



NTUC Central Committee



**Diana Chia
Siew Fui**
President



Lim Swee Say
Secretary-General
(till 3 May 2015)



Chan Chun Sing
Deputy Secretary-General
(till 3 May 2015)
Secretary-General
(with effect 4 May 2015)



**Edwin Lye
Teck Hee**
Vice-President



Heng Chee How
Deputy
Secretary-General



**Joanne Cham
Hui Fong**
Assistant
Secretary-General



**Mary Liew
Kiah Eng**
Member



**Andy Lim
Tze Khong**
Member



Ma Wei Cheng
Member



Lim Kuang Beng
Secretary for
Financial Affairs



**Nora Kang
Kah Ai**
Vice-President



**Karthikeyan
Krishnamurthy**
Vice-President



Tan Hock Soon
Member



Arasu Duraisamy
Member



Hassan Abdullah
Member



Ong Hwee Liang
Member



**Benjamin Tang
Chun Wai**
Member



Toh Hock Poh
Member





NTUC TRUSTEES

Lim Boon Heng
Othman Haron Eusofe
John De Payva

NTUC-ADMINISTRATION AND RESEARCH UNIT BOARD OF TRUSTEES

Lim Boon Heng
Chairman

Yip Moh Wah
Secretary

Diana Chia Siew Fui
Lim Swee Say
Lim Kuang Beng
Sat Pal Khattar
Yeo Khee Leng

NTUC INVESTMENT COMMITTEE

Sat Pal Khattar
Advisor

Heng Chee How
Chairman

Yip Moh Wah
Secretary

Lim Kuang Beng
Member

Lim Liying
Member

NTUC ENDOWMENT FUND MANAGEMENT COMMITTEE

David Wong Chin Huat
Chairman

Lim Kuang Beng
Treasurer/Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Yip Moh Wah
Secretary/Competency Director (Finance)

Diana Chia Siew Fui
Member/President, NTUC; General Secretary, HSEU

Yeo Khee Leng
Member/Centric Director (Global; Staff); Competency Director (International Affairs)

Seng Han Thong
Member/Advisor, NTA/U Live

Teo Yock Ngee
Member/Senior Consultant, AUPE Sports & Recreation Club

Cyrille Tan
Member/Consultant, UWEEI

NTUC DIRECTOR-GENERAL'S OFFICE

Lim Swee Say
Director-General (till 3 May 2015)

Chan Chun Sing
Director-General (with effect 4 May 2015)

Heng Chee How
Centric Director (Union; Social Enterprises)
Champion (Mature Workers)
Chairman, Executive Committee (Ong Teng Cheong Labour Leadership Institute)

Joanne Cham Hui Fong
Centric Director (Member)
Competency Director (Industrial Relations)

Ong Chin Ang
Centric Director (Union Leadership)

Yeo Khee Leng
Centric Director (Global; Staff)
Competency Director (International Affairs)

Patrick Tay Teck Guan
Competency Director (Legal) Alignment Director (Professionals, Managers and Executives)

Yeo Guat Kwang
Competency Director (Small & Medium Enterprises Secretariat)
Competency Director (Workplace Safety & Health Secretariat)
Chairman (Migrant Workers' Centre)

Ang Hin Kee
Competency Director (Freelancers & Self-Employed Unit)

Zainal Sapari
Competency Director (Care & Share)
Alignment Director (U Care Centre)

Jacqueline Chin
Competency Director (Human Resource)

Vivek Kumar
Competency Director (Membership)

Kwong Yuk Wah
Competency Director (Information Technology)

Loy York Jiun
Competency Director (Research, Ong Teng Cheong Labour Leadership Institute; Corporate Planning Secretariat)

Ng Yuen Juan
Competency Director (Information Resource, Ong Teng Cheong Labour Leadership Institute)

Ong Keau
Competency Director (Administration)

Shona Tan-James
Competency Director (Corporate Communications; Service Excellence)

S Thiagarajan
Competency Director (Leadership Development & Engagement, Ong Teng Cheong Labour Leadership Institute)

Jessie Yeo
Competency Director (Industrial Relations Mentoring)

Yip Moh Wah
Competency Director (Finance)

Sylvia Choo
Alignment Director (Women's Development Secretariat)
Co-Champion (Women & Family)

Lim Eng Lee
Alignment Director (nEbO; U Live Community)

James Tan
Alignment Director (U Live @ Work)

Steve Tan
Competency Director (Social Media Team)

Desmond Choo
Alignment Director (Youth Development Unit)

Toh Hwee Tin
Alignment Director (Family Development Unit)
Co-Champion (Women & Family)

Adeline Sum
Chief Development Officer (NTUC Enterprise)

Gilbert Tan
Chief Executive Officer (Employment and Employability Institute)

Tan Suee Chieh
Group Chief Executive Officer (NTUC Enterprise)

NTUC'S REPRESENTATION ON STATUTORY BOARDS, NATIONAL INSTITUTIONS, TRIPARTITE, ADVISORY AND WORKING COMMITTEES AND OTHERS

Agri-Food & Veterinary Authority of Singapore
Yeo Guat Kwang

Central Provident Fund Board
Loy York Jiun

Mary Liew Kiah Eng

Civil Aviation Authority of Singapore
Joanne Cham Hui Fong

Economic Development Board
Joanne Cham Hui Fong

Institute of Technical Education
Gilbert Tan Chye Hee

Ong Hwee Liang

JTC Corporation
Jessie Yeo Hong Cheng

Land Transport Authority
Patrick Tay Teck Guan

Maritime and Port Authority of Singapore
Kam Soon Huat

Media Development Authority
Vivek Kumar

National Environment Agency
Zainal Sapari

Ngee Ann Polytechnic
Shona Tan-James

Public Transport Council
Arasu Duraisamy
Toh Hock Poh

PUB, The National Water Agency
Zainal Sapari

Republic Polytechnic
Ang Hin Kee

Singapore Workforce Development Agency
Cham Hui Fong

Nora Kang Kah Ai
Tan Hock Soon

Sport Singapore
Lim Eng Lee

Advisory Council on Community Relations in Defence (Family & Community)
Toh Hwee Tin

Advisory Panel – Human Resource Management School of Human Development and Social Services, SIM University S Thiagarajan

Chinese Development Assistance Council – Workers Upgrading & Employment Committee
Gilbert Tan Chye Hee

Chinese Development Assistance Council – Family Workfare and Support Committee
Ang Bee Ping

Committee of Impartiality
Jennie Yeo Kha Keaw

Dormitory Association of Singapore Ltd
Yeo Guat Kwang

GEMS Up / Customer Centric Initiatives Working Committee
Yeo Guat Kwang

Human Capital (Singapore) Pte Ltd
Gilbert Tan Chye Hee

Industrial Arbitration Court (Employee Panel)
Diana Chia Siew Fui
Edwin Lye Teck Hee
James Tan Cheng Choo

K Karthikeyan
Ma Wei Cheng

Mah Cheong Fatt
Mary Liew Kiah Eng

Ng Theng Loon
Sylvia Choo Sor Chew

Tan Hock Soon

Institute of Estate Agents
Yeo Guat Kwang

Institute of Service Excellence at SMU (ISES) Board of Advisors
Yeo Guat Kwang

Lifelong Learning Endowment Fund Advisory Council
Joanne Cham Hui Fong

Nora Kang Kah Ai
Tan Hock Soon

Media Literacy Council
Steve Tan Peng Hoe

National Book Development Council
Irene Low Siew Lee

National Fire and Civil Emergency Preparedness Council
Ong Hwee Liang

National Fire Prevention Council – Industrial Premises Committee
Wong Siew Hong

National First Aid Council
Tan Chee Tiong

National Integration Working Group for Workplaces
David Lim Kin Wai

K Thanaletchmi

National Productivity Council
Lim Swee Say

Diana Chia Siew Fui
Arasu Duraisamy
Ong Hwee Liang

Working Committee on Productivity
Gilbert Tan Chye Hee

National Wages Council
Arasu Duraisamy - Leader
Diana Chia Siew Fui (Full Member)

K Karthikeyan (Full Member)

Edwin Lye Teck Hee (Full Member)

Arasu Duraisamy (Full Member)

Ong Hwee Liang (Full Member)

Benjamin Tang Chun Wai (Alternate Member)

Nasordin Mohd Hashim (Alternate Member)

Patrick Tay Teck Guan (Alternate Member)

Steve Tan Peng Hoe (Alternate Member)

Tan Richard (Alternate Member)

Toh Hwee Tin (Alternate Member)

Yeo Chun Fing (Alternate Member)

People's Association – Representing Corporate Member

Benjamin Tang Chun Wai

Political Films Consultative Committee
Ma Wei Cheng

REACH Supervisory Panel
Mak Mun Whai

Jennifer Yap Sy Na
Salman Kamiso

Safer Roads Industry Taskforce
Danny Tan Teck Meng

SBS Transit Board of Directors
John De Payva

SEA Games Community Engagement & Outreach Advisory Sub-Committee
Steve Tan Peng Hoe

Security Tripartite Cluster
Zainal Sapari

Singapore50 Steering Committee
Arasu Duraisamy

Singapore50 Economic and International Committee
Andy Lim Tze Khong

Fang Chin Poh
Lim Kuang Beng

Tan Richard

Singapore Corporation of Rehabilitative Enterprises Committee on Training
Gary Goh Choon Siah

Singapore Council of Women's Organisation
Ho Shiong Yee

SkillsFuture Council
Lim Swee Say

Chan Chun Sing
K Thanaletchmi

SNEF-NTUC Migrant Workers' Forum
Goh Sor Imm

Jennie Yeo Kha Keaw
Yeo Guat Kwang

Tripartite Alliance for Fair Employment Practices
Diana Chia Siew Fui (Advisor)

Joanne Cham Hui Fong
Cyrille Tan Soo Leng

Fahmi Abu Bakar
Heng Chee How

K Thanaletchmi

Tripartite Committee for Low Wage Workers and Inclusive Growth
Gilbert Tan Chye Hee

Steve Tan Peng Hoe
Yeo Guat Kwang

Zainal Sapari

Tripartite Committee on Community Engagement at Workplaces
Joanne Cham Hui Fong

Tripartite Committee on Employability of Older Workers
Arasu Duraisamy

Danny Tan Teck Meng
Diana Chia Siew Fui

Heng Chee How
Joanne Cham Hui Fong

Ma Wei Cheng

Tripartite Committee on Flexible Work Arrangement
Yeo Guat Kwang

Tripartite Committee on Portable Medical Benefits
Yeo Guat Kwang

Tripartite Committee on Work-Life Strategy – MOM
Sylvia Choo Sor Chew

Toh Hwee Tin

Tripartite Consultation Workgroup on Review of the Industrial Relations Act
Joanne Cham Hui Fong

Tripartite Mediation Advisors
Charles Ng Theng Loon

Danny Tan Teck Meng
David Lim Kin Wai

David Yeo Cher Lian
Goh Sor Imm

James Tan Cheng Choo
Jean See Jinli

Ma Wei Cheng
Raven Lee Hsing Han

Steven Goh Tiat Yang
Tan Choon Kiat

Timothy Phang Boo Chye

Tripartite Oversight Committee on Workplace Health
Yeo Guat Kwang

Sub-committee 1 - Incorporating Holistic Health and Safety in All Policies at the Workplace
Abdul Subhan Shamsul Hussein

Teo Boon Lian

Sub-committee 2 - Increasing Access of Workplace Health to Mature Workers
Fido Chung Chee Tong

Rozyana Jaffar

Sub-committee 3 - Promoting holistic health and safety ecosystems in business clusters
K Thanaletchmi

Sabrina Liow Xin Yu

Tripartite Workgroup on the Prevention of Harassment at the Workplace
Jennifer Tan Hwee Kheng

Rosmani Juraini

Tripartite Workgroup on Re-employment
Heng Chee How

Joanne Cham Hui Fong
Ma Wei Cheng

Fang Chin Poh

Tripartite Workgroup to Review the Employment Act
Diana Chia Siew Fui

Joanne Cham Hui Fong
Patrick Tay Teck Guan

Union Representation at Committee of Inquiry – Public Service Commission
Charles Ng Theng Loon

Edwin Lye Teck Hee
Jagindar Singh

Katherine Loh Yean Hung
Noor Shyma Abdul Latif

Sanjeev Kumar Tiwari

WDA - Age Management Domain Accreditation Committee
James Tan Cheng Choo

WDA – Human Resource Manpower Skills & Training Council
Jacqueline Chin Suet Peck

S Thiagarajan

WDA – Industry Skills & Training Council (Food & Beverage)
Toh Hwee Tin

WDA – Industry Skills & Training Council (Healthcare)
Diana Chia Siew Fui

WDA – Industry Skills & Training Council (Tourism, Hotel & Accommodation Services)
Tan Hock Soon

WDA – Process Manpower Skills and Training Council
James Tan Cheng Choo

WDA – Public Transport Industry Skills & Training Council
Khoo Woon Kung

WDA – Security Industry Skills & Training Council
Hareenderpal Singh

WDA – Services Excellence Skills & Training Council
Gilbert Tan Chye Hee

WDA – Singapore Landscape Industry Council
Surash R Mukundan

Jennie Yeo Kha Keaw

WDA – Steering Committee on Engineering Talent Attraction & Retention – Electronics Sub-group
Ong Keau

WDA – Training & Adult Educator Industry Skills and Training Council
Edwin Lye Teck Hee

Women's Health Advisory Committee
Sylvia Choo Sor Chew

Workplace Safety and Health Council
Yeo Guat Kwang

K Karthikeyan

Workplace Safety and Health Council – Finance Committee
Yeo Guat Kwang

Workplace Safety and Health Institute Governing Board
K Thanaletchimi

Workplace Safety and Health – Chemical Industries Committee
Wan Hafidz Wan Hanafi

Workplace Safety and Health – Construction and Landscape Committee
Charlotte Wong

Workplace Safety and Health – (Construction and Landscape) Landscape Sub-Committee
Jennie Yeo Kha Keaw

Workplace Safety and Health – Engagement & Outreach Committee
Aziz Bin Mohamed Raus

Workplace Safety and Health – Facilities Management Workgroup
Charlotte Wong

Workplace Safety and Health – Healthcare Committee
Simon Ong Teck Leong

Workplace Safety and Health – Hospitality & Entertainment Industries Committee
Julie Cheong Ai Hung

Workplace Safety and Health – Industry Capability Building Committee
Arasu Duraisamy

Workplace Safety and Health – Logistics & Transportation Committee
Mak Mun Whai

Arasu Duraisamy

Lim Ah Kiat

Workplace Safety and Health – Marine Industries Committee
David Lim Kin Wai

Workplace Safety and Health – Metalworking & Manufacturing Committee
Fahmi Abu Bakar

Timothy Phang

INDUSTRIAL RELATIONS COUNCIL

Diana Chia Siew Fui
Advisor/President, NTUC; General Secretary, HSEU

Lim Swee Say
Chairman/Secretary-General, NTUC (till 3 May 2015)

Chan Chun Sing
Member/Deputy Secretary-General, NTUC
Chairman/Secretary-General, NTUC (with effect from 4 May 2015)

Joanne Cham Hui Fong
Secretary/Assistant Secretary-General, NTUC; Centric Director (Member); Competency Director (Industrial Relations); Executive Secretary, AREU/SATSUW/SEEU/SUBE

Benjamin Tang Chun Wai
Member/Member, NTUC Central Committee; President, POU

Edwin Lye Teck Hee
Member/Vice-President, NTUC; General Secretary, STU

Heng Chee How
Member/Deputy Secretary-General, NTUC; Centric Director (Union); Executive Secretary, UWEEI/UTES

K Karthikeyan
Member/Vice-President, NTUC; General Secretary, UWPI

Lim Kuang Beng
Member/Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Ma Wei Cheng
Member/Member, NTUC Central Committee; Advisor, AUPE

Mike Thiruman
Member/President, STU

Nasordin Mohd Hashim
Member/President, BATU

Nora Kang Kah Ai
Member/Vice-President, NTUC; President, DBSSU

Ong Chin Ang
Member/Centric Director (Union Leadership); Executive Secretary, NTWU

Tan Hock Soon
Member/Member, NTUC Central Committee; General Secretary, FDAWU

Toh Hock Poh
Member/Member, NTUC Central Committee; President, MIWU

INDUSTRIAL RELATIONS COMMITTEE (INDUSTRIAL SECTOR)

Toh Hock Poh
Chairman/Member, NTUC Central Committee; President, MIWU

Nasordin Mohd Hashim
Vice-Chairman/President, BATU

Zainal Sapari
Secretary/Assistant Secretary-General, NTUC; Alignment Director (U Care Centre); Competency Director (Care & Share); Executive Secretary, BATU

Jessie Yeo Hong Cheng
Secretary/Competency Director (Industrial Relations Mentoring); Executive Secretary, MIWU/SPWU

Heng Chee How
Resource Person/Deputy Secretary-General, NTUC; Centric Director (Union); Executive Secretary, UWEEI/UTES

Ariel Toh Zi Yong
Admin Secretary/Principal Industrial Relations Officer, NPASU

Peggy Chen Pei Chi
Admin Secretary/Lead Consultant, IRD; Executive Secretary, SCTU

Patrick Teo Kang Gan
Alternate Member/General Secretary, BATU

Mohd Yunos Ismail
Member/President, CIEU

Tan Chee Tiong
Alternate Member/General Secretary, CIEU

Jeffrey Ong Yuan Jun
Member/General Secretary, EMSEU

Foong Yan Kit
Alternate Member/President, EMSEU

Razali Maulod
Member/President, KEU

Mohamed Yazam Mahmood
Alternate Member/General Secretary, KEU

Vincent Ho Mun Choong
Member/President, KFEU

Atyah Hassan
Alternate Member/General Secretary, KFEU

Lim Teck Chuan
Member/General Secretary, MIWU

Chua Kian Seng
Alternate Member/General Treasurer, MIWU

Lim Kian Chuan
Member/General Secretary, NEU

Chew Chee Leong
Alternate Member/President, NEU

Foo Chin Wei
Member/President, SEEU

Wylie Lim Yeow Kai
Alternate Member/Executive Committee Member, SEEU

Lim Heng Khee
Member/President, SISEU

Sazali Zainal
Alternate Member/Vice-President, SISEU

Yeo Chor Gek
Member/General Secretary, SMEEU

N Mariappan
Alternate Member/Vice-President, SMEEU

Nicholas Loke Chee Leong
Member/General Secretary, SRCEU

Amranizar Amran
Alternate Member/President, SRCEU

M Ramasamy
Member/President, SSEU-SEM

Ariffin Urip
Alternate Member/Deputy General Secretary, SSEU-SEM

Munirman Abdul Manaf
Member/General Secretary, SSEU-Shell

Yeap Tong Ming
Alternate Member/President, SSEU-Shell

Jessie Lim Siew Har
Member/General Secretary, STEEU

Michael Low Kong San
Alternate Member/President, STEEU

Fahmi Abu Bakar
Member/President, UWEEI

Tan Cher Lim
Alternate Member/Executive Council Member, UWEEI

K Karthikeyan
Member/Vice-President, NTUC; General Secretary, UWPI

Benedict Chan Wai Meng
Alternate Member/President, UWPI

INDUSTRIAL RELATIONS COMMITTEE (PUBLIC SECTOR)

Ma Wei Cheng
Chairman/Member, NTUC Central Committee; Advisor, AUPE

Mike Thiruman
Vice-Chairman/President, STU

Ang Hin Kee
Secretary/Assistant Secretary-General, NTUC; Competency Director (Freelancers & Self-Employed Unit); Executive Secretary, ESU/SSEU-SHELL

S Thiagarajan
Secretary/Competency Director (Leadership Development & Engagement, Ong Teng Cheong Labour Leadership Institute); Alignment Director (Singapore Tripartism Forum); Executive Secretary, UPAGE/AUSBE

Joanne Cham Hui Fong
Resource Person/Assistant Secretary-General, NTUC; Centric Director (Member); Competency Director (Industrial Relations); Executive Secretary, AREU/SATSUW/SEEU/SUBE

Sanjeev Kumar Tiwari
Admin Secretary/Head IR (Field), STU

Jennifer Tan Hwee Kheng
Admin Secretary/Deputy Director (Legal)

G Muthukumarasamy
Member/General Secretary, AUPDRW

Murigasani Rajendran
Alternate Member/Deputy General Secretary, AUPE

Nadarajah Thuraiarajasingam
Member/General Secretary, AUSBE

Daniel Lai Bun Tot
Alternate Member/President, AUSBE

Richard Tan Peck Hoon
Member/General Secretary, HDBSU

Gerard Christopher Francis
Alternate Member/Deputy General Secretary, HDBSU

Komalavalli Pakirisamy
Member/President, IRASSU

James Yeo Koon Tat
Alternate Member/Deputy President, IRASSU

Peter Tham Chee Khuan
Member/President, NPASU

Joe Sing Thiak Wah
Alternate Member/Vice-President, NPASU

Selvam Sivasamy
Member/Consultant, PUBEU

Lim Ser Puang
Alternate Member/General Secretary, PUBEU

Lian Hwee Eng
Member/President, SCTU

Thong Wee Sin
Alternate Member/1st Assistant Secretary, SCTU

Teo Chor Hoon
Member/Vice-President, SITU

Abdul Malek Ahmad
Member/General Secretary, SMTU

Mohd Sadiq Mohd Salleh
Alternate Member/Deputy General Secretary, SMTU

Vincent Ang Ser How
Member/General Secretary, SSSU

Tan Kheok Juay
Alternate Member/President, SSSU

S Nalluraj
Member/General Secretary, STTU

Edwin Lye Teck Hee
Member/Vice-President, NTUC; General Secretary, STU

Jagindar Singh
Alternate Member/Manager, Industrial Relations Committee, STU

Manogaaran Karuppiah
Member/President, SURAWU

Marimuthu Suppamal
Alternate Member/General Secretary, SURAWU

Jeffrey Koh Weng Cheong
Member/President, UITS

Tan Chun Kuang
Alternate Member/Vice-President, UITS

INDUSTRIAL RELATIONS COMMITTEE (SERVICE SECTOR)

Tan Hock Soon
Chairman/Member, NTUC Central Committee; General Secretary, FDAWU

Benjamin Tang Chun Wai
Vice-Chairman/Member, NTUC Central Committee; President, POU

Patrick Tay Teck Guan
Secretary/Assistant Secretary-General, NTUC; Competency Director (Legal); Alignment Director (Professionals, Managers, Executives Unit); Executive Secretary, HSEU/SMMWU

Toh Hwee Tin
Secretary/Co-Champion (Women & Family); Alignment Director (Family Development Unit); Executive Secretary, FDAWU

Yeo Guat Kwang
Secretary/Assistant Secretary-General, NTUC; Competency Director (Workplace Safety & Health Secretariat/Small & Medium Enterprises Secretariat); Chairman (Migrant Workers' Centre)

Ong Chin Ang
Resource Person/Centric Director (Union Leadership); Executive Secretary, NTWU

Kelly Koh Xueyan
Admin Secretary/Senior Industrial Relations Officer, AREU

Melissa Ng Chai Yong
Admin Secretary/Principal Industrial Relations Officer, FDAWU

Peter Chua Cheng Kiat
Member/Senior Vice-President, ESU

Pannirselvam Ravichandran
Alternate Member/Deputy General Secretary & Treasurer, AESU

Hassan Abdullah
Member/Member, NTUC Central Committee; President, AREU

Vernon Carroll
Alternate Member/Vice-President, AREU

Teo David
Member/President, CMPU

Mindy Kwok Sin Thang
Member/General Secretary, CMPU

Winson Tan Kah Swee
Alternate Member/Executive Committee Member, CMPU

Jasmine Chua Geok Wah
Member/General Secretary, DBSSU

Patrick Sim Eng Hup
Alternate Member/General Treasurer, DBSSU

Ong Ken Choon
Member/General Secretary, DSSU

Sheikh Muhammad Mohd Yusof
Alternate Member/President, DSSU

Calista Geraldine Roch
Member/President, ESU

Faridah Morsidi
Alternate Member/Executive Council Member, ESU

Sankaradass S Chami
Alternate Member/Deputy General Secretary, FDAWU

K Thanaletchimi
Member/President, HSEU

Mary Chan Hin Kian
Alternate Member/Assistant General Secretary, HSEU

Rosmani Juraini
Member/President, NTWU

Mak Mun Whai
Alternate Member/Vice-President, NTWU

Michael Lam Kian Yew
Alternate Member/General Secretary, POU

Gunasekaran Sivaganam
Member/General Secretary, SATSWU

Govinden Sathasivam
Alternate Member/Assistant General Secretary, SATSWU

Max Lim Yew Lee
Member/President, SBEU

Michael Chang
Alternate Member/Executive Secretary, SBEU

Wee Soon Guan
Member/General Secretary, SBOA

Phua Tien Tim
Alternate Member/Deputy General Secretary, SBOA

Jessica Chua Peck Eng
Member/General Secretary, SCSU

Grace Ng Soo Keng
Alternate Member/General Treasurer, SCSU

Logannaathan
Member/General Secretary, SIASU

Tony Sim Yew Tiong
Alternate Member/President, SIASU

Luke Hee Wing Wai
Member/General Secretary, SIEU

Jennifer Yap Sy Na
Alternate Member/1st Vice-President, SIEU

Andy Lim Tze Khong
Member/Member, NTUC Central Committee; Deputy Secretary-General, SMMWU

Anthony Harry Constantine
Alternate Member/Executive Councilor, SMMWU

Gwee Guo Duan
Member/Industrial Relations Manager, SMOU

Terence Tan Sia Ngee
Alternate Member/Executive Committee Member, SMOU

Kam Soon Huat
Member/General Secretary, SOS

Daniel Tan Keng Hui
Alternate Member/Executive Secretary, SOS

Joseph Wang Kay Huat
Member/President, SPWU

Danny Phua Cheow Huat
Alternate Member/General Treasurer, SPWU

Lim Ah Kiat
Member/President, SSU

Simon Yam Tee Kwong
Member/General Secretary, SUBE

Sim Siew Lect
Alternate Member/President, SUBE

Samantha Lim Huiying
Member/1st Vice-President, SUN



Aishah Akil
Alternate Member/General Secretary, SUN

Nachiappan RKS
Member/General Secretary, UPAGE

Tay Seng Chye
Alternate Member/President, UPAGE

Hareenderpal Singh
Gurmeet Singh
Member/President, USE

Kalshum Mohamed Ali
Alternate Member/General Secretary, USE

Thuvinder Singh Bachan Singh
Member/General Secretary, UTES

Rahmad Chik
Alternate Member/1st Vice-President, UTES

MEMBERSHIP COUNCIL

Diana Chia Siew Fui
Advisor/President, NTUC; General Secretary, HSEU

Lim Swee Say
Chairman/Secretary-General, NTUC (till 3 May 2015)

Vivek Kumar
Secretary/Competency Director (Membership)

Benjamin Ho Yew Wah
Admin Secretary/Deputy Director (Membership)

Andy Lim Tze Khong
Member/Member, NTUC Central Committee; Deputy Secretary-General, SMMWU

Joanne Cham Hui Fong
Member/Assistant Secretary-General; Centric Director (Member); Competency Director (Industrial Relations); Executive Secretary, AREU/SATSWU/SEEU/SUBE

Edwin Lye Teck Hee
Member/Vice-President, NTUC; General Secretary, STU

Hassan Abdullah
Member/Member, NTUC Central Committee; President, AREU

K Karthikeyan
Member/Vice-President, NTUC; General Secretary, UWPI

Lim Kuang Beng
Member/Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Ma Wei Cheng
Member/Member, NTUC Central Committee; Advisor, AUPE

Nora Kang Kah Ai
Member/Vice-President, NTUC; President, DBSSU

MEMBERSHIP COMMITTEE

Tan Chai Kun
Advisor/Council of Advisor & Consultant, MIWU

Lim Kuang Beng
Chairman/Secretary for Financial Affairs, NTUC; General Secretary, SISEU

Edwin Lye Teck Hee
Vice-Chairman/Vice-President, NTUC; General Secretary, STU

Hassan Abdullah
Vice-Chairman/Member, NTUC Central Committee; President, AREU

Vivek Kumar
Secretary/Competency Director (Membership)

Catherine Cho Wee Ping
Admin Secretary/Deputy Director (Membership)

Boey Charn Weng
Member/Vice-President, AESU

Burhanuddin Kamaruddin
Alternate Member/Membership Executive/IPDGS, AESU

Charles Khng Joo Hock
Member/General Secretary, AREU

Mohamed Riaz Mohamed Omar
Alternate Member/Assistant General Treasurer, AREU

Raman Kathavarayan
Member/General Treasurer, AUPDRW

Subari Samuri
Alternate Member/President, AUPDRW

Katherine Loh Yeah Hung
Member/Deputy General Secretary, AUPE

Rahim Alwi
Alternate Member/President, AUPE

Seah Chong Beng
Member/Deputy General Secretary, AUSBE

Manjet Singh
Alternate Member/Assistant General Secretary, AUSBE

Patrick Teo Kang Gan
Member/General Secretary, BATU

Ismail Jalil
Alternate Member/Executive Committee Member, BATU

Tan Chee Tiong
Member/General Secretary, CIEU

Md Zin Abdol Aziz
Alternate Member/Executive Committee Member, CIEU

Jacqueline Yik Bee Li
Member/Executive Committee Member, CMPU

Neoh Kee Leng
Alternate Member/Executive Committee Member, CMPU

Raymond Quek Choon Hoa
Member/Assistant General Secretary, DBSSU

Patricia Loke Kum Peng
Alternate Member/Executive Council Member, DBSSU

Abdul Hameed Haron
Member/Assistant General Secretary, DSSU

Harbans Singh
Alternate Member/Executive Council Member, DSSU

Wong Wai Tai
Member/1st Vice-President, EMSEU

Chew Boon Jin
Alternate Member/2nd Vice-President, EMSEU

Lee Siew Chuan
Member/General Secretary, ESU

Nor Aisah Zainal
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Tay Peck Kiang
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Janet Khoo Beng Neo
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Mastan Nachiyal Mohd
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K Gandhimathi
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Atan Enjah
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Atyiah Hassan
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Alternate Member/Executive Committee Member, NTA

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Maimunah Ismail
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Kalshum Mohamed Ali
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Devika Rani Muthu Krishnan
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Sukartini Mohd Mawar
Alternate Member/Executive Council Member, UWEEI

Ho Shiong Yee
Member/Assistant General Secretary, UWPI

K Karthikeyan
Alternate Member/Vice-President, NTUC; General Secretary, UWPI

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(Freelancer & Self-Employed Unit);
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SISEU

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General, SMMWU

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NTUC; Alignment Director (U Care
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(Care & Share)

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Member, CMPU

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Committee Member, DSSU

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Member, EMSEU

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Committee Member, EMSEU

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HSEU

Diong Chui Ping
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Secretary, HSEU

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Secretary, KEU

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Atyiah Hassan
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NTA

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Member, NTWU

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Alternate Member/Executive
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Member, POU

Kuah Tiam Lye
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Committee Member, POU

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Sidik**
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SATSWU

Muthan Selvan
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SBEU

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Member/Treasurer, SBOA

Sim Cheng Huat
Alternate Member/Executive
Councillor Member, SBOA

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Member/Treasurer, SIASU

Ranjit Piyasiri
Alternate Member/Assistant General
Secretary, SIASU

Jennifer Yap Sy Na
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Treasurer, SIEU

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Muhammad Shariffudin
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Committee Member, SISEU

Vincent Aw Chye Giap
Member/General Treasurer, SITU

Lim Chee Khian
Member/Executive Committee
Member, SMEEU

Wong Chip Mun
Member/Deputy Secretary General,
SMMWU

Sim Teck Chua
Alternate Member/Vice-President,
SMMWU

Robin Foo
Member/President, SMOU

Rahim Jaffar
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SMOU

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Kasmawati Masood
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SMTU

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Ibrahim**
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**Halimahtul Saa'diah
Mohamed Sadon**
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Secretary, SPWU

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Member, SPWU

Helmy Hassan
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Member, SRCEU

Kathan Sankar
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SRCEU

Ariffin Urip
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SSEU-SEM

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SSEU-Shell

Alvin Ang Kian Ping
Alternate Member/Executive Council
Member, SSEU-Shell

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Ilyiana Chan**
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STEEU

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STEEU

Jenny Tan Kin Kin
Member/Assistant General Secretary,
STU

Fiona Lee Sam Moi
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Officer, STU

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Stella Ho Yot Cheng
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Tracy Teh Soo Vee
Alternate Member/Assistant General
Secretary, SUN

Marimuthu Suppamal
Member/General Secretary, SURAWU

Irwani Osman
Alternate Member/Secretary,
SURAWU

Chuminah Abd Rahman
Member/Assistant General Secretary,
UITS

**Dion Lee Kwai Ying @ Lee
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Committee Member, UITS

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Tan Ban Leong
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**Devika Rani Muthu
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Idris Jaffar
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Member/2nd Assistant General
Secretary, UWEEI

Wong Lee Pheng
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Ma Wei Cheng
Member/Member, NTUC Central
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Toh Hock Poh
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Jacqueline Chin Suet Peck
Member/Competency Director
(Human Resource)

S Thiagarajan
Member/Competency Director
(Leadership Development &
Engagement, Ong Teng Cheong
Labour Leadership Institute);

Alignment Director (Singapore
Tripartism Forum); Executive
Secretary, UPAGE/AUSBE

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Atyah Hassan
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SSEU-SEMB

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Seah Keng Tia
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K Karthikeyan
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Vice-Chairman/Member, NTUC Central Committee; General Secretary, SEEU

Yeo Guat Kwang
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Teo Boon Lian
Admin Secretary/Principal Consultant (Re-employment & Workplace Safety & Health Secretariat), U Live

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Supramaniam Sinnakannu
Alternate Member/President, AESU

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Tay Ah Lek
Member/Deputy General Secretary, AUSBE

Haridas Nadesan Govindarajan
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Tan Han Leng
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Wong Lee Siang
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Tan Kee Long
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Kong Nay Foo
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Nathan Muniyandy
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Noor Hasman Haron
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Ismail Ahamad
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Lim Teng Soon
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Mohamad Abu Bakar
Member/Vice-President, SOS

Bon Sheun Ping
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Low Chow Wah
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Mohd Taufek Abdul Rahim
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Ganesan Sinnasamy
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Alternate Member/Exco Member, STEEU

Monteiro Anthony Edward
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Ang Jia Da
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Rohani Mohamad
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Erwane Abdul Jalil
Alternate Member/Executive Committee Member, CIEU

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Member/President, FDAWU

Yeo Soon Hock
Alternate Member/Senior Vice-President, FDAWU

Rayjina Barween
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Lee Meng Tek
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Lee Lian Chye
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Jimmy Goh Chun Wu
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Yusope Soeratin
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Eveline Lee Wan Yong
Vice-Chairperson (Service Sector)/ Executive Council Member, SMMWU

Noor Irdawaty Jamarudin
Vice-Chairperson (Industrial Sector)/ Internal Auditor, BATU

Surianah Sufarman
Vice-Chairperson (Public Sector)/ Assistant Treasurer, AUPE

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Executive Secretary/Alignment Director, Youth Development Unit

Victoria Yee Li Qun
Admin Secretary/Principal Executive, Youth Development Unit

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Charlotte Ang
Member/Committee Member, AREU

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Alvin Tan Thong Li
Member/Committee Member, AUSBE

Narindas Ramathas
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Chen Yaorong
Member/Internal Auditor, CIEU

Tan Yong Jun
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Tan Hui Hui
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Aizat Abu Hassan
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Member/Executive Committee Member, MIWU

Ong Lay Jing
Alternate Member/Executive Committee Member, MIWU

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Chua Zong Lun
Alternate Member/Union Leader from Division Sub-Committee, POU

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Lin Hui Mei
Member/Member, SIASU

Lakshmi Rai
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Ng Chee Meng
Member/Young SIEU Chairman/Delegate, SIEU

Jerry He Zhengxian
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Sivakumaran Mannan Bedayan
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Terence Tan
Member/Young SMOU Chairman/Executive Committee Member, SMOU

Ong Zi Heng
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Chen Chuanyi
Alternate Member/Assistant Administrative Secretary - SOS External & IR Committee, SOS

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Evlyn Chan
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Nurhafizah Ibrahim
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Jeremy Ho Li Xiong
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Keith Chan Wai Yuen
Alternate Member/Executive Committee Member, UWPI

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Ong Hwee Liang
Member/Member, NTUC Central Committee; General Secretary, SEEU

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Benjamin Tang Chun Wai
Member/Member, NTUC Central Committee; President, POU

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Vice-Chairman/Member, NTUC Central Committee; General Secretary, SEEU

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Vice-Chairman/Member, NTUC Central Committee; Deputy Secretary-General, SMMWU

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Chua Lay Khim
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Don Lim Sheng Xiong
Cluster Specialist/Head, IR, CIEU

Lim Yeu Ai
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Martin Chan Wing Sing
Member/General Secretary, AESU

Supramaniam Sinnakannu
Member/President, AESU

George Devaprasad Zaccheus
Member/Executive Councillor, AUPE

Tan En Shyang
Member/Deputy General Secretary, AUPE

Yeo Chun Fing
Member/General Secretary, AUPE

Harbans Singh
Member/Executive Council Member, DSSU

Mohamed Said Ali
Member/Executive Council Member, DSSU

Sheikh Muhammed Mohd Yusof
Member/President, DSSU

Gunasekaran Sivaganam
Member/General Secretary, SATSWU

Ng Kim Seng
Member/President, SATSWU

Tan Jiak Seng
Member/Treasurer, SATSWU

Baljit Singh Armajit Singh
Member/Assistant General Treasurer, SCSU

Tay Yong Beng
Member/Executive Committee Member, SEEU

Wong Hong Hup
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Danny Wong Chin Kuen
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Philip Lee Soon Fatt
Member/Deputy President, SISEU

Martin Chua Kim Soon
Member/Branch Chairman, SISEU

Raymond Tan Siew Meng
Member/Executive Committee Member, SISEU

Kiffly Marcus Araib
Member/Executive Councillor, SMMWU

Josephine Tee Huey Jiun
Member/Industrial Relations Manager, SMMWU

BUILDING AND FACILITY MANAGEMENT SERVICES CLUSTER

Nasordin Mohd Hashim
Chairman/President, BATU

Najmuddin K Shakir
Vice-Chairman/Assistant General Secretary, HDBSU

Steve Tan
Cluster Lead/Director, Social Media Team; Deputy Director, IRD - Tripartism; Executive Secretary, USE

Vicky Wong
Cluster Lead/Deputy CEO (Industry), Employment & Employability Institute

Wong Yui Min
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Michael Lim Teck Chew
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Member/General Treasurer, AUSBE

Kelvin Yeo Siew Juay
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Ling Ngee Hua
Member/2nd Vice-President, BATU

Alan Tan Kit Choon
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Henry Foong Kam Chong
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Robert Hah Ngee Choon
Member/Executive Committee Member, SISEU

Teo Chin Hock
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Anthony Harry Constantine
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Mohd Yazid Idris
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Jasmine Yeo Ai Hwa
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Chee Hock Wah
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Peter Tham Chee Khuan
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Tan Choi Heng
Member/General Secretary, NPASU

Lian Hwee Eng
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Loh Tiah Cheng
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S Nalluraj
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Mike Thiruman
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Thomas Low Kok Weng
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Paul Sim Sian Khoo
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Elson Koh Chun Chye
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Lee Meng Tek
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Lim Teck Chuan
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Thirunavukkarasu
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Member/Deputy Secretary-General, SMMWU

Wong Chip Mun
Member/Deputy Secretary-General, SMMWU

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Jessie Lim Siew Har
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Michael Low Kong San
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Jasmine Chua Geok Wah
Member/General Secretary, DBSSU

Patrick Sim Eng Hup
Member/General Treasurer, DBSSU

Komalavalli Pakirisamy
Member/President, IRASSU

Bobby Tay Peng Chuah
Member/General Secretary, SBEU

Michael Lim Lian Soon
Member/Honorary Treasurer, SBEU

William Goh Boon Kwang
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Charles Siow Eu Sen
Member/2nd Vice-President, SBOA

Wee Soon Guan
Member/General Secretary, SBOA

Luke Hee Wing Wai
Member/General Secretary, SIEU

Willie Tan Kok Seng
Member/Mentor and Consultant, SIEU

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Too Shan Yong
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Roslee Mustaffa
Member/Assistant General Secretary, AREU

Mohamed Riaz Mohamed Omar
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Sankaradass Chami
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Shirley Goi Ai Kim
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Elvin Lee Kian Chuan
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Rosalind Li Sai Keng
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Tracy Teh Soo Vee
Member/Assistant General Secretary, SUN

Ong Kai Yan
Member/2nd Vice-President, SUN

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Member/Executive Council Member, AUSBE

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Latiff Mohideen Ghani
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Lim Heng Khee
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Sim Siew Lect
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William Leow Hock Lim
Member/General Treasurer, SUBE

Erat Vinodan
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Thuvinder Singh Bachan Singh
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Sam Wong Chee Meng
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Piragasam Munisamy
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Tan Suan Fatt
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Mohamad Randy
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Tan Chee Tiong
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Mohd Yunos Ismail
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Foong Yan Kit
Member/President, EMSEU

Jeffrey Ong Yuan Jun
Member/General Secretary, EMSEU

Vincent Ng Khay Chong
Member/General Treasurer, EMSEU

Amranizar Amran
Member/President, SRCEU

Kathan Sankar
Member/General Treasurer, SRCEU

Nicholas Loke Chee Leong
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Munirman Abdul Manaf
Member/General Secretary, SSEU-SHELL

Ismadi Younos
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Member/General Secretary, UPAGE

Tay Seng Chye
Member/President, UPAGE

Benedict Chan Wai Meng
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PUBLIC SERVICE CLUSTER

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Cluster Lead/Competency Director (Leadership Development & Engagement, Ong Teng Cheong Labour Leadership Institute); Alignment Director (Singapore Tripartism Forum); Executive Secretary, UPAGE/AUSBE

Ong Sin Tiong
Cluster Lead/IR Consultant, UPAGE; Assistant Director, IRD; Executive Secretary, AUPDRW

Sanjeev Kumar Tiwari
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Tan Choon Kiat
Cluster Specialist/Head IR, FDAWU; Principal Industrial Relations Officer, IRD; Executive Secretary, IRASSU

Ariel Toh Zi Yong
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Member/General Secretary, AUPDRW

Rahim Alwi
Member/President, AUPE

Yeo Chun Fing
Member/General Secretary, AUPE

Daniel Lai Bun Tot
Member/President, AUSBE

Tan Teck Su
Member/Assistant General Secretary, AUSBE

U Popathi
Member/Assistant General Secretary, AUSBE

Joanne Ng Wei Leng
Member/General Treasurer, HDBSU

Tay Peck Kiang
Member/Assistant General Secretary, HDBSU

Komalavalli Pakirisamy
Member/President, IRASSU

James Yeo Koon Tat
Member/Deputy President, IRASSU

Peter Tham Chee Khuan
Member/General Secretary, NPASU

Tan Choi Heng
Member/General Secretary, NPASU

Tan Kay Tiow
Member/Member, NPASU

Lim Ser Puang
Member/General Secretary, PUBEU

Selvam Sivasamy
Member/Consultant, PUBEU

Ken Tan Yeong Kang
Member/President, PUBEU

Chow Fong Yee
Member/Research Officer, SCTU

See Cheun Wah
Member/Executive Council Member, SCTU

Mohamed Sadiq Mohamed Salleh
Member/Deputy General Secretary, SMTU

Vincent Ang Ser How
Member/General Secretary, SSSU

Tan Kheok Juay
Member/President, SSSU

S Nalluraj
Member/General Secretary, STTU

Isabella Li Ching Tak
Member/Assistant General Secretary, STU

Edwin Lye Teck Hee
Member/Vice-President, NTUC Central Committee; General Secretary, STU

Mike Thiruman
Member/President, STU

Freddy Lim Kah Chin
Member/Mentor Consultant, SURAWU

Manogaaran Karuppiah
Member/President, SURAWU

Marimuthu Suppamal
Member/General Secretary, SURAWU

Tan Chun Kuang
Member/Vice-President, UITS

TRANSPORT AND LOGISTICS CLUSTER

Mary Liew Kiah Eng
Chairman/Member, NTUC Central Committee; General Secretary, SMOU

Arasu Duraisamy
Vice-Chairman/Member, NTUC Central Committee; General Secretary, SPWU

Benjamin Tang Chun Wai
Vice-Chairman/Member, NTUC Central Committee; President, POU

Rosmani Juraini
Vice-Chairman/President, NTWU

Jessie Yeo Hong Cheng
Cluster Lead/Competency Director (Industrial Relations Mentoring); Executive Secretary, MIWU/SPWU

Laura Lum Pey Fen
Cluster Lead/Deputy Director, Employment & Employability Institute

Jimmy Wee Gim Weng
Cluster Lead/Deputy Secretary, NTA; Deputy Director, FSE

Kevin Goh
Cluster Specialist/Senior Industrial Relations Officer, SPWU

Wendy Tan Mei Feng
Cluster Specialist/Senior Industrial Relations Officer, NTWU

Koh Cheok Chye
Member/Executive Council Member, AUSBE

Manjet Singh Gill
Member/Assistant General Secretary, AUSBE

Nicholas Tan Soong Hoe
Member/Assistant General Treasurer, AUSBE

Patrick Teo Hoon Tat
Member/Executive Council Member, AUSBE

Ong Hian Teck
Member/General Secretary, NTA

Gerald Chan Kim Guan
Member/President, NTA

Tan Kee Keng
Member/Executive Committee Member, NTWU

Mohamed Jonid
Member/Executive Committee Member, NTWU

Michael Lam Kian Yew
Member/General Secretary, POU

Lim Choon Chai
Member/Treasurer, POU

Joanne Chua Chor Hiang
Member/Assistant General Secretary, SISEU

Michael Wong Khong Suan
Member/Internal Auditor, SISEU

Elvin Lee Kian Chuan
Member/Deputy Secretary-General, SMMWU

Hamzah Sa'ad
Member/General Treasurer, SMMWU

Tan Geh Ting
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Wilfred Thiang Tao-Lien
Member/Executive Committee Member, SMOU

Daniel Tan Keng Hui
Member/Executive Secretary, SOS

Mohamad Abu Bakar
Member/Vice-President, SOS

See Boon Kwang
Member/Assistant Secretary, SOS

Danny Phua Cheow Huat
Member/General Treasurer, SPWU

Joseph Wang Kay Huat
Member/President, SPWU

Lim Ah Kiat
Member/President, SSU



Director-General's Office



Lim Swee Say
Director-General
(till 3 May 2015)



Chan Chun Sing
Director-General
(with effect 4 May 2015)



Heng Chee How
Centric Director
(Union; Social Enterprises)
Champion
(Mature Workers)
Chairman, Executive
Committee
(Ong Teng Cheong
Labour Leadership
Institute)



**Joanne Cham
Hui Fong**
Centric Director
(Member)
Competency Director
(Industrial Relations)



Ong Chin Ang
Centric Director
(Union Leadership)



Jacqueline Chin
Competency Director
(Human Resource)



Vivek Kumar
Competency Director
(Membership)



Kwong Yuk Wah
Competency Director
(Information Technology)



Loy York Jiun
Competency Director
(Research, Ong Teng
Cheong Labour
Leadership Institute;
Corporate Planning
Secretariat)



Ng Yuen Jiuan
Competency Director
(Information Resource,
Ong Teng Cheong Labour
Leadership Institute)



Sylvia Choo
Alignment Director
(Women's Development
Secretariat)
Co-Champion
(Women & Family)



Lim Eng Lee
Alignment Director
(nEbO; U Live Community)



James Tan
Alignment Director
(U Live @ Work)



Steve Tan
Competency Director
(Social Media Team)



Desmond Choo
Alignment Director
(Youth Development Unit)



Yeo Khee Leng
Centric Director
(Global; Staff)
Competency Director
(International Affairs)



**Patrick Tay
Teck Guan**
Competency Director
(Legal)
Alignment Director
(Professionals, Managers
and Executives)



Yeo Guat Kwang
Competency Director
(Small & Medium
Enterprises Secretariat)
Competency Director
(Workplace Safety &
Health Secretariat)
Chairman (Migrant
Workers' Centre)



Ang Hin Kee
Competency Director
(Freelancers &
Self-Employed Unit)



Zainal Sapari
Competency Director
(Care & Share)
Alignment Director
(U Care Centre)



Ong Keau
Competency Director
(Administration)



Shona Tan-James
Competency Director
(Corporate Communications;
Service Excellence)



S Thiagarajan
Competency Director
(Leadership Development
& Engagement,
Ong Teng Cheong Labour
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Jessie Yeo
Competency Director
(Industrial Relations
Mentoring)



Yip Moh Wah
Competency Director
(Finance)



Toh Hwee Tin
Alignment Director
(Family Development Unit)
Co-Champion
(Women & Family)



Adeline Sum
Chief Development Officer
(NTUC Enterprise)



Gilbert Tan
Chief Executive Officer
(Employment and
Employability Institute)



Tan Suee Chieh
Group Chief Executive Officer
(NTUC Enterprise)





OUR SUCCESS STORIES

Rolling along the Path
to Success

TRIPARTISM

Takes Three
to Win





(Left to right): Mr Koh Juan Kiat, Executive Director, Singapore National Employers Federation; Ms Cham Hui Fong, Assistant Secretary-General, NTUC; and Mr Then Yee Thoong, Divisional Director, Labour Relations and Workplaces, Ministry of Manpower.

Singapore's Competitive Advantage

In a world where nations are often saddled with workplace strikes, squabbles between the state, employers, workers and unions — one important pillar has stood the test of time in Singapore.

It has also helped the country grow from strength to strength and brought in much investment to create jobs for its people.

It is called **TRIPARTISM.**





A concept of close ties between employers, the Government and NTUC dating back to the days of Singapore's first Prime Minister Lee Kuan Yew, and carried on by successive Prime Ministers Goh Chok Tong and Lee Hsien Loong.

National Advantage

The Singapore National Employers Federation (SNEF) acknowledges that if the industrial relations climate had remained adversarial, Singapore would not have been able to offer any national advantage to foreign investors to put their money here to create more and better jobs for citizens.

"We would have been beset with many basic industrial relations issues like other countries at that time. We lost over one million man days between 1960 and 1967. If we hadn't got our tripartite act together and that continued, many companies could have pulled out and left many workers jobless. We would not have enjoyed the economic and social progress we were able to achieve together," said SNEF Executive Director Mr Koh Juan Kiat.

Riding Out Recessions

Tripartism has also helped Singapore achieve many things together, among them riding out the various recessions which Singapore has faced in recent times.

Following each crisis, tripartism has emerged stronger and more resilient said Manpower Ministry Divisional Director, Labour Relations and Workplaces, Mr Then Yee Thoong.

"During the major downturns in 1985, 1997 and 2008, tripartism was key to helping businesses and workers overcome the crises. In 1985 and 1997, tripartite parties reached a consensus in rolling out cost-cutting measures which helped to save jobs for Singaporeans. In 2008, tripartite partners proactively developed new initiatives to help businesses and workers cope, including the Tripartite

“Over the years, NWC has gone beyond wage recommendations to wage or employment-related issues such as re-employment of older workers, rehiring of back-to-work women to supplement the workforce to ensure that we have good sources of labour to meet the economic demand. That will have certain impact on wages too.

Ms Cham Hui Fong
Assistant Secretary-General
National Trades Union Congress

Guidelines on Managing Excess Manpower and the Skills Programme for Upgrading and Resilience (SPUR)," explained Mr Then.

Beyond Wages

One of the foremost tripartite institutions in Singapore is the National Wages Council (NWC) which was set up in 1972 by the Government and led by Mr Lee Kuan Yew.

"Over the years, NWC has gone beyond wage recommendations to wage or employment-related issues such as re-employment of older workers, rehiring of back-to-work women to supplement the workforce to ensure that we have good sources of labour to meet the economic demand. That will have certain impact on wages too," said NTUC Assistant Secretary-General Cham Hui Fong.

Moving Forward

Also having an impact on the road ahead for tripartism in Singapore — the changing profile of the country's workforce, with more better educated workers and a larger number of Professionals, Managers and Executives (PMEs), said the tripartite partners.

However, at the end of the day it all boils down to the three parties — Government, employers and unions remaining engaged and staying connected to the ground, and illustrating the positive outcomes of having good tripartism.





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Mr Koh Juan Kiat
Executive Director
Singapore National Employers Federation

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Mr Then Yee Thoong
Divisional Director
Labour Relations and Workplaces
Ministry of Manpower



WORKERS

Bread and Butter
Matters



Working for Workers

The Labour Movement has been hard at work in 2014 to bring forth breakthroughs and better benefits for workers of all collars, ages and nationalities.

The ultimate goal of union work is not merely the economic betterment of the workers, but also to ensure that fellow workers can achieve a fulfilling life. And the efforts of the Labour Movement the past year, similar to the years before, bear testament to this.

The Labour Movement has seen many milestones for workers in 2014 and has taken bold steps to ensure the improvement of workers' lives regardless of age, gender or nationality.

Low-Wage Workers

There have been a number of breakthroughs for low-wage workers in 2014 starting with the numerous initiatives introduced by the U Care Centre that has touched the lives of many individuals within a year of its establishment.

Apart from engaging some 50,000 workers through 50 outreach events such as roadshows and employment seminars, the U Care Centre has also been pushing for the Labour Movement's Progressive Wage Model (PWM) implementation in both the cleaning and security sectors.

In the cleaning sector, the PWM has benefitted more than 35,000 resident cleaners and the mandatory licensing for cleaning companies with the progressive wage requirement came into effect on 1 September 2014.

The PWM for the security sector was officially launched on 29 October 2014. Its mandatory licensing for security agencies will kick in on 1 September 2016 and is estimated to benefit more than 30,000 resident security officers.

A number of security officers like Mdm Sarojini Sethuram are already benefitting from their employers who are early

DID YOU KNOW?

- U Care Centre engaged some 50,000 workers through 50 outreach events.
- The Labour Movement's Progressive Wage Model (PWM) in the cleaning sector benefitted more than 35,000 resident cleaners.
- The PWM in the security sector is estimated to benefit more than 30,000 resident security officers.
- The 'Appreciating U' campaign has recognised about 30,000 low-wage workers.

adopters of the PWM. The 62-year-old has seen her pay increase with the skills upgrading courses her employer sent her to attend.

"The PWM has enabled me to have more skills so I can do my job better," said Mdm Sarojini, who works at Prosec Services.

Additionally, through the 'Appreciating U' campaign initiated by the U Care Centre, about 30,000 low-wage workers including security officers were also recognised and appreciated for their work.

“Many people don't even acknowledge our presence and we felt as if they were looking down on us. So when we were being appreciated for the work my colleagues and I were doing, I felt extremely honoured and grateful.

Mr Mohd Jamil Kamis, 24

Security Supervisor, Acepro Security Consultancy who is one of the workers recognised by the 'Appreciating U' campaign





Working Women

The employment rate of women between 25 and 64 years old reached a new high of 70.5 per cent in 2014, compared to the 69.2 per cent in 2013¹.

The NTUC Women's Committee attributed this to the increase in Flexible Work Arrangements (FWA). NTUC Women's Development Secretariat (WDS) is a strong advocate of FWA. Under WDS' U Flex Movement, some 30,000 employees from 250 companies have benefitted from the various U Flex initiatives, one of whom is 34-year-old Human Resource Executive Ms Yoshikawa Saori.

WDS has also been continuing with its Back2Work with U Programme. They have helped around 3,600 women return to the workforce in 2014 and equipped them with new skills so that they are able to enjoy greater job and income stability to build up their economic resilience.

DID YOU KNOW?

- Employment rate of women between 25 and 64-years-old was 70.5 per cent in 2014, up from 69.2 per cent in 2013.
- Flexible Work Arrangements benefitted some 30,000 employees from 250 companies in 2014.
- Back2Work with U Programme helped around 3,600 women return to the workforce in 2014.

“It is always a challenge for mothers to balance career and family, and this is where a good company makes a difference. By allowing flexible work arrangements for mothers, they can now hold on to both their career and family, and not have to give up on one.

Ms Yoshikawa Saori, 34
Human Resource Executive, Hitachi Asia Ltd

¹ Source: Ministry of Manpower, Labour Force in Singapore, 2014 report



Migrant Workers

Although Singaporeans play a crucial role in the workforce, it is also important to note the contributions migrant workers play in the prosperity of the nation.

Through its two centres at Geylang and Serangoon Road and a 24-hour helpline, the Migrant Workers' Centre (MWC) has been working to provide advice and assistance to migrant workers seeking remedies against unfair employment practices, facilitating social acceptance and integration, and providing food and shelter while workers await the settlement of their cases.

Bangladeshi national Uddin Nizam was one such worker who approached MWC for assistance when he and his co-workers ran into problems with their employer. In 2014, the MWC reached out to more than 70,750 workers on fair employment practices and have successfully advocated for extension of the maximum period of employment for work permit holders as a means to allow proven, skilled workers to stay and contribute for a longer time and discourage churn of new unskilled workers by errant intermediaries.

In October 2014, MWC also launched a pre-departure video that contained important employer-related information such as workers' right, unscrupulous employment practices and local employment laws that will be shown to the workers prior to their arrival in Singapore.

2014 also marked MWC's expansion of its outreach efforts on social acceptance and integration to locals and in particular, young Singaporeans. MWC's extensive student engagement at secondary, pre-tertiary and tertiary levels has seen it engage more than 2,000 students through assembly talks, dormitory visits, social awareness projects, student attachments and other sharing sessions by the end of 2014. The aim is to enable the younger generation to have a better understanding of Singapore's migrant worker landscape and to be youth advocates promoting understanding and acceptance of migrant workers.

“Migrant Workers' Centre (MWC) helped us a lot; they did their best to provide us with the help we needed at that particular time... The MWC also helped us get an extension for our visas and provided us with proper housing and food.

Mr Uddin Nizam, 28

Migrant worker
whose employer provided improper housing

DID YOU KNOW?

- The Migrant Workers' Centre (MWC) reached out to more than 70,750 workers on fair employment practices in 2014.
- MWC engaged more than 2,000 students through various events in 2014.





Professionals, Managers and Executives

While serving the needs of rank-and-file workers remains key for the Labour Movement, it has stepped up its efforts to support the growing number of Professionals, Managers and Executives (PMEs) who are expected to form the majority of Singapore's workforce in less than two decades. In light of this changing landscape, the Labour Movement has introduced various initiatives to include PME into its fold.

In 2014, the NTUC PME Unit established two U PME centres located at Devan Nair Institute for Employment and Employability and NTUC Centre. These centres together with the Labour Movement's PME Portal and Tripartite Career Resource Portal, both also set up in 2014, served up a suite of services ranging from workplace advisory and professional development services to giving career and employment-related advice. Collectively, they have assisted 2,524 PMEs. The PME Unit has also reached out to 42,204 PMEs through various outreach and engagement events.

“NTUC U PME Centre helped me leave a challenging employer when I was pregnant and also helped me to secure a new job after my pregnancy.”

Ms Christine Chi, 28

Customer Service Executive whose previous company insisted on her serving a one month's notice despite having a difficult pregnancy

DID YOU KNOW?

- The Fair Consideration Framework (FCF) was advocated by the Labour Movement requiring employers to consider hiring Singaporeans first. Complementing the FCF, the Jobs Bank was launched requiring employers to advertise job vacancies for Singaporeans for at least 14 working days before hiring Employment Pass holders.
- The Labour Movement mooted for the amendment of the Industrial Relations Act and the Employment Act. The Protection from Harassment Act fronted by the Labour Movement came into effect on 15 November 2014.
- 2,524 PMEs were assisted in 2014 through the two U PME centres and the Labour Movement's PME Portal and Tripartite Career Resource Portal.
- PME Unit engaged 42,204 PMEs through various events.

Advocating for rank-and-file unions to represent PME collectively, the Labour Movement pushed for the amendment of the Industrial Relations Act, tabling a Bill in Parliament in November 2014.

Other highlights in 2014 include the amendment of the Employment Act to increase the scope of coverage for Professionals, Managers and Executives (PMEs); and the Protection from Harassment Act, which came into effect on 15 November 2014 to better protect individuals from harassment and related anti-social behaviour. The Labour Movement also advocated for the Fair Consideration Framework (FCF), which required employers from 1 August 2014 to consider hiring Singaporeans before foreigners.

To complement the FCF, the Jobs Bank, also mooted by the Labour Movement, was launched on 14 July 2014 to require employers intending to hire Employment Pass holders to advertise the job vacancy for Singaporeans for at least 14 calendar days. The advertisement should also follow the Tripartite Guidelines on Fair Employment Practices. With the online portal, Singaporeans are able to search and apply for job opportunities while employers can access a larger pool of local jobseekers to fill employment vacancies.

The year also saw the Labour Movement urge PMEs to adopt a pi-shape (π) approach to acquiring of skills in order to ensure life-long employability and to fulfil their aspirations. The Labour Movement believes that support

must come from the system and training regime instituted by the government. It also stressed the importance for employers of PMEs to understand that further increases in productivity with a tightened foreign manpower supply is only possible when local employees upgrade their skills and abilities.

There was also a push for the expansion of the Tripartite Mediation Framework, further strengthening the employment dispute resolution landscape in Singapore by providing workers with access to different avenues of recourse for their employment disputes.

“The Industrial Relations Act amendment is an added advantage for Professionals, Managers and Executives (PMEs) who now can be properly represented in an unfortunate situation. Like any other worker types, we too need a platform to voice our issues. And the unions can be that platform.

Mr Mohd Ridzuan Atmaza, 28
Marketing Executive, Affiliate Gateway Asia





“ I’m still in good health; I think it’s also because the job keeps me on my toes. I’m grateful for this opportunity to continue working and will continue as long as possible because I get to do what I like in a natural environment.

Mr Lee Kue Pak, 70
Employee, Wildlife Reserves Singapore

Mature Workers

Advocacy also featured strongly for mature workers. Under the current Retirement and Re-employment Act, employers are required to offer re-employment to eligible employees who turn 62, up to the age of 65.

The Labour Movement through NTUC U Live has been working with its tripartite partners in advocating for the raising of the re-employment age to allow workers aged above 65 the chance to continue to work till 67 should they wish to.

In September 2014, the Tripartite Committee on Employability of Older Workers recommended to the government to raise the re-employment age from the current 65 to 67 years old, and provide incentives to encourage companies to re-employ their mature workers aged beyond 65.

One early adopter is Wildlife Reserves Singapore, whose employee, 70-year-old Mr Lee Kue Pak, was re-hired when he turned 62 years old in 2005.

“ We face many challenges such as lack of benefits, ageing drivers, irregular hours, no public holidays and fluctuating income... So National Taxi Association tries to turn that disadvantage to an advantage by educating drivers.

Mr Simon Lee, 52
Taxi Driver

Freelancers and Self-employed Workers

Also doing their bit to contribute to the nation are freelancers and self-employed workers whose needs are looked after by the Labour Movement too.

Faced with numerous challenges including the lack of statutory protection and regular working benefits and falling outside labour legislations such as the Employment Act and the Work Injury Compensation Act, the Labour Movement has lobbied to improve their lot, especially for self-employed taxi drivers.

To help taxi drivers better take care of their health and well-being, the National Taxi Association (NTA) has also come up with many health initiatives that benefitted different groups of taxi drivers. They include free health checks, health talks, eye screenings as well as special medical packages for female NTA members.

NTA has actively raised concerns about the Taxi Availability Standards since it was announced by the Land Transport Authority in 2013. To help meet these standards by encouraging taxi drivers and new taxi driver vocational license holders to consider co-sharing a taxi, NTA jointly organised the Share-a-Taxi workshop with Devan Nair Employment and Employability Institute (e2i). A \$2.5 million scheme was also launched in December 2014 by NTA and e2i to up-skill some 4,000 taxi drivers, raise the service standards for the taxi industry and inculcate a culture of safe driving

DID YOU KNOW?

- National Taxi Association came up with health initiatives like free health checks, health talks, eye screenings and special medical packages to help taxi drivers better take care of their health.
- Initiatives such as Share-a-Taxi workshop and a \$2.5 million up-skilling scheme were launched to help taxi drivers meet the new Taxi Availability Standards.





Better Jobs, Better Workers

Whether rank-and-file workers or Professionals, Managers and Executives (PMEs), all workers gained better access to employment and employability services with the official opening of the Devan Nair Institute for Employment and Employability on May Day 2014. At the new campus, Devan Nair Employment and Employability Institute (e2i) assisted close to 82,000 workers in areas of placement (8,700) and professional development (51,800) with career coaching, job fairs and training tailored for specific needs of worker groups. Through productivity initiatives such as the Inclusive Growth Programme, e2i assisted 21,300 workers to attain better wages from companies' productivity gains.

“The [employability] workshops taught me how to prepare a better resume and really sharpened my interview skills. I would say that the workshops were really instrumental in me finally landing a permanent job in 2013. From constantly facing rejection, I began getting a lot of calls from recruiters. It was really an amazing turn of fortune.

Ms Nadia Nuntida Zainurin, 31
Accounts Executive
NYK Shipping Pte Ltd

DID YOU KNOW?

- In 2014, Devan Nair Employment and Employability Institute (e2i) assisted close to 82,000 workers in areas of placement (8,700) and professional development (51,800).
- The Inclusive Growth Programme (IGP) helped some 21,300 workers achieve better wages.



MEMBERS

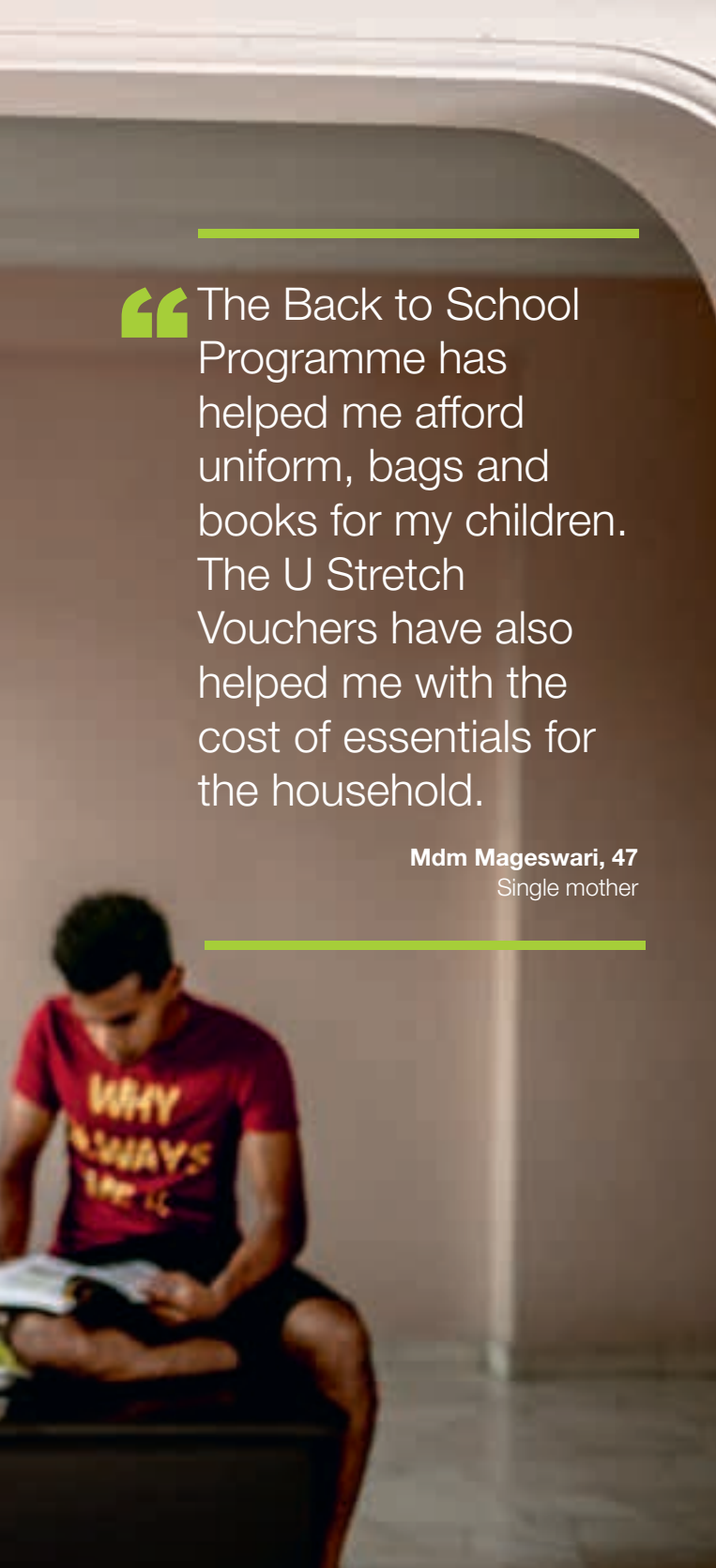
Strength
in Diversity





Doing More for Members

The Labour Movement showed good progress in outreaching to its ever-growing membership base through its 4Ps approach of Protection, Progression, Placement and Privileges.



“The Back to School Programme has helped me afford uniform, bags and books for my children. The U Stretch Vouchers have also helped me with the cost of essentials for the household.

Mdm Mageswari, 47
Single mother

For a number of years now, the Labour Movement has experienced healthy membership growth. Resident unionisation rate held a steady increase over the years, with 2014 at 28 per cent, up from 22.2 per cent a decade ago.

In 2014, one in four resident workers in Singapore is represented by a union, an increase from ten years ago where only one in five were union members.

The Labour Movement's collective efforts in recruiting new members has paid off with an increase in membership numbers from 453,000 in 2004 to 850,000 in 2014.

DID YOU KNOW?

- Over 26,200 students benefitted from \$3.28 million worth of Back to School Vouchers in 2014.
- Some 24,300 members benefitted from \$2.09 million worth of U Stretch Vouchers.
- In 2014, NTUC-U Care Fund donated \$1 million to the Eldercare Trust and \$520,000 went to the Bright Horizons Fund.
- Six runs of Family Recreation & Fun Carnivals saw an attendance of over 9,600 families.
- Around 8,400 children benefitted from \$888,000 worth of bursaries and scholarships.
- Through the U Care Caring.Sharing.Reaching out, 32 community service projects were organised for beneficiaries from various charitable organisations.

Low-Income Members

The Labour Movement continues to look out for its low-income members.

The NTUC-U Care Fund, administered by the NTUC Care and Share Department, is in place to cater to this. Its aims are: Caring for the low-income members through assistance schemes to support their living expenses in times of need, Champion for children and youth, Caring for the elderly through supporting Eldercare Trust, Cultivating spirit of giving and Volunteerism through active engagement with stakeholders.

Needy members are cared for through the U Care Back to School (BTS) Vouchers programme and U Stretch Vouchers programme.

Some \$3.28 million worth of Back to School Vouchers were distributed to over 26,200 students to help union members defray the cost of their children's school expenses for the new school year.

The U Stretch Vouchers helped some 24,300 union members defray the cost of living through \$2.09 million worth of vouchers that can be used for groceries or other daily necessities.

The needs of the elderly and young are supported by Eldercare Trust and Bright Horizons Fund (BHF) respectively. One million dollars went to Eldercare Trust to promote the welfare of the elderly while \$520,000 was given to BHF to help needy young children gain access to quality early childhood education.

Families were not left out. The six runs of Family, Recreation & Fun Carnivals in 2014, organised specially for lower-income members to enjoy a day of fun with their families at no cost, saw an attendance of over 9,600 families.

All in all, the Fund disbursed a total of \$8.75 million in 2014 through its various assistance programmes.





Professionals, Managers and Executives

As Singapore's workforce is evolving to include more Professionals, Managers and Executives (PMEs), there has been strong membership growth for resident PME with their numbers rising to 245,000 in 2014, making up one in five PMEs in the resident workforce, up from one in six PMEs over the past 10 years. NTUC U Associate, a partnership programme started in 2011 to engage associations and PMEs, had the biggest leap, with the number of associations joining increase from just two in 2011 to 10 in 2014, benefitting as many as 7,000 members in 2014 alone.



“Themes in the Young Engineers Leadership Programme are highly relevant and applicable in my work: I get to bring fresh insights gleaned from sessions and share it with my colleagues at work.”

Ms Betty Tsai, 26

Researcher

The Procter and Gamble Company

Singapore Innovation Center

Fabric and Home Care Global Business Unit

One of U Associate's partners, the Institution of Engineers Singapore launched the Young Engineers Leadership Programme in August 2014. Supported by Devan Nair Employment and Employability Institute, the year-long programme aims to nurture young engineering talents, putting them through classroom-based knowledge sharing, practical training through dialogue and networking sessions with industry leaders, as well as provide exposure via site visits to companies in the different sectors.

Another platform to engage PMEs is the Future Leaders Summit. It is a symposium that looks to give PMEs the necessary tools to ready themselves for the competitive landscape in their respective industries and prepare themselves to become future leaders.

The Summit is for PMEs to seek advancement in their careers. Representatives from recognised companies like Google, McDonald's, Microsoft and UBS have taken the stage to share what it takes to succeed. Top experts in the past two editions include entrepreneur Adam Khoo, and Anthony Chen, director of *Ilo Ilo*, the first Singaporean film to win an award at the famed Cannes Film Festival.

“The Summit has helped me to be open to ideas. There is a leader inside everyone, yet many lack the courage to exemplify the qualities of one. You will learn how to motivate your contemporaries and bring out the best of their potential,” said Mr Loh Kuah Hua, 39, a Company Director who attended the Summit in 2013 and 2014.

DID YOU KNOW?

- Resident Professional, Manager and Executive (PME) membership numbers rose to 245,000.
- NTUC U Associate partners grew to 10 in 2014; benefitting 7,000 members.
- Future Leaders Summit: 709 attendees in 2013 to 967 in 2014.

Youths

NTUC also has various communities to help other members fulfill their own passions and inspirations.

nEbO, for instance, aims to bridge the gap between youths aged 12 to 25 and the Labour Movement. Its initiatives encompass around the theme of Work-Ready, World-Ready and Life-Ready and ensure that youths are given the opportunity to hone their skills and develop their potential.

The purpose of the Work-Ready initiatives is to ease members' transition to working life. nEbO organises Learning Journeys to let its members gain insights into the daily operations of organisations, career opportunities available, and to learn the roles of unions.

nEbO also organises events under its World-Ready initiatives to help youths acquire the skills and networks needed to stay competitive in a globalised economy. One such event is the Youth Entrepreneurship Symposium that encourages nEbO members to come together to generate ideas while connecting with other successful entrepreneurs and business leaders.

Under its Life-Ready initiatives, nEbO members are encouraged to inculcate leadership roles within the community and are given many opportunities to plan and organise activities they are passionate about. This initiative allows its members to capitalise on nEbO as a platform and organise volunteerism events to instill a sense of social responsibility.

nEbO has over 91,000 members to date since its inception in 2007. In 2014 alone, its events and initiatives have engaged 14,000 youths.

“ I’m most passionate about volunteering for the elderly because I feel like I can get along with them; it’s like interacting with my grandparents. We also get to organise our own events and most importantly, we are then able to influence our peers to contribute back to society.

Ms Lau Tsin Ning, 23
Care Champion, nEbO





“I’ve always believed that as union representatives, we must always be kept updated and current with the times. Young NTUC creates platforms for young leaders like me to know more about the Labour Movement at the national level and NTUC’s role as part of the tripartite partners.

Mr Muhammad Fadil Abu Bakar, 34

Youth Chairman

Singapore Airport Terminal Services Workers’ Union

Young Working Adults

Young NTUC – the youth wing of the Labour Movement – is another platform that NTUC has to engage younger members. It represents young working adults aged 35 and below, and strives to give voice to the needs and aspirations of young workers in Singapore.

Young NTUC now has over 189,000 members, making them the largest youth movement in Singapore. Its two national-level programmes, namely RUN 350 and Young NTUC Celebrates! National Day, outreach to over 20,000 members annually.

Young NTUC also organises engagement programmes in three focus areas, which touched over 1,600 youths in 2014.

To champion Work as Inspiration, 14 sessions of Young NTUC CROSSROADS were held. This platform allows youths to learn from inspiring personalities who have overcome the odds to achieve success in their own right.

For Family as Foundation, three sessions of Roundtable discussions and a final Townhall were held to gather insights into family matters and propose feasible actions that would bring positive change to Singapore’s social fabric.

DID YOU KNOW?

- Young NTUC is the largest youth movement in Singapore with over 189,000 members.
- RUN 350 and Young NTUC Celebrates! National Day outreaches to over 20,000 members annually.
- Youth Lab, Young NTUC’s leadership development incubator, has rolled out 14 developmental programmes to 130 youth leaders.

Under Environment as Benefaction, six sessions of environmental ground-up initiatives were organised to raise awareness for the need to take action on climate change for a greener future.

Outreach and engagement with members are also done through two touchpoints: Team Young NTUC affinity groups and Youth Chapters.

Through Young NTUC’s Seed Funding Scheme, a total of 21 ground-up initiatives by Youth Chapters and Team Young NTUC affinity groups were organised.

Youth Lab, the leadership development incubator of Young NTUC, serves to identify and nurture the next generation of young leaders. Fourteen developmental programmes were rolled out to about 130 youth leaders such as Mr Muhammad Fadil Abu Bakar.



“My ultimate aim is to be an active U Live 55+ ambassador so that I can help new members and spread the message on how you can spend a more purposeful life once you turn 55.

Mr Johnny Loke, 57
Member, U Live

Mature Workers

Mature workers are not left out thanks to U Live, a community that reaches out to members 55 years old and above with the aim of keeping them productive and staying connected with friends and family through an active lifestyle.

U Live organises various Work, Live and Play initiatives to encourage members like Mr Johnny Loke to remain employed, enriched and engaged. These include platforms addressing re-employment schemes, purposeful cause-centric programmes, interest-specific programming and enhanced age-relevant privileges.

U Live currently has over 164,000 members. In 2014, its initiatives reached out to over 126,000 active agers. It also has 272 ambassadors who advocate its initiatives to their peers in addition to being groomed as leaders and mentors.

In 2014, U Live launched the Active 55+ programme to empower its members with the necessary knowledge and tools to take charge of their lives. The programme allows for deeper engagement of members as they embark on their journey towards positive change and a Happy, Healthy, Productive and Purposeful life.



“ We get to have fun together as a family through U Family’s events and activities. We will continue to look out for U Family events and join them.

Mdm Sandra Soh, 43
Participant, U Family events





Working Families

There is also a community for working families - U Family, which aims to be their voice.

U Family advocates pro-family practices at both the community and workplaces which include Project Liquid Gold, a lactation support advocacy at workplaces; Time to Care, an initiative to give support to working caregivers; and Shared Parenting, which aims to provide support for shared parental responsibilities.

The Happiness Poll is also conducted yearly to gain insights into the contributing factors of workers' happiness level at work. The 2014 poll found that nine in 10 working Singaporeans are happy overall, up from 61 per cent in 2013.

With a membership of some 302,000 members, U Family organises various activities like U Picnic and Baby's Day Out for families to continue spending time together and strengthening their bonds. In 2014, they held eight events that saw a total of over 24,000 participants.

U Picnic in 2014 had an exciting Laser Light show for families to enjoy while promoting a theme of "Food. Fun. Experience". Baby's Day Out, a networking event for parents with babies, gave parents the chance to come together to celebrate their babies' milestones.

Common Passion

All members, regardless of age, gender or profession, are brought together by U Sports through a common passion for sports.

U Sports organises regular sports-related events and activities to create opportunities to encourage camaraderie amongst members and build a community of sports enthusiasts.

U Sports also nurtures a friendly competitive spirit amongst unions through its annual inter-union sporting competition, U Games. With collaboration from national sporting associations, members are driven to improve their skills, thus upping the level of sporting excellence and participation rates.

"When I joined U Sports, I got to meet a lot of our Labour Movement brothers and sisters in the tournaments. I have a bigger pool of golf *kakis* now thanks to U Sports. Through U Sport's events and activities, I also get to interact with and bring in more members," said Mr Sukumar Subramaniam, 55, a U Sports member.





UNIONS

Strong Convictions,
Building Connections



Serving and Leading

In 2014, unions have seen success in strengthening the 3-Flow leadership framework as well as advancing tripartism for win-win outcomes.

The bread and butter role of the unions will always be the pursuit of improving workers' lives and livelihoods. Thanks to the collective bargaining powers of union leaders and the adoption of the National Wages Council guidelines, workers in unionised companies enjoyed healthy wage growth in 2014. There was also greater job security for workers in 2014.

Here are the key highlights of what took place in 2014:

Unionising

A total of 106 companies were unionised in 2014, 11 more than 2013.

Collective Bargaining

The number of Collective Agreements signed or renewed was at 407.

Wages and Bonuses

- Workers in unionised companies saw a basic wage increase of around 4.38 per cent, slightly lower than the 4.63 per cent seen in 2013.
- Slightly lower bonus payouts, with the figure at 2.97 months as opposed to 3.16 months in 2013.
- Around 60 per cent of unionised branches paid at least \$60 built-in wage increases to workers earning \$1,000 and below.
- The built-in wage increase was at 5 per cent for workers earning \$1,000 to \$1,200.

Jobs Outlook (Retrenchments)

- 2,246 workers were displaced from their jobs, 26 per cent lower than in 2013.
- Retrenchment numbers were also high in the Services sector, with 727 workers affected.
- In the first three quarters of 2014, 21 per cent of the workers retrenched were from the unionised sector, down from the 26 per cent in 2013.

(This page from left) Mr Raman Kathavarayan, General Treasurer, Amalgamated Union of Public Daily Rated Workers; Ms Cheung Mei Ling, Assistant General Secretary, Housing and Development Board Staff Union





Shorter Work Week

- Significant decline in workers on shorter work week to 1,323 compared to 5,793 in 2013.
- Five companies implemented shorter work week due to lack of orders and business slowdown.

Workplace Benefits

- Amongst the 867 active Collective Agreements, 98 per cent provide compassionate leave for death of immediate family members.
- 11 per cent provide child sick leave, on top of basic childcare leave; 71 per cent provide compassionate leave for immediate family members with critical illnesses; 78 per cent provide paternity leave; and 91 per cent provide marriage leave.

Other family-friendly leave put in place include eldercare leave and family sick leave for immediate family members who are unwell.

Industrial Relations Cases

- A total of 1,850 cases and queries were filed, seeing a decrease from 2013's figure of 2,439.
- The unionised sector dispensed help to union members on issues of unfair treatment, of which 90 per cent were referred to and settled at the union-management level.
- More than half of the cases filed were pertaining to individual grievances i.e. disciplinary issues and cases revolving around benefits, salary and unlawful termination.
- Non-unionised company members were provided with advisory services as well as assistance on workplace and employment-related issues.
- Number of enquiries from non-unionised Professional, Manager and Executive (PME) staff rose from 13 per cent to 53.8 per cent. Issues included termination, labour laws and salary issues.
- Most of the enquiries in 2014 by members in non-unionised companies were on the non-payment of salary, retrenchment and retirement or re-employment.

(This page from left) Mr Erat Vinodan, First Vice-President, Singapore Union of Broadcasting Employees; Ms Maimunah Ismail, Executive Committee Member, National Transport Workers' Union; and Mr Gerald Lee Chee Kin, Assistant Treasurer, Port Officers' Union





“The union helped us a lot, especially on the severance payment. Most of us were happy with the payments and some of my colleagues said they got more than expected. If not for the union, I think the company won't pay so much to the workers and everyone will be unhappy with the payments.

Ms Sieu Chik Leng, 38

Former employee, HGST Singapore Pte Ltd

Protecting Workers

A key aspect of a union's job is in ensuring that workers have jobs – after all, having a job is the best welfare for any worker.

It is during times of retrenchments that a union's effort can really be seen and felt. Such was the case for the United Workers of Electronics & Electrical Industries (UWEEI). The union went all out to help over 300 workers laid off from HGST Singapore Pte Ltd in 2014. This included 38-year-old Ms Sieu Chik Leng, who was a Branch Official at the time and helped out in the retrenchment exercise.

UWEEI worked closely with the company to fulfill the terms of retrenchment according to industry norms, extend Hospitalisation and Surgical Insurance coverage in Singapore till March 2015, provide counselling for the retrenched workers and pay union membership dues for three months so that the workers continued to receive benefits.

The union also teamed up with the Devan Nair Employment and Employability Institute to organise an industry-focused job fair, and arranged for workers who are Singaporean or Permanent Residents to attend employability camps and executive workshops before going for the job fair.

Tripartism

Unions often seek out tripartite collaborations that benefit workers, employers and the Government.

In the last few years, these have included formalising tripartite structure at the industry level, bringing PMEs (Professionals, Managers and Executives) into the tripartism fold, ensuring more timely renewals of Collective Agreements, pushing for the Progressive Wage Model (PWM) to be more pervasive, and encouraging more information sharing by management companies.

Much of the development has been in the formation of PWM-related industry tripartite structures, with seven tripartite committees or workgroups established since 2012²; four in 2014 alone.

“ ... The contracting model is good for commuters because the Government pumps in money and there will be more buses and better service. It is good for workers because it will be a ‘sunrise’ industry with more jobs. It will be easier to attract locals to join the industry and the union will find it easier to negotiate. It is also good for operators as they save on costs and can be more profitable.

Mr Fang Chin Poh, 55

General Secretary
National Transport Workers' Union

One of the tripartite committees started in 2014 was the Public Transport Tripartite Committee. Comprising the Land Transport Authority (LTA), National Transport Workers' Union (NTWU), the Ministry of Manpower, and the current public transport operators, it was set up to ensure a smooth transition for the some 800 workers affected by the Government bus contracting model which will see new bus operators entering the industry.

Since the announcement was made on 21 May 2014, NTWU's union leaders have engaged bus captains to address their concerns and helped to allay fears where possible. An official briefing was also held by LTA together with the NTWU and management representatives of the public transport operators for more than 800 bus captains to present the new model, explain how their employment may be affected, and understand their concerns.



² The seven tripartite committees are Aerospace and Aviation Sectoral Tripartite Committee, Tripartite Cluster for Cleaners, Security Tripartite Cluster, Tripartite Cluster for the Landscape Industry, Healthcare Cluster Tripartite Workgroup, Marine Tripartite Committee and Public Transport Tripartite Committee.



3-Flow Framework

Union leaders can make a difference. When they join a union or Flow In, they see and benefit from how the union makes a difference in their lives and that of fellow workers. One such leader is Mr Mohamad Nazir Juma'at, a 30-year-old Operations Technician. He joined the Chemical Industries Employees' Union in 2013 and became the union representative for the Jurong Island branch of his company, SOXAL, in 2014.

“ I am now able to help colleagues in need, both work-related and outside work including hospital visits. I can also advise on the Collective Agreement and on things like the availability of hardship grants and other assistance programmes.

Mr Mohamad Nazir Juma'at, 30
Union Representative
Chemical Industries Employees' Union

Flow In leaders have the chance to take their passion for serving workers to the next level and Flow Up.

Ms Noormala Lasiman, 52, is a good example. She started her union journey in the Singapore Insurance Employees' Union (SIEU) as a delegate and was elected Branch Chairperson in 2013.



“As Branch Chairperson, I get more exposure and experience, and can better help members... To further hone my unionist skills, I joined the Singapore Insurance Employees' Union (SIEU) Industrial Relations Committee and am now undergoing an interesting course conducted by SIEU on the 3-Flow leadership succession framework.

Ms Noormala Lasiman, 52
Branch Chairperson
Singapore Insurance Employees' Union





“ ...An important point to note is that they (new leaders) must do it for members. You must have it in your psyche to generally want to help workers. There is a lot of sacrifice and time involved, especially when you are not a full-time unionist. But there is a sense of satisfaction when someone thanks you for the help received.

Mr Ang Wah Lai, 63

President Emeritus

Singapore Union of Broadcasting Employees

To ensure leadership succession, the longevity of the union and for others to have a chance to serve, leaders eventually step down or Flow On at the age of 62 to make way for younger members while still contributing in other ways.

Still doing his part in the Labour Movement is Singapore Union of Broadcasting Employees (SUBE) President Emeritus Ang Wah Lai, 63, who stepped down in 2014 as SUBE President after an illustrious union career spanning some 30 years.



DID YOU KNOW?

- 39 unions or 75 per cent of around 6,000 union leaders formalised the 3-Flow leadership succession framework; 13 Exco union leaders flowed on¹.
- Ong Teng Cheong Labour Leadership Institute (OTCi) organised 4,200 training places for union leaders; over 2,400 attended 16 core events.
- The OTCi Graduation Ceremony in 2014 had the largest cohort of 151 graduands.

¹ This figure is based on Exco leaders who are above the age of 58 and who did not lose elections.

Union Leadership

Leadership training and development, and leadership succession in the Labour Movement are on the right track. Leaders with a younger age profile are emerging with better quality and in greater quantity.

Some 39 unions formalised the 3-Flow leadership succession framework, covering 75 per cent of union leaders from a leadership pool of around 6,000 leaders. Also, a total of 13 union leaders in Executive Committees or Executive Councils (ExcOs) flowed on¹.

More leaders are also seeing the need to upgrade themselves and keep up with the times, judging from the rise in attendance for the training programmes and dialogue sessions organised by the Ong Teng Cheong Labour Leadership Institute (OTCi). There were 4,200 training places for union leaders alone. Over 2,400 union leaders attended 16 core events including Dialogues with National Leaders and Labour Leadership Lighthouse sessions. OTCi's Graduation Ceremony in 2014 also produced the largest cohort in years with 151 graduands.

In line with the national spirit of honouring the pioneer generation, the UNITE Leadership Summit 2014 paid special tribute to the many contributions of the Pioneer Generation (PG) union leaders. Guests included some 286 union leaders and 125 PG leaders.

Among the PG leaders in attendance was former NTUC President Oscar Oliveiro (1986 to 1997), who actively lobbied for other unions to join the NTUC in 1961 and gave the Employment Act its initial weight by garnering support from workers when it was passed in 1968. He also led unions from the recession of 1985 into an era of development and growth.

“Expectations of workers have changed. If you compare it to the early days of the strikes, they were just struggling to make ends meet as the salaries were low... that was the main issue back then. Now it is maintaining the strong framework put in place.

Mr Oscar Oliveiro, 79

NTUC President (1986 to 1997) and former President of Union of Telecoms Employees of Singapore



SOCIAL ENTERPRISES

Driving
Social Outcomes





Creating a Greater Social Force To Do Good

NTUC Enterprise aims to create a greater social force to do good by harnessing the capabilities of all NTUC Social Enterprises (SEs). Collectively, the NTUC SEs are touching the lives of working families every day, through the provision of daily essentials, cooked food, financial services, health and community care, childcare, and continuing education. We are committed to fulfil unmet or under-served social needs of Singapore workers, and support the Labour Movement's 2016 vision towards brighter future, better lives for all workers in Singapore.

Address Under-served Needs of Professionals, Managers and Executives

In response to a growing number of Professionals, Managers and Executives (PMEs) who currently form a third of Singapore's working population, NTUC Enterprise opened an NTUC Income financial advisory centre and an NTUC Foodfare food court in the Central Business District (CBD).

Said NTUC Enterprise chairman Lim Boon Heng, "The cost of living is a major concern to PME's too. They refer to themselves as the sandwiched class – trapped between the wealthier group that have the means to meet their needs and their lower-wage counterparts who are helped by Workfare Income Supplement and other assistance programmes... Their needs are legitimate."

The Raffles Client Advisory Centre at Clifford Centre is the first of its kind in the CBD and serviced more than 8,000 customers in 2014 alone. It aims to provide PME's with trusted financial advice to help them prepare for life's uncertainties and achieve financial stability. The Centre also hopes to serve a younger group of customers working in the CBD who have a longer horizon to save and plan for.

To provide affordable cooked food in a clean, comfortable and attractive environment to the PME's in the CBD area, Foodfare set up a new food court at Clifford Centre, their second CBD food court after the one at Marina Bay Financial Centre. Foodfare has also opened two more Rice Garden stalls in the central areas of Queen Street and Amoy Street in addition to the existing outlet at Market Street. The Rice Garden stalls offer meals at concession rates from \$1.50 for the lower-income, elderly and union members. Other customers can have these same meals at an affordable price of \$2.50.





One-stop Health and Community Care for Working Families

As Singapore society evolves, healthcare, eldercare and childcare needs have emerged as three important needs of the working population.

Parents, especially mothers, require quality childcare services to rejoin or stay in the workforce to pursue their own careers with peace of mind. Likewise, working adults need good eldercare facilities so that they can leave their elderly parents in the good hands of trained eldercare staff. For senior residents in the community, affordable and accessible healthcare facilities will empower them to take good care of their health and lead better lives.

The NTUC SEs demonstrated their commitment to meet various needs of the society in Singapore holistically with the housing of My First Skool Childcare Centre, Silver Circle Senior Care Centre (Silver Circle) and NTUC Unity Family Medicine Clinic (Unity FMC) under one roof in Serangoon Central.

My First Skool Childcare Centre

My First Skool @ Braddell Heights Community Hub caters to more than 200 children. Like all other My First Skool centres, 15 per cent of the places will be set aside for children from low-income families. This is to provide them with a level playing field with the rest of their peers when they enter Primary One. With an indoor courtyard for art and movement activities, studios to conduct creative and musical activities as well as tablet computers to aid the students in their learning, this childcare centre aims to redefine the standards of preschool education in Singapore.





Silver Circle Senior Care Centre

Silver Circle supports seniors in the vicinity to age-in-place. It is an integrated one-stop centre that provides both health and social care services, including day care, dementia day care, rehabilitation and nursing services. Having various services under one roof makes it more convenient for seniors and caregivers as they no longer need to travel to different places for different services.



NTUC Unity Family Medicine Clinic

Unity FMC brings affordable and quality healthcare services closer to the community, especially for the elderly with chronic diseases. They introduced a system that is easy to navigate, thereby encouraging patients to actively manage their conditions with their doctors. A collaborative effort with National Healthcare Group (NHG), patients from NHG, Tan Tock Seng Hospital, Institute of Mental Health and NHG polyclinics can be referred to Unity FMC if they are suitable for follow-up care in the community nearer their homes.

Together, the three centres bring one-stop health and community care services to the residents in Serangoon and its neighbouring vicinity. The NTUC SEs will continue to play a proactive role in addressing all relevant needs of working families in Singapore.





Thank You, Pioneers!

As Singapore celebrates the 50th anniversary of independence in 2015, the pioneer generation of workers that laid the foundation of our country's success today are being given special attention.

To honour and thank our pioneers for their hard work and dedication, the Government introduced the Pioneer Generation package. The group of NTUC SEs similarly came together to launch a 15-month "Pioneers OK!" programme to express our appreciation.

The programme, complete with discounts and preferential treatment for pioneers, is an extension of SEs' efforts to deliver social impact by giving our pioneers a more positive experience at our supermarkets, food courts and other stores.

It consists of retail offers in three formats: Pioneers Monday, Pioneers Priority and Pioneers Exclusives. There are also ongoing activities and workshops along the themes of daily essentials, cooked food, healthcare and learning.

Pioneers Monday: Special Day of Offers

Pioneers enjoy more savings for daily essentials, health products and cooked food when shopping at FairPrice, Foodfare, Unity Pharmacies and Link on Mondays.

Pioneers Priority: Preferential Treatment

Pioneers enjoy preferential treatment at selected SEs. NTUC FairPrice supermarkets have designated priority queues for pioneers to give them greater ease when they make payments every day. This is especially helpful during times of high traffic. NTUC Income has also been providing priority queue numbers for pioneers who visit NTUC Income Branch offices. Pioneers are brought to the head of the queue at NTUC Unity pharmacies' cashier and pharmacy counters. At NTUC Foodfare food courts and coffee shops, priority seats are made available for pioneers who dine there. Pioneers only need to flash their Pioneer Generation Card to receive above preferential treatment.

Pioneers Exclusives

Two exclusive privileges are available for pioneers. To facilitate their desire to continue learning, LearningHub has been running monthly classes titled "Going Online with Smart Devices" to teach pioneers how to use smart devices such as smart phones and tablets. By equipping pioneers with the requisite skills in using technology, NTUC LearningHub hopes to open up possibilities for pioneers to connect better with the world around them, especially their tech-savvy grandchildren and great-grandchildren.

In addition, to enable pioneers to have greater security and control over their lives, NTUC Income came up with PioneerCare, a personal accident plan specially designed for the elderly. It has the advantage of having no entry age limit and pioneers can purchase the plan at a preferential rate of 10 per cent less than the current SilverCare plan. NTUC Income will also give away a complimentary Wang Café Card worth \$10 for all new purchases and renewals.

Thank you
for being an
inspiration
to live well.



Pioneers now enjoy exclusive discounts on Pioneers Monday and priority treatment at selected NTUC Social Enterprises.



Thank you
for being the
world's best
makan kaki.



Pioneers now enjoy 12% discount on Pioneers Monday at NTUC Foodfare and priority seats at all affiliated food courts and coffee shops.



Thank you
for being
the best
cook ever.



Pioneers now enjoy 3% discount on Pioneers Monday and priority queue all day at NTUC FairPrice. *Valid for purchases of up to \$200.



Thank you
for being
the family's
personal
health guru.



Pioneers now enjoy 4.5% discount on Pioneers Monday and priority queue service* at NTUC Livey Pharmacy. *Check in-store for details.



The "Pioneers OK!" Programme, which will last till December 2015, has been well-received by the pioneers. Since the launch of the 3 per cent discount in FairPrice stores, 175,000 pioneers and other seniors are saving up to over \$111,000 per week on their purchases. LearningHub

has also run eight classes to teach pioneers how to use smart devices to connect with the technologically-advanced world and their grandchildren while more than 450 pioneers are now under the protection of Income's PioneerCare plan.





Service Excellence

The importance of community pharmacists has been increasing over the years. This is a result of the growing number of patients on long-term medication for chronic illnesses, as well as the rising popularity of health supplements among Singaporeans.

Mr Parry Zhang, who was awarded the “Community Pharmacist of the Year 2014” by the Pharmaceutical Society of Singapore, is one such pharmacist at NTUC Health.

Parry provides advice on medications and health products at Unity Pharmacy. He also offers patient counselling services such as smoking cessation and conducts basic health screening. Appointments are not required to enjoy these services and consultation is free of charge.

Parry is passionate about his daily role and has supported over 100 diabetic patients to manage their conditions. In one case, he discovered that one of his regular patients often shares her medication with her family without knowing the potential risks. He advised her about the dangers and successfully persuaded her to stop doing so. The patient also heeded his advice to visit her doctor regularly to better manage her condition.

In another example, a 66-year-old patient learned to manage her diabetic conditions better under Parry's guidance. During her visits to the pharmacy, Parry proactively shared good lifestyle habits and relevant health knowledge with her. Now, her blood sugar level has reduced and she has become a model patient with a great passion for Zumba.

Parry began his career as a pharmacist in 2010 and was promoted to senior pharmacist in 2013. His dedication and passion have won praises from many. Today, he is an area manager taking care of 13 stores, supervising and training pharmacy support staff to serve working families better.





Caring from the Heart

NTUC Health offers a flexi-work employment arrangement to attract mature workers, retirees and back-to-work women to join its home care services team. Under this arrangement, Senior Care Assistants (SCA) get to choose their working hours and places of work. It is particularly suitable for workers who like to earn some income but are unable to commit to full-time employment. Today, NTUC Health has 74 active part-time SCAs and four full-time SCAs to meet the social need for home care services.

Julie Tay, a 64-year-old regular part-time SCA, is a retiree who has taken up this opportunity. As a diabetic patient, she needed a job that allowed her to go for regular doctor appointments. However, the main reason she took up the role was the opportunity to care for other elderly.

Julie has good job satisfaction; she feels that she has helped to ease the stress of family members who have to juggle between work, children and elderly loved ones, and knows she is able to bring joy to her clients. Her scope of work includes helping to bathe the clients, preparing meals, interacting and doing maintenance exercises with them. Currently, she works five hours daily and serves an average of seven clients on a weekly basis.

Worried about her capability to take on the role initially, the concern disappeared after she attended the training provided by NTUC Health. Her confidence level increased, and the training equipped her with good knowledge to care for elderly and prepared her to cope with potential situations that can happen. Julie's positive energy has also attracted her friends to become SCAs.





A Heart for Young Children

Forty-six-year-old Ms Li Hui Lan, also known as Li Laoshi, has always had a penchant for caring for young children, especially infants. With more than ten years of experience teaching in pre-schools, Li Laoshi was teaching children aged four to six before trying her hand at being an infant care teacher with My First Skool, caring for children aged 18 months to two years old.

More than four years into the job, Li Laoshi still speaks of her profession with pride, sharing about how her days as an infant care teacher are filled with positivity. She shares passionately about how they are fast learners in picking up things and emulating the teachers' behaviours. With bemusement, she described how infants can understand and respond by using eye contact and body language despite not knowing how to speak.

"At such a young age, communication with children helps to arouse their interest in language and sparks their motivation to learn," said Li Laoshi.

More than just a nanny or a babysitter, being an infant care teacher has given Li Laoshi the opportunity to play a vital role in the development of young children, something she finds satisfaction in. Together with her fellow teachers, they go about creating opportunities for infant development, be it in the area of arts, creativity or character-building. For infants moving up to higher levels, Li Laoshi and her teachers have also set developmental milestones, tracking closely every infant's developmental progress.

However, this job is not without challenges. For Li Laoshi, her professionalism and dedication have helped her overcome difficulties. Believing that it is important to reassure parents who leave their children under her care, Li Laoshi goes the extra mile to engage the parents,



maintain good relations and work closely with them on caring for the children and understanding their needs.

"As infant care teachers, it is our duty to try our best to assure parents so as to give them a peace of mind for entrusting their child with us. If parents are happy, we will be too."

She related a case where she helped to care for a child with special needs: Cadillac is an eight-month-old child with a cleft lip condition. His condition is exceptionally challenging due to the special attention required during feeding which has to be done at a 45-degree angle to prevent him from choking or suffocating. Having taken care of his elder brother before, Cadillac's mother entrusted him to Li Laoshi since he was two-months old.



With much perseverance and a caring heart, she has not only managed to overcome the initial difficulties but has also become competent in looking after Cadillac as well as two other infants at the same time. Throughout that time, Li Laoshi also worked closely with the child's parents to understand his needs and ensure that he grows up to be a healthy child despite his condition. Despite suffering from a strain in her arm from frequent carrying of infants, Li Laoshi's relentless spirit has not stopped her from giving her best in the job, seeing to the healthy growth of many infants including Cadillac.

“As infant care teachers, it is our duty to try our best to assure parents so as to give them a peace of mind for entrusting their child with us. If parents are happy, we will be too.

Ms Li Hui Lan, 46
Infant Care Teacher, My First Skool



Serving Up Fun to All

When he completed his GCE O-Levels, Collin Oliverio celebrated it with a barbecue party at a cosy resort near Pasir Ris beach. Little did he know that he would one day report for work at the resort, otherwise known as NTUC Club's Costa Sands Resort, as an Assistant Front Office Manager. Nine years on, Collin, who now leads a team as Senior Manager, Operations/Revenue Management, is excited to welcome guests to the new resort at Downtown East.



D'Resort @ Downtown East opens to the public in 2015, and is the first milestone of the Refreshing Downtown East project which will see guests enjoying an integrated leisure experience by end 2017. D'Resort offers different room types to cater to various needs and budgets while allowing guests to enjoy the natural beauty of the Pasir Ris landscape as they spend quality time with their loved ones.

“The first phase of the Refreshing Downtown East project is completed with the launch of D'Resort, and this is the start of creating more fun spaces where families and friends can play and have fun or just enjoy each other's company on our premises. It remains our commitment to provide the Labour Movement with affordable recreation options to enhance work-life balance. To meet the changing social needs of members and the public, we are constantly exploring and adding more options for deeper engagement with our members. Keeping ourselves relevant is what helps NTUC Club to be future-ready,” said NTUC Club Chief Executive Officer Yeo Khee Leng.

Providing the best guest experience possible is the common goal of all the staff who have been working on the redevelopment since 2012. Over at resort operations, Collin and his close-knit team of managers looking after the front office, housekeeping and engineering spent 90 per cent of their time on-site the last few months to ensure that D'Resort would be ready to welcome guests. The team worked closely with colleagues handling work areas such as guest services, communications, community engagement, sales and marketing. It was a team effort to add fun elements and creative twists to the resort surroundings, room amenities, guest services and other areas.

The D'Resort team is eager to serve up fun and joy to bring memorable experiences to all guests. Collin hopes that D'Resort would become the new favourite destination for families and friends to get together and have fun.

“Our family loves the chalet atmosphere and we are here at least four times a year! There is plenty of fun for the kids who like bowling and barbecue. My wife and I enjoy the convenience of having facilities nearby and the scenic beach at Pasir Ris,” said union member Mohd Effandi whose family had gathered to celebrate his niece's 14th birthday at the former Costa Sands Resort (Downtown East).

“We are looking forward to the new resort, and I promise we will be back,” he added.





Thank U, Brother Swee Say!

He joined the National Trades Union Congress (NTUC) in 1996 and has been at the helm as Secretary-General since January 2007. His mantra? The best welfare for a worker is a job and the best protection is full employment.

Eight years on, Brother Swee Say has decided that the time has come for him to step down, and with unanimous endorsement from the NTUC Central Committee, hand over the baton to a new leader, Brother Chan Chun Sing.

He has been named the new Minister for Manpower and will assume the post from 4 May 2015. While he leaves the Labour Movement, Brother Swee Say's heart remains with the workers and he assures that he will always support the cause of the Labour Movement and the tripartite partners.

The Labour Movement says a Big Thank You to Brother Swee Say for his dedication and many contributions over the years.



ALL C.A.N Labour Movement: Together with our union leaders, he repositioned the Labour Movement to be an inclusive one so as to bridge the three potential divides in our workforce: an ageing workforce, a widening income gap and a greater dependency on foreign manpower. Today, we are an All C.A.N Labour Movement for all Collars, all Ages and all Nationalities of workers in Singapore.

Upturn the Downturn: With the tripartite cooperation of unions, employers and the Government, he championed the call to help Singapore's workers and union leaders sail through the 2008 – 2009 downturn by cutting costs to save jobs amongst other painful but necessary measures.

A Voice for Workers: He spoke passionately for workers' concerns and aspirations; be it on the factory floor during his countless Learning Journeys with union leaders, or in Parliament, at International Labour Organization meetings and during the Singapore Tripartism Forums.

Uplifting Low-Wage Workers: The plight of low-wage workers has always been close to his heart and he did many things to level them up in society. He encouraged union leaders who sit on the National Wages Council (NWC) to fight hard for the needs of low-wage workers. This has been fruitful with the NWC recommending a special dollar quantum for low-wage workers in the past few years.

Progressive Wage Model: He pushed for the introduction of the Labour Movement's Progressive Wage Model (PWM) in 2012 to help workers earn better wages through skills upgrading, career advancement and productivity improvements. PWM is now a mandatory licensing requirement for cleaning companies and this has benefitted over 35,000 resident cleaners. PWM will also be a licensing requirement for security firms in 2016. Next on the cards is the landscaping sector.

Putting Singaporeans First: With the help of union leaders, he encouraged employers to embrace the Fair Consideration Framework and pushed for the setting up of the National Jobs Bank to give Singaporeans the first opportunity to be employed.

Protecting PMEs: The Labour Movement saw the need to better represent the concerns of the growing group of Professionals, Managers and Executives (PMEs) and he spurred our union leaders to argue for the widening of legislation in Parliament and this has been achieved. PMEs can now be collectively represented in the amended Industrial Relations Act which took effect on 1 April 2015.

Effective Catchphrases: He always found it useful and beneficial to reach out to workers in the easiest language possible. There were no shortage of catchphrases which caught on, including "Cheaper Better Faster" and "Better, Betterer and Betterest". At the end of the day, his brand of English conveyed the important messages to workers.

4Ps Approach: He put in place the 4Ps approach to help workers enjoy a fair workplace (Protection), guide them upwards in their careers through skills upgrading (Progression), match them with the right job (Placement), and add meaning and quality to their daily lives through membership benefits (Privileges).

Tripartism: He has brought tripartism to even greater heights to the extent that the Singapore model of tripartism won praises at the International Labour Organization meetings for how it helped the country come out of economic recessions. He has championed for tripartism to be more pervasive and implemented at the national and sectoral levels. The Labour Movement led by example by embracing tripartism in 12 clusters. In recent years, several formal tripartite workgroups have been formed to help workers.

We will continue to work together with you to Make A Difference, Change Our World (MAD COW). 😊

