

# FORGING PATHWAYS FOR A RESILIENT WORKFORCE



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# FOREWORD

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by Chairman & Chief Executive



# FOREWORD

by Chairman & Chief Executive

Amid softening global demand and geopolitical shifts at the start of 2023, Singapore experienced slower growth and businesses faced significant headwinds. The adoption of digital technologies intensified, and companies made a push on sustainable development. While these shifts created new business opportunities, talent and skill shortages across many sectors posed challenges for businesses. Despite these pressures, businesses and our workforce demonstrated resilience and adaptability to navigate the complex and competitive economic landscape.

At Workforce Singapore (WSG), we remain focused on empowering individuals to seize rewarding career opportunities whilst supporting businesses transform jobs and re-skill their workforce to enhance business competitiveness.

## Spearheading Workforce Transformation to Power Tomorrow's Economy

Working in collaboration with sector agencies, one of our major initiatives in 2023 was the development of new Jobs Transformation Maps (JTM) for Environmental Services - Cleaning, Environmental Services - Waste Management, Built Environment, Hotel, Food Services, Retail and Supply Chain Management.

These JTM, designed to complement the Industry Transformation Maps, offer valuable insights into emerging industry trends and evolving job roles. By anticipating the impact of technological advancements and industry shifts, we can equip our workforce with the skills needed to embark on careers of the future with confidence. Our partnerships with Trade Associations and Chambers on job transformation efforts could potentially impact over 600,000 workers across the various sectors.

## Strengthening the Career Facilitation Ecosystem to Foster Career Planning

WSG remained committed towards career facilitation as we assisted more than 347,000 individuals through our programmes and services. We continued with our efforts to build a robust

career facilitation ecosystem in collaboration with key partners such as NTUC's Employment and Employability Institute (e2i) and Career Matching Partners - Ingeus and AKG. We reviewed our partnership model with e2i and rationalised the physical career matching services touchpoints between WSG and e2i to support e2i's expanded role in helping jobseekers secure employment.

We continued to support our partner organisations including Yellow Ribbon Singapore, Centre for Seniors and SGenable to extend dedicated employment support to niche worker segments and foster a culture of inclusive hiring.

Jobs as we know them are being disrupted by new business models and technology. Building career resilience and agility by strengthening career health has become imperative. A highlight of our efforts to build career health was the roll out of the CareersFinder feature on WSG's MyCareersFuture portal in July 2023. Developed in collaboration with SkillsFuture Singapore (SSG), CareersFinder offers personalised jobs and skills insights to allow individuals to plan their careers and skills development pathways. In November 2023, we also piloted a new career guidance service, Polaris, to support individuals seeking to elevate their careers through career planning. Since the launch, we have provided more than 200 employed individuals with customised guidance and structured career planning.

## Empowering Employers with Job Redesign and Reskilling

A notable development to support employers on their workforce transformation efforts was the establishment of the Job Redesign Centre of Excellence (JRCoE) with the Institute for Human Resource Professionals (IHRP) in November 2023. The JRCoE is pivotal in broadening awareness of job redesign (JR) and providing JR frameworks to support companies on their job redesign efforts.

Through initiatives such as the Career Conversion Programme (CCP) and Mid-Career Pathways Programme, we supported over 5,800 companies to hire and re-skill workers to fill their manpower

needs. Working with key agencies such as the Economic Development Board and Enterprise Singapore, we launched CCPs to reskill workers in key growth areas such as biomedical sciences, clean and renewable energy and information & communication technology.

## Driving Organisational Excellence through Digital Transformation Efforts and Data Governance

As we uplifted our workforce and extended support to employers and individuals, we also strengthened our own foundation. We placed a strong emphasis on driving digitalisation and innovation in our processes and systems. For example, we leveraged data and AI-powered tools to help our career coaches better curate job roles for jobseekers and more effectively address issues that might affect

their employability. WSG also enhanced our data governance and compliance to ensure transparency, accountability and ethical conduct.

## Forging Pathways for a Resilient and Adaptable Workforce

With an eye on 2024, WSG remains committed to driving the job transformation agenda and building resilience within our workforce. We will continue to work closely with SSG to provide opportunities to equip individuals with the tools and skills to improve career health and achieve long-term career growth, and work alongside businesses on their workforce development strategies. We will ensure that both individuals and businesses are well-prepared to thrive in today's fast-evolving world.

**Ms Dilys Boey**  
Chief Executive



**Mr Chew Hock Yong**  
Chairman







# ABOUT US

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# WSG BOARD MEMBERS



**Mr Chew Hock Yong**  
Chairman  
Workforce Singapore



**Mrs Deborah Ong**  
Board Member  
Workforce Singapore



**Mr Lau Peet Meng**  
Board Member  
Workforce Singapore



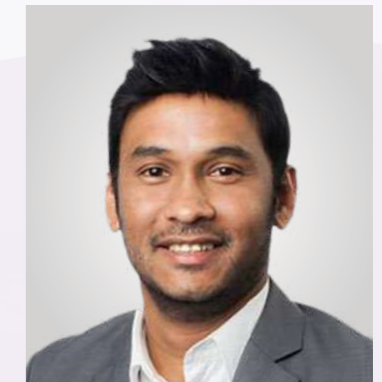
**Ms Teo Lay Lim**  
Chief Executive Officer  
SPH Media Group



**Mr Low Soon Teck**  
Managing Director &  
Chief Executive Officer  
Kuok (Singapore) Limited



**Mr Benjamin Mah**  
Head of VC/  
PE Practice & ESG  
Oracle NetSuite Asia & Japan



**Mr Raj Joshua Thomas**  
Managing Partner  
Tang Thomas LLC



**Mr Felix Loh**  
Chief Executive Officer  
Gardens by the Bay



**Ms Jean See**  
Director, Freelancers and  
Self-Employed Unit (U FSE)  
National Trades  
Union Congress



**Mr Sharael Taha**  
Vice-President, Strategy,  
Digital and Project  
Management Office  
Singapore Aero  
Engine Services



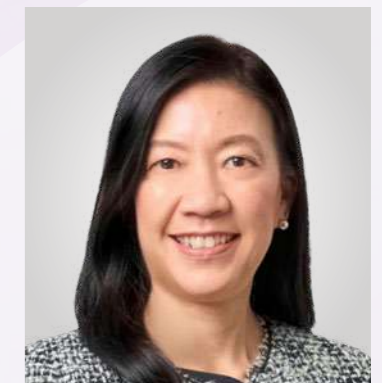
**Ms Carmen Wee**  
Chief Executive Officer  
Carmen Wee & Associates



**Ms Ong Chin Yin**  
Chief People Officer  
Grab



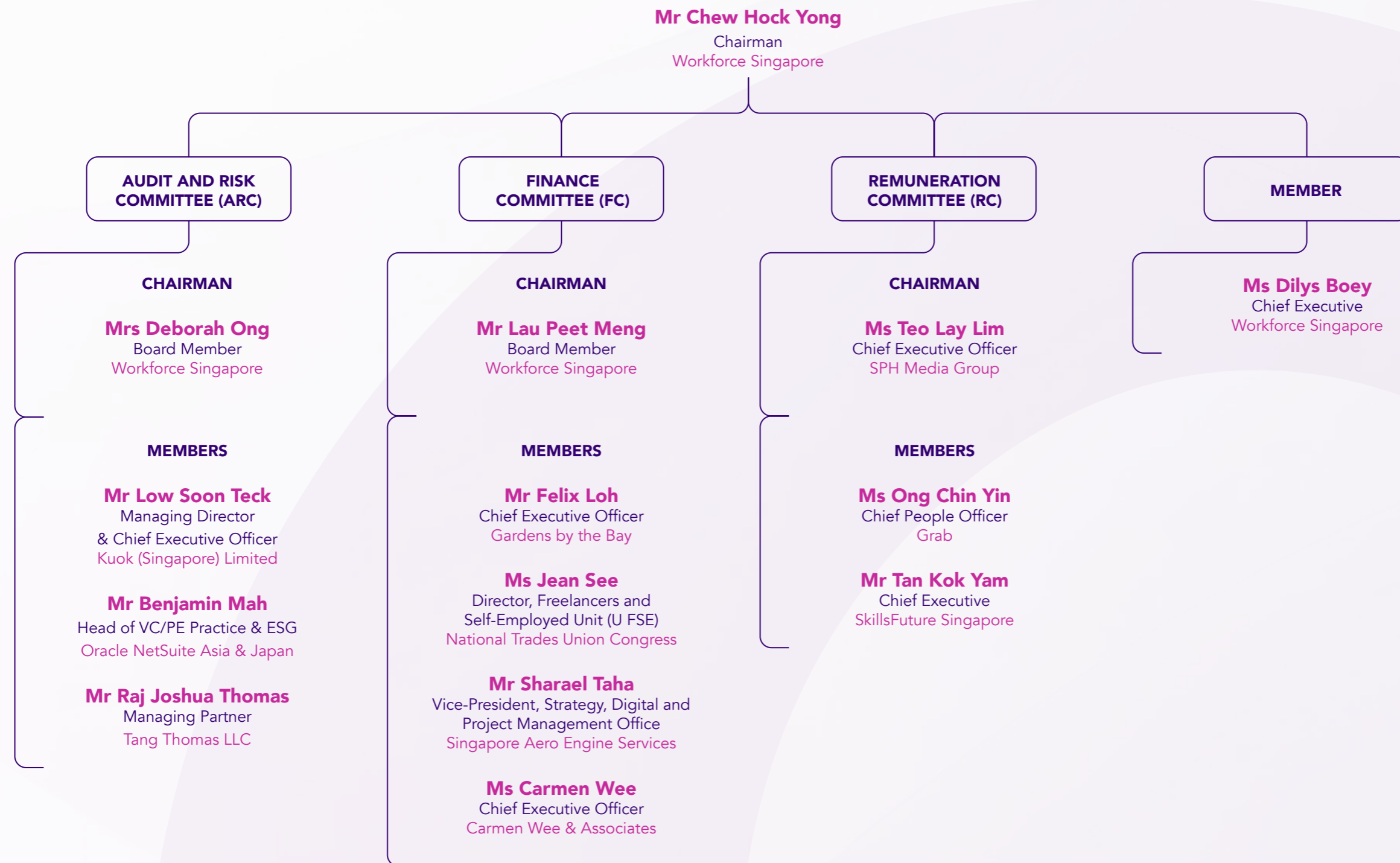
**Mr Tan Kok Yam**  
Chief Executive  
SkillsFuture Singapore



**Ms Dilys Boey**  
Chief Executive  
Workforce Singapore



# WSG BOARD MEMBERS AND COMMITTEES



# FUNCTIONS OF THE WSG BOARD

The WSG Board shall be responsible for the policy and general administration of the affairs and business of WSG as spelt out in the WSG Act. The basic responsibility and function of the WSG Board is to oversee the work and the performance of WSG Management and assess the health of WSG. It also evaluates, approves and monitors WSG's plans and budgets. WSG Board members are selected from a diverse range of backgrounds, from the unions, and the private and public sectors to tap on their varied experience and perspective. Under the WSG Act, the WSG Board shall comprise a Chairman, and not less than eight but not more than 14 other members as determined by the Minister for Manpower. The Minister for Manpower may also appoint a member to be the Deputy Chairman of the WSG Board.

## THE WSG BOARD COMMITTEES

The WSG Act empowers the WSG Board to form committees from among its own members or other persons to support the work of the WSG Board. In order to guide the development of specific areas of WSG and perform the necessary due diligence and reporting to the WSG Board, three committees have been formed. They are the Audit and Risk Committee, the Finance Committee, and the Remuneration Committee.

### a) **Audit and Risk Committee**

The Audit and Risk Committee (ARC) ensures that WSG has a rigorous and robust system of internal controls. This includes ensuring the adequacy of internal controls and reviewing audit plans, audit reports and audited WSG Annual Financial Statements. Besides overseeing accountability and audits, the ARC also provides oversight of the WSG Enterprise Risk Management Framework through regular risk management reports from the Management.

### b) **Finance Committee**

The Finance Committee ensures that WSG has a robust financial system to fulfil WSG's mission. It provides advice on grant policies for WSG-administered funds. The committee also approves finance policies and funding allocation for WSG-administered funds, as well as funding proposals that are within budget values specified by the WSG Board.

### c) **Remuneration Committee**

The Remuneration Committee sets human resource management and development policies, which includes approving staff remuneration policies, major changes to schemes of service, early retirement and early release schemes, as well as the appointment, promotion and performance bonuses for senior management in WSG. It also reviews and deliberates on staff appeals related to personnel matters.

## INTERNAL CONTROL FRAMEWORK

WSG's internal control system ensures that assets and resources are safeguarded, and that the risk management, control measures and procedures are adequate and effective. It also ensures compliance with established policies and regulations, proper maintenance of accounting records and reliability of the financial statements.

The WSG Management is responsible for reviewing and monitoring the effectiveness of internal controls to safeguard WSG's interests and will evaluate the need to implement other internal control policies from time to time, to ensure compliance with all regulatory and statutory standards.

The risk items and mitigation measures of key risks are monitored regularly by the WSG Management and reported to the ARC and the WSG board.

## INTERNAL AND EXTERNAL AUDIT FUNCTIONS

The Internal Audit Unit (IAU) is an independent function that reports directly to the ARC and administratively to WSG's Chief Executive. The principal role of IAU is to conduct audits that evaluate the reliability, adequacy and effectiveness of internal controls within WSG. It provides stakeholders with reasonable assurance on the effectiveness of control and governance processes used in the management of risks and accomplishment of objectives. ARC will meet the internal auditors at least once a year without the presence of WSG Management.

The external auditor performs the annual statutory audit and its audit observations (if any) are detailed in the Management Letter which is reported to the ARC. ARC will meet the external auditors at least once a year without the presence of WSG Management. The financial statements are endorsed by ARC and approved by WSG Board.

## BUSINESS AND ETHICAL CONDUCT

All WSG staff must adhere to high standards of professional integrity and personal conduct. They are to avoid placing themselves in matters where a conflict of interest may arise and are to declare these situations to their supervisor. WSG staff are also subject to provisions of the Official Secrets Act.

## WHISTLE-BLOWING

WSG has in place a whistle-blowing policy for the reporting of possible wrongful practices within or related to WSG. The policy identifies the parties authorised to receive complaints, including details of the reporting channel independently managed by WSG IAU.

Whistle-blowers should report their concerns if they have reasonable grounds for suspecting that an incident of wrongful practice has occurred. WSG will not tolerate discrimination, retaliation, or harassment of any kind against a whistle-blower who submits a complaint or report in good faith.

The whistle-blowing complaints are independently investigated by WSG IAU, following a structured process to ensure proper conduct of investigations. The outcome of each whistle-blower investigation and the follow-up actions taken are reported to the ARC, and the adequacy of the whistle-blowing policy and the underlying processes are reviewed and reported to the ARC for review and approval.

## ANNUAL REPORT AND FINANCIAL REPORTING

WSG submits an annual report after the end of each financial year to the Minister for Manpower. WSG's full-year financial results are reported to the WSG Board and included in WSG's Annual Reports, which are published on WSG's corporate website.



# SENIOR MANAGEMENT



**Ms Dilys Boey**  
Chief Executive  
Workforce Singapore



**Mr Lau Boon Ping**  
Deputy Chief Executive/  
Chief Data Officer  
Workforce Singapore



**Ms Pao Jia Yu**  
Deputy Chief Executive (Planning)  
SkillsFuture Singapore-  
Workforce Singapore



**Ms Lynn Ng**  
Assistant Chief Executive  
Careers Connect Group (CCG)  
Career Practitioners Division



**Ms Julia Ng**  
Assistant Chief Executive  
Enterprise Development Group  
(EDG)



**Mr Brandon Lee**  
Assistant Chief Executive  
Transformation Support Group  
(TSG)



**Ms Tracy Lee**  
Assistant Chief Executive  
Planning Group (PG) (Designate)  
Term started 1 February 2024



**Ms Grace See**  
Director  
Internal Audit Unit (IAU)



**Ms Janice Foo**  
Director  
Career Services Division, CCG



**Mr Richard Lim**  
Director  
Partners and Operations Division,  
CCG



**Ms Joyce Tan**  
Director (Design)  
Planning and Design Division,  
CCG



**Mr Saksama Djingga**  
Director (Planning)  
Planning and Design Division,  
CCG

Covering Director/  
Deputy Chief Data Officer  
Data Strategy & Analytics  
Division, CDG



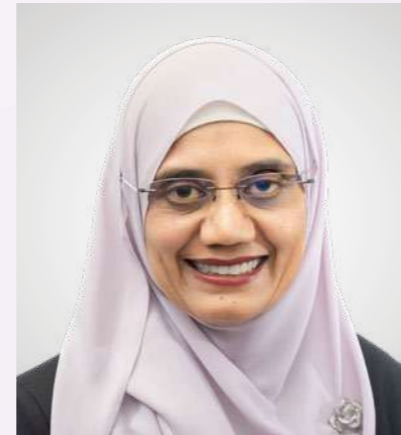
# SENIOR MANAGEMENT



**Ms Gillian Woo**  
Director  
Creative & Professional  
Services Division, EDG



**Mr Jason Tay**  
Director  
Enterprise Programmes Division,  
EDG



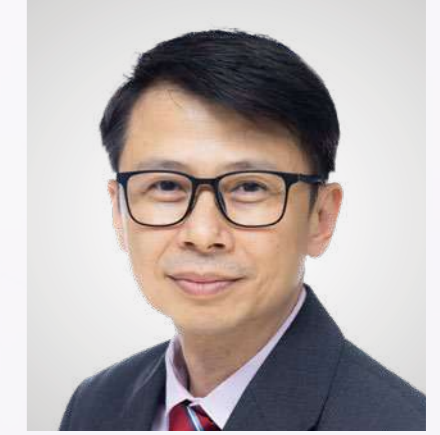
**Ms Safrah d/o  
Mohamed Eusoff**  
Director  
Healthcare, Social & Business  
Services Division, EDG



**Mr Anderson Ee**  
Director  
Manufacturing & Connectivity  
Division, EDG



**Mr Kenneth Wong**  
Director  
Trade & Lifestyle Division, EDG



**Mr Teh Sim Seng**  
Director/Chief Information  
Officer  
Digital Technology Division, TSG



**Ms Mui Seah Lee**  
Director  
New Operations Division, TSG



**Mr Ow Seng Fong**  
Director  
Corporate Management,  
Corporate Services Division  
(Term started 17 March 2024)  
Corporate Services Division  
(Term ended 16 March 2024)



**Ms Regina Lim**  
Director  
Corporate Marketing &  
Communications Division, CDG



**Ms Serene Chiang**  
Director  
Human Resource Division, CDG



**Mr Mohammad Azree  
Bin Rahim**  
Director  
Resource Policy Division, PG



**Ms Chua Minyi**  
Director  
Strategic Planning Division, PG



# WSG ORGANISATION CHART

FY2023 (As of 31 March 2024)

**Ms Dilys Boey**  
Chief Executive

**Internal Audit Unit**  
**Ms Grace See**  
Director

**Mr Lau Boon Ping**  
Deputy Chief Executive /  
Chief Data Officer

**Ms Pao Jia Yu**  
Deputy Chief Executive (Planning),  
SSG-WSG

**CAREERS CONNECT GROUP**

**Ms Lynn Ng**  
Assistant Chief Executive

**Careers Practitioners Division**  
**Ms Lynn Ng**  
Assistant Chief Executive

**Careers Services Division**  
**Ms Janice Foo**  
Director

**Partners and Operations Division**  
**Mr Richard Lim**  
Director

**Planning and Design Division**  
**Ms Joyce Tan**  
Director, Design

**Mr Saksama Djingga**  
Director, Planning

**ENTERPRISE DEVELOPMENT GROUP**

**Ms Julia Ng**  
Assistant Chief Executive

**Creative & Professional Services Division**  
**Ms Gillian Woo**  
Director

**Enterprise Programmes Division**  
**Mr Jason Tay**  
Director

**Healthcare, Social & Business Services Division**  
**Ms Safrah d/o Mohamed Eusoff**  
Director

**Manufacturing & Connectivity Division**  
**Mr Anderson Ee**  
Director

**Trade & Lifestyle Division**  
**Mr Kenneth Wong**  
Director

**TRANSFORMATION SUPPORT GROUP**

**Mr Brandon Lee**  
Assistant Chief Executive

**Digital Technology Division**  
**Mr Teh Sim Seng**  
Director / Chief Information Officer

**New Operations Division**  
**Ms Mui Seah Lee**  
Director

**CORPORATE DEVELOPMENT GROUP**

**Corporate Services Division**  
**Mr Ow Seng Fong**  
Director, Corporate Management

**Corporate Marketing & Communications Division**  
**Ms Regina Lim**  
Director

**Data Strategy & Analytics Division**  
**Mr Saksama Djingga**  
Covering Director / Deputy Chief Data Officer

**Human Resource Division**  
**Ms Serene Chiang**  
Director

**PLANNING GROUP**

**Ms Tracy Lee**  
Assistant Chief Executive (Designate)

**Resource Policy Division**  
**Mr Mohammad Azree Bin Rahim**  
Director

**Strategic Planning Division**  
**Ms Chua Minyi**  
Director

## WSG-SSG SHARED SERVICES

**CORPORATE DEVELOPMENT GROUP (SSG)**

**Shared Services Management Division**

**INCENTIVES MANAGEMENT & ENFORCEMENT GROUP (SSG)**

**Enforcement & Compliance Division**  
**Levy & Incentives Management Division**

**COMMUNICATIONS & ENGAGEMENT GROUP (SSG)**

**Public Engagement Division**



# KEY ACHIEVEMENTS

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2023

# KEY ACHIEVEMENTS

## SUPPORTING INDIVIDUALS

OVER  
**347,000**

jobseekers assisted\*

\*Refers to the number of people who received assistance through Workforce Singapore (WSG)'s and e2i's programmes and services.



PLACED CLOSE TO  
**56,000**

locals into jobs, through WSG's and e2i's programmes and services. This includes **39,400** locals placed through Career Matching Services.

Breakdown of 2023's placements into jobs:

- **51%** mature workers aged 40 and above
- **30%** Long-term Unemployed
- **52%** females and **48%** males
- **54%** PMET and **43%** Rank-and-File



THE JOBS AND SKILLS INFO KIOSK ENGAGED OVER  
**101,000**

visitors through **10** deployments.



OVER  
**15,000**

individuals have used CareersFinder to discover upskilling and career needs since its launch.



MORE THAN  
**400**

events organised to bring career matching services closer to jobseekers in the heartlands.



EQUIPPED OVER  
**13,500**

individuals and **3,200** employers with valuable career resources at the Career GRIT Hub.



MORE THAN  
**470**

volunteer Career Advisors across **12** sectors have been trained and appointed to provide peer support, sector- and occupation-specific insights, and career advice to workers since its inception in 2020.



TRAINED MORE THAN  
**320**

career development practitioners to provide career coaching to jobseekers.



## SPEARHEADING WORKFORCE TRANSFORMATION

DEVELOPED  
**7**

Jobs Transformation Maps in collaboration with sector agencies, trade associations and chambers.



OVER  
**7,100**

individuals were placed through the Career Conversion Programmes into over **2,200** companies, of which over **90%** were SMEs.



SUPPORTED MORE THAN  
**5,800**

unique companies in workforce transformation and reskilling programmes.



TRANSFORMED THE WORK EXPERIENCE FOR OVER  
**450** companies and  
**2,500**

workers, through Job Redesign initiatives and reskilling employees into redesigned job roles.



MORE THAN  
**1,720**

companies and **2,100** mid-career individuals participated in the Mid-Career Pathways programme since its inception in April 2022.



MORE THAN  
**2,600**

employers were reached through over **30** Employers Connect events. The events provide information and resources on relevant Government schemes and initiatives.

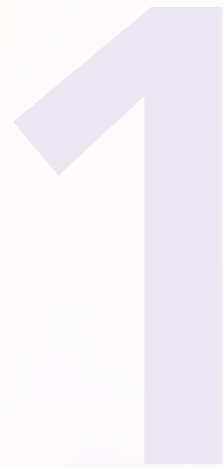




# 2023 HIGHLIGHTS

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# SUPPORTING INDIVIDUALS IN TAKING CHARGE OF THEIR CAREERS THROUGH PERSONALISED CAREER GUIDANCE AND JOBS AND SKILLS INSIGHTS

Workforce Singapore (WSG) and its key partners NTUC's Employment and Employability Institute (e2i) and appointed Career Matching Partners - Ingeus and AKG – continued to provide career matching services for individuals in need of jobs. In 2023, more than 39,400 jobseekers found jobs through WSG and NTUC's e2i's Career Centres and events.

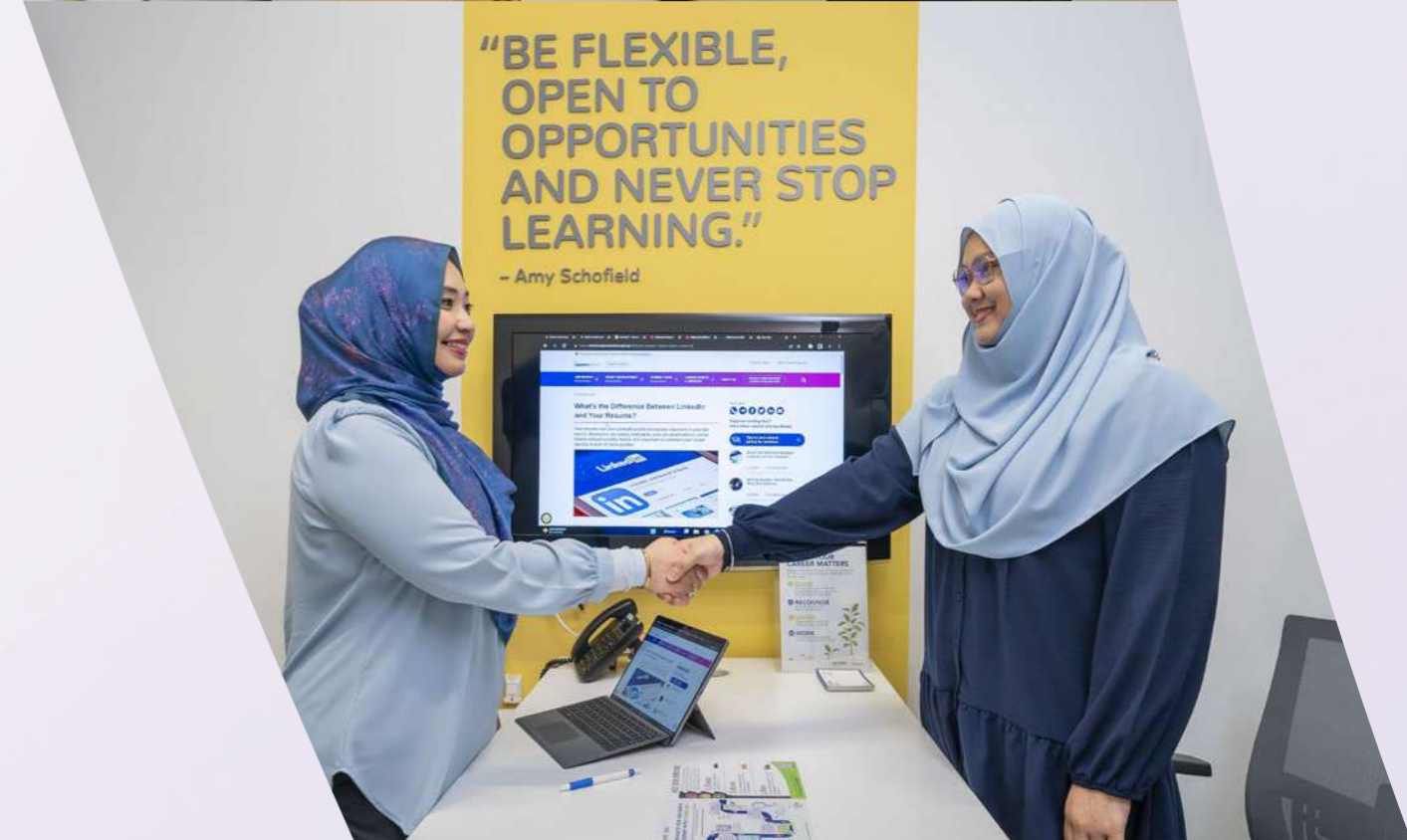
To support individuals in their career journeys, WSG introduced CareersFinder in 2023, which offers personalised job and skill recommendations to help individuals better navigate their career paths. In addition, WSG piloted the Polaris programme for employed individuals, providing customised career guidance through certified career coaches and supporting them to shape their career development plans. These initiatives aim to equip individuals with the skills and insights needed to achieve their career aspirations and adapt to the evolving job market.

## VOLUNTEER CAREER ADVISORS

WSG has grown a pool of more than 470 volunteer Career Advisors across 12 sectors since the inception of the volunteer Career Advisors initiative in 2020. The volunteer Career Advisors offer peer support and career guidance to individuals seeking to advance their careers in a specific sector or transition to other jobs. The volunteer Career Advisors conducted career clinics, industry webinars and advisory sessions, benefitting more than 5,600 mid-career individuals.

## CAREER GRIT

Launched in January 2023, Career GRIT provides individuals with an easy-to-use platform with tailored career resources for different unique profiles. Through the platform, individuals can access job opportunities via virtual career events, obtain career advisory tips from micro-learning courses and podcasts and attend virtual job search and career development workshops and seminars. As of December 2023, over 13,500 individuals had signed up to access the variety of resources available.





## CAREERSFINDER

CareersFinder is a new feature on WSG's MyCareersFuture portal, designed to allow users to better plan their careers. Powered by AI, CareersFinder provides individuals with career and upskilling recommendations that are relevant and backed by data on skills adjacencies and job transitions. In its first six months after the rollout in July 2023, more than 15,000 individuals had used CareersFinder to address their upskilling and career needs.



## POLARIS

Polaris is a suite of personalised career guidance programmes delivered by WSG and its appointed providers, Ingeus and AKG. Designed for employed individuals seeking to elevate their career through career planning, Polaris offers tailored support from certified career coaches with programme durations ranging from two weeks to three months. Since the launch of the pilot programme in November 2023, more than 200 individuals have received customised career guidance from WSG.

*Polaris offers tailored support from certified career coaches to employed individuals seeking career development.*

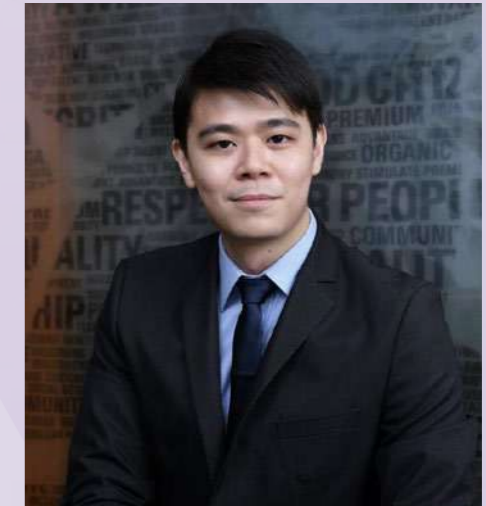


careers  
connect

As there was uncertainty for his role as a Solutions Consultant and Implementation Manager following a company acquisition, Mr. Chun Wei Loon enrolled in Polaris, which is a suite of personalised career guidance programmes designed for employed individuals who are looking to elevate their career through career planning.

With guidance from WSG's Principal Career Coach Kelvin Tan, Wei Loon gained clarity on his career preferences and strengths, which empowered him to make informed decisions about his professional trajectory. Recognising his own meticulous nature and strength in problem-solving, Wei Loon made the decision to focus on developing his skills in data analysis within his current organisation.

Wei Loon's journey highlights the tangible impact of the Polaris programme in guiding individuals towards fulfilling career paths that are aligned with their capabilities and aspirations.



I have gained a clearer understanding of my strengths and career preferences. I am now more confident in pursuing roles that align with my interests, and I am excited about the possibilities that lie ahead.

– Chun Wei Loon,  
Solutions Consultant and Implementation Manager at a cybersecurity firm



# 2 DRIVING JOB TRANSFORMATION IN LINE WITH ECONOMIC AND BUSINESS TRANSFORMATION

To support employers in their job transformation efforts, WSG collaborated with its stakeholders to develop Jobs Transformation Maps (JTM). These JTMs identify and provide detailed insights on the impact of megatrends such as technology and automation, artificial intelligence, digitalisation and sustainability on the industry and the workforce.

In 2023, seven JTMs were launched, bringing the total number of JTMs developed to 16. WSG also rolled out the Jobs-Skills Integrator for Retail (JSIT-Retail) in 2023 that brought together relevant jobs and skills partners to support retailers with job transformation.



## JTM FOR THE ENVIRONMENTAL SERVICES INDUSTRY – CLEANING AND WASTE MANAGEMENT

The JTMs for the Environmental Services (ES) Industry – Cleaning and Waste Management were developed in collaboration with the National Environment Agency and launched in January 2023. The JTM identified how key trends such as accelerated technology adoption, increased service demand and increased competition for talents would impact the cleaning sector and workforce. Findings from the study also highlighted emerging job roles, such as integrated facilities specialist and data analyst, for which demand in the sector is expected to increase.

For the Waste Management sector, the JTM identified key trends in the circular economy such as advanced recycling processes, increase in service demand and accelerated technology adoption, which are expected to impact existing job roles and create emerging job roles such as sustainability specialist, data analyst and technology controller in the sector.

Close to 300 enterprises from the Cleaning and Waste Management sectors benefited from the ES JTM sharing through various WSG-supported events in 2023.



## JTM FOR THE BUILT ENVIRONMENT INDUSTRY

The JTM for the Built Environment (BE) Industry was developed in collaboration with the Building and Construction Authority and was launched in May 2023. The JTM identified key trends such as multiskilling, digitalisation, remote working and integrated services in the sector, which would accelerate industry

shifts and demand for emerging skills in areas such as data analytics, sustainability and digital delivery. The study identified 13 emerging job roles, which included jobs such as architectural technologist and facility management data analyst.

Close to 200 enterprises from the BE sector benefited from the JTM sharing through various WSG-supported events in 2023.



## JTM FOR THE HOTEL INDUSTRY

The JTM for the Hotel Industry was developed in collaboration with the Singapore Tourism Board and was launched in May 2023. The JTM identified trends including changing guest expectations, sustainability and changing workforce aspirations which are expected to have an impact on the nature of hotel jobs. Findings from the study also showed that 40 out of 87 current job roles are likely to be redesigned.

145 hotels with over 18,000 local workers have committed to transform their jobs in line with the JTM.



*In partnership with the Singapore Tourism Board, the Jobs Transformation Map for the Hotel Industry was launched in May 2023.*

Launched in June 2023, the Jobs Transformation Map for the Retail Industry was produced in collaboration with Enterprise Singapore.



Developed in collaboration with the Singapore Economic Development Board and SkillsFuture Singapore, the Supply Chain Management Jobs Transformation Map was launched in July 2023.



## JTM FOR THE FOOD SERVICES SECTOR

The JTM for the Food Services sector was developed in collaboration with Enterprise Singapore and was launched in May 2023. The JTM identified trends such as shifts in consumer preferences, increased technology adoption and changing workforce needs which are expected to impact 30 significant job roles. It also identified four emerging job roles: revenue manager, customer retention specialist, restaurant designer and sustainability specialist.

Supporting Trade Associations and Chambers (TACs) have committed to work with over 800 of their member companies which employ approximately 80,000 workers to transform their jobs in line with the JTM.



## JTM FOR THE RETAIL INDUSTRY

The JTM for the Retail Industry was developed in collaboration with Enterprise Singapore and launched in June 2023. The JTM identified four key trends driving change in the retail sector. These include shifts in consumer demands, new innovative retail business models, automation and data-driven decision making and future proofing the supply chain. The report also identified nine emerging job roles such as product innovator and sustainability specialist, which would require emerging skillsets including brand storytelling and omni-channel management.

Supporting TACs have committed to reach out and work with over 1,100 member companies and other retailers to drive job transformation for their workforce of almost 94,000 workers.



## JTM FOR THE SUPPLY CHAIN MANAGEMENT SECTOR

The JTM for the Supply Chain Management sector was developed in collaboration with the Economic Development Board and SkillsFuture Singapore and was launched in July 2023. The JTM highlighted global trends that would impact how jobs and skills would evolve in the sector, including supply chain planning in the Asia Pacific, sourcing and procurement and logistics management.

These trends would reshape the job scopes and enhance the skillsets of 70,000 Supply Chain Management professionals across manufacturing and non-manufacturing industries such as Food & Beverage, Wholesale & Retail Trade. This would likely create 700 new job opportunities for Professionals, Managers, Executives and Technicians (PMETs) in the sector by 2025.





## JOBS-SKILLS INTEGRATOR

Announced at Budget 2023, the Jobs-Skills Integrator (JSIT) is an initiative for Singapore's training and placement ecosystem that brings together relevant jobs and skills partners such as employment agencies and training providers to support companies in their workforce transformation. In June 2023, WSG piloted JSIT in the Retail sector and appointed the Singapore National Employers Federation (SNEF) to drive the JSIT objectives.

Besides the Retail sector, WSG also collaborated with SkillsFuture Singapore to appoint Nanyang Polytechnic as the JSIT partner for the Precision Engineering sector, and Enterprise Singapore to appoint the Singapore Business Federation (SBF) as the JSIT partner for the Wholesale Trade sector.



## JOBS-SKILLS INTEGRATOR FOR THE RETAIL SECTOR

The Jobs-Skills Integrator for Retail (JSIT-R) was established to drive the co-creation of targeted solutions in job redesign, aggregate the skills and training needs as well as optimise job facilitation of the retail industry. The JSIT-R provides advisory to assist companies with their job redesign efforts in line with the Retail JTM. With sight of the emerging and enhanced retail job roles, the JSIT-R also collaborates with appropriate training providers and Institutes of Higher Learning to develop the necessary training for the industry. SNEF, in partnership with National Trades Union Congress (NTUC) were appointed as the programme partners to lead this effort. They work with partners to facilitate job matching and placement for individuals keen to enter the industry.

In the first year of implementation, JSIT-R supported 190 companies in workforce transformation while helping about 310 individuals take on higher-value jobs within the retail industry.

To drive companies' workforce transformation efforts, the Jobs-Skills Integrator for Retail was established in June 2023 to provide job redesign advisory to reskill workers based on the Jobs Transformation Map.



# 3 ENABLING BUSINESS TRANSFORMATION THROUGH WORKFORCE DEVELOPMENT AND JOB REDESIGN

In 2023, WSG engaged more than 5,800 companies in job transformation and reskilling through various programmes and initiatives, such as the Career Conversion Programme (CCP) and Mid-Career Pathways Programme (MCP).

In collaboration with key agencies such as the Economic Development Board and Enterprise Singapore, WSG launched new CCPs to reskill workers in key growth areas such as biomedical sciences, clean and renewable energy and Information & Communication Technology. They include:

**CCP for Biomedical Manufacturing Executives/Professionals** that equips trainees with the necessary competencies and helps build the next generation of skilled talent for Singapore's biomedical manufacturing industry.

**CCP for Future Energy & Chemicals Sector** that supports companies in hiring new talent and reskilling existing workers to pivot towards decarbonisation and sustainability.

**CCP for Tech Professionals (AI Application Developer)** that targets mid-career PMETs with interest in Artificial Intelligence, allowing them to design, develop and implement AI-powered applications that solve complex problems and enhance user experiences.

WSG also supported more than 1,000 mid-career individuals aged 40 and above from close to 900 companies in widening their professional networks and gaining meaningful industry-relevant skills and experience through the MCP.

To enable companies to transform their businesses and the workforce, WSG supported over 50 conferences, industry events, workshops and masterclasses, which benefited about 7,000 enterprises. In 2023, WSG also presented the Workforce Transformation Award to ten companies from the financial services, food services and retail sectors in recognition of their outstanding efforts in workforce transformation.

In addition, companies from diverse sectors were provided with consultancy support under the Support for Job Redesign under the Productivity Solutions Grant (PSG-JR) programmes to implement job redesign within their companies so that they could create higher value job roles to raise productivity.



## JOB REDESIGN CENTRE OF EXCELLENCE

To bolster support for employers in their job transformation efforts, WSG and the Institute for Human Resource Professionals (IHRP) launched the Job Redesign Centre of Excellence (JRCoE) in November 2023 to serve as a one-stop centre to equip companies with the capability to embark on their business and workforce transformation journey through job redesign. The JRCoE drives job redesign efforts by serving as a horizontal aggregator to facilitate enterprise adoption of job redesign through the launch of JR playbooks and capability development workshops, as well as engagements with TACs, professional bodies, and the HR professionals community.



*In November 2023, WSG and the Institute for Human Resource Professionals launched the Job Redesign Centre of Excellence which equips companies with capabilities for business and workforce transformation.*



While establishing a dedicated sustainability team may strain our company's resources, I am thankful for WSG's support and firmly believe it is an investment in our future.

– Nichol Ng,  
CEO, FoodXservices



FoodXservices, a local wholesale trade company specialising in Food & Beverage (F&B) products established a dedicated sustainability team by reskilling three management-level staff through the CCP for Sustainability Professionals, where they underwent a comprehensive three-month training programme and received salary support while being mentored by an industry expert. The team then spearheaded the implementation of sustainability initiatives within the company's operations.

Among the retrained staff is Mr. Jeremy Lau who took on the expanded role of a Facilities and Sustainability Manager. Jeremy highlighted the significance of his redesigned role, stating, "FoodXservices was exploring the deployment of a solar panel setup to enhance energy efficiency and a digester that could convert food waste to water. The skills I acquired through the CCP, such as

energy and waste management, had been instrumental in helping my team implement and manage these new technologies."

Through the sustainability-related skills and knowledge acquired as part of the job redesign, the newly formed sustainability team will collaborate with various business units and tenants to minimise carbon footprint and initiate a green movement. This initiative reflects the broader vision of Ms. Nichol Ng, CEO, FoodXservices, who aims to develop a sustainable F&B supply chain and ecosystem beyond the confines of her company.

Nichol shared her aspirations, saying, "I aim to inspire the 5,000 F&B entities we serve to embrace environmentally friendly practices and make a meaningful impact."

Focusing on growth skills identified from the JTM for the Hotel Industry, Momentus Hospitality reskilled Mr. Willie Ong through WSG's CCP for Tourism Professionals. Previously the Director of Learning & Quality, Willie was redesignated the Director of Learning, Quality & Sustainability. His newly redesigned role included spearheading the development and implementation of sustainability policies, driving reductions in waste and carbon emissions and pursuing sustainability certifications for the hotel.

Despite being an older worker, Willie was proud to be able to embark on a new chapter in his career journey. He saw job redesign and reskilling as pathways to personal and professional growth, urging others to embrace transformation and thrive in new, meaningful roles, particularly in the realm of sustainability.

Angeline Tan, Senior Vice President at Momentus Hospitality offered her insights, "Keeping up with industry trends is essential for maintaining a competitive edge in the hospitality sector. As the industry continually evolves with advancements in technology, guest preferences, sustainability and other operational practices, staying ahead allows us to adapt and lead.

At Momentus Hospitality, we understand that investing in our employees' career health is about building a capable team for the future and driving transformation within the organisation, leading to a more effective and dedicated workforce."

The CCP for Tourism Professionals has enabled us to reskill and transition our employees into new roles that are critical for addressing emerging industry demands. This approach reflects our commitment to both the personal and professional growth of our team, as well as our willingness to embrace change.

– Angeline Tan,  
Senior Vice President, Momentus Hospitality





# SUSTAINABILITY REPORT

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# ENVIRONMENTAL SUSTAINABILITY DISCLOSURE

For the financial year from 1 April 2023 to 31 March 2024 (FY2023)

## BOARD AND SENIOR MANAGEMENT STATEMENT

Workforce Singapore (WSG) is committed to being a responsible organisation that strives to be environmentally sustainable.

As part of the public sector, WSG strives to meet all targets under the Singapore Green Government Initiative. We aim to minimise our environmental impact by promoting sustainable practices in our daily tasks, reducing waste, conserving resources and relying on renewable sources where possible. We will also instill the right mindset and culture among our staff to embed good sustainability practices in and out of the workplace. Beyond environmental sustainability, WSG also encourages our staff to engage in meaningful corporate social responsibility (CSR) activities as we do more to return to the community.

At the national level, we support the broader shift of our economy towards sustainability through our participation in national platforms such as the Green Economy Workgroup and the Green Skills Committee. We engage enterprises, trade associations and chambers (TACs), agencies and unions to raise awareness on the importance of sustainability and how WSG can help them prepare for the Green Economy. We support and accelerate their transformation through job redesign and sectoral career conversion programmes to scale up the development of sustainability professionals.

## GOVERNANCE STRUCTURE FOR SUSTAINABILITY

### WSG Board of Directors

To provide guidance on WSG's Sustainability

### WSG Senior Management

To provide leadership and guidance on sustainability strategies, sustainability goals and engaging stakeholders

Overseen by Chief Executive, Deputy Chief Executive and Chief Sustainability Officer

### Divisions and Staff

To drive, implement and achieve goals that are in line with WSG's sustainability strategies

Corporate Services Division  
(Facilities Team)

Human Resource Division

Manufacturing & Connectivity Division  
(Sustainability Office)

Green Volunteers

# ENVIRONMENTAL SUSTAINABILITY DISCLOSURE

For the financial year from 1 April 2023 to 31 March 2024 (FY2023)

## ENVIRONMENTAL SUSTAINABILITY TARGETS AND PERFORMANCE

- Peak emissions around 2025 and achieve net zero emissions around 2045.
- 10% reduction in Energy Utilisation Index and Water Efficiency Index by 2030 from average of 2018-2020 levels.

PERFORMANCE METRICS	UNIT <sup>1</sup>	FY2018 – FY2020 (BASELINE)	FY2021	FY2022	FY2023
Carbon Emissions	t CO <sub>2</sub> e	Not Required	102.58	107.95	114.06 <sup>2</sup>
Energy Utilisation Index	kWh/m <sup>2</sup>	81.17	53.47	55.16	58.28
Electricity Consumption	kWh	269,378.20	251,114.82	258,995.28	273,658.03
Water Efficiency Index	litres/person/day	2.63	6.29	3.43	3.23
Water Consumption	m <sup>3</sup>	192	61.08	97.47	135.19

The major component of our carbon emissions is electricity consumption, which is classified as Scope 2<sup>3</sup>. Due to safe-distancing and business continuity measures adopted during the COVID-19 pandemic, staffing levels in the office were reduced and most meetings were conducted virtually from FY2020 to FY2022. The increases in WSG's carbon emissions, electricity and water consumption in 2022 and 2023 were due to more staff returning to the office for work. WSG's carbon footprint is relatively small and waste management is undertaken by the organisations we lease our office space from. WSG does not need to declare the Waste Disposal Index (WDI) as WSG does not own any buildings.

## ENVIRONMENTAL SUSTAINABILITY EFFORTS WITHIN WSG



### ENERGY CONSUMPTION AND CARBON FOOTPRINT

- Office lights are automatically switched off after 7pm, and by-pass switches have been installed to turn off the lights every 2 hours.
- Installed motion-sensors to turn off the lighting in meeting rooms automatically.
- Air-conditioning temperature has been maintained at 25°C for lower energy consumption.



### WASTE REDUCTION

- Paper usage has been reduced through the digitalisation of records and documents such as contracts.
- Bottled water is no longer provided for meetings and official events.



### WATER CONSUMPTION

- Water aerators have been installed to reduce the flow rate of water.
- Environmental Monitoring System has been installed at all water points to detect water leakage.
- Regular servicing and checks are conducted to detect and fix any leaks in mixers.



### SUSTAINABLE CULTURE

- Volunteers formed the "WSG Green Team" to raise awareness, promote sustainable habits within WSG and organise green-related activities.

<sup>1</sup> t CO<sub>2</sub>e = carbon dioxide equivalent in tonnes  
kWh = kilowatt-hour

<sup>2</sup> This is calculated based on the latest available Grid Emission Factor (GEF), i.e. 2022 GEF.

<sup>3</sup> Scope 2 emissions are defined as indirect emissions that result from the use of purchased electricity, heat, and steam.



A top-down view of a business meeting. Four people are seated around a wooden table. A man in a light blue shirt is pointing at a laptop screen. A woman in a white shirt is pointing at a document. Another woman in a black top is looking at the laptop. A man in a light blue shirt is looking at a document. The table has a laptop, a clipboard with charts, a notebook, and a pen. The background is a dark purple gradient.

# FINANCIAL STATEMENTS

# FINANCIAL PERFORMANCE REVIEW

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024



WSG's total expenditure in  
FY2023 was

**S\$411.5m**

The grant funding, operating and  
other income in FY2023 was

**S\$420.9m**

In FY2023, WSG ended  
with a net surplus of

**S\$7.8m**

after contribution to Government  
Consolidated Fund

**FY2023**

**(S\$ million)**

Total income	<b>2.7</b>
Total expenditure	<b>(411.5)</b>
Deficit before government grants	<b>(408.8)</b>
Government grants	<b>418.2</b>
Surplus before contribution to Government Consolidated Fund	<b>9.4</b>
Contribution to Government Consolidated Fund	<b>(1.6)</b>
Net surplus for the year	<b>7.8</b>





**Scan here for WSG's Financial Statements**