PRESS RELEASE

Recommendations by Tripartite Workgroup to Strengthen Human Capital in Every Workplace for Every Worker

24 September 2026

The Tripartite Workgroup on Human Capital Capability Development (TWG-HC)[1] released its report at the Institute for Human Resource Professionals' (IHRP) People Behind People Forum 2026 today. The TWG-HC made five recommendations to strengthen human capital capability across the economy, so as to ensure that Singapore's next chapter of growth will continue to be centred in its people and for its people. Through the five recommendations, the TWG-HC aspires to benefit more than two million workers, support at least 2,000 enterprises, and build the capabilities of 20,000 human resource (HR) professionals and people leaders.

2 The TWG-HC was convened in February 2025 to address trends, including rapid technology advancement and rising longevity, that are reshaping work and workplaces. Over one and a half years, the TWG-HC engaged over 1,000 employers, workers, HR professionals and representatives from trade associations and chambers, HR institutions, academia and government agencies. Our report and recommendations are informed by what we have learned from these engagements.

Unlock Better Opportunities for Singaporeans

3 In the face of constant change, Singapore must constantly provide opportunities for workers to develop and progress in their careers, and business to thrive. 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. **The first recommendation is to establish the Singapore Opportunity Index (SOI) in October 2025 as a national benchmark for opportunities that employers create** using verified administrative data. The SOI enables workers to make more informed career decisions and employers to better evaluate the impact of their human capital strategies. Tripartite partners and industry partners will provide advisory services and resources to help enterprises to understand their SOI reports and strengthen their human capital strategies.

[1] The Tripartite Workgroup on Human Capital Capability Development (TWG-HC) was co-chaired by the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC), and the Singapore National Employers Federation (SNEF). The TWG-HC comprises members from diverse backgrounds including business and HR leaders, representatives from Trade Associations and Chambers, the Institute for Human Resource Professionals (IHRP), NTUC, SNEF and government agencies involved in human capital development.

Transform Work, Grow People

4 **The second recommendation is to help enterprises build workforce planning capabilities, as well as bring strategic HR expertise within reach of more SMEs**. SNEF and IHRP will provide a range of practical guides and real-world showcases that help firms anticipate and plan for workforce transformation as part of their enterprise transformation plans. For SMEs that may not have dedicated strategic HR expertise in-house, IHRP and local start-up co:grow are also piloting a model that matches participating SMEs with experienced HR leaders on a part-time, embedded basis. This gives SMEs flexible access to strategic HR advice tailored to their business needs, without having to hire a full-time senior HR professional.

5 **The third recommendation is to help enterprises to use AI effectively and responsibly in HR** . Tripartite partners will introduce a new People-centred AI Transformation for HR (PATH) initiative comprising the following: (i) AI Starter Kits that package AI solutions with practical implementation guidance, consultancy, training and funding support for enterprises to implement AI for high-impact HR use cases. (ii) IHRP will work with training partners to introduce more accredited training programmes aligned to 12 new IHRP AI Fluency Skills Badges. (iii) NTUC will develop a playbook to help HR professionals navigate the AI transformation journey, to be released in the first quarter of 2027. As AI becomes more widely used in hiring and other employment decisions, tripartite partners recommend developing guidance on responsible AI use in recruitment, including the processes and safeguards employers should put in place to ensure that employment decisions remain fair and merit-based.

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

6 Every workplace is shaped by its people decisions and the people who make these decisions. **The fourth recommendation is to professionalise HR practice** by establishing a trusted baseline. The TWG-HC recommends that organisations with more than 200 employees have at least one suitable HR professional who is an IHRP Certified Professional. However, leading the future of work requires not only competent HR professionals, but strong people leaders at every level of the organisation. **The final recommendation is to develop people leaders for the future**. HCLI is designing a human capital leadership development programme designed for senior HR and people leaders. The programme will equip them with the capabilities, resources and support network to develop next-generation enterprises.

Quotes from TWG-HC Co-Chairs

7 Mr Kenny Tan, Deputy Secretary (Workforce) of MOM and TWG-HC co-chair, said, “The TWG-HC’s report reflects the tripartite partners’ shared vision of a Singapore where every workplace is a place of opportunity, and where every worker can build a meaningful and rewarding career. In turn, the drive, skills and agility of our people will enable our businesses to thrive. We are committed to implementing the five recommendations to strengthen human capital capability across our economy. However, we cannot do this alone. Leaders at all levels of the organisation – business leaders, human resource professionals and people managers – must drive enterprise and workforce transformation together. Workers must embrace new ways of doing things, new jobs and new skills. This is how we ensure that Singapore's next chapter of growth will continue to be rooted in its people and for its people. This is what “Opportunity by Design” means for Singapore.”

8 Mr Patrick Tay, Assistant Secretary-General of NTUC and TWG-HC co-chair, said, "HR professionals are the 'stewards of human capital' and must move towards becoming strategic partners for our workers as businesses transform and adopt AI. Stronger human capital capabilities can help companies make better workforce decisions, invest in their people, and ultimately create better jobs and work prospects for the Singaporean core, including PMEs. These recommendations will equip HR professionals and people leaders with the capabilities to manage workforce transformation that is people-centred. By helping workers adapt, upskill and take on new opportunities, we can ensure that Singaporeans continue to benefit from economic growth and technological change."

9 Mr Benjamin Boh, Council Member of SNEF and TWG-HC co-chair, said, "Employers recognise that business transformation and workforce transformation must go hand in hand. Strong HR and human capital capabilities help employers translate business priorities into effective people strategies, support employees through change and build the skills needed for growth. The recommendations provide practical support for companies to strengthen their HR capabilities through certification, better access to HR expertise, and people-centred AI adoption. This is especially valuable for employers as they build workforce resilience and prepare for long-term growth."

Government Accepts the TWG-HC Recommendations

10 The Government accepts all five recommendations put forth by the TWG-HC and will work closely with NTUC, SNEF, and industry stakeholders on their implementation.

11 **From 1 July 2028, organisations with more than 200 employees will be required to have at least one HR professional certified at the IHRP Certified Professional (IHRP-CP) level or higher.** This will enable firms to create progressive workplaces and good jobs, and also help firms to prepare for the roll-out of the Workplace Fairness Act and changes to the Employment Act.

12 We will support all organisations, including those with 200 or fewer employees, to get their HR professionals certified:

- **Recognition of equivalent accreditations:** Firms will satisfy this requirement if their HR professionals hold equivalent certifications from other international HR professional bodies that are recognised by IHRP and meet any prescribed bridging requirements.

- **Support for early adoption:** The government provides significant subsidies for Singapore residents to undertake IHRP certification. On top of these subsidies, we will provide an additional $100 subsidy from 1 Oct 2026 until 30 June 2028. This will bring certification fees down to $163.50 for IHRP-CP certification and $272.50 for IHRP Senior Professionals (IHRP-SP) certification, which are valid for three years. In addition, we will allow organisations to use their SkillsFuture Enterprise Credit to offset remaining out-of-pocket fees for their HR professionals.

13 For more information on the TWG-HC report and the recommendations, please visit go.gov.sg/twg-hc.

End of Release

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Annex A – Media Profiles

Organisation	Profiles	Write-up
IHRP	Karina Kuok Head of Professional Standards & Development, Institute for Human Resource Professionals (IHRP) Preferred Language: English <u>Contact Point</u> Ashley Ng Mobile: 9621 3780 Email: ashley.ng@ihrp.sg	Karina Kuok has over 20 years of experience in Learning & Development, HR consulting, and marketing across Singapore, Asia Pacific, and the USA. Prior to joining IHRP in March 2017, Karina spent 11 years with Deloitte Consulting, initially based in the US practice before relocating to Southeast Asia. Her consulting work focused on business transformation, change management, and talent management, with project experience spanning leadership and succession planning, learning and development, post-merger integration, workforce transition, organisation design, employer branding, culture alignment, and HR process assessments. Karina holds a Master of Industrial Labour Relations and an MBA from Cornell University.
ASME	Jeremy Tan Group Managing Director, Adrenalin Group, Co-Opted Council Member, Association of Small & Medium Enterprises (ASME) Mobile: 9871 0707 Email: jeremy.t@adrenalin.com.sg Preferred Language: English	Adrenalin Group is a Singapore-based communications and experience company founded in 2008. It operates across three business units, namely AdrenalinX, AVPD Studios, and Aether Lab, offering event management, audiovisual content production, and technology-enabled engagement solutions to clients in the public, corporate, and social sectors. Jeremy joined Adrenaline Group in March 2025 and has more than 20 years of experience in brand building, business growth and strategic leadership. He currently serves as a co-opted Council Member of the Association of Small & Medium Enterprises (ASME).

Annex B – Composition of the TWG-HC

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 Preeston	CapitaLand Investment	Chief Corporate Officer, Ascott
	Ms Audrey Koh	Commonwealth Capital Group	Group Chief Human Resource & Group Chief Transformation Officer
	Ms Lynn Chua	Enterprise Singapore	Director, Industry Human Capital
	Mr Lim Zhi Rong (IHRP-MP)	Government Technology Agency of 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; Chief Human Resource Officer 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