

FUTURE JOBS & SKILLS REPORT





TABLE OF CONTENTS

INTRODUCTION	02
<hr/>	
KEY TRENDS	
Employees' Perspective	03
Business Leaders' Perspective	06
<hr/>	
EMPLOYEES' GENERAL OUTLOOK	09–20
<hr/>	
BUSINESS LEADERS' GENERAL OUTLOOK	21–31
<hr/>	
SKILLS AND JOB TRENDS BY INDUSTRY CLUSTERS	
Advanced Manufacturing and Trades Cluster	32
Information, Communication and Technology (ICT) Cluster	35
Lifestyle Cluster	38
Modern Services Cluster	41
Sustainability, Urban Systems and Connectivity Cluster	44
<hr/>	
CONCLUSION	48
<hr/>	
ABOUT THE RESEARCH	
Research Methodology	50
Profile of Respondents	51
<hr/>	
TERMS OF USE, DISCLAIMER & COPYRIGHT INFO	53
<hr/>	
ABOUT NTUC LEARNINGHUB	53
<hr/>	

INTRODUCTION

With rapid technological advancements, evolving economic structures, and shifting societal expectations¹, the job market is undergoing a significant transformation. This shift is redefining the skills that are in high demand and reshaping industries. To succeed in this new landscape brought about by Industry 4.0², it is essential to understand the skill sets required for future jobs.

The emergence of artificial intelligence (AI) has already exerted a significant impact on various sectors, automating routine tasks and augmenting human decision-making processes³. Simultaneously, the advent of generative AI technologies, with its capability to create content, images, and even intricate pieces of text, has brought forth a new paradigm of creativity and productivity⁴. Therefore, technology can achieve more, and has the potential to revolutionise industries and job markets.

The Future Jobs and Skills Report 2023 builds upon insights gained from two previous reports: The New Normal of Sector Skills Report from 2020 and the Emerging Jobs and Skills Report published in 2021. In this latest edition, NTUC LearningHub continues to survey both employees and business leaders to uncover their sentiments towards jobs and skills trends. Specifically, the report looks at the future of work from a dual perspective in light of the advancements in generative AI technologies.

Additionally, the report explores job and skills trends across five industry clusters, namely Advanced Manufacturing and Trades, Information Communication and Technology (ICT), Lifestyle, Modern Services, and Sustainability, Urban Systems and Connectivity. This will allow workers to identify the essential skills needed to stay relevant in the job market.

Last but not least, this report encourages employers to actively support their workforce in upskilling and reskilling through learning and development (L&D) and in doing so, create a lifelong learning culture in their organisation that fosters the growth and sustainability of their talent and business capabilities.

1 Deloitte. 2022. [The skills-based organization: A new operating model for work and the workforce](#)

2 McKinsey. 2022. [What are Industry 4.0, the Fourth Industrial Revolution, and 4IR?](#)

3 Brookings. 2018. [How artificial intelligence is transforming the world](#)

4 LinkedIn. 2023. [How Will Generative AI Change The World?](#)

KEY TRENDS

Employees' Perspective Generative AI Technologies Raise Job Security Concerns

Half of employees believe that generative AI technologies will **affect job roles in their industry to a large or moderate extent.**



7%
Large extent

43%
Moderate extent

41%
of employees

are concerned that generative AI technologies will **replace their job roles.**



31%
of employees

are concerned about their digital fluency and proficiency when it comes to working with generative AI technologies.



Openness to Explore New Pathways in Job Hunting

65%
of employees

are either **actively job-hunting**
or **open to a new job.**



77%



of **employees** are open
to undertake a **new job**
role within their
organisation.

73%



of **employees** are
likely to **pivot to a**
different industry.

64%

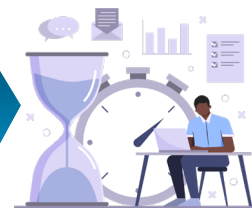


of **employees** are
likely to **switch to a**
different job role.

Skills Outlook - Continuous Learning Remains a Priority Despite Lack of Time

48%
of employees

reveal that the **lack of time is the**
top challenge they face when it comes
to learning, as compared to **54% in**
2021 and **55% in 2020.**




Nearly 9 in 10 employees



agree that the **focus on upskilling**
and reskilling has increased in
Singapore as compared to pre-COVID
times (before 2020).



Over 9 in 10 employees

agree that it is **now more important for them to embrace continuous upskilling and reskilling** as compared to pre-COVID times (before 2020).



TOP SKILLS EMPLOYEES DEEM IMPORTANT TO DEVELOP

60%



of **employees** share that **problem solving is the most important critical core skill** to develop.

51%



of **employees** report that **data analysis is the most important tech-lite skill** to develop.

40%



of **employees** deem **cybersecurity as the most important tech-heavy skill** to develop.

Business Leaders' Perspective

Embracing the Business Potential of Generative AI Technologies

About 9 in 10 business leaders



agree that generative AI technologies can enhance employees' work quality and support daily tasks.



63% of business leaders

encourage employees to use generative AI technologies to support their work to a large or moderate extent.



TOP THREE OPPORTUNITIES PRESENTED BY GENERATIVE AI TECHNOLOGIES ACCORDING TO BUSINESS LEADERS

- AI-powered chatbots (i.e., interact and provide customer support beyond working hours) — 59%
- Personalised customer experience (i.e., provide recommendations based on needs) — 58%
- Price optimisation (i.e., analyse competitors' prices and optimise pricing strategy) — 45%

Job Outlook - Attracting and Retaining Talent

77% of business leaders

have been hiring or intending to hire new talent to meet their company's current business goals.



78%
of business
leaders

are looking to hire candidates with
a **broader set of skills to take
up hybrid roles.**



Over 3 in 4 business leaders



are likely to **redeploy their workforce**
via internal transfers to another department
and/or job role.



Importance of Employee Skills Development Gaining Momentum

Over 4 in 5 business leaders



agree that their **organisation has placed
greater emphasis/investment in the skills
development** of their workforce as compared to
pre-COVID times (before 2020).



20%
Strongly agree

64%
Somewhat agree

Almost 3 in 4 business leaders



say their organisation is **likely to increase
the budget allocated for L&D.**



78%
of business
leaders

have been training
or intending to train
existing employees to
meet current business goals.



TOP SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

59%



of business leaders believe that **problem solving is the most important critical core skill** for their business.

43%




of business leaders share that **project management is the most important tech-lite skill** for their business.

33%



of business leaders reveal that **cybersecurity is the most important tech-heavy skill** for their business.



EMPLOYEES' GENERAL OUTLOOK

The Augmented Workforce - Marrying Man and Machine

AI used to be a technology typically reserved for skilled professionals such as coders, but with enhancements including improved user interface and higher quality output⁵, the power of generative AI technologies is now democratised to the masses⁶.

As more employees embrace these technologies at the workplace, 83% agree that generative AI technologies enhance their work quality and support daily tasks. In particular, employees reveal that generative AI technologies help to analyse complex data (48%) and generate ideas, designs, and content (47%).

More than 4 in 5 employees



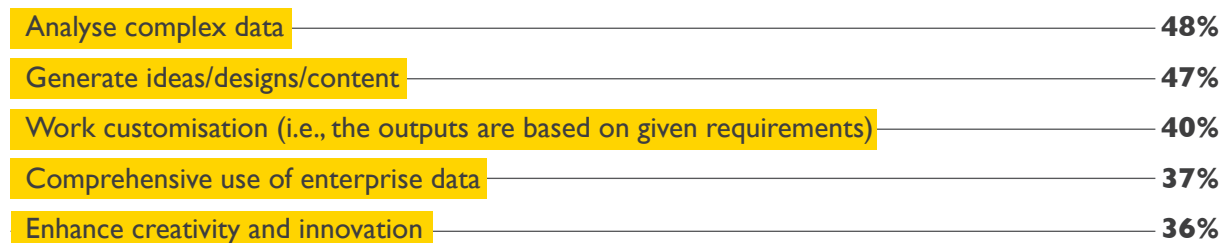
agree that generative AI technologies can **enhance employees' work quality and support daily tasks.**



9%
Strongly agree

74%
Somewhat agree

TOP FIVE BENEFITS OF GENERATIVE AI TECHNOLOGIES ACCORDING TO EMPLOYEES



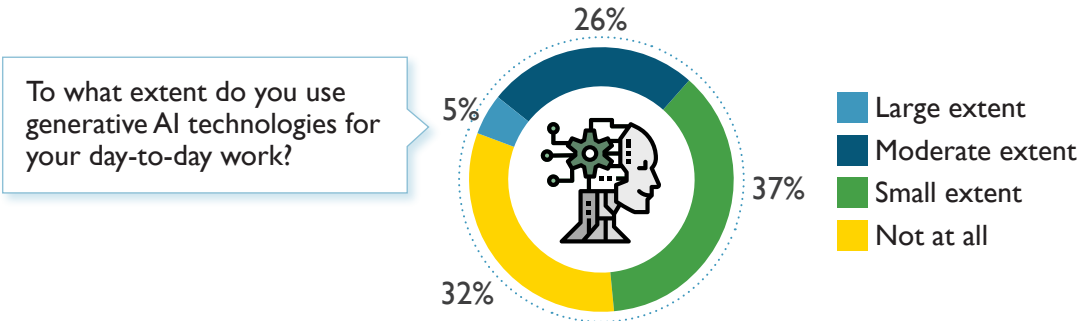
⁵ KPMG. 2023. [Generative AI in the modern workplace](#)

⁶ Forbes. 2023. [Generative AI: Why An AI-Enabled Workforce Is A Productivity Game Changer](#)

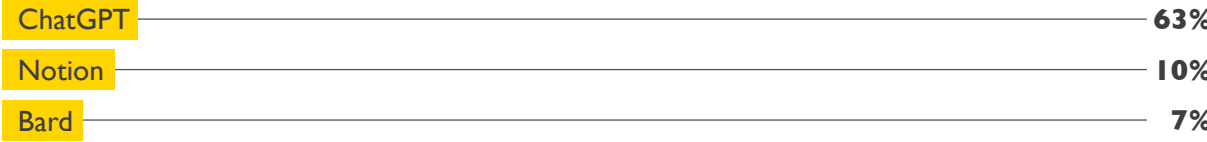
It is said that compared to other technologies such as blockchain and the metaverse, generative AI technologies are arguably easier to navigate and use⁷. This is consistent with our findings where 74% of employees are comfortable working alongside generative AI technologies.



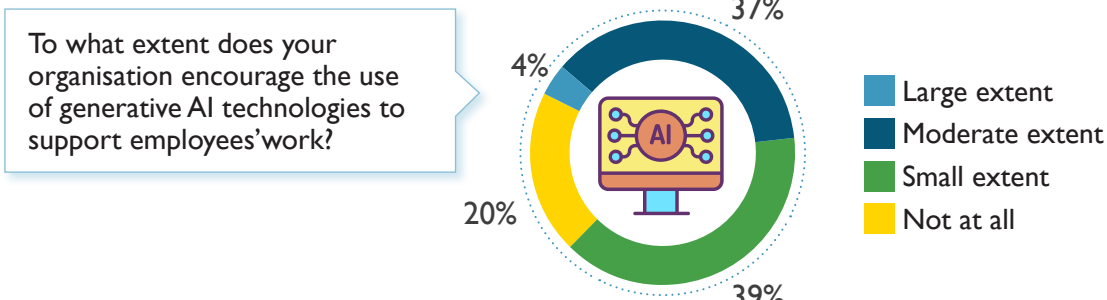
Although generative AI technologies are generally well received, the usage is low with 5% using the technology to a large degree and another 26% using it to a moderate degree in their daily work. Employees also reveal that ChatGPT (63%) is the most used generative AI technology at work.



TOP THREE COMMON GENERATIVE AI TECHNOLOGIES USED AT WORK ACCORDING TO EMPLOYEES



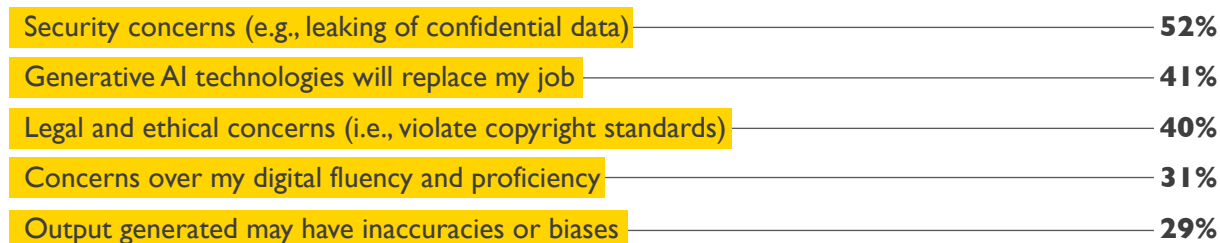
The low utilisation may be attributed to a corporate culture where 20% of employees report that their organisation does not encourage the use of generative AI technologies and another 39% encourage its use only to a small extent.



7 Forbes. 2023. [Why Generative AI Could Grow Even After A Set Of Bad Nvidia Earnings](#)

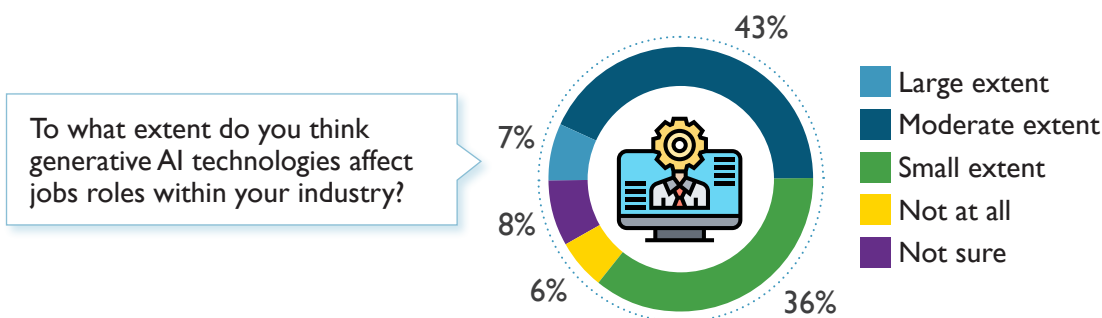
Challenges associated with generative AI technologies could also be a contributing factor to the low usage. Security concerns (52%) are the topmost challenge, followed by fears of job displacement (41%), legal and ethical concerns (40%), concerns over one's digital fluency and proficiency (31%), and that output generated may have inaccuracies or biases (29%).

TOP FIVE CHALLENGES OF GENERATIVE AI TECHNOLOGIES ACCORDING TO EMPLOYEES



“Together with the explosion of AI is a rise in concern of data privacy as AI functions rely heavily on data. Therefore, organisations must implement data governance practices to ensure cybersecurity and closely monitor data flow. Transparency is also crucial when using generative AI systems. Organisations must be clear about which algorithms or AI systems are being used, what data is behind them, and how it is collected and utilised. As AI becomes more pervasive, organisations must prioritise these practices and frameworks for the safe and effective use of AI at the workplace,” says **SM Aditya, Co-Founder & Chief Technology Officer, Xaltius & Xaltius Academy.**

Consistent with concerns over one's job security and skills, half of employees perceive that generative AI technologies will affect job roles in their industry to a large (7%) or moderate extent (43%).



The Search for Better Prospects and Progression

Sentiments towards the job market in Singapore have generally improved in recent years, from 43% in 2020 during the height of the pandemic to 63% in 2023. However, there is a slight dip in employee optimism towards the job market as compared to 2021, possibly due to the recent spate of retrenchment⁸ and the expectations of worsening business conditions⁹ as outlined by the Singapore Business Federation.

63%

of employees

are optimistic about the Singapore job market right now as compared to **71% in 2021 and 43% in 2020.**




According to a study by Page Insights, job hopping is fast becoming the norm with many employees becoming increasingly open to exploring new job opportunities¹⁰. This notion is also evident in our findings where 65% of employees reveal that they are either actively job-hunting or open to a new job – which has remained relatively stable in the past three years.

65%

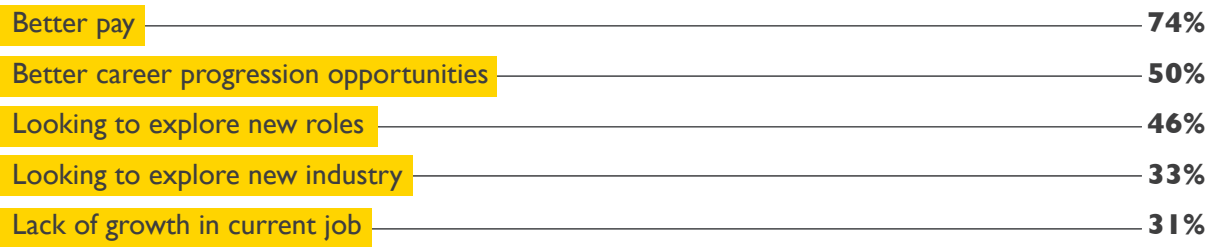
of employees

indicate that they are either actively job-hunting or open to a new job as compared to **70% in 2021 and 70% in 2020.**



Employees reveal that better pay (74%), career progression opportunities (50%) and exploring new roles (46%) continue to be the main motivating factors in seeking new jobs in the last three years.

TOP FIVE REASONS FOR LOOKING FOR A JOB



⁸ Today Online. 2023. [Job market remains strong but signs of cooling could intensify if global economic troubles persist: Economists](#)
⁹ Singapore Business Federation. 2023. [SBF Survey on Manpower and Wages 2023](#)
¹⁰ Page Insights. 2023. [Talent Trends 2023 Singapore: The Invisible Revolution](#)

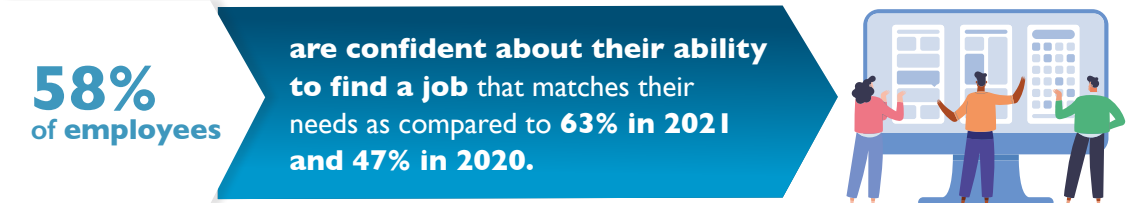
On the flip side, job (45%) and pay (30%) satisfaction are key reasons among those who choose to remain in their current role. Additionally, good work culture (30%) emerged as another contributing factor, indicating that employees do not stay at their jobs based on salary alone¹¹.

TOP FIVE REASONS FOR REMAINING IN THEIR CURRENT ROLE



“Successful employee retention is essential to an organisation’s stability, growth and revenue. Organisations should develop retention strategies that balance organisation needs with employee-centricity. These may be explored in the areas of communication, diversity, and development,” according to Sean Lim, Chief Human Resource Officer, NTUC LearningHub.

Employees are generally confident about their ability to find a job that matches their needs (58%), with 77% confident of doing so within six months.



Among those who are actively looking for or open to a new job, 64% are likely to switch to a different job role, while another 73% are likely to pivot to a different industry. However, those working in the Lifestyle Cluster are least likely to pivot to a different industry.



¹¹ SHRM. 2021. [The culture effect: why a positive workplace culture is the new currency](#)

73%
of employees

are likely to **pivot to a different industry.**



Employees working in the **Lifestyle Cluster** are the **least likely to pivot to a different industry** as compared to those in other clusters.



78%

Advanced
Manufacturing &
Trades



78%

ICT



58%

Lifestyle



72%

Modern
Services



78%

Sustainability,
Urban Systems &
Connectivity

The hassle of job hunting and getting accustomed to a new job and organisation¹² can be daunting. In turn, 77% of employees are open to undertake a new job role within their current organisation due to the potential for growth and development opportunities without having to leave the organisation (63%).

77%
of employees

are open to undertake a **new job role within their organisation.**



TOP FIVE REASONS FOR INTEREST IN INTERNAL TRANSFERS

Opportunities for growth and development without leaving the organisation	63%
Build diverse skill sets	52%
Transfer of knowledge and expertise	43%
Interest in different job roles	42%
Adapt to the changing business needs	29%

¹² MyCareersFuture. 2023. [Upskilling in the Same Company: How to Ask & Navigate an Internal Transfer](#)

Increased Prioritisation for Skills Upgrading

Be it switching to a different job role or transitioning into a new role within the same organisation, continuous skills development is key in helping one navigate disruptions and ensure career success¹³. This notion was made more pertinent at the onset of the pandemic when the national call for upskilling and reskilling intensified¹⁴.

Three years on, 89% of employees agree that the focus on upskilling and reskilling has increased in Singapore as compared to pre-COVID times (before 2020), while another 66% agree that their organisation has placed greater emphasis/investment in the skills development of their workforce as compared to pre-COVID times (before 2020).

Nearly 9 in 10 employees



agree that the **focus on upskilling and reskilling has increased** in Singapore as compared to pre-COVID times (before 2020).



18%
Strongly agree

71%
Somewhat agree

About 2 in 3 employees



agree that **their organisation has placed greater emphasis/investment in the skills development** of their workforce as compared to pre-COVID times (before 2020).



8%
Strongly agree

58%
Somewhat agree

At the individual level, 92% agree that it is now more important for them to embrace continuous upskilling and reskilling as compared to pre-COVID times (before 2020) – with 77% having developed a habit of lifelong learning.

Over 9 in 10 employees



agree that **it is now more important for them to embrace continuous upskilling and reskilling** as compared to pre-COVID times (before 2020).



20%
Strongly agree

72%
Somewhat agree

¹³ Capleo Global. 2022. [Why Upgrading Your Skills is Important For Your Career Goals](#)

¹⁴ Singapore Business Review. 2020. [IN THE COVID-19 ERA, ARE SINGAPORE EMPLOYERS DOING ENOUGH TO TRULY DEVELOP TALENT?](#)

More than 3 in 4 employees



agree that they have developed
a habit of lifelong learning.



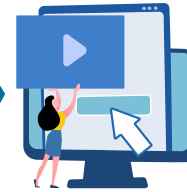
11%
Strongly agree

66%
Somewhat agree

The need for skills upgrading has also remained relatively constant in the last three years where currently 91% of employees agree that there is a need to upgrade their skills to keep themselves relevant in their current role. To a similar extent, 93% are open to attending training programmes for skills development to keep pace with new technology advancement (57%) and to improve their job performance (56%).

91%
of employees

agree that **there is a need to upgrade their skills to keep themselves relevant** in their current role as compared to **93% in 2021 and 91% in 2020.**



Over 9 in 10 employees
are **open to attend training**
programmes for their skills development.



32%
Very open

61%
Somewhat open

TOP FIVE REASONS FOR UPSKILLING

Keep pace with the new technology advancement	57%
Improve my job performance	56%
Ensure job security	53%
Enhance qualifications for promotions	47%
Acquire necessary skills for a career switch into a new job role or industry	46%

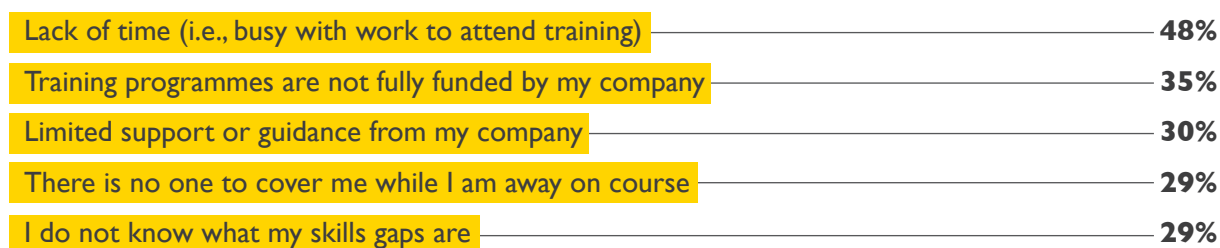
In view of this urgency for upskilling, 91% of employees desire more support from their organisation when it comes to their skills development. Specifically, the lack of time has remained a persistent challenge in upskilling over the past three years (48% in 2023 vs. 54% in 2021 vs. 55% in 2020). Other key challenges include the limited funding support (35%) and guidance (30%) from their organisation.

91%
of employees

wish their company could provide more support to help with their skills upgrading as compared to **90% in 2021** and **71% in 2020**.

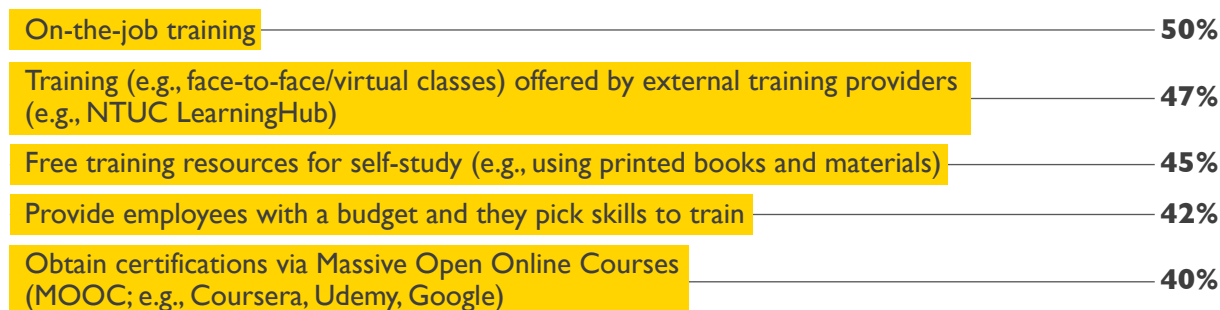


TOP FIVE OBSTACLES EMPLOYEES FACE WHEN UPSKILLING



When asked about the types of training opportunities that employees hope to receive, on-the-job training (50%) emerged at the top of the list, followed by training offered by external training providers (47%) and free training resources to aid in self-study (45%).

TOP FIVE TRAINING OPPORTUNITIES DESIRED BY EMPLOYEES



“In today’s fast-paced technological world, on-the-job training may not be sufficient to keep up with the ever-changing fields of cybersecurity, big data, AI, data analytics, and data science for example. To ensure continuous personal and professional growth, gaining experience outside of work through training by industry experts, mentorship, and hands-on exposure outside the organisation would complement the technology growth for employees,” says Aditya.

Boosting Employability and Career Resilience in a Skills-based Economy

Consistent with 2021's findings, problem solving (60%), communication (54%) and decision making (52%) remain as the top three critical core skills which employees deem important to acquire. Although the majority perceive problem solving to be the most important critical core skill to develop, it is also seen as the skill which they lack the most (33%). This highlights a skills gap which employees should strive to address.

TOP TEN CRITICAL CORE SKILLS EMPLOYEES BELIEVE ARE IMPORTANT TO DEVELOP



TOP TEN CRITICAL CORE SKILLS THAT EMPLOYEES LACK



The same can be said for data analysis (51%) which is the most important tech-lite skill according to employees, and also the skill which they lack the most (41%).

TOP TEN TECH-LITE SKILLS EMPLOYEES BELIEVE ARE IMPORTANT TO DEVELOP



TOP TEN TECH-LITE SKILLS THAT EMPLOYEES LACK



According to employees, cybersecurity (40%), big data analysis (38%), data science (34%) and AI engineering (30%) are the top tech-heavy skills which employees believe are important to develop. Yet, these are also the top tech-heavy skills which employees currently lack – with cybersecurity voted at 42%, AI engineering at 41%, data science at 39%, followed by big data analysis at 38%.

TOP TEN TECH-HEAVY SKILLS EMPLOYEES BELIEVE ARE IMPORTANT TO DEVELOP



TOP TEN TECH-HEAVY SKILLS THAT EMPLOYEES LACK



“As a business, it is crucial to adopt a data-driven culture. However, many organisations lack this culture, which results in a lack of tech-lite skills among their employees. To address this, companies should promote data literacy across all departments and encourage collaboration among employees to share knowledge and information. Additionally, employees should be given sufficient time to explore new tools and technologies to support these skills. These actions can help employees acquire and develop tech-lite skills, benefiting both the organisation and its employees,” says Aditya.



BUSINESS LEADERS' GENERAL OUTLOOK



The Business Case for Generative AI Technologies

Slightly more business leaders (91%) as compared to employees (83%), agree that generative AI technologies enhance work quality and support daily tasks. Both business leaders and employees share the same view that generating ideas, designs and content, work customisation and analysing complex data are the top three benefits of generative AI technologies.

About 9 in 10 business leaders



agree that generative AI technologies can enhance employees' work quality and support daily tasks.



18% Strongly agree

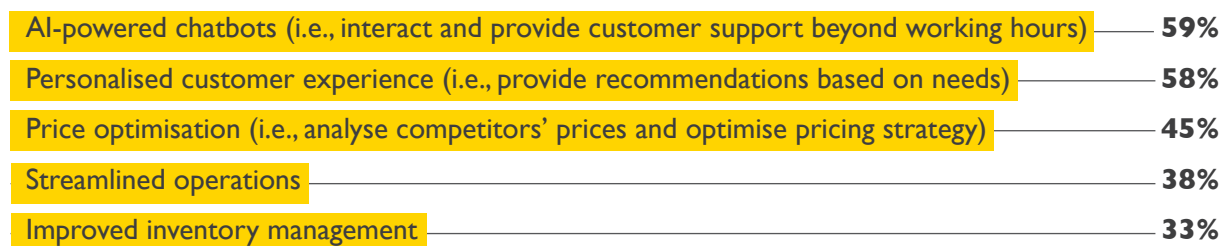
73% Somewhat agree

TOP FIVE BENEFITS OF GENERATIVE AI TECHNOLOGIES ACCORDING TO BUSINESS LEADERS

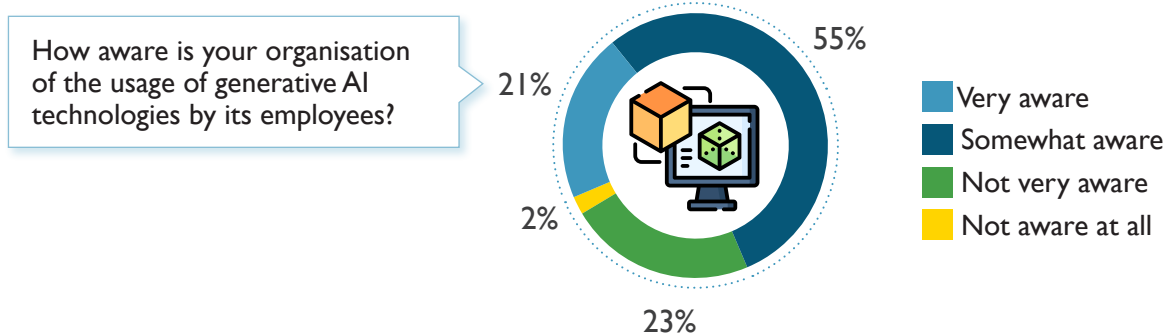
Generate ideas/designs/content	46%
Work customisation (i.e., the outputs are based on given requirements)	42%
Analyse complex data	42%
Enhance creativity and innovation	42%
Streamline research and development process	38%

Beyond that, business leaders also see business opportunities presented by generative AI technologies. This includes the AI-powered chatbots (59%), personalised customer experience (58%), and price optimisation (45%).

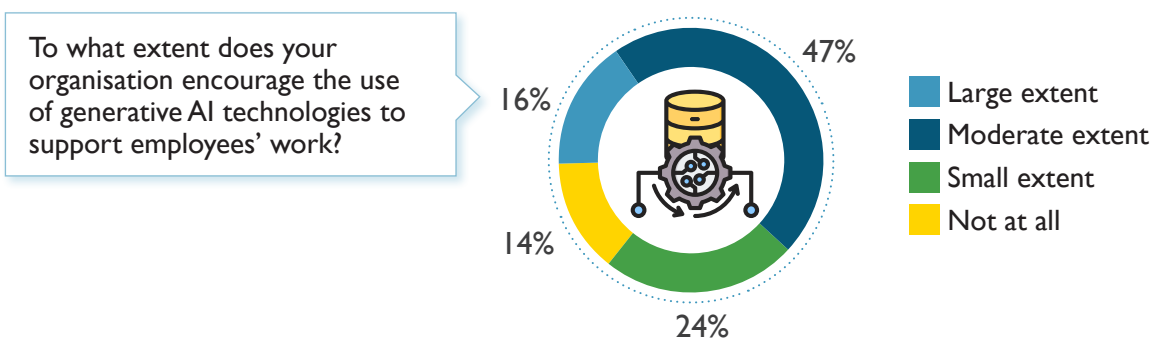
TOP FIVE OPPORTUNITIES PRESENTED BY GENERATIVE AI TECHNOLOGIES ACCORDING TO BUSINESS LEADERS



Business leaders are generally aware of the usage of generative AI technologies by their employees with 21% being very aware and another 55% being somewhat aware.



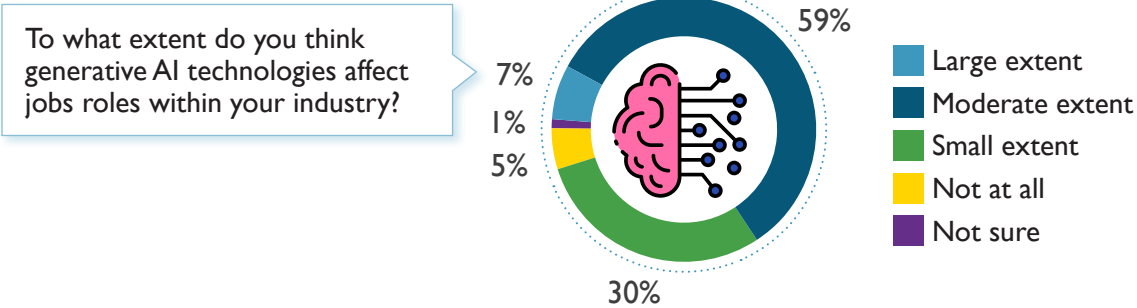
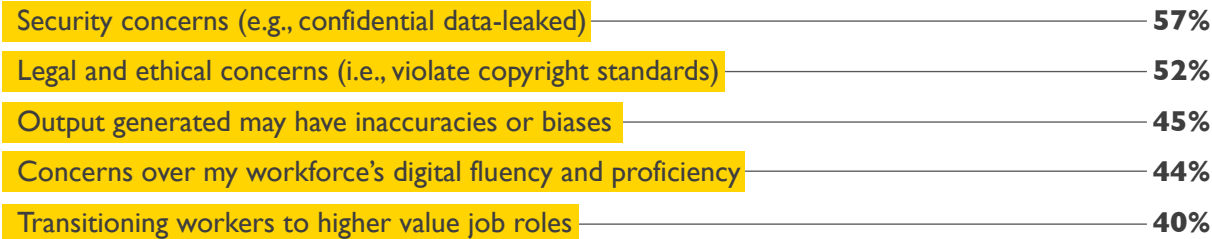
Business leaders are generally receptive to the idea of employees embracing generative AI technologies at the workplace. In fact, more business leaders (63%) as compared to employees (41%), reveal that their organisation encourages the use of generative AI technologies at work to a large or moderate extent.



“Well-implemented AI technologies can help business leaders who are focused on optimisation and efficiency to save time, reduce costs, and redirect resources towards other strategic aspects of the business. It is essential for employees to be involved in this process by providing the necessary training and assurance that AI adoption augments, and not replaces them. Leaders need to ensure open communication channels and collaboration for the successful integration of AI in the workplace,” says Sean.

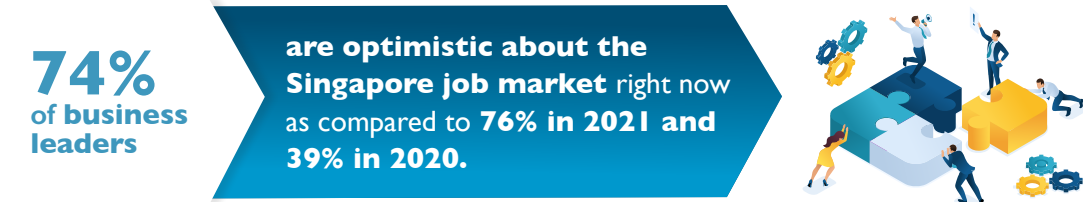
While business leaders generally hold positive views toward generative AI technologies, they are cautious of the output produced. In particular, security concerns (57%), legal and ethical concerns (52%) as well as fears over inaccuracies or biases in generated output (45%) are the top challenges raised by business leaders. Other challenges include the workforce’s digital fluency/proficiency (44%) and transitioning workers to higher value job roles (40%) as business leaders believe that generative AI technologies will affect job roles within the industry to a certain extent (66%).

TOP FIVE CHALLENGES OF GENERATIVE AI TECHNOLOGIES ACCORDING TO BUSINESS LEADERS



Hiring Sentiments, Growth Sectors and In-Demand Roles

The job outlook among business leaders was at its lowest in 2020 (39%) where there were massive layoffs and hiring freeze in Singapore¹⁵. Since then, the job sentiments have improved and remained stable in the last two years at 76% in 2021 and 74% in 2023.



¹⁵ Human Resources Director. 2021. [How did COVID impact Singapore's recruitment market?](#)

Business leaders are also increasingly hiring new talent to meet their company's current business goals – from 56% in 2020, 65% in 2021 to 77% in 2023. However, business leaders in the ICT Cluster are the least active in their hiring efforts as compared to other industry clusters. According to the Ministry of Manpower (MOM)'s annual Job Vacancies 2022 report, tech talent continue to be in high demand despite the recent wave of layoffs by tech companies¹⁶. Although hiring might be slower in the tech industries, the demand for tech professionals remain high as there are also tech job roles in other industries which require workers with the same technical skills¹⁷.

77%
of business
leaders

have been hiring or intending to hire new talent to meet their company's current business goals as compared to **65% in 2021 and 56% in 2020.**



Business leaders in the **ICT Cluster** are the least active in hiring new talent to meet their company's current business goals as compared to those in other clusters.



71%
Advanced
Manufacturing &
Trades



67%
ICT



80%
Lifestyle



87%
Modern
Services



83%
Sustainability,
Urban Systems &
Connectivity

The demand for skilled talent to take on hybrid roles remains high as well with 95% of business leaders agreeing that there is a greater need for employees in hybrid roles and another 78% looking to hire candidates with broader skills to fill hybrid roles.

95%
of business
leaders

agree that **there is a greater need for employees in hybrid roles** to meet their business objectives in the next two years as compared to **98% in 2021 and 99% in 2020.**



78%
of business
leaders

are looking to hire candidates with a **broader set of skills to take up hybrid roles** as compared to **79% in 2021 and 71% in 2020.**



¹⁶ Today Online. 2023. [Job vacancies decline as borders reopen, tech talent still in high demand across many sectors: MOM](#)

¹⁷ TechCrunch. 2023. [The tech jobs market is as strong as it ever was](#)

According to SkillsFuture Singapore’s Skills Demand for The Future Economy 2022 Report, digital job roles are on the rise due to the rapid development in the Digital Economy¹⁸. This is consistent with our findings where 75% of business leaders are hiring or intending to hire digital job roles, including data analysts (28%), data scientists (25%) and software engineers (25%).



TOP THREE IN-DEMAND DIGITAL JOB ROLES



28%
Data analyst



25%
Data scientist



25%
Software engineer

On the other hand, the Care Economy is transforming beyond traditional healthcare roles. SkillsFuture Singapore characterised the Care Economy into four emerging domains namely person-centred care, collaboration with stakeholders, teaching and learning, as well as health and wellness. Examples of job roles include nurse clinicians under the person-centred care domain, learning solutionists and HR business partners under the collaboration with stakeholders domain, youth workers and psychologists under the teaching and learning domain, and occupational therapists and social workers under the health and wellness domain¹⁹. Consistent with SkillsFuture Singapore’s Demand for the Future Economy Report 2022, our findings show that almost half of business leaders (45%) are hiring or intending to hire care job roles with HR business partner (17%) being at the top of the list.



TOP THREE IN-DEMAND CARE JOB ROLES



17%
HR business partner



15%
Psychologist



11%
Learning solutionist

¹⁸ SkillsFuture Singapore. 2022. [SKILLS DEMAND FOR THE FUTURE ECONOMY](#)

¹⁹ SkillsFuture Singapore. 2022. [SKILLS DEMAND FOR THE FUTURE ECONOMY](#)

As more organisations continue to embrace sustainability in their business models, the demand of green job roles is likely to increase in tandem²⁰. About three in five business leaders (58%) are hiring or intending to hire green job roles such as green facilities managers (20%), quality assurance and quality control specialists (19%) and technicians (16%).

58%
of business
leaders

are hiring or intending to
hire green job roles.



TOP THREE IN-DEMAND GREEN JOB ROLES



20%

Green facilities
manager (e.g.,
building supervisor)



19%

Quality assurance
and quality control
specialist



16%

Technician (e.g., facilities
technicians and automotive
technicians for electric vehicles)

Despite the promising hiring sentiments, many business leaders (81%) still face difficulty in filling roles due to a shortage of talent. Specifically, business leaders in the Sustainability, Urban Systems & Connectivity Cluster face the most difficulty in this respect, likely due to the existing small talent pool in a niche industry.

81%
of business
leaders

find it difficult to fill roles due to
a shortage of talent with the relevant
skills as compared to **78% in 2021**
and **72% in 2020.**



Business leaders in the **Sustainability, Urban Systems & Connectivity Cluster** face the most difficulty in filling roles due to shortage of talent with the relevant skills as compared to other clusters.



86%

Advanced
Manufacturing &
Trades



80%

ICT



80%

Lifestyle



76%

Modern
Services



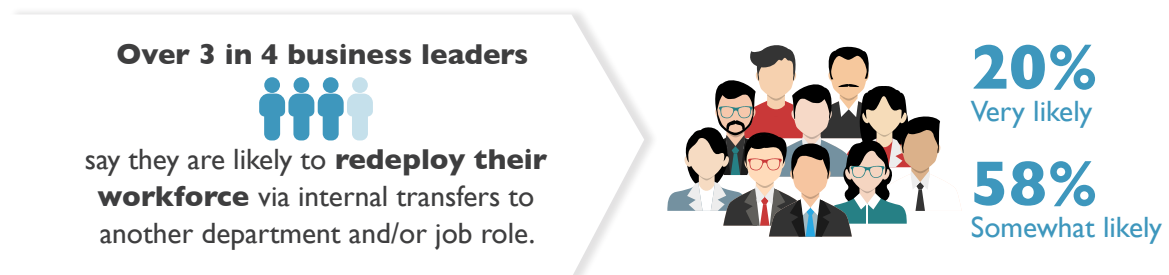
90%

Sustainability,
Urban Systems &
Connectivity

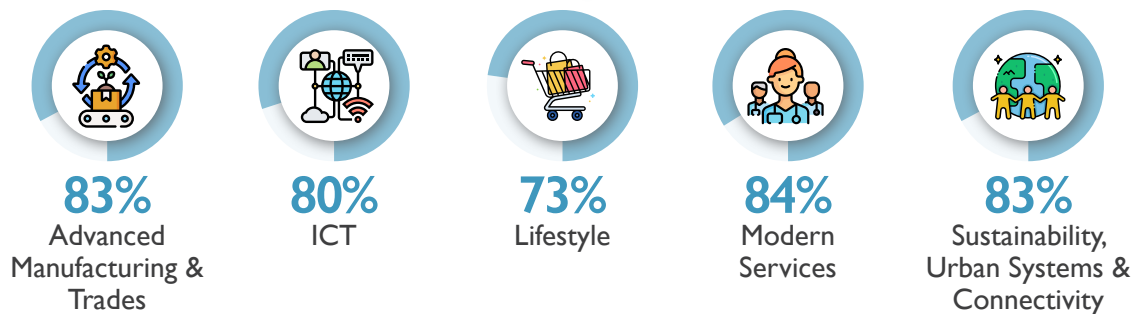
²⁰ SkillsFuture Singapore. 2022. [SKILLS DEMAND FOR THE FUTURE ECONOMY](#).

“In Singapore, certain job clusters are more specialised, which leads to intense competition for top talent. To overcome this, companies can invest in employee training and development. The Career Conversion Programme for Sustainability Professionals (CCP-S) for example, prepares workers for green roles and is a good starting point. Under one of the modalities, the programme allows existing staff to be reskilled, for new or redesigned job roles to develop their internal capabilities to support sustainability efforts. Additionally, collaborating with training providers and industry associations can help develop and nurture new talent on top of attracting and increasing the talent pool for the future,” says Sean.

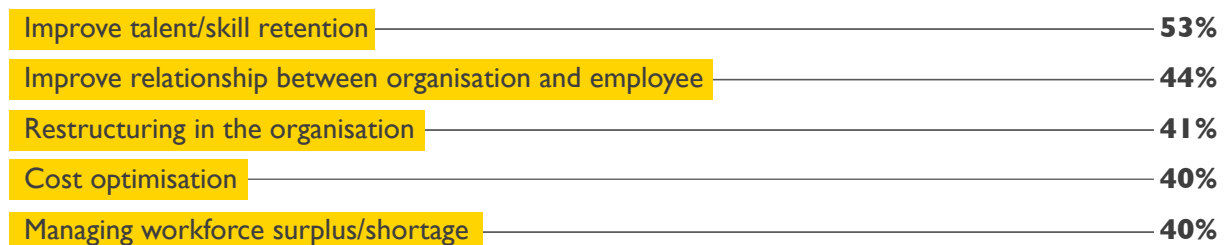
To address this talent crunch, 78% of business leaders are likely to redeploy their workforce via internal transfers to another department and/or job role in order to improve the talent and skill retention at their workplace (53%). However, those in the Lifestyle Cluster are least likely to redeploy their workforce as compared to those in other clusters.



Business leaders in the **Lifestyle Cluster** are least likely to redeploy their workforce as compared to those in other clusters.



TOP FIVE REASONS FOR REDEPLOYING THE WORKFORCE



Stronger Emphasis Placed on Workforce Learning

Although both business leaders and employees agree to a similar extent that the focus on upskilling and reskilling has increased in Singapore as compared to pre-COVID times (before 2020), business leaders (84%) are more likely to think that their organisation has placed greater emphasis/investment in workforce skill development as compared to employees (66%).

About 9 in 10 business leaders



agree that the **focus on upskilling and reskilling has increased** in Singapore as compared to pre-COVID times (before 2020).



27%
Strongly agree

63%
Somewhat agree

Over 4 in 5 business leaders



agree that their **organisation has placed greater emphasis/investment** in the skills development of their workforce as compared to pre-COVID times (before 2020).



20%
Strongly agree

64%
Somewhat agree

With the intensified call for upskilling and reskilling in recent years, business leaders reveal promising outcomes with more than four in five business leaders agreeing that there is a culture of lifelong learning built in their organisation. Notably, this focus on L&D is likely to be sustained in the long run with almost three in four business leaders likely to increase the budget for workforce development. However, those in the ICT Cluster are the least likely to increase the budget for L&D as compared to those in other clusters.

More than 4 in 5 business leaders



agree that there is a **culture of lifelong learning built in their organisation.**



22%
Strongly agree

62%
Somewhat agree

Almost 3 in 4 business leaders



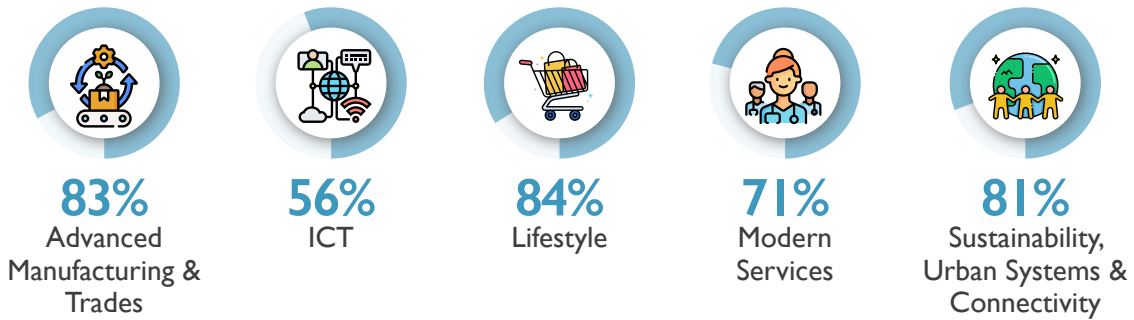
say their organisation is **likely to increase the budget allocated for L&D.**



18%
Very likely

55%
Somewhat likely

Business leaders in the **ICT Cluster** are least likely to increase the budget allocated for L&D as compared to those in other clusters.



It is evident that there are more employees showing interest to attend training (93%) as opposed to business leaders who send employees for training (78%). This disparity highlights a need for business leaders to further expand the opportunity for L&D to the wider workforce.

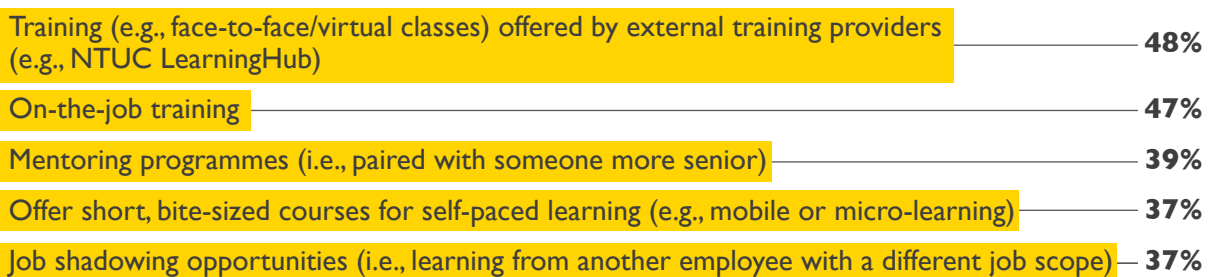
78%
of business leaders

have been training or intending to train existing employees to meet current business goals as compared to **83% in 2021** and **65% in 2020**.



Business leaders and employees share the same view that enrolling in training offered by external training providers and on-the-job training are the top ways to upskill the workforce. Apart from these, business leaders prize guided learning methods whereas employees prefer self-directed learning. For example, business leaders also place greater value on other learning methods including mentoring programmes (39%), bite-sized courses (37%) and job shadowing opportunities (37%); while employees prefer to receive free training resources (45%), a budget to self-select skills to train (42%) and courses conducted by MOOCs (40%).

TOP FIVE WAYS TO UPSKILL THE WORKFORCE ACCORDING TO BUSINESS LEADERS



“Self-paced learning through mobile learning, for example, offers bite-sized content, which is convenient and flexible for employees. However, even within micro-learning, there seems to be a gap in providing a comprehensive understanding of implementation. While there is an abundance of theoretical knowledge, practical exposure to initiating a technology or adapting to new technological advancements remains a crucial area for skill development. Therefore, a comprehensive mix of training formats including on-the-job training and micro-learning, should be provided to help individuals acquire and apply new skills effectively,” says **Aditya**.

In-Demand Skills to Boost Business Competencies

In view of the rapidly evolving business landscape, it is imperative for the workforce to build transferable skills which they can apply across different job functions and industries. This notion is shared by business leaders where nearly all agree that a workforce equipped with transferable skills will be better able to adapt to the changing landscape of the industry.

Nearly all business leaders agree that a workforce equipped with transferable skills will be better able to adapt to the changing landscape of the industry.



32%
Strongly agree

65%
Somewhat agree

“Transferable skills are valued because they can be applied across various roles, industries and situations. For example, good communication skills are vital for leadership, collaboration, and customer interaction. These transferable skills are versatile and can enhance one’s employability, both laterally and vertically, regardless of the job role or industry. Learning agility is also an important skill as it involves being open to new knowledge and enables one to learn, adapt, unlearn and relearn to keep up with constantly changing conditions in the workplace. When switching industries, transferable skills are often the key to opening doors to new opportunities,” according to Sean.

When asked about the most important transferable critical core skills for their business, business leaders reveal problem solving (59%), decision making (48%) and communication (46%) at the top of the list. Employees also share the same opinion and have ranked these as the top skills that are important for them to develop.

TOP TEN CRITICAL CORE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Problem solving	59%
Decision making	48%
Communication	46%
Adaptability	45%
Customer orientation	40%
Creative thinking	38%
Developing people	36%
Learning agility	36%
Collaboration	36%
Digital fluency	34%

The same can be said about project management and data analysis which are the top two tech-lite skills voted by business leaders and employees alike. Notably, business leaders place greater importance on customer insights analysis skills (36%), coming in as the third top tech-lite skill, as compared to employees who ranked it lower among the top ten skills.

TOP TEN TECH-LITE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT



Cybersecurity emerged as the top tech-heavy skill across the board (33% business leaders and 40% employees). With more frequent cyberattacks and data-leaks reported in the media, it is evident that cybersecurity is no longer just confined to the tech industry, but rather a critical pillar required for all organisations, across all industries²¹.

TOP TEN TECH-HEAVY SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT



“Technology is evolving rapidly and it is not focused on one industry or sector alone. Investing in technology and AI is essential for organisations to stay ahead in their industry. I believe technology needs to be at the forefront - it is the future, and technological skills development is crucial for employees. Organisations that don’t invest enough now will eventually need to catch up. Start small and gradually increase investment to accelerate the process,” says Aditya.

21 Security Brief. 2023. Four reasons to train your employees in cybersecurity in 2023



SKILLS & JOB TRENDS BY INDUSTRY CLUSTERS

Advanced Manufacturing and Trades Cluster Advanced Manufacturing, Supply Chain and Wholesale Trade

Sentiments Towards Generative AI technologies

Nearly 9 in 10 business leaders



agree that generative AI technologies can enhance employees' work quality and support daily tasks.



11%
Strongly agree

77%
Somewhat agree

63%
of business leaders

reveal that their organisation encourages employees to use generative AI technologies to support their work to a large or moderate extent.



Job Outlook and Coveted Job Roles

66%
of business leaders

are optimistic about the Singapore job market right now.



Nearly 9 in 10 business leaders



find it difficult to fill roles due to a shortage of talent with the relevant skills.



83% of business leaders

say they are likely to **redeploy their workforce** via internal transfers to another department and/or job role.



71% of business leaders

have been hiring or intending to **hire** new talent to meet their company's current business goals.



77% of business leaders

are hiring or intending to **hire digital job roles.**



TOP THREE IN-DEMAND DIGITAL JOB ROLES



37%
Data analyst



37%
Application support engineer



29%
Product designer

46%
of business
leaders

are hiring or intending to
hire care job roles.



TOP THREE IN-DEMAND CARE JOB ROLES



23%
HR business partner



14%
Nurse clinician



14%
Psychologist

63%
of business
leaders

are hiring or intending to
hire green job roles.



TOP THREE IN-DEMAND GREEN JOB ROLES



34%
Quality assurance
and quality control
specialist



23%
Green facilities
manager (e.g.,
building supervisor)



20%
Technician (e.g., facilities
technicians and automotive
technicians for electric vehicles)

Workforce Training and In-demand Skills

89% of business leaders agree that their organisation has placed greater emphasis/investment in the skills development of their workforce as compared to pre-COVID times (before 2020).



83% of business leaders say their organisation is likely to increase the budget allocated for L&D.



71% of business leaders have been training or intending to train existing employees to meet current business goals.



TOP FIVE CRITICAL CORE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Problem solving	49%
Communication	46%
Decision making	43%
Developing people	40%
Adaptability	40%

TOP FIVE TECH-LITE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Project management	40%
Business intelligence	40%
Digital marketing	37%
Data analysis	37%
Customer insights analysis	31%

TOP FIVE TECH-HEAVY SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Cybersecurity	40%
Cloud development	29%
Big data analysis	29%
Network engineering	26%
Blockchain development	26%

Information, Communications and Technology (ICT) Cluster

Sentiments Towards Generative AI technologies

All business leaders agree that generative AI technologies can **enhance employees' work quality and support daily tasks.**



10%
Strongly agree

90%
Somewhat agree

73% of business leaders reveal that their organisation **encourages employees to use generative AI technologies** to support their work to a **large or moderate extent.**



Job Outlook and Coveted Job Roles

66% of business leaders **are optimistic about the Singapore job market right now.**



8 in 10 business leaders find it **difficult to fill roles** due to a shortage of talent with the relevant skills.



80% of business leaders say they are likely to **redeploy their workforce** via internal transfers to another department and/or job role.



67% of business leaders **have been hiring or intending to hire** new talent to meet their company's current business goals.



80%
of business
leaders

are hiring or intending to
hire digital job roles.



TOP THREE IN-DEMAND DIGITAL JOB ROLES



30%

Software engineer



27%

Application support engineer



23%

Data analyst

33%
of business
leaders

are hiring or intending to
hire care job roles.



TOP THREE IN-DEMAND CARE JOB ROLES



13%

Learning solutionist



10%

Physiotherapist



7%

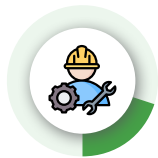
Psychologist

43%
of business
leaders

are hiring or intending to
hire green job roles.



TOP THREE IN-DEMAND GREEN JOB ROLES



20%

Technician (e.g., facilities technicians and automotive technicians for electric vehicles)



17%

Quality assurance and quality control specialist



13%

Engineer (e.g., Solar photovoltaic project development, automation)

Workforce Training and In-demand Skills

86%
of business leaders

agree that their **organisation has placed greater emphasis/investment in the skills development** of their workforce as compared to pre-COVID times (before 2020).



56%
of business leaders

say their organisation is **likely to increase the budget allocated for L&D.**



80%
of business leaders

have been training or intending to train existing employees to meet current business goals.



TOP FIVE CRITICAL CORE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Problem solving	50%
Customer orientation	43%
Decision making	40%
Communication	40%
Developing people	37%

TOP FIVE TECH-LITE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Project management	50%
Data analysis	47%
Data-driven decision making	40%
Digital strategy	40%
Basic IT support	37%

TOP FIVE TECH-HEAVY SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Cloud development	43%
Software engineering	43%
AI engineering	43%
DevOps engineering	40%
Cybersecurity	40%

Lifestyle Cluster

Food Services and Retail

Sentiments Towards Generative AI technologies

Over 9 in 10 business leaders



agree that generative AI technologies can **enhance employees' work quality and support daily tasks.**



23%
Strongly agree

73%
Somewhat agree

64%
of business
leaders

reveal that their organisation **encourages employees to use generative AI technologies** to support their work to a **large or moderate extent.**



Job Outlook and Coveted Job Roles

87%
of business
leaders

are optimistic about the Singapore job market right now.



8 in 10 business leaders

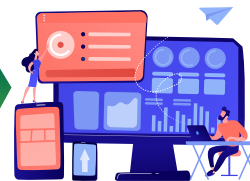


find it difficult to fill roles due to a shortage of talent with the relevant skills.



73%
of business
leaders

say they are likely to **redeploy their workforce** via internal transfers to another department and/or job role.



80%
of business
leaders

have been hiring or intending to hire new talent to meet their company's current business goals.



83%
of business
leaders

are hiring or intending to
hire digital job roles.



TOP THREE IN-DEMAND DIGITAL JOB ROLES



27%
Data analyst



27%
AI researcher



23%
Data scientist

47%
of business
leaders

are hiring or intending to
hire care job roles.



TOP THREE IN-DEMAND CARE JOB ROLES



13%
HR business partner



10%
Social worker



10%
Youth worker

63%
of business
leaders

are hiring or intending to
hire green job roles.



TOP THREE IN-DEMAND GREEN JOB ROLES



20%
Food safety
specialist



20%
Food
technologist



20%
Quality assurance and
quality control specialist

Workforce Training and In-demand Skills

84%
of business
leaders

agree that their **organisation has placed greater emphasis/investment in the skills development** of their workforce as compared to pre-COVID times (before 2020).



84%
of business
leaders

say their organisation is **likely to increase the budget allocated for L&D.**



83%
of business
leaders

have been training or intending to train existing employees to meet current business goals.



TOP FIVE CRITICAL CORE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Decision making	57%
Communication	53%
Problem solving	50%
Adaptability	50%
Customer orientation	47%

TOP FIVE TECH-LITE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Customer insights analysis	53%
Project management	40%
Data analysis	37%
Risk analysis	37%
Digital marketing	33%

TOP FIVE TECH-HEAVY SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Network engineering	30%
Data science	30%
AI engineering	30%
Cloud development	27%
Big data analysis	27%

Modern Services Cluster

Healthcare, Finance and Tourism

Sentiments Towards Generative AI technologies

Almost 9 in 10 business leaders



agree that generative AI technologies can **enhance employees' work quality and support daily tasks.**



26%
Strongly agree

61%
Somewhat agree

60%
of business leaders

reveal that their organisation **encourages employees to use generative AI technologies** to support their work to a **large or moderate extent.**



Job Outlook and Coveted Job Roles

71%
of business leaders

are optimistic about the Singapore job market right now.



About 3 in 4 business leaders



find it difficult to fill roles due to a shortage of talent with the relevant skills.



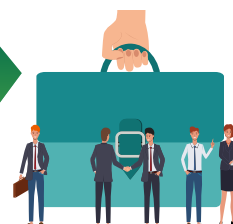
84%
of business leaders

say they are likely to **redeploy their workforce** via internal transfers to another department and/or job role.



87%
of business leaders

have been hiring or intending to hire new talent to meet their company's current business goals.



76%
of business
leaders

are hiring or intending to
hire digital job roles.



TOP THREE IN-DEMAND DIGITAL JOB ROLES



39%
Data analyst



32%
AI researcher



29%
Software engineer

47%
of business
leaders

are hiring or intending to
hire care job roles.



TOP THREE IN-DEMAND CARE JOB ROLES



18%
Social worker



18%
Physiotherapist



16%
HR business partner

47%
of business
leaders

are hiring or intending to
hire green job roles.



TOP THREE IN-DEMAND GREEN JOB ROLES



26%
Green facilities
manager (e.g.,
building supervisor)



18%
Sales and
distribution
specialist



16%
Technician (e.g., facilities
technicians and automotive
technicians for electric vehicles)

Workforce Training and In-demand Skills

84% of business leaders agree that **their organisation has placed greater emphasis/investment in the skills development** of their workforce as compared to pre-COVID times (before 2020).



71% of business leaders say their organisation is **likely to increase the budget allocated for L&D.**



82% of business leaders **have been training or intending to train existing employees** to meet current business goals.



TOP FIVE CRITICAL CORE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Problem solving	68%
Decision making	55%
Customer orientation	50%
Adaptability	50%
Communication	47%

TOP FIVE TECH-LITE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Project management	58%
Business intelligence	45%
Customer insights analysis	42%
Digital strategy	39%
Digital marketing	37%

TOP FIVE TECH-HEAVY SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Big data analysis	39%
AI engineering	39%
Cybersecurity	39%
DevOps engineering	37%
Cloud development	34%

Sustainability, Urban Systems and Connectivity Cluster

Sustainability, Workplace Safety and Health, Security, Environmental Services and Land Transport

Sentiments Towards Generative AI technologies

Almost 9 in 10 business leaders



agree that generative AI technologies can **enhance employees' work quality and support daily tasks.**



20%
Strongly agree

68%
Somewhat agree

68%
of business leaders

reveal that their organisation **encourages employees to use generative AI technologies** to support their work to a **large or moderate extent.**



Job Outlook and Coveted Job Roles

78%
of business leaders

are optimistic about the Singapore job market right now.



9 in 10 business leaders



find it difficult to fill roles due to a shortage of talent with the relevant skills.



83%
of business leaders

say they are likely to **redeploy their workforce** via internal transfers to another department and/or job role.



83%
of business leaders

have been hiring or intending to hire new talent to meet their company's current business goals.



90%
of business
leaders

are hiring or intending to
hire digital job roles.



TOP THREE IN-DEMAND DIGITAL JOB ROLES



41%

Data scientist



37%

Software engineer



32%

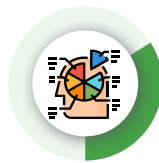
Product manager

71%
of business
leaders

are hiring or intending to
hire care job roles.



TOP THREE IN-DEMAND CARE JOB ROLES



34%

Psychologist



29%

HR business partner



24%

Learning solutionist

90%
of business
leaders

are hiring or intending to
hire green job roles.



TOP THREE IN-DEMAND GREEN JOB ROLES



34%

Green facilities
manager (e.g.,
building supervisor)



29%

Engineer (e.g., Solar
photovoltaic project
development, automation)



27%

Architect/
architectural
associate

Workforce Training and In-demand Skills

83%
of business
leaders

agree that **their organisation has placed greater emphasis/investment in the skills development** of their workforce as compared to pre-COVID times (before 2020).



81%
of business
leaders

say their organisation is **likely to increase the budget allocated for L&D.**



80%
of business
leaders

have been training or intending to train existing employees to meet current business goals.



TOP FIVE CRITICAL CORE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Problem solving	56%
Decision making	41%
Adaptability	41%
Learning agility	41%
Creative thinking	37%

TOP FIVE TECH-LITE SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

Data analysis	39%
Project management	37%
Risk analysis	34%
Customer insights analysis	34%
Basic IT support	29%

TOP FIVE TECH-HEAVY SKILLS WHICH BUSINESS LEADERS DEEM IMPORTANT

DevOps engineering	29%
Cybersecurity	29%
Data engineering	27%
AI engineering	27%
Cloud development	24%



CONCLUSION

The future of work is being shaped by the increasing use of AI, leading to workforce disruption²². As more jobs are affected by emerging technologies such as generative AI, the workforce will require reskilling and/or upskilling for increasingly higher-functioning jobs that demand critical thinking, creativity, complex information processing, and the human element in general²³.

The survey revealed that although there is excitement over the potential of machines to improve work processes and business outcomes, there is also the fear of what adoption will mean for jobs. While generative AI technologies offer tremendous potential, they also amplify the importance of certain critical core skills that remain uniquely human. Skills such as problem solving, adaptability, and customer orientation are indispensable in the future job market. Generally, employees value critical core skills such as problem-solving (60%), communication (54%) and decision-making (52%) and these skills are reinforced by business leaders who share similar values. Activities such as managing or coaching others, providing expertise judgement and discernment remain innately human actions. Future jobs will require more technological skills, but higher cognitive, social, and emotional abilities are also important to reflect the increasing significance of complex problem solving in the workplace.

Technology will open new lines of business and create roles that will demand skilled workers²⁴ rather than being replaced by them, as AI will augment the work of humans. The key challenge is to educate employees and assist them in upgrading and acquiring new skills, while also establishing guidelines for the responsible use of AI technology.

22 McKinsey & Company. 2017. [Jobs Lost, Jobs Gained: Workforce Transitions In A Time Of Automation](#)

23 McKinsey & Company. 2018. [Automation and the future of work](#)

24 CNBC. 2023. [Artificial Intelligence is booming – but how will it impact your career?](#)



On the training and development front, organisations continue to be responsible for supporting their employees in navigating the challenges of the digital age, as this can result in significant gains for both parties. It is essential that employees are aware of the current and future demand for their skills as identified by the skills and job trends in the industry cluster section of this report. One of the training solutions is for organisations to provide on-demand learning resources to be made readily available, and accessible at any time and from any device for employees²⁵. This allows the workforce to adopt flexible and personalised learning pathways that align with their individual learning needs and preferences by organising resources according to skill sets.

In conclusion, the development and advancement of AI are causing employers to place a higher value on skills, leading to a shift in the job market. Companies are becoming more open to using a skill-based approach in recruitment to address the shortage of skilled workers²⁶. This new approach emphasises assessing candidates based on their demonstrated abilities and past experience rather than traditional academic qualifications. This transition requires a culture of continuous learning and development as employees must be prepared to continually update their skills to keep pace with technological advancements and take advantage of the potential of AI. At the same time, companies should invest in reskilling and upskilling programs to ensure their employees are rightly-skilled to undertake the evolving job roles within the organisation.

25 McKinsey & Company. 2022. [Demand for online education is growing. Are providers ready?](#)

26 Deloitte. 2023. [School's out: What the shift to skills means for degrees, jobs market](#)

ABOUT THE RESEARCH

Research Methodology

Over 650 working professionals from Singapore were surveyed at the end of August 2023. The respondents included 450 employees and 200 business leaders to uncover a dual perspective about the current job market, in-demand jobs and skills as well as the training landscape in Singapore.

Profile of Respondents

Employees Survey

Out of a total of 450 respondents that completed the employee survey online:

42%
were male



58%
were female

The majority of employees surveyed were between 25 to 44 years old.

10%



16 to 24
years old

42%



25 to 34
years old

27%



35 to 44
years old

11%



45 to 54
years old

10%



Above 55
years old

Nearly half of employees surveyed were in junior level positions.

46%



Junior
(i.e., below manager)

31%



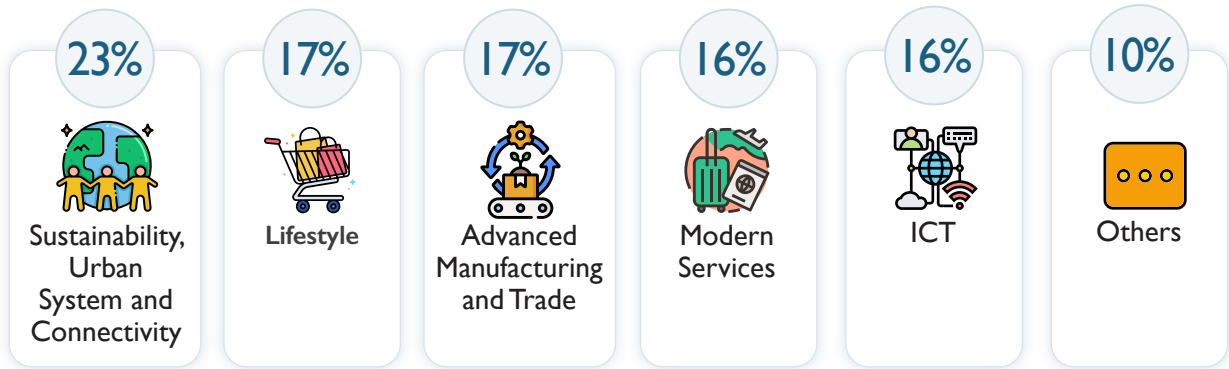
Middle manager

23%



Individual Contributor
(i.e., executive/ personal assistants)

The respondents span across various industry clusters:



Business Leaders Survey

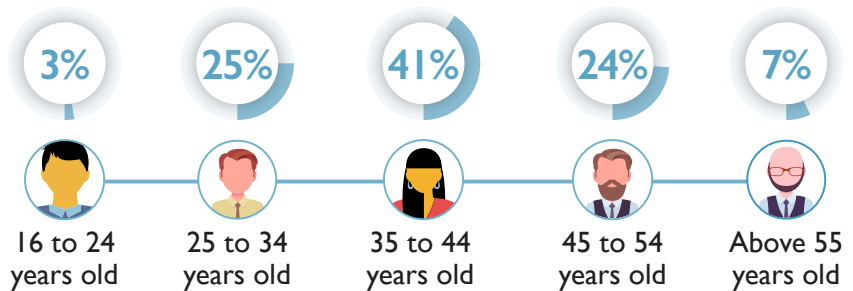
Out of a total of 200 respondents that completed the business leader survey online:

56%
were male



44%
were female

The majority of business leaders surveyed were between 35 to 44 years old.



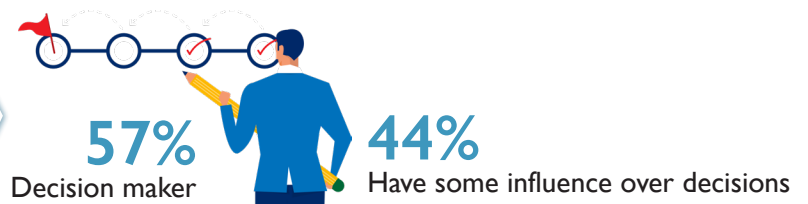
Nearly two thirds of business leaders surveyed were senior managers.

64%
Senior manager

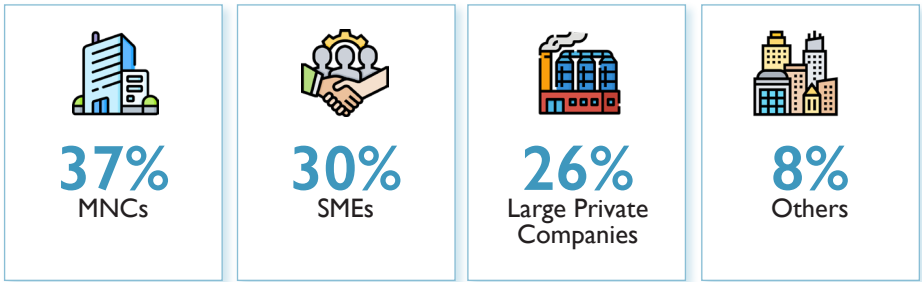


36%
Director and above

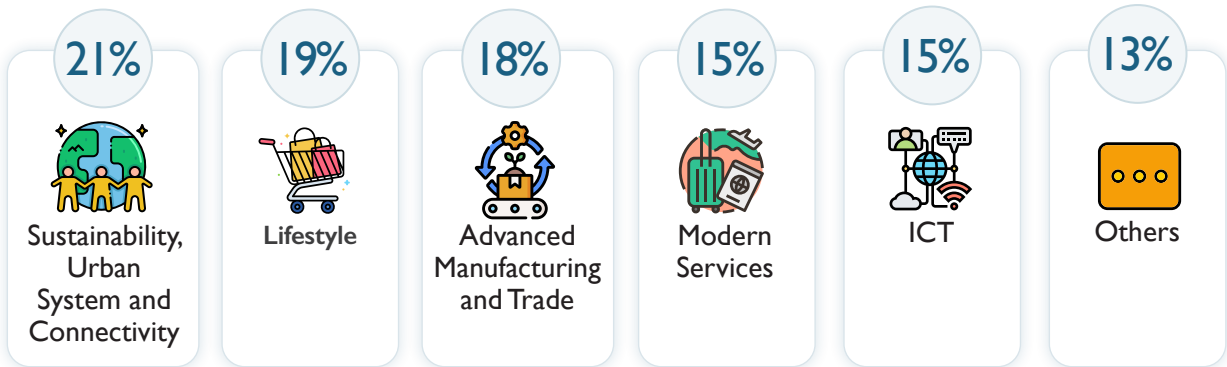
All respondents were either a decision maker or have some influence over the decision about hiring new employees in their organisation.



There was a relatively equal distribution of organisation size.



The respondents span across various industry clusters:



About NTUC LearningHub

NTUC LearningHub is the leading Continuing Education and Training provider in Singapore which aims to transform the lifelong employability of working people. Since our corporatisation in 2004, we have been working with employers and individual learners to provide learning solutions in areas such as Cloud, Infocomm Technology, Healthcare, Employability & Literacy, Business Excellence, Workplace Safety & Health, Security, Human Resources and Foreign Worker Training.

To date, NTUC LearningHub has helped over 29,000 organisations and achieved close to 2.6 million training places across more than 2,900 courses with a pool of about 900 certified trainers. As a Total Learning Solutions provider to organisations, we also forge partnerships to offer a wide range of relevant end-to-end training. Besides in-person training, we also offer instructor-led virtual live classes (VLCs) and asynchronous online learning. The NTUC LearningHub Learning eXperience Platform (LXP) — a one-stop online learning mobile application — offers timely, bite-sized and quality content for learners to upskill anytime and anywhere. Beyond learning, LXP also serves as a platform for jobs and skills development for both workers and companies.

For more information, visit www.ntuclearninghub.com.



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NOTES

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NTUC LearningHub Pte Ltd
www.ntuclearninghub.com • 6336 5482

NTUC LHUB @ NTUC Trade Union House,
73 Bras Basah Road, #02-01, Singapore 189556

NTUC LHUB @ Aljunied Training Centre,
260 Sims Ave, ECM Building, #04-01, Singapore 387604

NTUC LHUB @ Devan Nair Institute,
80 Jurong East Street 21, #02-03, Singapore 609607

NTUC LHUB @ Lifelong Learning Institute,
11 Eunos Road 8, #05-01, Singapore 408601

NTUC LHUB @ Tampines Plaza 2,
Tampines Plaza, 5 Tampines Central 1, #04-02, Singapore 529541

NTUC LHUB Industry Skills Centre @ Benoi,
60 Benoi Road, #01-08, Singapore 629906

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