

# **ntuc**

## **MAY DAY**

# **AWARDS**

### **2 0 2 5**

## **PARTNER OF LABOUR MOVEMENT**

### **Kang Mui Leng**

Head, Human Resources, Singapore  
Tractor Singapore Limited

*Nominated by The Singapore Manual & Mercantile Workers' Union.*

Kang Mui Leng has led the human resource (HR) team with a clear vision, which is to ensure fair and sustainable wage increases while fostering a positive work environment.

In collaboration with The Singapore Manual & Mercantile Workers' Union (SMMWU), she has played a pivotal role in levelling up employees' salaries and bonuses.

Sister Mui Leng's progressive strategy in engaging with the union on all industrial relations matters exemplifies a modern, effective bipartite relationship.

By valuing the union as a partner rather than an adversary, she has strengthened the cooperation between management and employees, paving the way for more harmonious and productive workplace relations.

Sister Mui Leng also adopted and acted well on the retirement and reemployment of older workers policy, going beyond the statutory guideline of 68 years of age. Many older workers in the company are still working because of her enlightened approach.

Her leadership is further defined by her commitment to transparency and open communication. She actively encourages feedback, providing employees with a platform to voice their concerns directly to HR. This inclusive approach has built a culture of trust and mutual respect within the organisation.

Together with her HR team, Sister Mui Leng developed a structured ongoing training framework to help workers level up their skillsets and improve their productivity. This has been crucial as it keeps workers' salaries competitive and employable.

With her support, the company has also established a Company Training Committee (CTC) in its Collective Agreement with the union. This decision addresses the immediate need for skilled employees and contributes to a more sustainable and equitable wage structure, reflecting Tractor Singapore Limited's broader goals of social and economic sustainability.