Report on Wage Practices 2021

By:

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Singapore

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REPORT ON WAGE PRACTICES 2021

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Abbreviations

AVC	:	Annual Variable Component
AWS	:	Annual Wage Supplement
CPF	:	Central Provident Fund
CPI	:	Consumer Price Index
GFC	:	Global Financial Crisis
MOM	:	Ministry of Manpower
MTI	:	Ministry of Trade and Industry
MVC	:	Monthly Variable Component
NRAF	:	Non Rank-and-File
RAF	:	Rank-and-File

Executive Summary

The wage situation improved in 2021 compared to 2020. Both nominal and real wage growth were higher in 2021 than in 2020.

Wages are expected to continue to grow in 2022, as the labour market is expected to remain tight, and firms compete for workers. However, supply chain disruptions and uncertainty arising from the prolonged Russia-Ukraine conflict could affect business confidence and slow the rate of growth. With recent shocks to the global supply chains, inflation is projected to stay elevated and dampen real wage growth.

Summary of findings:

Amid strong economic recovery in 2021, the proportion of profitable establishments rose to 75%.

Nominal wages of full-time employees who were in employment for at least a year or more rose over the year by 3.9%. This was double the wage growth of 2020, and comparable to the growth in 2019.

Nonetheless, nominal wage growth in 2021 was lower than that seen in 2010 (5.7%), during the post-Global Financial Crisis recovery. This is reflective of the uneven recovery across sectors. In addition, some establishments may have been more cautious in raising wages given the greater uncertainty caused by the pandemic.

Despite rising prices, nominal wage growth still more than kept pace with inflation, allowing real wages to grow, but at a considerably slower pace of 1.6%.

In 2021, all sectors experienced higher nominal total wage growth compared to 2020. The magnitude of wage change was varied across sectors as some sectors have not fully recovered from the impact of the pandemic. Sectors such as *Information and Communications* (total wage change of 5.1%), *Financial and Insurance Services* (4.1%) and *Manufacturing* (4.0%), continued to see strong wage increases in 2021.

Sectors that were severely affected by the pandemic also recovered to register wage increases including *Accommodation* (1.7%), *Transportation & Storage* (2.8%) and *Food & Beverages Services* (2.6%). However, the increases were generally lower than their pre-pandemic growth rates.

1 Introduction

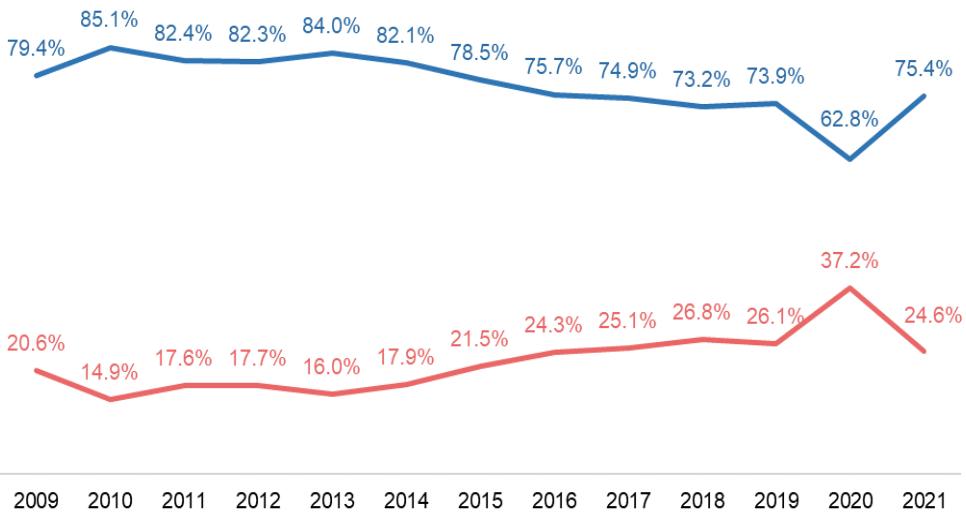
1.1 The data presented in this Report are obtained from MOM's Annual Wage Change (AWC) survey on private sector establishments. The survey captures information on wage changes of full-time resident employees in continuous employment for at least a year. This removes the effects due to compositional changes – such as job change, new entrants – and focuses on the wage experience of the majority of employees in the workforce[1]. The survey coverage and methodology are explained in Annex 2.

2 Key Findings

Profitable Establishments

2.1 Amid strong economic recovery in 2021, the proportion of profitable establishments increased from 63% in 2020 to 75% in 2021 (Chart 1). The proportion of profitable establishments rose across most sectors[2].

Chart 1: Proportion of Profitability Establishments, 2009-2021



Note: Based on private sector establishments that disclosed their profit status.

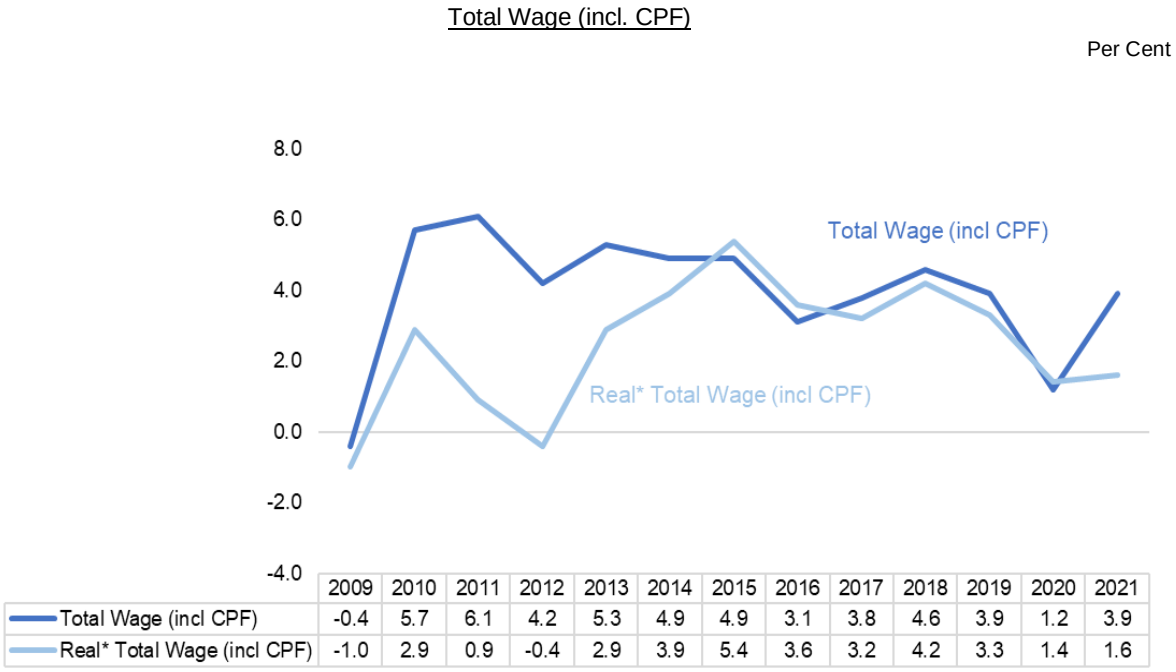
[1] Based on the 2021 Report on Labour Force, about 80% of employees in the workforce were in their jobs for one year or more
[2] The only exception was Real Estate Services (2020: 82%, 2021: 70%)

2.2 Nominal wages of resident employees rose by 3.9% in 2021 (Chart 2). This increase is more than double the decade low of 1.2% in 2020, and within the range of the pre-COVID years of 2018-2019 (3.9% to 4.6%).

2.3 Wage growth in 2021 was lower than that seen in 2010 (5.7%), during the post-Global Financial Crisis recovery. This is reflective of the uneven recovery across sectors. In addition, some establishments may have been more cautious in raising wages given the greater uncertainty brough about by the pandemic. As COVID-19 had a less severe impact on wages compared to the GFC[3], wage growth also had less ground to recover in 2021 compared to 2010.

2.4 While prices have risen, nominal wage growth more than kept pace with inflation, allowing real wages to grow. However, the pace of growth was considerably dampened. The real wage growth of 1.6% was only slightly above that of 2020 (1.4%) and lower than 2019 (3.3%).

Chart 2: Annual Change in Total Wages, 2009-2021



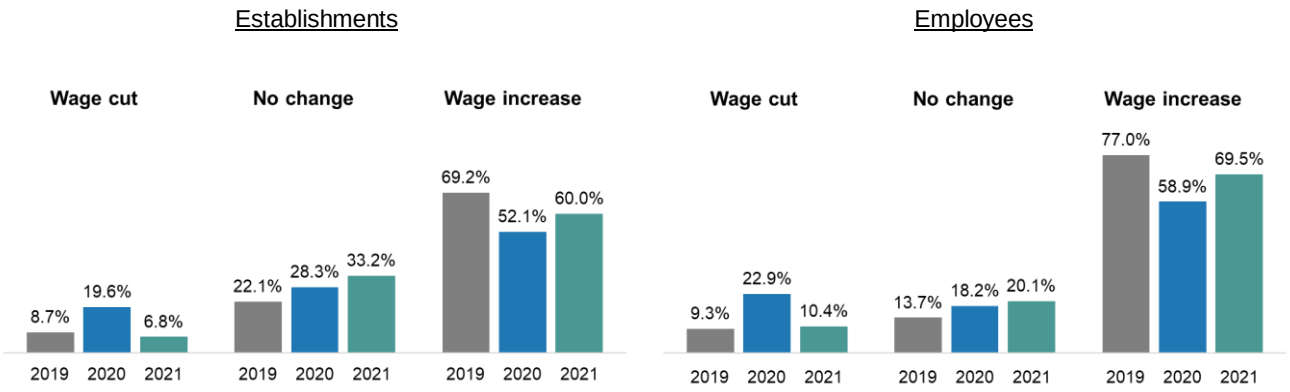
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Wage (incl CPF)	-0.4	5.7	6.1	4.2	5.3	4.9	4.9	3.1	3.8	4.6	3.9	1.2	3.9
Real* Total Wage (incl CPF)	-1.0	2.9	0.9	-0.4	2.9	3.9	5.4	3.6	3.2	4.2	3.3	1.4	1.6

2.5 More establishments gave wage increases in 2021 (60%) compared to 2020 (52%) (Chart 3). However, the proportion was still lower than in 2019 (69%). This suggests that with the uneven recovery in 2021, some establishments were slower in picking up from the impact of the pandemic. Establishments that gave wage cuts remained the minority at 6.8%. The remainder (33%) left wages of their employees unchanged.

2.6 A similar observation was made for wage change among employees.

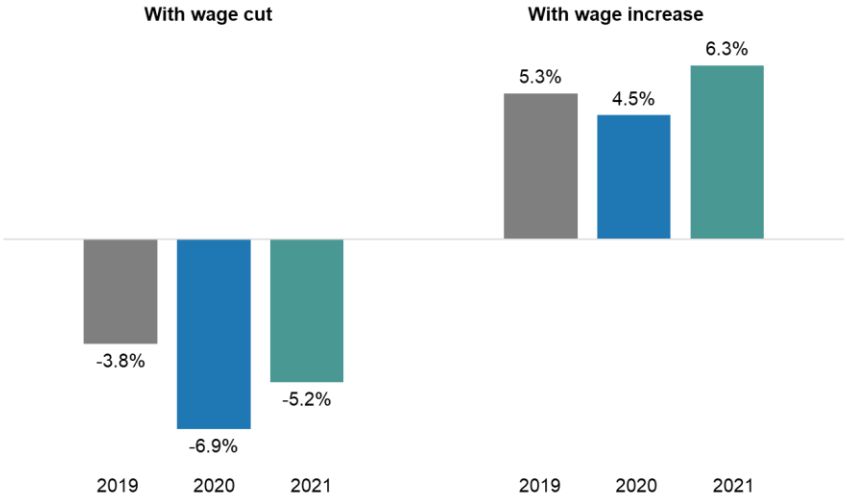
[3] Nominal wages declined in 2009 (-0.9%), while wages continued to grow, albeit more slowly, in 2020 (1.2%).

Chart 3: Distribution by Total Wage Change, 2019-2021



2.7 Among establishments that gave wage increases, the magnitude of increase was higher in 2021 compared to 2020 and pre-pandemic 2019 (Chart 4). Among establishments which gave wage cuts, the magnitude of wage cuts was less steep in 2021 than in 2020. However, the cuts were still higher than in 2019. This is again reflective of the uneven recovery across sectors.

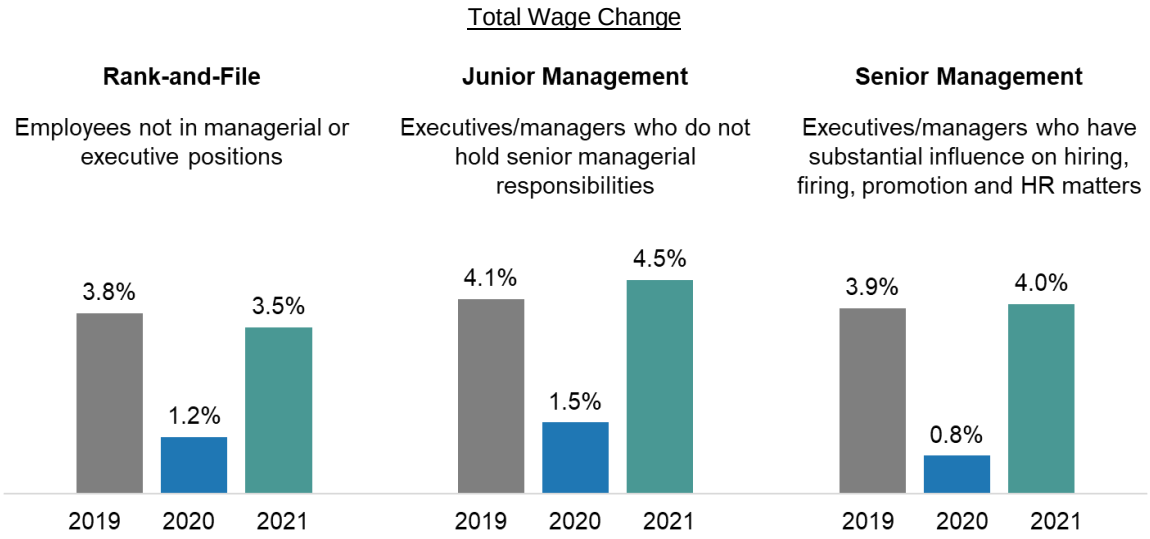
Chart 4: Extent of Total Wage Change Among Establishments, 2019-2021



Wage Change by Employee Type

2.8 Rank-and file (RAF), junior management and senior management employees all experienced higher wage growth compared to 2020 (Chart 5).

Chart 5: Wage Change By Type Of Employees, 2019-2021



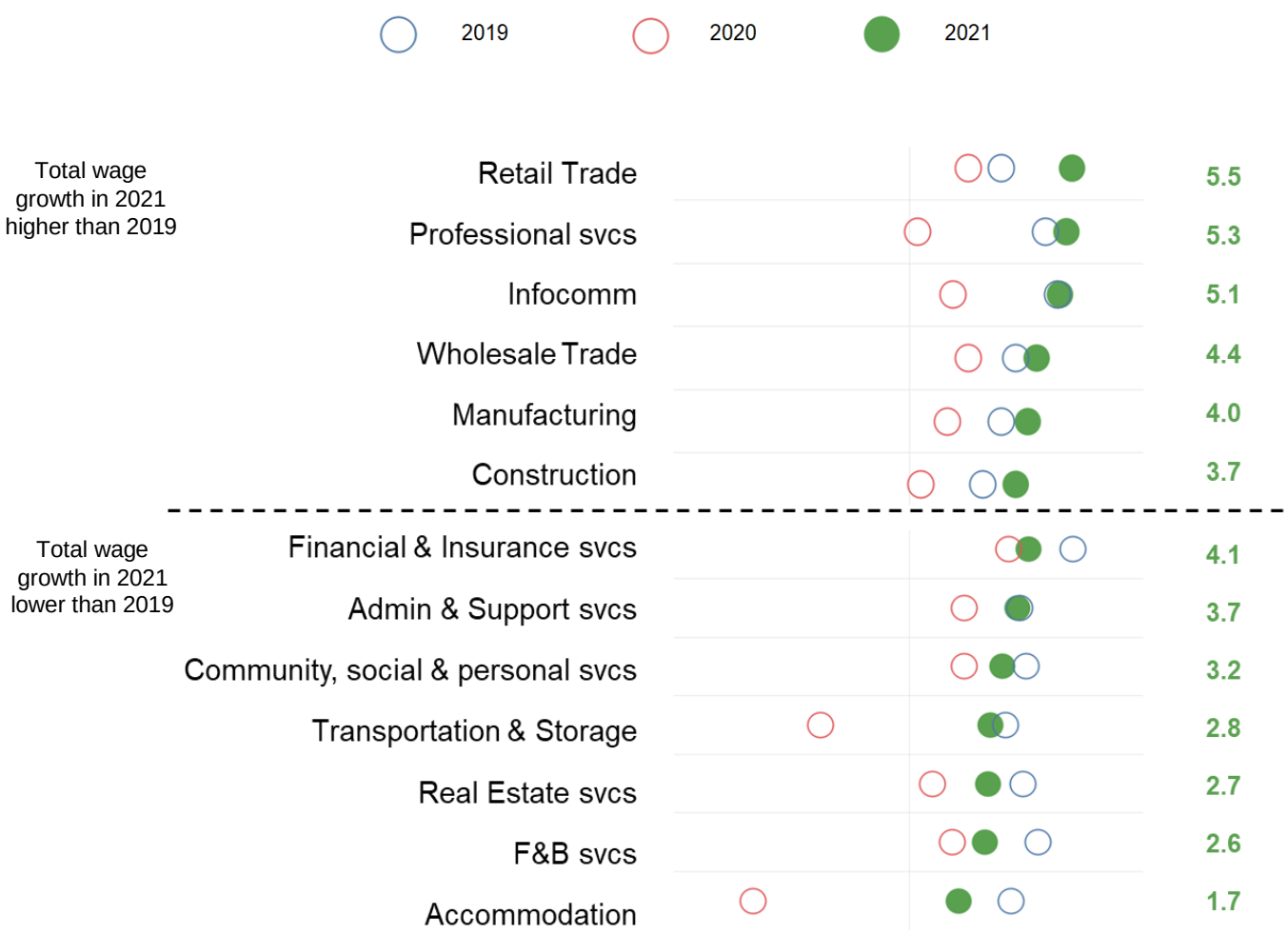
Wage Change by Sector

2.9 In 2021, all sectors experienced higher total wage growth compared to 2020 (Chart 6). The magnitude of wage change was varied across sectors as some sectors have not fully recovered from the impact of the pandemic.

2.10 In particular, *Information and Communications* (total wage change of 5.1%), *Financial and Insurance Services* (4.1%) and *Manufacturing* (4.0%), continued to see strong wage increases in 2021. These sectors were less affected by the pandemic and have been seeing sustained GDP growth since late 2020. Wage growth for *Information and Communications* and *Manufacturing* was also higher than pre-pandemic rates in 2019.

2.11 Sectors that were severely affected by the pandemic also recovered to register wage increases – *Accommodation* (2020: -5.3%, 2021: 1.7%), *Transportation & Storage* (2020: -3.0%, 2021: 2.8%), *Food & Beverages Services* (2020: 1.5%, 2021: 2.6%). However, the increases were generally lower than growth sectors and pre-pandemic growth rates. With further easing of domestic safe management measures and border restrictions, wages in these sectors are expected to pick up in 2022.

Chart 6: Total Wage Change by sector (%), 2019-2021



Conclusion

Wages are expected to continue to grow in 2022, as the labour market is expected to remain tight, and firms compete for workers. However, supply chain disruptions and uncertainty arising from the prolonged Russia-Ukraine conflict could affect business confidence and slow the rate of growth. With recent shocks to the global supply chains, inflation is projected to stay elevated and dampen real wage growth.

Annex 1

Chart A1: Annual Change in Total Wages and Basic Wages, 2009-2021

Total Wage

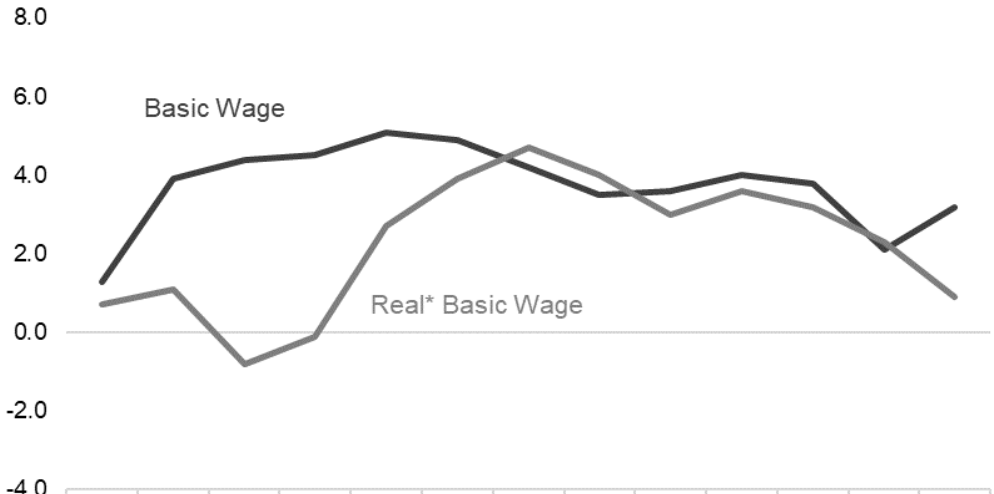
Per Cent



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Wage	-0.4	5.5	5.3	3.8	5.3	4.9	4.0	3.1	3.8	4.6	3.9	1.2	3.9
Real* Total Wage	-1.0	2.7	0.1	-0.8	2.9	3.9	4.5	3.6	3.2	4.2	3.3	1.4	1.6

Basic Wage

Per Cent

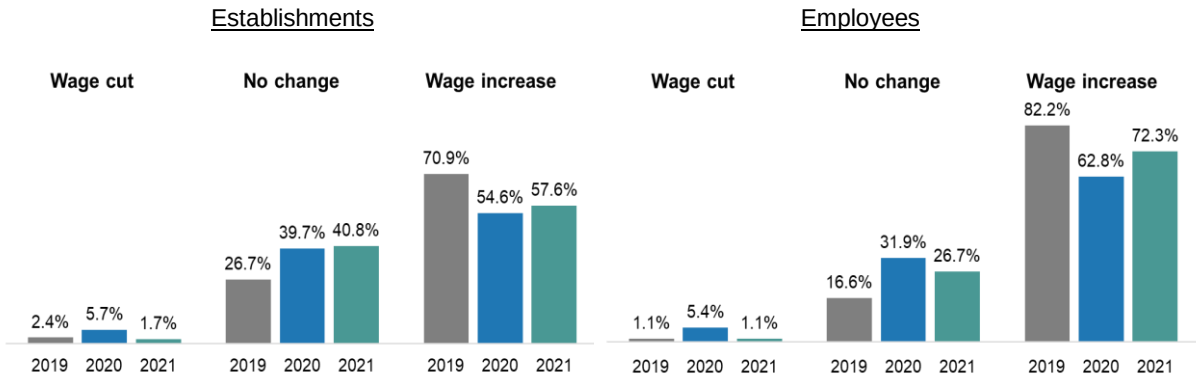


	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Basic Wage	1.3	3.9	4.4	4.5	5.1	4.9	4.2	3.5	3.6	4.0	3.8	2.1	3.2
Real* Basic Wage	0.7	1.1	-0.8	-0.1	2.7	3.9	4.7	4.0	3.0	3.6	3.2	2.3	0.9

Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Note: * - Deflated by Consumer Price Index (CPI) for all items at 2019 prices (2019 =100)

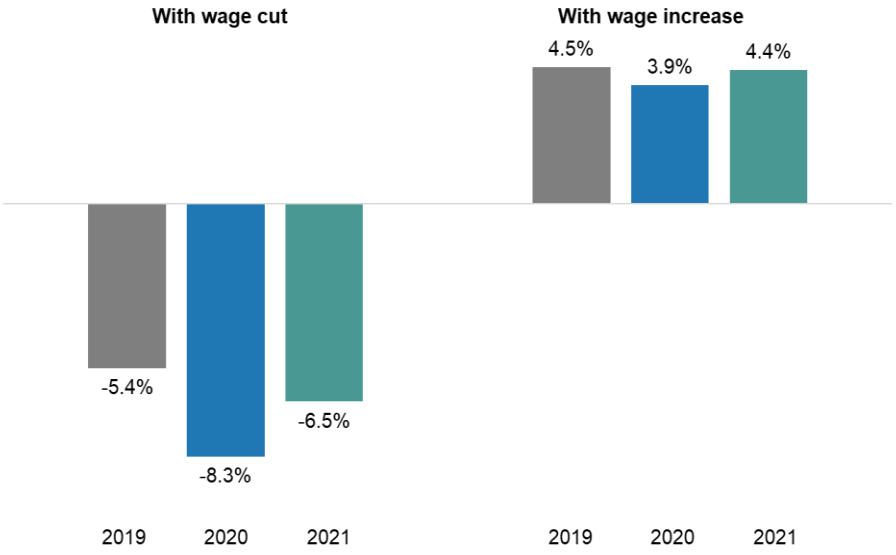
Chart A2: Distribution by Basic Wage Change, 2019-2021



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

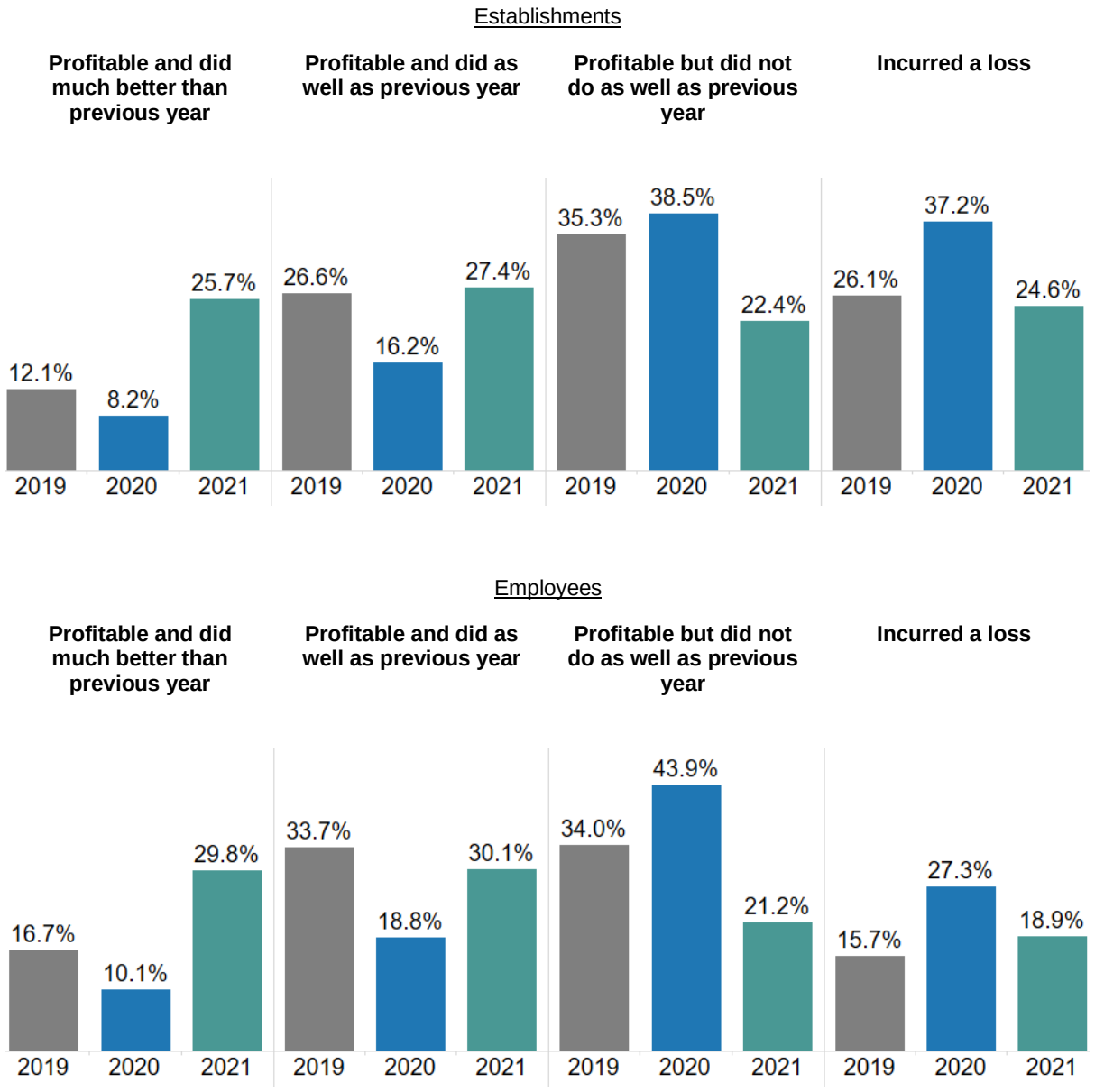
Note: Figure may not sum up to 100% due to rounding.

Chart A3: Extent of Basic Wage Change Among Establishments, 2019-2021



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Chart A4: Distribution by Detailed Profit Status, 2019-2021

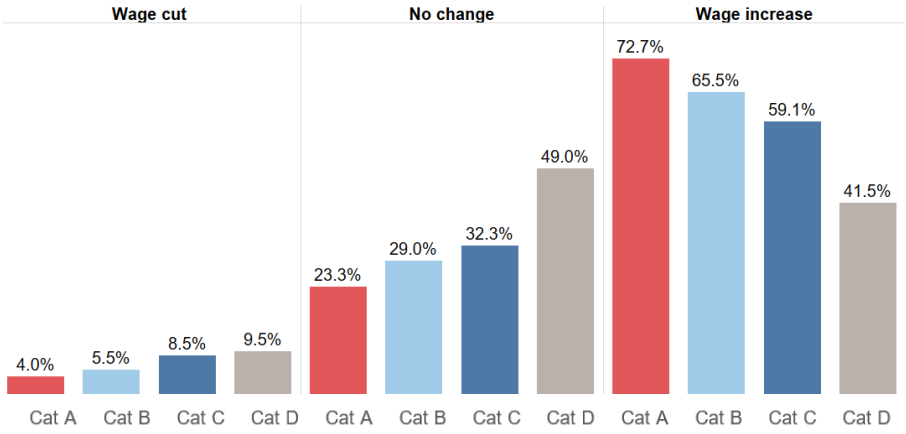


Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

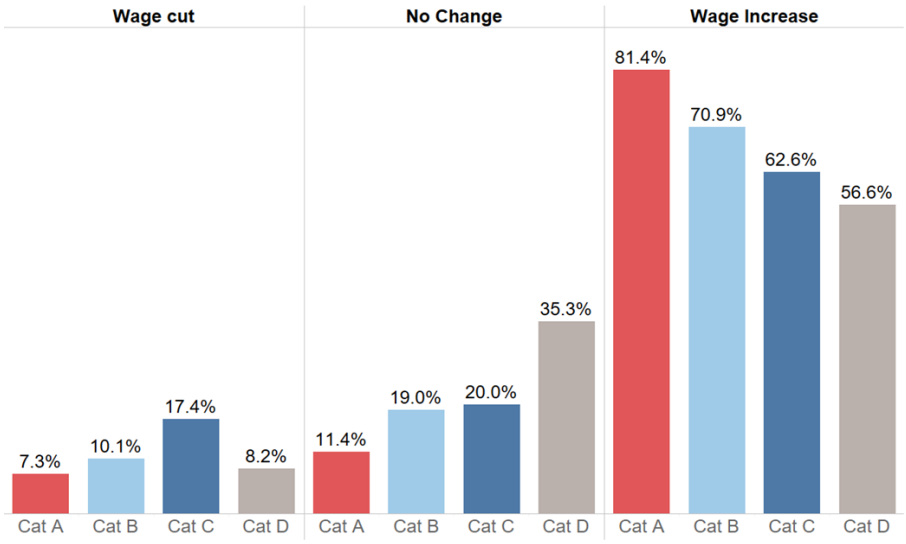
Notes: (1) Based on private sector establishments that disclosed their profit status in 2019, 2020 and 2021.
(2) Figures may not sum up to 100% due to rounding.

Chart A5: Distribution By Total Wage Change And Detailed Profit Status, 2021

Establishments



Employees

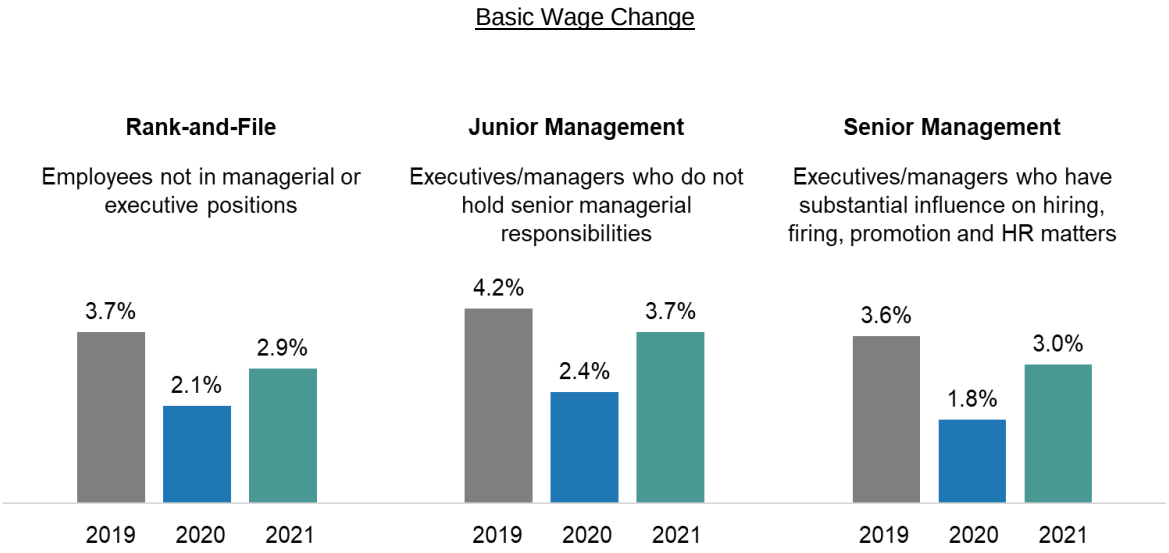


Category A: Firm was profitable and did much better than in the previous year
Category B: Firm was profitable and did as well as in the previous year
Category C: Firm was profitable but did not do as well as in the previous year
Category D: Firm incurred a loss

Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Notes: (1) Figures may not sum up to 100% due to rounding.
(2) Cat A to C pertain to profitable establishments, while Cat D pertain to loss-making establishments.

Chart A6: Basic Wage Change By Type Of Employees, 2019-2021



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Table A1: Total Wage Change By Profit Status, 2019-2021

Profit Status	Type	Total Wage Change (%)		
		2019	2020	2021
Cat A: Profitable and did much better than previous years	Total	5.0	3.9	5.5
	RAF	4.1	3.9	4.5
	NRAF	5.7	3.9	6.2
Cat B: Profitable and did as well as previous year	Total	4.7	3.4	4.3
	RAF	4.5	3.5	4.5
	NRAF	4.9	3.3	4.2
Cat C: Profitable but did not do as well as previous year	Total	3.2	1.6	2.3
	RAF	3.4	1.7	2.0
	NRAF	3.0	1.5	2.6
Cat D: Incurred a loss	Total	2.4	-2.1	2.3
	RAF	2.8	-2.1	2.0
	NRAF	2.0	-2.2	2.6

Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Note: RAF refers to rank-and-file, Non-RAF comprise junior and senior management.

Table A2: Wage Change By Industry, 2019-2021

Per cent

Industry (SSIC 2020)	Type	Total Wage Change			Basic Wage Change		
		2019	2020	2021	2019	2020	2021
Manufacturing	Total	3.1	1.3	4.0	3.6	1.9	3.1
	RAF	3.2	1.6	3.4	3.4	2.0	3.1
	NRAF	3.1	1.1	4.5	3.8	1.8	3.1
Construction	Total	2.5	0.4	3.7	2.6	1.8	2.7
	RAF	3.0	0.8	3.6	3.0	2.0	2.6
	NRAF	2.1	0.0	3.7	2.2	1.6	2.8
Services	Total	4.2	1.2	3.9	4.0	2.2	3.3
	RAF	4.0	1.0	3.5	3.8	2.0	2.9
	NRAF	4.3	1.4	4.3	4.2	2.3	3.6
Wholesale Trade	Total	3.6	2.0	4.4	3.9	2.6	3.0
	RAF	3.9	2.1	3.9	3.9	2.7	2.7
	NRAF	3.3	1.9	4.9	3.8	2.5	3.3
Retail Trade	Total	3.1	2.0	5.5	3.0	2.2	2.3
	RAF	3.2	2.2	6.3	3.1	2.2	2.1
	NRAF	3.0	1.5	3.8	2.8	2.0	2.7
Transportation & Storage	Total	3.3	-3.0	2.8	3.5	0.1	2.5
	RAF	3.3	-3.2	2.0	3.5	0.1	2.3
	NRAF	3.3	-2.4	4.3	3.6	0.3	2.9
Accommodation	Total	3.5	-5.3	1.7	3.3	-1.1	0.8
	RAF	3.7	-4.1	2.1	3.4	-0.3	0.8
	NRAF	3.3	-6.4	1.4	3.1	-1.8	0.9
Food & Beverage Services	Total	4.4	1.5	2.6	4.3	2.3	2.3
	RAF	4.8	1.9	2.5	4.7	2.7	2.3
	NRAF	3.6	0.8	3.0	3.2	1.4	2.5
Information & Communications	Total	5.0	1.5	5.1	4.3	2.2	4.0
	RAF	5.2	-0.8	4.4	4.3	0.4	3.5
	NRAF	4.9	2.9	5.4	4.3	3.2	4.3
Financial & Insurance Services	Total	5.6	3.4	4.1	4.9	3.7	4.1
	RAF	4.7	4.6	2.8	3.9	3.4	3.4
	NRAF	5.9	3.3	4.4	5.1	3.7	4.2
Real Estate Services	Total	3.9	0.8	2.7	3.4	2.1	2.9
	RAF	3.2	1.9	2.8	3.3	2.3	2.9
	NRAF	4.5	-0.3	2.6	3.5	1.9	2.9
Professional Services	Total	4.6	0.3	5.3	4.3	1.5	4.0
	RAF	4.4	0.1	4.0	3.9	1.3	3.2
	NRAF	4.8	0.4	5.9	4.5	1.6	4.3
Administrative & Support Services	Total	3.8	1.9	3.7	3.7	2.4	3.5
	RAF	3.9	2.7	4.2	3.8	2.9	4.0
	NRAF	3.5	-0.8	2.3	3.4	0.7	1.8
Community, Social & Personal Services	Total	4.0	1.9	3.2	3.9	2.6	3.5
	RAF	4.0	2.1	3.1	3.8	2.7	3.4
	NRAF	4.0	1.8	3.3	4.0	2.6	3.5

Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Note: RAF refers to rank-and-file. NRAF employees comprise junior and senior management employees.

Table A3: Annual Variable Component By Industry, 2019-2021

Months of Basic Wage

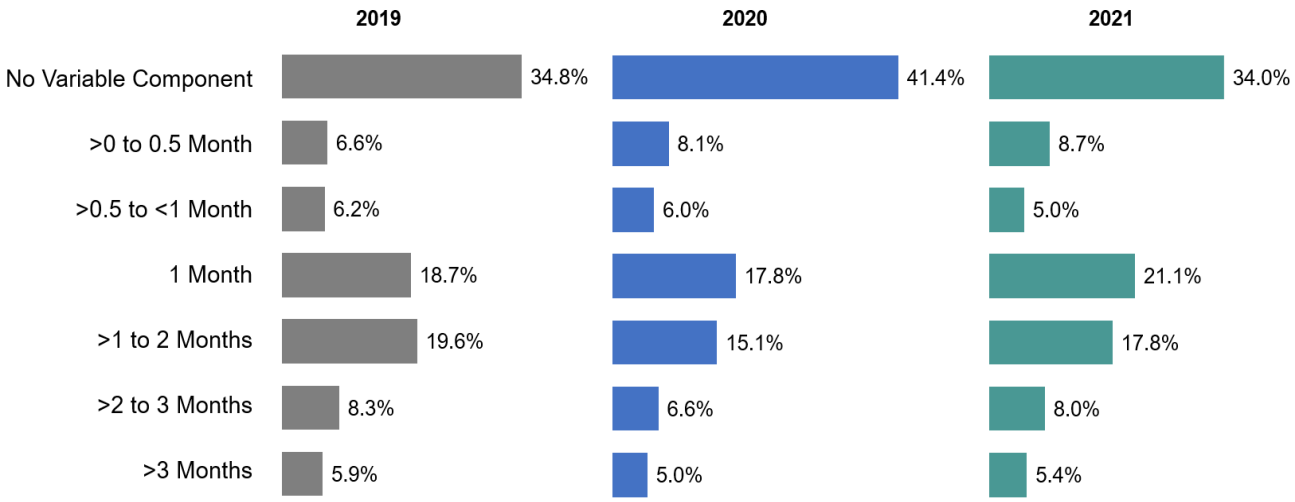
Industry (SSIC 2020)	Type	Annual Variable Component		
		2019	2020	2021
Manufacturing	Total	1.96	1.83	1.81
	RAF	1.77	1.73	1.61
	NRAF	2.13	1.92	1.99
Construction	Total	1.12	0.78	1.02
	RAF	1.02	0.65	0.92
	NRAF	1.21	0.90	1.09
Services	Total	2.00	1.86	1.91
	RAF	1.67	1.47	1.51
	NRAF	2.31	2.20	2.27
Wholesale Trade	Total	1.78	1.75	1.85
	RAF	1.45	1.33	1.52
	NRAF	2.07	2.07	2.16
Retail Trade	Total	1.72	1.53	2.09
	RAF	1.67	1.48	2.26
	NRAF	1.84	1.64	1.73
Transportation & Storage	Total	2.42	1.99	1.92
	RAF	2.42	2.00	1.64
	NRAF	2.42	1.97	2.40
Accommodation	Total	1.95	1.31	1.10
	RAF	1.92	1.32	1.17
	NRAF	1.98	1.31	1.05
Food & Beverage Services	Total	0.58	0.56	0.61
	RAF	0.55	0.57	0.56
	NRAF	0.64	0.54	0.72
Information & Communications	Total	1.50	1.48	1.69
	RAF	1.40	1.44	1.52
	NRAF	1.55	1.50	1.78
Financial & Insurance Services	Total	3.23	3.21	3.14
	RAF	2.89	2.88	2.86
	NRAF	3.31	3.26	3.19
Real Estate Services	Total	2.36	1.85	1.69
	RAF	1.87	1.53	1.32
	NRAF	2.80	2.15	2.00
Professional Services	Total	1.85	1.77	2.31
	RAF	1.79	1.40	2.08
	NRAF	1.88	1.93	2.42
Administrative & Support Services	Total	0.91	0.83	0.72
	RAF	0.71	0.81	0.63
	NRAF	1.46	0.90	1.04
Community, Social & Personal Services	Total	2.34	2.14	2.06
	RAF	2.08	1.84	1.81
	NRAF	2.58	2.42	2.28

Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

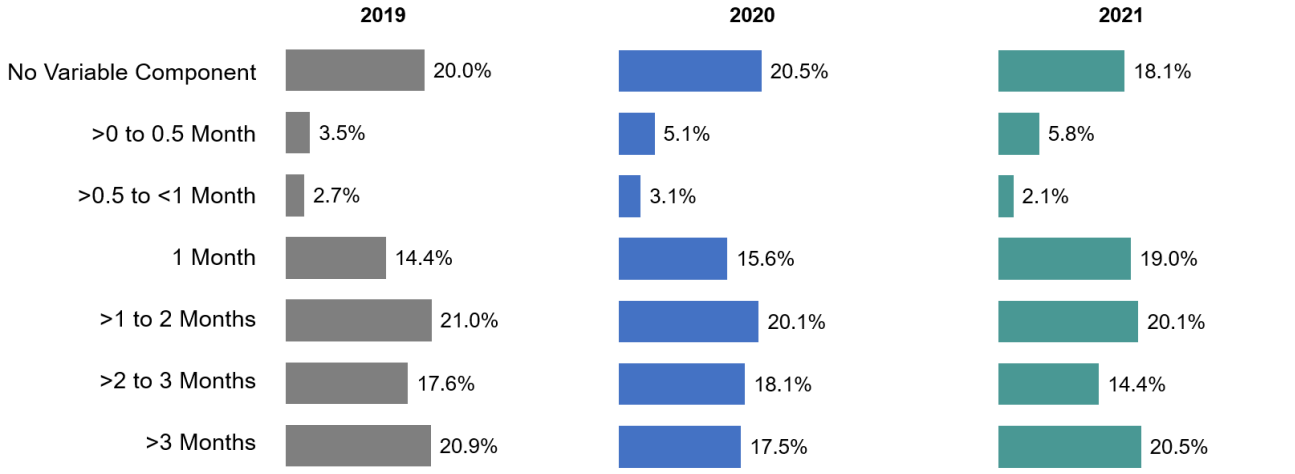
Notes: (1) RAF refers to rank-and-file. Non-RAF comprise junior and senior management.
(2) Data on annual variable component for a reference year is collected twice. Once during the reference year and once more a year later to facilitate calculation of total wage changes in the same establishment received by a fixed cohort of employees. This table is based on annual variable component collected in the reference year.

Chart A7: Distribution By Quantum Of Annual Variable Component, 2019-2021

Establishments



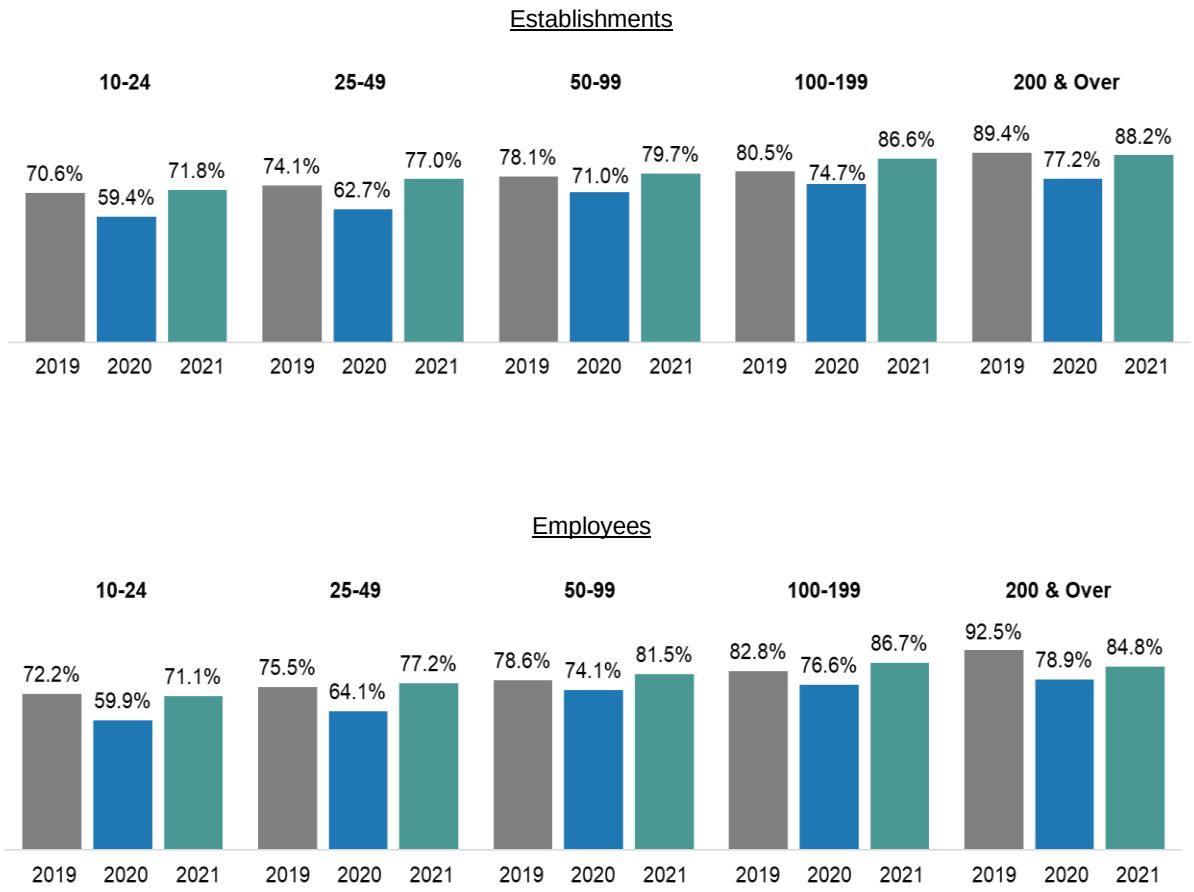
Employees



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Notes: (1) Figures may not sum up to 100% due to rounding.
(2) Data on annual variable component for a reference year is collected twice. Once during the reference year and once more a year later to facilitate calculation of total wage changes in the same establishment received by a fixed cohort of employees. Data in this chart are based on annual variable component collected in the reference year.

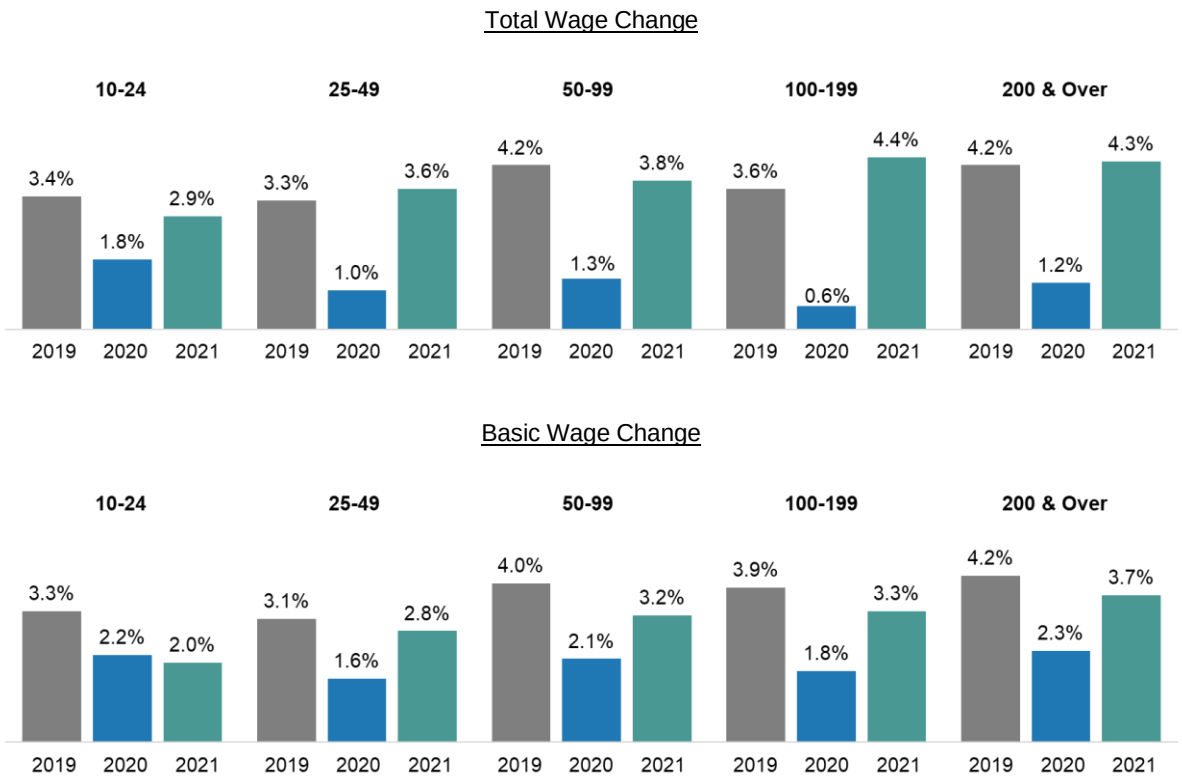
Chart A8: Proportion of Profitable Establishments And Employee By Establishment Size, 2019-2021



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Note: Based on private sector establishments that disclosed their profit status.

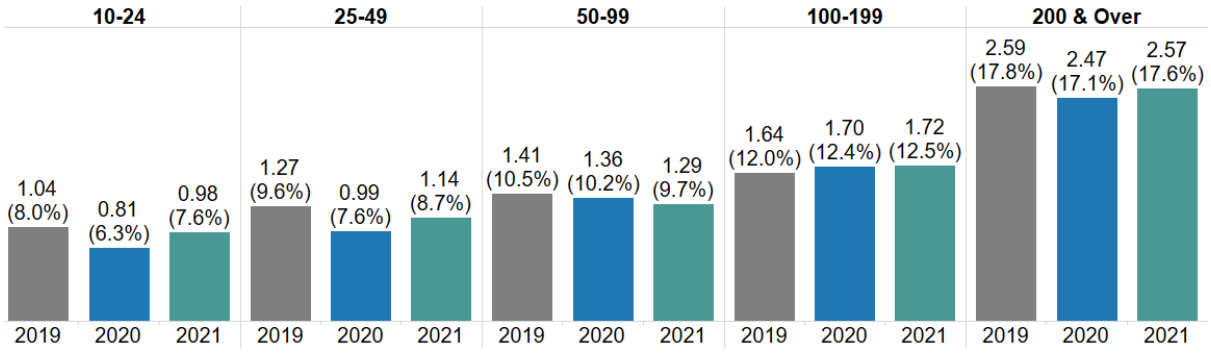
Chart A9: Wage Change By Establishment Size, 2019-2021



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Chart A10: Annual Variable Component By Establishment Size, 2019-2021

Months of Basic Wage

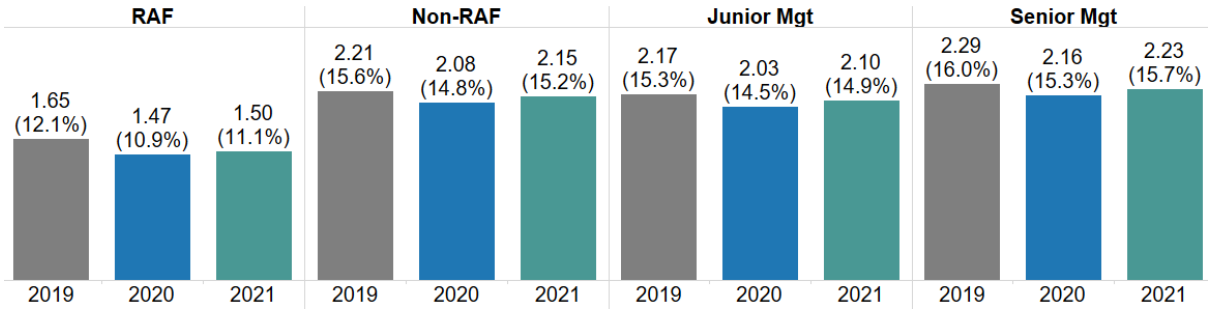


Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Notes: (1) Figures in brackets refer to annual variable component as a proportion of total wages.
(2) Data on annual variable component for a reference year is collected twice. Once during the reference year and once more a year later to facilitate calculation of total wage changes in the same establishment received by a fixed cohort of employees. Data in this chart are based on annual variable component collected in the reference year.

Chart A11: Annual Variable Component By Employee Type, 2019-2021

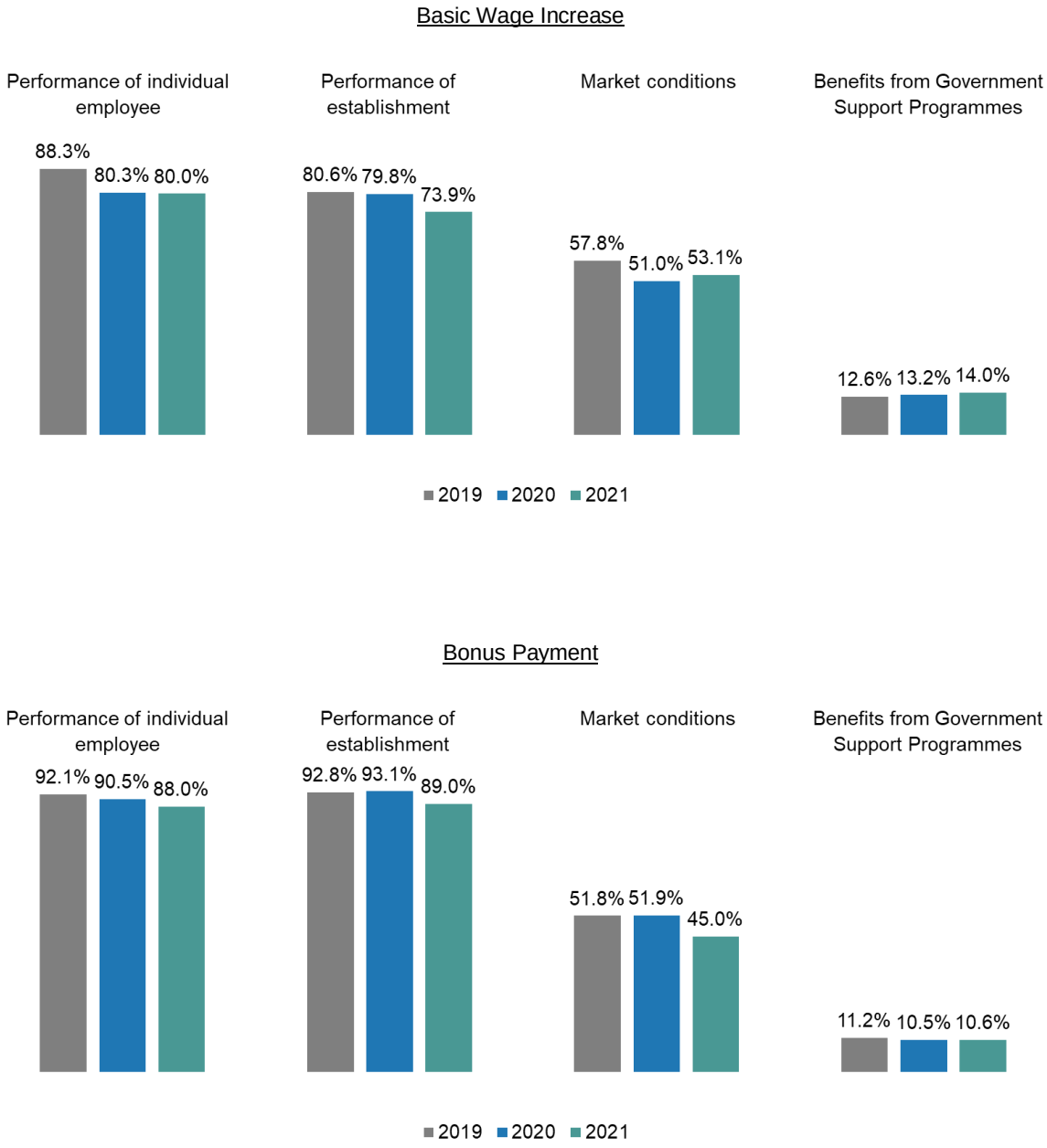
Months of Basic Wage



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Notes: (1) RAF refers to rank-and-file. NRAF employees comprise junior and senior management employees.
(2) Data on annual variable component for a reference year is collected twice. Once during the reference year and once more a year later to facilitate calculation of total wage changes in the same establishment received by a fixed cohort of employees. Data in this chart are based on annual variable component collected in the reference year.

Chart A12: Proportion of Establishments By Factors Considered When Determining Basic Wage Increases and Bonuses, 2019-2021



Source: Survey on Annual Wage Changes, Manpower Research and Statistics Department, MOM

Notes: (1) Based on private establishments that had basic wage increase and/or bonus payment in their wage structure respectively.
(2) Figures may not sum up to 100% as multiple reasons were allowed.

Annex 2

SURVEY COVERAGE AND METHODOLOGY

SURVEY ON ANNUAL WAGE CHANGES, 2021

Introduction

The *Survey on Annual Wage Changes, 2021* was conducted by the Manpower Research and Statistics Department of the Ministry of Manpower under the Statistics Act (Chapter 317). The survey fieldwork was conducted from 7 February 2022 to 14 April 2022.

Objective

The survey was conducted to obtain information on the extent of wage changes in 2021.

Coverage

The survey covered private sector establishments with at least 10 employees. Some 5,199 private establishments responded to the survey. These establishments employed 1,077,400 employees which included 561,700 resident full-time employees on the Central Provident Fund (CPF) scheme with at least 1 year in service (comprising 251,400 rank-and-file employees, 211,200 junior and 99,100 senior management staff) and 334,400 non-resident employees. Resident full-time employees with less than a year of service, or on part-time formed the remaining 181,200. The survey response rate was 84%.

The results were weighted to reflect the population of private sector establishments with at least 10 employees by using expansion factors based on sampling fraction.

Methodology

The survey was conducted using online questionnaires. Respondents could submit their returns online, with clarifications made over the phone.

Reference Period

The reference period for the survey was from November 2020 to November 2021.

Data Collected

The establishments were asked to provide information on the average basic wage change, Annual Wage Supplement (AWS) and Variable Bonus (VB) to employees in 2021. The information collected pertains to full-time employees on the CPF scheme who had been with the establishment for at least one year as at 30 November 2021.

Analysis

Findings on the extent of wage changes in private sector in 2021 is based on private establishments with at least 10 employees. Unless otherwise stated, all data on annual variable component are based on data collected in the reference year.

Classification

The industries of the surveyed establishments were classified according to the Singapore Standard Industrial Classification (SSIC) 2020.

Reliability of Data

In a sample survey, inferences about the target population are drawn from the data collected from the sample. Errors due to extension of the conclusions based on one sample to the entire population are known as sampling errors. The sampling error of an estimate is the extent of variation between the estimated value obtained from a sample and the true value from the population. Factors influencing the sampling error include the sample size, the sample design, method of estimation, the variability of the population and the characteristics studied.

A common measure of the sampling error of an estimate is its standard error, which is a measure of the variation among the estimates derived from all possible samples. An alternative measure is the relative standard error of an estimate which indicates the standard error relative to the magnitude of the estimate. A sample estimate and an estimate of its standard error can be used to construct an interval that will, at specified levels of confidence, include the true value. By statistical convention, the confidence level has been set at 95 per cent.

Estimates of the sampling variability of selected indicators are as follows:

	Estimate	Standard Error	Relative Standard Error (%)	95% Confidence Interval	
				Lower	Upper
Total Wage Change (Incl employer CPF)^	3.9%	0.06%-pt	1.6%	3.8%	4.0%
Total Wage Change (Excl employer CPF)^	3.9%	0.06%-pt	1.6%	3.8%	4.0%
Basic Wage Change^	3.2%	0.04%-pt	1.3%	3.1%	3.3%
Variable Component^ (months of basic wage)	1.84	0.01	0.67%	1.81	1.86

Notes:
(1) ^ Wage growth pertains to wage increases granted by private sector establishments (with at least 10 employees) to full-time employees on CPF Scheme who were in continuous employment for at least a year.
(2) * Quantum of basic wage increase is available. Data includes establishments that had given other forms of basic wage increase.

Concepts and Definitions

Total number of paid employees:	This refers to the number of persons, both local and foreign, working directly for the establishment, including employees who on this day are on sick leave, annual leave, etc. but are still on the establishment's payroll. These permanent and/or temporary employees can work on a full-time or part-time basis. It includes piece-rated workers but excludes workers who work 'on and off' (e.g. exhibition and convention workers hired especially for an event for short durations (say 3 – 5 days)).
Local employees:	This refers to Singapore Citizens and Permanent Residents.
Rank-and-File Employees:	This includes employees who are in technical, clerical, sales, service, production, transport, cleaning and related positions. They are not employees in managerial or executive positions.
Junior Management Staff:	This refers to executives and managers who do not hold senior managerial responsibilities. They do not have substantial influence over hiring, firing, promotion, transfer, reward or discipline of employees.
Senior Management Staff:	This refers to executives and managers who have substantial influence over hiring, firing, promotion, transfer, reward or discipline of employees.
Basic Wage:	This refers to the total basic pay before deduction of the employees' CPF contributions and personal income tax. It excludes employers' CPF contributions, bonuses, overtime payments, commissions, allowances (e.g. shift, food, housing and transport), other monetary payments and payments-in-kind.
Basic Wage Adjustment:	This usually comprises wage adjustments and built-in increments such as annual (or service), merit and NWC increments. Promotional increments are excluded.

Annual Wage Supplement (AWS):	This refers to the annual payment usually made at year-end and is commonly known as the 13th month allowance.
Variable Bonus (VB):	This refers to the payment given in addition to the AWS. It includes incentive payments and 'ang pows', but excludes AWS. The variable bonus is usually linked to establishment and/or individual performance and may vary from year to year. It may be paid in a lump sum or divided into several payments over the year; in which case the several payments should be added together.
Annual Variable Component:	This usually consists of 2 components i.e. AWS, and VB. Generally, the annual variable component is linked to establishment's profitability.
Monthly Variable Component (MVC):	This refers to the component of monthly basic wage that can be adjusted easily and quickly to meet changing business conditions. It should attract CPF, overtime pay, allowances, etc. The MVC can be built-up through wage increase or 'hived-off' from basic wage. Establishments can also implement a cut in basic wage by reducing MVC.
Market Conditions:	This can refer to a country's economic performance, industry's and/or transnational organisation's performance (in the case of multi-national corporation).
Government Support Programmes	Government Support Programmes such as the Job Support Scheme provides wage support to employers to help them retain their local employees (Singapore Citizens and Permanent Residents) during this period of economic uncertainty. JSS payouts are intended to offset local employees' wages and help protect their jobs.

Formulae

- Basic Wage Change in 2021

$$= \frac{\text{End 2021 Basic Wage} - \text{End 2020 Basic Wage}}{\text{End 2020 Basic Wage}} \times 100\%$$

- Total Wage Change in 2021

$$= \frac{\text{2021 Total Wage} - \text{2020 Total Wage}}{\text{2020 Total Wage}} \times 100\%$$

where

Total Wage = Annual Basic Wage + Annual Variable Component (i.e. Annual Wage Supplement and Variable Bonus)

FEEDBACK FORM

Report Title: Report on Wage Practices 2021

1. How would you rate this report in terms of :

	Excellent	Good	Average	Poor
a) Relevance to your work	☐	☐	☐	☐
b) Providing useful insights on prevailing labour market trends/development	☐	☐	☐	☐
c) Ease of understanding	☐	☐	☐	☐

2. Which area(s) of the report do you find most useful? Please provide reasons.

_____

_____

3. How do you find the length of the report?

☐ Too detailed ☐ Just right ☐ Too brief

	Excellent	Good	Average	Poor
4. Overall, how would you rate this report?	☐	☐	☐	☐

5. What additional information (if any) would you like us to include in our future issues?

_____

_____

6. Any other comments or suggestions you wish to bring to our attention?

_____

_____

Thank you for your valuable feedback

Name of Officer: _____ Designation : _____

Department: _____

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