



Population Ageing and Slowing Workforce Growth

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Persistent low birth rates have resulted in demographic shifts, most notably in an ageing workforce and fewer young entrants into the labour force. This demographic change in the labour force is expected to influence government and businesses responses to this challenge. Policies and programmes are expected to be developed or enhanced in response to this trend, ultimately impacting industrial relations moving forward.







In this edition of the *Singapore Labour Research Digest*, we explore the impact of automation on Singapore and identify key strategies to mitigate the impact of an ageing population and slowing workforce growth.

Click [here](#) for the full report!

Impact of Automation on Singapore

- Automation is one of the key strategies businesses use to mitigate the manpower shortage caused by an ageing and shrinking workforce
- Adoption of industrial robots will create more job opportunities, especially for male workers and workers with a middle level of education
- However, automation will also put certain existing workers at risk of replacement by computerisation:
 1. Transportation and storage
 2. Administrative and support services
 3. Accommodation and food services

Factors Influencing Employment for Mature Workers and Women with Caregiving Responsibilities

Barriers	Facilitators
 Hiring bias due to ageism and stereotypes against mature workers and caregivers	 Having a strong professional network
 Restricted employment prospects while managing caregiving duties	 Flexible work arrangements
 Skills gap barriers	 Skills gap bridging internships and apprenticeships



Disconnect between perception and action of hiring mature workers by employers

- While employers value the contributions, expertise and experience of mature workers, only slightly more than half (52%) of employers would likely hire mature workers
- For employers with no mature workers in their existing team/organisation, relatively smaller proportion view mature workers as an asset
- While a structured training plan is perceived as the most effective measure in extending the career runway of mature workers, it is not among top practices adopted by employers



Challenges cited by employers with an ageing workforce

- Higher business costs
- Skill gaps and resistance to upskilling
- Reconciling differing working styles







Approaches adopted by employers to address the ageing workforce

- Workforce planning and retirement projection
- Leveraging technology
- Healthcare incentives and flexible work arrangements

Key Recommendations of Research Study*

How unions can help, together with tripartite partners:

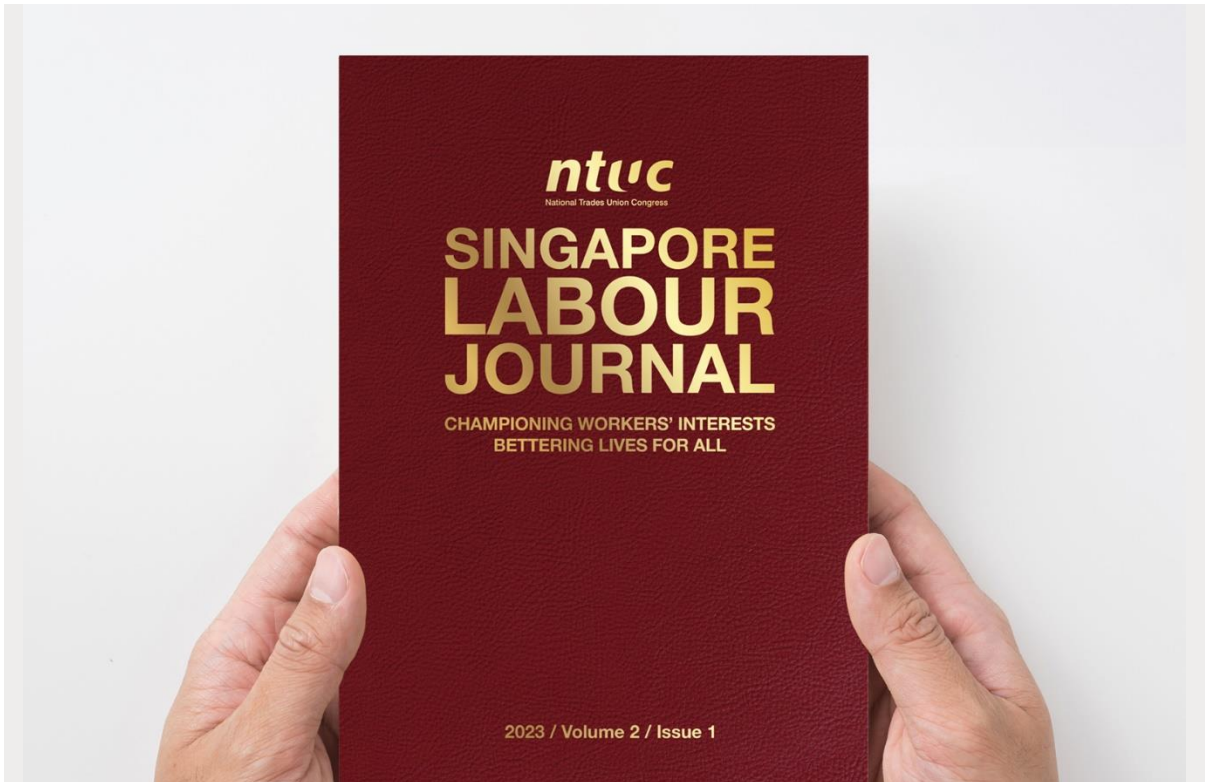
1  Champion for workplace flexibility and equal training opportunities	2  Create greater accessibility to career mentorship	3  Promote job redesign among employers and Human Resource Professionals	4  Curate relevant job-sharing roles and support the matching of workers to these jobs
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**Refer to Research Report for full list of recommendations*

Labour Research Conference

NTUC's biennial Labour Research Conference is back this year! The conference will feature a series of presentations, dialogues and panel discussions, bringing together academics, policymakers, practitioners, unions and industry partners to engage in meaningful discussions on labour issues. Through these discussions, the conference aims to pave the way for advancing labour policies and practices. Stay tuned for more thrilling updates as we draw closer to the event!



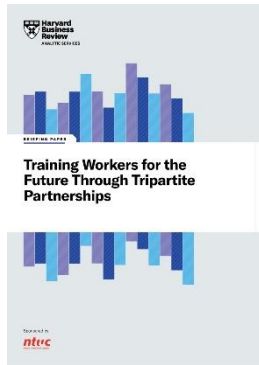


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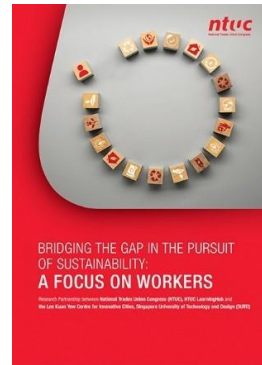
NTUC launched the **second volume of NTUC's Singapore Labour Journal** in November 2023! The peer-reviewed journal promotes labour research and enhances the awareness of labour-related topics, contributing to the development of fair, inclusive, and sustainable labour practices and policies that benefit workers and society as a whole. It provides a platform for academics, policymakers, and practitioners in Singapore and the region to publish and advance research in the field of labour. Some of the articles in this volume are "Addressing Employment Challenges for Ex-Offenders" and "Business Need to Sustain Output for Four-Day Workweek to Work". Click "read more" to download a copy.

If you're interested in contributing an article, get in touch with us at strategy@ntuc.org.sg.

[Explore other insights and resources on Labour Research here](#)



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

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

Stay tuned for our next newsletter!

Presented by the NTUC Strategy

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

If you are not already on our mailing list and would like to receive an issue of the *Singapore Labour Research Digest*, please write to us at strategy@ntuc.org.sg.