

REPORT ON EMPLOYEES' WORKING CONDITIONS



May 2026

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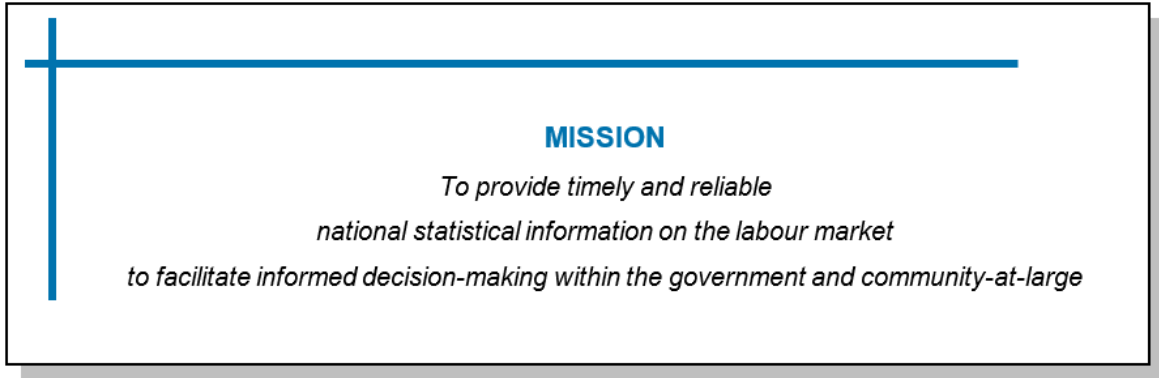
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Highlights

Work-Life Harmony (WLH) refers to a state in which individuals are able to achieve both professional and personal goals, recognising that these domains are increasingly intertwined. Key WLH initiatives include annual leave (AL) entitlements, flexible work arrangements (FWAs), non-statutory leave (NSL), and employee support schemes (ESS).¹ These have become important labour market differentiators. Among these, FWAs have emerged as the most influential WLH factor in job choice, ahead of leave benefits and ESS, indicating a growing preference for flexibility in how work is organised rather than reliance primarily on time-off or support-based benefits.

Flexible Work Arrangements (FWAs)

Access to FWAs remains high. In 2024, 84.5% of employees were provided with at least one type of scheduled FWA they required, indicating that flexible work has become a mainstream employment practice rather than a discretionary arrangement. Sustained uptake following the pandemic suggests a normalisation of FWAs and reduced stigma associated with their use.

FWAs are particularly salient for younger employees aged 25 to 34, who are more likely to require FWAs and consider FWA provision as an important factor in their decision to remain in the workforce, compared with older employees. This suggests that misalignment in flexibility expectations across age cohorts **could have implications for retention over time**, particularly in multi-generational organisations.

Regression analysis indicates that tertiary-educated employees and female employees are more likely to report FWAs as an important factor in workforce retention. By occupation, Clerical Support Workers and Professionals are more likely to remain in the workforce when FWAs are offered.

Despite high approval rates for FWA requests (around 94%), formal and informal request rates remain low relative to the share of employees who reported requiring FWAs. This gap suggests the presence of **transitional informational, cultural, or procedural frictions**, rather than employer resistance. In this context, the Tripartite Guidelines on FWA Requests (TG-FWAR), implemented in late 2024, is likely to support higher utilisation by clarifying request processes and norms.

¹ In 2021, a new Tripartite Standard on Work-Life Harmony was created to further boost WLH. It was built upon the 2017 Tripartite Standard on Flexible Work Arrangements (FWAs) — an essential building block to achieving WLH. More progressive workplace practices will open more flexible pathways for individuals to achieve WLH in a way that meets both businesses and workers' needs.

Employee Support Schemes (ESS)

Provision of ESS continued to increase. In 2024, 91.6% of employees were provided with at least one ESS they required, up from 89.0% in 2023, reflecting sustained organisational investment in WLH outcomes.

Provision of mental health-related ESS rose steadily from 59.1% in 2022 to 77.2% in 2024, consistent with heightened post-pandemic awareness of psychological well-being. However, provision **varies across sectors with differing job demands**, particularly in highly demanding sectors such as *Health and Social Services*.

Demand for mental well-being ESS was highest among employees aged 25 to 34. Among those who required such support, provision rates reached 78.4% in 2024. Employees who received mental health ESS are **associated with feeling not as burnout**, with the incidence of work burnout less than one-third that of those who did not receive such support.

Non-Statutory Leaves (NSLs)

Access to NSLs remains high. In 2024, 86.0% of resident employees were provided with at least one type of NSL they required. The gradual decline in NSL provision since 2018 coincides with increased reliance on FWAs and annual leave for caregiving and personal needs, suggesting a **gradual rebalancing towards more flexible, ongoing work arrangement solutions**, rather than discretionary leave.

Awareness of NSLs improved significantly. The share of employees who were unsure how to apply for NSLs fell from 28.9% in 2023 to 5.4% in 2024, and fewer employees reported non-utilisation due to lack of supervisor support. This points to clearer processes and stronger supervisory support in fostering more WLH-supportive workplace practices.

1 Introduction

- 1.1 This report examines employees' need for work-life harmony (WLH) programmes – FWAs, ESS, leave benefits – and how employers can help fulfil these needs in better managing work-life commitments.

- 1.2 This report is based on the Survey on Employees' Working Conditions conducted by the Manpower Research and Statistics Department. The latest survey, conducted in 2025, covered a total of 3,198 residents in the labour force (excluding full-time National Servicemen), of whom 2,719 or 85.5% responded. The reference period for the data is by calendar year, with the latest for year 2024. Details of the survey coverage and methodology are in [\[Annex A\]](#). The data in this report pertains to resident employees aged 25 to 64 who are in full-time employment, unless otherwise stated.

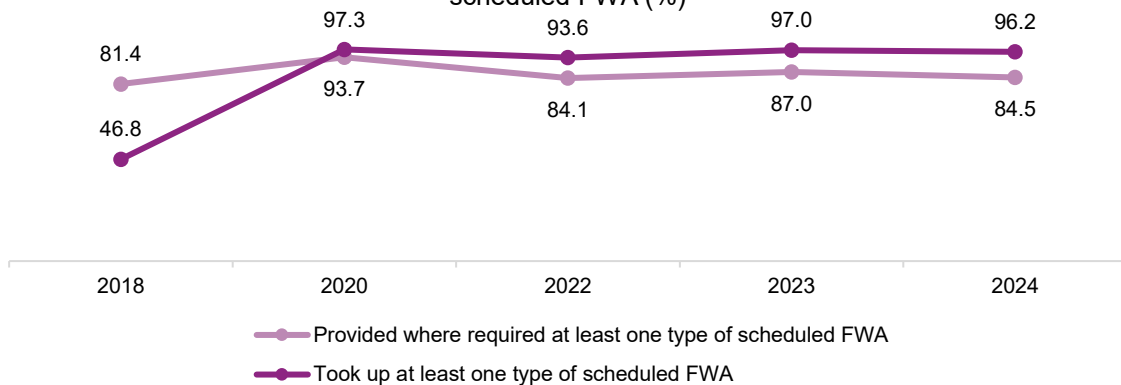
2 Flexible Work Arrangements (FWAs)

2.1 FWAs have emerged as the most influential WLH factor in job choice, ahead of leave benefits and ESS,² indicating a growing preference for flexibility in how work is organised rather than reliance primarily on time-off or support-based benefits. The integration of FWAs also supports improved work outcomes, with greater potential of optimising performance for employees with diverse needs compared to workplaces with a single, uniform work arrangement.

Uptake of FWAs

2.2 Access to FWAs remains high. In 2024, 84.5% of employees were provided with at least one type of scheduled FWA they required, indicating that FWAs have become a mainstream employment practice rather than a discretionary perk [Chart 1]. Amongst those provided with the FWAs they required, the take-up rate remains high, with 96.2% of employees utilising the FWA, far exceeding pre-pandemic levels of 46.8% in 2018. The sustained uptake post-pandemic suggests a normalisation of FWAs and a reduction in stigma associated with their use.

Chart 1: Proportion of resident employees who were provided with at least one type of scheduled FWA they required and took up at least one type of scheduled FWA (%)



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

Notes:

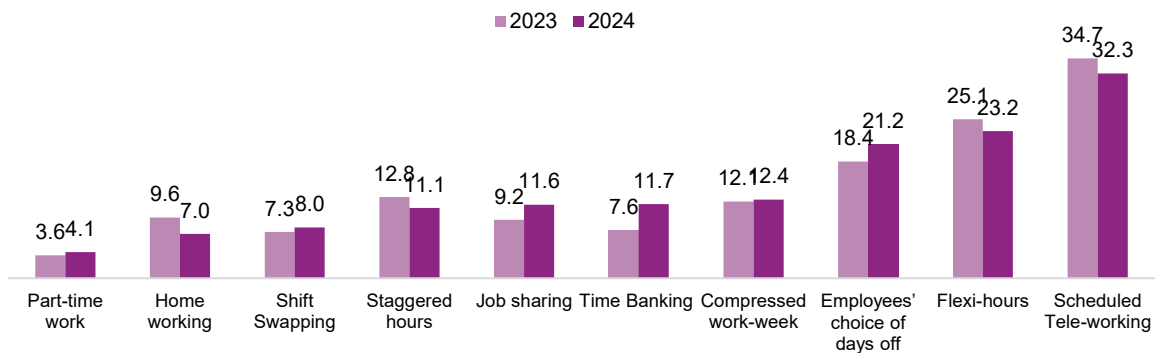
- (1) 'At least one type of scheduled FWA' covers part-time work, staggered hours, flexi-hours, scheduled tele-working, home-working, job sharing, and compressed work-week.
- (2) There are newly collected types of FWA in 2022. They include three types of scheduled FWA (employees' choice of days off, shift swapping, time banking), as well as the non-scheduled FWAs (time-off to attend to personal matters, non-scheduled tele-working). The percentage of employees who were provided with at least one scheduled FWA required would be 89.5% in 2024 if the newly collected types of scheduled FWA were included.
- (3) Data on employees who took up at least one type of scheduled FWA reflects only those who were provided with at least one scheduled FWA they required.

² Besides remuneration which was the top factor (cited by 80.1% of employees), availability of flexible work arrangements (64.2%), leave benefits (57.1%), job stability (47.3%), workplace location (46.4%) and employee support schemes (43.1%) were also top factors influencing job choice.

Preferences for FWAs

2.3 Across FWAs, scheduled tele-working (32.3%) remained the most required form of scheduled FWA in 2024, followed by flexible hours (23.2%) and employees' choice of days off (21.2%) [Chart 2].³ These commonly required types of FWA, which have largely remained similar to 2023, show an inclination towards FWAs that enable employees to schedule their working time and location more flexibly, rather than work arrangements that reduce hours and fractionalise the job (e.g. part-time, job sharing).

Chart 2: Proportion of resident employees by scheduled FWA type required (%)



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

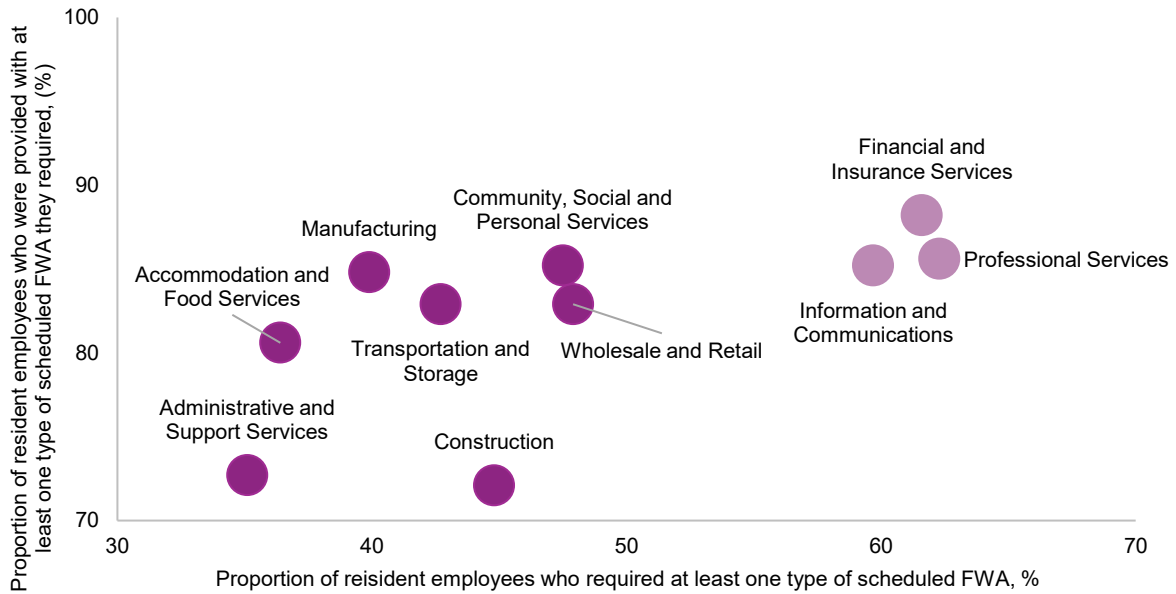
2.4 The higher demand for flexi-time and flexi-place FWA may also be influenced by the suitability of such FWAs for a workforce predominantly made up of professionals, managers, executives and technicians (PMETs)⁴. Observably, flexi-time and flexi-place FWAs were more accessible. Around seven in ten employees who required scheduled tele-working arrangements, flexible hours and choice of day off were provided with them in 2024 (72.4%, 67.4%, and 74.8% respectively).

2.5 Provision varies across sectors with differing job demands. Growth sectors of *Information and Communications*, *Professional Services*, and *Financial and Insurance Services* demonstrated high demand for and provision of scheduled FWAs [Chart 3]. Both provision rates and requirement rates in these sectors were significantly higher than in other sectors, reflecting strong alignment between employee needs and employer support, driven by the need to attract and retain talent.

³ In all, about one in two employees required any one form of FWA in 2024.

⁴ Close to two in three of employed residents are PMETs. Source: Comprehensive Labour Force Survey, Manpower Research & Statistics Department, MOM

Chart 3: Proportion of resident employees who required at least one type of scheduled FWA and were provided with at least one type of scheduled FWA they required by industry (%), 2024

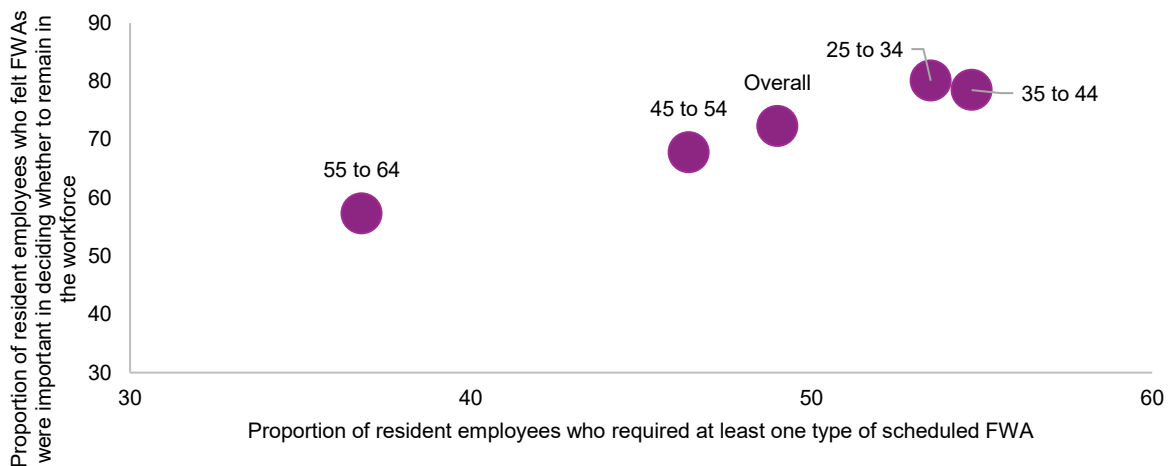


Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

Note: Data are not separately shown for *Real Estate Services* and *Others* due to smaller numbers covered in the survey.

2.6 The extent to which employees require and value FWA varies by age. Resident employees aged 25 to 34 are more likely to require FWAs and consider FWAs provision as an important factor in their decision to remain in the workforce compared with older employees [Chart 4]. This suggests that misalignment in flexibility expectations across age cohorts could have implications for retention over time, particularly in multi-generational organisations.

Chart 4: Proportion of resident employees who required at least one type of scheduled FWA and felt that FWAs were important in deciding whether to remain in the workforce by age (%), 2024



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

- 2.7 A logistic regression analysis was conducted to determine the employee characteristics associated with a higher likelihood of FWA being viewed as an important factor in their decision to continue working.⁵ The variables used to predict the likelihood of an employee remaining in the workforce due to FWA provision include sex, age, education, industry and occupation. Results, which were statistically significant at the 5% level, showed that tertiary-educated employees and female employees are more likely to report FWAs as an important factor in workforce retention. By occupation, *Clerical Support Workers* and *Professionals* were more likely to remain in the workforce when FWAs are offered.
- 2.8 The findings suggest that FWA will increasingly influence workforce participation and retention, as the workforce becomes more highly educated and more inclusive. Whilst female labour force participation rates have demonstrated consistent growth since 1991⁶, notwithstanding a temporary decline following the pandemic, FWAs continue to serve as a critical determinant in women's workforce retention decisions. Consequently, organisations should prioritise the enhancement and expansion of flexible work arrangement offerings for female employees as a strategic approach to both retain existing talent and attract new female participants to the labour market.

Process for accessing FWAs

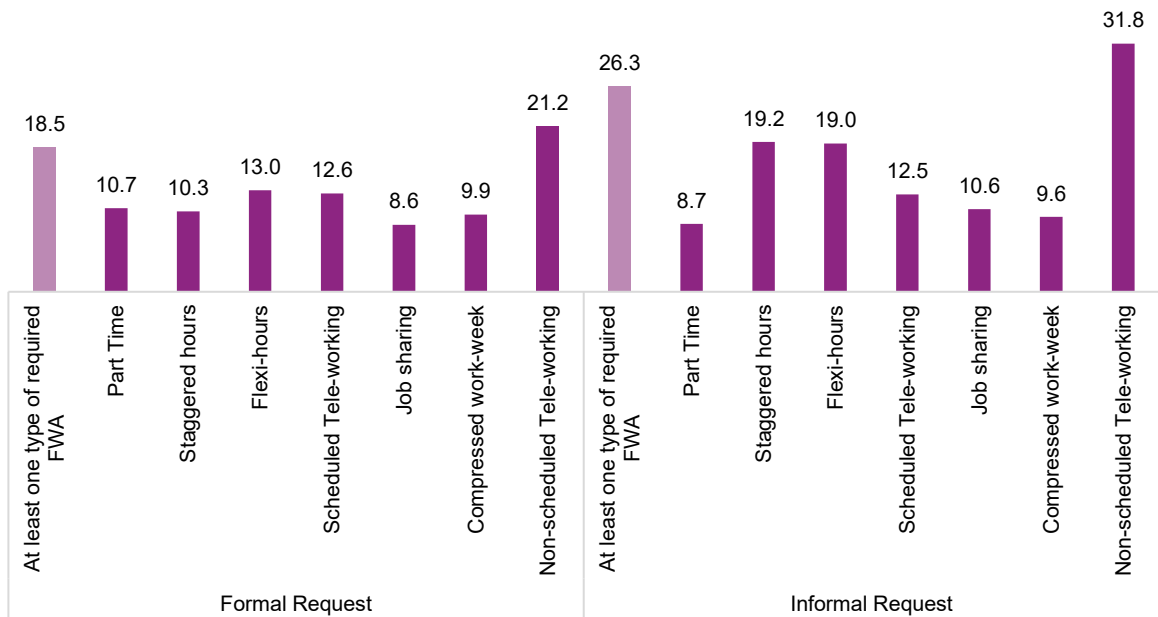
- 2.9 Despite high approval rates for FWA requests (around 94%), formal and informal request rates remain low [[Chart 2](#)] relative to the share of employees who reported requiring FWAs [[Chart 5](#)]. This gap suggests the presence of transitional informational, cultural, or procedural frictions, rather than employer resistance. In this context, the Tripartite Guidelines on FWA Requests (TG-FWAR), implemented in late 2024, is likely to support higher utilisation by clarifying request processes and norms.⁷

⁵ Details of the regression analysis are in Annex C.

⁶ Source: Comprehensive Labour Force Survey, Manpower Research & Statistics Department, MOM

⁷ The Tripartite Guidelines on Flexible Work Arrangements Requests (TG-FWAR) took effect on 1 December 2024. The TG-FWAR sets out the process for employees to formally request for FWAs and for employers to consider and respond to such requests properly. The TG-FWAR does not cover informal requests.

Chart 5: Proportion of employees who formally or informally requested for required FWA by FWA types, 2024



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

Notes:

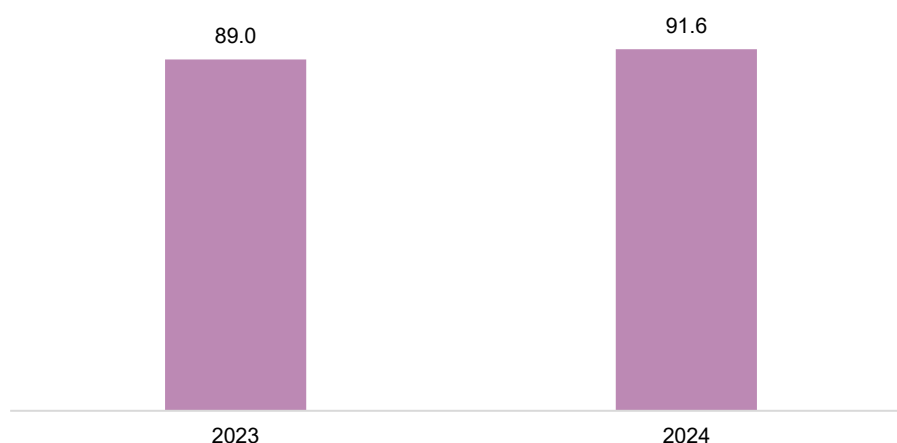
- (1) Data reflects employees who required the FWA types.
- (2) At least one type FWA refers to the following: Part-Time Work, Staggered Hours, Flexi-hours, Scheduled Tele-Working, Non-Scheduled Tele-Working, Job Sharing and Compressed Work-week

3 Employee Support Schemes (ESS)

3.1 ESS are programs employers use to help staff with personal or work issues. These include physical health and fitness, mental well-being, recreation activities/facilities, family support schemes and personal development programmes. The provision of ESS represents a critical component of the Tripartite Standard on Work-Life Harmony.

3.2 Provision of ESS has continued to increase. In 2024, 91.6% of employees were provided with at least one type of ESS⁸ they required, up from 89.0% in 2023, reflecting greater organisational investment in work-life harmony outcomes [Chart 6]. This demonstrates employer commitment to addressing employees' welfare beyond work-related issues and supporting their personal life management, such as through health and wellness programmes and recreational initiatives that help reduce time pressures and stress.

Chart 6: Proportion of resident employees who were provided with at least one type of ESS they required (%)

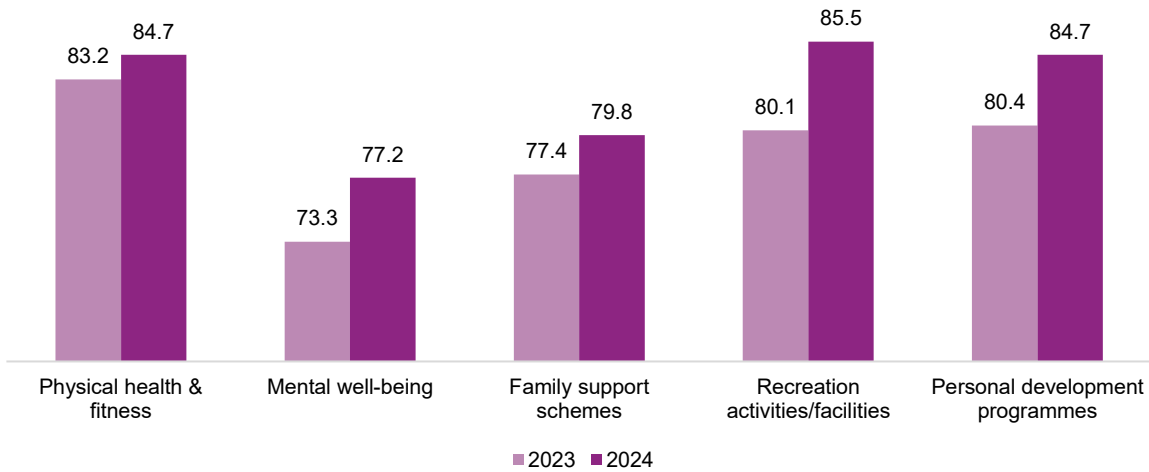


Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

3.3 Physical health and fitness programmes (84.7%), such as workout classes and on-site fitness facilities, as well as family support schemes (79.8%), such as family day, eldercare arrangements, and mental well-being programmes (77.2%), are the more commonly sought after and provided ESS types at the workplace [Chart 7]. Provision of mental health-related ESS rose steadily from 59.1% in 2022 to 77.2% in 2024, consistent with heightened post-pandemic awareness of psychological well-being.

⁸ This includes physical health and fitness, mental well-being, recreation activities/facilities, family support schemes and personal development programmes.

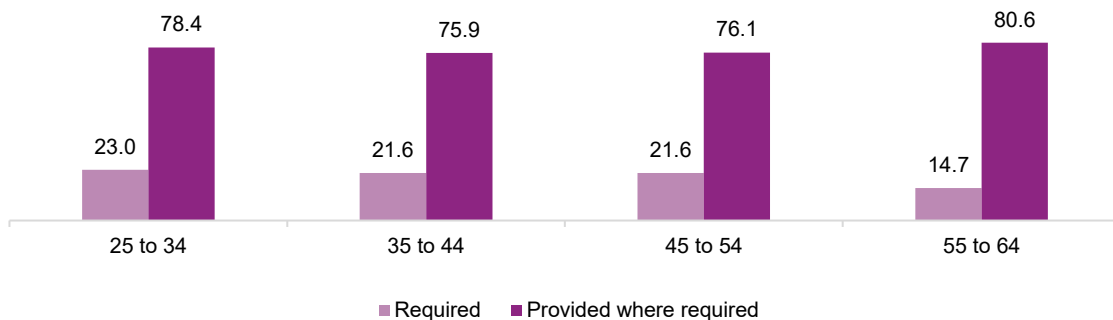
Chart 7: Proportion of employees who were provided the ESS they required, by selected types (%)



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

3.4 Demand for mental well-being ESS was highest among employees aged 25 to 34 [Chart 8]. Among those who required such support, provision rates reached 78.4% in 2024. Employees who were provided with mental health ESS are associated with feeling not as burnt out, with the incidence of work burnout less than one-third that of those who did not receive such support.

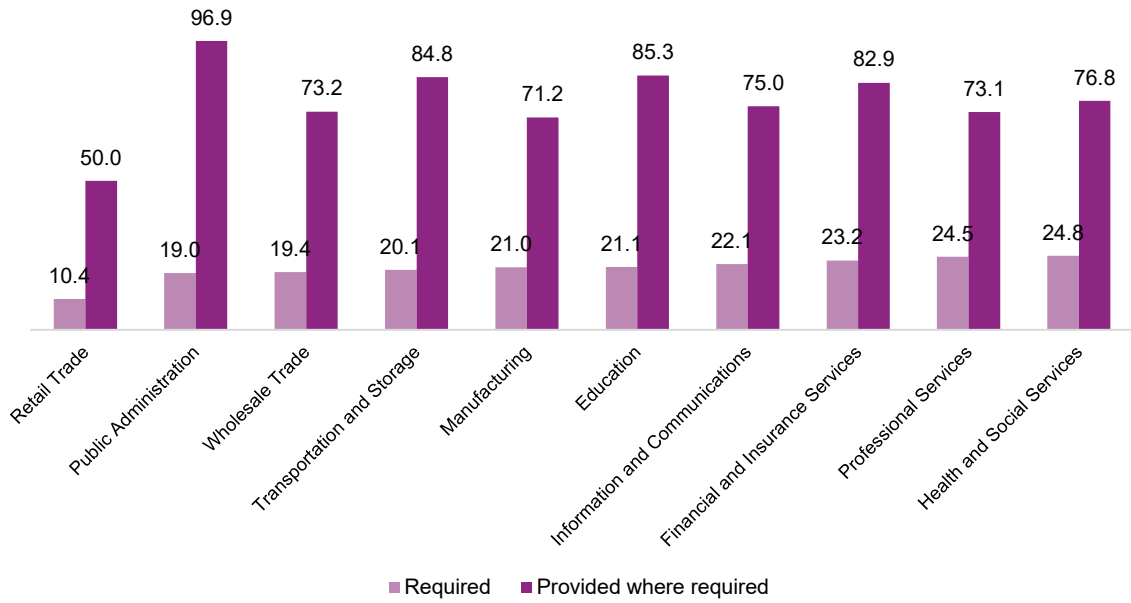
Chart 8: Proportion of resident employees who required and were provided with mental health ESS they required by age (%), 2024



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

3.5 By sector, employees from *Health and Social Services* (24.8%), *Professional Services* (24.5%), *Information and Communications* (22.1%), and *Financial and Insurance Services* (23.2%) demonstrated the highest demand for mental health ESS, yet provision rates remain inadequate [Chart 9]. Employees in these sectors lacking the provision of required mental health ESS reported stress levels more than twice higher than their peers who were provided the required mental health ESS. Given the competitive talent landscape, mental health ESS provision is critical for attraction and retention strategies in these high-demand sectors.

Chart 9: Proportion of resident employees who required and were provided with mental health ESS they required by industry (%), 2024



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

Notes: Data are not separately shown for *Construction, Accommodation and Food Services, Real Estate Services, Administrative and Support Services* and *Arts Entertainment and Recreation* due to smaller numbers covered in the survey.

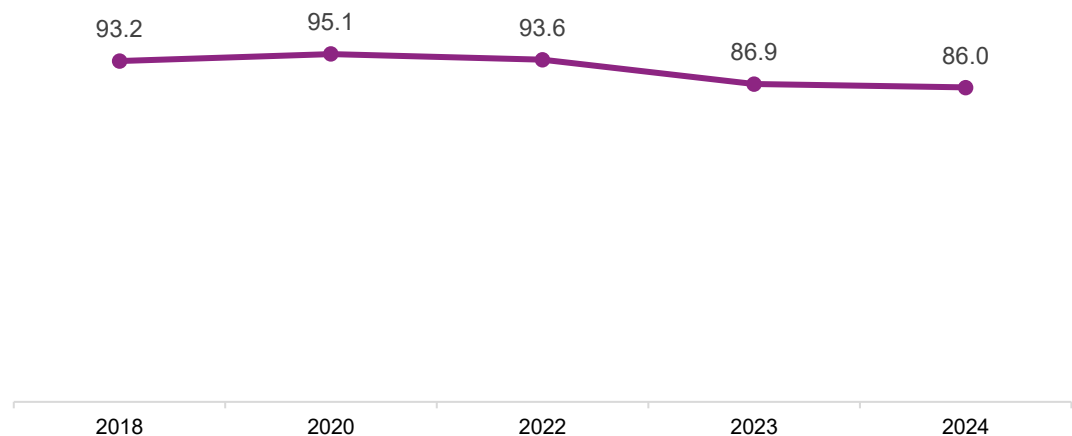
4 Leave Benefit

(a) Non-statutory Leaves (NSLs)

4.1 NSLs represent additional employer provisions that complement statutory leave entitlements under the Employment Act. These benefits are offered at the employer's discretion to boost employee welfare and attract talent. Examples include paid care leave⁹ and paid sick leave (without MC).

4.2 Access to NSLs remains high— 86.0% of resident employees were provided with at least one type of NSL they required in 2024. The gradual decline in NSL provision since 2018 coincided with increased reliance on FWAs and annual leave for caregiving and personal needs, suggesting a gradual rebalancing towards more flexible, ongoing work-arrangement solutions, rather than discrete leave. [Chart 10].

Chart 10: Proportion of resident employees who were provided with at least one type of NSL they required (%)



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

4.3 Awareness of NSLs improved significantly. The share of employees who were unsure how to apply for NSLs fell from 28.9% in 2023 to 5.4% in 2024, and fewer employees reported non-utilisation due to lack of supervisor support¹⁰. This points to clearer processes and stronger supervisory support in fostering more WLH-supportive workplace practices.

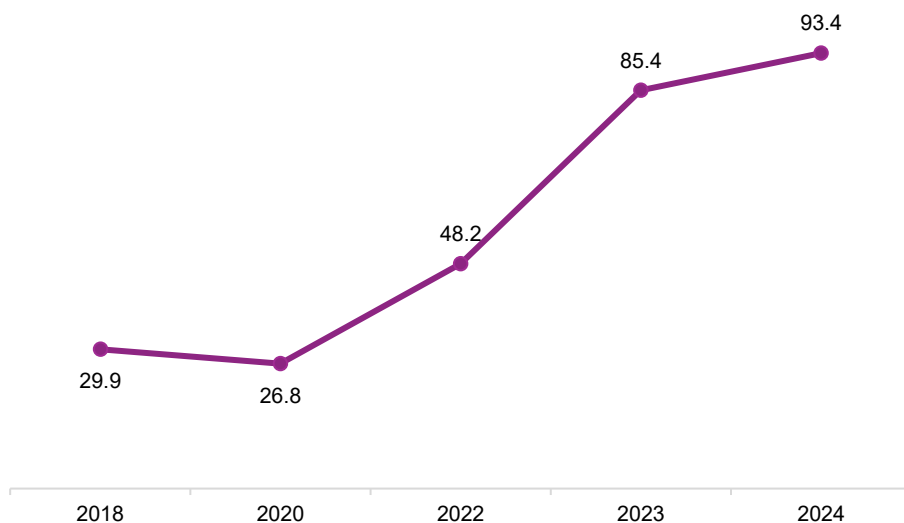
⁹ This consists of paid family care leave, paid parental care leave and paid childcare sick leave (MC required).

¹⁰ The proportion of resident employees who did not utilise their NSLs (family care leave, parental care leave, childcare leave and sick leave without medical certificates) due to lack of supervisor support for their request dropped from 6.7% in 2023 to 2.9% in 2024.

4.4 While employees are increasingly provided more of such leave benefits (up from 92.8% in 2018 to 94.6% in 2024), they might prefer other alternatives such as FWAs, particularly scheduled tele-working,¹¹ and ESS. This is reflected in declining NSL requirements, which fell from 82.2% in 2018 to 71.1% in 2024.

4.5 The provision of at least one type of paid care leave to resident employees who required it declined from pandemic highs of 82.8% in 2020 to 70.6% in 2023 to 69.8% in 2024. However, among resident employees who were provided with paid family care leave they required, the utilisation rate gradually increased from 26.8% in 2020 to 93.4% in 2024 [Chart 11]. This suggests that while fewer employees are being offered paid family care leave, those who receive it are far more likely to use it. The trend aligns with the higher utilisation of FWA post-pandemic, signalling a more family-friendly workplace culture and reduced stigmatisation of workers who use FWAs or leave benefits for family care reasons.¹²

Chart 11: Proportion of resident employees who utilised at least one type of paid care leave (%)



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

Notes: Data on employees who utilised at least one type of paid care leave reflects only those who were provided with at least one type of paid care leave they required.

4.6 By sector, growth sectors have high NSL provision rates when employees require them, with 8 in 10 employees provided with the required NSLs, consistent with 2023 levels. Domestic-oriented sectors¹³ (e.g. *Administrative and Support Services*) were

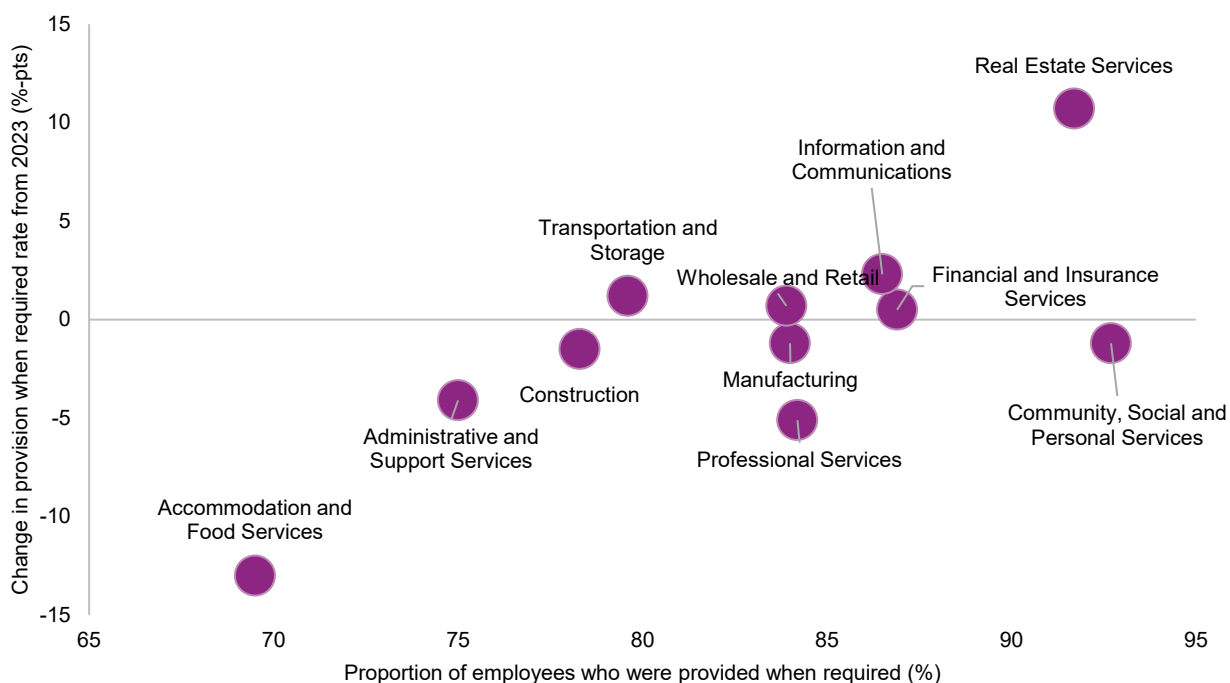
¹¹ The share of resident employees who required scheduled tele-working increased from 25.0% in 2018 to 32.3% in 2024.

¹² For instance, employees who work flexibly or take family care leave may fear being perceived as less committed to work by their co-workers or supervisors.

¹³ Domestic-oriented sectors refer to the construction, retail trade, food & beverage services, real estate, administrative & support services and other services sectors.

more likely than outward-oriented sectors¹⁴ to see declines in NSL provision for employees who required it. As NSLs are discretionary paid leave benefits, domestic-oriented sectors that faced greater cost pressures in 2024 may have cut back on such benefits. *Accommodation and Food Services* had lower provision rates when required by resident employees (69.5%) and registered the steepest decline among all sectors, falling from 82.5% in 2023 to 69.5% in 2024 [Chart 12].

Chart 12: Proportion of resident employees who were provided with at least one type of NSL they required in 2024 and the corresponding change from 2023, by sector (%)



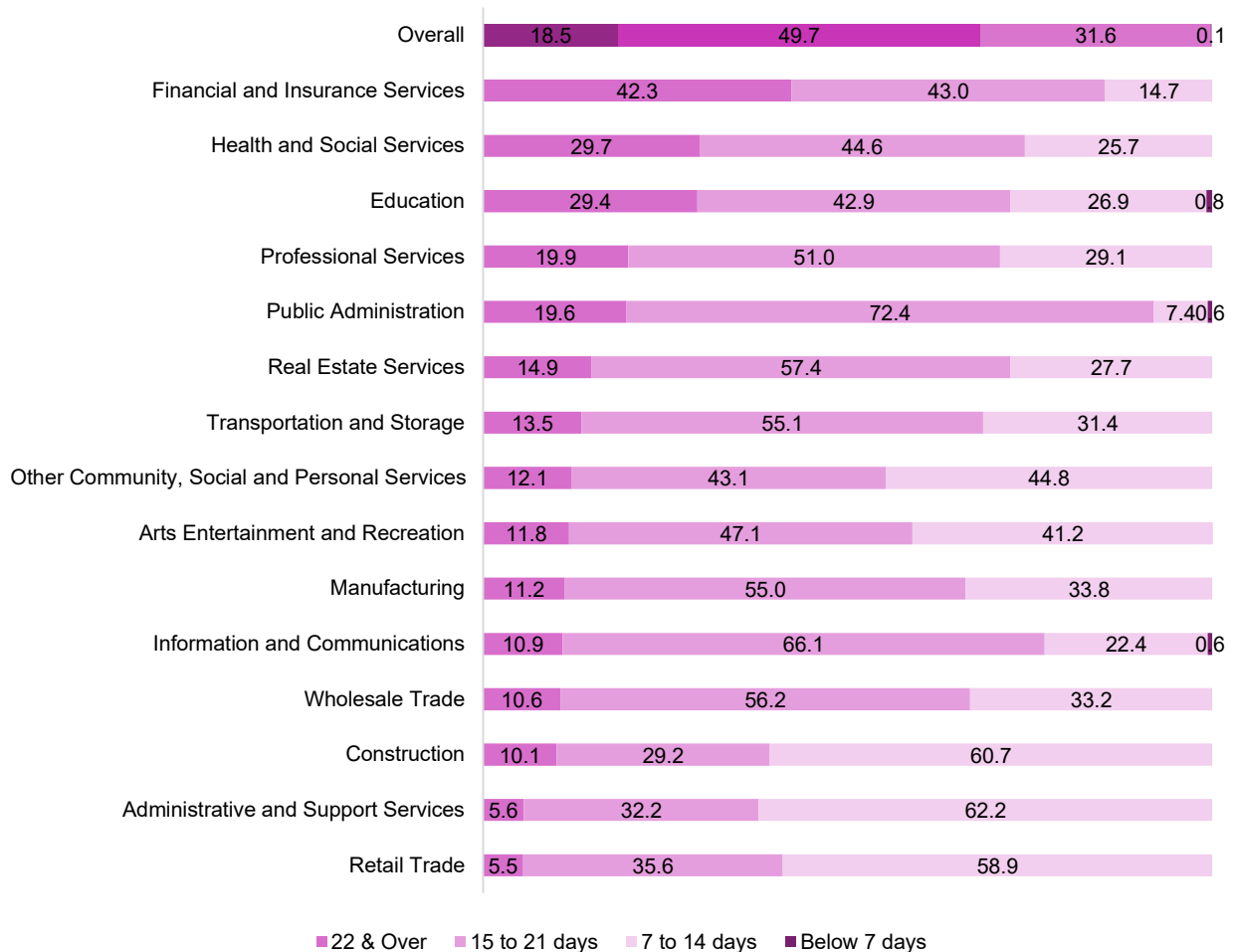
Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

¹⁴ Outward-oriented sectors refer to the manufacturing, wholesale trade, transportation & storage, accommodation, information & communications, finance & insurance and professional services sectors.

(b) Annual Leave (AL)

4.7 Nearly all (99.9%) employees had at least 7 days of AL in 2024, in line with the Employment Act¹⁵ [Chart 13] and comparable to the proportion in 2023 (99.6%).

Chart 13: Proportion of resident employees by AL entitlement (%), 2024



Source: Survey on Employees' Working Conditions, Manpower Research & Statistics Department, MOM

Notes:

- (1) Data refers to resident employees who were entitled to a fixed number of paid annual leave days.
- (2) Data are not separately shown for *Accommodation* due to smaller numbers covered in the survey.

4.8 The average days of AL entitled and proportion of employees entitled with more than 21 days of AL were higher in *Financial and Insurance Services*¹⁶ (20.5 days on average, or 42.3% of all employees), *Health and Social Services* (19.7 days or 29.7%) and *Education* (20.4 days or 29.4%) [Chart 13]. The high AL entitlement in these

¹⁵ Employees who are covered under the Employment Act are entitled to a minimum of 7 days of paid annual leave for the first year of employment with the employer provided that the employee has worked for at least 3 months. The number of days of entitlement increases with a longer period of service.

¹⁶ In *Financial and Insurance Services*, it was partly due to the need for mandatory leave for those in risk-taking, risk management and risk control roles. Source: Monetary Authority of Singapore, Guidelines on Risk Management Practices - Internal Controls.

sectors reflects the need to retain talent in competitive and highly demanding work environments through such enhanced benefits.

- 4.9 Non-PMETs (15.1 days or 6.6%) generally have lower AL entitlement compared to PMETs (19.1 days or 22.2%). Sectors which non-PMETs typically work in are also more customer-facing with longer operating hours. For example, *Retail Trade* (15.5 days or 5.5%) had a lower proportion of employees with AL beyond 21 days. Non-PMETs in these sectors typically received between 7 and 14 days of AL.

5 Conclusion

- 5.1 Our findings show that Work-Life Harmony initiatives have become integral to Singapore's employment landscape rather than supplementary features in our workplace, with FWAs emerging as the primary driver of employee retention and attraction.
- 5.2 The sustained normalisation of FWA provision post-pandemic, coupled with rising provision in ESS, indicates that firms recognise the importance of work-life harmony for their employees. However, the gap between high approval rates and low formal request rates relative to employee need suggests the presence of transitional informational, cultural, or procedural frictions rather than employer resistance.
- 5.3 One possible intervention is raising awareness of available WLH initiatives and workplace support for them, to address informational gaps and cultural barriers that prevent employee uptake. This strategy should encompass manager training programmes, peer support networks, and clear communication strategies that normalise the use of WLH initiatives.
- 5.4 The demographic patterns observed in our findings also highlight the importance of age-specific workplace strategies while maintaining equity across age groups. The pronounced preference for FWAs among employees aged 25 to 34, combined with their higher demand for mental health support, suggests that traditional one-size-fits-all approaches may be inadequate for addressing contemporary workforce needs. Furthermore, the substantial reduction in work burnout among younger employees who received mental health ESS demonstrates the tangible benefits of targeted support interventions, reinforcing the business case for comprehensive WLH provision.
- 5.5 Regular assessment mechanisms to track both provision and utilisation rates across sectors and demographics will enable evidence-based policy adjustments and ensure that WLH initiatives achieve their intended outcomes in supporting workforce participation and well-being. This monitoring framework should incorporate qualitative measures of employee satisfaction and organisational culture change, providing a comprehensive understanding of policy effectiveness beyond simple provision statistics. The establishment of such frameworks will enable continuous improvement and adaptation of WLH policies to meet evolving workforce needs.

Annex A: Survey Coverage and Methodology

Introduction

The Survey on Employees' Working Conditions, 2024 was conducted by the Manpower Research and Statistics Department of the Ministry of Manpower under the Statistics Act 1973 (2020 Revised Edition). The survey was conducted from 5 March 2025 to 16 May 2025.

Objective

The Survey on Employees' Working Conditions report analyses employment conditions and workplace practices.

Coverage

The report covers full-time resident employees aged 25 to 64. The latest survey in 2025 covered a total of 3,198 residents in the labour force (excluding full-time National Servicemen), of whom 2,719 or 85.5% responded.

Mode of Submission

The majority of the households completed the survey through telephone or internet. Households that did not respond through these options were enumerated through face-to-face interviews.

Reference Period

The reference period was 1 January 2024 to 31 December 2024.

Data Collected

Employees were asked to provide information pertaining to the following topics:

- Flexible work arrangements
- Non-statutory leave
- Employee support schemes
- Annual leave entitlement

Concepts and Definitions

Flexible Work Arrangements	
Flexible Work Arrangements	These include working arrangements that differ from traditional arrangements of fixed daily work hours at the workplace and are offered by the employer to enable employees to better engage work and family / personal responsibilities. They include, but are not limited to part-time work, staggered hours, flexi-hours, tele-working, home working, job sharing, compressed work-week, unplanned time-off and alternative work schedules.
Part-time work	This refers to working less than 35 hours in a week. Excludes workers who work 'on and off' and temporary employees who work normal hours.
Flexi-hours	This is an arrangement where employees can vary their daily working hours to suit their work and personal commitments so long as they work the total hours agreed for an accounting period, usually a week or month in the office.
Staggered hours	This is an arrangement characterised by different starting and finishing hours (e.g. start time can vary from 7am to 10am with finish time adjusted accordingly) around compulsory core hours (e.g. 10 am to 4pm).
Tele-working	This is an arrangement for an extended period of time where employees work in places other than the office and use information and communication technologies. Employees under this work arrangement may be required to spend certain "core" times or days in the office. Tele-working may be offered in two forms:
	Scheduled tele-working is when employees tele-work for an agreed period of time based on a schedule set by their organisation
	Non-scheduled tele-working is when employees tele-work on an ad-hoc basis, for personal reasons (e.g. family emergencies) without any schedule set by their organisation
Homeworking	This is an arrangement where employees undertake work mainly in their homes without using information and communication technologies. Such jobs usually involved production of goods or services. It excludes those who are tele-working.
Job sharing	This is an arrangement where the workload of a full-time job is split between two or more people in the office. The job sharers work at different times, although there may be a time overlap to maintain continuity. They may each work part of the day or week, or alternate weeks (depending on their and their employers' circumstances) on an ongoing, regular basis. The pay, holidays and other benefits are usually divided in proportion to the number of hours they each work.
Compressed work-week	This is an arrangement where employees are allowed to work full-time hours in fewer than the normal number of days per time period (i.e. employees complete their expected workload over a shorter time period (e.g. 40 hours within a 4-day work-week)). It is an option taken up by employees, rather than a mandatory requirement by the employer.
Time - Off	This refers to time-off to attend to personal matters
Employees' choice of days off	This is an arrangement that allows employees to plan their work schedules and determine their day(s) off. Balloting may be used to ensure that daily operations run smoothly and ensure fair allocation of day(s) off.
Shift swapping	This is an arrangement that allows shift-workers to trade shifts with one another when the need arises. This enables them to arrange their schedule to meet their personal needs and family responsibilities.
Time Banking	This is an arrangement where an employer and employee agree on a fixed number of work hours to be completed over a specified time period (e.g., 24 hours a week). If an employee is required to work additional hours, these are accumulated in a 'time bank' and may be taken as time off in-lieu.

Non-Statutory Leave Benefits	
Non-Statutory Leave	This refers to additional benefits offered by certain companies that go beyond the statutory leave mandated by law. The entitlement of such benefits is usually dependent on the employment contract or on mutual agreement between the employee and employer.
Paid Family Care Leave	This refers to the leave granted to employees for taking care of their family members. This includes anyone who are considered immediate family – e.g. spouse, children, parents, step-parents, parents-in-law, siblings, grandparents, step-grandparents, and grandparents-in-law. It is not restricted to children, and where children are concerned, the employees are <u>not required to produce any MC</u> .
Paid Parental Care Leave	This refers to leave granted to employees for taking care of their parents (including step-parents and parents-in-law) or to accompany them for medical appointments when they are sick or when the main caregiver is not available.
Paid Child Sick Leave	This refers to leave granted to employees for taking care of their children. Child MC is required.
Paid sick leave without medical certificate	This refers to leave granted without the need of requiring a medical certificate. An example would be employees who tested positive for COVID-19 and were required to self-isolate at home. This type of paid sick leave should be covered either through paid outpatient sick leave, or paid hospitalisation leave. This is in line with MOM's advisory on work and leave arrangements for employees who test positive for COVID-19 but are mildly symptomatic or physically well.

Reliability of Data

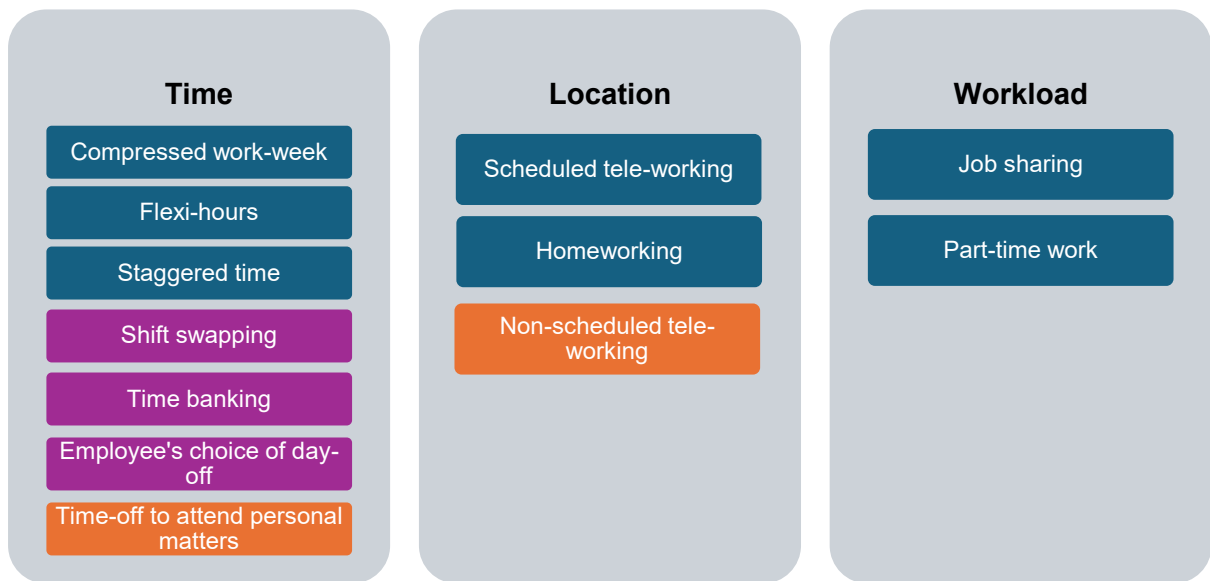
In a sample survey, inferences about the target population are drawn from the data collected from the sample. Errors due to the extension of the conclusions based on one sample to the entire population are known as sampling errors. The sampling error of an estimate is the extent of variation between 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 estimate. 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 (%-points)	Relative Standard Error (%)	95% Confidence Interval	
					Lower	Upper
Proportion of full-time employees aged 25 to 64						
FWAs	Provided at least one type of FWA when required	84.5	0.72	0.9	83.1	85.9
NSL	Provided at least one type of NSL when required	86.0	0.69	0.8	84.6	87.4
ESS	Provided at least one type of ESS when required	91.6	0.55	0.6	90.5	92.7

Annex B: Types of FWAs



Notes:

1. "Shift swapping", "time banking" and "employee's choice of day-off" are newly collected types of FWA in 2022.
2. "Time-off to attend personal matters" and "non-scheduled tele-working" are non-scheduled types of FWA.

Annex C: Logistic Regression Results

FWA Retention Model

Variables

- *Fwa_remain*: Binary variable taking the value of 1 if FWA is important in deciding whether to remain in the workforce
- *gender* = Categorical variable indicating sex
- *age* = Categorical variable indicating the age bands
- *ind* = Categorical variable indicating the industry
- *occ* = Categorical variable indicating the occupation group

FWA Provision Model Equation

$$\text{logit}(\text{Probability}(\text{Fwa_remain}= 1)) = \beta_0 + \beta_1 * \text{gender} + \beta_2 * \text{age} + \beta_3 * \text{ind} + \beta_4 * \text{occ} + \varepsilon,$$

where ε is the error term in the regression equation, Male is used as the base sex, 25 to 34 is used as the age group, Below Secondary is used as the education, *Others* is used as the industry and base occupation.

FWA Provision Model Coefficients

Variable	Coefficient	p-value
<i>Intercept</i>	-0.283	0.528
<i>Female</i>	0.420	1.12e-09+++
<i>Male (Base)</i>		
<i>55 to 64</i>	-0.947	<2e-06+++
<i>45 to 54</i>	-0.509	5.32e-08+++
<i>35 to 44</i>	-0.136	0.143
<i>25 to 34</i>		
<i>Degree</i>	0.777	8.33e-07+++
<i>Diploma & Professional Qualification</i>	0.463	0.002++
<i>Post-Secondary (Non-Tertiary)</i>	0.318	0.040+
<i>Secondary</i>	0.265	0.075*
<i>Below Secondary (Base)</i>		
<i>Manufacturing</i>	0.111	0.717
<i>Construction</i>	0.179	0.586
<i>Wholesale Trade</i>	0.460	0.138
<i>Retail Trade</i>	0.274	0.426
<i>Transportation and Storage</i>	0.188	0.555
<i>Accommodation</i>	-0.515	0.249
<i>Food and Beverage Services</i>	0.120	0.729
<i>Information and Communications</i>	0.527	0.103
<i>Financial and Insurance Services</i>	0.582	0.062*
<i>Real Estate Services</i>	0.489	0.197

<i>Professional Services</i>	0.561	0.076*
<i>Administrative and Support Services</i>	0.365	0.269
<i>Public Administration and Defence</i>	0.241	0.454
<i>Education</i>	0.242	0.453
<i>Health and Social Services</i>	0.175	0.579
<i>Arts Entertainment and Recreation</i>	0.820	0.050*
<i>Other Community, Social and Personal Services</i>	0.625	0.082*
<i>Others (Base)</i>		
<i>Professionals</i>	0.543	0.087*
<i>Managers & Administrators (Including Working Proprietors)</i>	0.520	0.106
<i>Associate Professionals and Technicians</i>	0.446	0.158
<i>Clerical Support Workers</i>	0.737	0.026+
<i>Service and Sales Workers</i>	0.186	0.573
<i>Craftsmen & Related Trades Workers</i>	0.596	0.120
<i>Plant & Machine Operators & Assemblers</i>	0.344	0.348
<i>Cleaners, Labourers & Related Workers</i>	0.250	0.485
<i>Others (Base)</i>		

Note: +, ++, and +++ refer to the statistical significance of the finding. +++: 0 < p-value < 0.001; ++: 0.001 < p-value < 0.01; +: 0.01 < p-value < 0.05; *: 0.05 < p-value < 0.1.