



<https://for.edu.sg/pe-fwa-guide>



SP Singapore Polytechnic

PRECISION ENGINEERING SECTORAL GUIDE TO FLEXI-WORK ARRANGEMENTS (FWAs)



PREPARED BY

Singapore Polytechnic
Business Innovation Centre (BIC)

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FOREWORD FROM **SPETA**

This guide is a joint initiative by the Singapore Precision Engineering and Technology Association (SPETA) and Singapore Polytechnic's Business Innovation Centre (SPBIC) to support Precision Engineering and Manufacturing organisations in adopting effective Flexible Work Arrangements (FWAs).

As of September 2024, Singapore's unemployment rate stands at an impressively low 1.8%, among the lowest in Southeast Asia. In this tight labor market, competition for talent is intense.

To attract and retain talent, particularly in the manufacturing sector, employers must go beyond fair wages and career progression. Thoughtfully designed and implemented FWAs can be a key differentiation among organisations by fostering a more flexible, inclusive, and engaged workforce.

This sectoral guide provides practical insights for organisations in the Precision Engineering and Manufacturing sector to implement seamless, fair, and effective FWAs. It is designed to address evolving industry needs while promoting a progressive work culture.

I extend my heartfelt gratitude to Singapore Polytechnic (SP), TAFEP, SPETA members who contributed their insights, and the SPETA Secretariat team for their dedication to advancing the Precision Engineering community.

Wishing everyone continued success in 2025.



Ms Elise Hong
Chairman
Singapore Precision
Engineering and Technology
Association (SPETA)



The future of work is here—reshaping industries, redefining workplace cultures, and transforming businesses operations. In this era of rapid change, Flexible Work Arrangements (FWAs) are a strategic necessity for organisations to remain competitive and sustainable.

Integrating flexibility presents a tremendous opportunity within the manufacturing sector, which has long been associated with rigid schedules and traditional workflows. Forward-thinking manufacturers can attract top talent, boost employee engagement, and enhance productivity—which positioning themselves as leaders in innovation and resilience.

Developed by Singapore Polytechnic's Business Innovation Centre (SP BIC) in collaboration with Singapore Precision Engineering and Technology Association (SPETA), this sectoral guide delves into the current state of FWAs in the manufacturing industry. Through thoughtful analysis, real-world data, and insights from key industry stakeholders, it explores how organisations successfully implement FWAs and the key trends driving this transformation.

Beyond serving as a reference, this guide is a call to action. It equips leaders, HR practitioners, and frontline managers with the tools and strategies to redefine traditional work models and foster flexibility, collaboration, and productivity in an ever-evolving workplace.

I urge you to leverage the insights in this guide to drive meaningful change within your organisation. By embracing FWAs as part of your strategic vision, you will not only futureproof your workforce but also help lead the manufacturing sector into a more dynamics and sustainable future.



Mr Soh Wai Wah
Principal, CEO
Singapore Polytechnic (SP)

EXECUTIVE SUMMARY

This guide aims to provide an in-depth analysis of Flexible Work Arrangements (FWAs) for the manufacturing industry, based on data collected through a comprehensive survey and discussions with SPETA members at SP's HR Learning Journey Sessions and other SPETA engagement platforms.

This guide aims to help manufacturing organisations to:

- **Understand Adoption:** Examine how manufacturing organisations are adopting FWAs, including the types currently in place or planned. FWAs can enhance work-life balance, productivity, and employee loyalty. In Singapore, FWAs like flexi-time, hybrid work, and compressed workweeks are growing, supported by government initiatives. Employees appreciate the flexibility, while employers use FWAs to stay competitive. For a smooth transition, assess team needs and operational requirements.
- **Assess Implementation:** Analyse the steps organisations are taking to formalise these arrangements. Manufacturers are adopting flexible work options like staggered shifts and compressed workweeks to attract and retain talent in an industry traditionally constrained by operational demands. These innovations have improved employee satisfaction and productivity, though challenges like schedule management remain. Striking the right balance is key to boosting morale and operational efficiency.
- **Identify Trends:** Highlight trends and patterns in FWAs implementation within the manufacturing sector. Rolling out FWAs can be challenging due to operational hurdles and resistance to change. To overcome these challenges, businesses should establish clear policies, effective communication plans, and streamline request processes. When reviewing requests, fairness and consideration for both employee needs and business requirements are crucial. Transparent and empathetic communication is key to building trust during the decision-making process.

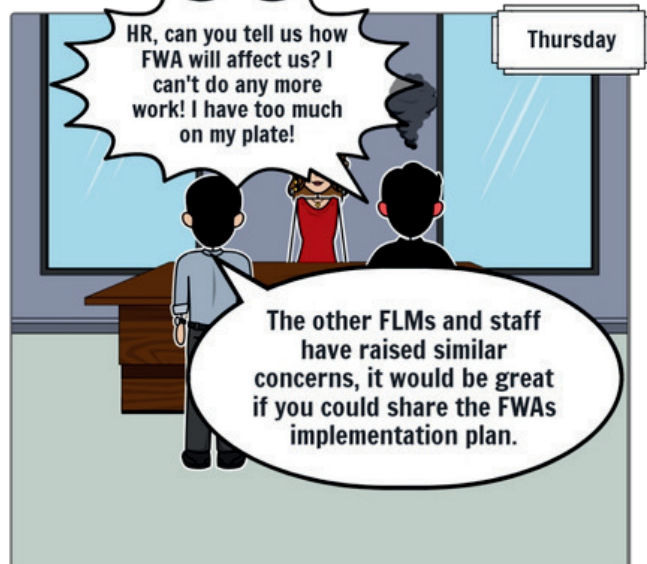
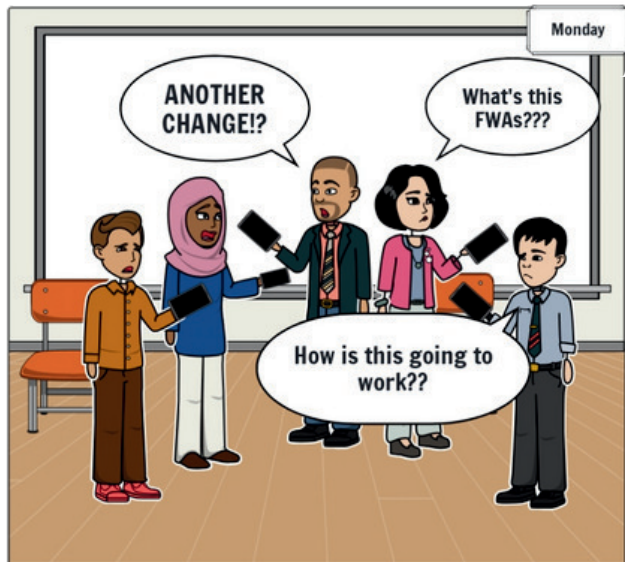
SPETA and Singapore Polytechnic aim to provide valuable insights into the FWAs landscape in the manufacturing industry. The guide will help identify best practices, address challenges, and encourage early adoption of FWAs as a people business strategy.

All information collected has been anonymised and used exclusively for data analysis by Singapore Polytechnic's Business Innovation Centre (SP BIC).



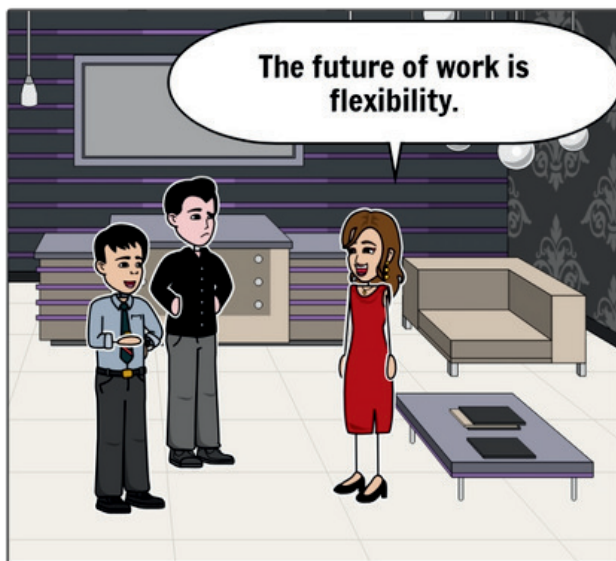
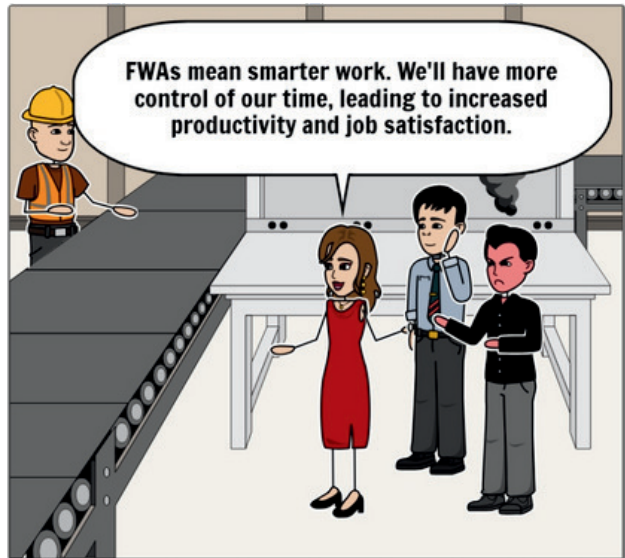
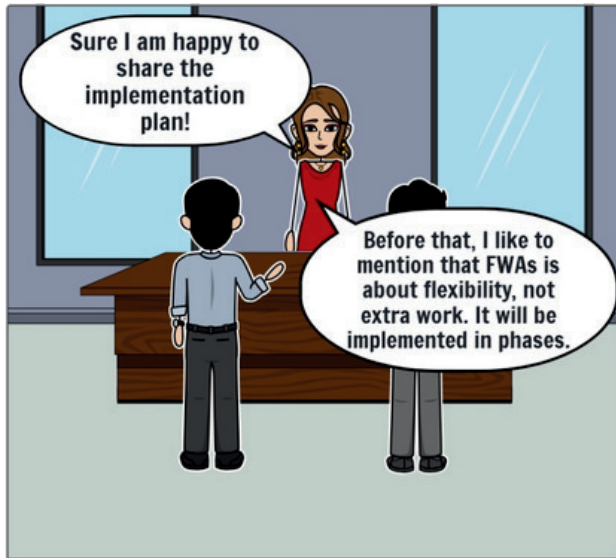
WHAT'S IN IT FOR YOU?

Understanding FWAs Together



WHAT'S IN IT FOR YOU?

Understanding FWAs Together



FWAs IN GLOBAL CONTEXT

Workplace Flexibility is no longer a "nice-to-have"—it's a must. For manufacturers, offering flexibility to production workers is becoming a game-changer in attracting and keeping talent, especially in today's tight labour market.



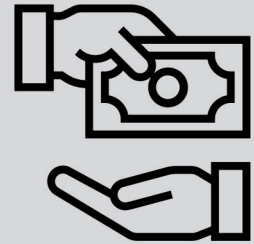
Employees Values Flexibility

Nearly 50% of manufacturing employees stay for flexibility, 63% seek it in their next role, and 42% value it as much as salary.



Change Is Happening

Almost 47% of manufacturers now offer flexible scheduling for production employees - a significant shift in the industry.



Pays Off

Flexibility broadens talent pools, enhances satisfaction, and fosters employee loyalty. Allowing the company to pay off in productivity as well as profits.

The key takeaway? There's no one-size-fits-all solution, by embracing workplace flexibility thoughtfully, manufacturers can position themselves as **employers of choice**, fostering retention and meeting the evolving expectations of a modern workforce.

Source: [Manufacturers Alliance The Future of Flexible Work in Manufacturing](#)

FWAs IN SINGAPORE CONTEXT

Changing Talent Expectations

3.5 million manufacturing positions are likely to be filled in the next decade. Further the manufacturing tasks have fundamentally altered and so have the workforce requirements

Manufacturing employers expect talent to have extensive technical and data science expertise along with engineering domain knowledge

Resolving Talent Scarcity & Leakage

Manufacturing employers must offer several high-value growth opportunities to the current and future (Gen Z) workforce to make manufacturing their preferred job of choice.

In subsequent human capital solutions linked to this business challenge, we will discuss how organisations can build their employer brand, boost employee engagement and provide growth opportunities to attract and retain talent

Source: [Intro to the Manufacturing Employer Handbook by SPETA, January 2023](#),

FWAs Are Increasingly Important As A Talent And Business Strategy



Attract and retain talent
Employee value proposition.
Retention strategy



Widen talent pool **Tap on**
different demographic profiles
and work experiences (e.g.
caregivers, mature workers)



Increase employee
engagement
Employee well-being
Energised workforce



Increase productivity
Increase organisational results.
Deployment flexibility

Source: [Register for TAFEP's Flexi@Work briefing or other events](#)

CATEGORIES OF FWAs

By aligning FWAs with both employee and organisational needs, organisations can help employees balance work and family, a need that will grow as our society ages. Flexible options widen the talent pool and improve retention in today's tight labour market.

COVID-19 highlighted FWAs as a key to business continuity and resilience, making it crucial for a modern workplace.

FWAs have three broad categories:



FLEXI-PLACE

Employees work flexibly from **different locations** aside from their usual office location (e.g. telecommuting, work-from-home)



FLEXI-TIME

Employees work flexibly at **different timings** with no changes to total work hours and workload (e.g. flexi-hours, staggered hours, flexi-shift, compressed work schedule)



FLEXI-LOAD

Employees work flexibly with **different workloads** and with commensurate remuneration (e.g. job sharing, part-time work)

OVERVIEW OF THE FWAs SURVEY

The survey was launched in July 2024 to participants from diverse industries who attended SP's **HR Learning Journey Sessions** and **SPETA engagement with organisations**. This guide focuses on respondents from manufacturing industry, which makes up **75%** of the data collected.

The objectives of the survey are:

- Understand how FWAs impacts talent, skills, performance, efficiency, and implementation
- Explores how FWAs influences job satisfaction, productivity, and company procedures to optimise benefits.



- Analyses FWAs current status and future plans, focusing on formalisation, types of FWAs arrangements, and Job Redesign (JR)
- Provides insights on organisations' readiness and willingness to adopt FWAs.



SURVEY ANALYSIS

The survey revealed that majority of participating organisations are well-established, with **77%** operating for over **20** years and **47%** employing a workforce exceeding **100** individuals. These organisations encompass a diverse range of roles, with **214** administrative and **191** operational positions.

Notably, **53%** of organisations recognise FWAs help talent acquisition and retention. Furthermore, over half (**51%**) reported that FWAs **positively influence employee skills development and training opportunities**. However, **66%** of organisations reported that FWAs presented a dual impact, with both benefits and challenges on certain job functions.



29% of organisations believed that FWAs **positively impacted their production schedules, quality control, and operational efficiency**. While operational efficiency, quality control, and production schedules have positive impact, they are also the **main challenges** when implementing FWAs. **47%** of organisations reported that FWAs contributed positively to employee satisfaction, productivity and retention.

According to the data, **67%** of organisations have **implemented FWAs**. However, **71%** of these organisations indicated that their FWAs are **not yet formalised**. Meanwhile, **45%** of organisations plan to **formalize their FWAs**, and **34%** have stated their intention to implement FWAs in the next **3 months**.

Employees preferred **flexible hours, telecommuting, and part-time work**. Management approval was indicated as the most relevant step for FWAs implementation. **55%** of the organisations would **consider Job Redesign (JR)** as part of their FWAs implementation.

Refer to the Annex for detailed data of survey.

HOW READY IS YOUR ORGANISATION IN ADOPTING FWAs?



Take this FWAs Readiness Survey to find out!

[Link to Sectoral Guide](#)

Review your results to see how FWAs ready you are!

| Final Score | Course of Action |
|---|--|
| 0-5 (No worries, we are here to guide you) | <ul style="list-style-type: none">• Introduce core concepts of FWAs to the organisation• Emphasise how FWAs can improve work-life balance, productivity, and overall employee satisfaction• Address any concerns or questions about FWAs |
| 6-9 (It looks like you're getting there but let us build on your foundation) | <ul style="list-style-type: none">• Formal and clear lines of communication are necessary for FWAs requests and approvals• Consider automation and Job Redesign to help adopt FWAs |
| 10-13 (Looks like you are ready for FWAs) | <ul style="list-style-type: none">• Managers and employees should be trained and given resources on effective remote and hybrid work practices• Implement employees' well-being programmes in support of FWAs |
| 14-15 (Congrats! You are FWAs ready) | <ul style="list-style-type: none">• Always evaluate and enhance FWAs strategies to boost productivity and employee engagement• Analyse emerging trends and learn from industry best practices |



No matter the result, this sectoral guide will help you on your journey to understand and adopt FWAs!

CASE STUDY #1: FLEXIBLE HOURS AND WFH TO INCREASE PRODUCTIVITY



About the organisation

A welding company that specialises in provide welding, cutting and safety products with 20 employees, providing equipment, safety and training on welding tools to various industries

Business Challenges

- Unmet employee needs negatively impact operations and business outcomes
- Increased leave usage and time away from work

Types of FWAs Implemented

- **Flexible hours** (Digital locks were put in place to support easy access in and out of the office for flexible hours)
- **Work From Home (WFH)- (Applicable to Specific Roles only)** (Hardware & software purchase for WFH alongside digital communications allowances)

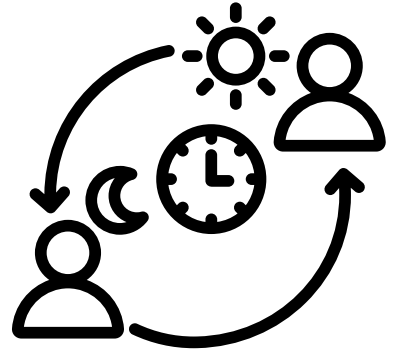
Success Factors

- Strong management support and employee commitment to FWA policies
- Stakeholder awareness of policies before implementation
- Ensure fairness and mitigate bias by aligning values throughout the implementation process

Outcomes & Benefits

- Increased employee engagement and satisfaction through enhanced online communication, compensating for reduced face-to-face interactions
- Improved customer satisfaction due to higher employee accuracy, productivity, and better collaboration

CASE STUDY #2: FLEXIBLE SHIFTS FOR OPERATIONAL EFFICIENCY



About the organisation

An injection molding organisation in Singapore with 120 employees, producing plastic components for various industries

Business Challenges

This SME faced issues with operational efficiency due to fixed shift timings that did not align with varying production demands

Types of FWAs Implemented

Flexible shifts (Employees could swap shifts or start/end times based on production needs and personal preferences)

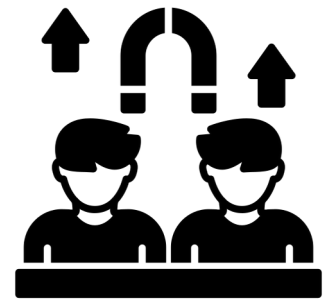
Success Factors

- Shift supervisors were given autonomy to adjust schedules based on daily production forecasts
- The organisation provided clear guidelines on shift changes to ensure consistency and fairness

Outcomes & Benefits

- Improved operational efficiency by 18%, with less downtime and better alignment with production cycles
- Employee satisfaction improved, leading to a 25% reduction in absenteeism

CASE STUDY #3: COMPRESSED WORKWEEK TO BOOST WORKFORCE RETENTION



About the organisation

An electronics manufacturing organisation in Singapore with 150 employees

Business Challenges

This SME faced challenges in retaining skilled workers, particularly in production roles that demanded long hours

Types of FWAs Implemented

Compressed workweek

(Employees worked four 10-hour days instead of the traditional five 8-hour days)

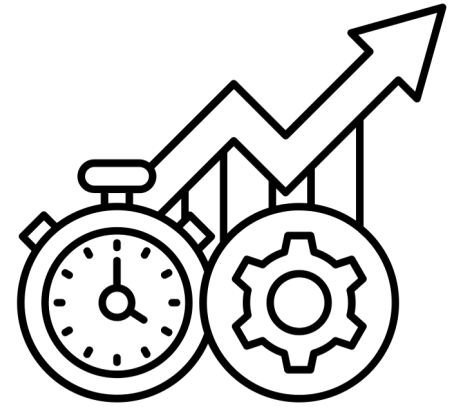
Success Factors

- Management implemented a **compressed workweek** and regular employee feedback to boost employee retention
- The organisation provided additional support like transport and meal allowances for those on longer shifts

Outcomes & Benefits

- Within 6 months of the **compressed workweek's** implementation, retention rates increased by 15%
- Employees' improved work-life balance and increased job satisfaction resulted in a 10% boost in productivity

CASE STUDY #4: TELECOMMUTING TO ENHANCE PRODUCTIVITY



About the organisation

A precision engineering firm in Singapore with 300 employees, primarily involved in high-tech machinery parts manufacturing

Business Challenges

The organization experienced high absenteeism and productivity losses due to heavy traffic congestion in the city during peak hours

Types of FWAs Implemented
Telecommuting (Remote work allowed for certain roles like CAD designers and engineers)

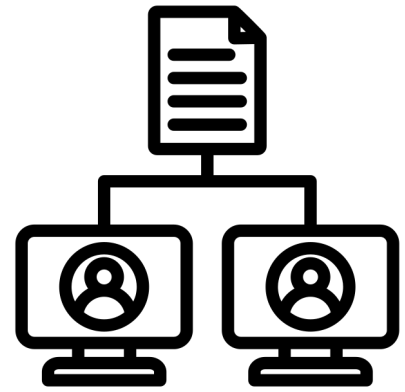
Success Factors

- HR collaborated with IT to ensure employees had the necessary tools and cybersecurity measures to work from home
- The organisation conducted training sessions to help employees adjust to remote work practices and maintain productivity

Outcomes & Benefits

- Absenteeism reduced by 30%, and overall productivity increased by 12%
- The organisation saved on overhead costs related to office space and utilities

CASE STUDY #5: JOB SHARING TO RETAIN SKILLED WORKERS



About the organisation

An aerospace component manufacturer in Singapore with over 800 employees

Business Challenges The organisation experienced difficulty retaining skilled workers in specialized roles, especially those nearing retirement who wanted reduced hours

Types of FWAs Implemented Job Sharing (Two employees shared the responsibilities of one full-time position, allowing for reduced hours)

Success Factors

- HR developed detailed job-sharing agreements to ensure clarity in roles and responsibilities
- The organisation provided training on effective communication and collaboration for job-sharing pairs

Outcomes & Benefits

- Retention of skilled workers improved by 20%, particularly among older employees
- The organisation maintained productivity levels while allowing for greater flexibility in work arrangements

INDUSTRY TESTIMONIALS

“ The creation of FWA will improve work-life balance, allowing employees to better manage personal commitments, reduce stress and increase overall job satisfaction as employees are company's greatest asset.

”

Sharon Tan

Senior HR & Admin Manager
Phaos Technology Pte Ltd

“ Metalcool recognizes the growing importance of Flexi-Work Arrangements (FWAs) as a strategy to build a resilient and adaptable workforce. While we are in the early stages of exploring suitable FWA models, we are committed to studying their potential to enhance employee well-being, strengthen workforce retention, and foster inclusivity. By integrating flexibility into our workplace culture, we aim to future-proof our operations and align with global best practices in the manufacturing sector

”

Jessica Chan

Managing Director
Metalcool Pte Ltd

“ Flexible work arrangements (FWA) helps boost employee retention, attract top talent, and reduce absenteeism as it addresses the various needs of our employees. It also enables us to better manage the ever-changing diverse workforce needs, fostering a positive organizational culture and enhancing overall employee engagement. In addition, FWA allows for a healthier work-life balance, leading to higher job satisfaction and productivity which both a win-win to the employees and also our Organization

”

Felis Guo

Human Resource Manager
AT&S Pte Ltd

INDUSTRY TESTIMONIALS

“Introducing flexible working arrangements has brought both opportunities and challenges to our company operations. On one hand, they have supported employee well-being and showed signs of increased productivity. On the other hand, we've had to adapt to ensure communication and collaboration remain effective, and that operational consistency is maintained. We are working on striking this balance as it will be key to ensuring the benefits are felt by both employees and the organization”

Daryl Neo

Chief Development Officer
Omni-Plus System Limited

“Human Capital is always the paramount in the manufacturing industries , adopting the best and right practices will definitely enhance growth, productivity and profitability in a company. The ability to ever having an open mind in articulating the right practice and improve further on it will create an environment that is conducive to work in.”

Marc Tan

Chief Operations Officer
PLC Industries Pte Ltd

“When an employee requests for flexible work arrangements, I believe it comes from a place of need. Our job in the management team is to help our employees flourish at work, and remove obstacles that prevent them from doing so. We seek to provide flexibility where we can, without affecting operations. With this, we find that our team members are better able to bring their best to what they do, show up fully and produce work that they take pride in. This benefits our company's overall productivity and morale.”

Kia Jie Hui

Founder & Commercial Director
Ichi Seiki

Frequently Asked Questions (FAQs)



1. What is the penalty for organisations which does not comply with FWAs?

Answer: Non-compliance on FWAs may result to employee grievances which may potentially lead to **disputes or legal actions**. Non-compliance can also result in **reputational damage** and impact the company's relationship with employees and labour unions. While specific penalties may not be directly outlined, failure to follow these guidelines could lead to **increased scrutiny** from regulatory bodies and affect the company's standing in the industry.

Source: [All employers in Singapore must fairly consider flexi-work requests from Dec 1 under new rules, April 2024](#)

2. If the FWAs request is not formal, does the supervisor need to provide written response on the decision or can it be verbally regardless of the result?

Answer: Even if the FWAs request is **informal**, it is the **best practice** for supervisors to **provide written responses**. Written responses ensure **clear documentation** of the decision and can help **prevent misunderstanding**. This approach also aligns with **professional standards** and provides a record for both the employee and the employer. **Verbal responses** can be used for **preliminary discussions**, but a formal written decision is recommended for **clarity and accountability**.

Please Refer To Addition Information: [Tripartite Guidelines on Flexible Work Arrangement Requests \(TG-FWAR\), 2024 Ministry of Manpower - Flexible Work Arrangements, January 2025](#)

3. Who will be responsible (e.g. the company or employee) if an employee on FWAs has met with an accident during working hours?

Answer: If an employee on FWAs met an **accident during working hours**, the company is typically responsible for ensuring workplace safety and **providing coverage under workplace insurance**. The specific responsibility can depend on the **nature of the FWAs** and the **company's insurance policies**. For instance, if the FWAs involves remote work, the company should ensure that the employee's home workspace meets safety standards. Employers should have clear policies and insurance coverage for various work arrangements to address such situations effectively.

Source: [FAQs on Tripartite Guidelines on Flexible Work Arrangement Requests - Segment 1, Question 3](#)

Frequently Asked Questions (FAQs)

4. Once the FWAs is requested and approved, is it considered permanent?

Answer: The period of FWAs needs to be clearly stated in each FWAs request and overall FWAs policy. It will depend on the **company's policy** and the **nature** of the arrangement.

If the arrangement is intended to **address specific needs or circumstances**, it may be **temporary** and **subject to review**. organisations should clearly **outline the duration and conditions** of the FWAs in the agreement to **avoid misunderstanding**. **Regular reviews** can also help assess if the arrangement continues to **meet both the employee's and the company's needs**.

[Please Refer To Addition Information: Tripartite Guidelines on Flexible Work Arrangement Requests \(TG-FWAR\),2024 Ministry of Manpower - Flexible Work Arrangements, January 2025](#)

5. Is it mandatory to have a form template included in the FWAs policy?

Answer: It is not mandatory to have a form template included in the FWAs policy, but having one can be **highly beneficial**. A form template helps **standardise** the request process, making it easier for employees to submit their requests and review FWAs requests. A standard form ensures that all necessary information is **captured** and can **streamline the approval process**.

[Please Refer To Addition Information: Tripartite Guidelines on Flexible Work Arrangement Requests \(TG-FWAR\),2024 Ministry of Manpower - Flexible Work Arrangements, January 2025](#)

6. Will resigned employee be able to request for FWAs during notice period?

Answer: Yes, a resigned employee can request FWAs during their notice period, but it is up to the company to decide whether to **approve it**. Employers may choose to accommodate such requests based on **operational needs** and the **nature** of the FWAs being requested. It's important for both parties to **clearly communicate** and agree on the terms of the FWAs during the notice period to avoid any confusion.

[Please Refer To Addition Information: Tripartite Guidelines on Flexible Work Arrangement Requests \(TG-FWAR\),2024 Ministry of Manpower - Flexible Work Arrangements, January 2025](#)

Frequently Asked Questions (FAQs)



7. *Must the company adjust the employee's salary who opted for FWAs?*

Answer: Adjusting an employee's salary in consideration of FWAs implementation is generally permissible, but should be **handled carefully**. Any salary adjustments must be **clearly communicated and agreed upon**. For instance, if an FWAs involves reduced working hours or a change in duties, it may be reasonable to adjust the salary proportionately. Ensure that any changes comply with **employment contracts and local labour laws**, and provide **transparent reasons** for the adjustments to avoid misunderstanding.

[Please Refer To Addition Information: Tripartite Guidelines on Flexible Work Arrangement Requests \(TG-FWAR\), 2024 Ministry of Manpower - Flexible Work Arrangements, January 2025](#)

8. *Can employee pay can be adjusted if flexi-load is implemented but the venue and time cause inconvenience for e.g. transport fees, additional logistics for the company?*

Answer: Adjusting employee pay due to flexi-load implementation is generally not recommended solely because of venue or time-related inconveniences. Instead, organisations should explore other solutions, such as **logistical support or flexible scheduling**, to address the inconvenience. Pay adjustments should only be considered if the flexi-load arrangement significantly alters the nature of the employee's work or hours. Any changes to compensation should be **clearly communicated, justified, and aligned** with employment contracts and local labor laws.

[Please Refer To Addition Information: Tripartite Guidelines on Flexible Work Arrangement Requests \(TG-FWAR\), 2024 Ministry of Manpower - Flexible Work Arrangements, January 2025](#)



Frequently Asked Questions (FAQs)

9. How to manage shift workers working on plants that are required to work a 12-hour day and night shifts if they request for FWAs?

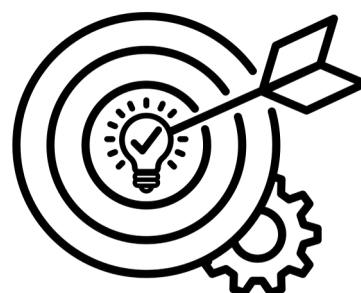
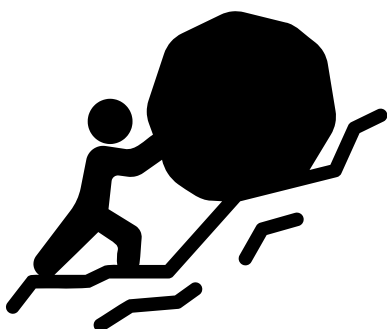
Answer: To manage FWAs for shift workers in plants with 12-hour day and night shifts, consider implementing flexible scheduling, such as **rotating shifts** or **compressed workweeks**, and allowing shift swapping among employees. **Reduced hours** and **job-sharing** options can also be explored. Ensure **clear communication** and **documentation** of any FWAs arrangements to maintain **operational efficiency** and **manage expectations**. Additionally, regularly review the impact of these arrangements on workers' health and safety to ensure well-being is not compromised.

Source: [FWA Statistic \(Ministry of Manpower\) - Page 10](#)

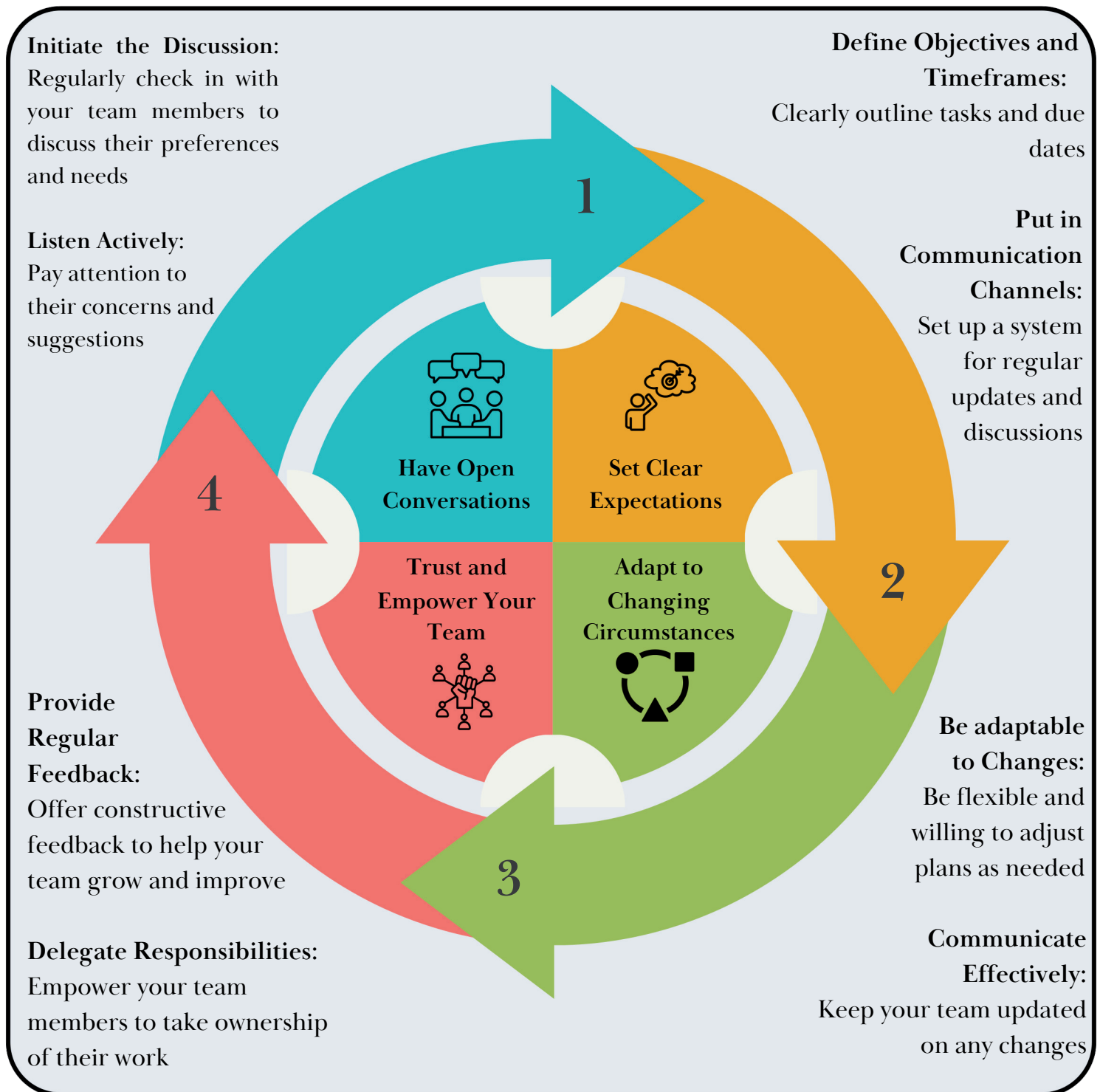
10. Can employer request their employees to utilise their annual leave to attend their personal needs before requesting for FWAs?

Answer: Employers generally cannot **mandate** that employees use their annual leave for **personal needs** before requesting FWAs. Annual leave is a **separate benefit** and should be used according to **company policies** and **employee agreements**. However, employers can **encourage** employees to use their leave for **personal matters** and then consider FWAs requests as an **additional option** for **flexibility**. Employers need to handle such matters **transparently** and by **labor laws** to ensure **fair treatment**.

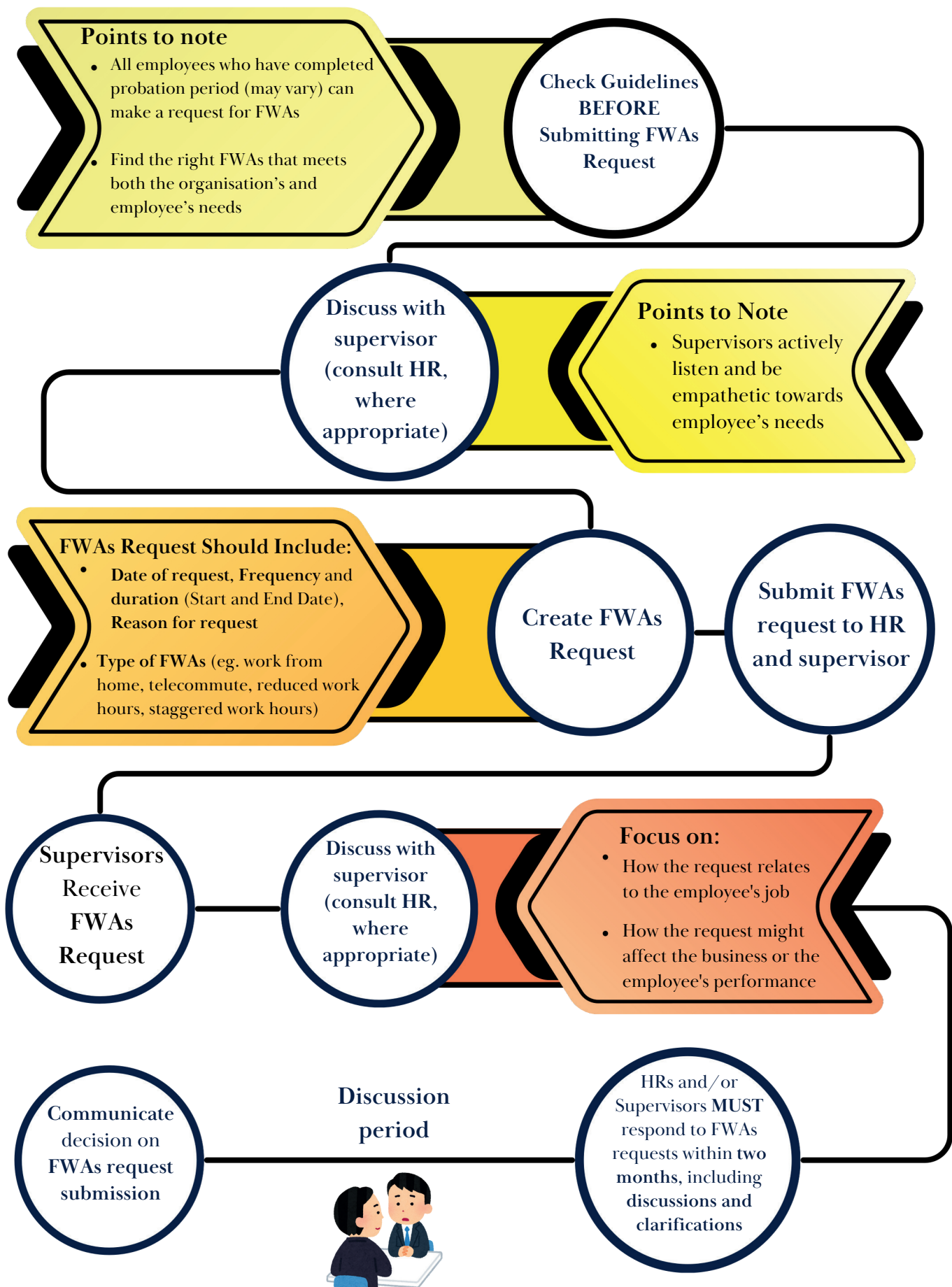
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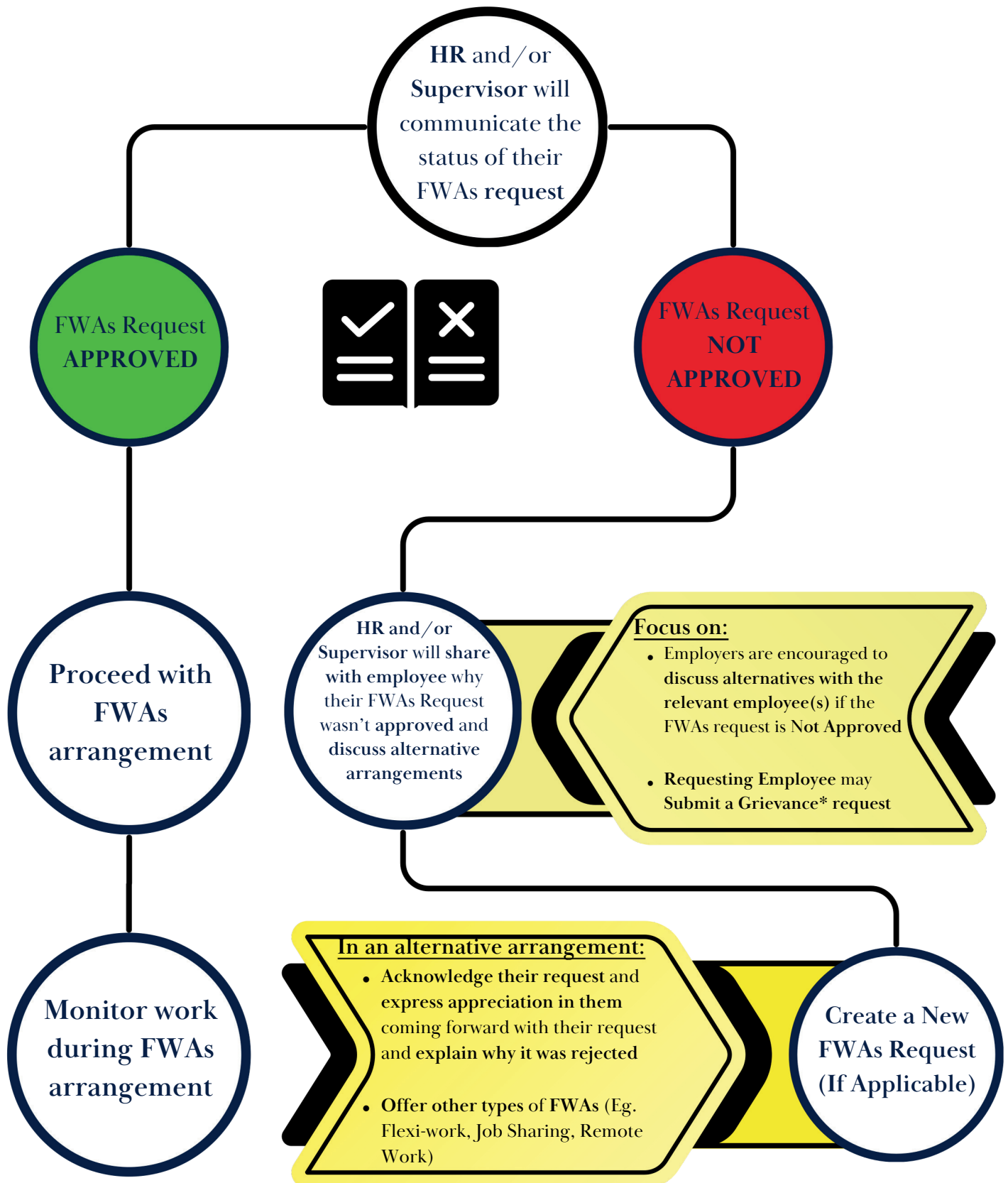
WAYS TO EMBRACE FWAs



SUBMITTING FWAs REQUESTS



APPROVING FWAs REQUESTS



*Grievance - a formal complaint based on feelings of dissatisfaction or perceptions of unfair treatment pertaining to an employee's work or workplace

Source: [Grievance-handling-handbook_2018](#)

MANAGING FWAs

Points to note

- Employee performance must be evaluated fairly, and conditions for continuing FWAs must be clear
- Supervisors will review FWAs to assess effectiveness and adjust as needed
- Supervisors and employees should discuss how to remain contactable when on FWAs

Supervisors should communicate to the employee the expected work deliverables while on FWAs

When FWAs Period is Ending

Points to Note

- **Communicate It Early**
Remind employee at the end date of the FWAs with plenty of notice for the employees to react
- **Gather Feedback**
Ask for input on how the FWAs worked and what could be improved

Points to note

- **Evaluate Impact**
Share how the FWAs affected productivity, morale, or other key goals
- **Support The Transition**
Assist employee to reboard with resources or flexibility where possible
- **Plan Ahead**
Think about the successes and think of how to implement for future uses

When FWAs Period has ended

End of FWAs Arrangement

RESOURCES



This Report provides employers and employees with valuable resources and information on flexible work arrangements (FWAs) in Singapore. It includes guides, templates, and case studies to help both parties understand and implement FWAs effectively.

Other Resources include:

- [Articles/Case Studies/Tools & Templates on Implementing Flexible Work Arrangements](#)
- [Template FWA Policy](#)
- [Template for FWA Request Form](#)
- [Template Employer Response Form](#)



GOVERNMENT FUNDING SCHEME (Subject to changes)

The **Productivity Solutions Grant (PSG)** supports companies in adopting IT solutions and equipment to enhance productivity. Organisations can apply for funding to implement systems that facilitate flexible work arrangements, such as telecommuting tools or project management software. Eligible costs include software and services that help manage remote work effectively.

- Eligible for **SMEs**
- Co-funding of up to **50%** of qualifying costs(capped at **\$30,000**)

To find our more or to Check Sector-specific and generic solutions, please visit:

| | | |
|--|--|--|
|  | | |
| Website : <u>Business Grant Portal</u> | | |

RESOURCES



SPETA collaborates with trusted partners to curate events and workshops that accelerates growth and drive transformation. Take the first step toward new possibilities today!

- [Precision Engineering: CCP for Advanced Manufacturing Engineer/Assistant Engineer \(PMET\)](#)
- [JobKred Skills Profiler](#)
- [Manufacturing Employer Handbook](#)
- [Events](#)



[Visit SPETA's Website](#)



[Like & follow SPETA on LinkedIn](#)



Singapore Polytechnic (SP), established in 1954, offers tools and workshops to support your FWA journey. Explore our curated resources today and to find out more, please email [**BIC@sp.edu.sg**](mailto:BIC@sp.edu.sg) to get started.

- [Developing & Implementing FWAs CET](#)
- [Effective Leadership skills for First-Line Managers \(FLM\) CET](#)
- [Human Resource Learning Journey \(HRLJ\) for Organisation Transformation](#)
- [Human Resource Learning Journey \(HRLJ\) - BCOG Profit & BCOG People](#)



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Enhance Your Manpower Strategy

Quarterly Learning Circles

SPETA's Learning Circles offer HR leaders and business decision-makers practical insights to align manpower strategies with future-focused initiatives.

Through Career Conversion Programmes (CCP) in partnership with WSQ, employers embrace Job Redesign and work with industry partners who bring valuable knowledge and insights. Expand your network and leverage on complimentary JobKred's Skills Profiler Tool to equip your team with the skills they need for the workforce of tomorrow.

What To Expect

- ✓ Interactive sessions on talent retention
- ✓ Exclusive HR templates & Resource Kits
- ✓ Custom strategies for immediate impact
- ✓ Certification & Subsidies to maximise ROI
- ✓ Grant Scheme Briefings
- ✓ Valuable Networking with HR Professional & Business Leaders

According to SBF National Business Survey 2024 Manpower and Wages Edition

- 61% of businesses cited **limited local talent** as a key challenge
- 48% of businesses **struggle** to find candidates with **matching skill sets**

Key Learning Modules

- Inclusive Talent Attraction and Retention Strategies for the Next Generation Workforce
- Crafting Your Unique Employee Value Proposition (EVP) in a Competitive Labour Market
- Fostering Extraordinary Employee Engagement & Work Culture in Manufacturing

[Sign Up Here](#)

SP PACE

Enable employee satisfaction & ensure adherence with the Tripartite Guidelines on Flexible Work Arrangement Requests

1 DAY SHORT COURSE

DEVELOPING & IMPLEMENTING Flexible Work Arrangements

Accredited by IHRP for:

- 8 CPD Hours
- Skills Badge on FWA

Supported by TAFEP MSP

REGISTER NOW

CONCLUSION

Flexible Work Arrangements (FWAs) are no longer just a trend; they're reshaping the future of work. By fostering trust and open communication, we can create more inclusive and productive workplaces.

Whether you're an employer or employee, resources are available to support this transition. Together, we can unlock the full potential of our workforce and achieve work-life harmony.



Let's build on our successes this year by staying committed to our values, embracing innovation, and prioritizing sustainability. As we move forward, let's create an even more inclusive future for all.

FEEDBACK ON THE FWAs SECTORAL GUIDE

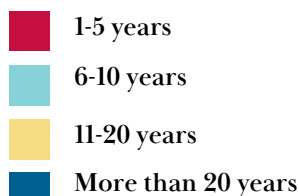
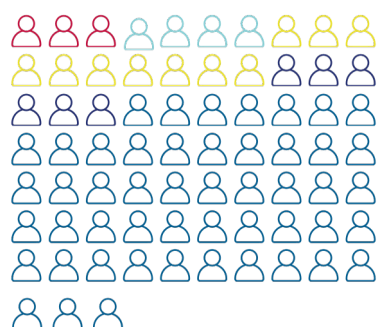
We'd love to hear your feedback on our sectoral guide.

Please scan the QR Code or press here to be redirected to the Feedback Form for your feedback.



ANNEX - SURVEY DATA

Age of Participating organisations



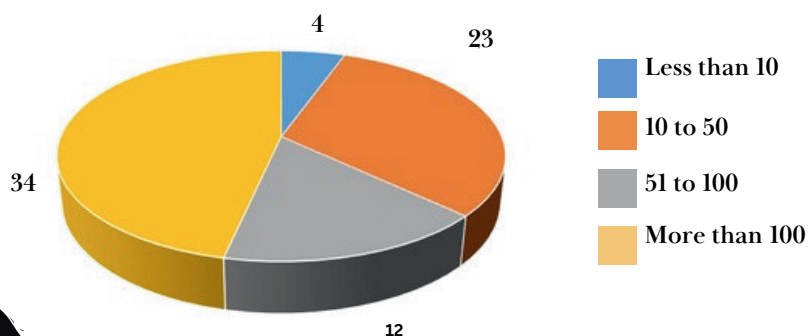
3 4 10 56

77% of the organisations are established for more than 20 years

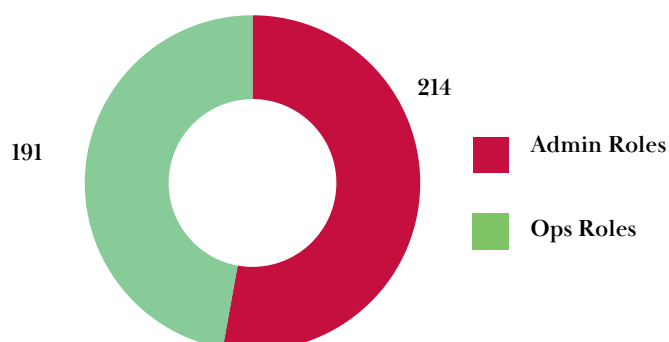


Number of Employees

47% of the organisations have more than 100 employees



Types of manufacturing job roles

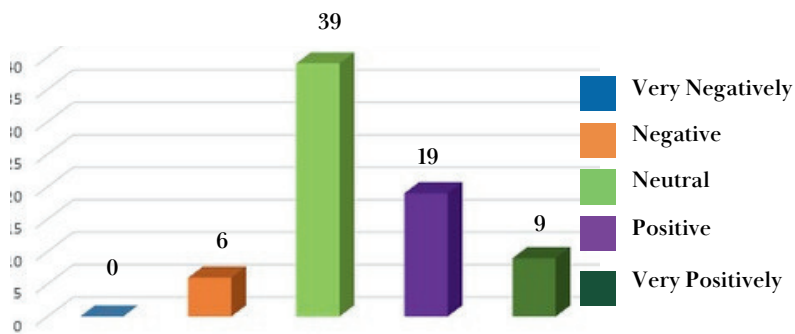


The manufacturing job roles comprise of 214 administrative roles and 191 operation roles



* Based from 73 participating manufacturing organisations

Impact of FWAs in talent attraction and retention

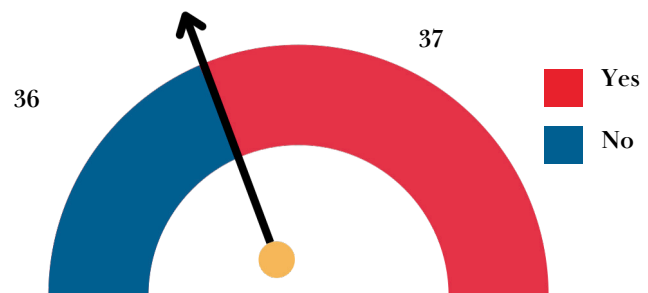


53% of organisations recognise FWAs help talent acquisition and retention

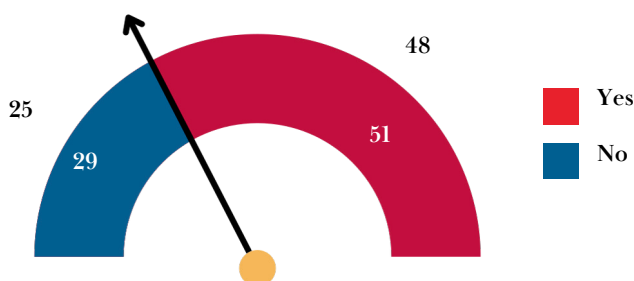


Over half (51%) of organisations reported that FWAs influence employee skills development and training

Impact of FWAs on skills development and training



Number of specific manufacturing roles where FWAs had shown benefits or challenges

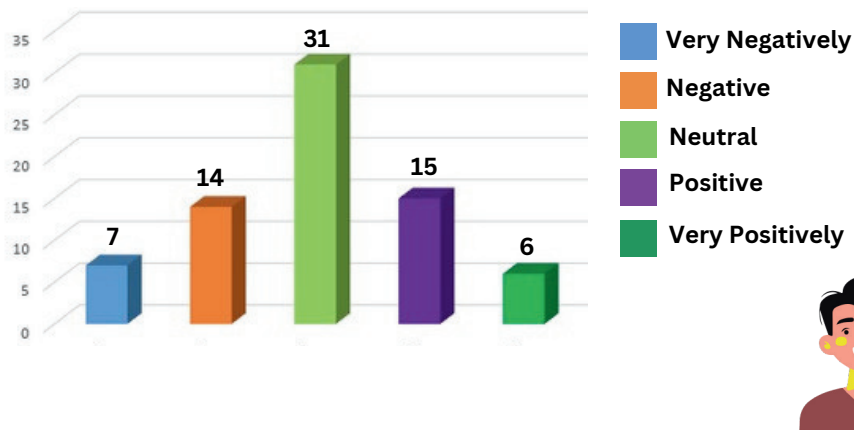


66% of organisations reported that FWAs presented a dual impact, with both **benefits** and **challenges**, on certain job functions



* Based from 73 participating manufacturing Organisations

Impact of FWAs on production schedule, quality control and operational efficiency



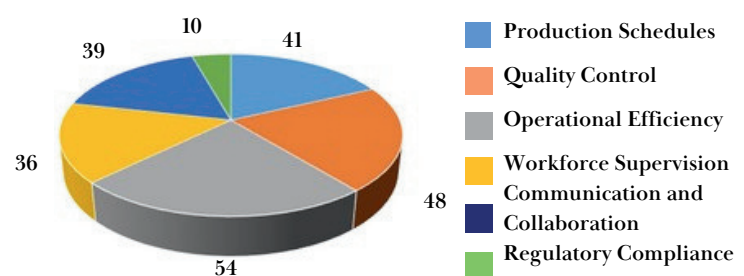
29% of organisations believed that FWAs positively impacted their production schedules, quality control, and operational efficiency



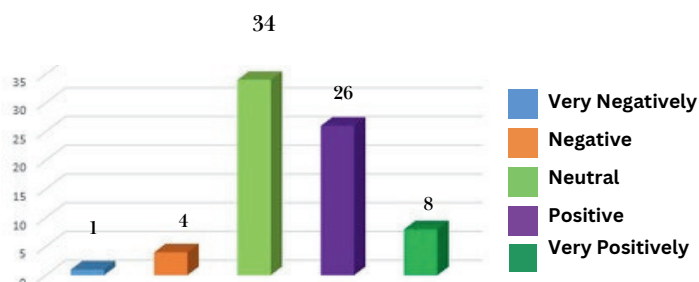
While Operational efficiency, quality control, and production schedules have positive impact, they are also the main FWAs challenges



Main Challenges when implementing FWAs



FWAs influenced on employees satisfaction, productivity and retention



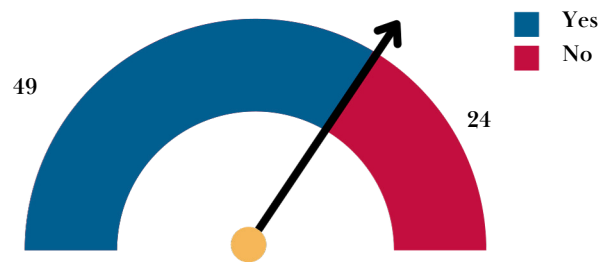
47% of organisations reported that FWAs contributed positively to employee satisfaction, productivity, and retention



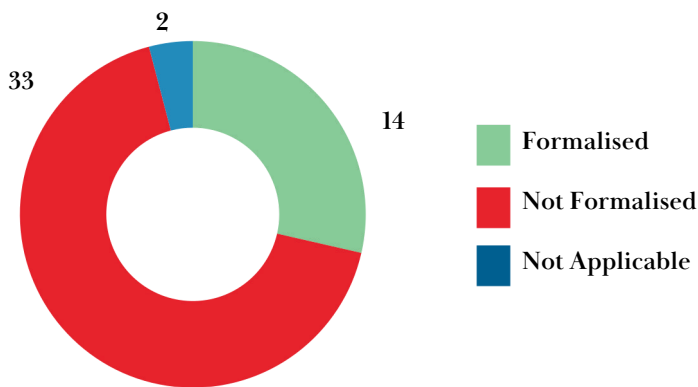


67% of organisations indicated they have implemented FWAs

FWAs Implementation status



Current Status of FWAs with proper policy in place but not formalised

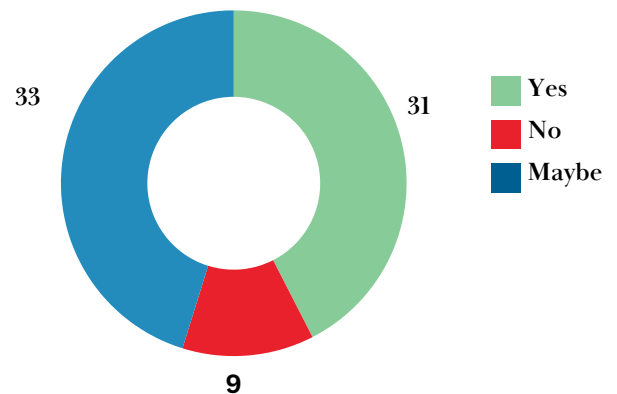


71% of organisations indicated that their FWAs is not formalised yet

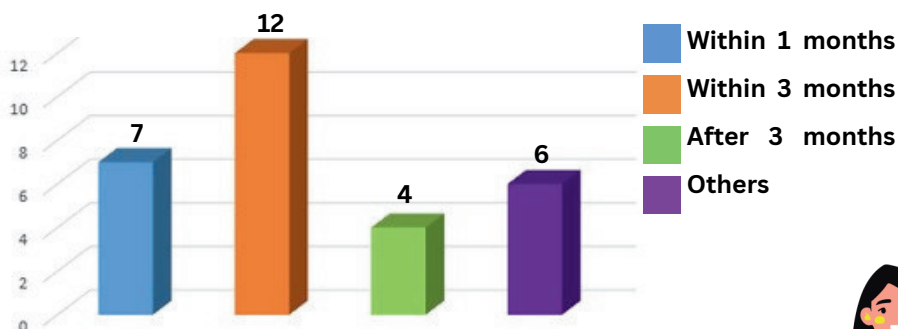


Planning to formalise FWAs

45% of organisations plan to formalise FWAs



FWAs Implementation Timeline

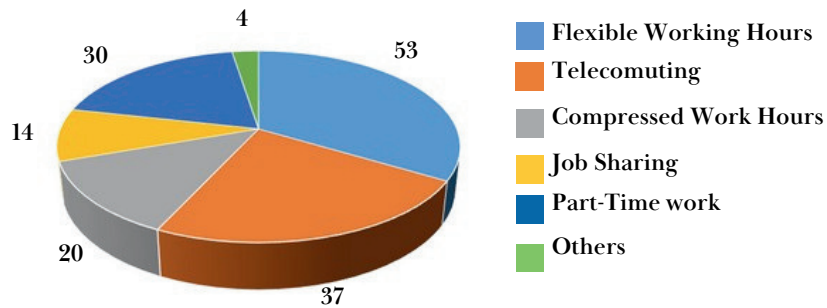


34% of the organisations indicated that they will implement FWAs in the next three months



* Based from 73 participating manufacturing Organisations

Types of FWAs for Implementation

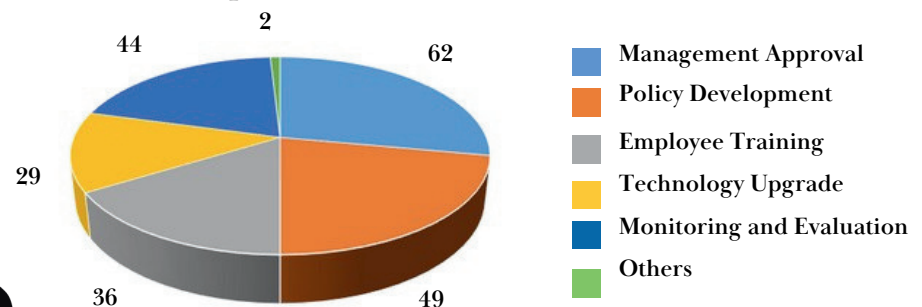


Flexible Working Hours
Telecommuting and Part-Time
Work were the preferred types
of FWAs

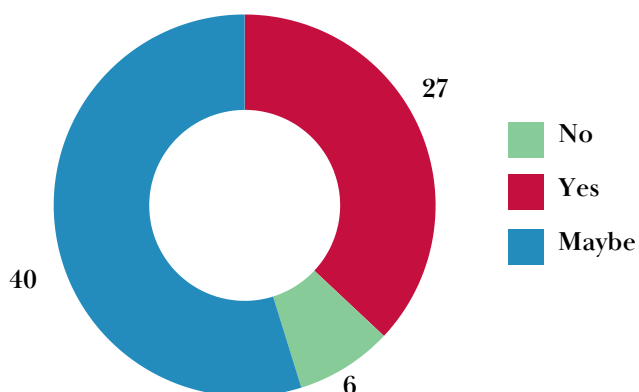


Relevant steps for FWAs Implementation

Management Approval
was indicated as the most
relevant step for FWAs
implementation



Job Redesign Consideration



55% of the organisations
might consider **Job
Redesign**



* Based from 73 participating manufacturing Organisations

