



Manpower Survey 2020

November 2020

Official Future of
Work Partner



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WORK

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ABOUT THE FUTURE OF WORK

Since 2018, the British Chamber of Commerce Singapore has been highlighting areas of interest around the workforce and workplace as part of our Future of Work theme, supported by our Official Partner Prudential Assurance Company Singapore.

As an association with member companies representing all nature of industries in Singapore and beyond, the British Chamber provides a unique perspective on topics raised within the Future of Work and aims to provide tangible benefits and actions for its members through this series of event, webinars, content, workshops and dialogues.



**FUTURE
OF
WORK**

EXECUTIVE SUMMARY

In 2020, the manpower needs of businesses in Singapore are in the spotlight more so than ever before as organisations navigate through the pandemic and support their employees. The findings of this survey indicate continued confidence, with three-quarters of organisations actively hiring or planning to within the next six months, creating jobs for the economy.

In skills development and recruitment, almost half of all organisations agreed that Singapore's Universities adequately prepared fresh graduates for realistic entry-level roles in both MNCs and SMEs, and many are active users of Government schemes.

On average, two-thirds of each organisations' workforce is comprised of Singapore citizens and permanent residents. The workforce reflects the global nature of the Chamber, with almost half of each organisation's total workforce having previously worked in other countries. Respondents reported on average 12% of work pass applications rejected on the first attempt, with a 31% average success rate on appeal. Functionally, senior management and sales roles are cited as the most difficult roles to fill from within the local talent pool, with obstacles to hiring local talent focused primarily on technical skills; salary expectations, soft skills development and the anticipated length of employment term were also concerns.

Managers are confident that they have identified and are retaining their highest performers, with some concerns around retaining foreign employees beyond their peak performance and the associated costs of this. Steps to career progression are identified and communicated by two-thirds of organisations, with over a third currently employing staff who have received at least one promotion. The length of time spent at a company is lower for local employees in comparison to the foreign workforce within each organisation, an issue also raised within the perceived obstacles to local recruitment.

Per organisation, just over one third of employees who exited within the past five years cited internal factors. More than half such decisions were taken due to external factors. Redundancies driven by Covid had made an impact at a global level for 22% of organisations (average 9% of the workforce); 17% at a regional level (average 21% of the workforce); and 20% at a national level (8% of the workforce). In supporting employees through to retirement, over half of organisations had communicated specific retirement ages or were flexible per employee, with the remainder defaulting to Government policies. Around 60% had succession planning and mentoring schemes in place to pass on valuable experience and knowledge to employees at the beginning of their journey.



SURVEY RESULTS

ATTRACTING TALENT,
RECRUITMENT & THE
LOCAL/FOREIGN WORKFORCE
BALANCE

- RECRUITMENT PLANNING
- EQUAL EMPLOYMENT PRACTICES
- ENTERING THE JOB MARKET
- APPLYING FOR WORK PASSES

LEARNING, DEVELOPMENT &
CAREER PROGRESSION

TALENT RETENTION

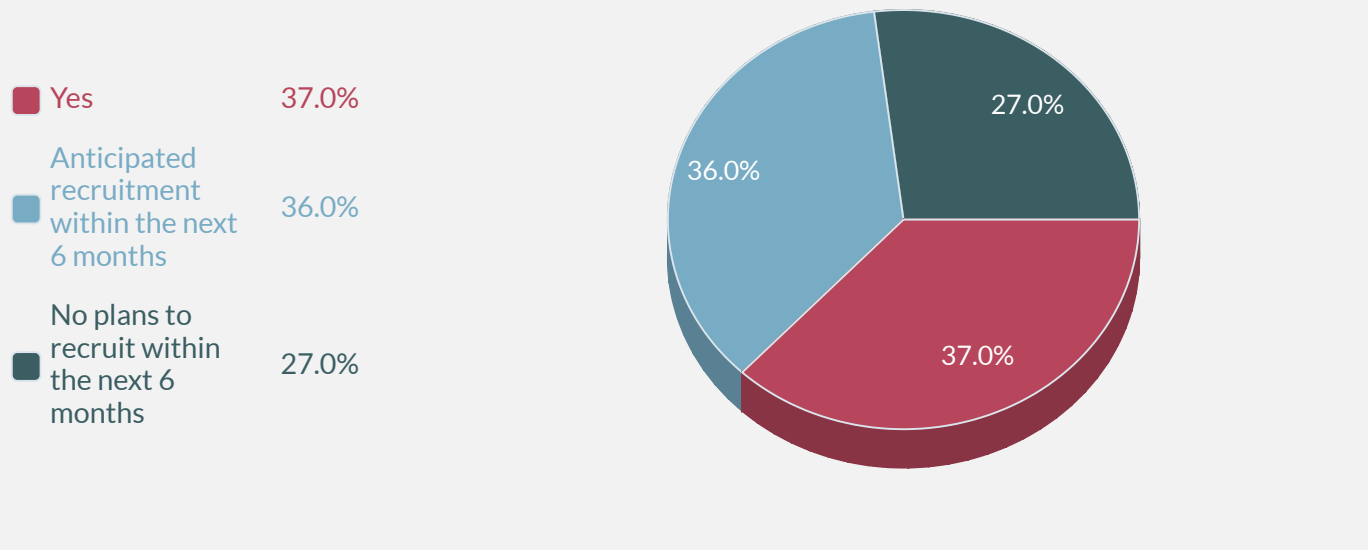
RETIREMENT POLICIES



**FUTURE
OF
WORK**

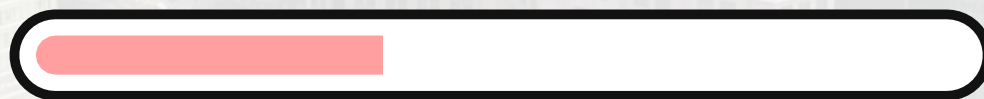
RECRUITMENT PLANNING

Q. Is your organisation actively recruiting?



Q. Do you outsource the talent sourcing & filtering process?

▼ 37%



Responded Yes

Q. Do you benchmark remuneration levels within your industry?

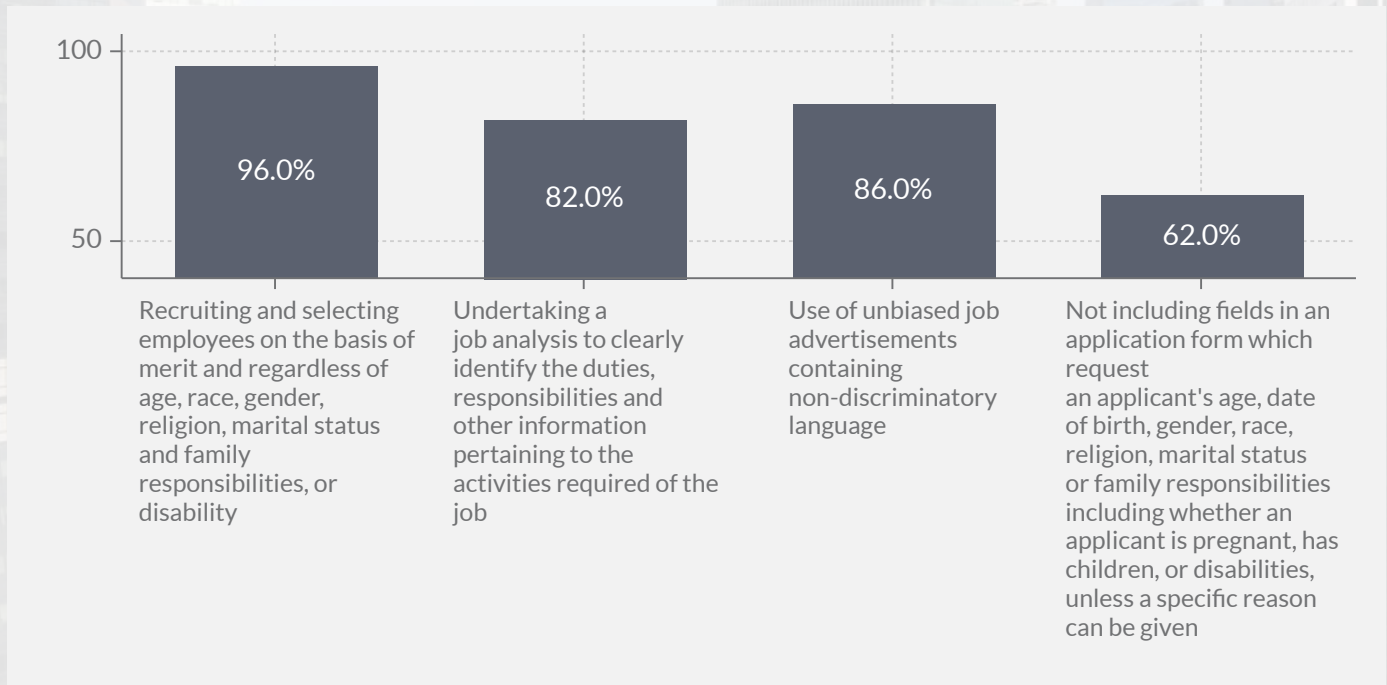
89% ▼



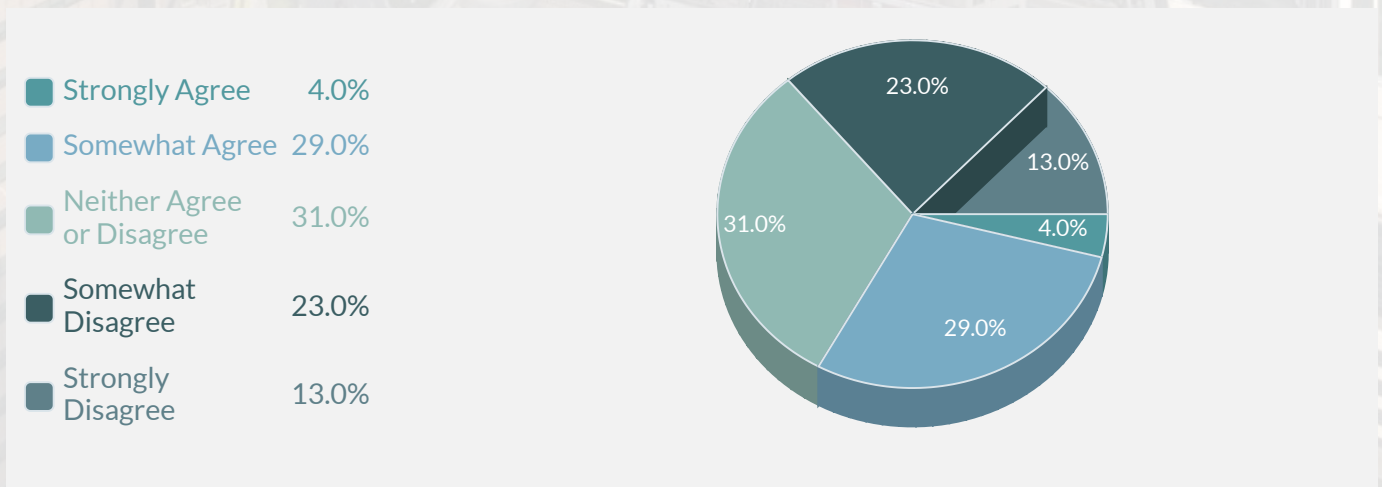
Responded Yes

EQUAL EMPLOYMENT PRACTICES

Q. Which of the following procedures do you have in place to ensure equality in recruitment?



Q. To what extent would you agree with this statement: Goals in recruitment are used by companies as a tick-box exercise rather than appropriately embedded within company values for actionable results

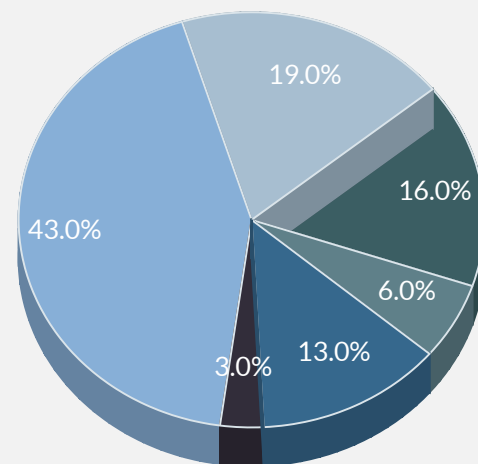


ENTERING THE JOB MARKET

Q. To what extent would you agree with this statement: Singapore universities adequately prepare fresh graduates for realistic entry-level roles within...

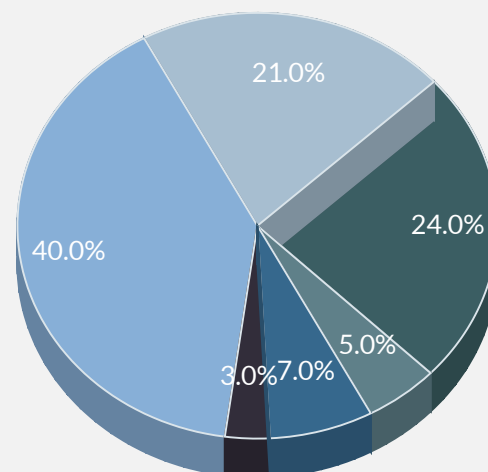
Multi-national organisations

Strongly Agree	3.0%
Somewhat Agree	43.0%
Neither Agree or Disagree	19.0%
Somewhat Disagree	16.0%
Strongly Disagree	6.0%
N/A	13.0%



Small & medium sized organisations

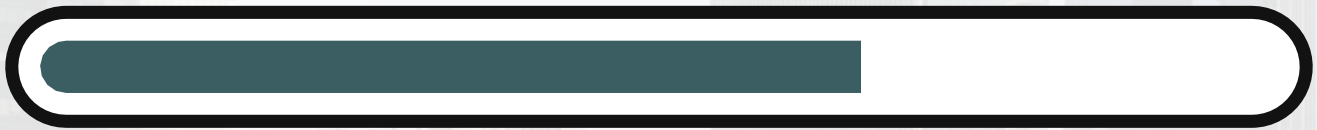
Strongly Agree	3.0%
Somewhat Agree	40.0%
Neither Agree or Disagree	21.0%
Somewhat Disagree	24.0%
Strongly Disagree	5.0%
N/A	7.0%



APPLYING FOR WORK PASSES

Q. What percentage of your total Singapore-based workforce comprises of Singapore citizens (including PRs)?

▼ 66%



Average response

Q. What percentage of your workforce has previously worked in other countries?

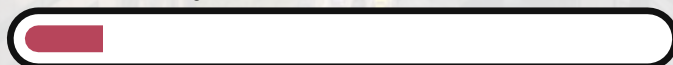
▼ 44%



Average response

Q. What percentage of your submitted work pass applications have initially been rejected?

▼ 12%



Average response

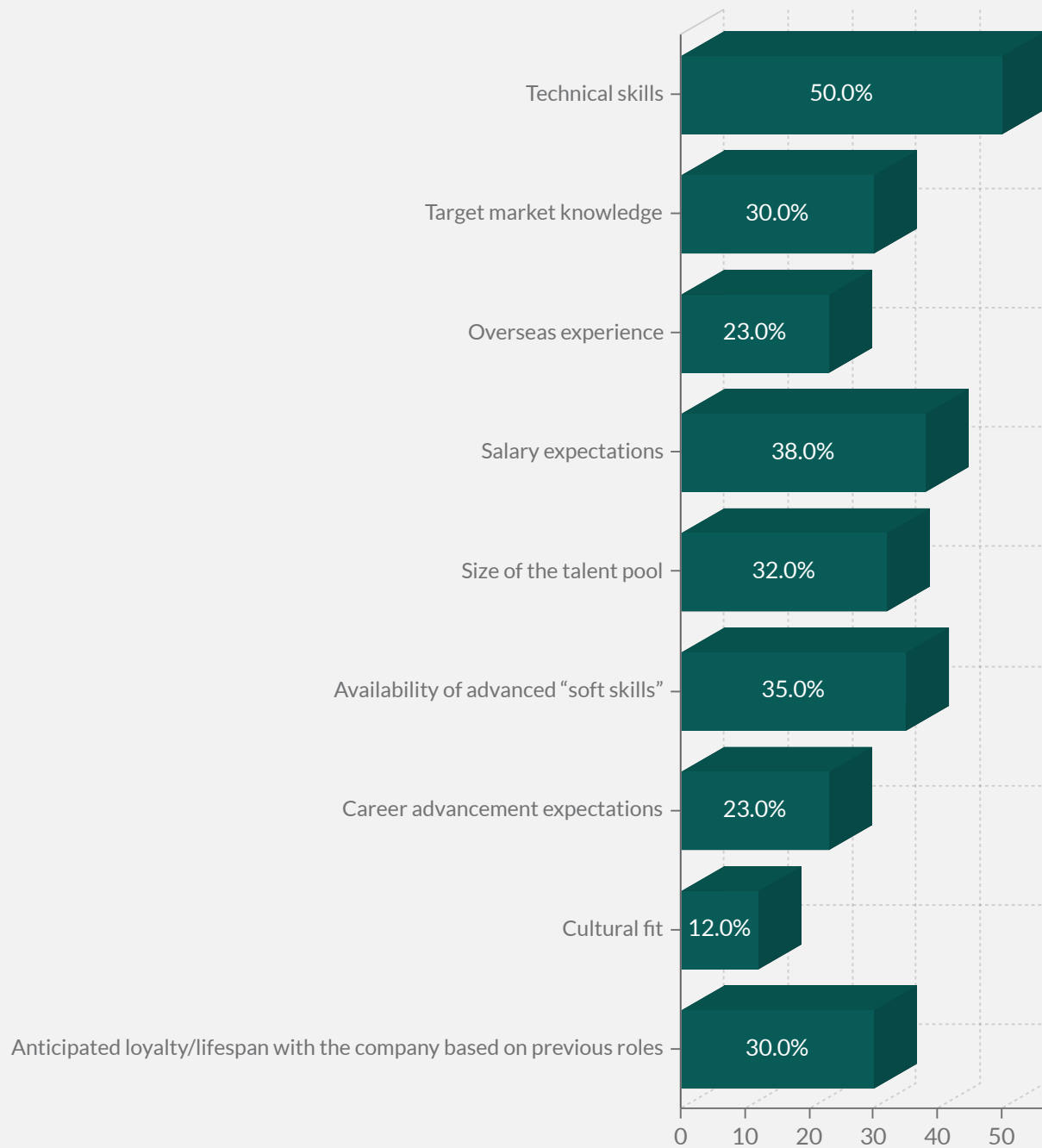
Q. If rejected, what percentage were subsequently successful on appeal?

▼ 31%

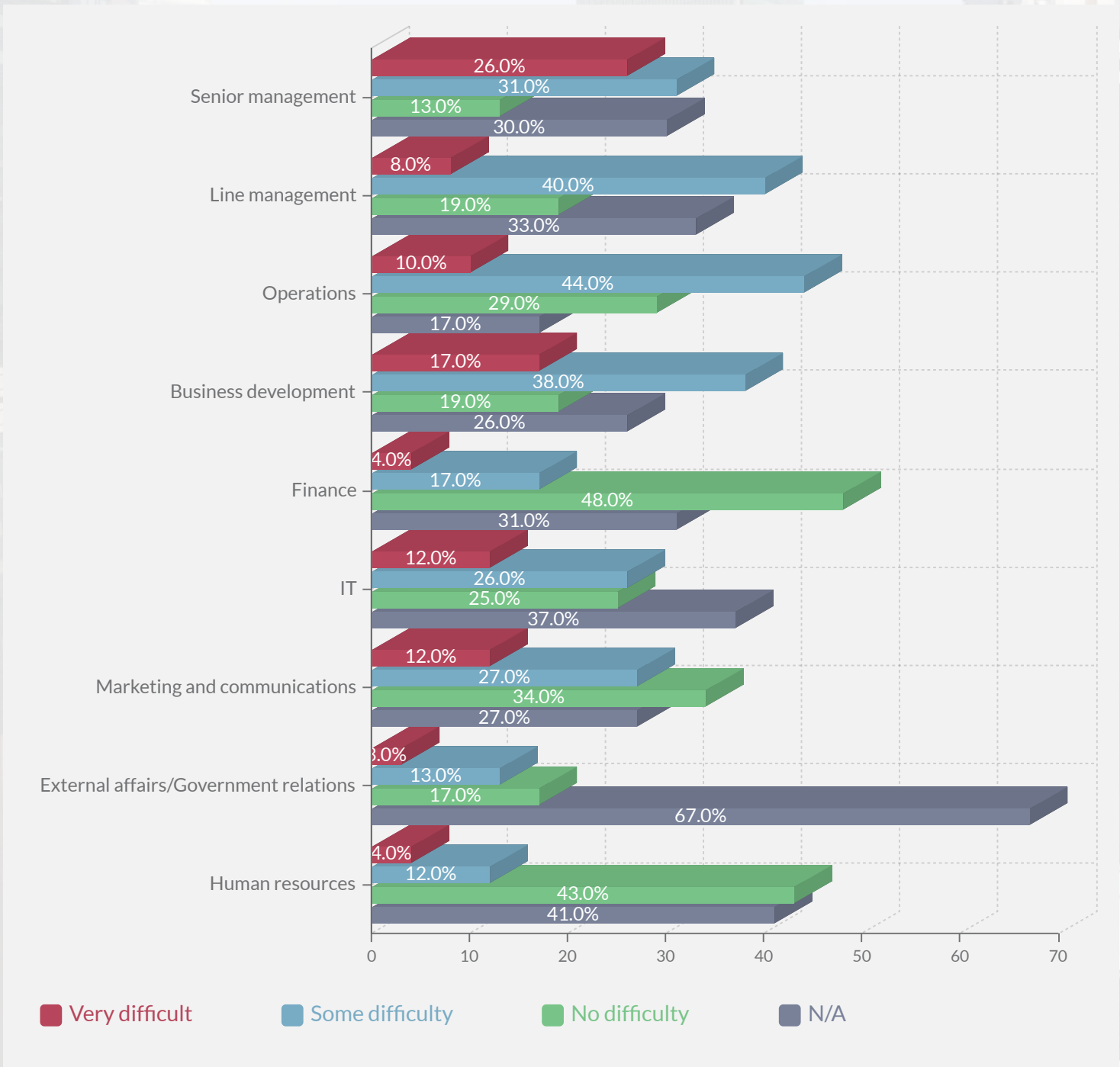


Average response

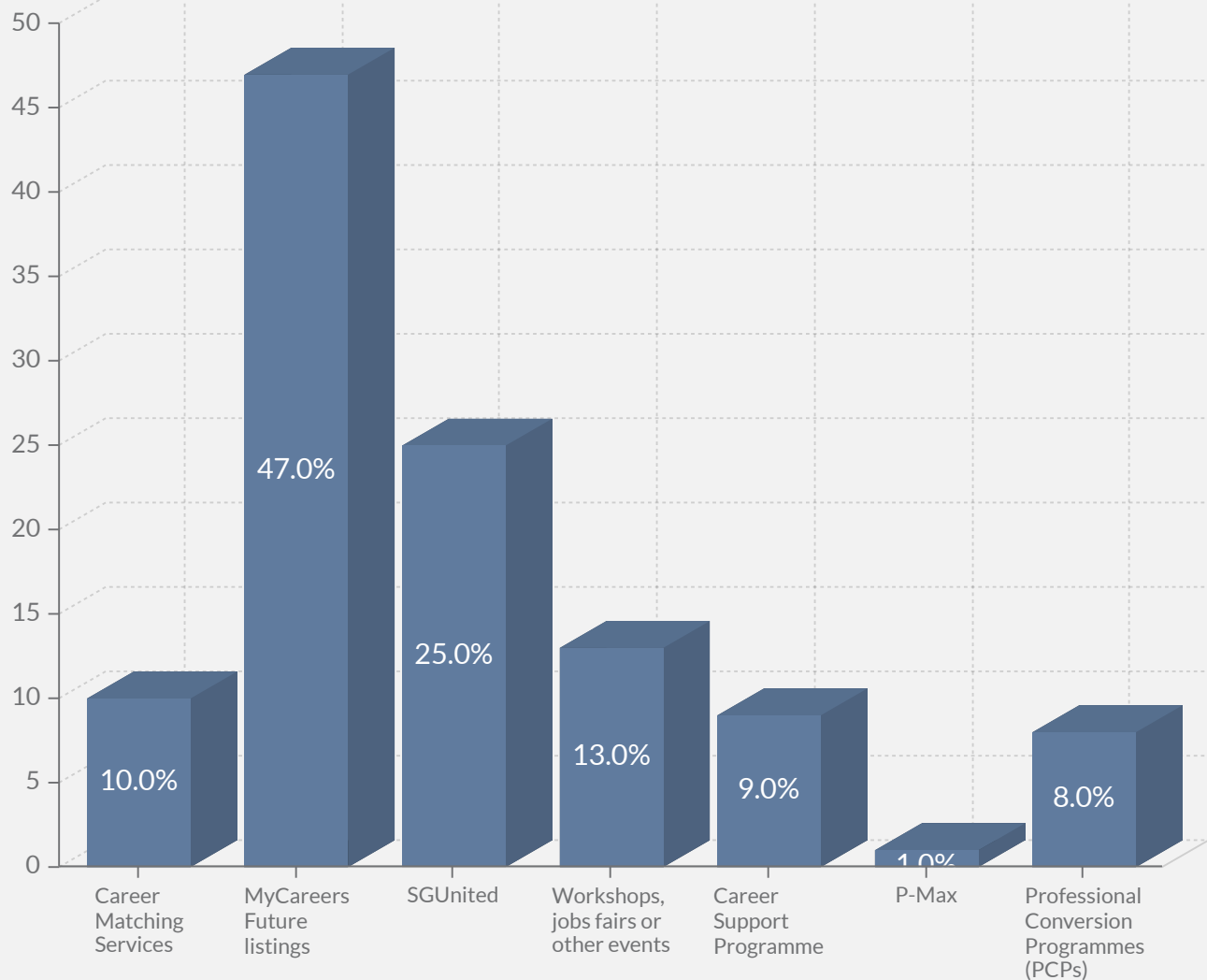
Q. What are the biggest obstacles to your recruitment of Singaporeans and PRs?



Q. For the following disciplines, where have you had difficulty filling roles with *local* manpower in the past 12 months?

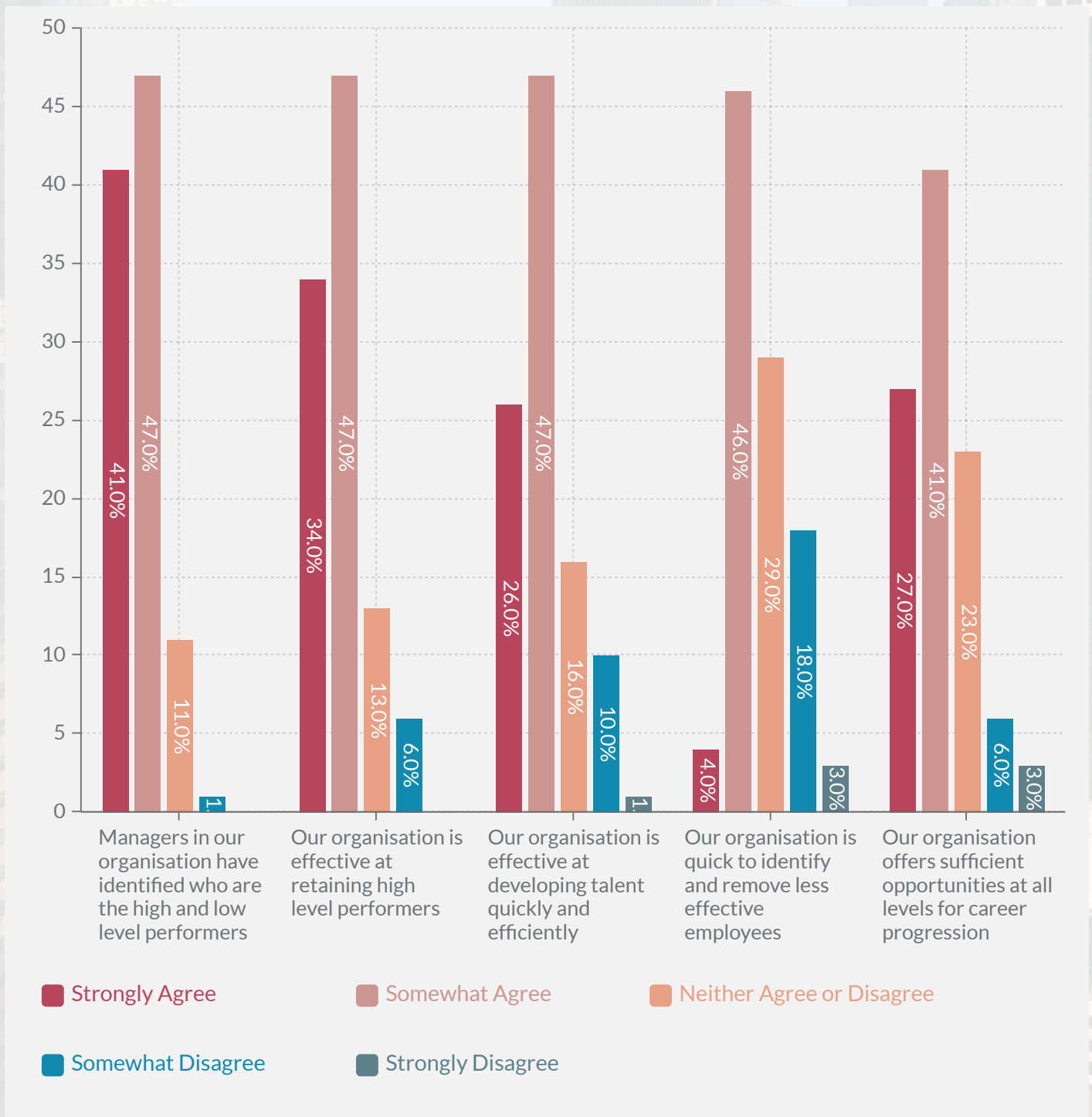


Q. Which Government schemes have you used for recruitment within the past 12 months?

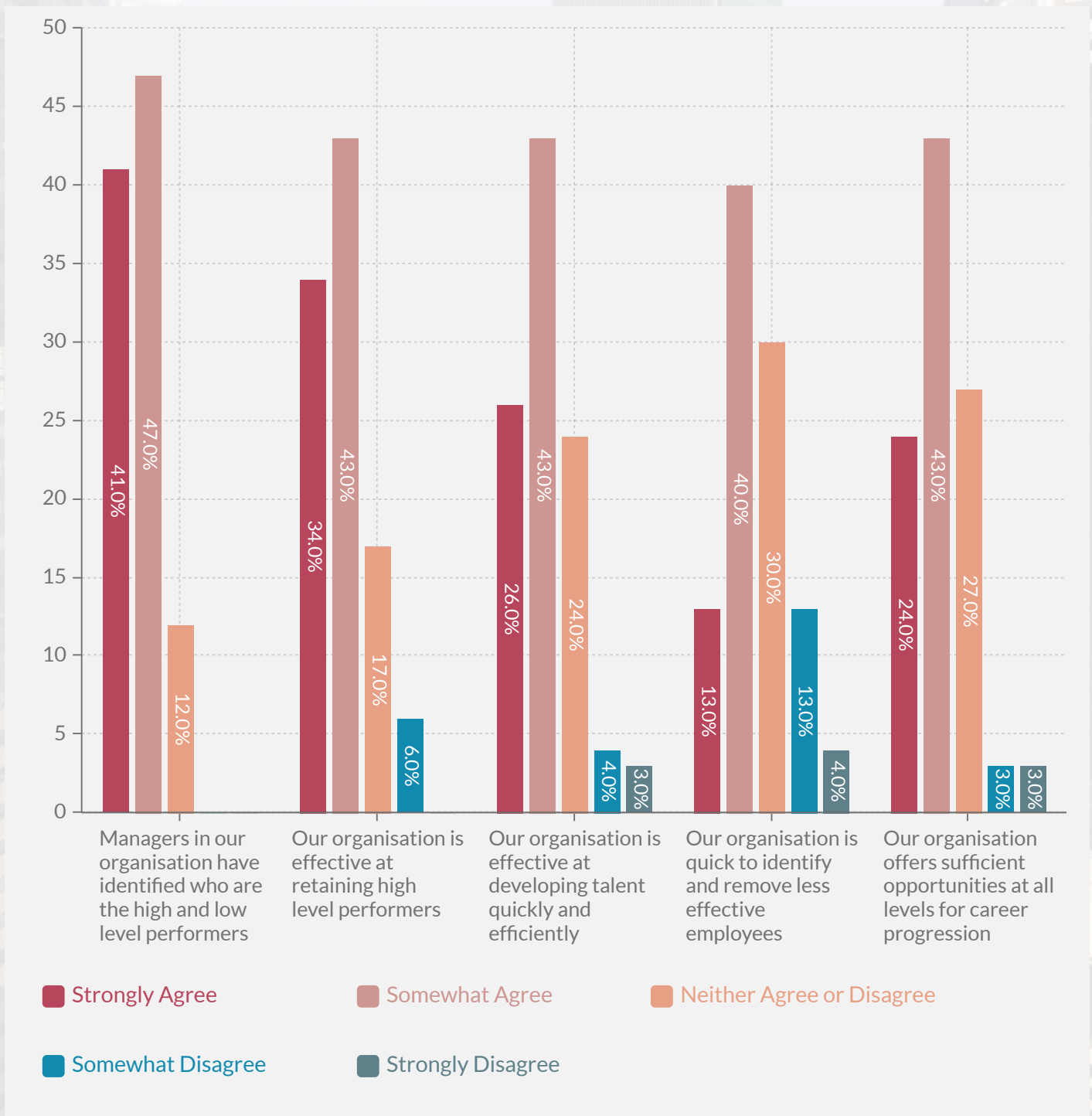


LEARNING, DEVELOPMENT & CAREER PROGRESSION

Q. To what extent do you agree with the following statements when applied to your *local* workforce?



Q. To what extent do you agree with the following statements when applied to your *foreign* workforce?



Q. What percentage of your current workforce are in their current role following at least one internal promotion?

▼ 37%



Average response

Q. Is there clear communication of the next steps to reach promotion for each role?

▼ 66%



Responded Yes

Q. Do you have a formal appraisal process in place?

95%▼



Responded Yes

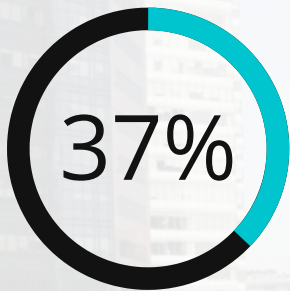
Q. Have your organisation learning and development plans changed post-Covid?

▼ 56%

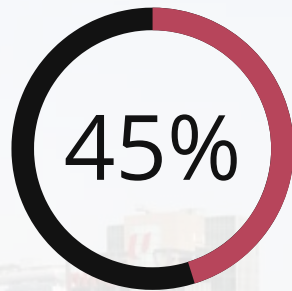


Responded Yes

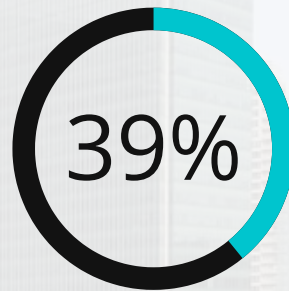
Q. What percentage of your current workforce have been employed with the company for:



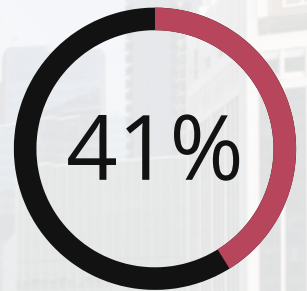
Up to 2 years



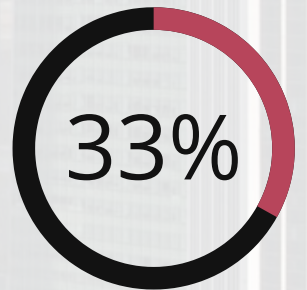
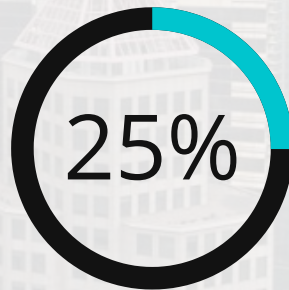
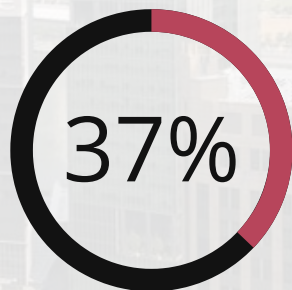
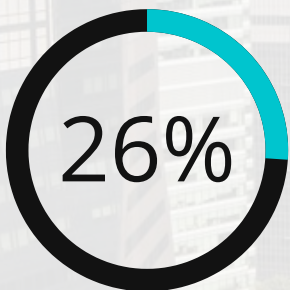
2-5 years



5-10 years



More than 10 years



Blue = local / Red = foreign / Average responses

Q. Do you have a formal exit interview process in place with learnings communicated to senior/line managers?



Responded Yes

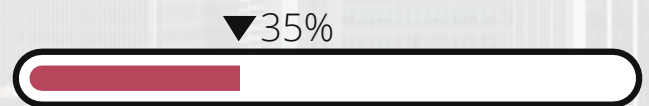
Q. What percentage of employees who exited the company within the past 5 years have done so for the following reasons:

External, i.e. head-hunted, relocation, personal reasons, reached retirement age, impacts of Covid

Internal, i.e. cultural fit, work-life balance, lack of progression opportunities, disciplinary action, redundancies

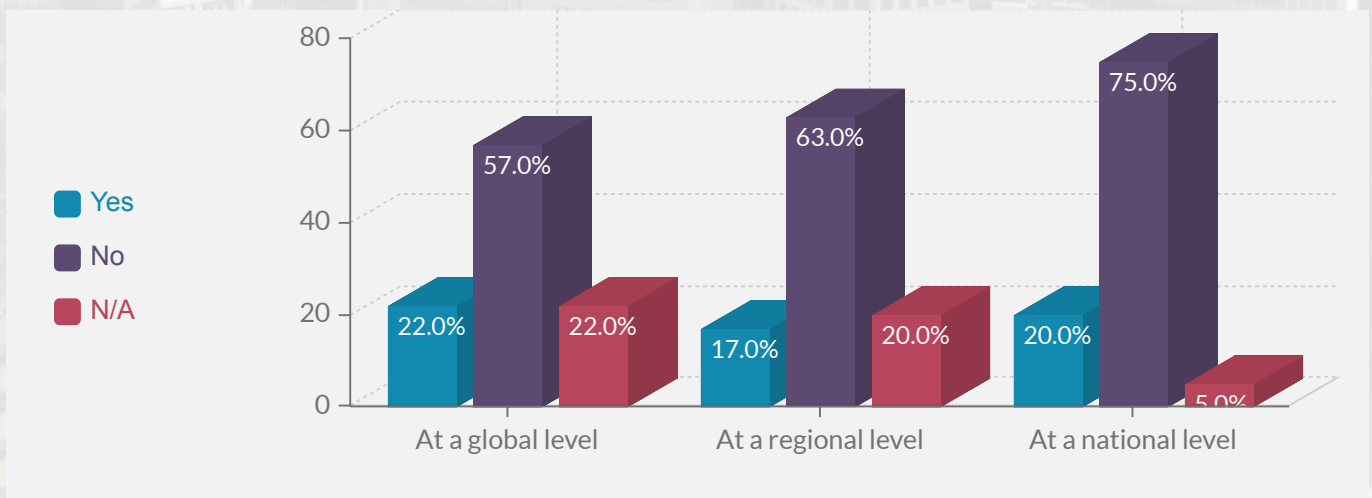


Average Response

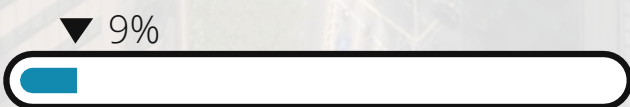


Average Response

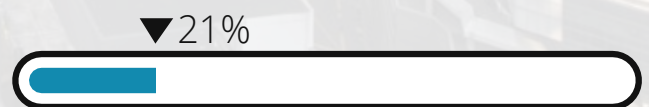
Q. Has your organisation made any redundancies due to Covid:



Q. If yes, what percentage of the total pre-Covid workforce?



Global level / Average Response



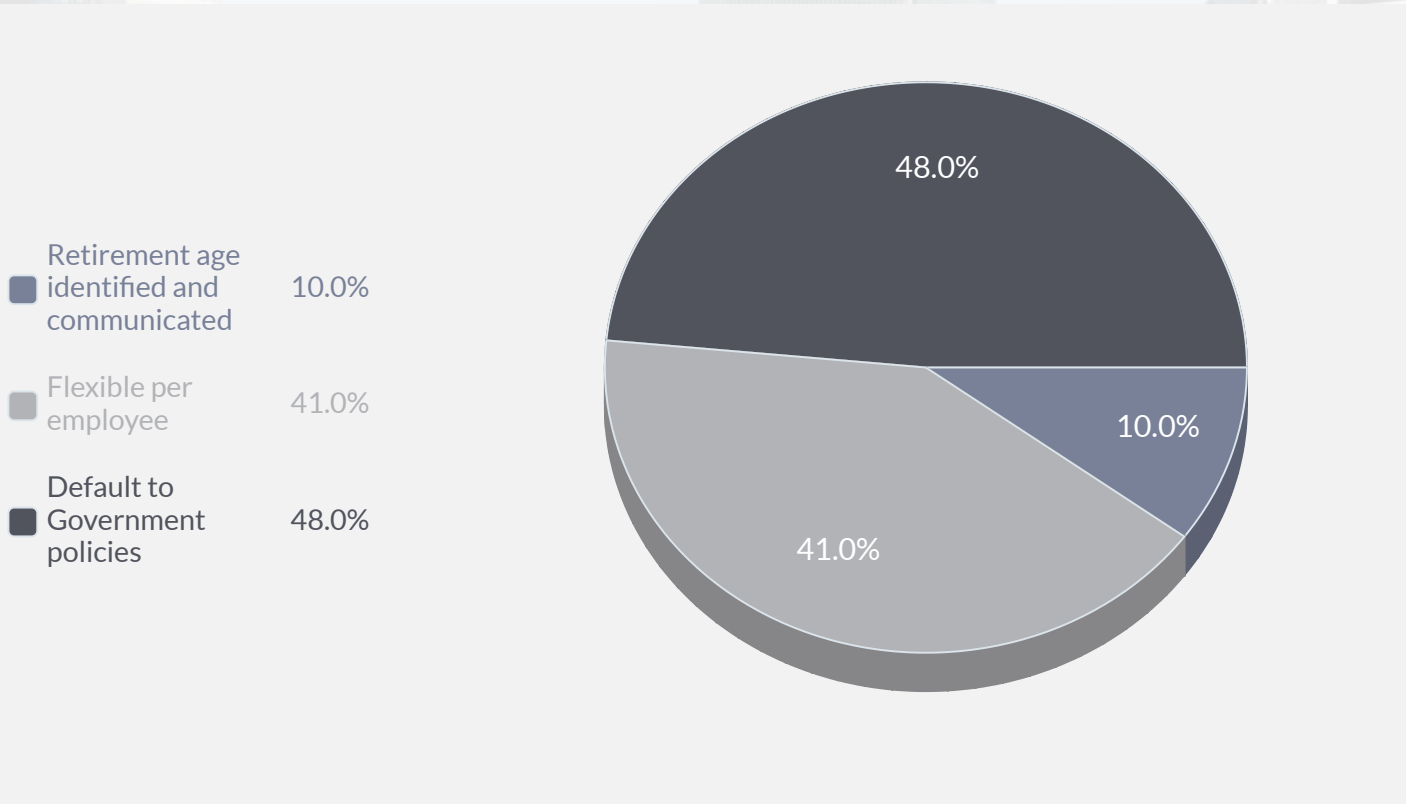
Regional level / Average Response



National level / Average Response

RETIREMENT POLICIES

Q. What form of retirement policy does your organisation have?



Q. Does your organisation have succession planning in place for employees close to retirement age, ensuring valuable experience is passed on?

▼ 59%



Responded Yes

Q. Does your organisation have a mentoring scheme in place for older workers to pass on experience and knowledge to newer recruits?

▼ 62%

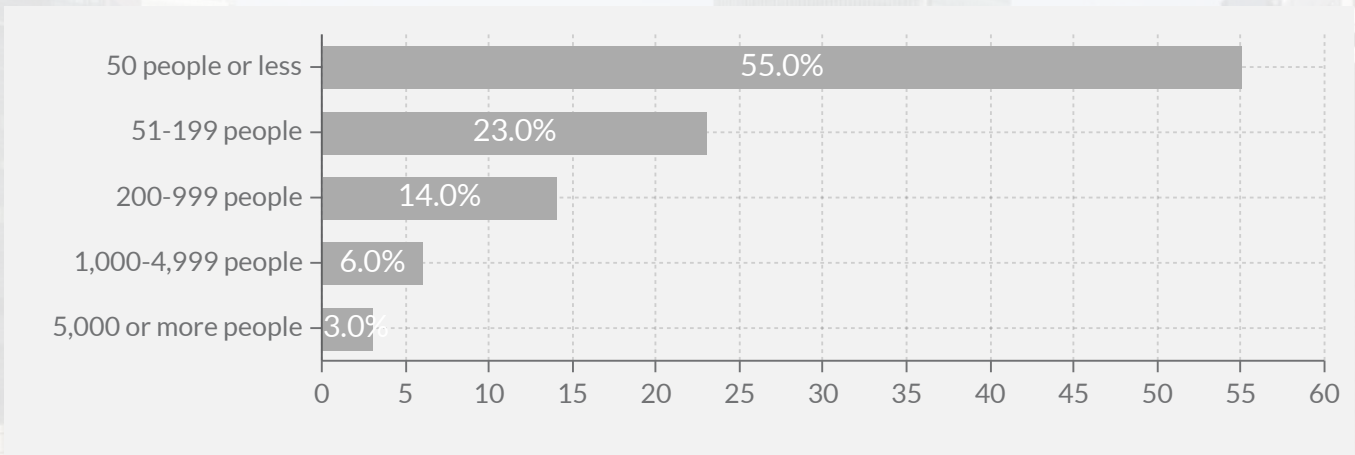


Responded Yes

DEMOGRAPHICS

Survey size: 79 companies, 4-10 November 2020

% by Size



% by Industry

