

ANNEX A**COMPOSITION OF THE TRIPARTITE CLUSTER FOR WASTE MANAGEMENT (TCWM)**

Chair		Co-Chair
<p>Mr Fahmi Aliman Director, Operations & Mobilisation National Trades Union Congress <i>Concurrently</i> Mayor, South East District</p>		<p>Mr Felix Loh Deputy Honorary Secretary Singapore National Employers Federation <i>Concurrently Chief Executive Officer, Gardens by the Bay</i></p>
Members		
Position	Organization	Representative
Labour Movement	Building Construction and Timber Industries Employees' Union (BATU)	<p>Mr Zainal Sapari Executive Secretary <i>Concurrently Director, U Care Centre, NTUC</i></p>
		<p>Mr Mohamad Yatim Bin Ahmad Vice Chairman SembWaste Pte Ltd Branch</p>
	Employment and Employability Institute	<p>Ms Tan Cheong Ling Head, Built Environment</p>
Industry Association/ Service Providers	Waste Management & Recycling Association of Singapore (WMRAS)	<p>Ms Melissa Tan Chairman <i>Concurrently General Manager, Wah & Hua Pte Ltd</i></p>
		<p>Mr Milton Ng Vice-Chairman <i>Concurrently Chief Operating Officer, 800 Super Waste Management</i></p>
		<p>Mr Neo Hong Keat Exco Member <i>Concurrently Senior Vice-President, SembWaste Pte Ltd</i></p>
		<p>Ms Erika Tan Sub-committee for Waste Collection <i>Concurrently Manager, HCG Environment</i></p>

Service Buyers	Singapore International Facility Management Association (SIFMA)	Mr Jonathan Koh Board Member <i>Concurrently Assistant Vice-President, Property Management, Operations Singapore Post Limited</i>
	Singapore Hotel Association (SHA)	Mr Ho Chung Kain Board Member <i>Concurrently Director, Keck Seng Hotel Pte Ltd</i>
	Real Estate Developers' Association of Singapore (REDAS)	Mr Moses Lee Committee Member <i>Concurrently Vice-President, Investments & Asset Management, Mapletree Investments Pte Ltd</i>
	-	Mr Tony Lombardo Chief Executive Officer Asia Lendlease Corporation
Government	Ministry of Manpower	Mr Lee Chung Wei Divisional Director Workplace Policy and Strategy Division
	National Environmental Agency	Mr Desmond Tan Group Director Resource & Sustainability Group
	Workforce Singapore	Ms Safrah Eusoof Director, Enterprise Development Group Healthcare, Social & Business Services Division
	SkillsFuture Singapore	Ms. Loh Gek Khim, Director, Industry Development Division 1

Annex B

The TCWM's Terms of Reference are to propose interventions and mechanisms that will:

- a. Develop and periodically review the progressive wage model (PWM) for waste management workers, including the wages, wage ladders, training requirements and progression pathways;
- b. Develop strategies to support progression up the PWM career ladder, such that waste management workers' wages can increase with better training, higher responsibilities and improvements in productivity and standards;
- c. Monitor compliance with the PWM and its impact on the industry; and
- d. Review ways to improve working conditions of waste management workers.