills Upgrading

Even though hard hit by the world economic downturn, ST Microelectronics has not retrenched any worker so far. This is due to strong Labour-Management Relations with the United Workers of Electronic and Electrical Industries.

The semiconductor company employs 6,000 workers in Singapore. With a drop in global electronic demand, ST Microelectronics sales volume declined with a 42 per cent loss in revenues in the fourth quarter of 2008 and the first quarter of 2009. However, the company was determined to cut costs, save jobs and up-skill its workforce.

It introduced cost-cutting measures and management took the lead by taking the biggest bonus cuts. Workers were sent for training under SPUR (Skills Programme for Upgrading and Resilience) and as at May 2009, six per cent or 372 workers have attended relevant SPUR courses.

UWEEI engaged the management to work with the Singapore Workforce Development Agency and NTUC's e2i (Employment and Employability Institute) to train their engineers and PMETs (Professionals, Managers, Executives and Technical people).

UWEEI also actively works with the management to implement the Tripartite Guidelines on Managing Excess Manpower to keep workers' jobs, and improve workers' employability by sending them to SPUR.

Tapping on the Government's Jobs Credit scheme has given the company an annual estimated saving of \$10.3 million. It has saved 300 jobs and \$0.9 million from SPUR funding.



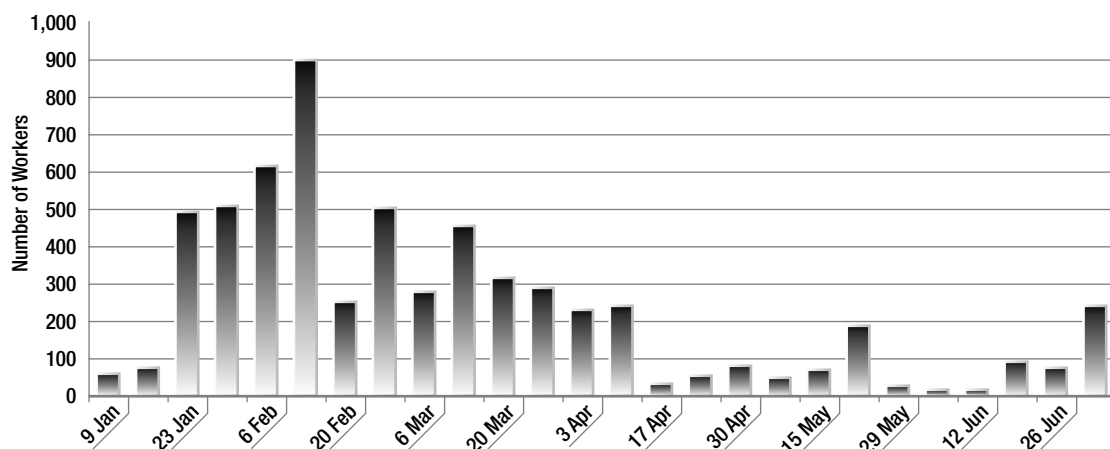
Outcomes

Nevertheless, some companies may still resort to laying off excess manpower due to the severity of business conditions. In the unionised sector, retrenchment, temporary layoff and shorter workweek reached a high in first quarter 2009. However, the pace of retrenchment has slowed down drastically in the second quarter with the impact of SPUR and Jobs Credit Scheme as well as the continuous implementation of cost cutting measures at company-level. Through the joint efforts of the tripartite partners, we have succeeded in preventing massive retrenchment as the number of workers being retrenched dropped from 4,909 in 1Q2009 to 1,427 in 2Q2009.



The Jobs Gallery @ e2i offers hope to jobseekers with the array of jobs available advertised.

Number Of Workers Retrenched (Weekly)



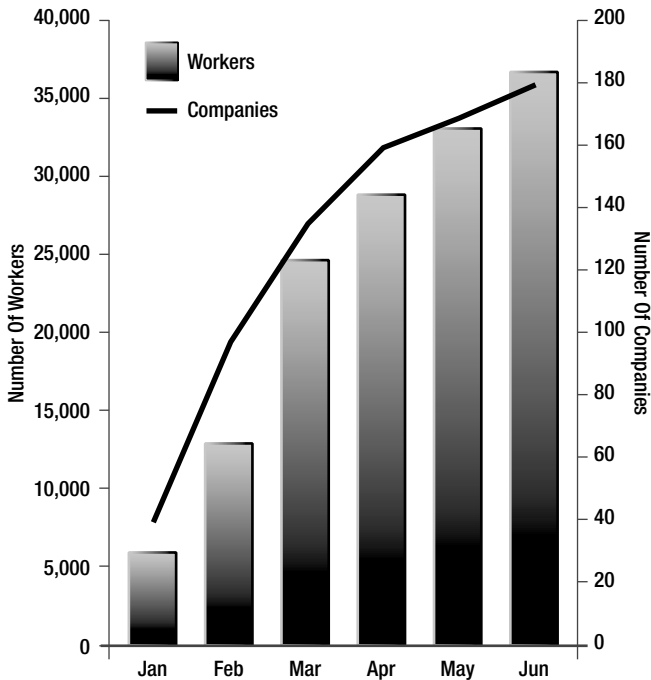
More Up When Up

Our unions worked closely with companies to seize the opportunities amid the downturn and leverage on government's funding initiatives such as Jobs Credit Scheme and SPUR (Skills Programme for Upgrading and Resilience) to build new capabilities while

continuing to press on with cost cutting measures. In order to help companies better manage excess manpower and better prepare them for the eventual upturn, the unions played an active role in providing advice and assistance on SPUR to management and encouraging them to send workers for up-skilling and re-skilling courses under SPUR to support their new business strategies.

The number of workers and companies committed to SPUR has since increased from January to June. As of June 2009, 36,190 workers from unionised companies were enrolled for training under SPUR.

Workers And Companies Committed Under SPUR



Going Forward

As the recession prolongs, the Labour Movement will continue to stay focused on saving jobs and helping workers to re-skill and up-skill. More importantly, we want to help companies to gear up for the upturn; by being "cheaper, better, and faster". This includes developing new technology and enhancing existing ones, developing innovative products and services, developing new markets and expanding the existing markets. There is also a need to be more cost-effective by producing more with less and lowering defect rates. In this way, companies can then ride through this downturn with confidence and emerge better and stronger when the upturn comes.

Flexible, Multi-Skilled Workforce

Leading pharmaceutical company GlaxoSmithKline with a staff strength of 450 seized the opportunities during the downturn to build new capabilities by tapping on SPUR (Skills Programme for Upgrading and Resilience) to conduct training.

Maintaining the speed of introducing new drugs is key in the industry. Hence, GSK proactively anticipates future changes in product demands and production requirements. As a result, GSK is investing \$100 million in its Singapore operations from now till 2013 with a new plant in Tuas, and manpower is set to increase by ten per cent in the next two years.

The company is also upgrading its capabilities and re-engineering one of the production plants. In order to ensure job readiness, cross training will be provided to build multi-capabilities to be ready for new products.

By tapping on SPUR with the Singapore Workforce Development Agency and NTUC's e2i (Employment and Employability Institute) for certified in-house training for technical courses, it is cross training 200 operation staff in-house to build multi-capabilities to handle the new products.

Hence, the company will have a multi-skilled and flexible workforce to handle the diversified products and varying operational demands in 2010 and strive for more up when up.



MOST PRO-WORKER NATION

Place Workers, Re-create Jobs And Upgrade Skills

Key Achievement

- From 2007 – June 2009, e2i has assisted 62,944 workers through JRP

As our economy continues to change and adjust to new demands, there is a need to ensure our workforce is correspondingly re-skilled and up-skilled to cope with these changes and to support the growing number of new sectors. Over the years, the Labour Movement has been working closely with the tripartite partners to put in place various programmes to build up a Continuing Education and Training system which includes:

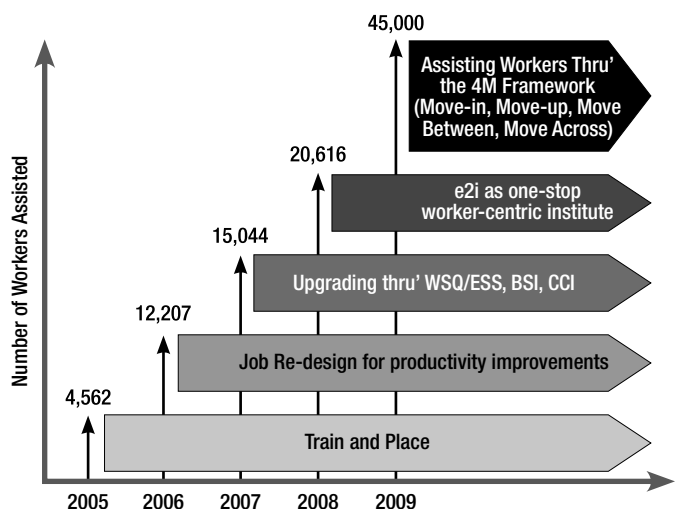
- Skills Redevelopment Programme in 1996 as the initial phase to encourage companies to send employees for retraining and upgrading opportunities.
- Job Re-creation Programme in 2005 as the second phase to complement worker re-skilling initiatives under SRP. JRP aimed to remake jobs that suffered from low productivity and professional image, such as cleaning, security and landscape, and made them more attractive to locals.
- e2i (Employment and Employability Institute) in 2008 as the third phase to champion both skills redevelopment and job re-creation by assisting workers to upgrade or find new/better jobs.

The efforts to re-skill workers have also benefited from the steadfast support of the tripartite partners, namely the Government, Workforce Development Agency and employers.

Consolidating Capabilities In e2i

On the Labour Movement's part, our efforts and capabilities in upgrading and re-skilling workers have been consolidated and institutionalised in e2i. Today, e2i has a capable team based in Bukit Merah and a budget of over \$40 million a year. It is dedicated to helping workers to re-skill and get better jobs and better lives. In slightly over one year, it has grown into a bustling Continuing Education and Training campus, with a database of around 9,000 workers and 18,000 job vacancies. In 2008, e2i assisted a total of 20,600 workers to upgrade or find new jobs. e2i assisted 29,769 workers in January to July 2009 and is on course to meet its target of assisting 45,000 workers in 2009.

Evolving Our Employment And Employability Capabilities



Going forward, e2i will continue to improve its capability in two areas, namely, job vacancies and training for workers.

Build Up Vacancies Pool & Improve The Quality Of Job Vacancies

e2i has stepped up efforts to increase and improve the available vacancies. To increase the vacancies pool, e2i has adopted three methods by:

- Enlarging horizontally beyond the traditional sectors such as cleaning and security into other growth sectors such as Integrated Resorts, bus driving, aerospace;
- Expanding vertically beyond assisting only rank and file workers to also PMETs in vacancies such as childcare, public sector, infocomms;
- Going beyond the conventional approach of working directly with employers to working through partners to reach employers. For example, e2i partnered with Capitaland (the landlord) to conduct a recruitment exercise for the various tenants in ION Orchard.

Collaboration With ION Orchard

A joint recruitment drive with over 3,000 available jobs was a result of the collaboration between the tripartite partners. Spearheaded by ION Orchard for the whole shopping mall, WDA tapped on its marketing communications expertise to create publicity for the drive while e2i focused on finding, screening and preparing the jobseekers.

2,600 jobseekers responded to the recruitment drive. 1,700 attended the industry previews and suitable jobseekers were put through customised training made available by e2i. 600 were eventually shortlisted by the tenants in ION Orchard.



ION Orchard Networking Sessions between 14 to 17 May 2009

With a bigger variety of vacancies, e2i is approaching its target of staging a Job Fair a day.

And to improve on the quality of job vacancies, e2i works with various stakeholders to create better jobs for workers through job re-creation. An example is the conservancy cleaning sector where workers are now better paid, better trained and have machines that help them to perform their jobs with more ease and efficiency.

Job Re-creation In The Conservancy Cleaning Sector

Through JRP, the 14 PAP Town Councils committed their efforts in best-sourcing and worked with cleaning companies to invest in training of the workers, adopt job mechanisation, and restructure the job scope so that workers may advance their career path. Thus far, 705 workers went through training in National Skills Recognition System in Clean Residential Estate course that equips them with proper cleaning techniques. As a result, these trained workers are more productive and can perform a wider job scope; in return they now enjoy better employment benefits such as CPF contributions and pay of around \$1,000.

Expand Training Offerings And Improve Employability Of Workers

Besides having more jobs and better jobs, e2i also focuses on ensuring that workers have the requisite skills to do these jobs. To cater to the diverse training needs of workers, e2i has expanded on the number of training providers it partners. And to ensure that workers have ready access to training, e2i has increased the frequency at which new training courses are started.

During January-June 2009, e2i sent over 25,000 jobseekers for training in a variety of programmes centred on the Workforce Development Agency's Employability Skills System, Workforce Skills Qualification, Professional Skills Programme and also on a suite of mindset change programmes that e2i developed to enhance employability skills such as Attitude Skills and Knowledge workshop. Certified Service Professional training is held almost on a daily basis, to cater to the large demand for service workers.

Besides working on training for unemployed workers, e2i also facilitates training for in-service workers. For example, e2i supports the drive to improve service standards through the Customer Centric Initiative. To enable training to be delivered to employees in the retail and F&B sectors, e2i pioneered an innovative training delivery mode called the On-Site-Bite-Size Programme.

Combating Unemployment In The Downturn

e2i played an instrumental role in fighting retrenchment and unemployment when the economic downturn struck in late 2008. Working closely with the unions and WDA, e2i helped 175 companies to manage costs by arranging for 36,190 of their workers to go for skills upgrading and training under the SPUR programme. In instances where companies have no choice but to retrench, e2i worked closely with the unions to offer prompt assistance to the affected workers.

This includes having e2i being physically available during retrenchment exercises, and registering retrenched workers for workshops and training sessions on the spot. Through SPUR, e2i also worked through companies to reach out to many workers, and help save their jobs by helping companies save costs. During January to June 2009, e2i assisted 3,212 retrenched workers in terms of

employment advice and counselling, retraining and re-skilling, and job matching and placement. The assistance provided by e2i was not restricted to only rank and file workers but also to PMETs.

Bringing On-Site-Bite-Size Programme To The Malls

Many small and medium-sized retailers and F&B operators are lean in their workforce and unable to release their employees for full-time training. In partnership with the mall operators, e2i conceived the concept of the On-Site-Bite-Size training to overcome this challenge. Training is delivered in shopping malls and bite-sized (e.g. two hour per session) during the lull period to minimise disruptions to operations.

To date, shopping mall operators including Asiamalls, Capitaland, Far East and Jurong Point have participated in the programme. e2i has also worked with the Singapore Industrial & Services Employees' Union and the Building Construction and Timber Industries Employees' Union to train workers in the retail industry. More than 70 retailers, F&B operators etc comprising of more than 250 workers have benefited from this programme.

Helping Rank-And-File Workers In A Sunset Industry

The declining fate of the sunset textile industry in Singapore was catalysed by the recent downturn. 1,306 workers were retrenched from this sector from September 2008 to July 2009.

Both Singapore Industrial and Services Employee's Union and e2i played an important role and was quick in providing financial assistance, training and placement, as well as customised Mandarin-speaking Employability Camp Plus courses to these retrenched workers, who are mostly mature, Chinese speaking and lowly skilled.

Tan Shee Mooi, 47 was one of the workers who successfully made a switch from seamstress to waitress with SISEU and e2i's help. She recounted her experience:

"Having worked 28 years in the garment factory, I was at a loss when I was retrenched. Fortunately, we were assisted by e2i and our union who sent us for the Employability Camp Plus workshop and Workplace Literacy and Numeracy course.

"With the new skills I learnt, I soon found a job as a waitress in a café selling western food. It is a 6-day work week and 10 hour daily shift job, drawing a gross salary of \$1,100 per month. It was difficult initially, switching sectors, especially doing work that is more physically taxing compared to my previous job. However, I have now gotten used to the routine and I am glad that I have a job in this downturn."



“ *I had been retrenched before and I knew how it felt to be unemployed. When I was retrenched again for the second time last year, I was determined to find a job quickly.*

I signed up for e2i's Professional Conversion Programme for Contact Centre and was offered a job immediately after training. Despite a big pay cut, I took up the job offer without second thoughts because opportunity never knocks twice. I am now taking up English and Business writing in the evenings on my own as my new job requires me to attend to customers' enquiries via emails. I am grateful that e2i is able to provide guidance and assistance to help me find a new career and move on.”

Khong Lai Kuen, 50s who switched from being a Banking Executive to Customer Service Representative

Moving Forward With The Labour Movement

The Labour Movement's efforts in re-skilling workers and job re-creation have enjoyed good success so far. It is a new capability that the Labour Movement has built up, in time to tackle the most severe economic downturn since Singapore's independence as well as a capability to help us be more inclusive in reaching out to all collars of workers.

e2i is committed to working with the tripartite partners to reach out further and help more workers by expanding vertically beyond assisting only rank and file workers to also PMETs. The government has recently announced the development of two new CET campuses at Paya Lebar and at Jurong Lake District. When completed, these campuses will be a permanent and bigger home base that will enable e2i to better serve even more workers.

MOST PRO-WORKER NATION

Workplace Representation Through Industrial Relations

Key Achievements

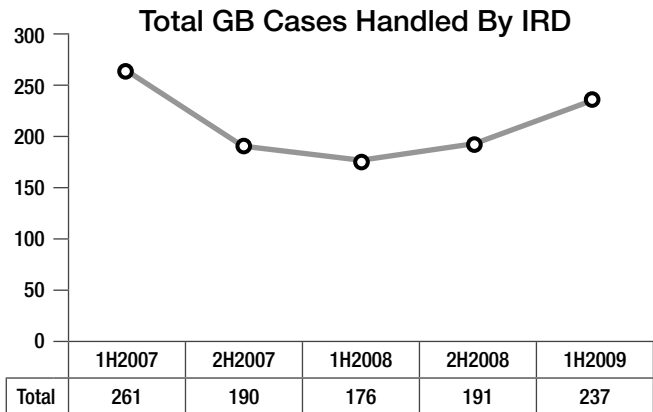
- From 2007 to June 2009, NTUC had helped affected General Branch union members recover a total of \$188,946.85
- Cases referred to MOM fell by 11 per cent between 2007 and 2008
- As at December 2008, 96 per cent of the workforce within the unionised sectors is under some form of flexible wage system
- The salary min-max ratio among the unionised sector has also moved from a high of 1.85 ten years ago to the current 1.65

The Labour Movement has always been anticipating changes in the economy and working on measures to preserve, protect and enhance the interests of our workers. We believe in a tripartite or bipartite approach towards resolving issues and recognise that as an advocate of workers' interests, the most sustainable way of protecting their interests and rights is to adopt a win-win strategy in working with government and employers. Therefore, as the core function of the Labour Movement, the NTUC will continue to provide a high level of professional Industrial Relations services to our unions and members.

Members In Non-Unionised Companies

At NTUC, we provide advisory service on work-related or Industrial Relations matters through various avenues such as telephone, online system or walk-in for General Branch members, many of whom are executives, to channel their queries to our GB unit.

For the period 2007 to June 2009, we have assisted and provided professional advice to 1,055 members. The bulk of the total cases were queries on labour law and benefits, termination and non-payment of salaries. Between 2007 to June 2009, the assistance provided by NTUC had helped the affected union members recover a total of \$188,946.85, of which \$83,718.55 (44 per cent) were recovered through the assistance of MOM.



NTUC Helps GB Member Retrieve Due Payment

A General Branch member of a non-unionised company approached NTUC for help in recovering his sales incentive bonus rights. The GB member tendered resignation in November 2008 before receiving the sales incentive bonus which is given out around February or March and is meant for the previous year's sales.



Industrial Relations Officer Loh Pui Chen is always ready to help her general branch members resolve grievances.

The GB member had written to the company to enquire on the sales incentive before leaving the company. He was only given a confirmed answer with a letter in March 2009 informing that he is not entitled as he has left the company before the payment date.

The GB member claimed he was not informed he will not be eligible as he is no longer working in the company as at payment date even though he worked till end of December 2008. The GB member sought NTUC's assistance to speak to the company to request for the payment and the case was escalated to the Ministry of Manpower.

Originally, the company was not willing to pay the GB member at all. However, upon MOM's intervention, the company agreed to give 1.75 months as ex-gratia payment and the GB member received payment of more than \$18,000.

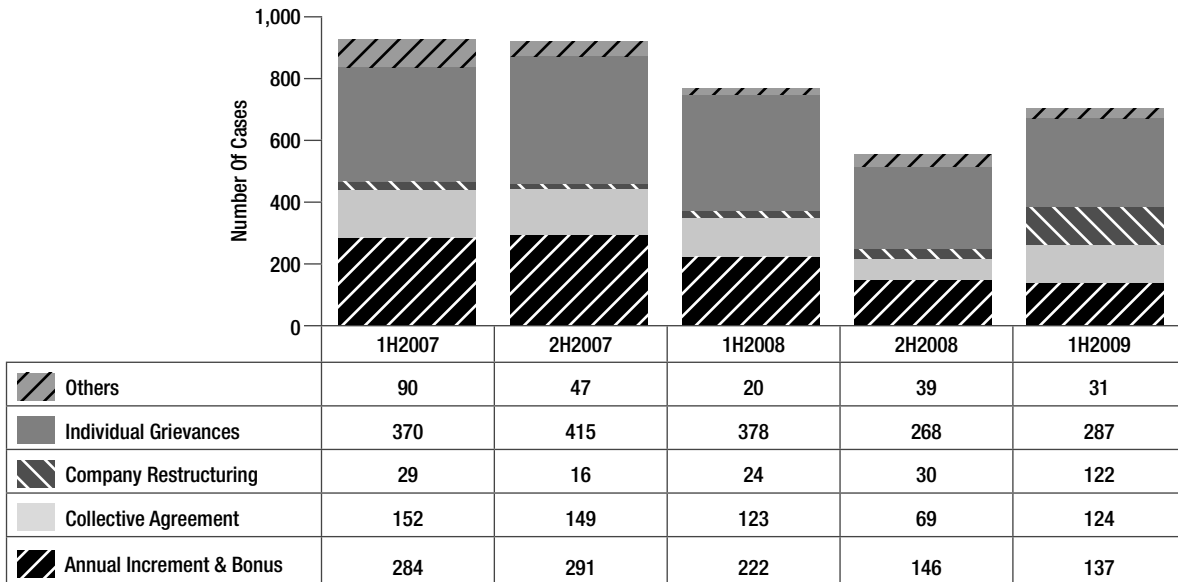
Members In Unionised Companies

At the union level, our affiliated unions handled a total of 1,843 industrial relations (Ordinary Branch) cases for 2007, 1,319 cases in 2008 and 701 cases in 1H2009.

In 2008, 72 per cent of the cases were resolved at the union level. Cases referred to MOM fell by

11 per cent between 2007 and 2008, and cases referred to the Industrial Arbitration Court remains at one per year in 2007 and 2008 as compared to two cases each in 2006 and 2005. This reflects the improving relationships between unions and management and issues are able to be resolved at the bipartite level.

Types Of IR Cases (2007-1H2009)



Extraordinary Representation For Ordinary Member

Unions play an important role during good times and more so during bad times. A case in point is the Metal Industries Workers' Union when a company downsized and retrenched staff this year. MIWU proactively assisted the retrenched workers in all aspects, including negotiating the retrenchment package and sending them for training to increase their employability.



MIWU secured compensation of one month's salary for each year of service and an additional \$1,000 special relief fund for affected members to help defray training costs incurred after retrenchment. MIWU was also at the briefing on the retrenchment day to encourage and assist retrenched workers to attend the Attitude Skills and Knowledge workshops at NTUC's e2i (Employment and Employability Institute). Among those who attended in mid-July, some are under training, some found jobs and some will undergo training.

Cancer-stricken Ordinary Branch member Chew Gong Ba, 58, got more than his fair share. He was undergoing treatment for nose cancer before retrenchment on 4 July 2009. Due to strong labour-management relations, MIWU got Mr Chew's hospitalisation benefits extended till February 2010. Mr Chew said: "I am grateful to the union as my current medical bills and treatment for my nose cancer till October 2009 is borne by the company."

Wage Restructuring & Negotiation

Since the 1980s, the unions have been working on wage reforms and wage restructuring efforts with the companies. These include working with companies towards a lower min-max ratio of 1.5 or less, implementing the Monthly Variable Components, and urging companies to move away from a seniority-based system to job, competency and/or performance-based wage systems. These flexible wage systems are more age-neutral; hence it will enhance the employability of older workers as companies are able to compensate them according to their skills and experience.

Some key outcomes of the work that we have done so far include:

- 96 per cent of the workforce within the unionised sectors is under some form of flexible wage system as at December 2008.
- The minimum to maximum ratio among the unionised sector has also moved from a high of 1.85 ten years ago to the current 1.65.
- MVC currently covers 82 per cent of the bargainable workers in the unionised sector, as compared to 79 per cent more than five years ago.
- Currently, 49 per cent of our unionised companies have implemented some form of KPI for profit sharing.

The flexible wage system which has been put into place over the years ensures a timely response to varying economic conditions. During good times, wage settlements by unions have been good and workers generally enjoyed higher wage increases. However, the unionised sector also saw responsive wage freeze and wage cuts during the downturn with the deteriorating poor performance of their company. This demonstrated the effectiveness in helping companies to adjust wage costs and reduce retrenchments, especially during this downturn.

Looking Forward – PMETs Representation

From a long-term perspective, with increasing numbers of executives in the workforce over the years and a projection of 55 per cent of the resident labour force to be PMETs in 2015, it is important for the Labour Movement to stay relevant and cater to the needs of this growing group.

The Industrial Relations Act (Amendment) Act, which came into effect on 1 September 2002, allowed rank-and-file unions to provide limited representation for employees in managerial and executive positions.

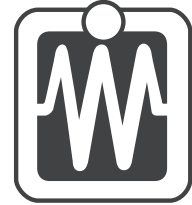


PMETs from all walks of life will now have greater workplace representation through NTUC.

Since the Industrial Relations Amendment Act was passed, our unions have been actively pursuing the representation of executives in the areas of retrenchments, unfair dismissals, breach of contract and victimization. Currently, our affiliated unions have entrenched this representation via Collective Agreements and Memorandums of Understanding on the executives or categories of executives to be represented by them.

'My Union Helped Me Get My Job Back'

The United Workers of Electronic and Electrical Workers successfully helped five executives get reinstated to their jobs after they were terminated from the company. Under-performance was cited as the key reason for the termination by the company, although the affected employees did not receive any adverse performance issues such as warning letters, nor prior warning preceding their termination and were not made aware of any performance issues on their part.



As executives, the executives were not covered by the Collective Agreement. But that did not stop UWEEI from embarking on another path to help these members. The union represented them under the Industrial Relations Act and appealed to the Ministry of Manpower under section 35(3) of the IR Act for reinstatement. UWEEI succeeded and the five executives got their jobs back.

The case quickly got the attention of the other executives in the company, and as many as 100 of them joined the union. Branch Chairman Hamzah Osman, who was kept busy with the sign-up rate, said: "Recruiting executives is a lot more difficult than signing up rank-and-file workers. They see the lifestyle benefits which they can do without, but cannot see the relevance of the union at the workplace which they cannot do without."

On the other hand, executive General Branch members in non-unionised companies have to approach NTUC Industrial Relations Department's GB Unit directly for assistance in employment-related grievances and disputes. However, there is no legal provision for representation of these executives GB members in non-unionised companies, with the dispute resolution mechanism very much based on voluntary conciliation.

Hence for tripartism to remain relevant, and to be able to represent the growing pool of PMETs in the workforce, the Labour Movement's main focus moving forward is to work with the tripartite partners to seek ways to provide some legal workplace representation for executive GB members in non-unionised companies.

MOST PRO-WORKER NATION

Workplace Safety And Health

Key Achievements

- Workplace fatality rate per 100,000 persons employed declined from 2.9 in 2007 to 2.8 in 2008
- 160 union officials developed to serve as Safety Delegates at their respective workplaces

The Labour Movement recognises the importance of workers' safety and health, and works closely with tripartite partners to create a safe working environment for all workers. This also means we have to ensure that workers are safe and healthy, so that they are able to contribute effectively both at work and with their families.

Working Closely With WSH Council To Drive WSH Improvements

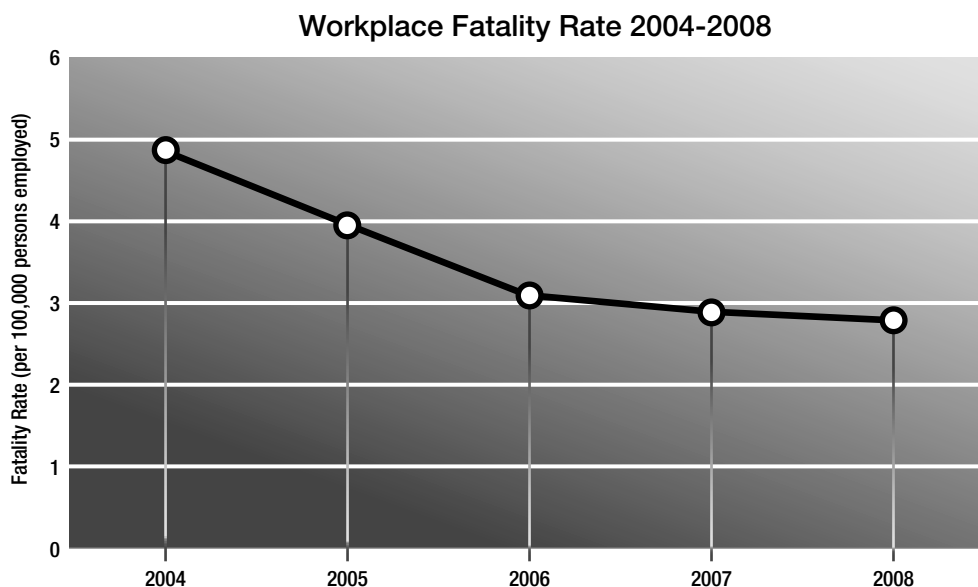
Singapore has achieved significant improvements in Workplace Safety and Health with the collective efforts of the tripartite partners, strong industry ownership and unions' support for WSH initiatives. The workplace fatality rate declined to 2.8 deaths per 100,000 persons employed in 2008, from 2.9 in 2007.

Following the establishment of the national WSH Council on 1 April 2008, a national WSH 2018 Strategy was formulated to engender a paradigm shift in the mindset of all, and allow the industry to take greater ownership of WSH outcomes. The Labour Movement has aligned its WSH focus with the national WSH 2018 Strategy aiming to reduce the workplace fatality rate to 1.8 fatalities per 100,000 workers by 2018.

With strong union representation in the WSH Council, the Labour Movement has been working closely with the WSH Council and tripartite partners to lend the workers' perspective in identifying, championing and implementing WSH initiatives to achieve the target. These efforts involve industry-wide engagement, outreach and capability building, as well as addressing specific WSH challenges in the construction and landscaping, healthcare, logistics and transportation, marine, and metalworking and manufacturing sectors.

Equipping Union Leaders With WSH Knowledge And Skills To Champion WSH Issues

Recognising that the new WSH regime would require a different set of competencies to enable all stakeholders, including individual workers, to raise





Union leaders expand their safety knowledge through a learning journey to Senoko Power.

Empowering Safety Delegates Through WSH Learning Journeys

To further foster the WSH culture and support the role of union leaders in ensuring safety and health of workers at the workplace, the Safety Delegates in the NTUC WSH Committee have been on regular learning journeys, to learn best practices in sectors ranging from healthcare, marine, oil and petrochemical, manufacturing, services to warehouse logistics.

WSH standards, the NTUC Workplace Health and Safety Committee launched a capability development programme to enable key union leaders to serve as “Safety Delegates” for their unions. The training focused on equipping union leaders to advocate the importance of safety on the ground, whistle-blow on WSH issues, and to effectively work with management and safety committees to manage risks and foster a safety culture. To date, 160 union officials have become Safety Delegates at their respective workplaces.

To further strengthen the competency and capacity of our Safety Delegates, the NTUC WSH Committee plans to conduct a series of competency-based training programmes in modules under the national WSH Professionals Workforce Skills Qualifications framework.

The Committee had the opportunity to understand the diversity of WSH issues and hazards faced by different sectors, as well as the effective and innovative control measures implemented by workplaces to eliminate or minimise risks to workers.

Other WSH Initiatives:

Forklift Safety Project

Noting the upward trend of fatalities and injuries from forklift-related accidents at the workplace, the forklift safety project was developed to help workers and unionised companies in the manufacturing and logistics sectors to address their forklift-related WSH concerns. The project involved on site assessment of

Safety Matters

Mr V Anbalagan, Deputy General Secretary of the Union of Power and Gas Employees is a Safety Delegate who represents his union in the NTUC WSH Committee. He is a strong advocate of safety at Senoko Power, a company that he has worked in for 20 years.

“In my line of work, a single safety oversight could mean the loss of many lives. That is why we take safety very seriously. I am glad that I attended the Safety Delegates WSH Training, as it has provided the fundamental know-how to enable me to play a more active role in accident prevention at the workplace. It has also rekindled my passion to help fellow workers resolve WSH issues,” said Mr Anbalagan.

Senoko Power has just achieved its safety target of 2.5 million man-hours without any lost time injury. This is achieved not only through the top management’s strong commitment to safety, but also through the strong support and collaboration with UPAGE.



the unionised companies' forklift operations and traffic management system, followed by audit reports with consultancy advice and suggestions for improvements which benefited some 3,000 workers.

Guidelines For Cleaning And Custodial Services Sector

The Labour Movement spearheaded the development of the first set of WSH Guidelines specially for the cleaning and custodial services in Singapore, which was launched at the inaugural Cleaners' Day on 29 July 2009. The WSH guidelines provided cleaning contractors and companies that hire such contractors with technical information, and practical tips on WSH practices for cleaning activities including identification of work hazards and preventive measures.

Strengthening WSH Culture Through Outreach And Promotion

To further spur union leaders and unionised companies into taking action for WSH, the Labour Movement continues to work closely with the tripartite partners to organise dialogue sessions, forums, seminars and road-shows throughout the years. Such outreach efforts target high-risk sectors and sectors

newly covered under the WSH Act. These activities will keep the safety message current, generate greater WSH awareness among workers, and foster a culture where safety and health becomes a way of life.

In the reporting period, a series of WSH seminars and forums were jointly organised with unions of various sectors:

- Food, Drinks and Allied Workers' Union for the Hotels, Food & Beverage sector;
- Amalgamated Union of Public Daily Rated Workers, Amalgamated Union of Public Employees, Building Construction and Timber Industries Employees' Union and Public Utilities Board Employees' Union for the Water Supply, Sewerage & Waste Management sector;
- Keppel Employees' Union, Keppel FELS Employees' Union, Shipbuilding and Marine Engineering Employees' Union and Sembawang Shipyard Employees' Union for the Shipbuilding & Marine sector.

With emphasis on accident prevention through risk management and best practices sharing, the sessions benefited more than 1,000 union officials and workers from the various unionised sectors.



Workers are all decked out on safety with their protective gear in place.

MOST PRO-WORKER NATION

Social Enterprises As Model Employers

The Labour Movement has continually been advocating for the adoption of best practices by employers, for employers to be socially responsible. However, beyond advocacy, the Labour Movement's very own Social Enterprises have also been at the forefront of adoption of best employment and labour-management relation practices that we advocate for. Increasingly, our NTUC Social Enterprises are being viewed upon as employers of choice for Singaporean workers.

The Best Employment Practices Of NTUC's Social Enterprises

- **Strong Commitment To Training And Upgrading**

NTUC Social Enterprises value the importance of re-skilling and up-skilling their staff. One example is NTUC LearningHub Private Limited, which is embarking on a project to develop and implement a systematic

process to review their people practices, develop staff and improve training effectiveness. Their objective is to achieve the People Developer certification, a national recognition for organisations that have systems and processes in place to achieve business excellence through people, by 2011.

NTUC LearningHub also recognises the need for their staff to upgrade themselves to remain relevant to the market and be employable. They have therefore seized the opportunity in the economic downturn to upgrade their staff's skills, productivity and service quality.

About 68 per cent of the estimated 12,000-strong NTUC Group workforce will undergo training, 75 per cent of which will focus on service quality and delivery. In fact, about seven NTUC Social Enterprises have already or are in the process of implementing Customer-Centric Initiatives to improve their service delivery.



NTUC LearningHub up-skills and re-skills workers to achieve better jobs for the future.

- **Strong Commitment To Preferring Locals In Hiring**

NTUC Social Enterprises adopt a 'locals-preferred' hiring approach, all things being equal. It is not surprising that 95 per cent of all staff employed by the NTUC Group are Singaporeans and PRs. This is 31 per cent higher than the national median of 64 per cent, and 21 per cent higher than the median for the service industry.

Being Responsible Employers During The Downturn

NTUC Social Enterprises are not just doing their part in good times; they are also playing an important role as responsible employers even during the downturn.

- **Strong Commitment To Zero Retrenchment**

There is a firm commitment to strive for zero retrenchment by all the NTUC Social Enterprises. They cut costs to save the jobs of all staff, and retrenchment would only be considered as a very last resort.

- **Strong Commitment To Hiring More**

NTUC Social Enterprises have pledged to help reduce overall unemployment within Singapore. Despite the challenging economic circumstances, they have collectively created over 1,000 employment opportunities for Singaporeans, both in rank and file and executive positions, an increase of 10 per cent in headcount despite the downturn. This includes answering the Labour Movement's call to hire retrenched workers, back-to-work women and older workers as well.

For example, NTUC FairPrice supports back-to-work mums through a special scheme, allowing them to be employed on a part-time basis. These mothers have flexible working schedules and therefore are able to keep to their family commitment while at the same time enjoy additional cash for their daily expenses.

In order to speed up the hiring of Singaporeans during the downturn, the NTUC social enterprises have organised the combined Social Enterprise Job Fair on 11 May 2009 at NTUC's e2i (Employment and Employability Institute). The objective was to highlight themselves as an "employer of choice", and to profile their worker-centric commitments to do more to help workers in the downturn.



NTUC Social Enterprises Job Fair took place on 11 May 2009 at e2i (Employment and Employability Institute).



The Labour Movement gives hopes to many seeking jobs through the collaboration of NTUC's Social Enterprises in organising a job fair.

Food For The Soul

It is often believed that the older you are, the harder it is to find employment.



However, this was not the case for 54-year-old Madam Vicki Neo who was hired by NTUC Foodfare as their Purchasing Administrative Assistant.

Having found the job through the NTUC Social Enterprises Job Fair in May 2009, Madam Neo was grateful to NTUC for organising the job fair, and also to NTUC Foodfare that still employed her despite her age.

"I am very happy with my job, and I thank NTUC Foodfare for giving me time to learn and adapt to the job. NTUC Foodfare has given us mature workers a chance to enter back into the workforce, and I am grateful for that," said Madam Neo.

Looking Ahead

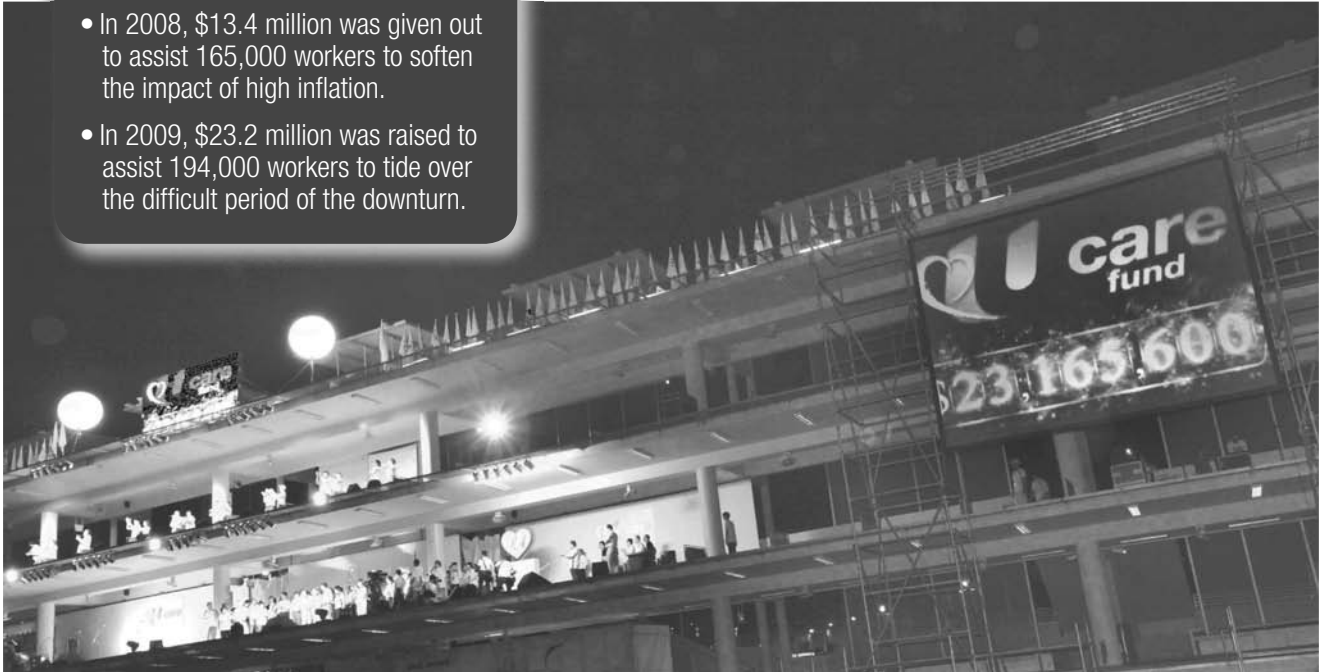
NTUC Social Enterprises remain firmly committed to adopt the best employment practices that we are advocating, and to lead by example through good and bad times.

MOST CARING LABOUR MOVEMENT

Care & Share, U Care

Key Achievements

- In 2008, \$13.4 million was given out to assist 165,000 workers to soften the impact of high inflation.
- In 2009, \$23.2 million was raised to assist 194,000 workers to tide over the difficult period of the downturn.



The total sum of \$23.2 million raised for the U Care Fund was unveiled at the May Day Solidarity Walk 2009.

One of the Labour Movement's core agenda is to provide the necessary financial assistance to lower income workers and their families to relieve their financial burden while they strive to upgrade themselves for a better life.

With the high inflation rate of 6.5 per cent in early 2008, the highest in 28 years, coupled with the severe economic downturn in the later half of the year (which subsequently resulted in at least 6,150 union members being retrenched in the first half of 2009), we set ourselves the task to be the Most Caring Labour Movement.

More Care, More Share In Times Of Need

To soften the impact of high inflation in 2008, the Labour Movement raised \$13.4 million to assist 165,000 workers. With the rapidly deteriorating economic climate, the Labour Movement then moved speedily to lend its helping hands to the members who were severely impacted by the downturn.

The U Care Fund was set up in the first quarter of 2009, with the tripartite partners, working partners, Social Enterprises and unions collectively raising money to help the low-income workers and their families.

A total of \$23.2 million was raised through these collective efforts, and they would be used to fund the following initiatives.

New Initiatives Under The U Care Fund

Besides the core programmes, the Labour Movement added three new financial assistance schemes under the U Care Fund to provide temporary relief to members who were affected by the downturn:

- **U Stretch Vouchers** – An \$80 booklet that provides 50 per cent discount for every \$5 in purchases at participating Social Enterprises to help low income members cope with the rising cost of living due to high inflation and pay packets being reduced by cost cutting measures. The scheme was started in 2008 and enhanced in 2009, with \$5.4 million set aside to assist 67,500 members and their families.
- **“U Care Immediate Assistance” Scheme** – Financial assistance up to \$300 are disbursed through the unions to members who:
 - were retrenched without any retrenchment benefits or whose retrenchment benefits were meager, or

- suffered lower wages due to pay cut, shorter work week, temporary lay off or other cost-cutting measures implemented by the company
- The scheme also helps taxi drivers affected by H1N1 by providing a subsidy when he has to go for medical consultation for flu-related illnesses (at approved panel of doctors), up to a maximum of three visits and ends on 31 December 2009

A total of \$8.6 million has been allocated to assist up to 40,000 members who have lost their jobs or suffered lower wages in 2009.

- **Scholarship/Bursary Top Up** – \$0.7 million would be distributed to the unions to supplement their scholarship and bursary awards scheme to assist up to 8,000 children of members with their educational needs.



Family Day Out With U provided affordable fun to families.

Besides these new schemes, the U Care Fund in 2009 would be also used to provide a one-off enhancement to the other existing schemes to help low-income members, including

- **Family Recreation And Fun Carnivals** – \$1.5 million to provide affordable fun to the families. Six carnivals, benefitting 15,000 families, would be held at Downtown East.
- **Eldercare & Childcare Assistance** – \$1.6 million to be contributed to the Bright Horizon Trust and Eldercare Trust to fund programmes and provide fees subsidies for needy families with children enrolled in NTUC First Campus and for elderly who are taken care of in NTUC Eldercare.
- **Back-to-School Vouchers** – \$5.4 million would be given out to 43,200 children of members to help to ease their educational needs.

Help In Every Area Of Need

Most fathers would have crumbled under the weight of the burden of being jobless and having to solely raise three school-going children. But not Mr Sainal Bin Mahmah. This is because the 50-year-old former machine operator already had “ammunition” from NTUC and his union, the Building Construction And Timber Industries Employees’ Union.



Even before the U Care Fund was in place, NTUC gave Mr Sainal Back-To-School vouchers for his sons, NTU student Muhd Zainudin, 23, and Polytechnic student Muhd Shadzlan, 20, in 2007 and 2008, as well as Transport/Utilities Vouchers to ease his financial burden.

The U Care Fund was timely as it rendered enough financial assistance to ensure Mr Sainal would want for nothing. Altogether, he received \$300 U Care Immediate Assistance-\$250 from NTUC, with \$50 top-up from BATU, NTUC Fairprice vouchers, U Stretch vouchers and a study grant of \$500 for Muhd Shadzlan.

BATU’s assistance was in the form of training and employment. When the business foundation of his former employer PBI Interstate Private Limited showed signs of weakness, BATU took a pre-emptive strike and linked up with NTUC’s e2i (Employment and Employability Institute) to send Mr Sainal for a taxi license course. This would allow him to turn to taxi driving in the event he could not secure another job.

When PBI eventually folded in December 2008, BATU quickly recommended Mr Sainal for a job as a general worker at SIC (Paper & Packaging Industry). Even though Mr Sainal earns less now - he had to take a pay cut from \$1,630 to \$1,100, he is happy to be employed and able to support his family.

“It is better to have a job. Nowadays, we cannot expect the same pay as before. At least, we can help to pay the bills and school needs,” he explained.

Continuous Improvement On Core Benefits

The Labour Movement reviews its core financial assistance schemes from time to time, so as to continue to be relevant in all aspects of care and share for its members. There were three revisions to the existing schemes since 2007:

- **NTUC Gift** – A group insurance that covers death and permanent and total disability due to natural causes and accidents up to age 65.

After consultation with the unions, the NTUC Gift was reviewed and enhanced to be more inclusive to cover members above 65-years-old, with more than ten years' membership, at a tiered nominal rate.

- **Special Relief Grant** – To provide financial assistance to families of victims who die from industrial accidents or suffer from total and permanent incapacity while awaiting workmen compensation.

Taking in feedback from the union leaders, changes were made whereby in urgent cases the union may, on behalf of the member, file for special relief grant with the Care and Share unit directly, instead of waiting for referral through Ministry of Manpower. This would speed up the process of receiving the grant.

- **Back-to-School Vouchers** – In view of the lower purchasing power of low income members, the cap on the application of up to three children for \$100 worth of vouchers per child was removed in 2008. With the enhancement, eligible members would be given \$125 per child with no cap on the number of eligible children, to assist in the purchase of educational needs, such as textbooks and uniforms.



May Day Model Partnership 2009 Award Winners donated their gift vouchers to do their part for care and share.

Total Disbursements To Members

For the past 2 years, the amount of financial aid has increased tremendously in response to the high inflation and the poor performing economic situation.

The amount disbursed to members has increased by more than 3-fold from 2007 to 2009. This is possible through the collaborative efforts of all in the Labour Movement working together to raise the funds to help the needy.

Year	Amount Disbursed	No. of Beneficiaries
2007	\$7 million	67,700
2008	\$13.4 million	165,000
2009	\$23.2 million	> 194,000

Looking Ahead

The Labour Movement would continue to be relevant to the needs of members by working closely with the unions and NTUC Social Enterprises to strengthen the care and share financial assistance schemes and to reach out to more members.

Although the economy shows some signs of a slow recovery, the Labour Movement would continue to assess and review the need to extend additional help to the low income members.

A Struggle No More

With the price of today's things, \$800 a month is barely enough to feed a single man, much less a family of five. Even if his wife is working part-time to supplement the household income, Mr Arshad Salim, 47, a cleaner at the National Environment Agency, was struggling to put his three children Aishah, 17, a special needs student, Zulkifli, 15, a Secondary 4 student, and Zufazli, 12, a Secondary 1 student through school.

Thanks to the U Care Fund, the Amalgamated Union of Public Daily Rated Workers member received a bumper crop of vouchers to alleviate his financial woes and help him rest easy. In total, Mr Arshad took home a \$40 Transport voucher, Back-to-School vouchers for all his three children, Family Recreation Fund voucher, and U Stretch vouchers.

A grateful Mr Arshad said: "I'm happy to be able to receive so many vouchers. The U Stretch vouchers are particularly useful as I can use it to buy food for my children."



MOST CARING LABOUR MOVEMENT

Stretching The Dollar With Social Enterprises



NTUC FairPrice staff coming together to celebrate the 8.22 pm Pledge Moment on National Day 2009.

Care and share is beyond helping the low income members and their families tide over the difficult times. It is also about assisting all working families lower their cost of living. This is where the NTUC Social Enterprises play an important role. They are guided by a 'Do-Well, Do-Good' philosophy. 'Doing well' is equivalent to being financially viable in having healthy profits to do more to help the general members. 'Doing good', is to stretch the dollar for union members and working families.

Doing More Over The Years

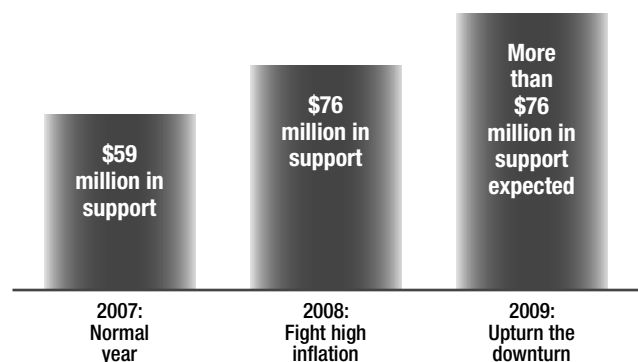
One of the biggest roles which the NTUC Social Enterprises play is to help to stabilise the prices of essential products and services, and strengthen the purchasing power of working families in Singapore.

The NTUC Social Enterprises have been able to contribute more over the years to help working families improve their standard of living. In 2008, when Singapore experienced high inflation, they contributed a total of \$76 million to help moderate the cost of living and stretch the dollar for the working people.

Key Achievements

- In 2008, when Singapore experienced high inflation, the NTUC Social Enterprises contributed a total of \$76 million to help moderate the cost of living and stretch the dollar for the working people
- In 2009, the NTUC Social Enterprises help Singaporeans cope with the downturn by pooling their efforts together and contributed a total of \$10.66 million to the NTUC U Care Fund

Social Enterprises Doing More Together



With the economic downturn this year, many households have been impacted with lower incomes. The NTUC Social Enterprises are committed to do more to help working families cope with the tough times by keeping our products and services at reasonable and affordable prices. Besides stretching the dollar for workers, the NTUC Social Enterprises have also contributed a total of \$10.66 million to the NTUC U Care Fund.

Contribution Highlights From The Individual Social Enterprises

In response to the high inflation and the downturn, the NTUC Social Enterprises have rolled out several new initiatives as well as made adjustments to the existing ones to help more members cope with the rising cost of living.

FairPrice

NTUC FairPrice has come up with more ways to stretch the dollar for members and Singaporeans:

- **5 per cent discount on essential household items** was started in December 2007 and is extended till December 2009 in view of the downturn. This amounts to \$12 million in savings to consumers.
- **400 Everyday Low Price Items** scheme with most of its items priced below or equal to other retailers.
- **Yellow Dot Project** was introduced in October 2008, offering basic items like rice, eggs and cooking oil that are lowest priced in the respective categories and are up to 25 per cent cheaper than other comparable brands.
- **NTUC FairPrice Foundation** was launched in March 2008 to provide a better life for the community. Since its launch, the foundation has contributed \$15 million to the community. It has also launched the \$30 million Small and Medium Enterprise assistance scheme to help ease its suppliers' cashflow. About 350 suppliers have since benefitted from the scheme.



In the area of childcare and eldercare services, NTUC First Campus and NTUC Eldercare will continue to keep its fees affordable.

- **Remain below the median of \$650** for NTUC First Campus' My First Skool fees
- **The income cap for the Bright Horizons Fund was raised from \$1,800 to \$2,200** to allow more needy families to qualify for the fee subsidies for childcare services.
- **Subsidies for eldercare services** to lower income families and needy families through the Eldercare Trust Fund.
- **Extension of the Bright Horizons Fund and the Eldercare Trust Fund to retrenched workers' families.**

“NTUC FairPrice's founding mission of moderating the cost of living remains at the heart of our operations. In line with its mission, NTUC FairPrice strives to ensure that essential items will always remain affordable to all our customers. Thanks to the strong support from our customers, we have maintained our market leadership position. This has enabled us to do more for the community. During the year, we introduced a recession package to help our customers, suppliers, workers, staff and the community tide through the downturn. We are pleased to have played our role in mitigating the effects of the downturn and will continue to serve the community by striving to be the best place to shop, best place to work and best corporate citizen.”

Mr Tan Kian Chew, Group Chief Executive Officer, NTUC FairPrice



NTUC Healthcare is also doing their part to moderate the cost of living:

- **Basket of 200 commonly purchased healthcare essentials** at affordable prices.
- **'Members Thursday' scheme** was implemented in 2009, which allows members to double their Linkpoints accumulation through their purchases.
- **5 per cent discount** on all prescription and pharmacy-only medicine was launched in June 2009.



NTUC Income remains committed to its social purpose to make insurance affordable, accessible and sustainable by launching:

- **Free Incomeshield upgrades** for children to help parents affected by the downturn and to provide greater medical and hospitalisation coverage for their children.
- **\$6 million Incomeshield Assistance Scheme** in December 2008 to help low income and elderly Singaporeans with their Incomeshield premiums. It has benefitted 77,000 policy holders thus far.
- **\$1 million Income Cares Fund** for 20,000 of its annuitants, all of whom will receive a one-off payment of \$60.



To moderate the rising cost of food, NTUC Foodfare provides:

- **Extension of the 5 per cent discount for elderly customers and a 10 per cent discount for elderly members** at all its outlets till March 2010.
- **\$2 economical rice scheme** at two newly opened stalls in Aljunied and Ghim Moh hawker centres to reach out to working people.

Looking Ahead

The NTUC Social Enterprises will continue to 'Do well' and 'Do good' together so as to help the working families lower the cost of living and to tide over the tough times.

They will continue to be committed to keep their products and services at reasonable and affordable prices so as to stretch the working people's hard-earned dollar.

NTUC Club offers a wide selection of lifestyle options at subsidised rates for members and their families:

- **Over \$10 million In Savings** for members in facilities such as Escape Theme Park, Orchid Country Bowl, Wild Wild Wet, Costa Sands Resort, The Spa @ Aranda and Clubhouses including DXO, Union Square, Scarlet City, Jest D' Place and Happy Days.
- **Everyday Is A Member's Day** gives members greater savings while enjoying different kinds of fun each day of the week. Since June 2008, members have benefited with over \$0.5 million in savings.
- **Family Recreation And Fun Carnivals** is a project that NTUC Club has helmed since the set up of the Family Recreation FUNd in 2005. Club has contributed over \$6 million to organise and fund the FRF. Currently, FRF is organised as carnivals at Downtown East and a projected 60,000 low-income members and their families would have enjoyed these carnivals from 2008.



MOST UNITED TRIPARTISM

United Tripartism In The Downturn



The Tripartite partners together at the “U Care Golf Challenge” that launched the U Care Fund raising on 11 March 2009.

Swift Action Of The Tripartite Partners

The true test of any relationship is a crisis. By this measure, Singapore’s tripartite partnership tackled the most serious challenge to the economy since independence and passed with flying colours.

With the meltdown of major financial markets in September 2008, the tripartite partners, the National Trades Union Congress, Ministry of Manpower and the Singapore National Employers Federation, swung into action very quickly and within months the tripartite partners rolled out a series of initiatives to combat the downturn, including the following:

- **November 2008 – Set Out Guidelines To Manage Excess Manpower**

The guidelines strongly encouraged companies to implement alternative measures such as shorter work week and flexible work arrangements to manage their excess manpower so as to reduce cost and save jobs.

- **December 2008 – Announced The SPUR Programme (Skills Programme for Upgrading and Resilience)**

To help companies retain their workforce with state-funded training. Acting swiftly on requests from unions and employers, SPUR was expanded from an initial 150 courses to over 800 courses within a month of its announcement.

- **January 2009 – Re-convened The Tripartite National Wages Council**

The NWC was re-convened earlier and issued revised wage guidelines urging companies to cut costs to save jobs and to make use of the flexible wage system to manage costs.

- **January 2009 – Advanced The Government’s Annual Budget Session**

Budget was announced earlier with a massive \$20.5 billion Resilience Package, including a \$4.5 billion Jobs Credit Scheme to provide wage subsidies for companies and \$650 million for SPUR.

- **January 2009 – Enhanced The SPUR Programme**

Acting on feedback from employers and unions, the Government raised the ceiling on the absentee payroll funding under SPUR to cover more jobs.

Disseminating Key Messages

During the downturn, the message of cutting costs to save jobs, training to upgrade workforce capabilities and staying focused on the long term employment issues were disseminated through four major tripartite forums each involving more than 500 participants each:

- Forum on “Managing Excess Manpower Guidelines”, 4 December 2008
- Conference on Fair Employment Practices “Managing Employment Issues in Challenging Times”, 10 February 2009
- Dialogue with Prime Minister Lee Hsien Loong on “Saving Jobs and Creating Growth in a Global Downturn”, 22 February 2009
- Seminar on “How to Better Manage the Business Downturn”, 20 May 2009

Senior tripartite leaders led by NTUC Secretary-General Lim Swee Say, Minister for Manpower Gan Kim Yong and SNEF President Stephen Lee also actively engaged leading business groups including the Singapore International Chamber of Commerce,



Singapore Tripartism Forum - Dialogue with Prime Minister Lee Hsien Loong on “Saving Jobs and Creating Growth In A Global Downturn” on 22 February 2009.

the Singapore German Chamber of Industry and Commerce and the Singapore Indian Chamber of Commerce and Industry.

Labour Movement: Stepping Up Engagement Of Union Leadership

Within the Labour Movement, we have also stepped up efforts and organised a series of “Upturn the Downturn” workshops started in January 2009. Key issues such as the economic situation in Singapore, roles of unions in the downturn, case studies on handling retrenchments and managing excess manpower were shared during the workshops. To date, 1,724 union leaders have attended the “Upturn the Downturn” workshops.

The Recipe For Success Is... Tripartism

From breakfast meetings and briefings to tripartite forums and visits to affiliated companies, Food, Drinks and Allied Workers' Union President Abdul Subhan Shamsul Hussein has attended several “Upturn the Downturn” events since the global crisis began.

Mr Abdul shared that many of the events offered him a chance to catch tripartism in action as well as score positive results for the industry.

One such event was the breakfast meeting to introduce SPUR (Skills Programme for Upgrading and Resilience) and Managing Excess Manpower organised by FDAWU, Ministry of Manpower and Singapore National Employers Federation in January 2009.

Mr Abdul pointed out that it offered a platform to exchange views with affiliated branch management and get advice from the Ministry of Manpower which eventually resulted in the decision to avoid retrenchment.

“One recommendation was to send their employees for skills upgrading under the SPUR. We had a fruitful session amongst our tripartite partners during the dialogue and all agreed that retrenchment will be the last resort,” he said.





Singapore Tripartism Forum - Dialogue with Singapore German Chamber of Industry and Commerce on 18 May 2009.

SMMWU First To Upturn The Downturn

The Singapore Manual & Mercantile Workers' Union took the call to engage its union leaders very seriously. It was the first union to organise two "Upturn the Downturn" workshops for its branch officials in January and March 2009.

Key topics covered included the impact of the global economic downturn on the Singapore economy, companies and jobs; the Labour Movement's response to deal with the crisis, for example; advising employers to Manage Excess Manpower and heed Tripartite Guidelines; wage restraint measures for saving jobs, such as wage freeze, wage cut, shorter work week; the union's role to handle retrenchments and communicate support available under SPUR (Skills Programme for Upgrading and Resilience), NTUC's e2i (Employment and Employability Institute), and so on.

SMMWU Deputy Secretary-General Law Swee Hong explained that the speedy response to organise the workshops arose from the necessity to take stock of the economic situation.

"With the stream of negative reports that were coming out daily, we felt there was an urgency to keep our branch officials apprised of the economic situation, prepare them mentally for austerity measures where warranted, equip them to handle retrenchment where unavoidable, and reassure them that the union is on top of the situation with help schemes and training funds."

Most of the 170 branch officials who attended the workshops found them very informative and useful, added Madam Law.

"They felt more confident knowing what to expect, what they could do and where to turn to for help."



MOST UNITED TRIPARTISM

Building Up Tripartism, Building Up Union Leadership



Union leaders congregate at the National Day Rally 2009 to strengthen bonds and build relationships.

The speed and comprehensiveness of the tripartite response was only possible with the strong relations built among the tripartite partners over the years.

A key initiative led by NTUC, SNEF and MOM, to deepen and institutionalise tripartism is the Singapore Tripartism Forum. Since its inception in 2007, STF reached out across the tripartite ranks to deepen, broaden and strengthen the spirit of tripartism in Singapore. The STF programmes and activities brought on greater awareness and understanding of national employment concerns as well as tripartite initiatives and ideas to tackle pressing labour and business issues.

Key Highlights Of STF: June 2007 To June 2009

- Annual STF CEO Dialogue aimed at familiarising new CEOs and senior business leaders with the Singapore system of tripartism on 30 September 2008.
- Roundtable Dialogue on Tripartism with well known thought leader Prof Harry Katz, Dean of the Cornell School of Labour and Industrial Relations, and local academics and practitioners on 23 October 2008.
- Launched website on tripartism in February 2009 with informative resources such as initiatives, guidelines, advisory and events held.
 - Over 20 workshops, seminars, conferences and dialogues were held to reach out to more than 6,200 business and industrial relations or human resources leaders including 1,800 unionists, 3,400 management leaders and 80 from the public sector.

Strengthening Bipartite Ties

Over the last two years, the Ong Teng Cheong Labour Leadership Institute was involved in bipartite programmes with ten unions a year on average, to enhance labour-management ties at the enterprise level.

Looking Ahead: STF's Plans For Next 2 Years

- **Expand Outreach To Tripartite Stakeholders** through organising a series of dialogues, forums, seminars and conferences to reach out within the tripartite ranks.
- **The Tripartite Leadership Programme** which will be held in the 4th quarter of 2009 is a six-day course that would be offered every two years for a select group of promising leaders. The objective is to groom future tripartite leaders who are committed to perpetuating tripartism in Singapore.
- **The Quarterly e-newsletter** is expected to reach out to 20,000 practitioners, unionists and business leaders. It will bring the latest news from the tripartite partners and include case studies on tripartite initiatives and practices to share experiences.
- **Tripartism In The Human Resource Work Skills Qualification**
Following representations from the STF partners, tripartite concerns and initiatives have been included in the HR WSQ framework. This would be covered in courses at OTCi leading to the WSQ Certified HR Professional (Industrial Relations) qualification.

Building Up Union Leadership: Strengthening Development And Engagement With Union Leaders

A strong and united Labour Movement is the key pillar of Singapore's tripartite system. Over the last two years, the Labour Movement has stepped up bonding and communications platforms with union leaders.

- **Visits To Unions' Executive Committee Meetings**
These visits led by NTUC Secretary-General Lim Swee Say, Deputy and Assistant Secretaries-General were usually tied in with the host union's Executive Committee Meetings, so that the Executive Committee members can share their valuable insights. Through interactive discussions and worksite visits, the leaders further strengthened their mutual understanding and trust. Having collected these feedback and concerns at the meeting, the relevant departments of NTUC would follow up with the unions respectively.

"It was a good session, the exco has a chance to voice direct feedback. We shared on union issues and also on current affairs and concerns of the workers. We should make it a regular session with NTUC."

Wong Weng Ong, Shipbuilding and Marine Engineering Employees' Union President

- **Understanding The Ground Through Informal Lunch Meetings**

The Union Centric Directors meet up with unions through regular lunch meetings to understand and discuss the key challenges faced by the union leaders. On a monthly basis, the Secretary-General of NTUC would meet up with key union leaders from the various unions to seek their feedback on the sentiments and concerns of their members. It further strengthens the unity and the willingness among the union leaders to work together to make things happen for the benefit of the members and the Labour Movement.

"The union centric lunch meeting is indeed a wonderful initiative and a good communication platform. With an informal lunch setting, the feedback and information sharing process was very spontaneous. I'm looking forward to more of such sessions".

Mabel Low, Inland Revenue Authority of Singapore Staff Union General Secretary

"I would like to thank SG Lim for taking his valuable time to meet us. The exchange session was informative. I shared with my comrades and SG concerns of our low wage workers. With the increasing cost of living, NTUC must try our best to help this group of workers".

Michael Tan, Education Services Union President



The Ong Teng Cheong Labour Leadership Institute constantly provides training to build up union leaders.

Community Building Initiatives In The Labour Movement

Since 2007, several new platforms were launched to strengthen leadership development.

Platform	Target Audience	Objective
Labour Leadership Lighthouse	<ul style="list-style-type: none"> • Top 200 leaders, comprises of President, General Secretary and General Treasurers of affiliated unions/ associations • Senior leaders in the Social Enterprises and NTUC-ARU 	<ul style="list-style-type: none"> • To engage President and Secretary-General of the NTUC on strategic issues and concerns. • Held 2 to 3 times a year.
Executive Leadership Programme	<ul style="list-style-type: none"> • Top 500 leaders – office bearers in the executive committees of affiliated unions/ associations 	<ul style="list-style-type: none"> • To have a deeper understanding of public policy and business challenges. • Held 2 to 3 times a year.
Hand-Holding Programme	<ul style="list-style-type: none"> • For new branch officials 	<ul style="list-style-type: none"> • An introductory 2 day/1 night residential programme to imbibe trade union history, values and principles. • Held 3 to 4 times a year.
Dialogues with National Leaders	<ul style="list-style-type: none"> • For all 7,000 union leaders 	<ul style="list-style-type: none"> • A series of dialogues with Ministers, Tripartite Leaders and Policy Makers. • Held on ad-hoc basis.
SG Dialogue with OTCi Graduands	<ul style="list-style-type: none"> • For unionists who go through the OTCi courses 	<ul style="list-style-type: none"> • Dialogue with Secretary General • Held twice a year.
Leadership Network Series	<ul style="list-style-type: none"> • Open to all union leaders 	<ul style="list-style-type: none"> • A series of talks and study trips organised for personal development and enrichment. • Held bimonthly.
Learning Journeys	<ul style="list-style-type: none"> • For key leaders 	<ul style="list-style-type: none"> • To get deeper insights and understanding on Labour Movement and tripartite initiatives as well as national policies at work.



NTUC Secretary-General Lim Swee Say observes workers at a Learning Journey to leading flour miller Prima Limited on 10 July 2009.



The Labour Movement family sees the healthcare worker's perspective on their Learning Journey to the Singapore General Hospital on 5 December 2008.

"Dr Low Guat Tin's talk on Leadership and Passion was very impressive and we had lots of fun and education. Attending her talk made me understand the real meaning of passion."

Rahimah Raffil, Metal Industries Workers' Union member

"Learning journeys have been an eye opener providing actual examples of NTUC initiatives such as the Job Recreation Programme, Best Sourcing Initiative, e2i, improvement in security and shipbuilding jobs, and even how workers can stretch their dollars during times of high inflation."

S. Nachiappan, Union of Power and Gas Employees General Secretary

Training Programmes

The Labour Movement’s community building effort goes beyond just engagement and community building activities. It also includes equipping union leaders and industrial relations officers with the right knowledge, skills and values to provide the necessary assistance to union members.

- **For Union Leaders**

This is undertaken through structured training programmes involving short courses, certificate programmes in industrial relations, human resource management and leadership leading up to the Diploma in Employment Relations. From June 2007 to June 2009, there was a high level of participation by unions in the training courses.

Programmes	No. of Participants
Certificate Series in Industrial Relations	1,167
Certificate Series in Leadership	170
Certificate Series in Human Resource Management	234
Diploma in Employment Relations	98
Various Short Courses #	3,068

Excluding the upturn the downturn workshops in 2009 (1267 participants) and CPF Life Talk in 2008 (1600 participants)

- **For Industrial Relations Officers**

To boost industrial relations competency, the Industrial Relations Mentoring Unit organises a series of programmes for newly recruited IROs to perform their roles effectively:

- **Sharing Sessions:** Experienced IR practitioners and tripartite partners share and impart their experiences and knowledge.
- **Attachments:** Exposure to Industrial Relations work through attachments at Union’s Delegates’ Conferences, union’s retrenchment exercises, shorter work week and membership recruitment exercises for on-the-job training.
- **Networking Visits To MOM, SNEF, IAC And Various Unions:** Introduction to the functions and operations of our tripartite and working partners.

In this downturn, IRM and the Human Resource Department organised intensive workshops for IROs to equip them on skills on managing the downturn. Recognising that many younger IROs are dealing with a downturn for the first time and would need support, luncheon meetings were organised on a one to one basis for mentors to encourage and guide the mentees.

Looking Ahead

At a time when social partnerships elsewhere were buckling, Singapore’s tripartism shone brightest in the hour of need. The collective efforts of the unions, employers and the Government have managed to contain massive retrenchments and a sharp rise in unemployment even as the heavily export dependent economy shrank a record 12.7 per cent in the first quarter of 2009. By mid-year 2009, unemployment at 3.3 per cent remained amongst the lowest in the world.

To ensure that the Labour Movement leg of the tripartite partnership remains strong, we are committed to continue our efforts in engaging the union leaders and strengthen leadership development in good and bad times.

Key Plans For Supporting Unions For The Next Two Years:

- To sustain the close communications and visits with the affiliates as these have been found by affiliates to be very useful for strengthening relationship.
- To support individual affiliates in their efforts toward greater effectiveness in industrial relations, financial management, leadership training and development.
- To support the networking of affiliates through clusters to promote best practices in governance, and to pursue strategies for “more up when up” in the recovery.
- To enhance joint leadership development at the tripartite level.

GLOBAL CENTRIC

One Connected World, One Concerted Effort

Our Passion

Since the 1960s, NTUC and its affiliated unions have started a tradition of being 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 which is now known as the International Trade Union Confederation-Asia Pacific (ITUC-AP).

Today, the Singapore Labour Movement continues to play an active role on the global stage to advance and protect the interests of workers in the spirit of international solidarity.

NTUC In The International Labour Movement Scene

Learning & Sharing

We value the opportunities to learn and share experiences with unions and working people in other countries through bilateral exchanges, participation in international/regional programmes and meetings.

Where We Have Been To In The Last Two Years

- Malaysia, Indonesia, Thailand, the Philippines, Vietnam, India, Japan, China, South Korea, Switzerland, Belgium, Denmark, Australia, USA, Peru.

What We Have Learnt

- Global Trade Unions Responses to Global Recession – overseas unions recognise what need to be done to help workers but many are hampered by the lack of support from their governments and employers
- Best employment practices for re-employment of older workers and work life balance for working people.



The Labour Movement brought their secret weapon of tripartism to the International Labour Conference in Geneva Switzerland from 3 to 16 June 2009.

- Tripartism – Singapore’s successful tripartite relations is our unique strength in meeting challenges faced by our workers

Who Has Visited Us

- Some 26 overseas delegations numbering over 400 visitors from various parts of the world, including Asia, Europe, the Middle East, the Pacific and Africa have come a-visiting.

What Overseas Delegations Have Learnt

- How the Singapore Labour Movement has contributed towards Singapore’s success through our unique tripartism and our various programmes to help workers, especially our initiatives under the “Upturn the Downturn”.

Addressing The Global Recession

The global recession has affected millions of workers worldwide. While issues such as labour laws and social security reforms, and protection of a typical/contract workers remain key priorities for unions, our common key focus now is on saving and protecting the jobs for workers, and learning from one another on the best responses.



NTUC Deputy Secretary-General Halimah Yacob also attended the International Labour Conference in Geneva.

Looking ahead, NTUC will focus on a “3E” global-centric framework by:

- **Empowering** our union leaders to be more active participants in the international labour movement through structured global-centric training programmes
- **Enabling** learning and sharing opportunities for the Singapore Labour Movement by leveraging on value-added participation in international/regional conferences and meetings, e.g. hosting of the ITUC-AP Regional Conference in 2011 and annual collaborative training programme for regional unionists with the ILO-ACTRAV; and
- **Enhancing** our network of friends in the international scene through active bilateral and technical assistance programmes.

Advancing The Cause Of Asia Pacific Women

Women workers in Singapore are usually fairly treated but the same unfortunately cannot be said for many women workers in the Asia Pacific region, who often face discrimination due to cultural or gender inequality reasons, learned DBS Staff Union General Secretary Ong Soo Giok.

Madam Ong who is representing NTUC as a Titular Member of the ITUC-AP Women’s Committee, became aware of the Asia-Pacific situation through her involvement in the Committee since 2005. While learning about a myriad of issues on gender equality from others, Madam Ong also contributed to the committee meetings and conferences by actively sharing Singapore’s employment platforms and experiences that have helped to ensure gender equality for women in Singapore.

“We are fortunate that in Singapore, we believe in meritocracy and women here face less gender equality issues,” said Madam Ong.

She added: “In some countries, women also face difficulties to either join or re-enter the workforce. I shared what our NTUC Women’s Development Secretariat is doing to help women re-join the workforce, such as the “Back2Work With U Programme” and “Worklife Integration Initiative” as well as how tripartism has worked for Singapore and our workers.”

In Jest, Madam Ong urged Singapore men to learn from their counterparts in our region and to take on a heavier role in household work. “In response to a recent ITUC-AP Survey Questionnaire on Reconciling Work and Family Responsibilities, I was touched by a sharing from a male trade unionist that he helps out his wife in household work and caring for children. I am fortunate to also enjoy the same level of support from my husband; but it may not be so true for other Singapore women,” said Madam Ong

At the end of the day, Madam Ong found value in continuation. She said: “I find such meetings and conferences useful because it allows me to gain an understanding of how women workers in the Asia Pacific region are being treated, as well as learn about how other women workers in other countries operate. I am then able to share such understanding with my fellow women leaders so that we can become more effective in helping our own workers and members.”



Staying The Course For LM2011

All Collars

Re-Employment Of Older Workers
Back-To-Work Women
Contract And Casual Workers

All Nationalities

Making Singapore A Fair Deal For Migrant Workers

All Ages

More Inclusive Membership Communities
nEbO
Young NTUC
U Family
U Live

Strong And Representative Membership

Social Enterprises

Upgrading Capabilities To Be Best-In-Class Social Enterprises

ALL COLLARS

Re-employment Of Older Workers

Key Achievements

- As of June 2009, 75 per cent of the total unionised companies are committed to re-employment
- As of June 2009, 5,421 retired workers beyond the retirement age of 62 are re-employed



Overcoming the age barrier, a Tien Wah Press worker shows that she can still perform well on the job.

The legislation requiring companies to re-employ their existing workers beyond the retirement age of 62 will be enacted by 2012. As part of the Labour Movement's re-employment efforts, the Raising Effective Retirement Age team and Re-employment Expert Group have been set up in NTUC to prepare companies for the re-employment legislation in 2012, and consolidate knowledge and expertise on re-employment initiatives, and provide expertise to companies.

Active Engagement With Unionised Companies To Advocate Re-employment

NTUC has reached out to all unions to secure their commitment for re-employment. The unions, in turn, have gone all out to reach out to their unionised companies to push for re-employment.

Some unions have even taken a step further to intensify their outreach efforts, such as the Singapore Manual And Mercantile Workers' Union Tripartite Initiative series, as well as a series of workshops on re-employment put together by public sector unions to reach out to their union leaders and management partners from the various ministries and statutory boards.

Other unions who actively engaged their union leaders and management partners include the Building Construction and Timber Industries Employees' Union; Chemical Industries Employees' Union; Food, Drinks and Allied Workers' Union; Singapore Industrial and Services Employees' Union and Union of Security Employees. The unions in the Infocomm and Media Cluster, as well as OPEC Cluster, also engaged their union leaders and management partners through the cluster platforms. Collectively, the unions have

successfully reached out to more than 1,500 union leaders and management partners through briefings, dialogue sessions and workshops on re-employment.

The unions work closely together with unionised companies in the following five key areas:

Early Adopters Of Re-employment Policy

The Tripartite Advisory on Re-employment of Older Workers was introduced in March 2008 to set out good practices that companies should adopt when re-employing older workers. The ADVANTAGE! Scheme was also introduced by the government to encourage early adopters of such efforts. To date, 276 companies have tapped on this scheme through the assistance of their unions.

Unions have also intensified efforts to incorporate clauses on re-employment in their Collective Agreements to prepare their workers and unionised companies ahead of the re-employment legislation. Currently, 52 per cent of the total number of CAs contain clauses on re-employment.

- **Improving HR Policy On Re-employment:**
Working with companies to adopt a structured re-employment policy or system.
- **Continuous Training And Upgrading:**
Employability training for older workers to help them remain relevant and change their mindset to work as long as one is able and willing.

A pre-retirement counselling programme is developed together with the Centre for Seniors to educate members and workers on the importance of working beyond retirement age, and prepare them to take on the same or new jobs with terms and conditions that may not necessarily be the

Continuous Training And Upgrading For HDB's Mature Workers

To encourage continuous training and upgrading, staff from the Housing and Development Board aged 50 and above are given an incentive of \$500 per year to attend learning courses that need not be related to their work. This initiative by HDB and Housing and Development Board Staff Union offers mature staff greater flexibility and choices to plan the training they prefer in preparation for retirement.



same. Called **Re-employment: Equipping and Developing Yourself (READY)**, the programme is aimed at encouraging older workers to continue working beyond retirement age.

Job Redesign Works For NUH

The National University Hospital worked very closely with the Healthcare Services Employees' Union to implement the New Materials Requisition Programme System for its Pharmacy Department to improve the work of workers. The manual methods of retrieving and matching Purchase Order documents were replaced by a stylus click on the various functions of a Personal Digital Assistant.

The mature workers in the department welcomed the new system as it makes their job easier. The new system has also successfully increased productivity by 20 per cent.



- **Job And Workplace Redesign:**
Making the work environment more age-friendly.
- **Wage Restructuring:**
Moving away from a seniority-based wage system towards an age-neutral one, based on competency, job value or performance.
- **Workplace Health Promotion:**
Ensuring that workers remain healthy and fit so that they can be re-employed beyond the age of 62.
Under the Tripartite Advisory for Re-employment of Older Workers, the health and fitness of the worker is one of the criteria determining whether the worker is eligible for re-employment. Thus, unions work closely with unionised companies to implement some form of WHP programme for their workers. Under this initiative, workers are provided with basic health screening to monitor their health risk factors, and intervention programmes such as exercise classes, disease management and nutrition, to help them address specific health concerns.

Eating Right To Stay Healthy

To encourage their bus captains to eat healthy food, the National Transport Workers' Union has embarked on a "Healthier Canteen" blitz at its bus depot and interchange canteens. Working closely with the Health Promotion Board, the union has sent its canteen vendors for training on healthy cooking and healthier canteen certification guidelines. Ten NTWU canteens have now been certified "Healthier Canteens", and the union is currently working on converting the rest of their canteens.



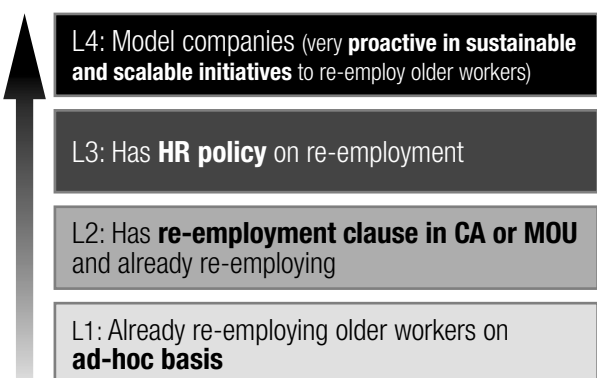
Outcomes

As at June 2009, unions have succeeded in securing the commitment of **747 unionised companies**, which makes up about 75 per cent of total unionised companies to re-employ their older workers.

About 60 per cent of companies that have made the commitment to re-employ older workers have implemented WHP programmes, of which 35 per cent have good intervention programmes in place. The unions have also been successful in ensuring the re-employment of **5,421 older workers** beyond the retirement age of 62.

In addition, NTUC introduced a new four-tier framework to track the commitment level of unionised companies to re-employment efforts. The framework identifies four degrees of commitment on the part of companies to re-employment. Level 1, the lowest level, involves re-employing older workers on an ad-hoc basis while the highest Level 4 is indicative of a companies' proactive stance and sustainable and scalable HR policies and initiatives.

4-Tier Framework To Identify Companies' Level Of Commitment On Re-Employment



Staying Connected With The World

From manual switchboards to analogue systems to digital systems, Madam Dorothy Sng Keng Hwa, 67, has had a taste of the latest technological advancements that telephone operators have to deal with.



In fact, it is this rapidly evolving pace in her job that has kept Madam Sng renewing her contract as a supervisor at Parkroyal Hotel on Beach Road, Singapore, for some five years now.

"My job keeps me connected with the world. By staying employed, my mind is always active and I can also keep up-to-date with the most current breakthroughs in technology. I want to learn about everything that is new," said Madam Sng, who manages a team of five telephone operators.

She was re-employed with the help of the Food, Drinks and Allied Workers' Union in 2004 on a contractual basis with different pay and benefits.

Parkroyal Hotel values mature workers like Madam Sng and views their experiences and expertise as assets. Based on their health and performance, the hotel offers re-employment opportunities for its employees above the age of 62.

As of June 2009, 454 companies are at Level 1 or Level 2 and 293 companies are at Level 3 or Level 4. These companies represent 39.2 per cent of the unionised companies committed to re-employment.



An older worker serves with passion in her job.

Moving Forward From Broadening Horizontally To Expanding Vertically

The Labour Movement's focus in the last two years has been to get as many unionised companies as possible to be committed to the re-employment of older workers.

The key focus moving forward will be to increase companies' level of commitment. This will be done through leveraging on the Labour Movement's knowledge base, working pro-actively with unions and partners, such as the Association of Small and Medium Enterprises, to deploy expertise to companies that need help. By doing so, the Labour Movement aims to ramp up the penetration of re-employment in the economy.

By tapping on the newly-formed communities - **Community of Employers** and **Community of Mature Workers**, the Labour Movement hopes to better engage employers and mature workers accordingly. The Community of Employers will allow for better sharing of sustainable and scalable re-employment

practices across companies and sectors, while the Community of Mature Workers will be a platform for the Labour Movement to reach out directly to mature workers and engage them on the various issues and initiatives on re-employment.

The Labour Movement will also continue to ensure that all committed companies implement Workplace Health Promotion programmes, so that our workers can stay healthy and employable beyond the retirement age. The Labour Movement is currently working at the tripartite level through the Tripartite Committee on Workplace Health Promotion to develop a holistic health framework for mature workers. This will be incorporated into a set of guidelines for all companies in support of the re-employment legislation.

With 57.2 per cent of workers aged 55 to 64 being employed in 2008, the Labour Movement is working towards achieving the national target of 65 per cent employment of workers in this age group with the tripartite partners' support.

ALL COLLARS Back-To-Work Women

NTUC Women's Development Secretariat works closely with various tripartite partners on its programmes and initiatives, and adopts a holistic approach in assisting all women job seekers to seek employment and remain in the workforce. WDS is also part of the Tripartite Workgroup on Enhancing Employment Choices for Women.

The Back2Work with U Programme spearheaded by WDS seeks to:

- assist women with job opportunities to enter or re-enter the workforce
- enhance employability of women by offering training opportunities
- help women to remain in the workforce by promoting work-life integration

To do this, WDS adopts a 3R strategy:

1st R: Recruitment

WDS organises job fairs and weekly recruitment drives offering various employment opportunities across all sectors and levels for women job seekers.

Key Achievements

- 3,508 women job seekers successfully found jobs in various sectors through WDS's facilitation since 2007
- Since 2008, 124 companies are committed to recruit 4,053 workers on flexible work arrangements

As of June 2009, about 3,500 women job seekers have benefited from WDS's employment facilitation.

Below are some of the primary sectors and corresponding jobs that women job seekers have found employment in.

Sector	Posts
Administrative	Clerks, teacher assistants, programme executive
Security	Aviation screening officers, security officers
Food & Beverage	Crew, food packers
Retail	Cashiers, retail associates, sales coordinators
Hotel and Hospitality	Telephone operators
Healthcare	Health screeners, patient service assistants
Education	Preschool educators
Manufacturing	Operators
Service	Call centre agents, mail sorters, customer service agents



WDS helps women to get back to work through its Stepping Up With U job fair that garnered a favourable response.

In response to the economic downturn and WDS's We Care for U Project, WDS's job assistance service has also been extended to assist single mums, retrenched workers, and needy women job seekers from the various family service centres in 2009.

Some of the key recruitment events that WDS has organised include:

- **“30 Mins-to-Work” Job Fair 2007:** to place women job seekers in employment opportunities near their home so that they need not spend more than 30 minutes to travel to work
- **“3-in-1 Flexiworks” Job Fair 2008:** to place women job seekers in various flexiwork arrangements such as part-time employment that allows them to better achieve work-life integration
- **“Stepping Up With U” Job Fair 2009:** to present employment opportunities in various sectors even during the downturn so that women job seekers can gain economic independence and step up towards self and financial resilience

In addition, WDS has organised and facilitated over 170 recruitment activities on a weekly basis for women job seekers since 2008.

2nd R: Re-adjustment

Through close collaboration with training partners, WDS seeks to prepare women job seekers for the job market through different employability and vocational training. These training include:

Employability training such as:

- Step Out for Change workshops: Customised for women with different backgrounds to handle different employment challenges
- Lifeskills Coaching Workshop: To assist women job seekers in areas such as image management, resume and cover letter writing, and interviewing skills

Industry specific training such as:

- Certified Service Professional: To provide early entrants and individuals with fundamental skills and mindset of a service professional required in the Tourism and Service-related industry
- Security Workskills Qualification: To set the standards for all unarmed security officers based on competency elements
- London Chamber of Commerce and Industry in Call Centre Operations industry preview and training

From Homemaker To Role Model

NTUC's Women Development Secretariat played a key role in leading Madam Leo Teng Kiat, 50, to her new job. She had left her previous job as an Executive Secretary in a Japanese firm in 2001 to stay home to take care of her daughter.

“It has always been at the back of my mind to come back to the workforce to boost my confidence and self-esteem and at the same time upgrade my skills. I need to be in touch with society, not just by reading from the papers but to be actively employed. I feel that I am ready as my daughter is studying in the university. I told myself that I must be willing to take the first step, give it a try, as no one can help you succeed except you yourself,” she said.

When Madam Leo set her mind on returning to the workforce, she knew she had to fill some of her employability gaps before she headed for an interview. Hence, she attended a five-day Certified Service Professional course at NTUC's e2i (Employment and Employability Institute) and was subsequently referred for an interview with Royal Plaza on Scotts. Scoring well at the interview, Madam Leo landed a job as an administrative executive on 1 April 2009.

She shared that returning back to the workforce with the help of WDS's Back2Work with U programme has benefited her in many folds. As she is able to juggle both her family and work commitments well even though she only embarked on a career after a long break, Madam Leo is looked upon as a role model in her circle of friends.

“As I am in touch with technology now and learning a lot more, I am able to engage my daughter in more interesting conversations like discussing the importance of leveraging social media platforms such as Facebook or Twitter,” Madam Leo added.

In addition, to help more women PMETs (Professionals, Managers, Executives and Technical people), WDS also partnered with PeopleSearch, a HR executive search firm, to provide a holistic approach to guide, train, coach and place PMETs.

As of June 2009, about 950 women job seekers have undergone different employability and vocational training facilitated by WDS.

3rd R: Retention

To help more women remain in the workforce, WDS has been actively engaging companies to provide flexible working arrangements and embark on work life integration programmes, including:

- The Flexi-Works! Funding scheme provides financial support to encourage companies to recruit economically inactive workers on flexible work arrangements. As of June 2009, 124 companies have committed to recruit 4,053 workers on a flexible work arrangement basis.
- A seminar titled “Achieving Balance Between Work & Family” organised by WDS together with the

tripartite partners and the Scandinavian embassies in April 2009 allowed for exchanges and learning experiences between Singapore’s work life initiatives vis-à-vis the Scandinavian countries.

- “Little Ones @ Work” project where companies let their employees bring their children to work for a day, in the hope to bind the family and work closer together for individuals, especially working mothers. As of June 2009, 20 companies have participated in this project benefitting 1,200 children.

3 KPIs Achievements:

3R KPI	Total (2007-June 2009)
1st R: Recruitment Number of women job seekers who found jobs through WDS facilitation	3508 job placements
2nd R: Re-adjustment Number of women job seekers who have undergone different employability and vocational training	950 job seekers trained
3rd R: Retention Number of flexible work arrangements created by Flexi-Works! Funding companies	4053 committed placements (by 124 companies)
Number of companies implementing family friendly programmes such as Little Ones @ Work	20 companies benefitting 1,200 kids

Flexi-Works!: Best Of Both Worlds

It was the best of both worlds for Madam Chandima Perera, 38, a homemaker of

10 years, when she decided to join NTUC Income Insurance Co-operative Limited as a Financial Associate in December 2008.

“Besides attending regular meetings at the office, there are no fixed working hours on this job as I can meet my clients at flexible hours. I enjoy a good balance between work and family, and I can still spend quality time with my eight-year-old daughter and five-year-old son,” she said.

It was a bold move for Madam Perera to return to the job market after a long break. And that too, in a field in which she had no prior experience.

“I was previously in a desk-bound job in the information technology industry. Taking on this job was a challenge. I was able to adapt smoothly to this change with the support of my husband who has constantly encouraged me, and my company which has given me many training opportunities,” she added.



Future Plans For 2010 - 2011

In the next two years, WDS will continue to assist the Back2Work women find employment by enhancing their employment choices and skills training, and advocating a pro-family work culture and environment in local workplaces through the 3R initiatives:

Initiative	Desired Outcomes	KPI/ Year
1st R: Recruitment WDS Job Assistance Service	Place women job seekers and enhance their employment choices.	2000 placements
2nd R: Re-adjustment Training	Equip women job seekers with employable skills so that they can have better pay and job.	1000 trained job seekers
3rd R: Retention Flexi-Works! Funding	Promote a buoyant culture of flexible work arrangements amongst companies in Singapore for better work life integration.	100 companies
Work Life Integration Advocacy	Promote a pro-family working environment for better work life integration.	

ALL COLLARS

Contract And Casual Workers

Key Achievements

- Outreach through increased efforts on recruitment, collaboration with our partners on employment rights, WIS and training programmes, and social and recreational activities, have led to increase in membership from 1382 in June 2007 to 8798 in June 2009
- Close to 400 contract and casual workers have embarked on the U Train U Gain programme since 30 August 2008
- From 2006, UCCW has reached out to close to 140 companies on Best Sourcing Initiatives through various platforms

The NTUC Unit for Contract and Casual Workers was formed in late 2006 to enhance the employability and welfare of this group of vulnerable workers through training and skills upgrading, provision of basic benefits and assistance programmes, promotion of fair employment and responsible best sourcing so that our workers can enjoy better jobs and lives.

Membership Growth

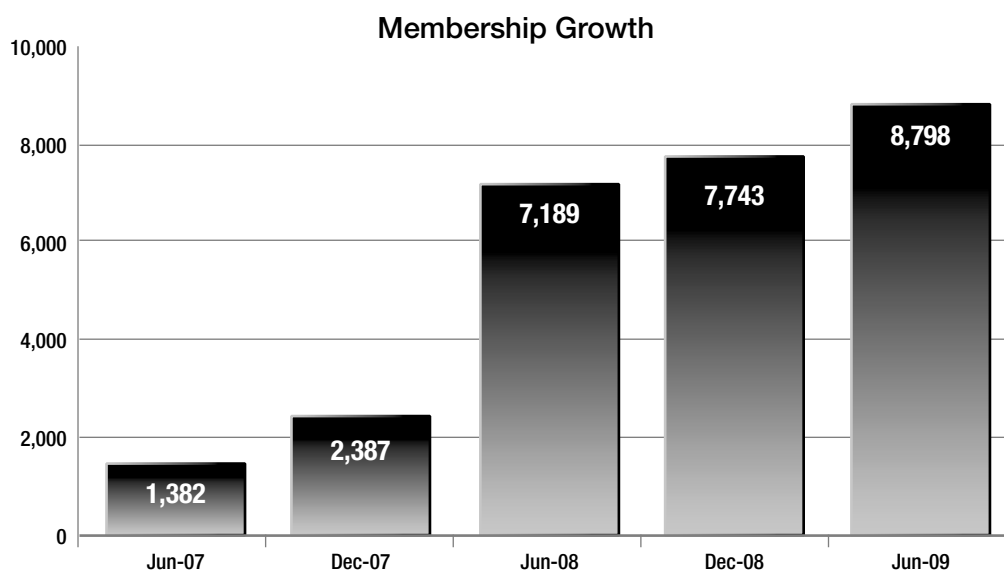
In the last two years, membership has grown from 1,382 in June 2007 to 8,798 in June 2009, an

impressive six-fold increase. The majority are mainly from the cleaning, landscaping, and security sectors, with more than half above 50-years-old. This has been achieved through outreach efforts and promotion of Best Sourcing Initiative.

Outreach To Contract And Casual Workers Through Provision Of Benefits And Training Initiatives

To reach out to more contract and casual workers, UCCW has organised a series of events to engage these workers, including job fairs, cleaners' day, employment rights and workfare seminars, training and skills upgrading classes and talks. More than 5,000 workers have participated in the events or benefited from these programmes since 2006.

In April 2008, UCCW launched a Group Term Life Insurance with NTUC Income for its members. Since the launch, UCCW has helped to claim a total of \$52,000 worth of life insurance payout for seven affected families and touched their lives.





ISS Group teams up with NTUC LearningHub Private Limited to train up their workers with the jointly developed integration skills development programme.

The U Train U Gain programme was launched on 30 August 2008 with the objective to assist local low-wage contract and casual workers to up-skill and upgrade for better employability and better lives for themselves and their families. This training initiative adopted a complete skills upgrading pathway approach which included mindset change, generic skills and vocational skills for specific jobs. It aims to assist the trainees in getting into jobs that are within their reach

'U Train U Gain' Makes Career Switch Possible

A successful career switch has been made possible for Madam Lim Wee Choo, 54, with the help of the 'U Train U Gain' training initiative by the Unit for Contract and Casual Workers.

Previously working as a tea lady on contractual term and earning \$900 a month, Madam Lim now works as a promoter, on a flexible shift schedule, and earning \$1000 a month. The Attitude, Skills and Knowledge workshop and Basic Food hygiene course that Madam Lim underwent was the key to her career change.

"The workshops enhanced my knowledge. At this age, without continuous learning, our mind will start to turn rusty. So, the workshops help me improve myself and perform better on the job. I am thankful to UCCW for encouraging me to attend such workshops," Madam Lim said.

and expectations. As at 30 June 2009, more than 300 contract and casual workers have stepped forward to participate in the U Train U Gain training initiative.

In addition, UCCW has also explored different training methodologies to cater to fit needs of various industries such as cleaning, education and aerospace. These include:

- Training for school cleaners with no formal education on employment rights
- SPUR training for contract workers in the aerospace industry – a collaboration between UCCW, Singapore Industrial and Services Employees' Union and ST Aerospace to send all contract workers for literacy courses so that they can move on to higher learning
- Training programmes for Educare Schools Services Private Limited contract teachers' assistants to enhance their employability and to prepare them for higher responsibilities
- Holistic training framework for ISS contract cleaners to move up as team leaders and/or supervisors so as to handle the company's integrated businesses. These include technical skills and other key functional competencies such as service excellence, change management, cultural diversity and workplace safety and health
- Re-skilling workers for cook positions in the childcare industry – a collaboration between UCCW and Cherie Hearts on job placements for contract and casual workers who are interested in moving across industries, i.e. from cleaning to childcare industry

Sustaining The Efforts Through Best Sourcing Initiative

Currently, outsourcing is still very much price-based, which is the primary reason for workers falling into the vicious low-wage cycle. To break away from this, it is essential to elevate the contract specification from just price-based to performance-based, and eventually competence-based.



Best Sourcing Seminar for PAP Town Councils' Conservancy Contractors.

Best Sourcing Initiative means awarding contracts not purely based on price but on the performance and capabilities of the contractors to provide value for money services. Six key components have been identified to form the ideal BSI Framework:

- Good HR practices
- Contract specifications
- Performance track record
- Audit and enforcement
- Communication
- Benchmarking

BSI ensures that workers' welfare is well looked after such as CPF contributions and other mandatory employment terms so that they receive the Workfare Income Supplement. Since 2006, UCCW has reached out to about 950 participants through various platforms advocating and encouraging all to embrace BSI in the tender contracts.

Plans For Next Two Years

- To intensify outreach programmes and target to have at least 15,000 active members.
- To enhance the employability of at least 1,500 workers and help them get CPF and secure Workfare Income Supplement.
- To encourage more service buyers to embrace BSI by helping them tap on the BSI Early Adopter Scheme by NTUC's e2i. UCCW, being one of the champions for the BSI Early Adopter Scheme, aims to work with 10 to 20 companies to benefit at least 2,000 workers.

The Cleaning Industry

The cleaning industry was previously plagued by "cheap sourcing" practices where buyers irresponsibly awarded contracts to the cheapest bidder, compromising on service quality, and workers' training and welfare. As such, to break away from the traditional outsourcing approach that award tenders to the cheapest quote and to ensure good service quality and proper training and welfare of the workers, 14 PAP Town Councils embarked on the journey of Best Sourcing Initiatives.

Embarking on BSI – Town Council Partnership and Collaboration

Moving away from solely price-based consideration, the "Price-Quality Method" is adopted to award contract, with 50 per cent consideration based on price, and the other 50 per cent based on quality of service. Contractors now have an incentive to employ machineries, hence increasing productivity. All cleaners go through proper "National Skills Recognition System" training and command a pay of \$1000 per month. A total of 705 cleaners have benefitted under the PAP Town Council's tendering system.

Through BSI, Town Councils were able to raise the cleanliness standards in the estates with high performance standards and trained conservancy workers. This could also assure and encourage conservancy companies to invest in good human resource practices in order to retain and attract better skilled conservancy workers to serve residents. The service providers under BSI deliver better performance through job redesigns, training of workers and usage of better equipments.

Clean Solutions Private Limited is one of the service providers who send their workers for NSRS training. The cleaners also use better equipment such as the "Ride on Sweeper" vehicles to improve their efficiency by four times. The Job Re-creation Programme that ties in with BSI has increased the workers' efficiency and thus makes the housing estates much cleaner.

ALL NATIONALITIES

Making Singapore A Fair Deal For Migrant Workers

Key Achievements

- Effectively pushed for amendments to three labour legislations through advocacy efforts of the NTUC Migrant Workers Forum
- Reached out to 20,000 migrant workers through social activities
- Set up a bipartite Migrant Workers Centre to advance our protection of migrant workers' interests and provide humanitarian assistance

The Labour Movement safeguards the welfare of all workers in Singapore, regardless of their nationalities and background. The Labour Movement understands the need for migrant workers to complement our economy, and recognises their contributions. They play a significant role in meeting the shortfall of manpower in a number of sectors and hence help to retain investments. Migrant workers (including Singapore PRs) make up about 20 per cent of total union membership. Together with our tripartite partners, we work towards making Singapore a fair deal for migrant workers.

What We Have Done:

Advocating For Legal Amendment

Through the advocacy efforts of NTUC Migrant Workers Forum, a number of amendments have been made to the Work Permit conditions as well as the Employment of Foreign Manpower Act, and the Work Injury Compensation Act to better safeguard workers' interests.

Social Outreach

Social activities include Outing for All Nationalities at the Zoo, Kabaddi Tournament organised by Shipbuilding and Marine Engineering Employees' Union, Cricket Tournament organised by Building Construction and Timber Industries Employees' Union, Futsal tournament and movie screenings.

Training Programmes

A number of new initiatives have been implemented in collaboration with external partners and local migrant organisations. These include training programmes on the English language and computer skills for migrant workers. Members who take up these training courses are eligible for the NTUC Education and Training Fund. One example is the Customised English Language course for People's Republic of China teachers (members of Singapore Chinese Teachers' Union), a 30-hour programme that runs every Saturday.

Medical Benefits

When the Employment of Foreign Manpower Act was amended to require all employers to purchase and maintain medical insurance for foreign workers (including Foreign Domestic Workers) from 1 January 2008 in tandem with the withdrawal of government healthcare subsidies, the NTUC Migrant Workers Forum worked with NTUC Income to offer a medical insurance policy that will fulfil the requirements.

Avenue For Feedback

To better grasp the concerns of the migrant workers, unions such as BATU also initiated and conducted tea sessions for migrant members to give them a chance to air their grievances as well as provide feedback.



NTUC Alignment Director (All Nationalities, Quality Worklife) Yeo Guat Kwang (second from left) reaches out to migrant workers for their feedback.

The Way Forward – Bipartite Effort

With the current economic downturn, there is an increasing need to protect workers' welfare and providing humanitarian assistance to these workers. Hence, our efforts have been accelerated to provide foreign workers with an additional avenue to seek advice on employment rights and humanitarian assistance if their employers have failed to provide for them.

Helping Stranded Foreign Workers

To have a roof over their heads is one of the most important needs for foreign workers here in Singapore. Chinese national Li Hong, 34, was one who was almost left homeless and jobless due to the foreign worker levy irregularities in the levy account of his then employer, Raffles Contractors Group Private Limited.

However, the quick response of the Migrant Workers Centre saved Li Hong's rice bowl and his housing problems were also resolved. The MWC officers helped a group of twenty workers negotiate for a further night's stay with the landlord while making necessary arrangements for a new place to stay, and successfully relocated the workers from Geylang to the Murai Lodge 2 Dormitory. MWC officers also interceded with the Ministry Of Manpower to help the affected workers stay on with an alternative employer.

Having received help, Li Hong was grateful and today is happily employed by China Jinye Construction and Engineering Singapore Private Limited.

"The new place that I am in has a nice environment. MWC was there for us when we really needed help and I am thankful to them for offering us foreign workers a helping hand," Li Hong said.



Gone is the old, and migrant workers make new living arrangements in a better place.

Together with the Singapore National Employers Federation, a Bipartite Migrant Workers Forum was launched on 26 April 2009. The Bipartite Migrant Workers Forum aims to:

- Promote awareness of basic migrant workers' rights and responsibilities
- Promote good employment practices towards migrant workers
- Enhance social support infrastructure
- Facilitate harmonious co-existence relationship between migrant workers and locals at the workplace

The Migrant Workers Forum has set up a Migrant Workers Centre and has already achieved some early success.

The key objectives and action plan of the Migrant Workers Centre going forward are as follows:

Objectives		Initiatives
Social Support	Advice and Referral	Provide advice to foreign workers on their legal position if they have had a dispute with their employer, and how to seek help. Refer foreign workers with valid claims to MOM if they request governmental assistance. Operate physical contact point(s) and a phone helpline, to facilitate foreign workers seeking advice from the centre.
	Humanitarian Assistance	Provide emergency board and lodging for foreign workers referred to the centre by MOM, or who approach the centre for help. (To date the MWC has provided temporary board and lodging assistance to about one hundred migrant workers)
	Social Activities	Organise recreational activities/ classes to meet foreign workers recreational and social needs.
Public Communications		Promote good employment practices towards foreign workers. Facilitate harmonious co-existence between foreign workers and locals, at the workplace as well as in the community.
Understanding Foreign Workers Concerns		Understand foreign worker concerns through surveys, interviews, and/or focus group discussions.

ALL AGES

nEbO: Community For Youth, Ages 12–21

Key Achievements

- nEbO reached its 10,000th member milestone in December 2007 and its 20,000th member milestone in December 2008.
- Within a short period of two years, membership has since increased to 26,000 as of June 2009.



nEbO was officially launched in July 2007.

nEbO is an exclusive lifestyle membership club for youths between 12 and 21 years old. nEbO seeks to provide a platform to engage youths to develop and realise their potential through interest communities, including Music & Events, Sports, Care, Gaming, Lifestyle and Entrepreneurship.

Through nEbO, we believe that an emotional connection with youths can be nurtured and sustained, leading to a natural and growing relationship with the Labour Movement when the youths enter the workforce.

Over the last two years, from membership growth to relationship-building to brand-building, nEbO has been successful in bridging the gap between the Labour Movement and youths.

Building A Strong Community Of nEbOians

nEbO was first unveiled to the public in July 2007 at the official launch at Orchard Cineleisure which attracted thousands of youths.

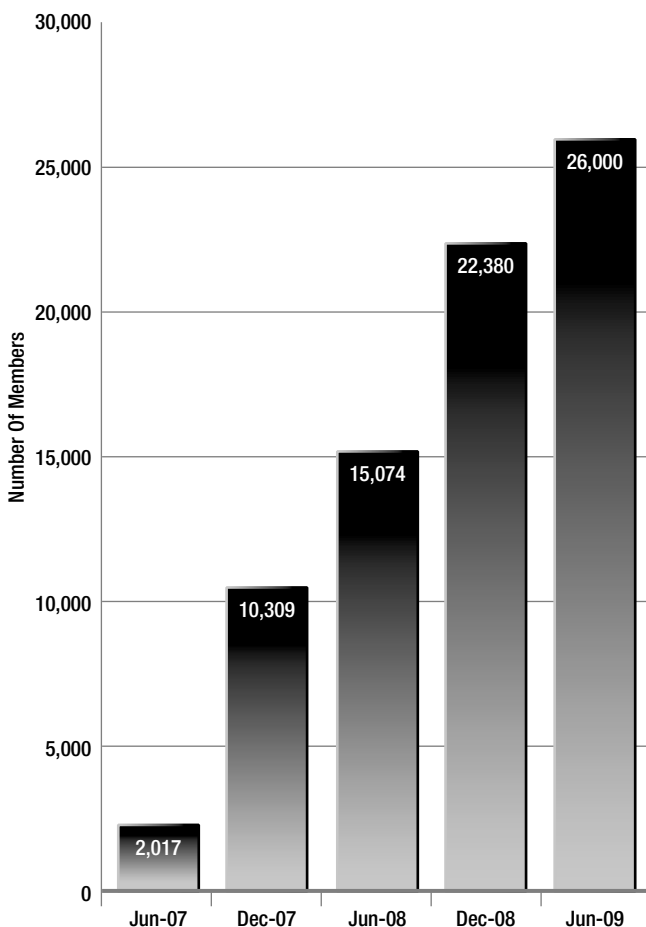


NTUC Club Chief Executive Officer Yeo Khee Leng welcomes the 10,000th nEbOian on board.

The 10,000th And 20,000th nEbO Member Milestone

Within a short span of five months, nEbO welcomed its 10,000th member in December 2007. Less than a year later, nEbO had doubled its membership to 20,000 members in November 2008. As of June 2009, membership has increased to 26,000 members.

nEbO Membership Growth



Seamless Conversion From nEbOians To NTUC Union Members

To encourage a seamless membership transition from nEbOians to NTUC union members, NTUC Club and NTUC Membership Department co-organised the first engagement with ex-nEbOians to encourage them to sign up as union members through the *“Infinity Party”* on 11 December 2008.

Since 2009, nEbO started organising the ‘learning journey series’ for youths to deepen insights on the Labour Movement initiatives. Through visits to the unions and NTUC Social Enterprises, the youths get to learn about the missions and functions of the entities in an interactive way. We have also managed to reach out to wider groups of youths from various educational institutions. Ultimately, we hope that the youths would be more receptive to the Labour Movement and join as union members when they step into the workforce.

To date, we have successfully converted more than 702 ex-nEbOians to union members.

Retention And Relationship Development

Membership retention and engagement are important for sustaining long-term relationship building.

Developing Benefits Relevant To The Needs Of Youth

As privileges and benefits are primary and pragmatic forces behind membership sign-ups and renewals, nEbO has been quick to anticipate the diverse needs of today’s restless youths. Working partners include Cathay Cineplex for discounted movie tickets, Partyworld KTV for singing at affordable rates and Monsoon Group hair salons.

To increase retention rate, membership renewal has been made easy and convenient through sign-ups at the AXS stations which are strategically located island-wide, and at nEbO outlets in Ang Mo Kio Hub and E!hub, Downtown East.

Deepening Engagement To Build Emotional Connection

nEbO also moves beyond the practical considerations to create an emotional connection with its youths by:

- **Engaging them through interest groups and giving them ownership of nEbO to make it truly a club for youths, by the youths.** Over the last two years, nEbO has built a total of 21 interest groups under the six communities of

Music & Events, Sports, Care, Gaming, Lifestyle and Entrepreneurship. It has organised close to 100 events, reaching out to over 136,000 participants.

- **Empowering nEbOians To Drive Projects.** Under the guidance of the respective community heads, members get the opportunity to plan, organise and carry out their dream projects with infrastructural support from nEbO, upon a successful proposal pitch. By involving the youths in hands-on projects that they are passionate about, it encourages active participation and makes them feel they are a part of the nEbO family. This approach is what makes nEbO different from the other youth clubs.

nEbO Cafés

The first nEbO café was opened in June 2007 at Ang Mo Kio Hub with the key objective of providing opportunities for aspiring youth entrepreneurs to set up a business with support from nEbO mentors. nEbOians can hang out at this trendy café and enjoy exclusive discount rates. There is also a special room to host private events and movie screenings.

The second nEbO café was launched in April 2008 at Downtown East. To encourage a fun business culture, the café has set up the Youth Entrepreneurship Space comprising five trading posts, four retail spaces and over 50 showcase boxes that allow youth entrepreneurs to showcase and sell their items at these areas.

As of June 2009, both nEbO cafés have recruited a total of approximately 2,800 nEbO members. Each café has approximately 6,000 visitors monthly.



NTUC Youths enjoy exclusive discounts while chilling out at nEbO Café.

- **Organising Mass Events To Create Visibility**
nEbO organised its first mass event 'The Quest - finding nEbO' in May 2008. More than 2,500 participants took part in an island-wide Amazing Race, passing through various checkpoints to complete tasks and challenges either by foot or public transport. The objective of this event was to showcase and educate the youth community about nEbO, NTUC and the NTUC Social Enterprises in commemoration of May Day 2008.

Looking Ahead

Strengthening Engagement

Encouraged by its past success, the nEbO team has set its sights high – to reach a membership of 50,000 by end-2011. To achieve this target, nEbO will be launching a new media social platform: a digital mobile membership card for active interaction and engagement, allowing downloads of the latest information about nEbO with a single click of button on their mobile phone at anytime, anywhere.

Strengthening Alignment

nEbO is the missing link between youths and the Labour Movement. nEbO will continue to work closely with educational institutions such as ITE colleges, polytechnics, universities and other student bodies and associations for recruitment, event tie-ups and engagement, to build a stronger emotional connection with the future workforce.

We will also focus on expanding nEbO communities and strengthening its engagement with other communities. The nEbO team also aims to participate in international events to increase nEbO awareness.

With the two nEbO cafes taking off, nEbO plans to collaborate with tertiary institutions to set-up nEbO cafes within the institutions to provide an additional platform for students to develop their skills and potential with guidance from the institute lecturers. By setting up nEbO cafes in the tertiary institutions, nEbO would be able to reach out to more youths and bridge the gap to bring them into the Labour Movement when they enter the workforce.

Strictly No Entry, Youths Only

Mr David Tay began his journey with nEbO running the membership club cum café in Ang Mo Kio Hub in 2007, and was also actively involved in the entrepreneurship division at nEbO, which recently organised an extremely successful Youth Entrepreneurship Symposium that involved many well-known industry practitioners such as Microsoft Singapore and Ya Kun International Private Limited.

Mr Tay has since left nEbO and is now a teacher, but that does not mean he has left the Labour Movement. All thanks to the easy seamless transition from being a nEbOian to an NTUC union member, Mr Tay is still part of the Labour Movement under the Singapore Teachers' Union.

"Looking back, I must say that my nEbO years transcend anything that I would have experienced in school or work. I had the privilege to experience what nEbO is about - to unleash the energy in youths and be a platform for them to achieve beyond what they normally can. I believe that with nEbO, we can make the Labour Movement relevant to youths of today as nEbO strives to engage the youths directly and involve them in activities which resonate, and yet have a strong connection with the larger picture of union participation."



Directors of nEbO Café David Tay (Left), Jeanette Wee and Travis Neo put in their hearts to ensure the sustainability of nEbO Café.



Young NTUC leaves its footprints in history again by gathering the largest crowd ever to say the Pledge together at 8.22pm at the National Day Parade 2009

ALL AGES

Young NTUC: The Largest And Most Vibrant Youth Movement In Singapore With Youths Who Are Active In A Purposeful Way

Key Achievement

- Young NTUC has built up a strong base of more than 120,000 youth members and 9,000 youth activists as of June 2009, bringing vitality and energy to the Labour Movement.

Young NTUC, a community of young union members from 18 to 35 years old, has continued to attract and engage youths to ensure continuity and dynamism in the Labour Movement since its formation in 2005.

Our programmes hope to achieve the core aims of:

- **Growing The Vibrancy Of Young NTUC**
Today, we have a member base of more than 120,000 young working adults and we engage them through many programmes that reach out to them and their friends.
- **Strengthening The Bonds Among Youth Activists**
We encourage our members to become activists through first participating and subsequently

leading in our programmes. To date, we have built up a strong base of more than 9,000 youth activists.

- **Developing Youth Leaders To Make An Impact**
For activists who demonstrate potential to become possible leaders of the Labour Movement in the future, we provide them the space and resources to pursue their dreams.

Growing The Vibrancy Of Young NTUC

Raising Our Profile And Visibility

Young NTUC Celebrates! National Day has become an iconic event for the Labour Movement since it was introduced in 2007. Almost always based at the

Padang, Young NTUC currently holds three records in the Singapore Book of Records for:

- The largest human flag formed by 8,667 members (9 August 2007)
- The largest day and night flags formed by 11,500 members (9 August 2008)

2009 marks the 50th anniversary of Singapore's self-governance. To celebrate this historic occasion, about 10,200 members with their families and friends took part in "The Pledge Moment" at 8.22pm, holding candles to emphasise the important message that nation building rests with each and every one of us.

Young NTUC has also played significant roles in the annual **May Day Celebrations**. 2007 saw the staging of the musical "A Labour of Love", a first-ever attempt by the Labour Movement to do so with an amateur cast made up of members from all walks of life. Most of the cast were from our own performance arts group, p.L.a.Y! (which stands for Performing with Love by Active Youths!). In 2008, p.L.a.Y! also performed at the May Day Rally.

As the official youth wing of the Labour Movement, Young NTUC pledges to continue to play a part in the May Day and National Day celebrations in years to come.

Giving Youths A Voice

Senior policy makers in Singapore have had the opportunity to hear the views of our youth activists through the various dialogue sessions that Young NTUC has organised:

- **Coffeeshop Talk** – Held in an actual coffeeshop, youths discuss and share their frank views on current topical issues with senior politicians, just as they would when they catch up with friends for coffee.
- **Youths For A Competitive and Inclusive Singapore** – Allows youths to discuss issues affecting Singapore on a more strategic level. YCiS features learning journeys and discussions with policy-makers at various national institutions over several days. The programme ends with a dialogue session with Ministers and Members of Parliament. Prime Minister Lee Hsien Loong anchored the inaugural dialogue.

Upturn The Downturn

Young NTUC's efforts in upturning the downturn include organising:

- **An Opportunity Fair In April 2009**. The downturn proved worrying for many graduating students. Sensing their growing pessimism, Young NTUC

Young NTUC's Opportunity Fair opens windows of hopes for fresh graduates seeking jobs.





Young NTUC displays a rousing show of solidarity at the May Day Solidarity Walk on 30 May 2009, together with the leaders of Singapore.

organised an Opportunity Fair for graduating students from the local universities. About 800 students attended the event, which featured more than 6,000 opportunities like jobs, internships and research positions in various organisations.

- **May Day Solidarity Walk And Concert in May 2009**, in support of the U Care Fund. More than 7,000 members and their families, together with Prime Minister Lee, walked from Jalan Benaan Kapal to the Marina Bay Golf Course in a show of solidarity and encouragement. The walk concluded with a heartwarming concert at the driving range by Team Young NTUC p.L.a.Y!, the performance arts affinity group featuring specially written songs for the U Care Fund.

Volunteerism

Young NTUC provided volunteering opportunities to our activists to make a difference to fellow union members and the community-at-large.

- **KidzQuest** – It allows our activists to volunteer their time to bring pre-school children on meaningful learning journeys to places like the Sungei Buloh Wetland Reserve. We have worked with NTUC First Campus to organise 15 learning journeys with the participation of 345 youth activists and reaching out to 547 children. Other pre-school centres will also be targeted in future.
- **Free Hugs** – To reinforce the caring attribute of the Labour Movement, Young NTUC organises Free Hugs activities regularly to spread the message that caring for our fellow working people can be expressed in as simple a gesture as a hug. Three

runs were held since piloting the programme in April 2008.

- **PC Project** – A new volunteerism project, the PC Project brings our activists together to re-condition second hand computers for distribution to needy members and their families. About 600 families are expected to benefit from this programme.

Strengthening The Bonds Among Youth Activists

Youth Chapters

Today, there are 44 Youth Chapters belonging to NTUC-affiliated unions. Activists belonging to these YCs receive seed funding from Young NTUC to organise activities to engage youth workers at their workplaces.



NTUC Alignment Director (Uth! Movement) Josephine Teo accompanies the kids as they go on a quest.

The Young NTUC Seed Funding Scheme encourages the YCs to work together in organising their activities, thus spreading the load of organising the activities as well as reach out to youths across different industries.

Projects like The Amazing Youth Race and night cycling are among about 100 seed-funded projects completed since the scheme's launch in 2006. Each project is led by the YCs' own activists and not planned centrally at the Young NTUC headquarters. This increases the ownership and allows the activists to hone their organizing and leadership skills.

Team Young NTUC Affinity Groups

Young NTUC has 10 Team Young NTUC Affinity Groups today. TYN groups reach out to youths through interests and as with YCs, their team managers plan and lead their projects independently.

- **TYN Black 8**, a group of pool enthusiasts meet weekly to train under an ex-Team Singapore coach. The team has taken part in and won several national-level competitions.
- **TYN 20/20** reaches out to youths through photography. The team runs photography clinics and learning trips for their members. 20/20 photographers are a regular feature in the Labour Movement through coverage assignments and exhibitions. The team has held 2 exhibitions since 2007. It has also published a calendar, with photographs featuring an inclusive Labour Movement.

Developing Youth Leaders To Make An Impact

Uth! Campus

Uth! Campus serves as a platform for youth activists to gain a better understanding of the Labour Movement and develop their leadership capabilities. This programme allows youth activists who have demonstrated leadership potential to acquire intricate knowledge of the key mission of the Labour Movement and our workplans through dialogues with NTUC Secretary-General Lim Swee Say and Labour MPs. They undergo situational training and project work with the intention for them to put these skills to good use when they lead their members at their YCs or TYN groups, as a dynamic leader of Young NTUC.

Since June 2007, we have held five successful campus runs, engaging more than 400 Young NTUC leaders.

Looking Ahead

Young NTUC has grown from strength to strength and will continue to serve the Labour Movement by ensuring key programmes such as the May Day and National Day celebrations and will continue to thrive year after year.

Every new year poses its own unique challenges, as evidenced by the rapid downturn in early 2009. Young NTUC pledges to continue to be nimble-footed and prepared, ever ready to be called into action for the Labour Movement.

Moulding Future Union Leaders

Young NTUC Chairperson Benjamin Tang joined Uth! Campus in 2005 as a participant, but today, he is sitting on the organising committee of Uth! Campus, and moulding its directions. Having gone through Uth! Campus himself, Mr Tang gained much from it and wanted other potential young leaders to benefit from it as well.

"The purpose of Uth! Campus is to build up future union leaders for the Labour Movement. When I just joined Young NTUC, I thought it was just a platform to organise activities for the youth. But I came to realise that they play an important role in inducting young unionists into the Labour Movement. Only through training up new leaders can we ensure that there will be a continuous flow of capable union leaders to do the good works of the Labour Movement," Mr Tang said.

Besides being involved in the Uth! Campus, Mr Tang was also one of the learning catalysts for Youths for a Competitive and Inclusive Singapore in 2007, and was also the moderator for the YCIS forum series 2008 and three Coffeeshop Talk dialogues.

Having to juggle many jobs, including his position as General Secretary with the Port Officers' Union and his day job as a civil engineer, Mr Tang's passion for youths was enough to make him sacrifice his time to dedicate his efforts to them.





U Family builds up family bonds through the LEGO building competition as part of the National Family Celebrations on 30 May 2009.

ALL AGES

U Family: Strong Community Of Happy Families

Key Achievement

- Since it was set up two years ago, U Family's online community has grown rapidly and has more than 17,000 members as of June 2009.

U Family focuses on the needs of parents with young children, especially families with children up to the age of 12.

U Family advocates and envisages a community of strong and happy families, mirroring the success in Denmark. Our aim is to build a 'Mini-Denmark' community in the Labour Movement where family is a priority. Women enjoy economic independence, fathers care and share parental responsibilities, and children are global talents.

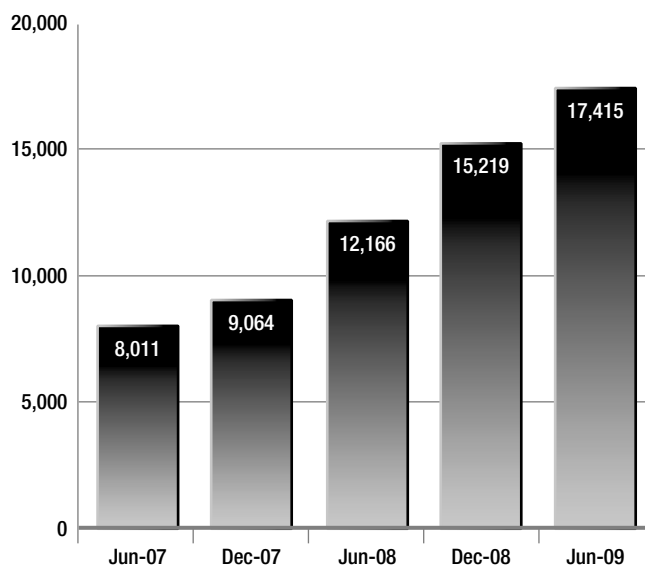
Building A Strong Membership Base

U Family's online community is a strong membership community with focused engagement activities and regular communication channels. Membership more than doubled from 8,011 in June

2007 to 17,415 in June 2009. The online channel proved to be an effective channel of engagement as more than 79 per cent of the participants registered online for the U Family activities.

To bring more members into its fold, U Family started engaging 100,000 married union members aged below 45 years. As a result, 1,087 new union members were introduced to union membership by this family community.

Progress Of U Family's Membership



To meet the needs of members, U Family has collaborated with the NTUC Social Enterprises to bring more family-focused benefits to its members, including:

- **NTUC Income:** A promotional period of free insurance upgrade from CPF Medishield to Enhanced IncomesShield Basic Plan to children of union members between 11 May 2009 and 30 September 2009.
- **My First Campus:** Provided strong support by bringing programmes and benefits of union member and U Family member to the parents at their centres, and encouraging participation.
- **NTUC FairPrice:** Lifestyle workshops for U Family members. For example, DIY Aesthetics Workshops were held for 10 unions, starting in April 2009. Following which, many more workshops were held regularly on weekends.
- **NTUC Club:** Provided strong support to the Family Day Out with U on 30 May 2009 and featured Little U Emcees as roving reporters during the May Day celebrations.
- **Orchid Country Club:** Educational camps for children during school holidays. For example, a kid's summer camp held was oversubscribed.

Outreach And Engagement

To build strong and happy families, U Family has adopted a **3 SRs** approach - **Strong Relationships**, **Social Resilience** and **Self Reliance**, to reach out to more workers and their families.

Strong Relationships

For the families to be happy, Strong Relationships with respect and kindness to one another is important. Besides reinforcing parents and child bonding with

parenting talks and family camps, U Family will also promote strengthening of relationships with inter-generation bonding activities.

Many activities to engage and build strong bonds within the family were carried out, including 'Pak Tor with U', 'U Family @ Play' and 'U Family Classroom'. For instance, 'Pak Tor with U' programmes aim at keeping the sparks alive in marriages. Very often after having children, couples re-channel their energy to focus only on children, thus neglecting time for each other. Through 'Pak Tor with U' programmes, the intention is to instill the importance to maintain intimacy in marriages as strong spousal relationship is the foundation of a strong family.

It is equally crucial during a child's development stage for the family to stay connected, to celebrate love and uniqueness of his family. U Family will continue to organise signature Family @ Play events targeting at parents to spend time with their family.

Social Resilience

The Social Resilience programmes aim to enhance the ability of the community to cope, preserve its cohesiveness and quickly bounce back when faced with a crisis. At the start of the global downturn, U Family and the National Family Council launched the Resilient Family series "*Outwit, Outlive and Outlast the Global Downturn*" in January 2009. So far, 4,120 workers have attended talks on personal, financial and relationship resilience held in collaborations with NTUC LearningHub, NTUC Women's Development Secretariat and other partners.

Parents face competing demands for time. Hence, U Family organises bite-size talks during lunch hours for working parents in the business district. Besides talks,



Time for some good old family fun outdoors.

U Family will also be conducting activities for families and communities to develop resilience and overcome challenges together.

Self Reliance

The Self Reliance programmes aim to build fiercely independent individuals, including the young, to remain active and competent. U Family, in collaboration with NTUC Industrial Relations Department came up with activities such as \$avvy Families 2009. This event is supported by MoneySENSE, and will strengthen the financial literacy of members. There would also be talks on financial management and other programmes coming up soon.

Looking Ahead

Moving ahead, U Family will further strengthen the initiatives under the 3SRs approach to engage and build happy families, especially on Self Reliance, where talks and dialogue sessions would be rolled out in the next year.

Under the 'Mini-Denmark' initiative, U Family would also gather 1,000 'Mini-Denmark' families to pledge that family is their number one priority. Through



U Family teaches families to be savvy with money matters while offering them a platform to bond.

an online campaign, the members would be asked to submit family photographs, supported by ways of building happy families. The objective is to give recognition to families who strongly believe in family as a priority and took extraordinary measures to treasure the bonds within the family.

To reach out to more families, U Family targets to increase its online membership to 30,000 by 2011.

Family Matters

Ever since he became a U Family member, Mr Benny Ong Wee Siong, 27, has no lack of weekend activities planned for his wife and two children aged three and five.

Like most working parents, Mr Ong, a project co-ordinator, and his wife who works as a civil servant will make use of all the little opportunities that come by to break away from their hectic work lives to spend more quality time with their young children.

“As an active U Family member, there are always exciting programmes coming up for us. We attended the ‘Simply Sandsational’ event with the children last year. We had the chance to join many other families for a meaningful party with a whole spread of games and activities at the beach.

“Before joining U Family, our family outings were simple; we took the children to the playgrounds or for some window-shopping. Now, with NTUC, we are always surprised with interesting programmes for one and all in the family. We also get to meet new friends from these events. Taking part in these activities strengthens our family bonds and widens our social circle,” said Mr Ong.

Mr Ong has also attended programmes like Pak Tor with U @ The Love Seminar and Pak Tor with U @ The Movies.

“The seminars have been useful and informative and I look forward to participate in more of such U Family events,” he added.



U Live members take part in the performance at the official U Live launch, proving that they know how to live "The Good Life".

Key Achievements

- U Live was launched in March 2009 to actively engage more than 71,000 members who are 55-years-old and above
- In the last four months, a further 473 new members have joined the U Live community through its various events and activities to engage the seniors

ALL AGES

U Live: 'The Good Life' – A Community Of Active Agers

More than 71,000 members within the Labour Movement are above 55-years-old. An expected 151,000 more members will be turning 55-years-old in the next ten years. To advocate a balanced and healthy life in the silver years for the growing number of seniors, the Labour Movement launched U Live, a platform to engage the active agers. U Live was launched in March 2009 to reach out to:

- **Union members aged 55 and above** who are automatically included in the U Live community.
- **Retirees from the 3rd Chapter scheme** who are welcome to renew their affiliation through the U Live community upon the expiry of their annual membership.

- **Non-union members** through road shows and other events, in an effort to further nurture and expand the community. Within a short period of four months, U Live has successfully recruited 473 new members to join the U Live community.

U Live marks a new chapter in the lives of the rapidly expanding silver collar group. We believe in promoting an enriching lifestyle with emphasis on mental and physical wellness. Members of the U Live community would be able to maintain a sense of purpose and lead a fulfilling life through various interest groups and a variety of lifestyle and life-skill activities.

Recipe For 'The Good Life': Work, Live And Play

U Live caters to the unique needs and wants of active agers aged 55 years and above, through a comprehensive engagement programme in the areas of work, live and play.

Work

More active agers are continuing to work beyond their retirement age. To-date, more than 5,000 older workers are re-employed by unionised companies. As the numbers continue to increase, U Live would continue to play its part to conduct courses and talks on re-employment, skills upgrading and re-training, and also share insights with mature workers on the benefits of staying employed past the retirement age.

Live and Play

Leading a well-balanced lifestyle means embracing the **P2H2** quotient – leading **P**roductive and **P**urposeful lives and staying **H**appy and **H**ealthy. U Live advocates living life to the fullest. It provides opportunities for active agers to lead meaningful lives through its special bonding programmes, events and lifestyle interest groups as well as age-specific benefits and privileges.

In particular, the various interest groups allow active agers to cultivate strong relationships and mutual support with fellow active agers through common interests. Through participation in the activities, the seniors are able to widen their social circle and get to know more friends with similar interests, thus leading more productive and healthy lives in their silver years.

These interest groups are segregated into four distinct communities, i.e. sports, social, culture and knowledge. The key objectives are to enhance the members' lifestyle by:

- Challenging them to learn new skills
- Keeping them active and living life with a purpose
- Broadening their circle of friends and enjoying the benefits of a new hobby

Going Green

The Eco Club is one of the vibrant interest groups within the social community. Launching its very own green movement, the Eco Club is responsible for tending and maintaining its own prized garden area at Downtown East, created for public enjoyment and worked on with the support of National Parks for the Community in Bloom Programme 2009/2010.

Dedicated members of the interest group have also showcased their handiwork at the May Day Family Day Out with U and the recently concluded Garden Tech 09 at HortPark. The highlight this year for U Live's Eco enthusiasts is being awarded a plaque of appreciation for submitting a design for landscaping at the 'HortBlooms' Garden Design Competition 2009. The Club has also recently been invited to participate in the Singapore Garden Festival Display Competition 2010 by National Parks.

Looking Ahead

Moving forward, the U Live community will be further strengthened through increasing membership and engagement.

Recruitment campaigns will be held to reach out to more active agers, targeting to bring in 2,000 new members to the community by 2009. To build stronger relationships, more interest groups will be formed to increase engagement and foster bonding among the seniors. Retention efforts will be increased by working closely with partners to enhance the age-specific benefits and privileges.

No Longer Alone

63-year-old Madam Theresa Chia was kept active with U Live activities that greatly enriched her life. Having her kids all grown up and suffering the loss of her husband recently, Madam Chia often felt lonely until NTUC issued her a U Live Card that exposed her to a new horizon of excitement.

Taking part in her first two walks- Women's Day and May Day Solidarity Walk, Madam Chia found the activities organised by U Live very meaningful and went on to participate more actively in other events. She joined a U Live overseas tour, and was also one of the dance performers during the U Live launch in July 2009, which she found great pride in doing.

"At my age, it is really a rare opportunity that I can still get to perform. This was my first time performing in front of so many people and what's more, in front of Members of Parliament. This really made me feel young again, and U Live really made my life more fulfilling and also taught me how to spend my time wisely," said Madam Theresa.

Strong And Representative Membership

Key Achievement

- Membership has increased to 540,169 as of end June 2009.

The Labour Movement 2011 vision is to build an inclusive and relevant Labour Movement that reaches out to working people of all collars, all ages and all nationalities. It also serves to bridge three social divides, i.e. between the young and seniors; high-wage and low-wage earners; as well as local and foreign workers.

Achieving the LM2011 vision requires the concerted effort of many stakeholders. Over the years, our relationship with our affiliated unions and associations has grown deeper and stronger. We have also cultivated close working relationships with Social Enterprises and corporate partners who share the same social mission.

Through these partnerships, we help members earn a better living and lead more meaningful lives.

Member Centric – Strategic Intent: Grow Membership. Serve Members With Privileges

Overall Membership Progress

Membership crossed the 500,000 mark in August 2007. By end 2008, membership was 528,266 and as of June 2009, membership reached 540,169. In the decade between 1995 and 2005, our membership base saw a two-fold increase before hitting the half million milestone.

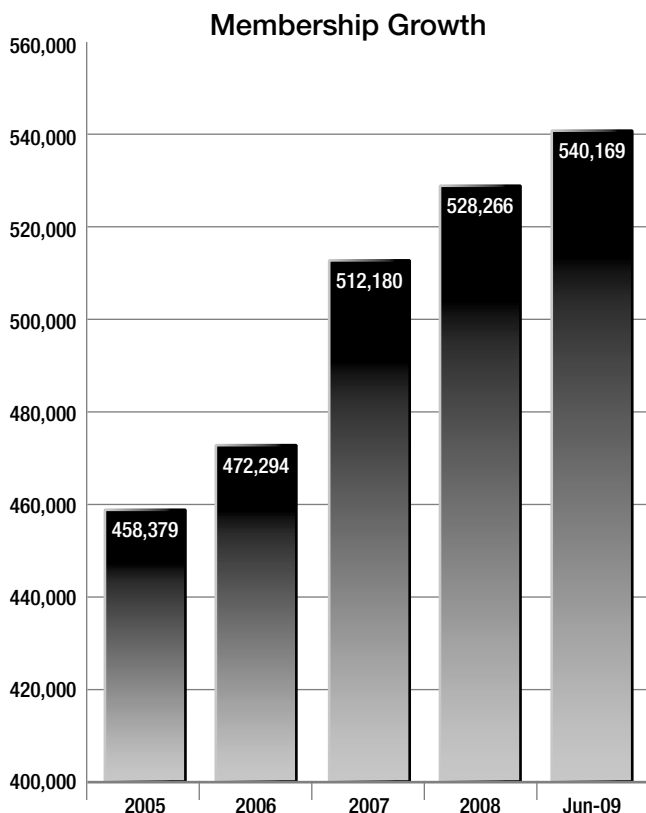
Whilst we have enjoyed a steady increase over the years, membership growth in recent times has moderated. Against the backdrop of a global downturn and the change of economic landscape and GDP contraction, we did not let up on our recruitment efforts to reach out to more members. In 2008, 43 new branches were unionised and for the first half of 2009, we supported the organising of 25 companies.

Through working closely with our affiliated unions, we also helped boost membership growth in unionised branches. Examples include recruitment drives with Taxi Operators Association, Food & Drinks Allied Workers' Union and several other Industrial Unions.

Membership recruitment was further ramped up with enhanced training of recruiters in areas of product knowledge and salesmanship. New channels of recruitment included Cathay Cineplexes and selected U Dining merchants to increase reach to younger people. Member-get-member campaigns were also rolled out to leverage the network of our members by encouraging their families or friends to join union membership.

Engaging Members

For members to fully appreciate the value of membership, continuous outreach is necessary to keep them informed of member privileges and latest promotions. Communication platforms used to engage members include regular email blasts, newsletters and publicity materials, as well as campaigns and roadshows. These help us to keep in closer contact with our members, and to further understand their needs in order to serve them better.



For instance, in May 2009, a **“Tell us what NTUC membership means to you”** campaign was launched to garner union members’ support towards the Labour Movement’s fund-raising efforts on the U Care Fund for lower-income members and their families. Members were asked to give their testimonies of being a member and our partner, OCBC Bank, contributed \$50 to the U Care Fund for each entry. A total of 1,140 entries were received which raised a total of \$57,000 towards the fund. To generate greater awareness of the campaign, a 3-day roadshow was held at Downtown East to solicit members’ submissions. An online gallery was also created to allow members to view all published entries.

Other communication activities include a four-day **“Discover U”** roadshow held at Suntec City in July 2009 which aimed to create greater awareness of membership privileges amongst members and potential new members. More than 4,000 members and their families were treated to a host of activities and games where they learnt more about the wide range of member benefits they can enjoy. The roadshow also generated over 500 sign-ups of union membership and our enhanced membership card, Uplus.

One of the important member touch-points would be our Member Services Centre located at NTUC Centre. It provides member services with a personal

“Union membership has given me a better quality of life through the access to Orchid Country Club and Costa Sands Resorts which offer good value for money at union rates and not country club rates. Also, NTUC Income has provided a low-cost insurance plan like LUV to protect myself and my loved ones in times of illness or accidents. Finally, in the economic downturn we welcome the discounts and privileges of union membership.”

Francis Goh Chong Heng, Industry Development Manager and NTUC member

touch and serves over 2,500 members in a month. In addition, we also provide ongoing support to the Union of Security Employees on registration services and issuance of ID cards to their security personnel in their year-long ID card exercise. Members are also served through our hotline which is manned by professional member services officers.

Besides delighting members with good customer service, we also aim to build stronger bonds with them through community engagement. The Labour Movement has developed several communities to engage all our members, from the very young to the active seniors.



NTUC Membership Department goes all out to recruit new U members at the “Discover U” roadshow.

Membership Has Its Privileges

Members can be assured that the Labour Movement will always have their interests at heart, whether in helping them to enhance their work prospects (Work), to stretch their dollar further (Live) or to offer recreation and entertainment for less (Play).

Working for U

Providing a strong voice for the working people is at the heart of the Labour Movement. Our affiliated unions play a key role in representing our members at the workplace, negotiating wages and assisting in workplace issues. Our unionists and industrial relations professionals are constantly on the ground to offer workplace advice and help ensure employability of our members throughout their working life.

Besides workplace representation, our union leaders and Industrial Relations Officers help many of our members negotiate retrenchment benefits when their companies undergo downsizing or bankruptcy.

"My union represents my colleagues and me at work and helps us solve workplace issues by negotiating on behalf of us with our management. Not only does the membership offer me workplace representation, it also allows me to enjoy cash rebates at NTUC FairPrice that really helps me save a lot,"
Thirunavic Arasu Ponnusamy, Environment Officer and NTUC member

Caring for U

In 2008, over \$80 million in savings were enjoyed by members through the provision of various forms of member privileges and financial assistance. This

was made possible through our Social Enterprises and partners, as well as through the Care and Share initiatives. For instance, through the U Care Fund, which was set up to provide financial relief for members who were affected adversely by the downturn, \$23.2 million was raised by the collective efforts of the tripartite partners and the various entities in the Labour Movement.

In addition to core benefits offered by NTUC Social Enterprises, we collaborated with key partners to provide a suite of "**U Brands**" privileges that create added value for our members. Examples include:

- **U Movies:** Members get to enjoy the latest blockbusters at all Cathay Cineplexes at discounted prices and earn LinkPoints as well. Other tie-ups include special privileges during the Singapore International Film Festival where movie lovers got to meet film director Kelvin Tong, in person.
- **U Travel:** Leisure and recreation is offered to members at 30 per cent off admission rates at local attractions such as the Singapore Zoo, Jurong Bird Park and Night Safari.
- **Uplus:** An enhanced membership card, which offers payment convenience and other exclusive benefits where members get to earn more LinkPoints each time they use Uplus.

Fun for U

Members get to enjoy recreational facilities at very attractive rates offered by NTUC Club at Downtown East, be it resort stays or theme parks. Events and activities that encourage family bonding are also often organised for members.

Taking Care Of U Throughout Your Life

Seeing how her mother benefited from her NTUC membership when she was younger, 23-year-old Madam Nursilah Dahlan was encouraged to join NTUC as well.

Thinking back to the past, Madam Nursilah recalled how NTUC helped her single mother lessen the burden on Madam Nursilah's school expenses by granting her an education grant of about \$200 from her primary school to secondary school days. Not only that, Madam Nursilah's mother's NTUC membership also helped the family tide through the period when household product prices started rising when they gave out NTUC FairPrice vouchers.

Now that she is a member herself, Madam Nursilah is pleased with the benefits that NTUC offers her all the way from purchasing of her daily necessities to social activities.

"What I love best about being a member is that we get rebates for making purchases and there are always discounts for in-house products. Also, my mom and I love that we can offset our payment using Linkpoints we have accumulated. I can also afford to watch blockbuster hits all the time at affordable prices and they throw in free popcorn as well," said Madam Nursilah.

Looking Forward: Strong And Representative Membership

For the Labour Movement to remain relevant, we must continue to grow. We will continue to strengthen the value proposition of union membership as the “must-have membership” and sustain a growth rate of at least 7,000 new members a month. In addition, we will form profession-based communities as part of the PMET strategy, targeting first the real estate and early childhood industries. Retaining our members is another key priority and we aim to reduce attrition from the current 9 per cent to a steady state of 5 per cent. Delighting our members through service excellence and engagement will be given strong emphasis as we look towards forming long-lasting relationships with all our members.

Becoming More Inclusive

While we continue to strengthen our current membership base, there lies the opportunity to reach

out to Professionals, Managers, Executives and Technical people (PMETs) as we envisage the strong growth of this segment in the knowledge-based economy.

According to the Ministry of Manpower, the education profile of the resident labour force will continue to increase as better educated younger residents join the workforce and relatively fewer workers with lower education retire. Over one-third (38 per cent) of the resident labour force have tertiary education in 2008, as compared to 25 per cent in 1998.

As an inclusive Labour Movement, we also need to place emphasis on the growing segment of PMETs. Therefore, we will focus on key areas such as workplace representation and professional development initiatives that matter to PMETs, beside lifestyle benefits. New engagement platforms which are profession-based will be introduced to better engage and cater to the needs of the PMETs.



The “Discover U” roadshow attracted more than 5,000 potential U members.

SOCIAL ENTERPRISES

Upgrading Capabilities To Be Best-In-Class Social Enterprises



With the launch of the new SEED Institute, the early childhood education industry now provides better education for young children and better recognition for educators.

Together with the Labour Movement, the NTUC Social Enterprises embarked on the LM2011 journey in 2006. As part of the LM2011 vision, NTUC Social Enterprises strive to be best-in-class in their respective industries by:

- Expanding their impact on the lives of working families
- Refining their products and services to meet customers' changing needs
- Upgrading their business and service capabilities

Expanding Social Impact

NTUC Social Enterprises have been expanding their impact on two key areas of national priority:

• Reducing Structural Unemployment

NTUC LearningHub Private Limited helps Singaporean workers develop portable skills (e.g. certified service professional and generic manufacturing) and employability skills (e.g. attitudinal, IT, language and soft skills) so that they remain employable and are able

to secure better paying jobs. As of July 2009, NTUC LearningHub has conducted training for more than 32,000 workers, translating to around 40 per cent of the total amount of the Skills Programme for Upgrading and Resilience (SPUR) training conducted nationally.

NTUC LearningHub has also reacted quickly in training Singaporeans for employment in new emerging sectors such as Infocomm, Hospitality and Logistics. It is currently expanding its training capacity and plans to double its classroom numbers over the next two years to accommodate an expected 15,000 increase in training places each month.

In professional development, NTUC LearningHub will forge strategic partnerships with local and overseas educational institutions to help broaden the range of executive training courses it offers. It will invest in a new executive training institute located at the NTUC Trade Union House by September 2009, increasing its training capacity for professional development to more than 50 classrooms.

Transformed For A New Industry

He may have lost his job but he never lost hope. For three months of 2009, Mr Hou Tuan Qi was unemployed, having lost his job as an industrial engineer due to company restructuring.



Instead of lamenting his fate, Mr Hou realised that upgrading his skills at NTUC Learning Hub Private Limited was his best bet to find a new job, and perhaps a better life. The move has paid off big time.

NTUC Learning Hub responded quickly by arming Mr Hou for a job in the service industry, a sunrise industry thanks to the imminent arrival of the International Resorts, thus ensuring he would be employable for life. NTUC Learning Hub signed Mr Hou up for the Certified Service Professional Course and gave him the foundation to deliver service excellence, which went a long way to help him secure his current job as a dealer with Marina Bay Sands Singapore. He is currently awaiting training.

Said a satisfied Mr Hou: "The course at NTUC Learning Hub was very good; it helped improve my confidence for getting a new job. After taking the course, I realised that I have many skills."

- **Providing High Quality, Affordable And Accessible Childcare And Early Childhood Education**

In support of the national initiative to set up 200 new childcare centres in the next three years to encourage families to have more children, NTUC First Campus will be investing \$50 million to open 100 new centres.

The 200 new childcare centres need to be manned by qualified pre-school teachers. As such, NTUC's SEED Institute, part of the NTUC First Campus Group, will also be doubling its capacity to train 1,000 pre-school teachers annually. SEED Institute will also be investing \$1.5 million over the next three years in Masters' scholarships to deepen and broaden its pool of early childhood lecturers.

To Nurture And To Grow

She was looking for a career that would make an impact on the lives of others and decided to step into pre-school education. Madam Serene Chan Lai Theng's next decision was to select the ideal employer as she moved away from the real estate industry. Her research in the field of early childhood education led her to discover NTUC First Campus.



"I joined NTUC First Campus as a trainee teacher in 2005 and was already exposed to many opportunities to broaden my capabilities. It proved to be a good training ground," she said.

Madam Chan, 36, took up a Specialist Diploma in Early Childhood Education with the Regional Training and Resource Centre, Asia, which is the training arm of NTUC First Campus. She was promoted to a teacher in 2006 and was subsequently offered a promotion to become a principal two years later. She now runs My First Skool at Jurong West Street 65.

"NTUC First Campus promises a stable career and offers both new and experienced teachers many channels to grow. While teachers are constantly trained and updated in the curriculum aspects and are given opportunities to learn from other teachers, the teaching methods and curriculum also focus heavily on developing each child holistically according to his interests and potential." Madam Chan is currently pursuing a Bachelor of Science in Early Childhood Education, sponsored by SEED Institute.

She added: "I am very happy that NTUC First Campus cares for the welfare of its staff and provides support in developing our learning paths. I am confident of building a strong career with NTUC First Campus."

NTUC First Campus Chief Executive Officer Chan Tee Seng pointed out that Madam Chan was exactly the calibre of teaching staff the institute hoped to attract and retain.

"We hope that the people who join us have a passion for the job and not just the money. They really like to work with children - that's the most important. This sends a strong signal that it's not just about the pay, but about providing opportunities to upgrade and grow in your job. And we think this series of changes that we are making will set a new benchmark for the industry."



NTUC First Campus Co-operative Limited nurtures young minds with love and care.

Serving Customers' Changing Needs

NTUC Social Enterprises have been refining their products and services to cater to the needs of the increasing segment of executives and professionals who are fast becoming the dominant part of the Singapore workforce.

NTUC FairPrice launched its FairPrice Finest stores in Bukit Timah Plaza and Thomson Plaza, offering a finer range of products to its customers. Due to overwhelming success, NTUC FairPrice expects to open its third FairPrice Finest store sometime later this year.

The Little Skool-House International, part of the NTUC First Campus Group, plans to double the number of centres by 2011 to meet rising demand. 98 per cent of The Little Skool-House customers are executives and professionals, higher than the national average of 62 per cent for all childcare centres. Demand is so strong that The Little Skool-House centres grew from just two in 2006 to 11 in 2009.

Upgrading Businesses And Service Capabilities

NTUC Social Enterprises enjoy strong support and loyalty from their customers. To ensure that this continues, NTUC Social Enterprises will upgrade their business and service capabilities to serve their customers better.

NTUC Link, with an existing 1.2 million members, plans to double Linkpoints issued from 2.5 billion now to 5 billion points by 2012. NTUC Link will also continue to develop new and exciting rewards and exclusive packages, and bring in more merchants and partners to enhance the loyalty programme for its members. NTUC Link is well positioned to leverage on all the customers of the NTUC Social Enterprises and its partners to

become one of Singapore's most valued integrated loyalty programmes.

NTUC Income has set a bold vision to become the number one insurer in life, general and health insurance markets within the next three years. As part of its vision, it will focus on building its capabilities in three key areas, namely distribution, product development, and branding. It will continue to strive for operational excellence in customer service, investment operations, and risk management as well as in organisational and people development.

Supporting Social Enterprises In Their Growth

To help steer NTUC Social Enterprises' growth in terms of social impact and business performance, the Social Enterprise Development Council, chaired by Mr Lim Boon Heng, Minister, Prime Minister's Office that was established in 2007. The \$6 million Social Enterprise Development Fund for 2007 to 2009 was launched concurrently to help NTUC Social Enterprises to upgrade their capabilities in their journey to be best-in-class. To date, the SEDF has committed more than \$2.5 million to help co-fund projects undertaken by the Social Enterprises in areas like branding, business development, service quality, and process improvement.

NTUC Social Enterprises will continue to strive to be best-in-class in business excellence, to 'Do Well', 'Do Good', and 'Do More Together'. By being best-in-class, NTUC Social Enterprises would be able to make a greater difference to the lives of union members, workers and their families.

Notes



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