



AmCham
SINGAPORE

SINGAPORE

2023 MANPOWER SURVEY RESULTS

Bridging the Gap to Build a Future Ready Workforce

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INTRODUCTION

Singapore has made substantial economic and social progress post COVID, yet the latest geo-political and economic challenges across the world are leading to some economic slowdown in 2023. Labor demand in Singapore shows signs of cooling as a result, with companies putting greater focus on productivity and profitability. Singapore's workforce is nearly 3.92 million strong, composed of 1.48 million foreign workers¹ along with a 2.44 million resident labor force². Between August and September 2023, the American Chamber of Commerce in Singapore (AmCham Singapore) conducted its annual survey of member companies to understand the latest manpower challenges as well as to identify areas where progress has been made.

With hybrid work now becoming the norm, a special section in this report is devoted to exploring the latest trends within a hybrid way of working. The level of inclusivity in the workforce, the representation of Singaporeans in the workforce, and the challenges in attracting talent are a few of the other key issues explored.

There is increased acceptance for hybrid working in companies and a positive shift in both mindsets and skillsets for hybrid work. Companies are able to find more Singaporean candidates for entry-level jobs, although technical skills gaps remain the top concern. While lack of technical skills and relevant knowledge continue to be the top reasons for not recruiting Singaporeans, the landscape has improved considerably in this area.

There is a continued trend of greater confidence in the ability of local universities to prepare graduates for the future workforce. There is also good progress in barriers for hiring local talent, with a decrease in companies indicating that willingness to take risks and overseas experience are skillsets that are difficult to find among Singaporeans. However, the number of Singaporeans working in regional leadership roles in Singapore and across Southeast Asia continues to remain flat.

This year's AmCham Manpower Survey data indicates that companies have significantly decreased their focus on measures that were rolled out during COVID related to flexibility and workplace health, raising concern that over time this can lead to decreased engagement and an increase in health-related issues.

Companies have become more familiar with the COMPASS Framework and find it useful. Most recently, the addition of specialized work passes, e.g. Tech Pass and Overseas Networks and Expertise Pass, are viewed as a positive step to attracting international top talent.

Looking ahead, a few imperatives emerged that require continued focus and ongoing investment from companies and the government:

- Continue to elevate skills and capabilities of Singaporeans and further decrease technical skills gaps
- Provide increased opportunity for overseas exposure earlier on for emerging talent
- Renew focus on flexibility and workplace health to preserve longer term employee engagement and well-being
- Fully leverage the new approaches and frameworks to attract and retain the right foreign talent

The report also highlights some of the latest examples and approaches that member companies are using to make progress on some of these imperatives.

As the number of American companies operating in Singapore continues to increase, now at 4,500, their investment and commitment to Singapore's long-term success will also rise. Ongoing public private partnership in terms of manpower policies, initiatives and practices to boost both local and international talent are essential for continued progress. To maintain and further boost attractiveness as a top destination for international business and technology, Singapore must continue to elevate the capabilities and skills of the local workforce while leveraging the strengths and talents of foreign talent.

¹<https://www.mom.gov.sg/documents-and-publications/foreign-workforce-numbers>

²<https://stats.mom.gov.sg/Pages/Labour-Force-Summary-Table.aspx>

INCLUSIVE WORKFORCE

Inclusivity involves recognizing the differing needs of individuals and providing them with the support needed for their success. Inclusivity creates a climate of psychological safety, leading to a virtuous cycle of higher physical and mental wellbeing and greater engagement in the workforce.

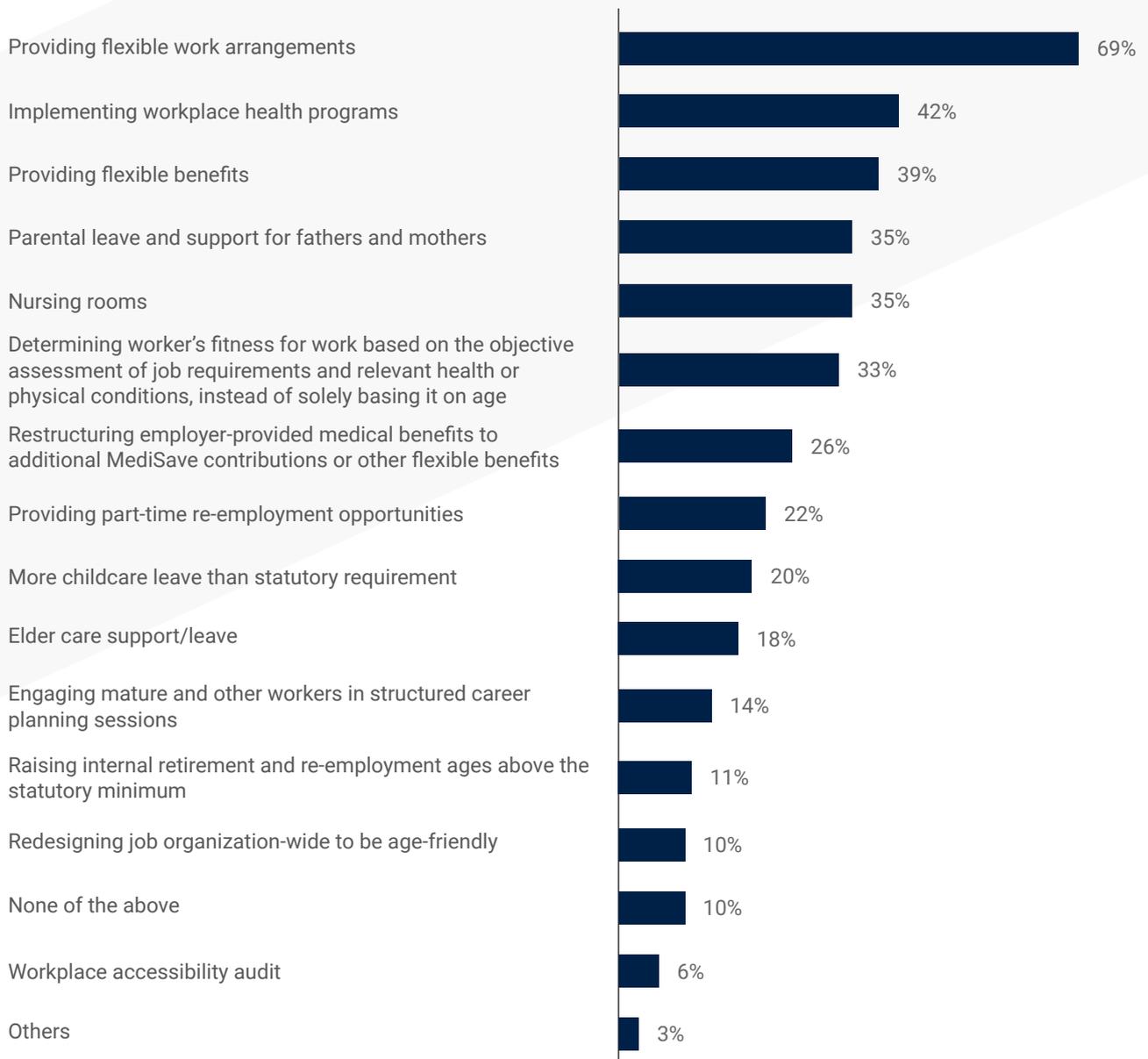
KEY FINDING 1

Companies are cutting back on providing flexible work arrangements, workplace health programs and providing other benefits that were introduced during the pandemic.

There is a stronger focus on productivity this year, with far less respondents reporting having progressive measures like flexible work, workplace health programs, parental leave, and flexible benefits. With drops of over 20% from last year on certain items, like workplace health programs, the potential longer term negative impacts on well-being and workplace health are a concern.

Figure 1. Measures taken by company to create an inclusive workforce and progressive workplace

Q: Which, if any, of the following measures does your company currently have in place to create an inclusive workforce and progressive workplace? (Select all that apply or none). (n=147)



KEY FINDING 2

Awareness of SG Enable has remained the same, and companies continue to report low utilization around government programs to support inclusivity for persons with disabilities.

Keeping with the trend of the past three years, respondents report similar levels of familiarity with 'SG Enable' but report low utilization of government programs to support employment for Persons with Disabilities (PWDs).

Figure 2. Familiarity with SG Enable

Q: Are you familiar with SG Enable? (n=119)
*Numbers may not add up to 100% due to rounding.

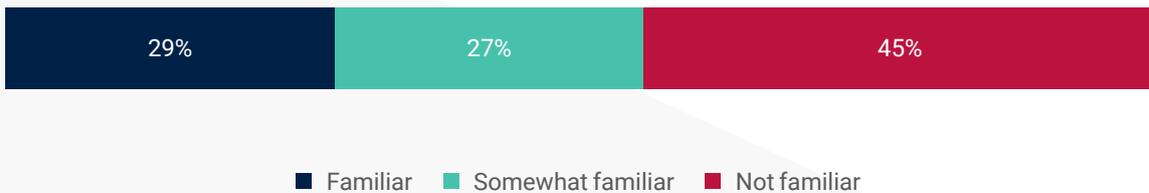
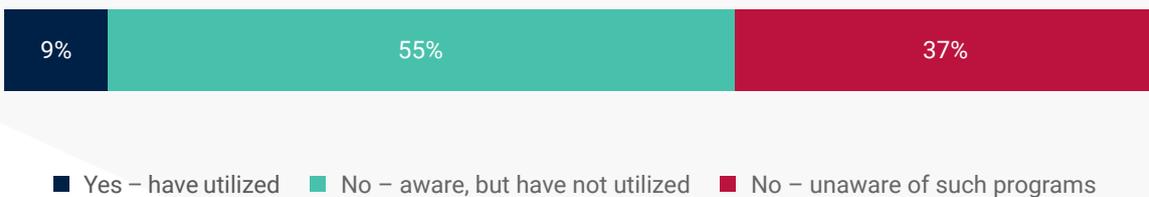


Figure 3. Utilization of any government programs or funding to support employment of Persons with Disabilities (PWDs)

Q: Has your company utilized any government programs or funding to support employment of PWDs (e.g. Open Door Programme, Enabling Employment Credit, Inclusive Business Programme)? (n=117)
*Numbers may not add up to 100% due to rounding.



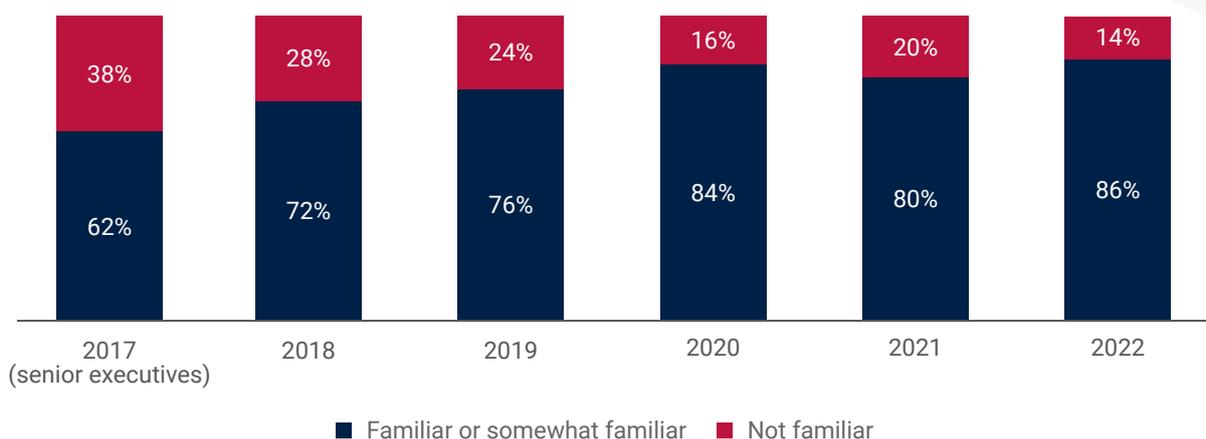
KEY FINDING 3

Familiarity with the Fair Consideration Framework has increased over the last 5 years.

More than 80% of companies surveyed report being familiar with the government's Fair Consideration Framework (FCF) requirements. The percentages of familiarity has steadily increased over the last few years.

Figure 4. Familiarity with the Fair Consideration Framework

Q: Are you familiar with the Fair Consideration Framework? (n=93)



SPECIAL PERSPECTIVE

Leadership in a Hybrid World – Delivering Safety, Belonging, and Results



Contributed by Elisa Mallis, Vice President and Managing Director, Asia Pacific and Anand Chandrasekar, Leadership Solutions Specialist, Societal Advancement Lead (APAC) at the Center for Creative Leadership (CCL)

In the last couple of weeks, have you found yourself conflicted on who to pay attention to when you are in a meeting or session that has some team members online and some in the room? Did you catch yourself wondering if you involved the virtual team members enough? Welcome to the hybrid world!

We have, over the course of the past three years, seen two massive changes in the workplace; the shift from largely face-to-face to completely remote during the pandemic, and the post-pandemic shift from being completely remote to hybrid. Driven by employees seeking meaning from work, higher flexibility and a better “quality” of life; hybrid workplaces are here to stay.

The Center for Creative Leadership’s (CCL) *Work 3.0: Reimagining Leadership in a Hybrid World* research, based on 2000+ survey responses and 25+ interviews across 13 countries in Asia and Pacific, provides insights on how leaders must reorient their approach to leading teams in the new world of hybrid workplaces. The research shares the latest realities leaders must know, actions they must take to drive productivity and efficiency, and skills and mindsets they must sharpen to excel in the hybrid world.

Evolution of the Hybrid Workplace

Flexibility is the key idea that fuels the hybrid workplace. However, flexibility takes different forms depending on the organization, different functions, businesses and roles within the same organization. Leaders in Singapore find the *Hybrid-Office First* mode, where most employees work onsite and some may work remotely sometimes, as the preferred mode of work, going from 36% in 2022 to 50% in 2023. Most leaders (84%) are also accepting of their teams working in a hybrid mode.

Keeping pace with these preferences, it is no surprise that we see more organizations putting in place processes and policies that define and support hybrid work. More than three-quarters of the organizations participating in the AmCham Manpower Survey 2023 have curated, communicated, tested, embraced and adopted a long term vision and policies and procedures for hybrid work; a good 10% increase over the last twelve months.

Four Elements of Hybrid Team Success

To lead effectively, leaders need to recognize that the hybrid work is not just a combination of operating onsite and operating remotely. Similar to the challenge of effectively managing a hybrid meeting, working and leading in the hybrid world must be seen as more than an amalgamation of remote and onsite.

While technology is critical in enabling hybrid working, our research indicates that technology at best is a “hygiene factor”. Individual capabilities and mindsets, team dynamics, and enabling a culture of psychological safety, collaboration, and inclusion, are the more important factors to determine the success of the hybrid operating model.

Our research points to four elements that are critical to success when it comes to leading hybrid teams.

- **Establish the Core**, the purpose for the team to come together. As hybrid is new and fluid to all, teams need to have agreements in place in order to successfully navigate. Take time to communicate and reinforce the collective purpose of the team through town halls, emails and team meetings. Establish, reinforce and re-negotiate team norms with greater frequency to ensure that the intention of working together as a team is top-of-mind.



- **Foster a Collective Mindset** to reinforce the common purpose. Discuss how to create a team culture around key values the team wants to embrace, such as resilience and work-life balance. Strive to create a culture that supports results, satisfaction, and learning. Positively reinforce behaviors that support the desired culture.
- **Strengthen Cohesive Relationships** by building on the common purpose and culture by reinforcing relationships. Forming bonds is tough, especially for remote teams. Create a shared sense of openness and trust to encourage team members to bring their best selves to work. Encourage giving and receiving feedback. Use technology and other collaborative spaces to cascade updates. Have clear guidance on when to have team members work on individual tasks, or in smaller groups, versus when to have all members together for synchronous work.
- **Emphasize Connection** with other teams across the organization. Hybrid teams that have strong relationship with other groups drive enhanced business outcomes. Discuss how work gets done in the organization to help team members appreciate the need to connect with other teams. Encourage the use of collaboration tools across teams. Encourage cross-team activities, projects and off-sites to help cross-team collaboration. Organize cross-team meetings with joint team agendas. Create norms around information sharing and communication across teams.

Hybrid Workplace Leader = Polarity Navigator

Our research findings indicate that effective hybrid leaders have the right mindsets and skillsets to balance competing priorities and create the right outcomes in the hybrid world. These mindsets and skillsets relate to team dynamics, relationships, work flexibility, human centricity, communication, and trust (or lack of it). Some key polarities that workplace leaders must balance include:

1. Encourage Work Flexibility While Driving Collaboration
2. Champion Work Flexibility While Helping Employees to Burn Bright
3. Forge Ahead with the Hybrid Model While Processes Evolve
4. Embrace Technology While Remaining Human-Centric
5. Inspire Commitment & Alignment While Grounded in Purpose & Culture

The post-pandemic era has opened many new opportunities and possibilities for the world of work. Leading effectively in a hybrid era offers great opportunity for leaders to create more empathetic, psychologically safe, humane, and open approaches to harnessing the value of human capital while delivering business results.

HYBRID WORKFORCE

In this post-pandemic era, hybrid work (mixture of in office and remote working) is here to stay. While configurations of what makes up hybrid might differ between companies, flexibility is the underlying need expressed by employees and fulfilled by employers through hybrid work initiatives.

KEY FINDING 4

There is a marked increase in the number of people back in the office with the Hybrid–Office First mode being the preferred mode of work.

Hybrid work is here to stay with many more leaders now embracing it. Among the various modes of hybrid working, the majority of companies (50%) are choosing a Hybrid Office First approach, with most employees coming regularly to the office, but sometimes working remotely. While going back to the office 100% of the time remains the preferred mode for only around 9% of companies, that is a significant increase from 1% last year.

Figure 5. Stance on leaders' opinion on hybrid work

Q: Do you agree with the statement that "the majority of leaders are fine with their teams working in hybrid mode"? (n=119)

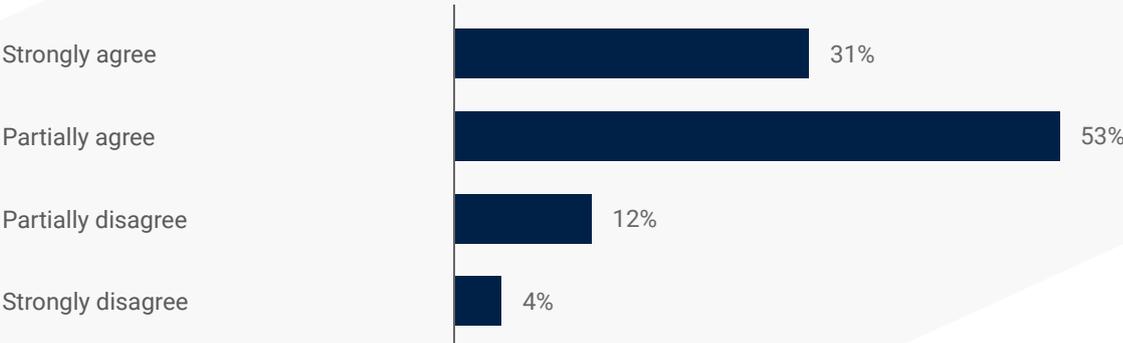
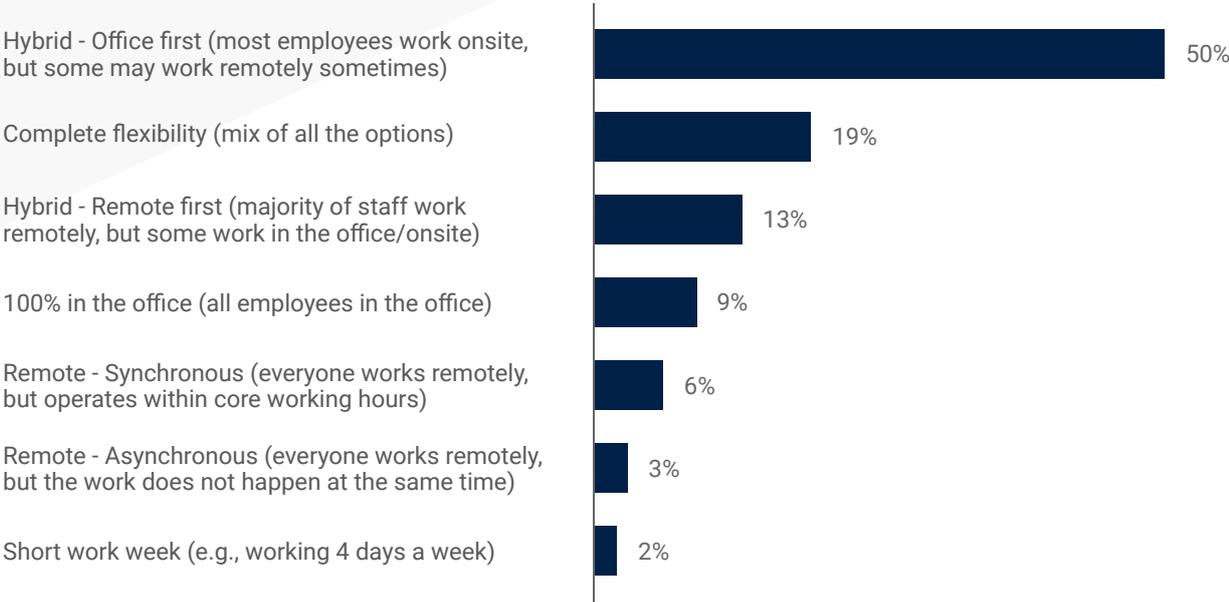


Figure 6. Current preferred modes of working in your organization

Q: What is the current preferred mode of working in your organization? (n=119)



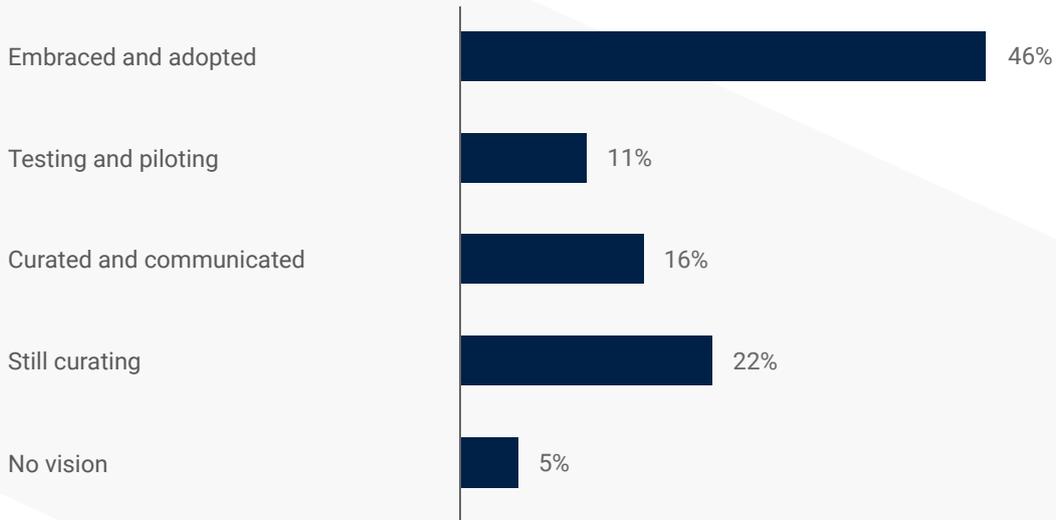
KEY FINDING 5

Hybrid working is becoming institutionalized with its vision and policies now spelled out more concretely by more organizations.

More than half of the organizations in our survey have moved to testing, piloting, embracing and adopting visions and policies on hybrid work. There is a significant increase of companies that have been able to embrace and adopt hybrid compared to last year. However, there is still work to do done, with one-fifth of the companies at the early stage of curating their hybrid work vision.

Figure 7. Adaptation of vision and processes/policies in terms of hybrid work

Q: Where is your organization on the journey towards long-term vision and associated processes/policies with respect to hybrid work? (n=119)



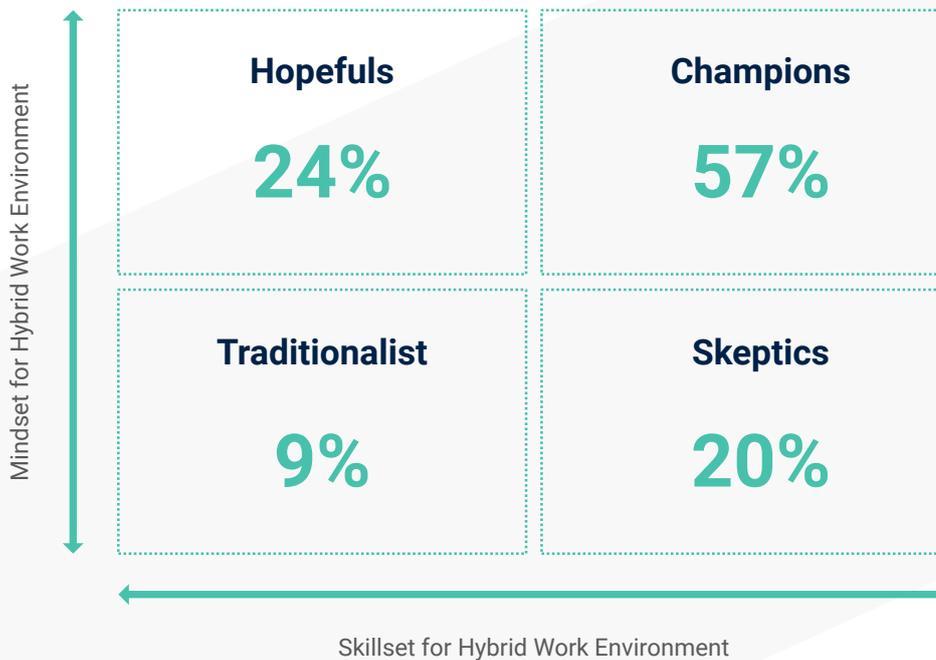
KEY FINDING 6

A positive shift of both mindsets and skillsets to manage in hybrid work environments means that more colleagues and peers are seen as Hopefuls and Champions of the hybrid work.

The positive adoption of hybrid work is reinforced by increases in terms of both the right mindset and skillsets for the hybrid working environment, finally bringing more than half of colleagues and peers to be seen as champions, and leaders who have embraced the hybrid work model and champion it internally.

Figure 8. Stance on colleagues and peers' mindset and skills towards a hybrid work environment

Q: Do my colleagues and peers have the "right" set of skills and mindset towards a hybrid work environment? (n=118)



Hopefuls

Leaders who believe in the power of hybrid, but are working on their skills to align with new ways of work

Skeptics

Leaders who have skills such as communication and learning agility but are not fully convinced of the efficacy of the hybrid work model

Champions

Leaders who have embraced the hybrid work model and champion it internally

Traditionalists

Leaders with a fixed mindset who do not "buy-in" to the concept of hybrid work

WORKFORCE REPRESENTATION

Equity, Diversity and Inclusivity (EDI) in organizations is key to business success by way of attracting developing and retaining talent. Best practices for promoting diversity – whether the balance of foreign and local talent, gender, age, or other definitions of a diverse workforce – should be implemented at all levels of employment.

KEY FINDING 7

There is a slight increase in the number of women in the workforce, including at senior levels, compared to the substantial drop the previous year.

Reversing the negative trend of women dropping out of the workforce during COVID, this year there is a slight increase in percentage of women making up the Singapore-based workforce as well as taking up senior (director level or above) roles. While this is encouraging, the increase is still not back to the level of women in the Singapore-based workforce pre-pandemic. Continued focus on gender inclusion is needed to drive better participation of women in the workforce.

Figure 9. Proportion of total Singapore-based workforce comprising women

Q: Of your total Singapore-based workforce, what percentage are women? (n=147)
**Numbers may not add up to 100% due to rounding.*

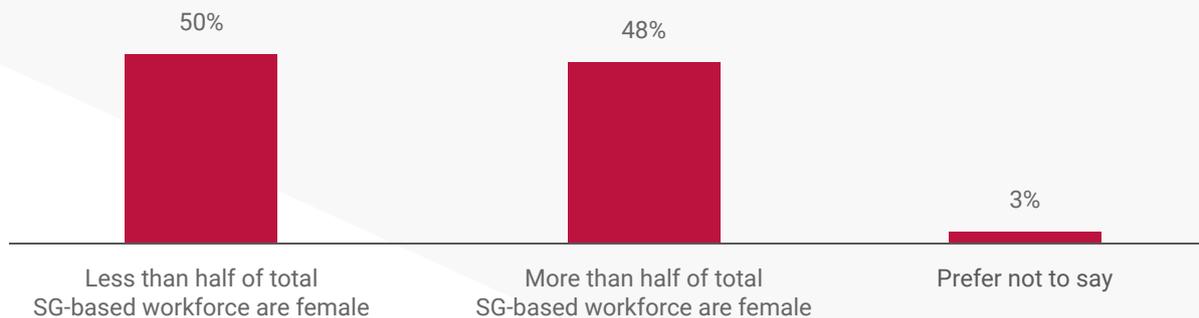
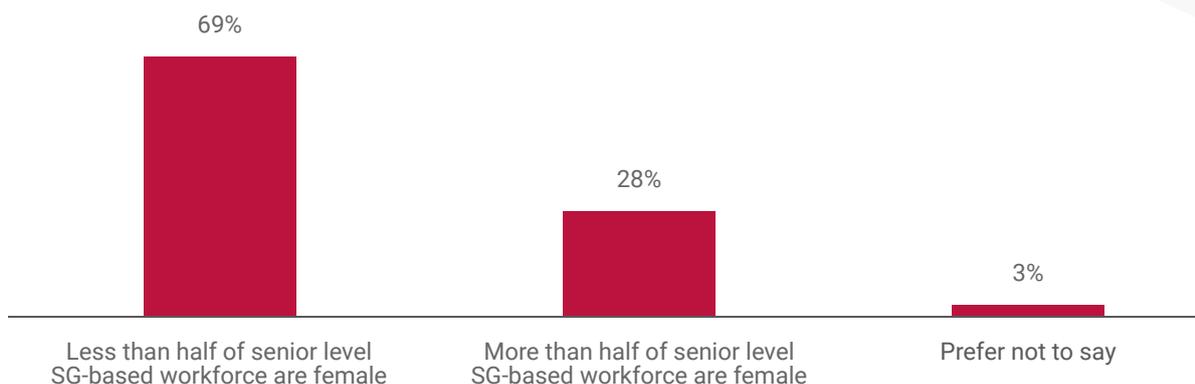


Figure 10. Proportion of total current senior level (director level or above) Singapore-based workforce comprising women

Q: Of your total current senior level (director level or above) Singapore-based workforce, what percentage are women? (n=147)



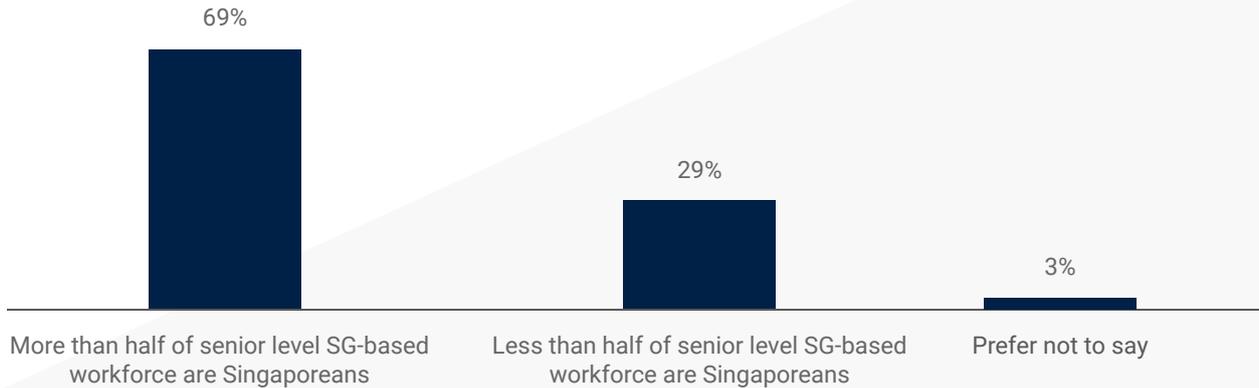
KEY FINDING 8

About one-third of companies have Singaporeans making up more than half of their senior level Singapore-based workforce.

We have seen positive trends of more Singaporeans taking senior level (director level and above) roles over the last few years. With 69% of companies having less than half of their senior level Singapore-based workforce made up of Singaporeans, there is still progress to be made in this area.

Figure 11. Proportion of total current senior level (director level or above) Singapore-based workforce

Q: Of your total Singapore-based workforce, what percentage are Singaporeans in a senior level (director level or above)? (n=147)
**Numbers may not add up to 100% due to rounding.*



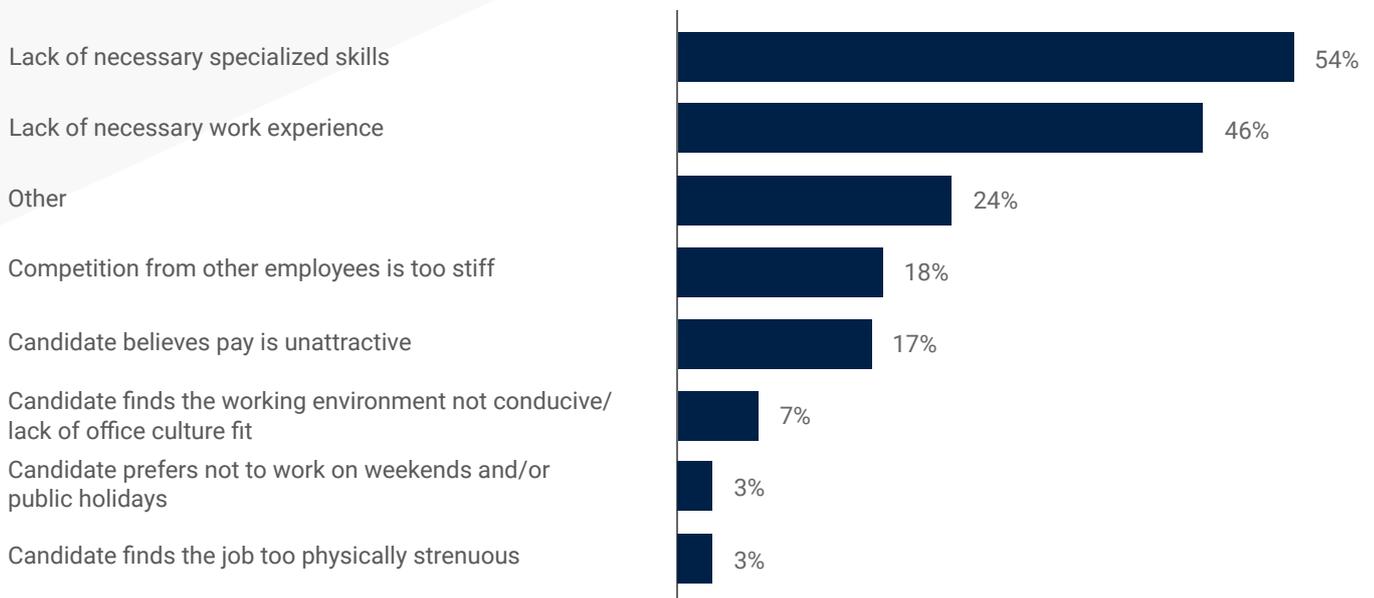
KEY FINDING 9

For senior level roles, lack of specialized skills and necessary work experience remain major challenges in hiring more Singaporeans.

While lack of necessary specialized skills and work experience remain top challenges in hiring more Singaporeans in director level and above roles, competition from other employees is less of a barrier, dropping by twenty percentage points. Fewer companies expanding headcount compared to last year and slightly higher rates of unemployment are likely contributors.

Figure 12. Biggest obstacles to hiring more Singaporeans for senior level roles (director level or above)

Q: What prevents your company from hiring more Singaporeans in senior level (director level or above) roles within Singapore? (Select all that apply). (n=147)



KEY FINDING 10

Over the last two years the number of Singaporeans working in regional leadership roles and taking roles in other Southeast Asia office has remained flat.

Around half of member companies report that 40% of their Singaporean workforce in Singapore work in regional roles and 40% in other Southeast Asia offices are Singaporean. While the numbers are not low, they have remained flat over the last few years. With borders re-opening, Singaporeans taking roles in other Southeast Asia offices should have increased. These flat findings indicates barriers remain when it comes to overseas exposure and assignments.

Figure 13. Proportion of total current Singaporean workforce, based in Singapore, working in regional role

Q: Of your total current Singaporean workforce based in Singapore, what percentage work in a regional role? (n=147)

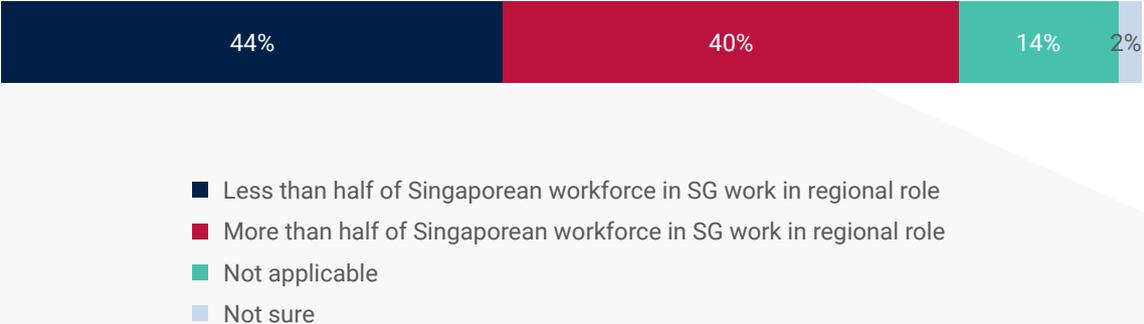
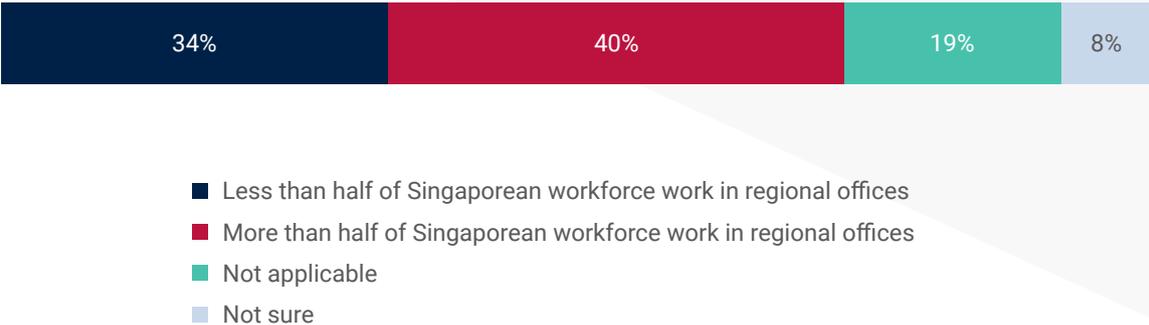


Figure 14. Proportion of Singaporean workforce working in Southeast Asia (excluding Singapore)

Q: In your Southeast Asia offices, excluding Singapore, what percentage of all employees are Singaporeans? (n=147)

**Numbers may not add up to 100% due to rounding.*



SPECIAL PERSPECTIVE

Elevating Future Talent: How to Turn Younger Workers into Ambassadors for Your Organization



Contributed by Yvonne Teo, Vice President, Human Resources, Asia Pacific, Automatic Data Processing

One of the best ways to attract future talent both *for Asia* and *from Asia* for the rest of the world is to turn your current employees into ambassadors for your company.

Doing so takes a whole-of-organization approach to ensure that new recruits not only survive but thrive – an effort that will pay off in helping you build a future-ready workforce.

Beyond money – evaluating the total experience

For today's younger workers, many of the old rules do not apply. One of the first things we need to understand about the generation entering the workplace today is that money is not always the top consideration. So then what is?

Start here:

An inclusive workplace. Flexibility.

Relationships with managers.

Mental wellness. Development opportunities.

We may think of each of these as separate things but understand for younger workers these factors are all connected and interrelated – and they're all important. The total experience at an organization is what matters most.

Attracting future talent: get your house in order first

When we talk about attracting younger talent, we want to appeal to them. How do we do that?

The first step is getting your own house in order and creating a culture that employees want to be a part of.

To create ambassadors, your employees need to be engaged and thriving. They need to feel proud about being part of the organization, so much so that they're willing to talk about it with friends and colleagues and share their views in social media and other forums.

Creating an inclusive workplace

"How do I feel about this organization? Does it provide me the type of environment where I can thrive?"

For younger workers today, an inclusive workplace is critically important. They want to work in an environment where they feel included. If they feel otherwise, it will have an impact on their mental wellbeing and therefore on their engagement in the organization.

Engaging future talent means being more open-minded, offering equal chances and avoiding judging people based on their backgrounds.

Flexibility as an expectation

"What options for flexibility does this organization offer? Will I be able to work flexibly without judgment by my manager?"

Many younger workers today seek to avoid working long hours and want to make sure they have enough time for themselves. Flexible hours have become an imperative where younger workers seek control over their work schedule.

Flexibility also includes the location of work and is not limited to working from home but having potential future opportunities to work overseas.



Improving manager relationships

“Does my manager understand me and what I’m experiencing both in and out of the workplace?”

Today’s younger workers want their managers to see them as a person and seek relationships with managers based on trust. This is particularly important when it comes to flexibility. They want to know that the manager trusts them when they are working remotely or with a flexible schedule.

One in four Singaporean workers (24%) reports having a poor relationship with their manager – and this figure is even higher for remote and hybrid workers, according to our [People at Work 2023 – Spotlight on Singapore](#) global workforce survey report. Improving employee-manager relationships needs to be a priority.

Promoting mental wellbeing

“Does this organization care about what I’m going through at work and beyond?”

Previous generations may have had a “grin and bear it” attitude, but excessive workplace stress and related mental health issues are no longer seen as acceptable to younger workers. They look to their employers to provide an environment that promotes mental wellbeing, where they feel supported by their managers and peers.

Nearly half (48%) of workers in Singapore believe their managers are ill-equipped to have conversations about mental health without judgment, according to our research. For organizations, this reveals that urgency is required in providing managers with the

training and resources to engage in open conversations about stress and mental wellbeing with their team members.

Creating development opportunities

“What opportunities does this organization offer for development?”

People love being successful in their roles, and young people are no exception. To build younger employees’ skills, companies should explore new development opportunities including:

- Cross-generational learning to help generations benefit from each others’ deep industry and career experience and new digital fluency requirements respectively
- Cross-border talent sourcing to leverage emerging talent pools and tap into the growing trend and desire for international mobility
- Renewed approaches to training and development to provide upskilling for next-gen roles

For younger workers, all these considerations are intertwined, and companies must take a holistic approach to helping future talent thrive. In so doing, you will create ambassadors who represent a powerful and credible voice for the company in attracting a new generation of talent.

ATTRACTING TALENT

The right set of knowledge and skills is key to employability for new graduates. As employees progress in their career, their learning agility – the ability to learn new skills – is key to career development and continued success.

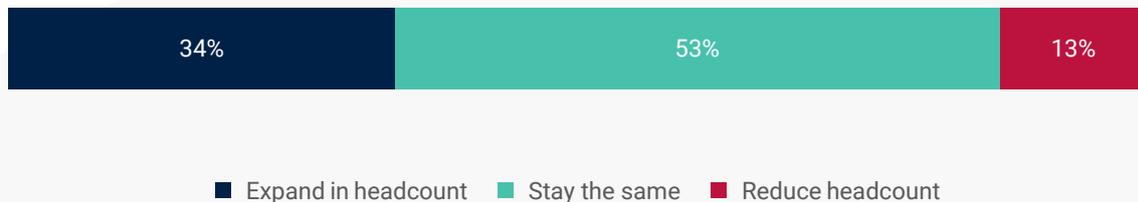
KEY FINDING 11

In the medium term, companies in Singapore plan to maintain the status quo.

Only one third of companies plan to expand headcount in the coming year, representing a drop over the last two years where around half of companies were expanding headcount. This year half of companies are planning to stay the same, indicating a more conservative stance based on the latest economic and geo-political trends globally.

Figure 15. Outlook of companies in the medium term

Q: Given the current global situation, in the medium term, the Singapore office of my company is going to (n=119):



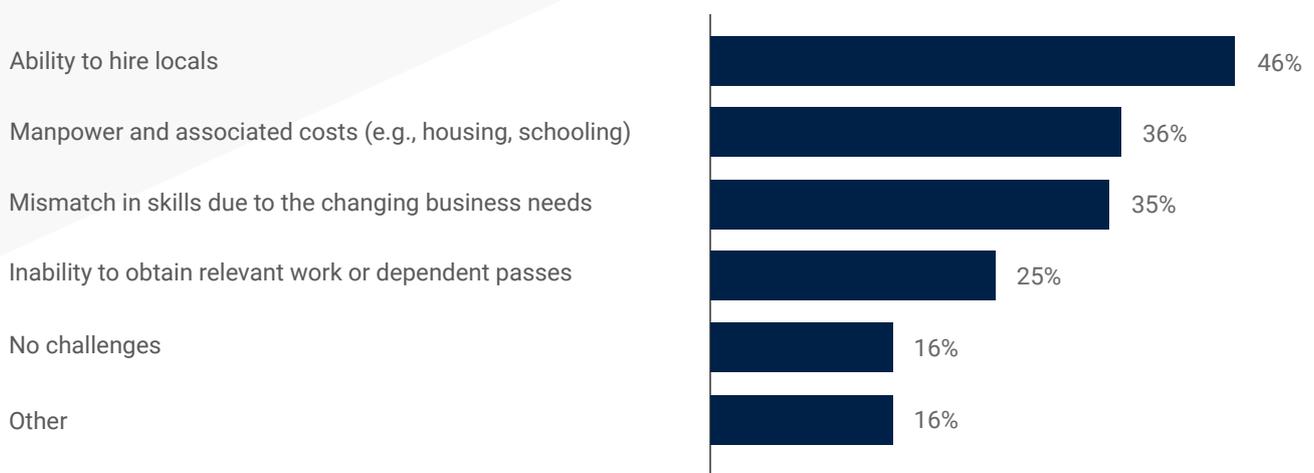
■ Expand in headcount ■ Stay the same ■ Reduce headcount

KEY FINDING 12

Ability to hire locals and manpower and associated costs are key challenges in hiring talent.

Figure 16. Key manpower issues companies are facing

Q: What are the key manpower issues your company is facing? (Select all that apply). (n=147)



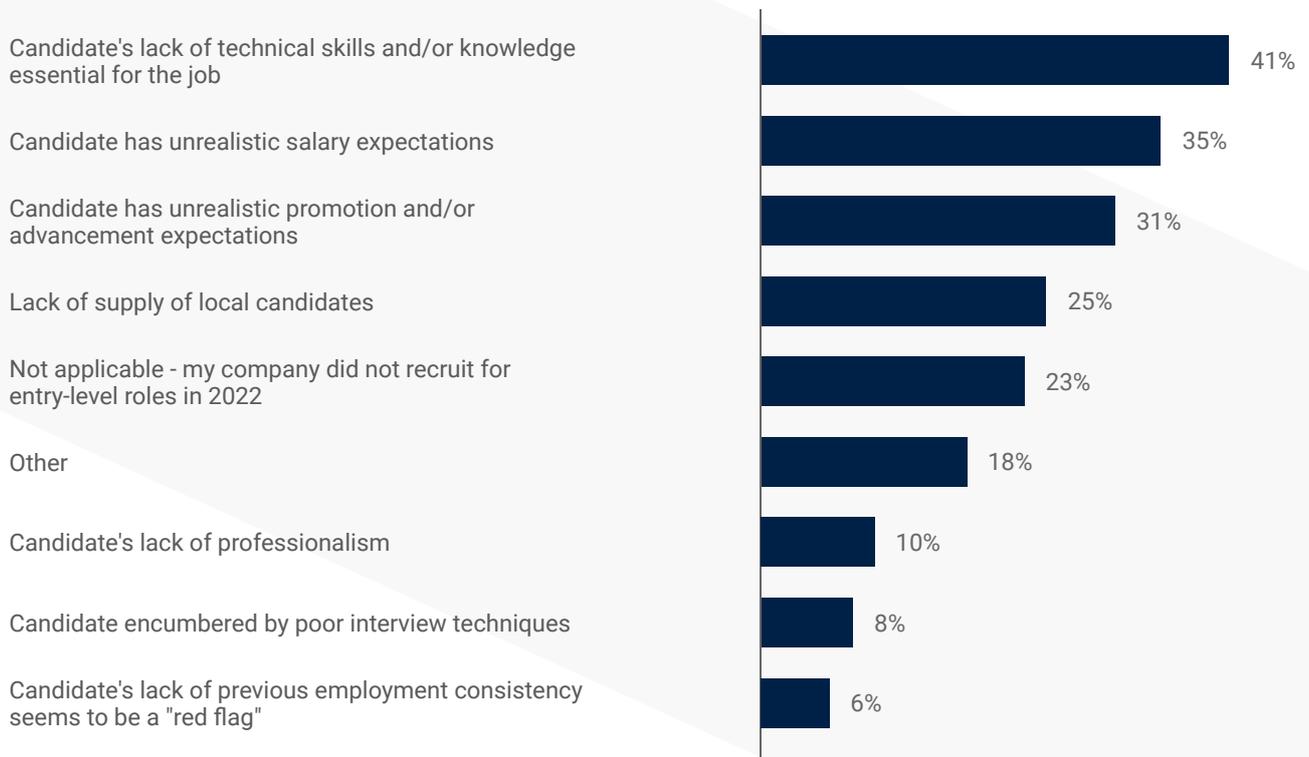
KEY FINDING 13

Employers report much improved access to local talent at entry-level, however relevant technical skills continue to be the greatest challenge in recruiting Singaporeans.

There is a greater supply of local candidates for entry level positions compared to earlier years. While lack of technical skills and relevant knowledge continue to be the top reasons for not recruiting Singaporeans, the landscape has improved considerably with technical skills and lack of supply of local candidates becoming much less of a barrier.

Figure 17. Biggest obstacles in recruiting entry level Singaporeans with less than five years of experience which result in hiring foreigners for those roles

What are the difficulties in recruiting entry level Singaporeans, with less than five years of experience that result in your company hiring foreigners? (Select all that apply or N/A).(n=147)

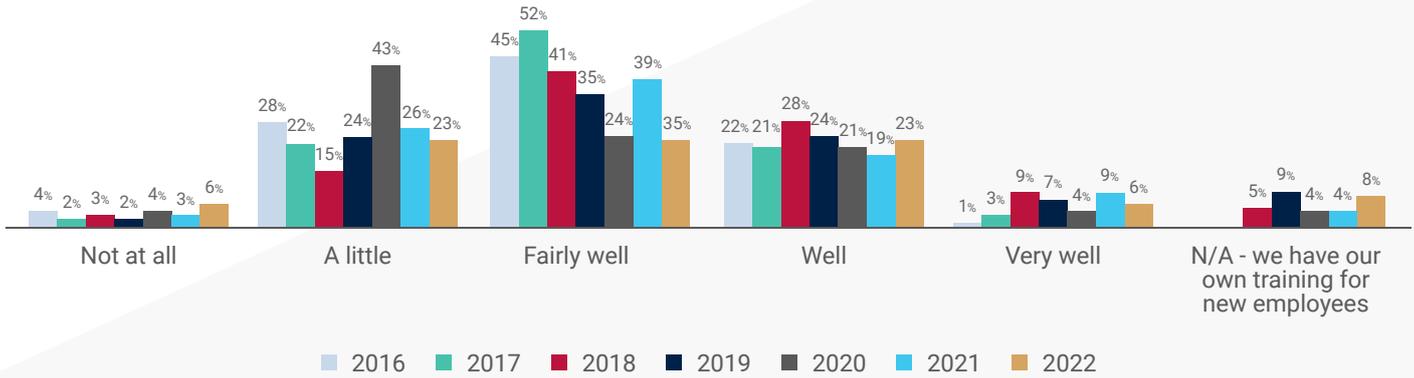


KEY FINDING 14

Ability to hire locals and manpower and associated costs are key challenges in hiring talent.

Figure 18. Extent to which Singaporean universities prepare fresh graduates (those graduated less than a year ago) for work

Q: Indicate the extent to which you think Singaporean universities prepare fresh graduates (i.e., those who graduated not more than a year ago) for work in your company. (n=93)



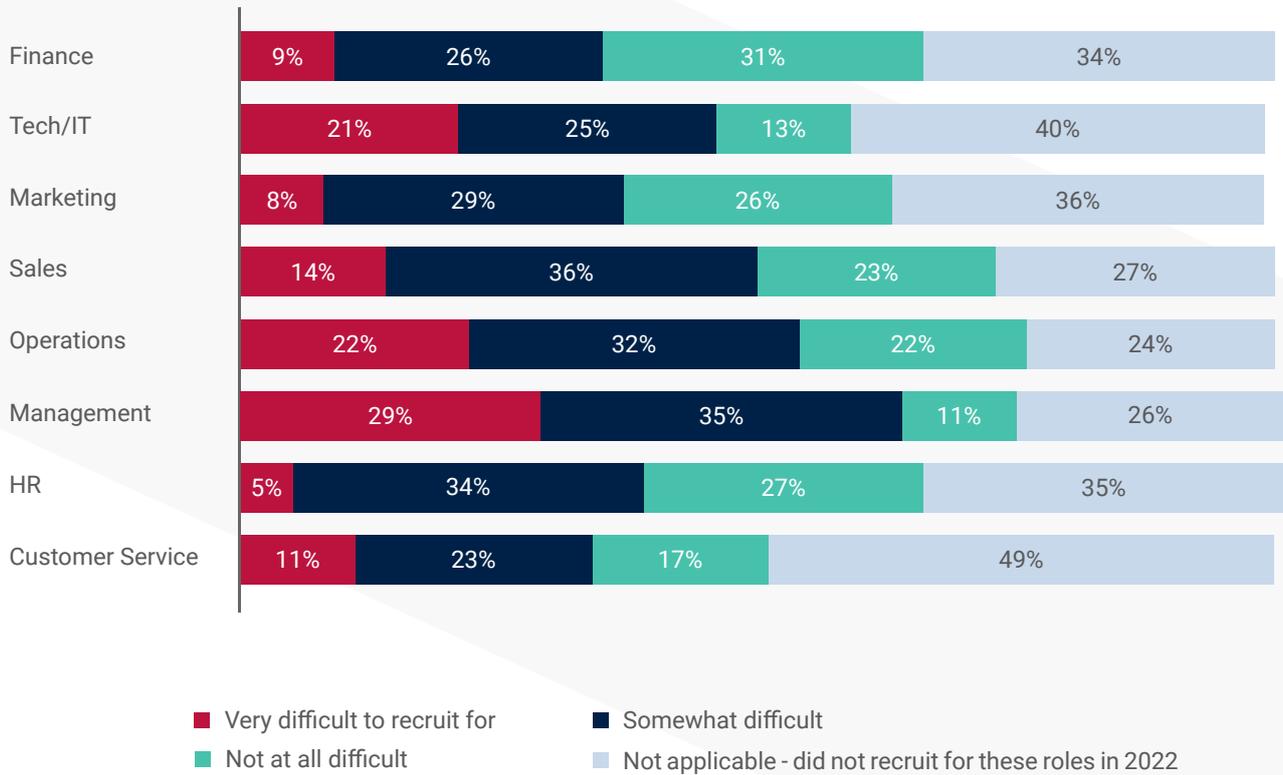
KEY FINDING 15

Tech/IT, Sales, Operations and Management positions are the most difficult to recruit for locally.

Similar to last year, Tech/IT, Management, Operations and Sales positions are the most challenging areas to recruit Singaporeans for.

Figure 19. Business sectors most difficult to recruit Singaporeans for

Q: Of the business sectors here, which, if any, has your company had difficulty in recruiting Singaporeans for in 2022? (n=88)
**Numbers may not add up to 100% due to rounding.*



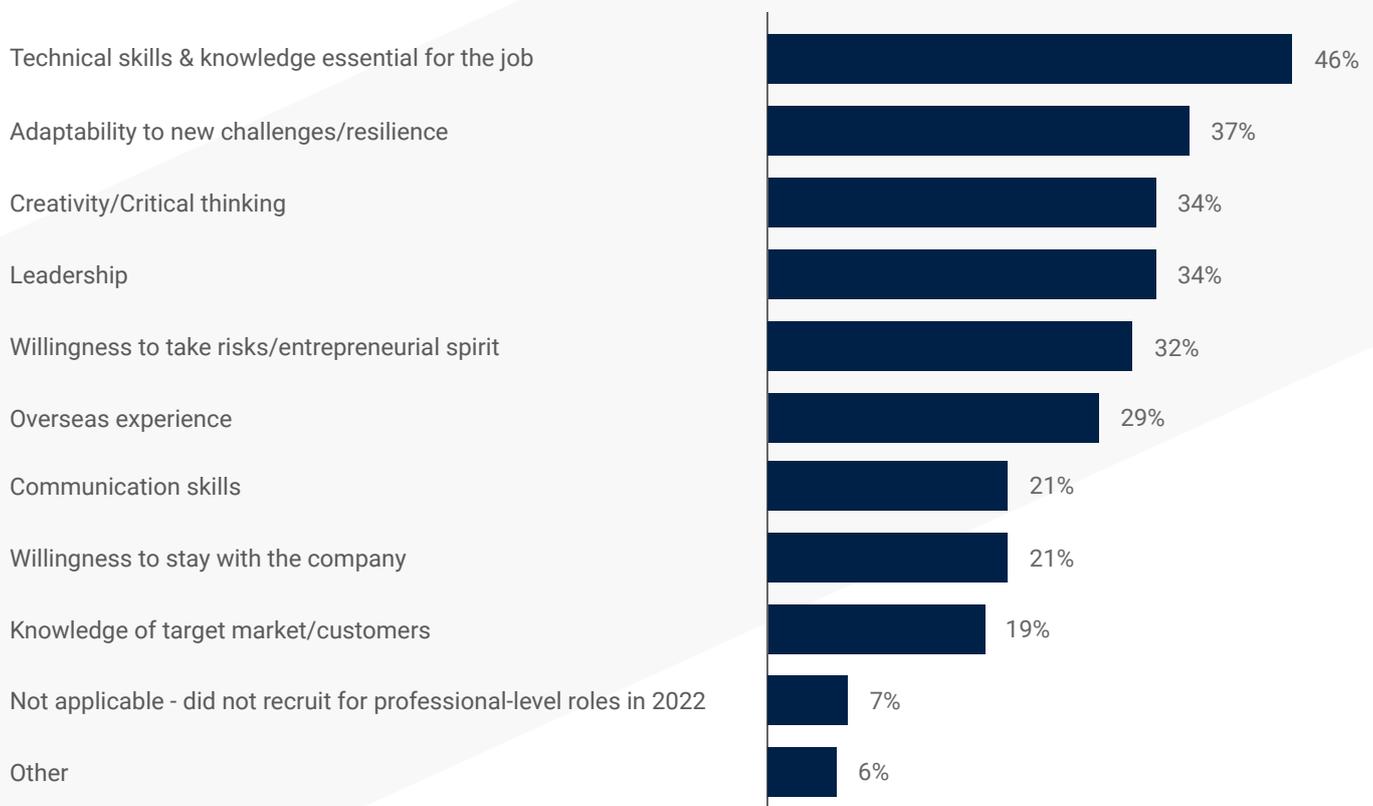
KEY FINDING 16

The lack of technical skill gaps remains the top challenge in recruiting Singaporeans into mid-to-senior positions.

Among Singaporean talent at mid-to-senior levels, technical skills and knowledge essential for the job remains the top barrier, resulting in the company hiring foreigners. However, while it is still the top barrier, there is a significant drop of 19%, compared to the previous year in the number of companies seeing it as a barrier. There is also good progress in barriers for hiring local talent, with a decrease in companies indicating that willingness to take risks and overseas experience are skillsets that are difficult to find among Singaporeans.

Figure 20. Skillsets/attributes difficult to find among Singaporean professionals with more than five years of experience which result in hiring foreigners for those roles

Q: What are the skillsets and/or attributes that are difficult to find among Singaporean professionals with more than five years of experience that specifically result in your company hiring foreigners for those roles? (Select all that apply or not applicable) (n=147)



WORK PASS APPLICATION

2023 marked the introduction of a points-based Complementarity Assessment Framework (COMPASS) and also the launch of the Overseas Networks & Expertise (ONE) Pass. These changes are reflective of the Singapore Government's desire to strengthen the Singapore Core while continuing to position Singapore as an attractive place for global talent to flow.

KEY FINDING 17

Companies have become increasingly familiar with the working of the COMPASS Framework.

Companies are more familiar with COMPASS compared to last year and express a positive sentiment about the COMPASS framework as an improvement over the existing Employment Pass Framework. The COMPASS framework is largely seen as transparent, providing predictability, certainty and transparency for manpower planning leading to the company's success. At the same time companies have expressed lower confidence this year and increased uncertainty of whether COMPASS will allow them to access the talent that they need.

Figure 21. Familiarity with Complementarity Assessment (COMPASS) Framework

Q: Are you familiar with how the points-based scoring system under the Complementarity Assessment (COMPASS) Framework works? (n=131)



Figure 22. Transparency of Complementarity Assessment (COMPASS) Framework

Q: Do you agree with the following statement: "The requirements of COMPASS are transparent, and will give my business more predictability, certainty and transparency for manpower planning."? (n=128)

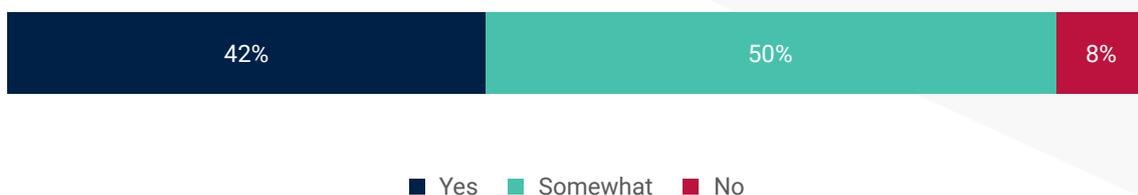


Figure 23. Awareness of tools and resources available to prepare for COMPASS roll-out

Q: Do you agree with the following statement: "I am aware of the tools and resources (i.e. MOM website, Workforce Insights Tool) available to help my business prepare for COMPASS roll-out on 1 September 2023."? (n=129)

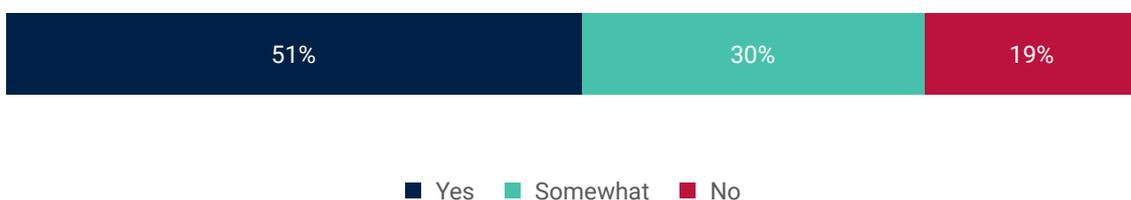


Figure 24. Improvement to Employment Pass Framework

Q: Do you agree with the following statement: "The introduction of COMPASS framework is an improvement over the current Employment Pass framework."? (n=126)
 *Numbers may not add up to 100% due to rounding.

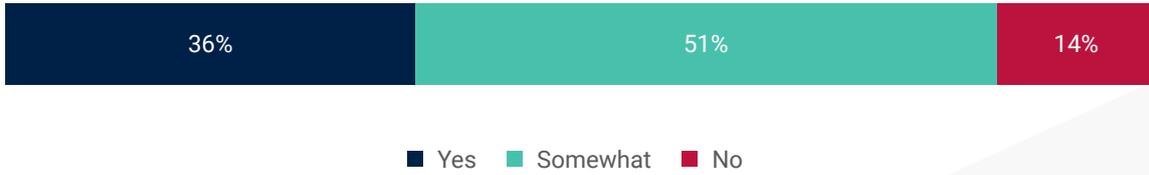
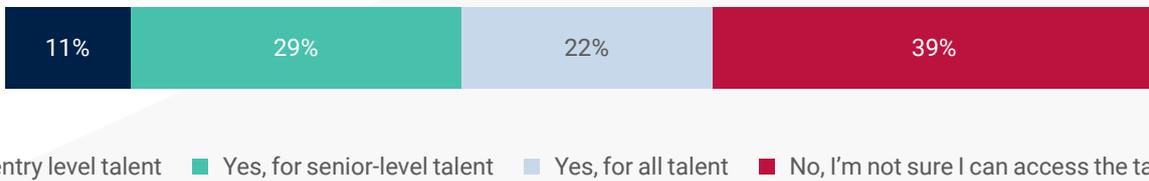


Figure 25. Confidence in Complementarity Assessment (COMPASS) Framework

Q: Do you agree with the following statement: "I am confident that my business will be able to access the talent it requires to succeed under COMPASS."? (n=124)
 *Numbers may not add up to 100% due to rounding.



KEY FINDING 18

Companies are feeling the impact of increases in Employment Pass (EP) and S Pass qualifying salaries on EP and S Pass renewals.

Figure 26. Impact of Changes to EP and S Pass Holders

Q: Does the increase in minimum qualifying salary for EP and S Pass holders impact the renewal of EP and S Pass holders? (n=117)

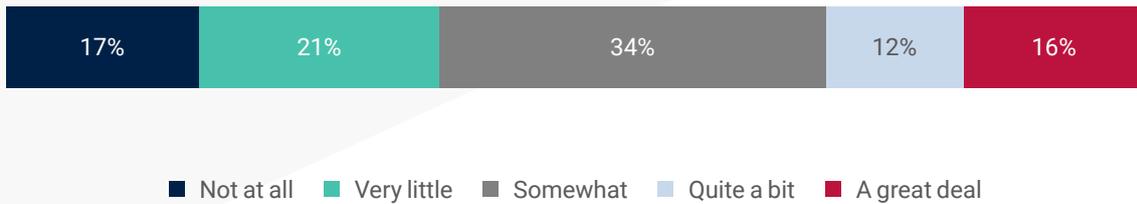


Figure 27. Stance on Employment Pass Qualifying Salary

Q: Do you agree with the following statement: "I agree with the benchmark for Employment Pass qualifying salary at the top one-third of local PMETs."? (n=127)
 *Numbers may not add up to 100% due to rounding.



KEY FINDING 19

Around three-quarters of companies are aware of specialized work passes and view the ONE pass as useful to attract global top talent.

Figure 28. Awareness of Specialized Work Passes

Q: Beyond the Employment Pass, are you aware of the suite of specialized work passes (including the Personalized Employment Pass, EntrePass, and Tech Pass) that cater to businesses that need to bring in global talent? (n=127)

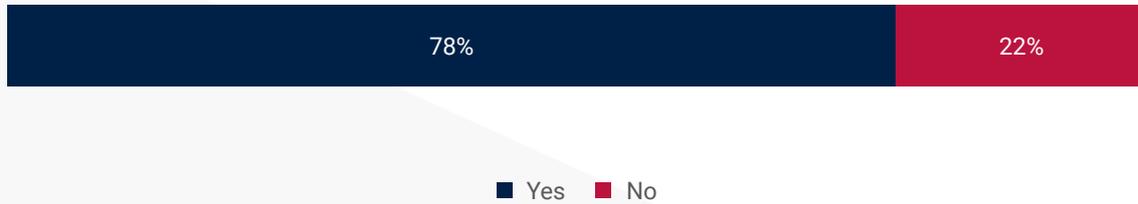


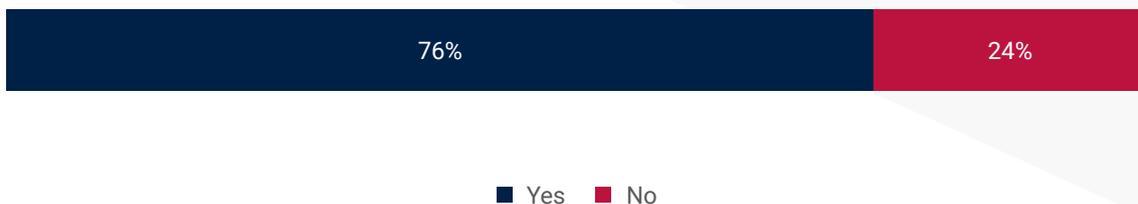
Figure 29. Awareness of Overseas Networks and Expertise (ONE) Passes

Q: Do you agree with the following statement: "My business is aware of the Overseas Networks and Expertise (ONE) Pass.?" (n=126)



Figure 30. Usefulness of Overseas Networks and Expertise (ONE) Passes

Q: Do you agree with the following statement: "The ONE Pass is useful to attract global top talent with the skills and expertise required to help my business grow.?" (n=88)

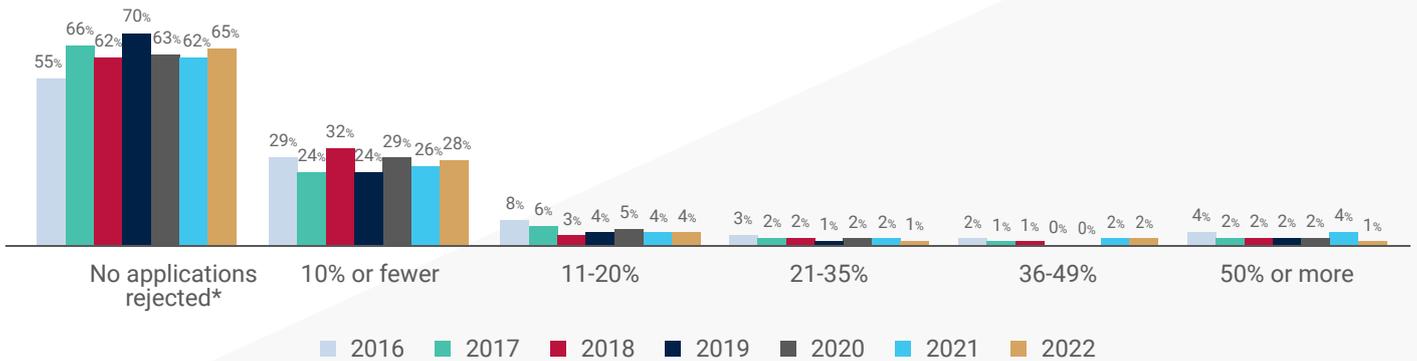


KEY FINDING 20

Work pass rejection rates have remained consistent overall. Awareness of work pass application requirements and available resources remains consistent.

Figure 31. Percentage of submitted work pass applications rejected

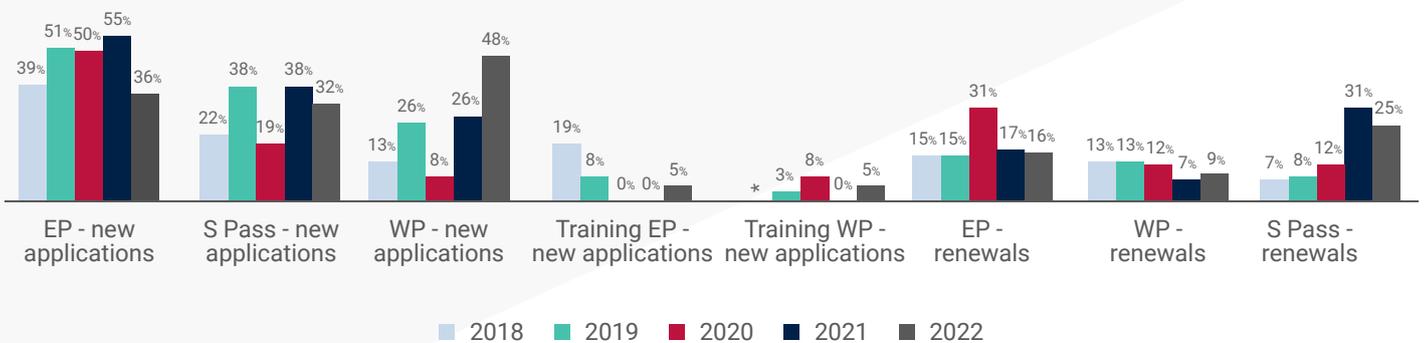
Q: What percentage of your submitted work pass applications have been rejected? (n=126)
*Numbers may not add up to 100% due to rounding.



*For 2018 - 2022, percentages in this category include companies who did not submit work pass applications that year AND had no applications rejected.

Figure 32. Classifications of work pass applications rejected

Q: Which classifications of work pass applications were rejected this year? (Select all that apply). (n=44)



*Data not available for 2018

Figure 33. Reasons given for work pass rejections

Q: What was the reason given for the rejection of applied work passes? (Select all that apply). (n=44)

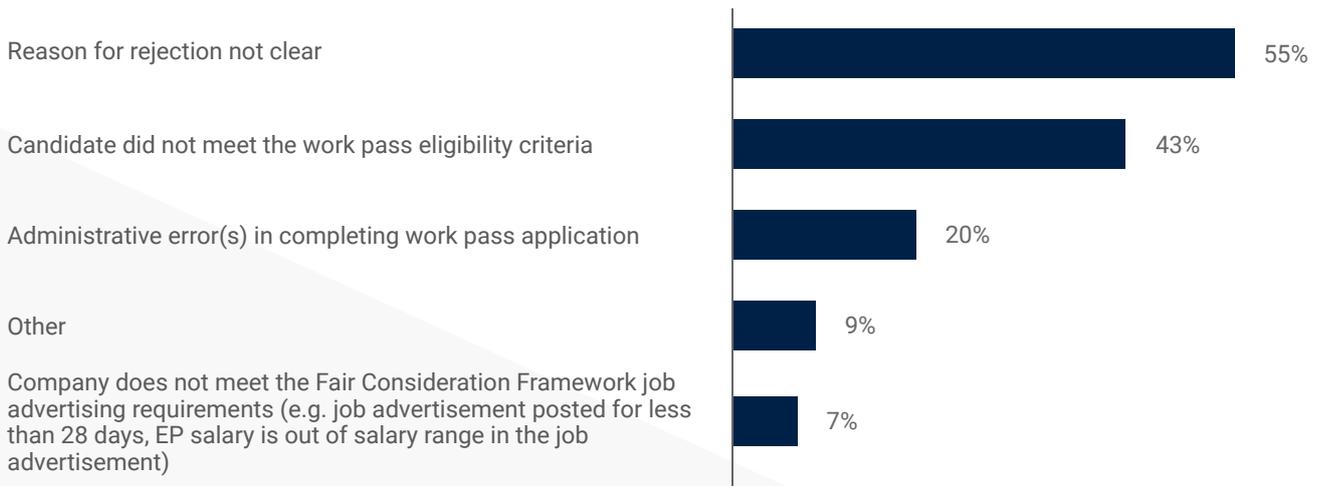


Figure 34. Use of MOM resources to determine eligibility of work pass applications prior to applying

Q: Has your company used any of MOM's resources to determine eligibility of work pass applications prior to applying in 2020? (n=83)

*Numbers may not add up to 100% due to rounding.

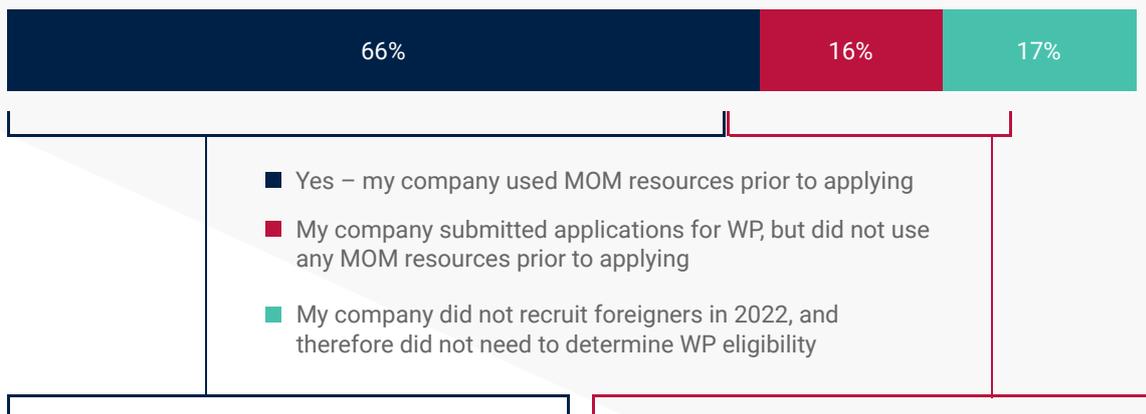


Figure 35. MOM resources used in 2022

Q: Which MOM resources did your company use in 2022? (Select all that apply). (n=81)

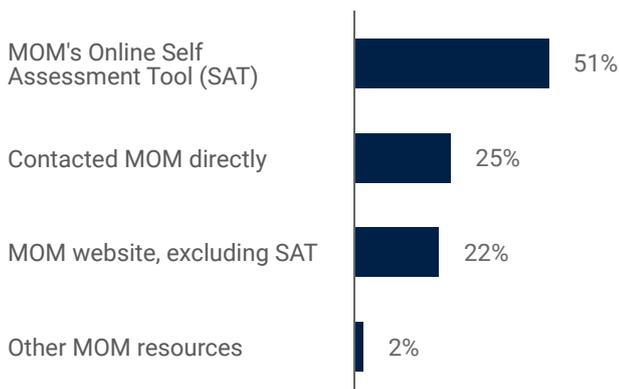
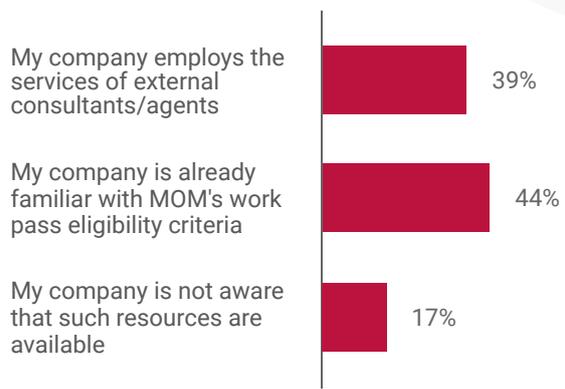


Figure 36. Reasons for not using MOM resources

Q: What is the main reason your company did not use any MOM resources prior to applying? (Select all that apply). (n=20)



INTERVIEW EXCERPTS



Amway is an entrepreneur-led health and wellness company based in Ada, Michigan. It is committed to helping people live better, healthier lives across more than 100 markets worldwide. Top-selling brands for Amway are Nutrilite™, Artistry™, and XS™ energy drinks—all sold exclusively by entrepreneurs who are known as Amway Business Owners. Amway is the No. 1 direct selling business in the world, according to the 2023 Direct Selling News Global 100 list.

Amway is one of the largest direct selling companies in the world. Unfortunately, the direct selling industry is still viewed with a level of skepticism by many. In Singapore, the Ministry of Trade and Industry passed the original Multi-level Marketing and Pyramid Selling Act in 1973 to prohibit multi-level marketing activities. In 2000, this Act was amended to widen the definition of pyramid selling. The Government also concurrently enacted an Exclusion Order at that time to exclude legitimate businesses from the Act, such as insurance companies and direct selling companies like Amway. Still, for us the bigger challenge lies in attracting talent, rather than retaining talent. Once they join Amway, our employees tend to stay for longer careers as they are impressed with the work culture.

As Amway moves towards its A70 vision (to mark our 70th year anniversary), we have invested in several development initiatives to build the capabilities of our employees.

We have not forgotten the importance of Artificial Intelligence (AI), the use of which is driven by Amway's technology teams. In line with our Amway 70 goals, we are also looking to equip our employees with skills related to data analytics, data gathering, and web analytics. We have identified modules to close the gap for digital and tech and e-commerce teams, using a combination of digital learning platforms, virtual training, in-house, and external training.



Zoe Wong
Vice President, Human Resources – East Markets
and Regional President Office
Amway / Access Business Group Singapore



Citi is a preeminent banking partner for institutions with cross-border needs, a global leader in wealth management and a valued personal bank in its home market of the United States. Citi does business in nearly 160 countries and jurisdictions, providing corporations, governments, investors, institutions and individuals with a broad range of financial products and services.

At Citi, we are huge proponents of mobility. We have an on-the-ground presence in 95 markets and have Singaporean talent in many of those countries. We are very proud of not just welcoming the right foreign talent to complement our local talent pool but also getting Singaporean talent into our global network. We have in place an Overseas Singaporean Network which keeps them connected to Singapore. We're really encouraging our Singaporean talent to get out into our global network to get overseas training to develop skills and background that they can't get here and then bring it back home. When they are ready, there is a path for them to come back home.



Joel Fastenberg
Asia Pacific Head of Human Resources
Citi



MasterControl, a SAAS company, works with businesses to ensure compliance with regulations, reduce risks, and improve the quality and safety of products for regulated industries. With regional headquarters in Singapore, MasterControl has a global presence with 1000 employees.

We have spent the last few years re-platforming ourselves on Artificial Intelligence (AI) and developing the capability of our workforce on AI models, machine learning, Natural Language Processing (NLP) and related topics. Life Sciences is a very risk averse industry and changes are slow to come. The younger generation of employees in Singapore are deeply invested in community building and skills development. Their desire to network and contribute to a bigger purpose is evident and we need to support and leverage that.



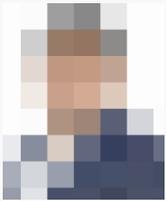
Sara Bresee
Managing Director, Asia Pacific
MasterControl



Procter & Gamble (P&G) is an American multinational consumer goods corporation specializing in a wide range of personal health/consumer health, personal care and hygiene products.

Singapore is a great place to work and live in. So, there is a very high bar for Singapore talents to consider taking assignments outside the country. For every reason for them to go out of Singapore, they can give five reasons to remain here. Hence, we need to incentivize behavior. Several ways to doing that are:

- Amplify branding and tell stories about the difference that expatriate assignments make. We need to create more heroes and tell their career stories.
- Clearly articulate career paths, the skillsets can be developed and what leaders can expect at the end of their overseas stint and
- Gen Z is curious to try new things, while navigating the challenges. Build on their innate curiosity to interest them in overseas assignments.



Robin Thadathil
Senior Director, Human Resources
Singapore, Malaysia and Vietnam
P&G

"We were totally happy with the process. We had actually expected this to be a very difficult search due to the specific requirements and geographies involved. As things turned out, it was an exceptionally quick process. Their advice and counsel was superb."

*Steve Hasson
Head of Global Recruitment, Group HR,
UK, PZ Cussons*

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PROFILE OF RESPONDENTS

Sourced from AmCham's membership, 147 senior executives completed the 2023 Manpower Survey. Both MNCs and SMEs are represented in the survey, with most respondents from the services sector. The survey was open for responses from August 3 – September 5, 2023.

Company Size⁴

MNCs: 67%

SMEs: 33%

Primary Sector

Services: 67%

Manufacturing: 20%

Others: 12%

Profile of HR Teams in Respondent Companies:

How many employees are on your HR team?

None	7%
1-5 employees	48%
6-10 employees	10%
11-20 employees	12%
More than 20 employees	25%

What is the geographical mandate of your HR team in Singapore? Select the largest scope applicable.

Singapore only	26%
Southeast Asia (including Singapore)	14%
Asia-Pacific (including Singapore)	37%
Global	13%
We do not have an HR team in Singapore	10%

⁴ The Singapore Government defines SMEs by the following criteria: Company group annual sales turnover not more than S\$100 million OR global employment size not more than 200 workers.

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PayPal
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Economic Specialist
U.S. Embassy Singapore

ABOUT AMCHAM SINGAPORE



Established in 1973, the American Chamber of Commerce in Singapore (AmCham Singapore) is the largest and the most active international business association in Singapore and Southeast Asia, with nearly 5,500 members representing over 650 companies. Our Chamber comprises 12 industry-specific committees: five sectoral and seven functional.

AmCham is a forward-thinking, business-progressive association. Our mission is to create value for our members by providing advocacy, business insights, and connections. Our membership includes American companies and Singaporean and third-country companies with significant U.S. business interests. AmCham is an independent, non-partisan business organization. We are a member of the 28-chamber-strong AmChams of Asia Pacific.

Our goal is to provide the information and facilitate the access and connections that give members insight into the local, regional, and global operating environment, enhance their four professional capabilities, and enable them to make well-informed business decisions. For more information about AmCham Singapore, visit www.amcham.com.sg.

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