

**SECURING GROWTH
AND GOOD JOBS IN A
CHANGING WORLD**



ECONOMIC STRATEGY REVIEW

Executive Summary

Since our independence, Singapore's economic success has been built on openness, connectivity, trust and adaptability. These strengths enabled us to attract investments, build globally competitive industries, foster entrepreneurship, and create good jobs for Singaporeans.

But the conditions underpinning this success have changed fundamentally. The world is becoming more contested and fragmented. Geopolitical tensions are rising. Economic decisions are increasingly shaped by national security considerations. At the same time, rapid advances in technology, especially in artificial intelligence (AI), and the transition to a low-carbon economy are disrupting industries and businesses. At home, workforce growth is slowing with an ageing population and below-replacement birth rates.

These shifts have profound implications for economic growth and jobs. AI and automation will create new opportunities, but they will also allow firms to produce more with fewer workers. The same level of growth will no longer generate the same number of jobs. Workers are therefore understandably more anxious about the future.

The Economic Strategy Review (ESR) Committees' mandate is to recommend how Singapore can secure growth and create good jobs in this drastically changed environment. The challenges ahead are significant. But Singapore starts from a position of strength. The ESR's recommendations will enable Singapore not only to withstand the changes around us, but also seize new opportunities and strengthen prospects for Singaporeans.

Three Imperatives

The ESR's recommendations are guided by three imperatives.

First, **sharpen Singapore's value proposition — because that is how we establish our advantage**. Singapore lacks the critical mass and scale of larger economies. Instead, we must focus on where we create the most value for others, and build hard-to-replicate advantages in areas where we can lead.

Second, **enhance our agility and adaptability — because the pace of change is accelerating**. Our institutions, firms and workforce must have the capacity to move faster, take calculated risks and solve problems quickly. The ability to adapt and continually reinvent ourselves will be central to sustaining Singapore's competitiveness.

Third, **build resilience alongside efficiency — because shocks will be more frequent**. As a small and open economy, Singapore will always be exposed to external shocks. We must strengthen our ability to absorb disruptions, diversify risks and build strategic buffers where needed, so that we can bounce back quickly.

Eight Thrusts

The three imperatives undergird eight thrusts that will drive the next bound of economic growth and workforce transformation for Singapore.

Thrust 1: Build global leadership in areas of strength, and take bold bets for future growth

Singapore is already a trusted base for high-value manufacturing and modern services. But we must go beyond maintaining our position. We must **deepen capabilities, move up the value chain, and extend our lead in areas where we have existing strengths.**

At the same time, Singapore must continue to take bold, forward-looking bets in new and emerging areas. This will sustain our future competitiveness and expand our economic frontier. Not every investment will succeed, but we must persist — because the cost of inaction and missed opportunities will be far greater over time.

The ESR recommends the following:

- a. **Sharpen our ability to attract and anchor leading industries.** We should refresh our investment promotion approach to attract cutting-edge activities and capabilities. Singapore is already a key node in the global semiconductor value chain. We should aim to build similar positions of global leadership in other industries.
- b. **Accelerate the transformation of existing operations.** Beyond attracting new investments, we must ensure that firms already based here continue to upgrade and transform. We should support companies to integrate digital, data, and physical technologies, and to build best-in-class production systems that improve productivity, quality, operational resilience and sustainability. This will enable firms in Singapore to remain globally competitive even as cost pressures rise.
- c. **Entrench investments deeply into our ecosystem.** To sustain global leadership, we must go beyond attracting investments, to embedding them firmly in Singapore. This means fostering partnerships with public research institutions, building dense local supplier ecosystems, and developing strong pipelines of skilled talent. Over time, these linkages will make Singapore a critical node in the companies' global operations, increasing the "stickiness" of such investments.
- d. **Invest in emerging technologies to create new growth engines.** We should invest early to develop capabilities in technologies with the potential to unlock breakthroughs across multiple sectors. Promising areas include quantum technologies, which build on our strengths in semiconductors and advanced manufacturing, as well as space technologies, which leverage our capabilities in aerospace and satellite systems.
- e. **Expand into high-value trust-based services.** As global systems become more complex and sensitive to risk, demand for trusted, high-quality services, such as cybersecurity, AI governance, audits and assurance, compliance and risk management will grow. These services complement our industrial base and reinforce Singapore's role as a reliable platform for global business.

To achieve the above, we must remain open to professionals with deep expertise and experience. Our real competition is not within Singapore, but with other major hubs around the world. We must continue attracting and developing strong teams in Singapore to stay competitive. At the same time, we should continue refining our foreign workforce strategy to ensure it complements and strengthens opportunities for Singaporeans (see Thrust 5).

Thrust 2: Make Singapore a global leader in AI solutions, and an AI-empowered economy

AI is set to reshape economies the way electricity or the internet did. Singapore does not have the scale of larger economies. We need not compete to build the biggest frontier AI model or host the largest AI data centres. Instead, we should **position Singapore as a trusted hub where AI solutions are developed, tested, and deployed to tackle real-world problems at scale.** Our advantage lies in our ability to bring together Government, industry and research institutions to channel resources and create the most enabling environment for breakthrough innovation.

Based on the earlier recommendations of the ESR, the Government has established the National AI Council (NAIC), with national AI missions across four areas: advanced manufacturing, finance, healthcare, and logistics.

In addition, the ESR recommends the following:

- a. **Make Singapore a location of choice for high-impact AI solutions.** The NAIC should work with industry to co-develop ambitious sector-specific problem statements that are well-suited for AI deployment. We should marshal critical resources (e.g. datasets and data infrastructure, compute, regulatory sandboxes) to attract leading AI companies and talent to develop and deploy solutions, and move beyond pilots to scale these solutions from Singapore. We should also update our rules for AI governance and invest in AI safety capabilities, so that Singapore becomes a trusted environment for responsible AI innovation.
- b. **Develop leading firms as “Champions of AI”.** To unlock meaningful gains, AI must be integrated end-to-end across firms’ operations and workforce capabilities. This requires significant changes to systems, workflows and business models, and carries real implementation risks such as cybersecurity and operational vulnerabilities. We should offer tailored support to leading Singapore-based companies to help them undertake full-scale AI transformation, build new capabilities, and manage these risks. These companies can then serve as reference models for their industries.
- c. **Accelerate economy-wide AI adoption.** AI adoption must extend beyond leading firms to the wider business base. Many small and medium-sized enterprises (SMEs) face capability and cost constraints, and lack access to sufficiently large, high-quality datasets to develop AI solutions effectively. Smaller firms also still find it hard to navigate and access existing government support schemes. Trade Associations and Chambers (TACs) can play a stronger coordinating role to aggregate demand, pool data where appropriate, and work with AI developers to create shared, sector-level solutions that can be deployed across firms more easily. Initial efforts can focus on sectors where there is strong potential for common AI use cases and wider productivity gains.

Thrust 3: Strengthen Singapore’s role as a connected and trusted hub

Singapore’s success has always depended on us being deeply connected to the world. We are a leading maritime and aviation hub, a trusted financial centre, and an increasingly important node for digital and data flows. This has anchored a wide range of high-value activities in Singapore and created well-paying jobs for Singaporeans.

But in a more fragmented world, connectivity alone is not enough. Global supply chains are being reconfigured. The movement of goods, people, capital and data is increasingly shaped by security, resilience and trust considerations. Competition among hubs is also intensifying.

To stay relevant, we must **move beyond being a hub through which flows pass, to one where flows are orchestrated, financed, governed, and translated into economic value.** We must also **position ourselves to capture new and emerging flows**, so that we are not bypassed as the global economy evolves.

The ESR recommends the following:

- a. **Build next-generation physical and digital connectivity in an integrated manner.** We are making major investments to expand our port and airport capacity. But infrastructure alone will not be sufficient. We must also develop next-generation sea and air hubs that integrate physical infrastructure with digital and AI-enabled systems, invest in specialised handling and logistics capabilities, and deepen air-sea-land connectivity to enable seamless movement of goods. The goal is to offer the fastest, most reliable and best-coordinated end-to-end flow of goods in the region, making Singapore the preferred choice for shippers and manufacturers.
- b. **Capture more value from orchestrating flows.** As supply chains become more digital and distributed, more value will accrue to the orchestration and management of flows. Singapore should capture this value through activities like supply chain management, global procurement, demand planning and standard-setting to govern and facilitate trusted flows, even if the underlying trade does not pass through Singapore. This way, we can stay relevant even as physical trade patterns evolve. In the financial services sector, Singapore should go beyond being a destination for capital, to one where capital is raised, structured, deployed and recycled across the region and beyond. We can do so by deepening our asset management ecosystem, strengthening our role as a centre for growth capital, and building next-generation financial infrastructure.

- c. **Build leadership in trusted data flows and digital infrastructure.** Cross-border data flows will become a critical layer of economic infrastructure in a digital and AI-driven world. Singapore should strengthen how we govern data and facilitate the sharing of data securely across borders, and more actively shape international standards for data and AI systems. This will position Singapore as a trusted hub for data-driven economic activity, and a rule-setter for secure and energy-efficient digital infrastructure.
- d. **Reinforce and extend Singapore's role as an energy hub.** The ongoing Middle East crisis underscores the importance of Singapore as a reliable and well-connected energy hub. This was built on earlier investments such as Jurong Island and the Jurong Rock Caverns. We should plan the next phase of energy infrastructure to sustain and strengthen this role, as global energy flows evolve. We must also build capabilities in emerging energy domains, such as Liquefied Natural Gas (LNG) trading, hydrogen and ammonia, and sustainable aviation fuels, and develop Jurong Island as a premier testbed for low-carbon technologies.

Thrust 4: Foster a more dynamic enterprise ecosystem so that more Singapore-based companies can start, scale and succeed globally

As market shifts accelerate, Singapore must **foster a more dynamic enterprise ecosystem that supports continual renewal and transformation.** New ideas, firms, and business models must be able to emerge and grow quickly, while less competitive ones are able to restructure or exit. This allows capital, talent and resources to be recycled into higher-value ventures, strengthening overall economic vitality.

The ESR recommends the following:

- a. **Expand access to growth capital and strengthen support for startups.** Singapore's startup ecosystem has developed significantly over the past decade. However, companies still find it difficult to secure growth-stage capital. To close this gap, we should promote the development of different forms of private capital such as venture debt and private credit, alongside venture capital. We should also strengthen the public equities market in Singapore, building on the momentum from the Monetary Authority of Singapore (MAS)'s Equities Market Review, to support promising companies that are ready to list and raise capital.
- b. **Anchor and grow the next generation of leading enterprises.** We have benefitted significantly from having global multinational corporations operate from Singapore. But in a fast-changing technological landscape, new firms can scale quickly and disrupt incumbents. We must therefore actively support the next generation of high-potential enterprises — both global and home-grown — that have the potential to become future industry leaders. This will require new investment and partnership tools. For example, we can leverage lead demand from large corporates or the public sector to help these companies build track record and scale. Not all of these bets will succeed. But for those that do, we would have rooted them — and likely their founders — in Singapore.
- c. **Strengthen support for Singapore-based firms to internationalise.** When Singapore-based firms expand internationally, they will establish and grow high-value functions — such as headquarters, strategy and decision-making — in Singapore, creating good jobs for locals. These efforts will also open up overseas opportunities for Singaporeans to gain international experience. Internationalisation has become more complex and riskier in a more uncertain global environment. We should provide stronger support for ambitious overseas ventures that involve larger capital outlays and higher risks, especially when they can generate positive spillovers to the broader economy. To drive this endeavour, we should set an ambitious target to significantly increase the number of Singapore-headquartered companies with more than \$1 billion in revenue.
- d. **Enable firms to restructure and transition more smoothly.** In a more dynamic economy, business renewal is as important as business growth. Shorter industry cycles mean firms must continually adapt, by restructuring, pivoting, or exiting when necessary. Government support should therefore go beyond helping businesses grow. It should also help firms assess their position early and pursue suitable transition pathways — including restructuring operations, offshoring parts of their business, or pursuing mergers and acquisitions. At the same time, regulations should be reviewed to reduce friction in business transitions. For example, land reinstatement costs have been cited as a barrier to timely exit and resource reallocation. By lowering such frictions, we can ensure that capital, talent and resources flow more quickly to more productive uses.

Thrust 5: Create more and a broader range of good jobs

The nature of growth is changing. With AI and automation, more can be done with fewer workers. It will reshape roles in ways we cannot yet fully anticipate, creating new opportunities even as it displaces others.

We should not hold back the deployment of AI and automation to preserve existing jobs. This will erode our competitiveness and ultimately weaken opportunities for our firms and workers. Instead, we must be deliberate in shaping outcomes — ensuring that our economic strategies create good jobs, that technology uplifts workers, and that a wider range of roles offer meaningful and sustainable careers.

The ESR recommends the following:

- a. **Stay open while building deeper Singaporean capabilities in growth sectors.** We must keep our economy open, and welcome global talent with the expertise needed to keep Singapore competitive. At the same time, we should take a more structured approach to capability transfer, through skills development, mentorship and leadership pathways, so that openness to talent creates more opportunities for locals. As new jobs and career pathways emerge, we must also help Singaporeans position themselves to access these opportunities. This requires deliberate workforce strategies, including partnerships with frontier firms to develop deeper pools of Singaporean expertise.
- b. **Advance an AI strategy that complements workers.** We should prioritise AI technologies that augment workers. This means investing in and deploying AI where human capabilities such as judgement, interaction and trust remain central, and where AI can open up new roles and unlock career opportunities that did not previously exist. The government should also set clear expectations on worker outcomes when it supports companies in adopting AI, including redesigning jobs, investing in training, and improving prospects for workers. Where these outcomes are not delivered, the government should review how such support is applied. Tripartite partners should also work closely to support, upskill and redeploy workers affected by AI disruption, including through platforms such as the Tripartite Jobs Council, to other roles, firms or even sectors.
- c. **Raise quality and attractiveness of jobs in resilient sectors.** Sectors such as early childhood education, allied health and social services, are likely to be more resilient to AI disruption and will remain important sources of employment. We should raise the quality, productivity and wages of these jobs through job redesign, skills recognition and technology adoption, so that they become more attractive. For example, structured apprenticeship models that integrate training, accreditation and progression can be developed. These efforts should be complemented by a gradual shift away from reliance on low-cost, low-skilled labour, to encourage firms to invest in productivity and local workers.
- d. **Strengthen entrepreneurship as a viable pathway.** Entrepreneurship is becoming an increasingly viable and important pathway, especially as digital tools lower barriers to entry. We should foster stronger entrepreneurial mindsets, starting from early exposure in schools, and help founders start well by improving access to mentorship, skills development, digital tools, and startup infrastructure. A more vibrant entrepreneurial ecosystem will create jobs, and contribute to our capacity for innovation and economic dynamism.

Thrust 6: Establish a stronger system for career transition and worker support

Career transitions are becoming more frequent and significant at all levels of the labour market. Our support structures must therefore be redesigned. We need a more anticipatory and integrated approach that helps workers prepare for and navigate transitions successfully across their working lives.

The ESR recommends the following:

- a. **Create “career bridges” to support workers in at-risk roles.** Some sectors and occupations are more exposed to disruption from automation, AI, and changing cost structures. We should proactively develop workforce transition plans before large-scale displacement happens. This could take the form of “career bridges” — structured pathways that map workers in at-risk roles to more resilient occupations that build on their existing skills and experience. These bridges should combine targeted training, career guidance and job matching, to support workers end-to-end through transitions. We could prioritise areas with more acute disruption pressures, and where there are ready industry partners and TACs we can work with to support the effort.

- b. **Enable earlier intervention in retrenchment support.** Transition support cannot begin only after a worker loses his or her job. Earlier intervention significantly improves the chances of redeployment. Today, companies are required to submit a mandatory retrenchment notification to the Government within five working days after notifying affected workers. We should work with tripartite partners to encourage advance notifications and shorten mandatory retrenchment notification timelines. Ideally, support should begin before workers leave their jobs, so that they can access counselling, career guidance, skills assessment and job-matching support at the point where they need it most. This will give affected workers more time, more options, and greater confidence to navigate transitions successfully.
- c. **Strengthen support for Professionals, Managers and Executives (PMEs).** Government support schemes are generally targeted at lower- and middle-income workers. But increasingly, PMEs who earn more than the existing income support thresholds are also affected by restructuring, and often face longer job search periods. We should review existing schemes like the SkillsFuture Jobseeker Support scheme, and expand its coverage to support more PMEs. Looking ahead, as more workers make transitions across roles, some may experience income reductions. The government should therefore study additional approaches to smooth income loss during transitions, especially when workers are switching to or reskilling for new roles.
- d. **Closely monitor the impact of AI on workers and adjust policies where needed.** The full effects of AI on jobs, wages and the labour market are still unfolding. We should therefore continue to monitor developments closely, strengthen our data and foresight capabilities, and be prepared to adapt our interventions as circumstances evolve. If AI leads to more severe or broad-based disruption than expected, the government should consider more structural changes to ensure that the gains from AI are shared fairly across society. The benefits of AI cannot accrue only to those with capital. Workers must also benefit through better jobs, stronger wage growth and broader opportunities.

Thrust 7: Empower workers to learn for life and take charge of their careers

Since the SkillsFuture movement began in 2015, Singapore has been steadily building up our continuing education system to support lifelong learning. This gives us a good foundation. But skills are becoming obsolete more quickly. Our efforts to create good jobs will fall short if workers cannot acquire relevant skills in time. We must fundamentally reshape our learning and workforce development systems so that individuals can continually build skills and take charge of their career progression.

The ESR recommends the following:

- a. **Deepen SkillsFuture support for career transitions and lifelong learning.** Like many countries, our investments in education and training remain front-loaded in the first 25 years of life. We should not cut back on these investments, but should step up support for continual learning throughout working life, with stronger backing for deeper reskilling at different career stages. This includes expanding funding for post-graduate programmes at Institutes of Higher Learning (IHLs), and scaling up modular and stackable pathways, so workers can build skills progressively and apply them while remaining employed.
- b. **Integrate learning with work and employer needs.** Learning is most effective when it is closely tied to real work. We should increase the number of programmes that integrate classroom learning with on-the-job training, such as the Institute of Technical Education's Work-Study Diploma. Work-based learning stints can be formally accredited as stackable modules to recognise skills acquired on the job. Employers must play a central role to identify skills in demand and provide hands-on learning opportunities.
- c. **Invest in future-ready skills — AI, human skills, and global exposure.** As technologies and business models evolve, we should work closely with employers to identify future skills in three broad areas. First, broad-based AI literacy combined with deep sector-specific expertise will prepare workers for hybrid roles such as "AI + healthcare" or "AI + finance". Second, uniquely human qualities, such as critical thinking, communication and empathy, will be increasingly needed to complement AI. Third, global exposure will help strengthen workers' ability to function across different cultural contexts and support firms' internationalisation efforts.
- d. **Build a more nimble ecosystem of career and employment services.** Workers need more responsive support to navigate a more complex jobs landscape and chart their careers. The newly formed Skills and Workforce Development Agency (SWDA) will deliver end-to-end support — from career guidance to training and job matching. We should complement this by leveraging private sector providers to offer more specialised services, particularly for mid-career professionals who may require tailored advice or access to specialised job networks. Firms' human resource capabilities must also be strengthened to better support skills development and job redesign.

Thrust 8: Build economic resilience as a core capability

Firms can no longer optimise for efficiency and cost alone. They must also build resilience. Many global firms have already adapted, redesigning supply chains and absorbing higher costs. As a small and open economy, Singapore must do the same by strengthening the resilience of our economic system. This means diversifying risks, building buffers and deepening partnerships. The ability to combine resilience with efficiency will be a key competitive advantage.

The ESR recommends the following:

- a. **Build energy resilience through strategic buffers and diversification.** Singapore imports over 95 per cent of its fuel for electricity generation, making energy a critical vulnerability. The Government should decisively strengthen our energy security by continuing to build strategic energy buffers and diversify import sources. This will enhance our ability to withstand supply disruptions and price volatility.
- b. **Prepare for a low carbon and climate-resilient future.** Our clean energy options are limited and we must balance decarbonisation with energy security. In the absence of technological breakthroughs, we should be realistic about the pace of emissions reduction in the near term. Over the longer term, we should continue to make sustained investments at the national and enterprise level to address heat, coastal and other climate risks, and press on with capability-building efforts in civilian nuclear power.
- c. **Identify and mitigate critical supply chain vulnerabilities.** In a more fragmented global environment, we must reassess dependencies that were previously considered acceptable. Beyond essential goods such as food, we should work with key industries in Singapore to develop a systematic understanding of their supply chain risks, and co-develop practical measures including diversification, substitution and stockpiling to mitigate these risks.
- d. **Expand Singapore's network of trusted partnerships.** Singapore should deepen and expand partnerships with like-minded economies to secure the continued flow of essential goods, especially during disruptions. We have taken important steps through the Agreement on Trade in Essential Supplies (AOTES) with New Zealand and the Indo-Pacific Economic Framework Supply Chain Agreement across 14 Indo-Pacific partners. We should build on these efforts to systematically expand our network of trusted partners.

Conclusion

The global environment is becoming more contested, fragmented and fast-changing. These are structural shifts that will shape Singapore's prospects for years to come.

The ESR sets out how Singapore should respond — by sharpening our value proposition, building agility and adaptability, and strengthening resilience.

The eight thrusts work together as a coherent strategy. They reinforce one another. We will focus on areas where we can lead, invest in new engines of growth, and position Singapore as a trusted hub for value creation. We will also build a more dynamic enterprise ecosystem, create more good jobs, strengthen support for workers through transitions, and enable continual skills upgrading. Alongside this, we will reinforce our resilience — in energy, supply chains and partnerships — so that we can withstand and recover from disruptions.

The task ahead is to translate these directions into action. This will require close partnership between Government, businesses, unions and workers.

If we act together, with focus and discipline, Singapore can continue to grow, create good jobs, and remain competitive in a changed world.

Annex – Economic Strategy Review Committees

Committee 1: Global Competitiveness	
Committee Co-Chairs:	
Mr Jeffrey Siow	Acting Minister, Ministry of Transport and Senior Minister of State, Ministry of Finance
Ms Low Yen Ling	Senior Minister of State, Ministry of Trade and Industry & Ministry of Culture, Community and Youth
Committee Members:	
Mr Brian Tan	Corporate Vice President and President SEA, Applied Materials
Ms Jenny Lee	Senior Managing Partner, Granite Asia
Mr Kerry Mok	President and Chief Executive Officer, SATS Group
Mr Khoo Boo Hor	Chief Executive Officer, Sunningdale Tech
Mr Lim Hock Heng	Former Vice President and Site Director, GSK
Mr Ong Kim Pong	Group Chief Executive Officer, PSA International
Mr Sandeep Naik	Advisory Director, General Atlantic Singapore Fund Management Pte Ltd
Ms Tan Su Shan	Chief Executive Officer, DBS
Mr Vincent Chong	President & Chief Executive Officer, ST Engineering
Mr Vishal Sharma	Group Chief Commercial Officer, DSV
Mr Wong Kim Yin	Group Chief Executive Officer, Sembcorp

Committee 2: Technology and Innovation	
Committee Co-Chairs:	
Ms Jasmin Lau	Minister of State, Ministry of Digital Development and Information & Ministry of Education
Ms Goh Hanyan	Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Sustainability and the Environment
Committee Members:	
Ms Emily Tan	Chief Executive Officer, Thales Solutions Asia
Ms Ng Lai Yee	Veteran Technology Industry Leader/Practitioner
Ms Natalia Goh	Chief Executive Officer, Maribank
Mr Tan Peng-Wei	Senior Managing Director, Blackstone
Mr Tan Yew Kong	Senior Vice President and General Manager, GlobalFoundries Vice Chairman, Singapore Semiconductor Industry Association
Mr Jiang Tianyi	Co-Founder and Chief Executive Officer, AvePoint
Ms Vaishali Rastogi	Managing Director and Global Leader for Technology, Media, and Telecommunications, Boston Consulting Group
Mr Chen Zhenghao	Vice President, Insitro

Committee 3: Entrepreneurship

Committee Co-Chairs:

Mr Alvin Tan	Minister of State, Ministry of Trade and Industry & Ministry of National Development
Mr Dinesh Vasu Dash	Minister of State, Ministry of Culture, Community and Youth & Ministry of Manpower

Committee Members:

Mr Arrif Ziaudeen	Founder, Chope Advisor, Susquehanna Asia Venture Capital
Ms Candice Ong	Investor and Board Director
Mr Declan Ee	Co-Founder and President, Castlery
Ms Dione Song	Chief Executive Officer, Love, Bonito
Mr Ervin Yeo	Chief Strategy Officer, CapitalLand investment
Ms Lee Sze Yeng	Managing Partner, KPMG Singapore
Mr Marcus Tan	Co-Founder, Carousell Deputy Chairman, Action Community for Entrepreneurship (ACE.SG)
Dr Shi Xu	Founder and Group Chief Executive Officer, Nanofilm Technologies International
Mr Wee Teng Wen	Managing Partner, The Lo & Behold Group
Mr Willson Cuaca	Co-Founder and Managing Partner, East Ventures

Committee 4: Human Capital

Committee Co-Chairs:

Mr David Neo	Acting Minister, Ministry of Culture, Community and Youth and Senior Minister of State, Ministry of Education
Dr Koh Poh Koon	Senior Minister of State, Ministry of Manpower & Ministry of Health

Committee Members:

Mr Abdul Samad Abdul Wahab	Vice President, Central Committee, National Trade Union Congress General Secretary, Union of Power and Gas Employees Board Member, SkillsFuture Singapore
Ms Elaine Yew	Senior Partner, Egon Zehnder (Retired)
Ms Feon Ang	Managing Director, LinkedIn Board Member, SkillsFuture Singapore
Mr Goh Choon Phong	Chief Executive Officer, Singapore Airlines Deputy Chairman, Institute of Technical Education
Prof Ho Teck Hua	President, Nanyang Technological University Founding Executive Chairman, AI Singapore
Mr Loke Wai San	Non-Executive Chairman, AEM Holdings Pte Ltd Board Chair, Temasek Polytechnic
Mr Marcus Lam	Executive Chairman, PwC Singapore Honorary Treasurer, Singapore National Employers Federation
Ms Ong Chin Yin	Chief Organisation Capability Officer, Grab Board Member, Workforce Singapore Board Member, Human Capital Leadership Institute

Committee 5: Managing Impact of Restructuring

Committee Co-Chairs:

Mr Goh Pei Ming	Minister of State, Ministry of Home Affairs & Ministry of Social and Family Development
Mr Desmond Choo	Minister of State, Ministry of Defence. Deputy Secretary-General, National Trades Union Congress

Committee Members:

Mr Benjamin Boh	Regional Vice President, Domino's Pizza President, Restaurant Association of Singapore
Ms Caryn Lim	Chief Executive Officer, Employment and Employability Institute Assistant Secretary-General, National Trades Union Congress
Mr Dave Ng	Group Chief Executive Officer, Bok Seng Group Chairman, Singapore Logistics Association
Mr Ernie Koh	Chairman, Commune Lifestyle Pte Ltd President, Singapore Retailers Association
Mr Ian Lee	Executive Committee Member and President of Geographies, The Adecco Group Board Member, Institute for Human Resource Professionals
Ms Kohe Hasan	Co-Founder and Chief Executive Officer, M Kapital Consulting Deputy Honorary Secretary, Singapore National Employers Federation
Mr Lennon Tan	Group Chairman, Adera Global Pte Ltd President, Singapore Manufacturing Federation
Mr Lim Teck Chuan	Vice President, Central Committee, National Trade Union Congress President, Advanced Manufacturing Employees' Union

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