

NATIONAL WAGES COUNCIL (NWC) 2026/2027 GUIDELINES*

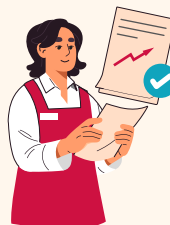
REWARD WORKERS FAIRLY. SUSTAIN WAGE GROWTH.



NWC ENCOURAGES ALL EMPLOYERS TO



Take a **positive-leaning** approach to the wage recommendations



Reward workers with **fair and sustainable** wage increases



Keep wage growth aligned with **productivity growth**



Provide **meaningful increases** for lower-wage workers



Do more where possible to help **narrow the wage gap** between **lower-wage workers** and other workers



*The guidelines apply to all employees in unionised and non-unionised firms and in both public and private sectors. This includes PMETs, rank-and-file, broad middle-income earners in addition to lower-wage workers and re-employed employees, both in full-time and part-time employment.

WAGE RECOMMENDATION FOR **ALL WORKERS**

EMPLOYERS WHO HAVE



Done well + positive business prospects

- Provide **built-in wage increases** and **variable payments*** in line with business performance and employees' contributions



Done well + face uncertain business prospects

- Provide **variable payments** in line with business performance and employees' contributions
- May exercise **moderation** in built-in wage increases



Not done well



- May exercise **wage restraint**, with management leading by example
- Improve business process and productivity, and **invest in upskilling employees**
- Review wage outcomes when business conditions improve
- For businesses who face positive business prospects, to consider **future variable payments** linked to appropriate business indicators to share gains **when conditions improve**

WAGE RECOMMENDATION FOR **LOWER-WAGE WORKERS EARNING A GROSS MONTHLY WAGE OF UP TO \$2,800**

EMPLOYERS WHO HAVE



Done well + positive business prospects

- Provide a built-in wage increase at the **higher end of 6.0%–8.0%**, or at least **\$135–\$170**, whichever is higher



Done well + face uncertain business prospects

- Provide a built-in wage increase **around the middle of 6.0%–8.0%**, or at least **\$135–\$170**, whichever is higher



Not done well + remain profitable

- Provide a built-in wage increase at the **lower end of 6.0%–8.0%**, or at least **\$120**, whichever is higher



Not done well + unprofitable**

- Provide a built-in wage increase of at least **\$120**

Employers that have done particularly well should consider wage increases above these guidelines.

* Examples include Annual Variable Component (AVC) in the bonuses, and one-off payments.

** Establishments are classified as unprofitable if their total expenses exceed their total income (including operating and non-operating income), and as profitable if their total income exceeds their total expenses.

EMPLOYERS SHOULD PRESS ON WITH **UPSKILLING THEIR WORKFORCE** AND **TRANSFORMING JOBS**



Training and transformation are key to sustainable wage growth.



FOR EMPLOYERS

Help employees prepare for future job roles

- Equip employees with **new skills** as jobs and industries evolve



Redesign jobs as businesses transform

- **Adopt AI effectively and responsibly** to help your employees and businesses thrive
- Tap on business and workforce transformation support to **redesign jobs**



Invest in employee growth

- Support **continuous learning and workforce development** across all career stages
- Provide your employees with upskilling opportunities and, where possible, **protected time** for training and skills upgrading



Build strong HR capabilities

- **Upskill HR professionals** to support business growth and workforce transformation



What should employers do when implementing the recommendations?

- Share information with unions to facilitate wage negotiation (e.g., company wage information, business performance and prospects).
- Work with Singapore National Employers Federation (SNEF), trade associations and chambers, National Trades Union Congress (NTUC)'s affiliated Unions for advice and support in applying the Guidelines.

EMPLOYEES TO CONTINUE WITH RESKILLING AND UPSKILLING



FOR EMPLOYEES

Take steps to grow your career

Plan ahead and keep your skills relevant as jobs change



Build skills for the future

Develop AI-relevant skills to access new opportunities across industries

Keep learning and upgrading

Pursue training, reskilling and upskilling opportunities throughout your careers

