

Opportunity by Design

Strengthening Human Capital in Every Workplace for Every Worker

| Report by the Tripartite Workgroup on
Human Capital Capability Development



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Co-Chairs' Letter to the Acting Minister For Manpower

Dear Ms Jasmin Lau, Acting Minister for Manpower,

Singapore has always succeeded through its people. Over generations, economic growth has created good jobs for workers, enabling Singaporeans to pursue their aspirations, develop their potential and enjoy rising standards of living. In turn, our workforce's drive to learn and adapt has enabled businesses to thrive. This virtuous cycle is a cornerstone of our social compact.

Today, that compact is being tested by profound changes. Artificial intelligence is accelerating the pace of change. Skills will become outdated more quickly than we can identify the new skills that will be needed for future jobs. At the same time, the relationship between people and work is evolving as Singaporeans live longer, healthier lives. People will seek different things from work at different stages of life, whether through opportunities to learn and advance, flexibility to balance caregiving responsibilities, or meaningful ways to continue contributing later in life. The challenge before us is therefore twofold. First, whether our people can continue to learn, adapt and thrive amid accelerating economic change. Second, whether our workplaces can evolve to meet the changing needs, aspirations and life circumstances of Singaporeans.

The Tripartite Workgroup on Human Capital Capability Development (TWG-HC) believes that in the face of constant change, Singapore must provide constant opportunity. In a more dynamic and uncertain world, the true value of a workplace will be measured not only by the jobs it offers today, but by the opportunities it creates for tomorrow. Our work over the past two years has identified a key insight: opportunity is not a matter of chance but of design. Top-performing organisations in the Singapore Opportunity Index, which we developed, come in all sizes and from many industries. What distinguishes them is the deliberate choices they make about how jobs are designed, people are developed, and leaders act.

Creating opportunities by design requires a shift in how organisations think about people and work. Workforce strategy cannot be treated as separate from business strategy. Nor can the responsibility for workforce outcomes rest solely with the human resource function. Leaders across the organisation – business leaders, human resource professionals and people managers – must drive enterprise and workforce transformation together. Our report sets out how every organisation can take concrete steps to develop its human capital capability and people leadership.

Our vision is clear: a Singapore where every workplace is a place of opportunity, and where every worker can build a meaningful and rewarding career. By strengthening human capital capability across our economy, we can ensure that Singapore's next chapter of growth will continue to be rooted in its people and for its people. That is what Opportunity by Design means for Singapore.



Mr Kenny Tan

Deputy Secretary (Workforce)
Ministry of Manpower



Mr Patrick Tay

Assistant Secretary-General
National Trades Union Congress



Mr Benjamin Boh

Council Member
Singapore National
Employers Federation

Acting Minister's Reply

I thank the Tripartite Workgroup for its recommendations and for the depth of engagement with tripartite partners, employers, HR professionals and workers. The Government accepts the recommendations and will work closely with tripartite partners to take them forward.

Work is more than a means of earning a living. It is where people build confidence, purpose, and better lives for their families. A good workplace sees people not just for the roles they hold today, but for what they can grow into.

AI and demographic change are reshaping our workplaces, but we have an opportunity to reshape work for the better. We can design jobs that make fuller use of human judgement and creativity. We can give people greater room to learn and grow. We can create workplaces that are fairer, more inclusive and more responsive to the realities of our workers' needs at different stages of their lives. These outcomes will not happen automatically. They depend on how organisations design jobs, treat people and support them through change.

This is where HR professionals can make the difference. They bring a human voice into the decisions that shape people's working lives. They help leaders understand the hopes, strengths and needs of their people; design work that enables them to contribute meaningfully; and navigate change with fairness, care and respect. HR should not enter only after major decisions have been made. It should help shape the future of work from the start.

The Workgroup's recommendations provide a practical path forward. They will make the quality of opportunities at work more visible, help businesses place people at the heart of transformation, and equip HR professionals and people leaders to exercise sound judgement on decisions that affect people's livelihoods, dignity and futures.

The Government will support this effort, but the transformation itself happens in our workplaces. I urge our HR leaders and professionals to step forward to lead the change. Together, we can build fairer workplaces where people can grow, contribute and find purpose through work. This will be a future of work worth building together.



Ms Jasmin Lau

■ Acting Minister for Manpower

Executive Summary



1. Work is a central part of people's lives. It shapes livelihoods, identity and dignity, and plays a major role in how people grow, contribute and support themselves and their families over time. As lives lengthen and circumstances change, work must remain rewarding at every stage of life.
 2. Yet our world of work is changing rapidly. Artificial intelligence (AI) is bringing about profound changes to businesses and jobs. A tighter and ageing workforce is changing how organisations attract, retain and develop people. Workers increasingly look for more than a pay cheque: they want fair treatment, room to grow, work that can accommodate life's other priorities, and careers that can last.
 3. These changes raise the stakes for businesses, workers, and the HR profession.
 - a. **For workers, workplaces that value, develop and provide opportunities for their people matter more than ever.** As jobs change and careers lengthen, workers need workplaces that enable them to keep learning, contribute in new ways and progress over time. They also need workplaces that treat them fairly, value what they bring and support them through different seasons of life – whether they are starting out, building a career, raising a family, caring for loved ones or working into their later years.
 - b. **For businesses, the challenge is to turn change into productivity, innovation and growth, while enabling their people to grow with the enterprise.** This requires more than investment in technology. Businesses must make deliberate choices about how jobs are designed, how skills are developed, how talent is deployed and how workers are supported through change.
 - c. **For HR professionals and people leaders, their role in building businesses and people is becoming more critical.** As work changes more quickly and workforce decisions carry longer term implications, HR can no longer focus only on administering policies or responding to immediate needs. Instead, HR professionals and people leaders must help shape how work is designed, how jobs and skills evolve and how organisations support people through change.
 4. Together, these shifts require a new approach to work and people, one that enables businesses and workers to grow together as the world of work changes.
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The Tripartite Workgroup on Human Capital Capability Development (TWG-HC)'s Vision: Strengthening Opportunities for Singaporeans, by Design

5. The TWG-HC envisions a future where **Singaporeans have better opportunities to contribute, grow and build fulfilling careers through work**, and where businesses become stronger by investing in and developing their people. These opportunities should be designed into how workplaces hire, develop, deploy and support people, rather than left to chance.
6. Realising this vision requires three mutually reinforcing shifts in how workers, businesses, and HR professionals and people leaders approach work and workforce development.

01 Unlock Better Opportunities for Singaporeans

We will help Singaporeans find and build better opportunities through work. As careers lengthen and jobs change, Singaporeans should have clear pathways to learn, progress and contribute meaningfully as their aspirations and circumstances evolve. By making workplace outcomes more visible, we can help workers make better-informed choices and encourage employers to design jobs, pathways and people practices that support growth, fairness, inclusion and dignity at work.

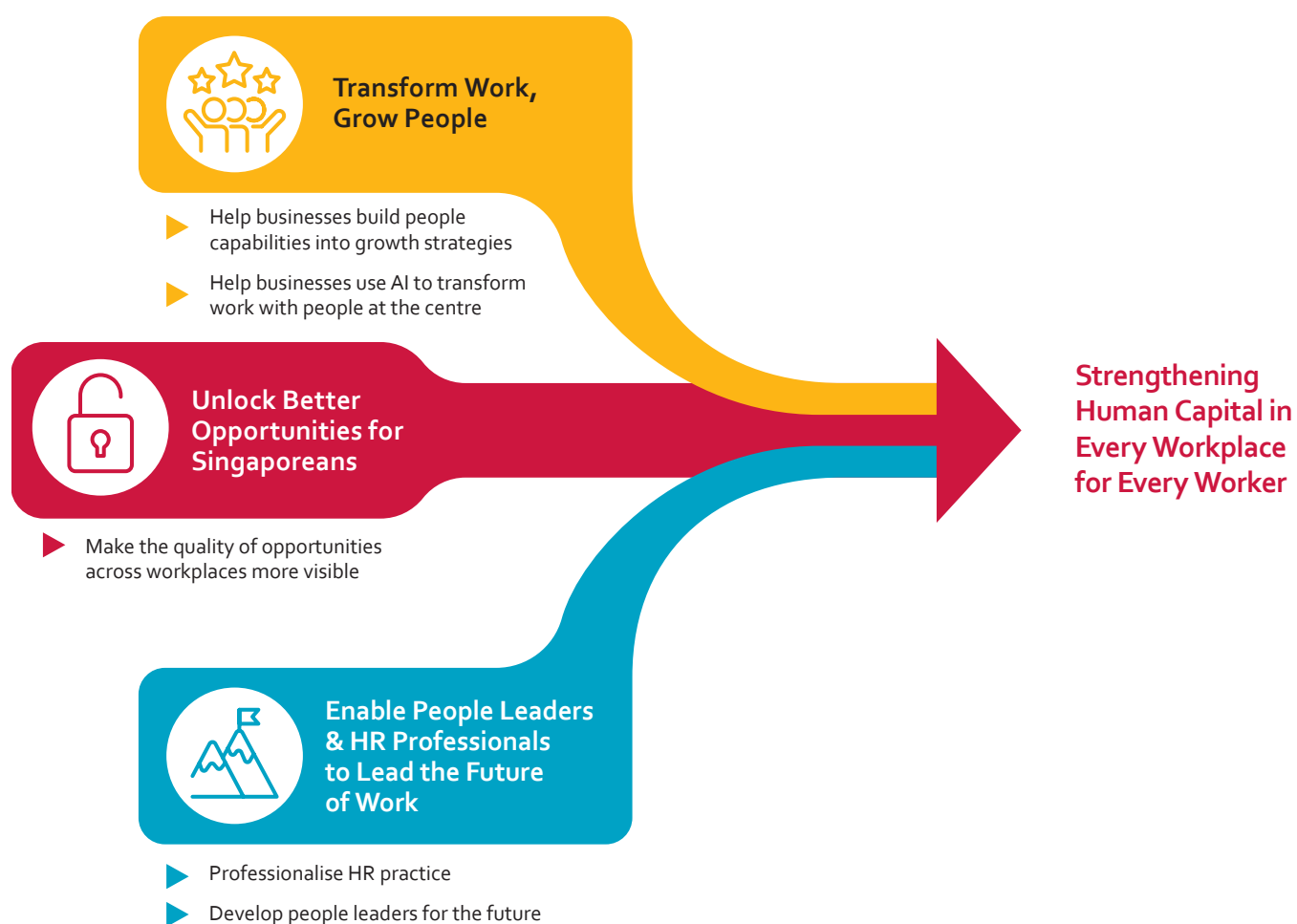
02 Transform Work, Grow People

We will strengthen enterprises' people capabilities so that business growth and transformation create better opportunities for Singaporeans. This means helping businesses consider jobs, skills and workforce needs as part of business strategy from the start. With practical tools, advisory support and examples of what works, businesses can translate transformation – including AI adoption – into better-designed jobs, stronger skills and more inclusive and sustainable workforce outcomes.

03 Enable People Leaders and HR Professionals to Lead the Future of Work

We will strengthen people leaders and HR professionals with the capabilities, standards and influence to turn enterprise intent into better workforce outcomes for Singaporeans. They play a critical role in shaping jobs and workplaces, guiding organisations through change and balancing business priorities with their impact on workers. Stronger human capital capabilities will also support broader national priorities, including workplace fairness and progressive practices, inclusion of persons with disabilities, senior employment, flexible work and responsible AI adoption.

7. The TWG-HC puts forth five recommendations under three interconnected thrusts. The first starts with the outcome we want: better opportunities for Singaporeans. The second helps businesses translate transformation into better jobs and careers. The third builds the HR and people leadership needed to sustain these outcomes. Together, the recommendations make human capital capability the bridge between business transformation and better workforce outcomes.



8. Through these five recommendations, the TWG-HC aims to reach over 2 million workers, support at least 2,000 enterprises to translate human capital into business advantage, and uplift around 20,000 HR professionals and people leaders with the capabilities needed for a changing world of work.

Thrust 1: Unlock Better Opportunities for Singaporeans

- ▶ **Make the quality of opportunities across workplaces more visible**

Establish Singapore Opportunity Index (SOI) as the national benchmark for opportunities at work as a national benchmark covering 1,500 enterprises and 1 million residents, giving workers clearer signals on where they can grow and helping employers see where they are creating opportunity – and where they can do better.

Thrust 2: Transform Work, Grow People

- ▶ **Help businesses build people capabilities into growth strategies**

Bring people and business strategy closer: Help businesses consider jobs, skills and workforce implications early in growth and transformation decisions through practical guides that business advisors can use and real-world showcases of what works through business and HR stewardship.

Bring strategic HR support within reach of SMEs: Build conviction through real-world showcases of businesses that have brought HR into transformation early, and develop a practical guide that business advisors can use to help firms consider organisation, jobs, skills and workforce implications from the start.
- ▶ **Help businesses use AI to transform work with people at the centre**

Through **People-centred AI Transformation for HR (PATH)**, provide starter kits, implementation support and AI fluency training for HR professionals, helping businesses move from AI ambition to responsible adoption that grows the business and develops its people.

Thrust 3: Enable People Leaders & HR Professionals to Lead the Future of Work

- ▶ **Professionalise HR practice**

Professionalise the HR community to give businesses and workers greater confidence in the people decisions that shape workplaces. This entails growing the certified HR community from 9,000 to 18,000 by 2030, with a longer-term ambition to certify half the HR workforce, starting with baseline certification requirements in larger organisations.
- ▶ **Develop people leaders for the future**

Build broad-based people leadership capabilities: Train over 4,000 HR professionals and people leaders in practical workforce management and business transformation capabilities.

Develop the next generation of apex people leaders: Establish a pinnacle people leadership programme to develop over 100 senior HR and people leaders who can shape long-term business and workforce strategies by 2030.

9. But the ambition goes beyond these numbers. The deeper aim is to shape a future where opportunity and people development are built into how work is designed – where workplaces are places people can grow and contribute across longer working lives, and where businesses succeed by investing in and developing their people. By strengthening human capital capabilities across the economy, Singapore can build more adaptive workplaces, more resilient businesses, and working lives that remain meaningful as the world of work continues to evolve.

Thrust 1:

Unlock Better Opportunities for Singaporeans

At a Glance

Thrust 1 places **better opportunities for Singaporeans** at the heart of the Workgroup's vision. Through work, Singaporeans should be able to build skills, take on new responsibilities, progress in their careers and continue contributing meaningfully as their circumstances and aspirations change.

As careers become longer and the nature of work changes, we want more workers to have access to workplaces where they can **grow, progress and realise their potential over time**.

This thrust directly advances the vision by making people development opportunities and outcomes across workplaces more visible – helping Singaporeans make better-informed career choices and encouraging employers to create better opportunities by design.

Recommendation 1:

Establish the Singapore Opportunity Index (SOI) as a National Benchmark for Opportunity at Work

Why workplace opportunity and people development need to be more visible

- 1.1. A good job is not defined only by the role or salary it offers today, but by the opportunities it creates for workers over time. Workers want to know whether an organisation will give them room to grow, reward them fairly and support a sustainable career. However, these qualities are often difficult to assess prior to employment. Jobseekers can compare roles, salaries and company profiles, but have much less visibility into how employers actually hire, develop, progress and retain their people.
- 1.2. Employers face the other side of this information gap. Many organisations invest in training, engagement and career development. However, internal measures do not always show whether these efforts are translating into meaningful workforce outcomes, or how the organisation compares with its peers. Both workers and employers, therefore, need clearer, comparable evidence.

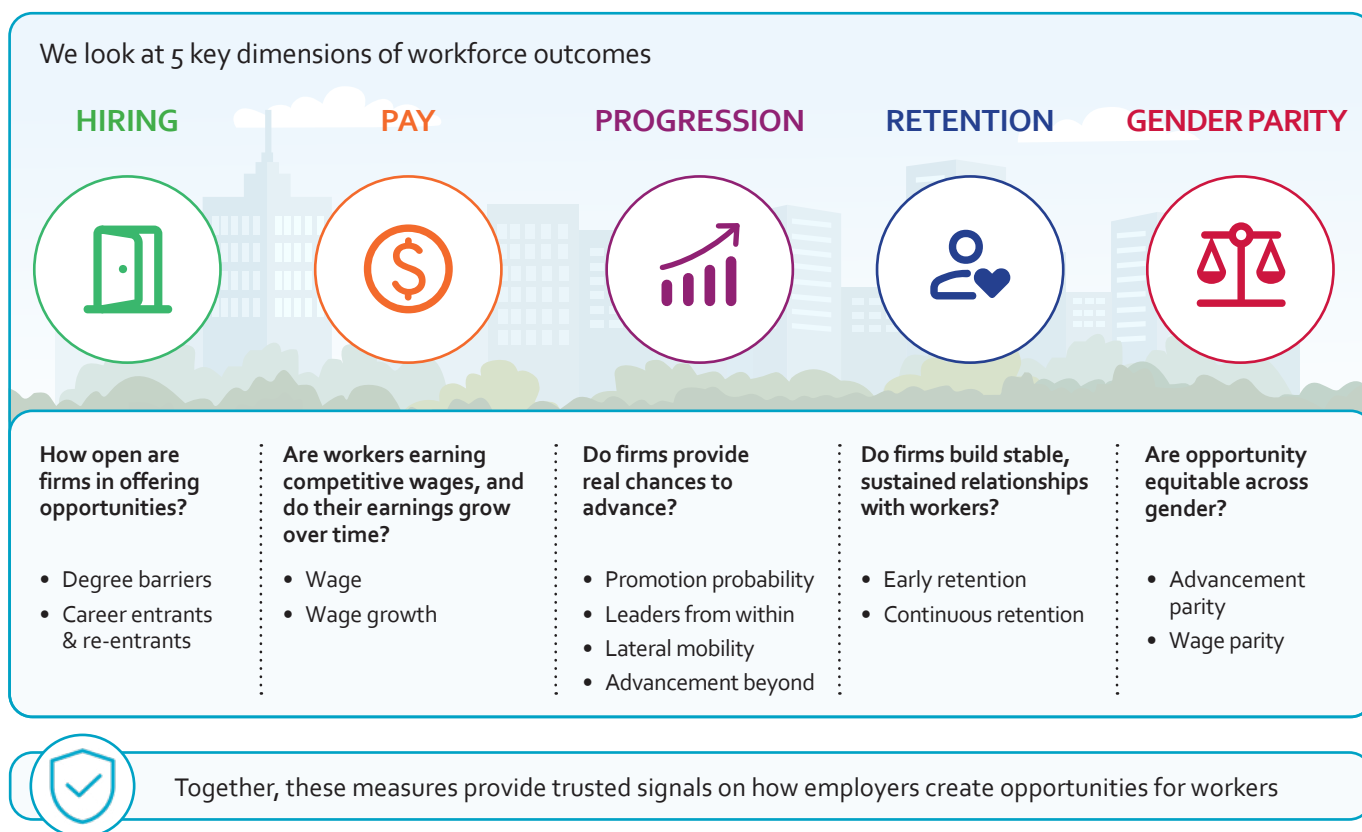
How the SOI measures opportunity and people development

- 1.3. **The SOI** addresses this need by making workplace opportunity and people development more visible and measurable. It helps to shift the conversation from what organisations say they offer to the outcomes workers actually experience, encouraging more employers to treat strong human capital practices as a source of talent advantage, business resilience and better opportunities for their people.

- 1.4. Using verified government data, the SOI measures how career mobility is created across around 1,500 organisations employing more than 1 million residents, evaluating workforce outcomes across hiring, progression, pay, retention and gender parity. Organisations that excel across these outcomes are recognised among the SOI Top 300.



SOI measures workforce outcomes that reflect how employers create opportunities for workers



- 1.5. The SOI also provides a clearer picture of the different opportunities that organisations create for their workers. Organisations are distinguished according to their strengths in three aspects:



Career Launchers
widen access to employment opportunities by lowering traditional entry barriers, focusing on skills and creating pathways for new entrants and returning workers;



Career Builders
demonstrate that careers are forged through advancement and internal movements;



Career Anchors
foster retention through strong culture, support and leveraging experienced staff knowledge

How workers and businesses can use the Index

- 1.6. For workers, this means having a clearer basis for evaluating potential employers beyond a job title or starting salary. A young worker may place greater value on opportunities to learn and progress, while a mid-career or older worker may prioritise stability, fair advancement or an employer that values experience. By making these outcomes more transparent, SOI can support more informed career decisions and help workers identify workplaces where they are more likely to find the opportunities they value.
- 1.7. For businesses, SOI provides an external and comparable view of their workforce outcomes. Firm-level SOI reports are being progressively released to organisations covered by the Index, helping leaders understand where their organisation performs well, identify areas for improvement and consider which human capital practices could deliver stronger outcomes for workers.
- 1.8. These insights can then be used alongside the information firms already draw on, such as engagement surveys, attrition analysis, promotion data and workforce planning dashboards. Together, they give business leaders a fuller picture of whether their human capital strategies are translating into better outcomes for workers, and where they may need to strengthen.
- 1.9. Measurement is not an end in itself. Rather, the SOI is intended as a starting point for more deliberate reflection on the workplace conditions and people practices that shape workers' ability to build sustainable careers over time.



The Singapore Opportunity Index gives workers and jobseekers greater insight into the opportunities that employers create, while helping businesses understand whether their people practices are delivering meaningful outcomes. This encourages employers to look beyond the programmes they offer, and focus on whether workers are actually able to grow, progress and build sustainable careers with them.”

Mr Ng Chee Meng

Secretary-General, National Trades Union Congress (NTUC)

- 1.10. Over time, widespread use of the SOI can strengthen the way businesses compete for talent. As more employers understand their workforce outcomes, benchmark themselves against peers and act on the findings, stronger human capital practices can become an increasingly visible source of competitive advantage. This can create a positive cycle: better information helps workers make better choices, while clearer signals encourage employers to create better opportunities.

Spotlight

Murata Electronics Singapore

Building Careers Across Generations



Elise Lim

Corporate Planning Analyst,
Murata Singapore

A fulfilling career means different things at different stages of working life. For someone starting out, it may be the chance to prove themselves and make an impact. For someone with years of experience, it may be the opportunity to keep learning, stay relevant and contribute in new ways.

At Murata Singapore, these opportunities are created across generations. Younger employees are trusted with responsibilities that stretch their potential, while experienced employees are given opportunities to continue learning, adapting and contributing in new ways.

For Elise Lim, being early in her career did not mean waiting for her turn. When she was entrusted to develop a new approach to analysing Murata's global employee survey – something that had not been attempted before in the Singapore affiliate – she had the opportunity to stretch herself and put her ideas into practice. Working alongside experienced colleagues exposed her to different perspectives while giving her room to shape her own approach. Her

proposal was ultimately adopted and helped turn employee feedback into concrete actions to improve workforce engagement. Through this experience, Elise developed capabilities and greater confidence that she continues to carry forward in her career.

For Yee Siow Hun, the opportunity was to keep growing after years on the job. While collaborating with younger colleagues to develop a digital system for recording, storing and retrieving information, Siow Hun did not just contribute her knowledge – she gained something too. She encountered new ideas and technologies, became more productive and grew in confidence with digital tools. At a time when technological change can so easily leave experienced workers feeling left behind, it became an opportunity for her to continue learning, remain relevant and contribute in new ways.

These experiences reflect how Murata Singapore brings employees across generations and functions together, both in everyday work and transformation projects, so that knowledge and perspectives flow in both directions. This is particularly meaningful in a workforce where a quarter of employees are above the age of 50, and 40 per cent have served for more than a decade.

The result is a workplace where younger employees can pursue their aspirations, develop new capabilities and make an impact early in their careers, while experienced employees continue to learn, stay relevant and make meaningful contributions. Employees are not simply recipients of HR programmes. They are active participants in shaping improvements, developing one another and growing alongside the organisations.

Murata Singapore's recognition as both a Career Launcher and Career Anchor under the Singapore Opportunity Index (SOI) reflects these lived experiences. It creates pathways for people to enter and build their careers, while enabling existing employees to remain valued, develop new capabilities and contribute over the longer term. The company has also drawn on its SOI results alongside findings from its Global

Survey to validate its strategic direction and sharpen its people priorities, ensuring that its people practices are grounded in what employees actually experience.

Murata Singapore's story is ultimately a simple one: when an organisation genuinely believes that every person deserves the chance to keep growing, employees gain more than just jobs. They gain the confidence to grow, the space to adapt and the opportunity to contribute meaningfully – not just for a season, but across the full arc of a working life.

Building the SOI into Singapore's employment landscape

- 1.11. The SOI draws on international approaches as a starting point, which offer useful reference points on how workplace opportunity and career mobility can be measured. At the same time, the SOI has been shaped through close work with tripartite partners, industry and academia representatives, as well as public engagement, to reflect how work and careers are experienced in Singapore.
- 1.12. This work will continue. As work and careers continue to evolve, the SOI will continuously be refined to reflect the kinds of opportunities that matter here, such as pathways for an ageing workforce and skills based progression that supports mobility over longer working lives.



For workers and jobseekers

- 1.13. Building a career is about more than securing the next role or a higher starting pay. It is also about whether a workplace offers genuine support to learn, grow and build a sustainable working life over time. The SOI helps to make these differences between employers clearer, so workers can look beyond remuneration and consider where they are more likely to grow and contribute.
- 1.14. Over time, MOM will work with partners to make SOI information easier to find and use – including exploring how SOI signals can be surfaced alongside job listings – so that workers have clearer information at the point when they are making employment decisions.

For business and HR leaders

- 1.15. The SOI is not intended to be a scorecard to chase, but a mirror to reflect on and learn from. Firm level SOI insights can help leaders see where their organisation is creating strong opportunities for workers, and where jobs, development pathways or people practices may need to be strengthened to attract, retain and grow talent.
- 1.16. Businesses can also tap into advisory support from the SOI's go-to-market partners, SWDA, SNEF and NTUC, to interpret their SOI insights and translate them into practical improvements. Going forward, MOM will explore linking the SOI to complementary tools, such as the IHRP's Human Capital Diagnostic Tool, so firms can move more easily from understanding their workforce outcomes to improving job design, development pathways and people practices.
- 1.17. At its core, the SOI is meant to support better decisions on both sides of the labour market. By putting information into the hands of both workers and employers, the SOI helps make opportunity at work more visible. Over time, this can support better career choices for workers and encourage more employers to build workplaces where people can succeed, grow and contribute over the long term.

Thrust 2: Transform Work, Grow People

At a Glance

Business transformation can create stronger enterprises and better opportunities for people – but only when jobs, skills and workforce needs are considered from the start. Thrust 2 helps businesses put people at the heart of transformation, so that new strategies, technologies and ways of working enable workers to grow and contribute alongside the enterprise.

Recommendation 2 helps businesses bring people and business strategy closer from the start. Practical guides and real-world showcases help firms consider jobs, skills and workforce implications early in growth and transformation decisions. Where SMEs lack strategic HR capability in-house, flexible access to experienced HR expertise helps them connect business priorities with practical workforce action. Recommendation 3 then applies this people-centred approach to AI transformation through guidance, implementation support and stronger AI fluency among HR professionals.

Together, the recommendations help businesses move from intent to action: anticipate how change will affect work and workers, redesign jobs and build skills, and support people through change.

Recommendation 2:

Help Businesses Build People Capabilities into Growth Strategies

- 2.1. Businesses are moving quickly to adopt AI, redesign operations and find new ways to grow. However, even a strong transformation plan may not realise its full value if the work and workforce are not organised to enable it. Technology and process changes deliver better business outcomes only when the organisation, jobs and people evolve alongside them.
- 2.2. Businesses therefore need to consider workforce implications as part of transformation planning – not after key decisions have been made. HR plays a critical role here by working alongside business leaders to surface how jobs, skills and workforce needs will shift, and by helping organisations translate enterprise change into redesigned roles, capabilities and career development pathways. When business leaders and HR professionals jointly shape the transformation process and own its outcomes, transformation is more likely to strengthen execution while enabling people to grow with the business.
- 2.3. Firms have different starting points and needs. Some have the capabilities in-house to translate business plans into workforce action while others, particularly SMEs, may need external expertise and more practical support. The TWG-HC therefore recommends two complementary measures: help businesses plan for the workforce they need to grow and transform and bring strategic HR expertise within reach of more SMEs.

Bring people and business strategy closer

- 2.4. The Singapore National Employers Federation (SNEF) and the Institute for Human Resource Professionals (IHRP) will work together to develop practical resources to help businesses connect transformation decisions with the jobs, skills and workforce actions needed to deliver them. The support will comprise two components: real-world showcases that demonstrate what works, and a practical guide that business advisors can use with firms.

- 2.5. Real-world transformation showcases.** SNEF and IHRP will curate the stories of businesses that have successfully aligned operational change with workforce outcomes, including through AI adoption and job redesign. Based on real transformation journeys supported by IHRP's Job Redesign Centre of Excellence (JRCoE), each case will explain the business challenge, the workforce implications identified, the joint diagnosis and trade-offs made by business and HR leaders, and the outcomes for both the enterprise and its workers. These examples will help firms learn from what has worked in practice, strengthening their ability to anticipate workforce needs and navigate transformation with confidence.

Spotlight

DBS Singapore

Growing People as the Business Transforms



As DBS transforms how work is done across the bank, it is redesigning workflows and roles so that technology can take on more routine work, while employees focus on areas where they can add greater value. For Shahnaz, a Customer Service Officer, this meant a significant shift in her day-to-day work. Previously, investigating a customer case could involve listening to lengthy call recordings, manually reviewing interactions and piecing together timelines before she could begin her analysis. Today, technology helps summarise calls, identify customer sentiment and surface key insights more quickly.

The time freed up has allowed Shahnaz to take on higher-value responsibilities. Now a Customer Voice Analyst, she spends more time identifying customer trends, recommending process improvements and working with stakeholders to address root causes. She has also taken on governance responsibilities, such as reviewing service recovery decisions and customer compensation cases, and even conducts empathy training not just for fellow customer service officers but also colleagues across other business units.

Behind this shift is a deliberate partnership between DBS's business and HR teams to consider how work and people need to evolve together. Through 12 Operating Model Transformations across the bank, DBS is systematically redesigning workflows, processes and roles. Business and HR teams map today's tasks against the work that will be needed in future, identify how roles and skills will change, and pinpoint the gaps employees will need to bridge. For roles undergoing deeper redesign, these insights are translated into structured pathways that connect employees to the learning and practical experience needed to move into redesigned and higher-value work.

For Shahnaz, this builds on DBS's broader emphasis on continuous development and internal mobility throughout her 17-year career. She has moved from customer service to learning and development, and now to customer experience analysis, with opportunities along the way to explore different roles and build new capabilities. As her current role evolved, DBS complemented formal learning with opportunities to experiment with new tools, apply them in her work and share what she learnt with others. Together with support from her managers to stretch into new responsibilities, this helped her develop the skills and confidence to grow alongside her role.

Shahnaz has this to say about her experience: "Knowing that I am continuously learning and developing transferable skills gives me confidence that I can continue evolving alongside the organisation and contribute meaningfully wherever the next opportunity may be."

DBS's and Shahnaz's experience shows the value of bringing business and people considerations together as organisations transform. When business and HR leaders jointly consider how work, roles and skills need to evolve – and create opportunities for workers to learn, adapt and grow with those changes – transformation can strengthen the business while opening new possibilities for its people.

- 2.6. **A practical transformation guide.** SNEF and IHRP will develop a practical guide that business advisors can use to help firms translate transformation plans into workforce action. This will provide diagnostics and solution pathways to guide business and HR leaders through the organisational and workforce transformation journey. The guide will support SWDA's appointed consultants under the Workforce Development Grant (Job Redesign+) in working with businesses to consider jobs, skills and workforce implications alongside decisions about technology, processes and business models.
- 2.7. Together, the showcases and the guide will help businesses move from understanding what works to applying it in their own context. By considering workforce implications earlier and acting on them systematically, firms can execute transformation more effectively, reduce disruption and create stronger jobs and opportunities for workers.



Transformation cannot be left to business leaders or HR alone. When both sides work together early, firms are better able to redesign work, support workers through change and turn human capital into a source of competitive advantage. I have personally seen this for myself – how CapitaLand was able to swiftly capitalise on future growth areas because we had hired and developed the right capabilities alongside reshaping our business strategy and redefining how work was done.”

Mr Haslam Preston

Chief Corporate Officer, Ascott, CapitaLand Investment

Bring strategic HR expertise within reach of SMEs

- 2.8. For many SMEs, access is the bigger challenge. Business leaders may be managing increasingly complex workforce needs alongside the demands of running and growing the company without having dedicated strategic HR expertise in-house.
- 2.9. The TWG-HC therefore recommends **piloting a model that connects SMEs with HR professionals**, giving them flexible access to strategic HR expertise based on their business needs. This recommendation is being taken under the Alliance for Action on Advancing Career & Employment Services (AfA-ACES), which aims to bring together private career and employment service providers to develop innovative solutions to support employers in accessing talent, and to strengthen the employability and career mobility of individuals.
- 2.10. Led by local start-up co:grow and IHRP, the six-month pilot is currently underway to bring experienced HR leaders into participating SMEs on a part-time, embedded basis to provide strategic support tailored to their needs, without the cost of a full-time hire. The pilot will also build a pool of qualified HR leaders who can provide varying levels of strategic support to firms at different stages of growth and transformation.
- 2.11. The model has the potential to help more SMEs make stronger people decisions as they grow, leading to better-designed jobs and clearer opportunities for workers. Further details can be found in the AfA-ACES report to be released later this year.



For SMEs, every business decision is also a people decision. Growth depends on whether a company can attract the right talent, build the capabilities it needs and organise its workforce effectively. Giving SMEs more flexible access to strategic HR expertise can help them make these choices with greater confidence, while building stronger workplaces as they grow.”

Mr Ang Yuit

President, Association for Small & Medium Enterprises (ASME)

Spotlight

Golden Gate Ventures

Bringing Trusted HR Support Closer



Golden Gate Ventures

With a lean, geographically distributed team, Golden Gate Ventures manages a wide range of strategic people priorities, from performance management and leadership coaching to organisational design and workforce planning. Addressing these priorities called for experienced HR expertise delivered in a way that matched the firm’s structure and evolving needs. By engaging co:grow, Golden Gate Ventures gained flexible access to strategic HR support while continuing to invest in being a thoughtful and effective employer.

For employees, this translated into **more consistent people practices and stronger day-to-day support**. The assigned HR leader worked with Golden Gate Ventures on both immediate workforce issues and longer-term people priorities. Beyond advising on areas such as performance reviews and organisational design, the HR leader also coached the firm’s leaders to take a more deliberate and consistent approach to people management. This helped them consider how decisions affected employees, strengthen management practices and create a more supportive working environment.

In a close-knit organisation, raising feedback or concerns directly with business leaders may not always feel easy. Dedicated HR support therefore provided employees with an **accessible and trusted channel** through which they could share feedback, seek guidance and have more open conversations about their development.

One practical example was the introduction of **individual strengths assessments**. These gave employees clearer insight into their own strengths, preferred ways of working and opportunities for growth, and provided a constructive basis for discussion with leaders. Together with access to trusted HR support, this enabled more **meaningful and confident development conversations** – helping employees articulate their aspirations, feel heard, and engage in professional development discussions with greater clarity and intent.

For Golden Gate Ventures, this model provided a practical balance of **experienced HR expertise, flexibility and value** without requiring a full-time in-house role. More importantly, it strengthened the firm’s capabilities as an employer by supporting employees’ development, improving the quality of people decisions and helping leaders build a workplace in which individuals can contribute, grow and thrive.

Recommendation 3:

Help Businesses Use AI to Transform Work with People at the Centre

- 3.1. AI offers businesses new ways to improve productivity, innovate and grow. It can also transform work for the better – freeing workers from routine tasks, enabling them to take on higher-value responsibilities, and opening new pathways to learn, progress and build sustainable careers. Realising these gains, however, takes more than adopting new technology. Without sufficient attention to people, businesses may struggle to turn AI investments into lasting value, while workers experience change mainly as disruption.
- 3.2. Businesses therefore need to consider how AI reshapes day-to-day work and how people experience that change – often iteratively, and with effects that are not fully clear at the outset. HR professionals have a critical contribution to make in helping organisations navigate this transition well by supporting sound judgement on how roles evolve, how people adapt, and how change is carried through fairly and responsibly. When approached deliberately, AI adoption can augment what people do, strengthen performance and create better opportunities for workers.
- 3.3. Yet putting this approach into practice may not be straightforward today. Businesses must navigate a wide range of technology solutions, training, funding and advisory support, while HR professionals may need stronger AI fluency and practical tools to guide change effectively. This calls for an integrated approach that makes people-centred AI transformation at work the norm, rather than the exception.

An integrated approach to people-centred AI transformation

- 3.4. The **People-centred AI Transformation for HR (PATH)** initiative is a multi-agency effort to provide businesses and HR professionals with a clearer, more coordinated pathway through AI transformation. It combines practical guidance, implementation support and capability development, helping businesses move from understanding the possibilities of AI to putting it into practice effectively and responsibly.
- 3.5. PATH delivers this support through three complementary components, each addressing a key part of the AI transformation journey. Additionally, PATH is designed to grow with the needs of businesses and workers. The initial suite of practical guidance, implementation support and capability-building offerings is a starting point, with more resources and support to be progressively introduced as AI and workplace needs evolve.

The People-centred AI Transformation for HR (PATH)

Turning AI potential into better businesses and better opportunities for workers

Starter Kit



Training



Starter Kit

Curated starter kits and implementation support to help enterprises apply AI to priority HR use cases with confidence.

Training

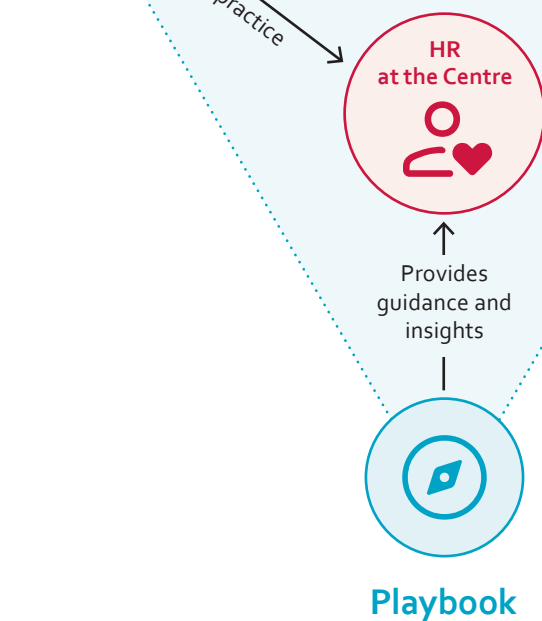
Accredited programmes that build HR professionals' AI fluency to use AI effectively, responsibly and with people at the centre.

Playbook

Navigate the evolving AI landscape with guidance, resources and support for the business and workforce transformation.

HR at the Centre

Leading transformation that balances business needs with better outcomes for workers.



People-centred AI transformation



Stronger Businesses

Higher productivity, innovation and competitiveness



Better Jobs

More fulfilling work, new skills and better opportunities to grow

Starter Kit: Turning AI Ambition into Action

- 3.6. For businesses ready to put AI into practice, the challenge is often how to get started and bring the different pieces of implementation together. To make this easier, Skills and Workforce Development Agency (SWDA) and IHRP have developed practical starter kits around priority HR use cases, giving businesses a more structured way to embed AI meaningfully.
- 3.7. Starting with areas such as strategic workforce planning, learning and development, performance management, and resourcing and staffing, each starter kit will bring together suitable AI solutions with practical implementation guidance, consultancy, training and funding support. Job redesign elements will be embedded across the starter kits, helping businesses consider how AI changes roles and tasks, and translate productivity gains into better jobs, stronger capabilities and new opportunities for workers.
- 3.8. Importantly, these starter kits will be anchored on a people-centred approach. For example, in strategic workforce planning, businesses could use AI to anticipate how jobs and skills may change, identify workforce gaps and translate these insights into actions such as reskilling, redeployment, job redesign or hiring.

This can help businesses prepare for future workforce needs while creating clearer pathways for workers to adapt and progress.

- 3.9. Businesses will be able to activate these starter kits through supporting schemes such as the Workforce Development Grant (Job Redesign+) (WDG(JR+)). Businesses interested in adopting these solutions will be connected to relevant advisors who can help them take the next steps towards implementation. This makes it easier for businesses, particularly those without extensive in-house AI expertise, to get started.
- 3.10. Businesses undertaking enterprise-wide and worker transformation may also tap National Trades Union Congress (NTUC) Company Training Committee (CTC) Grant, to support projects that enable productivity, business capability and worker outcomes. Interested businesses can approach NTUC or Employment and Employability Institute (e2i) to scope their project.
- 3.11. The aim is not simply to help businesses acquire new technology, but to help them redesign work and workforce practices around it so that productivity improvements can translate into stronger jobs, fair opportunities and sustainable career pathways.

Spotlight

JobKred

Better Decisions for People and Business: An AI-Enabled Approach to Staffing



For many organisations, staffing decisions depend heavily on what managers happen to know – who has the right skills, who is available and who has capacity. For one organisation with 44 employees with whom JobKred worked, this meant that deployment decisions could take three to five days, and employees with relevant skills could potentially be overlooked simply because their capabilities or availability weren't visible to the right people at the right time. The same individuals could find themselves repeatedly assigned to projects, while others missed out on opportunities to contribute and grow.

JobKred set out to change this with the organisation – not just to make staffing faster, but to make it fairer and more informed. They adopted Ellie, an AI workflow agent that analyses project requirements alongside each employee's skills, availability and existing commitments. Rather than replacing managers' judgement, Ellie gave them a more complete picture: surfacing suitable candidates, flagging potential over-allocation, identifying skills or readiness gaps, and suggesting development actions such as learning opportunities or mentoring. Managers can still make the final call – but now with visibility they didn't have before.

The results speak to both the human and business case for this approach. Staffing recommendations that once took days can now be generated in seconds, delivering significant productivity and resource savings. But perhaps equally significant is what changed for employees: greater visibility of their skills and availability meant more consistent and equitable access to project opportunities, and a reduced risk of the same people being stretched thin while others are missed for wider opportunities.

Realising these benefits required more than deploying a tool. JobKred worked closely with the organisation to establish structured processes for capturing employee skills, availability and project commitments – the foundation that makes the AI's recommendations meaningful. This kind of implementation support, combining technology with practical guidance on workflows and data, was central to making the adoption work.

This experience highlights a common challenge in AI adoption: organisations often need implementation support to integrate AI into existing workflows and ways of working. To help organisations navigate these challenges, the Starter Kit brings together consultancy support, grants, AI tools and training in a structured package. By combining technology with practical implementation support, it aims to help organisations get started faster, reduce the complexity of adoption, and achieve better workforce and HR outcomes through the use of AI.

Training: Building AI-ready people capabilities

- 3.12. Technology alone cannot deliver transformation. Organisations also need people who can exercise sound judgement on how AI is applied, and what it means for work and the workforce. For HR professionals, this has a dual dimension. They need sufficient capability to understand and engage with AI enabled change themselves, and at the same time be able to support leaders and managers in building AI enabled roles, skills and workforce practices across the organisation.
- 3.13. AI literacy is an important starting point, but on its own is not enough for HR professionals to play this role effectively. Organisations will increasingly need HR professionals who are AI-fluent – combining AI knowledge with expert judgement within their domain to ensure effective and responsible adoption. To build this fluency, we will strengthen the availability and quality of AI fluency programmes for HR and people management needs, starting with the aim of training a core of 4,000 HR professionals with such competencies by 2030.
- 3.14. In support of Singapore's broader workforce AI capability-building efforts under the National AI Impact Programme (NAIIP), IHRP and IMDA will work with training partners to design and develop AI fluency programmes that support HR professionals in applying AI effectively in HR practices and workflows. The accreditation of these training programmes will be overseen by IHRP, and those accredited may qualify for funding support from SWDA, subject to the agency's prevailing funding criteria and conditions.
- 3.15. In particular, to advance beyond basics, IHRP will be working with training partners to introduce more accredited programmes aligned to 12 new IHRP AI Fluency Skills Badges at the Proficient level, spanning different areas of HR practice. By completing the relevant accredited programmes, HR professionals can attain these badges as recognition of their ability to apply AI fluently within their respective HR domains. This provides HR professionals with a clear benchmark and pathway to build and demonstrate AI fluency relevant to their work.



Successful AI adoption is not just about technology. It is about people. HR plays a critical role in helping organisations translate technological change into something employees can understand, prepare for and benefit from. That means engaging employees in honest conversations about how work is evolving, addressing concerns with empathy and supporting workforce upskilling in practical ways. At OCBC, I have seen that when people are supported through change, AI adoption can strengthen business performance while opening up new possibilities for colleagues and their careers.”

Ms Lee Hwee Boon

Head of Group Human Resources, OCBC

- 3.16. By strengthening AI fluency capabilities, we will enable HR professionals to move beyond being merely users of AI tools to become active partners in their organisation's transformation. They can help business leaders consider workforce implications early, support workers through change and ensure that AI adoption delivers value for both the enterprise and its people.

Playbook: Navigating People-centred AI Transformation

- 3.17. As businesses put AI into practice and build their capabilities, they will need to navigate an evolving landscape of AI tools, service providers and support schemes, alongside wider questions about how AI could reshape jobs, skills and the workforce. These considerations can arise at different points in an organisation's transformation journey.
- 3.18. The playbook will bring together practical guidance, resources, programmes and support to help HR professionals navigate the transformation journey – from assessing AI readiness and identifying suitable AI solutions to building AI fluency and planning for job and workforce changes. It will help HR professionals understand how these resources can be used as part of a broader transformation journey, connecting AI adoption with job redesign, workforce development and the changing skills that workers will need.
- 3.19. The playbook will be accompanied by a refreshed HR Jobs Transformation Map (HR JTM), which will examine how AI and other emerging trends are reshaping HR roles and functions over the next 3 to 5 years. While the playbook helps organisations navigate AI offerings, the HR JTM will help businesses and HR professionals look further ahead – anticipating how workforce management will evolve and identifying the capabilities HR teams will need for the future. Together, the two resources will help HR professionals play a stronger role in supporting businesses to pursue productivity and competitiveness in a responsible manner, while helping workers adapt, build new skills and access clearer career pathways.

Putting PATH into action

- 3.20. The PATH partners will take forward the following commitments:
- **Starter Kits | IHRP and SWDA:** Introduce the AI starter kits built on the WDG(JR+)’s scheme design to help businesses adopt AI solutions for priority HR use cases like strategic workforce planning and talent management, while ensuring people-centred outcomes. These starter kits are developed in collaboration with SWDA-appointed WDG(JR+) consultants including JobKred and Elitez, with more packages to come. HR professionals can attend **IHRP’s JR capability development workshops** or **indicate their interest through the [WDG\(JR+\) interest form](#)** to find out more and be connected to relevant consultants.
 - **Training | IHRP and IMDA:** Make available accredited AI fluency programmes aligned to IHRP’s AI Fluency Skills Badges across different HR domains. HR professionals can **view the available accredited programmes and sign up through [MySkillsFuture](#) or [IHRP’s website](#)**.
 - **Playbook | NTUC:** Develop the playbook as part of its series of AI playbooks under AI-Ready SG. **The playbook will be released in Q1 2027.**
 - **Refreshed HR Jobs Transformation Map | IHRP, MOM and SWDA:** Refresh the HR Jobs Transformation Map to address AI and other emerging trends impacting the HR profession. **The refreshed HR JTM report will be released by 1H 2027.**

From AI adoption to job-positive transformation

- 3.21. AI presents businesses with an opportunity not only to improve productivity, but to rethink how work can be made better for people. HR professionals can help lead this change by building their own AI capabilities, identifying workforce implications early and partnering with business leaders on job redesign, skills development and workforce planning. Businesses, in turn, can empower HR to play this strategic role and tap into PATH resources to turn AI ambition into responsible, people-centred transformation.
- 3.22. PATH will help more enterprises put these principles into practice, with guidance, implementation support and capability development for responsible, people-centred AI adoption.
- 3.23. As AI becomes more widely used in HR and employment decisions, businesses will also need clearer guidance on responsible use. Tripartite partners will study the issue further, including the safeguards employers may need to apply. The resulting guidance will be incorporated into PATH as it evolves, so that businesses receive practical support to use AI responsibly and workers continue to have confidence in fair and merit-based employment practices.

Thrust 3:

Enable People Leaders & HR Professionals to Lead the Future of Work

At a Glance

Every workplace is shaped by the people decisions made within it – who gets hired, how talent is developed, how jobs evolve and how organisations support their people through change. The quality of these decisions determines whether business transformation translates into better opportunities and outcomes for Singaporeans.

As the world of work becomes more complex, HR professionals and people leaders need the capabilities, credibility and influence to shape these decisions well. They must look beyond immediate workforce needs, anticipate change and connect business priorities with their impact on workers.

This thrust builds the professional and leadership capabilities needed to turn enterprise intent into better workforce outcomes. Stronger HR and people leadership will help create fairer and more inclusive workplaces, support seniors and persons with disabilities to participate and thrive, advance progressive employment practices, and guide responsible workforce transformation.

Recommendation 4:

Professionalise HR Practice

- 4.1. Strong HR practice matters more than ever. Decisions about hiring, development, performance, progression and workforce change can have a lasting impact on workers' careers, livelihoods and wellbeing. When these decisions are made well, workers have better opportunities to grow and contribute.
- 4.2. These decisions matter just as much to businesses. As organisations navigate AI, workforce ageing and changing worker expectations, how well they attract, develop and deploy their people will increasingly shape their ability to adapt and thrive.
- 4.3. This puts HR professionals in an increasingly important, but also more demanding, position. They are expected to understand business needs, advise leaders on complex workforce choices, support transformation and manage employment practices responsibly. Doing this well requires both sound professional judgement and the ability to balance business priorities with their impact on people.
- 4.4. Yet HR professionals themselves may not always have a clear benchmark for the capabilities needed to navigate this growing complexity, and to grow from business leader partners to strategic leaders. Businesses likewise need confidence that those advising on consequential people decisions have the foundational competencies to do so well.
- 4.5. HR certification can provide this common professional baseline. It gives HR professionals a recognised standard against which to build and demonstrate their capabilities, while giving both businesses and workers greater assurance in the quality of their HR practice. Better-quality HR professionals can, in turn, help businesses make better workforce decisions and create stronger workplace outcomes for workers.



The value of certification is not simply in having another credential. It gives businesses a common benchmark for the capabilities they should expect from HR professionals. As workforce decisions become more complex, that assurance becomes increasingly important in helping leaders make sound decisions for both the business and its people.”

Mr Benjamin Boh

Regional Vice-President (Asia, Middle East and Africa) of Domino's Pizza International.
Mr Boh also serves as SNEF Council Member and Co-Chair of the TWG-HC.



HR professionals today are being asked to navigate increasingly complex business and workforce issues. Certification gives practitioners a clear professional standard to build towards and helps them demonstrate that they have the capabilities to contribute with confidence and credibility.”

Mr Aslam Sardar

Chief Executive Officer, Institute for Human Resource Professionals

Building on a strong foundation for certification

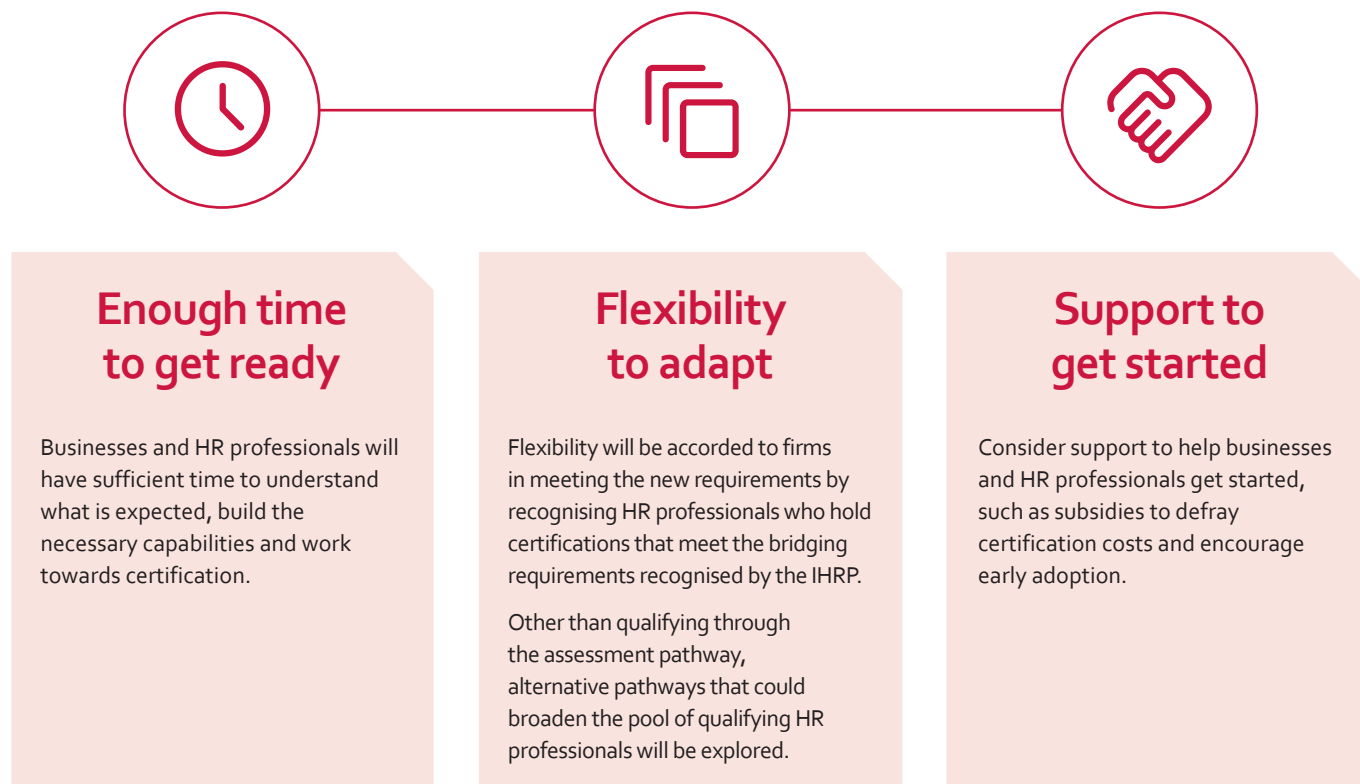
- 4.6. Singapore is not starting from scratch. The tripartite partners have been working with IHRP to strengthen HR capabilities and promote professional certification. Following the 2020 NTUC-SNEF PME Taskforce recommendation that companies with more than 200 employees ensure their HR teams are equipped with HR certification, adoption has grown progressively. To date, more than 9,000 working professionals comprising more than 20% of the HR workforce are certified. Based on organisations with more than 200 employees, 45% already have at least one certified HR professional.
- 4.7. There is also evidence that IHRP certification benefits HR professionals themselves. MOM's 2026 study found that IHRP Certified Professional (IHRP-CP) certification was associated with sustained wage and employment gains, with wages rising by 1.9% in the certification year and by up to 6% in the following three years.
- 4.8. With adoption growing and the demands on HR continuing to rise, the time is ripe to build on this progress and establish a clearer baseline for professional HR practice. This can reinforce HR professionals' role as trusted partners to business, help organisations navigate workforce challenges with greater confidence, and ultimately support better outcomes and opportunities for workers.

Establishing a trusted baseline for HR practice

- 4.9. The TWG-HC recommends that organisations with more than 200 employees have at least one suitable HR professional who is IHRP-CP certified or higher.
- 4.10. This is an important first step towards broader professionalisation and higher standards across HR. It will also complement the roll-out of the Workplace Fairness Act and changes to the Employment Act, so firms can strengthen their HR capabilities as they prepare for a changing employment landscape.

- 4.11. The TWG-HC recommends that this stronger professional baseline be implemented in a way that gives businesses and HR professionals the time, flexibility and support they need to prepare.
- 4.12. Together, these recommendations are intended to make the transition practical for businesses and HR professionals, while establishing a meaningful professional baseline that strengthens HR capability and the quality of people decisions. The detailed requirements and implementation approach will be shared in due course.

Making the transition work for businesses and HR professionals



Keeping certification relevant as HR practice evolves

- 4.13. Growing the certified HR community is only part of the equation. Certification itself must continue to evolve with changing business and workforce needs, so that HR professionals are equipped to contribute where their organisations and workers need them most.
- 4.14. IHRP will continue to ensure the rigour of certification through regular review of its competencies and assessment frameworks, as well as strengthen continuing professional development requirements. This will help ensure that certification reflects current and emerging demands on HR professionals, including business partnering, workforce transformation and responsible people practices, and continues to provide employers and workers with confidence in the quality of HR advice and decision making.
- 4.15. In addition, SNEF and IHRP will strengthen the evidence on how certified HR capabilities create value for businesses and share practical examples of what stronger HR practice can achieve.
- 4.16. Together, these efforts can ensure that certification remains a trusted and relevant mark of professional capability – helping HR professionals stay current, businesses build the people capabilities they need to compete, and workers benefit from stronger workplace practices and decisions.

Spotlight

Temus & Singtel

When Professional Standards Become Part of How Businesses Build HR Capability

Temus

For some employers, HR certification is already becoming part of how they identify and develop capable HR professionals.

For **Temus**, a digital transformation consultancy firm with more than 400 employees, certification is a signal of an HR professional's commitment to keep learning and growing. That philosophy starts from hiring. During interviews, Temus considers whether candidates are IHRP-certified or working towards certification as one indication of their growth mindset. Today, 65% of its People team is IHRP-certified, with others actively working towards certification. Temus builds on this through stretch assignments, peer learning and targeted upskilling.

These investments have enabled Temus' People team to take on increasingly impactful work. The team has delivered initiatives such as Tempo, an internal platform that enables more data-driven talent deployment, and Step IT Up, a career conversion programme that has equipped close to 80 individuals without prior technical backgrounds for careers in technology.

Temus' investment has also created new possibilities for its HR professionals. Team members have expanded beyond traditional functional tracks into broader HR roles – from moving from Talent Acquisition into Business Partnering, to taking on leadership roles across People Operations and Centres of Excellence.



Singtel

For **Singtel**, a connectivity, digital infrastructure and services group with more than 20,000 employees, certification is a mark of professional readiness to take on greater responsibilities. That is why, since 2023, it has made IHRP certification one of the considerations for the promotion of its People & Culture professionals. These efforts have helped increase the proportion of certified People & Culture employees from 58% in March 2024 to 72% in August 2026.

Yeow Wei's experience shows how this professional grounding is applied in practice. As Singtel Group's Head of People Technology and an IHRP Senior Professional, the HR knowledge and professional grounding reinforced through certification complement his



Loh Yeow Wei

Head of People Technology,
Singtel Group

technology expertise. This helps him look beyond systems implementation to consider how technology can address workforce needs, support HR policies and processes, and improve employees' experience at work. His team can therefore challenge existing processes, simplify employee journeys, and design solutions around how employees and managers actually work, rather than merely digitising existing processes.

Singtel's experience shows how certification can strengthen professional practice across different areas of HR, supporting professionals to take on more complex and specialised responsibilities.

Together, Singtel and Temus show how certification can serve as a common professional foundation while supporting different workforce strategies – whether clarifying expectations for progression or complementing experiential learning and career development.

When connected to how businesses hire, develop and recognise HR talent, certification gives professionals clearer standards to build towards and gives organisations greater confidence in the people shaping consequential workforce decisions.

Taking forward a shared commitment

- 4.17. Stronger professional standards are an opportunity to strengthen the role HR plays in every organisation. Businesses can invest in their HR teams and recognise strong professional practice. HR professionals can use certification as a foundation to deepen their capabilities and strengthen their role as business partners.
- 4.18. Tripartite partners are committed to growing a stronger, future-ready HR profession. In close partnership with IHRP, the aim is to double the certified pool towards 18,000 or 40% of the HR workforce by 2030, with a longer-term ambition for at least half of Singapore's HR workforce to be certified by 2035. As the world of work changes, IHRP will also keep certification up to date so that HR professionals continue to build the capabilities businesses and workers need most.
- 4.19. By raising the standard together, we can strengthen the HR profession, help businesses make better people decisions, and create workplaces where more workers can grow and thrive.

Recommendation 5:

Develop People Leaders for the Future

- 5.1. AI offers businesses new ways to improve productivity, innovate and grow. It can also transform work for the better – freeing workers from routine tasks, enabling them to take on higher-value responsibilities, and opening new pathways to learn, progress and build sustainable careers. Realising these gains, however, takes more than adopting new technology. Without sufficient attention to people, businesses may struggle to turn AI investments into lasting value, while workers experience change mainly as disruption.
- 5.2. Businesses therefore need to consider how AI reshapes day-to-day work and how people experience that change – often iteratively, and with effects that are not fully clear at the outset. HR professionals have a critical contribution to make in helping organisations navigate this transition well by supporting sound judgement on how roles evolve, how people adapt, and how change is carried through fairly and responsibly. When approached deliberately, AI adoption can augment what people do, strengthen performance and create better opportunities for workers.

- 5.3. There is therefore a need to strengthen people leadership at every level. The TWG-HC recommends a two-pronged approach: strengthen the capabilities of HR professionals and business leaders across the workforce, while creating a more deliberate pathway to develop senior leaders who can shape long-horizon business and workforce strategies.



In an AI-enabled world, technology may transform work, but people remain the key to success. People leadership is therefore not an HR responsibility alone but a core leadership capability. Every leader must take ownership of developing talent, building trust and enabling change. Investing in people is not just good HR practice, it is good business sense. Organisations that invest in people, build trust and develop talent are not just creating better workplaces, they are building stronger and more resilient businesses.”

Ms Low Peck Kem

President, SHRI; Chief HR Officer (CHRO) and Advisor (Workforce Development),
Public Service Division (PSD)

Building broad-based people leadership capabilities

- 5.4. Strong people stewardship depends on HR professionals and business leaders bringing complementary capabilities to the table. HR needs to understand the business well enough to shape strategy and transformation, while managers and business leaders need the people capabilities to translate those strategies into strong workforce outcomes.
- 5.5. The TWG-HC therefore recommends strengthening the ecosystem that develops these capabilities, with clearer expectations of what good looks like, targeted pathways to close capability gaps, and continued development as roles evolve:
- **Set a common foundation for future-ready people leadership:** IHRP’s Body of Competencies will be refreshed to help organisations identify and keep current the people leadership capabilities needed to navigate business and workforce transformation effectively.
 - **Build complementary capabilities:** Against this foundation, targeted development pathways will help HR and business leaders strengthen the areas where they can make the greatest difference. A new Business Acumen Role Badge will help HR professionals better connect workforce priorities with business strategy and transformation. The existing People Manager Role Badge will help managers and business leaders strengthen how they lead, engage and develop their people.
 - **Keep professional capabilities current:** For certified HR professionals, strengthened Continuous Professional Development requirements will reinforce HR as a professional practice that requires ongoing learning, particularly as business models, technology and workforce needs continue to change.
- 5.6. Together, these efforts create a more coherent development journey: clarifying the capabilities needed, providing practical pathways to build them, and supporting professionals to keep them current over time. This can help HR and business leaders work as stronger partners in turning business transformation into better jobs, skills and opportunities for workers.

Developing the next generation of enterprise people leaders

- 5.7. As business, technology and workforce shifts reshape organisations over longer horizons, organisations need senior leaders who can look beyond today's priorities, anticipate what lies ahead and lead transformative change across the enterprise.
- 5.8. These leaders need a distinctive combination of capabilities: business acumen to understand what drives the enterprise, people leadership to understand what transformation means for the workforce, and strategic judgement to bring both perspectives together. Yet few leadership development opportunities are deliberately designed to build this combination among HR and business leaders.
- 5.9. The TWG-HC therefore recommends **a pinnacle human capital leadership development programme** targeted at senior HR and people leaders. The programme is designed by the Human Capital Leadership Institute (HCLI), with support from SNEF, the Singapore Human Resources Institute (SHRI), IHRP and NTUC, and benchmarked to the level of top established business leadership programmes. Beginning from 2027, the programme will run in nine-month cohorts with the aim to develop of developing more than 100 leaders by 2030.
- 5.10. The programme will give participants opportunities to learn beyond their usual domains and apply their leadership to real enterprise challenges. Through leadership labs and workplace transformation projects, they will tackle live business and workforce issues. It will incorporate high-touch executive coaching and mentoring to sharpen leadership judgement, with peer-level, cross-sector learning and overseas immersions to expose them to new perspectives and approaches to transformation.
- 5.11. The ambition goes beyond developing individual leaders. By bringing senior HR and business leaders together, the programme will build a trusted network of leaders who that can set the tone for people-centred leadership across organisations and sectors in Singapore. Participants can continue to learn from one another, share emerging practices and collaborate on common workforce challenges.
- 5.12. Over time, this network can carry forward a shared commitment to grow businesses by growing their people – strengthening trust between employers and workers, supporting Singapore's social compact, and collectively uplifting our workforce. Together with wider efforts to strengthen people management and leadership capabilities, this will build people leadership at every level, from leading teams well today to shaping the enterprise and workforce of tomorrow.

Spotlight

Grab Singapore

When Business Strategy Meets People Strategy



At Grab, the question of how humans and technology work alongside each other is not an afterthought – it is a strategic priority. As one of Southeast Asia's most innovative technology companies, Grab has built a distinctive capability in human-machine work redesign: identifying precisely where AI augments human judgement, where automation takes over routine tasks, and where human capability must be deepened to stay ahead of the machine. Leading this agenda is Ms Ong ChinYin, Grab's Chief Organisation Capability Officer, formerly Chief People Officer – a role that itself signals how far the boundaries of people leadership have moved beyond traditional HR.

When Grab embarked on a significant phase of AI-enabled transformation, reshaping workflows and redesigning how teams across the organisation deliver value, Chin Yin and Grab's business leaders worked through the people and commercial dimensions of that transformation together – from the very first conversation, not after decisions had already been made. The questions were not only about technology architecture and market positioning but about what the organisation was becoming, what this meant for its workforce, and how Grab's people could be equipped to lead the change rather than be overtaken by it. Chin Yin brought something equally rare to the table: a fluency in both business strategy and workforce strategy that allowed her to translate Grab's ambitions into practical, executable workforce actions.

The result is an on-going journey that moved with greater speed and play for everyone at Grab. Because the people strategy was built alongside the business strategy – not retrofitted to it – employees understood the need for the AI shift earlier, had clearer pathways into experimenting with the changes in their roles, and experienced the transition as something the organisation was doing with them. Workers gained new capabilities, accepted expanded expectations, and moved forward with the organisation rather than being left behind by it.

Chin Yin's story in Grab shows what becomes possible when HR and business leaders operate as genuine partners in enterprise leadership – sharing the same information, owning the same outcomes, and holding each other to the same standard of rigour. Singapore needs more leaders with this capability: not just stronger CHROs, and not just more people-aware business executives, but leaders on both sides who have the commercial fluency, the people strategy depth, and the shared language to drive transformation together. That is precisely what the recommendation for a pinnacle programme is designed to build.

Conclusion



1. Singapore's next chapter will be defined not only by whether our economy grows, but by whether progress enables people to build better lives through work. Economic transformation matters because it creates the means for businesses to thrive and new possibilities to emerge. But opportunity must be understood more broadly: as the ability to be treated fairly, keep learning, contribute meaningfully, adapt through change and build a sustainable and fulfilling working life. Human capital capability is what connects these aims – helping businesses transform in ways that strengthen both performance and the experience and prospects of their people.
2. Opportunity, however, does not arise by chance. It is shaped by everyday choices taken in workplaces. It requires leaders to treat people considerations as part of strategy, not a response after change is underway; managers to develop and support their teams, not simply direct their work; and HR professionals to bring evidence, professional judgement and a clear worker perspective to the decisions that shape jobs and careers.
3. Workers, too, have a vital role to play. They must be active participants in shaping the future of work: continuing to build their skills, owning their careers, and making informed choices about where they can contribute and grow. Employers must create workplaces where people are treated fairly, with the trust and autonomy to contribute, and with support through different stages of life. Tripartite partners must keep the pathways accessible, the standards credible and the support practical, especially for firms and workers with fewer resources to navigate change.
4. The call to action is clear. If opportunity is to be real and enduring, it must be designed into how work is organised, how jobs are shaped, how people are developed and how change is carried out.
5. If workers, employers, HR professionals, people leaders and tripartite partners each play their part, Singapore can build workplaces that are more productive and resilient, but also fairer, more inclusive and more human.
6. This is what Opportunity by Design means in practice: an economy where good outcomes for workers are not left to chance, but built intentionally through better choices at every level. In doing so, work can remain not just a source of livelihood, but a source of dignity, contribution and possibility – sustaining both enterprise strength and human potential in the years ahead.

Appendix A

The Tripartite Workgroup's Approach

The TWG-HC was formed in February 2025 to examine how Singapore can strengthen human capital capabilities as technological change, workforce ageing and evolving expectations reshape work and workplaces. The Workgroup brought together representatives from the Government, National Trades Union Congress (NTUC), Singapore National Employers Federation (SNEF) and Singapore Business Federation (SBF), alongside HR, business and industry leaders. Refer to [Appendix B](#) for the Workgroup's composition.

Over 18 months, the Workgroup engaged **over 1,000** employers, workers, HR professionals, people leaders and representatives from trade associations and chambers, HR institutes, academia and government agencies involved in human capital development. These engagements helped the Workgroup understand the aspirations and challenges faced by different groups, test emerging ideas, and shape recommendations that are grounded in workplace realities.

Extensive Consultations and Engagement



Focus group discussions conducted over 3Q 2025 brought together more than 190 participants to understand what opportunity at work could look like for Singaporeans.

The Workgroup began by listening widely to understand how changes in work were being experienced on the ground and what better opportunities at work meant to different groups.

Focus group discussions brought employees, employers, HR professionals, people managers and business leaders together to share their aspirations, concerns and practical constraints. The conversations surfaced recurring priorities – from opportunities to learn and progress, to the need for stronger people leadership and better support through business and workforce change.



Former Minister for Manpower Dr Tan See Leng engaging business and HR leaders at the British Chamber of Commerce Singapore's HR Specialist Roundtable on 19 January 2026.

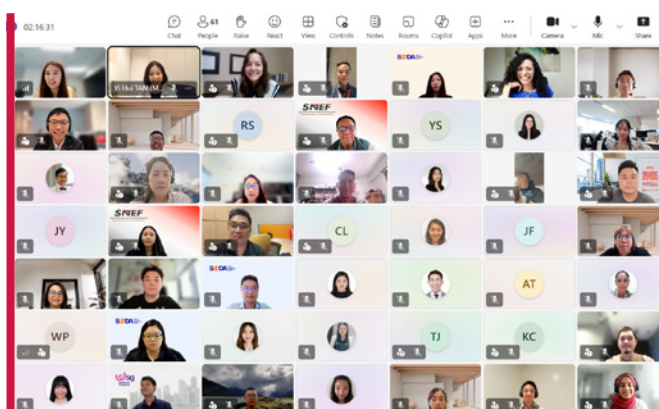
Dialogues with business and industry leaders further allowed the Workgroup to explore sector-specific needs, test emerging ideas and better understand what would be workable for businesses of different sizes. Tripartite and industry partners also reached into their respective communities through polls and targeted outreach, broadening the range of views considered in the Workgroup's deliberations.

Developing and Refining the Recommendations

The engagement did not stop at gathering views. As the recommendations took shape, the Workgroup returned to intended users and implementation partners to test how the proposals would work in practice. The depth and form of engagement varied across recommendations, depending on their stage of development and the groups involved.

Specifically, the Singapore Opportunity Index (SOI), rolled out as the Workgroup's first recommendation, was refined through engagements tailored to different stages and purposes: user testing with 20 employers sharpened firm-level insights; webinars with over 300 companies supported interpretation and adoption; partner workshops translated findings into action; and wider forums shared insights and recognised practices. Together, these engagements allowed users and partners to co-create and strengthen the SOI.

Beyond the SOI, targeted workshops enabled intended users and implementation partners to co-design other recommendations, including the capabilities and support needed to guide transformation, strengthen people leadership and connect business and workforce outcomes.



Webinars with firms and capability transfer workshops with business advisors helped gather feedback and ensure the Index remained relevant and practical.



A deep-dive discussion on the Singapore Opportunity Index at IHRP's People Behind People Forum 2025 brought together representatives from academia, HR institutes and industry to exchange perspectives.



Minister of State for Manpower Mr Foo Cexiang engaging business and HR leaders to gather feedback on the Workgroup's recommendations and their relevance to businesses.

Building Consensus and Shared Commitment

The Workgroup's regular meetings provided an important platform to bring these different strands of feedback together. Members considered the perspectives gathered, worked through the trade-offs and built consensus around recommendations.



The Workgroup met regularly to review emerging findings, shape the recommendations and align on the way forward.



The Workgroup met with its Advisors – Acting Minister for Manpower Ms Jasmin Lau, NTUC Secretary-General Mr Ng Chee Meng and SNEF President Mr Tan Hee Teck – on 31 August 2026 to ensure recommendations truly balanced the needs of workers and businesses.

We thank all who contributed their views and expertise to the TWG-HC, and who journeyed with us throughout this process. Their openness, insights and support helped shape recommendations grounded in the experiences of businesses and workers, strengthened by our shared commitment to create better opportunities through work.

Appendix B

Composition of the Tripartite Workgroup

Role	Name	Organisation	Designation
Advisors	Ms Jasmin Lau	Ministry of Manpower	Acting Minister for Manpower
	Mr Ng Chee Meng	National Trades Union Congress	Secretary-General
	Mr Tan Hee Teck	Singapore National Employers Federation	President (Until 22 September 2026)
Co-Chairs	Mr Kenny Tan	Ministry of Manpower	Deputy Secretary (Workforce)
	Mr Patrick Tay	National Trades Union Congress	Assistant Secretary-General
	Mr Benjamin Boh	Singapore National Employers Federation	Council Member
Lead Coordinators	Mr Zhuo Gangwei	Ministry of Manpower	Divisional Director, Manpower Planning and Policy Division
	Mr Bernard Menon	National Trades Union Congress	Director, SME Partners
	Mr Musa Fazal	Singapore Business Federation	Chief Policy Officer, Advocacy & Policy Division
	Mr Edwin Lye	Singapore National Employers Federation	Assistant Chief Executive, Membership, Advisory & Training
Members	Mr Zhu Daoyuan	Accounting and Corporate Regulatory Authority	Director, Sustainability Reporting Office
	Mr Ang Yuit	Association of Small & Medium Enterprises	President; CEO & Founder, Adventus Consultants
	Mr Haslam Preston	CapitaLand Investment	Chief Corporate Officer, Ascott
	Ms Audrey Koh	Commonwealth Capital Group	Group Chief Human Resource & Group Chief Transformation Officer

Members	Ms Lynn Chua	Enterprise Singapore	Director, Industry Human Capital
	Mr Lim Zhi Rong (IHRP-MP)	Government Technology Agency Singapore	Director, People & Organisation Division
	Ms Adeline Sim	HRnetGroup	Executive Director & Chief Corporate Officer
	Ms Karina Kuok	Institute for Human Resource Professionals	Director, Assessment and Insights
	Mr Yeo Meng Hin (IHRP-MP)	Keppel	Chief Human Resource Officer
	Mr Jimmy Ler	Logwin Air + Ocean Singapore Pte Ltd	Country Director
	Ms Jessica Shen	Ministry of Manpower	Director, Human Resource Department; Vice Dean, MOM Academy
	Ms Tan Yi Hui	Ministry of Manpower	Director, HR Sector Development Department
	Mr Jeremy Ang	Ministry of Trade and Industry	Director, Resource Division
	Ms Wendy Tan	National Trades Union Congress	Director, PME
	Ms Yap Aye Wee (IHRP-MP)	Oversea-Chinese Banking Corporation	Managing Director, Group Head of Learning and Transformation
	Ms Genevieve Chua	OVOL Singapore	Chief Executive Officer
	Ms Low Peck Kem (IHRP-MP)	Singapore Human Resources Institute	President; CHRO and Advisor (Workforce Development), Public Service Division
	Ms Janice Foo	Skills and Workforce Development Agency	Director, Creative and Professional Services Division
	Ms Xu Wenshan	Skills and Workforce Development Agency	Director, Enterprise Engagement Division

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