

Building Tomorrow's Workforce:

Strengthening Our Foundations

Annual Report 2025/2026



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01

Foreword

by Chairman & Chief Executive



Foreword by Chairman & Chief Executive

Mr Chew Hock Yong
Chairman



Ms Dilys Boey
Chief Executive



The world of work is changing faster and in ways that are more far-reaching than at any previous point in Singapore's economic history.

In 2025, geopolitical tensions continued to disrupt global trade dynamics and supply chains, while artificial intelligence (AI) moved from the margins to the mainstream — transforming industries, redefining job roles and accelerating the range of new skills employers require of their workforce.

Yet, against this backdrop, Singapore's labour market remained resilient, a testament to the adaptability of our workers and enterprises, and to the sustained commitment of our partners to investing in our people.

For Workforce Singapore (WSG), 2025 was a year of purposeful action and deepened impact — and, as it turns out, our last as a standalone agency. We could not have asked for a more fitting way to close this chapter.

Strengthening Career Resilience for Every Individual

Meaningful employment is not a single moment. It is a journey that unfolds over a lifetime, and our responsibility has always been to walk alongside

individuals at every stage of that journey. In 2025, in response to the Singapore Economic Resilience Taskforce (SERT), the multi-agency Taskforce formed to help businesses and workers navigate economic challenges, we launched the GRaduate Industry Traineeships (GRIT) and GRIT@Gov programmes to help fresh graduates gain substantive industry experience as they enter the workforce.

We also rolled out the SkillsFuture Jobseeker Support scheme in April 2025, providing temporary financial support to involuntarily unemployed individuals, so they can focus on making a purposeful transition into their next career. At the same time, lower-wage workers received stronger support through the Workfare Skills Support scheme to upskill and reskill, and access better opportunities.

To help individuals navigate the increasingly complex job landscape at different career stages, we broadened the use of SkillsFuture Credits to cover eligible career guidance services, making professional guidance more accessible to more Singaporeans. Through partnerships with Republic Polytechnic and the Singapore University of Technology and Design, we piloted programmes to help individuals reimagine their careers, including harnessing AI tools for career planning.

The thread connecting all these efforts is the conviction that career health, the ability to adapt, grow and make confident decisions across one's working life, is a right, not a privilege. It is a conviction we have held since WSG's founding.

Embedding Career Health Into the National Agenda

Career health remained at the heart of our work in 2025. Through the inaugural Career Health Summit in July 2025, we formally launched Career Health SG and made the case — to individuals, employers and the broader community — that career health is not a personal aspiration alone but a national imperative. A workforce that is adaptable, proactive and continuously developing is one of Singapore's most enduring competitive advantages.

The launch of the Alliance for Action on Advancing Career and Employment Services at the Summit also marked a meaningful step towards a more integrated career services ecosystem, bringing together private career and employment service providers and the Government to pilot innovative new models of support for individuals and employers.

We deepened our engagement with HR professionals and business leaders, equipping them with skills-first hiring practices and career development frameworks that enable organisations to attract, retain and grow talent more effectively.

Partnering Enterprises on Workforce Transformation

In 2025, our work with employers grew in both scale and ambition. The announcement of the Enterprise Workforce Transformation Package — a whole-of-government initiative with over \$400 million set aside — represents a significant step in making workforce transformation more accessible and better supported across both enterprise and government. With streamlined grant access, enhanced funding for job redesign and capability building, as well as dedicated advisory support

through our Anchor Programme Partners, the package is designed to help companies of all sizes build the workforce capabilities they need to adapt, compete and grow sustainably.

WSG also published landmark sector-level insights to help industries anticipate and navigate workforce transformation. The Aviation Jobs Transformation Report, jointly published with the Civil Aviation Authority of Singapore (CAAS) in July 2025, was the first comprehensive manpower study of Singapore's 60,000-strong aviation workforce. The Impact of Generative AI on Financial Services Jobs Transformation Map, released in October 2025 with the Monetary Authority of Singapore (MAS) and the Institute of Banking and Finance (IBF), was the first generative AI-specific manpower study for a sector in Singapore. These studies do not simply describe change — they translate it into actionable guidance for employers and individuals alike.

Looking Ahead: A New Chapter in Workforce Development

With the merger of SkillsFuture Singapore (SSG) and Workforce Singapore to form a new statutory board, Skills and Workforce Development Agency (SWDA), we will bring the final chapter of WSG's story to a close. Over the years, WSG has had the privilege of working alongside many Singaporeans through career transitions, and partnering enterprises as they navigated some of the most disruptive shifts in modern economic history. None of this would have been possible without the trust and dedication of our partners, stakeholders, and above all, the people who made WSG what it is.

The formation of the SWDA in 2026 marks a new beginning — it unites WSG's expertise in employment facilitation and workforce transformation with SkillsFuture Singapore's capabilities in skills development and lifelong learning. Together, we will be better placed to deliver integrated, end-to-end support for individuals and enterprises navigating the future of work. The foundation has been laid. The work continues.

02 About Us



WSG Board Members



Mr Chew Hock Yong

Chairman
Workforce Singapore



Mr Lau Peet Meng

Permanent Secretary (Transport)
Ministry of Transport



Ms Teo Lay Lim

Independent Director



Mr Low Soon Teck

Managing Director & Chief
Executive Officer
Kuok Maritime Group



Dr Benjamin Mah

Managing Partner
SparksBM Investment Pte Ltd



Mr Raj Joshua Thomas

Managing Partner
Tang Thomas LLC



Mr Felix Loh

Chief Executive Officer
Gardens by the Bay



Ms Jean See*

Executive Secretary, Food, Drinks
and Allied Workers Union (FDAU)
National Trades Union Congress
**Stepped down from the WSG Board on
1 August 2025*



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 Organisation Capability
Officer
Grab



Mr Tan Kok Yam

Chief Executive
SkillsFuture Singapore



Mr Shariq Barmaky

Country Managing Partner
Deloitte & Touche LLP



Ms Joan Moh

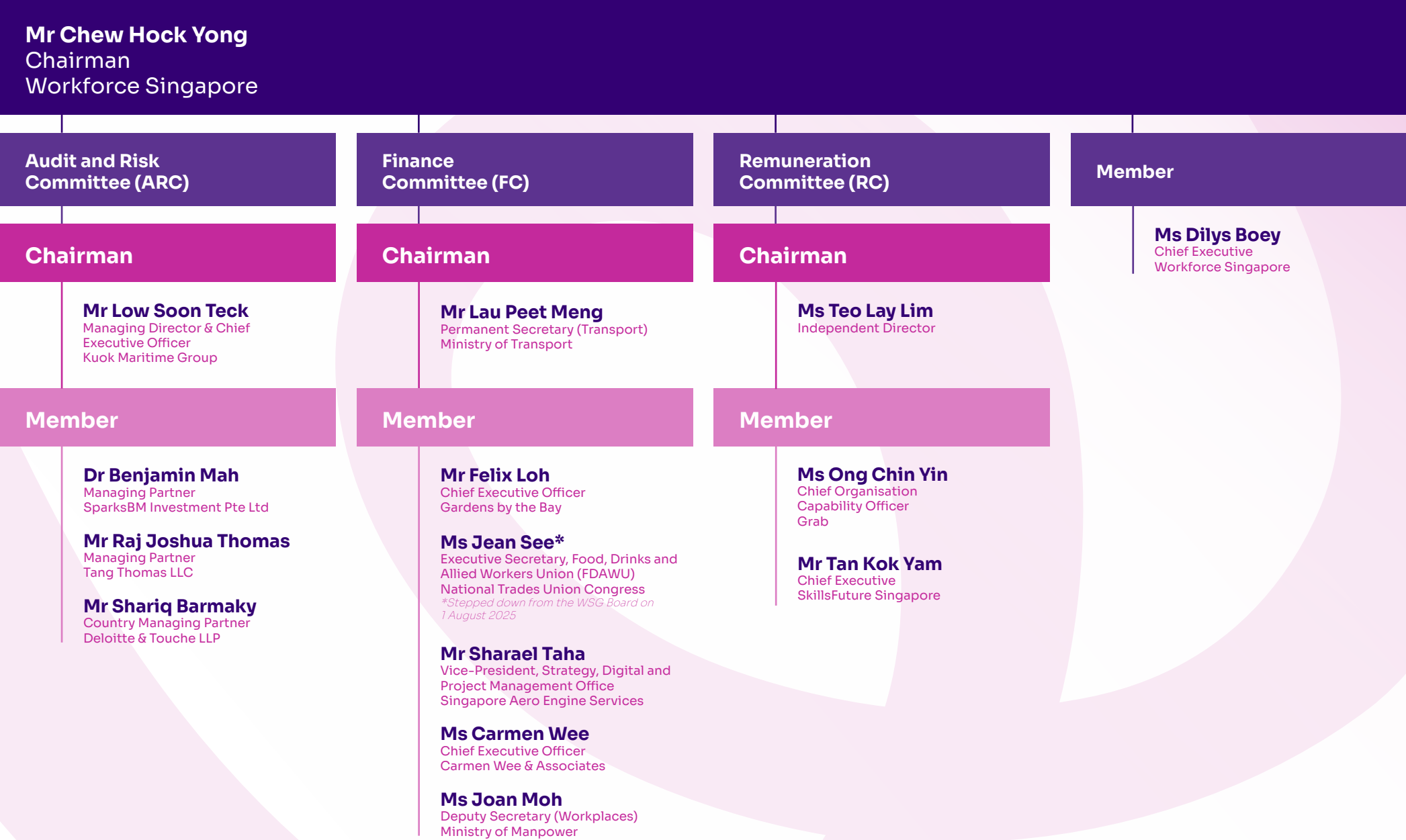
Deputy Secretary (Workplaces)
Ministry of Manpower



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 perspectives. 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.

The WSG Board Committees

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 (HR) 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.

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. The 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 reported to the ARC. The ARC will meet with the external auditor at least once a year without the presence of WSG Management. The financial statements are endorsed by the ARC and signed off by the Board Chairman and Chief Executive on behalf of the 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/Covering
Assistant Chief Executive (EDG)
Workforce Singapore
Term ended 5 October 2025



Mr Tan Cheng Kwee

Deputy Chief Executive
Workforce Singapore
Term started 6 October 2025



Ms Pao Jia Yu

Deputy Chief Executive (Planning)
SkillsFuture Singapore-Workforce Singapore



Ms Lynn Ng

Assistant Chief Executive
Careers Connect Group (CCG)



Ms Teresa Mok

Assistant Chief Executive
Enterprise Development Group (EDG)
Term started 28 July 2025



Ms Tracy Lee

Assistant Chief Executive
Planning Group (PG)



Ms Doris Kuek

Assistant Chief Executive
Planning Group (PG)
Term started 1 February 2026



Mr Brandon Lee

Assistant Chief Executive
Transformation Support Group (TSG)



Ms Grace See

Director/Advisor
Internal Audit Unit (IAU)
Term ended 31 May 2025
Governance and Risk
Term started 1 June 2025



Ms Ng Wee Yen

Acting Director
Internal Audit Unit (IAU)
Term started 2 May 2025



Ms Janice Foo

Director/Director (Designate)
Career Guidance Division, CCG
Term ended 31 March 2026
Creative & Professional Services Division, EDG
Term started 1 February 2026

Senior Management



Mr Mak Chee Yong

Director
Partners & Operations Division, CCG



Ms Joyce Tan

Director (Design)
Planning and Design Division, CCG



Mr Saksama Djingga

Director/Director (Designate)
Planning and Design Division, CCG
Term ended 31 March 2026
Career Guidance Division, CCG
Term started 1 February 2026



Mr Nicholas Kong

Acting Director (Planning) (Designate)
Planning and Design Division, CCG
Term started 1 January 2026



Ms Gillian Woo

Director
Enterprise Programmes Division, EDG



Ms Yap Zhi Jia

Director
Creative & Professional Services Division, EDG
Term ended 31 March 2026
Employer Strategy Office, EDG
Term ended 31 March 2026



Ms Safrah d/o Mohamed Eusoof

Director
Healthcare, Social & Business Services
Division, EDG



Mr Anderson Ee

Director
Manufacturing & Connectivity Division,
EDG



Mr Kenneth Wong

Director
Trade & Lifestyle Division, EDG
Term ended 1 January 2026
Enterprise Workforce Transformation
Package Project Office, EDG
Term started 1 August 2025



Mr Terence Ong

Acting Director
Trade & Lifestyle Division, EDG
Term started 1 January 2026



Mr Teh Sim Seng

Director/Chief Information Officer
Digital Technology Division, TSG



Ms Mui Seah Lee

Director
New Operations Division, TSG

Senior Management



Ms Sim Hui Ting

Director
Corporate Services Division, CDG



Ms Juliana Khoo

Director
Corporate Marketing & Communications
Division, CDG
Term started 1 April 2025



Ms Wu Fan

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



Mr Richard Lim

Director
Human Resource Division, CDG



Mr Jason Tay

Director
Resource Policy Division, PG



Ms Chua Minyi

Director
Strategic Planning Division, PG
Term ended 25 July 2025



Ms Evon Wong

Director
Strategic Planning Division, PG
Term started 26 July 2025

WSG Organisation Chart FY2025 (As of 31 March 2026)



Agency's total staff strength as of 30 September 2025 is **405**

03 Key Achievements



2025 Key Achievements

Supporting Individuals



Over **350,000** individuals assisted*

through Workforce Singapore (WSG) and Employment and Employability Institute (e2i) career programmes and services.



Placed more than **62,000** locals into jobs

through WSG's and e2i's programmes and services. This includes around 48,000 locals placed through Career Matching Services.

Breakdown of 2025's placements into jobs:

- 50% mature workers aged 40 and above
- 39% Long-Term Unemployed
- 47% female, 53% male
- 63% professionals, managers, executives and technicians (PMETs), 37% Rank-and-File



Assisted more than **68,000** individuals

with career planning.



More than **370** events

both in-person and virtual were organised to make career matching services more accessible to jobseekers in the heartlands.



More than **86,000** individuals

were engaged at the My Career Health Matters: SSG-WSG Jobs and Skills Roadshow on career health initiatives.



Trained more than **290** Career Practitioners

to provide career coaching to jobseekers.



More than **640** Volunteer Career Advisors

across 32 sectors have been trained and appointed to provide peer support, sector- and occupation-specific insights, and career advice to individuals.



Over **66,000** individuals

have used the CareersFinder tool on MyCareersFuture to discover upskilling and career options customised for their personal profiles in 2025.



Equipped over **17,000** individuals

and 1,600 employers with career resources through Career Grit Hub (January–October), which transitioned to CareersHorizon by MyCareersFuture from October 2025.



GRaduate Industry Traineeships (GRIT) and GRIT@Gov

The GRaduate Industry Traineeships (GRIT) and GRIT@Gov programmes were rolled out in collaboration with key economic agencies, including Enterprise Singapore, the Economic Development Board, the Monetary Authority of Singapore and the Public Service Division. The programmes provide fresh graduates from universities, polytechnics and Institutes of Technical Education (ITE) with structured, industry-relevant experience to support their transition into full-time employment.



Enterprise Workforce Transformation Package

The Enterprise Workforce Transformation Package was announced, with over \$400 million set aside to give Singapore-registered companies streamlined access to government support for workforce transformation.



Career Health SG was launched at the inaugural Career Health Summit

The national initiative supports the SkillsFuture movement by fostering a workforce that takes ownership of career development, while helping employers strengthen their human capital management capabilities and adopt skills-first hiring practices.



Empowered more than **3,400** unique companies

in workforce transformation and reskilling programmes.



Assisted over **8,100** unique companies

through WSG-supported engagements.



Recognised over **30** organisations

and individuals through the Workforce Transformation Awards for championing workforce outcomes, from redesigning jobs and building capabilities to strengthening employee engagement.



More than **300** enterprises

enhanced their workforce through Job Redesign initiatives.



More than **6,000** individuals

were placed through WSG Career Conversion Programmes into **over 2,100 companies, of which over 90% were small and medium enterprises (SMEs).**



About **390** companies

and more than **420** mid-career individuals participated in the Mid-Career Pathways Programme.



Over **15** Employers Connect events

were organised, reaching **over 2,100 employers** with information and resources on relevant government schemes and initiatives.

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

04 2025 Highlights



Supporting Career Development Across Life Stages

Global economic headwinds and rapid technological change continue to reshape the nature of work. In 2025, amid growing demand for digital skills and an ageing workforce, Workforce Singapore (WSG) expanded its suite of initiatives to meet Singaporeans where they are and help them keep pace — from fresh graduates entering the workforce, to mid-career professionals making a pivot, and those planning the later stage of their careers.

Through targeted financial support, personalised career coaching/guidance, skilling and structured programmes, WSG equipped more Singaporeans with the resources necessary to secure quality jobs and steer their careers with clarity.



Expand the use of SkillsFuture Credits to include career guidance services

WSG extended the use of SkillsFuture Credits to include eligible career guidance programmes delivered by WSG and WSG-endorsed providers from December 2024. Individuals can now tap on their SkillsFuture Credits base tier credits to access professional, one-to-one career coaching that utilises comprehensive career assessment tools, to help them gain greater clarity on their strengths, interests and career pathways. In its first year, 804 individuals used their SkillsFuture Credits for career guidance programmes.



Provision of Career Guidance for Later-Stage Careers

Recognising that career resilience and planning matter at every life stage, WSG launched two pilot programmes in 2025 aimed at professionals aged 50 and above.

The first, “Designing Your Life: The Next Chapter”, was launched in May 2025 in partnership with Republic Polytechnic and the Designing Your Life Institute. The two-day workshop series helped individuals in their 50s and 60s navigate career and life transitions using design thinking tools. Approximately 1,000 have participated, with four in five reporting a positive impact on their career journeys in the six months that followed.

The second, “What’s Next: Reimagine Your Career Using Design.AI”, was launched in October 2025 based on research by the Singapore University of Technology and Design (SUTD) and the Tsao Foundation. Close to 500 participants have completed the two-day workshop, which combined interactive design tools with AI-powered career planning resources to help senior PMETs explore new pathways and strengthen their career resilience.

After stepping away from work in early 2024 due to burnout from COVID-era caregiving, Mabel found herself at a crossroads — unsure whether to return to a traditional role or pivot into training.

She attended the “Designing Your Life: The Next Chapter” workshop in August 2025.

The Odyssey Plan activity proved to be the turning point, helping her map a five-year career roadmap that brought together her photography background and marketing experience.

Since October 2025, she has been teaching mobile photography with two training providers and is set to begin a part-time Marketing Manager role.



“I finally feel like I am designing a life where I can contribute and thrive again.”

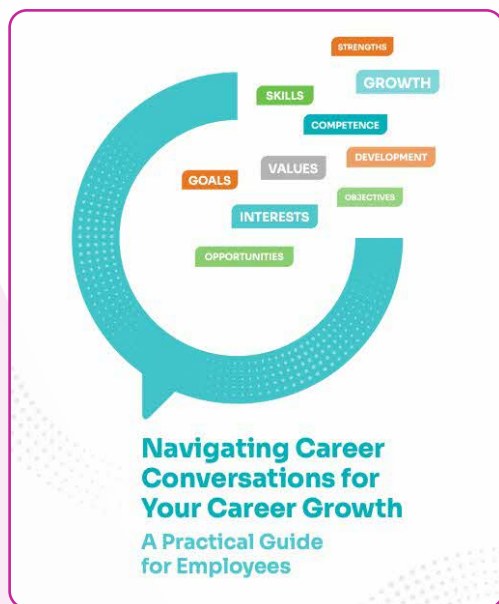
Ms Mabel Lee, 55

Programme participant,
“Designing Your Life: The Next Chapter”

Supporting Career Development Across Life Stages



Launch of Career Conversations Guidebook (Employee Edition)



To help individuals take greater ownership of their career development, WSG launched the Career Conversations Guidebook for employees.

The guidebook features various concepts such as the Six Career Paths that recognise progression beyond traditional promotion; a Career Dimensions framework across eight areas to help individuals reflect on what truly matters to them; and the VIPS (Values, Interests, Personality and Skills) tool to strengthen self-awareness ahead of career conversations.

Practical tips, sample questions and templates support individuals at every stage of their career lifecycle.

To secure placements across the private sector, WSG partnered with key economic agencies like Enterprise Singapore, the Economic Development Board (EDB) and the Monetary Authority of Singapore (MAS) to bring on board more than 50 host companies from Manufacturing, Financial Services, Information and Communications Technology (ICT) and Professional Services.

In parallel, GRIT@Gov, coordinated by the Public Service Division (PSD), saw strong uptake across over 50 public sector agencies. Since rollout, close to 350 trainees have been successfully onboarded with host organisations.



“I graduated not knowing if my skills were ready for the real world. The GRIT Programme answered that question — and gave me a career direction I didn’t have before.”

Ms Keerth Kaur Shergill

Data Analyst trainee,
GRIT Programme

Keerth graduated with a degree in Business Analytics from SUSS in 2025 and struggled to secure a full-time role before joining the GRIT Programme.

As a Data Analyst trainee, she builds and maintains data pipelines, develops Python automation scripts and supports the development of predictive models at her host organisation in the aerospace sector.

The traineeship has given her the chance to apply her academic knowledge in a real-world environment, while building the technical skills and industry confidence to pursue a data analytics career in advanced manufacturing.



Launch of GRaduate Industry Traineeships (GRIT) and GRIT@Gov Programmes

The GRaduate Industry Traineeships (GRIT) and GRIT@Gov programmes were rolled out in October 2025 to support fresh graduates from universities, polytechnics and ITEs gain structured, industry-relevant experience and transition confidently into full-time employment.

Supporting Career Development Across Life Stages



Help lower-wage workers upskill and seize opportunities through Workfare Skills Support

Launched in February 2026, the Workfare Skills Support (WSS) (Level-Up) scheme provides enhanced financial support for lower-wage workers aged 30 and above who earn up to \$3,000 per month. It is designed to help them pursue longer-form reskilling and upskilling through pathways such as Nitec qualifications, diplomas, undergraduate degrees and SkillsFuture Career Transition Programme courses.

Eligible self-sponsored trainees pursuing full-time long-form training can receive a training allowance of up to \$18,000 per year. The scheme supports up to 24 months of training before age 40, and another 24 months from age 40.¹



SkillsFuture Jobseeker Support scheme rolled out in April 2025

Announced by Prime Minister Lawrence Wong at the 2024 National Day Rally, and officially rolled out on 15 April 2025, the SkillsFuture Jobseeker Support (JS) scheme marks a significant shift in how Singapore supports displaced workers.

The scheme provides temporary financial assistance of up to \$6,000 over six months to eligible involuntarily unemployed individuals. Eligibility criteria include having previously earned an average gross monthly income of \$5,000 or less and residing in a Singapore property with an Annual Value of \$31,000 or less. Payouts are front-loaded at \$1,500 in the first month and taper down thereafter. Payouts are contingent on participation in job-seeking activities such as attending career coaching sessions, submitting job applications, and visiting career fairs.

Over \$200 million has been set aside annually for the scheme. As of 31 December 2025, approximately 9,000 applications were received, of which 45% were approved.

¹ The 24-month provision from age 40 is shared between the WSS (Level-Up) and the SkillsFuture Mid-Career Training Allowance for Singapore citizens aged 40 and above.



Building Future-Ready Economic Capabilities



As innovation continues to reshape industries and market economies, Singapore pressed ahead in 2025 with efforts to future-proof sectors, particularly those at risk and most poised to leverage new technologies.

Working closely with sector agencies and industry partners, WSG translated emerging workforce trends into practical transformation roadmaps — giving both employers and workers a blueprint and tools to get ahead of disruption. By facilitating the strategic integration and redesign of processes and roles, sector-specific opportunities are being explored amid fast-evolving developments globally.



Launch of Aviation Jobs Transformation Report

WSG and the Civil Aviation Authority of Singapore (CAAS) jointly published the first-ever comprehensive manpower study of Singapore's aviation sector in July 2025. The Aviation Jobs Transformation Report takes stock of the sector's 60,000-strong workforce across ground handling, airlines, airport operations, aircraft maintenance and aviation security.

It identified six key megatrends including digitalisation, AI, automation and robotics, sustainability, and evolving workforce preferences, projected to transform jobs for up to 30% of the workforce over the next five years.

Built on insights from over 200 companies and focus group discussions with major employers including Changi Airport Group (CAG), Singapore Airport Terminal Services (SATS), Singapore Airlines (SIA) Group and Singapore Airlines Engineering Company (SIAEC), the report sets out a roadmap to prepare for significant growth milestones, such as the opening of Changi Airport Terminal 5 in the mid-2030s.



Launch of Aviation Sector Job Redesign (JR) Playbook to drive Workforce Transformation and Career Growth

The Job Redesign Playbook for Aviation was developed as a direct follow-up to the Aviation Jobs Transformation Report and published in November 2025.

It equips employers with a structured methodology, real-world case studies, and practical tools to implement job redesign effectively.

Jointly developed by WSG and the Job Redesign Centre of Excellence at the Institute for Human Resource Professionals (IHRP), in collaboration with SAAA@Singapore and CAAS, the Playbook features the REVAMP framework, a step-by-step guide to help employers identify skillsets for emerging roles, build productivity and create clear career pathways for their workforce.

Building Future-Ready Economic Capabilities

Union Air Freight (Singapore) Pte Ltd (UAF) embarked on a digital transformation journey to stay competitive in the aviation sector, implementing a Total Logistics Information System integrating cloud-based management across its freight, transport, and warehousing operations.

This was further complemented by the adoption of CAG's Truck Dock Slot Booking system, which enhanced the efficiency of UAF's ground operations. Guided by the Aviation Job Redesign Playbook, job redesign was carried out in a systematic and sustainable manner.

UAF ensured employees understood not just what was changing but why, framing the shift away from manual, paper-based workflows

as a practical benefit, one that would reduce workloads and streamline day-to-day processes.

New tools and job tasks were introduced incrementally, giving employees time to build confidence at each stage, while quarterly manager alignment sessions, on-the-job training, and small-group learning ensured that capability development was grounded in practical application.

The results have been tangible — productivity improved by 15% and billing accuracy increased by 10%, reflecting the gains achievable when workforce capabilities are effectively aligned with digital systems.

Beyond operational metrics, the reduction in manual effort has freed employees to focus on higher-value work, improving job satisfaction and strengthening their long-term employability as the sector continues to evolve.

“The Aviation Job Redesign Playbook gave us a structured and practical framework to navigate our transformation with confidence. It guided us in bringing our employees along on the journey — not just equipping them with new skills but ensuring they understood the purpose behind every change. The results have been clear: a more capable workforce, stronger business performance, and employees who are better positioned for the future.”

Ms Toh Jia Yan
Deputy Managing Director,
Union Air Freight (Singapore) Pte Ltd



Building Future-Ready Economic Capabilities



Launch of Impact of Generative AI on Financial Services Jobs Transformation Map

In October 2025, WSG, the MAS and the Institute of Banking and Finance (IBF) released the Impact of Generative AI on Financial Services Jobs Transformation Map — the first GenAI-specific manpower study for a sector in Singapore. The study examined likely GenAI use cases and adoption trends over the next five years to 2030, mapping their impact on jobs, and the emerging skills the financial services workforce will need to remain competitive and productive.

The JTM identified four key business functions where GenAI is expected to create significant value for financial institutions, and six priority job roles for early upskilling and reskilling — including Relationship Managers, Financial Planners, Underwriters, Customer Service, Banking Operations and Insurance Operations professionals. To translate findings into practice, WSG, MAS and IBF launched GenAI Workforce Transformation Pilots with 11 financial institutions, developing archetypes for job redesign and curated reskilling pathways to prepare the sector's workforce for an AI-enabled future.



“I came into the Career Conversion Programme ready to evolve in my role. I’m leaving it with the skills to do more meaningful underwriting and the confidence that I’m ready for what’s ahead.”

Ms Angela Koh
Senior Underwriter,
Manulife Singapore

When the GenAI Jobs Transformation Map identified Underwriters as one of six priority roles for early reskilling, Angela stepped forward to build new capabilities.

Through WSG’s Career Conversion Programme, administered by IBF, she strengthened her technical skills to integrate AI tools into her workflow, reducing turnaround time from five to three days and enabling more focused underwriting decisions.

The structured mentorship and hands-on training supported her transition into high-net-worth underwriting, equipping her with both the technical expertise and confidence to navigate more complex cases. Today, Angela is well-positioned for the next phase of her career, with a stronger foundation to adapt as the role continues to evolve.

Enabling Workforce Development and Business Growth

To support business growth and long-term competitiveness, WSG deepened its partnerships with employers in 2025.

From a landmark whole-of-government package to strategic Memorandum of Understanding (MoU) signings with major enterprises and the launch of a national Career Health SG initiative, WSG provided companies with the tools, frameworks and support to strengthen talent pipelines with a skills-based foundation, improve productivity with greater agility, and develop more engaging careers for their people.



Announcement of Enterprise Workforce Transformation Package to support holistic business growth

Announced at the Committee of Supply 2025, the Enterprise Workforce Transformation Package (EWTP) is a whole-of-government initiative jointly led by the Ministry of Manpower (MOM) and WSG, in collaboration with the Ministry of Education (MOE), the Ministry of Trade and Industry (MTI), Enterprise Singapore (EnterpriseSG), and SkillsFuture Singapore (SSG). With over \$400 million set aside, EWTP gives Singapore-registered companies greater and more streamlined access to government support for workforce transformation.

Under the EWTP, the SkillsFuture Workforce Development Grant (Job Redesign+) provides funding of up to 70% for SMEs and 50% for non-SMEs, capped at \$150,000 per enterprise, covering workforce consultancy, capability building for HR and line managers, and the adoption of workforce technology solutions such as AI-infused HR tools and skills diagnostic platforms.

A redesigned SkillsFuture Enterprise Credit will operate like an online wallet, providing eligible companies with a credit of \$10,000 to offset out-of-pocket costs for supported workforce transformation programmes. The Singapore Business Federation (SBF) and Singapore National Employers Federation (SNEF) have been appointed as Anchor Programme Partners to provide end-to-end advisory support for companies as part of EWTP.



Enhancements to Career Conversion Programmes to support new hires and employees on growth jobs with flexi-load arrangements

Career Conversion Programmes (CCPs) were enhanced from April 2025 to extend salary support to employees taking on growth jobs with flexible workload arrangements, including those working part-time due to caregiving responsibilities.

Employees are eligible for CCP support as long as they are in a growth role on a permanent basis, or on a contract of at least one year. This broadens the reach of workforce transformation assistance to a wider pool of Singaporeans navigating different personal circumstances.



Enabling Workforce Development and Business Growth



Launch of Career Health SG at the inaugural Career Health Summit

On 10 and 11 July 2025, WSG hosted the inaugural Career Health Summit, marking the formal launch of Career Health SG, a national initiative in support of the SkillsFuture movement, which seeks to foster a workforce that takes ownership of career development and to support employers in strengthening their human capital management capabilities and practising skills-first hiring.

The summit brought together HR practitioners, employers and workforce partners to explore skills-first hiring, structured career planning and internal talent mobility. For the employers in attendance, it was both an opportunity to access practical resources and a call to action to invest in the career health of their employees as a strategic business priority.



The inaugural Career Health Summit was a timely affirmation of what DLE M&E had long believed: that investing in employees' career development is a long-term investment in the business.

In a mechanical and electrical engineering sector grappling with manpower constraints and evolving skill demands, the firm has built its workforce strategy around open career conversations, structured reskilling, and deliberate job redesign.

To date, 15 employees have been reskilled through WSG initiatives, with staff expanding into sustainability, building information modelling, and project management roles — each transition a reflection of what becomes possible when employers take career health seriously.

“As people work longer, career health becomes less of a perk and more of a necessity. Our job as employers is to make sure our people have the clarity and support to sustain their growth — not just for now, but for the long run.”

Mrs Sarah Tham
Director,
DLE M&E Pte Ltd



Enabling Workforce Development and Business Growth



Launch of Career Conversations Guidebook (Employer Edition)

Complementing the employee edition, WSG also launched the Career Conversations Guidebook for employers, providing HR practitioners and line managers with a structured framework to embed career conversations as a regular, outcome-driven practice.

The employer guidebook features the 5P Framework (Plan, People, Programme, Process, Policy) to help organisations institutionalise career planning and development, and includes practical tools, templates and sample questions tailored to each stage of the employee lifecycle. From March to December 2025, the combined employer and employee editions recorded 3,715 downloads.



“Career conversations were happening, but without structure they rarely went anywhere. The guidebook changed that — it gives managers a clear framework to have conversations that move careers forward.”

Ms Cecilia Ng

Regional People Partner Lead,
Zebra Technologies Asia Pacific

For Cecilia, building a genuine coaching culture within her organisation means giving managers more than good intentions — it means giving them structure. The Career Conversations Guidebook does exactly that.

The VIPS framework in particular stood out for its holistic approach to helping employees articulate their values, interests and strengths ahead of career conversations.

With a practical tool in hand, managers at Zebra Technologies can now move beyond performance reviews into career dialogues that genuinely support employees in charting their professional growth.



Kelly knows that career conversations only work when managers feel equipped to lead them. What she found in the Career Conversations Guidebook was a practical set of conversation starters tailored to different career stages — something her team could pick up and use without lengthy training.

The shift has been tangible: what were once ad-hoc check-ins have become more intentional, outcome-focused dialogues, contributing to stronger staff engagement and retention across the organisation.

“Our managers have always cared about their people’s growth. What the guidebook gave them was the language and structure to actually show it.”

Ms Kelly Ho

Former Group Director of Human Resources,
The Fullerton Hotels and Resorts



Employers Connect to build skills-first and career development practices in enterprises

WSG’s Employers Connect series continued to be a key platform for equipping employers and HR practitioners with skills-first hiring capabilities and career guidance tools. In 2025, 2,111 companies participated in Employers Connect sessions, with 230 companies attending dedicated skills-based job description writing and interview workshops. The Employers Connect: Elevating Businesses, Empowering Careers event on 27 October 2025 was attended by over 180 unique companies.

Enabling Workforce Development and Business Growth



CapitaLand Group and Workforce Singapore sign Memorandum of Understanding to invest \$7 million to drive Workforce Transformation through AI and Workforce Agility

WSG signed a three-year MoU with CapitaLand Investment Limited and CapitaLand Group Private Limited in September 2025, with CapitaLand committing an investment of up to \$7 million to strengthen workforce capabilities in AI, digital innovation and global market readiness.

Leveraging WSG programmes including the CCP, Productivity Solutions Grant for Job Redesign (PSG-JR) and the Overseas Markets Immersion Programme (OMIP), the partnership drives job redesign, reskilling and career development for CapitaLand's Singapore-based employees. CapitaLand has also committed to sharing best practices with the wider industry.



Memorandum of Understanding signing with United Overseas Bank, Institute of Banking and Finance and Ngee Ann Polytechnic to build a future-ready financial services workforce equipped for an AI-enabled economy

WSG signed an MoU with United Overseas Bank (UOB), IBF and Ngee Ann Polytechnic (NP) in October 2025 to accelerate GenAI adoption and automation readiness across UOB's workforce. The partnership, signed at the UOB Better U Festival 2025 and graced by President Tharman Shanmugaratnam, covers all UOB employees for foundational GenAI and automation skills, with deeper pathways for those in data-related and advanced digital roles.

The collaboration builds on UOB's Better U programme, which has enabled more than 26,000 employees across markets to build competencies since 2019. It incorporates structured career planning aligned with the Career Health SG initiative.



Enabling Workforce Development and Business Growth



Workforce Transformation Awards 2025 highlights

To better reflect WSG's commitment to recognising exemplary partners in workforce transformation, the Workforce Transformation Awards (WTAs) were refreshed with a standardised evaluation framework and a newly designed trophy. To date, over 30 organisations have been recognised across sectors for outstanding commitment to job redesign, capability building and employee engagement, serving as advocates and beacons for the broader employer community.

Company Awarded	Sector	Company Awarded	Sector
ST Engineering	Information and Communications	PARKROYAL COLLECTION Pickering Singapore	Hotels
Acronis Asia Research and Development Pte Ltd		HSC Pipeline Engineering Pte Ltd	Built Environment
Non-SMEs ams-OSRAM Asia Pacific Pte Ltd Micron Technology Applied Materials Southeast Asia Pte Ltd STMicroelectronics	Electronics and Semiconductors	Triple 'S' Protection Private Limited	Security
		ISS Facility Services Pte Ltd Cora Environment Pte Ltd	Environmental Services
SMEs MEDs Technologies Pte Ltd Sin Chew Woodpaq Pte Ltd Odyssey Technical Solutions Singapore Pte Ltd		Future Electronics Inc. (Distribution) Pte Ltd Agrocrop International Pte Ltd	Wholesale Trade
		Starbucks Coffee Singapore Pte Ltd Lim Kee Food Manufacturing Pte Ltd	Food Services
		Maxi-Cash Group Pte Ltd	Retail

Strengthening Integrated Service Delivery

Behind every career programme and employer initiative is an ecosystem of services that makes them work. WSG advanced efforts throughout 2025 to strengthen that ecosystem — building new cross-sector partnerships, expanding community-based career touchpoints and laying the groundwork for more integrated service delivery as SSG and WSG prepare to come together as Skills and Workforce Development Agency (SWDA).



Alliance for Action on Advancing Career and Employment Services

The Alliance for Action on Advancing Career and Employment Services (AfA-ACES) was launched by the Minister for Manpower at the inaugural Career Health Summit in July 2025. It brings together 30 representatives from the career and employment services ecosystem, including private service providers, associations, the Government and its tripartite partners, to pilot new, innovative services and service models for different individuals and employer segments. Co-chaired by MOM and SNEF, the Alliance is also studying how to strengthen enablers to uplift the ecosystem.

From late 2025 to early 2026, AfA-ACES conducted five rounds of consultation with members and other industry experts, individuals and employers to validate existing gaps and untapped opportunities, distilling priorities for the ecosystem.

In line with these priorities, AfA-ACES launched nine pilots in 2026 led by private sector partners, covering segments from fresh graduates seeking structured support for school-to-work transition and mid-level professionals seeking career mobility, to caregivers and seniors exploring flexible re-entry pathways, and SMEs adopting alternative work models. The Alliance will also be setting up three industry workgroups in the second half of 2026 to tackle cross-cutting issues such as standards and regulations, and data. Recommendations will be released in the second half of 2026.



Strengthening Integrated Service Delivery

10th

10th Anniversary of the SkillsFuture movement showcasing WSG-SSG collaboration and foundation-building for the new entity

The SkillsFuture movement marked its 10th anniversary in May 2025. The milestone was celebrated with an event titled “SkillsFuture, The Next 10: Building Skills, Growing Careers”, highlighting a decade of national commitment to lifelong learning and skills development. Since its launch in 2015, the movement has grown significantly in scope and reach, empowering Singaporeans to take charge of their own learning through initiatives such as the SkillsFuture Career Transition Programme and the SkillsFuture Level-Up Programme.

On the employer front, the SkillsFuture movement has also strengthened workforce development efforts through initiatives such as the National Centre of Excellence for Workplace Learning and SkillsFuture Enterprise Credit, as well as partnerships with industry leaders through the SkillsFuture Queen Bees and Skills Development Partners programmes.

The SkillsFuture movement 10th anniversary is a major achievement and turning point, underscoring its role as a key pillar of Singapore’s refreshed social compact. The merger of SSG and WSG into SWDA is poised to further strengthen the nexus between skills and careers, and enable Singaporeans to build employment resilience and enhance their career health.



My Career Health Matters: SSG-WSG Jobs and Skills Roadshow

Now in its second year, the My Career Health Matters: SSG-WSG Jobs and Skills Roadshow continued to bring career health awareness, skills advisory and job matching services directly to communities across Singapore. Through 12 monthly deployments across the heartlands, the roadshow engaged more than 86,000 visitors in 2025 with key SSG-WSG initiatives, joint career and skills advisory sessions, and onsite engagements with hiring employers and training providers.

The sustained success of this inter-agency collaboration between SSG and WSG reflects the value of proactive, accessible outreach in connecting Singaporeans to the full suite of skills-career support available to them. It also previews the kind of integrated, seamless service delivery that SWDA will continue to build on.



05 Sustainability Report



Environmental Sustainability Disclosure



Board and Senior Management statement

Workforce Singapore (WSG) remains committed to embedding sustainability across everything we do — from how we support Singapore’s workforce transformation to how we operate as an organisation.

At the national level, we continue to work with sector agencies, trade associations, unions, and enterprises through platforms such as the Economic Transition Workgroup and the Green Skills Committee. Our efforts span the development of green skills frameworks, the incorporation of sustainability into Job Transformation Maps, and the delivery of programmes and events that are helping enterprises and workers prepare for the green economy ahead.

At the organisational level, we are making steady progress towards our FY2030 targets under the Singapore Green Government Initiative, with sustained improvements in energy and water efficiency. FY2025 also marks the first year we are tracking waste disposal, and we are committed to improving our performance in this area. These results are reinforced by the WSG Green Team’s staff-led initiatives — including green bazaars, sustainability learning journeys, and ground-up divisional efforts — which reflect a growing culture of sustainability within our organisation.

The Board and Senior Management reaffirm our commitment to leading by example as we work towards our 2030 goals and build a greener, more resilient organisation for the future, even as we transit to the new Skills and Workforce Development Agency (SWDA).



Governance Structure for Sustainability

WSG Board of Directors

To provide guidance on WSG’s Sustainability.

WSG Senior Management

To provide leadership and guidance in establishing strategies by setting sustainability goals, allocating resources and engaging stakeholders.

Divisions and Staff

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



Corporate Services Division



Human Resource Division



Manufacturing & Connectivity Division



Green Team (Volunteers)

Environmental Sustainability Disclosure

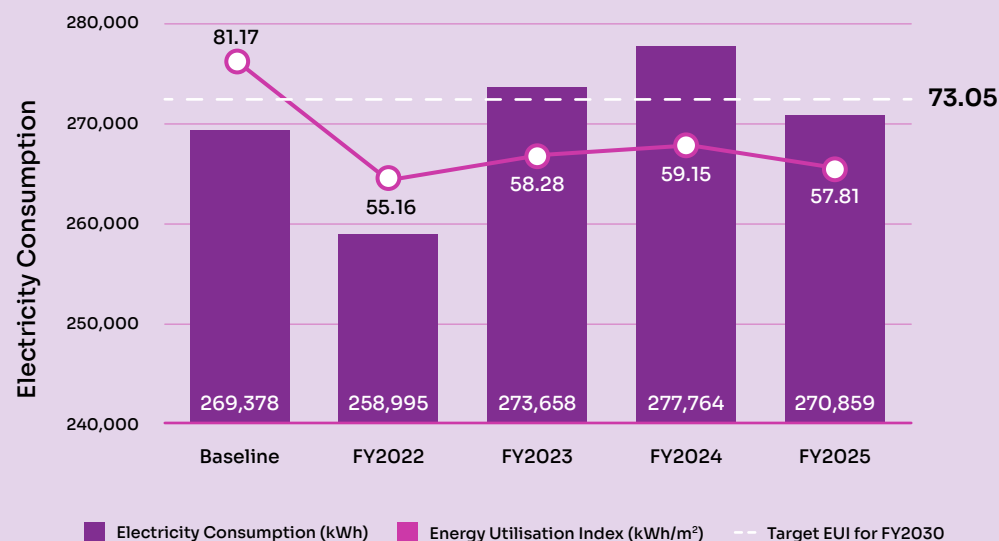


Environmental sustainability targets and performance

- Peak carbon emissions based on the average of FY2024 and FY2025 carbon emissions
- Improve Energy Utilisation Index and Water Efficiency Index by 10% by FY2030 from the average of FY2018–FY2020 levels
- Improve Waste Disposal Index (WDI) by 30% by FY2030 from FY2025 level

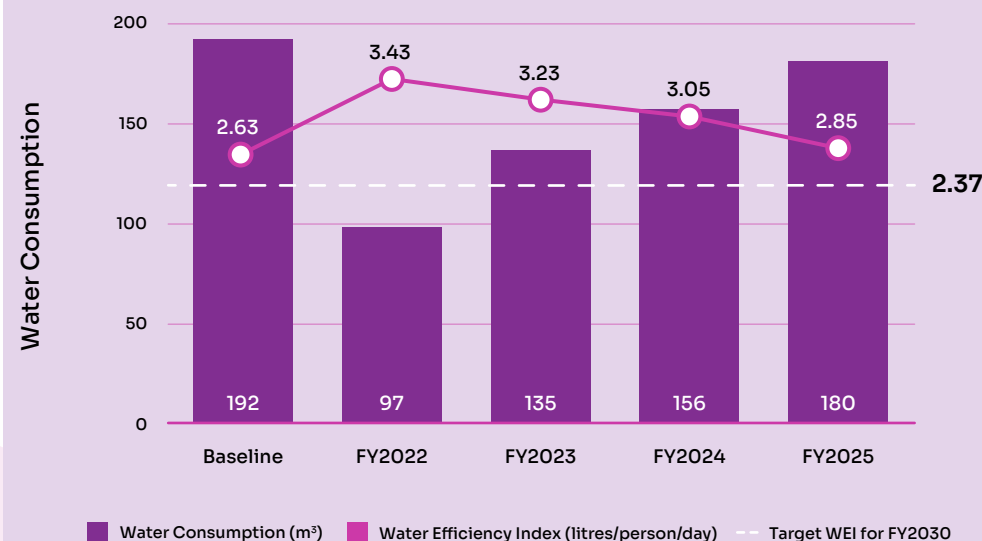
The targets remain unchanged under SWDA. The SWDA baseline will be reported in the FY2026 report.

Energy Utilisation Index (EUI)



We are on track to meet the EUI target of **73.05**. The EUI has remained consistently below the target with minimal fluctuation.

Water Efficiency Index (WEI)



While overall water consumption increased, the WEI improved in FY2025, as the water consumption increased at a lower rate than the growth in the number of staff in office.

FOR THE FINANCIAL YEAR FROM 1 APRIL 2025 TO 31 MARCH 2026 (FY2025)

Environmental Sustainability Disclosure

Performance Metrics	Unit ^[1]	Baseline	FY2022	FY2023	FY2024	FY2025
Carbon Emissions	t CO ₂ e	Not Required	107.95	112.75	111.66 ^[2]	108.89 ^[3]
Energy Utilisation Index	kWh/m ²	81.17 ^[4]	55.16	58.28	59.15	57.81
Electricity Consumption	kWh	269,378.20	258,995.28	273,658.03	277,764.37	270,859.16
Water Efficiency Index	litres/person/day	2.63 ^[4]	3.43	3.23	3.05	2.85
Water Consumption	m ³	192	97.47	135.19	156.25	180.08
Waste Disposal Index	kg/person/day	0.18 ^[5]	-	-	-	0.18
Waste Disposed	kg	-	-	-	-	11,147.70

The major component of our carbon emissions is electricity consumption, which is classified as Scope 2 ^[6]. WSG's carbon emissions have decreased due to reduced electricity consumption. 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. Nonetheless, WSG began tracking waste disposal from FY2025 and will disclose the comparative data in the FY2026 report.

¹ t CO₂e = carbon dioxide equivalent in tonnes
kWh = kilowatt-hour

² Previously reported at 114.44 in FY2024 Sustainability Report based on 2023 Grid Emission Factor (GEF). This is updated based on the 2024 GEF.

³ This is calculated based on the latest available Grid Emission Factor (GEF), i.e. 2024 GEF.

⁴ For EUI and WEI, the baseline period is the average of FY2018–FY2020 levels.

⁵ For WDI, the baseline period is FY2025 as WSG began tracking waste disposal from FY2025.

⁶ Scope 2 emissions are defined as indirect emissions that result from the use of purchased electricity, heat and steam.

Environmental Sustainability Disclosure



Environmental sustainability efforts within WSG

Waste Reduction

- Recycled 60kg of old corporate t-shirts to reduce textile waste, which avoided 134kg of carbon dioxide equivalent emissions
- Used reusable utensils during meetings
- Deposited items collected at recycle bins
- Brought their own bottles during events and meetings
- Reused plastic bags to reduce single-use plastic waste

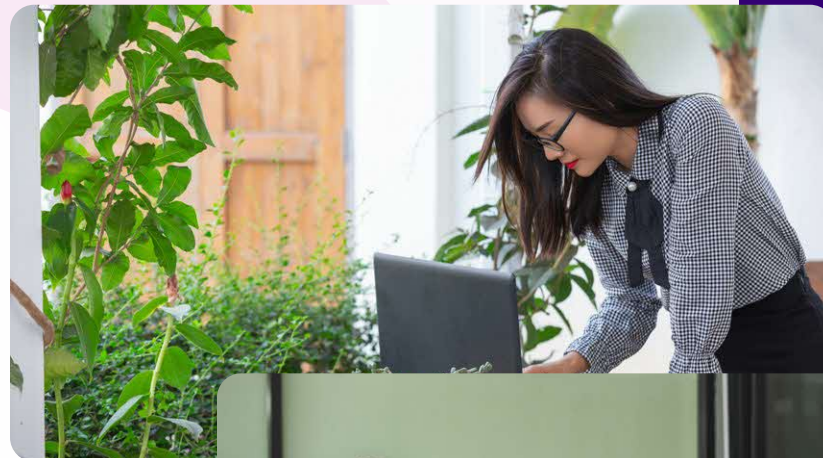
Sustainable Culture

The Green Team's aims:

- Raise awareness of green/sustainability practices among staff
- Plan and organise green/sustainability activities
- Develop and implement pilot green initiatives for WSG
- Promote the adoption of sustainability and eco-friendly practices in WSG

Activities and initiatives rolled out:

- Green Points Challenge Run 2 — a points-based system designed to encourage active staff participation in eco-activities and gradually build an eco-conscious culture within WSG. Two categories of activities were introduced: Standard Activities, covering everyday green practices, and WOW Activities, recognising more impactful efforts. Together, these categories encourage participants to be more intentional about their sustainability actions, moving beyond simple habits towards more meaningful contributions
- Discovery Tour at Hyundai Motor Group Innovation Center Singapore (HMGICS) — staff harvested vegetables and learnt about sustainable farming practices
- Green Bazaars — events where staff donated and exchanged pre-loved items in good condition, promoting the principles of reduce, reuse, and recycle



06 Financial Statements



Financial Performance Review

FY2025

(S\$ million)

Total Income	4.1
Total Expenditure	(332.6)
Deficit before Government Grants	(328.5)
Government Grants	350.9
Surplus before contribution to Government Consolidated Fund	22.4
Contribution to Government Consolidated Fund	(3.8)
Net surplus for the year	18.6



Workforce Singapore (WSG)'s total expenditure in FY2025 was

S\$332.6 million



Grant funding, operating and other income in FY2025 was

S\$355.0 million



In FY2025, WSG ended with a net surplus of

S\$18.6 million

after contribution to Government Consolidated Fund



Scan here for WSG's Financial Statements